

JOONDALUP CITY CENTRE PLACE ACTIVATION PLAN

Make It.
Own It.
It's your place.



Acknowledgement

We acknowledge the traditional custodians of the area, the Whadjuk people of the Noongar Nation. We recognise their cultural heritage, beliefs and relationship to the land, which continues to be important to Noongar people today. We pay our respects to Elders past, present and future.

The City of Joondalup also acknowledges the many community members who have been involved in Joondalup City Centre planning over many years, and in particular during this Place Activation Plan process.

Disclaimer

This document has been produced for the use of the City of Joondalup and its community. The City disclaims responsibility to any third party acting upon or using the whole or part of its contents.

This document has been prepared by Shape Urban Pty Ltd. Shape Urban are proud to partner with a great team including Far Lane and Altometer Business Intelligence to deliver this project.

Document Title

Joondalup City Centre Place Activation Plan

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Joondalup City Centre
will be the heart and soul
of the north, loved and
enjoyed by its community
and visitors

*Vision developed by workshop participants for
the Joondalup City Centre Place Activation Plan*

Executive summary

The growth and vibrancy of the Joondalup City Centre is a strategic priority for the City of Joondalup (the City). Over recent years, the City has been exploring how to continuously improve how places and communities are activated by residents, community groups and organisations, and the delivery of City projects and events.

Some of the projects and events the City has invested resources in to activate and grow the Joondalup City Centre include the Joondalup Activity Centre Plan, Joondalup Festival, public arts programs, the Joondalup markets, Joondalup City Centre Development - Boas Place project (redevelopment/revitalisation), and access and parking reviews.

The City is prepared its Place Activation Strategy which will provide a framework for consistent delivery and support of placemaking across the City of Joondalup. A key focus of the Place Activation Strategy will be facilitating community-led placemaking projects and supporting the activation of spaces and places that are important to the wellbeing of the City's community and economy.

The Place Activation Strategy will address the 'how' of placemaking in the City. Place Activation Plans will set out the 'what': developing a suite of place-specific activation initiatives for a specific place or neighbourhood. The core of the Joondalup City Centre has been nominated as the pilot Place Activation Plan area.

The development of the Joondalup City Centre Place Activation Plan (the plan) has been community-led through the collection of community ideas for activation, sorting of ideas received into themes to develop criteria for assessment, and the assessment of ideas received using those criteria. This results in 15 priority ideas (projects) that will inform the Council, City and local placemakers on how to focus efforts to activate the City Centre.

The vision developed for the City Centre is:

“Joondalup City Centre will be the heart and soul of the north, loved and enjoyed by its community and visitors”

The criteria developed to assess the ideas collected from the community and establish the vision for the City Centre are:

- Create Vibrancy
- People Connectivity
- Safe, Secure Environment
- Diverse Community Appeal
- Healthy Environment
- Heritage, Culture and Identity

These criteria are based on ideas received, the benefits these would bring to the City Centre and, most importantly, are by the people who live and do business in the City Centre, or who use and visit it.



Using a multi-criteria analysis (MCA) assessment process, the following 15 projects were selected as priorities for activation of the City Centre:

1. Redesign Grand Boulevard to make it less of a barrier to pedestrians
2. Art in the streets
3. Courtyard spaces ('piazzas') as focal points
4. Transform a large carpark into a piazza/ Shared Space (Boas Avenue)
5. Pedestrian-friendly streets
6. Alfresco dining
7. Youth playscapes (facilities for teenagers)
8. Markets
9. Better connectivity to train and bus stations
10. Attract more diversity into the CBD
11. Amphitheatre spaces for performances in Central Park
12. Cafés in Central Park and Neil Hawkins Park
13. Playscapes and playgrounds for small children
14. Pedestrian mall along Boas Avenue
15. Art venues and Aboriginal culture

These 15 projects are indicated spatially on Page 6.

Some of the projects are ones that require City delivery. Others can be jointly delivered with local placemaking groups, and/or other delivery partners such as ECU, TAFE, the Joondalup Business Association (JBA), or local businesses.

The plan and top 15 projects should be reviewed annually against the City's Strategic Community Plan, Corporate Business Plan and other relevant documents, and the assessment criteria and vision developed by community members. The City should also seek to get feedback from the local community and key stakeholders about the relevancy of criteria and success metrics (and if there is a need to update these).

The top 15 projects, as selected through a detailed multi-criteria assessment process with members of the community, are described in Part A - The Projects.

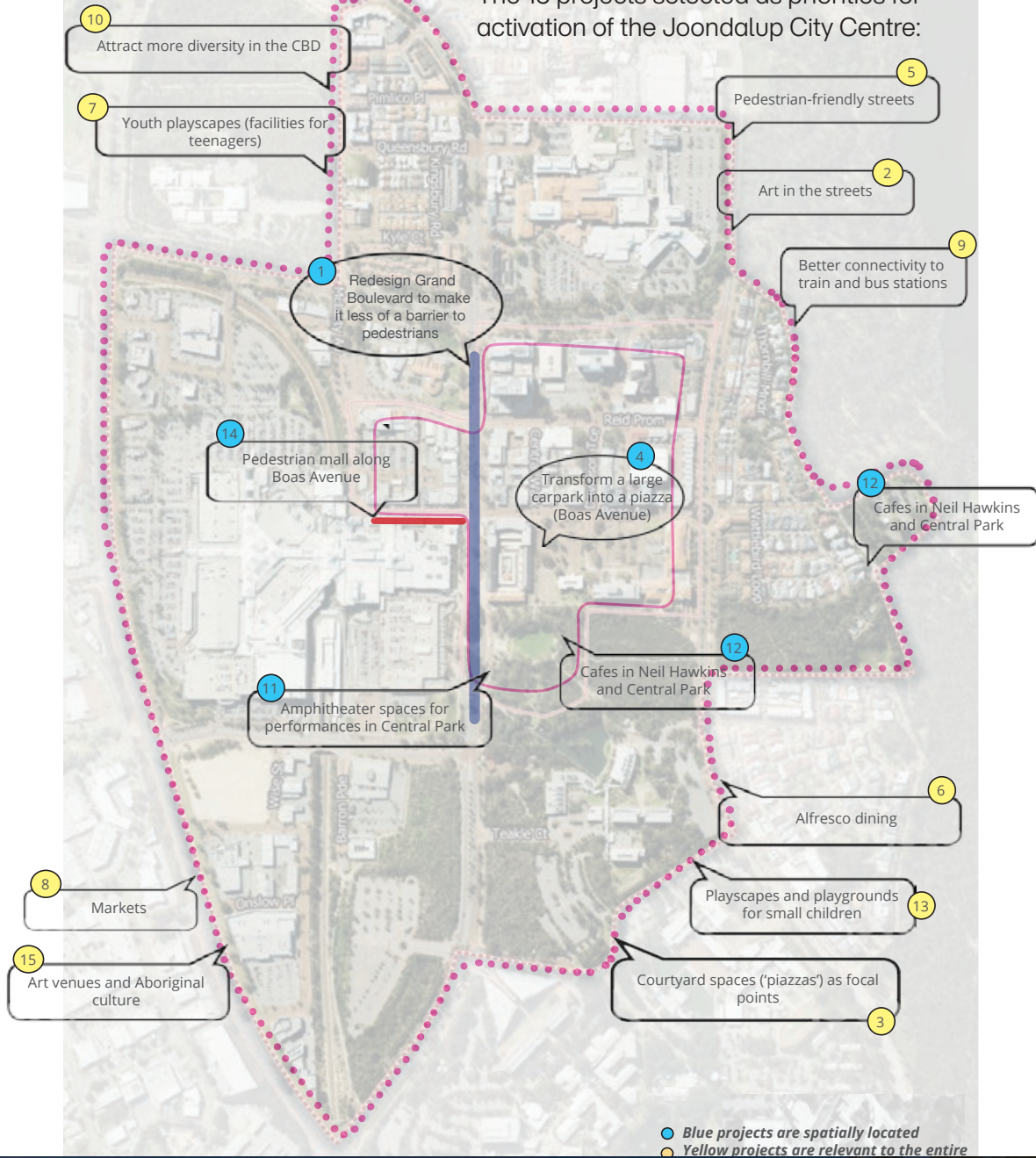
Acknowledging the community

The Joondalup City Centre Place Activation Plan has been developed by and with the community. We thank you for your contributions to this plan and empower you to own it.

This is your plan. The City and other delivery partners will enable you to action the projects yourself, or to work with them to activate the City Centre and achieve your vision for the Joondalup City Centre.



The 15 projects selected as priorities for activation of the Joondalup City Centre:





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Introduction

The Joondalup City Centre Place Activation Plan (the plan) has been developed as a set of prioritised 'place based' projects to give the City of Joondalup, local placemaking groups and the community a blueprint to deliver activation projects, ensure City investment and capital works projects align with community and place needs, and direct efforts into activation initiatives that will have the most return and benefit for the City Centre and local community.

The plan defines a vision for the Joondalup City Centre and outlines a series of prioritised initiatives (projects) for implementation to activate the area and foster vibrancy and growth in the City Centre.

Throughout the development of the plan, the City has sought input from the local community, businesses, and users of and visitors to the City Centre, to understand the local values and establish a vision for the City Centre.

The prioritised projects outlined in Part A - The Projects section of this document will be used to inform investment and operational and capital works projects for the community and the City of Joondalup.

This is a pilot project intended to establish a framework and process for developing place activation plans in other places and neighbourhoods across the City.

How to read this document

The plan is broken into two parts:

- Part A - The Projects: the top 15 ideas (projects) as suggested by the community and prioritised by workshop participants
- Part B - Implementation Framework: the implementation framework for delivery

Part A and Part B are contextualised with the process introduction and relevant strategic framework.

The document has been written in an easy to understand manner. It is intended to be read and used by the community, community placemaking groups, stakeholders and the City to inform and guide the placemaking projects prioritised for implementation.

Place Activation Plan Area

The Joondalup City Centre is located in the north west corridor of the Perth metropolitan region, approximately 25 kilometres from Perth's Central Business District.

It has a combination of cultural, civic, commercial and residential properties that includes:

- Major retail offerings at the Lakeside Joondalup Shopping Centre
- Sport and recreation facilities - the HBF Arena and ECU Sport and Fitness Centre
- State government agencies and other offices
- The City of Joondalup administration offices
- Joondalup Public Library
- Edith Cowan University (ECU) Joondalup Campus and North Metropolitan TAFE
- Joondalup Health Campus
- Western Australia Police Academy and Joondalup Police Station.

The plan comprises the land between Shenton Avenue to the north, McLarty Avenue to the west, Central Park to the south and Lakeside Drive to the east (red solid line).

The land surrounding the Place Activation Plan (red dashed line) facilitates linkages and relationships with the plan area for example the extended Central Park, the ECU campus, Joondalup Health Campus and the train station. It is included for these linkages and variously referenced as such through this report.

The plan area and surrounds are shown on Figure 1.



Legend:

Place Activation Plan Content

Figure 2 depicts the content and function of place activation plans. Following this guide, this plan articulates a place vision as developed by a sample of community members, identifies and plans activation initiatives and opportunities (through the plan development process referred to below), identifies infrastructure and City projects that are or may be affected, and uses the City Centre analysis and economic contextualisation to establish performance measure for evaluation.

The projects in this plan have been cross checked against the following sources:

- a. Local wants and needs;
- b. The City's Place Activation Framework and internal Integrated Planning Framework (Figure 3 refers); and
- c. Data collected by the City to measure performance.

Part A – The Projects

details each of the 15 priority projects with a roadmap of diagnosis/analysis > what the community said > solution > and impact.

The Impact section uses the information from the City Centre analysis and economic contextualisation to give the City performance measures to evaluate the success of projects over time, and whether there is a need to refine the process.

Part B – Implementation Framework

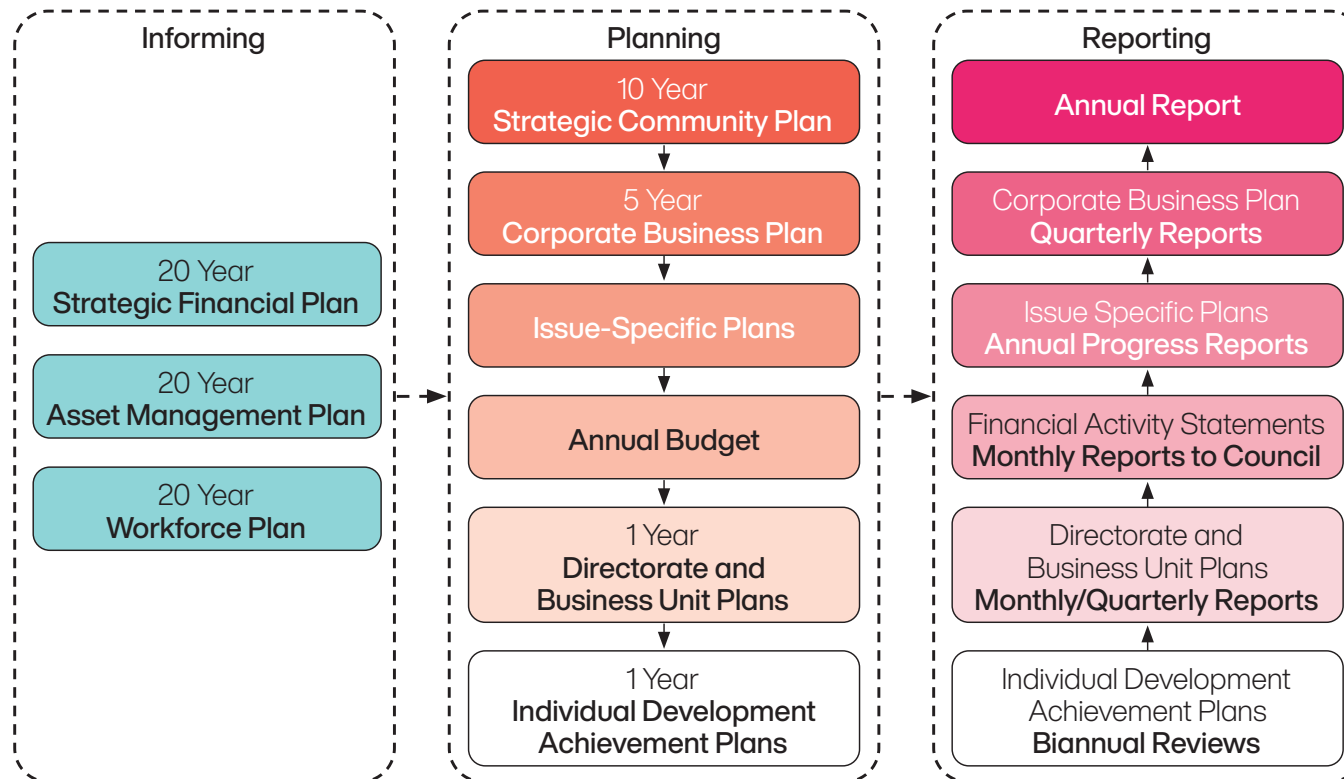
describes the delivery team and partners for each project, broad timeframes and costs, and the implementation actions or key steps for each. Part B also describes community placemaking and City initiatives to support community placemaking.



Figure 2 – Content and function of Place Activation Plans



Figure 3 – Integrated Planning Framework



Strategic Planning Context

Place Activation Plan Purpose and Review

The plan will form a part of the City's suite of informing strategies.

The Integrated Planning and Reporting Framework outlined by the Local Government (Administration) Regulations 1996 requires the City to adopt a Strategic Community Plan (SCP) and a Corporate Business Plan (Figure 3). One of the key challenges in the City's SCP is to enhance City Centre vibrancy through additional focus on economic development and investment attraction activities as well as the activation of key areas in the City Centre.

One of the strategic priorities in the SCP is Place Activation - development of a Place Activation Strategy for the City of Joondalup and pilot Place Activation Plan for part of the City Centre.

It is recommended that this plan be reviewed annually. This allows the progress of chosen projects to be reported on (in the City's Strategic Community Plan, Corporate Business Plan, annual budget and another relevant documents), update of projects to reflect where they are in the delivery cycle, and for newly identified ideas to be included.

When reviewing the plan, the City should seek to get feedback from the community and stakeholders about the relevancy of existing criteria and success metrics, and if there is a need for update.

It should also be noted that the workshop participants represent a sample of the broader community, but not the whole community. Accordingly, some of the projects in this plan will require additional community consultation by the City as they are progressed to business case/approval.

City of Joondalup Place Activation Framework

The City is preparing its Place Activation Strategy (the strategy) which will provide a framework for consistent delivery and support of placemaking across the City of Joondalup. A key focus of the strategy will be facilitating community-led placemaking projects and supporting the activation of spaces and places that are important to the wellbeing of the City's community and economy.

The strategy will address the 'how' of placemaking in the City. Place Activation Plans will set out the 'what': developing a suite of

place-specific activation initiatives for a specific place or neighbourhood. The core of the Joondalup City Centre has been nominated as the pilot Place Activation Plan area.

The City's strategic aspiration for each place is a strong connection between community and place, as demonstrated by the community;

- Contributing their energy and passion to the place through placemaking; and
- Choosing to live local and invest their time and money in local places.

The City's place activation framework works to a collective commitment and shared responsibility. Establishing this relationship between the City and community is important to achieve identified strategic aspirations.

The role of the community is to: **Make It. Own It. It's your place.**

Being the people who live, work, play, learn, and experience within local places, the community maintains the closest relationship to those places. These experiences make the community the most natural lead for authentic placemaking.

The role of the City of Joondalup is to: **Enable.**



The role of the
community is to:
Make It. Own It.
It's your place.

Alfresco dining, Central Walk



As an infrastructure provider and key enabler of placemaking, the City can enable activation by empowering community placemakers, providing the right canvas for local placemaking and catalysing activation of places.

The key focus areas for the City to do this are:

Empower

The City will encourage and support the community to lead and participate in community placemaking and will manage impact of red tape on community placemaking.

The City will need to 'get out of the way' to enable the community to activate the City Centre.

Provide the right canvas

The City is responsible for delivering public infrastructure and assets, and therefore has a role in providing the canvas for community enjoyment and activation. It will need to understand the needs and vision of a place to ensure improvements to the built environment support activated, vibrant places.

Catalyse

There may be a need to catalyse place activation through more significant investment than community placemakers can achieve without support from the City. The City, therefore, may become involved in place activation where

there is a demonstrated social or economic need to generate momentum that can then be continued by community placemakers.

Community Consultation

An engaged and empowered community is critical to activation of public places and communities. Community consultation regarding place activation will underpin all the City's activation roles.





Joondalup City Centre Analysis

A SWOT (strengths, weaknesses, opportunities and threats) analysis of the City Centre has been undertaken to help contextualise the Strategic Planning Framework, economic analysis, visitation assessment and the priority projects in *Part A – The Projects*.

The SWOT analysis provides a high level understanding of current functions, how the local community and visitors experience the City Centre, gaps that exist and how the priority projects might begin to address or improve these elements.

The economic analysis including visitation analysis follows this SWOT analysis.

Strengths

- Good range of services and facilities in the centre
- Has core elements for an activated, vibrant centre (education and health precincts and services, commercial offerings, civic services, food and beverage outlets)
- Innovation offerings - science, technology, other
- Diverse range of event offerings - type, seasonality
- Good natural and open space availability - Central Park, Neil Hawkins Park, walking trails
- Land use mix availability
- Public transport availability

Weaknesses

- Lakeside Shopping Centre draws visitors away and off the street
- Limited arts and cultural infrastructure - no colour or art
- Limited resident population
- Lacks safe pedestrian conditions and connections from the train and bus stations and in the City Centre
- Car dominated environment
- Lack of social infrastructure
- Not designed to be people friendly
- Not designed to be kid friendly

Opportunities

- Has the solid foundation to be a place for everyone
- Better connections + use relationships would increase activation and vibrancy
- Working with local placemakers, local businesses, anchor tenants, infrastructure providers to placemake
- Expected increase in residents
- Free and paid events programming already underway by the City for activation
- New retail and services for growing population
- Desire by local community to get involved in placemaking
- Relationship building - City, community, local businesses, local placemakers, anchor tenants

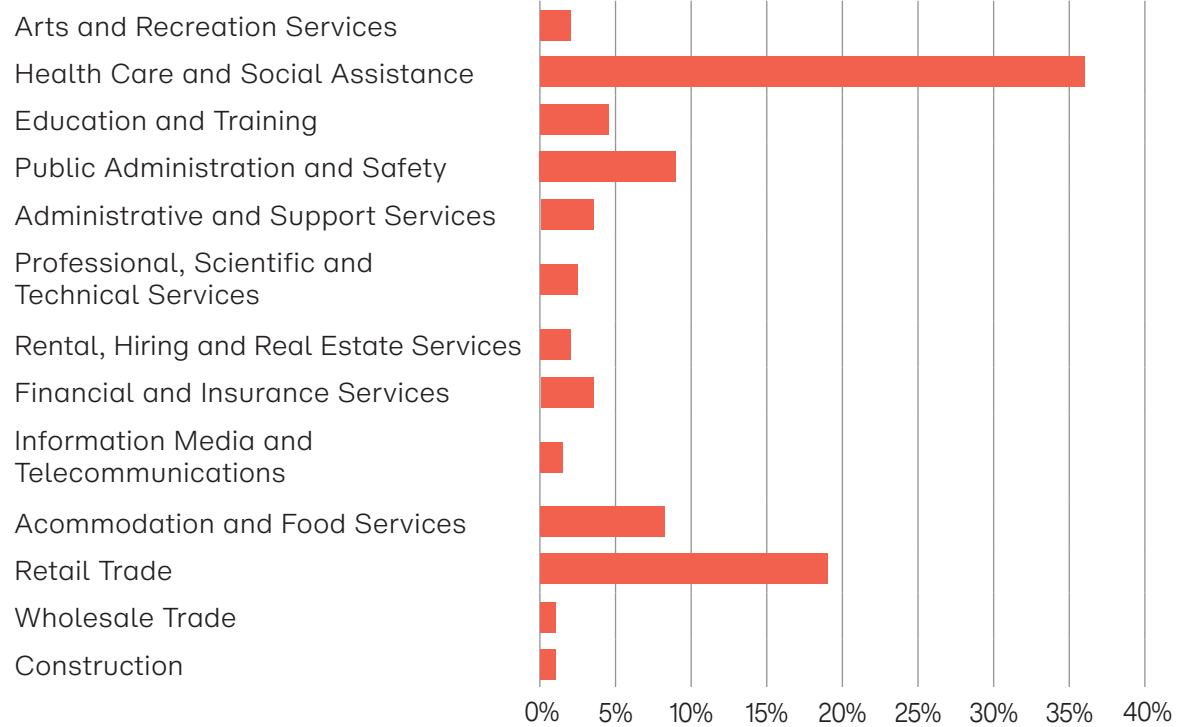
Threats

- Dominance of Lakeside shopping centre 'inside', not on the street
- Vacancy rates for residential dwellings
- High turnover of local businesses
- Parking and car dominance issues
- Lack of accessibility connections
- Wide, spread out spaces disincentivise community space creation
- Change in economic conditions, which will impact opportunities and project delivery





Figure 4 - Industries of Employment in the City Centre



Economic analysis

A high level economic analysis of the City Centre was undertaken – this includes:

- Vibrancy – how vibrancy is defined and assessed
- Industries of employment in the City Centre
- Visitations to the City Centre – regular and event based
- Implications of these findings for activation in the City Centre.

The 15 projects in *Part A – The Projects* are then considered in terms of how each may enhance vibrancy (impacts).

This section summarises the analysis. Further details of the visitation profile and trends, including visitation analysis of a series of events, is at *Attachment B*.



Vibrancy

Vibrancy reflects community activities in centres. In the economic context, vibrancy is classified as the frequency and quantity of transactions and the reason why they occur. The plan area and prioritised projects are assessed in terms of the following ‘vibrancy’ criteria:

- **Destination and events** – what attracts visitors here?
- **The volume of transactions** – what proportion of visitors are likely to transact multiple times a day?
- **Transaction pools** – what are the different expenditure pools and locations within the precinct?
- **Returning transactions** – how many of the daily transactions are likely to occur again?

This assessment starts to consider important factors when attempting to create long-term vibrancy, and the types of visitors and businesses that are drawn to the City Centre.

Current economic vibrancy in the City Centre is largely from Lakeside Shopping Centre and the volume is repeated from people who work and reside locally.

For visitation contributions to vibrancy, events in the City Centre were found to bring short term visitors and expenditure for the duration of the event, but there is a limited opportunity for these people to return.

Impacts of projects 1 to 15 is considered in *Part A – The Projects*. A traffic light assessment of the impacts of the ideas that scored 16 to 30 in the MCA has also been undertaken and is included in the *Next Steps: Future Projects + Other Ideas* section of this plan.

The impact on vibrancy considers:

- Enhancing visitation by new destination and new events;
- Enhancing expenditure pools – diversity and type of businesses;
- Enhancing volume of transactions; and
- Increasing the number of returning visitors and therefore transactions.

Industries of Employment

Figure 4 depicts the industries of employment in the City Centre (based on ABS Census data from 2016). The biggest industry of employment is Health Care and Social Assistance making up 36% of all jobs within the precinct, followed by Retail Trade making up 19% of employment.

In 2016 there were 11,380 jobs within the City Centre.

Of the people working in the City Centre, 29% reside in the primary catchment, and 43% reside in the secondary catchment.

In total, 72% of people work and live locally.

Visitation

Altometer Business Intelligence undertook an assessment of visitation to the City Centre. Data analysis was over the 2018 to 2021 time period and includes where visitors come from, the most frequented spaces in the plan area, changing visitation patterns over time, and event-specific visitations.

Visitation is an important element of vibrancy, as it is the visitation that drives the type and number of transactions within a precinct.

Key findings are:

- Visitor catchments – the majority of visitors do not live far away. Figure 5 and 6 depict daytime visitors and evening visitors. Primary catchments are in orange and secondary catchments are in blue.
- Visitation density – Figure 7 refers. Sections along Boas Avenue and Grand Boulevard have the most visitors. There is also a hotspot of visitors to Varsity, a sports bar and burger franchise in the City Centre.
- Visitation patterns (regular) – there were troughs and peaks in visitation - the COVID lockdown in 2020 affected visitation, however since then visitation has returned to ‘as normal’.
- Visitation (events) – events bring in more visitors than normal visitation patterns (and expenditure), however, there is no guarantee that these people will return.

A more detailed assessment of these visitation trends – profile and patterns – is provided in Appendix B.

Implications

The analysis shows that visits to City Centre are by those who mostly reside and work locally. In total, 72% of people work and live locally.

Transactions occur on the basis of normal daily transactions but largely do not attract people from suburbs outside of the catchment areas.

Expenditure within the Joondalup local government area is concentrated in retail and entertainment, with these categories making up 89% of all expenditure. This is largely concentrated within Lakeside Shopping Centre. There is currently a mismatch between expenditure and the City Centre, with limited evidence of visitor flow of expenditure activity from the shopping centre to the City Centre.

It becomes important to enhance offerings for returning visitors from the primary and secondary catchments as the City Centre is unlikely to attract visitors coming from the inner suburbs due to the offerings that exists within and around the Perth CBD.

The City Centre is highly reliant on worker expenditure and events, noting that events usually attract short-term visitors. Visitors are more likely to visit the City Centre when there are events on, but this is a short-term visitor transacting during the timeframe of a certain event. Therefore, longer term vibrancy may be limited.

The 15 projects should be investigated more broadly for how they can contribute to visitors

who ‘stay and play’ in the City Centre beyond the event duration.

There is a need to diversify expenditure locations within the City Centre to encourage business investment that further drives vibrancy. Consideration is required in terms of attracting other types of businesses to the area as that may increase diversity in visitor and visitor spending.

There is also an opportunity to diversify and differentiate the City Centre offerings by location to increase number of transactions and visitor spend.

There are three types of identified opportunities:

- Attracting new visitors with events that boost visitation – these opportunities create short-term value but there needs to be investigation into what impacts these events have longer-term.
- Updating or reconstructing the public domain in order to improve accessibility around the town centre – these opportunities enhance the chance of returning visitors creating long-term value.
- Projects that help facilitate efficient, ongoing, high frequency transactions in the City Centre should be prioritised.

Part A – The Projects speaks to these opportunities.

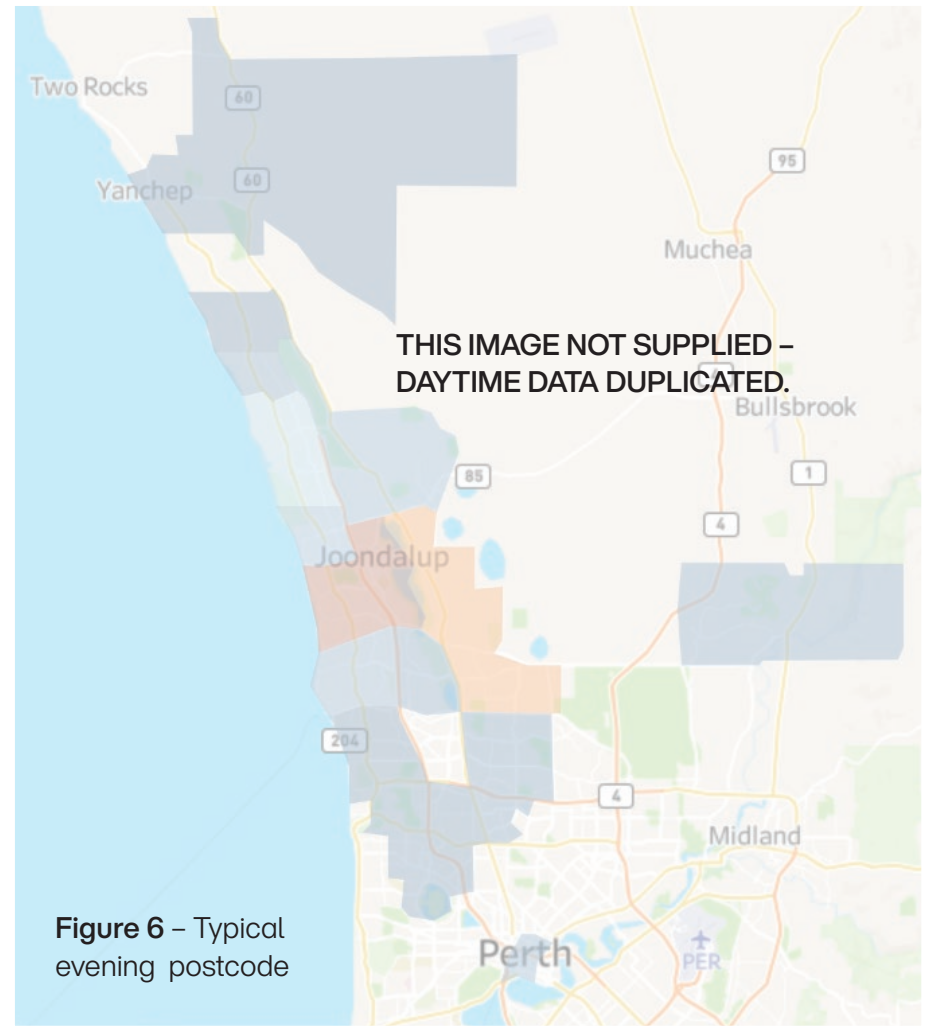
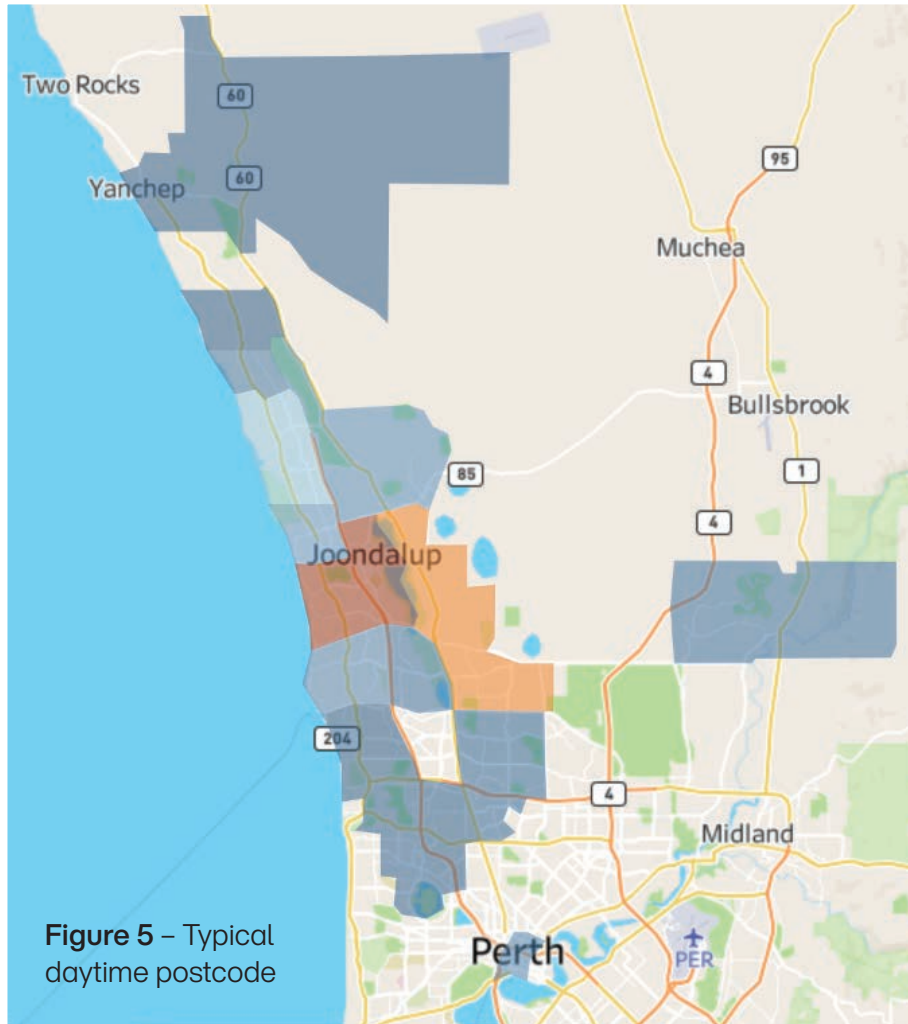
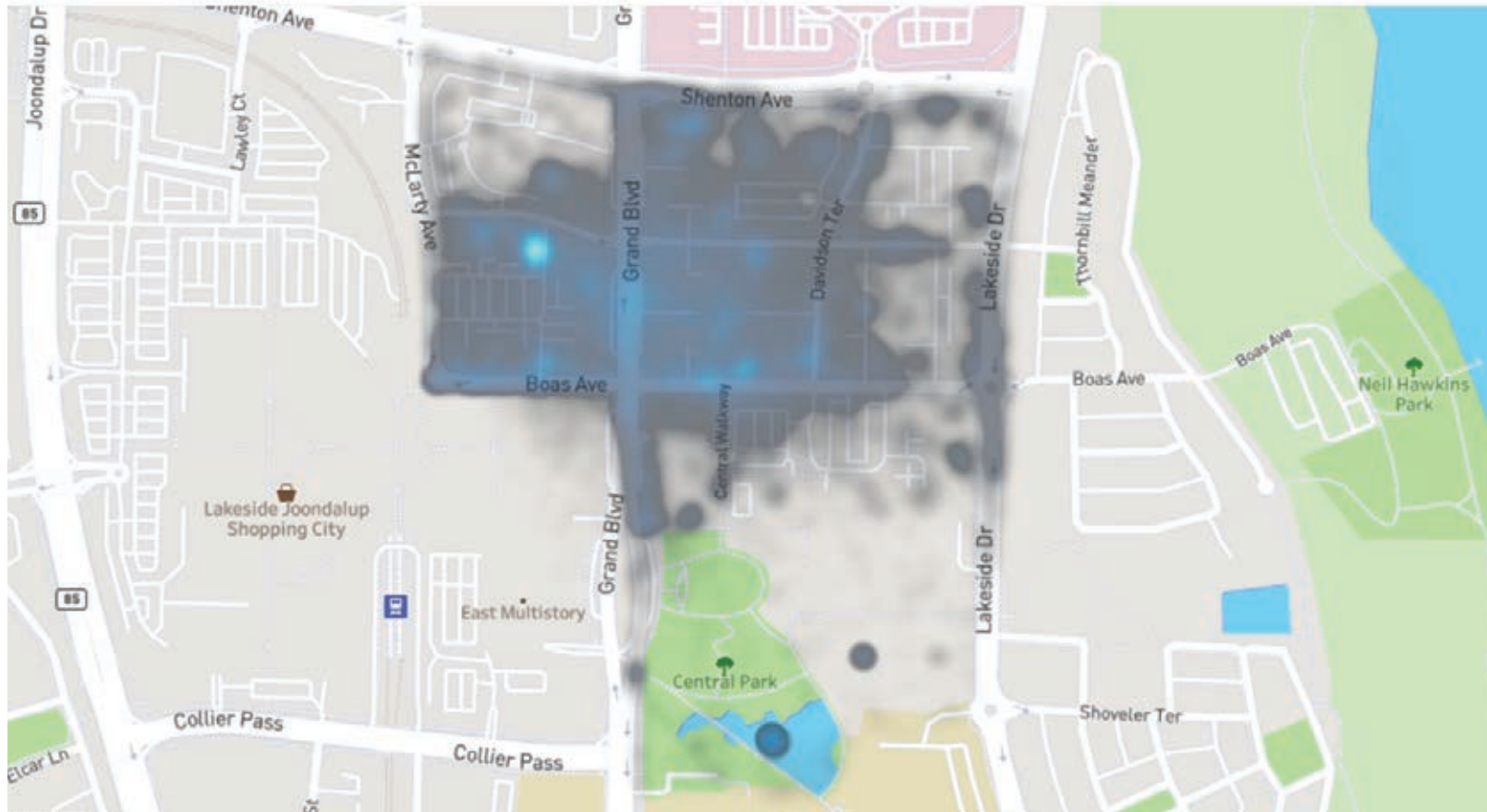


Figure 7 – Visitation density, May 2018 – May 2021



Delivery partners

The key focus of the City's Place Activation Framework is the facilitation of community-led placemaking projects and supporting the activation of spaces and places that are important to the wellbeing of the City's community and economy.

The City's place activation framework is framed around a collective commitment and shared responsibility about local placemaking.

In establishing the place activation framework, the City articulates that the role of the community is to: **Make It. Own It. It's your place**

Being the people who live, work, play, learn, and experience within local places, the community maintains the closest relationship to those places. These experiences make the community the most natural lead for authentic placemaking.

The role of the City of Joondalup is to: **Enable.**

As an infrastructure provider and key enabler of placemaking, the City can enable activation by empowering community placemakers, providing the right canvas for local placemaking and catalysing activation of places.

This framework sets the scene for the prioritised 15 projects and other ideas (projects). *Part B – Implementation Framework* lists delivery lead/s as well as delivery partners for each project.

These lists are not exhaustive and the planning of each project should consider the ability of the community (individuals, groups, institutions, local businesses, other) to be involved in leading or partnering on the project/s in question.

This section describes local placemakers, education institutions, transport bodies and other delivery partners for the prioritised projects in *Part A – The Projects*.

This list should be updated to include additional delivery partners, on review.



Local placemakers

A number of community members have expressed interest, either in the workshops or elsewhere, about coming together as a group to promote and activate ideas for vibrancy. These community members may require support from the City to come together. As an enabler, the City can encourage and support the local placemaking group to lead and participate in community placemaking.

In other locations within the City of Joondalup, Western Australia (WA) and in other states in Australia, local placemaking groups called town teams are functioning with the purpose of placemaking, activation and making their places the best they can possibly be. These town teams are not an affiliate of local governments, but may receive grant funding for community driven initiatives.

Established town teams are made up of a diverse range of members that include business owners, land owners, and local residents. Each member brings a different set of skills, interests, and life experiences to the table and these collectively shape the direction, composition, and identity of the each local placemaking group.

A local placemaking group in the CityCentre could take the form of a town team or other organisation of individuals who share a goal of placemaking in the City Centre (community groups).

One such example is the Joondalup Business Association (JBA), who has a business and economic focus. The JBA represents a number of local business industries. It provides businesses in the City Centre with a platform for effective networking, advocacy, education and referrals. As part of its advocacy role, the JBA promotes placemaking and other activation initiatives in the City Centre to improve local businesses trading and performance.

Conversations with JBA and local community placemakers identified opportunities for these groups to be delivery partners for a number of the projects in *Part A – The Projects*. The City should develop its relationships with local placemakers and placemaking groups and investigate their roles in delivering these projects.

Education institutions

There are two North Metropolitan TAFE campuses and an ECU campus in the City Centre. In addition to providing education facilities on site, these campuses provide facilities and amenities like on-site accommodation, childcare centres, medical centres, a library and commercial outlets including food, beverage and bars, a hair and beauty salon, sports and fitness facilities and Australian Post lockers.

The ECU campus to the south of the plan area also runs events such as markets and other activation events for students, parents and visitors to the City Centre.

The ECU campus is on the blue Central Area Transit (CAT) bus route which services the City Centre.

ECU is keen to develop a symbiotic relationship with the City, for the communal purpose of City Centre activation and placemaking. A meeting with representatives from ECU identified opportunities for ECU to either lead the delivery of a number of projects or to partner with the City to deliver the relevant projects. ECU also identified the potential to fund some of the projects.

The City should work with ECU to develop these initial opportunities, to plan and implement the projects in question. In addition, the City should establish and develop a relationship with North Metropolitan TAFE to identify partnering opportunities or other community placemaking opportunities, given the student populations and their parents/families make up a big part of the local community.







Infrastructure providers

The Public Transport Authority (PTA), Department of Planning, Lands and Heritage's (DPLH's) Infrastructure section, Main Roads Western Australia (MRWA) and the Department of Transport (DoT) are all infrastructure providers in the City Centre.

The PTA is responsible for rail and bus services, including the management of the Joondalup train station, services to the train station, bus routes, the land in the train and bus stations and all affiliated functions around these services.

The DPLH's Infrastructure section is responsible for roads classified Other Regional Roads under the Metropolitan Region Scheme, with portions of Shenton Avenue, Joondalup Drive, Hodges Drive and Eddystone Avenue classified as ORR on the basis of the daily vehicle count per day.

MRWA is responsible for major road route planning and things like traffic light signalling.

The Joondalup train and bus stations are located adjacent to Lakeside Shopping Centre. Pedestrian access to the City Centre from the train and bus stations is currently through the shopping centre. Post-shopping centre hours, the PTA currently has an arrangement with Lakeside for access to be provided through the shopping centre to the last service of the day.

In 2020 ARUP undertook a review of PTA and CAT bus use in the City Centre, which led to City

discussions with the PTA about the installation of priority bus lanes in both directions on Grand Boulevard between Shenton Avenue and the bus stop north of Collier Pass. The PTA has committed funding to deliver the bus priority component of the larger Grand Boulevard works (including resurfacing).

In addition to these two specific commitments, there are a number of projects in Part A - The Projects that require these infrastructure partners to be consulted or to be a delivery partner for the road and accessibility components of those projects.

Key anchors

This grouping of delivery partners for the projects in this plan includes key service providers such as the Police Academy and Joondalup Health Campus, and major private industry interests such as Lakeside Shopping Centre.

These organisations/groups provide important services and attract workers and visitors to the City Centre. They individually offer a range of associate and activation ideas, services and amenities within their landholdings to improve visitation rates and satisfaction.

The City should consider these delivery partners in the development of the relevant projects contained within.

Local businesses

Local business representatives expressed interest in supporting or leading placemaking attempts and efforts at the workshops, in meetings and to the City directly.

The relationship between the City and these businesses should be developed so that each can play its role in placemaking for the projects. This includes the City encouraging and supporting businesses to lead placemaking efforts, reducing red tape to enable this placemaking, providing the right canvas (infrastructure and assets) to support placemaking, and partnering with businesses where appropriate to create an activated, vibrant City Centre.

Local businesses, meanwhile, are authorised to lead placemaking efforts that can be undertaken independently. For those activation initiatives they are not sure about (i.e. approval requirements etc), local businesses should speak to the City to understand what is required and how the City can take away 'red tape' to make it happen.



Part A –the Projects

Place activation plan development

The local community, local businesses, stakeholders and visitors to the Joondalup City Centre were asked for activation ideas for the City Centre. Ideas were collected from six ‘drop-in’ sessions in various locations around the City Centre, an online platform map and surveys (Social Pinpoint), emails and social media. The complete collection of ideas received is at Appendix A.

Community members and stakeholders were invited to nominate to attend a series of community workshops. Over the course of three workshops, a total of up to 18 participants (residents, business owners, students, Elected Members) were involved in:

- defining a Vision for the plan area;
- developing criteria (based on grouping of ideas and benefits of these ideas) to assess the submitted ideas to activate the plan area;
- undertaking a MCA to rank and prioritise the collected ideas; and
- discussing the framing of the Place Activation Plan document, the 15 top scoring ideas (projects) and considerations for implementation.

The ideas that scored the highest were those deemed by workshop participants to have the highest likelihood of contributing to the criteria participants developed, which are:

- **Creating vibrancy**
- **People connectivity**
- **A safe and secure environment**
- **Providing a diverse community appeal**
- **Healthy environment**
- **Heritage, culture and identity**

Workshop participants established these criteria through grouping of community ideas received, development of criteria statements to define the benefits that grouping of ideas brought to the City Centre, and the refinement of these criteria statements into the criteria.

In addition to the criteria above, workshop participants also considered the ‘Ease of Delivery’ of the ideas they assessed. Some are easy to deliver and do not require City or delivery partner involvement, however others (for e.g. Redesign Grand Boulevard to make it less of a barrier to pedestrians) requires City and PTA involvement and approvals.

The ideas (projects) selected as priorities for activation include but are not limited to public realm upgrades, marketing initiatives, economic and community development projects, and policy and procedural improvements. These 15 projects are:

1. Redesign Grand Boulevard to make it less of a barrier to pedestrians
2. Art in the streets
3. Courtyard spaces (‘piazas’) as focal points
4. Transform a large carpark into a piazza/ shared space (Boas Avenue)
5. Pedestrian-friendly streets
6. Alfresco dining
7. Youth playscapes (facilities for teenagers)
8. Markets
9. Better connectivity to train and bus stations
10. Attract more diversity into the CBD
11. Amphitheatre spaces for performances in central park
12. Cafés in Central Park and Neil Hawkins Park
13. Playscapes and playgrounds for small children
14. Pedestrian mall along Boas Avenue
15. Art venues and Aboriginal culture

Figure 8 shows the community-led process to develop the plan.



Figure 8 – Community led process to develop the plan

The Plan provides a vision and suite of initiatives for the City, community and business to achieve greater activation.



TWO LH IMAGES NEED TO BE SUPPLIED AT HR



Community engagement generated the ideas.



Collaborative deliberation workshops evaluated the ideas and developed the recommendations.





The complete Engagement Outcomes Report details the engagement undertaken for the project in detail. The report is at *Appendix C*. *Appendix D* shows the MCA scoring process that led to the projects detailed here.

The top 15 projects are described in this section in order of ranking. For each project, there are four sections - diagnosis/analysis, 'what the community said', solutions, and impact.

The diagnosis/analysis section describes the key issues related to the project. 'What the community said' describes community feedback on the projects (from early engagement about what they like in the City Centre, what they would like to see improved or what they think is missing, and from discussions at the workshops). The solutions section brings together recommendations from the community and the City and includes both City initiatives and community led placemaking actions. And finally, the impact section details linked projects and the impacts of the activation project in question.

There is a significant amount of overlap of the projects. *Part B – Implementation Framework* breaks down each project, including linked or collaborative projects that planning should factor in. Planning for projects should also investigate how one project may influence or 'enable' other projects.

It is also important to note that at the last of the three workshops, two common themes emerged from participants' discussions about what is missing and how to increase activation and vibrancy - 'colour' and 'art'.

Workshop participants noted the City Centre does not have a lot of colour and suggested that even simple ideas like painting streets and bright murals could be a way to 'colour up' the City Centre.

The themes of 'colour' and 'art' are referenced through Part A for various projects, but should also be generally investigated for all activation projects by the community, local businesses, delivery partners and others in the City Centre, with the City serving as an enabler.

A number of other ideas scoring 16+ in the MCA are at *Attachment A* – these ideas are still valid and are included in the Place Activation Plan so the community and City can review these over time. Consideration should be given in reviewing the plan in terms of how these other ideas contribute to the established or updated criteria and vision for the Joondalup City Centre, and whether they need to be reconsidered as priorities for planning and development.





1. Redesign Grand Boulevard to make it less of a barrier to pedestrians

Diagnosis/Analysis

Grand Boulevard has an extremely wide road reserve for an urban centre. Its size and number of vehicles creates ‘vehicle priority’ over pedestrians and other transport mode users and makes it difficult to navigate. There are bins and some wayfinding signs, but only limited shade or other amenities that would improve the pedestrian experience.

Access to the City Centre from the train station is separated by the Lakeside Shopping Centre and Grand Boulevard, creating wayfinding and accessibility issues for pedestrians. Grand Boulevard acts as a physical barrier with no weather protection and car parking lanes which make the road seem larger than it is and make it an unpleasant experience to cross as a pedestrian.

The PTA is proposing to deliver bus lanes, which have a positive impact for pedestrians by dropping more pedestrians into the precinct, and also challenging the primacy of Grand Boulevard for private vehicles.

This needs to be designed carefully so that it supports pedestrian experience rather than just turning parking lanes into bus lanes.

What the Community Said

Engagement indicated that community members would like to see the two sides of Grand Boulevard connected, improved access to the City Centre from the train station and shopping centre, and an improved pedestrian experience using Crime Prevention Through Environmental Design (CPTED) design principles and by providing tree shade and seating at intervals.

Workshop participants also suggested making Grand Boulevard one-way to manage traffic flows, and wanted to see some parking areas converted to park spaces.

Finally, workshop participants wanted the City to investigate the hierarchy of movement across not just Grand Boulevard, but for all City Centre roads (pedestrianised roads – Movement and Place).



Potential Solutions

- Investigate the hierarchy of movement across Grand Boulevard and other City Centre roads;
- Investigate making Grand Boulevard one-way.
- Investigate conversion of some parking on Grand Boulevard park spaces;
- Develop a streetscape vision in partnership with local community placemakers and delivery partners for Grand Boulevard – in particular, the PTA;
- Develop a concept plan through community consultation on the future form and function of Grand Boulevard in line with the streetscape vision.

Impact

- Likely enhanced volume of spending/ transactions due to better pedestrian network, with spending locations likely to increase;
- Potential to increase return visitations due to better experience;
- *Project 2 – Art in the Streets* links to this project: art expressions in the street should be considered as part of the recommended solutions;
- Supported by *Project 10 – Attract more diversity*: more active land uses along Grand Boulevard will support a positive pedestrian experience.



2. Art in the streets

Diagnosis/Analysis

There is one permanent art installation and a number of pop-up art and lighting events in the City Centre (such as the Joondalup Festival and Lumiere Light Festival), however the City Centre is largely bare of art, lighting or other installations and initiatives for the majority of the year.

There is an opportunity to create a statement about the City Centre based on themes of art and colour, which workshop participants discussed – an ‘art beautification project’.

The City is supportive of the creation of an ‘art beautification’ project, whilst acknowledging funding and partnership challenges with this project.

What the Community Said

Community members who submitted ideas and workshop participants expressed a strong desire to see ‘art in the streets’ which includes things like public art and light installations.

There was also a lot of discussion by workshop participants about the lack of colour and art in the City Centre. More simple ideas suggested by workshop participants to colour up the City Centre included painting streets and bright murals.

Workshop participants discussed the opportunity to create a statement based on themes of ‘art’ and ‘colour’ – an ‘art

beautification project’. This could apply to spaces such as car parks, laneways, sides of buildings, trees and other features, and could feature public art such as murals, colourful benches, art installations, lighting features.

There was also acknowledgment of the lack of Aboriginal art and desire to see more of it.

Potential Solutions

- City to develop an art beautification project to maximise the expression of art throughout the City centre, working with delivery partners, local artists, placemakers, community members and businesses - this should be based on themes of ‘art’ and ‘colour’ and should consider how to incorporate and increase Aboriginal art in the City Centre. Potential ways for the City to deliver such a project are through development of a Public Art Strategy and Masterplan, and inclusion of artistic expression in streetscape planning;
- Consider ways to address potential funding challenges - e.g. external grants, Percent for Art Policy for significant developments to include or contribute to art in the City Centre;
- Include iconic art pieces within intersection treatments (as appropriate and in keeping with the City’s broader art strategy);

- Undertake a business case for an LED installation above Central Walk, expressing local themes including the Sports Walk of Fame;
- Integrate artistic expression in street furniture and streetscape designs (this speaks to several other projects);
- Investigate interactive art options;
- City to enable community led placemaking including things like community exhibitions, sculpture competitions, walking art and walking groups/tours, partnerships with schools - City to support via sponsorship, community funding program, venue bookings;
- High profile artists’ showcasing of work – also investigate opportunity for mentorship opportunities for students.

Impact

- Likely increase in visitation from outside the catchment areas based on art statement;
- Enhanced spending due to new visitations and increased spending locations;
- Potential to increase return visitations due to better experience;
- Links to *Project 13 – Playspaces and Playgrounds* and *Project 15 – Art Venues and Aboriginal Culture*.

3. Courtyard spaces ('piazzas') as focal points

Diagnosis/Analysis

There are limited open areas and communal spaces within the City Centre for people to linger. This contrasts the experience at the Lakeside Shopping Centre, where there are focal area activities and opportunities distributed throughout.

Central Walk, Central Park, nooks along Boas Avenue, large areas of pathways along Grand Boulevard and other areas within the City Centre are potential focal points for the community and visitors to 'loiter'. This has the potential to also attract shopping centre visitors and other visitors to the City Centre.

Additionally, in conjunction with a number of other projects, this will create a space for the local community and visitors to 'stay and play' and even creates an opportunity for consequential service provision by local businesses such as a coffee cart or shop, restaurant and other amenity providers.

The City has identified that there is not a lot of private land for permanent spaces in the City Centre, however, is looking to investigate the temporary use of vacant land.

'Stealing' verge space for parklets, Fremantle.

What the Community Said

Workshop participants suggested that the City should walk around the City Centre to identify place activation opportunities. They suggested Grand Boulevard between Boas Avenue and Reid Promenade and Boas Avenue between McLarty Avenue and Grand Boulevard as possible locations.

Workshop participants also noted there is not a consistent definition for or understanding of what a 'piazza' is in the context of the City Centre and the desire for contemporary public space design that is intimate, and people scaled (as compared to the Italian piazza). This should be established for the City Centre, to provide clarity to the community, City and delivery partners.

Workshop participants discussed that courtyard spaces could include things like parklets, street furniture, greenery, busker's steps (near a power source), bike parking, and that these spaces should always be well lit.



Potential Solutions

- Define 'piazza' in the context of the City Centre and the creation of contemporary designs that are intimate and people scaled;
- City to identify key activation sites - the City should include these on its venues list for bookings for events and establish a process for approving events on public land under Local Law; Develop a Temporary Public Spaces Local Planning Policy (LPP) - it will be critical for the LPP to consider shade, 24/7 activation and adaptable design to invite use;
- Review existing Streetscape Masterplan;
- Community led events and activations within the spaces, enabled by the City through community funding, business grants, outdoor venue bookings, event approvals, sponsorships.

Impact

- May increase spending due to increased public domain use;
- Spending locations are likely to increase;
- Potential to increase return visitations due to better experience;
- Works with *Project 1 – Redesign Grand Boulevard* to make it less of a barrier to pedestrians, *Project 2 – Art in the streets*, *Project 5 – Pedestrian-friendly streets* and *Project 6 – Alfresco dining*.

4. Transform a large carpark into a piazza/Shared Space (Boas Avenue)

Diagnosis/Analysis

There are two large public car parks on Boas Avenue that service the library, Civic Chambers and the City of Joondalup offices. The car parks are primarily used during business hours. After hours, while the car parks provide free parking for users of the City Centre there are a large number of vacant car Bays. It is also difficult to see clear pathways through the car parks because of low lying shrubs and bushes.

The car parks make up a large section of open space in the plan area that is underutilised, disconnected from, and lacking pedestrian amenity both during and outside of business hours.

What the Community Said

The local community is keen to see a part of the car parks transformed into a shared space with seating, space for farmers markets or other communal activities, water playground/ fountain and things like an outdoor digital screen/cinema and light installations.

Potential Solutions

- Investigate how to transform a portion of the car parks into alternative spaces - this should include things like when this/these 'piazza' space/s come into effect (time of day, seasonal, other) and core car bay requirements that would be needed at those times to determine the area that could be 'reused'
- Review current Boas Place concept plan to work out how to incorporate piazza spaces and other inputs from other projects (youth spaces, playgrounds, art venues, etc)
- Trial short term temporary changes to test optimal outcomes over time and potential longer term change of the primary activity in designated spaces in car parks for transformation
- Community led events and activations within car parks, enabled by the City through community funding program, streamlined event approvals and sponsorship

Impact

- Potential to increase visitation from outside the catchment area due to new events and destinations
- Enhanced spending due to new visitations and creation of new expenditure locations
- Potential to increase return visitations due to community atmosphere, events and public domain.
- Links to *Project 3 – Courtyard spaces ('piazas') as focal points*



5. Pedestrian-friendly streets

Diagnosis/Analysis

Streets in the City Centre have wide roadways and sidewalks and are designated a 50 km/hr speed Limit. There are limited pedestrian crossings, shade or other amenities for pedestrians, or physical permeability to the opposite sides of streets.

Central Walk, a pedestrian-only laneway, also has limited shade or pedestrian amenities such as benches, a water fountain or points of interest.

What the Community Said

Community members who suggested ideas and workshop participants would like to see streets more pedestrian friendly. This could involve reduced street parking, reduced speed limits, lighting improvements for safety, trialing road closures, one way streets and improved pedestrian connections and crossings through the City Centre.

Another suggestion by workshop participants was for pedestrian crossings to be raised across the streets in the City Centre. The City should investigate this to contribute to pedestrianising streets in the City Centre.

Workshop participants noted that community placemaking is important for this project - this could include pot plants, hanging baskets which are colourful, private street furniture to

create beauty and interest in the streets which supports greater pedestrian enjoyment and walking groups and walking tours (some of these are 'quick wins' which can be done now).

Potential Solutions

- Install passive recreation opportunities such as a ping pong table, seats to stop, rest and read, public art and other pedestrian amenities in permeable and well used locations
- Reduce speed limits within the City Centre to 30 km/hr - this could be on a trial basis initially to establish impacts and successes, with refinement on a longer term basis
- Close a section of Boas Avenue on a trial basis and have simple activities and amenities such as colourful seats, paint easels, a coffee cart and other local business offerings - this would provide an early indication of what the Boas-McLarty Shared Space project that the City is planning and has committed funding to will look like, when implemented
- Review the proposed ideas for the existing Boas-McLarty Shared Space project, confirm the proposed actions and align these with actions to create pedestrian-friendly streets across the City Centre – this should include, but not be limited to parklets, artistic paving, shade and uniform overhead

treatments, guidance/authority to turn hierarchy of roads upside down

- Work with delivery partners and community members on these actions, either individually or as a program of works
- Develop a process to implement this program across the City Centre longer term
- Community-led placemaking e.g. installing pot plants, hanging baskets, tree art. etcetera

Impact

- Potential to enhance spending due to improved pedestrian amenity
- Likely increase in spending locations
- Potential to increase return visitations due to improved public domain
- Works with a number of other projects, primarily *Project 1 - Redesign Grand Boulevard* to make it less of a barrier to pedestrians, *Project 14 - Pedestrian mall along Boas Avenue*, and potentially *Project 2 - Art in the streets*, *Project 5 - Pedestrian-friendly streets* and *Project 6 - Alfresco dining*.





Boas Avenue, July 2021

6. Alfresco dining

Diagnosis/Analysis

Community feedback identified limited alfresco dining options available for the public across the City Centre.

Two regulatory processes influence alfresco in the City:

- Development approval, managed by the Alfresco Local Planning Policy, a recent review of which removed the need for approval where alfresco meets development standards; and
- Outdoor Eating Permits, required by the Local Government and Public Property Local Law 2014, with an initial application fee and annual renewals.

A review of current alfresco in the City Centre by the City identified approximately 40 food businesses with some form of street frontage. 16 have alfresco on public land (verge), 15 have alfresco on private land (private property immediately adjacent to the verge) and nine have frontage to public land but do not hold an outdoor eating permit.

A majority of, however not all, food businesses are utilising alfresco, and there may also be potential for some businesses with alfresco on private land to expand that into public land that is not being taken up.

What the Community Said

Workshop participants wanted to see alfresco dining to be an 'as of' right activity, to allow spilling into the street and the creation of some activation and vibrancy on the empty streets. Recent policy changes to the Alfresco LPP which create an exemption for alfresco may not be well understood across business and community, although this does not remove the need for an Outdoor Eating Permit and annual renewals.

Some businesses have commented on the annual permit fee (which includes administrative costs to the City and costs associated with providing and maintaining finished paved surfaces for these areas).

Workshop participants suggested that the City should facilitate a process of consultation with local businesses about alfresco and provide a simple working process and obtain approval for alfresco.



Potential Solutions

- Review fees and charges around Outdoor Eating Permits under the Local Government and Public Property Local Law;
- Engage with food businesses that are not utilising alfresco, to understand what the actual barriers to alfresco are for those particular businesses (to identify opportunities to remove those barriers and expand alfresco take up);
- Simplify alfresco application and approval process - simple working process and checklist of requirements;
- When upgrading or renewing verges, City to include suitability for alfresco as a design input to address physical barriers;
- City to refer to land use diversity recommendations and encourage more uses that would incorporate alfresco.

Impact

- Increases destinations with diversified restaurant and café experiences;
- Not likely to impact spending amounts, however spending locations may increase if there are more alfresco options;
- Has the potential to increase return visitations due to better dining experiences.

7. Youth playscapes (facilities for teenagers)

Diagnosis/Analysis

There is a lack of activities for young people in the City Centre, therefore no incentive for young people to use the area and support its vibrancy. There was also discussion by workshop participants about the lack of facilities or spaces for youth disincentivising parents from visiting the City Centre.

Recommendations for facilities for teenagers included a street skate plaza, basketball hoops and a skate park in Central Park.

What the Community Said

Workshop participants wanted to see these spaces be universally accessible and have associated amenities like food options, water fountains and public toilets.

Co-design was an important requirement for these spaces (youth, community groups, police). The City should establish a working group that includes listed delivery partners to establish locations, facilities, function and form preference (sustainable, environmental, recognising place, performing as art).

The stakeholder reference group should include youth who would use the proposed facilities. Workshop participants suggested engaging teenagers by including things like QR codes, art work or providing the opportunity for people to win a prize.

Potential Solutions

- Develop a program to investigate facilities for teenagers in the City Centre – this should include the creation of a stakeholder reference group to advise on preferred facilities and likely uptake and audience;
- City to evaluate site and project opportunities for incidental youth facilities across streetscapes and public spaces, as defined in its Outdoor Youth Recreation Strategy – locations should be selected on the basis of their ability to be universally accessible and have nearby/co-located amenities like public toilets, water stations and food options;
- Investigate funding and grant opportunities;
- City to prepare a business case if there is a standalone facility recommended through this process;
- Once developed, host pop-up youth events and pop-up skateboarding events in car parks - City to enable this through community funding programs, event approvals, sponsorship programs

Impact

- Will enhance vibrancy in terms of new destinations or events
- Not likely to impact spending amounts by much, however this will depend on whether parents accompany youth to the City Centre
- Likely to increase return visitations due to the experience/facilities;
- Outcomes of the evaluation solutions would be inputs to *Project 1 – Redesign Grand Boulevard* to make it less of a barrier to pedestrians, *Project 3 – Courtyard spaces ('piazzas')* as focal points, *Project 4 – Transform a large carpark into a piazza/shared Space (Boas Avenue)* and potentially *Project 14 – Pedestrian mall along Boas Avenue*.



Mirror Park Skate Park,
Ocean Reef



8. Markets

Diagnosis/Analysis

Markets were one of the most requested ideas in this project, however the community had conditions around this, given experienced challenges with previous markets run by the City in the City Centre (including the Spring and Twilight markets in Central Walk). These challenges have included limited quantity and quality of stakeholder applications for stalls, a lack of diversity of offerings and a lack of local business engagement.

Offerings for new markets series therefore need to address these challenges and be a drawcard for people who could otherwise go to the Lakeside Shopping Centre.

The time of the year and time of day also make a difference to attendance numbers at markets.

Planning for markets will need to ensure there is strong clarity on roles given previous market issues.

What the Community Said

Workshop participants' conditions for markets were that there should be a diversity of offerings, local businesses should be engaged, cover from the weather is critical, there should be amenities like toilets, and that offerings should allow people the opportunity to stay and linger.

Suggested market offerings included kids entertainment, buskers/music, arts and craft stalls, homewares, skills based stalls, food/ coffee vans, learning opportunities.

Workshop participants also wanted to see 'destination based' markets for the whole family. Night markets in the City's administration carpark (Boas Avenue) were also suggested.

Workshop participants suggested locations such as ECU, unused buildings, Central Walk and Central Park, and requested that other locations and the frequency of the markets also be investigated.

At the last workshop, participants suggested that local businesses should offer specials during the market or a 'progressive dinner' approach, similar to one offered in Northbridge in Perth.

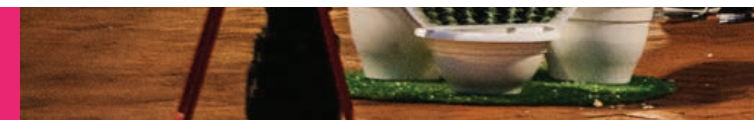
Potential Solutions

- Develop a strategy for (a) market series to attract large numbers of people, have a diversity of local business offerings and an opportunity for the community to connect – this should consider themes, locations, seasonality;
- Work with delivery partners to deliver markets for e.g. ECU who has run a series of markets in the past, local businesses, the Joondalup Business Association;

- City to consider expressions of interest (EOIs) for cultural immersion markets as part of City-developed festivals and events;
- City should also investigate opportunities for colour and art to be incorporated into market series;
- Community led markets – including community groups, schools, not-for-profits using car parks and public spaces for own fund raising.

Impact

- Will enhance vibrancy in terms of new destinations and events;
- Likely to increase spending due to additional visitation (subject to conditions about diversity of offerings and local business engagement being met);
- Increased spending for duration of events and timeframes preceding and after;
- Will increase return visitations if the markets are returning events. However, will not increase the level of daily visitors.



Spring Markets
Central Walk Joondalup



9. Better connectivity to train and bus stations

Diagnosis/Analysis

The Joondalup train and bus stations are located on the periphery of the City Centre, immediately adjacent to the Lakeside Shopping Centre (Figure 1 refers). Access from the stations to the City Centre core requires people to enter and navigate the shopping centre, exit into the courtyard (Figure 9) and then take the stairs or elevator up to Boas Avenue.

Outside of shopping hours, the PTA has an arrangement with Lakeside Shopping Centre to provide access from the stations to the City Centre core via the shopping centre to the last train service.

There is some signage between the stations and the City Centre, however there was considerable feedback from the community that signage and wayfinding for pedestrians was an issue. Some desired improvements included improvements to signage, wayfinding, lighting and security conditions after hours, and universal access.

Wayfinding is a critical component to the legibility and walkability of a place. Current wayfinding signs to the City Centre core from the stations are limited and have an emphasis on vehicles and car parking.

What the Community Said

At the workshops, a number of female participants (specifically) observed that outside of shopping centre hours they did not feel safe using this access.

Workshop participants suggested lighting, more signage such as painting the route on the ground and opening the pedestrian mall in the shopping centre for longer hours as some of the potential solutions to improve access after hours.

To improve existing access conditions overall, workshop participants recommended consistent wayfinding signs inside Lakeside Shopping Centre and outside the shopping centre, and at the train and bus stations. They also suggested that it would be good to have a map of the City Centre at some of the signs.

Workshop participants spoke about making Boas Place an enjoyable setting, which would support existing access through the shopping centre. The existing Boas-McLarty Shared Space project will support this recommendation.

Workshop participants suggested additional access; diagonal access from the Boas Avenue/ Grand Boulevard intersection to the train station or from the top of Central Park to the station.

Potential Solutions

- Develop a City Centre-wide Wayfinding Strategy – the strategy should be comprehensive, clear and have consistent visual communication, and it should prioritise active transportation mode users (particularly pedestrians) and access to and from the train and bus stations;
- Review the proposed ideas for the existing Boas-McLarty Shared Space project, confirm the proposed actions and align these with actions to create pedestrian-friendly streets across the City Centre, including better connectivity to stations;
- Investigate additional access options to the stations;
- Review existing after hours access conditions and investigate measures to improve accessibility and wayfinding including lighting, routes painted on ground, longer trading hours;
- Work with delivery partners (Lakeside and the PTA) on these measures.

Impact

- Likely to increase spending due to better accessibility to the City Centre;
- Likely to improve new and return visitation numbers due to improved connectivity to the City Centre;
- Works in conjunction with *Project 5 – Pedestrian-friendly streets* and addresses the need for safety and security (one of the criteria to enhance vibrancy);
- Links to a number of other projects due to improved accessibility and connectivity to the City Centre.

Figure 9 – current access between the City Centre and Lakeside Shopping Centre (via stairs or elevator)



10. Attract more diversity into the CBD

Diagnosis/Analysis

There are 164 local businesses in the City Centre area. This comprises a large number of health-based offices, restaurants and government offices. There is a lot of visitation to the City Centre for these purposes, however this is not translating into vibrancy beyond that or people staying to experience other things in the City Centre.

High-level investigations into visitor spending suggests that transactions are generally daily transactions by local residents and businesses, and visitors from nearby suburbs.

There is a need to diversify expenditure locations to encourage business investment that further drives vibrancy. The City will need to consider what types of businesses it wants in the area – ones that increase diversity in visitor type and visitor spending.

What the Community Said

Workshop participants discussed the kinds of uses and offerings that would be good in the City Centre and that they would like to see. Ideas suggested to improve diversity included creative incubator spaces, cafés and bars, spaces for cultural events to come together, pop-up shops, business attractors, a tourism information visitor centre, student hub, employment locations and children's spaces.

Some of the locations suggested for the delivery of this idea were Central Walk, the City Centre (more broadly) and co-location with the Lakeside Shopping Centre.

Key steps that were seen as important to diversifying the City Centre included a retail/space needs assessment, investment attraction strategy, change of uses (where required), and conversations with landowners.

At the third workshop, participants also raised an important point about what the identity of the City Centre is, and how this is important to determine before trying to diversify offerings in the City Centre.

Participants identified core themes of colour and art to help improve diversity and vibrancy in the City Centre, and discussed these themes being established as an identity for the City. It is recommended that the City work with the community to establish this as an early action.

Workshop participants also recommended education for small businesses to help them make more informed investment decisions.

Potential Solutions

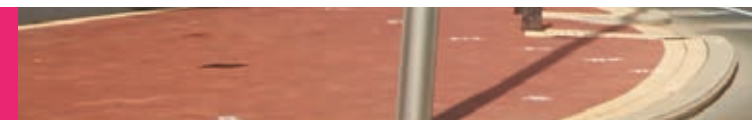
- City and community to create an identity for the City Centre, based around themes of colour and art;
- City to work with local businesses, the community and JBA to undertake a local business audit to identify opportunities to

attract and keep a diversity of businesses in the City Centre;

- City to undertake an investment gap analysis (identified by the City's Economic Development team in its Corporate Business Plan);
- City to undertake a retail/space needs assessment;
- City to update/develop an investment attraction strategy for new businesses and establish a land use vision for the City Centre (considering anchors and key buildings, iconic architecture);
- Investigate the feasibility of a community-owned development trust as recommended by a workshop participant;
- City to work with the Small Business Development Commission on small business friendly approvals.

Impact

- Has the potential to enhance vibrancy with the availability of new destinations;
- Likely to increase spending amounts and locations due to new business diversity (and subject to new offerings being retail-based or having a retail component);
- Increased return visitations due to enhanced experience and opportunities;
- This links to many of the other projects, enhancing opportunities and attractors to visitors to the City Centre.





The Department of Water and Environmental Regulation (DWER) relocated to Joondalup in April 2019.

11. Amphitheatre space for performances in Central Park

Diagnosis/Analysis

Central Park is a beautifully manicured natural/open space for the City Centre community to use. However, given it is at the southern end of the plan area and separated from Lakeside Shopping Centre and core facilities and functions, it is under-utilised.

While Central Park is used by office workers during lunch hours and for events like markets and other smaller events by the City, it is the primary open space area in the City Centre and there is an opportunity for the space to be used more regularly.

It is recommended that this project be considered in conjunction with *Project 12 – Cafés in Central Park and Neil Hawkins Park*.

What the Community Said

One of the ideas received by the community and deemed by workshop participants to have the highest likelihood of contributing to the criteria developed was for an amphitheatre space to be created for performances in Central Park.

This would serve local artists, musicians and performers, and would also attract people to this space. At the workshops, participants were very keen to see activation in Central Park – “something happening”.

Potential Solutions

- Short-term community led placemaking such as small, outdoor music events using the existing small amphitheatre and open spaces in Central Park;
- City to support short-term use of existing amphitheatre space for activation - enabled through EOLs, funding, public land approvals, pop-up activations as part of cultural events and festivals;
- Develop a business case for a future amphitheatre space or performance spaces – this should take into consideration *Project 12 - Cafés in Central Park*, to maximise any opportunity for efficiencies of scale;
- Develop a Central Park Concept Plan to coordinate and plan for projects and activation events.

Impact

- Creates the opportunity for more events (community, businesses or City-led events);
- Likely to enhance spending, particularly if paired with associated offerings;
- Potential to attract returning visitors if repeat events or as a result of actioning of other relevant activation projects;
- Links to *Project 12 – Cafés in Central Park and Neil Hawkins Park* and may also work in conjunction with *Project 2 – Art in the streets*, *Project 13 – Playspaces and playgrounds for small children* and *Project 15 – Art venues and Aboriginal culture*.



12. Cafés in Central Park and Neil Hawkins Park

Diagnosis/Analysis

Per the diagnosis for Central Park in Project 11, Central Park is the core green space in the City Centre but is underutilised. Neil Hawkins Park is part of the Yellagonga Regional Park and is used for exercise, its walking trails, the scenery and playground facilities.

A number of comments by the community spoke to how lovely Central Park and Neil Hawkins are, but that there is a lack of facilities and amenities for older and younger people. This contributes to the parks not being frequented or utilised as much as they could be.

The City has identified the renewal and upgrade of Neil Hawkins Park, including its playspace, as a potential major project that may be included as part of the Capital Works Program, with a vision for “Neil Hawkins Park to be recognised as a jewel in the City’s north, a designation park for all parts of the Community to enjoy”. A café would contribute to this vision and to greater vibrancy.

A café in Central Park would attract office workers, staff and students from the surrounding ECU campus and even people from Lakeside Shopping Centre. This should be considered with Project 11 - Amphitheatre space for performances in Central Park, to maximise any opportunity for efficiencies of scale.

What the Community Said

The community wanted to see cafés in both Central Park and Neil Hawkins Park so that they could enjoy the green space, fauna and flora and other activities like bringing their children to the playground, and ‘stay and play’.

Workshop participants noted that the parks are not well known and wanted to see signage to improve accessibility and awareness. They recommended that one of the considerations of the Wayfinding Strategy (recommended as a solution for Project 9 - Better connectivity to train and bus stations) should be how to find and get to the two parks.

Workshop participants were keen for this signage to be physical and not an application for a mobile phone or other device.

Potential Solutions

- Undertake a retail needs analysis to understand how cafés in Central Park and Neil Hawkins Park fits with broader retail demand;
- Develop an EOI for potential café owners;
- Develop a Central Park Concept Plan to coordinate and plan for projects and activation events;

- Investigate working with delivery partner ECU on the Central Park café concept given ECU’s location and that a number of clientele would likely be from ECU;
- Develop City Centre-wide Wayfinding Strategy – including signage and wayfinding to parks;
- Consider how to attract coffee carts and vans into the parks – City support through Trading in Public Places permits

Impact

- May enhance visitors and vibrancy if the new cafés add unique character and provide a point of difference (quality, ambiance, other);
- Likely to increase spending;
- Will increase new and return visitations due to improved public domain, as a respite from other reasons people come to the City Centre and as a ‘new’ leisure/recreation opportunity;
- Links to *Project 9 – Better connectivity to train and bus stations* and *Project 11 – Amphitheatre spaces for performances in Central Park* ;
- Contributes to development of integrated signage for the City Centre (via the Wayfinding Strategy recommendation for the City Centre in *Project 9*).

13. Playspaces and playgrounds for small children

Diagnosis/Analysis

An observation in the City Centre is the limited spaces and activities for small children, other than the City of Joondalup library which runs children's activities and events through the year. A number of ideas received by the community spoke to how this lack of facilities disincentivised visiting the City Centre.

There is an opportunity to enhance the useability of the City Centre for and by children, to broaden its appeal, and accordingly to incentivise and attract parents' visitation to the City Centre (thereby activating spaces). The idea for playspaces and playgrounds for small children was suggested to do this.

What the Community Said

Key conditions by workshop participants for playspaces and playgrounds included that a real effort should be made to develop these facilities, that they need to be located in proximity to amenities (e.g. toilets, food, water), they should be universally accessible and should have learning opportunities and imagination-based play.

Workshop participants wanted to see:

- Nature-based spaces e.g. rope, wood, water, recycled, natural materials;
- A connection to place and Aboriginal culture;

- An opportunity for co-design, multi-level activities (ground level to climbing) and general adaptation of the 'its all about play' philosophy for outdoor spaces.

Workshop participants also recommended that playspaces be considered art, which links to *Project 15 – Art venues and Aboriginal culture*.

Potential Solutions

- Investigate and pursue upgrade of playspace in Neil Hawkins Park as part of Capital Works Program;
- Investigate development of spaces for small children and confirm the best locations for these spaces - this should include looking at examples of good practice elsewhere, and funding opportunities for example grants;
- City to consult with key stakeholders about requirements - this includes parent groups, early childhood sections at ECU and TAFE, groups that specialise in outdoor play and potential contributors to the development of these spaces ;
- Investigate transforming hardscape areas to include play elements, for example as part of the Boas McLarty Shared Space project, in Boas Place, Grand Boulevard (small linear playscape) and inclusion in future courtyards ('piazzas') from *Project 3 – Courtyard spaces ('piazzas') as focal points*;

- Run events focused on kids such as circus, bubble shows, pop up bouncy castles, playdough and craft creative sessions – City to support through funding programs, event approvals

Impact

- May not increase spending, however will increase return visitors if people have a positive experience and due to the enhanced public domain;
- Links to a number of other projects, including *Project 4 – Transform a large carpark into a piazza (Boas Avenue)*, *Project 5 – Pedestrian-friendly streets*, *Project 12 – Cafés in Central Park and Neil Hawkins Park*, *Project 14 – Pedestrian mall along Boas Avenue* and the Boas-McLarty Shared Space project;
- Also links to *Project 15 - Art venues and Aboriginal culture*, if the themes of colour and art are incorporated.





Lakeside Joondalup

Lakeside Joondalup

CHOCOLATE BAR

14. Pedestrian mall along Boas Avenue

Diagnosis/Analysis

Boas Avenue is a wide road (roadway and sidewalks on either side). It separates the train and bus stations and Lakeside Shopping Centre from the City Centre core on the western side of Grand Boulevard, and generally comprises the roadway and car parking. There is limited shade and other pedestrian amenities.

The City has identified the revitalisation and pedestrianisation of Boas Avenue from McLarty Avenue to Grand Boulevard in its five year Capital Works Program, with funding and resources committed. Objectives of the project are pedestrians right of way over vehicles, more space and amenity, and to encourage people to stay longer and activate the area. Benefits may include long term economic development, evening activation, provision of an entertainment precinct in line with current and future residential/commercial development, zone closures for events, and promotion of local art/school projects (subject to appropriate activation measures).

Depending on success and suitability of this project over time, there may be opportunity to extend the project east of Grand Boulevard over time.

What the Community Said

At the workshops, community members discussed activities and amenities for Boas

Avenue west of Grand Boulevard which included things like colourful seats, paint easels, a coffee cart and other local business offerings.

They also discussed how to improve access to the train and bus station via this project.

Workshop participants discussed the opportunity to close Boas Avenue to cars (associated with the previously discussed activities for Boas Place).

The City acknowledged that a fully pedestrian mall is likely to be a longer-term action and that it would need to be adaptable – a shared road when needed, closed when cars through the area are not needed.

Workshop participants also wanted to see water fountains at this location.

Potential Solutions

- City to review actions for the Boas-McLarty Shared Space project – as part of this, consider creating a low speed traffic environment, installing street furniture and street trees, wide designated pedestrian crossings in key areas (that are universally accessible), greater opportunity for alfresco dining, and the creation of parklets and other streetscape activations to support pedestrianisation.
- Confirm actions to be implemented and align these with actions to create

pedestrian-friendly streets across the City Centre (*Project 5*);

- Investigate a trial closing of Boas Avenue – potentially as a regular occurrence;
- City to work with delivery partners – local placemakers, local businesses, education institutions and community members on the project;
- Have events like a street party or street festival, closing the street, mini-markets, a program of music, simple events and features like colourful seats, paint easels, coffee carts and local business offerings – City to support through events approvals and traffic management advice;
- Investigate location for and install a new water fountain.

Impact

- May attract new visitors for the character, new experiences - may also divert some visitors from the shopping centre;
- Spending locations likely to increase;
- Will improve accessibility to City Centre with associated improved safety, security and convenient access;
- Likely to increase new and return visitations;
- Works with/links to the majority of the 15 projects, improving vibrancy.

15. Art venues and aboriginal culture

Diagnosis/Analysis

There are a number of local artists and a keen interest in art in the City Centre, however, community members commented that there is a lack of art venues in the City Centre such as a gallery, art spaces or hub, and limited opportunities for this art to be shared or for artists to display this work.

There was also a request from community members for more Aboriginal art representation in the City Centre, noting that this was also lacking.

At the community workshops, the two projects were discussed in the context of the overlap and the fact that diagnoses, what the community was saying and potential solutions overlapped. It was established that the two ideas should be considered collectively.

An investigation into opportunities to display art should be undertaken, with a focus on themes of 'colour' and 'art' identified by workshop participants.

Aboriginal culture focused activation needs to be led by Aboriginal people. The City is in the process of developing a Reconciliation Action Plan (RAP) to establish a foundation to form and grow relationships with Aboriginal peoples.

What the Community Said

Workshop participants were particularly keen that art venues should focus on local art.

In addition to traditional art spaces, workshop participants suggested that art spaces also include other types of art e.g. modern art, photography, music, buskers – more of a cultural representation. One suggestion was street art with a focus on Aboriginal art, and street music with an online audition and approval process in COVID-19 times.

Participants also discussed the importance of Aboriginal representation – culture, art and interactive spaces for cultural engagement. Workshop participants wanted to see the RAP be linked to the Place Activation Strategy.

Key steps identified by participants to develop and implement the project were identifying resources, finding permanent or temporary locations, curating art selections and developing a calendar of exhibitions/events, similar to the City's calendar of other events.

Key stakeholders recommended to engage with are local indigenous groups, schools, ECU and local artists.

Potential Solutions

- Audit existing facilities (e.g. Library, Civic Centre) for retrofitting for cultural expression and use – the City's Cultural Plan identifies a broader audit across the entire City Centre as an implementation measure for the Cultural Plan, to integrate cultural infrastructure into multi-purpose facilities;

- Investigate and evaluate public and private opportunities to provide exhibition, performance and cultural spaces across the City Centre with local placemakers and artists - this could include private opportunities, integrating art spaces into existing facilities, new facilities, pop-up facilities;
- Host pop-up exhibitions and performances in existing spaces (e.g. Library foyer, Lakeside Shopping Centre) – where possible, link these pop-up locations to a City Centre location where people can purchase art;
- Link Place Activation Strategy to the City's RAP being developed - work with Aboriginal peoples to establish cultural events and activation for the City Centre;
- Develop NAIDOC event program.

Impact

- Investigation of art venues informs other projects (e.g. Boas Place might include future venues);
- May attract visitation from outside of the catchment areas due to new destinations and events;
- Likely increase in spending due to additional visitations;
- Improved vibrancy if increased new and return visitations through positive experiences and diverse opportunities to linger;
- Works with *Project 2 – Art in the streets* and *Project 13 – Playspaces and playgrounds for small children*.





Part B – Implementation framework

This section summarises the implementation framework for the 15 projects described in *Part A - The Projects*.

It breaks down implementation actions for the City and community-led placemaking.

Table 1 describes each project, delivery team and partners, timeframes for delivery, simple cost estimates (\$, \$\$, \$\$\$), implementation actions for the City, community-led placemaking actions and linked/relevant Part A projects associated with each project.

For each project, listed City actions are in addition to the enabling and support of community-led placemaking actions.

Community-led placemaking support and City initiatives sections follow Table 1.






The community-led placemaking support section details how the City will support community placemaking Actions. The City initiatives section describes existing initiatives, updates or actions to these, or new initiatives the City should undertake to support and enable community-led placemaking.

The actions in Table 1 and the community-led placemaking and City initiatives sections should be used to inform the City's planning, budgeting and approvals processes for the projects.

Over time, as the projects are progressed, Part B will need to be updated to reflect progress on projects and the City's implementation frameworks.

Table 1: Joondalup City Centre Place Activation Plan – Implementation Framework







	PROJECT	DELIVERY TEAM	DELIVERY PARTNERS	TIMING* *considers initiation of project			COST \$, \$\$, \$\$\$	COMMUNITY LED PLACEMAKING	CITY ACTIONS <i>(in addition to enabling and supporting community-led placemaking)</i>	RELEVANT PROJECTS
1.	Redesign Grand Boulevard to make it less of a barrier to pedestrians	City of Joondalup (CoJ)	Infrastructure providers, local placemakers		✓	✓	\$\$\$		<p>Investigate hierarchy of movement across Grand Boulevard</p> <p>Investigate making Grand Boulevard one-way</p> <p>Investigate conversion of some parking on Grand Boulevard to park spaces/parklets</p> <p>Develop a streetscape vision for Grand Boulevard</p> <p>Develop a concept plan for Grand Boulevard in line with the streetscape vision</p>	Project 2 Project 10
2.	Art in the streets	CoJ	Local placemakers, local businesses, local artists, key anchors	✓	✓	✓	\$\$\$	<p>Integrate artistic expression in street furniture and streetscape designs</p> <p>Host community exhibitions, sculpture competitions, walking art and walking groups/tours, partnerships with schools</p> <p>Supported by the City, undertake placemaking actions including painting streets and facades, hanging pots and installing other forms of art</p>	<p>Develop an art beautification project to maximise the expression of art through the City centre, working with delivery partners, local artists, placemakers, community members and businesses – this should be through the City’s current development of its Public Art Strategy and Masterplan</p> <p>Consider and install iconic art pieces within intersection treatments (in accordance with art strategy)</p>	Project 13 Project 15

PROJECT	DELIVERY TEAM	DELIVERY PARTNERS	TIMING* *considers initiation of project			COST \$, \$\$, \$\$\$, \$\$\$\$	COMMUNITY LED PLACEMAKING	CITY ACTIONS <i>(in addition to enabling and supporting community-led placemaking)</i>	RELEVANT PROJECTS
									
Art in the streets (continued)								<p>Undertake a business case for a LED installation above Central Walk</p> <p>Investigate interactive art options</p> <p>Enable and support community led placemaking</p> <p>Enable artists showcasing of work and investigate opportunity for mentorship opportunities for students</p> <p>Investigate external grants and a Percent for Art Policy for significant developments to include or contribute to art in the City Centre</p>	
3. Courtyard spaces ('piazas') as focal points	CoJ	Local placemakers, local businesses					<p>Define 'piazza' in the context of the City Centre and the creation of intimate and people scaled contemporary designs – work with City</p> <p>Run events and activations in the identified spaces, supported and enabled by the City</p>	<p>Define 'piazza' in the context of the City Centre and the creation of intimate and people scaled contemporary designs – work with delivery partners</p> <p>Identify key activation sites and include these on City's venues list for bookings</p> <p>Establish a process for approving events on public land under Local Law</p> <p>Develop a Temporary Public Spaces LPP</p> <p>Review existing Streetscape Masterplan</p>	<p>Project 1</p> <p>Project 2</p> <p>Project 5</p> <p>Project 6</p>

PROJECT	DELIVERY TEAM	DELIVERY PARTNERS	TIMING* *considers initiation of project			COST \$, \$\$, \$\$\$, \$\$\$\$	COMMUNITY LED PLACEMAKING	CITY ACTIONS <i>(in addition to enabling and supporting community-led placemaking)</i>	RELEVANT PROJECTS
			🕒	🕒🕒	🕒🕒🕒				
4. Transform a large carpark into a piazza (Boas Avenue)	CoJ	Local placemakers, local businesses		✓	✓	\$\$	Run events and activations within piazza space/s, enabled by the City through community funding program, streamlined event approvals and sponsorship	Investigate how to transform a portion of the carpark into alternative spaces Review Boas Place concept plan to work out how to incorporate piazza spaces and other inputs from other projects (youth spaces, playgrounds, art venues, etc) Trial short term temporary changes to test optimal outcomes and potential longer term change of the primary activity in designated spaces	Project 3

Boas Avenue carpark



PROJECT	DELIVERY TEAM	DELIVERY PARTNERS	TIMING* *considers initiation of project			COST \$, \$\$, \$\$\$, \$\$\$\$	COMMUNITY LED PLACEMAKING	CITY ACTIONS <i>(in addition to enabling and supporting community-led placemaking)</i>	RELEVANT PROJECTS
									
5. Pedestrian-friendly streets	CoJ	Local placemakers, infrastructure providers, local businesses, education institutions				\$\$	<p>Install pot plants, colourful hanging baskets, private street furniture, tree art, etc</p> <p>Walking groups and walking tours, supported and enabled by the City</p> <p>Install passive recreation opportunities e.g. ping pong table, seats, public art and other pedestrian amenities in permeable and well used locations</p> <p>Reduce speed limits within the City Centre to 30 km/hr</p> <p>Close a section of Boas Avenue on a trial basis and have activities and amenities e.g. seats, paint easels, coffee cart, local business offerings</p> <p>Review existing proposed ideas for Boas-McLarty Shared Space project, incorporate project actions and align these to create pedestrian-friendly streets across the City Centre</p> <p>Investigate turning the hierarchy of roads upside down</p> <p>Work with delivery partners on these actions, either individually or as a program of works</p> <p>Develop a process to implement this program across the City Centre longer term</p>	Project 1 Project 2 Project 5 Project 6 Project 14	

PROJECT	DELIVERY TEAM	DELIVERY PARTNERS	TIMING* *considers initiation of project			COST \$, \$\$, \$\$\$	COMMUNITY LED PLACEMAKING	CITY ACTIONS <i>(in addition to enabling and supporting community-led placemaking)</i>	RELEVANT PROJECTS
6. Alfresco dining	CoJ	Local businesses	✓			\$	<p>Review fees and charges – Local Government and Public Property Local Law</p> <p>Engage with food businesses not utilising alfresco to establish barriers to alfresco and opportunities to address these</p> <p>Simplify alfresco application and approval process - simple working process and checklist of requirements</p> <p>Update verges process - when upgrading or renewing include suitability for alfresco as a design input to address physical barriers</p> <p>Refer to land use diversity recommendations and encourage more uses that incorporate alfresco</p>		

PROJECT	DELIVERY TEAM	DELIVERY PARTNERS	TIMING* *considers initiation of project			COST \$, \$\$, \$\$\$, \$\$\$\$	COMMUNITY LED PLACEMAKING	CITY ACTIONS <i>(in addition to enabling and supporting community-led placemaking)</i>	RELEVANT PROJECTS
									
7. Youth playscapes (facilities for teenagers)	CoJ	Local placemakers, youth, police, others as deemed appropriate for stakeholder reference group		✓	✓	\$\$	<p>Pop-up youth events and pop-up skateboarding events in car parks enabled by City through community funding programs, event approvals, sponsorship programs</p> <p>Develop a program to investigate facilities for teenagers in the City Centre – create a stakeholder reference group to advise on preferred facilities and likely uptake and audience</p> <p>Evaluate site and project opportunities for incidental youth facilities across streetscapes and public spaces, as defined in Outdoor Youth Recreation Strategy</p> <p>Investigate funding and grant opportunities</p> <p>Prepare a business case if there is a standalone facility recommended through this process</p>	Project 1 Project 3 Project 4 Project 14 Project 15	

PROJECT	DELIVERY TEAM	DELIVERY PARTNERS	TIMING* *considers initiation of project			COST \$, \$\$, \$\$\$, \$\$\$\$	COMMUNITY LED PLACEMAKING	CITY ACTIONS <i>(in addition to enabling and supporting community-led placemaking)</i>	RELEVANT PROJECTS
									
8. Markets	CoJ	Local placemakers, local businesses, education institutions		✓		\$\$	<p>Community led markets - including community groups, schools, not for profits using car parks and public spaces for own fund raising</p> <p>Develop a strategy for (a) market series to attract large numbers of people, have a diversity of local business offerings and an opportunity for the community to connect – this should consider themes, locations, seasonality</p> <p>Investigate opportunities for colour and art to be incorporated into market series</p> <p>Work with delivery partners to plan for and deliver markets</p> <p>Consider expressions of interest for cultural immersion markets as part of City-developed festivals and events</p>		



PROJECT	DELIVERY TEAM	DELIVERY PARTNERS	TIMING* *considers initiation of project			COST \$, \$\$, \$\$\$, \$\$\$\$	COMMUNITY LED PLACEMAKING	CITY ACTIONS <i>(in addition to enabling and supporting community-led placemaking)</i>	RELEVANT PROJECTS
			🕒	🕒🕒	🕒🕒🕒				
9. Better connectivity to train and bus stations	CoJ	Lakeside Shopping Centre (anchor), PTA (infrastructure provider)	✓	✓		\$\$	<p>Develop City Centre Wayfinding Strategy - prioritise active transportation mode users (particularly pedestrians) and access to and from the train and bus stations</p> <p>Review proposed ideas for the Boas-McLarty Shared Space project, align these with actions to create pedestrian-friendly streets across the City Centre, including better connectivity to stations</p> <p>Investigate additional access options to the stations</p> <p>Review existing after hours access conditions and investigate measures to improve accessibility and wayfinding including lighting, routes painted on ground, longer trading hours</p> <p>Work with delivery partners on these measures</p>	Project 5 and others due to improved accessibility and connectivity to the City Centre	




PROJECT	DELIVERY TEAM	DELIVERY PARTNERS	TIMING* *considers initiation of project			COST \$, \$\$, \$\$\$, \$\$\$\$	COMMUNITY LED PLACEMAKING	CITY ACTIONS <i>(in addition to enabling and supporting community-led placemaking)</i>	RELEVANT PROJECTS
10. Attract more diversity into the CBD	CoJ	Local businesses, local placemakers, Small Business Development Commission				\$\$	<p>Create an identity for the City Centre with the City, based around themes of colour and art</p> <p>Work with the City to undertake a local business audit to identify opportunities to attract and keep a diversity of businesses in the City Centre</p>	<p>Create an identity for the City Centre with the community, based around themes of colour and art</p> <p>Undertake a retail/space needs assessment</p> <p>Undertake an investment gap analysis (as identified in Economic Development team's Corporate Business Plan)</p> <p>Work with local businesses, the community and JBA to undertake a local business audit to identify opportunities to attract and keep a diversity of businesses in the City Centre</p> <p>Update/develop an investment attraction strategy for new businesses and establish a land use vision for the City Centre (considering anchors and key buildings, iconic architecture)</p> <p>Investigate the feasibility of a community-owned development trust</p> <p>Continue to work with the Small Business Development Commission on small business friendly approvals</p>	Links to many of the other projects

PROJECT	DELIVERY TEAM	DELIVERY PARTNERS	TIMING* *considers initiation of project			COST \$, \$\$, \$\$\$	COMMUNITY LED PLACEMAKING	CITY ACTIONS <i>(in addition to enabling and supporting community-led placemaking)</i>	RELEVANT PROJECTS
			🕒	🕒🕒	🕒🕒🕒				
11. Amphitheatre space for performances in Central Park	CoJ	Local placemakers, local artists and musicians, education institutions, local anchors	✓	✓	✓	\$\$	<p>Short-term use of existing small amphitheatre and open spaces for e.g. small, outdoor music events using the existing small amphitheatre and open spaces in Central Park, enabled through</p> <p>Work with the City on the development of a Central Park Concept Plan</p>	<p>City to support and enable short-term use of existing amphitheatre space for activation through EOIs, funding, public land approvals, pop-up activations as part of cultural events and festivals</p> <p>Develop a business case for a future amphitheatre space or performance spaces, considering Project 12 to maximise any opportunity for efficiencies of scale</p> <p>Develop a Central Park Concept Plan to coordinate and plan for projects and activation events</p>	Project 2, Project 12, Project 13, Project 15






PROJECT	DELIVERY TEAM	DELIVERY PARTNERS	TIMING* *considers initiation of project			COST \$, \$\$, \$\$\$	COMMUNITY LED PLACEMAKING	CITY ACTIONS <i>(in addition to enabling and supporting community-led placemaking)</i>	RELEVANT PROJECTS
12. Cafés in Central Park and Neil Hawkins Park	CoJ	Local businesses, local placemakers	✓	✓	✓	\$\$\$	<p>Develop Central Park Concept Plan with City to coordinate and plan for projects and activation events</p> <p>Undertake a retail needs analysis to understand how cafés in Central Park and Neil Hawkins Park fits with broader retail demand</p> <p>Develop an EOI for café owners</p> <p>Develop Central Park Concept Plan to coordinate and plan for projects and activation events</p> <p>Investigate working with delivery partner ECU for Central Park café given ECU's location and that a number of clientele would likely be from ECU</p> <p>Develop City Centre wide Wayfinding Strategy – including signage and wayfinding to parks</p> <p>Consider how to attract coffee carts and vans into the parks with support through Trading in Public Places permits</p>	Project 9 Project 11	

PROJECT	DELIVERY TEAM	DELIVERY PARTNERS	TIMING* *considers initiation of project			COST \$, \$\$, \$\$\$	COMMUNITY LED PLACEMAKING	CITY ACTIONS <i>(in addition to enabling and supporting community-led placemaking)</i>	RELEVANT PROJECTS
									
13. Playspaces and playgrounds for small children	CoJ	Local placemakers, parent groups, early childhood sections at education institutions, specialists in outdoor playspace development		✓	✓	\$\$	<p>Run children's events such as circus, bubble shows, pop up bouncy castles, playdough and craft creative sessions – City to support through funding programs, event approvals</p> <p>Investigate and pursue upgrade of playspace in Neil Hawkins Park as part of Capital Works Program</p> <p>Investigate and confirm development of spaces</p> <p>Investigate funding opportunities e.g. grants</p> <p>Consult with key stakeholders (delivery partners) about requirements</p> <p>Investigate transforming hardscape areas to include play elements, for example as part of the Boas McLarty Shared Space project, in Boas Place, Grand Boulevard (small linear playscape) and inclusion in future courtyards ('piazzas') from <i>Project 3 – Courtyard spaces ('piazzas') as focal points</i></p>	<p>Project 4</p> <p>Project 5</p> <p>Project 12</p> <p>Project 14</p> <p>Project 15</p>	

PROJECT	DELIVERY TEAM	DELIVERY PARTNERS	TIMING* *considers initiation of project			COST \$, \$\$, \$\$\$, \$\$\$\$	COMMUNITY LED PLACEMAKING	CITY ACTIONS <i>(in addition to enabling and supporting community-led placemaking)</i>	RELEVANT PROJECTS
									
14. Pedestrian mall along Boas Avenue	CoJ	Infrastructure providers, local placemakers, local businesses, education institutions		✓	✓	\$\$	<p>Have events like a street party or street festival, closing the street, mini-markets, a program of music, simple events and features like colourful seats, paint easels, coffee carts and local business offerings - City to support through events approvals and traffic management advice</p>	<p>Review actions for the Boas-McLarty Shared Space project, including creating a low speed traffic environment, installing street furniture, street trees, wide designated pedestrian crossings in key areas, greater opportunity for alfresco dining, and the creation of parklets and other streetscape activations</p> <p>Confirm actions to be implemented and align these with actions to create pedestrian-friendly streets across the City Centre (Project 5)</p> <p>Investigate a trial closing of Boas Avenue – potentially as a regular occurrence</p> <p>Work with delivery partners on this project</p> <p>Investigate location for and install a new water fountain</p>	Works with/ links to the majority of the 15 projects, improving vibrancy





PROJECT	DELIVERY TEAM	DELIVERY PARTNERS	TIMING* *considers initiation of project			COST \$, \$\$, \$\$\$, \$\$\$\$	COMMUNITY LED PLACEMAKING	CITY ACTIONS <i>(in addition to enabling and supporting community-led placemaking)</i>	RELEVANT PROJECTS
									
15. Art venues and Aboriginal culture	CoJ + Aboriginal Peoples	Local indigenous groups, schools, education institutions, local artists	✓	✓	✓	\$\$	<p>Local placemakers and artists to work with City to investigate opportunities to provide exhibition, performance and cultural spaces across the City Centre</p> <p>Host pop-up exhibitions and performances in existing spaces (e.g. Library foyer, Lakeside Shopping Centre) - work with City on this</p>	<p>Audit existing facilities for retrofitting for cultural expression and use - per Cultural Plan for broader audit across the entire City Centre</p> <p>Investigate and evaluate public and private opportunities to provide exhibition, performance and cultural spaces across the City Centre with local placemakers and artists</p>	<p>Informs other projects + Project 2 and Project 13</p>
15. Art venues and Aboriginal culture (continued)							<p>Local indigenous groups identified in Reconciliation Action Plan (RAP) to lead placemaking planning and processes</p> <p>Local indigenous groups to work with City to develop NAIDOC event program</p>	<p>Work with placemakers to host pop-up exhibitions and performances in existing spaces</p> <p>Link Place Activation Strategy to the RAP being developed - work with Aboriginal peoples to establish cultural events and activation for the City Centre</p> <p>Develop NAIDOC event program with local indigenous groups</p>	



The City will ... 'get out of the way' to allow community activation to occur.



Community-led placemaking support

Community-led placemaking includes the community's contributions to this plan through idea submissions, workshop participation, meetings with the project team, offers by community members and delivery partners to be involved in placemaking in the City Centre and actions articulated in Table 1.

To enable community-led activation, the City should:

- Promote grant programs and the City's sponsorship program to local placemakers, and link local placemakers to these funding opportunities;
- Develop a placemaking toolkit for local placemakers, including guidance documents and templates, supported by open lines of communication with the City, that allows the community to undertake the actions in Table 1 plus any other placemaking activities and actions;
- Undertake a review of approval processes that influence local placemaking to streamline and address unnecessary barriers (i.e. event approvals);
- Work with local businesses and promote business grants the City offers;
- Review and update processes and systems to streamline or support community placemaking such as venue lists and bookings.

In addition to the above and in accordance with the City's Place Activation Framework, the City should work with the community and local placemakers to develop a relationship and shared responsibility for making the City Centre a vibrant place that is the heart and soul of the community.

The City will need to encourage and support the community to lead and participate in community placemaking, manage the impact of red tape on community placemaking, 'get out of the way' to allow community activation to occur, provide the necessary public infrastructure and assets to enable activation ('the right canvas'), and provide investment to catalyse activation where required and appropriate to do so.

The City's activation roles should always be underpinned by community consultation, particularly given that only a sample of the community has been involved in the development of this plan.







City initiatives



In addition to the community-led placemaking support actions above, a number of initiatives were identified for City actioning, either as upgrades to existing initiatives or new Initiatives. These initiatives, steps to be taken by the City, related projects and timing information is detailed in Table 2.


This approach will align the range of economic, cultural, and community activities and programs the City runs with the specific needs of the City Centre, based on the ideas of community and the work of the workshop participants.

It will align and inform the City's planning, budgeting and approvals processes for the projects that form this plan.




Table 2 : Joondalup City Centre Place Activation Plan – City Initiatives




Key:  new initiative  existing initiative  in development  underway




	CITY INITIATIVE	STEPS	RELEVANT PROJECTS	TIMING
1.	 City Centre Marketing and Branding	Create an identity and branding for the City Centre with the community . This should be based around themes of colour and art.	Applies to most projects	Short term
2.	 City Centre Wayfinding Strategy	The strategy should be comprehensive, and have clear and consistent visual communication and messaging. Key steps and focus include: <ol style="list-style-type: none"> Wayfinding and accessibility around the City Centre A focus on active transportation mode users (particularly pedestrians) The City to work with Lakeside Shopping Centre, infrastructure providers, local businesses, the community for the required integration Wayfinding and accessibility for Neil Hawkins and Central parks 	Project 1 Project 4 Project 5 Project 7 Project 9 Project 11 Project 12 Project 13 Project 14	Immediate – seek resources in 2022-2023




	CITY INITIATIVE	STEPS	RELEVANT PROJECTS	TIMING
3.	 <p>Joondalup City Centre Landscape Masterplan</p>	<p>This masterplan will become the guiding document for all capital works and streetscape upgrades by the City within the City Centre.</p> <p>Key steps and focus include:</p> <ol style="list-style-type: none"> 1. Engage local businesses and community on the review and refining of the draft masterplan, to establish a streetscape vision and concept plan for the City Centre's streets and public places. 2. The collaborative review should address the projects identified in this plan, specifically: <ul style="list-style-type: none"> • Investigate the hierarchy of vehicle, cycle, and pedestrian movements across the City Centre to turn them "upside down" (including reduced speeds of 30 k/h) • Investigate one way traffic on Grand Boulevard • Develop a concept plan for the future form and function of Grand Boulevard with a focus on connecting both sides, improved access from the train station, and an improved pedestrian experience • Investigate reclaiming parking areas for courtyard and park spaces • Consider opportunities for public art as part of the street • Investigate the two courtyard spaces recommended by workshop participants – Grand Boulevard between Boas Avenue and Reid Promenade and Boas Avenue between McLarty Avenue and Grand Boulevard • Investigate locations for parklets, street furniture, buskers steps, bike parking • Identify streetscape locations where existing infrastructure or design presents barriers to alfresco • Improve pedestrian crossings and connections • Investigate raised pedestrian crossings • Be informed by specific investigations regarding youth playscapes and playspaces • Establish streetscapes that promote key linkages including to the train station, Neil Hawkins Park, and Central Park • Review opportunities for pedestrian malls. 	<p>Project 1 Project 3 Project 5 Project 9 Project 11 Project 12 Project 14</p>	<p>Immediate – seek resources in 2022-2023</p>








	CITY INITIATIVE	STEPS	RELEVANT PROJECTS	TIMING
4.	 Public Art Strategy and Masterplan	<p>Community members who submitted ideas and workshop participants wanted to see more art and colour in the City Centre. At the workshops there was a discussion about the opportunity to develop an 'art beautification project' for the City Centre, based on themes of 'art' and 'colour'.</p> <p>The City is in the process of developing a Public Art Strategy and Masterplan. The development of the art strategy and masterplan should include the City Centre as a key precinct for public art and artistic expression.</p> <p>The City should work with community placemakers, local artists, community members and local businesses to:</p> <ul style="list-style-type: none"> • Develop curatorial themes for the City Centre • Identify locations for public art in the City Centre • Investigate funding streams to deliver public art, e.g., external grants, Percent for Art Policy for the City Centre <p>More specific considerations for the City Centre precinct in the art strategy and masterplan are:</p> <ul style="list-style-type: none"> • Inclusion of iconic art pieces within intersection treatments • Integrating artistic expression in street furniture and streetscape designs • Providing for community placemaking actions including painting streets and facades, hanging pots and installing other forms of art • Developing an approach for artists to showcase work in the City Centre • Investigating artist-student mentorship programs <p>This initiative should be linked to Initiatives 1, 5 and 6.</p>	Project 2 Project 3 Project 4 Project 5 Project 7 Project 8 Project 11 Project 13 Project 14 Project 15	Immediate – seek resources in 2022-2023
5.	 Percent for Art Policy	<p>Investigate the development of a Percent for Art Policy for significant developments to include or contribute to art in the City Centre - refer State Government's Percent for Art Scheme for example.</p> <p>Consult with local placemakers, local artists, community members, local businesses and developers on this initiative.</p>	Project 2 Project 7 Project 15	Short term – informed by Initiatives 4 and 6
6.	 Public Art Policy	<p>The City should review its policy to guide the delivery of public art projects that contribute to creating a sense of place, promoting the expression of local identity, and reflecting the shared values of the community. It should update provisions specific to the City Centre (or applicable to the broader City jurisdiction), to respond to the requirements of this plan.</p>	Project 2 Project 5 Project 7 Project 15	Short term – informed and guided by Initiatives 4 and 5



	CITY INITIATIVE	STEPS	RELEVANT PROJECTS	TIMING
7.	 Reconciliation Action Plan – City Centre Art	<p>The City is currently developing a Reconciliation Action Plan (RAP) as a framework for the City to realise its vision for reconciliation by creating practical actions built on relationships with, and respect and opportunities for Aboriginal people.</p> <p>The relationships developed and fostered through the RAP will be a critical foundation for engaging with Aboriginal people on the expression of culture and art in the City Centre.</p>	Project 2 Project 7 Project 15	In progress
8.	 Temporary Public Spaces Local Planning Policy	<p>In discussing how underutilised spaces in the City Centre could be better used and activated, workshop participants and the City discussed the introduction of a Temporary Public Spaces Local Planning Policy (LPP) that could provide for the activation of identified sites temporarily.</p> <p>Key steps and focus in developing this LPP include:</p> <ol style="list-style-type: none"> 1. Consideration of how public spaces can be activated temporarily, with consideration of things like shade, 24/7 activation and adaptable design to invite use. 2. Identify key activation sites 3. Include key sites on the City’s venues list for bookings for events 4. Establish a process for approving events on public land under Local Law of Temporary Public Spaces Local Planning Policy (LPP) 5. Consider what these spaces can be used for, for e.g. courtyard spaces could include things like parklets, street furniture, greenery, busker’s steps (near a power source), bike parking, and well lit. Determine key activation sites. <p>This should be undertaken in collaboration with local placemakers, local businesses, key anchors, infrastructure providers.</p>	Project 3 Project 4 Project 5 Project 8 Project 14	Short term
9.	 Boas Place Concept Plan	<p>Review review current Boas Place Concept Plan (which includes recommendations for civic spaces) to ensure that the civic spaces provided are aligned with learnings of this plan and the required functionality.</p> <p>The review should include how to incorporate piazza spaces and other inputs from other projects (youth spaces, playgrounds, art venues, etcetera).</p>	Project 3 Project 4 potentially Project 14	Short term

	CITY INITIATIVE	STEPS	RELEVANT PROJECTS	TIMING
10.	 Boas-McLarty Shared Space Project	<p>Key steps and focus should include:</p> <ol style="list-style-type: none"> 1. Investigate provisions of The Boas-McLarty Shared Space project and align these with community recommendations, including street furniture and street trees, wide designated pedestrian crossings in key areas that are universally accessible, greater opportunity for alfresco dining, and the creation of parklets and other streetscape activations to support pedestrianisation 2. Incorporate low speed traffic environment 3. Align with Project 5 - Pedestrian friendly streets recommendations and actions. 4. Create a public arrival space guiding people between the City Centre and the train and bus stations. <p>The City should work with local placemakers on the program for activation.</p>	Project 2 Project 5 Project 6 Project 7 Project 9 Project 13 Project 14	In progress (concurrent with Initiative 3)
11.	 Business case for LED installation for Central Walk	<p>Undertake a business case for a LED installation above Central Walk, expressing local themes including the Sports Walk of Fame.</p>	Project 2	Short term
12.	 Enable use of public spaces for community activation	<p>The City identified that some of the public spaces referred to in ideas submitted and by community members at workshops could be investigated for activation use by the City. The City should investigate these spaces for listing on its existing venues list for hire.</p> <p>Key steps include:</p> <ol style="list-style-type: none"> 1. Identify key activation sites for inclusion - this would include Central Walk, Library green space, key carpark areas, and other sites identified by the community as suitable areas for activation. 2. Establish a process for these locations to be activated by community. 3. Ensure that placemaking toolkits include a description of these sites and how to book them so community placemakers know they are available for events and activation. 	Project 3 Project 4	Immediate


	CITY INITIATIVE	STEPS	RELEVANT PROJECTS	TIMING
13.	 Facilitate interim carpark activation	<p>In the shorter-term, the City should investigate how to transform a portion of the Boas Avenue carparks that tend to be vacant in non-business hours into alternative activation spaces. This reflects the desires of community members (via idea submissions and as expressed at workshops).</p> <p>Activations could include things like seating, coffee carts, space for farmers markets or other communal activities, water playground/fountain and things like an outdoor digital screen/cinema and light installations.</p> <p>The investigations should include things like:</p> <ul style="list-style-type: none"> • When this/these 'piazza' space/s come into effect (time of day, seasonal, other) • Core car bay requirements that would be needed at those times to determine the area that could be 'reused' • Funding opportunities for community-led placemaking <p>The City should trial/test these short-term temporary changes for activations or events to understand longer-term potential uses of these spaces.</p>	Project 4	Short term
14.	 Land use review	<p>A number of projects require the City to undertake a review of land use provisions for the City Centre to be able to develop or implement recommendations and actions such as business audits and retail needs assessments.</p> <p>Key steps include:</p> <ol style="list-style-type: none"> 1. Review the 15 projects as described in Part A - The Projects, actions as listed in Table 1 in Part B - Implementation Framework, and review land use provisions for planning update (strategic and project-based). 2. Establish a land use vision for City Centre (considering anchors and key buildings, iconic architecture). 3. Encouraging more uses that would incorporate alfresco <p>The City should consult with local placemakers and local businesses on this review.</p>	Project 6 Project 10	Short term
15.	 Investment attraction strategy	<p>The City should develop and update an investment attraction strategy for new businesses in the City Centre. This should be partnered with the land use review and vision for the City Centre (Initiative 15).</p>	Project 6 Project 10	Short term

	CITY INITIATIVE	STEPS	RELEVANT PROJECTS	TIMING
16.	 Cafés, Kiosks and Restaurants Program	<p>The City has an existing project to develop cafés, kiosks and restaurants at various sites through the City of Joondalup. The project aims to provide facilities that will attract visitors and tourists for entertainment and socialising while providing more employment, increase business opportunities and a greater awareness of the City's natural assets.</p> <p>The program currently includes Neil Hawkins Park. This should be further developed.</p> <p>The City should also use the outcome of the retail needs analysis for Project 12 to consider inclusion of Central Park in future.</p>	Project 10 Project 12	In progress
17.	 Alfresco barriers review	<p>The City is currently reviewing its alfresco provisions to reduce inefficiencies and 'red tape' to encourage more local businesses in the City Centre to have alfresco.</p> <p>The City should undertaking the following key steps in this review:</p> <ol style="list-style-type: none"> 1. Review fees and charges - Local Government and Public Property Local Law. 2. Engage with food businesses not utilising alfresco to establish barriers to alfresco and opportunities to address these. 3. Simplify alfresco application and approval process - simple working process and checklist of requirements. 4. Update verges process - when upgrading or renewing include suitability for alfresco as a design input to address physical barriers. 5. Refer to land use diversity recommendations and encourage more uses that incorporate alfresco (Initiative 14). <p>The City should also consult with local businesses and local placemakers like JBA on barriers to alfresco (regulatory, cost, infrastructure), and use this to inform the review.</p> <p>As part of this review, internal processes to facilitate seating outside businesses that are not food and business (e.g. table and chairs for public use outside a retail store) should also be investigated.</p>	Project 6	In progress

	CITY INITIATIVE	STEPS	RELEVANT PROJECTS	TIMING
18.	 Youth playscapes in the City Centre review	<p>Community members identified a lack of facilities for youth (teenagers) in the City Centre and how this disincentivised both youth and their parents from visiting, enjoying the City Center and spending money.</p> <p>One of the recommendations to address this was that the City should develop a program to investigate these facilities.</p> <p>Key steps include:</p> <ol style="list-style-type: none"> 1. Create a stakeholder reference group to advise on preferred facilities and likely uptake and audience - include youth who would use facilities, and engage them through things like QR codes, art work or opportunities for prizes. 2. Investigate a selection of suitable locations across streetscapes and public spaces, as defined in the City's Outdoor Youth Recreation Strategy - locations should be selected on the basis of their ability to be universally accessible and have nearby/co-located amenities like public toilets, water stations and food options. 3. Investigate funding and grant opportunities 4. Prepare a business case if there is a standalone facility recommended through this process. 	Project 7	Immediate (to inform Initiative 3)
19.	 Facilitate market series	<p>Develop a strategy for a market series that will attract large numbers, have a diversity of local business offerings, and an opportunity for the community to Connect. This strategy should consider themes, locations, seasonality.</p> <p>The City should also investigate opportunities for colour and art to be incorporated into market series.</p> <p>Key steps include:</p> <ol style="list-style-type: none"> 1. Review old market series learnings, successes and failures, and use this to develop the strategy. 2. Investigate partnering opportunities for planning and delivery of markets (education institutions, other delivery partners). 3. Consider expressions of interest for cultural immersion markets as part of City-developed festivals and events. 4. Engage with JBA and local businesses to ensure local business engagement. 	Project 8	Short term/ongoing
20.	 Small Business Friendly Approvals	<p>The City should continue to work with the Small Business Development Commission (SBDC) on small business friendly approvals. This includes education for small businesses to help them make more informed investment Decisions.</p> <p>The City should establish/develop this relationship with the SBDC, JBA and any other relevant partners.</p>	Project 10	In progress

	CITY INITIATIVE	STEPS	RELEVANT PROJECTS	TIMING
21.	 Enable pop up traders and experiences in public places	<p>The City should investigate enabling and supporting small mobile and other similar traders e.g. coffee carts/vans in shared and public spaces through trading in Public Places permits.</p> <p>The City should also develop a simplified process for approvals.</p>	Project 3 Project 4 Project 12 Project 14	Ongoing
22.	 City Centre Green and Playspaces Review	<p>There is an opportunity to enhance the useability of the City Centre for and by children to broaden its appeal and incentivise parents to visit. The City should review and investigate spaces for playspaces and playgrounds for smaller children.</p> <p>Key steps include:</p> <ol style="list-style-type: none"> 1. Investigate green spaces – the library green space on Boas Avenue, Central Park, some small green parks north of the hospital, etcetera. 2. Investigate and pursue the upgrade of the playspace in Neil Hawkins Park as part of the City's Capital Works Program. 3. Investigate transforming hardscape areas to include play elements, for example as part of the Boas McLarty Shared Space project, in Boas Place, Grand Boulevard (small linear playscape), and inclusion in future courtyards ('piazzas') from Project 3. 4. Explore funding opportunities e.g. grants. 5. Investigate Aboriginal art incorporation in playspaces – links to Project 15. <p>The City should consult with stakeholders including parent groups, early childhood sections at ECU and TAFE, groups that specialise in outdoor play, and potential contributors to the development of these spaces.</p>	Project 13	Immediate



	CITY INITIATIVE	STEPS	RELEVANT PROJECTS	TIMING
23.	 Arts and cultural venues review	<p>Project 15 identified a need for the City to investigate and identify resources and spaces (public and private) for art and cultural activation events.</p> <p>Key steps of the investigation include:</p> <ol style="list-style-type: none"> 1. Investigate public and private spaces that can be used temporarily or more permanently - this should include an audit of existing facilities (e.g. Library, Civic Centre) to retrofit them for cultural expression and use. 2. Identify funding grants and opportunities. 3. Develop a business case for standalone facilities 4. Develop a calendar of exhibitions/events (similar to the City's calendar of other events). <p>The City should engage with key stakeholders including local indigenous groups, schools, local placemakers, education institutions and local artists.</p> <p>The City should also undertake this investigation with a focus on themes of art and colour.</p>	Project 15	Immediate commencement, delivery within short term

Next steps - Future projects + other ideas

A traffic light assessment of the impacts of ideas 16 to 30 (as scored in the MCA by workshop participants) has also been undertaken and is included here (Figure 10 refers). These projects are considered in terms of impact on vibrancy by:

- Enhancing visitation by new destination and new events (**new destination**);
- Enhancing **volume of transactions**;
- Enhancing expenditure pools – diversity and type of businesses (**transaction location**); and
- Increasing the number of returning visitors and therefore transactions (returning transactions).

Each project is scored in a ‘traffic light’ approach. Red represents a low likelihood, yellow a moderate likelihood, and green a high likelihood of impacting vibrancy in each of the categories above and overall.

The City should use this initial assessment of ideas 16 to 30 when considering the ideas and their diagnosis/analysis, recommended solutions and impacts. The City should also consult with the community on these ideas.

Other ideas (e.g. a hop-on, hop-off bus in the City Centre which was suggested by a workshop participant at the end of the last workshop) should be discussed with the City

and added to the list at Appendix A over time (subject to suitability). At the point of review of this plan, it is also recommended that the MCA process be undertaken again to assess new ideas as well as existing ones that have not had a chance to be developed. This will ensure these projects and new ideas remain consistent with the 15 projects presented here – in terms of having the highest likelihood of contributing to the City Centre vision and the following criteria established by workshop participants for the City Centre:

- **Creating vibrancy**
- **People connectivity**
- **A safe and secure environment**
- **Providing a diverse community appeal**
- **Healthy environment**
- **Heritage, culture and identity.**

Finally, at next review, the above criteria should be tested for relevancy of contribution to the vision for the City Centre.

What now? Thank you for your contributions to this plan – we empower you to own it and go out and do what you can to make the Joondalup City Centre a vibrant place that is the heart and soul of the community and for visitors.

This is your Plan.

Make It. Own It. It's your place.

The City is here to **Enable** you to make this happen.

Enjoy!



Figure 10 : ‘Traffic light’ assessment of vibrancy of Ideas 16 to 30

Opportunity	Vibrancy criteria				Overall rating
	New Destination	Volume of transaction	Transaction location	Returning transaction	
Music and buskers in the street	Red	Red	Yellow	Red	Red
Aboriginal culture, art and interactive spaces for cultural engagement	Green	Yellow	Yellow	Yellow	Yellow
Light displays/LED lights strung across Central Walk	Red	Yellow	Yellow	Yellow	Yellow
More street furniture! Benches, drinking fountains	Red	Red	Yellow	Yellow	Yellow
More bike infrastructure	Red	Green	Yellow	Yellow	Yellow
Wayfinding and branding signs (e.g. Central Walk)	Red	Yellow	Green	Yellow	Yellow
Develop and promote a brand/identity, character, heart for the City Centre	Green	Green	Green	Green	Green
Activate space between Library and Civic Chambers with outdoor reading spaces, library events, pop ups	Red	Red	Yellow	Yellow	Yellow
Green the streets – shade, greenery, rain gardens, green spaces, flower pots	Red	Red	Red	Yellow	Red
Move library entry point	Red	Red	Red	Red	Red
Rooftop bars	Green	Yellow	Yellow	Yellow	Yellow
Free parking/increase free parking from 1 hour to 2 hours*1hr free parking	Red	Yellow	Red	Yellow	Red
Treasure hunt through local businesses	Yellow	Yellow	Red	Red	Red
Priority bus lanes in Grand Blvd	Red	Red	Red	Red	Red
Festivals and events – large and small	Green	Yellow	Yellow	Red	Yellow





Appendices

APPENDIX A – IDEAS SUBMITTED BY THE COMMUNITY

APPENDIX B – ECONOMIC ANALYSIS OF THE CITY CENTRE

APPENDIX C – ENGAGEMENT OUTCOMES REPORT

APPENDIX D – MULTI-CRITERIA ASSESSMENT

Appendix A

Ideas submitted by the community

Ideas for workshop MCA consideration (listed in order of priority of upvoting through drop-in ideas hubs and Social Pinpoint)	
1	Green the streets - shade, greenery, rain gardens, green spaces, flower pots
2	Playspaces and playgrounds for small children
3	Art venues – includes gallery /art space /cultural centre
4	Aboriginal culture, art and interactive spaces for cultural engagement
5	Free parking /increase free parking from 1 hour to 2 hours
6	Attract more diversity (retail, dining, etc) into the CBD, e.g. creative incubator spaces, pop-up shops, business attraction
7	Markets! Night markets, farmers markets, creative markets...
8	Alfresco dining
9	Youth playscapes – street skate plaza, basketball, skatepark in Central Park, etc
10	Festivals and events – large and small
11	Better connectivity to train and bus stations, particularly outside of Lakeside opening hours
12	Art in the streets – including public art and light installations
13	Develop and promote an identity, character, heart for the City Centre
14	Pedestrian-friendly streets (includes ideas of reducing street parking)
15	Transform one of the large carparks on Boas Avenue into a piazza with seating, space for farmers markets, water playground/fountain, outdoor digital screen/cinema, and light installations

Ideas for workshop MCA consideration (listed in order of priority of upvoting through drop-in ideas hubs and Social Pinpoint)	
16	Rooftop bars
17	Wayfinding and branding signs e.g. for Central Walk to support it as a food and beverage hub
18	Music /buskers on the streets
19	Use the area between the library south and Civic chambers for outdoor library events /planter boxes /coffee carts /pop-ups /outdoor reading spaces
20	City Centre Pedestrian Mall along Boas Avenue, from Davidson Terrace to Grand Boulevard, creating a City Centre Precinct
21	Piazzas and courtyard spaces as focal points outside the shopping centre
22	Redesign Grand Boulevard to make it less of a visual and perceived barrier to pedestrians
23	More street furniture (benches, drinking water fountains) particularly in green spaces
24	LED lights/light displays strung up between tops of buildings and through trees in Central Walk to create atmosphere at night
25	Enhance cycle infrastructure
26	Treasure hunt through local businesses
27	Priority bus lanes in Grand Boulevard
28	Ampitheatre space for performance events in Central Park
29	Cafés in Central Park and Neil Hawkins Park
30	Make the entry to the library at ground level on Boas Avenue



	Other Ideas	Reason for not including these ideas for workshop testing
31	Cultural centre	Grouped into “art venues” idea
32	Activate empty shop fronts with art	Not strongly upvoted
33	Concerts	Not strongly upvoted
34	Library – outdoor reading spaces	Not strongly upvoted
35	Dining variety	Grouped as attracting more diverse landuses (including retail, dining, etc)
36	Nightlife	Not strongly upvoted
37	Remove or reduce parking availability	Not strongly upvoted - captured in pedestrian friendly idea
38	Basketball courts	Brought into youth playscapes
39	Commercial offices /more job opportunities	Not strongly upvoted
40	Rain gardens (Water Sensitive Urban Design)	Grouped into more trees, more greening
41	Wicked problems being addressed, including homelessness and anti-social behavior	Too complex for this task – the plan should speak to them but as wicked problems they require a different resolution than can be offered by a Place Activation Plan
42	Integrate Lakeside Shopping Centre, ECU, TAFE and the hospital with the City Centre	Not strongly upvoted
43	Wellness – more gyms, wellness centre, bodyweight exercises or equipment in open area	Not strongly upvoted
44	More trees and gardens – shade, native coverage	Captured in Green the streets idea
45	Drinking water fountains	Grouped with street furniture and assets idea
46	Improve footpaths and pedestrian accessibility	Not strongly upvoted
47	Cafés /a cappuccino strip	Grouped as attracting more diverse landuses (including retail, dining, etc)
48	More vibrant and diverse local businesses	Grouped as attracting more diverse landuses (including retail, dining, etc)
49	Laneways with bars and restaurants that public know about	Grouped as attracting more diverse landuses (including retail, dining, etc)

	Other Ideas	Reason for not including these ideas for workshop testing
50	Community hub – for art, music, dance classes or where people can book a room for meetings + with a cool playground for children to play	Not strongly upvoted
51	More apartments in the City Centre for more people on the streets	Not strongly upvoted
52	Activation linking schools to community – somewhere work and activities can be shared, activities involving aged care or services/ businesses – e.g. a community garden and/or Foodbank	Not strongly upvoted
53	Tidy town initiative to make verges, parks and gardens beautiful	Not strongly upvoted
54	Boas Avenue as a green alley connecting Neil Hawkins park and the shopping centre with little rest areas in between	Not strongly upvoted
55	Businesses taking on eco-friendly challenges	Not strongly upvoted
56	Free events in the City Centre	Not strongly upvoted
57	Grass roots activities by the community or businesses	Not strongly upvoted
58	Micro businesses and studios	Not strongly upvoted
59	Benches – places to sit – grouped above	Captured in More street furniture idea
60	Traffic – very busy – makes travel slow	Not strongly upvoted
61	More green spaces + parks with cafés around it	Captured in Greening the streets idea
62	Sink the carpark opposite the Council buildings – create a piazza with shops, cafés and restaurants /a permanent undercover farmers market	Covered in the Transform one of the large carparks in Boas Avenue idea
63	Distribute parking more evenly	Not strongly upvoted
64	Performing arts centre	Captured in Art venues idea
65	Tourist information hub – City idea	Doesn't strongly relate to priority community themes
66	Affordable student accommodation provision	Doesn't strongly relate to priority community themes
67	Student services hub (independent)	Doesn't strongly relate to priority community themes
68	Light displays – evening art to attract Instagram crowd	Captured in LED lights/light displays idea

	Other Ideas	Reason for not including these ideas for workshop testing
69	Creative incubator spaces, pop-up shops	Method for Diversity of land uses idea
70	Art walking trails through the CBD	Grouped in Public art idea
71	Children's walk – guided walk with things that appeal to children e.g. augmented reality experiences with interpretive information so parents know what there is to point out to children	Doesn't strongly relate to priority community themes
72	'Sciotech' for cyber to introduce children to cyber	Doesn't strongly relate to priority community themes
73	Large outdoor digital screen in Central Park – outdoor cinema, community messaging, advertising & opportunity to create recreation zones around it	Piazza was suggested in the Transform one of the large carpark in Boas Avenue idea, and might include such a screen, so added to that idea
74	Labrynth – healing properties, a place of healing	Doesn't strongly relate to priority community themes
75	Successful youth zone during the Joondalup Festival. Activating this can be great (corner of Library and City office block near Central Park)	Covered by other community ideas
76	Heritage trail - library location	Covered by other community ideas
77	Signalised roundabout at Boas Avenue and Grand Boulevard intersection	Doesn't strongly relate to priority community themes
78	Longer opening hours for the library to attract people in the evenings	Doesn't strongly relate to priority community themes
79	Commercial café with outdoor alfresco space (at corner of Library and City office block near Central Park)	Covered by other community ideas
80	Possible options for vacant shop fronts: differential rates, pop ups, short term leases or use of empty shops (City could encourage and link operators with owners, rather than paying rent directly)	Covered by other community ideas
81	Visitors services with links to Hillarys (north of Boas Avenue and Grand Boulevard intersection)	Doesn't strongly relate to priority community themes
82	Car free zone – Grand Boulevard – create events in that space	Covered by other community ideas
83	Affordable accommodation	Doesn't strongly relate to priority community themes



Appendix B

Economic analysis of the city centre

Visitation Profile

Visitation is an important element of vibrancy, as it is the visitation that drives the type and number of transactions within a precinct. Some key observations about current visitation to the City Centre are:

1. Destination drivers
 - Lakeside Joondalup Shopping City which has over 300 retailers, a cinema and two food courts.
 - Joondalup Health Campus - the largest health care facility in the Northern Suburbs with 722 beds.
 - North Metropolitan TAFE Joondalup and ECU Joondalup Campus with a total enrollment of 27,500 students.

2. Catchments

The majority of visitors to the Joondalup Town Centre work and live locally. At a glance, the City Centre experiences more visitation during holidays and has been strongly affected by COVID.

Visitation Catchment Incomes and Expenditure

To help understand expenditure in the City Centre, a high level assessment was undertaken of the incomes of primary and secondary catchments of visitation (Figures 7 and 8 refer) compared to people who reside in the City of Vincent.

Leederville was selected as a similarly sized local centre for comparison. It is considered to have experienced similar patterns to the Joondalup City Centre of activity, followed by decline and reactivation through a series of initiatives - this will allow the City to assess outcomes of project delivery in comparison to Leederville outcomes, over time.

In comparison to Leederville, people from the primary and secondary visitor catchments have a lower proportion of high income earners. However, expenditure on retail and entertainment categories by primary and secondary visitor catchments was similar to that of Leederville.

Figure A illustrates households (broken into income categories) by catchment compared to the City of Vincent.

It shows that people who reside in the primary and secondary catchments have a lower proportion of high income earners compared to the City of Vincent.

The source data for Figures 4 and 5 is ABS Census data from 2016.

Figure B depicts how the primary and secondary catchment visitors spend money in the City Centre (per category). The categories are SHP - Shop/Retail expenditure, RET - other Retail expenditure, and ENT - Entertainment expenditure.

It can be observed that primary and secondary catchments for the Joondalup City Centre spend only slightly less money in all categories.

Daily Visitation Patterns

Altometer Business Intelligence undertook an assessment of visitation to the City Centre. Data analysis was over the 2018 to 2021 time period and includes where visitors come from, the most frequented spaces in the plan area, changing visitation patterns over time and event-specific visitations.

Visitation is an important element of vibrancy, as it is the visitation that drives the type and number of transactions within a precinct.

Key: Primary Secondary City of Vincent

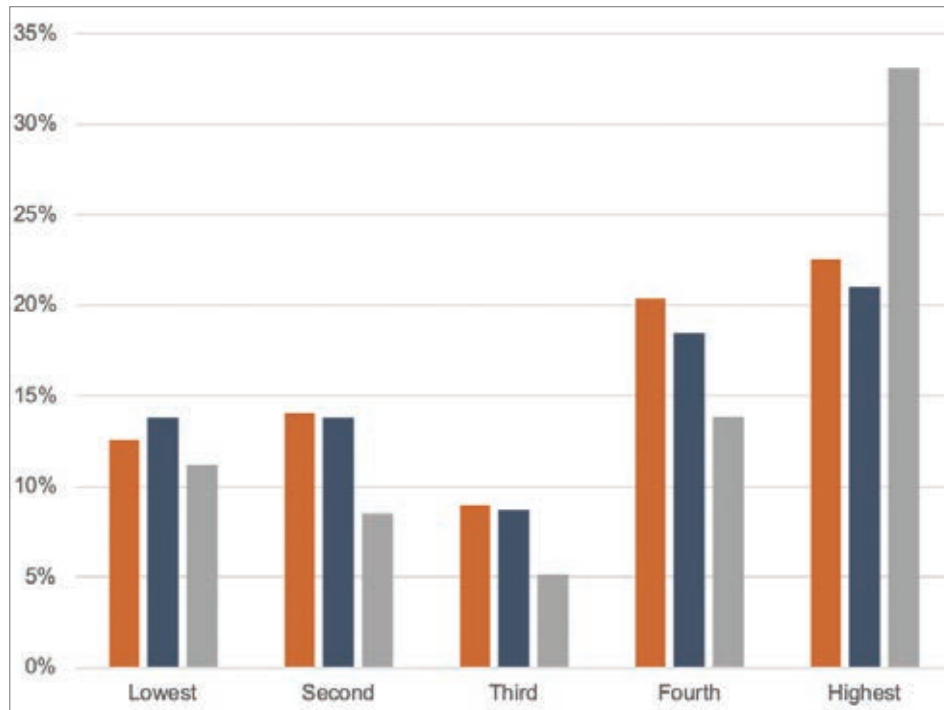


Figure A: Catchment Incomes (as compared to City of Vincent)

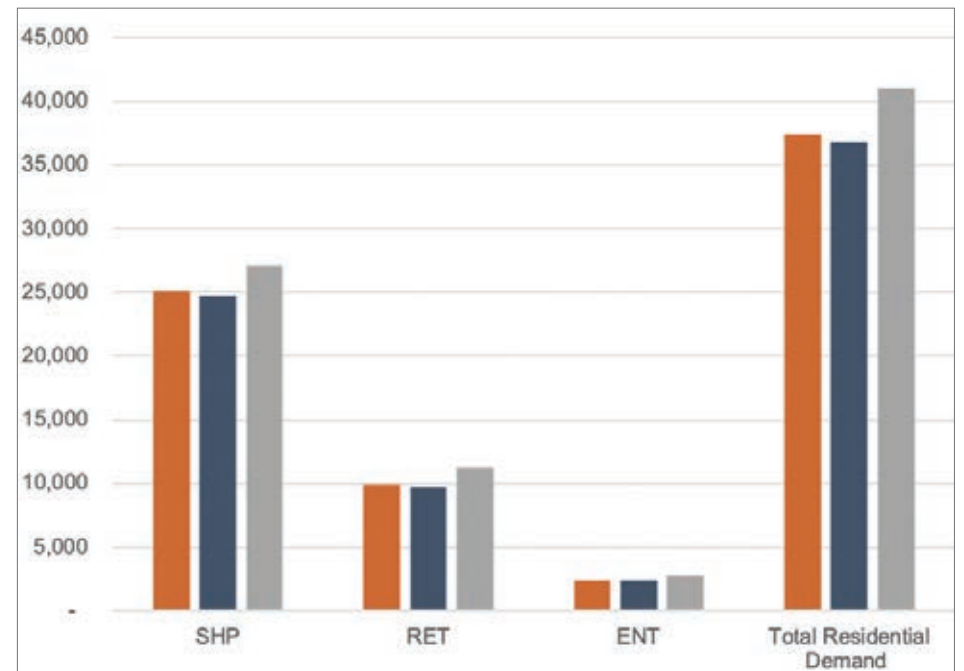


Figure B: Expenditure per Category (as compared to City of Vincent)

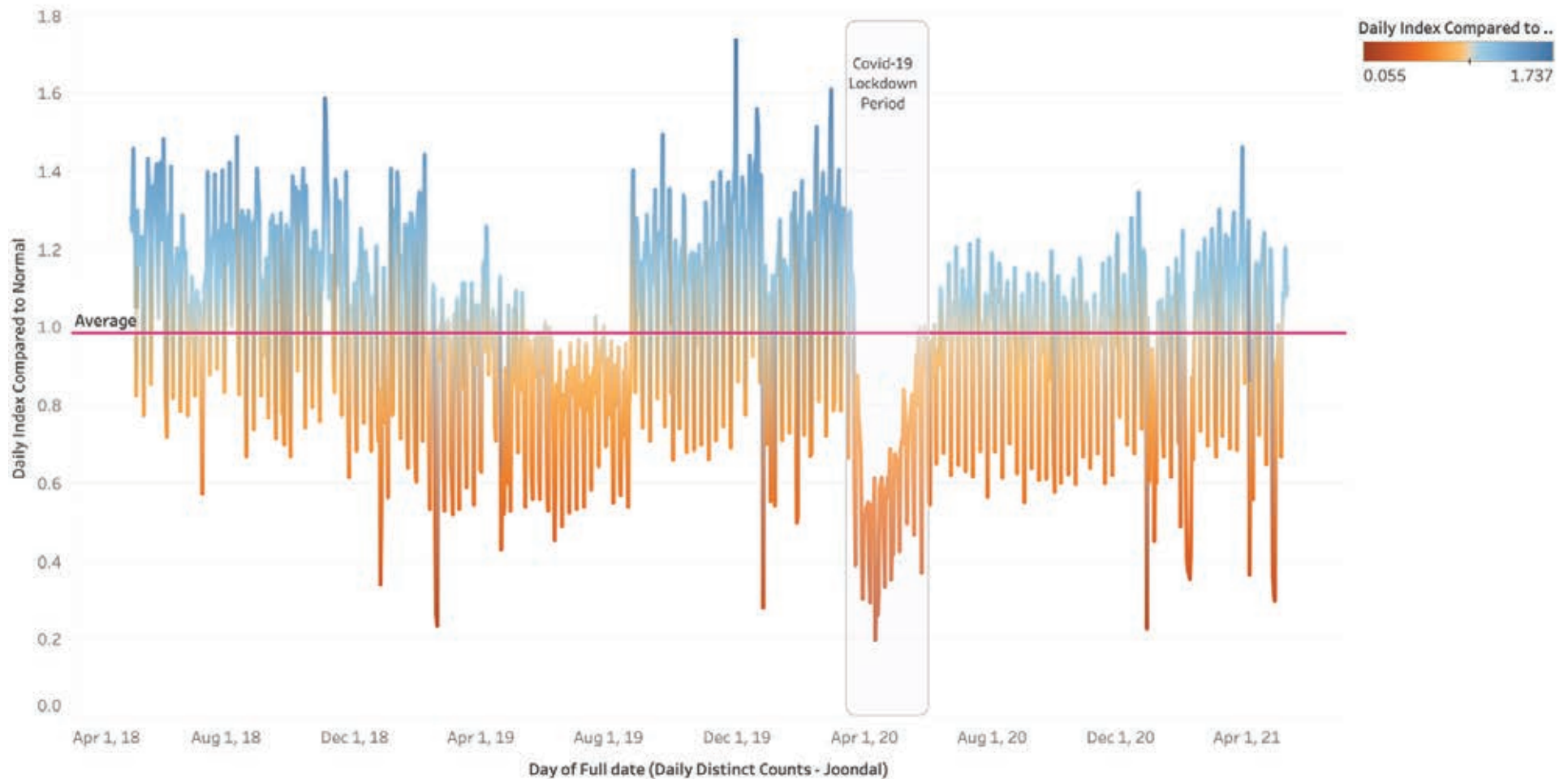


Figure C: Daily visitation pattern April 2018 to April 2021
(compared to an ‘average’ normal day, where ‘normal’ has been adjusted to account for daily variations and days of the week have been compared to each other).

Figure C depicts daily visitation patterns – there were troughs and peaks in visitation through April 2018 to April 2021 period, with deep troughs corresponding to holidays. The COVID lockdown in 2020 is also prominent. However, it can be summarised that visitation post-COVID, including the lockdown in April 2020, has returned to “as normal”.

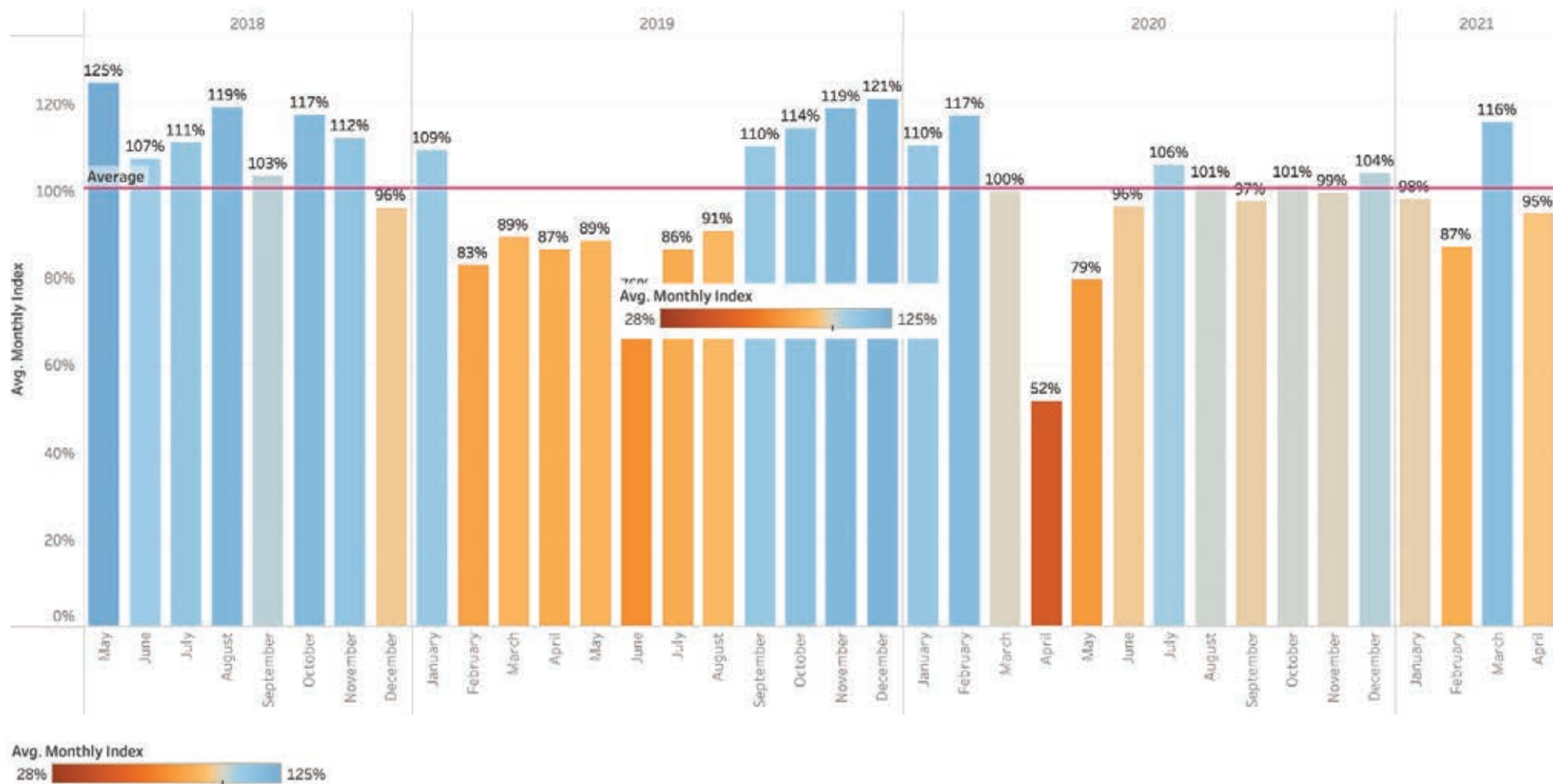


Figure D: Monthly visitation trend

Monthly visitation trend

Figure D shows monthly visitations to the City Centre compared to a ‘normal’ month. Observations are that the COVID shutdown is prominent, but that visitation has seemingly returned to “as normal”.

There appears to be a period of slightly depressed visitation overall in the first half of 2020. This should be contextualised in total number of visitors in a ‘normal’ period versus the first half of the year.

Event visitation

Analysis of visitors was also undertaken for a sample of events run by the City in the City Centre between 2018 and 2021. These events are the Sunday Serenades Concert series in 2019, the Little Feet Festival (2018 - 2020),

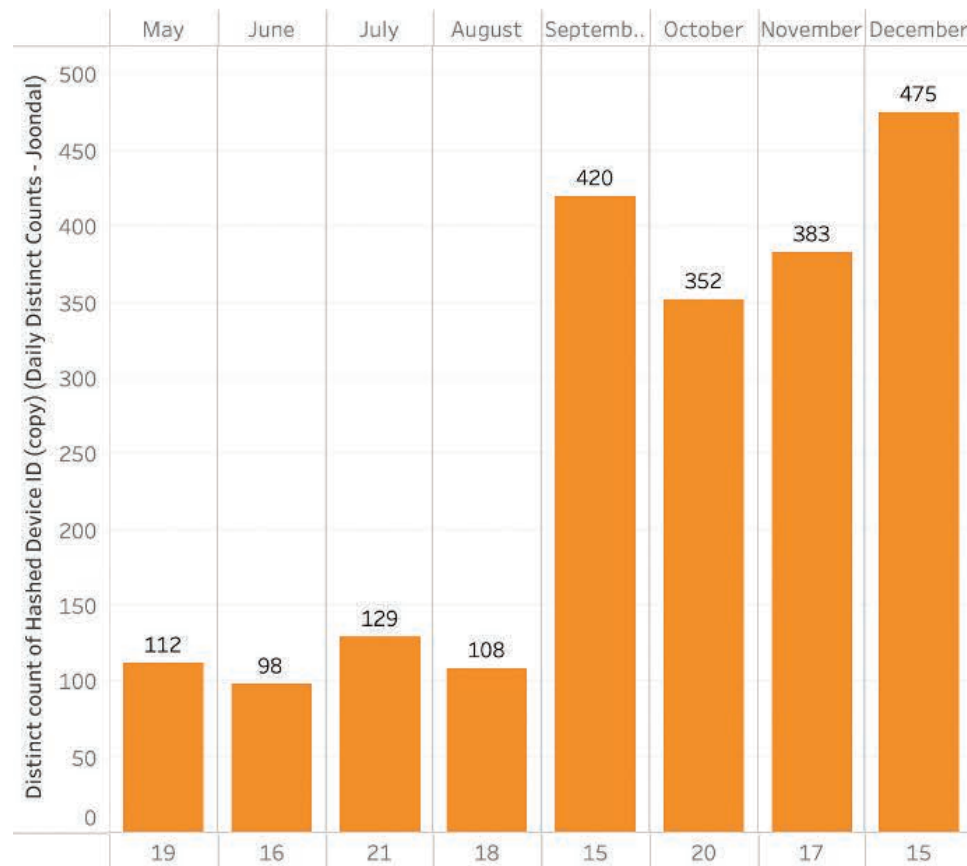
the Community Art Exhibition (2018 - 2020) and the Sprint and Twilight markets (2018 - 2020).

It should be noted that there has been a reduced number of events in the City Centre due to COVID.

Sunday Serenades Concert Series: 2019

The chart on the left in **Figure E** represents visitation for the Concert series. Normal visitations have lower visitations - these are represented in the graph on the right in percentages.

Count



Index

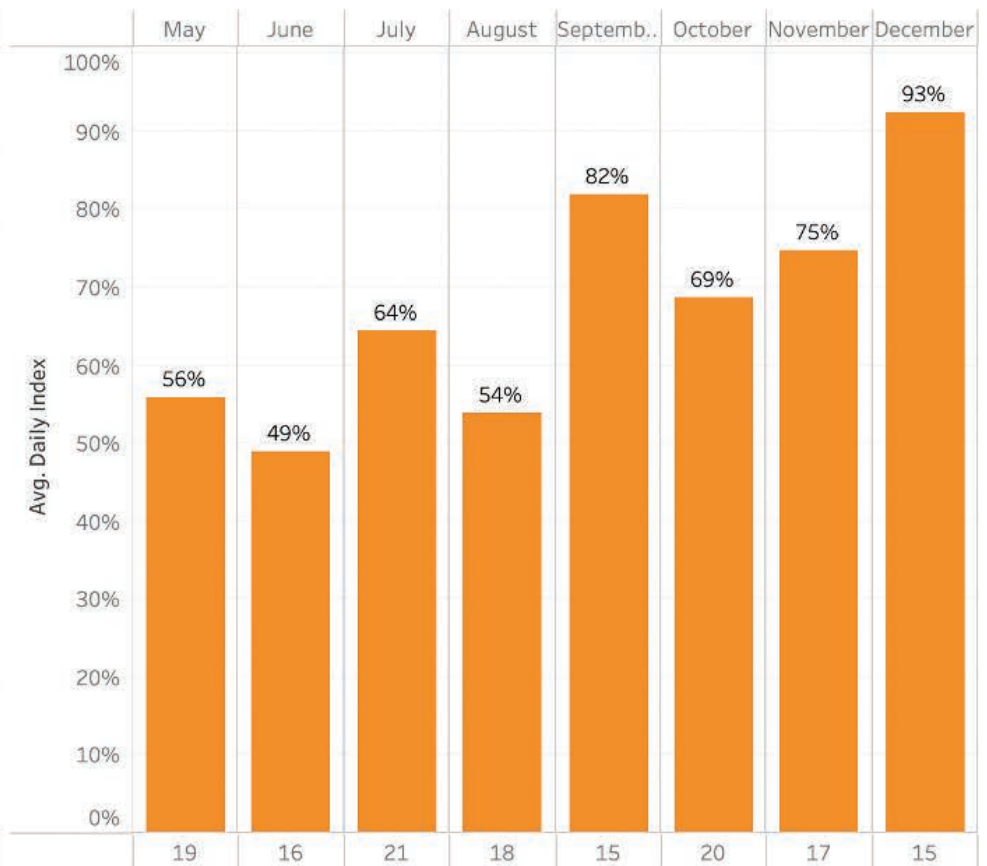


Figure E: Sunday Serenades Concert Series Visitation (indexed against the average 'normal' rate)

Day of Week ■ Sun

Little Feet Festival: 2018, 2019, 2020

Visitors to the Little Feet Festival held in October 2018, 2019 and 2020 are in the chart on the left in Figure F. This is indexed against

'normal' visitation for equivalent days in the chart on the right. Normal visitations (non-event periods) have lower visitations and it can be

observed that visitation numbers (for non event periods) have decreased relatively over the years.

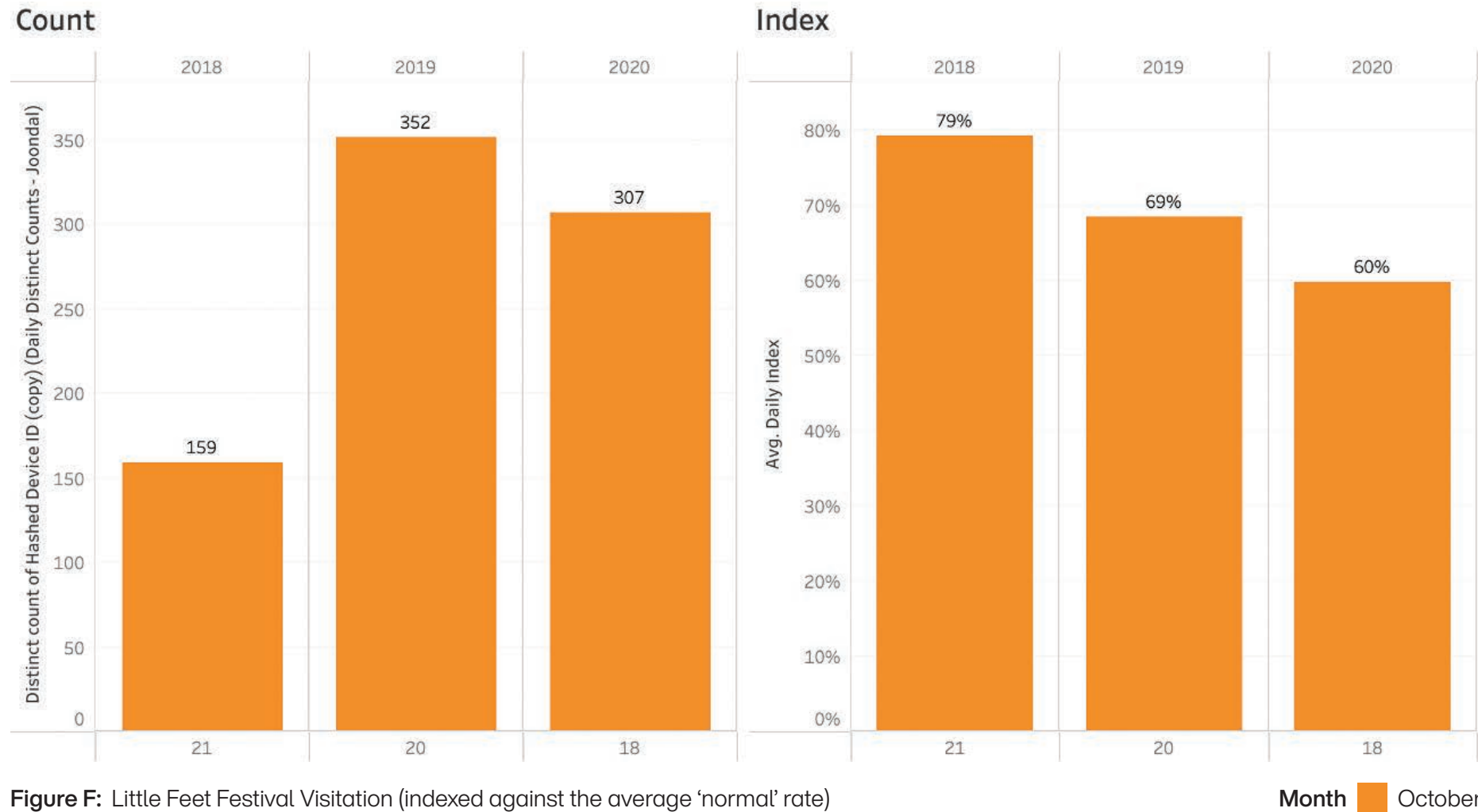


Figure F: Little Feet Festival Visitation (indexed against the average 'normal' rate)

Month ■ October

Community Art Exhibition: 2018, 2019, 2020

Figure F shows the visitation for the art exhibition compared to the 'normal' equivalent across three (3) years - represented as the average horizontal line in orange. Results show that there is a mix of visitation for the

art exhibition days with some days above the 'average' line and others quite a way below it.

There is no strong pattern, excepting that each year there appear to be three (3) or four (4) days that have lower visitations than the usual spread through that period.

It should be noted that visitation is only one of the elements of consideration for the art event. The community and workshop participants wanted to see more art and local artists being able to showcase their art.

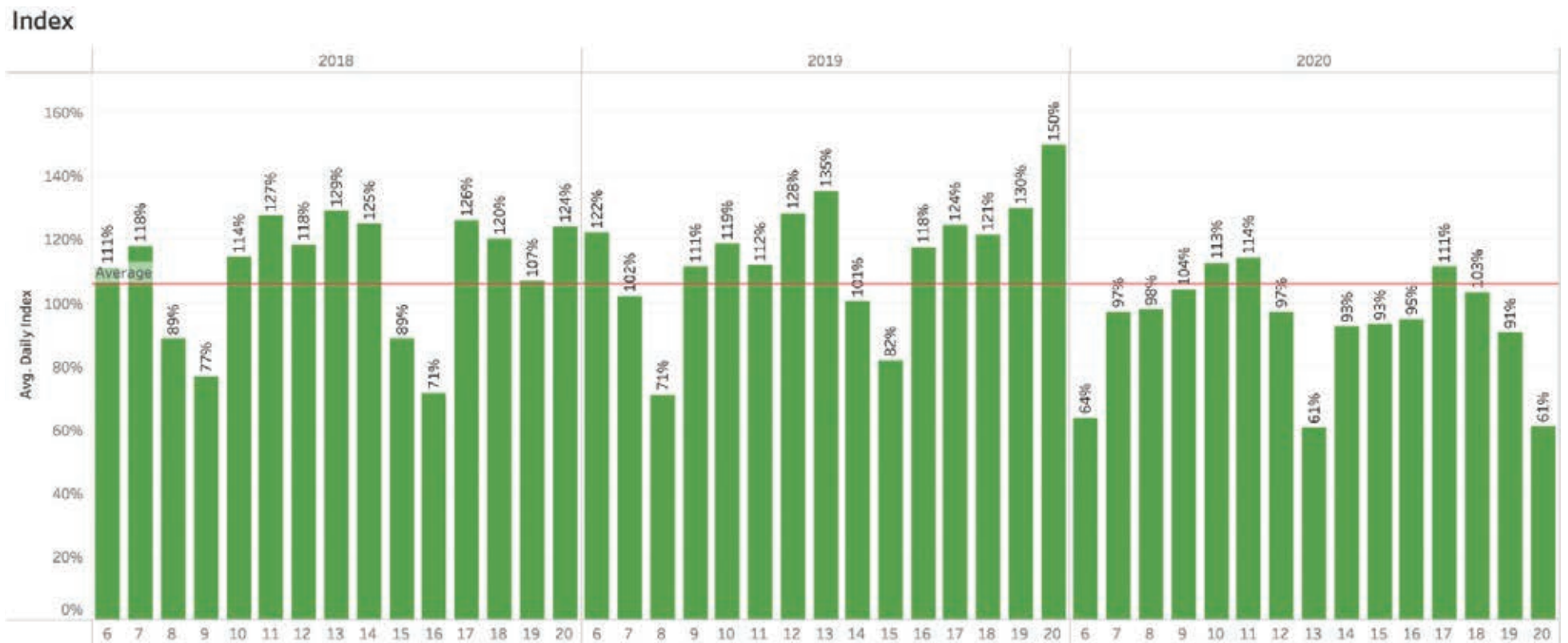


Figure G: Community Art Exhibition Visitation (indexed against the average 'normal' for a like period)

Spring Markets: 2018, 2019, 2020

The Spring Markets were held in September and October (a total of four events each year). The markets were between 5.30pm and 8.30pm, with offerings including food and beverage, kids activities and music. They faced a number of challenges – reduced quantity and quality of stallholder applications, increased number of competing markets and a lack of local business engagement.

Markets were one of the most highly requested ideas by the community, but given previous experiences the community and City have conditions for markets run in the future. *Part A - the Projects* considers the conditions and suggested solutions to address earlier issues. This data breakdown also helps provide context of visitation information on market days and how this can inform an improved and efficient approach to planning for and hosting markets.

Figure H shows visitation on Spring Market days, compared to the ‘normal’ equivalent days across three (3) years. The map shows the area where the visits ‘focused’. Green days are in September and orange days are in October. 2018 and 2019 had much better visitation than 2020, which supports the challenges identified above and likely visitation in response to those challenges.



Figure H: Spring Markets Visitation (indexed against the average ‘normal’ for a like period)

Twilight Markets: 2018, 2019, 2020

The Twilight Markets were held in November and December - this comprised four events per year. The markets were also between 5.30pm and 8.30pm, with offerings including food and beverage, kids activities and music. Similar to the Spring Markets, the Twilight Markets faced similar challenges - reduced quantity and quality of stallholder applications, increased number of competing markets and a lack of local business engagement.

The City has reviewed the performance of the markets, reporting on the challenges impacting

on the program and requesting approval to develop a new event proposal to achieve City Centre activation to replace the Spring and Twilight market series. Markets were one of the most highly requested ideas by the community. This request came with conditions given previously identified challenges. Part A - the Projects considers conditions and suggested solutions to address earlier issues, which will help inform the City's request to develop a new, improved proposal for activation. This data breakdown also helps provide context

of visitation information on market days and how this can inform an improved and efficient approach to planning for and hosting markets.

Figure I shows visitation on Twilight Market days, compared to the 'normal' equivalent days across three (3) years. The map shows the area where the visits were measured. Pink days are in November and blue days are in December. 2019 was the best performing year, while 2018 was close to 'normal' (average visitation without markets on) and 2020 was consistently below average.

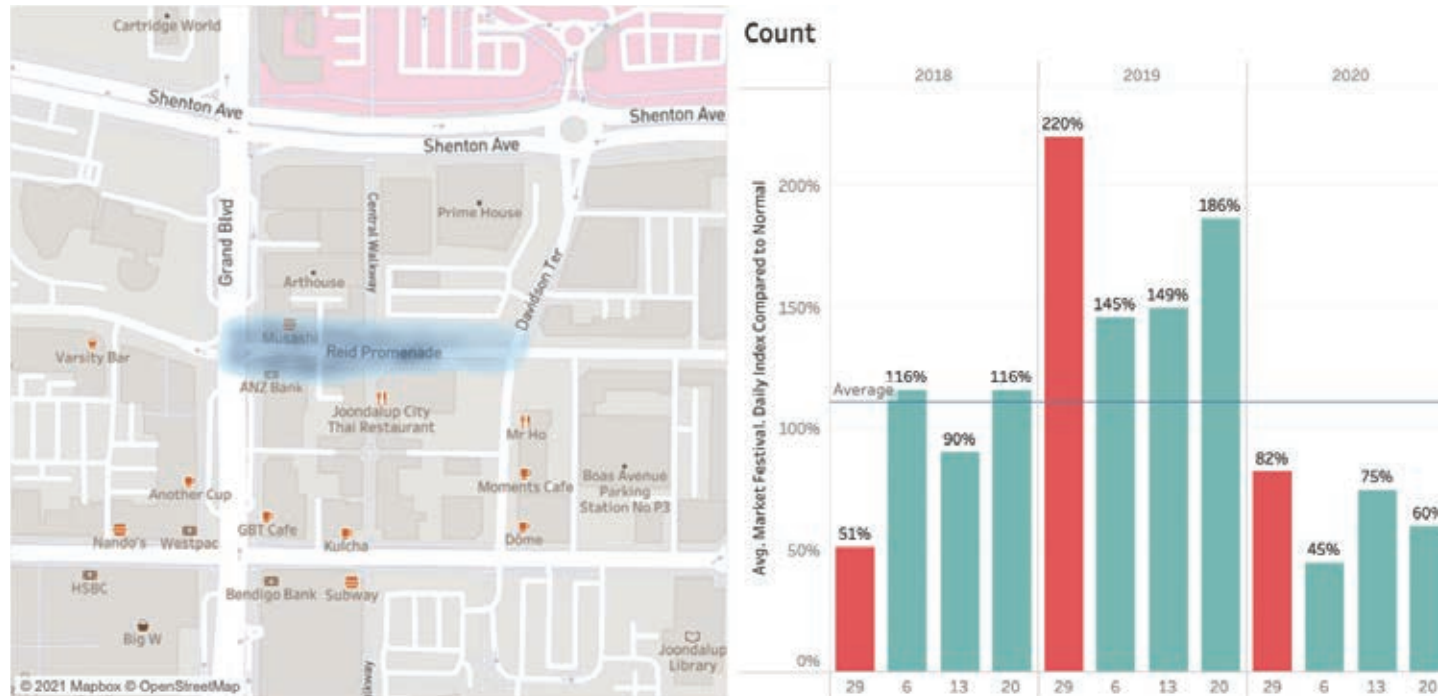


Figure I:
Twilight Markets Visitation
(indexed against the average
'normal' for a like period)
Month
November
December

Joondalup Festival: 2019 and 2021

The Joondalup Festival was held in Central Park in 2019 and 2021. In 2020, COVID impacted the City’s ability to run public events with mass gatherings due to public health concerns. The 2020 festival was originally rescheduled before being cancelled due to the developing pandemic.

In 2021 the Joondalup Festival was not given approval to go ahead by the Department of Health due to COVID restrictions. A renamed and scaled down event called *Luminight* replaced the festival over the last weekend in March 2021. It involved two (2) evenings of light shows in a fenced area in Central Park, free of cost to attendees.

The 2019 festival was held on 5th, 6th and 7th of March. Festival offerings included food and beverages, kids activities, music, art and other displays.

These festivals included road closures on Boas Avenue between Grand Boulevard and Davidson Terrace, Grand Boulevard between Boas Avenue and Collier Pass. The City also closed associated street parking and the Central Walk car park.

Figure J shows visitation compared to ‘normal’ (the equivalent two (2) to three (3) days across three (3) years). 2021 visitation is very similar to typical days which may be reflective of COVID conditions and the fact that the *Luminere* festival would have been a much-scaled down event compared to the festival and potentially with limited promotion and marketing compared to normal.



Figure J: Joondalup and *Luminere* Festival Visitation
Month ■ March



Appendix C

Engagement outcomes report





Appendix D

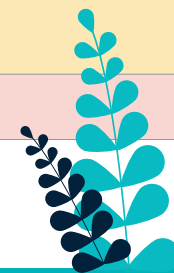
Multi-criteria assessment

OPTION	Create vibrancy	People connectivity	Safe, secure environment	Diverse community appeal *inclusivity	Healthy environment	Heritage, culture and identity	Score	Short description	Ease of delivery score		Other notes
									EoD	Score	
Weighting	1.92	1.82	1.71	1.61	1.52	1.42					
Green the streets – shade, greenery, rain gardens, green spaces, flower pots	2.5	2	3	3	4	3	28.74	If it does score well, we need to think about surveillance, creation of safe, green spaces that are looked after, welcoming	3	31.74	Existing native parks and identity of local bushland and water – provides its distinctiveness, EoD – CoJ would allow for delivery that is more holistic, note City + filter down to personal
Playspaces and playgrounds for small children	3.5	4	3	3	4	3	34.30	Children + adults come together, quality important, nature based would be nice, iconic, toilets important, accessibility and service important	4	38.30	
Art venues – includes gallery/art space/cultural centre *should be a focus on local art	3.5	3	3	3	3	4	33.99	Perception of safety from diverse attraction (of people) – music/art/other, should be a focus on local art	3	36.99	Is there a mental health component?
Aboriginal culture, art and interactive spaces for cultural engagement	3	3	3	3	3	4	33.03	Not to the exclusion of non-indigenous people, City to embark on RAP – community can get involved, authenticity requires Traditional Owners to advise/be involved	3	36.03	Not hard to implement but will take time

Free parking/increase free parking from 1 hour to 2 hours *1hr free parking	4	3	2.5	2.5	1	1	24.38	Turnover allows for attraction to business (condition – 1hr free then pay), people who don't/ can't drive	4	28.38	
Attract more diversity (retail, dining, etc) into the CBD, e.g. creative incubator spaces, pop-up shops, business attraction	4	4	3	3	3	3	35.35		3	38.35	
Markets! Night markets, farmers markets, creative markets...	4	4	3	3	3	3.5	36.06	Got to be in the right spot, must have toilets	3	39.06	Could be markets at ECU
Alfresco dining	4	4	3.5	3.5	3.5	3	36.16		3	39.16	
Youth playscapes – street skate plaza, basketball, skatepark in Central Park, etc *facilities for teenagers	4	4	3	3	4	3	36.07	Gender bias of appeal so important to create a 'space' that has different groups of interest that appeal to different people (including overservers and others – inclusive space), overcapacity of existing facilities	4	40.07	
Festivals and events – large and small							0.00			0.00	
Better connectivity to train and bus stations, particularly outside of Lakeside opening hours	4	4	4	3.5	3.5	2	35.60		4	39.6	
Art in the streets – including public art and light installations	4	4	4	4	4	4	40.00		2.5	42.5	
Develop and promote an identity, character, heart for the City Centre	4	3	2.75	4	1.5	2.5	30.11		3	33.11	

OPTION	Create vibrancy	People connectivity	Safe, secure environment	Diverse community appeal *inclusivity	Healthy environment	Heritage, culture and identity	Score	Short description	Ease of delivery score		Other notes
									EoD	Score	
Weighting	1.92	1.82	1.71	1.61	1.52	1.42					
Pedestrian-friendly streets (includes ideas of reducing street parking)	4	4	4	4	4	2	37.16		4	41.16	
Transform one of the large carparks on Boas Avenue into a piazza with seating, space for farmers markets, water playground/ fountain, outdoor digital screen/cinema, and light installations	4	4	3.5	3.5	4	4	38.34		4	42.34	
Wayfinding and branding signs e.g. for Central Walk	3.5	3	3	3	3	3	30.96		3.5	34.46	
More bike infrastructure	3.5	3	3	3	4	2	31.06		3.5	34.56	
LED lights/light displays strung across Central Walk	3.5	3	4	3.5	3	2	32.06		3.5	35.56	
City Centre Pedestrian Mall along Boas Avenue (Davidson Terrace to Grand Boulevard)	4	3	3.5	3	3	4	34.20		4	38.20	

Activate space between library and Civic chambers for outdoor library events /pop-ups / reading spaces	3	3	3	3	3	3	30.00		4	34.00	
Music/buskers on the streets	4	3	3	4	3	3	33.53		3	36.53	
Move library entry point	2.5	3	3	3	2.5	3	28.28		3.5	31.78	
Cafés in Central Park and Neil Hawkins Park	3.5	3.5	3.5	3.5	4	3.5	35.76		3.5	39.26	
Ampitheatre space for performances in Central Park	4	3.5	3	4	3	4	35.86		4	39.86	
Priority bus lanes in Grand Boulevard	1	2	2	2	1.5	1	15.90		4	19.90	
Treasure hunt through local businesses	2	1.5	2	2	1.5	1	16.91	For? By? Cost?	3	19.91	
Redesign Grand Boulevard to make it less of a barrier to pedestrians	4	4	4	4	4	4	40.00		4	44.00	
Piazas and courtyard spaces as focal points outside the shopping centre	4	4	4	4	3.5	3.5	38.53		4	42.53	
More street furniture! Benches, drinking fountains	3	4	3	3.5	3.5	2	31.97	Need to manage so not misused	3	34.97	
Rooftop bars	3.5	3	2	2.5	1.5	2	24.75	Booze as an identity – be careful	2	26.75	





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