

PLACE STRATEGY

2023 - 2027





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Acknowledgement of Country

The City of Wanneroo acknowledges the Traditional Custodians of the land we are working on, the Whadjuk people. We pay respect to the Elders of the Noongar nation past, present and emerging, who have walked and cared for the land. And we acknowledge and respect the continuing culture and the contributions made to the life of this City and this region.



Introduction

The concept of Place or 'Sense of Place' refers to the emotive, spiritual and physical relationship between people and their geographical location.

Our community has said that they want their places to be vibrant, distinctive and prosperous. This Place Strategy will explore the different components that enable the creation of great places and assist to achieving the City's vision.

The City's Vision:
A welcoming Community connected through local opportunities

The creation of great places is complex and has many layers. Projects for Public Spaces, a not-for-profit organisation in the United States, has evaluated thousands of public spaces around the world and found that successful places generally share the following four qualities:

1. They are accessible;
2. People are engaged in activities;
3. The space is comfortable, safe and has a good image; and
4. It is a sociable place where people can meet and relax.

These four qualities have helped to build the foundation for this Strategy.



City of Wanneroo Context

As an outer metropolitan growth Council, the City of Wanneroo is large and diverse. It is 685km² in size and spans approximately 50kms from the northern to the southern boundaries (Figure 1).

The City has 36 suburbs that span from Two Rocks in the north, to Girrawheen in the south. Our suburbs comprise coastal areas, rural land, conservation reserves, recreation and sporting parks, industrial precincts, established suburban areas and new housing estates. As an organisation, the City of Wanneroo is committed to honouring the unique and diverse characteristics of these places and shaping the way that they grow.

The City of Wanneroo is situated in Whadjuk country and the word 'Wanneroo' is a Noongar word which means 'place of Aboriginal woman's digging stick'. In Noongar Boodja (country) there are 14 language groups. At the time of early European settlement, the Whadjuk people were divided by the Swan River into four resident groups, each with its own Country.

– City of Wanneroo, Reconciliation Action Plan (RAP) 2018/19 – 2021/22

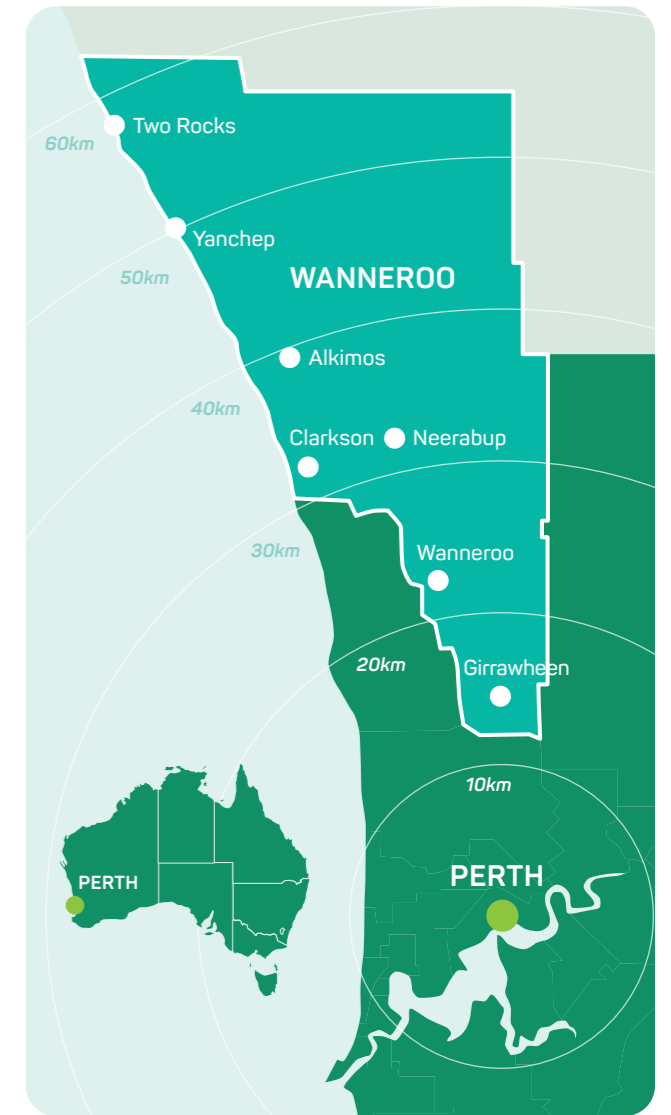
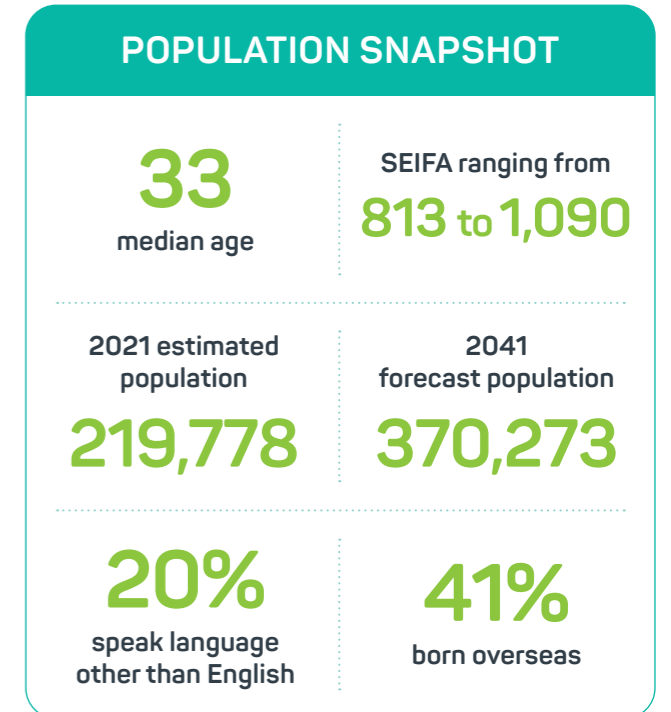


Figure 1: City of Wanneroo Context



Source: Economy .id 2021

STRATEGIC COMMUNITY PLAN

The City of Wanneroo Strategic Community Plan (SCP) 2021 - 2031 sets the future direction of the City and incorporates the themes of vibrant, accessible, distinctive and connected places. This Place Strategy assists to realise the SCP's vision, purpose, goals and priorities:

Strategic Community Plan 2022 - 2032

VISION:

A welcoming community connected through local opportunities

PURPOSE:

To create a strong community with local opportunities to participate, be active, feel secure, contribute and belong

| | |
|--------|---|
| Goal 1 | An inclusive and accessible City with places and spaces that embrace all |
| Goal 2 | A City that celebrates rich cultural histories, where people can visit and enjoy unique experiences |
| Goal 3 | A vibrant, innovative City with local opportunities for work, business and investment |
| Goal 4 | A sustainable City that balances the relationship between urban growth and the environment |
| Goal 5 | A well planned City that is easy to travel around and provides a connection between people and places |
| Goal 6 | A future focused City that advocates, engages and partners to progress the priorities of the community |
| Goal 7 | A well governed and managed City that makes informed decisions, provides strong community leadership and valued customer focused services |



Place Strategy 2023 - 2027

PURPOSE:

To create vibrant, progressive, prosperous and distinctive places.
To support strong and connected communities.



The Journey

PLACE FRAMEWORK

The City's first Place Framework was endorsed in 2018 and informed the early strategic planning, policy work and guidance for the development of the City's Place Approach. Works completed under the Place Framework include:

Planning for Great Places:

- Defined nine Place Management Area (PMA) boundaries, profiles and land use visions as part of the Local Planning Strategy.
- Prepared Local Area Plans (LAPs) for Yanchep/Two Rocks, Wanneroo and Girrawheen/Koondoola to understand and identify community priorities, and plan local services and projects more efficiently.
- Adopted local area visions for the Alkimos and Yanchep activity centres to inform and respond to the planning and development of the future METRONET train stations and associated rail precincts.

How We Work:

- Reviewed the various community hub models operating in the City and identified what makes them successful.

- Developed a Place Hub in each of the Local Areas - Yanchep, Wanneroo and Girrawheen.
- Tested and trialled different methods of service delivery tailored to the local needs of the community.

Events, Placemaking and Activation:

- Prepared and implemented Place Activation Plans for key precincts/nodes across the City.
- Prepared and tested place activation principles to supporting community-led initiatives and collaborations (CLIC).
- Transitioned the City's community events calendar to focus on local, place-based initiatives.
- Enhancing the City's Food Truck Program to include place activation elements.

Communications and Engagement:

- Improved the City's community engagement framework to support higher levels of engagement and empowerment through online and face to face conversations.



As the City's new Place Approach was implemented, a number of challenges and opportunities were identified:

| Challenges | Opportunities |
|--|---|
| Coordinated approach to planning and development | |
| The complex nature of urban development has historically been difficult to consistently define, capture and protect local area visions or sense of place aspirations as part of the various stages of planning, design, approval and construction. | Embedding sense of place as a key consideration in the planning and development process. |
| Implications of existing policy | |
| Many of the City's existing policies, strategies, practises and procedures are City-wide rather than targeting local level outcomes, which may not support the creation of great places. | Developing streamlined policies and procedures that support the creation of great places and focus on the benefits to our community. |
| Geographic context | |
| The geographical size of the City can make it difficult to effectively plan for all of the City's places and deliver visible outcomes at a local level. | The City has many unique places that can be planned for, protected and enhanced. |
| Resourcing | |
| The cost of service delivery and infrastructure provision across such a large area is significant. | Consider the demand on financial resources and highlight the efficiencies as part of future place planning processes, particularly in relation to the design, delivery, and the ongoing maintenance and management of our places. |
| Changing community expectation | |
| As our community grows so does the demand and expectation for access to high quality services, shopping centres, community facilities, public open spaces and infrastructure associated with accessing these locations and services. There is pressure to do 'more with less'. | Working in a different way to deliver place-based outcomes that seek to understand community need and solve local problems with local solutions. Empowering and supporting community to improve and activate their local places. |

PLACE STRATEGY

This Place Strategy has been designed as a continuation of the Place Framework and seeks to address the challenges and opportunities, formalise learnings from testing and trialling new approaches, and support the ongoing implementation of the City's Place Approach (Figure 2: City of Wanneroo Place Approach).

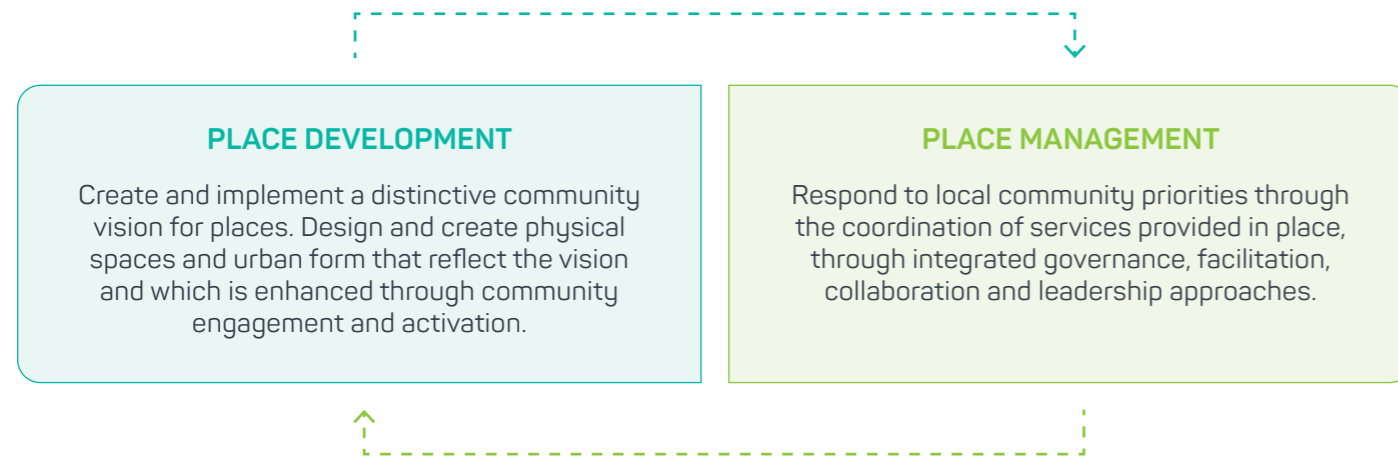


Figure 2: City of Wanneroo Place Approach

This Place Strategy identifies the following components:

| PLACE STRATEGY 2022 – 2024 | |
|---|--|
| Place Development | Place Management |
| The Development Process Planning for Great Places | How we work Events, Placemaking & Activation |
| Community Engagement and Communications | |



Implementation

Place Strategy Vision:

To create vibrant, progressive, prosperous and distinctive places.
To support strong and connected communities.

PRINCIPLES

The principles in Table 1: Place Principles have been developed to assist the City in implementing the Place Strategy and enhance the diversity of the City's places and our people's connection to them.



Table 1: Place Principles





Place Areas

To support the planning, development, management and coordination of the various places across the City a classification framework has been established. This is the first of its kind for the City of Wanneroo so will evolve over the coming years.

This classification framework identifies four typologies of place, to support the creation of great places and manage the application of a Place Approach over such an extensive geographic area.

1. **Place Management Areas:** Large geographic areas characterised by similar land uses.
2. **Local Areas and Activity Centres:** Areas identified as having unique communities of interest, sense of place or character.
3. **Strategic Locations:** Locations outside of Activity Centres that have potential to benefit from place activation considerations.
4. **Other Places:** Other places across the City where activation outcomes are needed on a short term and/or temporary basis.

LOCAL AREAS & ACTIVITY CENTRES

Local areas and activity centres are important geographic areas that provide a focus for coordinated Place Management and activation efforts, with the aim of retaining a sense of place and character through coordinated projects and services.

Three local areas were identified within the Place Framework based on communities of interest where place based efforts had already gained some traction:

- Yanchep / Two Rocks
- Wanneroo
- Girrawheen / Koondoola

Each Local Area will usually have one or more activity centres, which are community focal points that include activities such as commercial, retail, higher-density housing, entertainment, tourism, civic, higher education and medical services. They are the focus for:

- city-led and community-led placemaking/ activation initiatives
- coordinated Place Management efforts
- place-based teams and working in place

STRATEGIC LOCATIONS

Strategic locations are other important places outside of Activity Centres and have been identified by the City as a place that is intended to attract people, be vibrant, and offer a range of goods and services.

Strategic locations include places such as:

- Alkimos Aquatic & Recreation Centre
- Girrawheen Hub
- Yanchep Lagoon

These locations have potential to benefit from place activation considerations, but require a clearer methodology to support future activation outcomes.

OTHER PLACES

There are a number of other places across the City where activation outcomes are short term and/or temporary. Current examples of activation initiatives in local parks and other places include:

- Markets and events in public open space;
- Food truck activation in public open space and main street areas; and
- Programs and services offered in established areas and existing community facilities.

PLACE MANAGEMENT AREAS

Nine Place Management Areas (PMAs) have been identified (refer Figure 3) to provide a link between land use planning and the City's Place Approach and support the coordination of service delivery and decision-making at a strategic level. Their purpose is to:

- Inform the strategic land use planning basis of the Local Planning Strategy by providing narratives about each area including their history, demographics and how they will develop; and
- Act as focal points for the deployment of the Place Approach by identifying communities of interest within the PMA.

1. Developing Coastal: "Innovative coastal developments connected to each other and the wider urban area through major transport links, contained within bustling urban centres which allow the area to independently prosper".

Suburbs: Two Rocks (part), Yanchep (part), Eglinton, Alkimos, Jindalee

2. Established Coastal: "Inviting and distinctive neighbourhoods offering a range of community services and facilities linked through quality infrastructure and green spaces which connect residents to each other".

Suburbs: Butler, Quinns Rocks, Merriwa, Ridgewood, Mindarie, Clarkson, Tamala Park

3. Established Rural: "The food bowl of the north and budding tourist area with retained agricultural farmlands and innovative industries employing sustainable new technologies to future-proof Wanneroo".

Suburbs: Two Rocks (part), Yanchep (part), Carabooda (part), Nowergup (part)

4. Conservation: "Significant parcels of conservation land with no plans for future development but which contain important connections to neighbouring local government areas".

Suburbs: Yanchep (part), Nowergup (part), Pinjar (part)

5. Developing Industrial: "An industrial precinct and leader in innovative technologies, including automation and robotics with supporting education and training facilities, employing over 20,000 people and offering opportunities for major industries to locate and expand".

Suburbs: Nowergup (part), Pinjar (part) and Neerabup

6. Central Wanneroo: "History and heritage retained within a diverse urban fabric surrounded by vibrant activity hubs containing recreation opportunities and major employment centres"

Suburbs: Neerabup (part), Carramar, Banksia Grove, Wanneroo (part), Tapping, Ashby, Sinagra, Hocking, Pearsall, Woodvale (part)

7. Transitional Rural: "An emerging urban area with a range of housing and lifestyle choices that retains its historic and cultural values and offers attractive green trails, native vegetation, lakes and wetlands."

Suburbs: Pinjar (part), Mariginiup (part), Wanneroo (part), Jandabup (part) Gnangara (part)

8. Established Industrial: "A well-established industrial hub delivering over 15,000 jobs with a strong concentration of manufacturing, construction engineering businesses, many of which provide support for the mining industry and automotive-related services."

Suburbs: Wangara, Gnangara (part), Landsdale (part)

9. Established Southern: "Mixed-use, revitalised hubs reflecting a vibrant and diverse population, containing a range of housing and employment choices, whilst retaining significant green open spaces, natural bushlands and wildlife".

Suburbs: Madeley, Darch, Landsdale (part), Marangaroo, Alexander Heights, Girrawheen, Koondoola

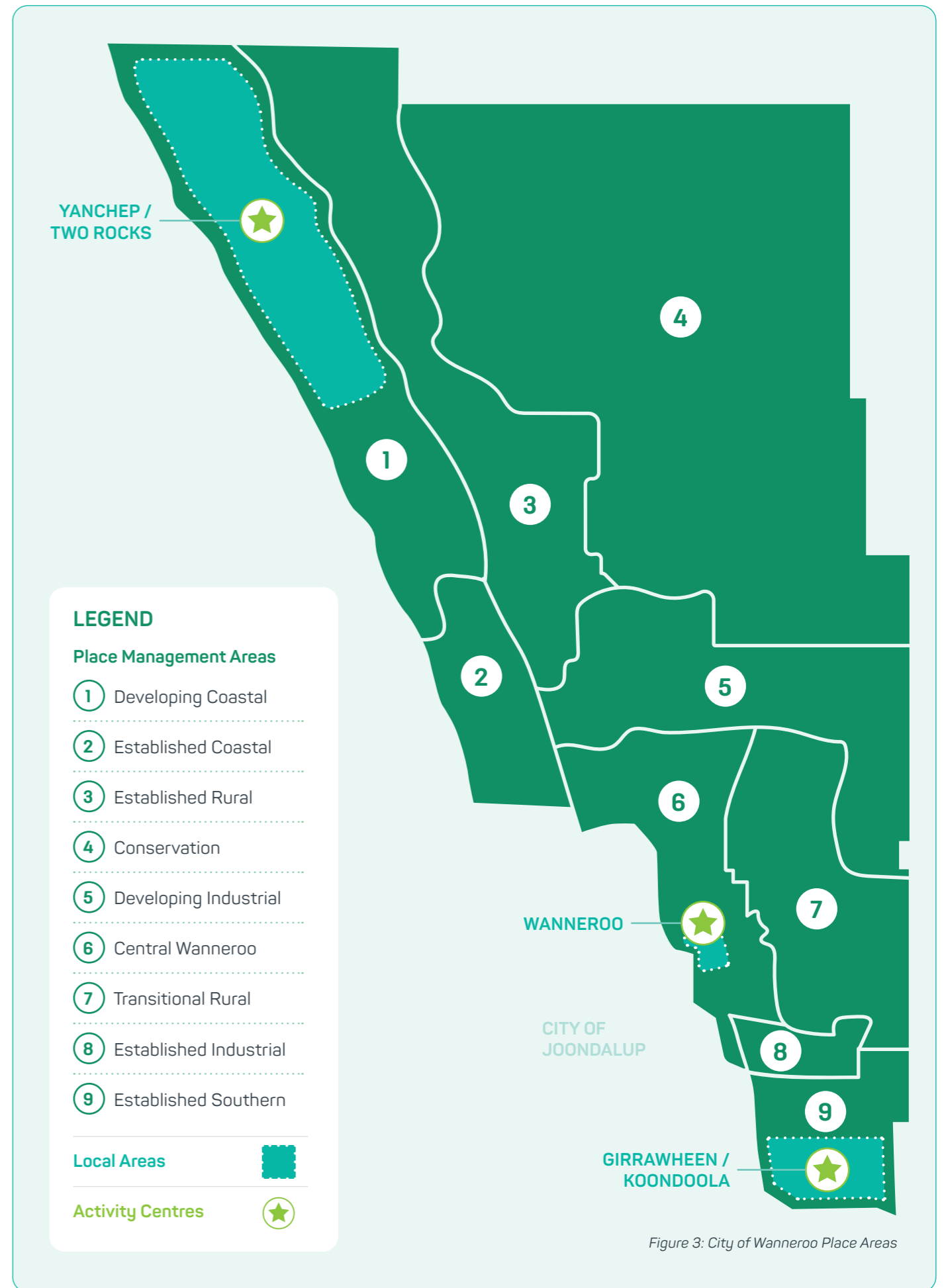


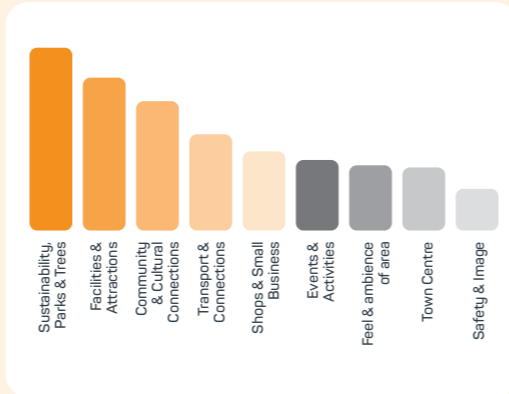
Figure 3: City of Wanneroo Place Areas

The City has completed extensive work developing, protecting and implementing local area visions through various planning and development phases and City initiatives.

A summary of the three Local Area Plan visions and key priorities, provided below, outline the different priorities that the community shared with the City throughout engagement and conversation.

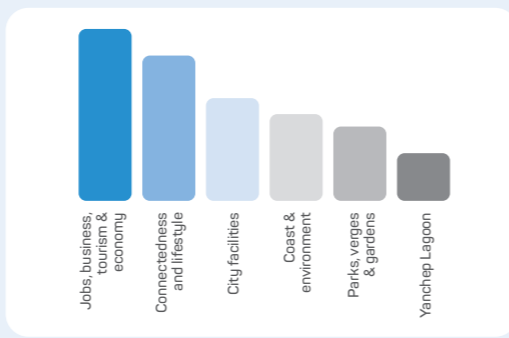
WANNEROO LOCAL AREA

A friendly community with a small country town feel that includes a mix of lifestyle choices. People appreciate the beauty and sustainability of the natural environment, Lake Joondalup foreshore and the abundance of local parks and leisure facilities. The many shared cycling and pedestrian paths to shops and excellent cultural facilities enables connection during the day and the evening. Interpretation of local history, including Aboriginal culture, tells the rich and diverse stories of this place. The town centre provides friendly spaces to catch up with friends and family.



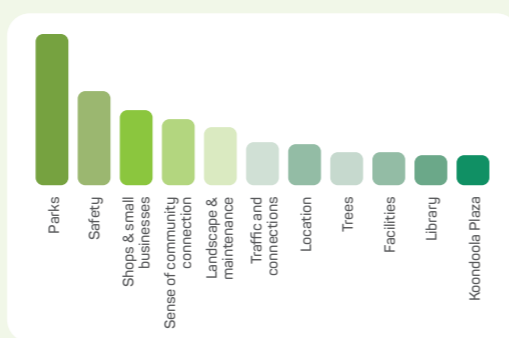
YANCHEP TWO ROCKS LOCAL AREA

A family focused and pedestrian friendly community where the look and feel of the place reflects the region's natural environment, beauty and coastal lifestyle. Its sustainable developments retain the coastal village roots and there is strong connectivity from beach to bush. People can live and work locally without undertaking excessive travel and value the employment and business opportunities that this area provides.



GIRRAWHEEN KOONDOOLA LOCAL AREA

A friendly and inclusive neighbourhood that celebrates diversity, underpinned by a vibrant economy based on its unique culture. It's safe, walkable streets are enjoyed by all ages with well-maintained parks and facilities that support community activities and connection. People are drawn to this place for its natural beauty, bushland and convenient location, and choose to stay for the family, friends and neighbours that make up the community.



Focus Areas

The size and growth rate of the City of Wanneroo presents a significant challenge the implementation of Place Approach and requires a unique approach. In acknowledging that the City does not need to activate and actively manage all of our places, **Table 2** identifies Place Management priority areas and focus areas for the duration of this Strategy.

Table two (below) identifies the three broad focus areas and provides guidance on where and how place management and activation initiatives could be implemented:

| | FOCUS AREA 1 Local Areas & Activity Centres | FOCUS AREA 2 Strategic Locations | FOCUS AREA 3 Other Places |
|--------|---|---|--|
| WHY? | Activity centres are naturally a destination for local people and present the best opportunity to create great places. | These locations have potential to benefit from place management interventions and considerations. | Other places across the City play an important role in developing community spirit, fostering a local sense of pride. |
| WHAT? | Place Development Place Management | Place Development Place Management | Place Management |
| WHERE? | <ul style="list-style-type: none"> Yanchep Wanneroo Girrawheen | <ul style="list-style-type: none"> Alkimos ARC Girrawheen Hub Yanchep Lagoon | <ul style="list-style-type: none"> Suburb (e.g. local parks, foreshore areas, underutilised / forgotten spaces) |
| HOW? | <ul style="list-style-type: none"> Place Planning Town Teams Events City-led placemaking initiatives Community-led placemaking initiatives | <ul style="list-style-type: none"> Place Planning Events City-led placemaking initiatives Community-led placemaking initiatives | <ul style="list-style-type: none"> Events Community-led placemaking initiatives |

Table 2: Events, Placemaking and Activation Approach

As the Place Approach becomes more embedded across the organisation and community, it is likely that more locations will be identified for intervention and coordination. This will place additional pressure on the City to maintain a high level of service both internally and externally, and will be an important consideration as the Strategy evolves.

Place Development

Places are defined by their location and the era they were created, which evolves over time as people interact with and change that place. Great places are made as they evolve without losing their unique character or sense of place.

Whether a new housing development, an existing urban area, rural estate, town centre or other precinct, the physical aspects that make up that place are often determined through formal planning and approval processes guided by legislation and policies. Because these policies are applied consistently across the state, many places often end up looking and feeling the same.

To address these issues, the City's Place Development approach includes:

- The Development Process; and
- Planning for Great Places

THE DEVELOPMENT PROCESS

To embed place considerations in the strategic and statutory planning process, the City has identified the important relationships and planning stages where it is critical for this to be considered.

Figure 4: *Aligning Planning and Place* illustrates the relationship between place and planning. Important elements to highlight include:

- At a strategic level the City has embedded place considerations in the Local Planning Strategy (currently being prepared) through the use of Place Management Areas.
- Sense of Place Statements are the main tool to be used to inform local structure planning (at District and local level).
- Local Area Plans (and other place planning tools as appropriate) to inform precinct level planning and Place Management responses.

Historically, the process of urban development has not been able to consistently define, capture and protect sense of place aspirations...

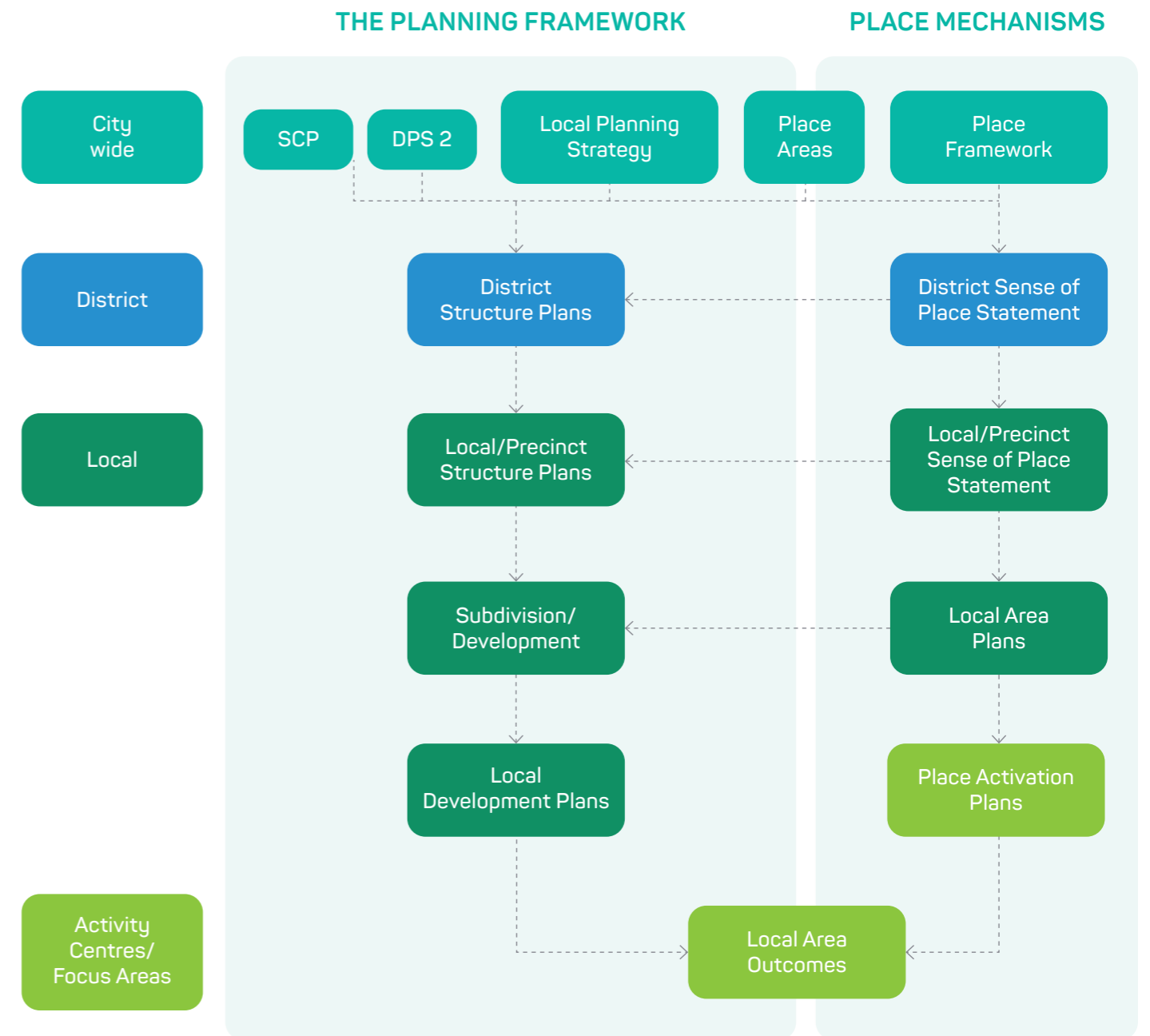


Figure 4: *Aligning Planning and Place*

Statutory planning mechanisms such as District and Local Structure Plans and Precinct Plans play a key role in aligning the City's Place Approach with the Planning Framework as they set the strategic context for detailed development planning and implementation for a specific area. Addressing place specific matters in these documents is critical to ensuring that place is given meaningful consideration throughout the planning and development process.

The City has already begun to implement this process through the initiation of a place-led approach to the urbanisation of East Wanneroo. The City will then seek to replicate successful outcomes across other areas of the City.

PLANNING FOR GREAT PLACES

As a City, we aspire to provide welcoming and functional public spaces, community centres, facilities and infrastructure that is designed to support community connection, activation and access to services. The City has adopted the process outlined in *Figure 5 Great Places Process* (Adapted from Roberts Day Hatch) to develop the following place planning mechanisms.

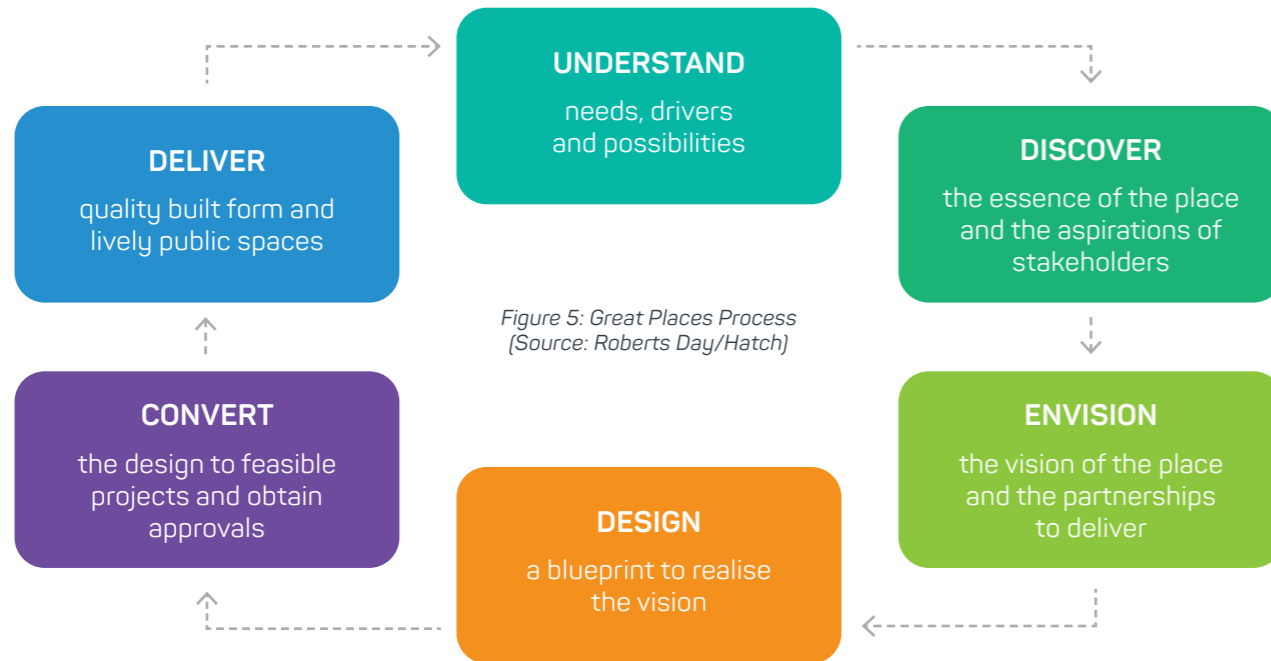


Figure 5: Great Places Process
(Source: Roberts Day/Hatch)

The City's Place Planning mechanisms are outlined below:

District Sense of Place Statement (DSoPS)

A District Sense of Place Statement (DSoPS) captures past and present characteristics and future sense of place opportunities that are consistent across a large district area. DSoPS will primarily be used to inform the preparation of structure plans by landowners and developers and aim to ensure that the unique characteristics of an area are given due regard through the planning and development process.

Sense of Place Statements outline the elements that have influenced an area's growth and evolution such as:

- Heritage and cultural values, land use and the environment;
- Special or significant locations;
- Significant events; and
- The people that have lived and worked there.

DSoPS will be prepared by the City to coordinate short to long term development outcomes which will be given effect through Local Planning Policy to provide statutory weight to the requirements outlined in the DSoPS.

A DSoPS will be initiated through the City's Planning Framework when there is a proposed rezoning or redevelopment (in both green and brown field developments) of land with significant character to be retained.

Local Sense of Place Statement (LSoPS)

A Local Sense of Place Statement (LSoPS) draws its inspiration from the DSoPS and identifies further detail specific to a smaller geographical area.

LSoPS will be prepared and delivered by the land owner and/or development proponent to coordinate short to longer term development outcomes where there is a requirement to capture and retain past, present and future sense of place aspects.

An LSoPS will be initiated through the City's Planning Framework as part of Local Structure Planning process.

Both DSoPS and LSoPS will be utilised by the City as a tool to define and implement a vision for the relevant area. They will be built into the City's Planning Framework through provisions in relevant Local Planning Policies, Development Contribution Plans and/or District Planning Scheme amendments.

Local Area Plan (LAP)

Local Area Plans identify what makes the area special and unique, outlines a vision for the future and facilitates an approach to place management by the City. An LAP is prepared and delivered by the City where a place management approach is required to guide local priorities and the City's response in a range of circumstances e.g. multiple City facilities are planned within a specific area, to support significant green or brown field's development or to address significant opportunities and/or challenges in a local area.

Place Activation Plans (PAP)

Place Activation Plans are prepared to support the reinvigoration and revitalisation of a local place. These plans identify strengths and distinctive qualities and values of a place and propose actions to help stimulate improvement. The overarching objectives of PAPs are to:

- Establish a shared vision to collectively guide place-based events, placemaking and activation;
- Identify themes and place-based actions to support the transformation of local places, with shared actions and accountabilities for the City and key community stakeholders; and
- Initiate local interventions through quicker and cheaper means, which provide a catalyst for long-term change in the local place.



Table 3: Place Planning Approach outlines when these place-planning mechanisms are best applied.

| Drivers | | Place Planning Mechanisms | | | | | Urban Planning Mechanisms | | |
|-------------------|---|-----------------------------------|--------------------------------|-----------------|-----------------------|-----------------------|---------------------------|-----------------------|-------------------|
| | | District Sense of Place Statement | Local Sense of Place Statement | Local Area Plan | Place Activation Plan | Community Placemaking | Master planning | Local Planning Policy | Precinct Planning |
| Place Development | To highlight unique place character and sense of place opportunities as part of the planning process | ● | ● | | | | | | |
| | To foster a shared vision for a significant green fields or infill development | ● | ● | ● | | | | | |
| | To retain sense of place and unique and important character of a place | ● | ● | ● | | | | | |
| | To provide statutory weight and importance to retaining local character and sense of place | | | | | | | ● | ● |
| Place Management | To better understand and work through community or public issues that impact a local area | | | ● | ● | ● | ● | | |
| | To support activation and / or revitalisation as part of City facility or asset development | | | ● | ● | ● | ● | | |
| | To support the coordination and management of a town centre or main street development | | | ● | ● | ● | ● | | |
| | To provide integration and activation where multiple City/community facilities are planned within a specific area | | | ● | ● | ● | ● | | |
| | To provide context for large scale public infrastructure project | | | ● | ● | | ● | | |
| | To identify key community priorities of a local area | | | ● | ● | | | | |

Table 3: Place Planning Approach



Place Development Summary

STRATEGY STATEMENT:

We will plan, design, provide and support the creation of places that reflect the shared vision, in collaboration with the people that live and work in that place.

We will do this by:

- Continuing to develop and finalise the place-led planning approach for East Wanneroo and embedding place considerations within the City's Planning Framework and associated statutory and strategic planning documents.
- Investigating the application of the place planning approach more broadly across the City of Wanneroo.
- Consulting with local Traditional Owners to gain an understanding of Aboriginal connection to boodja and build this into the City's understanding of local places and place planning processes.
- Applying a range of place planning mechanisms to understand the unique qualities and identity of the City's places where appropriate.
- Raising internal and external awareness of the City's Place Approach
- Working alongside both internal and external stakeholders to build strong working relationships that support and inform the City Place Approach.

HIGHLIGHT PROJECT: EAST WANNEROO DISTRICT STRUCTURE PLAN

The East Wanneroo District Structure Plan (EWDSP) sets the high level planning framework for the urbanisation of 8,300 hectares that will accommodate 150,000 residents in 50,000 dwellings.

East Wanneroo has a unique and diverse character, which includes a series of lakes and wetlands, native vegetation, undulating landforms and a range of heritage sites.

The District Structure Plan envisages the protection of unique place characteristics in this area, but the current planning framework does not support the realisation of this objective. The City is establishing a place-led approach for the planning for East Wanneroo, which includes:

- A District Sense of Place Statement that will outline the past, present and future sense of place aspects including those elements that have influenced it such as heritage and cultural values, land use and the environment; and
- A Local Planning Policy that will detail the additional information required to address sense of place at the local structure planning stage and contain provisions to guide development in the public realm including landscaping standards and the design of roads (based on their hierarchy), parkland links, public open space and community facilities.



Figure 6: EWDSP Belgrade Road Lake view (above)

Figure 7: EWDSP Edgar Griffiths Park (below)



Place Management

Place Management is an approach to coordinating a range of initiatives in an area to support and realise the vision for that place.

Place Management aims to support to creation of great place through:

- Fostering a positive approach to the growth and development of places, cultivating enthusiasm and excitement in realising the vision;
- Maximise resources by establishing a single management and implementation model;
- Actively leading, facilitating and coordinating the delivery of actions and strategies;
- Integrating the economic, social, environmental, spiritual and physical aspects of the local area planning and development; and
- Ensure stakeholders are actively engaged and understand the value they can contribute to their place.

Place Management acknowledges that different areas have different needs and requirements and therefore City services and programs may need to be tailored and adapted accordingly. The City’s approach to Place Management focuses on:

- Reviewing **how we work** to respond to local community priorities through the coordination of services provided in place.
- Activation of local places through **events, placemaking and activation** efforts and initiatives.

HOW WE WORK

Traditionally Local Governments base their operations from a centralised location and structure their organisation in discrete Directorates or Service Units based on their area of expertise. For such a large Council like the City of Wanneroo, this approach can present a number of challenges to provide equitable service delivery across the City. This Place Strategy identifies three key components to help navigate this challenge:

1. Establish a Vision Keeper

The City of Wanneroo plays a fundamental role in capturing, protecting and celebrating the unique characteristics and aspirations of its local people and places by being a “Vision Keeper”. To date, a number of Local Area Plans (LAP) have been developed in consultation with the relevant communities; these LAPs define the visions and priorities for the local area. The role of the Vision Keeper includes:

- Oversee, coordinate and implement the outcomes of LAPs and other place planning mechanisms;
- Oversee and coordinate Place Teams to ensure the vision is given due regard and supports internal processes and decision making;
- Build and maintain key relationships relevant to the local area;
- Identify and plan for revitalisation projects that inform the City’s Capital Works Program; and
- Oversee and coordinate relevant place-based capital works projects to ensure they contribute towards achieving the relevant vision.



2. Establish Place Teams

The establishment of Place Teams aims to identify opportunities, reduce duplication, share information and increase efficiencies in place planning and project delivery. Place Teams will include City staff whose role has a dedicated interest in a place and/or to deliver a LAP. The establishment of Place Teams will be explored further through the implementation of this Strategy, with the aim to shift organisational thinking from discipline-specific outcomes to place outcomes as illustrated by *Figure 8: Towards Place Thinking*.

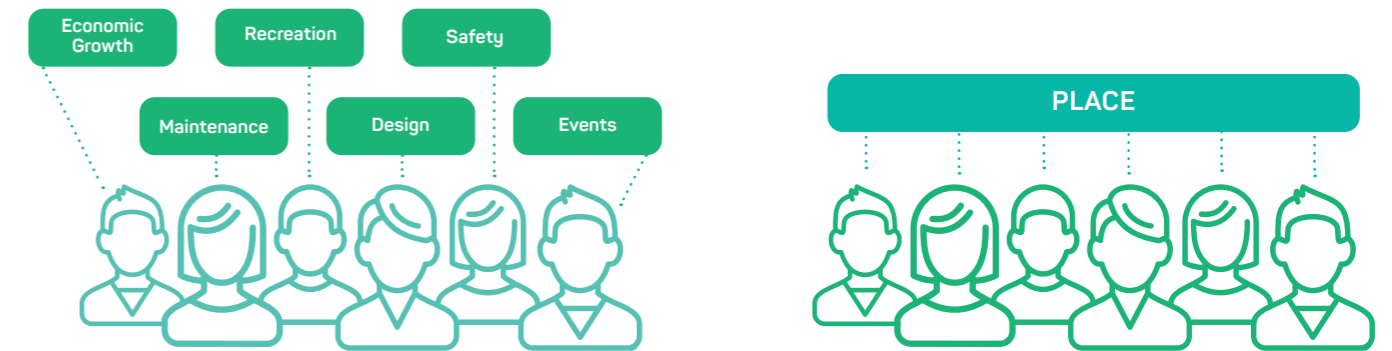


Figure 8: Towards Place Thinking

3. Support Working in Place

Working in Place can provide the opportunity for City staff to work in locations where significant, important and/or large-scale projects are being delivered to gain a better understanding of the local community context and environment. It also allows City staff to be more accessible to local residents who need to do business with the City. This is done via strategically located Place Offices such as the Girrawheen Hub or the Yanchep Two Rocks Access Centre (YTRAC), or more generalised Community Hubs such as Clarkson Library.



Some of the key benefits to City staff working in place include the ability to simultaneously deliver multi-disciplinary projects, programs, policies and initiatives while having a hands-on awareness of day-to-day issues, opportunities and/or challenges and the capacity for immediate responses. Other benefits are highlighted below.



Figure 9: Benefits of Working in Place

City services already operate in this model including Library and Cultural Services, Place Management, Parks and Building Maintenance, Youth Services and Community Safety and Emergency Management.

Place Offices and Community Hubs provide a focal point for providing service coordination and act as a catalyst to developing local projects, placemaking, programs and opportunities to engage with the local community.

The City has identified that successful models share the following characteristics:

- Are located within mixed-use precincts and co-located with other community facilities to offer a variety of reasons to visit;
- Provide welcoming, vibrant and safe spaces for people to engage, interact and network with each other;
- Provide services to meet the specific needs of the community; and
- Are accessible by public transport and within or near a Town Centre.

The extent of services provided at each location will be dependent on the specific community's needs and requirements. Existing examples include Yancheep Two Rocks Access Centre (YTRAC) (Figure 10), as well as the Girrawheen Hub (Figure 11).



Figure 10: Yancheep Two Rocks Access Centre (YTRAC)



Figure 11: Girrawheen Hub

The future Alkimos Aquatic and Recreation Centre (AARC) or the Dordaak Kepap, Library and Youth Innovation Hub, Landsdale (Figure 12) may also provide opportunities for City staff to work in place in the near future.



Figure 12: Artist impressions of AARC and Landsdale Library and Youth Innovation Hub, Dordaak Kepap

EVENTS, PLACEMAKING & ACTIVATION

The activation of places in the City of Wanneroo through events and placemaking initiatives helps to seed the creativity of the community to reimagine public and underutilised spaces. Events, placemaking and activation can also improve the wellbeing and safety of the local community by increasing people presence in local streets and activity centres. This in turn helps create great places and build a strong sense of place.



Placemaking Processes

The City has established processes that encourage delivery of events, placemaking and place activation initiatives and support collaboration between the City and community to activate spaces where neighbours and visitors enjoy their local places. We do this through the elements outlined below:

PLACE-BASED EVENTS

Focus on local needs and aspirations • Celebrate unique attributes of place
Build neighbourhood cohesion • Support local economic growth

FLAGSHIP EVENTS

Support tourism • Promote City Brand • Support City-wide economic growth
Showcase the City as a great place to live, work and visit

EVENTS AND ACTIVATION ADVICE

Support and upskill community groups and local business • Ensure safety compliance

EVENTS AND ACTIVATION APPROVALS

Support all events within the City • Identify improvements • Ensure safety compliance

PLACEMAKING INITIATIVES

Engage and support community leaders • Support small pilot projects • Insurance support
Provide seed funding • Community training and education • Community-led initiatives

Figure 13 - Place Management and Activation Processes

In a culture where sharing and respect for Country are fundamental, Welcome to Country remains central to Aboriginal and Torres Strait Islander cultural tradition. The City holds its responsibility regarding Welcome to Country and Acknowledgement to Country highly. It is through our events and activities that the City marks our respect for Aboriginal and Torres Strait Islander culture and Country. The City uses our events and activities as opportunities to encourage people to be aware of what is around them, the unique aspects of the place and the time of year being gathered in. It is a chance for people to experience a greater connection to their home or the place they are visiting.

Placed-based Events

As part of the previous Place Framework implementation the City's community events calendar transitioned from a City-wide to a place-based focus. This approach provides a number of benefits and improved place outcomes such as:

- Ability to tailor events for different communities based on their local needs and requirements;
- Utilise local vendors and suppliers where possible;
- More cost effective and allows the City to "do more with less"; and
- Promote local areas and assist to develop the communities' sense of place.



Figure 14 - City-run Community Events

Community Empowerment

Residents and community groups have increasingly felt more empowered to become active within their places, which has led to an increase of community run events, placemaking projects and activations. This is consistent with an emerging trend across WA, which is being established and driven by the Town Team Movement. Supporting community-led activity and groups like Town Teams can be a better way to build community, encourage local ownership, and facilitate investment to support the creation of great places through collaborating, partnering and problem solving.

A Town Team: is a positive and proactive group of people that include businesses, landowners and residents working collaboratively with their local government to improve a place or area, often a town centre or 'main street'.

The ultimate goal of this Strategy is to foster community-led action (Figure 15) to support the growth and development of strong, productive and vibrant communities and places.

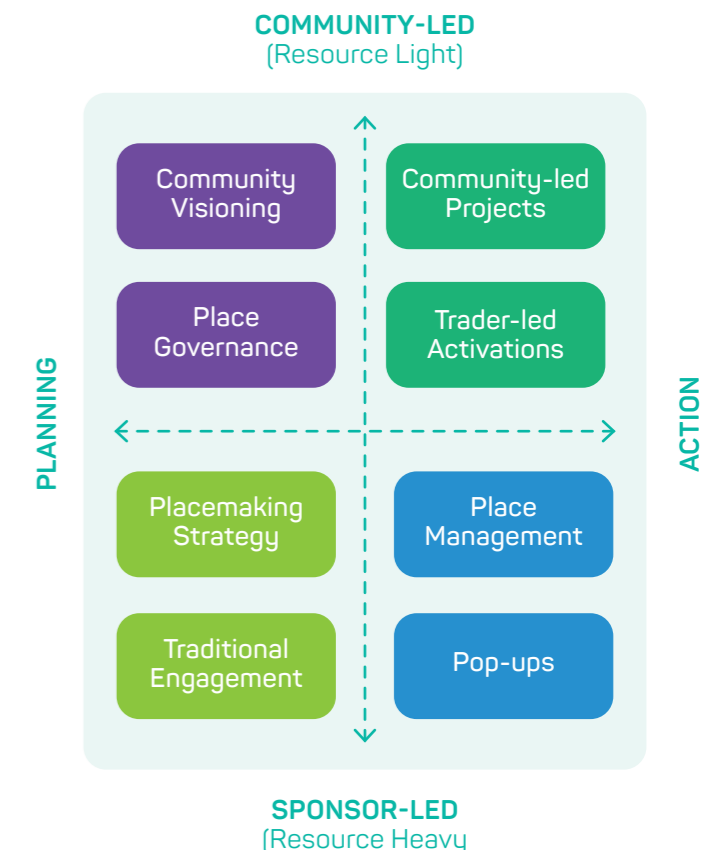


Figure 15 - Community-led trajectory

Place Management Summary

STRATEGY STATEMENT:

We will support, collaborate and encourage the community and local business to activate their local places through events, placemaking and activation that make a positive contribution to their local sense of place.

We will do this by:

- Developing the role of 'Vision Keeper' to oversee and coordinate Place Teams and support implementation of Local Area Plans.
- Employing a targeted approach to key focus areas to enable activation and collaboration.
- Establishing an approach to working with and supporting Town Teams within Town Centres and main streets.
- Reviewing the City's policies and procedures to streamline the event and activation assessment and approval processes.
- Inviting a local Traditional Owner to provide a Welcome to Country or other appropriate cultural protocol at significant City events.
- Providing community funding to support placemaking and activation outcomes.

HIGHLIGHT PROJECT: WANNEROO TOWN CENTRE REVITALISATION

The Wanneroo Town Centre (WTC) has been identified by the Western Australian Planning Commission as a Secondary Activity Centre within the City of Wanneroo. This is the same classification as Whitfords Shopping Centre and Claremont Quarter. The activation of the WTC has been a strategic focus of the City for a number of years with considerable work being completed to date including:

- Preparation of the Wanneroo Town Centre Activity Centre Plan No. 90;
- Preparation of a Wanneroo Town Centre Local Planning Policy (since revoked);
- A number of traffic, environmental and economic assessments;
- A place activation and action plan;
- A series of farmers market and trial Rocca Way market events; and
- Various conversations with community stakeholders and local businesses.

A clear vision for the future of the WTC is required to inform and guide subsequent planning and development of the WTC. A Vision keeper is needed to coordinate this work and ensure that it contributes positively to the revitalisation of the WTC.

The inclusion of a Place Specialist to oversee key locations like Yanchep and the WTC forms part of the Place Strategy and will support the vision keeper role as well as implementation of a coordinated approach to Town Centre management within the City of Wanneroo.

Community Engagement and Communications

Community engagement and communications are a vital component of the City's Place Approach and underpin the City's aim to better engage with, support and empower the community to foster a sense of place and belonging.

Engagement is a planned two-way process to seek and provide feedback, whereas Communication is more often a one-way process to provide information.

ENGAGEMENT

The City has a responsibility to support and manage community expectations that develop and deliver improved outcomes for our communities and their local places. As part of this challenge, the City will need to collaborate with key residents, community groups and local businesses to find and deliver solutions.

The City's Engagement Framework is aligned with the International Association of Public Participation (IAP2) standards; and seeks to engage with residents, businesses, community and other stakeholders in accordance with the engagement continuum below:

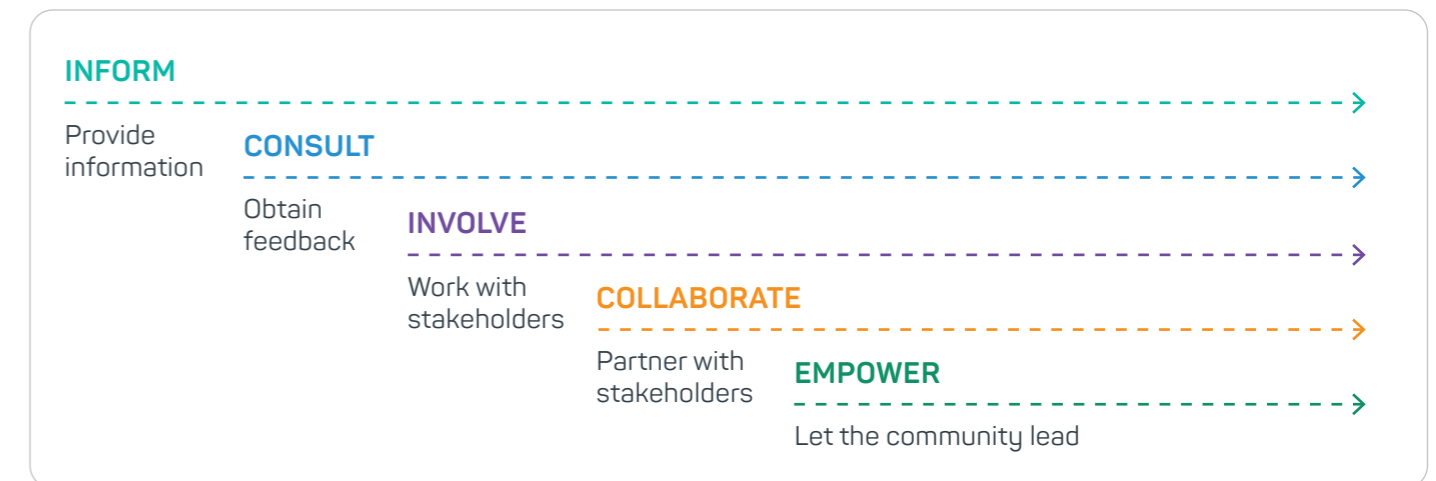



Figure 16: City of Wanneroo Community Engagement Continuum

Robust conversations and engagement with key residents, local businesses, community and other stakeholders are key to the success of the place approach.

The City uses a range of approaches to engage with the community about local projects and decision-making opportunities that affect them. Some of these include:

| IN PERSON ENGAGEMENT | ONLINE ENGAGEMENT |
|--|---|
| <ul style="list-style-type: none"> Workshops Committees Working groups Activations Events  | <ul style="list-style-type: none"> Your Say Social Pin Point Surveys  |

Online engagement is becoming an increasingly popular method of engagement across the City with our 'Your Say Community Engagement Hub' receiving up to 250,000 views annually.

The use of Social Pinpoint Mapping Tool, which enables community members to use an interactive mapping tool to pin ideas and comments to local projects, places and spaces, join in conversations and vote on different ideas.

It is the City's ambition to shift towards further empowering communities to take the lead on projects, initiatives and decision making where appropriate.

This supports the creation of connection, capability, and ownership; all of which pay significant dividends when it comes to building the physical and social fabric of a neighbourhood. Furthermore, empowered and well supported communities can provide outcomes that are often better than standard industry-delivered improvements which lack local ownership, and can often remain under utilised.



COMMUNICATIONS

It is important that place-based communications:

- Are informed by strategic direction;
- Avoid using jargon and focus on what's important to people;
- Are driven by local facts and knowledge gained through market research; and
- Use communication methods preferred by target audiences.

Place-based communications also provides the opportunity to ensure branding is tailored to suit agreed local places, projects, and initiatives.

Our aim is to make it easier for the community to be aware of what is happening in their local areas and how to get involved.

To support the creation of great places the City has adopted a number of different approaches to help communicate with the community about local matters. Some of these communications approaches include:

Print media

- What's Happening
- Newsletters
- Pamphlets
- Brochures

Online information

- Website
- Social media
- Community Directory

ENGAGEMENT AND COMMUNICATION THAT CAPTURES OUR DIVERSITY

The City is committed to continuing to build inclusive communities where people of all cultures feel accepted, welcomed and encouraged to participate and contribute. It is also through place-based outcomes that we can strengthen our cultural capability and commitment to reconciliation.

The City's strong Noongar heritage plays an important role in fostering a sense of place. In keeping with respect to Noongar cultural heritage, the City recognises the importance of having meaningful relationships with Noongar Elders, Traditional Owners and Aboriginal and Torres Strait Islander peoples.

Additionally, over 40% of our residents born overseas, this provides a richness within our communities that can share in fostering a sense of place and building vibrant, unique places. It is critical to ensure the City has effective processes in place to work with this diverse range of cultural backgrounds to build engaged and inclusive communities.



Engagement and Communications Summary

STRATEGY STATEMENT:

We will collaborate and empower the community to support the delivery of the Place Strategy, activate local areas and enable more local conversations about opportunities and actions.

We will do this by:

- Raising awareness within the City of Wanneroo as an organisation as well as within the community of Place Development and Place Management approaches and how to engage on and implement the most appropriate method relevant to the local area.
- Developing relevant Place Plans that avoid jargon, focus on what is important to local people using communication methods preferred by the target audience.
- Developing and implementing an engagement plan and guiding principles to work with Aboriginal and Torres Strait Islander stakeholders and organisations.
- Exploring opportunities for place based communications focused around Place Management Areas and/or Local Areas.
- Establishing an approach to engaging with, supporting and growing the capacity of Town Teams and other key groups who are working within Town Centres and main streets.



Implementation

The delivery of the City of Wanneroo's first Place Strategy will require an enabling environment that acknowledges that it is okay to:

- Take risks
- Test and trial new ideas
- Take the time to collaborate
- Learn through failure

The creation of great places can be a complex process with many layers and components to be considered. Some of the approaches identified as part of this Strategy will be possible through existing mechanisms; others will require minor changes to relevant policy and processes; and some may necessitate a new approach. An Implementation Plan will identify specific actions to support delivery of the approaches outlined in this Strategy.

GOVERNANCE

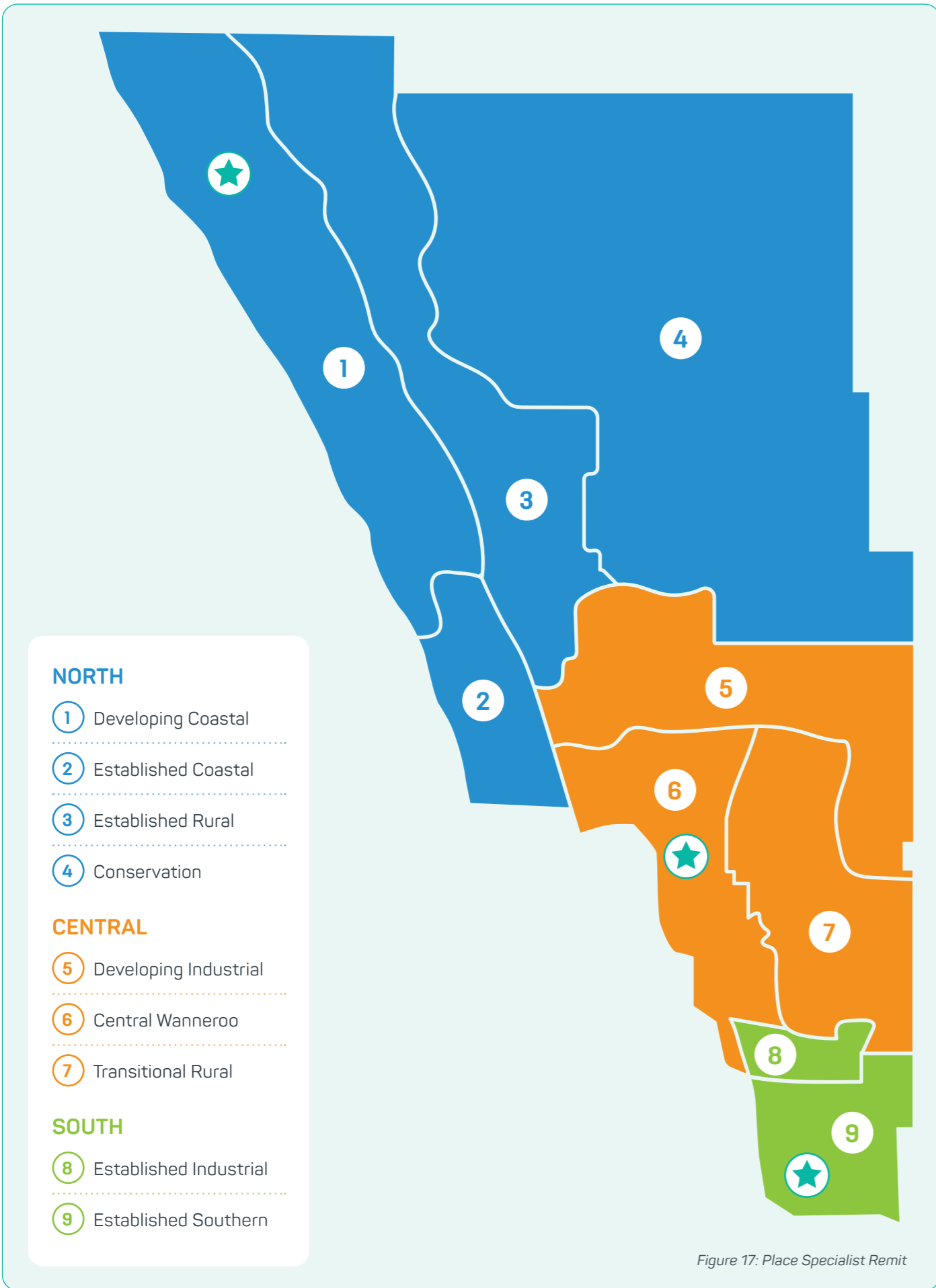
Establishing an effective place governance framework will continue to enable the City to embed the Place Approach across the organisation and community.

The various stakeholders involved in planning and delivering this Strategy will have different priorities, needs and strengths so it will be important to balance local needs, resources, opportunities, and challenges with place-based outcomes.

Important elements of place-governance identified in the Strategy include:

- The establishment of a Vision Keeper, formation of Place Teams and supporting City staff to work in place.
- Adapting internal systems, policies and work procedures to support a place based approach.
- Allocation of sufficient staff resources across the City to support the implementation of the Strategy (refer *Figure 17: Place Specialist Remit*). The initial focus of the Strategy is on implementing the Place Approach broadly across the northern, central and southern areas of the City. These focus areas will be refined in future to target additional areas as resources allow.





EVALUATION

The City will undertake regular reviews to ensure that the Place Strategy is meeting the needs of local communities and supporting the creation of great places to live, work and play.

At the conclusion of this four-year Strategy, the elements below will be measured and evaluated to capture lessons learnt, help improve processes and outcomes and evaluate tools and techniques utilised throughout implementation and delivery. These will be evaluated using quantitative tools (e.g. data collection, budget analysis, comparison tests etc.) and qualitative tools (e.g. observations, case study and working groups).

PROCESS MEASURES

Capture Information and data regarding new and updated processes to implement the Strategy

- Number of policies prepared/reviewed to address place strategy requirements
- Number of processes prepared/reviewed to address place strategy requirements
- Mapping of staff allocation across the City of Wanneroo organisation focused on place-based outcomes
- Place teams established for focus areas

OUTCOME MEASURES

Capture information and data regarding actions, outcomes and outputs that were achieved through implementation and delivery

- Budget allocation towards place-based projects
- Completion of Local Area Plan Actions
- Number of community led events held
- Number of people attending city-led place-based events
- Amount of grant funding allocated to place activation projects under the City's Community Funding Program

OBSERVATIONAL SYSTEM

Systems used to capture information and data to keep track of Strategy implementation and delivery

- Place Strategy Action Plan
- City of Wanneroo Corporate Business Plan
- City of Wanneroo Service Unit Plans
- City of Wanneroo Annual Report





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