Economic Development Strategy
2013–2017
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Introduction

The City of Subiaco aspires to be a unique, popular and welcoming place for businesses, residents and visitors with a strong, vibrant and diverse local economy. The city has developed its Economic Development Strategy 2013–2017, which details a number of initiatives and actions that seek to improve the level of community wellbeing and stimulate business activity and employment in the city.

Many of the core activities and functions the city currently undertakes play an important role in promoting and actioning local economic development, including:

- development and maintenance of strategic infrastructure
- assessment and approval of development applications (planning, building and health)
- being a point of contact with the local community (including the business community).

Additionally, a range of local government resources such as land, labour and capital can be used and leveraged to improve the local economy for the benefit of the local business community, residents and visitors.

The City of Subiaco’s economic development activities have previously been guided by the Economic Development Strategy 2005–2009. In preparation of its new strategy, the city conducted research into other local government strategic documents and additional sources of information such as local business surveys and statistics. The city’s new strategy also incorporates feedback from its own business community, which was gathered through a series of forums and workshops held by the Subiaco Business Association. Furthermore, a workshop was held in July 2013, where key stakeholders came together to further develop the economic development strategy and its associated actions and initiatives.

It is the city’s aim, through this economic development strategy, to set out a comprehensive list of actions to guide the city and relevant stakeholders in driving local economic activity and programs for the period 2013–2017.

Business in the City of Subiaco

The City of Subiaco is located in the inner metropolitan area of Perth, approximately three kilometres from the Perth city centre. Subiaco is a major employment centre with a diverse and growing business sector. Research undertaken by the City of Subiaco has shown there are approximately 20,000 employment positions in the city and in 2012 there were close to 1,700 businesses operating – an increase from approximately 1,500 businesses in 2009 (up 16 per cent).

In 2012, the most prevalent type of all businesses operating in the City of Subiaco were professional, scientific and technical service businesses (20 per cent), followed by retail trade (19 per cent), health care and social assistance organisations (11 per cent) and accommodation and food services (8 per cent). Arts and recreation services, financial and insurance services and mining were each approximately 7 per cent of businesses operating in the city.
Subiaco’s businesses are housed in a number of commercial precincts, the largest being the area around Hay Street, Rokeby Road and the Subiaco station. Together, these areas are recognised as the city’s central business district or town centre. The Broadway and Hampden Road shopping precincts are also important commercial areas in the city, servicing the Queen Elizabeth II Medical Centre (including Sir Charles Gairdner Hospital), Hollywood Hospital, the University of Western Australia and surrounding areas. Smaller commercial areas with greater local focus are found in Jolimont and in Shenton Park’s Onslow Road and Nicholson Road precincts.

In recent times, businesses in Subiaco – particularly those in the retail sector – have been operating under difficult economic circumstances. Evidence suggests that these conditions appear to be ever-increasing. The rapidly changing face of technology and popularity of online shopping are increasing competition for traditional ‘bricks and mortar’ businesses. International, national and local economic conditions including increased levels of debt, unemployment, credit card use and housing values are impacting on a consumer’s desire to spend. These conditions are not exclusive to the Subiaco business community, rather symptoms of wider issues affecting retailers throughout Australia and globally.

In addition to these wider issues experienced by retailers, Subiaco businesses are limited by the constraints of the traditional strip shopping model on which its commercial areas are based. Evidence shows that a number of strip shopping centres throughout Australia (and worldwide) are becoming increasingly less successful in capturing the consumer dollar when compared to large shopping malls or centres due to a number of features including:

• the maximisation of the retail experience through the design and management of malls
• appeal of a broader tenancy mix in malls with one or two key anchor tenants
• benefit to businesses in malls from unified marketing campaigns.

Although the city cannot be expected to influence general economic conditions and consumer trends, the city and relevant stakeholders can collaborate to undertake a number of actions and activities to counteract existing, and face future, economic development related challenges, such as:

• improving the visual amenity and general appearance of commercial centres
• undertaking effective marketing and promotional activities to increase general foot traffic
• providing support to local businesses and business organisations (such as the Subiaco Business Association).
Integrated planning for the City of Subiaco

New regulations under S5.56(1) of the Local Government Act 1995 required all local governments in Western Australia to produce a plan for the future by 30 June 2013 under the Integrated Planning and Reporting Framework. The minimum requirement to meet the requirements of the plan is the development of two key documents, including:

- a strategic community plan that clearly links the community’s aspirations with the council’s vision and long term strategy
- a corporate business plan that integrates resourcing plans and specific council plans with the strategic community plan.

After extensive engagement with the community through the Think2030 visioning process, the City of Subiaco's Strategic Community Plan was endorsed by council in April 2012.

The city’s Corporate Business Plan, which integrates the community aspirations identified as part of Think2030 into local government operations and service delivery, was endorsed by council in June 2012. This is the city’s contract with the community.

Focus areas

Six focus areas were identified as part of the Think2030 visioning process and are documented in the Strategic Community Plan. They are:

- Our sense of community
- A unique destination
- An effective and integrated transport system
- Parks, open spaces and places
- The built environment
- Council leadership

The Economic Development Strategy 2013–2017 is closely aligned to all focus areas in the Strategic Community Plan, in particular focus area three and, to a lesser extent, focus areas one, two, four, five and six.

Objectives and strategies

Each focus area includes objectives, which are statements that describe what the community wants to achieve, and strategies that guide how to achieve these objectives.

Corporate Business Plan

The Corporate Business Plan outlines the city's key priorities and actions over the next four years. It is structured around the six key focus areas and sets out the specific actions that will deliver on the objectives and strategies outlined in the Strategic Community Plan.

Informing strategies, issue-specific plans and operational plans

The Corporate Business Plan links through to a range of supporting and informing policies, strategies and plans. These plans are developed in strategic and operational areas, and integrate into the overall framework (Figure 1).

This Economic Development Strategy is one of the issue-specific plans.

The plan is consistent with the requirements of Section 1.3(3) of the Local Government Act 2005, which states ‘in carrying out its functions a local government is to use its best endeavours to meet the needs of current and future generations through an integration of environmental protection, social advancement and economic prosperity’.
Other city documents that complement this plan include, but are not limited to:

- Community Safety and Crime Prevention Plan 2011
- Lighting Improvement Plan
- Integrated Transport Plan
- Local Planning Strategy
- Activity Centre Structure Plan
- Digital Media Plan 2013

**Monitoring, review and evaluation**

Actions in the Economic Development Strategy 2013–2017 are supported by a number of specific projects detailed in an internal operations document and implemented through departmental annual business plans. Progress of actions outlined in this plan will be reviewed on a six monthly basis and reported to the city’s executive leadership team. Highlights of achievements will be included in the City of Subiaco Annual Report. The plan will be reviewed in line with the Corporate Business Plan and renewed at the end of the four year implementation period.

Refer to appendices for a list of actions intended to be undertaken over the period 2013–2017 and a progress table of actions for the respective financial year, to be updated in line with the above reporting and review guidelines.
INTRODUCTION

Figure 1 The Corporate Business Plan framework and supporting and informing policies, strategies and plans
Focus area one :: Our sense of community

Residents and businesses agree the City of Subiaco has a strong sense of community, something it highly values. The city’s unique village-like atmosphere is highly valued by the wider community, business community and visitors alike and it should be embraced and enhanced. A strong sense of public amenity and safety is key to ensuring Subiaco continues to be a place where people want to do business and a place where business wants to be.

Objective two:

A diverse, inclusive community where all members enjoy a sense of belonging and feel safe.

Strategy

1.2.2 Investigate and support opportunities for new and existing markets.

Community outcomes

A range of markets where people can meet, socialise and feel part of the community. A diverse demographic of visitors to the city.

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<tr>
<td><strong>Actions from Corporate Business Plan</strong></td>
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<td></td>
</tr>
<tr>
<td>Support the establishment of a range of markets in accordance with the city’s market guidelines.</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>City of Subiaco Local businesses</td>
</tr>
<tr>
<td><strong>Additional actions that contribute to the achievement of the strategy</strong></td>
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<tr>
<td>Support the continuation and expansion of existing markets.</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>City of Subiaco Local businesses</td>
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</table>
Strategy
1.2.5 Create and maintain a safe environment for the community.

Community outcomes
A feeling of safety at all times. A sense of being looked out for by the community.

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<tbody>
<tr>
<td>Progressively implement the recommendations of the city’s Community Safety and Crime Prevention Plan.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>City of Subiaco Police Licensed Premises Working Group (LPWG)</td>
</tr>
<tr>
<td>Finalise installation of a secure taxi rank.</td>
<td></td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>City of Subiaco Local businesses Taxi Council Police LPWG</td>
</tr>
<tr>
<td>Continue to implement the street lighting improvement program.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>City of Subiaco Western Power External service providers</td>
</tr>
<tr>
<td>Maintain graffiti removal program.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>City of Subiaco Local businesses Taxi Council Police LPWG</td>
</tr>
</tbody>
</table>
Focus area two :: Parks, open spaces and places

Subiaco’s streetscapes and attractive parks and gardens contribute to creating a sense of amenity and vibrancy within the city. The local community and wider business community have told the city they consider Subiaco’s public spaces and local environment important and that they should be maintained for current and future generations.

### Objective two:

| A wide range of well used parks, open spaces and public places. |

### Strategy

2.2.1 Ensure that parks, open spaces and public places are developed and utilised to maximum benefit for current and future community members.

### Community outcomes

A broad range of parks, open spaces that meet and adapt to community needs.

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<tr>
<td>Actions from Corporate Business Plan</td>
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<tr>
<td>Install more seating for public use in parks and major streets.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>City of Subiaco</td>
</tr>
</tbody>
</table>
Focus area three :: A unique destination

Economic development is supported by the stimulation of the local economy by attracting business and visitation from people living or working immediately in, and outside of, the local area. Regular and diverse events and cultural activities, a variety of entertainment and hospitality options coupled with high standards of urban infrastructure and amenity are essential for attracting people, employment and investment to an area. Generally speaking, people prefer to visit, work, shop and live in areas they consider to be vibrant, convenient, safe and attractive.

To attract people to visit, shop and spend time and money, the city needs to be marketed and promoted effectively as a unique destination. The following objectives, strategies and actions aim to develop the City of Subiaco as a unique destination, a place where people want to spend time, with a high level of urban amenity and vibrancy.

**Objective one:**

*A wide variety of accessible entertainment and hospitality options.*

**Strategy**

3.1.1 Encourage a variety of entertainment options for the broadest community.

**Community outcomes**

The opportunity to attend local events, festivals and other forms of entertainment at a variety of venues.

A thriving nightlife that is not just based on bar culture.

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<tbody>
<tr>
<td>Deliver and support a range of arts and cultural activities and events.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>City of Subiaco Local businesses Not-for-profits Local business organisations (e.g. Subiaco Business Association)</td>
</tr>
<tr>
<td>Explore options to leverage the night-time economy (5pm to midnight).</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>City of Subiaco Local businesses</td>
</tr>
<tr>
<td>Additional actions that contribute to the achievement of the strategy</td>
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</tr>
<tr>
<td>Continue to support events that occur throughout the city, specifically those within the town centre such as the Subiaco Street Festival.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>City of Subiaco Local businesses</td>
</tr>
<tr>
<td>Promote and encourage evening entertainment and hospitality activity, such as alfresco dining and theatre, in appropriate areas throughout the city.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>City of Subiaco Local businesses Wider community</td>
</tr>
</tbody>
</table>
Strategy
3.1.2 Support a diverse range of dining and drinking venues both indoors and outdoors.

Community outcomes
A choice of venues offering different social environments.

<table>
<thead>
<tr>
<th>Actions</th>
<th>2013-14</th>
<th>2014-15</th>
<th>2015-16</th>
<th>2016-17</th>
<th>Who will contribute</th>
</tr>
</thead>
<tbody>
<tr>
<td>Additional actions that contribute to the achievement of the strategy</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>City of Subiaco</td>
</tr>
<tr>
<td>Encourage more options for small bars and cafes through</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Local businesses</td>
</tr>
<tr>
<td>progressive and flexible planning guidelines.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Wider community</td>
</tr>
</tbody>
</table>
Focus Area Three :: A Unique Destination

Objective two:
A diverse range of businesses that meets the needs of a changing and growing population.

Strategy
3.2.1 Support the development of a diverse range of shopping options, including markets.

Community outcomes
Support the development of a diverse range of shopping options, including markets.

<table>
<thead>
<tr>
<th>Actions</th>
<th>2013-14</th>
<th>2014-15</th>
<th>2015-16</th>
<th>2016-17</th>
<th>Who will contribute</th>
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<tbody>
<tr>
<td><strong>Actions from the Corporate Business Plan</strong></td>
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</tr>
<tr>
<td>Introduce a long-term economic development plan focusing on marketing of the city, support to small business/retail, events and festivals, market development and town centre activation.</td>
<td>✔</td>
<td>✔</td>
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<td>City of Subiaco</td>
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<tr>
<td><strong>Additional actions that contribute to the achievement of the strategy</strong></td>
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<tr>
<td>Source, analyse and disseminate relevant local area statistics and information on the businesses operating in the city (e.g. biannual Business Tenancy Mix).</td>
<td>✔</td>
<td>✔</td>
<td></td>
<td>City of Subiaco Local businesses Other organisations (e.g. REIWA, state government)</td>
<td></td>
</tr>
<tr>
<td>Source and analyse consumer data to understand the different segments of consumers and enable targeted proactive activity.</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>City of Subiaco Local businesses</td>
<td></td>
</tr>
<tr>
<td>Support retail shop window campaigns to promote events and activities (e.g. Easter, spring carnival, Christmas).</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>City of Subiaco Local businesses</td>
<td></td>
</tr>
<tr>
<td>Assist and facilitate awareness of innovative retail practice within the business community.</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>City of Subiaco Local business organisations (e.g. Subiaco Business Association) Local businesses</td>
<td></td>
</tr>
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</table>
Strategy

3.2.2 Support and encourage both new and existing locally-owned businesses to remain in the city.

Community outcomes

The ability to own and run a local business. A range of locally-owned businesses to frequent.

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<tr>
<td>Actions from the Corporate Business Plan</td>
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</tr>
<tr>
<td>Promote and market the town centre to the widest range of potential visitors, including tourists.</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>City of Subiaco Local businesses</td>
</tr>
<tr>
<td>Ensure information about establishing and operating businesses in Subiaco is included in the city’s website.</td>
<td>✔</td>
<td></td>
<td></td>
<td></td>
<td>City of Subiaco</td>
</tr>
<tr>
<td>Provide streetscape improvements in the town centre in accordance with the future Town Centre Master Plan.</td>
<td>✔</td>
<td>✔</td>
<td></td>
<td></td>
<td>City of Subiaco Local businesses Wider community</td>
</tr>
<tr>
<td>Additional actions that contribute to the achievement of the strategy</td>
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<tr>
<td>Create new spaces and enhance existing spaces throughout the city, for example with public art in laneways and improved lighting.</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>City of Subiaco</td>
</tr>
<tr>
<td>Support functions/forums that facilitate networking opportunities for business owners and operators.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>City of Subiaco Local business organisations (e.g. Subiaco Business Association) Local businesses</td>
</tr>
<tr>
<td>Undertake marketing and other activities that promote the business and investment advantages of the city (e.g. promoting the city as ‘open for business’).</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td></td>
<td>City of Subiaco</td>
</tr>
<tr>
<td>Encourage businesses to support each other by encouraging cross promotions for customers and by encouraging businesses to buy locally.</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td></td>
<td>Local business organisations (e.g. Subiaco Business Association) Local businesses</td>
</tr>
</tbody>
</table>

Artwork by Beastman, Numskull and Creepy
Objective three:

A city that is frequented by local residents, workers and visitors.

Strategy

3.3.1 Ensure that the community is informed about what is available and what there is to do in the city.

Community outcomes

A high awareness of services, facilities and events on offer.

<table>
<thead>
<tr>
<th>Actions</th>
<th>2013-14</th>
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<th>2016-17</th>
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<tbody>
<tr>
<td><strong>Actions from the Corporate Business Plan</strong></td>
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<tr>
<td>Develop the city’s online communication tools such as website, Facebook, Twitter, e-newsletters, online forums and a mobile application for the city.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>City of Subiaco Local businesses</td>
</tr>
<tr>
<td>Develop and implement a marketing and tourism plan for the city.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>City of Subiaco</td>
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<tr>
<td><strong>Additional actions that contribute to the achievement of the strategy</strong></td>
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<tr>
<td>Develop specific mobile applications (such as parking, restaurants, walking guides and retail) and QR codes.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>City of Subiaco Local businesses</td>
</tr>
<tr>
<td>Extend the city’s online event calendar and the ‘what’s happening’ section of Talk about Subi to allow community and not for profit groups to promote their activities.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>City of Subiaco Local business organisations (e.g. Subiaco Business Association) Not for profit and community groups Local businesses</td>
</tr>
<tr>
<td>Install a multimedia screen in Forrest Street car park.</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td>City of Subiaco</td>
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Strategy

3.3.2 Work towards establishing the Subiaco town centre as a destination of choice.

Community outcomes

A town centre that has high visitation to a range of shopping and entertainment opportunities, cultural activities and tourist attractions.

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<tbody>
<tr>
<td><strong>Actions from the Corporate Business Plan</strong></td>
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</tr>
<tr>
<td>Implement marketing and promotion activities to target increased visits and spend in the retail and hospitality sectors.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>City of Subiaco Local businesses</td>
</tr>
<tr>
<td>Facilitate the coordinated development of the Subiaco town centre through the appointment of a Place Manager.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>City of Subiaco Local businesses Local business organisations (e.g. Subiaco Business Association)</td>
</tr>
<tr>
<td>Develop and implement an activity centre structure plan to guide the character and built form of the town centre.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>City of Subiaco State government</td>
</tr>
<tr>
<td>Ensure waste collection in the town centre meets the expectations of businesses and the community.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>City of Subiaco Local businesses</td>
</tr>
<tr>
<td>Increase frequency of high pressure bin and pavement cleaning.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>City of Subiaco</td>
</tr>
<tr>
<td><strong>Additional actions that contribute to the achievement of the strategy</strong></td>
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</tr>
<tr>
<td>Encourage diversity in the business mix by attracting big business, such as state government offices, to the city.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>City of Subiaco Other organisations</td>
</tr>
<tr>
<td>Investigate the opportunity for a Visitor Information Bay at the train station.</td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
<td>City of Subiaco State government (e.g. Public Transport Authority)</td>
</tr>
<tr>
<td>Provide more facilities for visitors such as bike racks, street furniture, bins, benches and water fountains.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>City of Subiaco</td>
</tr>
<tr>
<td>Increase the use of public relations by sending positive local stories and images to the media.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>City of Subiaco Local businesses</td>
</tr>
<tr>
<td>Produce an online map showing places in the Subiaco town centre that have free Wi-Fi.</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td>City of Subiaco Local businesses</td>
</tr>
<tr>
<td>Facilitate free Wi-Fi in the Subiaco town centre following the installation of the National Broadband Network.</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td>City of Subiaco Local businesses Property owners</td>
</tr>
</tbody>
</table>
Focus Area Three :: A Unique Destination

Strategy

3.3.3 Encourage a broad range of hospitality, entertainment and recreation options for workers in the city.

Community outcomes

A thriving economy, increased visitation and an enhanced atmosphere.

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Actions from the Corporate Business Plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop specific marketing and promotion activities to inform workers on hospitality, entertainment and recreation options.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>City of Subiaco Local businesses</td>
</tr>
<tr>
<td>Under the city’s marketing and tourism plan, develop specific ongoing communication strategies to inform workers about city events and facilities.</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td>City of Subiaco</td>
</tr>
<tr>
<td>Additional actions that contribute to the achievement of the strategy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investigate best practice for encouraging diverse hospitality, entertainment, recreation and retail options to the city.</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td>City of Subiaco</td>
</tr>
<tr>
<td>Encourage and facilitate desirable hospitality businesses to operate in the city.</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td>City of Subiaco Local business organisations (e.g. Subiaco Business Association)</td>
</tr>
</tbody>
</table>
Focus area four :: The built environment

Attracting new business, development and residents to Subiaco will increase the diversity and prosperity of the local economy. To prosper effectively, local businesses need a sustained customer base that can be achieved by encouraging the city’s existing residents and workforce to use local services.

More importantly, attracting new residents and workers to the city, specifically the town centre, will create and sustain a strong and diverse business sector ensuring the future economic sustainability of Subiaco. The city acknowledges the need to plan effectively for an increased residential population and business community, while ensuring integration of new developments with the current character and built form of the city.

A strong and diverse business sector is important for the economic sustainability of Subiaco and for continuing to attract people to the city, generating employment and making Subiaco a desirable place to do business into the future.

Objective two:

A sustainable city that accommodates the increasing population, whilst maintaining the valued character.

Strategy

4.2.2 Work to ensure appropriate infrastructure exists to support increased density.

Community outcomes

Infrastructure provision which meets the entire community’s needs.

<table>
<thead>
<tr>
<th>Actions from the Corporate Business Plan</th>
<th>2013-14</th>
<th>2014-15</th>
<th>2015-16</th>
<th>2016-17</th>
<th>Who will contribute</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensure the activity centre structure plan includes infrastructure planning.</td>
<td>✔️</td>
<td>✔️</td>
<td></td>
<td></td>
<td>City of Subiaco Service agencies</td>
</tr>
</tbody>
</table>

Additional actions that contribute to the achievement of the strategy

<table>
<thead>
<tr>
<th>Actions</th>
<th>2013-14</th>
<th>2014-15</th>
<th>2015-16</th>
<th>Who will contribute</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop plans for known future changes within the city particularly for the Subiaco Oval/Princess Margaret Hospital precinct.</td>
<td>✔️</td>
<td>✔️</td>
<td></td>
<td>City of Subiaco Service agencies State government Wider community</td>
</tr>
<tr>
<td>Improve activation of underused spaces such as laneways and upper levels of existing buildings.</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
<td>City of Subiaco Local businesses Property owners</td>
</tr>
</tbody>
</table>
Focus area five :: An effective and integrated transport system

Subiaco is distinguished by businesses ranging from professional services to retail trade, health care services and hospitality services across a number of commercial precincts. In addition, there are a number of key institutions in and adjacent to the city including hospitals, the University of Western Australia (UWA) and Subiaco Oval. This diverse array of businesses and facilities contributes to people visiting the city for a number of reasons including work, shopping, medical appointments and entertainment.

In order to meet the needs of local residents, workers and visitors, the city actively seeks to make getting into and around the city convenient. It is the city's goal to limit congestion on local roads and ensure there is sufficient parking throughout the city, with access to a comprehensive network of sustainable transport options including cycle routes and an efficient and high quality public transport system.

**Objective two:**

*A range of sustainable and accessible transport options.*

**Strategy**

5.2.4 Improve and enhance the city’s pedestrian and cycle networks.

**Community outcomes**

The ability to walk and cycle in and around the city.

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Additional actions that contribute to the achievement of the strategy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improve the linkages between the large activity and accommodation hubs of UWA and QEII for pedestrians and cyclists.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>City of Subiaco State government UWA</td>
</tr>
</tbody>
</table>

**Objective three:**

*An effective parking system that is accessible to all users.*

**Strategy**

5.3.2 Ensure flexibility for commercial parking requirements in the city.

**Community outcomes**

Flexibility in parking requirements that encourage businesses to come to the city.

<table>
<thead>
<tr>
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<td>Additional actions that contribute to the achievement of the strategy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ensure that business interests are incorporated into the Integrated Transport Plan.</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td>City of Subiaco Local businesses</td>
</tr>
</tbody>
</table>
Focus area six :: Council leadership

The City of Subiaco recognises the importance of working collaboratively with its stakeholders to achieve local economic development and provide appropriate support to the local business community. The city is involved in a number of initiatives that seek to promote and develop partnerships between council, the local business community, local business organisations and the wider community. For example, in 2013–14 the city provided financial and in-kind support to various organisations including the Subi Farmers Market, Barking Gecko Theatre Company and the Subiaco Business Association.

The city and council will look to continually improve and develop economic development related partnerships and working relationships, increase the level of support and communication provided to the local business community and continue to adopt the primary leadership role in local economic development activities.

Objective one:

A leading council that is supported by an excellent organisation.

Strategy

6.1.2 Actively engage with the community to inform decision-making.

Community outcomes

Being able to make an informed contribution to local issues.
A knowledge of how and when the community can engage in city matters.
Openness and transparency in council decisions.

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Clarify and communicate the mechanisms for engagement between the city and the business community</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>City of Subiaco Local businesses Local business organisations (e.g. Subiaco Business Association)</td>
<td></td>
</tr>
</tbody>
</table>
Strategy

6.1.3 Be innovative and responsive, and maintain a strong customer focus.

Community outcomes
A high level of satisfaction with the City of Subiaco’s services.
The ability to easily and effectively communicate with the city.

<table>
<thead>
<tr>
<th>Actions</th>
<th>2013-14</th>
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<th>2015-16</th>
<th>2016-17</th>
<th>Who will contribute</th>
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</thead>
<tbody>
<tr>
<td><strong>Actions from the Corporate Business Plan</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop a digital media plan, embracing new technology to increase responsiveness and two-way communication.</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>City of Subiaco External consultants</td>
<td></td>
</tr>
<tr>
<td>Create a community digital strategy and leverage opportunities from the National Broadband Network.</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>City of Subiaco Local businesses Wider community</td>
<td></td>
</tr>
<tr>
<td>Continue to develop and implement a communications plan to ensure the city is continually improving its communication with the community.</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>City of Subiaco</td>
<td></td>
</tr>
<tr>
<td>Develop a mobile application for the city to provide information such as events listing, opening hours, building locations and locations of public facilities.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>City of Subiaco External consultants</td>
<td></td>
</tr>
<tr>
<td><strong>Additional actions that contribute to the achievement of the strategy</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Actively engage with local businesses through support organisations and otherwise, to increase liaison with the local business community.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>City of Subiaco Local business organisations (e.g. Subiaco Business Association)</td>
</tr>
<tr>
<td>Collaborate with local businesses and stakeholders through an annual forum to discuss economic development related issues relevant to businesses in the city.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>City of Subiaco Local business organisations (e.g. Subiaco Business Association) Local businesses Wider community</td>
</tr>
<tr>
<td>Investigate barriers to outdoor activities and mechanisms for reducing these within the city.</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td>City of Subiaco</td>
</tr>
<tr>
<td>Review existing controls on signage.</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td>City of Subiaco Local businesses</td>
</tr>
<tr>
<td>Encourage busking throughout the city.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>City of Subiaco Local businesses Wider community</td>
</tr>
<tr>
<td>Develop and implement a preferential local purchasing policy for the city.</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td>City of Subiaco Local businesses</td>
</tr>
</tbody>
</table>
**Strategy**

6.1.5 Create organisational and community culture that is underpinned by sustainable practice.

**Community outcomes**

A commitment from the council and the community to a sustainable future.

<table>
<thead>
<tr>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Investigate the use of council-owned assets (land and property) to facilitate developments that will attract new businesses to the city.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>City of Subiaco Local businesses</td>
</tr>
<tr>
<td>Encourage new businesses to locate themselves in Subiaco by creating outcomes-based developments.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>City of Subiaco Local businesses</td>
</tr>
</tbody>
</table>
## Appendix I :: Actions 2013–2017

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Support the establishment of a range of markets in accordance with the city's market guidelines.</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Support the continuation and expansion of existing markets.</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Progressively implement the recommendations of the city’s Community Safety and Crime Prevention Plan.</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Finalise installation of a secure taxi rank.</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Continue to implement the street lighting improvement program.</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Maintain graffiti removal program.</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Install more seating for public use in parks and major streets.</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Deliver and support a range of arts and cultural activities and events.</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Explore options to leverage the night-time economy (5pm to midnight).</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Continue to support existing events that occur throughout the city, specifically those within the town centre such as the Subiaco Street Festival.</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Promote and encourage evening entertainment and hospitality activity, such as alfresco dining and theatre, in appropriate areas throughout the city.</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Encourage more options for small bars and cafes through progressive and flexible planning guidelines.</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Introduce a long-term economic development plan focusing on marketing of the city, support to small business/retail, events and festivals, market development and town centre activation.</td>
<td><strong>C</strong></td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Source, analyse and disseminate relevant local area statistics and information on the businesses operating in the city (e.g. biannual Business Tenancy Mix).</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Source and analyse consumer data to understand the different segments of consumers and enable targeted proactive activity.</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Support retail shop window campaigns to promote events and activities (e.g. Easter, spring carnival, Christmas).</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Assist and facilitate awareness of innovative retail practice within the business community.</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Promote and market the town centre to the widest range of potential visitors, including tourists.</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Ensure information about establishing and operating businesses in Subiaco is included on the city’s website.</td>
<td><strong>C</strong></td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Provide streetscape improvements in the town centre in accordance with the future Town Centre Master Plan.</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Create new spaces and enhance existing spaces throughout the city, for example with public art in laneways and improved lighting.</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Support functions/forums that facilitate networking opportunities for business owners and operators.</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
</tbody>
</table>

**C =** Completed
<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Undertake marketing and other activities that promote the business and investment advantages of the city (e.g. promoting the city as ‘open for business’).</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Encourage businesses to support each other by encouraging cross promotions for customers and by encouraging businesses to buy locally.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Develop the city’s online communication tools such as website, Facebook, Twitter, e-newsletters, online forums and a mobile application for the city.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Develop and implement a marketing and tourism plan for the city.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Develop specific mobile applications (such as parking, restaurants, walking guides and retail) and QR codes.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Extend the city’s online event calendar and the ‘what’s happening’ section of Talk about Subi to allow community and not for profit groups to promote their activities.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Install a multimedia screen in Forrest Street car park.</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Implement marketing and promotion activities to target increased visits and spend in the retail and hospitality sectors.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Facilitate the coordinated development of the Subiaco town centre through the appointment of a Place Manager.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Develop and implement an activity centre structure plan to guide the character and built form of the town centre.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Ensure waste collection in the town centre meets the expectations of businesses and the community.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Increase frequency of high pressure bin and pavement cleaning.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Encourage diversity in the business mix by attracting big business, such as state government offices, to the city.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Investigate the opportunity for a Visitor Information Bay at Subiaco train station</td>
<td>✓</td>
<td></td>
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</tr>
<tr>
<td>Provide more facilities for visitors such as bike racks, street furniture, bins, benches, water fountains.</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>Increase the use of public relations by sending positive local stories and images to the media.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Produce an online map showing places in the Subiaco town centre that have free Wi-Fi.</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Facilitate free Wi-Fi in the Subiaco town centre following the installation of the National Broadband Network.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Develop specific marketing and promotion activities to inform workers on hospitality, entertainment and recreation options.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Under the city’s marketing and tourism plan, develop specific ongoing communication strategies to inform workers about city events and facilities.</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Actions</td>
<td>2013-14</td>
<td>2014-15</td>
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<tr>
<td>------------------------------------------------------------------------</td>
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<td>Investigate best practice for encouraging diverse hospitality, entertainment, recreation and retail options to the city.</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Encourage and facilitate desirable hospitality businesses to operate in the city.</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ensure the activity centre structure plan includes infrastructure planning.</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop plans for known future changes within the city particularly for the Subiaco Oval/Princess Margaret Hospital precinct.</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improve activation of underused spaces such as laneways and upper levels of existing buildings.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Improve the linkages between the large activity and accommodation hubs of UWA and QEII for pedestrians and cyclists.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Ensure that business interests are incorporated into the Integrated Transport Plan.</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clarify and communicate the mechanisms for engagement between the city and the business community.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Develop a digital media plan, embracing new technology to increase responsiveness and two-way communication.</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Create a community digital strategy and leverage opportunities from the National Broadband Network.</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Continue to develop and implement a communications plan to ensure the city is continually improving its communication with the community.</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop a mobile application for the city to provide information such as events listing, opening hours, building locations and locations of public facilities.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Actively engage with local businesses through support organisations and otherwise, to increase liaison with the local business community.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Collaborate with local businesses and stakeholders through an annual forum to discuss economic development related issues relevant to businesses in the city.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Investigate barriers to outdoor activities and mechanisms for reducing these within the city.</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Review existing controls on signage.</td>
<td>✓</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Encourage busking throughout the city.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Develop and implement a preferential local purchasing policy for the city.</td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Investigate the use of council-owned assets (land and property) to facilitate developments that will attract new businesses to the city.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Encourage new businesses to locate themselves in Subiaco by creating outcomes-based developments.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>
## Appendix II :: Actions progressed
### 2013–14 financial year

<table>
<thead>
<tr>
<th>Actions</th>
<th>2013–14</th>
<th>Status</th>
<th>Progress Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.2.5 Create and maintain a safe environment for the community.</td>
<td>✓</td>
<td>Ongoing</td>
<td>Implementation of actions in the Community Safety and Crime Prevention plan are ongoing.</td>
</tr>
<tr>
<td>Finalise installation of a secure taxi rank.</td>
<td>✓</td>
<td>Underway</td>
<td>Ongoing street lighting improvements and maintenance are ongoing.</td>
</tr>
<tr>
<td>Continue to implement the street lighting improvement program.</td>
<td>✓</td>
<td>Ongoing</td>
<td>Ongoing graffiti removal program.</td>
</tr>
<tr>
<td>Maintain graffiti removal program.</td>
<td>✓</td>
<td>Ongoing</td>
<td>Ongoing graffiti removal program.</td>
</tr>
<tr>
<td>2.2.1 Ensure that parks, open spaces and public places are developed and utilised to maximum benefit for current and future community members.</td>
<td>✓</td>
<td>Ongoing</td>
<td>Ongoing street furniture installation/replacement program.</td>
</tr>
<tr>
<td>Install more seating for public use in parks and major streets.</td>
<td>✓</td>
<td>Ongoing</td>
<td>Ongoing street furniture installation/replacement program.</td>
</tr>
<tr>
<td>3.1.1 Encourage a variety of entertainment options for the broadest community.</td>
<td>✓</td>
<td>Ongoing</td>
<td>In 2013–14 the city has continued partnerships with Barking Gecko, Perth International Arts Festival (PIAF), Perth Upmarket and Subi Farmers Market. In addition cultural activities and events continue through 2013–14 including sunset@subi concert series (December 2013–February 2014) and Subi Street Festival (December 2013).</td>
</tr>
<tr>
<td>Deliver and support a range of arts and cultural activities and events.</td>
<td>✓</td>
<td>Ongoing</td>
<td>Visit Subiaco are currently working on a pop-up bar project, the Rooftop Oasis, with local small bar owners to be held in March 2014.</td>
</tr>
<tr>
<td>Explore options to leverage the night-time economy (5pm to midnight).</td>
<td>✓</td>
<td>Ongoing</td>
<td>Ongoing provision of support to events including the 2013 Subi Street Festival, Subi Sunset Food Markets, UnWined Western Australia, PIAF.</td>
</tr>
<tr>
<td>Continue to support existing events that occur throughout the city, specifically those within the town centre such as the Subiaco Street Festival.</td>
<td>✓</td>
<td>Ongoing</td>
<td>Ongoing provision of support to events including the 2013 Subi Street Festival, Subi Sunset Food Markets, UnWined Western Australia, PIAF.</td>
</tr>
<tr>
<td>Promote and encourage evening entertainment and hospitality activity, such as alfresco dining and theatre, in appropriate areas throughout the city.</td>
<td>✓</td>
<td>Ongoing</td>
<td>The city is currently preparing a new Local Planning Strategy, Activity Centre Structure Plan and new Local Planning Scheme which will guide future planning and development in the city.</td>
</tr>
</tbody>
</table>
### 3.1.2 Support a diverse range of dining and drinking venues both indoors and outdoors.

**Encourage more options for small bars and cafes through progressive and flexible planning guidelines.**

- **Status:** Ongoing
- **Progress Report:** The city is currently preparing a new Local Planning Strategy, Activity Centre Structure Plan and new Local Planning Scheme which will guide future planning and development in the city.

### 3.2.1 Support the development of a diverse range of shopping options, including markets.

**Introduce a long-term economic development plan focusing on marketing of the city, support to small business/retail, events and festivals, market development and town centre activation.**

- **Status:** Complete
- **Progress Report:** Development of Economic Development Strategy 2013–2017 is complete.

**Source, analyse and disseminate relevant local area statistics and information on the businesses operating in the city (e.g. biannual Business Tenancy Mix).**

- **Status:** Underway
- **Progress Report:** The city is currently investigating prospects for the future collection of relevant local data and discussing this with relevant stakeholders.

**Source and analyse consumer data to understand the different segments of consumers and enable targeted proactive activity.**

- **Status:** Underway
- **Progress Report:** The city is currently investigating prospects for the future collection of relevant local data and discussing this with relevant stakeholders.

**Support retail shop window campaigns to promote events and activities (e.g. Easter, spring carnival, Christmas).**

- **Status:** Not yet started
- **Progress Report:** Investigations into project and its viability yet to be commenced.

**Assist and facilitate awareness of innovative retail practice within the business community.**

- **Status:** Ongoing
- **Progress Report:** In 2013–14 the city continues to provide financial and in-kind support to the Subiaco Business Association for its program of events and education for the local business community.

### 3.2.2 Support and encourage both new and existing locally-owned businesses to remain in the city.

**Promote and market the town centre to the widest range of potential visitors, including tourists.**

- **Status:** Ongoing
- **Progress Report:** 2013–14 Marketing and Events Operational Plan (Visit Subiaco) approved by council and commenced roll out July 2013.

**Ensure information about establishing and operating businesses in Subiaco is included on the city’s website.**

- **Status:** Complete
- **Progress Report:** The city’s new website was launched in October 2013 with a dedicated section, ‘Your business’ to provide information about business in Subiaco.

**Provide streetscape improvements in the town centre in accordance with the future Town Centre Master Plan.**

- **Status:** Underway
- **Progress Report:** During November/December 2013 the city called for tender for the services of a streetscape design consultancy to develop concepts for the town centre (specifically Rokeby Road and Hay Street).

**Create new spaces and enhance existing spaces throughout the city, for example with public art in laneways and improved lighting.**

- **Status:** Ongoing
- **Progress Report:** The city continues to roll out its public art program in various locations throughout the city including laneways such as those in the ‘Smales’ laneway.
Support functions/forums that facilitate networking opportunities for business owners and operators. ✓ Ongoing

In 2013-14 the city continues to provide financial and in-kind support to the Subiaco Business Association for its program of events and education for the local business community.

Undertake marketing and other activities that promote the business and investment advantages of the city (e.g. promoting the city as ‘open for business’). ✓ Not yet started

Investigations into project and its viability are yet to be commenced.

Encourage businesses to support each other by encouraging cross promotions for customers and by encouraging businesses to buy locally. ✓ Not yet started

Investigations into project and its viability are yet to be commenced.

### 3.3.1 Ensure that the community is informed about what is available and what there is to do in the city.

Develop the city’s online communication tools such as website, Facebook, Twitter, e-newsletters, online forums and a mobile application for the city. ✓ Underway

The city’s new website was launched in October 2013. A consultant has been engaged and work commenced on the city’s digital media plan, which also encompasses mobile applications.

Develop and implement a marketing and tourism plan for the city. ✓ Underway

Marketing and Events Operational Plan (Visit Subiaco) approved by council and commenced roll out July 2013.

Develop specific mobile applications (such as parking, restaurants, walking guides and retail) and QR codes. ✓ Underway

A consultant has been engaged and work commenced on the city’s digital media plan, which also encompasses mobile applications.

Extend the city’s online event calendar and the ‘what’s happening’ section of Talk about Subi to allow community and not for profit groups to promote their activities. ✓ Not yet started

Investigations into project and its viability are yet to be commenced.

### 3.3.2 Work towards establishing the Subiaco town centre as a destination of choice.

Implement marketing and promotion activities to target increased visits and spend in the retail and hospitality sectors. ✓ Ongoing

Visit Subiaco’s program of marketing and promotional activities continues through 2013-14.

Facilitate the coordinated development of the Subiaco town centre through the appointment of a Place Manager. ✓ Not yet started

The city has not yet appointed the services of a place manager.

Develop and implement an activity centre structure plan to guide the character and built form of the town centre. ✓ Ongoing

The city is currently preparing a new Local Planning Strategy, Activity Centre Structure Plan and new Local Planning Scheme which will guide future planning and development in the city.

Ensure waste collection in the town centre meets the expectations of businesses and the community. ✓ Ongoing

Ongoing waste collection program.

Increase frequency of high pressure bin and pavement cleaning. ✓ Ongoing

Council awarded new contract for high pressure cleaning services in August 2013. As per the contract, the high pressure cleaning program of the city’s commercial areas (thrice yearly) and train station (every two months) continues.
<table>
<thead>
<tr>
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<th>2013–14</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Encourage diversity in the business mix by attracting big business, such as state government offices, to the city.</td>
<td>✓ Not yet started</td>
<td>Investigations into project and its viability are yet to be commenced.</td>
<td></td>
</tr>
<tr>
<td>Increase the use of public relations by sending positive local stories and images to the media.</td>
<td>✓ Ongoing</td>
<td>Ongoing programs of public relation exercises and media releases.</td>
<td></td>
</tr>
<tr>
<td>Produce an online map showing places in the Subiaco town centre that have free Wi-Fi.</td>
<td>✓ Not yet started</td>
<td>Investigations into project and its viability are yet to be commenced.</td>
<td></td>
</tr>
</tbody>
</table>

### 3.3.3 Encourage a broad range of hospitality, entertainment and recreation options for workers in the city.

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Develop specific marketing and promotion activities to inform workers on hospitality, entertainment and recreation options.</td>
<td>✓ Ongoing</td>
<td>Visit Subiaco's program of marketing and promotional activities continues through 2013–14.</td>
<td></td>
</tr>
<tr>
<td>Under the city's marketing and tourism plan, develop specific ongoing communication strategies to inform workers about city events and facilities.</td>
<td>✓ Ongoing</td>
<td>Visit Subiaco's program of marketing and promotional activities continues through 2013–14.</td>
<td></td>
</tr>
<tr>
<td>Investigate best practice for encouraging diverse hospitality, entertainment, recreation and retail options to the city.</td>
<td>✓ Not yet started</td>
<td>Investigations into project and its viability are yet to be commenced.</td>
<td></td>
</tr>
</tbody>
</table>

### 4.2.2 Work to ensure appropriate infrastructure exists to support increased density.

<table>
<thead>
<tr>
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<th>2013–14</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Ensure the activity centre structure plan includes infrastructure planning.</td>
<td>✓ Underway</td>
<td>At its meeting of December 2013, council endorsed the draft Subiaco Activity Centre Structure Plan for submission to the WAPC for consent to undertake public advertising. The plan has accordingly been submitted to the WAPC.</td>
<td></td>
</tr>
<tr>
<td>Develop plans for known future changes within the city particularly for the Subiaco Oval/Princess Margaret Hospital precinct.</td>
<td>✓ Underway</td>
<td>The city is currently preparing a new Local Planning Strategy, Activity Centre Structure Plan and new Local Planning Scheme which will guide future planning and development in the city. Furthermore, an advisory committee of council, the Subiaco Oval Advisory Committee was established in February 2014.</td>
<td></td>
</tr>
<tr>
<td>Improve activation of underused spaces such as laneways and upper levels of existing buildings.</td>
<td>✓ Underway</td>
<td>The city is currently preparing a new Local Planning Strategy, Activity Centre Structure Plan and new Local Planning Scheme which will guide future planning and development in the city.</td>
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</tr>
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</table>

### 5.3.2 Ensure flexibility for commercial parking requirements in the city.

<table>
<thead>
<tr>
<th>Actions</th>
<th>2013–14</th>
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<th>Progress Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensure that business interests are incorporated into the Integrated Transport Plan.</td>
<td>✓ Ongoing</td>
<td>Ongoing liaison between the city’s economic development staff and Integrated Transport Officer.</td>
<td></td>
</tr>
</tbody>
</table>

### 6.1.2 Actively engage with the community to inform decision-making.

<table>
<thead>
<tr>
<th>Actions</th>
<th>2013–14</th>
<th>Status</th>
<th>Progress Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clarify and communicate the mechanisms for engagement between the city and the business community.</td>
<td>✓ Ongoing</td>
<td>Ongoing activities are being undertaken that aim to achieve a higher level of engagement and communication between the city and business community. These include the launch of the city’s new website in 2013 with an area dedicated specifically to business, the Have your say Subiaco portal, the engagement of a consultant and development of the city’s digital media plan and other ongoing liaison activities.</td>
<td></td>
</tr>
<tr>
<td>Actions</td>
<td>2013–14</td>
<td>Status</td>
<td>Progress Report</td>
</tr>
<tr>
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</tr>
<tr>
<td><strong>6.1.3 Be innovative and responsive, and maintain a strong customer focus.</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop a digital media plan, embracing new technology to increase responsiveness and two-way communication.</td>
<td>✓</td>
<td>Underway</td>
<td>A consultant has been appointed and work commenced on the city’s digital media plan, which also encompasses mobile applications.</td>
</tr>
<tr>
<td>Continue to develop and implement a communications plan to ensure the city is continually improving its communication with the community.</td>
<td>✓</td>
<td>Underway</td>
<td>Market research has been undertaken to determine which mediums the community likes to receive information through. The communications plan reflects the outcomes from this in order to improve the city’s communications with the community.</td>
</tr>
<tr>
<td>Actively engage with local businesses through support organisations and otherwise, to increase liaison with the local business community.</td>
<td>✓</td>
<td>Ongoing</td>
<td>The city actively engages with and supports local business organisations. In 2013–14 the city continues to provide financial and in-kind support to the Subiaco Business Association for its program of events and education for the local business community.</td>
</tr>
<tr>
<td>Collaborate with local businesses and stakeholders through an annual forum to discuss economic development related issues relevant to businesses in the city.</td>
<td>✓</td>
<td>Not yet started</td>
<td>Investigations into project and its viability are yet to be commenced.</td>
</tr>
<tr>
<td>Investigate barriers to outdoor activities and mechanisms for reducing these within the city.</td>
<td>✓</td>
<td>Not yet started</td>
<td>Investigations into project and its viability are yet to be commenced.</td>
</tr>
<tr>
<td>Review existing controls on signage.</td>
<td>✓</td>
<td>Not yet started</td>
<td>Investigations into project and its viability are yet to be commenced.</td>
</tr>
<tr>
<td>Encourage busking throughout the city.</td>
<td>✓</td>
<td>Ongoing</td>
<td>There are various local laws in place regarding public spaces and safety which also apply to busking. In alignment with these local laws the city allows busking in various locations.</td>
</tr>
<tr>
<td><strong>6.1.5 Create organisational and community culture that is underpinned by sustainable practice.</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investigate the use of council-owned assets (land and property) to facilitate developments that will attract new businesses to the city.</td>
<td>✓</td>
<td>Underway</td>
<td>The city is in the process of undertaking a number of projects designed to facilitate developments to attract new businesses to the city. These include the refurbishment of 588 Hay Street to a modern office tenancy and the redevelopment of commercial tenancies, 2 Bishop Street and 592–616 Hay Street into a new ‘business park’. The projects are to be further considered by council in 2014.</td>
</tr>
<tr>
<td>Encourage new businesses to locate themselves in Subiaco by creating outcomes-based developments.</td>
<td>✓</td>
<td>Not yet started</td>
<td>Investigations into project and its viability are yet to be commenced.</td>
</tr>
</tbody>
</table>