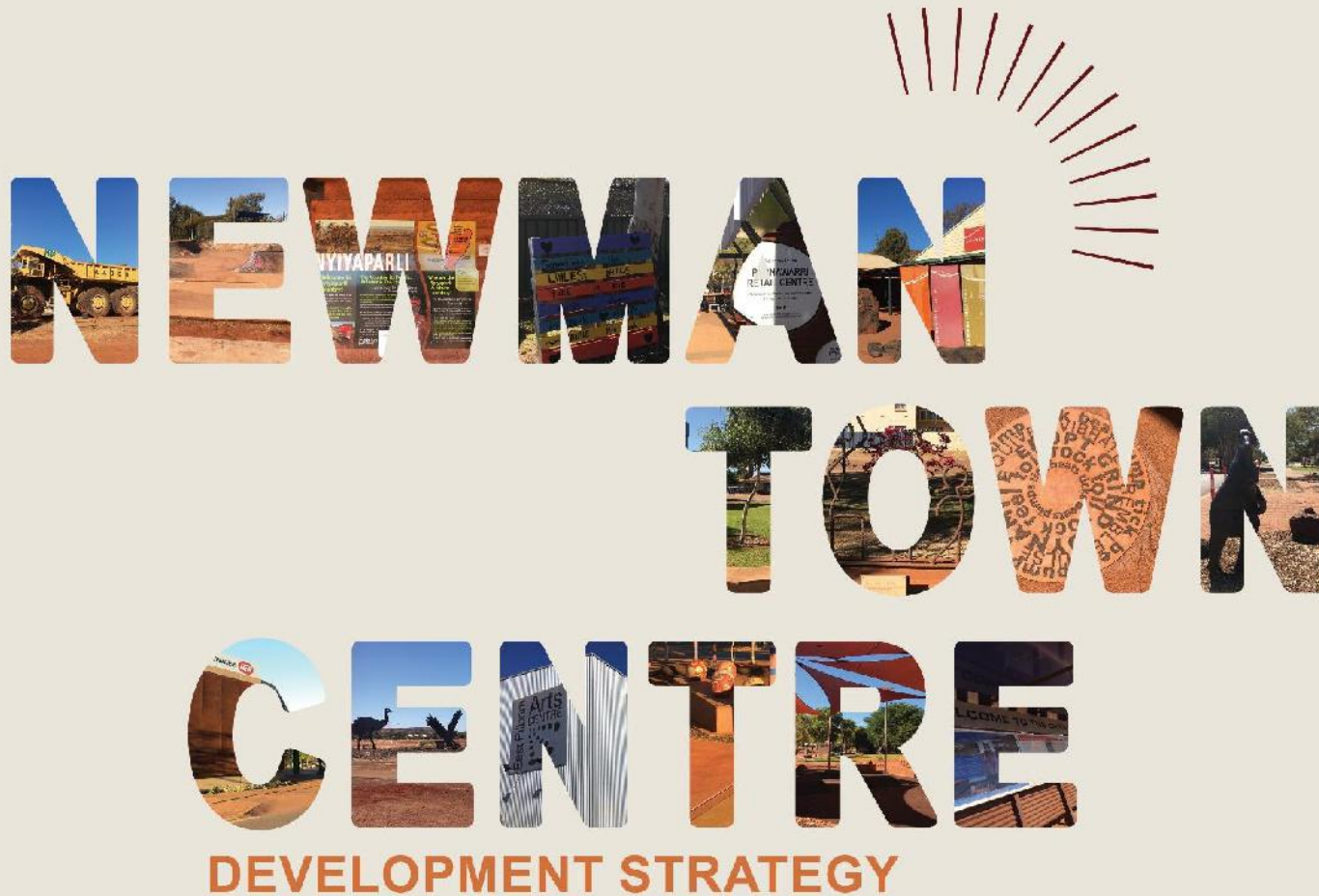


Newman Town Centre

Development Strategy - Incentivisation Plan



Prepared for The Shire of East Pilbara
Prepared by Taylor Burrell Barnett in collaboration with Pracsys and EPCAD
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Document History & Status

Newman Town Centre

Development Strategy - Incentivisation Plan

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1.0 Introduction

1.1 Scope of study

Newman is classified as a regional centre in the Pilbara and offers many opportunities to provide goods and services for the region. The Town is also well placed to provide essential and sustainable tourism services to the wider region and has a rich and diverse culture and heritage foundation.

Revitalisation of the Newman Town Centre is a priority for the Shire of East Pilbara (The Shire) as it currently falls short of the community's expectations and compounds the 'Fly in Fly Out' worker situation. The Shire, with funding made available through Royalties for Regions and the State Governments Pilbara Cities initiative has embarked on an important process to transform the Newman Town Centre by implementing actions identified by the Newman Revitalisation Plan project.

With that body of work now finalised it is necessary to continue to activate the Town Centre by further considering the needs of the community and creating additional business opportunities and sense of place.

In 2020, Taylor Burrell Barnett (TBB) and Pracsys were appointed to prepare a series of strategies including;

- Economic Development and Tourism Strategy,
- Newman Town Centre Development Strategy and Concept Development Plan,
- Incentivisation Plan, and
- Community and stakeholder engagement to ascertain preferences for development opportunities, diversified land uses and place activation.

In addition, TBB voluntarily conducted a Place Audit and prepared a Place Plan to inform the Newman Town Centre Development Strategy (NTCDS) and future incentivisation and implementation approaches.

This report should be read in conjunction with the Economic Development and Tourism Strategy and Commercial and Retail Needs Assessment prepared by Pracsys, and the NTCDS and Community Engagement Outcomes Report prepared by TBB.

1.2 Purpose of the report

The scope for the Incentivisation Plan as described in the project brief prepared by the Shire, is as follows:

- *To include social and economic considerations in assessing the suitability or otherwise of innovative methods resulting in attracting business to the study area. Further it will identify opportunities for alternative land uses and contemporary town centre design. Eg including residential living in the town centre design through residential/commercial, lot amalgamation. The Shire seeks ways to implement the overall Strategy by encouraging private and public investment to improve both liveability and prosperity.*

1.3 Structure of the report

This report is structured as follows;

Section 1 - The purpose of the development incentivisation study and report structure.

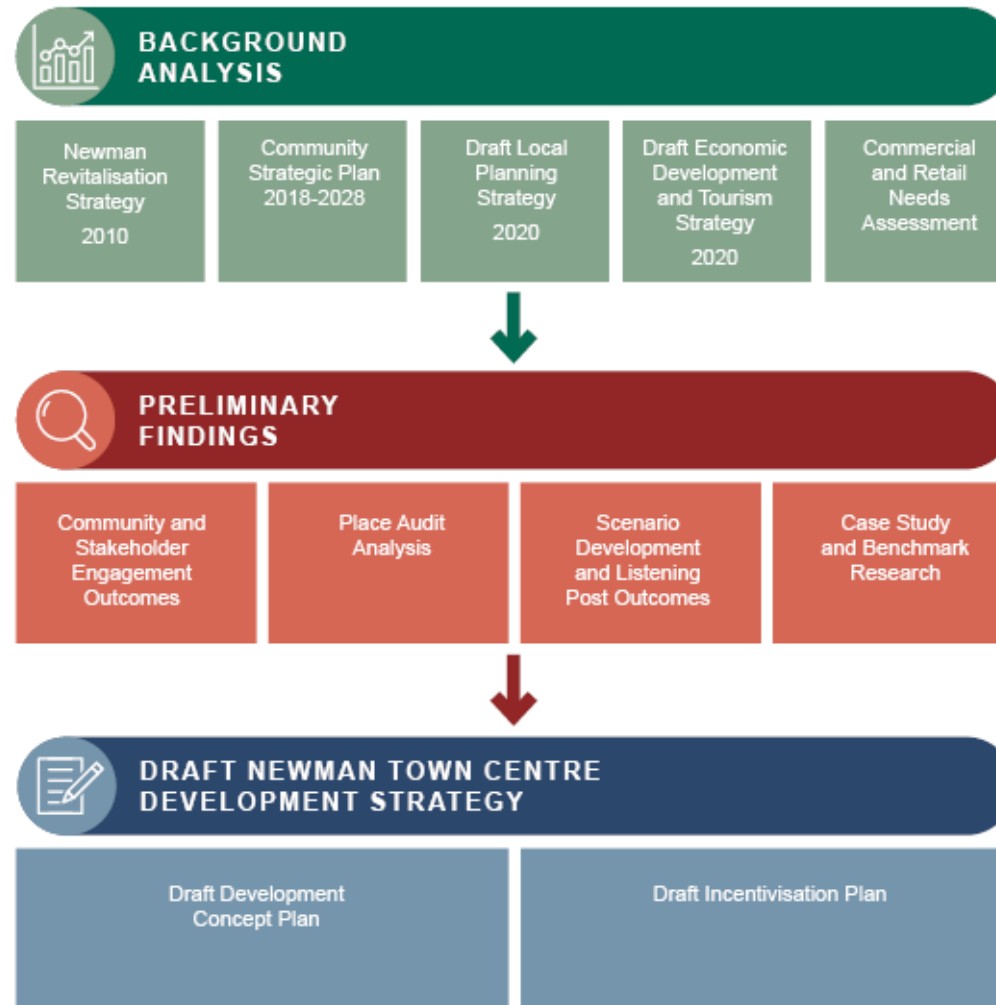
Section 2 - Background and context information which has informed the incentivisation recommendations.

Section 3 - Summary of case study research which informs the recommended approach to incentivise development and activity in Newman Town Centre.

Section 4 - Recommendations for incentivising development in Newman Town Centre relating to the NTCDS.

Section 5 – Governance structure and process considerations to support the Incentivisation Plan.

Figure 1 Key inputs into the Incentivisation Plan



2.0 Background to Study and Relevant Strategic Framework

2.1 Newman Revitalisation Plan 2010

The Newman Revitalisation Plan, 2010, set the foundation for the redevelopment of the Town Centre. The strategy is adopted by the shire as Local Planning Policy 5. The Plan is supported by the Newman Town Centre Style Guide and Design Guidelines which are adopted as Local Planning Policy 9. The key directions which have been reviewed as part of the NTCDS and which remain relevant to the incentivisation of redevelopment of the Town Centre can be summarised as follows;

- An expanded, more diverse economy, which offers a broader selection of job opportunities.
- Stronger integration of FIFO and local indigenous population into the community.
- A planned town that responds to the environmental conditions of the Pilbara and exhibits a strong sense of place – particularly local indigenous art and culture.
- Greater housing diversity that meets the needs of a broader demographic profile, and in a style that responds to the climate.
- Hard and soft infrastructure that meets the needs of the town, and facilitates growth.
- More industrial, commercial and residential land supply and creation of readily developable land banks that can be quickly released to the market.
- Improved housing affordability through normalisation of the land and housing market, centred around a strong private sector presence.

- Establishment of a commercially viable local building construction and construction materials supply industry as part of the process of normalising the land and housing market.
- Creating economies of scale for private developers to underpin commercial viability, for example through increased land release, and opportunities for house and land packages, will be major incentives for business establishment.
- Demonstration projects targeted at delivery of affordable land and housing for service and residential construction workers.
- A modern vibrant and attractive town centre which offers more opportunities to shop and socialise, and promotes Newman's sense of place.
- Provision of services at a standard that meets the expectations of the community.
- Excellent connectivity and movement linkages throughout the town.

The general guidance and imagery in the Style Guide and Design Guidelines are still relevant however the Detailed Area Plan (DAP) and the precinct character areas and requirements identified for active frontages, service frontages, landmark-built form and pedestrian links have been superseded by recent development and are inconsistent with the NTCDS and Concept Development Plan.

Since the 2010 Revitalisation Strategy was adopted, some progress has been made, namely the east/west entry statement, power and waste water upgrades, carparks, the Square and The Edge facility, Martumili Arts Centre, Puntukurnu Aboriginal Medical Service (PAMS) and the development of the Newman Futures Plan which aims to support wider inclusion of the local community the economic future of Newman. However, the Town Centre still requires ongoing investment to ensure it is a sustainable centre in the future. Much of this future investment must be harnessed for the private sector and public/private partnerships to ensure broad social and economic benefits. In addition, the style guide, design guidelines, and DAP require updating to more closely align with the NTCDS and Concept Development Plan and changes to the R-Codes and Regulations (2015).

2.2 Arts and Cultural Strategy 2011-2015

The Plan's Vision is,

"To develop a unique local identity that builds a strong and inclusive community through vigorous, varied and vibrant art and cultural activities."

The Plan's strategic objectives;

- To develop connections across diverse communities within The East Pilbara
- To create a stronger sense of East Pilbara identity
- To build community cultural expression and creativity in The East Pilbara

The vision and objectives remain entirely relevant to NTCDS and should be a clear focus of the Incentivisation Plan. The actions which are especially relevant include developing the cultural precinct, enhance the character of the centre with art and unique street furniture and expand upon cultural information resources for visitors.

2.3 Community Strategic Plan 2018-2028

The core values of the Community Strategic Plan 2018-2028 (CSP) which relate to the Incentivisation Plan are:

- Support the diverse and sustainable economic development of the region through advocacy and promotion of the regions.
- Foster harmonious communities that acknowledge cultural diversity, share strong community connections and have access to relevant and affordable community services.
- Well-connected places and communities with safe roads, housing choice and well-maintained infrastructure to support an increasing population and economic growth.
- Built Environment,
 - B.1 Optimise places to live, work and enjoy.
 - B1.1 Improve local amenity.

- B1.2 Provide and maintain open spaces for the community to recreate and connect.
- B1.3 Maintain and facilitate community infrastructure and urban heritage, including roads and buildings.
- B.2 Plan for the future.
 - B2.1 Create liveable spaces through local area planning.
 - B2.2 Facilitate the release of land for diverse and inclusive housing options, industrial and commercial use.

The values established in the CSP 2018-28 are reflected throughout the strategic planning framework and should be delivered in part through the statutory planning framework and through the Shire's infrastructure works programs.

2.4 Shire of East Pilbara Local Planning Scheme No. 4, 2005

The current Scheme is based around the premise of a retail and commercial floorspace focus in the town centre and residential development, holiday accommodation and home-based business are either discretionary or precluded from the town centre, thus limiting the amount of vibrancy and day/night activation.

The Scheme has high standards of car parking per land use, which has impacted the ability to enable business growth (due to limited lot sizes) and /or improvement to the landscape and interface with the public realm. Opportunities to reduce some of the burden of parking from the private sector and to encourage more efficient use of the public parking areas which more than adequately service the centre, should be explored. Car park leasing, shared parking, car-pooling and alternate means of travel management can all assist in this regard in the context of facilitating new land uses and the growth of existing land uses.

The Scheme is due for review and will need to align with the directions and actions identified in the Draft Local Planning Strategy.

2.5 Draft Local Planning Strategy 2020

The Shire has commenced a review of the relevant aspects of the statutory and strategic planning framework including the Local Planning Strategy which provides context, objectives and directions to inform the incentivisation of development in the Town Centre. A key objective of the Draft Local Planning Strategy, 2020 is;

- *To facilitate development of Newman as the primary regional centre in the Shire for an estimated population of 15,000 persons by 2030.*

Furthermore, the Draft Local Planning Strategy highlights the potential to review the Local Planning Scheme zones to support commercial and mixed-use development including but not limited to;

- *To provide for a range of shops, offices, restaurants and other commercial outlets.*
- *To provide for a wide variety of active uses on street level which are compatible with residential and other non-active uses on upper levels.*
- *To allow for the development of a mix of varied but compatible land uses such as housing, offices, showrooms, amusement centres, eating establishments.*

The draft Local Planning Strategy 2020 provides a strong direction to diversify land uses and built form typologies in the Town Centre through the Local Planning Scheme review.

2.6 Draft Economic Development and Tourism Strategy, 2020

The Draft Economic Development and Tourism Strategy (ED&TS) for the Shire and the Town Centre highlights the following actions which are relevant to the Incentivisation Plan;

- Infrastructure and Town Centre Focus Area
 - 1.5 Promote the utilisation of currently vacant commercial spaces within the Newman Town Centre, in particular tenancies bounded by Hilditch Avenue, Salmon Way, Lee Lane and Iron Ore Parade.

- 1.7 Investigate opportunities to activate commercial areas and reduce overhead cost through shop-top housing.
- 1.8 Investigate opportunities to rezone appropriate land within the Town Centre to allow for residential and tourist accommodation development that will promote commercial activation.
- 1.14 Promote the activation of key spaces by holding pop-up events.
- Tourism Focus Area
 - 3.11 Support the diversification and quality of retail and food and beverage options within the Shire.
- Business Support Focus Area
 - 4.7 Continue to support local business through small business support hubs and incubators at Newman House and The Square.
 - 4.12 Launch an Indigenous Business Incubator.

The Draft ED&TS 2020 clearly highlights the opportunities for land use diversity and the focus for activation in the Town Centre for business incubation, tourism facilities and alternate commercial/living accommodation typologies.

2.7 Draft Newman Town Centre Development Strategy 2021

The draft Newman Town Centre Development Strategy (NTDCS) has been informed by a series of engagement activities with the community, key stakeholders and landowners, Shire Executive and Elected Members, site visits and place audit as well as research into relevant case studies and benchmarks in town centre revitalisation.

2.7.1 Engagement Outcomes – summary

A series of engagement activities were conducted prior to the drafting of the Concept Development Plan and development strategies for the Town Centre. These activities included a community survey, individual meetings and telephone conversations with key land owners and stakeholders in the centre and a series of community listening posts with

facilitated discussions to identify the community's values, vision and development scenarios for the centre. The community feedback is contained in the Engagement Outcomes report which should be read in conjunction with this report.

A summary of the main feedback from the engagement activities to identify the vision for the town centre is outlined below:

- Provision of signage for heritage/culture interpretation and wayfinding.
- Opportunity to consider location of additional tourist office or relocation of existing Visitor Centre in the Town Centre proper, in addition to improvements to availability of tourism information.
- Consider mechanisms to introduce residential development and encourage unique and diverse forms of development.
- Opportunity to engage with traditional owners and custodians to consider establishing an art and cultural centre/space/events.
- Upgrades and beautification of Lee Lane and Salmon Way to increase activation, 'life on the street' and more space for socialising and events.
- General upgrades and beautification of public spaces and streets to provide more shade and legible connections between Town Centre spaces and destinations.
- Utilisation of currently vacant spaces, particularly tenancies bounded by Hilditch Avenue, Salmon Way, Lee Lane and Iron Ore Parade.
- Implement 'quick-win' place activation projects (e.g. community markets, night-time entertainment, 'pop-ups', spaces for work/study, closure of Lee Lane/Salmon Way).
- Opportunity for diversity of F&B offerings (e.g. cafes or pop-up kiosk as a quick win project).
- Improvements to existing short-stay accommodation facilities and provision of additional tourist accommodation options.
- Improvements to vehicular and pedestrian circulation through modifications to the existing movement network (e.g. closure/narrowing of Lee Lane, consolidation of car park entries and clarity of priority movement/shared spaces).

- General upkeep and maintenance of existing facilities and improvements to general cleanliness.
- Provide for additional community facilities (e.g. child care services).
- Improve the quality of children's play equipment within the Town Centre.
- Better utilisation of The Square and incubator spaces.

The community engagement feedback highlights the support from the community and stakeholders who participated for improvements to/beautification of the public spaces and streets, a wider range of land uses including residential development in the town centre and increased opportunities of visitors and tourists.

2.7.2 Newman Town Centre Place Audit – key findings

TBB undertook a place audit of the Town Centre. The audit focussed on seven key areas and streets within the centre. The report on the audit findings and recommendations should be read in conjunction with the incentivisation strategies, however a summary of the recommendations for the town centre to be better place activated is provided below;

Potential for **strong visual and physical networks** between key places, however key issues identified included:

- Limited level of comfort and amenity in linkages and connections between key places, particularly for pedestrians,
- Lack of positive, place reinforcing information at key parks, public spaces and connections, particularly for visitors.

Potential for **increased activity** including al fresco in public spaces and greater diversity of land use mix and scale, however the key issues identified included:

- Limited mix of land uses and street activation in key central streets and public places,
- Points of connection, key view corridors and local character needs strengthening,
- General upgrade of public realm, footpaths, landscape would improve image and comfort.

Potential for **increased visitation and sociability**, however key issues identified included:

- Opportunities for attractions and destinations need to be explored for visitors and families,
- Increased diversity of accommodation in Town Centre would be beneficial.

The outcomes of the place audit and the place activation recommendations closely align with previous Revitalisation Strategy recommendations of 2010, and the findings of the ED&TS in 2020, demonstrating a clear direction for the future of the town centre.

2.7.3 Newman Town Centre Development Strategy – Concept Development Plan - key moves

This report should be read in conjunction with Draft NTCDS Concept Development Plan.

The guiding principles for the development of the Draft NTCDS are that the centre should be **ACTIVATED** and **ATTRACTIVE**.

The key opportunities were explored spatially in a series of scenarios, culminating in a draft Concept Development Plan which included four precincts. The key moves of the NTCDS can be summarised in association with four main precincts which characterise and distinguish the town centre as follows;

- *Precinct A - The Western Gateway / Tourism Precinct*

Establish a tourism area at the western gateway of the Town Centre with opportunities to support redevelopment for additional short-stay accommodation purposes and a diversity of supporting retail and commercial uses.

- *Precinct B - “The Heart” / Mixed Use Precinct*

Revitalise the Town Centre core including improved public realm to create a connected and pedestrian friendly environment supported by a mix of active land uses at the “heart” of the centre.

- *Precinct C - The Recreation Precinct*

Create a northern setting which revitalises the existing recreational and community uses consistent with the East Pilbara Strategic Recreation Master Plan.

- *Precinct D - The Eastern Gateway / Tourism / Residential Precinct*

Create a “gateway” arrival at the western end of the Town Centre that supports the future redevelopment for short-stay and residential purposes appropriate to the existing context and enhances the connectivity and walkability to the Town Centre.

The priority considerations for the Incentivisation Plan to support the NTCDS Concept Development Plan and improve the experience of being in the centre and encourage more opportunities for social and economic interactions, are to focus upon incentives which will improve;

- **Diversity of land uses including residential development, home/ work accommodation combinations**
- **Diversity of experiences – family and tourist friendly**
- **Accessibility, particularly pedestrian flows**
- **Environmental quality – sustainability considerations**
- **Public realm improvements**
- **Safety and crime issue mitigation – passive surveillance**
- **Ground floor activation**
- **Built form character enhancements**

The incentivisation opportunities are explored in more detail in Section 4 of this report.

Images: Existing Town Centre



3.0 Relevant case study research

3.1 Purpose of case study research

In order to ensure that the approach and content of the Incentivisation Plan is in keeping with the activities of other Local Government and is taking into consideration opportunities to innovate the planning and implementation framework for the NTCDS, a number of case studies have been investigated. The findings from the case study research are summarised below and individual case studies are described in Appendix A.

3.2 Summary of case study findings and relevance to the Newman Incentivisation Plan

The interstate regional case studies investigated include;

- The Townsville Development Incentives Package,
- Activate Cassowary Coast, Far North Queensland – Development incentive scheme and policies,
- Gold Coast City Plan – Community benefit bonus elements policy.

From a review of the relevant interstate case studies and recent experience in other similar projects in WA, the fundamental roles and actions where other Local Governments have provided incentives for development and activation can be summarised as follows;

- Regulation and Governance – reducing red tape and streamlining processes.
- Leadership and Advocacy – encouraging and leading partnerships.
- Investment and Management – infrastructure improvement, maintenance and reducing investment risks for others.
- Monitoring and reviewing – data collection and satisfaction/perception monitoring.

Local Governments and State Agencies like DevWA and WAPC frequently perform the following functions:

- Facilitating regulatory approvals – provide certainty about development and design requirements
- Providing land use, plot ratio, building height variations as a bonus in return for the delivery of items identified as either environmental, social or economic benefits to the broader community. (Community benefits should meet local needs and will require on going public or private sector management and maintenance to remain relevant and beneficial).
- Providing partial financing - grants, rate relief, support for external funding applications, co funding package for eligible development outcomes, waiving eligible development application fees
- Providing infrastructure – important to have control of land for essential connections and service corridors and not rely upon private contributions or access to private land
- Improving streetscapes – aesthetic, shade shelter, lighting, street furniture
- Implementing a façade improvement loan or grant program
- Becoming a tenant in a project – temporarily or permanent leases and tenancies
- De-risking – advanced permits/approvals where practical, servicing and access agreements, aligning planning approval, community engagement/communications, land assembly.

The opportunities for the Shire in respect to Newman Town Centre incentivisation taking into consideration the case study findings are outlined in Section 4 of this report.

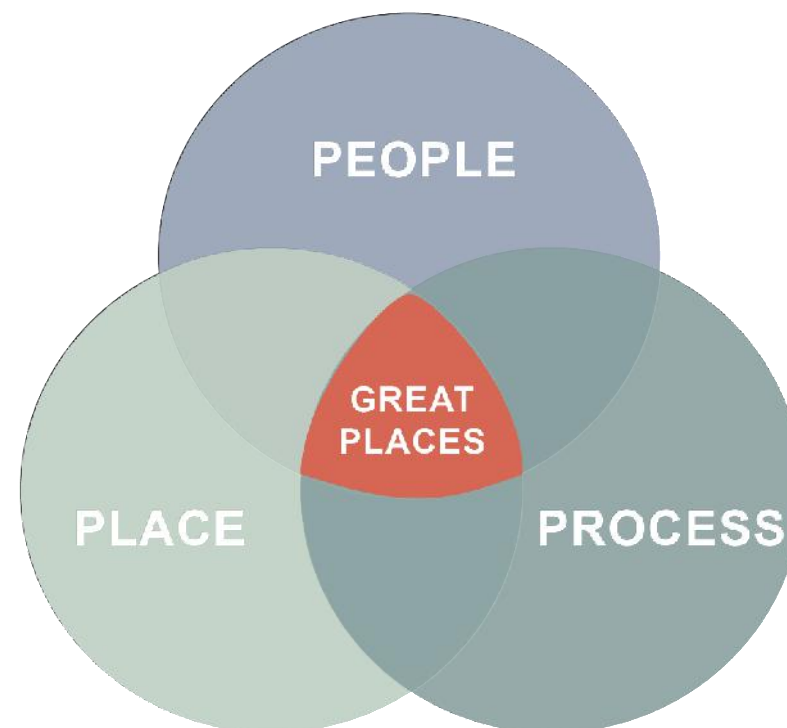
The key outcomes of a Local Government leading and shaping the incentivisation aspects of town centre renewal and the measurement associated with a successful town centre can be summarised as;

- Strong Occupancy
- Varied and seasonal programme of events
- Attractive visual appearance
- Financial/funding support from partners and private investors
- Artisan food and craft outlets opportunities which build local economic capacity
- Tourism offering for local, regional and international visitors

Five key elements can support an activated and attractive town centre and the potential for successful outcomes described above;

1. One Vision – shared amongst investors, residents, business and governance bodies
2. Steering Group – composing the Local Government and key stakeholders to guide improvements, funding and partnerships leading to
3. Local Champion – to advocate for improvements and spearhead change
4. Placemaking Strategy – to provide quality, equity and inclusiveness in the prioritisation of improvements and to harness community inputs and support
5. On line platform/s to provide access to information for local and visitors alike which is flexible, easy to use and up to date

The recommendations for governance in the context of the Shire incentivising development in the Town Centre to improve activation and attractiveness can be found in Section 5 of this report.



4.0 Recommendations for the Newman Town Centre Incentivisation Strategy and the role of Shire of East Pilbara

In order to retain and grow local investment in the Newman Town Centre, the Shire will need to employ a range of complementary initiatives to enhance the NTCDS Concept Development Plan recommendations on land use, built form, public realm and infrastructure and movement network improvements.

A 'people centric' or place-based approach will be of great assistance to improving the attractiveness and activation in the Town Centre. Successful public places are sociable, welcoming, accessible, comfortable and safe.

Placemaking and place management requires a range of disciplines and functions to work together and be reinforced with community and stakeholder engagement and participation. The Shire has commenced a place-based approach with the Revitalisation Plan of 2010 which is now strengthened by the recommendations of the NTCDS and the ED & TS.

The table below places the Shire's role and actions for future place activation into a tool kit of five incentivisation streams;

1. Regulation & Planning Scheme and Design Guidelines

This stream involves the process of reviewing the regulations, local laws, standards and criteria across the planning framework which may be impeding land use diversity and growth. The aim is to contemporise the planning framework and reduce 'red tape'.

2. Placemaking and Leadership

This stream involves targeted placemaking including events, community engagement, innovative ideas on activities and methods to improve the attractiveness of the centre, some of which may be provided by other organisations and community groups in collaboration with or independently of the Shire administration. Through this process the Shire can also identify and support quick wins which may utilise existing budgets and resources to provide early improvements and demonstrations.

3. Infrastructure Investment & Management

This stream involves the regular forward infrastructure works and ongoing maintenance on roads, carparks, landscape and street furniture that the Shire currently implements in the centre but with a focussed approach towards improving the opportunities for generating activation and more attractive. This may also include supporting private activation and development by improving related areas of the public realm.

4. Advocacy and Partnerships



This stream involves advocating with various government agencies, service providers to support the vision for the Town Centre and to coordinate responsibilities to achieve common goals and outcomes. This also involves pro-actively engaging with stakeholders, investors and community groups to support place activation with land uses, events, and public realm improvements.

5. Monitoring & Reviewing

This stream involves data collection to determine if the interventions, advocacy and proactive leadership are delivering the desired results and if community perceptions are acknowledging the progress being made. The results of this monitoring may lead to a review of the processes and projects in the pipeline to generate greater improvements.

The following Table 1 aligns the streams of incentivisation with actions, potential outcomes and ways to measures achievement. This table can be read in conjunction with Table 2 which provides a road map to apply the intervention tools to places and projects in the Town Centre.

Table 1. Recommendations for actions to incentivise development

Shire Role	Actions	Potential outcomes	Measure of achievement/success
Regulation & Planning Scheme and Design Guidelines  	Permits, agreements to use public realm and Shire owned assets for retail, commercial, F&B purposes and arts and cultural expression.	Pop ups, markets, murals or artwork display, special events and customers and children/youth activities.	<ul style="list-style-type: none"> • Increased visitation • Increased expenditure • Improved passive surveillance
	Reducing red tape and cost impositions for eligible development applications.	<ul style="list-style-type: none"> • Making proposals more transparent and outcomes more certain for all parties involved. • Waiver of Council charges for eligible projects that promote high-value development (relative to the criteria and projects set out in the planning framework) in the centre. 	<ul style="list-style-type: none"> • Improved approval time frames • More projects moving from lodgment/approvals to implementation/construction.
	<ul style="list-style-type: none"> • Review zoning table and land use permissibility in Planning Scheme – • Review Town Centre zone including mixed business (on Hilditch Avenue) consider broader mixed use. • Consider extending town center boundary to include community cultural purpose and civic purpose sites along Hilditch Avenue to address both sides of the street and to enhance town centre gateway • Purpose of town centre zone/zones within the town centre should include provision of residential development and tourist accommodation 	Greater flexibility and support to change use classes to support business development, use and innovation housing densification and innovative forms of home/work accommodation	<ul style="list-style-type: none"> • Growth in home base businesses • Increased diversity of land uses. • Increase in residential accommodation in the centre. • Net gain in mixed-use development floorspace • Increase visitor overnight stay/expenditure in the centre

Shire Role	Actions	Potential outcomes	Measure of achievement/success
	<ul style="list-style-type: none"> Review Residential uses; Permit aged /dependent person dwelling, grouped dwelling, multiple dwelling and Permit home business, home occupation, home office Review Travelling and Vacational Uses; Discretion to build holiday accommodation Remove building and carparking requirements from the scheme and introduce performance-based policies to allow greater flexibility/efficiency. 		
	<p>Review design guidelines to ensure they are consistent with State Planning Framework and requirements for contemporary/viable development in Newman.</p>	<p>Opportunities for adaptable, sustainable and affordable built form whilst retaining the essential quality and Newman characteristic architecture.</p>	<ul style="list-style-type: none"> Diversity of built form More affordable built form product Supporting diverse scales of land use Greater intensity of day /night activity in the centre
	<p>Review car parking standards for shop, office, hotel to contemporize standards and to facilitate use of surplus car parking infrastructure in the town centre in proximity to new development.</p>	<ul style="list-style-type: none"> Greater efficiency of use of public infrastructure Reduced barriers to facilitate utilization of vacant land and floorspace/bring forward development opportunities. 	

Shire Role	Actions	Potential outcomes	Measure of achievement/success
<p>Infrastructure Investment and Management</p> 	<ul style="list-style-type: none"> Public realm landscape improvements & maintenance Grants to businesses to support remodel/refurbish 	<ul style="list-style-type: none"> built form and public domain is flexible and adaptable to cater for a variety of functions. quality public domain provides an aesthetic component for the town centre and resilience to extreme weather conditions Time limited grants (up to 50%) to support variety of eligible events and projects which improve the attractiveness, vibrancy or safety of the centre, including performances, building repairs or artistic installations 	
	Improved/increased wayfinding and information	investment in physical and digital infrastructure	Positive visitor feedback
	Movement and parking network upgrades	<ul style="list-style-type: none"> Options for on street parking to enhance amenity for customers Alternate modes of transport rideshare, electronic bikes and electric cars/ active movement 	<ul style="list-style-type: none"> Spread of peak Car Park usage Latent development potential translated into development applications/construction starts























Shire Role	Actions	Potential outcomes	Measure of achievement/success
Advocacy and Partnerships 	Land owner and business engagement	a shared vision, and deliver a variety of stakeholder benefits	<ul style="list-style-type: none"> Land owner and business ideas coming to fruition Increased market confidence Sustainability of land uses
	Harnessing sponsors/buy local policy and business attraction	<ul style="list-style-type: none"> Investment prospectus on key shire development sites Increased training opportunities on major development 	<ul style="list-style-type: none"> Local employment capacity building and business development Optimising development/skill potential
	Brand and marketing materials	<ul style="list-style-type: none"> key messages for landlords/buy in to vision businesses invest in their property to support regeneration collaborative promotion opportunities 	<ul style="list-style-type: none"> Consistent branding in town centre Increased events and attractions Place management
Monitoring and Reviewing	Data collection on visitor numbers, footfall, traffic and parking management	Closer association between expenditure, policy changes and project development and community /visitor perceptions and needs.	<ul style="list-style-type: none"> Increased Footfall Spread of peak Car Park usage Increased Public transport/shared transport usage Increased satisfaction
	Communications and Media releases	project newsletter subscriptions, emails, website information, apps	<ul style="list-style-type: none"> Volunteer/community/business group contributions
	Business/consumer Perception Surveys	Surveys and face-to-face interviews	<ul style="list-style-type: none"> Retail sales growth Customer satisfaction



Table 2 below provides a road map for the five streams of intervention which the Shire could proceed with have been applied to the four precincts identified in the NTCDS and the improvements recommended to the Land Use, Built Form, Public Realm and Movement Networks. Approximate timeframes have been applied; however, the specific actions and time frames will require review to ensure they are practical and deliverable in accordance with the Shire’s ongoing responsibilities and budgets.







Table 2 - A Road Map for implementation incentivisation in the Town Centre






NTCDC STRATEGIES	NTCDS PRECINCT ACTIVATION				INCENTIVISATION TOOL	IMPLEMENTATION TIMEFRAME
	Western Gateway Tourism Precinct	Heart Mixed Use Precinct	Recreation Precinct	Eastern Gateway Tourism Residential Precinct		<p>Q - Quick win - next 6-12 months</p> <p>S - Short term – within 2 years</p> <p>M - Medium term – within 3 years</p> <p>L - Long term – 3-5 years</p>
LAND USES						
Increase floorspace and services to support small offices/business	L1	L1 L7		L1	<ul style="list-style-type: none">  Regulation & Planning scheme  Design guidelines  Placemaking and Leadership  Advocacy and Partnerships 	<p>Q – investigate temporary use of vacant floorspace for startup business, not for profit organizations, events</p> <p>S - review Planning Scheme and Design Guidelines to contemporize, remove barriers to development and support diverse land uses and community benefits</p> <p>S/M - facilitate discussions with key land owners/operators with development plans which support activation and land use diversity</p> <p>S/M – investigate potential for creative/arts business incubator extension in proximity to the Town Square</p>

NTCDC STRATEGIES	NTCDS PRECINCT ACTIVATION				INCENTIVISATION TOOL	IMPLEMENTATION TIMEFRAME
	Western Gateway Tourism Precinct	Heart Mixed Use Precinct	Recreation Precinct	Eastern Gateway Tourism Residential Precinct		<p>Q - Quick win - next 6-12 months</p> <p>S - Short term – within 2 years</p> <p>M - Medium term – within 3 years</p> <p>L - Long term – 3-5 years</p>
Encourage diverse food and beverage outlets	L2	L1		L3	<ul style="list-style-type: none">  Regulation & Planning scheme  Design guidelines  Placemaking and Leadership  Advocacy and Partnerships 	<p>Q - encourage day/night events and temporary pop ups and community group activities</p> <p>S - review Planning Scheme and Design Guidelines to contemporize, remove barriers to development and support diverse land uses and community benefits</p> <p>S – establish place management roles and responsibilities with stakeholders/business operators</p> <p>S/M - facilitate discussions with key land owners/operators with development plans which support activation and land use diversity</p> <p>M/L monitor outcomes and review policies and requirements accordingly to improve outcomes where required</p>
Support residential and combined home/business development	L1	L1		L4 L5	<ul style="list-style-type: none">  Regulation & Planning scheme  Design guidelines 	<p>S - review Planning Scheme and Design Guidelines to contemporize, remove barriers to development and support diverse land uses and community benefits</p> <p>S/M - facilitate discussions with key land owners/operators with development plans which support activation and land use diversity</p>









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	Western Gateway Tourism Precinct	Heart Mixed Use Precinct	Recreation Precinct	Eastern Gateway Tourism Residential Precinct		<p>Q - Quick win - next 6-12 months</p> <p>S - Short term – within 2 years</p> <p>M - Medium term – within 3 years</p> <p>L - Long term – 3-5 years</p>
						<p>M/L monitor outcomes and review policies and requirements accordingly to improve outcomes where required</p>
Support tourist attractions and facilities	 	 		  	 Regulation & Planning scheme  Infrastructure Investment and management  Placemaking and Leadership	<p>Q - encourage day/night events and temporary pop ups and community group activities</p> <p>S - review Planning Scheme and Design Guidelines to contemporize, remove barriers to development and support diverse land uses and community benefits</p> <p>S – establish place management roles and responsibilities with stakeholders/business operators</p> <p>S/M - facilitate discussions with key land owners/operators with development plans which support activation and land use diversity and private realm, built form upgrades</p> <p>M/L monitor outcomes and review policies and requirements accordingly to improve outcomes where required</p>






NTCDC STRATEGIES	NTCDS PRECINCT ACTIVATION				INCENTIVISATION TOOL	IMPLEMENTATION TIMEFRAME
	Western Gateway Tourism Precinct	Heart Mixed Use Precinct	Recreation Precinct	Eastern Gateway Tourism Residential Precinct		<p>Q - Quick win - next 6-12 months</p> <p>S - Short term – within 2 years</p> <p>M - Medium term – within 3 years</p> <p>L - Long term – 3-5 years</p>
Investigate needs for community and recreation facilities	L8	L7	L6	L8	<p> Infrastructure Investment and management</p> <p> Placemaking and Leadership</p>	<p>Q - encourage sporting/active events and coordinate with</p> <p>S – establish place management roles and responsibilities with stakeholders/business operators</p> <p>S/M - facilitate discussions with key land owners with development plans which support activation and land use diversity</p> <p>S/M - infrastructure upgrades to power</p> <p>M/L- facilitate discussions with key land owners/operators with development plans which support activation and land use diversity</p> <p>M/L monitor outcomes and review policies and requirements accordingly to improve outcomes where required</p>





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PUBLIC REALM AND PUBLIC SPACES						
Landscape/tree planting in streets	P1	P1		P1 P5	 Regulation & Planning scheme  Infrastructure Investment and management	<p>Q- consider seasonal, temporary landscape work installations in key gateway locations</p> <p>S- masterplan for street public realm upgrades</p> <p>S/M -Staged implementation of street upgrades</p>
Activate public spaces	P5	P2	P3	P1 P4	 Regulation & Planning scheme  Design guidelines  Placemaking and Leadership  Advocacy and Partnerships	<p>Q - encourage events and temporary pop ups</p> <p>Q- seasonal, temporary landscape work installations in key gateway locations</p> <p>S - review Planning Scheme and Design Guidelines to contemporize, remove barriers to development and support diverse land uses and community benefits</p> <p>S – establish placemaking management roles and responsibilities with stakeholders/business operators</p> <p>S/M - facilitate discussions with key land owners with development plans which support activation and land use diversity and private realm, built form upgrades</p>

NTCDC STRATEGIES	NTCDS PRECINCT ACTIVATION				INCENTIVISATION TOOL	IMPLEMENTATION TIMEFRAME
	Western Gateway Tourism Precinct	Heart Mixed Use Precinct	Recreation Precinct	Eastern Gateway Tourism Residential Precinct		Q - Quick win - next 6-12 months S - Short term – within 2 years M - Medium term – within 3 years L - Long term – 3-5 years
						M/L - monitor outcomes and review policies and requirements accordingly to improve outcomes where required
Encourage appropriate public art	P1	P1		P1	 Regulation & Planning scheme  Design guidelines  Placemaking and Leadership  Advocacy and Partnerships	Q –youth art-based activities, wall murals on public assets reflecting Newman character and stories Q - curate and advertise the existing public art and create a trail for visitors and local to follow S - review Planning Scheme and Design Guidelines to contemporize, remove barriers to development and support diverse land uses and community benefits S/M - facilitate discussions with key land owners with development plans which support activation and land use diversity
Improve wayfinding	P1	P1		P1 P4	 Infrastructure Investment and management	Q - engage with traditional owners and community groups to establish story lines and interpretation S/M - design/install Newman character signage, lighting and street furniture for key locations

NTCDC STRATEGIES	NTCDS PRECINCT ACTIVATION				INCENTIVISATION TOOL	IMPLEMENTATION TIMEFRAME
	Western Gateway Tourism Precinct	Heart Mixed Use Precinct	Recreation Precinct	Eastern Gateway Tourism Residential Precinct		<p>Q - Quick win - next 6-12 months</p> <p>S - Short term – within 2 years</p> <p>M - Medium term – within 3 years</p> <p>L - Long term – 3-5 years</p>
Support family friendly activities	P5	P1	P3	P4	<p> Infrastructure Investment and management</p> <p> Placemaking and Leadership</p>	<p>Q - encourage sporting/active events</p> <p>Q - encourage day/night events and temporary pop ups and community group activities</p> <p>S – establish place management roles and responsibilities with stakeholders/business operators</p> <p>S/M - facilitate discussions with key land owners with development plans which support activation and land use diversity</p> <p>M/L - monitor outcomes and review policies and requirements accordingly to improve outcomes where required.</p>

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	Western Gateway Tourism Precinct	Heart Mixed Use Precinct	Recreation Precinct	Eastern Gateway Tourism Residential Precinct		Q - Quick win - next 6-12 months S - Short term – within 2 years M - Medium term – within 3 years L - Long term – 3-5 years
MOVEMENT NETWORK						
Improve footpath comfort and pedestrian accessibility		 			 Infrastructure Investment and management	S - masterplan for street public realm upgrades S/M - staged implementation of street upgrades
Review parking and road design		 	 		 Infrastructure Investment and management	S - masterplan for car park upgrades S/M - Staged implementation of car park upgrades

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BUILT FORM						
Enhance architectural character					<p> Regulation & Planning scheme</p> <p> Design guidelines</p> <p> Advocacy and Partnerships</p>	<p>Q – facilitate competition for façade improvements, free paint and tools</p> <p>Q – demonstration projects for public owned assets</p> <p>S - review Planning Scheme and Design Guidelines to contemporize, remove barriers to development and support diverse land uses and community benefits</p> <p>S/M - facilitate discussions with key land owners with development plans which support activation and land use diversity</p> <p>M/L - monitor outcomes and review policies and requirements accordingly to improve outcomes where required</p>
Support flexible and adaptable building					<p> Regulation & Planning scheme</p> <p> Design guidelines</p>	<p>Q - demonstration projects for public owned assets</p> <p>S - review Planning Scheme and Design Guidelines to contemporize, remove barriers to development and support diverse land uses and community benefits</p> <p>M/L - monitor outcomes and review policies and requirements accordingly to improve outcomes where required</p>

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	Western Gateway Tourism Precinct	Heart Mixed Use Precinct	Recreation Precinct	Eastern Gateway Tourism Residential Precinct		<p>Q - Quick win - next 6-12 months</p> <p>S - Short term – within 2 years</p> <p>M - Medium term – within 3 years</p> <p>L - Long term – 3-5 years</p>
Support environmental sustainability					<p> Regulation & Planning scheme</p> <p> Design guidelines</p> <p> Infrastructure Investment and management</p> <p> Advocacy and Partnerships</p>	<p>Q – tree planting in key gateway locations</p> <p>Q - demonstration projects for public owned assets</p> <p>S - review Planning Scheme and Design Guidelines to contemporize, remove barriers to development and support diverse land uses and community benefits</p> <p>S- masterplan for street public realm upgrades</p> <p>S/M - facilitate discussions with key land owners with development plans which support activation and land use diversity</p> <p>M/L - monitor outcomes and review policies and requirements accordingly to improve outcomes where required</p>



Images: Future Conditions of Town Centre

Figure 2 – Newman Town Centre Development Strategy

LEGEND

Study Area

Precinct Areas

(A) Western Gateway / Tourism Precinct

(B) "Heart" / Mixed Use Precinct

(C) Recreation Precinct

(D) Eastern Gateway / Tourism/ Residential

MOVEMENT NETWORK

New Footpath

New Car Parking Area

400/800m Walkable Catchment

LAND USE

Mixed-Use

Medium-Density Residential

Short-Stay Accommodation / Retail / Food & Beverage

Recreation

Recreation Investigation Area

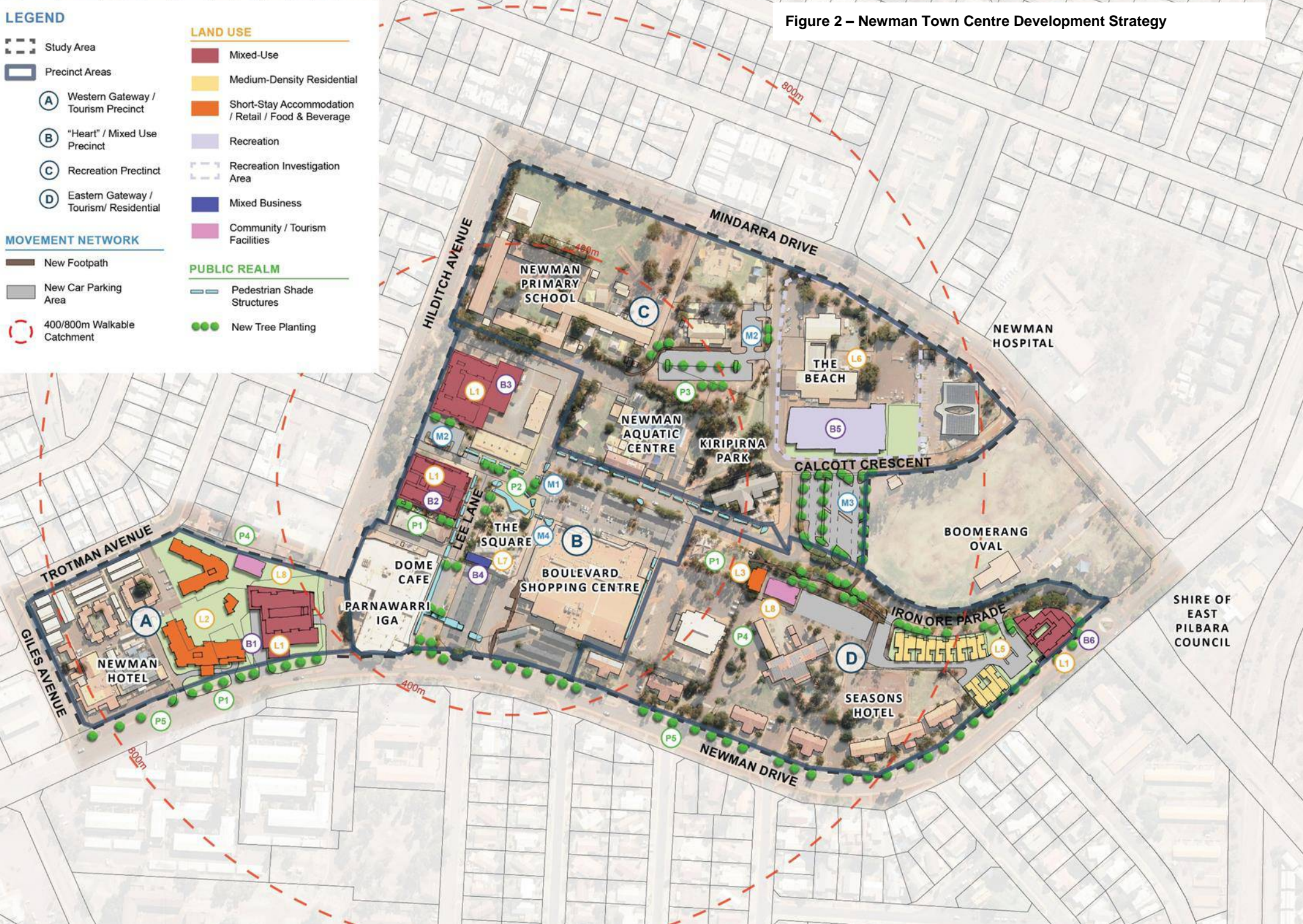
Mixed Business

Community / Tourism Facilities

PUBLIC REALM

Pedestrian Shade Structures

New Tree Planting



SHIRE OF EAST PILBARA COUNCIL

EXPLANATORY NOTES

LAND USE

- L1 Indicative future multi-storey buildings with retail/commercial on the ground floor.
- L2 Indicative future multi-storey short-stay accommodation buildings, with ground floor retail/commercial along Newman Drive.
- L3 Indicative future café fronting McCarthy Park.
- L4 Future residential and/or tourist-accommodation use(s).
- L5 Indicative future medium-density residential development (town houses or apartments).
- L6 Indicative future recreation-based development (subject to investigation).
- L7 Future creative industries/arts start-up office spaces.
- LB Community/tourism-related development opportunity associated with short-stay accommodation development.

PUBLIC REALM

- P1 Landscaping and public realm upgrades, including opportunities for cultural heritage trail / interpretation.
- P2 Public space expansion to accommodate events, markets and other activities.
- P3 High quality children's play area (adventure-play/nature-play) at northern, undeveloped area of Aquatic Centre.
- P4 New/upgrade shared path/pedestrian link to improve the pedestrian environment and movement legibility.
- P5 Extend the public realm qualities around any future redevelopment of short-stay accommodation.

MOVEMENT NETWORK

- M1 Closure of the Boulevard carpark access.
- M2 Proposed parking area.
- M3 Proposed parking area, including possible car-and-trailer parking.
- M4 Slow-speed shared space to prioritise pedestrian movement and improve legibility.

BUILT FORM

- B1 Building scale and articulation of new development at the edges of streets and spaces to create an interesting and welcoming experience for people, integrating well with, and contributing to the public realm.
- B2 Redevelopment of buildings needs to ensure a better presentation to, and surveillance of, the public realm to activate the laneway space and provide finegrain 'shop front' character.
- B3 Support innovative built form outcomes that create high-quality experiences for users and increase the amenity and passive surveillance of the Town Centre.
- B4 Capitalise on underutilised spaces by creating more functional co-working and flexible workspace environments that are uncomplicated in their design, simpler to deliver and provide good public realm interface/ street-presence.
- B5 Ensure existing and future community and recreation uses have a strong architectural presence and provide an excellent contribution to the character, amenity and enjoyment of the Newman experience.
- B6 Buildings at gateway to the town centre to demonstrate design quality, articulation of the façade, material selection and detailing, and an entry statement that is distinct to Newman.

5.0 Governance

5.1 Governance Structure and Process

Whilst the aim of the incentivization process is for the Shire to lead in the first instance, the ultimate goals will be to engage with the business leaders, land owners and community groups to generate broader involvement and the potential for partnerships to implement, activate and improve the built form and public realm. A town center Activation Governance Model is recommended to guide activation, place management and place maintenance as illustrated in the figure below.

Over the short term the formulation of reference group made up of the collective skills and interests of key land owners, stakeholders and influential groups will assist the Shire. In the medium term a formal place management and activation role could be developed and a Place Manager appointed to support the Shire. The Place Manager would work alongside the Shire's Infrastructure and Maintenance and Community Development Teams to;

- Sell the vision,
- Engage with stakeholders and community to generate awareness and advocacy,
- Investigate grants and sponsorships
- Manage budgets, approvals, marketing and programming,
- Build relationships and investment attraction,
- Monitor Place Performance,
- Develop 'how to guides' to improve the process of community led initiatives
- Help to review the style guide and design guidelines for the Centre
- Initiate creative pilot projects such as street parties, paint the wall events and similar
- Ensure popup spaces, markets are integrated into the appropriate time in the climate calendar

- Work closely with the Newman Future team and traditional owners to ensure alignment with other strategic goals.

5.2 Future Performance Metrics

It is essential to test and monitor the success of any project and also to understand a project's failures. In this way investment, policy and opportunities can be refined and adjusted to improve outcomes. Table 1 identifies potential measures of achievement and success.

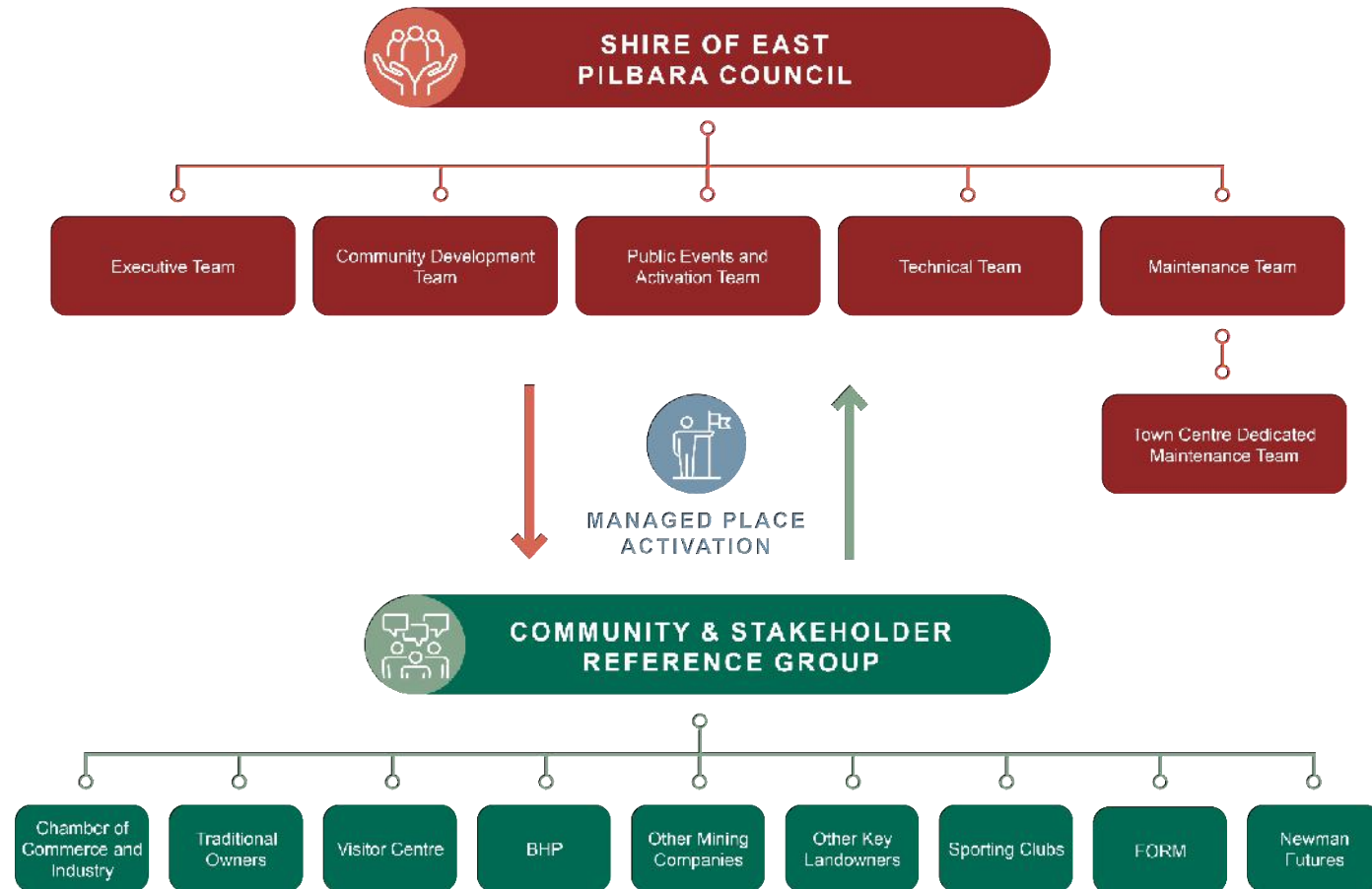
Two evaluation tools can be used; quantitative and qualitative.

Quantitative Tools identify the how many's, the how big's of a project. It is easy to measure and is tangible. This information can be measured from data gathered through GIS, ABS and other statistical and account-based records which can be collected and analysed. It is however important to understand the context, collection process and sample size of this information to be sure to derive relevant results.

Qualitative Tools explore experience, perceptions, awareness and reactions. These are less easy to measure and are intangible. This information is best gathered through dialogue and perception surveys with user groups, visitors, businesses and the broader community on a regular basis by an authority like state or local government or event organisers. As with quantitative data it is important to understand any variable information which may have influenced the qualitative data like the weather, day of the week, hour of the day, other competing events and the stage of development when the survey was taken to ensure the analysis is context based.

Both tools are important individually however, become more valuable when reviewed together.

Figure 3 Newman Town Centre Activation Governance Model



APPENDIX A

Case Studies

Case study one

Case study of Townsville development incentives package

Whilst the City of Townsville is of a different scale, location and context to Newman the essence of an incentive package is of interest in a generic sense. The details of the package and eligibility criteria are set out below.

The Townsville Development Incentives Package 2019-21 has been created in order to generate investment and create employment opportunities for the city. Council is committing \$2.65 million to provide opportunities for businesses, community groups, innovators and entrepreneurs for new projects and ideas that encourage visitation to the city and ignite the city heart.

What incentives are available?

Fees and charges which may be waived include:

- Infrastructure charges;
- Other fee waivers including Operational Works, Compliance Assessment, Miscellaneous Infrastructure, Hydraulic Services, water meter and service connections; and
- Site and access assistance relating to road and footpath closures to facilitate development.

The maximum value of fee waivers for eligible projects is the lessor of the assessed Council charges or \$500,000 per project.

Eligible projects are also offered the services of a Development Advocate as the central point of contact for the package and active in the assessment of eligibility of projects.

Who is eligible?

- a) be in the City Core or City Fringe Area depicted in the map below;
- b) be an approved project type eligible to receive the funding (refer Table 1);
- c) have a project cost exceeding \$750,000;
- d) substantially commence construction within 12 months of the development approval or 12 months from January 2020 or as otherwise agreed by Council;
- e) substantially commence construction prior to 1 July 2021;
- f) commitment and demonstration to a minimum of 90% of the construction workforce sourced locally;
- g) the development must demonstrate a positive increase in the population density of persons living and/or working in the incentives area;
- h) complement the vision of the area;
- i) improve amenity, streetscape and benefits to public realm;
- j) benefit the public by creating new attractive activity spaces and activations;
- k) uplift social and economic benefits; and
- l) be confirmed in writing by Council as an eligible project prior to full allocation of the Council commitment to the incentives.

A preference will be exercised against applications when the applicant or a related party has previously qualified for incentives under the Development Incentives Package 2019 – 2021.

Proposed eligible use City Core Area - 100% fee waivers available

- Re-use of buildings that involves refurbishment and/or adaptive reuse of existing buildings to accommodate eligible uses.
- Multiple dwelling
- Research and technology
- Tourist attraction
- Community use
- Function facility
- Parking station (and where mixed with another eligible use)

- Educational establishment
- Retirement facility
- Indoor sports and recreation
- Childcare centre
- Rooming accommodation (includes student accommodation)
- Hotel
- Shopping centre
- Short-term accommodation
- Nightclub entertainment facility
- Food and drink outlet
- Bar
- Shop
- Theatre
- Health care services

The package is reviewed regularly and is supported by a set of application guidelines.

Case study two

Activate Cassowary Coast, Far North Queensland – Development incentive scheme

In order to promote and encourage such forms of development, the Regional Council has developed development incentive policies to attract and provide support to projects and businesses that will deliver the greatest economic benefits to the Cassowary Coast and its residents in the long term.

1. Reduction in Infrastructure Charges Policy (Policy No. PRD005)

Policy summary

The Council recognises however that the cost of undertaking development in the Cassowary Coast local government area must be regionally competitive if that investment is to be secured. One way of enhancing that competitiveness is to reduce the infrastructure charges that are levied on new development. Infrastructure charges are levied on development to pay for the provision of trunk infrastructure networks for water supply, sewerage, transport, stormwater, and public parks and land for community facilities.

Council has invested heavily in these infrastructure networks in the past when population and employment growth were strong. With population and employment growth within the inland towns having slowed in recent years, some of the infrastructure networks in these areas are now underutilised. With low growth and spare capacity in the networks, there is little or no need for new trunk infrastructure to be provided. Council recognises that the underutilised capacity within its existing infrastructure networks is an underutilised economic resource. It also recognises that reducing the cost to developers of accessing this existing infrastructure capacity can stimulate development without additional cost to its ratepayers.

To encourage new development in those parts of the local government area which have underutilised capacity in existing trunk infrastructure networks, Council will consider discounting the infrastructure charges payable for development. The aim of the Infrastructure Charges Policy is to encourage development that achieves certain strategic objectives for the Cassowary Coast by allowing a reduction in the infrastructure charges payable of up to 100% in relation to certain types of development that are completed within three years of the date of the approval taking effect.

Eligibility criteria

To be eligible to request a discount on the infrastructure charges payable under an infrastructure charges notice, a proposed development must comply with all of the following criteria:

- a) The land on which the development is proposed must already be serviced by both the trunk water supply and trunk sewerage infrastructure networks.
- b) The proposed development must be development in respect of which an infrastructure charge has been adopted pursuant to Council's infrastructure charges resolution and in respect of which a development approval and infrastructure charges notice is required to be given.
- c) The development must be capable of being completed within three (3) years of the date on which the development approval in respect of the development starts to have effect under the Act.
- d) The development provides for capital investment in accordance with the planning scheme.
- e) The development generates growth and new opportunities for investment within the region.

2. Façade Improvement Incentive Scheme Policy (Policy No. PRD001)

Policy summary

Council has developed the Façade Improvement Incentive Scheme Policy to work in partnership with commercial property and business owners to facilitate and support the revitalisation of façades. Improving building facades can positively influence the perception of the Cassowary Coast and create a more inviting and interesting place to live, work, shop, dine, invest and experience.

The aim of the policy is for Council to encourage commercial building owners and business operators to invest in façade renovations and storefront improvements for their buildings by Council providing a fund to contribute to a portion of the renovation costs.

As a discretionary scheme, Council reserves the right to approve or refuse applications made under the policy at its sole discretion. Funding will be allocated on a case-by-case basis subject to Council approval until an allocated budget has been spent or the scheme year has ended.

Eligibility criteria

The building owner must have, or be willing and able to obtain, the appropriate insurances (such as public liability insurance), permits, approvals and licences prior to the application being approved by Council.

Local businesses and licenced tradespeople must be engaged to undertake the associated work.

All improvement works must be external and visible from the street and the applicant must show how the project will benefit the buildings presentation to the street.

All improvement works must be external and visible from the street and may include:

- painting;
- new or improved signage;
- window treatments;
- reinstatement or restoration of architectural, historical and character features;
- treatments that add attractive detail and texture;
- greenery such as vertical gardens and window planter boxes;
- murals and artwork, such as artwork on walls or roller doors;
- lighting;
- removal of redundant items such as signage and hoarding;
- screening of visible plant, equipment and utility hardware; and
- other facade works that may be proposed by an applicant that reflects the intent and purpose of the Façade Improvement Scheme.

Case study three

Gold Coast City Plan – Community benefit bonus elements policy

Whilst of a very different scale and dynamic to Newman, The *Gold Coast City Plan – Community benefit bonus elements policy*, provides an insight into opportunities to incentivise development through planning scheme and planning policy incentives associated with land use and built form bonuses.

The policy offers residential density bonuses, where a development provides various different community benefits over and above the minimum requirements prescribed by the Planning Scheme (i.e., if a development incorporates public art in a publicly accessible area that can be fully enjoyed from the surrounding public realm, the developer is entitled to a certain percentage bonus which enables them to exceed the prescribed density requirements).

The City Plan policy applies to zones in the City scheme:

- Medium density residential zone
- High density residential zone
- Mixed use zone
- Centre zone
- Innovation zone

Increased development opportunities apply as bonuses over and above 'as of right' where the development provides:

- **Additional public amenity** to meet demonstrated need
- **Improvements to pedestrian arcades** open to the general public and of an acceptable architectural quality
- **Additional landscape** space which is publicly accessible and designed to high standard
- **Retention of significant/mature trees** or relocation of relevant trees worthy of retention where it is practical and viable to do so
- **Improvements to the pedestrian public realm** which is publicly accessible, including improved universal access, landscaped interface, setbacks to provide additional public access
- **Amalgamation of lots** where one or more lots has an area equal to less than 600m² – the lot size is relevant to the prevailing lot dimensions/size in the locality and the desire to encourage amalgamation to enable quality development of an appropriate scale
- **Provision of additional non-residential/non accommodation floorspace at the ground floor** to support mixed use and street activation – notionally 100m², scale to be relevant to the locality
- **Provision of public art works** on public land which is embodies imaginative and appropriate concepts, is appropriately located and scaled, well executed and in keeping with the overall public art strategy and principles e.g., excellence, specific to place, strategically considered, inclusion and diversity
- Demonstrates a **significant public safety initiative** which improves the public safety in the public realm and/or locations where public access development and which meets relevant standards and areas of demonstrated need
- **Off-site urban improvements** – essentially a credit for activation other land in common ownership which of overall benefit to the locality and which is compatible to overall plans for opens space, public realm upgrades etc
- **Ecologically sustainable design** proposals which demonstrate acceptable design and construction standards in excess of a Green Star rating of 4 stars as assessed and accredited
- **Urban design quality/contribution to place**, which demonstrates successful resolution in response to criteria, which may be in the Western Australian context the 10 principles of Design WA SPP7, or as in the example below other criteria relevant to the locality specific characteristics. In the Gold Coast example there are 15 qualities of Good Urban Places;

1. *Connectivity*, places which are highly accessible to people offer maximum choices
 2. *Variety*, variety of use unlocks all other levels of experiences
 3. *Adaptability and versatility*, accommodating a large range of uses, activities and purposes, over daily, weekly and seasonal cycles
 4. *Space and space making*, well contained and interesting spaces in which people feel comfortable
 5. *Human scale and richness*, appropriately dimensioned development which support relationships and experiences in the built environment
 6. *Access*, accessible to all members of the community
 7. *Comprehensibility*, layout which supports legibility, orientation and provide points of reference
 8. *Qualities of edges*, active edges encourage vibrant and interesting spaces and connections
 9. *Safety*, the physical arrangement contributes positively to personal safety
 10. *Community enhancement*, enhances social interaction, sense of community and shared place identity
 11. *Sustainability*, besides environmental sustainability this encompasses economic, social and cultural outcomes
 12. *Public and private sides*, avoids incompatibility between private spaces and public utilities
 13. *Urban Greenspace*, supporting the 'greenscape' of the place
 14. *Human needs*, consider and provide for all human needs
 15. *Environmental sensitivity*, being sensitive to the setting whether natural or man made
- **Architectural innovation**, where the structural solution introduces technology or design strategies not previously utilised in the locality