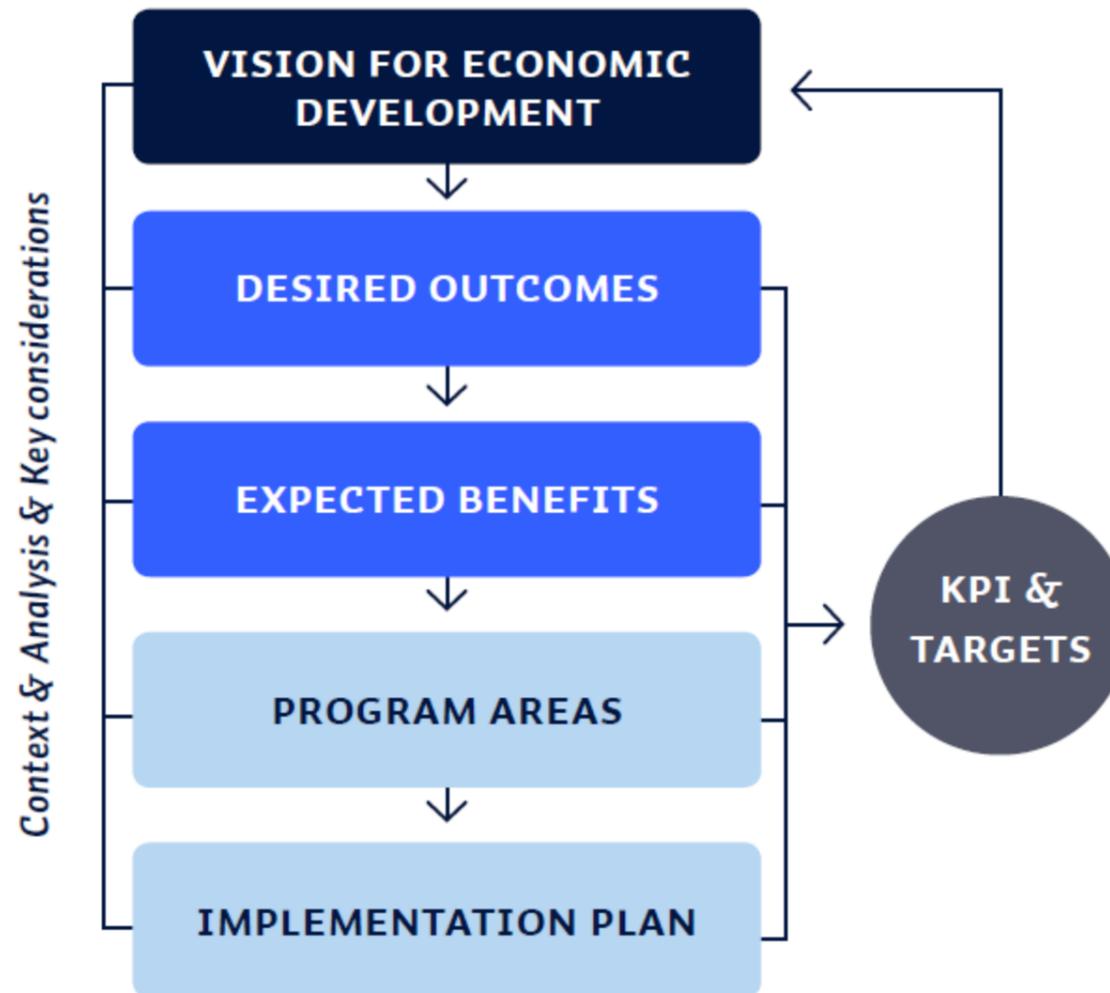


Implementation plan

This document is the implementation plan of the Economic Development Strategy 2015–2020. It provides details of the projects that will be implemented in year 1 (2015–2016 financial year) and an outline of projects in years 2–5 (2016–2017 to 2019–2020). In preparation for the start of each financial year, the City will refresh this implementation plan in consultation with the business community and provide details of its major projects for the coming financial year.

By outlining these projects, council makes a commitment to resourcing and delivering them to a high quality. While other smaller and less impactful activities may occur in the first year of the strategy’s implementation in response to opportunities, it is important to understand that these projects will form the bulk of the City’s work in the economic development field.

Projects are listed within one of the four program areas shown in the strategy framework diagram shown below. It is worth noting that some projects are applicable to more than one program area.



SHORT TERM DELIVERY (2015 – 2016)

Program Area 1 (P1) – Place management, activation and urban realm			
ID	Project	Estimated budget	Est. start
1.1	Alternative giving campaign	\$15 000	Q1 2015–16
1.2	Place activation	\$120 000	Q1 2015–16
1.3	Visitor way-finding and signage	\$200 000	Q2 2015–16
1.4	High St mall revitalisation	\$275 000	Q2 2015–16
1.5	Public trading and fundraising policy	\$5 000	Q2 2015–16
1.6	On-street / off-street parking review	n/a	Q2 2015–16
1.7	CAT bus review	n/a	Q4 2015–16
1.8	Lighting program (dark spots)	\$245 000	Q4 2015–16

MEDIUM TERM DELIVERY (2016 – 2020)

1.9	Esplanade master plan implementation	TBC	Q1 2016–17
1.10	Princess May master plan implementation	TBC	Q1 2016–17
1.11	Night time economy strategy	TBC	Q1 2016–17
1.12	West-end activation with UNDA	TBC	Q1 2016–17
1.13	Fishing Boat Harbour connectivity	TBC	Q2 2016–17
1.14	Wray Ave upgrade – Phase 2	TBC	Q3 2016–17
1.15	Queen Street upgrade	TBC	Q1 2017–18
1.16	Adelaide Street upgrade	TBC	Q2 2017–18
1.17	Urban green conversions	TBC	Q1 2018–19
1.18	Ocean pool feasibility study	TBC	Q4 2019–20

Program Area 2 (P2) – Customer experience, marketing and business improvement			
ID	Project	Estimated budget	Est. start
2.1	Place marketing strategy	\$250 000	Annually
2.2	Visitor Centre	\$200 000	Annually
2.3	Events and festivals program	\$597 500	Annually
2.4	Business retention	\$360 947	Q1 2015–16
2.5	Creative industries development	\$15 000	Q1 2015–16
2.6	Business retention (continued)	TBC	Q1 2016–17
2.7	CBD differential rate review	n/a	Q1 2016–17

SHORT TERM DELIVERY (2015 – 2016)

Program Area 3 (P3) – Development and management of council properties

ID	Project	Estimated budget	Est. start
3.1	Kings Square redevelopment	\$44.75 million	Q4 2015–16
3.2	Fremantle Oval sporting precinct study	\$40 000	Q2 2015–16
3.3	Old Boys' School: creative centre	\$704 800	Q3 2015–16
3.4	Cantonment Hill activation	\$2 million	Q1 2015–16
3.5	Commercial property acquisition strategy	n/a	Q2 2015–16
3.6	Evan Davies Building / Market Street Piazza – ground level activation	\$500 000	Q4 2015–16
3.7	Fremantle Oval redevelopment (TBA)	TBC	Q1 2017–18
3.8	Parking capacity review	TBC	Q2 2016–17

MEDIUM TERM DELIVERY (2016 – 2020)

Program Area 4 (P4) – Attraction of business, industry and investment

ID	Project	Estimated budget	Est. start
4.1	Investment marketing and information sharing	\$70 000	Q1 2015–16
4.2	Business attraction and support	\$50 000	Q1 2015–16
4.3	Support for NBN roll-out	n/a	Q4 2015–16
4.4	New business welcome pack	n/a	Q4 2015–16
4.5	Support for extra UNDA student housing	n/a	Q1 2016–17

Program Area 1 (P1) – Place management, activation and urban realm

Project profiles 2015–16

Project name	1.1 Alternative giving campaign
Problem / opportunity	The amount of people asking for money and food on Fremantle's streets has been on the rise. Many of these people are in genuine need, finding themselves on the streets as a result of varied social issues and difficulties. This issue is worsened by the increase of 'professional begging', whereby those who are not in need are also begging on the streets – this can detract from the truly needy and have a negative impact on the amenity of the surrounding area.
Why is it serious?	Ongoing complaints are received by the City from local businesses and members of the public on a regular basis which has led to increased public dissatisfaction with level of opportunistic begging. This is a problem that the City of Fremantle wants to deal with in a sensitive yet firm manner; directing those in need to the right places where they can receive sufficient support while simultaneously reducing the instances of opportunistic begging within Fremantle.
What are we doing to fix it?	Implement a communications campaign aimed at educating the public on why people are begging and asking them to donate straight to support organisations who can help those who are in need.
How?	Promote campaign through range of communications channels and install alternative collection boxes throughout the CBD, where people can give directly to support organisations rather than those begging on the street.
When?	Commencing Q1 2015–16 financial year (FY)
How much?	\$15 000 for design of promotional material and installation of collection boxes.
Related	Community Safety and Crime Prevention Plan 2011-2015 (to be updated 2016-2020)

Project name	1.2 Place activation
Problem / opportunity	The city centre suffers from a disjointed variety of precincts and underutilised spaces. Some of the city's public spaces have not been upgraded in recent years and/or have not been given the attention required to accommodate and welcome new and existing visitors. Place activation can improve public interaction with the city, shopping behaviours, visitor experience and reduce anti-social behaviour.
Why is it serious?	Public places that do not receive the appropriate care and level of investment often become tired and dated and tend to attract antisocial behaviour. Unpleasant and tired spaces detract from providing high quality visitor experiences which affects the growth potential of the local economy.
What are we doing to fix it?	The City is currently identifying spaces with the most potential for activation. This can be in the form of public infrastructure, influencing ground level business mix, changes of current use, expanding the City's free Wi-Fi network and installation of public art through the City's Public Art Plan. An opportunity exists to further utilise streets for pedestrian only purposes where it can be tied in with other activation undertakings.
How?	Build active working relationships including public-private partnerships with local property owners, leasing agents as well as existing and/or new businesses.
When?	Place activation projects are initiated on an ongoing basis and will commence in Q1 of the 2015–16 FY.
How much?	\$120 000
Related	City of Fremantle Public Art Plan 2012-2015, Community Safety and Crime Prevention Plan 2011-2015 (to be updated 2016-2020)

Project name	1.3 Visitor way-finding & signage
Problem / opportunity	Pedestrian way-finding and signage within the city centre is outdated and of relatively poor quality. The existing system offers little interpretive guidance at key sites, and signage is often inconsistent in style, content and configuration.
Why is it serious?	Fremantle's street system is unorthodox and confusing for visitors unfamiliar with it. A poor visitor way-finding system has a negative effect on visitor experience and may result in visitors not reaching key nodes of activity or having an unenjoyable experience in Fremantle. This may lead to low visitation in some areas and impact population driven businesses in a negative way.
What are we doing to fix it?	The City of Fremantle will develop a new visitor way-finding strategy to be implemented within the city centre from the 2016 calendar year onwards. This will include removal of redundant and confusing signage.
How?	Review, update and/or replace current way-finding modules and incorporate 'Fremantle Story' branding. New modules should link core activity nodes for pedestrians and help to direct pedestrian traffic to social and commercial offerings. Ideally, some modules will provide information in multiple languages.
When?	Commencing Q2 2015–16 FY

How much?	\$200 000
-----------	-----------

Project name	1.4 High Street mall revitalisation
Problem / opportunity	The High Street Mall currently experiences high retail vacancy rates which may be due to a poor retail mix and a dated public realm. There is an opportunity to upgrade the public realm within the mall area which will support current efforts being made by retailers to diversify and develop the retail mix at street level.
Why is it serious?	The presence of vacant shopfronts reduces vibrancy and foot traffic within an area and presents challenges for existing retailers in attracting and sustaining business. A dated and tired public realm will reduce the ability to attract high quality retailers and reduce vacancy rates.
What are we doing to fix it?	Council has approved funds for the revitalisation of the public realm within High Street mall which will be used to upgrade the mall.
How?	An urban design concept will be developed and then delivered. The upgrade will likely include lighting, seating and interactive features.
When?	Commencing Q2 2015–16 FY
How much?	\$275 000

Project name	1.5 Public trading & fundraising policy
Problem / opportunity	Current policy relating to public trading, fundraising and other activities that take place in public spaces can be improved. Appropriate administration of trading in public spaces leads to the improvement of the public realm and in turn may increase the vibrancy and energy of the public realm.
Why is it serious?	Poor administration of trading in public places leads to intrusive and unregulated practices which are often detrimental to the visitor experience. Trading in public places including, busking, charity fundraising, markets and special trading permits has a large impact on the appeal of the urban realm and also has the ability to activate underutilised areas. It must be carefully managed to ensure that existing stakeholders benefit as well as visitors to Fremantle.
What are we doing to fix it?	Review current policies and process to find opportunities for improvement. Additionally, provide better communication and information to the local business community. Specifically: Busking: Review busking guidelines. Charity fundraising: Implement recent changes to procedures. Public markets: Develop public market framework/guidelines be developed. Special trading permits: Develop special trading permit strategy and guidelines.
How?	Review current policies and guidelines in order to identify opportunities for improvement. Develop business information pack to communicate with local businesses. Update information posted in the City's website and disseminate information using various channels.
When?	Commencing Q2 2015–16 FY
How much?	\$5 000

Project name	1.6 On-street & off-street car parking strategy
Problem / opportunity	There is currently a perception that there is a lack of parking available in Fremantle, and that the parking that is available is costly and does not offer long enough time limits.
Why is it serious?	Retailers and visitors have regularly expressed concern regarding parking and suggest that the current situation is limiting Fremantle's ability to attract visitors and shoppers to the area. This sentiment is forming part of a wider negative public perception of Fremantle's accessibility.
What are we doing to fix it?	The City of Fremantle will undertake a review of the parking arrangements in order to better identify and understand current challenges and arrive at a short, medium and long term solution. A strategy for public parking will be progressively implemented that locates major new car parks on the periphery of the city core to achieve the right balance between access to the city centre and minimising excessive car use in the centre of the city. The car parks will be located with efficient access from major approach roads while convenient, safe and attractive pedestrian routes will connect car parks to the pedestrian priority city core.
How?	Review of car park sensor data; audit of existing car parks and usage numbers; situational comparison to other metropolitan centres; collaboration with private car park providers; consultation with business owners/community; review and proposal of potential solutions; Development of parking strategy.

When?	Commencing Q2 2015–16 FY
How much?	N/A

Project name	1.7 CAT bus review
Problem / opportunity	The CAT bus provides an opportunity for businesses and precincts located both inside and outside of the CBD to gain exposure to potential customers.
Why is it serious?	The CAT routes should include both existing precincts and emerging activity centres in order for new visitors to become aware of their presence and provide an easy connection between all of Fremantle's hubs.
What are we doing to fix it?	Review the current CAT network and routes, including around Fishing Boat Harbour and Wray Ave.
How?	Ensure routes are integrated into the City's way-finding project and whether any changes would result in better outcomes for local businesses.
When?	Commencing Q4 2015–16 FY
How much?	N/A

Project name	1.8 Lighting program (dark spots)
Problem / opportunity	Lighting can be improved around existing dark spots at street level beyond standard light poles to improve community safety.
Why is it serious?	The community needs to feel safe while walking around Fremantle at night, good lighting can help improve levels of safety by deterring antisocial behaviour.
What are we doing to fix it?	Improve quality of lighting in CBD dark spots and other corridors to parking areas, nearby public transport and other amenities. The City has installed a number of light poles along South Terrace and Market Street.
How?	Installation of new lighting. During 2015/16, efforts will concentrate on other dark areas that are not covered by standard street light poles - this is a 'bespoke' approach to urban and creative lighting.
When?	Commencing Q12015/16 FY
How much?	\$245 000

Program Area 1 (P1) – Place management, activation and urban realm

Project profiles 2016–17 to 2019–20

Project name	1.9 Esplanade master plan implementation
Problem / opportunity	The Esplanade Reserve is a major inner city green space with many competing demands on it – for passive and active recreation, to provide good pedestrian connections between the city centre and waterfront, and as a venue for frequent community and cultural events.
Why is it serious?	Consistently accommodating these demands puts pressure on the park's infrastructure and landscape and its ability to meet these needs to a high standard.
<i>What are we doing to fix it?</i>	The City will review and update the reserve's master plan that identifies a program of actions to better meet these needs while protecting the park's unique heritage and landscape qualities.
How?	Review of current master plan and identification of a program of costed actions for consideration as part of the Council's forward budget process. Pedestrian pathways across the park will help reduce the impact of high levels of use on the heritage listed trees within the park and improve the legibility of connecting to the waterfront.
When?	Implementation commencing Q1 2016–17 FY
How much?	TBC
Related	Esplanade Master Plan

Project name	1.10 Implement Princess May master plan
Problem / opportunity	With major developments surrounding Princess May park imminent, there is an opportunity for the park to become more of a destination for city centre residents and visitors.
Why is it serious?	Provision of high quality green spaces is vital to improving city centre resident lifestyle as well as visitor experience. Visitor surveys have identified the need to increase the amount of rest areas and/or green spaces in Fremantle, particularly in the vicinity of major attractors such as Clancy's, Old Boys School and the DoubleTree by Hilton.
<i>What are we doing to fix it?</i>	Enhancing the park's landscaping and infrastructure to provide a pleasant, safe and interesting environment to accommodate a mix of passive recreation, active recreation (particularly for children) and as a venue for occasional local community events.
How?	There will be extensive grassed and planted areas, large shade trees, seats, play facilities and a central paved area that will link the buildings in the park as well as to the DoubleTree by Hilton development. The paved area could accommodate markets and other local and small scale events and will have adequate power and lighting. Entrances and pathways through the park will also be well lit and feature lighting of the heritage buildings and surrounding heritage wall will reinforce their character at night.
When?	Implementation commencing Q1 2016–17 FY
How much?	TBC

Project name	1.11 Night time economy strategy
Problem / opportunity	Fremantle, as an active commercial precinct is in need of an overarching strategy which addresses the management of its night time economy. This will help address problems like anti-social behaviour and policing services and also highlight opportunities to expand the night time economy offer, which will diversify and provide more resilience to the local economy whilst also improving visitor experience.
Why is it serious?	Night time activities have the ability to provide a reasonable contribution to the overall local economy, through employment and retail & hospitality sales, as well as provide a more interesting place to live and visit.
<i>What are we doing to fix it?</i>	The City will conduct a comprehensive night time economy study to identify opportunities for its future development.
How?	Review current situation, collect key stakeholder input, provide best practice examples to model off, carry out cost/benefit analysis, engage the community, provide a future vision and action plan.
When?	Commencing Q1 2016–17 FY
How much?	TBC
Related	Community Safety and Crime Prevention Plan 2011-2015 (to be updated 2016-2020)

Project name	1.12 West end activation with UNDA
Problem / opportunity	The University of Notre Dame currently houses a number of office-related activities within spaces located at street level on High Street's west end which could be better activated by UNDA or privately through introduction of population driven businesses such as quality retail and hospitality businesses. High Street continues to evolve as a visitor's destination but its retail mix needs further development in order to provide a wider range of businesses that present it as a desirable retail area.
Why is it serious?	Ground level frontages are crucial to enjoyment of visitors and should include engaging experiences. Office uses at ground level are considered undesirable.
What are we doing to fix it?	The City will take a leadership role in encouraging the better use of UNDA properties at ground level on High Street which has recently attracted a wave of new businesses. This may involve working with UNDA to identify alternate locations around Fremantle for UNDA's existing ground level uses and relocating those services.
How?	By relocating office-related activities out of ground level spaces currently used by UNDA, an opportunity exists to strategically target population driven businesses to occupy ground level tenancies along High Street.
When?	Commencing Q1 2016–17 FY
How much?	TBC

Project name	1.13 Fishing Boat Harbour connectivity
Problem / opportunity	There is an opportunity to better connect the city centre and other visitor attractors with a reinvigorated waterfront precinct that includes Fishing Boat Harbour and Bathers Beach
Why is it serious?	Fremantle is fortunate to have an ocean beach in such close proximity to the city centre, however, more could be done to improve its connectivity and integration with the city and other important visitor attractors such as the Maritime Museum and Arthur Head precinct. Scope for improvements to beach front facilities for residents and visitors also exists.
What are we doing to fix it?	Investigate options for providing better connections to Fishing Boat Harbour and Bathers Beach from the city centre and other attractors. Invest in public realm improvements to this precinct. This will include assets that benefit all visitors to this precinct and encourage more enjoyable and longer experiences.
How?	Improve access, facilities and activation at Bathers Beach and Fishing Boat Harbour precincts.
When?	Commencing Q2 2016–17 FY
How much?	TBC
Related	Visitor way finding and signage program

Project name	1.14 Wray Ave upgrade – phase 2
Problem / opportunity	Wray Ave is currently a distinct and unique retail and hospitality precinct situated just south of the CBD. There is scope for enhancing the urban realm to create an even better spot for both locals and visitors. Wray Ave is also a busy thoroughfare for vehicular traffic, travelling to or from the CBD, causing increasing conflict between pedestrian and cyclist safety and the need for vehicular movement through the area.
Why is it serious?	Wray Ave has the potential to become an even more important standalone precinct separate to the CBD. Serious safety issues are becoming more common through increased interaction between vehicular and pedestrian traffic.
What are we doing to fix it?	Investing in public realm improvements while improving the traffic design. Recent improvements to traffic design will be monitored and further measures will be taken if necessary.
How?	Improve access, amenity, and activation of Wray Ave, particularly South Terrace end. Review design of traffic, parking and speed limits
When?	Q3 2016–17 FY
How much?	TBC

Project name	1.15 & 1.16 Queen Street and Adelaide Street upgrades
Problem / opportunity	There is an opportunity to upgrade Queen Street as a primary shopping destination within Fremantle and enhance Adelaide Street's pedestrian environment. The pedestrian connection from Kings Square to the rail / bus station and waterfront at one end and to the World Heritage listed Fremantle Prison at its other end is in need of significant improvement.
Why is it serious?	Queen street will provide a key link between the train station and significant future developments. Ease of access and flow by pedestrians is critical to the success of precincts surrounding future developments planned for the area. New residential development along Queen Victoria Street will require strong pedestrian linkage with the Fremantle core.
<i>What are we doing to fix it?</i>	Facilitate the creation of a grand shopping boulevard between the rail station and Kings Square that completes a network of shopping streets including Market, High and Adelaide Streets.
How?	New buildings along the street will have shops at ground level and new office and residential above that will further diversify street activity. Potential redevelopment of the Woolstores Shopping Centre and the open car park on Cantonment Street will be set back along their Queen Street frontages to provide wide tree-lined footpaths leading to a new city square in front of the railway station. Enhance the Adelaide Street streetscape as a primary pedestrian connection between Kings Square and the new residential quarter along Queen Victoria Street.
When?	Queen Street commencing Q1 2017–18 FY. Adelaide Street commencing Q2 2017–18 FY
How much?	TBC
Related	Freo 2029 transformational moves

Project name	1.17 Urban green space conversions
Problem / opportunity	There is an opportunity to convert underutilised spaces within the city to provide more public areas including green space.
Why is it serious?	Some underutilised areas of the city limit the effectiveness of the space, including reducing the attraction of certain areas and creating obstacles to pedestrian thoroughfares.
<i>What are we doing to fix it?</i>	The City will investigate ways to improve spaces through conversion into parks, providing additional green space in the city. Where these spaces currently incorporate parking, due consideration will be given so as to not reduce the overall parking availability in the city.
How?	An urban design concept will be developed and then delivered.
When?	Commencing Q1 2018–19 FY
How much?	TBC

Project name	1.18 Ocean pool feasibility study
Problem / opportunity	An opportunity exists to develop an ocean pool as part of uniting the city with a reinvigorated waterfront.
Why is it serious?	Use of the ocean for recreational pleasure is at the core of the Australian lifestyle however due to a range of environmental changes and fluctuations in recent years, use of the ocean for recreational activities has presented varying public safety concerns.
<i>What are we doing to fix it?</i>	The City will review the feasibility of current plans for the development of an ocean pool and work with developers/architects interested in developing the concept to ensure any such development meets the needs of the community and provides a sustainable outcome for Fremantle's marine environment.
How?	Review the current planning guidelines in the proposed area and provide advice on how to achieve responsible development within the proposed area based on the proposed land use.
When?	Commencing 2019–20 FY
How much?	TBC

Project profiles 2015–16

Program area 2: Customer experience, marketing and business improvement

Project name	2.1 Place marketing strategy (Fremantle Story)
Problem / opportunity	There is an opportunity to further develop and expand on existing place marketing activities to involve more interactivity by visitors to Fremantle.
Why is it serious?	Enhancing the customer experience is essential in order to encourage visitation, battle negative perceptions and increase loyalty amongst people visiting, working and living in Fremantle. Place marketing improves the positioning of the city as a destination by identifying and promoting its key assets and strengths as a place to visit.
What are we doing to fix it?	The City will continue to deliver its existing strategic place marketing activities and will adapt activities based on new developments, precincts and attractions coming online in Fremantle. The content hub (www.fremantlestory.com.au) will continue to evolve and incorporate more interactive elements for users.
How?	Continue to deliver and develop the 'Fremantle Story' strategy. Work with business groups and precincts to incorporate individual marketing efforts into a more coordinated approach.
When?	Annually
How much?	\$250 000
Related	Fremantle story place marketing strategy

Project name	2.2 Visitor Centre
Problem / opportunity	Fremantle is forecast to experience growth in visitation from tourists and cruise ship passengers. There is an opportunity to improve visitor experience and increase visitor spend in line with increasing visitor demand.
Why is it serious?	An increase in visitor demand can provide for a significant increase in contribution to the local economy if visitors enjoy their initial experience.
What are we doing to fix it?	The City will continue to fund visitor servicing activities through the services provided by visitors centre. That includes operating a visitor centre that sells Fremantle product, providing visitor advice at the Fremantle passenger terminal when cruise ships are in port, and funding a free shuttle service to bring cruise ship passengers into the middle of Fremantle. An opportunity also exists to relocate the temporary visitor centre to a prominent location to capture more exposure.
How?	Activities carried out by the visitors centre will be aligned with areas of increased demand including a focus on servicing cruise ship passengers as well as interstate and international visitors.
When?	Annually
How much?	\$200 000

Project name	2.3 Events & festivals program
Problem / opportunity	Opportunities exist to increase the economic impact of public and private events and the City's festivals to include expansion into the West End, the Fishing Boat Harbour and other key areas. This includes encouraging local businesses to be involved in the City's Festivals and for those businesses to see festivals and events as opportunities to attract more customers or promote their businesses.
Why is it serious?	Events and festivals attract large numbers of people to the streets who become potential customers for local businesses. Festivals and events raise Fremantle's profile and can be used as a mechanism for strategic place making. They are considered as one Fremantle's major assets that function as tourist attractors and define the city's character. Festivals provide a high profile platform that can be used to promote Fremantle more broadly. Festivals should be considered as a tool for the broad promotion of Fremantle and its attributes.
What are we doing to fix it?	The City will continue to implement its Events and Festivals program. The City will work closely with the business community to take advantage of opportunities presented by each event and festival.
How?	The City will continue to leverage existing marketing and PR activities that occur around the City's Events and Festivals program. In doing this the City will focus on delivering accessible, inclusive, appealing and environmentally sustainable events and festivals maintaining Fremantle as a cultural beacon through providing inspirational and sustainable events.
When?	Annually
How much?	\$597 500

Project name	2.4 Business retention (Fremantle BID)
Problem / opportunity	Organisations such as Business Foundations and the Fremantle Chamber of Commerce provide significant advice, advocacy and development opportunities for small businesses within Fremantle. There is an opportunity for the City of Fremantle to continue providing support to such organisations so that the business community can maintain affordable access to these services.
Why is it serious?	The traditional main street is becoming an increasingly difficult environment to operate due to a range of microeconomic and macroeconomic reasons. Small businesses operating within a main street environment require strong support from industry advisors and champions during these challenging times.
What are we doing to fix it?	The City of Fremantle will continue to work with small business supporters such as Business Foundations, the Fremantle Chamber of Commerce and the Fremantle Business Improvement District Group (BID) to ensure business advice, training and advocacy is easily accessible by the community. Additionally, the Fremantle BID is an organisation established to bring together local businesses and to motivate them to become active members of the local business community.
How?	The City will continue to support and collaborate with Business Foundations, Fremantle Chamber of Commerce and Fremantle BID on a range of projects.
When?	Commencing Q1 2015–16 FY
How much?	Business Foundations \$15,000 Chamber of Commerce \$15,000 BID \$339,221

Project name	2.5 Creative industries support
Problem / opportunity	An opportunity exists to establish a centre of excellence in social entrepreneurship and/or creative industries within the Fremantle CBD. Supporting creative and knowledge-based industries will help to diversify and strengthen Fremantle's economy.
Why is it serious?	As the shift to a knowledge based economy continues throughout the world, the ability to compete with other metropolitan centres in the areas of liveability and innovation depends on Fremantle's ability to embrace the principles of 'smart' and 'learning' cities. The encouragement of social and creative entrepreneurship builds a foundation for the development of smart and learning city characteristics and also provides employment and economic development opportunities.
What are we doing to fix it?	The City of Fremantle aim to establish social enterprise and creative industry hubs in Fremantle to increase the strength of knowledge-based industries. The City will promote and support industry events that promote businesses and entrepreneurs within the creative and knowledge-based industries and partner with local providers to deliver business development programs for creative and knowledge-based businesses.
How?	The City will review of suitable City owned properties, suitable incubator partners and develop a set of 'criteria for use' for shortlisted city owned properties.
When?	Commencing Q1 of 2015–16 FY
How much?	\$15 000

Project name	2.6 CBD differential rate review
Problem / opportunity	The City charges an additional percentage on rates paid by CBD businesses, which currently funds the operation of the Fremantle Business Improvement District (BID). The BID undertakes activation through unique installations and events that attract spending visitors to Fremantle. It works with street activation groups and other stakeholders to implement a range of projects.
Why is it serious?	The businesses that pay the differential rate are rightly expected to gain an appropriate return. There should be no overlapping of activation activities between the City, BID and other business related groups.
What are we doing to fix it?	Review the current differential rate charging and allocation.
How?	Conduct a full review of the differential rate, with consultation between stakeholders.
When?	Commencing Q1 of 2016–17 FY
How much?	TBC

Project profiles 2015–16

Program area 3: Development of council properties

Project Name	3.1 Kings Square redevelopment
Problem / opportunity	The public realm and infrastructure in and around Kings square is outdated leading to low visitation and poor passive surveillance, which in turn results in anti-social behaviour. Kings Square is currently characterised by the largely vacant Myer and Queensgate buildings which are in urgent need of redevelopment.
Why is it serious?	The city centre must be revitalised in order to attract the significant investment required to improve Fremantle's current economic situation.
What are we doing to fix it?	The Kings Square redevelopment project is a major public private partnership to upgrade Kings Square and a number of surrounding buildings (including a new library, civic and administration building for the City of Fremantle, and the Myer and Queensgate retail and office buildings). When completed this \$220m project will likely be the biggest single development project undertaken in Fremantle since the creation of the Fremantle port itself, with 16,000 square metres of retail space and 30,000 square metres of high quality office space.
How?	The City will work with a development partner to redevelop both City owned and privately owned buildings to create a new and vibrant civic heart in the centre of Fremantle.
When?	Commencing Q4 of 2015–16 FY
How much?	\$44.75 million

Project Name	3.2 Fremantle Oval sporting precinct study
Problem / opportunity	There is an opportunity to redevelop the Fremantle Oval and adjacent Stan Reilly site to deliver a state footballing centre of excellence as well as much better integration with the immediate urban environment.
Why is it serious?	The Fremantle Football Club (Dockers) are relocating away from Fremantle Oval, the functions of the hospital are changing and the Stan Reilly site does not have a long-term tenant. With integrated master planning, these changes provide an opportunity for a major transformational move that sees the facilities better utilised and re-connected with the city centre.
What are we doing to fix it?	Exploring the possibility of transforming the Oval and immediate surrounds into a sporting precinct.
How?	Along with major stakeholders, undertaking a business case process that will explore the feasibility of co-locating South Fremantle FC and East Fremantle FC on the site, combined with a WAFL centre of excellence and other related uses.
When?	Q2 2015–16 FY
How much?	\$40 000

Project Name	3.3 Old Boys' School: creative centre
Problem / opportunity	An opportunity exists to leverage the many levels of interest and character possessed by the Old Boys' School building on Adelaide street given it is currently being refurbished and will soon be available for use.
Why is it serious?	The building is likely to be vacant after the vacation of the Film and Television Institute in 2014. As a key strategic site within the City Centre, the building should be used to attract a high quality tenant that can add value to Fremantle through providing a strong community purpose. Ideally, any use would tie in with the original purpose of the building as a place for education and knowledge-generation.
What are we doing to fix it?	If FTI elect to vacate the building, the City will call for expressions of interest for new tenants based on Council approval of guiding principles and selection criteria.
How?	Upon the establishment of a set of criteria for use, a request for proposal will be sent out to prospective operators, ultimately resulting in the Old Boys School becoming utilised by a suitable operator.
When?	Commencing Q1 2015–16 FY with an aim of tenancing the building in Q3 2015–16
How much?	\$704 800
Related	Princess May master plan

Project Name	3.4 Cantonment Hill activation
Problem / opportunity	The Cantonment Hill precinct is currently poorly activated and underutilised by the community. An opportunity exists to make extensive upgrades to the site in order to achieve a sustainable place of interest for both visitors and locals. An opportunity also exists to use the Naval Stores to meet economic outcomes by leasing the building to businesses involved in knowledge-based industries.
Why is it serious?	The reactivation of the area will encourage community use and address problems of anti-social behaviour including graffiti on nearby buildings. Fremantle's economy can be strengthened by a greater prevalence of knowledge-based industries.
<i>What are we doing to fix it?</i>	Subject to Council approval, leasing the building to ENKEL – a cooperative of creative entrepreneurs.
How?	As part of the cantonment hill project, the Naval store building is scheduled to become tenanted and refurbished.
When?	Commencing Q1 2015–16
How much?	\$2 million

Project Name	3.5 Commercial property acquisition strategy
Problem / opportunity	The City maintains a strong commercial property portfolio and is proactive in purchasing strategic sites that may better contribute to the local economy if redeveloped into an alternative use.
Why is it serious?	Fremantle suffers from an oversupply of low grade office and retail space. In order to attract further investment, the City must make land and infrastructure available to developers that can contribute towards the provision of high quality and appropriate development within the CBD.
<i>What are we doing to fix it?</i>	The city has in the past has made council owned properties available for sale to developers who can deliver a sustainable outcome for the community. The City also pursues the purchase of land and property that it can later sell for the same purpose.
How?	The City will continue to assess opportunities to purchase commercial property on a case by case basis both in terms of investment and making suitable development sites more available to the property industry.
When?	Commencing Q2 2015–16 FY
How much?	N/A

Project Name	3.6 Evan Davies Building/Market Street Piazza – ground level activation
Problem / opportunity	Given recent tenancy changes, an opportunity exists to undertake remedial works including conservation and compliance works to the existing building and infrastructure improvements to the building. The redevelopment presents opportunities to reconnect the rear of the building with the Market Street piazza and to create an improved pedestrian environment.
Why is it serious?	The Evan Davies building is a landmark heritage asset in the heart of Fremantle's cappuccino strip. It is also included in West End heritage area.
<i>What are we doing to fix it?</i>	The City will undertake remedial works for the existing building and also explore design options for the rear of the building in order to better connect current business with the Market Street Piazza.
How?	An urban design concept will be developed which will then be delivered based on heritage conservation and restoration best practice.
When?	Commencing Q4 2015–16
How much?	\$500 000

Project profiles 2016–17 to 2019–20
Program area 3: Development of council properties

Project Name	3.7 Fremantle Oval redevelopment*
Problem / opportunity	Following the Fremantle Oval sporting precinct study, redevelopment of the precinct will begin.
Why is it serious?	The Fremantle Football Club (Dockers) are relocating away from Fremantle Oval, the functions of the hospital are changing and the Stan Reilly site does not have a long-term tenant. With integrated master planning, these changes provide an opportunity for a major transformational move that sees the facilities better utilised and re-connected with the city centre.
<i>What are we doing to fix it?</i>	Redevelopment the precinct in accord with the outcomes of the precinct study.
How?	Work with the State Government, private sector and all other major stakeholders to redevelop the site.
When?	Commencing Q1 2017–18 FY
How much?	TBC

Project Name	3.8 Parking capacity review
Problem / opportunity	Based on feedback from residents and the business community, there is a perception that the Fremantle CBD lacks adequate parking supply, and the parking is difficult to access and too expensive.
Why is it serious?	Different precincts and retail mixes will rely of different forms of parking in order to attract and retain customers. It is important to provide the right mix of parking at the right locations in order to provide customers appropriate access to retailers and places of employment.
<i>What are we doing to fix it?</i>	The City will review its current parking supply, location and time limits as well as the surrounding business mix in order to address the current negatives perceptions regarding parking. This may include building more car parks.
How?	The City will investigate the provision of additional parking at strategic locations on the fringe of the CBD, that enable fast and efficient connection to the CBD via public transport, reducing the need for automobiles in the city centre and increasing parking opportunities for all types of visitors, residents and workers.
When?	Commencing Q2 2016–17 FY
How much?	TBC

*Pending outcome of feasibility study currently underway.

Project profiles 2015–16

Program area 4: Attraction of business, industry and investment

Project Name	4.1 Investment marketing and information sharing
Problem / opportunity	There is an opportunity to better promote investment opportunities to potential investors through the development of publications that feature research collected and collated by the City of Fremantle, as well as exposing these investment opportunities to the appropriate market through providing up to date information, reports and representation at applicable events and gatherings. Building strategic partnerships with other cities aligned with Fremantle's development strategies will provide additional investment opportunities. Investment opportunities also exist with future developments requiring State and Federal integration such as the Railway Station forecourt, Warders Cottages, Old Police Station and Courthouse.
Why is it serious?	There is lack of centralised information that presents a business case to investors as to why they should invest in Fremantle. Information should be collected and made readily available in an easy to read format in order to increase the chances of attracting significant investment into our community.
What are we doing to fix it?	The City will work together with other stakeholders to compile and collate information that makes a case for Fremantle as an attractive place for investment, ultimately providing a business case to invest. The City will also maintain and promote up to date residential and workforce demographic information in an easy to read format on our website, as well as produce regular research reports on the city's office, retail and residential markets to support informed business and investment decisions. The City will work with major partner organisations such as Tourism Western Australia, Austrade and Department of State Development to ensure the City is well represented to the national and international investment market through exposure at investment related congregations. The City will explore building strategic partnerships with other cities whose development strategies align.
How?	An updated investment prospectus will be designed, published and proactively distributed to prospective investors. Demographic information to be incorporated into new website, regular research reports to be completed and close relationships with partner organisations maintained.
When?	Q1 2015–16 FY
How much?	\$70 000

Project Name	4.2 Business attraction and support
Problem / opportunity	Fremantle has the opportunity to attract high quality new businesses into the city to support and build the current retail and hospitality offer. A mixture of new developments and existing vacancies can be leveraged to draw in new business, improving the overall environment for locals and visitors.
Why is it serious?	A negative perception coupled with empty shops and perceived higher rents are all currently considered as some of the challenges to overcome if Fremantle is to gain back the confidence of local and new businesses, investors, residents and visitors. In late 2014, a City of Fremantle vacancy audit identified 69 ground floor properties vacant or for lease within the CBD. This was driven by areas such as the High Street Mall. Clusters of vacancies were generally characterised by a disparate approach to tenancy leasing, a poor retail offer which limits visitation, no destination-oriented marketing to prospective tenants, poor quality public realm and infrastructure relative to other retail destinations in the Perth metropolitan area, and an overall lack of clarity regarding positioning and brand within the Fremantle market. As part of the current revitalisation of Fremantle's city centre, the attraction and support of new population driven businesses is essential in order to stimulate and diversify Fremantle's local economy. Successful population driven businesses bring the necessary activity to their surrounding areas and support other businesses nearby by attracting further potential customers. The City will ensure Fremantle becomes a leading destination for the ease of setting up and operating small businesses.
What are we doing to fix it?	Strong emphasis has been given to the attraction of high quality and financially viable businesses that operate with sound business models.
How?	During 2014/15 the City introduced its first Business Attraction Incentives Policy in addition to a range of activities designed to make Fremantle a destination of choice for people looking at setting up a business. The City will continue to fund these incentives as well as facilitate proactive investor familiarisations. The City will also continue to be active in providing support to retailers 'graduating' from incubators as well as maintaining a leasing prospectus and business enquiry service.
When?	Q1 2015–16 FY
How much?	\$50 000

Project Name	4.3 Support for NBN rollout
Problem / opportunity	The arrival of nbn™ network in Fremantle provides an opportunity to leverage the advantages of fast broadband to promote Fremantle as a place to conduct business where a fast internet connection is a must.
Why is it serious?	The nbn™ network will provide benefits for residents, local businesses and visitors alike.
What are we doing to fix it?	Liaise with nbn to ensure Fremantle receives the best possible technology mix. Promote the arrival of the network as part of broader investment attraction marketing. Opportunities exist to upgrade the technology mix, the costs and benefits of which need to be explored.
How?	Continual communication with nbn including identifying areas of future development, promote network rollout through City communication channels and investment marketing. Analyse costs and benefits of technology mix upgrades.
When?	Q4 2015–2016 FY
How much?	N/A

Project Name	4.4 New business welcome pack
Problem / opportunity	To ensure new and existing businesses are fully informed of City regulations and procedures, marketing opportunities and other relevant information pertaining to operating a business in Fremantle.
Why is it serious?	The City can be more welcoming to new businesses to ensure they have every chance of successful operation.
What are we doing to fix it?	Produce a business welcome pack containing all relevant information, as well as establishing an initial connection between business and the City.
How?	Production of welcome pack with input from the business community.
When?	Commencing Q4 2015–16 FY
How much?	N/A

Project profiles 2016–17 to 2019–20

Program area 4: Attraction of business, industry and investment

Project Name	4.5 Support for extra UNDA student housing
Problem / opportunity	Universities act as key economic anchors and provide an increased student population which may assist in supporting population driven businesses. Currently, there is limited affordable housing in the city centre which may prevent students from living and working in the City. An opportunity exists to work with UNDA to identify key sites that may be suitable for student housing.
Why is it serious?	While the day time influx of student population is beneficial for the economy, increasing the number of students living and working within the city centre would provide a significant boost to the mid-week night time economy.
What are we doing to fix it?	As a key stakeholder in the economy, the City will work with UNDA to identify key sites that would be suitable for their student population.
How?	A review will be undertaken in conjunction with UNDA into student housing requirements, available infrastructure and development opportunities as well as strategies for implementing affordable housing with the CBD.
When?	Commencing Q2 2016–17 FY
How much?	N/A

Reporting back to the community

Key Performance Indicators

As the four program areas and associated projects are delivered, the City will track progress against a set of key performance indicators (KPI) to ensure project outcomes are generating the benefits outlined in the strategy. The section to follow outlines the series of KPIs that will be used to measure the performance of this strategy.

Expected benefits	KPI	Measure	Source	Frequency	Baseline Figure	Target 2020
More state and federal government investment	Fremantle defined as Primary Centre (↑)	Achieved/Not achieved	WA Planning Commission	Biennially	Strategic Metropolitan Centre	Achieved
More state and federal government investment	Dollar value of state government investment (↑)	Dollar value of state government investment in Fremantle	City of Fremantle	Biennially	TBC	TBC
Greater opportunity for population driven businesses Trade spread more evenly throughout day, week, year Greater number of employment opportunities	Number of people living in Fremantle (↑)	Estimated Resident Population (ERP)	Profile.id (ABS)	Annually	30 321 (2013)	33 000–34 000
Greater opportunity for population driven businesses Trade spread more evenly throughout day, week & year	Number of people working in Fremantle (↑)	Local jobs	Economy.id (NIEIR)	Annually	33 815 (2013)	35 000– 36 000
Greater opportunity for population driven businesses Trade spread more evenly throughout day, week, year Greater number of employment opportunities	Number of visitors to Fremantle (↑)	Pedestrian counts of key locations - Market St - South Tce - High St - Adelaide St	City of Fremantle	Annually	Average of 2.5 million per year (measured across 4 locations)	Average of 3 million (across same locations)
Greater opportunity for population driven businesses	Performance of population driven industries (↑)	Business sentiment survey Retail vacancy rate	City of Fremantle	Annually	No baseline figure 10.7% (2014)	TBC 7.5–8.5%
Investment in Fremantle continues to grow	Value of investment in Pipeline (↑)	Total value of DAs	City of Fremantle	Annually	\$1.3 billion (July 2015)	TBC
Investment in more sustainable, intensive and higher value land uses	Amount of A- grade & B- grade office space (↑)	NLA office space (A & B grade)	City of Fremantle	Biennially	TBC	20 000–40 000 m ² extra
Investment in more sustainable, intensive and higher value land uses	Amount of retail space (↑)	NLA retail space	City of Fremantle	Biennially	20 000m ²	40 000m ²
Investment in more sustainable, intensive and higher value land uses	Number of residential dwellings (↑)	Dwelling type	Profile.Id (ABS)	Biennially	13 464 (2011)	14 500–15 500

Investment confidence in Fremantle continues to grow	Turnaround times on lodged DAs (↓)	Average time for DAs to be approved	City of Fremantle	Annually	TBC	TBC
Investment continues to grow	Number of enquiries from prospective businesses (↑)	Number of enquiries received by COF from prospective businesses	City of Fremantle	Annually	40 (2014)	60–70
Investors and businesses are better informed of Council activities	Number of readers of relevant City of Fremantle communicate including parts of the City's website (↑)	Readership numbers Average opens Business page website traffic number	City of Fremantle (Campaign Monitor, Google Analytics)	Annually	1 200 recipients 368 8 200 page views	1 500 recipients 400 10 000 page views
Greater number of desirable population driven businesses	Proportion of new population-driven businesses in Fremantle that meet the desirable criteria within the aspirational / leasing strategy (↑)	<u>Desirable businesses</u> Total businesses	City of Fremantle	Annually	TBC	TBC
Lower retail vacancy rates	Retail vacancy rate in Fremantle (↓)	Retail vacancy audit	City of Fremantle	Annually	10.7%	7.5–8.5%
Economy is more resilient and sustainable, and exhibits a greater number of smart city characteristics among a growing knowledge-based workforce.	Economic contribution of knowledge-based industries (↑)	Value Add K-B industries (\$M)	Economy.id (ABS)	Every 5 years	\$1 465.7million	TBC
Causes of major issues for Fremantle's economy can be proactively identified, managed and removed (or mitigated) by the business community Due to a greater collaboration, there is more effective collective problem solving and collective stakeholder strengths are better leveraged.	Membership of active business groups (↑)	Membership numbers of active business groups	City of Fremantle (CoF business survey)	Annually	No baseline	TBC
Due to a greater collaboration, there is more effective collective problem solving and collective stakeholder strengths are better leveraged.	Number of collaborative engagements and activities held with, or by the Fremantle business community and the positive changes they produce (↑)	Number of collaborative engagements and activities	City of Fremantle	Annually	TBC	TBC
Due to a greater collaboration, there is more effective collective problem solving and collective stakeholder strengths are better leveraged.	City of Fremantle's service performance as judged by the business community (↑)	Service performance	Catalyse	Biennially	43	Exceed industry average