

STIRLING CITY CENTRE ALLIANCE

PROJECT INFORMATION

SUMMARY

This document is a guide to the documentation that contains the intellectual property produced by and on behalf of the Stirling City Centre Alliance.

TABLE OF CONTENTS

1	INTRODUCTION	3
1.1	PURPOSE.....	3
1.2	AUDIENCE.....	3
2	HIERARCHY OF DOCUMENTATION	3
3	DELIVERABLES	4
3.1.	DELIVERABLE 1 OUTPUTS – PREPARE AND IMPLEMENT A STATUTORY PLANNING FRAMEWORK	4
3.1.1	<i>Structure Plan</i>	4
3.1.2	<i>Precinct Plans</i>	4
3.1.3	<i>Improvement Plan 36</i>	5
3.1.4	<i>Improvement Scheme</i>	5
3.1.5	<i>MRS Amendment</i>	6
3.1.6	<i>Transport Planning</i>	6
3.2	DELIVERABLE 2 OUTPUTS - ENABLE LAND DEVELOPMENT IN LINE WITH THE VISION.....	6
3.2.1	<i>Master Strategy Report</i>	7
3.2.2	<i>Environmental Investigations</i>	7
3.2.3	<i>Utilities Infrastructure Investigations</i>	7
3.2.4	<i>Landscape and Urban Design</i>	8
3.2.5	<i>Cost Estimates</i>	8
3.3	DELIVERABLE 3 OUTPUTS - GEOTECHNICAL WORK AS WELL AS FINANCIAL, LEGAL AND PROBITY WORK TO PLACE A REQUEST FOR TENDER (RFT) FOR A SMALL AMOUNT OF LAND (EG. 0.5HA) IN THE MARKET AS SOON AS POSSIBLE.....	8
3.4	DELIVERABLE 4 OUTPUTS – PREPARE AND IMPLEMENT A GOVERNANCE STRUCTURE.....	9
3.5	DELIVERABLE 5 OUTPUTS – SEEK FUNDING AND INVESTMENT OPPORTUNITIES TO DELIVER THE CITY CENTRE	10
3.5.1	<i>Business Case #1 – May 2010</i>	10
3.5.2	<i>Infrastructure Australia Submission – November 2010</i>	10
3.5.3	<i>Westfield MOU – June 2011</i>	10
3.5.4	<i>Program Business Case 2012</i>	11
3.5.5	<i>Stirling Transport Stage 1 Business Case 2011/12</i>	11
3.5.6	<i>Value Capture Investigations</i>	11
3.5.7	<i>Land Development Report</i>	12
4	ACKNOWLEDGEMENT OF KEY CONTRIBUTORS AND PARTICIPANTS	13
	APPENDIX A – STIRLING CITY CENTRE ALLIANCE PROJECT OUTPUTS 2010 – 2013	14
	APPENDIX B – DIAGRAMMATIC SUMMARY OF PLANNING AND URBAN DESIGN OUTPUTS	18
	APPENDIX C – DIAGRAMMATIC SUMMARY OF TRANSPORT OUTPUTS	19
	APPENDIX D – DIAGRAMMATIC SUMMARY OF ENVIRONMENTAL OUTPUTS	20
	APPENDIX E – DIAGRAMMATIC SUMMARY OF UTILITIES INFRASTRUCTURE OUTPUTS	22
	APPENDIX F – DIAGRAMMATIC SUMMARY OF VALUE CAPTURE OUTPUTS	23
	APPENDIX G – TRANSITION PLAN RESPONSIBILITY TABLE	24

Introduction

The Stirling City Centre Alliance (SCCA) operated between September 2008 (signing of first Alliance Agreement) and December 2013. A triennial funding arrangement was entered into in July 2010, which was formalised with an MOU between project partners, the Western Australian Planning Commission (WAPC) and the City of Stirling (CoS). This MOU was extended to 31 December 2013, on which date the formal agreement between project partners ended and the SCCA governance structure for the project ceased.

1.1 Purpose

This document is a 'users guide' to project documentation produced by the SCCA to support future / further work that may be undertaken by either project partner or any other agency. It is a reference document that:

- lists the documentation that the SCCA has produced categorised under the core deliverables of the project; and
- acknowledges key contributors and participants

1.2 Audience

The target audience for this document are State and local government stakeholders interested in and/or tasked with pursuing further planning, development and/or delivery work in the Stirling City Centre area.

2 Hierarchy of documentation

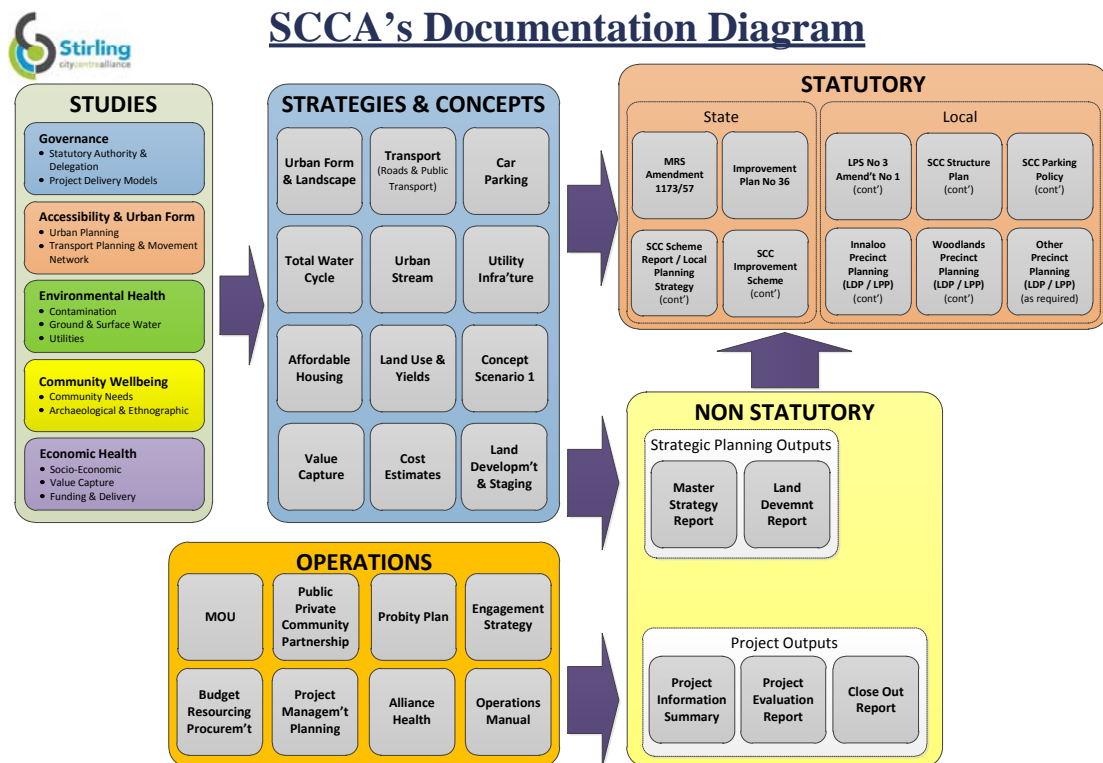


Figure 1

Figure 1 provides a diagrammatic depiction of the key project documents and how they interrelate.

3 Deliverables

Five Core Deliverables were approved by Cabinet in 2010, with funding allocated to achieve these. Figure 2 below demonstrates the approach taken to delivery of the Work Program.

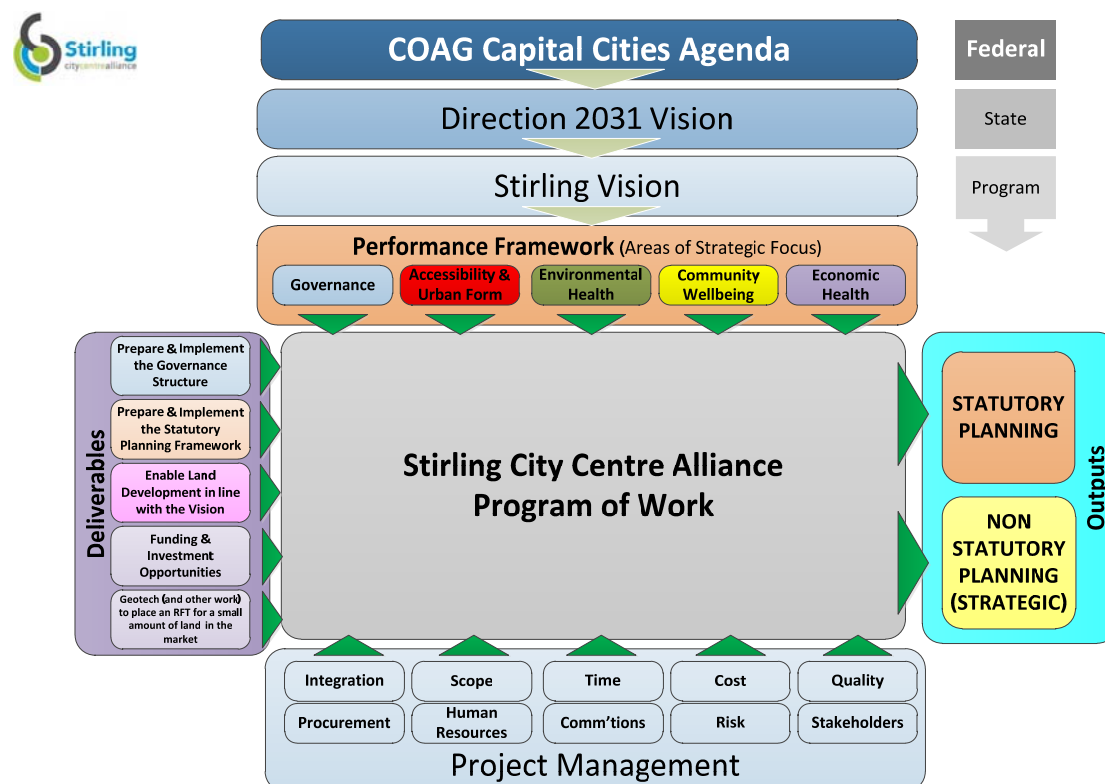


Figure 2

Below is a summary of the outcomes of the Core Deliverables, which identifies the key documentation/reference material produced for each Deliverable. A full list of reports is provided in Appendix A.

3.1. Deliverable 1 Outputs – Prepare and implement a statutory planning framework

3.1.1 Structure Plan

A ‘final’ version of the Stirling City Centre Structure Plan has been prepared, following advertising and amendment of a ‘draft’ version, and handed to the CoS for statutory approval.

3.1.2 Precinct Plans

Precinct Plans have been substantially prepared for the Woodlands and Innaloo precincts with finalisation dependent on inputs from other work packages, notably car parking provisions. These Precinct Plans have been handed over to the CoS for finalisation (where necessary), advertising and statutory approval.

Precinct Plans need to be developed for the other Precincts of the Stirling City Centre, namely Northern, Station, Southern and Osborne Park precincts. It is recommended that these Precinct Plans be undertaken collaboratively between the CoS, the WAPC, community stakeholders and landowners, in similar manner to that used to prepare the Woodlands and Innaloo precincts.

It is acknowledged that some of the precinct planning may be triggered by certain circumstances such as market demand, implementation of infrastructure, etc.

Precinct Plans need to comply with the active Scheme at the time (either the Local Planning Scheme 3 or the Improvement Scheme) and be guided by the following planning reports:

- Urban Typology
- Structure Plan (and associated policies and reference documents)
- Master Strategy Report (and associated reference documents)

3.1.3 Improvement Plan 36

Improvement Plan 36¹ was gazetted in October 2011 in order to:

- Enable the WAPC to undertake all necessary steps to advance the planning, development and use of land within the Stirling City Centre, as provided for under Part 8 of the Planning and Development Act 2005;
- Facilitate the transfer of State lands to the Western Australian Planning Commission; and
- Facilitate land exchanges as required to achieve project objectives.

An amendment to Improvement Plan 36 was gazetted on 27th August 2013 to enable the initiation of an Improvement Scheme.

3.1.4 Improvement Scheme

An Improvement Scheme (IS) has been substantially prepared to enable urban regeneration and, amongst other things, guide future land use development, funding arrangements (through a Development Contribution Plan) and infrastructure provision in an orderly manner. The WAPC is the responsible party for the IS, and has the ability to delegate all or part of its functions to the CoS or any other bodies.

Upon gazettal, the IS suspends the Metropolitan Region Scheme and LPS3 for the area identified in the IS for the period needed to effect the objectives of the IS.

¹ <http://www.planning.wa.gov.au/publications/6115.asp>

3.1.5 MRS Amendment

Metropolitan Region Scheme Minor Amendment 1173/57, Stirling City Centre² was gazetted in October 2011 to:

- *replace the Primary Regional Roads reservation within the Stirling City Centre from just north of Jon Sanders Drive to the Mitchell Freeway with City Centre zone;*
- *replace the Primary Regional Roads and Other Regional Roads from Cedric Street to City Centre zone in the north and to City Centre zone in the south to Ellen Stirling Boulevard with the remainder as Urban; and*
- *rationalise the Other Regional Roads reservation on Scarborough Beach Road to 42metres from Odin Road to King Edward Road;*

as a first step to accommodate dispersed regional traffic movement in preference to building Stephenson Highway within the Stirling City Centre area.

This effectively reallocated a significant portion of government land from a road use to City Centre use, i.e. potential for development.

3.1.6 Transport Planning

Development of the City Centre core is encumbered mainly by inadequate regional transport infrastructure, which limits the local road network and connections to support further development and growth.

The regional transport infrastructure required, primarily the extension of Stephenson Avenue with a full freeway interchange and removal of Cedric Street interchange, was developed and supported by State and local government agencies and the community.

The following reports identify a range of future transport requirements and initiatives to guide future precinct planning and development.

- Integrated Transport Strategy
- Public Transport Plan
- Road & Network Plan
- Transport Modelling

3.2 Deliverable 2 Outputs - Enable land development in line with the vision

As a result of MRS Amendment 1173/57, a significant portion of government land was reallocated for City Centre development. The Stirling City Centre Structure Plan identifies this area as a mixed use development zone. Development of this land is constrained by the Osborne Park Main Drain that runs through it and the old Hertha Road tip site which is located in the vicinity.

To understand how to enable development on this land in line with the vision, as outlined in the Structure Plan, a range of investigations were undertaken to identify development opportunities and constraints. The following documentation was produced:

² http://www.planning.wa.gov.au/dop_pub_pdf/1173_-_Amendment_Report.pdf

3.2.1 Master Strategy Report

The Stirling City Centre Master Strategy Report is an over-arching strategy that integrates and coordinates a set of concept phase planning strategies developed for the Stirling City Centre by the Alliance. The functions of the Master Strategy are to:

- Synergise the ‘concept phase’ planning strategies and concept designs prepared for the Stirling City Centre by the Alliance; in order to
 - Complement and inform the preparation of appropriate statutory planning documents relating to the Stirling City Centre; and
 - Provide sound input into the design and implementation phases of the Stirling City Centre.

The program of work represented in the Master Strategy broadly demonstrates that the Vision for the Stirling City Centre is achievable and provides strong justification for the project to progress to the design phase, including precinct planning.

3.2.2 Environmental Investigations

Environmental due diligence investigations were undertaken to gain a better understanding of the site-specific environmental factors that influence future development on the government land. These are referenced and integrated with other investigations in the Master Strategy Report. These include:

- Integrated Water Management Strategy Final Report
- Urban Stream Concept Design Final Report
- Groundwater and Surface Water Final Interpretative Report
- Ground and Water Conditions Interpretative Final Report
- Final Modelling Report for Surface and Groundwater
- District Water Management Strategy

See Appendix B for a detailed diagrammatic summary of environmental outputs.

3.2.3 Utilities Infrastructure Investigations

The majority of the Stirling City Centre is to be established by developing vacant government land (State and Local), which is un-serviced, and redeveloping low density industrial land in Osborne Park that is un-sewered. Additionally, the existing utility infrastructure within the proposed City Centre area is near capacity.

While limited, small-scale development can be accommodated with minor incremental upgrades, servicing a fully developed City Centre requires major utility upgrades. This situation is typical of established, low-density areas that undergo urban regeneration and intensification of land use.

A significant amount of preliminary work has been undertaken that identified conventional and alternative utility infrastructure options, principally to service the areas of vacant land and the Osborne Park precinct.

Key documents include:

- Review of Sustainable Initiatives and Technologies
- Utilities Infrastructure Strategy Reports (Volume 1)
- Utilities Infrastructure Strategy Reports (Volume 2)
- Utilities Infrastructure Preferred Strategy Report

Further work is required to fully assess the technical, regulatory, operational and commercial feasibility of each utility option, both individually and as an integrated system.

A diagrammatic summary of Utilities Infrastructure Outputs is at Appendix D.

3.2.4 Landscape and Urban Design

An Urban Design and Landscape Strategy has been prepared as an overarching framework and to provide strategic direction to all future urban design and landscape elements of the Stirling City Centre

3.2.5 Cost Estimates

During the course of the SCC Work Program, the SCCA either prepared or obtained cost estimates for a wide range of infrastructure items including roads, public transport, utilities, public open space, environmental treatment and land preparation / development. This information was used for the purposes of options analysis and the preparation of business cases and funding submissions.

It should be noted that the vast majority of estimates were based on concept level designs; and that all estimates are subject to further refinement and scope definition.

A summary table of these estimates is available.

3.3 Deliverable 3 Outputs - Geotechnical work as well as financial, legal and probity work to place a Request for Tender (RFT) for a small amount of land (eg. 0.5Ha) in the market as soon as possible

Two sites (of vacant government land) were identified for investigation to assess the viability of early sale or joint venture development, located at:

1. Corner of Scarborough Beach Road and existing Stephenson Avenue; and
2. South Station site immediately south of the Stirling Transport Interchange.

Investigations of these sites were reported to the Alliance Board at meeting number 21 on 23 February 2011. The excerpts from the Board minutes below reflect the direction to discontinue site specific investigations until market conditions improved and/or development constraints ease.

“Board discussions considered options for development and, based on current market trends, acknowledged that “short term benefits of sale of the site is not seen as beneficial in a constrained investment environment and we should seek to position to respond at a future time as opportunities arise”

Board resolutions were:

- *Continue with the planning and due diligence associated with this site for the next twelve months or so; and*
- *Ongoing monitoring of market trends continues so that we can respond appropriately in the future.*

Subsequent market assessment was undertaken as follows:

- Urbis (via LandCorp) - *Economic & Landuse Mix Assessment*, for input into the Program Business Case, late 2011 through to the first quarter of 2012.

- CBRE - *Preliminary Project Feasibility Analysis & Project Structuring Report*, which was also used as input for the Program Business Case, late 2011 through to March 2012.
- MacroPlan Demasi - *Land Development Report*, completed December 2013. This work package specifically looks at short, medium and long term development opportunities.

3.4 Deliverable 4 Outputs – prepare and implement a governance structure

At the Alliance Board meeting number 21, on 23 February 2011, a program of works relating to the development of a Funded Delivery Vehicle (FDV) (ie. a governance mechanism for land development and infrastructure delivery) was proposed. The Board resolution at this time was to defer a decision on the program of works until the next Board meeting.

At the Board meeting Number 23, on 31 May 2011, the Board endorsed the FDV work program to proceed. Under this banner, a series of governance workshops were held to examine and compare a range of governance approaches for development/delivery phase of the project. It was agreed in these workshops, at officer level, that an Improvement Scheme would be a suitable statutory mechanism to deliver the Stirling City Centre.

There have been some differing opinions about the Stirling Alliance role in relation to development/delivery of the Stirling City Centre, which created some confusion for project stakeholders and staff. To clarify the project's scope and focus, the project owners issued a directive in April 2013, stating:

“The SCCA will not be investigating delivery options or governance options for delivery. The primary focus will be on planning and due diligence investigations that will be incorporated into a business model that will inform the development/delivery phase once funding is secured. However, it is not part of the SCCA’s scope to produce further business cases.”

Based on this advice, no further work was undertaken in this area after April 2013.

3.5 Deliverable 5 Outputs – Seek funding and investment opportunities to deliver the City Centre

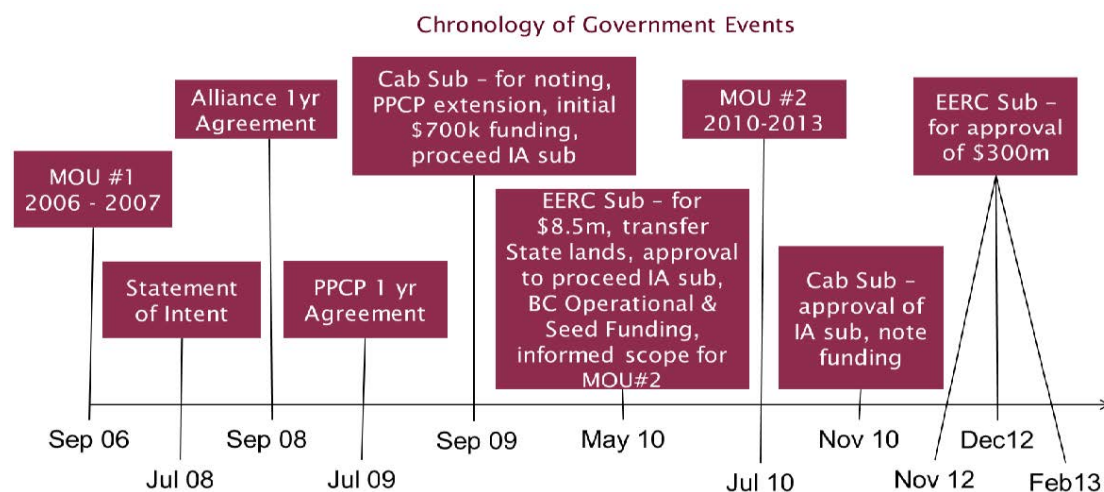


Figure 3

Whilst the SCCA was primarily tasked with undertaking the planning for the Stirling City Centre, it was also tasked to identify funding and investment opportunities for development and delivery project phases.

A range of work was undertaken under this Deliverable, including:

3.5.1 Business Case #1 – May 2010

This business case sought operational and seed funding for the SCCA project. It outlined the potential benefits to government in relation to development opportunities within the Stirling area. This business case successfully secured \$8.5m of funding from State and Local government sources, with conditional further funding of \$1.5m from Local government depending on budget approvals. This Business Case formed the basis for the SCCA program, from which key deliverables were extracted and an MOU developed.

3.5.2 Infrastructure Australia Submission – November 2010

A submission to Infrastructure Australia was produced to articulate the strategic benefits of the development of the Stirling City Centre and to seek Federal Government funding contributions for enabling infrastructure. This submission did not result in a funding commitment. However, it raised the profile of the project at a Federal level.

3.5.3 Westfield MOU – June 2011

At Board Meeting No. 23, on 31 May 2011, the Board endorsed an MOU with Westfield to collaboratively investigate funding and delivery opportunities for a portion of the enabling infrastructure required for the City Centre. Westfield proposed a development model whereby they offered to pre-fund transport infrastructure relating to the construction of part of Stephenson Avenue in exchange for a portion of government land.

The proposal effectively constituted an unsolicited financing proposition and, on advice from Treasury, further discussions were placed on hold pending government

first considering the investment options for the Stirling City Centre based on a thorough business case.

3.5.4 Program Business Case 2012

The Program Business Case was developed to identify the preferred strategic transport infrastructure solution for the Stirling City Centre based on four options (do nothing, road only, road + BRT and road + LRT) and a cost benefit analysis of each. The business case was prepared to a draft stage and circulated for review by key stakeholders. Further development of the document has been held pending a more thorough analysis of the scope and costs (and revenues) of transport infrastructure, mainly in relation to light rail transit.

This document should be reviewed as a starting point for further business cases to government.

3.5.5 Stirling Transport Stage 1 Business Case 2011/12

In November 2011, the Minister for Transport requested a business case to identify the minimum required transport (principally road) infrastructure required to address regional transport movement through the Stirling City Centre – referred to as Stirling Transport Stage 1 (STS 1).

The STS1 business case formed a sub-set of the Program Business Case and identified the benefits and costs to:

- Construct Stephenson Avenue (Scarborough Beach road to Cedric St, interchange with Mitchell Fwy and east – west road connections);
- Public Transport infrastructure (expanded bus capacity at Stirling Train Station and dedicated lanes from the train station to Scarborough Beach Road);
- Improved Stirling Train Station pedestrian access;
- Mitchell Freeway north bound improvements, Hutton Street to Reid Highway,
- Cycling and pedestrian infrastructure; and
- Reconfiguration of the Hutton Street interchange bridge.

This business case was submitted to the government for funding consideration; however it was not supported due to other government priorities.

3.5.6 Value Capture Investigations

The Value Capture work program covered a number of work packages that evolved as the Alliance gained an increasing understanding of the subject. These include:

- *Value Capture Study* - This work package was broadly undertaken in two stages and undertaken by CUSP:
 - The first stage was an initial study that identified the potential range of Value Capture mechanisms that could be applicable to the SCC. This work resulted in the preparation of a Discussion Paper.
 - The second stage was an analysis of property related data to identify the effect of transport infrastructure (specifically rail-based public transport) on property value. This work was effectively a pilot study and resulted in the development of a model that identifies / quantifies the value uplift associated with transport infrastructure (using limited residential property data as an initial land-use class).

- *Hedonic Model* - This work package was undertaken by James McIntosh Consulting and was effectively an extension of the above work to develop the model to cover a wider range of property classes (industrial, commercial and all residential types).
- *GIS Modelling* - This work package, undertaken by Aurora Consulting, covers two aspects:
 - Literature Review - to review relevant documents prepared or obtained by the Alliance to identify the range of land use, yields, transport and car parking values that have been applied to the SCC project.
 - Quantitative Assessment - develop a consolidated table that utilises the land use, yield, transport and car parking data to model a range (3) of land development scenarios.
- *Financial Modelling Tool* – This work package was undertaken through the services of Treasury Corporation and involved developing a financial tool to model the revenue gained (value capture) from land development and property transactions, including capital gains tax, stamp duty, GST, land tax, MRIT and council rates. The financial tool also incorporates land value uplift factors generated by the Hedonic Model. The Financial Tool has been developed to enable other value capture mechanisms to be added, such as FBT, sale proceeds of new release land, transport levy, parking levies and developer contributions.

3.5.7 Land Development Report

The Land Development Report provides advice and recommendations relating to the land development aspects of the Stirling City Centre, specifically the latest conceptual planning (Concept Scenario 1) and in particular the Stage 1 vacant government land. The report has the following components:

- Development Scenario - market assessment of Concept Scenario 1 covering land-use and yields; environmental constraints; infrastructure - transport, utilities and community; and parking provisions.
- Development Strategy - identify practicable options and mechanisms for development structuring and staging under an Improvement Scheme.
- Development Financial Feasibility - high-level financial feasibility based on the above work and analysing the various categories of infrastructure cost.

4 Acknowledgement of key contributors and participants

Figure 4 below represents the network of relationships that has been developed during the course of the Stirling City Centre Alliance project.

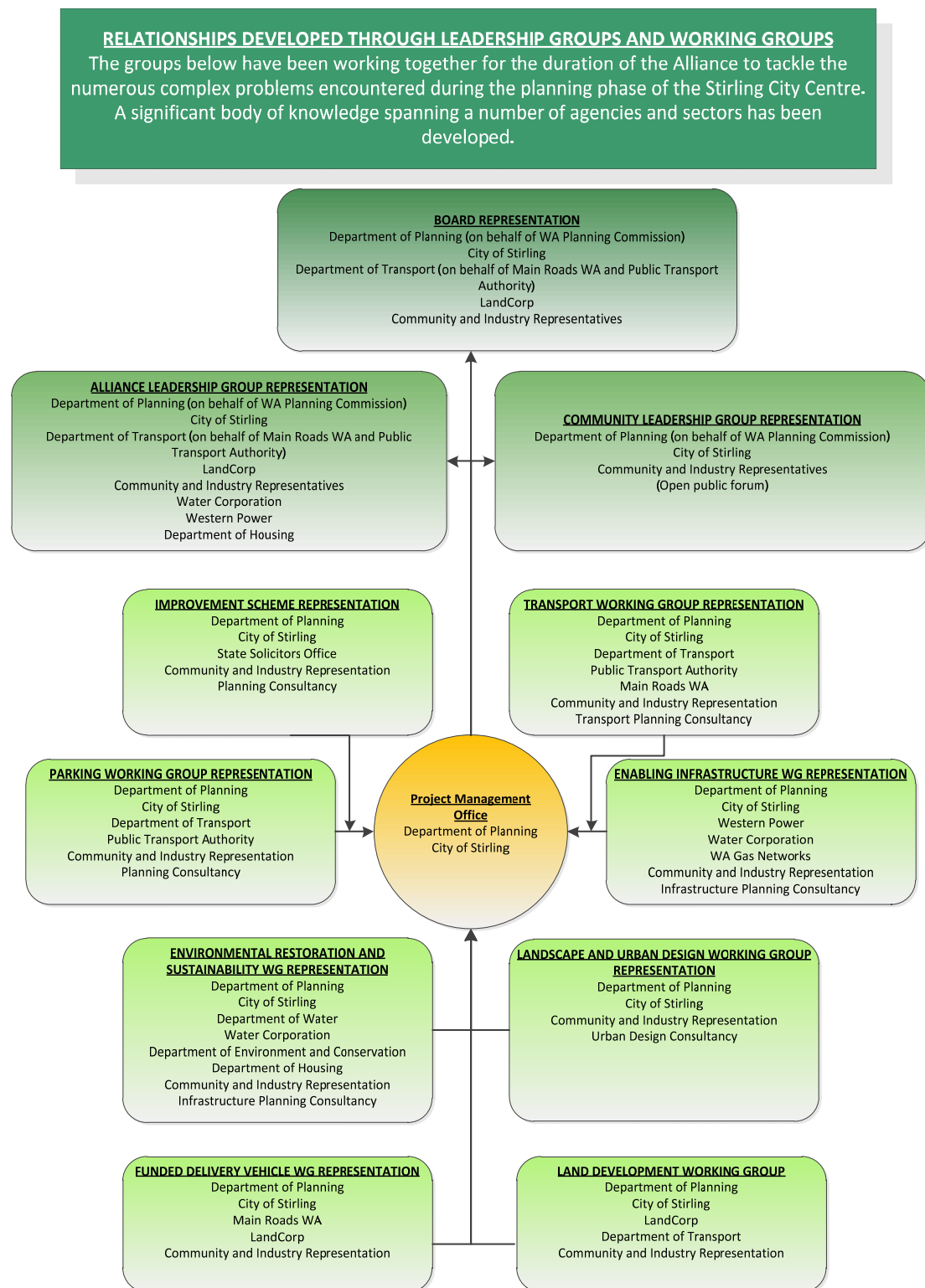


Figure 4

APPENDIX A – Stirling City Centre Alliance Project Outputs 2010 – 2013.

STIRLING CITY CENTRE ALLIANCE PROJECT OUTPUTS 2010- 2013			
Report Title	Author	Report Status	Date
DELIVERABLE 1 - PREPARE AND IMPLEMENT A STATUTORY PLANNING FRAMEWORK			
Stirling City Centre Improvement Scheme - still in progress	Roberts Day	Draft	
Community Needs Assessment	Hames Sharley	Final	7/06/2013
Urban Typology	Coda	Final	10/10/2013
Detailed Area Plan and Local Planning Policy for Innaloo	Hassell	Draft	17/12/13
Detailed Area Plan and Local Planning Policy for Woodlands	Hassell	Draft	17/12/13
Composite Plan - Scenario 1	Hames Sharley	Final	12/09/2013
Integrated Transport Strategy	GHD	Final	26/09/2013
Road Strategy Scenario 1	GHD	Final	15/05/2013
Road Strategy Scenario 2	GHD	Final	15/05/2013
Road Strategy Scenario 3	GHD	Final	15/05/2013
Road Strategy Scenario 4	GHD	Final	15/05/2013
Road Strategy	GHD	Draft	15/05/2013
Public Transport Strategy	GHD	Final	12/12/2013
Stephenson Ave Realignment Concept Design	GHD	Final	30/9/2013
Stirling Modelling Summary (Transport)*	MRWA	Final	9/01/2014
Stirling Regional Centre Traffic Analysis*	MRWA	Final	1/09/2013
Review of Stirling City Centre Parking Policy	SKM	Final	11/09/2013
Miscellaneous Road Designs	SKM		
Access and Parking Strategy	SKM	Final	30/7/2010
Detailed Yield Analysis Report	Hassell	Final	1/07/2011
Draft Stirling City Centre Structure Plan	Hassell	Draft	1/07/2011
Revised Draft Stirling City Centre Structure Plan (Parts 1 & 2)	Stirling Alliance	Draft	16/12/2013
Draft Innaloo Design Guidelines	Hassell	Final	14/01/2013
Draft Innaloo Detailed Area Plan	Hassell	Final	14/01/2013
Draft Woodlands Detailed Area Plans	Hassell	Final	14/01/2013
Draft Woodlands Design Guidelines	Hassell	Final	14/01/2013
Hutton Street Preliminary Design	SKM	Final	27/09/2011

STIRLING CITY CENTRE ALLIANCE PROJECT OUTPUTS 2010- 2013			
Report Title	Author	Report Status	Date
MRS Amendment	Stirling Alliance		June 2009
Improvement Plan 36	Stirling Alliance		Oct 2011
Aboriginal Archaeological and Ethnographic Site Identification Survey	AHMS	Final	30/08/2013
Ethnographic Heritage Consultations	AHMS	Final	26/07/2013
Aboriginal Heritage Site Avoidance-Identification Survey 1	AHMS	Final	30/04/2012
Housing Affordability Assessment	Colliers	Final	5/08/2011
Community Engagement Summary	Bodhi Alliance	Final	30/5/2013
DELIVERABLE 2 - ENABLE DEVELOPMENT IN LINE WITH THE VISION			
Sampling and Analysis Plan	GHD	Final	10/08/2011
Integrated Factual Task A - Investigation of Soil and Groundwater Contamination and Acid Sulphate Soils	GHD	Final	18/02/2013
Water and Environmental Investigations – Task A Interpretive Report	GHD	Final	28/03/2013
Groundwater and Surface Water Interpretive Report	GHD	Final	Nov 2013
Environmental Assessment of Stream Alignments	GHD	Final	20/12/2012
Integrated Water Management Strategy	GHD	Final	14/11/2013
Urban Stream Design Criteria	GHD	Final	30/04/2013
Urban Stream Concept Design	GHD	Final	20/11/2013
Groundwater and Surface Water Interpretive Report	GHD	Final	20/11/2013
Ground and Water Conditions Interpretive Report	GHD	Final	26/11/2013
Modelling Report for Surface and Groundwater	GHD	Final	22/11/2013
Master Strategy Report*	GHD	Final	28/01/2014
Review of Sustainable Initiatives Technologies	GHD	Final	4/04/2013
Stirling Utilities Infrastructure Strategy Volume 1	GHD	Final	18/10/2013
Stirling Utilities Infrastructure Strategy Volume 2	GHD	Final	18/10/2013
Utility Infrastructure Strategy Preferred Concept Volume 1	GHD	Final	4/12/2013
Utility Infrastructure Strategy Preferred Concept Volume 2	GHD	Final	4/12/2013
Urban Design and Landscape Strategy	Syrinx	Final	22/11/2013
Stirling City Centre Sustainability Report	Kinesis	Final	10/09/2012
Stirling Alliance CCAP Precinct	Kinesis	Final	23/04/2012
District Water Management Strategy Update	EES	Final	28/11/2013
Waste Water Treatment Plant Costs	Parsons Brinkerhoff	Final	20/12/2010
SCCA Master Cost Estimates Spreadsheet	Stirling Alliance	Final	10/12/2013

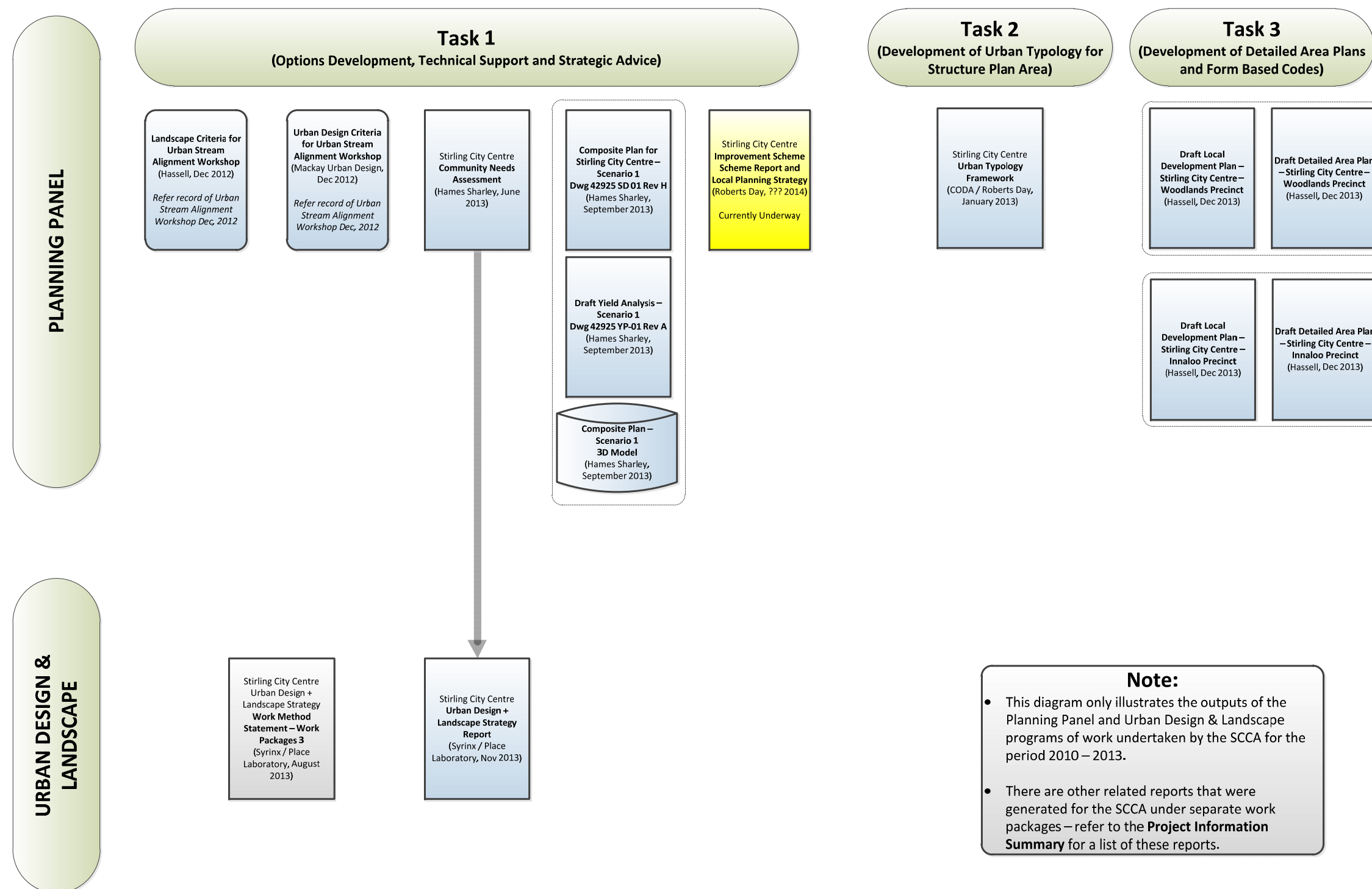
STIRLING CITY CENTRE ALLIANCE PROJECT OUTPUTS 2010- 2013			
Report Title	Author	Report Status	Date
DELIVERABLE 3 - GEOTECHNICAL WORK AS WELL AS FINANCIAL, LEGAL AND PROBITY WORK TO PLACE A REQUEST FOR TENDER FOR A SMALL AMOUNT OF LAND (eg 0.5Ha) IN THE MARKET AS SOON AS POSSIBLE			
Valuation Report South Station Government Hub Site and Scarborough Beach Road Stephenson Avenue	Colliers	Final	23/12/2010
Del Site 2.2 Utilities Assessment	Opus	Final	30/09/2011
Alliance Westfield JV	Gate Capital	Final	7/04/2011
Stirling Station Precinct - Plans	Hassell	Final	23/02/2011
Stirling Station Precinct - Main Floor Levels	Hassell	Final	23/02/2011
Market Level 2 South Station Precinct Plan 100914 .pdf	ESD	Draft	14/09/2010
Concourse South Station Precinct Plan	ESD	Draft	14/09/2010
North Station Precinct Plan	ESD	Draft	10/09/2010
Street Level South Station Precinct Plan	ESD	Draft	15/09/2010
Peter Edgeley - Conceptual sketches	Peter Edgeley	Final	25/09/2009
Design Rationales North And Private Precincts	ESD	Final	1/11/2010
Initial Report Sth Station Cornerstone	Gate capital	Final	6/02/2012
Economic & Landuse Mix Assessment	Urbis	Final	Mar 2012
Light Rail Depot Plans	BGE		
DELIVERABLE 4 - PREPARE AND IMPLEMENT A GOVERNANCE STRUCTURE			
Stirling Alliance Gateway Review		Final	31/07/2013
Delivery Vehicle PMP	Urbanism	Final	18/04/2011
SCA Probity Plan	Braxford	Final	28/02/2012
Business Landowners Feedback	D Wardale	Final	22/11/2010
Community Feedback Report	D Wardale	Final	30/05/2011
Knowledge Capture Synthesis	D Wardale	Final	30/08/2010
Alliance Health Induction	SKM	Final	7/04/2011
Alliance Benchmarking Institute - APC Survey #1	Salicru/ABI	Final	16/08/2010
Alliance Benchmarking Institute - APC Survey #2	Salicru/ABI	Final	20/03/2010
Alliance Benchmarking Institute - SCCA Workshop Report	Salicru/ABI	Final	21/04/2010
Probity Close Out report*	Braxford	Final	18/12/2013
Alliance Health Close Out report*	Veraison	Final	16/12/2013
Stirling Alliance Project Evaluation – Performance Review*	Alchemie	Final	30/12/2013

STIRLING CITY CENTRE ALLIANCE PROJECT OUTPUTS 2010- 2013			
Report Title	Author	Report Status	Date
DELIVERABLE 5 - SEEK FUNDING AND INVESTMENT OPPORTUNITIES TO DELIVER THE CITY CENTRE			
Stirling Alliance Economic Modelling Report	Pracsys	Final	1/04/2011
Phase 1 Baseline Business Case	Urbanism	Final	9/09/2011
Infrastructure Australia Submission 2008		Final	15/10/2008
IA Supplementary Information	Hassell	Final	15/10/2010
Infrastructure Australia Submission 2010		Final	09/12/2010
Review IA Environmental	PB	Final	27/10/2010
Stage 1 Business Case - Impact of Light Rail	Macroplan	Final	8/11/2010
Stirling Osborne Park Positioning Paper	SGS	Final	20/03/2013
Draft Program Business Case Short Form	Paxon	Draft	27/03/2012
Draft Program Business Case		Draft	15/06/2012
Stirling Transport Stage 1 Business Case	MRWA	Final	23/05/2012
Stirling City Centre Vision (Video/3D Flyover)	IDF Global	Final	5/07/2012
Phase 1 Stirling Literature Review*	Aurora Consulting	Final	25/10/2013
Phase 2 Quantitative Assessment Outcomes*	Aurora Consulting	Final	11/11/2013
Preliminary Project Feasibility Analysis & Project Structuring Report	CBRE	Final	30/03/2012
Development Packages	Urbanism	Final	30/06/2011
Stirling City Centre Draft Scenario Development*	MacroplanDimasi	Final	24/01/2014
Stirling City Centre Draft Development Strategy*	MacroplanDimasi	Final	24/01/2014
Development Financial Feasibility*	MacroplanDimasi	Final	24/01/2014
Land Development Report*	MacroplanDimasi	Final	24/01/2014
Value Capture Draft Discussion Paper	CUSP	Draft	Oct 2011
Stirling Alliance Hedonic Pricing Model	James McIntosh	Final	Mar 2013
Financial Model – Input Requirements for Value Capture	James McIntosh	Final	Mar 2013

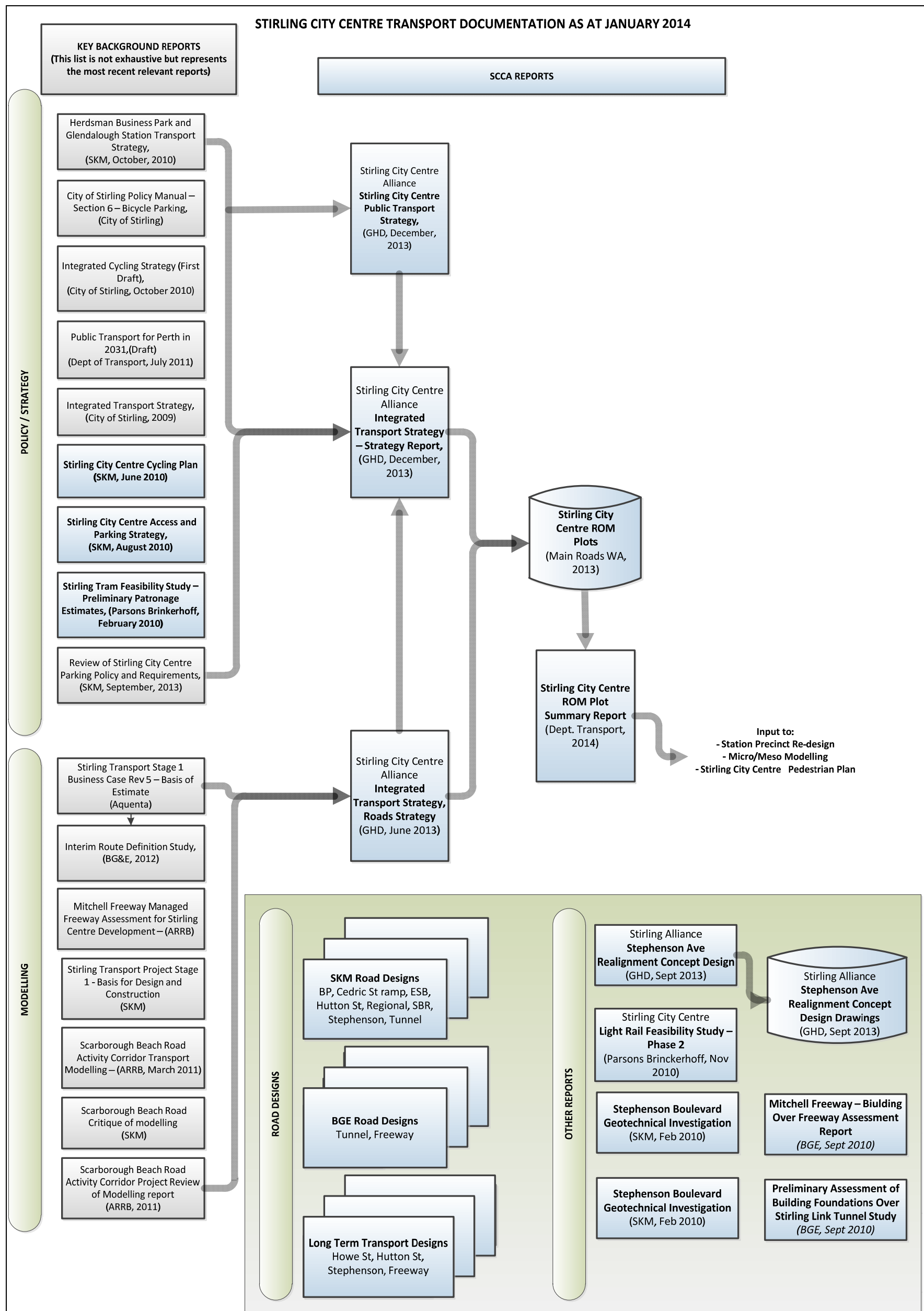
*All reports with asterisks to be provided to City of Stirling with Project Close Out documentation.

APPENDIX B – Diagrammatic summary of planning and urban design outputs

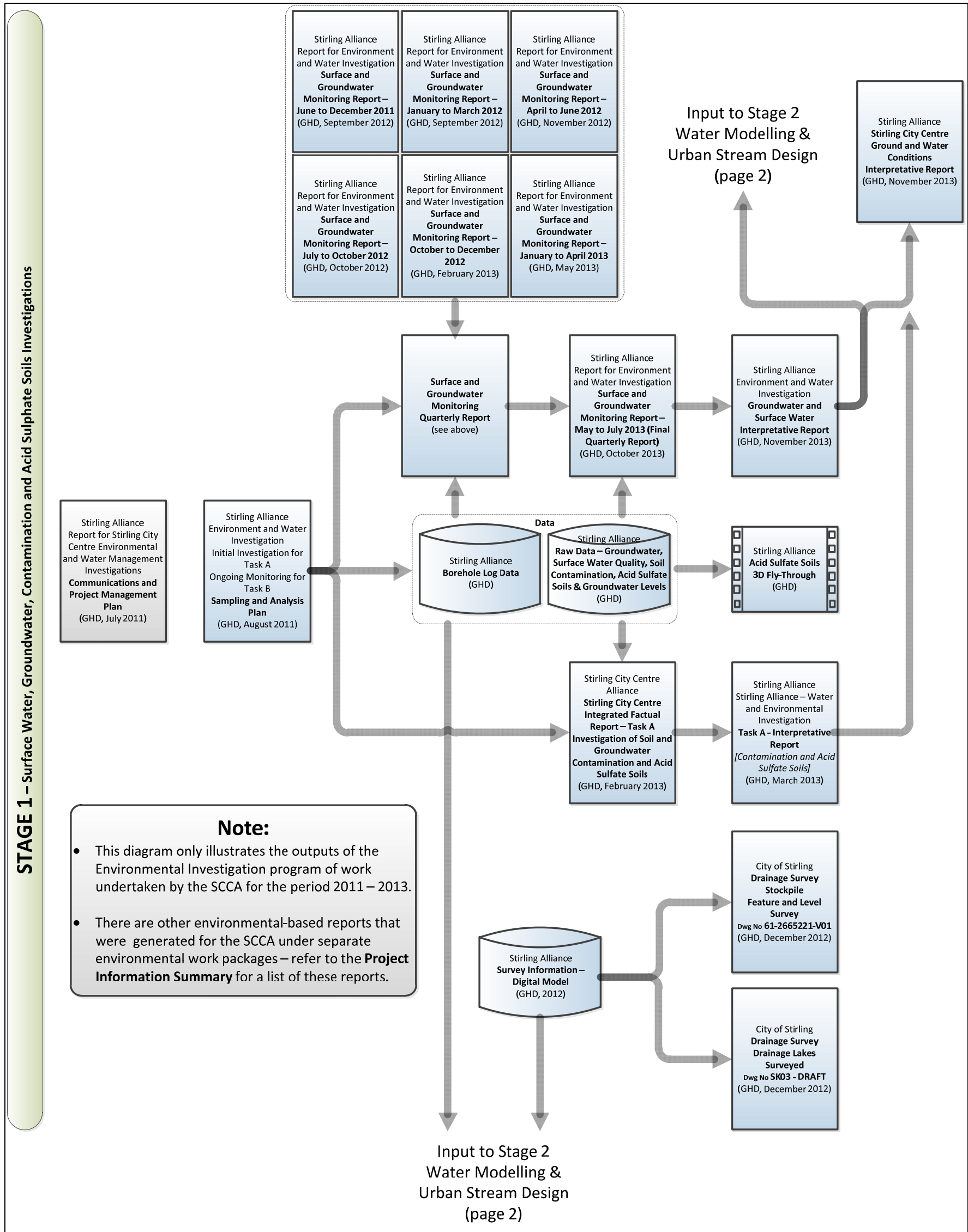
STIRLING CITY CENTRE PLANNING PANEL & URBAN DESIGN AND LANDSCAPE DOCUMENTATION AS AT FEBRUARY 2014 (page 1 of 1)

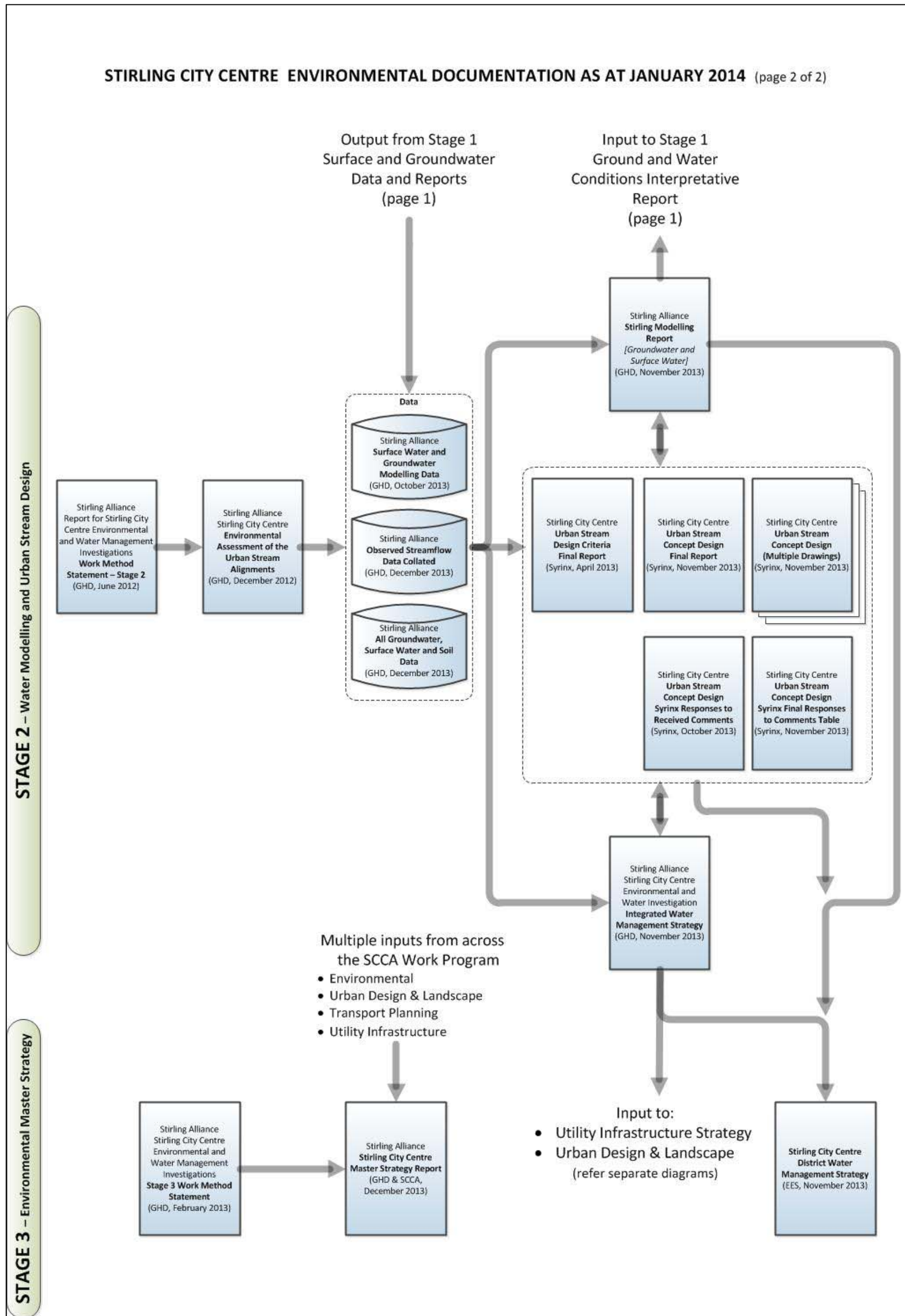


APPENDIX C – Diagrammatic summary of transport outputs



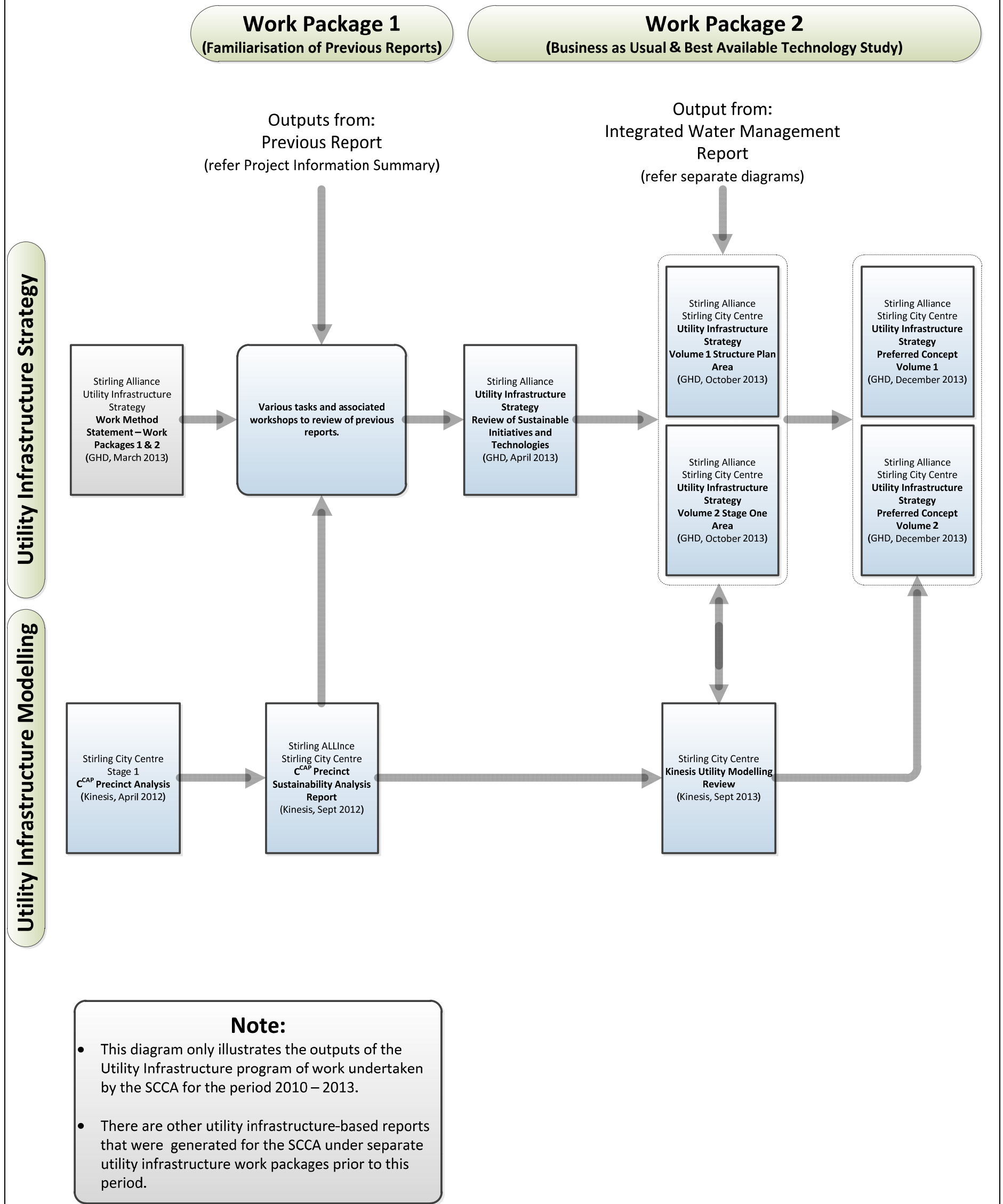
APPENDIX D – Diagrammatic summary of environmental outputs



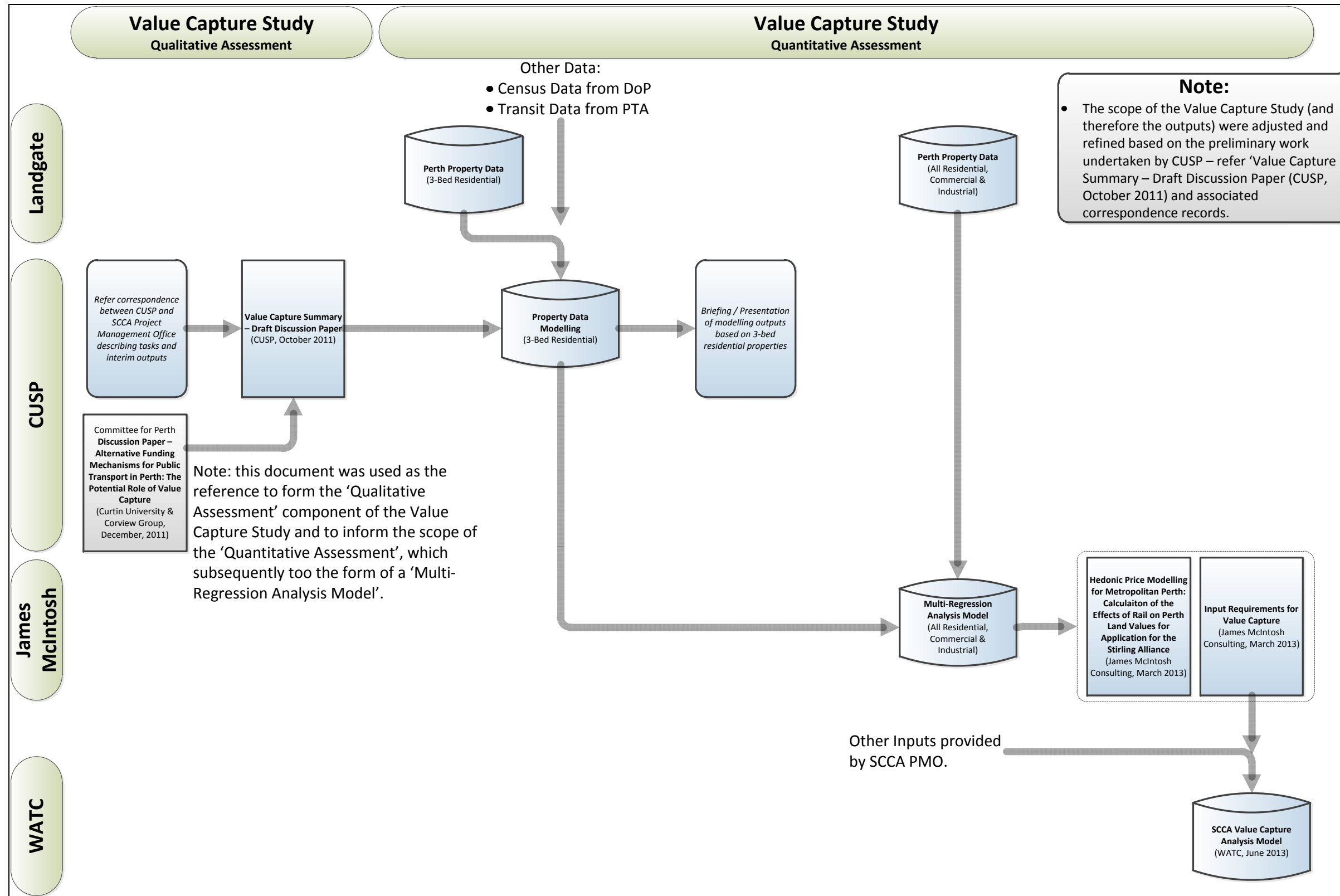


APPENDIX E – Diagrammatic summary of utilities infrastructure outputs

STIRLING CITY CENTRE UTILITY INFRASTRUCTURE DOCUMENTATION AS AT JANUARY 2014 (page 1 of 1)



APPENDIX F – Diagrammatic summary of value capture outputs



APPENDIX G – Transition Plan Responsibility Table

STIRLING CITY CENTRE TRANSITION PLAN RESPONSIBILITY TABLE

This table documents a range of activities and tasks that have been generated by the Stirling Alliance, with the intention of informing planning for future phases of the project if and when they occur.

These activities were identified in a number of forums, including the Master Strategy Workshops, that were undertaken in August 2013. Proposed roles have been identified for key stakeholders but these do not represent commitments by the stakeholders.

Potential triggers for these activities have also been identified. These however do not represent the only context in which further activity would or could take place.

At the time of writing this table, the Stirling City Centre project has completed the preparation of the key strategic planning documentation, however, formal statutory processes still need to be completed to finalise and initiate the planning framework.

TRANSITION PLAN RESPONSIBILITY TABLE							
Activity	WAPC	City of Stirling	Dept of Transport	Water Corporation	Western Power	Others (Treasury/Housing etc)	Potential Triggers
Deliverable 1 – Prepare and implement a Statutory Planning Framework							
Finalise Amendment 1 to Local Planning Scheme 3	Endorse Amend 1, LPS 3 Gazettal of Amt.1 subject to Minister's approval.	Administer LPS3					
Prepare and administer Improvement Scheme	Prepare Scheme Advertise Scheme Administer Scheme	Undertake delegated tasks to implement the Scheme	Input relating to: road width provisions Functionality and provision of road space/priority for PT.	Review and provide comment	Review and provide comment	Office of Environmental Protection Authority Heritage Council	Government commitment to project delivery Private sector commitment to major development
Finalise SCC Structure Plan	Endorse SP	Endorse SP					
Finalise Innaloo and Woodlands Precinct Plans	•	Council endorsement for advertising Advertise Precinct Plans Review submissions Council resolution to finalise	•	•	•	•	•
Prepare other Precinct Plans	• Preparation and endorsement to be determined	• Preparation and endorsement to be determined	• Consult for road and transport issues/approvals and/or advice	• Consult for infrastructure needs	• Consult for infrastructure needs	• Consult Osborne Park Hospital • Consult Hertha Rd residents • DoH - Consult for possible affordable housing opportunities • IKEA – Consult for freight access • Westfield – Consult for freight access requirements	• Government commitment to infrastructure delivery • Private sector commitment to major development
Parking Policy	•	• Advertise as required • Review submissions • Endorse policies • Implement policies	•	•	•	•	•
DA Assessment	• DA assessment	• DA assessment	•	•	•	•	•

TRANSITION PLAN RESPONSIBILITY TABLE							
Activity	WAPC	City of Stirling	Dept of Transport	Water Corporation	Western Power	Others (Treasury/Housing etc)	Potential Triggers
Deliverable 2 – Enable land development in line with the vision							
Apply Performance Framework	<ul style="list-style-type: none"> Reference in Improvement Scheme and structure plan Review and adopt by WAPC 	<ul style="list-style-type: none"> Reference in Improvement Scheme and structure plan 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
South Station precinct pedestrian access to station	<ul style="list-style-type: none"> Consult to align with vision 	<ul style="list-style-type: none"> Consult to align with vision 	<ul style="list-style-type: none"> Scope, design and implement transport related infrastructure 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Government commitment to interim development projects
Temporary car park and landscape improvements (as per MSW)	<ul style="list-style-type: none"> Assess lease arrangements and assess car park DA 	<ul style="list-style-type: none"> Consult to align with vision. Possible construction of car park Assess car park DA 	<ul style="list-style-type: none"> Design and negotiate construction of car park 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> IKEA – Car park could also be funded and constructed by IKEA for the use of its customers 	<ul style="list-style-type: none"> Government commitment to interim development projects
Herdsman – Stirling Bicycle Link	<ul style="list-style-type: none"> Consult to align with vision 	<ul style="list-style-type: none"> Consult to align with vision 	<ul style="list-style-type: none"> Consult to align with vision 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Currently DA condition 	<ul style="list-style-type: none"> Government commitment to interim development projects
Implement shuttle bus	<ul style="list-style-type: none"> Consult to align with vision 	<ul style="list-style-type: none"> Contribute to design route and operation of service 	<ul style="list-style-type: none"> Design route, operate service Negotiate with CoS funding for operation 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> State and Local Government commitment to interim development projects
Investigate land resumption for Howe Street and other links	<ul style="list-style-type: none"> Develop business case for land resumptions (need, benefits, funding and return) 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Government commitment to interim development projects
Select a suitable site for distributed WWTP	<ul style="list-style-type: none"> Report to ICC on WWTP infrastructure under BAT. 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Treasury: Possible involvement in setting up a PPP for local WWTP and thermal energy supply and network. 	<ul style="list-style-type: none"> Government commitment to infrastructure delivery
Expansion of Western Power Sub-station	<ul style="list-style-type: none"> Liaise with Western Power regarding alternative site for Sub-Station. Report to ICC on expansion / relocation of Western Power's Sub-Station 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Negotiate an alternate site for Western Power sub station 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
Hertha Road Tip Site	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Continue ownership and management of this City of Stirling asset. 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
Westfield redevelopment	<ul style="list-style-type: none"> Negotiate agreement with LandCorp top undertake lead role in negotiations with 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> LandCorp negotiate with Westfield to achieve agreement on Westfield's provision of public 	<ul style="list-style-type: none">

TRANSITION PLAN RESPONSIBILITY TABLE							
Activity	WAPC	City of Stirling	Dept of Transport	Water Corporation	Western Power	Others (Treasury/Housing etc)	Potential Triggers
	<ul style="list-style-type: none"> Westfield. 					infrastructure in exchange for government to support the redevelopment of the Innaloo shopping centre	
Government land development	Identify services State Government owned land that may be sold to deliver key catalyst projects, including sites for short and long term car parking.						

TRANSITION PLAN RESPONSIBILITY TABLE							
Activity	WAPC	City of Stirling	Dept of Transport	Water Corporation	Western Power	Others (Treasury/Housing etc)	Potential Triggers
Deliverable 3 - Seek funding and investment opportunities to deliver the City Centre							
Regional Road Network Upgrades as per Long Term Transport Plan	<ul style="list-style-type: none"> Consult to align with vision 	<ul style="list-style-type: none"> Consult to align with vision 	<ul style="list-style-type: none"> Capital Works Program Finalise modelling 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Government commitment to infrastructure delivery Private sector commitment to major development
Program Business Case	<ul style="list-style-type: none"> Update draft PBC and finalise for future submission 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Government appetite to develop Government land

TRANSITION PLAN RESPONSIBILITY TABLE							
Activity	WAPC	City of Stirling	Dept of Transport	Water Corporation	Western Power	Others (Treasury/Housing etc)	Potential Triggers
INFRASTRUCTURE COORDINATION – For possible consideration by the Infrastructure Coordination Committee							
Governance model for utilities infrastructure service delivery	<ul style="list-style-type: none"> Further definition of governance model for utilities, especially best available technology (BAT) 	•	•	•	•	•	•
Governance model for utilities infrastructure service delivery	<ul style="list-style-type: none"> Identify key issues/reforms to utility infrastructure and service provisions to support major infill/urban regeneration projects. 	•	•	•	•	•	•
Preliminary design stage for Utilities Infrastructure	Approve infrastructure			Possibly finance, build, operate and maintain local MBR Plant and 3rd pipe network, or participate in negotiations for a private company to provide these services	Determine Western Power roles in provision of trigeneration or geothermal plant, and thermal pipe network. Participate in negotiations for final Utility model.		Government commitment to infrastructure delivery
Value Capture	<ul style="list-style-type: none"> Investigate opportunities for value capture associated with the provision of infrastructure (involving other agencies) 	•	•	•	•	•	•
Water management	Participate in preliminary design of storm water system	Participate in preliminary design of storm water system		Coordinate preliminary design of storm water system. Coordinate preliminary design of aquifer injection system, as part of management of water cycle		Treasury: Provide funding for preliminary design stage of urban stream to enable staged development	Private sector commitment to develop
Urban Stream	<ul style="list-style-type: none"> Participate in preliminary design of urban stream, especially in areas for initial development. 	•	•	<ul style="list-style-type: none"> Proceed with capital works program for culvert under Scarborough Beach Rd for urban stream in new defined location 	•	•	<ul style="list-style-type: none"> Government commitment to infrastructure delivery •
Utilities Infrastructure Upgrades	<ul style="list-style-type: none"> Approve infrastructure 	<ul style="list-style-type: none"> Consult to align with vision 	•	<ul style="list-style-type: none"> Fund (capital works) and implement upgraded culvert under Scarborough Beach Rd, in conformity with new design 	<ul style="list-style-type: none"> Negotiate site for sub-station expansion 	<ul style="list-style-type: none"> As above 	•
Transport infrastructure	<ul style="list-style-type: none"> Provide input 	•	<ul style="list-style-type: none"> Ensure transport infrastructure is provided to accommodate regional traffic demand and reduce congestion issues. 	•	•	•	•
Public Transport	<ul style="list-style-type: none"> Provide input 	•	<ul style="list-style-type: none"> Design work to ensure 	•	•	•	•

TRANSITION PLAN RESPONSIBILITY TABLE							
Activity	WAPC	City of Stirling	Dept of Transport	Water Corporation	Western Power	Others (Treasury/Housing etc)	Potential Triggers
infrastructure			adequate allocation of space for operation and integration with other transport modes.				
Ensure functionality of freeway	• Provide input	•	• Detailed assessment of arterial road network interchange designs	•	•	•	•
Station interchange	• Provide input	•	• 15% concept design to identify land requirements and movement linkages incl. road, pedestrian and cycling	•	•	•	•

