



ESPERANCE TOWN CENTRE REVITALISATION MASTER PLAN

2015-2035



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Department of Regional Development



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FOREWORD

FROM THE ESPERANCE CHAMBER OF COMMERCE AND INDUSTRY

The heart of any community is its town centre, and the Esperance Chamber of Commerce and Industry recognises the importance of having a strong and flourishing Esperance town centre for the benefit of the whole community.

This 20 year Town Centre Revitalisation Master Plan will ensure that the people of Esperance continue to have a strong, diverse and thriving heart well into the future. We were pleased to be able to contribute to this Shire of Esperance led project on behalf of our members, and while we appreciate that not everyone will embrace all aspects of the plan, we support the premise for a clear long term direction.

We encourage our members, and the wider business community, engage fully with all aspects of the plan, and look forward to being proactive in planning for the dynamic future of Esperance.

Ron Chambers
ECCI President



EXECUTIVE SUMMARY

The revitalisation of the Esperance town centre is a SuperTowns project led by the Shire of Esperance (the Shire) in collaboration with the Goldfields Esperance Development Commission and the Esperance Chamber of Commerce and Industry Inc.

The Master Plan is a plan to revitalise the town centre of Esperance over a 20 year period (2015– 2035) with the purpose being:

1. To enhance and future proof the town centre as the heart of Esperance and the economic, social and cultural hub of the South East Region;
2. To attract and activate private and public investment in the town centre; and
3. To enhance the connectivity of current and future key attractors within and adjacent to the town centre.

The Master Plan considers a 20 year period (2015–2035) and is designed to align the three key objectives through visioning, planning, development, investment attraction and management.

The focus area of the Master Plan encompasses land generally contained within Kemp Street, The Esplanade, the Taylor Street Jetty, William Street and Jane Street.

Significant community consultation was undertaken during the initial planning phase and a vision statement was developed that represents the community's revitalisation expectations for the town centre:

“The town centre will be a meeting point for locals, an arrival point for visitors, and a focal point for the entire region. It will be a place that celebrates the Esperance lifestyle and be loved by locals and visitors alike.”

In the second phase of community consultation, three scenarios for possible town centre futures were presented at workshops to project stakeholders and the community, and

through a digital survey where the community could vote for the best aspects of each approach. The outcomes from this public consultation then shaped the direction of the Master Plan.

The Master Plan required a broad understanding of a diverse group of concepts that all directly or indirectly impact on the Esperance town centre. These included:

- / Activities, uses and functions – defining the kinds of activities and uses that will happen within the town centre, how will it be used, by who and when;
- / Investment attraction, retail and commercial directions – exploring how catalyst sites, retail, and community infrastructure can revitalise the town centre;
- / Place management and governance – providing context and direction regarding how the place will need to work from an operational perspective;
- / Events and programming – considering flexible design and people friendly spaces that will encourage regular activities and programming;
- / Brand and positioning – building the precinct brand and marketing strategy to support development;
- / Parking, traffic and public realm – addressing parking and traffic management issues to create pedestrian friendly streets as places in their own right;
- / Planning frameworks – exploring how the planning framework can facilitate investment attraction and enhance connectivity; and
- / Infrastructure and services – reviewing current and future infrastructure and servicing requirements.

The Master Plan provides an overview of the proposed strategies developed to revitalise the town centre. It is supported by nine precinct plans that set out the user experience, land uses, key initiatives, public realm proposals, urban design principles and other strategies to

achieve the desired character and support changes in land use for each precinct. The precinct plans also put forward a development vision for specific sites within each precinct.

The public spaces and streets will be enhanced and facilities improved to make the town centre a more comfortable, attractive, and welcoming place for all users. The design of the streets and public spaces will convey Esperance's identity and relaxed lifestyle and allow both people and cars to move efficiently in the town centre. Key initiatives proposed include:

- / Road network modifications,
- / Public parking provisions
- / Cycle path networks, and
- / Servicing

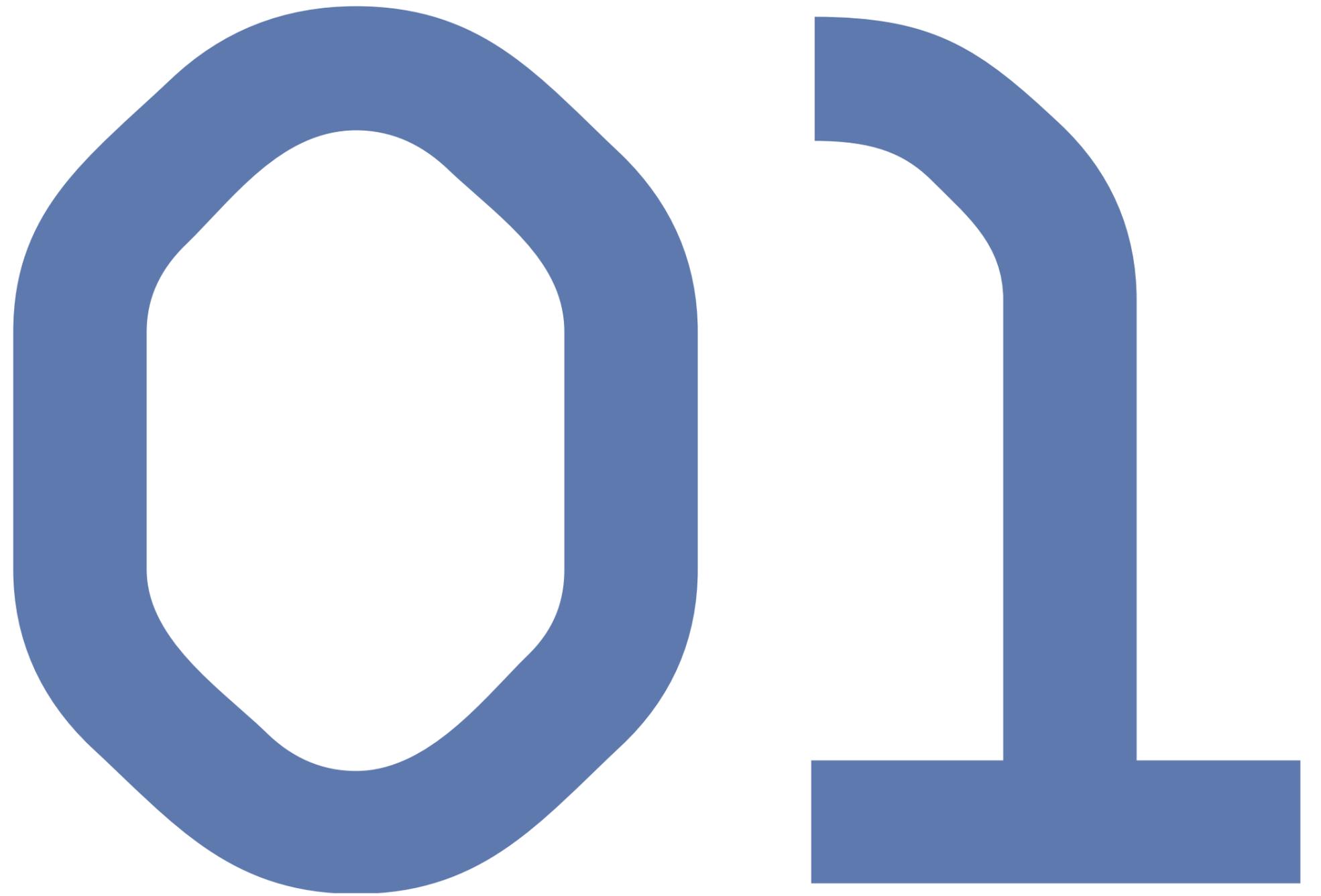
The Master Plan also considers broad strategies covering a 20 year period to work towards revitalising the town centre, these include:

- / Investment attraction initiatives:
 - > Support existing businesses, through economic development, investment attraction, marketing and management strategies;
 - > Provide infrastructure to support growth in high density employment sectors, such as tourism and professional services;
 - > Invest in activities and uses that provide a compelling reason to visit the town centre, including outside of trading hours;
 - > Attract investment that provides alternative options for residential living within the town centre; and
 - > Identify and facilitate catalyst projects and nominated preferred uses on landholdings that have the ability to positively influence revitalisation outcomes.

/ Town centre activation - The town centre's revitalisation success will ultimately be defined by how well the community supports the outcomes of the Master Plan. Collaborative partnerships, focused on common visions and goals, will ensure everyone works towards activating the town centre.

The Master Plan also includes detailed consideration of the planning framework and policies, and the infrastructure and services needed to support its implementation. Fundamental to realising the master plan vision will be its implementation over the 20 year planning period. The Master Plan will be delivered through a variety of means including public investment in green spaces; parking and streetscapes; future development opportunities; private investment; land development and planning frameworks. The Master Plan is a public document that involves community input and support to achieve the ultimate goal of revitalising the Esperance town centre.





INTRODUCTION



1.1 PURPOSE AND OBJECTIVES

The revitalisation of the Esperance town centre is a SuperTowns project led by the Shire of Esperance (the Shire) in collaboration with the Goldfields Esperance Development Commission and the Esperance Chamber of Commerce and Industry Inc.

The Shire will ultimately approve the Master Plan following endorsement by the key project stakeholders. The SuperTowns Project Team has endorsed the purposes of the project to prepare the Master Plan as being:

1. To enhance and future proof the town centre as the heart of Esperance and the economic, social and cultural hub of the South East Region,
2. To attract and activate private and public investment in the town centre, and
3. To enhance the connectivity of the current and future key attractors within and adjacent to the town centre.

The focus area of the Master Plan encompasses land generally contained within Kemp Street, The Esplanade, the Taylor Street Jetty, William Street and Jane Street (refer to Figure 1).

A consultant team was engaged by the Shire to deliver a Revitalisation Master Plan (Master Plan) for the Esperance town centre. The consultant team comprised:

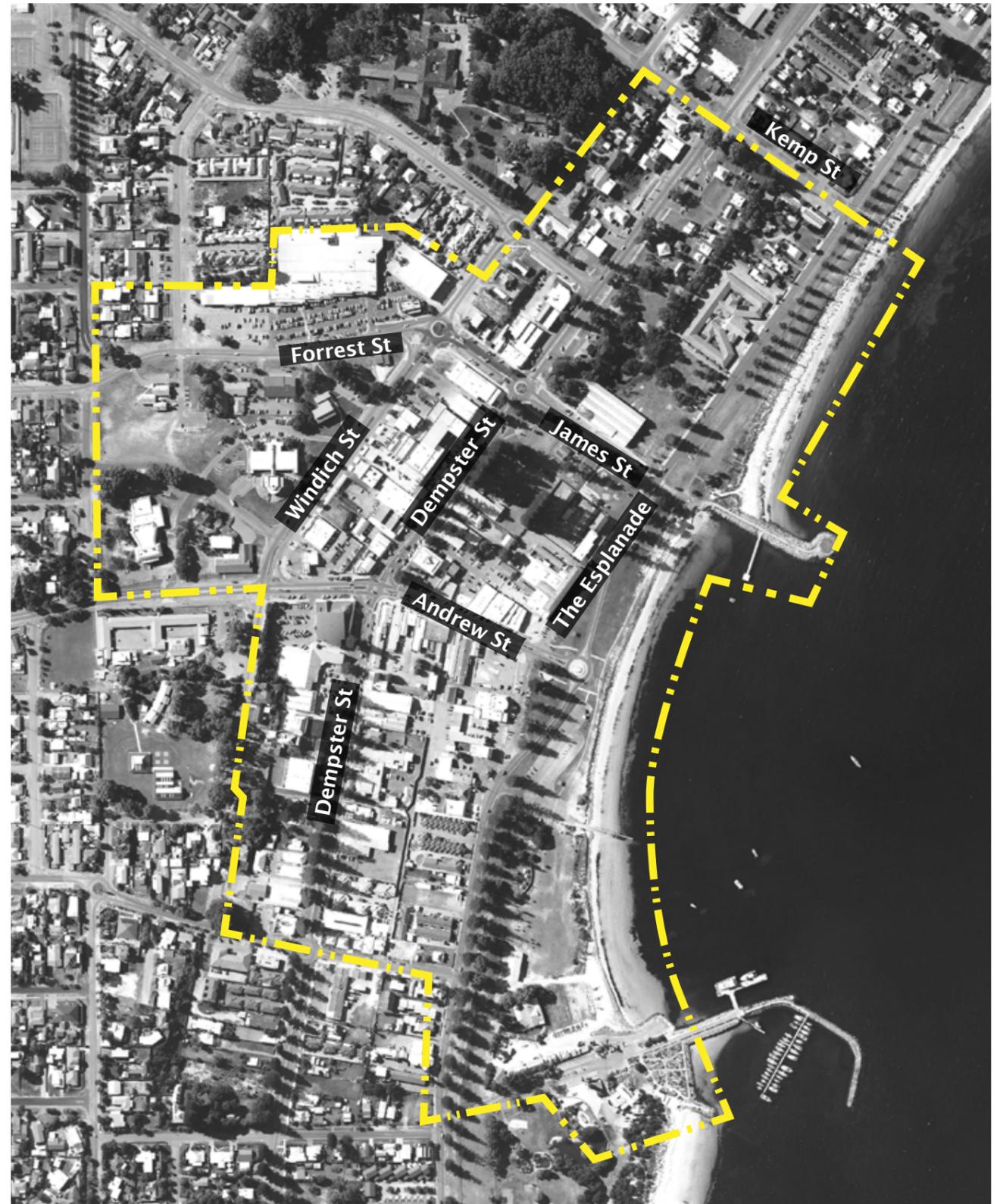
- / Place Match - Project direction, place making, stakeholder engagement,
- / Nextpractice - Town centre design and architecture,
- / Place Laboratory - Public realm and landscape design,
- / Metier - Commercial and retail,
- / Edge Planning and Property - Statutory planning,
- / Worley Parsons - Civil infrastructure and services, and
- / Donald Veal Consultants - Traffic engineering.

The planning period for the Esperance town centre revitalisation is 20 years. The Master Plan reflects this timeframe and includes actions to implement strategies over the short (0-5 years), medium (6-10 years) and long term (11-20 years).

It addresses the following outcomes as outlined in the Shire’s consultant brief:

- / Create a shared vision for a revitalised town centre that synthesizes civic goals and community aspirations about the importance of the town centre as a place and what it could be,
- / Be informed by broad and iterative engagement with stakeholders and the broader community,
- / Be implementation-oriented, identifying trigger points, responsibilities, time and costs to ensure delivery can be coordinated and monitored, and
- / Be an adaptive plan, to be continually reviewed in the light of progress, and updated accordingly.

Figure 1. Master Plan Study Area



1.2 PLACE-LED APPROACH

A place-led approach has underpinned the Master Plan, to align objectives through visioning, planning, development, investment attraction and management. The community and stakeholder engagement outcomes have also been reflected in the Master Plan and Precinct Plans.

The place-led approach has considered the Esperance town centre from an holistic perspective to define:

- / How it will be used, by who and when,
- / What key destinations, facilities and amenity are required,
- / How it is positioned and marketed to attract investment,
- / How it will be programmed and managed to ensure the place experience delivers on the vision,
- / How Esperance can be improved in the short term, whilst planning for long term change, and
- / Who needs to be involved in its ongoing management to ensure long term viability.

These place-led considerations have been pivotal in shaping the vision, articulated as the Place Proposition and Values, as well as the proposed outcomes, recommendations and implementation strategies.

1.3 METHODOLOGY

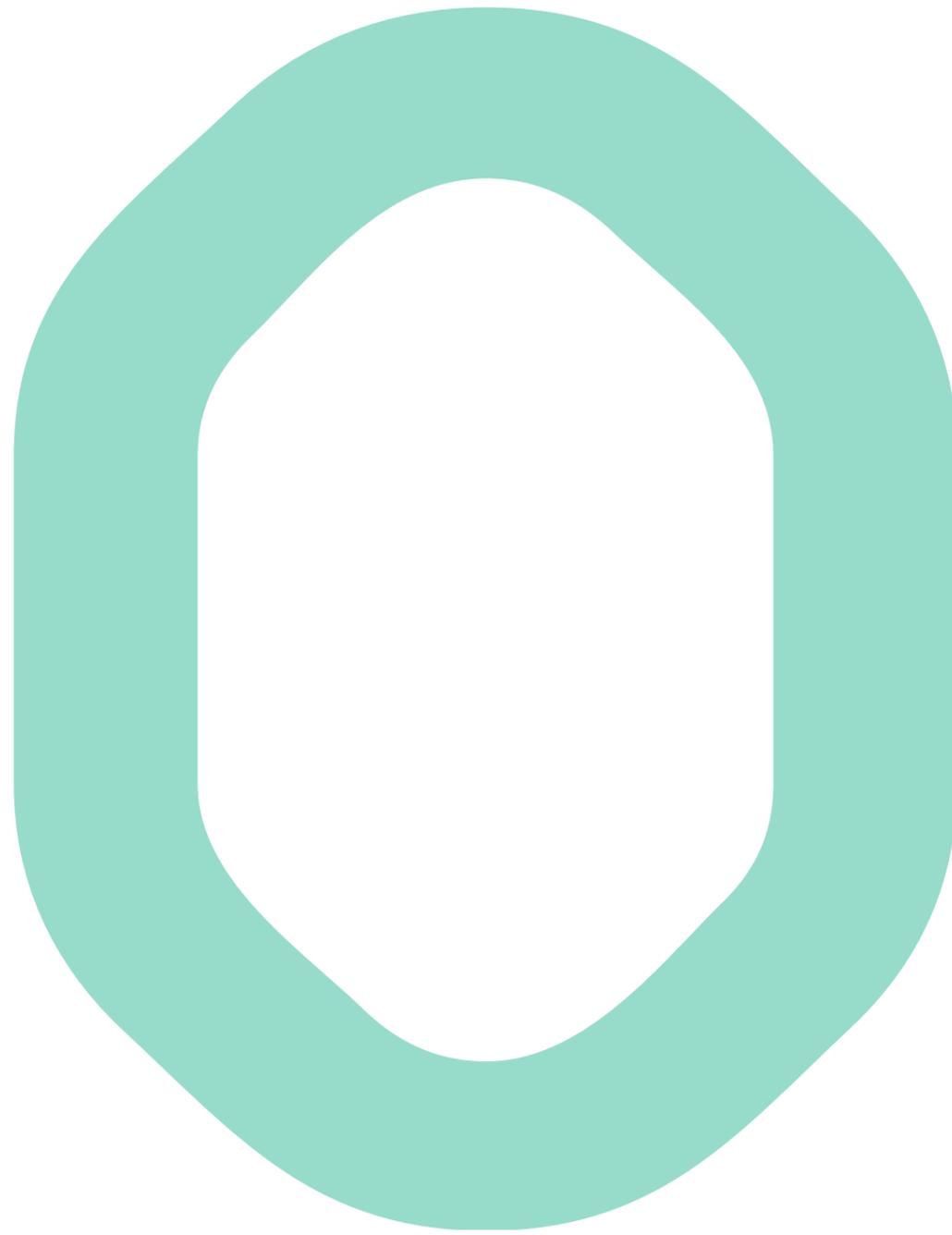
In developing this Master Plan, the consultant team's approach has included:

- / Activities, Uses and Functions – defining the kinds of activities and uses that will happen within the town centre,
- / Investment Attraction, Retail and Commercial directions – exploring how catalyst sites, retail, and community infrastructure can revitalise the town centre,
- / Place Management and Governance – providing context and direction regarding how the place will need to work from an operational perspective,
- / Events and Programming – considering flexible design and people friendly spaces that will facilitate regular activities and programming,
- / Brand and Positioning – building the place brand and marketing strategy to support destination development,
- / Parking, Traffic and Public Realm – addressing parking and traffic management issues to create pedestrian friendly streets as places in their own right,
- / Planning Frameworks – exploring how the planning framework can facilitate investment attraction and revitalisation outcomes, and
- / Infrastructure and Services – reviewing relevant infrastructure and services, to ensure the Master Plan strategies can be achieved.

Considering the above, key deliverables have been as follows:

- / Literature Review and Background Studies,
- / Development and implementation of a Community and Stakeholder Engagement Program, including:
 - > Workshops, a pop-up presence and street events,
 - > Digital engagement program,
 - > Attendance at regular project team meetings,
 - > Completion of benchmarking to provide operational insights into proposed uses and activities, and
 - > A transparent approach to illustrate how the engagement outcomes and stakeholder feedback have been reflected and shaped the Master Plan.
- / Development of a Strategic Directions Report, which presented various scenarios and confirmed the preferred approach. Feedback in response to the report by key stakeholders and the Shire resulted in an agreed Strategic Directions Framework, to guide development of the Master Plan. The report included the following:
 - > An outline of findings relating to extensive research, stakeholder engagement and scenario testing undertaken by the consultant team,
 - > Recommendations to the Steering Committee and the Shire, for review and confirmation of the preferred direction and approach
- / A detailed options analysis for key focus areas, based on stakeholder feedback, including the Andrew Street Foreshore, James Street, traffic and parking scenarios, and streets and public spaces,
- / Technical reports to support the findings, and
- / A collaborative approach to development of the Master Plan with the consultant team, the Shire, key stakeholders, local businesses and the broader community. Feedback was incorporated into this Master Plan, which has been prepared for community consultation.





CONTEXT



2.1 BACKGROUND

BACKGROUND

The Esperance Shire, which comprises some 44,366 km², is situated at the southern extent of the Goldfields-Esperance Region, bound by the Southern Ocean to the south, the Shire of Ravensthorpe to the west and the Shire of Dundas to the north and east.

Esperance is the main population centre within the Shire and serves as a sub-regional centre within the Goldfields-Esperance Region. It is located on Western Australia's southeast coast about 725km from Perth by road.

THE ESPERANCE COMMUNITY

As a result of its remote location, a strong, connected community has evolved. This sense of community spirit is characterised by its high number of volunteers and strong sporting and recreation participation. The resulting social capital is the backbone of Esperance, however things are changing. There is a sense that the volunteer base that has been so vital to Esperance is diminishing, with work/life balance becoming more difficult to achieve for its community¹.

In 2011, The Shire's population was 13,477, with 9,919 people living in the Esperance town area². The average annual growth rate for the region has been 0.8% (since 2001). This growth rate for the region is significantly lower than the SuperTown target rate of 2.4%. Esperance's challenges, such as its geographic remoteness, lack of diversity for employment sectors and the changing demographics of its population may be contributing to the low population growth rate.

Esperance is similar to many regional towns in Western

¹ Shire of Esperance Strategic Community Plan 2013-2022

² The 'Esperance town centre' catchment area for this ABS data includes: Esperance, Castletown, Sinclair, Nulsen and West Beach.

Australia, with many young people leaving in search of education and employment opportunities. The Esperance region has a low representation (16.8%) of young people in the working age group of 20-34 years. It also has a relatively high proportion of young children aged 0-14 (22%) and middle aged adults aged 45-59 (15%), which indicates a high concentration of families in the area. The need to retain and attract young people in Esperance is crucial to ensuring steady population growth and a skilled workforce remains within the town.

Older residents (60+) make up a high proportion of the population and the median age for the Esperance region is approximately 38 years. In addition, there are approximately 421 people with a disability or have special needs that live in the Esperance town area. This will therefore be a key consideration for the forward planning of facilities, amenities, parking and streetscapes in the Master Plan.

In 2011, the total number of Indigenous persons living in or nearby the Esperance town centre was 434, which is 4.37% of the total population. The majority of Indigenous residents are children and young adults with the majority of people from the ages of 0-14 years old. This signifies there are a number of young Indigenous families in the town centre and the planning of community infrastructure and services should consider this user group and any possible cultural sensitivity.

ESPERANCE ECONOMY

The main economic drivers for the Esperance region are agriculture, manufacturing, fishing, tourism and small business. It will be the employment generated by these key industries that will provide a sound economic base for the Shire to build on. Revitalisation of the town centre will be integral to provide the economic and social support necessary to sustain Esperance into the future.

The primary factor behind retail and commercial demand in the area is population growth. Metier's research shows that a high ratio of older residents and fewer young adults generally correlates to lower retail spend. National retailers will also not open new stores based on forecast growth; therefore a focus on attracting new residents and visitors to Esperance is necessary to boost the growth and sustainability of the town centre and region.

It is a challenge to retain residents in the Shire of Esperance. People are moving away for higher education, more comprehensive medical services and job opportunities. Attracting people and business development and investment to Esperance is also becoming more difficult. Addressing these challenges will require a focus on the delivery of infrastructure, services and projects which strengthen the social fabric of Esperance, encourage engagement with the community and attract and retain people and business in our community¹.

The Esperance town centre has a low unemployment rate of 5.2% (2011) and approximately 2,400 people are not in the labour force (this includes people unemployed, stay at home parents and retirees). In contrast, the greater Esperance region (including the Esperance town area), which is home to the main industries of mining and agriculture, has experienced very low levels of

unemployment (from 4.4% in 2006 to 2.2% in 2013). This level of unemployment is generally lower than across Western Australia. It is reported that there are shortages in the Esperance region for construction, trades, engineering, retail and hospitality. Within the town centre area, the majority of people (aged 15 years and over) are employed in full time work. The median total person income is \$575 per week, with the median total family income being \$1,391 per week. Around 1,933 people (or 19%) that live within the town area undertake voluntary work for an organisation or group. This strong community connection, collaboration and local identity was also noted in the community workshop.

2.2 LITERATURE REVIEW AND BACKGROUND ANALYSIS

The consultant team undertook a literature review of relevant studies and plans for the Esperance town centre, including previous community and stakeholder engagement process and outcomes. This analysis has informed the development of the Master Plan.

The Master Plan has also considered and reflected appropriate elements of the Shire's Local Planning Strategy and Local Planning Scheme 23 and the Esperance SuperTown Growth and Implementation Plan.

The Master Plan also aims to complement the Esperance Waterfront, the Esperance Brand, and the Esperance Economic Development projects.

The high level outcomes of the technical analysis and literature review, which have informed the Master Plan, are summarised in the key issues and opportunities in Table 1.

Table 1. Site Analysis - Issues and Opportunities

ISSUES	OPPORTUNITIES
<p>Activities and Uses</p> <ul style="list-style-type: none"> – Lack of activities on the foreshore – Lack of atmosphere or vibe in the central area – No central gathering place (that is inviting) – Dead spaces and vacant blocks – Existing shopping centre detracts from the town centre activity – Attractions within the Museum precinct are too spread out and have limited exposure – Limited activities to retain visitors in the town centre for extended periods 	<p>Activities and Uses</p> <ul style="list-style-type: none"> – Revitalise retail opportunities – Linked commercial and recreational activity hubs along the Esplanade – Third supermarket and discount department store in the town centre – Residential/accommodation within the town centre – Community/civic uses integrated into the town centre – Define and strengthen the key destinations/anchors within and fringing the town centre – Shade and wind protection – Community uses, alfresco facilities – Markets and festivals
<p>Planning</p> <ul style="list-style-type: none"> – Larger vision / Master Plan is not apparent – Ad hoc development – Local Planning Scheme treats all of the town centre as being the same 	<p>Planning</p> <ul style="list-style-type: none"> – Integration between the town centre and waterfront projects – Focus on a smaller central area for revitalisation and consolidation – Deliver small, immediate steps in order to build momentum – Plan to coordinate landscaping, open space recreation areas, water harvesting etc. – Urban design guidelines that include environmentally sustainable design principles – Precinct Plans/ Land use Plan – Leverage State and Local Government landholdings in the town centre – Compact town centre – Rationalise public open space – Appropriate development of the museum village site – 30m wide road reserves – Andrew, Dempster, Windich and James Streets and The Esplanade – Improve Esperance economic competitiveness through development incentives
<p>Connectivity, Movement and Access</p> <ul style="list-style-type: none"> – Lack of connectivity to the foreshore – Key destinations that might otherwise be anchors (museum precinct, foreshore, civic precinct, supermarket) fall outside of the active part of the town centre – Not pedestrian friendly (missing continuous shade/shelter and safe defined crossings) – Low walkability – Parking dominates streets and is in excess of demand – Precedence of cars over people 	<p>Connectivity, Movement and Access</p> <ul style="list-style-type: none"> – Streetscape improvements – Pedestrian priority – A finer grained land use strategy – Access and parking – Review of infrastructure capacity (water, sewerage, power, drainage, roads, footpaths) – Existing resources with potential (the Esplanade, James Street, foreshore, museum precinct) – Traffic management and changes to road network

2.3 STAKEHOLDER AND COMMUNITY ENGAGEMENT - WHAT THE COMMUNITY TOLD US

STAKEHOLDER AND COMMUNITY ENGAGEMENT

Place Match developed a comprehensive stakeholder engagement framework to ensure that the community and all stakeholders continued to be informed and engaged effectively throughout the Master Plan process. Whilst a wide-ranging stakeholder engagement program was a requirement for the project, it was also acknowledged that extensive consultation had been previously undertaken. As such, the stakeholder engagement framework was designed to build on previous consultation findings, to optimise feedback and minimise stakeholder fatigue.

The first round of engagement took place between 28 and 30 October 2013 and was focused on visions and “big ideas” for the town centre. The second round of engagement during November 2013 to January 2014 looked at three proposed scenarios providing varying approaches to the Esperance Town Centre Revitalisation. This included an online survey as well as a community workshop on 25 November 2013 to provide feedback on three concepts:

1. Enhancement of the Esperance lifestyle,
2. Creation of catalysts for revitalisation, and
3. A cultural shift.

This is a summary of the stakeholder engagement process and findings.

ESPERANCE USER GROUPS

The fundamental principle underpinning a place-led approach is to identify future user groups and their needs. For the town centre, stakeholder engagement identified a diverse range of users who will live and visit the Esperance town centre regularly (refer Table 2). The Master Plan has considered these groups and reflected their potential uses, activities and needs for the town centre.

The common elements identified include:

- / **Extended opening hours for locals and tourists** - flexible opening hours would allow locals to shop after work and tourists to experience the town and spend money before leaving. Uses beyond retail are important to provide options outside of retail trading hours
- / **An identifiable, welcoming and central meeting place** - there was strong consensus that the town areas are too spread out. Places identified as anchors are the post office, the foreshore and the library/knowledge centre
- / **Variety of choice for food, beverage and retail** - most user groups would expect a variety of restaurants, bars, cafés and shopping
- / **Suitable areas for families, children and the elderly** - civic spaces suitable for families, children and the elderly that include appropriate shelter from the wind and sun are currently missing, and
- / **Free Wi-Fi and good internet access** - including the use of new technology and free Wi-Fi zones around town.

Table 2. Esperance User Groups

Local / regional residents	Workers	Investors	Tourists	Civic
<ul style="list-style-type: none"> – Farmers – Families and children – Elderly – People with disabilities – Dog walkers – Fishermen – Regional residents – Professional couples – Shoppers – Youth / students – Seafarers / boaters – Skateboarders – Shoppers 	<ul style="list-style-type: none"> – Temporary workers – Business / corporate – Government servants – Tourist operators 	<ul style="list-style-type: none"> – Commercial – Residential – Tourism / accommodation – Local business / land owners 	<ul style="list-style-type: none"> – Backpackers and free campers – Bird watchers – Caravan / camper trailer visitors – Cruise ship visitors – Four wheel drivers 	<ul style="list-style-type: none"> – Government service users – Cultural facility users – Event organisers and participants – Recreational users – swim, cycle and run

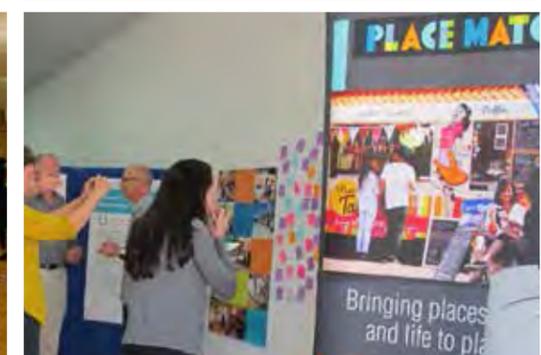
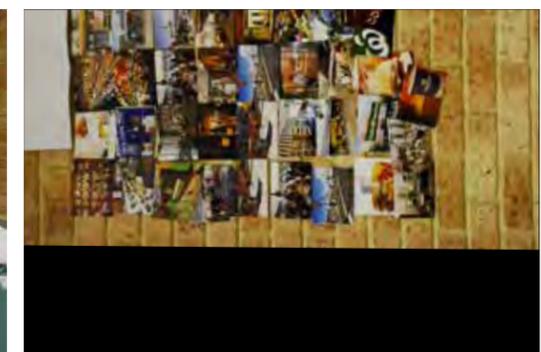


Table 3. Stakeholder Engagement Key Outcomes

BIG IDEAS FOR CHANGE

To identify aspirations for the town centre, the community was asked to list their 'Big Ideas' for change. The key outputs included:

Better use of the foreshore

- / Build a boardwalk and marina around an improved jetty at the end of Andrew Street,
- / Cafés, restaurants, boat mooring and protected open spaces,
- / Cruise ship tenders landing area on the jetty, and
- / More facilities, amenities and family friendly events - day and night.

More leadership and planning

- / The Shire to lead by example and kick start investment,
- / A cohesive plan and promotion of the town and its assets, and
- / Identify development sites and provide incentives for commercial, residential investment.

Improving retail / food and beverage offering

- / New retail options,
- / More restaurants, cafés and bars for mature aged people, and
- / Improve customer service with service training.

Town centre improvements

- / Beautification and landscaping,
- / Create an identifiable town centre,
- / Provide shelter from the elements all year round, and
- / Public art and street art.

Improving access, walkability and transport

- / Access for elderly and people with disabilities close to key destinations,
- / Make Andrew Street a pedestrian friendly environment,
- / Bus services to town centre and the beach, and
- / Bike lanes and wider footpaths.

Community and civic

- / Improve the location and size of parking around the town centre,

- / Provide parking for tourists with caravans and RVs, and
- / Build a new library and interpretive centre.

The community was also asked they liked about the Esperance town centre now, elements that needed to be improved, and attractions / facilities the town centre needs. There was a close correlation between the responses from the workshop participants and from people completing the street survey. The most common responses included:

- / Things people like about the town centre
 - > Everything is close and in walking distance,
 - > Beautiful beaches,
 - > Roundabouts and no traffic lights,
 - > Big trees, and
 - > Nice foreshore that is close to the town centre.
- / Things to improve in the town centre
 - > Parking,
 - > Flexible opening hours,
 - > More central restaurants, bars and cafés,
 - > More quality and diversity retail, and
 - > Pedestrian and bicycle priority.
- / What the town centre needs
 - > Outdoor pedestrian mall on Andrew Street,
 - > Recreational activities,
 - > Bigger tourist centre and gift shop,
 - > Water playground/park, and
 - > Expanded retail.

Key outcomes of the stakeholder engagement have been captured as Challenges and Opportunities, detailed in Table 3.

WHAT THE COMMUNITY TOLD US	
Challenges	Opportunities
<ul style="list-style-type: none"> – The weather – the ocean wind that travels across the foreshore and into the town centre creates an unpleasant experience at times when outdoors and walking around the streets. There is minimal shelter from the seasonal impacts over the year. – Open spaces – there is no identifiable town centre or central meeting place. The town is made up of lots of open spaces that are spread out and underutilised. – Limits of existing infrastructure – bike and pedestrian paths, sewerage, telecommunications and power are limited in town and need upgrading before significant developments take place. – Lack of a strong vision and drive that is needed to continue planning and implementation of any town centre changes, investment and developments. All developments and investment need to work together as a 'bigger picture'. – The lack of diverse retail offerings provides incentives for locals to shop online and not buy local. There is fragmented ownership in town with the 'changing of the guard' and as most retail owners choose not to work on weekends and after 5pm on weekdays. – Gentrification and 'over development' – there is a need to balance developments, improvements and growth with affordability and keeping the existing small town culture with local businesses. There is a fear that increased values for the town may attract franchises and push out the local businesses that make Esperance great. 	<ul style="list-style-type: none"> – Esperance as a town that: <ul style="list-style-type: none"> > Encourages walking and alternative transport use, > Provides designated parking areas, > Has a flow of people and foot traffic through the town, > Is welcoming and accessible through way-finding and signage, and > Is connected together in a natural way. – Esperance's strong family values, laid back small town culture and current economic growth are its strengths. Its self-sufficiency and healthy/wellbeing lifestyle makes Esperance a great town to live in. – Improve the town centre connectivity through realigning / upgrading streets, improving transport options, using existing buildings where possible and providing way finding/signage. – Creating central meeting locations that include retail, food and beverage and community events was also considered important. – Leverage the current use of the Post Office Square, connect the Museum Village to the town and use underutilised land for weekend events, activities for more community engagement and connection for the town. – Expand the supermarket presence - Expand the current IGA and/or Woolworths supermarkets in the town centre or introduce a third supermarket. – Concentrate the parking in one area, increase bike and walkability culture, improve the walk trails and better links to the car parks with added spaces for tourists with caravans or trailers. – The Shire to support opportunities for new retail and appropriate developments in the town centre to ensure better use of the unused land in town. – There was a general feeling that Esperance had the opportunity to become a more connected, vibrant and active town if there were more community and family based activities and facilities (playgrounds, barbeques, markets, festivals, sporting and tourism events).

ACHIEVING SUCCESS

Analysis of background studies, town centre behavioural mapping, workshop outcomes and survey findings identified seven strategic elements or themes that are critical for the Master Plan.

Planning and vision

Revitalising the Esperance town centre requires a consolidated vision and approach that can be adopted and implemented across all aspects of the town. The Master Plan should first and foremost reflect Esperance's unique small town beachside lifestyle, history, culture and values of the local community.

- / Cohesive planning of projects across the whole town – one vision,
- / Better utilisation of vacant land by the Shire,
- / Investigate the Shire's investment in land and development opportunities, and
- / Planning facilities with sustainable design solutions and with low cost maintenance requirements.

Destination development

Whilst the foreshore is a destination point for the town, the main streets of Dempster, James and Andrew Streets should be the centre of activity and a focus area for the Master Plan.

- / Create activity nodes providing a more cohesive town connection,
- / More diverse and differentiated destination experiences which complement the Esperance lifestyle and values to broaden the appeal and cater for all seasons, all types of people and different times of the day (uses beyond a retail focus),
- / Utilise current community activity areas such as the post office, museum, IGA etc. to build destinations and improve attractiveness and interactivity,
- / Provide reasons and places for locals to stay in town and meet up with family and friends rather than running errands, and

- / Consider a variety of short term or residential accommodation choices within the town centre and that suit the Esperance aesthetic.

Parking and street networks

Parking and streets in the Esperance town centre require further planning to reflect the needs of the people using them.

- / Increase foot traffic and incentives to walk through town,
- / Pedestrian and bicycle priority in main activity areas,
- / Improve car movement and parking areas,
- / Improve accessible parking, ramps and facilities for people with disabilities and the elderly,
- / Create streets that are places,
- / Improve transport options to and within the town centre and surrounding beaches,
- / Allow for access for trucks and deliveries for businesses,
- / Passenger drop off and pick up points and taxi ranks, and
- / Allow for closer parking for RV and caravans.

Public realm and community amenities/facilities

Improvement of the facilities and amenities in the town centre for locals and visitors were seen as important components to improve the attractiveness for living, moving to and visiting Esperance.

- / Beautification and clever landscaping,
- / Shade and shelter from wind, rain and sun in a variety of locations – on Andrew, James and Dempster Streets and the foreshore,
- / Considering the views along the foreshore as an asset not to be blocked,
- / Green, attractive spaces suitable for exercise, picnics and BBQs,
- / Beach activities and hire facilities for locals and tourists near the jetty,
- / Boardwalk, marina and wide open spaces with chairs and seating options,

- / Ocean play area, playgrounds, exercise equipment, family based activities as well as spaces for events, and
- / Consider a new library facility, visitor centre and multi-purpose community centre.

Economy, business and funding/investment

The business and community groups both identified building and diversifying the local economy and retail, food and beverage offering and generating new investment into the town as critical success factors.

- / Investment driven by Government, the Shire and local leaders
- / Providing incentives for local investors to develop on vacant land
- / Private sector investment
- / Planning for improving small business activity rather than only accommodating for large corporations
- / Providing local small business support for sustainability and be flexible to leverage opportunities
- / Supporting pop-up stores, business incubators and local businesses generally
- / Flexible trading hours for locals and tourists
- / Recognition and leveraging of existing partnerships.

Place management, activation and governance

Revitalising the Esperance town centre goes beyond planning and design. The community are proud of their town but desire it to emerge into the 21st century and be an active place for people that is vibrant, welcoming and interesting. For this to be achieved, thoughtful place management, events programming and ongoing governance strategies are required to ensure the town centre is connected and maintained in line with the Master Plan and vision.

- / A collective place management plan that involves the engagement of the community and local businesses
- / Regular food markets, local art, outdoor dining options, pop-up cafés etc.

- / Website presence and branding to be consistent and attractive
- / Events and activities should consider cruise ship arrival timetable
- / Events and activities for all ages, families during the day and night
- / Maximising the benefits of the coastal elements.

Tourism promotion and growth

Leveraging the local assets and working as a whole community to plan and achieve the growth of the tourism industry in the region is critical for achieving success.

- / Target cruise ship visitors for boosting the local retail economy
- / Capitalise on environmental assets, history and existing tourism opportunities
- / Provide suitable and attractive facilities for all types of travellers
- / Link tourism promotional campaigns with local businesses
- / Providing a welcoming entrance and experience with way-finding and interpretive signs
- / Establish a best practice 'first stop' visitor centre
- / Promotional material that identifies unique Esperance sites and things to see and do
- / Promote Esperance as a town to 'getaway' and visit, not a pathway through or short stop before getting to a destination.

Figure 2. Digital Survey Results

EXPLORING DEVELOPMENT SCENARIOS

The critical success factors from the stakeholder and community engagement were interpreted into three scenarios, which provide varying approaches to revitalising the town centre:

1. Enhancement of the Esperance lifestyle,
2. Creation of catalysts for revitalisation, and
3. A cultural shift.

The three scenarios focused on the following elements and varied from business as usual to a fundamental cultural change to the way the town centre currently operates:

- / Illustrating how different approaches to place making implementation can establish what can be achieved,
- / Different types of streets, in particular pedestrian and cycling prioritised streets,
- / Detailing how much, if any, development could and should go on foreshore land,
- / Key redevelopment sites and new facilities as catalysts for broader revitalisation of the town centre,
- / How attracting investment and funding for the town centre may be approached, and
- / Creating interconnected experiences across the town centre that are differentiated and authentic.

These were presented at workshops to the project steering committee, stakeholders and the community, and through a digital survey where the community could vote for the best aspects of each approach.

The outcomes of community and stakeholder feedback showed a clear preference towards concepts two and three, with the overall preference being the cultural shift represented in concept three (refer Figure 2).

For Scenario 3, the development, delivery and management of the town centre would become a collaborative approach – between Government, business and community – working together to revitalise the town centre. This placemaking approach was strongly favoured over the other scenarios.

Scenario 2 had more support in the areas of Investment Attraction and Destination Development. This scenario would see development on the foreshore at Andrew Street to create a node of activity, whereas Scenario 3 proposed new development extending along the Esplanade to create a stronger connection between James and Andrew Street while maintaining current views.

Scenarios 2 and 3 would see recreation facilities utilised as activity generators and destinations, with Scenario 3 proposing significant investment in new public facilities.

In both scenarios, alternative uses would be considered for public land to fund revitalisation projects to stimulate investment and provide new development opportunities.

Regarding streets and public spaces, both scenarios would include:

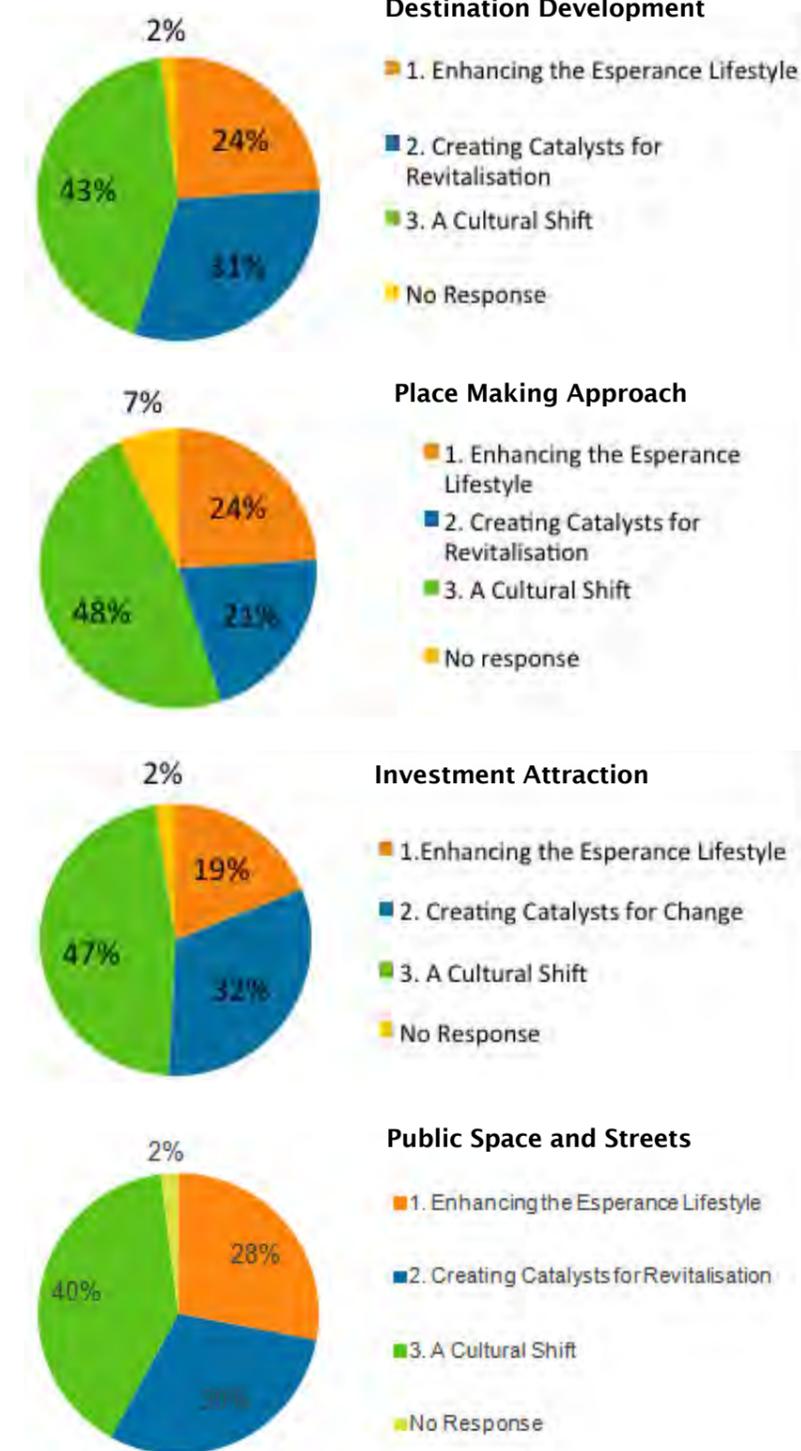
- / Landscape and streetscape treatments that screen the wind, create shelter from sun and rain, provide more seating and alfresco areas, and slow traffic.
- / A reduction of on-street parking to support and create space for pedestrian activities.

Scenario 2 proposed a green boulevard on James Street connecting the Boulevard Shopping Centre, the Museum and the foreshore. Improvements to Post Office Square would increase activity and create a central meeting place.

Scenario 3 included new pedestrian/cycling priority precinct with 10km/hr streets around Andrew, Dempster and James Streets and The Esplanade, with the majority of parking outside of the pedestrian/cycling precinct.

The prioritisation of pedestrian and cycle traffic over cars in the main activity areas was supported by the majority of respondents as was the redevelopment of Post Office Square as an epicentre of activity.

The key components of Scenarios 2 and 3 were then incorporated into the Strategic Directions Framework, which has shaped the direction of the Master Plan.







**FUTURE ESPERANCE
TOWN CENTRE**



3.1 VISION STATEMENT AND VALUES

THERE ARE OBSTACLES TO OVERCOME

- / No consolidated vision for the town centre
- / No connection to the foreshore
- / No sense of arrival or entry statement
- / No protection from the wind and rain
- / No spaces for people to meet
- / No bike or pedestrian-friendly planning
- / No easy strategic land development opportunities
- / No key attractions after business hours
- / No recent action in town development

THE GOALS ARE CLEAR AND ACHIEVABLE

- / Re-connect the town centre with the foreshore and natural assets
- / Create local destinations that place people first and cars second
- / Integrate the Esperance active lifestyle within the town centre
- / Build a culture of 'visitor readiness' that boosts local business
- / Create opportunities for events and fun activities that attract people
- / Make better use of our land to create places of significance
- / Activate a plan for short, medium and long-term development

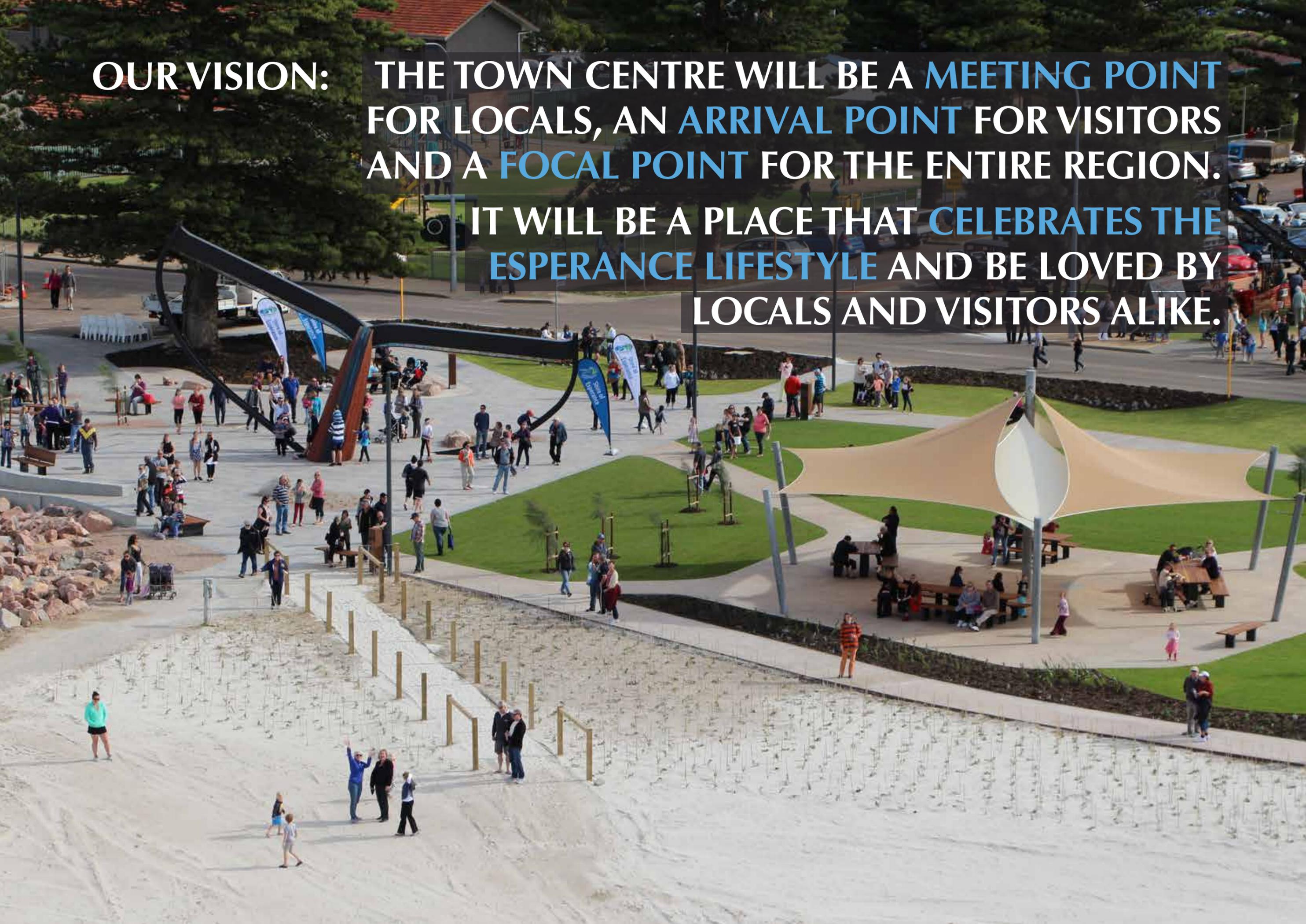
REVITALISATION THAT GOES BEYOND BUILDINGS

Reinvigorating the Esperance town centre means building experience layers that have people coming back for more. Done well, we can create a place that encourages people to visit, experience, engage, spend and return. We can develop a destination (refer Figure 3).

Figure 3. Destination Development



OUR VISION: THE TOWN CENTRE WILL BE A **MEETING POINT** FOR LOCALS, AN **ARRIVAL POINT** FOR VISITORS AND A **FOCAL POINT** FOR THE ENTIRE REGION. IT WILL BE A PLACE THAT **CELEBRATES THE ESPERANCE LIFESTYLE** AND BE LOVED BY LOCALS AND VISITORS ALIKE.



These place values will guide and inform every aspect of the revitalisation.

COMPACT AND INTIMATE

We're creating diverse experiences between the buildings. The foreshore and town centre are linked as one.



IMMERSED AND CONNECTED

It is ingrained in the Esperance way of life, with locals feeling at home and visitors feeling local.



FAMILIAR

It's all about reinvigorating, not reinventing. We want to enhance existing assets and distill the Esperance lifestyle experience.



COMFORTABLE

By making the area a little more sheltered from the elements and shifting the priority to pedestrians over traffic, the town centre becomes a people place for people of all ages and all cultures.



CELEBRATED AND EMBRACED

We're creating a place that celebrates everything Esperance, from the natural environment to the heritage and culture. Gatherings, attractions and events will bring it to life, and the town centre will be embraced and celebrated by locals and visitors alike.



ENTERPRISING

Bringing together local community needs and commercial operations to encourage a lively and real consumer experience.



3.2 ILLUSTRATIVE MASTER PLAN

The Illustrative Master Plan (Figure 4) provides an indicative illustration of the key Master Plan proposals and demonstrates the potential physical outcomes of the strategies and intents for the town centre.

The Illustrative Master Plan also identifies and puts forward a development vision for specific sites within each precinct. These sites have been selected on the basis of being either of the following:

- / Development Opportunity – Greenfield or brownfield sites typically on public land currently, or other vacant lots within the town centre.
- / Redevelopment Opportunity – Individual or amalgamated lots within the town centre which meet one or more of the following criteria:
 - > Single residence only on site,
 - > Underutilised - low site coverage and/or empty buildings,
 - > Condition and form of existing development on site is arguably not optimised for its location, and
 - > Land which houses facilities or services that are excess to current or projected future needs.

The selected sites are not intended to be inclusive of all potential opportunities, nor are they intended to enforce development/redevelopment upon the landholder/s. The development vision is provided as a guide that is responsive to the particular context of each site which aims to create good urban design outcomes.

The proposals of the Master Plan are outlined in more detail in the precinct statements, plans and illustrative plans that follow.

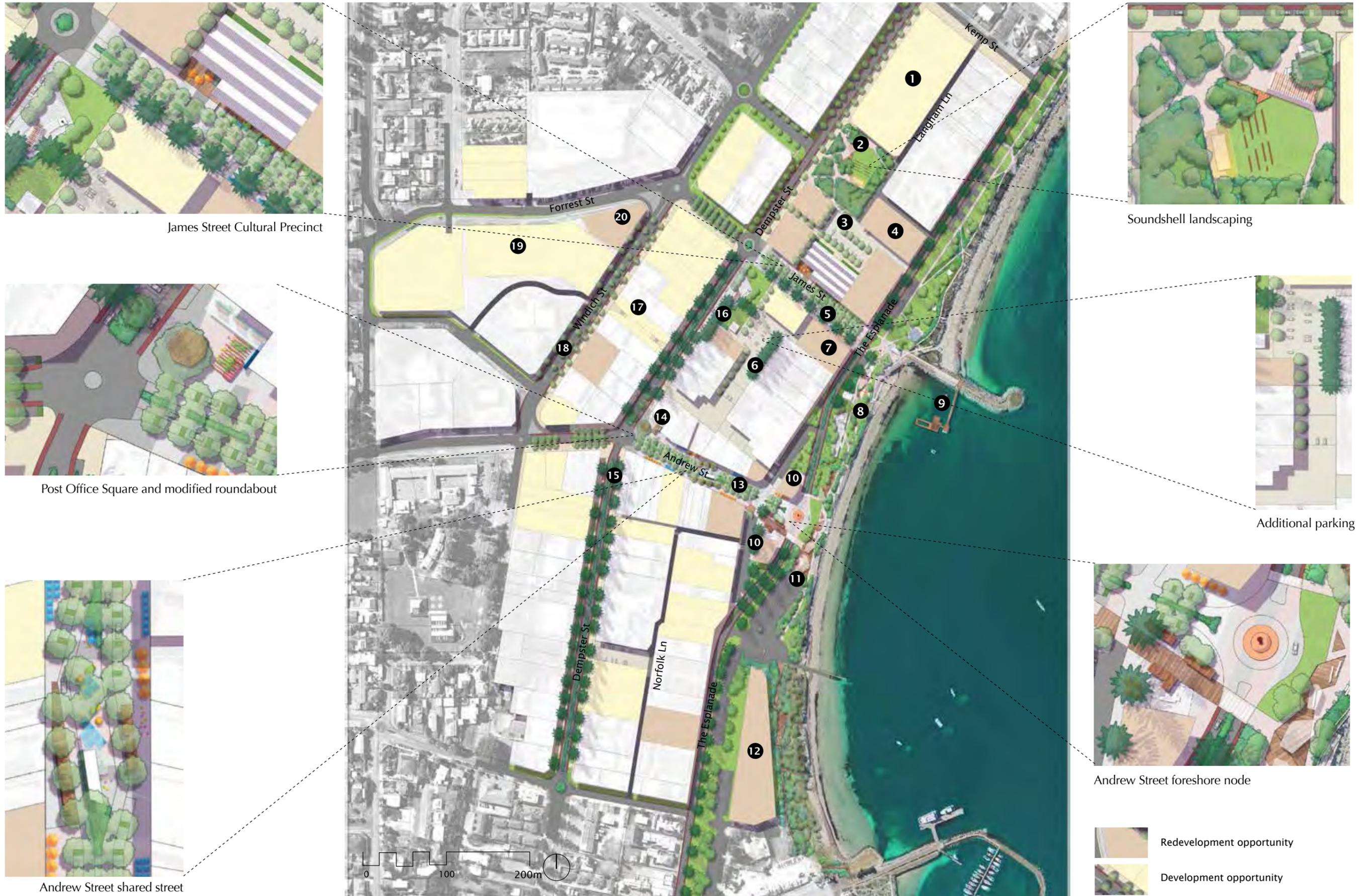
To assist in the interpretation of the Illustrative Master Plan, details of parts of the Illustrative Master Plan are provided.

The key proposals as indicated on the Illustrative Master Plan are:

1	Activities of the Heritage Village relocated to the James Street Precinct to create the opportunity for a catalyst redevelopment site for compact living preceded by an evaluation of possible relocation and re-use options for the Museum Village buildings.	Medium Term	10	Development opportunities for food and beverage outlets.	Long Term
2	Existing park upgraded to improve amenity and pedestrian access, and to enhance the amphitheatre/performance shell space as an event venue.	Short Term	11	Landscape upgrades of the foreshore, including youth activity spaces.	Short Term
3	New off street public parking area for locals and tourists including dedicated parking for RV vehicles to support the creation of the James Street Cultural Precinct.	Short Term	12	Large redevelopment opportunity for short stay accommodation and/or residential apartments, with any associated hospitality facilities at the ground floor.	Long Term
4	Development opportunity for short stay or other tourist accommodation and/or residential apartments.	Medium Term	13	Andrew Street reformatted as a shared street to reduce vehicle volume and speeds and to provide a more user friendly environment for pedestrians and cyclists. This includes narrowing the road pavement, creating more generous footpaths, and encourage alfresco dining and street trading. New landscape linkage to formalise and enhance pedestrian movement from Andrew Street onto to the foreshore and beach.	Medium Term
5	James Street to be positioned as a cultural, tourism and recreation hub including activities associated with arts and craft, galleries, museum, visitors centre, library, markets, and other public events. Potential to be evaluated to integrate a number of community and cultural activities into a single landmark development within the precinct. Existing heritage buildings to be activated and showcased. James Street parking reformatted and streetscape upgraded, including to suit street closure for community events.	Short to Medium Term	14	Reactivated and upgraded Post Office Square and fronting building façades to improve amenity and space activation and enhance its function as a key meeting place at the heart of the town centre.	Medium Term
6	Upgraded RSL parking area and new pedestrian and vehicle parking link including the inclusion of shade, shelter and improved lighting between James Street and Andrew Street.	Medium Term	15	Dempster Street parking reformatted and streetscape upgraded, including changes to the intersection at Andrew Street to support the role of Dempster Street as the 'main street' retail destination within the town centre.	Medium to Long Term
7	Mixed use development opportunity with short stay or other tourist accommodation on upper floors. Associated ground floor hospitality and niche retail directly addressing and activating both James Street and The Esplanade. Existing playground in Grace Darling park replaced by a similar facility on adjacent foreshore land.	Medium Term	16	RSL Park upgraded to improve amenity to suit community gatherings and to interpret heritage values.	Short Term
8	Safe and secure playground for children to replace the playground in Grace Darling Park.	Short Term	17	Upgraded existing mid-block pedestrian linkage to improve pedestrian access from Dempster Street to Windich Street.	Medium Term
9	Ocean play area including a deck structure, pontoon, slides, platforms, terraces, and swimming area, and a potential for cruise ship tender docking capability.	Medium Term	18	Increase on-street parking, better pedestrian and cycle amenity and connections, and enhancement of the landscape to support the transformation of Windich Street into the epicentre of Esperance's commercial office activity.	Short Term
			19	Development and redevelopment opportunities for commercial/retail purposes.	Long Term
			20	Potential landmark corner development for commercial/retail purposes addressing Windich Street.	Short Term

Short Term: 0-5 years, Medium Term: 6-10 years, Long Term 11-20 years

Figure 4. Illustrative Master Plan



James Street Cultural Precinct

Soundshell landscaping

Post Office Square and modified roundabout

Additional parking

Andrew Street foreshore node

Andrew Street shared street

-  Redevelopment opportunity
-  Development opportunity

3.3 PRECINCT PLANS

3.3.1 PRECINCT SUMMARY

To provide greater focus for the proposals of the Master Plan, and to differentiate between areas within the town centre of different character and use - both current and proposed, the town centre has been segmented into nine precincts, as depicted in Figure 5.

Figure 5. Precinct Key Plan



A summary of the key land uses and the defining elements and characteristics for each precinct is provided in Table 4. The nine precincts are:

1. Andrew Street Pedestrian Spine
2. Dempster Street: Main Street Retail
3. James Street Cultural
4. Windich Street Commercial
5. Esplanade Commercial and Tourism
6. Town Centre Residential
7. Town Centre Foreshore
8. Civic Precinct
9. Taylor Street Foreshore

Of the nine precincts identified, there are seven where sufficient new proposed activity or change in the mix of uses warrant a detailed level of spatial analysis. This information has been incorporated into the Precinct Plans that follow.

The Precinct Plans set out the user experience, key land uses, key initiatives, proposed public realm, urban design principles and other strategies to achieve the character and support the change in land use mix.

A composite of the precinct plans that depicts the proposals for the whole of the study area is provided in Figure 6.

In addition, the Illustrative Plans are provided for each precinct that show indicatively how the precinct could be developed over the planning period of the Master Plan.

The Illustrative Plans are concept plans that will act as a guide to more detailed planning and design development to be undertaken by the Shire, land owners and developers.

A composite of the precinct plans that depicts the proposals for the whole of the study area is provided in Figure 6.

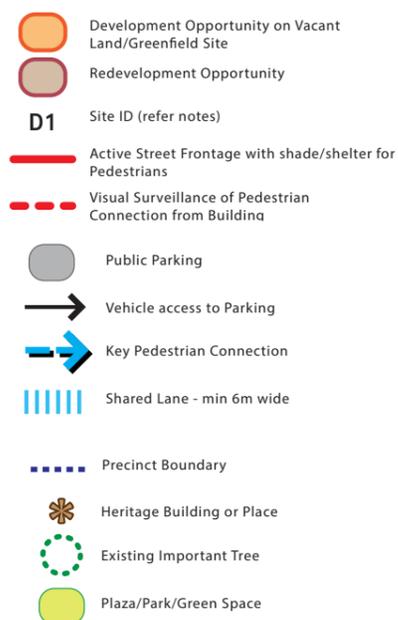


Figure 6. Composite Precinct Plan



Table 4. Precinct Summary

PRECINCT NAME	KEY LAND USE(S)	DEFINING ELEMENTS/CHARACTERISTICS	PRECINCT NAME	KEY LAND USE(S)	DEFINING ELEMENTS/CHARACTERISTICS
1 – Andrew Street: Pedestrian Spine	<ul style="list-style-type: none"> – Primary destination – Retail – Short stay residential on upper floors – Residential living on upper floors 	<ul style="list-style-type: none"> – Slow ‘shared’ street between Dempster Street and The Esplanade, extending across onto the foreshore – Reactivated and upgraded Post Office Square – Active ground floor uses typical – Active retail frontages with nil street setback – New streetscape to support role as the primary food/drink hospitality destination within the town centre i.e. al fresco – New streetscape to improve pedestrian shelter – Short term parking only – New development opportunity at the eastern end of Andrew Street as stepping stones to the foreshore 	5 – Esplanade Commercial and Tourism	<ul style="list-style-type: none"> – Tourism – Commercial office – Short stay residential on upper floors – Hospitality and tourism related retail on ground floor – Residential apartments – higher density 	<ul style="list-style-type: none"> – Active ground floor uses and residential, short stay or commercial uses above – New streetscape including a traffic calmed Esplanade – Combination of on and off street parking – Catalyst project on the corner of James Street and The Esplanade (Grace Darling Park) – Encourage mid-block pedestrian linkages to Dempster Street and beyond
2 – Dempster Street: Main Street Retail	<ul style="list-style-type: none"> – Primary destination – Retail on ground floors – Commercial office on upper floors – Residential living on upper floors 	<ul style="list-style-type: none"> – New streetscape to support role as the ‘main street’ retail destination within the town centre – New streetscape responsive to significant existing street trees (Norfolk Island Pines) – On-site parking at the rear – Good pedestrian and cycling amenity – Regular pedestrian prioritised street crossings – Good levels of on-street parking – Safe and legible pedestrian linkages through developments onto Windich Street encouraged 	6 – Town Centre Residential	<ul style="list-style-type: none"> – Medium and higher density residential – Aged care – Short-stay accommodation – Tourism related commercial retail – Medical/Health related commercial 	<ul style="list-style-type: none"> – Group and multiple dwellings addressing the foreshore and with an outlook across the town centre – Ground floor uses that address the street – Introduce compact housing types – Provide for the housing needs of key workers and other residents seeking affordable accommodation – A traffic calmed Esplanade – On-site parking at the rear or screened – Outdoor space is intimately scaled, shared and sheltered from wind – Catalyst project on foreshore north of the Taylor Street Foreshore Precinct – Catalyst project on current Heritage Village site
3 – James Street Cultural	<ul style="list-style-type: none"> – Primary destination – Community and cultural – Tourism - including related niche retail – Public recreation – Public parking 	<p>A focal point for heritage assets including the Bonded Store and Goods Shed (museum), Esperance Bay School (RSL building), RSL memorial & Passenger Station, could include:</p> <ul style="list-style-type: none"> – Visitor centre – Library – Soundshell – Market space – Arts and crafts focus and gallery – Museum Village business activities – “Village green” public open space – Heritage interpretation – A more permeable/activated Museum building – Tourism related retail and/or incubator businesses – On and off street public parking including RV parking 	7 – Town Centre Foreshore	<ul style="list-style-type: none"> – Primary destination – Public recreation – Public parking 	<ul style="list-style-type: none"> – Ocean play and potential for tender docking capacity developed at the James Street groyne – Amenity infrastructure between 20 and 40 metre coastal hazard setbacks – New streetscape including a traffic calmed Esplanade – Public foreshore integrated with the Esperance Waterfront Project – Combination of on and off street public parking including for RV parking
4 – Windich Street Commercial	<ul style="list-style-type: none"> – Commercial office – Large format retail 	<ul style="list-style-type: none"> – Incorporates land excised from the existing civic precinct on Forrest Street – Includes the typically underutilised Windich Street side of lots that front Dempster Street – Commercial development on Windich Street, with on-site parking at rear or in undercroft – Landmark buildings on corner sites 	8 – Civic Precinct	<ul style="list-style-type: none"> – Civic & community uses 	<ul style="list-style-type: none"> – Reduced area of existing civic precinct – The Shire Administration Centre, Anglican Church and the Civic Centre are key buildings – Open parkland setting
			9 – Taylor Street Foreshore	<ul style="list-style-type: none"> – Public recreation – Sport and community groups – Niche retail 	<ul style="list-style-type: none"> – Community and club facilities – Active ocean/beach edge – Open landscape and dispersed buildings – Distinct flavour reflecting distance from other main centres of activity in the town centre – Limit further development to consolidation of existing facilities and infrastructure

3.3.2 PRECINCT 1 - ANDREW STREET: PEDESTRIAN SPINE



PRECINCT VISION

Andrew Street will become an exciting and vibrant hub of activity, with wider footpaths, slower traffic and spaces for people to meet with friends and dine alfresco. The streets will be lined with more trees providing shade, and be designed to protect people from the seasonal elements. With a focus on enhancing the vistas, community and retail / food and beverage uses will be extended, with anchor destinations to better connect the town centre with the foreshore, and reposition the area as a destination and a place to be day and night enjoying the ocean.

KEY LAND USES

- / Retail
- / Short stay residential on upper floors
- / Residential living on upper floors



STRATEGIC OBJECTIVES

As the primary main street, the key objectives proposed for Andrew Street are as follows:

- / Prioritise pedestrians, through streetscape and parking improvements,
- / Make it a more attractive place to visit through a diverse range of things to do, as well as improved shade and shelter (sun, wind and rain),
- / Leverage catalyst investment sites that will stimulate private sector investment. In particular the west side of The Esplanade to better connect Andrew Street with the foreshore and the intersection of The Esplanade and Andrew Street,
- / Incorporate passive recreation anchors and activities on the foreshore end of Andrew Street, as well as improved shade and shelter,
- / Contained new development and commercial activity on the west side of The Esplanade,
- / Climate responsive design, and
- / Business development and marketing strategies to support existing operators.

HERITAGE SUMMARY

There are no heritage buildings, artefacts or places recognised at the state or local level within the precinct.

KEY INITIATIVES

Post Office Square

This well frequented public space will have a make-over to be a comfortable central meeting place at the heart of the town centre.

- / Additional infrastructure will be provided to ensure it becomes a destination, rather than a place that people go to exclusively for errands,
- / The post office boxes would be more visible, with all town centre post boxes potentially relocated to this central location,
- / The Norfolk pine will be retained (and enhanced) as a

centrepiece of this public space, and

- / There will be provisional spaces for a small pop-up structure or similar in the future, to increase activity and make it an identifiable central meeting place.

Andrew Street Extension to Foreshore

Andrew Street is the identifiable heart of Esperance town centre. Creating a strong link to The Esplanade through the Andrew Street connection is crucial for the activation of the foreshore. The lots on the corner of Andrew Street and The Esplanade are currently under utilised and development of these lots could be a strong driver of activity and connection to the foreshore. It is noted that these lots are privately owned, and development will be driven by private owners / developers. Their ability to get development happening on these sites is driven by market conditions and economic viability.

A catalyst project is proposed, which sees Andrew Street extend across The Esplanade becoming a plaza / boardwalk as it approaches the water's edge. New developments, which will be funded through private investment on the west side of the Esplanade, will be focused around the Andrew Street foreshore area, with retail, commercial and accommodation uses that complement the location.

The Andrew Street and the foreshore intersect will:

- / Become a key connection for the town centre and the foreshore, and frame the ocean view,
- / Maintain current vistas, and provide a direct, safe and new pedestrian connection to the ocean,
- / Incorporate landscape treatments and public art elements, including the Sammy the Seal sculpture, and
- / Include foreshore improvements such as introducing food trucks, new public amenities and open landscaping that is a continuation of current work on the foreshore.

Future developments within the Andrew Street / foreshore node will need to be aware of various constraints, including the sewer pump station, the existing fuel line which extends along the foreshore, and coastal hazard risks.

Retail Mix

The Andrew / Dempster Street section is the strongest retail zone within the town centre and should remain the centre point of retail activity. Future development within this area should focus on expanding the food and beverage offer and alfresco opportunities wherever possible. Whilst the introduction of food and beverage businesses will generally take place in accordance with market needs and opportunities, this needs to be encouraged wherever possible through a supporting streetscape, including weather treatments.

Private Sector Investment

Development incentives and investment attraction strategies to be implemented that will promote investment and support local businesses along Andrew Street include:

- / Economic / business development strategies,
- / A proactive approach to encourage investment,
- / Planning strategies that promote mixed use (retail and residential or short stay accommodation), and
- / Planning policies and schemes that consider building plot ratios, parking requirements etc. to stimulate commercial investment.

SITE SPECIFICS

Identified opportunities to develop vacant/greenfield land, or redevelop existing underutilised sites are depicted in the Precinct Plan (Figure 7):

1A (privately owned) – At the threshold of the foreshore with expansive views across to the Southern Ocean this vacant corner site is poised to be the key catalyst project within the precinct. Preferred use is to develop as a mixed use development with short stay accommodation and/or residential apartments on upper floors. At ground floor both street frontages would be activated with a mix of hospitality related and other retail that maximise the benefits of the shared street environment and the foreshore aspect. Securing sufficient parking on or off site is likely to be the primary limitation on the scale and scope of development achievable.

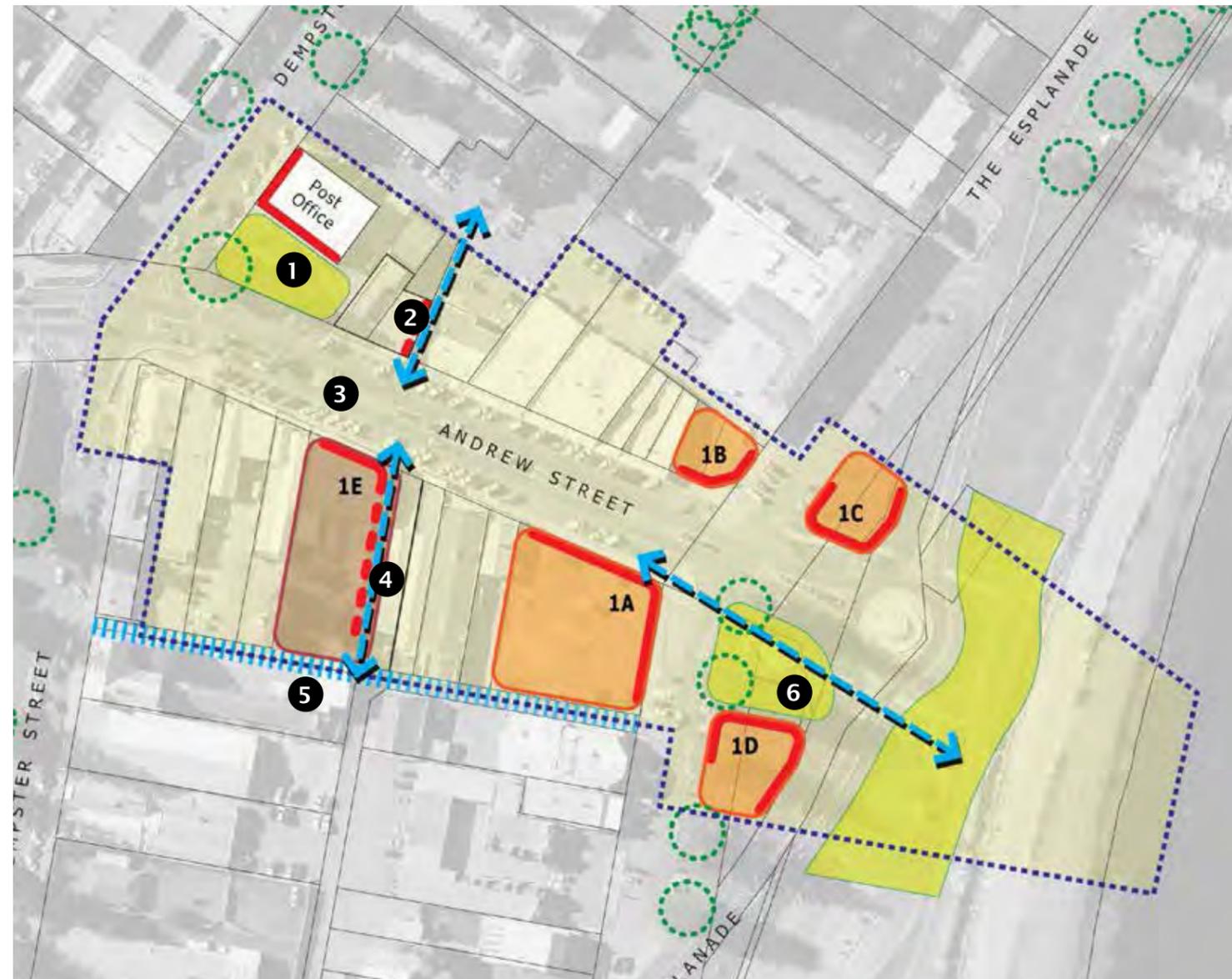
1B (privately owned), 1C & 1D (crown reserve) – Modestly sized sites with extensive views and multiple frontages to be activated that function as important stepping stones between Andrew Street and the foreshore. Food and beverage uses on the ground floor that break out and occupy the street and other public spaces are preferred and expected.

1D will also need to take into account the 30m odour buffer surrounding the adjacent wastewater pump station.

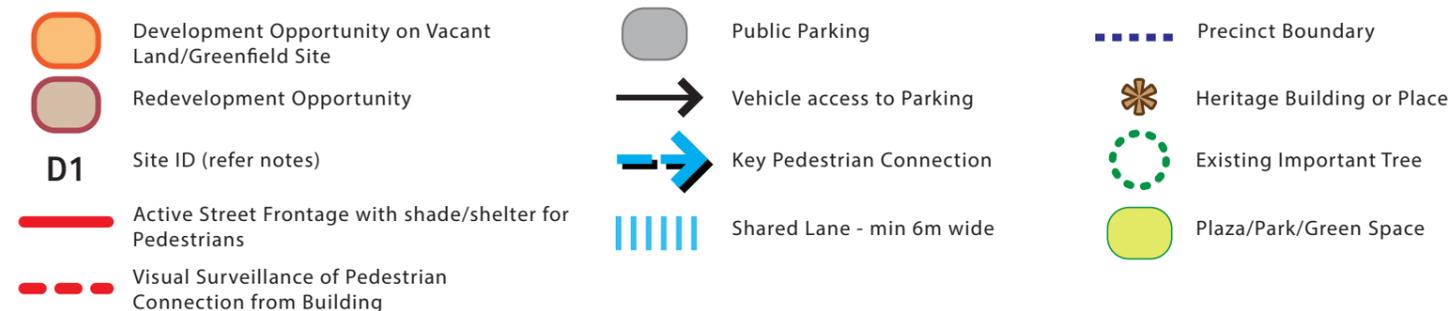
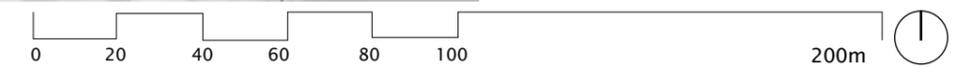
1E (privately owned) – A major retrofit or overall redevelopment of the Esperance Hotel could introduce an important new destination to the middle of the precinct that;

- / Builds a new food and beverage offer around its existing liquor license,
- / Provides affordable tourist accommodation of a contemporary standard, and
- / Incorporates a mid-block pedestrian linkage through to Norfolk Lane.

Figure 7. Precinct Plan - Precinct 1



1. Upgrade Post Office Square and fronting building façades to improve amenity and space activation as a key meeting place at the heart of the town centre
2. Improve amenity of existing mid-block connection through to off-street parking
3. Andrew Street reformatted and streetscape upgraded to become a shared street
4. Future redevelopment to incorporate pedestrian linkage through to Norfolk Lane
5. Norfolk Lane and right of way widened and upgraded to suit shared pedestrian/vehicle environment
6. Introduce new landscape linkage to formalise pedestrian movement from Andrew Street onto to the foreshore and beach



PUBLIC REALM

Andrew Street

Andrew Street will become a shared street. The combination of slow traffic speeds (20km/hr), single flush paved surface, street trees, parking, alfresco areas and other activities create shared public space — for pedestrians, cyclists, children and slow-moving, cautiously driven cars. The upgrades to the streetscape and public domain will include:

- / New alfresco spaces on Andrew Street,
- / Creation of a 'Sense of Esperance' through design of the urban furniture, public art, paving designs and plant selection,
- / Design for comfort including awnings, wind protection, lighting and shade,
- / Provision of short term parking directly outside shops,
- / Low speed 20km/hr street,
- / A plaza on the foreshore framed by retail/food and beverage shops, and
- / Spaces for community events.

The shared street will require further detail design and planning. The design should take into consideration the following components:

- / Reduced forward visibility for vehicles (demarcated by shifts in the roadway alignment),

- / Flush pavements,
- / Differentiation of the roadway through a flush beam (using a different colour to the pavement), street trees, planting and furniture,
- / A central median, and
- / The separation of the road into three key zones including a generous Comfort Zone/ Accessible zone – for pedestrian movement and alfresco seating; Activity Zone - Shared Zone with seating, shelters parking, loading area, trees, bike racks; and Trafficable Zone - Shared Zone - moving vehicles and crossing pedestrians.

Post Office Square

Post Office Square is an opportunity to reinforce the community focus of the town centre. The intimately scaled square will be a social gathering place. The key components of the space include:

- / An occasional temporary stall serving morning and lunchtime food and drinks,
- / A revitalised Post Office façade (with a possible green wall) and PO Box room that is visible from the street,
- / Fixed and movable seating,
- / Free wifi,
- / A shelter for free community use and events such as sausage sizzles, raffles, and cake stalls,
- / Retention of the existing tree as a focal point, and

- / Upgrade of the pavement, furniture and planting to match Andrew Street.

URBAN DESIGN PRINCIPLES

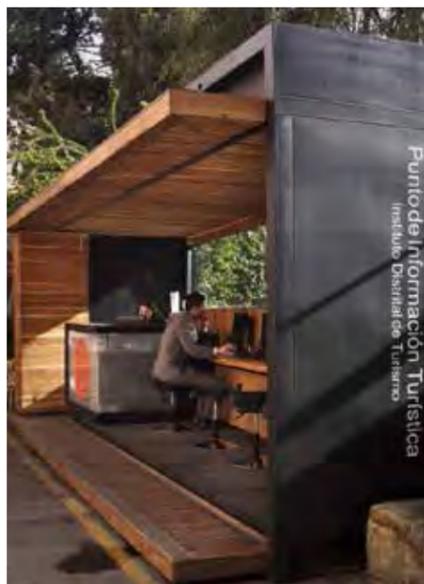
Demand for compact living within the town centre is yet to be established and the relative development cost of upper floor residential is not insignificant. With the exception of larger well placed sites with ocean views much of the precinct can be expected to remain as single floor retail development for the foreseeable future. Smaller 'walk-up' apartments may be an option for second and third floors to make the redevelopment of less prominent sites viable. General principles include:

- / Nil front setback,
- / Ground floor frontages that directly address fronting streets and the foreshore (where applicable),
- / Ground floor uses that utilise the adjoining area of the shared street,
- / Provide pedestrians with unbroken shade/shelter on street frontages,
- / Passive surveillance of surrounding public space from upper floors,
- / On-site parking and service areas set behind buildings or otherwise screened from the street,
- / Parking in lieu payments on small sites to improve site utilisation and maximise development generated activity,

- / Utilise northern aspect where applicable, and
- / Provide safe and legible pedestrian connectivity with rear lanes where applicable.

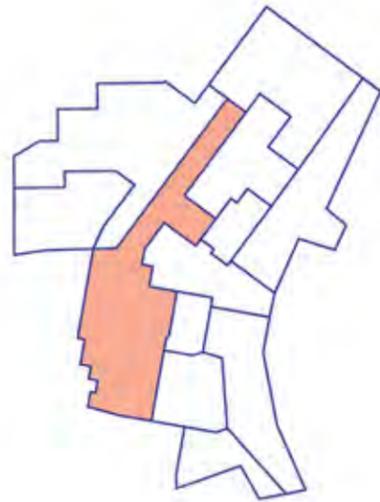
BENCHMARKS / BEST PRACTICE

- / Hastings Street – Noosa, Queensland
- / Clyde Street – Bateman Bay, New South Wales
- / Keast Park Foreshore Screen Wall – Frankston, Victoria
- / Cavill Mall – Queensland
- / Manly Pedestrian Mall – Sydney, New South Wales
- / Bayview Terrace Shared Street – Claremont, Western Australia





3.3.3 PRECINCT 2 - DEMPSTER STREET: MAIN STREET RETAIL



PRECINCT VISION

Dempster Street is naturally sheltered from the prevailing winds and shaded by the Norfolk Island Pines. The street will be an extension of the retail and alfresco uses on Andrew Street, as well as a key connection with expanding commercial opportunities in Windich Street. The improved streetscapes will ensure it is a place to enjoy whilst running errands and enjoying a spot of shopping, with the opportunity to linger, rest or catch up with others in the adjoining Post Office Square or RSL Park.

KEY LAND USES

- / Retail on ground floors
- / Commercial office on upper floors
- / Residential living on upper floors
- / Pop up shop / Business incubator



STRATEGIC OBJECTIVES

As one of the primary gateway entrances into the town centre, the key objectives proposed for Dempster Street are as follows:

- / Improve sense of arrival to better promote and 'visually' communicate what is happening in the town centre, to encourage visitation,
- / Prioritise pedestrians, through streetscape and parking improvements,
- / Provide infrastructure to better leverage the area's ability to provide good wind protection,
- / Business development and marketing strategies to support existing operators,
- / Retain good access to car parking for businesses and retail within the CBD, and
- / Facilitate active interfaces between the RSL Park and adjoining privately owned land as a private sector driver.

HERITAGE SUMMARY

Bijou Theatre (1896) - Only known 1890s theatre of timber and corrugated iron construction surviving intact in Australia, and the oldest surviving purpose built theatre building in Western Australia.

KEY INITIATIVES

Consolidation and tenant remix

Dempster Street is the effective 'main street' of the Esperance town centre. The street is anchored by the IGA Supermarket with frontage to Dempster and Andrew Streets. The buildings are in a varied state of repair and the streetscape would benefit greatly from painting or upgrades to the building façades. The setbacks also vary, which has a significant impact on the profile and accessibility for some of the retail.

The street features a number of quality local retailers however the retail mix is disjointed and weakens considerably outside of the Andrew Street 'T-section'. This suggests the current retail frontage along Dempster Street is too big for the needs of the community. The town centre would benefit greatly from consolidation and tenant mix.

Development incentives

Development incentives and investment attraction strategies to support local businesses, including for example, economic / business development strategies, planning strategies that promote mixed use (retail, office and residential) and policies that consider varying building plot ratios to stimulate commercial investment.

Streetscape upgrade

A new streetscape is proposed to support Dempster Street role as the 'main street' retail destination within the town centre, including;

- / New alfresco spaces created within protected areas,
- / Good pedestrian and cycling amenity,
- / Responsive to significant existing street trees (Norfolk Island Pines),
- / Regular pedestrian prioritised street crossings,
- / Strengthened pedestrian linkages to Windich Street, Post Office Square, RSL Park and the Boulevard Shopping Centre,
- / Good levels of on-street parking, and
- / Identify and assess suitable locations for a new off-street public car park in Dempster Street south.

Norfolk Lane

Formalise and upgrade Norfolk Lane as an important mid-block connector to be shared by pedestrians and vehicles, including;

- / Widening to a continuous minimum six metres as redevelopment of adjoining lots proceeds and otherwise by negotiation,
- / Upgrading the physical environment to suit a traffic calmed shared situation that could include paving, drainage, lighting, shade and embayed parking,
- / Promoting passive surveillance and safe access from adjoining lots for pedestrians and vehicles, through design guidelines, and
- / Develop a new mid block pedestrian link between Dempster Street south and The Esplanade which crosses Norfolk Lane, location to be investigated.

SITE SPECIFIC

Identified opportunities to develop vacant/greenfield land, or redevelop existing underutilised sites include are depicted in the Precinct Plan (Figure 8):

2A (privately owned) – Create a large amalgamated site that extends across into the adjacent Windich Street Precinct. Redevelopment would significantly improve overall site utilisation, and introduce significantly more activity into the northern end of the precinct that in turn could bring together the separated retail hubs of Dempster Street and the Boulevard Shopping Centre. The site is particularly suited to commercial office over ground floor retail addressing Dempster and James Street with undercroft parking. With three street frontages the redevelopment could be relatively high without adversely influencing neighbouring properties.

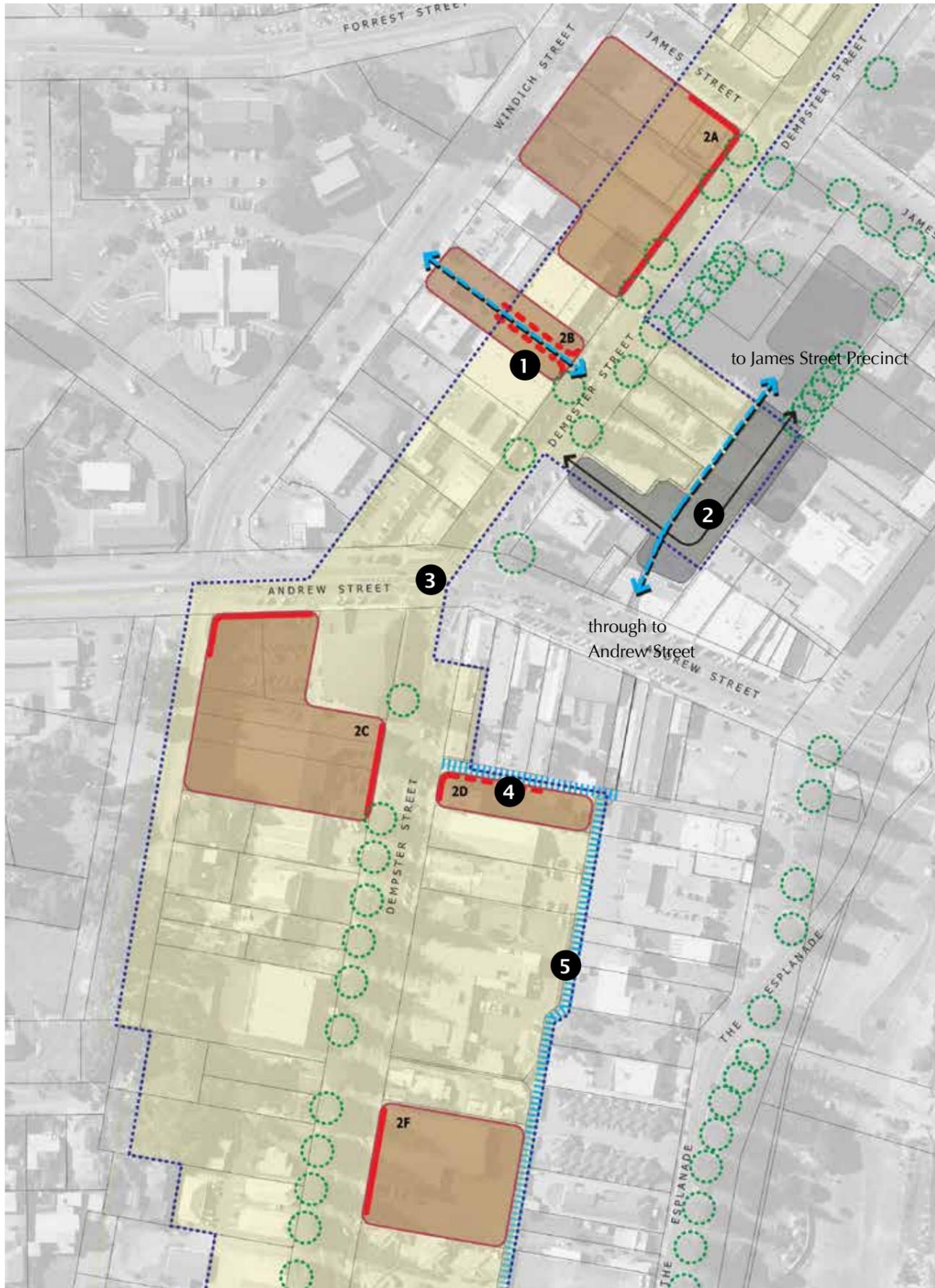
2B (privately owned) – The existing arcade provides an important mid-block pedestrian linkage between Dempster and Windich Streets, but it is not well utilised. Future redevelopment of the site or an upgrade of the building should retain and improve the legibility and safety of the pedestrian connection.

2C (privately owned) - The IGA supermarket development currently has a dual frontage to Andrew and Dempster Streets, but addresses both frontages with parking. Redevelopment of the supermarket provides not only an opportunity to increase and improve the grocery offer to be more competitive with the major supermarkets, but to also turn the spatial configuration around with the building fronting at least one of the streets and customer parking at the rear.

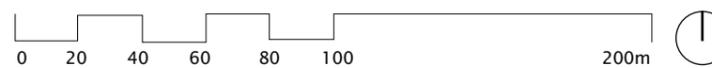
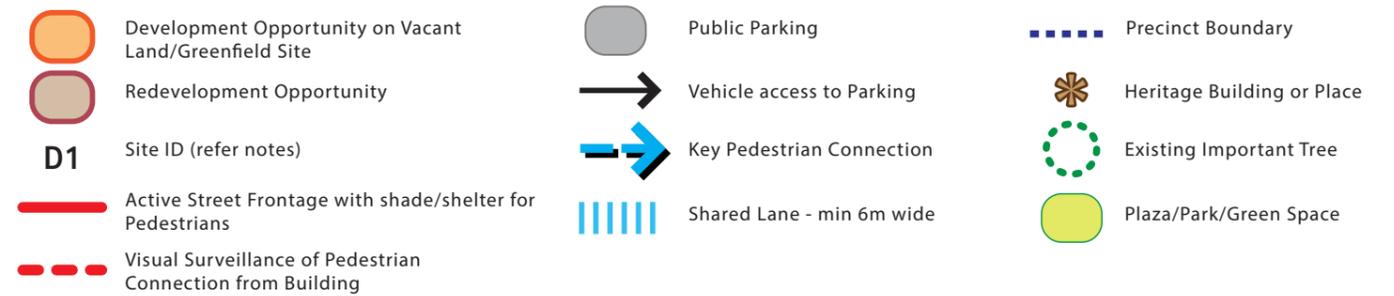
2D (privately owned) – A long narrow site with limited street frontage but considerable opportunity to activate the bounding Norfolk Lane at the ground floor level and otherwise provide passive surveillance if redeveloped. The combination of northern orientation, shelter from most winds and proximity to Andrew Street could create an intimate and desirable space.

2F (privately owned) – A good sized redevelopment site which would be best landbanked until the core of the precinct has been consolidated.

Figure 8. Precinct Plan - Precinct 2



1. Upgrade existing mid-block pedestrian linkage to improve pedestrian legibility and safety
2. Opportunity to create a large centrally located off-street parking area with good vehicle and pedestrian connectivity to bounding streets
3. Dempster Street parking reformatted and streetscape upgraded, including changes to the intersection geometry at Andrew Street
4. Future redevelopment to overlook lane from ground and upper floors
5. Norfolk Lane widened and upgraded to suit shared pedestrian/vehicle environment



PUBLIC REALM

Dempster Street is the main entry road into the town centre. The large existing Norfolk Island Pines are a defining element and signify the arrival in the town centre.

The street has village atmosphere with an intimate scale created by the mix of small retail and service shops with active frontages and the towering trees.

Dempster Street

The arrangement of the street will be modified to slow traffic (40km/hr) and create a pedestrian and cycle friendly environment. Changes include:

- / Widened footpaths,
- / Cycle paths,
- / Safe parking options,
- / A planted central median,
- / Narrower traffic lanes,
- / Extra area for the existing Norfolk Island Pines, and
- / Modification of Andrew Street/ Dempster Street roundabout to slow traffic.

The streetscape and landscape treatments will reference the Esperance identity within an urban context.

Other street network modifications include:

- / Designation of a part of William Street as local distributor,
- / Designation of Dempster Street, south of William Street, as an access road, and
- / Accommodation of future public transport and loading zones within the streetscape arrangement.

Pedestrian Links

Pedestrian connectivity between Dempster Street and surrounding areas and off-street car parking will be enhanced through the upgrade of conveniently located pedestrian links and laneways, including a potential link to The Esplanade.

Improvements will include better visibility and access from the street, upgrade of the finishes, safety and lighting, and compliance with Disability Discrimination Act (DDA) requirements.

The Shire will provide incentives and work with private landowners to achieve the desired outcomes.

Public Car Park

Subject to land acquisition and funding, a new public car park with potential for up to 60 parking spaces will be developed in Dempster Street, preferably located mid block between Andrew Street and William Street.

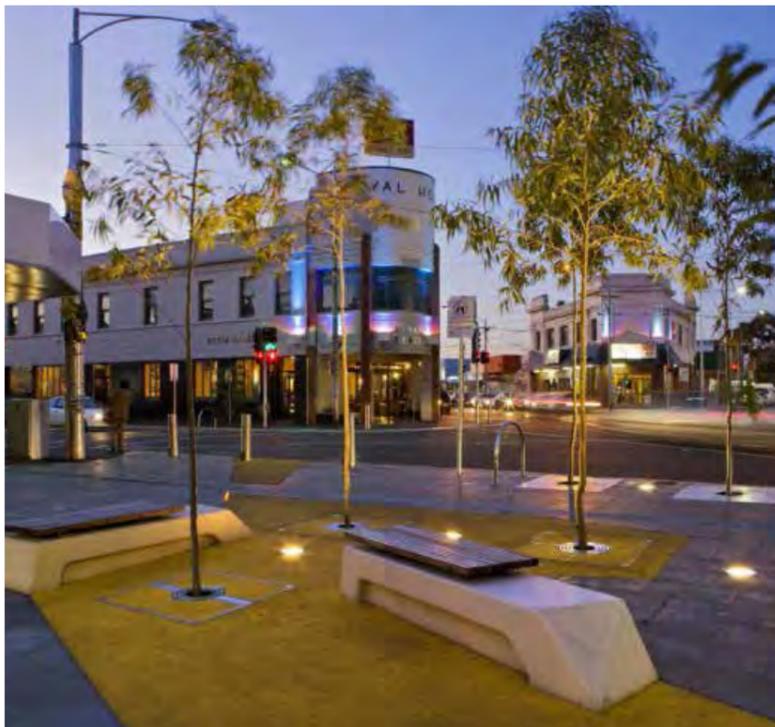
URBAN DESIGN PRINCIPLES

Given that the current and projected demand for commercial office space is limited, it is expected that much of this space will be captured in a few developments and there will be insufficient demand to occupy the upper floors of the majority of the precinct. Equally, the relatively high cost of upper floor residential development and a yet to be established demand for compact living within the town centre, leads to the expectation that few upper floors within the precinct will be occupied by apartments in the short to medium term. A reasonable conclusion is therefore, that much of the precinct will remain as single floor retail development only for the foreseeable future and design guidelines which enforce otherwise are likely to constrain development and redevelopment. Key principles include:

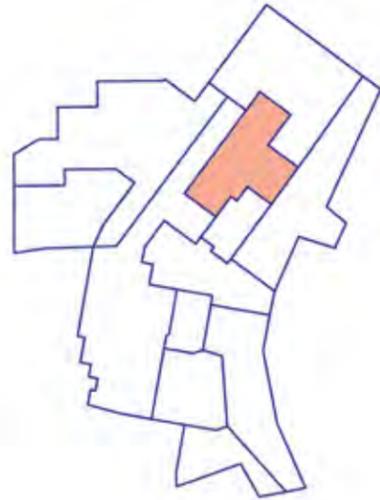
- / Nil front setback,
- / Ground floor frontages that directly address fronting streets,

- / Ground floor uses with potential to utilise adjoining footpath,
- / Provide pedestrians with unbroken shade/shelter on street frontages,
- / Passive surveillance of surrounding public space from upper floors where applicable,
- / On-site parking and service areas set behind buildings or otherwise screened from the street,
- / Parking in lieu payments on small sites to improve site utilisation and maximise development generated activity.
- / Utilise northern aspect where applicable, and
- / Provide safe and legible pedestrian connectivity with rear lanes where applicable.





3.3.4 PRECINCT 3 - JAMES STREET CULTURAL



PRECINCT VISION

James Street is full of opportunity; it will utilise the existing heritage, culture and creativity and look towards the future. James Street will be the place of discovery and celebration of all things Esperance - and extend from the town centre onto the foreshore. As a cultural and tourism hub, it will be a fun and engaging place for visitors and locals, at all times of the year.

KEY LAND USES

- / Community and cultural
- / Tourism - including related niche retail
- / Public recreation
- / Public parking
- / Pop up shop / Business Incubator



STRATEGIC OBJECTIVES

James Street will be positioned as a cultural, tourism and recreation hub, which supports and complements the retail and community activities provided within Andrew Street. Key objectives for this area are:

- / Showcase and celebrate Esperance's cultural heritage, past, present and future,
- / Optimise existing heritage and cultural assets to develop an all-inclusive cultural/heritage precinct. The precinct will include activities associated with: arts and craft, galleries, the museum, visitors centre, library, markets, and other public events,
- / Improve linkages with the town centre, the Boulevard Shopping Centre and the foreshore,
- / James Street design to accommodate street closure and markets, and
- / Retail at James Street to accommodate 'boutique' stores to complement and not compete with other commercial precincts.

HERITAGE SUMMARY

The heritage assets within the James Street Precinct comprise of buildings, trees and places. The relative significance of these assets has been assessed and is either registered by the State Heritage Office (SHO) or registration is pending. Together they create a physical framework across the precinct within which opportunities for new infill development can be established. Buildings and places with heritage value within the precinct include:

- / RSL Building (1896) - originally the first government school building (Esperance Bay School), a fine and well-resolved example of the Federation Arts and Crafts style designed in accord with a standard plan evolved by George Temple Poole. Later used as Municipal Chambers and Roads Board Office,
- / War Memorial (1922) - Memorial was relocated in 1974 and intended to be closer to the James and Dempster Streets corner, however began to break in transit so was founded in current location,
- / Norfolk Island Pines (1896-97 & 1920's) - Nominated in the SHO assessment as being on Dempster Street and around RSL building,

- / Museum (ex Bonded Store and Goods Shed) - Constructed to support the function of the Old Town Jetty at the end of James Street, and the first public jetty on the Esperance foreshore. The majority of produce, goods and people arriving or departing Esperance did so from this location up until the construction of the replacement Tanker Jetty in 1935. The space between the Museum and ex jetty location is also important in interpreting this association and containing remnants of connecting rail infrastructure. The recent additions on the western side of the building follow the form and materiality of the original building but have no heritage significance, and
- / Railway precinct - The Museum sits within the larger Railway precinct which once extended across the whole of the Museum site and also north across the site of the Heritage Village. With the exception of the Passenger Station building (bus terminal) and the rail infrastructure noted above there appears to be no physical assets remaining of this once extensive railway yards.

KEY INITIATIVES

Heritage / Cultural and Tourism Hub

A shared setting for community, cultural and tourism activities within the town centre including, but not limited to:

- / Museum
- / Visitors Centre
- / Library
- / Community facilities
- / Gallery
- / Soundshell and amphitheatre
- / Markets space
- / Village green
- / Arts and crafts
- / Museum Village business activities
- / Community gathering place in RSL Park
- / Other community purposes
- / Education/research/interpretive capacity.

Within the town centre, the James Street precinct is already a focal point for heritage assets. However, with

the exception of the use of the Bonded Store and Good Shed as a museum, there is currently little interpretation to reflect their shared history or to reveal the physical, social and economic connections between the various elements. It is these connections as much as the physical fabric which needs to be conserved and brought to the surface for locals and tourists alike to engage with. Proposed new elements include a more interactive James Street frontage to the Museum, a Museum Forecourt, or other interpretive built form elements which physically and thematically connect the various heritage buildings and places with each other and the foreshore. It would be a requirement for development to respect the local heritage values of the area.

The precinct could be considered as an alternative location for a limited selection of the Museum Village buildings.

Visitor Centre

A key element of building the visitor destination value of the James Street Precinct is the incorporation of the Visitor Centre into the precinct. Preferred locations would directly address James Street, including:

- / The James Street side of the Museum building, activating one or more of the existing underutilised street openings and providing management and attraction synergies with the existing function of the building, and
- / As part of a larger community/cultural facility that would build on associations with other uses within the development.

Community Centre

There is considerable potential and rationale for integrating a number of the proposed community and cultural activities for the James Street Precinct into a single landmark development on a prominent site within the precinct. Defining aspects of what could loosely be referred to as a Community Centre would be:

- / One or two key facilities forming the core of the centre - of which the library is an obvious candidate, as well as complementary uses such as childcare, playgroup and other community organisations,
- / Directly addresses adjacent streets and other public places with the potential for activities to break out into these shared external spaces,

- / Flexible spaces where different uses can be accommodated, i.e. foyer becomes gallery becomes reception space,
- / Shared facilities such as conference or meeting rooms, offices, kitchens and conveniences,
- / An adaptive building form and construction technique that facilitates changes in use and expansion or contraction of the building footprint over the medium-long term,
- / An aesthetic commensurate with its landmark status and reflecting its proximity to the foreshore and existing heritage buildings, and
- / Potential to include some commercial space – ground floor niche retail or additional floors of commercial office space if required.

Potential development sites have been identified however the affordability, configuration, and distribution of development will be subject to a feasibility study.

Tourism Oriented Retail and Hospitality

Introduced into the precinct to supplement the non-commercial activity, suitable businesses would benefit from proximity to a relocated Visitor Centre, short stay accommodation in adjacent precincts, the foreshore and a potentially relocated cruise ship tender docking point at the end of James Street. The scale and nature of the retail offer should be to complement and not compete with the retail focus around Andrew and Dempster Streets, with individual tenancies woven between other ground floor uses rather than as stand-alone shops.

Community Organisations

Liaise with community organisations that are currently located in this area, to understand their needs, with a view to future relocation/collocation in alternative premises or new development.

Public Parking

Centrally located on and off street public parking for locals and tourists, including dedicated parking for RV vehicles. Parking is readily accessible and well connected via key pedestrian linkages across the town centre. The existing pond will be removed to provide sufficient space for a carpark adjacent to the Museum.

Museum

Introduce complementary new uses to the southern side of the building which fronts James Street. Preferred uses would include the Visitor Centre, and smaller tourism / food and beverage related ventures.

SITE SPECIFIC

Identified opportunities to develop vacant/greenfield land, or redevelop existing underutilised sites are depicted in the Precinct Plan (Figure 9):

3A (Crown Reserve) – The site is centrally located to build on activity around the Museum and reinvigorate the core of the precinct, while retaining good proximity to existing activity within the broader town centre. As a catalyst project and primary destination within the precinct, development could incorporate one or more important community facilities, which can directly address and activate both the James Street and RSL Park frontages.

3B (Crown Reserve) – A modest sized site, suited to private development of ground floor retail which directly addresses both Dempster Street and RSL Park, with other uses over. Alternatively could be offered through a landswap arrangement to the adjacent underutilised lot, thereby creating a larger development opportunity and providing access to the land necessary to extend the parking area through to the south.

3C (Crown Reserve) – Development on this site is well placed to activate both James and Dempster Streets, and provide a landmark entry statement to the commercial core of the town centre. It should also define and interact with the important mid-block pedestrian linkage through to the Performance Shell and beyond. Preferred use is to develop as a node of community/cultural facilities to complement activity established on the 3B site.

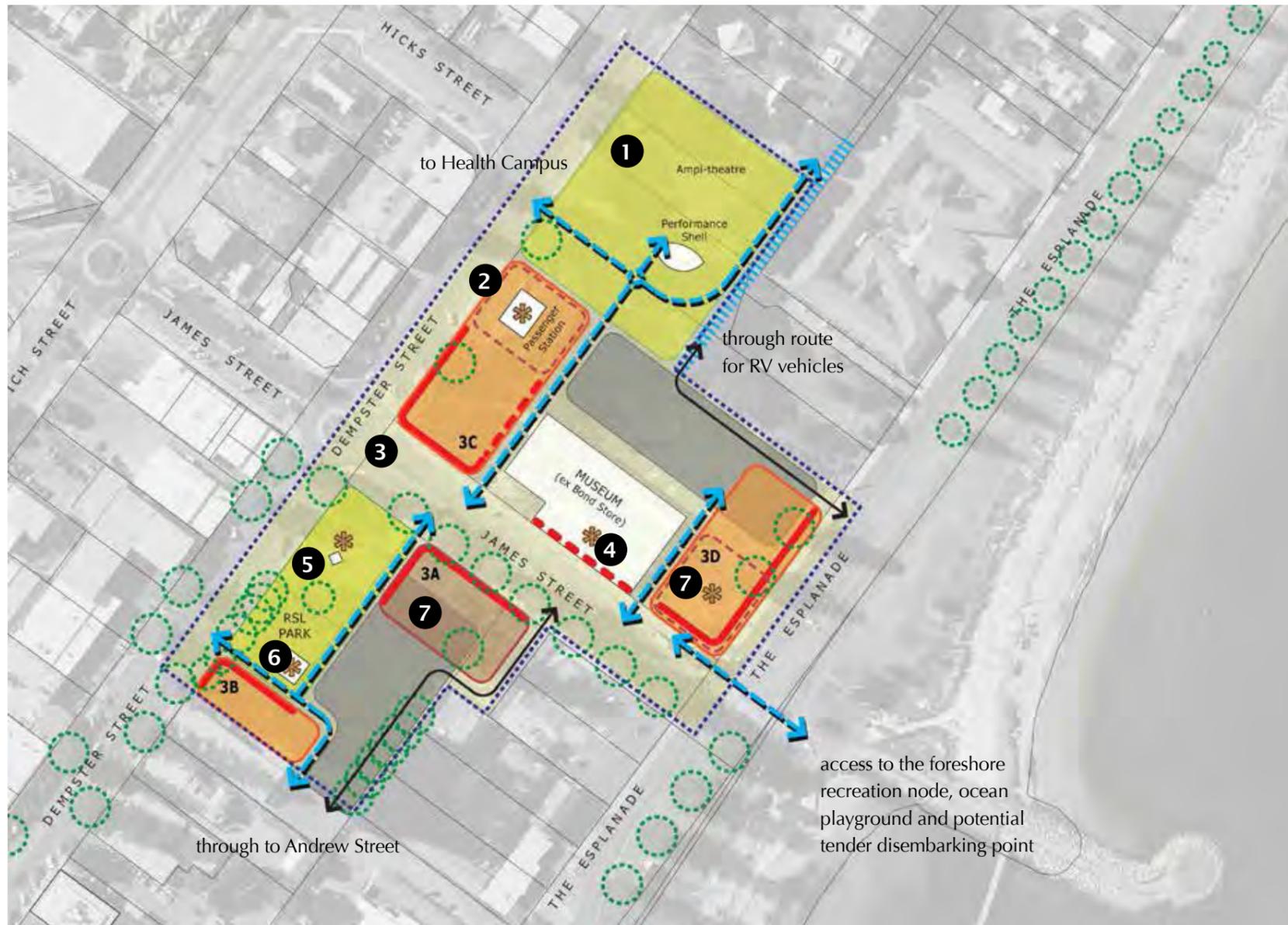
3D (Crown Reserve) – A modest sized greenfield site located on the foreshore side of the Museum with the potential to activate frontages to both James Street and The Esplanade. Development on this site, be it landscaped public space, built form or a combination of the two, should be responsive to identified heritage values including;

- / Incorporates the insitu physical heritage assets,
- / Creatively interprets the heritage connection between

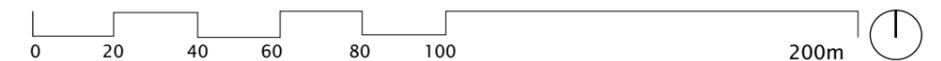
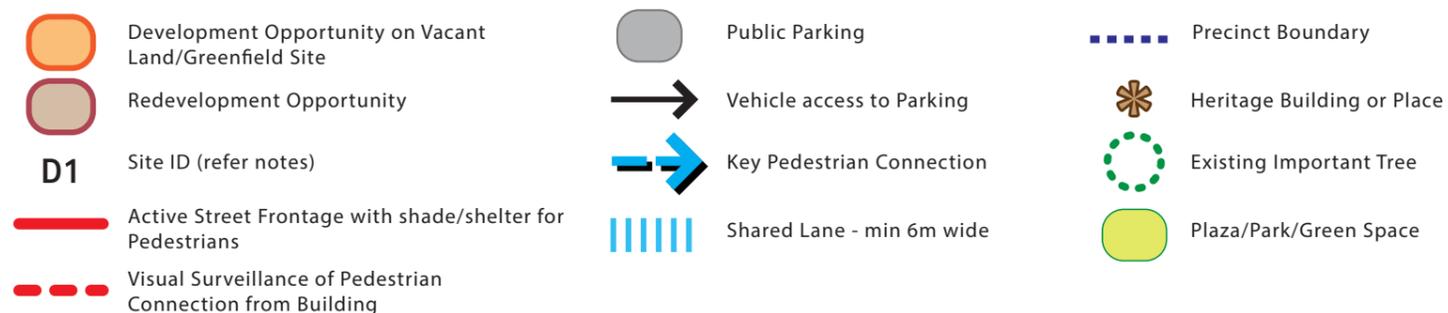
the Bonded Store and Goods Shed, and associated use of the foreshore and Old Town Jetty, and
/ Strengthens the James Street to foreshore connection.



Figure 9. Precinct Plan - Precinct 3



1. Upgrade existing park to improve pedestrian safety and legibility, and to support events in the amphitheatre/performance shell space
2. Potential to extend development on site 3C to incorporate the Station building in response to identified heritage values
3. Dempster and James Street parking reformatted and streetscape upgraded, including to suit street closure for community events in James Street
4. Utilise existing openings in the Museum façade to introduce and expose complementary new uses within the building
5. RSL Park upgraded to improve amenity, to suit community gatherings, and to interpret heritage values
6. RSL Hall (ex Esperance Bay School) to be a focal point within the upgraded park
7. Development to incorporate insitu heritage characteristics and reflect important heritage connections with the foreshore



PUBLIC REALM

The public realm builds upon the character of the large existing Norfolk Island Pine trees and reinforces the connection to foreshore. Interpretation of Esperance's natural and social heritage will be incorporated into the public realm elements including furniture, pavements and special features.

James Street

- / The streetscape will strengthen the Esperance identity and assist with the precinct's legibility as a major community and tourist hub. The design will be integrated around the existing pine trees. It will have a shared surface to establish it as a pedestrian priority street with slow traffic speeds. The street space can be used for events, markets and festivals, and
- / There is an opportunity to incorporate Water Sensitive Urban Design within the verges and median.

RSL Park

- / The heritage and passive character of the RSL Park will be maintained. Additional seating and the interactive public artwork will increase the functionality of the space and make it more attractive to visitors.

Performance Shell and Grounds

- / The performance sound shell will be retained. Selective removal of vegetation around the amphitheatre is recommended to increase visibility into the space from Dempster Street, and
- / The edges and interfaces need to be redesigned to integrate with future development.

New public realm and streetscape upgrades responsive to existing large trees and other features, and opportunities to incorporate new green infrastructure (water sensitive urban design etc.) will be important as well as well defined and comfortable pedestrian linkages across the precinct, to connect with the core of the town centre, the foreshore, the Boulevard Shopping Centre and beyond. James Street is designed to accommodate potential street closure as a venue for weekend markets and other community events.

A summary of street network modifications include:

- / Introduction of revised street sections on James Street,
- / Introduction of a low speed environments along James Street, between The Esplanade and Dempster Street,
- / Modification of road layout and parking along James Street,
- / Accommodation of future public transport and loading zones within the streetscape arrangement, and
- / Possible inclusion of on-road cycle paths (subject to traffic volumes).

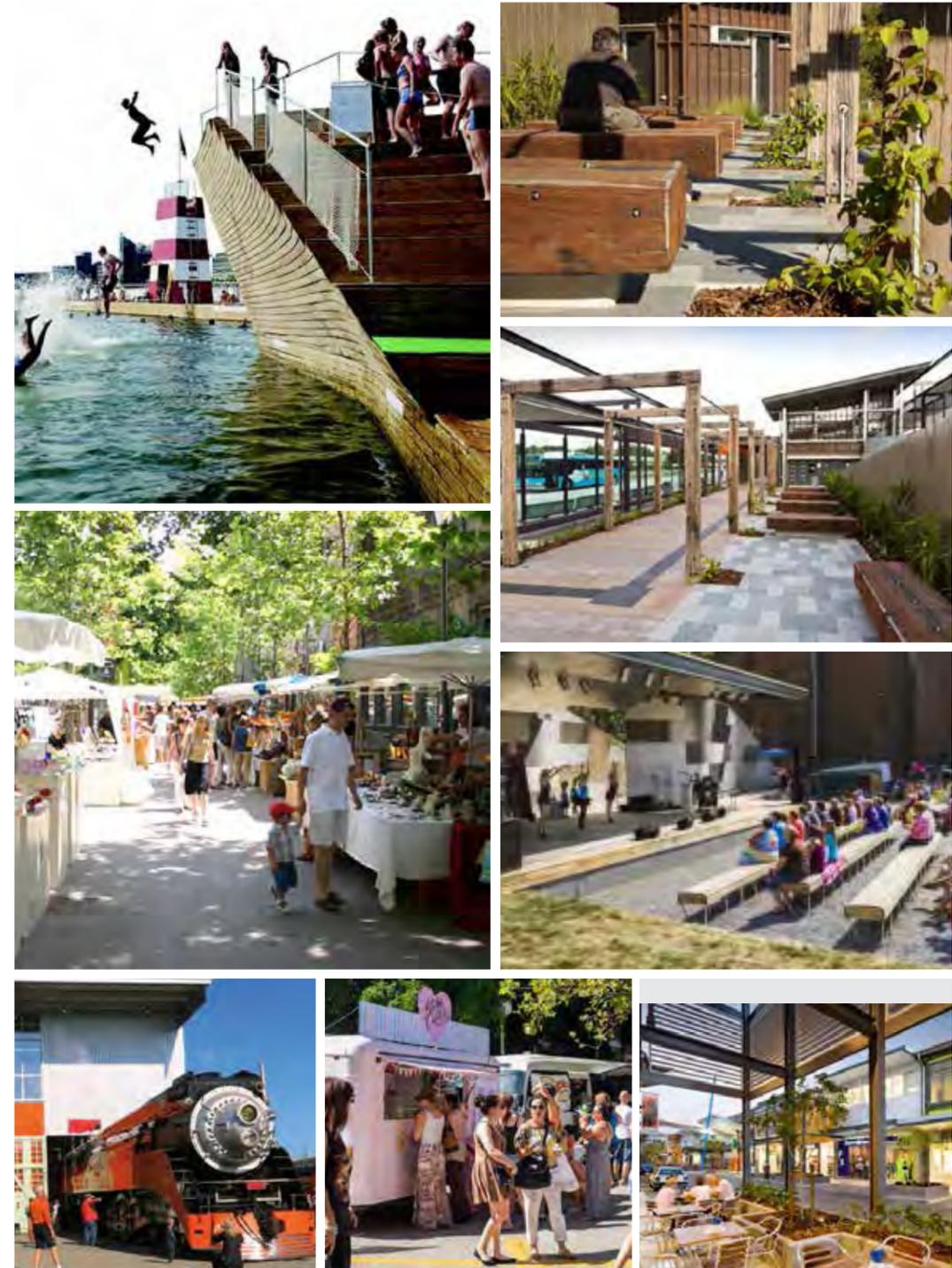
URBAN DESIGN

Built form within the precinct will typically be bespoke in form and materials in response to the combination of unique uses within each development, and the streets and other public spaces it interfaces with. General design principles to be considered include:

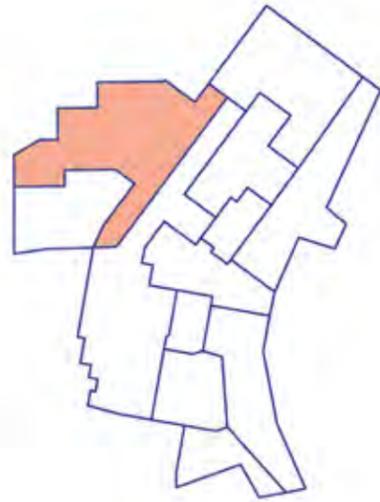
- / Ground floor frontages and uses that directly address and interact with adjoining streets and public spaces,
- / Provision of shade/shelter to pedestrians,
- / Upper floor uses that provide passive surveillance of surrounds,
- / Design and materials commensurate with status as a landmark building where applicable,
- / Design that reveals/identifies the building's use/s,
- / Adaptive design and construction,
- / Utilise northern aspect where applicable, and
- / Discrete screened service areas.

BENCHMARKS / CASE STUDIES

- / Keast Park Community Pavilion – City of Frankston, Victoria
- / Ningaloo Centre – Shire of Exmouth, Western Australia
- / Wadlata Outback Centre – Port Augusta, South Australia



3.3.5 PRECINCT 4 - WINDICH STREET COMMERCIAL



PRECINCT VISION

Once dominated by parking, wide roads, a big box shopping centre and community buildings dotted within an open parkland setting, the Windich Street Commercial Precinct is transformed to become a seamless extension of the town centre and the epicentre of Esperance's commercial office activity. Pedestrians can move comfortably and directly in and around the precinct to do their shopping or conduct business.

KEY LAND USES

- / Commercial office
- / Large format retail
- / Car parking
- / Pop up shop / Business incubator
- / Higher education



STRATEGIC OBJECTIVES

- / To create new development opportunities on large sites by excising land from the existing civic precinct,
- / To better utilise and bring activity to vacant and underutilised land on the east side of Windich Street,
- / To establish landmark buildings on key corner sites,
- / To upgrade the safety and attraction of existing mid-block and street linkages from Dempster Street and beyond into the precinct, and
- / To upgrade the streetscape and introduce new built form that provides for pedestrian shade and shelter while directly addressing the street.

KEY INITIATIVES

Government Offices

Encourage state / federal government investment in new commercial premises within the town centre for government agencies, which are currently tenanted in dispersed and typically low quality, small and inflexible spaces. There would be a particular focus on:

- / Securing long term lease commitments for high quality office space, and
- / Establishing a landmark commercial building on Windich Street as a catalyst project for the precinct.

SITE SPECIFIC

Identified opportunities to develop vacant/greenfield land, or redevelop existing underutilised sites include are depicted in the Precinct Plan (Figure 10):

4A, 4B (Shire owned) & 4C (State owned) – Three well sized co-joined sites excised from the existing civic precinct, only one of which (4A) is currently vacant. Given existing community facilities will need to be rehoused prior to redevelopment, new uses which occupy a single site or which could be staged are better placed. The triangular corner site 4A in particular is suitable for a commercial office that can address the corner and provide activation of both street frontages,

4E (privately owned) – Potential to create a landmark commercial office building on a prominent corner site, to designate the western entry point to the town centre,

4F & 4I – refer Precinct 2 - Dempster Street for details of these sites which sits across two precincts,

4G & 4H (privately owned) – Land bank redevelopment opportunities,

4L (Shire owned) – A large underutilised site currently occupied by Lotteries House, the site presents a long term land bank opportunity for private or public redevelopment in whole or in part.

PUBLIC REALM

The public realm of the Windich Street Commercial Precinct will assist the commercial, retail and civic function of the town centre.

The main features include an increase in on-street parking, better pedestrian and cycle amenity and connections, and enhancement of the landscape treatments. Existing infrastructure will be incorporated into the streetscape upgrade.

Windich Street

Key components of the streetscape will include:

- / Generous footpaths,
- / On road cycle paths,
- / Both parallel parking adjoining the kerb and and 90 degree central median parking,
- / Street tree planting in the median and verge, and
- / Narrowed traffic lanes.

The additional on-street parking will support the retail activity in Dempster and Andrew Streets. Improved mid block pedestrian links between Dempster and Windich Street will provide direct connections for pedestrians.

Other street network modifications include:

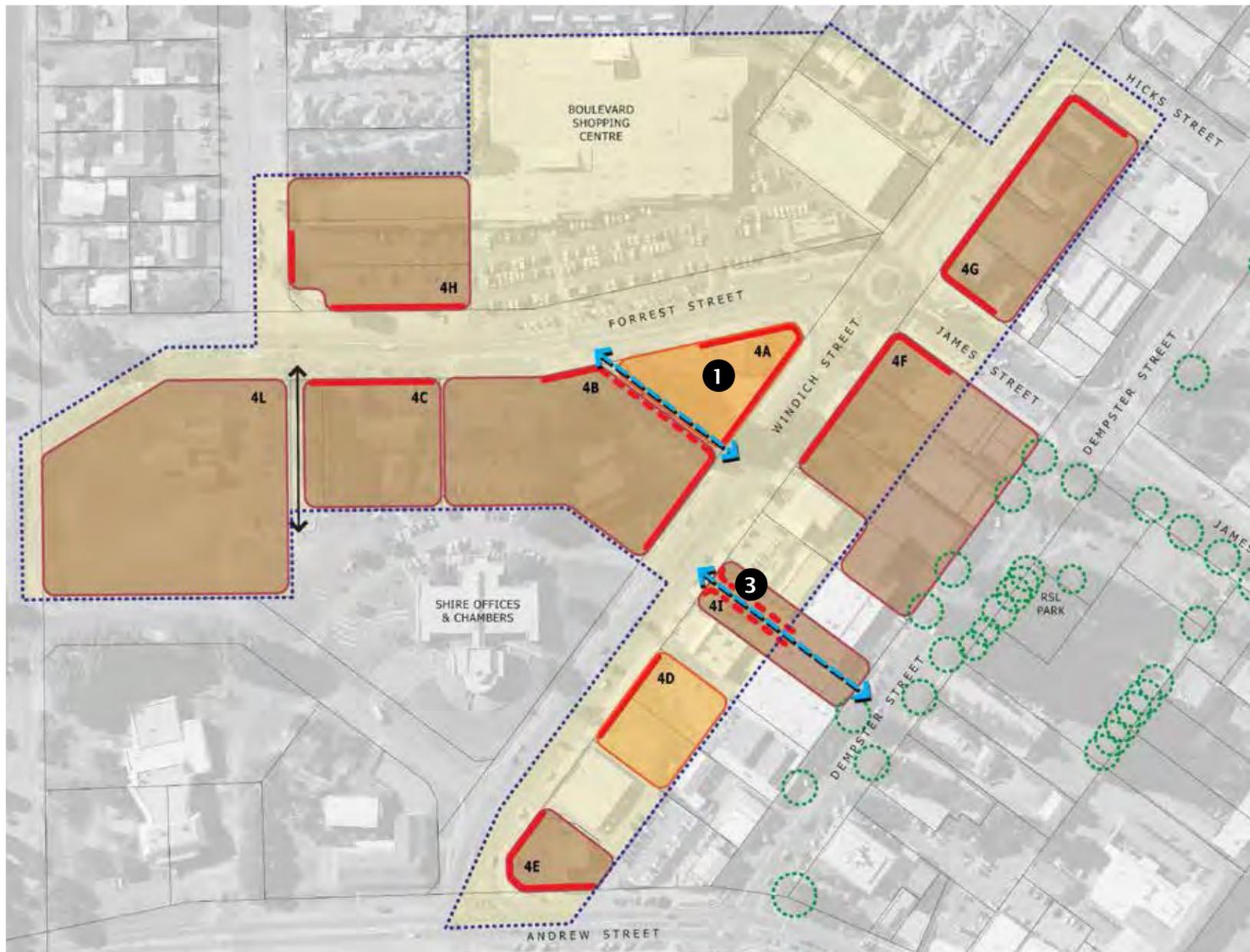
- / Accommodation of future public transport and loading zones within the streetscape arrangement.

URBAN DESIGN

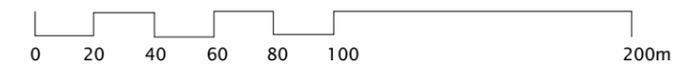
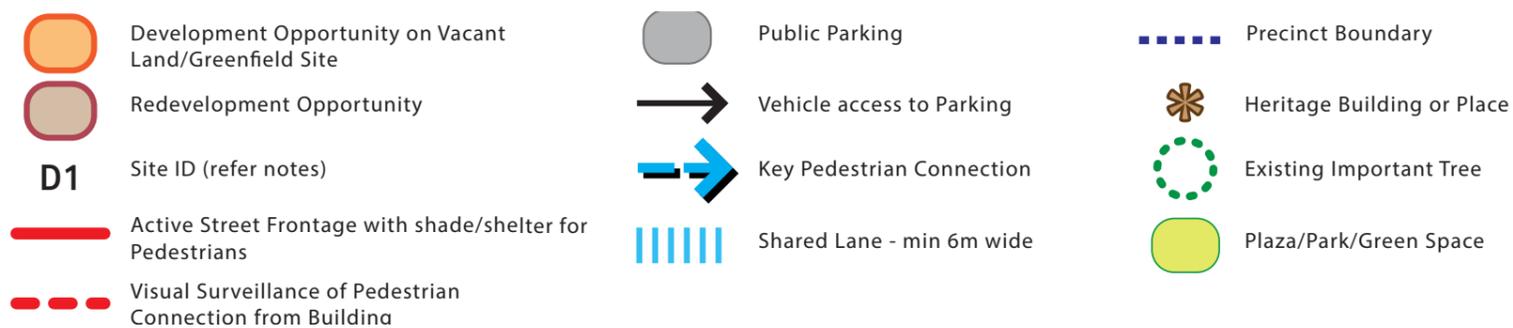
For some potential uses such as a supermarket or large format retail, the standard development model may need to be challenged and adapted to achieve good urban design outcomes and pedestrian oriented streets, in particular:

- / Nil front setback to Windich and James Streets with ground floor frontages that directly address the street,
- / Provide pedestrians with unbroken shade/shelter where zero street setback,
- / Utilise northern aspect where applicable,
- / Contemporary commercial aesthetic,
- / Design that reveals/identifies the building's use/s,
- / Provide passive surveillance of surrounding public space from upper floors, and
- / On-site parking and service areas set behind or under buildings or otherwise screened from the street.

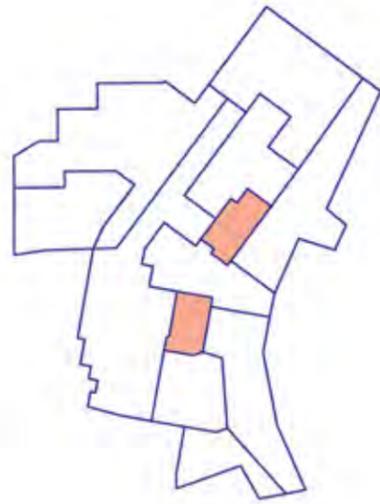
Figure 10. Precinct Plan - Precinct 4



1. Potential landmark corner development to address Windich Street in particular - lot shape may limit site utilisation or constrain uses if amalgamated with adjoining sites
2. Upgrade existing mid-block pedestrian linkage to improve pedestrian legibility and safety



3.3.6 PRECINCT 5 - ESPLANADE: COMMERCIAL AND TOURISM



PRECINCT VISION

With expansive views across the foreshore and ocean and close proximity to the food and beverage hub in Andrew Street, The Esplanade Commercial and Tourism Precinct is the premium location for businesses and government agencies to locate their offices, or for tourists to be accommodated, wine and dine.

KEY LAND USES

- / Tourism
- / Commercial office
- / Short stay residential on upper floors



STRATEGIC OBJECTIVES

As the face of the town centre that directly addresses the Foreshore, the key objectives proposed for the precinct are as follows:

- / Lever off but not compete with activity in the adjacent Andrew and James Street Precincts,
- / Physically and thematically connect the foreshore and town centre through the form and choice of streetscape/ landscape treatments,
- / Improve pedestrian amenity and access across to the foreshore, including a traffic calmed Esplanade,
- / Introduce new development with an increased plot ratio, with active ground floor uses directly fronting and addressing the streets,
- / Ensure development takes full advantage of the extensive views across the foreshore and out to the Southern Ocean,
- / A combination of on and off street parking with the latter located behind buildings,
- / Encourage mid-block pedestrian links that connect to off street parking, Dempster Street and beyond, and
- / Grace Darling Park investigated as a catalyst development site, with provision to incorporate a playground or similar amenity on the other side of the Esplanade.

HERITAGE SUMMARY

There are no heritage buildings, artefacts or places recognised at the state or local level within the precinct.

SITE SPECIFIC

Identified opportunities to develop vacant/greenfield land, or redevelop existing underutilised sites are depicted in the Precinct Plan (Figure 11):

5A (Crown reserve) – Relocation of the playground function in Grace Darling park onto adjacent foreshore land would create an important new development opportunity. At the threshold of The Esplanade Commercial and Tourism

and James Street precincts it is potentially a catalyst project for both precincts. Preferred use is to develop as a mixed use development with short stay or other tourist accommodation on upper floors, with associated ground floor hospitality and niche retail directly addressing and activating both James Street and The Esplanade. The impacts of overshadowing of existing development to the south will need to be considered.

The playground at Grace Darling Park will be replaced as part of the foreshore upgrade with a safe and secure playground for children (refer Precinct 7, Figure 14, item 4).

5B & 5C (privately owned) – Large sites where redevelopment could significantly improve site utilisation, lever the benefits of location and orientation, and introduce significantly more activity into the southern end of the precinct. Suited to either commercial office or tourist accommodation.

PUBLIC REALM

The Esplanade forms the key public realm element of The Esplanade Commercial and Tourism Precinct. Its primary function is as a north-south connector for vehicles, pedestrians and cyclists.

However its design also needs to facilitate one of the town centre revitalisation key objectives of both physically and visually linking the town centre and the foreshore.

The enhancement of The Esplanade aims to make the street more pedestrian friendly, slow traffic speeds within the town centre, and strengthen the coastal character.

Key components of the streetscape upgrade will include:

- / Continuous footpaths along the street,
- / On-road cycle paths,
- / A central median with planting and pedestrian crossing refuges,
- / Regular pedestrian crossing points including pedestrian zebra crossings at the Andrew Street intersection,
- / Protection of existing Norfolk Island Pines,

- / Additional street tree planting in the verge,
- / Narrowed traffic lanes,
- / On-street parallel parking where possible,
- / Landscape treatments that reflect the foreshore landscape, and
- / Feature road pavement within the Esplanade/ Andrew Street roundabout.

A summary of proposed road network modifications include:

- / Introduction of revised street sections on The Esplanade,
- / Modification of road layout and parking along The Esplanade,
- / Modification of intersection treatments at Andrew Street/The Esplanade, and
- / Designation of The Esplanade as local distributor.

URBAN DESIGN PRINCIPLES

Urban design principles include:

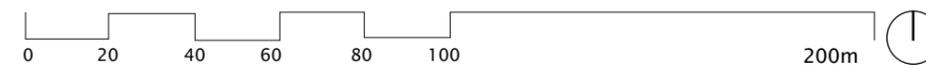
- / Nil front setback,
- / Ground floor frontages that directly address the street,
- / Ground floor uses with potential to utilise adjoining footpath,
- / Provide pedestrians with unbroken shade/shelter on street frontages,
- / Capture foreshore and ocean views,
- / Utilise northern aspect where applicable,
- / Upper floor verandahs and balconies to provide passive surveillance of surrounds,
- / On-site parking and service areas set behind buildings or otherwise screened from the street, and
- / Provide safe and legible pedestrian connectivity with rear lanes where applicable.

Figure 11. Precinct Plan - Precinct 5

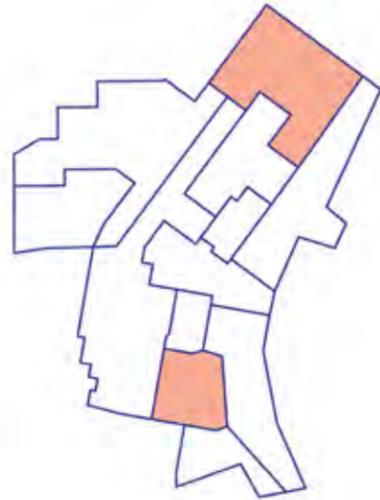


1. Norfolk Lane widened and upgraded to suit shared pedestrian/vehicle environment

-  Development Opportunity on Vacant Land/Greenfield Site
-  Redevelopment Opportunity
- D1** Site ID (refer notes)
-  Active Street Frontage with shade/shelter for Pedestrians
-  Visual Surveillance of Pedestrian Connection from Building
-  Precinct Boundary
-  Heritage Building or Place
-  Existing Important Tree
-  Plaza/Park/Green Space
-  Public Parking
-  Vehicle access to Parking
-  Key Pedestrian Connection
-  Shared Lane - min 6m wide



3.3.7 PRECINCT 6 - TOWN CENTRE RESIDENTIAL



PRECINCT VISION

Living at the doorstep to the town centre and so close to the beach allows residents and visitors to walk or cycle to their daily destinations, be it for work, shopping, entertainment, dining or recreation. As an alternative to the detached house on a large block, the compact living on offer within the Town Centre Residential precinct is ideal for a diversity of single key workers and young couples, to downsizing retirees and grey nomads residing in town for only part of the year.

KEY LAND USES

- / Medium and higher density residential
- / Short-stay accommodation
- / Aged care
- / Health related commercial
- / Pop up shop / Business incubator
- / Higher education



STRATEGIC OBJECTIVES

- / Achieve a more efficient land use mix, with a particular focus on group and multiple dwellings for residents and tourists,
- / Introduce compact housing types as an alternative to the presiding detached house and villa models,
- / Make the most of the foreshore aspect and ocean views on sites fronting The Esplanade,
- / Consider the housing needs of key workers and other residents seeking affordable accommodation,
- / Relocating the activity of the existing Heritage Village Buildings to an alternative location to improve commercial viability and/or heritage authenticity,
- / Redevelop the vacated Heritage Village site as a catalyst project, and
- / Lever off the proximity to the hospital campus.

HERITAGE SUMMARY

All of the relocated Heritage Village buildings are listed on the Municipal Inventory and have a strong historical association with their original locations within Esperance or in outlying settlements. It is worth noting that a number of the buildings have been relocated on multiple occasions. Removing these buildings from their original setting has diminished their heritage values, and their current loosely arranged and inwardly focused setting can be argued to further reduce their authenticity. A tighter arrangement of the buildings along and directly addressing a functioning street in another location would for many of the buildings improve both their authenticity and commercial viability.

KEY INITIATIVES

Relocate activities of the Museum Village Buildings

A prerequisite to relocating the Museum Village uses would be the preparation of a feasibility study and business plan which investigated; the physical integrity of the individual buildings, suitability for their new function, the preferred new location and arrangement of the buildings, servicing, form of tenure, and relocation and renovation/adaptation costs. Uses for the buildings could be drawn from a range of supported community/cultural/tourism activities, including tourism and niche retail, community groups, arts and crafts,

and incubator business. The James Street Precinct is one potential setting for the Museum Village buildings.

Compact Living

For many residents the dominant detached family house and villa housing models available within the townsite are too big, and/or come with too much unused private open space and its associated upkeep. This precinct presents an ideal location to promote private sector development of higher density residential and short stay accommodation models that are well located on the fringe of the town centre and close to the beach. Sites fronting the foreshore will wish to maximise their uninterrupted views, and up market 'lifted' apartment developments could be expected in these locations. Elsewhere there is a place for a more affordable and diverse mix of studio, and 1-3 bed apartments and townhouses in a 'walk-up' configuration. Outdoor space is intimately scaled, shared and sheltered from the wind, and on-site parking requirements are set to encourage walking and cycling.

To encourage these more compact forms of living, both minimum and maximum development controls need to be established. A minimum density of 60-80 dwellings/ha that is low rise is suggested. Maximum density is best controlled by restricting plot ratio and site cover.

Langham Lane

Formalise Langham Lane to be a minimum 6 metre width and upgrade the physical environment to suit a traffic calmed shared situation that could include paving, drainage, lighting, shade and embayed parking. This could be done at the stage of redeveloping the Heritage Village land.

The Liveable Neighbourhoods policy indicates that the street block depth between The Esplanade and Dempster Street is too high. Consideration should be given to upgrading the lane further to a low volume neighbourhood street to be in accordance with this policy and to support development of compact living.

SITE SPECIFIC

Identified opportunities to develop vacant/greenfield land, or redevelop existing underutilised sites are depicted in the Precinct Plans (Figures 12 and 13):

6A (Crown reserve) – Addressing the foreshore and at the threshold with the James Street precinct, this larger greenfield site should be land-banked in the short term until similar sites located to the south have been developed. Preferred use is to develop as short stay or other tourist accommodation and/or residential apartments, which take full advantage of views across the foreshore, the James Street precinct and a long northern elevation. Due to its location the blocking of views and impacts of overshadowing on other private developments will be minimal, with the subsequent potential for a relatively tall building to be developed on this desirable site.

6B (Shire/Crown Reserve) – Relocating the activities of the Heritage Village buildings provides an opportunity to significantly improve utilisation of this large flat area of land at the northern entry point into the town centre. As land for compact living the site could be made available as a super lot with an outline development plan or similar in place, or subdivided and a staged release of lots with site specific development guidelines undertaken.

6E (Crown Reserve) – A large redevelopment opportunity created on the foreshore and an important catalyst project for the southern end of the town centre. Preferred use is to develop as short stay accommodation and/or residential apartments, with any associated hospitality facilities at the ground floor. A visually long and low development addressing both The Esplanade and the foreshore would suit this location, allowing ocean views from higher inland lots to be retained. Breaking the overall site into two or three lots could:

- / Suit a staged release of the land,
- / Reduce reliance on attracting a single large developer, and
- / Facilitate pedestrian connections through the site to the foreshore and beach for the public.

6F (privately owned) - A modest sized amalgamated site with potential for either short stay accommodation and/or residential apartments. Views are likely to be constrained at lower levels by the proposed catalyst project on the foreshore site 6E opposite.

Figure 12. Precinct Plan - Precinct 6 North



1. Langham Lane widened and upgraded to suit shared pedestrian/vehicle environment

- Development Opportunity on Vacant Land/Greenfield Site
- Redevelopment Opportunity
- D1** Site ID (refer notes)
- Active Street Frontage with shade/shelter for Pedestrians
- Visual Surveillance of Pedestrian Connection from Building
- Public Parking
- Vehicle access to Parking
- Key Pedestrian Connection
- Shared Lane - min 6m wide
- Precinct Boundary
- Heritage Building or Place
- Existing Important Tree
- Plaza/Park/Green Space

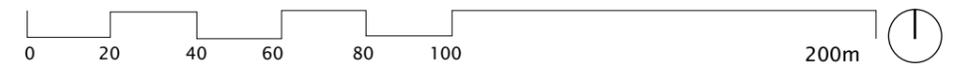
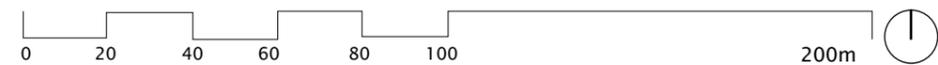
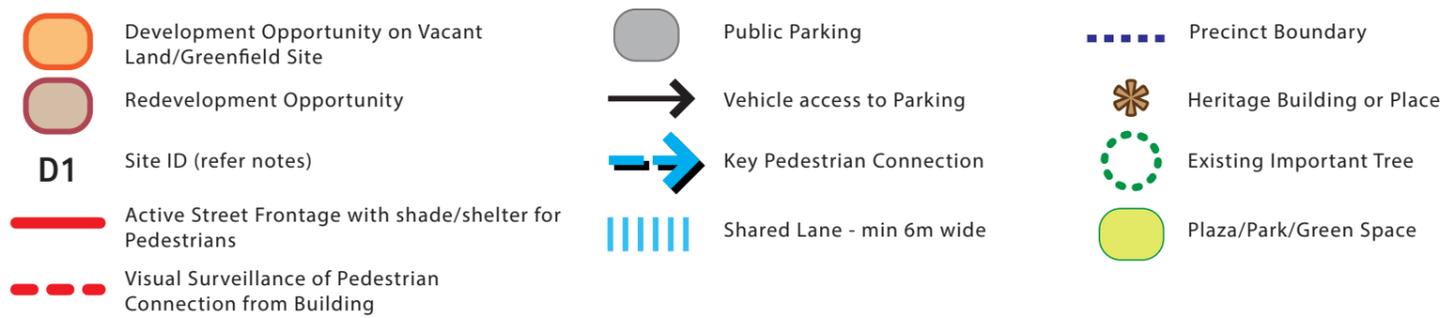


Figure 13. Precinct Plan - Precinct 6 South



1. Norfolk Lane widened and upgraded to suit shared pedestrian/vehicle environment



PUBLIC REALM

The public realm of the Town Centre Residential Precinct is focused on the relationship between the built form and streets and parks.

The building interface of development sites adjoining key streets and parkland should be active and engaging. New pedestrian connections between the development sites and the foreshore and town centre will be created to encourage people to walk between the destinations.

The architecture of the development site should be used to create a sense of arrival into the town centre and celebrate the Esperance vernacular.

Existing trees, in particular the Norfolk Island Pines, should be retained and incorporated into developments or streetscapes.

URBAN DESIGN

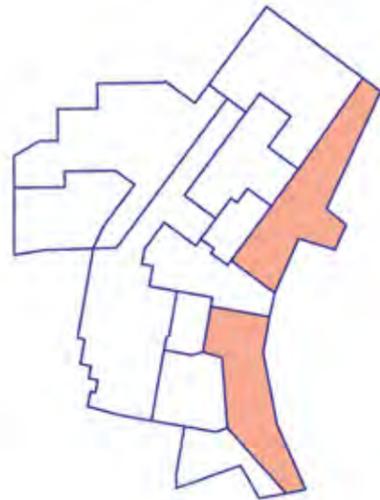
Given there is limited current and projected growth in retail floor area for the town centre, this use should be concentrated in the core precincts and discouraged from the outer precincts, as should commercial office uses. Consequently activation at ground floor levels in Precinct 6 will be reliant upon hospitality associated with short stay accommodation, development entries that access and face the street, and ensuring residential development does not turn its back or otherwise hide on site activity behind screen walls.

- / Front setbacks up to 6m to complement existing development,
- / Ground floor frontages that directly address the street,
- / Capture foreshore and ocean views,
- / Utilise northern aspect where applicable,

- / Upper floor verandahs and balconies to provide passive surveillance of surrounds,
- / Combination of on and off street parking,
- / On-site parking and service areas set behind buildings or otherwise screened from the street, and
- / Provide safe and legible pedestrian connectivity with rear lanes where applicable.



3.3.8 PRECINCT 7 - TOWN CENTRE FORESHORE



PRECINCT VISION

Everyone loves the views of the ocean along the Esperance foreshore. It is the main town attraction for local residents and visitors and is a natural connector for Taylor Street Jetty, Andrew and James Streets. The Town Centre Foreshore will be a recreational and family central area with ocean activity areas around the James Street foreshore. It will feature new amenities and places to experience the natural surroundings.

KEY LAND USES

- / Public recreation
- / Public parking



STRATEGIC OBJECTIVES

The foreshore experience is enhanced by an interconnected journey of active and passive 'hubs', anchored by infrastructure within contained nodes that ensures residents and tourists are better able to connect and enjoy Esperance's greatest asset, its ocean. Key objectives for this area are:

- / Enhanced recreation opportunities,
- / Activities and uses that extend visitation in the town centre, outside of trading hours,
- / Retain boat launch capacity at the boat ramp with a more effective design of the carpark to allow for foreshore activation facilities, and
- / Consideration of storm surge and sea rise impacts over the longer term.

HERITAGE SUMMARY

There are no heritage buildings, artefacts or places recognised at the state or local level within the precinct.

KEY INITIATIVES

The foreshore experience will be anchored by core nodes of activity at James Street, Andrew Street and the Taylor Street Jetty. Proposed works include a new traffic calmed streetscape along The Esplanade which will be integrated with the foreshore landscape works currently under construction.

James Street

Infrastructure currently proposed for the James Street foreshore will be enhanced to ensure this area becomes a more popular recreation and family area, including;

- / Youth activity space,
- / Ocean play and 'dry' land-based recreational facilities, including the relocated and enhanced Grace Darling Park playground (short to medium term),
- / A new deck structure / jetty at the end of James Street is proposed incorporating the ocean based water play activities, subject to costs and feasibility (longer term), and

- / Ideally and subject to feasibility, the disembark location for cruise ship tenders would also be relocated to this point.

SITE SPECIFIC

Andrew Street – Several modestly sized new development opportunities on the foreshore intersect (west of The Esplanade) will feature new restaurants and cafés, subject to market demand. Refer Precinct 1 for additional detail.

Taylor Street Jetty - Existing facilities at the Taylor Street Jetty will be enhanced by improved amenities, and the area integrated with a southern extension of the foreshore landscape works to provide a fully connected pedestrian experience from Taylor Street through to James Street and beyond to the Tanker Jetty.

PUBLIC REALM

The expansive ocean view and beautiful town beaches are the focal point of Esperance town centre and part of its point of difference. The role of the foreshore is to enhance people's experience of Esperance Bay.

The foreshore design aims to:

- / Provide a green space and focus for the town centre,
- / Ensure the foreshore and town centre are well connected and integrated through attractive and safe pedestrian connections, continuous landscape treatments, upgrade of amenities, and regularly placed nodes of interest including public art,
- / Provide open space for a range of recreational and cultural activities,
- / Provide facilities that are accessible for people of all abilities and backgrounds,
- / Ensure the design contributes positively to the experience of visitors and local residents,
- / Acknowledge the coastal vulnerability and risk in the placement of features and use of treatments,
- / Expression of the 'sense of Esperance' through planting, public art and urban furniture, and

- / Consider the comfort of users by providing shade, and shelter from rain and wind.

Specific elements proposed include:

- / An identifiable node at Andrew Street with shelters, lookouts, public art, feature landscape and space for pop up vans (or more permanent kiosks),
- / A continuous promenade (for both pedestrians and cyclists) with regularly spaced sheltered viewing platforms and resting nodes to connect the foreshore activity nodes,
- / A space with facilities for youth activities located south of but near to the Andrew Street node,
- / An open lawn area for community activities, small events, and passive recreational activities (picnicking),
- / Integration of a new mid sized safe playground for children into the new foreshore landscape near James Street,
- / Enhancement of the James Street jetty to include ocean play elements including a pontoon, slides, platforms, terraces, and swimming area,
- / Additional beachfront public amenities including beach showers, bike racks, drink fountains, seating, BBQ's and shelter,
- / Combination of on and off street public parking including RV parking off The Esplanade near the Museum, and
- / Traffic calming and beautification of The Esplanade to support the connections back to the town centre.

The Illustrative Plan in Figure 14 depicts the key public realm proposals.



1. Boardwalk
2. Dune vegetation
3. Youth activity space
4. Playground with improved or enhanced amenity to replace Grace Darling Park
5. Deck structure for active ocean play



3.4 PUBLIC SPACE, STREETS AND PARKING

STRATEGIC OBJECTIVES

The public spaces, street network and streetscapes, and parking areas of the town centre form the physical environment for the town centre revitalisation.

Due to their inherent correlation, an integrated approach has been taken to define their function and arrangement.

Analysis of traffic issues was focused on the following transport, network and parking issues:

- / Existing road network,
- / Existing traffic flows,
- / Planned schemes which may impact on the study area,
- / Forecasting of future year base traffic conditions,
- / Forecasting of traffic impact of the planned master plan,
- / Assessment of expected operation of the road network at the design year, and
- / Assessment of facilities for pedestrians, cyclists and public transport users.

The strategic objectives that underpin the Public Space, Streets and Parking are:

- / Create streets as places which support pedestrian movement, outdoor dining (alfresco) and retail activity,
- / Reduce the visual dominance of cars within the town centre and achieve traffic calming, particularly on The Esplanade between James and Andrew Street, Dempster Street, and Andrew Street,
- / Physically and visually connect the town centre to the foreshore,
- / Create a pedestrian and cycle friendly town centre,
- / Improve the legibility of the public realm,
- / Retain existing Norfolk Pine Trees,
- / Use the streetscape design to express the identity of Esperance and the region,

- / Create an attractive, welcoming and comfortable public realm,
- / Provide a street network which is easy for people to use,
- / Accommodate vehicles related to the Shire management (garbage trucks) and commercial/ retail activities (loading zones), and
- / Make provision for future public transport movement networks.

KEY OBSERVATIONS

Road Hierarchy

The Road Hierarchy Classification produced by Main Roads Western Australia (MRWA) defines Harbour Road as a Primary Distributor; and Dempster Street, Andrew Street to the west of Dempster Street and Pink Lake Road as local distributor roads. The remaining roads within the study area have an access road classification.

Harbour Road has a speed limit of 70 km/h in the north and 60 km/h at the eastern end. All other roads within the town centre have a speed limit 50 km/h, unless designated as a lower speed by the Shire, such as The Esplanade which is currently designated at 40km/h through the town centre.

It is noted that there are issues with the current designated road hierarchy. In particular there is a lack of one aligned, continuous north-south route of the same road category.

The road reserve width of the key roads within the study area are typically 30m with the exception being William Street, which has a road reserve width of 20m.

Traffic Conditions

The Shire commissioned automatic traffic counts (ATC) during April to August 2013 for the purpose of providing data on current traffic movements within the town centre. The measurements were taken following the closure of the intersection of Harbour Road and Dempster Street and

hence provide an accurate picture of the impact the Port Access Corridor will have on the future traffic movements.

Analysis of the ATC, site observations and community inputs indicate:

- / Significant north-south traffic volumes are occurring on Dempster Street and The Esplanade; and significant east-west traffic flows are occurring on Andrew Street,
- / The traffic volumes occurring along Dempster Street and Andrew Street are comparatively high and may be adversely impacting on the pedestrian and cycling environment within the study area,
- / Pedestrian crossing facilities within the town centre require pedestrians to give way to vehicles, as the crossings are not officially designated as zebra crossings or controlled by traffic signals, and
- / Pedestrian demand within the study area is identified as being low, with persons typically parking outside their destination and tending to not walk within the town centre.

Crash History

The crash history within the study area has been investigated, covering the years 2008 to 2012, inclusive. The data indicates a significant number of accidents on Andrew Street and Dempster Street, with lower numbers on The Esplanade, Windich Street, James Street and Hick Street.

Approximately 48% of the accidents on Andrew Street and Dempster Street are parking related due to the issue of poor visibility associated with the existing angled parking bays.

Pedestrian and Cycle movement

Through the consultation and analysis of the operation of the existing road network the following issues were identified:

- / The current situation prioritises cars over people,
- / Traffic moves through rather than around the town centre,

- / The roundabouts within the town centre are not pedestrian friendly,
- / The traffic volumes occurring along Dempster Street and Andrew Street are comparatively high and may be adversely impacting on the pedestrian environment within the study area,
- / Pedestrian crossing facilities within the study area are ambiguous and pedestrians are unsure whether to give way to cars or not – requiring additional signage, and
- / There is no provision for cyclists on the streets within the town centre.

Parking

The results of the car parking analysis indicate that the current number of bays is sufficient to meet the needs of the town centre users.

Occupancy rates at peak times range from 70% in Boulevard Shopping Centre and Dempster Street to 15% around the foreshore.

The study also indicated that the off street parking was under utilised in comparison to on street parking, particularly in Dempster and Andrew Streets.

Dempster and Andrew Streets have angled parking. While this configuration is efficient in maximising on-street parking bays, it is also the generator of the most traffic accidents and contributes to creating an unsafe cycle environment.

KEY INITIATIVES

Road Networks

The key initiatives relating to the road network are as follows:

- / Introduction of a shared street / low speed environment along Andrew Street, between The Esplanade and Dempster Street to create more generous footpaths, and encourage alfresco dining and street trading, and reduce traffic volume,
- / Introduction of revised street sections on Dempster Street, Andrew Street, The Esplanade, James Street and Windich Street to create more generous footpaths, encourage alfresco dining and street trading, and provide a safe environment for cyclists,
- / Modification of road layout and parking along Andrew Street, James Street, The Esplanade, Dempster Street and Windich Street,
- / Modification of the roundabout at Dempster Street / Andrew Street to remove the slip lanes and add more deflection,
- / Modification of the roundabout at Andrew Street and The Esplanade to have a paved surface and indicate a 'slow street' environment,
- / Upgrade of road pavements in Andrew Street and James Street to indicate a 'slow street' environment.
- / Designation of The Esplanade and part of William Street as local distributor,
- / Designation of Dempster Street, south of William Street, as an access road, and
- / Provision of a on-road cycle network within the town centre.

Public Parking

Proposed streetscape upgrade and revised street sections will have an impact on the current on street parking numbers. A parking strategy needs to be implemented with the streetscape upgrade to ensure people have access to conveniently located and accessible car parking.

The key initiatives relating to the public parking are as follows:

- / Achieve no net loss of public car bays within the town centre,
- / Aim to make parking easier through the provision of bays suitable for 4WD and SUV vehicles,
- / Revision of on-street public parking along Dempster Street, Andrew Street, The Esplanade, James Street and Windich Street,
- / Provision of off-street public parking to replace parking lost on the affected streets including the RSL carpark, Dempster Street carpark, and the Museum carpark, and
- / Changes to the parking need to be undertaken incrementally to ensure additional car bays are being provided concurrently with streetscape upgrades. For instance Windich Street upgrade could be undertaken prior to Dempster and Andrew Street upgrades.
- / Prioritise parking access to provide for people with disabilities, difficulty walking or with prams.

Initial analysis of the proposed changes (subject to further detail design) indicate a net gain of public parking provision hence satisfying the Councils objectives for no net loss. Modelling of the public car parking also indicate there is sufficient capacity within the system.

Cyclists

Due to the projected traffic volumes on the key roads within the town centre, it is recommended that provision is made for cyclists through a interconnected on-road cycle paths network.

Public Transport

The proposed street network can accommodate buses and bus stands and taxi pick up as required.

Servicing

The road modifications will change servicing practices within the town centre.

Servicing will be encouraged to occur outside of business hours, preferably via alternative (rear) streets where possible. Marked loading zones may need to be provided with in the street.

Public Realm

The public spaces and streets will be enhanced and facilities improved to make the town centre a more comfortable, attractive, and welcoming place.

The design of the streets and public spaces will convey Esperance's identity and relaxed lifestyle. Public realm improvements include:

- / Landscape and streetscape treatments that screen the wind, provide shelter from sun and rain, provide more seating and slow traffic,
- / New alfresco spaces on Andrew, James and Dempster Streets,
- / Public art within the parks and streets,
- / Improved way finding and interpretive signage,
- / A reduction of on-street parking to support and create space for pedestrian activities,
- / Creation of a focal point at the Andrew Street foreshore, which distinguishes it as a landmark and frames the ocean view, and
- / Continuation of the foreshore improvements with low key developments such as more food trucks, new public amenities, and landscape treatments.



04

IMPLEMENTATION STRATEGIES

4.1 PLANNING AND POLICY FRAMEWORK

PLANNING FRAMEWORK AND POLICIES

Implementation of the adopted Master Plan will in part occur through various planning tools including reviews of the Shire of Esperance Local Planning Scheme No. 23 (LPS23); the Shire of Esperance Local Planning Strategy, and the Shire's Local Planning Policies; and land administration actions under the Land Administration Act 1997 and the Local Government Act 1995.

STRATEGIC OBJECTIVES

- / Planning policies that promote appropriate development to make the Esperance town centre an even better place to visit, work and live.
- / A planning framework that supports and promotes investment.

KEY INITIATIVES

Local Planning Scheme No. 23

LPS23 is the principal statutory tool for implementing the Master Plan. Key opportunities through a review of LPS23 include:

- / Reducing the size of the Central Area Zone, introducing new zones, or modifying existing zones to reflect the intent of the Master Plan. The zones would be supported by associated objectives, development provisions and standards,
- / Considering whether the Master Plan precincts are given statutory backing in a reviewed LPS23,
- / Reviewing maximum residential densities to achieve Master Plan objectives,
- / Reviewing the Zoning Table to generally increase the

range of appropriate uses in the town centre,

- / Undertaking a review of parking provisions and standards for new development in the town centre. The review will build on work from the Master Plan and the Commercial Strategy, consider opportunities to promote appropriate development and determine who pays for the costs of developing parking. As part of this review, consider how and/or whether the 50% reduction in parking requirements should apply in the Centre Area Zone,
- / Increasing the maximum plot ratio of 0.75 – 1.5, to possibly 2.5,
- / Considering whether a development incentive and/or density bonus should be provided where agreed outcomes are met,
- / Reviewing clause 8.2 Permitted Development of LPS23 to reduce the development approval requirements for low-key and low-risk development, and
- / Considering the inclusion of provisions dealing with sustainable development.

Local Planning Policies

Local Planning Policies are an important adjunct to planning schemes and assist the local government in making planning decisions and giving direction on development and land use requirements. A review of existing and the preparation of additional Local Planning Policies will be required to assist the effective implementation of the adopted Master Plan. Key opportunities include preparing Local Planning Policies addressing matters including:

- / Precinct design guidelines,
- / Specific plot ratio limits for particular areas such as for sections of land fronting The Esplanade,
- / Development incentives/density bonus criteria e.g. where a development exceeds design guidelines and to encourage the amalgamation and assembly of land to achieve improved development outcomes,
- / Car parking – this may include outlining where concessions for parking provision would be entertained,
- / Providing local context to SPP 2.6 State Coastal Planning Policy, in particular setting out acceptable and non-acceptable adaptation/mitigation strategies, and
- / Developer contributions.

Local Planning Strategy

In the next review of the Strategy, opportunities include:

- / Ensuring that the Strategy is consistent with the final Master Plan including the extent of the revised Central Core Zone,
- / Promoting opportunities for increasing residential densities in appropriate areas near the town centre;
- / Reviewing the road hierarchy, and
- / Reviewing whether the James Street Precinct is the tourism and community focal point of Esperance.
- / Reviewing the hierarchy and classification of roads, including regional roads and important local roads based on the road hierarchy set out in the Master Plan e.g. this in part will see Andrew Street, between Dempster Street and The Esplanade deleted as an "Important Local Road".

State Planning Policies

There are a number of State Planning Policies that influence development and which are of relevance to the Esperance town centre. They include:

- / *SPP 2.6 State Coastal Planning Policy,*
- / *SPP 3.0 Urban Growth and Settlement,*
- / *SPP 3.1 Residential Design Codes,*
- / *SPP 3.5 Historic Heritage Conservation, and*
- / *SPP 3.6 Development Contributions for Infrastructure.*

Coastal Hazard Assessment

On 30 July 2013, the Western Australian Planning Commission (WAPC) issued a revision of SPP 2.6 (State Planning Policy 2.6 State Coastal Planning Policy). SPP 2.6 is supported by the State Coastal Planning Policy Guidelines (endorsed by the WAPC in December 2012). SPP 2.6 and the Guidelines set out calculations to determine the coastal foreshore reserve and consider the nature of the coast. The coast adjoining the Esperance town centre is most likely classified as a "mixed sandy and rocky coast". The existing coastal protection works including that offered by the port will influence the potential for erosion.

It is suggested the biggest implication of the revised policy is the higher sea level rise, especially when combined with a major storm surge event e.g. mid-latitude depression. SPP 2.6 requires the formulation of coastal hazard risk management and adaptation planning for areas at risk over a 100 year time frame.

Given that parts of the town centre are lower lying, noting the strategic significance of the town centre and

amount of expected investment in the town centre and foreshore, future town centre development will need to be accommodated and/or protected.

BMT JFA Consultants were appointed to complete a coastal hazard assessment, incorporating modelling for defined storms for erosion and inundation and the revised sea level rise estimate, which includes the town centre area. The report findings and subsequent policies will need to be considered as a part of any future development on the foreshore and in relevant portions of the town centre.

Land administration

There are a number of land administration actions under the Land Administration Act 1997 and the Local Government Act 1995 that can assist to implement the Master Plan. Opportunities include:

- / Reviewing local government and State Government land assets and determining preferred uses and tenure. Following this, determining what sites should be reserved and what sites should be made available for development with associated amendments to LPS23,
- / Identifying, securing and developing sites for public car parks,
- / Widening laneways,
- / Creating new public access ways and laneways, and
- / Granting licenses for itinerant traders.

Assessing applications and proposals

In determining any application for development approval, subdivision application scheme amendment request, or land administration proposal, the Shire will assess the

proposal against the Master Plan, LPS23, the Local Planning Strategy, Local Planning Policies and relevant State Planning Policies.

Design Guidelines

Design guidelines for the LPS 23 are recommended to be prepared as a Local Planning Policy and tool to implement the adopted Master Plan. The guidelines would include as a minimum:

- / Overall placemaking, urban design and public realm objectives,
- / Generic guidelines to apply across each Zone in regards pedestrian shade/shelter, street activation, passive surveillance of public space, building out crime, preferred materials, sustainability and services, and
- / Precinct specific guidelines based on the detail in the Master Plan Precinct Plans including preferred uses (or combination of uses), building setbacks, plot ratios, vehicle access and on-site parking requirements, and other minimum and maximum development requirements necessary to facilitate precinct objectives.



4.2 INVESTMENT ATTRACTION

STRATEGIC OBJECTIVES

Strategic objectives which underpin the investment attraction strategies include:

- / Support existing businesses, through economic development, investment attraction, marketing and management strategies,
- / Infrastructure to support growth in high density employment sectors, such as tourism and professional services,
- / Investment in activities and uses to provide a compelling reason to visit the town centre, including outside of trading hours,
- / Attract investment that provides alternative options for residential living within the town centre, and
- / Catalyst projects and nominated preferred uses identified on landholdings that have the ability to positively influence revitalisation outcomes.

Metier provided retail and commercial analysis to support the Master Plan. Their analysis recommended a range of key initiatives to support revitalisation of the town centre.

KEY INITIATIVES

Providing a reason to visit

The town centre is currently used predominately for running errands (post office boxes and banking), and there are limited reasons to stay for extended periods, or weekend / evening visits. Providing alternative things to do, such as food and beverage offerings, cultural or recreational activities is important to extend visitation periods.

Diversifying the Economy

The Esperance region is driven by the mining and agricultural industry sectors; however they are generally low density employers and not high retail drivers (bulky goods being the exception). These industries and associated businesses rely on the Esperance town for shipping and exportation of minerals and products processed in surrounding areas and towns.

Growing other industry sectors such as professional services, as well as the tourism sector in the town centre, is required to better support the employment and localised economy within the town centre. This will ensure the town can boost its own economy and remove the dependence on the fluctuating growth of regional mining and agricultural industries. Doing this is likely to also stimulate retail growth and the demand for land for commercial uses within the town centre.

Tourism is one of the major industry sectors for Esperance, and the region continues to have a strong number of visitors (over 250,000 visitors in the year ending December 2013). Over the past decade however, total visitation to the Esperance region has been trending marginally downward. It is possible this decline is impacting the local retail, accommodation, transport and food services in the town centre. There is currently limited infrastructure in town to retain tourists for extended visits, who arrive late and leave early. Furthermore, assets are not currently being optimised or evident in the town centre (such as the area's significance as an international biodiversity hot spot). Growing the tourism offerings for infrastructure, accommodation, events

and special offers in the town centre will provide new incentives to visit, stay and return. It may also improve the visitor numbers and help to arrest the current decline in tourism for the region.

Retail Demand

The number one driving factor behind retail and commercial demand is population growth. SuperTown forecasts predict strong growth (approximately 2.4%) however, actual growth is currently low at 0.8%. National retailers will not open new stores based on forecast growth. Therefore there needs to be a focus on attracting new residents and visitors to Esperance. A high ratio of older residents and fewer young adults in Esperance also generally correlates to lower retail spending. There is a need to focus on creating opportunities for future retail expansion but understanding that the level of retail growth will ultimately be shaped by market forces.

In the current retail climate, it is becoming increasingly difficult to attract retailers to open new sites. The introduction of national brands in a town centre is often favourable, due to their ability to drive traffic and survive in tough economic conditions. In regards to Esperance, this may be achieved through development of a second shopping centre, or even more favourable, through tenant re-mixing and smaller scale development projects along the main street. It is important to note that attracting national brands to open stores in regional locations is increasingly difficult. Brands that will consider a regional site will often be seeking a very low rent and high level of incentives which may not be viable for the owner / developer.

Retail Trading Conditions and Online Retailing

The retail market in general is extremely tough and regional traders need to be even more savvy to compete with online retailing. The rise of online retailing is affecting brick and mortar retailers worldwide. The impact on local businesses in regional towns is even more significant, as now businesses are not only competing for consumer dollars with more established retail centres such as Albany, Kalgoorlie and Perth, they are competing with retailers on a global scale. A large majority of future retail growth will be taken up by online sales (with the exception of fresh food) and thus the need for new retail space within the town centre will be limited.

It is also worth noting that with significant isolation comes a unique advantage - Esperance has a captive market amongst both its local and regional audience. The Esperance community is also fiercely loyal, which could be better harnessed by local businesses. Esperance is also a lifestyle community. For the most part, supported by family businesses, weekend trading will always be an on-going challenge as small business owners balance their time between trading and participating/supporting in community recreational activities.

Sponsoring a strong 'buy local' sentiment and a collective approach from retailers will be required for the long term sustainability of local businesses. It is recommended that this is driven and supported by the establishment of a Town Centre Cooperative.

There are also mechanisms to offer incentives or rates breaks to landowners to undertake development or



refurbish works, or grants to small businesses to encourage tenant take up and business sustainability. For example, the City of Perth currently offers small business grants of up to \$2,000 and previously ran the highly successful Matched Funding Business Grant program, providing local businesses with funding of up to \$20,000 on a dollar for dollar basis. This program focused on supporting innovative and creative business projects that improve the vitality and vibrancy of the town centre.

As highlighted in the Precinct Plans, consolidation and remix of tenants along Andrew and Dempster Streets will also support local retail operators within the town centre.

Third supermarket as an investment catalyst

There are many people in Esperance keen for a third supermarket to establish a presence in the town centre, to increase competition and improve the range and quality of groceries on offer. If a third supermarket does come to town, the best outcome would be for it to be located on a suitable site within the town centre.

The cost of building a suitable supermarket in Esperance is unlikely to attract the typical corporate supermarket developer given the low return/m² offered. This may not however exclude a local developer undertaking the development who is prepared to accept a lower yield given the long term lease. For example, the recently completed Manjimup Woolworths was developed by a local business on land they purchased specifically for the project.

The speciality shops typically associated with a supermarket development provide a higher yield/m² to the developer, but will have a negative impact upon the existing town centre retail and should be kept to a minimum. In addition to the impact on existing speciality retail, the introduction of a third supermarket would also significantly impact the existing IGA.

Notwithstanding the potential outcomes above, a third supermarket could be a benefit to the town and a positive driver of growth in the medium term, provided it is in the right location. If the grocery expansion is left purely to market forces, the potential outcome is that a third supermarket will select another site outside of the town centre (driven by a lower purchase price) and this could

have a significantly detrimental impact to local business and activity within the town centre.

The location of the supermarket will obviously have a significant impact on the town centre. An average supermarket benefits from approximately one million visitors per year. Irrespective of the sales this may bring to surrounding businesses, the level of activity and passing traffic the town centre will benefit from is significant.

Conversely, if a third supermarket were to open outside of the town centre, this activity is lost. Any traffic and parking concerns as a result of a third supermarket can be met by efficient design; activity generation is a more critical factor.

Figure 15 depicts potential sites that could be suitable for a supermarket, on private and public land. The plan identifies locations where sufficient land could be available, on individual lots or by amalgamating adjacent lots, for a third supermarket in the town centre, with a minimum building footprint of 3800m², which is the expected standard supermarket provision, including all back and front of house, plus an equivalent area of on-site parking. These sites have been identified, as they meet one or more of the following criteria:

- / Vacant land,
- / Single residence only,
- / Underutilised - low site coverage and/or empty buildings,
- / Condition and form of existing development on site is arguably 'low rent' for its location,
- / Public land which is excess to current or likely future, needs (may include redundant public buildings), and
- / Excludes land for future development of community facilities by the Shire or other government bodies/agencies.

The sites identified each have advantages/disadvantages across a range of criteria. A summary of the advantages and disadvantages of the identified sites is included in Table 5.

Commercial

Commercial office space within the town centre mainly consists of small to medium sized service providers, in older style buildings. Whilst there may not be an active demand

for larger floor plate offices, there is potential to attract government agencies who could be collectively housed in the town centre, given the standard of accommodation for most of them is currently poor.

Discount Department Store

There is a desire for a second DDS in Esperance. K-Mart would be the obvious choice, however their general population requirement for a new store is 40,000. The size of the Esperance population is currently only around half of the necessary catchment to attract a major Discount Department Store, therefore it is not envisaged that market demand will attract a Discount Department Store within the foreseeable future.

Development Opportunities

Development opportunities and nominated preferred uses on certain landholdings have the ability to positively influence revitalisation outcomes. The Master Plan has identified suitable land holdings for future development of commercial and community facilities by private investors, The Shire or other government bodies / agencies. These sites have been identified as development or redevelopment opportunities within the Precinct Plans.

A key consideration will include staging, including short-medium term benefits and land banking for longer term / future opportunities.

Build Costs vs. Returns

There is currently an economic disconnect to development in Esperance; it does not make economic sense to build for the returns that you can achieve. In addition, through engagement with local residents and developers, it is understood that the supply of services (power in particular) is limited and the cost of upgrading services to enable development is even more prohibitive and a very real barrier to development. Offering incentives to landowners to undertake development or refurbishment works is recommended. Another option is to focus on land assembly, for areas deemed as surplus to requirements.

Planning Policy and Processes

There is a real opportunity for the Shire of Esperance to set a new benchmark in the interface between planning

policy and public engagement, having a dedicated liaison to assist, guide and support proposed development projects. Ideally, applicants would be treated as 'customers' with a strong customer service focus. This approach is particularly important to catalyse development opportunities.

Environmental Factors

Any potential retail development/activation needs to take the elements (wind) into consideration. Creating alfresco areas will be difficult and any new buildings along Andrew Street or The Esplanade will need to respond to local climatic conditions.

Residential Development

Vacancy rates are very low, however advice from local agents is residents will not pay more than \$500 per week. This puts greater pressure on the viability of residential development, given the cost to build in Esperance. The product and price point must be right for any future residential development. Existing stock is mostly detached houses on separate blocks, and medium density options are still 3x2 villa style units. There are no compact living options such as small townhouses or apartments for singles/couples who have less need for private outdoor space.

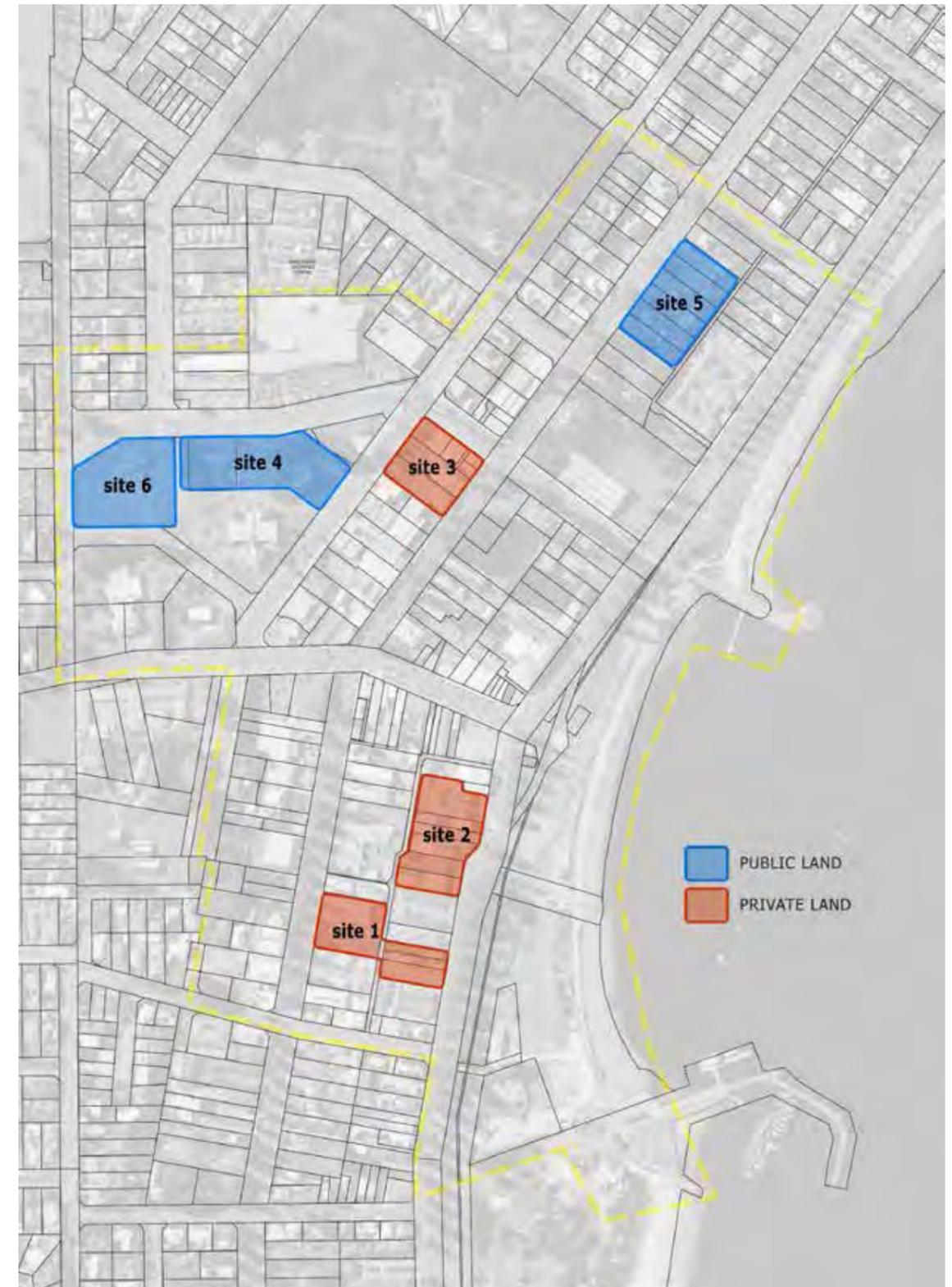
BENCHMARKS / BEST PRACTICE

- / Wyong Shire Council – Catalyst projects and Development incentives
- / Townsville City Council – CBD Development Incentives
- / City of Swan – Developer contributions fund infrastructure and place management activities
- / Shire of Manjimup – Securing a supermarket via local investors
- / City of Subiaco (Subiaco Business Association – Marketing levy to cooperative marketing
- / City of Perth – Small Business Grants / Matched Funding Business Grant program

Table 5. Third Supermarket Location Analysis

SITE	General Comment	Advantages	Disadvantages
1	Supermarket frontage to address Dempster Street, with majority of parking probably on the Esplanade lots. Servicing via the right of way and/or off The Esplanade. Might have space for a few specialties also to front Dempster Street. Size: 8520 square metres Private land	<ul style="list-style-type: none"> • A good outcome from a place making perspective • Creates a 'dogbone' town centre with a major supermarkets at either end • Frontage to an existing retail street • All required land is identified as being development opportunities, including two currently vacant lots • Flat land and all on one level - cost effective construction • Readily serviced 	<ul style="list-style-type: none"> • Four separate landholders • Could blight a section of The Esplanade with parking unless built form was established at the site frontage to The Esplanade • Arguably not inside the current active retail section of Dempster Street
2	Supermarket frontage to The Esplanade, with majority of parking probably at the rear and to the southern end of the site. Could incorporate the existing Centrelink building in its current form. Servicing via the right of way and/or off The Esplanade. Might have space for a few specialties also to front The Esplanade. Size: 8630 square metres Private land	<ul style="list-style-type: none"> • A good outcome from a place making perspective • Creates a 'dogbone' town centre with a major supermarkets at either end • Majority of required land is identified as having development opportunity • Flat land and all on one level - cost effective construction • Readily serviced 	<ul style="list-style-type: none"> • Five separate landholders • Single story retail frontage doesn't benefit from the foreshore/ocean outlook • Other uses in this location may be more appropriate • Includes some smaller lots not identified as being development opportunities
3	Supermarket to be at the Dempster Street level. On-site parking to be over the supermarket with carpark and servicing access off Windich Street. Space for a mid-block pedestrian linkage connecting Dempster and Windich Streets and some specialties fronting Dempster and/or the pedestrian linkage. Size: 6070 square metres Private land	<ul style="list-style-type: none"> • A good outcome from a place making perspective • Frontage to an existing retail street • Strengthens the town centre retail presence • Three landholders • All required land is identified as being development opportunities • Potential mid-block linkage improves town centre permeability 	<ul style="list-style-type: none"> • Cost of constructing carpark over supermarket could exceed cost benefit of smaller land acquisition • Additional costs and inconvenience of customers and servicing negotiating the level difference
4	Primary supermarket frontage to address Windich Street. On-site parking to be behind the supermarket with carpark and servicing access off Forrest Street. Any specialties to front Windich Street or realigned Forrest Street Size: 10250 square metres Public land	<ul style="list-style-type: none"> • Two public landholders • All of required land is identified as having development opportunity • Larger site available • Relatively flat land and all on one level - cost effective construction 	<ul style="list-style-type: none"> • An undesirable outcome from a place making perspective • Strengthens the Boulevard Shopping Centre retail presence at the expense of the town centre retail • Number of specialties needs to be minimised • Additional cost of replacing existing community infrastructure and/or relocating in-situ community services
5	Supermarket frontage to Dempster Street, with majority of parking probably at the rear and to the northern end of the site. Located outside of 'retail core' but still has ability to draw traffic from south west residential areas to the town centre (as opposed to the Boulevard). Potential for carpark access and servicing to be off side streets. Additional land for including specialties could be available. Size: 8950 square metres Public land	<ul style="list-style-type: none"> • As per site 4 • Single public landholder • All of required land is identified as having development opportunity • Relatively flat land and all on one level • Cost effective construction • Access and parking won't create additional congestion in the town centre 	<ul style="list-style-type: none"> • Dislocation from retail core so place making and commercial impacts need to be carefully considered • Limited synergies with surrounding uses and public activity • Surrounding uses and activities will need to be explored to create better synergies • Higher density residential and/or short stay accommodation would be a more appropriate and better use for this land
6	Primary frontage to Forrest Street and corner, with on-site parking set behind the supermarket. Potential for car park and servicing access to be off Forrest Street and/or Jane Street. Size: 9700 square metres Public land	<ul style="list-style-type: none"> • Single public landholder • All of the required land is identified as being development opportunities • Relatively flat land and all on one level • Cost effective construction • Access and parking will not create additional congestion in the town centre 	<ul style="list-style-type: none"> • An undesirable outcome from a place making perspective • Strengthens the Boulevard Shopping Centre retail presence at the expense of the town centre retail • Further dislocated from the town centre retail so place making and commercial impacts could be expected to be significant • Number of specialties needs to be minimised • Other uses in this location may be more appropriate

Figure 15. Indicative Third Supermarket Location



4.3 GOVERNANCE, PLACE MANAGEMENT AND PARTNERSHIPS

Successful places occur when a range of disciplines and functions work together, underpinned by strong community participation and stakeholder engagement. In isolation, design and planning are not able to solely deliver all the qualities required for places to be truly effective from a social, commercial and environmental perspective.

The town centre's revitalisation success will ultimately be defined by how well it is able to implement a coordinated approach the core elements of activation, including strong governance, place management and collaborative partnerships that are founded on a common vision and goals. A range of issues were identified from past and current governance, place management, activation and programming, relating to the Esperance town centre:

- / Previous endeavours have provided a broad range of solutions to issues but with limited consensus,
- / Previous approaches have been a collection of disconnected ideas/elements rather than providing an integrated whole picture, and
- / There has been a focus on big picture visions and solving structural issues.

The strategic objectives and key initiatives recommended in this section of the report provide the framework to address these issues.

STRATEGIC OBJECTIVES

- / Ownership of town centre place vision and brand by all stakeholders and project partners,
- / Consumer and investor awareness of a strong town centre brand – people know what the place offers and where / how to invest,
- / The vision and place brand is reflected 'on the ground',
- / The development, delivery and management of the town centre is achieved through a collaborative approach between government, business and community,
- / A strong level of participation from local residents, businesses and organisations in community-based activation and delivery,
- / There is a regular programme of events and activities occurring in the town centre,
- / The town centre is friendly and welcoming, and maintains a consistently high level of presentation, and

- / Built form and public domain is designed to support place activation efforts (event infrastructure, storage, public facilities etc.).

BRANDING, ACTIVATION AND PROGRAMMING

Establishing a compelling destination in the minds of both locals and tourists is essential to revitalising the town centre, and the place brand and vision is integral to achieving this objective.

The concept of a place brand extends beyond a logo or marketing brochure, it moreover considers the physical and programmatic elements of a place. The brand should be reflected through physical elements such as street furniture as well as programming and communications initiatives such as special events as well as marketing campaigns.

Leveraging off the 'Brand for Esperance', commitment by all stakeholders, influencers and project partners to a unified place vision and town centre brand will ensure shared focus on a common goal and to shape all aspects of revitalisation, ensuring that the consumer and investor promise is delivered 'on the ground.' A consistent application of the place brand across stakeholder groups and throughout marketing, public relations, events attraction, approvals and place management, visitor servicing, partnerships, local business etc. will reinforce the Esperance town centre as a desirable place to visit for an extended stay.

Key Initiatives include:

Better reflect Esperance's unique offer within the town centre

Ensure the town centre is reflective of the Place Proposition and Values, physically through design elements, as well as virtually through marketing and communications. Maximise the benefits of the coastal elements and environmental assets.

Bringing the town centre to life

The Esperance town centre needs to become known for more than a place to run errands, with a diverse and integrated food and beverage, retail and recreational offer resulting in more destinations and activities, and an extension of the 9-5 / weekday economy. Compelling destinations are able to leverage unique and distinct local

characteristics, and create events and activities that appeal to both the locals and tourists.

Tailored marketing and communications

Ensure key messages and themes transition from planning, development, investment attraction through to destination development and addresses all key market segments (investors, business operators, visitors and local residents).

PLACE MANAGEMENT AND PARTNERSHIPS

Key Initiatives include:

Adopting a place management approach to revitalisation

Some the greatest barriers to revitalisation can be attributed to working in internal silos, failure to engage with key stakeholders, and overlooking the value that community partnerships can achieve in delivery of a vibrant town centre. Formalised place management and governance arrangements are a proven mechanism to enable constructive partnerships and facilitate a collaborative approach to revitalisation, assisting with:

- / Articulating roles and responsibilities between government agencies, private sector stakeholders and community groups/organisations,
- / Supporting ongoing place management and project delivery initiatives,
- / Delineating between strategic and operational matters,
- / Enabling efficient project delivery through clear, reporting and decision making procedures, and
- / Providing investment certainty and strengthening local partnerships.

Formalised management arrangements will address potential barriers including a lack of communication, constraints which contribute to a loss of momentum or delays in decision-making and identifying planning and policy issues that inhibit activation and investment attraction goals. A possible model for a management arrangement is the establishment of a Business Improvement District (BID).

BID's are not-for-profit organisations that promote the shared interests of commercial property owners and businesses located within specified geographic areas. Established by local governments, BID's are funded through a special differential rate that is collected by the local

government and passed on entirely to the BID. These funds support programs such as marketing and promotion, street enhancement, safety and security, events and festivals and business development. Governance of a BID typically involves an elected entity independently managed by a Board, with autonomy for decision-making and priority-setting.

Further work is recommended to investigate alternative governance arrangements that are suitable for the Esperance town centre.

Nurture a stewardship approach

It is the people who live and work in an area that know the place the best and their experience and expertise should be leveraged. It was clear during the stakeholder engagement phase of this project that there is a desire within the community to participate in the planning and implementation of projects such as: weekly food markets, public art, outdoor cinema, festivals and family events. This has been a key consideration for the Master Plan.

High amenity places attract people

If considered in isolation, physical and design improvements to a place will not deliver desired levels of activity and vitality.

Places that are well maintained, easy to get to and move around within, are safe and clean, with a high level of comfort and amenity will attract people and investment, and will multiply over time. A proactive approach to place management considering presentation, cleanliness, security, programming, marketing and business liaison will ensure ongoing performance and viability and discourage anti-social behaviour.

BENCHMARKS / BEST PRACTICE

- / City of Swan – Place management / Governance
- / Perth Cultural Centre – Place branding, programming and place management
- / City of Fremantle – Business Improvement District
- / Auckland Council – Business Improvement District

4.4 SERVICES AND INFRASTRUCTURE

KEY OBSERVATIONS

Road Pavements

The consultant team understands that the existing road pavements are performing adequately. Accordingly the road pavements are acceptable and should be retained where possible, subject to the recommendation of other streetscape enhancements.

Storm Water Management

The consultant team has developed the understanding from discussions with the Shire's engineering department that the existing storm water system within the town centre currently operates adequately and, other than the need to rationalise the system where possible as part of the Master Plan, the system will be able to be incorporated without major changes or upgrades.

- / Connections to the system will need to be rationalised and minor elements such as capture pits upgraded, but these will form part of the normal engineering process and aren't expected to pose any major impediments,
- / Any new drainage works will need to be designed within the town's water sensitive design guidelines. This is not expected to cause any issues, and
- / Detailed design of the road amendments will need to take due cognisance of the existing system and in particular to maintaining or improving the current 1 in 100 year overland flow paths. This will be part of normal engineering due diligence and is not considered likely to raise any major concerns.

The balance of stormwater system is not considered to be a key consideration in the Master Plan.

Reticulation System

The consultant team are not aware of any concerns relating to the existing waste-water management system within the town centre and advice to date from the Water Corporation indicates that it doesn't currently plan to carry out any major works within the area.

Pumping Station

The Water Corporation has advised that it would be amenable to plans to screen the existing waste-water pumping station on The Esplanade, subject to site access considerations. The pumping station is located within an easement which may restrict some forms of development such as the construction of new buildings and hence it may present a land-use constraint to the revitalisation project.

Potable Water Supply

The Water Corporation has advised that the existing potable water reticulation system is fit for purpose for its current usage however it has recommended that the capacity of the system and condition of the pipes be reviewed as part of the detailed design for any road or open space upgrade. Some of the existing pipes within the project area are steel or fibre-cement and the Corporation is uncertain of their condition.

Fire Water System

The Water Corporation has advised that the existing fire hydrant system is fit for purpose and should not require any upgrades to cater for the revitalisation project, subject to a review of the capacity and condition of the potable water system pipes, as described above.

Electrical Power Supply

Horizon Power has advised that the existing power distribution is capable of supporting the current demand but that the system is approaching capacity and any significant additional loads resulting from the revitalisation would necessitate the upgrading of existing system, particularly the transformers. This would normally need to be consumer funded, with the cost estimated at between \$100,000.00 and \$200,000.00 per transformer. There are several transformers serving the town centre and a more detailed and accurate estimate of cost will be only be possible at detailed design stage as it is dependent on where additional load is expected to occur.

Undergrounding of Existing Aerial Conductors

Horizon Power has advised that it has recently upgraded its power poles in the project area and does not currently have plans to underground any of its aerial supply within the area. Underground power would therefore need to be externally funded if required as a part of the revitalisation project.

Reticulated Gas Supply

Transfield Worley Power Services has advised that their existing reticulation system within the project area has sufficient capacity to service the foreseeable development of the area under the revitalisation project, subject to detailed review on a case-by case basis for any new businesses envisaged or resulting from the revitalisation project.

Telecommunications

Telstra has advised that its existing system is adequate for the present demand and will be able to cater for the revitalisation project at the current level of service.

- / A 4G service currently exists and there has been a recent upgrade. ADSL 2 is currently provided and Telstra has no plans to further upgrade the service at present as it is at the same level as Perth,
- / Telstra does intend to upgrade the wireless network but suggests that a wireless network for the town centre may be worth consideration as part of the revitalisation project. Telstra would however not bear the costs associated with this, and
- / The timing of the NBN rollout to Esperance is not known at this stage but would be a significant improvement to digital communications for the town and should be pursued as part of the revitalisation project.

Telstra does not have plans for any major physical upgrades such as laying new services in roads or verges that would adversely affect proposed revitalisation works.

Existing Fuel Pipe within the Foreshore

A buried fuel pipeline exists within the foreshore precinct, this will restrict some forms of redevelopment of this area such as new buildings, significant earthworks, particularly excavation works which would reduce soil cover to the pipeline and types of hard landscaping that would restrict access to the pipeline. In general soft landscaping should be acceptable, subject to discussion with the pipeline owners and operators. The pipeline will need to be taken into account in detailed design as it may influence the design of any new storm water outlets to the bay.

4.5 IMPLEMENTATION ACTIONS

Fundamental to realising the master plan vision will be its implementation over the 20 year planning period.

It is envisaged that the Master Plan will be delivered through public investment in green spaces; parking; and streetscapes; as well as through development opportunities; investment and place activation; land acquisition, disposal and development; and planning frameworks.

Derived from the strategies and proposals of the Master Plan, a range of implementation actions have been identified to be delivered, so that the vision for the town centre of Esperance can be realised.

Most of the implementation actions listed in the Implementation Schedule (refer Table 6) are for capital works. Several actions involve the preparation of other studies and strategies to provide the level of policy guidance and resolution needed to implement other dependent actions. A number of actions are envisaged as ongoing, continuously delivering on the framework developed by the Master Plan.

Key Master Plan Proposals

The Implementation Schedule identifies those actions which are depicted in the Illustrative Master Plan as key proposals (refer page 24-25).

Responsibilities

Delivering the Implementation Actions will require the cooperative involvement of a range of Council departments, State government agencies, and organisations. While most of the actions will be undertaken or managed by the Council in its various roles, some require direct input and management by others. These organisations may provide funding, own relevant sites, manage related infrastructure, or are active in the community, for example. The identified delivery partners are:

DLG – Department of Local Government

DoL- Department of Lands

DoT – Department of Transport

DRD - Department of Regional Development

ECCI – Esperance Chamber of Commerce and Industry

EPSL – Esperance Ports Sea and Land

GEDC – Goldfields-Esperance Development Commission

HP - Horizon Power

SHO – State Heritage Office

SoE - Shire of Esperance

TE - Telstra

For each action, an agency or stakeholder who is the key driver in the delivery of that action is nominated as having Primary Responsibility. Additionally and where relevant, other agencies or stakeholders are nominated as having Supporting Responsibilities.

Staging and Timeframes

Staging of the implementation of the Master Plan will be required, since certain actions have to be completed before others can be commenced. In some cases the actions proposed are substantial and require incremental implementation, or accumulation of funds from a number of potential sources.

The Implementation Actions have been prioritised to deliver maximum public benefit early in the process of implementation. The criteria used to rationalise the prioritisation of actions include:

- / The comparative ease of delivery for maximum public benefits,
- / The cost and need for funding,
- / The actual and likely availability of funding, and
- / The extent to which each project is dependent on other actions to occur.

It is important to note that the ultimate sequence of investment and change will be dependent on yet to be determined funding streams, approvals processes, and the

forces of the market. The indicative timeframe represents an ideal sequence but will be subject ongoing review and re-prioritisation.

For each action, an indicative timeframe is outlined

- / Short Term: action to be delivered within 5 years
- / Medium Term: action to be delivered within 6-10 years
- / Long Term: action to be delivered within 11-20 years
- / Ongoing: action to be delivered over the duration of the master plan planning period

For most actions, the key dependencies are identified.

The indicative timeframe for development opportunity initiatives is based on a broad strategic analysis of achievability and dependencies. These timeframes should be considered as guidelines only and will be adjusted as investment interest is demonstrated in delivering any of the identified development opportunities earlier than anticipated in the Implementation Schedule.

Priority Actions

The Master Plan aims to prioritise selected ‘quick win’ actions that are achievable in the near future; will make an immediate improvement to the physical environment; and will act as catalysts for future investment in the short term, while providing a long term planning framework for more extensive projects.

The Priority Actions identified in the Implementation Schedule (refer Table 6) (highlighted) are:

- / Design and construct a safe playground for children on the foreshore between Andrew Street and James Street.
- / Design and construct landscape upgrades of the foreshore, including youth activity spaces, between Andrew Street and Taylor Street.
- / Design and construct landscape enhancements of the James Street Groyne.
- / Undertake a feasibility study into the development of an integrated community and cultural complex and the

activation and showcasing of existing buildings in the James Street Cultural Precinct.

- / Evaluate possible relocation and re-use options for the Museum Village buildings.
- / Prepare a Parking Strategy for the town centre.

Indicative Costs

To facilitate long term financial planning, particularly through the Shire of Esperance Corporate Business Plan and Long Term Financial Plan, rough order of magnitude costs have been identified in the Implementation Schedule for capital works actions and other actions that could require the assistance of contracted services. They are provided in order to give guidance to the order of costs involved. Further work will be required to establish sufficient accuracy for budgeting and feasibility study purposes.

Costs for capital works actions include additional allowances of 10% for contingency and 22% for detailed design development and project management. Costs for non capital works actions include additional allowances of 10% for contingency.

As the costs for actions relating to capital works are subject to future design resolution, these are estimates only to a -30%, +50% accuracy. No allowances have been made for specific site constraints that may arise, or the quantity and quality of finishes and infrastructure.

Costs have not been estimated for actions associated with development opportunity initiatives. This is because these actions will be the subject of future detailed feasibility studies with the objective of maximising the benefits returned to the Council and the community from these developments. Additionally, the Crown and Council ownership structure of these sites means that the transaction costs to acquire and dispose of the land to facilitate the development opportunities identified in the Master Plan, are too difficult to estimate at this time.

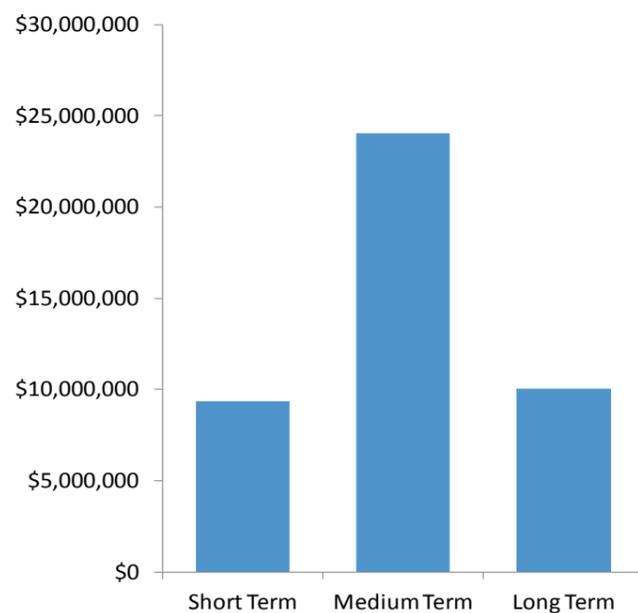
A number of actions relate to work that can be incorporated into existing Council work programs without requiring

the assistance of contracted services. These actions are assigned a zero cost.

The total indicative cost to implement the actions identified in the Implementation Schedule is \$43 million (in 2015 dollars). Figure 16 illustrates how these costs are distributed across the 20 year planning period.

The indicative costs include a nominal figure of \$10 million for the development of a proposed integrated community and cultural complex proposed for the James Street Cultural Precinct (Precinct 3). The key dependency for this action is the need to undertake a feasibility study identified as Action L2. Unless the feasibility study confirms that the proposed complex is viable, its development will not proceed.

Figure 16. Implementation Costs by Delivery Timeframe



Funding

Given the extensive nature of the implementation actions, a significant amount of funding will need to be sought from various sources. The Master Plan will provide the basis for future funding applications for identified projects.

Likely funding sources are:

- / Development contributions
- / Cash payments in-lieu of parking

- / Council rates
- / WA Government Royalties for Regions
- / WA Government Regional Events Program
- / Horizon Power
- / Lotteries West
- / Australian Government Community Development Grants Programme
- / Australian Government Community Infrastructure Grants Program
- / WA Government Goldfields Esperance Revitalisation Fund
- / WA Government MRWA Road Project Grants
- / WA Government Country Local Government Fund
- / Acquisition and disposal of Crown land
- / Financial benefits returned to the Council from the delivery of identified development opportunities

Implementation Schedule

The Implementation Schedule in Table 6 provides a comprehensive list of actions that will deliver the level of change required to meet the revitalisation aspirations of the Master Plan.

Actions are uniquely identified by an action number. The Implementation Schedule identifies the delivery timeframe, precincts, key proposal number (refer Section 3.2), responsibilities, and indicative costs associated with each action.

To assist in the interpretation of the Implementation Schedule, actions associated with streetscapes, parking, and development opportunities have been depicted on an aerial photograph of the town centre which shows the precinct boundaries (refer Figure 17).

15	Action number		Short Term
8	Precinct number		Medium Term
			Long Term

Figure 17. Implementation Timeframes

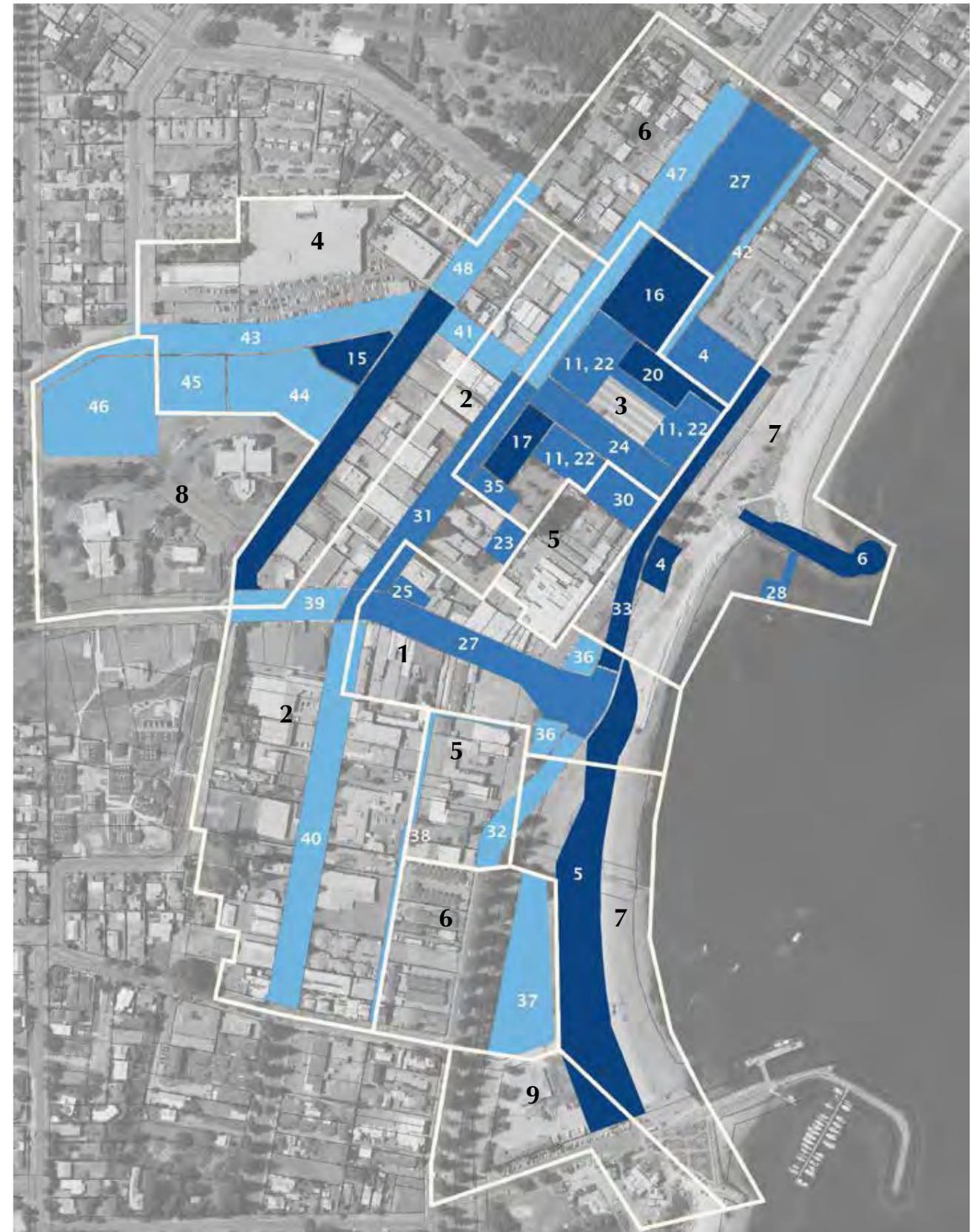


Table 6. Implementation Schedule

ACTION NUMBER	PRECINCT NUMBER	PRECINCT NAME	ACTION	KEY PROPOSAL NUMBER	KEY DEPENDENCY	PRIMARY RESPONSIBILITY	SUPPORTING RESPONSIBILITY	INDICATIVE TIMEFRAME	INDICATIVE COSTS (\$M)
1		All	Prepare a Streetscape Style Manual to provide style and public art guidance to the design of streetscapes in the town centre.			SoE		Short Term	\$0.03
2		All	Prepare a Parking Strategy for the town centre.			SoE		Short Term	\$0.09
3		All	Prepare a Greenspace Style Manual to provide style and public art guidance to the design of green spaces in the town centre.			SoE		Short Term	\$0.03
4	7	Town Centre Foreshore	Design and construct a safe playground for children on the foreshore between Andrew Street and James Street.	8		SoE		Short Term	\$0.50
5	7	Town Centre Foreshore	Design and construct landscape upgrades of the foreshore, including youth activity spaces, between Andrew Street and Taylor Street.	11	Greenspace Style Manual.	SoE		Short Term	\$2.52
6	7	Town Centre Foreshore	Design and construct landscape enhancements of the James Street Groyne.		Greenspace Style Manual.	SoE	EPSL, DoT	Short Term	\$0.07
7		All	Investigate options for incentives to stimulate private investment in the town centre.			SoE	GEDC, ECCI	Short Term	\$0.02
8		All	Investigate appropriate governance and management structures for town centre place activation.			SoE	DLG	Short Term	\$0.00
9		All	Develop strategies for town centre place activation.			SoE		Short Term	\$0.00
10	1	Andrew Street Pedestrian Spine	Acquire freehold or longer term leasehold tenure of the Post Office Square.		Agreements with Telstra.	SoE	T, DoL	Short Term	\$0.46
11	3	James Street Cultural	Undertake a feasibility study into the development of an integrated community and cultural complex and the activation and showcasing of existing buildings in the James Street Cultural Precinct.	5		SoE	SHO, DoL	Short Term	\$0.17
12	6	Town Centre Residential and Tourism	Evaluate possible relocation and re-use options for the Museum Village buildings.			SoE	SHO	Short Term	\$0.01
13		All	Investigate options and opportunities for securing public access rights for mid-block pedestrian connections.			SoE	DoL	Short Term	\$0.00
14		All	Acquire land for new public car parks.		Land availability.	SoE		Short Term	\$3.19
15	4	Windich Street Commercial	Enable the development and redevelopment opportunity on Forrest Street (4A) for commercial/retail purposes.	20		SoE	DoL	Short Term	\$0.00
16	3	James Street Cultural	Design and construct landscape upgrades around the Sound Shell and Amphitheatre.	2	Greenspace Style Manual.	SoE		Short Term	\$1.04
17	3	James Street Cultural	Design and construct landscape upgrades of the RSL Memorial Park.	16	Greenspace Style Manual.	SoE	SH	Short Term	\$0.77
18		All	Prepare Urban Design Guidelines for the town centre to support statutory planning.			SoE		Short Term	\$0.06

19	4	Windich Street Commercial	Design and construct upgrades to Windich Street (Andrew Street to James Street).	18	Parking Strategy & Streetscape Style Manual.	SoE		Short Term	\$2.16
20	3	James Street Cultural	Design and construct a public car park behind the Museum.	3	Parking Strategy, Streetscape Style Manual, Community and Cultural Complex Feasibility Study	SoE	SHO	Short Term	\$0.56
21	7	Town Centre Foreshore	Undertake a feasibility study into the development of the James Street commercial jetty for a new embark/disembark location for cruise ship tenders.			GEDC	EPSL, DoT, SoE	Short Term	\$0.11
22	3	James Street Cultural	Design and construct an integrated community and cultural complex.	5	Community and Cultural Complex Feasibility Study, Museum carpark	SoE		Medium Term	\$9.58
23	2	Dempster Street Main Street Retail	Design and construct a new public off street car park between the existing Dempster Street and RSL public car parks.	6	Land acquired & Parking Strategy & Streetscape Style Manual.	SoE		Medium Term	\$0.25
24	3	James Street Cultural	Design and construct upgrades to James Street (The Esplanade to Dempster Street).		Parking Strategy, Streetscape Style Manual, Museum car park	SoE		Medium Term	\$1.91
25	1	Andrew Street Pedestrian Spine	Design and construct upgrades to the Post Office Square.	14	Tenure changes	SoE	T, DoL	Medium Term	\$1.14
26	5	Esplanade Commercial and Tourism	Enable the development opportunity on The Esplanade (6A) for short stay tourist accommodation or residential apartments.	4	Crown Land acquisition and disposal processes, Community and Cultural Complex Feasibility Study, Museum carpark	SoE	DoL	Medium Term	\$0.00
27	6	Town Centre Residential and Tourism	Enable the redevelopment opportunities on Dempster Street (6B) for compact living purposes.	1	Crown Land acquisition and disposal processes & James Street Cultural Precinct Feasibility Study	SoE	DoL	Medium Term	\$0.00
28	7	Town Centre Foreshore	Design and construct "ocean play" facilities off the James Street Groyne.		Greenspace Style Manual.	SoE	EPSL, DoT	Medium Term	\$1.21
29	1	Andrew Street Pedestrian Spine	Design and construct upgrades to Andrew Street (Dempster Street to Esplanade) including modifications to the intersections with Dempster Street and the Esplanade and the landscape link between Andrew Street and the foreshore.		Parking Strategy, Streetscape Style Manual, Windich Street upgrades, Dempster/RSL car park	SoE		Medium Term	\$5.45
30	5	Esplanade Commercial and Tourism	Enable the redevelopment opportunity on The Esplanade (5A) for short stay accommodation, hospitality and niche retail purposes.	7	Safe playground on foreshore, Crown Land acquisition and disposal processes, James Street upgrade	SoE	DoL	Medium Term	\$0.00

Implementation Schedule continued

31	2	Dempster Street Main Street Retail	Design and construct upgrades to Dempster Street (Andrew Street to James Street).		Parking Strategy, Streetscape Style Manual, Windich Street upgrades, Dempster/RSL car park	SoE		Medium Term	\$0.90
32	7	Town Centre Residential and Tourism	Design and construct upgrades to The Esplanade (Andrew Street to the Boat Ramp).		Streetscape Style Manual.	SoE		Medium Term	\$0.78
33	7	Town Centre Foreshore	Design and construct upgrades to The Esplanade (Andrew Street to Langham Lane).		Streetscape Style Manual.	SoE		Medium Term	\$1.59
34	2	Dempster Street Main Street Retail	Design and construct a new public car park in Dempster Street south.		Land acquired & Parking Strategy & Streetscape Style Manual.	SoE		Medium Term	\$0.33
35	3	James Street Cultural	Enable the green field development opportunity adjacent to the RSL Park (3B) for retail and/or commercial.		Crown Land acquisition and disposal processes, Dempster Street/RSL carpark, RSL park upgrade	SoE	DoL	Medium Term	\$0.00
36	1	Andrew Street Pedestrian Spine	Enable the development opportunities on the foreshore at Andrew Street (1C and 1D) for food and beverage outlets.	10	Upgrades of Andrew Street & Upgrades of the Esplanade & Crown Land acquisition and disposal processes	SoE	DoL	Long Term	\$0.00
37	6	Town Centre Residential and Tourism	Enable the development opportunity on the foreshore near Taylor Street (6E) for short stay accommodation and/or higher density residential purposes.		Crown Land acquisition and disposal processes	SoE	DoL	Long Term	\$0.00
38	2	Dempster Street Main Street Retail	Design and construct Norfolk Lane to suit shared vehicle and pedestrian movements (Precincts 1 and 2).		Streetscape Style Manual.	SoE		Long Term	\$0.33
39	2	Dempster Street Main Street Retail	Design and construct upgrades to Andrew Street (Dempster Street to Windich Street).		Parking Strategy & Streetscape Style Manual.	SoE		Long Term	\$0.48
40	2	Dempster Street Main Street Retail	Design and construct upgrades to Dempster Street (Andrew Street to Williams Street).		Parking Strategy & Streetscape Style Manual.	SoE		Long Term	\$1.42
41	2	Dempster Street Main Street Retail	Design and construct upgrades to James Street (Dempster Street to Windich Street).		Parking Strategy & Streetscape Style Manual.	SoE		Long Term	\$0.60
42	6	Town Centre Residential and Tourism	Design, construct and widen Langham Lane to suit shared vehicle and pedestrian movements (Precincts 3 and 6).		Land acquired for widening.	SoE		Long Term	\$0.27

Implementation Schedule continued

43	4	Windich Street Commercial	Design and construct upgrades to Forrest Street (Windich Street to Jane Street).		Parking Strategy & Streetscape Style Manual.	SoE		Long Term	\$2.45
44	4	Windich Street Commercial	Enable the development and redevelopment opportunity on Forrest Street (4B) for commercial/retail purposes.		Windich Street upgrade, Forrest Street upgrade, James Street Cultural Precinct redevelopment	SoE	DoL	Long Term	\$0.00
45	4	Windich Street Commercial	Enable the development and redevelopment opportunity on Forrest Street (4C) for commercial/retail purposes.		Relocation of Department of Health facilities; Crown Land acquisition and disposal processes; & Forrest Street upgrades.	SoE	DoL	Long Term	\$0.00
46	4	Windich Street Commercial	Enable the development and redevelopment opportunity on Forrest Street (4L) for commercial/retail purposes.		Change in lease term for Esperance Lotteries House & Forrest Street upgrades.	SoE	DoL	Long Term	\$0.00
47	6	Town Centre Residential and Tourism	Design and construct upgrades to Dempster Street (James Street to Kemp Street).		Parking Strategy & Streetscape Style Manual.	SoE		Long Term	\$2.35
48	6	Town Centre Residential and Tourism	Design and construct upgrades to Windich Street (James Street to Hicks Street.)		Parking Strategy & Streetscape Style Manual.	SoE		Long Term	\$1.08
49		All	Acquire and dispose of Crown Land as required to facilitate development opportunities identified in the Master Plan.		Crown Land acquisition and disposal processes	SoE	DoL	Ongoing	\$0.06
50		All	Encourage the relocation and redistribution of government agency offices in the town centre to support the Master Plan.			GEDC	SoE	Ongoing	\$0.00
51		All	Investigate the feasibility of undergrounding the power supply in the town centre when undertaking streetscape works.			SoE	HP	Ongoing	\$0.00
52		All	Implement town centre activation strategies.		Activation Strategies.	SoE	GEDC, ECCI	Ongoing	\$0.00

Implementation Schedule continued

53		All	<p>Prepare an additional economic, social and transport analysis to inform robust master plan design and revitalisation implementation by:</p> <ul style="list-style-type: none"> a. Undertaking a robust assessment of population and market growth and potential to provide a stronger basis for understanding the requirements/commercial potential/implementation staging. b. Assessing what is the tourism market and demand/supply requirement. c. Undertaking a commercial, retail and tourism demand/supply analysis to inform floor space requirements/thresholds land investment strategies. 			SoE	GEDC Landcorp	Short Term	
54		All	<p>Develop a clearer link demonstrating how the revitalisation plan has been informed by / tailored to Esperance’s key current/future economic drivers by:</p> <ul style="list-style-type: none"> a. Establishing what is the impact/opportunity of the port expansion. b. Establishing what is the tourism market. c. Establishing what is the potential for cruise ships and entry statement/ services/attractions requirements. d. Establishing what is the potential for horticultural sector /food processing expansion, and how could this impact on town growth / the town centre. e. Establishing how and if an aging of the population and retirees drive demand. f. Establishing how a “regional events” program drive destination promotion, tourism and inform master planning requirements. 			SoE	GEDC LandCorp	Short Term	
55		All	<p>Formulate market savvy property opportunities and strategies by:</p> <ul style="list-style-type: none"> a. Developing a clearer understanding of commercial property requirements, opportunities, staging (short / medium / long term) and implementation. b. Aiming to attract bigger investors and leverage broader outcomes, potentially “package up” commercially viable development opportunities with some more marginal development proposals. Develop incentives for development 			SoE	GEDC LandCorp	Short Term	





**EVALUATION FRAMEWORK AND
KEY PERFORMANCE INDICATORS**

6.1 EVALUATION FRAMEWORK AND KEY PERFORMANCE INDICATORS

Table 7. Evaluation Frameworks

Monitoring the implementation of revitalisation initiatives will enable the Shire and key stakeholders to track progress towards achieving the revitalisation goals and vision for the Esperance town centre.

A proposed Evaluation Framework (Table 7) for the Esperance town centre has been based on best practice place-led outcomes to enable it to integrate with existing corporate reporting requirements, with some specific targets included to reflect the local context.

A monitoring program will track the effects of the implementation strategy against the performance measures.

The Evaluation Framework will be refined and updated to reflect operational requirements as the revitalisation initiatives progress.

A periodic review of the adopted Master Plan is also recommended to support the Evaluation Framework and Key Performance Indicators.

REVITALISATION GOAL	EXAMPLE PERFORMANCE MEASURES
Investment attraction	<ul style="list-style-type: none"> – Vacancy rates (particularly Andrew / Dempster Street) – No. of small businesses – Property values / rental revenues – No. of businesses open for extended trading – Flagship developments completed – Business mix diversity – Brand awareness
Place Activation / Sociability	<ul style="list-style-type: none"> – Community engagement to deliver events / activities – Participation and number of events / activities – Visitor numbers to the town centre, and repeat / extended visits (locals and tourists) – Customer satisfaction – Evening / weekend activity
Sense of place	<ul style="list-style-type: none"> – Adaptive re-use of heritage assets – Public art program and promotion to interpret character of area – Feedback and attendance at events – Take up of marketing and promotional material – Customer satisfaction – Place vision is reflected ‘on the ground’
Streets, Parking and Accessibility	<ul style="list-style-type: none"> – Pedestrian and cyclist priority within the town centre – Cyclist activity – Pedestrian activity around the town centre – Accessibility for the elderly and people with disabilities – Public transport usage – End of trip / visitor facilities are provided – Parking usage patterns – Off street parking utilisation – Provision of closer RV parking
A friendly and welcoming atmosphere	<ul style="list-style-type: none"> – Visitor satisfaction regarding amenity and cleanliness – Pedestrian activity – Proactive property/place management – Use of public amenities (public spaces, seating, toilet facilities) – Sustainable building / environmental design – Volunteerism
Land-use efficiency	<ul style="list-style-type: none"> – Medium-higher density housing developments completed – Centralised activity / compact town centre





07

CONCLUSION

7.0 CONCLUSION

The Master Plan considers a 20 year period (2012 – 2032), and is underpinned by a place-led approach, to align objectives through visioning, planning, development, investment attraction and management. The community and stakeholder engagement outcomes, as well as best practice case studies have also been transparently reflected in the Master Plan and Precinct Plans.

The Master Plan provides a spatial overview of the town centre revitalisation, which is divided into nine precincts. It includes extensive analysis and recommendations in relation to the treatment of public spaces, street network and streetscapes, and parking, which all form the physical environment of the town centre revitalisation. The public spaces and streets will be enhanced and facilities improved to make the town centre a more comfortable, attractive, and welcoming place. The design of the streets and public spaces will convey Esperance’s identity and relaxed lifestyle.

The Precinct Plans set out the user experience, key land uses, key initiatives, proposed public realm, urban design principles and other strategies to achieve the character and support the change in land use mix. The Precinct Plans also identify and put forward a development vision for specific sites within each precinct.

Both the Illustrative Master Plan and function diagrams have been provided as concept plans, to be further developed through design development.

The Master Plan also considers broader implementation strategies beyond the spatial elements, to ensure the vision will be implemented. These include:

- / Investment Attraction,
- / Place Management and Governance, and
- / Branding, Activation and Programming,
- / Planning Framework, and
- / Services and Infrastructure.

The Master Plan implementation strategies promote a stewardship model to foster community and stakeholder participation and the development of strategic networks for residents, workers and the wider community.

This Master Plan will now be presented to the community for further consultation and feedback. Community

outcomes will be considered and incorporated into the report, as appropriated, then formally adopted by the Shire of Esperance Council and presented to the State Government in compliance with the Funding Agreement.

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This Master Plan has been developed by Place Match for the Shire of Esperance and its project stakeholders.