



ESSENTIAL ECONOMICS

# **Shire of Mundaring Local Commercial Strategy**

**STRATEGY AND IMPLEMENTATION PLAN**

Prepared for

Shire of Mundaring

By

Essential Economics Pty Ltd

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## EXECUTIVE SUMMARY

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### ***Background to Strategy***

The Shire of Mundaring's existing Local Commercial Strategy was adopted in 1992. Since that time the State Government planning context has changed significantly with respect to urban growth principles, planning policies and consideration of activity centres. *State Planning Policy No. 4.2 – Activity Centres for Perth and Peel*, along with *Directions 2031* and associated Sub-regional Strategies, now form the basis for activity centre planning in Perth and Peel.

An updated Local Commercial Strategy is required which provides a contemporary strategic policy framework, while also reflecting the unique settlement patterns and issues relevant to the Shire of Mundaring.

### ***Regional Activity Centre and Employment Land Context***

The Shire of Mundaring is located on the eastern fringe of Metropolitan Perth, approximately 15km from the Perth CBD. The economic and planning context of the Shire is influenced by its location on Perth's peri-urban fringe, and a unique topography provided by the Darling Range.

Mundaring Town Centre is the largest activity centre in the Shire and is classified in State Planning Policy 4.2 as a 'District Centre'. Three Neighbourhood Centres (all located in the western or urban parts of the Shire) and eleven Local Centres provide for the day-to-day and weekly shopping requirements of local communities.

The Shire of Mundaring contains two locations of light industrial and service commercial zoned land: Midvale and in Mundaring. A very limited supply of vacant land currently exists at both of these locations.

### ***Key Findings and Directions of the Background Report***

This Strategy and Implementation Plan is supported by detailed analysis and research which is provided in a Background Report. The key directions and findings arising from the background research and analysis include:

- 1 Activity centre and employment land planning needs to align with State Policy while also reflecting the unique pattern of development in the Shire of Mundaring.
- 2 Midland Strategic Metropolitan Centre has a significant influence on activity centres in the Shire of Mundaring.
- 3 Activity centres and employment land are critical to retaining local employment opportunities in the Shire.
- 4 Forecast population and retail spending growth will drive demand for future development opportunities in activity centres and employment areas. The Shire's

resident population is forecast to increase from an estimated 40,200 persons in 2017 to 54,100 persons by 2037.

- 5 Allowing for population growth and the retention of a moderate level of escape spending (or an increase in local market share), potential for an additional +17,000m<sup>2</sup> of retail floorspace in the Shire of Mundaring is identified over the next 20 years. Opportunities to accommodate this growth include:
  - Expansion of supermarket floorspace in Mundaring Town Centre
  - Potential for a greater range of non-food retailing, including a major non-food retail tenant in the Town Centre
  - Potential for a new neighbourhood centre to serve the future North Parkerville and North Stoneville town sites
  - Moderate expansion of food, liquor grocery (FLG) and food catering offering in other activity centres throughout the Shire.
- 6 A need exists to plan for the long-term expansion of services in the Mundaring Town Centre. By 2037, the population served by the Town Centre will approach a critical mass that may support a greater array of retailing and other services.
- 7 Local Centres meet day-to-day convenience needs and are important community focal points. Ten of the eleven Local Centres in the Shire are located in the Hills.
- 8 Activity centres are changing and a need exists to retain flexibility in planning for existing and future centres.
- 9 Opportunities exist for new employment land in Sawyers Valley and Helena Valley.

### ***Shire of Mundaring Activity Centre and Commercial Hierarchy***

The hierarchy of activity centres and commercial centres (i.e. industrial/highway service zoned land) in the Shire of Mundaring consists of the following:

- One District Centre (Mundaring Town Centre)
- Three existing and one potential future Neighbourhood Centre
- Eleven Local Centres
- Two existing and two potential Light Industry /Service Commercial

### ***Vision, Objective and Implementation Plan***

A set of Vision Statements and Objectives have been prepared in order to guide the ongoing development of the Shire of Mundaring activity centre and commercial hierarchy, and to provide the basis for the subsequent detailed objectives which are presented in the Action and Implementation Plans.

These objectives support the continued development and primacy of the Mundaring Town Centre within the hierarchy, ensure centres are well designed and maximise local employment opportunities and community outcomes.

The following four objectives form the basis of the Action and implementation Plans:

- Objective 1:** *Support the continued development of the Mundaring Town Centre as the District Centre serving the Shire of Mundaring and beyond.*
- Objective 2:** *Support the viability of the Shire of Mundaring activity centre and commercial hierarchy so that it continues to perform the important role of providing accessible facilities and services to residents, visitors and businesses.*
- Objective 3:** *Ensure activity centres in the Shire of Mundaring are well-designed places where people enjoy shopping, doing business, and participating in community activities.*
- Objective 4:** *Maximise local economic development and employment opportunities in the Shire's activity centres and employment precincts.*

## INTRODUCTION

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Essential Economics has been commissioned by the Shire of Mundaring to prepare the ***Shire of Mundaring Local Commercial Strategy 2017*** (the 'Strategy'). The Strategy comprises a detailed, high-level assessment of the demand and supply for retail, commercial and industrial development in the municipality, and presents recommendations to guide the future development of activity centres and commercial areas.

The Strategy is intended to inform future updates of the Local Planning Strategy, as well as various plans and strategies relating to specific activity centres, commercial areas and identified urban growth areas. A framework for developing a sustainable network of activity centres and commercial areas serving residents of the municipality is also provided.

The Shire of Mundaring's previous Local Commercial Strategy was adopted in 1992. Since that time, the State planning context has changed significantly with respect to urban growth principles, planning policies and consideration of commercial centres. *State Planning Policy No. 4.2 – Activity Centres for Perth and Peel*, along with *Directions 2031* and associated Sub-regional Strategies, now form the overarching policy basis for planning activity centres.

An updated Strategy ensures the planning for activity centres and commercial areas in the Shire of Mundaring reflects the current State strategic policy framework. In addition, the unique settlement patterns and issues relevant to the Shire of Mundaring are incorporated into the Strategy. The Shire consists of a relatively unique mix of established urban areas, newly-developing suburbs, low-density urban development, and rural areas.

This report is the ***Shire of Mundaring Local Commercial Strategy and Implementation Plan***. A Vision for the future development of activity centres and commercial areas is developed in this report, and a detailed action and implementation plan to achieve that vision is provided.

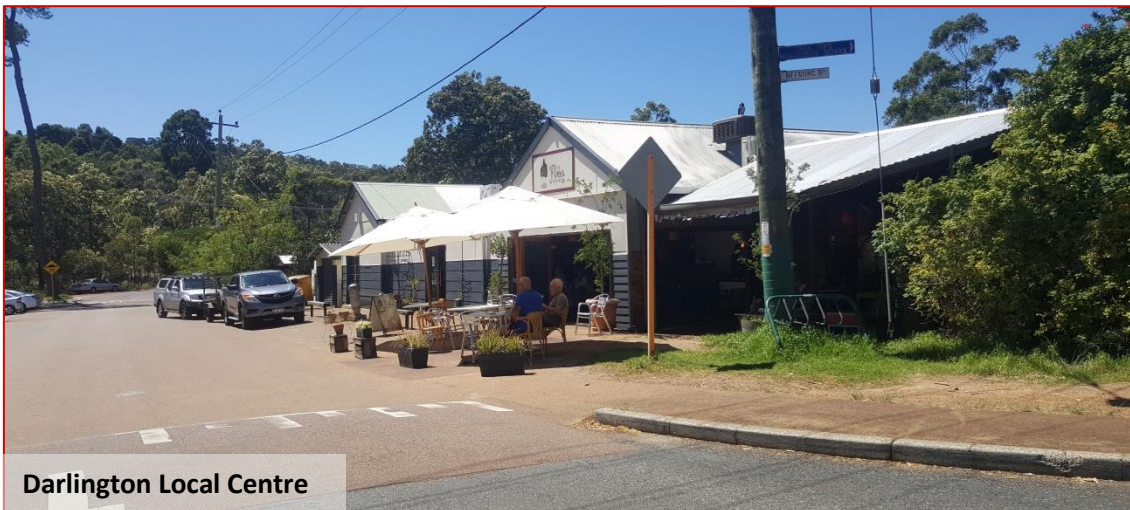
Analysis that has been undertaken to inform the preparation of the Strategy and Implementation Plan is presented in an accompanying volume (***Shire of Mundaring Local Commercial Strategy – Background Research and Analysis***).

This Strategy and Implementation Plan includes the following content:

- 1 A description of **Regional Activity Centre and Employment Land Context** relevant to the Shire of Mundaring, ensuring the Strategy reflects the influences of higher-order activity centres and employment land located beyond the Shire.
- 2 A summary of the **Key Findings and Directions of the Background Report** which provides the detailed analysis and research upon which this Strategy has been developed.
- 3 A description of the **Shire of Mundaring Activity Centre and Commercial Hierarchy**, including the preferred roles of each centre type

- 4 A set of **Objectives and Vision Statements** which provides overall guidance for the future development of activity centres and commercial areas in the Shire of Mundaring
- 5 Four **Action and Implementation Plans** which present measures to achieve the vision and objectives including the identification of roles, responsibilities and timing
- 6 A **Monitoring and Review** process.

The Strategy should be read in conjunction with other relevant strategies and policies adopted by the Shire of Mundaring.





# 1 REGIONAL ACTIVITY CENTRE AND EMPLOYMENT LAND CONTEXT

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## *Shire of Mundaring*

The Shire of Mundaring is located on the eastern fringe of Metropolitan Perth, approximately 15km from the Perth CBD. Covering an area of 644 square kilometres, the Shire has an estimated resident population of 39,990 persons (2016 estimate).

The economic and planning context of the Shire is influenced by a location on Perth's peri-urban fringe, and a unique topography provided by the Darling Range. Key locational and geographic influences for the Shire are shown in Figure 1, including activity centres, industrial areas and the Great Eastern Highway.

Areas in the far west of the Shire – including Midvale, Swan View and Helena Valley – are located on the Swan Plain. These areas are integrated into metropolitan Perth's urban fabric. Midvale contains a light industrial precinct which is an important driver of economic income and employment in the Shire.

Darling Range forms the balance of the Shire and is known locally as the 'Hills'. Map 1 shows the ridge-line separating the 'suburban' area(s) and the Hills.

The Hills is characterised as a mixed peri-urban and rural area which contains a number of idyllic villages/towns in a setting of rolling hills and bushland. This region of the Shire is renowned for its outdoor lifestyle and nature-based activities.

Mundaring (township) is the largest settlement in the Hills. The township has the most extensive retail, commercial, industrial, community and civic administrative offer of all 'Hills' settlements. Consequently, Mundaring serves an important regional service role for the Shire and beyond.

A number of areas have been identified for future urban growth including Helena Valley, North Stoneville and North Parkerville. These areas are also shown in Map 1.

## *Activity Centres*

Mundaring Town Centre is the largest activity centre in the Shire and is classified in State Planning Policy 4.2 as a 'District Centre'. The centre serves an important role in providing a relatively comprehensive range of day-to-day convenience retailing and services. Overall, Mundaring Town Centre provides a more diverse range of retail, personal, civic and professional services than that typically provided in District Centres located in the balance of metropolitan Perth.

A total of three Neighbourhood Centres (all located in the western or urban parts of the Shire) and eleven Local Centres provide for the day-to-day and weekly shopping requirements of

local communities. Many of the Local Centres serve the smaller settlements in the eastern and southern parts of the Shire.

Midland, located 1.8km to the west of the Shire’s boundary, is the closest Strategic Metropolitan Centre (SMC). As a SMC, Midland draws substantial trade from residents living within the Shire of Mundaring.

The location of the above-mentioned centres are also shown in Map 1.

### ***Employment Land***

The Shire of Mundaring contains two locations of light industrial and service commercial zoned land: Midvale and in Mundaring. A very limited supply of vacant land currently exists in the areas, restricting opportunities for the Shire to attract businesses with requirements for industrial or service commercial land.

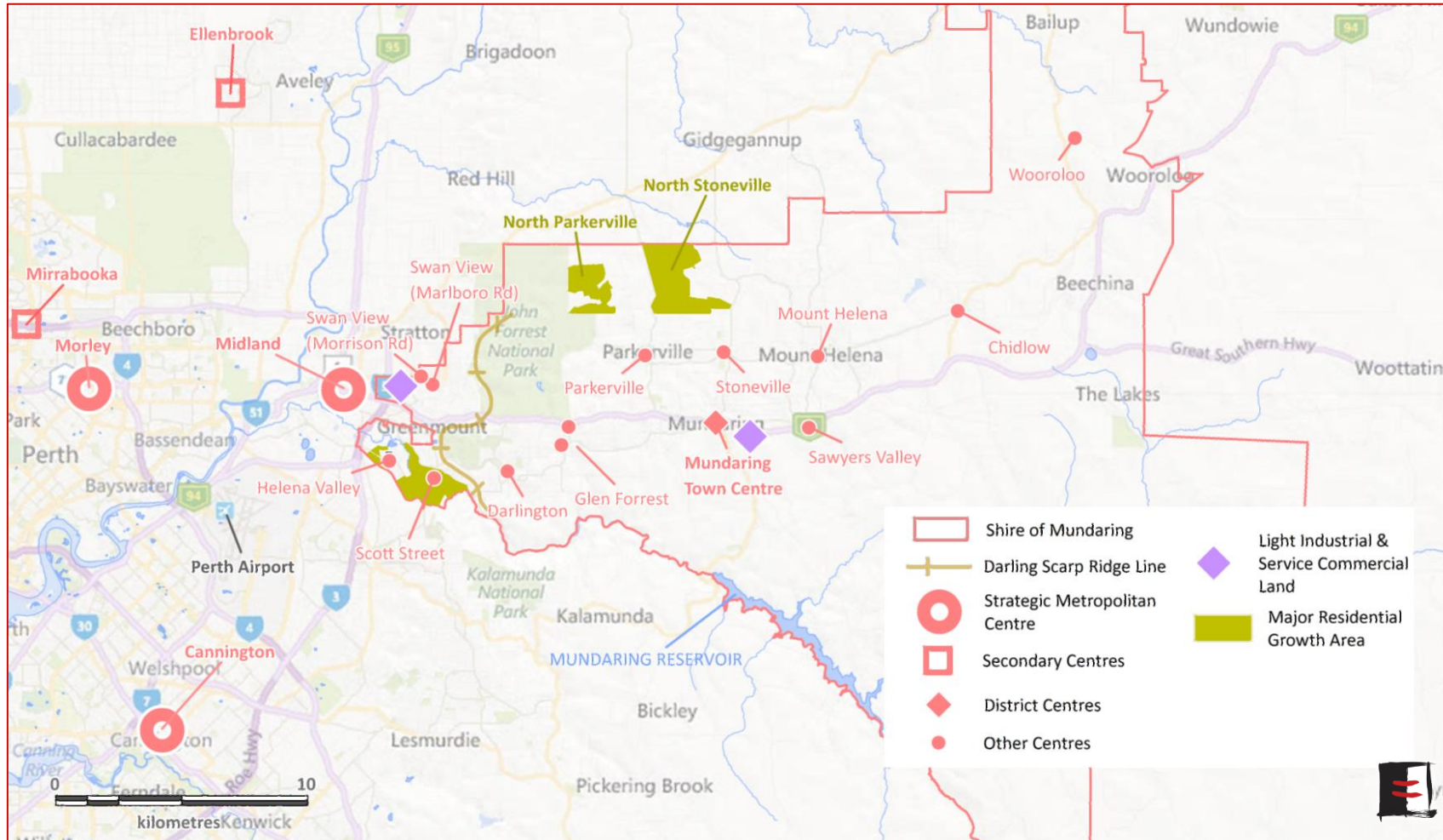
These employment areas primarily provide for local service related industry. Businesses with larger land area requirements typically locate in the more expansive industrial areas in the neighbouring City of Swan and Shire of Kalamunda.

This Strategy identifies potential future opportunities to provide additional industrial and service commercial zoned land to facilitate business and economic development opportunities.



**Mundaring Service Commercial land along Great Eastern Highway**

Map 1: Shire of Mundaring Local Commercial Strategy – Regional Context



Produced by Essential Economics using MapInfo, StreetPro and BingMaps

## 2 KEY FINDINGS AND DIRECTIONS OF THE BACKGROUND REPORT

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The **Background Research and Analysis Report** (the 'Background Report') was prepared to provide an evidence-base to support this **Strategy and Implementation Plan**. The Background Report should be read in conjunction with this Strategy Report and includes the following:

- Detailed analysis of the planning, locational and economic context for activity centres and employment land in the Shire of Mundaring
- Review of macro and global trends influencing activity centres and employment land in the Shire of Mundaring
- Review of the existing, planned and proposed activity centres and employment land in the Shire of Mundaring
- Forecasts of demand for retail and commercial floorspace, and employment land
- Identification of the key directions for development of this Strategy.

An overview of the key findings and directions from the Background Report is provided below.

### ***Activity centre and employment land planning needs to align with State Policy while also reflecting the unique pattern of development in the Shire of Mundaring***

The Strategy reflects and supports a range of existing policies related specifically to activity centres, and in some instances broader land use planning. This includes both State and Local policy frameworks.

State Planning Policy 4.2 (SPP 4.2) is the main planning framework guiding the development and renewal activity centres in Perth and Peel. Aspects of SPP 4.2 that relate more specifically to centre development in the Shire of Mundaring are as follows:

- Activity centre development should be planned and developed according to a hierarchy of centre roles and characteristics
- Activity centres are acknowledged as having an important role as a location for social and community interaction, and as places where retail, business and other services can co-locate in order to generate productivity gains
- Retail, commercial, health, education, entertainment, cultural, recreational and community facilities and higher-density housing should be concentrated in centres with a compact urban form
- Activity centres are priority locations for employment generating activities

- Non-retail employment should be encouraged so as to provide opportunities for the clustering of compatible businesses which can lead to greater productivity and more efficient use of infrastructure and services
- Local planning strategies, local planning schemes, district structure plans and activity centre structure plans should be informed by an analysis of the retail needs of the community.

Although SPP 4.2 identifies Mundaring as a District Centre, the Shire’s mix of urban and rural areas differs from the highly urbanised nature of much of the balance of Perth and Peel.

Therefore, the Local Commercial Strategy takes into account the unique context for development in the Shire, while also acknowledging and implementing the key principles of SPP 4.2.

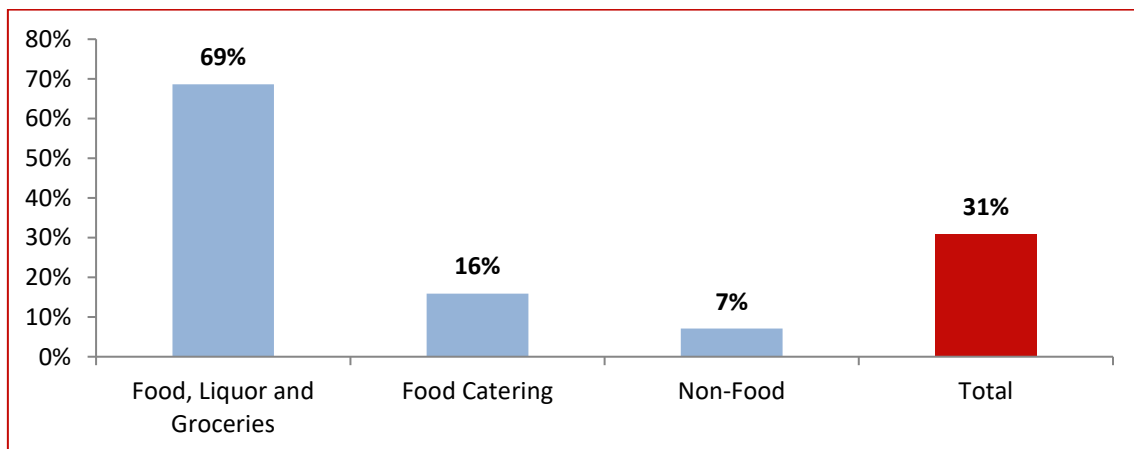
### ***Midland Strategic Metropolitan Centre has a significant influence on activity centres in the Shire of Mundaring***

As previously indicated, the Midland Strategic Metropolitan Centre (SMC) has a significant influence on the shopping patterns of residents in the Shire of Mundaring. The retail analysis in the Background Report identifies that activity centres in the Shire capture only 31% of the retail spending of Shire residents. This includes just 7% of non-food spending. Refer Figure 1.

As a result, 69% of all retail spending (and 93% of non-food retail spending) escapes to the internet and other centres beyond the Shire. The Midland SMC is a dominating influence on the Shire of Mundaring due to its size and extensive retail offering, relative ease of access and proximity to where many Shire of Mundaring residents work.

Midland’s classification as a SMC in State Planning Policy means it will continue to attract private and public sector investment, and be a location for a large share of shopping undertaken Shire of Mundaring Shire residents.

**Figure 1: Retail Market Share of Shire of Mundaring Activity Centres, 2017**



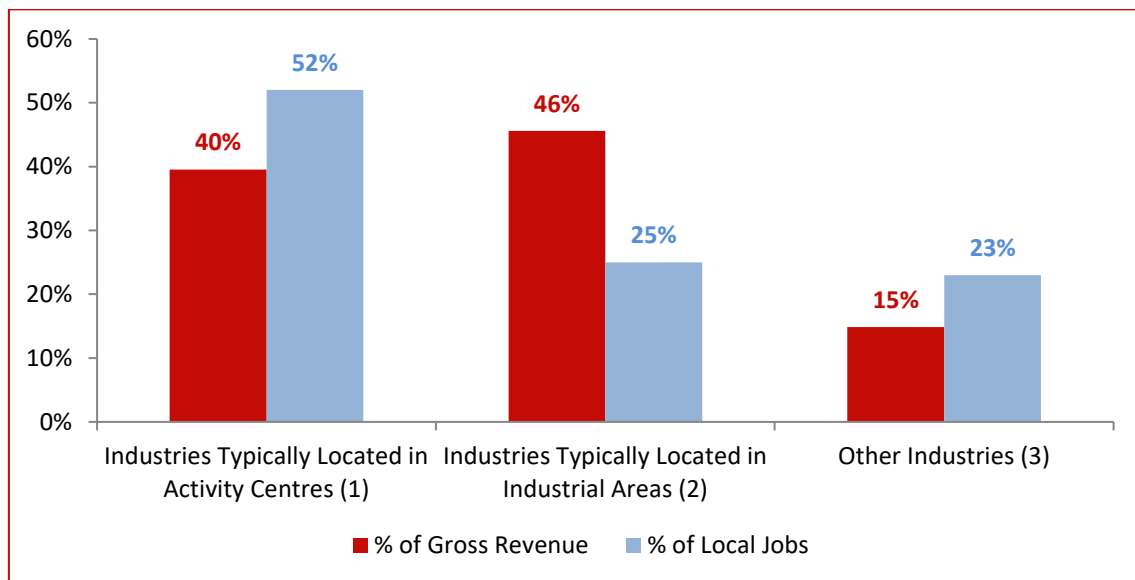
Source: Essential Economics, Shire of Mundaring Local Commercial Strategy – Background Research and Analysis, June 2017

**Activity centres and employment land are critical to retaining local employment opportunities**

Industries which typically locate in activity centres and industrial areas are responsible for 77% of jobs and 86% of gross revenue (ABS, Census of Population and Housing, 2011; REMPLAN, 2016). Refer Figure 2.

Consequently, it is vital to the economic vitality of the Shire that sufficient land is provided to accommodate any expanding businesses or any potential new business that may seek an activity centre or employment area location.

**Figure 2: Employment (2011) and Gross Revenue (2016)**



Source: ABS, Census of Population and Housing, 2011; REMPLAN, 2016  
 Note: (1) Includes Retail Trade; Accommodation and Food Services; Financial and Insurance Services; Rental, Hiring and Real Estate Services; Professional, Scientific and Technical Services; Public Administration and Safety; Health Care and Social Assistance; Arts and Recreation.  
 (2) Includes Manufacturing; Construction; Wholesale Trade; Transport, Postal and Warehousing  
 (3) Includes Agriculture, Forestry and Fishing; Mining; Electricity, Gas, Water and Waste Services; Information Media and Telecommunications; Administrative and Support Services; Education and Training; Other Services.

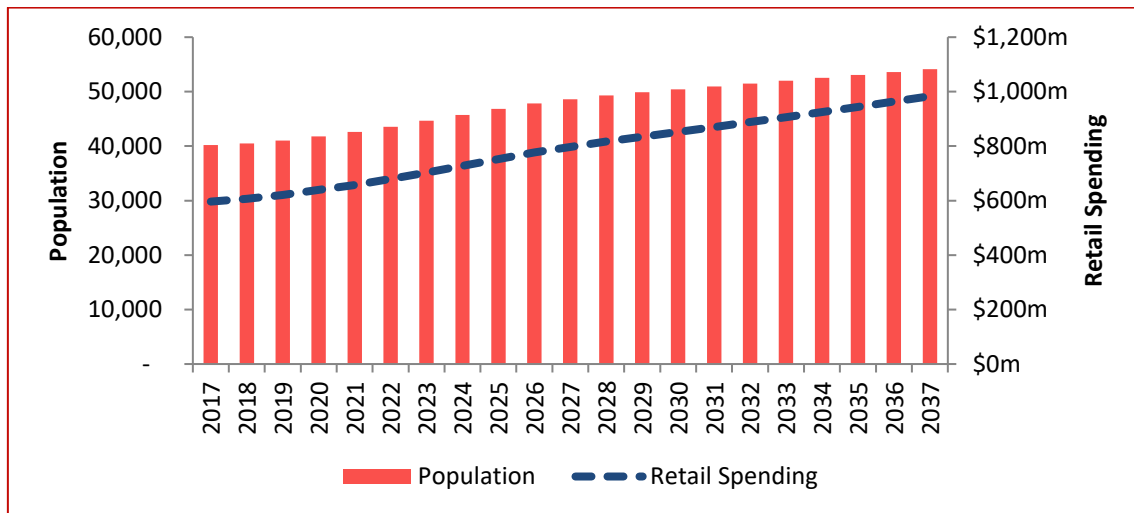
**Forecast population and retail spending growth will drive demand for future development opportunities in activity centres and employment areas**

The Shire’s resident population is forecast to increase from an estimated 40,200 persons in 2017 to 54,100 persons by 2037, representing an overall increase of approximately +14,000 persons over the 20-year period. Over this same period, annual retail spending by residents is forecast to increase from \$596 million to \$983 million (in constant 2017 dollars).

Population and spending growth, and an increased share of spending spent locally (refer Figure 1) will drive opportunities for retail development over the next 20 years.

The Hills is forecast to accommodate 76% of future population growth in the Shire, with the future town sites of North Parkerville and North Stoneville making a significant contribution to population growth. Helena Valley is also a location accommodating substantial population growth over the next 20 or so years.

**Figure 3: Shire of Mundaring Population and Retail Spending, 2017-2037**



Source: Essential Economics; MarketInfo  
Note: Figures are in constant 2017 dollars

### ***Forecast retail and activity centre development opportunities***

Allowing for population growth and the retention of a moderate level of escape spending (or an increase in market shares), potential for an additional +17,000m<sup>2</sup> of retail floorspace in the Shire of Mundaring is identified over the next 20 years. Opportunities to accommodate this growth include:

- Expansion of supermarket floorspace in Mundaring Town Centre
- Potential for a greater range of non-food retailing, including the potential for a major non-food retail tenant in the longer-term
- Potential for a new neighbourhood centre to serve the future North Parkerville and North Stoneville future town sites
- Moderate expansion of food, liquor grocery (FLG) and food catering offering in other activity centres throughout the Shire.

### ***A need to plan for the long-term expansion of services in the Mundaring Town Centre***

The Strategy must recognise the higher-order role performed by the Mundaring Town Centre and reinforce its role as the primary centre serving the Shire.

Currently, the Mundaring Town Centre contains approximately 13,150m<sup>2</sup> of retail floorspace. The majority (68%) of floorspace is in the Food, Liquor and Groceries (FLG) including three supermarkets (i.e. Woolworth, Coles and ALDI). At present, the town centre comprises only a very limited non-food and food catering retail offer, with the majority of spending by Shire residents in these retail categories escaping to other centres (including the Midland SMC).

The population in the Hills, which broadly reflects the trade area for Mundaring Town Centre, is forecast to increase to more than 35,000 persons by 2037. This is approaching the population threshold that would support a greater array on non-food retailing, including the attraction of major tenants such as a Discount Department Store. The attraction of a major non-food retail tenant will assist in retaining retail spending that escapes the Shire at present, and will assist in attracting national brand speciality retailers.

Having regard for the analysis presented in the Background Report, it would be reasonable to plan for an additional 10,000m<sup>2</sup> of retail floorspace in the Mundaring Town Centre over the next 20 years, including the potential to attract additional non-food retailing to the centre.

Potential for an expanded retail and commercial role should be considered in long-term planning for the Mundaring Town Centre. If the Mundaring Town Centre is to develop in an optimal manner, challenges identified in the *Mundaring Town Initiative Master Plan* (2016) will need resolution including:

- Enhancing the capacity of the waste/storm water system
- Reducing or managing adverse amenity impacts of the Great Eastern Highway, and
- Resolving land availability constraints due to an inconsistent urban structure.

Achieving a greater range of retail and commercial services in the Town Centre will provide an opportunity to retain local employment opportunities.

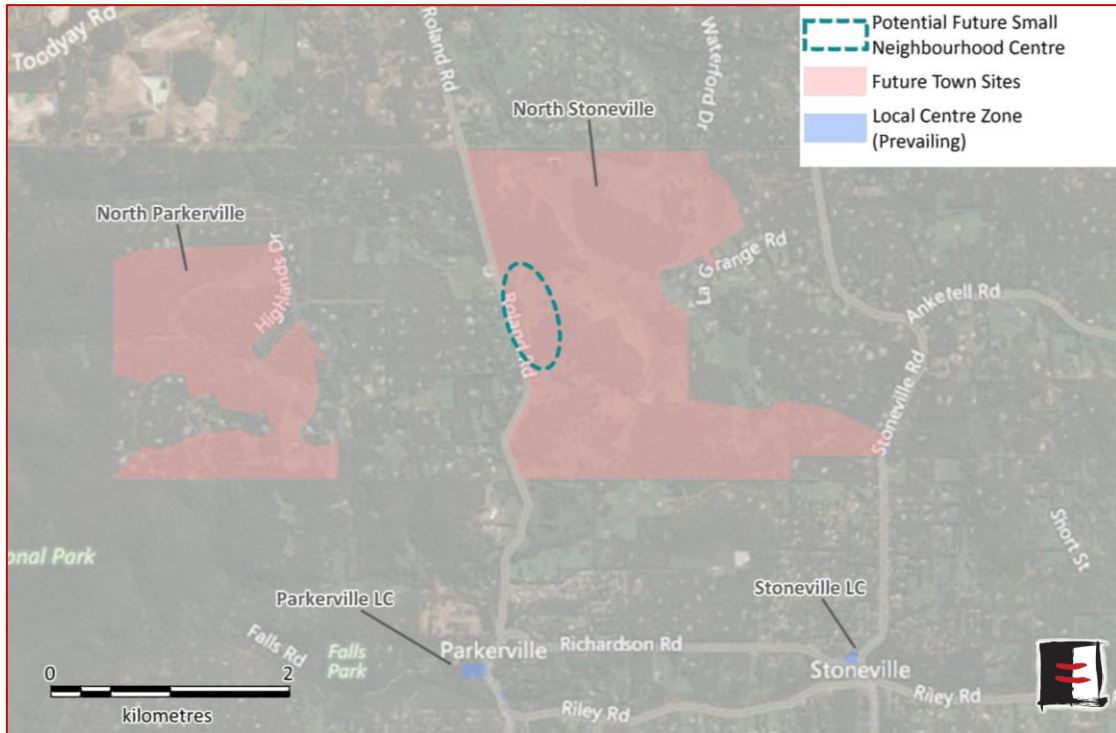
### ***A new Neighbourhood Centre to serve the future town sites in North Parkerville and North Stoneville***

North Parkerville and North Stoneville are two future town sites located approximately 2km apart and 5km to the north of the Mundaring Town Centre. Combined, these town sites are expected to accommodate more than 2,000 new residential lots.

Potential may exist for a small neighbourhood centre anchored by a mid-sized supermarket to serve the local convenience retail needs of future and existing residents in the area. Depending on the eventual residential yields achieved at both sites, a larger centre may be possible. If possible, a site should be identified for an activity centre which is able to serve both growth areas. An indicative location is shown in Map 2.



**Map 2: Indicative Location for a Small Neighbourhood Centre in North Parkerville/North Stoneville**



Produced by Essential Economics using MapInfo, StreetPro and Bingmap

***Local Centres meet day-to-day convenience needs and are important community focal points***

Ten of the eleven Local Centres in the Shire are located in the Hills. These centres provide day-to-day convenience retailing to the small populations in rural and low-density residential areas. In addition, they can provide important opportunities for community building and social interaction.

The performance of these Local Centre varies, some performing quite strongly, while others are under-performing with high vacancy rates and limited recent investment. Encouraging the retention and improved performance of these centres will be important, particularly in locations which have a limited and declining residential catchment.



***Activity centres are changing and a need exists to retain flexibility in planning for existing and future centres***

The nature, type of uses and the design of activity centres is changing as a result of shifts in consumer preferences, increased use of the internet and technology, new market entrants, changing demographics, etc. Therefore, maintaining a level of flexibility for the future development and design of activity centres is vital in ensuring local policies remain relevant in an ever-changing environment.

***Opportunities for new employment land in Sawyers Valley and Helena Valley***

The Shire of Mundaring contains two locations that contain both light industrial and service commercial land: Midvale and in Mundaring. Combined, these areas contain 63ha of Light Industrial Zoned land and 16.5ha of Service Commercial Zoned land.

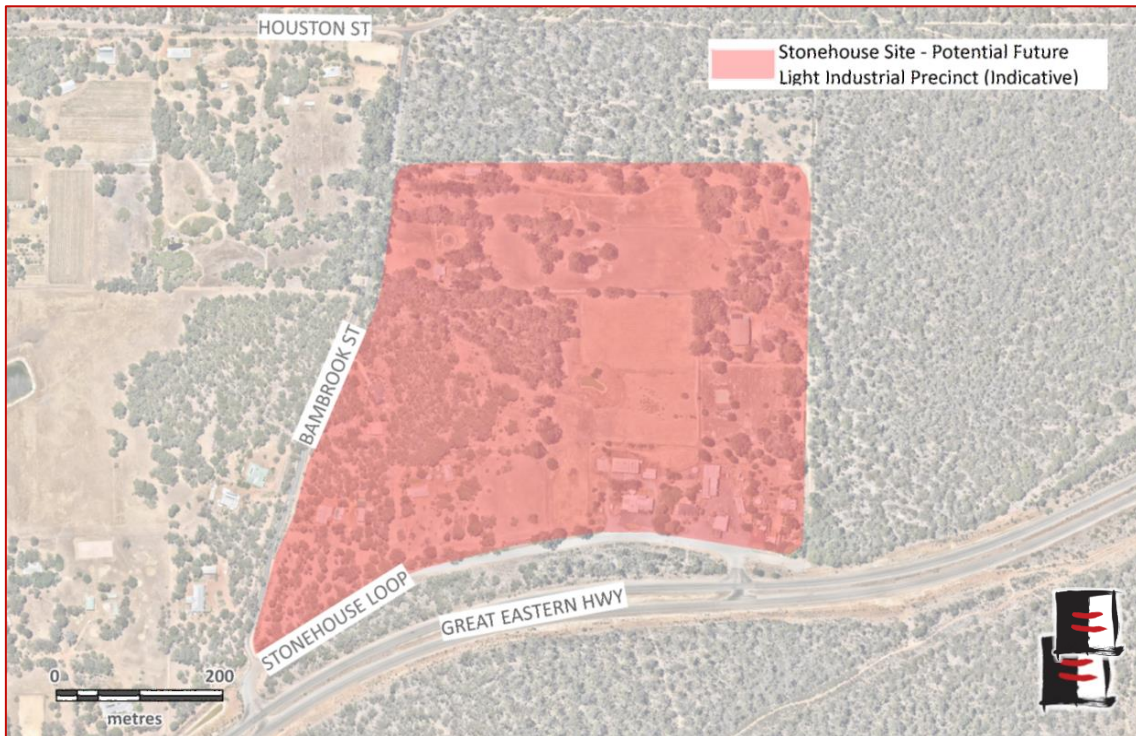
At present, only a very limited supply of 2.6ha of vacant employment land (ie. light industrial and service commercial) exists. As a result, only very limited opportunities are available for attracting new business to the Shire that require industrial or service commercial land. In addition, very limited scope exists for existing businesses to expand.

Consequently, future land for the industrial/service commercial zones is required. Areas to consider include:

- The 'Stonehouse Site' in Sawyers Valley
- Land in the Helena Valley encumbered by airport noise contours.

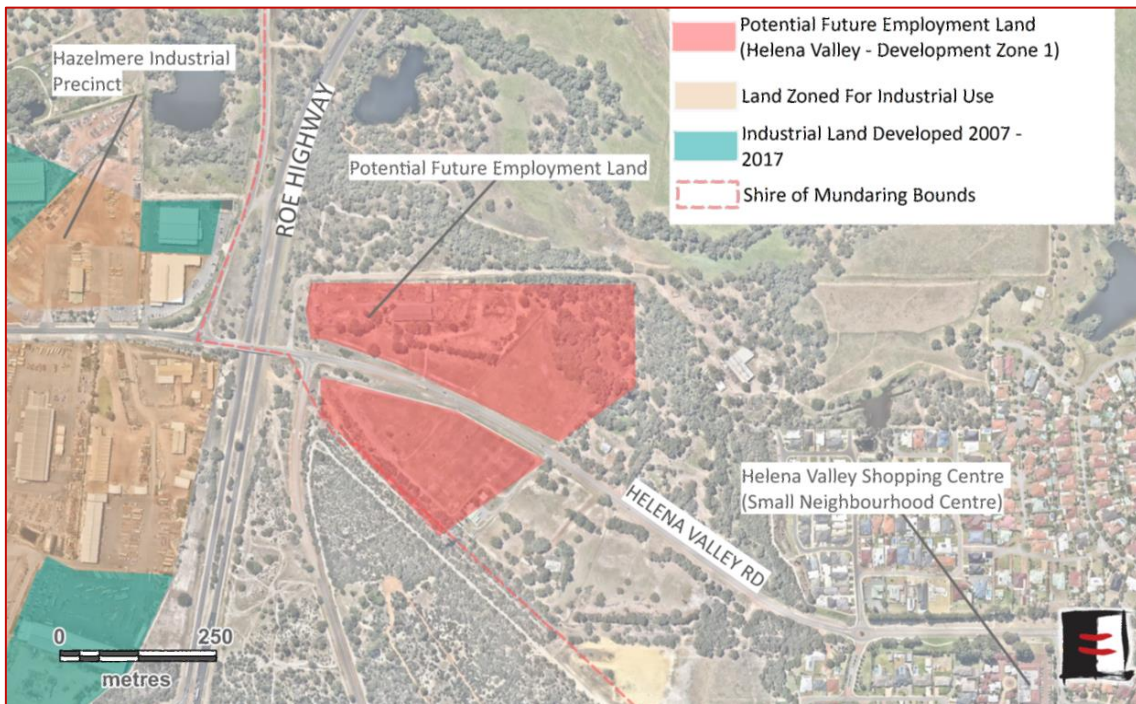
These locations are shown in Map 3 and Map 4.

**Map 3: Potential New Local Industrial/Highway Service Centres**



Produced by Essential Economics using MapInfo, StreetPro and Nearmap

**Map 4: Potential New Local Industrial/Highway Service Centres**



Produced by Essential Economics using MapInfo, StreetPro and Nearmap

### 3 SHIRE OF MUNDARING ACTIVITY CENTRE AND COMMERCIAL HIERARCHY

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#### ***About Activity Centres***

People have always congregated at convenient meeting points, often marked by the intersection of roads serving the local area and the surrounding hinterland. As development expands around such localities, a ‘centre’ emerges which becomes the focus for business activities and community facilities.

In the modern context, these centres have emerged as ‘activity centres’ which now support a diverse mix of facilities and services, ranging from retail and commerce to civic, entertainment and recreational activities.

As focal points for the surrounding community, it is important that activity centres operate in an effective manner. This means ensuring an appropriate mix of activities (retail, commercial, community, etc) are available in convenient locations, and with opportunities for these centres to further develop their roles and functions where appropriate.

#### ***Activity Centre Hierarchy***

Activity centres form part of a ‘hierarchy’ of centres, with different levels of the hierarchy performing different roles and functions – the larger centres perform higher-order functions in the delivery of regional and sub-regional services, while smaller centres perform functions that are typically focused at the neighbourhood or local level. Combined, these activity centres form the hierarchy of centres that provide residents and visitors with access to essential services and facilities.

In land use policy, an activity centre hierarchy is an effective means of:

- Providing high-level guidance in terms of the location, scale and nature of investment and land uses intended for activity centres
- Ensuring policy reflects the very different role and function of various centres within the hierarchy
- Creating a coherent network of activity centres which meet the various needs of the community at the locations where these needs can, and should, be met
- Directing the planning and provision of transport infrastructure and other aspects of urban development influenced by activity centres.

In describing the activity centre hierarchy for the Shire of Mundaring, consideration is given to:

- The existing hierarchy as described in the LCS (1992)
- The hierarchy identified in SPP 4.2

- The varying settlement patterns throughout the Shire, and
- The current role and function of centres in the Shire.

The hierarchy of activity centres and commercial centres (i.e. industrial/highway service zoned land) in the Shire of Mundaring consists of the following:

District centre: Mundaring Town Centre
Neighbourhood Centres
Local Centres
Light industrial/ service commercial centres

The Local Commercial Strategy is consistent with State Government planning policy, in a manner which also reflects the very real differences in the role of centres that serve predominantly rural areas of the Shire.

An example is the number of small local centres in rural settlements, including Chidlow, Wooroloo and Mount Helena. Relative to an urban Perth context, these Local Centres are critically important to the social and community fabric of these small settlements.

Another example is the Mundaring Town Centre which is classified as a District Centre but has the potential to provide a wider array of retail and commercial services than would be expected in District Centre in suburban areas of Perth.

The Shire of Mundaring Activity Centre and Commercial Hierarchy is shown in the Table 1 and Map 5 on the following pages. Although centres are categorised according to their role in the hierarchy, all centres are unique and provide varying levels of facilities and services. Encouraging centres to exhibit their 'local' characteristics is recommended in order to provide a hierarchy of centres that provides the full range of essential services, as well as providing a range of experiences for residents and visitors.

The key consideration for the centre hierarchy is that centres are consistent with their intended 'role' within the hierarchy (refer Table 1). The hierarchy also describes the role of 'local industrial/ service commercial centres' which encompass employment land zoned for industrial and highway services uses.

In general, centres in the Shire of Mundaring will continue to perform their existing role in the hierarchy, although the potential for new centres are identified and reflect the key findings in the Background Report (and discussed in Chapter 2 of this Strategy), namely:

- The potential for a new Neighbourhood Centre to serve the future town sites in North Parkerville and North Stoneville
- The potential for new local industrial/highway service centre in Sawyers Valley and in Helena Valley.

Table 1: Shire of Mundaring Activity Centre and Commercial Hierarchy

Centre Hierarchy/Centre	Role/Description	Examples of Centre Features
<p><b><u>District Centre</u></b></p> <ul style="list-style-type: none"> <li>Mundaring Town Centre</li> </ul>	<p>Mundaring Town Centre is and will continue to be the only District Centre in the Shire of Mundaring.</p> <p>The centre will continue to provide a strong focus on servicing the daily and weekly convenience shopping needs of residents; however, will evolve over time to provide a greater range of non-food and entertainment-based retailing.</p> <p>The Mundaring Town Centre will also provide a local community focus and provide services, facilities and job opportunities that reflect the particular needs of its catchment.</p>	<p>Examples of services and facilities to be provided the Mundaring Town Centre:</p> <ul style="list-style-type: none"> <li><b><u>Retail</u></b>: Range of convenience-based retailing, including multiple supermarkets and a variety of convenience-based speciality retailing. Opportunities for large format non-food retailing may develop in the future.</li> <li><b><u>Cultural, recreation and entertainment facilities</u></b>: Including restaurants/cafes, small scale arts centres/galleries, local sporting facilities, gymnasiums, etc</li> <li><b><u>Health</u></b>: Including medical centres and allied health services (ie. dental, physiotherapy, podiatry, etc).</li> <li><b><u>Education</u></b>: Including pre-school, primary and secondary schools and potentially adult training and education.</li> <li><b><u>Community and civic facilities</u></b>: Including Council offices, libraries, child-care, community and youth centres, public halls, religious buildings, etc.</li> <li><b><u>Visitor facilities</u></b>: Potential for tourism infrastructure may exist, including building and areas that can accommodate functions and overnight visitors.</li> </ul> <p><i>Existing 'Retail' Floorspace (2017): 13,150m<sup>2</sup></i>  <i>Indicative future retail floorspace: 15,000m<sup>2</sup> - 25,000m<sup>2</sup></i></p>

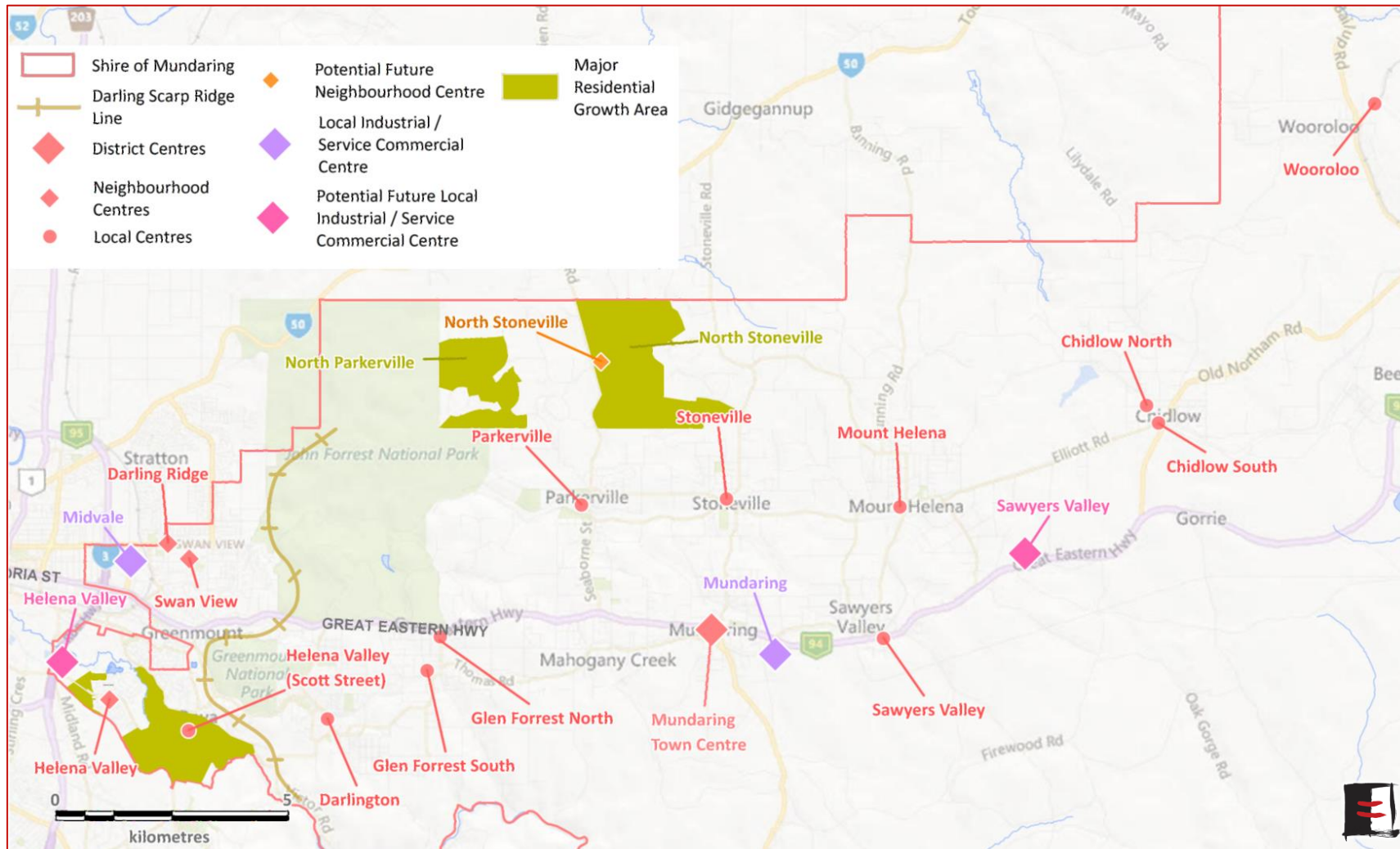
Centre Hierarchy/Centre	Role/Description	Examples of Centre Features
<p><b><u>Neighbourhood Centres</u></b></p> <ul style="list-style-type: none"> <li>• Swan View Shopping Centre</li> <li>• Darling Ridge (Small Neighbourhood Centre)</li> <li>• Helena Valley Shopping Centre (Small Neighbourhood Centre)</li> <li>• North Parkerville/Stoneville (<i>Potential Future</i> Small Neighbourhood Centre)</li> </ul>	<p>Neighbourhood Centres provide convenience retailing and community facilities for an immediate surrounding catchment.</p> <p>These centres are anchored by a supermarket which may range from a small to mid-sized supermarket in Small Neighbourhood Centres to a full-line supermarket (3,000m<sup>2</sup> plus) in Large Neighbourhood Centres.</p> <p>Swan View Shopping Centre is considered to be a Large Neighbourhood Centre while Darling Ridge, Helena Valley and the future North Parkerville/Stoneville are considered to be Small Neighbourhood Centres.</p>	<p>Examples of services and facilities provided in Neighbourhood Centres:</p> <ul style="list-style-type: none"> <li>• <b>Retail:</b> Limited range of convenience-based retailing, including a supermarket and a variety of convenience-based speciality retailing.</li> <li>• <b>Health:</b> May include medical centres and allied health services (ie. dental, physiotherapy, podiatry, etc).</li> <li>• <b>Education:</b> May include pre-school, primary and secondary schools.</li> <li>• <b>Community facilities:</b> May include a library, child-care, community and youth centres, public halls, religious buildings, etc.</li> </ul> <p><i>Existing 'Retail' Floorspace (2017):</i></p> <ul style="list-style-type: none"> <li>- Swan View SC: 3,690m<sup>2</sup></li> <li>- Helena Valley: 1,730m<sup>2</sup></li> <li>- Darling Ridge: 2,040m<sup>2</sup></li> </ul> <p><i>Indicative future retail floorspace: 1,500m<sup>2</sup> - 6,000m<sup>2</sup> (including a supermarket)</i></p>

Centre Hierarchy/Centre	Role/Description	Examples of Centre Features
<p><b>Local Centre</b></p> <ul style="list-style-type: none"> <li>• Darlington (Darlington Road and Glen Road).</li> <li>• Glen Forrest North (Hardy Road)</li> <li>• Glen Forrest South (Railway Parade)</li> <li>• Parkerville (Seaborne Street)</li> <li>• Stoneville (intersection of Stoneville Road and Richardson Road)</li> <li>• Sawyers Valley (Great Eastern Highway)</li> <li>• Mount Helena (McVicar Place and Keene Street East)</li> <li>• Chidlow North (Rosedale Road)</li> <li>• Chidlow South (Thomas Street)</li> <li>• Wooroloo</li> <li>• Helena Valley (Scott Street) – <i>Potential Neighbourhood Centre</i></li> </ul>	<p>Local Centres consist of a small group of shops that typically serve a local, walkable catchment, and provide for the daily convenience and ‘top-up’ needs of local residents and visitors.</p> <p>Some of these small centres contain a limited number of community facilities and other uses.</p> <p>Numerous Local Centres are located throughout the rural and low-density residential areas in the Shire of Mundaring. Where it would add to their viability, these Local Centres should also seek to serve a local tourism role.</p>	<p>Examples of services and facilities provided in Local Centres:</p> <ul style="list-style-type: none"> <li>• <b>Retail:</b> Limited range of convenience-based retailing, may include general store, takeaway food, café, bakery, hairdresser, etc.</li> <li>• <b>Health:</b> May including local doctors and/or allied health services (ie. dental, physiotherapy, podiatry, etc).</li> <li>• <b>Education:</b> May include pre-school, primary and secondary schools.</li> <li>• <b>Tourism:</b> May include café, restaurant, pub.</li> <li>• <b>Community:</b> May include community centres, areas of recreation and/or open space, playgrounds, etc.</li> </ul> <p><i>Indicative future retail floorspace: up to 1,500m<sup>2</sup></i></p>



Centre Hierarchy/Centre	Role/Description	Examples of Centre Features
<p><b>Light Industrial / Service Commercial Centres</b></p> <ul style="list-style-type: none"> <li>• Mundaring Employment Precinct</li> <li>• Midvale Light Industrial and Service Commercial Precinct</li> <li>• <i>Potential Future</i> Helena Valley Employment Precinct</li> <li>• <i>Potential Future</i> Sawyers Valley Employment Precinct</li> </ul>	<p>Light Industrial / Service Commercial Centres typically comprise a mix of business areas are <u>important</u> employment hubs for the Shire of Mundaring and surrounding region.</p> <p>These centres provide for a range of industrial, bulky goods, service orientated business that would not typically be provided in activity centres.</p>	<p>Examples of services and facilities provided in Light Industrial / Commercial Service Centres:</p> <ul style="list-style-type: none"> <li>• <u>Industrial</u>: All forms of industrial activities including manufacturing, service industry, warehousing, transport &amp; logistics etc.</li> <li>• <u>Bulky goods retail</u>: Including large format homemaker retailing and showrooms providing there is direct access and exposure to major highways or roads.</li> <li>• <u>Trade supplies</u>: Including large and small format showrooms supplying trade supplies to businesses</li> <li>• <u>Retail</u>: Limited supply of local convenience retail to service the surrounding employment areas and passing traffic (if on a major highway or road) only.</li> </ul>

Map 5: Shire of Mundaring Activity Centre and Commercial Hierarchy



Source: Essential Economics with MapInfo and BingMaps

## 4 VISION STATEMENTS AND OBJECTIVES

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A set of Vision Statements and Objectives have been prepared in order to guide the ongoing development of the Shire of Mundaring activity centre and commercial hierarchy, and to provide the basis for the subsequent detailed objectives which are presented in the Action and Implementation Plans.

The Vision Statements and Objectives for future development of the Shire of Mundaring activity centre and commercial hierarchy are as follows:

**Objective 1:** Support the continued development of the Mundaring Town Centre as the District Centre serving the Shire of Mundaring and beyond.

**Vision:** *Mundaring Town Centre will be the primary centre in the Shire serving the retail and commercial needs of residents, visitors, workers and businesses. The town centre will evolve to provide a wider range of convenience, non-food and entertainment-based retailing. Continued development of the Mundaring Town Centre will reduce the need for residents to travel to centres further afield.*

**Objective 2:** Support the viability of the Shire of Mundaring activity centre and commercial hierarchy so that it continues to perform the important role of providing accessible facilities and services to residents, visitors and businesses.

**Vision:** *A network of neighbourhood and local centres will ensure all residents in the Shire have access to their daily and weekly shopping and convenience needs. These centres have an important community function as places to meet and interact.*

**Objective 3:** Ensure activity centres in the Shire of Mundaring are well-designed places where people enjoy shopping, doing business, and participating in community activities.

**Vision:** *Activity centres will operate in a manner that encourages people to spend time and money in each centre, and have a design which reflects local character. Our centres will also be destinations for visitors to the Shire.*

**Objective 4: Maximise local economic development and employment opportunities in the Shire’s activity centres and employment precincts.**

***Vision:*** *Activity centres and employment precincts will continue to have an important function in generating economic activity, providing services to residents and businesses, and creating local investment and jobs.*

Action and Implementation Plans for each of the above Objectives are provided in Chapter 5.

## 5 ACTION AND IMPLEMENTATION PLAN

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This Chapter identifies a set of actions designed to implement the Shire of Mundaring Local Commercial Strategy. For each underlying objective, a supporting rationale is provided, together with detailed actions and an implementation plan identifying key roles and responsibilities.

The following conventions have been adopted in identifying the suggested timing for implementation:

- Short-term: Within 12 months
- Medium-term: From 1 year to 3 years
- Longer-term: Beyond 3 years
- On-going: An existing action that continues into the future

### **Action Plan 1: Support Mundaring Town Centre as a District Centre**

#### **Objective:**

*Support the continued development of the Mundaring Town Centre as the District Centre serving the Shire of Mundaring and beyond.*

The Mundaring Town Centre will be the primary centre in the Shire serving the retail and commercial needs of residents, visitors, workers and businesses. Having regard for the extent of retail spending and employment that escapes the Shire, it will be important that the Mundaring Town Centre achieves its potential pertaining to the range and extent of services it provides.

As indicated in the Background Report, the Hills is forecast to accommodate a population of 35,000 persons by 2037; which is approaching the population threshold that would support a greater array of non-food retailing.

The continued development of the Mundaring Town Centre will reduce the need for residents to travel to centres further afield.

### **Action Plan 1: To support Mundaring Town Centre as a District Centre**

<b>No.</b>	<b>Action Description</b>
1.1	<p>Support the future expansion of retail and commercial facilities in the Mundaring Town Centre, including expansion of supermarket, non-food, food catering and tourism based facilities.</p> <p>Timeframe: Ongoing                      Responsibility: Council (planning)                      Partnerships: n/a</p>
1.2	<p>Ensure the Mundaring Town Centre Structure Plan identifies areas for the future expansion of core retail and commercial facilities. This may involve land already in the Town Centre zone and bound by Hartung Street, Great Eastern Highway, Chipper Street and Stoneville Road. The Structure Plan should consider the capacity of land zoned Town Centre to accommodate forecast demand for retail and commercial uses.</p> <p>Timeframe: Short-term                      Responsibility: Council (planning)                      Partnerships: Consultant preparing Mundaring Activity Centre Structure Plan</p>
1.3	<p>Support (where possible) increases to the sewer capacity servicing the Mundaring Town Centre.</p> <p>Timeframe: Ongoing                      Responsibility: Council (planning)                      Partnerships: Land owners, service providers</p>
1.4	<p>Encourage higher-density residential development within (where appropriate) and surrounding the Mundaring Town Centre.</p> <p>Timeframe: Ongoing                      Responsibility: Council (planning)                      Partnerships: n/a</p>
1.5	<p>Encourage a greater array of land uses within the Mundaring Town Centre including community, entertainment and tourist-based uses.</p> <p>Timeframe: Ongoing                      Responsibility: Council (planning)                      Partnerships: Land owners and developers</p>
1.6	<p>Encourage property owners to invest in upgrading the appearance and amenity of buildings and the environs, and accompany this with appropriate investment in the public realm.</p> <p>Timeframe: Ongoing                      Responsibility: Council (planning)                      Partnerships: Land owners and developers</p>
1.7	<p>Continue to plan for improved integration of the centre across the Great Eastern Highway.</p> <p>Timeframe: Short-term                      Responsibility: Council (planning)                      Partnerships: Consultant preparing Mundaring Town Centre Structure Plan</p>

## **Action Plan 2: Support the viability of the Shire of Mundaring activity centre and commercial hierarchy**

### **Objective:**

*Support the viability of the Shire of Mundaring activity centre and commercial hierarchy so that it continues to perform the important role of providing accessible facilities and services to residents, visitors and businesses.*

The use of an activity centre hierarchy is an effective means of providing high-level guidance in terms of the location, scale and nature of investment and land uses intended for activity centres. An effective and viable centre hierarchy ensures the various needs of the community are met at appropriate locations.

The Strategy will support existing centres, including centre expansions and new centres where the activity centre hierarchy is supported.

It is important that centres continue to be viable and maintain and enhance their particular roles in the hierarchy. In order to achieve this outcome, key stakeholders (property owners, business owners, tenants, Council) should be encouraged to contribute positively to the performance of centres by:

- Improving the amenity and appearance of individual properties and the public realm
- Improving the overall design and integration of centres
- Encouraging a strong mix of tenancies which reflect the expectations of users of the centre
- Promoting and carrying out appropriate redevelopments, refurbishments, and/or expansions
- Improving the commercial viability of individual businesses by adopting best-practice retail and business practices.

Any future development or redevelopment at existing centres should have regard for the role each centre performs in the hierarchy. This hierarchy needs to be recognised when planning for the future requirements of residents and visitors in the Shire.

## Action Plan 2: Support the viability of the activity centre and commercial hierarchy

No.	Action Description
2.1	<p>Adopt the activity centre and commercial hierarchy (refer Chapter 3) as a planning tool to guide the location, type and volume of new and/or expanded retail, commercial and other development. Ensure this hierarchy is referenced when considering development applications and determining Council land use policies.</p> <p>Timeframe: Short-term                      Responsibility: Council (planning)                      Partnerships: n/a</p>
2.2	<p>Consider the potential for one neighbourhood centre in future planning for the North Parkerville and North Stoneville town sites. The location of a neighbourhood centre should be easily accessible to both sites and the surrounding catchment.</p> <p>Timeframe: Medium-term                      Responsibility: Council (planning)                      Partnerships: Land owners, developers, planning consultants</p>
2.3	<p>Support future retail and commercial development in all centres, providing they maintain their desired role in the hierarchy.</p> <p>Timeframe: Ongoing                      Responsibility: Council (planning)                      Partnerships: n/a</p>
2.4	<p>Consider the potential for the Helena Valley Scott Street Local Centre to expand its role to a small neighbourhood centre in the future as the Helena Valley nears full development. Ensure any such expansion does not undermine the activity centre hierarchy, in particular the existing Helena Valley neighbourhood centre.</p> <p>Timeframe: Long-term                      Responsibility: Council (planning)                      Partnerships: Land owners and developers</p>
2.5	<p>Encourage local centres to serve the needs of both the surrounding residential communities and visitors, particularly in locations where a limited or declining residential population exists.</p> <p>Timeframe: Ongoing                      Responsibility: Council (economic development)                      Partnerships: Local businesses</p>
2.6	<p>Consider the potential for a mix of land uses, including residential, to be permitted under the Local Centre Zone where they contribute to the ongoing viability of a centre.</p> <p>Timeframe: Short-term                      Responsibility: Council (planning)                      Partnerships: n/a</p>



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No.	Action Description
2.7	<p>Restrict out-of-centre development proposals to those that are consistent with the achievement of a net community benefit without undermining the activity centre and commercial hierarchy. Each proposal should be assessed on a case-by-case basis and should have regard for the following:</p> <ul style="list-style-type: none"><li>• <u>Locational Framework</u>: The applicant must demonstrate why the proposed out-of-centre location is being considered for retail or commercial development, including identifying why an in-centre or edge-of-centre location is not appropriate.</li><li>• <u>Accessibility Framework</u>: The proposal should demonstrate equitable access by ensuring the provision of convenient pedestrian links, access to public transport (as relevant), bicycle access and convenient motor vehicle access and parking.</li><li>• <u>Urban Design Framework</u>: The proposal must demonstrate a high-quality urban design that is attractive and provides a high degree of amenity for users of the facility and the general community.</li><li>• <u>Economic Justification</u>: The proposal must be supported (subject to Council discretion) by a suitably detailed economic or commercial assessment of the reasons for, and implications of, approval of the out-of-centre development</li><li>• <u>Net community benefit</u>: The planning application must provide an indication of the development proposal's contribution to Net Community Benefit in terms of relevant aspects such as employment generation, impact on overall levels of vibrancy and sustainability of the locality, and contribution to liveability, social interaction, and other community-related goals.</li></ul> <p>Timeframe: On-going Responsibility: Council (planning) Partnerships: Land owners, Developers</p>

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### **Action Plan 3: Ensure activity centres in the Shire of Mundaring are well-designed places with high amenity for users**

#### **Objective:**

*To ensure activity centres in the Shire of Mundaring are well-designed places where people enjoy shopping, doing business, and participating in community activities.*

Successful and sustainable activity centres are most often characterised by high levels of amenity, an attractive public realm, and investment by individual property owners. These urban design features should also be accompanied by high-quality planning which emphasises pedestrian amenity, accessibility, and integration of uses and activities.

The features described above encourage return visits from shoppers and other visitors to the centres, and contribute to the level of in-centre activity, thus supporting the viability of centres and their activities.

### **Action Plan 3: Ensure activity centres are well-designed**

<b>No.</b>	<b>Action Description</b>
3.1	Encourage new development that contributes positively to the amenity, appearance, accessibility of centres and the community in general, through appropriate planning tools such as structure plans and urban design guidelines. Timeframe: Ongoing Responsibility: Council (planning) Partnerships: Land owners, developers
3.2	Encourage a high-quality public realm through appropriate investment in street furniture, signage, plantings and other physical works and initiatives that add to the appeal of centres. Timeframe: Ongoing Responsibility: Council (planning) Partnerships: n/a
3.3	Advance the preparation of precinct plans described in the Local Planning Strategy for local centres and adjacent areas. Timeframe: Medium-term Responsibility: Council (planning) Partnerships: n/a

### **Action Plan 4: Maximise local economic development and employment opportunities**

#### **Objective:**

*Maximise local economic development and employment opportunities in the Shire's activity centres and employment precincts.*

The Shire's activity centres and employment areas are vital to economic vitality. As indicated in Chapter 2, industries which typically locate in activity centres and industrial areas are responsible for 77% of jobs and 86% of gross revenue (ABS, Census of Population and Housing, 2011; REMPLAN, 2016).

According to the last ABS Census (2011), 70% of the Shire's residents work outside of the Shire; therefore, it is vital that sufficient land be provided to accommodate any expanding businesses or any potential new business that may seek an activity centre or industrial area location.

#### **Action Plan 4: Maximise local economic development opportunities**

<b>No.</b>	<b>Action Description</b>
4.1	<p>Consider opportunities for light industrial and/or service commercial land in planning for the Helena Valley on land that is encumbered by airport noise contours (refer Map 4 in this Strategy).</p> <p>Timeframe: Short-term Responsibility: Council (planning) Partnerships: Land owners, developers, consultants</p>
4.2	<p>Review the suitability of land in Sawyers Valley (refer Map 3 in this Strategy) for light industrial and/or service commercial uses.</p> <p>Timeframe: Short-term Responsibility: Council (planning) Partnerships: Land owners, developers</p>
4.3	<p>Consult with the MainRoads WA and investigate long-term opportunities for industrial land associated with the proposed Perth to Adelaide National Highway.</p> <p>Timeframe: Long-term Responsibility: Council (planning) Partnerships: MainRoads WA</p>

## 6 MONITORING AND REVIEW

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An important part of the implementation process for Shire of Mundaring Local Commercial Strategy is to ensure that it remains relevant as circumstances change and as new opportunities arise.

Monitoring will allow proper assessment as to how the Strategy is performing and whether or not changes are warranted as a result of new and emerging trends.

Monitoring also enables Council and the community to judge how well and efficiently the Strategy is being implemented. It is important, however, that speed of implementation should not be the sole criterion for success. Most communities seek good quality outcomes and, with a little patience, will be pleased to see on-the-ground results which ensure viable activities and attractive, competitive activity centres.

Council must ensure, therefore, that the Strategy is monitored and reviewed on a regular basis. Some indicators of progress can be readily assessed on an annual basis, while other indicators can be assessed over a longer period, or sooner if important changes are identified in the marketplace.

Indicators for monitoring and review purposes are listed in Table 2. These indicators are based on readily available and relatively inexpensive data, including official data sources, Council planning approvals and commencements data, land use and floorspace surveys, and reference to consultant reports.

**Table 2: Indicators for Monitoring Process**

Indicator	Source	Comment
1. Activity Centre Floorspace	Department of Planning Land Use and Employment Surveys	The Department of Planning is currently undertaking its latest land use and employment survey. Once completed, prepare a summary of shop and other uses by activity centre and compare with previous versions of the survey.
2. In-centre surveys	In-centre surveys	Undertake a series of short in-centre surveys in the Mundaring Town Centre of businesses and customers on a regular basis (e.g. every one or two years). The survey could cover issues such as the local community's views on the centre, changes in people's perception of the centre as a place to visit, views on competing centres, issues they identify and actions that need doing, trends in employment levels, etc. The surveys would be a helpful reference point in assessing potential impacts of the initiatives contained in the Strategy.
3. Property development proposals and projects	Council records	Track development applications, proposals, and completions through Council data.
4. Retail trading performance	Consultant reports; Property Council; industry liaison	Especially track official sources of data. Note numbers of new or expanded businesses and estimate of new jobs on an annual basis.
5. Increased floorspace provision for shops and services, as well as increased value of buildings and works	Council and ABS data for planning and building approvals, and building completions	This measure uses regular and up-to-date data, and is therefore very useful. Can indicate change in use from shop to other use and vice-versa.
6. Vacancy rates for retail and commercial floorspace and/or tenancies	Land use and floorspace surveys	Can be undertaken at any time. As a guideline, the acceptable retail floorspace vacancy rates average around 5-7% of total retail floorspace for street-based centres. Vacancy rates provide a use measure of general health of a centre.
7. Changes in property values and rates	Council rate records; property industry	Useful indicator, especially as a relative indicator (eg different rate valuations for different centres).
8. Viewpoints on health of centres as expressed by those in property, real estate, retailing, and in other relevant industry sectors	Regular contact with real estate agents, property owners, developers, retail industry, other businesses, business associations, and the wider community.	Possible annual forum organised by Council at a venue for information exchange between property and retail industry, local traders, other businesses and stakeholders, Council and other community representatives.

Source: Essential Economics Pty Ltd