

**NORTHAM TOWN CENTRE  
DEVELOPMENT AND  
CONNECTIVITY STRATEGY**

# Executive Summary / Intro

Revitalisation is just one of the common terms used to describe the collective city renewal movement, where towns and cities all over the world are re-imagining themselves in order to successfully adapt in a period of extensive global transition. These places are re-inventing themselves in an era of change; becoming dynamic, resilient, sustainable centres that reinforce their main purpose, being a place for people.

Northam's identity has been well defined as a strategic economic base for agriculture, transport, commercial services and government services (health, education, infrastructure and social services). Its identity is framed in-situ, within its strong environmental amenities, its role in delivering regionally significant projects in the region and its capacity and capability as a strategic centre supporting a vast economic and social hinterland. Northam's arterial linkages reach out to key growth areas of the Wheatbelt, the Metropolitan Region and wider Western Australia which will continue to assist in further developing and enhancing Northam's role as the centre of the Avon Region.

Northam is on the cusp of a unique future, a place which unifies environment, community, culture, commerce and heritage. To accelerate Northam's future development, its economic, environmental and social heart needs to be strengthened.



The communities of the Shire of Northam are committed to strengthening and reinvigorating the Northam CBD, reviving it in a way that stimulates economic activity, attracts public and private investment and assists in interpreting and celebrating Northam as a place for people and business.

At the heart of this project is the desire and need to bring a new wave of energy into the Town Centre, in the form of business activity, employment growth and increased visitor patronage – including extending current spend and dwell times. With this in mind, the goal of the Northam CBD Development and Connectivity Strategy is to create opportunities that significantly improve local economy, local amenity, harness opportunities and put community creativity on show.

**Contents**

**Executive Summary / Intro      ii**

**Context 1**

**Document Review      3**

**Planning Framework 5**

**Engagement 7**

**Visioning      9**

**Strategies      10**

**Implementation Table      26**

**Appendices 32**





Minson Avenue and Avon River foreshore re-design potential

# Context

## Background

Northam is on the cusp of significant change. With more than \$150million worth of investment occurring over the next two years (as at August 2017), and additional major projects in the pipeline, Northam is a Shire experiencing strong economic growth. Strong retail, commercial and infrastructure investment and future projects occurring within Northam provides the opportunity to deliver holistic Town Centre upgrades for broad benefit.

However, to truly leverage this new investment as a tool to consolidate the Town Centre and encourage new activity and vibrancy, a number of supporting initiatives will be required, particularly in the context of re-connecting local people with their Town Centre and encouraging economic growth and new employment opportunities through townsite revitalisation and infrastructure investment.

Northam was identified as one of the States nine ‘SuperTowns’ as part of the 2011-2012 Regional Centres Development Plan. As a Royalties for Regions and State Government of Western Australia initiative, the Northam Regional Centre Growth Plan (the Growth Plan) was produced in 2012.

The Growth Plan has laid the foundations for future strategic investment and it is now essential for the Shire of Northam (the Shire) to have a clear road map to support implementation of prioritised public and private investments to improve and activate the Town Centre, particularly in the context of improving livability and future prosperity, which are among the core objectives of revitalisation.

The Shire of Northam is in the midst of repositioning itself as an important hub of the Wheatbelt, and that of the Avon Arc. Its status as a regional centre for commerce and services and its proximity to the Perth Metropolitan Region provides an emerging lifestyle opportunity for those seeking enhanced liveability. However, Northam understands that to further enhance and grow on these attributes, it needs to consistently work to enhance liveability, strengthen its delivery of arts and culture and further promote and develop its offerings in education, health environment and tourism. In successfully building capacity across these spectrums, Northam will be able to further establish its role as a strong alternative to the Perth Metropolitan Region, and offer strong and well-coordinated goods and services through its residential, commercial and recreational offerings.

Northam’s role as a strategic centre is continuing to evolve, evident in a 13.34% increase in population between 2006-2016 to 11,115 persons (Source: ABS 2016 Census). The surrounding serviceable trade area of the Northam CBD contains an additional surrounding population of 10,538 (Shires: Toodyay - 4,442, Cunderdin - 1,456, York - 3,604 and Goomalling - 1,036 (Source: ABS 2016 Census)). Therefore, the Northam Town Centre has a potential direct capture population of 11,115 (Northam Shire), a wider population of 10,538 (Toodyay, Cunderdin, York and Goomalling), and a regional population of 4,789 people beyond this. This serviceable trade area would therefore indicate that 20,000-25,000 persons would utilise the Northam Town Centre on a regular basis.

The context is of this is important in demonstrating the need to broadly balance regional resident access in the Town Centre (Vehicle) and local resident access in the Town Centre (Pedestrian & Vehicle). The Strategy therefore informs appropriate interventions to assist in improving and enhancing connectivity, but also broadly assists in the regeneration and activation of underutilised spaces.

## Strategy Intent

This Northam Town Centre Development and Connectivity Strategy (the Strategy) details the process, findings and recommendations towards both unifying and differentiating the Northam Town Centre (the Town Centre) to further enhance opportunities for public and private investment. It is intended to act as a guiding document for the Shire, to prioritise areas that require immediate funding and to identify future opportunities to enhance overall Town Centre quality and experience.

## Focus Area

Established along the banks of the Avon River, the Northam Town Centre stretches out approximately 1 kilometre in a ribbon style development (centred on Fitzgerald Street) and is bound within a grid street layout. In the context of this area, it is important to understand key activity nodes and how these connect and relate to one another to form the broader Town Centre.

Five activity areas have been identified that align with the activity nodes as identified in the Growth Plan (refer Figure 3), being:

Activity Node	Key Activities
1 – Town Centre West	Notionally the area of the new shopping centre on Wellington Street and other nearby community services.
2 – Town Centre Central	Notionally the area where the Boulevard Shopping Centre sits between Fitzgerald and Wellington Streets, as well as the surrounding services and key public spaces.
3 – Town Centre North East	Notionally the end of the Town Centre near Peel Terrace, the Shamrock Hotel (Dome site), Bernard Park and other surrounding services.
4 – Youth Precinct	The site designated for the future Northam Youth Precinct.
5 – Jubilee Recreation Precinct	Including the Northam Recreation Centre, and identified area for the swimming pool relocation.

**Activity Node 1** - ‘Town Centre West’ was the original gateway to the CBD from Great Eastern Highway (Perth) prior to the construction of the Great Eastern Highway Bypass. The shopping centre investment involving the creation of the Northam Village Square (fmr Old Hospital Site) will require key strategies and delivery of projects to implement this commercial node successfully into the broader Northam CBD and Northam Townsite.

**Activity Node 2** - ‘Town Centre Central’ is a well-established commercial precinct, and key investments such as the Northam Boulevard Shopping Centre need to be strategically linked to the alternative activity nodes and the heritage and cultural spaces of the Avon River and the Northam Aboriginal Environmental Interpretive Centre under construction. This activity node forms the heart of the CBD.

**Activity Node 3** - ‘Town Centre North East’ forms the Northern gateway to the CBD, being the opposing connection of Great Eastern Highway (Kalgoorlie) prior to the construction of the Great Eastern Highway Bypass. Redevelopment opportunities exist in this node, and following the completion of construction works relating to the Shamrock Hotel (Dome) and Bernard Park provides opportunity to further connect and enhance this precincts integration into the broader Northam Townsite.

**Activity Node 4 and 5** - Consists of the proposed Northam ‘Youth Precinct’ (Activity Node 4) which adjoins the ‘Jubilee Recreation Precinct’ (Activity Node 5). These nodes also need to be taken into consideration to connect and activate with the CBD, however this precinct will be solely considered in relation to civic connectivity due to the Strategies focus on activating the commercial precinct.

Currently these precincts are independent of each other or lack a common strategic linkage. This Strategy aims to better inform project enhancements which will support the development of a strong interconnected urban fabric (buildings, pathways and arterial routes), and a stronger interconnected Town Centre (built form).



Figure 1. The focus area and activity nodes for the Northam Town Centre Development and Connectivity Strategy

## Purpose

The Strategy aims to create an environment which promotes additional development and economic opportunity within a more engaging and connected streetscape environment, that will contribute to overall revitalisation and facilitate economic investment and vitality. The focus is on developing a strategy for the revitalisation of streetscape spaces through infrastructure improvements which will enhance and promote Northam as vibrant, attractive and welcoming.

The primary objectives are:

- Economic revitalisation to support existing businesses and guide investment;
- Revitalise, activate and connect key existing and future activity nodes and increase passive surveillance;
- Facilitate an increase in tourism and visitation;
- Public realm improvements;
- Improved connectivity within the Northam Town Centre;

- Celebrating and enhancing the river and rich heritage character of the Northam Town Centre; and
- Foster social development through renewed community pride, identity, investment and activation in the Northam Town Centre.

The Strategy will contribute significantly towards achieving the vision and objectives set out in the Northam Regional Centre Growth Plan.

## Methodology and Approach

To prepare the Strategy, the project team has undertaken a range of tasks to understand the project area and operational context. These key tasks are briefly summarised below:

### Place Audit

A detailed site visit of the project area to assess preliminary opportunities and constraints, documenting key elements. This baseline place audit provided a picture of how the Town Centre is currently performing, and how the current qualities of the place could be leveraged to support improvements.

### Document Review

Key strategic documents were reviewed to gain background context and understanding, and importantly to build from previous work. The document review highlighted key strategies relevant for this project, along with gaps and initiatives that had not substantially commenced.

### Engagement

Several engagement touch points were undertaken. An Interim Steering Group was established by the Shire which was engaged in the initial phases to inform visioning and key focus areas, as well as at the draft Strategy stage.

Key government agencies were consulted during the Strategy development to understand respective Town Centre area plans and identify opportunities to integrate them.

### Strategy Development

A guiding vision framework was prepared to deliver the strategy, which focussed in particular on Town Centre connectivity and supporting themes related to physical, social and environmental performance.

Underlying this framework is a set of revitalisation principles developed to guide and articulate the vision, and set the scene for corresponding strategies. Each strategy is then explained in terms of its intent and outcome, and short, medium or longer-term priority. This structure enables the staging of components of the Strategy, and achieves their delivery through short, medium and long term deliverables.

### Strategy Development Workflow Process



# Document Review

The document review is a high-level summary of seven key documents relevant to the future of the Northam Town Centre. These documents were reviewed in order to gain an understanding of the work that had been completed to date, to set a baseline and build on this work. Each document is reviewed in light of its key objectives, any strategies or actions relevant to the Town Centre, and any elements relating to connectivity.

Refer to Appendix B for the detailed Document Review.

## Place Analysis

Through completing a detailed site visit, layered with knowledge obtained from the document review, a place analysis was undertaken of the Northam Town Centre. There were several key top-line findings through the place analysis, which are summarised below and demonstrated in Figure 2 located on page 4.

### Significance of the Avon

The Avon River is a core part of the Northam Town Centre, through its physical presence, connection to its past and role as a vessel for recreation and connection to nature. Although the Avon borders the Town Centre, there is an evident disconnect visually where the river is hidden behind the levy bank, and views to the water are only realized along the walking path atop the levy. There is an opportunity to re-engage with the river through enhancing visual connections, and physical connections through passive and active public open space and recreation areas along the Avon River edge.

### Town Destinations

The place analysis revealed several key destinations within the Town Centre, some of which were bigger drawcard destinations, whilst others provided for smaller day-to-day activities and interests, but were drawcards in their own right. Together, these destinations helped contribute to the overall experience of the Town Centre, and by enhancing and recognising these important destinations, the Town Centre experience itself could be enhanced.

### Vacant / Future Redevelopment Sites

There are several vacant and underutilised spaces throughout the Town Centre which are suitable for redevelopment or reutilisation as outlined in the Strategy. Examples include sites adjacent to the Northam Village Square shopping centre redevelopment (Coles & Aldi), and the former Coles location and adjoining landholdings. In addition, a well located grassed plot adjacent the Northam Boulevard shopping centre (Woolworths) and prominently located within the heart of the Northam CBD has the potential for activation in the short term.

### Connectivity

The main points of vehicular access into the Northam Town Centre are largely via Gairdner Street and Peel Terrace or pedestrian access from the Northam Train Station and a fragmented or incomplete network of paths, footbridges and pedestrian amenity (shade and streetscaping). These provide loose markers, defining the edge of the Northam Town Centre, with most of the activity confined between these points, acting as book end of the Northam Town Centre. Providing a continuous and strategically connected framework of pedestrian oriented streetscapes and amenities within the Northam Town Centre is a fiscally restrictive task, given the need to maintain and facilitate infrastructure upgrades within the broader Shire of Northam. However, staging the project over the medium to longer term will assist in facilitating long term public and private investment and provide sustainable economic development in the Shire during a challenging period of global economic circumstances, particularly for Western Australia. The Strategy will assist in enhancing the urban pedestrian framework through the fragmentation of larger vehicle orientated street blocks within the Town Centre, enhancing pedestrian access between destinations and spaces.

### Streetscapes

The streetscape amenity levels can be significantly improved within the Northam Town Centre to provide comfort and shelter from the climate, and enhance business revenue creation potential through the contribution of a strong urban fabric, attractive street environment and pedestrian orientated features.

There are simple changes that will significantly improve the streetscapes generally, such as the provisioning of consistent paving, lighting installation (safety and place activation) and planting of additional trees and vegetation to improve the walking environment. Other broader improvements, such as introducing public art, interpretation and activating vacant shopfronts will assist in enhancing the quality of the Town Centre public realm overall.



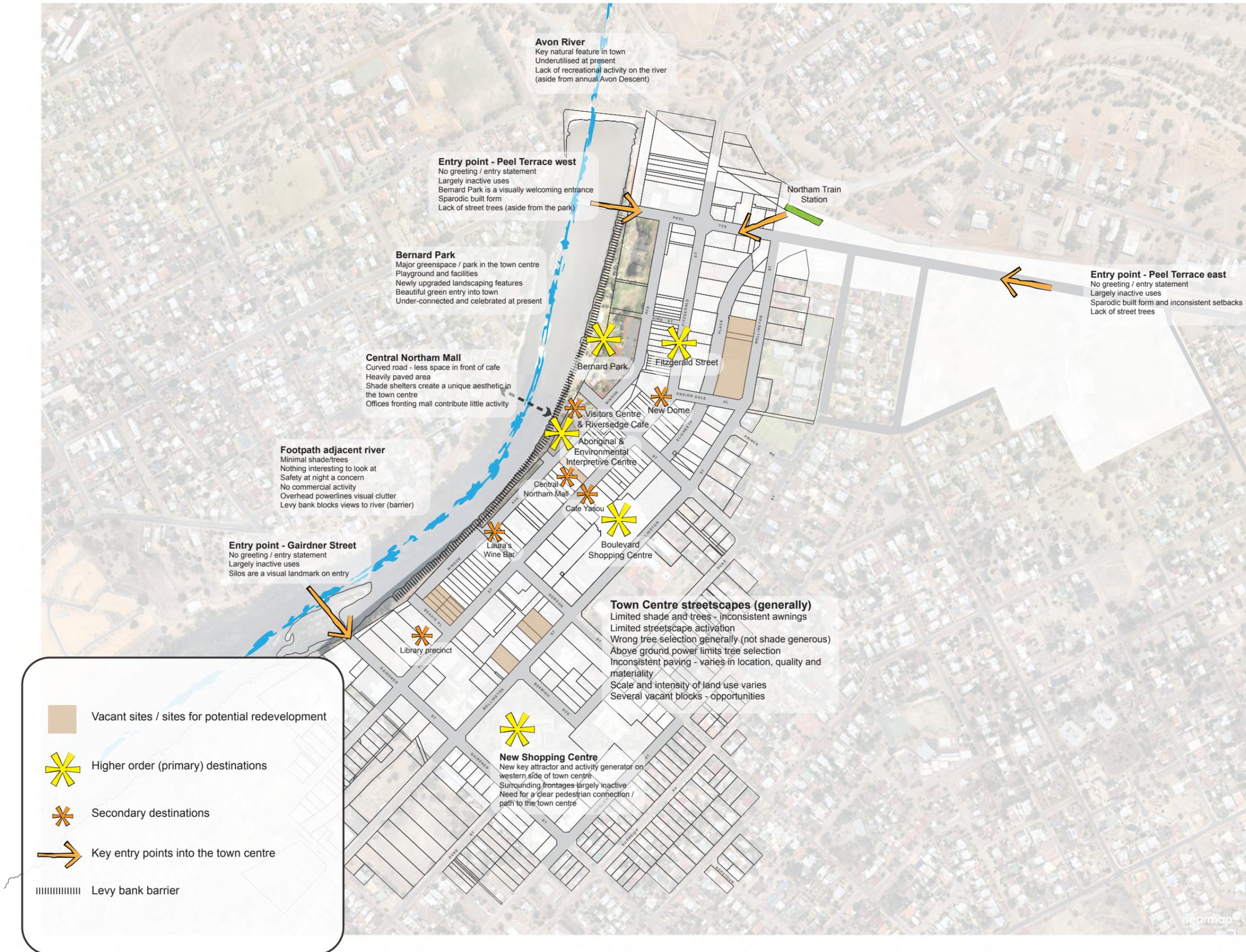
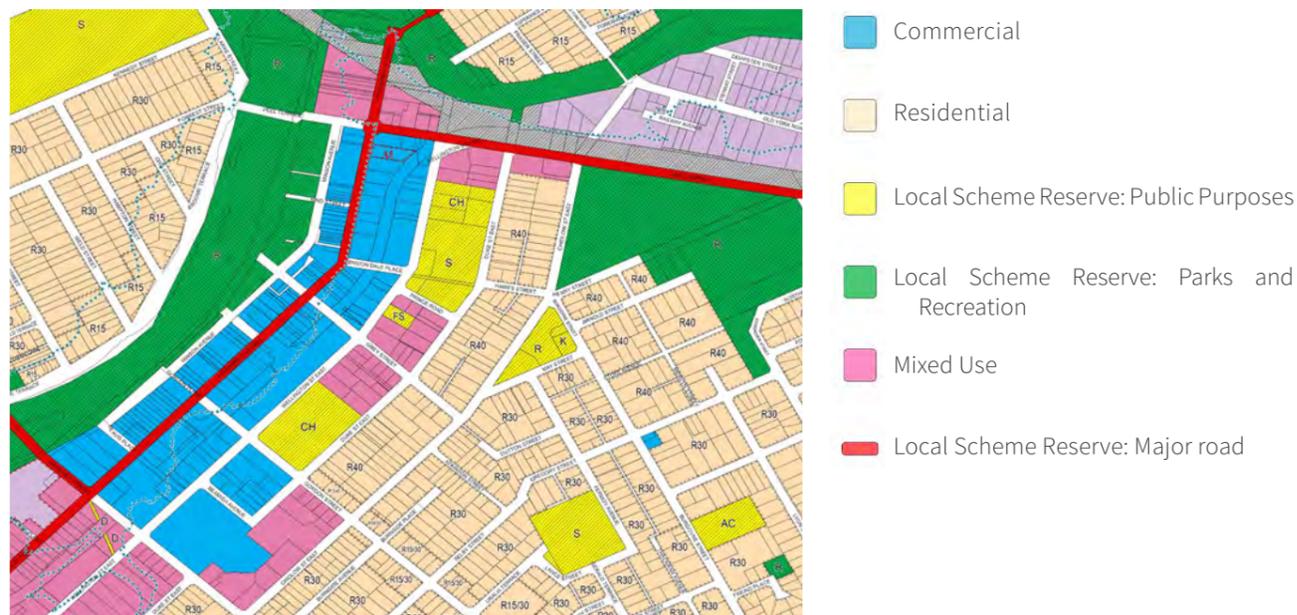


Figure 2. Summary diagram of the key observations and analysis during the Place Audit

# Planning Framework

## Zoning and Reservations

The Shire of Northam (the Shire) Local Planning Scheme No. 6 (the Scheme) is the overarching statutory planning framework which applies to the land contained within the Shire of Northam and therefore the Town Centre area. The Scheme sets out the aims and intentions for the Scheme area and provides procedures for the assessment and determination of planning applications to control and guide land use and development. The Shire's Scheme Map outlines the various land use zones and reservations that apply to the Town Centre area as shown in the image below.



Northam's Town Centre area is almost entirely zoned 'Commercial', with some areas being zoned 'Mixed Use' toward the eastern periphery of the Town Centre area, east of Wellington Street East. The 'Commercial' zone forms a linear band along either side of the major road of Fitzgerald Street, beginning at Gairdner Street before terminating at Peel Terrace.

The remaining area of land beyond Peel Terrace and included within the defined Town Centre area is zoned 'Mixed Use' and is also reserved for 'Railway' associated with the Northam Railway Station and associated alignment. A linear strip of land within the defined Town Centre area that abuts the Avon River is reserved under the Scheme for 'Parks and Recreation'.

## Commercial

The following objectives are given to the 'Commercial' zone:

- Provide for retail shopping, office and commercial development and social, recreational and community activities servicing the community as a whole.
- Provide for consolidation and revitalisation of commercial areas whilst reflecting the historic character and identity of the town.
- Encourage a high standard of development which serves to enhance the character of the zone.
- Maintain compatibility with the general streetscape for all new buildings in terms of scale, height, style, materials, street alignment and design of facades.
- Provide for multiple dwellings only where such uses are combined with a commercial use.

## Land Use and Development

The Scheme allows and provides discretion for a number of land uses to be approved within the 'Commercial' and 'Mixed Use' zones. This includes, but is not limited to the following:

- Medical Centre, Museum, Nightclub, Office, Produce Stall, Recreation - Private, Multiple Dwelling's, Restaurant, Shop, Showroom, Tavern and Tourist Accommodation.

The Scheme does not outline any particular built form development standards/requirements that apply to 'Commercial' zoned land and instead allows for discretion to be utilised as part of each application to determine the appropriateness of plot ratio, setbacks and landscaping provision. The Scheme does require buildings that abut public reserves to be designed and constructed so as to present a facade of brick, plate glass or other material deemed appropriate. Notwithstanding the limited provision on built form controls within the Scheme, there are area specific planning documents that do guide the decision-making process within the Northam Town Centre, which includes the Scheme's Special Control Area for the Avon & Mortlock Rivers, the Minson Avenue Design Guidelines, the Shire's Local Planning Policy No. 18 – Heritage Precincts and other Local Planning Policies where applicable.

## Alfresco Licensing

The Shire is not dissimilar from other local government authorities across Western Australia and indeed Australia where planning approval is required to be obtained for the use of public spaces for alfresco dining activities associated with an existing business. Increasingly now, waiving the associated administrative fees and facilitating a self-assessment and certification process for alfresco dining licenses is being discussed in a time when economic growth initiatives and support for small local businesses continues to gather momentum.

The City of Vincent are currently developing a tool to allow businesses to assess, certify and obtain approval under the Local Law for outdoor eating/display areas, provided these areas comply with a pre-determined set of standards and conditions. A similar tool could assist Northam in unlocking business investment and streamline existing processes to encourage street activation.



# Engagement

## Interim Steering Group

The Interim Steering Group (ISG) was formed by the Shire and comprises three councilors, and twelve other members who are predominately land or business owners within the project area. The role of the ISG is to provide a touchpoint with the broader community through relevant and engaged stakeholders. The ISG acts as a reference group for the project team to present ideas and strategies for feedback as part of the iterative strategy formation.

## March Workshop

The project team hosted a workshop with the ISG on 16 March 2017; the first time the ISG had convened and been introduced to the project. The workshop sought feedback through discussion on major assets and destinations, local rituals, bright spots, missed opportunities, barriers, key priorities, and success factors.

### The key findings were:

- Northam's history is ingrained in being a rural service centre and a gateway to the Goldfields;
- Proximity to Perth is both an asset and an inhibitor, Northam should focus its offer on lifestyle opportunities;
- The river is a huge asset for the Town Centre and should be celebrated;
- The Town Centre can be a 'ghost town' when shops shut on Sundays;
- Popular spots include Laura's Wine Bar, Village Green, Bernard Park;
- An open-air theatre is a missed opportunity;
- Attracting/retaining young people can be difficult;
- Providing shade in the Town Centre is a priority;
- Managing empty shop fronts is a challenge; and
- GapFiller Trust example from the Christchurch Earthquake for vacant lots could be a potential avenue if business and Shire support received.

A copy of the notes from this workshop is in Appendix A.

## Key Government Agencies

Several key government agencies were identified by the Shire to be engaged through this process to ensure the views and aspirations of those with a direct interest in the Northam Town Centre were considered and incorporated. Engagement with these agencies was primarily to understand their level of exposure to current or future Town Centre plans, and their general observations of the project area.

The following table provides a summary of the key government agencies consulted:

Government Agency
Department of Planning (fmr)
Main Roads WA, Northam Office
Department of Lands (fmr)
Wheatbelt Development Commission
Department of Aboriginal Affairs
Water Corporation
Western Power
Department of Fire and Emergency Services
Regional Development Australia - Wheatbelt



# Visioning

Part of the revitalisation process includes visioning, whereby a ‘way forward’ is formulated to guide all other objectives, actions, measures and initiatives guiding that place’s future.

A clear vision, supported by a series of revitalisation principles, in turn provides a clear direction for all facets of strategy development, implementation and measurement, and influences the actions and priorities required to achieve it.

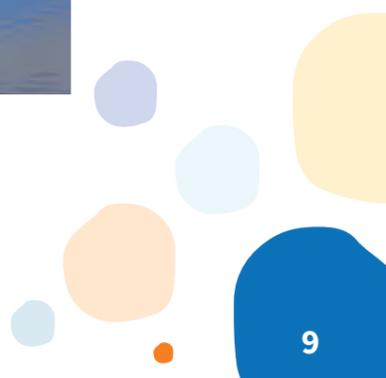
The vision for this Strategy is:

***With a nod to the past and welcoming a prosperous future, Northam’s Town Centre is an engine of economic development, with a strong community celebration of the local way of life, and the Avon River at its heart. Connecting favorite energy spots, and embracing new opportunities, it will be a place to discover, meet friends and shop local.***

## Revitalisation Principles

The following revitalisation principles have been identified to support the project vision:

- *Prioritise pedestrian movement by creating interesting, safe and comfortable routes throughout the Town Centre;*
- *Build on the town’s heritage character as a backdrop to delivery of new and contemporary attractions and amenities that reflect the local lifestyle;*
- *Boost amenity, introduce new local attractions and support place activation to attract new and repeat visitors, extending spend and dwell time;*
- *Establish a hierarchy of local destinations and connect existing energy spots;*
- *Improve the public realm through beautification initiatives that support and stimulate local business, investment and employment; and*
- *Deliver early interventions to support existing energy spots, and prioritise future activities to enhance connections.*



# Strategies

Through observation, analysis and engagement, the following key strategies emerged:

- Growing Local Investment
- A Town of Destinations
- Streets as Places
- The Heart of the Avon
- Brightscaping

These are explained in the following section, supported by sub-strategies and actions which are designed to guide overall project implementation.



Growing Local Investment



A Town of Destinations



Streets as Places



The Heart of the Avon



Brightscaping



## Strategy One – Growing Local Investment

### Description

Regional Town Centres around Australia are facing challenges similar to Northam – how to attract and retain residents, employment and investment, remain resilient in the face of global trends, changes in how people are choosing to shop, work and spend, and diversifying local economies in context of an ever changing political and technological landscape.

With this in mind, regional centres are increasingly focusing on how to re-engage with local communities with their Town Centres across a range of facets – from improving physical infrastructure through to strategic marketing and positioning, investment attraction and collaboratively managing Town Centre performance.

In order to retain and grow local investment in the Town Centre, Northam will need to employ a range of complementary initiatives to enhance the recommended physical and infrastructure improvements.

### Intended outcome

*A robust and resilient Town Centre that is characterised by strong local and regional visitation, transaction and dwell time.*

### Sub-Strategies

1. **Empowering Entrepreneurs to bring their business and innovation to Northam through an open-door campaign, supporting them through infrastructure, business support and enticing them through quality places and amenities. Enable new and established businesses to grow and develop within Northam.**
  - 1.1 Deliver a Shire of Northam ‘Town Centre Place Manager (Investment Officer)’ who is a representative of the Shire who provides a single contact point of advice and expertise in a streamlined approach for businesses and prospective investors.
  - 1.2 Develop a Northam ‘Empowering Entrepreneurs’ Initiative within the Northam CCI, including the development of forums and events where business owners can seek assistance/advice from others to continue to support growth within the Town Centre. This portal should consolidate and simplify relevant information to business owners in regards to the streamlined processes of Sub-Strategy 1.1.
  - 1.3 Establish a ‘Place Maker’ service (Northam CCI or RSM BusinessLocal or Other) that helps to coordinate business investment, development and resolve underutilisation of or vacant spaces within the Town Centre. The ‘Place Maker’ would be the primary enquiry point for new or existing businesses when pursuing a new endeavour or looking for space within the CBD, and also identifying gaps for investment and preferred land uses/businesses. The Place Maker could then liaise with required landowners, agencies and other relevant parties to help facilitate a positive outcome, and bring investment into the Town Centre. This allows business and landlords to capitalise on otherwise underutilised spaces, whilst also meeting their business needs.
2. **Diversifying Town Centre uses to provide diversity to the existing economic base, and encourage visitors and locals to stay in town, increasing dwell-time.**
  - 2.1 Encourage the development of short stay accommodation in the heart of the city centre to increase levels of night-time activity, as well as promoting the Town Centre as a place to stay.
  - 2.2 Promote the key anchors and attractions (largely building on those in Strategy 2) to meet the needs of locals (including the hinterland) as well as visitors, including uses such as the Aldi in Northam Village Square,

increasing the prominence of the Town Centre as a regional economic hub. This could be done through an Investor Prospectus Brochure or similar promotional mechanism.

- 2.3 Encourage the development of entertainment based uses in the Town Centre, particularly those which provide desirable activity at night time, e.g. cinema. This will help the Town Centre to be seen as more than just a commercial/retail centre, but also becoming an entertainment destination.

**3. Northam is indicated as a top 20 regional Local Government Area with strong opportunities for ICT business creation due to high connectivity and workforce capacity, as noted in the report ‘Login or Logout? Online Work in Regional Western Australia (2015)’ by the Regional Australia Institute. Leverage this position to support new and existing business through technology and infrastructure improvements, and promote Northam as the potential major hub for innovation and business in the Wheatbelt. Support local business through:**

- 3.1 IT improvements (NBN, network coverage etc.) that are made easily accessible to business.
- 3.2 Innovation through the development of a co-working space(s) in the Town Centre. Ideally this would be located in the building adjacent the Northam Central Mall in the heart of the Town Centre. Alternatively locate the co-working space in another flexible space in the Town Centre.
- 3.3 Championing a technology hub at the library as a core community facility, as part of a broader technology precinct.
- 3.4 E-change refers to the evolution of a lifestyle trend where approximately one in six people are moving to small-town and provincial-city living within striking distance of a state capital city, being enabled by the availability of high speed internet connection in certain towns and is fueled by people’s desire to pursue a lifestyle that gives them greater control over where they live and how they work. With this in mind, increase knowledge of Northam’s proximity to Perth through advertising and promoting business opportunities through outlining the availability of infrastructure, leveraging people and business’ through the E-Change movement. This will benefit business through the provision of lower operational costs, overheads and accessibility to available labour, which subsequently improves local employment opportunities through ongoing job creation.

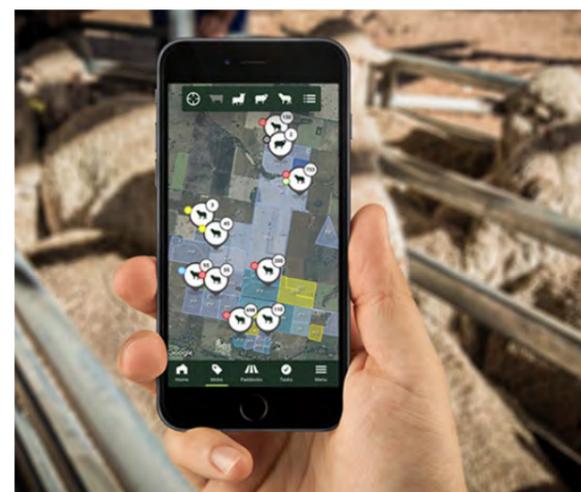
**4. Support local business and investment through retail programming and activation.**

- 4.1 Programme regular events to support/enable local business (e.g. local business markets, late night shopping tied in with local food vendors). Introduce evening markets during the summer months, ideally along the Avon River (when supporting infrastructure is installed).
- 4.2 In time, work toward foster evening economy within the Town Centre through enabling longer opening hours and supporting businesses to open through events (as per above), ample marketing as well as infrastructure such as lighting or transport services. This will help incentivise longer opening hours during common periods.
- 4.3 Business Amenity Investment funding to assist in the beautification and activation of underutilised shop spaces.

**5. Strengthen Town Centre investment through place marketing.**

- 5.1 Develop a strategic campaign to promote the Town Centre as a destination, including the particular retail mix / offer (including shopping centres and local business) that is delivered in part through social media engagement.
- 5.2 Build on the regular programmed events to create flagship events that are aligned with the place marketing (to attract visitors and investment).

**6. Champion local business and investment through place governance, by creating a Town Centre Business Group (potentially under the banner of the Chamber of Commerce). This Group would have a strong role and connection with the Place Manager, and allow for collective ownership and management of business and investment within the Town Centre. This could be integrated with the investment prospectus for Northam as part of the corporate plan.**





## Strategy Two - A Town of Destinations

### Description

To strengthen Northam's Town Centre as a local and regional drawcard, ensuring its authentic qualities and points of difference are celebrated and incorporated into future development, it is important to identify and define existing destinations and places in a 'destination hierarchy'. This forms the basis to create strong connections, deliver a unique Town Centre experience, tell the 'Northam story' and shape physical and social fabric.

Part of this destination development includes enhancing, creating and reinforcing the 'across-town' connections, given that Minson Avenue, Fitzgerald and Wellington Streets all provide such a strong North East/South West axis. Greater connectivity and accessibility throughout town will ensure that destinations are accessible.

There is also a need to see the town as a whole, with a series of destinations in order to support overall business performance. With a new shopping centre being introduced into the mix, as well as significant upgrades and enhancements to the existing shopping centre, it is important to ensure that what is existing also benefits from this new investment, creating a more cohesive destination.

### Intended outcome

A destination hierarchy identifying a network of primary and secondary attractions to support visitor attraction, movement and interaction in the Town Centre.

### Sub-Strategies

#### 1. Develop a destination hierarchy comprising primary and secondary attractions for the Town Centre:

- a. Commerce (C)
  - i. Fitzgerald Street
- b. Tourism (T)
  - i. Visitor Centre
  - ii. Bilya Koort Boodja Centre of Nyoongar Culture and Environmental Knowledge
- c. Public Open Space (POS)
  - i. Northam Central Mall
  - ii. Northam Town Library
  - iii. Bernard Park
  - iv. Avon River
- d. Retail (R)
  - i. Laura's Wine Bar
  - ii. Dome Cafe / Hotel Development (112 Fitzgerald Street East)
  - iii. Cafe Yasou
  - iv. Boulevard Shopping Centre
  - v. Northam Village Square (former Old Hospital Site)

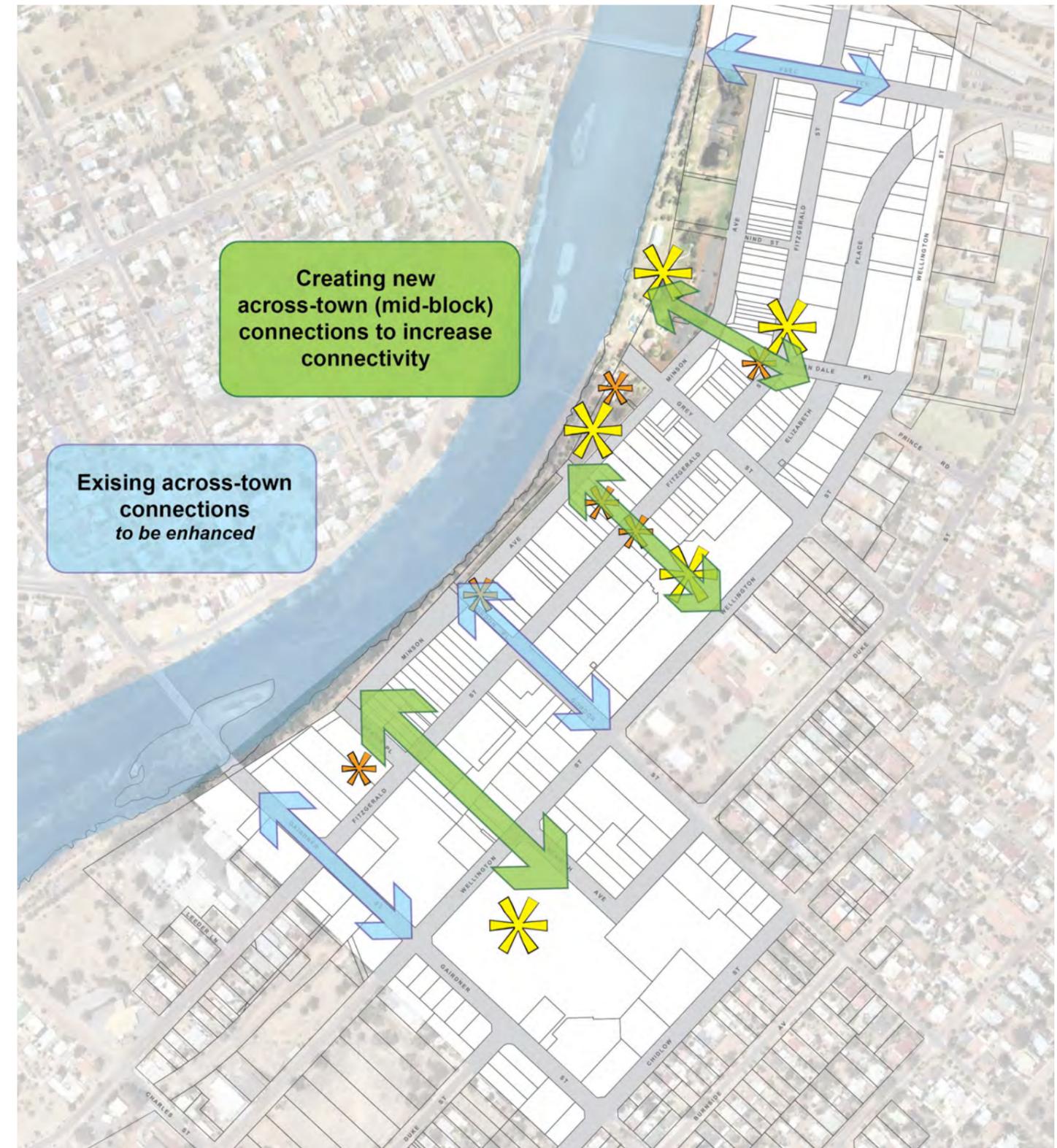


Figure 3. High-level graphic demonstrating the intent to enhance the existing and create new across-town connections in line with the primary and secondary destinations throughout the Town Centre.

**2. Prioritise resources to beautify and enhance amenity in line with the destination hierarchy:**

- a. Primary destinations: landmark way-finding elements, ample shade (trees and shade shelters), frequent seating, mature landscaping, frequent feature lighting, integrated public art and interpretation elements.
- b. Secondary destinations: secondary way-finding elements, shade where required, frequent lighting, public art as an additional feature.
- c. Implement strategy in line with shade structure creation and a tree planting program: 100 trees per year over 5 years in the Northam Townsite.
- d. Encourage the activation of parking on Minson Avenue and Wellington Street through street plantings and pedestrian amenity enhancements.

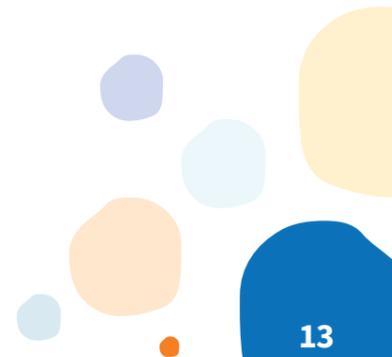
**3. Work with local businesses / entrepreneurs within the hierarchy (and surrounding periphery) to improve alfresco uses, extend opening hours and encourage local / regional visitation, to support economic performance**

**4. Develop a detailed wayfinding strategy to connect primary and secondary destinations, including:**

- a. Entry statements into the Town Centre, and the town from the Great Eastern Highway Bypass entry points;
- b. Directional signage reflective of Northam’s unique identity, with landmark signage at key destinations;
- c. Interpretation content to communicate the significance of each destination;
- d. Development / enhancement of the Town Centre Heritage Walk as a complementary way-finding experience;
- e. As part of the broader network, include a walk trail along the Avon River and through the Town Centre to include waypoint markers/plaques and small artworks on Aboriginal meanings for the local area;
- f. As part of the walk, include a constellation marker which includes the latitude/longitude, history and community endorsed communications on the key towns in the Shire, bringing a regional fabric into a local installation; and
- g. Development of digital content / application to correspond with the wayfinding strategy (e.g. sync in with a mobile app, 3D graphics, audio story-telling, online story-telling).



Figure 4. Build on the existing heritage trail to be a key feature of way-finding in town (Source: TPG + Place Match).





## Strategy Three - Streets as Places

### Description

More than a place for cars, or axes for movement between places and uses, streets are an integral part of a Town Centre’s public space network and play an important role in connecting people with social networks and activities.

Viewing the town’s key streets as special and unique places in their own right in turn brings about a shift in thinking around how streets should be planned, managed and activated. This is particularly important for Northam in terms of unlocking future movement networks, prioritising local and visitor pedestrian movement and creating comfortable streets that people enjoy experiencing.

Streets need to be designed to perform against a range of key drivers:

- **Economic** – Supporting the town’s economic performance is the primary consideration in creating stronger street connections and enhancing the current movement network. Beautifying the street scape and strategically locating resources and amenities to attract visitors, encourage them to spend time and money in an area and – importantly – return regularly, will in turn enhance business performance and strengthen the local economy.
- **Physical** - The physical attributes of a great street comprise the street itself, along with surrounding built form, open spaces, and supporting infrastructure such as street furniture, shade / shelter, seating and other amenities. Location and placement of this infrastructure is essential to accommodate user needs and support local economic performance. Considering and responding to unique local climate, seasonal and day / evening requirements is also key.
- **Social** – Streets can be the backdrop against which daily life unfolds. Celebrating local character and identity through streetscape, and providing space for people to meet, stop and interact is important.

### Intended outcome

*Streets are viewed as places that support the Town Centre’s physical, social and economic performance and improvements are implemented to strengthen the local movement network and overall economic vitality.*

## Sub-Strategies

### 1. Establish a street hierarchy and upgrade streets to support economic performance

- 1.1 Formalise a Town Centre street hierarchy comprising:
  - 1.1.1 *Primary Activity Streets:* Where the primary activity of retail, business, exchange, events etc. occur, and where the design and materiality of these streets help to facilitate a large amount of activity, as well as multi-modal use. This includes: Fitzgerald Street.
  - 1.1.2 *Across-Link Streets:* Where these streets provide the primary function of intersecting large street blocks, and connecting the longer streets and the Avon. The materiality and design of these streets helps to facilitate pedestrian movement by creating shaded, comfortable walking environments, interesting lighting, and interesting public art or active facades. This includes: Gordon Place, Grey Street, Ensign Dale Place, Nind Street, Beavis Place and the new pedestrian connections identified in this strategy.
  - 1.1.3 *Entry streets:* To provide a key welcoming experience upon entering the Town Centre, through entry statements, public art, interesting built form, drawcard uses, landscaping, feature lighting, way-finding and materiality that sets the scene for the remaining streets in the Town Centre. This includes: Gairdner Street and Peel Terrace.
  - 1.1.4 *Town Centre streets:* All other streets not captured above, that should be distinguished from other streets in Northam to support the Town Centre land uses/function, and provide shade, ample pedestrian amenity, on-street car parking, street furniture, lighting, and public art on key facades. This includes: Minson Avenue, Wellington Street and Beamish Avenue.

- 1.1.5 *Residential streets:* Where the primary function of these streets is to support residential uses, providing verge landscaping, on-street car parking, lighting, and pedestrian paths. This includes: Duke Street.
- 1.2 Prioritise and deliver street upgrades and improvements in line with Figure 5 and the broader street hierarchy, with a focus on:
  - 1.2.1 Priority 1 Upgrades (Purple)
    - Footpaths – ensure consistent paving treatment and materials;
    - Introducing public art / activation on blank facades;
    - Increase tree canopy and landscaping (breaking up hard surfaces, introducing softer finishes); and
    - Improve street lighting (including feature lighting).
  - 1.2.2 Priority 1 New Connections (Blue)
    - Create new pedestrian links (through easements or land tenure);
    - Incorporate shade structures / trees to provide a comfortable pedestrian environment;
    - Include way-finding, interpretation, murals and public art;
    - Introduce lighting ; and
    - Include audible pavement to slow traffic at crossing points.
  - 1.2.3 Priority 2 Upgrades (Pink)
    - Footpaths – ensure consistent paving treatment and materials;
    - Introducing public art / activation on blank facades;
    - Increase tree canopy and landscaping; and
    - Improve street lighting (including feature lighting).
  - 1.2.4 Priority 3 Upgrades (Green)
    - Create a pedestrian path along Minson Avenue (property side – east) only when properties redevelop to front the foreshore;
    - Improve street lighting;
    - Increase tree canopy and landscaping; and
    - Upgrade footpaths.
- 1.3 Ensure active and passive surveillance is central to all street upgrades to assist in after-hours activation and increased use of these public spaces. Appropriate street lighting should be complemented with CCTV system installation with WA Police Northam.

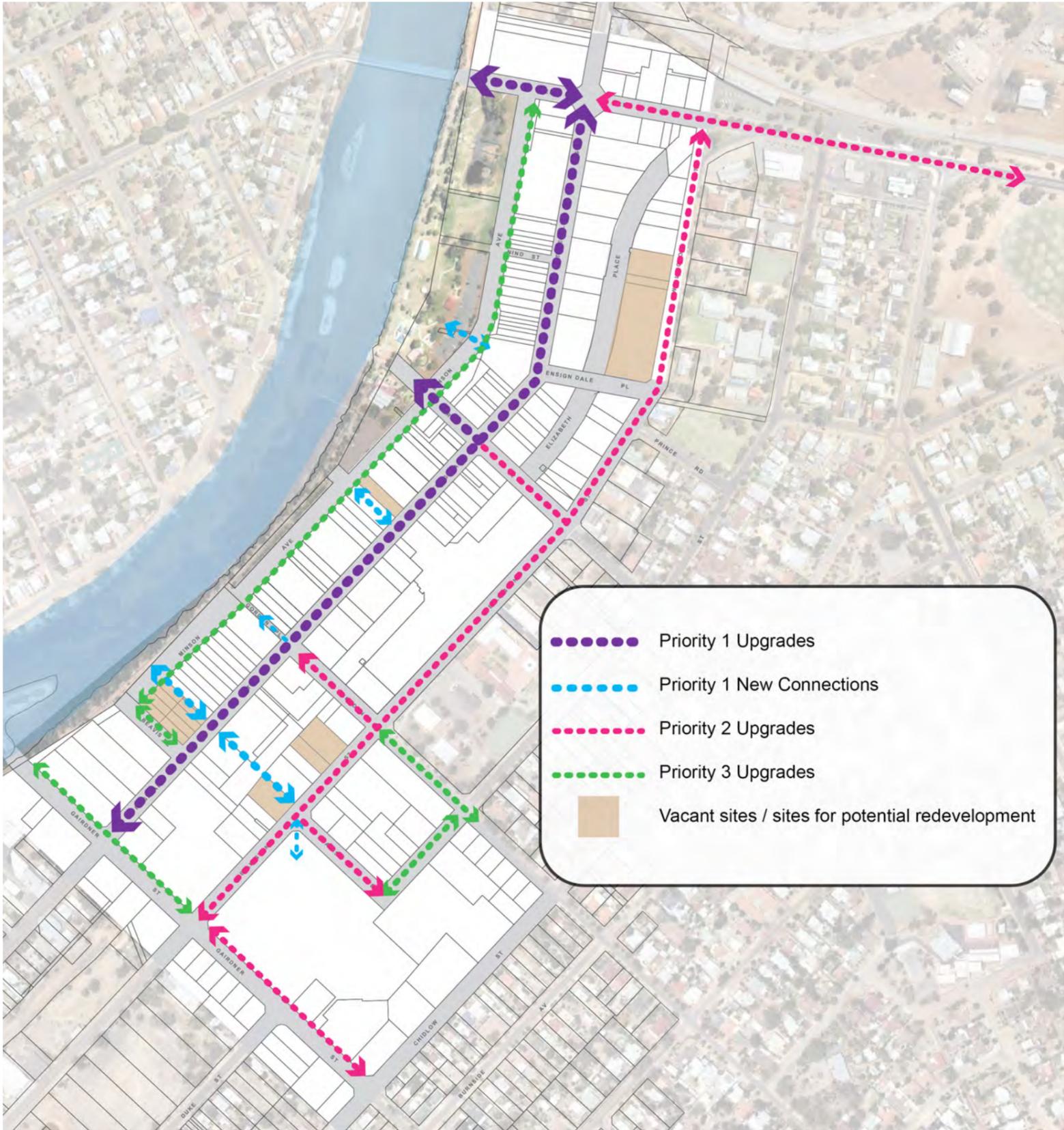


Figure 5. High-level graphic demonstrating the intent to enhance the existing and create new across-town connections in line with the primary and secondary destinations throughout the Town Centre.

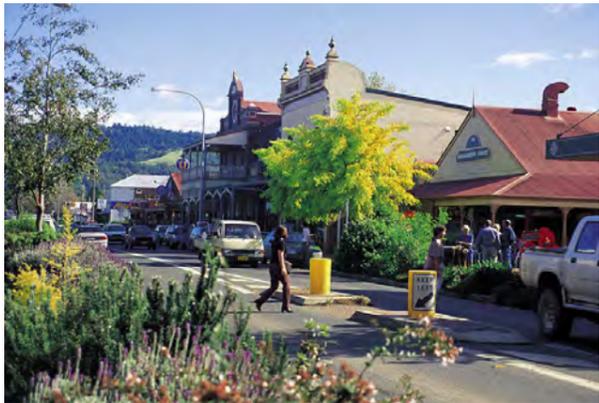




Figure 7. Perspective sketch demonstrating the suggested treatments for 'Beamish Walk' between Wellington Street and the central car park space through the existing driveway.

**2. Deliver a new pedestrian connection between Fitzgerald Street and Beamish Avenue (as part of Priority 1 new connections), notionally 'Beamish Walk'.**

- 2.1 Secure tenure and/or easements to enable creation of the pedestrian connection.
- 2.2 Negotiate the provision of a staircase (inc. disabled access) and entry to provide integrated access to the new shopping centre from the corner of Wellington Street and Beamish Avenue, and provide a pedestrian crossing point as part of a raised paved intersection.
- 2.3 Introduce crosswalks in the mid-block car park, on Fitzgerald Street and Minson Avenue for the length of the connection.
- 2.4 Introduce a pedestrian edge to the existing driveway adjacent the St John Ambulance site (through paving, or at a minimum painting a section of the driveway), with projecting shade shelters, lighting and wall murals. Consider temporary landscaping where appropriate.
- 2.5 Create a new pedestrian path on a portion of the vacant site (corner Beavis Place, Minson Avenue and Fitzgerald Street) adjacent the existing building. Plant trees, provide shade shelters with seating, wall murals and lighting.
- 2.6 Connect the new pedestrian path to the river node via stairs (or alternate access) to the river walking path.
- 2.7 Opportunity to introduce pop-up active uses on the remaining vacant land in the interim to remove the car parking use from the community's mind. Ensure future development on this land appropriately addressed the new pedestrian path.
- 2.8 Strengthen the connection between the Town Centre and Future Youth and Jubilee Recreation Precincts. This will be incorporated through strengthening the visibility of pedestrian access points and thoroughfares between these activity nodes.
- 2.9 The creation of a Defence and Emergency Services Remembrance Park over the former St John Ambulance site, creating a key focal public open space node on Beamish Avenue.



Figure 6. Perspective demonstrating the new 'Beamish Walk' connection and crosswalk over Fitzgerald Street up to the river node.

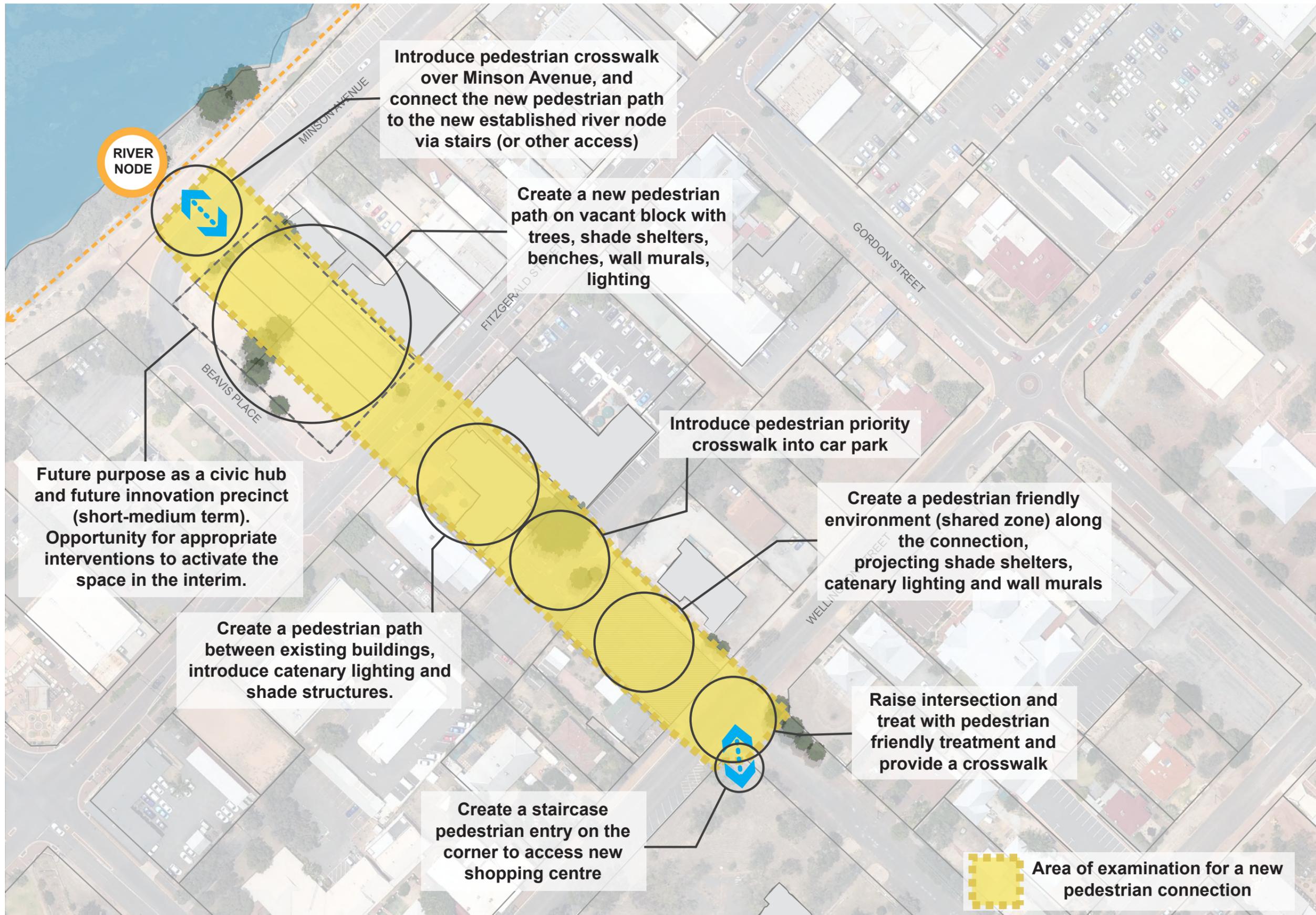


Figure 8. Plan demonstrating the recommended changes and actions to facilitate the creation of a new across-town pedestrian linkage 'Beamish Walk' between the river and Beamish Avenue

**3. Upgrade the Central Northam Mall interface with both Minson Avenue and Fitzgerald Street to facilitate better pedestrian connectivity, support local business and provide opportunity for interim activation.**

- 3.1 Re-align the Fitzgerald Street curve at the mall intersection to create a straight road for better permeability, and to provide more public frontage to the retailers on the south-eastern side of the street. This will provide additional room for street trees as well as alfresco dining.
- 3.2 Finalise implementation of Central Northam Mall Concept, including removal of the rock and installation a coloured pedestrian crossing between the mall and River across Minson Avenue.
- 3.3 Explore opportunities for activating the surrounding mall space through temporary landscaping, seating and trees on the grassed block, or the location of markets or a temporary outdoor cinema in the warmer months.
- 3.4 Locate a co-working space adjacent the mall area to re-inforce its role in the heart of the Town Centre, and provide day-time activity.
- 3.5 The creation of integrated Government Office space to enable the creation of co-working and flexible workspace environments to establish additional business development within the Shire.

**4. Improve comfort, amenity and connectivity between local destinations to:**

- Support the local economy through improved amenity to encourage pedestrian access and extend dwell time.
- Prioritise pedestrians over vehicles and facilitate pedestrian movement.
- Boost image and identity of the Town Centre.
- Create a fine grain movement pattern between large street blocks to increase ease of access and permeability between destinations.



Ideal location for a co-working space interfacing with the mall

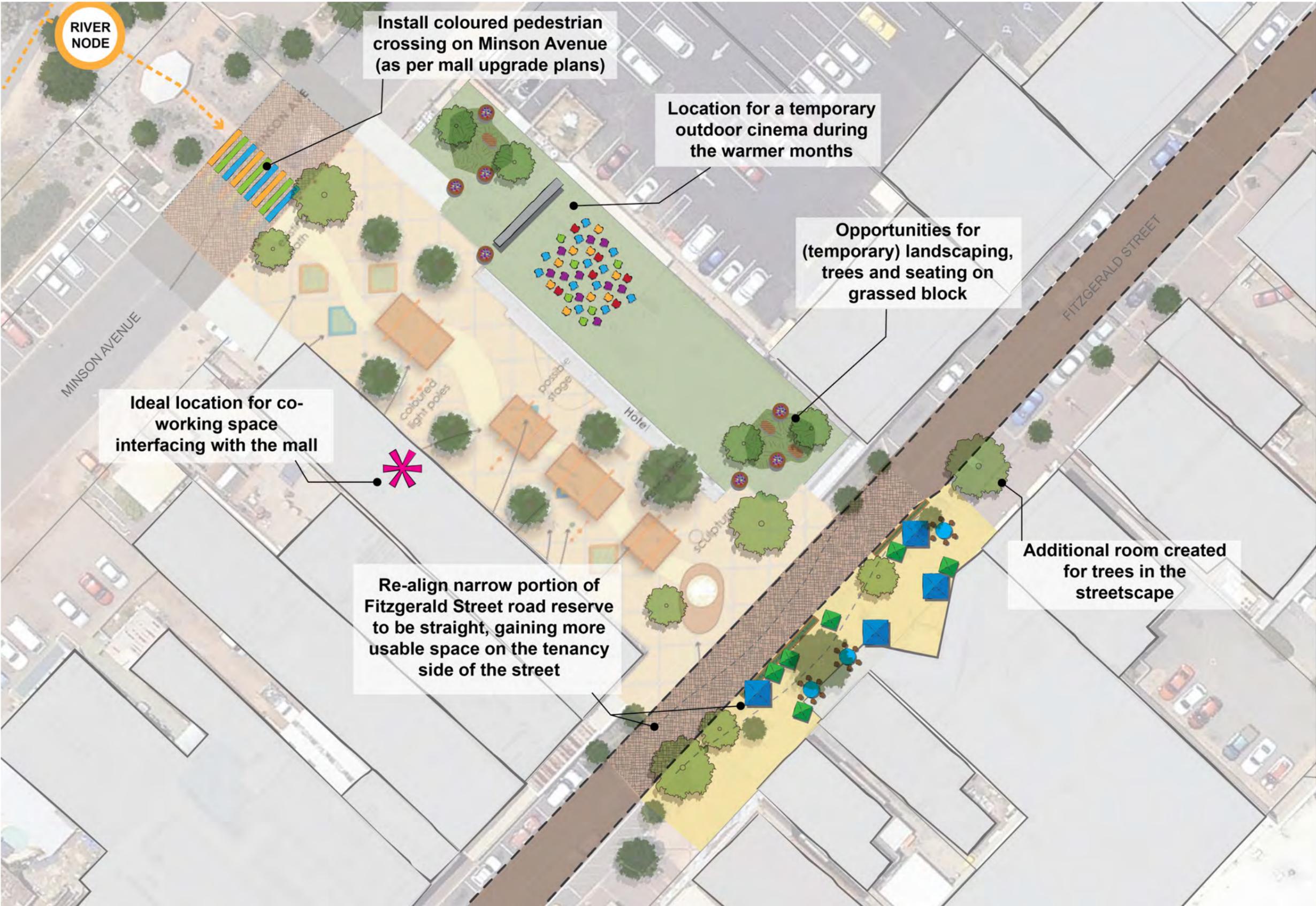


Figure 9. Plan demonstrating the recommended changes and actions to facilitate the creation of a new across-town pedestrian linkage 'Beamish Walk' between the river and Beamish Avenue





## Strategy Four - The Heart of the Avon

### Description

The Avon River has long played an important role within Northam's Town Centre physically and socially, and is an important figure contributing to its sense of place. It is part of Northam's history, being the main anchor for settlement, as well as playing a significant role in commerce for transporting goods to Perth. Today the River is anchored on recreation and local rituals, primarily the annual Avon Descent, but also as a picturesque setting for picnics and the like. The Avon is also home to the unique white swan (to WA). Although it has a robust history entwined with Northam's past, it is time to re-think how the Avon can be celebrated as part of Northam's future.

To honour the long stretch of the River adjacent the Town Centre it is ample to create local destination points and hubs along the river to create focal points and concentrate energy, which will also help to create focal points along the existing river walk. These points provide an opportunity to tell the story of the Avon River and its importance to Northam.

Ultimately these destination points will help to enhance the existing river walk, as well as support the Visitor Centre patronage and the future development of the interpretation centre. Integration with the existing facilities encourages not only the creation of new attractions but the upgrade of existing infrastructure and interpretation to create a welcoming experience and visiting the Avon River foreshore as a destination in and of itself. Over time this will also help the local businesses to engage with the river, where buildings have traditionally backed onto the river, orienting toward Fitzgerald Street instead.

Part of this strategy also looks at achieving greater connectivity with the Avon, to facilitate greater physical engagement with the river, as well as in people's hearts and minds. This includes making the river more accessible, particularly from key destinations identified in Strategy One.

### Intended outcome

*Reconnecting the Town Centre with the Avon River by strengthening across-town physical and visual connections and creating new destinations and attractions that encourage people to visit, interact and return.*

### Sub-Strategies

#### 1. Create a series of Avon River destination nodes and connect these with Town Centre destinations outlined in Strategy One through improved pedestrian connections and broader Town Centre way-finding. In line with Figure 10 these nodes include:

- 1.1 Peel Terrace – create a new node with way-finding, welcome (information) signage being the notional start of the walk, drinking fountain, shade shelter, seating, feature lighting.
- 1.2 Bernard Park – create a new node adjacent the playground area of Bernard Park with way-finding, drinking fountain, shade shelter, seating, feature lighting, and relevant information about the park.
- 1.3 Visitor Centre – build on the existing information / deck on the trail and introduce shade shelter, drinking fountain, feature lighting, way-finding and information about the visitor and interpretive centre. Incorporate e-charging stations at this node in association with undergrounded power.
- 1.4 Gordon Street / Laura's – build on the existing information point on the trail and introduce shade shelter, feature lighting, appropriate trees, drinking fountain, way-finding and information about nearby features and points of interest such as Laura's wine bar. Incorporate e-charging stations at this node in association with undergrounded power.
- 1.5 Beamish Walk – create a new node aligned with Beamish Walk with way-finding, drinking fountain, shade shelter, seating, feature lighting, and relevant information about destinations along the walk.
- 1.6 Gairdner Street - create a new node with way-finding, shade shelter, seating, drinking fountain, feature lighting and information about optional walking tracks (around the river – across the bridge).

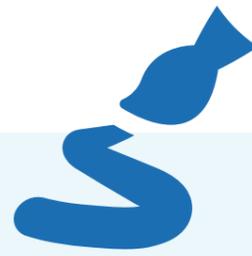
#### 2. Improve amenity around the Avon River and introduce new visitor attractions.

- 2.1 Improve the quality of the walking path along the river. In the longer-term aim to re-lay the path with a different material, such as coloured stone aggregate (used for the Tan Track in Melbourne).
- 2.2 Enter into negotiations and investigations to underground the power along the river walk. This will allow better tree growth, remove a visual barrier and generally improve the aesthetic of the walk.
- 2.3 Introduce more planting and shade along the walk (in addition to the nodes) with fruit trees, creating a feature 'fruit tree trail'. This could be linked to the Bilya Koort Boodja Centre of Nyoongar Culture and Environmental Knowledge through the introduction of native bush tucker plants and fruit trees.
- 2.4 Encourage water recreation opportunities on the Avon River in town, such as pedal boats, to allow visitors and locals the opportunity to interact with and experience the river at a local level. Coincide this with native and riparian vegetation along the Avon River to assist in the visual aspect.
- 2.5 Explore the opportunity to accommodate markets along the Avon River, by incorporating power sources within smart lighting or e-charging areas along with sinking the power lines.
- 2.6 Introduce stepped retaining and terracing down to the river at key nodes (outlined in sub-strategy 1) to connect and better utilise Minson Avenue and the Avon River interface.
- 2.7 Prepare an Avon River Place Activation Plan to ensure the continual activation and use of these key nodes and spaces as a key asset for the Town Centre, considering activation year-round and a cross-section of events and activities.



Figure 10. Plan demonstrating the recommended changes and actions to facilitate the creation of a new across-town pedestrian linkage 'Beamish Walk' between the river and Beamish Avenue





## Strategy Five – Brightscaping

### Description

Working hand in hand with strategic interventions, street enhancements and delivery of new Town Centre amenity and attractions, shorter term, lower cost initiatives can be delivered to achieve immediate improvements and encourage the local community to re-engage with their Town Centre.

Brightscaping projects have been identified to deliver an immediate boost to Town Centre aesthetics and amenity and, in particular, provide opportunities to connect local people with the delivery of public art and beautification projects, such as shopfront art installations.

These opportunities have been identified to create a series of new ‘bright spots’ across the Town Centre that could in turn form part of a new destination set and visitor offer.

### Intended outcome

Create a series of interlinked bright spots incorporating public art and quick win projects that improve presentation and amenity, engage local people and contribute to the local destination set.

### Sub-Strategies

1. **Develop a series of local walking / running paths and trails to encourage local residents and visitors to explore the Town Centre. Build on the existing bridges loop, and extend these throughout the Town Centre, each with their own ‘brand’ or unique identity (colour, symbol etc.) to guide patrons.**
2. **Deliver public art / mural projects in collaboration with the local community (for example Primary Schools, interest groups). These projects should be prioritised on large blank facades, screening to vacant lots, and key areas of activity as identified in Figure 11. Theming for the projects should be in line with any the following:**
  - 2.1 The Avon River / water recreation / Avon Descent;
  - 2.2 Local people’s stories/profiles;
  - 2.3 Hot air ballooning; and
  - 2.4 Northam as a social hub (historical social spots, sporting culture, or tap into local rituals).
3. **Develop Gordon Place as a focal community point, and a pilot project of the ‘Better Block’ concept:**
  - 3.1 Provide cobblestone (or other relevant pavement treatment) to Gordon Place;
  - 3.2 Install large pots/planters down either side of the road to frame the area;
  - 3.3 Painting of the blank walls with edgy urban art/murals;
  - 3.4 Install removable barriers to allow flexibility in access between a shared space and pedestrian only space;
  - 3.5 Provide interesting lighting (lantern or catenary string lighting recommended) throughout, with small lighting amongst the landscaping treatments; and
  - 3.6 Improve car park pavement to align with new pavement treatments/upgrades.

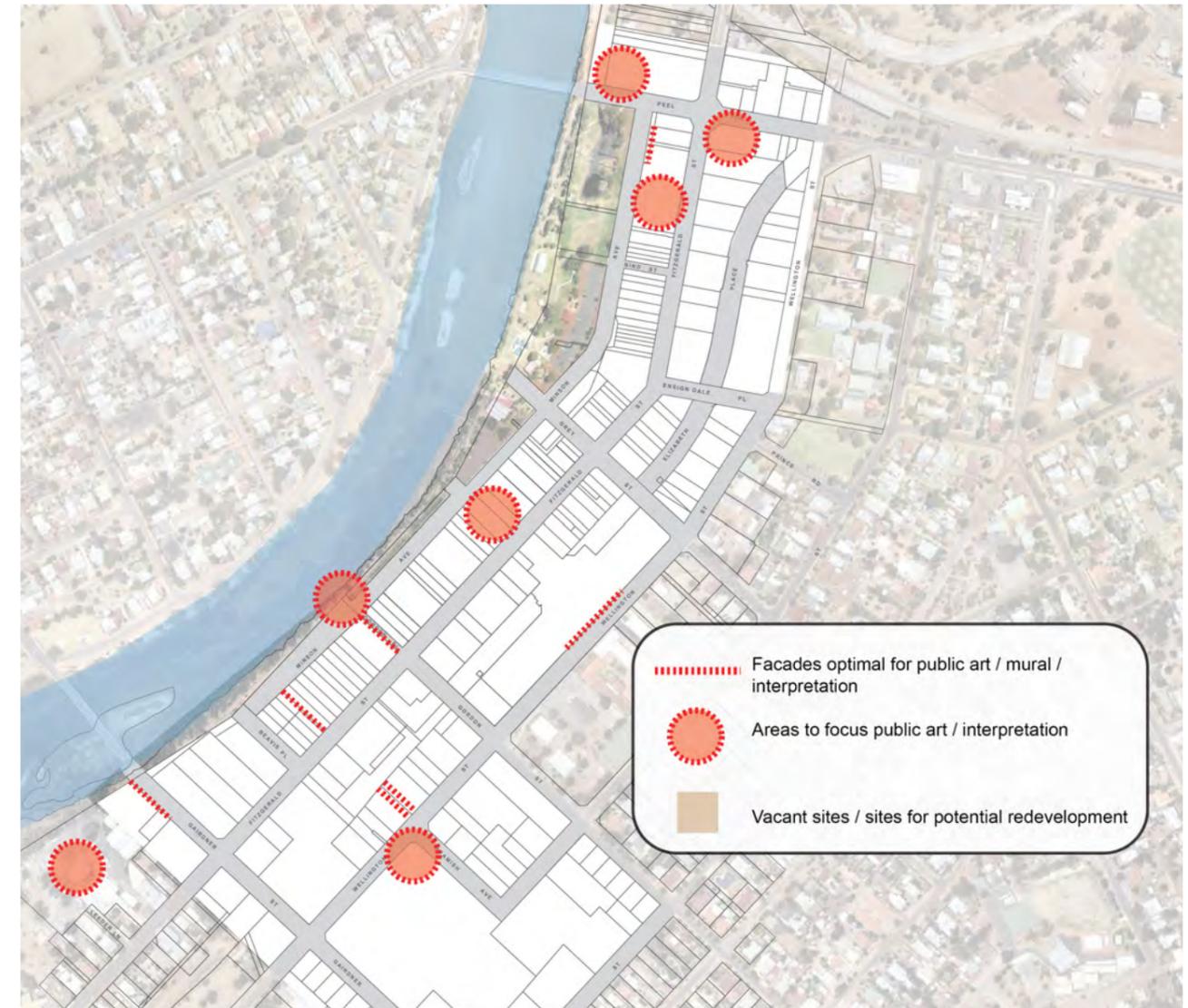


Figure 11. Key locations in the Town Centre for focusing public art and mural projects. Blank facades, or facades with a key visual aspect around town have been targeted, as have areas aligned with either entry statements or primary/secondary destinations.

4. **Coordinate a local campaign to ‘light up Northam at night’ to help improve safety within the Town Centre and contribute to a greater ambience and activity. To help facilitate or offset costs, provide small grants to businesses, roster different locations on different nights of the week (which can be coordinated with any events or activities), and run a competition for the best night window displays.**
  - 4.1 Encourage this same strategy for empty shopfronts, where local artists could create interesting displays in empty shopfronts.
  - 4.2 Introduce temporary lighting, such as catenary lighting, in key public spaces and at the primary and secondary destinations and key connections.

5. **Begin a campaign known as the ‘Northam Lights’, which focuses on lighting up and activating derelict streetscapes to become a destination in their own (think Winter Lights Festival in Brookfield Place, Perth). Begin this project by lighting up or projecting (local stories, artworks, photos etc.) onto the backs of the properties and fences along the foreshore to liven up the area at night. This initiative could be replicated throughout the Town Centre area as needed.**
6. **Building on the success of the painted CBH grain silos on the fringe of Northam and commission painting of the (Weston Milling) silos in the western end of town, creating a broader tourist destination with an attraction in town, and building on local pride. This would also contribute to providing a key visual entry statement into town (via Gairdner Street).**
7. **Provide creative, visually interesting entry statements at the main entry points into the Town Centre that also indicate what types of amenities are available, linking back into the destinations identified in Strategy 2 – A Town of Destinations. Incorporate this signage ‘brand’ with general way finding signage throughout the Town Centre. Allow for the opportunity to incorporate interpretive elements.**



Figure 12. A shop-front display lit up at night, helping to contribute light and interest on the street. (Source: Bloglovin.com).

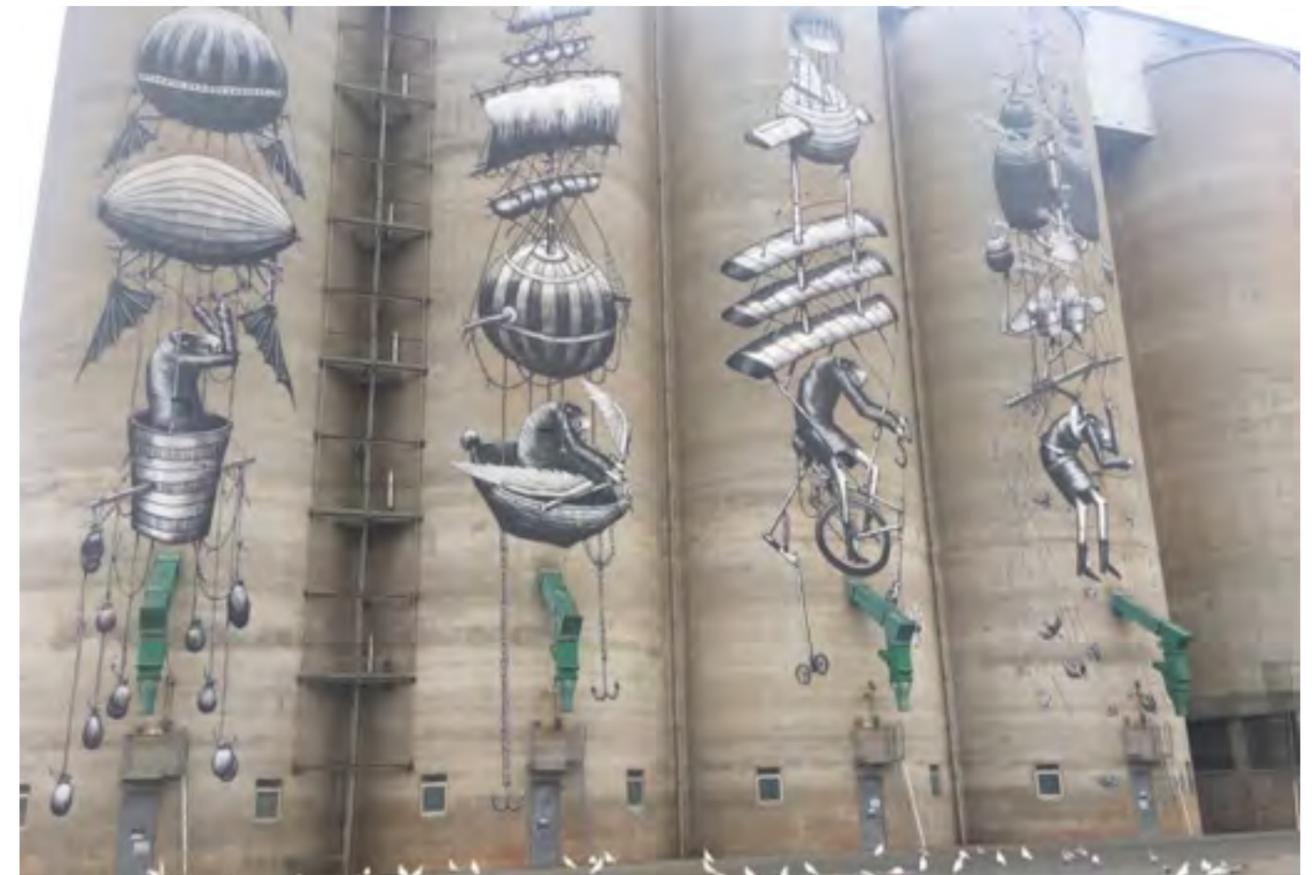


Figure 13. Northam CBH grain silos artwork, providing a unique visual element to the town. (Source: Bloglovin.com).



Figure 14. Weston Milling Silos on Fitzgerald Street – the opportunity for an iconic art mural and entry statement into town. (Source: Mingor.net)

**8. Introduce landscaping Improvements generally in line with streetscape works (as per priority streets), using temporary landscaping as a way to test landscape location in the interim, particularly at key destinations.**

8.1 Landscaping should tie in with local flora (climate appropriate) and where possible, contribute additional colour to the Town Centre.

**9. Introduce tree plantings on all streetscape upgrades and new connections. Tree species selection should take into account a number of matters to ensure the desired outcome is achieved. This includes aesthetic considerations (the ultimate form, scale, foliage type and consistency of the species), biological considerations (climatic conditions, soil type, and tolerance to urban environments and pollutants), and horticultural considerations (maintenance, pruning requirements, debris, availability for replacement, and sizing). The key considerations for tree selection within the Northam Town Centre are prioritised below:**

9.1 Selection Priority 1 – Foliage and Form: Deciduous tree species should be considered to positively respond to the climatic characteristics (hot summers and cool winters). Species should be selected to provide a consistent for, unified streetscape and reduce ongoing maintenance costs from inappropriate selection and placement.

9.2 Selection Priority 2 – Scale: Medium to large sized tree species should be selected to achieve a greater shade canopy cover. Where a location is not suitable (i.e. awnings or power lines could prevent growth) a smaller tree species is appropriate. In this instance, a unified streetscape is still desired (smaller trees on both sides).



Figure 15. An example of a way to introduce temporary landscaping and greenery into spaces and streetscapes, which could be re-used in the longer term. Top image: Perth Bus Station, Bottom Image: Geraldton. (Source: TPG + Place Match).



# Implementation Table

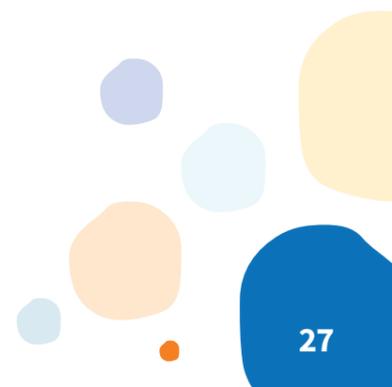
The Shire of Northam has identified projects which fit four deliverable timeframes. ‘Quick Wins’ are projects that have deliverables that can be implemented as soon as practical. ‘Short Term Projects’ are those that have a small lead time prior to their implementation or delivery and may be subject to a period of less than 0.5-1 year. ‘Medium Term Projects’ may require the sourcing of external project funding, or alternatively require between 0-10 years for project delivery. ‘Long Term Projects’ involve projects that are either continuously delivered over a significant period of time over a period between 0-25 years, or alternatively are projects that require significant planning and works to be undertaken over a strategic timeframe to implement the overall project.

## Project Delivery

Quick Wins	Short Term Projects
<ul style="list-style-type: none"> <li>• Establishment of CBD Pedestrian Priority Crossings</li> <li>• Public Art &amp; Mural Program</li> <li>• Gordon Place – Better Block Pilot Project</li> <li>• Pedestrian Barrier Introduction (Creation Of Alfresco/Amenity CBD Zones)</li> </ul>	<ul style="list-style-type: none"> <li>• CBD &amp; Townsite Tree Establishment</li> <li>• Northam CBD Lighting Development</li> <li>• Investment Prospectus</li> <li>• Streetscape Parking Amenity Improvements</li> <li>• Town Centre Campaign</li> <li>• Footpath Creation (Minson Avenue)</li> <li>• Northam Central Mall Enhancement</li> <li>• St John Ambulance (fmr location) Parkland &amp; Defence/ Emergency Services Memorial Creation</li> </ul>
Medium Term Projects	Long Term Projects
<ul style="list-style-type: none"> <li>• Footpath Upgrade (Avon River On Minson Avenue)</li> <li>• Increase Accommodation Availability In Northam CBD &amp; Surrounds (Residential &amp; Short Term Accommodation)</li> <li>• Town Centre Business Group Establishment - Place Maker</li> <li>• Northam ‘Empowering Entrepreneurs’ Initiative</li> <li>• Beamish Avenue Road Relocation</li> <li>• Beamish Avenue Place Activation</li> <li>• Northam CBD Regional Advertising &amp; Branding Initiative</li> <li>• Avon River ‘Destination Nodes’ Establishment</li> <li>• Economic Diversification Program</li> <li>• Realignment &amp; Revitalisation of Northam Boulevard/ Fitzgerald Street Interface</li> <li>• Town Centre Place Manager (Shire)</li> </ul>	<ul style="list-style-type: none"> <li>• Infrastructure Corridor Program – Fitzgerald Street (NBN FTTP, Underground Power, Utility Upgrade)</li> <li>• Infrastructure Corridor Program – Wellington Street (NBN FTTP, Underground Power, Utility Upgrade)</li> <li>• Infrastructure Corridor Program – Minson Avenue (NBN FTTP, Underground Power, Utility Upgrade)</li> <li>• Innovation &amp; Business Hub Development</li> <li>• Avon River Riparian Zone Establishment &amp; Stabilisation</li> <li>• Avon River Nature Walk &amp; River Parkland Extension</li> <li>• Minson Avenue Commercial &amp; Mixed Use Development</li> <li>• Integrated Government Officer Space Development</li> </ul>

## Strategy Development

Economic Strategy	Social & Environmental Strategy
<ul style="list-style-type: none"> <li>• Northam Townsite ‘Destination Linkage’ Plan</li> <li>• Shire of Northam Investment Prospectus</li> <li>• Shire of Northam – Local Commercial &amp; Industrial Strategy</li> <li>• Local Planning Policy – CBD Enhancements &amp; Place Hierarchy</li> </ul>	<ul style="list-style-type: none"> <li>• Northam Townsite Lighting Development Plan</li> <li>• Northam Townsite Tree Establishment Plan</li> <li>• Avon River &amp; Riparian Zone Environmental Plan</li> <li>• Avon River Place Activation Plan</li> </ul>



Project Description & Scope			
Timeframe	Project	CBD Strategy Theme	Project Description, Scope Of Works & Outcome
QUICK WINS	Establishment of CBD Pedestrian Priority Crossings	3. Streets As Places	<p><b>Project Description:</b> Creation of CBD Pedestrian Priority Crossings</p> <p><b>Scope Of Works:</b> Upgrade existing pedestrian crossings and proximal amenities to encourage public use and activation following sign marking as 'pedestrian priority (vehicles give way)'. The creation of a new pedestrian crossing to Minson Avenue from the Avon Mall (1), pedestrian crossing between the Water Corporation/Post Office to Minson Avenue (2), pedestrian crossing between Lauras Wine Bar and Gordon Place/Minson Avenue (3), pedestrian crossing on Fitzgerald Street in proximity to Dome and Red Rooster (4), pedestrian crossing between Dome and Bernard Park (5) and pedestrian crossing between the Avon Mall and Bilya Koort Boodja Centre of Nyoongar Culture and Environmental Knowledge (6). These connections will fill in gaps in the pedestrian CBD pathway network.</p> <p><b>Outcome:</b> Creation of a pedestrian friendly CBD Precinct and improved safety.</p>
	Public Art & Mural Program	5. Brightscaping	<p><b>Project Description:</b> The identification of spaces for public art and mural creation to enhance attractiveness of underutilised spaces.</p> <p><b>Scope Of Works:</b> The creation of art installations across the townsite and CBD Precinct for permanent and temporary art installations.</p> <p><b>Outcome:</b> The reduction of graffiti through the marking of prominent places for art creation and enhanced pedestrian amenity.</p>
	Gordon Place – Better Block Pilot Project	5. Brightscaping	<p><b>Project Description:</b> The use of the 'Better Block' concept to upgrade and enhance Gordon Place as a small public space.</p> <p><b>Scope Of Works:</b> Streetscape and amenity works.</p> <p><b>Outcome:</b> Creation of a pedestrian focal point between Fitzgerald Street and Minson Avenue to the Avon River.</p>
	Pedestrian Barrier Introduction (Creation Of Alfresco/Amenity CBD Zones)	3. Streets As Places	<p><b>Project Description:</b> Creation of coordinated greenscapes and pedestrian barriers to create enclaves for alfresco dining and pedestrian amenity zones in the CBD.</p> <p><b>Scope Of Works:</b> Installation of pedestrian barriers, pedestrian amenities and landscaping.</p> <p><b>Outcome:</b> Business creation and attraction, with the development of key dining/entertaining precincts within the CBD.</p>

Project Description & Scope			
Timeframe	Project	CBD Strategy Theme	Project Description, Scope Of Works & Outcome
SHORT TERM	CBD & Townsite Tree Establishment	5. Brightscaping	<p><b>Project Description:</b> A program to deliver urban street trees to greenscape the urban environment.</p> <p><b>Scope Of Works:</b> Installation of street trees over a set period to improve pedestrian amenity and reduce the urban heat island effect.</p> <p><b>Outcome:</b> Improved pedestrian environment and Northam ‘Sustainable Centre’ outcomes.</p>
	Northam CBD Lighting Development	5. Brightscaping	<p><b>Project Description:</b> A program to deliver coordinated shop lighting and upgraded townsite streetscape lighting to activate the CBD.</p> <p><b>Scope Of Works:</b> Lighting upgrade program and installation of CBD lighting. Incentivised light installation development by businesses within the CBD.</p> <p><b>Outcome:</b> Improved public safety, streetscape improvement and after-hours public utilisation of pedestrian spaces (economic &amp; social activity generation)</p>
	Investment Prospectus	1. Growing Local Investment	<p><b>Project Description:</b> The creation of an investment prospectus to entice economic development and business creation within the Shire of Northam.</p> <p><b>Scope Of Works:</b> Creation of an investment prospectus for the Shire of Northam.</p> <p><b>Outcome:</b> Creation of a public investment prospectus document.</p>
	Streetscape & Parking Amenity Improvements	3. Streets As Places	<p><b>Project Description:</b> Improved streetscapes and amenity in-line with street hierarchy establishment (Local Planning Policy).</p> <p><b>Scope Of Works:</b> Streetscape improvements, street hierarchy establishment and the creation of an associated Local Planning Policy.</p> <p><b>Outcome:</b> Increased pedestrian friendly amenities (footpaths, shade trees, pedestrian structures). Assist in the establishment of enhanced public perceptions and improved pedestrian movement within the Northam CBD.</p>
	Town Centre Campaign	1. Growing Local Investment	<p><b>Project Description:</b> Create a series of clearly defined destinations within the Town Centre to establish a broader regional presence of the Northam CBD.</p> <p><b>Scope Of Works:</b> Social media, advertising, retail &amp; mixed use development and event development and attraction.</p> <p><b>Outcome:</b> Recognition of Northam Town Centre as a primary destination, both within the Shire and the broader Avon Region.</p>
	Footpath Creation (Minson Avenue)	3. Streets As Places	<p><b>Project Description:</b> The development of footpaths on Minson Avenue to encourage urban development of Avon River/Minson Avenue corridor.</p> <p><b>Scope Of Works:</b> Footpath and utilities corridor creation including the installation of pedestrian crossings to Bernard Park from Dome and pedestrian crossings from Dome onto Fitzgerald to fill identified gaps in the pedestrian network.</p> <p><b>Outcome:</b> Potential economic development and public/private investment in urban development on Minson Avenue addressing the Avon River Foreshore.</p>
	Northam Central Mall Enhancement	3. Streets As Places	<p><b>Project Description:</b> Improved streetscapes and amenity upgrades in-line with street hierarchy.</p> <p><b>Scope Of Works:</b> Streetscape works, pedestrian crossing establishment/reinforcement and place activation and co-working space creation.</p> <p><b>Outcome:</b> The creation of a strong pedestrian network, and arterial linkages to other key destinations within the CBD Precinct which reinforces dwell-time of visitors within the CBD.</p>
	St John Ambulance (fmr location) Parkland & Defence/Emergency Services Memorial Creation	3. Streets As Places	<p><b>Project Description:</b> The creation of an urban public parkland and memorial site for Defence/Emergency Services personnel.</p> <p><b>Scope Of Works:</b> Amenity works, parkland development and memorial design and placement.</p> <p><b>Outcome:</b> A strengthened urban parkland framework and delivery of memorial features for Defence/Emergency Services personnel.</p>

Project Description & Scope			
Timeframe	Project	CBD Strategy Theme	Project Description, Scope Of Works & Outcome
MEDIUM TERM	Footpath Upgrade (Avon River On Minson Avenue)	4. The Heart Of The Avon	<b>Project Description:</b> The upgrade of footpaths on the Avon River Foreshore in-line with amenity improvement works planned in the vicinity. <b>Scope Of Works:</b> Footpath renewal and network extension (connecting to CBD pedestrian connections identified). <b>Outcome:</b> Footpath renewal and network extension.
	Increase Accommodation Availability In Northam CBD & Surrounds (Residential & Short Term Accommodation)	2. A Town Of Destinations	<b>Project Description:</b> Examine planning framework and potential to create CBD residential and short term accomodation. <b>Scope Of Works:</b> Planning and market analysis. Applicable interventions considered and duly applied where appropriate to enable development. <b>Outcome:</b> Increased residential and short term accommodation within the CBD.
	Town Centre Business Group Establishment Place Maker	1. Growing Local Investment	<b>Project Description:</b> A representative of the Northam CCI or Other who helps coordinate investment and information between businesses, Northam CCI and parties such as the Shire of Northam to assist in investment and development. <b>Scope Of Works:</b> Creation of Town Centre Business Group, and the delivery of the coordinator role to further development and investment. <b>Outcome:</b> Collective ownership and management by business and industry in private investment creation within the Town Centre.
	Northam 'Empowering Entrepreneurs' Initiative	1. Growing Local Investment	<b>Project Description:</b> Development of group events within the Northam CCI as a sub-project of the 'Town Centre Business Group Establishment – Place Maker' to encourage assistance and advice to current and prospective investors in the CBD. <b>Scope Of Works:</b> Engagement between business and industry to deliver a stronger business sector through participation. <b>Outcome:</b> Strengthened support network for furthering engagement and development opportunities for the Town Centre.
	Beamish Avenue Road Relocation	2. A Town of Destinations	<b>Project Description:</b> Relocation of existing road and creation of pedestrian amenities to enable pedestrian connection between Wellington Street and Minson Avenue. Project also assists in the establishment of space for the future intensification of land surrounding the Library Precinct. <b>Scope Of Works:</b> Formalise land tenure amalgamation where required, paving, landscaping, lighting and public art installation with pedestrian crossings and street furniture. <b>Outcome:</b> Enhanced connectivity in the Northam CBD, and provide strategic pedestrian linkage to Avon River & Minson Avenue through a formal road and pedestrian path establishment/relocation.
	Beamish Avenue Place Activation	2. A Town Of Destinations	<b>Project Description:</b> Urban development of the Library Precinct and Innovation Hub. <b>Scope Of Works:</b> Building construction, amenity installation and utility upgrades and improvements. <b>Outcome:</b> A strategic node of the CBD is created, expanding the economic potential (Innovation Hub) and the urban development of an underutilised space for public/private utilisation.
	Northam CBD Regional Advertising & Branding Initiative	1. Growing Local Investment	<b>Project Description:</b> The creation of a regional advertising and branding initiative. <b>Scope Of Works:</b> Physical Advertising – Great Eastern Highway & CBD and Digital Advertising & Branding – Collective and wholesome image of progressive and economic/socially active community. <b>Outcome:</b> Enhanced visitor attraction and economic development within the CBD.
	Avon River 'Destination Nodes' Establishment	3. Streets As Places	<b>Project Description:</b> The creation of six key nodes along the Avon River. <b>Scope Of Works:</b> Amenity works to create six nodes to encourage visitor attraction along the Avon River Foreshore. The enhancement of the connections of the Avon River pedestrian pathways to the Northam Aboriginal Environmental Interpretive Centre. <b>Outcome:</b> The creation of a series of amenity nodes/stops along the river walk to facilitate pedestrian movement and comfort.
	Economic Diversification Program	1. Growing Local Investment	<b>Project Description:</b> Program to diversify the existing economic base in the Northam Townsite. <b>Scope Of Works:</b> Marketing and promotional activities, land use zoning and investment incentives to attract and retain businesses. <b>Outcome:</b> Diversification of the economic base, increased dwell-time of visitors within the Northam Town Centre.
	Realignment & Revitalisation of Northam Boulevard/Fitzgerald Street Interface	3. Streets As Places	<b>Project Description:</b> The realignment and revitalisation of the road and pedestrian environment abutting the Avon Mall. <b>Scope Of Works:</b> Realign the road curve, modify the pedestrian reserve areas and revitalise the precinct with pedestrian amenity and streetscape improvements. <b>Outcome:</b> An improved and greatly accessible civic space and a strengthened movement framework for pedestrians and vehicles.
Town Centre Place Manager (Shire)	1. Growing Local Investment	<b>Project Description:</b> Delivery of a (Investment Officer) within the Shire of Northam CCI who provides a common contact point for business development and investment enquiry. <b>Scope Of Works:</b> Provide streamlined planning, building and environmental advice, development of local events, online business portal and a place manager role to provide a single contact point. <b>Outcome:</b> Enable the attraction, growth and promotion of existing and future businesses.	

Project Description & Scope			
Timeframe	Project	CBD Strategy Theme	Project Description, Scope Of Works & Outcome
LONG TERM	Infrastructure Corridor Program – Fitzgerald Street (NBN FTTP, Underground Power, Utility Upgrade)	1. Growing Local Investment	<p><b>Project Description:</b> The creation a single infrastructure corridor undergrounding physical assets and relocating existing underground assets that undermine redevelopment potential.</p> <p><b>Scope Of Works:</b> Installation of NBN Fibre to the Premise (FTTP), underground power, sewer &amp; water utility movement/upgrade.</p> <p><b>Outcome:</b> Enable redevelopment and enhanced economic development potential.</p>
	Infrastructure Corridor Program – Wellington Street (NBN FTTP, Underground Power, Utility Upgrade)	1. Growing Local Investment	<p><b>Project Description:</b> The creation a single infrastructure corridor undergrounding physical assets and relocating existing underground assets that undermine redevelopment potential.</p> <p><b>Scope Of Works:</b> Installation of NBN Fibre to the Premise (FTTP), underground power, sewer &amp; water utility movement/upgrade.</p> <p><b>Outcome:</b> Enable redevelopment and enhanced economic development potential.</p>
	Infrastructure Corridor Program – Minson Avenue (NBN FTTP, Underground Power, Utility Upgrade)	1. Growing Local Investment	<p><b>Project Description:</b> The creation a single infrastructure corridor undergrounding physical assets and relocating existing underground assets that undermine redevelopment potential.</p> <p><b>Scope Of Works:</b> Installation of NBN Fibre to the Premise (FTTP), underground power, sewer &amp; water utility movement/upgrade.</p> <p><b>Outcome:</b> Enable redevelopment and enhanced economic development potential.</p>
	Innovation & Business Hub Development	1. Growing Local Investment	<p><b>Project Description:</b> Promoting Northam as a major hub for innovation and business in the Wheatbelt.</p> <p><b>Scope Of Works:</b> Deliver IT improvements (NBN FTTP), creation of co-working spaces and the development of a technology hub to enable embracing E-Change.</p> <p><b>Outcome:</b> Improvements in technology, increased specialized investment and niche industry agglomeration development.</p>
	Avon River Riparian Zone Establishment & Stabilisation	4. The Heart Of The Avon	<p><b>Project Description:</b> The delivery of planned interventions to assess and deliver interventions that improve the environment of the Avon River Foreshore.</p> <p><b>Scope Of Works:</b> Riparian zone replanting, establishment and stabilization and the creation of new planting zones to assist in improving the environment of the Avon River &amp; Avon River Foreshore.</p> <p><b>Outcome:</b> Improved public amenity and environmental outcomes for the Avon River.</p>
	Avon River Nature Walk & River Parkland Extension	4. The Heart Of The Avon	<p><b>Project Description:</b> Coordinated upgrades to the Avon River interface with the Northam Town Centre &amp; CBD Precincts.</p> <p><b>Scope Of Works:</b> Underground power, amenity works and strategies to further deliver the enhancement of the Avon River/CBD interface.</p> <p><b>Outcome:</b> Visible, interactive and attractive interface with the Avon River.</p>
	Minson Avenue Commercial & Mixed Use Development	1. Growing Local Investment	<p><b>Project Description:</b> The planned development and activation of Minson Avenue as a mixed use &amp; commercial development to reinforce the traditional core of the Northam CBD.</p> <p><b>Scope Of Works:</b> Tenure investigation, utility improvement and development incentivisation.</p> <p><b>Outcome:</b> The establishment of urban development which provides direct access and frontage to Minson Avenue and the Avon River.</p>
	Integrated Government Office Space Development	1. Growing Local Investment	<p><b>Project Description:</b> Developing a coordinated government office space precinct to suit the location or relocation of Government Departments and Agencies that may wish to locate here or relocate. This will also enable larger businesses to expand in the then vacated premises within the Town Centre.</p> <p><b>Scope Of Works:</b> Identification, engagement and proactive view to the development of planning for the precinct. Development by State Government or Private Sector.</p> <p><b>Outcome:</b> Integrated Government Office Space Precinct developed.</p>

# Appendices

## Appendix A - Interim Steering Group Meeting Discussion Notes, March 2017

### Northam Interim Steering Group Workshop Thursday 16 March 2017

#### WHAT ARE THE MAJOR ASSETS AND DESTINATIONS?

- The river
- The history of the town –
  - o Buildings in the town (unique), town hall, library
- Reminds me of Forbes (NSW) – the river is a ‘feature’
- Service town (history) – you came here for everything, services and the people, social hub (hub). Services now dwindling. Gentleman’s and workers clubs, picture theatre.
- The gateway to the goldfields (railway here – instead of York, pipeline here) – gold romance, the ‘land port’ to the goldfields
- Proximity to Perth – asset and also a loss (in terms of losing people/ services) – always be a country town due to the bush/hills separation
  - o Ideal for people to come and retire
  - o Need to draw from community and Wheatbelt base (currently strong business), not lose focus on this area for business draw
  - o Bypass is fantastic – 60 trucks used to zoom through town
  - o Close enough to Perth not to be in it, but to be close
  - o All support facilities in town
- Good, solid service town – lifestyle opportunities from Perth, will always be a good service town (resilience)
- Lots of ways to make this town better – all marginal
- The heat is a big characteristic – generates ballooning, sky diving etc.
- Railway line could be used more for day trips etc.
- River could be used much more
- Drive it as a retirement place?
- 62 (commonwealth games) – pressure point for growth from Perth at the time due to strategic geographic location
- The flour mill is unique (oldest operating flour mill in WA)
- The people – the interesting people

- The airport – local planes (dundegong?/dundegy?)

#### LOCAL RITUALS

- The markets (lions and farmers market)
- Flying 50
- Avon descent
- Small shops shut on Sundays – in the main streets, ghost town
- Recent swap meet on the oval (annually)
- Sporting culture – Saturday mornings, Sunday footy

#### BRIGHT SPOTS

- Wine bar
- Village green is very popular (opened centre of town up) – farmers markets, relaxing, centrepiece for the town, connection through to the river
- The verandah’s over the footpath
- Water park is popular on weekends
- Bernard Park is popular
- Pro-active attitude of people

#### MISSED OPPORTUNITIES / CHALLENGES

- Apathy is a big challenge
- Jobs – central location to all areas
- Cinema
- Open air theatre, drive in and indoor theatre (back in the day)
- Alternate airstrip to connect to Perth (currently Cunderdin is having an upgrade)
- Tourist day trippers – need to be cheaper day tickets
- Aboriginal interpretive centre could be an incentive for more people to come here
- Keep the youth/kids here – and attract others here – education, where children can create positive memories

#### KEY PRIORITIES – WHAT ARE THE QUICK WINS?

- Plant appropriate trees – shade, leaves, deciduous, root systems that don’t interfere with services – (no deciduous – or mix)
- More urban art in the town (e.g. Bunbury) and create walks to experience these
- Noongar community
- Freedom trail in Boston (heritage trail)
- Empty shops are a bleak walk (manage empty/tired shopfronts)
- Use the shopping centres as attraction – smaller shops can fill the gaps – e.g. pop up shop (do the owners not drop the rent? – a resistance to drop the rent both commercial and residential)

#### SUCCESS FACTORS – WHAT WILL SUCCESS LOOK LIKE?

- Trees
- Physical link from new shopping centre to Fitzgerald street (comfortable, shaded walk) – Council’s idea to link next to RSL
- Actually seeing people walking in town
- Eatery restaurant in the WaterCorp building (in between both shopping centres)

#### OTHER COMMENTS

- 132 new jobs in the new shopping centre

## Appendix B - Document Review

Name	Prepared	Date
1.0 Wheatbelt Regional Planning and Infrastructure Framework	Western Australian Planning Commission	December 2015
2.0 Northam Town Centre Parking Strategy – December 2011	Donald Veal Consultants Pty Ltd, Burgess Design Group	December 2011
3.0 Minison Avenue Design Guidelines	Allerding and Associates	August 2011
4.0 Northam Commercial & Government Office Accommodation Strategy	Hames Sharley	January 2012
5.0 Northam Regional Centre Growth Plan	RPS Environment, Hames Sharley, AEC Group, McDowell Affleck, GHD, Mike Allen Planning	2012
6.0 Shire of Northam – Strategic Community Plan	Shire of Northam	2011-2012
7.0 Shire of Northam Planning Strategy	Shire of Northam	July 2013
8.0 Entrepreneurial Innovation in the Wheatbelt	Regional Development Australia Wheatbelt	November 2016

Document Title	Wheatbelt Regional Planning and Infrastructure Framework – December 2015
Summary of Document	<p>The Wheatbelt Regional Planning and Infrastructure Framework provides an overview of regional planning issues and a basis for ongoing planning and development at a strategic level.</p> <p>The Framework has been informed by the Regional Centres Development Plan (SuperTowns initiative) which facilitates growth of selected regional towns, including Northam.</p> <p>Parts of the implementation of the Wheatbelt Framework will occur through the Department of Planning and progressively implemented into WAPC decision-making as well as being reflected in local government strategies and schemes.</p>
Key initiatives/objectives	<p>The Framework comprises a vision for the Wheatbelt as a whole as well as breaking this down further into three chapters, being Liveable Communities, Vibrant Economy and Valued Natural Amenity. The overall vision for the Wheatbelt is noted as follows:</p> <p><i>The Wheatbelt will have a diverse social and economic base, be a leader in innovation and create new opportunities that confirm it as a key contributor to the State's prosperity.</i></p>
Relevant Strategies/Actions	<p>The Framework provides a list of strategies/actions that agencies would typically progress as well as a list of committed regional infrastructure projects including the following that are specific to Northam:</p> <ul style="list-style-type: none"> <li>• Southern Inland Health Initiatives (District Hospital Upgrades);</li> <li>• Implementation of Supertowns infrastructure projects; and</li> <li>• Upgrades to regional health facilities.</li> </ul>
Identified connectivity	<p>The Framework provides a broad overview of planning issues and a basis for strategic planning and development. There is no identified connectivity to the Town Centre area specifically.</p>

Document Title	Northam Town Centre Parking Strategy – December 2011
Summary of Document	<p>The Town Centre Parking Strategy aims to manage parking more effectively within the Town Centre as the Shire's population continues to grow.</p> <p>This Car Parking Strategy involves a review of the existing car parking situation and development of options to ensure that the future car parking demands are adequately catered for. This included consideration of the following issues:</p> <ul style="list-style-type: none"> <li>• Current car parking bay numbers and locations, public parking bays and bays on private property;</li> <li>• Future parking requirements and generators for car parking;</li> <li>• Future options for parking within the Northam Town Centre;</li> <li>• Improvements for existing car parking areas to improve functionality; and</li> <li>• Existing demand for bays versus the existing bays provided.</li> </ul>
Key initiatives/objectives	<p>Suggested measures include the more efficient control of parking within the Town Centre and the incorporation of time limits in parking areas of higher demand. The Strategy reinforces a required paradigm shift in car parking, recognising parking as an active element that impacts on both land use and transport activity within the Town Centre.</p>
Relevant Strategies/Actions	<p>A set of guiding principles, goals and outcomes were established to guide the management and operation of public car parking in the Town Centre. The following outcomes were identified and grouped into categories based on short, medium and long term staging opportunities.</p> <p><b>Short Term 15 years:</b></p> <ul style="list-style-type: none"> <li>• Capped parking periods on Fitzgerald Street;</li> <li>• Increased provision of staff time for issuing of friendly warnings and later, parking tickets to overstayed users;</li> <li>• On-street ACROD, and loading/pick-up/drop-off to reduce the dependence on off-street bays for specialty parking;</li> <li>• Parking locations further away from Fitzgerald Street to be allowed for longer stay; and</li> <li>• Increased visibility, legibility, improved signage and guidance to assist in way-finding and distribute the demand more effectively.</li> </ul> <p><b>Transition Term 5-10 years:</b></p> <ul style="list-style-type: none"> <li>• Designation of on-street short-stay paid parking in the Town Centre at high turnover locations;</li> <li>• Upgrade of informal parking bays to include signage and line marking and encouraging use of parking facilities toward Minison Avenue and Wellington Street; and</li> <li>• Strategic employee parking (Tenant Long-Stay) to be established toward the periphery of the Town Centre to free up spaces for value add users such as shoppers.</li> </ul>

Document Title	Northam Town Centre Parking Strategy – December 2011
	<p><b>Long Term 10+ years:</b></p> <ul style="list-style-type: none"> <li>• On-street parking priced higher than off-street to encourage off-street occupancy and increase turnover rate;</li> <li>• Conversion of existing public off-street car parks to hourly paid parking in the Town Centre to ensure turnover and encourage long-stay parking towards the periphery;</li> <li>• Private parking restrictions to be decreased to remove artificial supply constraints and improve efficiency;</li> <li>• Parking management and control for all significant ‘private’ car parks to be negotiated with the Shire of Northam;</li> <li>• Off-street commuter and long-stay public car parking to be located on the periphery, near major access routes and either within a 150 to 400m pedestrian walking distance to the Town Centre businesses or in close proximity to a potential local bus system within the Town Centre;</li> <li>• Long stay and commuter parking staged constructed in partnership with significant land owners/operators and ultimately as a multi-deck facility(ies) in the vicinity of the Northam Railway Station, if and only where required for the purposes of high demand land uses.</li> <li>• Relocate and centralise government agencies in a location or ‘hub’ off the main street to open up further opportunities for additional retail uses along Fitzgerald Street.</li> </ul>
Identified connectivity	<p>The Northam Town Centre Parking Strategy is specifically connected to the operational characteristics and impacts on parking within the Town Centre area as well as the periphery. The Strategy identifies options that directly relate to improving the Town Centre and to ensure that future car parking demands are adequately catered for whilst considering possible issues the Northam Town Centre will face in relation to car parking and land use.</p>

Document Title	Minson Avenue Design Guidelines – August 2011
Summary of Document	<p>The Minson Avenue Design Guidelines (the Guidelines) form part of a wider planning exercise undertaken in the context of projected population growth and the increasing importance of Northam becoming a regional hub in the Wheatbelt.</p> <p>The guidelines specifically look at a stretch of land along Minson Avenue, immediately adjacent to and running perpendicular to the Avon River and foreshore. The guidelines intend to provide clear direction for land use and development form through specifically introducing a mixed land use approach through the presence of residential land uses compatible with commercial development. Desirable forms of development are addressed through a series of design controls, which includes setbacks, building design and layout, service areas and vehicular access, pedestrian movements, car parking and landscaping.</p> <p>The guidelines form an additional layer to work previously undertaken in the area and specifically include and build upon the Minson Avenue/Avon River Foreshore Plan and the Northam Town Centre Parking Strategy.</p>
Key initiatives/objectives	<p>The following objectives are identified through the Guidelines to guide the nature of future development within the Precinct:</p> <ol style="list-style-type: none"> <li>a) Encourage appropriated scaled mixed residential and non-residential development;</li> <li>b) To ensure that the amenity of the locality is enhanced;</li> <li>c) Encourage development which both complements the existing style and character of adjacent commercial areas along Fitzgerald Street as well as improving the quality of the built form on Minson Avenue;</li> <li>d) Improve the quality of the Minson Avenue frontage and reduce the impact of parking provision;</li> <li>e) Encourage pedestrian orientated development within the Town Centre, particularly the Minson Avenue frontage;</li> <li>f) Ensure appropriate measures are in place to control the bulk and scale of buildings along the Minson Avenue Frontage;</li> <li>g) Improve the quality of the Minson Avenue built environment;</li> <li>h) Ensure development acts to recognise the importance of the Avon river to the amenity of the local area, and building on this strength to promote tourism activity;</li> <li>i) Ensure the promotion and harbouring of increased pedestrian movement through the built form and streetscape provisions;</li> <li>j) Create a vibrant, diverse and attractive Town Centre for Northam; and</li> <li>k) The integration of a range of land uses, activities and places to interact.</li> </ol>
Relevant Strategies/Actions	<p>The Guidelines are intended to provide clear direction and guidance on desirable forms of development and land uses within area. The Guidelines identify four sub-precincts with different characteristics and development potential. Each sub precinct is addressed in some detail, providing recommendations and suggestions for future development. These suggestions are ultimately reinforced through a series of design controls as well as indicative development examples.</p>
Identified connectivity	<p>The Guidelines specifically relate to an area of land that is within the western most portion of the Northam Town Centre Development and Connectivity Strategy, although is contained within all three Activity Nodes – north east, central and west.</p>

Document Title	Northam Commercial & Government Office Accommodation Strategy – January 2012
Summary of Document	The document was prepared under the auspices of the state governments SuperTowns initiative, to determine the required infrastructure to facilitate the absorption of future growth in Western Australia's population. The document is one of many that are required in addition to the significant amount of strategic planning work that has already been undertaken by both state and local government and aims to ensure that a complete suite of strategic planning is available to guide the future growth of the Town.
Key initiatives/objectives	<p>The objectives of the Commercial and Government Office Accommodation project are:</p> <ul style="list-style-type: none"> <li>• To create a shared vision (government and private sector) for the Central Business Area for Northam and Avon Region;</li> <li>• To clearly establish current and future State Government Office Accommodation requirements;</li> <li>• Undertake an audit of all existing State Government Office Accommodation including location, size of offices, building conditions, car parking, accessibility and general building appearance;</li> <li>• Review existing office occupancy of the Fitzgerald Precinct as identified within the Northam Development Plan;</li> <li>• Undertake an assessment of requirements for co-locating government departments in a central node that offers a range of services and support including conference facilities, an attractive working environment and synergies that optimise floor space efficiency.</li> <li>• Assess ability for inclusion of private sector within the Central Business Area (CBA);</li> <li>• Develop a Master Plan detailing the State Government's office accommodation requirements and any private sector participants within the CBA;</li> <li>• Provide a process map for future staging of the Master Plan (urban design and architectural concepts) including potential costing and staging plan;</li> <li>• Provide a framework for integrating outcome options with the Shire's asset management activities (including maintenance and renewal) and long term financial planning; and</li> <li>• Undertake a tenant intentions survey to establish the level of interest for the business / agencies to actually move into a central business area.</li> </ul>
Relevant Strategies/Actions	<p>The document's Master Plan identifies the optimum configuration of office and other related spaces given the desired features of stakeholders, commercial and urban design considerations, specific tenant requirements and physical constraints. The document outlines the key features and considerations of the master plan, including the potential office floorspace capacity of the proposed development under the Master Plan, car parking provision and staged development priorities. The Master Plan includes both buildings and non building related development improvements which includes the realignment and landscaping of Beavis Place as well as a Park n Walk facility toward the fringe of the CBA.</p> <p>The document outlines an indicative staging and costing schedule with the basis of the staging being to develop the CBA from its central point first being the corner of Fitzgerald Street and Beavis Place.</p>
Identified connectivity	The Northam Commercial & Government Office Accommodation Strategy specifically relates to the western most portion of the study area as defined by the Northam Town Centre Development Strategy and is within Activity Node 1 – Town Centre West. The Masterplan identifies an optimum configuration of office space and includes urban design considerations and constraints.

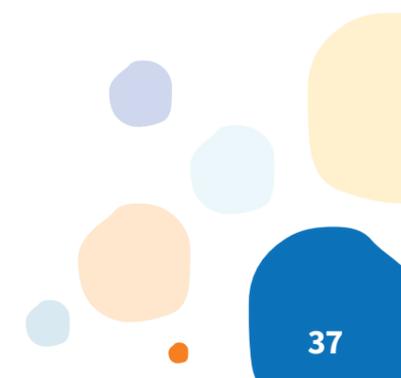
Document Title	Northam Regional Centre Growth Plan - 2012
Summary of Document	<p>The State's population is expected to double over the next 40 to 45 years. To accommodate this increase, a transformational change was needed in the southern half of regional Western Australia to share the significant growth and reduce pressure on metropolitan Perth. In July 2011, Royalties for Regions invested \$85.5 million to establish the Regional Centres Development Plan (SuperTowns). This plan was to assist nine Western Australian towns to plan and prepare for a projected doubling of the State's population by 2056 and included Boddington, Collie, Esperance, Jurien Bay, Katanning, Manjimup, Margaret River, Morawa and Northam.</p> <p>Each town developed a Growth Plan that would help them to plan for and sustain this envisaged growth. The Northam Growth Plan identified a series of neighbourhood precincts and sets out how and when land should be used and developed, what infrastructure and services are needed, how community wellbeing can flourish and how the environment should be protected.</p>

Document Title	Northam Regional Centre Growth Plan - 2012
Key initiatives/objectives	<p>The Growth Plan recognises that retail viability and sustainability can be enhanced through improvements to local public realm amenity. It also recognises that improvements in pedestrian permeability and amenity will promote greater retention of local expenditure and help leverage increased visitor expenditure through improvement to the consumer environment.</p> <p>The following provides an overview of the objectives within the document.</p> <ul style="list-style-type: none"> <li>• <b>Economy</b> - Providing opportunities for regional and local employment generation to address the gaps and drive diversification of employment outcomes.</li> <li>• <b>Community</b> - Fostering the development of safe, friendly and inclusive communities. Providing places and spaces that reflect and enhance the unique character, Aboriginal and non-Aboriginal heritage and identity of the area. Building resilience within the community and providing services and facilities for a range of diverse community needs and interests. Building the service sector in the regional centre and designing service delivery models to suit the sub region’s population distribution.</li> <li>• <b>Environment</b> - The protection and enhancement of natural environmental and cultural assets, biodiversity, air and water quality and building resilience against the long term effects of climate change. Plan for balanced enhancement and development of natural assets, while using their amenity as a population attractor.</li> <li>• <b>Public Realm and Built Environment</b> - Economically efficient infrastructure for industry and households designed for efficient use of energy, water, materials and transport. Providing an orderly and adequate supply of land along with increased choice in housing to cater for a diverse population and workforce.</li> <li>• <b>Infrastructure and Resources</b> - Strategic and urban transport, utilities and communications infrastructure are provided in a timely, sustainable and efficient manner to cater for a growing resident population as well as increasing strategic and business activity.</li> <li>• <b>Urban Structure</b> - The Growth Plan identifies key activity nodes within the Northam townsite based upon key themes relating to the main services or attractions, including health, education, civic, central business area, retail, industry, train and recreation. The Growth Plan identifies that the full activation of Fitzgerald Street, being the main street will be difficult due to its length and therefore proposes a series of activity nodes with an increased level of development intensity, which is eventually connected by a bus system within the town. The Growth Plan identifies movement to be undertaken in a variety of ways and suggests the following relevant considerations: <ul style="list-style-type: none"> <li>• Improve the pedestrian and cycle experience and connectivity (walkability) within the town, encourage active transport options to improve community health and sustainability.</li> <li>• Adopt a Town Centre wide strategy for parking. Limit parking provision within the Town Centre that impacts on the cohesiveness of the urban form. Manage parking with time limits and provide safe and attractive walking connections from car parking areas to Fitzgerald Street.</li> </ul> </li> </ul>

Document Title	Northam Regional Centre Growth Plan - 2012
Relevant Strategies/Actions	<ul style="list-style-type: none"> <li>• <b>Encourage appropriate zoning and development of commercial and industrial land uses within the sub-region:</b> Government offices shift into a Central Business Area sub-precinct of the Town Centre. Confine development of commercial retail related services to the Town Centre where possible, to allow for it to remain a focal point.</li> <li>• <b>Create a well-defined sense of place in the sub-region’s towns and communities to attract people to live and stay in the communities:</b> Promote and support community involvement in public place making and built environment projects.</li> <li>• <b>By 2017 town development will be based on themed walkable catchments that encourage people to walk to the nearby activities provided at the centre of the catchments:</b> Utilise the Northam Growth Plan with townsite precincts assisting in delivering themed walkable catchments. Develop a Dual Use pathway plan with theme walkable catchments through the Precincts.</li> <li>• <b>Provide a transportation network that meets the expectations of the communities and businesses of the sub-region, as well as identifying and improving the network as gaps occur and the population grows:</b> Investigate opportunities for public transport between settlements in the region and within the Northam townsite to ensure the widest possible access to regional services.</li> </ul>
Identified connectivity	<p>As a result of the Growth Plans that were produced for the nine towns previously mentioned, 17 priority projects were identified and provided with additional Royalties for Regions funding. The following projects specific to Northam were funded through additional funding from Royalties for Regions:</p> <ul style="list-style-type: none"> <li>• Avon River Revitalisation and Riverfront Development (Stage 1)- \$3.65 million; and</li> <li>• Avon Health and Emergency Services Precinct - \$4.81 million.</li> </ul> <p>In addition to the above specific funding, the Growth Plan is aligned with the Northam Commercial &amp; Government Office Accommodation Strategy, recognising the shift of government offices into the Town Centre and strengthening of the retail/commercial environment by confining this to within the Town Centre also.</p>

Document Title	Shire of Northam Strategic Community Plan – 2012 - 2022
Summary of Document	<p>The Shire of Northam Strategic Community Plan (the plan) has been developed in accordance with the Integrated Planning and Reporting Framework and Guidelines for Western Australian local governments and integrates the community’s aspirations in its development, review and implementation.</p> <p>The Plan aspires to recognise the needs of all of the Shire’s settlement areas and to enable the development of infrastructure and services to meet the needs of each locality.</p> <p>The Plan recognises that the majority of growth stemming from the SuperTown initiative will occur within the Northam townsite, however, despite this, the Plan reiterates the Shire’s commitment to providing quality services in all its localities.</p> <p>The Plan considers what is required to ensure optimum social, economic and environmental development. The Plan will ultimately assist in delivering more efficient and effective services, enabling the implementation of best practice processes to improve community outcomes and maximize regional development opportunities.</p> <p>Through the process that was undertaken in developing the Plan, a number of emergent themes and community aspirations were identified. These emergent themes have guided the development of the objectives and strategies that will be delivered over the life of the Plan.</p>
Key initiatives/ objectives	<p>The Plan identifies a number of objectives under the overarching matters of governance, community, economic, natural environment, infrastructure and resources, public realm and built environment. These are listed below.</p> <p><u>Governance</u></p> <ul style="list-style-type: none"> <li>• Provide accountable and transparent leadership;</li> <li>• Improve organisational capability and capacity; and</li> <li>• Provide efficient and effective corporate management.</li> </ul> <p><u>Community</u></p> <ul style="list-style-type: none"> <li>• Create an environment that provides for a caring and healthy community;</li> <li>• Provide services and processes to enhance public safety;</li> <li>• Provide active and passive recreation facilities and services; and</li> <li>• Protect and promote the Shire’s diverse culture and heritage.</li> </ul> <p><u>Economy</u></p> <ul style="list-style-type: none"> <li>• Support business and investment opportunities; and</li> <li>• Facilitate further development of regional tourism.</li> </ul> <p><u>Natural Environment</u></p> <ul style="list-style-type: none"> <li>• Mitigate the Shire of Northam’s carbon footprint, reducing waste and green- house gas production;</li> <li>• Enhance the health and integrity of the natural environment; and</li> <li>• Management and protection of water resources.</li> </ul> <p><u>Infrastructure and Resources</u></p> <ul style="list-style-type: none"> <li>• Provide and support an effective and efficient transport network; and</li> <li>• Promote a diverse mix of development opportunities throughout the Shire.</li> </ul>

Document Title	Shire of Northam Strategic Community Plan – 2012 - 2022								
Relevant Strategies/ Actions	<p>Under each of the abovementioned objectives are a number of identified strategies with an associated implementation timeframe. The strategies are specifically for the purposes of achieving the Shire’s vision of the Plan, which is as follows:</p> <p><i>Shire of Northam is a vibrant growing community, that is safe, caring and inclusive. We are recognised as a community that values our heritage, preserves our environment and promotes our commerce.</i></p> <p>Those strategies considered relevant to the Town Centre area are identified below.</p> <table border="1"> <tbody> <tr> <td>Community</td> <td> <ul style="list-style-type: none"> <li>• Facilitate the preservation of heritage buildings and significant sites;</li> <li>• Encourage development sympathetic to heritage sites and values; and</li> <li>• Understand and acknowledge Aboriginal and European heritage through the provision of interpretive venues, materials and activities.</li> </ul> </td> </tr> <tr> <td>Economic</td> <td> <ul style="list-style-type: none"> <li>• Promote new commercial and industrial development through appropriate zoning of land, provision of suitable infrastructure and efficient &amp; effective business approval process; and</li> <li>• Enhance the aesthetic environment to support business opportunities.</li> </ul> </td> </tr> <tr> <td>Infrastructure and Resources</td> <td> <ul style="list-style-type: none"> <li>• Plan for the provision and delivery of transport services and infrastructure in the Shire in close consultation with the State and Federal governments and the local community.</li> </ul> </td> </tr> <tr> <td>Public Realm and Built Environment</td> <td> <ul style="list-style-type: none"> <li>• Ensure Council land use planning is in place and reflective of established objectives;</li> <li>• Provide a proactive and supportive service to (potential) land developers; and</li> <li>• Undertake Urban &amp; CBD renewal projects.</li> </ul> </td> </tr> </tbody> </table>	Community	<ul style="list-style-type: none"> <li>• Facilitate the preservation of heritage buildings and significant sites;</li> <li>• Encourage development sympathetic to heritage sites and values; and</li> <li>• Understand and acknowledge Aboriginal and European heritage through the provision of interpretive venues, materials and activities.</li> </ul>	Economic	<ul style="list-style-type: none"> <li>• Promote new commercial and industrial development through appropriate zoning of land, provision of suitable infrastructure and efficient &amp; effective business approval process; and</li> <li>• Enhance the aesthetic environment to support business opportunities.</li> </ul>	Infrastructure and Resources	<ul style="list-style-type: none"> <li>• Plan for the provision and delivery of transport services and infrastructure in the Shire in close consultation with the State and Federal governments and the local community.</li> </ul>	Public Realm and Built Environment	<ul style="list-style-type: none"> <li>• Ensure Council land use planning is in place and reflective of established objectives;</li> <li>• Provide a proactive and supportive service to (potential) land developers; and</li> <li>• Undertake Urban &amp; CBD renewal projects.</li> </ul>
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Identified connectivity	<p>The Plan relates to the entire local government area of Northam and is not specific to the Northam Town Centre specifically. Notwithstanding this, the Plan identifies a number of strategies that are considered relevant to the Town Centre, which have been developed through understanding the aspirations of the Shire’s community.</p>								



Document Title	Shire of Northam Planning Strategy – July 2013
Summary of Document	<p>The Shire’s Planning Strategy (the Strategy) is a strategic planning tool which sets out the long term planning directions for land use and development across the local government area. The Strategy is to assist decision making in the context of State, regional and local planning policies through a long term strategic planning framework for future land use and development.</p> <p>The purpose of the Shire of Northam’s Local Planning Strategy is to:</p> <ul style="list-style-type: none"> <li>• Apply the Strategy and interpret the framework of State and regional policies and plans for the local area;</li> <li>• Establish the local government’s aims for the Shire and the strategies, policies and general proposals to achieve these aims;</li> <li>• Provide an explanation for the statutory provisions of Local Planning Scheme No. 6 (LPS6) to assist the local government in making decisions under the Scheme;</li> <li>• Explain the local government’s broad strategy for the area in a way which is understandable to the public;</li> <li>• Provide a basis for coordinating public and private development; and</li> <li>• Promote the Shire’s identity within the Wheatbelt Region.</li> </ul>
Key initiatives/objectives	<p>The Shire of Northam Plan for the Future 2010 – 2020 sets out the local government’s broad objectives and initiatives for future development and growth within the Shire over the next ten (10) years. It provides details of the services and facilities considered essential to support anticipated growth in the Shire during this period in a manner consistent with the following Mission Statement:</p> <p><i>“Our Mission is to – To deliver responsive, sustainable services in a manner that preserves and enhances our environment and lifestyle.</i></p> <p><b>Our Values to include -</b></p> <ul style="list-style-type: none"> <li>• Leadership – we recognise the community’s expectations to provide leadership.</li> <li>• Respect – we respect differences in age, culture, values and opinion.</li> <li>• Teamwork – we achieve through the efforts of the team.</li> <li>• Excellence – we aspire to one standard.</li> <li>• Openness – we engender trust through our openness.</li> </ul> <p><b>Our Community will be recognised for -</b></p> <p><i>A tradition of innovation, readily embracing new people and new ideas. A strong sense of hospitality and tolerance. Pride in their Shire”.</i></p> <p>The Strategy provides a large amount of information on a series of matters across the Shire’s wide-ranging area. The Strategy does specifically address the urban development as a topic, providing a profile of all of the key settlement areas, including Northam and its key issues as well as identifying an overarching vision for the Shire that is further developed into a series of strategies and actions specific to Northam. The actions that are relevant to the Town Centre area specifically are outlined below.</p>

Document Title	Shire of Northam Planning Strategy – July 2013
Relevant Strategies/Actions	<ul style="list-style-type: none"> <li>• When preparing the conceptualised development plan for the Northam townsite, assess future demand for additional commercial zoned land in the town and designate a clearly defined Town Centre area and small local centres. <b>(SHORT TERM)</b></li> <li>• Partner with key stakeholders to help prepare and implement redevelopment plans for the following areas in the Northam townsite: <ul style="list-style-type: none"> <li>- Minson Avenue, Fitzgerald Street and Wellington Street East in the Town Centre area including the old Northam Hospital site on the corner of Wellington and Gairdner Streets;</li> <li>- The area surrounding the Northam Railway Station along Peel Terrace;</li> <li>- The old ‘Victoria Oval’ contained with the street block bounded by Charles, Duke, Gairdner and Wellington Streets; <b>(SHORT TERM &amp; ONGOING)</b></li> </ul> </li> <li>• Consolidate the current ‘Business’, ‘Local Centre’ and ‘Town Centre’ zoning classifications applicable to all commercial land in the Northam townsite by applying a single, all inclusive ‘Commercial’ zoning classification to these areas with a consistent set of development provisions and standards that can be applied to all future commercial development. <b>(IMMEDIATELY)</b></li> <li>• Formulate and apply suitable local planning scheme provisions and policies to address the following land use management issues in the Northam townsite: <ul style="list-style-type: none"> <li>- the provision of adequate car parking, particularly in the Town Centre area; <b>(IMMEDIATELY &amp; ONGOING)</b></li> </ul> </li> </ul>
Identified connectivity	<p>The actions outlined above are considered directly relevant to the Northam Town Centre area. The Strategy provides an explanation of the Shire’s LPS6 and is to be read in conjunction with the Scheme. The Strategy provides an explanation for the statutory provisions of LPS6 and ultimately explains the Shire’s broad strategy for the area, forming a basis for coordinating public and private development.</p>

Document Title	<b>Entrepreneurial Innovation in the Wheatbelt: A report on the people, groups and businesses involved in entrepreneurial innovation in Western Australia's Wheatbelt Region</b>
Summary of Document	<p>The Entrepreneurial Innovation in the Wheatbelt report provides a series of benchmarks and entrepreneurial innovation examples occurring in Western Australia's Wheatbelt region. The report identifies certain challenges, which hinder the development of innovative and entrepreneurial companies and also identifies the strengths &amp; opportunities for growth across the region.</p> <p>The report identifies three major corridors of entrepreneurial innovation that radiate from Northam, which is considered to be located at the epi-centre.</p>
Key initiatives/objectives	<p>The report highlights seven key areas that are critical to the development of entrepreneurship and innovation within the Wheatbelt. The report explores the following themes in more depth:</p> <ul style="list-style-type: none"> <li>• People, Communities &amp; Culture</li> <li>• Digital Communities</li> <li>• Feeding Asia's Demand</li> <li>• Ag-tech</li> <li>• Sustainability</li> <li>• Creating a Regional Brand</li> <li>• Renewable Energy</li> </ul> <p>The report indicates that the Wheatbelt is being shaped by a series of major trends that align with the abovementioned seven themes.</p>
Relevant Strategies/Actions	<p>The report itself does not provide any specific strategies or actions to be undertaken, and simply outlines a number of findings through analysis of data statistics, survey and workshop findings. The report has undertaken an overall entrepreneurial innovation ranking through using a heat map, which identifies Northam as being ranked within the top 25% of local government authorities in terms of innovation.</p>
Identified connectivity	<p>The report identifies a number of factors that may have an influence for the ongoing development and growth within Northam as the Wheatbelt region diversifies and greater opportunities arise for entrepreneurial innovation in business into the future.</p>

