

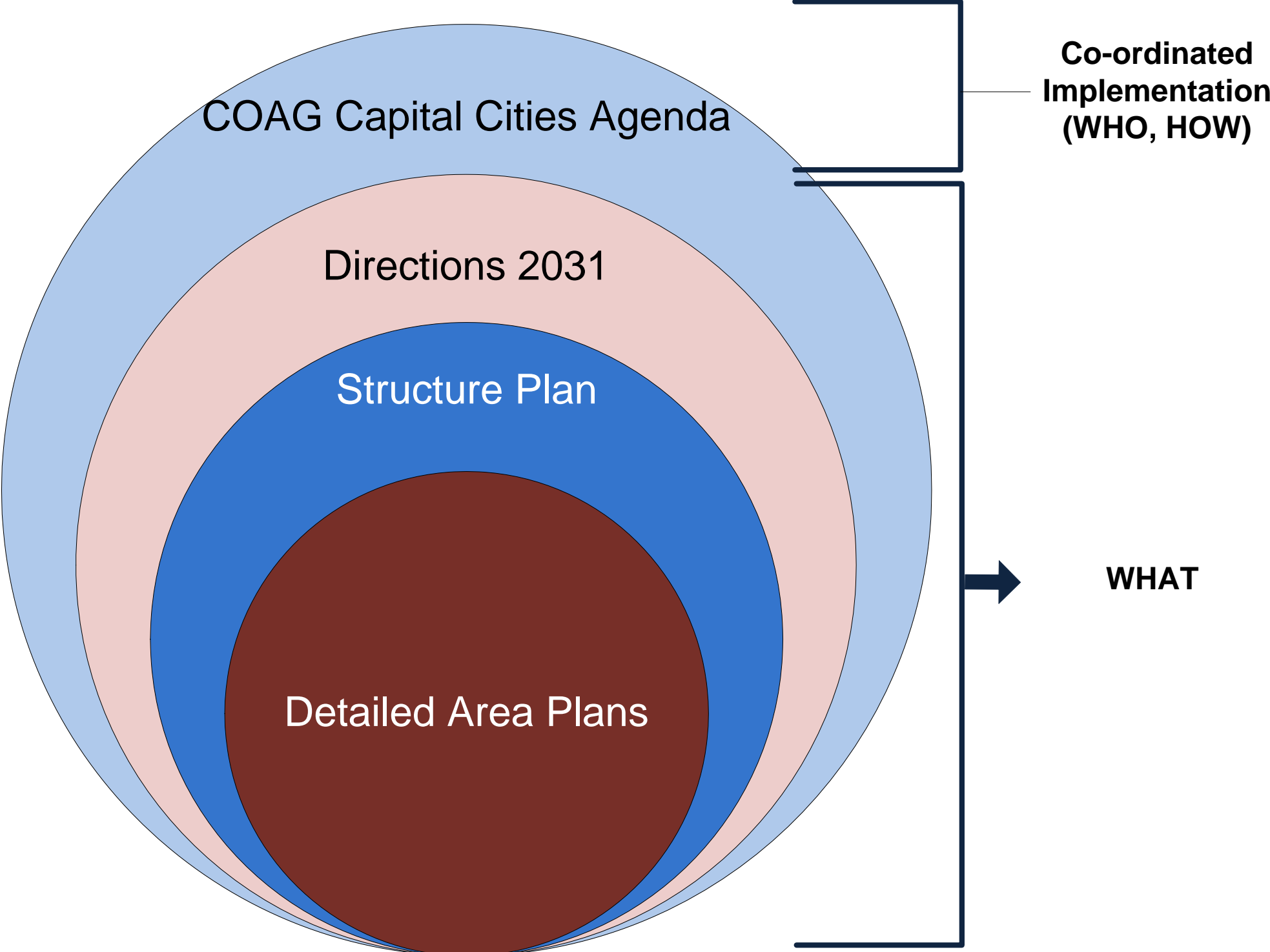


Stirling City Centre Alliance

Performance Framework

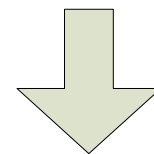
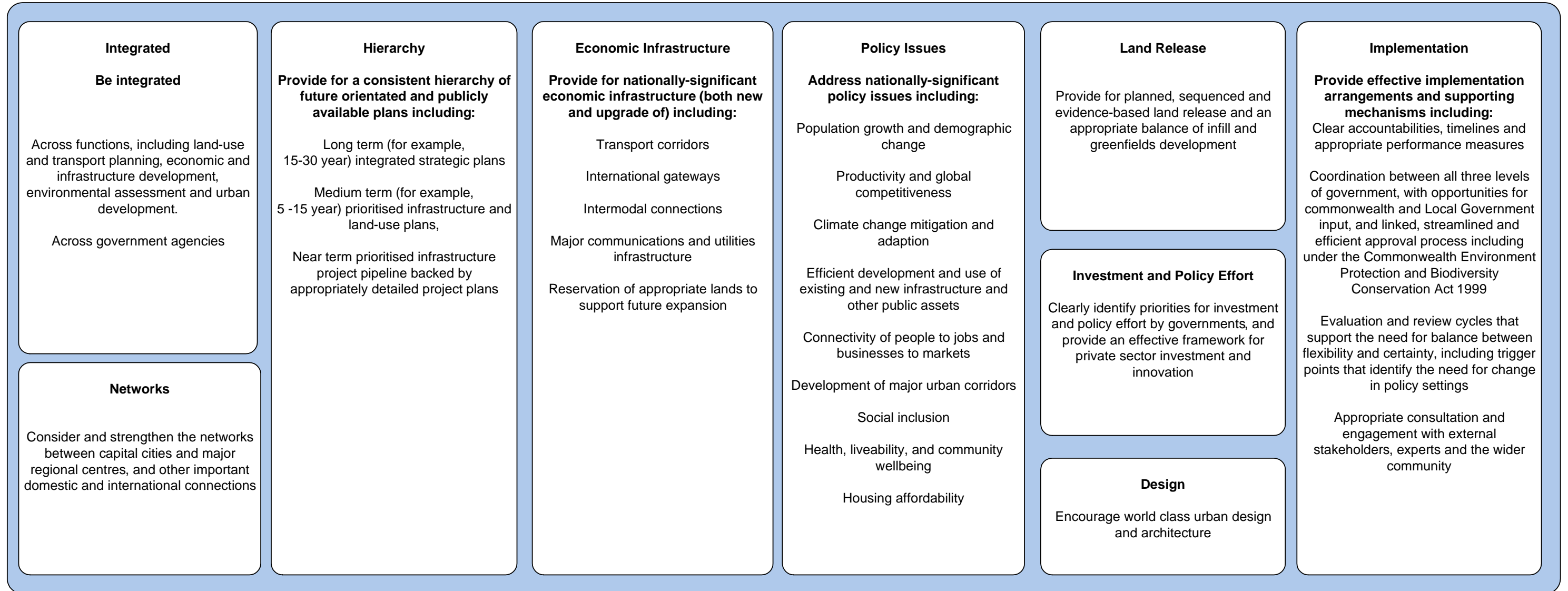
Key Performance Areas and Key Performance Indicators

Policy Framework



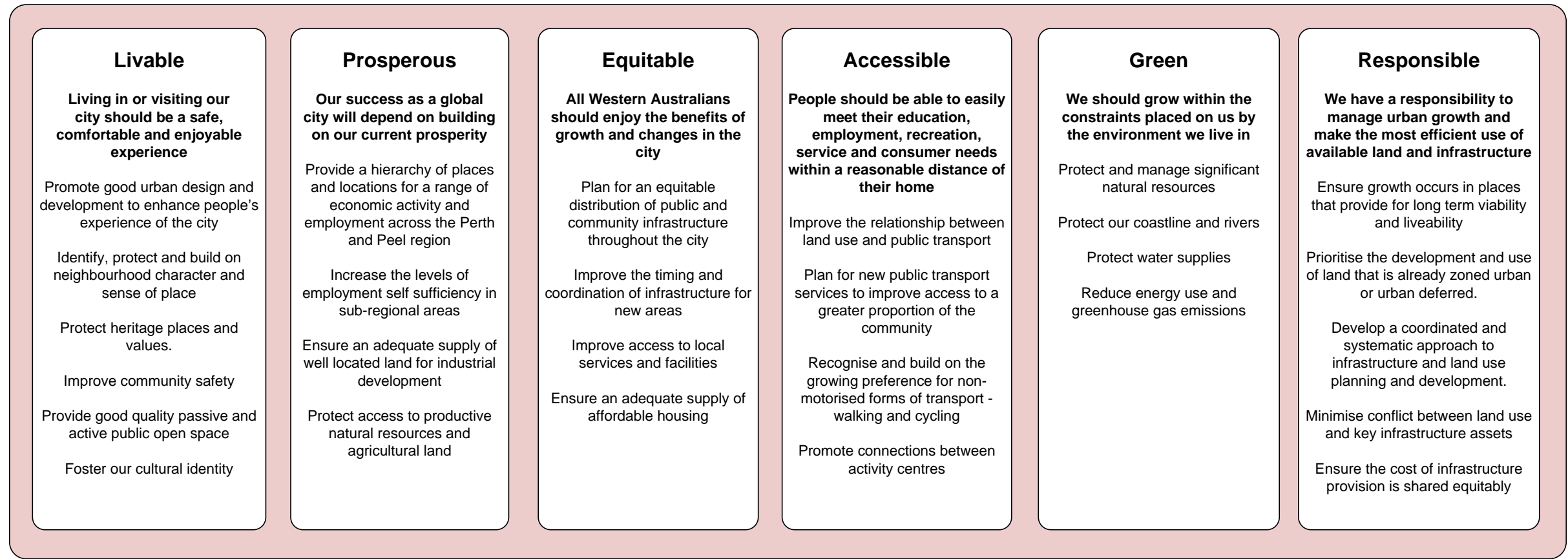
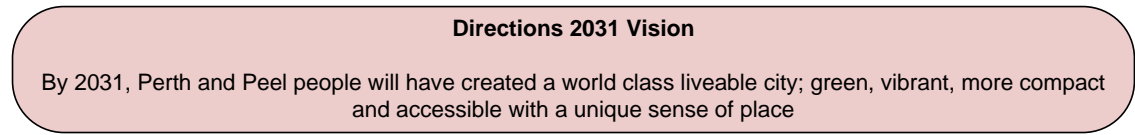
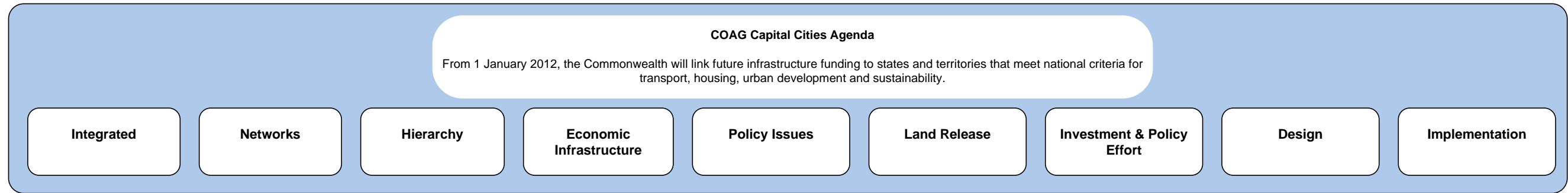
COAG Capital Cities Agenda

From 1 January 2012, the Commonwealth will link future infrastructure funding to states and territories that meet national criteria for transport, housing, urban development and sustainability.

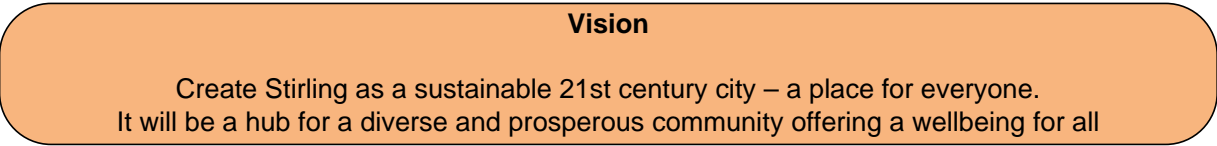


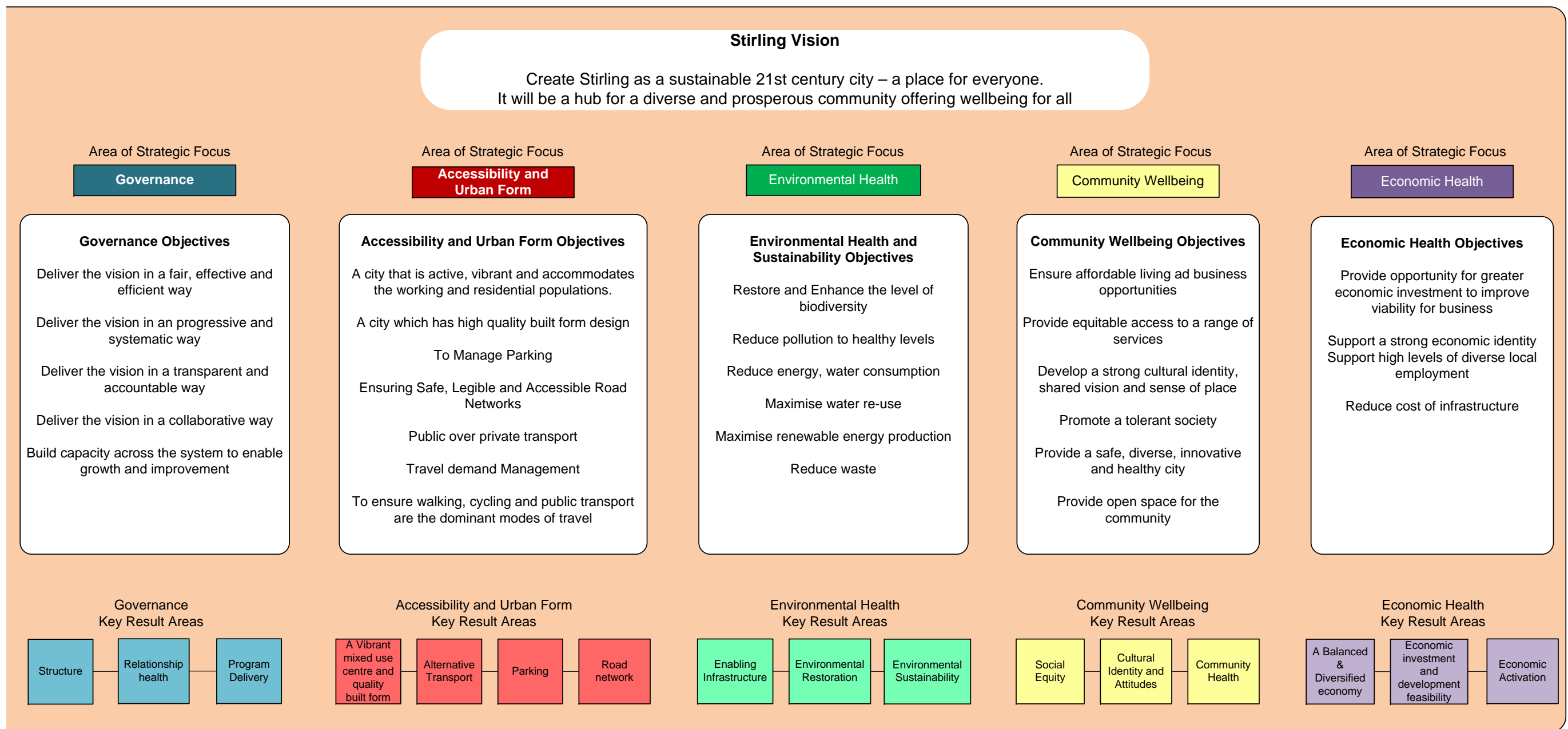
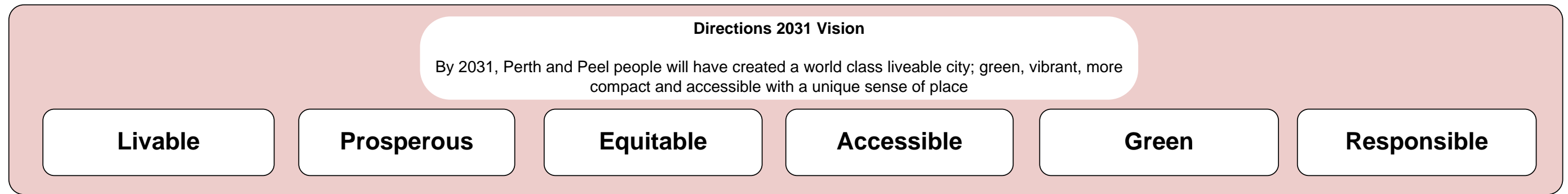
Directions 2031 Vision

By 2031, Perth and Peel people will have created a world class liveable city; green, vibrant, more compact and accessible with a unique sense of place

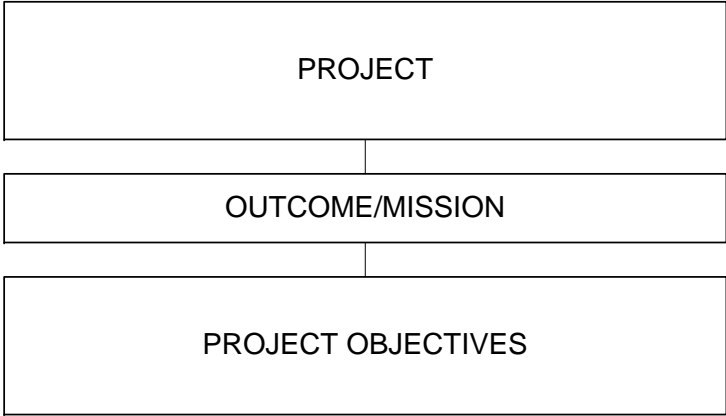
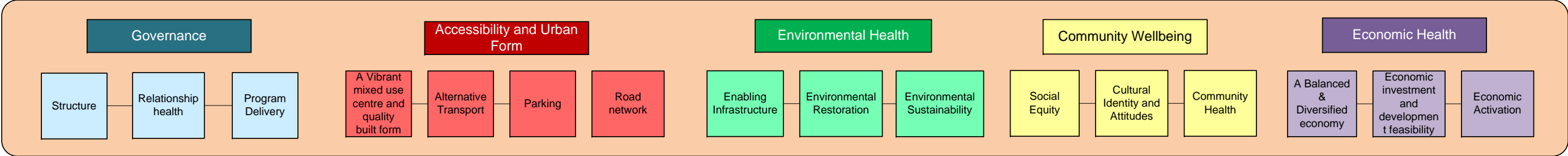


“Stirling city centre was historically developed as a general and light industrial area, and has evolved over time to become a major regional destination for bulky goods retailing and, more recently, commercial and office development. The Stirling Alliance has been formed by key stakeholders to re-plan the centre, improve its integration with the passenger rail network, and reduce the current level of car dependency. It is anticipated that Stirling will ultimately develop to complement Perth central area as a major employment centre, and will become more diverse with the progressive introduction of housing and associated social infrastructure”





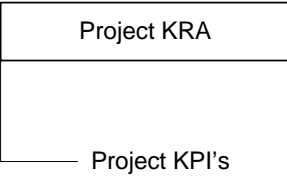
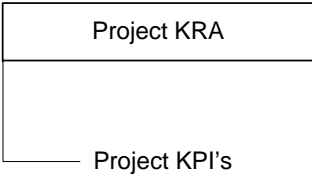
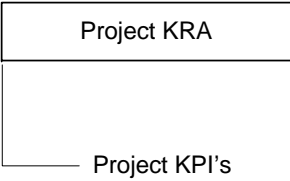
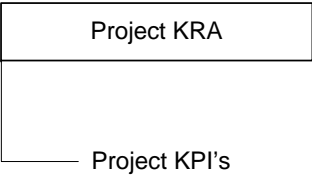
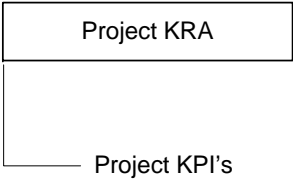
Vision
 Create Stirling as a sustainable 21st century city – a place for everyone.
 It will be a hub for a diverse and prosperous community offering wellbeing for all



All projects are defined using the Vision, Areas of Strategic Focus and Program KRAs as the authoritative source.

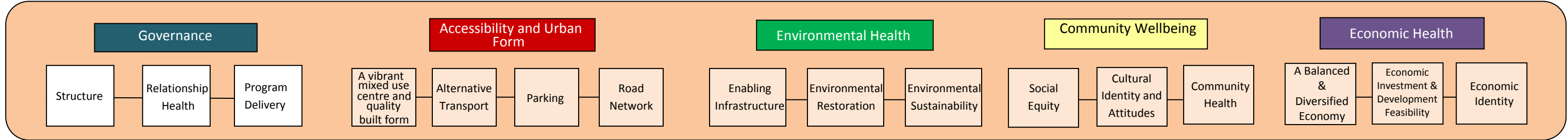
Project KRAs are selected from the Program KRAs. Only those KRAs that directly relate to the Project Objectives should be used. Number of project KRAs should be commensurate with the scope and strategic importance of the project

The project objectives are derived from the Area of Strategic Focus Objectives and must directly relate to the outcomes sought.



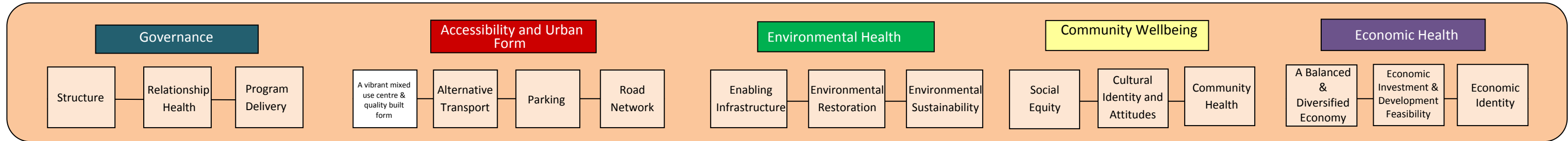
Project KPI's must relate to program KPI's. KPI measures must be compatible with program KPI's so project results are included in the measures used to measure the performance of the whole program

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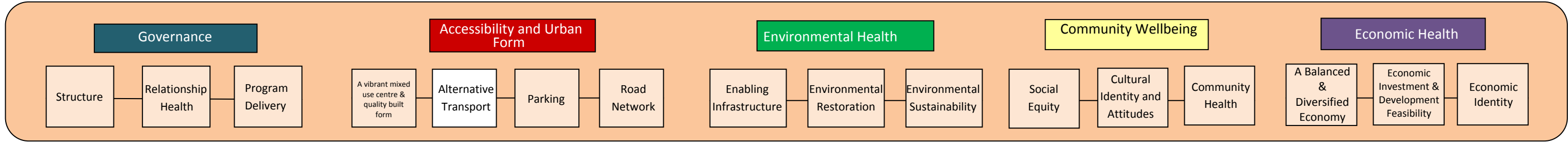
GOVERNANCE						
Deliver the vision in a fair, effective and efficient way Deliver the vision in an progressive and systematic way Deliver the vision in a collaborative way Deliver the vision in a transparent and accountable way Build capacity across the system to enable growth and improvement						
KRA	KRA OBJECTIVES	KPI	TARGETS			
			Aspire	Agree	Minimum	Current
Structure	Diverse representation of all stakeholders in an appropriate governance structure in a local office	Existence of project office in locality	Yes	Yes	Yes	Yes
		Min number of representatives on the board and ALG representing each of community, business and government	2 per sector	1 per sector	1 per sector	1 per sector
Relationship Health	To engage with all stakeholders across community, business and government with clear accountabilities whilst adhering to the vision	% of alliance members who believe Alliance principles are adhered to [measured via APC Fulfilment of expectation survey)	100%	80%	70%	NA
		% of Alliance members who attended Covey training	100%	90%	80%	57%
		Number of incidents of non conformance with Alliance decision making process per annum as per operations strategy	0	0	5	NA
		% of stakeholder meetings that meet the targets set by the stakeholder involvement strategy	100%	80%	70%	NA
		Time from meeting to distribute outputs (minutes, decisions, supporting documentation, etc)	1 days	2 days	3 days	NA
		% of project team working from project office	90%	80%	70%	50%
		% of project team who meet satisfactory level in performance review	100%	90%	80%	NA
		PMO, board and ALG members satisfaction rate of Alliance performance	100%	90%	80%	NA
		Number of team with up to date JDF	100%	90%	80%	80%
Number of team building exercises per annum	12	9	4	2		
Program Delivery	To deliver and define projects on time, cost and quality that ensure development meets the vision and provide positive advantages to all stakeholders	% of all projects delivered on time, cost and quality	100%	90%	80%	NA
		% of projects that support the realisations of the vision	100%	90%	80%	NA
		Number of contractual disputes per annum	0	1	1	NA
		Cost of contractual disputes \$	\$0	\$10,000	\$20,000	NA
		Review of Alliance Framework Annually	Yes	Yes	Yes	No
		% of developments over \$1 million which include an impact assessment	100%	90%	80%	NA
		% of Key Result Areas where strategies have been prepared prior to development	100%	90%	80%	25%

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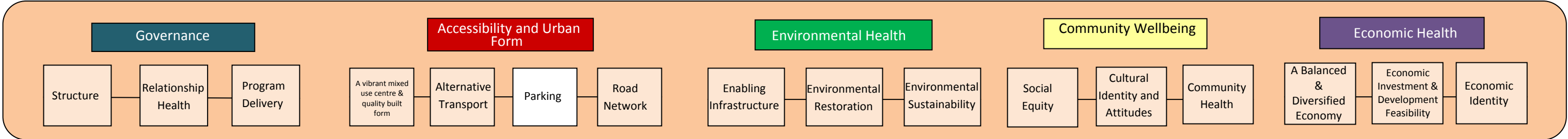
ACCESSIBILITY AND URBAN FORM						
KRA	KRA Objectives	KPI	Targets			
			Aspire	Agreed	Minimum	Current
A Vibrant mixed use centre and quality built form	To provide an active vibrant and safe city with a mix of uses	% of frontage of active streets with active uses (commercial/retail)	90%	80%	70%	3%
		% of streets (mixed use precincts) with residential development every 300m	100%	90%	80%	0%
		% of precincts that meet residential dwelling targets as per housing strategy	100%	90%	80%	10%
		% of active streets with zero setback	100%	95%	90%	3%
		% walls on active streets that have openings (windows and doors)	80%	70%	60%	10%
		No of dwellings	15000	13900	9000	1625
		% of Structure Plan Area that enables a broad range of uses	50%	45%	10%	N/A
	To provide high quality built form	% walls, above ground, over 10m in length, with balconies, openings, extrusions and indentations	90%	80%	70%	10%
		% building facade on the first 3 levels with masonry	20%	30%	40%	50%
		% of dwellings that have private open space	100m ²	80m ²	70m ²	nil
		No of pedestrian links with active frontages over the freeway	3	2	2	0
		Green star building rating	6star	5star	4star	NA
Urban elements, structures and natural features incorporated into development	Yes	Yes	Yes	NA		

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ACCESSIBILITY AND URBAN FORM						
KRA	KRA Objectives	KPI	Targets			
			Aspire	Agreed	Minimum	Current
Alternative Transport	To provide infrastructure and facilities that ensure high levels of cycling, walking and public transport usage and funding models to achieve this	% of streets designed for pedestrian priority with vehicle speeds of less than (40kph) controlled through street design	100%	90%	80%	N/A
		% Roads(<5000vpd) with separated Cycling paths	100%	80%	70%	0%
		% of developments with EOTF	100%	100%	100%	1%
		Travel Smart programs in place	Yes	Yes	Yes	No
		% Cycling Mode Share	15%	10%	5%	1%
		% Walking Mode Share	20%	15%	10%	6%
		% of shade areas on footpaths	100%	70%	60%	10%
		% of footpaths with continuous weather protection on active streets	100%	80%	70%	5%
		% of signalised Intersections with a full pedestrian phase on roads over 10,000vpd	100%	80%	70%	0%
		% of streets with footpaths	100%	90%	80%	70%
		% Public Transport Mode Share	20%	15%	10%	8%
		% of streets (<20,000vpd) with separated PT lanes	100%	90%	80%	0%
		% of services with <7 min frequency (off peak)	80%	70%	50%	0%
		% of lots within 200m of high frequency PT service	100%	80%	70%	60%
% of high frequency services that cannot be moved without major capital costs	100%	80%	70%	60%		
% of capital and operating costs covered by city centre funding model	100%	80%	70%	0%		

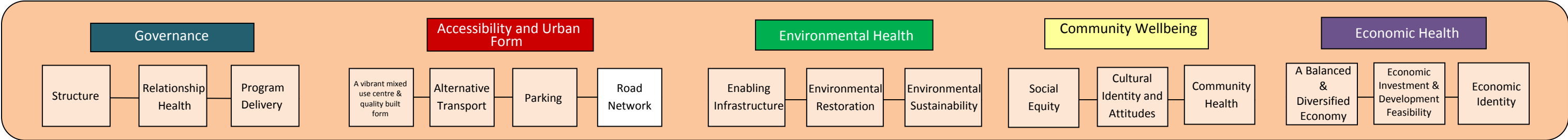
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ACCESSIBILITY AND URBAN FORM

KRA	KRA Objectives	KPI	Targets			
			Aspire	Agreed	Minimum	Current
Parking	Minimising parking construction costs and managing access to alternative transport modes to encourage use ensuring the road capacity is not exceeded.	Width of crossovers	6m	6m	6m	10m
		Maximum number of crossovers per street block	1	2	3	NA
		Number of bays per hectare – core area	200	250	280	NA
		Number of bays per hectare – non core area	250	280	300	NA
		Reduce number of parking bays per land use from current standards	Yes	Yes	Yes	No
		Ratio of on street parking relative to length of active streets	66%	50%	40%	0%
		% of parking bays allocated for short stay parking	70%	60%	50%	10%
		% of public parking to total provision of non-residential parking	100%	80%	50%	0%
		% of special purpose bays	10%	8%	5%	5%
	% of residential parking that is unbundled from the sale of units	100%	80%	50%	0%	
	Providing a funding source for alternative transport	% of total public bays that are paid parking	100%	80%	70%	0%
		% of commercial parking bays required to pay levy	90%	80%	80%	0%
		% of commercial and residential bays in new developments that are subject to a cash-in-lieu payment	100%	100%	100%	0%

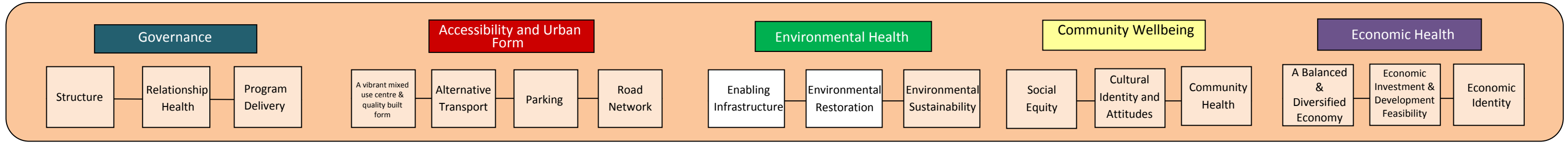
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ACCESSIBILITY AND URBAN FORM

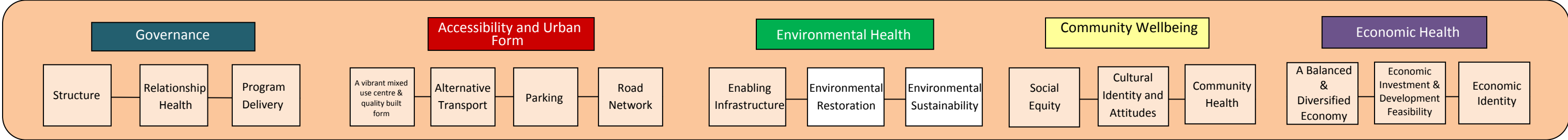
KRA	KRA Objectives	KPI	Targets			
			Aspire	Agreed	Minimum	Current
Road Network	To ensure safety and ensure the size and design of roads encourages alternative transport over private whilst maintaining good access	% of land for roads	25%	27%	28%	30%
		% of block sizes of 150m x 150m for DAP areas	70%	60%	50%	10%
		No of access points to the freeway	4	4	3	2
		% of intersections on roads >20,000 vpd have maximum 3 lanes in one direction	100%	90%	80%	28%
		% of reduced lane widths that meet the intent of standards and approved by regulatory agency (TBC)	100%	90%	80%	0%
		% of roads that meet WSUD principles	100%	90%	80%	0%
		Number of way finders installed at signalised intersections	100%	80%	80%	0%
		Number of fatalities per annum	0	0	0	NA
		% Serious Injuries	0%	NA	NA	10%
		Road safety awareness programs	Yes	Yes	Yes	Yes
		Frequency and severity of accidents at intersections	15%	10%	5%	0%
		Speed limit of 30km/h on distributor roads <20,000 vpd	100%	90%	80%	0%
	Speed limit of 40km/h on major roads >20,000 vpd	100%	90%	80%	0%	
	To ensure that there is a north south freight route linking to the Mitchell Fwy	Dedicated freight route around / under the City Centre	100%	100%	100%	0%

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ENVIRONMENTAL HEALTH						
KRA	KRA Objectives	KPI	Targets			
			Aspire	Agreed	Minimum	Current
Enabling Infrastructure	To maximise the reuse of water	% of all water recycled	100%	80%	50%	0%
		% of nutrients from wastewater that are reused	100%	80%	50%	0%
		% stormwater captured and reused	100%	80%	50%	0%
		Water table level (above highest peat lens)	>50cm	>30cm	>15cm	N/A
		Rate (Kilo Litres) of potable water consumption per person (household)	40kl/p	50kl/p	60kl/p	80kl/p
		Rate (Kilolitres) of potable water consumption m2	40kl/p	50kl/p	60kl/p	80kl/p
		Rate (Kilolitres) of potable water consumption m2 office commercial per annum	0.5 kL/m ²	1 Kl/m ²	1.100 kL/m ²	1.125 kL/m ²
	To maximise renewable energy production and reduce energy demand	% of renewable energy production	100%	50%	20%	1%
		Rate of power consumption per dwelling (in kWh)	4kWh	10kWh	11kWh	12kWh
		Rate of power consumption per m2 retail (kWh)	Yet to be confirmed	Yet to be confirmed	Yet to be confirmed	Yet to be confirmed
		Rate of power consumption per m2 office commercial annual	50 kwh/m2	59.7 kwh/m2	70 kwh/m ²	250 kwh/m ²
		% reduction in peak power demand	50%	30%	10%	0%
	To reduce waste	% of reduction in all waste collection	50%	30%	20%	0%
		% of building materials recycled	100%	70%	50%	NA

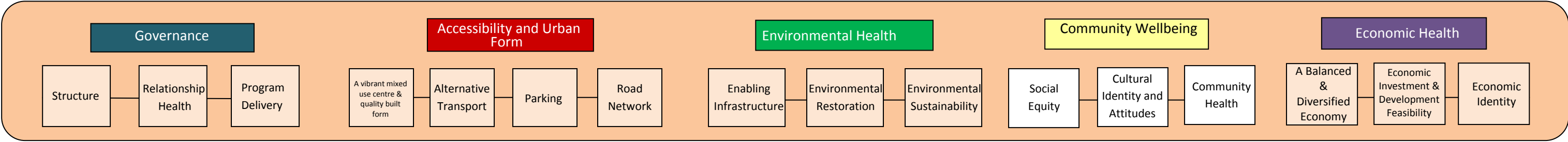
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ENVIRONMENTAL HEALTH

KRA	KRA Objectives	KPI	Targets			
			Aspire	Agreed	Minimum	Current
Environmental Restoration	Water and Solis are remediated to ensure high quality which minimises environmental and infrastructure impacts	Surface and groundwater quality meeting Dept of Health standards	Yes	Yes	Yes	No
		Stormwater meets relevant standards	Yes	Yes	Yes	No
		% of contaminated sites that are ecologically remediated	100%	90%	90%	0%
		No increase in groundwater acidity (compared to 2010 levels) within the City	0%	0%	10%	n/a
	To increase the level of native biodiversity within the city centre	Number of declared rare native flora/fauna species compared to previous 5 years	Flora			
		31	20	10	0	
		Fauna				
		4	2	1	0	
Environmental Sustainability	Ground water levels are restored to natural levels and flows	Groundwater levels are restored to optimum levels	Yes	Yes	Yes	No
		Min flow rate of stream water	15kl/h	10kl/h	5kl/h	1kl/h
	To increase vegetation cover in parks; private property, road reserves	% vegetation cover in parks	30%	25%	25%	15%
		% vegetation cover on private property	20%	20%	20%	10%
		% vegetation cover in road reserves	80%	70%	60%	10%
	A City where local, organic food is grown and sold	% roof space available for food gardens	50%	40%	30%	0%
		Number of viable growers markets within the city	1	1	1	0
		% POS covered by food gardens	30%	20%	10%	0%
	Improve air, noise and light quality and reduce impacts	Air quality meets relevant standards	Yes	Yes	Yes	No
		Noise level meets relevant standard	Yes	Yes	Yes	No
Lumens per m2 over city centre		30%	20%	10%	NA	

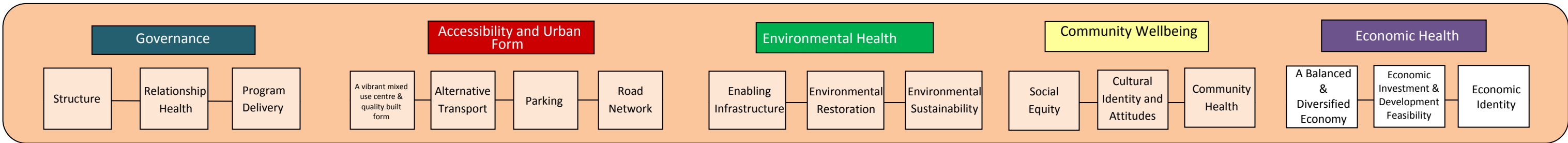
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COMMUNITY WELLBEING

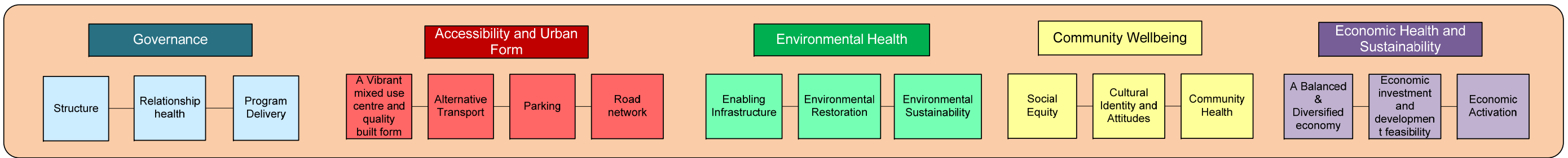
KRA	KRA Objectives	KPI	Targets			
			Aspire	Agreed	Minimum	Current
Social Equity	To provide a variety of affordable diverse housing types and opportunities for small business	% of affordable housing	30%	20%	10%	0%
		% of single bed housing available	20%	15%	10%	1%
		% of family housing available	25%	20%	15%	90%
		Number of affordable sites zoned and reserved for markets	2	1	1	0
		Number of lots zoned for home business	300 lots	200 lots	100 lots	0
	Provide a diverse range of community, health and educational services and facilities	Min No of school sites reserved	2	2	1	0
		Min No of type of health facilities available (GP's, Allied Health, General Hospital, dentists etc)	4	4	3	3
		Min No of youth facilities/services available	5	3	2	0
		Min No of seniors facilitates /services available	5	3	2	0
		Min No of community facilities / services available (museum, library, performing arts etc)	5	3	2	0
Cultural Identity & attitudes	To provide a range of special purpose urban spaces	No of urban spaces available (town, market, station, civic square etc)	6	5	4	0
	To preserve and create a strong cultural and community identity	Level of social capital (membership of clubs, associations etc)	50%	40%	30%	20%
		Number of cultural events per month	7	5	3	0
		% of development in accordance with CEPTED principles	100%	80%	70%	20%
Community Health	To create a safe community with high levels of social capital	Capacity of licensed venues	120	120	120	unlimited
		% of people supporting development	80%	70%	60%	n/a

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Economic Health						
KRA	KRA Objectives	KPI	Targets			
			Aspire	Agreed	Minimum	Current
Economic Investment and Development Feasibility	To maximise economic investment and feasibility of projects	No of investment mechanisms implemented (e.g. subsidies, legislative changes etc)	3	2	1	0
		% of projects / policies where economic viability/business cases / economic impact assessments are prepared	100%	80%	70%	20%
	To reduce the cost of capital and headwork infrastructure and maximise use of existing infrastructure	% Reduction in capital and headwork cost compared to Rawlinson’s 2010 cost index	50%	20%	10%	0%
		% of existing infrastructure re-used / recycled	20%	15%	10%	0%
	Provide a high capacity communications network	% residents and businesses with high capacity communications network	100%	80%	50%	NA
		% of public areas with access to high capacity communications network	100%	80%	50%	NA
A Balanced and Diversified Economy	To high levels of diverse local employment	No of initiatives/programs provided to assist youth employment	3	2	1	0
		% of employment self sufficiency	80%	60%	25%	20%
		% of employment self containment	80%	60%	25%	20%
		Number of jobs within project area	30,000	25,000	20,000	4724
		No of strategic jobs	4000	3000	2000	1000
		No of KIEO industries within the city (i.e. Multimedia, and Sustainable Built Environment etc)	3	2	1	1
		% of commercial floor space that is non retail	80%	70%	60%	20%
		No of alternative business models in the city (e.g. co-operatives, business incubators etc)	3	2	1	0
Economic Identity	To promote a strong national economic identity for the City	No of programmes implemented that supports a strong economic identity e.g. marketing and branding etc).	3	2	1	0

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PROGRAM OF PROJECTS

