THI

Bolder thinking for urban life



City of Stirling

Urban Change Readiness Index Report

March 2024

Acknowledgement of Country

The City of Stirling acknowledges the traditional custodians of this land, the Wadjak people of the Nyoongar nation, and pays respect to the Elders past, present and future for they hold the memories, the traditions, the culture and hopes of Aboriginal Australia.

Studio THI is based in Meanjin/Brisbane and we acknowledge the Traditional Custodians of this land – the Turrbal and Jagera people. We pay our deep respect to their elders past, present, and emerging, and extend that respect to all Aboriginal and Torres Strait Islander peoples. We recognise their strength and resilience and profound connections to land, sea and community.

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1.0

Executive Summary

Executive Summary

Background

Studio THI's Urban Change Readiness Index builds an evidence-based understanding of a community's preparedness for urban change including its level of urban change literacy, sentiment towards likely change scenarios and confidence in the system to manage change well. It provides teams with actionable insights to lead communities through urban change.

Data for the Index is gathered through a 30-minute online survey that incorporates quantitative and qualitative questions and is tailored to the specific urban change narrative of the Local Government Area (LGA).

Between October and December 2023, Studio THI worked with the City of Stirling project team to implement the Index across the LGA; tailoring the survey to reflect the urban change narrative of the city and defining the target criteria of the community and staff survey respondents.

Tailored survey components

Studio THI worked with the project team to develop the City of Stirling's growth and urban change narrative, incorporating LGA specific content into the base survey. This approach ensures survey respondents are provided accurate and holistic information on the city's growth and change narrative, making the survey both a community education tool and a data collection instrument.

The following urban change elements were incorporated into the City of Stirling's survey.

- Positioning the city's growth in Perth and Peel metropolitan regions
- Articulating the regional approach to managing growth through a significant focus on infill development.
- Defining the implications for City of Stirling, including its overarching approach to managing growth through transit-oriented and centres-focused infill development.
- Urban change scenarios which capture the type of urban development likely in the city and in specific suburbs.

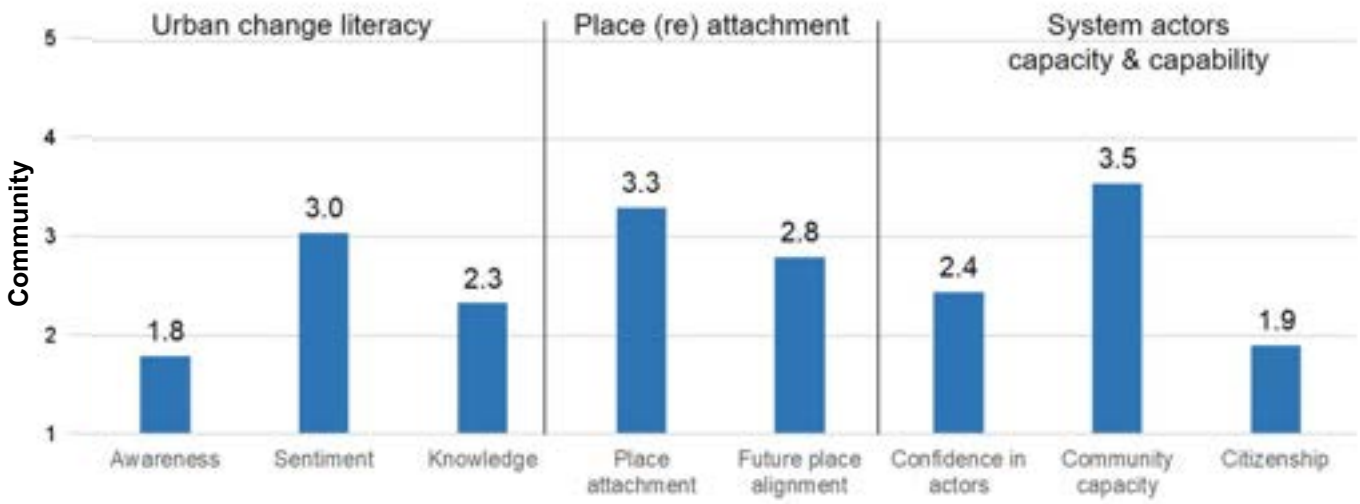
Overview of respondents

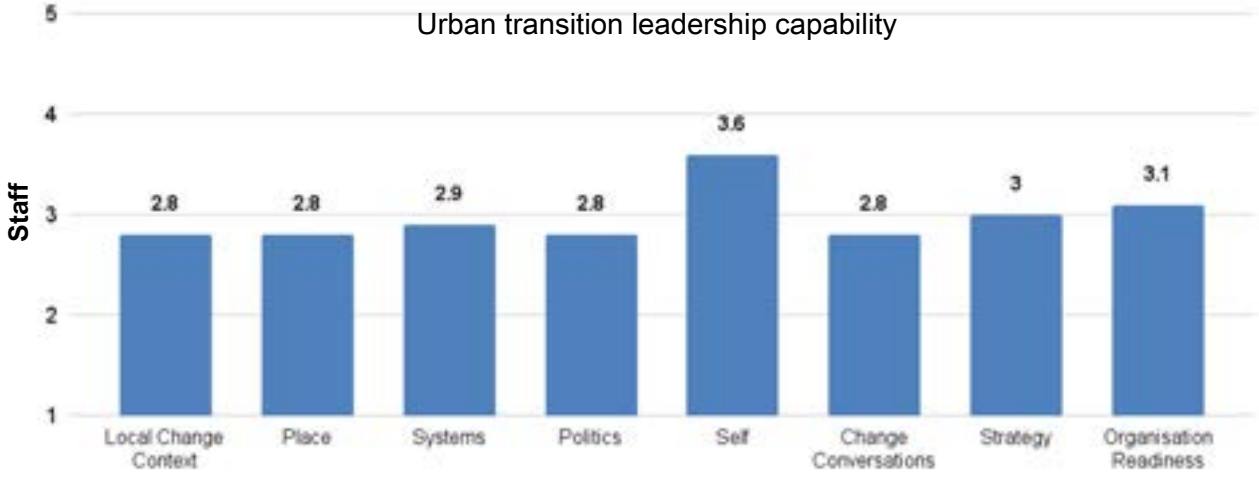
The tailored survey was distributed to two key groups:

- **Recruited Community Respondents** - 160 community members, recruited to reflect a representative sample of the city's demographic profile and geographic distribution. The recruitment specifically included often under-represented community cohorts in public consultation processes (e.g. young people, culturally and linguistically diverse communities and renters). The sample size was determined in partnership with the council project team and was based on the criteria of delivering a whole of community view while balancing overall cost of recruitment and acceptable confidence level in data.
- **City of Stirling Staff Respondents -** 22 staff completed an abbreviated version of the survey and represented a wide diversity of departments and mix of staff who live in and outside the LGA.

Overall Index outcomes & findings

Survey results were translated into a score for each indicator in the Urban Change Readiness Index. (5 = High readiness, 1 = Low readiness).





Urban Change Literacy - Domain Findings

The degree to which individuals have the ability to find, understand and participate in discussion about sustainable urban change.

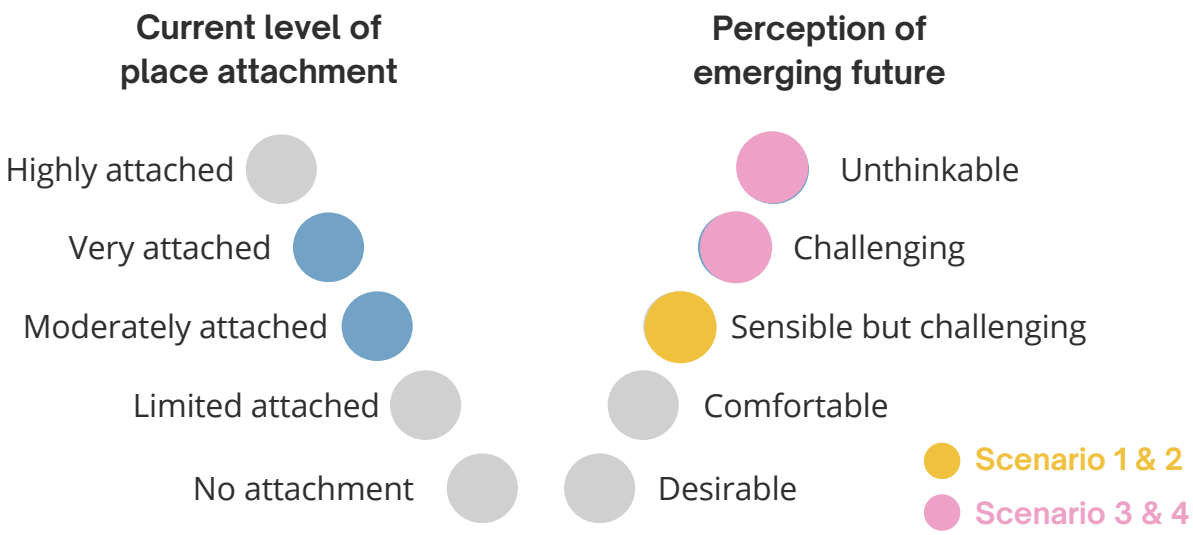
Most community members were unaware of the projected population growth in the Perth and Peel regions and within the City of Stirling. They support the state's approach to managing population growth through a significant focus on infill development; however, they have not connected the implications of this approach to the size and scale of urban change required in the City of Stirling.

Respondents view urban change as an opportunity for economic development, public and active transport improvements, and the delivery of housing diversity for different life phases. Challenges they'd like to see addressed include parking and congestion, removal of trees and natural landscape and increased demand on services and infrastructure.

The community would like clear and concise examples of what successful developments could be like and are keen to learn more about individual choices they can make to increase the sustainability of the city. This focus on sustainability and successful outcomes shows a desire to understand how urban change could both improve their personal lives and contribute to the long term sustainability performance of the city.

Place (Re) Attachment - Domain Findings

Identifying a community's current level of place attachment, exploring their views on likely urban change scenarios and assesses the level of the potential impact on attachment.



Respondents expressed a moderate to high level of place attachment. Older residents and those who have lived in the area for more than 10 years have stronger place attachment when compared to younger residents and those that have lived in the area for 0-5 years.

The urban change concept of subdividing larger blocks into small lots for strata units outlined in Scenario 1 was viewed as *Sensible*. Community comments expressed an understanding of how this type of change can help deliver sustainable growth, as long as it was supported by increasing greenery and community amenities.

Scenarios that outlined higher density outcomes around established centres gained mixed reactions. Scenario 2, which proposed more townhouse and low-rise apartment buildings (3-5 storeys) in and around established local and neighbourhood centres was viewed as Sensible. Scenarios 3 and 4, which proposed higher density developments (from 3 to 20 storeys) around well-serviced centres, were viewed as *Challenging* to *Unthinkable*. Concerns for these scenarios include increasing antisocial behaviour and impacting the 'suburban' look and feel of neighbourhoods. Interestingly, positive comments regarding Scenario 2, 3 and 4 demonstrated support for the city's overall strategy of managing growth through transit-oriented and centres-focused infill development.

System Actors' Capacity & Capability - Domain Findings

Trust in the system's ability to plan and implement urban change to the benefit of future generations, the community's ability to manage change well and the level of individual participation in change discussions.

Results indicate that the community has a strong capacity to respond to change, painting a picture of a cohesive and resilient community, confident in its abilities to face challenges and evolve.

The community wants urban change to address their needs, the needs of others and those of future generations, however, there is very low participation in urban change conversations.

Overall trust in the urban change system is moderate across all stakeholders, with trust capital sitting with local and state governments and elected officials.

Urban Transition Leadership Capabilities - Domain Findings

Individual and organisational capability to lead communities through urban change, including a technical understanding of sustainable urban development and the skills needed to shape and execute strategies to help communities navigate change.

The organisation has emerging capability to help the community navigate urban change, and some readiness of cross-organisation collaboration.

A small number of urban transition leadership capability strengths emerged including reflective listening, building trust with key stakeholders and innovation propensity. Significantly, the specific areas that need capability development are foundational areas critical to urban transition leadership including awareness and knowledge of the city's approach to managing growth, understanding of how the urban system works and how to explain the benefits and challenges of solutions.

With the anticipated growth within the city and the type of urban change required, investing in building the organisation's urban transition leadership capabilities will be critical. Respondents feel that capabilities and collaboration readiness could be strengthened through education, establishing an internal 'Community of Change' group and supportive leadership.

Recommendations

Based on an analysis of the Urban Change Readiness Index results of the City of Stirling community and staff, Studio THI recommends the following to enhance readiness for urban change. Additional detail for each recommendation can be found in section 5.0 of this report.

Align all activity to community interest areas and concerns

Fundamental to building readiness will be aligning future urabn outcomes to the interst areas and concerns of the community. Index resutls indicating the City of Stirling 'hooks' could include:

- Enhancing personal sustainability footprint and improving the city's long term performance
- Increasing vibrancy of centres and local areas
- Improving public and active transport
- Delivering housing diversity and choice (from an individual benefit perspective)
- Showcasing a new urban look, feel and experience for the city and examples of quality built form outcomes

‘Suburban’ to ‘urban’ shift

Proactively shift community identity and culture from ‘suburban’ to ‘urban’ through a portfolio of programs and initiatives - within current activities and new cross-organisation opportunities.

To help the community navigate urban change, it will be essential to shift the city’s identity and culture from 'suburban' to 'urban' by:

- Building awareness of projected and the need for infill development
- Aligning future outcomes with community interest and concerns
- Showcasing quality built-form outcomes and the new urban experience

Emerging catalyst opportunities to begin this shift include:

Strengthening urban change messaging in community consultation

- Integrate key messages about growth management and infill development into public notification material and information requests directed to Development Assessment Team.
- Add a preparedness phase before public notification to educate the community

Adopting a change approach to future plan-making

- Establish a Community Panel - a demographically representative group of 150 residents reflecting the city’s demographic profile and often under-represented audiences in public consultation processes.
- Develop plans with the Panel through a four-phase process that educates, gathers insights and sets future directions at each phase as follows:
    - Build: Educate the panel on key transition themes, addressing literacy strengths and gaps
    - Develop: Provide knowledge on ways to address themes, drawing on technical studies and global best practices
    - Shape: Co-create key principles and strategies for the future plan through deliberative processes
    - Define: Finalise a community-endorsed strategy/plan reflecting panel input and priorities

Launching a public awareness campaign and education program

- Create resources such as short videos and social media posts discussing:
  - Why are we growing?
  - What types of homes do we need and where should they go?
  - How does urban living improve your environmental footprint and the sustainability of our city?
  - How can we better move people and goods around our city?
  - How does urban change happen and who is responsible for what?
- Share resources on Council and Councillor social media and through libraries, schools, and online programs

Developing programs and initiatives showcasing the desired future state

- Leverage Council resources and activity to develop programs and initiatives that progress community interest areas and concerns with potential initiatives including:
  - Festivals, events, and community programing
  - Speaker series and public forums
  - Temporary / pop-up installations that showcase potential futures such as examples of new bikeways and parks
  - Demonstration or showcase projects such as major urban regeneration initiatives
  - Industry partnerships and competitions

Transition ready organisation

Building the organisation's urban transition leadership capabilities through education, training and cross-organisation strategies and initiatives.

The organisation has emerging capability to help the community navigate urban change, and some readiness of cross-organisation collaboration. With the anticipated growth within the city and the type of urban change required, investing in building the organisation's urban transition leadership capabilities will be critical. Opportunities to build capabilities include:

Implementing the Urban Transition Leadership Capability Assessment with Councillors

- Identify strengths and areas of development
- Integrate development needs into internal education and training programs

Developing and implementing an internal education and training program

- Establish a suite of education resources and a program of learning opportunities to to build staff (and councillor):
  - Awareness of the region and city's projected population growth
  - Knowledge of the city's transit-oriented and centres focused infill development approach to manage growth and the ability to discuss this approach with others
  - Understanding of how the urban system works - key actors and their roles
  - Knowledge of a range of great urban development examples to draw upon to showcase excellence and the ability to explain to others why they are great
  - Understanding of how to work across political and sectoral interest
- Adapt content from internal programs for use with the community - piloting internally first!

Establishing an internal 'Community of Change'

- Form a cross-sectional working group with senior leadership endorsement
- Define and deliver collaborative programs and initiatives
- Share success stories and build cross-organisational relationships

Developing a cross-organisation 'Suburban to Urban Transition Strategy'

- 'Community of Change' to develop a cross-organization 'suburban to urban transition strategy'
- A roadmap capturing priority transition themes, goals, objectives, and activities
- Integrate the strategy with the city's corporate plan and department programs

Focus on priority geographies

Concentrate activities around suburbs with the highest anticipated urban change (Scenarios 3 and 4), prioritising suburbs such as Balcatta, Dianella, Glendalough, Innaloo, Inglewood, Karrinyup, Mirrabooka, Mount Lawley, Osborne Park, Westminster, Scarborough, and Yokine

2.0

Urban Change Readiness Index

The following section of this report presents an overview of the Urban Change Readiness Index and how it was implemented in the City of Stirling.

2.1 Index Overview

Studio THI's Urban Change Readiness Index builds an evidence-based understanding of a community's preparedness for urban change including its level of urban change literacy, sentiment towards likely change scenarios and confidence in the system to manage change well. It provides teams with actionable insights to lead community's through urban change.

2.1.1 Urban Change Readiness Index Overview

Studio THI's Urban Change Readiness Index seeks to understand community and organisation readiness for significant urban change, including its understanding of the drivers for growth and change, knowledge of the challenges and benefits of sustainable urban change, and the ability to lead or participate in, generative conversations on future-focused urban solutions

Data for the Index is gathered through a 30-minute online survey that incorporates quantitative and qualitative questions and is tailored to the specific urban change narrative of the Local Government Area (LGA), region, neighbourhood or project. The tailored survey is distributed to a recruited and incentivised sample of 150-300 community members who live in the LGA and reflect the area's demographic profile. This includes often under-represented community cohorts in public consultation processes (e.g. young people, culturally and linguistically diverse communities, renters and busy families). The survey can also be extended to councillors and staff, providing a community and organisation view of readiness.

The results of the survey are translated into the Urban Change Readiness Index outcome and can be segmented by audience and geography (suburb level or lower). The data is then analysed to define key preparedness and urban transition themes including:

- Urban change literacy strength and gaps of the community
- Perceptions of the priority challenges and benefits of urban growth
- Key opportunities to better prepare communities for urban transformation.

The insights can be used by organisation to support plan making processes, enhance community engagement and education activities, define opportunities to enhance customer experience and community programs, identify potential transition themes for corporate planning process and define staff and councillor development opportunities.

2.1.2 Index Domains & Indicators

The Urban Change Readiness Index comprises three Domains and eight Indicators, with performance measured through responses to key questions within the tailored survey. There is also an optional fourth Domain to understand an organisation's Urban Transition Leadership capabilities. The following diagram provides an overview of the Index's Domains and Indicators, with a more detailed summary of the Domains and Indicators provided in Appendix 1.

Domain #1 **Urban Change Literacy**

Level of urban change awareness, sentiment towards anticipated growth and knowledge of sustainable urban change concepts, challenges and benefits.

Indicator # 1.1 **Awareness**	Indicator # 1.2 **Sentiment**	Indicator # 1.3 **Knowledge**

Domain #2 **Place (Re) Attachment**

Level of place attachment and responses to potential future urban change scenarios.

Indicator # 2.1 **Attachment**	Indicator # 2.2 **Future Place Alignment**

Domain #3 **System Actors Capacity and Capability**

Confidence in the system to manage change well and collaborate on transition challenges.

Indicator # 3.1 **Confidence in actors**	Indicator # 3.2 **Community Capacity**	Indicator # 3.3 **Citizenship**

Optional Domain #4 **Urban Transition Leadership Capabilities**

Staff and councillor self-assessment of individual and organisational capability to lead communities through urban change.

Indicator # 4.1 **Self**	Indicator # 4.2 **System**	Indicator # 4.3 **Politics**
Indicator # 4.4 **Place**	Indicator # 4.5 **Change Context**	Indicator # 4.6 **Strategy**

2.2 City of Stirling Implementation

Between October and December 2023, Studio THI worked with the City of Stirling project team to implement the Index across the LGA; tailoring the survey to reflect the urban change narrative of the city and defining the target criteria of the community and staff survey respondents.

2.2.1 Tailoring the Survey

Studio THI worked with the project team to develop the City of Stirling's growth and urban change narrative, incorporating LGA specific content into the base survey. This approach ensures survey respondents are provided accurate and wholistic information on the city's growth and change narrative, making the survey both a community education tool and a data collection instrument. The following urban change elements were incorporated into the City of Stirling's survey.

Positioning the city's growth in Perth and Peel metropolitan regions

To ensure respondents understood the broader context of the city's growth, an overview of the projected population growth and required new dwellings for the City of Stirling and the Perth and Peel metropolitan regions were incorporated into the survey.

Tailored survey extract

The Perth and Peel metropolitan regions are projected to grow to a population of 3.5 million by 2050, reflecting an additional 1.5 million people moving to the region and the need for approximately 800,000 new homes.

In 2021 the City of Stirling's population was 226,417 and is projected to grow to 341,780 people by 2050. That's approximately 115,363 additional people moving into the city over the next 30 years, requiring approximately 46,851 new homes.

Articulating the regional approach to managing growth and implications for the City of Stirling

The survey informed and educated respondents on the state government's approach to managing population growth and the implications for the City of Stirling specifically:

- **State government's position to manage growth through a significant focus on infill development.** Providing an overview of the state's policy to deliver 380,000 of its 800,000 new dwellings (47%) in established suburbs.

- **City of Stirling's response is to manage growth through transit-oriented and centres focused infill development.** Highlighting the city's need to accommodate most of its required 46,851 dwellings through infill development, with a focus on supporting more new homes to be developed in well-serviced established neighbourhoods and within and around existing centres.

Tailored survey extract - State's position

As the Perth and Peel regions grow to a population of 3.5 million, 800,000 new homes will be required. State and local governments need to carefully consider where new homes go and the types of homes that are built.

Building houses only in new areas means risking damage to the natural environment and wildlife and locating people away from infrastructure and services. By building as many new homes as possible in well-serviced existing neighbourhoods, more people can live where there are already jobs, services, and infrastructure.

*The state government's **Perth and Peel @3.5 million** framework defines where new homes and jobs will be located to make the best use of existing and proposed infrastructure and protect important environmental assets. The framework aims to provide:*

- *420,000 new homes (53%) in new suburbs on the urban edge of the region*
- *380,000 new homes (47%) in established suburbs*

Tailored survey extract - City of Stirling response

For every 1000 people that move to the Perth and Peel regions by 2050, 71 are forecast to move to the City of Stirling.

The city's coastal location, combined with an already established network of employment and retail centres and high-frequency public transport, means it is critical to the success of the Perth and Peel regions' successful growth.

As a centrally located LGA with limited land available for new suburb development, all of the city's required new homes will need to be accommodated within existing suburbs through infill development.

The city is establishing a planning framework to focus the development of as many new homes as possible in well-serviced existing neighbourhoods and within and around our established centres.

This means that more people can live where there are already jobs, services, and infrastructure and natural assets and character suburbs can be protected.

Articulating the City of Stirling urban change scenarios

Studio THI worked with the project team to develop a series of urban change scenarios that capture the likely urban futures in the City of Stirling. The scenarios were utilised in the survey to establish perceptions of future urban change scenarios with the LGA and in a respondent's neighbourhood (where relevant).

Tailored survey extract

Scenario 1: Getting a few more homes into established residential suburbs



Larger blocks with standalone detached houses can be subdivided to create a number of smaller lots for strata units. This scenario is most likely in established neighbourhoods that are NOT within walking distance of local shops, services or public transport.

Tailored survey extract

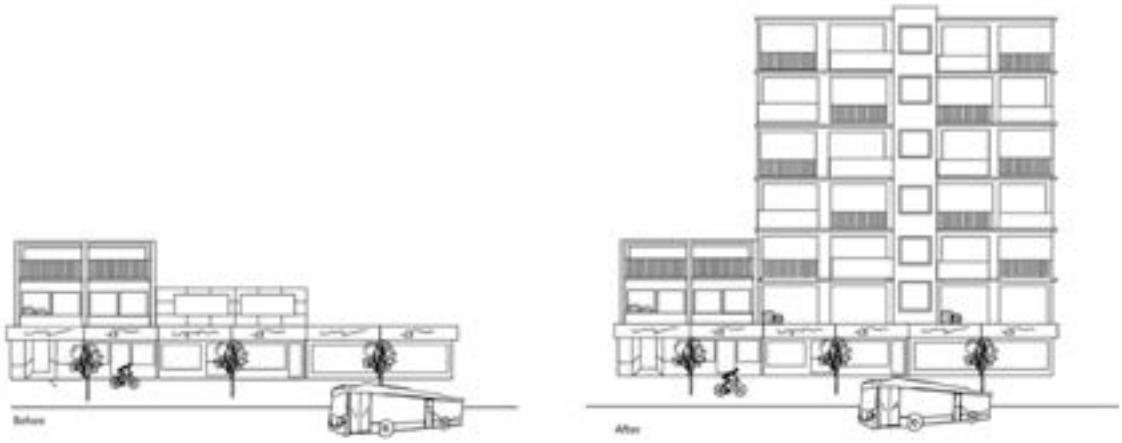
Scenario 2: Creating medium-density neighbourhoods in and around local and neighbourhood centres



Introducing more townhouses and low-rise apartment buildings (3-5 storeys) in and around our established local centres and neighbourhood centres. This type of change is most likely to occur around our smaller centres that are well-serviced by public transport. This type of urban change will also often include local facility upgrades, such as parks and bike and walking paths, to service the growing population.

Tailored survey extract

Scenario 3: Creating higher-density neighbourhoods around well-serviced District Centres



Supporting higher-density development in and around our well-serviced district centres. This type of growth is likely to include the development of apartment or commercial buildings (from 3 to 8 storeys) with new cafes, restaurants, retail and places of employment. This type of urban change is also likely to be supported by the delivery of new amenities such as entertainment, education, sports and recreation facilities and improvements in activity and public transport.

Tailored survey extract

Scenario 4: Creating high-density mixed-use precincts in key high-amenity areas



Introducing 9 to 20-storey mixed-use buildings in and around our major centres that are already a focal point for the social and economic life of our city. This type of urban change is most likely to occur in and around our centres with some, or all, of the following attributes:

- *A critical mass of jobs*
- *Frequent and multi-modal public transport*
- *Access to natural assets (such as beaches)*
- *A depth of retail, services and community facilities*
- *Tourism or entertainment offer*

This type of growth will often include new residential and commercial buildings, upgrades of public transport infrastructure and new amenities such as entertainment, education and recreation facilities.

2.2.2 Survey Respondents

The tailored survey was distribute to two key groups:

- ***Recruited Community Respondents -*** 160 community members, recruited to reflect a representative sample of the city's demographic profile and geographic distribution.

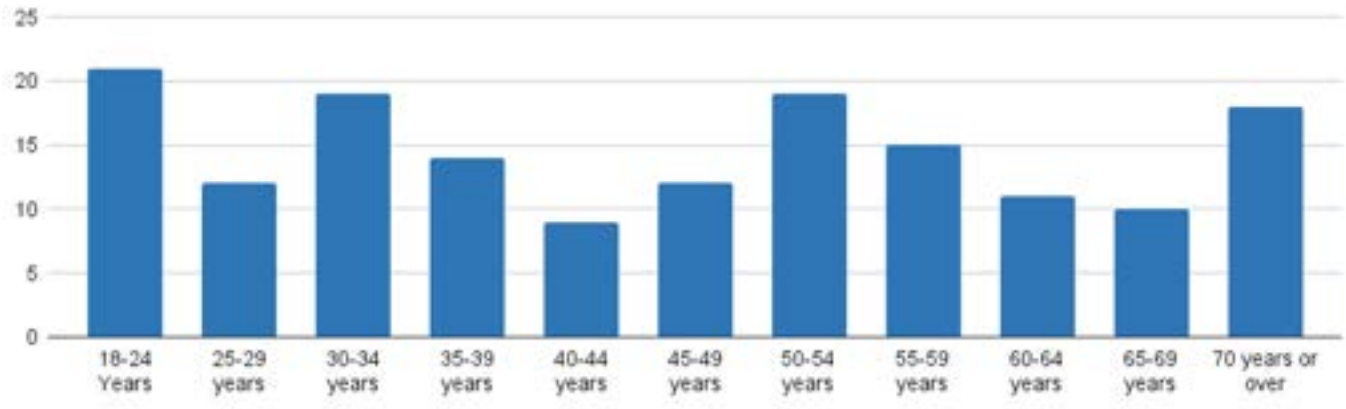
- ***City of Stirling Staff Respondents -*** 22 staff completed an abbreviated version of the survey and represented a wide diversity of departments and mix of staff who live in and outside the LGA.

Recruited Community Respondents

The community survey was distributed to a recruited and incentivised sample of 160 community members who live in the City of Stirling and reflect the area's demographic profile. The recruitment specifically included often under-represented community cohorts in public consultation processes (e.g. young people, culturally and linguistically diverse communities and renters).

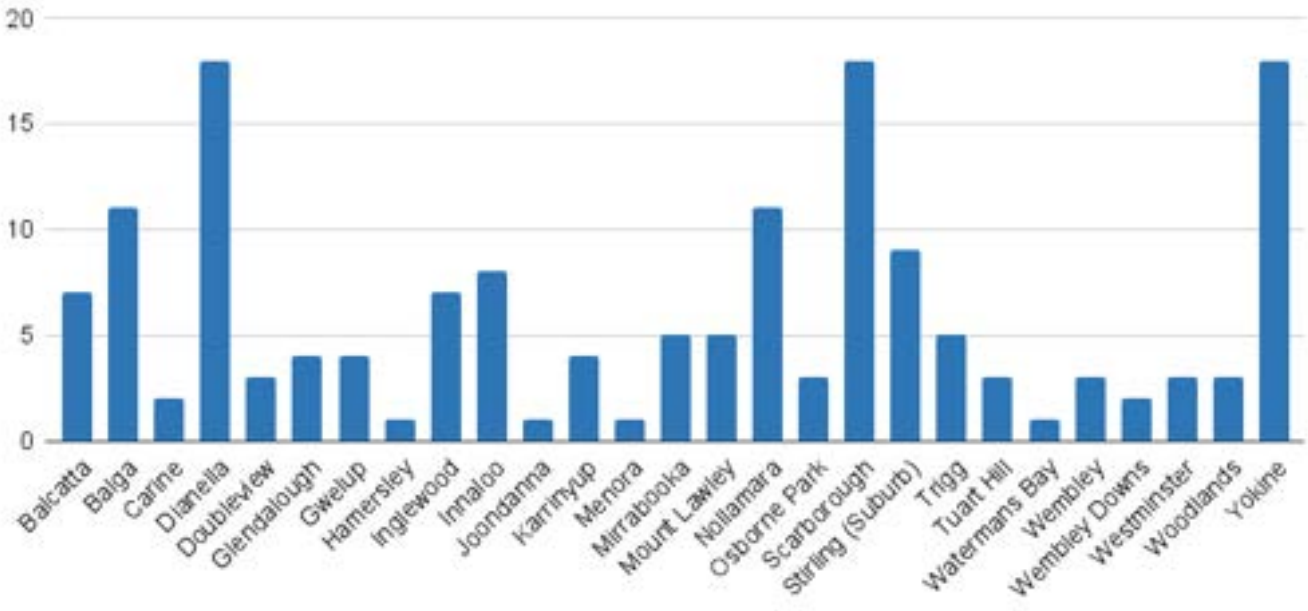
The sample size was determined in partnership with the council project team and was based on the criteria of delivering a whole of community view while balancing overall cost of recruitment and acceptable confidence level in data.

Respondent age profile



n=160

Respondents by suburb



Other community respondent factors

- **Cultural diversity** - 18% speak a language other than English at home
- **Dwelling diversity -** 47% live in apartments, townhouses, duplex, triplex or strata units
- **Tenure diversity -** 13% live in social and community housing, 23% are market renters
- **Time in Stirling -** 46% have lived in Stirling for more than 10 years, 11% for under one year

City of Stirling Staff Respondents

A total of 22 City of Stirling staff completed the Urban Change Readiness Index:

- **Representing a wide diversity of departments** including Community Safety, Community Services, Parks and Environment, Waste and Fleet, Recreation and Leisure Services, Executive Services, Development Services, City Future, Strategy and Performance, and Customer and Communications.
- **Staff members who live locally and outside the LGA -** 41% of respondents live within the LGA
- **A diverse cross section of seniority -** a mix of senior and junior staff

3.0

Detailed Findings

The following section of this report presents a detailed summary of the Index findings by Domain as follows:

3.2 Urban Change Literacy
3.3 Place (Re) Attachment
3.4 System Actors' Capacity & Capability
3.5 Urban Transition Leadership Capabilities

Where appropriate, City of Stirling's results are benchmarked against Hume City Council (Vic) and Penrith City Council (NSW). At the time of the study Studio THI had not implemented the Index in any WA LGAs so the most relevant interstate exemplars were used.

3.1

Urban Change Literacy

Urban Change Literacy measures the level of urban change awareness, sentiment towards anticipated growth and knowledge of sustainable urban change concepts, challenges and benefits.

Urban change literacy is the degree to which individuals have the ability to find, understand and participate in discussion about sustainable urban futures. People with higher levels of change literacy are more likely to make informed decisions that are supportive of urban consolidation and sustainable growth management.

The following section of this report presents the results for each indicator - **Awareness, Sentiment and Knowledge.**

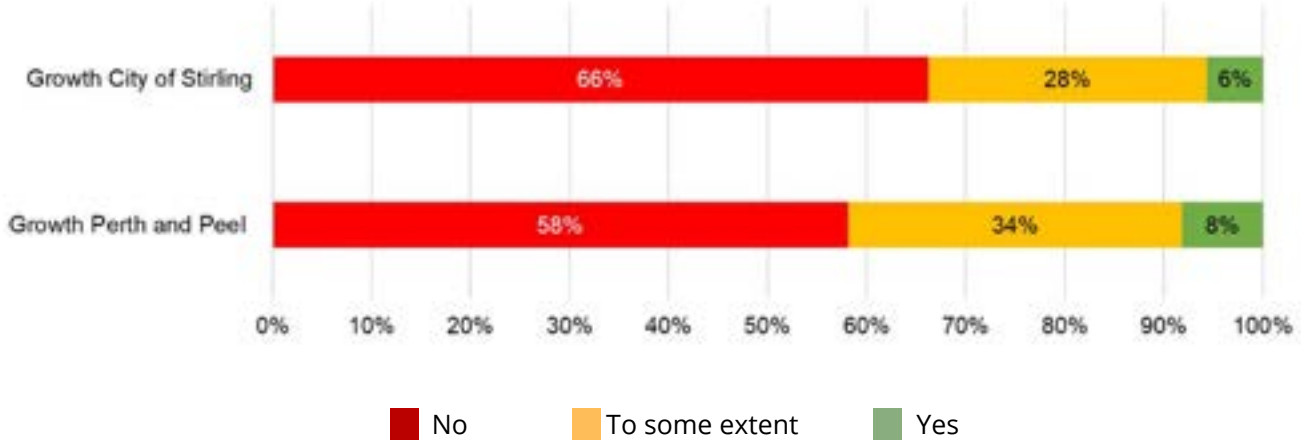
3.1.1 Indicator #1.1 - Awareness

This determines the level of understanding around the anticipated population growth in the city.

One measure is utilised - the community's level of awareness of their city's projected population growth.

Survey findings reveal that most community members possess either limited or moderate awareness about the projected population growth in their area. Without a clear grasp of the projected population increase that councils are required to plan for, it is difficult for residents to appreciate the scale of change in their city and recognise the need for change.

Awareness of projected growth before doing the survey



3.1.2 Indicator #1.2 Sentiment

Sentiment gauges how participants feel about the projected population growth and the level of support for urban change.

Two key measures were used to determine sentiment - feelings towards population growth and urban change, and level of support for urban change.

Feelings towards projected population growth

In the City of Stirling, the majority of respondents felt excited and confident (37.5%) about the growth in the area, with 36.9% of the respondents stating that they felt anxious. These are all feelings where people are able to constructively explore issues and solutions, and points to a community's readiness for change conversations.

Fearful & Angry



12.6%	10.7%	16%
Stirling	Hume	Penrith

Anxious



36.9%	33.3%	40%
Stirling	Hume	Penrith

Excited & Confident

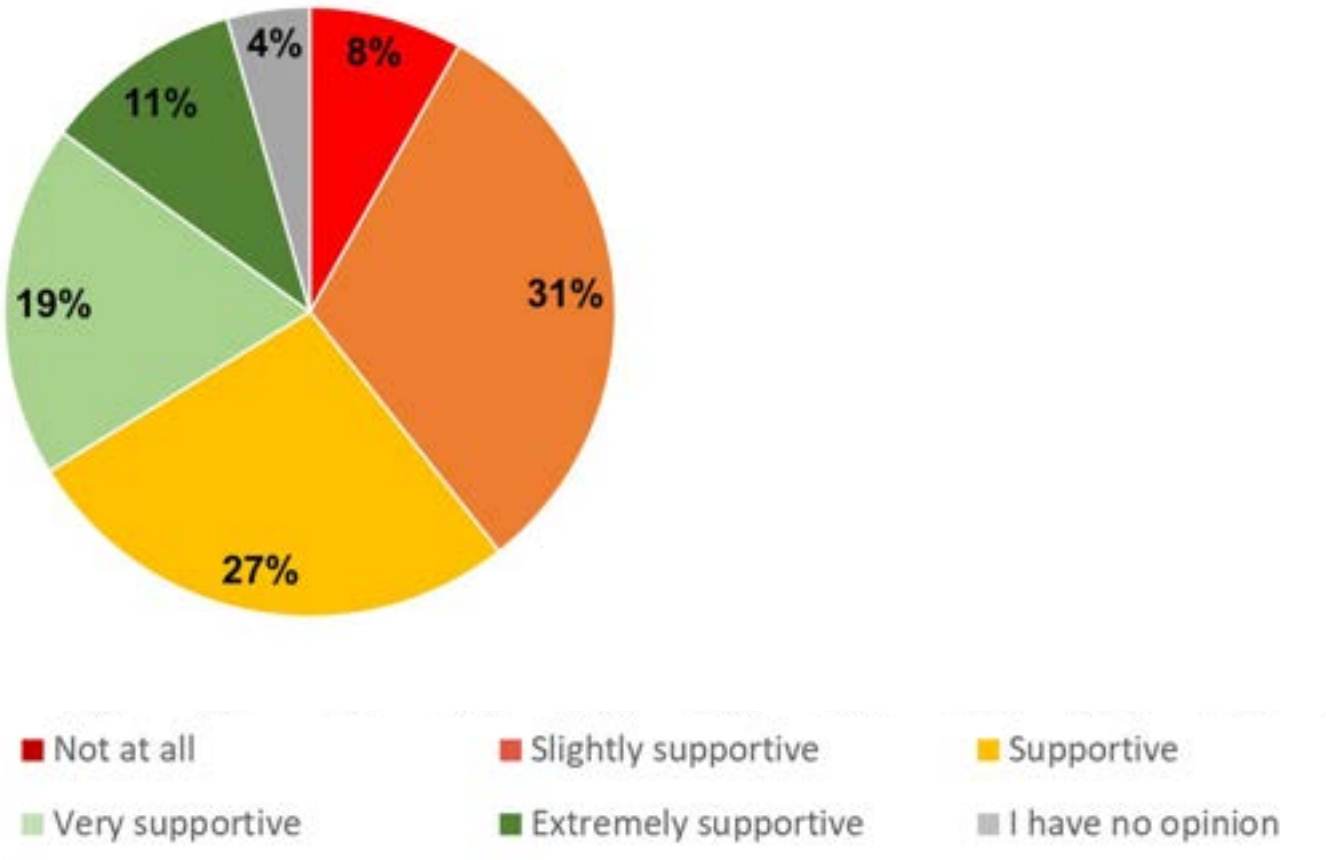


37.5%	51%	36%
Stirling	Hume	Penrith

Level of support for urban change

Despite varying anxiety levels or excitement about projected population growth in the city the research shows that most stakeholders support urban change to accommodate growth sustainably. The majority of residents (57%) were either supportive, very supportive or extremely supportive of change to accommodate population growth. Significantly few residents were not at all supportive of urban change. This suggests that even when faced with concerns about future population growth, people generally recognise the need for urban development and are willing to support changes that promote sustainable growth.

Level of support for urban change to accommodate growth in the city?



3.1.3 Indicator #1.3 - Knowledge

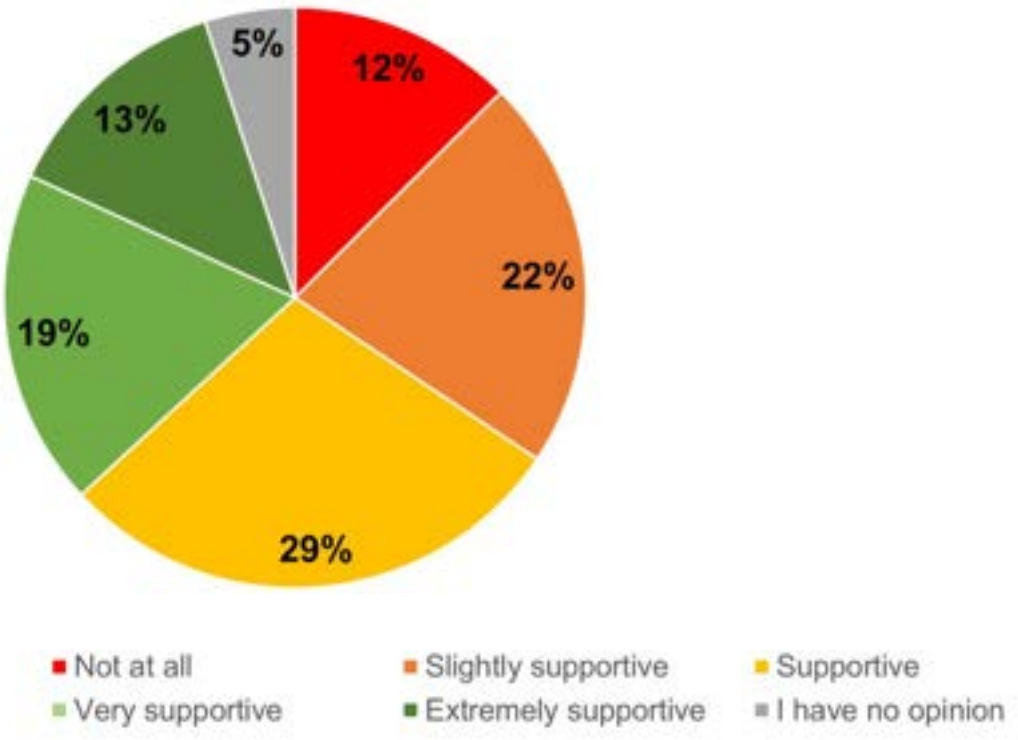
Explores views on urban consolidation, understanding of sustainable urban development, priority challenges and benefits, and learning needs.

The survey explores three areas to understand a community's knowledge around sustainable urban growth. For City of Stirling this includes knowledge of the overarching need for Perth and Peel to manage growth with a significant focus on infill development, community's views on the challenges and benefits of change and the information they would like to know more about.

Urban infill development mandate

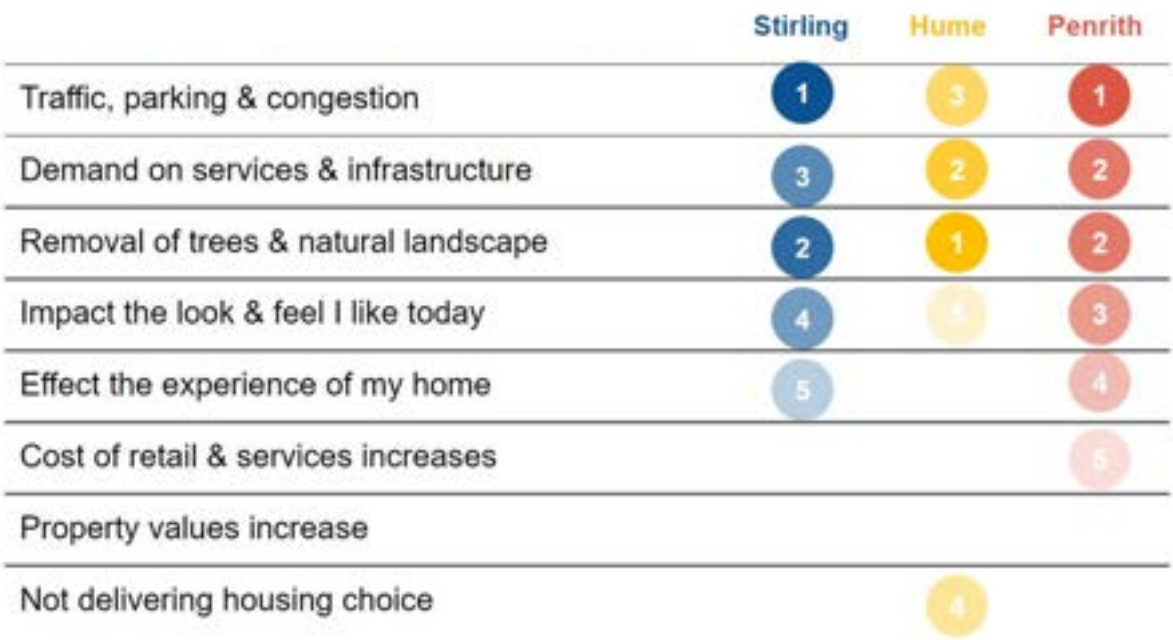
Overall there is a strong level of support for the state government approach to managing population growth through a significant focus on infill development; with 61% of participants either selecting that they were *Extremely Supportive*, *Very Supportive* or *Supportive* of this approach. Despite this level of support, over 58% of respondents were not aware that the Perth and Peel region or the City of Stirling were growing. The combination of low awareness and overall support for infill development still results in a relatively low knowledge score as it's difficult for residents to appreciate the scale of infill development required to accommodate growth if they are unaware the city is growing.

Level of support to manage Perth and Peel's growth through a significant focus on infill development



Challenges

Respondents identified traffic, parking and congestion, removal of trees and natural landscape and increased demand on services and infrastructure as being in the top three urban growth challenges. This is similar to other comparison cities. It indicates that as the city expands residents are concerned about balancing development with maintaining quality of life and environmental sustainability.



Benefits

Reaction from residents to the key advantages of city growth and change were centred on economic development, improved public and active transportation, and diverse housing options for different life phases. In contrast to other high-growth areas, City of Stirling residents placed less emphasis on enhancing vibrancy, attracting and retaining residents, and building community pride.



Communities would like to know more about ...

Residents of the City of Stirling are actively interested in understanding the exact nature of the changes occurring in their community. They're looking for clear, concrete examples of successful developments and are keen to learn strategies for sustainable living. This focus on sustainability and successful outcomes shows a desire to both improve their personal lives and contribute to the long term sustainability performance of the city.

However, it's interesting to note that in the City of Stirling, there seems to be a lack of interest in exploring a variety of viewpoints from fellow residents. This might indicate a more individualistic or perhaps pragmatic approach to urban change, where residents are more focused on tangible outcomes and personal adaptations rather than broader empathy for other community members.

	Stirling	Hume	Penrith
Changes taking place in my community	1	2	1
Core concepts to determine where & how growth is accommodated	3	3	5
Examples of great outcomes	2		2
Views of others in my community who are not like me		1	4
Living a more sustainable lifestyle	2	4	3
How urban development happens		5	

3.2

Place (Re) Attachment

Place (Re) Attachment measures the current level of place attachment and responses to potential future urban change scenarios.

Place attachment is critical to the social and emotional well-being of communities. Urban consolidation will result in changes to the urban identity of neighbourhoods and it is important to understand how a proposed change may impact a community's attachment. The Place (re) attachment domain identifies a community's current level of place attachment, explores their views on four likely urban change scenarios and assesses the level of the potential impact on attachment.

The following section of this report presents a summary of the results for each indicator - **Attachment** and **Future Place Alignment**.

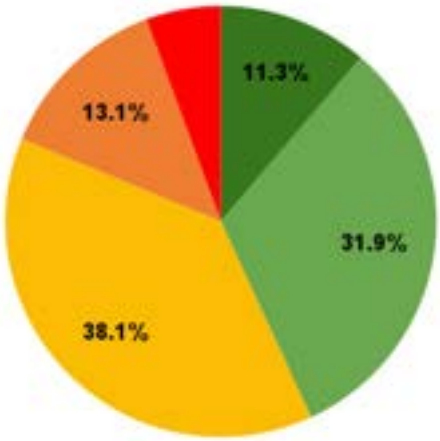
3.2.1 Indicator #2.1 Attachment

Evaluates the current level of connection to the local area and views on its performance as a great place.

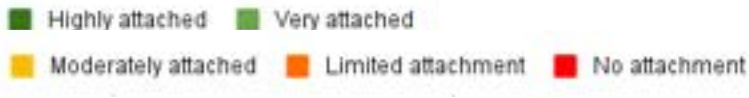
Place attachment is assessed in two ways - overall place attachment and the local area's performance as a great place to live today.

Place Attachment

Overall place attachment



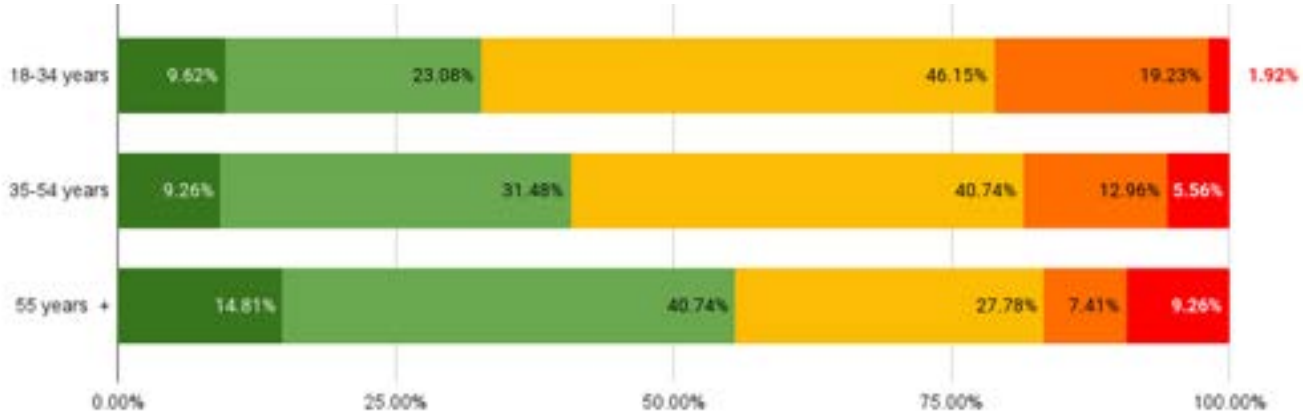
Overall there is a moderate to high level of place attachment across the city, with some variations by age and length of time living in the LGA. Respondents who have lived in the area for more than 10 years had stronger attachment to place when compared with residents who had lived in the LGA for 0-5 years. Older respondent (over the age of 55) expressed a greater attachment to place than younger people.



Place attachment by length of time living in LGA

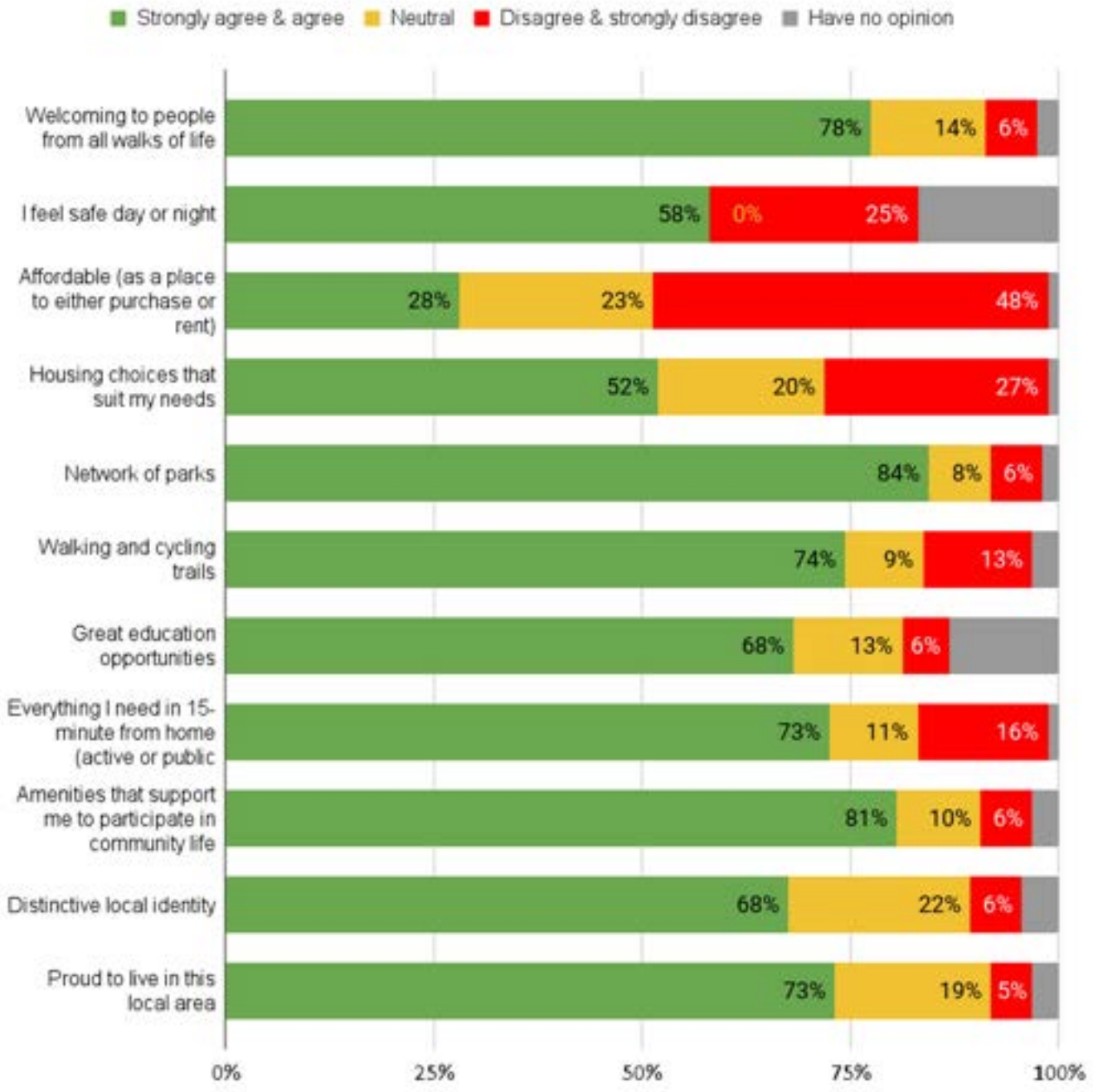


Place attachment by age



Local area performance

Respondents were provided with a list of great neighbourhood attributes and were asked to rank their local areas' performance today. Overall respondents felt that their communities performed very well. The highest-performing criteria of these communities were their inclusivity towards people from diverse backgrounds, availability of interconnected parks, walking and cycling routes, and convenient access to essential amenities for community life. The criteria rated lowest were affordability of housing for both renters and buyers, housing diversity and choice and feeling safe during both day and night.



Things they'd like to see changed

Respondents were provided with an open opportunity to share the things they'd like to see changed in their community. Overall, the desired changes reflect a community seeking balance: valuing current lifestyle while seeking improvements in social infrastructure, transportation, housing, and overall quality of life. The following provides an overview of the desired changes:

- **No change, content with status quo:** Some residents are satisfied and don't want changes.
- **More hubs of activity:** Residents want more vibrant areas with restaurants, cafes, shops, and community facilities to enhance social life and community engagement.
- **Enhanced community facilities, services, and events:** Desire for improved public spaces like playgrounds, parks, community centres, libraries, basketball courts, dog parks, public pools, and events such as food truck nights to foster community spirit and recreational opportunities.
- **Housing diversity and affordability:** A need for a variety of housing options, including those suitable for the elderly, to cater to different demographics and ensure affordability.
- **Addressing antisocial behaviour and increasing safety: This involves reducing antisocial** behaviour and enhancing safety in the community.
- **Managing traffic congestion:** Concerns about growing traffic congestion indicate a need for better communication around traffic management and planning.
- **Improving public and active transport and walkability:** Residents want better public transport options and enhanced walkability throughout the city, not just into the central business district, to promote ease of movement and a healthier lifestyle.
- **Reducing subdivision and high-density developments:** A desire to limit high-density housing and subdivision, to not impact the established character of areas.

3.2.2 Indicator #2.2 Future Place Alignment

Establishes perceptions of future urban change scenarios within the LGA and in a respondent's neighbourhood.

To explore the community's views on the potential urban futures in their city, respondents were presented with a series of likely urban change scenarios that reflect the types of development that could occur across their city. These scenarios were expressed in a series of before and after sketches and brief text to describe the types of likely urban outcomes. Participants were asked to reflect on their views of this scenario occurring in their LGA and, where relevant, their local neighbourhood.

Overview of scenarios

A detailed overview of the scenario provided to participants can be found in section 2.2.1 Tailoring the Survey Instrument on page X of this document.

- **Scenario 1 -** Getting a few more homes into established residential suburbs
- **Scenario 2 -** Creating medium-density neighbourhoods in and around local and neighbourhood centres
- **Scenario 3 -** Creating higher-density neighbourhoods around well-serviced district centres
- **Scenario 4 -** Creating high-density mixed-use precincts in key high amenity areas

The following section of this report provides an overview of the community's views for each scenario, including perceptions of the scenario being applied across the city generally and more specifically in their local neighbourhoods (where relevant).

It also highlights the specific results of community views on the scenarios in the key strategy suburbs (Balcatta, Dianella, Inglewood, Innaloo, Karrinyup, Mirrabooka, Mount Lawley, Osborne Park, Scarborough, Westminster and Yonkie), identified by the project team as critical to the city's successful urban transition.

Appendix 2 provides a detailed summary of the scenario responses by key strategic suburb.

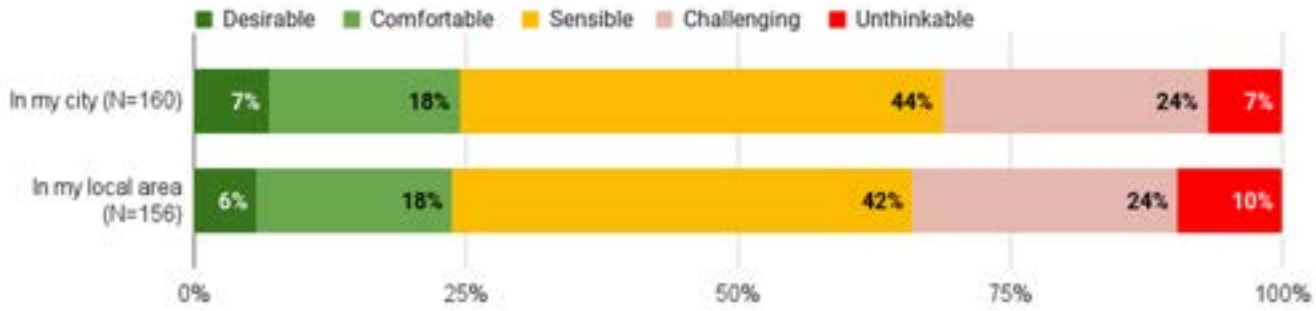
Scenario 1

Getting a few more homes into established residential suburbs

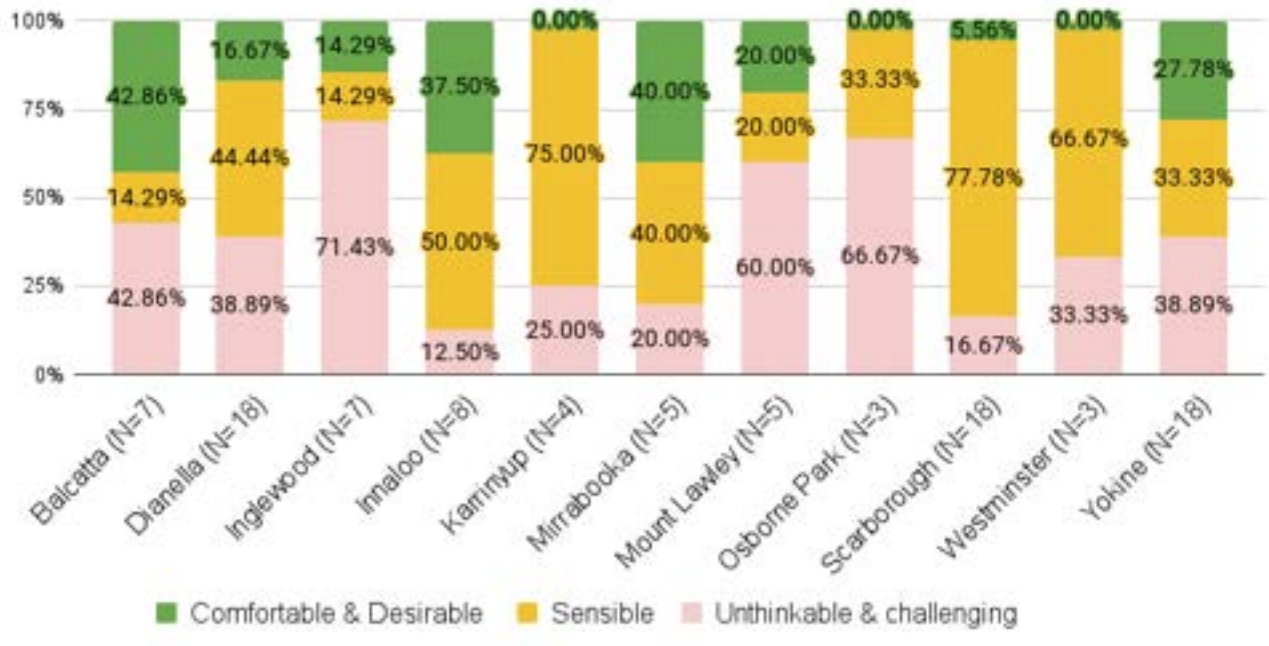
City-wide



Overview of results by LGA and local area



Views on scenario's application in relevant key strategic suburbs



Overall, respondents viewed this scenario as *Sensible* in both the LGA and their local area. Comments expressed an understanding of the need for this scenario to manage growth sustainably in the city. They emphasised the need for this scenario to be supported by increasing greenery in the city and providing additional community infrastructure. Overall, across the relevant key strategic suburbs, this scenario was viewed as *Sensible.* Inglewood, Mount Lawley and Osborn Park respondents registered the scenario as more *Challenging & Unthinkable.* Respondents in Balcatta, Innaloo and Mirrabooka viewed this scenario as *Comfortable and Desirable.*

> *Larger blocks are currently underutilised, well managed subdivisions and additional dwellings are a win win for existing and new residents*
>
> **Desirable**

> *Sensible option stops urban sprawl, adds more houses to the area, without too much pressure on existing infrastructure*
>
> **Comfortable**

> *Agree urban change is required, but not this solution of small blocks with no greenery, would prefer higher density with more open space* **Sensible**

> *Density isn't the problem, the non-walkability to amenities is an issue*
>
> **Sensible**

> *Moved here for a certian lifestyle decades ago and this level of change is unfair, devalues assets* **Unthinkable**

> *It can create social issues, increase crime and 'slums', hope new housing is not social housing*
>
> **Challenging**

> *Do not like overcrowding and living so close to neighbours, it can disrupt the privacy, peace and quite, I prefer standalone housing* **Unthinkable**

> *It will destroy the feel of the area and change it too much*
>
> **Challenging**

Scenario 2

Creating medium-density neighbourhoods in and around Local and Neighbourhood Centres

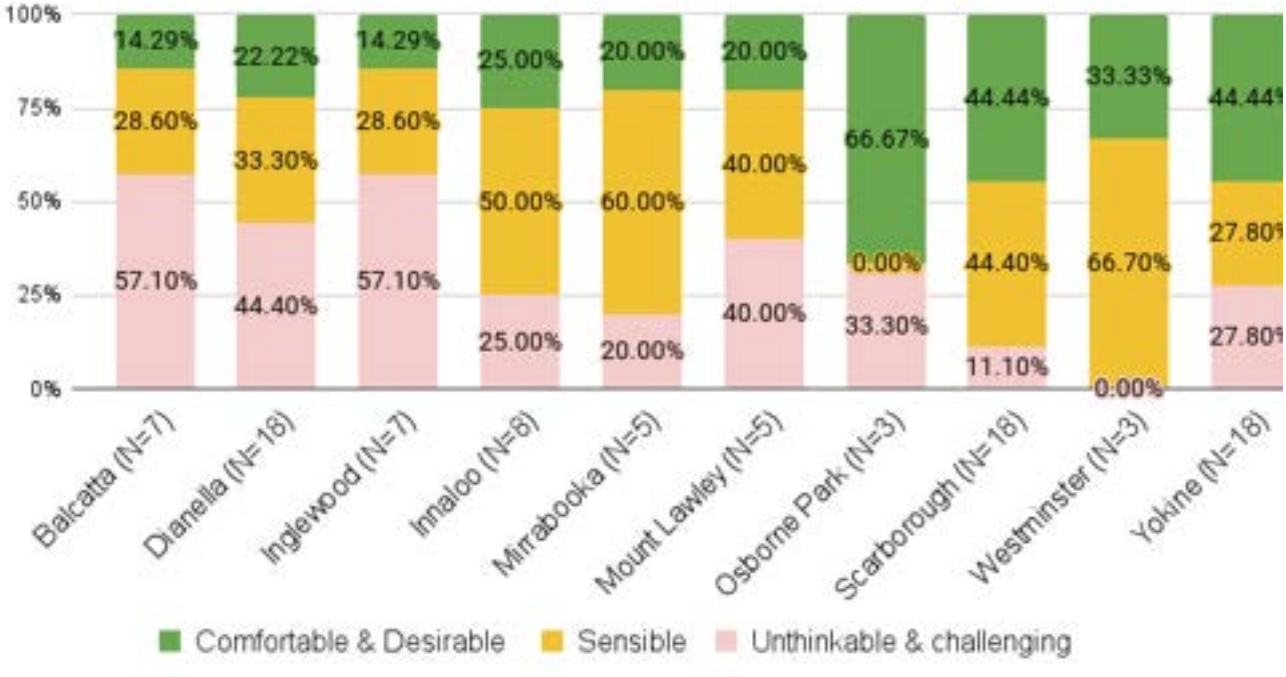
City-wide



Overview of results by LGA and local area



Views on scenario's application in relevant key strategic suburbs



Overall, respondents viewed this scenario as *Sensible* in both the LGA (39%) and their local area (37%). Comments outlined support for putting more people where there are already services and infrastructure and understood how this scenario could create more vibrant neighbourhoods. Respondents also expressed concern that this change would alter the look and feel of neighbourhoods and reduce the experience of their homes. Across the relevant key strategic suburbs there were mixed views.

- *Sensible* - Innaloo, Mirrabooka, Westminster
- *Comfortable & Desirable* - Osborne Park, Scarborough and Yonkine
- *Unthinkable* - Balcatta, Dianella and Inglewood

> *Density being located around centres can provide all services within reach, create vibrancy and sustainable economic development opportunities.* **Desirable**

> *Happy with the change and the improvement it will bring - better public transport, more walking and cycling paths, better shops and supermarkets, more amenities and services, more jobs* **Comfortable**

> *This will be a big change, change is good, but concerned about how it will be handled* **Sensible**

> *Supports population growth, reduces rental crisis, reduces reliance on driving cars, discourages urban sprawl, and it makes sense to put people where services are* **Sensible**

> *Will lead to lack of privacy, too many people too close together* **Unthinkable**

> *It will destroy the feel of the suburbs, that aren't built for high density* **Challenging**

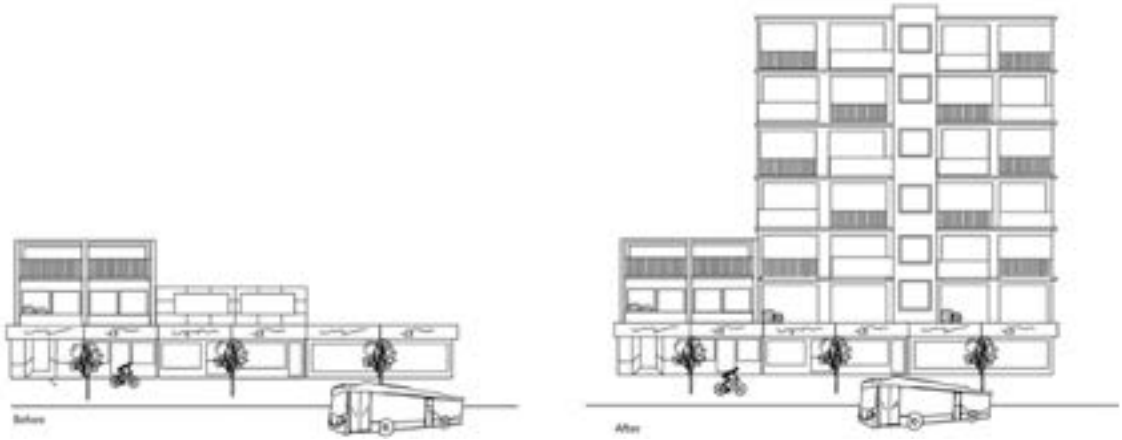
> *Neighbourhoods will become overcrowded, causing an increase in traffic, pollution, noise* **Challenging**

> *Without backyards, there is no where for kids to play and might impact mental health of adults* **Unthinkable**

Scenario 3

Creating higher-density neighbourhoods around well-serviced district centres

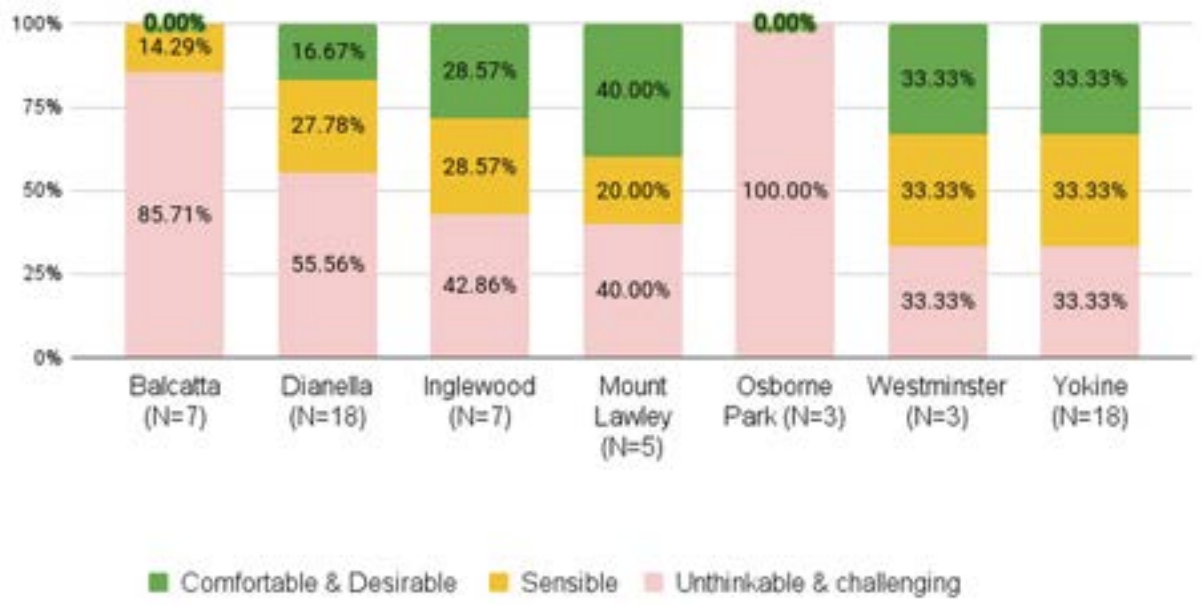
Balcatta, Dianella, Inglewood, Mount Lawley, Osborne Park, Westminster, Yokine



Overview of results by LGA and local area



Views on scenario's application in relevant key strategic suburbs



Overall, respondents viewed this scenario as *Challenging & Unthinkable* in both the LGA (48%) and their local area (51%). Concerns include the increasing antisocial behaviour and impacting the 'suburban' look and feel of neighbourhoods. A number of comments also outlined the perceived benefits of focusing on population growth where there are already services and infrastructure. Across the relevant key strategic suburbs there were mixed views, including a f*ull spectrum of responses* in Inglewood, Mount Lawley, Westminster and Yonkine, and *Challenging & Unthinkable* - Balcatta, Dianella and Osborne Park.

> *This will create strong community around good infrastructure and amenities, benefiting locals and tourists alike*
>
> **Desirable**

> *This is a sensible way to accommodate more housing for population growth without sprawling outward. Building high rises in urban centres where there is in enough infrastructure is a great idea.*
>
> **Comfortable**

> *It is challenging major change but can create excellent results and new opportunities*
>
> **Sensible**

> *It challenges the Australian / suburban lifestyle of spaciousness, outdoor living, quiet, community*
>
> **Challenging**

> *It will destroy the 'feel' of the suburb and our lifestyle completely, need space to live with decent backyards*
>
> **Unthinkable**

> *Too many new people, renters, multicultural people will create community dissatisfaction, cultural difference, less friendly neighbourhoods*
>
> **Challenging**

> *It will increase overcrowding, multiculturalism and lead to social issues, increased crime and creation of ghettos.*
>
> **Unthinkable**

Scenario 4

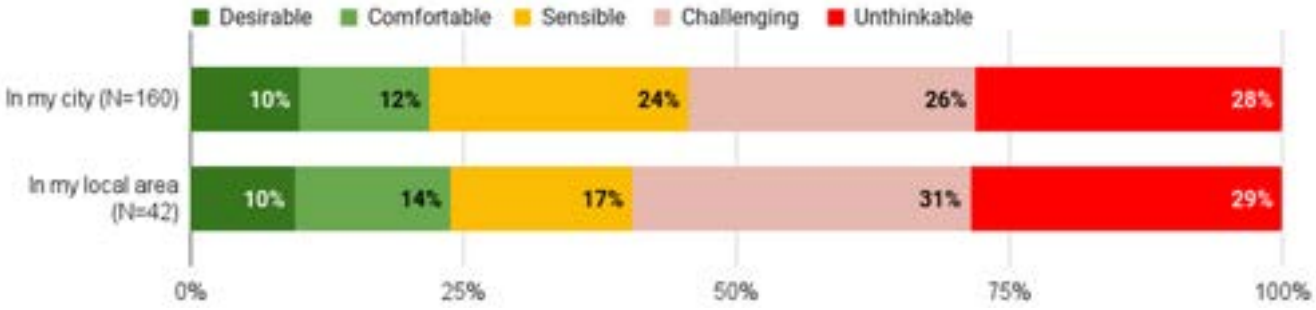
Creating high-density mixed-use precincts in key high amenity areas

Glendalough, Innaloo, Karrinyup, Mirrabooka, Osborne Park, Scarborough

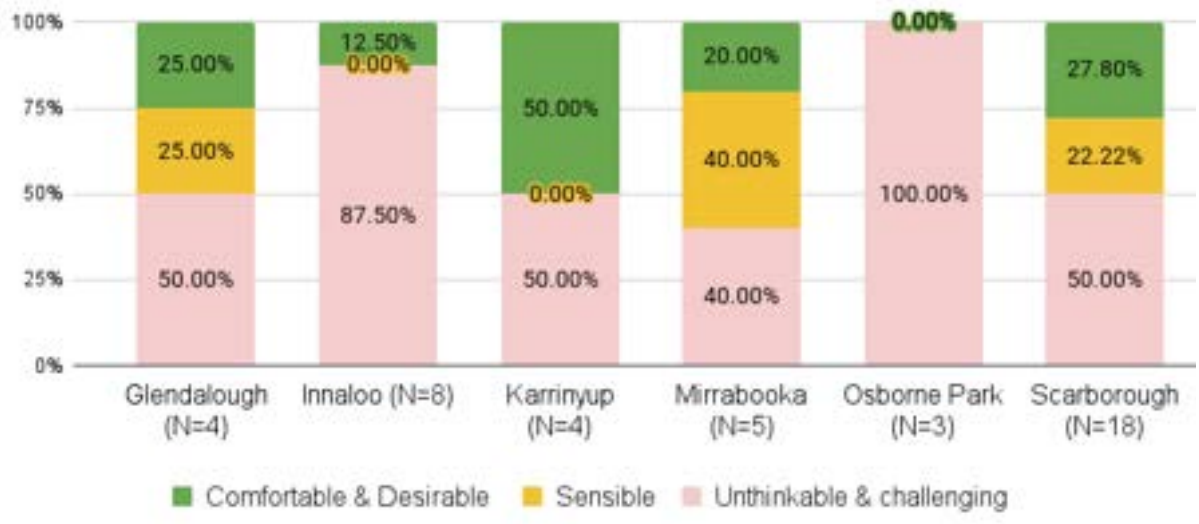




Overview of results by LGA and local area



Views on scenario's application in relevant key strategic suburbs



Overall, respondents viewed this scenario as *Challenging* to *Unthinkable* in both the LGA (54%) and their local area (60%). Concerns include the increasing anti-social behaviour, impacting the 'suburban' look and feel of neighbourhoods and specific reference to discomfort with the proposed heights of buildings. A number of comments also outlined the perceived benefits of this type of intensification in amenity-rich areas.

The relevant critical strategic suburbs also predominantly viewed this scenario as *Challenging* to *Unthinkable*. Although Glendalough, Karrinyup, Mirrabooka and Scarborough respondents registered significant number of respondents indicating the scenario was *Sensible* and or *Comfortable & Desirable*.

> *Much needed to cope with increased population growth and housing needs, to stop urban sprawl and reduce car dependence.* **Desirable**

> *Increase in services, infrastructure and entertainment will be a better outcome for community and can only be provided with higher density* **Comfortable**

> *I understand it, but don't' like high density, compact living and wouldn't want to live here* **Sensible**

> *Uncomfortable with this urban change, buildings are too high compared to rest of the suburb, don't want high rises obstructing views, leading to overcrowding, congestion and ruining the culture / lifestyle for locals* **Challenging**

> *Not appropriate for the suburbs, this isn't the city* **Unthinkable**

> *This scenario is likely to create overcrowding leading to antisocial behaviour, privacy concerns, noise pollution, crime and future slums* **Unthinkable**

3.3

System Actors Capacity & Capability

System Actors Capacity and Capability measures confidence in the system to manage change and collaborate on transition challenges.

Urban change occurs in a complex system of stakeholders, including government, developers, elected members and the community. Trust in the system's ability to plan and implement urban change to the benefit of all and future generations is critical to the success of sustainable urban transformation. Also critical is a community's ability to manage change well and an individual's participation in a change process as future-conscious citizens. These three factors are explored in the System Actors Capacity and Capability Domain.

The following section of this report presents a summary of the results for each indicator - **Confidence in Actors**, **Community Capacity** and **Citizenship.**

3.3.1 Indicator #3.1 Confidence in Actors

Assesses the degree of trust in the urban system to manage change well.

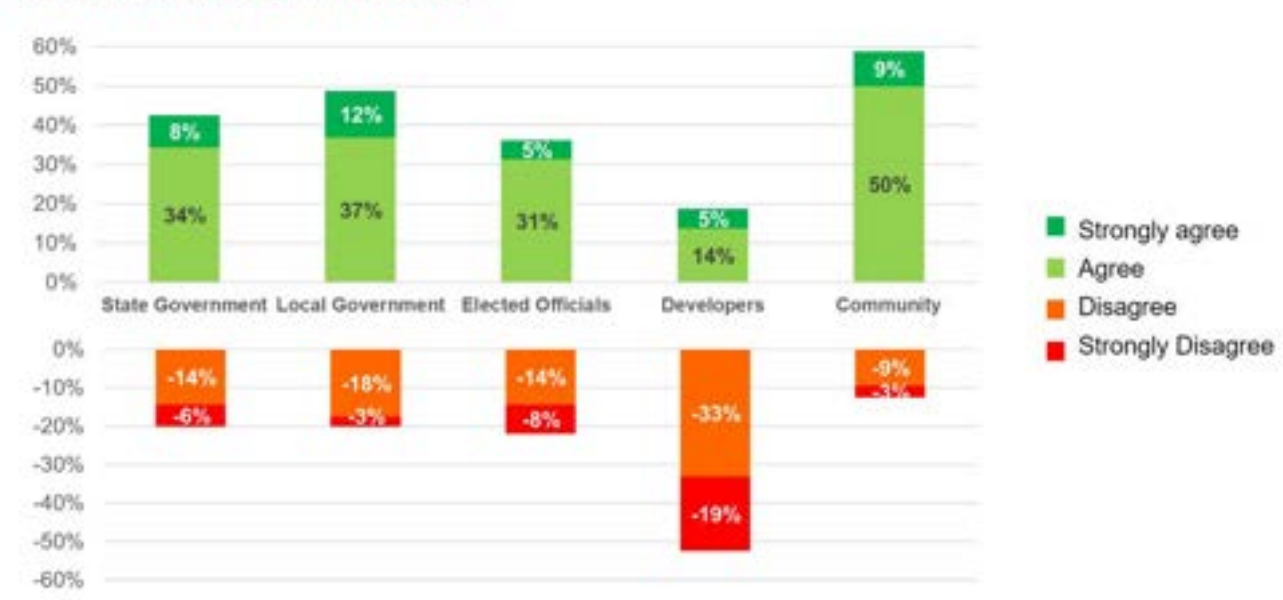
This is explored through two factors - trust in actors and perceptions of who benefits from urban change.

Trust

Overall trust in the urban change system is moderate across all stakeholders, with local governments being the most trusted (with 49% strongly agree or agree they will act responsibly). State Government and Elected Officials also have a level of trust capital (with 42% and 36% respectively strongly agree or agree they will act responsibly). Negative sentiment was highest towards developers (with 52% disagree or strongly disagree they will act responsibly).

As the community's most trusted actor in the urban change system, it's crucial that local and state government staff and elected officials have both a technical understanding of sustainable urban development and the necessary skills to lead informed change conversations.

Participants response to trust in key stakeholder to act responsibly



3.3.2 Indicator #3.2 Community Capacity

Community capacity measures the capability of the community to manage change well.

This is explored through three factors - the community's perceptions of its ability to organise and respond to challenging events, the depth of relationships within the community and perceptions of the community's overall ability to manage change well.

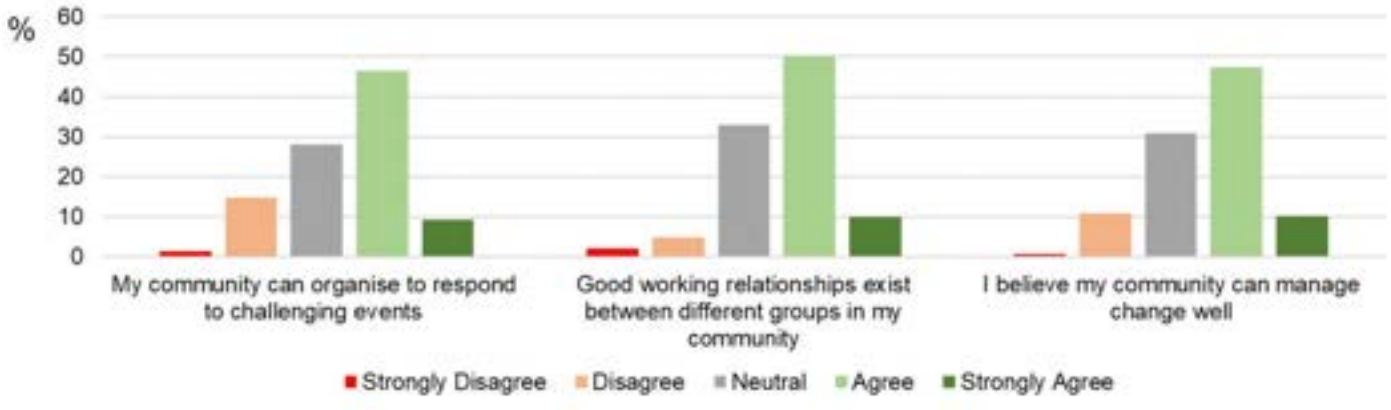
Overall, the community's self-belief is robust. A majority of respondents believe that their community can respond to challenging events (57% agree and strongly agree).

Confidence in the existence of good working relationships between different community groups is high (60% agree or strongly agree).

When asked about their belief in the community's ability to manage change well, over 57% of respondents where confident in their community's capacity to adapt to changes.

This paints a picture of a cohesive, resilient community, confident in its abilities to face challenges and evolve.

Respondent perceptions of community ability to respond to change



3.3.3 Indicator #3.3 Citizenship

Identifies the level of community participation and views on future urban planning.

Citizenship was explored through two factors - the community's level of participation in urban change conversations and their views on planning for future growth.

Participation and Citizenship

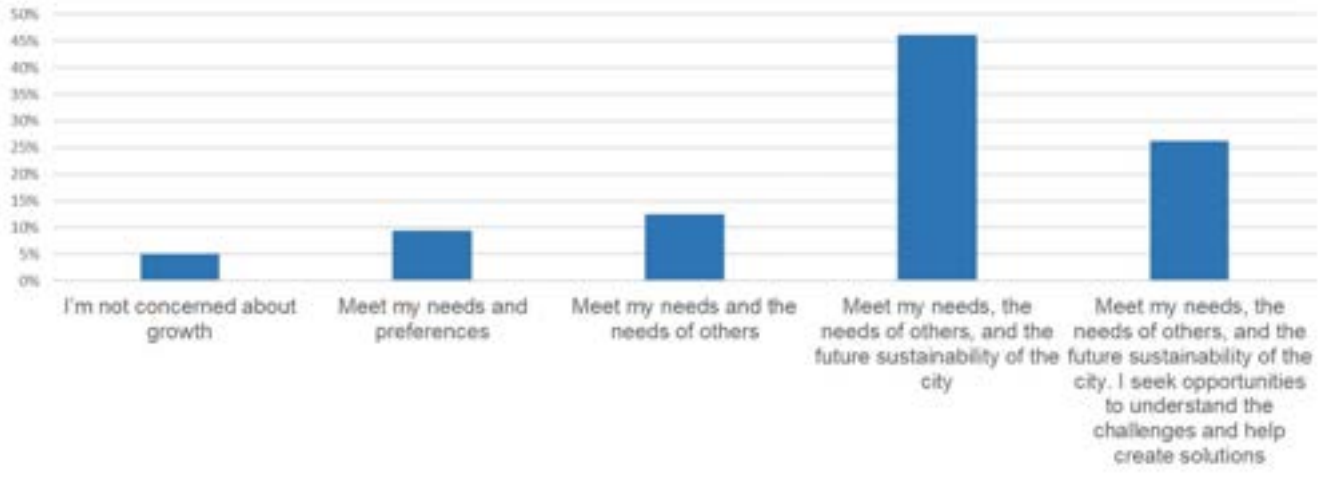
The community wants urban change to address their needs, the needs of others and those of future generations (46%). Additionally 26% of respondents said they seek opportunities to understand challenges and help create solutions.

However, there's a noticeable lack of participation in discussions, with less than 13% of participants taking part in urban change conversations in the past 3 years.

Involvement in community forums in past 3 years



When thinking about growth, what best reflects your views:



3.4

Urban Transition Leadership Capabilities

Staff self-assessment of individual and organisational capability to lead communities through urban change.

Guiding communities through the complexities of urban transformation requires agency staff and councillors to blend a technical understanding of sustainable urban development with the necessary skills to lead informed change conversations. Specifically it requires an:

- Awareness of the city's growth and change narrative
- Understanding of the key success factors of sustainable urban outcomes
- Knowledge of how the urban system works and how to navigate the politics, and
- Ability to shape constructive conversation and strategies on how to help the community navigate urban change.

The following section of this report provides a summary of City of Stirling's staff Urban Transition Leadership Capabilities via the following indicators, **Local Change Context, Place, System, Politics, Self, Change Conversations, Strategy** and **Collaboration Readiness.**

Indicator #4.1 Local Change Context

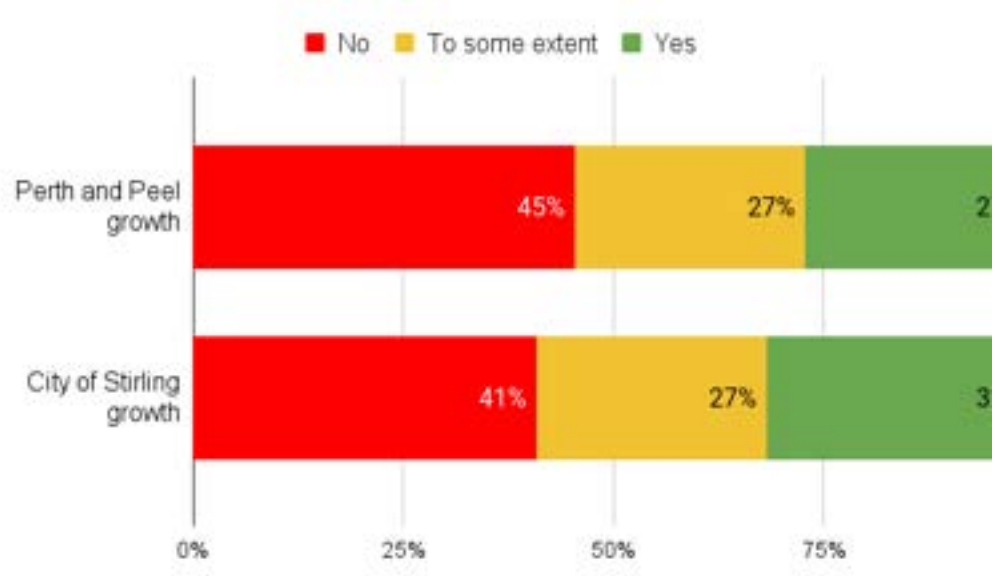
Awareness and knowledge of the city's urban change scale, narrative and key transition priorities.

This is explored through two factors - staff awareness of the region and city's projected growth and sentiment towards urban change in the city.

Overall there is very low awareness of the region and city's projected growth but many staff are confident and excited about the city's transition.

Awareness of projected growth

Overall, staff respondents have very low awareness of both Perth. Peel and the City of Stirling's projected growth, with 45% of respondents not aware of Perth and Peel's growth targets and 41% not aware of City of Stirling's growth. Without a clear grasp of the projected population increase that council needs to respond to, it's difficult for staff to understand the size and scale of urban change in the community and the need for a cross-organisation focus to support communities through urban change.



Sentiment towards change

Overall staff are *Confident* and *Excited* about the city's growth (59%), with 23% feel *Anxious.* These are all feelings where staff will be able to constructively explore issues and solutions without having to manage personal feelings of anger or fear.

Indicator #4.2 - #4.7
Place, System, Politics, Self, Change Conversation and Strategy

Understanding of the key success factors of sustainable urban outcomes; knowledge of how the urban system works and how to navigate the politics; ability to shape constructive conversation and strategies on how to help the community navigate urban change.

This is explored through an individual self-assessment of a series of attributes for each Indicator on a scale of 1-5 (1= new concept, limited knowledge, 5 = significant knowledge and experience).

The staff survey included a series of questions to explore individual's perceptions of their skill level on a series of attributes for each Indicator Place, System, Politics, Self, Change Conversation and Strategy. Individual's were invited to rank their level of expertise for each attribute on a scale of 1-5.

The individual rankings for each attribute were then averaged across the respondent set to develop a net overall outcome, providing a view of capabilities within the organisation.

The following section of this report provides an overview of the results by

- **Capability strengths -** net overall outcome of 4.0 and above
- **Emerging capability -** net overall outcome between 3.9 and 3.2
- **Areas to strengthen -** net overall outcome of 3.1 or below

	Capability strength	Emerging capability	Areas to strengthen
Place Understand principles of great urban outcomes and what needs to be in place to achieve them		Articulate the city's unique place qualities Explain how the built environment affects health and well-being and ecological and economic performance of a city How urban change impacts place attachment and develop ideas for place re-attachment	Understand community demographic and lifestyle trends and how they link to needs of communities in next 20 years Name examples of good urban developments and explain why they are successful Application of key principles in discussion and decision making
System Knowledge of how the urban change system works - its key actors, roles and influence		Use the levers in my role to shape positive outcomes Establish purposeful networks	How the urban change system works - key actors and their roles
Politics Understand and influence the politics of urban change, working across sectors to achieve solutions			Social, economic and ecological themes the city must address over the next 10-20 years Resolve conflict and build consensus around the local areas and urban change vision Work across political and sectoral interests

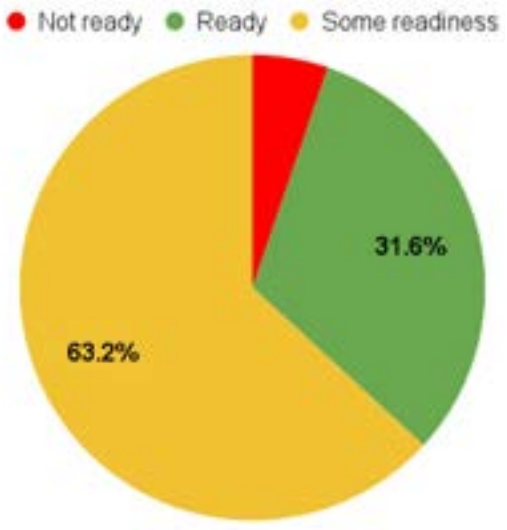
	Capability strength	Emerging capability	Areas to strengthen
Self Authentic communication and the ability to read and respond to different reactions of change	Apply reflective listening Supporting innovation and propensity to take try new things Building trust - open about success and failures and sharing what we learn	Facilitate a sense of urgency about the need for change Understand individual and collective responsibility to deliver my organisation's urban change policy and strategy	
Change conversations Ability to shape and lead generative conversations on how to navigate urban change		Raising awareness of the challenges and benefits of urban growth Explaining the benefits and challenges of different outcomes Shaping proactive conversations to help community can navigate changing urban identity	
Strategy Collaboratively develop and execute urban change management strategies in complex, often contested environments		Define community development opportunities in urban change Forming and communicating visions for sustainable change Identify the initiatives to support people to navigate change Ability to manage the transition - key projects, access next steps, understand it is a gradual process	

Indicator #4.8 Collaboration Readiness

Views on organisation readiness for cross-council collaboration.

This is explored through staff's views on the collaboration readiness of the organisation and opportunities to strengthen performance.

Overall, staff feel the organisation is somewhat ready for cross-organisation collaboration and believe this could be strengthened through education, establishing an internal 'Community of Change' that collaboratively defines and executes cross-organisation initiatives and programs, supportive leadership, and a clear reward and accountability framework.



Overall staff feel the organisation has some readiness (63%) for cross-organisation collaboration with 5% selecting no readiness and 32% indicating organisation readiness.

Opportunities staff identified to strengthen readiness include:

- **Education** on key transition themes, global best practice solutions and exploration of implications for the city - lunch-and-learns, short videos, workshops and other informal share, learn and discuss opportunities
- **Establishing an internal 'Community of Change'** to define objectives, collaboratively deliver programs and initiatives, share success stories and build working relationships across the organisation. Potential to also extend this 'Community of Change' to other councils who want to participate or address similar themes.
- **Strong reward and accountability framework.**
- **Strong leadership support and endorsement of transition themes and solutions** - consistent balancing and consideration of environmental, liveability, and economic impact and also backing outcomes that need to happen that may experience community push back.

4.0

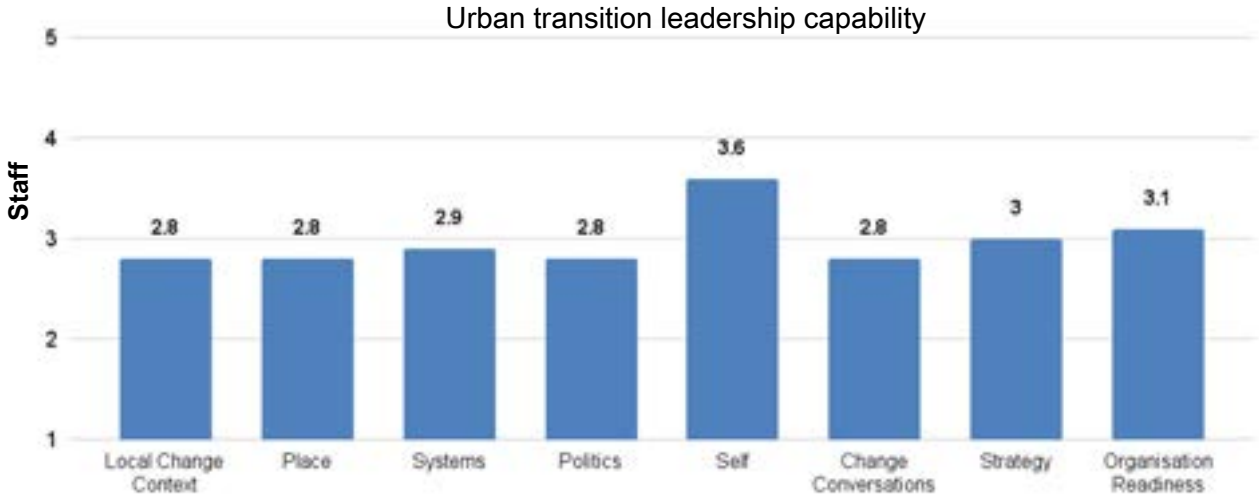
Index Outcome & Findings Summary

The following section of this report presents the overall Index outcome for the City of Stirling and a summary of the key findings by Domain.

Overall Index outcome

Survey results were translated into a score for each indicator in the Urban Change Readiness Index. (5 = High readiness, 1 = Low readiness).





Urban Change Literacy

The degree to which individuals have the ability to find, understand and participate in discussion about sustainable urban change.

Most community members were unaware of the projected population growth in the Perth and Peel regions and within the City of Stirling. They support the state's approach to managing population growth through a significant focus on infill development; however, they have not connected the implications of this approach to the size and scale of urban change required in the City of Stirling.

Respondents view urban change as an opportunity for economic development, public and active transport improvements, and the delivery of housing diversity for different life phases. Challenges they'd like to see addressed include parking and congestion, removal of trees and natural landscape and increased demand on services and infrastructure

The community would like clear and concise examples of what successful developments could be like and are keen to learn more about individual choices they can make to increase the sustainability of the city. This focus on sustainability and successful outcomes shows a desire to understand how urban change could both improve their personal lives and contribute to the long term sustainability performance of the city.

Awareness

Very low awareness of both City of Stirling and Perth's growth projections, with 66% of respondents not aware of City of Stirling's growth and 58% not aware of Perth and Peel's growth.

Sentiment

Majority of participants felt excited and confident (37.5%) about the growth in the area, with 36.9% of the respondents stating that they felt anxious. These are all feelings where people are able to constructively explore issues and solutions, and points to a level of readiness for change conversations. The majority of residents (57%) were either *Supportive*, *Very Supportive* or *Extremely Supportive* of change to accommodate population growth.

Knowledge

Overall, there is a strong level of support for the state government approach to managing population growth through a significant focus on infill development; with 61% of participants either selecting that they were *Extremely Supportive*, *Very Supportive* or *Supportive* of this approach. Despite this level of support, over 58% of respondents were unaware that the Perth and Peel regions or the City of Stirling were growing.

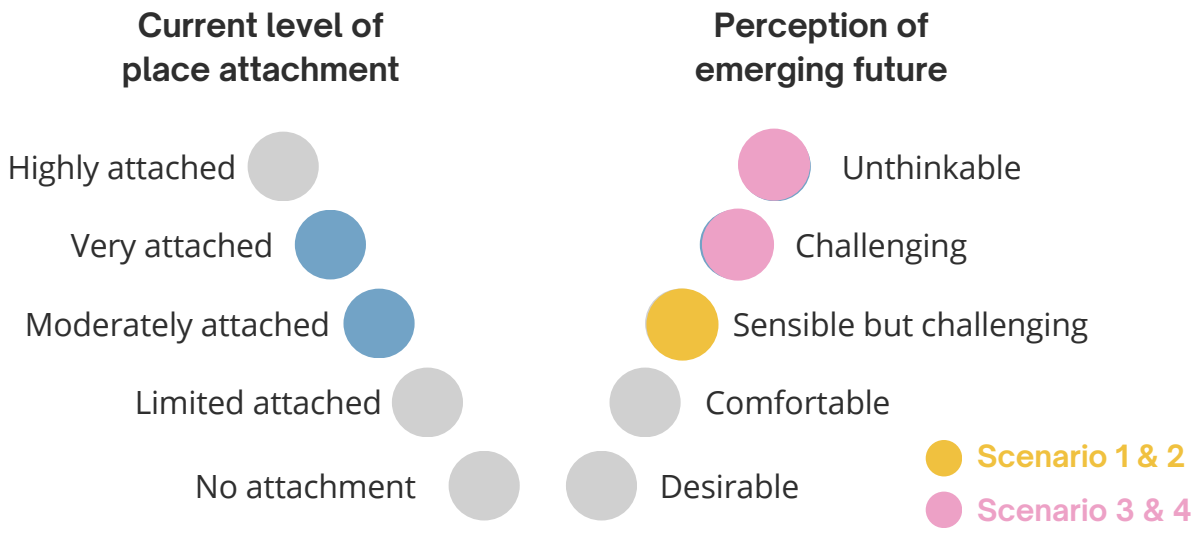
The top urban growth challenges respondents would like to see addressed were traffic, parking and congestion, the removal of trees and natural landscape and increased demand on services and infrastructure.

Reactions from residents to the key advantages of city growth and change were centred on economic development, improved public and active transportation, and diverse housing options for different life phases. In contrast to other high-growth areas, City of Stirling residents placed less emphasis on enhancing vibrancy, attracting and retaining residents, and building community pride.

Respondents are actively interested in understanding the nature of the changes occurring in their community. They're looking for clear, concrete examples of successful developments and are keen to learn strategies for sustainable living. This focus on sustainability and successful outcomes shows a desire to both improve their personal lives and contribute to the long term sustainability performance of the city.

Place (Re) Attachment

Identifying a community's current level of place attachment, exploring their views on likely urban change scenarios and assesses the level of the potential impact on attachment.



Respondents expressed a moderate to high level of place attachment. Older residents and those who have lived in the area for more than 10 years have stronger place attachment when compared to younger residents and those that have lived in the area for 0-5 years.

The urban change concept of subdividing larger blocks into small lots for strata units outlined in Scenario 1 was viewed as *Sensible*. Community comments expressed an understanding of how this type of change can help deliver sustainable growth, as long as it was supported by increasing greenery and community amenities.

Scenarios that outlined higher density outcomes around established centres gained mixed reactions. Scenario 2, which proposed more townhouse and low-rise apartment buildings (3-5 storeys) in and around established local and neighbourhood centres was viewed as *Sensible*. Scenarios 3 and 4, which proposed higher density developments (from 3 to 20 storeys) around well-serviced centres were viewed as *Challenging* to *Unthinkable*. Concerns for these scenarios include increasing antisocial behaviour and impacting the 'suburban' look and feel of neighbourhoods. Interestingly, positive comments regarding Scenario 2, 3 and 4 demonstrated support for the city's overall strategy of managing growth through transit-oriented and centres focused infill development.

Place attachment

Overall there is a moderate to high level of place attachment across the city, with some variations by age and length of time living in the LGA. Respondents who have lived in the area for more than 10 years had stronger attachment to place when compared with residents who had lived in the LGA for 0-5 years. Older respondents (over the age of 55) expressed a greater attachment to place than younger people.

Local area performance

Overall, respondents felt that their communities performed very well. The highest-performing criteria of these communities were their inclusivity towards people from diverse backgrounds, availability of interconnected parks, walking and cycling routes, and convenient access to essential amenities for community life. The things they'd like to see change include increasing housing diversity and affordability, improving public and active transport networks, and enhancing vibrancy and social and community life in neighbourhoods through the addition of more restaurants, cafes, shops and community facilities. Additionally they would like to see a reduction in antisocial behaviour and increasing safety (both day and night).

Future scenario alignment

Scenario 1: Getting a few more homes into established residential suburbs, was viewed as *Sensible* in both the LGA and respondents' local area. Comments expressed an understanding of the need for this scenario to manage growth sustainably in the city and also emphasised the need for this change to be supported by increasing greenery and community infrastructure.

> *"Sensible option stops urban sprawl, adds more houses to the area, without too much pressure on existing infrastructure"*
>
> **Scenario 1 *Comfortable***

Future scenario alignment cont.

Scenario 2: Creating medium-density neighbourhoods in and around Local and Neighbourhood Centres was viewed as ***Sensible*** in both the LGA and their local area.

> *Supports population growth, reduces rental crisis, reduces reliance on driving cars, discourages urban sprawl, and it makes sense to put people where services are*
>
> **Scenario 2 *Sensible***

Scenario 3: Creating higher-density neighbourhoods around well-serviced district centres and **Scenario 4: Creating high-density mixed-use precincts in key high amenity areas** were seen as *Challenging* to *Unthinkable* in both the LGA and their local area (where relevant). Concerns for these scenarios include increasing antisocial behaviour and impacting the 'suburban' look and feel of neighbourhoods.

> *It challenges the Australian/suburban lifestyle of spaciousness, outdoor living, quiet, community*
>
> **Scenario 3 *Challenging***

> *Uncomfortable with this urban change, buildings are too high compared to rest of the suburb, don't want high rises obstructing views, leading to overcrowding, congestion and ruining the culture/lifestyle for locals*
>
> **Scenario 4 *Challenging***

Interestingly, a number of comments regarding Scenario 2, 3 and 4 demonstrated a level of support for the City's overall strategy of managing growth through transit-oriented and centres focused infill development. Specifically, comments emphasising the importance of putting more people where there are already services and infrastructure and an understanding of how this approach could create more vibrant neighbourhoods.

> *This is a sensible way to accommodate more housing for population growth without sprawling outward. Building high rises in urban centres where there is enough infrastructure is a great idea.* **Scenario 3 sensible**

System Actors' Capacity & Capability

Trust in the system's ability to plan and implement urban change to the benefit of future generations, the community's ability to manage change well and the level of individual participation in change discussions.

Results indicate that the community has a strong capacity to respond to change, painting a picture of a cohesive and resilient community, confident in its abilities to face challenges and evolve.

The community wants urban change to address their needs, the needs of others and those of future generations, however, there is very low participation in urban change conversations.

Overall trust in the urban change system is moderate across all stakeholders, with trust capital sitting with local and state governments and elected officials.

Confidence in actors

Overall trust in the urban change system is moderate across all stakeholders, with local governments being the most trusted (with 49% strongly agree or agree they will act responsibly). State government and elected officials also have a level of trust capital (with 42% and 36% respectively strongly agree or agree they will act responsibly). Negative sentiment was highest towards developers (with 52% disagree or strongly disagree they will act responsibly).

Community capacity

Respondents believe that the community has a strong capacity to respond to change. The majority of respondents believe that their community can respond to challenging events (57% agree and strongly agree). There are also strong working relationships between different community groups (60% agree or strongly agree).

Citizenship

The community wants urban change to address their needs, the needs of others and those of future generations (46%). However, there's a noticeable lack of participation in discussions, with less than 13% of participants taking part in urban change conversations in the past 3 years.

Urban Transition Leadership Capabilities

Individual and organisational capability to lead communities through urban change, including a technical understanding of sustainable urban development and the skills needed to shape and execute strategies to help communities navigate change.

Capability strengths and areas of development

A small number of capability strengths emerged and include reflective listening, building trust with key stakeholders and a propensity to try new things and support innovation.

Significantly, the areas that emerged as most in need of capability development are foundational areas critical to urban transition leadership including:

- Awareness of the region and city's projected population growth
- Knowledge of the city's transit-oriented and centres focused infill development approach to manage growth and the ability to discuss this approach with others
- Understanding of how the urban system works - key actors and their roles
- Knowledge of a range of great urban development examples to draw upon to showcase excellence and the ability to explain to others why they are great
- Understanding of how to work across political and sectoral interest

Collaboration readiness

Overall, staff feel the organisation is somewhat ready for cross-organisation collaboration and believe this could be strengthened through education, establishing an internal 'Community of Change' that collaboratively defines and executes cross-organisation initiatives and programs, supportive leadership, and a clear reward and accountability framework.

5.0

Recommendations

The following section of this report presents a series of recommendations to increase the urban change literacy and change preparedness of the City of Stirling's community and organisation.

Recommendations

Based on an analysis of the Urban Change Readiness Index results of the City of Stirling community and staff, Studio THI recommends the following items to strengthen the community and organisation's readiness for urban change.

'Suburban' to 'urban' shift

Proactively shift community identity and culture from 'suburban' to 'urban' through a portfolio of programs and initiatives - within current activities and new cross-organisation opportunities.

The future outlined in the City of Stirling's planning scheme presents an urban vision that contrasts with the community's current perception of the city as a suburban outer area of Perth. To help the community navigate the urban change, it will be essential to proactively shift the community's identity and culture from 'suburban' to 'urban' by:

- Building awareness of the region and the city's projected growth
- Strengthening ownership of the city's need to manage growth through transit-oriented and centres focused infill development.
- Aligning future outcomes to interest areas and pain points of the community, with Index results indicating hooks could include:
    - Enhancing personal sustainability footprint and improving the city's long-term performance
    - Increasing vibrancy of centres and local areas
    - Improving public and active transport
    - Delivering housing diversity and choice (from an individual benefit perspective)
    - Positioning a new urban look, feel and experience for the city and examples of quality built-form outcomes

Emerging opportunities to begin this shift include >>

Strengthen the urban change narrative messaging in community consultation during public notification

Integrate the city's urban change narrative foundations into the community consultation process on new planning schemes, specifically strengthening key messages around Perth and Peel and the city's projected growth; the state government's approach to managing growth with a significant focus on infill development; and the implications for the city of the need for transit-oriented and centre-focused infill development. Position WHY the proposed urban changes need to be in plans.

We would also recommend adding a preparedness or education phase before formal periods of public notification where possible. Project teams should identify the critical urban change literary requirements in the proposed scheme and develop education material to ensure the community has the foundation knowledge needed to make informed submissions during notification.

The key message could also be integrated into responses to Development Applications and other information requests directed at the Development Assessment Team.

Adopt a change approach to community engagement on future plan-making processes

Develop step-change plans with the community by:

Establishing a Community Panel - a demographically representative group of 150 residents reflecting the city's demographic profile and often under-represented audiences in public consultation processes.

Developing plans with the Community Panel through a four phase process that educates, gathers insights and sets future directions at each phase as follows:

- **Phase 1 Build:** An understanding and ownership of key transition themes, drawing on insights from the Urban Change Readiness Index on literacy strengths and gaps.
- **Phase 2 Develop:** Knowledge on ways to address the transition themes - hearing results of technical studies, exploring how others have addressed challenges globally and considering potential applications to the City of Stirling.
- **Phase 3 Shape:** Co-create (or deliberative process) to agree the key principles and strategies to embed in the future plan.
- **Phase 4 Define:** A community endorsed strategy/plan.

Public awareness campaign and education program

Develop a public awareness campaign and education program to build knowledge of the city's projected growth and the need for transit-oriented and centres focused infill development. The campaign and engagement program could include the development of resources such as short videos and social media posts discussing:

- Why are we growing?
- What types of homes do we need, and where should they go?
- How does urban living improve your environmental footprint and the sustainability of our city?
- How can we better move people and goods around our city?
- How does urban change happen and who is responsible for what?

The resources could be shared on council and councillor social media, used to focus discussions at public forums, and combined into a broader education program that can be delivered through libraries, schools or as an online self-paced activity.

Develop a suite of programs and initiatives that demonstrate the desired future state

Community identity and culture can also be influenced outside the plan-making process. By leveraging the resources and activities of the council, it is possible to develop programs and initiatives that address community interests and pain points related to urban change. Potential initiatives could include:

- Festivals, events, and community programing
- Speaker series and public forums
- Temporary / pop-up installations that showcase potential futures such as examples of new bikeways and parks
- Demonstration or showcase projects such as major urban regeneration initiatives
- Industry partnerships and competitions

Transition ready organisation

Building the organisation's urban transition leadership capabilities through education, training and cross-organisation strategies and initiatives.

Guiding communities through the complexities of urban transformation requires agency staff and councillors to blend a technical understanding of sustainable urban development with the necessary skills to lead informed change conversations. The organisation has emerging capability to help the community navigate urban change, and some readiness of cross-organisation collaboration. With the anticipated growth within the city and the type of urban change required, investing in building the organisation's urban transition leadership capabilities will be critical. Opportunities to build capabilities include:

Councillor capability assessment

Implement the Urban Transition Leadership Capability Assessment with councillors to identify strengths and areas of development to ensure a whole of organisation view of capability. Integrate development needs into internal education and training programs and differentiate were required.

Development of an internal education and training program

Establish a suite of education resources and a program of learning opportunities to to build staff (and councillor):

- Awareness of the region and city's projected population growth
- Knowledge of the city's transit-oriented and centres focused infill development approach to manage growth and the ability to discuss this approach with others
- Understanding of how the urban system works - key actors and their roles
- Knowledge of a range of great urban development examples to draw upon to showcase excellence and the ability to explain to others why they are great
- Understanding of how to work across political and sectoral interest

This could include the development of short educational videos, implementing a lunch-and-learn series and other informal sharing opportunities, and participation in training programs such as Studio THI's Urban Transition Leadership Master Class (4 x 2hr sessions over 3 months) or its Leading Change Conversations 2hr intensive. The content developed for these programs could then be adapted for use with the community - *piloting internally first then launching with the community.*

Establishing an internal 'Community of Change'

The formation of an internal working group, representing a cross section of the organisation with participation and endorsement by senior leadership. It is proposed that the working group would establish clear transition objectives, collaboratively define and deliver programs and initiatives, share success stories and build working relationships across the organisation. Potential to also extend this 'Community of Change' to other councils who want to participate or address similar themes.

Development of a cross-organisation 'suburban to urban transition strategy'

Developed by the 'Community of Change' and becomes the roadmap to focus its activities and how they will be enabled through resource requirements and budget allocations. The strategy will capture priority transition themes, goal and objectives and suggested activities. It should then be integrated with the city's corporate plan and department programs.

Priority geographies

Most initiatives should be focused around (or have touchpoints in) the suburbs where the highest urban change scenarios are likely.

Not all areas will experience the same level of urban change. It is suggested that activities be focused around the suburbs where the higher density scenarios (Scenarios 3 and 4) were viewed as *Challenging* and *Unthinkable*. These include Balcatta, Dianella, Glendalough, Innaloo, Inglewood,Karrinyup, Mirrabooka, Mount Lawley, Osborne Park, Westminster, Scarborough and Yonkine.

Appendix 1: Domain Summary

The following appendix provides a detailed overview of the three core Domains within the Index and the optional fourth Domain. For each Domain it presents an overview of what it seeks to understand and why it is important. It also provides an overview of the key indicators associated with the Domain.

Domain # 1

Urban Change Literacy

Level of urban change awareness, sentiment towards anticipated growth and knowledge of sustainable urban change concepts, challenges and benefits.

Why this is important

Urban change literacy is the degree to which individuals have the ability to find, understand and participate in discussion about sustainable urban futures. People with higher levels of change literacy are more likely to make informed decisions that are supportive of urban consolidation and sustainable growth management.

Indicator #1.1

Awareness

Assesses the level of awareness of the anticipated population growth in an LGA.

Indicator #1.2

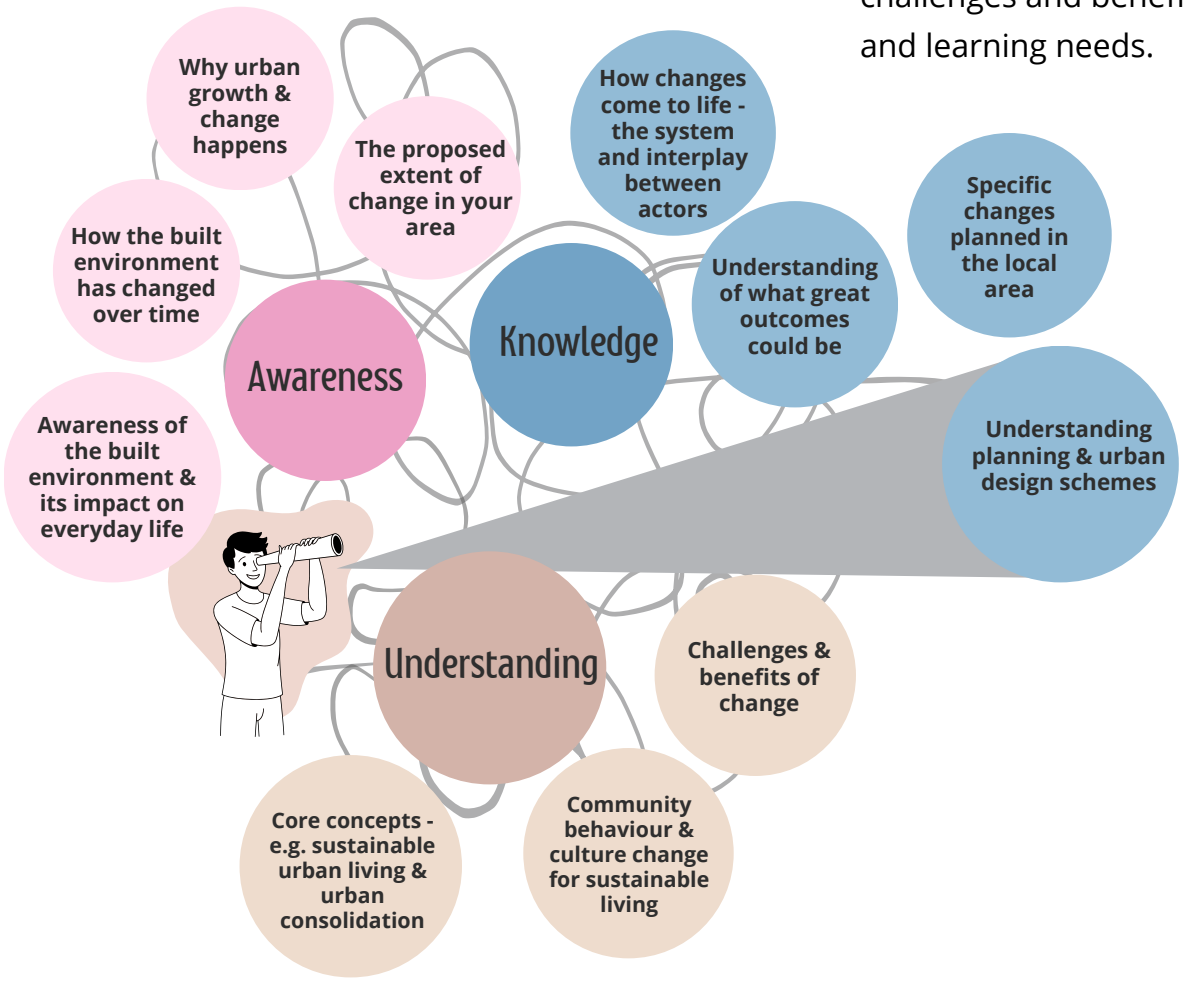
Sentiment

Gauges feelings about projected population growth and the level of support for urban change.

Indicator #1.3

Knowledge

Explores views on urban consolidation, understanding of sustainable urban development, priority challenges and benefits, and learning needs.



Domain # 2

Place (Re) Attachment

Level of place attachment and responses to potential future urban change scenarios.

Why this is important

Place attachment is critical to the social and emotional wellbeing of communities. It is likely that urban consolidation will result in changes to the urban identity of our neighbourhoods and it is important to understand how a proposed change may impact a community's attachment.

Indicator #2.1

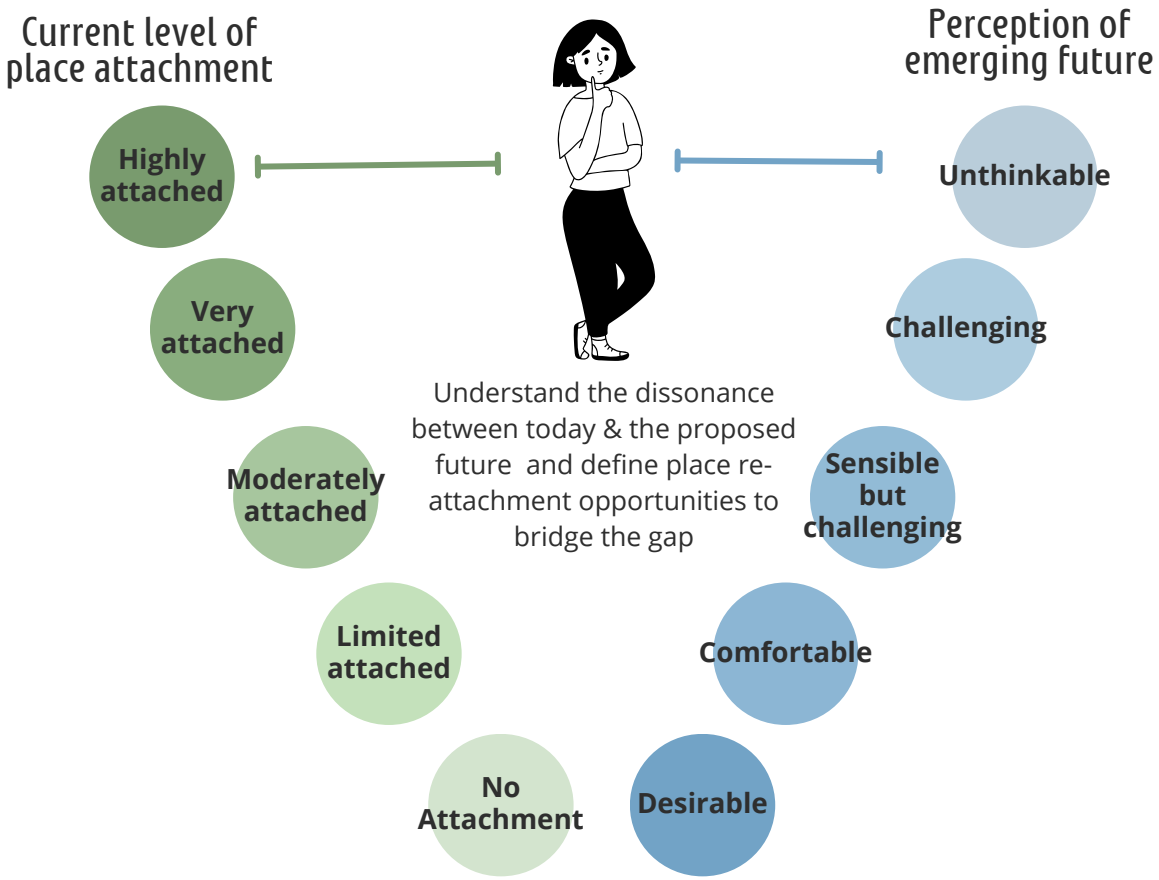
Attachment

Evaluates social and emotional connection to their community and its look, feel and experience.

Indicator #2.2

Future place alignment

Establishes perceptions of future urban change scenarios within the LGA and in their own neighbourhood.



Domain # 3

System Actors Capacity and Capability

Confidence in the system to manage change well and collaborate on transition challenges.

Why this is important

Urban change occurs in a complex system of stakeholders including government, developers, elected members and community. Trust in the system's ability to plan and implement urban change to the benefit of all and future generations is critical to the success of sustainable urban transformation. Also critical is a community's and individual's ability to manage change well and participate in a change as future conscious citizens.

Indicator #3.1

Confidence in actors

Assesses the degree of trust in the urban system to manage change well.

Indicator #3.2

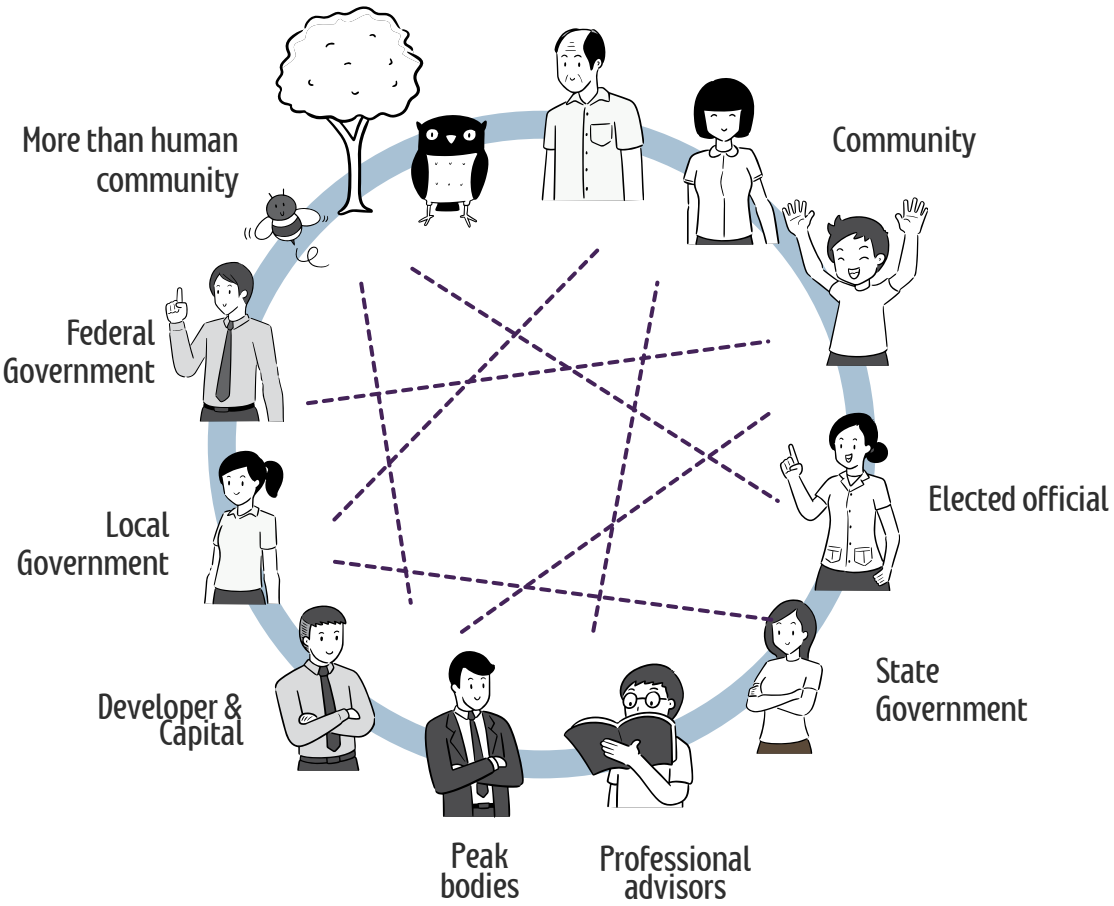
Community capacity

Measures the capability of the community to manage change well.

Indicator #3.3

Citizenship

Identifies the level of community participation and views on future urban planning.



Optional Domain # 4

Urban Transition Leadership Capabilities

Staff and councillor self-assessment of individual and organisational capability to lead communities through urban change.

Why this is important

Guiding communities through the complexities of urban transformation requires agency staff and councillors to blend a technical understanding of sustainable urban development with the necessary skills to lead informed change conversations. Specifically it requires; awareness of the city's growth and change narrative; understanding of the key success factors of sustainable urban outcomes; knowledge of how the urban system works and how to navigate the politics; and, the ability to shape constructive conversation and strategies on how to help the community navigate urban change.

Indicator #4.1

Local Change Context

Awareness and knowledge of the city's urban change scale, narrative and key transition priorities.

Indicator #4.2

Place

Understand principles of great urban outcomes and what needs to be in place to achieve them.

Indicator #4.3

System

Knowledge on how the urban change system works - its key actors, roles and influence

Indicator #4.4

Politics

Understand and influence the politics of urban change, working across sectoral interest to achieve solutions.

Indicator #4.5

Self

Authentic communication and the ability to read and respond to different reactions to change.

Indicator #4.6

Change Conversations

Ability to shape and lead generative conversations on how to navigate urban change.

Indicator #4.7

Strategy

Collaboratively develop and execute urban change management strategies in complex, often contested environments.

Indicator #4.8

Collaboration readiness

Views on organisation readiness for cross-council collaboration.


THI
Bolder thinking for urban life