



City of Armadale
Strategic Community Plan
2013 - 2028





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Community Vision

By 2028 Armadale will be:

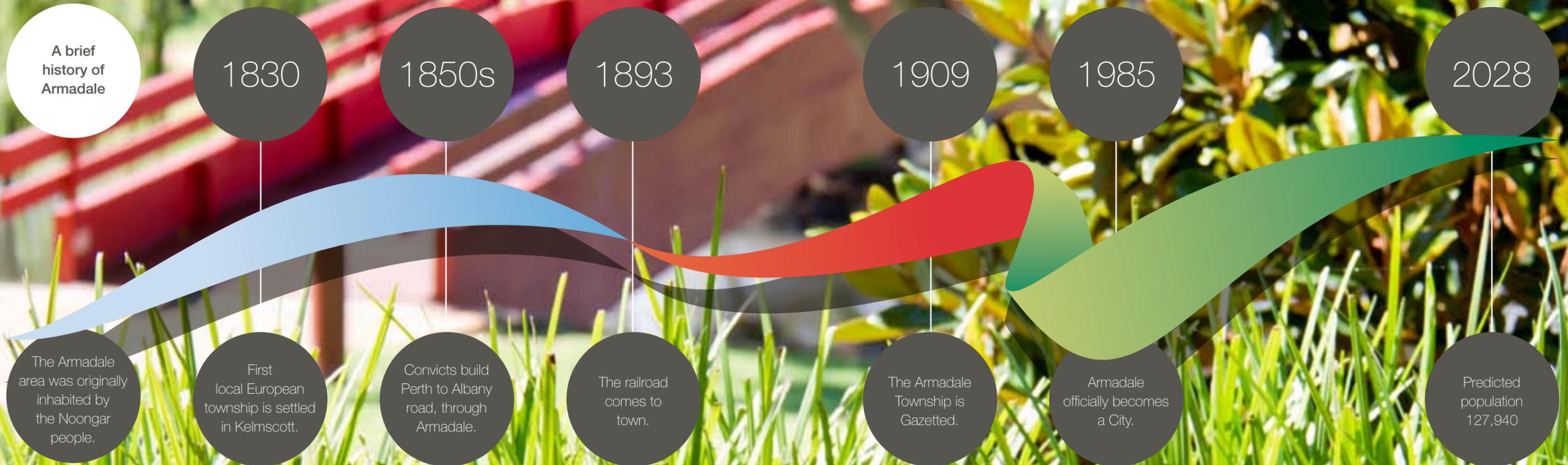
“A liveable city for future generations that is responsive to community values, appreciative of our exceptional environment, providing a choice of lifestyle, supporting opportunities for education and employment, and a strategic metropolitan centre respected by the wider Western Australian community.”

Our Mission

To provide the leadership, facilities and infrastructure that will serve the needs of our local and wider communities.

Our Values

Honesty | Professionalism | Respect | Accountability



Introduction

The City of Armadale Strategic Community Plan 2013 – 2028 is a blueprint for the future direction of the City and its community members. It represents a shared community vision and sets out long term strategies designed to strengthen and build on Armadale's unique assets.

Inspired and driven by community input, the Strategic Community Plan will help guide the City's policies and actions as it seeks to meet the needs of the current and future population.

The plan identifies shared community objectives and priorities, taking into account current and expected changes in community demographics, social issues and local, national and global influences.

These values reflect what is important to the City's residents as they live, work and play in our vibrant and diverse region.

Structured around four key focus areas, it provides a framework to direct resourcing and funding decisions, assisting the City to deliver beneficial and affordable outcomes for the community in the long term.

The community's goals and aspirations for the City of Armadale are integral to the development and implementation of the Strategic Community Plan.

To fully inform the development of the City of Armadale vision for the future and the Strategic Community Plan, views and ideas were sought from a wide cross-section of community members through the Ask Armadale and community perceptions surveys.

These significant community engagement projects and the resulting Strategic Community Plan have been undertaken as requirements of the new WA local government Integrated Planning and Reporting Framework. Such a planning structure enables local governments to establish local priorities and link this information directly to operational functions.

The City of Armadale Strategic Community Plan will be the roadmap ensuring Armadale remains a highly liveable, progressive and supportive City for its residents, businesses and visitors.



Armadale Now

As a rapidly growing strategic regional metropolitan centre, with outstanding recreation facilities, lush bushland, scenic rivers and hills, enviable residential lifestyles and an expanding commercial/industrial precinct, the City of Armadale is an ideal place to live, work and visit.

Located about 30km from the CBD in Perth's south-east, the City of Armadale covers an area of 560km² and includes suburbs such as Kelmscott, Roleystone, Mt Nasura, Armadale and Seville Grove, along with new neighbourhoods in Harrisdale, Piara Waters, Haynes and Hilbert. There are more than 1,800 hectares of parks, reserves and public open space within the City's boundaries.

The original inhabitants of the Armadale region were the Noongar people and a significant Indigenous community remains today. European settlers gazetted the first local township of Kelmscott in 1830, while in the 1850s, convict labour built a road from Perth to Albany, passing through Armadale. Construction of a new railway line in 1893 ensured the survival of the settlement. In March 1909 the Township of Armadale was Gazetted. On 16 November 1985 the Town of Armadale was granted City status.

The City's official population, according to the 2011 census, is 65,281, with 30% of residents born overseas and 10% from countries where English is not the first language. Around 61% of community members are employed fulltime, 32% part time and 7% are unemployed, (compared with 4.4% for WA).

Facilities within the City of Armadale include:

- 3 Libraries and a Museum
- A Leisure Centre and an Aquatic Centre
- Champion Lakes International Regatta Centre
- 1 business park and 2 industrial precincts
- An Indigenous Cultural Centre
- 3 seniors centres
- A major health campus
- 22 primary schools
- 10 high schools
- A higher education vocational facility
- 2 golf courses
- 221 reserves, with 57 playgrounds
- District Courthouse
- An award winning Visitor Centre

Armadale the future

The City of Armadale is one of Western Australia's fastest growing local government areas, with its population forecast to reach 127,585 by 2028. The newer western suburbs are the focus of intense residential and infrastructure development, with new schools, shopping and recreation facilities planned.

Strategically located at the gateway arterial routes of Armadale Road, South Western Highway and Albany Highway, Armadale CBD is a modern urban hub quickly establishing itself as a major metropolitan shopping, commercial and service centre.

Increasing development and building activity continues at the nearby Forrestdale Business Park, located adjacent to Tonkin Highway, with increased business and employment opportunities adding to the positive regional economic outlook.



Community Aspirations

The City's 2012 Ask Armadale survey, promoted by internet, mail out, Council newsletter, networking and advertising, sought the community's ideas on what they valued about their community, challenges that might affect them in the future and their vision for the City of Armadale. There were almost 400 responses to the survey.

A separate community perceptions and satisfaction telephone survey of 401 households provided feedback on perceptions of the City of Armadale, governance and communications, community development, the built and natural environment and economic development.

This community engagement process not only provided valuable information, but highlighted residents' appreciation of their community and their commitment to the City of Armadale's future direction.

The City's relaxed lifestyle, natural landscapes, broad expanses of parkland and convenient access to modern shopping and dining facilities were valued most by community members.

Public transport, safety and security and the cost of living are seen as challenges to be faced into the future.

Residents envision increased recreational services, continued development of urban centres, a growth in the community spirit, a safe environment and cultural diversity as the major factors shaping the City's future.

Analysis of the comprehensive feedback from the surveys has brought together the aims and aspirations of the community into one shared vision clearly reflected in the priorities set out in the Strategic Community Plan.



Our future directions

These have been built around four major goals:



Corporate Business Plan

The Strategic Community Plan 2013 – 2028 is underpinned by the Corporate Business Plan which will set out the key priorities, projects, services and activities that the City will implement to achieve the objectives of the Strategic Community Plan. The Corporate Business Plan will be informed by key strategies and plans such as the City's Workforce Plan, Asset Management Plan and 15 Year Financial Plan. It will document the resources required, performance measures and timeframes.

Council will allocate finances and resources through its Corporate Business Plan to ensure that its Strategic Community Plan and the community's aspirations are realised.

Review and reporting

The City of Armadale Strategic Community Plan 2013 – 2028 is a dynamic document that will be monitored to assess its performance and modified if necessary.

Reviews of the plan will be conducted by the City every two years and a full review every four years, with progress reports provided to the community.

The City of Armadale's Corporate Business Plan will be a five year document that relates directly to the objectives and strategies of the Strategic Community Plan.

These documents will provide the strategic and financial direction used to frame the City's annual budget.

Community Wellbeing

Scope:

The range and quality of community services offered within the area plays a key role in making Armadale a special place to live by fostering community pride and involvement.

Outcomes and Strategies

1.1	Services that support community growth and development.
1.1.1	Ensure social and cultural needs are considered in planning new residential developments.
1.1.2	Support and strengthen community groups, organisations and volunteer services.
1.2	Optimum quality of life for all citizens.
1.2.1	Work with key partners to address the needs of our Indigenous community.
1.2.2	Advocate and promote programs and services that enhance the wellbeing of seniors.
1.2.3	Increase engagement and participation of youth in the community.
1.2.4	Advocate and support equitable access to services and facilities for people of all abilities.
1.2.5	Ensure Council's services and facilities are accessible.
1.3	Access to a wide range of cultural, arts and learning opportunities.
1.3.1	Provide libraries for leisure, pleasure, inspiration and life long learning.
1.3.2	Promote and support community arts and events.
1.3.3	Collect, preserve, interpret and exhibit the moveable and recorded heritage of the district.
1.3.4	Promote and support initiatives that enable the community to enjoy a variety of cultural experiences.
1.4	Accessible health and other support services that meet the needs of our community.
1.4.1	Advocate and support integrated approaches to minimise the spread of communicable diseases.
1.4.2	Advocate expanded health services within the region.
1.4.3	Ensure effective management of risks to health in accordance with relevant legislation and community needs.
1.5	Sport, recreation and leisure opportunities that contribute to community health and wellbeing.
1.5.1	Provide and promote Council sport, recreation and leisure facilities.
1.5.2	Provide and promote a range of leisure, sport and recreational programs.
1.5.3	Promote walking and cycling trails for recreation and commuter use.
1.6	A community that feels safe.
1.6.1	Support the community in emergency and fire management planning, response and recovery.
1.6.2	Ensure effective management of animals within the community.
1.6.3	Promote and support planning and activities that encourage a safe and responsible community.
1.6.4	Consider opportunities for neighbourhood renewal and improvement projects that contribute to the sense of safety and wellbeing.
1.6.5	Consider opportunities for partnership projects with other agencies that enhance community amenity.

Enhanced Natural and Built Environments

Scope:

The way physical infrastructure is planned, provided and maintained, and the level of care afforded to our natural environment, has a major impact on quality of life for all citizens.

Outcomes and Strategies

2.1	Long term planning and development that is guided by a balance between economic, social and environmental objectives.
2.1.1	Review, update and implement the City's Town Planning Scheme, taking into account social, economic and environmental considerations.
2.1.2	Incorporate urban expansion areas within the City's Town Planning Scheme.
2.2	A revitalised City of Armadale.
2.2.1	Work with the Metropolitan Redevelopment Authority on the planning and design of key areas.
2.2.2	Plan and implement projects to revitalise the Armadale City Centre.
2.2.3	Accommodate the transition of Metropolitan Redevelopment Authority areas back to the City's responsibility as appropriate.

2.3	Diverse and attractive development that is integrated with the distinctive character of the City.
2.3.1	Provide supportive planning and development guidance and liaison on major land developments.
2.3.2	Ensure preservation and maintenance of heritage buildings, heritage items and places.
2.4	Attractive and user-friendly streetscapes and open space.
2.4.1	Implement townscape, streetscape and parkland improvements to enhance the distinctive character of the City.
2.4.2	Maintain and improve where required the quality, amenity and accessibility of open spaces.
2.5	Safe and efficient movement of goods, services and people.
2.5.1	Provide a safe and efficient movement network, including local and arterial roads and associated infrastructure.
2.5.2	Implement pathway strategies, in accordance with community needs.
2.5.3	Advocate for a flexible and efficient public transport system.
2.5.4	Provide appropriate on road and off street car parking.
2.6	Council buildings and facilities that meet community needs.
2.6.1	Maintain Council buildings, facilities and public amenities to the determined levels of service.
2.6.2	Implement improvements to buildings, amenities and facilities as required to enhance the service to the community.
2.7	Assets and infrastructure managed over the long term to meet current and future needs.
2.7.1	Develop and implement long term Service and Asset Management Plans for all Council assets, having regard for current and future asset needs and the City's long term financial plan.
2.7.2	Address the infrastructure requirements of the various community plans.
2.7.3	Maintain effective liaison with other levels of government and regional bodies to ensure coordinated provision of regional infrastructure.
2.8	A natural environment and bushland that is sustained, enhanced and strengthened.
2.8.1	Develop an appropriate policy and long term works programs to protect and enhance our bushland and natural environs under the City's control.
2.8.2	Provide natural area maintenance and management programs.
2.8.3	Advocate and support management plans and initiatives to improve waterways and natural areas within the City.
2.9	Recognition of climate change.
2.9.1	Plan for climate change impacts at the local level in partnership with the community, government and the private sector.
2.9.2	Identify and pursue appropriate initiatives to reduce greenhouse gases and energy consumption.
2.10	Best practice integrated waste management.
2.10.1	Maintain determined service standards related to municipal waste and recycling collection services.
2.10.2	Implement continuous improvement of recycling, reuse and minimisation of waste.
2.10.3	Maintain the existing improvement programs for waste disposal and recycling facilities.
2.11	Safe and effective disposal of domestic wastewater and stormwater.
2.11.1	Manage and maintain stormwater infrastructure.
2.11.2	Ensure provision of sound drainage infrastructure for new development.
2.11.3	Promote and assess initiatives for water conservation and reuse.

Economic Growth

Scope:

A strong local economy improves local employment opportunities and provides a broader range of services, facilities and infrastructure to the benefit of both the business and residential sectors.

Outcomes and Strategies

3.1	A dynamic and diverse local economy.
3.1.1	Market and promote Armadale and its potential to the business and investment communities.
3.1.2	Facilitate targeted economic development opportunities.
3.2	Strong and profitable local business.
3.2.1	Facilitate access to skills enhancement and business development opportunities.
3.2.2	Advocate public and private capital opportunities.
3.3	A skilled, mobile and diverse workforce.
3.3.1	Facilitate and advocate for provision of a full range of education and training opportunities.
3.3.2	Facilitate and advocate for an efficient movement network for travel to employment opportunities.
3.4	Local, national and international recognition.
3.4.1	Promote and support the Champion Lakes Complex and events.
3.4.2	Promote Armadale, nationally and internationally, in partnership with State and Regional tourism initiatives.
3.4.3	Market and promote the locality of the City of Armadale to residents, stakeholders and the wider West Australian community.
3.5	A well developed relationship with industry, commerce and government.
3.5.1	Develop and maintain relationships with local industries.
3.5.2	Develop and maintain intergovernmental economic development relationships.
3.6	Infrastructure that supports sustainable economic development.
3.6.1	Identify future infrastructure needs of industry and business and determine funding and implementation options.
3.6.2	Advocate appropriate Information and Communications Technology (ICT) infrastructure to support industry and business.

Good Governance and Management

Scope:

High quality, professional governance and leadership, together with effective administration of Council resources, are essential to the success of the City.

Outcomes and Strategies

4.1	Good governance and leadership.
4.1.1	Strengthen the governance role of Councillors by informing, resourcing, skilling and supporting their role.
4.1.2	Ensure governance policies, procedures and activities align with legislative requirements and best practice.
4.1.3	Provide leadership for the community in sustainability issues and local government reform matters.
4.1.4	Support an Audit Committee to assist accountability and good governance.
4.1.5	Support strategic alliances and stakeholder forums and advisory groups that assist Council in policy development and service planning.
4.1.6	Ensure the corporate structure is aligned with the City's strategic direction.
4.1.7	Ensure appropriate resources (including office accommodation and equipment) to support service delivery standards.
4.2	Effective strategic and business planning.
4.2.1	Develop, implement and report on Council's strategic and business plans.
4.2.2	Plan for, and manage, Council's strategic and operational risks.
4.3	An informed and engaged community.
4.3.1	Ensure there is effective two way communications with the local community.
4.3.2	Promote and celebrate the organisation, its services and achievements.
4.4	Professional and motivated staff in a safe and supportive environment.
4.4.1	Ensure Human Resource planning, policies and procedures support effective and safe Council service delivery.
4.4.2	Create a culture of team work, creativity and self empowerment.
4.5	Effective and efficient administrative services.
4.5.1	Ensure compliance of relevant Council policies and procedures with legislative and organisational requirement.
4.5.2	Provide professional administrative services to support Council operations and services.
4.6	Financial sustainability and accountability for performance.
4.6.1	Provide financial services to support cost effective Council operations and service delivery.
4.6.2	Actively pursue alternative sources of revenue for Council's assets and operation.
4.6.3	Develop and maintain long term financial planning, management and reporting to ensure resources are provided to deliver services and manage Council's assets.
4.7	Innovative and accessible customer services and information systems.
4.7.1	Provide and promote responsive customer services.
4.7.2	Implement a program of continuous improvement in service delivery.
4.7.3	Ensure effective integration and management of information, communication and technology systems.

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