

Strategic Community Plan

City of Armadale | 2020– 2030

Minor Review | March 2023





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A message from the Mayor...

The Strategic Community Plan (SCP) 2020-2030 will be the guiding document for the City of Armadale over the next decade, outlining our community's expectations for the future and defining the kinds of services that we will need to deliver to ensure that our community continues to enjoy our City as a place in which to live, work and play.

This document is built around four major pillars - Community, Environment, Economy and Leadership and Innovation. It outlines the objectives, strategies, outcomes and measures through which the City plans to deliver success for our community.

The next ten years is full of exciting opportunities for the City of Armadale. This includes enhancing our neighbourhoods to support sustainable growth, encouraging new investment, supporting local business and investing in innovation to make the region a major economic and employment hub.

But with opportunity, also comes challenges and we will need to work together to overcome them. We must ensure we do not sacrifice our quality of life in order for population growth to take place. Continuing to provide ample outdoor spaces, working to reduce traffic congestion and taking further steps to protect our environment will all be important if we are to achieve this outcome.

We also need to continue to harness what makes the City of Armadale such a great place to live, work and play, through celebrating its diversity and making it inclusive for people from all walks of life.

I thank those who contributed to the development of this plan and acknowledge their support and commitment to the City of Armadale. Together we have created a future plan to achieve the very best outcomes for our community.

Cr Ruth Butterfield
Mayor





Our Strategic Community Plan 2020 – 2030 is a blueprint for the future direction of the City of Armadale and its community. It sets out our vision, aspirations and objectives designed to strengthen and build on Armadale’s natural beauty, rich heritage and culture, diverse landscapes and lifestyles, and wealth of business and investment opportunities. It is our principal strategy and planning document.

This means that it governs all of the work that the City undertakes, either through direct service delivery, partnership arrangements or advocacy on behalf of our community. The clear direction set by the Council ensures asset and service provision is focused to meet the requirements of our community, now and into the future.

Local governments are required to plan for the future of their districts through the development of a Strategic Community Plan. The development process is informed by community consultation as well as the numerous plans and strategies adopted by the City, including the long term financial, asset management and workforce plans. This ensures that the plan for the future can be achieved.

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

Strategic Community Plan - 2022 Minor Review

The City is required to review its Strategic Community Plan two years after its adoption in accordance with State Government’s Integrated Planning and Reporting Framework.

Council adopted its Strategic Community Plan in May 2020 and a desktop review was undertaken in late 2022 which included workshops with Business Area Managers, the Executive Leadership Team and Elected Members. In addition to updating key demographic information, COVID-19 Recovery and the Influencing Strategies and Plans, plus some minor grammatical text changes, the review identified the need to modify some Outcomes and Objectives to reflect the current environment.

The City will undertake a Major Review of the Strategic Community Plan, as required by the State Government’s Integrated Planning and Reporting Framework, in 2024.



COVID-19 Ongoing Response and Recovery

In March 2020, the World Health Organisation declared COVID-19 as a pandemic. In response, the Western Australian and Federal Governments both declared a State of Emergency and Public Health Emergency necessitating phased restrictions and lockdown procedures. The pandemic was an unprecedented global event that created many health, social and economic challenges requiring the City to balance its strategic goals while providing support to the community.

During the phased restrictions in Western Australia over the past two years, the City readjusted most areas of its service delivery with a particular focus on emergency response, online services, support for our more vulnerable community members, stimulus projects and community recovery.

Lockdowns also resulted in the temporary closure of many of the City's facilities, including the libraries, AFAC and other community venues as well as the cancellation or scaling back of community events.

The City has developed Business Continuity Plans for all business areas in response to the changes to State Government policy as we transition to an environment of 'living with COVID'. These plans aim to minimise the impact of disruptive events such as the pandemic on the delivery of services to the community.

The City will continue to advocate for the State and Federal governments to invest in our community as required and will monitor, review and adapt our service delivery to best respond to and undertake emergency services where appropriate.





Our City in 2022...



19 Suburbs and localities



560 km²
Area of the City

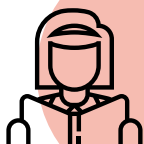


454
Parks and Reserves



29 Primary Schools

14 Secondary Schools

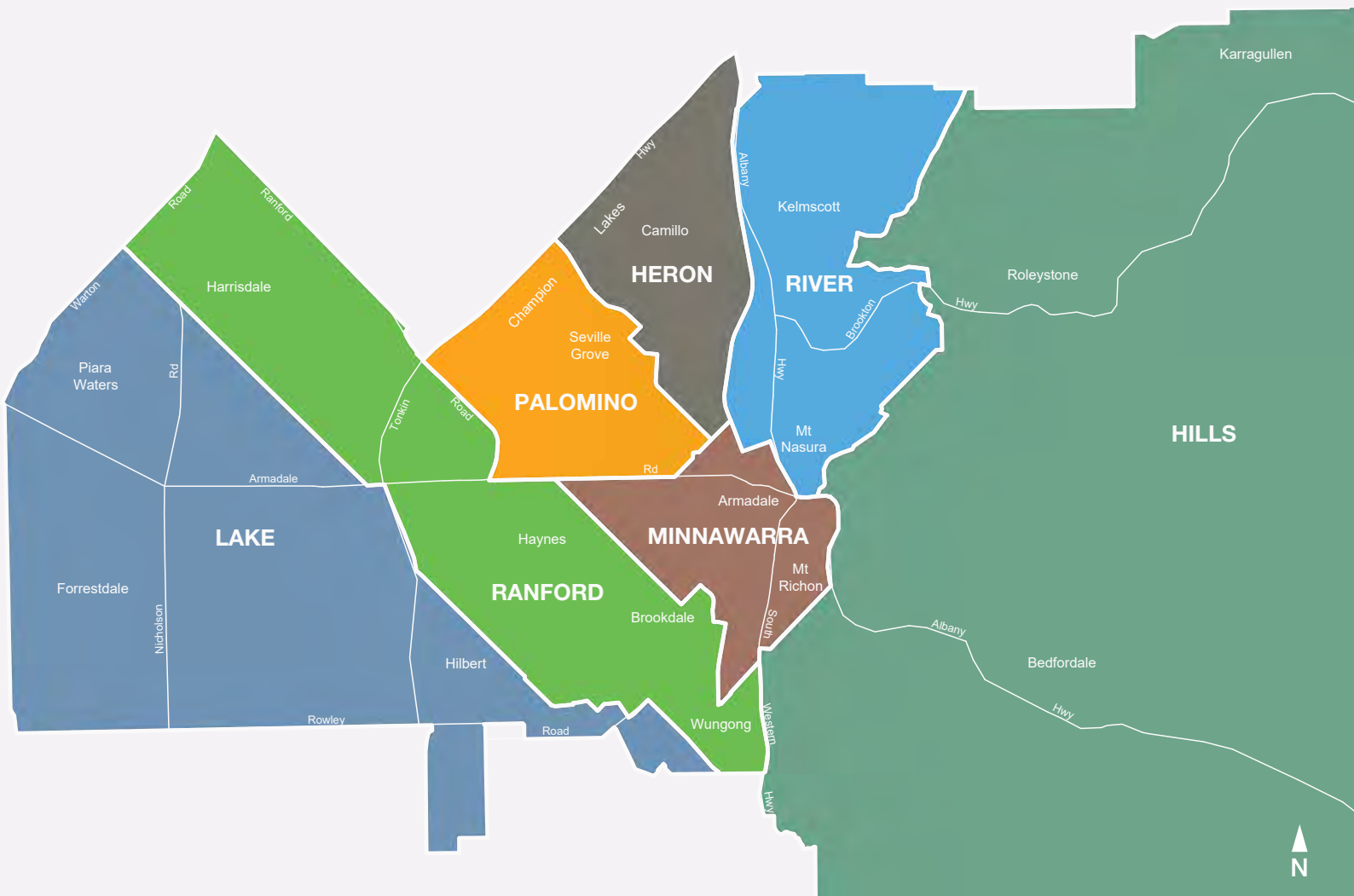


3 Libraries

Serving a diverse and rapidly growing community



Strategically located at the centre of Perth's south eastern corridor, the City of Armadale is the third fastest growing local government in WA and the seventeenth in Australia, offering a unique lifestyle for those who want to live, work and play in an area of natural beauty. There are vineyards and orchards, green open spaces, bushland and the backdrop of the Darling Range.





The City of Armadale's population growth has consistently exceeded the state and national average over the last 10 years as the City has experienced significant and sustained growth in residential development.

With the population expected to grow from 90,000 to around 150,000 by 2040, Council aims to catalyse economic growth by taking advantage of the City's natural assets and ensuring that Armadale fulfils its role as a Strategic City Centre capable of providing employment and higher order services to the region.

During this time, the area's labour force is expected to climb significantly, driving the need for an extra 130,000 jobs (94,600 to 224,000). Growing the Armadale City Centre will be key to achieving this jobs target and improving the economic prospects and prosperity of the region.

Partnering with both State and Federal government is essential to creating a critical mass of activation within the City Centre to attract and sustain the private sector investment required to ensure the population of the south-east region is able to access the jobs and services they require from a Strategic Metropolitan Centre. The State government's investment in the new Armadale Courthouse and Police Complex (\$86M), as well as a purpose-built TAFE facility (\$22.6m) are welcome replacements for aged facilities and the METRONET Byford Rail Extension will provide improved accessibility for the region's population into the Armadale City Centre.

In order to further drive jobs growth, the City will continue to proactively support tourism and hospitality businesses throughout the area, with a focus on place promotion and collaborations to ensure a positive experience and return visitors. The City's new Tourism Strategy will be key to inviting people to rediscover Perth's backyard and the beauty of its natural assets.

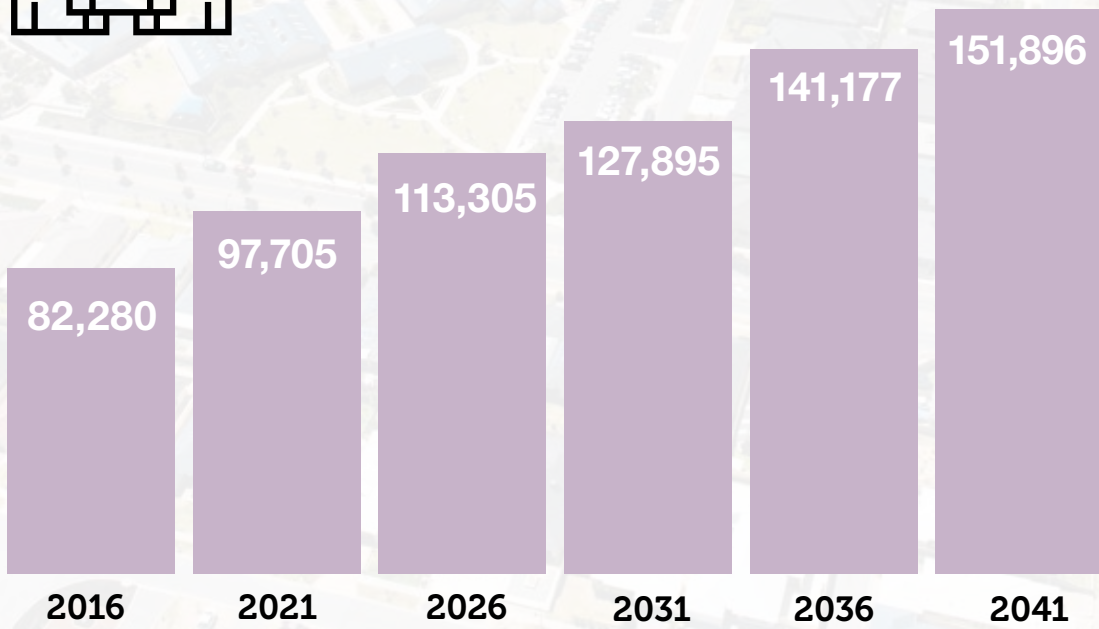
The renewal of existing and provision of new community facilities to meet the needs of residents, businesses and visitors will continue to be a major focus over the life time of this Plan. The City of Armadale will invest \$24M in capital works in the 22/23 financial year alone, with the Roleystone Theatre due for completion and new projects kicking off such as the Piara Waters Library, Forrestdale Community Hub, Morgan Park and Gwynne Park upgrades. Each of these will provide significant cultural, social and economic benefits to the wider community.





Forecast Population 2016 to 2041

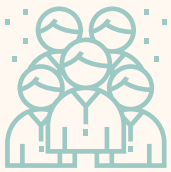
City of Armadale



Source: Economy ID 2021



Our Community Profile in 2022...



The population estimate for the City of Armadale based on the latest census as of 30 June 2021 is 97,650 which is forecast to grow to 152,000 by 2041. The City's population is growing annually by 2.6%, which is more than double the State.

Source: Economy ID 2021 and Forecast ID 2021



Household size and composition - Average household size of 2.7 made up of:



Source: Census of Population and Housing 2016 - 2021

1,060 City of Armadale residents currently live with disability who access the National Disability Insurance Scheme (NDIS).

Source: Australian Government, Department of Social Services, Understand NDIS demand in your area, (n.d.)

Australian Bureau of Statistics, Disability, Ageing and Carers, Australia: Summary of Findings, (2019)

16.3%
Seniors over 65 living with disability

34.7%
Young people living with disability





The City of Armadale has a significant Aboriginal population (around twice the average for metro Local Government Authorities) which provides an important opportunity for ongoing two way engagement and learning. The City has held a long standing positive relationship with the Aboriginal community for many years marked by the advent of the Aboriginal and Torres Strait Islander Advisory Committee in 1997.

In 2008 the Aboriginal Development team was established along with the Champion Centre at which the team are based, a dedicated community facility located on Champion Drive, Seville Grove. The Champion Centre is a meeting place for local people and a culturally appropriate space for the provision of services and programs for Aboriginal and Torres Strait Islander people and the wider community. The role of the local Aboriginal Elders is valued, with these community members working closely with the Aboriginal Development team and other officers in the City to provide guidance and advice on behalf of the wider Aboriginal community.

Key demographics and characteristics of the community from census data and other forecasts include:

	City of Armadale	Greater Perth	Western Australia	Australia
Aboriginal Population	2.9%	1.8%	3.0%	2.9%
Non-English speaking backgrounds	24%	21%	18%	22%
University attendance	3.3%	5%	4%	5%
Bachelor degree or higher	20%	27%	24%	26%
Vocational	24%	20%	21%	19%
Public transport (to work)	7%	8%	7%	5%
Unemployment	6.4%	5.3%	5.1%	5.1%
SEIFA index of disadvantage	994	1026	1015	1002

Source: Community Profile ID 2021

Our Integrated Planning Framework...

Integrated planning and reporting provides local governments with a framework for translating community priorities and aspirations into operational objectives, and tracking progress in delivering on these objectives.

Recognising the importance of integrating community and organisational planning, the Local Government (Administration) Regulations 1996 require local governments to adopt a ten-year Strategic Community Plan (SCP), a four-year Corporate Business Plan and supporting resource plans.

The City utilises this Integrated Planning and Reporting Framework mandated by the State Government to ensure its activities are informed by the community, focused on key priorities and are sustainable.

The diagram below illustrates the legislated and City of Armadale's Integrated Planning Framework.



How we developed the Strategic Community Plan...

Our Strategic Community Plan was developed through the following process.

- Preliminary research is conducted from community engagement feedback, such as...
 - Community Perceptions Surveys (2016 & 2018)
 - Growing our Community Engagement process in 2019
 - Armadale Strategic Metropolitan City Centre Structure Plan consultative process in 2018
 - Armadale Tourism Destination Strategy Consultation in 2019
 - Community feedback on the City's Major Events from 2018 and 2019 (Australia Day, Arts Festival, Highland Gathering, Carols by Candlelight)
 - Local Heritage Survey in 2019
 - Consultation of community development projects i.e. Youth Places and Spaces (2017), Age Friendly Communities Strategy (2018) and Social Priorities (2019)
 - Environmental Services Stakeholder Engagement Strategy (2020)
- An examination of the many strategies and plans currently in place is conducted. These strategies and plans are linked to strategic outcomes and drive service delivery.
- Council direction is sought in developing the Plan to establish the outcomes, objectives and strategies needed to achieve the overall vision.
- The Plan is refined and then endorsed by Council before going out for public comment.
- The Plan is then fine-tuned based on community feedback before going to Council for adoption.



Influencing Strategies and Plans...

Work within the City of Armadale does not happen in isolation, but within the context of what is happening in the wider region, the state and the nation. The following plans and strategies all influence the way in which new initiatives and services can be considered.

Internal

- Access & Inclusion Plan 2021 – 2026
- Activity & Retail Centres (Commercial) Strategy 2020
- Advocacy Priorities Strategy 2022 – 2030
- Armadale City Centre Activation Plan 2018 – 2020
- Armadale Strategic Metropolitan City Centre Structure Plan (draft)
- Asset Management Plans
- Bike Plan 2016
- Bushfire Risk Management Plan 2022
- Community Development Strategy 2021 – 2026
- Community Engagement Strategy 2018
- Community Health and Wellbeing Plan 2021 – 2024
- Community Hubs Master Planning Initiative 2017
- Community Infrastructure Plan 2021-2037
- Corporate Business Plan 2022/23 – 2025/26
- Corporate Greenhouse Action Plan 2020/21 – 2029/30
- Debt Management Plan
- Development Contribution Plans
- Development Contribution Schemes – North Forrestdale (Harrisdale/Piara Waters) and Anstey-Keane Precinct Forrestdale
- Digital Strategy 2017-2022
- Economic Development Strategy 2018 – 2022
- Dry Parks Strategy 2021
- Enterprise Agreement 2021
- Environmental Management Framework 2019
- Events Strategy 2015 – 2020
- Footpath Development Program
- ICT Strategy 2022 – 2026
- Library Strategic Plan 2022 – 2030
- Local Biodiversity Strategy 2009
- Local Emergency Management Arrangements
- Local Heritage Survey (previously Municipal Heritage Inventory)
- Local Planning Policies
- Local Planning Strategy 2016
- Long Term Financial Plan
- Museum Interpretation Plan 2016
- Normalisation of DevelopmentWA Precinct – Project Handovers
- Parks Facilities Strategy 2019
- Parks Improvement Plan – Top 25
- Arts and Culture Strategy 2022 - 2026
- Rating Strategy
- Record Keeping Plan 2016
- Risk Management Framework 2019
- Scheme Review Report 2021 – Town Planning Scheme #4

Internal

- Strategic Environmental Commitment 2019
- Strategic Waste Management Plan 2020 – 2025
- Subdivisional Development Guidelines
- Switch Your Thinking Business Plan 2020/21 – 2024/25
- Tourism Strategy 2020 – 2022
- Town Planning Scheme No.4
- Urban Forest Strategy 2014
- Workforce Plan

External

- Action Plan for Planning Reform Implementation
- Armadale Redevelopment Scheme 2 2020
- Bushfire Planning Framework Review 2019 – 2022
- Community Connect South
- Denny Avenue Kelmscott Level Crossing Removal METRONET
- Directions 2031 and Beyond
- Infrastructure Australia Reform
- Liveable Neighbourhoods 2015 (draft)
- Long Term Cycle Network Plan
- METRONET Rail Extension to Byford
- Metropolitan Redevelopment Act (2011)
- Metropolitan Region Scheme
- Middle Canning Surface Water Area Allocation Plan 2012
- National Growth Areas Alliance Advocacy Strategy 2020
- Perth and Peel@3.5 Million (March 2018)
- PLA Community Facility Guidelines 2020
- Smart Cities Plan 2016
- South Metropolitan Peel Sub-Regional Framework (March 2018)
- Sports Dimensions Guidelines for Playing Areas 2016
- State Disability Strategy
- State Emergency Management Policies
- State Homelessness Strategy 2020 – 2030
- State Planning Policies
- State Planning / Development Control Policies
- State Planning Strategy 2050
- State Recovery Plan (COVID-19)
- State Waste Strategy – Waste Avoidance & Resource Recovery Strategy 2030
- Vision 2025 Framework for Strategic Action Public Library Services in WA
- WA Health Promotion Strategic Framework
- WA Public Libraries Strategy 2022
- Wungong Urban Developer Contribution Scheme





How the Strategic Community Plan is used...

The Strategic Community Plan outlines the vision for the City and identifies community priority areas for the next 10 years. It is broken into what the City aspires to do built around four major goals – **Community, Environment, Economy and Leadership & Innovation**.

Within each of the major goals are the following elements to give the overall blueprint for the City:



Aspiration

A descriptive statement of the future desired position for the City.



Outcomes

The end result of why we are focusing on the goal.



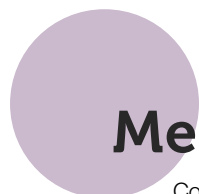
Objectives

What we are trying to put in place and achieve.



Strategies

The strategies and plans in place to achieve the objectives.



Measures

Community perception and business indicators that will allow us to see how well we have implemented the Strategic Community Plan.





ARMADALE

- Where City meets Country

A place of natural beauty, rich in heritage and respectful of culture, with diverse landscapes and lifestyles, and a wealth of business and investment opportunities.



Aspiration 1 - Community...

The City of Armadale will continue to foster and strengthen the community spirit that has been a binding force in the region since its earliest days. It is this sense of collectivity and vitality that has made Armadale a desirable and welcoming community where people continue to choose to make their home.

In the next decade, the City will build on its foundations and seek to challenge and change the narrative of Armadale in order to attract new residents, business and investors. We will actively engage with our multicultural community and facilitate and nurture new community connections, while also continuing to embrace the community spirit in our established community.

By 2030, the City of Armadale will expand the availability of recreation and community spaces so that they cater to a greater number of sporting codes, community and cultural groups. The provision of these services and facilities will be centered on principles relating to inclusivity and equity for all.

The City will partner in the delivery of health promotion activities in areas of need by actively supporting sporting groups, particularly junior clubs. It will also leverage partnerships for health promotion with groups to facilitate programs and services for seniors and youth.

The City will continue to advocate for increased police resources and work to facilitate improvements in community safety, particularly around the rail corridor and in public spaces. It will do this by working with members of parliament and community leaders to affect change through safety awareness campaigns.

Beyond this, efforts will be made to promote Armadale as a safe, welcoming, prosperous and vibrant community. There are many positive stories about our beautiful community, as well as our cultural events. The emergence of Armadale as a hub for employment and tourism will be instrumental in this work.

The strong sense of community and connection to place that comes from living in Armadale will be enhanced through a network of volunteers and community leaders whose contributions will assist the promotion of Armadale's arts, biodiversity, culture and heritage. We will also work to strengthen the sense of place that comes from the City's natural environment. There will be a focus on maintaining access to public parks and reserves, while also prioritising the improvement of community facilities in established suburbs.





Outcome 1.1 : Foster and Strengthen Community Spirit

OBJECTIVES	STRATEGIES	MEASURES
1.1.1 Facilitate a dynamic calendar of events, festivals and cultural activities that activate suburbs, foster community connections, celebrate the diversity of the community and encourage a sense of place for residents.	<ul style="list-style-type: none"> Events Strategy 2015 – 2020 Arts and Culture Strategy 2022 – 2026 	Increase in % of community satisfied with festivals, events and cultural activities.
1.1.2 Cultivate the sense of place generated by the City's heritage, vegetation and escarpment, wetlands and waterways as well as the participation in vibrant community hubs.	<ul style="list-style-type: none"> Community Hubs Master Planning Initiative 2017 	Increase in % of community valuing the City as a place to live.
1.1.3 Support the development and sustainability of a diverse range of community groups.	<ul style="list-style-type: none"> Community Development Strategy 2021 – 2026 Financial Assistance Program 	Increase in % of community satisfied with services & facilities relating to – seniors, youth, people with disability and multiculturalism.
1.1.4 Preserve and celebrate the City's built, natural and cultural heritage.	<ul style="list-style-type: none"> Museum Interpretation Plan 2008 	Increase in % of community satisfied with how local history and heritage is preserved and promoted.

Outcome 1.2 : Improve Community Wellbeing

OBJECTIVES	STRATEGIES	MEASURES
1.2.1 Advocate for the delivery of services and programs as well as increased resources to contribute to improvements in community safety.	<ul style="list-style-type: none"> Advocacy Priorities Strategy 2022 – 2030 Community Development Strategy 2021 – 2026 	Increase in % of community satisfied with community safety.
1.2.2 Facilitate the alignment of service and program delivery to identified social priorities within the community.		Increase in % of community satisfied with access to health and community services.
1.2.3 Take an adaptive approach to the provision of a diverse range of active and passive recreational opportunities within the City.	<ul style="list-style-type: none"> Dry Parks Strategy 2021 Town Planning Scheme No.4 Community Infrastructure Plan 2021 – 2037 	Increase in % of community satisfied with sport and recreation facilities.
1.2.4 Facilitate the delivery of health and wellbeing programs and services within the community.	<ul style="list-style-type: none"> Community Health and Wellbeing Plan 2021– 2024 	Increase in % of community satisfied with access to health and community services.
1.2.5 Create opportunities for lifelong learning and building community connections.	<ul style="list-style-type: none"> Library Strategic Plan 2022 – 2030 	Increase in % of community satisfied with Library and Information services.



Outcome 1.3 : Community Facilities Meet Community Needs

OBJECTIVES	STRATEGIES	MEASURES
1.3.1 Ensure the equitable, evidence-based provision of Community Facilities throughout the City.	<ul style="list-style-type: none"> Community Infrastructure Plan 2021 – 2037 Advocacy Priorities Strategy 2022 – 2030 Library Strategic Plan 2022 – 2030 Development Contribution Plans Asset Management Plan – Building Community Hubs Master Planning Initiative 2017 	Increase in % of community satisfied with community buildings, halls and toilets.

Outcome 1.4 : An Inclusive and Engaged Community

OBJECTIVES	STRATEGIES	MEASURES
1.4.1 Support a culture of volunteerism in the community and celebrate the contribution volunteers make to the City.	<ul style="list-style-type: none"> Community Development Strategy 2021 – 2026 	Increase in % of community satisfied with what the City of Armadale is doing to promote the area as a desirable place to live and work.
1.4.2 Encourage the provision of inclusive and accessible facilities, services and programs within the community.	<ul style="list-style-type: none"> Access & Inclusion Plan 2021 – 2026 	Increase in % of community satisfied with access to services and facilities for people with a disability.
1.4.3 Ensure the provision of culturally appropriate services and programs within the City.	<ul style="list-style-type: none"> Community Development Strategy 2021 – 2026 Events Strategy 2015 – 2020 	Increase in % of community satisfied with multiculturalism and racial harmony.
1.4.4 Facilitate the provision of facilities, services and programs to meet the needs of the City's current and future demographics.	<ul style="list-style-type: none"> Community Development Strategy 2021 – 2026 CIP 2021 – 2037 	<p>Increase in % of community satisfied with services and facilities for Youth.</p> <p>Increase in % of community satisfied with facilities, services and care available for seniors.</p>



Aspiration 2 - Environment...

The City of Armadale is proud of its natural environment and the significance of many of its bushland areas, wetlands and waterways. Two key river systems, the Wungong and Canning Rivers, flow through the City. The internationally significant RAMSAR* wetland site, Forrestdale Lake, is home to four known species of Declared Rare Flora, and is located in Armadale. The City acknowledges that the quality of our built environment and our management of assets affects the community's enjoyment of the amenity of a place.

The City fosters and protects its natural environment by embracing the principles of sustainability and acknowledging the impacts of our changing climate.

Globally, there are twenty-five recognised biodiversity epicentres, and Armadale is situated within the South-Western Australian hotspot. The City is home to twenty four species of threatened flora, and includes 163ha of the Forrestdale Complex vegetation community. This is a Threatened Ecological Community, of which only a total of 220ha remains. The City has an active role in managing this community through Reserve Management Plans.

Armadale was one of the first councils in Western Australia to develop an Urban Forest Strategy, and this initiative will be continuously advanced as the City of Armadale takes action to address climate change. The Urban Forest Strategy (which has been responsible for the planting of thousands of trees) will continue to guide the City's approach in relation to the creation of tree canopy and the maintenance of parks, reserves and streetscapes.

We will also continue to upgrade community infrastructure and public amenities, such as roads, streetscapes and buildings, as Armadale continues to expand. The City has been laying the foundations for this growth through the Activity Centre Structure Plan, which will guide and govern future land use within the Armadale City Centre.

This planning guide will allow the Armadale CBD to reach its full potential as the primary Activity Centre for Perth's south-eastern corridor.

** A Ramsar wetland is a wetland placed under protection due to its international and ecological significance.*





Outcome 2.1 : Protection and Restoration of the Natural Environment, and the Reduction of Environmental Impacts

OBJECTIVES	STRATEGIES	MEASURES
2.1.1 Utilise water efficiently and effectively as part of City operations.	<ul style="list-style-type: none"> Environmental Management Framework WaterWise Council Program 	Increase in % of community satisfied with conservation and environmental management.
2.1.2 Improve the quality of water in the City's rivers, streams, brooks, drains and wetlands.	<ul style="list-style-type: none"> Environmental Management Framework 	Increase in % of community satisfied with conservation and environmental management.
2.1.3 Minimise impacts on air quality throughout the City.	<ul style="list-style-type: none"> Strategic Environmental Commitment Environmental Management Framework 	Increase in % of community satisfied with conservation and environmental management.
2.1.4 Protect soil and land resources throughout the City.	<ul style="list-style-type: none"> Environmental Management Framework 	Increase in % of community satisfied with efforts to promote and adopt sustainable practices.
2.1.5 Biodiversity is managed to preserve and improve ecosystem health.	<ul style="list-style-type: none"> Environmental Management Framework Local Biodiversity Strategy 	Increase in % of community satisfied with efforts to promote and adopt sustainable practices.
2.1.6 Facilitate the creation of partnerships and support strategies for the maintenance and enrichment of the natural environment, and recognise the connection that members of the local Aboriginal community share with City-managed land, through the implementation of on-ground initiatives.	<ul style="list-style-type: none"> Environmental Management Framework 	Increase in % of community satisfied with conservation and environmental management.
2.1.7 Ensure that the health of the City's natural environment is regularly monitored and the effectiveness of environmental programs are periodically assessed.	<ul style="list-style-type: none"> Environmental Management Framework Local Biodiversity Strategy 	Increase in % of community satisfied with conservation and environmental management.



Outcome 2.2 : Attractive, Inclusive and Functional Public Places

OBJECTIVES	STRATEGIES	MEASURES
2.2.1 Support and guide developers to achieve attractive, inclusive and functional public open spaces and a high level of streetscape amenity within new developments.	<ul style="list-style-type: none"> • Engineering Guidelines for Subdivisions • Landscape Guidelines 	Increase in % of community satisfied with streetscapes.
2.2.2 Improve the current public realm to achieve attractive, shaded streetscapes, civic places and public open spaces within existing communities.	<ul style="list-style-type: none"> • Urban Forest Strategy 2014 • Footpath Program • Bike Plan • Town Planning Scheme No.4 • Armadale City Centre Structure Plan • Draft Kelmscott Precinct Structure Plan 	Increase in % of community satisfied with streetscapes.
2.2.3 Develop, improve and maintain quality parks, playgrounds and public open spaces throughout the City.	<ul style="list-style-type: none"> • Parks Facility Strategy • Parks Improvement Plan - Top 25 • Public Toilet Strategy 	<p>Increase in % of community satisfied with playgrounds, parks and reserves.</p> <p>Increase in % of community satisfied with community buildings, halls and toilets.</p>



Outcome 2.3 : Functional, Inclusive and Sustainable Infrastructure

OBJECTIVES	STRATEGIES	MEASURES
2.3.1 Ensure that the condition of the City's assets (including green assets*) are accurately captured, regularly reviewed and the subject of comprehensive management plans in order to assist Council balance the financial cost of asset renewal and replacement with delivery of other Community Priorities.	<ul style="list-style-type: none"> Asset Condition & Monitoring Schedule Service Level Plan Asset Management Plans – Infrastructure, Building, Fleet & Parks Parks Improvement Plan Parks Facilities Strategy 	Review of consolidated Asset Management Plans every three years.
2.3.2 Ensure that the City's assets are appropriately maintained, functional, affordable, safe and sustainable for current and future generations.	<ul style="list-style-type: none"> Asset Management Strategy Asset Management Plans 	<p>Increase in % of community satisfied with road maintenance.</p> <p>Increase in % of community satisfied with footpaths and cycleways.</p>
2.3.3 Maintain the City's Assets effectively in order to meet service levels throughout their life cycle.	<ul style="list-style-type: none"> Asset Management Plans for Infrastructure, Fleet, Property & Civil Assets 	Increase in % of community satisfied with roads, paths, parks and community buildings.
2.3.4 Ensure the City's Asset Portfolio is sustainable over the medium and long term and sufficient information is available to inform the City's LTFP and Asset Renewal Reserves.	<ul style="list-style-type: none"> Asset Management Strategy Asset Management Plans 	Increase in % of community satisfied with efforts to promote and adopt sustainable practices.
2.3.5 Ensure that the City maintains its operational infrastructure in the most cost effective manner to sustain service delivery	<ul style="list-style-type: none"> Asset Management Plan (Property Services) 	Increase in % of community satisfied with value for money from Council rates.

* Green assets include the City's urban forest and its canopy as well as the trees and vegetation in streetscapes, places, public open spaces and natural areas, but does not include areas of State Forest and National Parks under the management of others.

Outcome 2.4 : Sustainable Waste Management

OBJECTIVES	STRATEGIES	MEASURES
2.4.1 Provide a contemporary, responsive and affordable waste management service to the community that balances environmental, social and financial sustainability outcomes	<ul style="list-style-type: none"> Strategic Waste Management Strategy 2020 – 2025 	<p>Increase in % of community satisfied with weekly rubbish collections.</p> <p>Increase in % of community satisfied with fortnightly recycling collections.</p> <p>Increase in % of community satisfied with verge-side bulk rubbish collections.</p>
2.4.2 Evaluate critically the impact of the State Waste Strategy on the City and its residents.	<ul style="list-style-type: none"> State Waste Strategy Strategic Waste Management Strategy 2020 – 2025 	Increase in % of community satisfied with efforts to promote and adopt sustainable practices.



Outcome 2.5 : Quality Development that Enhances the Amenity and Liveability of the City

OBJECTIVES	STRATEGIES	MEASURES
2.5.1 Ensure the City's planning framework is modern, flexible, responsive and aligned to achieving the outcomes of the Strategic Community Plan and Corporate Business Plan	<ul style="list-style-type: none"> Local Planning Strategy 2016 Town Planning Scheme No.4 Local Planning Policies Structure Plans Developer Contribution Plans 	Increase in % of community satisfied with what the City of Armadale is doing to promote the area as a desirable place to live and work.
2.5.2 Seek the retention of trees in new subdivisions and developments.	<ul style="list-style-type: none"> Engineering Subdivision Guidelines 	Increase in % of community satisfied with conservation and environmental management.
2.5.3 Protect the amenity of infill areas and the City Centre by strengthening the planning frameworks for middle density development and addressing catchment management as well as transport and traffic planning.	<ul style="list-style-type: none"> Amendment 100 Residential Design Policy 3.1 Integrated Transport Plan Drainage Management Plans 	Increase in % of community satisfied with how Armadale City Centre is being developed.
2.5.4 Proactively plan for normalisation of DWA areas back to the planning jurisdiction of the City.	<ul style="list-style-type: none"> DWA Normalisation Strategy Town Planning Scheme No.4 	Report on progress towards normalisation of DWA areas on an annual basis.
2.5.5 Seek opportunities to preserve, document and acknowledge the heritage of the City.	<ul style="list-style-type: none"> Local Heritage Survey 	Increase in % of community satisfied with how local history and heritage is preserved and promoted.
2.5.6 Seek improvements to the nature and standard of developments within the City.	<ul style="list-style-type: none"> Town Planning Scheme No.4 Local Planning Policies 	Increase in % of community satisfied with planning and building approvals.
2.5.7 Where possible ensure that the infrastructure to enable the implementation of Smart City technology is installed in new subdivisions and developments within the City Centre.	<ul style="list-style-type: none"> LED Lighting Replacement Program Switch Your Thinking 2020 – 2025 Business Plan 	Increase in % of community satisfied with efforts to promote and adopt sustainable practices.
2.5.8 Advocate and plan for the provision and preservation of public transport throughout the City.	<ul style="list-style-type: none"> Advocacy Priorities Strategy 2022 – 2030 	Increase in % of community satisfied with access to public transport.

Outcome 2.6 : Achieve the Corporate Target of Net Zero by 2030 and the Reduction of the Carbon Footprint within the City

OBJECTIVES	STRATEGIES	MEASURES
2.6.1 Sustainability initiatives are supported and implemented throughout the City.	<ul style="list-style-type: none"> Switch Your Thinking 2020 – 2025 Business Plan 	Increase in % of community satisfied with sustainability initiatives within the City.
2.6.2 Minimise corporate and community carbon footprints within the City of Armadale.	<ul style="list-style-type: none"> Strategic Environmental Commitment Corporate Greenhouse Action Plan 2020/21– 2029/30 	Increase in % of community satisfied with carbon footprint reduction initiatives within the City.

Aspiration 3 - Economy...

Armadale in 2030 is home to a strong local economy with diverse employment opportunities. It is also a strategic hub for services (health, justice, education and training) that is well connected to other centres in Perth through strong transport links.

The area accommodates a range of retail, commercial, construction and manufacturing businesses that have driven employment growth, particularly for the City's youth.

This result will be achieved through the City of Armadale's efforts to encourage business investment in the area, with the Forrestdale Business Park being a particular driver of jobs growth. The City will also continue its proactive approach to advocating for government investment and grants. It will seek out partnerships with State and Federal governments to build community assets as well as road and rail infrastructure.

Significant attention will be devoted to achieving the decentralisation of State government departments, with the aim of securing the presence of a departmental HQ in Armadale.

Beyond this, the City will adapt its approach and become more ambitious in how it imagines its future self. The development of a local tourism industry will be central to this endeavour. Armadale is well-positioned to capitalise on its strategic advantages (proximity to Perth, escarpment, state forests, etc.) and has the ability to compete with the Swan Valley as a popular site for day-trip tourists.

Importantly, residents of all ages will have access to lifelong learning opportunities, with high-quality public and private educational institutions (primary, secondary and tertiary) within close reach. These specialised facilities will cater to the local community and attract students from across Perth.





Outcome 3.1 : Increased Economic Growth, Job Creation and Retention, as well as Educational Opportunities

OBJECTIVES	STRATEGIES	MEASURES
3.1.1 Facilitate vibrant and prosperous activity centres throughout the City.	<ul style="list-style-type: none"> Activity and Retail Centre (Commercial) Strategy 	Increase in % of community satisfied with what the City of Armadale is doing to promote the area as a desirable place to live and work.
3.1.2 Advocate for the Armadale Strategic Metropolitan City Centre Structure Plan, cultivate the strategic partnerships necessary for its successful implementation, seek Federal and State government commitments and increased private sector investment.	<ul style="list-style-type: none"> Armadale Strategic Metropolitan City Centre Structure Plan Economic Development Strategy 2018 – 2022 Advocacy Priorities Strategy 2022 – 2030 South East Metropolitan Alliance Advocacy Priorities NGAA Advocacy Priorities 	Increase in % of community satisfied with how Armadale City Centre is being developed.
3.1.3 Facilitate the development of high quality medium to high density projects within the City Centre.	<ul style="list-style-type: none"> Armadale Strategic Metropolitan City Centre Structure Plan Economic Development Strategy 2018 – 2022 Advocacy Priorities Strategy 2022 – 2030 	Increase in % of community satisfied with Council's advocacy role – representing the local community at a State and Federal government level.
3.1.4 Increase opportunities for the community to access on-site tertiary education within the City Centre.		Increase in % of community satisfied with how Armadale City Centre is being developed.
3.1.5 Utilise the City's landholdings within the City Centre to stimulate private sector investment, job creation, education opportunities and increased residential population.		Increase in % of community satisfied with how Armadale City Centre is being developed.
3.1.6 Advocate for Federal and State government commitment and investment in the City's industrial precincts and cultivate the strategic partnerships necessary for their successful development	<ul style="list-style-type: none"> Armadale Strategic Metropolitan City Centre Structure Plan Economic Development Strategy 2018 – 2022 Advocacy Priorities Strategy 2022 – 2030 South East Metropolitan Alliance Advocacy Priorities NGAA Advocacy Priorities 	Increase in % of community satisfied with Council's advocacy role – representing the local community at a State and Federal government level.



Outcome 3.2 : Positive Image and Identity for the City

OBJECTIVES	STRATEGIES	MEASURES
3.2.1 Create and actively promote a positive image and identity for the City to position Armadale as a destination of choice for residents, businesses, investors and visitors.	<ul style="list-style-type: none"> Marketing and Branding Strategy Economic Development Strategy 2018 – 2022 Tourism Strategy 2020 – 2022 Advocacy Priorities Strategy 2022 – 2030 	Increase in % of community satisfied with the area's character and identity.
3.2.2 Capitalise on the City's position as a gateway to the Perth metropolitan area, as well as being part of the South East corridor and the Perth Hills Armadale region.	<ul style="list-style-type: none"> Armadale Strategic Metropolitan City Centre Structure Plan South East Metropolitan Alliance Advocacy Priorities NGAA Advocacy Priorities 	Increase in % of community satisfied with what the City is doing to attract investors, attract and retain businesses, grow tourism and create more job opportunities.
3.2.3 Bring key stakeholders and decision makers to the City to showcase development and investment opportunities available, and build strategic partnerships.		Increase in % of community satisfied with what the City is doing to attract investors, attract and retain businesses, grow tourism and create more job opportunities.

Outcome 3.3 : Responsive and Flexible Support of Business

OBJECTIVES	STRATEGIES	MEASURES
3.3.1 Ensure the City has contemporary strategies and dynamic planning frameworks to be responsive to economic development opportunities and trends.	<ul style="list-style-type: none"> Economic Development Strategy 2018 – 2022 	Increase in % of community satisfied the City has developed and communicated a clear vision for the area.
3.3.2 Facilitate opportunities for local businesses to gain skills, access support, and build the networks required to grow in a competitive environment.		Increase in % of community satisfied the City has developed and communicated a clear vision for the area.

Outcome 3.4 : Thriving Tourism Industry

OBJECTIVES	STRATEGIES	MEASURES
3.4.1 Ensure the City has contemporary strategies and dynamic planning frameworks to be responsive to tourism opportunities and trends.	<ul style="list-style-type: none"> Tourism Strategy 2020 – 2022 Perth Hills Tourism Alliance Marketing Plan Economic Development Strategy 2018 – 2022 	Increase in % of community satisfied with what the City is doing to attract investors, attract and retain businesses, grow tourism and create more job opportunities.
3.4.2 Encourage the development of new attractions, events, accommodation and activities for tourists.		Increase in % of community satisfied with what the City is doing to attract investors, attract and retain businesses, grow tourism and create more job opportunities.
3.4.3 Foster strategic partnerships with key stakeholders to market the City's tourism offering and promote investment in new developments.		Increase in % of community satisfied with what the City is doing to attract investors, attract and retain businesses, grow tourism and create more job opportunities.

Aspiration 4 - Leadership...

In order to attract and sustain the private sector investment required to ensure people are able to access the jobs and services required from a Strategic City Centre, the City must lobby and collaborate with State and Federal government and industry for investment.

This will require continued strategic leadership and effective management within the City to maintain accountability and transparency, while managing competing community demands and needs.

The City of Armadale's culture will promote forward thinking and innovation that optimises the use of technology and digital solutions to enhance customer experience. We will seek to consult with clear objectives and continue to engage residents in the City's journey.





Outcome 4.1 : Strategic Leadership and Effective Management

OBJECTIVES	STRATEGIES	MEASURES
4.1.1 Advocate for the delivery of key transformational projects.	<ul style="list-style-type: none"> Advocacy Priorities Strategy 2022 – 2030 	Increase in % of community satisfied with Council's advocacy role – representing the local community at a State and Federal government level.
4.1.2 Develop and maintain a comprehensive suite of strategies and plans to guide the City's delivery of infrastructure and services to the community.	<ul style="list-style-type: none"> Strategic Community Plan Corporate Business Plan Local Emergency Management Arrangements 2011 Long Term Financial Plan Workforce Plan Asset Management Plans Occupational Safety and Health Policy 	Increase in % of community satisfied the City has developed and communicated a clear vision for the area.
4.1.3 Develop organisational frameworks to achieve consistency, transparency and clarity of decision making processes.	<ul style="list-style-type: none"> Council Policies Delegated Authority Register 	Increase in % of community satisfied with governance of the organisation.
4.1.4 Deliver continuous improvements in the efficiency and effectiveness of the City's service delivery.	<ul style="list-style-type: none"> Digital Strategy 2017 – 2022 	Increase in % of community satisfied with Council's leadership within the community.
4.1.5 Establish comprehensive governance policies and processes.	<ul style="list-style-type: none"> <i>Local Government Act 1995</i> Code of Conduct Fraud and Corruption Policy 	Increase in % of community satisfied with governance of the organisation.
4.1.6 Ensure organisational and workforce development practices are contemporary and contribute to the City being a "great place to work".		Increase in % of community satisfied Staff have a good understanding of community needs.

Outcome 4.2 : A Culture of Innovation

OBJECTIVES	STRATEGIES	MEASURES
4.2.1 Embrace digital transformation to achieve improved efficiency and effectiveness of City functions.	<ul style="list-style-type: none"> Digital Strategy 2017 – 2022 ICT Strategy 2022 – 2026 	Increase in % of community satisfied with Council's leadership within the community.
4.2.2 Drive innovation and develop an inclusive culture that supports diverse perspectives and "outside the box" thinking across the organisation.		Increase in % of community satisfied with Council's leadership within the community.



Outcome 4.3 : Financial Sustainability

OBJECTIVES	STRATEGIES	MEASURES
4.3.1 Deliver strategic financial planning to ensure that services are effectively delivered, assets are efficiently managed and renewed, and funding strategies are equitable and responsible.	<ul style="list-style-type: none"> • Long Term Financial Plan incorporating the City's Rating Strategy, Debt Strategy, Funding policies and financial sustainability indicators • Annual Budget • Freehold Land Strategy • TPS No.4 • Local Planning Strategy 	Increase in % of community satisfied with Council's leadership within the community.
4.3.2 Deliver pro-active financial management to ensure that the annual budget is achieved and any material variances are promptly identified and addressed.	<ul style="list-style-type: none"> • Monthly financial reporting • Mid Year Budget Review 	Increase in % of community satisfied with value for money from Council rates.
4.3.3 Consider environmental, social and local content objectives in procurement.	<ul style="list-style-type: none"> • Procurement Policy 	Increase in % of community satisfied with governance of the organisation.

Outcome 4.4 : Effective Community Engagement and Communications

OBJECTIVES	STRATEGIES	MEASURES
4.4.1 Strive to achieve best practice community engagement.	<ul style="list-style-type: none"> • Community Engagement Strategy 	Increase in % of community satisfied with how the community is consulted about local issues.
4.4.2 Integrate the City's Communications, Marketing and Community Engagement Strategies to provide direction and support for strategic planning.	<ul style="list-style-type: none"> • Communications Strategy 2022 – 2026 	Increase in % of community satisfied with how the community is informed about what's happening.
4.4.3 Seek to improve the level of internal communication.	<ul style="list-style-type: none"> • Communications Strategy 2022 – 2026 	Increase the staff response and satisfaction rates (previously 63%) to over 70% - which is the benchmark for employment engagement surveys.
4.4.4 Promote excellence in customer experience in all areas of service delivery.	<ul style="list-style-type: none"> • Customer Service Charter 	Increase in % of community satisfied with level of customer service.

Risk Management...

The City's commitment to effective risk management is defined in the City's Risk Management Policy. The City's Risk Management Framework guides the organisation in the application of risk management practices which mitigate the adverse impacts of risk upon the achievement of strategic objectives and the quality of service delivery.

The City's risks are managed at the Strategic, Business Area and Operational level and are closely aligned with the City Corporate Business Plan objectives as well as the City's services and activities.



How the Strategic Community Plan is implemented, measured and reviewed...

The City's Strategic Community Plan provides the framework within which the City applies business planning processes to turn the Plan's priorities into actions that will be delivered for our community.

This more detailed level of planning is contained within our Corporate Business Plan. This is an operational plan which includes the City's operational and capital works budgets with a four year outlook. It outlines our services, major projects, how it will be resourced and timeframes for delivery. The Corporate Business Plan is updated annually.

The City will utilize community perception indicators as well as several business indicators to show the overall performance of the Strategic Community Plan.

The Planning and Performance system follows a series of sequential steps from Plan, Deliver, Report, Review.





1. **Plan** – Integration and prioritisation of City plans and strategies, and the allocation of resources; Establish the Key Performance Indicators.
2. **Deliver** – Mobilisation of resources through the annual budget and the annual work plans of teams and individuals, with clear goals and accountability.
3. **Report** – Qualitative and quantitative data analysis (performance indicators) and progress reports on goal attainment, through a system of annual, quarterly and monthly reporting.
4. **Review** of the key performance indicators and goal attainment; informing strategies; external and internal influencing factors.

A minor review of our Strategic Community Plan is undertaken every two years and a major review every four years.

The City has identified a range of performance indicators to provide an effective and clear way to assess outcomes achieved toward the community’s vision for Armadale. One key methodology to measure success is the MARKYT Community Scorecard. This a community survey which examines community satisfaction across a wide range of indicators on how people feel about living in Armadale, and on the City’s performance. The survey helps the City track progress towards meeting the community’s needs and wants, providing a reliable and consistent point of comparison against previous years and other local government authorities.

Outcomes	Measures	2016	2018	2018 Industry
		Performance (%)	Performance (%)	Average (%)
OVERALL PERFORMANCE				
The City of Armadale as a place to live	Increase in % of community satisfied with City of Armadale as a place to live	60	65	77
The City of Armadale as the organisation that governs the local area	Increase in % of community satisfied with governance of the organisation	51	60	56
Value for money from Council rates	Increase in % of community satisfied with value for money from Council rates	34	39	45



Outcomes	Measures	2016 Performance (%)	2018 Performance (%)	2018 Industry Average (%)
COMMUNITY				
Foster and strengthen community spirit	Increase in % of community satisfied with services and facilities for Youth	40	47	50
	Increase in % of community satisfied with facilities, services and care available for seniors	46	53	57
	Increase in % of community satisfied with festivals, events and cultural activities	62	70	64
	Increase in % of community satisfied with how local history and heritage is preserved and promoted	-	66	62
Improve community wellbeing	Increase in % of community satisfied with access to health and community services	-	62	56
	Increase in % of community satisfied with community safety	35	43	54
	Increase in % of community satisfied with partnering with Police to manage anti-social behaviour	39	47	N/A
	Increase in % of community satisfied with animal and pest control	55	56	55
	Increase in % of community satisfied with management of food, health, noise and pollution issues	-	57	57
	Increase in % of community satisfied with natural disaster education, prevention and relief (bushfires etc.)	58	61	54
Community Facilities meet Community needs	Increase in % of community satisfied with community buildings, halls and toilets	50	57	58
	Increase in % of community satisfied with sport and recreation facilities	54	63	65
	Increase in % of community satisfied with playgrounds, parks and reserves	59	70	68
	Increase in % of community satisfied with Library and information services	66	71	72
An inclusive and engaged community	Increase in % of community satisfied with access to services and facilities for people with a disability	-	53	54
	Increase in % of community satisfied with multiculturalism and racial harmony	-	58	55





Outcomes	Measures	2016	2018	2018 Industry Average
		Performance (%)	Performance (%)	Average (%)
ENVIRONMENT - BUILT FORM AND LOCAL ENVIRONMENT				
Conservation and restoration of the natural environment	Increase in % of community satisfied with conservation and environmental management	57	62	58
	Increase in % of community satisfied with efforts to promote and adopt sustainable practices	-	59	56
Attractive and functional public places	Increase in % of community satisfied with streetscapes	49	55	56
	Increase in % of community satisfied with lighting of streets and public places	49	55	56
Functional and sustainable infrastructure	Increase in % of community satisfied with road maintenance	52	56	53
	Increase in % of community satisfied with traffic management on local roads	48	55	54
	Increase in % of community satisfied with footpaths and cycleways	51	56	54
Sustainable Waste management	Increase in % of community satisfied with weekly rubbish collections	76	76	75
	Increase in % of community satisfied with fortnightly recycling collections	72	73	72
	Increase in % of community satisfied with verge-side bulk rubbish collections	60	65	71
Quality development that enhances the amenity and liveability of the City	Increase in % of community satisfied with the area's character and identity	45	52	60
	Increase in % of community satisfied with planning and building approvals	47	51	46
	Increase in % of community satisfied with parking management	-	57	50
	Increase in % of community satisfied with access to public transport	55	58	60
	Increase in % of community satisfied with access to housing that meets your needs	61	64	60

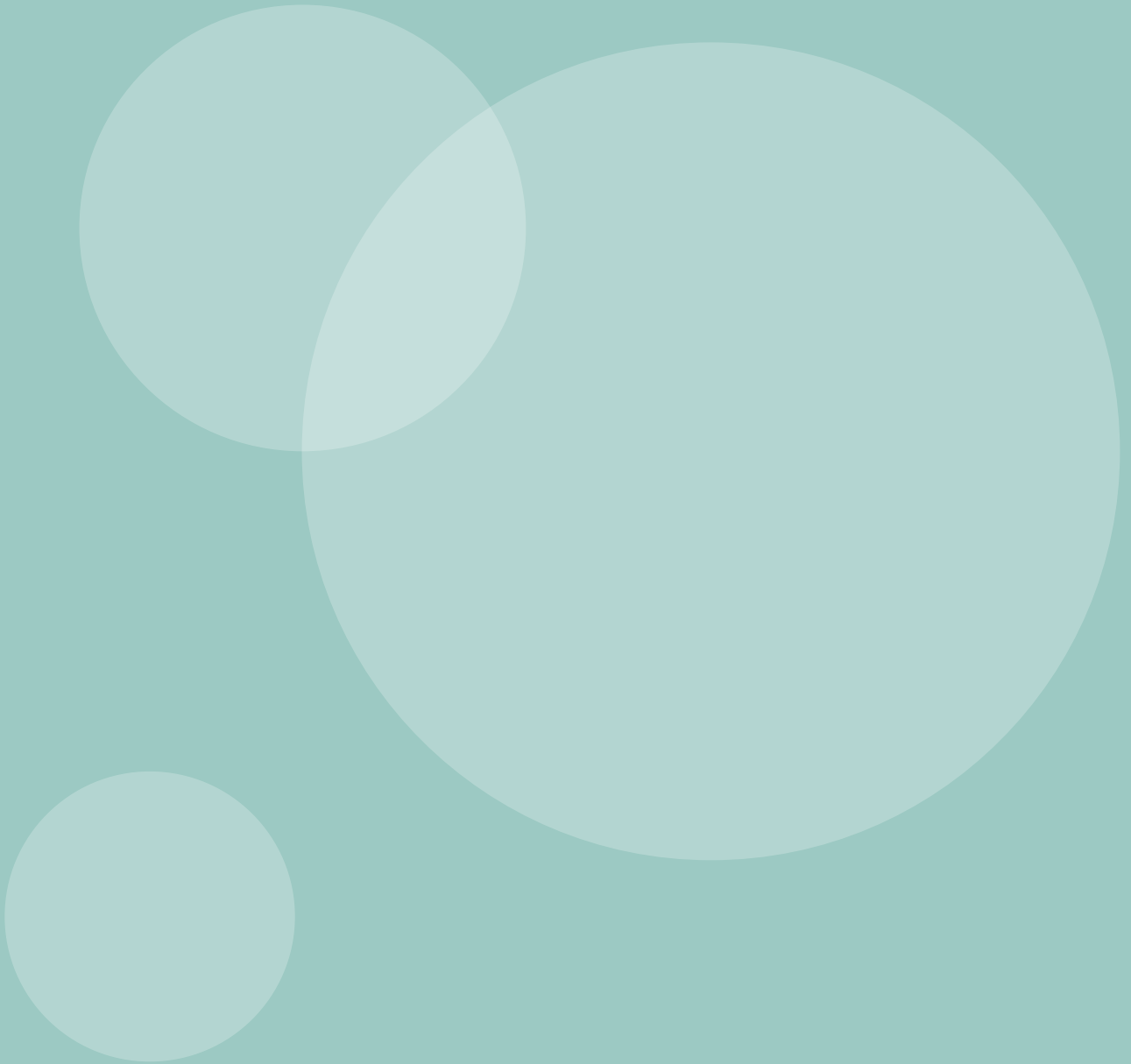


Outcomes	Measures	2016 Performance (%)	2018 Performance (%)	2018 Industry Average (%)
ECONOMIC DEVELOPMENT				
Increased economic growth, job creation and retention, as well as educational opportunities	Increase in % of community satisfied with what the City is doing to attract investors, attract and retain businesses, grow tourism and create more job opportunities	44	49	45
	Increase in % of community satisfied with how Armadale City Centre is being developed	53	57	52
	Increase in % of community satisfied with growth and development of the Forrestdale Business Park	-	59	NA
	Increase in % of community satisfied with education and training opportunities	47	42	49





Outcomes	Measures	2016	2018	2018 Industry
		Performance (%)	Performance (%)	Average (%)
LEADERSHIP				
Strategic Leadership and effective management	Increase in % of community satisfied with Council's leadership within the community	48	51	50
	Increase in % of community satisfied the City has developed and communicated a clear vision for the area	36	39	37
	Increase in % of community satisfied Elected Members have a good understanding of community needs	33	28	32
	Increase in % of community satisfied Staff have a good understanding of community needs	34	32	36
	Increase in % of community satisfied with what the City of Armadale is doing to promote the area as a desirable place to live and work	49	55	54
	Increase in % of community satisfied with Council's advocacy role – representing the local community at a State and Federal government level	50	51	49
Effective community engagement and communications	Increase in % of community satisfied with how the community is consulted about local issues	45	47	46
	Increase in % of community satisfied with how the community is informed about what's happening	43	58	53
	Increase in % of community satisfied the City clearly explains reasons for decisions and how residents' views have been taken into account	22	24	28
	Increase in % of community satisfied with City of Armadale website	58	63	59
	Increase in % of community satisfied with social media presence on Facebook, Twitter etc.	49	54	55
	Increase in % of community satisfied with City Views – the City's Newsletter	58	66	62
	Increase in % of community satisfied with City of Armadale's monthly page in the community newsletter	54	59	59
Increase in % of community satisfied with level of customer service	57	61	61	



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