

# Strategic Community Plan

City of Armadale | 2020 – 2030





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## A message from the Mayor...

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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.

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The Strategic Community Plan (SCP) 2020-2030 will be the guiding document for the City of Armadale over the next decade, identifying 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 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





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**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.**

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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.



## Coronavirus (COVID-19) Response and Recovery

On 11 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 and introduced the first phase of restrictions and gradual lockdown procedures. The Coronavirus (or COVID-19) pandemic is an unprecedented global event that has brought many challenges to the balancing of the City's strategic goals with emergency response and support for the community.

During the phased restrictions in Western Australia, the City readjusted most areas of its service delivery. Particular focus was emergency responses, online services, our more vulnerable community members, stimulus projects and community recovery.

In response to the COVID-19 pandemic and to minimise the economic and social impacts on our community Council also adopted a 'rate freeze' for the 2020/21 budget, meaning no ratepayer would pay more than the previous year. Council also adopted a Rates Assistance and Financial Hardship Policy to ease the burden on ratepayers experiencing financial distress, both during and after, this challenging time.

The global outbreak of COVID-19 is a major concern in terms of its significant health, social and economic impact.

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





# Our City in 2020...



**19** Suburbs and localities



**545 km<sup>2</sup>**  
Area of the City



**431 hectares**  
Parks and Reserves



**26** Primary Schools

**12** Secondary Schools



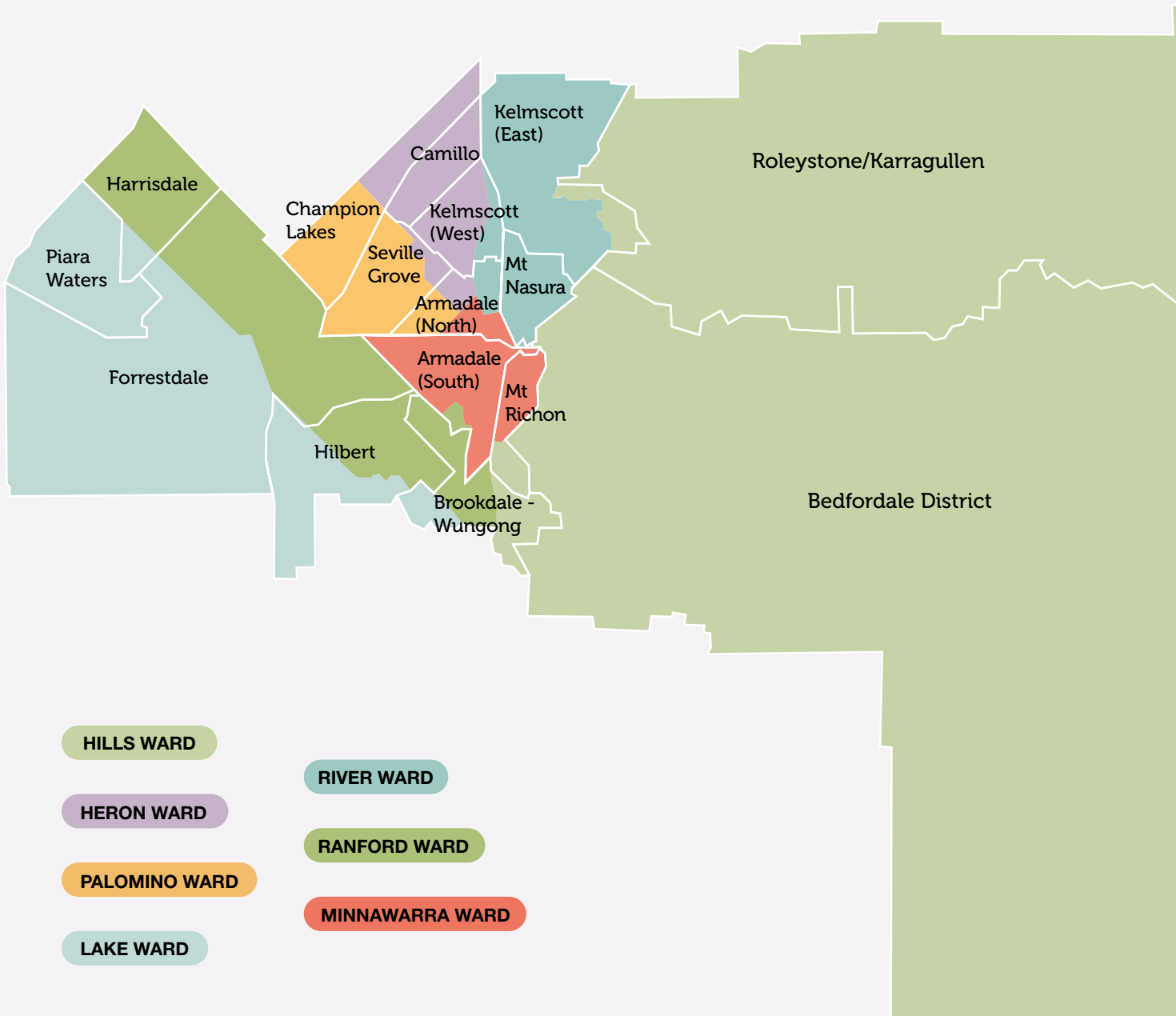
**3 Libraries**

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.





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**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.**

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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.

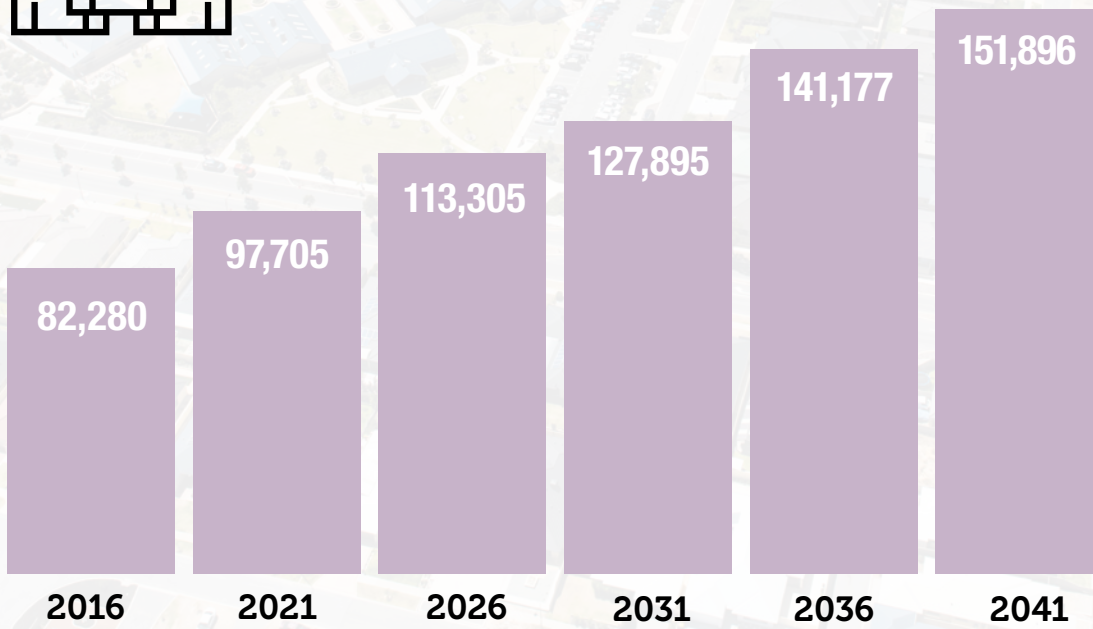
The renewal of existing and provision of new community facilities to meet the needs of residents, businesses and visitors will continue to be a major focus over the life time of this Plan. The City of Armadale will invest \$15.1M in capital works in the 20/21 financial year alone, with projects such as the Roleystone Theatre redevelopment, Creyk Park Pavilion rebuild, upgrades at John Dunn Hall and Pavilion, and completion of the Novelli Pavilion. Each of these will provide significant cultural, social and economic benefits to the wider community.





## Forecast Population 2016 to 2041

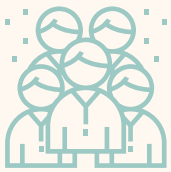
City of Armadale



Source Economy ID 2018



# Our Community Profile in 2020...



The population estimate for the City of Armadale based on the latest census as of 30 June 2019 is 90,797 which is forecast to grow to 152,000 by 2041.

Source: Economy ID 2019 and Forecast ID 2020



Household size and composition - Average household size of 2.67 made up of:



Source: Census of Population and Housing 2011 - 2016

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

Source: Community Profile ID 2016

**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
<b>Aboriginal Population</b>	2.6%	1.6%	3.1%	2.8%
<b>Non-English speaking backgrounds</b>	19%	20%	18%	20%
<b>University attendance</b>	3%	5%	4%	5%
<b>Bachelor degree or higher</b>	16%	23%	21%	22%
<b>Vocational</b>	24%	19%	20%	19%
<b>Public transport (to work)</b>	8%	10%	9%	11%
<b>Unemployment</b>	9.5%	5.8%	5.4%	5.2%
<b>SEIFA index of disadvantage</b>	994	1026	1015	1002

Source: Census of Population and Housing 2016 and Community Profile ID 2020

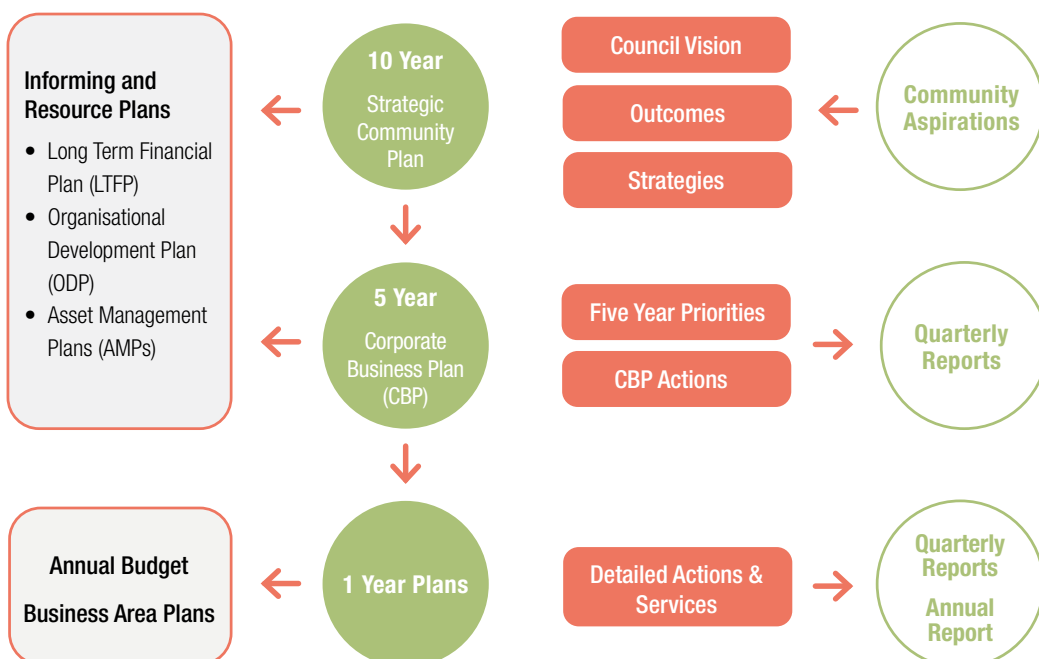
# Our Integrated Planning Framework...

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.

Recognizing 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 five-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

- [Activity & Retail Centres \(Commercial\) Strategy 2020](#)
- [Advocacy Strategy 2018](#)
- [Age Friendly Communities Strategy 2018-2023](#)
- [Armadale City Centre Activation Plan 2018-2020](#)
- [Armadale Strategic Metropolitan City Centre Structure Plan 2018](#)
- [Asset Management Plans](#)
- [Bike Plan 2016](#)
- [Community Development Strategy 2017-2021](#)
- [Community Engagement Strategy 2018](#)
- [Community Hubs Master Planning Initiative 2017](#)
- [Community Infrastructure Plan 2020-2036](#)
- [Corporate Business Plan 2019-2024](#)
- [Corporate Greenhouse Action Plan 2014-15 to 2019-20](#)
- [Debt Management Plan](#)
- [Development Contribution Plans](#)
- [Development Contribution Schemes – North Forrestdale \(Harrisdale/Piara Waters\) and Anstey-Keane Precinct Forrestdale](#)
- [Digital Strategy 2017-2022](#)
- [Disability Access and Inclusion Plan 2016-2021](#)
- [Economic Development Strategy 2018-2022](#)
- [Enterprise Agreement 2016](#)
- [Environmental Management Framework 2019](#)
- [Events Strategy 2015-2020](#)
- [Footpath Development Program](#)
- [Housing Strategy 2016](#)
- [Internal Audit Plan 2020-2021](#)
- [Library Strategic Plan 2019-2026](#)
- [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](#)
- [Parks Facilities Strategy 2019](#)
- [Parks Improvement Plan - Top 25](#)
- [Public Art Strategy 2016](#)
- [Public Health and Wellbeing Plan 2014-2017](#)

## Internal

- [Rating Strategy](#)
- [Record Keeping Plan 2016](#)
- [Risk Management Framework 2019](#)
- [Social Priorities Action Plan 2019](#)
- [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 2005](#)
- [Urban Forest Strategy 2014](#)
- [Workforce Plan](#)

## External

- [Armadale Redevelopment Scheme 2 \(2017\)](#)
- [Community Connect South](#)
- [Directions 2031 and Beyond](#)
- [Liveable Neighbourhoods 2015 \(draft\)](#)
- [METRONET Rail Extension to Byford](#)
- [Metropolitan Region Scheme](#)
- [Metropolitan Redevelopment Act \(2011\)](#)
- [Middle Canning Surface Water Area Allocation Plan 2012](#)
- [National Growth Areas Alliance Advocacy Strategy 2020](#)
- [North Forrestdale Developer Contribution Scheme Perth and Peel @ 3.5 Million \(March 2018\)](#)
- [Perth and Peel@3.5million - Transport Network](#)
- [State Planning Strategy 2050](#)
- [Sports Dimensions Guidelines for Playing Areas 2016](#)
- [Smart Cities Plan 2016](#)
- [South Metropolitan Peel Sub-Regional Framework \(March 2018\)](#)
- [State Emergency Management Policies](#)
- [State Disability Strategy](#)
- [State Homelessness Strategy 2020-2030](#)
- [State Planning Policies](#)
- [Vision 2015 Framework for Strategic Action Public Library Services in WA \(WALGA doc\)](#)
- [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.



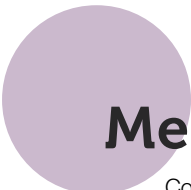
## Objectives

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. In order to shift public perceptions, the City must be proactive in promoting the positive stories about our beautiful community, as well as 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, encourage a sense of place for residents as being part of the City of Armadale and attract “first-time” visitors to the City in order to contribute to changing the narrative regarding Armadale.	<ul style="list-style-type: none"> <li>Events Strategy 2015 – 2020</li> <li>Public Art Strategy 2016</li> <li>Town Planning Scheme (TPS) No.4</li> </ul>	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"> <li>Community Hubs Master Planning Initiative 2017</li> </ul>	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"> <li>Community Development Strategy 2017-2021</li> <li>Financial Assistance Program</li> </ul>	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"> <li>Museum Interpretation Plan 2008</li> </ul>	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"> <li>Advocacy Strategy 2020-2022</li> <li>Community Development Strategy 2017-2021</li> </ul>	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.	<ul style="list-style-type: none"> <li>Social Priorities Action Plan</li> <li>Disability, Access &amp; Inclusion Plan (DAIP) 2016-2021</li> </ul>	Increase in % of community satisfied with access to health and community services.
1.2.3 Provide for a diverse range of active and passive recreational pursuits within the City.	<ul style="list-style-type: none"> <li>TPS No.4 &amp; Community Infrastructure Plan (CIP) 2020-2036</li> </ul>	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"> <li>Public Health and Wellbeing Plan 2014-2017</li> </ul>	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"> <li>Library Strategic Plan 2019-2026</li> </ul>	Increase in % of community satisfied with Library and Information services.



## Outcome 1.3 : Community Facilities meet Community needs

OBJECTIVES	STRATEGIES	MEASURES
<p><b>1.3.1</b> Ensure the equitable provision of Community Facilities throughout the City.</p>	<ul style="list-style-type: none"> <li>• Community Infrastructure Plan 2020-2036</li> <li>• Advocacy Strategy 2020-2022</li> <li>• Library Strategic Plan 2019-2026</li> <li>• Development Contribution Plans (DCPs)</li> <li>• Community Hubs Master Planning Initiative 2017</li> <li>• Asset Management Plan - Building</li> </ul>	<p>Increase in % of community satisfied with community buildings, halls and toilets.</p>

## Outcome 1.4 : An inclusive and engaged community

OBJECTIVES	STRATEGIES	MEASURES
<p><b>1.4.1</b> Support a culture of volunteerism in the community and celebrate the contribution volunteers make to the City.</p>	<ul style="list-style-type: none"> <li>• Community Development Strategy 2017-2021</li> </ul>	<p>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.</p>
<p><b>1.4.2</b> Encourage the provision of inclusive and accessible facilities, services and programs within the community.</p>	<ul style="list-style-type: none"> <li>• DAIP 2016-2021</li> </ul>	<p>Increase in % of community satisfied with access to services and facilities for people with a disability.</p>
<p><b>1.4.3</b> Ensure the provision of culturally appropriate services and programs within the City.</p>	<ul style="list-style-type: none"> <li>• Community Development Strategy 2017-2021</li> <li>• Events Strategy 2015-2020</li> </ul>	<p>Increase in % of community satisfied with multiculturalism and racial harmony.</p>
<p><b>1.4.4</b> Facilitate the provision of facilities, services and programs to meet the needs of the City's current and future demographics.</p>	<ul style="list-style-type: none"> <li>• Age Friendly Communities Strategy</li> <li>• CIP 2020-2035</li> <li>• DAIP 2020-2021</li> <li>• Youth Places and Spaces Engagement Strategy</li> </ul>	<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 fosters and protects its natural environment by embracing the principles of sustainability and acknowledging the impacts of our changing climate.

Economic growth, strong housing demand, climate change, energy production and consumption as well as transport all provide challenges for our environment, future planning and how we live. Our City will take a leadership role in emergency management planning and implementation of policy changes necessary to respond to climate change.

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 : Conservation and restoration of the natural environment

OBJECTIVES	STRATEGIES	MEASURES
2.1.1 Sustainability initiatives are supported and implemented throughout the City.	<ul style="list-style-type: none"> <li>Switch Your Thinking 2020-2025 Business Plan</li> </ul>	Increase in % of community satisfied with efforts to promote and adopt sustainable practices.
2.1.2 Improve water efficiency throughout the City's operations.	<ul style="list-style-type: none"> <li>Environmental Management Framework</li> <li>WaterWise Council Program</li> </ul>	Increase in % of community satisfied with efforts to promote and adopt sustainable practices.
2.1.3 Seek to improve the quality of water within waterways throughout the City.	<ul style="list-style-type: none"> <li>Environmental Management Framework</li> </ul>	Increase in % of community satisfied with conservation and environmental management.
2.1.4 Minimise corporate and community carbon footprints within the City of Armadale.	<ul style="list-style-type: none"> <li>Strategic Environmental Commitment</li> <li>Corporate Greenhouse Action Plan 2014/2015-2019/2020</li> </ul>	Increase in % of community satisfied with efforts to promote and adopt sustainable practices.
2.1.5 Minimise impacts on air quality throughout the City.	<ul style="list-style-type: none"> <li>Strategic Environmental Commitment</li> <li>Environmental Management Framework</li> </ul>	Increase in % of community satisfied with efforts to promote and adopt sustainable practices.
2.1.6 Protect soil and land resources throughout the City.	<ul style="list-style-type: none"> <li>Environmental Management Framework</li> </ul>	Increase in % of community satisfied with conservation and environmental management.
2.1.7 Biodiversity is managed to preserve and improve ecosystem health.	<ul style="list-style-type: none"> <li>Environmental Management Framework</li> <li>Local Biodiversity Strategy</li> </ul>	Increase in % of community satisfied with conservation and environmental management.
2.1.8 Facilitate the creation of partnerships and support strategies for the maintenance and enrichment of the natural environment.	<ul style="list-style-type: none"> <li>Environmental Management Framework</li> </ul>	Increase in % of community satisfied with conservation and environmental management.
2.1.9 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"> <li>Strategic Environmental Commitment</li> <li>Environmental Management Framework</li> </ul>	Increase in % of community satisfied with conservation and environmental management.



## Outcome 2.2 : Attractive, inclusive and functional public places

OBJECTIVES	STRATEGIES	MEASURES
<p><b>2.2.1</b> Focus on achieving a high level of streetscape amenity in new developments.</p>	<ul style="list-style-type: none"> <li>• Engineering guidelines for subdivisions</li> <li>• Landscape Guidelines</li> </ul>	<p>Increase in % of community satisfied with streetscapes.</p>
<p><b>2.2.2</b> Improve the amenity of streetscapes in established suburbs to provide an attractive, shaded network that connects residents to locations of interest.</p>	<ul style="list-style-type: none"> <li>• Urban Forest Strategy 2014</li> <li>• Footpath Program</li> <li>• Public Art Strategy</li> <li>• TPS No.4</li> <li>• Armadale City Centre Structure Plan</li> </ul>	<p>Increase in % of community satisfied with streetscapes.</p>
<p><b>2.2.3</b> Advocate for the improved maintenance of verges on major arterial roads.</p>	<ul style="list-style-type: none"> <li>• Landscape Guidelines</li> </ul>	<p>Increase in % of community satisfied with streetscapes.</p>
<p><b>2.2.4</b> Develop, improve and maintain quality parks, playgrounds and public open spaces throughout the City.</p>	<ul style="list-style-type: none"> <li>• Parks Facility Strategy</li> <li>• Parks Improvement Plan - Top 25</li> <li>• Public Toilet Strategy</li> </ul>	<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 The condition of the City's 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"> <li>Asset Condition &amp; Monitoring Schedule</li> <li>Service Level Plan</li> <li>Asset Management Plans – Infrastructure, Building, Fleet &amp; Parks</li> </ul>	Review of consolidated Asset Management Plans every three years.
2.3.2 Ensure that the City's Asset Management Strategy contributes to the provision of functional and affordable infrastructure that is sustainable for current and future generations.	<ul style="list-style-type: none"> <li>Asset Management Strategy</li> </ul>	<p>Increase in % of community satisfied with road maintenance.</p> <p>Increase in % of community satisfied with footpaths and cycleways.</p>
2.3.3 Assets are to be effectively maintained in order to meet service levels throughout their life cycle.	<ul style="list-style-type: none"> <li>Asset Management Plans for Infrastructure, Fleet, Property and Civil Assets</li> </ul>	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 Long Term Financial Plan and Asset Renewal Reserves.	<ul style="list-style-type: none"> <li>Asset Sustainability Strategy</li> <li>Asset Management Strategy</li> </ul>	Increase in % of community satisfied with efforts to promote and adopt sustainable practices.
2.3.5 The City maintains its operational infrastructure in the most cost effective manner to sustain service delivery.	<ul style="list-style-type: none"> <li>Asset Management Plans</li> </ul>	Increase in % of community satisfied with value for money from Council rates.

## Outcome 2.4 : Sustainable waste management

OBJECTIVES	STRATEGIES	MEASURES
2.4.1 The City will 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"> <li>Strategic Waste Management Strategy 2020-2025</li> </ul>	<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 Critically evaluate the impact of the State Waste Strategy on the City and its residents.	<ul style="list-style-type: none"> <li>State Waste Strategy</li> <li>Strategic Waste Management Strategy 2020-2025</li> </ul>	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"> <li>Local Planning Strategy 2016</li> <li>Town Planning Scheme No.4 2005,</li> <li>Local Planning Policies</li> <li>Structure Plans</li> <li>Development Contribution Plans</li> </ul>	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"> <li>Engineering Subdivision Guidelines</li> </ul>	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"> <li>Amendment 100</li> <li>Residential Design Policy 3.1</li> <li>Integrated Transport Plan</li> <li>Drainage Management Plans</li> </ul>	Increase in % of community satisfied with how Armadale City Centre is being developed.
2.5.4 Proactively plan for normalisation of Development WA (DWA) areas back to the planning jurisdiction of the City.	<ul style="list-style-type: none"> <li>DWA Normalisation Strategy</li> <li>TPS No. 4</li> </ul>	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"> <li>Local Heritage Survey</li> </ul>	Increase in % of community satisfied with how local history and heritage is preserved and promoted.
2.5.6 Constantly seek improvements to the nature and standard of developments within the City.	<ul style="list-style-type: none"> <li>TPS No.4</li> <li>Local Planning Policies</li> </ul>	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"> <li>LED Lighting Replacement Program</li> <li>Switch your thinking Business Plan</li> </ul>	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"> <li>Advocacy Strategy</li> </ul>	Increase in % of community satisfied with access to public transport.



# 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, education and training) that is well connected to other centres in Perth through good 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"> <li>Activity and Retail Centre (Commercial) Strategy</li> </ul>	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 and cultivate the strategic partnerships necessary for its successful implementation	<ul style="list-style-type: none"> <li>Armadale Strategic Metropolitan City Centre Structure Plan</li> </ul>	Increase in % of community satisfied with how Armadale City Centre is being developed.
3.1.3 Seek to secure Federal and State government commitment and investment to support the implementation of the Armadale Activity Centre Structure Plan.	<ul style="list-style-type: none"> <li>Economic Development Strategy 2018 – 2022</li> <li>Advocacy Strategy</li> <li>Armadale Strategic Metropolitan City Centre Structure Plan</li> <li>South East Metropolitan Alliance Advocacy Priorities</li> <li>NGAA Advocacy Priorities</li> </ul>	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 private sector investment in the Armadale Strategic Metropolitan Centre.	<ul style="list-style-type: none"> <li>Economic Development Strategy 2018 – 2022</li> <li>Armadale Strategic Metropolitan City Centre Structure Plan</li> <li>Advocacy Strategy</li> </ul>	Increase in % of community satisfied with how Armadale City Centre is being developed.
3.1.5 Facilitate the development of high quality middle density projects within the City Centre.		Increase in % of community satisfied with how Armadale City Centre is being developed.
3.1.6 Increase opportunities for the community to access on-site tertiary education within the City Centre.		Increase in % of community satisfied with education and training opportunities.
3.1.7 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.
3.1.8 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"> <li>Advocacy Strategy</li> <li>Economic Development Strategy 2018 – 2022</li> <li>Armadale Strategic Metropolitan City Centre Structure Plan</li> <li>South East Metropolitan Alliance Advocacy Priorities</li> <li>NGAA Advocacy Priorities</li> </ul>	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
<p><b>3.2.1</b> Prioritise the creation and promotion of a positive image and identity for the City in order to change the perception and narrative about Armadale and make it a location of choice for residents, businesses and visitors.</p>	<ul style="list-style-type: none"> <li>Marketing and Branding Strategy</li> <li>Economic Development Strategy 2018-2022</li> <li>Tourism Strategy 2020-2024</li> <li>Advocacy Strategy</li> <li>Armadale Strategic Metropolitan City Centre Structure Plan</li> </ul>	<p>Increase in % of community satisfied with the area's character and identity.</p>
<p><b>3.2.2</b> Capitalise on the City's position as the gateway to the metropolitan area.</p>	<ul style="list-style-type: none"> <li>South East Metropolitan Alliance Advocacy Priorities</li> <li>NGAA Advocacy Priorities</li> </ul>	<p>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.</p>
<p><b>3.2.3</b> Advocate for opportunities to bring key stakeholders to the City to appreciate the opportunities available and to enlist their support to bring about positive change in the community.</p>		<p>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.</p>

## Outcome 3.3 : Responsive and flexible support of business

OBJECTIVES	STRATEGIES	MEASURES
<p><b>3.3.1</b> Ensure the City has contemporary strategies and dynamic planning frameworks to be responsive to economic development opportunities and trends.</p>	<ul style="list-style-type: none"> <li>Economic Development Strategy 2018-2022</li> </ul>	<p>Increase in % of community satisfied the City has developed and communicated a clear vision for the area.</p>
<p><b>3.3.2</b> Facilitate access to business skills development opportunities.</p>		<p>Increase in % of community satisfied the City has developed and communicated a clear vision for the area.</p>

## Outcome 3.4 : Thriving Tourism Industry

OBJECTIVES	STRATEGIES	MEASURES
<p><b>3.4.1</b> Ensure the City has contemporary strategies and dynamic planning frameworks to be responsive to tourism opportunities and trends.</p>	<ul style="list-style-type: none"> <li>Tourism Strategy 2020-2024</li> <li>Economic Development Strategy 2018-2022</li> <li>Advocacy Strategy</li> <li>Armadale Strategic Metropolitan City Centre Structure Plan</li> </ul>	<p>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.</p>
<p><b>3.4.2</b> Encourage the development of new attractions, accommodation and activities for tourists, particularly day trippers.</p>	<ul style="list-style-type: none"> <li>Perth Hills Tourism Alliance Marketing Plan</li> </ul>	<p>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.</p>
<p><b>3.4.3</b> Foster strategic partnerships with key stakeholders to market the City's tourism offering and promote investment in new developments.</p>		<p>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.</p>

# 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 involve 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"> <li>• Advocacy Strategy</li> </ul>	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"> <li>• Strategic Community Plan</li> <li>• Corporate Business Plan</li> <li>• Local Emergency Management Arrangements 2011</li> <li>• Long Term Financial Plan</li> <li>• Workforce Plan</li> <li>• Asset Management Plans</li> <li>• Occupational Safety and Health Policy</li> </ul>	Increase in % of community satisfied the City has developed and communicated a clear vision for the area.
4.1.3 The City will develop organisational frameworks to achieve consistency, transparency and clarity of decision making processes.	<ul style="list-style-type: none"> <li>• Council Policies</li> <li>• Delegated Authority Register</li> </ul>	Increase in % of community satisfied with governance of the organisation.
4.1.4 Constantly review the efficiency and effectiveness of the City's service delivery.	<ul style="list-style-type: none"> <li>• Digital Strategy 2017-2022</li> </ul>	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"> <li>• Local Government Act 1995</li> <li>• Code of Conduct</li> <li>• Fraud and Corruption Policy</li> </ul>	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 the use of technology to improve customer service and achieve improved efficiency and effectiveness of City functions.	<ul style="list-style-type: none"> <li>• Digital Strategy 2017-2022</li> </ul>	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
<p><b>4.3.1</b> Undertake strategic financial planning to ensure that appropriate services are effectively delivered, assets are efficiently managed and renewed, and funding strategies are equitable and responsible.</p>	<ul style="list-style-type: none"> <li>• Long Term Financial Plan incorporating the City's Rating Strategy, Debt Strategy, Funding policies and financial sustainability indicators</li> <li>• Four-year Budget (aligned to the CBP)</li> <li>• Annual Budget</li> <li>• Freehold Land Strategy</li> <li>• TPS No.4</li> <li>• Local Planning Strategy</li> </ul>	<p>Increase in % of community satisfied with Council's leadership within the community.</p>
<p><b>4.3.2</b> Undertake active financial management to ensure that the annual budget is achieved and any variances are promptly identified and addressed.</p>	<ul style="list-style-type: none"> <li>• Monthly financial reporting</li> <li>• Mid Year Budget Review</li> </ul>	<p>Increase in % of community satisfied with value for money from Council rates.</p>
<p><b>4.3.3</b> Consider environmental, social and local content objectives in procurement.</p>	<ul style="list-style-type: none"> <li>• Procurement Policy</li> </ul>	<p>Increase in % of community satisfied with governance of the organisation.</p>

## Outcome 4.4 : Effective community engagement and communications

OBJECTIVES	STRATEGIES	MEASURES
<p><b>4.4.1</b> Strive to achieve best practice community engagement.</p>	<ul style="list-style-type: none"> <li>• Community Engagement Strategy</li> </ul>	<p>Increase in % of community satisfied with how the community is consulted about local issues.</p>
<p><b>4.4.2</b> Align the City's communications and marketing strategies and activities to facilitate the delivery of the Strategic Community Plan and Corporate Business Plan.</p>	<ul style="list-style-type: none"> <li>• Communications and Marketing Strategy</li> </ul>	<p>Increase in % of community satisfied with how the community is informed about what's happening.</p>
<p><b>4.4.3</b> Actively seek to improve the level of internal communication.</p>	<ul style="list-style-type: none"> <li>• Communications and Marketing Strategy</li> </ul>	<p>Increase the staff response and satisfaction rates (previously 63%) to over 70% - which is the benchmark for employment engagement surveys.</p>
<p><b>4.4.4</b> Promote excellence in customer experience in all areas of service delivery.</p>	<ul style="list-style-type: none"> <li>• Customer Service Charter</li> </ul>	<p>Increase in % of community satisfied with level of customer service.</p>

# 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...

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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.

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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 for the 2020/21 financial year with a four year outlook from 2021 to 2025. 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**.



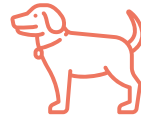


1. **Plan** – Integration and prioritisation of City plans and strategies, and the allocation of resources; Establish the Key Performance Indicators.
2. **Deliver** – Mobilisation of resources through the annual budget and the annual work plans of teams and individuals, with clear goals and accountability.
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 will be 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 (%)
<b>OVERALL PERFORMANCE</b>				
<b>The City of Armadale as a place to live</b>	Increase in % of community satisfied with City of Armadale as a place to live	60	65	77
<b>The City of Armadale as the organisation that governs the local area</b>	Increase in % of community satisfied with governance of the organisation	51	60	56
<b>Value for money from Council rates</b>	Increase in % of community satisfied with value for money from Council rates	34	39	45



Outcomes	Measures	2016 Performance (%)	2018 Performance (%)	2018 Industry Average (%)
<b>COMMUNITY</b>				
<b>Foster and strengthen community spirit</b>	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
<b>Improve community wellbeing</b>	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
<b>Community Facilities meet Community needs</b>	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
<b>An inclusive and engaged community</b>	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
		Performance (%)	Performance (%)	Average (%)
<b>ENVIRONMENT - BUILT FORM AND LOCAL ENVIRONMENT</b>				
<b>Conservation and restoration of the natural environment</b>	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
<b>Attractive and functional public places</b>	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
<b>Functional and sustainable infrastructure</b>	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
<b>Sustainable Waste management</b>	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
<b>Quality development that enhances the amenity and liveability of the City</b>	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

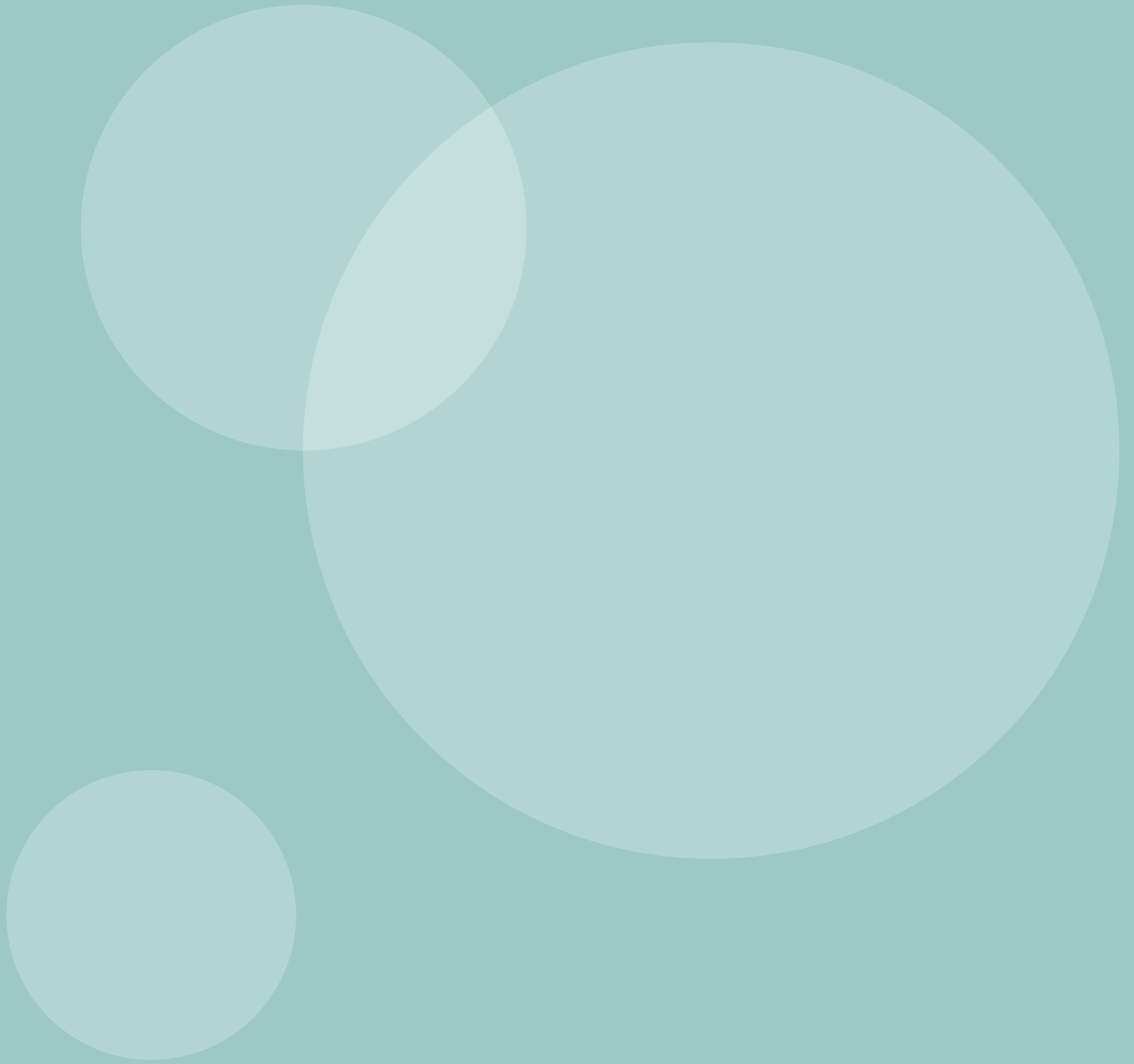


Outcomes	Measures	2016 Performance (%)	2018 Performance (%)	2018 Industry Average (%)
<b>ECONOMIC DEVELOPMENT</b>				
<b>Increased economic growth, job creation and retention, as well as educational opportunities</b>	Increase in % of community satisfied with what the City is doing to attract investors, 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 Performance (%)	2018 Performance (%)	2018 Industry Average (%)
<b>LEADERSHIP</b>				
<b>Strategic Leadership and effective management</b>	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
<b>Effective community engagement and communications</b>	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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