



**CITY OF
PERTH**

IN A NEW LIGHT

**Strategic
Community Plan
2022-2032**

Acknowledgement of Country

We acknowledge the Whadjuk Nyoongar people, Traditional Owners of the lands and waters where the City of Perth is today and pay our respects to Elders past and present. Nyoongar peoples are the original inhabitants and Traditional Owners of the South West of Western Australia.

While Nyoongar is identified as a single language there are variations in both pronunciation and spelling – Noongar, Nyungar, Nyoongar, Nyoongah, Nyungah, Nyugah, Yungar and Noonga. The City of Perth uses 'Nyoongar' which is reflected throughout this document.

Cultural Sensitivity Warning

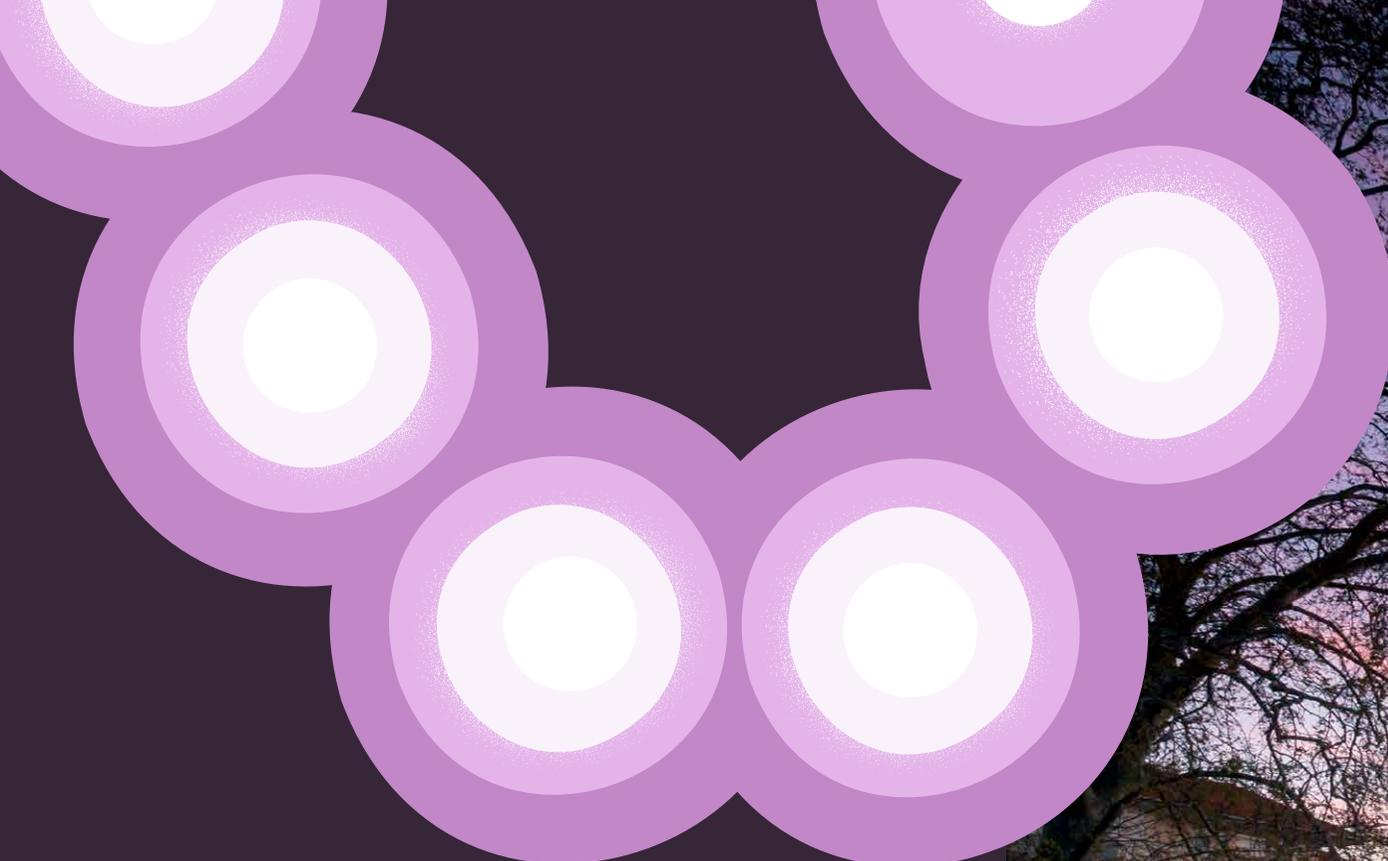
Aboriginal and Torres Strait Islander people are advised that this document may contain names and images of deceased persons.





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"We want our community to be as safe as possible, to be inclusive, active, vibrant and connected."

City of Perth Lord Mayor, 2022.





Basil Zempilas
Lord Mayor, City of Perth

Message from the **Lord Mayor**

A liveable, sustainable and prosperous city — this is our aspiration for Perth. We want our community to be as safe as possible, to be inclusive, active, vibrant and connected. We want to live in a healthy environment. And we all want to be part of an economically successful, flourishing and thriving city.

It is important to plan for the future, and this Strategic Community Plan achieves that with its 10-year forward planning. We have engaged with and listened to our community. You have told us your vision, aspiration and objectives for the city where you work, live and enjoy recreation time.

Everything we do in the City of Perth is connected to the community, and over the next few years, you will begin to see Perth in a whole new light. We were once known as the City of Light, and going forward, we will reclaim the mantle as the City of Light. Light speaks to everything we do in the community — safety, security, vibrancy and entertainment.

Thanks to everyone who has provided input to this plan.

See you in the city.





Michelle Reynolds
Chief Executive Officer,
City of Perth

Foreword from the **Chief Executive Officer**

At the City of Perth, we are proud to hold our community at the centre of everything we do. From the ASX-listed companies who have their headquarters in the CBD, to the residents who call the city home, and the West Australian public who care about the future of their magnificent capital, our job is to achieve outcomes that meet their expectations.

At the same time, it is our responsibility to ensure our city flourishes and provides a safe and welcoming environment for exciting ideas and people to thrive for generations to come.

As a capital city, we have set our sights on being known for our excellence. We are committed to genuinely engaging with the community and to being transparent and accountable.

To guide our organisational growth, we have developed the Evolution to Excellence action plan which explains how we are re-setting, re-building and re-imagining the City into a bold, contemporary and revitalised organisation that is actively building a great city.

While the Evolution to Excellence plan is the roadmap for evolving the City of Perth's operations, this 10-year Strategic Community Plan (Plan) will help us evolve Perth in a way that meets the expectations of the community and ensures that it is a liveable, prosperous city, in a manner that can be sustained now and in the future.

The Plan sets the direction for our decision-making processes, services and projects. It is supported by our Corporate Business Plan and our Long-Term Financial Plan.

Thank you to everyone who has contributed to the development of this Plan, which will help us continue to be one of the world's greatest cities.

Introduction

Perth City is transforming. Over the coming years there will be an evolution in the way the City works, how Perth presents locally and internationally, and the opportunities it offers.

Celebrated as the 'City of Light', Perth is the capital city of Western Australia. Rated as one of the top 10 most liveable cities in the world¹, Perth is known for its unique neighbourhoods where diversity, culture, business and the arts intersect. However, to remain attractive to residents, businesses and visitors, cities need to evolve to meet emerging and future needs.

Our community, being the people that reside, work, invest, study in or visit the City of Perth (the city), have told us through various engagements of their vision and aspirations for the future. The community have asked that we capitalise on Perth's strengths and provide more opportunities to live, work and play.

Specifically, the community desires Perth to be a bright, vibrant and safe city — a riverside metropolis where there is something on offer for people from all walks of life. Our community aspires that Perth be a city for all, including acknowledging and respecting the Traditional Owners of the land on which Perth is located. Our community want to have the natural landscapes protected and nurtured as well as creating beauty through public art, buildings and enticing public spaces.

Further, the community want their aspirations to be met in an informed and thoughtful way that considers the impact of our current actions on future generations.

This document has been developed according to the Western Australia's Integrated Planning and Reporting (IPR) framework².

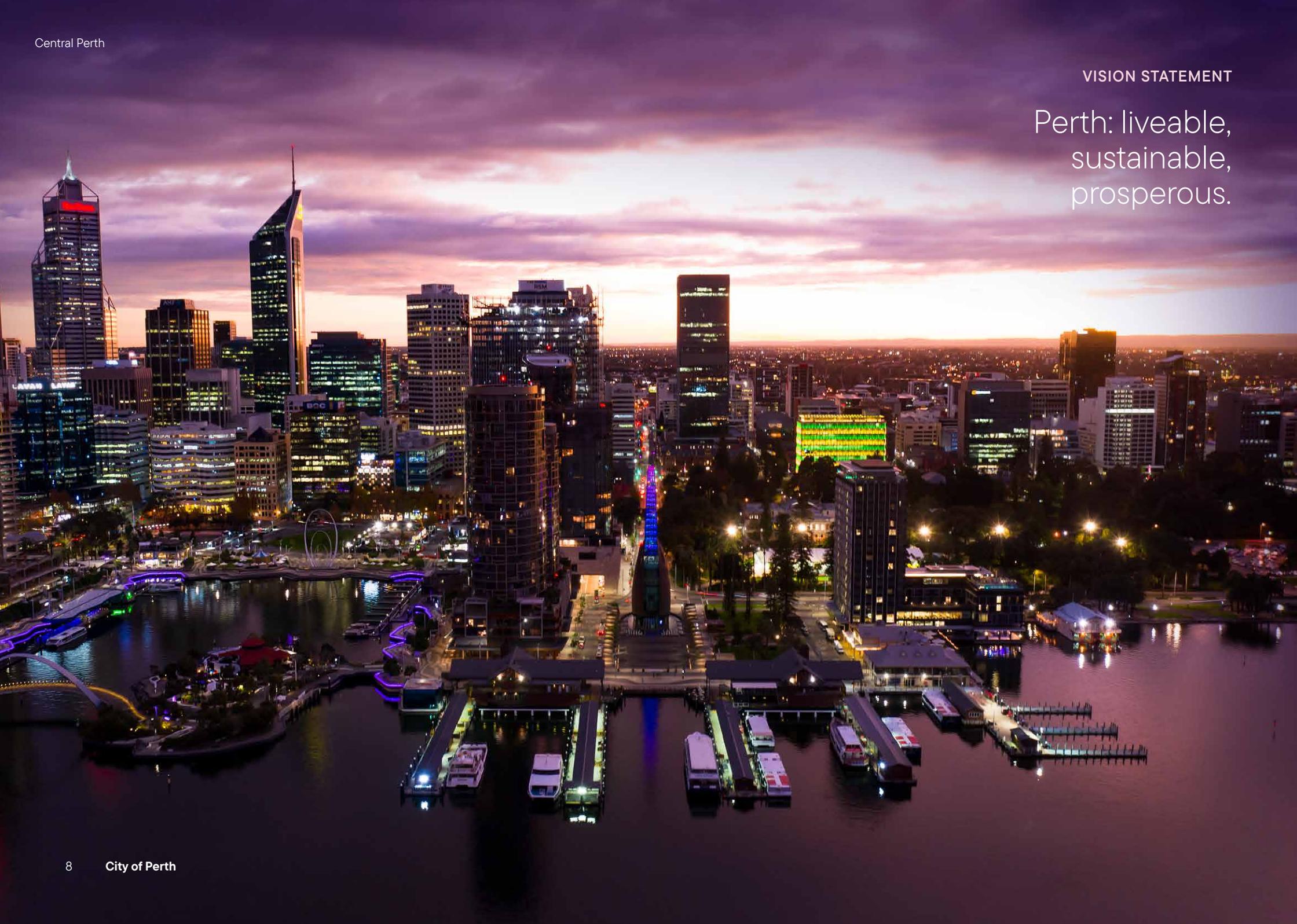
This Plan will guide the City's actions and partnerships with stakeholders as we work to achieve the community's vision, aspirations and objectives. This Plan also provides a means of monitoring progress towards our strategic goals.

1 www.eiu.com/n/campaigns/global-liveability-index-2021

2 See Appendix C



Perth: liveable,
sustainable,
prosperous.



What the community told us

As part of the development of this ten-year Plan, the City engaged with the community using a variety of processes, as shown in Appendix B. Participants were consulted on the City's vision, aspirations and objectives for Perth as a place to work, live, visit, invest, study and play.

Once the draft Plan was developed, the City engaged with the community again to gain their feedback on the draft document. In total, 867 community members were engaged in the development and review phases of this Plan. In addition, the data from previous engagements activities with 481 community members were included in the analysis that informed the vision, aspirations and objectives for the Plan (details provided in Appendix B).

Key themes from the engagement

Figure 1 shows the ten key themes that emerged from these community processes. It is noted that some themes go beyond what the City of Perth can achieve as a direct service provider, highlighting the importance of the City's other roles as regulator, partner, advocate and facilitator.



FIGURE 1 Ten key themes from the community

Strategic pillars

On 6 July 2021, Council adopted three strategic pillars (the pillars) of ‘liveable, sustainable and prosperous’ as a framework by which to consider the community’s objectives for the future. The thematic analysis of the data from the community engagement revealed that these pillars captured the breadth of the community’s aspirations for the city and were also adopted as the overall vision statement.

Importantly, these three strategic pillars align with contemporary strategic planning, such as the Danish Smart Cities model³, which focuses on building cities to provide liveability, sustainability and growth through a holistic, human-centric governance framework. The pillars also align with the Triple Bottom Line business excellence model, which encompasses the social, environmental and economic factors of best-practice organisations.

3 www.oecd.org/cfe/cities/OECD_Policy_Paper_Smart_Cities_and_Inclusive_Growth.pdf



Liveable

Our community is safe, socially cohesive, inclusive and activated.



Sustainable

We have a healthy environment where nature, social and economic systems are in balance.



Prosperous

We are a successful, flourishing and thriving city.





FIGURE 2 The eight strategic goals

Strategic goals

While the three pillars frame ‘what’ the City aims to achieve for its community, the strategic goals are the community’s aspirations.

In accordance with the Local Government Act 1995, and our role as a capital city under the City of Perth Act 2016, our community is comprised of individuals and organisations that live, visit, work, operate a business, invest or study within the City of Perth.

Underpinning the pillars and strategic goals is a foundational aim of being ‘a well-governed’ City. This articulates ‘how’ we will operate as an organisation, in order to efficiently and effectively achieve the strategic goals outlined in this Plan.

The strategic goals under ‘a well-governed City’ follows on the City’s four-year organisational transformation plan, Evolution to Excellence (E2E). E2E is an integrated program designed to align our internal culture and processes with the community’s expectation of a modern administrative body. E2E will position the City as a leading Council supported by a high-performing organisation.

"The city is in a period of unprecedented growth following the announcement of the \$1.5 billion Perth City Deal which will re-energise Perth by bringing government and private investment into the CBD."





About our city

When planning for the future, it is important to understand both the current state and any external factors that may present challenges and opportunities now and in the future.

As the capital city of Western Australia, Perth is the business, government, transport, cultural and entertainment hub of the metropolitan area.

The city is a dynamic, with diverse economic activity. The city's largest industries, by number of people employed, are:

- Professional, scientific and technical services
- Public administration and safety
- Health care and social assistance
- Mining

The city also encompasses many entertainment, event precincts and public spaces including Kings Park (Kaarta Koomba^{4a}), the Swan River (Derbarl Yerrigan^a) and Elizabeth Quay (Gumap^{4b}). These contribute to Perth's distinctive character.

The city is in a period of unprecedented growth following the announcement of the \$1.5 billion Perth City Deal which will re-energise Perth by bringing government and private investment into the CBD. The Perth City Deal is an innovative and exciting 10 year partnership between the City of Perth, the Australian and Western Australian Governments. The projects arising from this investment are shown in Appendix D.

While the City of Perth has a relatively small residential population (an estimated 32,867 people in 2021), the population is rapidly growing. Each day the city's daytime population swells to an estimated 205,000. This collection of workers, visitors, students, community and government service users, and people at leisure contribute to the city buzz, and creates both challenges and opportunities for the City.

4 The traditional Nyoongar names for these locations:

4a Botanic Gardens and Park Authority (bgpa.wa.gov.au/nyoongar-glossary)

4b Museum of Perth (museumofperth.com.au/gumap)

Residents

The City of Perth is one of the fastest growing populations in Western Australia. This brings opportunities and challenges.

The young adult cohort dominates the profile of residents moving in and out of the city. Similar to other Australian cities, Perth has seen increasing demand for inner-city living and housing close to employment centres and tertiary education institutions. The mining boom also generates an increased demand for inner-city housing.

There is evidence of older couples (empty nesters) and single people moving to the city from suburban dwellings, however it does not yet equate to a significant trend.

In terms of migration out of the city, there is a pattern of residents moving to neighbouring councils, particularly those suburbs with similar attractions to CBD living. There is also a loss of young families to more outer suburban areas, which suggests that residents tend to move out of the area when they are starting to grow their family.

Further information on population growth is available in the Department for Planning, Land and Heritage's Perth and Peel @ 3.5 million Frameworks and the City of Perth's Local Planning Strategy

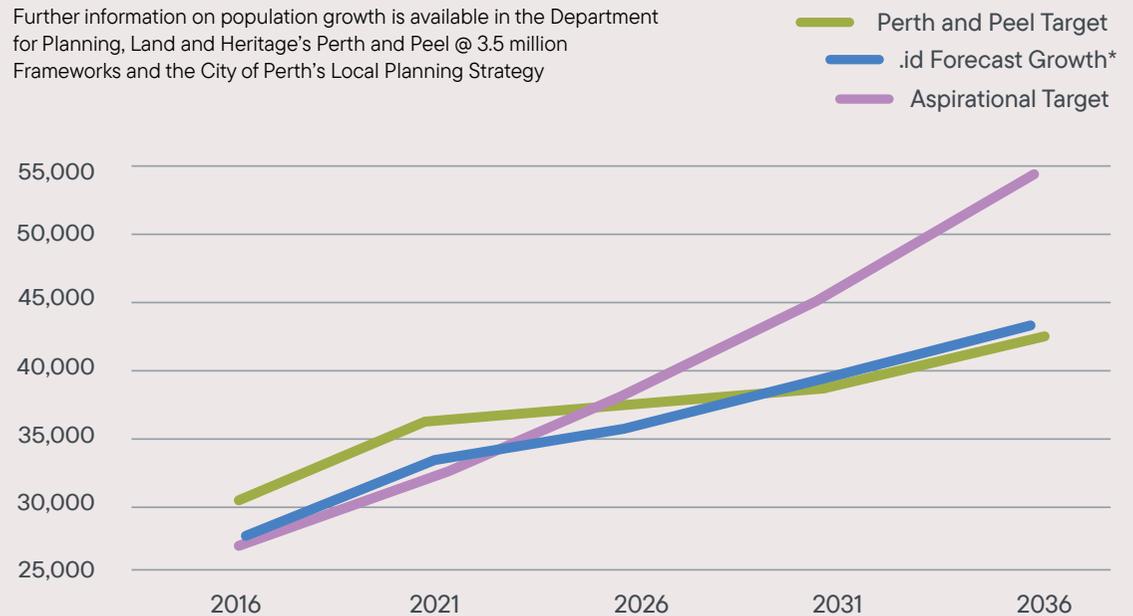
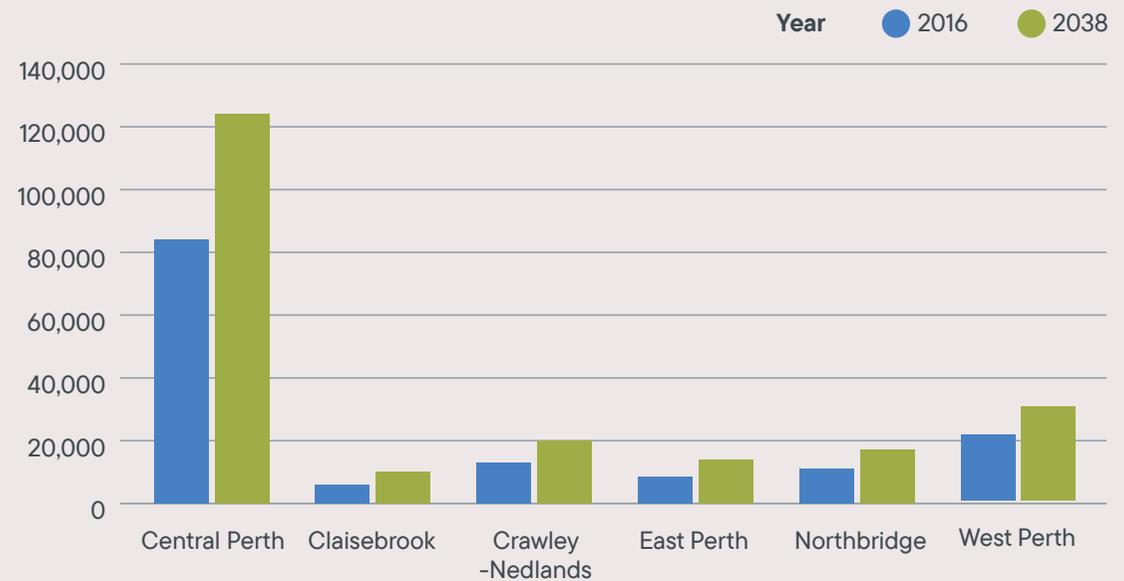


FIGURE 3 Population growth target comparison

* forecast.id.com.au/perth



Source: City of Perth Local Planning Strategy: Part One, (Nov. 2021, WAPC Certified), p. 28

FIGURE 4 Number of workers in the City of Perth, by neighbourhood

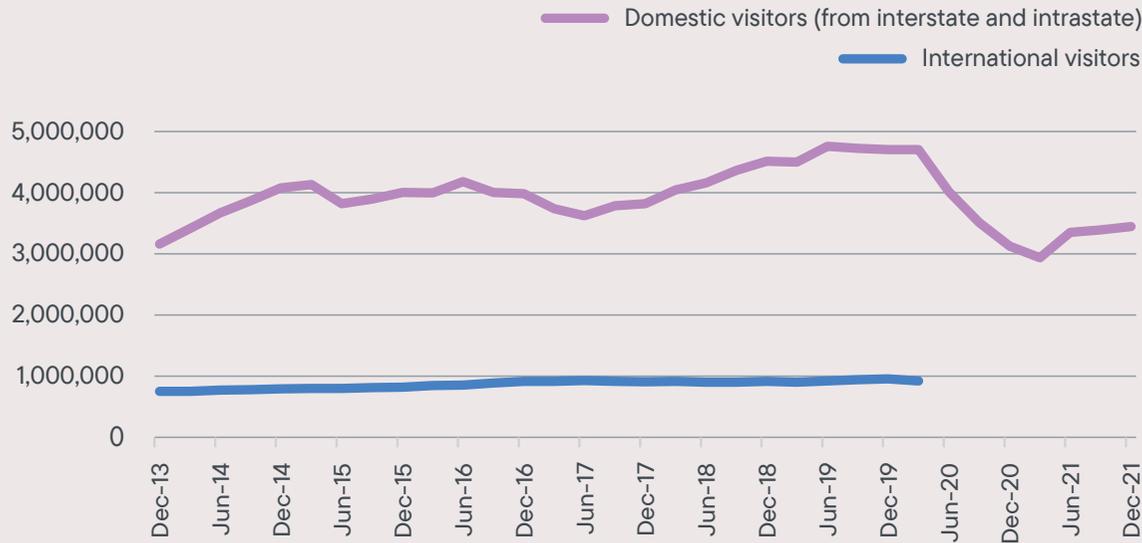


FIGURE 5 Number of visitors to Perth (rolling 12 month totals)



FIGURE 6 Expenditure of visitors to Perth (rolling 12 month totals)

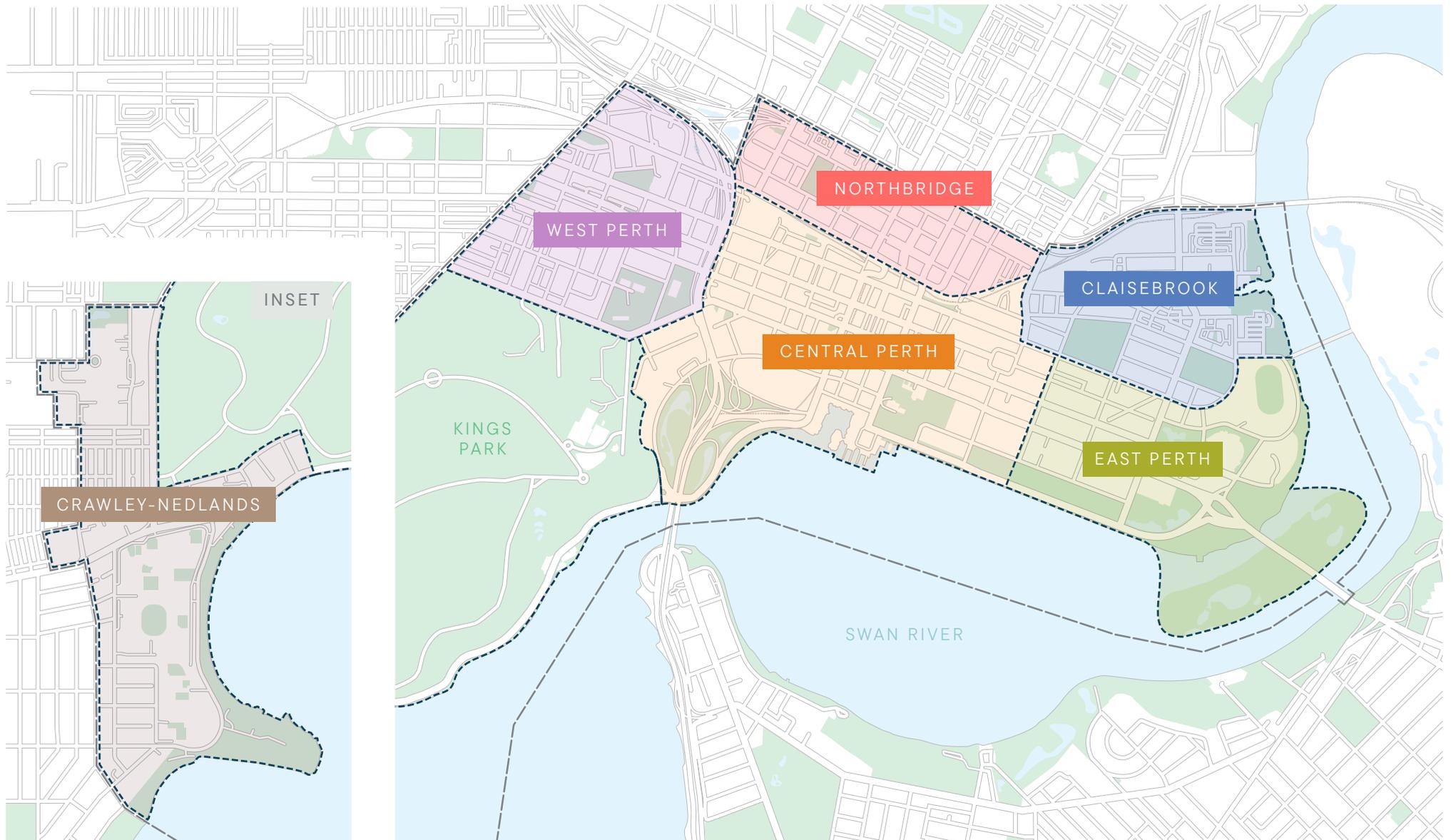
Businesses, workers and visitors

The community comprises of residents, businesses and workers, students and visitors to the local government area.

- In 2016, there were a total of 149,009 people working in the neighbourhoods in the City of Perth. The number of workers is expected to increase by 69,156 to 218,165 by 2038 (see Figure 4).
- Approximately 60% of the 149,009 people working in the city worked in the Central Business District (see Figure 4).
- Tourism supports an estimated 5.5% (8,233) of all jobs the City of Perth with most relating to accommodation and food services (5,081 jobs). Visitors from WA and intrastate spend more in Perth than international visitors (see Figure 6).

Demographics of the City's the six neighbourhoods

FIGURES 7-12 Infographics of the City's neighbourhoods
Estimated figures as at July 2021
(Source: City of Perth Neighbourhood
Place Plans 2021-2022)



Central Perth



7,622
residents



32
median age



54%
born overseas



43%
lone person
household



32%
couples
without
children



22%
working in
professional,
scientific &
technical

East Perth



7,943
residents



31
median age



60%
born overseas



40%
lone person
household



33%
couples
without
children



24%
working
in public
administration
& safety jobs

West Perth



3,455
residents



32
median age



54%
born overseas



43%
lone person
household



30%
couples
without
children



23%
working in
professional,
scientific &
technical

Crawley-Nedlands



5,978
residents



24/26
median age



72/49%
born overseas



31%
lone person
household



25%
group
households



46%
working in
education and
training

Northbridge



3,397
residents



27
median age



50%
born overseas



41%
lone person
household



32%
couples
without
children



22%
working in
professional,
scientific &
technical

Claisebrook



4,471
residents



36
median age



47%
born overseas



39%
lone person
household



37%
couples
without
children



36%
working
in public
administration
& safety jobs



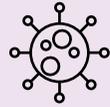
Challenges and opportunities for the city

In developing this plan, the City has undertaken an environmental scan of the macro trends and external factors. Although these are largely outside the City's direct control, these trends may impact the city and its communities and so have been considered in the development of this plan.



Population

In 2020, the city's annual population growth was 7.1% compared to a national average of 1.3% (Profile ID estimate). The city's population is expected to increase over the coming years, and with this, comes increased community demands for services, programs, amenity and infrastructure.



Covid-19

The impacts of Covid-19 are likely to be felt for several years over the lifespan of this Plan.



Clean environment and biodiversity

Perth is located within the Southwest Australia Ecoregion, one of only 36 recognised Biodiversity Hotspots in the world, with flora and fauna that does not exist anywhere else on the planet⁵.



New technology

Technology is rapidly changing along with public expectation of 'anytime access' to services. This may include changes to traditional methods of communication, management of assets and delivery of services.



Economic cycles

Perth is one of the world's major resources hubs. As such, it has been subject to the 'boom and bust cycle' of this sector. This has cyclical impacts on office space occupation, workforce skills, city vibrancy, social equity, investment and overall economic prosperity.



Climate change

Dependency on limited natural resources and changes to the world climate continue to impact communities and local governments. As such, the City needs to adapt and build resilience to environmental changes through initiatives such as urban greening, mobility and active transport improvements, less energy and resource consumption, and an overall reduction in greenhouse gas emissions.



Our location

60% of the world's population is on the same time zone (+/-1 hour) as Perth. Our unique geographic location provides access to high growth emerging economies in the Indo Pacific region. Perth also has an average of eight hours of sunshine per day year-round. This is the most sunshine of any Australian capital city.



Role of Local Government

Local government is coming under increasing pressure to become involved in areas previously served by other tiers of government.

FIGURE 13 Macro trends relevant to the City of Perth

About our organisation

Perth is the capital city of Western Australia and operates under both the *Local Government Act 1995* and the *City of Perth Act 2016*.

As a capital city, Perth has a leadership position and unique responsibilities in the social, economic, cultural, environmental and civic life of its district, the broader metropolitan area and the State. It also has a unique role in representing Western Australia on national and international stages.

Our roles

The City's core roles are shown in Figure 14. In fulfilling these roles, the City works with many stakeholders, including businesses, residents, not-for-profits, community organisations, various peak bodies, visitors, other local governments, State Government and the Federal Government.



Service Provider

The City plays a lead role in delivering services and programs direct to the community.



Partner

The City builds partnerships with others to assist in the delivery of services and programs to the community.



Advocator & Facilitator

The City advocates on behalf of the community to influence the funding and/or delivery of services and programs to meet emerging needs and facilitates others to deliver services and programs.



Regulator

The City regulates particular planning and public health matters, such as licensing and monitoring food premises, the appropriateness and safety of new buildings, the use of land and local laws.

FIGURE 14 Our Roles

Case study: Homelessness Working Group

Homelessness (also known as ‘rough sleeping’), is a complex issue that requires a whole of community response. No single organisation has the resources, skills or solutions to tackle this issue on their own, given the many factors contributing to homelessness (e.g. housing affordability, labour market forces, structural gaps in facilities such as hospitals and drug and treatment centres) and personal factors (e.g. family breakdown, mental health issues and financial distress).

Figure 15 illustrates the multiple stakeholders involved in homelessness. As one of these many stakeholders, the City of Perth is a member of the *Homelessness Working Group*, a multi-partner collaboration that facilitates information sharing and a coordinated response to rough sleeping.

Meeting every two months, the group includes the following organisations:

- **Direct service providers of outreach and homelessness services**, such as Noongar Mia Mia, Ruah, Salvation Army, St Barts, St Patrick’s Community Support Centre, St Vincent de Paul Society, Uniting WA, and the Wungening Aboriginal Corporation
- **Research and advocacy groups**, such as WA Alliance to End Homelessness
- **State Government agencies**, such as the Department of Communities and the Western Australian Police
- **Other neighbouring local governments**

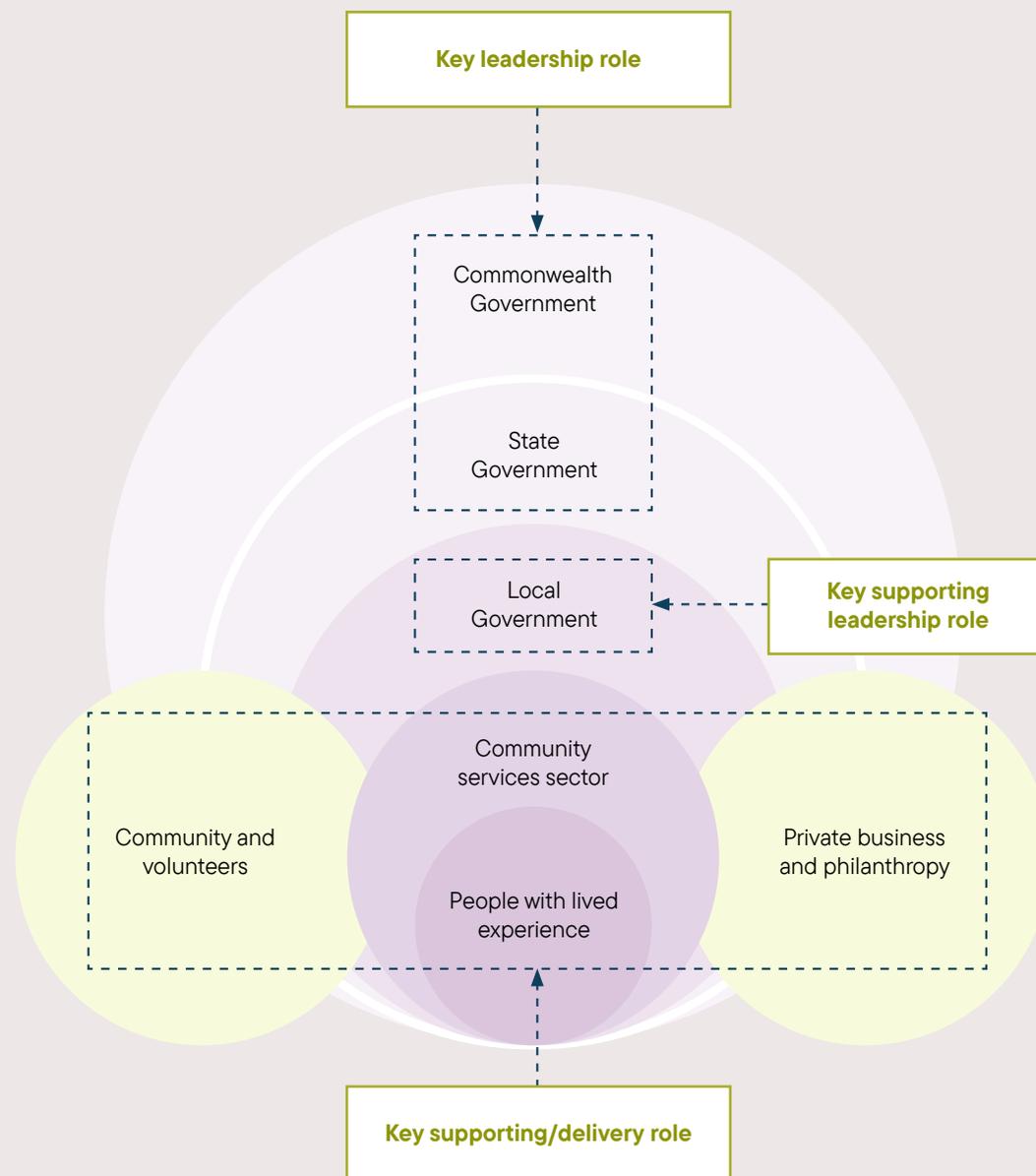


FIGURE 15 Roles of the stakeholders in Western Australia to the issue of homelessness

Snapshot

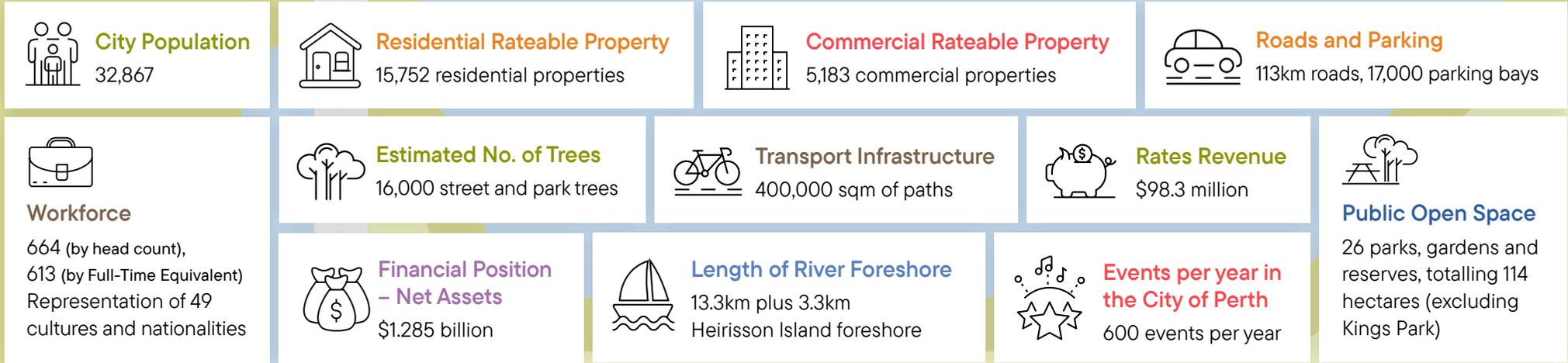


FIGURE 16 Snapshot of the City of Perth (the organisation and the local government area) as at June 2021



Our services

The City provides many services to its community. Within each service, the City may adopt different roles; service provider; regulator; advocate and facilitator; or partner.

Services provided by the City	Liveable	Sustainable	Prosperous	Well-Governed
Events and activation	●		●	
Cultural and arts management	●		●	
Libraries	●			
Community services and planning, including equity, diversity and inclusion	●			
Sponsorship and grants	●			
Civic functions and events	●			
Community safety services	●		●	
Emergency management	●		●	
Environmental health	●		●	
Economic development	●		●	
Approvals	●	●	●	
Urban planning	●	●	●	
Hard infrastructure and facility design and maintenance, including park and street furniture, roads	●	●	●	
Street cleaning, graffiti management, and waste management	●	●	●	
Parking (on and off-street)	●		●	
Parks and reserves maintenance	●	●		
Community and stakeholder engagement	●			●
Marketing and communications	●	●	●	●
Customer relationship management				●
Governance				●
Financial management				●
Asset management, including information, technology and communication (ICT) assets				●
Human resource management				●

TABLE 2 Alignment of the City of Perth's services with the pillars (A detailed explanation of our service can be found on: perth.wa.gov.au/live-and-work)



Kangaroo sculpture by artists Joan Walsh-Smith and Charles Smith (Stirling Gardens, Perth)

Putting this plan into action

Long-Term Financial Plan

This Plan is supported by the City's 10-year Long Term Financial Plan. It presents a \$2.6 billion financial blueprint for the City over ten years. This consists of a \$500 million capital program and expenditure of \$2.1 billion on key programs and services.

This expenditure will result in a legacy of quality community infrastructure and social capital for the benefit and enjoyment of our community, delivered efficiently and sustainably. The City constantly monitors its efficiency and value, ensuring every dollar counts for the community.

The City undertakes its financial management in accordance with the following principles:

- Financial sustainability
- Financial accountability
- Responsible stewardship
- Alignment with aspirations within this Plan

Corporate Business Plan

This Plan is actioned through the City's Corporate Business Plan (CBP). The CBP outlines the City's projects and core services over the next four years and ensures sustainability for the financial future and strategic positioning of the City. Guided by the aspirations for the future within this Plan, the CBP provides guidance to the City's administration on:

- The requirements for the delivery of projects aligned with this Plan and Council priorities
- The core services required to meet the community's evolving needs
- The deliverables, measures and expected timeframes for delivery

Other plans

There are many other guiding principles (such as the Equity, Diversity and Inclusion Framework) and issue specific action plans that guide how the City operates. These are listed as 'informing documents' for each of the eight goals in this Strategic Community Plan.

Objectives and measures

This section shows the City's objectives to achieve its strategic goals.

Many of these objectives cannot be achieved by the City alone. Key funding and delivery partnerships are essential. The community and other stakeholders also have critical roles in creating a liveable, sustainable, and prosperous Perth.



FIGURE 17 Document framework

How to interpret the measures and data in following tables

Where historical data is given, it is shown from the date that the current City of Perth boundaries came into effect in 2016. All figures provided are the latest figures as as January 2022.

Data sources

1. City of Perth Markyt Scorecard, a 2 yearly survey of residents. Survey last conducted in 2020
2. The Economist
3. Forecast.id
4. Australian Bureau of Statistics/National Institute of Economic and Industry Research (via economy.id.com.au)
5. City of Perth internal data
6. Property Council of Australia (thinkperth.com/insights/property/commerical-leasing)
7. REMPLAN (app.remplan.com.au/perth/economy)
8. City of Perth's survey reporting as part of the City of Perth's Equity, Diversity and Inclusion Framework

Source of targets

(Where the target has also been stated in another City of Perth or state government plan or strategy.)

- a. Target as per the Local Planning Strategy July 2021, Part 1
- b. Specific targets may be developed as part of the Sustainability Strategy (in development)
- c. Target as per the City's Waste Plan Strategy and the State's Waste Avoidance & Resource Recovery Strategy 2030
- d. Target as per the City's Urban Forest Plan (2016)

Key for showing current status against targets

- 10% or more outside of target
- Within 10% of target
- Equal to, or better than target





Strategic Pillar: **Liveable**

Informing documents

Events Strategy

Safe City Plan

Public Lighting Framework

Reconciliation Action Plan

Stakeholder Engagement Framework*

Social, Health & Wellbeing Plan*

Strategic Transport Position Paper*

Cultural Development Plan**

* in development/to be developed

** to be reviewed

Strategic Goal L1:

A safe, active, vibrant and connected community

Objectives:

L1.1 The city is a safe place for all to live, work, study and play

What this looks like:

- The City actively monitors and addresses environment and public health issues to ensure people’s wellbeing and safety
- Zero tolerance of anti-social behaviour
- Effective emergency management, disaster management and disaster recovery planning
- Private service providers, state and local governments enact coordinated and effective strategies to ensure the safety and wellbeing of people who are experiencing or at risk of homelessness
- The city’s places and spaces are welcoming and feel safe at all times

L1.2 The community is active, vibrant and connected

What this looks like:

- Contemporary community facilities, spaces and services are keeping pace with population and community needs
- Activation through cultural, artistic and heritage industries, activities and events
- City life benefits from strong community groups and a culture of civic involvement
- Fostering global connections

Measures:

Measure	Targets/Trends	Current Status
Percentage of positive ratings for the City of Perth as a place to live ¹	95% or higher	 95%
Percentage of positive ratings for safety and security ¹	75% or higher by 2025	 67%
	80% or higher by 2028	
	85% or higher by 2032	



Strategic Pillar: **Liveable**

Informing documents

Equity, Diversity & Inclusion Framework

Reconciliation Action Plan

LGBTQIA+ Plan

Disability Access & Inclusion Plan

Neighbourhood Place Plans

UWA QEII Precinct Plan*

Cultural Development Plan **

* in development/to be developed

** to be reviewed

Strategic Goal L2:

An inclusive community, with distinctive and thriving neighbourhoods

Objectives:

L2.1 Diversity in the community is acknowledged, catered for and celebrated

What this looks like:

- The many cultures of Perth are celebrated
- Diversity⁶ is recognised in the design, planning and delivery of services
- There is provision in planning for a range of housing choice including affordable housing and different household sizes

L2.2 Perth's six neighbourhoods are thriving

What this looks like:

- The distinctive character of Perth's neighbourhoods, is preserved and enriched. Their unique needs and priorities are considered, while retaining a sense of belonging in Perth as a whole
- A culture of neighbourliness and connectedness exists in Perth's neighbourhood communities

Measures:

Measures	Targets/Trends	Current Status
Percentage agreement (agree/strongly agree) to the statement "I feel included in the City of Perth community (the place)" ⁸	Increasing trend	51% (baseline, first measured in 2021)
City of Perth's Performance Index Score for multi-culturalism and racial harmony ¹	Better than industry average by 2025 Become the industry high by 2032	● 53 (industry ave. was 57, high was 68)
City of Perth's Performance Index Score for listening to and respecting community views ¹	Better than industry average by 2025 Become the industry high by 2032	● 33 (industry ave. was 32, high was 55)
City of Perth's Performance Index Score for festivals, events, arts and cultural activities ¹	85% or higher by 2032	● 73 (industry ave. was 64, high was 78)

⁶ Diversity includes, but is not limited to, gender and sexual identity, ability, language, ethnicity, religious belief, cultural background, age, education and socioeconomic background.

CBD buildings and Narrows Bridge, from the Mill Point Reserve, South Perth.



Strategic Pillar: **Sustainable**

Informing documents

Open Space Framework*

Public Lighting Framework

Urban Design Framework

Cycle Plan

Urban Forest Plan

Heritage Strategy

Waste Strategy

Draft Local Planning Strategy
(under public consultation)

Strategic Transport Position Paper*

Sustainability Strategy

UWA QEII Precinct Plan*

Cultural Development Plan**

* in development/to be developed

** to be reviewed

Strategic Goal S1: A well-planned, designed and managed city

Objectives:

S1.1 The city is designed for people

What this looks like:

- Urban development and population growth is managed sustainably
- The past is honoured through wise caretaking of the city's heritage and Aboriginal culture
- Use of smart technology to understand and inform the planning, design and management of the city and its assets
- Integrated transport networks to improve accessibility into and within the city and interconnected mixed urban areas to increase walkability and reduce car dependency
- Design outcomes across all developments and public places and spaces, are stimulating, accessible, functional and beautiful
- Diverse and distinctive artworks and cultural experiences enrich visitors and locals enjoyment of the city
- An increasing residential population that is supported by easy access to community infrastructure, amenities and services

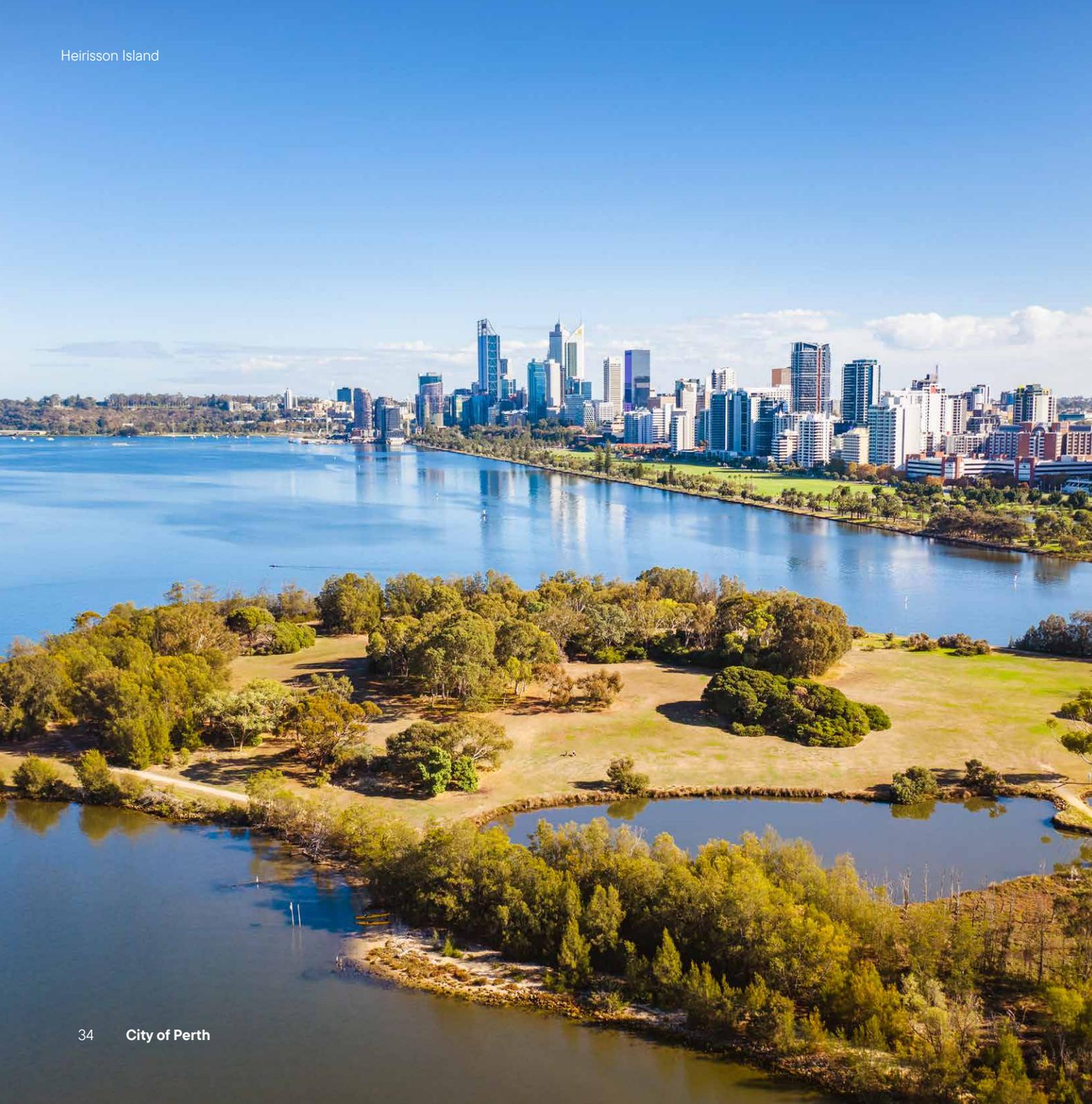
S1.2 The city meets today's needs while ensuring sustainability for the future

What this looks like:

- Infrastructure is managed to a standard that meets the needs of the community, businesses and visitors, in a sustainable manner
- The opportunity to adapt existing buildings and improve their performance is embraced

Measures:

Measure	Targets/Trends	Current Status
Global Livability Ranking ²	Top 10 in the world	 6th place in the world
Number of occupied private dwellings in the city ³	27,277 by 2036 ^a	 12,113 (2016 Census)
The City's asset renewal ratio ⁵ (measures ability to fund asset renewal/replacement)	≥ 0.75	 1.00 (FY 2019/20)
Number of Green Star rated buildings in the city	Increasing ^b	 50 Green Star buildings in 2021



Strategic Pillar: **Sustainable**

Informing documents

Urban Forest Plan

Waste Strategy

Public Lighting Framework

Sustainability Strategy

Strategic Goal S2:

A resource efficient, climate-conscious, green city

Objectives:

S2.1 The City is a leader in environmental sustainability

What this looks like:

- The City encourages and educates the community, as well as leading by example in energy and water efficiency and waste minimisation
- Natural areas are preserved and regenerated, increasing biodiversity and access to nature across the city
- The potential acute and chronic impacts of climate change are identified and addressed, reducing greenhouse gas emissions and building Perth's resilience and wellbeing

S2.2 Perth's community are leaders in environmental sustainability

What this looks like:

- Residents, businesses and visitors, along with other stakeholders, are encouraged to minimise greenhouse gas emissions in everyday operations such as transport and energy use, and build climate resilience
- The city has a strong and proud culture of doing more with less within our community – fewer resources, reduced waste, less impact
- Organisations with a strong sustainability focus are encouraged to have a presence in the city

Measures:

Measure	Targets/Trends	Current Status
Number of trees in the public realm (excludes Kings Park) ⁵	Additional 1,800 street trees by 2046 ^d	● 1,200 new street trees have been planted
Percentage of the City passenger fleet that is hybrid or electric ⁵	100% by 2024/25	● 31 of 36 vehicles are hybrid electric
Total organisational usage of scheme water ⁵	Decreasing ^b	85,801kL SW in 2019/20
Number of kilograms of waste per capita/year to landfill ⁵	301kg by 2024/25 ^c 286kg by 2029/30 ^c	● 291kg in 2017/18 317kg in 2014/15 (baseline)



Strategic Pillar: **Prosperous**

Informing documents

Economic Development Strategy

Cultural Development Plan **

** to be reviewed

Strategic Goal P1:

A smart and innovative city on a strong growth path

Objectives:

P1.1 Perth knows and plays to its strengths

What this looks like:

- Businesses recognise when they have collective strengths, and collaborate to achieve scale and scope in local, national and global markets
- New businesses grow and sectors develop, as diversification emerges from existing strengths and new opportunities
- A reinvigorated central city area that celebrates the city's point of difference to suburban shopping centres
- The city's place is secured as a knowledge centre and the home of cultural, business and knowledge leaders, leveraging technology and the city's entrepreneurial spirit

P1.2 Perth amplifies and leverages its image and presence on the national and world stage

What this looks like:

- Perth has a compelling brand and is known across Australia and in key international markets
- Our strong international connections support the attraction of trade, investment, talent, residents and visitors

Measures:

Measure	Targets/Trends	Current Status
The city's Annual Gross Regional Product ⁷	Increasing trend	 \$56.50 billion in 2020 \$43.49 billion in 2016
City of Perth's Performance Index Score for embracing change, innovation and new technology ¹	Better than industry average	 54 (industry ave. was 52, high was 65)



Strategic Pillar: **Prosperous**

Informing documents

Economic Development Strategy*

UWA QEII Precinct Plan*

Cultural Development Plan**

* in development/to be developed

** to be reviewed

Strategic Goal P2: Job rich, with economic sector development and thriving small businesses

Objectives:

P2.1 The City is 'open for business'

What this looks like:

- A business-friendly local government with 'no wrong door', a positive attitude and can do spirit, reducing red tape
- The City's supply chains are sustainable, free of modern slavery practices, and prioritise local procurement
- The City has a proactive 'can do' culture of continuous review and improvement regarding regulation, services and processes
- The City embraces business friendly initiatives ensuring businesses are welcomed and supported within the city
- The City emphasises its unique differences in terms of local business and economic offerings and experiences

P2.2 Local neighbourhoods are well served by local businesses

What this looks like:

- Businesses and economic infrastructure are in place to support the growing population in our neighbourhoods
- The local labour market provides jobs for local people
- Perth businesses are recognised for their point of difference, well-promoted and celebrated
- Strategies to retain and attract businesses and to activate under-utilised spaces

P2.3 The city is buzzing with life after dark

What this looks like:

- People feel safe and want to come to the city past dusk for their social and leisure activities
- The nighttime economy provides a range of activities for diverse needs and interests, increasing business and job opportunities

Measures:

Measure	Targets/Trends	Current Status
Employment (number of jobs within the City of Perth boundaries ⁴)	Increasing trend ^d	● 183,906 in 2020 • 171,916 in 2016
Residential population ⁴	55,000 residents by 2036	26,879 residents in 2016 (baseline)
Office vacancy rate (Perth CBD) ⁶	Rolling 5-year average to be less than 20%	● Rolling five year average is 19.8% (in 2018)
Retail vacancy rate (all of City of Perth) ⁵	Rolling 5-year average to be less than 10%	● Rolling five-year average is 10.9% (in 2018)



Strategic Pillar: **Well-Governed**

Informing documents

Long Term Financial Plan

Asset Management Plans

Workforce Plan

Corporate Business Plan

Evolution to Excellence

City of Perth Parking Business Plan

Equity, Diversity & Inclusion Framework

Yacker Danjoo Ngala Bidi:
Working Together Our Way

Strategic Goal G1: A Leading Council

Objectives:

G1.1 The Council represents the City effectively

What this looks like:

- The Lord Mayor and Council are effective advocates for the City of Perth
- The Council has strong partnerships with government, industry and other stakeholders who have an influence over the future of the city and its people
- The Council is committed in its implementation of Yacker Danjoo Ngala Bidi: Working Together Our Way

G1.2 The Council is a responsible steward of the City of Perth's commitments to the community, finances and assets

What this looks like:

- Robust and transparent decision-making by Council
- The Council monitors and reports on delivery against the Corporate Business Plan and Long Term Financial Plan
- The Council ensures that its assets are maintained and renewed in accordance with agreed service levels and accepted asset management practice

Measures:

Measure	Targets/Trends	Current Status
Performance Index Score: The City of Perth has developed and communicated a clear vision for the future ¹	Better than industry average by 2025 Better than industry high by 2032	 24 (industry ave. was 34, high was 57)
Financial health indicator ⁵	75 or above*	 67 in 2019/20** 84 in 2018/19 80 in 2017/18

* 70 or higher indicates sound financial management as outlined in mycouncil.wa.gov.au

** The 2019/20 result was impacted by the City's COVID-19 support package.



Strategic Pillar: **Well-Governed**

Informing documents

Long-Term Financial Plan

Asset Management Plans

Workforce Plan

Corporate Business Plan

Evolution to Excellence

City of Perth Parking Business Plan

Equity, Diversity & Inclusion Framework

* in development/to be developed

** to be reviewed

Strategic Goal G2: A high performing organisation

Objectives:

G2.1 The City of Perth local government is a high performing organisation

What this looks like:

- The Administration provides Council with timely, neutral, high quality advice for their decision-making
- The City's strategies are clearly articulated and progress measured in a timely and transparent manner
- The City adheres to the highest level of integrity and has appropriate corporate governance to support this
- Capable and focused people want to work for the City
- Financial sustainability and sound asset management planning and key aspects of decision-making
- Customers receive a high standard of service and can readily obtain information and transact with the City
- An ongoing maintenance program that ensures all community assets are maintained in an attractive and functional condition

G2.2 The City collaborates effectively with key partners

What this looks like:

- Actively meeting objectives under the *City of Perth Act 2016* with regards to the City's capital city role
- Genuine collaboration with Commonwealth and State Governments on city-making initiatives
- Meaningful engagement with neighbouring local governments, community groups, and other key stakeholders to optimise outcomes and promote a shared vision for Perth

Measures:

Measure	Targets/Trends	Current Status
International Customer Service Standard score ⁵	Improving	Baseline assessment in 2022
Performance Index Score for customer service ¹	Better than industry average by 2025 Better than industry high by 2032	● 56 (industry ave. was 62, high was 79)
Performance Index Score for the City of Perth, as the organisation that governs the local area ¹	Better than industry average by 2025 Better than industry high by 2032	● 51 (industry ave. was 56, high was 74)
Implementation of the Evolution to Excellence actions ⁵	25% per year and 100% completion by June 2024	● On track

Appendix A: Definitions

city	When written without a capital 'c', this refers to the geographical area within the boundaries of the City of Perth local government
City	When written with a capital 'C', this refers the City of Perth, the organisation that comprises of the Council and the administration
Council	This refers to the body of nine elected representatives (i.e. the councillors, Lord Mayor and Deputy Lord Mayor)
Plan	Strategic Community Plan (this document)



Appendix B: Engagement events to develop and review this Plan

Phase 1 Engagement – Eliciting information to develop the plan

Consultation specific to the Strategic Community Plan 2022-2032

Survey (online through Engage Perth and in person at ‘pop-up’ events held at various locations in the city) 127 participants

Roundtables hosted by Government House

- Arts and Culture roundtable 37 participants
- Urban Planning roundtable 40 participants

Markyt Community Scorecard (survey) 515 participants

Other engagement data drawn upon to develop the Strategic Community Plan 2022-2032

Engagement to develop the Diversity, Equity and Inclusion Framework, gathering quantitative and qualitative data about the below items.

- Experience and perceptions related to diversity and inclusion in the City of Perth 213 participants
- Vision for the City of Perth
- How the City of Perth could improve in celebrating diversity, championing equity and fostering inclusion: Community survey

Neighbourhood Place Planning

- Participants provided comments to the online forum question ‘share your thoughts and vision for a new way to approach neighbourhood place planning and engagement, in your city’ and/or responded to poll question ‘are you supportive of the City’s [place planning] approach?’ 143 participants

A Collaborative Budgeting workshop attended by 8 representatives of the following groups/communities.

- East Perth Community Group; West Perth Local; Nedland/Crawley community; Northbridge Common; and Activate Perth. 8 participants

Brand Perth Forum

- Focus groups held with: 18 City of Perth (CoP) residents; 18 people not open to visiting or living in the CoP; 6 people open to visiting/working in CoP; 6 people open to visiting the CoP for work only 48 participants
- Individual interviews with key stakeholders 14 participants
- Working sessions and online input 55 participants

Phase 2 Engagement – A ‘sense check’ of the draft plan with the community

Survey (online through Engage Perth) 134 participants

Focus groups with City of Perth advisory groups (Arts and Culture Advisory Group, Elders Advisory Group, Neighbourhood meetings) 14 participants

Appendix C: Integrated planning and reporting (IPR)

This Plan was developed with considerable community input in line with the Integrated Planning and Reporting (IPR) framework⁷. It sets out the vision and priorities for the future, and key objectives to focus on to achieve long-term aspirations. The Plan will:

- guide Council's medium-term plans and annual budgets
- provide the basis for working with community and partners to achieve the vision
- provide a framework for monitoring progress

The IPR Planning Cycle

The Strategic Community Plan is a 'rolling' plan which is reviewed every two years. The two-yearly reviews alternate between a minor review and a major review. The plan is continuously looking ahead, so each review keeps to at least a ten-year horizon.

The Long-Term Financial Plan, Asset Management Plans and Workforce Plan show how the Plan will be managed and resourced.

⁷ www.dlgsc.wa.gov.au/local-government/strengthening-local-government/integrated-planning-and-reporting

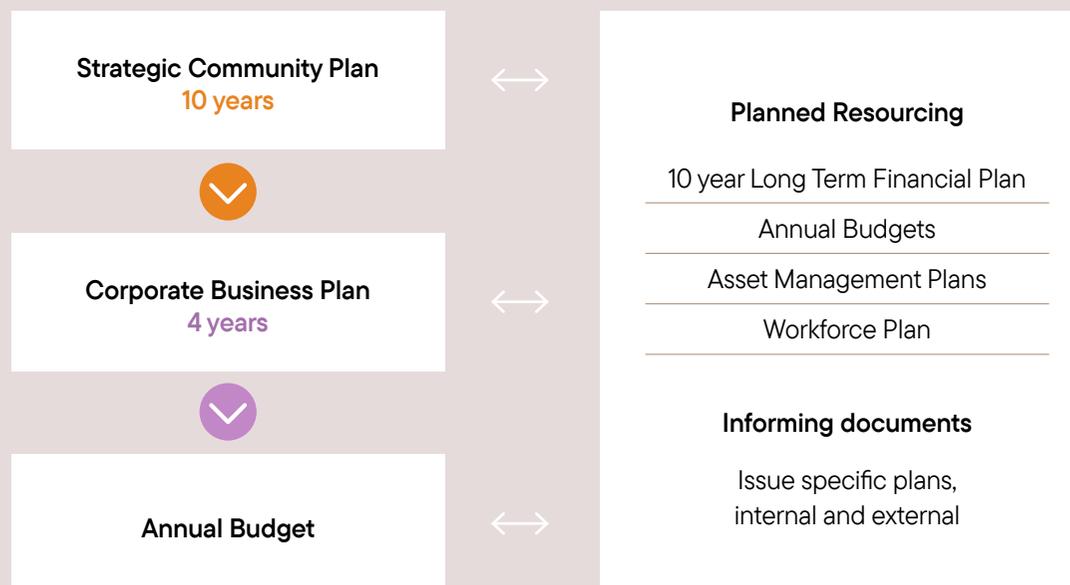


FIGURE 18 The Relationships between the plans and resourcing, as per the Integrated Planning and Reporting Framework

Implementation

Implementation for the first four years is detailed in the Corporate Business Plan. The Corporate Business Plan drives the Annual Budget.



Perth City Deal at a glance

city-wide commitments:



CBD Transport Plan



Perth Aboriginal Cultural Centre Pre-feasibility Study



City of Perth Strategic Plan



Recycling Infrastructure and commitment to encouraging the recyclables market



Building a 21st Century Digital Environmental Approvals Regime for Major Projects



Pandemic resilient design



Inclusionary zoning or affordable housing targets



Apprenticeship Targets



Indigenous Employment and Supplier Use Targets





Priorities to be finalised by City Deal partners

This publication is available in alternative formats and language upon request.



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Appendix D: Perth City Deal

Achieving the vision will take a sustained long-term effort working closely with the Federal and State Governments, business and other community leaders.

The City is making provision for substantial future growth of the population, investing in contemporary infrastructure and places that complement the City's unique neighbourhood precincts whilst continuing to activate the city and deliver on the evolving needs of the local community.

The Australian and Western Australian Governments, together with the City of Perth, have committed to a City Deal which positions Perth's CBD for the future, capitalising on Perth's natural, historical and cultural strengths.

The Perth City Deal is a gamechanger. It will play a major role in the next phase of Perth's development as a liveable, sustainable and prosperous capital city of global standing and local wellbeing.





Unlocking the East Perth Power Station Redevelopment

Curtin University's Historical Heart Cluster

Homelessness Housing Projects

Western Australia Cricket Association Redevelopment

WA Indigenous Business and Employment Hub

City-wide commitments



Apprenticeship Targets



Building a 21st Century Digital Environmental Approvals Regime for Major Projects



CBD Transport Plan



Inclusionary zoning or affordable housing targets



Indigenous Employment and Supplier Use Targets



Perth Aboriginal Cultural Centre Pre-feasibility Study



Recycling Infrastructure and commitment to encouraging the recyclables market