

[Front cover]

Strategic Community Plan 2022-2034

[Inside cover]

Our vision

The Town of Victoria Park:
A dynamic place for everyone.

dynamic

1. Progressive.
2. Energetic, vibrant and exciting.
3. Evolving and changing.
4. Bold, innovative and creative.

Our purpose

Sustainably serve, empower and connect community.

Our values

PROACTIVE Anticipate, plan and act.	INCLUSIVE Embrace diversity.	INTEGRITY Be honest, accountable and transparent.
CARING Show empathy, consideration and kindness.	COURAGE Be bold and innovative.	

Our mission

Leaders in unlocking potential.

Community priorities

Helping people feel safe
Facilitating an inclusive community that celebrates diversity
Collaborating to ensure everyone has a place to call home
Improving access to arts, history, culture and education
Protecting and enhancing the natural environment
Facilitating the reduction of waste
Increasing and improving public open spaces
Providing facilities that are well-built and well-maintained
Enhancing and enabling liveability through planning, urban design and development
Improving how people get around the Town
Facilitating a strong local economy
Effectively managing resources and performance

Town objectives

Innovative and empowered people
Engaged and empowered community
Streamlined, modern governance
Integrated, fit-for-purpose systems
Productive and agile operations
Financial sustainability

[page 3 and 4]

Ngany kaaditj Noongar moort kenj kaadak nidja Wadjak Noongar boodja. Ngany kaaditj nidja Noongar birdiya – koora, ye-ye, boorda, baalapiny moorditj Noongar kaaditjin, moort, wer boodja ye-ye.

We acknowledge the traditional custodians of this land and respect past, present and emerging leaders, their continuing cultural heritage, beliefs and relationship with the land, which continues to be important today.

The Town of Victoria Park recognizes the Whadjuk Noongar people as the traditional owners of the greater Victoria Park area. Its Noongar name is MINDEERA and to the Whadjuk people, MINDEERA is a place that has strong social, spiritual, cultural and historic significance.

*Sense of place - Whadjuk Noongar call the place Victoria Park – Mindeera
"Mindeera is a place of many Noongar stories". It is a place of Dreaming. These Dreaming stories are intrinsically linked to the Beelias - Swan River, Matagarup – place of leg holes and Warndulier – river bend.*

Mindeera Springs was an important water source for all Noongar people who would gather and make their karla (campfires) within safe proximity to the Beelias (River). Matagarup was one of two major crossings for Noongar people who needed to get across the river to Boorloo – where the City of Perth and its surrounds is located. Boorloo was a place where many cultural ceremonies and hunting activities were carried out. The name Matagarup means the "place of leg holes" because the mudbank which Noongar people walked on caused part of their legs to sink into the mud and leave a visual leg hole for a moment or two.

Warndulier with its twists and turns is one of the most conspicuous features of the Beelias. Warndulier winds around the Burswood Peninsula, which was low lying and ascending into a headland as it turns south, developing into a steep sandy hill as the peninsula edged into MINDEERA, now known as Victoria Park.

The Beelias (Swan River) is an iconic site. Whadjuk Noongar people associate the Beelias as the home of the *Waakle* and Dreaming Stories. The Wardan (ocean) and Beelias were places the Noongar people traversed often for hunting and gathering food, to collect freshwater, to conduct trade and other matters of ceremonial and cultural importance.

Noongar stories tell us how the *Waakle* (Noongar Rainbow Serpent) created the Beelias bidi (path or track of the river) as it made its way to the *Wardan* (westerly ocean). The *Waakle* is the "keeper of all the fresh water sources" so when it reached the Wardan its water was too salty so it turned back around and made its spiritual home along the waters of the Beelias bidi. The *Waakle* not only created the *Beelias* but its wirrin - spirit is everywhere within it – the flow of water is evidence of the *Waakle's* presence and Noongar say that without the *Waakle* the water will dry up.

*Elder Pop Tom Bennell said this kura – a long long time ago - about the Waakle:
... the Noongar call him Waakal kierp wirrinitj. That means that carpet snake, he belongs to the water. You mustn't touch that snake; that's no good. If you kill that carpet snake noonook barminyiny that Waakal - ngulla kierp uat, that means our water dries up - none. That is their history stories and very true too.*

This is nguny boodjar, this is noonook boodjar and this is ngulla boodjar – this is my land, your land, our land. We must doyntj doyntj koorling – go along together and care for the boodjar – land. The boodjar is our koort boodjar – our heartland, it is home to the djert – birds, djildjit – fish, boorn - trees, kepa – fresh water sources, in fact home to all living creatures. These things are the boorungurr – totems for Noongar people. We must all cherish, care for, lavish love and attention on our boorungurr. We must follow the Noongar lore of caring for country.

Together we must seek out kartitdjin – knowledge and wisdom, look after everything with our koort – heart and most of all have koorndarn – respect for the land.

Kaya wer Wanjoo nidja Mindeera, (hello and welcome here to Mindeera) a place that holds many Noongar stories.

Boordawan (See you later on).

Sandra Harben
Whadjuk Noongar

Mayor's message

I am pleased to present the Town of Victoria Park's Strategic Community Plan 2022 - 2032, which builds on the Strategic Community Plan 2017 – 2032 and affirms our commitment to continuing our vision to be *a dynamic place for everyone*.

Through VicVision, the first major review of the 2017 Strategic Community Plan, we engaged in many conversations to understand how well our community thought we had been doing in achieving our previous strategic goals, and to ensure we captured the community's current ideas, priorities and aspirations for their future. This plan is the result of that collaboration between Council, the Town, and our community.

What we heard is that you want to live and work in a Town that prioritises protecting and enhancing our natural environment, whilst fostering a strong local economy. Helping people feel safe sits firmly alongside a desire to strengthen our identity as an inclusive community that celebrates diversity, connectedness, artistic and cultural awareness. Sustainability is integral to your view of our community, in everything from improving how we get around our Town, to enhancing and enabling our liveability through access to quality facilities, vibrant open spaces and well-planned urban development.

These priorities for the future are yours. The commitment to achieving them is ours. This is reflected in our new purpose – *to sustainably serve, empower and connect community* – keeping the “why we do what we do” at the forefront of all our decisions.

A sincere thank you to all those who participated in the development of this plan during VicVision – through online and pop-up surveys, community workshops, self-designed “workshop in a box” activities for families and groups, and our dedicated community reference group, Voices of VicVision – your contributions were unique and invaluable.

My thanks to my colleagues on Council and the Town's staff who engaged with the community, reviewed the community feedback, attended numerous workshops, and helped to turn all the ideas and aspirations into this plan.

The plan presents plenty of opportunities and challenges over the next decade. We can only seize those opportunities and meet those challenges if we work collaboratively together with you, our community. That means we will be calling on you to join with us, or to tell us how we're doing. We look forward to sharing the journey with you.

As you read this plan, I hope you will be inspired that the future of our Town is bright.

What is a Strategic Community Plan?

The Strategic Community Plan is the main strategy and planning document that reflects our community's long-term vision, aspirations and priorities. It translates the community's thinking to guide culture and strategy to achieve the community's vision for the future of the Town.

A Strategic Community Plan is legally required to be prepared as part of the Integrated Planning and Reporting Framework.

This plan is made up of four parts.

PART 1 - CONTEXT

Page 9

Establishes some of the background for the plan.

PART 2 – COMMUNITY ENGAGEMENT

Page 15

Describes what we did to engage the community and what we heard.

PART 3 – STRATEGIC DIRECTION

Page 19

Outlines the purpose, vision, values, mission, community priorities and Town objectives.

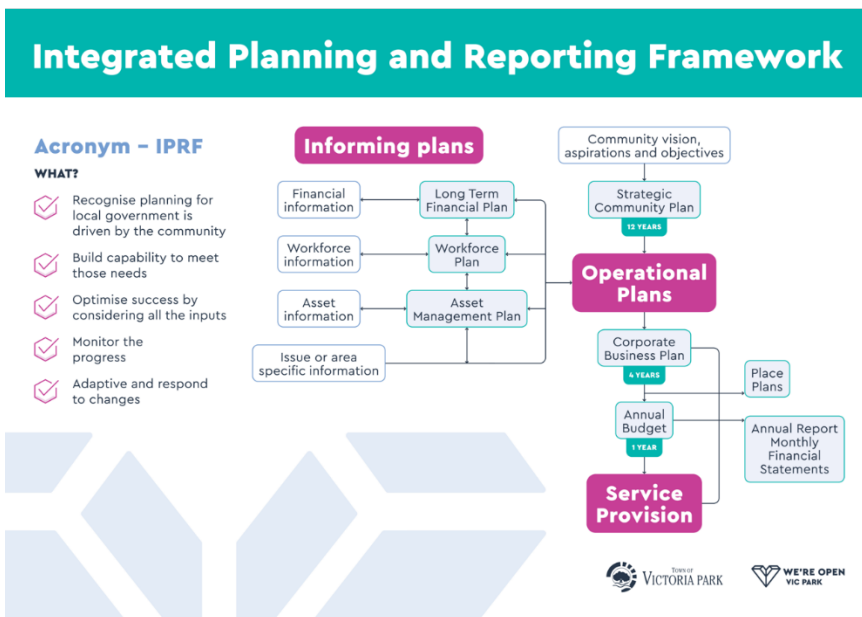
PART 4 - IMPLEMENTATION

page 36

Outlines how the Town will achieve the strategic direction.

Where the plan fits into integrated planning and reporting

Integrated planning and reporting is a framework that guides the focus of operations, resourcing and decision-making, based on the community's vision and aspirations.



More information on integrated planning and reporting in Western Australia can be found on the Department of Local Government, Sport and Cultural Industries' website.

How to use the plan

The vision can only be achieved if everyone works together.

Community

- Understand the vision and priorities of the whole community.
- Understand what the Council and administration are focusing on for the future.
- Inform participation in Council processes such as meetings and community engagement.
- Shape the focus of community-run initiatives.
- Help promote the story for the future of the area.

Elected members

- Guide items put forward for consideration by Council.
- Align decisions to community aspirations.
- Prioritise budget allocations.
- Shape advocacy efforts.
- Monitor performance of the administration to achieve the community's vision.

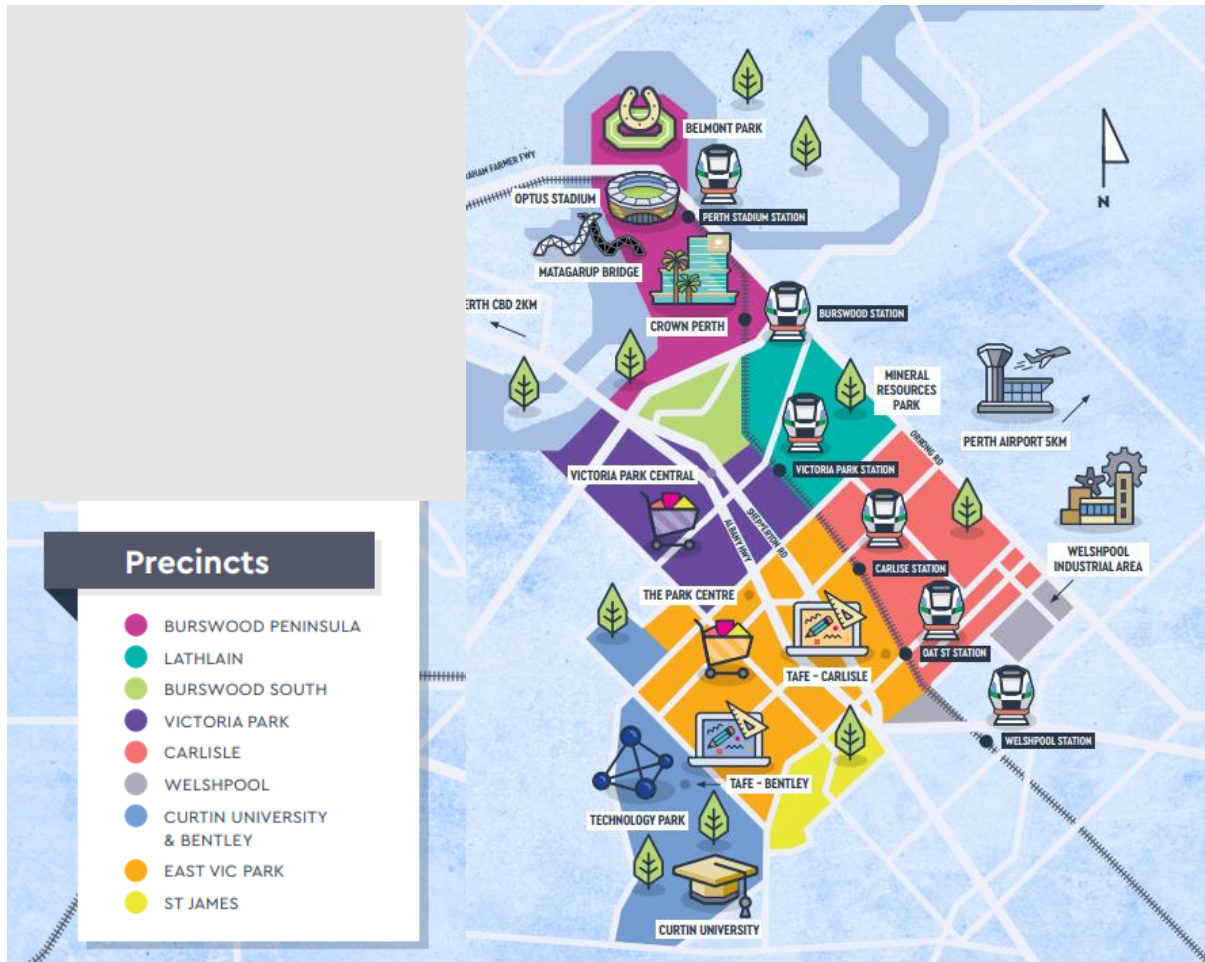
Administration

- Inspire a shared sense of purpose and unique way of thinking.
- Understand the expectations of the community.
- Guide recommendations that align with the community's vision and aspirations.
- Inform workforce planning and use of resources.
- Inform topic-specific plans and strategies.

Part 1 - Context

Where we're located

A vibrant, diverse, community-minded urban community located just 10 minutes from Perth's CBD, across the causeway on the south side of the Swan River. Covering 17.9 square kilometres, it is centered around the bustling main street Albany Highway.



HISTORY

- 1894 Victoria Park Roads Board proclaimed
- 1897 Municipality of Victoria Park declared
- 1917 Municipality dissolved and replaced by City of Perth
- 1994 Town of Victoria Park as it is currently constituted enacted

Snapshot of our community

GROWING POPULATION

Current population over 38,000 and expected to grow to over 77,000 by 2050.

YOUNG(ISH) POPULATION

Largest age grouping is 25 to 34 years and second largest is 35 to 49 years.

INCREASINGLY MULTICULTURAL

27% of people speak a language other than English at home. Mandarin, Italian and Cantonese are the top three of these languages.

WELL EDUCATED

Compared to the rest of Greater Perth there is a higher proportion of people in the Town that hold formal qualifications and a lower proportion of people with no formal qualifications.

ONE OR TWO PEOPLE HOUSEHOLDS DOMINATE

Almost 55% of people living in the Town live in a one- or two-person household.

LIVE RELATIVELY CLOSELY TOGETHER

47.8% of the dwellings are medium or high density, compared to 25% in Greater Perth.

LIKELY TO WORK AS EITHER A PROFESSIONAL, IN ADMINISTRATIVE WORK OR AS A TECHNICIAN

55% of Town residents work in one of these three jobs.

COMPARABLE INCOMES

Wage categories are equally distributed across the population.

LIKELY TO WORK OUTSIDE OF THE TOWN

77% of the Town's working residents travel outside of the Town to work.

LOTS OF WORKERS FROM THE SOUTH-EASTERN CORRIDOR

88% of people who work in the Town come from outside of the Town.

Why we're unique

We like to think we're a bit unique to the rest of Greater Perth.

Our community thinks this is what makes us stand out.

1. Location

Central and close to the city, Swan River and Curtin University. Everything you need or want close by.

2. Albany Highway strip

A thriving meeting place with good vibes and diverse options for every time of day.

3. Sense of community

Village atmosphere with a close-knit community. Friendly, welcoming and supportive people that celebrate inclusion.

4. Diversity

A mix of cultures, personalities, ages, occupations, lifestyles, housing options and building uses.

5. Restaurants, cafes and entertainment venues

Many to choose from with a variety of cuisines and lively nightlife.

6. Public open spaces

A choice of parks, recreation and green spaces all close by, loved by people and their four-legged friends.

7. Community events

Something always happening whether it be a market, concert or other free event.

8. Variety of businesses

A good mix of boutique and quirky small businesses, some tucked in suburban commercial precincts.

9. Vibrancy

Trendy, cultural, lively, urban – our inner-city vibe.

10. Heritage

A rich history visible today through our architecture and character properties.

What our people value most

We're a place that people call home and a destination to visit.

Our residents and visitors think these are our selling points.

1. Restaurants and cafes
2. Location
3. Sense of community
4. Public open spaces
5. Albany Highway strip
6. Good public facilities
7. Local businesses
8. Accessibility
9. Diversity
10. Walkability

State and regional context

From time-to-time State Government planning has a significant impact on how local governments plan and operate. These strategies and plans need to be considered when planning for the future of the Town.

State Planning Strategy 2050

A guide from which public and local authorities can express or frame their legislative responsibilities in land-use planning, land development, transport planning and related matters.

State Infrastructure Strategy

Identifies infrastructure needs and priorities to support Western Australia's growing population.

Perth and Peel @ 3.5 million

Plans the future of the Perth and Peel metropolitan region up to 2050. The Town is one of 19 local government authorities identified within the central sub-region. By 2050, it is projected that this region will have 1.2 million people, 780,000 jobs and has an infill target of 215,000 homes. This document identifies that the Town needs to plan for 19,400 new dwellings by 2050.

Perth and Peel Transport Plan

Plans the future of transport for the Perth and Peel metropolitan region. Identified long-term opportunities for the Town include Curtin University being identified as a specialised centre; being connected to an inner-city subway system; and being connected to a Perth light rail system.

WA Housing Strategy

A call to action for all sectors to work together to improve housing choices and access to suitable and affordable homes – particularly for the most vulnerable. The strategy sets clear targets to create a more agile housing system that can respond to current and future needs.

Western Australian Climate Change Policy

Sets out the State Government's plan for a climate-resilient community and a prosperous low-carbon future. The policy highlights their commitment to adapting to climate change and working with all sectors of the economy to achieve net zero greenhouse gas emissions by 2050.

Cultural Infrastructure Framework 2030+

Identifies how cultural infrastructure can increase participation in arts, culture and creative activities for all Western Australians and showcase the State to the world.

METRONET

A large investment into Perth's public transport system that will introduce 72 kilometres of new passenger rail and up to 18 new stations. The project will see the removal of level crossings at Mint Street, Oats Street and Welshpool Road through the introduction of elevated rail through the Town.

Changes to *Local Government Act 1995*

Likely to occur during the lifespan of this plan. The Town will need to respond to these as they occur.

Our challenges

Our growing community thinks these are challenges that our Town will face in the future.

1. Increased transport and traffic
2. Social issues and safety
3. Increased density and development
4. Budget constraints
5. Population increase
6. Economic decline and diversity
7. Environment and climate change
8. Maintaining the identity of the area
9. Maintaining a sense of community
10. Changes of Council and resistance to change

Long-term projects

These projects are planned to take place during the life of this plan to help with achieving the vision for the future.

Edward Millen Adaptive Heritage and Landscape Redevelopment

The project aims to realise the full potential of the heritage-listed buildings and the expansive 4.7 hectare Edward Millen Reserve to minimise the ongoing cost to maintain the precinct and maximise the benefit to the community of the amazing heritage assets.

Lathlain Park Zone 1 – Perth Football Club

The last zone of the Lathlain Precinct Redevelopment Project considers the redevelopment of the Perth Football Club building and immediate surrounds.

Higgins Park and Playfield Reserve

Given the large land size of Higgins Park and Playfield Reserve, and its key role as a home for formal sport and informal recreation, the Town has prepared a masterplan to guide future use and upgrades of the parks.

Taylor Reserve and McCallum Park

The Taylor Reserve and McCallum Park Masterplan provides a variety of exciting new high-quality passive and active recreation spaces throughout the park, creating a destination for local, state, national and international visitors.

Kent Street Sandpit

In response to a petition received from the Friends of Jirdarup Bushland requesting the revegetation of the Kent Street Sand Pit as part of the Jirdarup Bushland Precinct, Council endorsed the rehabilitation and revegetation of the Kent Street Sandpit.

Macmillan Precinct Redevelopment Project

Macmillan Precinct is a much-valued hub of community services. In 2018, a detailed audit commissioned by the Town showed that significant renewal and investment in the coming decades will be needed to replace the precinct's ageing buildings and meet changing community needs. This project is made up of many stages.

Aqualife Neighbourhood Hub

The Town is planning the future of Aqualife and the surrounding Oats Street Station Precinct as major investment occurs to Oats Street Station and the rail corridor as part of the State Government's METRONET program.

Burswood South Public Realm Upgrades

A program of public realm improvements to the Burswood South Precinct to encourage redevelopment and improve the liveability for residents, works and visitors.

Burswood Station East Revitalisation

A program of public realm improvements to the Burswood Station East Precinct, which is strategically positioned close to many of Perth's major tourism and entertainment destinations with convenient access to Perth CBD and the broader region.

Part 2 - Community engagement

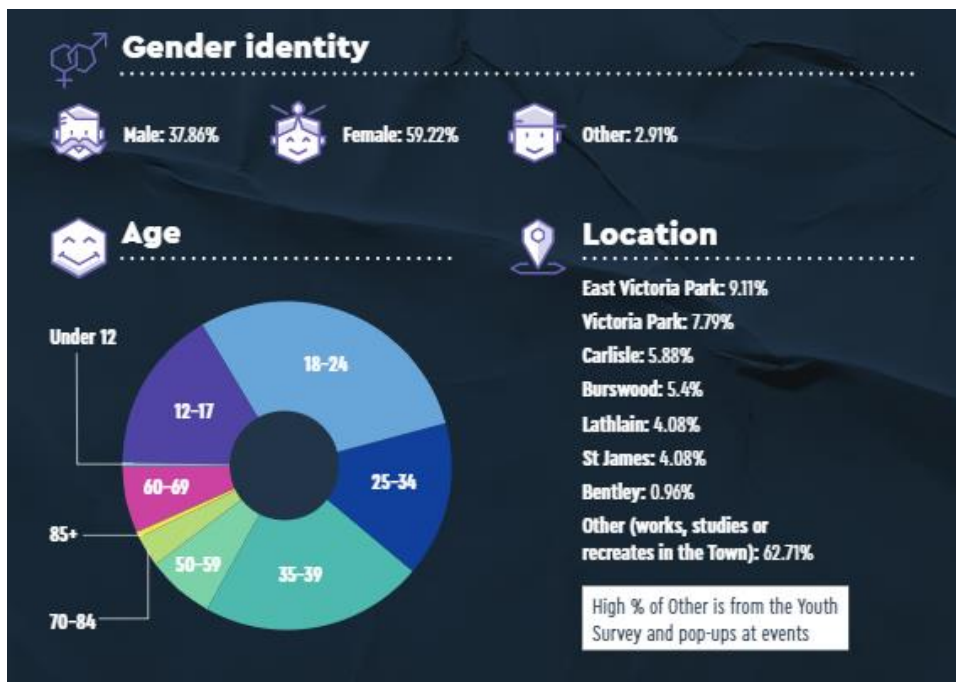
How we engaged

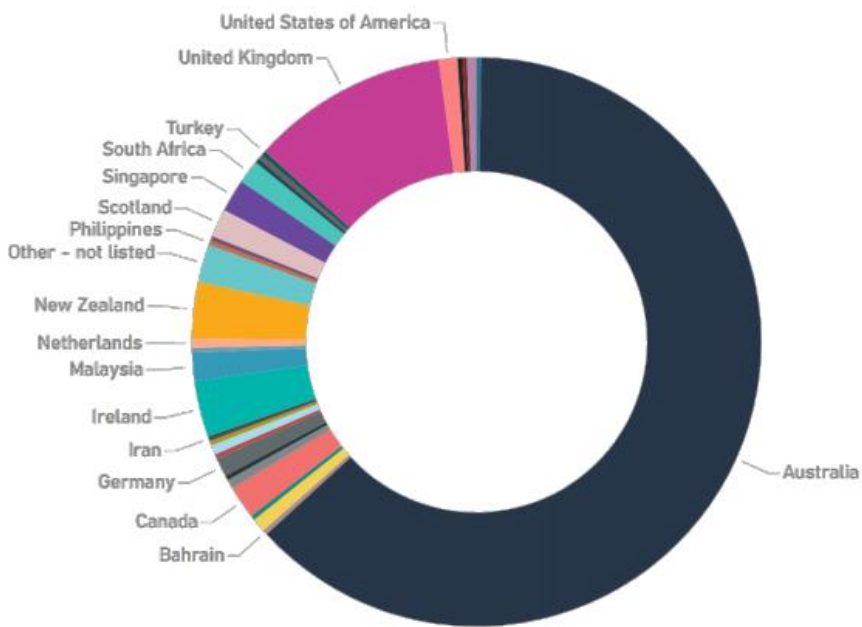
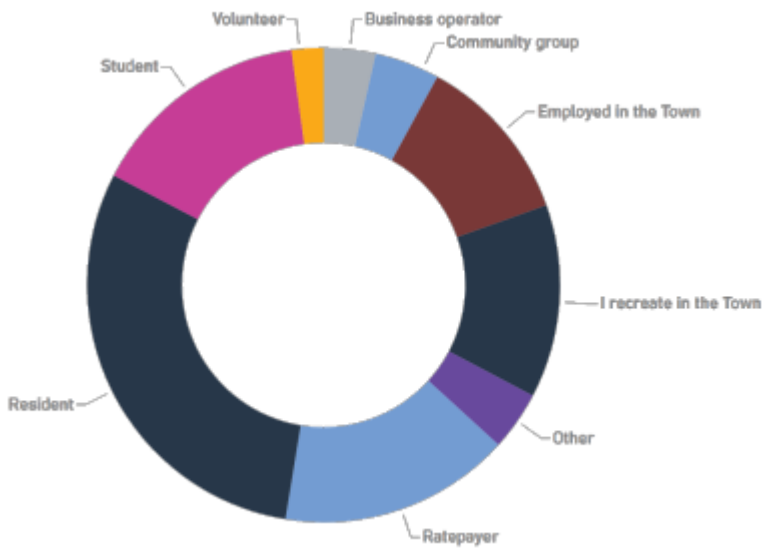
People were offered options to suit their level of interest and time available.

In person workshop	16
Self-facilitated workshop	41
In depth survey	137
Youth Action Plan survey	309
Pop-up survey at 10 events	259
Brainstormer ideas - online and text message	58
Online participatory budgeting	30
Voices of VicVision forum	30
Public submissions	40
Total	920

Who we heard from

During the engagement period, we heard diverse voices.





What we heard

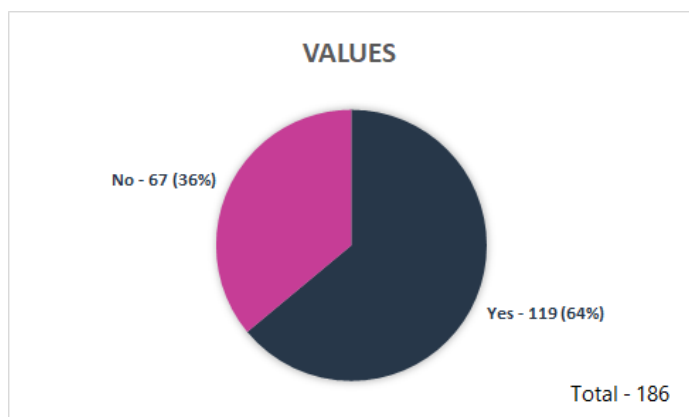
PURPOSE

The Town of Victoria Park as an organisation exists to...

1. Provide services
2. Facilitate a sense of community
3. Improve safety
4. Plan for the future
5. Maintain and improve amenities
6. Improve quality of life
7. Improve and maintain infrastructure
8. Maintain and improve the economy
9. Protect and improve the environment
10. Govern the area

VALUES

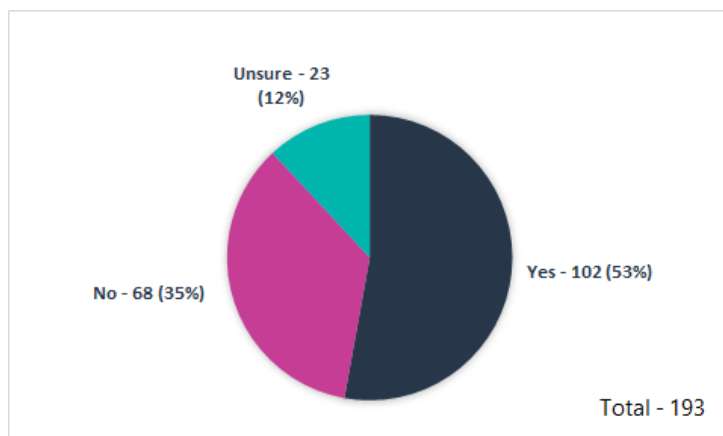
64% of people said there was something they would add or remove from the values.



Sustainable was the most common suggestion to be added. This was elevated and included in the purpose for why the Town exists.

VISION

53% of people thought the Town's vision, "A dynamic place for everyone" was relevant.



How people see the Town today	How people want it to look and feel
Vibrant and lively	Safer
Great	More environmentally responsible
Sense of community	Greener
Inclusive and diverse	Easier to get around
Safety and social issues	More inclusive
Well-connected	More vibrant
Growing and improving	A more diverse population
Unique	More family-oriented
Busy and chaotic	A retained sense of community
Peaceful place to live	Thriving businesses

COMMUNITY PRIORITIES

To achieve the future, we need to focus on...

1. Safety and security
2. Economic development
3. Transport
4. Urban design and development
5. Public areas and open space
6. Events
7. Community development
8. Trees and urban forest
9. Arts and culture
10. Waste and rubbish
11. Environment and sustainability
12. Asset management
13. Accessibility
14. Parking
15. Civic leadership and administration
16. Homelessness
17. Engagement and public participation
18. Health
19. Council finances
20. Education

Part 3 - Strategic direction

Glossary

PURPOSE

This is the reason the Town of Victoria Park exists as an organisation. Although the Town has a statutory purpose, this one is informed by our community and acts to inspire elected members and people that work at the Town through a shared understanding. It is the first decision-making filter for anything proposed and any decision made.

VALUES

This is the unique thinking that helps drive the behaviours needed to deliver this plan. They shape our culture. All actions and decisions made should be consistent with our values.

VISION

This is the long-term goal that the Town is aiming to achieve. It says what the future of the Town of Victoria Park looks like. It requires the involvement of the community, elected members and employees to create. Every decision made leads to this end goal.

MISSION

This gives the organisation a short-term goal for what it needs to become to achieve the vision. It sets the foundation for the Town objectives and measured through results against these. It should be reviewed with each major review of the plan every four years. A new mission is set once one is achieved.

COMMUNITY PRIORITIES

These are directly related to the feedback themes provided by the community. They are what the community wants the Town to do to reach the long-term vision. They guide the efforts of the Town and how resources are distributed.

TOWN OBJECTIVES

These are what the Town is working towards to be in the best position to deliver on the community's priorities. They are short-term goals that allow every priority to be considered with people, the community, governance, systems, operations and finances in mind.

SUSTAINABILITY FOCUS

Each priority addresses one or more pillars of a sustainable community. Relationships are shown in the right-hand corner for each priority.

Social

A sense of belonging to a community and making a contribution to society.

Economic

Having present and future financial security.

Environment

Learning about and contributing to the health of the planet.

Civic Leadership

Producing results that meet the needs of society while making the best use of resources.

Purpose of the organisation

The purpose of the Town of Victoria Park is to...

Sustainably serve, empower and connect community.

Our values

PROACTIVE

Anticipate, plan and act.

INCLUSIVE

Embrace diversity.

INTEGRITY

Be honest, accountable and transparent.

CARING

Show empathy, consideration and kindness.

COURAGE

Be bold and innovative.

Our vision

The Town of Victoria Park:

A dynamic place for everyone

dynamic

1. Progressive
2. Energetic, vibrant and exciting
3. Evolving and changing
4. Bold, innovative and creative

Our mission

To achieve our vision, we will become...

Leaders in unlocking potential.

Community priorities

Helping people feel safe

Social

Goals

- Provide safe environments.
- Reduce the impact of real and perceived crime in the Town in collaboration with key stakeholders.
- Actively advocate State and Federal Government agencies to enhance safety within the Town.

Measures

- Community feels safe.
- Enhancements influenced by advocacy efforts.
- Number of people applying for safety-related Town grants.
- Number of safety-related public realm improvements.

Related strategies

- Safer Neighbourhoods Plan
- Community Benefits Strategy
- Healthy Vic Park Plan

Services

- Community education
- Community grant programs
- Community capacity building programs
- Crime hot spot interventions
- Urban planning
- Public realm maintenance and improvements
- Installation, upgrades and maintenance of street lighting

Facilitating an inclusive community that celebrates diversity

Social

Goals

- Build a community filled with opportunities for people to connect, participate and contribute to and with each other.
- Diversify the cultural offering of arts and culture programs, ensuring representation of the Town’s unique community.
- Provide opportunities for young people to be involved in planning and decision-making that affects them.
- Celebrate and recognise Aboriginal and Torres Strait Islander cultures.
- Provide people living with disabilities the same opportunities as other people to access services, facilities, information, engagement, employment and events of the Town.

Measures

- Community feels a sense of belonging.
- Community feels a strong sense of community spirit.
- Community appreciates and celebrates diversity.
- Community satisfaction with level of accessibility.
- Cultural diversity of arts and culture program.
- Age diversity of arts and culture program.
- People can access support and help when needed.

Related strategies

- Youth Action Plan
- Community Benefits Strategy
- Reconciliation Action Plan
- Disability Access and Inclusion Plan
- Arts and Culture Plan
- Healthy Vic Park Plan
- Safer Neighbourhoods Plan
- Community Development Strategy
- Events Strategy

Services

- Community funding programs
- Social planning
- Community education
- Community events
- Community partnerships
- Community capacity building programs

Collaborating to ensure everyone has a place to call home

Social

Goals	Measures
<ul style="list-style-type: none"> • Create an evidence base of local housing needs and trends to support planning, action and advocacy efforts. • Facilitate dwelling growth and encourage a diversity of housing types. • Improve the capacity of community organisations to manage and reduce homelessness. • Work collaboratively with governments, support services and community organisations to coordinate an effective response to ending local homelessness. • Facilitate the increase of the availability of accommodation to address acute housing needs. 	<ul style="list-style-type: none"> • Funds expended through the community funding program. • Number of partnerships. • Number of people within the Town listed on the By Name register.

Related strategies	Services
<ul style="list-style-type: none"> • Homelessness Policy and Implementation Plan • Local Planning Strategy 	<ul style="list-style-type: none"> • Social planning • Strategic urban planning • Community education • Community partnerships

Improving access to arts, history, culture and education

**Social
Economic**

Goals	Measures
<ul style="list-style-type: none"> • Create an inclusive and connected community of cultural practitioners within the Town. • Develop and grow local talent. • Diversify the cultural offering, ensuring representation of the Town’s unique community. • Grow an engaged audience of residents and visitors. • Facilitate a sense of belonging and pride in place. • Foster support for local history. • Help young people develop the skills, desire and pathways to live rich lives in their communities. • Increase awareness and access to programs for health and wellbeing. • Provide access to quality literacy and learning opportunities. 	<ul style="list-style-type: none"> • Community satisfaction with programming. • Size of network of cultural practitioners. • Number of community-led cultural programs. • Number of people attending events and activities. • Number of people working in creative industries in the Town. • Number of locally based cultural practitioners represented in programming outside of the Town. • Value put on arts and culture as part of community life. • Community perceptions of the public art collection. • Visits to public art and trails. • Community satisfaction with Aboriginal significance being integrated into arts and programming. • Community satisfaction with access to library resources. • Number of library members.

Related strategies	Services
<ul style="list-style-type: none"> • Youth Plan • Community Benefits Strategy • Reconciliation Action Plan • Disability Access and Inclusion Plan • Arts and Culture Plan • Public Art Strategy • Local History Digitisation Strategy • Healthy Vic Park Plan • Literacy and Lifelong Learning Strategy • Community Development Strategy • Events Strategy 	<ul style="list-style-type: none"> • Community funding programs • Social planning • Community education • Business education • Community events • Library services and archives • Leisure programs • Swim school

Protecting and enhancing the natural environment

Environment

Goals	Measures
<ul style="list-style-type: none"> • Increase tree canopy. • Increase tree diversity. • Increase number of West Australian species that support wildlife. • Increase survival rates of trees planted. • Increase number of people involved in greening activities. • Reduce turf to improve water usage and improve vegetation coverage. • Achieve zero carbon by 2030. • Reduce percentage of emissions achieved without carbon offsets. • Increase offsets of residual emissions. • Increase number of community members and businesses supported and educated in working towards a zero-carbon target. • Increase households and businesses taking active steps to reduce their household carbon emissions. • Reduce emissions for facilities and assets. • Reduce emissions in waste. • Increase percentage of Council facilities powered by low carbon fuels or renewable energy. • Increase percentage of Council vehicles powered by low carbon fuels or renewable energy. • Increase cost savings attributed to carbon reduction and adaptation. 	<ul style="list-style-type: none"> • Projected canopy from trees planted. • Species composition including percentage of local species planted. • Tree mortality rate in the first three years following planting. • Amount of urban ecosystem created. • Number of people attending events and submitting project proposals. • Number of organisations applying for environment-related Town grants. • Carbon emissions. • Offsets of residual emissions. • Number of community members, households and businesses engaged in initiatives that support them to reduce carbon emissions. • Carbon emissions from facilities and assets. • Carbon emissions from waste. • Number of Council facilities powered by low carbon fuels or renewable energy. • Number of Council vehicles powered by low carbon fuels or renewable energy. • Cost savings attributed to carbon reduction and adaptation.

Related strategies	Services
<ul style="list-style-type: none"> • Urban Forest Strategy and Implementation Action Plan • Climate Emergency Plan • Public Open Space Strategy • Foreshore Access and Management Plan • Waterwise Action Plan • Environment Plan • Healthy Vic Park Plan 	<ul style="list-style-type: none"> • Natural area management • Tree planting and maintenance • Protection and restoration of eco-systems • Community funding programs • Community education programs • Community events

Facilitating the reduction of waste

**Environment
Economic**

Goals

- Increase waste diversion from landfill.
- Reduce contamination in recycling and organics bins.
- Participate in innovative waste management initiatives.

Measures

- Waste diversion from landfill.
- Waste contamination rates.
- Residential waste generation.
- Number of people engaged in behaviour change initiatives.
- Number of waste-related community education programs launched or supported.
- Number of waste-related financial incentives offered by the Town.
- Number of innovative waste management initiatives introduced.

Related strategies

- Strategic Waste Management Plan
- Environment Plan

Services

- Community education
- Business education
- Management of solid waste
- Management of recyclable material
- Management of organics

Increasing and improving public open spaces

**Environment
Social**

Goals

- Increase the amount of public open space that is easily accessible and closely located.
- Ensure people with a disability have the same opportunities as other people to access public open space.
- Ensure active reserves are consistently available.
- Develop and activate the foreshore area as a space for both the local community and visitors while ensuring that the ecological values and visual amenity of the area are restored and protected.
- Increase number of trees in public open space contributing to tree canopy coverage.

Measures

- Amount of public open space.
- Average distance of public open space to residential properties.
- Distance of pedestrian crossings located near public open space.
- Community satisfaction for access to public open space.
- Availability of active reserves.
- Progress of the McCallum Park Masterplan.
- Projected canopy addition in parks.

Related strategies

- Public Open Space Strategy
- Foreshore Access and Management Plan
- Healthy Vic Park Plan
- Disability Access and Inclusion Plan
- Recreation Asset Management Plan
- McCallum Park Masterplan
- Edward Millen Masterplan
- Social Infrastructure Strategy
- Local Planning Strategy

Services

- Town planning.
- Development and maintenance of parks, gardens and reserves.
- Management and maintenance of facilities such as public toilets, shelters, furniture and playgrounds.

Providing facilities that are well-built and well maintained

**Social
Economic**

Goals

- Provide facilities that are fit-for-purpose and cater for community needs and the services desired.
- Provide facilities that are accessible, inclusive and cater for everyone.
- Ensure the Town’s facilities are presented in a clean, hygienic manner.
- Ensure the Town’s facilities are inspected regularly and remain in acceptable condition.
- Ensure the life of assets is planned and managed.
- Increase number of facilities that meet environmental sustainability design outcomes.
- Reduce emissions for facilities and assets.
- Increase the amount of council facilities powered by low carbon fuels or renewable energy.

Measures

- Facility usage and building vacancy rates.
- Compliance with Disability Access Standards.
- Number of facility-related customer requests or complaints received.
- Condition level of building portfolio.
- Number of facility management plans and portfolio asset management plans developed.
- Number of buildings meeting environmental sustainability design outcomes.
- Carbon emissions from facilities.
- Number of Council facilities powered by low carbon fuels or renewable energy.

Related strategies

- Healthy Vic Park Plan
- Property Asset Management Plan
- Strategic Asset Management Plan – Aqualife
- Strategic Asset Management Plan – Leisurelife
- Strategic Asset Management Plan – Library
- Facility asset management plans
- Disability Access and Inclusion Plan
- Land Asset Optimisation Strategy
- Climate Emergency Plan
- Social Infrastructure Plan

Services

- Town planning
- Project management
- Asset planning
- Building maintenance
- Leasing

Enhancing and enabling liveability through smart planning, urban design and development

**Social
Economic
Environment**

Goals	Measures
<ul style="list-style-type: none"> • Design parks, streets and lanes to create a great environment for people to live. • Improve the energy and water efficiency of new and upgraded buildings and planned places (precinct structure plan areas and major facilities). • Design special places to contribute to a diversity of public spaces for informal socialisation. • Safeguard and enhance the Town’s unique historical residential and streetscape character. • Ensure the mix of land uses, location and quality of development maximise amenity and quality of life. • Maintain and enhance a sustainable and viable hierarchy of activity centres and employment areas. 	<ul style="list-style-type: none"> • Liveability performance index score. • Park usage rate. • Pedestrian dwell times in Town’s ‘vibrant streets’ and ‘streets for people’. • Number of residential buildings reaching minimum 4* Green Star or equivalent for design. • Extent and diversity of types of public spaces in activity centres. • Number of single dwelling demolition applications refused in the Residential Character Areas.

Related strategies	Services
<ul style="list-style-type: none"> • Urban Forest Strategy • Safer Neighbourhoods Plan • Environment Plan • Climate Emergency Plan • Public Open Space Strategy • Healthy Vic Park Plan • Social Infrastructure Strategy • Local Planning Strategy • Transport Strategy 	<ul style="list-style-type: none"> • Strategic urban planning • Place management • Regulatory approvals

Improving how people get around the Town

**Social
Economic
Environment**

Goals

- Enable the Town to function as a 15-minute town, connecting its residents to local destinations and services.
- Ensure transport network is safe, green and enjoyable to get around for all ages and abilities.
- Ensure walking, cycling and public transport are desirable ways to get around the Town.
- Ensure the public domain and transport facilities are accessible for all.
- Actively advocate and collaborate with the State and Federal Government to improve the transport network.
- Manage parking based on occupancy data and needs.
- Invest surplus user-pays parking revenue towards improving sustainable travel alternatives, public realm, amenity and general liveability.
- Contribute to the reduction of transport-related carbon emissions.

Measures

- Community satisfaction rating on the ease of getting around Town.
- Number of reported traffic accidents.
- Pedestrian footfall within activity centres.
- Number of cyclists.
- Public transport use.
- Parking occupancy in high activity areas.
- Amount of user-pays parking revenue contributing to improvements.
- Investment from State and Federal Government in transport network.

Related strategies

- City of South Perth and Town of Victoria Park Joint Bicycle Plan
- Disability Access and Inclusion Plan
- Foreshore Access and Management Plan
- Healthy Vic Park Plan
- Transport Asset Management Plan
- Climate Emergency Plan
- Transport Strategy (from 2022)
- Parking Management Plan (from 2022)
- Rights-of-Way Strategy (from 2022)

Services

- Transport planning
- Town planning
- Parking management
- Constructing and maintaining footpaths and cycle ways
- Traffic control and management
- Servicing, operating and improving the road system
- Streetscape improvement

Facilitating a strong local economy

**Economic
Social**

Goals	Measures
<ul style="list-style-type: none"> • Promote the Town as a destination to visit. • Promote the Town as a great place for investment. • Ensure businesses feel supported and engaged. • Encourage a diversity of businesses. • Enable the local economy to be prosperous and resilient. • Deliver infrastructure and planning frameworks that support the local economy. 	<ul style="list-style-type: none"> • Economic development performance index score. • Collaborations the Town is involved in. • Pedestrian footfall and visitation data. • Dollar value of building approvals. • Diversity of land uses. • Diversity of registered businesses. • Vacancy rates. • Overall satisfaction from businesses.

Related strategies	Services
<ul style="list-style-type: none"> • Economic Development Strategy • Local Planning Strategy • Transport Strategy and Parking Management Plan 	<ul style="list-style-type: none"> • Business support • Destination marketing • Investment attraction • Strategic planning • Statutory planning • Strategic transport planning

Effectively managing resources and performance

**Civic leadership
Economic**

Goals

- Improve the distribution and quality of information.
- Ensure community engagement is authentic.
- Ensure projects are planned and delivered successfully.
- Improve management of information technology and records.
- Improve leadership, accountability and people management.
- Increase workforce diversity.
- Improve workforce capability.
- Boost employee morale.
- Increase number of innovative solutions.
- Improve financial transparency and sustainability.
- Improve customer service.
- Improve governance frameworks.
- Increase advocacy efforts.
- Increase amount of data-driven decisions.
- Increase understanding of the Town’s performance.

Measures

- Organisational performance will be measured through the Town objective key result areas and service key performance indicators. These are included in the Corporate Business Plan.

Related strategies

- Corporate Business Plan
- Place Plan Volume Series
- Workforce Plan
- Recreation Asset Management Plan
- Plant and Equipment Asset Management Plan
- Information and Communications Technology Asset Management Plan
- Land Asset Optimisation Strategy
- ICT Strategic Plan
- Healthy Vic Park Plan

Services

- Leadership
- Financial management
- Human resource management
- Organisational development
- Occupational health and safety
- Information technology
- Records management
- Internal and external communication
- Council support
- Governance support
- Organisational strategy and performance

Town objectives

Innovative and empowered people

Measures

If we do the things we've always done, we'll get the same results. To unlock potential, we need to challenge the status quo and push boundaries to try and get the best results for our community.

To get the most out of people they need to be happy and feel like what they do matters. Empowering people can improve motivation, encourage innovation and increase trust in leadership – all leading to better outcomes for the community.

- Number of new initiatives adopted externally by other organisations.
- Increase in staff engagement score.
- Increase in people exceeding their performance development system goals.

Engaged and empowered community

Measures

Not only are the community the people we serve, they are also one of our biggest assets.

Involvement from our community means that diverse views and perspectives are what make our Town.

When the desire and ability is there, empowering our community to deliver initiatives themselves can benefit everyone. It helps maintain the sense of community and makes people feel like a part of the place where they live, work and visit.

- Increase in community satisfaction.
- Increased participation in activities such as events, engagement opportunities and Council meetings.
- Increase in self-service.

Streamlined, modern governance

	Measures
<p>Governance is what directs and controls the Town. It ensures accountability, transparency and compliance, all of which are important for local government.</p> <p>Modern governance is about using technology, insights and processes to make information available so that the right questions can be asked and any issues can be fixed.</p> <p>Streamlining governance means that time can be better spent on serving, empowering and connecting community.</p>	<ul style="list-style-type: none">• Increase in percentage of decisions made at the appropriate level.• Number of processes improved.• Increase in number of datasets that enable data-driven decisions.

Integrated, fit-for-purpose systems

	Measures
<p>People need the right tools to be effective at their job. Today these tools are largely system-based. Having systems that are suited to the work people do and the needs of the Town saves time, simplifies processes and increases satisfaction.</p> <p>Integrating systems, where possible, can remove duplication and produce insights. This increases productivity and supports the move to modern governance.</p>	<ul style="list-style-type: none">• Increase in customer ease score.• Increase in system throughput.• Decrease in number of support requests.

Productive and agile operations

	Measures
<p>To create the place the community wants, there is work to be done. Each service and project contribute to achieving the community's vision.</p> <p>At times there is also a need to be agile – to move quickly and easily in response to changes in environments and needs.</p> <p>Completing large amounts of high-quality work that is in line with what is needed allows the Town to unlock the area's potential.</p>	<ul style="list-style-type: none">• Percentage of Corporate Business Plan actions completed.• Increase in net promoter score for the Town as a place to live.• Increase in rates value performance index score.

Financial sustainability

Measures	
<p>To unlock our potential the Town needs the funds to sustain expected service levels and deliver the projects that the community wants.</p> <p>If we can't afford what we already have and don't plan for things to come, there can be no improvements or new infrastructure for people to enjoy.</p>	<ul style="list-style-type: none">• Improvement in financial health index.• Increase in funds in reserves.• Increased percentage of revenue other than rates.

Part 4 - Implementation

The Town's approach to delivering the communities priorities will revolve around four general delivery methods.

1. SERVICES

Services that fall within the responsibilities of local government directly contribute to achieving our community's priorities. In some cases, the Town works with State Government agencies and other organisations to assist with efforts where the responsibility doesn't solely lie with local government. There is also a role in educating and encouraging the community to contribute to the bigger picture through their own actions.

2. PROJECTS

Projects are a significant way for the Town to achieve the community priorities. A project will be started based on whether it helps with achieving the vision.

3. PARTNERSHIPS

Partnerships will be explored based on mutual benefits identified between parties that have similar goals and values to us. These may also come about because of geographic location.

4. ADVOCACY

Where the Town doesn't have sole responsibility or full influence, there may be a need to advocate to higher levels for change. It can also help with gaining resources to deliver services and projects.

Planning for delivery

The Town plans and communicates how it will work towards achieving the vision and mission through other documents in the integrated planning and reporting framework. All are publicly available.

Long-Term Financial Plan

A 15-year rolling forecast that informs annual budgets and indicates long-term financial sustainability. It allows for early identification of financial issues and their longer-term impacts.

Corporate Business Plan

A list of everything we will do to work towards the community's priorities. It details the services, operations, programs and projects we will deliver.

Place plans

Place plans communicate what people can expect in their patch of the Town through a collection of 'place-based' actions that guide the allocation of funding and resources in the Town's neighbourhoods.

Asset management plans

Asset management plans define and record the Town's assets, the actions needed to provide the defined level of service and the rate at which money should be spent on them.

Workforce plan

The workforce plan sets out how the Town will develop the capabilities of its most important asset, people.

Increases in the Town's population mean increases to the Town's workforce to maintain service levels. It is forecast the Town will need 30 new FTE to deliver projects and services by 2035.

Reporting

The Town reports progress against the vision, mission, community priorities and organisational objectives in its annual report each financial year.

We will also aim to prepare dashboards that will be live on our website to show progress against the measures, the effectiveness of our services and completion of projects that achieve community priorities.

Managing risks

The Town needs to identify and manage risks likely to have a material impact on the Town’s ability to fulfil the vision, implement its mission and achieve community priorities.

The Town has adopted a Three Lines of Defence model for the management of risk to ensure responsibility and accountability for decision-making. By operating within the approved risk appetite, Council, staff and community will have assurance that risks are being monitored and managed to support the delivery of the strategic, corporate and operational plans.

Current strategic risks	Inherent risk rating
Loss of ratepayer base and associated revenue	Medium
Failure to meet the infrastructure needs of future growth requirements	Medium
Non-compliance with Council's governance obligations under the <i>Local Government Act 1995</i>	High
Failure to maintain a sustainable long-term financial position	High
Failure to take action to reduce impact on climate change	High
Failure to detect and prevent occurrences of fraud and corruption	High
Failure to plan and prepare for emergencies and recovery	High
Views of community unable to influence decision-making	High
Failure to attract and retain a skilled workforce	High
Negative media exposure	High
Variation in economic activity impacting delivery of infrastructure	High
Increased community expectations on local government to address crime and anti-social behaviour	High
Changes in working relationships with key community, government and/or commercial stakeholders	High
Failure to maintain a constructive organisational culture	High
State Government initiatives misaligned with community aspirations	High
Supply chain disruptions leading to project delays	High
Failure to maintain and protect data and information technology systems	Extreme

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