

**9.6 DRAFT STRATEGIC COMMUNITY PLAN 2022 - 2032**

- Attachments:**
1. **Community Engagement Summary**
  2. **Draft Strategic Community Plan 2022 - 2032**

**RECOMMENDATION:**

**That Council AUTHORISES the Chief Executive Officer to advertise the Draft Strategic Community Plan at Attachment 2 for public comment for a period of not less than 28 days.**

**PURPOSE OF REPORT:**

To consider the Draft Strategic Community Plan 2022 – 2032 for the purpose of advertising for public comment.

**BACKGROUND:**

Local governments in Western Australia are required to undertake integrated planning and reporting (IPR) by preparing, among other things, a Strategic Community Plan, in accordance with the *Local Government (Administration) Regulations 1996* (the Regulations). Integrated planning and reporting are intended to ensure that local governments have a clear vision for their area and strategic direction for their organisation. This is to align with medium and long term priorities and resources, with a horizon of at least ten years.

The City's Strategic Community Plan (SCP) 2018-2028 was presented to Council for adoption at its Ordinary Meeting on 16 October 2018.

A review of the SCP occurs every two years, alternating between minor and major reviews.

The minor review was presented to Council for adoption at its Ordinary Meeting on 23 June 2020.

**DETAILS:**

A major review of the SCP commenced in September 2021, and three months of community engagement was held in March, April and May 2022.

The SCP 2018 – 2028 was the result of the most comprehensive and inclusive community engagement exercise ever undertaken by the City. The purpose of the major review was to understand whether the community still resonated with the vision and priorities within it.

Aha! Consulting was engaged to assist with the design and delivery of the engagement plan.

The key questions asked throughout the consultation were:

- Are the outcomes of each of the priority areas still a priority?
- What do each of the priority areas mean to participants?
- Does the vision still reflect where participants want to be in 10 years?
- What are the biggest risks and opportunities facing the City?

The campaign included the following methods of consultation:

- Online survey (long and short);
- Workshops (face-to-face and online);
- Pop-ups in town centres, popular locations and community events;
- Bookmarks in the library and placed within borrowed books;
- Surveys delivered to community members in the community centre and library;
- Surveys included with all return to sender mail (i.e. dog registrations);
- Use of eco-signs;
- Emails to City of Vincent database;
- Notifications in monthly and business e-newsletters, and local newspaper; and
- Community Panel workshop.

A total of 843 submissions were received. The responses were workshopped with a community panel, who provided additional recommendations.

The community engagement and panel outcomes are summarised in the Community Engagement Summary Report included at **Attachment 1**.

Based on the community engagement outcomes, Administration has drafted the SCP 2022 – 2032 (Draft SCP) for the purpose of advertising for public comment, included at **Attachment 2**.

An overview of the Draft SCP is outlined below.

### Vision

72 percent of respondents either strongly agreed or agreed the vision reflects where the City wants to be in 10 years.

A survey was sent to Elected Members, the community panel and administration staff to select the three adjectives contained within the vision (leafy, vibrant, 24 hour city, quality design, sustainability, diverse, supported, innovative) that best represents Vincent.

Vibrant (80 percent), Diverse (56 percent), and Sustainable (44 percent) were the most popular responses.

'Vibrant' Diverse & Sustainable' is recommended to be included as a tag line to represent Vincent and highlight the organisation's purpose.

### Outcomes

Priority Area	Proposed Changes	Rationale
<b>Enhanced Environment</b>	Our parks and reserves are maintained, enhanced and <b>are accessible for all members of our community</b> .	To provide emphasis on public open spaces being accessible for everyone.
	<b>Power lines are undergrounded</b> (new).	To support the City to increase its canopy coverage.
<b>Accessible City</b>	No changes recommended.	All outcomes would support the vision of being an accessible city that is safe, easy to get around and environmentally friendly.
<b>Connected Community</b>	Retitle priority area as <b>Connected &amp; Healthy Community</b> .	To reflect strategies, projects and plans that respond to public health and community connection.
	Relocate <b>outcome 1</b> (relating to art) to the Thriving Places priority.	Art remains a priority for the community, but it is seldom referenced under the Connected Community priority. The arts outcome could relocate to the Thriving Places priority area as it was often associated with a 'sense of place'.
<b>Thriving Places</b>	Efficiently managed and maintained City assets <b>in the public realm</b> .	Assets and infrastructure are necessary to support people visiting and enjoying the town centres.
	<b>Art, history and our community's living cultures are evident in the public realm</b> (new).	Art, inclusiveness and creating a sense of place were associated with the Thriving Places priority. This new outcome captures this community sentiment.
<b>Sensitive Design</b>	<b>More people living in, working in and enjoying our town centres</b> (new).	This new outcome was tested through the community engagement campaign and was supported by most of the respondents.

Priority Area	Proposed Changes	Rationale
Innovative & Accountable	<b>We deliver our services, projects and programs in the most inclusive, efficient, effective and sustainable way possible</b> (to replace existing outcome 1).	This outcome reflects the community's desire for an inclusive, strategic and responsible city.
	<b>We engage with our community so they are involved in what we are doing and how we are meeting our goals</b> (to replace existing outcomes 2 and 4).	This outcome removes crossover between former outcomes 2 and 4, and highlights commitment to community engagement.  A core principle of the Community and Stakeholder Engagement Strategy is to meaningfully include the community in the decision-making process. This is achieved by understanding who should be involved, engaging them as early as possible, and making them aware of the level of influence based on the IAP2 Spectrum of Public Participation.
	<b>Our decision-making process is consistent and transparent, and decisions are aligned to our strategic direction</b> (new).	This outcome reflects the community's desire for consistent and transparent decision making.
	<b>We embrace good ideas or innovative approaches to our work to get better outcomes for the City and our community</b> (new).	This outcome reflects the community's desire for a local government that is continuously improving.

### What We'll Do

The SCP 2018 – 2028 includes a series of action items under each priority area. The City has an established suite of strategies, programs and plans that respond to each of the priority areas and their respective outcomes. The strategies, programs and plans replace the need for new action items within the SCP 2022 – 2032.

The City should continue to review, update and implement the strategies, programs and plans to ensure they remain up to date with the community's aspirations.

### State Direction and Strategic Considerations

The sections 'State Direction' and 'Strategic Considerations' are recommended to be removed from the Draft SCP. The sections are embedded within the priority areas of the Draft SCP and the informing strategies, programs and plans.

### Monitoring and Review

This section was updated to include the review schedule of strategies and policies.

### **CONSULTATION/ADVERTISING:**

In accordance with the City's [Community and Stakeholder Engagement Policy](#), community consultation of all new and significantly amended strategies must be provided for a period exceeding 21 days in the following ways:

- notice published on the City's website;
- notice posted to the City's social media;
- notice published in the local newspapers;
- notice exhibited on the notice board at the City's Administration and Library and Local History Centre; and
- letters distributed to relevant local businesses and community groups.

Public notice of the Draft SCP will be provided from February 2023.

**LEGAL/POLICY:**

Local governments in Western Australia are required to undertake integrated planning and reporting by preparing, among other things, a Strategic Community Plan, in accordance with the *Local Government (Administration) Regulations 1996*.

**RISK MANAGEMENT IMPLICATIONS**

Low: It is low risk for Council to approve the Draft Strategic Community Plan for advertising.

**STRATEGIC IMPLICATIONS:**

This is in keeping with the City's *Strategic Community Plan 2018-2028*:

Innovative and Accountable

*Our community is aware of what we are doing and how we are meeting our goals.*

**SUSTAINABILITY IMPLICATIONS:**

The Sustainable Environment Strategy 2019 – 2024 is an informing strategy of the SCP and helps to deliver the outcomes within the Enhanced Environment priority.

**PUBLIC HEALTH IMPLICATIONS:**

The Public Health Plan 2020 – 2025 is an informing strategy that supports the SCP and helps to deliver outcomes within the Connected & Healthy Community priority.

**FINANCIAL/BUDGET IMPLICATIONS:**

There are no financial implications by approving the Draft SCP for advertising.

**COMMENTS:**

The advertising of the Draft SCP will allow administration to continue the consultation process in preparation for finalisation.





# Strategic Community Plan 2022 - 2032 Engagement Summary Report

## WHAT IS THE STRATEGIC COMMUNITY PLAN?

The Strategic Community Plan 2022-2032 is the Council's key strategic document. It describes the vision Vincent will strive to achieve over the next decade, where it will focus its efforts, and how it will measure progress.

It is the result of the deliberative engagement with a broad cross-section of the community.

The engagement asked the community if the existing vision was still relevant and if its delivery could be improved.

The consultation period was from 9 March 2022 until 11 June 2022.

### Consultation methods

- Online survey (long and short)
- Workshops (face-to-face and online)
- Pop-ups in town centres, popular locations and community events
- Bookmarks in the library and placed within borrowed books
- Surveys delivered to community members in the community centre and library
- Surveys included with all return to sender mail (i.e. dog registrations)
- Use of eco-signs
- Emails to City of Vincent database
- Notifications in monthly and business e-newsletters, and local newspaper

### Results

We received a total of **843** submissions, comprising

- **236** full surveys
- **58** surveys relating only to our vision
- **324** surveys relating only to one of our town centres
- **215** surveys relating only to our priority areas
- **10** direct emails providing general feedback
- **40** people attended a general workshop
- **23** community panel members
- Over **1,400** people visited the Imagine Vincent: The Sequel web page
- Over **9,900** people were reached through social media channels

### THE POP-UPS:

- 18 March - William Street Town Centre
- 19 March - Neon Picnic at Hyde Park
- 24 March - Leederville Town Centre
- 25 March - North Perth Town Centre
- 30 March - The Mezz, Mount Hawthorn
- 1 April - Beaufort Street Town Centre
- 2 April - Native Plant Sale, North Perth
- 9 April - Kylla Farmers Markets, North Perth
- 30 April - The Mezz, Mount Hawthorn
- 30 April - Noongar Radio at Hyde Park
- 4 May - Beatty Park, North Perth
- 6 May - Pickle District After Dark, West Perth
- 14 May - Kylla Farmers Markets, North Perth

### THE WORKSHOPS:

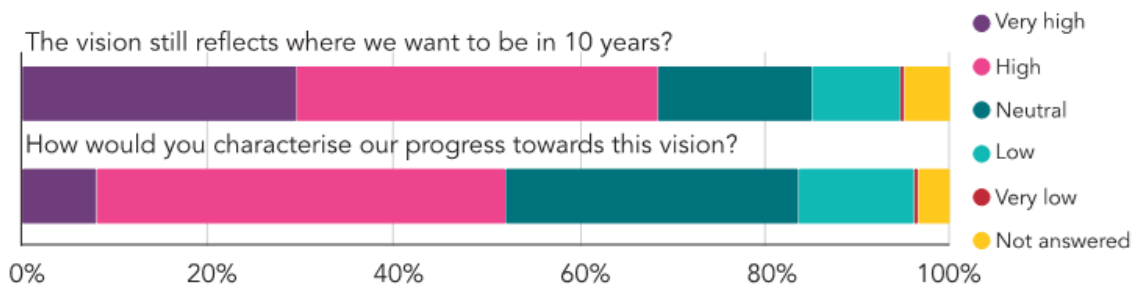
- 26 March - North Perth Town Hall
- 7 April - City of Vincent Function Room and online
- 11 June - Community Panel

### WHAT WORKED WELL:

Attending the places our community visits and sending direct emails to our database was the most effective way to engage with the community.

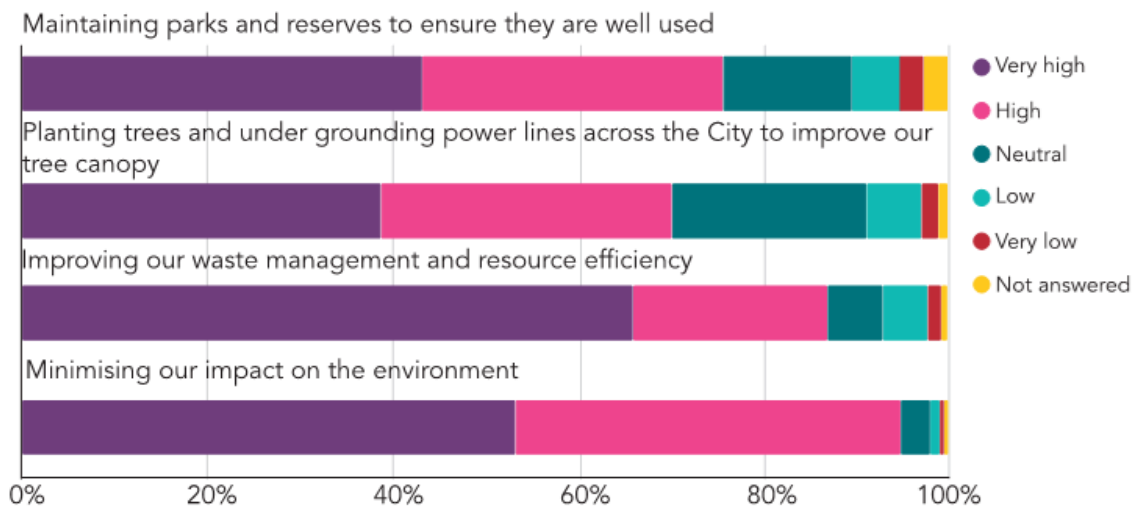
Native plants were given out at some pop-ups and workshops as an incentive for the community to participate in the engagement.

### Vision

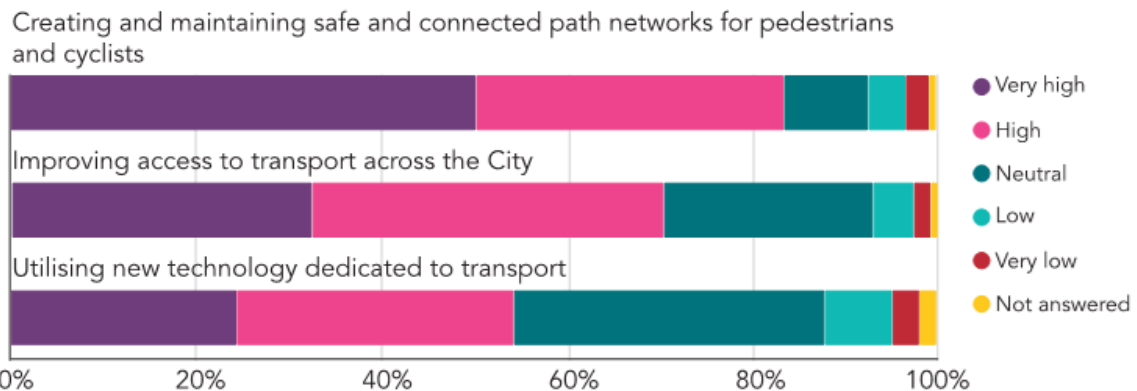


### Priorities & Outcomes

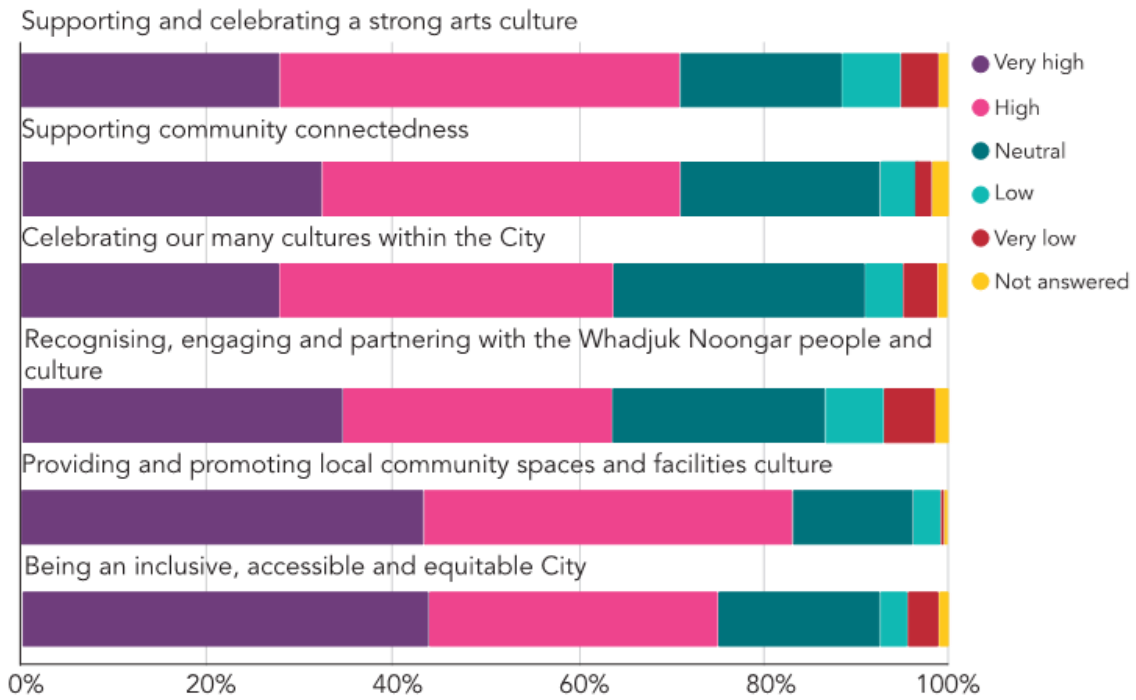
#### Enhanced Environment



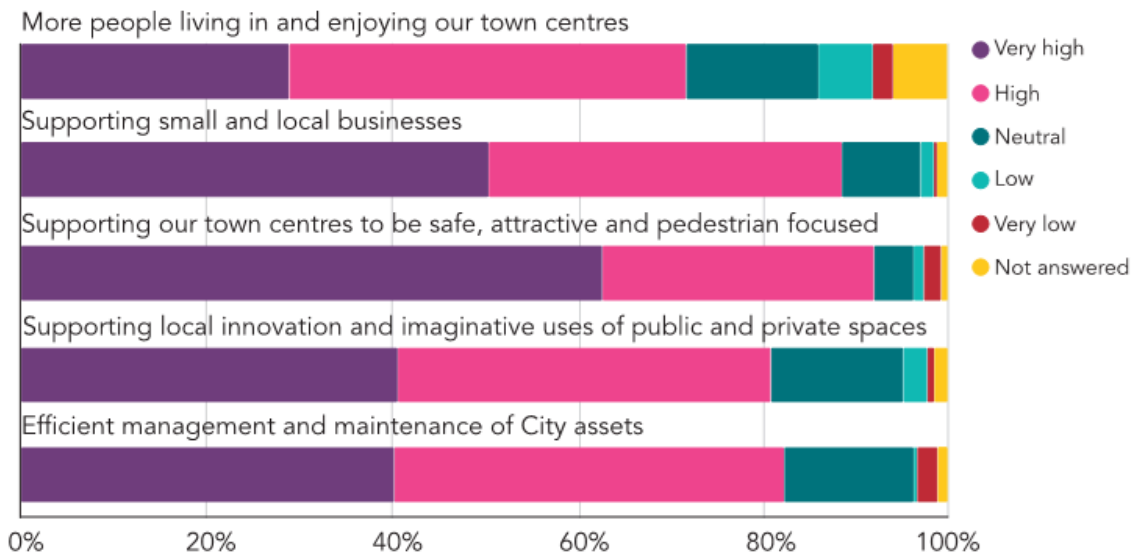
#### Accessible City



### Connected Community

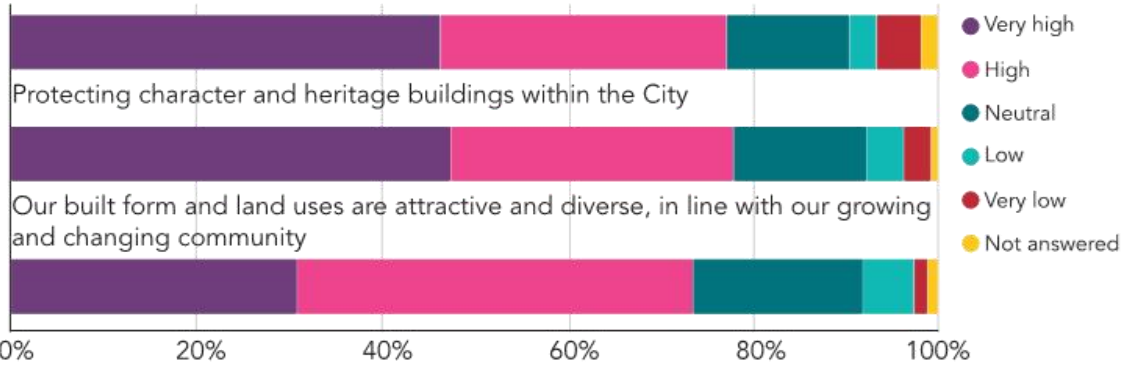


### Thriving Places



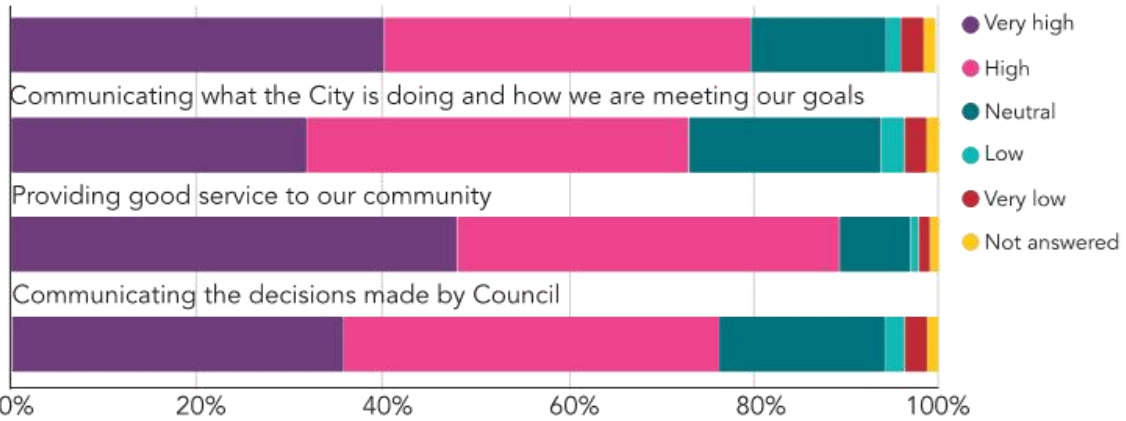
### Sensitive Design

Ensuring new buildings fit in within the local community context



### Innovative & Accountable

Managing the City's resource and assets in a sustainable way









# ENHANCED ENVIRONMENT



## CURRENT SCP

### VISION:

The natural environment contributes greatly to our inner-city community. We want to protect and enhance it, making best use of our natural resources for the benefit of current and future generations.

### OUTCOMES:

1. Our parks and reserves are maintained, enhanced and well utilised
2. Our urban forest/canopy is maintained and increased
3. We have improved resource efficiency and waste management
4. We have minimised our impact on the environment

### APPLICABLE STRATEGIES, PLANS & POLICIES

- Banks Reserve Master Plan
- Britannia North West Reserve Development Plan
- Greening Plan 2018 – 2023
- Haynes Street Reserve Development Plan
- Public Open Space Strategy 2018
- Robertson Park Development Plan
- Sustainable Environment Strategy 2019 – 2024
- Waste Strategy 2018 – 2023

## OBSERVATIONS:

### VISION:

The community continues to prioritise the natural environment with a desire for the natural and built environment to be integrated.

This could be achieved through additional planting within public and private realms, diversifying the way public open spaces can be used, and strategically planning how the environment will look and feel in the future. This is also captured under the Sensitive Design priority area.

There is no intention to change the vision for an Enhanced Environment.

### OUTCOMES:

1. Our parks and reserves are maintained, enhanced and **are accessible for all members of our community**
5. **Power lines are undergrounded** (new)

All others to remain as existing.

### WHAT WE'LL DO

Many of the Strategies and Plans have outstanding actions and some projects are unfunded in the Long Term Financial Plan 2022/23 - 2031/32. These are necessary to achieve the vision of the SCP.

No new actions should be included in the amended SCP. Instead the City should allocate resources to achieve the outstanding actions within Strategies and Plans.



# ACCESSIBLE CITY



## **CURRENT SCP**

### VISION:

We want to be a leader in making it safe, easy, environmentally friendly and enjoyable to get around Vincent.

### OUTCOMES:

1. Our pedestrian and cyclist networks are well designed, connected, accessible and encourage increased use
2. We have better integrated all modes of transport and increased services through the City
3. We have embraced emerging transport technologies

### APPLICABLE STRATEGIES, PLANS AND POLICIES

- Accessible City Strategy 2020 – 2030
- Precinct Parking Management Plan
- Car Parking Strategy
- Public Health Plan 2020 – 2025
- Access and Inclusion Plan 2022 - 2027

## **RECOMMENDATIONS:**

### VISION:

The vision is recommended to remain as existing.

### OUTCOMES:

Outcomes one and two are strongly supported by the community and outcome three would help to achieve the vision.

No changes are recommended.

### WHAT WE'LL DO

The ACS explores the current provision for transport and compares this infrastructure to the current and future needs of the community, across all transport modes, to support the long term success and viability of Vincent.

No new actions should be included in the amended SCP. Instead the City should allocate resources to achieve the outstanding actions within Strategies and Plans.





# ACCESSIBLE CITY



274 community members provided a submission on the 'Accessible City' outcomes. Each outcome remains a priority however utilising new technology dedicated to transport was less of a priority.

The survey respondents were asked how they would describe an 'accessible city'. The key terms are shown in the word cloud.

Key themes were **accessibility** (transport, access, city, public), **integrated transport** (car, walk, bike), and **features of transport** (safety, easy, timely, paths, roads).



Workshop participants were asked how the City is progressing on this priority area. Progress was stated as being strong by 13%, moderate by 52%, limited by 26% and unsatisfactory by 9%.

The Community Panel made the following suggestions for this priority area:

- Prioritise the construction, maintenance and upgrading of footpaths and bike paths to ensure they are accessible and have a sense of safety
- Continue adding to and enhancing green spaces, and protect established trees
- Reduce vehicle rat-running through local streets
- Consider new ways to improve accessibility through the City that appeal to all modes of people (e.g. free CAT buses)
- Acknowledge new transportation (e.g. e-scooters) and support their integration with the existing network (e.g. educating the community on e-scooter etiquette, upgrading shared paths, etc.)
- Work with Main Roads WA on effective management of traffic lights to reduce waiting times for vehicles and pedestrians
- Provide charging stations for electric transportation (scooters, bikes, cars)



# ACCESSIBLE CITY



**CITY OF VINCENT** 2022 - 2032 **IMAGINE VINCENT**  
*The Sequel*

What do you see as the biggest risks facing the community/City in the next 5 years?

Hi I'm stella 9 years old and if you take a look on the front of this thing in the

What do you see as the biggest opportunities available to the community/City in the next 5 years?

photos cars cars and cars we need to make LESS parking and MORE safe bike paths for kids in our neighbour hood

As I was saying I'm a nine year old Stella. Glad that the council from north park we and my mom and rid of our car and we just ride around on our electric cycle. I just recently learnt how to ride. My mom is CRAZY! about bikes and public planning and people and I love on water and how we I'm getting off work. Please give the community more bike path SAFE ones for kids, we by adding more parking and ~~more~~ it adds cars and is killing our environment making it harder to be active in a hot climate which will stop people riding and that will just make it worse. And on your little thing a photo of a neighborhood filled with cars no bikes not one place will have to get bike lanes please please 6006



# CONNECTED & HEALTHY COMMUNITY



269 community members rated the priority of the 'Connected Community' outcomes. Each outcome remains a priority.

The survey respondents were asked to describe how it feels to be connected to the community. The responses are shown in the word cloud above.

Key themes were **people** (community, people, group, culture), **spaces** (local, street, council, park), and **events** (events, markets, live, festive, picnics, free, marketing), **accessibility of events** (access for everyone), and **safety**.



Workshop participants were asked how the City is progressing on this priority area. Progress was stated as being excellent by 5%, strong by 45%, moderate by 27%, limited by 18% and unsatisfactory by 5%.

The Community Panel made the following suggestions for this priority area:

- Continue hosting free community events
- Develop a Clean City Strategy
- Improved engagement and consultation by Councilors
- More promotion of community incentives
- Register of Councilor affiliations and priorities
- Supporting community groups and town teams
- Promote businesses outside of the local government area



# CONNECTED & HEALTHY COMMUNITY



## CURRENT CONTENT

### VISION:

We are a diverse, welcoming and engaged community. We want to celebrate what makes us unique and connect with those around us to enhance our quality of life.

### OUTCOMES:

1. An arts culture flourishes and is celebrated in the City of Vincent
2. We have enhanced opportunities for our community to build relationships and connections with each other and the City
3. Our many cultures are celebrated
4. We recognise, engage and partner with the Whadjuk Noongar people and culture
5. Our community facilities and spaces are well known and well used
6. We are an inclusive, accessible and equitable City for all

### APPLICABLE STRATEGIES, PLANS AND POLICIES

- Closed Circuit Television CCTV Strategy 2013
- Community and Stakeholder Engagement Strategy
- Access and Inclusion Plan 2022 – 2027
- Public Health Plan 2020 – 2025
- Reconciliation Action Plan 2017 – 2018 | Reflect
- Reconciliation Action Plan 2019 – 2021 | Innovate
- Reconciliation Action Plan 2022 – 2024 | Innovate
- Safer Vincent Plan 2019 – 2022
- Vincent Communications Plan 2021 – 2023
- Youth Action Plan 2020 – 2022

## OBSERVATIONS:

### VISION:

The community values diversity, inclusiveness and connection.

The key themes are captured within the existing vision. No changes are recommended.

### OUTCOMES:

1. Art remains a priority for the community but it is seldomly referenced under the Connected Community priority. The arts outcome could relocate to the Thriving Places priority area as it was often associated with a 'sense of place'.

All other outcomes should remain as existing.

### WHAT WE'LL DO

The key themes are underpinned within the existing strategies and plans. They should continue to be reviewed and updated to ensure they remain relevant and continuously improve the outcomes for the community.



# THRIVING PLACES



273 community members rated the priority of the 'Thriving Places' outcomes. Each outcome remains a priority.

The survey respondents were asked to describe what a thriving place would look like to them. The responses are shown in the word cloud above.

Key themes were **people** (people, community, all ages, inclusive) **activation** (a place to have fun, variety), **business** (fostering, supporting, diversity, local), **sense of safety** (activation, lighting, pedestrian streets), **environment** (environment, nature, trees, green), **features** (spaces to enjoy, green spaces, seating, shade, lighting), and **accessibility**.

Workshop participants were asked how the City is progressing on this priority area. Progress was stated as being excellent by 5%, strong by 18%, moderate by 55%, and limited by 23%.



The Community Panel made the following suggestions for this priority area:

- Pragmatic approach - Rangers to be enablers rather than enforcers
- Continue development of Place Plans and extend into local centre and neighbourhood areas (localised place-making)
- More public utilities (seats, lighting, water fountains, etc)
- Revitalize existing spaces before creating new spaces





# THRIVING PLACES



## CURRENT CONTENT

### VISION:

Our vibrant places and spaces are integral to our identity, economy and appeal. We want to create, enhance and promote great places and spaces for everyone to enjoy.

### OUTCOMES:

1. We are recognised as a City that supports local and small business
2. Our town centres and gathering spaces are safe, easy to use and attractive places where pedestrians have priority
3. We encourage innovation in business, social enterprise and imaginative uses of space, both public and private
4. Our physical assets are efficiently and effectively managed and maintained

### APPLICABLE STRATEGIES, PLANS AND POLICIES

- Thriving Places Strategy\*
- Safer Vincent Plan 2019 – 2022
- Volume 02 North Perth Town Centre Place Plan
- Volume 03 Mount Hawthorn Town Centre Place Plan
- Volume 04 Leederville Town Centre Place Plan
- Volume 05 Beaufort Street Town Centre Place Plan
- Volume 06 William Street Town Centre Place Plan\*
- Volume 07 Pickle District Place Plan
- Volume 08 Claisebrook Town Centre Place Plan\*

*\*Strategy or Plan under development at the time of publication.*

## OBSERVATIONS:

### VISION:

The community values diversity, inclusiveness and connection.

The key themes are captured within the existing vision. No changes are recommended.

### OUTCOMES:

4. Efficiently managed and maintained City assets **in the public realm**

Assets and infrastructure are necessary to support people visiting and enjoying the town centres.

5. **Art, history and our community's living cultures are evident in the public realm** (new)

Art, inclusiveness and creating a sense of place were associated with the Thriving Places priority. This new outcome captures this community sentiment.

All other outcomes should remain as existing.

### WHAT WE'LL DO

The Thriving Places Strategy 2023-2028 is being developed to guide and outline the City's economic development initiatives to address the economic challenges specific to Vincent and its places. The strategy would support delivering this priority area.



## SENSITIVE DESIGN



272 community members rated the priority of the 'Sensitive Design' outcomes. Each outcome remains a priority.

The survey respondents were asked to describe how they wanted Vincent to look in the future. The responses are shown in the word cloud above.

Key themes were **quality design** (heritage, character, modern, density, quality), **community** (pedestrians, community spaces, art), and **environment** (green, parks, trees, nature, sustainability).

Workshop participants were asked how the City is progressing on this priority area. Progress was stated as being strong by 5%, moderate by 40%, limited by 45%, and unsatisfactory by 10%.

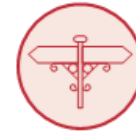


The Community Panel made the following suggestions for this priority area:

- Vacant sites to be maintained or developed to reduce antisocial behaviour and to make them aesthetically pleasing.
- Building should be environmentally sustainable.
- Continue supporting new development that compliments the existing built and natural environments.
- Support density in the right areas.



# SENSITIVE DESIGN



## CURRENT CONTENT

### VISION:

Design that 'fits in' to our neighbourhoods is important to us. We want to see unique, high quality developments that respect our character and identity and respond to specific local circumstances.

### OUTCOMES:

1. Our built form is attractive and diverse, in line with our growing and changing community
2. Our built form character and heritage is protected and enhanced
3. Our planning framework supports quality design, sustainable urban built form and is responsive to our community and local context

### APPLICABLE STRATEGIES, PLANS AND POLICIES

- Local Planning Strategy (Strategy)
- Local Planning Scheme No. 2 (Scheme)
- Affordable Housing Strategy
- Heritage Strategic Plan 2013 - 2017
- Leederville Precinct Structure Plan
- Policy No. 7.1.1 Built Form

## OBSERVATIONS:

### VISION:

The vision aligns with the community sentiment.

All planning frameworks are under review to align with the community feedback.

### OUTCOMES:

4. **More people living in, working in or visiting our town centres** (new)

This new outcome was tested through the community engagement campaign and was supported by most of the respondents.

### WHAT WE'LL DO

The Strategy sets out the long-term planning direction for Vincent, applies State and regional planning policies and provides the rationale for the zones and other provisions of the Scheme.

Regular review of these documents ensures the planning framework remains current and addresses key planning issues.

No new action items are recommended.





# INNOVATIVE & ACCOUNTABLE



234 community members rated the priority of the 'Innovative & Accountable' outcomes. Each outcome remains a priority.

The survey respondents were asked how the City could be more innovative and accountable for its community. The responses are shown in the word cloud above.

Key themes were **leadership** (accountable, responsible, progressive, honest), **inclusive** (community, transparent, decision-making, engaging), and **strategic** (decision-making, financial management, continuous improvement).



Workshop participants were asked how the City is progressing on this priority area. Progress was stated as being strong to moderate. The City is doing a good job at communication and engagement, and issues to be addressed mainly surround city maintenance. Ways to progress include early engagement, transparency, and reviews of outcomes.



# INNOVATIVE & ACCOUNTABLE



## CURRENT CONTENT

### VISION:

We have a significant role to play in supporting our community to realise its vision. To achieve this, we will be an innovative, honest, engaged and responsible organisation that manages resources well, communicates effectively and takes our stewardship role seriously.

### OUTCOMES:

1. Our resources and assets are planned and managed in an efficient and sustainable manner
2. Our community is aware of what we are doing and how we are meeting our goals
3. Our community is satisfied with the service we provide
4. We are open and accountable to an engaged community

### APPLICABLE STRATEGIES, PLANS AND POLICIES

- Asset Management and Sustainability Strategy 2020-2030
- Equal Employment Opportunity Management Plan 2012 - 2014
- Long Term Financial Plan 2022/23 – 2031/32
- Property Management Framework
- Revenue and Rating Plan 2022-2026

## OBSERVATIONS:

### VISION:

The vision aligns with the community sentiment.

No changes are recommended.

### OUTCOMES:

1. **We deliver our services, projects and programs in the most inclusive, efficient, effective and sustainable way possible.** (to replace point 1)
2. **We engage with our community so they are involved in what we are doing and how we are meeting our goals** (to replace points 2 and 4)
4. **Our decision-making process is consistent and transparent, and decisions are aligned to our strategic direction** (new)
5. **We embrace good ideas or innovative approaches to our work to get better outcomes for the City and our community** (new)

### WHAT WE'LL DO

The outcomes are reflected in the applicable strategies and policies.

The City should continue to review and implement the strategies and plans.

**PAGE 1 – COVER**

Strategic Community Plan 2022 – 2032

*An extension of the Strategic Community Plan 2018 – 2028*

Graphics: Image of Vincent and Logo

**PAGE 2 – CONTENTS PAGE AND ACKNOWLEDGEMENT OF COUNTRY**Contents

A Message from the Mayor

Strategic Community Plan 2022 – 2032 at a glance

1. Introduction
2. Planning and Reporting Framework
3. City Profile
4. The Process
5. Vision
6. Priorities and Outcomes
7. Monitoring and Review

Acknowledgement of Country**Include Noongar Translation**

The City of Vincent would like to acknowledge the Traditional Owners of the land, the Whadjuk people of the Noongar nation and pay our respects to Elders past and present.

We recognise the unique and incomparable contribution the Whadjuk people have made and continue to make to our culture and in our community. We will continue to seek the input of the Traditional Owners.

The land on which we live, meet and thrive as a community always was and always will be Noongar land.

PAGE – Mayors Message

**PAGE - Strategic Community Plan 2022 – 2032 at a glance**

**VIBRANT, DIVERSE & SUSTAINABLE**

Thank you to everyone who took to time to complete a survey or spoke with us at one of the many pop-up events or workshops. Your input confirmed the existing vision and priorities of the Strategic Community Plan 2018 – 2028 should continue to guide us now and into the future.

Our Vision:

*In 2028, the City of Vincent is a leafy and vibrant 24 hour city, which is synonymous with quality design and sustainability. Its diverse population is supported in their innovative endeavours by a council that says YES!*

Our Priorities:

*Enhanced Environment, Accessible City, Connected & Healthy Community, Thriving Places, Sensitive Design, Innovative & Accountable*

Note: vision and priorities to be highlighted

Community engagement summary

We had a clear purpose: To understand if the vision is still relevant and how we can improve its delivery.

We used multiple methods of consultation:

- Online survey (long and short)
- Workshops (face-to-face and online options)
- Pop-ups in town centres, popular locations and community events
- Bookmarks in the library and placed within borrowed books
- Surveys delivered to community members in the community centre and library
- Surveys included with all return to sender mail (i.e. dog registrations)
- Use of eco-signs
- Emails to City of Vincent database
- Notifications in monthly and business e-newsletters, and local newspaper

*The pop-ups*

- 18 March - William Street Town Centre
- 19 March - Neon Picnic at Hyde Park
- 24 March - Leederville Town Centre
- 25 March - North Perth Town Centre
- 30 March - The Mezz, Mount Hawthorn
- 1 April - Beaufort Street Town Centre

- 2 April - Native Plant Sale, North Perth
- 9 April - Kyilla Farmers Markets, North Perth
- 30 April - The Mezz, Mount Hawthorn
- 30 April - Noongar Radio at Hyde Park
- 4 May - Beatty Park, North Perth
- 6 May - Pickle District After Dark, West Perth
- 14 May - Kyilla Farmers Markets, North Perth

*The workshops*

- 26 March - North Perth Town Hall
- 7 April - City of Vincent Function Room and online
- 11 June - Community Panel

The results:

We received a total of 843 submissions, comprising:

- 236 full surveys
- 58 surveys relating only to our vision
- 324 surveys relating to only one of our town centres
- 215 surveys relating only to our priority areas
- 10 direct emails providing general feedback

A further 40 people attended a general workshop and 23 community members were on the community panel.

Over 1,400 people visited the Imagine Vincent: The Sequel webpage and we reached over 9,900 people through our social media channels.

**PAGE – Introduction**

The Strategic Community Plan 2022-2032 is the Council's key strategic document. It describes the vision Vincent will strive to achieve over the next decade, where it will focus its efforts, and how it will measure progress. It is the result of the deliberative engagement with a broad cross-section of the community. These are the people who live, work, study, visit or own a business within the municipality.

The community engagement plan was developed in mid-late 2021 with the engagement activities occurring throughout March, April, and May of 2022.

Key achievement of the Strategic Community Plan 2018 - 2028

This Plan is an extension of the Strategic Community Plan 2018 – 2028 which guided the development and completion of many key projects. These projects should be celebrated and continuously improved as we continue to achieve the community's vision for the future.

- Sustainable Environment Strategy
- FOGO three bin system
- Public Open Space Strategy & Implementation
- Accessible City Strategy & Implementation
- Leederville Precinct Structure Plan
- Community Engagement Framework
- Youth Action Plan & Implementation
- Public Health Plan & Implementation
- Vincent Rebound and Recovery Plan & Implementation & Closure
- Asset Management and Sustainability Strategy
- Haynes Street Reserve Development Plan
- Britannia North West Reserve Development Plan
- Banks Reserve Master Plan & Implementation
- Innovate Reconciliation Action Plan & Implementation
- Robertson Park Development Plan & Implementation
- Woodville Reserve Landscape Plan & Implementation
- Wayfinding Plan

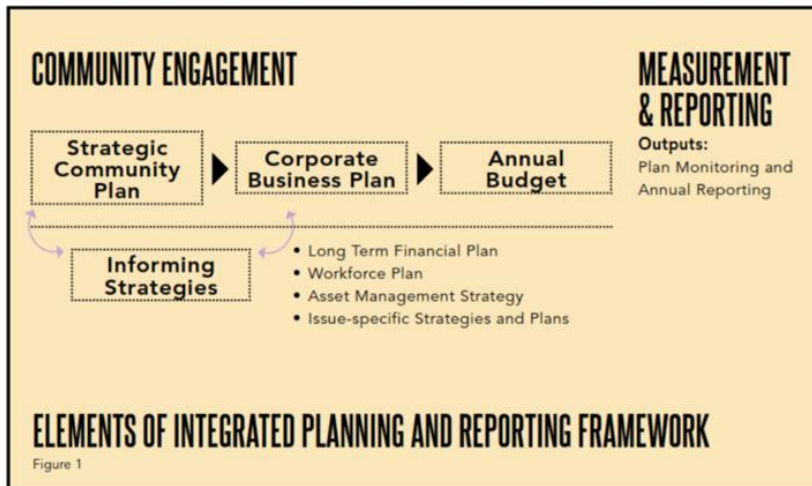


PAGE - Planning and Reporting Framework

**2. PLANNING AND REPORTING FRAMEWORK**

Under the Local Government Act 1995, every local government in Western Australia must develop a Strategic Community Plan, as part of an Integrated Planning and Reporting (IPR) Framework.

By undertaking an IPR process, we can ensure that we take account of our current and future resourcing, our workforce requirements, our assets, and the recommendations of other informing strategies and plans. The relationship between the SCP and the City's other strategic and operational documents is reflected below.



**LONG TERM FINANCIAL PLAN** is a ten year rolling plan that assists the City to set priorities in accordance with its financial resources, through consideration of key assumption-based analysis. This allows the organisation to make decisions in a financially sustainable manner.

**WORKFORCE PLAN** identifies the workforce requirements and strategies for current and future operations, ensuring that our human resources support the delivery of the CBP and SCP.

**ASSET MANAGEMENT STRATEGY** provides guidance on service provision and whole of life-cycle asset management to support the City's financial sustainability and key service levels.

**ANNUAL BUDGET** is based on the projected costing of the related year of the CBP, with the opportunity for review and revision during the mid-year budget review process.

Note: page to be copied from the current SCP

**PAGE – City Profile**

General

Area: 11.3sqm

Rateable properties – 19,238 (July 2021) – increase of 230 properties since 2018.

Population

- 2016 – 33,693 (2,955 persons per square km)
- 2021 – 36,537 – the increase from 2016 was 8.4%
- 2041 - 47,591 – the projected increase from 2021 is 30.3%
- Our current population density is 3,205 persons per square kilometre

Age Distribution

Compared to Greater Perth, proportionally the City of Vincent has:

- Fewer persons aged 0 – 19 and 50+
- More persons aged 20 – 49

Since 2016, the Vincent community has changed in the following ways:

- There has been an increase in all age groups except 24 – 34 year old’s (previously the fastest growing age group)
- The fastest growing age group is now 35 – 44-year old’s

Place of birth

- City of Vincent – 32.9% of the population was born overseas
- Greater Perth – 36% of the population was born overseas

New Citizens

Over the past 5 years, 1,165 residents of Vincent have become citizens.

People who live and work in Vincent

Of the 24,265 people who work in the City of Vincent, 3,336 or 13.7% also live locally.

Vincent has the second highest proportion of people who live and work within their local government area compared to 38 other local governments.

Transport

Since 2016:

- There is a higher proportion of people with nil or one private vehicle and a lower proportion of people who have two or more private vehicles.
- The number of people who work from home increased from 4.4% to 10.1%

Method of transport in 2021

Method	City of Vincent	Greater Perth
Walk	6.2%	1.6%
Bicycle	2.6%	0.6%
Car	52.2%	66.4%
Bus	10.5%	3.5%
Train	3.6%	4.9%
Work from home	10.1%	7.6%

Property ownership

	2016		2021	
	City of Vincent	Greater Perth	City of Vincent	Greater Perth
Home owned	21.9%	26.7%	22.8%	27.6%
Home mortgaged	29.7%	39.7%	30.3%	40.5%
Renting	37.1%	24.8%	40.7%	26%

Since 2016, there has been a greater increase in renters compared to those who own a house outright or with a mortgage.

Note: above to be presented as infographics

## PAGE – Suburb Profile

	Highgate	Leederville	Mount Hawthorn	Mount Lawley	North Perth	Perth / East Perth	West Perth
<b>Population</b>	2,234	3,686	8,183	3,360	9,707	7,042	2,321
<b>(% change since 2016)</b>	+1.1%	16.7%	8.4%	5.4%	11.0%	8.9%	5.9%
<b>Dwellings</b>	1,367	1,929	3,280	1,814	4,473	3,961	1,381
<b>(% change since 2016)</b>	2.2%	20.1%	4.4%	7.8%	8.8%	11.0%	4.4%
<b>Median age</b>	34	35	37	38	38	33	33
<b>Born Overseas</b>	37%	33%	25%	33%	29%	43%	40%
<b>Lone person household</b>	42%	34%	21%	35%	29%	37%	42%
<b>Couples with children</b>	11%	15%	40%	18%	26%	11%	10%
<b>Does not own a car</b>	14.4%	6.6%	4.6%	8.4%	7.3%	13.6%	13.3%
<b>Public Transport to work</b>	21%	18%	11%	18%	14%	15%	21%

Note: create tiles for each Place

**PAGE – Vision & Values****VIBRANT, DIVERSE & SUSTAINABLE**Our vision:

*In 2028, the City of Vincent is a leafy and vibrant 24 hour city, which is synonymous with quality design and sustainability. Its diverse population is supported in their innovative endeavours by a council that says YES!*

This vision was created by the independently and randomly selected Community Engagement Panel for the Strategic Community Plan 2018 – 2032. It continues to be important to our community.

The additional feedback confirms that the community wants us to be a Council and an organisation that:

- is clever, creative and courageous;
- prioritises and protects our natural and built environments;
- is in line with the community appetites and expectations;
- supports day-time and night-time economies;
- is open-minded and willing to push the boundaries; and
- is willing to think and act as an enabler rather than a traditional local government regulator.

**PAGE – Key Risks and Opportunities**

The community identified the following risks and opportunities that would hinder or help Vincent to achieve its vision.

Risks

1. Not being responsive enough to climate change and sustainable practices
2. People not being able to efficiently travel within or through Vincent
3. Creating places that are not safe for people to live, work, and enjoy

Opportunities

1. Improving the sense of place through built form, art, and activation
2. Supporting the local economy
3. Embracing sustainable practices to minimise impacts on the environment

**PAGE – Priorities**

Our priorities were established through the Strategic Community Plan 2018 – 2028. They continue to be a priority for the community now and into the future.

No one priority is more substantial than another; each works in conjunction with the others to deliver on our community's overall vision.

**Enhanced Environment** - The natural environment contributes greatly to our inner-city community. We want to protect and enhance it, making best use of our natural resources for the benefit of current and future generations.

**Accessible City** - We want to be a leader in making it safe, easy, environmentally friendly and enjoyable to get around Vincent.

**Connected & Healthy Community** - We are a diverse, welcoming and engaged community. We want to celebrate what makes us unique and connect with those around us to enhance our quality of life.

**Thriving Places** - Our vibrant places and spaces are integral to our identity, economy and appeal. We want to create, enhance and promote great places and spaces for everyone to enjoy.

**Sensitive Design** - Design that 'fits in' to our neighbourhoods is important to us. We want to see unique, high quality developments that respect our character and identity and respond to specific local circumstances.

**Innovative and Accountable** - We have a significant role to play in supporting our community to realise its vision. To achieve this, we will be an innovative, honest, engaged and responsible organisation that manages resources well, communicates effectively and takes our stewardship role seriously.

Note: styled similarly to the existing 'priorities' page

**PAGE – Outcomes**Enhanced Environment

The natural environment contributes greatly to our inner-city community. We want to protect and enhance it, making best use of our natural resources for the benefit of current and future generations.

*Outcomes:*

- Our parks and reserves are maintained, enhanced and are accessible for all members of the community
- Our urban forest/canopy is maintained and increased
- We have improved resource efficiency and waste management
- We have minimised our impact on the environment
- Power lines are undergrounded

We will achieve these outcomes through implementing the actions of the following Strategies and Plans:

- Banks Reserve Master Plan
- Britannia North West Reserve Development Plan
- Greening Plan 2018 – 2023
- Haynes Street Reserve Development Plan
- Public Open Space Strategy 2018
- Robertson Park Development Plan
- Sustainable Environment Strategy 2019 – 2024
- Waste Strategy 2018 – 2023



**PAGE – Accessible City**Accessible City

We want to be a leader in making it safe, easy, environmentally friendly and enjoyable to get around Vincent.

*Outcomes:*

- Our pedestrian and cyclist networks are well designed, connected, accessible and encourage increased use
- We have better integrated all modes of transport and increased services through the City
- We have embraced emerging transport technologies

*We will achieve these outcomes through implementing the actions of the following Strategies and Plans:*

- Accessible City Strategy 2020 – 2030
- Precinct Parking Management Plan
- Car Parking Strategy
- Public Health Plan 2020 – 2025
- Access and Inclusion Plan 2022 - 2027

**PAGE – Connected & Healthy Community**Connected & Healthy Community

We are a diverse, welcoming and engaged community. We want to celebrate what makes us unique and connect with those around us to enhance our quality of life.

*Outcomes:*

- We have enhanced opportunities for our community to build relationships and connections with each other and the City
- Our many cultures are celebrated
- We recognise, engage and partner with the Whadjuk Noongar people and culture
- Our community facilities and spaces are well known and well used
- We are an inclusive, accessible and equitable City for all

*We will achieve these outcomes through implementing the actions of the following Strategies and Plans:*

- Closed Circuit Television CCTV Strategy 2013
- Community and Stakeholder Engagement Strategy
- Access and Inclusion Plan 2022 - 2027
- Physical Activity Strategic Plan 2009 – 2013
- Public Health Plan 2020 – 2025
- Reconciliation Action Plan 2017 – 2018 | Reflect
- Reconciliation Action Plan 2019 – 2021 | Innovate
- Reconciliation Action Plan 2022 – 2024 | Innovate
- Safer Vincent Plan 2019-2022
- Vincent Communications Plan 2021 – 2023
- Youth Action Plan 2020 – 2022

**PAGE – Thriving Places**Thriving Places

Our vibrant places and spaces are integral to our identity, economy and appeal. We want to create, enhance and promote great places and spaces for everyone to enjoy.

*Outcomes:*

- We are recognised as a City that supports local and small business
- Our town centres and gathering spaces are safe, easy to use and attractive places where pedestrians have priority
- We encourage innovation in business, social enterprise and imaginative uses of space, both public and private
- Efficiently managed and maintained City assets in the public realm
- Art, history and our community's living cultures are evident in the public realm

*We will achieve these outcomes through implementing the actions of the following Strategies and Plans:*

- Thriving Places Strategy\*
- Safer Vincent Plan 2019 – 2022
- Volume 02 North Perth Town Centre Place Plan
- Volume 03 Mount Hawthorn Town Centre Place Plan
- Volume 04 Leederville Town Centre Place Plan
- Volume 05 Beaufort Street Town Centre Place Plan
- Volume 06 William Street Town Centre Place Plan\*
- Volume 07 Pickle District Place Plan
- Volume 08 Claisebrook Town Centre Place Plan\*

*\*Strategy or Plan under development at the time of publication.*

**PAGE – Sensitive Design**Sensitive Design

Design that ‘fits in’ to our neighbourhoods is important to us. We want to see unique, high quality developments that respect our character and identity and respond to specific local circumstances.

*Outcomes:*

- Our built form is attractive and diverse, in line with our growing and changing community
- Our built form character and heritage is protected and enhanced
- Our planning framework supports quality design, sustainable urban built form and is responsive to our community and local context
- More people living in, working in, or enjoying our town centres

*We will achieve these outcomes through implementing the actions of the following Strategies and Plans:*

- Local Planning Scheme
- Local Planning Strategy
- Affordable Housing Strategy
- Heritage Strategic Plan 2013 – 2017
- Leederville Precinct Structure Plan
- Policy No. 7.1.1. Built Form

**PAGE – Innovative and Accountable**Innovative and Accountable

We have a significant role to play in supporting our community to realise its vision. To achieve this, we will be an innovative, honest, engaged and responsible organisation that manages resources well, communicates effectively and takes our stewardship role seriously.

*Outcomes:*

- We deliver our services, projects and programs in the most inclusive, efficient, effective and sustainable way possible
- We engage with our community so they are involved in what we are doing and how we are meeting our goals
- Our decision-making process is consistent and transparent, and decisions are aligned to our strategic direction
- We embrace good ideas or innovative approaches to our work to get better outcomes for the City and our community

*We will achieve these outcomes through implementing the actions of the following Strategies and Plans:*

- Asset Management Strategy 2020 – 2030
- Equal Employment Opportunity Management Plan 2012 - 2014
- Long Term Financial Plan 2022/23 – 2031/32
- Property Management Framework
- Revenue and Rating Plan 2022 – 2026

**PAGE – Monitoring and Review**

Reporting is important for the City to be able to measure and monitor progress of initiatives to deliver on the strategic aspirations detailed in the Strategic Community Plan and initiatives set out in the Corporate Business Plan. The City of Vincent is committed to reviewing internal and external reporting mechanisms to ensure the business is aligning its priorities and delivering on its commitments.

It is also important to note that the Strategic Community Plan, while being incredibly important in guiding us over the next ten years, will not remain static.

As we continue to deliver on the outcomes and actions of this Strategic Community Plan we will maintain an open and transparent dialogue with the community, to stay in step with community expectations.

We will undertake a desktop review of this Strategic Community Plan every two years to ensure the outcomes and actions remain relevant. A complete review of this Strategic Community Plan will be undertaken every four years, involving further engagement with the broader community. Our two-yearly desktop reviews will ensure the size and scope of the four-yearly review appropriately responds to any changes in community aspiration or expectation.

This in turn will support us in continuing to be an agile Local Government that is alert and responsive to our community's needs.

Our primary reporting includes:

Financial Reporting

- Midyear financial reviews
- Annual budget

Projects and Services Reporting

- Annual Report
- Annual Corporate Business Plan
- Four Year Capital Works Program
- Major strategies undergo a minor review every two years and major review every four years\*
- Policies are reviewed every five years\*

\*unless stated otherwise