

CITY OF BELMONT 2020 - 2040 Strategic Community Plan



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Alternative Formats

This document is available on the City of Belmont website and can be requested in alternative formats including electronic format by email and in standard print.

Acknowledgement Of Country

The City of Belmont acknowledges the Noongar Nation and specifically the Whadjuk people as the Traditional Custodians of this land and we pay our respects to Elders, past, present and future leaders.

We also acknowledge all Aboriginal and Torres Strait Islander peoples living within the City of Belmont.

Mayor's Message

I am pleased to present the City of Belmont's Strategic Community Plan for 2020-2040.

This Strategic Community Plan, developed in consultation with our community, sets the direction that Council and the City's Executive Leadership Team will follow for the City of Belmont over the next 20 years.



The Plan outlines our community's shared vision and aspirations for the future. It acts as the City's overarching document to provide guidance to those making tough decisions related to competing priorities and resource limitations, whilst maintaining a focus on the 'big picture' and acting for the good of the whole City.

Developing a vision that reflects the unique character of our community is essential for future planning of our City and must be undertaken in consultation with the community. In developing this Plan community feedback was gathered through a range of activities including surveys, meetings, social media and workshops. The resulting range of varying opinions obtained from our community was vital in shaping our Plan.

This Strategic Community Plan encompasses the long term goals and supporting strategies which will be employed to help achieve our community vision. However, we cannot achieve our vision on our own. It will require effective working partnerships with government agencies, non-government organisations, business and of course, our community throughout the implementation of this and subsequent corporate plans.

Following the adoption of this new Strategic Community Plan, the vision and accompanying strategies will guide all future corporate planning undertaken by the City's Executive Leadership Team. Detailed plans will be revised and performance benchmarks and measures, including the City's annual community perception survey, will be used to ensure the City is successfully working towards achieving our community's vision.

I would like to thank each and every community member who gave their time and input into developing this plan for the future. I trust that you will join Council in embracing our new Strategic Community Plan and help with us bring this new plan to life, in the City of Opportunity, the City of Belmont.

Cr Phil Marks
Mayor



Our Vision

Belmont – The City of Opportunity

We will be home to a diverse and harmonious community, thriving from the opportunities of our unique, riverside City.



About Belmont

The municipality of Belmont was established in 1898 as the Belmont Road Board. In 1907, the name was changed to Belmont Park Road Board and remained unchanged until 1961 when it became the Shire of Belmont. In 1979, the present administration building was opened in Faulkner Park and the municipality became the City of Belmont.

The municipality was called Belmont after Belmont Farm, which had been established in the area in 1830 by Captain F. Byrne. The farm of 2,000 acres was later acquired by John Hardey who had already established Grove Farm, also 2,000 acres, on the banks of the Swan River nearby. John Hardey and his son Robert were destined to own almost the entire Belmont area.

In 1848, Hardey allowed the first race meeting to be held on Grove Farm. Although race meetings had been held at other venues around Perth, a site on Hardey's farm soon became Perth's permanent racecourse and the horse racing industry grew up around it.

Robert Hardey later built a mansion on Grove Farm in 1880 which he called 'Belmont House'. In 1889, he leased the house to J. Handron-Smith, a horse racing owner, who later became secretary of the West Australian Turf Club and went on to become the first elected Chairman of the Belmont Road Board.

The early settlers in Belmont found the land to be of poor quality for cropping and swampy in many parts. Needless to say, many of the Chinese migrants who came with the Gold Rush in the 1890's found the swampy areas excellent for some of Perth's first market gardens.

In 1911, the population of Belmont was 1,088. Today, the City of Belmont is a thriving municipality of over 44,000 residents with extensive parklands and some outstanding facilities such as the Ascot Racecourse and surrounding residential stables precinct, the picturesque marina at Ascot Waters, and Adachi Park which both offer spectacular views of the iconic Swan River.

The City of Belmont is home to Western Australia's largest Domestic and International Airport, and has an extensive business community, with a number of key shopping destinations and major industrial estates thriving across the City.

In 2020 the City welcomes a new community centre - Belmont Hub. The state-of-the-art, multi-level, multi-purpose community facility is home to a larger community library, digital hub, senior citizens club, enhanced museum and much more. This modern, green star rated landmark will become an iconic meeting place for our community to connect into the future.



Planning For Belmont's Future

The State Government is planning for a future when the population reaches 3.5 million. The City of Belmont is anticipating a dramatic increase in population as a result, and this will provide opportunities for further infill in inner suburbs. To meet the anticipated increases the City of Belmont has identified where the greatest opportunities for development present themselves.

The increased population also provides opportunity for the innovation and an uplift in activities and services available. The community recognises the need for change, but has highlighted the things that are important to defining the Belmont lifestyle that need protecting or improving.

The community sees the connection to the river, the proximity to the airport and major education facilities, and the easy access to other areas of interest to be key to the attractiveness of the City to new and existing residents and businesses. The growth in population and new technologies excited the community who see opportunities to grow and become part of an vibrant, desirable and liveable place.

Many of the issues and concerns facing the City are beyond the direct control and influence of Council and will require concerted and coordinated actions by State and Federal Government. This Strategic Community Plan is our opportunity to put strategies in place to manage the elements of growth that the City can influence, leading to an improved quality of life for all.

The Strategic Community Plan is the highest level Council plan. Prepared on behalf of the community, it sits above and helps inform all other Council plans and policies. The purpose of the Plan is to outline our community's shared vision and aspirations for the future, and to set out strategies to achieve this vision.

Whilst this Strategic Community Plan looks at a 20-year horizon more detailed planning is needed in the short term. Council's Delivery Program, Corporate Business Plan, and resourcing plans will translate the overarching vision of the Strategic Community Plan into specific actions, while identifying the resources required to achieve this vision.

It should be noted that this Strategic Community Plan was developed prior to the declaration of the COVID-19 global pandemic. At this point in time future challenges remain uncertain and it is impossible to predict the long term impact of this declaration on the City's ability to deliver on the targets identified in this Plan. The City will of course, continue to closely monitor and report on the progress of this Plan, identifying any obstacles encountered and what if any options may be available.



Integrated Planning and Reporting Framework

The State Government developed the Integrated Planning and Reporting Framework in 2010. As part of this Framework, all Councils are required to develop a Strategic Community Plan, a Corporate Business Plan and a mechanism to review and report on all elements of Integrated Planning and Reporting.

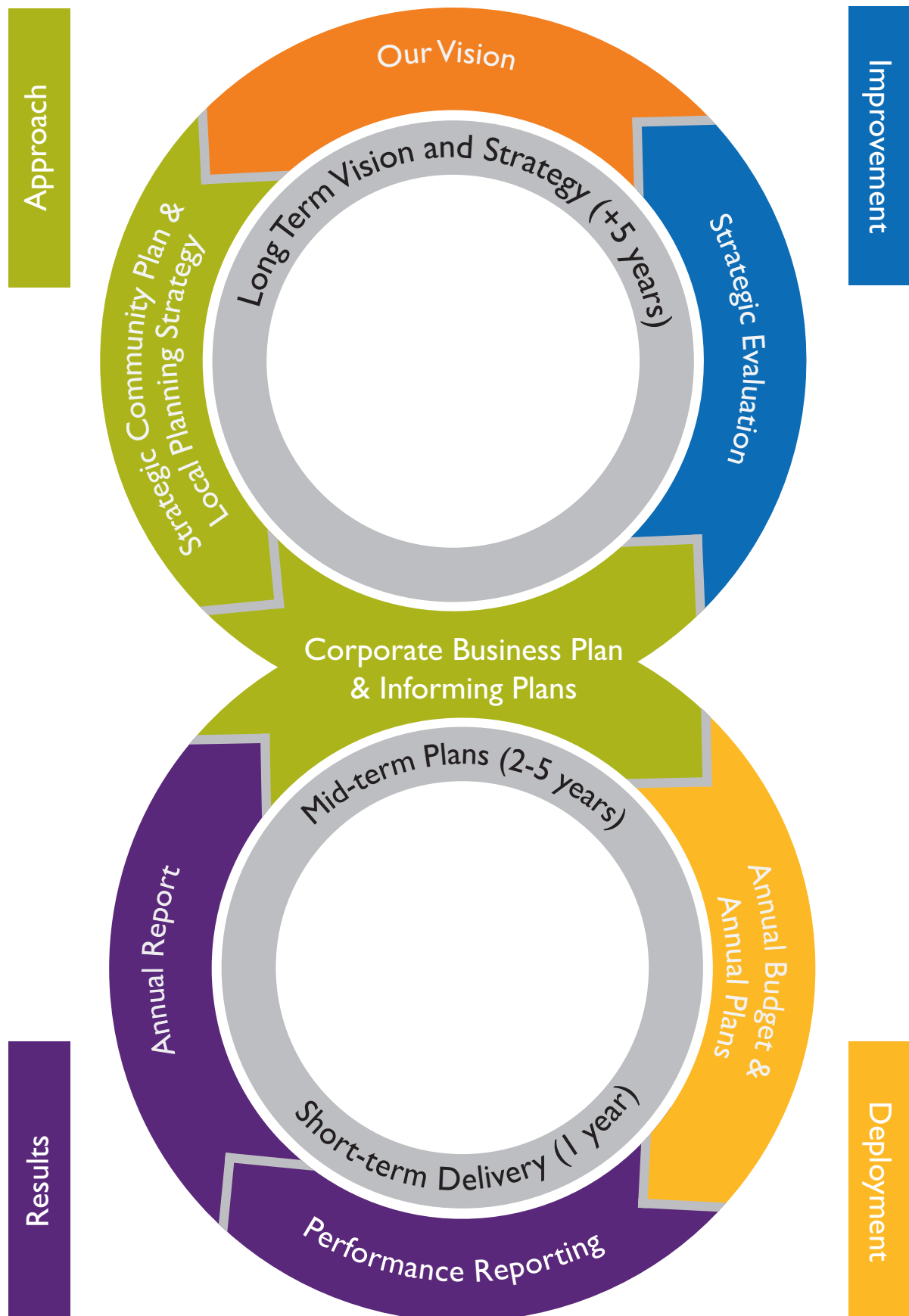
The City is committed to using this Framework and has developed the City of Belmont's Integrated Planning and Reporting Framework. This new Framework is integrated within all City plans across three levels of planning. They are:

- Strategic Level - A long-term vision and strategy with a minimum 5 year horizon.
- Corporate Level - A mid-term plan with a 2-5 year horizon.
- Delivery Level - A short-term plan with a 1 year horizon.

The City is also committed to continuous improvement and utilises the Australian Business Excellence Framework as a tool to drive continuous improvement. A critical component of the Australian Business Excellence Framework is the Approach, Deployment, Results and Improvement (ADRI) Learning Cycle. The ADRI Learning Cycle has been incorporated into the City of Belmont's Integrated Planning and Reporting Framework to identify and drive improvement in business practice and performance.



Our Integrated Planning and Reporting Framework



Our City By Numbers

Our People

Population



44,642
2020 Forecast

65,659
2041 Forecast

Number of Electors



24,954
2040 Forecast

Dwellings



19,244
2020 Forecast

72%
Live in houses

29,068
2040 Forecast

7.5%
Live in flats or
apartments

19.9%
Live in semi-detached
town houses

Diversity



40.5%
residents born
overseas

29.5%
speak a language other
than English

2.5%
identify as Aboriginal or
Torres Strait Islanders

Vulnerable Communities



9.4%
are a low income
earner

11.4%
do not speak English well

11.0%
have no fixed
address

4.4%
need assistance
with daily living

Health, Education & Employment



2
Child Health Centres

12
Primary Schools

10.7%
live and work in
the City

\$2,000 - \$2,499
weekly median
household income

3
Senior Citizen Facilities

2
High Schools

27,106
employed full time

17.7%
hold a bachelor degree or higher

1
Library

46.8%
employment rate

9,285
employed part-time

Our City By Numbers

Our Place



Economy

38,401

People working in the City

\$62,529,275

Council operating expenditure 2019/2020



Environment

309

Hectares of parks and gardens

9km

Of waterway along the Swan River



Location

6

Suburbs

40

Square kilometres

14,054

Businesses operating in the City

\$63,184,865

Council operating revenue 2019/2020

58

Hectares at Ascot Racecourse

12.5%

Tree canopy coverage (inclusive of Perth Airport)

3

Wards (East, West, South)

7

Heritage Sites*

20,033

Rate assessments

5

Main storm water catchment drains

5

Sites containing locally significant vegetation

234

Kilometres of road

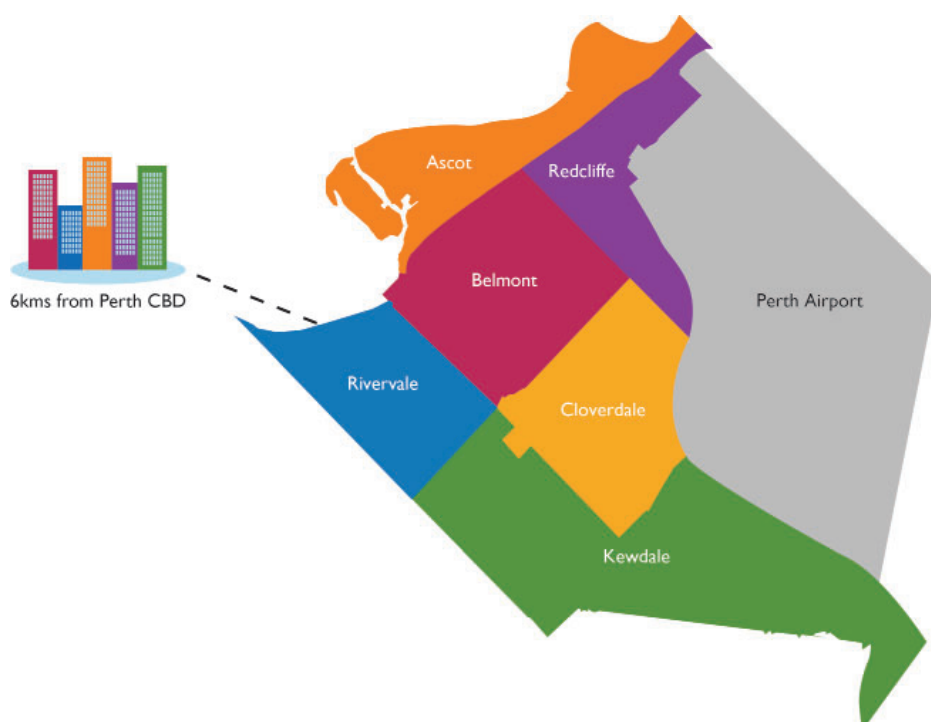
1

Museum

*Heritage Sites include the Old Bristle Kilns, Invercloy Park, Nulsen Haven, Garratt Road Bridge, RAAF Headquarters Bunker, Tampina and Hill 60

The City of Belmont is in close proximity to air, rail and major road arteries and lies only six kilometres east from the centre of Perth and contains the Perth Domestic and International Airports.

The City has a mix of residential, commercial, and light industrial properties.



How We Developed Our Plan

Preliminary Research

Community Consultation

Council Direction

Prepare Draft

Peer Review

Public Comment and Council Adoption



Our Approach To Engagement

Engagement is about involving our community in the decision making process.

For Council, it provides the opportunity to understand varied points of view and gather comprehensive information to make better decisions and deliver better services.

Here at the City of Belmont, we strive for best practice engagement both online and in-person. We believe it's important that the community can see and have direct impact on the decisions of its Council and our City.

To develop this Plan, we have drawn on the views of more than 34,978 people since launching in October 2019. The Community was provided with many varied opportunities to be involved with the process in order to gain a wide representation of views. The following represents a key breakdown of the community involvement.



34,978 people were made aware and provided an opportunity to get involved



24,948 people reached on social media



7579 people reached by direct email



314 people provided feedback via feedback forms



1040 people visited Belmont Connect



735 people directly involved



4,275 people received an e-newsletter



248 people responded to quick polls



88 people attended stakeholder group meetings



85 people attended workshops

Emerging Themes

Since October 2019 we have been talking to the community extensively to understand their priorities, needs and aspirations. It's clear that the community is passionate about Belmont and wants to build on the strengths of our community to create a liveable, productive and sustainable future. Below is a summary of the most common themes we received from our community.

- Building opportunities for people to meet and socialise
- Community moving and living better
- Tree lined streets to create shade
- Let's be ambitious; it's ok to fail
- More local social activities
- Create a place to celebrate and recognise the City of Belmont's history and diversity
- Support for community and sporting groups
- Improved connections for bike and walking paths throughout the City
- Public transport services that connect with the train, the City and education facilities
- More engagement opportunities
- Sustainable development
- Events and festivals
- Improved security and safety
- Support new and existing businesses

Public Transport
Community
Safety Businesses Vibrant
Connection
Celebrate History
Opportunities
Green
Multicultural
Diverse
Bike Paths Riverside
Sustainable



Achieving Our Vision

This Strategic Community Plan 2020-2040 builds on our previous Strategic Community Plan 2016-2036. In order to achieve our vision and in consideration of the feedback received from the community, the priorities, needs and aspirations, have been grouped into following five broad long-term goals. Supporting strategies provide a roadmap to achieving these goals, and they are outlined over the next pages.



Liveable Belmont

We are vibrant, desirable and liveable.



Connected Belmont

We can all get to where we want to go.



Natural Belmont

We care for and enjoy our environment.



Creative Belmont

We are innovative, creative and progressive.



Responsible Belmont

We are inclusive, engaging and act with integrity.



Goal 1: Liveable Belmont

We are vibrant, desirable and liveable.

Our Community's Aspirations:

Belmont will be vibrant with exciting entertainment and dining experiences. The City and residents will provide strong support for community and sporting groups. There is a strong focus on history and culture. Belmont is considered a great place to live.

What this will look like (Outcomes):

- Our neighbourhoods are well serviced by local activity centres which are exciting and attractive.
- All ages can live, work and play in the City.
- Business is attracted to the City, creating more local jobs.

The following describe at a high level what we will do to meet community priorities, needs and aspirations. Detailed projects, services, operations and performance measures for these will be outlined in the City's Corporate Business Plan.

What we will do (Strategies):

- 1.1 Respect, protect and celebrate our shared living histories and embrace our heritage
- 1.2 Plan and deliver vibrant, attractive, safe and economically sustainable activity centres
- 1.3 Ensure activity centres have a thriving economy
- 1.4 Attract public and private investment and businesses to our City and support the retention, growth and prosperity of our local businesses
- 1.5 Encourage and educate the community to embrace sustainable and healthy lifestyles

How we will track our progress (Measurement):

- Progress towards Reconciliation Action Plan
- Sense of belonging to a shared heritage experience
- Diversity of cultural expression appreciated
- Perceptions of safety
- Vibrancy and attractiveness of the City
- Local employment statistics
- Business and investment activity
- Economic activity
- Health, wellbeing and general life satisfaction of residents





Goal 2: Connected Belmont

We can all get to where we want to go.

Our Community's Aspirations:

Our residents are connected socially and through physical infrastructure. Our neighbourhoods are safe, walkable, cycle friendly and well served by public transport. There is a sense of opportunity for everyone and an acceptance of all abilities. Our residents are empowered.

What this will look like (Outcomes):

- People of all abilities are able to move freely, safely and sustainably around the City.
- People and goods are able to move sustainably in and out of the City.
- The City's bike paths are connected and easy to ride on.
- The City is a leader in transportation with advanced traffic planning that maximises efficiency of current infrastructure and encourages transport alternatives.
- Supports the City's liveability by enabling seamless connections between people and places.

The following describe at a high level what we will do to meet community priorities, needs and aspirations. Detailed projects, services, operations and performance measures for these will be outlined in the City's Corporate Business Plan.

What we will do (Strategies):

- 2.1 Design our City so that it is accessible by people of all ages and abilities
- 2.2 Make our City more enjoyable, connected and safe for walking and cycling
- 2.3 Facilitate a safe, efficient and reliable transport network
- 2.4 Promote alternative forms of transport

How we will track our progress (Measurement):

- Satisfaction with walking and cycling paths and facilities
- Satisfaction with local road conditions
- Satisfaction with local traffic management and signs
- Health, wellbeing and general life satisfaction of residents





Goal 3: Natural Belmont

We care for and enjoy our environment.

Our Community's Aspirations:

The City of Belmont presents a feeling of peaceful, clean, green and healthy. There is a focus on the natural in parks and gardens with trees and colour. Our streets are lined with trees. Our residents and businesses are environmentally aware. There is a connection with the river and natural areas. Sustainability is important to us. Belmont will be known for its strong connection to the environment especially the river and trees. The verges will be green and dominated by natural plantings. Parks will continue to be well maintained and their natural appeal will be enhanced. Sustainable development and expectations of sustainable practices of businesses are a part of the social fabric.

What this will look like (Outcomes):

- Belmont has an abundance of natural features including the river, parks and gardens which are colourful and focus on nature.
- Tree lined streets create shade, facilitate walking and riding and give health and environmental benefits.
- Highly rated as place to live.
- Planning and development will have a focus on sustainability.

The following describe at a high level what we will do to meet community priorities, needs and aspirations. Detailed projects, services, operations and performance measures for these will be outlined in the City's Corporate Business Plan.

What we will do (Strategies):

- 3.1 Protect and enhance our natural environment
- 3.2 Improve our river and waterways
- 3.3 Keep our City clean
- 3.4 Provide green spaces for recreation, relaxation and enjoyment
- 3.5 Promote energy and water efficiency, renewable energy sources, and reduce emissions and waste
- 3.6 Encourage sustainable development to guide built form

How we will track our progress (Measurement):

- Extent of tree planting
- Increase net tree canopy cover
- Reduce mature tree removals
- Improvements to water quality
- Perception of cleanliness
- Provision of and upgrade to parks and green spaces
- Energy efficiency and renewable energy supply
- Water efficiency and alternative water supply
- Waste diversion from landfill
- Local Planning Framework that meets current and future community needs





Goal 4: Creative Belmont

We are innovative, creative and progressive.

Our Community's Aspirations:

The City of Belmont's diversity will be reflected in our residents as well as those working here. Although we are contemporary, we will be seen as inspiring, resilient and dynamic. We will attract development with an atmosphere for change. Belmont will have an inspiring technology hub where discoveries are made.

What this will look like (Outcomes):

- There is a strong focus on arts and culture in the City.
- The City works with local schools and businesses to run programs.
- There is a wide variety of public art in the City.
- The City runs awards programs for arts and innovation.
- Innovative businesses look to Belmont as a preferred location close to the airport and with links to universities.

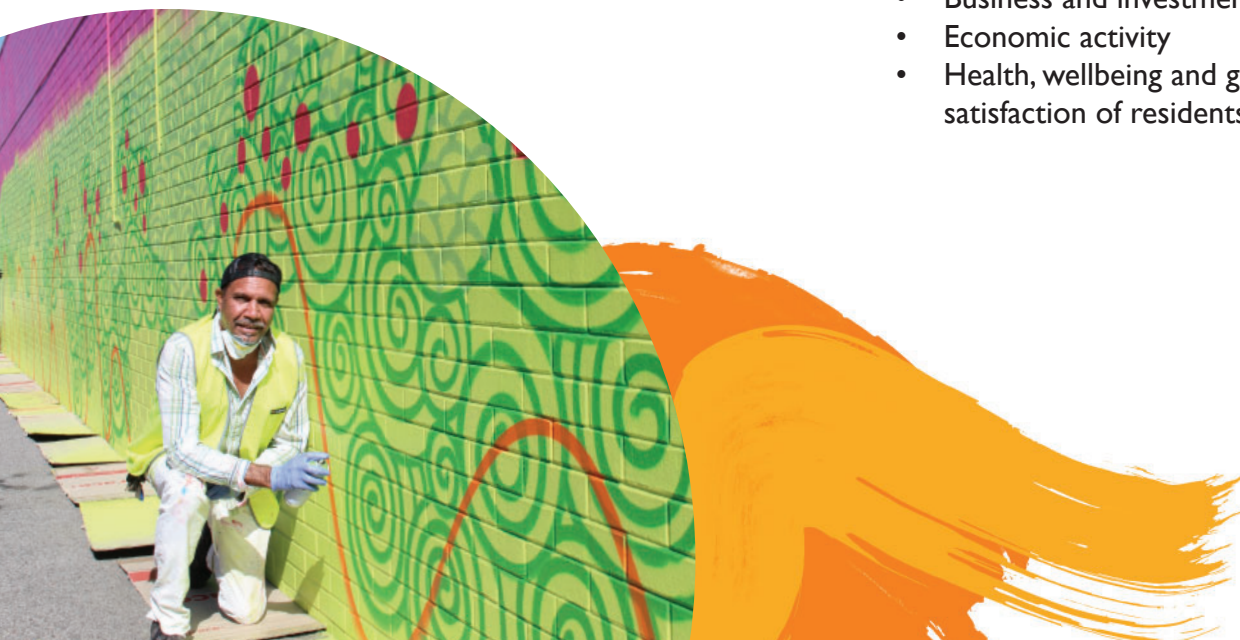
The following describe at a high level what we will do to meet community priorities, needs and aspirations. Detailed projects, services, operations and performance measures for these will be outlined in the City's Corporate Business Plan.

What we will do (Strategies):

- 4.1 Promote the growth of arts and culture
- 4.2 Embrace technology, creativity and innovation to solve complex problems and improve our City
- 4.3 Support and collaborate with local schools and businesses

How we will track our progress (Measurement):

- Community attitudes towards Council innovation and forward-thinking
- Education and training opportunities
- Vibrancy and attractiveness of the City
- Local employment statistics
- Business and investment activity
- Economic activity
- Health, wellbeing and general life satisfaction of residents





Goal 5: Responsible Belmont

We are inclusive, engaging and act with integrity.

Our Community's Aspirations:

The City of Belmont advocates for the needs of the community by being responsive and consultative. The availability of the best community services and infrastructure will be facilitated. Heritage will be protected. Belmont will continue to be recognised for its location with convenient access to the river and progressive education establishments.

What this will look like (Outcomes):

- The Community is actively involved in decision making through engagement.
- Engagement is a part of everything the City does.
- There are housing opportunities for everyone.
- The Community has a high level of trust in the Council and the City of Belmont.
- The City is well governed and acts with the highest level of integrity.

The following describe at a high level what we will do to meet community priorities, needs and aspirations. Detailed projects, services, operations and performance measures for these will be outlined in the City's Corporate Business Plan.

What we will do (Strategies):

- 5.1 Support collaboration and partnerships to deliver key outcomes for our City
- 5.2 Manage the City's assets and financial resources in a responsible manner and provide the best possible services for the community
- 5.3 Invest in services and facilities for our growing community
- 5.4 Advocate and provide for affordable and diverse housing choices
- 5.5 Engage and consult the community in decision-making
- 5.6 Deliver effective, fair and transparent leadership and decision-making, reflective of community needs and aspirations
- 5.7 Engage in strategic planning and implement innovative solutions to manage growth in our City

How we will track our progress (Measurement):

- Community attitude towards Council's collaboration efforts
- Corporate Performance Indicators
- Community satisfaction with value for money for Council rates
- Provision of and access to essential services and community facilities
- Dwelling mix
- Housing affordability
- Community engagement and consultation
- Community confidence in Council
- Enforcing Consolidated Local Laws.

Success Of The Plan

Council's Role

As the City of Belmont continues to grow, Council, our stakeholders and our community need to work together to invest in our individual and collective wellbeing.

While Council has a custodial role in initiating, preparing and maintaining the Strategic Community Plan on behalf of the community, it is not wholly responsible for its implementation. Many of the issues and concerns facing the City of Belmont are complex and beyond the direct control and influence of Council, such as transport, health, housing, safety and employment.

To deliver the community's vision, we work with various stakeholders and partners including other levels of government and their affiliated agencies, local businesses and industry, developers, educational institutions, community groups, residents and visitors and other service providers.

Council's role, depending on the activity being undertaken, is to Deliver, Partner and/or Advocate. The activities and actions to be carried out by Council are outlined in the City's Corporate Business Plan.

By building strong partnerships, taking a strong leadership role, and delivering on its own commitments, Council plays a pivotal role in shaping places and supporting people to lead fulfilling lives.

Deliver

Council delivers a wide range of programs and services including waste collection, libraries, maintenance of local roads and public spaces, recreation facilities and programs, community care, special events and regulatory functions.

Partner

Council builds strategic partnerships with Federal and State Government agencies, the private sector and a range of other stakeholders whose work will contribute to delivering the long term goals outlined in this Strategic Community Plan.

Advocate

When not in direct control or partnership, Council will give voice to the needs and aspirations of the community by advocating for changes in policy and action at relevant levels of government and industry to bring about the best outcomes for our community.



Tracking Our Success

This Strategic Community Plan outlines our community's shared vision and aspirations for the future, and how they will be achieved.

This Strategic Community Plan 2020 - 2040 builds on our previous Strategic Community Plan 2016 – 2036. Every two years a strategic review of the Plan is conducted, with a more comprehensive review every four years.

The City monitors and reviews the progress of the Strategic Community Plan via the following:

Corporate Business Plan

The Corporate Business Plan outlines in detail the projects, services, actions, operations and performance measurements required to deliver on the priorities identified in the Strategic Community Plan. It is reported on quarterly to Council and updated annually with a full review every four years.

Annual Report

Each year, the City produces a comprehensive Annual Report in accordance with the *Local Government Act 1995*. The Annual Report aims to give an open and accountable insight into how the City has progressed towards achieving our vision and strategic objectives. Highlights include our main achievements and challenges, our financial performance and our key targets for the year ahead.

Community and Stakeholder Feedback

The City is committed to partnering with our community in realising the future of our local area and will continue to engage with the community at every opportunity. We use a number of different mechanisms each year to give us insight into how the City has progressed towards achieving our vision and strategic objectives. These mechanisms include surveys, workshops, focus groups and a range of online tools.



Resourcing the Plan

The City's four year Corporate Business Plan directs the City's resources, assets and funding towards the priorities, key projects and activities set out in the Strategic Community Plan. It sets out how the City will do this and the funding required over the four year period of the Plan.

Managing Risk

Risk management identifies and assesses threats and opportunities in achieving the City's business objectives and defines effective response strategies. The City's Risk Program ensures that sound risk management practices and procedures are fully integrated into its strategic initiatives, projects and operational processes and day to day business practices.

It should be noted that this Strategic Community Plan was developed prior to the declaration of the COVID-19 global pandemic. At this point in time future challenges remain uncertain and it is impossible to predict the long term impact of this declaration on the City's ability to deliver on the targets identified in this Plan. The City will of course, continue to closely monitor and report on the progress of this Plan, identifying any obstacles encountered and what if any options may be available.



Get Involved and Stay Connected With Us

There are lots of ways for you to get involved with the City.

Keep up-to-date with what's happening at:



www.belmont.wa.gov.au



BelmontCouncilWA



BelmontCouncilWA



BelmontCouncil



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