

TOWN OF EAST FREMANTLE STRATEGIC COMMUNITY PLAN **2013 - 2023**





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WHAT IS THE STRATEGIC COMMUNITY PLAN?

The Strategic Community Plan is a long-term planning document that sets out the Town of East Fremantle's vision, aspirations for the future, and the key strategies we will need to focus on to achieve our aspirations.

The Plan forms part of the Integrated Planning and Reporting Framework, which the State Government requires all local governments in WA to have in place by 30 June 2013.

In addition to the Strategic Community Plan, the Integrated Planning and Reporting Framework involves the development of a number of other plans. These will include a Corporate Business Plan, an Asset Management Plan, a Long Term Financial Plan, and a Workforce Plan. These plans will involve more specific operational planning, including more detailed performance measures.

With regard to the State Government's amalgamation agenda, the Town's view is that even if a local government were to be amalgamated, all of these plans will still serve to help identify and meet the needs of the local community concerned.

The Strategic Community Plan will integrate the expectations and views of the East Fremantle community, and will significantly drive the way we do business. It helps us to set realistic and achievable goals, and improve the value of the services and facilities we provide.

Our Mission

"To preserve and promote the Town's proud history and unique identity"

Our Vision

"Our Town has a distinct identity. We are recognised for the integration of our heritage, lifestyle, environment, and community values."



COMMUNITY PROFILE

The Town of East Fremantle was created in 1897, when it separated from the Fremantle Municipal Council. We are an area of 3.2 square kilometres with a population of almost 7,500 residents. Bordering the Swan River, our Town has a strong cultural heritage and supports a large range of sporting clubs and community organisations.



POPULATION

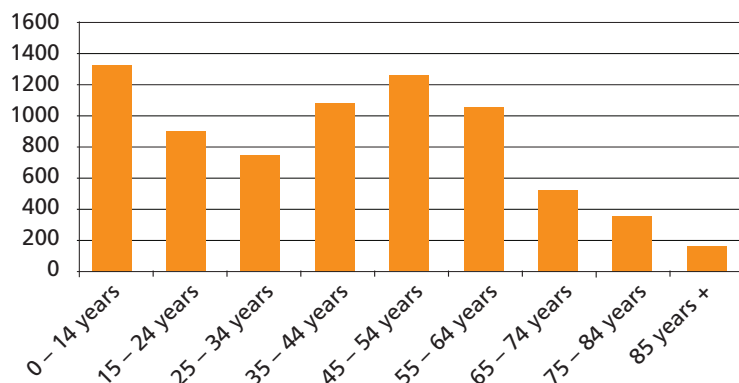
Since 2004, our community has experienced steady population growth. Currently, our population is at 7,469 with the Department of Planning estimating we will grow to 8,600 by 2026.



AGE PROFILE

The age profile of our community is as follows:

Residents by Age



Source: Australian Bureau of Statistics (2011).

KEY STATISTICS

The following table provides some key statistics about our Town.

Our Area	
Population	7,462
Area	3.2 square kilometres
Number of Dwellings	3,065
Distance from Perth	16 kilometres
Number of local clubs & associations	30
Representation	
Number of Electors	4989 (2011)
Number of Elected Members	9
Elector to Elected Member Ratio	1 : 554
Our Council	
Number of Employees	38 FTE (2011/12)
Length of Roads	46 km
Area of Parks & Gardens	65 ha
Our Financial Position	
Annual Rates Levied	\$5.7 million (2012/13)
Annual Operating Expenditure	\$7.6 million (2012/13)
Value of Assets	\$24.7 million (2011/12)



WHAT DO WE STAND FOR?

- We encourage community involvement in decisions which affect our community;
 - We value access to the river and recognise the importance of foreshore conservation;
 - Our community enjoys our green spaces, walking and cycle paths;
 - We promote the conservation and restoration of the Town's heritage buildings;
 - We foster a range of recreation and sporting activities;
 - We take pride in our streetscapes;
 - We are developing a vibrant Town Centre;
 - We promote community festivals and events;
 - We seek to constantly improve the sustainability of our community.
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KEY CHALLENGES FOR OUR TOWN

LOCAL GOVERNMENT METROPOLITAN REVIEW

Local Government amalgamations are a key objective of the State Government. The Metropolitan Local Government Review (Metro Review) recently produced a report that examined the social, economic, and environmental challenges facing Perth in the next 50 years. The Metro Review Panel was appointed in June 2011, and tasked with recommending the most appropriate local government structures and governance models for metropolitan Perth.

The Panel's findings, if implemented, will result in the abolition of the Town of East Fremantle. The relevant recommendation from the report is:

- *Recommendation 15: A new structure of local government in metropolitan Perth be created through specific legislation, which reduces the number of local governments in metropolitan Perth [from 30] to 12*

The Panel examined two options for the boundaries of the proposed 12 local governments. The first option (A) entailed amalgamations of existing local governments based on existing boundaries. In our case, the recommendation was for an amalgamation of the Town of East Fremantle with the Cities of Melville and Fremantle, and Rottnest Island. The second option (B) had similar outcomes however entailed boundary adjustments of some existing local government areas. In our case, under Option B, the Town of East Fremantle would be incorporated into a "Greater Fremantle" Council, which would comprise most of the current boundaries of the Cities of Fremantle and Melville, part of the current boundaries of the City of Cockburn, and Rottnest Island.

The State Government has made no decision on the Review Panel's recommendations however the Minister has recently indicated the Government intends to continue to pursue widespread amalgamations and these would be sought "sooner rather than later". The Minister has also stated that he strongly favours "straight" amalgamations, as opposed to amalgamations involving boundary adjustments. A decision is expected by the end of July 2013. Whatever the outcome, we will continue to strongly advocate for the preservation of our Town's independence.

This position is based firstly on the expressed wishes of the overwhelming majority of East Fremantle residents and ratepayers, as expressed in a survey of all electors of the Town, and secondly on the fact Council considers that an amalgamation would not benefit the East Fremantle community, and in fact would likely be to the detriment of the community.



INFILL REQUIREMENTS: DIRECTIONS 2031

In 2010, the Western Australian Department of Planning released a strategic plan, Directions 2031. The Plan outlines a vision for future urban growth in the metropolitan Perth and Peel regions, and identifies themes and objectives to guide this growth. Directions 2031 seeks to address population increase scenarios and land use patterns for the medium to long term predicted increase of more than half a million people in Perth and Peel by 2031.

Directions 2031 plans for additional dwelling growth to increase residential densities as part of suitable redevelopment opportunities. The Department of Planning have published the following growth forecasts for the Central Metropolitan Perth sub-region (includes Town of East Fremantle):

GROWTH FORECASTS 2008 – 2031

Characteristic	2008	2031	Change
Population	705,000	910,000	205,000
Dwellings	319,000	440,000	121,000
Labour force living in the area	342,000	469,000	127,000
Jobs in the area	423,000	570,000	147,000
Employment self-sufficiency	124%	121%	

Source: Department of Planning, Central Metropolitan Perth Sub-Regional Strategy, August 2010.

Directions 2031 also outlines specific housing targets that each of the 19 local governments in the sub-region are expected to accommodate within their respective boundaries by 2031, as partly outlined in the table below:

Local Government Authority	Draft Housing Targets
Canning	9,000
East Fremantle	600
Fremantle	3,500
Melville	11,000

Source: Department of Planning, Central Metropolitan Perth Sub-Regional Strategy, August 2010.

HOUSING GROWTH TARGETS: 2031

It should be noted the Town already has the third highest population density within the Perth SD at 2,500 people per square kilometre.

Our Town is characterised by heritage buildings, quality amenities, and well maintained streetscapes. We're known for our "urban-village" feel and it's the quality of our surrounds that help make the Town so attractive.

This is why it is essential we continue to develop planning provisions to ensure inappropriate development does not

occur in response to Directions 2031. This means sensitive infill development in appropriate areas. We need to work closely with the community to ensure this objective is achieved.

Our community values the accessibility and quality of these spaces, and we want to protect these for future generations. We also must be able to manage and mitigate the impact of increased traffic volumes arising from population growth, as major transport routes run through our Town.



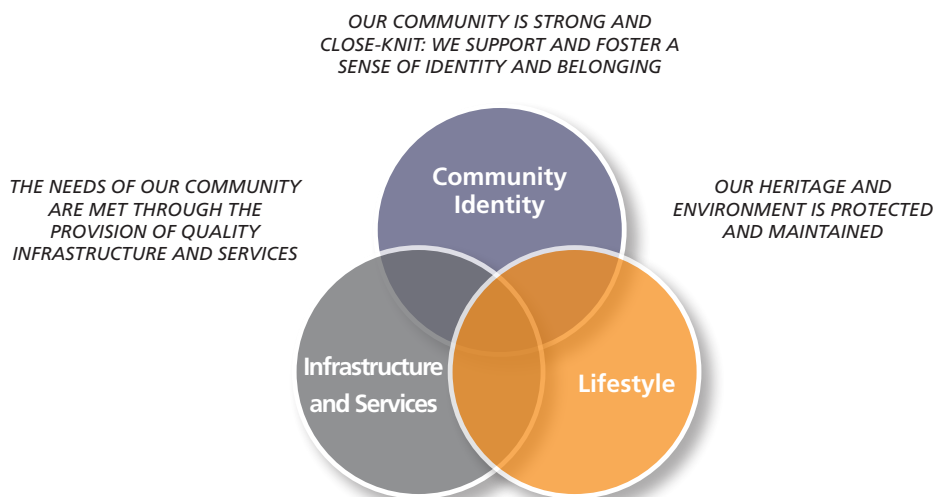


OUR VISION

"Our Town has a distinct identity. We are recognised for the integration of our heritage, lifestyle, environment, and community values."

ACHIEVING OUR VISION

Our vision will be achieved by undertaking actions across three Key Focus Areas, which are the core components of our business.



TURNING THE VISION INTO REALITY

To turn the vision into reality, we have taken each of the Key Focus Areas and developed a number of strategies that will help us achieve our goals. These measures will be supported by a number of operational performance indicators so we know we're on the right track.



KEY FOCUS: COMMUNITY IDENTITY

ASPIRATION – OUR COMMUNITY IS STRONG AND CLOSE-KNIT: WE SUPPORT AND FOSTER A SENSE OF IDENTITY AND BELONGING

Where are we now?

There is a strong community identity in the Town of East Fremantle, which is highly valued. Maintenance of this community identity is assisted through numerous sporting clubs and community organisations, which bring together residents and visitors. A key feature of our Town is a sense of belonging to a cohesive and safe community.

Where will we be by 2023?

In 2023, our community has grown, though we have maintained the sense of local identity and feeling of belonging. Encouraged by that sense of belonging, our community actively participates in local events

and organisations, and in community issues that affect them.

How will we get there?

The following outcomes outline how we will maintain and build on our strong community identity.

Outcome 1.1: Community members are active participants in local events and organisations

The Town will do this by...	Success will be measured by...	To achieve this, the Town will need to work with...
Encouraging and supporting volunteering and participation in sporting clubs and community organisations	Volunteering and participation in community organisations increases	Residents and ratepayers Community groups Sporting organisations Government agencies Local businesses
Encouraging and supporting our community to actively participate in local events	All sectors of our community are actively involved in local events	
Encouraging our community to be more involved in Council decisions	There is increased community participation in Council decision making	

Outcome 1.2: Community members feel a sense of belonging

The Town will do this by...	Success will be measured by...	To achieve this, the Town will need to work with...
Promoting the community's identity through events and programs	There is a strong community spirit in our community	Residents and ratepayers Government agencies Community groups
Providing art and cultural opportunities as a means of community engagement and inclusion	People feel they belong in our community	
Continuing to provide services that improve safety and security in the community		



KEY FOCUS: INFRASTRUCTURE AND SERVICES

ASPIRATION – THE NEEDS OF OUR COMMUNITY ARE MET THROUGH THE PROVISION OF QUALITY INFRASTRUCTURE AND SERVICES

Where are we now?

The infrastructure and services that we provide are highly utilised and valued by our community. We maintain the physical and environmental assets of the Town.

Where will we be by 2023?

In 2023, our residents have a greater choice and access to the things they need. Our physical and environmental assets are protected and maintained for future generations, and our network of alternative transport modes is actively utilised by residents and visitors.

How will we get there?

The following outcomes outline how we will maintain and build on infrastructure and services.

Outcome 2.1: Our physical and environmental assets are maintained, accessible and safe

The Town will do this by...	Success will be measured by...	To achieve this, the Town will need to work with...
Maintaining the Town's physical and environmental character	Facilities are highly utilised	Residents and ratepayers Government agencies Community groups Local businesses
Looking for new ways to share the responsibility to support our community amenities		
Identifying the changing needs of our community and assessing our facilities and infrastructure to support those needs		
Ensuring our infrastructure is safe and accessible to all members of the community		

Outcome 2.2: Our infrastructure connects our community

The Town will do this by...	Success will be measured by...	To achieve this, the Town will need to work with...
Providing infrastructure to support the connectedness of our Town for pedestrian and cycle traffic	Increase in non-vehicle transport routes	Residents and ratepayers Community organisations Government agencies Non-government agencies
Promoting traffic management to support safety of the community		



Outcome 2.3: Significant spaces and places are identified and protected for future generations

The Town will do this by...	Success will be measured by...	To achieve this, the Town will need to work with...
Reviewing our planning scheme to ensure it identifies significant spaces and places, such as East Fremantle Oval Precinct and Swan River foreshore	Significant spaces and places are maintained and valued by the community	Residents and ratepayers Community organisations Government agencies Non-government agencies
Continuing to develop planning provisions that ensure the protection and enhancement of significant spaces and places		
Identifying ways to partner and share responsibility to support the protection of significant spaces and places		



KEY FOCUS: LIFESTYLE

ASPIRATION – OUR HERITAGE AND ENVIRONMENT IS PROTECTED AND MAINTAINED

Where are we now?

Green open space, and access to the river is highly valued in our Town, and we want to protect these for future generations. Our community has a strong desire to maintain our heritage buildings and takes pride in our historic streetscapes. We recognise the need to plan effectively for population growth, whilst ensuring the unique character of our community and its heritage is not lost.

Where will we be by 2023?

Parks, open spaces, and access to the river continue to be valued by our community. Heritage buildings are better protected, and new developments are designed to enhance the character of our Town. We have a Town Centre that has made the most of re-development opportunities for the benefit

of our community. It contributes to a sense of social cohesion and is well utilised by residents and visitors. We are recognised for supporting sustainable practices in our community and lead by example in areas of waste and energy sustainability.

How will we get there?

The following outcomes outline how we will maintain our lifestyle and the natural environment.

Outcome 3.1: Our environment is preserved through sustainable practice

The Town will do this by...	Success will be measured by...	To achieve this, the Town will need to work with...
Supporting the management and re-development of our parks, open spaces, and public places to maximise the benefit for the community	Our community continues to utilise and value our parks, open spaces, river environment and public places	State government agencies Community organisations Residents and ratepayers Local businesses
Ensuring that access to the river remains a key priority for our community	Our natural assets are enhanced	
Recognising protecting and enhancing our natural environment	Sustainable environmental management practices have increased	
Promoting sustainable environmental management and use of sustainable resources		



Outcome 3.2: Our community values and protects its built heritage

The Town will do this by...	Success will be measured by...	To achieve this, the Town will need to work with...
Identifying and protecting significant heritage buildings	The protection of heritage buildings in our Town increases	State government agencies Developers Architects Residents and ratepayers
Having sufficient planning controls in place to ensure new developments are appropriate to the built heritage and the character of our streetscapes		

Outcome 3.3: We facilitate sustainable growth whilst maintaining the urban character of our Town

The Town will do this by...	Success will be measured by...	To achieve this, the Town will need to work with...
Identifying appropriate locations for increased density	New developments are well integrated with existing housing	State government agencies
Planning for appropriate infrastructure to support increased density and regeneration	New infrastructure provisions meets the community's expectations	Developers
Encouraging development which reflects and enhances our community identity		Residents and ratepayers

Outcome 3.4: Our Town Centre is a hub of activity

The Town will do this by...	Success will be measured by...	To achieve this, the Town will need to work with...
Continuing to support the growth and development local businesses	Retail businesses operate successfully within our boundaries The community is actively involved in re-development opportunities	Businesses State government agencies
Ensure re-development opportunities support the development of a town centre/cultural hub		
Supporting and encouraging both new and existing locally-owned businesses to remain in the Town		



HOW WE AS AN ORGANISATION WILL WORK TOWARDS THESE STRATEGIC OUTCOMES

The Council and staff of the Town of East Fremantle will continue to undertake our day to day activities in an efficient manner, mindful of the need to focus on the needs of our community and to manage the Council's resources in a cost effective way.

We will continue to seek and support opportunities to work with other local governments to pursue regional services and other resource sharing arrangements where appropriate.

We will continue to strive for increased environmental sustainability by being involved in such organisations, such as the Southern Metropolitan Regional Council, and by promoting good environmental sustainability practices.

We will continue to plan and spend Council's budgets in a financially responsible and sustainable manner, balancing current community demands with the need to maintain the long term fiscal viability of the Town.

HOW THIS PLAN WAS DEVELOPED

This Strategic Community Plan was developed through a number of workshops, which engaged a large cross-section of our community. Members of the community who could not attend the workshop were invited to provide their feedback through online submission. Town members of staff were also engaged as part of this process. Workshops were held with:

- Councillors and Executive Staff; and
- Members of the community.

In these workshops we conducted a number of group exercises, whereby participants were asked to describe what they valued most about the Town, and what needed to be protected and maintained. 'Visioning exercises' were also conducted, which asked participants to imagine and describe what the Town of East Fremantle would be like in 2023. These sessions provided us with a rich source of material that has directly informed the development of this Plan. Each group had a particular focus specific to their relationship with the Town, and the workshops helped us understand what the key drivers, challenges, and opportunities affecting our Council were. This approach significantly helped us realise what's really important in the community's eyes. It went beyond short-term priorities, and looked at long-term aspirations.

HOW WE WILL USE THIS PLAN

This Plan shares our vision and aspirations for the future. It outlines how we, as an organisation, intend to use this Plan, including

- Guiding Council decision-making and priority setting;
- Informing decision-making with respect to other partners and agencies, including the State Government, other local governments, WALGA, and the private sector;
- Providing a clear avenue to pursue funding and grant opportunities by demonstrating how projects align with the aspirations of our Council, and within the strategic direction outlined in this Plan;
- Informing future partners of our key priorities, and the ways in which we seek to grow and develop;
- Engaging local residents and ratepayers, local businesses, community groups, and education providers that contribute to the future of our community; and
- Providing a framework for monitoring progress against our vision and aspirations.

HOW THIS PLAN WILL BECOME A REALITY

We will use this Strategic Community Plan to inform the development of our other strategic planning documents, particularly, the Corporate Business Plan. The Corporate Business Plan outlines the detailed actions we must take over a four year period by directing our resources, assets, and funding towards the priorities, key projects and activities. Fulfilling these actions will help ensure that our vision for the community is achieved.

MONITORING AND REPORTING

Our Strategic Community Plan is a living document. It is one of the main ways you as a community member can influence what we do, and how we go about doing it. Each year we will report on how we are progressing in respect of the Plan, in our Annual Report.

Every 2 years we will undertake a desktop review of this Plan, and every 4 years, undertake a full review. As part of this 4 year review, we will renew the long-term visioning process, which will ensure the priorities and aspirations of our community and other stakeholders are kept up-to-date and remain relevant.

Photos courtesy of the Fremantle City Library