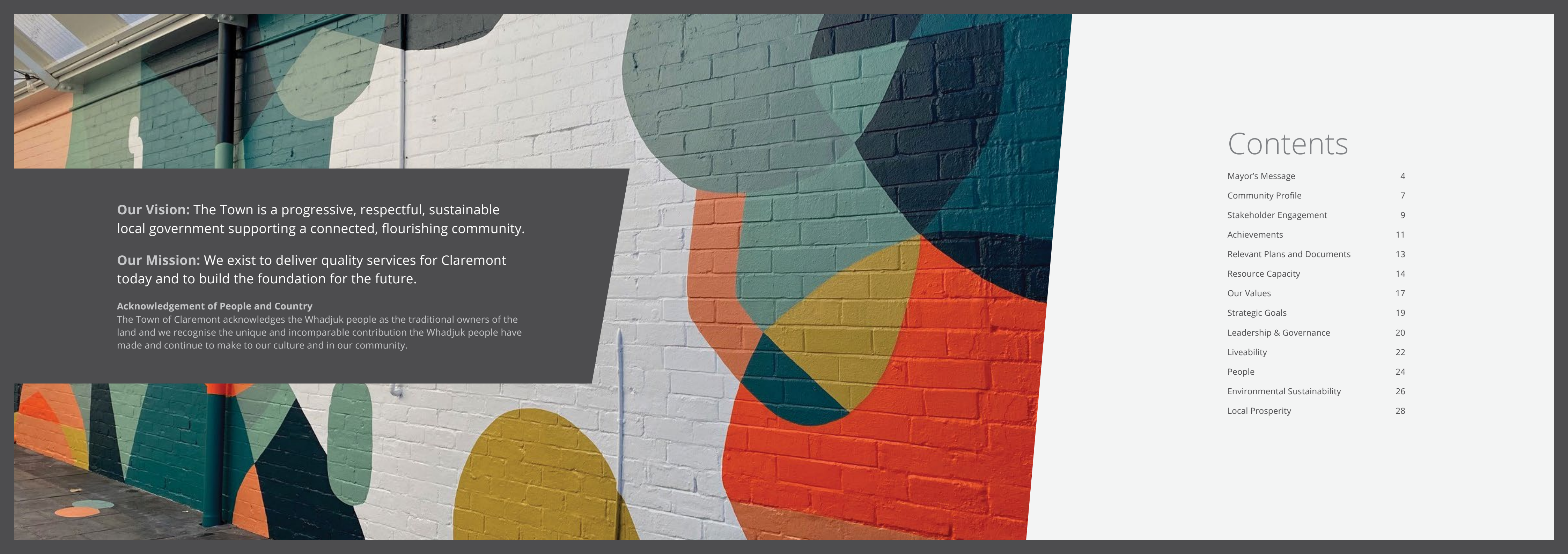


TOWN of CLAREMONT

Claremont Ahead



Strategic Community Plan **2021-31**



Our Vision: The Town is a progressive, respectful, sustainable local government supporting a connected, flourishing community.

Our Mission: We exist to deliver quality services for Claremont today and to build the foundation for the future.

Acknowledgement of People and Country

The Town of Claremont acknowledges the Whadjuk people as the traditional owners of the land and we recognise the unique and incomparable contribution the Whadjuk people have made and continue to make to our culture and in our community.

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Mayor's Message

Vibrant. Connected. Green. These are the aspirations the community has for the Town of Claremont and I am proud to reflect these aspirations in our Strategic Community Plan, 2021 -2031. This document is our principal strategy and planning document, and along with our corporate business plan, long term financial plan, asset management plan and workforce plan will guide and direct all of the work the Town undertakes over the next four years on behalf of our community.

In the past four years, we have commenced or completed a number of significant projects to add to the amenity of the Town. This includes the Claremont Museum redevelopment, the McKenzie Pavilion redevelopment, and a number of improvements at the Aquatic Centre including the Splash Pad and access and family-friendly change rooms, as well as improved seating and grassed areas.

As the population of Claremont continues to grow and diversify, it is vital we listen and reflect the community's aspirations in everything we do. We will continue to balance the desires of the community with State Government requirements, and to protect local characteristics such as the heritage of our town, its open space, tree canopy and other environmental values.

It was pleasing to hear the community thinks we are doing a good job managing and conserving our assets including Lake Claremont, the foreshore, our parks and street trees. We will continue to improve our management practices of these important assets to ensure they are enhanced and maintained well into the future.

By working with the community, key stakeholders and our skilled staff, we can continue to create a Town that is vibrant, connected and green. A place that people love to live, work and visit.

We're lucky to live in a beautiful location such as Claremont, and together with my fellow elected members I look forward to continuing to enhance our community and deliver on these priorities.

Jock Barker
Mayor



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Community Profile

Established in 1898, the Town is situated just 9km from the Perth CBD and is the hub of the western suburbs of Perth. Covering an area of 4.9km² the tree-lined streets of the suburbs of Claremont and part of Swanbourne are home to 11,216 residents and is forecast to grow to 14,600 by 2041. The Town services a significant regional function through the provision of:

- River Foreshore (1,338m stretch/1.5 hectares)
- Significant Regional Reservations - 68 hectares at Lake Claremont incorporating Bush Forever Site 220 and listed as Conservation Category Wetlands
- Integrated sporting facilities such as Tennis, Bowls and Claremont Aquatic Centre as well as Lake Claremont Golf Course
- Numerous parks and playgrounds including Claremont Park and Creswell Park housing McKenzie Pavilion
- The Claremont Museum and Claremont Community Hub and Library
- The Claremont Town Centre is a harmonious blend of heritage and modern architecture with a pedestrian friendly high street. It is recognised as a premier retail and commercial precinct anchored by the Claremont Quarter Shopping Centre
- Ashton Avenue, Shenton Road and Davies Road Shops and Swanbourne Village which are home to an abundance of cafes, eateries and shops









- Claremont Showgrounds, 29 hectares of land reserved for regional recreation
- Numerous schools including Methodist Ladies College, Scotch College, Christ Church Grammar School, Freshwater Bay Primary School and St Thomas
- Swanbourne and Claremont Railway Station plus a special event station at the Royal Agricultural Showgrounds (RAS). Claremont Station is currently undergoing a major upgrade as part of the State Government Metronet Airport Link program
- Claremont North East Precinct (NEP) 'Claremont on the Park' including the Claremont Football Club and oval
- Stirling Highway urban corridor
- Bethesda Hospital (private)

The Town's median age is 43 with a higher proportion of people holding formal qualifications (46.1%) compared to Greater Perth (19.6%). This is reflected in the higher than average number of professionals and a higher than average weekly income.

The household and family structure differs slightly from Greater Perth with around 26% of households being couples with children compared with 31.6% for Greater Perth. Other household types are on par with the rest of Perth with 24% being couples without children and approximately 30% living alone.

TOWN OF CLAREMONT

PROFILE

 Population 11,216	 Median age 43	 Median weekly household income \$2,074	 Median weekly mortgage payments \$2,600	 Couples with children 26%	 Average people per household 2.3	 Rateable Properties 5,056 4744 - Residential 280 - Commercial	 University Qualification 46%
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Lake Claremont

Stakeholder Engagement

Level of Engagement	Strategy	Methodology	Outcome
Involve	Survey	Community Perceptions Survey Undertaken by consultant promoted to all residents and ratepayers	849 responses
Involve	Survey	Electronic survey to all residents and ratepayers - Promoted via letter to residents - Flourish Magazine - Website and social media - Print advertisements in Western Suburbs Weekly and the Post	330 responses
Engage	Councillor forum	A facilitated 1 hour workshop with elected members	Full council (10 attendees)
Engage	Executive workshop	2 hour workshop with Executive	All Executive attended

Other forms of community engagement that has provided the Town with valuable data over the four-year period include:

- Draft Annual Budget Consultation
- Dogs on Claremont Oval Survey
- Events at Claremont Showgrounds Survey
- Local Planning Survey and Workshops
- Claremont Museum Community Facility Survey
- Various Parking and Traffic Surveys



Achievements

The Town of Claremont provides the community with a range of services, projects, and programs to support and connect a flourishing community. A number of notable achievements over the last 4 years include:

- Completed the undergrounding of power in the north precinct
- Commenced the planning and construction of a new community facility at the Claremont Museum redevelopment with financial support from Lotterywest
- Commenced plans for the Claremont Town Centre, Loch Street Station and Swanbourne Village Precinct
- Development of a Sustainability Plan
- Completed the installation of a new Outdoor Play Space at Lake Claremont
- Supported and implemented a number of social enriching events including 'Scribblers' Children's Literature & Arts Festival, SHINE community services and a 3 year partnership with the West Australian Symphony Orchestra
- Development of a Local Community Safety Plan
- Received \$1.4 million in external funding to support the redevelopment of McKenzie Pavilion at Creswell Park
- Implement the GO Bin system to reduce the Town's waste volume going to landfill
- Continued to support local business through a specific marketing program for the Claremont Town Centre, as well as removing alfresco fees, introducing a 5 Star Food program and grants
- Kept rates increases under 1% each year



Relevant Plans & Documents

- Community Perception Monitor 2019
- Asset Management Plan Workforce Plan
- Long Term Financial Plan
- Recreational Facility Needs Study
- Disability Access & Inclusion Plan
- Precinct Parking Plan Risk Management Plan
- Claremont North East Structure Plan Streets and Laneways Activation Plan
- Stirling Highway Local Development Plan
- Claremont Pool Master Plan
- Future Directions 2016-2021 Freshwater Bay Museum
- Freshwater Bay Museum Management Plan
- Town Planning Scheme No.3
- Local Planning Strategy Housing Capacity Study
- Heritage List
- Street Tree Master Plan
- Lake Claremont Management Plan
- Foreshore Management Plan
- WESROC Climate Change Risk Assessment and Adaptation Plan
- Sustainability Action Plan
- Events at Claremont Showgrounds survey results
- Lake Claremont Management Plan 2016- 2021
- Foreshore Management Plan
- Community Safety Plan 2021

Resource Capacity

RESOURCE PROFILE	2018-2019	2019-2020	2020-2021
Population	10,478	10,847	11,216
ToC Employees	71.04	72.09	72.57
Revenue	\$24,995,623	\$21,371,441	\$20,091,636
Rates	\$14,862,300	\$15,403,800	\$14,858,292
Financial Assistance Grants	\$325,919	\$341,325	\$328,996
Other Grants	\$1,012,160	\$1,023,794	\$244,364
Capital Expenditure	\$3,328,830	\$3,359,836	\$5,476,073
Operational Expenditure	\$21,573,996	\$17,825,008	\$18,299,949
Value of Assets	\$122,644,997	\$147,641,667	\$148,527,653





Our Values

Respect - We are responsible for how we behave in our workplace and will show respect and courtesy to all of our customers and colleagues.

Integrity - We are open, accountable and honest.

Quality Communication - We demonstrate our respect for our community and each other through timely, accurate and understandable communication.

Customer Service - Every contact with a customer is important and an opportunity to demonstrate our commitment.

Excellence - Our focus is quality outcomes achieved on time and on budget.



Strategic Goals

Leadership and Governance

We are an open and accountable local government: a leader in community service standards

People

We live in an accessible and safe community that welcomes diversity, enjoys being active and has a strong sense of belonging

Liveability

We are an accessible community with well-maintained and managed assets. Our heritage is preserved for the enjoyment of the community

Environmental Sustainability

We are a leader in responsibly managing the built environment for the enjoyment of the community and continue to demonstrate diligent environmental practices

Prosperity

Our businesses are thriving and integrated into the life of the Claremont community, and the town centre is known as a premier visitor destination



Leadership & Governance

We are an open and accountable local government, a leader in community service standards

STRATEGY - Our stakeholders are well informed and we provide opportunities for community engagement

Performance Indicators

- Draft Annual Budget advertised for comment
- Biennial Community Survey implemented, and results published
- Towns' website update completed by 2022
- 6 editions of Claremont Ahead produced annually
- 4 editions of Flourish magazine produced and delivered annually
- Annual Report approved by Council and submitted by the required time frame

STRATEGY - Demonstrate a high standard of governance, accountability, management and strategic planning

Performance Indicators

- Elected Member training completed
- Elected Member Training budget expended annually
- OCM outcomes completed
- CAR completed and submitted on time
- Access to accurate OCM Minutes and Agendas
- OCM Meetings held according to the annual OCM calendar
- FOI submissions managed according to Policy
- Local Elections conducted biennially

STRATEGY - Manage our finances responsibly and improve financial sustainability

Performance Indicators

- Audit & Risk Committee Meetings attendance and timeliness
- Rate strike as per Council Policy
- Annual Budget and Annual Report approved by Council
- Satisfactory Annual Audit by the OAG
- Plans for the Town's land assets approved
- Number of partnerships and financial value

STRATEGY - Provide the best possible customer service throughout every interaction we have with our customers

Performance Indicators

- OpenOffice Customer experience data
- Biennial Community Survey implemented, and results published
- Relevant Customer Service Charter

STRATEGY - Continually assess our performance and implement initiatives that drive continuous improvement

Performance Indicators

- Culture imbedded in PD's, internal communications, and recognition
- Software update complete 2022
- Relevant Complaints Policy and procedure

STRATEGY - Develop and build partnerships that support the Town's vision

Performance Indicators

- Number of partnerships
- Number of shared services

Liveability

*We are an accessible community with well maintained and managed assets.
Our heritage is preserved for the enjoyment of the community.*

STRATEGY - Promote and support initiatives that improve traffic flow

Performance Indicators

- Parking Precinct Plan (cash in lieu) approved by Council
- Guger street / train station interface plan approved by Council 2022
- Local Planning Strategy Approved
- Right of Way Policy approved by Council 2022
- Stirling Highway Access Study Completed 2022
- Noise Impact Study completed 2022

STRATEGY - Provide clean, usable, attractive and accessible streetscapes and public spaces

Performance Indicators

- Street sweeping and cleaning program implemented annually
- Annual Road Conditions Audit and Program implemented and budget expenditure
- Annual Footpath replacement program maintained at 6 years or less
- Parks and Gardens budget approved and expended
- Cycle network plan approved by Council 2024

STRATEGY - Balance the Town's historical character with complementary, well designed development

Performance Indicators

- Town Centre Activity Centre Plan
- Municipal Heritage Reviewed
- Civic Design Awards held biennially
- Mike Balfe Heritage Maintenance Budget expended in line with criteria
- Local Planning Scheme 3 Approved by WAPC
- Building and Planning applications approved within statutory timeframes

STRATEGY - Develop the public realm as gathering spaces for participation, prosperity and enjoyment

Performance Indicators

- Town Centre public interface projects completed
- Disability Access and Inclusion Plan completed and approved 2021
- Public Art Projects implemented in line with Policy



People

We live in an accessible and safe community that welcomes diversity, enjoys being active and has a strong sense of belonging

STRATEGY - Effectively manage and enhance the Town's community facilities in response to a growing community

Performance Indicators

- New Claremont Museum facility officially opened 2022
- New McKenzie Pavilion officially opened 2022
- Aquatic Centre Renovations complete 2022
- Community Facilities Study approved by Council 2021
- Leases executed
- Right of Way Policy approved by Council 2022
- Stirling Highway Access Study Completed 2022
- Noise Impact Study completed 2022 or less
- Parks and Gardens budget approved and expended
- Cycle network plan approved by Council 2024

STRATEGY - Facilitate opportunities for social participation, health, learning and inclusion through programmes events, activities and services

Performance Indicators

- Claremont Library and Community Hub's Annual KPI's met and budget expended
- Claremont Museum's Annual KPI's met and budget expended
- Claremont Aquatic Centre's Annual KPI's met and budget expended
- Footpath annual program completed, and budget expended

STRATEGY - Support local safety and crime prevention

Performance Indicators

- Parking Precinct Plan (cash in lieu) approved by Council
- Gugerri street / train station interface plan approved by Council 2022
- Local Planning Strategy Approved
- Right of Way Policy approved by Council 2022
- Stirling Highway Access Study Completed 2022
- Noise Impact Study completed 2022

STRATEGY - Provide opportunities for local community groups that supports their ongoing sustainability

Performance Indicators

- Number of sustainable sporting clubs in the Town
- Number of grants acquitted
- Budget provision annually for club subsidies
- Leases approved by Council

STRATEGY - Develop and implement services and activities that supports seniors and youth

Performance Indicators

- Annual Volunteer Awards held
- Number of Library Home Deliveries per quarter to meet demand
- Budget approved for support to SHINE and
- Meals on Wheels service maintained
- Senior's Week activation held
- School Chaplaincy funding
- School holiday program implemented three times per annum

STRATEGY - Recognise and celebrate the Town's history and culture through arts and events

Performance Indicators

- Lake Claremont Art Trail progressed
- Annual program of community events implemented
- Survey feedback 90% rated good or excellent

Environmental Sustainability

We are a leader in responsibly managing the built environment for the enjoyment of the community and continue to demonstrate diligent environmental practices

STRATEGY - Take a leadership in the community in environmental sustainability

Performance Indicators

- KPI's of the Sustainability Plan met
- Number of fuel efficient / hybrid fleet vehicles = 100% by 2024
- Sustainability Shop and partnership
- Inform and support best practice recycling
- Solar panels installed in community facilities by 2025
- Community Facility Needs Study Approved with direction for an Environmental Education Centre

STRATEGY - Aim for best practice in water usage and waste minimisation in line with community expectations

Performance Indicators

- FOGO Bin system Implemented 2025
- Automated reticulation monitoring system to reduce unnecessary water use
- Mosquito reduction and fruit fly eradication programs implemented
- Native plant subsidy scheme implemented annually

STRATEGY - Protect and conserve the natural flora and fauna of Lake Claremont and the Foreshore

Performance Indicators

- Implementation of the Lake Claremont Management Plan
- Feral management control mechanism implemented annually
- Celebrate Lake Claremont and Celebrate the Foreshore implemented with Gold ranking for waste minimisation
- Number of meetings of the Foreshore and Lake Claremont advisory committees
- Foreshore Sand Management Plan implemented 2022

Local Prosperity

Our businesses are thriving and integrated into the life of the Claremont community, and the town centre is a premier place to dine, shop and visit

STRATEGY - STRATEGY - Plan for the development of attractive and thriving activity nodes to support small local business

Performance Indicators

- Swanbourne Village Study completed 2022
- Loch Street Study completed 2022
- Town Centre Activity Centre Plan completed 2022
- Appropriate and sufficient infrastructure (wifi, seating, amenities, cleanliness, parking) to appeal to customers
- Development of Grants programs for nodes outside of Town Centre (Swanbourne Village, Ashton Avenue)

STRATEGY - Support new and existing local small businesses and entrepreneurial activity

Performance Indicators

- CTC Operational Plan approved, and annual budget expended
- Night-time economy strategy developed and implemented
- Grants program expended
- Involvement of businesses in Town Centre activations and initiatives
- 6 x Business newsletters per annum
- 4 x Business networking events per annum
- Continue to meet the requirements of the 'Small Business Friendly' status as stipulated by the Small Business Development Corporation (WA)
- Facilitate minimum of 4 Claremont Town Centre Advisory Committee Meeting per annum
- Create and initiate opportunities for engagement with local businesses to determine their needs
- Work with the Small Business Development Corporation to implement initiatives and training programs that support small business

STRATEGY - Raise the profile of the Claremont Town Centre as a visitor destination

Performance Indicators

- Maintain and enhance the Claremont Town Centre online and social media platforms by weekly posting and campaigns to continuously build following
- Marketing budget for Claremont Town Centre expended
- Implement the Claremont Town Centre Action Plan
- Market research undertaken and benchmarks set
- Delivery of events and activations to attract visitation to the Town Centre

