

**C1006-5 STRATEGIC PLAN 2010 - 2015
ATTACHMENT 1**

CITY OF FREMANTLE STRATEGIC PLAN 2010 - 2015

**OUR VISION – FREMANTLE IS A UNIQUE CITY OF CULTURAL
AND ECONOMIC SIGNIFICANCE.**

Through a series of workshops Fremantle Council has identified a number of themes and values that articulate a vision for a vibrant, creative and innovative, diverse, and sustainable Fremantle. These visions and values have been converted to seven key strategic priorities that will guide the allocation of funding for future projects and initiatives as we build the city for current and future generations to enjoy.

In improving Fremantle, the council undertakes to uphold the values of good governance, strong leadership, community engagement, inclusiveness, and above all to be a 'can do' organisation.

STRATEGIC IMPERATIVES

➤ **Economic Development**

Strengthen Fremantle's ~~social and~~ economic capacity

➤ **Urban Renewal and Integration**

Provide a great place to live, work and play, through growth and renewal

➤ **Climate Change and Environmental Protection**

Lead in the provision of environmentally sustainable solutions for the benefit of current and future generations

➤ **Transport**

Lead in the provision of environmentally and economically sustainable transport solutions

➤ **Character**

Sustain and grow arts and culture and preserve the importance of our ~~community~~ social capital, built heritage and history

➤ **Community and Safety**

Create a community where people feel safe in both private and public spaces

➤ **Capability**

~~Lead our community based on good governance, strong leadership and excellence of service~~

Deliver on the achievement of our strategic imperatives through good governance, strong leadership, effective communication and excellence in delivery.

PROMISES TO THE COMMUNITY – WHAT IS NEW

To deliver the strategic imperatives we will –

1. Work to provide a liveable city with a range of housing, work and recreation opportunities.
2. Provide for population and economic growth by planning and promoting development and renewal in designated precincts within the city.
3. Focus on providing strong environmental leadership for the benefit of current and future generations.
4. Promote encourage and fund environmentally friendly transport options
5. Sustain and promote strategic initiatives that will grow our diverse arts culture.
6. Protect and enhance our significant built heritage
7. Improve and strengthen strategic regional partnerships and resource sharing to improve our services.
8. Lead our community through good governance based on professional skills and an ongoing critical appraisal of our structures and processes.
9. Create and maintain safe public places and enhance community feelings of safety and security.
10. Renewed focus on working with government to attract infrastructure funding for Fremantle

ECONOMIC DEVELOPMENT		
GOAL: Strengthen Fremantle's social and economic capacity.		
OUTCOMES	TARGET (IN THE NEXT 5 YEARS)	3 YEAR PLANS/PROJECTS
Improved retail sector attracting greater retail spend in Fremantle and providing local employment.	20,000sq Metres additional retail space (exclusive of ING)	<ul style="list-style-type: none"> Develop a Retail Model Plan and implementation schedule that identifies appropriate retail development opportunities Develop plan for Queen Street from Railway Station to Kings Square
New commercial businesses established in Fremantle providing employment opportunities.	5 Major commercial projects underway or completed in central Fremantle (exclusive of ING)	<ul style="list-style-type: none"> Develop and implement an Economic Development Strategy that attracts innovative and creative new businesses to Fremantle with annual targets for stages of completion Attract at least one new government agency to be located in Fremantle Maintain existing government agencies in Fremantle and identify opportunities for expansion <u>Look for opportunities to attract large private enterprise and/or develop clusters of service industry businesses</u> Facilitate provision of at least one new accommodation hotel in city centre <u>Develop a position on liquor licensing that can be advocated</u> to government for greater flexibility in liquor licensing legislation Develop a West End activation strategy with key stakeholders including University of Notre Dame

		<ul style="list-style-type: none"> • Implement a strategy for City owned sites with staged completion dates for Spicer site, Point Street site, and Queensgate cinema redevelopment • Establish city centre sites working group to work with private landowners with a view to having these sites re/developed – including (but not limited to) Westgate, Myer, Coke & Gas, Woolstores
<u>Maintain and grow tourist and visitor servicing</u>	<u>New visitor centre facility commenced</u>	<ul style="list-style-type: none"> • <u>Identify a site and develop a business plan for the establishment of a new visitor centre</u>

URBAN RENEWAL AND INTEGRATION		
GOAL: Providing a great vibrant City in which to live work and play, through growth and renewal.		
OUTCOMES	TARGET	3 YEAR PLAN/PROJECTS
More affordable and diverse (mixed use) housing for a changing and growing population.	<u>Affordable Housing Policy and Strategy</u> Adopted	<ul style="list-style-type: none"> Develop affordable and diverse housing policy and implementation strategy
Expand and improve the amount of shared recreational space in proportion to increasing suburban in-fill housing and high density housing in the CBD	Strategy adopted	<ul style="list-style-type: none"> Review open space policies and establish baseline information and develop strategy for improvement
Innovative and renewed City and suburban areas.	<u>TBA number of projects commenced that will increase residential population</u>	<ul style="list-style-type: none"> Complete planning for the East End and <u>implement</u> council streetscape improvements <u>for East End</u> to encourage development as soon as possible Finalise Scheme amendments to enable development in the Knutsford East Precinct Finalise structure planning with Landcorp for the Swanbourne Street structure plan area <u>Prepare a Business</u> Plan for the relocation of council's works depot <u>Prepare</u> Streetscape enhancement plan for revitalisation of Hilton Village Conduct examination of Scheme Provisions to encourage redevelopment of North Fremantle Town Centre (Queen Victoria Street) and

		<p>proceed with amendments if supported</p> <ul style="list-style-type: none"> Review standards required for traffic calming and start to implement a phased 5 year program of traffic calming giving priority to pedestrian and cycle traffic Review verge management practices and develop and implement a verge management policy Develop a joint approach to planning for west end of Victoria Quay with Fremantle Ports and other key stakeholders Complete planning for Stan Reilly site
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<p>CLIMATE CHANGE AND ENVIRONMENTAL PROTECTION (Reduce total carbon footprint)</p> <p>GOAL: Lead in the provision of environmentally sustainable solutions for the benefit of future generations.</p>		
OUTCOMES	TARGET	3 YEAR PLANS/PROJECTS
Adopted adaptation and mitigation strategies to minimise impact of sea rises, storm events and coastal erosion.	Policy and action plans adopted	<ul style="list-style-type: none"> Map expected sea level rises and develop a policy response with a specific plan for the protection of west end heritage Develop action plan for mitigation and adaptation of expected rises Developed action plan for mitigation and adaptation of expected storm events, including infrastructure requirements
Reduction in carbon emissions	Organisational reduction in carbon emissions	<ul style="list-style-type: none"> Develop and implement a 'Low Carbon City' Plan with clear targets including incentives for

	<p>Commercial recycling commenced</p> <p>1,000 new trees planted annually</p>	<p>residents to reduce their carbon footprint</p> <ul style="list-style-type: none"> Expansion of Green Star rating requirements in all future commercial developments Initiate Scheme Amendments and Local Laws for improved sustainable housing outcomes Implement commercial recycling Prepare business plan to implement weekly household recycling Implement first stage to Heat Leisure Centre Pools with alternative energy source/s Identify areas and plan for 1,000 new trees to be planted annually Encourage native and community gardens, including on verges
<p>Decreased water reliance.</p>	<p>Reduce water consumption in accordance with State Water Strategy or better</p>	<ul style="list-style-type: none"> Provide incentives for residents to reduce water consumption Implement staged water management actions for all council recreation areas with clear targets for reduction in water usage

TRANSPORT		
GOAL: Lead in the provision of environmental transport solutions.		
OUTCOMES	TARGET	3 YEAR PLANS/PROJECTS
Fremantle is the centre of the region with access to other economic hubs and population catchments.	Increase number of visitations to Fremantle	<ul style="list-style-type: none"> • Develop Integrated Transport Strategy that responds to emerging transport technologies and peak oil • Complete planning for public transit corridors linking Fremantle station to the expanding urban areas to the south and east of Fremantle
Improved public transport options for the efficient movement of people, and/or Decreased reliance on private transport.	Increase in visitations by public transport relative to private vehicles	<ul style="list-style-type: none"> • Review assumptions underpinning current parking strategy and develop a new strategy • Review existing public transport options to improve access into Fremantle
Fremantle recognised as a pedestrian and cycle friendly city.	Improved community satisfaction survey results	<ul style="list-style-type: none"> • <u>Undertake review of bike plan</u> • Increase in cycling infrastructure to a specified target
Developed road and rail solutions for transport of freight to and from the Port.	Container transport strategy adopted	<ul style="list-style-type: none"> • Develop a community supported position on the High Street Upgrade and advocate its implementation to government • <u>Work with Fremantle Ports to maximise container number on rail</u> <u>Develop a city position on its preferred maximum container capacity for the inner harbour, taking into account road and</u>

		<p>rail transportation capacity and modal split</p> <ul style="list-style-type: none"> • Work with government to develop integrated road and rail freight solutions and a matching cap on container numbers
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<p>CHARACTER GOAL: Sustain and grow our diverse and inclusive social composition, culture and arts; building on our history and heritage.</p>		
OUTCOMES	TARGET	3 YEAR PLANS/PROJECTS
City that attracts diverse original arts and artists, culture and events.	Increase in number of arts providers in Fremantle	<ul style="list-style-type: none"> • Provide residency and artists programs to attract artists • Increase communal space for artists to work and support arts organisations
Strengthened sense of place.	Improved community satisfaction survey results	<ul style="list-style-type: none"> • Improve physical presentation of the city including council buildings and streetscapes • Improve physical presentation of the city's streetscapes • Stronger focus on public art, particularly sculpture – including developing a policy for % for art in developments • Seek state heritage listing of West End • Provide lighting for key heritage buildings • Strengthen Indigenous-aboriginal relations and investigate facilities for indigenous people

		<ul style="list-style-type: none"> Greater engagement with youth and more youth activities and facilities Develop 'age friendly city' plan
Retain and build cultural capital through the enhancement of a vibrant festival and street life.	<p>Increase in number of festivals with demonstrated positive flow on benefits to the city</p> <p>Improved satisfaction survey results</p>	<ul style="list-style-type: none"> Increase number of events that link with local artists (particularly emerging young artists) and activities (arts, music, fashion, food) Develop a 3 year coordinated plan to strengthen Fremantle's <u>cultural development and</u> status as a 'Festival City'

COMMUNITY SAFETY		
GOAL: Create a community where people feel safe in both private and public spaces		
OUTCOMES	TARGET	3 YEAR PLANS/PROJECTS
City and suburban areas perceived as safe places to be	Improved community satisfaction survey results	<ul style="list-style-type: none"> Review and <u>continue to</u> implement further initiatives from the Community Safety Plan and anti-social behaviour working group Initiate collection of data to understand the underpinning elements contributing to public perceptions of safety in Fremantle Implement actions to increase the public safety in Fremantle

CAPABILITY GOAL: Lead our community based on good governance and excellence of service.		
OUTCOMES	TARGET	3 YEAR PLANS/PROJECTS
Good governance structures, supporting Council focus on strategic areas.	Informed, skilled and professional elected member group	<ul style="list-style-type: none"> • Implement monthly reporting to council on strategic plan progress through 'Interplan' • Introduce performance review of council decision making processes and structures • Develop an integrated councillor portal to provide councillors with better access to information and learning opportunities • Ensure Fremantle's views are input into local government reform agendas
Organisational capacity for project delivery and effective and efficient services.	Funding ratio by 2015 to be 65:35	<ul style="list-style-type: none"> • Performance monitor council's financial capacity through benchmarks • Participate in at least one new resource sharing initiative in partnership with other local

		governments in the South West region <ul style="list-style-type: none"> • <u>Appropriately skilled staff that are valued by the organisation-Determine future resource requirements in accordance with Corporate Plan objectives</u>
Stakeholder and community management.	Improved community satisfaction survey results	<ul style="list-style-type: none"> • <u>Community engagement strategyframework implementation</u> • • Establish strong partnerships with key stakeholders • <u>Develop and implement a comprehensive and coordinated Communications and Marketing Plan in support of the Strategic Plan</u>

ATTACHMENT 2

SUMMARY OF FEEDBACK FROM THE COMMUNICATION CONSULTATION ON THE DRAFT STRATEGIC PLAN 2010-2015

Name and Contact	Topic	Summary	Officer Comment
Penelope Valentine Fremantle	<p>Promises to the Community - What is NEW - Point 2: Provide for population and economic growth by planning and promoting renewal in designated precincts within the city</p> <p><u>Strategic Imperative – Economic Development</u> Goal - Strengthen Fremantle's social and economic capacity Outcome - Improved retail sector attracting greater retail spend in Fremantle providing local employment</p>	<p>Brevity ✓ readability ✓ layout ✓</p> <p>An increase of people generally is of pre-eminent importance to the future economic growth of our city. We need more people living, working, shopping, playing, being educated, visiting and using all our facilities, services, venues and businesses. I'd like to see the plan placing more emphasis on this.</p> <p>Without population growth, more workers and more visitors, additional retail space will stand empty (like that at the new Woolworths centre in Adelaide Street and the numerous other premises round the city).</p> <p>It would be helpful to have more obvious links between the goals of the plan so that the strategies and activities that are developed to achieve the goals don't happen in silos that don't support each other. For example, Community Safety is a most important strategic imperative, deserving of major focus - but it also should be recognised that it has great bearing on Urban Renewal and Integration, Economic Growth, Character and even Transport. If people don't feel safe in Fremantle they won't hang around to contribute to economic growth and they won't use Fremantle as their transport hub or shopping destination of choice. There are</p>	<p>Generally agree with the comments. The plan does focus on growth in both the residential and commercial/employment sectors.</p> <p>Noted</p>

		<p>likewise elements of the Urban Renewal and Integration goals that will contribute to Community Safety and well-being; and the outcomes related to Character will contribute Community Safety, as well as to Urban Renewal and Integration and Economic Growth. Could a wagon wheel type of diagram be used to show the linkages between the goals?</p> <p>The plan does not use the words <i>tourism</i> and <i>hospitality</i>, while admittedly it lists a few points in Plans/Projects under the Economic Development heading. However, as these sectors currently are huge contributors to the economy – and rates – of the city, would there not be value in ensuring they don't think they have been ignored in the plan...while retailing is up there with a special focus.</p> <p>The plan also says nothing about marketing and communications. Yes, the Promises to the Community (page 2) talk about promoting environmentally friendly transport and promoting strategic initiatives related to the arts. However, the plan as a whole would be the better if it demonstrated that it was supported by a coordinated marketing and communications program. Otherwise it begs the question: Aren't we going to tell anyone about any of these plans and projects – our good governance and excellence of service? We won't engage the community without marketing and promotion. Even a mention in Capability section: Lead our community based on good governance, strong leadership, excellence of service <i>and effective</i></p>	<p>The plan is not about being all things to all people. It is a five year plan that focuses on those key areas that council has identified as needing a major focus. However, this issue was also raised by the Chamber of Commerce and their suggestion is recommended for inclusion which will address the point about tourism.</p> <p>Noted – the plan does not need to address marketing. The specific point about communication is covered in the community engagement framework recently adopted by council.</p> <p>The specific suggestions are agreed for inclusion in the plan.</p>
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		<p><i>communication (Page 1). Then on Page 10 add a further Outcome: The city is recognised as a key regional centre and its council is perceived as a 'can do' organisation. The Targets would be: Recognition for the city in tourism surveys, increased government funding for major infrastructure and improved community and business satisfaction survey results. The Plans/Projects would be: A comprehensive and coordinated marketing and communications plan developed and implemented in support of the Strategic Plan.</i></p> <p>One other factor I think the plan lacks is a clear indication that the City proposes to work with (on) the State Government to ensure that the city gains an appropriate share of major infrastructure spending in recognition of Fremantle's importance to WA. (There are major projects potentially in the offing – new traffic bridge, three harbours etc.) Demonstrate up front to the community that the council will be in there batting for Fremantle. On page 7, the target for the first outcome should not only be increased visitations. It should also include <i>commitment from Government to major new infrastructure.</i></p> <p>Thank you for the opportunity to comment.</p>	<p>Agreed – it is certainly the intention of council to engage both levels of government for better outcomes for the city.</p>
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<p>Jenny Diggins & Rex Diggins Shops 7B and 8, The Piazza, South Tce, Fremantle (The Pickled Fairy & Other Myths, Flying Teapots, Hoops of Steel) 9430 5827 9336 1216 rexjenny@iinet.net.au</p>		<p>On page 3, under Economic Development, there is the suggestion that Fremantle needs 20,000 square metres more of retail space.</p> <p>As Fremantle retailers for 18 years (we have three shops and have never had difficulty finding a retail space), we do not agree that the city is lacking in available retail space. Current retailers generally struggle to attract enough customers, mostly because of the lack of other commercial development which is needed to generate a genuine community of workers. We strongly support all the initiatives to develop this area of growth in Fremantle.</p> <p>Fremantle attracts many visitors and locals during the weekend, but is a very quiet city during the week. We need more people, not more shops.</p> <p>We travel widely, and are very aware that Australians are over supplied, rather than under supplied with high quality shops and restaurants.</p> <p>Most other retail areas in the Perth metropolitan area have a much stronger competition for available retail space, because they have a greater number of people, ie potential customers, all through the week. When Fremantle loses its Sunday trading advantage, it will be a very poor retail environment, unless it focuses on diverse commercial and artistic development</p>	<p>Generally not supportive of the comments. Retail is often the attractor for commerce, not just the other way around. Effort is needed to boost economic performance in all areas.</p>
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<p>Alex Hyndman 19 Snook Crescent, HILTON 0403 273 297 aehyndman@inet.com.au</p>		<p>I think that the gist of the strategic plan is great. The focus on revitalising the City centre is promising and the projects are positive, realistic and quantifiable.</p> <p>Being such as concise and specific document is also an admirable achievement for what would typically be cumbersome and boring.</p> <p>On the whole: GREAT WORK!!</p> <p>My main criticism of the document is that it ignores peak oil. Not many Australian government agencies have managed to come to terms with peak oil. As far as I know, the City of Stirling is the only local government that has a peak oil plan in WA</p> <p>This doesn't detract from the immediacy and the magnitude of the problems that we're going to face. The state of Queensland, and the USA have both conducted rigorous peak oil risk assessments. The Hirsch Report (from the USA) in particular states that in order to be adequately prepared for peak oil, radical policies need to be implemented at least 10 years before the peak. Some analysts suggest that conventional oil has already peaked.</p> <p>Some of the understanding of the City's oil consumption will be captured in the Climate Change work and the desire to move to renewable pool heating is a major step in reducing fossil fuel usage. I still think that it's a serious omission to not identify peak oil separately and list actions against it.</p> <p>The sort of actions that I would suggest</p>	<p>Comments noted – Anticipate these activities may eventuate from the working group on climate change.</p>
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		<p>include:</p> <ol style="list-style-type: none"> 1. Increase local food production capacity <ol style="list-style-type: none"> a. Establish another 2 community gardens within Fremantle's borders (in addition to Apace) with at least 100 allotments being actively used. b. Encourage food production on verges and median strips by adjacent residents 2. Conduct a risk management of the impacts of peak oil for the City and the community <ol style="list-style-type: none"> a. Reduce the City's fossil fuel usage by 2% each year 	
<p>Wendy Yorke wwendy@inet.net.au</p>		<p>I think there is a strategic imperative/priority missing and that is:</p> <p>Community Connectivity – to strengthen and empower communities across Fremantle to connect, share knowledge and work together for the benefit of the Cities future.</p> <p>If we are expecting to attract more people to live, work and play in Fremantle then a community or a sense of neighbourhood connectivity will become even more critical. This concept builds on the sense of place and belonging that Fremantle has for so many</p>	<p>Noted – Community connectedness underpins the planning for new urban developments such as the east end and Knutsford Street.</p> <p>As noted in the submission, the city is developing new ways to engage and connect with community through its community engagement framework.</p>

		<p>people already – it's at the very core of why we live here – and in this strategic plan we have the opportunity to build on this core social capital and enhance social responsibility. I believe that it needs to be a strategic priority in its own right with an action plan to address it and tasks of how to achieve this as the other priorities have already. Community consultation is one task but building and developing the good will of the community to work with the City and actually deliver outcomes is another. Yes, the new Working Groups will assist this process, but again there needs to be a plan or sub-set within the strategic plan that sets out how, when and by whom - to give it the drive and priority that it deserves.</p>	
<p>Fremantle Chamber of Commerce</p>		<p>The Chamber applauds the City's proposed Strategic Plan for being a concise and direct document and is encouraged to see economic development identified as a strategic imperative.</p> <p>Noted the absence of references to tourism from the plan. <i>"Whilst the Chamber understands this is due to tourism not being an issue of immediate concern to the city in relation to other strategic imperatives, effort must still be made to ensure that the tourism industry in Fremantle is supported during the pursuit of strategic targets."</i> Recommends the inclusion of the development of a new visitor's centre being included in the plan.</p>	<p>Generally accept the Chambers comments and some of the specific suggestions have been incorporated into the recommendations for the final plan.</p> <p>The suggestion to have a project that develops a business plan for a new visitors centre is also included in the final draft.</p>

		<p>Also seeks the plan to be prioritised.</p> <p>Specific areas for improvement suggested are:</p> <p>Accountability – making achievement of the targets an explicit objective</p> <p>Community Safety – changing the strategy to address “real” not “perceived” safety issues</p> <p>Corporate Plan – linkages to operational plans</p> <p>A number of other minor suggestions for improvement also made.</p>	<p>The Corporate Plan and budget are the documents where prioritisation of actions occurs after taking into account resources and capacity to deliver.</p> <p>The suggestion for community safety is agreed.</p>
The Painted Fish South Beach Eco Village		<p>Generally believes there is too much focus on economic development and growth and not on the impacts of environmental issues</p> <p>Makes a number of suggestions in the environmental area and also supports many of the initiatives in the plan.</p>	<p>Noted – this submission offers many suggestions with a focus on environmental actions. It is noted that the submitters have nominated for a position on the climate change Working Group. This submission will be referred to that working group.</p>
Michelle Hovane		<p>Lodged a submission relating to a proposal for the council's depot site – as an innovative urban renewal project that provides, among other things, affordable housing for artists.</p>	<p>Not for inclusion in the strategic plan. Officers will respond to this submission over the coming weeks.</p>
Community workshop		<p>See separate summary of comments</p>	