

Strategic Community Plan

City of Armadale | 2026-2035





Acknowledgement of Country

Across the City of Armadale, the land on which we live, work and meet is Wadjuk Country. We acknowledge and pay our respects to Noongar people, the traditional owners and custodians of this land. We respect connection to Country, the importance of cultural heritage and embrace the knowledge of Elders past and present.



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A message from the Mayor

The Strategic Community Plan 2026–2035 is the City of Armadale’s guiding document for the decade ahead. It sets out our community’s expectations for the future and the services we will deliver to ensure Armadale remains a great place to live, work and play.

The Plan is built around four pillars - Community, Environment, Economy, and Leadership & Innovation - and outlines the objectives, strategies, outcomes and measures that will guide our work.

The next ten years brings significant opportunities in enhancing neighbourhoods to support sustainable growth, encouraging new investment, supporting local business, and fostering innovation to strengthen our economy. With opportunity also comes challenges. We must protect our quality of life as we grow by maintaining ample open space, addressing traffic congestion, and continuing to care for our environment.

We will also keep celebrating what makes Armadale special - our diversity, inclusiveness and strong community spirit.

Thank you to everyone who contributed to this Plan and for your commitment to the City of Armadale. Together, we have set a clear course to achieve the best outcomes for our community.

Mayor Ruth Butterfield

What is a Strategic Community Plan?

Our Strategic Community Plan 2026-2035 is a blueprint for the future direction of the City of Armadale and its community. It sets out our vision, aspirations and objectives designed to strengthen and build on Armadale's natural beauty, rich heritage and culture, diverse landscapes and lifestyles, and wealth of business and investment opportunities. It is our principal strategy and planning document.

This means that it governs all of the work that the City undertakes, either through direct service delivery, partnership arrangements or advocacy on behalf of our community. The clear direction set by the Council ensures asset and service provision is focused to meet the requirements of our community, now and into the future.

Local governments are required to plan for the future of their districts through the development of a Strategic Community Plan. The development process is informed by community consultation as well as the numerous plans and strategies adopted by the City, including the long term financial, asset management and workforce plans. This ensures that the plan for the future can be achieved.

Our Strategic Community Plan will be the roadmap ensuring Armadale remains a highly liveable, progressive and supportive City for its residents, businesses and visitors.





How we developed the Strategic Community Plan

The City is required to undertake a minor review of its Strategic Community Plan every two years after adoption, in line with the State Government's Integrated Planning and Reporting Framework. Council adopted its current SCP in 2020, and a desktop review was completed in late 2022.

In accordance with the Framework, the City is also required to undertake a major review every four years. The major review ensures the Plan remains current and responsive to community priorities.

The major review was carried out in two phases of community engagement:



Phase One: Visioning

The City invited the community to provide feedback on overall liveability in Armadale and to share their vision for the future. More than 1,400 responses were received, giving Council a clear picture of community priorities. Council then workshopped this feedback alongside the current SCP and made adjustments to ensure alignment with the community's aspirations.

Phase Two: Consultation

The City presented the draft Aspirations, Outcomes, and Objectives back to the community for comment. Feedback from this phase confirmed that the proposed changes reflected the community's expectations and endorsed the City's refined strategic direction.

Through these processes, the City has ensured its Strategic Community Plan continues to reflect the needs and aspirations of the community while providing clear direction for the decade ahead.

Our Strategy at a Glance

Where City meets Country



"A place of natural beauty, rich in heritage and respectful of culture, with diverse landscapes and lifestyles, and a wealth of business and investment opportunities."



Aspiration 1 - Community

Outcome 1.1 Foster and strengthen community spirit

Objectives

1.1.1 Facilitate a dynamic calendar of events, festivals and cultural activities that activate suburbs, foster community connections, celebrate the diversity of the community and encourage a sense of place for residents.

1.1.2 Preserve, celebrate, and cultivate the City's built, natural, and cultural heritage to strengthen our sense of place and our thriving community hubs.

1.1.3 Support the development and sustainability of a diverse range of community groups.

Outcome 1.2 Improve Community Wellbeing

Objectives

1.2.1 Align services and programs with the community's social priorities, and support community safety initiatives.

1.2.2 Take an adaptive approach to the provision of a diverse range of active and passive recreational opportunities within the City.

1.2.3 Facilitate the delivery of health and wellbeing programs and services within the community.

1.2.4 Create opportunities for lifelong learning that builds skills, resilience, and a connected community.

1.2.5 Advocate and plan for public transport provision and preservation.

Outcome 1.3 Community Facilities meet Community Needs

Objectives

1.3.1 Provide facilities and services to meet the growth demands and diverse needs of the wider Armadale community.

Outcome 1.4 An inclusive and engaged community supported by diverse voices and active participation

Objectives

1.4.1 Support a culture of volunteerism in the community and celebrate the contribution volunteers make to the City.

1.4.2 Encourage the provision of inclusive and accessible facilities, services and programs within the community.

1.4.3 Ensure the provision of culturally appropriate services and programs within the City.



Aspiration 2 - Environment

Outcome 2.1 Protection and restoration of the natural environment

Objectives

2.1.1 Use water efficiently in City operations and promote water-wise practices in urban development and for residential living.

2.1.2 Improve the quality of water in the City's rivers, streams, brooks, drains and wetlands.

2.1.3 Minimise impacts on air quality throughout the City.

2.1.4 Protect soil and land resources throughout the City.

2.1.5 Biodiversity is managed to preserve and improve ecosystem health.

2.1.6 Facilitate partnerships for the natural environment and recognise Aboriginal community connections.

2.1.7 Ensure environmental health is monitored and programs are assessed.

Outcome 2.2 Attractive, inclusive and functional public places

Objectives

2.2.1 Focus on achieving high streetscape amenity in new developments.

2.2.2 Improve public realm for shaded streetscapes, civic places and open spaces.

2.2.3 Develop, improve and maintain quality parks, playgrounds and open spaces.

Outcome 2.3 Functional, inclusive and sustainable infrastructure

Objectives

2.3.1 Capture and manage asset data, including our valuable green assets, supporting asset lifecycle planning, and delivering our desired level of service.

2.3.2 Maintain assets to be functional, safe, affordable and sustainable.

2.3.3 Ensure asset portfolio sustainability to inform long-term planning.



Outcome 2.4 Increased resource recovery moving towards a circular economy

Objectives

- 2.4.1 Provide contemporary and affordable waste management services that are responsive to local community needs and support the objectives of the State Waste Strategy.

Outcome 2.5 Quality development that has preserved amenity, sustainability, and local character

Objectives

- 2.5.1 Align the Land Use Planning framework with the City's strategic objectives, facilitating sustainable design and development.

- 2.5.2 Seek tree retention in new developments.

- 2.5.3 Protect amenity of infill areas and City Centre via planning controls.

- 2.5.4 Plan for normalisation of DevelopmentWA areas.

- 2.5.5 Preserve, document and acknowledge City heritage.

- 2.5.6 Advocate and plan for public transport provision and preservation.

Outcome 2.6 Net Zero and Carbon Reduction

Objectives

- 2.6.1 Implement and support sustainability initiatives.

- 2.6.2 Minimise corporate and community carbon footprints.



Aspiration 3 - Economy

Outcome 3.1 Economic Growth, Jobs and Education

Objectives

- 3.1.1 Facilitate vibrant and prosperous activity centres throughout the City.
- 3.1.2 Advocate for the Armadale Strategic Metropolitan City Centre Structure Plan and seek government and private sector investment.
- 3.1.3 Facilitate development of high-quality middle density projects in the City Centre.
- 3.1.4 Increase tertiary education opportunities in the City Centre.
- 3.1.5 Utilise City landholdings to stimulate investment, jobs, education and residential growth.

Outcome 3.2 Positive image and identity for the City

Objectives

- 3.2.1 Promote a positive image to attract residents, businesses, investors and visitors.
- 3.2.2 Leverage the City's location as a destination in Perth and for the Hills region.
- 3.2.3 Engage key stakeholders to showcase development and investment opportunities.

Outcome 3.3 The City proactively supports and advocates for business, encouraging opportunity and growth

Objectives

- 3.3.1 Implement contemporary planning frameworks that respond to economic opportunities, supports local business and facilitates business growth.

Outcome 3.4 A thriving tourism industry supported by events, nature, and heritage

Objectives

- 3.4.1 Leverage tourism opportunities and support new attractions, events, and visitor experiences.
- 3.4.2 Build strategic partnerships to promote and invest in tourism.



Aspiration 4 – Leadership and Innovation

Outcome 4.1 Strategic leadership and sound management

Objectives

4.1.1 Advocate for transformational projects.

4.1.2 Implement Integrated Planning and Governance frameworks enabling the City's strategic objectives to be achieved, providing for strong governance and integrity, and continually improving City services for the benefit of the community.

4.1.3 Improve efficiency and effectiveness of service delivery.

4.1.4 Develop contemporary workforce practices to make the City a great place to work.

Outcome 4.2 A culture of innovation and continuous improvement

Objectives

4.2.1 Use digital transformation to improve City functions.

4.2.2 Encourage innovative and diverse thinking across the organisation.

Outcome 4.3 Sound financial governance, incorporating economic, social and environmental outcomes

Objectives

4.3.1 Deliver strategic financial planning for services, asset management and equitable funding.

4.3.2 Apply proactive financial management to meet budgets and resolve variances.

Outcome 4.4 Communications and Community Engagement

Objectives

4.4.1 Seek community views using best practice community engagement approaches and inform the community on matters of interest to them.

4.4.2 Improve internal communication levels.

4.4.3 Promote customer service excellence across all areas.

Our City in 2025

Strategically located at the centre of Perth's south-eastern corridor, the City of Armadale is home to some of the fastest growing suburbs in WA, offering a unique lifestyle for those who want to live, work and play in an area of natural beauty. There are vineyards and orchards, green open spaces, bushland and the backdrop of the Darling Range.

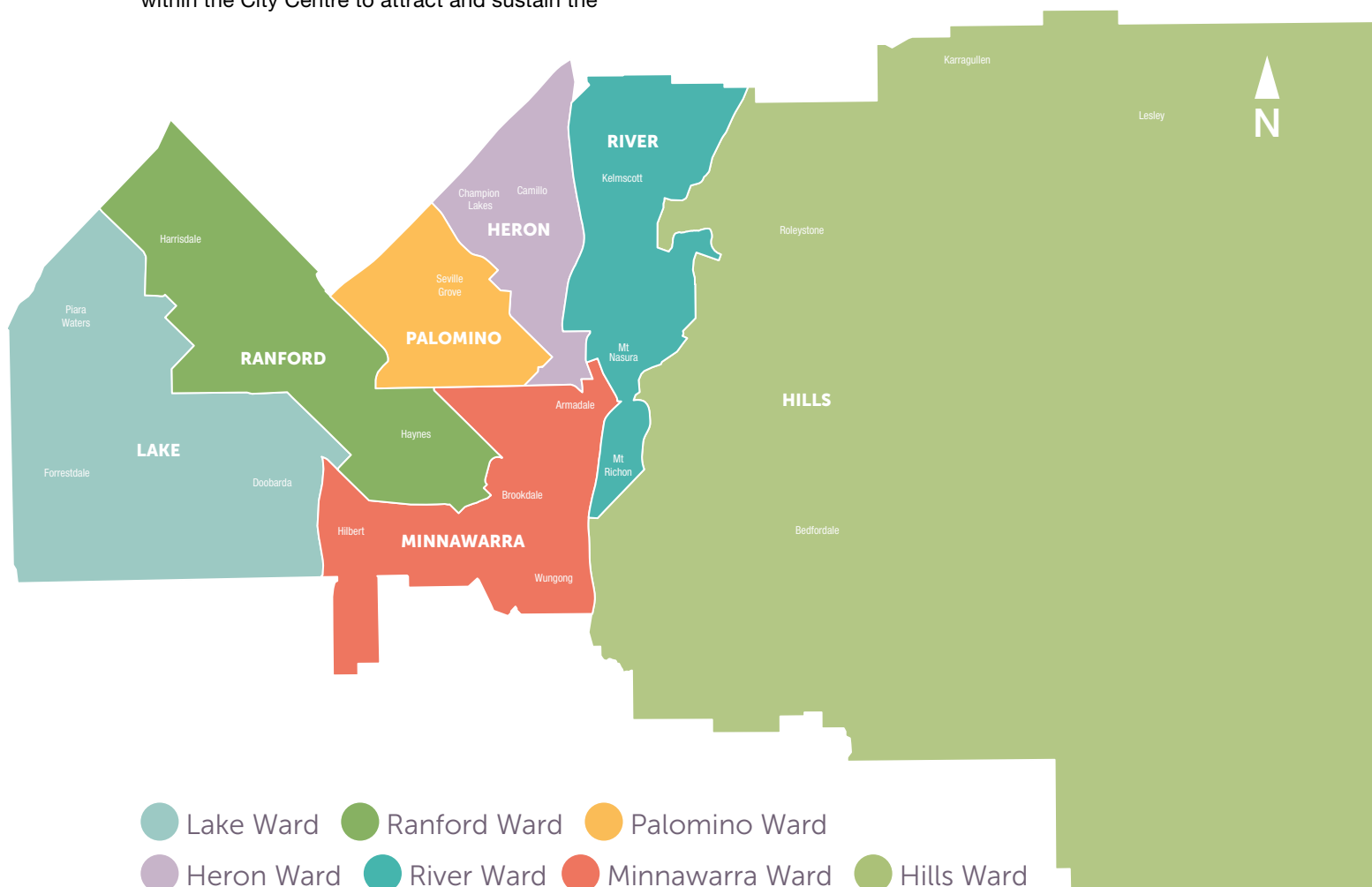
With the population expected to grow from 109,000 to around 145,000 by the year 2041, Council aims to catalyse economic growth by leveraging the City's natural assets and ensuring that Armadale fulfils its role as a Strategic Metropolitan Centre capable of providing employment and higher order services to the region.

Armadale's current employment self-sufficiency rate is 51%, meaning for every 2 residents, there is only 1 job. In order to provide jobs for the growing population, an extra 120,000 jobs are needed in the region by 2040. Growing the Armadale City Centre will be key to achieving this jobs target and improving the economic prospects and prosperity of the region.

Partnering with both State and Federal government is essential to creating a critical mass of activation within the City Centre to attract and sustain the

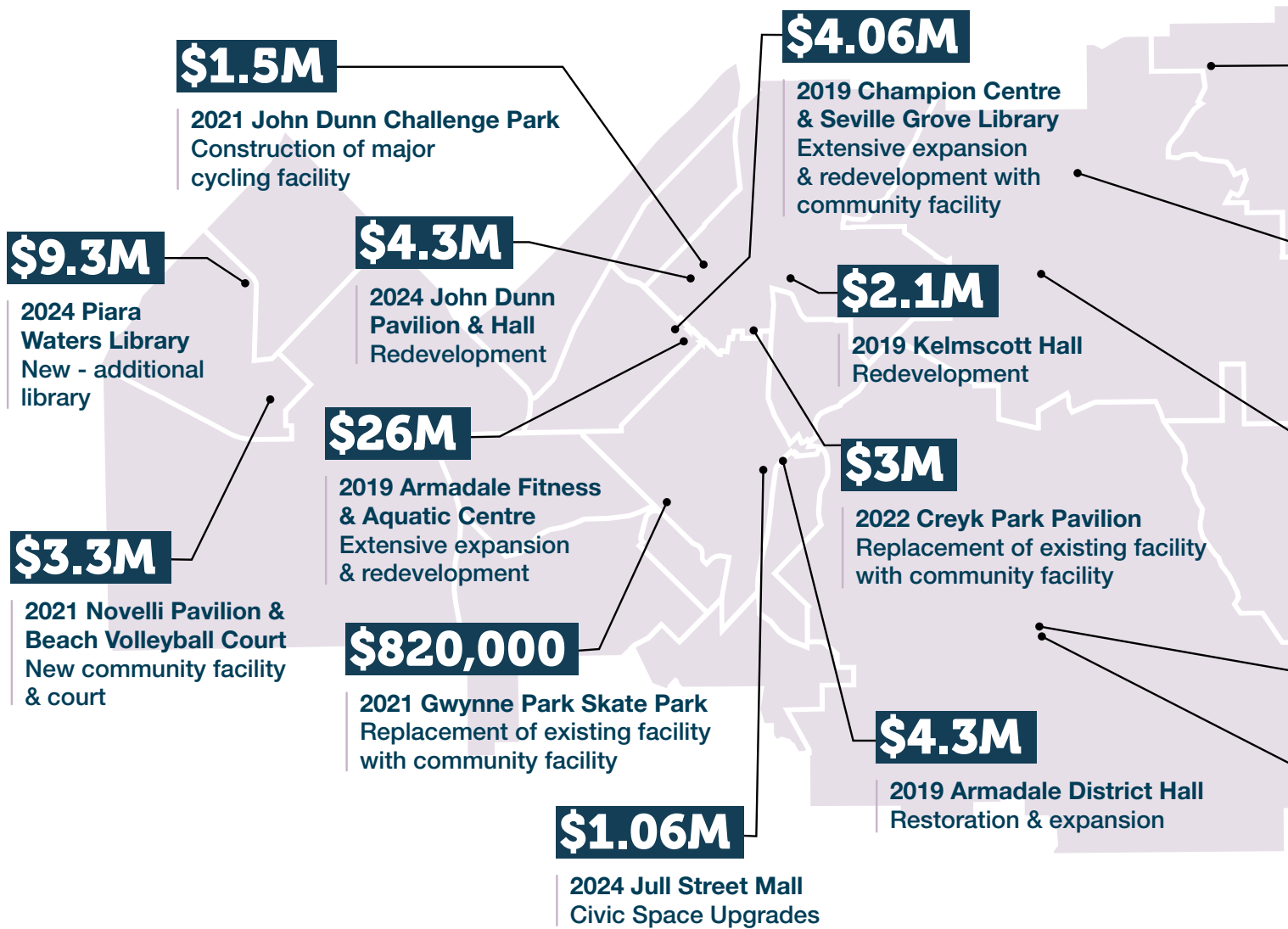
private sector investment required to ensure the population of the south-east region is able to access the jobs and services they require from a Strategic Metropolitan Centre. The State government's investment in the Armadale Courthouse and Police Complex (\$89M), as well as a purpose-built TAFE facility (\$39M) are welcome replacements for aged facilities and the METRONET Byford Rail Extension now provides improved accessibility for the region's population into the Armadale City Centre.

In 2025, the Armadale University Study Hub opened its doors in the City Centre, made possible through funding from the Department of Education. This new facility offers local students a supportive and accessible environment to pursue higher education closer to home, strengthening pathways to academic and career success across the community.





Over the past few years, the City has delivered the following projects:



560km²

Area of the City



20

Suburbs



401

Public Open Spaces



29

Primary Schools



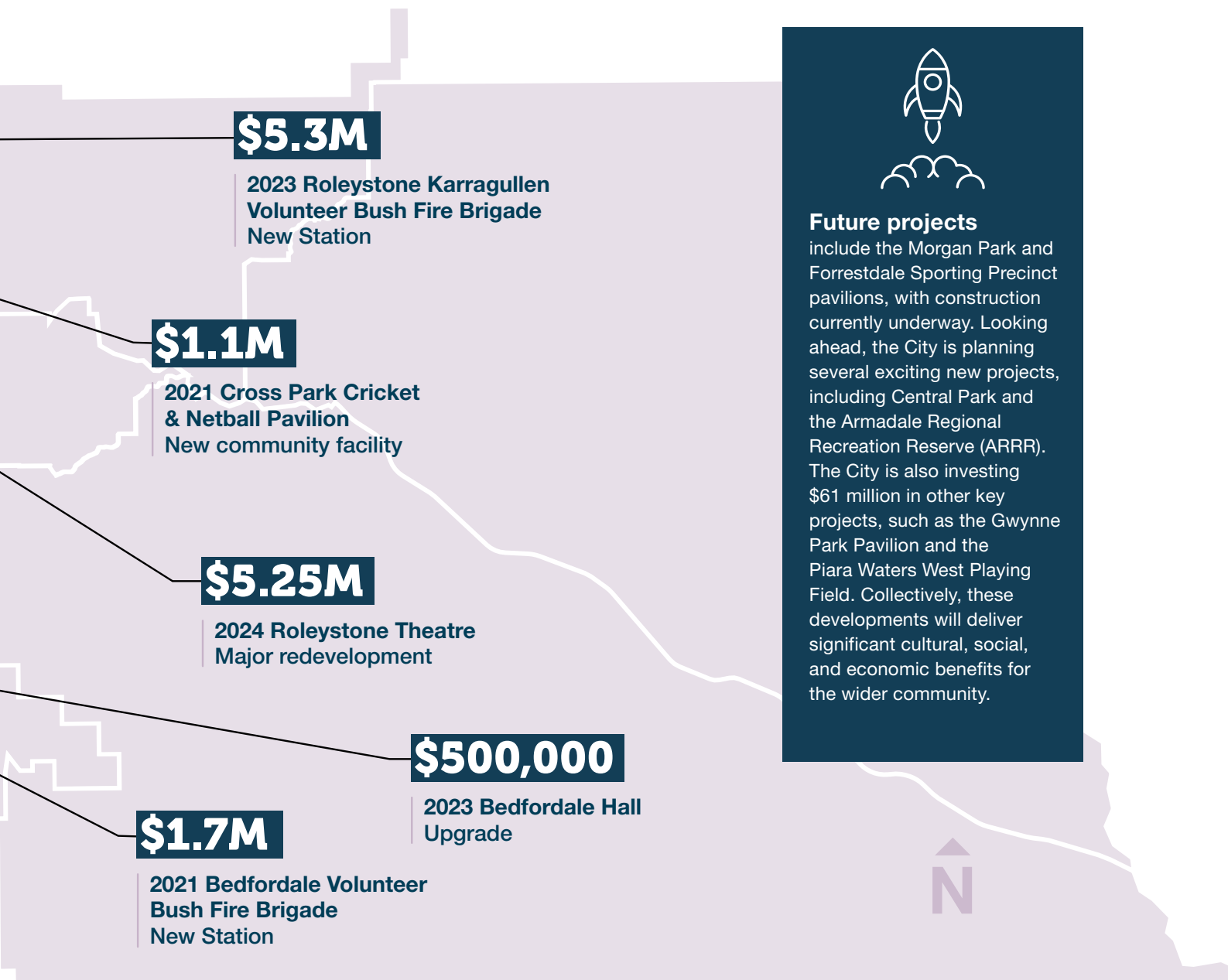
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Secondary Schools



4

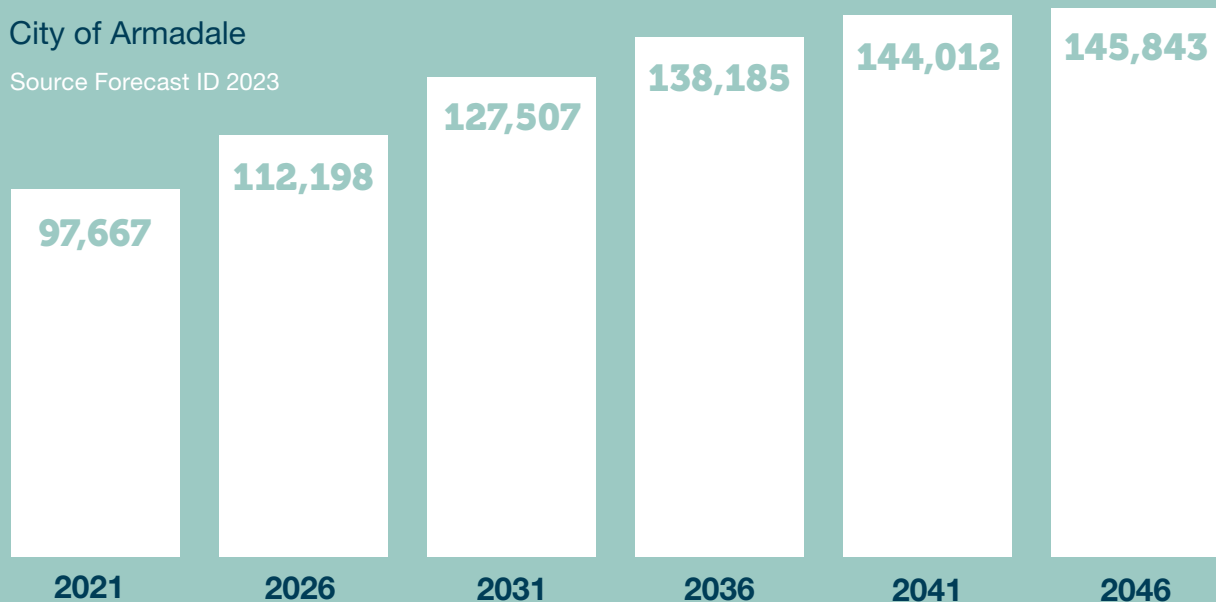
Libraries



Forecast Population 2021 to 2045

City of Armadale

Source Forecast ID 2023



Our Community Profile in 2025



The Estimated Resident Population for the City of Armadale in 2024 was approximately 109,218. The population is projected to grow to 146,000 by 2046, representing a 34% increase over two decades, which is an average annual growth rate of about 1.6%.

Source: ABS and Forecast ID 2023



Household size and composition - Average household size of 2.67 made up of:



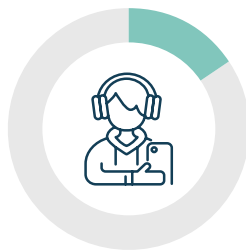
Source: Census of Population and Housing 2016 - 2021



15.7%
Seniors aged between 60-84



4.6%
People living with a disability



15.6%
Young people aged between 12-24

Source: Community Profile ID 2021



The City of Armadale has a significant Aboriginal population (around twice the average for metro Local Government Authorities) which provides an important opportunity for ongoing two-way engagement and learning. The City has held a long-standing positive relationship with the Aboriginal community for many years, marked by the advent of the Aboriginal and Torres Strait Islander Advisory Committee in 1997.

In 2008, the Aboriginal Development team was established along with the Champion Centre at which the team are based - a dedicated community

facility located on Champion Drive, Seville Grove. The Champion Centre is a meeting place for local people and a culturally appropriate space for the provision of services and programs for Aboriginal and Torres Strait Islander people and the wider community. The role of the local Aboriginal Elders is valued, with these community members working closely with the Aboriginal Development team and other officers in the City to provide guidance and advice on behalf of the wider Aboriginal community. This relationship has also been solidified in the City's Reconciliation Action Plan.

Key demographics and characteristics of the community from census data and other forecasts include:

	City of Armadale	Greater Perth	Western Australia	Australia
Aboriginal Population	2.9%	1.8%	3.0%	2.9%
Non-English speaking backgrounds	24%	21%	18%	22%
University attendance	3.3%	5%	4%	5%
Bachelor degree or higher	20%	27%	24%	26%
Vocational	24%	20%	21%	19%
Public transport (to work)	7%	8%	7%	5%
Unemployment	6.4%	5.3%	5.1%	5.1%
SEIFA index of disadvantage	994	1026	1015	1002

Source: Community Profile ID 2021

Our Integrated Planning Framework

Integrated planning and reporting provides local governments with a framework for translating community priorities and aspirations into operational objectives, and tracking progress in delivering on these objectives.

Recognising the importance of integrating community and organisational planning, the Local Government (Administration) Regulations 1996 require local governments to adopt a ten-year Strategic Community Plan, a four-year Corporate Business Plan and supporting resource plans.

The City utilises this Integrated Planning and Reporting Framework mandated by the State Government to ensure its activities are informed by the community, focused on key priorities and are sustainable.

The diagram below illustrates the City of Armadale's Integrated Planning Framework.





Influencing Strategies and Plans

Work within the City of Armadale does not happen in isolation, but within the context of what is happening in the wider region, the state and the nation. The following plans and strategies all influence the way in which new initiatives and services can be considered.

Internal

Access & Inclusion Plan
Activity & Retail Centres (Commercial) Strategy
Advocacy Strategy
Air, Water, Soil and Land Strategies
Armadale City Centre Activation Plan
Armadale Strategic Metropolitan City Centre Structure Plan
Arts and Culture Strategy
Asset Management Plans
Bike Plan
Biodiversity Strategy
Bushfire Risk Management Plan
City Investment Framework
Community Development Strategy
Community Engagement Strategy
Community Health and Wellbeing Plan
Community Hubs Master Planning Initiative
Community Infrastructure Plan
Corporate Business Plan
Corporate Greenhouse Action Plan
Development Contribution Plans
Development Contribution Schemes – North Forrestdale (Harrisdale/Piara Waters) and Anstey-Keane Precinct Forrestdale
Digital Strategy
Dry Parks Strategy
Economic Development Strategy
Enterprise Agreement
Environmental Management Framework
Events Strategy
Fleet Transition Strategy
Footpath Development Program
ICT Strategy
Innovate Reconciliation Action Plan
Integrated Transport Strategy
Kelmscott District Centre Precinct Structure Plan
Library Strategic Plan
Local Emergency Management Arrangements
Local Heritage Survey (previously Municipal Heritage Inventory)
Local Planning Schemes
Local Planning Policies
Local Planning Strategy
Long Term Financial Plan
Museum Interpretation Plan
Normalisation of DevelopmentWA Precincts – Project Handovers
Parks Facilities Strategy
Parks Improvement Plan – Top 25
Public Art Strategy

Internal

Public Toilet Strategy
Rating Strategy
Record Keeping Plan
Risk Management Framework
Strategic Environmental Commitment
Strategic Waste Management Plan
Subdivisional Development Guidelines
Switch Your Thinking Business Plan
Tourism Strategy
Urban Forest Strategy
Workforce Plan

External

Action Plan for Planning Reform Implementation
Armadale Redevelopment Scheme 2
Australia Infrastructure Reform
Planning for Bushfire Guidelines
Community Connect South
Directions 2031 and Beyond
Liveable Neighbourhoods
Long Term Cycle Network Plan
METRONET Rail Extension to Byford
Metropolitan Redevelopment Act (2011)
Metropolitan Region Scheme
Middle Canning Surface Water Area Allocation Plan
National Growth Areas Alliance (NGAA) Advocacy Strategy
Perth and Peel @ 3.5 Million
Perth and Peel @ 3.5million - Transport Network
PLA Community Facility Guidelines
Smart Cities Plan
South East Corridor Councils Alliance (SECCA) Advocacy Priorities
South Metropolitan Peel Sub-Regional Framework
Sports Dimensions Guidelines for Playing Areas
State Disability Strategy
State Emergency Management Policies
State Homelessness Strategy
State Planning Policies
State Planning / Development Control Policies
State Planning Strategy 2050
State Waste Strategy – Waste Avoidance & Resource Recovery Strategy 2030
Vision 2025 Framework for Strategic Action Public Library Services in WA
WA Health Promotion Strategic Framework
WA Public Libraries Strategy
Wungong Urban Developer Contribution Scheme

How the Strategic Community Plan is used

The Strategic Community Plan outlines the vision for the City and identifies community priority areas for the next 10 years. It is broken into what the City aspires to do built around four aspirations:



Together, the aspirations and their elements establish the blueprint that guides the City's future direction.



Vision for the future

Armadale

Where City meets Country

“

“A place of natural beauty, rich in heritage and respectful of culture, with diverse landscapes and lifestyles, and a wealth of business and investment opportunities.”



Aspiration 1 - Community

The City of Armadale will continue to foster and strengthen the community spirit that has been a binding force in the region since its earliest days. It is this sense of collectivity and vitality that has made Armadale a desirable and welcoming community where people continue to choose to make their home.

In the next decade, the City will build on its foundations and seek to challenge and change the narrative of Armadale in order to attract new residents, business and investors. We will actively engage with our multicultural community and facilitate and nurture new community connections, while also continuing to embrace the community spirit in our established community.

By 2030, the City of Armadale will expand the availability of recreation and community spaces so that they cater to a greater number of sporting codes, community and cultural groups. The provision of these services and facilities will be centered on principles relating to inclusivity and equity for all.

The City will partner in the delivery of health promotion activities in areas of need by actively supporting sporting groups, particularly junior clubs. It will also leverage partnerships for health promotion with groups to facilitate programs and services for seniors and youth.

The City will continue to advocate for increased police resources and work to facilitate improvements in community safety, particularly around the rail corridor and in public spaces. It will do this by working with members of parliament and community leaders to affect change through safety awareness campaigns.

Beyond this, efforts will be made to promote Armadale as a safe, welcoming, prosperous and vibrant community. There are many positive stories about our beautiful community, as well as our cultural events. The emergence of Armadale as a hub for employment and tourism will be instrumental in this work.

The strong sense of community and connection to place that comes from living in Armadale will be enhanced through a network of volunteers and community leaders whose contributions will assist the promotion of Armadale's arts, biodiversity, culture and heritage. We will also work to strengthen the sense of place that comes from the City's natural environment. There will be a focus on maintaining access to public parks and reserves, while also prioritising the improvement of community facilities in established suburbs.



Outcome 1.1 Foster and Strengthen Community Spirit

Objectives	Strategies and Plans
1.1.1 Facilitate a dynamic calendar of events, festivals and cultural activities that activate suburbs, foster community connections, celebrate the diversity of the community and encourage a sense of place for residents.	• Events Program • Arts and Culture Strategy
1.1.2 Preserve, celebrate, and cultivate the City's built, natural, and cultural heritage to strengthen our sense of place and our thriving community hubs.	• Community Infrastructure Plan • Community Hubs Master Planning Initiative • Museum Interpretation Plan • Community Development Strategy
1.1.3 Support the development and sustainability of a diverse range of community groups.	• Financial Assistance Program

Outcome 1.2 Improve Community Wellbeing

Objectives	Strategies and Plans
1.2.1 Align services and programs with the community's social priorities, and support community safety initiatives.	• Advocacy Priorities Strategy • Social Priorities Approach • Community Development Strategy • Homelessness Policy
1.2.2 Take an adaptive approach to the provision of a diverse range of active and passive recreational opportunities within the City.	• Dry Parks Strategy • Local Planning Scheme • Parks Improvement Plan • Community Infrastructure Plan
1.2.3 Facilitate the delivery of health and wellbeing programs and services within the community.	• Community Health and Wellbeing Plan
1.2.4 Create opportunities for lifelong learning that builds skills, resilience, and a connected community.	• Library Strategic Plan
1.2.5 Advocate and plan for public transport provision and preservation.	• Integrated Transport Strategy

Outcome 1.3 Community Facilities Meet Community Needs

Objectives	Strategies and Plans
1.3.1 Provide facilities and services to meet the growth demands and diverse needs of the wider Armadale community.	• Community Infrastructure Plan • Advocacy Priorities Strategy • Library Strategic Plan • Development Contribution Plans • Asset Management Plan – Building • Community Hubs Master Planning Initiative

Outcome 1.4 An inclusive and engaged community supported by diverse voices and active participation

Objectives	Strategies and Plans
1.4.1 Support a culture of volunteerism in the community and celebrate the contribution volunteers make to the City.	• Community Development Strategy
1.4.2 Encourage the provision of inclusive and accessible facilities, services and programs within the community.	• Access & Inclusion Plan • Community Development Strategy • Events Program
1.4.3 Ensure the provision of culturally appropriate services and programs within the City.	• Community Development Strategy • Reconciliation Action Plan • Community Infrastructure Plan



Aspiration 2 - Environment

The City of Armadale will protect and enhance its natural and built environments - including rivers, wetlands, and green spaces - to support a healthy, sustainable future for all.

The City fosters and protects its natural environment by embracing the principles of sustainability and acknowledging the impacts of our changing climate.

Globally, there are twenty-five recognised biodiversity epicentres, and Armadale is situated within the South Western Australian hotspot. The City is home to twenty four species of threatened flora, and includes 163ha of the Forrestdale Complex vegetation community. This is a Threatened Ecological Community, of which only a total of 220ha remains. The City has an active role in managing this community through Reserve Management Plans.

Armadale was one of the first councils in Western Australia to develop an Urban Forest Strategy, and this initiative will be continuously advanced as the City of Armadale takes action to address climate change. The Urban Forest Strategy (which has been responsible for the planting of thousands of trees) will continue to guide the City's approach in relation to the creation of tree canopy and the maintenance of parks, reserves and streetscapes.

We will also continue to upgrade community infrastructure and public amenities, such as roads, streetscapes and buildings, as Armadale continues to expand. The City has been laying the foundations for this growth through the Activity Centre Structure Plan, which will guide and govern future land use within the Armadale City Centre.

This planning guide will allow the Armadale CBD to reach its full potential as the primary Activity Centre for Perth's south-eastern corridor.

** A Ramsar wetland is a wetland placed under protection due to its international and ecological significance.*





Outcome 2.1 Protection and restoration of the natural environment

Objectives	Strategies and Plans
2.1.1 Use water efficiently in City operations and promote water-wise practices in urban development and for residential living.	• Environmental Management Framework • Waterwise Council Action Plan
2.1.2 Improve the quality of water in the City's rivers, streams, brooks, drains and wetlands.	• Water Strategy
2.1.3 Minimise impacts on air quality throughout the City.	• Strategic Environmental Commitment • Environmental Management Framework • Air Quality Strategy
2.1.4 Protect soil and land resources throughout the City.	• Environmental Management Framework • Soil and Land Strategy
2.1.5 Biodiversity is managed to preserve and improve ecosystem health.	• Environmental Management Framework • Local Biodiversity Strategy • Waterways Upgrade and Maintenance Plan • Bushfire Risk Management Plan
2.1.6 Facilitate partnerships for the natural environment and recognise Aboriginal community connections.	• Environmental Management Framework • Innovate Reconciliation Action Plan
2.1.7 Ensure environmental health is monitored and programs are assessed.	• Environmental Management Framework • Local Biodiversity Strategy

Outcome 2.2 Attractive, inclusive and functional public places

Objectives	Strategies and Plans
2.2.1 Focus on achieving high streetscape amenity in new developments.	• Engineering Guidelines for Subdivisions • Landscape Guidelines
2.2.2 Improve public realm for shaded streetscapes, civic places and open spaces.	• Urban Forest Strategy • Footpath Program • Bike Plan • Local Planning Scheme • Armadale City Centre Public Realm Strategy • Kelmscott Public Realm Strategy
2.2.3 Develop, improve and maintain quality parks, playgrounds and open spaces.	• Parks Facility Strategy • Parks Improvement Plan • Public Toilet Strategy

Outcome 2.3 Functional, inclusive and sustainable infrastructure

Objectives	Strategies and Plans
2.3.1 Capture and manage asset data, including our valuable green assets, supporting asset lifecycle planning, and delivering our desired level of service.	• Asset Condition & Monitoring Schedule • Service Level Plan • Asset Management Plans – Infrastructure, Building, Fleet & Parks • Parks Improvement Plan • Parks Facilities Strategy
2.3.2 Maintain assets to be functional, safe, affordable and sustainable.	• Asset Management Strategy • Asset Management Plans • Depot Masterplan
2.3.3 Ensure asset portfolio sustainability to inform long-term planning.	• Asset Management Strategy • Asset Management Plans for Infrastructure, Fleet, Property & Civil Assets • Asset Management Plans • Asset Maintenance Plan (Property Services)

Outcome 2.4 Increased resource recovery moving towards a circular economy

Objectives	Strategies and Plans
2.4.1 Provide contemporary and affordable waste management services that are responsive to local community needs and support the objectives of the State Waste Strategy.	• Strategic Waste Management Strategy • State Waste Strategy • Waste Plan • Strategic Resource and Recovery Plan



Outcome 2.5 Quality development that has preserved amenity, sustainability, and local character

Objectives	Strategies and Plans
2.5.1 Align the Land Use Planning framework with the City's strategic objectives, facilitating sustainable design and development.	• Local Planning Strategy • Local Planning Scheme • Local Planning Policies • Structure Plans • Developer Contribution Plans
2.5.2 Seek tree retention in new developments.	• Engineering Subdivision Guidelines
2.5.3 Protect amenity of infill areas and City Centre via planning controls.	• Local Planning Strategy • Integrated Transport Plan • Drainage Management Plans
2.5.4 Plan for normalisation of Development WA areas.	• DWA Normalisation Strategy • Local Planning Scheme
2.5.5 Preserve, document and acknowledge City heritage.	• Local Heritage Survey • Local Planning Scheme
2.5.6 Advocate and plan for public transport provision and preservation.	• Local Planning Scheme • Local Planning Policies • Advocacy Priorities Strategy • Integrated Transport Strategy

Outcome 2.6 Net Zero and Carbon Reduction

Objectives	Strategies and Plans
2.6.1 Implement and support sustainability initiatives.	• Switch Your Thinking Business Plan
2.6.2 Minimise corporate and community carbon footprints.	• Strategic Environmental Commitment • Corporate Greenhouse Action Plan • Fleet Transition Strategy



Aspiration 3 - Economy

Armadale will be home to a diverse and resilient economy, activated precincts, and well-connected services and opportunities for all.

The area accommodates a range of retail, commercial, construction and manufacturing businesses that have driven employment growth, particularly for the City's youth.

This result will be achieved through the City of Armadale's efforts to encourage business investment in the area, with the Forrestdale Business Park being a particular driver of jobs growth. The City will also continue its proactive approach to advocating for government investment and grants. It will seek out partnerships with State and Federal governments to build community assets as well as road and rail infrastructure.

Significant attention will be devoted to achieving the decentralisation of State government departments, with the aim of securing the presence of a departmental HQ in Armadale.

Beyond this, the City will adapt its approach and become more ambitious in how it imagines its future self. The development of a local tourism industry will be central to this endeavour. Armadale is well-positioned to capitalise on its strategic advantages (proximity to Perth, escarpment, state forests, etc.) and has the ability to compete with the Swan Valley as a popular site for daytrip tourists.

Importantly, residents of all ages will have access to lifelong learning opportunities, with high-quality public and private educational institutions (primary, secondary and tertiary) within close reach. These specialised facilities will cater to the local community and attract students from across Perth.





Outcome 3.1 Economic Growth, Jobs and Education

Objectives	Strategies and Plans
3.1.1 Facilitate vibrant and prosperous activity centres throughout the City.	• Activity and Retail Centre (Commercial) Strategy • Kelmscott District Structure Plan • Armadale City Centre Public Realm Strategy
3.1.2 Advocate for the Armadale Strategic Metropolitan City Centre Structure Plan and seek government and private sector investment.	• Armadale Strategic Metropolitan City Centre Structure Plan • Economic Development Strategy • Advocacy Priorities Strategy • SECCA Advocacy Priorities • NGAA Advocacy Strategy
3.1.3 Facilitate development of high-quality middle density projects in the City Centre.	• Armadale Strategic Metropolitan City Centre Structure Plan • Economic Development Strategy • Advocacy Priorities Strategy
3.1.4 Increase tertiary education opportunities in the City Centre.	• Economic Development Strategy • Advocacy Priorities Strategy
3.1.5 Utilise City landholdings to stimulate investment, jobs, education and residential growth.	• Armadale Strategic Metropolitan City Centre Structure Plan • Economic Development Strategy • Advocacy Priorities Strategy • SECCA Advocacy Priorities • NGAA Advocacy Priorities • City Centre Investment Framework • Civic Precinct Business Case

Outcome 3.2 Positive image and identity for the City

Objectives	Strategies and Plans
3.2.1 Promote a positive image to attract residents, businesses, investors and visitors.	• Communications and Marketing Strategy • Economic Development Strategy • Tourism Strategy • Advocacy Priorities Strategy • Armadale Strategic Metropolitan City Centre Structure Plan • SECCA Advocacy Priorities • NGAA Advocacy Priorities • Streetscape Beautification Strategy
3.2.2 Leverage the City's location as a destination in Perth and for the Hills region.	• Signage Strategy • Economic Development Strategy • Tourism Strategy
3.2.3 Engage key stakeholders to showcase development and investment opportunities.	• Economic Development Strategy • Tourism Strategy

Outcome 3.3 The City proactively supports and advocates for business, encouraging opportunity and growth

Objectives	Strategies and Plans
3.3.1 Implement contemporary planning frameworks that respond to economic opportunities, supports local business and facilitates business growth.	Economic Development Strategy

Outcome 3.4 A thriving tourism industry supported by events, nature, and heritage

Objectives	Strategies and Plans
3.4.1 Leverage tourism opportunities and support new attractions, events, and visitor experiences.	- Tourism Strategy - Perth Hills Tourism Alliance Marketing Plan - Economic Development Strategy
3.4.2 Build strategic partnerships to promote and invest in tourism.	Tourism Strategy



Aspiration 4 - Leadership

The City will provide strong, inclusive leadership that advocates for investment, partners across sectors, and champions the needs and aspirations of its community.

This will require continued strategic leadership and effective management within the City to maintain accountability and transparency, while managing competing community demands and needs.

The City of Armadale's culture will promote forward thinking and innovation that optimises the use of technology and digital solutions to enhance customer experience. We will seek to consult with clear objectives and continue to engage residents in the City's journey.





Outcome 4.1 Strategic leadership and sound management

Objectives	Strategies and Plans
4.1.1 Advocate for transformational projects.	• Advocacy Priorities Strategy
4.1.2 Implement Integrated Planning and Governance frameworks enabling the City's strategic objectives to be achieved, providing for strong governance and integrity, and continually improving City services for the benefit of the community.	• Strategic Community Plan • Corporate Business Plan • Long Term Financial Plan • Workforce Plan • Asset Management Plans • Integrated Planning and Reporting Framework • Local Emergency Management Arrangements • Workplace Health and Safety Policy • Council Policies • Delegated Authority Register • Risk Management Policy and Framework • Internal Audit Plan • Project Management Framework • Code of Conduct • Fraud and Corruption Policy
4.1.3 Improve efficiency and effectiveness of service delivery.	• Organisational Culture Roadmap • ICT Strategy • Digital Strategy • Customer Experience Strategy
4.1.4 Develop contemporary workforce practices to make the City a great place to work.	• Workforce Diversity and Inclusion Plan • Workforce Plan • Organisational Culture Roadmap

Outcome 4.2 A culture of innovation and continuous improvement

Objectives	Strategies and Plans
4.2.1 Use digital transformation to improve City functions.	• ICT Strategy • Digital Strategy
4.2.2 Encourage innovative and diverse thinking across the organisation.	• Organisational Culture Roadmap



Outcome 4.3 Sound financial governance, incorporating economic, social and environmental outcomes

Objectives	Strategies and Plans
4.3.1 Deliver strategic financial planning for services, asset management and equitable funding.	• Integrated Planning and Reporting Framework • Long Term Financial Plan incorporating the City's Rating Strategy, Debt Strategy, Funding policies and financial sustainability indicators • Annual Budget • Freehold Land Strategy • Local Planning Scheme • Local Planning Strategy
4.3.2 Apply proactive financial management to meet budgets and resolve variances.	• Monthly Financial Reporting • Annual Budget • Mid-Year Budget Review • Procurement Policy

Outcome 4.4 Communications and Community Engagement

Objectives	Strategies and Plans
4.4.1 Seek community views using best practice community engagement approaches and inform the community on matters of interest to them.	• Community Engagement Strategy • Communications and Marketing Strategy
4.4.2 Improve internal communication levels.	• Communications and Marketing Strategy • Organisational Culture Roadmap
4.4.3 Promote customer service excellence across all areas.	• Communications and Marketing Strategy • Customer Experience Strategy • Customer Service Charter

Risk Management

The City's commitment to effective risk management is defined in the City's Risk Management Policy. The City's Risk Management Framework guides the organisation in the application of risk management practices which mitigate the adverse impacts of risk upon the achievement of strategic objectives and the quality of service delivery.

The City's risks are managed at the Strategic, Business Area and Operational level and are closely aligned with City objectives as well as the City's services and activities.

How the Strategic Community Plan is implemented, reviewed and measured

The City's Strategic Community Plan provides the framework within which the City applies business planning processes to turn the Plan's priorities into actions that will be delivered for our community.

The City's detailed planning is set out in the Corporate Business Plan. This operational plan incorporates both operational and capital works budgets over a four year outlook. It defines the services to be delivered, major projects to be undertaken and the timeframes for delivery. The Corporate Business Plan is reviewed and updated annually to ensure it remains current and aligned with community priorities set out in the Strategic Community Plan.

Every two years, the City reviews progress towards achieving the community's vision. This includes assessing the community's experience with a set of liveability indicators, which provide an overall picture of life in Armadale.

These indicators reflect how residents experience their community in areas such as safety, health, education, transport, housing, and the natural environment. Many of these outcomes are influenced by other levels of government, community organisations, and the private sector. While the City does not directly control these areas, monitoring them helps identify trends, inform advocacy, and guide decision making to support improved community outcomes over time.

The Planning and Performance system follows a series of sequential steps from Plan, Deliver, Report, Review.



1. **Plan** – Integration and prioritisation of City plans and strategies, and the allocation of resources; Establish the Key Performance Indicators.
2. **Deliver** – Mobilisation of resources through the annual budget and the annual work plans of teams and individuals, with clear goals and accountability.
3. **Report** – Qualitative and quantitative data analysis (performance indicators) and progress reports on goal attainment, through a system of annual, quarterly and monthly reporting.
4. **Review** of the key performance indicators and goal attainment; informing strategies; external and internal influencing factors.

A minor review of our Strategic Community Plan is undertaken every two years and a major review every four years.

Aspiration 1 – Community

The community's experience of the sense of community is maintained.

The community's experience of social cohesion is maintained.

The community's sense of safety improves over time.

The community's experience of access to sport and recreation opportunities is maintained.

The community's experience of access to health services is maintained.

The community's experience of access to education opportunities is maintained.

The community's experience of access to public transport is maintained.

The community's experience of making your way around is maintained.

The community's experience of cultural facilities is maintained.

The community's experience that there is opportunity for all is maintained.

Aspiration 2 - Environment

The community's experience of the natural environment is maintained.

The community's experience of access to affordable decent housing improves over time.

The community's experience of access to sport and recreation opportunities is maintained.

Review of consolidated asset management plans every three years.

The community's experience of a lack of road congestion is maintained.

The community's experience of making your way around is maintained.

The community's experience of shopping, leisure and dining is improved over time.

Report on progress towards normalisation of DWA areas on an annual basis.

The community's experience of the sense of community is maintained.

The community's experience of social cohesion is maintained.

The community's experience of access to public transport is maintained.

Aspiration 3 - Economy

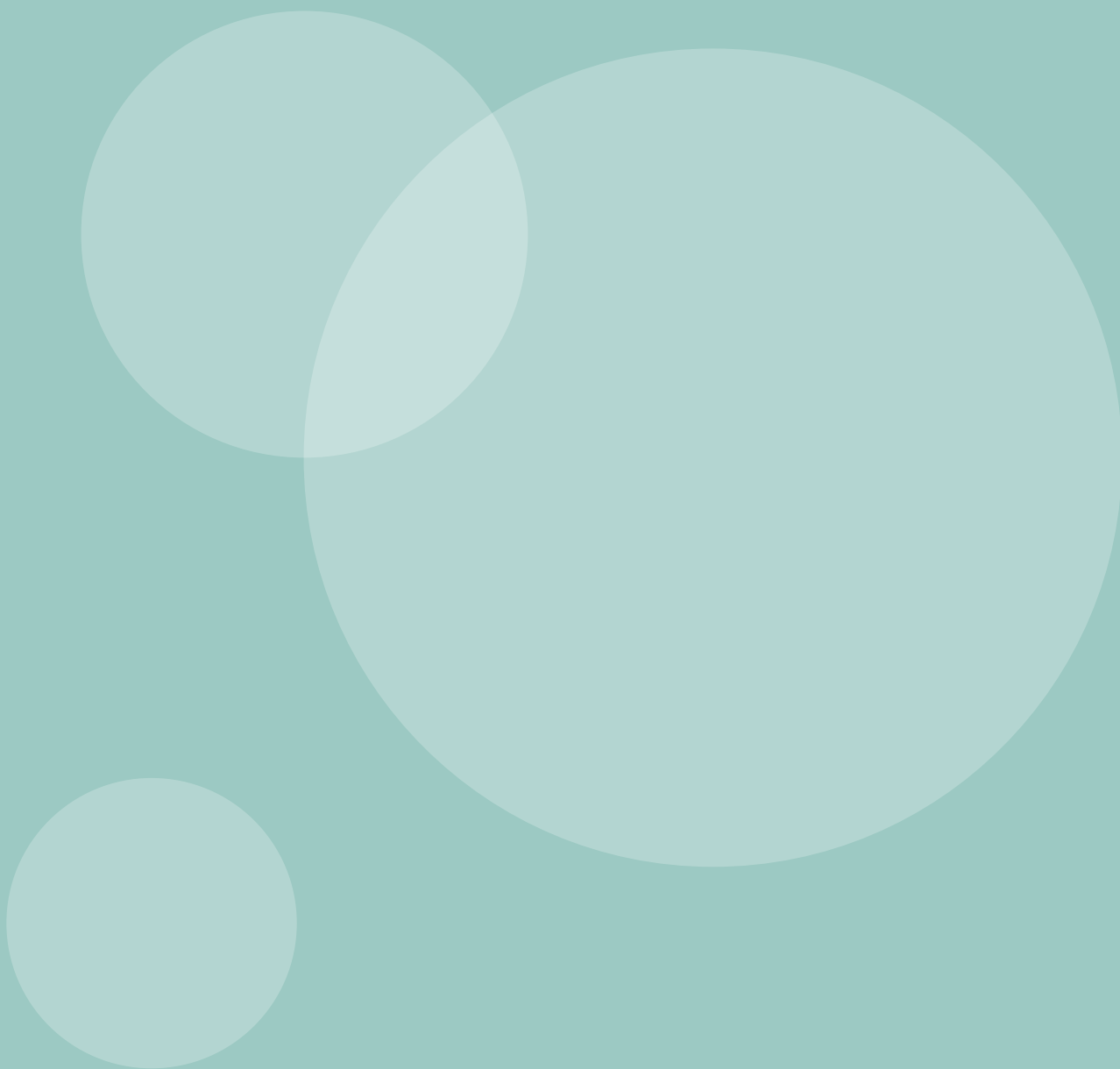
The community's experience of shopping, leisure and dining is improved over time.

The community's experience of a prosperous economy is maintained.

The community's experience of access to education opportunities is maintained.

The community's experience of good job prospects is maintained.

**Liveability indicators are a part of the Living in Place Survey, provided by .id Consulting Pty Ltd.*



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(08) 9394 5000