

Strategic Community Plan 2024-2034





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Cover image: Family and friends enjoying a barbecue at Horrie Long Reserve

# Fremantle - a maritime city with spirit and soul

Bounded by the Indian Ocean and some of Perth's most stunning beaches, Fremantle is located on Whadjuk Nyoongar Boodja (country) and sits proudly at the mouth of the Derbarl Yerrigan (Swan River). The area has significant spiritual importance to Whadjuk Nyoongar people and was, and still is today, an area for ceremonies, cultural practices and trade.

Fremantle's role as a place for trade continues today as WA's port city, with the significant economic output being generated by Fremantle Port contributing to a Gross Regional Product of \$4.57 billion.

The cultural identity that makes Fremantle so unique has been built upon 50,000 years of First Nations culture, its rare and largely intact 19th century port and buildings, its long and diverse migrant heritage, and its gritty industrial character.

Fremantle's inner-city character has been retained through protection and ongoing conservation of its many heritage buildings and public spaces which embody WA's colonial and goldrush history. Within its many old and narrow streets thrives a bustling hub of people visiting, working and playing.

Fremantle is well known for the work of its musicians and artists. Its unique cosmopolitan and eclectic mix of contemporary restaurants, bars and shops provide an irresistible environment for many of Australia's most creative and talented people. Fremantle's live music venues and compelling program of world-class festivals and events significantly reinforce the city's spirit and soul.

A long-standing connection to the sea has seen Fremantle play host to an extensive maritime and sporting history including the 1987 America's Cup, Round the World yacht races, and many world championship sailing events as well as being home to a thriving fishing industry. These connections remain vital to our identity today.

The City of Fremantle is currently home to 33,000 people, with the diversity of its community reflected in approximately a third of its population being born overseas. Growth in this population and diversity is welcomed as Fremantle continues to evolve following its biggest revitalisation in 40 years. At the centre of this is Fremantle's civic heart - Walyalup Koort - which has provided the foundation to transform WA's favourite port city centre into a vibrant commercial and community hub.

Fremantle is also undergoing a residential renaissance being driven by both the private sector and a variety of State Government projects. As part of the development of several structure plans and a rigorous strategic planning process, Fremantle will see a range of new and innovative communities developed just minutes from the city centre.

With a local government area encompassing 19.3km², the City of Fremantle is responsible for managing local government services and activities across the communities of Fremantle, Beaconsfield, Hilton, North Fremantle, O'Connor, Samson, South Fremantle and White Gum Valley.

The City plays a key role in meeting the current and future needs of our communities. The fundamental drivers for the development of this plan and the goals it aspires to are based on the comprehensive and valuable input from our residents, ratepayers and other stakeholders. Importantly, it sets out the vision, aspirations and key outcomes that Council will pursue over the next decade.



# **Key Statistics**

# **Our City**



19.3km<sup>2</sup>

Geographical area

ពំក្រំពំ

33,749

Population (2022)<sup>1</sup>



70.9% | 29.1%

Percentage born in Australia / overseas (2021)<sup>1</sup>



552 (1.7%)

Aboriginal and Torres Strait Islander (2021)<sup>1</sup>



42

Median age (2021)<sup>1</sup>



2.2

Average number per household (2021)<sup>1</sup>



\$4.57 billion

GRP<sup>1</sup>



5,023

Businesses (2022)<sup>2</sup>



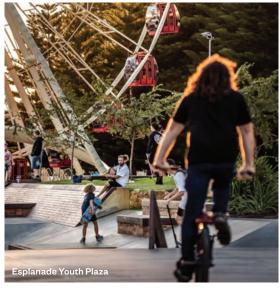
27,577

Employed in Fremantle (2021)<sup>3</sup>

Source: Australian Bureau of Statistics June 2021<sup>1</sup> and June 2022<sup>2</sup>; National Institute of Economic and Industry Research (NIEIR) June 2022. Compiled and presented in economy.id by .id (informed decisions)<sup>3</sup>.















## Message from the Mayor

This is our vision for Fremantle: a city that is creative and daring, inclusive and caring, thriving and resilient, and authentically different

Thank you to the thousands of people who helped us shape this vision through the *Let's Talk, Freo!* engagement program. Across the six months of consultation, residents, businesses and visitors identified the key challenges and opportunities facing Fremantle now, and into the future.

From that, we've developed the Strategic Community Plan 2024-34, which will guide us and help us achieve that vision through our key areas of focus.

We're creating opportunities to attract more people to live, work and visit Fremantle, and this vision is validated by those who are investing privately to enable us to become a more liveable and vibrant city.

Fremantle is growing, with both infill development in our suburbs and new residential developments in the CBD contributing to an increase in our population. Our role at Council in planning for this future includes working to ensure that there is diversity and affordability in the housing mix.

Our economy is in a strong position, with new bars, restaurants and accommodation opening all the time, and new businesses across a diverse range of industries choosing Fremantle as their base.

But while we support growth, we realise that it's vital to get the balance right. While we willingly share with a broad audience the city that we love, we also have to actively retain its unique character and heritage. We are conscious that we must be able to sustain growth with an ongoing focus on fundamental infrastructure around our beautiful city. As investment flows in, we need to ensure that we remain authentically 'Freo' with places and spaces for everyone.

There are some significant State Government projects on the horizon that will contribute to our vision, including the Fremantle Harbours Master Plan, the Future of Fremantle planning process, and the activation of Victoria Quay. We are actively participating in these discussions to make sure they deliver the best outcome for Fremantle.

In the years ahead, we will also consolidate our strong track record on sustainability, with a particular focus on greening our neighbourhoods. Our Urban Forest Plan of tree plantings is helping us to reduce carbon emissions while improving the amenity of our streets and parks.

Continual improvements are being made to our beloved community places. There are new roofs on the Fremantle Arts Centre and the Fremantle Leisure Centre, new changeroom facilities coming to South Beach and master plans for Hilton Park and Fremantle Oval to come as priorities in the near future.

Our library programs, major festivals and school holiday activations continue to be popular. Fremantle Festival: 10 Nights in Port, the Fremantle International Street Arts Festival and Wardarnji: a celebration of Nyoongar culture are going from strength to strength.

We are an inclusive community that embraces all people. We are guided by the Walyalup Reconciliation Action Plan which provides the framework and sets tangible outcomes to deliver on our ongoing commitment to reconciliation.

The community enthusiasm shown throughout the process of developing this plan should give us all great confidence that the love for our city continues to be strong and will ensure an enduring and positive future for this very special place.

On behalf of Council, thank you to all who helped build this vision for our future.



Hannah Fitzhardinge City of Fremantle Mayor

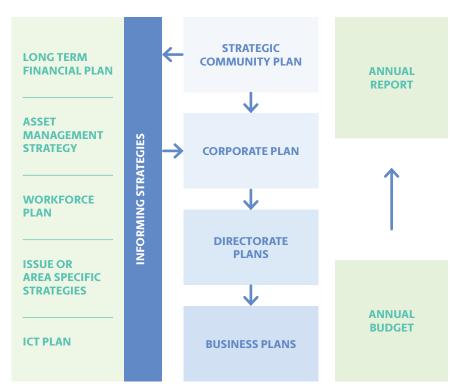
### **About the Plan**

The City of Fremantle is one of 137 local government authorities established under the Local Government Act 1995 providing services and facilities under legislation and regulation. The City recognises that its performance strongly influences the liveability, productivity, wellbeing, connection and identity of the community.

Council's Integrated Planning and Reporting Framework is a legislative requirement that ensures that planning is community- and data-informed. Aligned to the vision and long-term strategy for the City, the framework guides the city to align services, build capability, optimise resources, and monitor progress.

The City's Strategic Community Plan 2024-2034 establishes the long-term aspirations, vision, objectives and outcomes for the local community over the period of the plan. This plan identifies 'what' the City is aiming to achieve.

The Corporate Plan outlines 'how' the community's aspirations as articulated in the Strategic Community Plan will be achieved, taking a four-year view to plan services, projects and activities based on informing strategies. Services and activities are aligned through integrated planning and resourced through the Annual Budget. Directorate and business unit plans directly inform the operational activities to achieve the community's needs and aspirations of the Strategic Community Plan.



Integrated planning framework.







Through digital and face-to-face interactions, the public engagement program reached over 4,900 people.







Above Right: Tactile exercises were a hallmark of the public engagement program, Let's Talk Freo!
Left & Right: Event participants reflect on Fremantle's future alongside six key prompts that drove the community conversation

### **Community Input**

In March 2021, the City of Fremantle commenced a major review of its previous Strategic Community Plan (SCP) 2015-2025. The SCP clearly links the community's aspirations with Council's vision and long-term strategy. The previous SCP was based on community visioning from 2013/14 and a minor review conducted in 2019.

The review commencing in 2021 was considered a major review under the Integrated Planning and Reporting Framework and Guidelines (September 2016). The guidelines recommend that a major review involves at least:

- 500 or 10% of community members (whichever is fewer).
- Be conducted by at least two documented mechanisms.

The City's Community Engagement Policy provides further direction in engagement planning and approaches.

The findings and community feedback collected throughout the major review directly influenced the development of this plan.

### Close to 5.000 interactions

The City of Fremantle—through Let's Talk. Freo!—conducted its largest ever public engagement program for the review of its SCP.

From February to July 2023, City staff, Elected Members, and community champions embarked on a major grass roots effort to capture feedback from people who live, work, or play in Fremantle on a range of issues affecting the city's future.

Through digital and face-to-face interactions, the public engagement program reached over 4,900 people. City staff hosted or attended more than 40 events across Fremantle.

Over 2,600 comments were made through online surveys, written submissions, emails, audio interviews, facilitated panel conversations, articles and videos. These comments, when analysed, resulted in over 5,000 thoughts and ideas from the public.

From five-year-olds to 85-year-olds, many of the participants spoke up and publicly shared their thoughts on Fremantle's future for the first time.

The program concluded with the Weekend of Courageous Conversations in July, which was attended by approximately 200 people at the Fremantle Town Hall.

revitalised."

Over 2.600 comments were made through online surveys, written submissions, emails. audio interviews. facilitated panel conversations, articles and videos. These comments, when analysed, resulted in over 5,000 thoughts and ideas from the public.

What we heard from the community

"Keep everything fresh, clean, walkable and family-oriented."

"Dedicated world-class student

"Fully fenced dog exercise areas'

"Need more affordable retail and studio spaces. The City needs to be

### How we engaged

The City delivered engagement in line with the International Association for Public Participation (IAP2) standards. The IAP2 spectrum for public participation aims to assist with selecting appropriate stakeholder participation levels and includes goals and promises for each level and stakeholder hierarchy group.

Primary Stakeholder engagement level for this project was to INFORM. CONSULT. INVOLVE. & COLLABORATE with the community.

Let's Talk, Freo! was the anchor program for the public engagement phase of the SCP review. The approach for the Let's Talk, Freo! public engagement program was designed via:

- Regular consultation and input from the Strategic Community Plan Working Group.
- Consultation and input from key stakeholders and prominent community members through a series of six "deep" engagement design workshops in 2022.
- Consultation and input from a broad selection of City officers across the organisation.

### What we heard

Of the 5,000 ideas and comments received throughout this engagement program, these are the top five common themes raised by the community.

- Fostering greater social connection, engagement, and community safety.
- Improving public transport and connectivity.
- Nurturing and building community development capacity.
- Diversifying Fremantle's economy.
- Championing or facilitating activations and events to increase footfall and activity across the City of Fremantle (not just the city centre).





Above: A youth-focused Courageous Conversation event held at Clancy's Fish Pub in Fremantle

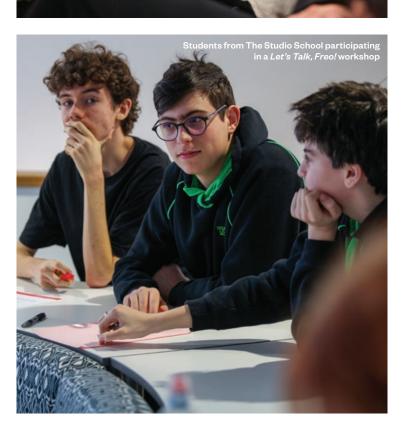






Below: A community member writes down their reflection at a *Let's Talk, Freo!* event







Above: The drop-in engagement centre with window art by local artist Sam Bloor

# Our Vision for Fremantle

A liveable city that is vibrant, socially connected and desirable

A thriving city with a prosperous and innovative economy

A creative city that is inspiring, diverse and dares to be different

A resilient city that plans for the future and is empowered to take action

An inclusive city that welcomes, celebrates and cares for all people, cultures and abilities



















Strategic Community Plan 2024-2034

### **Key Areas of Focus**

The following five key themes were identified as priorities through the *Let's Talk, Freo!* community engagement program and form the strategic focus areas that flow from our vision for the 2024-2034 Strategic Community Plan.

### **Liveable City**

A liveable city that is vibrant, socially connected and desirable

### **Thriving City**

A thriving city with a prosperous and innovative economy

### **Creative City**

A creative city that is inspiring, diverse and dares to be different

### **Resilient City**

A resilient city that plans for the future and is empowered to take action

### **Inclusive City**

An inclusive city that welcomes, celebrates and cares for all people, cultures and abilities

Each key focus area to follow outlines core outcomes the City will seek to achieve over the term of this plan.

### **Liveable City**

# Sustainable growth in city centre population

- A higher density City with a diverse range of housing options being available in the city centre that cater to multiple demographics.
- Infrastructure, services and facilities meet the needs of a growing residential population, and contribute to making the city centre a safe and desirable place to live.
- Residential developments enable residents to minimise their environmental footprint.
- Fremantle is recognised as a development-friendly city as a result of flexible and adaptable approaches to planning.

# Liveable and socially connected neighbourhoods

- Community-led clubs and groups allow for social inclusion and connection across our neighbourhoods.
- Community participation is encouraged through spaces that enable social connection.
- Fremantle's diverse cultural heritage is reflected through a broad range of community celebrations and traditions.

### **Connected city**

- Multiple transport options offer diverse, equitable and affordable forms of mobility for all members of the community.
- Streets are well connected, and it is easy and safe for pedestrians and cyclists to move within neighbourhoods and between key destinations and precincts.
- Transport networks that reduce the need for cars in our city centre.

### Sustainably designed and optimised urban and natural environments

- Urban development and public realm enhancement is coordinated, design-led, and sympathetic to surrounding natural environments.
- The community can access and enjoy natural areas and green spaces for passive and active recreation.
- An increasing tree canopy that enhances biodiversity and helps cool our urban environments.

## Functional and inclusive recreational facilities

- Recreational facilities are contemporary, functional and can be accessed by all members of the community.
- Sporting clubs have access to facilities and greenspace that meet the needs of a broad range of sporting codes and skill levels.
- The community can participate in a diverse and affordable range of sporting and recreational pursuits.

### A unique built heritage and history that is preserved, protected and shared

- Our built heritage is central to our character and sense of place, and is retained and protected for future generations to enjoy.
- Adaptive re-use of heritage buildings is enabled through supporting private investment, renewal and innovation.
- We value and share both stories, First Nations first and then post-colonial.

### Measures & trends

#### Primary (direct)

- Increased population and density in the city centre and suburbs.
- Increased footfall in neighbourhoods across the city centre.

#### Secondary (indirect)

- Stabilisation of median house price.
- Increased participation in community organisations.









"Respect for our heritage and connecting to our past, both before and after settlement." "Placemaking.
Volunteering
and being a part of
community projects such
as the orchard garden,
friends of Boo Park and
other nature areas.
Respecting First
Nations culture."

"Make sure planning rules are flexible to accommodate a range of uses."

"I live
in an area
where community
and sustainability are
prioritised, and where
there is parkland nearby
- I love the sense of
community that
provides."



Left: Beaconsfield Wine Bar on Lefroy Road Below: Fish and chips at Bathers Beach Bottom: The popular Freo Farmers Market







An AFLW game at Freo Oval

"Diversify job
opportunities in
Fremantle. If every
new business is a
hospitality venue, then
there will only be
hospitality jobs."

"The fact that
we have a central
public square we should ensure that
this space is regularly
activated in
different ways."

"Creative, foodie, historical, close to nature. It's a unique part of Perth with a vibrant history and bright future." "Variety of venues, whether it be entertainment, dining or cultural experiences - Freo has a lot to offer."

### **Thriving City**

# Attraction and retention of diversified investment and talent

- A diverse range of employment options across multiple sectors enable more people to work in Fremantle.
- Investment in quality property development enables more people to live and work in the city centre.
- Fremantle holds a reputation as a desirable place to work and visit which attracts investment from businesses and developers.

## A resilient seven-day economy

- City centre visitation extends beyond the weekend peak.
- A City with a diverse range of unique, resilient and sought-after businesses and attractions.
- Visitor-focused amenity and infrastructure supports the delivery of an exceptional visitor experience.
- A vibrant high street environment attracts and supports unique and independent businesses.

# A thriving and supportive ecosystem for start-ups and small businesses

- Fremantle is recognised as a hotspot for creativity and innovation with a strong network of support for start-up ventures and small businesses.
- An emerging cluster of businesses operating across the blue economy, sustainability and immersive technology sectors establish Fremantle as leading contributor to the ongoing development of Western Australia's knowledge-based economy.
- The most creative and talented people from Australia and beyond choose Fremantle as their place to live, work, play and pursue their new ventures.

# Vibrant and active city centre

- The amenity and infrastructure that services our inner-city neighbourhoods reflect that of a modern and global city.
- Key city centre places are activated by a diverse program of both programmed and community-driven events and activities.
- A coexistence of residents, visitors and workers creates a desirable environment in which to live, work, and visit.

# Partnerships and pathways for learning and education

- Clear pathways for vocational and tertiary education for school-aged and mature-aged students in Fremantle.
- Key education and training institutions are actively engaged in supporting the community and positioning Fremantle as a hub for both formal and informal learning and education.
- People educated in Fremantle are retained by local business and industry.

"There are few
opportunities in Perth
to create a true urban
community - we need to
move away from Disneyland
'themes' and have a serious
discussion about urban
design."

#### **Measures & trends**

#### Primary (direct)

- Increase in number of jobs.
- Increase in residential population.
- Increase in visitation.

### Secondary (indirect)

- Increase in office and retail occupancy in the city centre.
- Increase in local businesses.
- Increase in type of businesses.

### **Creative City**

# Optimised, accessible and affordable places and spaces for creatives

- Flexible and affordable short- and longterm tenancy options are available for emerging and established creative enterprises.
- Support organisations to maximise use of facilities for arts and culture activities.
- Investment in spaces for creatives to develop existing work, perform, exhibit and evolve their businesses.

### 50,000 years of First Nations culture and heritage is recognised, celebrated and embraced

- A 'First Nations First' approach informs the design of our key programming areas.
- Content creation and program delivery is driven by cultural leaders and First Nations artists.
- Commitment to advancing reconciliation and truth telling.

# Events and programming celebrate Fremantle's unique and diverse creative and cultural identity

- A diverse program of events is inspired by Fremantle's unique identity and accessible by all members of the community.
- Major venues and spaces positions Fremantle as WA's capital of arts and culture events.
- An annual calendar of homegrown and independent events are delivered in collaboration with the State Government, neighbouring local governments, and arts and culture organisations.

# A diverse and resilient arts and culture community

- Emerging artists and creative businesses have access to capacity-building initiatives that incubate, support and grow their creative output.
- A diverse and expanding audience that trusts and engages in Fremantle's arts and culture offering.
- Programming for all levels of interest and knowledge, providing multiple entry points to engage audience members.

# Industry-leading community arts facilities and programming

- Fremantle is recognised as an industry leader in arts programming, enhancing our strong reputation in the sector.
- The Fremantle Arts Centre and Moores Building Art Space provide affordable opportunities for the community to engage and participate in arts and culture activities.
- City owned arts and cultural facilities offer contemporary, fit-for-purpose infrastructure, equipment and spaces.

### **Measures & trends**

#### Primary (direct)

- Increase in audience satisfaction.
- Increase in event attendance.
- Volume of viable events and programming.

#### Secondary (indirect)

- Increase in number of creative businesses and arts/culture organisations.
- Fremantle's perceived reputation.

"Foster
opportunities
for all levels of artists
to get involved in a wider
variety of community
activities that are not
primarily commerce driven
Increase opportunities for
beginning and emerging
artists/creatives."







"More more more.
There are so many opportunities to do things in Freo. Give the artists grants to run a little wild."

"Ensuring people in creative industries can afford to live and work locally."

"I would love to
see our community
focus on 'First Nations
First'. Of course, all of our
arts and culture is extremely
important to the fabric and
makeup of our Freo community.
But, I would love to have a
stronger sense of the
Walyalup that used to
exist here."

"More
potential for
pop-up or temporary
use in vacant properties.
Many stay vacant for
years and could be used
in the interim as gallery,
installation or
studio space."









"I think it's
also important to
understand the different
innovations being developed
within our community. Is there
a way to hold more 'open nights'
for people to present their ideas
and businesses - working
with the Chamber of
Commerce maybe?"

for change
politically, pressuring
local businesses to
be responsible citizens
support local small
grid renewable power
generation and wind
farm opportunities."

"Education for all.
Council to lead by
example. Community
groups and workshops.
Support for community
gardens."

### **Resilient City**

### An educated and empowered community that seeks to mitigate the causes and effects of climate change

- A community that is informed and takes action on the causes and impacts of climate change.
- Contemporary outcomes in waste management support and encourage community participation in a circular economy.
- A community that drives the greening of the city and neighbourhoods which increases the tree canopy.

### A focus on planning for a stronger and more resilient future

- A roadmap to Net Zero emissions guides the protection of our community for future generations.
- A financially resilient City meets the service delivery needs of the community.
- A contemporary planning framework considers the changing needs of our community amid challenging economic times while ensuring our built environment is resilient to changes in climate.

### A future-proofed asset base that remains functional and accessible to the community

- An asset renewal program supports a growing population and roadmap to Net Zero.
- Investment in the ongoing maintenance and adaptation of assets that ensures quality and continuity of service delivery.
- The City's facilities are functional and fit for purpose and contribute to improving community well-being.

### Availability of services and support for the most vulnerable members of the community

- Access to programs that connect vulnerable community members to services and support.
- Strong partnerships with relevant State Government agencies and service providers.
- A caring community supports, protects and accepts those who are most vulnerable.

"Make sure it
is possible for the
widest possible section of
people to live in Fremantle,
which means taking
decisions to actively reverse
gentrification so that poor
people, people of colour,
disabled people can
access Fremantle."

### **Measures & trends**

#### Primary (direct)

- Reduction in corporate emissions.
- Increased expenditure on asset renewal and maintenance.
- Increased participation in community services for vulnerable community members.

#### Secondary (indirect)

 Reduction in community emissions.

### **Inclusive City**

### A clear and respectful path towards reconciliation and truth telling for First Nations people

- A reconciliation action plan (RAP) drives authentic two-way engagement with Whadjuk people, the traditional owners of the greater Walyalup area.
- A 'First Nations First' approach to planning and programming that recognises the past and works towards a collaborative future.
- Truth telling opportunities are supported through programming and events.

# A safe and accessible community for all abilities

- Public places and spaces are accessible for all.
- Accessibility is prioritised in planning and design.
- Equitable events and programming enable participation in community life.

# A welcoming and inclusive City for all members of community

- The City's services, programs and places are welcoming, safe, accessible, and affordable.
- The LGBTQIA+ community is supported and celebrated in our community.
- A community that welcomes a diverse cultural mix and celebrates First Nations stories and our migrant connections.

### A platform for engagement and participation for our youth and next generation of community leaders

- Young people are provided opportunities to participate in civic processes and decision-making.
- Fremantle is a meeting place for youth, encouraging social connection and participation in community life.
- Youth have access to facilities that encourage lifelong learning and active healthy lifestyles.

# Genuine and productive partnerships with members of the community

- The community can participate and engage in city decision-making and have the platform to lead change in their local areas.
- Engagement approaches foster authentic connections and communication to understand the needs of the community.
- People know how and when to engage with the City on issues and projects that are important to them.

### **Measures & trends**

#### Primary (direct)

- Increased participation in community engagement activities.
- Increase in amenities that exceed the minimum standards for access and inclusion.
- Achievement of key RAP outcomes.
- Increase in LGBTQIA+, culturally and socially diverse programming and community connection opportunities.
- Increase in number of initiatives for youth participation and engagement.

"Projects that work towards truth telling and guided tours for storutelling."









Above: Fresh bread and coffee stop at Wild Bakery in South Fremantle

"Creating a web of sporting/cultural events across different sporting sites in Fremantle." "Lockers
for people
experiencing
homelessness to keep
their things safe and
dignity. Around town
and perhaps Beach
Street."

"More Nyoongar flavour into festivals and events." "Aged care in the city centre. I don't want to move too far away."



### City of Fremantle

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