

# Strategic Community Plan 2015–25

Revised 2019







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# Introduction

## Our proud history

Fremantle's most important assets are its heritage and its people of diverse backgrounds and cultures. Its irresistible character is inviting and rich in history. Fremantle is an important place for Aboriginal people and lies within the Aboriginal cultural region of Beeliar. Its Nyoongar name is Walyalup (the place of walyo) and its local people are known as the Whadjuk people. To the local Whadjuk people, whose heritage dates back tens of thousands of years, Fremantle is a place of ceremonies, significant cultural practices and trading. Walyalup has several significant sites and features in many traditional stories.

Fremantle was established 1829 at the time of European colonization. The city's early economy was driven by trade in wheat, meat and wool. By 1900 Fremantle had grown to include many of the landmarks we know today including the Fremantle Harbour, Fremantle Hospital, Fremantle Markets and the railway between the harbour and Perth.

At this time the Western Australian gold rush period had begun and Fremantle served as a gateway to people heading to the goldfields. In the lead up to World War II the main industries in Fremantle were shipbuilding, soap boiling, saw milling, smelting, iron founding, furniture making, flour milling, brewing and animal skin tanning.

In the post war period, Fremantle's suburban areas grew and the city underwent a period of consolidation. As a result of technology advancements within the shipping industry, an ever progressive

Fremantle moved to diversify its economy and evolve to create more diverse population-driven industries. In 1987 Fremantle was thrust into the global spotlight when the city hosted the America's Cup defence event, held in Gage Roads offshore from Fremantle harbour. The event saw a large public and private investment in the city and subsequent growth in retail and tourism sectors, leading to the vibrant and culturally rich Fremantle we know today.

## Our city today

Fremantle, which is approximately 18 kilometres southwest of the Perth CBD, is home to 30,868 people (ABS 2018) and includes the suburbs of Beaconsfield, Fremantle, Hilton, North Fremantle, O'Connor, Samson, South Fremantle and White Gum Valley. The City of Fremantle employs more than 400 people and services more than 30,000 residents over a land area of 19 square kilometres.

Bounded by the Swan River and Indian Ocean, Fremantle is widely regarded as Perth's second city and is still home to the state's busiest and most important cargo port. The port, which has grown from the humble trading post to handling 30 million tonnes of cargo per year, is the beating heart of Western Australia's economy.

Fremantle's unique character is captured by its landscape, heritage architecture, music, arts, culture, festivals, retail stores, markets, cafés and restaurants, which all contribute to its village-style atmosphere.

## Acknowledgement of People and Country

The City of Fremantle acknowledges the Whadjuk people as the traditional owners of the greater Fremantle/Walyalup area and we recognise that their cultural and heritage beliefs are still important today.



Fremantle has developed a reputation for being gritty, eclectic and quirky as well as creative, musical and artistic. It is a place to discover a wide range of hidden treasures and experience laid-back adventures. This experience is reflected in the City's four aspirational brand pillars: eclectic and quirky, culturally significant, vibrant, and welcoming and inclusive.

According to Tourism Western Australia, Fremantle is often ranked as the state's most visited tourist destination outside of the Perth CBD, attracting over 1.2 million national and international tourists each year.

In October 2015, Lonely Planet voted Fremantle as one of the top 10 cities to visit in the world for 2016.

As Perth's second city, Fremantle offers a diverse range of housing options, exceptional access to public transport and a dynamic economy, creating jobs and opportunities that enable Fremantle residents to live, work and play. Its character is embodied through stunning heritage buildings that house important cultural and artistic institutions including the Fremantle Arts Centre and the Shipwreck Galleries, as well as tributes to Fremantle's iconic past including the Duyfken replica.

Freo's desirable Mediterranean climate offers ideal opportunities for relaxing with family and friends, recreating and enjoying the Swan River and Indian Ocean.



A key council focus over the last few years has been to sustainably revitalise the city centre. The strategies implemented, including innovative planning scheme amendments across key non-heritage inner-city areas, have led to a significant increase in investor confidence in Fremantle.

Fremantle's rich cultural history has created a city with numerous dining options, a vibrant café and bar scene, and a range of entertainment options. The arts are strikingly represented within the city, and numerous food, arts and music festivals take place in Fremantle each year.

## Our exciting future

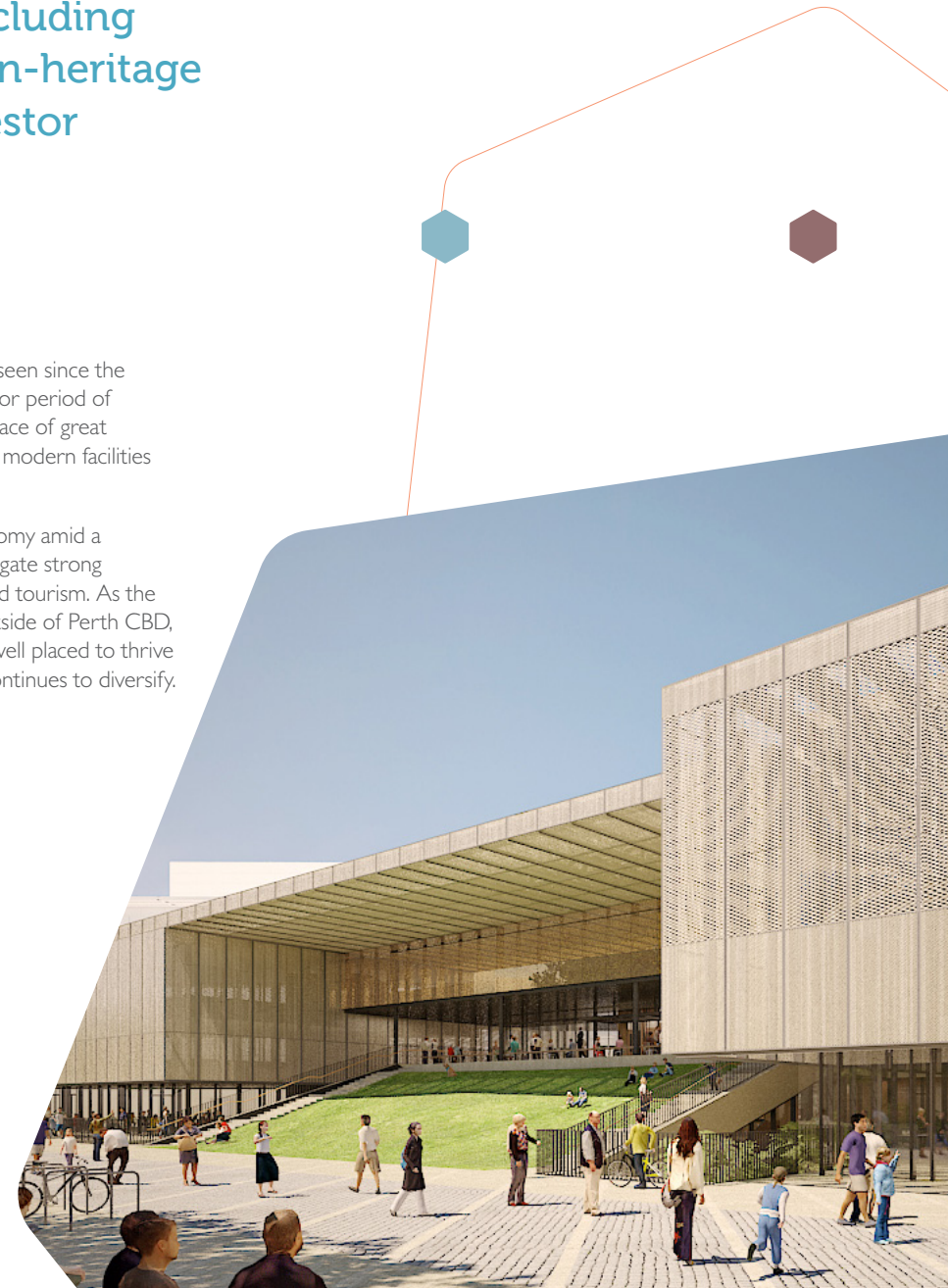
A key council focus over the last few years has been to sustainably revitalise the city centre. The strategies implemented, including innovative planning scheme amendments across key non-heritage inner-city areas, have led to a significant increase in investor confidence in Fremantle.

As a result there is currently unprecedented investment and renewal underway with the combined level of public and private investment exceeding \$1.3 billion including several civic, commercial, residential and retail developments. As part of this the City of Fremantle has set ambitious targets for the development of new dwellings, commercial office and retail floor space within the city's central area to be achieved over the next decade.

The development pipeline will see the delivery of a mix of civic, commercial and retail projects spanning over the next 5–10 years. A boutique hotel was recently completed and construction has commenced on Sirona's redevelopment of the Myer, the new council administration and Kings Square public realm, and the refurbishment of the Manning Building.

With levels of development and investment not seen since the America's Cup, Fremantle is on the cusp of a major period of revitalisation that will reinforce its position as a place of great significance to Western Australia, being home to modern facilities and high quality infrastructure.

As Western Australia works to diversify its economy amid a softening resources sector; it continues to investigate strong opportunities in agriculture, service industries and tourism. As the most visited destination in Western Australia outside of Perth CBD, and the host of WA's busiest port, Fremantle is well placed to thrive and grow as the Western Australian economy continues to diversify.



# Mayor's message



Almost halfway through the ten-year period covered by our Strategic Community Plan, it's timely for us to stop for a moment, take a deep breath and have a good look at how we're tracking. It's an opportunity to remind ourselves of just how far we've come and everything we've achieved, while also acknowledging the work that still needs to be done.

The vision for Fremantle was, and remains, clear: a city that embraces culture and heritage, thrives on diversity and innovation and dares to be different. The Strategic Community Plan 2015–25 outlined how we would deliver this vision through our strategic focus areas:

- economic development
- environmental responsibility and sustainability
- transport and connection between the Fremantle CBD, outer suburbs and key transit areas
- use and creation of public space
- heritage conservation and its balance with new development, and art and cultural activities
- the health and happiness of our community
- the continued evolution of our organization and its capacity to deliver world-class leadership and services.

When this plan was initially drafted the revitalisation of Fremantle, after a period of prolonged stagnation, was a key focus for the council. At the core of this focus was attracting more people to live, work, shop and recreate in Fremantle, as well as generating increased investor interest.

The aim was and always will be to retain Fremantle's unique heritage and character while transitioning to become a more liveable and vibrant modern city.

And that transition is well underway.

The Kings Square Renewal project is in full swing, with Sirona Capital's FOMO retail concept and offices for 1500 state government workers nearing completion and the City's amazing new civic centre and library under construction. The ripples of redevelopment initiated by the Kings Square project are spreading throughout the city, with new residential apartments, hotels and commercial developments recently completed, underway or ready to commence.

There have also been huge strides in sustainability and tackling the climate emergency. The One Planet Strategy is an entrenched part of the City's operations, underpinning everything we do.

Our recycling rates are among the best in the state, and they'll only get better with the introduction of the three-bin FOGO waste management system.

The South Fremantle Solar Farm is close to becoming a reality, our new civic centre and library will be one of the most energy efficient buildings of its size in Australia, and Fremantle is leading the world with sustainable residential developments like the Liv Apartments and WGV in White Gum Valley.

Fremantle is also leading the way on a solution to the contentious issue of infill development through the revolutionary Freo Alternative small housing initiative.

Some of our most cherished heritage buildings, like the Town Hall and the Old Boys School have been lovingly restored, while the entire West End has been heritage listed – the largest single place to be permanently included in the State Register of Heritage Places.

The Fremantle Festival—the oldest community festival in Australia—is entering an exciting new phase as a winter event, the Fremantle International Street Arts Festival continues to go from strength to strength and One Day in Fremantle has established itself as a culturally-inclusive event where everyone can celebrate what's great about being Australian.

There is still a lot more to do to fully realise the vision for Fremantle spelled out in the Strategic Community Plan, but we've made a great start.

I'm looking forward to continuing to work with the Fremantle community over the next five years to deliver on the promise of the plan and enhance Fremantle's status as a diverse and sustainable community for residents, businesses and visitors.

**Brad Pettitt**  
Mayor, City of Fremantle



# About the plan

**The City of Fremantle 2015–25 Strategic Community Plan is the overarching document that sets out the vision, outcomes and objectives of the local community for the next 10 years.**

The state government has legislated a new integrated planning and reporting framework for local government. This framework requires all local governments to consult with their communities to develop a vision for the future in a number of integrated plans. It expects all local governments to examine the demographic, social, environmental and economic trends shaping the future of their area and align their activities and resources to the community's needs and aspirations.

The framework also requires local governments to manage their financial, infrastructure and human resources effectively and efficiently to ensure the sustainable delivery of high-quality services into the future.

The City has developed a corporate planning framework (right) which contains a number of key strategic documents to guide its planning, development and service delivery into the future.

While the Strategic Community Plan identifies 'what' the City is seeking to achieve, the City's Corporate Business Plan outlines 'how' it will achieve this. At an operational level, business unit plans are a direct link to the City's annual budget process.

## Strategic Community Plan

A 10 year plan that outlines the long term vision for Fremantle and includes seven strategic focus areas with outcomes that our community and council have articulated to realise the vision.



## Corporate Business Plan

A 4 year plan that details the services, projects and activities (including the priority and timing of actions identified in Informing Strategies and Plans the City will undertake to meet strategic community plan outcomes and objectives.



## Annual Budget

A statutory document that contains financial estimates for services, projects and activities for year one of Corporate Business Plan.

## Outputs: Measurement and Reporting

## Informing Strategies and Plans

Issue specific strategies and action plans e.g.:

- Freo 2029 Transformational Moves
- Economic Development Strategy
- Integrated Transport Strategy
- One Planet Strategy
- Greening Fremantle Strategy
- Long Term Financial Plan









# Community input

As a way of guiding the new strategic plan the City embarked on an extensive community visioning initiative aimed at getting to the core of community visions and values for Fremantle, now and into the future.

The *Fremantle 2029: Community Visioning Project* was an innovative, professional and interactive community engagement exercise which involved a wide range of Fremantle people including those who are not normally engaged in the future of Fremantle.

Close to 1,000 people attended five major workshops and three stakeholder forums during 2013–14. The visioning made the most of Fremantle's extraordinary local talent and knowledge among the presenters and the participants to reach a diverse group of stakeholders in the community. The interactive workshops enabled participants to have their say on key Fremantle issues and to be informed about the long-term strategic issues facing Fremantle.

The issues most frequently mentioned by participants during the workshops included:

- slowing traffic and making the city better for pedestrians, cyclists and improving public transport
- supporting independent small business and the creative sector
- protecting and enhancing the natural environment, green spaces and heritage features of the city
- improving the connectivity around Fremantle, especially to the waterfront.

The following six key themes were distilled from the various discussions, ideas and priority issues identified by participants throughout the visioning process.

## Fremantle 2029 Community Visioning Themes

- 1. People:** A welcoming place for all
- 2. Plan:** A liveable city that serves its residents needs and values heritage
- 3. Prosper:** A diverse and unique local economy and a recognised centre of excellence
- 4. Green:** A city that values its environment
- 5. Create:** A dynamic innovative city with a strong knowledge economy and arts sector
- 6. Decide:** A collaborative and connected community with a shared vision and good governance

The themes and actions that emerged from this visioning process have been used to inform the council's long term strategic planning and priority projects.









## Vision for the future

# Fremantle: a destination city

A city that is clever and creative, inspiring and inclusive.

A city that welcomes and celebrates all people and cultures.

A city that encourages innovation, prosperity and achievement.

A compassionate city that cares for the wellbeing of our people and the environment we share.

A city that thrives on diversity and dares to be different.



# Strategic focus areas

The six themes provided through the community visioning process were considered by council when identifying the following strategic focus areas of the 2015–25 strategic community plan.

Economic development	Environmental responsibility	Transport and connectivity	Character, culture and heritage	Places for people	Health and happiness	Capability
Diversify and strengthen Fremantle's economic capacity.	Work with the community to develop environmentally sustainable solutions for the benefit of current and future generations.	Enhance the connectivity throughout the city of Fremantle and other strategic economic hubs and population centres.	Sustain and grow arts and culture and preserve and promote the importance of our social capital, built heritage and history (both pre- and post-European settlement).	Create great spaces for people through innovative urban and suburban design.	Creating a physical and social environment where it is easy for people to lead safe, happy and healthy lives.	An innovative, responsive, influential local government which leads the way in delivering services and projects through good governance, effective communication, responsible management and excellence in delivery.

The Strategic Community Plan was reviewed and updated in 2018–19.







# Economic development

Diversify and strengthen Fremantle's economic capacity

## Outcome **More people live in, work in and visit Fremantle.**

- Objective**
- Greater opportunity for businesses to attract customers
  - Improve the number and range of employment opportunities available in Fremantle
  - Improve the resilience of the weekday economy and maintain a strong weekend economy.

- Measure of success**
- Increase the number of people living in Fremantle (up to 10% by 2020)
  - Increase the number of people working in Fremantle (up to 7% by 2020)
  - Increase the number of visitors to Fremantle (average of 3 million per year)
  - Increase commercial and retail development within 800m of Fremantle train station.

## Outcome **Fremantle welcomes investment and is an attractive destination for high-quality development.**

- Objective**
- Improve investment confidence and support private sector investment in Fremantle
  - Increase the number of sustainable, intensive and higher value land uses and developments.

- Measure of success**
- Growth in the total value of development investment (based on building approvals)
  - Increase the net lettable area of A-grade and B-grade office space by at least 70,000m<sup>2</sup> by 2020
  - Increase the net lettable area of retail space by at least 20,000m<sup>2</sup> by 2020
  - Decrease in number of times a development application is assessed by the design advisory committee.





## Economic development (cont'd)

**Outcome** A shared vision with the business community for a thriving and diverse local economy which embraces new trends and innovation whilst building on Fremantle's points of difference and strengths in education, health, tourism and creative industries.

**Objective**

- A more resilient, self-sufficient and sustainable economy
- Increase in variety of businesses and economic diversity
- Greater collaboration for more effective problem solving
- Maintenance and evolution of traditional service centres.

**Measure of success**

- Maintain current Economic Development Strategy and business liaison group(s)
- Increase the number of desirable population-driven businesses opening in Fremantle
- Growth in local knowledge-based industries above 2015 level
- Improve customer satisfaction survey results for business sentiment to exceed the industry average
- Increase in the range and availability of retail product/merchandise mix.

**Outcome** Fremantle is recognised as WA's premier port gateway and Perth's second city.

**Objective**

- Recognition of Fremantle as Perth's second city by private and government sectors
- Investment in Fremantle reflective of its role and confidence in its future.

**Measure of success**

- Increase in the value of state and federal investment in Fremantle
- Retention of priority port functions in Westport plan.

# Environmental responsibility

Develop environmentally sustainable solutions modelled on the principles of the One Planet Fremantle Strategy for the benefit of current and future generations

<b>Outcome</b>	<b>Embedded consideration of environmental (as well as social and economic) sustainability in decision-making.</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Embedded consideration of sustainability in Council decision-making</li> <li>• Increase community awareness of and support for environmentally sustainable lifestyle and investment decisions</li> <li>• Stay abreast of technological innovation to maximize benefits of early uptake.</li> </ul>
<b>Measure of success</b>	<ul style="list-style-type: none"> <li>• Application of sustainability criteria in tender allocation for majority of tendered expenditure</li> <li>• Increased participation in sustainable living courses</li> <li>• Increased priority placed on sustainability in Community Perceptions Survey.</li> </ul>
<b>Outcome</b>	<b>All City controlled buildings, activities and public places will be more energy and water efficient and energy will increasingly be delivered by renewable technology.</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Continue carbon neutral status with less reliance on offsets</li> <li>• Promote building energy efficiency and deliver energy with renewable technologies</li> <li>• Manage water usage through minimization and reuse strategies.</li> </ul>
<b>Measure of success</b>	<ul style="list-style-type: none"> <li>• All buildings, structures (including street lighting and stationary energy sources) and activities within the operational control of the City of Fremantle will be 'net zero carbon' by 2025 with a substantially reduced reliance on off-sets</li> <li>• Implementation of 'fit for purpose' water supply options for the City's green spaces</li> <li>• Measured improvements in water use at City of Fremantle facilities by 2020.</li> </ul>







## Environmental responsibility (cont'd)

<b>Outcome</b>	<b>The City, working with the community, will reduce waste (ultimately to zero) and reuse wherever possible.</b>
<b>Objective</b>	<ul style="list-style-type: none"><li>• Develop and implement a strategic waste management plan to reduce and reuse waste effectively that includes a waste transfer station and a three bin system</li><li>• Support development of the circular economy.</li></ul>
<b>Measure of success</b>	<ul style="list-style-type: none"><li>• At least 80% of the City of Fremantle residential waste will be recycled or reused by 2020</li><li>• A waste transfer station will be operational by 2020</li><li>• A three bin system will be implemented for domestic waste.</li></ul>

<b>Outcome</b>	<b>Better quality natural habitat with space for endemic biodiversity.</b>
<b>Objective</b>	<ul style="list-style-type: none"><li>• Protect and enhance the city's natural landscapes and biodiversity.</li></ul>
<b>Measure of success</b>	<ul style="list-style-type: none"><li>• Maintain and upscale 1,000 new trees per year program</li><li>• A 10% increase year on year of native verge gardens</li><li>• Protect existing significant trees and increase overall tree canopy by 20% by 2020</li><li>• Management plans prepared for environmentally significant terrestrial areas including our coastal and river foreshores.</li></ul>





# Transport and connectivity

Enhance the connectivity between all areas of Fremantle, the city centre and other strategic economic hubs and population centres

Outcome	<b>Fremantle is recognised as a pedestrian and cycle friendly city.</b>
Objective	<ul style="list-style-type: none"> <li>• Support design, investment and programs which enhance walking and cycling in Fremantle</li> <li>• Improve the quality and connectivity of the pedestrian and cycling environments (with a particular focus on activity centres)</li> <li>• Improve way-finding throughout the city</li> <li>• Create shared streets and pedestrian friendly zones in key activity areas in the CBD and local centres</li> <li>• Plan and provide improved 'end of trip' facilities.</li> </ul>
Measure of success	<ul style="list-style-type: none"> <li>• Improve community satisfaction for footpaths and cycleways to exceed the industry average</li> <li>• Increase in pedestrian counts in CBD and on recreational paths</li> <li>• Achieve a walkability score over 90</li> <li>• Increase mode share for walking and cycling within Fremantle.</li> </ul>

Outcome	<b>Public and active transport are preferred methods of transport.</b>
Objective	<ul style="list-style-type: none"> <li>• Improve public transport options (including the pursuit of high frequency fixed route public transport corridors), facilities and amenities for the efficient movement of people so there is less reliance on private transport and better connections to suburbs and activity centres</li> <li>• Design streets, spaces and places for access by multiple transport modes based on a clear hierarchy.</li> </ul>
Measure of success	<ul style="list-style-type: none"> <li>• Rezone land to support the development of public transport routes</li> <li>• Develop preferred routes and case for high frequency fixed route public transport corridors</li> <li>• Increase the share of journeys to work undertaken using public transport.</li> </ul>



## Transport and connectivity (cont'd)

<b>Outcome</b>	<b>An economically efficient, environmentally and socially sustainable freight network that supports continued container functions of the port.</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Achieve a port and freight network that suits Fremantle and the greater metropolitan area.</li> </ul>
<b>Measure of success</b>	<ul style="list-style-type: none"> <li>• Advocate for effective and sustainable freight links with the port</li> <li>• Advocate for a sustainable, viable and active port and investment in the right context-responsive infrastructure to support this.</li> </ul>

<b>Outcome</b>	<b>A city that provides a range of parking options that support community and visitor needs, in balance with other land use and transport requirements.</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Improve parking options on the periphery of the city centre and appropriately focused parking options in the CBD.</li> </ul>
<b>Measure of success</b>	<ul style="list-style-type: none"> <li>• Improve community satisfaction on parking within the city centre</li> <li>• Majority of off-street parking (excluding on-street bays) on the periphery of the city centre.</li> </ul>





# Character, culture & heritage

Sustain and grow arts and culture and preserve and promote the importance of our social capital, built heritage and history (both pre and post European settlement)

## **Outcome** Recognise and celebrate Aboriginal heritage and culture.

- Objective**
- Strengthen sense of place, history and heritage
  - To be recognised as a city with a holistic understanding of its heritage and an emphasis on reconciliation, interpretation and inclusive design.
- Measure of success**
- Develop plan for Aboriginal cultural centre
  - Improve community satisfaction with and awareness of local history and heritage.

## **Outcome** Fremantle celebrates its history and built heritage through active renewal and adaption.

- Objective**
- Strengthen sense of place, history and heritage
  - To be recognised as a city with an emphasis on strong heritage interpretation and design excellence
  - Facilitate and promote investment in heritage.
- Measure of success**
- Achieve state heritage registration for the West End area
  - Improve community satisfaction with local history and heritage
  - Strong investment in heritage buildings (BPs), programs and infrastructure.



## Character, culture & heritage (cont'd)

Outcome	<b>Fremantle provides a cultural, economic and physical environment that supports arts and culture.</b>
Objective	<ul style="list-style-type: none"> <li>• Attract and retain diverse quality arts organisations and artists</li> <li>• Develop and support curated quality arts events and cultural experiences</li> <li>• Incubate, support and develop a vibrant arts community</li> <li>• Support innovative housing, work and exhibition options for artists.</li> </ul>
Measure of success	<ul style="list-style-type: none"> <li>• Arts organisations operating in Fremantle report increased support, development and sustainability</li> <li>• Fremantle is recognised as a hub for arts and culture</li> <li>• Increase the number of City of Fremantle curated, external performing arts, visual arts and cultural events</li> <li>• Increase the number of artists and arts organisations successfully accessing funding from all levels of government</li> <li>• Fremantle offers mentoring and a support role for leveraging funding</li> <li>• The economic benefits of arts and culture to Fremantle is measured.</li> </ul>

Outcome	<b>Fremantle is recognised locally, nationally and internationally for its festivals and street life.</b>
Objective	<ul style="list-style-type: none"> <li>• Promote Fremantle as a leading edge destination to attract vibrant festivals and street life.</li> </ul>
Measure of success	<ul style="list-style-type: none"> <li>• Increase the number of businesses taking an active role in festivals</li> <li>• Increase the number of external festival events held in Fremantle</li> <li>• Increase in visitor and participant numbers.</li> </ul>





# Places for people

Create great spaces for people through innovative urban and suburban design

<b>Outcome</b>	<b>Fremantle provides more diverse and affordable living opportunities.</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Increase in diversity of dwellings (including adaptive, accessible and affordable housing).</li> </ul>
<b>Measure of success</b>	<ul style="list-style-type: none"> <li>• Provide for and incentivize more adaptive, accessible and affordable housing</li> <li>• Increase the diversity of residential dwellings in the City of Fremantle.</li> </ul>

<b>Outcome</b>	<b>Fremantle has high quality urban and suburban environments for everyone to enjoy.</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Places and spaces (including recreation nodes) are designed using innovative and sustainable approaches to be actively used throughout the day and night by everyone.</li> </ul>
<b>Measure of success</b>	<ul style="list-style-type: none"> <li>• Invest in ways to deliver high quality public spaces for multiple uses.</li> </ul>

<b>Outcome</b>	<b>Activate urban spaces through increased numbers of people within Fremantle.</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Create interesting and diverse activities to encourage people to stay longer in Fremantle</li> <li>• Improved density in urban centres, transit corridors and redevelopment areas</li> <li>• Redeveloped urban density to be achieved with improvements to green spaces.</li> </ul>
<b>Measure of success</b>	<ul style="list-style-type: none"> <li>• An increase in the number of programmed events and activities in public spaces</li> <li>• Increase the number of dwellings provided in the city centre</li> <li>• Improved urban / suburban amenity with green spaces.</li> </ul>



# Health and happiness

Creating a physical and social environment where it is easy for people to lead safe, happy and healthy lives

Outcome	<b>Fremantle is a welcoming, safe and caring place that celebrates and actively supports diversity.</b>
Objective	<ul style="list-style-type: none"> <li>• Create an environment where people feel welcome and safe</li> <li>• Create public spaces which encourage people to linger and interact (to facilitate social connectivity)</li> <li>• Improve community inclusiveness and participation.</li> </ul>
Measure of success	<ul style="list-style-type: none"> <li>• Improve community satisfaction of community safety to exceed the industry average</li> <li>• Reduce the number of anti-social related incidents in CBD</li> <li>• Actively involve and engage with aged, youth, people with a disability, aboriginal people and people from all cultural backgrounds</li> <li>• Conduct accessible events which celebrate diversity.</li> </ul>

Outcome	<b>Partner with the community to build capacity for social inclusion, connectivity and capital.</b>
Objective	<ul style="list-style-type: none"> <li>• Improve community inclusiveness and participation</li> <li>• Facilitate a sense of community and meaningful social connection.</li> </ul>
Measure of success	<ul style="list-style-type: none"> <li>• Increased participation in community life for all</li> <li>• Increased awareness regarding the range of social groups and activities available</li> </ul>

Outcome	<b>Environments that promote healthier lifestyles and community enjoyment.</b>
Objective	<ul style="list-style-type: none"> <li>• Enhance the health and wellbeing of people who live, work and visit Fremantle</li> <li>• Support formal and informal sporting activities and sustainable clubs.</li> </ul>
Measure of success	<ul style="list-style-type: none"> <li>• Improve community satisfaction of sporting and recreational facilities provided by the City of Fremantle to exceed industry standard</li> <li>• Parks, reserves and open spaces are within walking distance for all residents</li> <li>• There is a diverse range of parks, reserves and open spaces provided</li> <li>• Maintain connectivity and active transport infrastructure.</li> </ul>

Outcome	<b>The City will have walkable access to green spaces for recreation.</b>
Objective	<ul style="list-style-type: none"> <li>• Pursue parks, reserves and open space strategy which removes gaps in the open space network</li> <li>• Ensure best practice parks, reserves and open space design is applied in an integrated way for existing and new public open space.</li> </ul>
Measure of success	<ul style="list-style-type: none"> <li>• Improve resident and worker access to functional parks, reserves and open space within a walkable catchment by 2020.</li> </ul>



# Capability

An innovative, responsive, influential local government which leads the way in delivering services and projects through good governance, effective communication, responsible management and excellence in delivery

<b>Outcome</b>	<b>A transparent and responsive organisation working in partnership with the community.</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Provide greater opportunities for the community to participate in decision-making processes</li> <li>• Improve the quality of community engagement</li> <li>• Improve community access to information to ensure people are well informed of council activities</li> <li>• Maintain a high standard of corporate governance</li> <li>• Encourage active civic participation through precinct groups, online engagement tools, events and other means.</li> </ul>
<b>Measure of success</b>	<ul style="list-style-type: none"> <li>• Community satisfaction survey reports to exceed industry average</li> <li>• Increase the number of interactions and participants by using the 'My Say Freo' online engagement tool and other engagements methods</li> <li>• Active precinct groups in each ward or suburb.</li> </ul>
<b>Outcome</b>	<b>Effective leadership where people are responsible for outcomes, and are empowered, structured and resourced to act effectively and efficiently within a clear framework.</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Effectively communicate and build understanding and support for the City's vision and position on strategic matters and projects both internally and externally</li> <li>• Build understanding and support for the vision</li> <li>• Demonstrate clear connections between the city's its strategic direction and its services and activities</li> <li>• Strengthen the City's organisational capacity and financial resilience</li> <li>• Create an organisational culture of performance, innovation and excellence.</li> </ul>
<b>Measure of success</b>	<ul style="list-style-type: none"> <li>• Improve community satisfaction survey results to exceed industry average</li> <li>• Aligned Strategic Community Plan and Corporate Business Plan</li> <li>• Improve employee engagement results to exceed the industry benchmark</li> <li>• Implemented appropriate reporting measures for financial resilience.</li> </ul>



## Capability (cont'd)

<b>Outcome</b>	<b>An influential and collaborative thought leader in local government.</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Improve local, regional, state and national political relationships</li> <li>• Build on Fremantle's reputation as an innovative leader.</li> </ul>
<b>Measure of success</b>	<ul style="list-style-type: none"> <li>• Increase participation in state and regional forums</li> <li>• Significant and appropriate investment from federal and state government</li> <li>• Operational advocacy agenda.</li> </ul>
<b>Outcome</b>	<b>A city that maintains its assets and operates in a financially sustainable manner to meet the needs of its community.</b>
<b>Objective</b>	<ul style="list-style-type: none"> <li>• Maintain robust long term financial plan</li> <li>• Improve the City's asset management practices</li> <li>• Strengthen the City's financial resilience.</li> </ul>
<b>Measure of success</b>	<ul style="list-style-type: none"> <li>• Implemented appropriate reporting measures for financial resilience</li> <li>• Implement asset management plan</li> <li>• Meet or exceed financial ratios for each of the nine asset classes.</li> </ul>











# Major strategic projects

## Advocacy

1. Develop and pursue key advocacy positions in accordance with the advocacy policy

## Policy & Planning

1. One Planet Strategy
2. Economic Development Strategy
3. Westport and planning for the future of Fremantle as a port
4. Freo 2029: Transformational Moves including
  - a. Station Precinct redevelopment
  - b. Fremantle Oval Precinct redevelopment
  - c. Northern Gateway
  - d. Victoria Quay
  - e. Fishing Boat Harbour
  - f. Light rail / priority high frequency fixed route public transport corridors

5. Integrated Transport Strategy including:

- a. Integrated Road Hierarchy
- b. Greater Fremantle Parking Plan
- c. Walking and Pedestrian Plan

6. Urban renewal projects including:

- a. Heart of Beaconsfield
- b. Fremantle Oval precinct
- c. Leisure Centre precinct

7. Leisure and Recreation Plan

## Capital & Delivery

1. Kings Square Civic Centre Project
2. Greening Fremantle Strategy and Urban Forest Plan
3. Corporate Energy Plan and Water Conservation Strategy
4. Strategic Waste Management Plan
5. Asset Renewal
6. Destination Marketing

## Subsidiary documents

- Advocacy Policy
- One Planet Strategy
- Fremantle 2029: Transformational Moves
- Economic Development Strategy
- Destination Marketing Plan
- Integrated Transport Strategy
- Bike Plan
- Greening Fremantle Strategy 2020
- Urban Forest Plan
- Corporate Energy Plan
- Water Conservation Strategy

For these and others please see the [City of Fremantle website](#).



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Alternate formats available upon request.



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Department of **Local Government and Communities**



**Australian Government**

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