



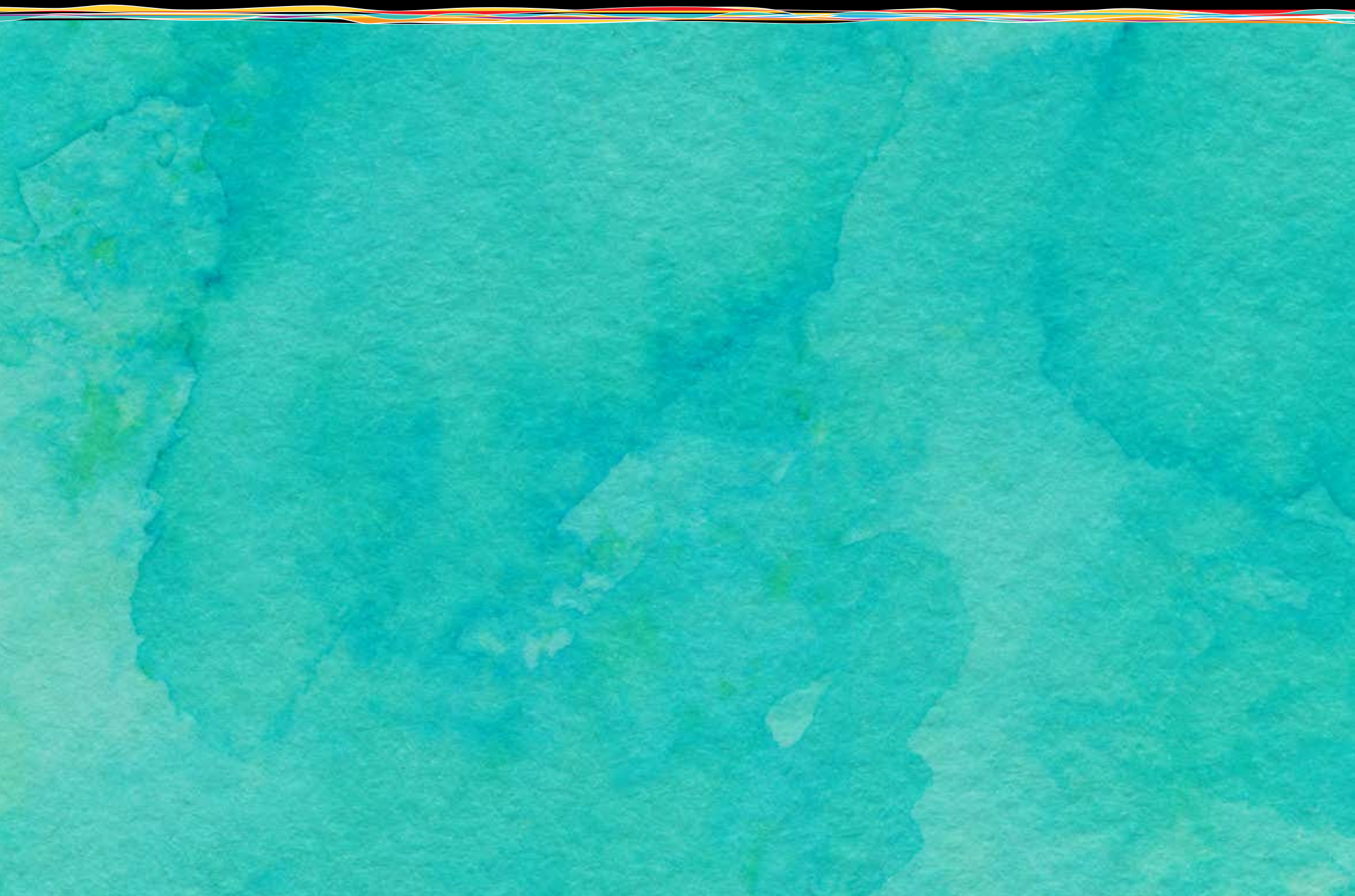
City of
Melville



PEOPLE PLACES PARTICIPATION

A Strategic Community Plan for
the City of Melville

2016-2026



Contents

Message from the Mayor

Message from the Chief Executive Officer

Our Vision

Our Strategic Community Plan at a glance – 2016 -2026

Developing our Strategic Community Plan

What is a Strategic Community Plan?

Role of the Community

How did we develop our Plan?

Our Community Aspirations

Clean and Green

Sustainable and Connected Transport

Growth and Prosperity

Sense of Community

Healthy Lifestyles

Safe and Secure

Delivering our Strategic Community Plan

Aligning the Plan

Making it Happen

Resourcing the Plan

Monitoring Progress and Reviewing the Plan

Neighbourhood Plans

Our People, Our Place

Our Place

Our History

Our Community Now

Our Future

Mayor Russell Aubrey

The City of Melville's first community plan was originally written in 2007 and reviewed again in 2011 with the intention of confirming our community's aspirations. Occurring every four years, the process of reviewing these aspirations began again in 2015...but this time with a difference.

A Community Reference Group, made up of wonderfully diverse community members was created following a City wide recruitment campaign asking residents to get involved.

The community group frequently gathered to help us design the best possible way to engage with the wider Melville community. The group also helped us develop questions we would ask the community to understand if their aspirations from the 2011 plan were still current and relevant.

The most notable contribution from the Community Reference Group was the role they played in developing the engagement campaign tagline: "Tell the City Where to Go". This campaign was a much bolder approach than usual for local government and indeed presented a challenge to our community. How might they react to such an invitation, albeit tongue in cheek and would it encourage people to pay attention and take action by responding? An added incentive of the chance to win a travel voucher prize supplied by Flight Centre was also given. As things turned out many people 'Told the City where To Go', with a huge response of over 1637 people completing the online survey, providing a statistically significant sample of our community

Once the consultation went 'live' each of our Community Reference Group members acted as community ambassadors, appearing in short videos screened on MelvilleTalks to encourage people to participate, sending out emails to friends, neighbours and contacts, distributing flyers around their neighbourhoods and local shopping centres and spending hours at a time in a booth in the Garden City shopping centre.

Despite other responsibilities and unforeseen events, the members of the community group were committed to the process, meeting on at least 10 occasions between November 2015 and May 2016. The group remained committed and engaged throughout, fulfilling all the requirements set out in their original terms of reference and we quite simply could not have done without them.





This Strategic Community Plan is Melville resident's aspirational plan for the future they desire and acts as a guiding document for all of us when making decision that affect the City in which they live. Looking at the aspirations we see our citizens want this City to combine in one place the things in which our community aspires; a place where human activities enhance rather than degrade their natural environment; a place where social diversity and history are a source of strength; where culture and wellbeing is enriched; where quality of the built environment instils pride; and where citizens are involved in the destiny of their community.

In some places in this plan, we have used raw quotations from people so we ensure we have represented an idea in a way that best expresses the common thoughts, feelings and expectations of their community and may be linked to an aspiration.

The process of analysing the community's input was rigorous with the responses to the questions on aspirations analysed both internally and externally by an independent market research company. The findings indicated that responses were genuinely representative of community views with no significant differences regardless of where people lived, their age range, personal circumstances or primary occupation.

After the various analyses, the outcome shows six clear aspirations for their future:

- That the City continue to be clean and green and with many more trees everywhere;
- To solve the problems associated with too many cars, by working toward more sustainable and connected transport through better public transport, cycling and walking infrastructure and responsive traffic management;
- To achieve growth and prosperity by supporting small local businesses such as cafes in the suburbs;
- To build a sense of community through organising a range of opportunities for people to get to know one another and do things together at local events and activities throughout the year;
- To encourage healthy lifestyles which involve group or individual outdoor activities in the neighbourhood; and,
- To feel safe and secure everywhere and all times.

Our task now is to think about what role we can play as a local government in contributing to the realisation of these aspirations and develop our annual corporate plans accordingly to make sure the community's aspirations drive the way we do business.

Chief Executive Officer Dr Shayne Silcox

Our Community Vision for the Future

A safe City with green, leafy streets, suburbs and open spaces where people enjoy high levels of health and wellbeing, participate in local events and activities; have access to community services and local business opportunities are encouraged.



Aspirations	Objectives
Clean and Green 	Clean and well-maintained parks, reserves, natural areas and public open spaces where everyone can socialise, be active and be safe
Sustainable and connected transport 	Better public transport, cycling and walking infrastructure and responsive traffic management
Growth and prosperity 	Encourage development of small businesses in our suburbs and local communities
Sense of community 	A range of local community services, events and cultural activities throughout the year for people to get to know one another and do things together
Healthy lifestyles 	Opportunities for healthy activities both indoors and out and about in local parks and suburbs walking, running, cycling and exercising individually or in groups
Safe and secure 	People feel safe and secure at all times wherever they are and whatever they are doing

Our Strategic Community Plan at a Glance

What is a Strategic Community Plan?

A Strategic Community Plan is a long-term overarching document that sets out our community's vision and aspirations for the future. It also sets out the key strategies and actions required to achieve these aspirations. The Strategic Community Plan identifies how we will get from where we are now to where we want to be.

Our Strategic Community Plan – People, Places, Participation 2016 – 2026 provides the City of Melville and others, with a clear understanding of what matters most to the communities within Melville and guides the way in which we, and others, plan for the future and deliver services.

Achieving the identified aspirations will rely on the collective commitment and combined actions of the City of Melville, government agencies, residents, the business community and community groups.

A Strategic Community Plan is a living document, regularly reviewed and updated to reflect the changing community aspirations and priorities.

The Purpose of a Strategic Community Plan is to:

- Identify and acknowledge community aspirations and priorities;
- Provide an opportunity for participation by the community in decision making processes;
- Coordinate decision making and use of resources of the City of Melville and other organisations working with and in the community;
- Provide a long term focus for the delivery of facilities and services by the City of Melville and other organisations working with and in the community;
- Provide a basis for accountability.

Everyone contributes to making our community the sort of place in which we want to live, work, learn, play and invest.

As part of the community, the City of Melville plays a leadership role in working towards achieving community aspirations. In doing this it provides services and facilities for which the Council is primarily responsible and identifies and partners with the many participating organisations within a common framework for action.

Many different activities take place within our community to meet our day to day requirements. Any one of the following roles can be undertaken at different times by the City of Melville, government and non-government agencies, individuals and groups in our community:

- **Provider** - takes full responsibility for funding and carrying out services.
- **Partner** - funds and carries out services in formal partnership with other organisations
- **Funder** - funds other organisations to carry out services, for example through grants and service delivery contracts
- **Regulator** - has statutory responsibilities and directs these activities as required
- **Monitor** - gathers information on activities and checks against progress
- **Facilitator** - encourages others to be involved in activities by bringing interested parties together to progress identified issues
- **Advocator** - promotes the interests of the community to other decision-making organisations, e.g. State and Federal Governments



Role of the Community

How Did We Develop Our Strategic Community Plan?

People Places Participation 2016-2026 builds on our two previous Strategic Community Plans. There is a major review of these Plans every four years and minor review every two years. This ensures that the City maintains the most up to date knowledge on community aspirations and checks that business operations contribute to the things our community tells us is important to them.

The City of Melville encourages and facilitates community participation in each review and subsequent development of the Plan. Engagement processes are guided by our Stakeholder Engagement Policy and the Quality Assurance Standard for Community and Stakeholder Engagement developed by the International Association for Public Participation (IAP2).

We aim to ensure that everyone has the opportunity to participate and contribute to the review process.

A key part of this review included the selection of a Community Reference Group. An expression of interest was advertised and interested community participants were selected as a representative sample of the Melville Community. This Group met on 10 occasions from October 2015 through to May 2016 to review the current aspirations and assist in the design of the engagement process including development of survey questions, and evaluation.

In addition the Community Reference Group attended a briefing with the Mayor and Councillors, reviewed the results of the data analysis, attended the community workshops and contributed to round table discussions about quality of life and quality of place in the City.

MelvilleTalks, the on-line engagement portal was the place where the community could complete the survey and learn about how the City had contributed to the aspirations in the previous Strategic Community Plan.



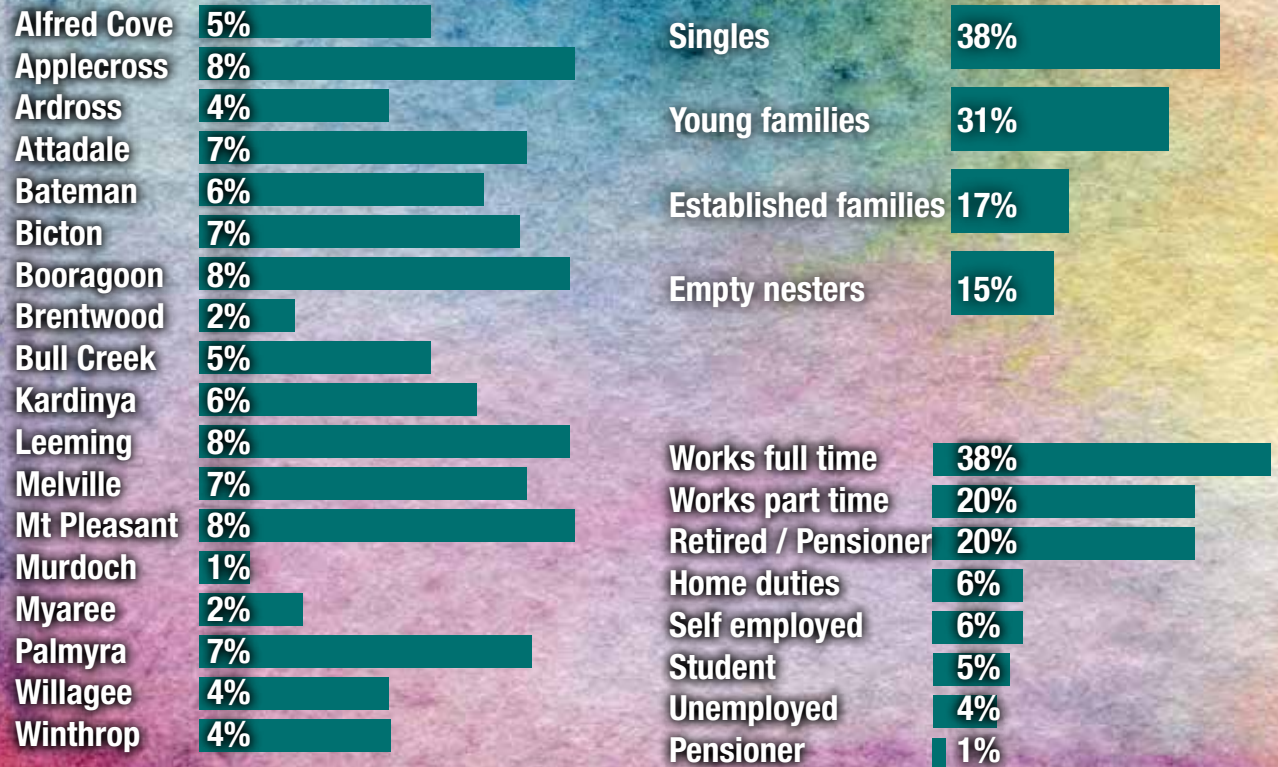
Opportunities for the community to provide input were widely promoted and included:

- Launching Melville Talks and the review of the Strategic Community Plan at the annual Point Walter Concert attended by approximately 5000 people. Members of the City's Youth Advisory Council recruited other young people wearing branded t-shirts to distribute flyers through the crowd
- Letter box drop of flyers to 40,000 households
- Delivery of posters and flyers at local cafes
- Pull-up banners, posters and flyers in City of Melville buildings including the Civic Centre, libraries, LeisureFit Centres and the Community Centres at Blue Gum, Willagee and Bull Creek
- Bus back advertisements on main routes through the City
- Road signage at major intersections
- Shopalite signage rotated throughout Garden City shopping centre
- Full and half page advertisements local newspapers
- Articles in newspapers and the City's Mosaic publication
- A staffed information booth at Garden City Shopping Centre.

Of the 1637 people who completed the on-line survey over 600 indicated that they would like to be involved further in the review and these people formed the invitation list for a community workshop.



Who completed the survey and where did they come from?



% of Respondents by different demographics



The updated aspirations presented in this Strategic Community Plan are supported with evidence in the form of direct quotations from the community. This is what you told us:

Clean and Green



Objective: Clean and well-maintained parks, reserves, natural areas and public open spaces where everyone can socialise, be active and be safe.

What we want as a community

We love the many green parks, reserves, natural areas and other open spaces that are a feature of our City. We want them to be clean and well-maintained places where we can walk the dog, ride bicycles, play sport and socialise with our neighbours, friends and family in safety at any time of day.

We want our children and grandchildren to have fun with nature play and for our little ones to be safe in fenced off playgrounds, shaded from the sun. We would like to see places where our youth can have fun too.

We want our pathways to be smooth so that we don't trip or fall when we use them; well-shaded for when temperatures soar, and well-lit on the occasions when we are out for a walk or a run in the evening.

We really like the idea of our green spaces being used for vibrant community events that we can walk or cycle to from home.

“Many, many more trees are needed to be planted in the City of Melville - in suburban streets, carparks and parks, (everywhere in fact).”

**Melville resident, retired,
65 – 74 yrs**

“The nature playgrounds are brilliant. People are travelling from wider suburbs to experience the park on Archibald Street.”

**Willagee resident, student,
18 – 34 yrs**

“I would like to see more well maintained, beautiful green spaces (not necessarily big)”

**Palmyra resident, single parent,
employed part-time , 45 – 54 yrs**

“[We need]...Clean, tree lined streets. Well maintained parklands and reserves”

**Bicton resident, Empty nester,
employed full-time, 45 – 54 yrs**

“Providing more closed in playgrounds with shade cloths to keep play equipment cool as a lot of playgrounds don’t have this and makes it hard for young families to take advantage of the outdoor equipment”

**Leeming resident, couple with child/ren under 13,
employed part-time, 35 – 44 yrs**

“To have a better range of natural bushland reserves which are maintained in a proper manner without the use of carcinogenic chemicals such as glyphosate”

**Myaree resident, single parent with child/ren over 13,
employed part-time, 35 – 44 yrs**

“Continue to create more places where local residents are encouraged to walk to and be outdoors to enjoy. This is not only healthy but helps to reduce crime by keeping our streets busy and bright.”

**Willagee resident, couple with child/ren under 13, self-
employed, 35 – 44 yrs**

Clean and Green



Objective

Clean and well-maintained parks, reserves, natural areas and public open spaces where everyone can socialise, be active and be safe.

How we'll make it happen City of Melville Plans

- Urban Forest Strategy
- Public Open Space Strategy
- Environmental Improvement Plan
- Adapting to Climate Change in the City of Melville Strategy
- Natural Areas Asset Management Plan
- Foreshore Restoration Strategy
- Parks Asset Management Plan

Regional, State, and Commonwealth Plans

State:

- Sustainable Living Manual 2007
- Sustainable Residential Design Policy Guidelines 2007
- WA Waste Strategy: Creating the Right Environment
- Building Code of Aust Energy Efficiency Provisions
- Energy 2031
- Australia to 2050

Contributing Agencies – government, non-government, community groups, private sector



Sustainable and connected transport



Objective: Better public transport, cycling and walking infrastructure and responsive traffic management.

What we want as a community

We would like to reduce our dependence on cars. We are living in a time where our roads are becoming more congested, there are 'rat runs' through our suburbs, we see illegal and/or inconsiderate parking because there is never enough parking, cycling infrastructure has yet to be properly established and managed for both casual and commuter use and even crossing the road can be hazardous.

We need to use alternative forms of transport, including public transport, walking or cycling to get where we need to go.

"...[we need]...good public transport system to COM facilities, shops, leisure centres, libraries etc,... safe cycle and pedestrian access(not roads shared with motor vehicles -death wish)."

**Kardinya resident, couple, retired,
65 – 74 yrs**

"I would like to see more footpaths so I can safely walk my pram around our suburb"

**Myaree resident, couple with
child/ren under 13, home duties,
18 – 34 yrs**

“More connectivity with regards public transport. My work commute is 45 minutes using the bus and train, whereas in a car it takes only 20 minutes”

Bicton resident, couple with child/ren over 13 at home, in part-time employment, , 45 – 54 yrs

I would like to see a ferry from Point Walter area that commuted daily on a regular basis to both the Perth City and Fremantle areas.

Alfred Cove resident, couple with child/ren under 13, home duties, 35 – 44 yrs

“... to be able to stay in Melville as the years go by, the ability to move around Melville without a car is...required, and easy access to public transport ...to go out of Melville for doctors, hospitals, etc...”

Melville resident, couple, in full-time employment, 55 – 64 yrs

“Better cycling pathways that interconnect the city and places of work and play”

Bicton resident, couple with child/ren over 13, in full-time employment, , 45 – 54 yrs

“Footpaths maintained and usable for [people with] disabilities, elders and families.”

Willagee resident, single, in full-time employment, 65 – 74 yrs

“...one area of concern the lack of footpaths in the built up areas, a lot of people walk and at night it can ... a little hairy at times !!! So more footpaths please !!”

Booragoon resident, in full-time employment, 45 – 54 yrs

“I would like to see more cycle paths within the Suburbs that create a safer environment for those who wish to reduce the emissions from cars,by cycling.”

Ardross resident, youngest child at home under 13, home duties and in part-time employment, 35 – 44 yrs

“Better cycle and footpaths, so kids can actually travel to places themselves, instead of being driven everywhere.”

Alfred Cove resident, single parent with child/ren over 13 at home, in full-time employment, 35 – 44 yrs

“...ensure paths and road crossings are safe and accessible to wheelchairs and gophers. Some driveways across footpaths are rough and hard to negotiate.”

Myaree resident, couple, disability pension, 75 – 84 yrs

“Making sure that all streets have foot paths. This makes it safer when walking with kids and prams”

Mount Pleasant resident, couple with child/ren under 13 at home, home duties, 35 – 44 yrs

Sustainable and connected transport



Objective

Better public transport, cycling and walking infrastructure and responsive traffic management.

How we'll make it happen City of Melville Plans

- Transport Management Strategy
- Bike Plan
- Parking Strategy

Regional, State, and Commonwealth Plans

State:

- WA Bicycle Network Plan 2012 – 2021
- Moving Freight and Moving People
- Perth 2031 Public Transport Plan

Contributing Agencies – government, non-government, community groups, private sector





Growth and Prosperity



Objective: Encourage development of small businesses in our suburbs and local communities.

What we want as a community

We want local meeting places: a choice of locally owned and operated cafes and bars, restaurants and specialty shops. This would make our neighbourhoods more vibrant and build a sense of community at the same time.

Being able to walk or cycle to these places is an added bonus, because we wouldn't have to travel outside our local area or go to Perth or Fremantle for a night out.



“I wish we had more of a local cafe/shop precinct near our house ...I would love to be able to walk to a nearby cafe with our family.. All we have currently is Leach Hwy take away options that are not really the local community vibe I’m after”

Winthrop resident, couple with youngest child/ren at home under 13, self-employed, 18 – 34 yrs

“Having facilities...cafes... in the heart of the suburb allows for people to be out and about, interacting and creating a friendly and supportive community”

Brentwood resident, couple no children, in full-time employment, 18 - 34

“Vibrant shops with variety. More arts related shops and businesses. Has too many “chains” and not enough individual businesses. A great restaurant precinct/cafe strip.”

Leeming resident, empty nester in part-time employment, 55 -64 yrs

“Neighbourhood cafes are essential. The gathering of people for informal social using is a cornerstone of building community.”

Kardinya resident, couple with youngest child/ren at home under 13, home duties, 35 – 44 yrs

“More neighbourhood facilities, like ... small shops/cafes where you could gather, rather than having to always travel in vehicles [with] these facilities. As a mum with a toddler having a local community and avoiding travelling in the car are important to me.”

Booragoon resident, couple with youngest child/ren at home under 13, in part-time employment, 18 – 34 yrs

Growth and Prosperity



Objective

Encourage development of small businesses in our suburbs and local communities

How we'll make it happen City of Melville Plans

- Local Planning Strategy
- Local Commercial and Activity Centres Strategy

Regional, State, and Commonwealth Plans

Joint Local and State Government
Murdoch Activity Centre Structure Plan
Canning Bridge Precinct Vision
State
SPP4.2 Activity Centres Policy Directions 2031 and Beyond
Perth and Peel @ 3.5 million
Industrial Land Strategy 2009: Perth and Peel
Moving Freight and Moving People
Commonwealth
Jandakot Airport Master Plan 2014

Contributing Agencies – government, non-government, community groups, private sector





Sense of Community



Objective: A range of local community services, events and cultural activities throughout the year for people to get to know one another and do things together.

What we want as a community

We love community events and activities, including cultural festivals, food vans, fresh produce markets, concerts, jam sessions and movies in the park.

We love them because they provide something for everyone at any age or stage of life, wherever they come from. Children, adults and old people are all welcome. They help us to be part of something.

We want to see more of these events which draw us together as a community whether based in a local library, a community centre or in a park near us and if we can walk or cycle to and from the event that would be great.

“Have more community activities that gel residents together cross-culturally (carnivals/ movie in a parks/ theme parties etc)”

Mount Pleasant resident, couple with youngest child/ren under 13, home duties, 35 – 44 yrs

“I would like to see more regular events that help people connect with others in the area, to build meaningful “community”. Local fresh produce markets would be really good... Regular events in local parks would also help.. I [once] attended ... weekly music jam sessions outdoors at the local park (jazz on one side, bluegrass on the other!!). It was fun and helps people feel part of something.”

Ardross resident, empty nesters, self employed, 55 – 64 yrs

“Monthly markets, cultural events, recognition of holidays like Ramadan and Diwali... opportunities for [events with] local musicians, artists and business... would be great ideas to get the community involved and create a vibrant local culture.”

Applecross resident, couple no children, student, 18 – 34 yrs

“...fairs, cultural and family events which bring the community together to make it stronger. I love this suburb and believe it has the capacity to take that extra step to make it the best community it can be.”

Willagee resident, couple with youngest child/ren under 13, in part-time employment, 45 – 54 yrs

“More cultural events (i.e. artist & writers events run by the library)”

Ardross resident, couple with youngest child/ren at home under 13, home duties, 18 – 34 yrs

“More interactive cultural events to bring a bit of life to Melville. Street festivals, interactive art, free music etc - to celebrate our beauty and closeness to the river... Let’s branch out and celebrate what we have.”

Palmyra resident, couple with youngest child/ren under 13, home duties and student, 35 – 44 yrs

“Community and cultural development projects which bring community members together to create something to reflect the wonderful place the City of Melville. An amazing arts season with high quality and professional offerings.”

Booragoon resident, single in full-time employment, 18 – 34 yrs

Sense of Community



Objective

A range of local community services, events and cultural activities throughout the year for people to get to know one another and do things together.

How we'll make it happen City of Melville Plans

- Neighbourhood Plans
- Cultural Vitality Plan
- Directions from Young People
- Directions from Seniors
- Aboriginal Reconciliation Plan
- Disability Access and Inclusion Plan
- Strategic Plan for Libraries and Museums
- Wireless Hill Vision 2020
- Heathcote Vision and Place Plan 2025
- Public Art Strategy

Regional, State, and Commonwealth Plans

State

Vision 2025 and Framework for Strategic Action- Public Library Services in Western Australia

Commonwealth

Standards and Guidelines for Australian Public Libraries

Contributing Agencies – government, non-government, community groups, private sector





Healthy Lifestyle



Objective: Opportunities for a healthy lifestyle both indoors and out and about in local parks and suburbs walking, running, cycling and exercising individually or in groups

What we want as a community

We live in a place where people are encouraged to be physically and mentally healthy in an attractive outdoor environment, with a range of leisure facilities available enjoying the many social benefits we receive by joining in.

We would like to see some of the barriers to participation such as cost and not knowing what is available, removed. We would love a greater focus on using the outdoors – our parks, reserves and natural areas - as places for a range of healthy activities.

“A healthy range of activities to suit all ages and weather - walking at the river, swimming or working out at the leisure centres, group classes of Zumba etc, squash, tennis available to the community.”

Alfred Cove resident, couple with youngest child/ren under 13 at home, 45 – 54 yrs

“...recreation areas could have simple additions - like walls to play tennis against, a volleyball net, soccer goals, a couple of running lanes marked in public open space such as Rick Vosper reserve - this would encourage people to be active in their immediate area.”

Brentwood resident, single parent with youngest child/ren under 13 in full-time employment, 35 – 44 yrs

“More community events to draw people together...I’d also love to see parks and ovals used for free fitness groups”.

Bateman, couple with youngest child at home over 13, home duties, 45 – 54 yrs

“Better health via more exercise- clean/new pathways and well kept grassed areas for exercise around river areas.”

Mount Pleasant, couple with youngest child/ren at home under 13, in part-time employment, 18 – 34 yrs

“More time and opportunities to exercise and access information on health and well being.”

Palmyra resident, couple with youngest child/ren at home under 13, in part-time employment, 35 – 44 yrs

“More health conscious group sessions such as seminars and outdoor active sessions”

Attadale resident, single no children and in full-time employment, 18 – 34 yrs

“I would like more free health/ fitness classes for the community - I think there are a few but I don’t know about them and not sure where to find out about them. Maybe a Melville community walking group or yoga/ pilates class. These could be run in the early morning to accommodate those that work and in the evening as well.”

Melville resident, couple with youngest child/ren at home under 13, in part-time employment, 18 – 34 yrs

“I have enjoyed (physical health and social benefits) the free yoga classes offered by Healthy Melville. As there is no cost barrier to entry, a few friends have been attending together. Participating with friends almost becomes a ‘social appointment’ which encourages regular attendances. Also the connection with the natural environment (as it is conducted outside) is very pleasant. So I would love to see this continued if possible.”

Attadale resident, couple with youngest child/ren under 13, in full-time employment, 45 – 54 yrs

Healthy Lifestyle



Objective

Opportunities for healthy activities both indoors and out and about in local parks and suburbs walking, running, cycling and exercising individually or in groups

How we'll make it happen City of Melville Plans

- Public Open Space Strategy
- Health and Wellbeing Strategy

Regional, State, and Commonwealth Plans

State Government

- WA Mental Health, Alcohol and Other Drug Services Plan 2015-2025
- WA Health Promotion Strategic Framework
- WA Mental Health Commission – Suicide Prevention 2020
- Active Living for All – A Framework for Physical Activity in WA 2012-2016
- WA Sport and Recreation Industry Strategic Direction

Contributing Agencies – government, non-government, community groups, private sector





Safe and Secure



Objective: People feel safe and secure at all times wherever they are and whatever they are doing

What we want as a community

Feeling safe is a must-have for community well-being.

We want playgrounds, pathways and road crossings to be safe to use.

We want to feel and be safe when out and about in our neighbourhoods, walking in parks at sunset, when using public transport, at community events or simply when we are at home.

“Safety is the most important factor for me.”

Willagee resident, couple no children, in full-time employment, 35 – 44 yrs

Safety is the number one priority.

Winthrop resident, single no children, student, 18 – 34 yrs

Safety is one of the top priorities

Booragoon resident, couple with youngest child/ren at home under 13, in part-time employment, 35 – 44 yrs



Objective

People feel safe and secure at all times wherever they are and whatever they are doing

How we'll make it happen City of Melville Plans

- Safer Melville: Community Safety and Crime Prevention Plan

Regional, State, and Commonwealth Plans

- State Government*
- Frontline 2020 – WA Police

Contributing Agencies – government, non-government, community groups, private sector



Aligning the Plan with Other Initiatives

Our community is part of the greater Perth community and whilst our Strategic Community Plan tells us what our community aspires to, the plans and aspirations of other communities and the requirements of State and Commonwealth legislation will also influence what needs to be done.

By aligning our long term planning with the priorities of State Government and other relevant agencies we will be able to build stronger partnerships, achieve greater coordination of decision making and ensure efficient use of available resources.

Making it Happen – Delivering the Plan

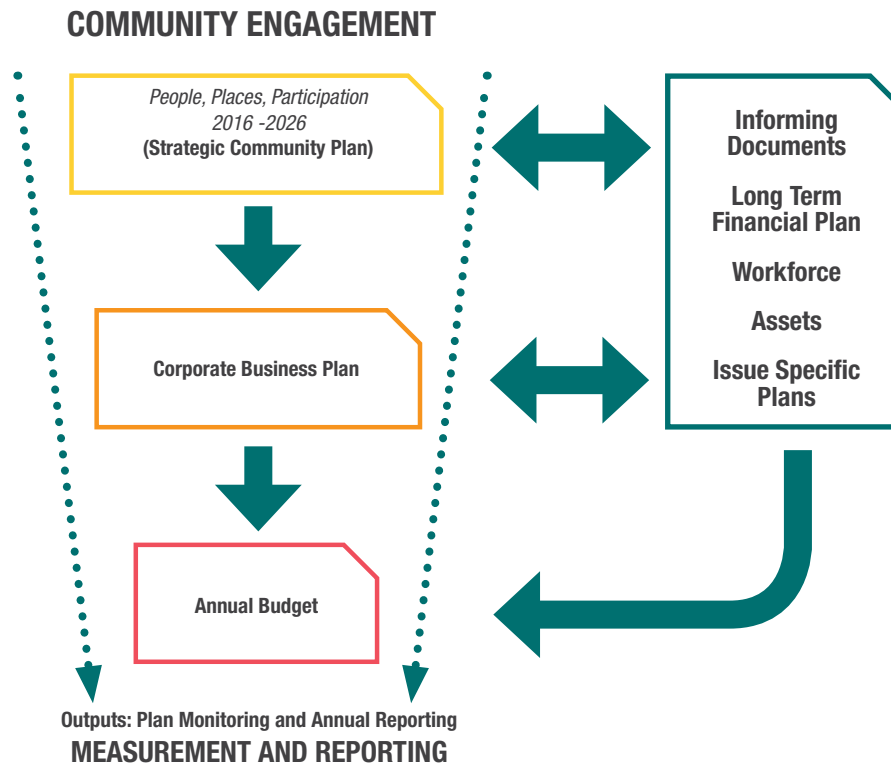
This Strategic Community Plan will guide and influence our planning and what we deliver and how we deliver it to our communities, now and into the future.

At the heart of successful community planning is partnership. Not all of the things which you have told us you want to change or improve are under the direct responsibility or influence of the City of Melville. Where we are responsible and resources permitting, the City of Melville is committed to contributing to the aspirations set out in *People Places Participation 2016-2026*. Where we do not have direct responsibility or influence on the aspirations and priorities of our communities, we will advocate to those that are responsible and will work in partnership with them to make progress towards the desired future set out in this Plan.

Resourcing the Plan

To support the successful implementation of our Strategic Community Plan, the City has developed a long-term (four year) Corporate Business Plan. This Plan directs the City's resources, assets and funding towards the priorities, key projects and activities to assist in implementing community aspirations set out in our Strategic Community Plan – People Places Participation 2016-2026.

It sets out what and how the City of Melville will do this and what funding will be required over the four year period of the Plan. The Corporate Business Plan also considers what assets, resources, staff and skills will be needed to deliver on the projects and activities set out in the Plan, illustrated in diagram below.



We track and review whether we are making progress towards the aspirations set out in this Strategic Community Plan, in our Corporate Plan reporting, residents and business surveys and community wellbeing survey. This helps us to understand how the projects and services that we are delivering are helping us to move towards community aspirations and objectives. We have set out key indicators of how we will know when we are succeeding – or making progress towards the aspirations set out in this plan. These are the things that we will track and monitor.

Each year, in the City of Melville Community Annual Report, we will report on how the City has contributed towards the aspirations set out in our Strategic Community Plan.

Our biennial surveys on Community Wellbeing and Community and Business Perceptions help keep us informed on where there may be opportunities for improvement.

We will continue to undertake a part review of People Places Participation every two years, and every four years we will undertake a full review of the Plan and update it.

Monitoring Progress and Reviewing the Plan

Neighbourhood Plans

Our first Strategic Community Plan in 2007 identified neighbourhood development as a key next step to find out more detail about what is important to people in their local communities.

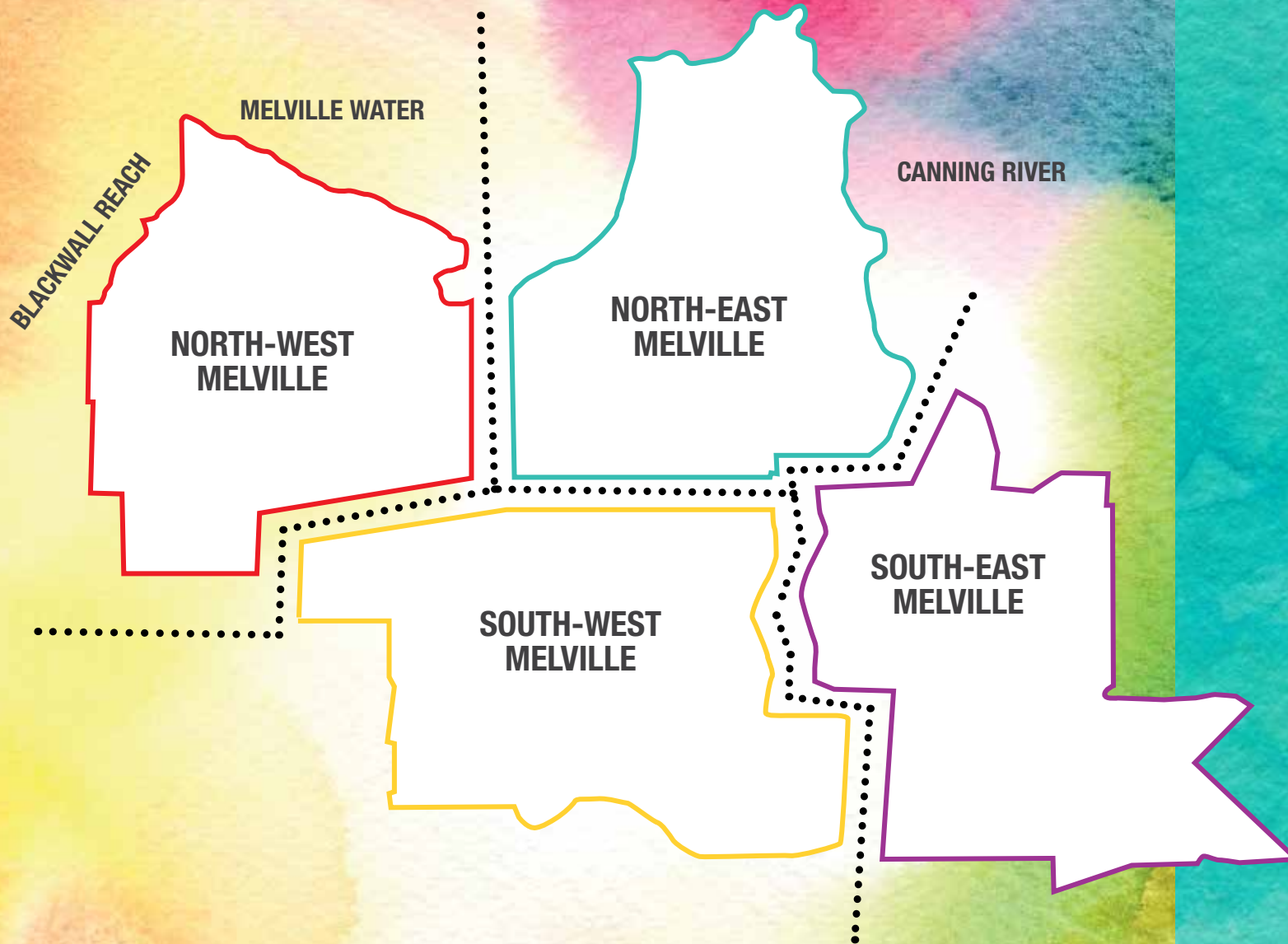
A Neighbourhood can be described as a collection of communities determined by physical boundaries that include community hubs such as libraries, community centres, district shopping areas, major parks and infrastructure. Four Neighbourhoods were identified and Neighbourhood Plans for each produced in conjunction with the local communities. These Plans are reviewed and updated to align with community aspirations identified in the Strategic Community Plan and describe how community aspirations are turned into reality.

The four neighbourhoods as determined by the first Strategic Community Plan in 2007.

Neighbourhood planning aims to develop partnerships between communities and government, built on co-operation and recognition of the creative ideas and skills that neighbourhoods have to offer.

Each Neighbourhood Plan guides the development of partnerships between the local community, community organisations, City of Melville, other government agencies and local businesses. Like our Strategic Community Plan, neighbourhood plans are reviewed every four years.



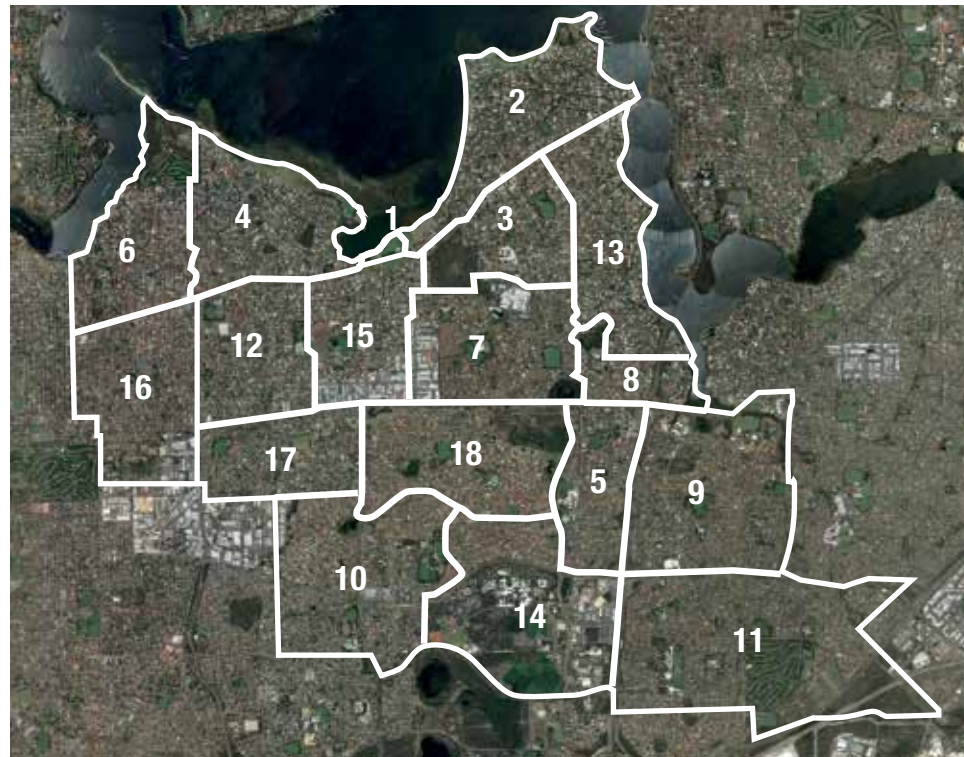


A Snapshot of our community

Our Place

The City of Melville is eight kilometres south west of Perth’s Central Business District and encompasses a total land area of about 53 square kilometres. The City is bounded in the north by the Swan River, in the east by the Canning River and the City of Canning, in the south by the City of Cockburn, and in the west by the City of Fremantle and the Town of East Fremantle. The river plays an important part in the identity of the City of Melville with over 18 kilometres of foreshore for recreation and leisure, and 210 parks and reserves including 600 hectares of public open space and 300 hectares of bush land.

The City of Melville is one of the largest local government areas in the Perth metropolitan region, and includes eighteen suburbs:



- Alfred Cove** 1
- Applecross** 2
- Ardross** 3
- Attadale** 4
- Bateman** 5
- Bicton** 6
- Booragoon** 7
- Brentwood** 8
- Bull Creek** 9
- Kardinya** 10
- Leeming** 11
- Melville** 12
- Mt Pleasant** 13
- Murdoch** 14
- Myaree** 15
- Palmyra** 16
- Willagee** 17
- Winthrop** 18

The City of Melville is a predominantly residential area, with some industrial and commercial land uses.

Key employment sectors include retail, health, education, and to a lesser extent, manufacturing. The major retail centre is Garden City, with a number of smaller centres (Bull Creek, Kardinya Park, Leeming Forum, Melville Plaza, North Lake, Petra Street, Winthrop Village and various areas along the Canning Highway). Melville has a major private hospital (St John of God) and a smaller private hospital (Attadale) and a major regional hospital (Fiona Stanley) The main industrial area is located in the southern section of Myaree. Murdoch University is also located here.

The City of Melville sits within the Aboriginal cultural region of Beeliar. The Noongar-Beeliar cultural group, led by Midgegooroo and Yagan, was the first Aboriginal group in Western Australia to feel the full impact of European settlement. In recognition of this history, the City of Melville has developed a Reconciliation Action Plan that will turn our good intentions towards reconciliation into action.

The City of Melville's vision for reconciliation between Aboriginal and Torres Strait Islander people and other Australians is for a positive shared future grounded in respect and strong relationships. The City of Melville's Reconciliation Action Plan is reviewed annually and identifies actions, timelines, targets and opportunities.

Growth in Melville was gradual from the late 1800s to the early 1900s, reaching a population of about 2,000 in 1913.

Note Census due August 2016 so current Census figures rely on data from 2011

All demographic data prepared by .id the population experts

Population

106,655

ABS ERP 2015

Land area

5,287

hectares (53km²)

Population density

20.17

persons per hectare

Local jobs

42,433

NIER 2015

GRP

\$5.16 billion

NIER 2015

Largest industry*

Health Care and Social Assistance
ABS ERP 2015

Local businesses

10,488

Business Register 2015

Employed residents

54,465

NIER 2015

Economy.id industry structure and industry sector profiles use a National Accounts regional econometric model developed by National Economics (NIEIR). This model is based on replicating the outputs of the National Accounts framework for local areas such as LGAs, using a range of data sources to model the accounts to show local trends.

Our History

Our Community Now

Our Community Now

	2011	City of Melville	Greater Perth	Western Australia	Australia
Median age		40	36	36	37
Median weekly household income		\$1,619	\$1,459	\$1,415	\$1,234
Couples with children		33%	32%	31%	31%
Older couples without children		11%	8%	8%	9%
Medium and high density housing		20%	23%	23%	25%
Households with a mortgage		32%	33%	35%	33%
Median weekly rent		\$350	\$320	\$300	\$285
Households renting		22%	27%	28%	\$29
Non-English speaking backgrounds		19%	17%	14%	16%
University attendance		8%	5%	4%	4%
Bachelor or higher degree		29%	20%	18%	19%
Vocational		14%	19%	19%	18%
Public transport (to work)		11%	10%	9%	10%
Unemployment		4.2%	4.9%	4.7%	5.6%
SEIFA index of disadvantage		1077	1033	1021	1002

For detailed explanations of this data visit <http://profile.id.com.au/melville>

Between 2011 and 2036, the population for the City of Melville is forecast to increase by 26,280 persons (25.73% growth), at an average annual change of 0.92%.

Population 2016

106,771

forecast.id

Population 2036

128,415

forecast.id

Change 2016-36

20.27%

forecast.id

City of Melville	2011	2016	2021	2026	2031	2036
Population	102,135	106,771	113,034	117,869	122,928	128,415
Change in population (5yrs)		4,636	6,263	4,835	5,060	5,486
No of Households	39,281	41,008	43,311	45,496	47,751	50,066
Average household size	2.57	2.57	2.58	2.56	2.54	2.53
Population in non private dwellings (age care facilities, hospitals)	1,084	1,262	1,412	1,572	1,712	1,812
Dwellings	40,521	41,867	44,425	46,960	49,457	51,938

It is important to look at the relationship between population and average household size. If the average household size is falling, then there will need to be growth in the number of households (and dwellings for them to live in) to maintain or grow the population.

For more information on forecast demographic data visit

<http://www.melvillecity.com.au/about-melville/about-city-of-melville/demographics-and-forecasts>

Our Future

This table illustrates products and services provided by the City of Melville that support achieving community aspirations and corporate goals.

People, Places, Participation 2016 – 2026	Social	Environment	Economic	Business Excellence
<p>Safe and Secure</p> 	<p>Animal and Feral Wildlife Control; Fire Breaks; Graffiti Removal; Street Lighting; Vandalism and Abandoned Vehicle Response; Community Safety Service (CSS); Alarm Response; Holiday Watch Services; State Emergency Service (SES)</p>	<p>Midge and Mosquito Management; Neighbourhood Development; Noise Control; Pest Control; Weed Control; Hazardous Materials</p>	<p>Crime Prevention; Graffiti Removal Hotline; Traffic Management; Community Safety Service (CSS)</p>	<p>Emergency Management; Liquor Licensing; Neighbourhood Development; Planning Services; Building Maintenance; Emergency Management; Dogs (restricted areas, registrations, dog attacks, barking dogs, dog pound); Freedom of Information; Hairdressing Establishment Assessment; Insurance Claims; Pool Applications and Fencing Requirements; Public Liability</p>
<p>Healthy Lifestyle</p> 	<p>Food Safety Inspections; Midge and Mosquito Management; Parks and Gardens; Recreation Centres; Point Walter Golf course; Kidsport; Learn to Swim Programmes; Creche Services; Universal Access & Sensory Playground – Piney Lakes</p>	<p>Air Quality Management; Black and Grey Water System Approval; Noise Control; Parks and Gardens; Rat Bait program; Nature Playgrounds; Bidi Katitjiny Aboriginal Women's Trail</p>	<p>Air Quality Management; Contaminated Site Monitoring; Liquor Licensing; Neighbourhood Development; Noise Control; Youth Sport Grants and Scholarships; Activelink</p>	<p>Liquor Licensing; Neighbourhood Development; Health Services; Health and Wellbeing; Notifiable Disease Investigations; Public Swimming Pool Audits; Accreditation to AS4801: Health & Safety Management System</p>
<p>Sense of Community</p> 	<p>Citizenship Ceremonies; Community Art, Art Awards; Community Centres, Events and Grants; Emergency Relief and Financial Counselling; Libraries; Local History; Neighbourhood Watch; Melville Volunteer Resource Centre; Youth Advisory Council; Better Beginnings Literacy Program; Community Information Centre; Friendly Neighbourhoods Awards; Libraries; Museums and Galleries; Sculpture Walk; Senior Service Directory; Children and Family Service Directory; Senior Citizens Centres; 6 Educational DVD Resource & 'The Gathering' DVD, 'The Writing's on the Wall' script based resource; Facilities</p>	<p>Environmental Education Services; Environmental Services; Planning Services; Environmental "Friends of" Groups; Melville Volunteer Resource Centre; Neighbourhood Development; Piney Lakes Environmental Education Centre; Planning Scheme</p>	<p>Employment; English and Computer Classes; Translating and Interpreting Services; Melville Volunteer Resource Centre; Emergency Relief and Financial Counselling; Strategic Urban Planning; Grants; Melville Age Friendly Accessible Business; Libraries; Percent for Art Scheme; Melville Digital Hub.</p>	<p>Disability Access and Inclusion Planning; Planning Services; Reconciliation Action Plan; Youth Advisory Council City of Melville Website (Text and Contrast); Community Engagement; Melville Cockburn Chamber of Commerce; Neighbourhood Development; Neighbourhood Watch; Strategic Urban Planning; Town Planning Scheme; Community Partnership Funding; Elections; Employment; Scheme Amendments; Council/ Committee Meetings; Public Open Space Management; Ranger Services; Youth Development Funding; Customer Feedback</p>
<p>Clean and Green</p> 	<p>Drainage Maintenance and Storm Water Management; Illegal Dumping Response; Parks, Reserves and Gardens; Streetscape Management; Waste Management and Verge Collections; Lighting Maintenance</p>	<p>Black and Grey Water System Approval; Foreshore Rehabilitation; Parks and Gardens; Waste Management and Recycling Collection; Weed Control; Bins and Bin Hire; Streetscape Management (incl. street trees)</p>	<p>Air Quality Management; Storm Water Management; Vandalism Response; Waste Management and Collection</p>	<p>Environmental Education Services; Environmental "Friends of" Groups; Water Quality Management; Accreditation to ISO 14001: Environmental Management System</p>
<p>Sustainable and Connected Transport</p> 	<p>Community Transport; Parking; Road Construction and Maintenance; Traffic Management; TravelSmart Programs;</p>	<p>Community Transport; Road & Footpath Maintenance; Bus Shelters; Advocacy at State & Commonwealth levels for high quality transport outcomes</p>	<p>Community Transport; Parking; Road & Footpath Maintenance; Traffic Management</p>	<p>TravelSmart Programs; Public Accessways; Crossover Construction</p>
<p>Growth and Prosperity</p> 	<p>English Classes; Children's Programs; Neighbourhood Development; Planning Scheme; Building Control; Illegal Structure Investigation; Landscapes and Streetscapes; Street Lighting; Underground Power Scheme; Digital Hub; Foreign Language Resource and Learning Centre; Friendship Programs / Sister Cities; Melville Talks; eNews; YourTutor</p>	<p>Engineering and Design Services; Parks and Gardens; Storm Water Management; Weed Control Environmental Services; Strategic Urban Planning; Traffic Management</p>	<p>Parking; Planning Services; Road & Footpath Maintenance; Sign Maintenance and Licensing; Liquor Licensing; Neighbourhood Development; Strategic Urban Planning; Civic Construction and Maintenance; Tenders; Business Hub; Demographic data on website</p>	<p>Building Applications and Approvals; Planning Services; Pool Inspections; Strategic Urban Planning; Strategic Urban Planning; Community Engagement; Elections; Melville Cockburn Chamber of Commerce; Demolition Licences; Home Occupation Applications; Property Settlement Enquiries; Roads (numbering, naming); Tenders</p>

Strategic Community Plan and Corporate Business Plan Integration

Our Purpose The City of Melville Vision: *“Working together, to achieve community wellbeing, for today and tomorrow”*

What we try to achieve

Community wellbeing, as influenced by the community’s aspirations and priorities as detailed in the Strategic Community Plan, 2016 - 2026.

QUALITY OF LIFE



clean and green



sustainable and connected transport



safe and secure



healthy lifestyles



sense of community



growth and prosperity

Business Excellence

To achieve this the organisation must also be successful and sustainable across the “quadruple bottom line” considerations: financial, social, environmental and governance.



Australian Business Excellence



Quality Assurance

How we contribute to community wellbeing (our approach)

Key aspiration specific plans:

- ▲ Environmental Improvement Plan
- ▲ Foreshore Restoration Strategy
- ▲ Natural Areas Asset Management Plan

- ▲ Parking Strategy
- ▲ Bike Plans
- ▲ Transport Management Strategy

- ▲ Safer Melville: Community Safety and Crime Prevention Plan

- ▲ Health and Wellbeing Strategy
- ▲ Public Open Space Strategy

- ▲ Neighbourhood Plans
- ▲ Cultural Vitality Plan
- ▲ Directions from Young People
- ▲ Directions from Seniors
- ▲ Aboriginal Reconciliation Plan
- ▲ Disability Access and Inclusion Plan
- ▲ Strategic Plan for Libraries and Museums

- ▲ Local Economic Development Strategy
- ▲ Local Commercial and Activity Centres Strategy
- ▲ Local Planning Scheme 6
- ▲ Structure Plans

- ▶ Internal Business Management System which is externally audited against and internationally accredited / certified to:
 - ISO 9001: Quality Management System
 - ISO 14001: Environmental Management System
 - AS/NZS 4801 Occupational Health and Safety Management Systems
 - ICCS 2015-2020: International Customer Service Standard
- ▶ City of Melville Frameworks

Underpinned by:

- ▶ Delivery of over 200 products and services, as listed on page 17 or see A-Z of City of Melville Services on the website
- ▶ Management of assets to ensure; fit for use, appropriate infrastructure into the future (as according to capital works and asset management plans for: buildings, fleet, furniture, IT assets, jetties, lighting, natural areas, parking meters, parks, paths, public art, recreation equipment and roads)

Measuring progress at the strategic level

The Community's aspirations and priorities

For the Strategic Community Plan: People, Places, Participation 2016 - 2026

QUALITY OF PLACE

Results:

- ▶ 97% of residents are satisfied with the City of Melville as a place to live¹
- ▶ 83% of businesses are satisfied with the City of Melville as a place to operate their business¹

QUALITY OF LIFE

Results:

- ▶ 94% of residents are satisfied with their quality of life²

CUSTOMER SATISFACTION

Results:

- ▶ 90% of residents are satisfied with the City of Melville as a governing organisation¹
- ▶ 71% of businesses are satisfied with the City of Melville as a governing organisation³

1. 2016 City of Melville Residents Perceptions Survey. Results at the 95% confidence level, +/-5%
 2. 2015 City of Melville Wellbeing Survey. Results at the 95% confidence level, +/-5%
 3. 2016 City of Melville Business Perceptions Survey. Results at the 95% confidence level, +/-10%
- all above surveys available on the City of Melville website

Business Excellence

The City facilitates continual improvement in efficiency and effectiveness of service delivery by benchmarking against best practice and identifying areas of strength and opportunities for improvement.

Results:

- | | |
|---|--|
| <ul style="list-style-type: none"> ▶ Externally audited and accredited to: <ul style="list-style-type: none"> ▶ ISO 9001: Quality Management System ▶ ISO 14001: Environmental Management System ▶ AS/NZS 4801 Occupational Health and Safety Management Systems | <ul style="list-style-type: none"> ▶ Externally audited and certified to: <ul style="list-style-type: none"> ▶ ICCS 2015 - 2020: International Customer Service Standard ▶ Gold Level against the Australian Business Excellence Framework (external assessment) |
|---|--|

RESOURCES (Capacity to deliver)

Financial

Financial resources are planned for in the annual budget, as adopted by Council, and the 10 year Long Term Financial Plan. These documents are available on the City of Melville website.

Physical Assets

The condition of assets are assessed through technical assessments and also from a user perspective. Customer feedback on assets is solicited both on an ad-hoc basis, and biennially through the Perceptions Survey on the City's products and services (available on the City of Melville website).

Asset Management Plans, typically projecting 25 years, ensure assets are maintained, refurbished and replaced at appropriate intervals to ensure continuity of services in line with community expectations. The projected expenditure for the assets informs the Long Term Financial Plan.

The City has Asset Management Plans for each class of asset: buildings, fleet, drainage, furniture, Information Technology and Communications (ICT), jetties, lighting, natural areas, parking meters, parks, paths, public art, recreation equipment and roads.

Workforce

Human resources are planned for in the annual budget and organisational structure. The City's Workforce Plan (internal document) captures the longer term planning for projected changes to composition and expertise areas of the workforce to meet and deliver organisational objectives into the future.

QUICK FACT

The Asset Renewal Funding Ratio (ARFR) indicates whether the City has the financial capacity to fund asset renewal as required and continue to provide existing levels of service.

The best practice target is 95% -105%¹

In 2014-2015, the City meets this with an ARFR of 99.8%

(Technical definition: The ARFR is the ration of the net present value of asset renewal funding in the 10 year Long Term Financial Plan relative to the net present value of project renewal expenditure identified in the asset management plans for the same period.)

QUICK FACTS

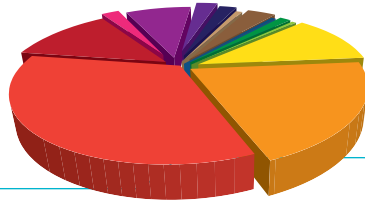
1. Local Government is responsible for around a third of the public sector's non-financial assets, however has just over 3% of the national taxation revenue²
2. The replacement value of the City of Melville's assets at 30 June 2015 is approximately \$1.08 billion³
3. The City's largest capital expenditure in 2014-2015 was roads (approx. \$8.12 million), following by parks & foreshores (approx. \$4.18 million)³

1. Dept of Local Govt. Integrated Planning and Reporting Advisory Standard 2016
2. Australian Local Government Association – 2015 Business Papers of the National General Assembly of Local Government
3. City of Melville 2014-15 Long Term Financial Plan

2016/2017 Operating Income

\$19,757,894

In 2016/2017, the City of Melville will generate \$19.76 million in operating revenue other than rates.



- Grants - Operating \$162,665
- Subsidies, Donations & Contributions \$269,821
- Sponsorships \$89,833
- Planning & Building \$2,214,160
- Community Safety Service, Rangers & Compliance \$3,871,989
- Recreation Services \$6,778,656
- Lease Management \$2,424,600
- Parks & Works \$486,378
- Waste Services \$1,642,545
- Other Operating Revenue \$514,081
- Self-Supporting Loans \$472,196
- Other Fees & Levies \$133,300
- Recoup Income \$697,670

The City takes an integrated approach to sustainable financial management through the continual review of the Long Term Financial Plan, Asset Management Plans and Workforce Plan.

Explanatory notes:

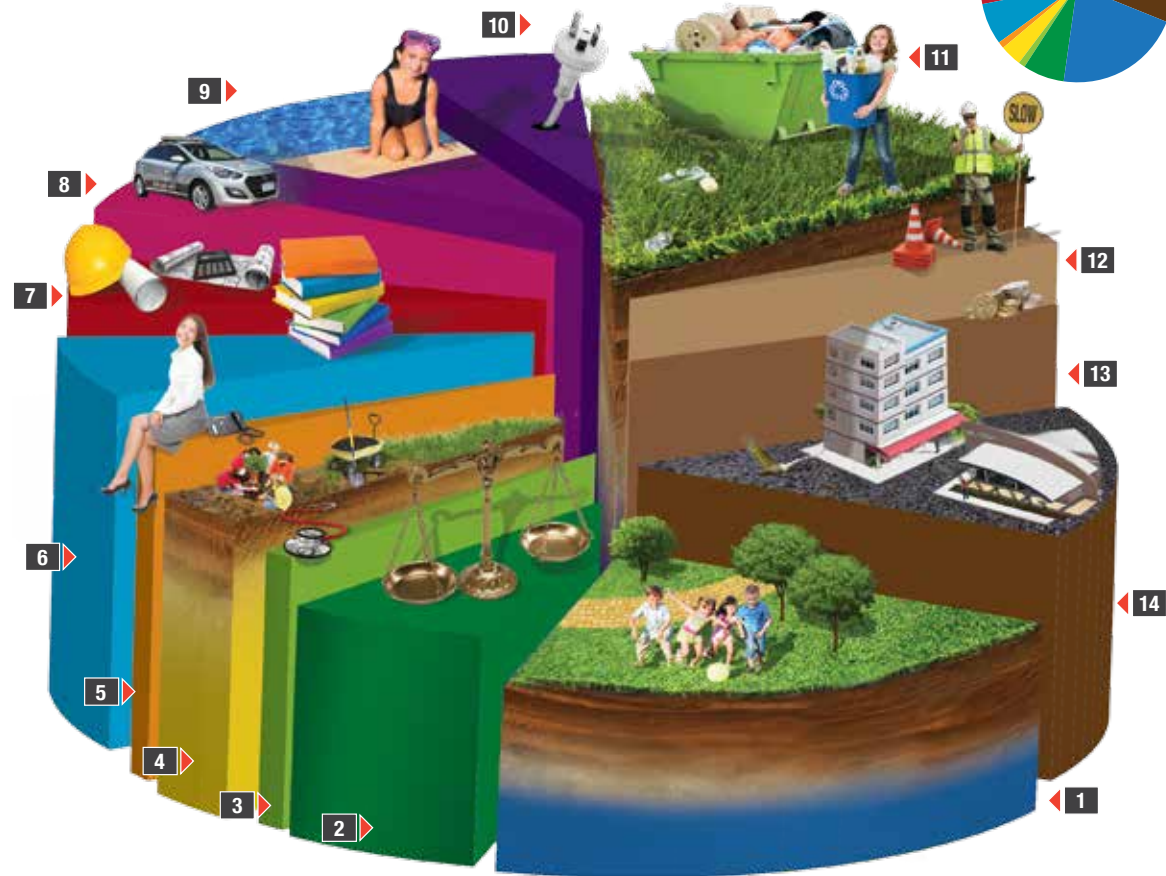
In alignment with legislative requirements (the Local Government Act 1995 and Financial Management Regulations), the City of Melville Council adopts a 12 month budget annually for the upcoming financial year. The City also has a 10 year Long Term Financial Plan for projected income and expenses, which necessarily has certain assumptions, such as interest rates. The annual budget for the next financial year is drawn from the Long Term Financial Plan, assumptions reviewed and the annual budget subsequently finalised and adopted by Council. The annual budget and Long Term Financial Plan are available www.melvillecity.com.au/about-melville/council-information/financial-information/budget

Difference between operating expenditure and capital expenditure: Operating expenditure relates to the ongoing, day-to-day expenses of the organisation, whereas capital expenditure relates to the refurbishment or purchase of assets. As example, annual software licencing fees are an operating cost, whereas the purchase of computers is a capital cost.

Reserve funds are similar to a saving account, where money is put aside to fund future expenditure. Reserves facilitate the City to achieve intergenerational equity so that benefits and costs are matched as best we can. For example, having a library available for residents in 2016-2017 means that we put some income from 2016-2017 in a reserve so that when major refurbishments are required in a few decades, the citizens of the City in that future time do not bear all the cost of the refurbishment.

Where does the money go?

Expenditure per \$100



1	Parks, Streetscapes & Environmental	\$21.10	8	Rangers & Community Safety Service	\$4.38
2	Corporate Governance	\$7.07	9	Recreation	\$9.33
3	Public Health	\$1.11	10	Underground Power	\$6.07
4	Community Development	\$3.56	11	Waste Management	\$16.71
5	Customer Administration	\$1.08	12	Street Maintenance	\$1.99
6	Library & Cultural Services	\$6.90	13	Future Funds to be Used	\$0.16
7	Planning & Building	\$5.55	14	Infrastructure	\$14.99

Figures shown are netted values, rounded to two decimal points.









City of
Melville

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National Relay Service (hearing/speech impaired)

Tel 133 677 (TTY) 1300 555 727 (speech relay)

www relayservice.com.au

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Please call 1300 635 845 and quote the publication name.



STUDIO/BOX