

Strategic Community Plan

2017 – 2027





Contents

1	Introduction	4
2	How to use the Strategic Community Plan	5
3	Subiaco snapshot	7
4	Our vision	9
5	Key focus areas	11
	Focus area one: Our sense of community	11
	Focus area two: Parks, open spaces and places	14
	Focus area three: Subiaco as a destination	17
	Focus area four: The built environment	20
	Focus area five: An effective and integrated transport system	23
	Focus area six: Council leadership	26
6	Implementation and measuring success	29

Introduction

In 2011, Think2030 was launched - the largest community visioning project the City of Subiaco has ever undertaken. A wide range of activities were carried out, with the aim of involving all sectors of the community, including children, young people, residents, workers and visitors. Almost 4000 people took part in Think2030 providing more than 29,000 ideas. The process involved extensive engagement with the community about where they would like to see the community heading into the future and how to work together to achieve a shared vision.

The community visioning project reinforced the strong connection and passion the community has for its city and created the city's Strategic Community Plan.

What is the Strategic Community Plan?

The Strategic Community Plan is the overarching document that will guide the future direction of the City of Subiaco community. The plan is broad and has a long term focus, with strong emphasis on the community's aspirations, priorities and vision for the future. It is the community's plan and many stakeholders will contribute to its implementation. The City of Subiaco is one critical stakeholder, but it will take a collective effort from the city, community, State Government and other groups and organisations to achieve the shared vision.

The plan will inform all of the city's operational plans including the city's Corporate Business Plan. In essence, the day to day operations of the city will be in line with the implementation and achievement of the objectives and strategies of this plan.

2016 Strategic Community Plan review

The State Government's Integrated Planning and Reporting Framework requires all Western Australian local governments to have a ten-year Strategic Community Plan that clearly links the community's aspirations with the council's vision and long-term strategy.

It is a requirement that the Strategic Community Plan be reviewed every four years to ensure that the community's values and priorities are kept up-to-date and the plan remains relevant.

The initial Think2030 project was carried out in 2011, to define the community's vision and create the City of Subiaco Strategic Community Plan, which was adopted in April 2012. A review of the plan took place in 2016, also under the Think2030 name. Through this process, the city reported on the progress of the original Strategic Community Plan and asked for feedback from the community. More than 1600 comments were received.

The 2016 review was in line with the State Government's Integrated Planning and Reporting Framework and ensures the plan is not a static document, but rather that the city ensures it continues to reflect the community's priorities.

Corporate Business Plan

The city's Corporate Business Plan will be updated following the adoption of the reviewed Strategic Community Plan. Its purpose is to deliver on the Strategic Community Plan and outlines the city's key priorities and actions over the next four years for each of the six focus areas identified in the Strategic Community Plan.

How to use the Strategic Community Plan

The Strategic Community Plan is intended to be a resource to help guide policies, strategies and actions that relate to the city.

The plan outlines an overall community vision and is structured around six key focus areas identified by the community as part of the Think2030 community visioning process. Each focus area has an associated vision, objectives, strategies and outcomes.

Each focus area also includes ideas for the future, which are a set of ideas suggested by the community during the Think2030 visioning and review process.





A model for each key focus area

Focus area vision

An overarching statement that describes the future desires of the community.



Objectives

Statements that describe what the community wants to achieve.



Community outcomes

The end result for the community once the strategies have been successfully implemented and the objectives achieved.

Who will contribute

Key partners who will work together, and alongside the City of Subiaco to deliver the plan.

Strategy

Describes the actions required to achieve the objectives.



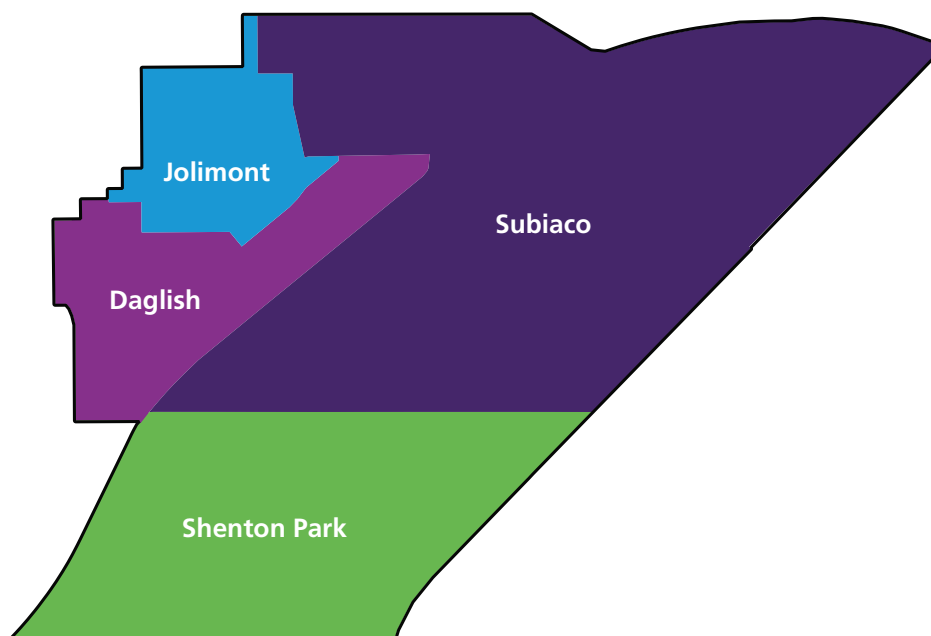
Subiaco snapshot

The City of Subiaco is known for its aesthetic appeal, heritage charm and village atmosphere. It is vibrant and dynamic, while still maintaining a peaceful lifestyle. The city's neighbourhoods are characterised by their lush and leafy appearance, well presented streetscapes and houses and beautiful parks. The commercial and recreational precincts are lively and diverse, drawing local, national and international visitors who come to enjoy all that Subiaco has to offer.

The city is established on the traditional homelands of the Nyungah people who were the custodians of this land long before the first European settlers arrived. In 1851 a group of Benedictine Monks, whose founder came from Subiaco, Italy, settled in the area and named their monastery New Subiaco. In 1952, following the introduction of a railway line and significant housing, retail and industrial development, the area was officially gazetted as the City of Subiaco.

With a total of 6 square kilometres, the City of Subiaco is located in the metropolitan area of Perth and includes the suburbs of Subiaco and Daglish, and parts of Jolimont and Shenton Park.

Over 17,000 residents call the city home and bring with them a diverse mix of age groups and cultural backgrounds.



Notes: The City of Subiaco experienced a boundary change on 1 July 2016 as a result of the City of Perth Act. The area south of Aberdare Road (parts of the suburbs of Nedlands and Crawley, including The University of Western Australia) transferred from the City of Subiaco to the City of Perth.

On 1 July 2017, 30 properties in the Town of Cambridge were transferred to the City of Subiaco through an agreed boundary change.



9000

residential dwellings



1000

commercial premises



More than

20 000

workers in the city each day

Points of interest within the City of Subiaco:

- 30 parks and reserves, including twenty-three playgrounds and one skate park
- A major centre for employment with approximately 20 000 employment positions
- Two public hospitals, with three public and private hospitals bordering the city
- Three primary schools and one high school

Big themes

When we think about what the City of Subiaco will look like in 2030, we need to think about the big themes that will affect our community in the coming years.

- Housing increase
- New developments
- Town centre vibrancy
- Subiaco Oval precinct
- Princess Margaret Hospital site
- Sustainability

Ideas for each focus area have been identified through the 2011 consultation and reassessed by the community through the 2016 review process. They are identified under each focus area section.

Our vision

In 2030 the City of Subiaco is a unique, popular and welcoming place. The city celebrates its rich history, while embracing the diversity and vitality of the present. The parks, public spaces, events and recreational opportunities are easily accessible and promote a healthy and happy lifestyle for all.

There is a diverse range of local businesses and entertainment that contribute to a lively atmosphere.

The city faces the challenges of the future with strong leadership, an innovative approach and an emphasis on community values and voices. Sustainability is at the core of the community and underpins the city's operations.





Our sense of community



Since 2012, the city has worked towards achieving the original vision, objectives and strategies of the plan for **Focus area one: Our sense of community**.

Within this focus area the following has occurred:

- Retained Lords as a city owned and operated community recreation centre and upgraded the facility in 2014
- Brought public art to our streets and laneways, including sculptures, murals and temporary installations
- Subiaco Museum delivered six major exhibitions, including the highly commended ANZAC Centenary exhibition *When the Great War came to Subiaco*
- Delivered and reported on our commitments in the Disability Access and Inclusion Plan
- Implemented actions in the Community Safety and Crime Prevention Plan including a secure taxi rank in Hay Street, street lighting improvement program and graffiti removal service
- Developed a Positive Ageing Plan
- Facilitated, trialled and supported a range of community markets
- Provided grants and partnerships to support community wellbeing, including the Subiaco Mens Shed and REACH pop-up health clinics
- Offered more than forty cultural events, talks and activities each year
- Introduced Kaya Subiaco ('Hello Subiaco' in Noongar), an annual program to recognise and celebrate Aboriginal culture
- Refurbished the Subiaco Skate Park
- The Subi Voice of Youth and Subi Kids Crew continued to support and develop our young leaders
- Numerous programs and activities for children, youth, parents, carers, seniors and people with disability
- Provided 200 community grants and partnerships to support local young people, groups and organisations
- Coordinated the prestigious Tim Winton Award for Young Writers, Shaun Tan Award for Young Artists, Local History Awards and Photographic Awards



Focus area one Our sense of community

Following 2016 community consultation, insights over the last four years and looking to the future, the picture for focus area one looks like this:

Our sense of community vision

*Our community is welcoming, diverse and respectful of each other.
We have a strong sense of identity and the city's history is celebrated.*

How we will get there

Objective one:

A sense of identity achieved through an awareness of the city's history.

No.	Strategy	Community outcomes	Who will contribute
1.1.1	Ensure the community's identity and local history is reflected, promoted and celebrated.	A community that is aware, proud and celebrates its history.	<ul style="list-style-type: none">• City of Subiaco• Community• Community organisations/groups

Objective two:

A diverse, inclusive community where all members enjoy health and wellbeing, a sense of belonging and feel safe.

No.	Strategy	Community outcomes	Who will contribute
1.2.1	Facilitate a range of opportunities to foster community health and wellbeing that are accessible and inclusive for everyone.	<p>A city where the broadest community feel welcome, involved and connected with each other.</p> <p>A range of services, facilities, events and programs where people can meet, socialise and feel part of the community.</p>	<ul style="list-style-type: none">• City of Subiaco• Community• Community organisations/groups• State government agencies• Event organisers• Business community
1.2.2	Ensure a range of recreation opportunities for the community	<p>Recreation amenities that foster a sense of community and offers a range of recreation and social opportunities for all ages.</p> <p>Provide an indoor community recreation facility.</p>	<ul style="list-style-type: none">• City of Subiaco• Community
1.2.3	Contribute to a safe environment for the community.	<p>A feeling of safety throughout the city.</p> <p>A sense of being looked out for by the community.</p>	<ul style="list-style-type: none">• City of Subiaco• Community• Business Community• Community organisations/groups• State government agencies• Police

Objective three:

The community is strengthened through the facilitation and support of local networks, organisations and service providers.

No.	Strategy	Community outcomes	Who will contribute
1.3.1	The community is strengthened through its events, programs and public art.	<p>A range of events, programs and public art for all that enhances a sense of community.</p> <p>Facilitate opportunities for private operators to run new and existing markets.</p>	<ul style="list-style-type: none">• City of Subiaco• Community• Business community• Community organisations/groups• Event organisers

Ideas for the future

- More family friendly activities
- Community events and festivals
- Regain, retain and introduce markets
- Keep Lords
- Increase neighbourly interaction and respect
- Community swimming pool

2016 review introduced:

- Pedestrianise Rokeby Road
- More alfresco dining, events, restaurants and small bars
- Diversify nightlife, more brightly lit hip cafes, alternative outdoor gigs
- Public art extended to all laneways off Rokeby Road
- Maintain Subiaco Oval as a resource for community use
- Health and wellbeing to become more of a focus



Parks, open spaces and places



Since 2012, the city has worked towards achieving the original vision, objectives and strategies of the plan for **Focus area two: Parks, open spaces and places**.

Within this focus area the following has occurred:

- Continued to maintain and preserve our open spaces
- Planted 25,000 native plants and more than 1000 street trees
- Developed a significant tree and park tree register
- Installed eight new playgrounds including the award-winning Theatre Gardens nature playspace
- Developed the Rosalie Park Master Plan
- Transformed the landscape at Dom Serra Grove
- One of the only WA local government areas successfully strengthening its tree canopy cover and urban forest
- Developed a range of plans to help protect our natural environment
- Continued the city's Waterwise Council status and saved 100 Olympic-sized swimming pools of water
- Delivered environmental education programs in local schools
- Started an environmental volunteers program
- Actively encouraged environmentally friendly landscaping through a verge development assistance program and the annual Sustainable Verge and Garden Awards
- Supported recreation opportunities for all including age-friendly fitness classes
- Introduced a personal training permit system in the city's parks and reserves to promote active and passive recreation opportunities in line with community expectations



Focus area two Parks, open spaces and places

Following 2016 community consultation, insights over the last four years and looking to the future, the picture for focus area two looks like this:

Parks, open spaces and places vision

We have access to and enjoy a diverse and sustainable range of parks, streetscapes, open spaces and public places.

How we will get there

Objective one:

A sustainable environment that is well-maintained, green and leafy.

No.	Strategy	Community outcomes	Who will contribute
2.1.1	Preserve, enhance and maintain the urban forest.	Streetscapes, parks and public spaces are planted with a variety of well-maintained trees of appropriate species.	<ul style="list-style-type: none">• City of Subiaco• Community• Community organisations/groups
2.1.2	Continue to be at the forefront of supporting sustainable verges.	Verges that contribute to the sustainability of the city.	<ul style="list-style-type: none">• City of Subiaco• Community• Community organisations/groups
2.1.3	Manage the city's parks infrastructure in a way that is sustainable.	Confidence that the city is adopting best practice in the sustainable management of parks infrastructure.	<ul style="list-style-type: none">• City of Subiaco• Community• State government agencies
2.1.4	Continue infrastructure maintenance, renewal and replacement programs.	Well maintained infrastructure assets across the city's parks and public open spaces.	<ul style="list-style-type: none">• City of Subiaco• Community• Business community• Community organisations/groups• State government agencies
2.1.5	Maintain an efficient and sustainable waste and recycling service.	Waste and recycling collected on a regular basis.	<ul style="list-style-type: none">• City of Subiaco• Community• Business community• Community organisations/groups
		Reduced waste to landfill.	<ul style="list-style-type: none">• Community organisations/groups
		Improved resource allocation.	<ul style="list-style-type: none">• Western Metropolitan Regional Council
2.1.6	Be proactive and innovative in its approach to environmental, sustainability and climate change.	<p>Best practice in the management of the city's environment, resource conservation, waste, recycling and green energy.</p> <p>A commitment from the council and the community to a sustainable future.</p>	<ul style="list-style-type: none">• City of Subiaco• Community• Business community• Community organisations/groups• State government agencies

Focus area two Parks, open spaces and places

Objective two:

A wide range of well used parks, streetscapes, open spaces and public places.

No.	Strategy	Community outcomes	Who will contribute
2.2.1	Ensure that parks, streetscapes, open spaces and public places are developed and utilised to maximum benefit for current and future community members.	A broad range of parks, open spaces and public places that meet and adapt to community needs.	<ul style="list-style-type: none">• City of Subiaco• Community• Community organisations/groups• Neighbouring local governments• State government agencies
2.2.2	Promote active and passive recreation opportunities for all ages.	A variety of accessible recreation opportunities and activities.	<ul style="list-style-type: none">• City of Subiaco• Community• Community organisations/groups• Neighbouring local governments• State government agencies

Ideas for the future

- Pocket parks
- Community gardens
- Green spaces with trees and play areas
- Sustainable parklands and open space
- Green open spaces, watered using grey or treated water
- Keep the beautiful tree-lined streets

2016 review introduced:

- Keep planting beautiful shade trees in the streetscape
- Support native planting and planting of community vegetable gardens
- Public artworks in parks
- Outdoor fitness training
- More seating
- More dog parks



Subiaco as a destination



Since 2012, the city has worked towards achieving the original vision, objectives and strategies of the plan for **Focus area three: Subiaco as a destination.**

Within this focus area the following has occurred:

- \$4 million upgrade of Rokeby Road that included streetscape enhancements and raised bays for alfresco dining
- Removed fees for alfresco dining and outdoor trading to help increase vibrancy
- Partnered with Perth International Arts Festival to bring *Subiaco pARK*, *The Future Postal Service* and *blackmarket* to Subiaco
- Developed the See Subiaco brand to promote the Subiaco Town Centre as a retail, hospitality and entertainment destination
- Developed the Economic Development Strategy 2017–2021 in consultation with the local business community to help address economic challenges
- Introduced a business e-newsletter and business foundations workshops for local businesses
- The inaugural Subiaco Street Party in April 2016 attracted 30 000 attendees
- Council supported a twelve month calendar of major events to increase visitation in the town centre
- Established the Subiaco Town Centre Network to promote a positive image of Subiaco and develop initiatives to attract visitors and customers
- Industry leader in the 2015 Community Perceptions Survey in the protection of health, noise and pollution
- Supported more than 130 football games and major events at Subiaco Oval



Focus area three Subiaco as a destination

Following 2016 community consultation, insights over the last four years and looking to the future, the picture for focus area three looks like this:

A unique destination vision

Subiaco is a popular destination for everyone. There is a lively atmosphere, an exciting range of entertainment options and local businesses are well-positioned to generate wealth.

How we will get there

Objective one:

A unique, vibrant and diverse city that is welcoming to residents, workers and visitors.

No.	Strategy	Community outcomes	Who will contribute
3.1.1	Continue to support Subiaco as a hub for arts, culture and entertainment.	The opportunity to attend local events, festivals and other forms of entertainment at a variety of venues. A thriving nightlife that is not just based on bar culture.	<ul style="list-style-type: none">• City of Subiaco• Community• Business community• Community organisations/groups• Event organisers
3.1.2	Work towards establishing the City of Subiaco as a destination of choice.	A town centre that has high visitation to a range of shopping, hospitality and entertainment opportunities. A range of cultural activities and tourist attractions.	<ul style="list-style-type: none">• City of Subiaco• Community• Business community• Community organisations/groups• State government agencies• Event organisers
3.1.3	Inform the community about what is available and what there is to do in the city.	A high awareness of services, facilities and events on offer.	<ul style="list-style-type: none">• City of Subiaco• Community• Business community• Community organisations/groups• Event organisers



Objective two:

To develop the economic sustainability of our city.

No.	Strategy	Community outcomes	Who will contribute
3.2.1	Attract and retain a diverse range of businesses.	Encourage and develop projects that create and support a diverse range of hospitality and retail venues, both indoors and outdoors. Identify opportunities that attract and retain creativity and knowledge-based investments across the city.	<ul style="list-style-type: none"> • City of Subiaco • Business community • Community • Community organisations/groups • Event organisers • State government agencies
3.2.2	Support community led business groups to drive the vibrancy of neighbourhood centres.	A thriving economy, increased visitation and an enhanced atmosphere.	<ul style="list-style-type: none"> • City of Subiaco • Community • Business community • Community organisations/groups
3.2.3	Advocate for living, working and playing in the city.	A connected and accessible city that supports innovation. A safe and vibrant night-time economy.	<ul style="list-style-type: none"> • City of Subiaco • Community • Business community • Community organisations/groups • State government agencies
3.2.4	Take an advocacy role in issues that affect the city.	Local businesses and residents are supported. Work with key stakeholders to develop an outcome for the Subiaco Oval and Princess Margaret Hospital precincts in the best interests of the community.	<ul style="list-style-type: none"> • City of Subiaco • Community • Business community • Community organisations/groups • State government agencies

Our ideas for the future

- More affordable places to have lunch
- A local shopper bus
- More cafes, bars and alfresco dining
- Subiaco as an arts and cultural centre
- Pop-up retail
- Market the city using a range of communications

2016 review introduced:

- Publish a plan showing 'what next' after the AFL moves out
- More 'people space'
- Attracting more flagship events to the area
- More alfresco dining
- More small bars and restaurants
- Night noodle markets in summer



The built environment



Since 2012, the city has worked towards achieving the original vision, objectives and strategies of the plan for **Focus area four: The built environment**.

Within this focus area the following has occurred:

- Improved our drainage and stormwater systems
- Installed bio-filtration on Jersey Street car park and a Gross Pollutant Trap in nearby parkland to minimise flow of pollutants to Mabel Talbot Reserve
- Resurfacing and maintenance of our local road networks
- Managed Roads to Recovery grants and other funding for the preservation of the local road network
- Completed underground power in Shenton Park, making the City of Subiaco the largest local government in Western Australia to underground the entire street level power network
- Maintained our city owned heritage listed buildings
- Developed the Local Planning Strategy to help plan for an increasing population
- Completed the Subiaco Activity Centre Plan to guide the future planning and development of the town centre
- Continued the review of planning policies in preparation for a new Town Planning Scheme
- Introduced a range of heritage incentives and policies including grants, an advisory service and heritage conservation awards
- Declared heritage conservation areas
- Protected a further fifty-nine heritage places by including them on the city's Heritage List
- Established a design review panel to provide expert independent design and architectural input for commercial and town centre developments



Focus area four The built environment

Following 2016 community consultation, insights over the last four years and looking to the future, the picture for focus area four looks like this:

The built environment vision

Our heritage buildings, places and streetscapes are protected and maintained, and new developments have been integrated with a respect for this heritage. The city has planned effectively for the increased residential population and business community.

How we will get there

Objective one:

A built form with heritage value that is recognised, celebrated and protected.

No.	Strategy	Community outcomes	Who will contribute
4.1.1	Support the conservation of heritage places.	Confidence that heritage places are appropriately conserved.	<ul style="list-style-type: none">• City of Subiaco• Community• State government agencies• Developers• Architects
4.1.2	Promote public awareness of heritage places.	A community that is aware of the city's heritage places.	<ul style="list-style-type: none">• City of Subiaco• Community• State government agencies• Developers
4.1.3	Identify and protect significant heritage buildings, places and streetscapes.	Confidence that heritage buildings and the character of the city will be protected.	<ul style="list-style-type: none">• City of Subiaco• Community• State government agencies• Developers• Architects
4.1.4	Ensure new developments are respectful of the built heritage and the character of the streetscapes.	<p>New developments that respect and enhance the existing built form and streetscapes.</p> <p>The character of the city will be reflected in new developments.</p>	<ul style="list-style-type: none">• City of Subiaco• Community• Developers• Architects

Focus area four The built environment

Objective two:

A sustainable city that balances the requirements of an increasing population, whilst maintaining its valued character.

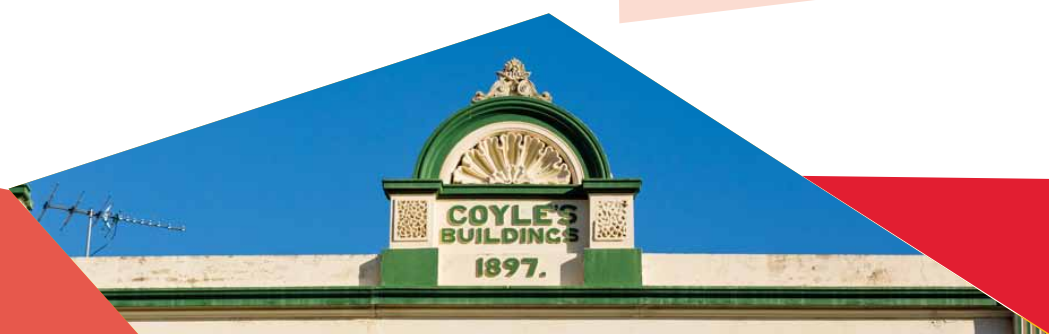
No.	Strategy	Community outcomes	Who will contribute
4.2.1	Identify appropriate locations for increased density, and plan effectively in order to accommodate an increasing population.	New developments are integrated with, and make a positive contribution to, the city. Confidence that the city can appropriately plan for the projected population growth.	<ul style="list-style-type: none"> • City of Subiaco • Community • State government agencies • Developers
4.2.2	Work to ensure appropriate infrastructure exists to support increased density.	Infrastructure provision which meets the entire community's needs.	<ul style="list-style-type: none"> • City of Subiaco • Neighbouring local governments • State government agencies
4.2.3	Investigate and consider opportunities for the development of affordable and diverse housing.	A diverse range of housing options for the broad community. A diverse population residing in the city.	<ul style="list-style-type: none"> • City of Subiaco • State government agencies • Developers • Community
4.2.4	Collaborate with state government agencies to achieve positive development outcomes for the community.	Confidence from the community that the city works collaboratively with external stakeholders in the best interests of the community.	<ul style="list-style-type: none"> • City of Subiaco • Community • State government agencies • Developers

Ideas for the future

- More living in the town centre – more studios and units
- Pedestrianise part of Rokeby Road
- More markets around the city
- Encourage diversity in housing
- Retention of heritage buildings

2016 review introduced:

- Protect heritage
- Grants to help property owners maintain heritage buildings
- More housing
- Remove red tape
- Introduce stricter greener planning processes



An effective and integrated transport system



Since 2012, the city has worked towards achieving the original vision, objectives and strategies of the plan for **Focus area five: An effective and integrated transport system.**

Within this focus area the following has occurred:

- Upgraded twenty known traffic black spots
- Installed local area traffic management at thirteen locations
- Created a city-wide traffic model
- Developed the Parking Strategy 2012-2016 and reviewed our parking policies
- Upgraded 6.2 kilometres of footpaths amounting to 10 000 square metres
- Supported and facilitated initiatives to encourage safe, active and sustainable travel options including the annual Bike to Work Breakfast, winner of the Department of Transport's 2016 Major Bikely Award
- Supported National Ride to School Day, Walk to School Day, TravelSmart to School and Bike Ed classes in primary schools
- Upgraded the Forrest Square shopper car park, a multi-use space that can also be used for events
- Upgraded Jersey Street, Derby Road and Park Street car parks
- Introduced the EasyPark mobile app to all city car parks
- Introduced a three hour free parking trial in the Rowland Street car park
- Developed the Transport, Access and Parking Strategy, a long-term strategy that includes actions such as two-way traffic on Hay Street, reduced speed limits, advocacy for better public transport, simplified parking controls and safer streets for walking and cycling.



Focus area five An effective and integrated transport system

Following 2016 community consultation, insights over the last four years and looking to the future, the picture for focus area five looks like this:

The built environment vision

There is a range of sustainable transport options and supporting infrastructure available, making it easy to get into and around the city.

How we will get there

Objective one:

A transport management system that meets the needs of all users.

No.	Strategy	Community outcomes	Who will contribute
5.1.1	Plan and manage our streets to mitigate congestion, while accommodating the increasing population and developments.	Managed congestion and safety on our roads for all users.	<ul style="list-style-type: none">• City of Subiaco• Neighbouring local governments• State government agencies
5.1.2	Design and maintain our streets acknowledging that they are spaces that connect our community	Streets contributing to a more connected community.	<ul style="list-style-type: none">• City of Subiaco• Community• Business community• State government agencies
5.1.3	Proactively advocate for enhanced public transport services that provide access to, from and within the city.	Increased access and movement with less reliance on private motor vehicles.	<ul style="list-style-type: none">• City of Subiaco• Community• State government agencies• Developers• Architects
5.1.4	Manage a range of parking options and the demand for parking supply.	A parking system that supports the choices people make when selecting their preferred mode of transport.	<ul style="list-style-type: none">• City of Subiaco• Community• Business community• State government agencies



Objective two:

A range of infrastructure to support a sustainable and accessible transport system.

No.	Strategy	Community outcomes	Who will contribute
5.2.1	The provision of public transport infrastructure to enhance public transport networks within the city.	An accessible and efficient network of transport hubs.	<ul style="list-style-type: none">• City of Subiaco• State government agencies
5.2.2	Work to ensure that public transport provides access and benefits the city at all times of the week.	More convenient public transport services.	<ul style="list-style-type: none">• City of Subiaco• Community• Business community• Neighbouring local governments• State government agencies
5.2.3	Manage parking assets to provide the best economic, social and environmental outcomes for the city.	Improved access to the city and its many varied destinations and attractions.	<ul style="list-style-type: none">• City of Subiaco• Community• Business community• State government agencies
5.2.4	Invest in improved pedestrian and cycle networks.	The ability to walk and cycle in and around the city.	<ul style="list-style-type: none">• City of Subiaco• Community• Community organisations / groups• Neighbouring local governments• State government agencies

Ideas for the future

- People friendly streets
- Streets designed to minimise vehicle use
- Reduce traffic flow through CBD
- Bike rentals
- Pedestrian friendly streets
- Light rail links between destinations and facilities
- More parking

2016 review introduced:

- Light rail or trams
- Better public transport
- Extend CAT bus into Subiaco
- Bring back 97 bus on weekends
- Hay Street should be two-way traffic
- More bike lanes
- Set up a bike share program with neighbouring councils
- Weekend bicycle market (for new and used bikes, components, food and coffee)
- Affordable parking/more parking/long term parking



Council leadership



Since 2012, the city has worked towards achieving the original vision, objectives and strategies of the plan for **Focus area six: Council leadership**.

Within this focus area the following has occurred:

- Updated the Code of Conduct for elected members
- Provided governance workshops for elected members
- Redeveloped the city's website to be mobile and accessibility friendly
- 93 per cent overall satisfaction with the City of Subiaco as a place to live in the 2015 Community Perceptions Survey, and industry leader in eleven categories
- Established a Property and Investment Assets Committee and reviewed the city's Property Investment Strategy
- Completed the Carter Lane precinct subdivision
- Introduced sustainability measures including an electric car charging station at Rowland Street, solar and wind turbine park lighting, and solar panels on city buildings
- Updated IntraMaps online mapping tools to provide community access to property and zoning information, aerial imagery, information about parks and more
- Met our obligations relating to Integrated Planning and Reporting
- Navigated the financial impact of the City of Perth Act and continuing to work to be a financially resilient and sustainable local government



Focus area six Council leadership

Following 2016 community consultation, insights over the last four years and looking to the future, the picture for focus area six looks like this:

Council leadership vision

A council that manages competing demands through engagement, accountability and transparency.

How we will get there

Objective:

A leading council that is supported by an excellent organisation.

No.	Strategy	Community outcomes	Who will contribute
6.1.1	The Mayor and councillors provide strong, consistent and decisive leadership.	Community confidence that council is making decisions for the short and long-term benefit of the community as a whole. Council decisions are open and transparent.	<ul style="list-style-type: none">• City of Subiaco• Electors of the city
6.1.2	Actively engage with the community to inform decision making.	Being able to make an informed contribution to local issues. A knowledge of how and when the community can engage in city matters. Consideration of community engagement feedback to inform council decisions that are consistent with the Strategic Community Plan.	<ul style="list-style-type: none">• City of Subiaco• Community• Business community• Community organisations/groups
6.1.3	Be innovative, responsive and maintain a strong customer focus.	A high level of satisfaction with the City of Subiaco's services. The ability to easily and effectively communicate with the city.	<ul style="list-style-type: none">• City of Subiaco• Community
6.1.4	Ensure best practice asset management principles are adopted.	The city's assets are managed effectively and maintained for the benefit of future generations.	<ul style="list-style-type: none">• City of Subiaco• Community• Business community• State government agencies
6.1.5	Create organisational and community culture that is underpinned by financially sustainable practice.	A commitment from the council and the community to a financially sustainable future.	<ul style="list-style-type: none">• City of Subiaco• Community• Business community• Community organisations/groups• State government agencies



Ideas for the future

- More community participation
- More proactive council

2016 review introduced:

- Embrace change and introduce fresh, modern ideas
- Sustainability to be first and foremost in the city's agenda
- Live stream council meetings
- Encourage younger representatives for council
- Listen to and value feedback, and follow through on previous plans and studies
- More solar and wind power
- Better youth engagement
- Increased communication with residents and ratepayers



Implementation and measuring success

The city is committed to implementing the Strategic Community Plan together with the community to achieve the visions set out in the plan.

In order to deliver its part of the plan, and in compliance with the Integrated and Reporting Framework, the city will update its four-year Corporate Business Plan. The Corporate Business Plan is a set of priorities and actions which directly relate to the strategies and objectives outlined in each focus area of the Strategic Community Plan.

A series of informing plans support the Strategic Community Plan and Corporate Business Plan.

The Strategic Community Plan, Corporate Business Plan, operational plans and informing strategies are designed to link together, with the vision and direction set by the Strategic Community Plan.

How will we measure success?

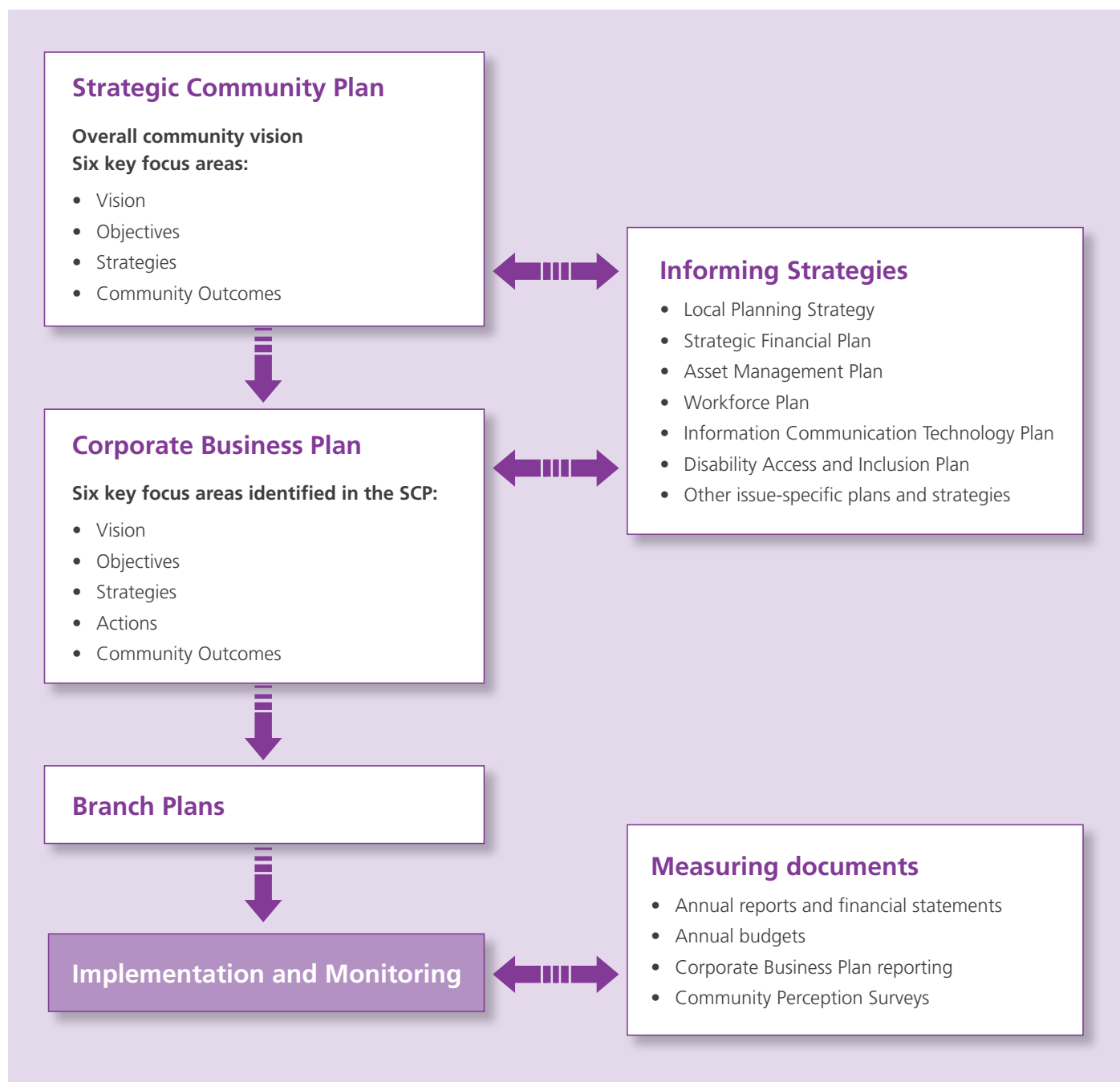
As part of the Integrated Planning and Reporting Framework, the city will conduct a desktop review of the Strategic Community Plan in two years (2019) and a full review of the plan in four years (2021). The city will monitor the plan to track the progress towards achieving the objectives. As part of each two year review, the city will report to the community against the strategies in this document and provide an update to the community on its progress.

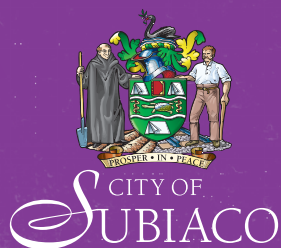
Specific performance measures for each of the strategies in the Strategic Community Plan will be identified in the Corporate Business Plan. The city provides regular and comprehensive reports on the progress of the Corporate Business Plan – quarterly to Council and annually in the city's Annual Report.

To monitor community priorities and sentiment, the city conducts biennial surveys to measure the community's satisfaction with service delivery. Questions in the community perceptions survey will be linked to strategies in the Strategic Community Plan.



The city's model for implementing the Strategic Community Plan





241 Rokeby Road SUBIACO WA 6008
PO Box 270 SUBIACO WA 6904

Phone: 08 9237 9222 Fax: 08 9237 9200

Email: city@subiaco.wa.gov.au Website: www.subiaco.wa.gov.au



The City of Subiaco is committed to protecting the global environment through local action. By printing this publication on 100 per cent recycled paper, the city aims to conserve the resources of the city. The document is available via the Internet at www.subiaco.wa.gov.au.

This information can be provided in alternative formats upon request.