Our Plan for the Future

City of Belmont | Strategic Community Plan 2024-2034

City of Belmont

FUTYR

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Introduction

Welcome to the City of Belmont's Strategic Community Plan. This plan outlines our 10-year vision and key objectives.

More than 1,500 community members and key partners helped to shape this plan in 2024, addressing three key areas:

- Where are we now?
- Where do we want to be?
- How do we get there?

In 2026, the City conducted a minor review to understand if any changes were required. Community feedback from 1,454 community members confirmed that the outcomes and objectives within this Plan continue to be relevant. It also highlighted some successes of the first 2 years of the Plan.

This plan embraces the FUTYR® strategic planning approach, follows the Integrated Planning and Reporting Framework guidelines and satisfies a legislative requirement for all local governments to have a Plan for the Future.

This plan describes:

- A future vision for the City of Belmont
- How the City will achieve and resource its objectives
- How success will be measured and reported

Acknowledgement of Country

The City of Belmont acknowledges the Noongar Whadjuk people as the Traditional Owners of this land and we pay our respects to Elders past, present and emerging.

We further acknowledge their cultural heritage, beliefs, connection and relationship with this land which continues today. We acknowledge all Aboriginal and Torres Strait Islander peoples living within the City of Belmont.

Message from the Mayor

I am proud to introduce the City of Belmont's review of the Strategic Community Plan for 2024 - 2034.

Built on strong foundations, this Plan considers where we are now and where our community aspires to go. It is not a document that sits on a shelf. It is a living, evolving guide that actively shapes our shared future as a City of Opportunity, where everyone can participate, contribute, and experience wellbeing.

More than 1,500 community members shared their ideas, experiences and priorities to help shape this review. I sincerely thank everyone who took part. Your feedback has ensured the Plan remains relevant and grounded in what matters most to our community.

Since its adoption in 2024, the City has made strong progress in turning community aspirations into action.

We have delivered key strategies that support safety, creativity and sustainability, including the new Community Safety Strategy, First Nations Strategy, Arts and Culture Strategy and Urban Forest Strategy.

We also progressed important infrastructure projects, such as Zone 2 of the Wilson Park Precinct and the Ornamental Lakes at Faulkner Park, and commenced work on the Belvidere Streetscape Revitalisation Project, alongside community initiatives that bring people together and strengthen inclusion and belonging.

Looking forward, the Strategic Community Plan sets clear priorities and long-term goals to guide our decisions, investment and services through to 2034.

We are committed to delivering the high-quality services our community relies on while strengthening the foundation for our city's future. Our focus is clear: enhancing community safety, protecting and caring for our environment, investing in infrastructure that serves the needs of our residents, and creating vibrant public spaces where people can connect, participate, and feel a strong sense of belonging. We know that each of these priorities plays a vital role in supporting the mental health and overall wellbeing of our community, because the way our city feels, functions and grows directly shapes the lives of those who call it home.

Finally, I acknowledge the commitment of my fellow Elected Members and the dedication of City staff, led by the Chief Executive Officer, who will be guided by this Plan to ensure the aspirations of our community remain at the heart of everything we do, now and in the years ahead.

Belmont at a glance

Located on Whadjak Noongar Country, along the banks of the Derbal Yaragan (Swan River), people have had a connection with Goorgyp (Belmont) for tens of thousands of years, with the area offering plentiful opportunities to live, trade, and recreate.

Over many generations, Noongar peoples moved through different parts of Goorgyp, through different seasons to follow food at the optimum times of the year. Today, there is growing recognition and respect for Aboriginal cultural heritage, beliefs, and their ongoing connection and relationship with this land. Bilya Kard Boodja Lookout and other landmarks and artworks around the City of Belmont celebrate the area's Noongar heritage.

Situated 6km from Perth City, the City of Belmont offers diverse housing, business and investment opportunities in two riverside suburbs (Ascot and Rivervale), four urban localities (Belmont, Cloverdale, Kewdale, and Redcliffe) and the Perth Airport precinct.

The City of Belmont has been associated with horse racing since 1848 when the first horse race was held at Grove Farm. TRC Walters donated land from his adjoining property for a permanent racetrack, now known as Ascot Racecourse. The West Australian Turf Club was established in 1852.

The Gold Rush in the 1890s brought people through the Belmont district, as people travelled up the Great Eastern Highway (then Guildford Road) to the Goldfields. In response to this growing market, general stores, boarding houses and hotels sprung up along the route. As people returned from the Gold Rush, housing developments grew in the area, prompting churches and schools to be built. The popularity of horse racing grew and in 1897, two new railway bridges and a station next to the racecourse were built. Food production then boomed to address the demands of a growing population, and dairies, piggeries, poultry farms and Chinese market gardens flourished.

Today, the City of Belmont is a thriving municipality of over 45,000 residents with extensive parklands, a number of thriving shopping destinations and major industrial estates, and outstanding public facilities. This includes Ascot Racecourse and surrounding residential stables precinct, the picturesque marina at Ascot Waters and Adachi Park with spectacular views of the Swan River, and Belmont Hub. The Hub is an iconic, state-of-the-art, multi-level community facility that has the museum, library, digital hub, senior citizens club and much more.

Being a city of opportunity, and one that deeply respects and values diversity, the City of Belmont has attracted and welcomed a large population of new migrants. More than 40% of residents were born overseas and 63 languages are spoken across the district. The City hosts various multicultural festivals, events and activities throughout the year to promote and celebrate this diversity. This includes fostering a Sister City relationship with Adachi-ku in Tokyo since 1984.

People

Estimated Residential Population

March 2026

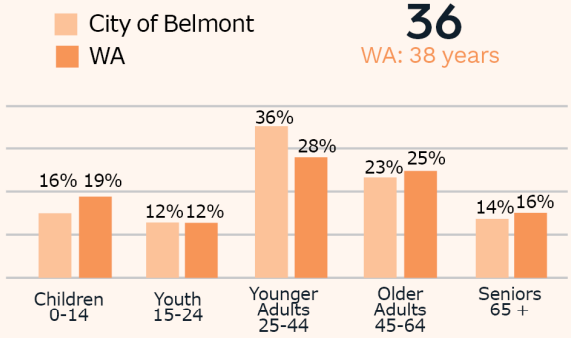
46,890

up 1.61% over 12 months

forecast.id.com.au/belmont

Age Profile

2021, ABS Census



Median Age

2021, ABS Census

36

WA: 38 years

Profound or severe core activity limitation

2021, ABS Census

(excludes not stated)

5.2%

WA: 4.9%

Households that speak a non-English language

2021, ABS Census

(excludes not stated)

33.4%

WA: 19.6%

Aboriginal and/or Torres Strait Islander People

2021, ABS Census

2.7%

WA: 3.3%

Life satisfaction

(Quality of Life)

2025 Markyt® wellbeing scorecard

7.2

Mean score out of 10

Aust: 7.0

(Better life index)

Belonging

(Community Spirit)

2025 Markyt® wellbeing scorecard

42

% agree

Industry average:53%

Safety Index

2025 Markyt® wellbeing scorecard

40

Index points out of 100

Industry average:46

Planet

Urban tree canopy

City of Belmont

Urban Forest Strategy 2025-30

4,710+

Trees planted

14.3%

Canopy coverage

(up 0.9% from 2024/25)

Commodity materials recovered from recycling bins

City of Belmont

Waste Data 2024-25

74%

Green energy

City of Belmont

Annual Report 2024-25

1,107 tonne reduction of CO2 emissions

Water consumption

City of Belmont

Waterwise Report 2024-25

90 kL/person

Target: <125kL/person

Place

Estimated value of building applications

2025
City of Belmont

$458M

Housing diversity

Semi-detached house, townhouse, flat or apartment
2021, ABS Census
(excludes not stated)

34.7%

WA: 19.5%

Median rent

2026
Realestate.com

$693

(avg across the City)

Footpath network

2026
City of Belmont

253 km

Cycle or walk to work

Among employed persons aged 15+, 2021, ABS Census
(base excludes work from home, did not go to work and not stated)

2.5%

WA: 3.5%

Prosperity

Socio-economic indexes for Australia (SEIFA)

2021, ABS Census

985

Rank: 25 out of 30
Perth Local Govenments

Local jobs

NIEIR, 2021

52,692

Unemployment rate

Sept quarter 2025,
Jobs and Skills Australia

4.6%

WA: 3.9%

Top 3 industries of employment

2021, ABS Census (% of local residents)

Health care and social assistance

13.1%

Retail trade

8.6%

Accommodation and food services

8.5%

Completed year 12 or equivalent

2021, ABS

66%

WA: 63%

Volunteering

Among 15+ year olds, 2021, ABS Census
(excludes not stated)

13.2%

WA: 17.2%

Priorities

Priorities naturally shift over time in response to what's happening locally and globally. To ensure the best outcomes for our community, the City of Belmont must stay attuned to changing expectations, adapt to new challenges and opportunities, and plan with the needs of future communities in mind.

Global Priorities

The United Nations' Sustainable Development Goals (SDGs) provide a global roadmap to increase prosperity, end social injustice and poverty, and improve health and wellbeing, while protecting the environment for current and future generations. All 17 goals have been adopted by every UN member state, including Australia. Local Governments, such as the City of Belmont play a vital role in driving progress, by promoting, facilitating and enabling actions that contribute to the achievement of the Goals and their relevant targets within the local community.

Learn more about the SDGs at https://sdgs.un.org/goals.

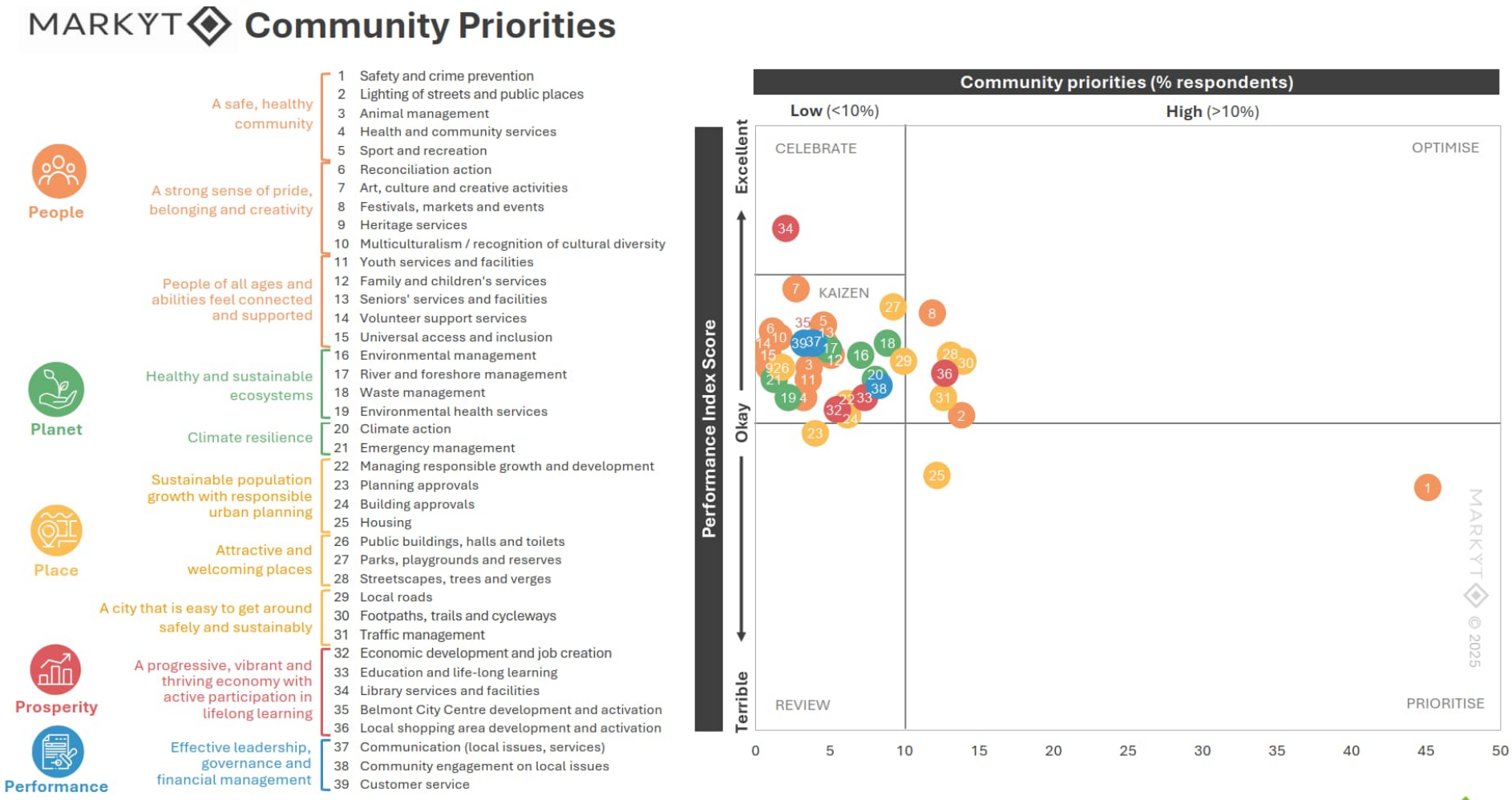
Federal and State Priorities

The City of Belmont works in collaboration with the other tiers of government to deliver tangible benefits to our community. To ensure services remain aligned and effective, the City of Belmont regularly reviews priorities across State and Federal government.

The WA Government's priorities for 2025-2029 focus on Jobs, Health, Housing, Community, Environment, Infrastructure and Services. Learn more about their vision, approach and priorities at https://www.wa.gov.au/government/wa-government-priorities-2025-2029.

Local priorities

To understand local needs and priorities, the City of Belmont commissions regular independent reviews of community and business perceptions. In August 2025, over 1,500 community members completed the MARKYT® Community and Business Perceptions Scorecards. Most services were in the kaizen window, with a need for continuous improvement. Library services were celebrated for their high performance. Identified through this survey, was that the community would like the City to prioritise safety and lighting, and optimise streetscapes, active transport routes (footpaths, trails and cycleways) and local shopping area development and activation.



Q. How would you rate performance in the following areas? Base: All respondents, excludes unsure and no response. (n=varies)
Q. Over the next 10 years, which areas would you mostly like the City of Belmont to focus on improving? Base: All respondents, excludes no response (n = 1,132)

Our Purpose

The City of Belmont enables and motivates the community by creating opportunities for all to truly belong.

In accordance with the *Local Government Act 1995 (WA)*, our purpose is to meet the needs of current and future generations through an integration of social advancement, environmental protection and economic prosperity.

We fulfil our purpose through the following roles:

Lead

We lead community engagement and strategic planning to create a shared vision.

Advocate

We are a voice for the local community on local and contemporary issues.

Facilitate

We enable service delivery through partnerships, funding and other support.

Deliver

We provide infrastructure, services, events and communications to meet local needs.

Educate

We deliver public education programs for improved sustainability and wellbeing.

Regulate

We comply with and enforce legislation, regulations, local laws and policies.

In everything we do, our shared values guide the way we think and behave:

Collaboration

We work together openly and inclusively to achieve shared outcomes.

Community

We put people at the heart of everything we do and build strong relationships to deliver positive outcomes.

Integrity

We act ethically and consistently — doing what we say we will do, even when it's challenging.

Respect

We treat everyone with dignity, empathy and fairness.

Our Vision

City of Opportunity

We will be home to a diverse and harmonious community, thriving from the opportunities of our unique, riverside city.

We have a diverse, harmonious, healthy and active community, where people feel safe and there is a strong sense of connection, belonging and pride in the area.

We care for and responsibly enhance our natural heritage and nature reserves so they can be enjoyed by our community. We are growing our tree canopy and reducing waste, emissions and water use for a more sustainable future.

We are creating green, healthy and well-connected neighbourhoods through responsible urban planning. The City is an exciting and vibrant place to visit with a strong economy bolstered by creativity and innovation.

We seek, listen and value community input into local decisions, and keep the community well informed about what's happening. There is a clear plan for the future, with a strong focus on balancing service delivery and financial sustainability to deliver excellent value for money for our community.

Our Plan for the Future

To achieve Our Vision, the community helped to shape a plan for the future. Within the framework, there are five key performance areas: People, Planet, Place, Prosperity and Performance. In each of these areas the community reviewed and helped to define key outcomes, objectives, major projects and strategic actions.

Key performance areas:

People

People covers all aspects of community health and wellbeing, from youth and senior services, to access and inclusion, sport and recreation, culture and the arts, community safety, responsible pet ownership, volunteering, and ranger services.

Planet

Planet covers all aspects of the environment and sustainability, from the river foreshore and nature reserves to waste and energy management, water conservation, and tree planting.

Place

Place covers the built form, from urban planning and building services, to housing, streetscapes, roads, footpaths, parks, playgrounds, community buildings, toilets, parking and transport.

Prosperity

Prosperity covers all aspects of economic development, place activation, business support services, education and lifelong learning, and library services.

Performance

Performance covers all aspects of leadership and governance, from financial sustainability, risk management, human resources and fleet management, to community engagement, communications and customer service.

Outcomes

The City of Belmont will strive to achieve 11 outcomes across five performance areas.
These outcomes are interrelated and each must be satisfied to deliver excellent overall quality of life.

People

We have a diverse, harmonious, healthy and active community, where everyone feels safe and there is a strong sense of connection, belonging and pride in the area.

Current situation

The City of Belmont continues to be viewed as a good place to live, with 91% of community members rating the area excellent, good or okay.

In the MARKYT® Benchmarking Excellence Program, the City's performance scores were above the industry average in 14 out of 15 areas including family, children, youth and seniors' services, access and inclusion, multiculturalism, and volunteering. The City was seen as an industry leader for art, culture and creative activities.

While self-assessment of general health remained steady and on par with the average score for Western Australia, wellbeing scores for mental health and financial situation improved.

To enhance quality of life the community would like to feel safer, with 29% seeking reduced crime and antisocial behaviour. A further 14% called for more community events, programs and activities, while around 9% wanted greater place activation, support for local shopping and dining precincts and improvements to the appearance of the area.

Recent achievements

Implementing our Strategic Priorities

The adoption of three new strategies in this area represents a significant step in implementing the Strategic Community Plan. The *Community Safety Strategy* focuses on delivering enhanced public safety, the *Arts and Culture Strategy* will advance local creative programs and activation of public spaces, and the *First Nations Strategy* aims to strengthen partnerships with First Nations communities, celebrate cultural heritage, and ensure inclusive participation in city planning and decision-making.

2025 WA Ranger Team of the Year

The City's Ranger Team, were honoured by the WA Rangers Association, winning the *2025 WA Ranger Team of the Year*. The Association noted that their professionalism, teamwork and dedication continued to set an exceptional example for ranger service statewide.

AfterDark Cabaret Series

The inaugural *AfterDark* Performance Lounge in July 2025 saw the Glasshouse transformed into a sleek, intimate cabaret-style venue. Patrons praised the exceptional quality of the performance program, the stunning transformation of the old library space, the affordability and the excitement to have such a premium event in their own neighbourhood.

Free Graffiti Removal

In 2024–25, the City's free graffiti removal service addressed 3,177 reports, with over 93% being cleared within service targets — offensive graffiti within 12 hours and all others within 24 hours — as part of the Citys strong, ongoing commitment to clean, safe public spaces.

What we will keep doing

The City will continue to deliver and support services that contribute to achievement of the People aspiration and outcomes, such as:

- Community Safety Liaison Groups
- Community Watch 24/7 security patrols
- Faulkner Park Precinct Officer
- CCTV Network management (630+ cameras)
- Free security appraisals
- Bicycle and eRideable registration
- Free graffiti removal
- Street and open space lighting
- Responsible pet and animal management
- Public health services
- Community recreation programs and facilities
- Citizenship ceremonies
- Cultural activities
- Museum, heritage and the arts
- Community events
- Community development and engagement
- Family and youth services
- Seniors' services
- Disability access and inclusion
- Volunteer support
- Justice of the Peace

Teams will focus on continuous improvement in these areas. Please refer to the City's website and supporting plans for more details.

Our plan for the future

Desired Outcomes	Objectives	Supporting Strategies and Plans
1 A safe, healthy community.	1.1 Facilitate improved community safety. 1.2 Facilitate community health and wellbeing. 1.3 Grow participation in sport and recreation activities.	Access and Inclusion Plan Active Recreation Strategy Age Friendly Belmont Plan Arts and Culture Strategy Community Infrastructure Plan Community Safety Strategy Environment and Sustainability Strategy First Nations Strategy Multicultural Strategy Public Art Management Plan Public Health Plan Safer Communities Operational Plan Youth Strategy
2 A strong sense of pride, belonging and creativity.	2.1 Respect, protect and celebrate our shared living histories, heritage and cultural diversity. 2.2 Increase recognition and respect for local First Nations peoples, places and stories. 2.3 Increase participation in the arts, creative industries, and community events.	
3 People of all ages and abilities feel connected and supported.	3.1 Support the health and wellbeing of families and children. 3.2 Support young people to flourish. 3.3 Support people to age safely, happily, with dignity and respect. 3.4 Advance opportunities, community participation and quality of life for people of all abilities. 3.5 Grow participation in volunteering.	

What we will do

The City has an extensive list of priority projects in its Corporate Business Plan. Here's a sample of what we will be doing.

Roll out LED lighting upgrades in parks and suburbs where the City owns streetlight infrastructure.

Continue to improve and enhance the City's CCTV network and coverage with a focus on high activity areas.

Progress the Peet Park Redevelopment project, including redevelopment of clubroom facilities and sports lighting.

Partner with leading arts organisations to deliver a high calibre program of performing arts.

Planet

Our natural heritage, including the Derbarl Yerrigan (Swan River) and nature reserves, is being cared for, enhanced and enjoyed responsibly. We are working together to grow our tree canopy and reduce waste, emissions and water use for improved sustainability.

Current situation

To protect the natural environment, support local flora and fauna and help to restore biodiversity, the City maintains 50 hectares of natural areas and completes several environmental restoration and revegetation projects every year.

City performance is above average for sustainability, climate action, river and foreshore management, emergency management and waste management in the MARKYT® Benchmarking Excellence Program.

Performance is on par with other local governments for environmental health management.

When asked about climate change, 44% of respondents reported being highly or very highly concerned, and the biggest impacts were felt to be increased cost of living, impacts on local wildlife and hotter neighbourhoods.

Community members wanted more education and activities that encourage tree planting, renewable energy uptake, and improved energy efficiency. They also indicated support for sustainable transport initiatives.

Recent achievements

New Urban Forest Strategy

In 2025, the City adopted its new *Urban Forest Strategy 2025-2030*, marking a major step in enhancing and protecting our urban canopy. The strategy sets clear objectives for tree planting, preservation of existing vegetation, and biodiversity improvements, while promoting sustainable green spaces that contribute to environmental health, community wellbeing, and climate resilience. It provides a framework for long-term planning, ensuring the city's urban forest continues to thrive for current and future generations.

Garvey Park Ecological Connectivity Upgrade

Taking place over two years, the Ecological Connectivity Upgrade transformed 1.6 hectares of dry grassland into a bushland habitat for native wildlife. The project saw a combination of native and locally occurring species planted across the site, providing an ecological link between Garvey Park's bushland and wetland areas.

FOGO Ready to Go

Phase 2 of the FOGO rollout to multi-unit dwellings was finalised in 2025, improving organics recovery across residential complexes. Phase 3 commenced in early 2026, introducing customised approaches for high-density properties to boost participation and reduce contamination.

Groundwater Use

Flow meters were connected to the City's irrigation software in September 2025, improving groundwater monitoring through real-time usage data to support sustainable water management. In recognition of its waterwise management, the City was re-endorsed as a Gold Waterwise Council in April 2026, and the Manager Parks, Leisure and Environment received the 2026 Waterwise Leadership Award from Water Corporation.

What we will keep doing

The City will continue to deliver and support services that contribute to achievement of the Planet aspiration and outcomes, such as:

- Environmental management
- Environmental monitoring
- Environmental awareness and education
- River and foreshore management
- Ecological monitoring
- Pollution management
- Waste collection
- Water and energy efficiency awareness and education
- Emergency management

Teams will focus on continuous improvement in these areas. Please refer to the City's website and supporting plans and strategies for more details.

Our plan for the future

Desired Outcomes	Objectives	Supporting Strategies and Plans
4 Healthy and sustainable ecosystems.	4.1 Protect and enhance our natural environment. 4.2 Improve management of the Swan River and local waterways. 4.3 Grow the urban forest.	Environment and Sustainability Strategy Foreshore Management Plan Local Emergency Management Plan Public Open Space Strategy Streetscape Enhancement Strategy Stormwater Management Plan Safer Communities Operational Plan Urban Forest Strategy Waste Plan
5 Climate resilience.	5.1 Adopt sustainable practices to reduce waste, emissions and water usage. 5.2 Build our resilience to cope with natural disasters and emergencies, including storms, flooding and fire.	

What we will do

The City has an extensive list of priority projects in its Corporate Business Plan. Here's a sample of what we will be doing.

Undertake at least three major revegetation programs per year in remnant bushlands, the Swan River Foreshore and priority wetlands.

Implement surface water quality monitoring projects to identify priority catchments and methods of reducing nutrients.

Explore more convenient options for community members to dispose of household hazardous waste safely and responsibly in the local area.

Review irrigation design to improve system performance.

Place

Responsible urban planning is helping to create green, healthy and well-connected neighbourhoods with good public facilities, attractive streetscapes and parks, and housing opportunities for everyone.

Current situation

The City's flexible Local Planning Scheme development codes encourage a range of high-quality developments of different types and styles. Overall, the community is happy with urban planning, with 9 out of 10 place performance scores above average in the MARKYT® Benchmarking Excellence Program. The top performers were local roads, responsible growth and development, planning and building approvals, access to housing, streetscapes, trees and verges, and parks, playgrounds and reserves. The one area slightly below average was housing, reflecting going availability and affordability challenges being experienced both locally and across Australia.

A number of place indicators were noted as community priorities including footpaths, trails and cycleways, traffic management and streetscapes, trees and verges.

The community would like more green areas and beautified streetscapes, cycleways, walkways and public transport, less on-street parking, and safer pedestrian and school crossings.

Recent achievements

Bringing the heart to Wilson Park

In December 2025, the City completed The Heart + Playground (Zone 2 of the Wilson Park Precinct redevelopment). This represents the 'Heart' of the precinct and delivers a public space that is welcoming, inclusive, safe and reflective of Rivervale's character by referencing its cultural history whilst also delivering on the expectations of a contemporary public space suited to its users. It includes a series of key elements, including the Town Square, playground and nature play, skate and pump track, and public meeting spaces.

Local Planning Strategy and Local Housing Strategy

Draft Local Planning and Local Housing Strategies were completed and endorsed for advertising in 2025 and are now with the Department of Planning, Lands and Heritage for review, prior to referral to the Western Australian Planning Commission. This major milestone was delivered by the City's Planning team, who were awarded the WA Local Government Planning Team of the Year award by the Planning Institute of Australia.

Ornamental Lakes

The Ornamental Lakes were officially reopened in July 2025, following a complete renewal of the Lakes infrastructure and parklands in Faulkner Park to address deteriorating infrastructure. This project won the Excellence in Water Projects Award from the Institute of Public Works Engineering Australia (WA).

Redcliffe Area Traffic Study

In June 2025 Council endorsed the *Redcliffe Area Traffic Study*, recommending short-, medium- and long-term actions to improve long standing safety and living amenity issues in the Redcliffe area. The short-term improvement works commenced in April 2026.

What we will keep doing

The City will continue to deliver and support services that contribute to achievement of the Place aspiration and outcomes, such as:

- Planning and development
- Urban planning and design
- Sustainability expertise on City's Design
- Review Panel to guide developers
- Community placemaking
- Parks and open space management
- Facility management
- Footpaths and bike paths
- Roads and streetscapes
- Traffic management
- TravelSmart awareness and education

Teams will focus on continuous improvement in these areas. Please refer to the City's website and supporting plans and strategies for more details.

Our plan for the future

Desired Outcomes	Objectives	Supporting Strategies and Plans
6 Sustainable population growth with responsible urban planning.	6.1 Responsible planning and development to enhance liveability, with consideration for supporting infrastructure and services. 6.2 Improve access to safe, affordable and diverse housing options.	Access and Inclusion Plan Activity Centre Planning Strategy Belmont on the Move: Integrated Movement Network Strategy Community Infrastructure Plan Development Area 6 Vision Plan and Implementation Strategy Foreshore Management Plan Golden Gateway Local Structure Plan Great Eastern Highway Urban Corridor Strategy Local Planning Scheme No. 15 Local Housing Strategy LPS15 Local Housing Strategy Supporting Document Public Art Management Plan Public Open Space Strategy Road Safety Management Plan Streetscape Enhancement Strategy Sustainable Transport Plan Sustainable Transport Strategy Trail Development Plan
7 Attractive and welcoming places.	7.1 Provide quality community buildings, halls and toilets. 7.2 Provide attractive green spaces, streetscapes, parks and playgrounds for recreation, relaxation and enjoyment.	
8 A city that is easy to get around safely and sustainably.	8.1 Make our city more enjoyable, connected and safe for people to walk and cycle. 8.2 Deliver a safe, efficient and sustainable road network with supporting infrastructure, including sufficient parking.	

What we will do

The City has an extensive list of priority projects in its Corporate Business Plan. Here's a sample of what we will be doing.

Implement the City's 10 Year Streetscape Upgrade and Renewal Program.

Develop 3, 5 and 10-year Capital Works Programs that identify and align drainage works, median tree planting and other works with required roadworks.

Formalise and implement the planning framework for the Golden Gateway Local Structure Plan.

Deliver the Matheson Road Public Open Space project.

Prosperity

By nurturing creativity and innovation, we have a diverse, dynamic and resilient economy with excellent investment, business development and job opportunities. It is an exciting and vibrant place to visit, with a good range of entertainment, shopping and dining experiences.

Current situation

The City of Belmont has experienced record levels of investment in major residential, commercial and infrastructure projects.

Unique to the City, there are more local jobs (52,692) than residents (43,873)[1]. Work opportunities are mainly located in the Perth Airport precinct, Belmont Business Park, Kewdale Industrial Area, Belmont Town Centre, and Great Eastern Highway Corridor.

Performance scores for economic development, City Centre development, education, and library services were all well above average in the MARKYT® Benchmarking Excellence Program. Local shopping area development and activation improved markedly since the last scorecard to become an industry leader. Library services and facilities continued to be the top performing score for the City.

To improve, businesses would like the City to develop a better understanding of, and response to, challenges facing businesses, such as improving the overall appeal of the area, addressing safety concerns and more business advocacy and support services.

The City was seen as a good place to own and operate a business, with 89% of businesses giving a positive rating and 92% scoring the City as a good place to work.

1 2021 ABS Census

Recent achievements

Visit Belmont

In April 2025, the City launched the Visit Belmont website pages, promoting a wide range of local activities and attractions. Featured sections include *Adventure*, *Stay*, *Dine*, *Nature*, and *Shop* in Belmont, highlighting what the City has to offer, and providing links to local businesses, to encourage visitors to stay longer, and spend across multiple sectors of the economy.

Supporting Local Businesses

Two local businesses received Belmont Business Innovation Grants in 2025, for development of an online platform for low-carbon circular building materials, and a battery cooling system. The City also hosted the 32nd Belmont & WA Small Business Awards, with four Belmont businesses recognised, including the Best New Business Award presented by the Mayor to the Ascot based business, Resourceful Women.

Placemaking and Activation Initiatives

Small-scale activations, beautification projects, and creative initiatives continue to enhance business precincts, including the growing *Stories That Unite Us* project and *Your Neighbour Community Grants*. New wayfinding signs for the Love Street shops were also installed in 2025 under the Activity Centre Strategy and Economic Development Strategy, with more to be installed in future years.

Belmont Hub 5th Anniversary

In October 2025, Belmont Hub celebrated its fifth anniversary with the launch of the Museums 'Get in the Game' exhibition, recognising the City's rich sporting history and decades of sporting champions. The library and museum also reached a major milestone in 2025, with 1 million visitors since the new facilities opened at the Hub in 2020.

What we will keep doing

The City will continue to deliver and support services that contribute to achievement of the Prosperity aspiration and outcomes, such as:

- Economic development
- Place activation
- Business support
- Business Innovation Grants Program
- Small business information sessions
- Belmont Business Advisory Group
- Business networking events
- Sponsorship of business awards
- Involvement in Link WA, a regional partnership with other local governments to strengthen the freight and logistics industry
- Employment, training and job-readiness programs
- Youth training and education programs
- Library services
- Corporate social responsibility initiatives

Teams will focus on continuous improvement in these areas. Please refer to the City's website and supporting plans and strategies for more details.

Our plan for the future

Desired Outcomes	Objectives	Supporting Strategies and Plans
9 A progressive, vibrant and thriving economy with active participation in lifelong learning.	9.1 Attract public and private investment and support the attraction, retention, growth and prosperity of local businesses. 9.2 Plan and deliver vibrant, attractive, safe and economically sustainable activity centres. 9.3 Enhance corporate social responsibility and promote the benefits this brings to both the business sector, the environment and the wider community. 9.4 Facilitate access to quality education and lifelong learning opportunities for all.	Activity Centre Planning Strategy Arts and Culture Strategy Economic Development Strategy Streetscape Enhancement Strategy

What we will do

The City has an extensive list of priority projects in its Corporate Business Plan. Here's a sample of what we will be doing.

Partner with industry to implement the Economic Development Strategy plan of programs, activities and advocacy.

Develop new visitor attractions and marketing campaigns.

Implement the Activity Centre Planning Strategy.

Develop an innovative youth-focused literacy program for individuals aged 12 to 18 that encourages development of a diverse array of literacy skills.

Performance

Local leaders seek, listen and value community input into local decisions, and keep the community well informed about what's happening. There is a clear vision and plan for the future, with a strong focus on balancing service delivery and financial sustainability to deliver excellent value for money from rates.

Current situation

The City has been one of the leading local governments in the MARKYT® Benchmarking Excellence Program in the area of performance for many years, with performance ratings consistently above industry average.

The City's commitment to transparency and accountability is demonstrated through its recognition as a top 10 Band 1 and 2 local government for financial reporting practices.

Communication and community engagement scores improved markedly since the last scorecard, jumping 9 and 10 points respectively. The City's website, enewsletter, Belmont Bulletin and social media also scored highly in the recent MARKYT® benchmarking Excellence Program.

The City was seen as an industry leader for listening and respecting community views and the openness and transparency of Council processes, however the community would like the City to develop further and show a greater understanding of local needs.

Recent achievements

A new look and feel

A refreshed City brand was launched in early 2024 that focused on accessibility and making things easier to understand, since that time the new look has been applied to City channels, signage and publications, including an improved Belmont Bulletin.

Comprehensive Asset Management Review

The City completed a full review and update of its numerous Asset Management Plans using the IPWEA NAMS Plus template for best industry practice. An Asset Management Maturity Audit was also completed, to inform the 2025/26 major review of the City's Asset Management Strategy.

Privacy and Responsible Information Sharing (PRIS)

The City undertook extensive work ahead of 1 July 2026 to meet the new PRIS legislation requirements, ensuring policies, processes, and staff readiness were in place, strengthening privacy protections and responsible information management.

Report & Resolve

In December 2025, the City launched *Report & Resolve*, a mobile-friendly online request platform featuring simple account registration, self-service tracking, and map-based issue reporting. The platform streamlines issue reporting, improves transparency, and enhances response times across all service requests.

What we will keep doing

The City will continue to deliver and support services that contribute to achievement of the Performance aspiration and outcomes, such as:

- Governance
- Business planning and improvement
- Risk management and insurance
- Financial management
- Procurement and contract management
- Land and property management
- Fleet and plant management
- Building services
- Asset management
- City functions
- Information, records and technology
- Human resources
- Occupational safety and health
- Grants management
- Marketing and communications
- Customer service

Teams will focus on continuous improvement in these areas. Please refer to the City's website and supporting plans and strategies for more details.

Our plan for the future

Desired Outcomes	Objectives	Supporting Strategies and Plans
10 Effective leadership, governance and financial management.	10.1 Deliver effective, fair and transparent leadership and governance. 10.2 Manage the City's finances, assets and resources in a responsible manner. 10.3 Embrace technology, creativity and innovation to solve complex problems and improve our city. 10.4 Support collaboration and partnerships to deliver key outcomes for our City.	Asset Management Strategy Asset Management Plans Digital Strategy Engagement Strategy Leadership Strategy ICT Strategic Plan Perth Airport Master Plan Risk Management Framework
11 A happy, well-informed and engaged community.	11.1 Effectively inform and engage the community about local services, events and City matters. 11.2 Deliver the best possible customer service and experiences.	

What we will do

The City has an extensive list of priority projects in its Corporate Business Plan. Here's a sample of what we will be doing.

Complete a major review of the City's Risk Management Framework.

Investigate and implement improvements to Customer Relationship Management (CRM) systems to improve customer experiences.

Investigate the creation of a digital version of the Welcome Pack for new residents.

Migration of data to top tier datacentre(s) for increased security and higher availability of services.

Informing Strategies and Plans

As required by the State Government's Integrated Planning and Reporting Framework and Guidelines, this plan has been informed and is supported by the Long-Term Financial Plan, Asset Management Plans, Workforce Plan, Risk Management Framework and various issue-specific strategies and plans.

Long-Term Financial Plan

The Long-Term Financial Plan is the City's 10-year financial planning document. It is created with consideration for forecast income, cash flow, rate setting, financial position and equity statements. These statements are supported by details of assumptions on which the plan has been developed, projected income and expenditure, scenario modelling and sensitivity analysis, major capital works schedules, and risk assessments of major projects.

Asset Management Plans

Asset management planning helps to ensure assets are created, maintained, renewed, or retired at appropriate intervals to meet service delivery standards and community needs. The City has an overarching Asset Management Strategy and various Asset Management Plans that inform the 10-year Long-Term Financial Plan and Capital Works Program.

Workforce Plan

The Workforce Plan helps to shape the workforce now and for the future. It provides a coordinated approach for resourcing key projects, services, and operations to meet organisational objectives and community priorities. The Workforce Plan profiles the current workforce, considers labour market forces and trends, identifies skill, knowledge and resourcing gaps, advises on recruitment, training and retention strategies to close any gaps, conducts risk assessment and proposes mitigation strategies, and monitors and reports on key performance indicators.

Risk Management Framework

The Risk Management Framework encourages and guides the City to identify, analyse, evaluate, treat, monitor and communicate risks to maximise the potential to achieve goals and objectives and minimise potential for harm or loss. The City integrates risk management practices and procedures into all strategic initiatives, projects, operational processes and day-to-day business practices.

Continuous improvement

The City uses the Australian Business Excellence Framework (ABEF) as a tool to drive continuous improvement. A critical component of the ABEF is the Approach, Deployment, Results and Improvement (ADRI) Learning Cycle. The ADRI Learning Cycle has been incorporated into the City of Belmont's Integrated Planning and Reporting Framework to identify and drive improvement in business practice and performance. The City aims to provide quality products and services and has been internationally certified in the areas of Quality Assurance, Environmental Management and Occupational Safety and Health at its facilities since 2006.

Issue-specific strategies and plans

The City of Belmont has various issue-specific strategies and plans. Several of these plans fulfil statutory requirements such as the Local Planning Framework, Access and Inclusion Plan, Public Health Plan, and Waste Plan. Additional plans and strategies have been created to provide an in-depth review and assessment of options to address local priorities.

The following table lists informing plans and strategies that make up the City of Belmont's management framework, the current status of these documents, and the time frame for review or retirement.

Informing strategies and plans	Lead officer	Statutory requirement	Status	Year adopted / year last reviewed	Review period	Next review, or year to be developed (if new)
INTEGRATED PLANNING AND REPORTING						
1. Strategic Community Plan 2024-2034	Manager Governance & Legal	Yes	Current	2026	Minor 2 yearly Major 4 yearly	Minor 2026 Major 2028
2. Corporate Business Plan 2026-2030	Manager Governance & Legal	Yes	Current	2026	Annual	2027
3. Long Term Financial Plan 2026-2036	Manager Finance	Yes	Current	2026	Annual	2027
4. Annual Budget	Manager Finance	Yes	Current	2026	Annual	2027
5. Risk Management Framework	Manager Governance & Legal	Yes	Current	2026	3 yearly	2029
6. Workforce Plan	Executive Manager People & Culture	Yes	Current	2026	Annual	2027
7. Asset Management Strategy	Manager Design, Assets & Development	Yes	Current	2026	Minor 2 yearly Major 4 yearly	Minor 2026 Major 2028
8. Asset Management Plan | Roads	Manager Design, Assets & Development	Yes	Current	2024	Minor 2 yearly Major 4 yearly	Minor 2026 Major 2028
9. Asset Management Plan | Paths	Manager Design, Assets & Development	Yes	Current	2024		
10. Asset Management Plan | Facilities	Manager City Facilities & Property	Yes	Current	2024		
11. Asset Management Plan | Parks	Manager Parks, Leisure & Environment	Yes	Current	2024		
12. Asset Management Plan | Street Infrastructure	Manager Works	Yes	Current	2024		
13. Asset Management Plan | Drainage	Manager Design, Assets & Development	Yes	Current	2024		
14. Asset Management Plan | Fleet & Plant	Manager Works	Yes	Current	2024		

Informing strategies and plans	Lead officer	Statutory requirement	Status	Year adopted / year last reviewed	Review period	Next review, or year to be developed (if new)
PEOPLE						
15. Access and Inclusion Plan	Manager Economic & Community Development	Yes	Current	2022	4 yearly	2026
16. Active Recreation Strategy	Manager Parks, Leisure & Environment		Current	2026	5 yearly	2031
17. Age Friendly Belmont Strategy	Manager Economic & Community Development		Current	2022	5 yearly	2027
18. Arts and Culture Strategy	Manager Library, Culture & Place		Current	2025	5 yearly	2030
19. Community Safety Strategy	Manager Safer Communities		Current	2025	5 yearly	2030
20. First Nations Strategy	Manager Economic & Community Development		Current	2024	5 yearly	2029
21. Multicultural Strategy	Manager Economic & Community Development		Under Review	2020		2026
22. Public Art Management Plan	Manager Library, Culture & Place		Current	2025	5 yearly	2030
23. Public Health Plan	Manager Safer Communities	Yes	Draft	2026	Annual	2027
24. Safer Communities Operational Plan	Manager Safer Communities		Current	2025	3 yearly	2028
25. Youth Strategy	Manager Economic & Community Development		Current	2019		2026
PLANET						
26. Asbestos Management Plan	Manager City Facilities & Property		Current	2023	5 yearly	2028
27. Environment and Sustainability Strategy	Manager Parks, Leisure & Environment		Current	2023	5 yearly	2028
28. Local Emergency Management Plan	Manager Safer Communities	Yes	Current	2025	5 yearly	2030
29. Mosquito Management Plan	Manager Safer Communities		Under Review	2022	3 yearly	2025-2026
30. Stormwater Management Plan	Manager Design, Assets & Development		Current	2025	3 yearly	2028
31. Urban Forest Strategy	Manager Parks, Leisure & Environment		Current	2025	5 yearly	2030
32. Waste Minimisation Plan - Faulkner Civic Buildings	Director Infrastructure Services		Current	2023	3 yearly	2026
33. Waste Plan	Manager Works	Yes	Current	2021		In-line with release of State WARR Strategy

Informing strategies and plans	Lead officer	Statutory requirement	Status	Year adopted / year last reviewed	Review period	Next review, or year to be developed (if new)
PLACE						
34. Activity Centre Planning Strategy	Manager Planning Services		Current	2025	5 yearly	2030
35. Belmont on the Move: Integrated Movement Network Strategy (to be superseded by the Activity Centre Planning Strategy and Sustainable Transport Strategy)	Manager Design, Assets & Development		Current	2017		*To be retired 2026*
36. Community Infrastructure Plan Parts 1 and 2	Manager Design, Assets & Development		Current	2026	3 yearly	2029
37. Foreshore Management Plan	Manager Parks, Leisure & Environment		Under Develop -ment			2026
38. Great Eastern Highway Urban Corridor Strategy	Manager Planning Services		Current	2025	5 yearly	2030
39. Local Planning Scheme 15 (LPS15) Scheme	Manager Planning Services	Yes	Current	2023	10 yearly	2026-2027
40. LPS15 Local Housing Strategy Supporting Document (to be superseded by the Local Housing Strategy)	Manager Planning Services		Current	2024		
41. Local Housing Strategy	Manager Planning Services		Draft			2026-2027
42. Public Open Space Strategy Part 1 and Part 2	Manager Parks, Leisure & Environment		Current	2025	2 yearly	2027
43. Road Safety Management Plan	Manager Design, Assets & Development		Current	2025	2 yearly	2027
44. Streetscape Enhancement Strategy	Manager Parks, Leisure & Environment		Current	2025	Annual	2026
45. Sustainable Transport Plan (to be superseded by Sustainable Transport Strategy)	Manager Design, Assets & Development		Current			*To be retired 2026*
46. Sustainable Transport Strategy	Manager Design, Assets & Development		Draft	2026	5 yearly	2031
47. Trail Development Plan	Manager Parks, Leisure & Environment		Current	2024		
PROSPERITY						
48. Economic Development	Manager Economic & Community Development		Current	2023	5 yearly	2028
PERFORMANCE						
49. Business Continuity Plan	Manager Governance & Legal		Current	2025	Annual	2026

Informing strategies and plans	Lead officer	Statutory requirement	Status	Year adopted / year last reviewed	Review period	Next review, or year to be developed (if new)
50. Compliance Management Strategy	Manager Governance & Legal		Under Review	2023	3 yearly	2026
51. Cyber Security Incident Management Plan	Manager Information Technology	Yes	Current	2024	Annual	2025
52. Digital Strategy	Manager Information Technology		Current	2024	Annual	2025
53. Engagement Strategy	Manager PR & Stakeholder Engagement		Current	2023	6 yearly	2029
54. Fraud & Corruption Control Plan	Manager Governance & Legal		Current	2026	3 yearly	2029
55. ICT Strategic Plan	Manager Information Technology	Yes	Current	2025	Annual	2026
56. Information Technology Disaster Recovery Plan	Manager Information Technology	Yes	Current	2024	Annual	2025
57. Internal Audit Strategy	Senior Internal Auditor		Current	2026	Annual	2027
58. Leadership Strategy	Chief Executive Officer		Current	2025	5 yearly	2030
59. Recordkeeping Plan	Manager Governance & Legal	Yes	Current	2026	5 yearly	2031
60. Records Disaster Management Plan	Manager Governance & Legal	Yes	Current	2026	Annual	2027
61. WHS Safety Management Plan	Manager Work Health & Safety		Current	2024	2 yearly	2026
62. Workplace Equality & Diversity Plan	Executive Manager People and Culture		Current	2026	2 yearly	2028

Financial Summary

The financial summary provides projected estimates of operating revenue and expenditure, capital projects, borrowings and cash reserves over the next four years. For further information, please see the Long-Term Financial Plan.

Budget to be inserted after adoption at the June 2026 meeting.

Developing and Reporting

The *Local Government Act 1995 (WA)* requires all local governments to plan for the future. As of 2024, the City of Belmont was required to adopt a 10-year Strategic Community Plan, 4-year Corporate Business Plan and Annual Budget that were integrated with asset management plans, a workforce plan and a long-term financial plan.

In 2024, the City embraced the FUTYR® approach to conduct a major review of its Strategic Community Plan and Corporate Business Plan. This is a community-led, integrated and streamlined approach designed specifically for local government. It involved:

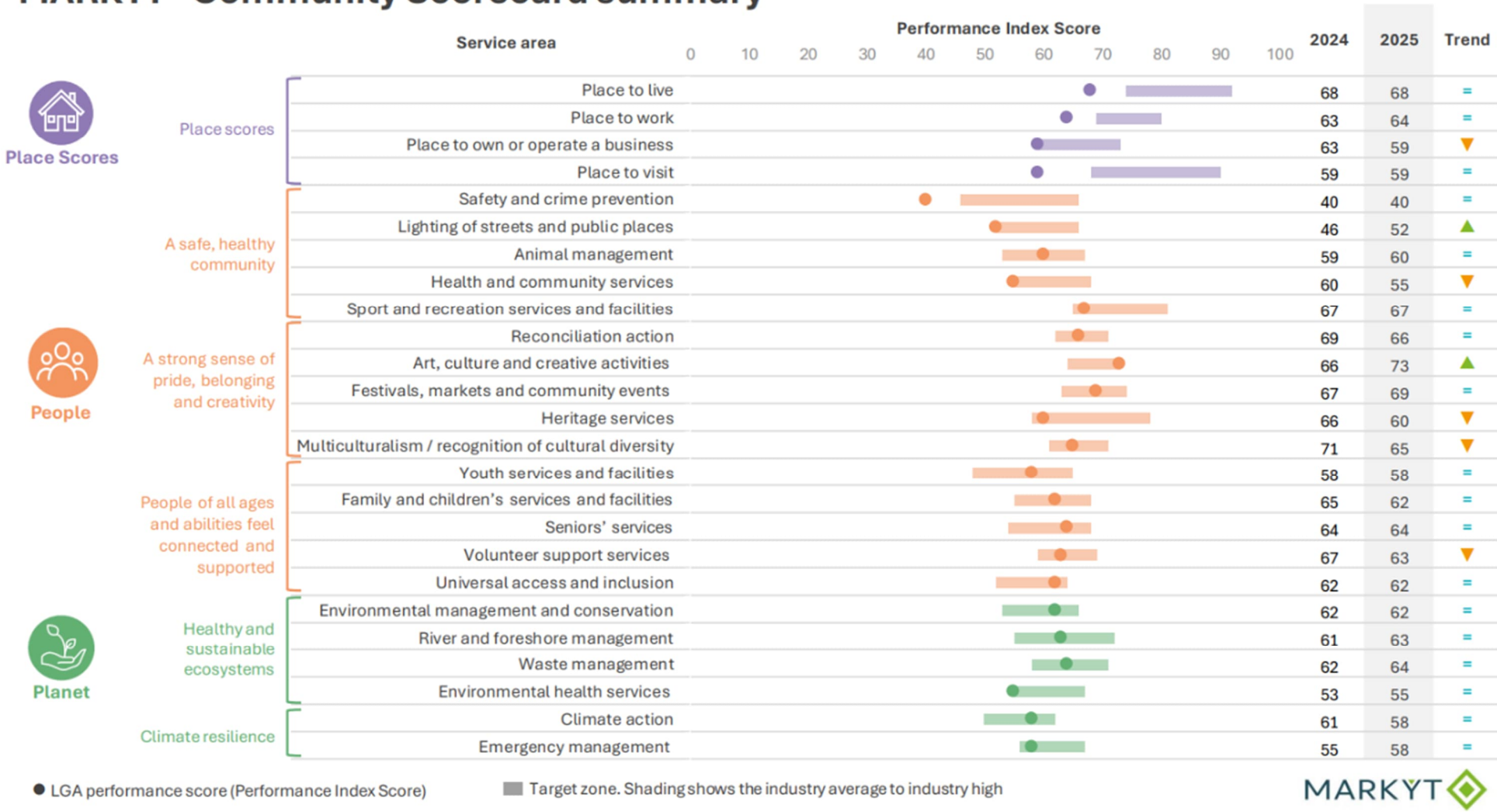
- Desktop research
- Detailed review of current plans and strategies to align and integrate outcomes and actions
- Community survey and benchmarking using the MARKYT® Community Scorecard
- Workshops with councillors, staff, key stakeholders and local community members

In 2026, the City conducted a minor review to understand if any changes were required. Community feedback from 1,454 community members confirmed that the outcomes and objectives within this Plan continue to be relevant. It also highlighted some successes of the first 2 years of the Plan.

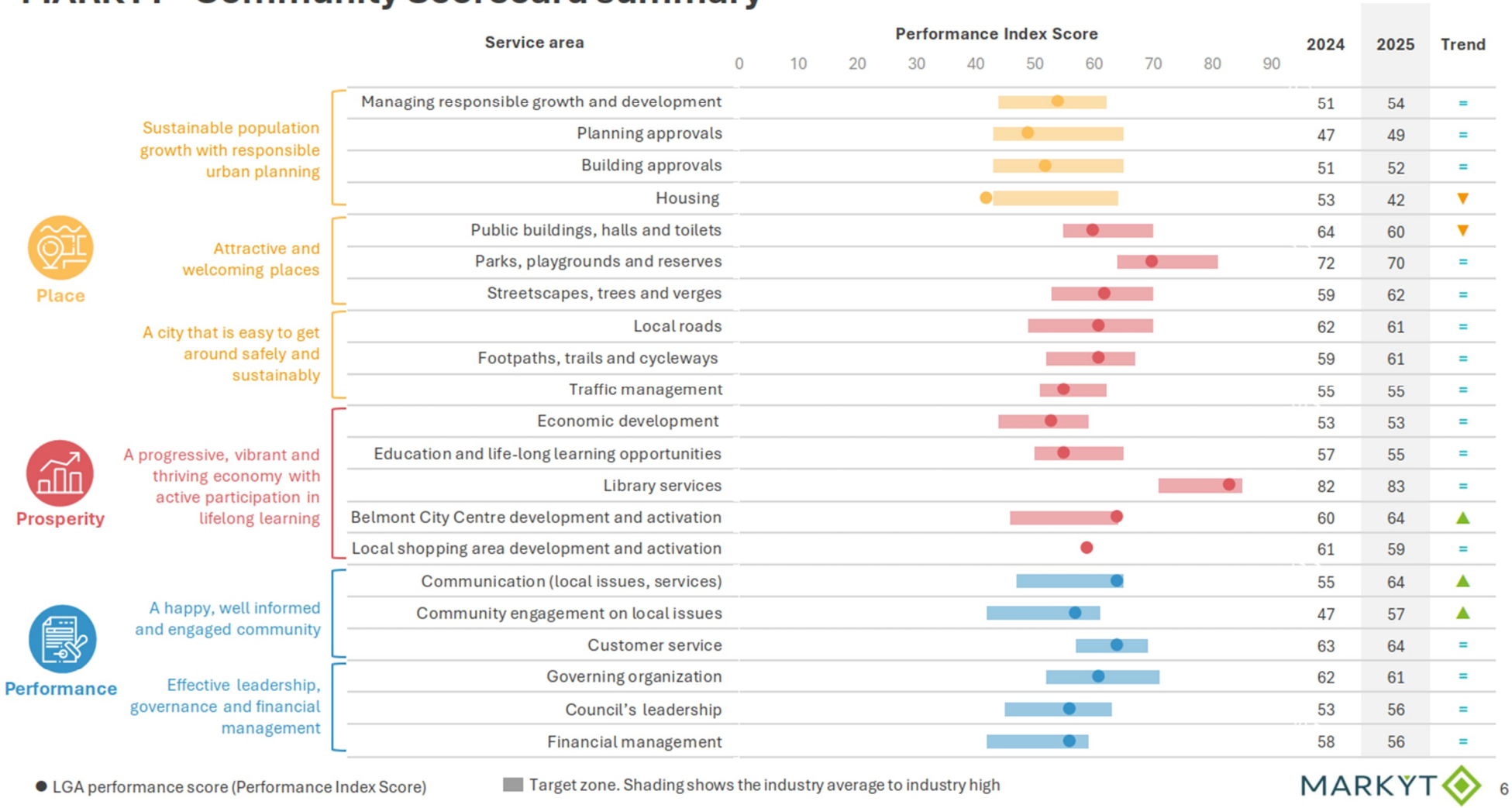
We express our deepest thanks to all community members who assisted in the development of the City's plans. We heard from a good cross section of people in the local community, including youth, families, seniors, people with disability, people with diverse cultural backgrounds, local businesses, and representatives from local community organisations.

To track progress against outcomes in this plan, the City will monitor real and perceived performance levels from various sources. Results will be reported in the Annual Report. Please visit www.belmont.wa.gov.au to access the latest Annual Report.

MARKYT® Community Scorecard summary



MARKYT® Community Scorecard summary



Would you like to share your thoughts and suggestions?

Please reach out to your elected member or the responsible officer at the City of Belmont.

In person: Civic Centre, 215 Wright Street, Cloverdale
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www.belmont.wa.gov.au

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City of Belmont