

# 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, addressing three key areas:

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

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

## Message from the Mayor

As Mayor, I am proud to introduce the City of Belmont's Strategic Community Plan for 2024 to 2034.

This Plan charts a course for our future as a vibrant City of Opportunity, where everyone has the opportunity to belong. It reflects our shared vision, shaped by your feedback and aspirations for the future.

This plan was born from the contributions of over 1,500 community members and key partners who shared their thoughts and lived experiences. I extend my deepest thanks to each one of you. Your insights have been pivotal in creating a plan that truly reflects the values and priorities of our community.

Together, we have crafted a roadmap that not only addresses our immediate needs, but also sets long term goals to ensure a sustainable and vibrant future for all.

As we look ahead, our vision is clear: we will be home to a diverse and harmonious community, thriving on the opportunities of our unique, riverside City.

To achieve this vision, we will be focusing on maintaining the excellent services the City currently provides and building on this strong base with some key projects that our community has told us are important. These include community safety, environmental initiatives, future focused infrastructure and creating attractive, liveable public spaces for everyone.

I am genuinely optimistic about the future as we come together to turn this plan into reality.

Finally, I want to acknowledge the hard work of the Councillors of the City of Belmont and the staff, under the direction of the Chief Executive Officer, who will be guided by this Plan to ensure the decisions we make reflect the aspirations of our City of Belmont community — building a city we can all be proud to call home.



Mayor Robert Rossi

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.

# 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



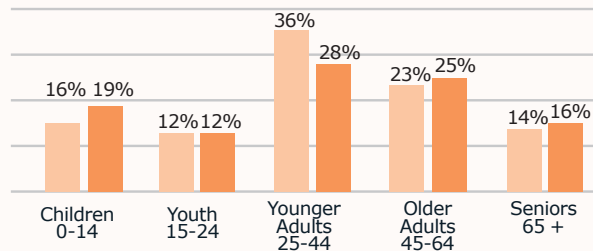
ABS, 30 June 2023

**45,976**

up 3.6% over 12 months

### Age Profile 2021, ABS Census

City of Belmont  
WA



### 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

2023 Markyt® wellbeing scorecard



**7.3**

Mean score out of 10

Aust: 7.3  
(Better life index)

### Belonging

2023 Markyt® wellbeing scorecard



**45**

% agree

Industry average: 54%

### Safety Index

2023 Markyt® wellbeing scorecard



**43**

Index points out of 100

Industry average: 47

## Planet

### Urban tree canopy

City of Belmont  
Annual Report 22/23



**2,629**

Trees planted



**13.4%**

Canopy coverage

### Commodity materials recovered from recycling bins

City of Belmont  
Annual Report 22/23



**77%**

### Green energy

City of Belmont  
Annual Report 22/23

Renewable energy purchased for City contestable sites

**100%**

### Water consumption

City of Belmont  
Annual Report 22/23



**84**

kL/person

Target:  
<125kL/person

## Place

### Estimated value of building applications

2023  
City of Belmont



**\$207M**

### Housing diversity

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



**34.7%**

WA: 19.5%

### Median rent

2021, ABS  
Census



**\$350**

WA: \$340

### Footpath network

2023, City of  
Belmont



**252 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 Governments

### Local jobs NIEIR, 2021

**52,692**



### Unemployment rate

Sept quarter 2023,  
National Skills Commission

**5.2%**

WA: 3.6%

### 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%**

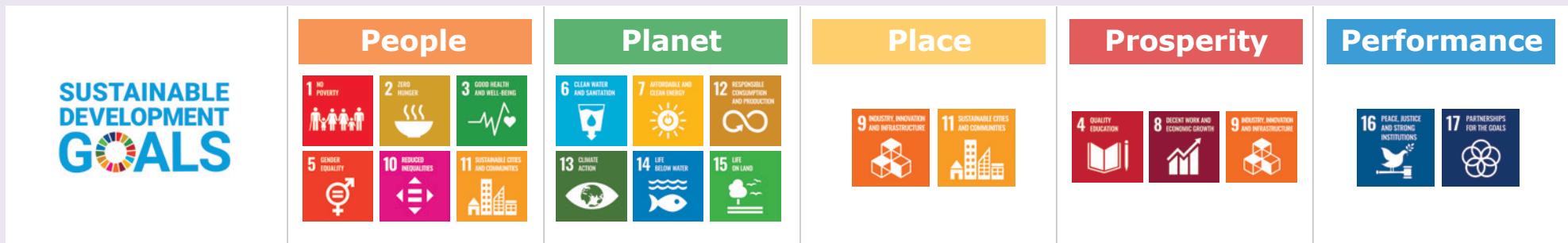
WA: 17.2%

# Priorities

Priorities shift over time in response to what's happening locally and globally. To provide quality of life outcomes, the City of Belmont must stay abreast of and adapt to changes in the political, environmental, social, technological, economic and legal landscape. We must also respond to changing community expectations.

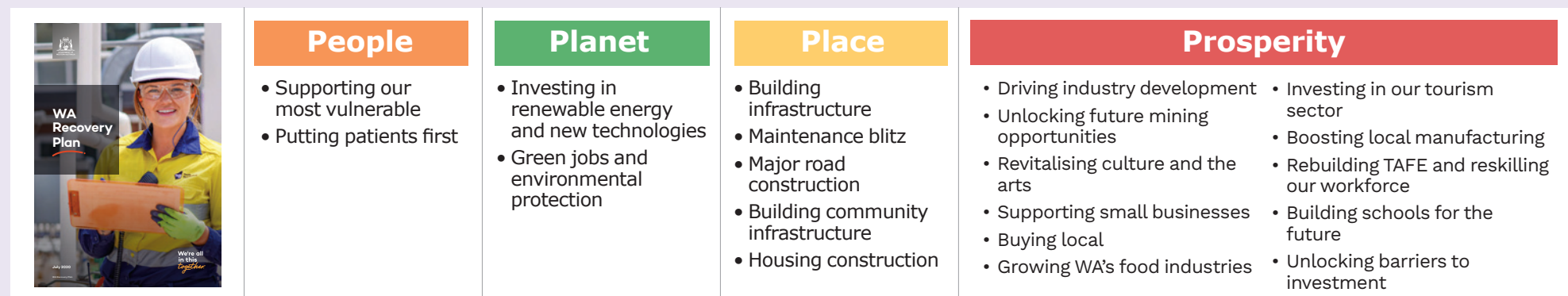
## Global Priorities

The United Nations' Sustainable Development Goals (SDGs) provide a global roadmap to increase prosperity, end social injustice and poverty, and improve health and wellbeing, all while protecting the environment for current and future generations. 17 goals were agreed by all UN member states, including Australia. The City of Belmont will be a catalyst for change, promoting and facilitating the achievement of goals and relevant targets in the local community. Learn more about the SDGs at <https://sdgs.un.org/goals>.



## State Priorities

The State Government of Western Australia has more than 100 agencies, each with their own priorities. The City of Belmont regularly reviews priorities across all areas of government to align service delivery. In response to the COVID-19 pandemic, the State Government of Western Australia prepared a WA Recovery Plan with 20 priorities, listed in the table below.



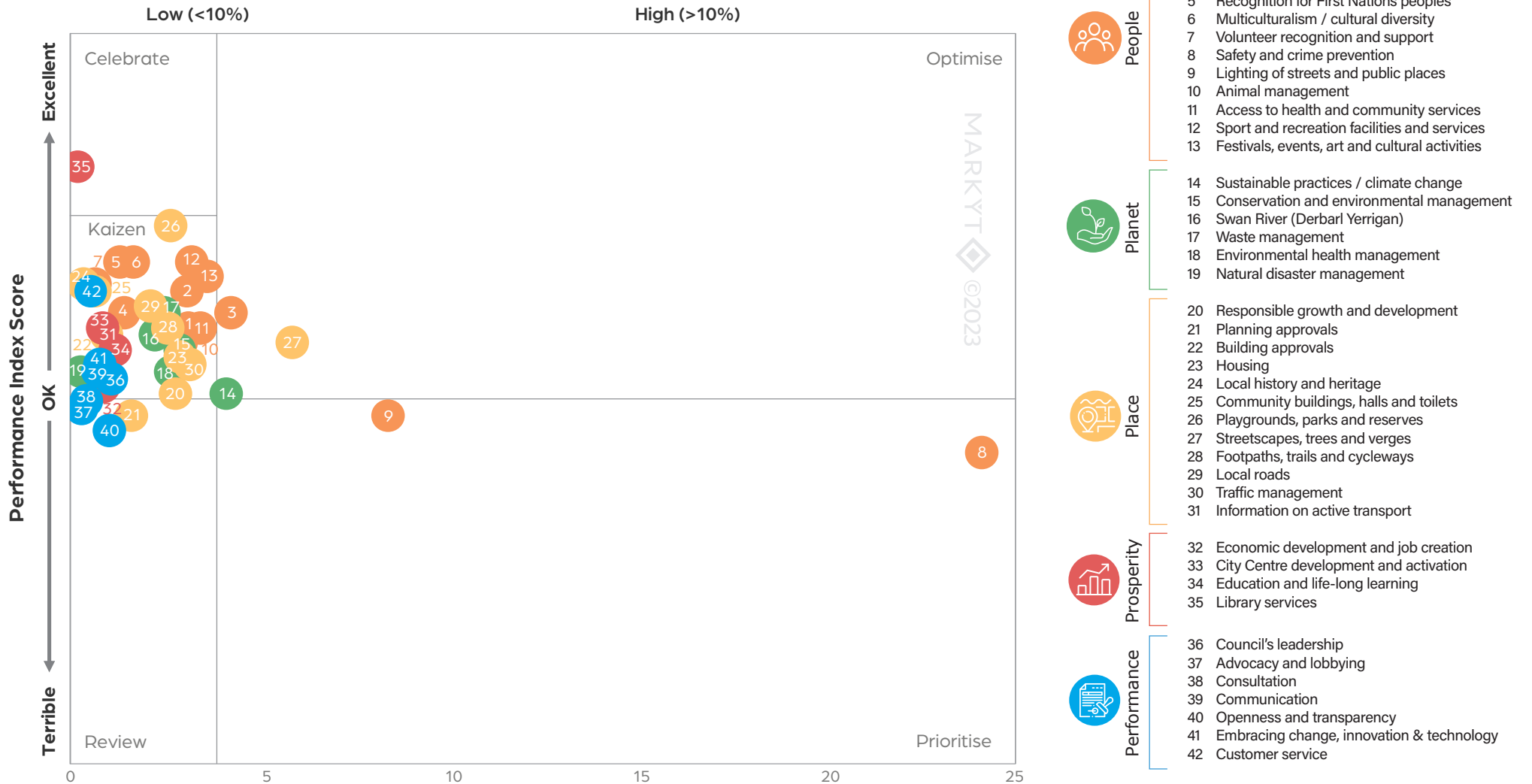


# Local Priorities

To understand local needs and priorities, the City of Belmont commissioned an independent review. In September 2023, 1,126 community members completed a MARKYT® Community Scorecard. Most services were in the kaizen window, with a need for continuous improvement. Library services are celebrated for their high performance. The community would like the City to prioritise safety and lighting, and optimise streetscapes, sustainable practices, and seniors' services.

## MARKYT Community Priorities

COMMUNITY PRIORITIES (% of respondents)



\* Kaizen = provide continuous improvement

# Our Purpose

The City of Belmont exists to enable and motivate 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.



## Deliver

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



## Advocate

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



## Educate

We deliver public education programs for improved sustainability and wellbeing.



## Facilitate

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



## 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:

### Teamwork

People building relationships to work together to achieve common goals.

### Leadership

To focus and inspire people to achieve.

### Integrity

To act in an honest, professional, open and accountable manner.

### Innovation

To create new, innovative and alternative ways of working.

### People Focus

To work safely. To communicate and consult to understand people's needs.



# 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 is 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 well above the industry average for family, children, youth and seniors' services, access and inclusion, multiculturalism, and volunteering.

While self-assessment of general health remained steady and on par with the average score for Western Australia, wellbeing scores for mental health, social relationships, and diet, nutrition and exercise all improved.

To enhance quality of life, the community would like to feel safer with more police presence, lighting, CCTV, and support programs for those at risk from alcohol and other drugs, domestic and family violence, and homelessness. Community members believe substance abuse is the main contributing factor for local crime, followed by poverty and mental health issues.

Community members would like more activities and events to strengthen the sense of belonging, in particular in the suburbs of Belmont and Cloverdale, and among younger adults.

## Recent achievements



### Expanded CCTV Network

Our CCTV network continues to expand, with new cameras installed in high-traffic public areas, including Tomato Lake, Wright Street carpark, Kewdale industrial area, Belvidere Street, Belmont Village, and Belmont Avenue.



### Enhanced ranger services

The City appointed more rangers and upgraded vehicles with GPS, CCTV, and mobile technology. Rangers are now available until 8pm in winter and from 6am to 9pm in summer, including weekends and public holidays.



### Award winning support for people experiencing family and domestic violence

In 2022, the City of Belmont received a national award for the Belmont Safe-Guarding Families Advocacy Service. The award acknowledged the work being done with Belmont Police and RUAH Community Services to support people experiencing family and domestic violence.



### Free security appraisal service

Local residents and businesses can arrange a free security appraisal of their property, and receive free security giveaways, such as alarm padlocks, window shock alarms, sensor lights and personal safety alarms.

## 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 (530+ 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.	<ul style="list-style-type: none"> <li>• Community Safety Strategy 2018-2021</li> <li>• Safer Communities Plan 2020-2023</li> <li>• Recreation Strategy 2022-2025</li> <li>• First Nations Strategy</li> <li>• Multicultural Strategy 2020 and Beyond</li> <li>• Arts and Culture Strategy</li> <li>• Public Art Management Plan</li> <li>• Community Infrastructure Plan</li> <li>• Early Years Program</li> <li>• Youth Strategy 2019 and Beyond</li> <li>• Age Friendly Belmont Plan 2022-2027</li> <li>• Access and Inclusion Plan 2022-2026</li> </ul>
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.



Advocate for Western Power to roll out underground power and SMART streetlighting across the City of Belmont.



Promote 'Eyes on the Street' and 'See Something, Say Something' initiatives and programs.



Investigate redevelopment and expansion options for Abernethy Sporting Precinct and Belmont Oasis Centre.



Review supply, demand and service delivery levels for off-leash dog exercise areas.





# 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, conservation, and river management in the MARKYT® Benchmarking Excellence Program.

Performance is on par with other local governments for waste, environmental health, and natural disaster management.

The community would like more education and incentives to encourage the adoption of sustainable practices, including greater use of green energy sources, light-coloured roofs, rainwater tanks, recycling, active transport, and the retention and planting of more trees and native plants.

Community members welcome the introduction of a FOGO bin system to improve waste management, and request more recycling drop-off points for household hazardous waste.

## Recent achievements



### It's time to FOGO

In 2024, households across the City of Belmont transitioned to our new three bin FOGO system. The initial rollout saw more than 32,000 bins and 16,000 kitchen caddy packs delivered to homes.



### New habitat for native wildlife

Our incredible community volunteers joined us at Garvey Park Bushland for our annual planting day. With their help and enthusiasm, we planted over 1,400 native tube stock across the re-vegetation site, creating over 2,000m<sup>2</sup> of new habitat for our native wildlife.



### Tomato Lake water quality trial

Blue-green algae is a naturally occurring bacteria in warmer summer months. In 2023, we commenced a trial in Tomato Lake using a natural alternative for treatment, hay bales. Barley straw releases a chemical that inhibits the growth of algae as it breaks down in the water.



### Free trees for residents

2023 was our biggest year yet with over 400 residents taking home a new tree as part of our Free Trees for Residents program.

## 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.	<ul style="list-style-type: none"> <li>• Environment and Sustainability Strategy 2023-2033</li> <li>• Urban Forest Strategy (2014)</li> <li>• Canopy Plan 2019-2024</li> <li>• Belmont Foreshore Plan</li> <li>• Streetscape Enhancement Strategy</li> <li>• Public Open Space Strategy 2022-2040</li> <li>• Local Emergency Management Arrangements</li> <li>• Stormwater Management Plan</li> <li>• Safer Communities Plan</li> </ul>
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.



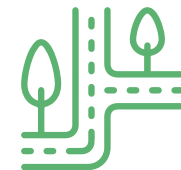
Review and update the Urban Forest Strategy (2014) and Canopy Plan 2019-2024.



Provide foreshore stabilisation works at Esplanade Park, Bilya Kard Boodja Lookout and Garvey Park.



Support the community to successfully transition to a new three-bin FOGO kerbside collection service.



Use Waterwise planting when implementing the Streetscape Enhancement Strategy.







# 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 performance scores for responsible growth and development, planning and building approvals, access to housing, footpaths, local roads, and traffic management all above average in the MARKYT® Benchmarking Excellence Program.

Playgrounds, parks, and reserves are well above average with 94% of community members providing a positive rating.

There is room to improve streetscapes, trees and verges. Rated as the third highest priority, the community would like underground power, more trees, and better verge maintenance to improve overall appearance and attractiveness.

Traffic congestion could also be improved on main roads and around commercial precincts and local schools. The community would like more cycleways, walkways and public transport, less on-street parking, and safer pedestrian and school crossings.

## Recent achievements



### Streetscape Enhancement Strategy

In 2023, Council approved a new Streetscape Enhancement Strategy to facilitate the continued and enhanced provision of safe, high-quality, sustainable, functional, shaded, and healthy streetscapes.



### Low-cost urban road safety program

The City is working with Main Roads WA on a new road safety initiative, the Low-Cost Urban Road Safety Program, to reduce the likelihood of traffic incidents on local roads within the City.



### Playground renewals

The City has been implementing its playground renewal program, with new or upgraded playground equipment at Brearley Ave (South), The Crescent, Morgan Park and Arlunya Park.



### New exercise equipment at Redcliffe Park

A twist trainer, cross trainer, trapeze bar, chest press, leg press, core system, parallel bars, and soft fall exercise markings were installed at Redcliffe Park to help community members achieve their fitness goals.

## 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.	<ul style="list-style-type: none"> <li>• Local Planning Scheme No. 15</li> <li>• Development Area 6 Vision Plan and Implementation Strategy</li> <li>• Great Eastern Highway Urban Corridor Strategy</li> <li>• Golden Gateway Local Structure Plan</li> <li>• Belmont Trust Strategic Plan</li> <li>• Local Housing Strategy</li> <li>• Streetscape Enhancement Strategy</li> <li>• Public Open Space Strategy 2022-2040</li> <li>• Sustainable Transport Plan 2020-2024</li> <li>• Belmont on the Move: Integrated Movement Network Strategy</li> <li>• Access and Inclusion Strategy</li> <li>• Garvey Park Trail Development Plan</li> </ul>
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.



Review Local Planning Scheme No. 15 to ensure appropriate planning controls exist for required land uses and development needs.



Finalise the Local Housing Strategy to plan how and where the City will accommodate the housing needed for predicted population growth.



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



Partner with Main Roads to complete a City-wide transport and traffic modelling study to support planning for future road network infrastructure.





# 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)<sup>1</sup>. 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 all well above average in the MARKYT® Benchmarking Excellence Program.

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

While 89% of businesses gave the City a positive rating as a place to visit, the performance score was 6 points below industry average, representing an opportunity to improve.

<sup>1</sup> 2021 ABS Census

## Recent achievements



### Strong investment in growth

In 2023, the City attracted development applications valued over \$800 million.



### Belvidere Street Revitalisation Plan

Council approved a plan to transform the public space within the Belvidere Street Activity Centre into an active main street. The plan aims to improve activation, balance movement and attract private investment to create an attractive and vibrant hub.



### Stories that unite us

The Stories that Unite Us project captures and shares stories about unique and hardworking individuals who run local businesses in the City of Belmont. The stories aim to raise the profile of local businesses and entrepreneurs and how they brought their ideas to life.



### Wellbeing Economy

In recognition of a need for a more socially and environmentally responsible and sustainable approach to economic development, the City combined its Economic Development Team and Community Development Team.

## 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
<p>9 A progressive, vibrant and thriving economy with active participation in lifelong learning.</p>	<p>9.1 Attract public and private investment and support the attraction, retention, growth and prosperity of local businesses.</p> <p>9.2 Plan and deliver vibrant, attractive, safe and economically sustainable activity centres.</p> <p>9.3 Enhance corporate social responsibility and promote the benefits this brings to both the business sector, the environment and the wider community.</p> <p>9.4 Facilitate access to quality education and lifelong learning opportunities for all.</p>	<ul style="list-style-type: none"> <li>• Economic Development Strategy</li> <li>• LPS15 Commercial Strategy Supporting Document</li> <li>• Activity Centre Planning Strategy</li> <li>• Streetscape Enhancement Strategy 2022-2027</li> <li>• Arts and Culture Strategy</li> </ul>

## 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.



Support the Belmont Business Enterprise Centre to provide business support and recognise business excellence.



Implement the Belvidere Streetscape Revitalisation project.



Launch a Welcome to Belmont Meet Up at Ruth Faulkner Library for residents to connect with their community and find out about the City’s education and lifelong learning resources and programs.



John Christie  
Chief Executive Officer

ROBERT ROSSI JP  
Mayor

Donna D'Alia  
Manager Governance and Legal

James Cherry-Murphy  
Senior Governance Officer





# 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 governance, community engagement, and customer service for many years. Performance ratings are consistently above industry average.

The City is the leading local government for value for money from council rates. A position it has held for several years.

Although ratings for leadership, governance and having a clear vision are well above average, scores have fallen by 8 points, 7 points and 14% points respectively over the past five years.

The community would like the leadership group to demonstrate that it is listening to and respecting residents' views, to develop and show a greater understanding of local needs, and to explain reasons for its decisions and how residents' views are being considered.

The City has good channels for communication, with the website and newsletter getting the highest scores in the MARKYT® Benchmarking Excellence Program. Social media scores above industry average. There is an opportunity to leverage these channels to provide more of the type of content that the community is seeking.

## Recent achievements



### Engagement Strategy

A new Engagement Strategy was developed and launched to improve the way the City reaches, informs and consults different groups in the community about what's happening in Belmont.



### Sister City Special Program Award

"The Adventures of a Belmonster in Adachi-ku" helped to connect the City of Belmont with students in our sister city during COVID-19. This initiative, along with other creative solutions, helped the City to win the Sister Cities Australia Special Program Award.



### Belmont Connect

The City continues to grow and develop the Belmont Connect online platform to provide community members with opportunities to have a say on a range of local projects and issues and help guide Council's decisions.



### Improved access to council meetings

In 2023, the City commenced live streaming council meetings to enable community members and interested stakeholders to log-in from home or wherever they are to conveniently view Council discussions.

## 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

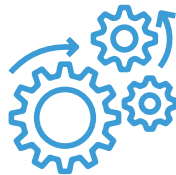
Desired Outcomes	Objectives	Supporting Strategies and Plans
<p>10 Effective leadership, governance and financial management.</p>	<p>10.1 Deliver effective, fair and transparent leadership and governance.</p> <p>10.2 Manage the City’s finances, assets and resources in a responsible manner.</p> <p>10.3 Embrace technology, creativity and innovation to solve complex problems and improve our city.</p> <p>10.4 Support collaboration and partnerships to deliver key outcomes for our City.</p>	<ul style="list-style-type: none"> <li>• Leadership Strategy</li> <li>• Risk Management Framework</li> <li>• Asset Management Strategy 2021-2025</li> <li>• Asset Management Plans</li> <li>• ICT Strategic Plan 2024-2027</li> <li>• Perth Airport Master Plan</li> <li>• Engagement Strategy 2023 and Beyond</li> </ul>
<p>11 A happy, well-informed and engaged community.</p>	<p>11.1 Effectively inform and engage the community about local services, events and City matters.</p> <p>11.2 Deliver the best possible customer service and experiences.</p>	

## 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.



Develop a reporting mechanism to keep Council and the community informed on progress against key actions, projects and performance measures in the Corporate Business Plan.



Automate and optimise City processes using innovative solutions.



Continue to fund, promote and manage the Community Contribution Fund program.



Introduce SmoothRates to give ratepayers an option to make rate payments fortnightly or monthly throughout the year.

# Informing Strategies and Plans

As specified in 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 Councillors and officers 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, Disability 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 or last reviewed	Review period	Next review or to be developed (if new)	Year to be completed or retired
<b>INTEGRATED PLANNING AND REPORTING</b>							
1. Strategic Community Plan	Manager Governance & Legal	Yes	Current	2024	Minor 2 yearly Major 4 yearly	Minor 2026 Major 2028	
2. Corporate Business Plan	Manager Governance & Legal	Yes	Current	2024	Annual	2025	
3. Long-Term Financial Plan 2023 to 2033	Manager Finance	Yes	Current	2024	Annual	2025	2033
4. Annual Budget	Manager Finance	Yes	Current	2024	Annual	2025	
5. Risk Management Plan	Manager Governance & Legal	Yes	Current	2022	3 yearly	2025	
6. Workforce Plan 2023-2026	Manager People & Culture	Yes	Current	2023	Annual	2024	2026
7. Asset Management Strategy 2021-2025	Manager Design, Assets & Development	Yes	Current	2021	4 yearly	2025	2025
8. Asset Management Plan   Land	Manager Design, Assets & Development	Yes	Current	2020	Annual	2024	
9. Asset Management Plan   Road	Manager Design, Assets & Development	Yes	Current			2024/25	
10. Asset Management Plan   Paths	Manager Design, Assets & Development	Yes	Current		Annual	2024/25	
11. Asset Management Plan   Facilities Structure & Equipment 2020	Manager City Facilities & Property	Yes	Current	2020		2024/25	

Informing strategies and plans	Lead officer	Statutory requirement	Status	Year adopted or last reviewed	Review period	Next review or to be developed (if new)	Year to be completed or retired
12. Asset Management Plan   Public Open Space and Irrigation 2018-2020	Manager Parks, Leisure & Environment	Yes	Expired	2018		2024/25-2025/26	
13. Asset Management Plan   Playground	Manager Parks, Leisure & Environment	Yes	Current	2018		2024	
14. Asset Management Plan   Street Infrastructure	Manager Works	Yes	Current	2024		2027	
15. Asset Management Plan   Drainage	Manager Design, Assets & Development	Yes	Current	2024	Annual	2025	
16. Asset Management Plan   Fleet and Plant	Manager Works	Yes	Current	2018		2024	
17. 10 Year Capital Works Program	Manager Finance	Yes	Current	2023	Annual	2024	Ongoing
<b>PEOPLE</b>							
18. Access and Inclusion Plan 2022-2026	Manager Economic & Community Development	Yes	Current	2022	4 yearly	2026	2026
19. Access and Inclusion Implementation Plan 2022-2026	Manager Economic & Community Development		Current	2022		-	2026
20. Age Friendly Belmont Strategy	Manager Economic & Community Development		Current	2022	5 yearly	2027	2027
21. Arts and Culture Strategy	Manager Library, Culture & Place		Draft			2024	
22. CCTV Management and Operations Manual	Manager Safer Communities		Current	2021	5 yearly	2026	
23. Community Safety Strategy 2018-2021	Manager Safer Communities		Under review		3 yearly	2024	
24. First Nations Strategy	Manager Economic & Community Development		Draft			2024	
25. Multicultural Strategy 2020 and Beyond	Manager Economic & Community Development		Current	2020		2025	Ongoing
26. Public Art Management Plan	Manager Library, Culture & Place		Draft	2024	3 yearly	2027	

Informing strategies and plans	Lead officer	Statutory requirement	Status	Year adopted or last reviewed	Review period	Next review or to be developed (if new)	Year to be completed or retired
27. Public Health Plan	Manager Safer Communities	Yes	Current	2024	5 yearly	2026	Ongoing
28. Recreation Strategy 2022-2025	Manager Parks, Leisure & Environment		Current	2022		2024	2025
29. Safer Communities Operational Plan 2024-2027	Manager Safer Communities		Current	2024	On completion	2026/27	2027
30. Youth Strategy 2019 and Beyond	Manager Economic & Community Development		Current	2019		2025	Ongoing
<b>PLANET</b>							
31. Asbestos Management Plan	Manager City Facilities & Property		Current	2023	5 yearly	2028	
32. Canopy Plan 2019-2024	Manager Parks, Leisure & Environment		Current	2019			2024
33. Environment and Sustainability Strategy 2023-2033	Manager Parks, Leisure & Environment		Current	2023	Annual	2024	2033
34. Local Emergency Management Arrangements	Manager Safer Communities		Current	2020	5 yearly	2025	Ongoing
35. Mosquito Management Plan 2022-2025	Manager Safer Communities		Current	2022	3 yearly	2025	
36. Stormwater Management Plan	Manager Design, Assets & Development		Current	2023	Annual	2024/25	Ongoing
37. Urban Forest Strategy	Manager Parks, Leisure & Environment		Current	2024	Annual	2024	
38. Waste Minimisation Plan - Faulkner Civic Buildings	Director Infrastructure Services		Current	2023	3 yearly	2026	
39. Waste Plan	Manager Works	Yes	Current	2021	3 yearly	2024	

Informing strategies and plans	Lead officer	Statutory requirement	Status	Year adopted or last reviewed	Review period	Next review or to be developed (if new)	Year to be completed or retired
<b>PLACE</b>							
40. Activity Centre Planning Strategy	Manager Planning Services		Current			2024	
41. Belmont Foreshore Precinct Plan	Manager Parks, Leisure & Environment		Current	2018		2024	
42. Belmont on the Move: Integrated Movement Network Strategy	Manager Design, Assets & Development		Current			2024/25 - 2025/26	
43. City of Belmont Staff and Visitor Travel Plans	Manager Design, Assets & Development		Current	2021		2024/25	
44. Combined Implementation Plans (Sustainable Transport Plan)	Manager Design, Assets & Development		Current	2023		2024	
45. Community Infrastructure Plan 2022 2040 Part 1	Manager Design, Assets & Development		Current	2022			2040
46. Community Infrastructure Plan 2022 2040 Part 2	Manager Design, Assets & Development		Current	2022			2040
47. Foreshore Management Plan	Manager Parks, Leisure & Environment		Proposed			2024	
48. Local Planning Scheme 15 (LPS15) Scheme Text Updated 14 February 2023	Manager Planning	Yes	Current	2023	5 yearly	2024/25-2025/26	
49. LPS15 Commercial Strategy Supporting Document	Manager Planning	Yes	Current			2024	2024
50. LPS15 Local Housing Strategy Supporting Document	Manager Planning	Yes	Current	2024		2025	
51. Parks Annual Maintenance Plan 2023-2024	Manager Parks, Leisure & Environment		Current	2023	Annual	2024	2024
52. Public Open Space Strategy 2022-2040, Part 1 and 2	Manager Parks, Leisure & Environment		Current	2023	Annual	2024	2040
53. Road Safety Management Plan	Manager Design, Assets & Development		Proposed			2024	
54. Street Tree Plan (Revision 2017)	Manager Parks, Leisure & Environment		Current	2017			2024



Informing strategies and plans	Lead officer	Statutory requirement	Status	Year adopted or last reviewed	Review period	Next review or to be developed (if new)	Year to be completed or retired
55. Streetscape Enhancement Strategy 2022-2027	Manager Parks, Leisure & Environment		Current	2022		2024	2027
56. Sustainable Transport Plan	Manager Design, Assets & Development		Proposed			2024	
57. Trail Development Plan	Manager Parks, Leisure & Environment		Proposed			2024/25-2025/26	
<b>PROSPERITY</b>							
58. Economic Development Strategy 2023-2028	Manager Economic & Community Development		Current	2023			2028
<b>PERFORMANCE</b>							
59. Belmont Trust Strategic Plan	Manager City Projects		Proposed			2025	
60. Business Continuity Plan	Manager Governance & Legal		Current	2023	Annual	2024	
61. Compliance Management Plan	Manager Governance & Legal		Current	2023	3 yearly	2026	
62. Compliance Management Strategy	Manager Governance & Legal		Current	2023	3 yearly	2026	
63. Crisis (Issues) Communication Management Plan	Manager PR & Stakeholder Engagement		Current	2024	3 yearly	2027	
64. Cyber Security Incident Management Plan	Manager Information Technology	Yes	Current	2023	Annually	2024	
65. Digital Strategy	Manager Information Technology		Current	2023	Annually	2024	
66. Information Technology Disaster Recovery Plan	Manager Information Technology	Yes	Current	2023	Annually	2024	
67. Engagement Strategy 2023 & Beyond Implementation Plan	Manager PR & Stakeholder Engagement		Current	2023	3 yearly	2026/27	Ongoing
68. Engagement Strategy 2023 and beyond	Manager PR & Stakeholder Engagement		Current	2023	6 yearly	2029	Ongoing

Informing strategies and plans	Lead officer	Statutory requirement	Status	Year adopted or last reviewed	Review period	Next review or to be developed (if new)	Year to be completed or retired
69. Fraud & Corruption Control Plan	Manager Governance & Legal		Draft	2024	3 yearly	2027	
70. ICT Strategic Plan 2024-2027	Manager Information Technology	Yes	Draft			2024	
71. Information and Knowledge Management Strategy	Manager Governance & Legal		Current	2016			Ongoing
72. Internal Audit Schedule and Plan	Senior Internal Auditor		Current	2023	Annual	2024	
73. Leadership Strategy	Chief Executive Officer		Current	2009		2024	
74. Process Management Strategy	Manager Governance & Legal		Under review				
75. Recordkeeping Plan 2021	Manager Governance & Legal	Yes	Current	2021	5 yearly	2026	
76. Records Disaster Management Plan	Manager Governance & Legal	Yes	Current	2023	2 yearly	2025	
77. Fraud Control Plan	Manager Governance & Legal		Current	2022	3 yearly		2024
78. Stakeholder and Advocacy Plan 2023	Manager PR & Stakeholder Engagement		Current	2023	3 yearly	2026	Ongoing
79. WHS Safety Management Plan 2023-2024	Manager Work Health & Safety		Current	2023	2 yearly	2024	
80. Workplace Equality & Diversity Plan 2022-2024	Manager People & Culture		Current	2022		2024	



# Financial Summary

The financial summary forecasts 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.

	2024-25 \$000s	2025-26 \$000s	2026-27 \$000s	2027-28 \$000s
<b>Day to Day Operations</b>				
Revenue:				
Rates	62,055	65,499	68,807	71,937
Grants, subsidies and contributions	2,958	3,103	3,240	3,366
Fees and charges	10,918	11,452	11,956	12,423
Interest revenue	3,616	3,484	3,799	3,507
Other revenue	675	708	739	768
	<b>80,222</b>	<b>84,246</b>	<b>88,541</b>	<b>92,001</b>
Expenditure:				
Employee costs	(26,860)	(28,337)	(29,754)	(31,093)
Materials and contracts	(32,534)	(35,932)	(36,147)	(38,134)
Utility charges	(1,793)	(1,881)	(1,964)	(2,041)
Depreciation	(11,843)	(11,264)	(12,328)	(13,175)
Finance costs	(438)	(412)	(386)	(360)
Insurance	(882)	(926)	(966)	(1,004)
Other expenditure	(1,435)	(1,505)	(1,571)	(1,632)
	<b>(75,786)</b>	<b>(80,257)</b>	<b>(83,117)</b>	<b>(87,439)</b>
<b>Summary of Capital Projects Planned</b>				
Payments for property, plant and equipment	(2,233)	(5,320)	(15,791)	(17,801)
Payments for construction of infrastructure	(17,980)	(31,590)	(27,642)	(23,994)
Capital grants, subsidies and contributions	3,048	15,103	16,566	17,168
	<b>(17,165)</b>	<b>(21,807)</b>	<b>(26,867)</b>	<b>(24,628)</b>
<b>Borrowings</b>				
B/F borrowings	11,618	10,976	10,310	9,618
Repayments	(642)	(667)	(692)	(719)
Debt outstanding	<b>10,976</b>	<b>10,310</b>	<b>9,618</b>	<b>8,899</b>
<b>Cash Reserves</b>				
Transfers to reserves	(7,565)	(3,886)	(3,895)	(3,475)
Reserve funds used	9,651	11,107	13,703	11,085
Total of cash reserves	<b>84,117</b>	<b>76,896</b>	<b>67,089</b>	<b>59,479</b>



# 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

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](http://www.belmont.wa.gov.au) to access the latest Annual Report.



City of Belmont Community Engagement  <b>80+</b> Supporting plans and strategies	MARKYT Community Scorecard  <b>1,126</b> community members	MARKYT Wellbeing Scorecard  <b>834</b> community members	MARKYT Business Scorecard  <b>120</b> Local businesses	MARKYT VoiceBank  <b>56,716</b> word count of ideas and suggestions	FUTYR Community Workshops  <b>65</b> community members
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The City of Belmont participates in the MARKYT® Benchmarking Excellence Program to monitor and benchmark service levels.

The City aims to be above the MARKYT® industry average and strives to be the industry leader in all areas. This chart shows the City's Performance Index Score out of 100 compared to the MARKYT® Industry Standards.

The preferred target zone is shown as coloured bars.

### Legend

- City of Belmont 2023 performance score
  - City of Belmont 2022 performance score
  - ◐ No change in performance from 2022 to 2023
  - Target Zone. Shading shows industry average to industry high from the MARKYT® Community Scorecard.
- For further information, visit [catalyse.com.au](http://catalyse.com.au)

## 2023 Performance Measures



# 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

Phone: (08) 9477 7222

Email: [belmont@belmont.wa.gov.au](mailto:belmont@belmont.wa.gov.au)

[www.belmont.wa.gov.au](http://www.belmont.wa.gov.au)

 BelmontCouncilWA

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City of  
**Belmont**

