



CITY OF
PERTH

PERTH CAPITAL CITY PLAN

Towards 2036 and Beyond



DRAFT

(Content-only)

February 2026

Design note: Final document to be graphic designed

Design note: Inside front cover

Acknowledgement of Country

The City of Perth kadij kalyakool moondang-ak kaaradj midi boodjar-ak ngala nyininy, Whadjuk Nyoongar yoongar wer bandany Aboriginal yoongar yooarme boodjar-ool. Ngalang woola Boorloo wer Derbal Yerrigan kalyakoorl, wongin kadadjiny wer, wirn-yoodan. Ngalang kadij Birdiya koora wer yeyi moondang-ak kaaradjiny.

The City of Perth acknowledges the traditional custodians of the land we are situated on, the Whadjuk people of the Nyoongar nation and Aboriginal people from other lands. We celebrate the continuing traditions, living culture, and the spiritual connection to Boorloo (Perth) and the Derbal Yerrigan (Swan River). We offer our respects to Elders past and present.

Thank you to contributors

The Perth Capital City Plan has been informed by the aspirations and future priorities of our capital city community which includes our residents, ratepayers, businesses and visitors, as well as a wide range of stakeholders across industry and government.

In developing this Plan, we heard from 2,065 people and organisations on what they love or consider unique about the city, and what they think could be improved now and in the future.

We thank our community for this informative feedback, which has guided the development of this Plan, and ultimately our priorities and future direction as we work towards the Perth of 2036 and beyond.

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Kaya Wanju from the Lord Mayor

Drafting note: To be included following consultation on the Draft Plan

Message from the CEO

Drafting note: To be included following consultation on the Draft Plan

Executive Summary

A City and a capital

As the capital city of Western Australia, Perth / Boorloo plays a unique role in supporting the State's social, environmental, economic and cultural growth.

Perth city sits on the lands of the Whadjuk Nyoongar people, whose deep cultural, spiritual and custodial connection to Boorloo stretches back tens of thousands of years, and continues to shape the identity and character of the city today.

It is the State's leading destination for business, cultural, civic and entertainment offerings and experiences, and attracts the largest mix of people to a single locality each day—from those who work and study in the city centre, to those who visit or call the city home.

The city centre is where major events and cultural institutions cluster, and transport networks converge, creating a level of diversity and complexity that is unique across the metropolitan area.

Western gateway to global opportunity

Perth is the Western gateway to Australia, connected to opportunities and markets around the world, including as a leading resources and energy hub in the Indo-Pacific region.

It is the primary location where major corporates choose to do business and establish head offices, and it plays a critical role in driving the State's economic development.

Iconic destinations, cultural institutions and public spaces

Many of the State's most iconic public spaces and destinations are found at the heart of our capital city, including Kaarta Koomba / Kings Park, the Derbarl Yerrigan / Swan River, and Gumap / Elizabeth Quay.

It is where heritage, culture and the arts meet, with the city centre hosting many of WA's most significant cultural institutions including the historic Perth Town Hall, WA Musuem Boola Bardip, His Majesty's Theatre, Perth Concert Hall, the Art Gallery of Western Australia, the State Theatre Centre of Western Australia and many more.

It is also an emerging centre of learning, anchored by world-class institutions such as the University of Western Australia, the state-of-the-art ECU city campus, State Library of Western Australia, and our award-winning City of Perth Library.

Investment driving long-term economic and social benefit

Perth city's strategic position attracts strong business and development investment that delivers immediate and generational benefits—not only for our district, but for Western Australians across the State.

We're seeing this growth in real time, with cornerstone projects of the \$1.8 billion Perth City Deal—jointly funded by the Australian and Western Australian Governments and the City of Perth—being realised with the opening of the ECU City Campus and the redeveloped WACA Ground this year, and a revamped Perth Concert Hall in coming years.

Our mandate to lead

The City of Perth has a distinctive and influential role in shaping Perth's future as a dynamic, globally connected capital city. This focus is enshrined in the Local Government Act 1995 and the City of Perth Act 2016, which require us to promote and represent Perth on the national and international stage and ensure our capital delivers on its vast potential.

We also support six distinct neighbourhoods—Central Perth, East Perth, Claisebrook, Northbridge, West Perth and Crawley-Nedlands. We have one of the fastest-growing inner-city populations in the country, with a daytime population that swells further with more than 230,000 workers and visitors. Rapid growth in a city that is nearly two centuries old requires careful management and a united vision for the future, supported by our State and Federal counterparts.

Our commitment

As this plan demonstrates, we are committed to supporting our community of residents, ratepayers, businesses and visitors (including workers and students) through the continued and sustainable growth of our leading City of Light.

City of Light snapshot

Perth's role as Western Australia's economic and cultural centre is underscored by a set of powerful capital-city indicators that highlight its scale, productivity and global connectivity.

Design note: To be redesigned to match document as Infographic

A capital context...

- **60%** of the world's population shares the same time zone
- **20 km²** land area including Kings Park
- **\$95B** Gross Regional Product (21% of WA's Gross State Product)
- **\$155B** Economic Output (18.2% of WA's total economic output)
- **\$3.625B** Local Spend 5.35% increase on 2024 and 5th annual increase)
- **\$4.2B** annual spend in the City
- **13,187** businesses
- **241,630** jobs (15% of WA's total jobs)
- **265,433** visitors daily, inc. residents (4% increase on 2024; 4th annual increase)
- **81%** hotel occupancy (2% increase on 2024; 6th annual increase)

Top industries

<i>By economic output</i>	<i>By employment</i>
• Mining (53%) • Professional, scientific and technical services (10%) • Financial and insurance services (9%)	• Professional, scientific and technical services (24%) • Mining (14%) • Public Administration and Safety (12%)

...with a local lens

Viewed through a local lens, the City presents a diverse and vibrant community supported by unique businesses, extensive public spaces, rich cultural and heritage assets and a growing residential population.

- **34,624** residents (exceeding forecast of 32,213)
- **15%** of population are university students
- **59%** renters
- **21,199** rateable properties
- **16,906** off street car bays and **32** carparks
- **20,000+** trees across our streets, parks and carparks
- **5.16 km²** of open space (includes Kings Park)
- **13 km+** of riverfront
- **115 km** of roads and **74kms** of paths
- **120** City of Perth land assets
- **90+** City of Perth buildings and facilities
- **91** City of Perth commercial tenancies
- **73.4%** retailers unique to the City
- **400+** local heritage places
- **400+** Approved events per annum
- **100+** public art works
- **200,000+** visitors to the City of Perth Library

Today's plan for future Perth

Why the Plan is needed

This is a pivotal time for Perth. Our city is experiencing a rate of development and growth unseen for decades, creating new opportunities to enhance life within a progressive, nature-rich and globally admired city.

As our inner city population and visitation numbers grow, the pace of change also presents new challenges in maintaining the liveability, desirability and sustainability of our city centre and neighbourhoods. Already, almost 35,000 people call the City home, but we're aiming for more than 55,000 residents by 2036, and more than 90,000 by 2050.

Given these considerations, it is important that the city is positioned and showcased differently to suburban areas, with policy and investment settings that recognise its function as the State's economic, cultural and civic heart.

Renewing Perth's Strategic Vision

The Perth Capital City Plan: Towards 2036 and Beyond (the Plan) constitutes a major review and renewal of our legislated Strategic Community Plan, but it is much more than a statutory requirement for words on a page.

The Plan is a forward-facing roadmap spanning the next decade and beyond that appreciates and cares for our City's unique identity and specific district needs. It also builds on our strengths by setting clear long-term direction to support Perth's continued growth as a dynamic, resilient and future-ready capital city.

A Coordinated, Accountable Framework

Aligned with Western Australia's Integrated Planning and Reporting Framework, the Plan offers a strong foundation for coordinated action, partnership and investment through clear strategic and unified goals, long-term outcomes, and measurable indicators to track progress. All of which will keep us accountable in our pursuit of a thriving Perth in 2036 and beyond.

The Plan delivers a strategic framework that encompasses and informs us of our strategic and operational work in the short and long term, with outcomes to be realised through our Corporate Business Plan, Asset Management Plan, Workforce Plan, Long-Term Financial Plan and more uniting all actions under one planning framework.

Building a Sustainable, Liveable and Inclusive Future

The Plan acknowledges that the City plays a leading role in fostering environmental, economic and social sustainability – which underpins and informs everything we do, guiding our decisions, our investments, and our long-term stewardship of Perth's future.

In recognising what we love about Perth, the Plan looks to a future that builds on our reputation as one of the most liveable cities in the world, backed by world-class education, cultural vibrancy, quality community infrastructure, sustainable urban design and practices, and inclusive, accessible and high-performing community support systems.

At its heart, this is **a plan about people** that will ensure Perth remains a vibrant, sustainable and welcoming place for all.

Inputs that have shaped the Plan

The development of this 10-year Plan has followed one of the most comprehensive evidence and engagement gathering exercises ever undertaken by the City.

The Plan is informed by emerging trends, cross-jurisdictional research and expert urban design studies, and input from key stakeholders from government and industry. It is infused with engagement data that is enriched by local voices and the lived experiences of our community and City staff, and others who work, study, invest or spend time in our city.

Engagement was undertaken through a range of pop-up sessions, workshops, meetings and surveys, involving all ages and demographics from a cohort of more than 2,000 people. Across each forum, participants were invited to share their vision for Perth in 2036 and have their say on what they value most about the Perth of today. They also spoke on challenges to be addressed, and opportunities to make Perth a world-class capital city across the next decade. For full details on the engagement approach and data, refer to **Appendix 2**.

The community's top priorities and success measures emerged from this process, with some themes extending beyond the City's direct service role—reinforcing our broader responsibilities as a regulator, partner, advocate and facilitator for both our local government area and our capital city.

Importantly, the Plan is built from a strong governance foundation which included a comprehensive review of our previous Strategic Community Plan 2022-2032 and analysis of best practice local government plans. We also considered alignments with State and Federal Government priorities, and other future-focused Perth City studies from other planning organisations.

Together, all of these considerations have supported the development of a unifying, forward-focused plan for future Perth that is grounded in community aspirations, policy alignment and best practice.

Figure 1: Inputs to the Perth Capital City Plan



Figure 2: Key insights from the engagement data

What our community told us

Design note: to be designed as infographic

While many of the themes raised by our community extend beyond the City's direct responsibilities, they highlight areas where we can advocate, influence and work in partnership with State and Federal governments, industry and community organisations to shape positive outcomes for the city.

1. Protect and elevate Perth's natural assets
2. Safety, security and social support are foundational needs
3. Transport, mobility and access are crucial
4. Grow inner-city living to underpin vibrancy, safety and economic development
5. Vibrancy, cultural life and year-round activation are essential
6. Activating and connecting the riverfront to the CBD will be transformational
7. A greener, cooler and climate-ready city is a defining expectation
8. Economic vitality depends on supporting local business
9. Housing affordability and diversity are critical
10. Cleanliness, maintenance and public amenity are essential
11. Enhance the public realm to prioritise pedestrians
12. Address homelessness, mental health and vulnerability through support and coordinated systems
13. Brand Perth with confidence by building on the 'City of Light'
14. Good Council governance, collaboration and transparency are essential
15. Integrated land-use and transport planning should guide growth
16. Adaptive reuse and flexible activation of space can unlock dormant assets
17. Universal accessibility and inclusive design must be embedded across the City
18. Climate action and sustainability (renewables, cooling strategies, circular waste systems) should be embedded in capital programs
19. Public toilets and visitor comfort are essential
20. Bold, signature ideas can lift Perth's distinctiveness

Key challenge	Key opportunity
In recent decades, Perth city has faced growing competition from large suburban shopping centres and entertainment precincts, with these hubs now replicating some of what once made 'going to town' unique. With amenities like public toilets, climate-controlled environments, free parking and a range of retail and dining options, these centres attract convenience-focused customers in high numbers.	Future success relies on strengthening Perth's distinct appeal. As a city grounded in Whadjuk Nyoongar Country, Perth offers experiences shaped by its deep cultural foundations as well as its contemporary character. The city offers qualities found nowhere else—vibrant nightlife, rich arts and cultural programming, heritage places and a unique riverfront setting. These strengths can be further amplified through extended trading hours, curated cultural precincts and activations that encourage people to stay longer and spend more. Perth draws the highest concentration of people who work, study, visit and live in the city, and serves as Western Australia's cultural, civic and entertainment hub—creating a level of vibrancy and complexity unmatched in suburban centres. Given this role, Perth can be positioned differently, with policy and investment settings that reflect its function as the State's economic, cultural and civic heart. By elevating what sets Perth apart, the city can reinforce its place as Western Australia's cultural and social heart.

A new vision and the framework to deliver it

From all of the inputs to the Plan comes a renewed vision for Perth as **the most vibrant, connected and welcoming city in Australia**.

The following Framework outlines the guiding pillars and goals that frame our planning and operations as we work to bring this vision of Perth to life across the next decade and beyond. This Framework is supported by actionable objectives and practical examples of what this Plan will deliver for our community and capital city, with our progress mapped against identified performance measures. This information is detailed in full in the section 'Moving from Plan to Practice' on page 23.

Figure 3: Perth Capital City Plan Framework

Our Vision	Perth: The most vibrant, connected and welcoming city in Australia.	
Our Mission	To lead a sustainable capital city that supports economic prosperity, strengthens communities, and champions environmental stewardship.	
Our Guiding Pillars and Goals		
PILLARS		
1. Liveable Our city is safe, inclusive, vibrant, and well-connected, offering a high quality of life that attracts and retains a growing and diverse population.	2. Prosperous Our City has a clear identity grounded in a dynamic and innovative economic ecosystem.	3. Climate Resilient Our city embraces nature, adapts to climate change, and enhances its environment and public spaces.
Goal 1.1 Safe, welcoming and connected for people to live, work, study and recreate.	Goal 2.1 Thriving business environment that drives growth and investment	Goal 3.1 Healthy natural systems and infrastructure that support biodiversity
Goal 1.2 Distinctive, inclusive and well planned neighbourhoods and communities	Goal 2.2 Skilled, future-ready people who help build a dynamic and innovative and sustainable city economy	Goal 3.2. Resource-efficient, climate-conscious and green
Goal 1.3 Engaging cultural, retail, and hospitality experiences that foster social connection, creativity, and enjoyment	Goal 2.3 A world-class, vibrant city destination with a unified and distinctive identity.	Goal 3.3 Inviting and comfortable public spaces that connect people with nature
FOUNDATIONAL PILLAR		
4. Leading A City that leads with trust, integrity, and accountability		
Goal 4.1 A high-performing organisation		Goal 4.2 Exemplary communication, engagement and collaboration

Making the Plan

Aligning with our role

We are proud custodians of Western Australia's capital city, which gives us unique local government responsibilities spanning social, economic, cultural, environmental and civic life.

We represent our city and State on national and international stages and are required through legislation to shape Perth's future as a dynamic, globally connected capital.

In managing the City, we perform the roles of:

- **Service provider**
We take the lead in delivering services and programs directly to the community
- **Partner**
We work in partnership with others to support the delivery of services and programs for the community
- **Advocate and Facilitator**
We advocate on behalf of the community to influence funding and service delivery for emerging needs, and we facilitate others in providing services and programs
- **Regulator**
We regulate matters related to planning and public health, including licensing and monitoring food premises, ensuring building safety, and overseeing land use

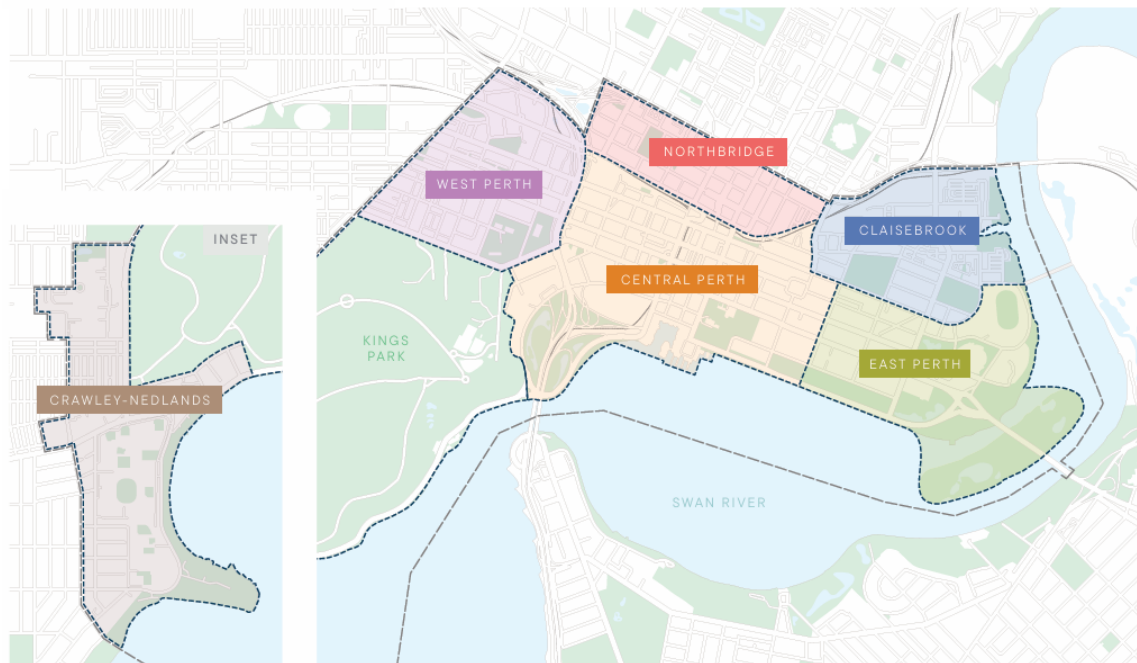
To perform these functions, we collaborate with a wide range of stakeholders, including other local governments, State and Federal Governments, businesses, residents, not-for-profit organisations, community groups, peak bodies and our visitors.

It was important through the development of this Plan to be clear on what outcomes we can deliver, and what outcomes we need to collaborate on, or advocate for, with partnering agencies and organisations. This balance is reflected in the Framework and outlined in the section 'Moving from Plan to Practice'.

Planning for a growing community

Understanding the growth, changes and trends in the demographics of our City community has been central to this Plan. We are committed to supporting our community of **residents, ratepayers, businesses** and **visitors** (including workers and students). While this means that the goals and objectives of the Plan are necessarily broader than the make-up of our six neighbourhoods of Central Perth, East Perth, Claisebrook, Northbridge, West Perth and Crawley-Nedlands, the experience of living in our City, and ultimately the health and wellbeing of our community, goes to the heart of all planning.

Part of this is understanding the unique characteristics of each of our neighbourhoods, and the strengths that brings through diversity, cultural inputs and opportunities for inclusion and accessibility initiatives.

Figure 4: Demographics by neighbourhood*Design note: to be designed as connected infographic*

Suburb	Residents	Median Age	Born Overseas	Lone Person Households	Couples w/o Children	Major Area of Employment
Central Perth	7,601	34	55%	40%	24%	Professional, Scientific & Technical (29%)
Claisebrook	4,863	39	67%	35%	34%	Public Administration & Safety (39%)
Northbridge	3,856	29	56%	36%	28%	Public Administration & Safety (20%)
Crawley-Nedlands	5,562	25	49%	33%	13%	Health Care & Social Assistance (60%)
East Perth	8,965	34	61%	38%	28%	Mining (28%)
West Perth	3,811	35	54%	46%	24%	Professional, Scientific & Technical (21%)

Residents and dwellings

We have developed this Plan with the knowledge our residential population continues to grow at a fast rate. At drafting, 34,624 people called Perth city home, a figure that was already up by 3.15 per cent on the previous year. With the opening of the ECU city campus in early 2026, adding 10,000 students and workers living and working in the city centre from day one of operation, our City population will continue to swell. Within the City's State-approved Local Planning Strategy we have also set the ambitious goal of hosting 55,000 residents in the City by 2036, and more than 90,000 by 2050. That's an uptick of more than 20,000 residents in less than 10 years.

Diving deeper, we know that more than half (53 per cent) of residents are aged 20-39 years old, compared to only 34 per cent for Greater Perth. Conversely, there is a lower percentage of young children living in our City compared to the Perth metropolitan area, which suggests that residents tend to move out of the area when they are starting to grow their family.

Contrary to this again, Perth has seen increasing demand for inner-city living and housing close to employment centres and tertiary education institutions. Our growing population is housed in 17,630 dwellings with an average of 1.96 people per household. This indicates that there is an opportunity to attract larger households and families to reside in the City with a change or growth in housing stock.

Figure 5: Population growth forecast vs City target

Design note: to be designed as infographic/graph

Forecast growth versus City of Perth target of 55,000 residents by 2036

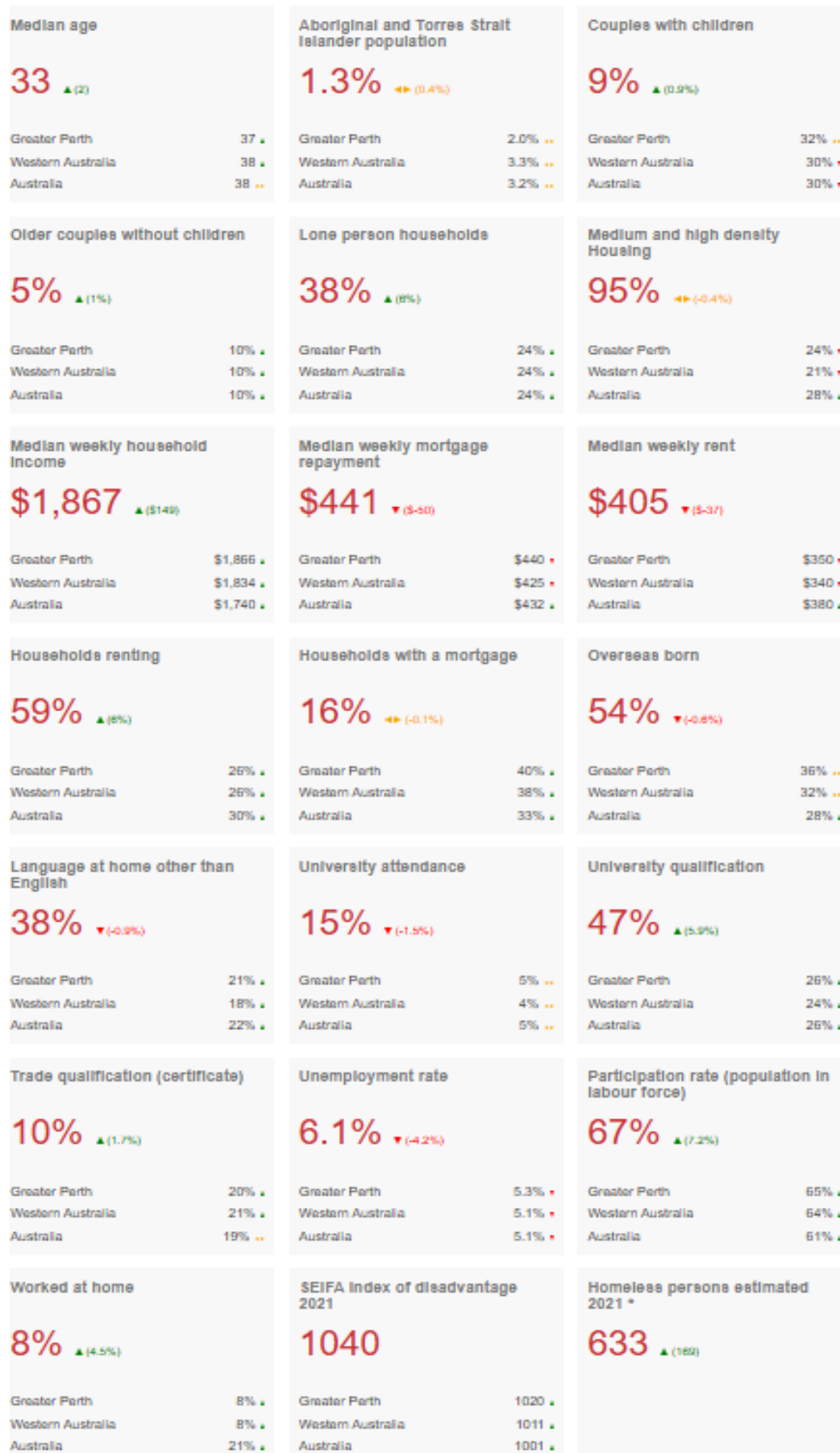
SOURCE	2026	2036
.id Forecast	32, 212 (Actual 34,624)	39,619
City aspirational target	36,000	55,000

Forecast growth vs City target – By neighbourhood

	Central Perth				Claisebrook				Crawley-Nedlands			
Year	2021	2026	2031	2036	2021	2026	2031	2036	2021	2026	2031	2036
id. Forecast	6,261	7,726	8,958	9,610	4,203	4,273	4,705	5,678	4,946	5,351	5,477	5,514
	City of Perth 2036 target			12,375	City of Perth 2036 target			6,875	City of Perth 2036 target			6,800-7,300

	East Perth				Northbridge				West Perth			
Year	2021	2026	2031	2036	2021	2026	2031	2036	2021	2026	2031	2036
id. Forecast	7,700	7,916	8,675	9,583	3,272	3,512	4,273	5,589	3,197	3,434	3,556	3,645
	City of Perth 2036 target			15,125	City of Perth 2036 target			4,125	City of Perth 2036 target			9,625

Sources: id Community – Community Profile (2026) and City of Perth Local Planning Strategy (2023)

Figure 6: Population Data as of 2021 Census*Design note: to be designed as infographic***Source:** id Community – Community Profile (2026)

Accounting for emerging trends

A ten-year plan that defines Perth's role as our State's capital city must take emerging trends into account. By identifying and responding to these factors, we can plan, invest and deliver services in a way that continues to proactively meet community needs in coming years.

The following points strongly informed the Plan. They are drawn from literature review and present strong alignments with feedback received from community during the engagement workshops and other processes.

Trend	Housing supply shortfall & affordability pressure (inner-city living as the solution)
<u>Pressure</u>	Housing shortages and rising costs are increasing rental stress and limiting access to jobs and services.
<u>Opportunity</u>	More diverse, well-designed inner-city housing can improve affordability, support local businesses and strengthen CBD vitality.

Trend	More people living in and around the CBD
<u>Pressure</u>	A CBD dominated by weekday workers lacks after-hours energy.
<u>Opportunity</u>	Growing the inner-city residential population supports vibrancy, safety and retail activity with continuous life and movement through the city centre, supported by community cultural events, nightlife and activated public or recreational spaces.

Trend	CBD office market transition
<u>Pressure</u>	Office demand and vacancy patterns are shifting.
<u>Opportunity</u>	Older buildings can be repurposed, while high-quality offices attract stronger tenants and investment.

Trend	Government agencies relocating out of the CBD
<u>Pressure</u>	Government seeking to decentralise the location of its agencies
<u>Opportunity</u>	Advocate for retention or relocation of government agencies in the city centre.

Trend	Retail and hospitality driven by experience and foot traffic
<u>Pressure</u>	Changing consumer behaviour is challenging traditional CBD retail and hospitality.
<u>Opportunity</u>	Experience-led precincts with strong visitation can support recovery and growth.

Trend	Night-Time Economy as a core economic driver
<u>Pressure</u>	Increased night activity places pressure on safety, transport and amenity.
<u>Opportunity</u>	A well-managed night-time economy with updated trading hours boosts jobs, tourism and city identity.

Trend	Heat resilience and shade infrastructure
<u>Pressure</u>	Extreme heat reduces comfort, walkability and time spent outdoors.
<u>Opportunity</u>	Greening, shade and cooling measures can extend daily and seasonal use of the city.

Trend	Inner-city connectivity and precinct stitching
<u>Pressure</u>	Physical barriers and disconnected precincts reduce movement and dwell time.
<u>Opportunity</u>	Improved connections can increase visitation, activity and investment confidence.

Trend	City-shaping investment in education and innovation
<u>Pressure</u>	The CBD cannot rely on offices alone for long-term growth.
<u>Opportunity</u>	Education and innovation anchors, such as ECU city campus, State Library of Western Australia and the City of Perth Library, activate the city across all hours and days.

Trend	Government-backed revitalisation and activation
<u>Pressure</u>	Without ongoing activation, city centres lose competitiveness.
<u>Opportunity</u>	Targeted funding, grants and programming can accelerate renewal and confidence.

Trend	Safety and perceptions of safety
<u>Pressure</u>	Safety concerns discourage visitation, particularly after dark.
<u>Opportunity</u>	A welcoming, well-managed city supports visitation, investment and night-time activity.

Trend	Increasing cultural and socio-economic diversity in the city
<u>Pressure</u>	Growing cultural and socio-economic diversity is enriching the city but also increasing tension in how communities navigate identity, belonging, and public space.
<u>Opportunity</u>	Diversity is one of the City's strongest strategic assets—economically, culturally, and socially—if supported through thoughtful design, inclusive practice, and proactive community engagement.

Trend	Perth CBD as an Indo-Pacific-facing business hub
<u>Pressure</u>	Perth's global role is under-realised without clear positioning.
<u>Opportunity</u>	The Indo-Pacific time zone and lifestyle advantage can attract international business, education, events, tourism and investment.

Trend	Technology, digital transformation and smart city evolution
<u>Pressure</u>	The City risks falling behind if digital systems do not meet modern expectations.
<u>Opportunity</u>	Smart city technologies, AI and data-driven services can improve operations, safety, mobility and visitor experience.

Underpinned by expert urban design studies

Design note: to include a graphic to show the Gehl Journey

The Perth we know today has been greatly shaped by two previous urban design studies commissioned by the City. Renowned global urban strategy and design firm Gehl was first commissioned to conduct an extensive Public Space Public Life study in 1994 which analysed and provided recommendations for our city centre.

The City then recommissioned Gehl in 2009 to complete a follow-up study to document what had been achieved and to note further recommendations for the city centre, focused on the central. The development of the Cathedral Square and Elizabeth Quay precincts, as well as Perth City Link and recent considerations around the Perth riverfront have all stemmed from these two studies.

A new evidence-based study to guide Perth's future

In 2025, the City recommissioned Gehl for a third study 'Shaping Perth City Centre – Towards 2036 and Beyond' to provide an in-depth investigation of the urban realm within Central Perth. Through its comprehensive analysis of public spaces, pedestrian movements, urban life and street-level experiences, the study generated a depth of evidence-based insights that have significantly guided the development of the Perth Capital City Plan.

Strong alignment with community and stakeholder feedback

Gehl's emphasis on people-centred design, activation, river integration, improved movement networks, and enhanced public spaces resonates strongly with the feedback received through stakeholder, community and staff engagement during the development of this Plan.

These clear alignments highlight the importance of vibrancy and activation, emphasising the need for a 24/7 city supported by cultural events, nightlife, and lively public spaces.

Similarly, the alignments identify the Swan River (Derbarl Yerrigan) and Perth riverfront as key assets requiring stronger connection and integration with the city. There are also strong alignments around green infrastructure and climate resilience, with shared calls between the Gehl study and this Plan for expanded tree canopy, urban greening, and cooling strategies.

Insights on connectivity, identity and urban form for Central Perth

Another theme in this Plan strongly informed by the Gehl study is the idea of improved connectivity and transport, particularly through better walkability, public transport, and cycling networks.

The alignments with the Gehl study continue across broader themes such as cultural identity and inclusion, with our community's aspirations for better celebrating diversity and cultural storytelling supported by Gehl's work.

The study also highlighted the importance of housing and mixed-use development, recognising that a thriving capital city requires affordable living options and precincts that blend residential, commercial and social uses. These considerations, alongside the need for a high-quality public realm and amenities that include shade, seating and hygiene facilities that support comfort, accessibility and civic life are all reflected in this Plan.

Using Gehl's insights to help shape a City-wide vision

While the Gehl study provides deep insight into the physical and experiential qualities of Central Perth's central / CBD urban environment, this Capital City Plan has a broader scope that encompasses all neighbourhoods within the City of Perth, as well as a broader city-shaping perspective that integrates capital city considerations involving social, economic, environmental and cultural dimensions.

In this way, this Plan has used the latest Gehl study as a key informing evidence source, amongst other broader and complex sources, to shape a holistic, long-term strategic vision for how the city lives, works, moves, grows and evolves.

Together, the Gehl study and the Perth Capital City Plan form a complementary framework for Perth's urban heart, with the Plan wrapping further around this foundation to deliver a comprehensive city-wide strategy that balances place, people, environment and economy.

Complementing existing investment and development

Transformational investment through the Perth City Deal

Development in the city across the preceding decade has been largely shaped by the \$1.8 billion Perth City Deal, jointly funded and delivered by the Australian and WA Governments, and the City of Perth.

A swathe of CBD transport projects have been delivered, improving roads, bus stops, cycleways and shared paths across the city, including the award-winning Boorloo Bridge. Perth City Link has also bridged the urban divide between Northbridge and central office and retail zones.

The benefits stemming from the Perth City Deal's flagship ECU city campus is already being realised through a spike in purpose-built student accommodation in our city centre. With the first cohort of 10,000 students and university workers hitting our streets from 2026 onwards, life in our city centre will be forever changed.

Redevelopment of the iconic WACA Ground, equipped with new aquatic and fitness facilities, has also added much needed community recreational infrastructure in East Perth, and a revamp of the Perth Concert Hall will deliver a world-class performance venue from 2028.

Building on the momentum

The Perth City Deal investments have supported a range of additional investments from the State Government and the City of Perth, including the development of the Elizabeth Quay precinct to add a vibrant world-class riverfront setting connecting the city with one of our best natural assets, in the Derbarl Yerrigan / Swan River.

Other momentum-building investments include upgrades to the Perth Cultural Centre, development of Yagan Square, improvements to the central malls and sustainability upgrades to Supreme Court Gardens and the Claisebrook Cove public realm, planned upgrades to James Street, the development of a new Primary School in East Perth and conversion of a number of key city streets to two-way traffic flow.

Additional ferry stops are also planned for key locations, and additional elite sporting infrastructure investments is coming to the Waterbank precinct, bolstering the recent upgrades to the WACA Ground.

The Aboriginal Culture Centre will follow, creating an iconic cultural anchor for Boorloo / Perth that celebrates thousands of years of Aboriginal knowledge and culture, providing a vibrant place for art, performance, learning and community connection.

Supporting a growing, connected capital city

Thanks to the direct connection from Perth Airport to the Perth Central Train Station, and other Metronet upgrades, visitors now arrive in our city centre in ever increasing frequency and numbers, adding new opportunities to enhance the visitor experience from the moment our visitors step into the heart of our city.

This Plan has been designed to complement and build on the projects of State significance already underway or planned in the City of Perth by setting a unified vision for the next decade and beyond.

Moving from Plan to Practice

This section details how we are bringing the plan to life by taking the Framework from its functional settings, through to practical application. The Framework schematic is available at page 12.

Given the strategic nature of this document, the detail presented here is designed to strongly frame our focus, not determine specific actions. Detail on how these strategic settings will be operationalised will be provided annually in our Corporate Business Plans, and other strategic documents. For more details, refer to ‘Operationalising the Plan’ on page 47.

Setting course for future Perth

All our work is geared towards achieving our:

- **Vision** – Perth: The most vibrant, connected and welcoming city in Australia.
- **Mission** – to lead a sustainable capital city that supports economic prosperity, strengthens communities, and champions environmental stewardship.

The Framework defines:

- **Capital City Pillars** – Overarching strategic themes that guide delivery of the City vision
- **Goals** – Long-term, ‘big picture’ community aspirations that articulate the desired ambition for what the City aims to be in the future
- **Objectives** – Clear, actionable statements that outline exactly what the Plan aims to achieve, through the City’s actions, by working with partners or through advocacy.

The following section outlines what it will look like in practical terms as we move from Plan to practice under each Pillar and how we will monitor progress, trends and advocacy opportunities along the way:

- **What this looks like for a high-performing City** – A list of potential observable indicators is provided to illustrate the City’s role in bringing the objectives to life.
- **How we will monitor progress** – A list of tools we will use to assess our progress and inform continual improvement within our operations, as well as environmental scan tools that will help us to monitor emerging trends and advocacy opportunities.

At the end of this section, we have mapped additional **strategic initiatives** that cut across our Pillars and require some level of intergovernmental and inter-sector collaboration to bring to life. These high-impact priorities cannot be delivered by the City alone and will underpin advocacy initiatives and approaches.

Pillar 1 – Liveable

Our City is safe, inclusive, vibrant and well-connected, offering a high quality of life that attracts and retains a growing and diverse population.

Goal 1.1 Safe, welcoming and connected for people to live, work, study and recreate.

OBJECTIVES	WHAT THIS LOOKS LIKE FOR A HIGH-PERFORMING CITY	HOW WE WILL MONITOR PROGRESS	
		CITY PROGRESS TOOLS <i>To assess performance and inform operations</i>	ENVIRONMENTAL SCAN TOOLS <i>To identify emerging trends and advocacy opportunities</i>
1.1.1 Safe and supportive with secure design, strong safety presence and support for vulnerable people.	1. City-managed upgrades to places and infrastructure incorporate crime prevention principles including enhanced lighting and CCTV 2. Visible City presence on streets through a 'One City' team approach to community safety, backed by an evidence-based coordination of resources 3. City operations effectively complement, and coordinate with, WA Police and other government agency responsibilities, including outreach support for vulnerable cohorts	• Capital city survey (biennial)	• WA Police crime statistics at LGA level (quarterly) • ABS Homelessness data (every 4 years) • Snap, Send, Solve data
1.1.2 Welcoming, accessible, attractive and activated	1. City-managed spaces and places are of a high-quality and well maintained 2. City-managed social and recreational facilities are accessible and continue to meet the needs of our growing community	• Capital city survey (biennial) • Library customer survey (biennial)	• Visitation data – number and dwell time • Visitor/event evaluations (ad hoc)

	3. City-led, sponsored and facilitated calendar of events supports City vibrancy year-round, champions arts and cultural programming and celebrates our city. 4. Precincts are accessible from the city centre via walkable streets, transport links and complementary uses, offering a cohesive, connected and inviting experience throughout the city.		
1.1.3 Well-connected and accessible, with a range of sustainable transport options	1. City planning and management of walking, cycling and local transport networks supports well-connected and accessible movement 2. City advocates for, and helps to shape, investment that improves walking and cycling infrastructure, and strengthens integration with public transport services	• Capital city survey (biennial)	• Public Transport Authority experience surveys • Walkability Index – Walk Score • Cycling and pedestrian counts • Department of Transport and ArcGIS data on active travel, including number of end of trip facilities

Goal 1.2 Distinctive, inclusive and well planned neighbourhoods and communities

OBJECTIVES	WHAT THIS LOOKS LIKE FOR A HIGH-PERFORMING CITY	HOW WE WILL MONITOR PROGRESS	
		CITY PROGRESS TOOLS <i>To assess performance and inform operations</i>	ENVIRONMENTAL SCAN TOOLS <i>To identify emerging trends and advocacy opportunities</i>
1.2.1 A diverse and inclusive community	1. City leads, supports and facilitates events, activities and activations that foster connection, belonging and community cohesion. 2. City proudly recognises and celebrates cultural diversity and Whadjuk Nyoongar heritage and history, through public art, storytelling, and cultural programming. 3. City's public spaces and precincts feel lively and welcoming year-round, encouraging and enabling people of all ages and abilities to explore, connect and enjoy their time in the City.	• Capital city survey (biennial) • Visitor/event experience surveys (ad hoc)	• ABS residential demographic data • City of Perth events data • Universal design and accessibility audits
1.2.2 Well planned neighbourhoods with distinctive character and heritage	1. Design of City neighbourhoods offers a positive, connected and healthy lifestyle. 2. City cultivates a strong sense of place and belonging by recognising and amplifying the distinct identity of each precinct and neighbourhood. Heritage, culture and local stories are embedded in the public realm through high quality public art, urban design, landscape and interpretive elements. 3. City effectively balances conservation with adaptive reuse of historic buildings and	• Capital city survey (biennial)	• Local History Collection • City's Heritage Portal

	heritage places to support contemporary uses such as housing, creative industries and hospitality.		
1.2.3 Diverse, affordable and sustainable housing and mixed-use developments to accommodate a growing city population	1. The City actively promotes and supports an increase in inner city living, working towards the goal of 55,000 residents living in the City by 2036. 2. City-led planning supports high-quality, sustainable housing and well-designed mixed-use precincts that increase residential density while enhancing liveability. Development integrates with employment, services and social infrastructure that helps to make living in the city centre desirable. 3. City supports and advocates for a diverse mix of housing types, including the adaptive reuse of vacant and underutilised buildings. Affordable options are embedded within the city to broaden inner city living opportunities for more households.	• Capital city survey (biennial)	• ABS residential demographic and population data • ABS housing data • City of Perth development and building data • Green Building Council of Australia – Data on Green Star buildings

Goal 1.3 Engaging cultural, retail, and hospitality experiences that foster social connection, creativity, and enjoyment

OBJECTIVES	WHAT THIS LOOKS LIKE FOR A HIGH-PERFORMING CITY	HOW WE WILL MONITOR PROGRESS	
		CITY PROGRESS TOOLS <i>To assess performance and inform operations</i>	ENVIRONMENTAL SCAN TOOLS <i>To identify emerging trends and advocacy opportunities</i>
1.3.1 A range of quality cultural, artistic and entertainment experiences	1. City events and sponsorship programs support a diverse and inclusive range of arts, culture and heritage event programming and activations, as well as immersive light-based or digital future-forward experiences. 2. City visibly celebrates Perth's heritage and diverse cultural influences, including Whadjuk Nyoongar heritage and culture, through events, activations and initiatives. 3. City's major cultural venues and precincts, such as Perth Convention and Exhibition Centre, Elizabeth Quay, Langley Park, and Perth Cultural Centre are activated year-round, including attracting high-profile performances and exhibitions.	• Capital city survey (biennial) • Visitor/event experience surveys (ad hoc)	• Annual events program outcomes • City sponsorship and grant outcomes • Visitor/event experience surveys (ad hoc) • Usage data from City venues
1.3.2 A variety of dining, hospitality and short stay accommodation options.	1. City has a renowned and thriving dining and hospitality scene supported by precinct-based experiences and events, and a safe, vibrant atmosphere. 2. Development planning supports growth in hotels, serviced apartments and other short-stay stock, particularly near cultural and entertainment hubs.	• Capital city survey (biennial) • Visitor/event experience surveys (ad hoc)	• Night-Time Economy data – businesses operating • Economic spend data • Hotel occupancy data • Visitation data – number and dwell time

	3. Community recognition and media coverage reinforce Perth's reputation as the leading destination for culinary, hospitality and entertainment experiences.		Media monitoring and sentiment analytics
1.3.3 Distinctive retail experiences that surpass those in other urban centres.	1. Visitors experience a unique and vibrant blend of retail experiences, from flagship stores, luxury brands, concept or boutique outlets, local artisan businesses and more that sets Perth apart from suburban shopping mall experiences. 2. Retail experiences are complemented by hospitality, entertainment and cultural programming, with underutilised or vacant spaces activated through alternative uses that add to a dynamic shopping environment. 3. Promotion in media and travel publications reinforces Perth city's reputation for quality and variety as a leading national retail destination.	- Capital city survey (biennial) - Brand health tracker - Visitor/event experience surveys (ad hoc, where relevant)	- Economic spend data - Visitation data – number and dwell time

Pillar 2 – Prosperous

Our City has a clear identity grounded in a dynamic and innovative economic ecosystem.

Goal 2.1 Thriving business environment that drives growth and investment

OBJECTIVES	WHAT THIS LOOKS LIKE FOR A HIGH-PERFORMING CITY	HOW WE WILL MONITOR PROGRESS	
		CITY PROGRESS TOOLS <i>To assess performance and inform operations</i>	ENVIRONMENTAL SCAN TOOLS <i>To identify emerging trends and advocacy opportunities</i>
2.1.1 Confident, and competitive business hubs, with vibrant, active streets – both day and night.	1. Our city centre stands out as Perth's leading after-hours business, entertainment and hospitality hub, offering a vibrant nightlife supported by distinctive city experiences. 2. Dynamic, accessible and safe people-first street experience boosted by pedestrian-friendly design, active ground-floor premises, clear wayfinding and vibrant welcoming streetscapes that create an inviting atmosphere for residents, workers and visitors day and night. 3. Adaptive reuse of vacant properties and mixed-use developments complement or aid higher occupancy rates for key office and retail districts.	• Capital city survey (biennial) • Brand health tracker	• Perth's Annual Gross Regional Product (REMPAN) • Economic spend data • Night-Time Economy data – businesses operating • Hotel occupancy data • Visitation data – number and dwell time • ABS Business counts – Entries, Exits and Survival (CABEE)
2.1.2 Successful business attraction, retention and	1. Perth's business and economic environment is dynamic, diverse and future-ready, supporting growth in start-ups, scale-ups and innovation-led SMEs, as well as creative, green	• Capital city survey (biennial)	• ABS Business Counts – Entries, Exits and Survival (CABEE)

economic diversification	and tech industries, international education, tourism and hospitality. 2. Perth is the premier place to do business, invest or seek skilled work, supported by a responsive business-friendly regulatory environment courtesy of the City's Business Concierge Program, and other support and attraction initiatives. 3. New developments, major investments and business success stories are regularly promoted to showcase the City's economic opportunities and build market confidence.		• Sector Employment and Productivity (NIEIR via economy.id) • City planning and development outcomes • Media monitoring – outcomes reporting
2.1.3 Perth is “open for business”	1. Businesses receive timely and consistent turnaround times for licences and approvals, supported by a culture of continuous improvement. 2. Regulatory policies and guidelines are easy to follow and access, and remain responsive and supportive of business growth, including encouraging activation, innovation or reuse of underutilised spaces. 3. City practices provide an exemplar for sustainable, modern-slavery-free supply chains and procurement practices that prioritise local suppliers and support Western Australia's economic ecosystem.	• Capital city survey (biennial)	• Development Approval timeframes • Building Occupancy Permits • Activity approvals

Goal 2.2 Skilled, future-ready people who help build a dynamic and innovative and sustainable city economy

OBJECTIVES	WHAT THIS LOOKS LIKE FOR A HIGH-PERFORMING CITY	HOW WE WILL MONITOR PROGRESS	
		CITY PROGRESS TOOLS <i>To assess performance and inform operations</i>	ENVIRONMENTAL SCAN TOOLS <i>To identify emerging trends and advocacy opportunities</i>
2.2.1 Attract and retain future-ready talented people	1. City supports incubation spaces, partnerships and opportunities that strengthen Perth's innovation and entrepreneurial ecosystem. 2. Universities, TAFEs, schools and training providers locate here or use inner city venues to deliver learning, events, activations and partnerships that enrich city life and connect students with study to career pathways.	Capital city survey (biennial)	Creative industries data (economy.id)
2.2.2 Connected education, research and industry that drive innovation and sustainability	1. Perth city offers an environment where technology, digital capability, creative industries, and research flourishes thanks to the City's business growth and investment attraction policies and initiatives, targeted incentives, and strategic partnerships. 2. Perth city is the leading place for Meetings, Incentives, Conferences and Exhibitions (MICE) events that attract local, state, national and international participants.	Capital city survey (biennial)	MICE events data

	3. The City supports local entrepreneurs to explore and advance new business opportunities in the City.		
2.2.3 Positive and connected student city-life experiences.	1. The city centre is safe and inviting for students, offering well-lit streets and a visible safety presence, attractive public spaces, and accessible routes to and from campus and accommodation. 2. Students have daily and nightly access to affordable food, retail, entertainment and recreation choices, including free and low-cost cultural experiences, events, festivals, live music and arts activations that foster social connection and a sense of belonging. 3. Easy and connected access from campuses to public transport, cycling and pedestrian pathways, accommodation and city attractions.	Capital city survey (biennial)	WA Government and Study Perth student satisfaction survey outcomes

Goal 2.3 A world-class, vibrant city destination with a unified and distinctive identity.

OBJECTIVES	WHAT THIS LOOKS LIKE FOR A HIGH-PERFORMING CITY	HOW WE WILL MONITOR PROGRESS	
		CITY PROGRESS TOOLS <i>To assess performance and inform operations</i>	ENVIRONMENTAL SCAN TOOLS <i>To identify emerging trends and advocacy opportunities</i>
2.3.1 Embrace and build on the City's Brand	1. City-managed buildings and infrastructure are known for signature, smart and sustainable lighting installations that provide a distinctive night-time character, reinforcing Perth's reputation as a leading, climate-conscious and future-focused City of Light. 2. Year-round events programming that integrates light and culture, and visual experiences, attracting locals and visitors to stay longer and engage more with the city. 3. City is consistently promoted as a vibrant, illuminated destination for unique culture and lifestyle experiences.	• Capital city survey (biennial) • Brand health tracker • Visitor/event experience surveys (ad hoc)	• City event evaluations • Visitation data – number and dwell time • Hotel occupancy rates • Media monitoring – outcomes reporting
2.3.2 A unified city identity that connects neighbourhoods and highlights each precinct's unique character and story.	1. The public experience a consistent and cohesive City-wide identity across signage, wayfinding, marketing and more. 2. Each precinct showcases its unique character through urban design elements, cultural programming and activations, public art, heritage features and attractions. 3. Major City-led events and activations, and associated promotions, showcase both the City	• Capital city survey (biennial) • Visitor/event experience surveys (ad hoc)	• Major event evaluations

	brand and precinct-specific themes and character.		
2.3.3 Perth is positively promoted to position the city as an attractive global destination	1. Strategic partnerships with to drive tourism in the City and amplify reach of marketing to attract more visitors. 2. High-quality storytelling, branding and campaign activity that secures local, national and international media attention—showcasing Perth’s culture, lifestyle, innovation and visitor experience to convert interest into visits in target markets. 3. Major city events and festivals are leveraged to reinforce Perth’s unique and iconic experiences and directly contribute to interstate and international tourism outcomes.	• Capital city survey (biennial) • Brand health tracker • Visitor/event experience surveys (ad hoc)	• WA Tourism, Destination Perth and Study Perth visitation numbers • City partnership and sponsorship outcomes • Major event evaluations • Media monitoring – outcomes reporting

Pillar 3 – Climate resilient

Our City embraces nature, adapts to climate change, and enhances its environment and public spaces.

Goal 3.1 Healthy natural systems and infrastructure that support biodiversity

OBJECTIVES	WHAT THIS LOOKS LIKE FOR A HIGH-PERFORMING CITY	HOW WE WILL MONITOR PROGRESS	
		CITY PROGRESS TOOLS <i>To assess performance and inform operations</i>	ENVIRONMENTAL SCAN TOOLS <i>To identify emerging trends and advocacy opportunities</i>
3.1.1 Protect and Restore Urban Ecosystems	1. City habitat networks are enhanced across City-managed green spaces, streets and foreshore areas with increased native flora that is climate resilient and supports local wildlife. 2. Restoration and conservation of priority sites, including riverbanks and wetlands. 3. Stormwater quality, river health and foreshore resilience is enhanced through smart and climate-conscious City irrigation and stormwater systems, water-sensitive design and erosion control.	• Capital city survey (biennial)	• Planting outcomes – percentage of native plantings • Restoration/conservation outcomes • Water management outcomes, including City of Perth water usage
3.1.2 Expand and Connect Green Infrastructure	1. An expanded urban tree canopy, including more street trees and shaded corridors, deliver improved pedestrian comfort and urban cooling. 2. Green city corridors link precincts with native planting, biodiversity features and sustainable water management.	• Capital city survey (biennial)	• Tree canopy mapping (GIS and CSIRO) • Number of trees (exc. Kings Park) • Public realm enhancement project outcomes • Tree Month and other greening event outcomes

	3. City greening and tree planting activities involve community participation, including residents, businesses and institutions.		• Heritage List (trees)
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Goal 3.2 Resource efficient, climate-conscious and green

OBJECTIVES	WHAT THIS LOOKS LIKE FOR A HIGH-PERFORMING CITY	HOW WE WILL MONITOR PROGRESS	
		CITY PROGRESS TOOLS <i>To assess performance and inform operations</i>	ENVIRONMENTAL SCAN TOOLS <i>To identify emerging trends and advocacy opportunities</i>
3.2.1 Reduced waste, and emissions, with increased use of renewable energy.	1. City continues to reduce operational emissions through adoption of solar, batteries and renewables, including electrification of City fleet. 2. City supports community outcomes through EV charging stations and infrastructure, and active transport design, planning and advocacy. 3. City-wide activities reduce landfill, increase recycling and organics recovery, and embed circular economy and water-efficient practices across operations.	Capital city survey (biennial)	- City waste to landfill outcomes – waste diversion rates - Water management outcomes - Public transport/ Active transport users - Sustainability Certifications in the City
3.2.2 Resilient to climate risks and impacts.	1. Regular climate risk assessments guide City-wide adaptation of infrastructure, services and emergency readiness. 2. Heat-mitigations and water-wise landscaping in City-managed streets and public spaces, including shade, trees, and climate-responsive design, provides cooler urban environments and reduced irrigation needs. 3. Integrated drainage manages heavy rainfall, reduces flood risk and protects river and foreshore ecosystems, and harvests stormwater for non-potable reuse.	Capital city survey (biennial)	- Climate risk assessment - Water Sensitive Urban Design (WSUD) performance monitoring - Microclimate and surface-temperature monitoring - City greenhouse gas emissions

Goal 3.3 Welcoming public spaces that connect people with nature

OBJECTIVES	WHAT THIS LOOKS LIKE FOR A HIGH-PERFORMING CITY	HOW WE WILL MONITOR PROGRESS	
		CITY PROGRESS TOOLS <i>To assess performance and inform operations</i>	ENVIRONMENTAL SCAN TOOLS <i>To identify emerging trends and advocacy opportunities</i>
3.3.1 Nature-connected, climate-responsive places	1. City-managed public spaces incorporate sensory natural materials, water elements and micro-habitats that strengthen everyday connection to the natural environment. 2. City's green spaces and places are well visited and utilised. 3. Green-blue public realm elements are healthy, well-maintained and functioning effectively.	Capital city survey (biennial)	- Visitation data – number and dwell time - Water quality measures and water management outcomes
3.3.2 Welcoming and accessible public spaces	1. City-managed public spaces are inclusive, accessible and easy-to-navigate environments, with essential amenities that support comfort for all ages and abilities. 2. Pedestrian pathways are well supported during the day and night-time by clear and safe wayfinding, lighting and passive surveillance. 3. City-managed public spaces are well utilised.	Capital city survey (biennial)	- Visitation data – number and dwell time - Scheduled public realm assessments

Foundational Pillar – Leading

A City that leads with trust, integrity and accountability

Goal 4.1 A high-performing organisation

OBJECTIVES	WHAT THIS LOOKS LIKE FOR A HIGH-PERFORMING CITY	HOW WE WILL MONITOR PROGRESS	
		CITY PROGRESS TOOLS <i>To assess performance and inform operations</i>	ENVIRONMENTAL SCAN TOOLS <i>To identify emerging trends and advocacy opportunities</i>
4.1.1 Responsible stewardship of the City of Perth's commitments to the community and sustainable management of finances and assets	1. Council decisions are guided by robust analysis, impartial advice and community input, supported by strong, transparent and accountable governance and audit processes. 2. City's financial sustainability is underpinned by best practice long-term planning, balanced budgets and clear reporting. 3. City assets are proactively maintained in a cost-effective manner. 4. Capital works, major projects and investments align with long-term priorities and strong business cases, to deliver measurable social, economic and environmental benefits.	- Capital city survey (biennial) - Annual financial audit - Internal audit program - Long Term Financial Plan	- Key Financial Indicators (Ratios) - Local Government Financial Index
4.1.2 Best practice service delivery.	1. Core services are delivered reliably, consistently, and at a high-quality in line with agreed service levels.	Capital city survey (biennial)	- Council governance outcomes - Customer experience outcomes, including digital uptake of available applications

	2. Customers can easily access accurate information and receive seamless customer-friendly service through streamlined systems, modern digital tools, and intuitive customer service channels. 3. Services and processes are regularly reviewed, measured and refined to remain efficient and responsive to evolving community expectations and habits.		Complaints handling and service request outcomes
4.1.3 Skilled and capable employees.	1. Employee induction processes are high-quality and deliver foundations for success in their role and future development. 2. The City team is underpinned by a constructive, values-aligned workplace culture that fosters high levels of employee engagement, motivation and stability. 3. Attraction and retention of talented employees is supported by purposeful roles, supportive leadership, modern workplace practices and an employer-of-choice reputation.	- City staff surveys (annual) - Workforce metrics	Workforce demographics

Goal 4.2 Exemplary communication, engagement and collaboration

OBJECTIVES	WHAT THIS LOOKS LIKE FOR A HIGH-PERFORMING CITY	HOW WE WILL MONITOR PROGRESS	
		CITY PROGRESS TOOLS <i>To assess performance and inform operations</i>	ENVIRONMENTAL SCAN TOOLS <i>To identify emerging trends and advocacy opportunities</i>
4.2.1 Clear and easily understood communication	1. Information and decisions are published within required or agreed timeframes, using accessible plain language. 2. Communication across City platforms is consistent, coordinated and reliable. 3. Results, project updates and performance outcomes are regularly released in clear, accessible formats that support transparency and community trust.	• Capital city survey (biennial)	• Council governance outcomes
4.2.2 Meaningful and inclusive engagement with stakeholders and the community.	1. Community engagement activities follow best practice and reach diverse community and stakeholder groups through inclusive methods to ensure input is relevant, informed and representative. 2. Community and stakeholder input clearly informs plans, strategies and project outcomes, including open explanations for how input has shaped decisions. 3. Feedback loops are completed with information, outcomes and next steps communicated in a timely fashion to allow participants to understand how their contributions informed the outcome.	• Capital city survey (biennial)	• Project outcomes and reporting

4.2.3 Strong Partnerships and Collaboration Across Government, Industry and the Community	1. The City works closely with State and Federal governments, neighbouring LGAs, industry and community groups to advance shared priorities, strengthen coordination and understand regional alignment. 2. The City works with key partners to advocate for, and co-design, transformational projects within the City, through structured collaboration frameworks, shared investment approaches, and coordinated planning that delivers long-term value. 3. The Lord Mayor and Elected Members are recognised as united, influential advocates who champion both City and capital city priorities, and represent the City effectively across government, industry and civic forums.	• Capital city survey (biennial)	• Investment outcomes from partnerships and collaborations • Advocacy success stories • Media monitoring, analytics and sentiment reporting

Strategic initiatives

A number of high-impact priorities have been identified that cut across the pillars of this Plan—integrating liveability, economic vitality, cultural identity, environmental resilience and strong civic leadership to build a thriving, future-ready capital city. These initiatives are deliberately bold, city-shaping strategies, designed to deliver transformational outcomes that better connect people, places and opportunities.

Most of these initiatives cannot be delivered by the City alone and require collaboration across government and sectors. They call for the City of Perth to play all roles well, including as a **service provider, partner, advocate and facilitator**, and **regulator**.

These various roles have been mapped to highlight what is required with each strategic initiative if we are to realise these opportunities for future Perth.

Figure 7: Strategic Initiatives and the City’s Role in Achieving Them

STRATEGIC INITIATIVES	CITY OF PERTH ROLE			
	Service Provider	Partner	Advocate & Facilitator	Regulator
Riverfront Renaissance Strengthen connections between the City and the Swan River / Derbarl Yerrigan, activating Perth’s most iconic natural asset through improved access, experiences, and public spaces.	X	X	X	
Cool, Clean and Green Champion integrated green infrastructure with expanded tree canopy and climate-responsive design to create cooler, more resilient urban spaces, reduce emissions, and embed sustainable living—positioning Perth as a leader in environmental stewardship and climate-adaptive innovation.	X	X	X	X
Perth on the Move		X	X	

STRATEGIC INITIATIVES	CITY OF PERTH ROLE			
	Service Provider	Partner	Advocate & Facilitator	Regulator
Enhance public and active transport, simplify bus networks, and create world-class arrival experiences at City gateways, including a redevelopment of Perth Train Station, creating seamless connectivity, improved amenities, and clear wayfinding				
Safe and Inclusive City Contribute to creating a safe and inviting city with proactive engagement, monitoring and patrols to prevent crime and anti-social behaviour, supported by smart planning that designs out crime and provides help for people at risk, including those experiencing homelessness	X	X	X	
People First Places Create vibrant, people-focused public spaces with walkable streets, inviting green areas, and accessible, inclusive amenities	X	X	X	X
Growth in City Living Boost the City's residential population through innovative planning and development solutions, including support for urban density, which make urban living sustainable, desirable and accessible	X	X	X	X
Vibrant Nightlife Foster a diverse and vibrant night-time economy by revolutionising trading hours, supporting iconic events, encouraging the establishment of a Perth Central Market, and encouraging organic "city life" that differentiates Perth City from suburban precincts.	X	X	X	X
Spotlighted Precincts and Brand Celebrate and amplify the unique identity of each precinct while showcasing and embedding the City of Light brand across the City.	X	X	X	X
Celebrating Culture	X	X	X	X

STRATEGIC INITIATIVES	CITY OF PERTH ROLE			
	Service Provider	Partner	Advocate & Facilitator	Regulator
Invest in Perth's creative, cultural, arts and events sectors to build a vibrant city experience that celebrates diversity and honours Whadjuk Nyoongar cultural heritage—making culture an everyday part of urban life.				
Learning City Embed learning in city life to drive innovation, and make Perth a vibrant, student-friendly hub for knowledge and future-ready talent		X	X	
Open for Business Support businesses to succeed through streamlined regulation, tailored support services, and collaborative networks—making Perth the most business-friendly capital city for innovation, growth, and resilience.	X	X	X	X
Connected Communities Strengthen community engagement with City initiatives through enhanced communication and engagement processes—backed by tools and support for proactive groups to create local, inclusive activation and community-building initiatives.	X	X	X	
Smart and Innovative Service Delivery Deploy contemporary digital platforms, smart systems and targeted automation to streamline services end-to-end—making interactions faster, more accessible and consistently customer-centred.	X			X
Capital Collaborations Forge strong partnerships with State and Federal Governments, business and industry to align strategic priorities and secure transformative investment, positioning Perth as Western Australia's capital city and a globally competitive destination		X	X	

Operationalising the Plan

Long-Term Financial Plan

This Plan is underpinned by the City's 10-year Long-Term Financial Plan, which sets out a **\$3.137 billion** financial framework for the decade ahead. It includes **\$580 million** in capital works and project contributions, and **\$2.56 billion** dedicated to essential services and programs.

These investments will deliver lasting community infrastructure and social value, ensuring benefits for generations to come.

The City remains committed to efficiency and accountability, making every dollar count for our community, and our rigorous financial management processes always ensures we have the capital required to maximise opportunities that present along the way.

Our financial management is guided by principles of:

- Financial sustainability
- Accountability and transparency
- Responsible stewardship
- Alignment with the aspirations of this Plan

Corporate Business Plan

The City's Corporate Business Plan (CBP) translates this vision into action. Refreshed annually, the CBP covers four financial years of priority projects and core services, ensuring financial sustainability and strategic alignment with the Perth Capital City Plan. It provides clear direction for:

- Delivering projects that reflect this Plan and Council priorities
- Maintaining essential services to meet evolving community needs
- Setting deliverables, measures, and timelines for accountability

Other strategic and operational plans

The Plan will also be integrated with other guiding frameworks and issue-specific action plans that support the City's operations and commitment to excellence (see Appendix 4).

Appendices

1. Integrated Planning and Reporting

This Plan has been shaped through extensive community engagement and aligns with the Integrated Planning and Reporting (IPR) framework. It sets out a clear vision for the future, identifies goals, defines key objectives and key indicators of success. The Plan will:

- Guide Council's medium-term strategies and annual budgets
- Provide a foundation for collaboration with the community and partners to realise the vision
- Establish a framework for tracking and reporting progress

The IPR Planning Cycle

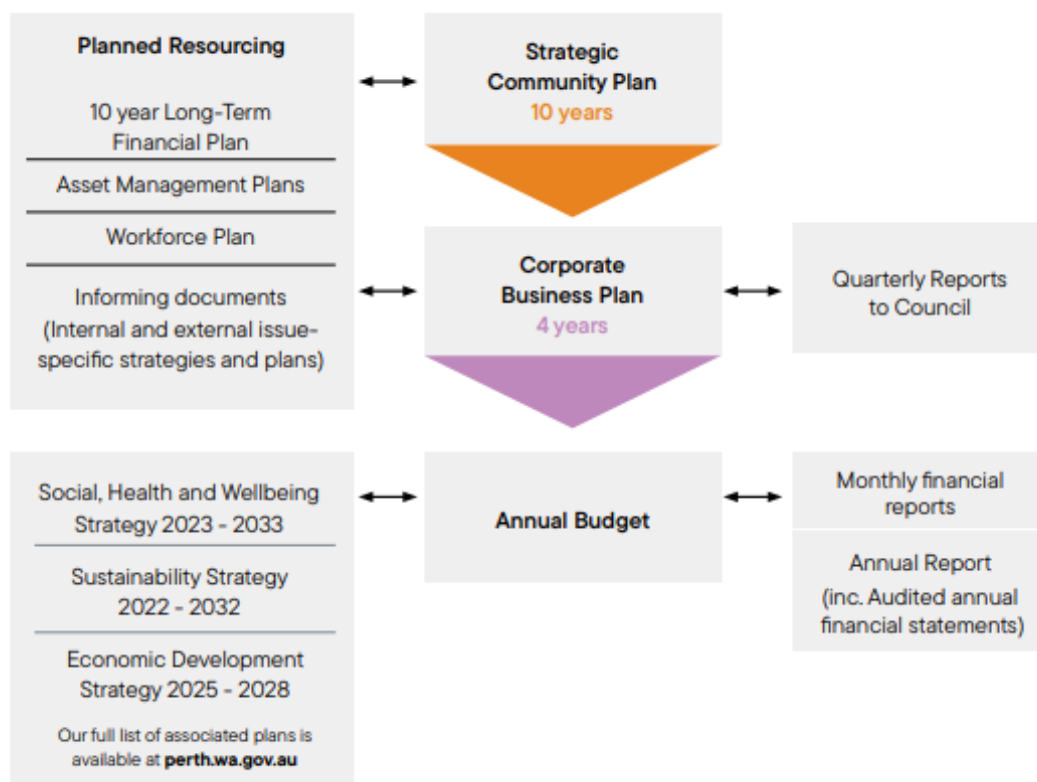
Perth Capital City Plan (Council Plan) is a rolling plan, reviewed every two years—alternating between a minor and major review. Each review maintains a forward-looking horizon of at least ten years.

Supporting plans, including the Long-Term Financial Plan, Asset Management Plans, and Workforce Plan, outline how resources will be managed to deliver on this vision.

A minor review was completed in 2023/24 to update data and strategies without altering the intent of the Plan. The next minor review is due in 2027/28, and the next major review is scheduled for 2029/30.

Figure 8: Relationships between our strategic plans and resourcing

Design note: to be updated to reflect change to Perth Capital City Plan



2. Engagement process

The City of Perth delivered one of the most comprehensive communication and engagement processes it has ever undertaken to inform the development of the Perth Capital City Plan.

The following objectives were developed to guide the process:

- Establish a Strategic and Governance Framework
- Conduct Comprehensive Engagement
- Co-Create a Shared Vision for Perth's Future
- Ground the Perth Capital City Plan in Evidence and Transparency
- Deliver, Implement, and Continuously Improve the Perth Capital City Plan

Stakeholder and Community Engagement

Stakeholders and the community play a vital role in shaping the Perth Capital City Plan, ensuring it reflects their needs and aspirations. The lived experiences of residents, businesses, industry, workers, students, visitors, and both government and non-government organisations were seen as central to informing the plan.

NOTE: A detailed summary of engagement findings is available on [Engage Perth \(insert link\)](#)

Communications and Promotions

To encourage participation, a comprehensive communications strategy was implemented. The engagement process was advertised through the following during August to October 2025:

- **Engage Perth Website** – Central hub for information on the planning process, surveys, workshops, and pop-up sessions.
- **Posters** – Distributed to 50 businesses and locations across the City.
- **Bus Shelter Signs** – Displayed on 26 Bus Shelters across the CBD
- **Digital Signs** – Displayed at Northbridge Piazza, Forrest Chase, and Yagan Square
- **Social Media** – 14 posts published across each of the following platforms - Facebook, Instagram, and LinkedIn
- **Lift Signs** – Promotion of the engagement in Council House lifts
- **Key Stakeholder Forum** - Presentation at the Annual Budget, Corporate Business Plan and Breakfast Briefing
- **Community Showcase** – Information stall at the annual City of Perth Community Showcase

- **Stakeholder Forums and Committee Invites** – Invitations to advisory groups and committees representing LGBTQIA+, Access and Inclusion, Elders, and Culture and Arts.
- **Government Engagement Invitations** – Letters and emails sent to the Premier, State Government officials; agencies and neighbouring local governments inviting input.
- **Sector Engagement Invitations** – Emails to 2121 stakeholders and organisations across business, education, tourism, arts, environment, and social services.
- **Education Institutions** – All local schools, universities and TAFES within the City of Perth or servicing students from the area (e.g. Bob Hawke College) received an invitation to participate in bespoke student centred workshops and pop ups

Engagement

A diverse range of engagement methods was used to ensure stakeholders and the community had multiple ways to provide feedback, including informal, formal, and digital channels.

- **Community survey** – this survey focused on people residing; working; studying or working in the City of Perth, was hosted on the Engage Perth website.
- **Sector survey** – this survey focused on organisations across various business and community sectors in the City of Perth, was hosted on the Engage Perth website
- **Neighbouring Local Government Survey** – This survey was focused on local government authorities that neighbour the City of Perth
- **Pop-Up/ Drop-In Sessions Across the City** - 14 Interactive Pop-Up displays of up to three hours in each, were held across all neighbourhoods in the City of Perth and also at two schools and UWA.
- **Neighbourhood Workshops** – 6 Interactive workshops were held across the neighbourhoods of City of Perth
- **Youth Workshops** – Workshops were at both St Georges College and Mercedes College with students
- **Stakeholder Meetings** – 6 meetings were held by the CEO Alliance with key stakeholders

Staff Engagement

Staff were invited to contribute to the review of the current Strategic Community Plan and help shape the future Perth Capital City Plan. Their insights were highly valued, as they work within the city every day, understand its challenges and opportunities, and will play a key role in implementing the plan.

Communications and Promotions

To encourage participation, a comprehensive communications strategy was implemented to engage staff and included the following:

- **Emails**
 - Engagement launch with staff via CEO Message
 - Email from Executive Director of Governance and Strategy (EDGS) to Executive Leadership Team (ELT) and Management Leadership Team (MLT) promoting the engagement
 - Email from EDGS to General Managers (GM's) promoting the engagement
 - Various reminder emails to staff for each worksite during July and August 2025, advising of the pop up
 - CEO Messages – three additional reminder emails
- **CEO Roadshow** - presentations across all of the City Alliances, with a session with each Alliance
- **Posters** - displayed across Council House (CH) on all floors and the Depot and Surveillance Centre

Engagement

A range of engagement methods was used to ensure staff had multiple ways to provide feedback, including informal, formal, and digital channels.

- **Staff survey** – this survey sought the input of all staff.
- **Pop-Up/ Drop-In Sessions** – 17 Interactive Pop-Up displays of up to three hours in duration each, were held across City of Perth workplaces
- **Workshops** – Five workshops were held with officers of the City of Perth

Total Number of People Engaged

A diverse range of people chose to engage in helping to inform the Perth Capital City Plan.

METHOD	COMMUNITY	STAFF
Workshops	83 participants	112 participants
Pop Ups	1,072 respondents	264 respondents
Survey	290 respondents	156 respondents
Survey – Sector Specific	51 respondents	Not applicable
Survey – Neighbouring Local Governments	7 respondents	Not applicable
Advisory Group Meetings	22 participants	Not applicable

Key Stakeholder meetings	8 stakeholders met with	Not applicable
SUB TOTAL	1,533	532
TOTAL	2065 people / organisations	

3. Key community demographic insights

The following presents the top 5 insights drawn from feedback provided by key cohorts through the engagement process. They describe issues and what people want to see in the future.

Demographic data was only collected via surveys and not through workshops, pop-ups, local government surveys, or stakeholder meetings.

As a result, these findings may differ from the top 20 insights outlined on page 11, which reflect input from all engagement activities.

* = low response rate

Neighbourhood Insights

The following insights are generated from the community survey and sector surveys and community workshops.

No.	Central Perth	Crawley/ Nedlands	East Perth / Claisebrook	Northbridge	West Perth
1	Grow the residential population and density in the CBD	Ease of access and connectivity to the CBD and key destinations is important	Address safety and antisocial behaviour	Address safety and antisocial behaviour	Council governance, transparency and accountability are a key priority
2	Convert vacant offices and underused buildings into housing	Stronger university campus-city connections	Coordinated, place-based responses to homelessness and social issues	Northbridge's night-time economy is both its strength and its challenge	Better use of vacant and under-utilised properties
3	Lift pedestrian activity and street-level economic life	Tourism and visitor partnerships are a major opportunity	Improve cleanliness, maintenance and presentation of public spaces	Visible guardianship and active management are essential (crime and safety management)	Vacant buildings negatively affect safety and perception
4	Tackle empty shopfronts and dead retail edges	Address safety, homelessness and social wellbeing	Better lighting and passive surveillance are needed	Cleanliness and maintenance significantly shape perceptions	Economic activation and revitalisation of West Perth is needed
5	Revitalise key retail spines and centres (e.g. Hay Street / Forrest Chase)	Biomedical and health industry partnerships are a distinctive strength	Activate East Perth / Claisebrook's waterfront as it is a major asset	Activation should be continuous, not episodic	Partnership-based redevelopment is preferred

Age Insights

The following insights are generated from the community survey only.

No.	Under 35 Years of Age	Over 35 Years of Age
1	Safety first—day and night, everywhere	Green, shady, nature-rich city
2	Public transport that's reliable, frequent and late-running	Focus on safety day and night—including visible presence and better lighting
3	Affordable housing and more inner-city living	Reliable, accessible public transport (buses/trains) across all times
4	Greener, cooler streets and connected shade networks	Housing affordability and supply—grow inner-city living
5	Protect, connect and activate the Swan River	Walkability and safe cycling/micromobility

Gender Insights

The following insights are generated from the community survey only.

No.	Male / Man Cohort	Female / Woman Cohort	Non-Binary Cohort
1	Safety and security	Safety and personal security	Safety and security – day and night
2	Transport, traffic and access dominate day-to-day experience	Safe movement and transport access	Improve public transport reliability, frequency and safety
3	Cleanliness and maintenance	Cleanliness, care and maintenance	Grow the inner-city residential population with affordable housing
4	Economic vitality and business activity	Support a welcoming, inclusive city experience	Expand trees, shade and green corridors
5	Parking cost and availability	Public realm quality	Boost arts, culture, events and activation

Sector insights

The following insights are generated from the community and sector surveys.

No.	Small Organisation / Business	Medium Organisation / Business *	Large Organisation / Business*	Government Agencies (State) *	Neighbouring Local Governments *
1	Clean, safe, well-maintained city (is foundational for trade)	A vibrant, active 7-day city	A vibrant, active, globally competitive CBD	Whole of government, whole-of-city collaboration is essential	Integrated transport & cross-boundary mobility
2	Transport & parking that make it easy for customers and staff to visit	Clean, safe, well-maintained public realm underpins trade	Clean, safe, well-maintained city presentation	Safety, security and an inclusive city experience	Governance & inter-council collaboration mechanisms

No.	Small Organisation / Business	Medium Organisation / Business *	Large Organisation / Business*	Government Agencies (State) *	Neighbouring Local Governments *
3	Vibrant, active streets and a 7-day economy	Transport & parking that enable access at all times	Transport & centralised connectivity	Transport, connectivity and movement networks need sustained investment	Station precinct upgrades & rail hub planning
4	Events & activation to boost visitation and spending	Events & activation to boost visitation and spending	Workforce & freight access	City activation and major events as economic catalysts	Active transport networks (walking, cycling, e-rideables)
5	Less red tape & faster approvals	Activate under-utilised spaces	Parking for staff and fleet vehicles	Tourism promotion and destination marketing	Traffic management & parking coordination

Other demographics

The following insights are generated from the community survey and selected workshops.

No.	Aboriginal and Torres Strait Islander *	English as Second Language	LGBTQIA+ Community	School Students	Persons with a Disability; Long Term Health Condition or Impairment
1	Green, shade and connection to Country	Public transport must be reliable, frequent and accessible (including CAT/city loop and suburban buses)	Improve night-time safety; reduce harassment and support welcoming environments	Address night-time safety and social issues	Universal accessibility across the whole city
2	Safety in public spaces	Governance and planning to be human-centric and reduce red tape	More LGBTQIA+-inclusive events and spaces for community connection	Upgrade city amenity and the public realm	Safe, well-lit public spaces, especially at night
3	Public transport needs to be more reliable and	Support the local economy with grants, rent	Public transport must be safer, more reliable and	Clean and maintain streets, laneways and shopfronts	Public transport must be reliable and frequent

No.	Aboriginal and Torres Strait Islander *	English as Second Language	LGBTQIA+ Community	School Students	Persons with a Disability; Long Term Health Condition or Impairment
	frequent (including evenings)	relief and activation	frequent (including evenings)		(including evenings)
4	Visible First Nations culture and storytelling to be embedded in the city	Invest in parks, clean facilities and family-friendly green spaces	Upgrade night-time amenities, wayfinding and accessible paths	More trees, shade, lighting and beautification along key walking routes	Shade, trees, parks and accessible riverfront are essential
5	Affordable inner-city housing	Deliver affordable housing—especially social options for working poor and seniors	Affordable and social housing options are needed to sustain inclusion	Activate vacant spaces to support youth-friendly culture	Affordable, diverse inner-city housing and dignity-first support

4. Informing documents

Figure 9: Strategic Initiatives and the City's Role in Achieving Them

(Design note: to be presented as Info Graphic)

Guiding documents:

- **Liveable** – Social, Health and Wellbeing Strategy
- **Prosperous** – Economic Development Strategy
- **Climate Resilient** – Sustainability Strategy
- **Leading**–
 - Asset Management Plans
 - Long-Term Financial Plan
 - Workforce Plan

Other informing documents:

- Corporate Governance Framework
- CPP Strategic Business Plan*
- Cultural Development Plan*
- Digital Technology Plan
- Equity, Diversity and Inclusion Framework
 - Disability Access and Inclusion Plan*
 - Homelessness Action Plan*
 - LGBTQIA+ Plan
 - Reconciliation Plan*
- Events Strategy
- Governance Framework
- Heritage Strategy*
- Library Strategy
- Local Planning Strategy
 - Community Infrastructure Plan^
- Public Art Strategy*
- Public Lighting Framework
- Public Toilet Plan
- Record Keeping Plan
- Risk Management Framework

- SafeCity Plan*
- Shaping Perth City Centre – Towards 2036 and Beyond^
- Transport Strategy*
 - Bike Plan
 - Walking in the City Plan
- Urban Greening Strategy
 - Integrated Water Plan
 - Open Space Plan
 - Urban Forest Plan

* = Under review or due for review (

^ = In development

5. Definitions

city – When written without a capital ‘c’, this refers to the geographical area within the boundaries of the City of Perth local government.

City – When written with a capital ‘C’, this refers the City of Perth, the organisation that comprises of the Council and the administration.

Council – This refers to the body of nine Elected Members (i.e. the Councillors, Lord Mayor and Deputy Lord Mayor).

The Plan – Perth Capital City Plan (formerly Strategic Community Plan)