



# STRATEGIC PLAN 2006-2021

Revised 2010



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## YOUR COUNCIL

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- SOUTH WARD
- CENTRAL WARD
- COASTAL WARD
- NORTH WARD

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 <b>CR DIANNE</b> GUISE T : 6102 0690	 <b>CR DOT</b> NEWTON JP T : 9405 2824 M : 0407 981 149	 <b>CR GLYNIS</b> MONKS JP T : 9306 2215 F : 9306 2215 M : 0431 780 151	 <b>CR IAN</b> GOODENOUGH JP M : 0411 476 561	 <b>CR RUDI</b> STEFFENS M : 0423 257 526	 <b>CR BOB</b> SMITHSON T : 9562 0858 F : 9562 0729 M : 0410 543 385	 <b>CR LAURA</b> GRAY JP T : 9561 6695 F : 9561 6674 M : 0408 105 784	 <b>CR NORMAN</b> HEWER T : 9306 8024 M : 0412 490 096

# MAYOR'S MESSAGE



THE CITY OF WANNEROO'S STRATEGIC PLAN 2006 - 2021, THE REVISED EDITION, WILL GUIDE OUR CITY'S WAY INTO THE FUTURE.

It is a future filled with promise and challenges for our City's administration, Council and the community, largely because of our predicted rapid growth.

The City of Wanneroo in 1999 had a population of 73,000 people - and within just one decade is now home to more than 145,000 residents. As we move towards 2021, we will add about 8,000 residents per year, bringing our projected population to 238,000 community members.

Much of this dynamic growth will be in our northern region. As the major land supply corridor for Perth, the Yanchep-Two Rocks-Alkimos area will grow from its present population of 5,800 people to 43,000 by 2021 - in percentage terms, a massive 600 per cent - including a new city at Yanchep as big as Joondalup.

Over the next 10 years, our challenges include catering for this growth, maintaining urban renewal and building up activity in the Wanneroo Town Centre while ensuring the long-term financial sustainability of the City.

Council has used modelling by Price WaterHouse Coopers to develop budget principles which will help renew the City's extensive assets (valued at \$880 million) as well as provide new facilities to meet the needs of our growing community. In partnership with the development industry, the City will look for innovative approaches to delivering community facilities while caring for the environment. We have a wonderful environment and the challenge is to strike a balance between enhancing it and providing the essential infrastructure to make the City of Wanneroo a first-class and sustainable place to live, work and play.

We will continue to address the carbon footprint both of the Council and the community; the availability of water to irrigate playing fields remains a critical strategic issue and this plan continues to strive for water efficient design. In all, this is both an exciting and challenging time for the Council and the community - as strong and continued growth makes ours one of the fastest growing cities in Australia.

The key to the successful implementation of the City's vision for the future will be based on how well this strategic plan identifies the aspirations and dreams of our community.

Jon Kelly  
MAYOR



# CEO'S MESSAGE



IT IS QUITE AMAZING WHEN YOU CONSIDER THAT WITHIN A SINGLE DECADE THE CITY OF WANNEROO HAS BECOME HOME TO MORE THAN 70,000 NEW RESIDENTS AND HAS SEEN MANY NEW AND EXPANDED BUSINESSES DEVELOP AND GROW WITHIN THE CITY CREATING ADDITIONAL LOCAL JOBS AND INVESTMENT FOR OUR COMMUNITY.

The City of Wanneroo has grown into a strong and vibrant regional area and has recently been projected to become Australia's third fastest growing area, and is currently Western Australia's largest growing local government. The City has a strong track record on working with the community to develop a strategic vision for the future and then implementing this vision on behalf of the community.

Through this commitment of delivering strong, vibrant and connected communities the City, on behalf of its community, has delivered many exciting initiatives and projects over the past decade, including the following highlights:

- Revitalisation of the Wanneroo Town Centre
- Major refurbishment of the Hainsworth Community Centre and Wanneroo Aquamotion
- Strong investment in major road systems
- New libraries and community centres including the new Wanneroo Library and Cultural Centre
- A new Business Enterprise House to foster and support our small business sector
- Major upgrades and construction of new active and passive sporting and recreational facilities
- Significant coastal, wetlands and bushland conservation projects

In reviewing the strategic plan the Council considered feedback and comments it has received from the community since the strategic plan was originally developed in 2006 and specific comments received during the consultation period on the revised strategic plan.

Council recently conducted its biennial Community and Business Perception Survey and was pleased to note the City of Wanneroo achieved the highest industry average on understanding the needs of the City's community.

As we move forward towards 2021 our population will continue to grow between four per cent and nine per cent per annum, although in some of our high growth suburbs this growth rate could be considerably higher, confirming that the City will continue to be the place that an ever increasing number of people choose to make their home.

The implementation of the revised strategic plan will reinforce the City of Wanneroo's commitment on behalf of the community in continuing to foster a sustainable and healthy environment, create safe and vibrant communities and to be a prosperous region with strong economic and employment growth.

Together with our Council, I look forward to partnering with our community and stakeholders to maximise the opportunities that can be achieved by working together to achieve a common vision.

Daniel Simms  
CHIEF EXECUTIVE OFFICER



# VISION

THE CITY OF WANNEROO, THE CENTRE FOR CREATIVE AND SUSTAINABLE GROWTH, DELIVERING STRONG, VIBRANT AND CONNECTED COMMUNITIES.

## MISSION

Through strategic partnerships and effective leadership, we will provide spaces, places and services that:

- Build on our natural resources and cultural heritage.
- Create distinct and vibrant village communities.
- Enhance lifestyle choices.
- Foster economic prosperity.
- Encourage citizen and stakeholder participation in governance and development decisions.

## VALUES

Our values describe our core beliefs and guide our behaviour as individuals and as an organisation so that we can achieve our vision and improve the quality of services we offer to the community.

### Team work

We build functional relationships and work collaboratively to achieve common goals.

### Integrity

We behave in an honest, open, respectful and accountable manner.

### Communication

We practice clear and timely exchange of information and feedback.

### Innovation

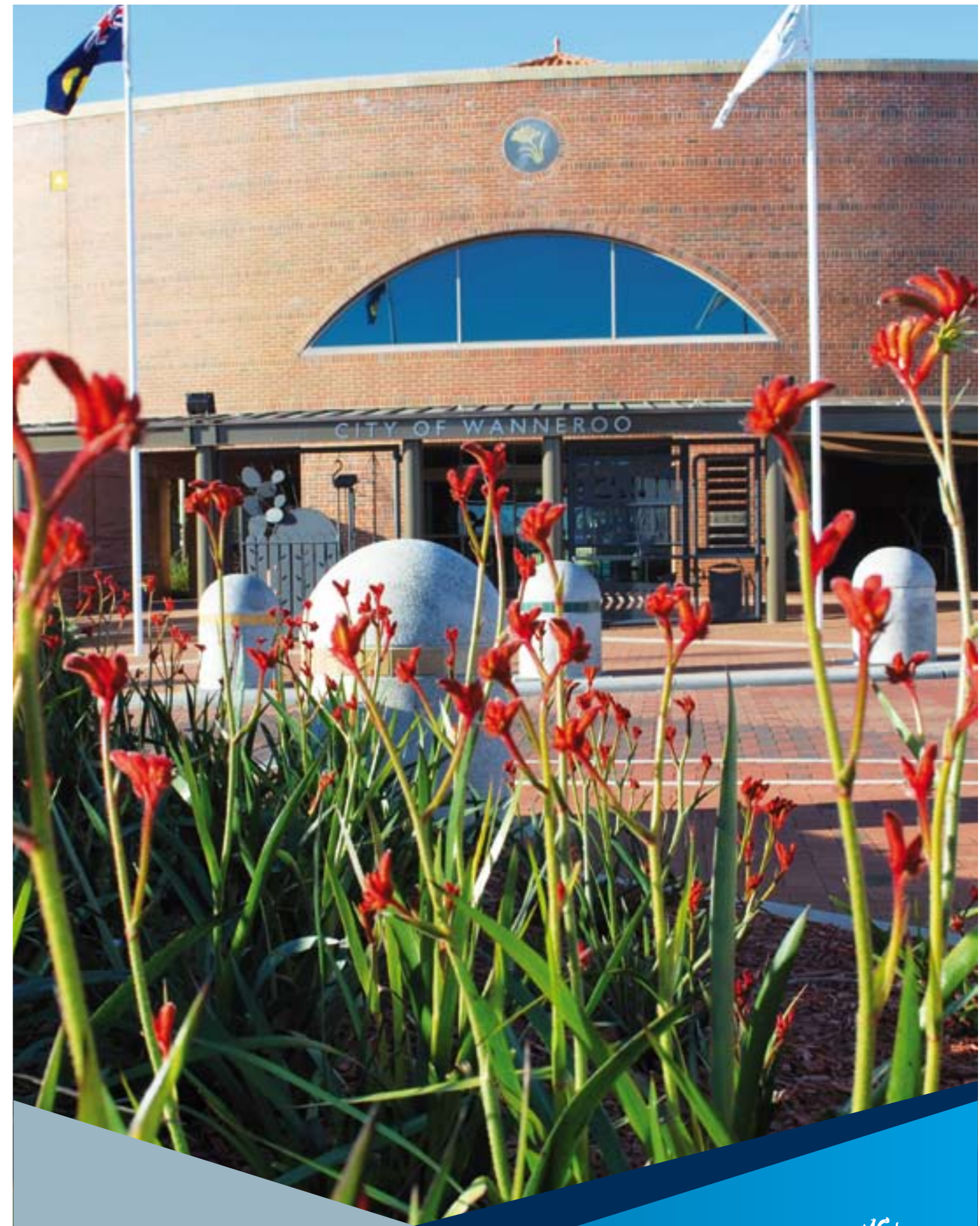
We add creativity and excitement to the workplace and projects we undertake.

### Continuous Improvement

We build capacity by improving our systems and processes.

### Valuing Our People

We are committed to providing a safe workplace and the development of a healthy, productive, flexible and skilled workforce to adequately resource the organisation.





# PILLARS OF THE STRATEGIC PLAN

## Environment

A SUSTAINABLE NATURAL, BUILT AND HEALTHY ENVIRONMENT.

We value our natural assets. Although we are challenged with the demand for urban growth and development, we will ensure the environmental impact on our wetlands, coast, bush and landforms is minimised.

We will promote creative design and diversity in the characteristics of our built structures.

We will encourage the reduction of greenhouse emissions and the use of alternative energy.

We will minimise waste and pollution to create a healthy environment.

## Social

HEALTHY, SAFE, VIBRANT AND CONNECTED COMMUNITIES.

We create attractive, distinctive and connected neighbourhoods, with easy access to public spaces and amenities that are welcoming and safe.

Our people have healthy lifestyles and are able to enjoy a range of leisure and recreational activities. We celebrate our diversity and heritage through arts and culture and care for those in need.

## Economic

A PROSPEROUS REGION ACHIEVED THROUGH ECONOMIC GROWTH AND EMPLOYMENT.

Our economy is built on its strong roots of rural industry and provides meaningful local employment opportunities. We are enterprising and create new and diverse business and tourism opportunities that attract significant investment to the region.

Our people have access to a range of education and training opportunities throughout life.

## Governance

LEADERSHIP AND COMMUNITY ENGAGEMENT ENSURES THE BEST USE OF OUR PHYSICAL, FINANCIAL AND HUMAN RESOURCES.

We will encourage cooperation and leadership within the community and foster partnerships with other agencies to add value to our services and leverage our resources.

Our people are empowered, informed and engaged in local decision making and community activities. We are prudent in the management of our assets and resources and minimise any exposure to risks. We support and care for the people who serve the City.



# ENVIRONMENT

## 1.1 Improve conservation of local biodiversity in designated areas

### Strategies

- 1.1.1 Improve local biodiversity protection.
- 1.1.2 Prepare and implement management plans for natural areas.
- 1.1.3 Educate, engage and resource the community to participate in biodiversity initiatives coordinated by the City.

## 1.2 Protect, conserve and recycle water

### Strategies

- 1.2.1 Promote and implement practices that reduce water consumption.
- 1.2.2 Maintain or improve water quality.
- 1.2.3 Incorporate water sensitive design principles in all development.
- 1.2.4 Identify water re-use opportunities and implement preferred options.

## 1.3 Minimise impact of development on the environment

### Strategies

- 1.3.1 Maximise the retention of natural landform and biodiversity.
- 1.3.2 Minimise contamination of air and land resources.

## 1.4 Improve the quality of the built environment

### Strategies

- 1.4.1 Identify and prioritise opportunities to revitalise existing neighbourhoods to meet the changing needs of the community.
- 1.4.2 Encourage the development of more diverse residential and commercial centres.
- 1.4.3 Promote urban design that creates attractive, distinctive and sustainable neighbourhoods.

## 1.5 Reduce the City's carbon footprint

### Strategies

- 1.5.1 Reduce energy consumption.
- 1.5.2 Identify and implement measures to mitigate the impact of climate change.
- 1.5.3 Improve waste management through reduce, reuse and recycling of waste.



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# SOCIAL

## 2.1 Increase choice and quality of neighbourhood and lifestyle options

### Strategies

- 2.1.1 Upgrade public facilities and open spaces to optimise use and respond to changing community needs.
- 2.1.2 Provide timely and functional public facilities and open spaces to meet growing and diverse community needs.
- 2.1.3 Identify and respond to social impacts of climate change on the management and provision of public facilities and open spaces.

## 2.2 Improve the City's identity and community well-being through arts, culture, leisure and recreation

### Strategies

- 2.2.1 Encourage, support and provide a range of accessible recreation and leisure opportunities, both active and passive.
- 2.2.2 Promote a sense of place and identity through cultural activities, visual arts, performing arts and heritage.
- 2.2.3 Promote the appreciation, interpretation and conservation of heritage places and collections.
- 2.2.4 Promote innovative information and library services that meet changing community needs.
- 2.2.5 Promote and celebrate our cultural diversity and multicultural communities.

## 2.3 Improve the capacity of local communities to support each other

### Strategies

- 2.3.1 Foster and build partnerships with other organisations that encourage knowledge, skill and resource sharing within the community.
- 2.3.2 Provide and facilitate access to services and facilities that support inclusive and healthy communities.
- 2.3.3 Identify opportunities to promote and support vulnerable sections of our community.
- 2.3.4 Assist and support local community groups so that they are able to establish and maintain their operations in the City.



## 2.4 Improve community safety

### Strategies

- 2.4.1 Facilitate and support community safety education initiatives.
- 2.4.2 Apply urban and environmental design principles to reduce the opportunity for crime and maximise personal safety.
- 2.4.3 Develop and implement a range of activities that promote community inclusiveness, safety and well-being.

## 2.5 Improve transport options and connections

### Strategies

- 2.5.1 Develop and implement a network of integrated transport options to maximise neighbourhood connectivity and safety.
- 2.5.2 Advocate for the development of major movement networks to accommodate future growth.
- 2.5.3 Advocate for improvement to the public transport network, including the extension of the railway network.



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# ECONOMIC

## 3.1 Create strategic shifts in job markets to meet future needs and demands

### Strategies

- 3.1.1 Identify key strategic employment generating initiatives.
- 3.1.2 Attract investment in key employment generating activities.
- 3.1.3 Develop strategic partnerships with other agencies and stakeholder organisations to enable business and employment growth.

## 3.2 Support business and initiatives

### Strategies

- 3.2.1 Maximise opportunities for new business and industry development.
- 3.2.2 Support sustainable agricultural and primary industries.
- 3.2.3 Support tourism within the region.

## 3.3 Provision of timely and coordinated regional infrastructure

### Strategies

- 3.3.1 Plan for the timely provision of infrastructure to facilitate economic growth.
- 3.3.2 Coordinate the provision of local infrastructure to optimise the benefit of regional infrastructure.
- 3.3.3 Improve coordination between infrastructure and service provider agencies.

## 3.4 Increase the capacity of education and training support to industry

### Strategies

- 3.4.1 Promote lifelong learning and targeted industry training.
- 3.4.2 Encourage local employment placement.
- 3.4.3 Attract educational institutions, training agencies and programs that respond to local population and business needs.



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# GOVERNANCE

## 4.1 Improve strategic partnerships

### Strategies

- 4.1.1 Develop strategic alliances and partnerships with key stakeholders.
- 4.1.2 Work with strategic partners to develop processes and systems that ensure joint projects are delivered in the most efficient and effective manner possible.

## 4.2 Improve community engagement

### Strategies

- 4.2.1 Encourage community participation in the decision making process.
- 4.2.2 Improve community awareness of Council's strategies, decisions, facilities and services.
- 4.2.3 Optimise opportunities to publicise and promote the Council in a positive way.

## 4.3 Deliver excellence in business performance and service provision

### Strategies

- 4.3.1 Implement a continuous improvement framework.
- 4.3.2 Foster a culture that achieves business excellence.

## 4.4 Maintain long-term financial stability

### Strategies

- 4.4.1 Develop, implement and continuously improve asset management practices and systems to ensure infrastructure is fit for purpose to provide sustainable and economic service.
- 4.4.2 Develop, implement and continuously improve the long term financial management plan.
- 4.4.3 Broaden revenue base and other contribution models.
- 4.4.4 Develop and implement initiatives to reduce operating costs.

## 4.5 Provide an engaging and supportive environment for our people

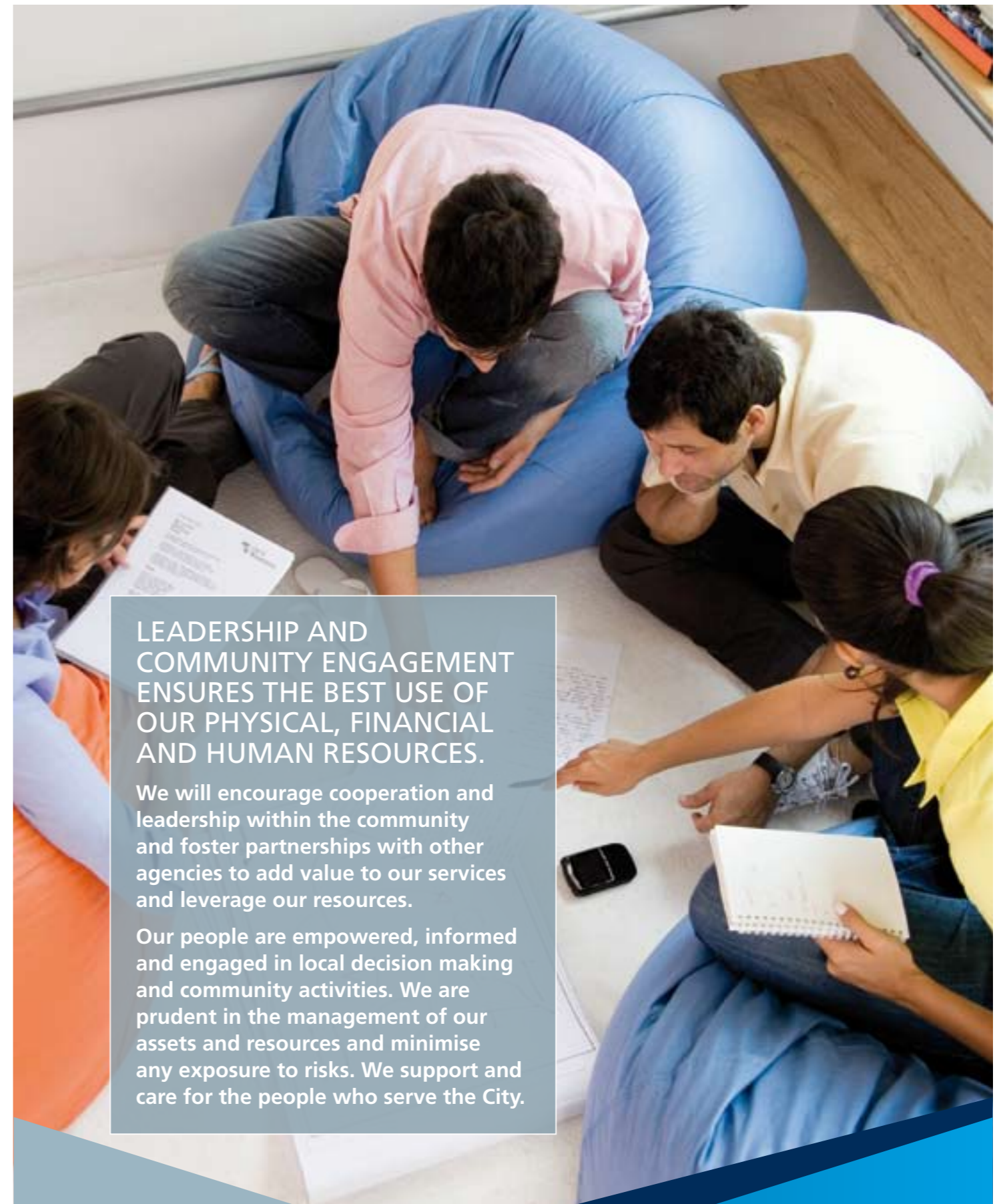
### Strategies

- 4.5.1 Create and maintain a safe working environment.
- 4.5.2 Attract and retain the best people to work on behalf of the community.
- 4.5.3 Provide our people with ongoing development opportunities.
- 4.5.4 Ensure our people are meaningfully valued, recognised and rewarded for their contributions.
- 4.5.5 Share timely, accurate and relevant information with our people.

## 4.6 Provide and maintain a high standard of governance and accountability

### Strategies

- 4.6.1 Audit organisational policies, procedures and reports to ensure accountability.
- 4.6.2 Ensure compliance with relevant legislation.
- 4.6.3 Develop and implement processes for audit and risk management.



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# STATISTICAL SNAPSHOT

## People

Population at June 2006	110,941
Estimated population at June 2010	149,313
Estimated population at June 2015	190,392
Estimated population at June 2020	230,671
Estimated population at June 2021	237,850
Estimated population at June 2025	265,480

Average annual population growth rate (Between 2010 and 2021)	4.32%
% Change from 2010 to 2021	59.3%

	2006	2010
Approximate median age of residents	32.7 years	33.1 years
Age structure		
0 - 14 years	25%	24.3%
15 - 24 years	13.8%	14%
25 - 44 years	31.1%	30.8%
45 - 64 years	21.2%	21.5%
65+ years	8.9%	9.4%

	2006	2010
Average household size	2.66	2.86
Number of dwellings	41,623	53,570
Household structure		
Couple with dependents	39.9%	40%
Couple without dependents	29.1%	30.2%
Lone parent with dependents	11.3%	10.8%
Lone person households	16%	15.5%
Other families	1.8%	1.8%
Group households	1.9%	1.7%

Source : 2006 Australian Bureau of Statistics. 2010 - ID Forecast.

## Environment

	2006	2010
Area	685.8 km <sup>2</sup>	685.8 km <sup>2</sup>
Beaches	32 km	32 km
Rural	119.5 km <sup>2</sup>	101.6 km <sup>2</sup>
Industrial	17.7 km <sup>2</sup>	17.34 km <sup>2</sup>
Urban	158 km <sup>2</sup>	198.86 km <sup>2</sup>
Regional reserves	390.6 km <sup>2</sup>	368 km <sup>2</sup>

## Community

	2006	2010
Primary schools	35	39
Secondary schools	12	14
Nursing homes	6	9
Sporting clubs	90	98
Community organisations	200	448
Rubbish collected	66,607 tonnes	81,721 tonnes
Value of building licence approvals	\$921m	\$847m
Value of development applications	\$252m	\$475m
Library items borrowed	703,943	880,289
Number of registered dogs	17,999	18,975
Average number of daily calls to Customer Service	500	600
Average number of action requests received from residents per month	1,391	1,302

## Economic\*

Residents who live and work in the City of Wanneroo	23%
Top three industries in the City of Wanneroo	
• Retail	20%
• Manufacturing	15%
• Construction	12%
Registered businesses in the City of Wanneroo	8,600
Percentage of jobs in the City of Wanneroo area that are full-time	61%
City of Wanneroo employment self-sufficiency rate ^	46%

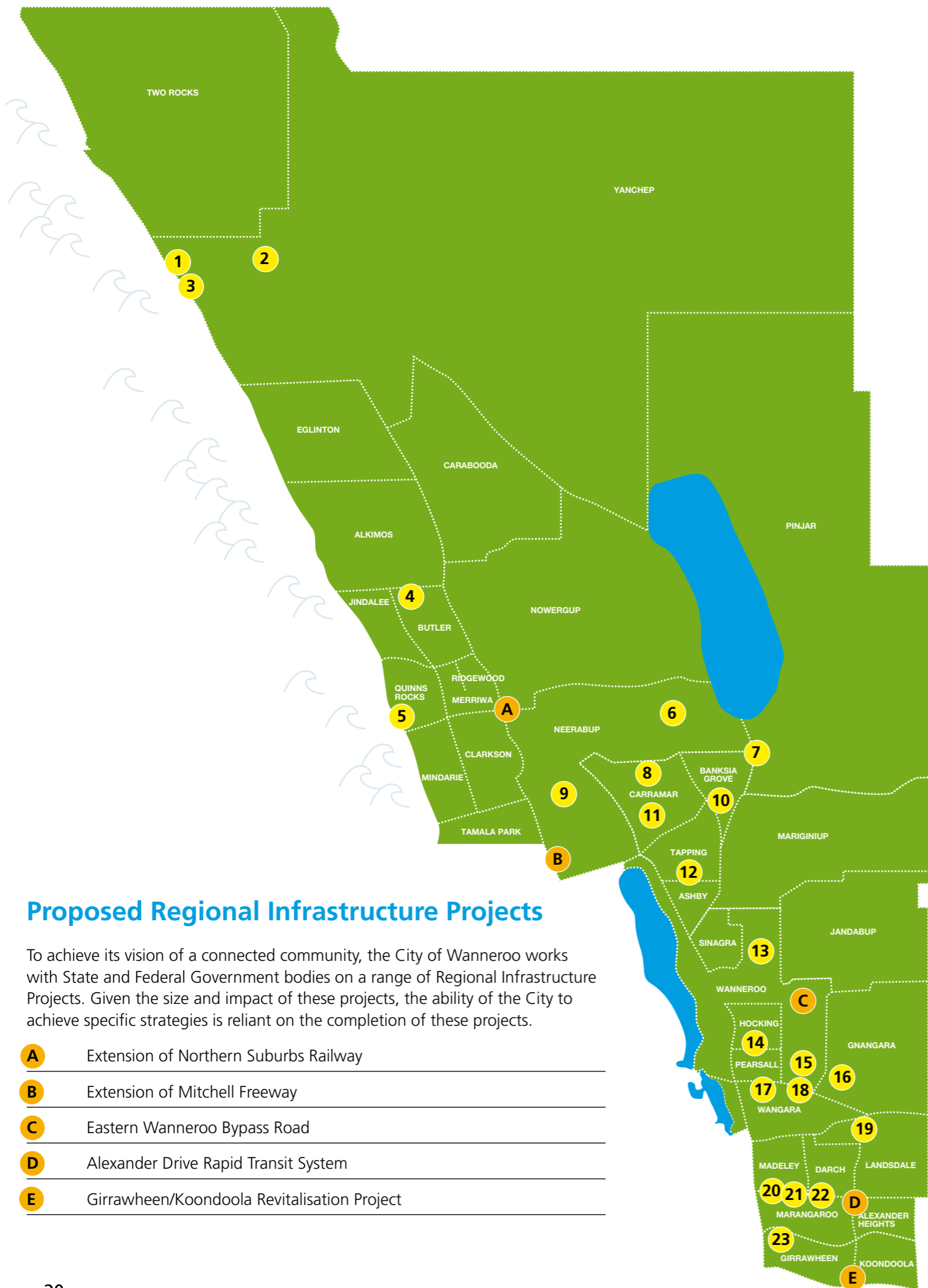
## Heritage

Oldest building	Cockman House c1860
Number of heritage sites	120
Number of sites on State Heritage Register	11

For more information on population forecasts and suburb profiles, please visit our website [wanneroo.wa.gov.au](http://wanneroo.wa.gov.au)

\* Source : 2006 Australian Bureau of Statistics.

^ Refers to the total number of jobs within the City of Wanneroo, compared to the total number of resident workers in Wanneroo. The higher the percentage, the more opportunities for people to work close to home. The City of Wanneroo's target is 60%. As proposed for the North-West region within the draft 'Directions 2031' publication produced by the Western Australian Planning Commission.



### Proposed Regional Infrastructure Projects

To achieve its vision of a connected community, the City of Wanneroo works with State and Federal Government bodies on a range of Regional Infrastructure Projects. Given the size and impact of these projects, the ability of the City to achieve specific strategies is reliant on the completion of these projects.

- A** Extension of Northern Suburbs Railway
- B** Extension of Mitchell Freeway
- C** Eastern Wanneroo Bypass Road
- D** Alexander Drive Rapid Transit System
- E** Girrawheen/Koondoola Revitalisation Project

# MAJOR PROJECTS AND REGIONAL INFRASTRUCTURE

## Map Legend

- 1** Construction of Yanchep Surf Lifesaving Club
- 2** Construction of District Playing Fields, Yanchep
- 3** Yanchep Lagoon Redevelopment
- 4** Construction of District Open Space, Butler North
- 5** Construction of Quinns Mindarie Community Centre
- 6** Development of Neerabup Industrial Estate
- 7** Upgrade of Old Yanchep Road, Banksia Grove
- 8** Construction of Joondalup Drive Dual Carriageway, Carramar
- 9** Construction of Flynn Drive Realignment, Neerabup
- 10** Construction of Banksia Grove District Centre
- 11** Construction of Houghton Park Sports Amenities Building, Carramar
- 12** Development of Sporting Facilities at Jimbub Swamp Reserve, Tapping
- 13** Upgrade of Lenore Road / Franklin Road, Wanneroo
- 14** Construction of Pearsall / Hocking Community Centre
- 15** Badgerup Lake Environmental Rehabilitation
- 16** Gnangara Lake Environmental Rehabilitation
- 17** Installation of Pollution Control Systems for Wangara Industrial Area Catchment
- 18** Construction of Ocean Reef Road, Dual Carriageway
- 19** Construction of Mirrabooka Avenue Single Carriageway
- 20** Kingsway Regional Sporting Complex Redevelopment
- 21** Construction of Kingsway Regional Playground
- 22** Construction of Second Carriageway Hepburn Avenue, Marangaroo and Alexander Heights
- 23** Girrawheen Library Refurbishment

# PLANNING PROCESS

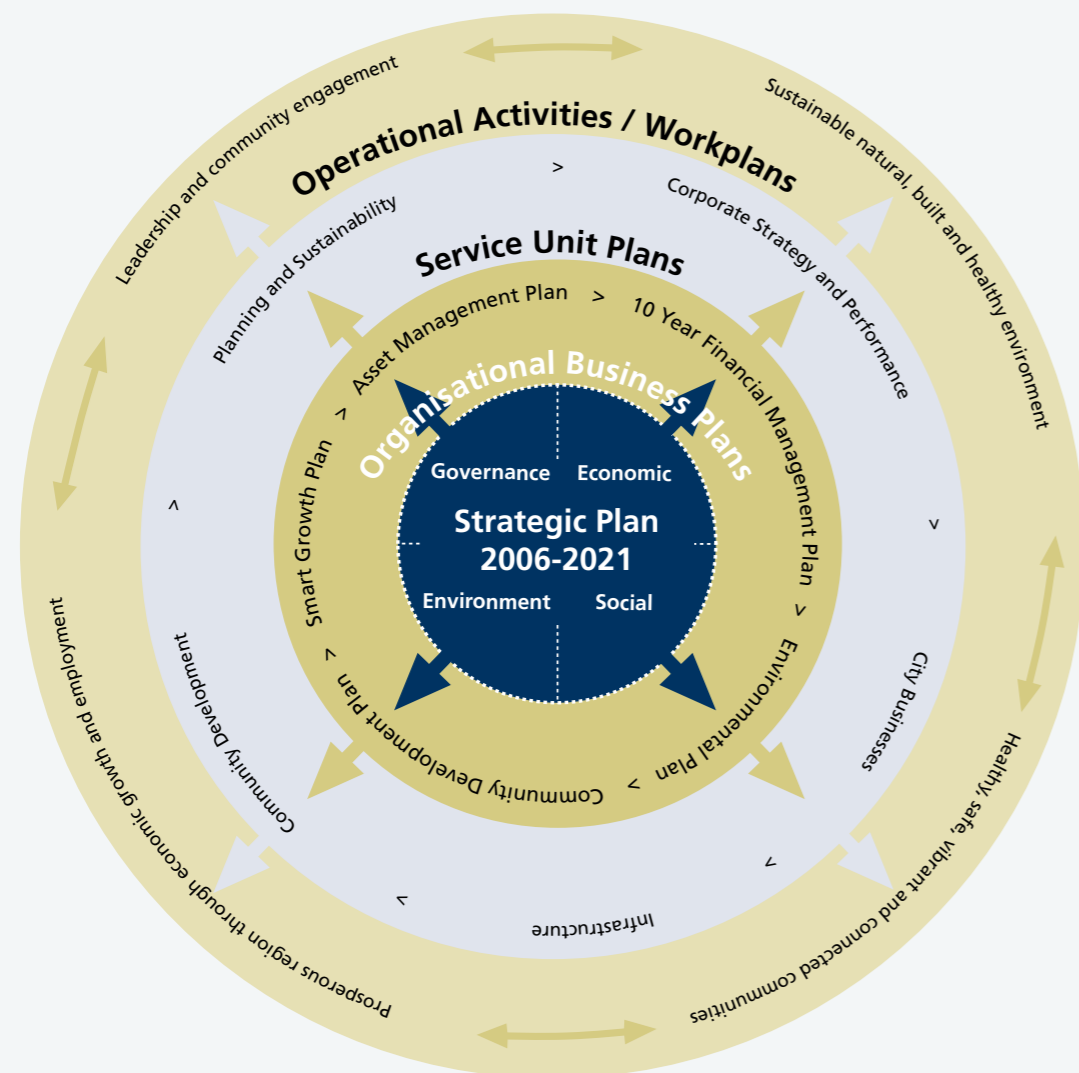
## The Planning Process

The purpose of the Strategic Plan is to provide a framework for undertaking a range of actions that will enable our vision for the City of Wanneroo to be achieved.

This plan uses the following strategic framework to develop:

- Strategies
- Outcomes and outcome objectives
- Key performance indicators and associated targets

The City has also prepared 10 year strategic financial and asset management plans. Together, these documents contain details of the actions that each service unit within the organisation will undertake to support the strategies and achieve the objectives outlined in the strategic plan.



# CONSULTATION PROCESS

## Our Stakeholders

Our stakeholders can be grouped as follows:

- |                               |                             |                             |
|-------------------------------|-----------------------------|-----------------------------|
| • Mayor and Councillors       | • Members of Parliament     | • Community Groups          |
| • Council Advisory Committees | • Government Agencies       | • Visitors and Tourists     |
| • Council Working Groups      | • Other councils and cities | • Developers                |
| • Residents and Ratepayers    | • Not-for-Profit Agencies   | • Suppliers and Contractors |
|                               | • Emergency Services        | • Industry Associations     |
|                               | • Business Community        | • Media                     |
|                               | • Regional Volunteers       |                             |
|                               | • Staff and Volunteers      |                             |

## Stakeholder Consultation

The strategic plan intends to combine corporate and stakeholder aspirations so that the Council, community and other organisations can work together to build and develop a City that reflects a shared vision of a sustainable community.

To inform and help Council to develop the strategic plan, a wide range of consultation activities were undertaken including:

- Telephone interviews with residents, business owners and youth.
- Discussion groups with residents, business owners and youth.
- On-line forum with the community.
- A series of facilitated workshops with elected members and staff.
- Direct mail to community groups, residents, suppliers, developers, government and allied agencies.

## 2010 Strategic Plan Review

As part of the review of the strategic plan, an extensive consultation process was undertaken with Council, the community and other interested parties to ensure the individual strategies outlined in this document reflect the long-term vision of developing a sustainable community.

Activities included:

- Community workshops covering each of the strategic pillars.
- Publication of the draft strategic plan on the City's website inviting comments from the community.
- The facilitation of working groups with a broad range of City employees.

## 2020 Summit

The City of Wanneroo conducted the Northern Suburbs 2020 Summit in 2008 to support the Prime Minister's National 2020 Summit. This local Summit allowed the community to help the government shape a long-term strategy for the nation's future. The Summit report, compiled from the outcomes of the six workshops held was forwarded to Canberra and has subsequently contributed to a range of initiatives undertaken by the City.

We thank all of the people who engaged in the process and provided valuable information and feedback.



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