



Strategic Community Plan 2021-2031

The future of Wanneroo

WELCOME TO COUNTRY

The City of Wanneroo acknowledges the Traditional Custodians of the land we are working on, the Whadjuk people. We would like to pay respect to the Elders of the Noongar nation, past, present and future, who have walked and cared for the land and we acknowledge and respect their continuing culture and the contributions made to the life of this City and this region.

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A MESSAGE FROM THE MAYOR



I am pleased to present the City of Wanneroo Strategic Community Plan 2021–2031, which sets out our vision and aspirations for the future.

The Plan has been developed with a high level of community and employee input, with more than 1,400 people sharing their views in face-to-face consultations and via online surveys. We thank all participants for their important contributions. This visionary plan would not have been possible without you.

The COVID-19 pandemic focused our minds on what is important and for many of us it is the value of community. Through our consultation, our community clearly told us that connecting with local places and local people was of highest value. That value shines strongly in this plan as we focus on local employment, activating local places, and sustainability.

We will maintain our strategic focus on managing the City's rapid growth in a way that respects and preserves our heritage.

Achieving the aspirations we have detailed in this plan will rely on a collective and collaborative approach, as we continue to work with community groups, other local governments, state and federal government agencies, residents, partners and the broader business sector.

This is truly a plan for the community, by the community, and I invite you to join us in making the vision a reality.

Mayor Tracey Roberts

OUR COUNCIL

The Council is the decision-making body that sets the strategic direction, policies and priorities for provision of services to the community of the City of Wanneroo.

The needs and aspirations of the community are represented by 15 Elected Members across three wards, these being Central, North Coast and South.

MAYOR



Tracey Roberts JP

CENTRAL WARD

Ashby, Banksia Grove, Carabooda, Carramar, Hocking, Jandabup, Mariginiup, Neerabup, Nowergup, Pearsall, Pinjar, Sinagra, Tapping, Wanneroo



**Deputy Mayor
Cr Frank Cvitan JP**



**Cr Jacqueline
Huntley**



**Cr Paul
Miles**



**Cr Dot
Newton JP**

NORTH COAST WARD

Alkimos, Butler, Clarkson, Eglington, Jindalee, Merriwa, Mindarie, Quinns Rocks, Ridgewood, Tamala Park, Two Rocks, Yanchep



**Cr Linda
Aitken JP**



**Cr Chris
Baker**



**Cr Sonet
Coetzee**



**Cr Lewis
Flood**



**Cr Natalie
Sangalli**

SOUTH WARD

Alexander Heights, Darch, Girrawheen, Gngangara, Koondoola, Landsdale, Madeley, Marangaroo, Wangara, Woodvale (part)



**Cr Hugh
Nguyen**



**Cr Vinh
Nguyen**



**Cr Glynis
Parker**



**Cr Brett
Treby**



**Cr Domenic
Zappa**

INTRODUCTION

The Strategic Community Plan 2021-31 (SCP) is the third version of its kind to be developed by the City of Wanneroo. This plan has been created after an extensive and unprecedented stakeholder engagement process that was heavily impacted by the COVID-19 pandemic.

The level of interest and engagement shown by the Wanneroo community during such challenging times, including restrictions and lockdowns, further reflects the passion and commitment of those living and working in the area to create a better future for both themselves and others.

The City has engaged at length with the Community – through residents and ratepayers, businesses, government and non-government agencies and City employees - to gain insight and understanding of future aspirations and priorities, as well as the future challenges Wanneroo will face.

The discussions that took place throughout the engagement process have been dynamic, passionate and well informed, with strongly shared aspirations voiced around ensuring that people continue to feel safe in public places, that the City continues to deliver sustainable and environmental outcomes, and to manage the challenging issue of growth and development across the City.

The SCP sits under the custodianship of the Council, and provides the direction for the future of the City of Wanneroo, defining our shared vision, purpose, goals and priorities for the next decade.

Our vision

A welcoming community, connected through local opportunities

The vision for the future of Wanneroo captures the essence of the passionate views of our Community, who want to make Wanneroo a place that is welcoming to all people, and provide the necessary connections for those people to live, work and participate locally, ultimately to help build a wider sense of belonging in the area.

Our purpose

To create a strong community with local opportunities to participate, be active, feel secure, contribute and belong.

The purpose articulates why we do what we do, why we exist and what our cause is. This purpose statement provides a clear message about the expectations the City has in working towards achieving the vision for the future.

Bringing our vision to life

The Strategic Community Plan (SCP) is the City of Wanneroo's most important planning document, providing future direction over the next ten years.

The SCP gives a high-level view of how we will reach our vision, while providing enough flexibility to ensure it stays fit for purpose over the term of its life.

The SCP provides direction for the City's four-year Corporate Business Plan (CBP), allowing clear linkages between both strategic direction, operational delivery and service provision that ultimately ensures delivery against the vision, strategic goals and priorities.

The City's Integrated Planning and Reporting Framework (Figure 1) guides our planning process to ensure alignment to and delivery on our community's expectations. The framework is also aligned to legislative requirements for local governments in Western Australia.

Implementing the plan

The four-year Corporate Business Plan (CBP) and the annual Service Unit Plans (SUPs) are the main implementation methods for operationalising the Strategic Community Plan (SCP).

The CBP is informed by three resourcing plans, the Long Term Financial Plan, the Asset Management Plan and the Strategic Workforce Plan. The CBP provides clear linkages between the SCP goals and priorities, high-level services, major projects and key initiatives. The CBP is reviewed annually in line with the City's budget.

The annual SUPs focus on service delivery and the integration of financial, risk and workforce planning.

The Council is not solely responsible for the delivery of the SCP, as many areas are outside of a local government remit and controlled by other agencies. This is where the City focuses efforts in the areas of advocacy and collaboration to reach shared outcomes.

Council accountability

The City of Wanneroo Council is accountable for ensuring the continued progress towards the future vision.

The City reports on strategic and operational progress through the Annual Report, allowing the community to have full transparency of the work undertaken and the progress achieved.

To ensure the SCP remains relevant and fit for purpose, minor reviews are undertaken on a two-yearly basis and major reviews, which include extensive community consultation, are undertaken every four years.

Figure 1 – City of Wanneroo Integrated Planning and Reporting Framework



Identifying our community priorities

A wide-range of stakeholders were involved in developing the Strategic Community Plan through three phases of engagement.

The **first phase** took place in early-August 2020, with the City's Council Members, as key community leaders, gathering to discuss their vision, priorities and actions needed to guide the region as a whole, and to focus on unpacking what kind of future Wanneroo should aspire to.

Council Members also gave due consideration to the global risks and mega trends that could have potential impacts on the City into the future, these included:

- Rapid urbanisation
- Technology, Big data, Artificial intelligence and the Internet of Things (IoT)
- Global emergencies and disasters
- The changing nature of work
- The changing nature of mobility
- Trust in institutions and democracy; and
- Climate change.

The outcomes identified from phase one were that a future Wanneroo should be community driven and focused; should support liveability, diversity and inclusion; and leverage forward planning, democratic participation and innovation.

The **second phase** took place between mid-August 2020 and February 2021, and was the main stakeholder engagement phase, targeting Community groups and representatives, specific community cohorts, local business representatives and City employees.

The primary focus for this phase was to capture the community's overall vision and aspirations, both emerging and existent, and the future priorities, challenges and opportunities. The engagement sessions were designed to gather further insights into different community groups, to workshop future actions, and facilitate community buy-in.

The key outcomes from the second phase included the identification of five engagement themes that would play a part in the development of the ten-year strategic goals and priorities. The themes identified were:

- Future Growth – *Building a thriving Wanneroo*
- Sustainability – *Protecting our environmental assets*
- Economic Development – *A resilient and diverse economy*
- Community – *A citizen-centric Wanneroo*
- Innovation – *Future thinking and opportunity seeking*

The **third phase** took place in May and June 2021 with the City seeking public feedback from the community of the draft Strategic Community Plan (vision, purpose, goals and priorities).

Participation statistics

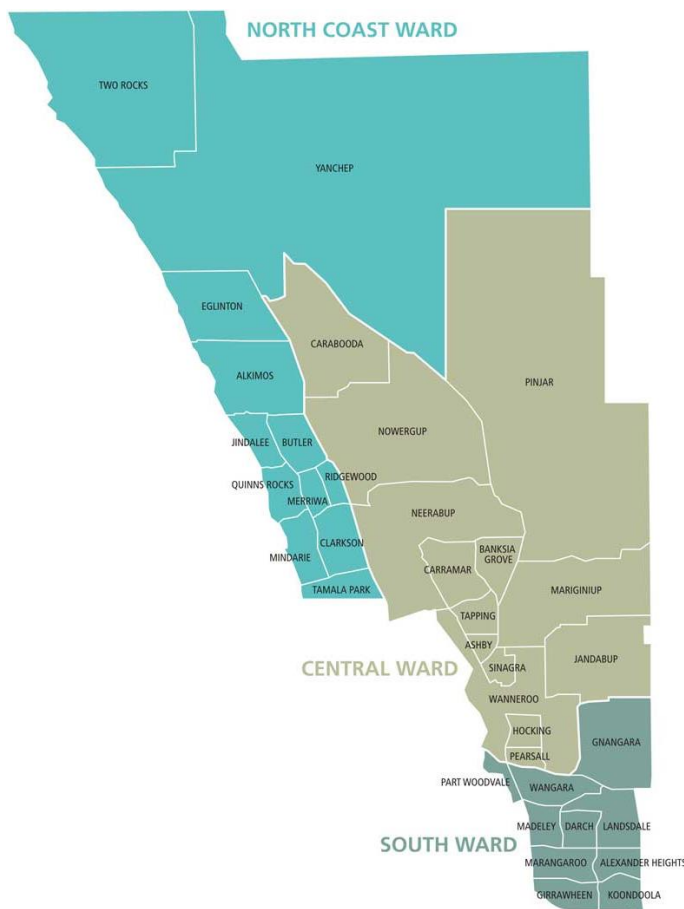
- 632 people completed an online survey to provide feedback on the future vision, priorities, challenges and opportunities.
- 16 digital and face-to-face community workshops and drop-in sessions took place during the stakeholder engagement period.
- 264 employees of the City of Wanneroo participated in engagement activities.
- 42 business representatives provided targeted feedback on the vision, aspirations and priorities of businesses for the future of Wanneroo.
- 52,446 social media impressions were displayed throughout the second phase of stakeholder engagement.

ABOUT WANNEROO

The City of Wanneroo is one of the fastest and largest growing local government authorities in Australia, and includes 32 kilometres of coastline, natural environments, agricultural and bush land.

The City has 36 suburbs, across 685.1 square kilometres¹, stretching from Girrawheen in the south to Two Rocks in the north, and lies on the north-eastern urban corridor of the Perth metropolitan area, about 12km from the Perth CBD at its nearest point and 62km at its farthest point.

The City is bounded by the Shire of Gingin in the north, the Shire of Chittering and the City of Swan in the east, the cities of Stirling and Joondalup in the south, and the Indian Ocean to the west.



The City is characterised by a diverse mix of urban, rural and industrial land uses, as well as a significant area of natural bushland and state forest, including Yanchep National Park, Neerabup National Park and Yellagonga Regional Park.

A natural wetland system runs through the City, dominated by the pristine Lake Joondalup that separates the City of Wanneroo from the City of Joondalup. Urban land is predominantly residential, with a number of commercial centres providing jobs and services, along with the established industrial centre of Wangara and the newly emerging Neerabup Industrial Area site.

¹ Source - ABS Census Cat. 2001.0

Population statistics

- 2021 population forecast is 208,904²
- 2031 population forecast is 266,556³
- The median age of residents is 33
- 41% of residents were born overseas
- 20% of residents speak a language other than English at home
- The estimated number of people aged 65+ in 2031 will be 36,723
- 40% of households are made up of couples and children

Infrastructure assets

- 594 parks and gardens totalling 2645 hectares
- 47 active parks comprising golf courses, sporting complexes and sports grounds
- 149 conservation reserves such as bushland and wetlands
- 1685 kilometres of road
- 1340 kilometres of pathway
- 533 hectares of foreshore

Community facilities

- 295 Playgrounds (42 nature play)
- 4 Libraries
- 2 Recreation Centres
- 1 Aquatic Facility
- 24 Sporting Pavilions
- 21 Community Centres
- 3 Museums
- 45 Sports Reserves

^{2 3} Source - forecast.id.com.au/wanneroo (as at June 2021)

THE FUTURE OF WANNEROO

Our Strategic Goals and Priorities

This section presents the strategic goals that have been identified by the community, along with the supporting priorities to help achieve these goals.

The narrative for each strategic goal has been written as if it have already been achieved and describes the end result. The supporting priorities describe what the focus of our future efforts to achieve our end results will be.

In order to achieve the strategic goals and priorities, the City of Wanneroo will play a number of roles that include:

- **Community leader** – The City plays a key leadership role in the community.
- **Service provider** - The City takes full responsibility for delivering services.
- **Regulator** - The City has statutory responsibilities to ensure compliant service delivery.
- **Advocate** - The City promotes the interests of the community to other decision-making organisations such as Federal and State Government. The City helps to ensure major priorities for the local area and region are known, understood and prioritised by key decision-makers.
- **Partner** - The City delivers services or projects collaboratively, and in partnership with other organisations.
- **Facilitator** - The City brings stakeholders together to help them understand their common goals and priorities and assists them to plan and achieve them. The City helps to enable and support business establishment, growth and investment.
- **Owner of asset** - The City is the owner of assets.

Goal 1: An inclusive and accessible City with places and spaces that embrace all

In 2031, Wanneroo will be an exciting City where people feel included, valued and welcomed, with unique places and spaces appreciated and actively used by all. Wanneroo will be recognised and known for its variety of lifestyle choices and strong focus on the health and wellbeing of the people who live there. Age and ability will be no barrier, with accessible facilities and activities available to all who want to participate in recreation or by taking a journey of learning and discovery. Wanneroo will be a City where people have opportunities to come together, interact and connect with others at cultural, educational, social and sporting events, strengthening the sense of community and belonging.

Priority 1.1 - Value the contribution of all people

Wanneroo will have opportunities for all ages, abilities, cultures and genders to be included and to contribute to the wider community. People in Wanneroo will have access to a wide variety of programs and services that assist with mental and physical health, and personal wellbeing. Volunteers will also provide highly valued contributions in the community.

Priority 1.2 - Valued public places and spaces

Wanneroo will have distinctive, accessible places and spaces that are valued by the community, and support human interaction and technology connection. The urban design of public areas will provide green, natural places and spaces that meet the needs of people and complement the character and identity of local areas.

Priority 1.3 - Facilities and activities for all

Wanneroo will have easy to access facilities that provide opportunities for people to take part in a range of activities regardless of their age or ability. All facilities and activities will provide benefit to our community and support active, healthy and inclusive lifestyles.

Priority 1.4 - Bringing people together

Wanneroo will have a range of programs and services promoting community connection to build the sense of belonging for people of all backgrounds. The capacity and skills of local Community groups will be developed to enable them to provide fun and engaging events that will be valued by the local community and known throughout the region.

Priority 1.5 - Learning and discovery choices

Wanneroo will provide a range of choices for people to actively learn and discover, through programs and activities that assist with lifelong learning. Opportunities will be available for all people and developed to meet the range of needs they have.

Goal 2: A City that celebrates rich cultural histories, where people can visit and enjoy unique experiences

In 2031, Wanneroo will be a City with a strong cultural and historical identity that respects and celebrates the Aboriginal and global cultures that form its distinctive community. Places and spaces are enhanced by various art forms, developed by creative local people to provide engaging experiences that represent the City's varied cultures and heritage. Wanneroo will be a tourism destination of choice, with stunning natural attractions, significant Aboriginal and other heritage sites, and exceptional experiences for families and adventure seekers to actively explore or relax and unwind.

Priority 2.1 - Valuing cultures and history

Wanneroo will be a City that utilises the strength of cultural diversity and the unique history of the area to shape a stronger community. The people of Wanneroo will appreciate and celebrate the City's unique Aboriginal and other diverse global cultures and histories.

Priority 2.2 - Arts and local creativity

Wanneroo will be a City that values the arts and other creative industries, providing opportunities and experiences for local people to be involved in creative programs and activities that help increase community connection, personal wellbeing and economic benefits.

Priority 2.3 - Tourism opportunities and visitor experiences

Wanneroo will be a great place to visit, with local, domestic and international visitors truly valuing the City's character, unique natural scenery and cultural traditions. There will be many offerings and experiences available for people, including nature-based, leisure or relaxation activities and interactive technologies to further enhance experiences.

Goal 3: A vibrant, innovative City with local opportunities for work, business and investment

In 2031, Wanneroo will be a City with a strong local economy where businesses, entrepreneurs and industries grow and thrive. Wanneroo will be seen as a great location to do business and invest, offering employment and skills development opportunities to local people so that they prosper. There will be strong business networks with enhanced collaboration and partnership working across private and public sectors, allowing local innovation to accelerate in the best business hubs in the region.

Priority 3.1 - Strong and diverse local economy

Wanneroo will have a strong economy where local business is valued, supported and promoted. A diverse industry base will be encouraged in order to support economic resilience and allow people to access business services and employment opportunities.

Priority 3.2 - Attract and support new and existing business

Wanneroo will be a City where new and existing businesses grow and thrive. Local businesses will have access to information, networks and services to assist them in developing their capacity, allowing them to flourish and contribute to a strong local economy.

Priority 3.3 - Plan, develop and activate employment locations

Wanneroo will have a wide variety of employment locations ranging from town centres of various sizes to large industrial hubs. Employment locations will be easily accessible and enhance business collaboration, strengthening the Wanneroo economy and providing diverse employment opportunities for local people.

Priority 3.4 - Develop local jobs and skills

Wanneroo will be a City that has a range of opportunities for people to work locally and develop their skills, so that individuals and local businesses can prosper and grow.

Priority 3.5 - Opportunities for investment

Wanneroo will be a City known as a distinctive place to invest for both public and private sectors, attracting development and infrastructure to improve the regional economy. Wanneroo will be a City that invests back into the community, helping keep wealth in the local area.

Goal 4: A sustainable City that balances the relationship between urban growth and the environment

In 2031, Wanneroo will be a City of natural beauty and variety appreciated by all, contributing to the overall sense of belonging people in the area have. The natural landscape is respected for its importance to future generations, with the growth and development of the City being balanced with the protection of the natural environment and social values. Wanneroo will be a place where natural resources are valued, and used effectively within the City's strong circular economy. It will be a City that addresses climate change, ensuring responsible planning to manage any future impacts and reducing the City's contribution to climate change.

Priority 4.1 - Plan for climate change

Wanneroo will be a City known for future proofing against climate change, with strong plans in place to lessen the impacts caused by increased temperatures, lower rainfall, extreme weather events and rising sea levels. The City will also reduce its contribution to climate change by setting appropriate emissions targets and measures.

Priority 4.2 - Manage and protect local Biodiversity

Wanneroo will be a City that values its unique local vegetation, animals and ecosystems, ensuring their protection from future challenges. High quality local vegetation and habitat of significance is retained and used during the creation of new places and spaces, providing local nature experiences that are appreciated by all.

Priority 4.3 - Manage natural assets and resources

Wanneroo will be known for its successful management and use of natural assets and resources. The City will harness the use of water, wind and solar to benefit the community and natural assets such as beaches, reserves, parklands and wetlands will be managed in a way that enhances the connection of people to the natural landscape.

Priority 4.4 - Manage waste and its impacts

Wanneroo will be a City known for creating and promoting waste management solutions that protect the local environment for future generations. Waste will be a valuable resource within the City's strong circular economy, and one where understanding of the impacts of waste and the value of recycling is of importance to the future of the City.

Goal 5: A well-planned, safe and resilient City that is easy to travel around and provides a connection between people and places

In 2031, Wanneroo will be a City developed to provide for all, and one that puts community at the heart of future design in creating affordable, liveable and connected places. Wanneroo will be a City where land is put to optimum use, providing housing choice and economic opportunities. The City will be travel friendly with balanced and sustainable transport choices to move around either by foot, bicycle, bus, car or train. Wanneroo will be a place that meets the expectations of the community by creating an exciting environment for people to live, work and recreate. Wanneroo will be a safe and secure City, allowing the people in the community to develop and thrive in a supportive and inspiring environment that builds local connection and shared experiences.

Priority 5.1 - Develop to meet current need and future growth

Wanneroo will be a City designed and developed to meet the needs of all people, and feature a range of housing options for the City's growing population. The City will use its natural assets to complement built infrastructure creating a strong connection between people and places.

Priority 5.2 - Plan for and manage land use

Wanneroo will be a City that effectively plans for and manages land use to support the economy, accommodate the City's growing community and to protect the environment.

Priority 5.3 - Manage and maintain assets

Wanneroo will be a City known for having high quality new and existing assets that are well managed, maintained to be fit for purpose and valued by local communities. The City's assets will be future proofed by design and also provide maximum return on investment into the future.

Priority 5.4 - People can move around easily

Wanneroo will be a City known for having various options to move around in convenient ways, allowing easy access to social and business opportunities. There will be connected infrastructure in place to travel by foot, bicycle, bus, car or train.

Priority 5.5 - People feel safe in public places

Wanneroo will be a City where people feel safe, and are able to live actively and recreate freely. Local agencies and groups will be at the heart of developing programs to create more connected communities, ensuring all people feel supported and secure.

Priority 5.6 - Prepared and resilient

Wanneroo will be a City where support is available for people to plan, prepare and recover from emergencies, ensuring minimum disruption to everyday life.

Goal 6: A future focused City that advocates, engages and partners to progress the priorities of the community

In 2031, Wanneroo will be a City where all people have the opportunity to be heard and engaged with future development and decision making in the area. The City will be recognised for its approach to working with others, having developed meaningful relationships that benefit communities. Wanneroo will be a place where people feel informed about what is available to them and where communication is the main driver for interaction and participation, tailored to meet the needs of all people to increase the feeling of inclusion.

Priority 6.1 - Advocate in line with community priorities

Wanneroo will be a City that uses a 'whole of community' approach to proactively promote the interests of the community to other decision-making agencies such as State and Federal Government, to ensure that the needs of the local community are met.

Priority 6.2 - Actively seek to engage

Wanneroo will be a City where all people have opportunities to be engaged in decision-making and future planning. There will be a range of traditional and digital engagement options available for people to have their say, collaborate and participate, that ultimately increase community outreach and involvement.

Priority 6.3 - Build local partnerships and work together with others

Wanneroo will be a City that builds and encourages local and regional partnerships to meet common goals. The City also will work closely with State agencies and other stakeholders in planning, service delivery and resourcing to meet the needs of the community.

Priority 6.4 - Understand our stakeholders and their needs

Wanneroo will be a City that understands the needs and requirements of all stakeholders, involving and engaging with them at the right time and in the most appropriate and accessible ways. Understanding stakeholders will assist in providing unique perspectives and important considerations in decision-making.

Goal 7: A well governed and managed City that makes informed decisions, provides strong community leadership and valued customer focused services

In 2031, Wanneroo will be a City that has a clear and shared future. It will be a City with open and informed decision-making, where all people have the opportunity to participate in issues that are important to them. Wanneroo will be a place reliably managed by those governing and will empower community leaders to assist in the development of the City's future. The City will be a place where regulations and rules are clear, understandable and responsive to ensure they meet the needs of the community. All people will be able to access data, information and services when they are needed.

Priority 7.1 - Clear direction and decision making

The City of Wanneroo will have a clear plan for the future and be able to demonstrate successful results. Decision-making will focus on achieving the best outcomes and be in line with the Vision, Goals and Priorities informed by the community.

Priority 7.2 - Responsibly and ethically managed

The City of Wanneroo will be managed responsibly to ensure a long-term, sustainable future. The City will have effective governance arrangements and ethical leadership that is open and transparent, ensuring a clear understanding of roles and accountabilities.

Priority 7.3 - Anticipate and adapt quickly to change

The City of Wanneroo will be agile and adapt to the changing political, environmental, social, technological, economic and legal landscape within which it operates. The City of Wanneroo will be a strong community leader and have a deep understanding of global, national and local risks and their potential impacts on the community into the future.

Priority 7.4 - Promote offerings, opportunities and initiatives

The City of Wanneroo will promote all offerings, opportunities and initiatives to those living in the area to enhance the connection between the City and its stakeholders. People will be informed about activities, events, experiences, programs and services and be made aware of key projects taking place in the area.

Priority 7.5 - Customer focused information and services

The City of Wanneroo will provide a highly valued customer experience for people accessing the City. It will be an open organisation with access to data, information and services. People will be able to address their needs through a variety of traditional and digital interfaces through interaction with a skilled and agile workforce, offering a seamless customer experience.

MEASURING OUR PROGRESS

The City of Wanneroo will monitor the progress of the Strategic Community Plan using performance indicators from various data sources.

The progress on strategic goals and priorities will be reported in the City's Annual Report. An overview of how progress will be measured against the strategic goals can be found in the table below:

| Strategic goal | Measure overview |
|---|--|
| An inclusive and accessible City with places and spaces that embrace all | <ul style="list-style-type: none">▪ Sense of connection, belonging and feeling welcomed |
| A City that celebrates rich cultural histories, where people can visit and enjoy unique experiences | <ul style="list-style-type: none">▪ Access to cultural and artistic opportunities |
| A vibrant, innovative City with local opportunities for work, business and investment | <ul style="list-style-type: none">▪ Opportunities for local employment and access to businesses that provide for their daily needs |
| A sustainable City that balances the relationship between urban growth and the environment | <ul style="list-style-type: none">▪ Satisfaction with the management of natural assets and resources |
| A well-planned, safe and resilient City that is easy to travel around and provides a connection between people and places | <ul style="list-style-type: none">▪ Access and ease to travel around the City of Wanneroo |
| A future focused City that advocates, engages and partners to progress the priorities of the community | <ul style="list-style-type: none">▪ Satisfaction with how people are consulted and engaged about local issues |
| A well governed and managed City that makes informed decisions, provides strong community leadership and valued customer focused services | <ul style="list-style-type: none">▪ Feedback on customer experience |