City of Greater Geraldton
STRATEGIC COMMUNITY PLAN
2011 - 2021

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I FOREWORD

1 July 2011 marked a significant milestone in the development of the region with the amalgamation of the City of Geraldton-Greenough and the Shire of Mullewa to form the City of Greater Geraldton. For an interim period the new local government has been overseen by 5 commissioners.

The new entity has 56 localities and 7 wards: Port, Hills, Chapman, Champion Bay, Tarcoola, Willcock, and Mullewa. Inaugural council elections will be held on 15 October 2011 where 14 councillors will be appointed, 2 councillors representing each ward. A popularly elected mayor will complete the City's Council.

This document is the City of Greater Geraldton's first Strategic Community Plan. As the City continues to move forward, this Strategic Community Plan will set out the framework and direction the City will take to achieve the best possible regional outcomes while creating a lifestyle which will make Greater Geraldton the natural choice to live, work and play.

The Strategic Community Plan is our effort to ensure that as our city grows, we keep pace with not only the cultural development aspects of regional life but continue to add the necessary vibrancy and uniqueness which will ensure our residents continue to retain pride in our community and have a desire for continuous improvement. Whilst this is our plan and it sets our direction for the future, it is not intended that this document remain static. This plan will be dynamic and will evolve with changing circumstances and with the introduction of better ideas. Our challenge is to create a lasting legacy which is admired by all who visit and by all who live here. The plan was made in consultation with many key stakeholders, including community members.

Greater Geraldton is in a unique position to influence the creation of great things for our community during this period of prosperity and look forward to the challenge of obtaining the best outcomes possible.

2   ABOUT THIS PLAN

This Strategic Community Plan has been developed to deliver clear direction as the City continues to provide leadership in a challenging environment. This plan will support the development of improved services and outcomes for the people of Greater Geraldton and will continue to evolve with the ever changing climate of our region to support the needs of our community.

The **Strategic Community Plan 2011 – 2021** has been developed through a combination of the *Plan for the Future* documents adopted by the former City of Geraldton-Greenough and Shire of Mullewa Councils in recognition of the extensive and relatively recent community engagement process utilised in their development.

The current review has also enabled refocussing of the existing documents by drawing upon extensive community consultation which was undertaken as part of the **2029 and Beyond** project along with input from various state, regional and local plans relevant to the City of Greater Geraldton.
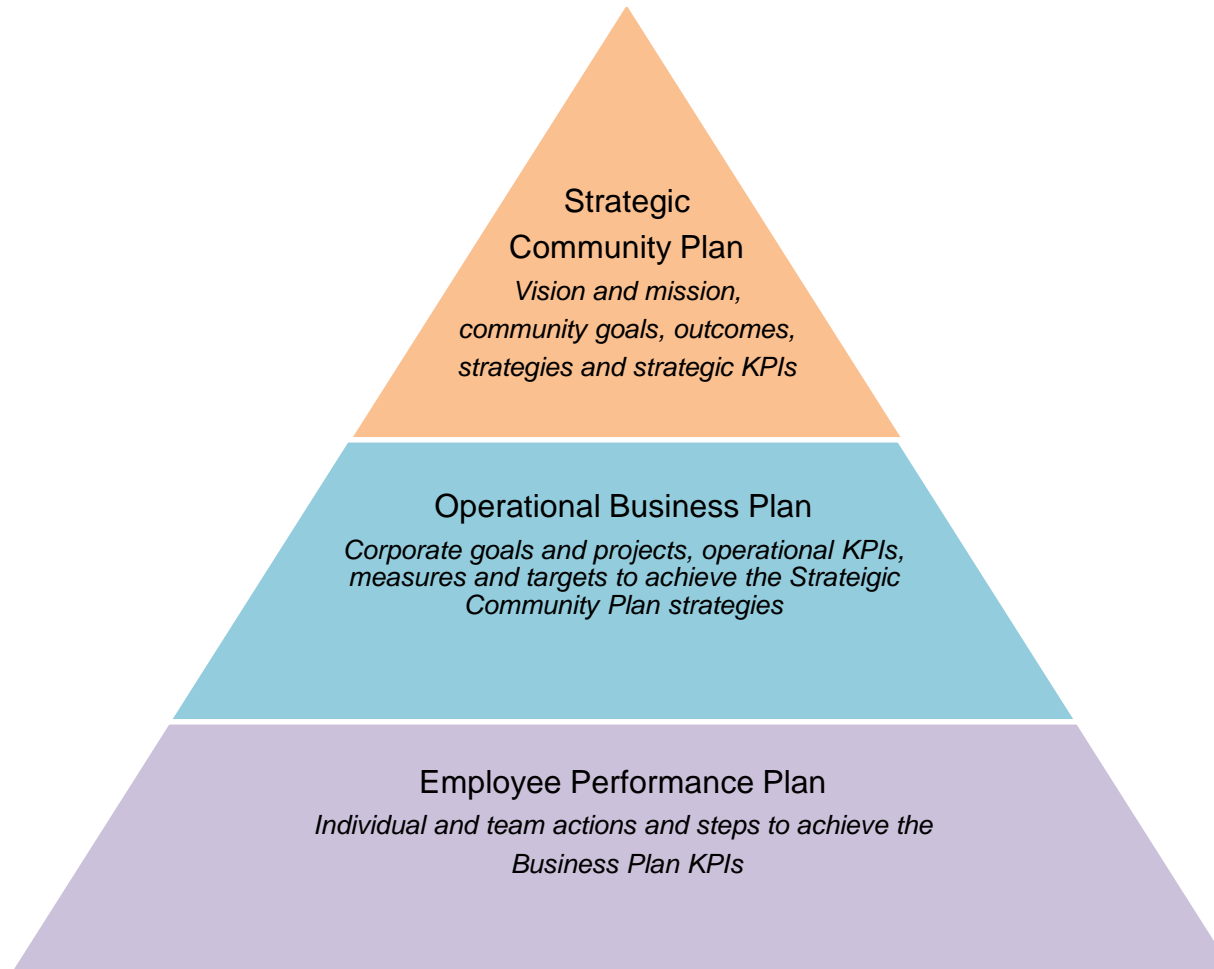
Local Government undertakes strategic planning to achieve a desired vision (where we want to be) for the community. This can only be achieved through close co-operation, support and partnerships with those individuals and external organisations that influence decision-making and delivery of services.

The establishment of our common vision and organisational mission (why we exist, whom we serve, what we deliver) has enabled the development of key goals (high level outcomes linked to achieving the vision) for the organisation, which have in turn provided the framework for development of outcomes (to attain goals) and strategies (methods of achieving outcomes to fulfil the mission).

Individual actions or processes will be developed to implement the strategies in this plan. These actions or processes are defined at the City's department and team level on an annual basis (Business Planning) and the diagram below illustrates the interrelationship of these parts of the Strategic Planning process.

The **Strategic Community Plan 2011 – 2021** will form the basis of the initial priority and actions for the new local government of Greater Geraldton. It will in time be extensively reviewed by the elected Council.

The Strategic Planning Pyramid

Strategic
Community Plan
*Vision and mission,
community goals, outcomes,
strategies and strategic KPIs*

Operational Business Plan
*Corporate goals and projects, operational KPIs,
measures and targets to achieve the Strateigic
Community Plan strategies*

Employee Performance Plan
*Individual and team actions and steps to achieve the
Business Plan KPIs*

3 REGIONAL SNAPSHOT
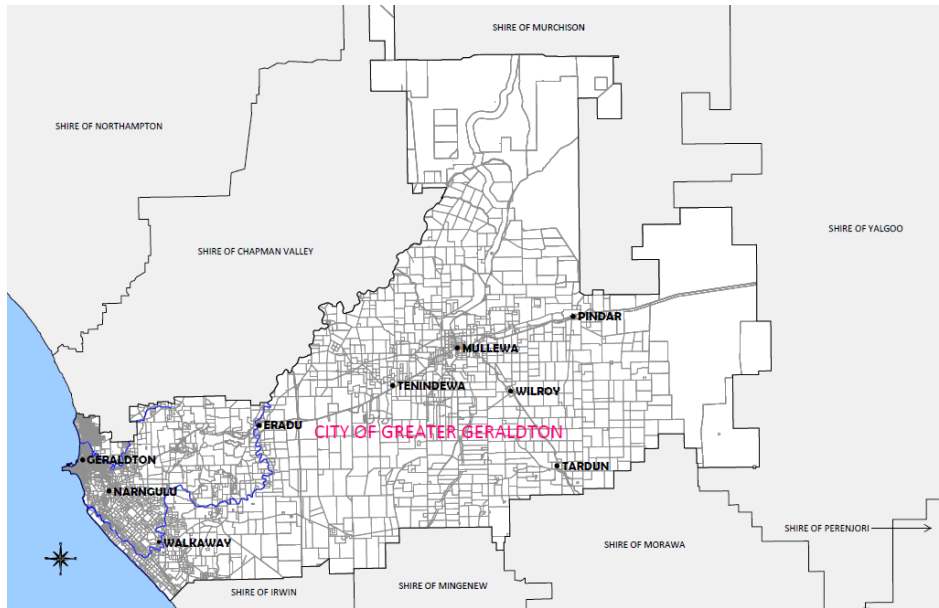
The City of Greater Geraldton was established on 1 July 2011 with the amalgamation of the former City of Geraldton-Greenough and the Shire of Mullewa. The Greater Geraldton local government district has a total population of 39,368 and an area of 12,483.3 square km.

The traditional custodians of the land we now call the Mid West region consist of several language groups including the Amangu people, Naaguja people, Wajarri people, Nanda people, Badimia people and Western Desert people. Collectively known as Yamatji, this group's history in the Mid West dates back at least 40,000 years. Yamatji culture continues to have a strong presence in the region.

Greater Geraldton boasts a strong and diverse economy based on fishing, mining, agriculture and tourism. The area around Geraldton enjoys a sunny Mediterranean climate with hot, dry summers and mild winters. The cooling southerly wind keeps the temperature pleasant during the summer months, giving Geraldton its reputation as an international mecca for kite and wind surfing.

Geraldton is the major regional centre of Australia's Coral Coast overlooking the Indian Ocean, is a thriving city steeped in indigenous and pioneering history. The city has all the major services, cultural, shopping and sporting facilities you would expect in a city, yet a more relaxed pace of life, typical of the country. Geraldton is within easy driving distance to Perth, being 424km north of the State capital. It has regular air services and exports to the rest of world via the Geraldton Port.

The **Greenough** area and Walkaway area and surrounding district has some of Western Australia's premier heritage buildings. The district reflects the high value agricultural land that has been farmed since its settlement over 170 years ago.

Mullewa and the surrounding district has become one of Western Australia's primary agricultural areas, with broad-acre grain farms producing in excess of 250,000 tonnes annually. The Mt Gibson iron ore mine near Tallering Peak has also brought new opportunities and increased tourism to the area. Localities in the Mullewa ward include Tenindewa, Pindar, Tardun, Devils Creek, Wongoondy, Ambania, Nunierra and West Casuarinas. The strong bonds that exist within the Mullewa community make it a town of great pride, culture and history. Situated an hour's drive inland from Geraldton, Mullewa sits in the heart of the wildflower region of Western Australia and is proud to be known as the heart of wildflower country. The town is considered as the gateway to the North's vast pastoral and mining land and is well known for its beautiful church, designed and built by priest architect Monsignor John Hawes.

With the amalgamation of these great districts, the City of Greater Geraldton is set for a vibrant future.

4   STRATEGIC PROFILE

Greater Geraldton's population growth in past years has been significant and further rapid growth is anticipated as major projects are established. In 2010, the population of the local government district reached 39,368 according to the Australian Bureau of Statistics, representing continued strong population growth.

The City has a strong and diverse employment base with unemployment figures for March 2011 showing just 4.56%. Major employers continue to be the agriculture, forestry and fishing and retail sectors; followed closely by the education, construction, mining, tourism and manufacturing sectors.

The region's Gross Regional Product was $4.5 billion in 2009/10, the latest estimate available. Detailed analysis based on current and proposed investment in the region suggests Mid West GRP will reach between $10 billion and $22 billion by 2029. Mining is the most valuable sector. In 2009/10 the mining and petroleum production in the Mid West reached a value of $2.5 billion with on-shore crude oil, condensate and natural gas valued at an additional $52.5 million. More recent estimates suggest the value of current and proposed resource projects has since increased substantially.

Agriculture remains a significant industry for the Mid West with a gross value of $871.9 million in 2008/09 - 12.1% of the State's total. Agriculture includes cereal and legume crops, livestock (predominantly sheep and cattle), horticulture and aquaculture. The Mid West also has the highest value fishing industry in Western Australia, 389 tonnes valued at $2 million was caught in 2008/09. The lobster catch alone was worth $97 million in 2008/09.

As the major regional centre in the internationally popular Coral Coast region, tourism makes an important contribution to the local economy. For 2006-2008 the year end visitor numbers to Geraldton averaged 220,600. This included 156,300 overnight visitors, a third of the total visitation to the Coral Coast. Geraldton also attracted half of all interstate visitors, more than other tourist destinations in the region.
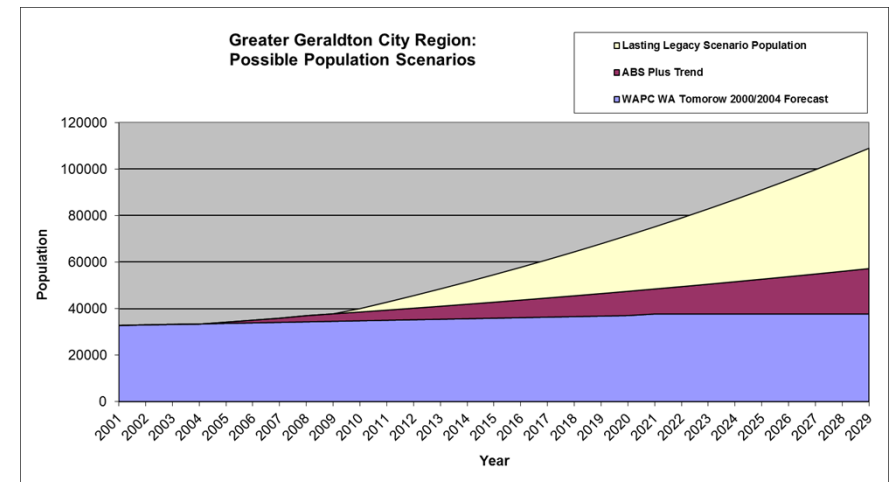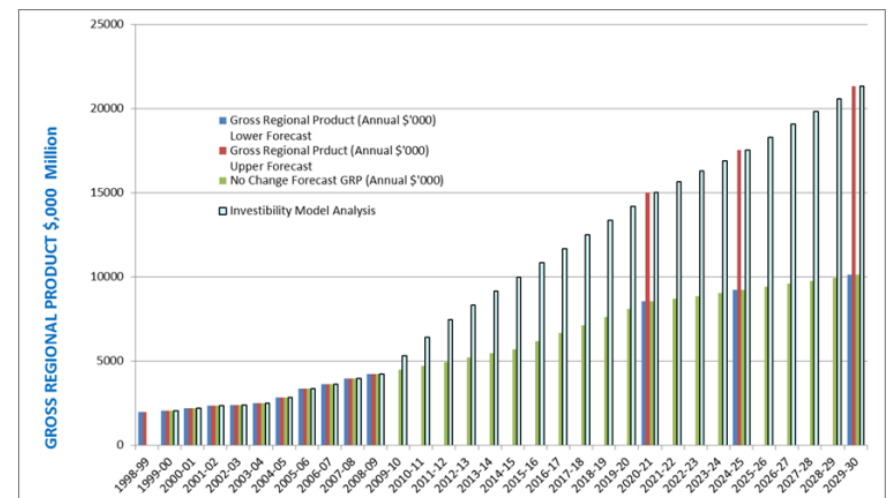
Figure 1 Greater Geraldton Population

Figure 2 Major Employment Industries

Figure 1 Mid West Mining

Mining industry	Value 2008/09 (DMP 2009)
Iron ore	$415.7 million
Gold	$816.6 million
Copper, lead and zinc	$431.8 million
Talc, nickel and cobalt	$449.9 million
Mineral sands and chromite	$337.8 million
Total	**$2.5b**

The Mid West region has a strong and rapidly growing manufacturing sector (worth $383 million in 2001/02). In particular, servicing the needs of the region's burgeoning iron ore industry has caused significant growth in this sector in the past five years.

The region is poised for exceptional diversification and growth with the proposed Oakajee (deep water) Port and the adjacent Oakajee Industrial Precinct developments, an estimated $4 billion project that will provide the export capacity to unlock the Mid West's iron ore reserves. The State and Federal Government have committed $780 million towards the common user infrastructure for Oakajee, which will be accompanied by a major industrial park. Greater Geraldton will be the services centre for what analysts say will be Australia's second major iron ore province.

The Australian Square Kilometre Array Pathfinder (ASKAP) project is a radio astronomy project of global significance based in the Murchison region north-east of Geraldton. ASKAP will aim to develop technology for the Square Kilometre Array (SKA) project and increase the strength of Australia's bid. SKA will see the most advanced telescope in the world based in either the Mid West or South Africa, with a site decision expected in 2012. ASKAP and the SKA project present an opportunity for Greater Geraldton to gain a foothold in cutting-edge world technologies.

Renewable energy is fast becoming a major factor in the greater Geraldton economy. The area already hosts one of the largest wind farms in Western Australia with planning approvals to increase current generation from around 90mw up to 450mw already in place. Solar is also a key provider with 2 major proposals for solar photovoltaic developments being considered with a total expected capacity of 100mw. In the broader region proposals for large scale solar thermal (450mw) and biomass, geothermal and wave are all being reviewed. This mix of the 5 renewable energy sources places Greater Geraldton in a unique global position to become a leader in renewable and clean energy research, development and generation.

Social and cultural facilities and infrastructure and services are of a high standard. Education at all levels is catered for by numerous public and private schools and tertiary institutions including Durack Institute of Technology, Batavia Coast Maritime Institute, the Geraldton Universities Centre and the Combined Universities Centre for Rural Health.

World class facilities - including the WA Museum Geraldton, Regional Art Gallery, Regional Libraries, Queens Park Theatre and Community-based Arts and Cultural Groups, among others - highlight Greater Geraldton's cultural diversity. A wide range of sporting facilities and community sports clubs also operate in Greater Geraldton.

5   ROLES OF COUNCIL AND EXECUTIVE

The City of Greater Geraldton is a Local Government constituted under the Local Government Act (1995). It is responsible for providing key services and functions as required under legislation determined by the Parliament of the State of Western Australia.

The City is constituted of two distinct functional areas being the Council who are democratically elected (by ratepayers and electors) and the Executive which is appointed by the Council and is responsible for the delivery of services and day to day management.

Role of the Mayor and Councillors
Council, which consists of 14 councillors and a popularly elected Mayor, is responsible for all matters relating to governance, policy, local laws and budget appropriation on behalf of its constituents.

Councillors, including the Mayor, cannot make decisions as individuals. The Council itself does not have any delivery or executive functions, but rather relies on the decisions of the majority of the group which provide direction for the Chief Executive Officer to implement.

The Local Government Act defines these roles as follows.

The role of the Council is to:
a) Making decisions for the benefit of the whole community
b) direct and control the Local Government's affairs
c) be responsible for the performance of the Local Government's functions
d) oversee the allocation of the Local Government's finances and resources
e) determine the Local Government's policies.

The role of the Mayor is to:
a) preside at meetings in accordance with the Local Government Act
b) provide leadership and guidance to the community in the district
c) carry out civic and ceremonial duties on behalf of the Local Government
d) speak on behalf of the Local Government
e) perform such other functions as are given to the Mayor by the Local Government Act or any other written law
f) liaise with the CEO on the Local Government's affairs and the performance of its functions.

The role of Councillors is to:
   a) represent the interests of electors, ratepayers and residents of the district
   b) provide leadership and guidance to the community in the district
   c) facilitate communication between the community and the Council
   d) participate in the Local Government's decision making processes at council and committee meetings
   e) perform such other functions as are given to a Councillor by the Local Government Act or any other written law.

Role of the Chief Executive Officer and the organisation
The Council is responsible for the appointment of one position in the organisation; that of the Chief Executive Officer. Council provides the relevant framework for the Chief Executive Officer through local laws, policy, budget appropriations and delegations of powers from relevant legislation.

The Chief Executive Officer's role is effectively to implement the policies, local laws and directions of Council. These duties are empowered through a series of delegations which enable direct decision making and effective day to day management of the organisation.

The Chief Executive Officer's functions are to:
   a) advise the Council in relation to the functions of a local government under the Local Government Act (1995) and other written laws
   b) ensure that advice and information is available to the Council so that informed decisions can be made
   c) cause Council decisions to be implemented
   d) manage the day to day operations of the Local Government
   e) liaise with the mayor or president on the Local Government's affairs and the performance of the local government's functions
   f) speak on behalf of the Local Government if the Mayor agrees
   g) be responsible for the employment, management supervision, direction and dismissal of other employees
   h) ensure that records and documents of the Local Government are properly kept
   i) perform any other function specified or delegated by the Local Government or imposed under the Local Government Act or any other written law as a function to be performed by the CEO.

6   CITY-REGION VISION

A creative city-region which has a prosperous, diverse and sustainable community within an attractive Western Australian setting

In working towards this Vision, the City of Greater Geraldton will:

Leverage our resources to provide a positive lasting legacy for all members of our community

- Be recognised as a powerhouse of the new economy, a community which people recognise for its vibrancy and amazing transformation. It will be a preferred choice to live, work and play.

- By 2021, have the capacity to sustain a population of 80,000 to 100,000 people. It will be the focal point for an active and vibrant region containing significant district centres to the north, south and the hinterland.

- By 2050, be Western Australia's primary regional city and a centre of global significance
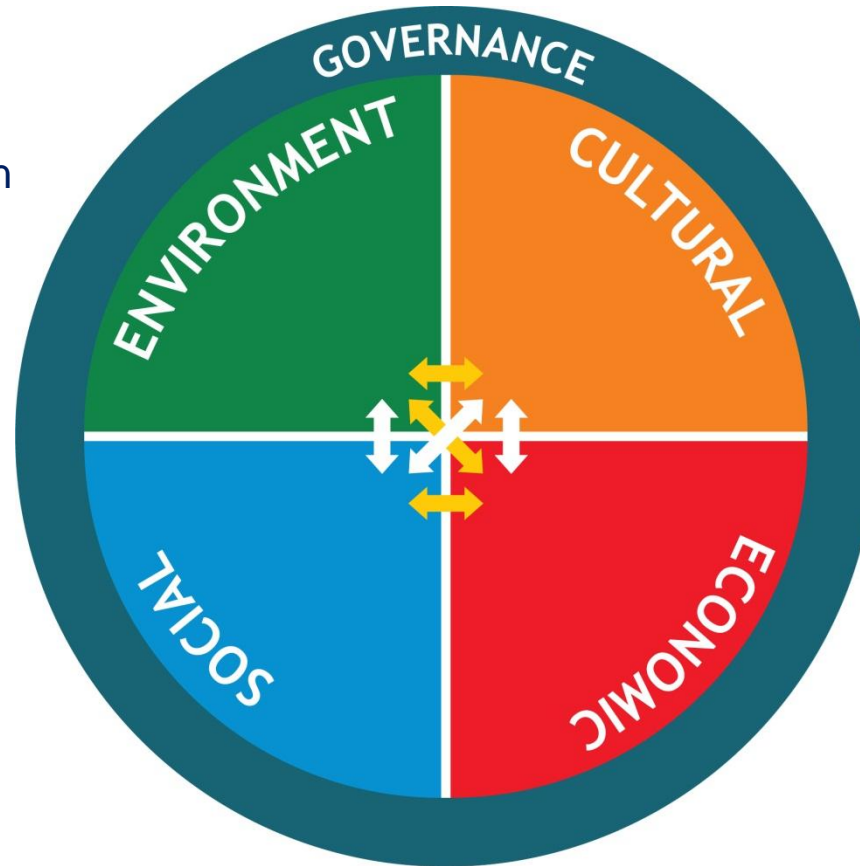
7   ORGANISATION MISSION

A leading organisation that works in partnership with the community, industry and government to plan and provide quality services and infrastructure in a sustainable environment

8 SUSTAINABILITY FRAMEWORK

Environmental
The rate of regeneration exceeds the rate of degradation in our natural and built environment

Cultural
A culture and lifestyle with a strong sense of identity, belonging and creativity, celebrated through the arts and events

Social
A safe society where services are able to equitably meet the needs of our population

Economic
A resilient economy which supports diverse, local and innovative businesses and employment

Governance
Decision-making processes and institutions that are participatory, inclusive and recognise local autonomy

9 ORGANISATION VALUES

RESPECT
- Treat others with consideration, courtesy and honesty
- Encourage and acknowledge effort and initiative
- Believe in the ability of others
- Recognise and acknowledge diversity and equal employment principles

OPENNESS
- Share information and ideas
- Listen and provide feedback in a positive manner
- Only talk positively about others
- Take responsibility for own actions

TEAMWORK
- Work as a team and assist each other for the betterment of the City, its residents and visitors
- Provide a high level of customer service

LEADERSHIP
- Involve employees in decision-making
- Communicate plans and objectives
- Encourage learning and personal development
- Lead by example

EXCELLENCE
- Strive to learn
- Actively seek and evaluate new ways of doing things

10 OUR PARTNERSHIP WITH THE COMMUNITY AND STAKEHOLDERS

The following represents core principles and mutual responsibility required for effective and positive partnerships and delivery of key outcomes for the benefit of the whole community.

Organisation	Community / Stakeholders
Informing through open access to information and processes	Take the time to be informed
Engaging the community through opportunities for continuous participation	Take the time to participate
Respecting views of community and stakeholders	Mutual respect for people and processes
Facilitate empowerment of community and stakeholders	Take shared ownership of actions and outcomes
To provide for the greater good of the whole community	To understand the greater good over individual interests

11 STRATEGIC PLAN FRAMEWORK

Strategic Focus:	Social	Economy	Cultural	Environment	Governance
Goals:	*Opportunities for Lifestyle*	*Opportunities for Prosperity*	*Opportunities for Creativity*	*Opportunities for Sustainability*	*Leading the Opportunities*
Outcomes:	• Accessible health, family, youth, aged and disability support services • A healthy community through sport, recreation and leisure opportunities. • A safe, secure and supportive community	• A diverse economic and employment base • Greater Geraldton as a leading regional and rural destination • Greater Geraldton as a major regional centre • Western Australia's major logistics and industry hub.	• A community that embraces and celebrates diversity • A community that attracts creative people through nurturing creative industries • Enhanced community capacity for learning • Recognised internationally as a leader in the integration of research, sustainability and community empowerment	• Vibrant and sustainable urban and rural development • Improved transport and accessibility • Environmental sustainability • Infrastructure that meets community growth needs and aspirations	• Leadership and good governance • Citizen and stakeholder focused services • Professional and motivated staff in a supportive organisation • Efficient and effective business systems

City of Greater Geraldton
a vibrant future

12 COMMUNITY THEMES/GOALS, OUTCOMES AND STRATEGIES

The following pages of the Strategic Community Plan provide details on the goals, outcomes and strategies that the City has identified through community consultation and consideration of relevant plans. The strategies will guide the organisation in the delivery of services.

12.1 Goal 1: Opportunities for Lifestyle

The City recognises the importance of lifestyle within Greater Geraldton and ensuring the provision of services in relation to health, social and cultural development and general wellbeing. The implementation of the strategies outlined here will support a healthy community, enjoying an enviable lifestyle and high quality of life.

We recognise the value of youth, the needs of the aged and the challenges facing families. Community cohesion and health need to be promoted through sporting, recreational and cultural pursuits. It is essential that all members of the community have access to appropriate facilities and services in a secure and safe environment.

The following outcomes and strategies have been identified as being essential to the achievement of this goal.

Services

The following City service areas play a major role in achieving the outcomes that lead to *Opportunities for Lifestyle:*
- Community Law and Safety
- Environmental Health and Sustainability
- Arts, Culture and Heritage
- Family Day Care Services
- Swimming Pools
- Parks Operations
- Economic & Social Development

Outcome 1.1: Accessible health, family, youth, aged and disability support services

Strategy 1.1.1: Advocate and promote access to high quality medical and other health facilities and services for the people of Greater Geraldton

Strategy 1.1.2: Promote active, healthy lifestyle options for seniors

Strategy 1.1.3: Provide child-care and family support services

Strategy 1.1.4: Improve services and facilities that actively support youth, disability and seniors in the region

Outcome 1.2: A healthy community through sport, recreation and leisure opportunities

Strategy 1.2.1 Provide accessible active and passive recreational spaces

Strategy 1.2.2 Provide attractive, well planned and multi-use public open spaces

Strategy 1.2.3 Support sustainable sport, recreation and leisure facilities

Strategy 1.2.4: Support live performance, exhibitions and other arts opportunities

Outcome 1.3: A safe, secure and supportive community

Strategy 1.3.1: Support effective community emergency services and animal management

Strategy 1.3.2: Support volunteers and community groups

Strategy 1.3.3: Support effective community safety and crime prevention

Strategy 1.3.4: Advocate improvements in housing affordability and access to appropriate housing

12.2 Goal 2: Opportunities for Prosperity

Greater Geraldton has a strong industry base from a world leading rock lobster fishery, significant agricultural production, mining and tourism.

We will build on its natural advantages and infrastructure to create sustainable and diverse employment opportunities. The community will provide opportunities for entrepreneurship and capacity building. It will facilitate productive employment for existing community members, new and potential migrants to the region and have a specific focus on enabling youth and indigenous employment opportunities.

The region will fulfil its potential as a logistics hub of national and international significance that will act as an import and export hub for bulk commodities, general goods and containers. Its natural advantages and base as a renewable energy hub and centre of excellence will see it recognised as Australia's western portal to Asia, the Indian Sub-Continent, the Middle East and Africa.

The future success of the region in economic terms will continue to depend on the ability to maintain and grow existing business and industry, whilst diversifying our economic base through value adding products and the attraction of compatible new industries to the region. Another primary consideration for the continued growth of the economy is the provision of appropriate infrastructure. It will be important that public/private partnerships are developed for the provision of infrastructure, utilities and services.

The following outcomes and strategies have been identified through the review and consultation process as being essential to the achievement of this goal.

Services

The following Council service areas play a major role in achieving the outcomes that lead to *Opportunities for Prosperity:*

- Commercial Enterprises
- Land and Property Services
- Infrastructure Planning and Design
- Project Management
- Economic and Social Development
- Town Planning Services
- Regional Airports
- Regional Waste Services

Outcome 2.1: A diverse sustainable, economic and employment base

Strategy 2.1.1: Support industry and business attraction activities and marketing nationally and internationally

Strategy 2.1.2: Support the attraction and retention of skilled labour

Strategy 2.1.3: Encourage youth and indigenous economic and employment opportunities

Strategy 2.1.4: Establish Greater Geraldton as a service and population base for fly in / fly out (FIFO) operations

Outcome 2.2: Greater Geraldton as a leading regional and rural destination

Strategy 2.2.1: Attract, facilitate and promote regional, national and internationally significant events

Strategy 2.2.2: Promote tourism and investment opportunities including cultural tourism

Strategy 2.2.3: Encourage the development and provision of core business and support services in Mullewa

Strategy 2.2.4: Facilitate the Geraldton City Centre as the heart of the region

Outcome 2.3: Greater Geraldton as a major regional centre

Strategy 2.3.1: Support the continued development and evolution of our primary industries including agriculture and fishing

Strategy 2.3.2: Facilitate and advocate the provision of key government (State and Commonwealth offices and decision making staff) services and agencies within the region

Strategy 2.3.3: Increase the national and international profile of Greater Geraldton through partnerships with Government, industry and international municipalities

Strategy 2.3.4: Partner with local key stakeholders and alike regional cities to position Geraldton as a major Western Australian and Australian regional city centre of influence

Outcome 2.4: Western Australia's major logistics and industry hub

Strategy 2.4.1: Support the development of Geraldton, Oakajee and Narngulu as Australia's west coast logistics hub for road, rail, sea and air freight

Strategy 2.4.2: Advocate the development of the Oakajee and Narngulu industry precincts

Strategy 2.4.3: Support the development of mining activities and the associated service sector

Strategy 2.4.4 Advocate for improved connectivity for road, rail, sea and air (infrastructure and services) within Western Australia and nationally

12.3 Goal 3: Opportunities for Creativity

The primary objective is to become a city which values its creative knowledge and economy as an essential element in broadening its capacity.

By 2021, the community will reflect its evolution through an enlightened society which acknowledges and reflects "Yamatji" custodianship, respects cultural diversity, protects and its historical significance, and creates and supports innovative, contemporary public art and architecture that reflect the diversity and ingenuity of the community.

The following outcomes and strategies have been identified through the review and consultation process as being essential to the achievement of this goal.

Services

The following Council service areas play a major role in achieving the outcomes that lead to *Opportunities for Creativity:*
- Arts, Culture and Heritage
- Creative Communities
- Economic & Social Development
- Information Services
- Infrastructure Planning & Design
- Land & Property Services
- Project Management
- Human Resources
- Parks Operations
- Queens Park Theatre
- Regional Libraries
- Sustainable Communities
- Town Planning Services
- Works

Outcome 3.1: A community that embraces and celebrates diversity

Strategy 3.1.1: Create vibrant and diverse neighbourhoods that meet local and regional needs

Strategy 3.1.2: Develop and promote services, facilities, events and activities that support our cultural diversity

Strategy 3.1.3: Celebrate "Yamatji" culture

Strategy 3.1.4: Preserve and activate the heritage of our community

Outcome 3.2: A community that attracts creative people through nurturing creative industries

Strategy 3.2.1: Leverage the National Broadband Network (NBN) to enable and elevate creative industries

Strategy 3.2.2: Facilitate and support Aboriginal, cultural and arts and technology based creative industries

Strategy 3.2.3: Provide opportunities for youth based creative services and industries

Strategy 3.2.4: Facilitate and support new enterprises and entrepreneurship in the community

Outcome 3.3: Enhanced community capacity for learning

Strategy 3.3.1: Promote and advocate opportunities for the educational development of students

Strategy 3.3.2: Support local tertiary education services

Strategy 3.3.3: Provide regional library facilities

Strategy 3.3.4: Promote and facilitate lifelong learning opportunities and engagement for all the community

Outcome 3.4: Recognised internationally as a leader in the integration of research, sustainability and community empowerment

Strategy 3.4.1: Support the development and establishment of research institutions in the fields of renewable energy, natural resource management and radio astronomy

Strategy 3.4.2: Partner with research institutions in progressing innovative research and evidenced based policy development and advocacy

Strategy 3.4.3: Investigate and develop innovative models for community engagement and empowerment

12.4 Goal 4: Opportunities for Sustainability

The City will develop new and revitalised urban communities founded on the principles of sustainable development, to cater for expected population growth. The protection and management of our natural environment and resources will be a key driver. Infrastructure development and renewal will continue to be significant in terms of supporting an increased quality of life for all citizens.

The following outcomes and strategies have been identified through the review and consultation process as being essential to the achievement of this goal.

Services

The following Council service areas play a major role in achieving the outcomes that lead to *a Sustainable Natural and Built Environment:*

- Building Surveying
- Commercial Enterprises
- Arts, Culture and Heritage
- Design & Projects
- Regional Airports
- Infrastructure Planning & Design
- Land & Property Services
- Project Management
- Regional Waste Services
- Town Planning Services
- Works
- Environmental Health and Sustainability team

Outcome 4.1: Vibrant and sustainable urban and rural development

Strategy 4.1.1: Lead the development of innovative, strategic and sustainable urban, rural and regional planning

Strategy 4.1.2: Protect and enhance the development of strategic high value agricultural lands as an essential source of local food security

Strategy 4.1.3: Lead and facilitate innovative urban design that provides for diverse built form that meet the needs of our existing and future communities

Strategy 4.1.4: Develop, apply and regulate effective planning schemes, building regulations and policies

Outcome 4.2: Improved transport and accessibility

Strategy 4.2.1: Support improved, integrated and alternative public and private transportation

Strategy 4.2.2: Improve our network of urban, rural and regional roads, cycleways, trails and paths

Strategy 4.2.3: Develop regional air services

Strategy 4.2.4: Support and advocate long term planning to deliver a continuous four lane freeway and high speed rail connection between Perth and Geraldton

Outcome 4.3: Environmental sustainability

Strategy 4.3.1: Advocate and progress towards zero waste and carbon neutrality principles and practices and progress towards climate change mitigation and adaptation principles and practices

Strategy 4.3.2: Support the development of renewable and clean energy technology and infrastructure

Strategy 4.3.3: Protect biodiversity and provide landscape management through effective conservation and rehabilitation

Strategy 4.3.4: Advocate and apply sustainable water and energy management

Outcome 4.4: Infrastructure that meets community growth needs and aspirations

Strategy 4.4.1: Maintain efficient asset management by moving towards full asset renewal funding including depreciation

Strategy 4.4.2: Facilitate and advocate for the development of essential utility infrastructure and services such as power, water, sewerage, gas and communications to meet growth needs

Strategy 4.4.3: Effectively plan and prioritise investment in capital expenditure to ensure an appropriate balance across economic, environmental, social, recreational and cultural assets

Strategy 4.4.4: Deliver projects utilising best practice contemporary systems targeting time, cost and quality outcomes

12.5 Goal 5: Leading the Opportunities

The goal is to become a leading organisation which delivers on its community Vision. The City will encourage and empower the community to capture the opportunities.

By 2021, the City will have implemented leading business, operational systems and governance frameworks. It will be an employer of choice with staff who engage effectively with the community and deliver timely, efficient and effective services.

It is vital that the organisation itself continues to evolve if it is to achieve the goals and objectives identified in this Plan. Strong engagement within the organisation, as well as communication with the community is essential to the success of our organisation. It is important that progressive mechanisms are utilised to ensure that the best possible communication processes are in place. Our customers are extremely important and the Plan highlights strategies that will ensure that the services we provide are of high quality, efficient and equitable.

Effective planning processes will ensure that the City is heading in the right direction and can measure its performance against set criteria. It is vital to the outcomes of this plan, that the City and its staff take leadership in representing a balanced view within the community between the needs of industry/business, the community and the environment. The following outcomes and strategies have been identified as being essential to the achievement of this goal.

Services

The following Council service areas play a major role in achieving the outcomes that lead to *Leading the Opportunities:*

- Office of the Chief Executive Officer
- Commercial Enterprises
- Community Infrastructure
- Corporate Services
- Creative Communities
- Sustainable Communities

Outcome 5.1: Leadership and good governance

Strategy 5.1.1: Provide visible leadership and advocacy for the greater good of the community

Strategy 5.1.2: Strengthen and empower the Council

Strategy 5.1.3: Implement business, governance, legislative and compliance frameworks

Strategy 5.1.4: Establish and enhance Greater Geraldton's regional, national and international profile

Outcome 5.2: Citizen and stakeholder focused services

Strategy 5.2.1: Ensure economical, efficient and effective delivery of services

Strategy 5.2.2: Maintain meaningful engagement, consultation and deliberative processes with the community

Strategy 5.2.3: Actively utilise technology to support engagement and reporting processes

Strategy 5.2.4: Facilitate partnerships for collaborative governance and delivery

Outcome 5.3: Professional and motivated staff in a supportive organisation

Strategy 5.3.1: Create an engaging and satisfying place to work

Strategy 5.3.2: Create an environment that supports individual and team growth to build capacity

Strategy 5.3.3: Encourage and facilitate a healthy work life balance

Strategy 5.3.4: Prioritise and deliver occupational health, safety and welfare in the workplace

Outcome 5.4: Efficient and effective business systems

Strategy 5.4.1: Implement integrated planning and reporting

Strategy 5.4.2: Provide effective and sustainable financial management and risk management practices

Strategy 5.4.3: Provide effective business support systems

**Strategy 5.4.4: Continuous improvement of policy and procedures**

13 LINKAGE TO 2029 AND BEYOND

Community Directions from 2029 and Beyond	Primary Strategy Link
Our Size We support opportunities for new residents to join and grow our community over a large FIFO workforce	**Strategy 2.1.4: Establish Greater Geraldton as a service and population base for fly in / fly out (FIFO) operations**
Leadership and Participation We support a more trusting relationship between community, local government and other decision makers, where decision making is collaborative and transparent, and community input is directly linked to action	**Strategy 3.4.3: Investigate and develop an innovative model for community engagement and empowerment** **Strategy 5.1.1: Provide visible leadership and advocacy for the greater good of the community** **Strategy 5.2.2: Maintain meaningful engagement, consultation and deliberative processes with the community** **Strategy 5.2.4: Facilitate partnerships for collaborative governance and delivery**
Becoming Carbon Neutral We support addressing the tension between the economy and environment through whole of community understanding and action to reduce our carbon footprint	**Strategy 4.3.1: Advocate and progress towards zero waste and carbon neutrality principles and practices** **Strategy 3.4.1: Support the development and establishment of research institutions in the fields of renewable energy, natural resource management and radio astronomy**
Our Culture We support the recognition and celebration of the cultural diversity in the City-Region	**Strategy 3.1.1: Create vibrant and diverse neighbourhoods that meet local and regional needs** **Strategy 3.1.2: Develop and promote services, facilities, events and activities that support our cultural diversity** **Strategy 3.1.4: Preserve and activate the heritage of our community**
Our Heritage We support the recognition and celebration of Yamatji language and culture through facilities for education and cultural expression	**Strategy 3.1.3: Celebrate "Yamatji" culture** **Strategy 3.1.4: Preserve and activate the heritage of our community**

Community Directions from 2029 and Beyond	Primary Strategy Link
Our Environment We support Geraldton moving from an environmentally conscious community to an environmentally active community that encourages and enables low impact living, and sustainable urban development that protects our precious beaches and other natural assets	**Strategy 4.3.2: Advocate and progress towards climate change mitigation and adaptation principles and practices** **Strategy 4.3.3: Protect biodiversity and provide landscape management through effective conservation and rehabilitation** **Strategy 4.3.4: Advocate and apply sustainable water and energy management**
Our Youth We support offering young people more opportunities for education, recreation and participation so young people will choose to stay in our region	**Strategy 1.1.4: Improve services and facilities that actively support youth, disability and seniors in the region** **Strategy 2.1.3: Encourage youth and indigenous economic and employment opportunities**
Our Security We support a community in which all groups get along and feel safe	**Strategy 1.3.3: Support effective community safety and crime prevention**
Lifelong Learning We support a wider variety of educational opportunities in Geraldton	**Strategy 3.3.1: Promote and advocate opportunities for the educational development of students** **Strategy 3.3.4: Promote and facilitate lifelong learning opportunities and engagement for all the community**
Our City Home We support equity and choice in affordable and alternative transport and housing options that will help to sustain our lifestyle	**Strategy 4.1.1: Lead the development of innovative, strategic and sustainable urban, rural and regional planning** **Strategy 4.2.1: Support improved, integrated and alternative public and private transportation** **Strategy 4.2.2: Improve our network of urban, rural and regional roads, cycleways, trails and paths**

14 STRATEGIC PLAN IMPLEMENTATION
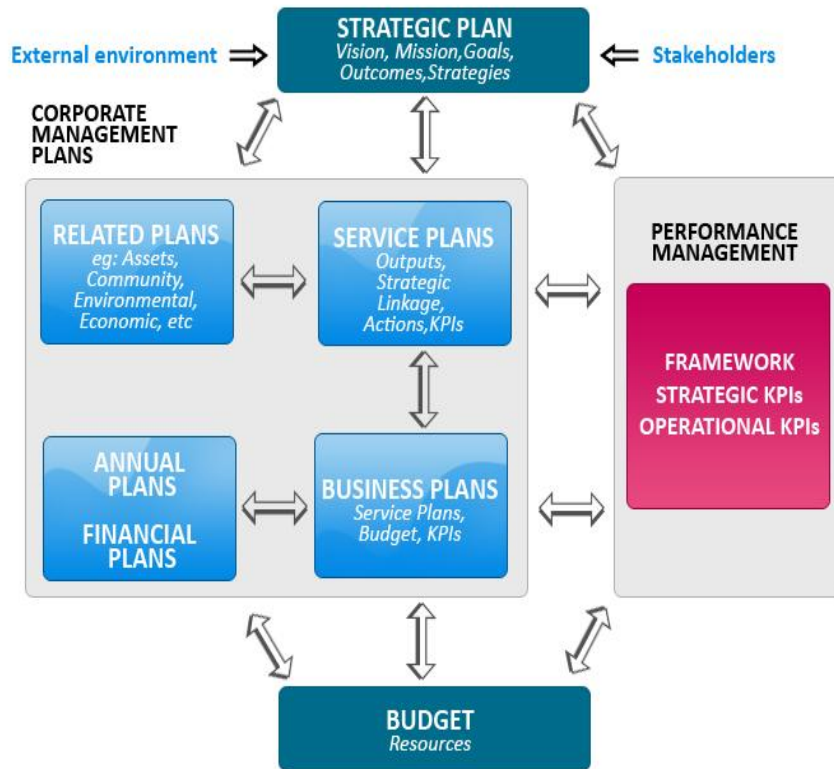
Implementation of this Strategic Plan is achieved through the development of priority actions and projects as part of the annual Business Planning process.

Key performance indicators at the strategic and operational levels provide valuable information on how efficiently the City is delivering its services, actions and projects and how successful it is in achieving its outcomes and goals set out in the Strategic Plan.

REFERENCES

No:	Related Plans / Documents
1	Draft Strategic Plan 2029 and Beyond V1
2	Geraldton 2029 and Beyond Report on Champion's World Cafés Long Term Visions
3	World Cafes Section 1, Priorities for Action, August 2010
4	World Cafes Section 2, Report on Champion's World Cafe Long Term Visions, August 2010 (Geraldton 2029 and Beyond Report on Champion's World Cafés Long Term Visions)
5	Community Survey and Deliberative Forum Survey Results
6	Planning for the Future 2009 – 2014
7	Mid-West Region Investability Model Final Report 2010-2031 (full report)
8	Plan for the Future Consultation 2008 – Feedback and Outcomes
9	Our Community Directions and Key Themes
10	City of Geraldton Greenough 2010/11 Budget Booklet
11	Environmental Health and Sustainability Management Plan
12	City of Greater Geraldton People Plan
13	Information and Communication Technologies Strategy
14	City of Greater Geraldton Social and Creative City Draft Strategic Plan June 2010 v5
15	Plan For The Future 2010/11 – 2011/12
16	Mullewa Annual Report 2009-2010 (Mostly contains information relating to 2009-2010 period & therefore didn't extract anything for 2011/2012 Environmental Analysis.)

City of Greater Geraldton

Strategic Community Plan
2011 - 2021