

COMMUNITY STRATEGIC PLAN

2017-2027



City of
Greater Geraldton
a vibrant future



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INTRODUCTION

The City of Greater Geraldton Strategic Community Plan 2017-2027 is a blueprint for the future direction of the City and its community members. It represents a shared community vision and sets out long term strategies designed to strengthen and build on Greater Geraldton's unique assets.

The plan identifies shared community objectives and priorities, taking into account current and expected changes in community demographics, social issues and local, national and global influences.

Inspired and driven by community input, the Strategic Community Plan will help guide the City's policies and actions as it seeks to meet the needs of the current and future population.

When setting the direction for the City, we are conscious of the financial, asset and workforce constraints that we work within. This is to ensure that what we plan for can be achieved.

WHO WE ARE

Geraldton is the major regional centre of Australia's Batavia Coast overlooking the Indian Ocean and is a city steeped in indigenous and pioneering history. The city has all the major services you would expect in a city including cultural, shopping and sporting facilities, yet offers a more relaxed pace of life. Geraldton is within easy driving distance to Perth, being just over 400km north of the State capital. It has regular air services and exports to the rest of the world via the Geraldton Port.

The Greater Geraldton region including Greenough, Walkaway and Mullewa has some of Western Australia's premier heritage buildings and agricultural land that has been farmed since its settlement over 170 years ago.

Education at all levels is catered for by numerous public and private schools and tertiary institutions including Central Regional TAFE, Batavia Coast Maritime Institute, the Geraldton Universities Centre and the Western Australian Centre for Rural Health.

Facilities in the region are world class including – Museum of Geraldton, Regional Art Galleries, Regional Library, Queens Park Theatre and community-based Arts and Cultural Groups, among others – highlight Greater Geraldton's cultural diversity.

In recent years Greater Geraldton has undergone enormous development, revitalising the foreshore with the Eastern Breakwater, Multi-User Facility and Youth Precinct. The City welcomed the refurbishment of the Original Railway Station which was a finalist in the 2015 Western Australia Heritage Awards. These developments have created spaces where people can connect with each other while enjoying the benefits of living in this special space.

The City is working closely with the private sector and the local community to realise the visions in the Growing Greater Geraldton - Growth Plan. The purpose of the Plan is to strengthen strategic positioning, attract business and investment, support the growth of competitive industries, and build a better place to live for existing and new residents.

SNAPSHOT

PEOPLE

Population: **41,223**
Diversity: **9.6% indigenous**
19.6% born overseas
Median age: **36**

HOME LIFE

Family: **71.9%**
Lone: **24.9%**
Shared: **3%**

ECONOMY

Gross Regional Product: **\$2.880 billion**
Top 5 employment industries:
Health care and social assistance jobs **12.76%**
Retail trade jobs **12.33%**
Education and training jobs **10.38%**
Construction jobs **9.22%**
Transport, postal and warehousing **6.63%**

INDUSTRIES

Top 5 industries:
Manufacturing **13.11%**
Construction **12.80%**
Rental, hiring and real estate services **10.43%**
Mining **10.04%**
Transport **6.73%**

*Australian Bureau of Statistics 2015, figures to be updated on release of 2016 Census data.



VISION, MISSIONS & VALUES

OUR **VISION**

A prosperous, diverse, vibrant and sustainable community

OUR **MISSION**

Serving today while building tomorrow

OUR **VALUES**

Service | Trust | Accountability | Respect | Solidarity



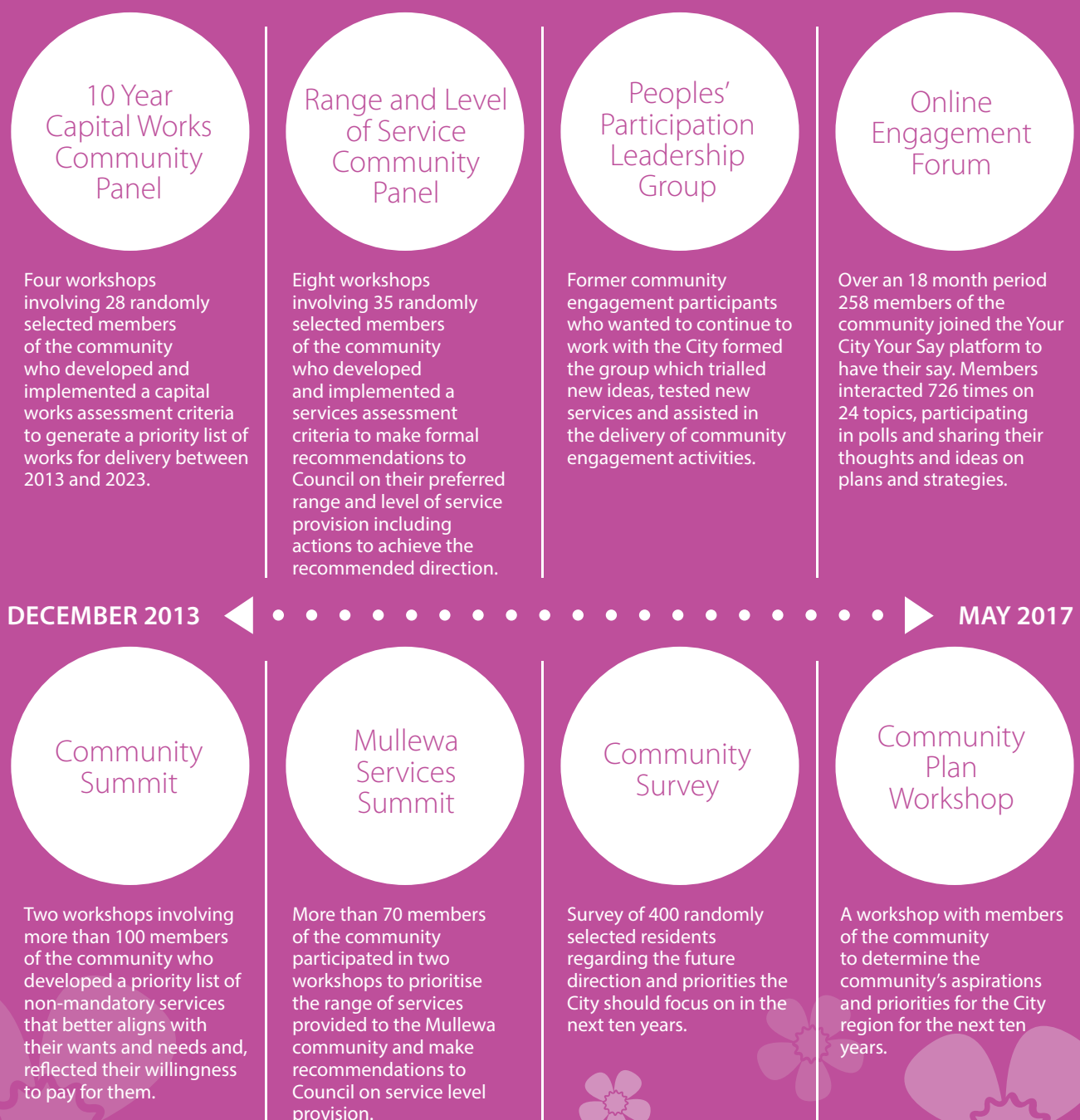
COMMUNITY ASPIRATIONS

To ensure that our community's vision, aspirations and objectives continue to be understood and reflected in our planning, Council sought input from the community about their vision and what people would like to see happen here over the next 10 years.

What we heard was that our environment and coastal lifestyle is regarded as our most valuable asset and is the reason that people live here.

It was also clear that people want to continue to experience the lifestyle we all enjoy, but at the same time encourage economy and industry to make the most of opportunities that come our way and will benefit our community.

OUR CONSULTATION JOURNEY:

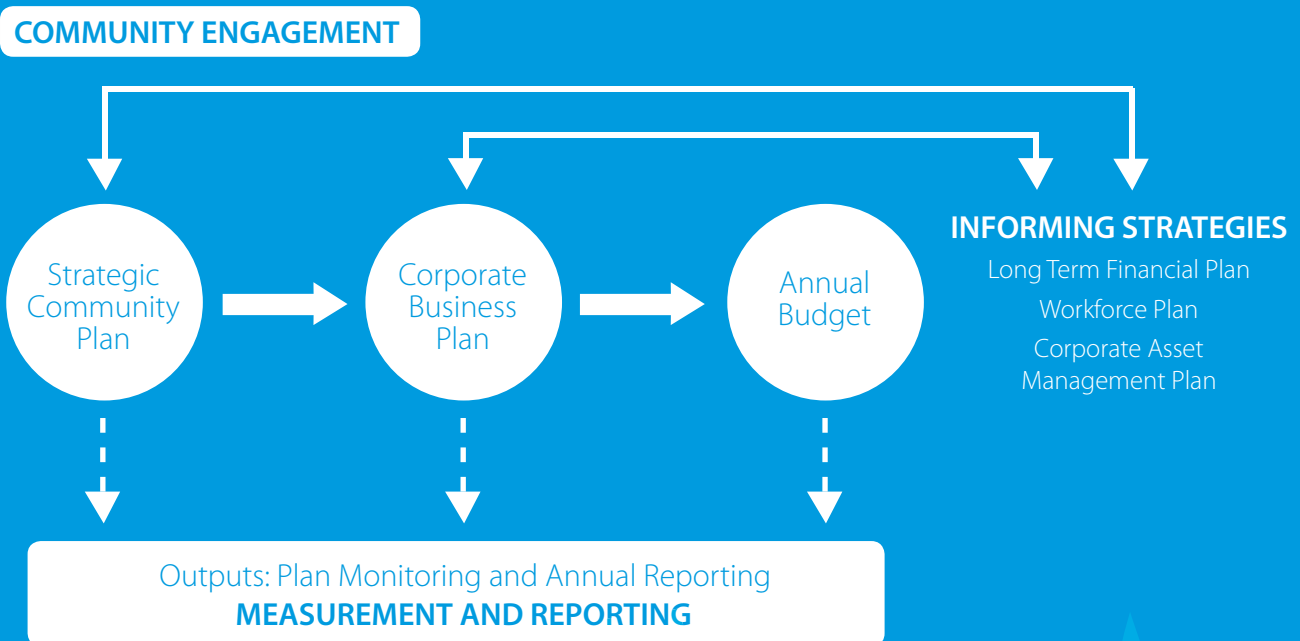


THE PLANNING PROCESS

The City applies tailored business planning processes to take the priorities outlined in this Strategic Community Plan and turn them into actions through projects, services and plans that will be delivered to our community.

This more detailed level of planning is contained within our Corporate Business Plan. This is a four year operational plan that is updated annually. It outlines our services, major projects and how it will be resourced through our budget allocations, assets and workforce.

The diagram below depicts the plan in the context of our integrated planning and reporting framework.



OUR FUTURE DIRECTION IS BROKEN INTO **FOUR MAJOR GOALS**

COMMUNITY



ENVIRONMENT
(NATURAL AND BUILT)



ECONOMY



GOVERNANCE



COMMUNITY

While growing towards a regional city with the capacity to sustain a population of 80,000-100,000 we value our sense of community, our small town feel and the lifestyle opportunities of our coastal location and bushland. We value our cultural heritage and our creative community.

HOW WE CAN ACHIEVE THIS:

1.1 Our Heritage and the Arts

1. Recording, recognising and preserving our social, environmental and built heritage
2. Recognising and preserving Aboriginal heritage, history, traditions, languages and culture
3. Facilitating engagement in the arts in all its forms
4. Fostering and facilitating community and cultural events
5. Providing public library services to meet the lifelong learning and leisure needs of the community

1.2 Recreation and Sport

1. Supporting the strong sporting culture that has shaped Greater Geraldton's identity and lifestyle
2. Encouraging informal recreation through well planned and developed public open space, cycle/walk paths and green streetscapes

1.3 Community Health and Safety

1. Encouraging the improvement of health services and facilities for the community
2. Promoting healthy lifestyle initiatives and living standards
3. Ensuring effective management of animals within the community
4. Encouraging initiatives to improve community safety

1.4 Emergency Management

1. Building resilience and capacity to manage natural and man-made emergency events
2. Undertaking a coordinated approach with relevant agencies to minimise the impact of disaster events

1.5 Recognise, value and support everyone

1. Supporting and strengthening community groups, organisations and volunteer services
2. Supporting young people to develop the skills to make valuable contributions to their communities
3. Providing community services and programs that support people of all ages, abilities and backgrounds
4. Supporting initiatives that enhance education and learning opportunities for all community members
5. Enhance relationships and services between rural and urban areas

HOW WILL YOU MEASURE OUR PROGRESS?

Target: Improving overall satisfaction with Greater Geraldton as a place to live.

Source: *Community Satisfaction Survey*



ENVIRONMENT

We value our natural and built environment and live sustainably, in balance with nature.

HOW WE CAN ACHIEVE THIS:

2.1 Revegetation-Rehabilitation-Preservation

1. Working with the community and environmental groups to identify and implement environmental initiatives
2. Sustainably maintaining public open spaces and recreation areas
3. Ensuring natural areas and habitats are cared for and enhanced for the enjoyment of current and future generations

2.2 Sustainability

1. Promoting, researching and implementing practices such as improved and innovative waste management, water reuse and renewable energy production
2. Researching, promoting and providing sustainable infrastructure, services and utilities
3. Promoting and planning innovative design that enables low impact living and sustainable urban development

2.3 Built Environment

1. Promoting a built environment that is well planned and meets the current and future needs of the community
2. Providing accessible community spaces, parks, natural areas, sport and recreational facilities that equitably service the whole community
3. Providing a fit for purpose, safe and efficient infrastructure network

2.4 Asset Management

1. Applying financial sustainability principles to ensure a coordinated and integrated approach to infrastructure planning, implementation, maintenance and renewal
2. Maintaining integrated asset management systems that effectively maintain and replace community assets

HOW WILL YOU MEASURE OUR PROGRESS?

Target: Satisfaction with public open areas and recreation areas is improved.

Source: *Community Satisfaction Survey*

Target: Consistent upward trend in asset-related ratios.

Source: *City of Greater Geraldton Annual Financial Statements*

Target: Increased sustainable way of living.

Source: *Number of trees planted, volumes of waste by type processed through Meru, average energy efficiency and water efficiency rating of new developments in the region*

We value a healthy thriving economy that provides diverse employment opportunities while protecting the environment and enhancing social and cultural outcomes.

HOW WE CAN ACHIEVE THIS:

3.1 Growth

1. Promoting Greater Geraldton and its potential business opportunities to facilitate targeted economic development
2. Fostering a community where local business is supported
3. Developing and maintaining infrastructure that increases the potential for business and investment
4. Supporting and facilitating implementation of the Growing Greater Geraldton plan.

3.2 Lifestyle and Vibrancy

1. Continuing to promote the City as the destination of choice for regional events
2. Promoting events and unique tourism experiences that aid in attracting visitors and investment
3. Revitalising the CBD through economic, social and cultural vibrancy

HOW WILL YOU MEASURE OUR PROGRESS?

Target: Annual visitation numbers to the City of Greater Geraldton Visitor Centre are improved.

Source: *Visitor Centre daily data collection*

Target: Number of businesses in the City of Greater Geraldton maintained or improved.

Source: *Australian Bureau of Statistics*

Target: Increased business development.

Source: *Central Business District (CBD) premises occupancy rates, building approvals and classifications of building approvals, employment and income figures*



GOVERNANCE

We value an open and trusting relationship between the community, Local Government and other decision makers .

HOW WE CAN ACHIEVE THIS:

4.1 Community Engagement

1. Continuing to engage broadly and proactively with the community
2. Promoting and celebrating the City's achievements
3. Providing innovative and accessible customer service and information systems

4.2 Planning and Policy

1. Supporting local procurement
2. Responding to community aspirations by providing planning and zoning for future development

4.3 Advocacy and Partnerships

1. Active participation in regional, state and national alliances
2. Partnering with key international communities through Strategic Alliances

4.4 Financial Sustainability and Performance

1. Preparing and implementing short to long term financial plans
2. Ensuring the City's long term financial planning delivers the community goals and aspirations in a sustainable and affordable manner
3. Delivering and ensuring business systems and services support cost effective Council operations and service delivery

4.5 Good Governance & Leadership

1. Strengthening the governance role of Councillors by informing, resourcing, skilling and supporting their role
2. Ensuring finance and governance policies, procedures and activities align with legislative requirements and best practice
3. Providing leadership for the community in sustainability issues and local government reform matters
4. Ensuring Human Resource planning, policies and procedures support effective and safe Council service delivery

HOW WILL YOU MEASURE OUR PROGRESS?

Target: Increasing satisfaction with how the community is informed about local issues.

Source: *Community Satisfaction Survey*

Target: Meet all financial statutory requirements, including mandatory financial sustainability ratios.

Source: *City of Greater Geraldton Annual Financial Statements*





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