



Strategic Community Plan

2023 – 2033



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Strategic Direction

OUR MISSION AND VISION

Making the City of Gosnells a great place

We will celebrate our vibrant and diverse community, embrace our natural surroundings and drive the development of opportunities, to support a safe and sustainable City for future generations.



In the spirit of reconciliation, the City of Gosnells proudly acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, sea and community. The Whadjuk Noongar people are the original inhabitants and Traditional Custodians of the land and waters where the City of Gosnells is today. We pay respect to their culture, history and their Elders past and present.

Introduction

A Strategic Community Plan is a 10-year plan for the future of the district and sets out the vision, aspirations and objectives for the City and its community. This Strategic Community Plan represents the highest-level planning document for the City of Gosnells.

The plan forms part of the Integrated Planning and Reporting Framework, which applies to all local governments to ensure they plan for the future and that these plans take account of community views.

The City's four-year Corporate Business Plan is developed from this plan and is reviewed every year. It contains the specific actions required to meet the goals of the Strategic Community Plan.

The City's first Strategic Community Plan was developed in 2011 and has subsequently undergone a major review every four years in accordance with legislation.

This document has been prepared following a review of the plan in 2023, which involved consultation with the community. A minor review will be required in 2025.



Mayor's Message

I am pleased to present the revised City of Gosnells Strategic Community Plan covering the period 2023 – 2033, which establishes our vision, values and aspirations for the future.

The Plan has been developed following extensive community consultation and reflects the feedback from our community about what is important to you and what we should focus our efforts on.

Since this Plan was last reviewed in 2021, the City has made significant progress against our strategic priorities and goals including opening the Mills Park Library in Beckenham and adopting the Sutherlands Park Master Plan which will guide the City's largest investment in sport and recreation to date. The City has also expanded the program of events and activities offered to the community, including attracting 35,000 people to the 2022 Fusion Food and Culture Festival.

The City also undertook a range of initiatives to improve our environment and economy, including prioritising renewable energy and the release of lots to market in the Southern River Business Park. In terms of keeping our community safe, the City prioritised road safety projects and worked with the WA Police Force and residents to expand the network of effective CCTV systems.

As we look to the future, the City will continue to work closely with the community and other key stakeholders to deliver on our shared vision, 'Making the City of Gosnells a great place'.

Terresa Lynes

Terresa Lynes
Mayor



Progress Report

The following are highlights of some of the key achievements that have been made since the minor review of the Strategic Community Plan in 2021.

► PLACES – Places within the City are attractive and vibrant

A new library was developed in the Mills Park Centre, alongside existing facilities including a café, skate plaza, nature play area and function rooms. The vibrant and modern space is focused on technology and gives local people access to public computers, books, study and reading areas as well as community programs.

Council also adopted the Sutherlands Park Master Plan which includes a Youth Entertainment Space (YES). Community feedback from public comment and consultation helped to shape both the Master Plan and the YES. Additionally, the City made significant progress on Council's commitment to provide eleven all abilities playgrounds to make the City more inclusive.

The City also developed the Thornlie Community Centre as a home for both bowls and tennis and increased the number of tennis courts to enable the facility to be used for significant tennis tournaments.

► COMMUNITY – The community is proud and harmonious

During Harmony Week in 2022, the City released a series of videos featuring local residents sharing their stories of resettlement in Australia. The videos were produced by the City and funded through an Inclusive Communities Grant from the Department of Social Services.

A record crowd of around 35,000 people gathered at Mills Park across two nights to celebrate diversity in the community at the Fusion Food and Culture Festival in 2022. The festival showcases the diversity and vibrance of the City's multicultural community.

In 2023, the City's annual Ghost Walks series won a National Award for Local Government in the Creativity and Culture category. Ghost Walks promote the City's heritage in an immersive and enjoyable way that encourages residents and visitors to engage and celebrate this heritage through arts and culture.

► ENVIRONMENT – The environment is protected and enhanced

The City is now part of an initiative to source renewable energy from WA-based windfarms through the WA Local Government Association. The initiative has resulted in 24 of the City's highest energy-consuming sites being powered entirely by renewable energy as of April 2022.

The Cities of Gosnells, Armadale and Canning and the Town of Victoria Park, as the South East Corridor Councils Alliance, joined the Armadale Gosnells Landcare Group and the South East Regional Centre for Urban Landcare to advocate for significant funding for the Canning and Southern Rivers. The Restoring our Rivers Campaign resulted in the newly elected Federal Government committing \$10 million to restoration works required to rehabilitate the rivers.

► ECONOMY – Businesses are supported and the economy is growing

The construction of Southern River Business Park marks the culmination of two decades of land remediation and planning by the City. The new estate is set to boost the local economy and, in addition to providing much-needed land for business operations in a prime location, proceeds from the sale of lots will provide an important source of income that will help fund the Sutherlands Park redevelopment and provide an ongoing revenue stream through rates.

The duplication of Warton Road has improved vehicle movement in the area. It was part funded by State Government, the City of Gosnells and the City of Armadale and increased capacity on the road to over 16,000 vehicles per day. The upgrades resulted in two lanes in each direction and a 2m-wide median strip in the centre.

► **SAFETY – The community is protected from crime and anti-social behaviour and risks to public health and safety are reduced**

The Safe City Community CCTV Program, which offered \$500 rebates to residential and commercial property owners who installed an effective CCTV system, was a resounding success with high demand for the program. The program required residents who received rebates to have street facing cameras and provide Police access to the content as required. It will influence the real and perceived impact of crime and disruptive behaviour.

The City's work on a roundabout at the intersection of William Street and Camberwell Road in Beckenham won a major award for Innovative Practice in Traffic Safety Management and was highly commended in the Excellence in Road Safety Projects by the Institute of Public Works Engineering Australia. The project was funded by the Australian Government's Black Spot Program, with work undertaken by the City of Gosnells. The William Street project has created a safer intersection for drivers, passengers and pedestrians and provided improved access to local businesses and the Beckenham Train Station.



Community Consultation Report

Residents, ratepayers, local business owners, City employees and volunteers, community and sporting group members and service users were all invited to participate in a survey as part of a review of the City's Strategic Community Plan. The City used posters and postcards, such as the example below.



The survey was available online or through the City's libraries and Civic Centre and was publicised in City newsletters, through social media advertising, on the City's website and at City facilities, with more information available on the City's consultation hub, Your Say Gosnells.

The consultation took place in March 2023, attracting more than 1,200 people to visit the consultation hub. Over 300 people shared feedback on their vision for the future of the City of Gosnells.

Participants were asked to rate the importance of each of the 22 goals in the plan and how well they think the City is delivering on the goals. This information has been used in the following pages to highlight what is important to the community, where they think the City is succeeding and what goals are perceived negatively.

The survey results show that 97 per cent of responses to the importance of the goals were positive, i.e. when asked if a goal (such as 'Make the City a clean and attractive place') was important to them, only 3 per cent of responses were 'Disagree' or 'Strongly disagree'. This demonstrates that the priorities in the plan are very closely aligned with community priorities.

The survey results show that 84 per cent of responses to how well the City is delivering on the goals were positive. The 16 per cent of negative responses has helped to highlight which specific areas the City needs to improve on delivering, advocating for and promoting.

Through the survey the City also received almost 400 additional comments, ranging from suggestions for new items the community would like to see and what could be improved, to support for existing initiatives and praise for Council and staff members.

This is valuable information and an opportunity to celebrate all the hard work that goes into making the City of Gosnells a great place.

Some specific comments from the consultation include:

"I think the amount of effort that has gone into Gosnells via park development, community events etc has been incredible over the last few years, and I want to see that continue."

"I think the Council is doing a great job with upgrading the look of the area, the new parks, security issues with camera rebates and events that are put on."

"I have been so impressed with the events, renewal of park spaces, tidiness and ability to interact with the council over recent years. I have lived here my entire life and never seen the Gosnells council do as much as it has recently for the community."

"The Council is very lucky to have such efficient, friendly and competent staff."

"I must congratulate the staff at the City. I have dealt with many of them over the years and have always been treated with respect and efficiency."

"Well done guys – please keep consulting with the community, this is exactly what we need to help people feel connected and like they have a voice to Council."

"Thank you for making it a better place to meet and greet people and making our parks awesome and clean. Thumbs up."

"The City is doing some great work. Keep going and thank you."

Strategic Priorities

1. ENVIRONMENT – The environment is protected and enhanced

In a survey of the community, respondents were asked to score the importance of each of the goals in the plan. The strategic priority with the highest percentage of positive responses was Environment. Only 1.5% of respondents 'disagreed' or 'strongly disagreed' that the Environment goals were important to them.

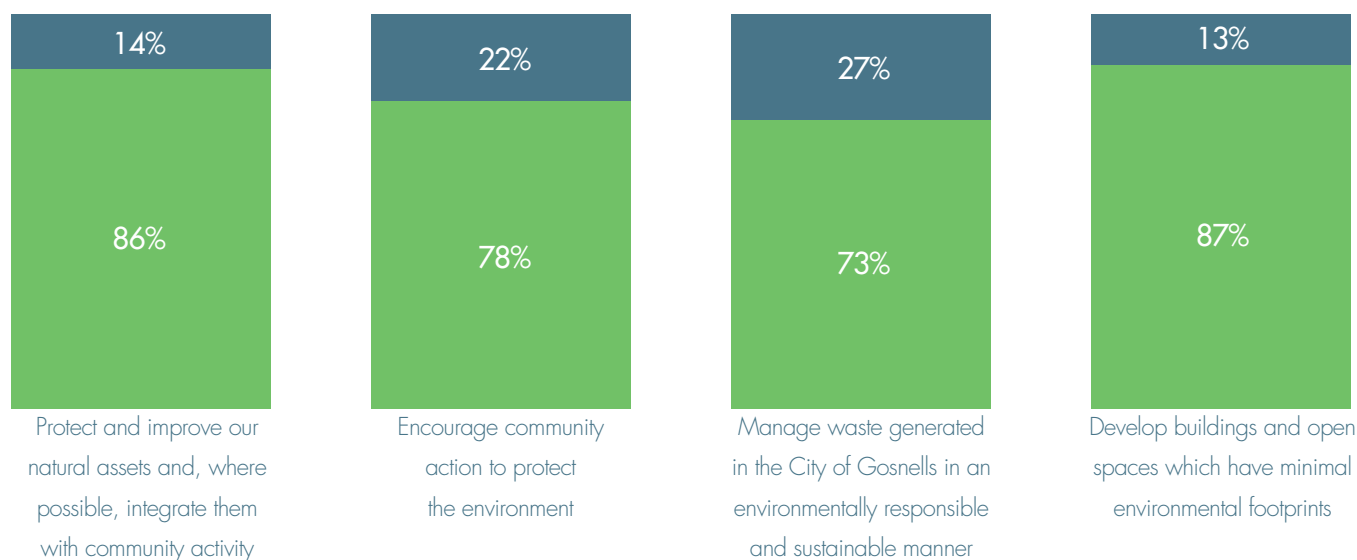
The following goals have been ranked based on the community's response to what is important to them.

Rank	Goals	Outcomes
1	Protect and improve our natural assets and, where possible, integrate them with community activity.	Natural areas are protected and enhanced for their environmental value and the community is provided with opportunities to experience and enjoy the natural environment in a sustainable way.
2	Encourage community action to protect the environment.	City actions contribute to environmental protection by guiding or inspiring community members and businesses to take appropriate action.
3	Manage waste generated in the City of Gosnells in an environmentally responsible and sustainable manner.	The environmental impact of waste is minimised and waste is disposed of in a sustainable and cost-effective manner.
4	Develop buildings and open spaces which have minimal environmental footprints.	The City's buildings are energy efficient and water use is optimised.

Respondents were also asked to score how well they think the City is delivering on each goal.

The City is delivering on this goal

Responses • Negative • Positive



The City of Gosnells aims to be a leader in sustainability practices and in 2023 Council endorsed the first Sustainability Action Plan for the City which identifies how the City will reduce energy consumption, switch to renewable energy sources and improve its natural environment.

Some specific comments received in relation to Environment include:

“More control over verge treatments especially not allowing non-permeable verge treatments (paved or concrete).”

“Educate the community about ways to protect and look after wildlife. Eg not feeding bread to birds.”

“2x junk collections a year will be handy, having it only once a year means too much junk on the small verges already and at times overflowing.”

“Undertake initiatives to encourage the use of renewable energy within the City, including community batteries.”

“Having bins for events that are for food waste and recyclables.”

“The amount of litter and rubbish across the municipality is indicative of lack of pride.”

“I would LOVE to see a re-use facility in Gosnells!”

“Sick of people putting rubbish on verge instead of taking to tip or waiting for verge collection.”

“Protect the habitat of wild animals.”

“Inclusion of a food waste and green waste bin, collection weekly to reduce landfill and create compost.”

“Better control over cats is required. I know this has been addressed with State Gov but we need stronger rules in place on keeping cats indoors even if it's at least at night.”

“Making residents responsible for the environment they live in.”

Strategic Priorities

2. SAFETY – Public health and safety risks are managed and people feel safe

In a survey of the community, respondents were asked to score the importance of each of the goals in the plan. The strategic priority with the second-highest percentage of positive responses was Safety. The responses under Safety were also some of the strongest, with the highest percentage of 'strongly agree' answers of all the strategic priorities. Only 1.8% of respondents 'disagreed' or 'strongly disagreed' that the goals under Safety were important to them.

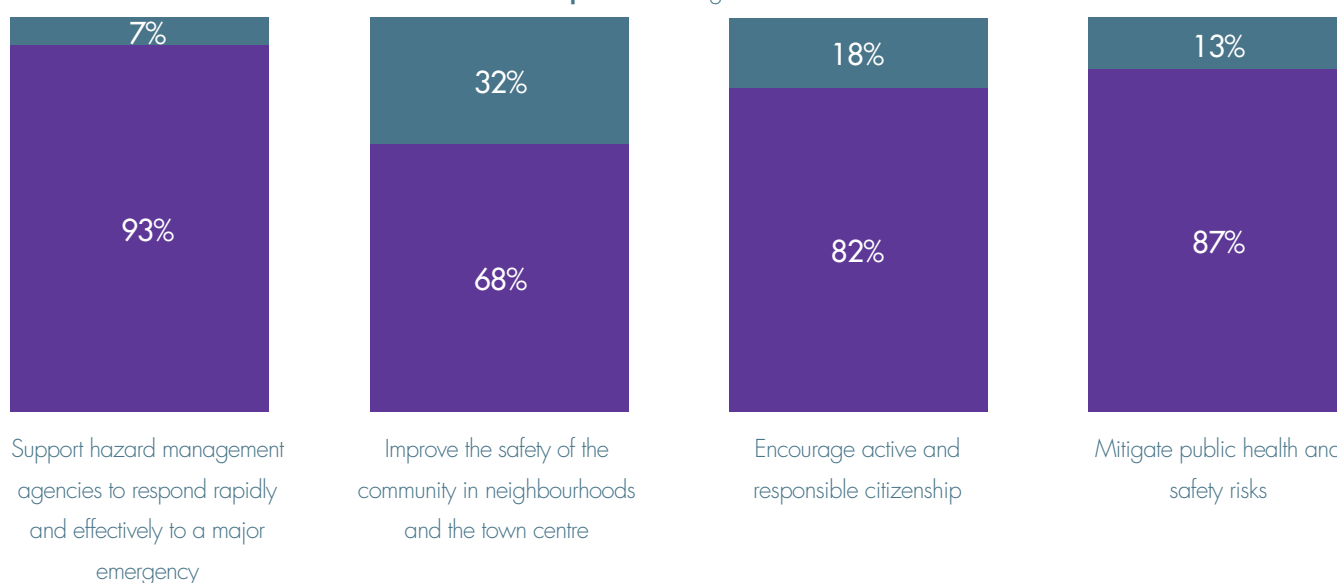
The following goals have been ranked based upon the community's response to what is important to them.

Rank	Goals	Outcomes
1	Support hazard-management agencies to respond rapidly and effectively to major emergencies.	The impact of a major emergency on life, property and the environment is minimised.
2	Improve the safety of the community in neighbourhoods and the town centre.	Our residents feel safer and crime and anti-social behaviour is reduced.
3	Encourage active and responsible citizenship.	City-led activities divert at-risk residents from becoming involved in crime and anti-social behaviour and active citizenship is acknowledged and celebrated.
4	Mitigate public health and safety risks.	People's safety is not put at risk by breaches of legislation.

Respondents were also asked to score how well they think the City is delivering on each goal.

The City is delivering on this goal

Responses • Negative • Positive



The City's neighbourhoods and activity centres must be places that people feel confident visiting.

The City of Gosnells will build on Safe City initiatives to reduce the risk of anti-social and criminal behaviour developing and to educate residents in relation to community safety.

These results will also be provided to the WA Police Force to assist them as the primary responders to criminal activity and anti-social behaviour.

Some specific comments received in relation to Safety include:

"More surveillance in parks and increase in lighting in public spaces."

"More active policing patrols especially around shopping areas."

"Reducing the amount of hoons riding around on trail bikes."

"Possibly look at bringing back community watch etc - encourage people to report crimes and bring back faith in the local police."

"Communication about programs that improve safety in the community."

"I would really like to see more enforcement of the clearing of public and private spaces, specifically in Summer. I often see fields of dry waist-height weeds, grass, and refuse, and it is dangerous and a fire hazard."

"I specifically wanted to mention how my family has never felt particularly safe, going to the Council grounds, or the park/nature reserve behind the City of Gosnells strip mall. That is starting to change, and I hope to see more improvements in that area."

"More police."

"Strategy to help reduce crime in the area (other than security camera grants - this is a great initiative). We need some way of reducing the drug runs on dirt bikes through back lanes."

"More security around main Gosnells City spaces (foot or car patrols)."

"Pocket areas of trouble. Need council to push police involvement."

Strategic Priorities

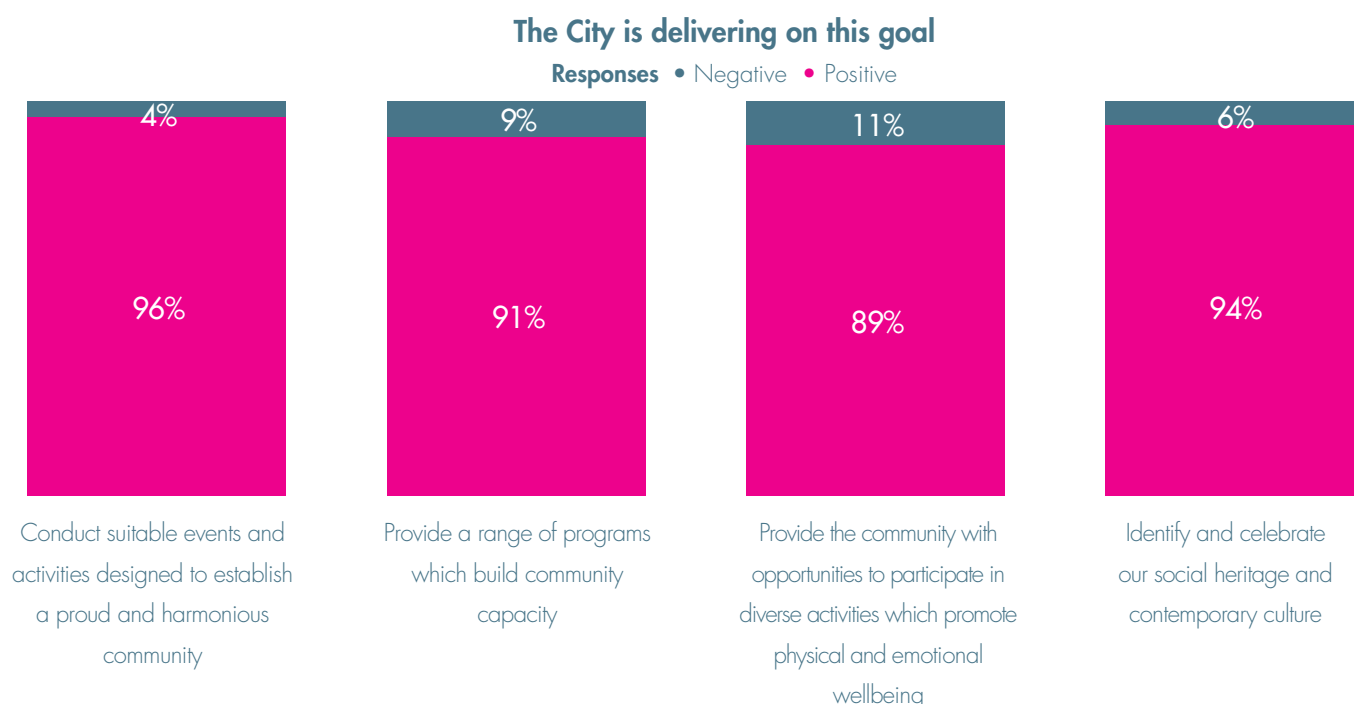
3. COMMUNITY – The community is proud and harmonious

In a survey of the community, respondents were asked to score the importance of each of the goals in the plan. The strategic priority with the third-highest percentage of positive responses was Community. Only 2.4% of respondents 'disagreed' or 'strongly disagreed' that the goals under Community were important to them.

The following goals have been ranked based upon the community's response to what is important to them.

Rank	Goals	Outcomes
1	Conduct suitable events and activities designed to establish a proud and harmonious community.	The City is home to a welcoming and inclusive community where people enjoy a range of events, activities and opportunities.
2	Provide a range of programs designed to build community capacity.	A wide range of community members actively participate in capacity-building programs.
3	Provide the community with opportunities to participate in diverse activities which promote physical and emotional wellbeing.	Our community is supported to be active and healthy at all life stages and is able to enjoy a range of sporting, recreational, cultural and artistic pursuits.
4	Identify and celebrate our social heritage and contemporary culture.	There is increased knowledge and appreciation of the City's social history and contemporary culture.

Respondents were also asked to score how well they think the City is delivering on each goal. The goals under Community scored particularly highly and received the most 'strongly agree' responses for City delivery.



The City has a strong history of delivering events, programs and activities which bring people together and provide them with opportunities to grow, both as individuals and as responsible citizens.

The City will continue to nurture an inclusive community, celebrate diversity and heritage and provide access to a range of programs and events that are developed and delivered in partnership with the community.

Some specific comments received in relation to Community include:

"Art changes lives and communities. It engages, entertains, inspires, rehabilitates and promotes interaction in public spaces. There is a lack of art programs, public art and art initiatives in the City that beautify the surroundings and promote the power and preservation of place."

"We should always always research our current demographic and look to create and deliver more programs that THIS community needs."

"More activities for teenagers."

"Encourage and provide opportunities for the community to look out for each other's safety and wellbeing."

"Build the capacity of the community to enable them to do more for themselves."

"Many members of our community come from diverse cultural backgrounds. More acknowledgement of these would be nice."

"Celebration of Aboriginal connection to the community and the ability for all of us to learn more."

"I would love to see more events aimed at people in their 30s and up, especially for seniors. Most events seem to be catered towards children, and while that is fantastic, it does mean that child-free couples and pensioners miss out on a lot of socialisation and community building."

"Encouraging connections to our Noongar Boodjar. COG has the hills, waterways and totem animals such as cockatoos, which we need to conserve."

"Living in the environs of Mills Park, it is great to see the major festivals/events held there, but they are not creating a cohesive local community. I have observed different nationalities gather at Mills Park and have also observed a disconnect across these cultures. There needs to be more emphasis on building the connections."

"More LGBTQIA+ advocacy and events celebrating the queer community."

"Artisan markets in the Council gardens would be a welcome addition under the shade."

Strategic Priorities

4. PLACES – Places within the City are attractive and vibrant

In a survey of the community, respondents were asked to score the importance of each of the goals in the plan. The strategic priority with the fourth-highest percentage of positive responses was Places. Only 2.6% of respondents 'disagreed' or 'strongly disagreed' that the goals under Places were important to them.

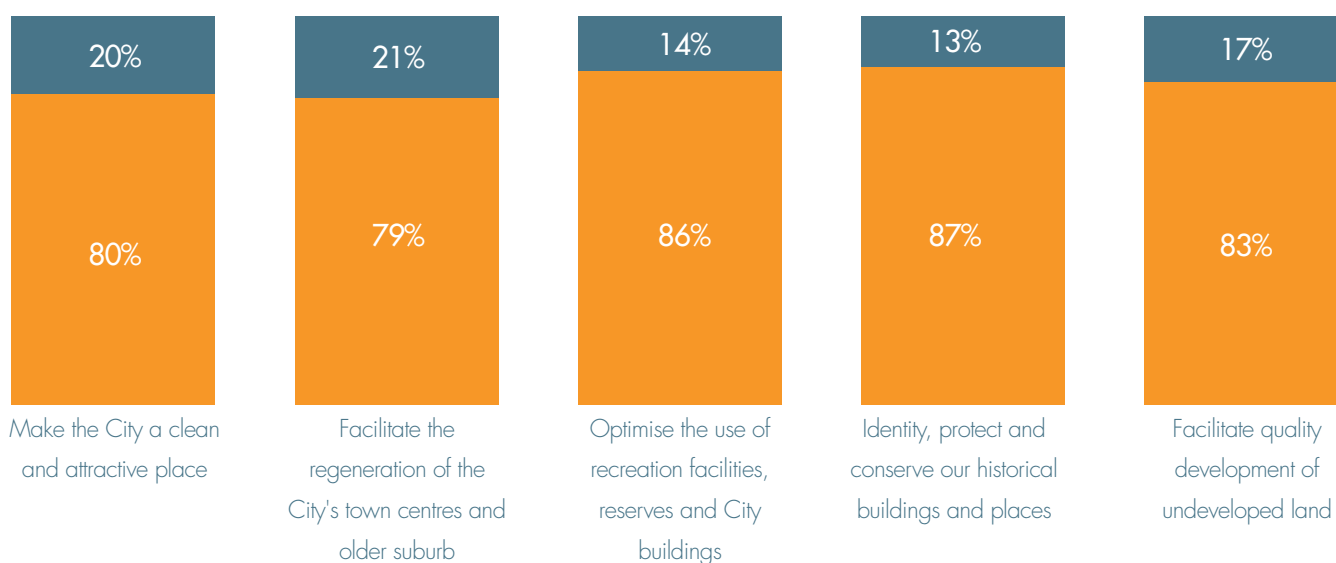
The following goals have been ranked based upon the community's response to what is important to them.

Rank	Goals	Outcomes
1	Make the City a clean and attractive place.	The City is a clean and attractive place where local people and visitors want to spend time and money.
2	Facilitate the regeneration of the City's town centres and older suburbs.	Our town centres and older suburbs are revitalised, attractive locations for living, visiting and working.
3	Optimise the use of recreation facilities, reserves and City buildings.	All of the City's assets are systematically reviewed and renewed, as appropriate, to ensure they are fit for community use.
4	Identify, protect and conserve our historical buildings and places.	The City's built heritage is recorded and significant places are conserved and protected.
5	Facilitate quality development of undeveloped land.	The City is home to new communities, which are well planned and contain adequate infrastructure and appropriate public open space.

Respondents were also asked to score how well they think the City is delivering on each goal.

The City is delivering on this goal

Responses • Negative • Positive



An attractive community is well planned and maintained. Vibrancy comes when people visit and utilise local centres and public open spaces.

The City will take a systematic approach to maintaining attractive suburbs, reserves and facilities. Through innovative planning the City will enable urban regeneration to occur in our town centres and older suburbs.

Some specific comments received in relation to Places include:

"Re-zone large blocks. Let's get the infill started here!"

"Better facilities for youngsters to keep them off the streets at night."

"Optimising the use of City libraries."

"More emphasis on clearing rubbish and encouraging residents to clear old vehicles etc from their front yards."

"Accessibility within walking distance to facilities such as libraries, community garden."

"...it is a great city and provides endless entertainment but the town centre has been abandoned in place of parks, reserves and road upgrades."

"More public First Nations commemoration and historical recognition."

"The parks and reserves look well cared for so your gardeners must be doing some good work."

"Green highways for birds and animals to ensure their survival."

"Developers need to allocate more Public Open Space in the new developments, not just small token parks."

"Shops are substandard or unoccupied in Gosnells. Give them cheaper rent and more quality shops. We do not have a vibrant town centre."

"In parks there must be facility of washrooms and drinking water."

"Make residential roads free of heavy haulage vehicles by creating a buffer zone between industrial and residential areas."

Strategic Priorities

5. ECONOMY – Businesses are supported and the economy is growing.

In a survey of the community, respondents were asked to score the importance of each of the goals are in the plan. The strategic priority with the lowest percentage of positive responses was Economy. A total of 4.3% of respondents 'disagreed' or 'strongly disagreed' that the goals under Economy were important to them.

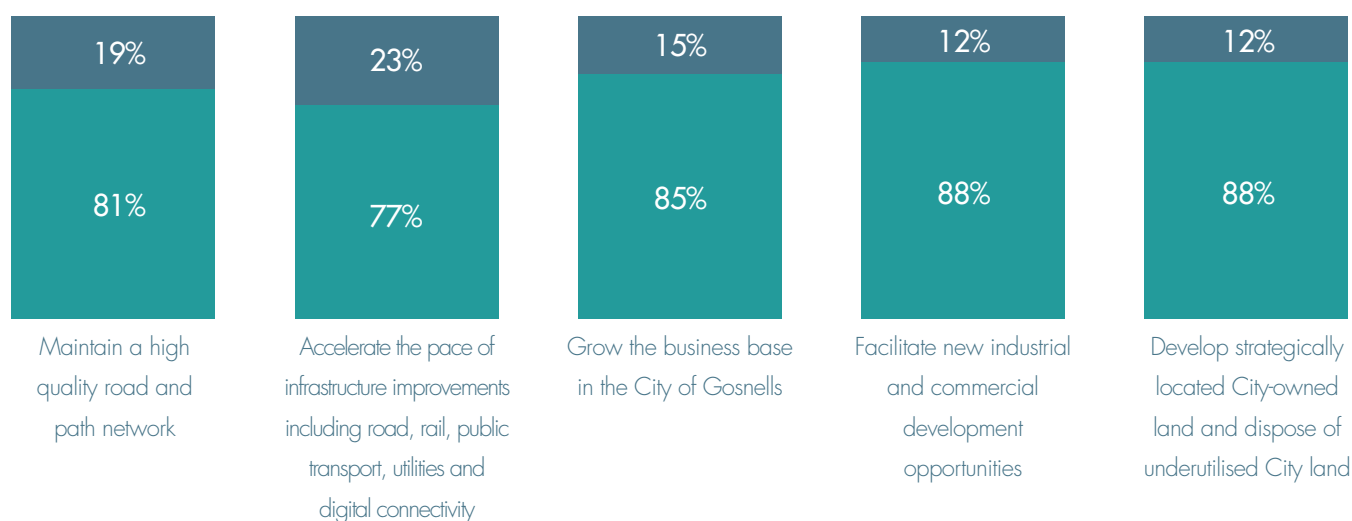
The following goals have been ranked based upon the community's response to what is important to them.

Rank	Goals	Outcomes
1	Maintain a high-quality road and footpath network.	Major roads within Gosnells have the capacity to meet demand, the road network is well maintained and the City provides a network of pathways which are integrated, accessible and well connected.
2	Accelerate the pace of infrastructure improvements including road, rail, public transport, utilities and digital connectivity.	The City has improved connectivity, including transport and communication networks.
3	Grow the business base in the City of Gosnells.	There is a well-established and growing business base providing stronger and more diverse employment opportunities.
4	Facilitate new industrial and commercial development opportunities.	There is increased investment and business expansion, bringing employment opportunities.
5	Develop strategically located City-owned land and dispose of underutilised City land.	Revenue is raised through the disposal of underutilised land and attractive development has occurred, supporting a prosperous economic base and vibrant community.

Respondents were also asked to score how well they think the City is delivering on each goal.

The City is delivering on this goal

Responses • Negative • Positive



The City recognises the need to establish new opportunities to create employment for the growing population. This will include facilitating new industrial and commercial development, providing support to new and existing businesses and accelerating the growth of infrastructure which supports a prosperous economic base.

Some specific comments received in relation to Economy include:

"The economy shouldn't take priority over the environment."

"The City should optimise assets and look to diversify revenue from lazy assets. Selling assets is a last resort."

"There is A LOT of underused land in Gosnells which could be perfect for businesses and development."

"Provide better-connected shared paths to enable more people to ride bicycles and walk rather than have to drive to get from A to B."

"Jobs for young people so they can stay in the area."

"Help improve car parks and shopping centre areas."

"I would LOVE to see more cafes and proper eat-in restaurants around Gosnells, specifically in suburban areas."

"Support local businesses more."

"Actively promote the City as a great place to live, work and play."

"Promote the natural beauty and hospitality industry in our hills."

"Refurbish paths and make all walkways accessible for wheelchair users."

Measuring and Reporting on Progress

The City is committed to conducting rigorous self-evaluation of its performance and transparent and accessible public reporting to ensure it can be held accountable in relation to delivery of this Strategic Community Plan.

Strategic Community Plan Progress Report

The City reviews the Strategic Community Plan every two years and a progress report is prepared and published on its website as part of this review, which allows residents to see progress against specific goals.

Major Projects Progress Report

This report lists the City's major projects for the year. Progress reports are provided quarterly to Council and are available to the community through publication in Council Minutes.

City Updates

Residents can subscribe to receive electronic newsletters, such as the monthly City Update eNewsletter, which contains details of major projects, programs, events, and activities which align with the delivery of the City's Strategic Community Plan.

Your Say Gosnells

The City has a dedicated consultation website which provides updates and information about public consultations. Members of the community are encouraged to register for regular updates.





Performance Monitoring

The City monitors performance in relation to a wide range of activities on a monthly basis to track progress, and provides a comprehensive monthly report to Elected Members.

Annual Report

At the end of each financial year, the City publishes its Annual Report, which provides a comprehensive update on budget, informs residents of key achievements over the previous 12 months and states plans for future major projects.

City Communications

The City uses a range of methods to communicate its activities in relation to the delivery of this Strategic Community Plan. This includes updates on the website at gosnells.wa.gov.au, the monthly Life in the City of Gosnells page within the local newspaper and updates via various social media channels.

Biennial Residents Survey

A survey of residents is conducted every two years, to inform the City of resident satisfaction.

If you want to learn more about the actions the City is taking to achieve the goals in this strategic community plan, please see the City's Corporate Business Plan, which is reviewed annually.







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This document is available
in alternative formats.