Community Plan
10 Point / 10 Year Commitment
2015 – 2025

Making the City of Gosnells a great place
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Our mission and vision

Making the City of Gosnells a great place

We will be a vibrant City with a strong community identity; a great place to live, work, raise children, visit and invest; a place that encourages a range of lifestyles and opportunities; and where the natural environment, cultural diversity and heritage of the City is respected and protected for the enjoyment of current and future generations.
Mayoral introduction

The City of Gosnells continues to grow significantly. At the 2011 census, the City’s population was 106,724. It is now estimated at 125,708. Future development and population growth will provide challenges, but it also presents exciting new opportunities. It is these challenges and opportunities that the City must embrace to build a better and brighter future for our community.

The City’s first Community Plan was developed in 2011 following a detailed review of City operations and community engagement. This document represents the first full update of the Community Plan, which was undertaken four years after the original plan’s adoption, in accordance with legislative requirements. This document has been prepared following an assessment of achievements against the initial plan, a review of the challenges and opportunities facing the City and further community consultation. The next review will be conducted during 2017.

Community and stakeholder consultation undertaken during the review has confirmed that the Mission and Vision remain relevant and consequently these remain unchanged. The major goals were also largely supported in the consultation; however some minor changes have been made to reflect the feedback received.

The update represents a revised Community Plan that will improve the lifestyle and wellbeing of local residents. It has been developed with the best interest of the community in mind.

The implementation of this updated 10 Year Community Plan will ensure that we address our future challenges and embrace new opportunities. It will also enable us to achieve our mission and make the City great place to live.

Cr Olwen Searle
Mayor City of Gosnells
The City’s integrated planning framework

10 Year Community Plan (4th Year Update)
Long term strategic document. Identifies 10 major goals that the City will aim to achieve by 2025.

4 Year Corporate Business Plan
Internal document that will guide the City’s operations over four year periods. This document will include initiatives that support the goals identified in the Community Plan and 10 Year Financial Plan.

Annual Budget
The annual budget will be developed specifically to support the City’s major projects and day-to-day operational activities.

Directorate Operational Plans
Internal documents that will guide the City’s individual directorates in their day-to-day operations.

10 Year Financial Plan
High level strategic financial document, updated annually, which ensures the City has current financial projections and remains operationally sustainable.

Major Projects Progress Report
Annual report that will list the City’s major projects for the year. Progress reports will be provided quarterly. At the beginning of each financial year a new report will be adopted.
1. Enhance our built environment (which includes all man made features)

1.1 Create an attractive and vibrant community

Background
An attractive community is well maintained with little visual blight. To achieve such outcomes, the City has supported the retention of trees in streetscapes to protect amenity and has only supported the removal of trees where they are considered a potential danger or are damaging infrastructure. It has also been proactive in supporting the installation of underground power in older suburbs to reduce visual impacts.

To achieve this, the City will continue to:
• Assess planning and building applications to ensure that they comply with requirements and minimise their ability to detract from amenity
• Impound abandoned vehicles and take action to control inappropriate parking
• Implement the Activity Centre Planning Strategy to facilitate the provision of viable, convenient and attractive activity centres to serve the retail, other commercial, social and cultural needs of the City
• Monitor, maintain and upgrade the City’s drainage network to ensure minimal impact on the community and ensure the quality of discharged stormwater
• Apply for State Government support to place more overhead powerlines underground when future funding rounds are available

Our future
The City’s built environment is attractive and clean, aesthetically pleasing buildings are constructed and the City’s local centres are vibrant hubs of commercial activity.

1.2 Protect our historical buildings and places

Background
The City has a proud history in supporting built heritage. It has preserved one significant building, the Wilkinson Homestead, as a museum and has a detailed Heritage Inventory which is available to view on the City’s website. (It should be noted that the State Government is responsible for legislation to protect heritage and the Heritage Council is the principal body tasked with preserving heritage).

Through this initiative, the City will continue to:
• Maintain and support the Wilkinson Homestead museum
• Maintain and, when relevant, update the Heritage Inventory to protect and preserve the City’s most significant buildings and features and to ensure appropriate records are kept of other heritage buildings and features

Our future
The City’s built heritage is recorded and, where very significant, protected from destruction.
1.3 Facilitate the regeneration of the City’s older suburbs

Background

The City has a number of well-established older suburbs. Many of these are ready for regeneration. A renewal project at the Kenwick Village was completed several years ago. The City is currently implementing an Improvement Plan for the Gosnells Town Centre and is managing a developer contribution arrangement to improve Central Maddington. Through this initiative, the City will:

• finalise planning for, and then commence implementation of, a regeneration project for the Maddington Town Centre which will see it transformed into a dynamic urban environment with great transport links and employment, educational and recreational opportunities
• Manage the provision of new infrastructure in the Central Maddington area
• Implement the Lissiman Street Improvement Plan for the Gosnells Town Centre

Our future

• Quality development is occurring in the City’s older suburbs and the Maddington Town Centre, the Central Maddington area and the Gosnells Town Centre have been significantly regenerated and enhanced.

1.4 Facilitate quality development of undeveloped land

Background

The City contains many parcels of land which are still to be developed. These parcels are principally located in the suburb of Southern River but can also be found in many other suburbs. Many of these land parcels are comparatively small, which means that multiple landowners are involved when large tracts of land are developed. This complicates planning for, and coordination of, development.

Through this initiative, the City will continue to:

• Support the establishment and operation of Developer Contribution Arrangements to coordinate development amongst multiple landowners while minimising the City’s exposure to the risk which is associated with such arrangements
• Support the establishment of planning documents (such as Structure Plans and Outline Development Plans) to guide the development of undeveloped land.

Our future

New, well planned communities will be established which contain adequate infrastructure and appropriate public open space.
2. Promote a proud and harmonious community

2.1 Conduct suitable events and activities

**Background**
To establish a proud and harmonious community, it is vital to bring people together and to celebrate the City as a place to live and visit. The City has conducted a range of events and activities to achieve such a community and to create a positive sense of place over many years. Through this initiative, the City will continue to:

- Provide or facilitate suitable events and activities which bring people together
- Conduct citizenship ceremonies
- Plan and deliver suitable programs and services that build a knowledge of citizenship and promote awareness of, and respect for, diverse cultures

**Our future**
The City is home to a welcoming and tolerant community which responds positively to the events, activities and programs implemented.

2.2 Preserve our heritage

**Background**
An understanding of heritage is vital to establish a proud and harmonious community. That is, it is crucial to understand where we have come from when we look to move forward.

Through this initiative, the City will continue to:

- Record and preserve the City’s social heritage
- Maintain, and when relevant, update the City’s Heritage Strategy

**Our future**
The City’s social history will have been captured and preserved for posterity.
3. Provide opportunities for all, but particularly for those in need

3.1 Provide support for specific community groups with programs designed to promote inclusive communities

Background
The City has a long history of providing specific support to particular groups within the community who have distinctive requirements. For instance, it provides an immunisation service and programs for children, a young people’s library service, Meals on Wheels for seniors and specific support for people with disability and their carers. The City also contains a strong volunteer network.

Through this initiative, the City will continue to:

- Provide a range of services, programs and activities specifically designed for children and youth
- Provide a range of services, programs and activities specifically designed for seniors
- Promote and encourage volunteering
- Provide equity access improvements to City-owned buildings and reserves
- Work with Governments, the private sector and the not-for-profit sector to obtain funding and support for groups within the community

Our future
Our children, young people, seniors and those with disability will be able to access valuable and appropriate support, assistance and opportunities.

3.2 Provide the community with opportunities to participate in diverse activities

Background
The City has a long history of providing opportunities for community members to participate in a diverse range of activities. These include participating in sporting activities on City ovals; facilitating active but unorganised pursuits on the City’s public open space; engaging in leisure activities at Leisure World and experiencing cultural and artistic pursuits.

Through this initiative, the City will continue to:

- Support Leisure World as an attractive centre for water based leisure and other recreational pursuits
- Provide and maintain high quality active recreational reserves to facilitate competitive sports
- Maintain public open space to enable leisure and recreational activities to occur
- Provide opportunities for people to engage in cultural and artistic experiences

Our future
Our community is able to enjoy active and passive recreational and leisure opportunities and cultural and artistic pursuits because of the City’s provision of suitable facilities and activities.
4. Obtain best value from City assets

4.1 Develop strategically located City-owned land following detailed cost benefit analysis and community consultation

**Background**
The City owns a number of parcels of land which are strategically located. The City has been analysing its future land requirements and through cost benefit analysis determining which land should be retained and which should be sold or developed. For instance land at Harpenden Street, which was an environmental liability, has been sold and the sale proceeds will be used to enhance the environment in three alternative locations.

This initiative will continue to:
- Provide income for the City
- Ensure the construction of a desirable built form
- Provide desirable examples for other developers to follow

**Our future**
Strategically located City land which is surplus to City requirements has been developed to provide attractive buildings or environments which support a prosperous economic base and a vibrant community.

4.2 Dispose of underutilised land assets

**Background**
The City owns numerous parcels of land which have little or no strategic value. It is considered beneficial to dispose of these and to use the revenue to improve or develop more strategic assets. This is a key premise behind the City’s Public Open Space Strategy. Development has occurred in a number of areas including a 52 lot subdivision at Streatham Street which facilitated the development of a high quality park and playground and the remaining proceeds going towards the redevelopment of Mills Park.

This initiative will continue to:
- Provide income from assets with little or no practical community use
- Enable this income to be used to develop or acquire more strategic community assets

**Our future**
The City has divested itself of assets which are providing limited return and used the revenue raised to develop or acquire more strategic community assets.
4.3 Optimise the use of City assets

Background

The City maintains and manages significant assets on behalf of the community. These include 782km of local roads, 594km of paths, 770km of drains, 449 recreation facilities and reserves and 98 buildings. The estimated value of these assets is $1.5 billion. The City has developed an asset management strategy and asset management plans to ensure that these assets are maintained to a standard which is fit for current purpose. It also renews and upgrades assets in accordance with asset management plan requirements and as funding becomes available. One recent example of a major asset upgrade is the redevelopment of Leisure World.

This initiative will continue to:

- Ensure that the City’s assets do not deteriorate to an extent which means they are not fit for purpose
- Encourage people to use the City’s assets
- Support the development of Robinson Park, Charles Hook Park and Hester Park in particular
- Identify assets which have either limited use or limited life left in them and allow such assets to be upgraded or disposed of

Our future

All of the City’s community assets are fit for purpose and well used. All non-performing assets have either been sold or redeveloped, or are in the process of sale or redevelopment.
5. Adopt technological advances and techniques to improve efficiency and environmental outcomes

5.1 Develop buildings and open spaces which have zero or minimal environmental impacts

Background
The City has a strong record of leadership in terms of implementing initiatives which improve environmental outcomes. For instance, the Mills Park Community Facility has been developed in line with the nationally recognised Green Star environmental rating system and is the first public building in Australia to achieve a 6 Star design rating, which represents world’s best practice. Further, the Civic Centre was the first building in Western Australia to receive a 5 Star Green Star – Office Design v2 certified rating from the Green Building Council of Australia which represents “Australian Excellence” in environmentally sustainable design. The City is also connecting reticulation systems to environmental sensors to minimise watering of reserves.

Through this initiative, the City will continue to:
- Apply water and energy saving techniques to City buildings
- Minimise water usage in open space development and connect reticulation systems to environmental sensors
- Design and construct buildings to be environmentally friendly

Our future
The City remains a world leader in the construction of buildings which contain features which make them water and energy efficient; most irrigated parks are connected to environmental sensors and the City has developed parks to minimise watering requirements.

5.2 Implement technological advances and techniques to achieve operational efficiencies and a safer work environment

Background
The City has been at the forefront in implementing certain technological advances. One example is the use of RFID technology in libraries. This technology involves placing a microchip in a book which facilitates smoother loan processing and more efficient stock takes. The City was the first local government to establish a fully electronic building approval process covering all steps from the initial application to the final approval. Further, the City is at the forefront of providing online opportunities for community members to pay bills and request information.

Through this initiative, the City will continue to:
- Seek innovative solutions to improve efficiencies, conduct cost benefit analyses to demonstrate benefit and implement solutions where appropriate

Our future
The City will be using new technologies to maximise efficiencies in its operations and to improve customer service. These technologies will have been carefully evaluated before implementation. While difficult to predict exactly what new technologies will be in place in the future, improved online engagement will certainly occur.
6. Protect and enhance our environment

6.1 Protect and improve our natural assets

Background
The City maintains 101 nature and biodiversity conservation areas. The City has undertaken a range of actions to protect and enhance our natural environment. These include developing and implementing a Biodiversity Conservation Management Plan and, in conjunction with the Department of Parks and Wildlife, the City has installed Phytofighter stations at Ellis Brook Valley to prevent the spread of dieback. Through this initiative, the City will continue to:
- Undertake additional actions to protect and improve our natural assets such as weed eradication, dieback management and revegetation
- Look to specifically protect the interface of natural areas from degradation caused by humans
- Educate the community on the benefits of protecting our natural assets

Our Future
The City contains a large number of natural areas which have been protected and enhanced for their environmental benefits and community pleasure.

6.2 Integrate natural assets with community activity

Background
A large part of the City of Gosnells is urbanised. These urban areas surround the Canning and Southern Rivers and the many bushland reserves and wetland areas which the City manages. It is considered vital that our residents are able to interact sustainably with our natural areas to enhance resident experiences and obtain broad community ownership and support for natural areas.

This initiative will:
- Provide enhanced public access to natural areas such as river foreshores for passive recreation options
- Implement the Mary Carroll Park Vision Plan as and when funding becomes available
- Ensure that the public access to natural areas is managed so that use is sustainable and the natural environment does not degrade

Our future
Our community will have additional opportunities to experience and enjoy our natural environment in a sustainable way.
6.3 Encourage community action to protect the environment

Background

Both the Commonwealth and State Governments have major roles to play in, and significant resources to fund, publicity about environmental issues and to encourage or mandate public and business responses. Local government has no ability to mandate action, although it can promote behavioural change and inspire the community through leadership. In conjunction with the City of Armadale and the Shire of Serpentine-Jarrahdale, the City has taken a leadership role and created the Switch Your Thinking brand and program. The City also works with the City of Armadale and the Armadale Gosnells Landcare Group on the management of our important natural resources.

Through this initiative, the City will continue to:

- Work in partnership with the City of Armadale and the Shire of Serpentine-Jarrahdale to continue the multi award-winning Switch Your Thinking Program
- Work in partnership with the City of Armadale and the Armadale Gosnells Landcare Group to manage our natural environment

Our future

The Switch Your Thinking program and other City actions (such as constructing a 6 Star Green Star – Design v1 community building and a 5 Star Green Star – Office Design v2 building) will have contributed to environmental protection by guiding or inspiring community members and businesses to take appropriate action.
7. Increase opportunities to work in the City of Gosnells and support local businesses

7.1 Facilitate new industrial and commercial development and opportunities

Background
Currently the City of Gosnells contains many more people who are in employment than there are jobs available. This means that many people of working age are forced to leave the City to undertake work. Such travel has negative social and environmental impacts. The City has been taking action to enable more businesses to establish in the City of Gosnells. Through this initiative, the City will:
- Progress and implement the Maddington Kenwick Strategic Employment Area (MKSEA) concept by preparing and approving Structure Plans, which will enable new businesses to establish themselves in Maddington and Kenwick
- Approve a Structure Plan and commence the subdivision and sale of land for a business park in Southern River
- Increase opportunities for local business and industry to work with local youth, through work experience and mentoring

Our future
Planning will be completed to facilitate industrial activity in the MKSEA and development will have started to occur. A business park will have been established in Southern River. Both of these initiatives will be providing jobs for local people.

7.2 Support businesses operating within the City, including those businesses operating from home

Background
City research indicates that the majority of businesses operating within the City are sole traders. These businesses have specific wants and needs. The City owns and operates a Business Incubator to help small businesses grow and develop into larger businesses requiring their own premises. The City contracts Business Station, a not-for-profit organisation dedicated to supporting small businesses, to provide training and mentoring services to local businesses.

Through this initiative, the City will continue to:
- Run Local Business Forums and business networking evenings to provide information and networking opportunities to local businesses

Our future
Small businesses, sole traders and businesses operating from home will be able to access a wide range of support services (from Business Incubator premises to networking functions) to assist them to operate profitably and successfully.
8. Manage waste activities more efficiently and effectively

8.1 Investigate the Establishment of a Waste Transfer Station

**Background**
The City is currently required to send its rubbish trucks to the Cardup landfill site which is approximately 60kms away. This is an inefficient use of specialised vehicles and creates negative environmental impacts. Further, the Cardup facility is due to close in the near future. The City is progressing plans for a waste transfer station to ensure the long-term sustainability of our waste management strategies and enable provision of waste disposal options for ratepayers. There are several possible sites for such a facility. If a transfer station can be established, this initiative is likely to:

- Reduce the City’s costs to dispose of waste
- Provide greater opportunities for community members to dispose of waste in alternative ways
- Provide a potential revenue source

**Our future**
Residents will be able to dispose of their bulk rubbish and green waste more effectively and the City will provide a more efficient waste disposal service which saves money and reduces environmental impacts.

8.2 In conjunction with Rivers Regional Council work to encourage waste minimisation

**Background**
The City currently generates around 39,000 tonnes of waste per annum. This amount has increased over the years as the City’s population has grown. The City is a foundation member of the Rivers Regional Council and by working in conjunction with the other member Councils can promote the benefits of waste minimisation to a larger audience.

Through this initiative, the City will:

- Collaborate with Rivers Regional Council to encourage community members to reuse or recycle products
- Provide services to collect specific types of waste, such as batteries and e-waste, to facilitate their reuse and recycling
- Collect whatever waste remains in an efficient and effective manner
- Ensure that the residents/ratepayers of the City will receive the same support for waste minimisation as the rest of the region

**Our Future**
Increased waste minimisation will reduce the volume of material requiring processing/treatment or going to landfill.
9. Improve transport outcomes for the community

9.1 Maintain a high quality road network and promote alternative forms of travel such as cycling and walking

Background
There has been significant growth in both Canning Vale and Southern River over recent years. This growth will continue. Such growth requires upgrades to existing distributor roads or the construction of new distributor roads. The City has been active in undertaking such work in recent years. Examples include constructing additional lanes on Nicholson Road and Warton Road and the current upgrades on Southern River Road. This work will continue.

Through this initiative:
- Extensive enhancements to distributor roads will continue
- Local roads will continue to be maintained in accordance with asset management principles so that they are fit for purpose
- The City will publish and implement its Bike Plan to provide a safer and more comprehensive shared cycle/pedestrian path network for residents
- The City will continue to seek State and Commonwealth monies to part fund road improvements

Our future
Major roads within Gosnells have the capacity to meet demand, the road network is well maintained and the City provides a network of pathways and cycle ways which are integrated, accessible and well connected.

9.2 Lobby for a new train station at Nicholson Road, improvements to specific train stations on the Armadale line and improvements to bus services

Background
A quality rail system is a vital piece of infrastructure for our community. That said, the rail system is both provided by and maintained by the State Government. The City prepared a cost benefit analysis which demonstrated the benefits of constructing a train station at Nicholson Road. This was forwarded to the State Government and it is now noted that the State Government has agreed to the grade separation of Nicholson Road and the railway line. This is a necessary precursor to the construction of a train station at Nicholson Road. The City has also campaigned for the upgrade of a number of stations on the Armadale line and some improvements have been made in terms of access for people with disabilities.

Through this initiative, the City will continue to:
- Encourage the State Government to improve the rail system for the community
- Encourage the State Government to improve bus services

Our future
Should the State Government respond positively to the City’s advances, there will be a new train station at Nicholson Road, and the stations along the Armadale line which remain in need of upgrading will have been dramatically improved.
10. Make our community a safer place

10.1 Plan for community safety

Background
Law and order and crime prevention is primarily the role of State Government. However, as the sphere of Government which is closest to the community, the City recognises that it is well placed to assist in addressing issues of community safety and crime prevention and can require many actions to be taken which are designed to make the community safer.

Through this initiative, the City will continue to:

- Ensure applications for planning approval and development include measures to design out crime (such as reducing the extent of blank walls which are often the target for graffiti and ensuring that public areas are well lit)
- Implement the Community Safety and Crime Prevention Plan to deliver relevant activities, programs and projects designed to tackle community priorities and current crime trends
- Take actions to reduce the potential for fire

Our future
New suburbs and developments will be designed to reduce the potential for criminal behaviour; the community will have access to information and programs designed to improve their safety and residents will be given reasonable protection from the risk of fire.

10.2 Inspect to achieve safety

Background
A local government has the ability to undertake a range of inspectoral functions to make the community safer.

Through this initiative, the City will continue to:

- Conduct swimming pool inspections to ensure that pools comply with State Government legislation about safety
- Inspect food premises to ensure that food for human consumption is appropriately stored and prepared
- Conduct inspections of slabs for new buildings to ensure that foundations are adequate and comply with standards

Our future
People’s safety is not put at risk by inadequate foundations to buildings, illegal swimming pool fencing arrangements or inappropriate hygiene practices.
10.3 Take actions to promote safety

Background
A local government has the ability to take a range of actions in partnership with others to promote safety within the community.

Through this initiative, the City will continue to:

• Maintain a volunteer State Emergency Service and Bushfire Brigade to respond to fire and emergency situations
• Deliver community based safety programs in partnership with others (such as Neighbourhood Watch, WA Police and eWATCH)
• Deal with uncontrolled dogs and other animals which can impact on community safety
• Implement traffic calming measures in situations where road traffic is causing a problem and actions by the Police to enforce the road rules have limited success

Our future
Public areas within the City of Gosnells, including roads, are safe to use; bushfires are responded to quickly and efficiently and the City's programs for community safety are being widely embraced.
Community involvement

The City’s first Community Plan was developed in 2011 with extensive community involvement. This included engagement with the general public and community stakeholders including senior citizens clubs, religious groups, youth groups, health and wellbeing agencies, sporting clubs, environmental groups, Aboriginal groups, rotary clubs, volunteer groups, schools, local police, ratepayer associations and local Members of Parliament.

This review invited the general public and stakeholders to comment, via a short survey, between 15 June 2015 to 17 July 2015. The survey was advertised on the City’s website and in local papers on 25 June 2015 and 30 June 2015. Printed copies of relevant documents were placed in all local libraries and the City’s Civic Centre.

The City received 19 responses which were carefully considered when finalising the review.