



CITY OF VINCENT



STRATEGIC COMMUNITY PLAN 2013-2023

Plan For the Future

Corporate Business Plan 2013-2017
(Strategic Plan 2013-2017)



Reviewed and adopted at the Ordinary Meeting of Council held on 10 September 2013

Foreword

Vincent is a vibrant and diverse inner city community, containing within its boundaries a varied and rich history stretching back long before the settlement of the Swan River Colony. The City is situated immediately north of the City of Perth and is bordered by the City of Stirling to the north, City of Bayswater to the east and Town of Cambridge to the west.

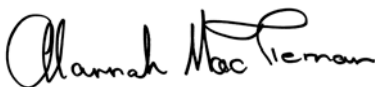
Since settlement, much of Vincent's rich heritage stems from the 1890s and 1900s when many community buildings were established and North Perth emerged as a suburb in its own right. More recently, as inner city living has become ever more popular, there has been a growing demand for new development and infill, and old and new can now be seen sitting side by side in the leafy suburbs.

Riding in tandem with the increasing popularity of inner city living, the City's shopping precincts have thrived and become popular café strips for residents and visitors alike. The City's population has also developed into a wonderfully rich melting pot of cultures and nationalities, which has contributed to its unique diversity. But the City has also been passionate about preserving green space for the enjoyment of residents and ratepayers, and our parks and reserves provide vital oases dotted throughout the City.

The popularity of the City of Vincent brings with it its own unique challenges. On a global level there is an increasing focus on climate change, environmental and sustainability issues that the community expects us to take into consideration in all our deliberations. There is also the need to consult with our very diverse community and ensure all members have the opportunity to be effective partners with us in the decision-making process.

The development of the Plan for the Future has been the culmination of many of analysis by the City's Administration and Council Members. We have drawn on feedback from a variety of sources to prepare this Plan for the Future (Corporate Strategic Plan). That is why the Plan is so crucial to the future of the City. It provides a clear focus on the direction we should be taking in the future in all aspects of the City to make it an even better place to be. The Plan for the Future incorporates the Corporate Business Plan 2013-2017, together with the Long Term Financial Plan, Strategic Asset Management Plan, Workforce Plan and associated key strategic documents.

Our sincere thanks to members of our community, Council Members and Employees who contributed to the development of this plan. With your help the City will continue to thrive and provide a safe, healthy and sustainable living and working environment, which is the envy of many other local governments.

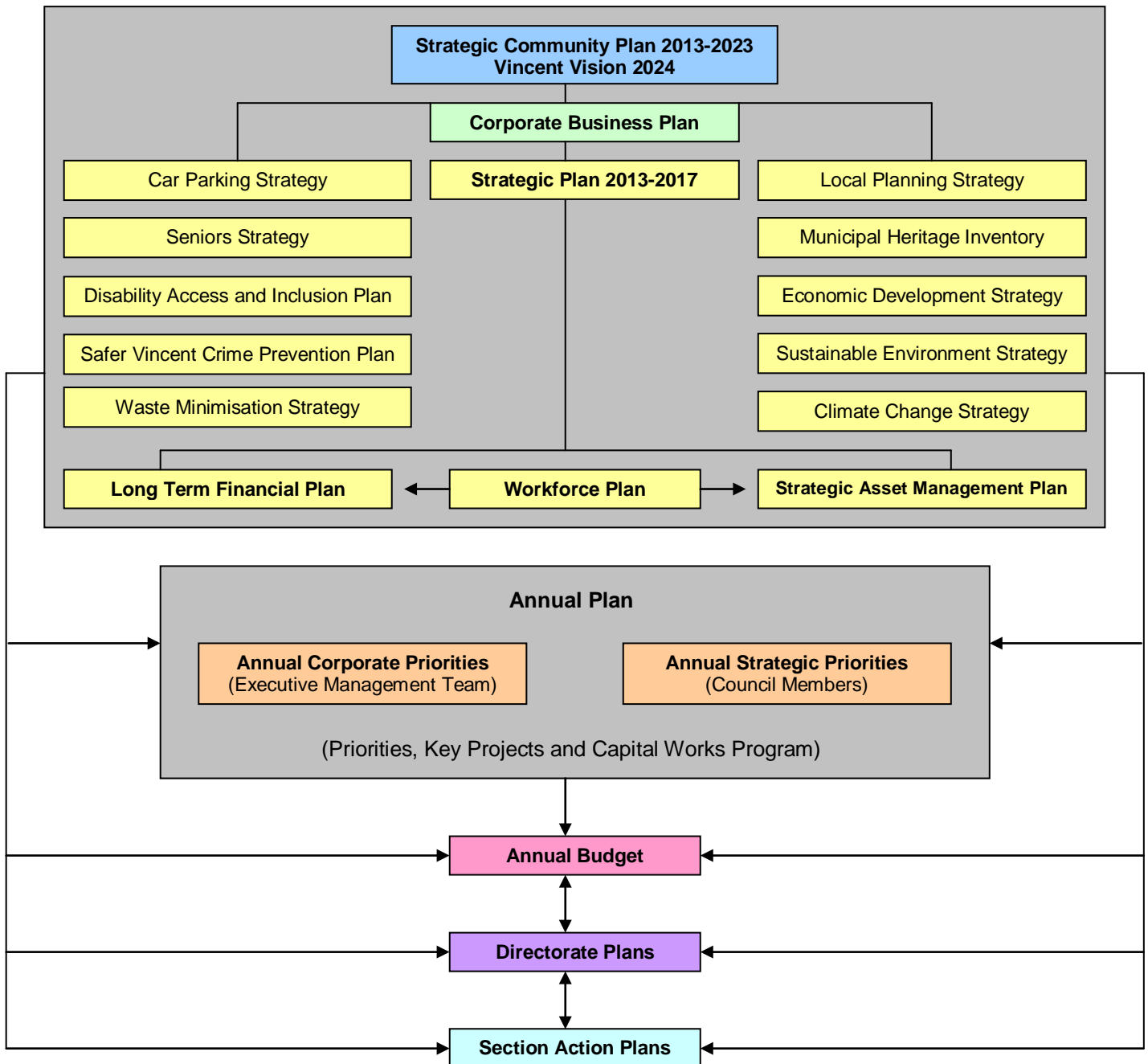


Hon. Alannah MacTiernan
Mayor



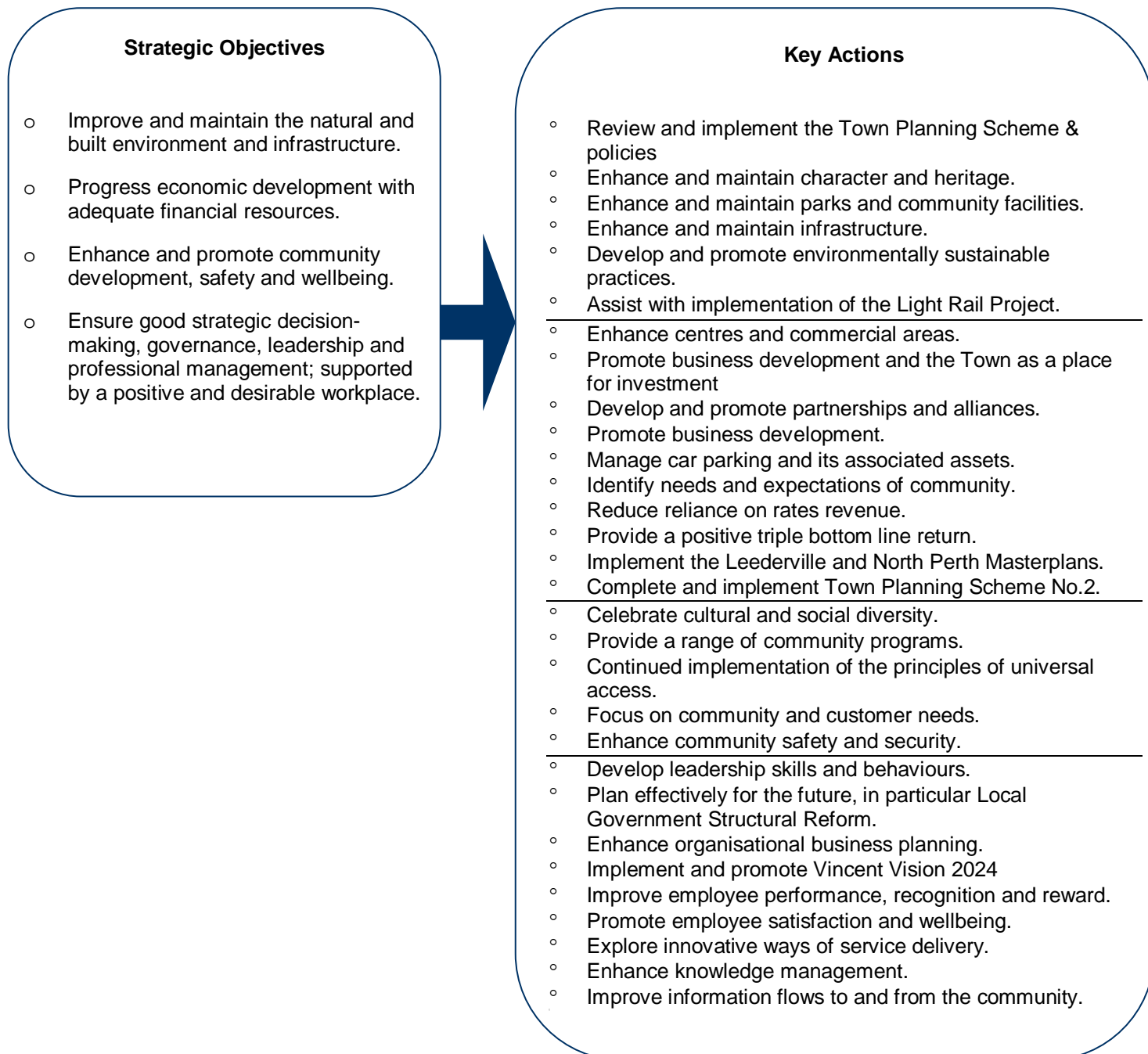
John Giorgi JP
Chief Executive Officer

City of Vincent – Strategic Planning Framework



City of Vincent Strategic Direction Summary

"Enhancing and celebrating our diverse community"



Overview, Key Trends and Challenges

The following are identified as key issues currently challenging the City of Vincent:

Meeting community demand

Increasing community demand requires that **community facilities** are managed and developed to cater for the diverse needs of the community, while also considering the limited ability to increase or expand facilities.

The community also demands **readily-available information** through static sources or through contact with relevant council officers. The challenge is to provide an up-to-date information bureau that the community can rely on for relevant and correct information.

Economic sustainability

Cost shifting from State and Federal Governments has decreased Local Government's ability to provide the expected level of service and infrastructure improvements and maintenance. There has also been a reduction in Local Govt funding from the Financial Assistance Grants Program.

There is **internal competition** for allocation of funding and resources, and increased pressure to allocate these effectively.

The State **Underground Power Program** is anticipated to take in excess of 20 years. The failure of the State Government to take responsibility for this implementation places pressure on the City to co-ordinate and manage the process. Escalating costs may make the program inaccessible to the disadvantaged, placing a greater burden on the City's resources and those ratepayers with the ability to pay.

Asset management

To minimise the financial burden on future generations, the City has a responsibility to allocate adequate annual funding to responsible **infrastructure improvements** and to maintain the City's major assets to an acceptable standard.

The **Leederville Masterplan** will result in an upgrade of the City's land holdings in the Leederville commercial Centre and will act as a catalyst to re-vitalise the area. The development will deliver triple bottom line benefits, will be based on transit oriented development principles and will be undertaken in partnership with other key stakeholders.

Maintaining a unique heritage in the City of Vincent will remain an important issue for the City's identity and character.

Governance and statutory compliance

Local Government is facing **significant structural reform**. The state government has proposed that the number of Local Governments in the Metropolitan Area be reduced from 30 to 14. The City of Vincent is proposed to be amalgamated.

With many **new reporting standards** and legislation that affect the operation of the City; compliance, transparency and accountability are the key components of the City's governance.

Risk assessment and **emergency management** are key concerns of Local Government, as Australian communities become increasingly concerned, given the global increase in natural disasters and terrorist attacks. State and Federal Government are driving local authorities to undertake preparedness, response and recovery planning to ensure that emergencies can be managed appropriately.

Flexible work practices are needed to **manage workload and projects** to ensure work-life balance for employees. At the same time, strategies need to be developed to attract and retain a professional workforce and to mitigate skills shortage.

Sustainability

It is acknowledged that the global climate is changing, and will continue to change. This will affect the planning and day-to-day operations of local government in many ways. The manifestations of **climate change** include higher temperatures, lower rainfall patterns, a rising sea level, and more frequent or intense weather events such as heatwaves, drought and storms. The City has an important role to play in reducing greenhouse gas emissions, and will also be at the forefront of managing the impacts of unavoidable climate change.

The City has prepared a **waste management** strategy, aligned with the Mandarie Regional Council, state and regional requirements, to provide an improved recovery service that minimises waste to landfill and removes hazardous materials from the waste stream. The increasing cost of waste disposal is a key factor in its effective management.

Our Purpose

The purpose defines the *business we are in*. It describes our reason for being, and the services and products we provide. Our purpose is:

To provide and facilitate services for a safe, healthy and sustainable community

Our Vision

The vision statement is *what we are striving to become*, what we will look like in the future. Based on accomplishing key strategic challenges and the outcomes of Vincent Vision 2024, the Town's vision is:

A sustainable and caring community built with vibrancy and diversity

Our Guiding Values

The guiding values of the Town of Vincent are those that describe how we want to operate, and all employees are strongly encouraged to align and work to these values.

Excellence & Services

We aim to pursue and deliver the highest possible standard of service and professionalism to the Vincent community.

Honesty & Integrity

We are honest, fair, consistent, accountable, open and transparent in our dealings with each other and are committed to building trust and mutual respect.

Caring & Empathy

We are committed to the wellbeing and needs of our employees and community and value each others views and contributions.

Innovation & Diversity

We encourage creativity, innovation and initiative to realise the vibrancy and diversity of our vision.

Teamwork & Commitment

Effective teamwork is vital to our organisation and we encourage co-operation, teamwork and commitment within and between our employees and our business partners and community.



Strategic Objectives – Overview

The strategic objectives that the City of Vincent needs to achieve over the next five years to effectively contribute to the City's overall objectives and to the growth and sustainability of the City of Vincent are:

1. Natural and Built Environment

1.1 Improve and maintain the natural and built environment and infrastructure

- 1.1.1 Develop and implement a Town Planning Scheme and associated policies, guidelines and initiatives that deliver the community vision.
- 1.1.2 Enhance and maintain the character and heritage of the City.
- 1.1.3 Take action to reduce the City's environmental impacts and provide leadership on environmental matters.
- 1.1.4 Enhance and maintain the City's infrastructure, assets and community facilities to provide a safe, sustainable and functional environment.
- 1.1.5 Take action to improve transport and parking in the City and mitigate the effects of traffic.
- 1.1.6 Enhance and maintain the City's parks, landscaping and the natural environment.

2. Economic Development

2.1 Progress economic development with adequate financial resources

- 2.1.1 Promote business development and the City of Vincent as a place for investment appropriate to the vision for the City.
- 2.1.2 Develop and promote partnerships and alliances with key stakeholders.
- 2.1.3 Develop business strategies that reduce reliance on rates revenue.
- 2.1.4 Implement the Leederville and North Perth Masterplans.

3. Community Development and Wellbeing

3.1 Enhance and promote community development and wellbeing

- 3.1.1 Celebrate, acknowledge and promote the City's cultural and social diversity.
- 3.1.2 Promote and foster community safety and security.
- 3.1.3 Promote health and wellbeing in the community.
- 3.1.4 Continue to implement the principles of universal access.
- 3.1.5 Promote and provide a range of community events to bring people together and to foster a community way of life.
- 3.1.6 Build capacity within the community to meet its needs.

4. Leadership, Governance and Management

4.1 Provide good strategic decision-making, governance, leadership and professional management

- 4.1.1 Develop leadership skills, behaviours and culture that enhance the public image of the City.
- 4.1.2 Manage the organisation in a responsible, efficient and accountable manner.
- 4.1.3 Provide Excellence in Customer Service
- 4.1.4 Plan effectively for the future.
- 4.1.5 Focus on stakeholder needs, values, engagement and involvement.

4.2 Provide a safe, positive and desirable workplace

- 4.2.1 Promote employee performance, recognition, reward, satisfaction and wellbeing, and provide a safe and positive workplace.

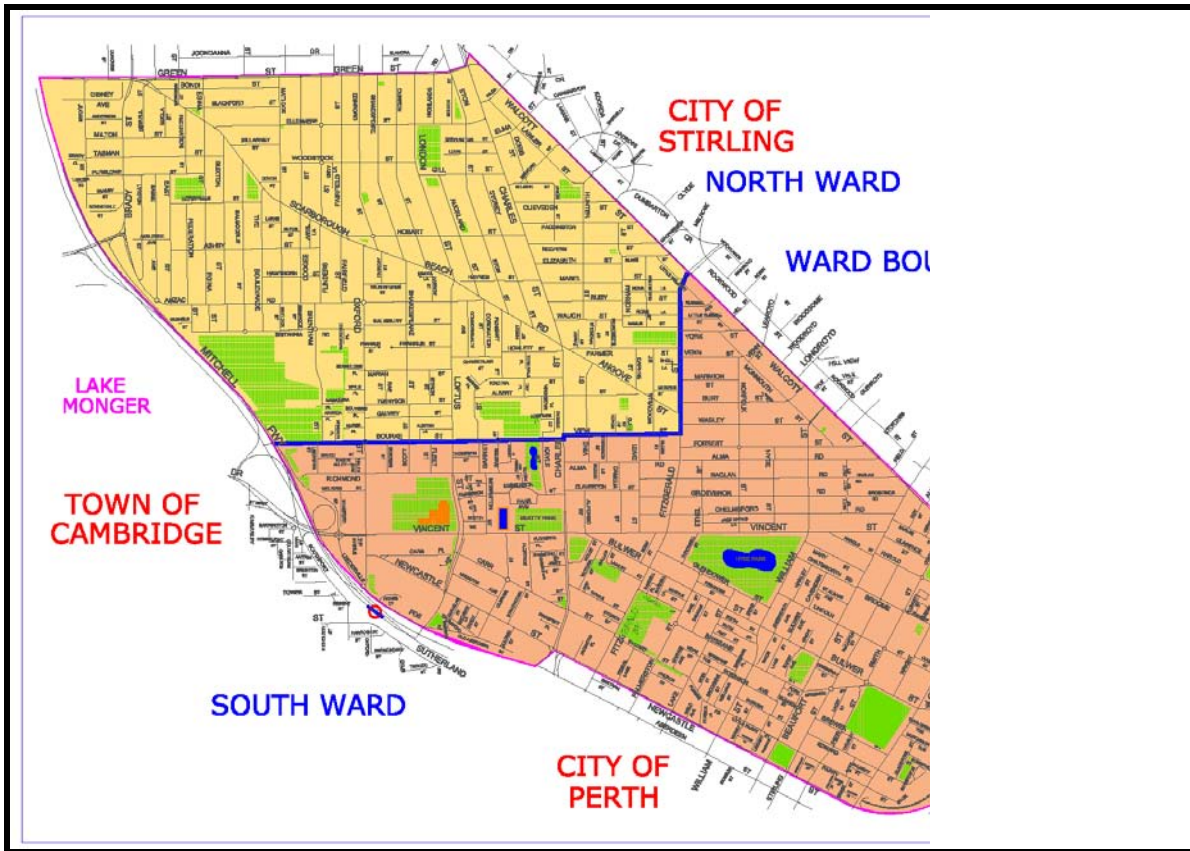
4.3 Promote and Implement Knowledge Management and Technology

- 4.3.1 Enhance knowledge management and promote technology opportunities to improve the City's business, communication, security and sustainability.

Note: The Resources, Measures/Targets and Timelines contained in this Plan are indicative and subject to annual review and change by the Council.

BACKGROUND

The City of Vincent is an inner-urban local government located three kilometres from the Central Business District. The City covers an area of 11.3 square kilometres and encompasses the inner suburbs of Leederville, Highgate, North Perth, Mount Hawthorn and parts of Mount Lawley, Perth, East Perth, West Perth, Osborne Park and Coolbinia as shown in the map below:



City of Vincent Boundary

1. CURRENT AND PROJECTED POPULATION

The 2013 Census Data illustrates that the residential population of the City of Vincent was 31,549 persons. This is an increase of 15% as the residential population in the 2006 census was 26,904 persons, The population is distributed across the suburbs of Highgate, Leederville, Mount Hawthorn, North Perth and parts of Mount Lawley, West Perth, Perth and East Perth, with the largest population residing in North Perth, as detailed in figure 1 below.

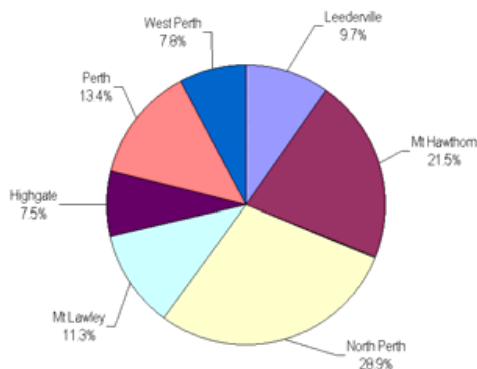


Figure 1 - Population Percentage by Suburb

2. POPULATION TRENDS AND FORECASTS, CITY OF VINCENT 2001 - 2030

Population projections released by the West Australian Planning Commission (2005) suggest that population growth rates in the City of Vincent will be restricted to an average annual growth rate of 0.8% until 2030. It is anticipated that by 2030 the municipal area will have a resident population of approximately 36,000, as outlined in Figure 11 below.

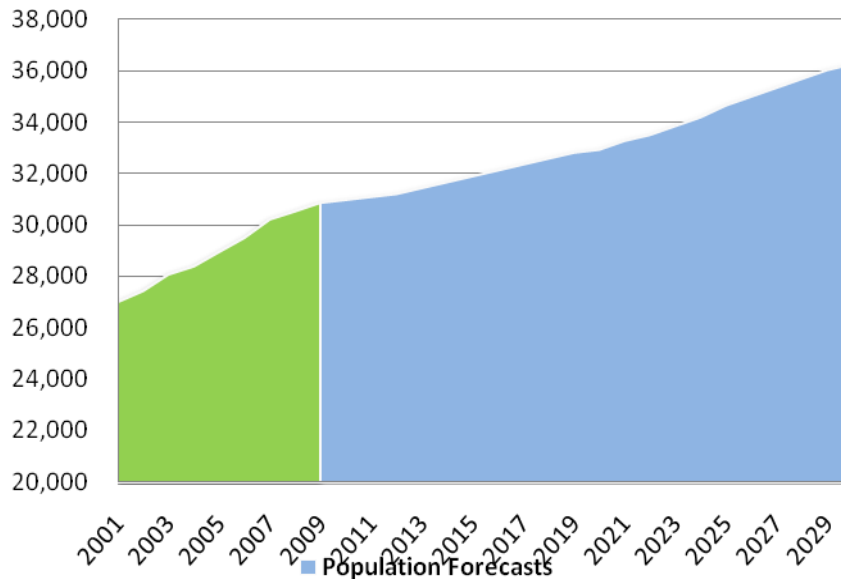


Figure 2 - Population Forecasts.

Source: SGS Economics and Planning using WAPC WA Tomorrow, 2005 and ABS Estimated Resident Population 2001- 2009.

3. DEMOGRAPHIC STRUCTURE – AGE DISTRIBUTION

The City of Vincent has a high population of young adults and more young and middle-aged adults have moved to the region since 2001. Young adults between 25 and 35 years represent the largest population demographic and the 2013 median age of Vincent residents was 34 years.

As outlined in Figure 3 below, the City had an even distribution of both female and male residents, with the exception of the 75 and over demographic, where there were a greater proportion of females. It is also evident that population growth since 2006 has been evenly distributed across all demographics and the region has maintained a relatively similar age structure over the past five years.

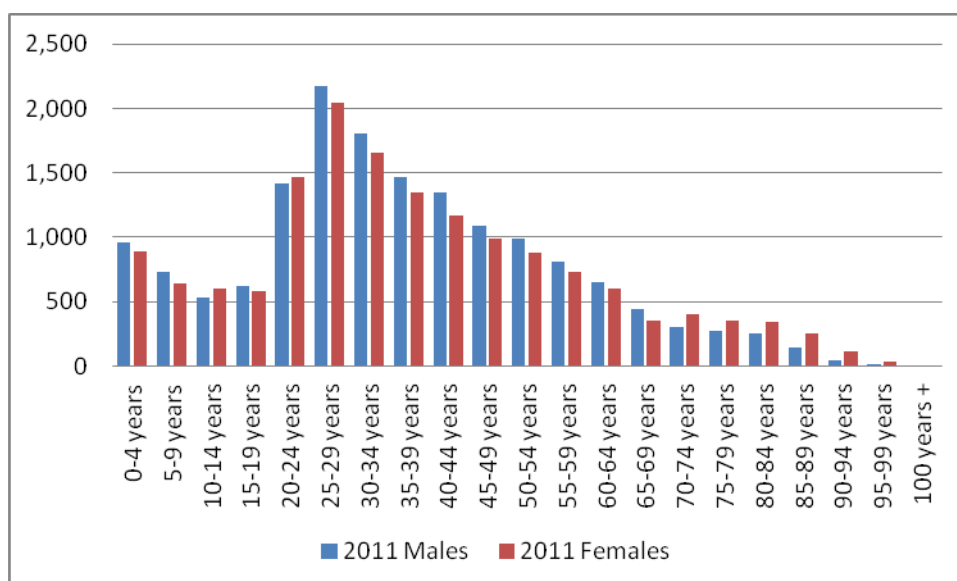


Figure 3 – Demographic Composition Change (City of Vincent)

Source: ABS Time Series Data

4. OTHER DEMOGRAPHIC CHARACTERISTICS

4.1 Ethnic Diversity

Country of Birth	City of Vincent	% of total persons in the City of Vincent	Australia	% of total persons in Australia
Australia	17,734	56.2%	15,017,845	69.8%
United Kingdom	2,456	7.8%	1,101,802	5.1%
Italy	1,219	3.4%	185,403	0.9%
New Zealand	1,065	2.4%	483,397	2.2%
Vietnam	772	1.8%	185,036	0.9%
Ireland	563	2.1%	67,316	0.3%

ABS Census Data 2006

The statistics above illustrate that the majority of City of Vincent residents (56.2%), were born in Australia, followed by the United Kingdom (7.8%), Italy (3.4%), New Zealand (2.4%), Vietnam (1.8%) and Ireland (2.1%). The statistics reveal that other than Australian, the place of birth of residents in the City of Vincent illustrates a higher percentage than the Australian average.

Language Spoken at Home	City of Vincent	% of total persons in the City of Vincent	Australia	% of total persons in Australia
English	22,094	70.0%	16,509,290	76.8%
Italian	1,580	5.0%	299,833	1.4%
Vietnamese	608	1.9%	233,388	1.1%
Chinese	1029	3.3%	651,328	3.0%
Greek	372	1.2%	252,217	1.2%
Macedonian	258	0.8%	68,846	0.3%

The table above illustrates that the majority of residents (70.0%) in the City spoke English at home, with the other most common languages comprising Italian (5.0%), Vietnamese (1.9%), Chinese (3.3%), Greek (1.2%) and Macedonian (0.8%). The statistics reveal that the most common languages spoken at home in the City, other than English, demonstrate a higher percentage than the Australian average.

The most common languages other than English spoken at home reflect the migrant patterns experienced by the City, particular the European migrants during the Post World War Two period, and the influx of Vietnamese migrants in the 1970s following the Vietnam War.

4.2 Household Income

The figure below, illustrates that since 2006, there has been substantial growth in the proportion of high income households and a decline in the proportion of lower income households. The number of residents in the bottom income amount (\$0-799) has declined from 35% to 25% of all households. Conversely, the proportion of households in the highest income amount (\$3000+) has grown from 8% to 20% over the five year period.

The median weekly household income for the City of Vincent grew over 46% from \$925/week in 2006 to \$1689/week in 2013.

Weekly Household Income, City of Vincent, 2006 & 2013:

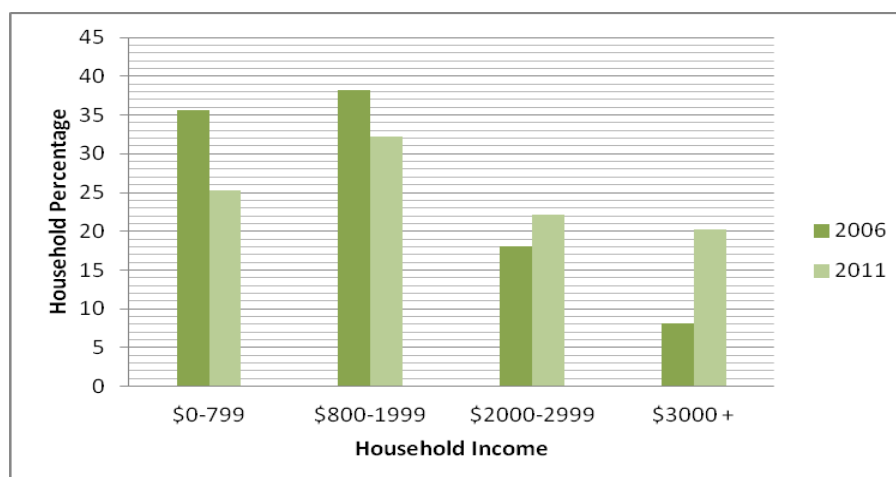


Figure 4 - Weekly Household Income, Source: ABS Time Series Profile

4.3 Education Qualification

A higher proportion of the City of Vincent working age population (aged 15 and over) has a tertiary qualification when compared with the Perth Metropolitan Area and the City of Perth residents (56.5%, compared with 56% and 47% respectively). This level of education is an asset to the City's workforce and businesses, and can be used as an indicative proxy for higher relative wages and levels of innovation.

In considering the distribution of tertiary qualifications, the City of Vincent has a relatively similar profile when compared with the other regions, however is more closely aligned with the Inner Perth profile than the Perth Metropolitan profile.

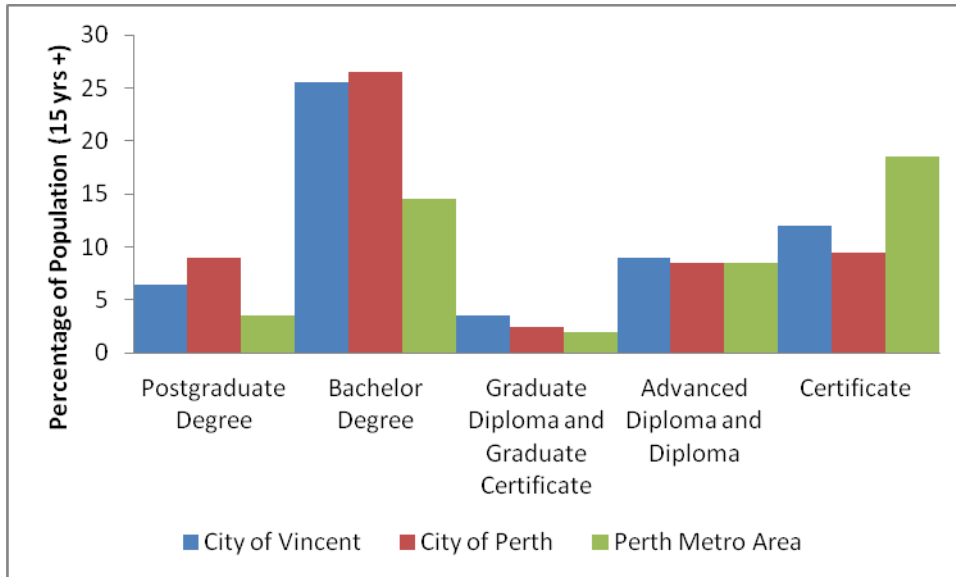


Figure 5 - Tertiary Qualification Distribution
Source: ABS Census of Population and Housing, 2013

4.4 Current and Projected Household Composition

In 2013, approximately 52% of all the City of Vincent households were 'family households' with the majority (67%) living in separate dwellings. Lone person households represented 30% of the total with the remaining 10% of homes occupied by group households. Unsurprisingly, lone person households occupied a greater number of flats, units or apartments in comparison to other household types. Approximately 45% of all flats, units or apartments were occupied by lone persons in the City of Vincent whilst the occupancy of semi-detached, row or townhouses was distributed proportionately between all three household types.

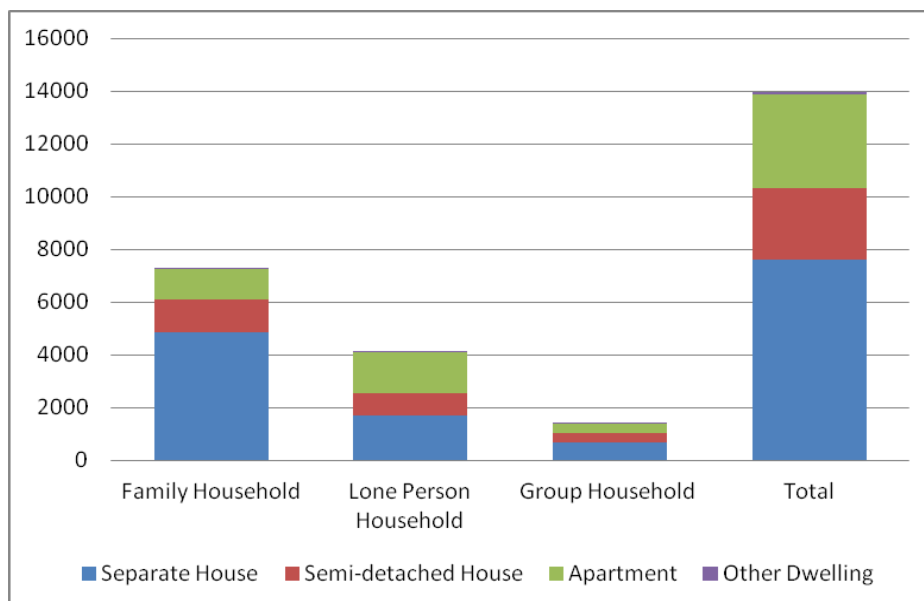


Figure 6 - Dwelling Structure by Household Composition
Source: ABS Census of Population and Housing - Time Series Profiles 2013

The number of group households and lone person households remained relatively stable over the five year period whilst the number of semi-detached, row or townhouses and flats, units or apartments occupied by family households grew by 118 and 504 respectively. These findings suggest that more families moving into the City of Vincent are occupying either flats, units or apartments or semi-detached, row or townhouses.

4.5 Household Size

The average household size in the City of Vincent has remained stable between 2001 and 2006 at 2.1 residents per household, however has slightly increased to 2.2 in the 2013 census. This is below the 2.6 residents per household for the Perth Metropolitan Area.

5. CURRENT AND PROJECTED HOUSING DENSITY

5.1 Housing Density

The residential density per hectare varies throughout the City, which is reflective of the historical development patterns, the access to services, infrastructure and amenity and resultant of the zoning allocations assigned through City Planning Scheme provisions. The total number of dwellings in the City in the 2013 census was 13,972. The census data illustrates that in 2001 there were 11,940 dwellings and 2006 there were 12,810 dwellings in the City of Vincent. This represents an average of an additional 203 dwellings per year.

As an average, the dwelling density per residential hectare in the City of Vincent is 17.0. In comparison to the other local government areas within the Central Sub-Region, the City of Vincent is comparatively high second only to the City of Perth (34.5 per residential hectare) and the City of Subiaco (18.5 per residential hectare), and is above the average dwelling density of 11.5 for the Central Sub-Region. As a further comparison, the residential densities of the Local Government Authorities bordering the City are as follows: the Town of Cambridge (10.2 dwellings per hectare); the City of Bayswater (11.1 dwellings per hectare); and the City of Stirling (11.9 dwellings per hectare) (Directions 2031 - Central Sub-Regional Strategy 2010).

5.2 Projected Residential Density

Directions 2031, states that the central sub-regional population is projected to grow by approximately 29 per cent from 705,000 to at least 910,000 people, requiring at least 121,000 new dwellings to be constructed over the 19 local governments within the central metropolitan sub-region. With respect to the City of Vincent, the projected housing target for the City is to accommodate an increase of 5,000 dwellings by 2031, which is also supported by the projections of WA Tomorrow. This equates to a growth of approximately an additional 238 dwellings per year. In addition, the Housing Industry Association demand forecast has predicted a 10 year housing demand growth for the City of Vincent to be 2,019 dwellings.

Based on the above projections and the planned urban growth areas identified in the Directions 2031 Central Sub-Regional Strategy, the following statistics have been developed, which detail estimated calculations of the projected density within the City of Vincent. The dwelling forecasts have been based on the following elements:

- Forecast A - Targeted growth in key planned growth areas
- Forecast B - Targeted growth along the City's identified urban corridors / major roads
- Forecast C - Estimated number of additional dwellings which would reasonable occur within the residential areas of the City each year to 2031.

Forecast A - Targeted growth

Targeted growth in the following key planned growth areas:

1. Leederville Masterplan
2. West Perth Regeneration Plan
3. Glendalough Train Station (District Centre/Transit Orientated Development)
4. Claisebrook Train Station (Transit Orientated Development)
5. Oxford Street Activity Corridor
6. East Parade Regeneration Plan
7. East Perth Power Station (EPRA)
8. North Perth Masterplan

The following figure illustrates the areas in the City designated for planned urban growth, which largely correlate with Directions 2031, with the exception of the East Perth Transit Orientated Development and the Mount Lawley Transit Orientated Development, not being included and the addition of the Oxford Street Urban Corridor. The seven (7) areas have been recognised as being highly accessible by public transport and present ideal opportunities for an increase in dwelling density.

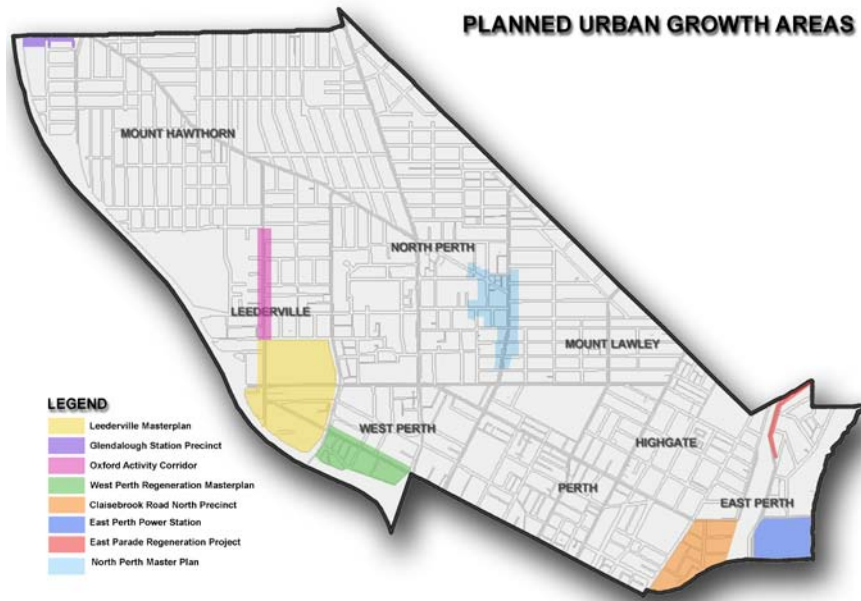


Figure 7 - Planned Urban Growth Areas in the City of Vincent

It is envisaged that multiple dwellings will be the predominant development type in these areas. With the introduction of the Multi Unit Housing Code being incorporated into the Residential Design Codes and the removal of the minimum site area requirement, a formula for calculating the development potential of sites has been prepared.

5.3 Current and Projected Housing Type

In 2013, there were 13,972 occupied dwellings in the City of Vincent, an increase of approximately 8% from the 12,810 dwellings in 2006. Separate dwellings are the most common dwelling type found in the City of Vincent with 7,622 separate homes in 2013, representing approximately 58% of the total. Flats, units and apartments showed the greatest growth in dwelling type with a 19% increase from 2006 and a 36% increase from 2001.



Figure 8 - City of Vincent Dwelling Structure; Source: ABS Census of Population and Housing - Time Series Profile

This trend toward higher density housing form is generally consistent with that of other central metropolitan regions, as shown in the following figure. The City of Vincent, however, exhibited a substantially higher growth in the number of semi-detached, row or townhouses and flats and apartments, when compared with the Inner Perth and Central Metropolitan SSD regions.

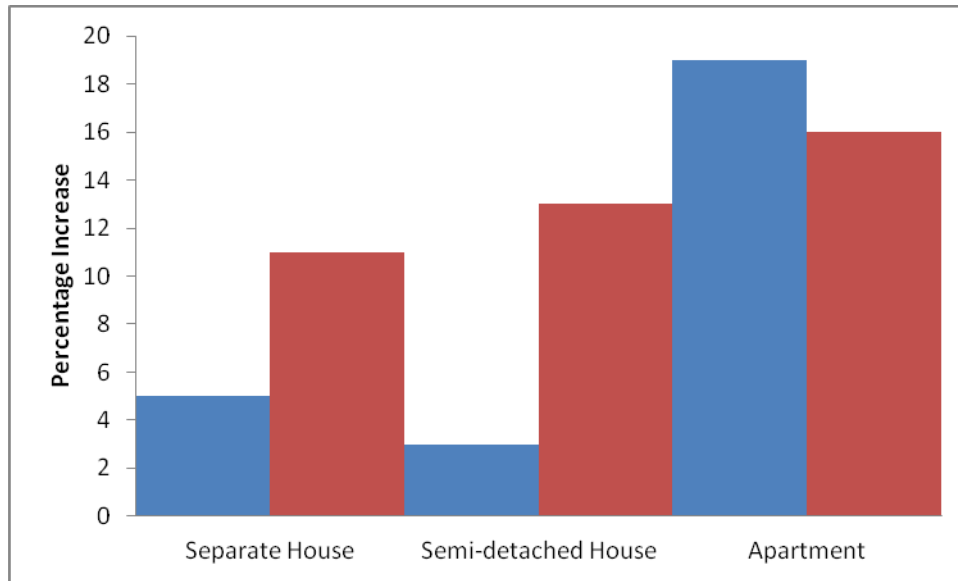


Figure 9 - Number of Dwellings Growth; Source: ABS Census of Population and Housing - Time Series Profile

6. CURRENT CITY STATISTICS – SUMMARY

Statistics at a Glance

Area	11.3 square km
Population	31,549
Median age	34 years*
Rateable Properties	16,598
Number of Electors	19,252
Number of Council Employees	200(FTE)
Number of Wards	Two
Total Budget	\$48,807,550
Number of Council Members	Mayor and eight Councillors
Distance from Perth City	The Administration and Civic Centre is 3km from Perth GPO
Area of Parks and Gardens	106.4 hectares
Length of Roads and Sealed Rights of Ways	175km
Suburbs and Localities	Highgate, Leederville, Mount Hawthorn, North Perth and parts of East Perth, West Perth, Perth City, Mount Lawley, Osborne Park and Coolbinia

(*Source: ABS Regional Population Growth as at March 2010)

No. 1: City of Vincent Strategic Plan 2013 – 2017

Key Result Area One:-Natural and Built Environment Objectives:

We will:

1. Develop and implement a Town Planning Scheme and associated policies, guidelines and initiatives that deliver the community vision.
2. Enhance and maintain the character and heritage of the City.
3. Take action to reduce the City's environmental impacts and provide leadership on environmental matters.
4. Enhance and maintain the City's infrastructure, assets and community facilities to provide a safe, sustainable and functional environment.
5. Take action to improve transport and parking in the City and mitigate the effects of traffic.
6. Enhance and maintain the City's parks, landscaping and the natural environment.

Strategies and Action Plans	Timeframe	Resources	Action Officer
OBJECTIVE 1.1: IMPROVE AND MAINTAIN THE NATURAL AND BUILT ENVIRONMENT AND INFRASTRUCTURE			
1.1.1 Develop and implement a Town Planning Scheme and associated policies, guidelines and initiatives that deliver the community vision			
(a) 1. <u>Review the City of Vincent Town Planning Scheme No. 1</u> within an agreed timeframe; and deliver a new Town Planning Scheme and associated documents in accordance with the outcomes of Vincent Vision 2024.	2013-December 2014*	Operating Budget In-house	MSPSHS
2. <u>Introduction of Scheme Amendment No. 37 concerning changes to R80 zoning</u> (Council Decision 27 August 2013 and 8 October 2013)	2013-December 2014*		
3. <u>Introduction of Heritage Protection Areas</u> (Council Decision 28 May 2013 and 27 August 2013)	2013-April 2013		
(b) Implement and promote planning policies and guidelines to enhance sustainability, amenity, universal access, neighbourhood interaction and crime prevention.	2013-2017	Operating Budget In-house	MSPSHS
(c) Continue to implement Vincent Vision 2024 objectives.	2013 - 2017*	\$30,000/year	MSPSHS
(d) Implement the City's Affordable Housing Policy and encourage affordable housing in partnership with the State Government and other Agencies.	2013-2017	In-house/ External	MSPSHS
1.1.2 Enhance and maintain the character and heritage of the City			
(a) Continue to implement and promote the Heritage Strategic Plan and Heritage Management policies and promote the Municipal Heritage Management Inventory.	2013 – June 2015* * MHI Review	In-house Operating Budget Grant Funding	MSPSHS
1.1.3 Take action to reduce the City's environmental impacts and provide leadership on environmental matters			
(a) Regularly review, update and implement the Sustainable Environment Strategy 2013-2016 and ensure the City acts in an environmentally sustainable manner in all of its operations.	2013 and every two years thereafter	Operating Budget	SWG EMT CEO
(b) Contribute to cleaner air by encouraging the use of and promoting alternative modes of transport (other than car use).	2013-2017	Operating Budget	DPS DTS

*Amended at Council Meeting held on 19 November 2013

Strategies and Action Plans	Timeframe	Resources	Action Officer
(c) Promote and implement initiatives to reduce non-renewable energy use and increase the use of renewable energy sources.	2013-2017	Operating Budget	DCorpS DTS DPS
(d) Ensure effective and efficient management and use of water and encourage water minimisation.	2013-2017	Operating Budget	DTS MPPS
(e) Protect and improve the quality and dependent ecosystems of surface and ground water resources within the City.	2013-2017	Operating Budget	DTS MPPS
(f) finalise the review of the City's Waste Management Strategy and encourage the reduction of waste within the City and promote recycling.	2013- December 2014*	Operating Budget	DTS
(g) Create, promote and facilitate more efficient management of waste.	2013-2017	Operating Budget	DTS MADS/MEO
(h) Reduce the use of toxic, hazardous materials (including E-waste), and promote the proper disposal of such materials.	2013-2017	Operating Budget	DTS MADS MEO
1.1.4 Enhance and maintain the City's infrastructure, assets and community facilities to provide a safe, sustainable and functional environment			
(a) Continue to install outdoor exercise equipment in parks, reserves and at other strategic locations in the City, in accordance with the Council's Policy and Implementation Plan.	2013-2017 In accordance with Annual Implementation Plan*	In-house External Funding TBA	DTS MPPS MADS MEO
(b) Continue to implement both minor and major improvements in public open spaces and progressively extend the wetlands heritage trail/greenway and develop a City "Greening Plan" including the continual beautification and landscaping of public open space, roads and carparks, and other City owned land.	2013-2017 In accordance with Annual Implementation Plan*	In-house External Funding TBA	DTS MPPS MEO
(c) Investigate options for the HQ Youth Facility and Skate Park.	2014 – 2015*	In-house External Lessees	DComS MCD MSPSHS
(d) Prepare a strategy for undergrounding of power for the City and pursue funding options.	2013- 2014	In-house/	DTS
(e) Implement the Brookman/Moir Street Precinct Local Enhancement Project..	2013-June 2015*	External consultant/ Office of Energy	MADS
(f) Investigate office building options and redevelop the Leederville Early Childcare Centre site with the aim of building a new and larger Childcare Centre on an alternative site.	2015 – 2017*	In-house External Funding TBA	EMT
(g) Implement the refurbishment of 34 Cheriton Street Property and establish it as a self-sustaining community centre. (update Project Form)	2013-December2015*	In-house/ External consultant/ Govt funding	DComS MCD EMSP
(h) Implement the redevelopment of 81 Angove Street (former North Perth Police Station). (update Project Form)	2013-June 2015*	In-house External Funding TBA	DComS MCD MSPSHS
(i) Review the City's Laneway / Right of Way Strategy and Management Plan.	2013-2014	Operating Budget	DTS MADS
(j) Finalise the enhancement and upgrade of Beaufort Street.	2013 – 2014*	Operating Budget	DTS MADS MPPS/MCD
(k) Finalise the enhancement and upgrade of the Leederville Town Centre.	2013 – 2014*	Operating Budget	DTS MADS

*Amended at Council Meeting held on 19 November 2013

Strategies and Action Plans	Timeframe	Resources	Action Officer
			MPPS/MCD
(l) Investigate locations and provide a water playground the Mount Hawthorn, North Part of the City.	2014 – 2015*	Operating Budget/ Grants/Loans	CEO DCorpS MBPLC
(m) Implement the Stage 2 redevelopment of the Beatty Park Leisure Centre.	2014 – 2015*	Operating Budget/ Grants/Loans	CEO DCorpS MBPLC
1.1.5 Take action to improve transport and parking in the City and mitigate the effects of traffic			
(a) Implement the City's Car Parking Strategy and associated Precinct Parking Management Plans.	2013-2017	External consultants/ In-house Funding TBA	MRCSS MSPSHS
(b) Investigate the City's existing landholding and car parks for multi-use purposes.	2043-2017	In-house Eternal Consultants Funding TBA	MSPSHS MRCSS
(c) Continue to investigate and implement Local Area Traffic Management in collaboration with the Integrated Transport Advisory Group.	2013-2017	Varies, up to \$150,000/ annum	DTS MADS
(d) Promote alternative methods of transport and including to continue to seek State Government funding to improve the Perth Bicycle Network.	2013-2017 In accordance with Annual Implementation Plan*	In-house External Funding TBA	DTS MADS
(e) Work with State Government to improve public transport within the City, including the Scarborough Beach Road Activity Corridor Project and the Central Northern Corridor Light Rail Project (MAX) along Fitzgerald Street.	2013-2017	In-house External	DTS MADS MSPSHS
(f) In partnership with the State Government and stakeholders, investigate options for a light rail system in the City, or alternative similarly dedicated service, to increase 'cross town' public transport.	2013-2014	In-house External Funding TBA	DTS MADS MSPSHS
(g) As part of the Strategic Transport Agreement with the City of Perth progressively revert change Beaufort, William and Brisbane Streets from 'one way' to 'two way' traffic in liaison with all stakeholders including Main Roads WA and Public Transport Authority.	2013-2014	In-house External Funding TBA	DTS MADS
1.1.6 Enhance and maintain the City's parks, landscaping and the natural environment			
(a) Finalise the Implementation the Hyde Park Lakes Restoration Masterplan, and including the investigation of the provision of a food service.	2013-2014	Operating Budget In-house	DTS MPPS EMSP
(b) Implement the upgrade plan for Weld Square.	2013-2014	In-house	DTS MPPS MEO MSPSHS
(c) Finalise, adopt and Implement a Masterplan for Britannia Reserve.	2013 - 2015 In accordance with Annual Implementation Plan*	In-house External Funding TBA	DTS MPPS MEO
(d) Prepare a Masterplan for land adjoining the Swan River, Banks Reserve and Walters Brook.	2013 – 2014*	In-house External Funding TBA	DTS MPPS MADS

*Amended at Council Meeting held on 19 November 2013

Strategies and Action Plans	Timeframe	Resources	Action Officer
(e) Implement the Parks and Reserves Strategy and the Ecozoning Parks and Reserves Implementation Plan.	2013-2017 In accordance with Annual Implementation Plan*	Operating Budget Funding TBA	MPPS
(f) Implement the redevelopment of the Oxford Street Reserve.	2013-2014	Operating Budget	DTS MPPS
(g) Finalise the Woodville Reserve Masterplan.	2013-December 2014*		

*Amended at Council Meeting held on 19 November 2013

Key Result Area Two:-Economic Development Objectives:

We will:

1. Promote business development and the City of Vincent as a place for investment appropriate to the vision for the City.
2. Develop and promote partnerships and alliances with key stakeholders.
3. Develop business strategies that reduce reliance on rates revenue.
4. Implement the Leederville Masterplan and West Perth Regeneration Project.

Strategies and Action Plans	Timeframe	Resources	Action Officer
OBJECTIVE 2.1: PROGRESS ECONOMIC DEVELOPMENT WITH ADEQUATE FINANCIAL RESOURCES			
2.1.1 Promote business development and the City of Vincent as a place for investment appropriate to the vision for the City			
(a) Implement the City's Economic Development Strategy 2013-2016.	2013-2017	Operating Budget	DPS
(b) Capitalise on the City's strategic location, its centres and commercial areas and ensure appropriately located and adaptable centres of economic activity within the City that provide a complimentary range of business opportunities and services for the community.	2013-2017	Operating Budget/ Private enterprise	DPS
(c) Facilitate cooperative approaches to marketing of the Centres and encouraging the local business community to maintain the momentum of growth.	2013-2017	Consultants/ In-house/ Private enterprise	DPS
(d) Promote tourist activity with the City and review the City's facilities in terms of attracting regional events and programmes.	2013-2017	External consultant/ In-house	DCorpS DPS
(e) Investigate and prepare a strategy to encourage greater home occupation/business uses.	2013-2017	In-house Funding TBA	MSPSHS
2.1.2 Develop and promote partnerships and alliances with key stakeholders			
(a) Establish public/private/government alliances and partnerships to attract external funding and investment to enhance the strategic direction of the City.	2013-2017	In-house/ Consultants	EMT
(b) Work with State Government to encourage and promote more Government Office accommodation in the City.	2013-2017	In-house External	DPS DCorpS CEO
(c) Work with Metropolitan Redevelopment Authority to ensure the EP Power Station site future redevelopment is sympathetic to the City.	2013-2017	In-house External	DPS CEO
2.1.3 Develop business strategies that reduce reliance on rates revenue			
(a) Identify and develop opportunities to, pursue other income streams to increase the overall revenue of the City to reduce the City's reliance on rates income.	2013-2017	External consultants/ In-house	DCorpS MFS
(b) Investigate strategies to encourage local businesses to contribute to the local community.	2013-2017	Operating Budget/ In-house	CEO DCorpS DPS

Strategies and Action Plans	Timeframe	Resources	Action Officer
(c) Continue to review leases and commercial contracts to ensure the best return for the City, whilst being cognisant of its community service obligations.	2013-2017	Operating Budget/ In-house/ External consultant	DCorps MFS
2.1.4 Implement the Leederville and North Perth Masterplans			
(a) Implement the Leederville Masterplan and ensure it achieves triple bottom line objectives.	2013-2017	Operating Budget/	DPS
(b) finalise Structure Plan.	2013-December 2014*	In-house/ External consultant/ Private partnership grants	
(c) Implement the North Perth Masterplan	2013-2017	Operating Budget/ In-house/ External consultant/ Private partnership grants Funding TBA	DPS

*Amended at Council Meeting held on 19 November 2013

Key Result Area Three:-Community Development and Wellbeing Objectives:

We will:

1. Celebrate, acknowledge and promote the City's cultural and social diversity.
2. Promote and foster community safety and security.
3. Promote health and wellbeing in the community.
4. Promote and implement the principles of universal access.
5. Promote and provide a range of community events to bring people together and to foster a community way of life.

Strategies and Action Plans	Timeframe	Resources	Action Officer
OBJECTIVE 3.1: ENHANCE AND PROMOTE COMMUNITY DEVELOPMENT AND WELLBEING			
3.1.1 Celebrate, acknowledge and promote the City's cultural and social diversity			
(a) Implement City's Arts Plan strategies	2013-2017	In-house	MCD
(b) Implement major artwork for; (b 1) Beatty Park Leisure Centre (b 2) Leederville Town Centre (b 3) North Perth Town Centre; and (b 4) Weld Square	(b 1) Nov 2013-Dec 2014* (b 2) Dec 2013-June 2015* (b 3) Nov 2013-Dec 2014* (b 4) Jan 2014-June 2015*	Consultants	
3.1.2 Promote and foster community safety and security			
(a) Implement and promote the Safer Vincent Crime Prevention Plan with particular emphasis on addressing vandalism, graffiti and anti-social behaviour within the City.	2013-2016	Operating Budget	MRCSS
(b) Continue to promote, coordinate and review the Vincent Accord and Vincent Accord Strategy.	2013-2017	Operating Budget/ Grant Funding	MHCS MRCSS EMSP
(c) Implement the City's CCTV Strategy	2013 – 2014*	Operating Budget/ Grant/ DFES Funding TBA	MRCSS
(d) Promote development strategies that incorporate crime prevention through environmental design principles.	2013-2017	In-house TBA	MSPSHS MADS MRCSS

*Amended at Council Meeting held on 19 November 2013

Strategies and Action Plans	Timeframe	Resources	Action Officer
3.1.3 Promote health and wellbeing in the community			
(a) Development and implement a Public Health and Healthy Lifestyle Plan to promote the health and wellbeing of the City of Vincent Residents.	2013-2017	Grant Funding/ Operating Budget	MHCS
(b) Develop and implement programmes to assist with addressing the social isolation of Seniors	2013-2017	Operating Budget	MCD
(c) Develop and implement a diverse range of programmes for young people	2013-2017	Operating Budget	MCD
(d) Implement the Physical Activity Plan.	2013-2017	Operating Budget Funding TBA	MCD
3.1.4 Continue to implement the principles of universal access			
(a) Review and implement the Disability Access and Inclusion Plan.	2013-2017	Operating Budget	MCD, Property Section, Parks, Tech Services CO, Library, All Sections
(b) Ensure community programmes and services are accessible and inclusive of people with disabilities and from culturally and linguistically diverse backgrounds.	2013-2017	Operating Budget	MCD MBPLC MLLHS
3.1.5 Promote and provide a range of community events to bring people together and to foster a community way of life			
(a) Organise and promote community events, programs and initiatives that engage the community and celebrate cultural and social diversity of the City, including the development of a program for the holding of an event in each of the City's main commercial centres and develop an Annual Program of events.	2013-2017	Operating Budget Funding TBA	MCD MBPLC MLLHS
(b) Deliver a range of leisure programs to encourage structured and unstructured recreation in the community.	2013-2017	Operating Budget	MCD MBPLC MLLHS
(c) Promote the City's Local History Centre to encourage local history and community participation.	2013-2017	In-house	MLLHS MCD HO
3.1.6 Build capacity within the community for individuals and groups to meet their needs and the needs of the broader community			
(a) Build the capacity of individuals and groups within the community to initiate and manage programs and activities that benefit the broader community, such as the establishment of "men's sheds", community gardens, toy libraries and the like.	2013-2017	In-house External funding	All Managers & Directors

Key Result Area Four:-Leadership, Governance and Management Objectives:

We will;

1. Provide good strategic decision-making, governance, leadership and professional management
2. Develop leadership skills, behaviours and culture that enhance the public image of the City.
3. Manage the organisation in a responsible, efficient and accountable manner.
4. Plan effectively for the future.
5. Focus on stakeholder needs, values, engagement and involvement.
6. Promote employee performance, recognition, reward, satisfaction and wellbeing, and provide a safe and positive workplace.
7. Enhance knowledge management and promote technology opportunities to improve the City's business, communication and systems.

Strategies and Action Plans	Timeframe	Resources	Action Officer
OBJECTIVE 4.1: PROVIDE GOOD STRATEGIC DECISION-MAKING, GOVERNANCE, LEADERSHIP AND PROFESSIONAL MANAGEMENT			
4.1.1 Develop leadership skills, behaviours and culture that enhance the public image of the City			
(a) Foster a professional, harmonious and effective working relationship between Council Members and Employees that contributes positively towards the achievement of the City's adopted strategic goals.	2013-2017	In-house Council Members	CEO EMT
(b) Maintain high standards of Council Member induction, training and knowledge	2013-2017	In-house/ External consultant	CEO
4.1.2 Manage the organisation in a responsible, efficient and accountable manner			
(a) Continue to adopt best practise to ensure the financial resources and assets of the City are responsibly managed and the quality of services, performance procedures and processes is improved and enhanced.	2013-2017	In-house	DCorpS EMT
(b) Implement the Council's Risk Management Strategy throughout the organisation.	2013-2017	In-house/ External consultant	EMT
(c) Review the Council's Advisory Groups.	2013*	In-house	CEO
(d) Continue to implement the City's Asset Management Plans.	2013-2017	In-house/ External consultant/ IT provider	MFS DCorpS DTS MADS
4.1.3 Provide Excellence in Customer Service			
(a) Implement Strategies to ensure excellent customer service is provided.	2013-2017		
(b) Maximise the City's business systems to improve Customer Service	2013-2017	In-house	CEO EMT All Managers

*Amended at Council Meeting held on 19 November 2013

Strategies and Action Plans	Timeframe	Resources	Action Officer
4.1.4 Plan effectively for the future			
(a) Review and update the City's Long-Term Financial Plan to ensure the long-term financial sustainability of the City.	2014-2015	In-house/ External consultant	CEO EMT
(b) Prepare an Investment Plan for the proceeds generated from the Tamala Park Redevelopment.	2013-June 2014*	In-house	CEO EMT
(c) Finalise a Climate Change Risk Assessment.	2014-2015*	In-house/ External consultant	DPS EMT
(d) Finalise and implement a Climate Change Adaptation Plan.	2014--2015*	In-house/ External consultant	DPS EMT
4.1.5 Focus on stakeholder needs, values, engagement and involvement			
(a) Ensure stakeholders are effectively engaged on issues that may affect them.	2013-2017	In-house	EMT Managers CO
(b) Increase and promote community participation in City activities, promote business and industry associations and foster improved liaison between community groups, precinct groups, the City and other relevant stakeholders.	2013-2017	In house	EMT CEO CO
(c) Improve information flows to and from the community.	2013-2017	In-house	EMT CEO CO
OBJECTIVE 4.2: PROVIDE A SAFE, POSITIVE AND DESIRABLE WORKPLACE			
4.2.1 Promote employee performance, recognition, reward, satisfaction and wellbeing, and provide a safe and positive workplace			
(a) Implement the City's Workforce Plan.	2013-2017	In-house/ External consultant \$5,000	CEO MHR
(b) Ensure the organisation enhances and promotes Employee satisfaction, health, safety and wellbeing and promotes strategies to attract and retain employees and encourage career development.	2013-2017	In-house/ External consultant \$10,000	All MHR
(c) Implement the City's Occupational Safety and Health Plan.	2013-2017		
(d) Implement the City's Equal Employment Plan.	2013-2017		
(e) Seek opportunities to employ disadvantaged members of the community such as Aboriginal youth or people with disabilities.	2013-2017	In-house	CEO MHR
OBJECTIVE 4.3: PROMOTE AND IMPLEMENT KNOWLEDGE MANAGEMENT AND TECHNOLOGY			
4.3.1 Enhance knowledge management and promote technology opportunities to improve the City's business communications, security and sustainability			
(a) Continue to implement strategies to increase the use of online services for the Community and enhance customer service.	2013-2017		
(b) Upgrade and implement the City's Electronic Document Management System.	2013-2014	In-house/ External consultant	DCorpS MIT

*Amended at Council Meeting held on 19 November 2013

Strategies and Action Plans	Timeframe	Resources	Action Officer
(c) Review and upgrade the City's telecommunication systems.	2014-2017	In-house/ External consultant	DCorpS MIT
(d) Review and update the City's Information Technology Strategic Plan.	2014-2017	In-house/ External consultant	DCorpS MIT
(e) Develop and maintain a Corporate System in line with industry best practice and technology advancements.	2013-2017	In-house/ External consultant	DCorpS MIT

DEFINITIONS/ABBREVIATIONS

Definition/Abbreviation	Description
BPLC	Beatty Park Leisure Centre
CCS	Co-ordinator Customer Service
CO	Communications Officer
CD	Community Development
CEO	Chief Executive Officer
DComS	Director Community Services
DCorpS	Director Corporate Services
DPS	Director Planning Services
DTS	Director Technical Services
EMSP	Executive Manager – Special Projects
EMT	Executive Management Team
MBPLC	Manager Beatty Park Leisure Centre
MCD	Manager Community Development
MADS	Manager Asset and Design Services
MEO	Manager Engineering Operations
MFS	Manager Financial Services
MHR	Manager Human Resources
MHCS	Manager Health and Compliance Services
MIT	Manager Information Technology
MLLHS	Manager Library and Local History Services
MPBS	Manager Planning and Building Services
MPPS	Manager Parks and Property Services
MRCSS	Manager Ranger and Community Safety Services
MSPSHS	Manager Strategic Planning, Sustainability and Heritage Services