



NOTICE OF MEETING

COMMITTEE OF COUNCIL

Members of the Committee of Council are advised that a meeting will be held in Council Chambers, Civic Building, 83 Mandurah Terrace, Mandurah on:

**Tuesday 5 December 2017
at 5.30pm**

MARK R NEWMAN
Chief Executive Officer
29 November 2017

COMMITTEE MEMBERS

Mayor Williams
Deputy Mayor Councillor Knight
Councillor Wortley
Councillor Jackson
Councillor Lee
Councillor Lynn Rodgers
Councillor Shane Jones

Hon Councillor Riebeling
Councillor Tahlia Jones
Councillor Darcy
Councillor Schumacher
Councillor Peter Rogers
Councillor Matt Rogers

AGENDA:

- 1 OPENING OF MEETING AND ANNOUNCEMENT OF VISITORS**
- 2 ELECTION OF DEPUTY CHAIRMAN**
- 3 ATTENDANCE AND APOLOGIES**
- 4 IMPORTANT NOTE:**

Members of the public are advised that the decisions of this Committee are referred to Council Meetings for consideration and cannot be implemented until approval by Council. Therefore, members of the public should not rely on any decisions of this Committee until Council has formally considered the resolutions agreed at this meeting.

5 ANSWERS TO QUESTIONS TAKEN ON NOTICE

Nil.

6 PUBLIC QUESTION TIME

Public Question Time provides an opportunity for members of the public to ask a question of Council. For more information regarding Public Question Time, please telephone 9550 3706 or visit the City's website www.mandurah.wa.gov.au.

7 PRESENTATIONS AND ANNOUNCEMENTS BY CHAIRMAN**8 DEPUTATIONS**

Any person or group wishing to make a 5-minute Deputation to the Committee meeting regarding a matter listed on this agenda for consideration must first complete an application form. For more information about making a deputation, or to obtain an application form, please telephone 9550 3706 or visit the City's website www.mandurah.wa.gov.au.

NB: Persons making a deputation to this Committee meeting will not be permitted to make a further deputation on the same matter at the successive Council meeting, unless it is demonstrated there is new, relevant material which may impact upon the Council's understanding of the facts of the matter.

9 CONFIRMATION OF MINUTES: Tuesday 14 November 2017.

(NB: It is the Elected Members' responsibility to bring copies of the previous Minutes to the meeting if required).

10 DECLARATIONS OF FINANCIAL, PROXIMITY AND IMPARTIALITY INTERESTS**11 QUESTIONS FROM ELECTED MEMBERS WITHOUT DISCUSSION**

11.1 Questions of which due notice has been given

11.2 Questions of which notice has not been given

12 BUSINESS LEFT OVER FROM PREVIOUS MEETING

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14 LATE AND URGENT BUSINESS ITEMS**15 CONFIDENTIAL ITEMS**

15.1 Ownership and Maintenance of Streetlights – Greenfields.

16 CLOSE OF MEETING

1. **SUBJECT:** Town Planning Scheme No 3 Amendment 138:
Additional Use (Dog Kennels) Lot 1175 Old Coast Road Herron
Final Adoption
- CONTACT OFFICER/S:** Ben Dreckow
- AUTHOR:** Kyl Betteridge
- FILE NO:** SA138

Summary

Council is requested to consider final adoption of Amendment 138 to Town Planning Scheme No 3 (Scheme 3) that proposes to include an Additional Use in the Rural Residential zone of 'Dog Kennels' for Lot 1175 Old Coast Road, Herron.

An application for development approval for Dog Kennels has been received for the subject site, and has been assessed concurrently with the Amendment. The City is unable to approve the proposed development until such time as the Scheme Amendment has been gazetted.

Under the current planning framework, the proposal is a use which is not permitted (X use) given that it is not listed within the Rural Residential zone. The Southern Mandurah Rural Structure Plan identified Dog Kennels as being an SA use, however given that the Structure Plan has not progressed to final approval it cannot be used to determine an application. The draft Scheme 12 identifies 'Animal Establishment' (i.e. a Dog Kennel) as a discretionary land use (A use) within the Rural Residential zone.

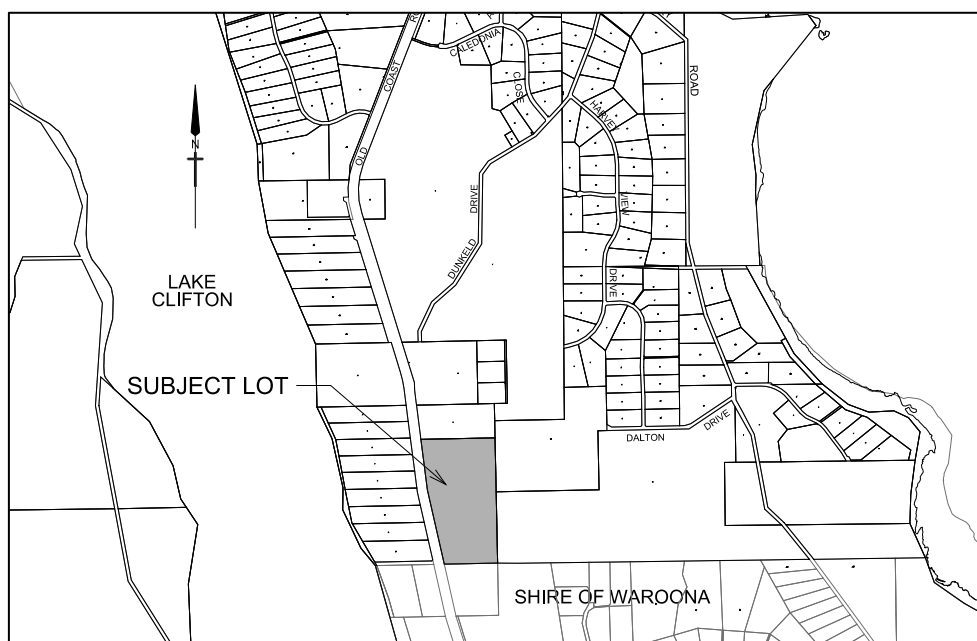
The Amendment has been advertised for public comment with 5 submissions and a 47 signature petition having been received objecting to the proposal.

Given identification of the land use being appropriate in higher level plans and provisions being included that restrict lot sizes and further subdivision for the use to be considered, it is recommended that Council approve the Amendment for final adoption. It is proposed that the development application will be determined upon gazettal of the Amendment.

Disclosure of Interest

Nil

Location



Property Details:

Applicant/Owner:	Serenity Boarding Kennels Pty Ltd
Scheme No 3 Zoning:	Rural Residential
Peel Region Scheme Zoning:	Rural
Lot Size:	28.0432 ha
Topography:	Ranges 4m AHD to 15m AHD
Land Use:	Occupied by Horse Training Track

Previous Relevant Documentation

- 28 November 2017 Council received petition objecting to the Dog Kennels at subject site.
- G.8/7/17 11 July 2017 Council adopted Amendment 138 to Town Planning Scheme No 3 for advertising purposes.
- G.6/6/17 13 June 2017 Council received a 37 signature opposing the development of Boarding Kennels at the subject site.
- G.10/15/17 09 May 2017 Council adopted Amendment 136 to Town Planning Scheme No 3 for final approval.
- G.6/01/17 24 January 2017 Council resolved to adopt the draft Local Planning Scheme for advertising.
- G.19/3/15 24 March 2015 Council resolved to grant final approval of the Southern Mandurah Rural Structure Plan.
- G.48/11/09 24 November 2009 Council resolved to grant final approval of Amendment 109 to rezone the subject site from Rural to Residential.

Background

Town Planning Scheme 3 ('Scheme 3') was gazetted in July 1999 and has been amended a number of times since in response to the needs of the City, updates in the planning framework and through applicant driven rezoning requests. More recently, Council has adopted a new Scheme – Local Planning Scheme No 12 ('Scheme 12') to replace the Scheme 3 which is awaiting consent to advertise by the Western Australian Planning Commission.

The subject site is zoned Rural Residential, and is located on Old Coast Road on the Southern boundary of the City's local government area. To the West is Lake Clifton and to the East is the Peel Estuary, the subject site is surrounded by properties zoned Rural.

The draft Scheme 12 identifies 'Animal Establishment' (i.e. a Dog Kennel) as a discretionary land use within the Rural Residential zone. As such, the proposed Amendment puts into place land use provisions that are intended to be imposed through the draft Scheme.

Amendment 109 to Scheme 3 was gazetted in March 2011 and rezoned the subject site from Rural to Rural Residential essentially facilitating the creation of an additional 5 lots. This subdivision has not progress and the current land owners have suggested they have no intention to subdivide.

The City has received an application to develop Dog Kennels at the subject site. Under the provisions of the current Scheme, the site is zoned Rural Residential and Dog Kennels is a land use that is not permitted (X use). As a use not permitted, there is no discretion for Council to grant an approval.

Surrounding properties remain Rural and as such could facilitate the consideration of Dog Kennels as a discretionary land use (SA use, must be advertised).

The following operations and/or approvals exists on nearby land:

- Lot 52 (No 14) Clifton Downs Road, Herron is located approximately 2 km from the subject site;
- Lot 21 (No 352) Southern Estuary Road, Herron abuts the subject site to the east, however the Dog Kennels building is located approximately 1.4 km from the proposed Dog Kennels location, and received retrospective Approval in 2011.

Both sites identified above are zoned Rural, and as such Dog Kennels can be considered as a discretionary land use (SA use).

Amendment 138 proposes to introduce a specific land use to the subject site, which is currently prohibited to become a discretionary land use together with the following requirements into Appendix 2 of Scheme 3:

- "1 An Acoustic Assessment shall be prepared and submitted by the applicant with the submission of a development application, and shall assess noise impacts associated with the development. Any noise mitigation measures are to be implemented as a condition of development approval.*
- 2. A minimum lot size of 5 hectares applies."*

On the basis of receiving a development application consistent with the proposed planning framework, Council adopted Amendment 138 to facilitate consideration of the development application with the planning framework and advice provided including the following:

- The Southern Mandurah Rural Structure Plan was adopted by Council in March 2015, and at the time was intended to provide subdivision, land use and development standards as a development control plan for the Southern Mandurah Rural Area. The Southern Mandurah Rural Structure Plan identified Dog Kennels as being an SA use.

However, due to changes in the broader planning framework (i.e. the introduction of the Planning and Development Regulations in October 2015) the Structure Plan could not be progressed to final approval by the State Government. The Southern Mandurah Rural Structure Plan proposed to

Whilst the Structure Plan identifies Dog Kennels as being acceptable subject to approval, the formal status of the Structure Plan does not allow a decision to be made that contravenes the provisions of the Scheme.

- Draft Local Planning Scheme 12 identifies 'Animal Establishment' (i.e. a Dog Kennel) as a discretionary land use (A use) within the Rural Residential zone. Amendment 136 to Scheme 3 was also recently approved by Council that seeks to modify subdivision standards within Rural and Rural Residential properties.

Draft Scheme 12 and Amendment 136 to Scheme 3 are essentially the implementation mechanisms for the Southern Mandurah Rural Structure Plan.

Amendment 138 forward that consideration of the development application in advance of Draft Scheme 12 being ratified.

Current Development Application

The current development application to develop Dog Kennels at the subject site can be summarised as follows:

- Boarding of up to 46 dogs during peak times, accommodated within a purpose built facility consisting of 36 enclosures and reception / service areas;
- Building proposed to be constructed of double brick and insulation, and utilises environmental mitigation measures such as noise insulation and waste management;
- Building area is 238 square metres with a height of 4.8 metres, setback 89 metres from the closest boundary (eastern boundary);
- Location of building requires removal of existing shed, therefore does not require removal of vegetation.

With respect to the operation of the facility, the applicant has provided a detailed Management Plan. In order to alleviate environmental and noise concerns the applicant has provided the following supporting information:

- Acoustic Assessment – calculates noise impacts associated with the development and recommends noise mitigation measures to be implemented.
- Odour Mitigation – building proposed to be cleaned daily with animal waste being disposed of via animal waste disposal unit)
- Wastewater System is proposed to accommodate the kennel building only.

The current development application has been considered concurrently with the scheme amendment, as was advertised to surrounding land owners for comment with five submissions being received and one petition with forty-seven signatures.

The primary concerns raised in the five submission was that the proposed land-use results in excessive noise and such noise is not in keeping with the amenity of the surrounds and other concerns relating to increased traffic and privacy.

Local Laws

The Local Laws outline the licensing arrangements for dog kennels. These licences are issued on an annual basis by the City and require annual inspections by the Ranger Officers. The Local Laws outline the elements to be considered in order to obtain a licence. The planning assessment is also made against these elements.

Land Use

The surrounding land is zoned 'Rural' under which Dog kennels is a discretionary use. The subject site was rezoned 'Rural Residential' in 2011 to facilitate the previous owners intention to subdivide. It is considered that Dog Kennels can be considered within the area, given the large size of surrounding lots providing adequate separation between residents, ultimately minimising the adverse impacts on surrounding lots. If the previous rezoning had not progressed to facilitate subdivision, then the land use would have remained discretionary.

Noise and Odour Attenuation

During the consultation process, both with the scheme amendment and the development application, the City was made aware that the primary concern was regarding noise and in some cases odour concerns from the proposed kennels.

Subsequently the City's requested an acoustic assessment be undertaken by a qualified acoustic consultant. The report identified the closest habitable dwelling to be approximately 400m away from the proposed kennel location, and it was determined that the proposal was likely to maintain compliance with

the *Environmental Protection (Noise) Regulations 1997* achieving acceptable noise levels across all potentially affected neighbours.

The applicants have submitted a noise management plan that aligns with the requirements and have included additional measures such as the installation of 'Enviro Spray' (a noise control 'spray acoustic system, applied internally to the structure) and a double brick cavity insulation structure to further alleviate potential noise in conjunction with the recommendations of the acoustic consultant report. This is considered to adequately address the noise attenuation measures.

Further restrictions to feeding and exercising of dogs is proposed to be limited to 7am to 6pm Monday to Saturday and restricted to after 9am to 6pm on Sunday and public holidays in line with the management plan recommendations.

Additionally, concerns regarding odour management have been addressed by the applicant with the proposed installation of 'Filtrex' (ATS system) and 'Whoopsie away' technology to minimise odour with daily cleaning and disposal of dog waste. The kennels are proposed to be designed to facilitate cleaning and good ventilation, including a unique built 'Silvis seal' preventing cross contamination between dog runs, and the ability to tolerate daily cleaning with heavy duty cleaning agents and withstand the force of daily pressure washing systems, supported by the Filtrex ATS system to dispose of wastewater efficiently.

Setbacks

The proposed kennel block is proposed to be situated where existing hay sheds are location. This requires removal of the existing structures and therefore does not require vegetation removal. The kennel block is proposed to be setback 89 metres from the rear (eastern) boundary, and is approximately 400 metres away from the closest habitable dwelling. The City consulted neighbours within a 600 metre radius, totalling 11 properties.

The proposed structure is setback more than 300 metres from Old Coast Road, with vegetation concealing it from neighbouring properties. It is considered that such setbacks from boundaries are acceptable from a visual amenity perspective and that the impact on existing residents is likely to be minimal.

Structure

The kennel building measures 238 square metres with a height of 4.8 metres and additional 'colorbond' fenced yards. In addition to requiring a building permit to ensure its structural integrity, the City's Rangers are required to inspect the facility on an annual basis to ensure it is maintained at an appropriate standard. The design is purpose built for the boarding of up to 46 dogs, and includes 36 kennel enclosures as well as service, reception and vet care rooms. The building will be constructed in double brick with cavity insulation, and utilises environmental mitigation measures such as noise insulation and waste management;

Exercise Yard(s)

An important element of boarding kennels is an area for exercise. The proponent has three areas for the dogs to exercise, each measuring 93.84 square metres. The kennel management plan proposes each canine (subject to ability/health/owner preference) will receive three, forty minute blocks of exercise in the communal exercise yards per day. These are proposed to be in groups of up to 4 dogs (for social dogs), with staff members present and as part of the conditions to reduce the impact of noise to surrounding landowners, the exercising of the dogs will be limited to the hours between 7am and 6pm.

Consultation

The proposed Amendment, pursuant to the Planning and Development Regulations (2015) is considered to be a 'Standard Amendment' and as such, is required to be advertised in accordance with Part 5, Division 3 r.47. That is, subject to the Environmental Protection Authority (EPA) consent, the proposed Amendment must be;

- Published in a newspaper circulating in the Scheme area; and
- Display a copy of the notice in the offices of the Local Government;
- Give a copy of the notice to each public authority the Local Government considers may be affected by the Amendment; and
- Publish a copy of the notice on the Local Government Website; and
- Advertise the Scheme as directed by the Commission and in any other way the Local Government considers appropriate.

The consultation period for a standard amendment must be a minimum of 42 days, and was advertised by email and letter in addition to the above methods to eleven direct surrounding landowners. Two submissions were received in addition to a petition with forty-seven signatures.

The submissions have been summarised in the submissions table below:

Owner Address	Submission (summarised comments)	Comment
1. Chris Angelkov 352 Southern Estuary Drive, Herron	<p>a. Proposed location too close to shared boundary – affecting subdivision/on-sell of potentially subdivided lots</p> <p>b. Does not object to the specific Kennel use, only the location.</p>	<p>a. The setbacks for the proposed kennels are considered acceptable particularly given the zoning of the adjoining property remaining rural. The impact on future subdivision, that Council at this stage has not considered and has not supported the rezoning is not considered relevant to this proposal.</p> <p>b. Noted. The Amendment is dealing with the land use. The final siting is considered with the development application which has been assessed concurrently, and the City considers the location to be acceptable.</p>
2. Christie Wills 2706 Old Coast Road, Herron	<p>a. Objects to the proposal.</p> <p>b. Concerns regarding increased traffic, specifically safety and volume.</p> <p>c. Concerns regarding increased noise from traffic and dogs</p> <p>d. Concerned regarding loss of privacy and crime due to increased people visiting the area.</p>	<p>a. Noted</p> <p>b. Old Coast Road is designed to carry 72,000 Vehicles per day, it is unlikely the proposal will cause traffic to exceed these levels.</p> <p>c. An acoustic assessment has been undertaken by a qualified acoustic consultant and the proposal was determined to comply with relevant noise regulations</p> <p>d. It's difficult to make a direct link between this land use and changes in community safety, the property is vegetated and the proposed kennel setback substantially from habitable dwellings with patrons attending the premise outside of sensitive time periods.</p>

A forty-seven signature petition opposing the Town Planning Scheme Amendment 138, and proposed Boarding Kennels (DA8849) on the subject site was received by Council in November (Meeting 28/11/17), however there were no discernible reasons for the objection cited. It can be assumed the reasons are reflective of those contained within the individual submissions in the above table.

The development application was advertised for a period of 21 days between 16 May 2017 and 6 June 2017. In addition to the above, five objections and a thirty-seven signature petition were received and have been summarised in the submissions table below;

Report from Director **Sustainable Development**
to **Committee of Council** Meeting of **5 December 2017**

Owner Address	Submission (summarised comments)	Comment
1. Chris Angelkov 352 Southern Estuary Drive, Herron	<p>a. Proposed location too close to shared boundary – affecting subdivision/on-sell of potentially subdivided lots</p> <p>b. Does not object to the specific Kennel use, only the location.</p>	<p>a. The setbacks for the proposed kennels are considered acceptable particularly given the zoning of the adjoining property remaining rural. The impact on future subdivision, that Council at this stage has not considered and has not supported the rezoning is not considered relevant to this proposal.</p> <p>b. Noted. The Amendment is dealing with the land use. The final siting is considered with the development application which has been assessed concurrently, and the City considers the location to be acceptable.</p>
2. Christie Wills 2706 Old Coast Road, Herron	<p>a. Objects to the proposal.</p> <p>b. Disappointed that did not form part of initial advertising area.</p> <p>c. Concerns regarding increased noise from dogs.</p> <p>d. Concerns regarding increased traffic.</p> <p>e. Concerns regarding devaluation of property.</p> <p>f. Questions if consideration has been given to the existing kennel in the area and whether there is demand for another.</p>	<p>a. Noted</p> <p>b. The City carried out advertising in accordance with Planning and Development regulations.</p> <p>c. An acoustic assessment has been undertaken by a qualified acoustic consultant and the proposal was determined to comply with relevant noise regulations</p> <p>d. Old Coast Road is designed to carry 72,000 Vehicles per day (vpd), it is unlikely the proposal will cause traffic to exceed these levels</p> <p>e. Whilst the City acknowledges this as a concern, it is not considered to be a material planning consideration, given that there are other factors that can contribute to property value</p> <p>f. Commercial viability and competition is not a material Planning consideration.</p>
3. K McCartney 2726 Old Coast Road, Herron	<p>a. Objects to the proposal</p> <p>b. Concerns regarding noise from dogs on premise due to prevailing echo effect.</p> <p>c. Concerns relating to odour due to easterly winds.</p>	<p>a. Noted</p> <p>b. An acoustic assessment has been undertaken by a qualified acoustic consultant and the proposal was determined to comply with relevant noise regulations</p> <p>c. The applicants have proposed effective mitigation measures</p>
4. C, J & A Franks 14 Clifton Downs Road, Herron	<p>a. Objects to the proposal</p> <p>b. Competition/loss of trade, business has declined since Forest Hwy, feels lake Clifton kennels can sufficient serve surrounding areas, does not see need for another kennel.</p>	<p>a. Noted</p> <p>b. Whilst the City acknowledges this as a personal concern, it is not considered to be a material planning consideration.</p>
5. G and J Deering 2756 Old Coast Road, Herron.	<p>a. Objects to the proposal</p> <p>b. Devaluation of property</p>	<p>a. Noted</p>

	<p>c. Concerned with noise from barking dogs</p> <p>d. Comments the lot is better suited to B&B or similar</p> <p>e. Concerns relating to traffic safety</p>	<p>b. Whilst the City acknowledges this as a concern, it is not considered to be a material planning consideration, given that there are other factors that can contribute to property value</p> <p>c. An acoustic assessment has been undertaken by a qualified acoustic consultant and the proposal was determined to comply with relevant noise regulations</p> <p>d. Noted. The proposed amendment does not preclude a future application for such a land use.</p> <p>e. Additional vehicle movements can be accommodated within the road network. The scale of the kennel based on the lot size is not considered to detract from the character of the property due restricted pick up and drop off times during normal hours of operation, existing vegetation and frequency of patrons managing the site being restricted.</p>
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A thirty-seven signature petition opposing the proposed Boarding Kennels (DA8849) on the subject site was received by Council on 13 June 2017 (G.6/6/17). The reasons for the objection aligned with those contained within the submissions above, primarily including concerns regarding increased noise from dogs and a concern for traffic safety.

Under Delegation of Authority DA-DBC 10, officers do not have the delegation to determine the application given objections have been received.

Statutory Environment

In October 2015, the Planning and Development (Local Planning Schemes) Regulations came into force and dictates the way Schemes are made, interpreted and amended. There are three types of amendment to a Scheme, 'basic', 'standard' or 'complex'. The proposed Amendment is consistent with the 'standard' description in Part 5, Division 1 r.34 in that:

- It is an amendment that is consistent with the objectives of the relevant zone;
- It is consistent with a local planning strategy;
- It is consistent with the Region Scheme;
- It will have a minimal impact on land in the Scheme not subject to this amendment; and
- It does not result in any significant environmental, social, economic or governance impacts on land in the Scheme area.

Should Council resolve to refuse the Scheme Amendment, the WAPC and Minister for Planning will still consider the Amendment.

The development application is subject to:

- Town Planning Scheme No 3;
- Planning and Development Act 2005;
- City of Mandurah Consolidated Local Laws 2010;
- Local Government Act 1995; and
- Dog Act 1976.

Should the development application be refused, the proponent may seek to have the decision reviewed by the State Administrative Tribunal (SAT).

Policy Implications

Nil

Economic Implications

The proposed Amendment will give the potential for the development of 'Dog Kennels' within the subject site.

Strategic Implications

The following strategies from the *City of Mandurah Strategic Community Plan 2017 – 2037* are relevant to this report:

Identity:

- Encourage active community participation and engagement.

Organisational Excellence:

- Listen to and engage with our community.
- Ensure the City has the capacity and capability to deliver appropriate services and facilities

Conclusion

Council is requested to consider final adoption of the proposed amendment to Town Planning Scheme No.3 (the Scheme) for the purpose of including the additional use of 'Dog Kennels'.

In summary the proposed amendment seeks to modify the Scheme to allow for a 'Dog Kennel' as a discretionary land use for Lot 1175, No 2835 Old Coast Road, Herron. The City has received an application to develop Dog Kennels at the subject site, however based on current planning framework the proposal is a use which is not permitted (X use).

Based on the consistency with the Southern Rural Structure Plan and the Draft Local Planning Scheme 12, it is recommended that Council approve the Amendment for final adoption, and delegate authority to officers to determine the proposed development of 'Dog Kennels' on the subject property upon gazettal of the scheme amendment.

RECOMMENDATION

That

1. In accordance with Regulation 50(3) of the *Planning and Development (Local Planning Scheme) Regulations 2015*, Council support to Amendment No 138 to Town Planning Scheme No 3 which proposes to include an Additional Use in the Rural Residential zone of 'Dog Kennel's for Lot 1175 Old Coast Road, Herron without modification.
2. The 'Schedule of Submissions' in relation to Amendment 138 to Town Planning Scheme No 3 (as included in the report) be endorsed.
3. Three copies of the Scheme Amendment documents for Amendment No 138 be signed and executed on behalf of Council and forwarded to the Western Australian Planning Commission seeking final approval by the Minister for Planning.

4. Upon gazettal of Scheme Amendment 138, Council delegates the authority for the Development Application (DA8849) to be issued under delegation DA-DBC10, subject to standard conditions.

2. SUBJECT:	Mandurah and Peel Tourism Organisation – Funding Commitment and Deed of Agreement
CONTACT OFFICER/S:	Mark Newman
AUTHOR:	Tony Free
FILE NO:	1755700

Summary

Council is requested to acknowledge the need to provide a level of certainty to the Mandurah and Peel Tourism Organisation (MAPTO) for the next three years (2018/19 to June 2022) that will assist in the providing certainty and stability for the organisation.

Council is also requested to agree to amend the existing agreement between the City and MAPTO in relation to the reporting requirements of the organisation, as a direct result of the Council's funding contribution.

Disclosure of Interest

Councillor Peter Jackson is a Board member of MAPTO, noting that the organisation is a separately incorporated entity.

Previous Relevant Documentation

- G.23/09/15 Council agreed to a modified Deed of Agreement with MAPTO which set the Council contribution to a minimum of \$650,000 per annum from 2016/17 to December 2018.
- G.22/10/12 Council agreed to enter into a Deed of Agreement with MAPTO and agreed to a three year financial commitment to
- G.34/8/11 Council endorsed the establishment of an independently incorporated Local Tourism Organisation, including likely Board makeup, likely reporting organisation structure and acknowledged the likely contribution of \$885,000 from the City in 2012/2013.

Background

Council has previously committed to funding MAPTO to December 2018, which provided a level of certainty which was extremely important at the time of that decision (September 2015), as it assisted MAPTO to attract a suitably qualified Chief Executive Officer.

The financial commitment to MAPTO by Council and the key Peel Councils has been as follow in recent years:

Council	2017/18	2016/17	2015/16	2014/15
Mandurah	\$ 800,000	\$ 800,000	\$ 800,000	\$ 680,000
Murray	\$ 35,000	\$ 25,000	\$ 17,000	\$ 10,000
Serpentine/Jarrahdale	\$ 25,000	\$ 20,000	\$ 7,000	NIL
Waroona	\$ 7,500	NIL	NIL	NIL
Boddington	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000

Officers understand that there is an on-going commitment to MAPTO by the Shire of Murray. The Shire of Serpentine-Jarrahdale are committed to tourism, but there is a level of uncertainty around their financial commitment to MAPTO. The Chief Executive Officer of MAPTO has advised that the Shire of Waroona has confirmed it will also make a further financial contribution over the next two years (2) years.

The current CEO of MAPTO has made significant progress in developing positive relationships with the other local governments. A further financial contribution by the Peel Councils needs to be considered in the light of a proposal to increase the standing of the Peel Regional Leaders Forum (PRLF) by establishing

a full time Executive Officer to assist in driving the regional collaborations, which is considered necessary to tackle the significant regional challenges.

This growth in the PRLF comes with an increased financial contribution from the individual local governments. Given the breadth of the issues that the PRLF seeks to influence its consider that additional funding from local governments to this cause should take priority over additional funding to MAPTO at this point in time. From the financial year 2019/20 Officers would like to see an increase in the contribution from other local governments to MAPTO. This overall view of regional funding from Officers will not prevent the continued development of positive relationships between MAPTO and the local governments, by the current CEO of MAPTO, which may lend to increased contributions ahead of 2019/20.

Comment

In establishing MAPTO, consideration was given to the following issues which are critical to the long term success of the organisation and the relationship with its stakeholders:

1. *How best to recruit and retain staff with appropriate skills and qualifications.*

The success of MAPTO will lie primarily in the quality of the staff employed to create and implement programmes to promote the region. It is important, therefore, that financial support for the medium term is clearly stated. In this way, future employees have some assurance that a move to MAPTO can be viewed as having some security associated with it. Significant process has been made in relation to this issue since September 2015 with the appointment of Karen Priest as the Chief Executive Officer of MAPTO.

Ms Priest is a very experienced tourism expert and is well regarded within the tourism industry. The engagement of Ms Priest has allowed MAPTO to attract other quality staff.

The City's assessment is that MAPTO is currently well positioned as it has a skilled, representative and diverse board, currently consisting of:

- Leighton Yates – Stage Door Restaurant (Chair)
- Bernie Worthington – Peel Wine Association (Drakesbrook Winery) (Deputy Chair)
- Adam Denniss – City of Mandurah
- Jason Hutchen – Red Manna Restaurant
- Cr Peter Jackson – City of Mandurah
- Tracey Cinavas-Prosser – Perth Convention Bureau
- Rod Bishop
- Dean Unsworth – Shire of Murray

The City's assessment of the current MAPTO staff is that they are skilled and committed, ably lead by an experienced and well respected Chief Executive Officer.

2. *The ability to achieve success.*

In common with many organisations, time is required to devise and implement programmes which provide for longer term economic security.

MAPTO is starting to achieve results on the ground, as the following initiatives illustrate:

Brand Destination Marketing

- Fully integrated multimedia campaigns – winter and summer
- Annual destination visitor guide – increased to wider distribution 2017 – 40,000 copies
- Development of a media kit and annual media plan to attract national and international media coverage
- Increased marketing activities to attract visitation from key markets of Singapore, Malaysia, China, UK, New Zealand

- Hosted familiarisation tours during 2017 for travel agents from China, New Zealand, Malaysia, Singapore, UK, Germany, Philippines
- Attendance at key trade events in Perth, Singapore, Malaysia, China
- Attendance at Australian Tourism Export Council Meeting Place to promote the destination to key Inbound Tour Operators who generate inbound visitation
- Representation of destination at key consumer travel fairs in Auckland, Sydney, Melbourne, Brisbane, Adelaide
- Promotional Drone Video – for Mandurah Top Town Tourism Award
- Submission material and site visit involvement for Mandurah Top Town Tourism Award
- Enhancements of www.visitpeel.com.au website
- Destination Marketing on Tripadvisor
- Marketing of the destination in social media: Facebook, Twitter, Instagram, Youtube
- Marketing of the destination through Email-Marketing: E-Newsletter
- Marketing of the destination in several print and online travel magazines
- Marketing of local events on lifestyle and tourism online platforms

Product Development

- Development of Conference Planner and business tourism strategy for destination
- Attendance at Asia Pacific's Incentives and Meetings Expo
- Product audit of tourism operators in region to identify growth opportunities
- Renewed contract with Sports Marketing Australia to attract key sporting events to Mandurah
- Distribution strategy for the Golf Segment – three golf courses included in the Best of Australia program which is a partnership between Great Golf Courses Australia and Tourism Australia
- Consumer Research to identify growth further opportunities for the region
- Development of Food and Wine segment

Organisation Sustainability

- \$141,900 acquired in R for R funding grants in 2017-2018 year – these funds will be used to develop a new digital assets library for the region, foster development of new events and support the XTERRA global offroad triathlon and trail running series.
- Stakeholder engagement plan
- Increased funding contributions from other Shires to \$72,500 in 2017 from \$50,000 in 2016
- Development of KPI's and annual performance reviews for team

Education and Collaboration

- Quarterly educational industry networking events
- Facilitation of Tourism Boost Mentoring Group – nine businesses in program who will become export ready and ranged in key holiday brochures Sunlover Holidays, Qantas Holidays etc.
- Ongoing engagement with tourism operators/stakeholders in the region to build the profile of the tourism sector

Deed of Agreement

Given the level of the City's contribution to MAPTO it is appropriate that the City has an agreement with MAPTO to ensure that MAPTO delivers to the City certain key deliverables. The City currently has such an agreement, it is considered appropriate that the Deed of Agreement be updated to ensure that MAPTO is responsible for the delivery (to the City) of the following:

- (a) A business plan covering the period 2017/18 to 2021/22
- (b) Submit to the City an annual operational plan outlining the activities to be undertaken by MAPTO by 31 July each year.

- (c) Submit to the City a quarterly operating statement which must explain any over expenditure items and detail cash balances, current assets and current liabilities.
- (d) Submit to the City audited financial statements within 21 days of the Annual General Meeting of the organisation.

The City will make its contribution to MAPTO on a quarterly basis.

A copy of the draft Deed is shown in **Attachment 1**.

Statutory Environment

Nil

Policy Implications

Nil

Economic Implications

Council's financial contribution to MAPTO in 2017/18 is \$800,000. A contribution of a similar amount would need to be expected by Council each year to June 2022.

It is proposed that the Deed of Agreement will state that the City's minimum contribution per annum from 2017/18 to December 2021 will be \$650,000. This will cover salaries, rent, operating expenses and to meet agreed obligations to allow the organisation to function as a minimum.

Strategic Implications

The following strategies from Council's *Community Charter and Strategic Plan 2013-2033* are relevant to the application:

A Prosperous City:

- Strategy 2.4 *Maximise tourism opportunities in Mandurah*

Leadership:

- Strategy 6.3 *Actively initiate, participate in & promote partnerships in local & regional development*

Conclusion

To ensure that the MAPTO is well placed to retain its quality staff, to continue to achieve positive outcomes and to provide confidence to other funding parties it is recommended that Council provide certainty around its funding to the organisation for the financial years to June 2022.

To ensure that Council has the ability to review the financial management and strategic direction of the MAPTO it is recommended that the City enters into a Deed of Agreement with the organisation to facilitate this.

NOTE:

- Refer ***Attachment 1 - Draft Deed of Agreement***

RECOMMENDATION

That Council:

- 1. Agrees to enter into a modified Deed of Agreement with the Mandurah and Peel Tourism Organisation Incorporated to ensure that the City can monitor the organisation's financial performance, and to allow Council to elevate the organisation's strategic effectiveness.**
- 2. Acknowledges the need to provide certainty to the Mandurah and Peel Tourism Organisation in terms of funding of \$650,000 per annum to June 2022 as a minimum, subject to the submission of:**
 - A Tourism Marketing Strategy covering the period 2018/19 to 2021/22, prior to 30 September 2018.**
 - A new four (4) year Business Plan covering the period 2018/19 to 2021/22, prior to 30 June 2018.**
 - An annual Operational Plan by 31 July of each year outlining the activities to be undertaken.**
- 3. Requests that the Mandurah and Peel Tourism Organisation Inc. (MAPTO) report to the City on a quarterly basis on its activities.**

ATTACHMENT 1

DEED OF AGREEMENT

City of Mandurah
(the “City”)

and

MANDURAH AND PEEL TOURISM ORGANISATION INC.
 (“MAPTO”)

DEED OF AGREEMENT dated

2017

BETWEEN:

The **CITY OF MANDURAH** of 3 Peel Street, Mandurah in the State of Western Australia, incorporated pursuant to the *Local Government Act 1995* ("the City")

AND

MANDURAH AND PEEL TOURISM ORGANISATION INC. of 3/58 Anstruther Road, Mandurah in the State of Western Australia incorporated pursuant to the *Associations Incorporation Act 1987* ("MAPTO")

WHEREAS:

- A. The City and MAPTO entered into an agreement dated 17 April, 2013 ("the Original Agreement");
- B. Both parties have agreed that the Original Agreement should be rescinded and replaced by a new agreement as set out hereunder:

NOW THIS AGREEMENT WITNESSES:

In consideration of the mutual surrender of the parties under the Original Agreement, the parties now agree as follows:

- 1. The MAPTO will align its objectives with the City and use best efforts to deliver on:
 - Destination Product Development
 - Brand Destination Marketing
 - Organisation Sustainability
 - Education and Collaboration
- 2. The City undertakes to consider, as part of its budget deliberations, a financial contribution to the MAPTO of a minimum of \$650,000 per annum as a minimum from 2018/19 to June 2022.
- 3. The City's contribution set out in 2 above will be dependent upon the City's assessment of MAPTO's performance against objectives stated in this agreement, the City's capacity to pay and the City's assessment of the availability of other funding sources.
- 4. Where the City determines to make a contribution, the funds agreed to be transferred will be paid in equal quarterly payments, following the receipt of an invoice from the MAPTO.
- 5. As part of the City's contribution, MAPTO will:
 - (a) Provide a business plan covering the period 2017/18 to 2021/22, to the City of Mandurah by 30 June 2018.
 - (b) Provide a Tourism Marketing Plan covering the period 2017/18 to 2021/22, to the City of Mandurah by 30 September 2018.
 - (c) Submit to the City an annual operational plan by 31 July of each year outlining the activities to be undertaken.

- (d) Submit to the City a quarterly operating statement which must explain any over expenditure items and detail cash balances, current assets and current liabilities.
 - (e) Submit to the City audited financial statements within 21 days of the Annual General Meeting of MAPTO or by no later than 10 November (whichever is earlier).
6. Where the City determines that no further contribution is to be made, no legal liability for its failure to do so will accrue to the City.
7. The parties shall each perform such acts, execute and deliver such instruments and documents and do all such other things as may be reasonably necessary to accomplish the contributions and obligations contemplated in this agreement.
8. This agreement shall be construed and enforced in accordance with the laws of the state of Western Australia.
9. If any provision of this agreement is determined to be invalid, illegal or unenforceable the remaining provisions of this agreement shall remain in full force if the essential terms and conditions of this agreement for each party remain valid, binding and enforceable.
10. This agreement constitutes the final agreement by and among the parties and is the complete and exclusive statement of the parties agreement on the matters contained herein. All prior and contemporaneous negotiations by and among the parties with respect to the matters contained herein are superseded by this agreement.
11. The MAPTO will not represent that it is an agent of or a partner of the City.

Date of Commencement:

This Agreement will take effect on the date signed by all parties.

Executed by the parties as and for a Deed.

Signed on behalf of:

MANDURAH AND PEEL TOURISM ORGANISATION

Name: _____

Signature: _____

Date: _____

Signed on behalf of:

CITY OF MANDURAH

Name: _____

Signature: _____

Date: _____

3	SUBJECT:	Nikki Wise Memorial Gardens and Scholarship
	CONTACT OFFICER/S:	Tim Hartland
	AUTHOR:	Tim Hartland
	FILE NO:	

Summary

Mandurah has a number of challenges within its community which are responded to by a number of amazing volunteers and volunteer organisations working in the community support space, including providing meals and support to people in need. Tragically in 2016, one of the volunteer leaders, Miss Nikki Wise from the Reach Out Drop In Centre passed away suddenly. The City has been approached by her family who seek to have her name memorialised as a legacy to the work she did.

After liaison with the family and current user groups, it is recommended that the small gardens around the Sutton Hall are named the 'Nicky Wise Memorial Gardens' and that a \$1,000 scholarship is established in her name to provide training to a local workers in the community sector, who provide support to socially disadvantaged, including homeless people.

Previous Relevant Documentation

Nil

Background

The 'Reach Out Drop In Centre' was a non-profit organisation that provided evening meals for people in need and was established by its founder Nikki Wise in 2012 and based at the Sutton Street Hall. By 2014 the service was delivering around 205 meals a week including an average of 47 each Saturday. These numbers were sustained and appear to have been on the increase into 2016, before the sudden death of Ms. Wise. Following her passing, the service ran for a while however soon ceased and meals in this venue are now solely delivered by the Peel Soup Kitchen Inc. who previously co-located in the venue with Reach Out.

Ms Wise has been remembered for her tireless work in the community and her dedication to helping those in need. Numerous tributes following her death remembered; "a dedicated person who never sought the limelight", also "she committed her life to helping the homeless, the hungry, and the hurting" and as a "passionate advocate for the needy, leaving a lasting legacy in the community which will never be forgotten". Aside from her work at the Sutton Street Hall, Miss Wise was also active organising fundraisers for the needy, including a community 'Reach Out Fun Day' on the western foreshore in 2014 that attracted 3,000 people and raised awareness and funds for the free service, a free Christmas lunch on the eastern foreshore in 2015 (which she had hoped to do again in 2016) and she also partnered with a number of groups to assist those in need.

Comment

Nikki Wise passed away tragically after a motorbike crash in Serpentine in 2016 and was well known in Mandurah for trying to help those less fortunate. In mid-2017 the City received correspondence from her parents, Robyn & Terry French, seeking consideration of renaming the Sutton Street Hall in remembrance of their late daughter. City Officers met with Mr and Mrs French to discuss their request and remember their daughter's contribution to Mandurah. Following the consideration of a range of issues and approaches, an alternative approach to remember Ms Wise was considered namely:

1. The establishment of an annual scholarship in Nikki's memory, broadly in the field of Community Services for a local tertiary (TAFE or UNI) student.
2. Establishment of a 'Nikki Wise Memorial Garden' surrounding the Sutton Street Hall, with appropriate signage and maintenance.

The family were appreciative of these considerations and following this, contacted the City and have agreed in principle to enthusiastically support the Officers recommendation.

Scholarship

There is an identified need within the City's Youth Development Strategy to support projects that assist in the education and employment outcomes for Mandurah's youth. The establishment of an annual scholarship 'The Nikki Wise Community Services Scholarship' that provides training support in the community sector, recognises this needs and also is a fitting tribute to a tireless community worker.

Terms of Reference.

The purpose of the scholarship is to recognise the growing need for trained and skilled Community Sector workers in Mandurah and provide financial assistance of \$1,000 annually for one (1) eligible student. It is proposed that the scholarship will be entitled the 'Nikki Wise Community Services Scholarship' and the criteria established as follows;

- The Scholarship is established with the following eligibility criteria:
 - Student must be enrolled full-time in an Undergraduate degree or TAFE Diploma or Certificate IV at an accredited tertiary institution.
 - Student must be a current resident of the City of Mandurah
 - Student must be an Australian citizen or permanent resident
 - Student must demonstrate academic achievement and a commitment to contributing to the Mandurah community.
 - Student must be studying a course that relates to the Community Services Sector to the satisfaction of the panel, excluding direct health care provision (e.g. Nursing, Medicine and Physiotherapy).
- The Scholarship is administered annually as part of the Community Partnerships Fund, with nominations being announced ahead of the preceding academic year and administered by the City's grants panel, as established and endorsed by Council.

Nikki Wise Memorial Gardens

The Sutton Hall is one of Mandurah's original community facilities and is owned by the City and administered via Recreation Services, with regular hirers including the Peel Soup Kitchen Inc. Over the last few years the facilities surrounds have had some minor upgrades, including accessible ramps and garden beds (pictured below) established, as well as carpark works and rear upgraded park seating. This has lifted the amenity of the location and assisted in reducing, of late a number of antisocial issues which have been occurring in the area.

Officers have consulted with the Peel Soup Kitchen regarding the concept of establishing a small memorial garden, including in the established planter boxes and a few nearby garden beds. This was considered by the group at a recent board meeting and warmly supported. Further consultation has also occurred internally with the City's Parks Team, who advise the City has the capacity for a one off targeted replanting, mulching and then ongoing minor maintenance (as already occurs, however to a slightly higher standard) at this location.

It is recommended that Council also support the erecting of a sign adjacent to the Hall stating, 'Nikki Wise Memorial Gardens' and that this sign is placed in keeping with the location and maintained accordingly. The design and fabrication of the sign will be as per the City's signage policies.



Proposed Planter boxes, location of the 'Nikki Wise Memorial Garden' sign will be approximately half way along the eastern side of the building, above the second planter box shown above.



The garden beds located at the front and rear of Sutton Street Hall, with the planter boxes will constitute the memorial garden. (Front bed pictured above)

Consultation

The Peel Soup Kitchen Inc., who are the highest regular hirer and had regular interaction with the Reach Out Drop In Centre, have formally approved this project at their September 2017 board meeting. The State Member for Mandurah has indicated support on behalf of the family and officers have actively engaged a number of times with Miss Wise's parents Robyn & Terry French.

Statutory Environment

Nil

Policy Implications

The City's signage policy will guide the establishment of a memorial sign.

Economic Implications

The establishment of signage and minor garden refurbishments (as a one off cost) are estimated to be in the vicinity of about \$2,500 and ongoing maintenance will be included in the City's normal operating parks budget.

Furthermore the establishment of an annual scholarship (as outlined in this report) will have an ongoing yearly cost of \$1,000. These budget items can be accommodated within the City's 2017/18 Community Development Operating Budget - Community Projects.

Strategic Implications

The following strategies from the *City of Mandurah Strategic Community Plan 2017 – 2037* relevant to this report:

Social:

- Provide a range of social, recreational, entertainment and learning experiences for our residents and visitors.

Economic:

- Increase local education and training opportunities

Organisational Excellence:

- Listen to and engage with our community

Conclusion

Nikki Wise was a well-known community worker who established the Reach Out Drop In Centre in 2012 based from the Sutton Street Hall and as Coordinator of the Service also spearheaded a number of community fundraising activities. In 2016 she was tragically taken early in a motorbike crash and her parents have sought Council's support in remembering her legacy. It is recommended that a memorial garden is established at the Sutton Street Hall where her service was established and also an annual scholarship is administered to support tertiary students in the Community Services sector.

RECOMMENDATION

That Council:

1. **Approves the establishment of the 'Nikki Wise Memorial Garden' appropriately signed adjacent to the Sutton Street Hall, including the targeted replanting, mulching and then ongoing minor maintenance to existing planter boxes and garden beds to the front and rear of the hall.**

- 2. Approves the establishment of an annual scholarship for Community Services sector students, commencing in 2018, entitled the 'Nikki Wise Community Services Scholarship'.**

As follows:

2.1 Scholarship is established with the following eligibility criteria:

- **Student must be enrolled full-time in an Undergraduate degree or TAFE Diploma or Certificate IV at an accredited tertiary institution.**
- **Student must be a current resident of the City of Mandurah**
- **Student must be an Australian citizen or permanent resident**
- **Student must demonstrate academic achievement and a commitment to contributing to the Mandurah community.**
- **Student must be studying a course that relates to the Community Services Sector to the satisfaction of the panel, excluding direct health care provision (e.g. Nursing, Medicine and Physiotherapy).**

2.2 Scholarship is administered annually as part of the Community Partnerships Fund, with nominations being announced ahead of the preceding academic year and administered by the City's grants panel, as established and endorsed by Council.

2.3 Scholarship for a total of \$1,000, excluding GST.

- 3. Approves the allocation of up to \$2,500 to establish the memorial garden and signage, to be funded through the City's 2017/18 community development projects budget.**

4	SUBJECT:	Naming of Fitness Equipment – Lance Corporal Mervyn McDonald
	CONTACT OFFICER/S:	Lesley Wilkinson
	AUTHOR:	Lesley Wilkinson
	FILE NO:	

Summary

Lance Corporal Mervyn McDonald was serving with the Special Operations Task Group in Afghanistan when he was tragically killed in a helicopter crash on 30 August 2012 (local time Afghanistan). His family who live in Mandurah have requested the naming of the outdoor fitness equipment in Eros Reserve, San Remo after him.

Council is asked to support the naming of the fitness equipment in Eros Reserve, San Remo after Lance Corporal Mervyn McDonald.

Disclosure of Interest

Nil

Previous Relevant Documentation

Nil

Background

Lance Corporal McDonald was serving with the Special Operations Task Group in Afghanistan when he was tragically killed in a helicopter crash on 30 August 2012 (local time Afghanistan).

Lance Corporal McDonald is survived by his fiancée Rachael, his mother Myrna and stepfather Bernie, and brothers Percy, Roger and Gary.

Thirty-year old Lance Corporal McDonald was born in Carnarvon, Western Australia in 1982. He joined the Army on 31 May 1999 and was posted to the 1st Battalion, The Royal Australian Regiment (1 RAR). On completion of his Selection and Training Course and Reinforcement Cycle, Lance Corporal McDonald was posted to the then 4th Battalion (Commando), The Royal Australian Regiment, now the 2nd Commando Regiment, in August 2008. Lance Corporal McDonald was on his sixth tour to Afghanistan.

Lance Corporal McDonald was quick witted and brought a positive energy to both his unit comrades and all those who served with him. A dedicated and enthusiastic professional soldier, he was always willing to come forward with ideas and solutions. He was a highly professional soldier, but his quiet nature and humility meant he always deflected credit back on to fellow members of his Company.

Lance Corporal McDonald has been awarded the following honours and awards:

- Australian Active Service Medal with Clasp East Timor and ICAT
- Afghanistan Campaign Medal
- the Australian Service Medal with Clasp East Timor, Timor Leste and CT/SR
- Australian Defense Medal
- United Nations Mission in Support of East Timor Medal
- Timor Leste Solidarity Medal
- NATO non article 5 Medal with Clasp ISAF and Multiple Tour Indicator (2)
- Commander 1st Division Commendation
- Infantry Combat Badge
- Returned from Active Service Badge

During Lance Corporal McDonald's service in the Australian Army, he deployed on the following Operations:

- Operation Slipper (Afghanistan) Jul - Aug 2012
- Operation Norwich (Australia) Nov 2011
- Operation Slipper (Afghanistan) Jul - Aug 2011
- Operation Slipper (Afghanistan) Apr - May 2011
- Operation Slipper (Afghanistan) Feb - Mar 2011
- Operation Slipper (Afghanistan) Mar - Jun 2010
- Operation Slipper (Afghanistan) Mar - Jul 2009
- Operation Astute (Timor-Leste) Mar - Jun 2007
- Operation Astute (Timor-Leste) May - Sep 2006
- Operation Citadel (East Timor) May - Oct 2003
- Operation Tanager (East Timor) Oct 2000 - Apr 2001

While Mervyn was born in Carnarvon he had bought a unit in Silver Sands which he was planning on moving into when he left the Army on the completion of his tour of Afghanistan. His Mum and Stepfather live in Meadow Springs and he visited Mandurah at every opportunity when on leave from the army. He loved running along the coast and loved the ocean. In his younger years he played football for Peel Thunder Juniors and his Mum brought him from Australind twice a week for training and then for games.

Comment

The family of Corporal Mervyn Mc Donald approached the City shortly after his death seeking a memorial for Mervyn. Given his love of physical fitness and his plans to be a personal trainer once he left the army the naming of the physical fitness equipment at Madora Bay where he used to run is a fitting tribute for a man who made the ultimate sacrifice for his country.

Consultation

With Lance Corporal Mervyn McDonald's family.

Statutory Environment

Nil

Policy Implications

As per the policy this request has been circulated to elected members prior to the report.

Economic Implications

There will be some minor costs for the plaque and morning/afternoon tea held to celebrate the naming.

Strategic Implications

The following strategies from the *City of Mandurah Strategic Community Plan 2017 – 2037* are relevant to this report:

Social:

- Provide a range of social, recreational, entertainment and learning experiences for our residents and visitors.

Identity:

- Encourage active community participation and engagement

Organisational Excellence:

- Listen to and engage with our community

Conclusion

Lance Corporal Mervyn McDonald was serving with the Special Operations Task Group in Afghanistan when he was tragically killed in a helicopter crash on 30 August 2012 (local time Afghanistan). His family who live in Mandurah have requested the naming of the outdoor fitness equipment in Eros Reserve, San Remo after him.

RECOMMENDATION

That Council supports the naming of the outdoor fitness equipment in Eros Reserve, San Remo after Lance Corporal Mervyn McDonald who was killed in action in Afghanistan.

5 **SUBJECT:** Tuart Avenue Shower Facility
CONTACT OFFICER/S: Tim Hartland
AUTHOR: Nick Benson / Marzel Norton / Tim Hartland
FILE NO:

Summary

Tuart Avenue Shower Facility aims to address a gap in service provision for street present and homeless people. The project is a partnership between the City of Mandurah (City), Anglicare WA (Anglicare) and Mandurah's community sector. Capital works were completed in October 2017 and Anglicare is the lead agency who will operate the shower service, to ensure that people seeking a shower have access to the support they need. The shower service is due to commence in March 2018, at an estimated operating cost of \$5,000 per month. The first ten months of operation from March to December 2018 will cost an estimated \$50,000.

Anglicare's current licence is due to expire in June 2018. In order to provide Anglicare with security of tenure whilst operating the shower service, and offset a portion of the operating costs, Officers propose offering Anglicare a new licence for a term of three years with two one year options, (3+1+1 years) with a waiver of the Anglicare's current annual rent at Tuart Avenue of \$13,401, in return for the operation of the shower service. Following negotiations with Anglicare on the start-up costs of the shower service Officers also propose a one off contribution of \$25,000 by the City. This will match a \$25,000 contribution from Anglicare, to ensure adequate staff resources are in place to establish the service in its first ten months of operation, (March to December 2018). Officers also seek Councils approval of a minor variation to the Finucare licence as detailed in this report.

Disclosure of Interest

Nil

Previous Relevant Documentation

20/03/17	Elected Member Update: Following an interagency discussion in 2016 facilitated by the City, key partners were identified for the project to potentially manage the showers as part of a holistic support service. Running concurrently to the shower facility construction, officers will work with partners to help plan the logistics of the proposed service, and its staffing and resourcing by the partnering agencies. Estimated project completion March 2018.
28/11/16	Elected Member Update: Officers are continuing to progress plans for showers and laundry facilities at the Tuart Avenue community facility for people with need. The City is in dialogue with Anglicare to manage the ablutions, and they are currently a co-tenant of the facility. There are design issues and management considerations that continue to require further consideration.
19/7/16	Elected Member Briefing: Councillors briefed on the Mandurah Family & Community Centre and homelessness-street present showers being suitably located within Tuart Avenue under a management of Anglicare WA; with a facility model to be further developed.
G.28/11/15	Mandurah Family and Community Centre project scope and costs review.
G.23/7/15	Council approve licences over 331 Pinjarra Road, including Anglicare at Tuart Avenue.
G.24/2/15	Council endorse Mandurah Family & Community Centre future use, refurbishment and funding.

Background

The lack of a safe place to wash and take a shower was identified by community sector agencies as a gap in facility provision for people who are homeless or street present in Mandurah. Responding to this issue in 2015, Council requested that Officers investigate the potential of the proposed Mandurah Family and Community Centre (MFCC) to house a shower facility. The intended use of MFCC, as a centre for vulnerable families and children, was deemed incompatible with locating the shower facility.

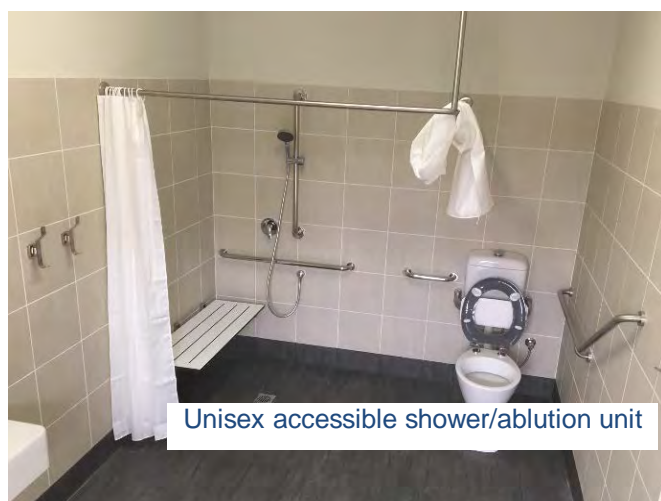
Officers investigated several alternative options over an 18 month period. Conversations with the community sector indicated that showers had to be managed as part of a wraparound service which could intervene to help and support people seeking a shower. Tuart Avenue building was considered suitable, as it is less costly than MFCC, and houses Anglicare, an organisation which is interested in managing the shower facility in partnership with Mandurah's community sector (Elected Member Briefing - 19 July 2016).

Anglicare have been sharing use of the Tuart Avenue building with Uniting Church of Australia (Finucare) since 2011. Integrating the shower facility and service delivery logistics into a fully occupied building has necessitated extending the building into the 'Courtyard' space, constructing new entrances and connecting pathways. These changes will require small modifications to the floorplan in the current licence agreements.

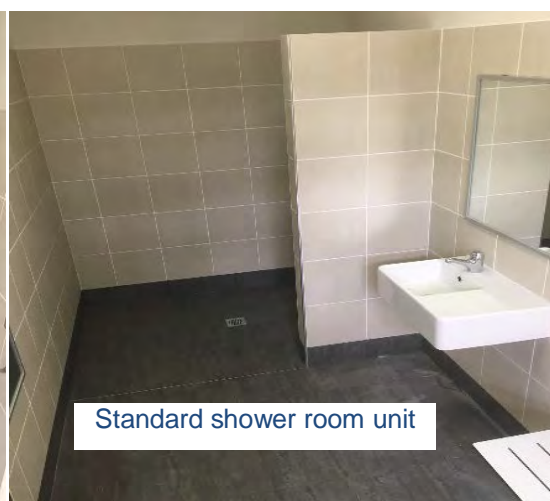
Comment

Capital Works – Tuart Avenue Building Extension and Upgrade

The City committed a total of \$150,000 across the 2016-17 and 2017-18 budgets for capital works to modify the Tuart Avenue building, to accommodate a shower facility and associated managed services. Construction is now complete (October 2017), pending a certificate of compliance. The building has been extended into the existing 'Courtyard', and houses one unisex accessible shower / ablutions unit and one standard shower room (images below).



Unisex accessible shower/ablution unit

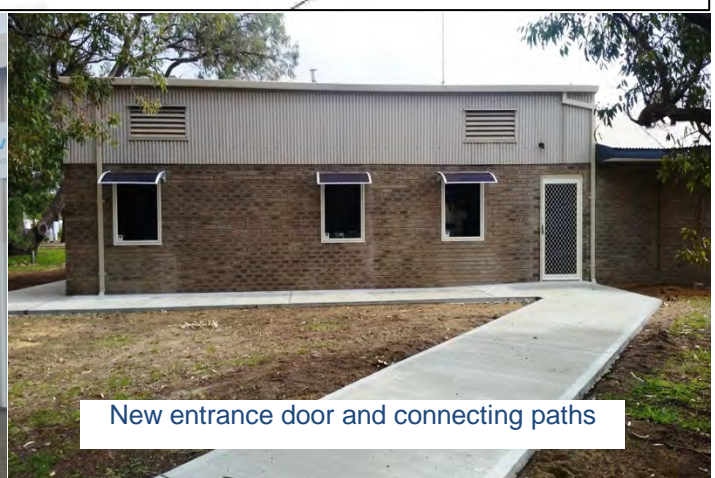
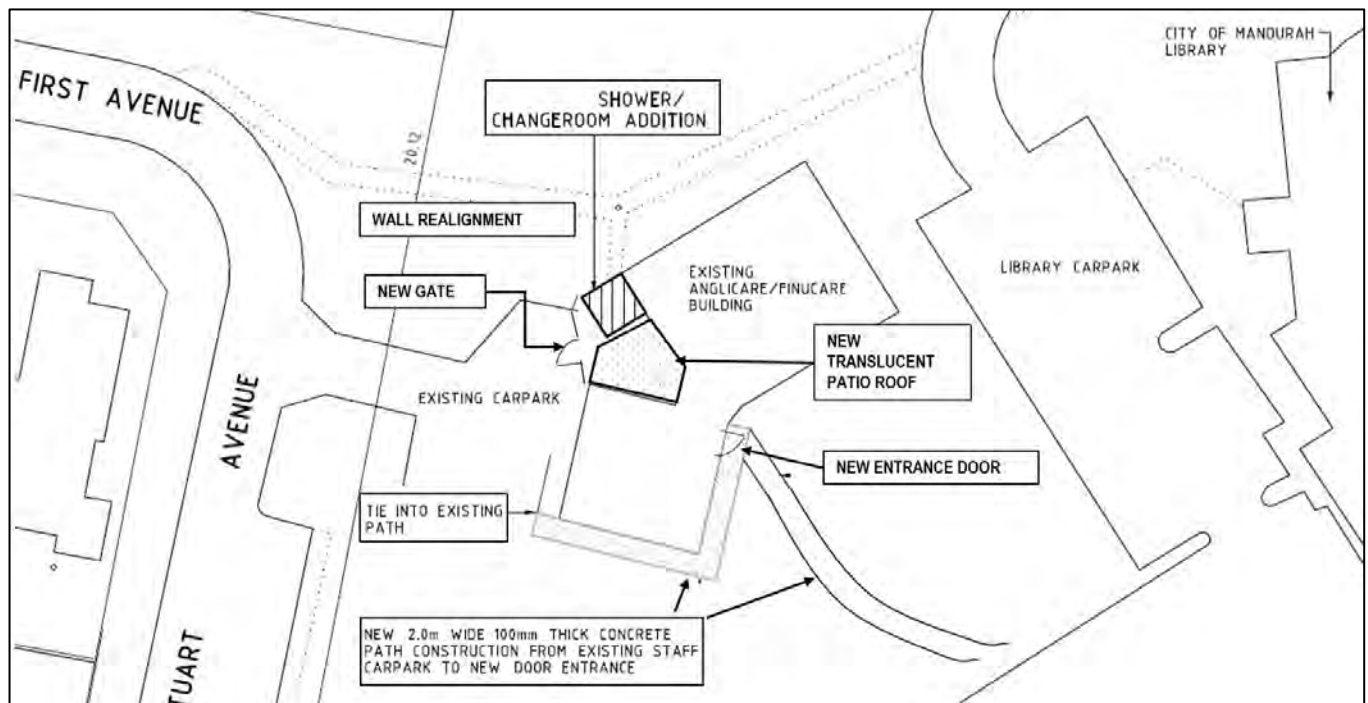


Standard shower room unit

The existing patio roof over the courtyard was replaced and extended to give weather protection for people using the shower facility. A second entrance door has been installed on the eastern side of building. This will facilitate entry and egress for Anglicare staff and clients of services other than the shower service. New pathways connect the new entrance door to car parking areas west and east of the building. CCTV and other security features have been installed. (Refer to list of works, plan, and photos below).

Tuart Avenue Shower Facility: Capital Works Items (refer to site plan below)

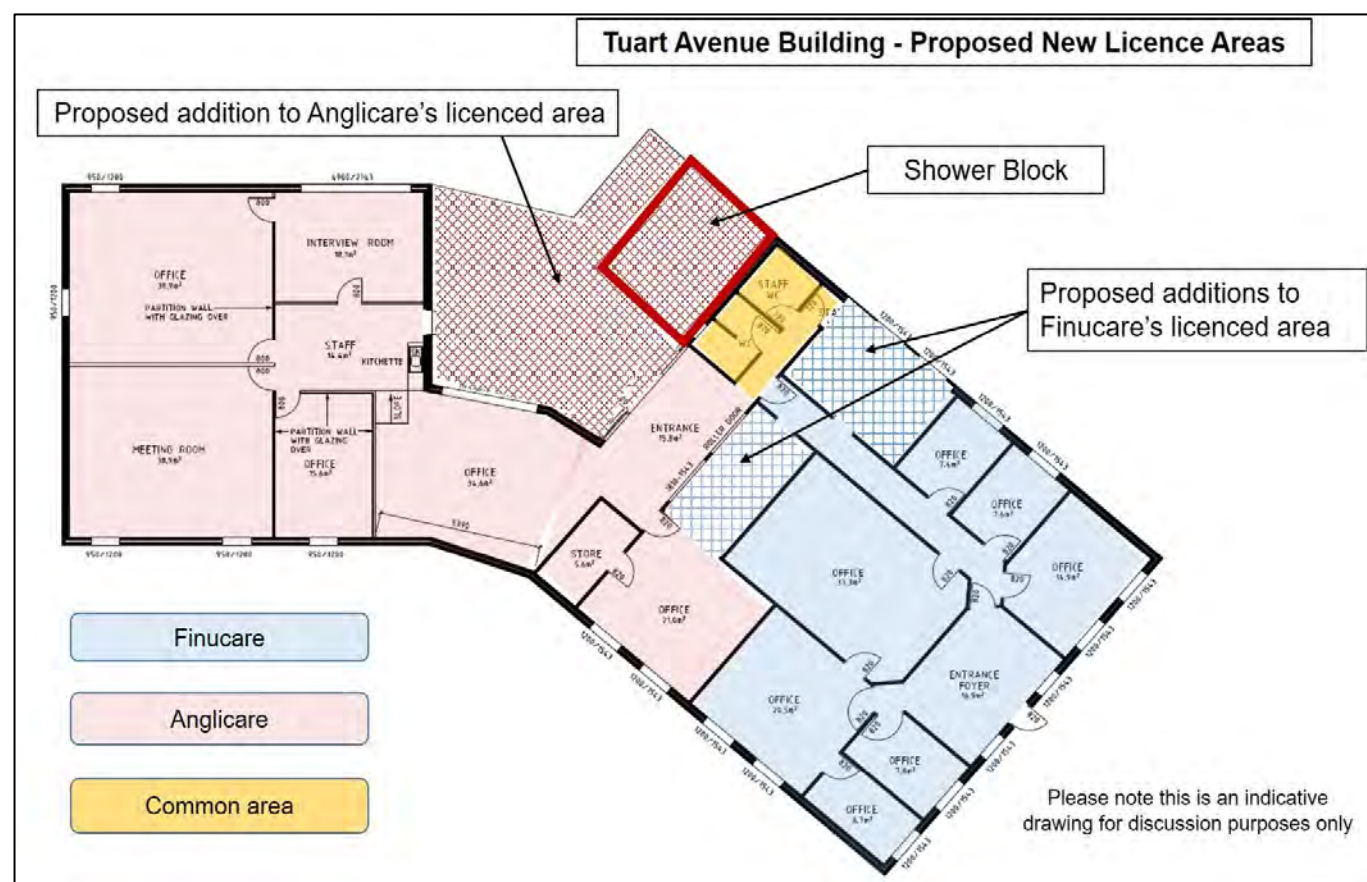
Tuart Avenue building extension	Unisex accessible family shower room
	Standard shower room
Improvements to courtyard area:	Translucent sheeted patio roof
	Accessible gate
	Sensor light, water and power outlets
Additional works	Entrance Door for Anglicare
	Connecting Pathways
Safety and security features	CCTV Cameras x 3 and monitoring system
	Panic buttons / duress alarms / door alarms



Modifications to the tenancy agreements for Licenced and Common Areas in Tuart Avenue Licence Agreements

As the new shower facility has been constructed upon land which is currently shared as common space between co-locaters of the facility (being Finucare and Anglicare), a variation to Finucare's licence is required to remove the courtyard from their current agreements. In order to ensure that Tuart Avenue is set up logistically and practically for the shower service, small changes to the licenced / common areas will be necessary. Officers propose that the 'Courtyard' where the showers are being constructed, is added to Anglicare's licenced area (refer to Revised Tuart Avenue Floorplan plan below).

To offset the removal of the Courtyard as a common area, officers propose that the 'Tea Room' and 'Kiosk' be added to Finucare's licensed area at no additional fee. Due to the location of both rooms, Anglicare are not accessing these common areas and in principle both organisations are supportive of the proposed licence changes.



New Licence Agreement between City of Mandurah and Anglicare

Anglicare's current licence to occupy a portion of Tuart Avenue Building is due to expire in June 2018. It is intended that the shower service will operate for a minimum of 5 years. Therefore in order to ensure security of tenure for Anglicare, Officers propose the current licence agreement be relinquished by Anglicare and a new licence between the City and Anglicare be entered into. Also, as a concession for managing the shower service and acknowledging the estimated cost of \$5,000 per month, \$60,000 per annum, officers propose a reduction in Anglicare's licence fee from its current \$13,401 per annum to \$1 per annum. Should Anglicare cease management of the shower service during the new licensed term, the annual rent will return to the \$13,401 per annum, plus annual CPI will apply.

Details of the proposed new licence are as follows:

Licence Term	Three years + one year + one year
Licence Fee	\$1 (one) (subject to continuance of delivery of shower service)
Licensed Area	Extended to include courtyard (location of shower rooms)
Licence Commencement	Early 2018

Variation to Current Licence Agreement between City of Mandurah and Finucare

Council is also asked to support the variation to Finucare's licence which removes the common courtyard area from the licence, and adds the tearoom and kiosk as exclusive use areas for Finucare. All other terms and conditions of the licence will remain in place.

Memorandum of Understanding

Subject to Council approval of the new licence agreements, the City and Anglicare will work together to develop a Memorandum of Understanding (MOU) to support the sustainable operation and management of the Tuart Avenue Shower Facility. The MOU will include a risk management plan, to ensure the safe operation of the service, specifically the safety of clients, staff and the people who live nearby.

It is important to acknowledge that the integration of the shower service in Anglicare's licensed area has reduced the amount of space available to Anglicare, and reduced Anglicare's capacity to operate their existing services. Anglicare has expressed an interest in relocating some services to Mandurah Family and Community Centre (MFCC), once renovations of MFCC are complete in late 2018. The proposed leasing of MFCC will be the subject of a further Council Report.

Shower Service Logistics and Operating Costs

The building extension gives Anglicare the capacity to be able to offer a hot shower to people. The showers will only be available to clients visiting Anglicare during office hours, initially for 5 hours per day for at least 3 days per week. Once the service is established it is hoped the hours of operation will increase over time. Proposed management of the shower service includes:

- Employing a Service Coordinator:
 - Anglicare has a duty of care protocol which mandates that a service of this nature is managed by an appropriately qualified employee. Their role is to ensure that the service meets the needs of all service users, through the creation of effective partnerships with local service providers, ensuring adequate, timely and effective referrals. They will also supervise a volunteer Support Officer.
- Cleaning and consumables to ensure that:
 - The shower facilities are healthy environments at all times
 - Sanitary (and sharps bins) are emptied regularly
 - People using the showers have access to clean towels and personal hygiene products

The monthly running costs are an estimated \$5,000 and can be broken down as follows:

Tuart Avenue Shower Facility Management - Breakdown of Monthly Running Costs (Indicative only)		
Salary, on-costs and admin	\$ 4,200	Includes 0.6 FTE (incl. coverage for leave)
Laundry, cleaning and consumables	\$ 730	Includes 2 x cleans per day
CCTV	\$ 70	Maintenance and Licence
Total per month	\$ 5,000	

Initial conversations with Anglicare raised concerns regarding their financial capacity to fund the staffing and other costs associated with managing the shower service. Unlike the majority of their services, the shower service is not funded under a government service contract or grant.

In addition to this conversation, Anglicare were seeking accommodation to centralise its family support and counselling services closer to the Tuart Avenue building. The services that Anglicare propose to relocate align strongly with the intended purpose of the renovated Mandurah Family and Community Centre (MFCC) facility, namely 'a support and counselling hub for vulnerable families'. A related Council Report, 'Mandurah Family & Community Centre: Request to Advertise', includes a description of the services Anglicare intend to operate at the MFCC.

For these reasons, negotiations for managing Tuart Avenue Shower Facility are linked to the lease of the MFCC. Renovations to MFCC are due be completed by August 2018, with the facility able to be occupied by late 2018. Should Council indicate support for Anglicare as a tenant of MFCC, they would be able to move their family support and counselling services from a commercial office building to MFCC in late 2018. The resultant cost savings on their lease fees from moving to MFCC, would allow Anglicare to offset operating costs of the shower service at Tuart Avenue (subject to Council approval).

Staged Financial Plan for Shower Service Operation

Once an MOU is in place between the City and Anglicare, the showers will most likely be available for use by March 2018. However because Anglicare's financial model is linked to them being a tenant of MFCC, the service will not be fully funded by Anglicare, until they move into MFCC (assuming Council approval), likely to be late 2018. To ensure that the shower service can commence operations in March 2018 at the latest, it is proposed that for the first 10 months (March to December 2018) the service be jointly funded, requiring a one off contribution from the City of \$25,000 (to match Anglicare's contribution). The first ten month 'bridging' period will be Stage 1 of the service. Stage 2 of the service will begin in January 2019 and continue for the term of the new licence. Refer to the Shower Servicing staging below and the timeline in Appendix A, which explains how the Tuart Avenue Shower Facility and MFCC are interrelated.

Tuart Avenue Shower Facility Management – Shower Service Staging					
Stage	Period	Situation	Shower Service	Dollar contribution	Percentage contribution
1	Mar-Dec 2018 (10 months)	Prior to Anglicare relocating to MFCC	Operated by Anglicare	25,000 Anglicare 25,000 City	50 per cent Anglicare 50 per cent City
2	2019 Onwards	Post Anglicare relocating to MFCC	Operated by Anglicare	60,000 Anglicare (annually)	100 per cent Anglicare

Therefore, to commit to running the shower facility and to begin operations at the earliest opportunity (1 March 2018), Anglicare require two important commitments from the City:

1. Council's support for Anglicare to be the preferred anchor tenant at MFCC (subject of accompanying Council Report).
2. Council's approval of a \$25,000 unbudgeted one off financial contribution towards stage one of the service.

The benefits of agreeing to a \$25,000 one off financial contribution are:

- The shower facility can become operational approximately 10 months earlier, as soon as an memorandum of understanding is in place, expected date 1 March 2018

- The earlier commencement time ensures Anglicare is able to trial service model and develop partnerships to include wrap around support services and referrals to emergency relief agencies before the colder winter months when street present people are most vulnerable.

The main implication of not supporting the one off financial contribution is that the service cannot commence until late 2018 and the shower facility remains unusable for this period.

Please note that should Council decline Recommendation 1 of the MFCC report, namely in principle support for Anglicare as an anchor tenant of the MFCC, Anglicare would not be able to run the shower service without an annual contribution of \$50,000 from the City of Mandurah.

There are no other NFPs identified at this stage to run the shower service at Tuart Avenue and to assess this further would cause further delays in commencing this service.

Consultation

External – Allambee Counselling, Finucare Financial Counselling, Anglicare WA, Westaus Crisis and Welfare Services, Saint Vincent de Paul Society, Passages Peel, Foodbank WA, Peel Community Kitchen, Church of the Way, Department of Child Protection and Family Services, Uniting Outreach Mandurah, Salvation Army Rockingham Corps, local residents.

Statutory Environment

Disposing of Property – *Section 3.58 Local Government Act 1995 (LGA)*

Dispose includes to sell, lease, or otherwise dispose of, whether absolutely or not.

Exemption of Disposition of Property – Section 30 Local Government (Functions and General) Regulations 1996.

A disposition of land is exempt if the land is disposed of to a body whose objects are of a charitable, benevolent, religious, cultural, educational, recreational, sporting or other like nature.

Economic Implications

The Tuart Avenue facility has been receiving a revenue of \$22,217 per annum. The waiver of rent to Anglicare of \$13,401 reduces the facility's annual revenue to \$8,818 (exc. GST).

As the City is requesting the relevant changes to both licence agreements this report recommends that the document preparation fee of \$430 per licence be waived.

The recommended one off contribution from the City of \$25,000 unbudgeted, to facilitate Stage One (2018) of shower service delivery is unbudgeted. Officers will endeavour to find savings within the Community & Social Development 2017/18 operating budget to be considered at budget review, however may not be able to fully offset this amount.

Strategic Implications

The following strategies from the *City of Mandurah Strategic Community Plan 2017 – 2037* are relevant to this report:

Social

- Ensure the provision of quality health services and facilities

Infrastructure

- Facilitate the provision of multi-purpose facilities and infrastructure that meets the needs of a growing population.

Identity

- Encourage active community participation and engagement

Conclusion

The City has been creative in using an existing community building and working with the agencies who occupy the building to develop a managed shower service for street present and homeless people, as requested by Council in 2015. To ensure that the service can be fully integrated into the building and sustainably resourced for at least five years, Council is requested to approve minor modifications to the existing licence for Finucare, a new licence for AnglicareWA, and one off financial contribution of \$25,000 towards Stage 1 of the service in 2018 so that it can commence the service sooner.

RECOMMENDATION

That Council:

1. Approves the preparation of a Memorandum of Understanding with Anglicare WA which outlines the operation and management of the Tuart Avenue Shower Facility.
2. Approves Anglicare relinquishing their current licence over portion of Lot 2572 (331) Pinjarra Road Mandurah subject to entering into a new licence with the following conditions:
 - 2.1 Commencement date after completion Memorandum of Understanding
 - 2.2 Term of three years with two options of renewal (3+1+1 years)
 - 2.3 Annual rent of \$13,401 to be waived in return for the continuing operation of the shower facility in accordance with conditions reflected in the Memorandum of understanding.
3. Approves the variation of the Uniting Church of Australia (Finucare) licence to reflect removal of the common courtyard area, and inclusion of the tearoom and kiosk as exclusive use areas, all other terms and conditions remain the same.
4. The document preparation fee in accordance with City's fees and charges 2017/18 to be waived for both licensees.
5. Authorises the Chief Executive Officer to finalise the conditions of the licence agreements
6. Approves* unbudgeted expenditure of \$25,000 as the City's one-off contribution towards the costs of establishing the shower service.

ABSOLUTE MAJORITY REQUIRED

APPENDIX A

Interrelated Projects Timeline

Tuart Avenue Shower Service Operation and Mandurah Family and Community Centre: November 2017 to February 2019 and beyond

Year	2017		2018												2019			
Month	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb		
Tuart Ave Shower Facility	Capital project complete	Council Decision Stage One \$ contribution	Anglicare Board Decision	MOU Finalised	Shower Service Begins: Stage One (March-December 2018)										Stage Two ongoing			
Tuart Ave Licences		Anglicare – new licence Finucare – modified licence		Licences finalised	Licence agreements in place – 3 years + 1 year + 1 year													
MFCC	Capital project starts	Council decision – indicative support for Anglicare	Renovation works					Capital project complete	Commissioning			Facility occupied						
MFCC Licences		Approval to advertise other offices					Council Anglicare Licence	Advertise EOI for remaining offices	Assess EOI applications		Council other office licences	Anglicare move in	Other groups move in					

6.	SUBJECT:	Mandurah Family and Community Centre: Anchor Tenant Lease
	CONTACT OFFICER/S:	Tim Hartland
	AUTHOR:	Nick Benson/Marzel Norton
	FILE NO:	

Summary

The Mandurah Family & Community Centre (MFCC) project was initially conceived in early 2015 due to ongoing pressure regarding available and affordable lease space for not for profit organisations (NFPs). Once complete, the MFCC will provide a colocation space for NFPs to provide support, learning and counselling for vulnerable families. Following advertising in May 2015 and a detailed process of assessments, discussions and planning with several potential tenants, a preferred 'anchor' tenant, Anglicare WA (Anglicare), has now been identified.

Officers are requesting approval from Council for Anglicare WA to be considered the anchor tenant at MFCC and to note that following the MFCC build completion, a further report will be presented in 2018 outlining an approach to the tenancies for the remainder of the facility.

Disclosure of Interest

Nil

Previous Relevant Documentation

G.18/10/17	Tender Number 15-2017 Refurbishment of Mandurah Family & Community Centre
G.28/11/15	Mandurah Family & Community Centre Project Scope and Costs Review
G.20/2/15	Mandurah Family & Community Centre Building Future Use.
G.28/9/13	Social Infrastructure Plan 2013-2043

Background

The intended purpose of the MFCC is a safe place of support, learning and counselling for vulnerable families, including co-located accommodation for at least two not for profit organisations (NFPs). The project had been identified as a priority, due to the continued affordable accommodation need within Mandurah for NFPs.

Capital Works Project

In February 2015 Council approved an allocation to renovate the former Wanslea Family Services building situated at 331 Pinjarra Road Mandurah, to create Mandurah Family and Community Centre (MFCC). There was an understanding that officers would apply to Lotterywest, for a grant contribution to partner and support project delivery. After a detailed independent engineering review was undertaken in September 2015, the City was successful in securing a grant contribution from Lotterywest and Council gave final project approval in 2015.

The architect design stage commenced in 2016, resulting in a detailed brief for the construction project. The City received 12 tender submissions in July 2017, however all prices significantly exceeded the project budget. In October 2017 Council approved additional expenditure to ensure the designed facility could be completed. The contract for construction under Tender 15-2017 was awarded to Access Without Barriers Building Company, who have recently commenced the project.

Tenant Assessment and Co-location Plan

When City of Mandurah buildings, suitable for not for profit groups become vacant, the City carries out an objective assessment process known as the Community Association Scoring Tool (CAST). It assesses

each potential tenant against a range of community outcomes, including community benefit of services provided, financial sustainability, and willingness to partner, collaborate and share facilities with other groups.

The assessment process for the MFCC began with advertising for expressions of interest in May 2015. Based on the CAST results of the eleven applicants, officers began discussions with several NFPs. Two preferred tenants were identified and a schematic floorplan was developed. However both organisations withdrew their interest in late 2016 and early 2017 respectively due to timing and other opportunities. The City has since developed a generic detailed design for the facility. This includes a large area of twelve offices suitable for an *anchor tenant* i.e. a large NFP, delivering multiple services and a smaller area of six offices suitable for one or more small NFPs delivering a niche service.

Of the original eleven applicants seeking accommodation in the MFCC in 2015 only one suitable organisation remains interested, which is Anglicare WA, and they are officers' preferred anchor tenant. Anglicare WA met all the CAST criteria in 2015, though were not originally a preferred anchor tenant as they originally sought a too large a floor area. They have since reduced the requested scope and as such are recommended.

Comment

Construction of the MFCC commenced in late November 2017 and is scheduled to be completed by mid-2018, with a view to the MFCC opening in late 2018. The MFCC floorplan has lettable space which has been divided into one large area, **NFP Area 1** (offices 1-12 and approx. two thirds of total leasable space) and a smaller area, **NFP Area 2** (offices 13-17 and approx. one third of total leasable space). NFP Area 1 is intended for use by an 'anchor' tenant, i.e. a stable well-resourced not-for-profit organisation, likely to remain for the full lease term of ten years (5+5 years). NFP Area 2 is intended for use by one or smaller not-for-profit organisations. Refer to the MFCC Floorplan below.



Not for Profit Area 1 (Offices nos. 1 to 12 shaded in blue)

From the eleven applicants, Anglicare has been identified as the preferred tenant (subject to Council approval) for the 'anchor' tenant space, NFP Area 1, for the following four main reasons:

1. Anglicare are the only organisation whose application was supported, which remain on the list of applicants for accommodation at the MFCC. Refer to 'Tenant Assessment and Co-location Plan' in 'Background' above and 'Confidential Attachment'.
2. Anglicare's proposed use of the MFCC, aligns with the intended purpose of the renovated facility, i.e. a support and counselling hub for vulnerable families. The services which Anglicare intend to bring to MFCC include:
 - The Family Relationship Centre - Family Dispute Resolution for parents/families in dispute over care arrangements for their children.
 - Supporting Children after Separation Program - individual and group counselling for children and young people affected by family separation.
 - Mum and Dads Forever Program - counselling and an 8 week course for separated parents who hope to improve communication between themselves and build a better parental alliance.
 - General counselling for couples, individuals and families around issues such as, but not limited to, grief and loss, family and domestic violence, relationship breakdown and depression.
 - Connect for Life Program - respite, support and advocacy for carer's of people with mental health issues and intellectual disability.
 - Parenting Connections Program - parenting support and education for parents which was previously provided by Parenting WA, CLAN, and Stronger Families.
3. Ensures that the ongoing partnership to deliver the Tuart Avenue Shower Service will be fully funded by Anglicare from 2019 onwards. Refer to related Council Report, 'Tuart Avenue Shower Facility: Capital Works, New Licenses and Shower Service Operations'.
4. Anglicare's capability for the role of anchor tenant, i.e. a stable well-resourced NFP organisation, likely to remain for the full lease term of ten years (5+5 years), and the resulting guaranteed income for the City from licence fees.

Not for Profit Area 2 (Offices 13 to 17 shaded in green)

Following completion of the project build further consideration will need to be made regarding the appropriate use for the remaining area. The intended purpose of the MFCC is as a support and counselling hub for vulnerable families, and Council's approval for Anglicare as the 'anchor' tenant occupying NFP Area 1 could allow this model to be established. However further consideration is needed as to the intended purpose of the MFCC and model, as the facility could service a broader need for general NFP space.

Prior to completion of construction of the MFCC, the City will seek a commercial valuation of the renovated facility. This figure will be used as a starting point for negotiating a fair licence fee with both Anglicare and to further inform potential lessors of NFP Area 2. Future licence fees for the MFCC will therefore be a percentage of market rental value as assessed through the CAST process.

Once the outcome of the above processes is known, likely to be in autumn 2018, officers will report back to Council requesting consideration of the remainder of the facility. Licence terms, fees and other considerations, will be reported to Council at that time.

Consultation

Allambee Counselling, Finucare Financial Counselling, Anglicare WA, Rocky Bay Midway Community Care, South Coastal Women's Health Services, 360 Community Health Palmerston Association, Peel Youth Services, Peel Home & Community Supports, Mandurah Muscateers Charity Computers.

Statutory Environment

Disposing of Property – *Section 3.58 Local Government Act 1995 (LGA)*

Dispose includes to sell, lease, or otherwise dispose of, whether absolutely or not.

Exemption of Disposition of Property – Section 30 Local Government (Functions and General) Regulations 1996.

A disposition of land is exempt if the land is disposed of to a body whose objects are of a charitable, benevolent, religious, cultural, educational, recreational, sporting or other like nature.

Economic Implications

The total project budget approved by Council is \$714,600. The City's contribution is \$377,600 and the Lotterywest contribution is \$337,000.

Strategic Implications

The following strategies from the *City of Mandurah Strategic Community Plan 2017 – 2037* are relevant to this report:

Social:

- Ensure the provision of quality health services and facilities.

Infrastructure:

- Facilitate the provision of multi-purpose facilities and infrastructure that meets the needs of a growing population.

Identity:

- Encourage active community participation and engagement.

Conclusion

The vision for Mandurah Family & Community Centre is a safe place of support, learning and counselling for vulnerable families, including co-located accommodation for at least two not for profit organisations. Funding for the refurbishment of the facility has now been secured and construction is due to commence soon.

Officers recommend in principle support for Anglicare as anchor tenant of the facility, to occupy two thirds of the lettable space, providing certainty to the tenant, and guaranteeing the City revenue from licence fees. Anglicare is the only suitable organisation remaining from eleven organisations which expressed an interest in the facility, and its proposed use of the space aligns with the purpose of the facility.

RECOMMENDATION

That Council:

1. **Approves Anglicare WA as the 'anchor' tenant occupying NFP Area 1 at Mandurah Family and Community Centre located at 331 Pinjarra Road Mandurah.**
2. **Acknowledge a further report will be presented to Council, outlining the recommended approach for tenancies, including term and rental fees, for the remainder of the Mandurah Family and Community Centre.**

7 **SUBJECT:** RYDE – Regional Youth Driver Education Program
 CONTACT OFFICER/S: Tim Hartland
 AUTHOR: Tracey Johnson & Kaitlyn Berry
 FILE NO:

Summary

The RYDE (Regional Youth Driver Education) Program aims to support disadvantaged young people complete their 50 supervised driving hours as a Learner Driver to assist them to get their Driver's License. Through software, the RYDE program links volunteer mentors with young people to have a 90 minute supervised driving session in a nominated vehicle, for a small cost to the participant. Many young people in Mandurah do not have adults in their life who have a Driver's License and/or a car, or who are committed to supporting their children to complete their supervised driving hours. Without this support, many young people may stay dependent on public transport for years or end up driving without a licence.

The purpose of this report is to gain Council support for the City of Mandurah to be one of the key stakeholders in this project and that the City pays for the maintenance and other costs in maintaining the car. An evaluation report will be provided to council after 12 months of operation.

Disclosure of Interest

Nil

Previous Relevant Documentation

- G. 18/10/14 28 October 2014 City of Mandurah Youth Strategy 2014 - 2018
- G. 33/5/17 23 May 2017 Youth Strategy 2014 – 2018: Midway Report

Background

For several years, since the implementation of Log Book for Learner Drivers to record their 50 supervised driving hours, local youth services have identified a need relating to the challenges facing young people to complete their supervised hours. Many young people do not have the family support or access to a vehicle in order to complete their supervised hours. Currently the only other legal option for young people to get supervised driving is to pay for professional lessons and this would cost upwards of \$3000.

Local research has indicated that disadvantaged young people have a range of responses to not having support to complete their supervised hours. Some remain dependent on public transport, minimising their ability to participate in community life, access interviews and employment and training options. Some falsify their Log Book by getting an adult to fraudulently sign it. Some young people choose to drive a vehicle without a license. This can lead to being charged with traffic offences and potentially even lead to further criminal activity.

Research by WA Police in 2008/09, highlight the scope of the issue – revealing that 8,590 people, who had never been granted a driver's license, were caught driving without a license in that year. The Crime Research Centre, University of Western Australia's report 'Adult Imprisonment, Western Australia, 2006', identified that 4.7% of people in WA jails were there for traffic offences; over half of which were Indigenous. It is well known that incarceration leads to higher rates of recidivism, and an increased risk of serious crime over time. ('Indigenous Licensing and Fine Default: A Clean Slate', a report on behalf of the Minister for Corrective Services, 2007).

The town of Bourke in New South Wales has had significant long term issues around alcohol use, unemployment and crime. After a long term, community wide conversation to discover the best way to tackle these local issues, one of the key proposals was to provide a driver mentoring program. Within 18 months of implementation crime levels decreased significantly and employment levels rose.

A similar program in Victoria was implemented in 2010 and within just one year an estimated 105 young people had already gained their Provisional License, with over 800 others still within the system on their way to doing the same.

The Town of Bassendean developed the RYDE program following extensive research of programs on the east coast of Australia. RYDE has been operating successfully for 18 months, utilising efficient technology and a model that can be easily replicated in Mandurah. Their partners include organisations such as: Wirrpanda Foundation, Salvation Army, Foyer Oxford and Aboriginal Workforce Development

The RYDE program connects Learner Drivers (the 'clients') with a Volunteer Mentor and a dedicated vehicle, so they can complete their 50 compulsory supervised driving hours. This service has the potential to support young people who are often marginalised due to family issues, low socioeconomic status or other barriers. When these young people get their licenses it increases their employment opportunities and chance to make a positive contribution in society. The program allows responsible adults to volunteer their time as mentors; increasing the opportunity for social inclusion and understanding between the generations, whilst tackling major issues facing Mandurah's youth.

Although the focus is on supporting 16-24 year olds due to hours required to complete their Log Book, people of any age can participate in the program through a service provider. Women escaping domestic violence, (who may have been prevented from obtaining a driver's licence) can participate. New migrants could also access the service and gain additional support to gain their driver's licence.

Comment

Currently there is no service in Mandurah that offers support for young people to complete their 50 supervised hours. Implementing RYDE in Mandurah has the potential to add a great deal of value to young people and those who are marginalised in our community, supporting people to move out of the cycle of disadvantage. At the same time it will allow adults in our community to contribute by mentoring these young people who may not have any other positive role models.

A group of youth and community service providers have met several times this year to discuss this issue. The RYDE program has been discovered as a tailor made solution. It was developed by the Town of Bassendean and has been operating successfully for several years. The aim is to implement RYDE in Mandurah in collaboration with key local service providers. See Attachment 1 for program details.

This program through supporting young people to get their licence, has direct impact on quality of life across a number of domains. Implementing RYDE in Mandurah will support the outcomes of several Key Focus Areas of the Youth Strategy:

Key Focus Area 1 – Education, Training and Employment Opportunities,
Key Focus Area 2 – Safety,
Key Focus Area 3 – Public Transport and Infrastructure
Key Focus Area 7 – Community Participation

Consultation

There has significant consultation within the youth and community services sector. A number of key community organisations have expressed their interest in being RYDE providers so their clients can access the program. Many have written letters of support and provided evidence of the benefits that this program would have for their clients.

These include:

- The WA Police, Youth Crime Intervention Officer.
- Employment Services Group (An employment service who have committed to donating an iPad).
- Peel Youth Services
- City of Mandurah Roadwise Advisory Committee
- Pat Thomas House (Women's Refuge)
- SMYL (training for unemployed and disengaged youth)
- Peel Youth Engagement Service (case management service for 'at risk' young people)
- Shire of Murray Youth Service
- South West TAFE (provide courses for many young people)
- Coodanup High School
- Passages Resource Centre (service for young people at risk of homelessness)
- Calvary Youth Services (provide Crisis Accommodation and transitional housing)
- Streetnet Youth Services (case management and education for at risk youth)
- Peel Volunteer Resource Centre

There has been broad consultation across a range of business units: Youth Development, Libraries, Community Safety, Economic Development and Cityfleet.

Statutory Environment

N/A

Policy Implications

The Economic Development Policy (POL ECD01) implies support for such a program. Excerpts include:

The City recognises that the quality and diversity of services provided will increasingly determine its competitive advantage as investors and knowledge workers seek regions with the best infrastructure, skills, education and quality of life.

Identify opportunities for excellence through activities that will enhance Mandurah's social, cultural and economic prosperity for the benefit of its business and resident communities.

Identify and address areas of skills shortages and work towards an increase in the employment rate in Mandurah.

Economic Implications

Implementing the RYDE program in collaboration with strategic partners has some economic implications for the City.

Due to the \$15 fee charged per booking, the RYDE program becomes cost neutral once bookings are at 60% capacity. Without accidents the breakeven point can be as low as 40%. Until the program reaches the break event point, the cost of maintaining the car as a City fleet vehicle, will be up to \$1,500 per year. The key cost implications are insurance, running costs and servicing of the vehicle. This will be budgeted annually within the Youth Development budget.

A vehicle has been donated by Bendigo Bank who are big supporters of this program.

Once the life cycle of the RYDE program in Mandurah has completed (3-5 years), it will be reviewed and should council determine its ongoing merit, consideration will need to be given to sourcing and replacement of vehicle (\$20,000).

Strategic Implications

The following strategies from the *City of Mandurah Strategic Community Plan 2013 – 2033* are relevant to this report:

Social:

- Help build the community's confidence in Mandurah as a safe and secure City
- Provide employment and educational opportunities, services and activities that engage the City's young people.

Economic:

- Increase local education and training opportunities

Identity:

- Encourage active community participation and engagement

Leadership:

- Develop and empower our community leaders to determine, guide and advocate for the City's future

Organisational Excellence:

- Develop a strong brand of leading local government that meets community expectations

Attachment 1. Program Details

Conclusion

Implementing the RYDE Program in Mandurah and supporting local service providers to provide this to their clients is likely to increase the number of young people who get their drivers licence. Consequently this program could directly increase young people's ability to attend job interviews, gain employment, keep a job and even divert some young people away from crime.

RECOMMENDATION

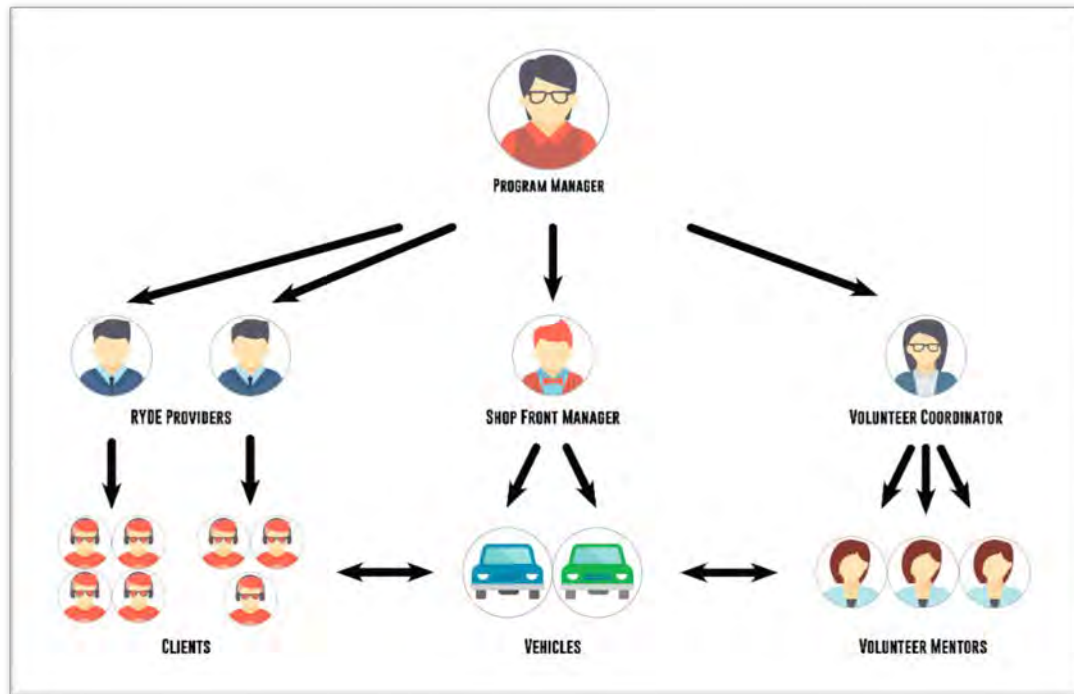
That Council:

- 1. Approves the implementation and delivery of the RYDE program in Mandurah in collaboration with other community stakeholders.**
- 2. Supports the car being maintained by the City of Mandurah which includes regular services and covered by insurance as per current fleet standards.**
- 3. Receive a report to council after 12 months of operation which will outline project outcomes for that period.**

ATTACHMENT 1

The Program Details

This diagram shows the key elements of the RYDE program and how they relate to each other.



The Program Manager, Shop Front Manager, Volunteer Coordinator and the RYDE Providers form the RYDE Consortium. They will collaborate to ensure best outcomes for clients, decide on best ways to evaluate the program and suggest improvements to the model. These key program elements, once in place will ensure success of the program and support true collaboration across the sector.

The Program Manager - Youth Development are committed to fulfil this role of overseeing the program; recruiting and inducting new RYDE Providers. Once operational, the estimated time commitment is about 2 hours per week.

The Shop Front Manager – Mandurah Library are keen to provide this function for the program. This involves holding the vehicle, iPad and car keys to give to Volunteer Mentors at appointments. GP Down South are also keen to discuss providing this role once their new premises have been completed. Employment Services Group have already committed to supplying an iPad for the program.

The Volunteer Coordinator - The Peel Volunteer Resource Centre has committed to fulfilling this role, subject to funding. They will recruit, train and supervise the Volunteer Mentors. PVRC recently submitted a grant application for SARC (Strong and Resilient Communities) through Department of Social Services in anticipation of the program going ahead and getting council support.

The RYDE Providers - There are many local services keen to be RYDE Providers. Their role is to assess their clients as being eligible, sign them up to the program and provide ongoing support through their learner driver journey.

The Vehicle - still needs to be sourced. Several organisations will be approached to donate a vehicle; e.g. Bendigo Bank, Lane Ford and Alcoa. Once a vehicle is provided, additional break system will be installed on the passenger side of the vehicle.

The Clients - are granted access to the system by a RYDE Provider. Each client is independently assessed by a driving instructor as able to drive to a certain standard before commencing with RYDE.

The Volunteer Mentors – will be sourced through Peel Volunteer Resource Centre. The mentor receives training around interacting with young people and the use of the iPad in their role. Mentors also have a session with a professional driving instructor. The distinction between the volunteer mentors who *supervise* and professional instructors who *instruct* is made clear.

Should the program be successful in Mandurah, the Consortium would like to explore options for other local government areas to be included e.g. Shire of Murray, Boddington and Waroona. The Shire of Murray have expressed interest in supporting the program in Mandurah with a view to expand once RYDE Mandurah proves successful.

The Software

- The client logs on to the system and chooses an available mentor and time. The fee to the young person is \$15 per session and must be paid at the time of booking (There is an option for the RYDE Provider to pay for the client on their behalf).
- Text reminders are generated automatically by the system: at the time of booking to client and mentor to confirm the appointment. At 8am the day before and 2 hours before the session.
- The iPad is collected from the Shop Front by the mentor at the beginning of every session. It contains session plans and a checklist of the driving activities that the client has been assessed as having been competent in. The mentor is able to make notes which can be seen by all mentor drivers.

Operational Expenses

All ongoing costs (fuel, website maintenance, automated texting system, increased insurance premiums, maintenance, excess for one minor incident per year, costs for training the volunteers, etc.) are covered by the \$15 per session fee. The vehicle needs to be booked 40% of the time in order to break even (although this increases to 60% if an insurance claim occurs due to accident in any given year)

Safety Considerations

The RYDE program has inbuilt safety features that support both the mentor and client in any given situation, whether that be an incident, accident or where either party feel unsafe

- An envelope is provided which contains a fare for a taxi, a SmartRider and other useful items in the event of an incident.
- The volunteer mentor must carry a mobile phone on them during the lesson
- The iPad contains instructions for various circumstances that may arise
- Clients are only accepted into the program via referral from a RYDE Provider, and must undergo a driving test with a professional instructor.
- The software has the functionality for Volunteer Mentors to 'hide' themselves on the system from any young person who they do not feel comfortable mentoring.
- When booking their session, clients can choose which volunteer mentor they prefer, in the time slots that are available.

Responsibilities

Specific responsibilities would be owned by different City teams:

- Youth Development are seeking to become the RYDE Program Manager
- Mandurah Library are seeking to support through being the meet up location for clients and mentors, managing vehicle availability and servicing, provide vehicle and keys and iPad to mentor.
- Fleet services can provide support through vehicle servicing and covering vehicle insurance. (Once the life of the vehicle has expired, a plan will be developed to source another vehicle).

8.	SUBJECT:	Lakelands Town Centre Activity Centre Plan
	CONTACT OFFICER/S:	Ben Dreckow
	AUTHOR:	Emily Hayward
	FILE NO:	ACP2

Summary

Council is requested to consider adopting for final approval Lakelands Town Centre Activity Centre Plan.

The objectives of the Activity Centre Plan are to:

- Provide a pedestrian orientated main street;
- Focus the centre on the town square;
- Provide an architectural and landscape response to the Mandurah Road elevation;
- Ensure shared use facilities within the recreation and education facilities; and
- Provide for community facilities in the built and open space environment.

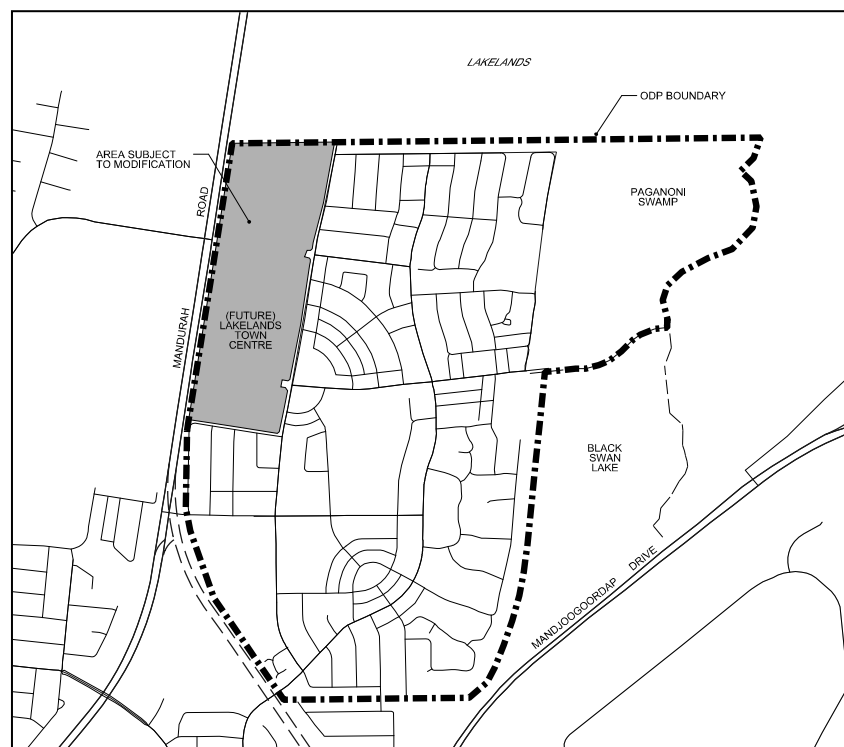
The draft Activity Centre Plan was adopted for advertising purposes by Council at its meeting held in August 2017 and subsequently advertised for public comment with submissions closing on 3 November 2017. No submissions were received and thus no modifications have been proposed to the Lakelands Town Centre Activity Centre Plan.

Council is now requested to consider the final adoption of the Lakelands Town Centre Activity Centre Plan for the purposes of forwarding to the Western Australian Planning Commission for approval.

Disclosure of Interest

Nil

Location



Property Details:

Applicant:	City of Mandurah
Owner:	Peet Mandurah Syndicate Limited
Scheme No 3 Zoning:	Urban Development
Peel Region Scheme Zoning:	Urban
Lot Size:	30.2 ha
Topography:	Relatively flat

Previous Relevant Documentation

- SP.14/7/14 29 July 2014 Council endorsed the Lakelands Activity Centre Structure Plan
- G.29/4/14 22 April 2014 Council adopted final approval to a modification to the Lakelands West Outline Development Plan.
- G.16/12/13 17 December 2013 Council adopted the Activity Centres Planning Strategy for final approval.
- G.30/3/13 26 March 2013 Council endorsed the Lakelands Shared Use School, Sport and Recreation Master Plan.
- G.21/11/07 20 November 2007 Council adopted the Lakelands West ODP for final approval.
- G.9/8/17 8 August 2017 Council adopted the Lakelands Town Centre Activity Centre Plan for the purposes of advertising.

Background

Council at its meeting of 8 August 2017, adopted draft Lakelands Town Centre Activity Centre Plan for the purposes of advertising.

The draft Activity Centre Plan sought to incorporate requirements for subdivision and development within the Lakelands Town Centre and proposed the creation of three key precincts, including;

- Commercial (Main Street) – incorporating commercial development fronting Main Street and the Lakelands Shopping Centre;
- Commercial (Freestanding) – incorporating freestanding commercial development along the Mandurah Road frontage; and
- Mixed Use – incorporating the residential frame surrounding the Town Centre.

The Activity Centre Plan also identified public spaces including the future public primary and high schools sites and recreational playing fields in accordance with the previously endorsed Activity Centre Plan.

The Activity Centre Plan seeks to maximise activation of Main Street by ensuring commercial development along the street frontage addresses the street, minimises crossovers, provides for passive surveillance and ensures car parking is located away from the street edge. Commercial development along the remaining street frontages are also required to address the street and corner lots shall have active frontages to both streets. The Activity Centre Plan also seeks to have a high standard in building design and architectural form through the use of variety in materials, projections from buildings and integration of art. A nil setback for all commercial development applies.

With respect to future residential development, the requirement for a Local Development Plan (LDP) to be prepared prior to the development of the residential frame has been carried through into the revised Activity

Centre Plan with the inclusion of additional guidance on the matters to be addressed within the LDP. These include:

- The designation of a minimum residential density of R50 and minimum scale of 2 storeys in addition to the maximum density of R-AC3, to ensure sufficient density within walking distance of the town centre to establish a sense of community and increase activity outside of normal business hours;
- The identification of lots that may be impacted by noise arising from the proposed tavern and the incorporation of Quiet House Design guidelines to ensure residential development complies with the relevant Australian Standards; and
- The provision of site and development standards to ensure buildings and streets are urban in form and provide for passive surveillance of streets and public spaces.

A mixed use zone has been applied to the residential frame which provides for a variety of land uses and a mix of housing types in order to provide for a transition between the commercial precincts and the existing residential areas of Lakelands. These include;

- Higher density residential at key entrance points, to provide transition from Main Street to residential;
- Residential land uses being permitted above ground floor only in Main Street Commercial and Free Standing Commercial to ensure other land uses are the priority and Residential is encouraged above creating more density; and
- The mixed use zone encourages residential and commercial uses being permitted, while considering retail, tourism and community uses as well.

In accordance with the Deemed Provisions for Local Planning Schemes, the Lakelands Activity Centre Plan was publically advertised for a period of 28 days. During the public consultation period no submissions were made and therefore no modifications have been proposed to the Activity Centre Plan.

Comment

As no submissions were received, no changes have been proposed to the Lakelands Activity Centre Plan. As no objections were received it is recommended the Activity Centre Plan be granted for final approval and forwarded to the Western Australian Planning Commission for approval.

Consultation

In accordance with the Deemed Provisions for Local Planning Schemes, the Lakelands Activity Centre Plan was advertised for 28 days.

Correspondence was sent to all landowners adjacent to the land subject to the Activity Centre Plan in addition to those landowners directly affected by the plan. Notification of the proposed Activity Centre Plan was also posted on the City's 'HaveYourSayMandurah' website. Advertising finished on 3 November 2017 with no submissions having been received.

Statutory Environment

The Lakelands Activity Centre Plan has been prepared in accordance with Part 5 of the Deemed Provisions for Local Planning Schemes under the Planning and Development (Local Planning Schemes) Regulations 2015.

One adopted by Council the Activity Centre Plan will be forwarded to the Western Australian Planning Commission for final approval. The approval of an Activity Centre Plan has effect for 10 years commencing on the day on which the Commission approves the plan.

Policy Implications

State Planning Policy 4.2 – Activity Centres for Perth and Peel provides guidance for the preparation of an Activity Centre Plan. The Lakelands Activity Centre Plan is consistent with the provisions of this policy.

Economic Implications

The development of the town centre represents a significant investment in the northern corridor of Mandurah. Whilst this is generally meeting consumer demand, nonetheless, it represents a commitment to localised employment for these northern suburbs.

Strategic Implications

The following strategies from the *City of Mandurah Strategic Community Plan 2013 – 2033* are relevant to this report:

Social:

- Provide a range of social, retail, recreational and entertainment experiences for the City's residents and visitors.

Organisational Excellence:

- Deliver excellent governance and financial management.

Conclusion

The Lakelands Activity Centre Plan has been reviewed as part of the City's planning and policy review, with modifications proposed in order to update the plan and ensure consistency across all activity centres/precincts within the City of Mandurah. The proposed modifications include the provision of greater detail to guide the future subdivision and development of the Lakelands Town Centre.

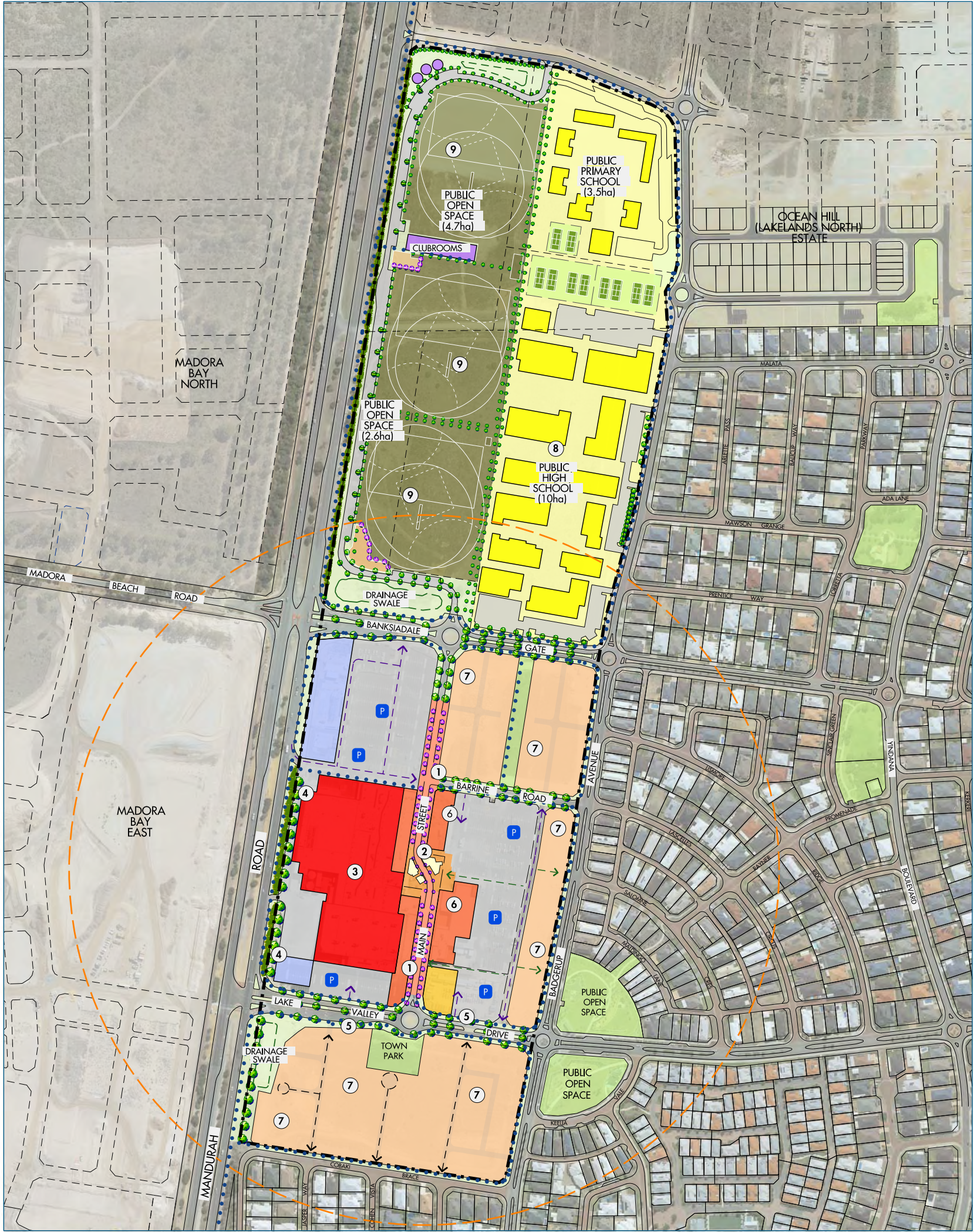
The revised Lakelands Activity Centre Plan has been prepared in accordance with State Planning Policy 4.2 – Activity Centres for Perth and Peel and in accordance with the requirements of Part 5 of the Deemed Provisions for Local Planning Schemes, Council is requested to consider the adoption of the Lakelands Activity Centre Plan for final adoption.

NOTE:

- Refer **Attachment 1** *Lakelands Activity Centre Plan*

RECOMMENDATION

That Council resolves to adopt the Lakelands Town Centre Activity Centre Plan (ACP2 – Dated August 2017) for the purposes of forwarding to the Western Australian Planning Commission for approval in accordance with Part 5 Clause 36 (2.e) of the Deemed Provisions for Local Planning Schemes.



Sub-Precincts

- Core Retail
- Main Street Commercial
- Free-Standing Commercial
- Community Centre
- Mixed Use (Subject to LDPs)
- School Site

Land uses and sub-precincts are indicative only.

Public Spaces

- Town Square
- Town Parks
- Active Recreation

Overlays

- Core Parking Areas
- Main Street
- Access Street
- Vehicle Accessway / Car Park Entry
- Pedestrian Accessway
- 400m Walkable Catchment
- Shared Path Network

Activity Centre Plan Boundary

All details shown on the Activity Centre Plan are indicative only and subject to further detailed design.

Details shown on the Activity Centre Plan that are outside the Activity Centre Plan require separate approvals as required by the local planning scheme.

Activity Centre Plan Vision

To create a pedestrian orientated town centre with an active main street and town square to service the retail, social and recreational needs of the wider residential catchment.

Activity Centre Plan Purpose

To fulfill the requirements of an Activity Centre Plan as required by State Planning Policy 4.2 (Activity Centres for Perth and Peel) and Part 5 of the Deemed Provisions of the Local Planning Scheme

Key Priorities

- Providing a pedestrian orientated main street
- Focusing the centre on the town square
- Providing an architectural and landscape response to the Mandurah Road elevation
- Ensuring shared use facilities within the recreation and education facilities
- Providing for community facilities in the built and open space environment

Plan Notes

- The main street being a publically accessible street designed to have a compact and fine grain urban form with on-street parking, outdoor dining spaces, street furniture, street trees and landscaping, with awnings and colonades for pedestrian weather protection
- The town square being the 'heart' of the centre, designed to be a natural meeting place and accommodating a range of activities, public art, outdoor dining and street furniture with emphasis of shopping centre having key entry point adjacent to the square
- Retail centre being a 'District Centre' size providing for a range of retail and shopping experiences, with a built form that addresses the main street and public spaces through architectural features, external access points, and colours and materials
- Built form of retail centre adjacent to Mandurah Road using a mix of architectural design features and hard and soft landscaping treatments to soften the edge effects of the rear elevation and servicing core
- Lake Valley Drive being the southern gateway to the town centre. Intersection with the main street providing for pedestrian priority, built form to frame the entry to the town centre and town park at southern side with residential surrounding
- Main Street Commercial tenancies to provide for a night time economy for the town centre that may include tavern, restaurant and entertainment uses
- Mixed use frame providing for a range of housing options that responds to the town centre and provides a transition from existing residential areas of Lakelands, including higher density residential at key entrance points, addresses public spaces, streets and car parking areas.

Quiet House Design Requirements are required for residential development within proximity to the Tavern together with Notification on Titles. An acoustic report outlining recommendations must be prepared to achieve an internal environment that complies with Australian Standard AS 2107:2000 "Acoustics Recommended Design Sound Levels and Reverberation Times for Building Interiors."

- Public high school designed to integrate with the town centre and adjoining recreation space, with school fencing located to provide for after hours community use of shared use facilities, including indoor recreation, outdoor courts and parking areas. Toilets / Changerooms within indoor recreation to service southern oval.
- District Open Space providing for three 'Active Recreation Templates' that can accommodate a combination of ovals and rectangular pitch provision with clubrooms to accommodate meeting / function space and changerooms to service northern recreation spaces.

District Open Space achieved through shared use with high school (2.7ha), primary school (0.5ha), public open space from Lakelands West (2.6ha) and Lakelands North (4.7ha)

Plan compiled from following sources:

Town Centre Master Plan: Roberts Day
Retail Design: Buchan Group
Residential Frame: Studio 53
Landscape Masterplan: Place Laboratory
High School Master Plan: Mode
Recreation Master Plan: City of Mandurah



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9.	SUBJECT:	Local Planning Policy 4 Canal Waterway Structures Modification No 2 –Final Adoption
	CONTACT OFFICER/S:	Ben Dreckow
	AUTHOR:	Emily Hayward
	FILE NO:	LPP4

Summary

Council is requested to consider the Modification No 2 to Local Planning Policy No. 4 – Canal Waterways Structures for final adoption. This revised policy seeks to replace existing LPP11.

The policy provides a framework for the assessment and approval of jetties and boat lifting structures within the artificial canal waterways. The key content modifications from the existing policy is to exempt boat lifting structures (excluding davits) from the need to obtain development approval where all the requirements of the policy have been met.

The modified policy has been advertised for comment and a number of submissions having been received, however they do not raise issues relevant to the provisions of the policy. It is recommended that Council adopt the draft policy for final adoption.

Disclosure of Interest

Nil

Previous Relevant Documentation

- G.8/9/17 12 September 2017 Local Planning Policy 4 – Canal Waterways Structures Modification No 2 – for advertising purposes
- G.51/11/09 24 November 2009 Local Planning Policy 11 – Canal Waterways Structures – Modification No 1 Final Adoption

Background

In September 2017, Council adopted draft Local Planning Policy No 4: Canal Waterways Structures for advertising purposes. The draft policy was prepared to replace the existing policy; Local Planning Policy No. 11; Canal Waterways Structures. The draft policy proposed the following changes and additions:

- The exemption of boat lifting structures (excluding davits) from the need to obtain development approval when meeting all requirements of the Local Planning Policy. The exemption of boat lifting structures has been proposed due to applications being compliant more frequently and a reduced amount of development applications for canal waterway structures (jetties and boat lifters) from 2015 to 2016. Where a boat lifting structure does not meet the requirements a standard development application will be required with advertising as per the Local Planning Policy being 21 days.
- The addition of a 'Sea Pen' definition within the interpretation section of the policy being: a floating structure designed to dry dock a vessel at water level, without raising the vessel above the surface of the water. The inclusion of the definition has been proposed to differentiate a sea pen from a floating boat lifter as a sea pen has no lifting mechanisms and drains water from the pen. The draft policy exempts sea pens subject to requirements of the policy.
- The addition of an ability for jetties to have a 2.0m minimum setback to cadastral boundaries subject to neighbour consultation and assessment by marine officers. A 2.0m buffer zone will help in defining the space available for a jetty to be placed, as well as keeping the current jetty length allowance.
- The addition of a requirement for davits to obtain development approval and the inclusion of a requirement for neighbour consultation for this form of structure. As davits are generally bulky in

nature and have a stand out effect, development approval and neighbour consultation will be required to ensure the proposed davit meets requirements and does not pose any issues to the canal wall or the amenity of the canal.

- The addition of Mandurah Ocean Marina specifications on mooring types and boat lifters. As the Mandurah Ocean Marina Outline Development Plan is to merge into the proposed Mandurah Strategic Activity Centre Plan, the waterways requirements currently in the Mandurah Ocean Marina Outline Development need to be included in this Local Planning Policy. No changes have been made to the specifications.

Comment

Following Council's adoption of the modifications to the policy in September 2017, the policy was subsequently advertised for public comment; with letters sent to all canal property owners, relevant residents and canal owners associations and information placed on the City's website 'HaveYourSayMandurah'.

The draft Local Planning Policy was advertised for a period of 28 days and with submissions closing on 3 November 2017. Two submission was received, however both stating no objection:

- Department of Transport:

Following a review of the, the Department of Transport, Maritime Planning has no comments or queries re the Proposed Draft replacing existing Local Planning Policy No 11.

- Port Mandurah Residents Association:

No objections to this draft policy, and welcome neighbour consultation with the following comments:

Please note that MPRA has a stated position that:

1. *the jetty licensing position is unacceptable whilst administered by the Department of Transport.*
2. *the incorrect interpretation by the City of Mandurah of the developer's designated boat size, which has been clearly articulated to the City in writing on previous occasions, making the 'mooring types' inappropriate and misleading.*

Whilst the above does not outline objections to the policy, the designated boat size provided on mooring and canal detail plans are a result of the design width of the canal, but there are no specific restrictions in the type and length of vessel that can traverse the canals other than physical (width and height of bridges) and regulatory (speed). This additional enforcement is not required from the City's perspective. The mooring of a boat within a mooring envelope is dictated by the width of the lot.

As a result, no further changes have been proposed to the draft policy. Therefore, Council is requested to adopt the draft policy for final approval.

Consultation

As outlined above.

Statutory Environment

Local governments may prepare Local Planning Policies under Part 2, Division 2 of the Deemed Provisions for Local Planning Schemes in respect to any matter related to the planning and development of the scheme area. Through a local planning policy, Council has the ability to exempt certain forms of development from the need to obtain development approval.

Under the Deemed Provisions for Local Planning Schemes, the draft policy is required to be advertised for a period of not less than 21 days prior to being brought back before Council for final approval.

Following the expiry of the submission period the local government may resolve to:

- (a) Proceed with the policy without modifications; or
- (b) Proceed with the policy with modifications; or
- (c) Not proceed with the policy.

Should Council adopt the proposed Local Planning Policy for final approval, Clause 4(4) of the Deemed Provisions for Local Planning Schemes requires the publication of a notice in a newspaper circulating the Scheme Area. The policy will take effect from the date of publication.

Policy Implications

The preparation of this policy is one component of a more comprehensive review of the City's planning framework. The proposed revisions will refine and update the existing policy framework in line with the current regulations and proposed Town Planning Scheme No. 12 as well as reduce the overall complexity of the framework.

Economic Implications

The draft policy seeks to reduce the number of circumstances where development approval will be required for canal waterway structures which would result in less revenue being received in the form of planning fees.

In 2016 the City received 36 development applications for canal waterway structures (being jetties, mechanical boat lifters and floating boat lifters) and in 2015, 56 applications for signs were received. The majority of these development applications attract a minimum planning fee of \$147 as currently prescribed under the Planning and Development Regulations 2009 (Part 7 Local Government Planning Charges).

Strategic Implications

The following strategy from the *City of Mandurah Strategic Community Plan 2013 – 2033* is relevant to this report:

Identity:

- Encourage active community participation and engagement.

Conclusion

Draft Local Planning policy 4: Canal Waterways Structures seeks to update current policy and reduce the need for development approval where boat lifting structures meet the minimum requirements as outlined in the policy. Additional information on sea pens and davits has also been provided. The draft policy was advertised for public comment with no objections having been received. Council is now requested to adopt the draft local planning policy for final approval.

NOTE:

- Refer **Attachment 1 Draft Local Planning Policy: Canal Waterways Structures**

RECOMMENDATION

That:

In accordance with Schedule 2, Part 2, Clause 3 of the Deemed Provisions for Local Planning Scheme Regulations 2015, Council resolves to proceed with Local Planning Policy No. 4 – Canal Waterways Structures (Modification No 2), and publish a notice in the local newspaper giving effect to the policy.



City of Mandurah Local Planning Policy

LPP4 Canal Waterways Structures

Modification No 2

**Draft for Council Adoption
September 2017**

1. Introduction

1.1 Policy Objectives

The objective of this policy is to provide regulation over structures proposed within artificial canal waterways to ensure that:

- (a) Proposed waterway structure will not have any adverse impacts with regards to amenity and environmental sensitivity;
- (b) The construction of waterway structures maintains navigability in order to sustain safe and useable waterways;
- (c) Waterways structures are used only in association with water-based recreational activities;
- (d) The proliferation of waterway structures is controlled to avoid the alienation of public waterways and to maintain their aesthetic value; and
- (e) The assessment and approval process for the construction of a waterway structures is consistent and clearly identified.

1.2 Background

- (a) Local Planning Policy 4 Canal Waterways Structures replaces Local Planning Policy 11 Clause 6(a) of Deemed Provisions for Local Planning Schemes ('**deemed provisions**').
- (b) As per the Peel Region Scheme, the following development on reserved land does not require the planning approval of the Commission:

The erection, construction, maintenance, improvement or alteration of a jetty or associated structure (including boat lifting device or mooring pile) within an artificial waterway except where the jetty or associated structure –

 - (i) *Does not comply with a policy in regard to such structures that is adopted by the relevant local government; or*
 - (ii) *Is situated within the Dawesville Channel or on a regionally significant waterway identified by resolution of the Commission for the purposes of this provision.*
- (c) The Peel Region Scheme Boating Facilities Policy applies to jetties and related development within the natural waterways of the Peel Region.

1.3 Application of the Policy

- (a) This Local Planning Policy is prepared, advertised and adopted pursuant to Part 2 Division 2 of the Deemed Provisions
- (b) Clauses 61(1)(i) and 61(2)(e) of the Deemed Provisions outline that Development Approval is not required for development works or the use of land where specified in a Local Planning Policy.

This Local Planning Policy does specify forms of development that do require development approval.

- (c) Clause 3(5) and Clause 67(g) of the Deemed Provisions state that the local government is to have due regard to a local planning policy in making a determination under the local planning scheme and applications for development approval.

1.4 Interpretations

- 'Davit'** means a structure that is located on top of the canal wall and is capable of mechanically moving a vessel from the waterway on to the dry lot.
- 'Jetty Envelope'** means a designated area as identified by the endorsed civil engineering deposited plan for the subject property in which the jetty is to be wholly constructed and contained within.
- 'Mechanical Boat Lifting Structure'** means a solid metal structure, constructed on pylons, which lifts a vessel out of the water.

'Mooring Poles' means solid poles used to secure a vessel ensuring it does not drift from the mooring envelope.

'Mooring Envelope' means a designated area as identified by the endorsed civil engineering deposited plan for the subject property in which any mooring pile, boat or boat lifting structure is to be wholly constructed and contained within. The mooring envelope serves as the designated area for the storage and mooring of any permitted vessel.

'Primary walkway' means the jetty walkway that the vessel is moored at.

'Secondary walkway' means the jetty walkway which isn't supporting the mooring of a vessel.

'Sea Pen' means a floating structure designed to dry dock a vessel at water level, without raising the vessel above the surface of the water.

2. Jetties

2.1 Assessment Criteria

All jetties shall be subject to the following criteria:

- (a) Jetties to be wholly located within the approved jetty envelope as per the plans for canal estates approved by the City of Mandurah and/or the Department of Transport;
- (b) Jetties shall not unduly impact on the navigability, accessibility and useability of the canal waterway;
- (c) Jetties shall not unduly impact on the amenity of the canal waterway and/or surrounding properties;
- (d) No jetty structure shall be permitted to place a horizontal surcharge on the canal wall. The application must be endorsed by a suitable qualified engineer to verify that no horizontal surcharge shall be placed on the canal wall upon construction of the jetty;
- (e) No more than one jetty shall be constructed within any one jetty envelope unless agreed upon in writing by the City of Mandurah;
- (f) Jetty shall not be used for any purpose other than to access a moored or stored vessel; and
- (g) Jetties are not to be roofed (permanently or temporarily) or have structures built on them (i.e. patios, pergolas, shade sails, tarpaulins etc.).

2.2 Jetty Design Requirements

Jetties are to be designed in accordance with the following criteria, unless otherwise prescribed in Section 5 Specific Location Requirements:

- (a) The configuration is to be one of the following arrangements:
 - Finger shaped;
 - 'T' shaped;
 - 'L' shaped; or
 - Land Backed.
- (b) The primary walkway is to have a maximum length of 15 metres (subject to the size and dimensions of the approved jetty envelope);
- (c) The primary walkway to be a minimum width of 0.9m and maximum width of 2.0m;
- (d) Any secondary walkway shall be a minimum width of 0.6m and maximum width of 2.0m; and
- (e) A 2.0m minimum setback to property boundaries subject to compliance with the jetty envelope, if proposal varies this neighbour consultation and marine officer assessment will occur.

2.3 Approvals and Assessment

- (a) Development Approval for the construction of jetties is **not** required where the design is consistent with the Assessment Criteria set out in section 2.1 and the Design Requirements set out in section 2.2.

Note: *All jetties require a Building Permit from the City of Mandurah and a Jetty Licence from the Department of Transport.*

- (b) Applications seeking a departure from the provisions of Section 2.2 require Development Approval and are subject to the assessment criteria outlined in section 2.1.

This assessment may include the need for the proposal to be subject to advertising in accordance with Clause 64 of the Deemed Provisions for Local Planning Schemes.

2.4 Jetty Arrangement Plans (JAPS)

The need for shared jetty arrangements is to be considered as part of Grouped and Multiple Dwelling Developments in Canals or subdivision for small lots.

This information will be as a Jetty Arrangement Plan (JAP) which shall address information pertaining to the location, design and dimensions of jetties, mooring envelopes and the allocation of boat pens.

JAPs shall be subject to the following criteria:

- (a) No more than one jetty per dwelling will be permitted. Where possible, arrangements should be made for jetties to be shared between dwellings;
- (b) Where a jetty is shared between two or more dwellings, no **mechanical** boat lifting structures will be permitted;
- (c) Floating boat lifting structures may be considered subject to compliance with section 3 of this policy as per the boat pen allocations identified on the JAP;
- (d) All jetties shall be of the same or similar configuration;
- (e) All mooring pile locations will be indicated on the JAP;
- (f) A minimum separation distance of 9 metres is provided between the nearest points of each jetty; and
- (g) The navigability of boats for the JAP and surrounding landowners will be considered as part of any proposed JAP application.

Note: *Consultation with Department of Transport maybe required to confirm navigation ability and safety within the canal waterway can be maintained.*

A JAP shall be subject to a Development Approval which may be considered in conjunction with the assessment of the development or subdivision of the lot.

3. Boat Lifting Structures

3.1 Assessment Criteria

All boat lifting structures s Jetties are to be designed in accordance with the following criteria, unless otherwise prescribed in Section 5 Specific Location Requirements:

- (a) Prior to a boat lifting structure being considered for approval, any associated jetty shall be constructed or otherwise approved by the City of Mandurah and licensed by the Department of Transport;
- (b) The boat lifting structure to be wholly located within the designated mooring envelope as per the plans for canal estates approved by the City of Mandurah and/or the Department of Transport;
- (c) All boat lifting structures are to be located adjacent or attached to a jetty.

Where the associated jetty does not conform to a configuration identified in Clause 2.2, the location of the boat lifting structure shall be assessed on its merits.
- (d) No more than one boat lifting structure per jetty will be permitted, unless otherwise approved through a Jetty Arrangement Plan;
- (e) No boat lifting structure shall place a horizontal surcharge on the canal wall;
- (f) The boat lifting structure shall not unduly impact on the amenity of adjoining owners;

- (g) The boat lifting structure shall not unduly impact on, or impede the navigability, accessibility and useability of the canal;
- (h) The boat lifting structure shall be designed and finished to an acceptable standard, which is in keeping with the general amenity of the canal estate.

3.2 Boat Lifting Structure Design Requirements

- (a) The boat lifting structure must be located adjacent or attached to an associated jetty;
- (b) The boat lifting structure shall be no higher than 1 metre (when installed and in operation) above the height of the jetty deck;
- (c) Vessels being lifted by the boat lifting structure shall be limited to 8 metres in length (measured from the extremes of the vessel);
- (d) The keel of any vessel being lifted shall be no higher than 0.6 metres AHD at any time once the boat lifter is in operation; and
- (e) No part of any vessel being lifted shall be higher than 3.0 metres AHD at any time once the boat lifter is in operation; and
- (f) Mechanical boat lifting structures shall achieve a minimum setback of 4.5 metres to all side boundaries of adjacent mooring envelopes.

3.3 Approvals and Assessments

- (a) Development Approval for the construction of boat lifting structures is **not** required where the design is consistent with the Assessment Criteria set out in section 3.1 and the Design Requirements set out in section 3.2.
- (b) Applications seeking a departure from the provisions of Section 3.2 require Development Approval and are subject to the assessment criteria outlined in Section 3.1.

This assessment may include the need for the proposal to be subject to advertising in accordance with Clause 64 of the Deemed Provisions for Local Planning Schemes.

- (c) Notwithstanding the above, all Davits require development approval and will be subject to advertising in accordance with Clause 64 of the Deemed Provisions for Local Planning Schemes, with the following to apply:
 - (i) No boat is to be left suspended from the Davit at any time;

4. Mooring Poles

4.1 Design Requirements

Mooring Poles are to be designed in accordance with the following criteria:

- (a) Shall have a maximum height of 2.0m AHD;
- (b) The top 300mm are painted white or have a reflective tape provided;
- (c) No more than four mooring piles are within any one mooring envelope; and
- (d) Mooring piles and associated envelope areas, are not roofed (permanently or temporarily) or have structures built on them (i.e. patios, pergolas, shade sails, tarpaulins).

4.2 Approvals and Assessment

Development Approval for the construction of mooring poles is **not** required where the design is consistent with the Assessment Criteria set out in section 4.1.

5. Specific Location Requirements

5.1 Mandurah Ocean Marina

5.1.1 Summary

Precinct 1 (Residential/Mixed Use)

- (a) Generally lots with waterway frontage have mooring type A, with the exception of:
 - (i) Lot 246 has mooring type B.
 - (ii) Lot 247 has mooring type C.
- (b) Boat lifters of any type are not permitted

Precinct 2 (Residential)

- (a) Lots fronting a Venetian waterway have a mooring type A, with the exception of:
 - (i) Lots fronting marina (Lots 259-268; Lot 320) have mooring type D.
 - (ii) Lot 270 has mooring type E.
- (b) Boat Lifters of any type are not permitted.

Precinct 6(A) (Tourist/Residential/Mixed Use)

- (a) Lot 315 has mooring type E.
- (b) Boat lifters of any type are not permitted.



5.1.3 Mooring Types

Type A

Lots 196 to 223, 238, 240 to 245, 248 to 258, 273, 276, 279, 281 to 286.

- Power boat or rowing craft.
- Maximum boat length 6m.
- Mooring shall be directly at waterway edge wall and timber chafers, attached to the edge wall, have been provided.
- Additional mooring (and fender) piles may be installed by the lot owner within the mooring envelope shown on the type A drawings. Alternatively the lot owner may make their own arrangements with the neighbouring lot owner to share the cost and the use of a 'joint use' mooring (and fender) pile shown on the drawing.

Type B

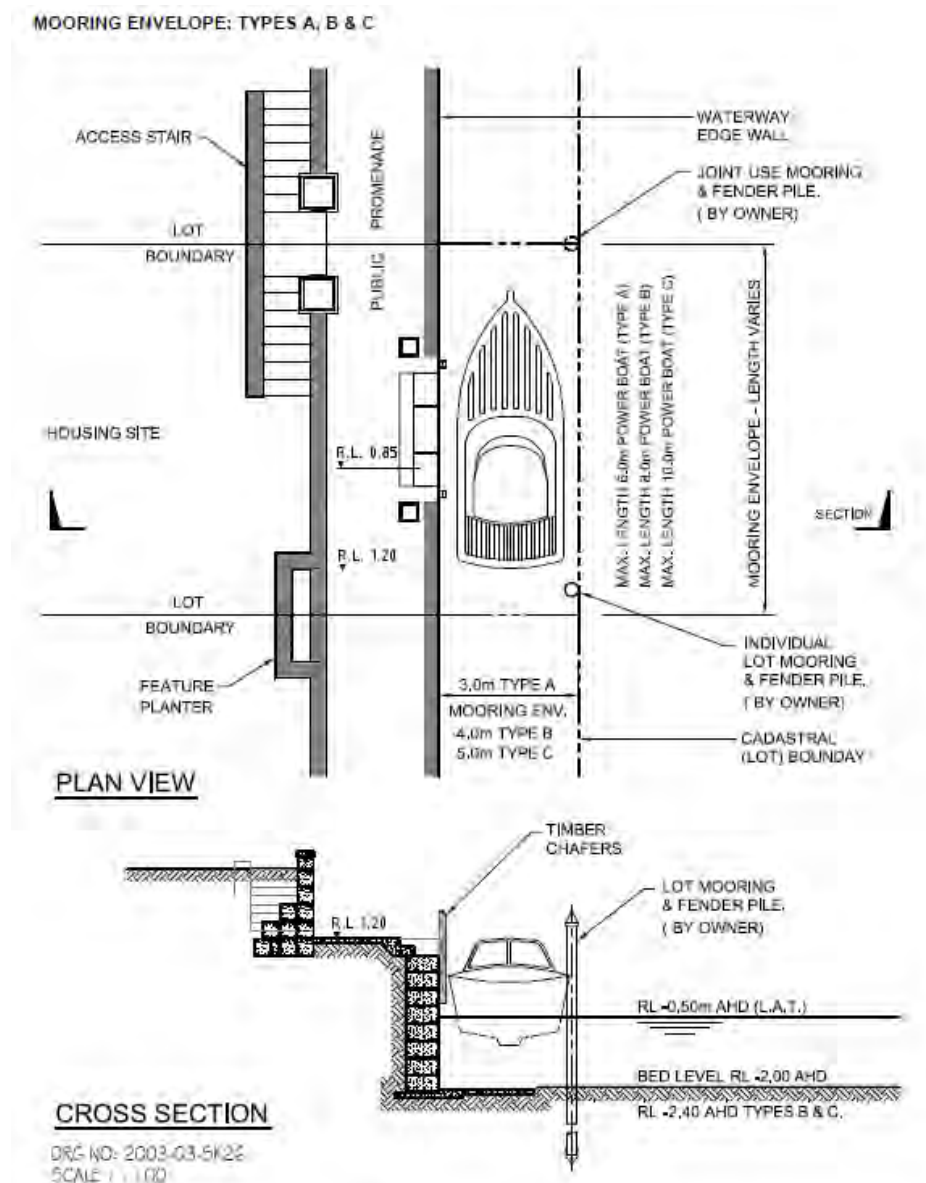
Lot 246

- As for type A except maximum boat length 8m.
- Additional boat fenders, or chafer upgrade, shall be provided by the lot owner to accommodate the type and size of boat to be moored. The mooring chafers attached to the waterway edge wall are intended for a boat of a maximum length of 6m.

Type C

Lot 247.

- As for type A except maximum boat length 10m.



Type D

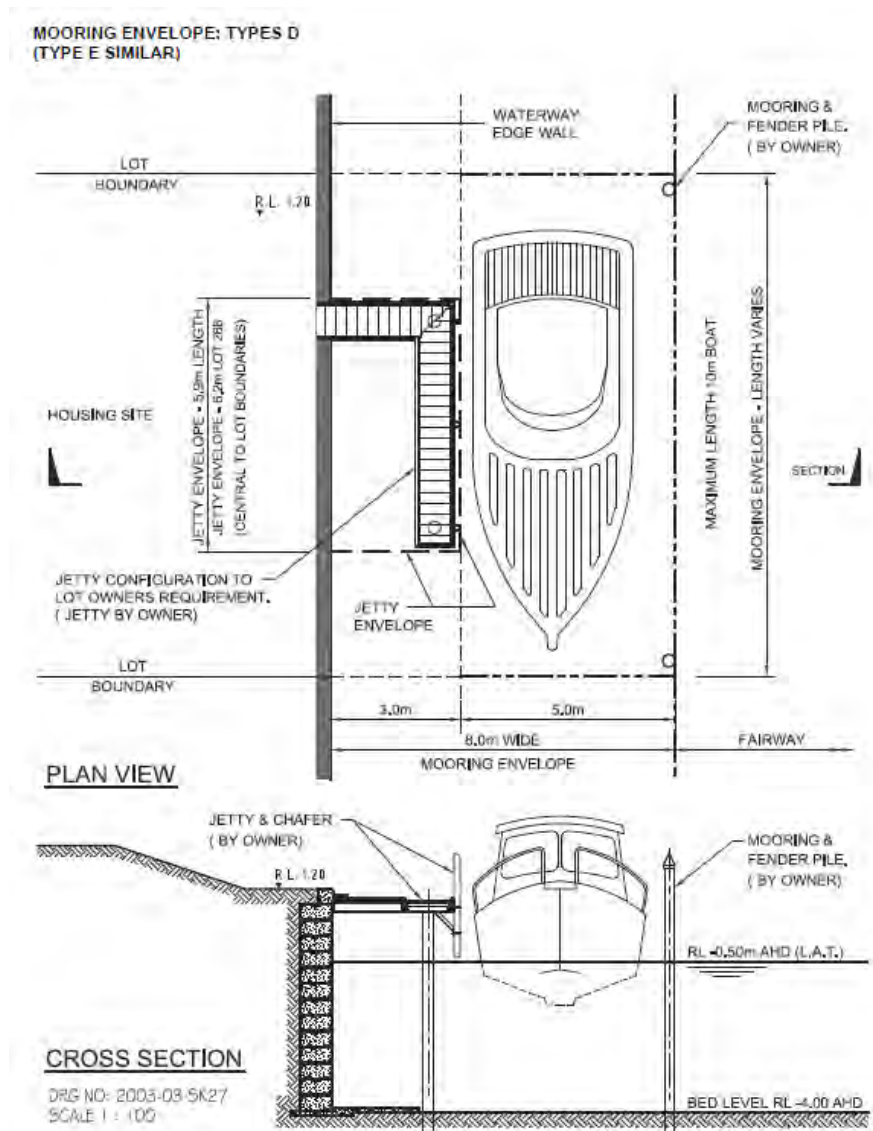
Lots 259 to 268, 320.

- Power or sail boat.
- Maximum boat length 10m to be moored within the mooring envelope shown on the type D drawing.
- Mooring shall be remote from the waterway edge wall at a jetty to be constructed by the lot owner within the jetty envelope shown on the type D drawing.
- Approval from the City of Mandurah for the construction of the jetty and a jetty licence from the Department of Planning and Infrastructure (DPI), prior to construction of the jetty is required.
- Mooring piles may be installed by the lot owner within the mooring envelope.

Type E

Lots 270 and 315.

- As for type D except that the mooring space provided on the northern side of these lots is classed 'Group Mooring' which may accommodate a number of boats at a common (or individual) jetty.
- Approval from the City of Mandurah for boat mooring configurations within the envelope and a jetty licence from DPI, prior to the construction of the jetty shall be obtained by the lot owner.
- Lot 270 has one additional type A single boat mooring at the location shown on the drawing.
- Lot 315 has three additional type A boat moorings, combined together as a 'group mooring'.



5.2 Southport Canals

No Jetties or Boat Lifting Structures shall be permitted within the Southport Canals due to the design configuration and width of the canal.

Chafers are provided on Canal Walls.



10.	SUBJECT:	Trading Permits Guidelines – Adoption
	CONTACT OFFICER/S:	Ben Dreckow
	AUTHOR:	Nicola Leishman
	FILE NO:	

Summary

Following the adoption of the *City of Mandurah Local Government Property and Public Places Local Law 2016* and a review of the current policy and procedures relating to activities being undertaken on public land, new trading guidelines have been prepared and, if approved, will replace the City of Mandurah's Trading in Public Places Policy (POL-ECD02).

The proposed Guidelines deal with both Commercial and Aquatic Operators and Mobile Traders, specifying differing application and assessment provisions in an attempt to create an application process which is more streamlined and easier to administer. Processes currently undertaken by various different sections will be consolidated into one application, referral and assessment process. This will provide greater clarity for operators.

Consistent with Council's endorsement of its position on Trading Permits in April 2017, the Guidelines include plans to indicate where activities may be appropriate. In the event that significant interest is generated, an annual 'Expression of Interest' process has been introduced to consider all proposals collectively and annually.

Nine trading zones have been designated (for Mobile Traders) to encourage outdoor, unique and high quality food vending activities in a manner that improves the access, usage, quality and image of the City's public realm.

Council is now requested to adopt the Trading Permit Guidelines and revoke the existing Trading in Public Places Policy (POL-ECD02).

Disclosure of Interest

Nil

Previous Relevant Documentation

- G.12/10/17 10 October 2017 Council approved trading permits for Jet X-treme, Stag Watersports and Eco BBQ boats for a period of 3 years;
- G.35/5/17 23 May 2017 Council approved a trading permit for Pirate Ship Mandurah for a 5 year period;
- G.10/4/17 11 April 2017 Council endorsed the preparation of Guidelines for the Assessment and Approval of Trading Permits to replace the existing Trading in Public Places Policy;
- G.18/2/16 9 February 2017 Council adopted the draft *Local Government Property and Public Places Local Law 2016* for advertising;
- G.41/8/09 18 August 2009 Council acknowledged existing Recreation Hire Sites and approved new locations with recommended uses to include 24 sites in total.

Background

In April 2017, Council endorsed a number of key actions arising from the existing policy and approval process for Trading Permits to cover the following key outcomes:

- (a) Integrate the Commercial Recreation Hire Sites approval processes and policy provisions within the approval requirements for Trading permits;
- (b) Identify a hierarchy of trading operations and apply guidelines, fee structure and delegation arrangements to this hierarchy; and
- (c) Remove restrictions for all trading on the Eastern Foreshore, but include a plan (or plans) where activities may be appropriate and assist in coordinating multiple operators to provide a balanced outcome for the use of the foreshores. In the event that significant interest is generated, introduce an annual 'Expression of Interest' process such all proposals can be considered collectively.

Mobile Food Vendors were to remain prohibited on public land within the Eastern Foreshore, Mandurah City Centre and Mandurah Ocean Marina, due to the existing businesses operating in those locations.

The existing policy framework for trading in public places states that all trading activities (including food vendors) are not permitted to trade from the Eastern Foreshore, and itinerant (mobile) food vendors are not permitted to trading the City Centre and Mandurah Ocean Marina due to "safety concerns". This policy position has been in place since at least 2001 and its form and function has generally been to provide a framework for mobile food vendors (such as ice-cream and take-away food vans that drive around).

In recent times, specific requests to grant approvals such as boat tour operators, water based operations (such as 'Jet X-Treme'), BBQ boats, tourist trains and 'Segway' tours have utilised a range of approval process such as trading permits and non-exclusive jetty licences, and have been determined by Council upon receipt of a request from an operator.

At the present time, approximately 11 Trading Permits are in operation and they include some of the activities listed, in addition to a number of mobile food and coffee vans, some of which use a specific location and others that drive around and can operate on most roads (except the major roads which are restricted in the current Policy).

In addition, Council currently has 24 'Recreation Commercial Hire Sites' for aquatic activities to take place in designated locations. For the approved locations, operators are currently required to enter into a licence agreement with the City, which is separate to the above mentioned approval processes. The current operative Recreation Hire Sites include the following:

Trading Name	Location	Purpose
Mandurah Stand Up Paddle Pty Ltd	Keith Holmes Reserve	Stand-up Paddle Board Hire
Stag Water Sports	Dawesville	Jet Ski Hire
Just 4 Fun Aqua Park	Western Foreshore	Aquatic Inflatable hire
Adventure Kiting WA	Novara Foreshore	Kite Surfing Lessons
Mandurah Surf Lessons	Pyramids Beach	Surfing Lessons
Kayaks 4 U	Western Foreshore	Kayak and Canoe hire

Notwithstanding the above, a number of operators have exclusive leases for water space or buildings.

Larger operations that require lengthy tenure such as Bouvard Cruises, Mandurah Ferry Cruises and Mandurah Dolphin Cruises have Non-Exclusive Jetty Licences and these operators are not proposed to be included in modified guidelines. Further other activities within Mandurah Ocean Marina such as Mandurah Houseboats, Blue Manna and Mandurah Boat Sales with Exclusive Land, Jetty and Seabed leases will continue under current arrangements.

Following the adoption of the *City of Mandurah Local Government Property and Public Places Local Law 2016* and a review of the current policy and procedures relating to activities being undertaken on public land, new trading guidelines have been prepared. If adopted, the proposed Trading Permit Guidelines will repeal the current Trading in Public Places Policy (POL-ECD02).

Comment

With an economy that is based upon tourism and hospitality, Mandurah and the Peel Region must maintain a strong focus on reasons to visit and attractions which encourage people to enjoy new experiences. Mandurah has the physical environment and capacity to host a range of recreation and leisure pursuits, that showcase, promote and engage Mandurah to both residents and visitors.

Through the provision of Guidelines for the assessment and approval of Trading permits, to deal with both Commercial and Aquatic Operators and Mobile Traders, Council provides the opportunity for commercial operators to offer a range of pursuits. The proposed Guidelines specify differing application and assessment provisions in an attempt to create an application process which is more streamlined and easier to administer, consolidating processes, currently undertaken by various different sections, into one application, referral and assessment process. This will provide greater clarity for operators.

Whilst the final permit or approval process is somewhat simplified at the back-end, each proposal will have its own unique and particular requirements such as transport, navigation and water approval requirements, noise, infrastructure issues, set up/set down procedures and storage. An internal referral process will be required (similar to that of a development application process) to seek the input of various teams and sections of the City.

Annual permits with relevant conditions will be issued accordingly, under delegated authority, upon receipt of appropriate insurances, confirmation of relevant state agencies approvals and payment of relevant permit fees. Conditions on permits will cover matters such as:

- The area the approval extends to;
- General operating days and hours (which excludes City events, Christmas Day and Good Friday);
- Ensuring that the operations do not conflict with other relevant local laws (such as *Jetties, Waterways and Marina Local Law 2011*);
- Ensuring the operations ensure pedestrian priority is maintained;
- No modifications to any City infrastructure will be permitted in order to allow the operation to proceed; and
- If the activity to impact upon the operations of the City in terms of infrastructure maintenance, replacement or construction and/or the conducting of City events, the trading activity is to cease. They will be able to be part of the event as per standard practice for stallholders and operators within the events.

The Guidelines provide the opportunity for the City to cancel, suspend or modify the terms of any permit (where necessary) in circumstances such as where the trading activity is likely to impact upon the operations of the City of Mandurah or its contractors or agents in terms of infrastructure maintenance, replacement or construction and/or the conducting of City of Mandurah Events. If concerns are raised by local businesses or the community on the operation or location of the operator, the City may require the operator to relocate or cease trading temporarily or permanently from any chosen location. Equally, a trading permit may be cancelled if the permit holder has not complied with the conditions of the permit or the provisions of any Local Law related to the activity.

To assist in the City's maintenance and management of reserves and open spaces, the City's Reserve Booking System will register the locations which have current permit approvals, as this approach will assist operators gain an understanding of similar or competing operators locating in a similar location. A key change to the current approach is that one or more of a similar operator may be able to locate in the same location, removing exclusivity over spaces.

Changes have also been made to the structure of Trading Permits providing, in the case of Commercial and Aquatic Operators, the surety of a three year term (with annual renewal) and for Mobile Traders, a 12 month permit. Extended terms for Commercial and Aquatic Operators, beyond three years may be considered by Council.

Commercial and Aquatic Operators

Currently recreation hire sites are made available for up to 2 years through an annual submission process and allow an operator to conduct a land or water based activity within the hire site area. Upon approval to operate at a recreation hire site, operators are currently required to enter into a standard licence agreement with Council incorporating conditions specific to each site or activity. Where, the activity involves the use of a jetty there is currently a requirement for an operator to enter into a non-exclusive jetty licence.

Council currently has 24 'Recreation Commercial Hire Sites' for commercial and aquatic activities to take place in designated locations. The 24 sites designated during the last review of sites by Council in 2009 remain unchanged. In reviewing the function and operations of trading permit approach however, opportunities have arisen to consolidate, streamline and avoid duplication of similar approval processes. It is intended that a phased approach to transitioning the operators from existing Recreation Hire Site approvals to Trading Permits will occur.

Consistent with Council's endorsement of its position on Trading Permits in April 2017, the Guidelines remove restrictions for all trading on the Eastern Foreshore, but include plans to indicate where activities may be appropriate. This will assist in coordinating multiple operators, to carefully manage outcomes to provide a balanced outcome of providing activation and activity versus the general passive nature of the Eastern Foreshore. In the event that significant interest is generated, an annual 'Expression of Interest' process has been introduced to consider all proposals collectively and annually.

The proposed Guidelines provide clear provisions to aid in the management of these spaces, particularly the Eastern Foreshore, the Western Foreshore, Mandjar Bay and the Marina, being the most popular locations. More than one operator may be located within any of the identified locations, which may include operators with similar activities.

To further streamline the assessment process, Officers are seeking approval from the Department of Transport to include commercial and aquatic operations within the existing jetty licences (issued to the City by the Department of Transport) located within and surrounding Mandjar Bay in order to allow for Trading Permits to be issued as the sole approval for activities that utilise jetties. Discussions are progressing however, the Department of Transport have indicated their in principle support for the proposed changes.

Under the Peel Region Scheme, advice has been provided by the Department of Planning, Lands and Heritage in respect to a recent proposal for an activity on a foreshore reserve that development approval is required for the 'use' of land.

Again, in order to simplify approval requirements, Officers have requested that the Western Australian Planning Commission include an exemption from the need for development approval, for the 'use' of reserved land under the Peel Region Scheme, where a permit or licence has been issued under a Local Government Local Law. Officers are currently awaiting a response.

As such, the current referral processes will remain until such time as agreement has been reached with the relevant authorities.

Mobile Traders

The existing Trading in Public Places policy states that mobile food vendors are not permitted in the City Centre, along certain major routes or the Mandurah Ocean Marina for safety reasons. It is considered that these locations should continue to have restrictions to ensure that existing 'bricks and mortar' premises are not unfairly penalised.

In recent times, the 'food truck' movement has gained momentum and rather than being 'mobile' utilise a specific site, or set up as a collective for a particular occasion or non-City organised event. There may be circumstances where the use of privately owned land may be appropriate for food vans or 'pop-up' operators to assist in activation initiatives.

Nine trading zones have been designated to encourage outdoor food vending activities in a manner that improves the access, usage, quality and image of the City's public realm. Alternative locations may be considered with the exception of the exclusion zones.

It is recognised and acknowledged that the presence of activity can result in competing demands on public spaces for a variety of uses. In order to effectively manage this usage, the City has identified management provisions to address this issue.

Consultation

Since April, a number of operators have transitioned over to a 'Trading Permit' under the new arrangements. Several discussions have also been undertaken with other existing operators that have not yet reached the expiry of their current arrangements and new operators, to inform them of the proposed changes.

Discussions are continuing with the Department of Transport and the Department of Planning and the Department of Planning, Lands and Heritage.

Statutory Environment

Part XII of the City of Mandurah's Consolidated Local Laws covers Trading in Public Places licences and the support for a policy to guide the assessment of applications.

These provisions with simplification as outlined above, are covered by Parts 10 and 12 of the *City of Mandurah Local Government Property and Public Places Local Law 2016*.

Policy Implications

These Guidelines for the Assessment and Approval of Trading Permits will replace the existing Trading in Public Places Policy (POL-ED02) and will integrate the Commercial Recreation Hire Site Approval Requirements, Policy Provisions (POL-RCS01) and procedure guidelines.

The existing Street Activity Policy (POL-RCS-02), which covers Busking/Street Performance, Raffles, Street Appeals, Street Markets and associated procedures will continue to operate.

The proposed Trading Permits guidelines specify the forms and types of activities that are not included, albeit they may still require approval such as; Alfresco Dining Licences, Street entertainment, Personal Trainers and Street Markets

The above guidelines also contribute to the City Centre Activation Strategy initiatives.

Economic Implications

Unlocking the potential for tourist based aquatic activities and land based activities with appropriate guidance and structure is important to balance community use and commercial gain over public spaces, whilst acknowledging an activation role for these spaces is important.

The activities provide additional activities for visitors and users of the foreshore areas which may contribute to tourist and City Centre expenditure.

Strategic Implications

The following strategies from the *City of Mandurah Strategic Community Plan 2017 – 2037* are relevant to this report:

Social:

- Provide opportunities, services and activities that engage our young people.
- Provide a range of social, recreational, entertainment and learning experiences for our residents and visitors.

Economic:

- Develop a strong and sustainable tourism industry.

Infrastructure:

- Advocate for and facilitate the provision of infrastructure that matches the demands of a growing population.

Organisational Excellence:

- Ensure the City has the capacity and capability to deliver appropriate services and facilities.
- Deliver excellent governance and financial management.

Conclusion

The proposed Guidelines seek to simplify the various approvals required, streamline requirements for operators and the City assessment of proposals, allocate a fee structure based on the range of activities and realign delegation arrangements for the issuing of such Permits.

The proposed changes are important, as the general public and community expectations for the use of public spaces are in a period of change and in some degree maturity. Significant changes have been observed with elements such as food trucks, pop up activities and specifically in Mandurah utilising public spaces such as the eastern and western foreshores to undertake commercial and aquatic activities.

The use of public spaces is transitioning from a time of no formal activities being permitted, to one where they may be appropriate as a 'place-making' facilitation role of Local Government, as experienced in locations such as Elizabeth Quay, Perth Cultural Centre and the like.

It is recommended that Council adopt the Trading Permits Guidelines and repeals the existing Trading in Public Places Policy (POL-ECD 02).

NOTE:

- Refer **Attachment 1** **Trading Permits Guidelines**

RECOMMENDATION

That Council:

- 1. Adopt the Trading Permits Guidelines for the assessment and determination of Trading Permits.**
- 2. Revoke the existing Policy Trading in Public Places (POL-ECD 02) as the policy is now considered redundant with the introduction of the new Guidelines on Trading Permits.**
- 3. Continue to seek approval from the Department of Transport to include commercial and aquatic operations within the existing jetty licences located within and surrounding Mandjar Bay in order to allow for Trading Permits to be issued for activities that utilise jetties rather than a non-exclusive jetty licence.**
- 4. Continue to request that the Western Australian Planning Commission exempt the need for development approval for the use of reserved land under the Peel Region Scheme where a permit has been issued under a Local Government Local Law.**
- 5. Notes that the current Street Activity Policy, which covers Busking/Street Performance, Raffles, Street Appeals, Street Markets and associated procedures will continue to operate without modification.**



City of Mandurah

Trading Permit Guidelines

December 2017

1. Introduction

1.1 Objectives

The objectives of these Guidelines are to:

- (a) To allow outdoor food vending activities in a manner that improves the access, usage, quality and image of the City's public realm whilst managing the competing needs and interests of pedestrians, consumers and local business proprietors;
- (b) Encourage the use of parks and reserves by commercial and aquatic operators and mobile traders, as a means of enhancing community activity that flows from this activation of our public spaces.
- (c) Provide guidelines and assessment criteria for the consistent decision making of applications for trading permits applications on public land;
- (d) Provide clarity for operators;
- (e) Encourage entrepreneurial, place-making and tourism opportunities that contribute to the well-being of residents and to the overall experience of visitors to Mandurah.

1.2 Background

In recent years, the general community has sought to engage with public spaces in a different manner than has traditionally been the case.

The City recognises and acknowledges the presence of activity can result in competing demands on public spaces for a variety of uses. In order to effectively manage this usage, the City has identified management arrangements to address this issue.

In particular, designated locations and exclusion zones for recreation, leisure and trading activities and a trading permit application process for mobile traders and commercial and aquatic operators.

The City aims to support activity diversity in a manner that facilitates safe and enjoyable experiences for all users, whilst ensuring that the trading activities are appropriately managed and provide a high degree of community benefit for Mandurah residents, visitors and tourists.

These guidelines are prepared and adopted pursuant to Part 10 and 12 of the *Local Government Property and Public Places Local Law 2016*.

1.3 Application of the Guidelines

The City will assess applications for Trading Permits at designated sites and throughout the City of Mandurah in accordance with this Policy.

These guidelines apply in two parts:

- (a) Part 2 applies specifically to Commercial and Aquatic Operators;
- (b) Part 3 applies specifically to Mobile Traders.

1.4 Exemptions

These Guidelines do not apply to the following activities (separate approval may be required):

- (a) Buskers and raffle sales from a site approved by the City;
- (b) Swap meets/markets/fetes/fairs and the like, run by an organisation which can demonstrate that its objectives are charitable, benevolent, religious, cultural, educational, recreational or sporting (no approval is required in accordance with this Policy)
- (c) Any trading associated with an event run or sponsored by the City of Mandurah;
- (d) Trading, which in the opinion of the City, is directly associated with a sporting event/competition recognised by the City;
- (e) Existing legal businesses placing stalls on the public land adjacent to their premises; and
- (f) Personal Trainers utilising Public Open Space.

2. Commercial and Aquatic Operators

2.1 Location

For the purposes of this section, Commercial and Aquatic Operators have been divided into two areas:

- Commercial and Aquatic Approved Locations (City Centre Trading Locations);
- Commercial and Aquatic Operators Approved Locations (City of Mandurah Trading Locations);

Within the City Centre Waterfront Precinct, key locations have been identified (Refer Figure 1) where trading activity is encouraged.

There are also a number of locations throughout Mandurah, outside of the City Centre Waterfront Precinct, which have been designated as suitable sites for commercial and aquatic operators (Refer Figure 2).

- Alternative locations not identified within Figures 1 and 2 may be considered subject to approval by Council.
- More than one operator may be located within any of these locations, which may include operators with similar activities.

2.2 Amenity and Appearance

Commercial and Aquatic Operators are to:

- Ensure that any advertisements, placards, flags, bunting or posters, are attached to and forming part of the vehicle or trailer. One portable sign may be permitted to be displayed subject to compliance with Part 8 of the *Local Government Property and Public Places Local Law 2016*.
- Not install permanent fixtures. Following trade, all related fixtures must be removed from the site. If storage is required, applicants are encouraged to find privately owned land and negotiate use arrangements accordingly;
- Ensure that they do not cause or make noise or a disturbance which is likely to be a nuisance or annoyance.

2.3 Siting Requirements

Commercial and Aquatic Operators are to ensure that:

- they avoid encroachment on bicycle and/or pedestrian paths and must not obstruct pedestrian flow and/or vehicular traffic;
- they do not obstruct, cover, remove, relocate or modify trees, public art, benches, bins, bus shelters or other City owned infrastructure;
- their position does not compromise public access, circulation, safety or other activities.
- they do not require external power, gas or water connections;
- Operator vehicles must be parked in compliance with the parking requirements for the location.

2.4 Maintenance and Cleaning

Commercial and Aquatic Operators are to:

- Ensure that any notable damage to City infrastructure is reported prior to the commencement of use of the approved location(s). Commercial and Aquatic

Operators are responsible for any damage which occurs during the use of the site(s) in accordance with Part 14 of the *Local Government Property and Public Places Local Law 2016*. This includes, but is not limited to, damage to parking bollards, piping, trees, shrubs, fences, grass, signs, lighting etc.

- Ensure that their vehicles and trailers are kept in a safe and well-maintained condition at all times;

2.5 Public Risk Management

All Commercial and Aquatic Operators must hold valid public liability insurance to the value of \$10 million dollars which indemnifies the City against all claims, losses, actions, damages, costs (including legal costs) and expenses whatsoever arising out of or in connection with the trading on the site including personal injury (including death or disease) to the operator or any invitee or third party unless and then only to the extent that the operator proves said injury was due to the negligence of the City;

Loss of or damage to any property owned by the operator, the City or any third party, and; breach or non-compliance with any statute or regulation or local law of any public, municipal or other authority.

2.6 Application Process

An annual 'Expression of Interest' process will be open for Commercial and Aquatic Operator approved locations in July/August of each year.

Existing permit holders will be sent renewal packages during this period. Historical preference is given to regular operators following continued use for a period of 6 months or more and if the operator has not breached any permit conditions during this period.

Proposals will be considered collectively and annually, prior to the peak summer period. All existing sites will be inspected to assess viability and condition prior to the new allocation period.

Expressions of Interest shall:

- Be made by the closing date of the advertised period (every July/August);
- be made on the prescribed form;
- provide the proposed preferred location(s), including alternatives, that they seek approval to operate from and a detailed site plan to indicate location and extent of the area required;
- provide details of the activity they wish to conduct, the equipment required and the estimated number of participants;
- provide details of the proposed means of access to the site(s). *A completed Application for Vehicle Access form*

will be required if you wish to take your vehicle onto any public open space;

- provide details of the proposed hours of operation;
- provide details of appropriate management procedures relating to the activity;
- provide details of any signage proposed?
- provide evidence of consultation with relevant government agencies such as: Department of Transport, Department of Fisheries, Department of Planning, Lands and Heritage and Department of Environment and Conservation;
- provide copies of all relevant qualifications.

Applications received outside of the July/August advertised period will be considered but will only receive approval to operate until the 30 June, at which point a renewal will be required to be submitted. A pro-rata fee will be incurred.

2.7 Operations

Once approval has been granted, the following will be required prior to the commencement of operations:

- the payment of a permit fee (Refer Section 4);
- evidence provided of insurance, including but not limited to current public liability insurance for no less than 10 million dollars in respect of any one claim.

Any new permits issued will be included within the City's parks and reserves booking system.

Approved trading permits for Commercial and Aquatic Traders will be for a maximum term of period of 3 years, but will be subject to an annual review and renewal process by 30 June each year.

The City reserves the right to revoke the approval, to alter the location of the site and/or vary conditions of use in relation to any approval issued.

A permit does not represent exclusive use of the site. If the trading activity is likely to impact upon the operations of the City of Mandurah or its contractors or agents in terms of infrastructure maintenance, replacement or construction and/or conducting of City of Mandurah Events, then the permit may be cancelled or suspended during the period of that impact, as determined by the City.

If concerns are raised by local businesses or the community on the operation or location of the operator, the City may require the operator to relocate or cease trading temporarily or permanently from any chosen location.

A trading permit may be cancelled if the permit holder has not complied with the conditions of the permit or the provisions of any Local Law related to the activity.

Should an operator wish to withdraw their use of a site, this must be done in writing to the City of Mandurah.

Should an operator wish to change their regular location/hours of operation then written confirmation will be required 48 hours prior to the proposed change.

2.8 Assessment and Selection Process

In determining an application for a Commercial and Aquatic Operator trading permit, the City may have regard to:

- Any relevant policies of the City;
- The Competition Principles Agreement;
- The desirability of the proposed activity;
- The location of the proposed activity in accordance with Figures 1 and 2;
- The appropriateness of the type of activity in that location with respect to pedestrian and vehicular traffic and the safety of the public, their customers and the trader themselves;
- Any impact the business will have on the surrounding amenity;
- Any impact the business will have on the permanent retail and service base;
- The experience of the operator in conducting the proposed activity, including any previous breach of any condition of a previous permit or any previous breach of any provision of the relevant Local Law;
- The level of support from relevant government agencies;
- The suitability of the operators proposed health and safety measures;
- The suitability of the operators proposed environmental management strategies;

- The performance and reputation of an existing operator;
- Any other criteria as prescribed by the City of Mandurah.

All successful applicants will be granted a Trading Permit incorporating Council's standard conditions and any that are specific to the individual site and type of operation.

Commercial and Aquatic Operators (Approved Locations)

Commercial and Aquatic Operators (Approved Locations)

- ## Mandjar Bay

- ## Eastern Foreshore

- ## Western Foreshore

- WF1 Adjacent War Memorial Car Park
- WF2 Adjacent to pontoons
- WF3 Bridge Car Park North
- WF4 Bridge Car Park South

 Exclusion Area

Exclusion Areas also extend to existing exclusive lease and non-exclusive licenced areas that are outside the scope of the approved locations



Figure 2 - City of Mandurah Trading Locations

Commercial and Aquatic Operators (Approved Locations)

- ① Madora Bay Foreshore
- ② Wade Street Foreshore
- ③ Henson Street Reserve
- ④ Town Beach
- ⑤ Keith Holmes Reserve
- ⑥ Stingray Wharf / Entrance Channel Foreshore
- MB Mandjar Bay (See Figure 1)
- EF Eastern Foreshore (See Figure 1)
- WF Western Foreshore (See Figure 1)
- ⑦ Doddi's Beach
- ⑧ Mary Street Lagoon
- ⑨ Henry Sutton Grove Foreshore
- ⑩ Waterside Foreshore
- ⑪ Riverside Foreshore
- ⑫ Osprey Waters Foreshore
- ⑬ Novara Foreshore
- ⑭ Olive Road Foreshore
- ⑮ Falcon Bay
- ⑯ Avalon Beach North
- ⑰ Avalon Beach South
- ⑱ Northport Foreshore
- ⑲ Pyramids Beach
- ⑳ Estuary Place Foreshore
- ㉑ Estuary Road / Thisbe Drive Foreshore
- ㉒ Dawesville Foreshore
- ㉓ Melros Beach

Mobile Traders

- Exclusion Area - Major Roads
- ▨ Exclusion Area - City Centre / Mandurah Ocean Marina
- Pre Approved Locations
- | | |
|---|--------------------------|
| A | Madora Bay North |
| B | Black Swan Lake |
| C | Quarry Adventure Park |
| D | Henson Street Reserve |
| E | Mandurah Terrace Reserve |
| F | Osprey Waters Foreshore |
| G | Novara Foreshore |
| H | Northport Foreshore |
| I | Melros Beach |

City of Mandurah Boundary



3. Mobile Traders

3.1 Definitions

Mobile Traders are defined as a person or persons who trade temporarily from a fixed or non-fixed location or a number of locations and vacate the location(s) once trading has ended for the day. Examples include; Flower stalls, Art sales, Ice-cream van, Food van, Coffee van.

The City supports food related mobile traders when vendors practice safe food handling practices in accordance with the Food Act 2008 and consider the needs of all users of the area, including the safety of consumers and pedestrians.

Mobile Traders shall not trade in any public place until a permit has been issued by the City of Mandurah in writing for that location/s.

A Trading Permit does not represent exclusive use of a site. If the trading activity is likely to impact upon the operations of the City of Mandurah or its contractors or agents in terms of infrastructure maintenance, replacement or construction and/or conducting of City of Mandurah Events, then the permit may be cancelled or suspended during the period of that impact, as determined by the City.

If concerns are raised by local businesses or the community on the operation or location of a mobile trader, the City may require the vendor to relocate or cease trading temporarily or permanently from any chosen location.

A trading permit may be cancelled if the permit holder has not complied with the conditions of the permit or the provisions of any Local Law related to the activity.

3.2 Location

Mobile Traders are encouraged to locate within the pre-approved locations indicated in Figure 2.

Alternative locations may be considered subject to approval by the City of Mandurah, with the exception of:

- the Eastern Foreshore;
- the Western Foreshore;
- Mandurah City Centre (area bounded by Mandurah Terrace, Pinjarra Road, Gibson Street and Sutton Street);
- Mandurah Ocean Marina;
- All road reserves which are under the control of Main Roads WA (Mandurah Road, Old Coast Road, Mandjoogoordap Drive and Pinjarra Road east of Mandurah Road);
- Major roads under the control of the City of Mandurah (which include Peel/Allnutt Street, Mandurah Terrace (south of Anstruther Road), Anstruther Road, Pinjarra Road (west of Mandurah Road), Murdoch Drive, Gordon Road and Leslie Street (Refer Figure 2).

Mobile traders must be more than 400m away from any shops which offer for sale the same, or similar commodities, except where the trader has been invited onto a property by the property owner or is participating in a community event, such as a weekend market or sporting event.

Mobile Traders must also be more than 300m away from schools during the hours of 8.00am to 9.00am and 3.00pm to 3.45pm, except during the school holidays, weekends and public holidays;

3.3 Management

- Trading locations may only be used between the hours of 7am and 9pm.
- A maximum of 3 mobile traders are allowed at any one location at the same time (and subject to meeting the other criteria). Traders are permitted on a 'first come first served' basis. Any conflicts in Trading Locations (ie, which vendor is to be at which location at which time) must be resolved by the mobile traders;
- Mobile Traders are responsible for preparing and advertising a roster system (where necessary) that determines when and at which trading location a mobile trader can operate;

3.4 Amenity and Appearance

Mobile Traders must:

- Not sell alcohol or tobacco products at any time;
- Have a vehicle whose presentation contributes to the character of the area;
- Ensure that any advertisements, placards, flags, bunting or posters, are attached to and forming part of the vehicle, stall or display stand. One portable sign may be permitted to be displayed subject to compliance with Part 8 of the Local Government Property and Public Places Local Law 2016.
- Not install permanent fixtures. However, mobile traders may be permitted to provide tables and chairs for their patrons, to be located adjacent to the vehicle or stall,

subject to suitable space availability. Following trade, all related fixtures must be removed from the site;

- Ensure that they do not cause or make noise or a disturbance which is likely to be a nuisance or annoyance.

3.5 Siting Requirements

Mobile Traders must ensure that:

- they avoid encroachment on bicycle and/or pedestrian paths and must not obstruct pedestrian flow and/or vehicular traffic;
- they do not obstruct, cover, remove, relocate or modify trees, public art, benches, bins, bus shelters or other City owned infrastructure;
- their position does not compromise public access, circulation, safety or other street activities.
- they do not require external power, gas or water connections;
- a maximum of 20% of the total number of car bays servicing the reserve/trading location are utilised by vehicles/trailers/vans/equipment associated with the traders.

3.6 Maintenance and Cleaning

Mobile traders must:

- Ensure that any notable damage to City infrastructure is reported prior to the commencement of use of the

approved trading location/s. Mobile Traders are responsible for any damage which occurs during the use of the trading location in accordance with Part 14 of the *Local Government Property and Public Places Local Law 2016*. This includes, but is not limited to, damage to parking bollards, piping, trees, shrubs, fences, grass, signs, lighting etc.

- Ensure that their vehicles, stalls, caravan, trailers are kept in a safe and well-maintained condition at all times; Trading locations must be regularly cleaned during all hours of operation presenting a well-cared for image;
- Mobile Traders must provide bins for use and ensure that the area around their position is kept clear of rubbish and refuse at all times.

3.7 Public Risk Management

All mobile traders must hold valid public liability insurance to the value of \$10 million dollars which indemnifies the City.

Safety measures may be required in certain trading locations and will be assessed on a case-by-case basis by the City. If public safety cannot be reasonably addressed, permits will not be issued.

3.8 Application Process

An application can be made on the relevant application form to the City of Mandurah, including the required application fee (Refer Section 4). The following details/information are required to be completed/provided:

- Applicant Details;
- Details of Assistants;
- Proposed Location(s) of Trade including site plan(s);
- Proposed means of vehicular access;
- Days and Hours of Trade;
- Details of Goods and Services to be Traded;
- Details of any Structures, Stall or Vehicles(s) to be used (photographs to be submitted where possible);
- Vehicle and Trailer Licence Plate details;
- Copy of public liability insurance to the value of \$10 million;
- Any other additional information to support the proposal.

On submission of the completed application form and required application fee, the application will be allocated for assessment and will seek comments from departments within the City regarding proposed conditions that may be applied to an approval.

Once approval has been granted, a permit fee will be required to be paid (Refer Section 4) prior to the commencement of operations.

Food related mobile traders must ensure that they hold a current Food Act 2008 Certificate of Registration to ensure safe food handling practices.

Any new permits issued will be included within the City's Parks and Reserves Booking System.

Approval is valid for 12 months and is required to be renewed every year by 30 June. The valid permit is required to be displayed and/or produced upon request.

A Trading Permit may be transferred to a new owner upon application (submitted on the relevant form with payment of the applicable fee).

Notwithstanding the locational provisions within Section 3.2, Mobile Traders are permitted to operate on commercially zoned, privately owned land with the consent on the landowner.

Where a mobile trader intends to utilise a residential property for the storage of any commercial vehicles (when not in use), approval is required in accordance with the Local Planning Scheme.

4. Fee Structure

Permit Type	Fee	
All Operators – Application Fee/Expression of Interest Fee	\$100	
Commercial and Aquatic Operators	\$800 \$550 Summer Period (1 October – 30 April)	
Mobile Traders	\$2500 annually \$1500 Summer Period \$500 per month	\$200 per week \$50 per day
Ice-cream and Confectionary Traders (Capped)	\$800 annually	\$160 per month
Transfer of Permit	\$50	

5. Delegations

Permit Type	Delegation
All Commercial and Aquatic Operators that fully comply with the requirements of these guidelines	Determined by Officers
All Commercial and Aquatic Operators seeking permits for longer than 3 year term	Determined by Council
Proposals that are inconsistent with these guidelines for Commercial and Aquatic Operators (City Centre Waterfront Precinct)	Determined by Council
Proposals that are inconsistent with these guidelines for Commercial and Aquatic Operators (Outside City Centre locations)	Determined by Officers
All Mobile trading permits	Determined by Officers

11. SUBJECT: Lease - Mandurah Historical Society Inc (Halls Cottage)
CONTACT OFFICER/S: Ben Dreckow
AUTHOR: Lesley Petchell / Rachelle Love
FILE NO: F26779

Summary

The current lease agreement with Mandurah Historical Society Incorporated (MHS) is due to expire on the 31 December 2017, with all renewal options being fully exercised upon this date.

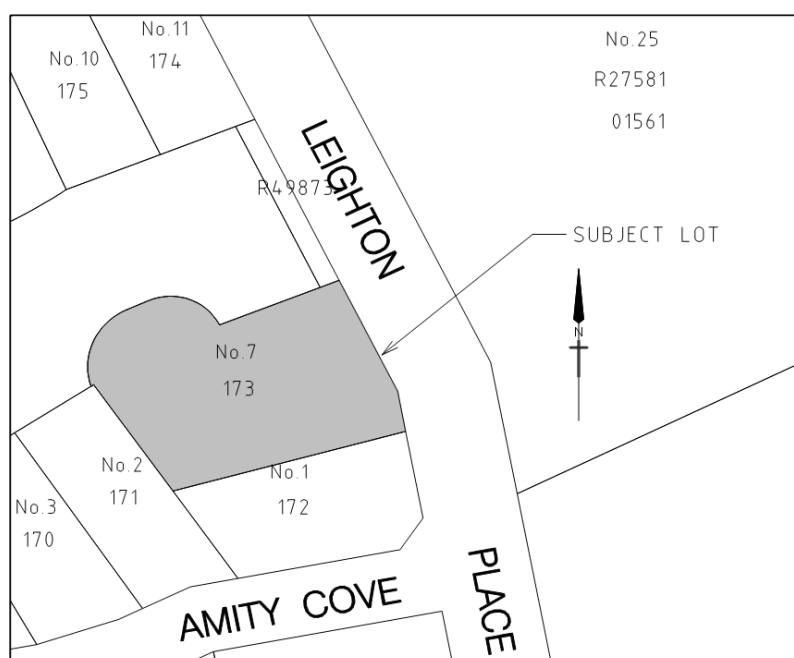
MHS has held a lease over Halls Cottage, located at Lot 173 (No. 7) Leighton Place Halls Head, since January 1992, and have formerly requested a new lease over the site for a further term of three years with a two year renewal.

Council is requested to approve a lease to Mandurah Historical Society Incorporated, for a term of three years with a two year option of renewal (3+2 years) commencing the 1 January 2018 and expiring on the 31 December 2020, with an option of renewal, commencing the 1 January 2021 expiring the 31 December 2022. To align with the current lease, officers propose a waiver of the annual rent fee of \$950, due to the community benefit of the group's operations.

Disclosure of Interest

Nil

Location



Previous Relevant Documentation

- G.28/1/13 29 January 2013 Council approved a lease to MHS for a term of three years, commencing 1 January 2013 and expiring 31 December 2015, with a two year renewal option.
- G.46/11/12 27 November 2012 Council supports the change of the original scope of works for the restoration of Halls Cottage

Background

Mandurah Historical Society have been in existence for over 40 years and open Halls Cottage to the public every Sunday afternoon from 10am to 3pm. In addition the Historical Society run school excursions to Halls Cottage where primary school children can participate in educational activities baking shortbread and making butter and washing clothes by hand. The City is grateful to the Mandurah Historical Society Volunteers for their dedication opening Halls Cottage to the public and giving the community this insight into the lives of the first European settlers.

In January 1992, Council granted approval for the Society to lease Halls Cottage.

The initial 21 year lease between the City and MHS expired on the 31 December 2012, at this time the group confirmed that due to declining numbers they had concerns committing to another 21 year term at the site. Council therefore approved a lease to Mandurah Historical Society for a term of three years commencing on the 1 January 2013 with the term expiring the 31 December 2015. A two year renewal term option was included in this agreement which was exercised and commenced on the 1 January 2016 and will be fully exercised upon expiry on the 31 December 2017.

Comment

The current lease agreement is due to expire on the 31 December 2017, with the renewal term being fully exercised upon this date.

MHS have formally expressed a desire to enter into a new lease agreement upon the expiry of the current term. Their preference being to again enter into a lease term of three years with a two year renewal term option (3+2 years).

Officers support this request from MHS for the continuance of a smaller lease term assisting in providing the group with security of tenure and maintaining the opportunity for them to continue to recruit new members.

Council is requested to approve a lease to Mandurah Historical Society Incorporated, for a term of three years with a two year option of renewal (3+2 years) commencing 1 January 2018 expiring on 31 December 2020, with option to renew 1 January 2021 expiring 31 December 2022. To align with the agreement officers propose a waiver of the annual rent fee of \$950, due to the community benefit of the groups' operations.

Consultation

President Mandurah Historical Society

Statutory Environment

Local Government Act 1995 – Section 3.58

Exemption on disposition of Property – Section 30 Local Government (Functions and General) Regulations 1996.

A disposition of land is exempt if the land is disposed of to a body whose objects are of a charitable benevolent, religious, culture, educational, recreation, sporting or other like nature: and the members of which are not entitled or permitted to receive a pecuniary profit from the body's transactions. Therefore provision of Section 3.58 does not apply.

Policy Implications

Nil

Economic Implications

Due to the Community benefit of the operation of Halls Cottage, officers recommend a rental fee of \$1 per annum, which aligns with current lease agreement, together with waiving the lease preparation fee of \$580.00.

Strategic Implications

The following strategies from the *City of Mandurah Strategic Community Plan 2013 – 2033* are relevant to this report:

Identity:

- Promote Mandurah's identity as a unique regional city, based on its waterways, history, heritage and future vision.
- Become known as a city and destination for events, arts, heritage and culture.

Conclusion

Mandurah Historical Society Incorporated are seeking a new lease agreement over Lot 173 (No. 7) Leighton Place Halls Head 'Halls Cottage'. In recognition of the group's previous sustainability concerns, officers consider that the proposed new lease agreement for three years with a two year renewal term option (3+2 years) is appropriate.

Council approval is sought to enter into a new lease agreement with the Mandurah Historical Society Incorporated for a period of three years commencing 1 January 2018 and expiring 31 December 2020, with a further two year renewal term option (3+2 years), over Lot 173 (No. 7) Leighton Place Halls Head. An annual rental of \$1 per annum is proposed, which aligns with the current lease agreement.

RECOMMENDATION

That Council:

- 1. Approves a lease to Mandurah Historical Society Incorporated over Lot 173 (No. 7) Leighton Place Halls Head for a term of three years commencing 1 January 2018 expiring 31 December 2020, with a two year renewal option with final expiry being the 31 December 2022;**
- 2. Approves a rental rate of \$1 per annum for the term of the lease, and waives the lease preparation fee of \$580.00;**
- 3. Authorises the Chief Executive Officer to finalise the conditions of the lease agreement.**

12.	SUBJECT:	Lease – Citizens Advice Bureau of WA Incorporated
	CONTACT OFFICER/S:	Ben Dreckow / Tim Hartland
	AUTHOR:	Lesley Petchell / Rachelle Love
	FILE NO:	F126411

Summary

The current lease agreement with Citizens Advice Bureau of WA Incorporated (CAB) is due to expire on the 31 January 2018, with all renewal options being fully exercised upon this date.

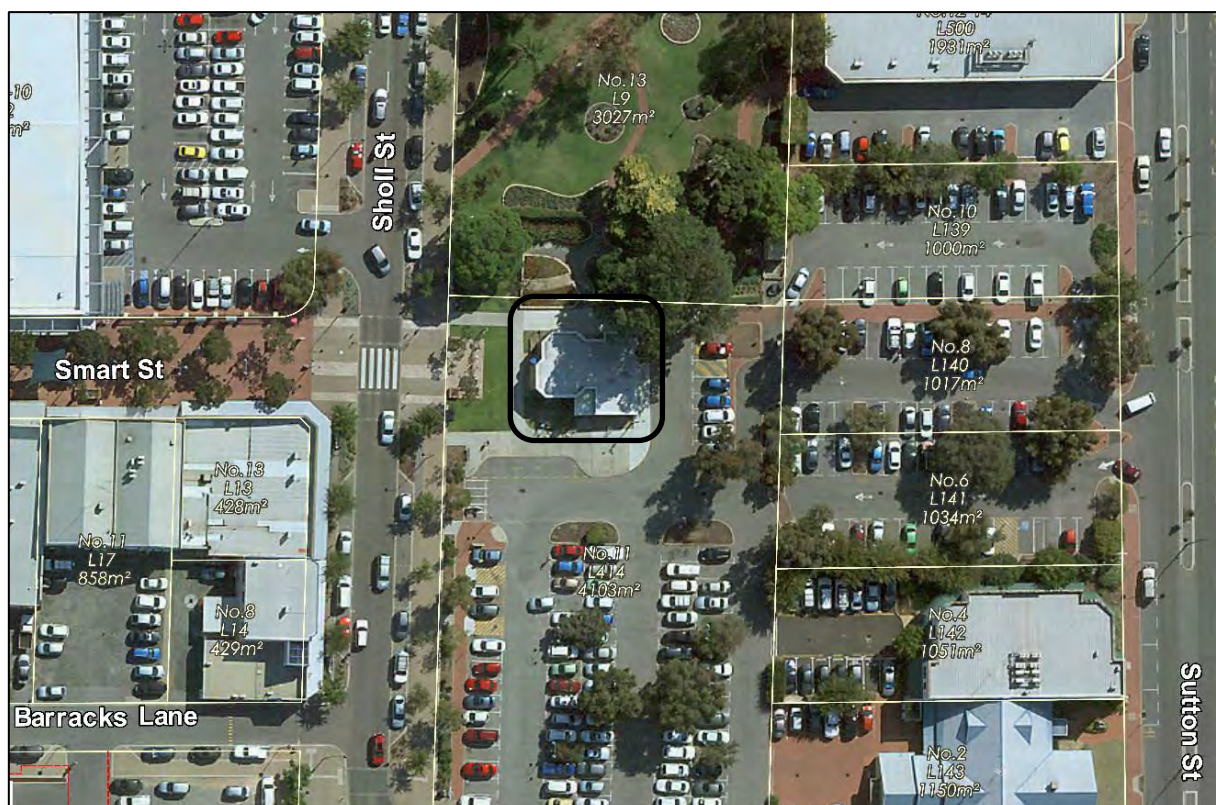
CAB has held a lease over portion of the Mewburn Centre, located at Lot 414 (No. 11) Sholl Street, Mandurah, since 2004 and have formally requested a new lease over the site for a further term of three years with a two year renewal (3+2 years).

Council is requested to approve a lease to Citizens Advice Bureau of WA Incorporated, for a term of three years with a two year option of renewal (3+2 years) commencing the 1 February 2018 and expiring on the 31 January 2021, with option to renew commencing the 1 February 2021 and expiring 31 January 2023.

Disclosure of Interest

Nil

Location



Previous Relevant Documentation

- G.27/1/13 29 January 2013 Council approved three year lease with two year renewal option over portion Mewburn Centre;
- G.50/4/10 27 April 2010 Council supported two year lease renewal with one year renewal expiring 31/01/13.

- G.33/1/07 30 January 2007 Council approved three year lease over portion Mewburn Centre.

- G.32/10/04 10 October 2004 Council supported three year lease to Citizen's Advice Bureau over portion Mewburn Centre.

Background

The CAB is a not for profit information and referral agency with a network of branch offices throughout metropolitan and regional country centres in Western Australia. The group have leased a portion of Lot 414 (No.11) Sholl Street Mandurah since February 2004.

As an organisation, CAB was first established in England in response to the prospect of world war. Volunteers provided a range of services including assistance in relation to matters of homelessness, loss of ration books, help and advice in the event of an evacuation and assistance in locating missing relatives and prisoners of war.

In 1963, CAB, an independent not-for-profit organisation, was established in Western Australia. Similar to its counterpart in England the organisations focus was to link people to information and assistance within their respective communities.

Since this time CAB has expanded its services and now operates from 10 branches across Western Australia. The CAB Mandurah branch opened in 1977 and is currently in its 40th year of operation. Its services include:

- Low-cost Legal Advise
- Low-cost mediation and dispute resolution
- Free Tax assistance (July-October)
- Assistance with WA NILS (No Interest Loan Scheme) applications
- Justice of the Peace
- Probate Assistance
- Preparation of Family Court documentation
- Letters of Administration
- Wills
- Enduring Powers of Attorney
- Ensuring Powers of Guardianship

Comment

The current lease agreement with CAB is due to expire on the 31 January 2018, with the renewal term being fully exercised upon this date. The group have formally expressed a desire to enter into a new lease agreement upon the expiry of the current term. Their preference being to again enter into a lease term of three years with a two year renewal term option (3+2 years).

As the site is held in freehold by the City, together with several other strategic parcels adjoining the Mewburn Centre, a redevelopment clause is standard in the community lease document to protect the City's interest in relation to the potential of future development of the site.

Council is requested to approve a lease to Citizens Advice Bureau of WA Incorporated, for a term of three years with a two year option of renewal (3+2 years) commencing the 1 February 2018 and expiring on the 31 January 2021, with option to renew commencing the 1 February 2021 expiring the 31 January 2023. To align with the current agreement officers propose a waiver of the lease preparation fee of \$580.00.

Due to the significant milestone of the 40th year anniversary of operation in Mandurah, officers will encourage the group to apply for a Community Assistance Grant which opens in February 2018, which may assist in a celebratory event for the group.

Consultation

CEO Citizens Advice Bureau of WA Incorporated

Statutory Environment

Local Government Act 1995 – Section 3.58

Exemption of disposition of Property – Section 30 Local Government (Functions and General) Regulations 1996.

A disposition of land is exempt if the land is disposed of to a body whose objects are of a charitable benevolent, religious, culture, educational, recreation, sporting or other like nature: and the members of which are not entitled or permitted to receive a pecuniary profit from the body's transactions. Therefore provision of Section 3.58 does not apply.

Policy Implications

Nil

Economic Implications

Officers recommend the annual rental return to be in accordance with the City of Mandurah's fees and charges, current fees for 2017/18 is \$950 per annum, and to waive the lease preparation fee of \$580.00, due to the valued community benefit of the group.

Strategic Implications

The following strategies from the *City of Mandurah Strategic Community Plan 2013 – 2033* are relevant to this report:

Social:

- Help build the community's confidence in Mandurah as a safe and secure City.

Infrastructure:

- Facilitate the provision of multi-purpose facilities and infrastructure that meets the needs of a growing population.

Conclusion

The Citizens Advice Bureau of WA Incorporated are seeking a new lease agreement over Lot 414 (No. 11) Sholl Street, Mandurah 'Mewburn Centre'. Officers consider that the proposed new lease agreement for three years with a two year renewal term option (3+2 years) is appropriate.

Council approval is sought to enter into a new lease agreement with Citizens Advice Bureau of WA Incorporated for a period of three years commencing 1 February 2018 and expiring 31 January 2021, with a further two year renewal term option (3+2 years), over Lot 414 (No. 11) Sholl Street Mandurah. Rent is recommended in accordance with the City of Mandurah's 2017/18 fees and charges for Sporting and Community Groups.

In addition, CAB Mandurah Branch are in their 40th year of operation and City officers will encourage an application via Community Assistance Grants to celebrate the occasion and if successful, assist them as needed.

RECOMMENDATION

That Council:

- 1. Approves a lease to Citizens Advice Bureau of WA Incorporated over Lot 414 (No. 11) Sholl Street Mandurah for a term of three years commencing 1 February 2018 and expiring 31 January 2021, with a two year renewal option with final expiry being the 31 January 2023;**
- 2. Approves the application of the City of Mandurah's Fees and Charges Schedule 2017/18 to annual rent for the term of the lease agreement and waive the document preparation fee;**
- 3. A redevelopment clause to remain standard in the community lease document to protect the City's interest in relation to future development of the site;**
- 4. Authorises the Chief Executive Officer to finalise the conditions of the lease agreement;**
- 5. Acknowledges the 40 year milestone of Citizens Advice Bureau of WA's Mandurah Branch and that City officers will encourage an application via Community Assistance Grants and if successful, assist them as needed.**

13.	SUBJECT:	Road Closure – Town Beach Terrace / Stewart Street, Mandurah
	CONTACT OFFICER/S:	Ben Dreckow
	AUTHOR:	Vicki Kelly/Lesley Petchell
	FILE NO:	F6426

Summary

Officers have identified an approximate 600 square metre section of the Town Beach foreshore which was originally created on a survey plan as a dedicated road. This road has never been constructed or utilised as a road, nor is it recommended to be retained as such.

The land has been dedicated in two parts; the majority (approximately 480 square metres) is officially named as Town Beach Terrace, and a small section adjoining it at the north (approximately 120 square metres) is the north-western (beach) end of Stewart Street.

The land topography, which is that of beach dunes with vegetation and a substantial pathway running through it for the public to access both the beach and the Town Beach carpark, is not conducive to vehicular access nor is it required for this purpose by the adjoining landowners or the general public. Importantly, due to climate change factors which are eroding the beach reserve land across the Mandurah coastline, officers would not support construction of a road in this location.

Therefore, as the road land is unable to be utilised as such, and to ensure the protection of this foreshore land into the future, it is proposed that the road be formally closed and the land amalgamated into the adjoining Reserve 47584, which is under the management of the City with a purpose of Public Recreation and Conservation.

Officers have carried out the necessary consultations with service providers, the Department of Planning and the community through advertising, and no objections have been received to the proposed action.

In accordance with Section 58 of the *Land Administration Act 1997* (LAA), Council is, requested to support the application to the Minister for Lands for the road closures of Town Beach Terrace, Mandurah and an approximate 120 square metre portion of Stewart Street, Mandurah, with subsequent amalgamation into Crown Reserve 47584, which has a designated purpose of Public Recreation and Conservation.

Disclosure of Interest

Nil

Location



Previous Relevant Documentation

Nil

Background

When the original subdivision of this area of Mandurah was carried out in approximately 1951, a dedicated road was created on Survey Plan 6212 between foreshore beach Reserve Number 47584 and the original Lots 34-43 Ormsby Terrace, leading up to Stewart Street.

Despite the road being created on the plan, the land has never been constructed as a road. Rather, the land is being utilised by the adjoining landowners and the general public as beach foreshore reserve and as a thoroughfare to the beach; and to facilitate this access the City has constructed a substantial pathway across it which leads both onto the beach and along to the Town Beach carpark.

The land topography, which is vegetated sandy beach dunes, is not conducive to vehicular access nor is it required for this purpose by the adjoining landowners or the general public. Importantly, due to climate change factors which are eroding the beach reserve land across the Mandurah coastline, officers would not support construction of a road in this location.

Comment

Officers have considered a number of factors, as outlined below, to support the closure of the road land for it to be amalgamated into the reserve which it adjoins:

1. The land has been designated under the Peel Region Scheme as Regional Open Space, which is defined as 'land of regional significance for ecological, recreation or landscape purposes'.
2. The land terrain is comprised of vegetated sandy dunes present in front of the properties that back onto the beach, then a clearway with a substantial concrete pathway for pedestrian access from Stewart Street both onto the beach and along to the Town Beach carpark. There are also a number of makeshift pathways leading from and between the adjoining properties onto the beach.
3. The land, which in its close proximity to the Mandurah coastline, has been identified along with the rest of the Mandurah coastline as being at risk of erosion due to climate change and, for this reason, the City would not construct a road upon it; which would be consistent with State Planning Policy 2.6 – State Coastal Planning with respect to infrastructure in proximity to the coast.
4. The City's is managing the road land as a beach foreshore. The land is vegetated primarily with Victorian Tea Tree and Brazilian Pepper Tree, which have been identified as environmentally damaging Pest Plants under the WALGA Model Pest Plans Local Law and therefore must be removed.

Officers have already replaced some of the Pest Plants at the southern end of the land with native coastal shrubs and will continue this along the length of the land up to Stewart Street. Planting of shrubs has also been undertaken upon the high sandy dune that immediately abuts the end of Stewart Street, in order to stabilise the soil. A makeshift 4WD track has been put in place along the land by officers to facilitate access for revegetation as well as for access to the City's drainage infrastructure.

5. The amalgamation of the land into Reserve 47584 will reflect its actual usage and ensure the land is protected as Public Recreation and Conservation land into the future.
6. Service providers and the Department of Planning have been consulted with no objections received to the proposal.
7. The City has stormwater drainage infrastructure within the land, as it is standard practice where possible to place such infrastructure within road land for ease of access and management. Officers confirm that the drainage infrastructure is able to remain insitu and be managed from the reserve land.
8. An important consideration was whether the adjoining eight landowners of the original adjoining Lots 34-43 on Plan 6212 Ormsby Terrace would be adversely impacted, or have a right to object, to the road closure. In response:
 - (a) The closure of the road will not impact upon their current usage of the land or their access to the beach.
 - (b) The amendment will be beneficial in that it will ensure the land is correctly managed by the City as beach foreshore reserve and the beach environment which the landowners enjoy will be protected as such.
 - (c) The properties are currently zoned R40 Residential and suitable access is available for development purposes from Ormsby Terrace.
 - (d) As the land has been designated as Regional Open Space under the Town Planning Scheme No. 3, this overrides the previous designation of the land as road reserve.

- (e) Council is not required to indemnify the Minister under the Land Administration Act 1997 (LAA) for the closure of the road, therefore, there is no perceived liability as a result of the closure.
- (f) An advertisement was placed in the Mandurah Mail on Thursday 17 August 2017 with 35 days allowed for the receipt of submissions, upon which no submissions were received.
- (g) There is no benefit in the retention of the land as road as the current terrain does not support vehicular access and the City will not construct a road upon the land due to its current zoning and erosion risk factors.

Officers, therefore, believe that all aspects of the proposal have been suitably evaluated and the closure of the road and the subsequent amalgamation into Reserve 47584 is able to be progressed.

Whilst the consent of the adjoining landowners is not required to progress the matter, should Council support the action, officers resolve to advise the adjoining landowners in writing.

Survey works will not be required to close Town Beach Terrace as it is being closed in its entirety, however there may be survey costs associated with the closure of the section of Stewart Street. DoPLH have advised officers this cannot be determined until receipt of the City's formal submission for closure.

In accordance with Section 58 of the *Land Administration Act 1997* (LAA), Council is, therefore, requested to approve the application to the Minister for Lands for the road closures of Town Beach Terrace, Mandurah and an approximate 120 square metre portion of Stewart Street, Mandurah, and subsequent amalgamation of the land into Crown Reserve 47584, which has a designated purpose of Public Recreation & Conservation with the power to lease or licence for any term not exceeding 21 years.

Consultation

- Advertisement in Mandurah Mail 17 August 2017 – No submissions received
- Department of Planning – No objections
- Western Power – Assets – No objections
- Telstra – No assets – No objections
- Water Corporation – No assets – No objections
- Atco Gas – No assets – No objections
- NBN – No assets – No objections

Statutory Environment

Closure of Roads – Section 58 of the *Land Administration Act 1997* (LAA)

Where a local government wishes a road in its district to be closed permanently, the local government may request the Minister to close the road.

Reservation of Crown Land – Section 41 of the *Land Administration Act 1997* (LAA)

The Minister may by order reserve Crown Land to the Crown for one or more purposes in the public interest.

Policy Implications

Nil

Economic Implications

The portion of Stewart Street requiring closure may attract survey costs as only portion of the road is being closed, estimated costs for this survey work, if required, is approximately \$3,000.

Strategic Implications

The following strategy from the *City of Mandurah Strategic Community Plan 2017 – 2037* is relevant to this report:

Environment:

- Protect and ensure the health of the natural environment and waterways.

Conclusion

Officers have identified an approximate 600 square metre section of the Town Beach foreshore which was originally created on a survey plan as a dedicated road but has never been constructed as such.

As the road land is unable to be utilised as such, and to ensure the protection of this foreshore land into the future, it is proposed that the road be formally closed and the land amalgamated into the adjoining Reserve 47584, which is under the management of the City with a purpose of Public Recreation and Conservation.

The required consultation process has been undertaken, with advertising yielding no submissions, and consent obtained from the relevant state departments and service providers, to enable the closure to proceed.

In accordance with Section 58 of the *Land Administration Act 1997* (LAA), Council is, therefore, requested to approve the application to the Minister for Lands for the road closures of Town Beach Terrace, Mandurah and an approximate 120 square metre portion of Stewart Street, Mandurah, with subsequent amalgamation into Crown Reserve 47584.

NOTE:

- Refer **Attachment 1** *Photo of Stewart St Access Point*

RECOMMENDATION

That Council:

1. Requests the Minister for Lands to approve the closure of Town Beach Terrace, Mandurah which equates to approximately 480 square metres of road land, together with an approximate 120 square metre portion of Stewart Street, Mandurah pursuant to Section 58 of the *Land Administration Act 1997*;
2. Requests the Minister for Lands to amalgamate the approximate 480 square metres of road land of Town Beach Terrace, Mandurah and an approximate 120 square metre portion of Stewart Street, Mandurah into Crown Reserve 47584 under the management of the City of Mandurah for the purpose of 'Public Recreation and Conservation' with the power to lease or licence for any term not exceeding 21 years.
3. Acknowledges that, upon receiving Council support, a direct communication will be provided to adjoining landowners to the subject land, to notify them of the road closure.

ATTACHMENT 1

Stewart Street Beach Entrance Point



14.	SUBJECT:	Official Naming of Beaches – Second Round
	CONTACT OFFICER/S:	Ben Dreckow
	AUTHOR:	Vicki Kelly/Lesley Petchell
	FILE NO:	Naming - Beaches

Summary

In order to aid emergency service responders when incidents occur at beach locations, in January 2017 approval was given by Council to progress the official naming of key beach sites in the Mandurah district.

In May 2017, the first round of beach names was approved by Council with officers subsequently obtaining approval from Landgate for the official naming of Avalon Beach, Florida Beach, Melros Beach, Town Beach and Gearys Surf Break.

A further eighteen sites, being ten beaches and eight surf breaks, have now been identified for naming approval, as listed below:

1. Back Beach;
2. Blue Bay Beach;
3. Falcon Beach;
4. Madora Beach;
5. San Remo Beach;
6. Seascapes Beach;
7. Silver Sands Beach;
8. Tims Thicket Beach;
9. Watersun Beach;
10. White Hills Beach;
11. Cosies Surf Break;
12. Egg Farms Surf Break;
13. Hunchies Surf Breaks;
14. Mandurah Wedge Surf Break;
15. Rocks Surf Break;
16. Tip Surf Break;
17. Weedies Surf Break;
18. Fourth Groyne Surf Break.

Officers have carried out a comprehensive evaluation of each of the sites to ensure that the names and their locations are an accurate reflection of the community's beach usage.

Council is, therefore, requested to approve formal submission to Landgate for the official naming of the above mentioned beaches.

Disclosure of Interest

Nil

Location

Various

Previous Relevant Documentation

- G.35/5/17 23 May 2017 Council approves formal submission to Landgate for the official naming of Avalon Beach, Florida Beach, Melros Beach, Town Beach & Gearys Surf Break.
- G.14/01/17 24 January 2017 Council supports the beach identification signage and official naming of key beach sites for the Mandurah district with Landgate.

Background

Following a tragic shark attack at Gearys Surf Break in May 2016, it was noted emergency agencies had difficulty in correctly locating the exact location of the incident. This situation led to a deeper assessment as to the adequacy of the beach identification information available and review of additional steps that could be made to assist emergency responders in their critical role.

When a beach site is officially named through Landgate, it is recorded on the state's GEONOMA database which is a primary source of information utilised by all government agencies, including emergency services, therefore this is an important tool in assisting to keep the City's beach community safe.

Officers established that only two beach sites, Pyramids Beach and Halls Head (Doddies) Beach, had previously been officially named, therefore, at Council in January 2017 it was resolved to progress the official naming of other key sites within the Mandurah district.

Further to Council support in May 2017, officers have since obtained approval from Landgate to the official naming of Avalon Beach, Florida Beach, Melros Beach, Town Beach and Gearys Surf Break.

Officers have now researched a further ten beach sites and eight surf break sites within the Mandurah district and seek council approval to apply for their official naming at Landgate.

Comment

The Geographic Naming Committee (GNC) at Landgate is responsible for administering the naming process on behalf of the Minister and any new naming proposals are to be submitted to them for approval. GNC will evaluate the merits of the application and determine whether it conforms to their naming policies and standards.

The Policies and Standards for Geographic Naming in Western Australia provide comprehensive guidelines around the naming of topographical features, which a beach and surf break are considered to be a form of, including conventions for the language, spelling and other characteristics, as well as the necessity for the provision of the source and origin of the chosen name, the location co-ordinates and documented evidence that the name is widely recognised as such within the community.

Officers have researched the coastline of the Mandurah district and identified a further ten beach sites and eight surf break sites which are well known and frequented by the community and should, therefore, be officially named to support users in emergency situations.

This research included referencing the book '*Beaches of the Western Australian Coast: Eucla to Roebuck Bay*' (BOTWAC), which contains a comprehensive description of every one of the 2051 mainland beach systems between Eucla to Roebuck Bay including the name, location and length. Officers have also referenced various internal resources as well as internet websites to obtain supporting information.

The origin and source of the beach names was primarily found within the Landgate database which has already formally captured this information as part of approvals for other named features, i.e. Falcon as a bay and Madora Bay and Silver Sands as suburbs. The source of the name Tims Thicket was provided by the City's Museum staff.

Officers also received guidance from GNC as to whether the beaches adjoining Falcon Bay and Blue Bay were required to be named or whether the naming of the bay itself was sufficient and, if they did need to be named, should the word bay be included in the beach name. GNC advised that the beach should be named separately as a bay and a beach are two separate features and they also provided recommendations on each beach name based on their research of the most widely recognised name for each site.

Consultations have been held with the Mandurah Board-riders Club (MBC) as well as various internal parties who have extensive knowledge of the beach and surf locations within the district, to verify the names, sources and the locations of the sites. The information was also checked against the recent emergency signage that was installed at the beaches, to ensure consistency of the names chosen and their extents.

Officers have obtained consent from GNC to all of the chosen names with the exception of Seascapes Beach, which they advise does not meet current guidelines due to the fact that it is derived from the name of a commercial estate. It is to be noted that Watersun and Silver Sands are also derived from estate names, however they are supported as there are already official approvals in place for other features, i.e. Watersun as a reserve and Silver Sands as a suburb.

As Seascapes Beach is such a well-known and popular beach spot in Halls Head, officers have challenged the advice from GNC who have agreed to accept a formal application from the City with the provision of strong supporting documentation to justify naming approval. (*Refer additional information in the section for Seascapes Beach below.*)

Officers had proposed to also submit popular surf breaks, Avalon Point and Bitumens, for approval but GNC advised that these two breaks have recently been recorded on the Landgate system as a result of data provided by the Department of Fisheries. They also advised that, over time, other features will automatically be added as information becomes available from various sources.

As all of the names recommended for approval are widely recognised as such within the general and/or surfing community and have been thoroughly verified through the rigorous research process undertaken. Therefore officers do not consider it is necessary to carry out further community consultation, nor do GNC require any further consultation to be carried out.

It is to be noted that, where the proposed names are also known by other less common names and/or different spellings, the Landgate system will be updated to include both the officially approved name as well as the less common name/s. This will assist beach users and emergency responders in correctly identifying sites.

Officers, therefore, recommend the official naming of the following sites:

1. Back Beach

Back Beach is located in Halls Head; approximately commencing just south of Blue Bay at the north and ending parallel to Neptune Place at the south.

The beach is believed to have been named after its location, being historically the back of the suburb before it was developed further south.

Officers have been unable to locate any documented evidence for the site, however, consultations with various parties confirm it is recognised as such within the surfing community.

2. Blue Bay Beach

Blue Bay Beach is located in Halls Head; approximately commencing from Robert Point at the north to just south of Blue Bay.

Officers have been unable to locate any source for the name and presume it was a generically named after the blue colour of the water in the bay.

Blue Bay was officially named as a 'Bay' at Landgate in March 1981, with a description of *'a locally used name submitted for approval by the Public Works Department in 1980 which was shown on the 1973 R.A.C. Mandurah District Road Map'*. 'Blue Bay Reserve' number 38381 on Halls Head Parade was officially named at Landgate in January 1998.

3. Falcon Beach

Falcon Beach is located in Falcon; approximately commencing at the northern boundary of the suburb and ending at Avalon Beach at the south.

Falcon Bay, which adjoins a small section of the beach, was officially named as a 'Bay' at Landgate in January 1957, with a description of *'many of the streets in the adjoining estate were named after yachts. "Falcon" itself was the name of a yacht, the crew of which won a silver medal in the yacht races at the 1956 Melbourne Olympics'*.

Falcon was subsequently approved as a suburb name on 13 November 1967 and gazetted on 8 March 1968. 'Falcon Reserve' number 32501 on Lynda Street was officially named at Landgate in January 1998.

4. Madora Beach

Madora Beach is located in Madora Bay/San Remo; approximately commencing from the City/suburb boundary at the north and ending at the northern end of the Mandurah Surf Lifesaving (SLS) Club at the south.

The suburb of Madora Bay has been known as such since at least the 1960s and is officially recorded at Landgate with a description of *'the name "Madora" was derived from the "Madora Beach Estate", a development of Perrys Estate Agency in 1960. Harry Perry chose the name which is derived from two names; Chadora, a mill and railway siding near Dwellingup and Mandora; a cattle station situated between Port Hedland and Broome'*. There is also an adjoining road officially named 'Madora Beach Road' which is a primary access point for the beach.

5. San Remo Beach

San Remo Beach is located in San Remo; approximately commencing from the Mandurah Surf Lifesaving (SLS) Club at the north and ending at the suburb boundary at the south.

The suburb of San Remo was officially gazetted in 1989 and is officially recorded at Landgate with a description of *'Sanremo is the name of a town on the Italian Riviera and this may be the source of the name, however, an informant advised in May 2000 that the name is derived from a sign in the area "Sanitary Removal Site" which was in this area in the 1950s'*.

6. Seascapes Beach

Seascapes Beach is located in Halls Head; approximately commencing just south of the Calypso Road carpark at the north and ending at the suburb boundary at the south.

The proposed name, which was derived from the adjoining residential development called Seascapes Estate (created by Town & Country Bank in 1994 and completed in 2014), is well recognised by the both the local and wider community and evidence of no other name for the location has been found.

GNC have advised that current policies do not support naming after a commercial estate and have requested that officers provide additional information to justify naming approval.

To enable naming to progress, officers propose to confirm that:

- Whilst the name is derived from the adjoining development, it is a generic name that embodies the subject land, which is an extensive ridge that traverses the site from north-east to south-west and dominates the landform providing panoramic ocean views;
- The land prior to the development was heavily vegetated and the coastline was characterised by limestone cliffs, outcrops and reefs, limiting areas for safe swimming and therefore limiting the usage of it by the community at the time;
- No evidence can be found of the beach being previously known by any other name. Within the BOTWAC, the beach land it is defined as being Falcon Beach North 784 however the beach is not located within the suburb of Falcon and there is no evidence to support this section of beach being known by this name;
- Officers have located evidence of signage on the ground and will provide photos of this to GNC, along with a selection of the many documented references supporting the name as a well-known and accepted name within the community.

7. Silver Sands Beach

Silver Sands Beach is located in Silver Sands/Mandurah; approximately commencing from the Wade Street groyne at the north and ending at Town Beach at the south.

The suburb name 'Silver Sands' was officially recorded at Landgate in 1989, with a description of *'named after "Silver Sands Estate", a promotional name for the area and adopted because of persistent local usage'*. There is also the 'Silver Sands Reserve' number 27810, situated on Mandurah Terrace, which was officially approved at Landgate in 1989.

8. Tims Thicket Beach

Tims Thicket Beach is located in Dawesville/Bouvard; approximately commencing from the northern boundary of Tims Thicket and ending at Seal Rock at the south.

Museum staff have advised that the thicket was named after a well-known shepherd who minded sheep in the area for the Sutton family on their lease down on the southern estuary. He was based at the Mount John homestead and had difficulty with sheep getting stuck in the thicket.

The name 'Tims Thicket' was officially recorded as a 'Place Name' at Landgate in 1976 with a description of *'an area along the beach at this popular fishing spot reserved for camping and recreation'*. There is also the adjoining 'Tims Thicket Road' officially approved by GNC, which is the primary access point for the beach.

9. Watersun Beach

Watersun Beach is located in Silver Sands, approximately commencing from the Watersun Drive carpark at the north to the Wade Street and Fourth groyne at the south.

The name of 'Watersun' is believed to have been derived from a residential estate development within the area in the late 1970s and is a commonly known local name.

There is an adjoining road officially named 'Watersun Drive', as well as the 'Watersun Reserve' number 35281 located on Maritime Road, which was officially approved at Landgate in 1998.

10. White Hills Beach (also known as Whitehills)

White Hills Beach is located in Bouvard; approximately commencing from Seal Rock at the north to the City/suburb boundary at the south.

The name 'White Hill' is officially recorded as a 'Hill' at Landgate, with a description of '*shown as an unnamed Trig Point in the 1880's. Called White Hill by W.F. Rudall during surveys in April 1909. First used as a Trig by F.T. Gregory during the survey of the Old Coast Road in September 1848. Gregory recorded the feature as a "sharp summit 160 feet above the sea with a bare patch on s. side". Rudall observed the hill from the south*'. There is also the adjoining 'White Hill Road' officially approved by GNC, which is the primary access point for the beach.

11. Cosies Surf Break (also known as Cozzies)

Cosies Surf Break is situated south of Falcon Bay; nearest to Flight Street, Falcon. It is described as a mellow left hand reef break. Sources advise it is named after its environment, i.e. a 'cosy' sheltered part of the reef.

12. Egg Farms Surf Break

Egg Farms Surf Break is situated at the southern end of Avalon Beach; nearest to the southern end of Westview Parade, Wannanup. It is described as a short, fast left hand reef break. Officers have confirmed with the Mandurah Boardriders Club that it is a well recognised surfing spot.

13. Hunchies Surf Breaks (also known as Hunch Bay/Hunch Bowl/Hunchies-The Passage)

Hunchies Surf Breaks are situated in the waters between the northern end of Caravel Way and Calypso Road, Halls Head. There are two identified breaks; Hunchies Surf Break at the northern end is described as a fast and powerful surf break for surfers and bodyboarders, whereas Hunch Bay Surf Break at the southern end is described as a slow crumbing wave for malibus (longboard surfboards),

The name is presumed to be derived from the surfing term, a 'Quasimodo', which is to surf hunched over like the Hunchback of Notre Dame.

14. Mandurah Wedge Surf Break

Mandurah Wedge Surf Break is situated behind the southern groyne of the Dawesville Channel next to the Dawesville Cut; nearest to Southport Boulevard, Dawesville.

The break is widely considered to be the best high-performance bodyboard break in Australia, and was the location of the 2017 Sunsmart WA Bodyboard Titles. It is presumed to be named after a bodyboarding term 'Wedge' which represents powerful waves and a random backwash force to create a unique bodyboard formula.

15. Rocks Surf Break

The Rocks Surf Break is situated just north of Falcon Bay; nearest to Rotohine Crescent, Falcon. It is described as a left hand reef break that breaks on shallow reef and ends on sharp rocks on the shore. It is named after its environment.

16. Tip Surf Break

The Tip Surf Break is situated off Pyramids Beach; nearest to Country Club Drive, Dawesville. It is described as a left and right shallow reef break. It is named after a rubbish tip that was previously located nearby.

17. Weedies Surf Break

Weedies Surf Break is situated off Avalon Beach, nearest to Burna Street, Falcon. It is described as a left hand reef break that breaks on a soft weed covered reef. It is named after its environment.

18. Fourth (4th) Groyne Surf Break

The Fourth Groyne Surf Break is located off Watersun Beach, at the end of Wade Street, Silver Sands. It is described as a breakwater/jetty break on rocks. It is named after the groyne which it is located next to, which is the fourth groyne along the coastline of Silver Sands from south to north.

The official naming of these sites will, hopefully, result in all of the most widely recognised beach sites and surf breaks within the Mandurah being officially named and registered on the Landgate system, however, should other sites be identified into the future a further report to Council will be provided.

Once official naming approval has been obtained from Landgate, the beach identification signage at each location will be updated accordingly.

Consultation

- Geographic Naming Committee, Landgate
- Mandurah Board-riders Club

Statutory Environment

Land Administration Act 1997 – Section 26 (c) Subject to 26A the Minister may name, rename and cancel the name of any topographical feature, road or reserve -

Section 26A – If the local government approves a name it is forwarded to the Minister for Lands for final approval.

Policy Implications

Nil

Economic Implications

Nil

Strategic Implications

The following strategies from the *City of Mandurah Strategic Community Plan 2017 – 2037* are relevant to this report:

Identity:

- Promote Mandurah's identity as a unique regional city, based on its waterways, history and future vision.

Social:

- Help build the community's confidence in Mandurah as a safe and secure City.

Environment:

- Encourage and enable the community to take ownership of natural assets, and to adopt behaviours that assist in achieving the City's environmental targets.

Conclusion

Further to Council support in January 2017 to progress the official naming of key beach sites within the City, and the subsequent approval of five beach sites, officers have now carried out the necessary assessments to progress the official naming at Landgate of a further ten beach sites and eight surf break sites within the district of Mandurah.

Council is, therefore, requested to approve formal submission to Landgate for the official naming of Back Beach, Blue Bay Beach, Falcon Beach, Madora Beach, San Remo Beach, Seascapes Beach, Silver Sands Beach, Tims Thicket Beach, Watersun Beach, White Hills Beach, Cosies Surf Break, Egg Farms Surf Break, Hunchies Surf Breaks, Mandurah Wedge Surf Break, Rocks Surf Break, Tip Surf Break, Weedies Surf Break and the Fourth Groyne Surf Break.

NOTE:

- Refer **Attachment 1** **Locations**

RECOMMENDATION

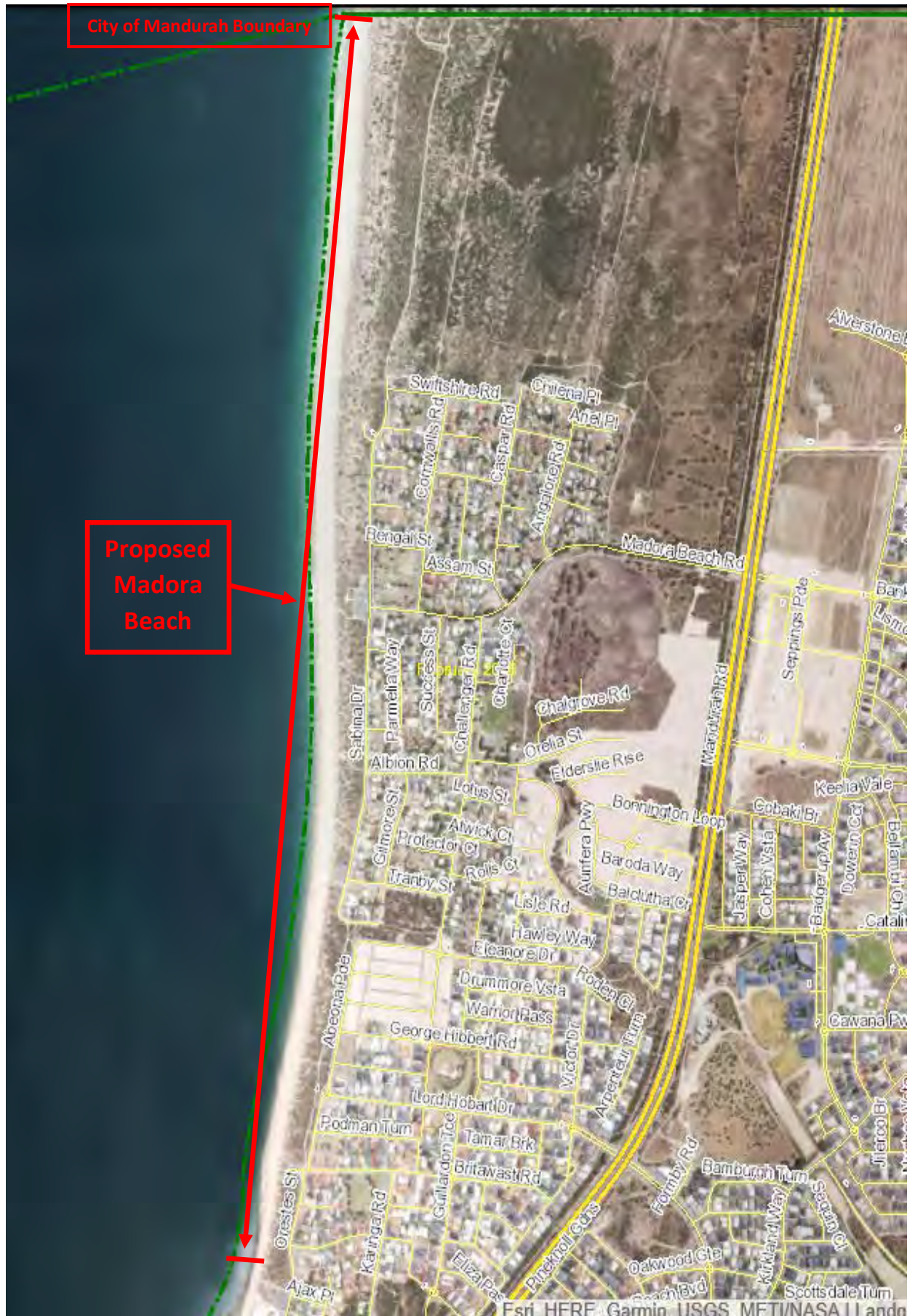
That Council approves formal submission to the Geographic Naming Committee at Landgate for the official naming of:

- 1. Back Beach;**
 - 2. Blue Bay Beach;**
 - 3. Falcon Beach;**
 - 4. Madora Beach;**
 - 5. San Remo Beach;**
 - 6. Seascapes Beach;**
 - 7. Silver Sands Beach;**
 - 8. Tims Thicket Beach;**
 - 9. Watersun Beach;**
 - 10. White Hills Beach;**
 - 11. Cosies Surf Break;**
 - 12. Egg Farms Surf Break;**
 - 13. Hunchies Surf Breaks;**
 - 14. Mandurah Wedge Surf Break;**
 - 15. Rocks Surf Break**
 - 16. Tip Surf Break;**
 - 17. Weedies Surf Break;**
 - 18. Fourth (4th) Groyne Surf Break;**
- as identified on Attachment 1.**





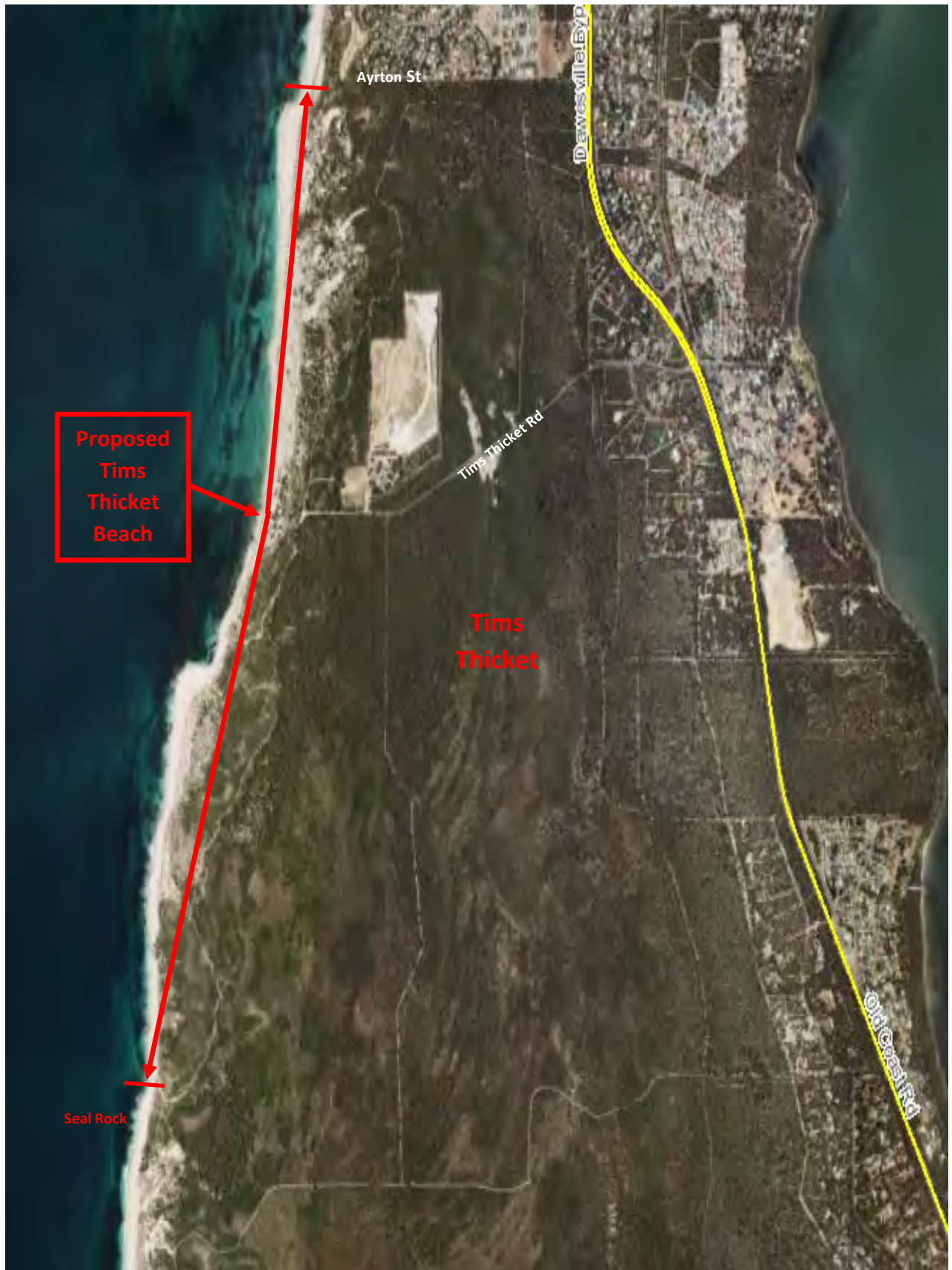








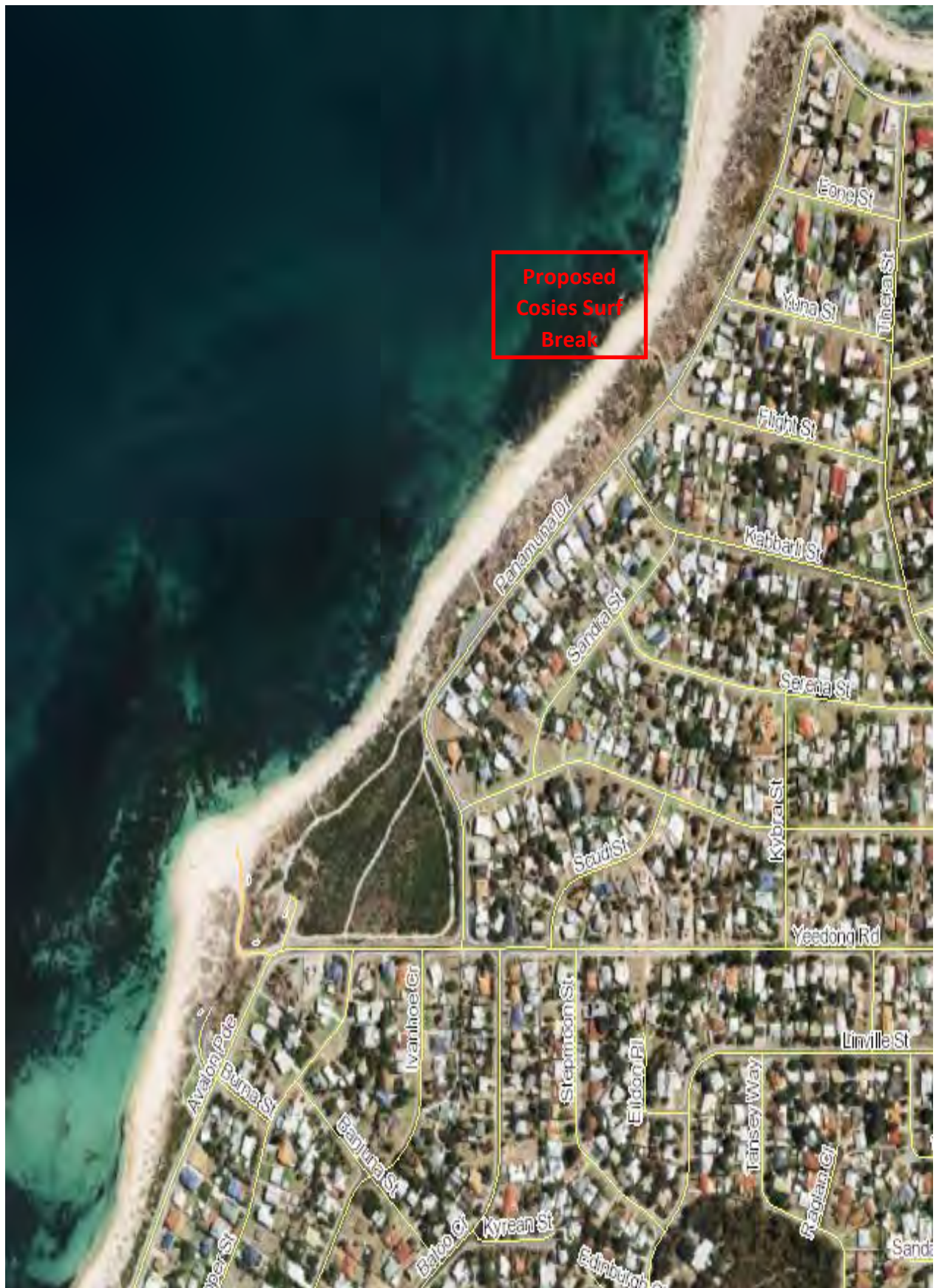






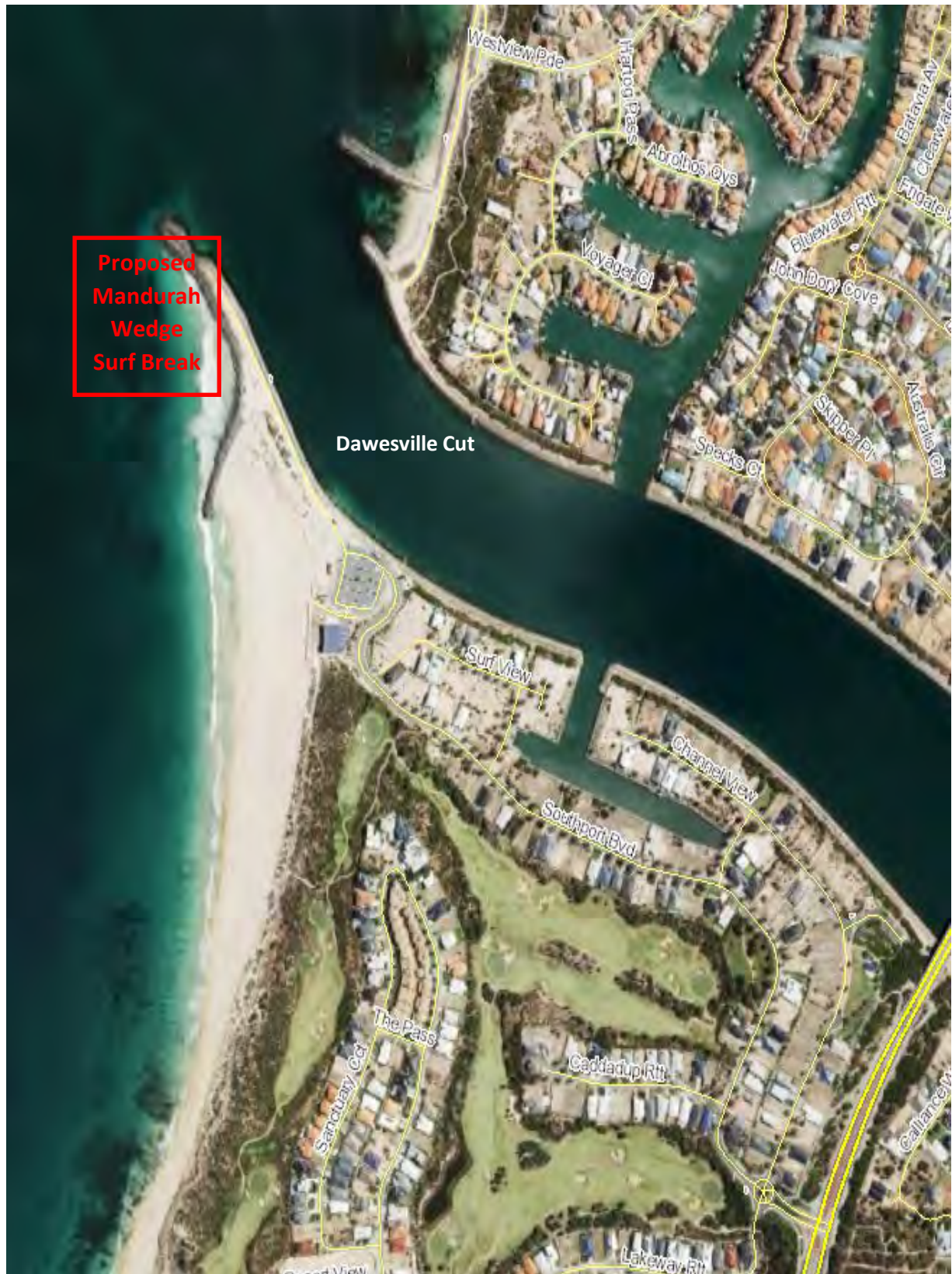


ATTACHMENT 1

















15. SUBJECT:	North Mandurah Wastewater Reuse Study: Interim Report
CONTACT OFFICER/S:	Allan Claydon, Dale Robinson
AUTHOR:	Dale Robinson
FILE NO:	

Summary

The City of Mandurah is considering water source alternatives for irrigating public open space areas in the Mandurah North area. The demand on the local water aquifers is approaching the point at which their sustainable yield is fully allocated. Alternative water sources are required to meet the future increases in the City's public open space irrigation demand.

The City commissioned a consultancy firm to investigate and study the potential to formalise and extend the indirect treated wastewater reuse scheme associated with the Gordon Road Wastewater Treatment Plant, to provide an alternative source of water that can be used to irrigate existing and future public open space in the Mandurah North area.

The study includes a methodology across three stages to deliver this work, these stages are:

- Stage 1: Data acquisition and review.
- Stage 2: Optioneering and conceptual design.
- Stage 3: Implementation planning and reporting.

The study has been completed up to Stage 2 with the final stage (Stage 3) to progress the preferred water reuse option and prepare the implementation planning and final configuration/design of the North Mandurah Wastewater Reuse Scheme.

A multi criteria analysis has been undertaken to compare five alternative configurations for the planned future water reuse scheme. All five options are viable as an alternative water resource scheme however the five options were considered in regards to determining the best outcome for the reuse water scheme. The five options are;

1. Direct Reuse: Tertiary Treatment Plant and distribution of water to Day Storage Tanks.
2. Indirect Reuse: Aquifer Recovery (Water recovered from disposal into the Superficial aquifer) and distribution of the water to Day Storage Tanks.
3. Indirect Reuse: Aquifer Recovery (Water recovered from disposal into the Superficial aquifer) and distribution of the water to decentralised Infiltration Galleries.
4. Indirect Reuse/Water for the Future: Aquifer Recovery (Water recovered from disposal into the Superficial aquifer) and distributed to 'Large' Infiltration Galleries.
5. Indirect Reuse: Aquifer Recovery (Water recovered from disposal into the Superficial aquifer) and Direct Supply into Irrigation Systems.

Option 4 received the highest assessment rating.

Council is requested to receive this report and request officers to meet with the relevant state agencies to seek support in principle for this initiative and explore possible funding options. Additionally, Local State and Federal Members of Parliament and the relevant State Government Minister are to be approached seeking support and possible partnership options.

Disclosure of Interest

Nil

Previous Relevant Documentation

- G.9/10/16 11 Oct 2016 Council endorsed the City of Mandurah Water Efficiency Action Plan 2016-2021.

Council also endorsed the City as striving towards Gold Waterwise status and, if necessary after consultation with the Water Corporation, endorsing officers to add additional actions to the Water Efficiency Action Plan in order to achieve this goal.

The City is an accredited Council with the Waterwise Council Program which was launched in 2009 in partnership with local government, the Water Corporation and Department of Water.

The Waterwise Council Program is aimed at assisting local government to improve water management of potable and non-potable sources for public open spaces and facilities. The Program also supports behavioural changes in the community to reduce water demand.

Location

The North Mandurah Wastewater Reuse Scheme study area is depicted in Figure 1 and covers a total area of 3,770 ha in the North Mandurah region. The area is bounded by the Indian Ocean to the west, the Mandurah estuary to the south, Rockingham to the north, and the Serpentine River to the east. Gordon Road WWTP, which will provide Treated Wastewater for the proposed recycled water scheme, is located approximately in the middle of the study area.

The study area spans the following eight suburbs, which are administrated by the City:

Madora Bay
Lakelands
San Remo
Parklands
Silver Sands
Meadow Springs
Greenfields and
Mandurah (partial)

The City is responsible for the maintenance of the public reserves, parks, sporting ovals and other amenities which require irrigation.

The North Mandurah Wastewater Reuse Scheme study area is situated within the Mandurah sub-area of the Department of Water's South West Coastal groundwater management area. Additional wastewater facilities are located outside of the study area at Halls Heads (Mandurah No. 2) and at Caddadup (Mandurah No. 3) Wastewater Treatment Plants. Small-scale Managed Aquifer Recharge indirect reuse schemes operate at these facilities.

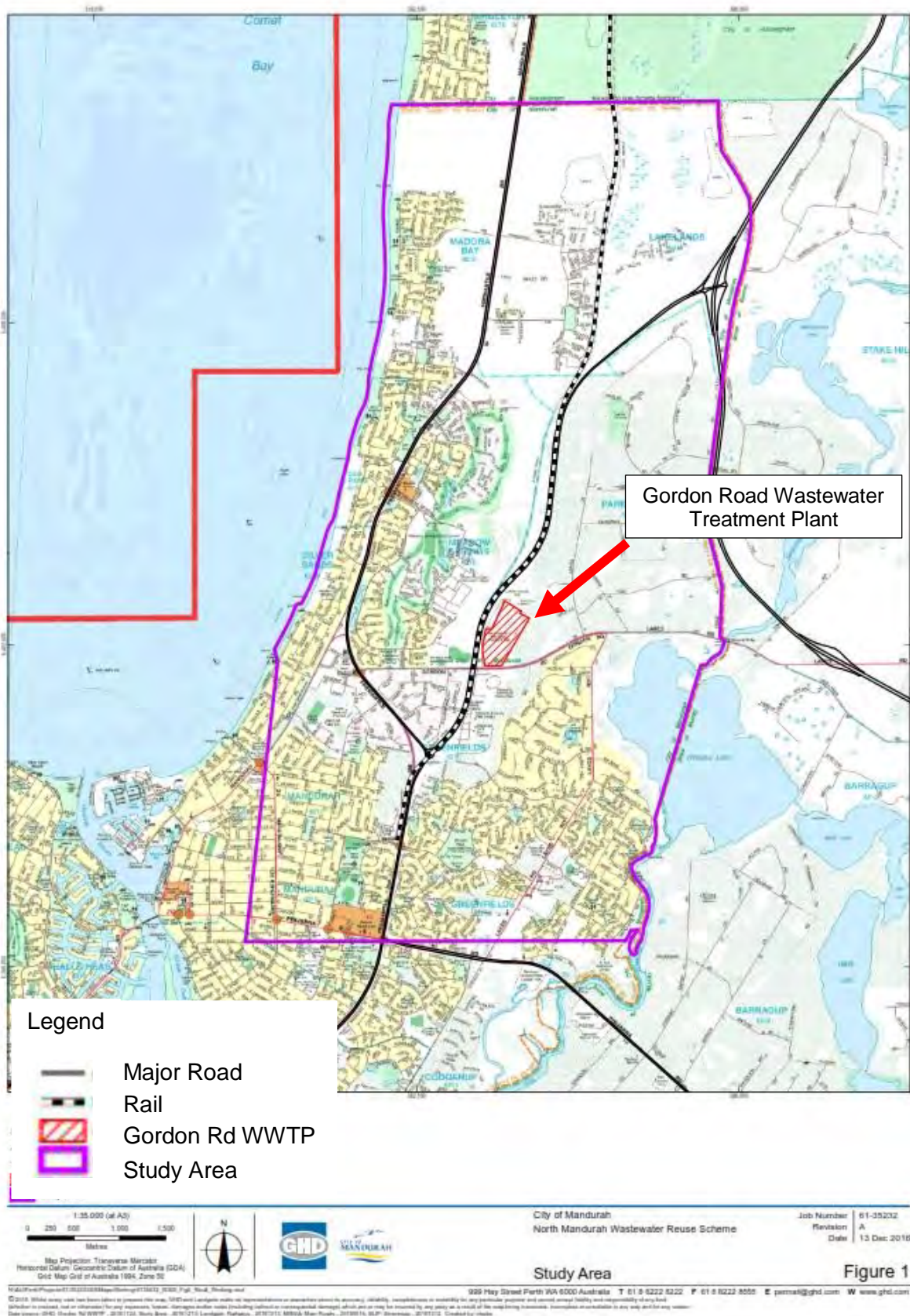


Figure 1: North Mandurah Wastewater Reuse Scheme Study Area.



Figure 2: North Mandurah Wastewater Reuse Scheme Study Area including Mandurah No 1 (Gordon Road) Wastewater Treatment Plant.

Background

The City currently irrigates over 200ha of public open space, primarily using groundwater from the Superficial and confined aquifers, and a small volume of scheme water.

The North Mandurah region comprises of reserves, parks and sporting ovals that are distributed throughout a primarily urban residential area. Turf and gardens at these public open spaces are maintained through irrigation with local groundwater from predominantly the Superficial aquifer, and to a lesser extent, the confined Leederville Aquifer.

There are also a number of new developments planned for the area. It is anticipated that the North Mandurah region will be progressing to be fully developed within 10 years (i.e. 2027). Major new developments include:

- Lakelands North (Ocean Hill) – This development area is located in the northern region of the study area. Development will result in approximately 12.5 ha of new public open space.
- Lakelands East – This development area is located just south of the Lakelands North development area.
- Lakelands District Open Space – This development area is located in the northern region of the study area. Development will result in approximately 10ha of new active and recreational space.
- Madora Bay – This development area is located in the north-west corner of the study area.

As development continues to grow in the Mandurah North area and demand on the local groundwater aquifers is approaching the point at which their sustainable yield is fully allocated, and the potential that the sustainable yield could reduce in the future as a consequence of the drying climate, alternative water sources are required to meet the City's public open space irrigation requirements.

In addition to Mandurah North groundwater being fully allocated the Department of Water has advised the City that the water quality in the aquifers is likely to decline due to current water volumes and pumping rates being extracted for public open space irrigation. It is important to acknowledge that in general, water levels in the Superficial aquifer are relatively stable, although there has been a slow, long-term decline in the Superficial aquifer of about 1 metre over the last 30 years (DoW 2015a).

The City commissioned a consultancy firm with the aim is to complete a three stage study to investigate, conceptual designs and cost estimates, to enable the City to select a preferred design for a water recycling scheme.

The study includes a methodology across three stages to deliver this work:

- Stage 1: Data acquisition and review. Develop a design basis for the North Mandurah Wastewater Reuse Scheme based on review of available information and consultation with key external stakeholders,
- Stage 2: Optioneering and conceptual design. Complete optioneering work and develop outline concepts for scheme options, and then develop conceptual designs for the preferred option.
- Stage 3: Implementation planning and reporting. Develop, implement and design planning for the preferred option. Also, determine what approvals are required to be attained in order to implement the North Mandurah Wastewater Reuse Scheme

Additionally, the study aims to provide the City with the information needed to support applications for state/federal government funding for construction of the infrastructure needed to implement the scheme.

The water availability from the Gordon Road Wastewater Treatment Plant involving direct reuse or Managed Aquifer Recharge through a water balance analysis demonstrates that this water is a viable alternative resource and is likely to meet the future increases in the City's public open space irrigation demand.

Approximately 115 current and future public open space sites have been incorporated into the North Mandurah Wastewater Reuse Scheme Study which includes 8 current and future active sporting ovals.

The total area of all sites combined is 192ha which requires 1.4 billion litres of water per year (1,400 Megaliters per year).

All sites in the Mandurah North area will benefit from a sustainable alternative water resource with the additional benefit of the local environment having access to recharged groundwater levels in the Superficial aquifer. In fact, the estimated ultimate annual public space irrigation required for the study area is approximately 32% of the current annual volume of treated Wastewater generated from the Gordon Road Wastewater Treatment Plant, and approximately 16% of the projected 2050 flow from the plant.

It is evident that it would be possible to meet all public open space irrigation demands in the North Mandurah Wastewater Reuse Scheme study area with treated Wastewater from the Gordon Road Wastewater Treatment Plant, whether via a direct reuse scheme or a Managed Aquifer Recharge (indirect) scheme where the volume able to be abstracted for reuse will be less than the volume infiltrated to groundwater.

A multi criteria analysis has been undertaken to compare five alternative configurations for the planned future water recycling scheme. All five options are viable as an alternative water resource scheme however the five options were considered in regards to determining the best outcome for the recycled water scheme. The five options are;

1. Direct Reuse: Tertiary Treatment Plant and distribution of water to Day Storage Tanks (Weighted Score 2.5).
2. Indirect Reuse: Aquifer Recovery (Water recovered from disposal into the Superficial aquifer) and distribution of the water to Day Storage Tanks (Weighted Score 3.3).
3. Indirect Reuse: Aquifer Recovery (Water recovered from disposal into the Superficial aquifer) and distribution of the water to decentralised Infiltration Galleries (Weighted Score 3.3).
4. Indirect Reuse/Water for the Future: Aquifer Recovery (Water recovered from disposal into the Superficial aquifer) and distributed to Limited Number of 'Large' Infiltration Galleries (Weighted Score 3.4).
5. Indirect Reuse: Aquifer Recovery (Water recovered from disposal into the Superficial aquifer) and Direct Supply into Irrigation Systems (Weighted Score 3.3).

Attachment 1 outlines each water recycling option and the preferred option (Rank) during a weighted score Multi Criteria Analysis (MCA).

Aquifer recovery of infiltrated treated wastewater and distribution to 'large' infiltration galleries in the North Mandurah area (Option 4) received the highest score.

Option 4 involves irrigating the local public open space areas with Managed Aquifer Recharge supplemented groundwater (Superficial aquifer) supplied by bores located near to these water infiltration systems (galleries - similar to soak wells), and other public space areas with bores located remote from but within the zone of the infiltrated water from these infiltration systems (galleries). This option could also irrigate other public open space areas with Managed Aquifer Recharge supplemented groundwater supplied from the centralised distribution system or from bores near the large infiltration areas into local infiltration systems (similar to Option 3) or possibly day storage tanks (similar to Option 2).

Essentially this option could provide water to the constrained Superficial aquifer continuously throughout the year and provide a recharged Superficial aquifer with fit for purpose water for irrigation in the North Mandurah study area.

Consideration has been allowed during the investigation and study towards the scheme having the ability to be retrofitted to allow for tank storage and/or additional infiltration systems (galleries), should this be required. Final configuration/design stage (Stage 3) will focus on Aquifer Recovery (Water recovered from disposal into the Superficial aquifer) and distributed to 'large' Infiltration Galleries for Superficial aquifer recharge in the North Mandurah Study area.

Superficial aquifer

The Superficial aquifer is a regional unconfined aquifer extending from the Darling Scarp westward to the coast and generally has a saturated thickness of up to about 20 m in the Mandurah area. In the Mandurah area, it overlies and is often in hydraulic connection with the confined Leederville aquifer. The Superficial aquifer may also be in direct hydraulic connection with the confined Cattamarra aquifer east of Mandurah in a small area near the Darling Scarp.

The Superficial aquifer in the Mandurah area underlies Tamala Limestone and is capable of producing moderate yields. Depth to water depends on the topography – it can be as great as 30 m on sand dunes, or near ground surface in low-lying areas.

A saltwater wedge extends inland from the coast and out from other waterways. Supplies of fresh water are available in locations that are some distance from the coast, within the dune sands and coastal limestone. Commonly, however, there is only a thin layer of fresh water overlying brackish to saline water. Shallow groundwater near the Peel Inlet, Serpentine River and lake systems is brackish or saline. The saline groundwater is a result of saltwater intrusion from the Indian Ocean, the Peel-Harvey Estuary and leakage from the estuary and lakes system (Antoa 2015). Up-coning of saline water to the fresh-water lens can be induced by extraction or reduced recharge.

Recharge to the Superficial aquifer occurs by direct infiltration of rainfall. Reduced rainfall, recorded in the Mandurah area since the 1970's, is likely to be the main contributing factor to the slowly declining water levels in the aquifer (DoW 2015a).

Infiltration of treated wastewater at Mandurah's Waste Water Treatment Plants also recharges the Superficial aquifer and has increased the thickness of the fresh water lenses at these sites (DoW 2015b). Salinity profiles in the Superficial aquifer at the Halls Head and Caddadup Waste Water Treatment Plants indicate that the freshwater lenses are 10 meters to 13 meters thick (Rockwater 2011, 2014, 2015).

Groundwater flows under a low hydraulic gradient westwards to discharge along the coast and to waterways.

The Superficial aquifer supports groundwater dependant ecosystems where vegetation has access to a shallow water table and where fresh-water through-flow occurs.

Existing Mandurah Reuse Schemes

The City have existing Managed Aquifer Recharge (Direct and Indirect) schemes using Treated Wastewater from each of the three Water Corporation Wastewater Treatment Plants in the area, and studies have been completed previously to explore the potential to reuse significantly greater volumes of treated wastewater from the Gordon Road Wastewater Treatment Plant.

Information on studies completed for these schemes is summarised in Attachment 2.

Gordon Road Waste Water Treatment Plant

Meadow Springs Public Open Space indirect reuse scheme currently utilises Treated Wastewater infiltrated from the Gordon Road Wastewater Treatment Plant. The scheme consists of four groundwater bores located at the Meadow Springs Regional Open Space, adjacent Meadow Springs Primary School. This scheme has been allocated approximately 88 million litres per year (88 Megaliters/year) and abstracted approximately 81 million litres (81 Megaliters/year) in the 2015-16 Financial Year. The abstraction bores of this scheme supply Managed Aquifer Recharged supplemented groundwater that must meet the water quality criteria prescribed for "low exposure risk" reuse schemes.

A groundwater mound exists beneath the Gordon Road Wastewater Treatment Plants infiltration ponds. Due to the infiltration of the low salinity Treated Wastewater it is expected that the thickness of freshwater has increased, and as a consequence a significant fraction of the saltwater may have been flushed from

the formation where the thickness of freshwater is greatest. Current average salinity data indicate that groundwater at the Gordon Road site is fresh and fit for purpose.

The hydrogeology of the North Mandurah Wastewater Reuse Scheme study area is likely very similar to that of the Gordon Road Wastewater Treatment Plant and Meadow Springs Regional Open Space sites.

Managed Aquifer Recharge Suitability

The Superficial aquifer presents the most potentially viable option for Managed Aquifer Recharge, both at the Gordon Road site and across the study area. Based on previous hydrogeological and numerical groundwater modelling investigations undertaken by Rockwater for the Gordon Road Wastewater Treatment Plant, which considered the reuse of infiltrated wastewater assuming infiltration rates of up to 16 million litres per day (16 ML/day), recovery of at least 80% of the infiltration volume could be achievable. A conceptual bore field of at least 10 bores installed around the Gordon Road Wastewater Treatment Plant into the underlying limestone was simulated, pumping at 500 kL/day (similar to rates achieved at nearby Meadow Springs golf course). The results showed groundwater level drawdowns that were unlikely to induce up-coning of saline water (Rockwater 2009b). Also, it should be noted that these results were based on pumping year-round rather than higher pumping during summer and reduced to nil pumping during winter.

Infiltration Systems (Galleries)

Infiltration systems (galleries) trials have been run by CSIRO at Floreat and Halls Head, and have been described by Toze and Bekele (2009) and in several other very similar reports. They were used to successfully infiltrate Treated Wastewater in much the same hydrogeological environment as at the study area, albeit at low rates (average 50kL/d).

If infiltration systems (galleries) are to be considered, it would be necessary to determine whether infiltration galleries can achieve the desired infiltrate rates, and whether clogging can be adequately managed.

The length of infiltration systems (galleries) required, or the area of infiltration ponds will depend on whether they are constructed in sand or limestone – the latter is more permeable and so is likely to allow higher rates of infiltration.

Actual achievable infiltration/extraction rates will require investigative drilling and test pumping to better assess hydraulic permeability of the Superficial aquifer and infiltration potential off-site, however based on other bores in the area, suitably constructed Superficial aquifer production bores should be able to extract about 500,000 litres per day (500kL/day).

Saltwater interface monitoring bores should be constructed to determine the exact thickness of the freshwater lens at the Gordon Road site and across the study area and for use as future monitoring of saline water movement.

Green Space Irrigation Demand – Water Balance

The Gordon Road Wastewater Treatment Plant currently infiltrates 3.8 billion litres (3,800 Megaliters/year) and based on a water recovery rate of 80% from the Superficial aquifer approximately 1.8 billion litres per year (1,800 Megaliters/year) will need to be infiltrated into the study area in order to achieve the 1.4 billion litres per (1,400 Megaliters/year) required for the North Mandurah public open space area.

Current and future irrigation areas are shown in **Attachment 3**.

Proposed Pipe Network for Managed Aquifer Recharge of Treated Wastewater

The Stage 2 report currently advises the following infrastructure requirements;

- 9 x 670 kL/day abstraction bores constructed into the Superficial aquifer to capture water infiltrated at the Gordon Road Wastewater Treatment Plant.
- transfer pump stations at Meadow Springs and Gordon Road (2 duty pumps and 1 standby)
- 37.5 km of distribution pipelines (ranging from 63mm to 250mm Poly Ethylene), noting that the distance of distribution pipelines may reduce during the assessment process in Stage 3 of the Study. The distance of distribution pipelines may reduce with a reduction of infiltration galleries throughout the North Mandurah Study area, as per the preferred option (Option 4).
- 103 infiltration systems (infiltration galleries) at the green space areas; noting that the number of infiltration galleries will be significantly reduced as per the preferred option (Option 4).

Due to the preferred option focusing on “large” infiltration sites less infrastructure will be required in regards to water distribution pipelines and infiltration galleries. Stage 3 of this study will focus on prioritising the sites that will be appropriate for “large” infiltration galleries and the overall cost of the scheme due to a reduction in infrastructure requirements.

The Proposed Pipe Network proposed up to Stage 2 of the Study of the North Mandurah Wastewater Reuse Scheme are shown in Attachment 4.

Comment

As the demand on the local aquifers is approaching the point at which their sustainable yield is fully allocated, alternative water sources are required to meet the future increases in the City’s public open space irrigation demand. The North Mandurah Wastewater Reuse Scheme Study area is well suited to an alternative water resource via the development of a Managed Aquifer Recharge style (indirect) wastewater reuse scheme.

The existing Managed Aquifer Recharge Schemes at all three Wastewater Treatment Plants within the City of Mandurah have proven to be an alternative water resource which provides water security to recreational sites within Mandurah.

The benefits of Managed Aquifer Recharge for water availability and the environment meets the criteria and aim of this study and ultimately the North Mandurah Water Reuse Scheme.

Option 4 involving aquifer recovery and distribution to ‘large’ infiltration galleries is recognised as the preferred option as this option will provide available water for public open space and the receiving environment.

Supporting and progressing the North Mandurah Water Reuse Study and ultimately the implementation of the schemes infrastructure will provide fit for purpose water security for the Mandurah North area.

Statutory Environment

Lot 500, Gordon Road, Parklands, is vested with the Water Corporation for the purposes of “Treating Wastewater” from domestic dwellings and business sites.

Number 2 and 56 Corsican Place, is vested with the Water Corporation for the purposes of “Treating Wastewater” from domestic dwellings and business sites.

The Department of Water provides licence to take recharged groundwater from the Gordon Road Wastewater Treatment Plant Operations for the City of Mandurah at Lot 1320, Oakmont Avenue (Meadow Springs Public Open Space).

The Water Corporation provides a 'Water Supply Agreement' for the City of Mandurah to take water at Lot 1320, Oakmont Avenue, for irrigation purposes at the Meadow Springs Public Open Space.

Policy Implications

The following Policies are relevant to this report.

- POL-CNP 04 Minute
 G.35/2/15,
 24 Feb 2015 Policy - Recreation Facilities Usage:

To provide the community with access to a range of facilities and reserves for a variety of functions, events and activities.
- POL-EVM 04 Minute
 G.35/2/15,
 24 Feb 2015 Policy – Ocean Sewerage Outfalls:

To ensure that no ocean sewerage outfalls are developed along the Mandurah Coastline.
- POL-PKR 02 Minute
 G.35/2/15,
 24 Feb 2015 Policy – Parks and Reserves:

The City of Mandurah will aim to provide and maintain a variety of parks and reserves to fulfil the community's need for balanced social, environmental and economic outcomes.
- POL-RDS 07 Minute
 G.35/2/15,
 24 Feb 2015 Policy – Water Sensitive Urban Design:

The City of Mandurah aims to:

 - a) Improve the achievement of total water cycle management outcomes in all City activities.
 - b) Achieve better integration of land and water management which results in improved environmental outcomes for the Peel-Harvey Catchment.

Economic Implications

Capital Expenditure

Due to the length of pipelines and associated infrastructure required to distribute water for all five options to the public open space areas, the capital cost to establish the schemes would be significant.

The all-inclusive construction indicative Capital Expenditure for each water reuse scheme option varies between options with the current indicative Capital Expenditure costs for all infrastructure provided at the end of Stage 2 of this study ranging from \$21,000,000 to \$28,000,000. The water reuse scheme would be staged during construction and would progressively be implemented throughout North Mandurah area resulting in staged Capital Expenditure funding.

The following table (Table 1) outlines each water reuse options Capital Expenditure.

Table 1: Indicative All-inclusive Capital Expenditure (Option 1-5)

Option	Capital Expenditure (all-inclusive scheme construction)
1	\$26,500,000*
2	\$21,100,000
3	\$26,600,000
4	\$27,600,000*
5	\$28,200,000*

*Note: Option 1, 4 and 5 are preliminary Capital Expenditure Estimates.

Option 2 which includes water recovered from disposal into the Superficial aquifer and distribution of the water to Day Storage Tanks is likely to require less capital expenditure for the all-inclusive construction in comparison to the other alternative four options.

Option 4 (preferred Option) which involves Aquifer Recovery (Water recovered from disposal into the Superficial aquifer) and distributed to 'Large' Infiltration Systems (Galleries) is currently the second highest capital expenditure for the all-inclusive construction in comparison to the other alternative four options.

The final Capital Expenditure and confirmation of Capital Expenditure for the all-inclusive construction for Option 4 will be completed during the implementation planning and final configuration/design stage (Stage 3) of the North Mandurah Wastewater Reuse Scheme Study. Also, Stage 3 will provide final confirmation on Capital Expenditure required to stage the water reuse schemes construction.

Operating Expenditure

The all-inclusive indicative Operating Expenditure for each water reuse option varies between options with the current indicative Operating Expenditure costs for operation of all infrastructure provided at the end of Stage 2 of this study ranging from \$260,000 to \$420,000 per year.

The all-inclusive operation of the water reuse scheme demonstrates Option 2 requiring the lowest Operating Expenditure with Option 4 (preferred option) requiring the equal second highest Capital Expenditure.

The following table (Table 2) outlines each water reuse options Operating Expenditure.

Table 2: Indicative All-inclusive Operating Expenditure (Option 1-5)

Option	Operating Expenditure (all-inclusive scheme construction)
1	\$420,000 per year*
2	\$260,000 per year
3	\$350,000 per year
4	\$350,000 per year*
5	\$260,000 per year*

*Note: Option 1, 4 and 5 are preliminary Operating Expenditure Estimates.

The final Operating Expenditure and confirmation of Operating Expenditure for the all-inclusive operating expenditure for Option 4 will be completed during Stage 3 of the North Mandurah Wastewater Reuse Scheme Study. Also, Stage 3 will provide final confirmation on Operating Expenditure required to during implementation of a staged the water reuse schemes construction.

Unit Cost of Water

Based on the simplistic financial analysis completed as part of this study the unit cost of irrigation water for the scheme options range from \$1.50 per kilolitre (kL) to 1.77 per kL. These costs are less the current cost of scheme water at approximately \$2.25 per kL.

Strategic Implications

The following strategies from the *City of Mandurah Strategic Community Plan 2017 – 2037* are relevant to this report:

Social:

- Provide a range of social and recreational experiences for the City's residents and visitors.

Infrastructure:

- Advocate for and facilitate the provision of infrastructure that matches the demands of a growing population.

Organisational Excellence:

- Ensure the City has the capacity and capability to deliver appropriate services and facilities.

Conclusion

For the sustainability of the City's public open space and groundwater resources the Managed Aquifer Recharge indirect reuse scheme (Aquifer Recovery) options have been developed in this study that would enable Treated Wastewater from the Gordon Road Wastewater Treatment Plant to be used to meet public open space irrigation demands in the northern Mandurah area. Largely due to the length of pipelines required to distribute water to infiltration systems (decentralised Managed Aquifer Recharge Scheme) at the public open space areas, the capital cost to establish the schemes would be significant. Constructing the North Mandurah Wastewater Reuse Scheme in stages will require reduced Capital and Operating Expenditure, which will be confirmed for Option 4 in the final implementation and configuration/design stage (Stage 3) of this study.

An entry-level risk assessment showed that almost all risks associated with Managed Aquifer Recharge options (Aquifer Recovery) can be adequately addressed using specified mitigating strategies, and that the human and environmental end-point risks for irrigation are low. The only exception to this, applying to Option 3 and 4 only, was the potential for saline up-coning at local Managed Aquifer Recharge sites, where the residual risk is considered to be moderate. A key factor in validating the viability of the Managed Aquifer Recharge (Aquifer Recovery) options proposed will be the implementation of drilling investigations to accurately define the groundwater resource with regard to aquifer characteristics and recovered water quality.

Preliminary support for a Managed Aquifer Recharge Scheme (Aquifer Recovery) has been shown during meetings with the Water Corporation and Department of Water and Environmental Regulation. As part of Stage 3 of this Study it is recommended that the City and their consultants meet with the Water Corporation, Department of Water and Environmental Regulation and Department of Health to confirm their support for the project and ascertain any additional regulatory requirements.

Given that demand on the local aquifers is approaching the point at which their sustainable yield is fully allocated and water quality is likely to diminish from current extraction from the aquifers for the City of Mandurah, and in particular the Mandurah North area, alternative water sources are likely to be required to meet the future increases in the City's public open space irrigation demand.

The North Mandurah Wastewater Reuse Scheme is an alternative water resource that is focused on supporting public open space with a sustainable alternative water resource with the additional benefit of the local environment having access to recharged groundwater levels in the Superficial aquifer. The support of progressing the North Mandurah Water Reuse Study and ultimately the implementation of the schemes infrastructure will provide fit for purpose water security for the Mandurah North area.

It is recommended that Council receive this report and request officers to meet with the relevant state agencies to seek support in principle for this initiative and explore possible funding options. Additionally, Local State and Federal Members of Parliament and the relevant State Government Minister are to be approached seeking support and possible partnership options.

NOTE:

- Refer
Attachment 1 - Multi Criteria Analysis – Summary of Findings
Attachment 2 - Summary of Existing City of Mandurah Reuse Schemes
Attachment 3 - North Mandurah Study Area: Current and future irrigation areas
Attachment 4 - North Mandurah Study Area: Proposed Pipe Network

RECOMMENDATION

That Council:

- 1. Notes the content of the report.**
- 2. Agrees for the City to meet with the Water Corporation, Department of Water and Environmental Regulation and Department of Health to confirm their support for the project and ascertain any additional regulatory requirements.**
- 3. Requests the Chief Executive Officer to write to Local, State and Federal Members of Parliament and the relevant Minister seeking support and possible partnerships to implement this initiative.**

ATTACHMENT 1

Multi Criteria Analysis – Summary of Findings



The overall results from the analysis are presented in Table 2. Whilst Option 4 had the highest weighted average score (and the highest unweighted score), making it the preferred option, Option 4's score is only 3% higher than the three next (equal second) preferred options (Options 2, 3 and 5).

Table 2 Summary of MCA Findings

Option	Weighted Score	Rank	Comments
1 Direct Reuse: Tertiary Treatment and Distribution to Day Storage Tanks	2.5	3	Least Preferred Option – Had lowest or equal lowest scores for the OPEX, construction complexity, operation complexity, receiving water degradation and visual amenity criteria, and the three environmental benefit criteria (but highest score for statutory approvals/community acceptance and human health risk criteria).
2 Indirect Reuse: Aquifer Recovery and Distribution to Day Storage Tanks	3.3	2	Equal Second Preferred Option - Had highest or equal highest scores for the CAPEX, OPEX, construction complexity and operation complexity criteria (but lowest or equal lowest scores for the treated wastewater availability and visual amenity criteria, and the three environmental benefit criteria).
3 Indirect Reuse: Aquifer Recovery and Distribution to Decentralised Infiltration Galleries	3.3	2	Equal Second Preferred Option – Scores very similar to Option 3, but marginally inferior (scored lower) with respect to the operation complexity and visual amenity criteria.
4 Indirect Reuse/Water for the Future: Aquifer Recovery and Distribution to Limited Number of 'Large' Infiltration Galleries	3.4	1	(Marginally) Preferred Option – Had equal highest score for the treated wastewater availability and receiving water degradation criteria, and the three environmental benefit criteria (but lowest or equal lowest score for the hydrogeological complexity, statutory approvals/.community acceptance and human health risk criteria).
5 Indirect Reuse: Aquifer Recovery and Direct Supply into Irrigation Systems	3.3	2	Equal Second Preferred Option – Scores very similar to Option 2, but superior (scored higher) with respect to the visual amenity impact and marginally inferior (scored lower) with respect to the CAPEX, construction complexity and operation complexity criteria.

ATTACHMENT 2

Summary of Existing City of Mandurah Reuse Schemes

Halls Head Wastewater Treatment Plant

Halls Head Wastewater Treatment Plant is a Water Corporation owned and operated treatment plant located in Halls Head, approximately 2.5 km south-west from the Mandurah city centre. The WWTP is licenced to treat up to 5.8 ML/d to a secondary standard. The abstraction bores of this scheme supply MAR supplemented groundwater to a number of parks, including four that require the irrigation water quality to meet criteria prescribed for “medium exposure risk” reuse schemes (DoH, *pers. comm*).

Halls Head Indirect Treated Wastewater Reuse Scheme (CSIRO, 2001) – The CSIRO conducted a monitoring program designed to determine the groundwater impacts and treatment capability of MAR schemes using TWW from the Halls Head WWTP. Conclusions from this study were that the Halls Head Indirect Reuse Scheme was suitable for irrigating POS spaces with negligible health and environmental risks. Key water quality findings from the study are as follows:

Health: *E. coli* concentrations were ≤ 1 cell/100mL in recovered water, and coliphage and human pathogenic enteroviruses were never detected in recovered water or background groundwater despite being detected in TWW. The removal of these microorganisms and pathogens can be attributed to natural purification processes within the infiltration ponds, the unsaturated zone below the infiltration ponds and the aquifer downgradient of the infiltration basins.

- Heavy metals: All heavy metals tested were found to be below maximum allowable levels defined in the National Drinking Water Quality Guidelines.
- Salinity: The TDS in recovered water was consistently lower than in the background groundwater, resulting in reuse water being more suitable for the irrigation of POS than traditional groundwater sources.
- Nutrients: Total nitrogen and total phosphorous levels were found to decrease from concentrations found in TWW to concentrations found in the surrounding groundwater.

Caddadup Wastewater Treatment Plant

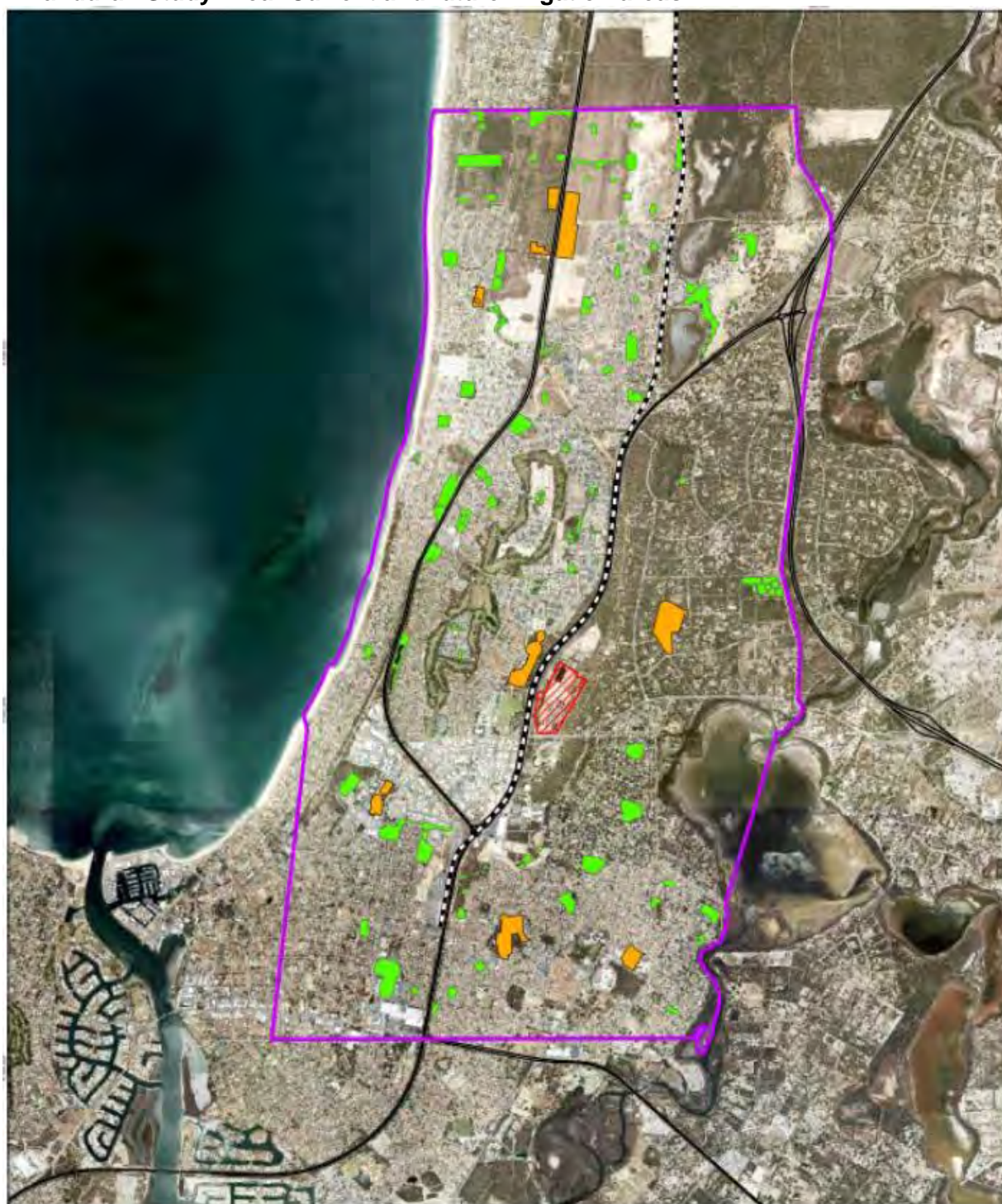
Caddadup WWTP is a Water Corporation owned and operated treatment plant located in Dawesville, approximately 12 km south-west from the Mandurah city centre. The WWTP is designed to treat up to 3 ML/d to a secondary standard. The abstraction bores of this scheme supply MAR supplemented groundwater to a number of areas that have good access controls, whereby the irrigation water quality is only required to meet criteria prescribed for “low exposure risk” reuse schemes).

Caddadup WWTP, Assessment of potential for reuse bores (Rockwater, 2014) – This feasibility study showed that establishment of an MAR reuse scheme at the Caddadup WWTP was feasible assuming appropriate design and operation management considerations were met to reduce the risk of saline up-coning.

Caddadup WWTP Groundwater Reuse, Managed aquifer recharge hydrogeological review and risk assessment (Rockwater 2015) – At the time of this study, the City were planning to capture up to 120 ML/yr of TWW from the fresh groundwater mound located on the Caddadup WWTP site to irrigate 3 ha of POS. This mound is the result of approximately 20 years of TWW infiltration. A risk assessment was used to identify potential risks of the scheme with results indicating that risks could be adequately managed through appropriate scheme design, construction methods, low production rates, site access controls and ongoing water quality monitoring.

ATTACHMENT 3

North Mandurah Study Area: Current and future irrigation areas



Legend

- Major Road
- Rail
- Irrigation Area
 - Active Irrig
 - Desired Irrig
- Gordon Rd WWTP
- Study Area

1:25,000 (at A3)
0 200 400 1,000 1,600
Metres
Map Projection: Transverse Mercator
Horizontal Datum: Geocentric Datum of Australia (GDA)
Grid: Map Grid of Australia 1984 Zone 50



City of Mandurah
North Mandurah Wastewater Reuse Scheme

Job Number: 81-05232
Revision: A
Date: 18 Jan 2017

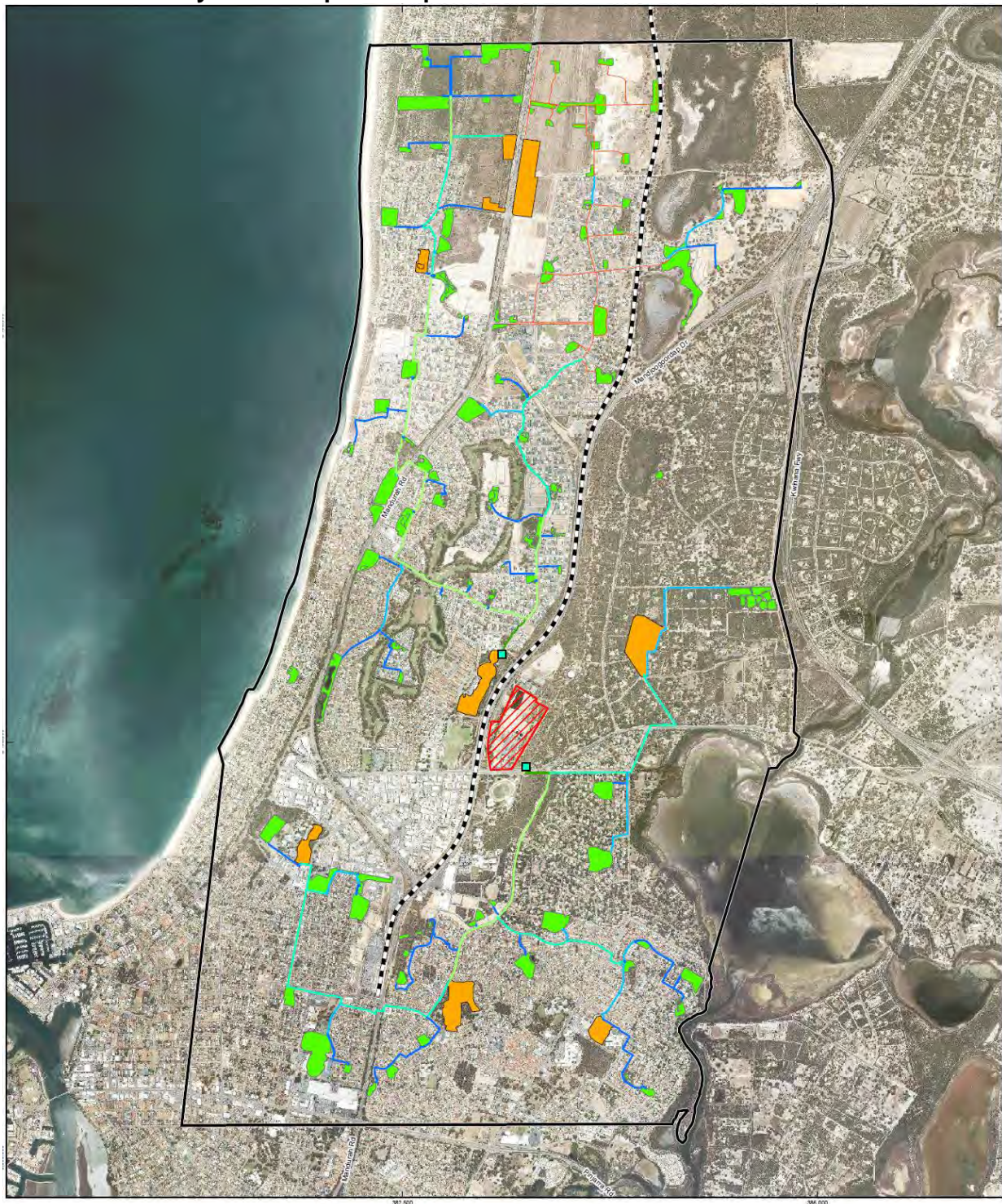
Green Space Irrigation Areas

Figure 12

800 Hay Street Perth WA 6005 Australia T 81 8 5222 5000 F 81 8 5222 5000 E perth@ghd.com W www.ghd.com
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ATTACHMENT 4

North Mandurah Study Area: Proposed Pipe Network



Legend

- | | | | |
|---|------------------------|-----------------|----------------|
| Collection tank and transfer pump station | Proposed pipe diameter | Irrigation Area | Gordon Rd WWTP |
| Existing Superficial Mainline | DN63 PE PN10 | Active turf | Study Area |
| Rail | DN90 PE PN10 | Passive turf | |
| | DN160 PE PN10 | | |
| | DN200 PE PN10 | | |
| | DN250 PE PN10 | | |

1:30,000 (at A3)
0 250 500 1,000 1,500
Metres

Map Projection: Transverse Mercator
Horizontal Datum: Geocentric Datum of Australia (GDA)
Grid: Map Grid of Australia 1994, Zone 50



City of Mandurah
North Mandurah Wastewater Reuse Scheme

NMWRs Proposed Pipe Network
Option 3 - Decentralised MAR

Job Number 61-35232
Revision 1
Date 08 May 2017

G:\6135232\GIS\Map\Working\6135232_000_NMWRsProposedPipeNetwork_Revi.mxd

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Data source: GHD; Gordon Rd WWTP - 20161222; Study Area - 20161213; Pipe network - 201704; City of Mandurah; Irrigation Area - 20161222; Existing superficial mainline - 20160902; Geoscience Australia; Elevation - 20161001; Landgate; Railways - 20161213; MFWA; Main Roads - 20160615; SLRP; Streetmap - 20161312; Landgate Imagery Feb 2016 - 20161213. Created by: rimikonen

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16. SUBJECT: Winter Wonderland 2017 - Review & Consideration for 2018 and 2019
CONTACT OFFICER/S: Tony Free
AUTHOR: Tony Free
FILE NO: R0000972199

Summary

Council is requested to consider the outcomes of the 2017 Winter Wonderland (temporary ice skating skate event) held from 4 to 27 August on the Eastern Foreshore during part of the period of the closure of Mandurah Terrace for the construction of the Mandurah Bridge. The event was generally well received by local businesses and the broader community at a net cost in the order of \$110,000. The event was put together in a short timeframe and whilst generally very successful, there are a number of learnings from the event which should be considered.

It is entirely open to Council as to whether the event continues in 2018 and beyond. There are several matters which Council should consider with respect to the Winter Wonderland event including:

- Does Council wish to continue with a similar event in 2018 and beyond?
- Does council wish to create a winter event which might be based initially around an ice skating rink, or does Council wish to limit the event to solely the ice skating rink?
- Would such an event be held in the July school holidays, in August or at some other time?
- Should the event be on the Western or Eastern Foreshore and if on the Eastern Foreshore should the event be delayed until the power on the Eastern Foreshore is upgraded?
- Should the event be managed and run by the City's event team or outsourced or should it be run in-house for 2 or 3 years, in order to establish a business model which is then outsourced?

If Council was of the view that the ice skating rink should continue as a winter event for Mandurah, it is recommended, that it be managed by the City for a three year period then outsourced, subject to a business and operations plan for the event being presented to Council.

Disclosure of Interest

Nil

Previous Relevant Documentation

G.27/6/17	13 June 2017	Council approved expenditure of up to \$170,000 to establish a temporary ice rink venue on the Eastern Foreshore during July and August 2017 and authorised the Chief Executive Officer to finalise the arrangements and contracts required to establish the temporary ice rink venue.
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Background

In response to the need to close Mandurah Terrace between Pinjarra Road and Smart Street as part of the construction of the Mandurah Bridge, the City engaged a consultant, Spaced Out (place makers) to work with the affected businesses as to what might be able to be achieved to off-set the impact of the road closure for a period of approximately four weeks during August 2017. The most significant concept generated by the businesses was to place a temporary ice skating rink on the Eastern Foreshore adjacent to the closed section of road. This concept was considered and supported by Council in June 2017.

The proposal was to operate the ice skating rink for a period of 21 days, ultimately the event run from 4 to 27 August – 23 days to capture 4 weekends. This was a significant undertaking and was put together in a short time period. When Council considered the proposal in June, not all of the implications, challenges nor costs of the proposal were clear to officers and thus Council. The June report did outline the objective of the temporary ice skating rink which were to provide:

1. Business with a potential customer base over the period of the street closure
2. The community with a different and exciting entertainment experience.

The June Council report explored the risks associated with ticket pricing, patronage numbers and weather, the report also acknowledged that *“the proposal has only recently been developed and a great deal of planning must be undertaken in a relatively short space of time”*. To facilitate the event, the City entered into a supply contract with Kinn & Co Pty Ltd for a 24 metre by 18 metre ice skating rink, the supply of skates and skate aids (penguins).

Separately the City entered into a contract with Spaced Out (Skate Sculpture) to manage and market the event. It should be noted that the ticket pricing and hours of operation were determined by the City and that the City’s events team were not directly involved in the managing of the event.

Comment

It is considered appropriate to review the success, or otherwise, of the temporary ice skating rink event (Winter Wonderland) taking into account the following elements:

1. Community feedback
2. Business impact / feedback
3. Financial implications

and as part of future considerations;

4. Key lessons learnt and
5. Consideration of future winter events.

1. Community Feedback

Spaced Out distributed surveys at the ice rink to approximately 150 customers with the feedback comments being summarised as follows:

- Very positive response to the general event;
- Lifting the profile of Mandurah;
- Great community initiative;
- Would be great to have activities and pop-up bars more often in Mandurah;
- Really great to see something different and family friendly;
- Bring the event back again next year;
- Great atmosphere and friendly staff;
- Not enough advertising;
- Some of the skate hire could be improved; and
- Too much water on the ice and the need for more assistance for beginner skaters.

Over 11,000 tickets were sold, which is considered to be an outstanding result given that the event was not held during the school holidays.

Subsequent to the event, the City also surveyed 130 customers in relation to their experience.

From those surveyed, approximately 25 per cent of visitors to the Winter Wonderland came from outside of the City of Mandurah, principally from the Shire of Murray and the City of Rockingham. Of those surveyed, over 75 per cent said they would attend a similar event in 2018. The event was well received by the community, the location of the rink beside the estuary made for a picturesque and unique setting, which helped with the appeal of the event and the potential future promotion of Mandurah and the event itself. Themed days – normally on a weekend where skaters were encouraged to come dressed as a character from Star Wars and then separately Frozen were very successful and well received. An opportunity exists to promote the skating on sunset, with twilight skate themed sessions.

2. Business Impact / Feedback

Of those surveyed 70 per cent stated that the ice skating rink is the primary reason for their visit to the city centre – without it they would not have come to the city centre. 90 per cent of those surveyed suggested that they anticipated visiting shops while they were in the city centre. The survey findings conclude that most people attended the event as a group of 4 with an anticipated average spend of approximately \$28 per person and anticipated that they would visit at least two shops. For every one person purchasing an ice skating, an additional 1.6 people attended the event.

In summary, the survey findings conclude that the event sold 11,000 tickets and generated approximately 17,600 people spending approximately \$500,000. Other advice has suggested that at previous similar events they calculated for every one person purchasing a ticket two additional people attend the event, which would generate 22,000 people and a total spend of \$600,000. As an estimate the event attracted between 17,000 and 22,000 people and generated between \$500,000 and \$600,000 for the local economy in addition to the approximately \$50,000 spent on local businesses on setting up and managing the event. However, based on conversations with local businesses it seems people were very selective in regard to where they chose to spend their money, as some businesses seemed to profit more than others.

Spaced Out have provided the following in terms of their assessment of the level of business participation in the event which varied greatly.

During the initial consultation workshops business tenants seemed very interested to work together and promote the event as much as possible.

The most contentious element of the Winter Wonderland event was the Cabin Bar. The businesses that decided to get involved and spend the money and time to create the atmosphere [potentially] profited greatest from the event.

During the event more businesses became involved dropping off menus, marketing signage and providing free samples. These small gestures did assist in creating business; some more than others. One business even organised a chalk drawing competition in the empty car park on weekends, which was a huge success in marketing the business and profiting during the competition. Another business assisted in organising classic cars to be parked in the car park on a Saturday morning, which again assisted in generating additional business.

In preparation of this report officers meet with a number of business operators involved with the generation of the concept of the Winter Wonderland event and in summary their comments are:

- The event was a success
- Communication was an issue between the City and the businesses, which resulted in a degree of uncertainty for the businesses and this impacted their preparedness to be more actively involved
- They would like the event to be enlarged creating a better atmosphere, involving more activities than just the ice rink (actually create a winter wonderland) with the aim being that more people will stay for longer in the city centre.
- The event should leverage off the July school holidays, i.e., start over the final weekend of the holidays and then run for 2 or 3 weeks.
- The businesses want to be involved in the event and are willing to work with the City to make it a success, including growing the event beyond just an ice rink and beyond 20,000 people attending.
- The model used for the Fremantle ice rink event held in part over the July school holidays ought to be considered for future Mandurah Winter Wonderland events including other ticketed attractions.

3. Financial Implications

Tickets sales reached 11,700, which suggests that the event was popular with the community and that the pricing was appropriate for the Mandurah market, the final ticket pricing was as follows:

Under 5 years	\$5
5 – 15 years	\$10

Over 15 years	\$18
Seniors/pensioners	\$10
Family (4)	\$45
Penguin hire	\$5

An online booking fee of \$2.00 was applied to each ticket sale made on line.

The cost of hiring the rink and the skates was \$99,000 which as reflected in the June Council report.

The costs not factored into the June Council report included, the cost to hire a generator and the associated diesel consumption which was required to ensure that the ice skating surface remained frozen via a chiller. It became apparent after the June report that the power supply on the eastern foreshore was not sufficient to run the chiller. The requirement to have a first aid post present that all times was not factored into the June costings, nor was the need for equipment hire, including a forklift to get the ice rink into place and fencing associated with controlling public access.

A summary profit and loss for the event is provided via **Attachment 1**, noting that the event ran for 23 days the net cost to the City per day was approximately \$5,000.

4. Key Lessons Learnt

Pricing

The ticket pricing did not seem to exclude the Mandurah community from accessing the skate rink, nor from them having funds to spend in local shops. Positive feedback was received via the survey on the pricing of tickets. However, the weekends were much more popular than weekday sessions and thus potentially could attract a higher price point. Officers understand the skate rink at Fremantle operates in this manner, with higher prices on weekends and during school holidays, relative to weekdays outside of the school holidays. Rather than a flat price structure, a variable one ought to be implemented reflecting demand.

Opening Hours and Management

The 2017 event ran from 10.00am to 8.00pm, 7 days a week, from Friday 4 to Sunday 27 August. Noting the event was outside of school holidays, the demand was low during school hours, being prior to 3.00pm. Consideration should be given to opening the rink to customers on weekdays in the early to mid-afternoon. The short lead up time to the 2017 event, limited the opportunity for school groups to attend. The rink could be open for schools groups prior to being open to the general public, if the opening hours were pushed to later in the day.

A management issue occurred with the 45 minute skating sessions being programmed back to back, without a 10 or 15 minute change over period. For most of the time this was not a problem but at the busiest times it did cause management issues and had the potential to reduce the customer experience. Associated with this was the marquee area set aside for the skaters, ideally this would have been larger, to reduce overcrowding during busy times and to more easily separate those waiting to go onto the ice and those coming off the ice.

Skates and Skating Aids

Concern was raised in regards to the quality of the skates available to hire and the size range available. Many of the customers were primary school aged children, thus availability of the skates to hire needed to better reflect this market. On receipt of the skates, they needed to be checked for quality and to ensure that an adequate range of sizes are provided. The provision of the skates is clearly a key element of ensuring that the customers have an enjoyable experience, thus more attention needs to be paid to this element of the event.

Twenty eight skate aids (penguins) were provided. Given the number of young children, inexperienced skaters and the limited assistance that can be provided to skaters on the ice, more penguins needed to be

provided. Given the capacity of the rink was 80 people, probably 40 penguins should have been made available. The penguins were hired out at \$5 per penguin, given their popularity and their ability to add to the experience, consideration should be given to reviewing this price.

5. Consideration of Future Winter Events

i. Purpose of the event

Council's Events Strategy refers to the City supporting future events which are complementary to the annual events calendar. An event over the July – September period is something that would fit within the events calendar, coming well after the final event of the summer period and prior to the Children's Festival in October. In effect the event would become Mandurah's winter festival.

Whilst the community feedback on the event was positive, Council needs to consider if the principle purpose of the event for the future ought to be the same as in 2017 or be something different. If the event is to be centred around assisting the businesses then the aim of the events perhaps should be to:

1. Attract people to the city centre during the quieter winter months and
2. Support local businesses

It's acknowledged that attracting people to the city centre will only assist some businesses, the location of the event will assist some businesses more than others. Thus there are some limitation on the benefit that Mandurah businesses will receive.

The aim of attracting people to the city centre during the quieter winter period suggest that the event would not be held over the July school holidays (in 2018 being 30 June to 15 June), as during the school holidays people do come to the Eastern Foreshore. However, the school holidays maybe should be used to leverage the promotion of and be the start of the event, perhaps over the final weekend of the school holidays.

Eastern or Western Foreshore

As noted earlier, a significant cost component of running the ice rink was the hire of the generator and associated diesel costs which totalled \$48,000. The generator was required as the power source located on the Eastern Foreshore was not adequate to power the ice rink. This proved to be a significant cost for the event. As part of any redevelopment of the Eastern Foreshore upgrading of the power supply will be undertaken, to assist with events held on the foreshore. An option exists for Council to wait for the power upgrade on the Eastern Foreshore to occur (timeframe currently unknown), prior to holding a similar event again in order to reduce the costs associated with powering the chiller for the ice rink.

An option exists for the event to be held on the Western Foreshore, rather than the Eastern Foreshore, however the Western Foreshore has two limiting factors. The first being that the amenity of the Western Foreshore is such that it's not particularly attractive, relative to the Eastern Foreshore, thus forcing people to the Western Foreshore over winter rather than the Eastern Foreshore which may significantly reduce the appeal of the event. Combined with this is the limited (relative to the Eastern Foreshore) visibility which is likely to negatively impact the ability to attract the same number of customers.

These constraints could be addressed if the Western Foreshore was significantly upgraded.

The second concern with the Western Foreshore is that in 2017 the event was held to assist businesses. If this is proposed to continue to be the purpose of the event – to assist city centre businesses during the quiet winter period, locating the ice rink on the Western Foreshore would make it significantly more difficult to assist the city centre businesses.

ii. Weather

One of the concerns of running an outdoor winter event is the impact of the weather. The average August rainfall from 2002 to 2016 is 91.3mm, in 2017 129.2 mm was recorded in Mandurah. Approximately 40 per cent (50 mm) fell on Tuesday the 8th and Wednesday the 9th in 2017. 2017 was the wettest August since 2004 (153.2mm). The rainfall for Mandurah since 2002 suggests that July is a wetter month than August. Much discussion has occurred around the issue of a cover being provided over the ice rink to protect the rink and skaters from the rain. The open nature of the rink, by the estuary adds to the visual appeal of the setting. That notwithstanding, some sort of cover could be provided, but it's not been considered as an essential element. The feedback seems to be split along age lines – children seemed happy to skate in the wet weather, adults less keen. This detail to one side, if an event is going to be held outdoors during winter, it will need to be accepted by all parties that the normal weather patterns of that time of the year may impact on the event in a negative way, it simply needs to be accepted as a risk of running an outdoor winter event.

iii. Management of the event

The management of an ice rink skating based event needs to be considered. A number of options exist in terms of the management of the event, these include:

- Option 1 - The event be managed by the City's Events team
- Option 2 - The event be outsourced to a separate entity to manage
- Option 3 - The event be managed by the City's event team for a limited time period, before being outsourced.

In 2017, the management of the event was outsourced to Spaced Out, as part of the process of business engagement as a result of the Mandurah Terrace closure. Regardless of how the management of the event occurs, be it internal or external to the City, a couple of elements are critical:

- The engagement and involvement of the local businesses and
- The use of volunteers.

Both were key to the events success in 2017 and this should not be lost in future years. By City of Mandurah standards this is a significant event with expenditure close to \$250,000 and the event running for 23 days. The event is also labour intensive with at least four people required at most times to maintain the customer experience. Two of these people deal with the allocation of skates and skate aids, with another two providing assistance on the ice for the customers. One person who has knowledge on the functioning of the ice rink should also be present at all times. Hence in order to manage the costs, the use of volunteers is important, as occurred this year via Shape Mandurah.

There was some feedback that the ice rink without other activities lacked a little atmosphere. Given many customers were children, if there were additional things to do as well as the ice skating, it may have added to the experience. This potentially could have had people staying longer and thus potentially spending more in local businesses. While a desirable outcome, the funding of such activities would need to be considered. Clearly if the event is to run over a 2 or 3 week period, the additional activities are most likely to occur on weekends only or perhaps linked to themed days / session on the ice rink.

Consideration of Option 1

Given the significance of the event, in terms of cost and risk factors, it is considered appropriate that Council consider a business and operations plan for the event, prior to the 2018 event proceeding. This will allow all known costs and risks to be factored into the business case prior to the event proceeding. This will allow Council to consider the impact of holding the event on staff resources, purchasing policies, existing infrastructure and identify means of engaging the business community in the event in more profitable ways, for them.

Consideration of Option 2

The 2017 event was outsourced and via an appropriate procurement process future events could also be outsourced. If Council wishes to pursue this option it is suggested that recommendation 6 be replaced with a requirement for officers to present to Council a report on how this option would be implemented.

Consideration of Option 3

A transitional model maybe considered to be more appropriate whereby the event is managed by the City's Events team from 2018 to 2020, probably with the ice rink being the main feature in 2018 and 2019, to allow for the creation of a business model which facilitates local business benefitting from the event before being outsourced in 2021. This model would allow Council to provide to external entities which may be interested in managing the event, the minimum standard for local business engagement. Without such a model, the local businesses may not receive the benefit from the event that perhaps ideally they could.

Option 3, via recommendation 6, is the proposed model recommended to Council.

Consultation

Officers have debriefed with Kinn and Co the providers of the ice rink and the skates, and with Spaced out who managed the event and engaged with local business in relation to the event. Customer feedback was obtained by Spaced out and officers have also obtained feedback from the local businesses following the event.

Statutory Environment

Nil

Policy Implications

Decision with respect to future events should give consideration to the Council's policy in relation to City Events – RCS 05

Economic Implications

These have been dealt with earlier in the report under financial implications.

Part of the expenditure included the construction of an asset, the stage, which will be able to be used by the City at further events, which Council is requested to approve. As part of the budget review process, to be presented to Council in February 2018, the net expenditure of \$198,000 will be offset by other non-expenditures on the Council budget for 2017/18.

Strategic Implications

The following strategies from the *City of Mandurah Strategic Community Plan 2013 – 2033* are relevant to this report:

Identity:

- Encourage active community participation and engagement.
- Promote Mandurah's identity as a unique regional city, based on its waterways, history, heritage and future vision.

Conclusion

The 2017 Winter Wonderland has successfully served its purpose, in terms of the issues associated with the closure of Mandurah Terrace. Now it is open to Council to determine if it wants to proceed in the event in 2018 and beyond. The feedback from the community and local businesses has been positive.

If the event is to proceed, there are a number of options open to Council in this regard, in terms of the event being managed, in-house or being outsourced. Acknowledging that the event was outsourced in 2017 and the lessons learnt as detailed in the report, it is recommended that the event be managed in-house until 2020, with the intent that it be outsourced in 2021.

NOTE:

- *Refer **Attachment 1 – Summary Profit and Loss for 2017 Winter Wonderland***

Subject to Committee's consent, officers will present a short visual presentation to the committee.

RECOMMENDATION

That Council:

- 1. Acknowledges that the Winter Wonderland event was generally well received by local businesses and the community more broadly.**
- 2. Acknowledges the learnings from the Winter Wonderland event of 2017.**
- 3. Approves* the unbudgeted expenditure of \$84,000 for the creation of an asset.**
- 4. Notes that as part of the budget review process, the expenditure will be off-set by non-expenditure in other areas of Council's budget.**
- 5. Supports the holding of an event/activities during the winter months which attracts visitors to the city centre which has a key focus the engagement of local businesses.**
- 6. Agrees to the holding of a Winter Wonderland themed event in 2018 to 2020 (inclusive), with the intent that in 2021 the event is outsourced, managed by the City's Events team, subject to the submission of an agreement by Council of a business and operations plan for the event.**

*** ABSOLUTE MAJORITY REQUIRED**

ATTACHMENT 1

2017 WINTER WONDERLAND – SUMMARY PROFIT AND LOSS REPORT

Income	\$	\$
Ticket Sales	126,648	
Other Income	1,193	
Total Income		127,841
Expenditure		
Hire of Ice Rink	(99,000)	
Hire of equipment, fences etc.	(16,490)	
Generator Hire	(15,635)	
Diesel	(32,515)	
Security	(12,464)	
Marketing	(8,488)	
First Aid Services	(9,660)	
Electrical	(7,332)	
Infrastructure Costs	(5,091)	
Ticket booth Fees	(15,743)	
Skate Hire Staff costs	(16,186)	
Demobilisation Costs	(2,713)	
Total Expenditure		(241,317)
NET (LOSS)/PROFIT		(113,476)

Stage (to be taken up as an Asset)		(84,299)
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17	SUBJECT:	Falcon Bay – Beach Enclosure Community Consultation
	CONTACT OFFICER/S:	Jane Pole-Bell/Graeme Davies
	AUTHOR:	Jane Pole-Bell

Summary

Council at its meeting held on 8 August 2017 considered an initial report on the possible installation of a shark barrier in Falcon Bay. This report arose from the City receiving notification from the Minister for Fisheries that a one off grant of \$200,000 will be made available to create a beach enclosure at Falcon Bay Beach.

Council resolved that officers prepare a feasibility study for consideration. In so doing, that report addressed the following issues:

- Background on shark mitigation strategies and shark barriers
- Options for a beach enclosure and/or shark attack mitigation
- Site constraints
- Economic implications
- Social and infrastructure implications
- Approvals process

Council at its meeting held on 10th October was presented with an interim report which detailed the type of barrier and three options in terms of length:

Option 1: 265 metres

Option 2: 475 metres

Option 3: 680 metres

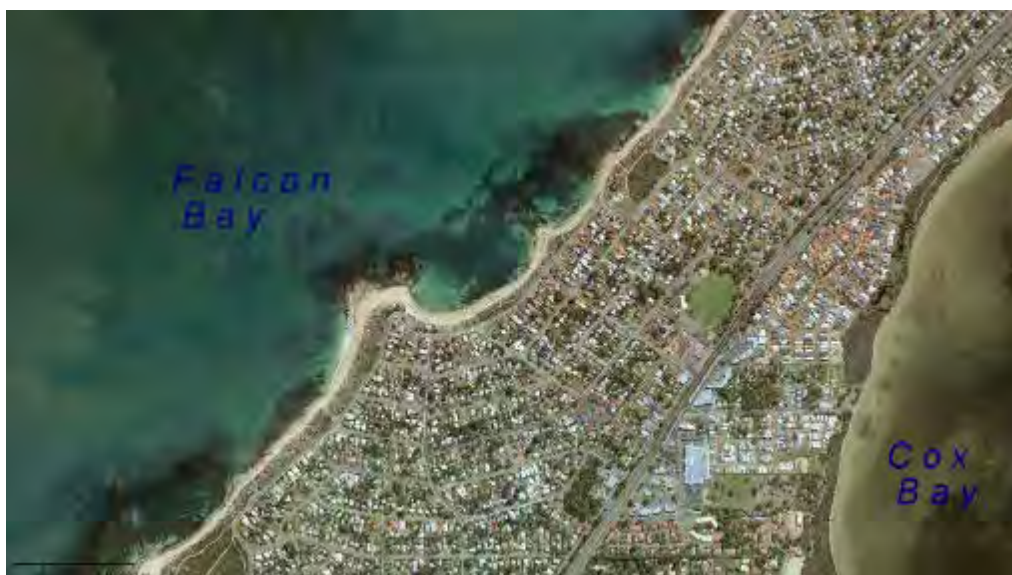
A recommendation from that report was that a further report would be presented to Council which outlines the proposed community consultation process. The community consultation was to consider the possible options, the potential impact on Falcon Bay and the impact on the local amenity and how the benefits may be leveraged and the issues resolved.

Council is requested to receive this report and endorse the community consultation plan and approve Option 1 as the length of barrier for this community consultation.

Disclosure of Interest

NIL

Location



Previous Relevant Documentation

- G.37/3/13 March 2013 Falcon Bay Foreshore Landscape Master Plan – Council Endorsed Option 3
- G.22/8/17 August 2017 Council considered an interim report on the possible implementatic Barrier in Falcon Bay.
- G 12/9/17 September 2017 Council endorsed the Community Engagement Strategy and committed to further embed a culture of participation in its decision making process.
- G. 19/10/17 October 2017 Council considered an interim report which will be part of an overall report based on further work and the outcome of community consultation

Background

Although shark attacks are a relatively rare occurrence when compared to the numbers of people who utilise the waters that they inhabit, there have been significant efforts to mitigate the risk sharks pose to the public. While the total numbers of reported unprovoked shark attacks appears to be increasing, there is no accurate data to estimate whether the relative risk of being attacked by a shark is increasing despite population increases and higher numbers of beach users.

The recent tragic death of a local community member following a shark attack whilst surfing at Gearies surf break (immediately around the southern corner from Falcon Bay) was followed by genuine community concern about using the ocean and culminated in local community members seeking protection from sharks in the form of a safe beach enclosure. The local community formed a lobby group which gave rise to the State Government one off funding.

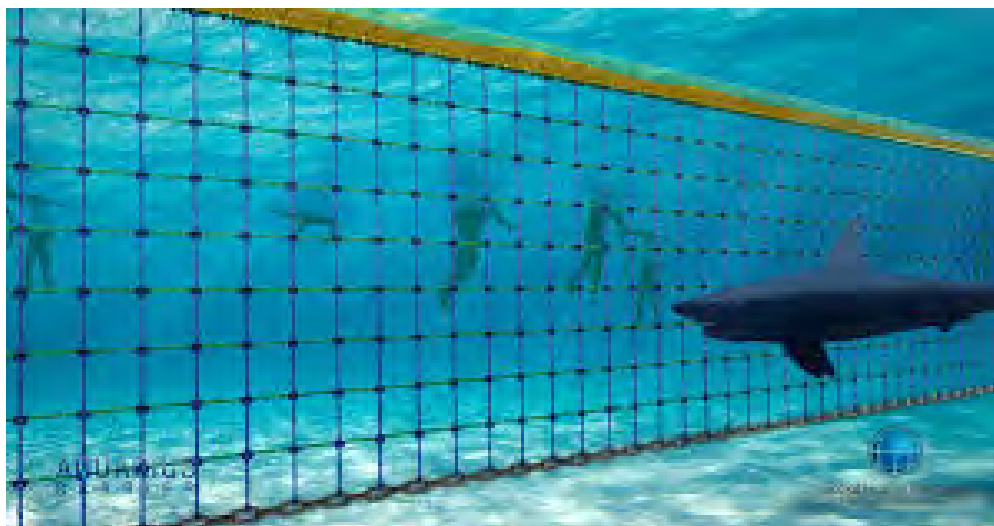
Notwithstanding, a heightened awareness of the risks associated with shark attacks is having a significant impact on coastal communities where there is a growing perception that entering the ocean is less safe than it was previously. This has been the catalyst for a number of public policies aimed at more effective mitigation of the perceived risks.

A number of methods have been used to mitigate this risk. They include reducing numbers of sharks locally either by targeted fishing (drum lines) or netting campaigns, increased surveillance at beaches by

air, sea and electronic detection systems that either detect “tagged” sharks who have a radio transmitter attached or a more recent method (Clever Buoy) which uses specific algorithms applied to sonar images to detect sharks in the water. Whilst these methods have been widely employed elsewhere, they do not provide a strong level of certainty that ocean users will not encounter a shark and as such are not considered further in this report.

As such, barrier systems that are designed to provide a physical barrier between water users and sharks are gaining prominence for the perception that they provide greater surety for beach users and thus allay safety fears to a greater degree.

The following picture is a visual representation of what a shark barrier may look like.



The redevelopment of Falcon Bay Foreshore and the final approved plan involved a high level of community consultation during 2012/2013. The recommendations of this report did not take into account Falcon Bay having a beach enclosure and therefore the impact of the enclosure on the community and infrastructure. The recommendations of that report were to:

1. Approves the *Falcon Bay Foreshore Redevelopment Plan - Option 3 Masterplan (DWG B0784/SK05)*, as the preferred redevelopment vision for the Falcon Bay Foreshore Reserve.
2. Agrees to progressively stage redevelopment of the Falcon Bay Foreshore to ultimately achieve the maximum public open space proposed in Option 3 by:
 - a) replace the western carpark with approximately 400m² recreation space to Option 2 level in the medium term and only when the 31 bay Thera/Eone Street carpark has been constructed, and
 - b) review the parking status at the foreshore and only progress to Option 3 plans to redevelop the balance of the foreshore carpark at a suitable time in the future, when confident that parking is adequate.
3. Acknowledges that the proposed café/kiosk option would not be contemplated whilst a commercial outlet operates on private land opposite Falcon Bay

Currently the first stage – Falcon Bay Seawall is taking place which includes the construction of a sheet pile seawall and beach scour protection.

Comment

Council at its meeting held on 8 August 2017 resolved the following:

1. Accept the tabled report as an interim report acknowledging that additional information is required to enable an informed decision.
2. Endorses community consultation being undertaken on the proposal for a beach enclosure to be installed in Falcon Bay.
3. Request the Chief Executive Officer to prepare a feasibility study for consideration by Council on the proposal for a beach enclosure to be installed in Falcon Bay.
4. Request the Chief Executive Officer to prepare a feasibility study on possible alternative beach sites within the City of Mandurah that may be suitable for the installation of a beach enclosure.
5. Requests the results of 1, 2 and 3 be provided in a report for Council's consideration in September 2017.

The interim report presented at October 10th Council meeting proposed 3 options as listed below.



In the figure above, the solid yellow line depicts one possible alignment of the shark barrier which includes enclosing the swimming pontoon. The distance of this option is approximately 265 lineal meters. The dashed yellow line represents an alternative alignment extending from the same starting point across Falcon Bay to Baroy Street, a distance of approximately 475 lineal meters and the solid red line indicates an alignment to Rakoa Street which is a distance of approximately 680 lineal meters. All of these options will have different bathymetry and hence require alignment-specific design elements.

Option 1: 265 metres

Option 2: 475 metres

Option 3: 680 metres

Following installation, the barrier structure will require varying levels of monitoring to inspect the integrity of the structure to ensure that it is functioning as designed, inspect any marine growth that will impact on its performance and finally to ensure that the structure remains safe and does not harbour any unknown hazards (e.g. fishing lines with hooks etc.) to people using the enclosure.

After further consideration officers recommend Option 1 as the preferred option on which to undertake the community consultation process which will be discussed later in the report.

In addition to the monitoring, the barriers will require periodic maintenance such as cleaning and replacements of any failed fixings or fasteners. The frequency and duration of these inspections will add to the ongoing cost of the installation. Other LGA's have reported monitoring and maintenance costs to vary from \$50,000 to \$100,000 per year.

Option	Length	Design	Construction	Total
1	265 metres	\$20,000	\$292,000	\$312,000
2	475 metres	\$20,000	\$523,000	\$543,000
3	680 metres	\$20,000	\$748,000	\$768,000

Plus \$50,000 to \$100,000 ongoing annual maintenance

At this time, the City has not budgeted any funds for this project although the State Government has committed a one off grant of \$200,000 for the project.

This report addresses item two of endorsing the community consultation to be undertaken on the proposal. The community consultation on this project will follow the principles and framework of the International Association of Public Participation (IAP2). The plan is a high level plan with the full activity plan to be finalised once Council endorses the proposed approach. A communication plan has been developed surrounding this approach which can be adjusted accordingly.

The impact of this project is City Wide and High Impact based on the following reasons:

- State Government Funding availability and impact on Council finances
- The proposal is a highly emotive issue
- The proposal has been subject to political debate
- The likely impact on local community
- The Impact on the broader community to pay for both the infrastructure and the ongoing maintenance
- Falcon Bay is “owned” by the community
- The likely impact on other infrastructure at the proposed location

The key stakeholders that have been or are to be consulted in this project are the following:

State Government
Elected Members
Experts (input into feasibility study)
Ric Gerring
Falcon Bay residents
Falcon Bay Lobby group
Falcon Bay and surrounding Community Associations
Residents within 2km radius and beachfront
Mandurah Community (broader)

The community will be provided with:

1. The recommended shark barrier type and length including additional costs to install and ongoing maintenance costs.
2. The current approved Falcon Bay Redevelopment plans as a starting point.

The Falcon Bay consultation will seek to understand the community's opinion on the following:

1. The benefits and impacts of beach enclosure and how we resolve issues such as infrastructure and parking and leverage benefits
2. The communities desire for beach enclosure/s

Our consultation goal is to involve and collaborate in regard to the final recommendations for Falcon Bay beach enclosure

Inform	Consult	Involve	Collaborate	Empower
Public Participation Goal: To provide balanced and objective information to assist understanding of topic, alternatives, opportunities and/or solutions.	Public Participation Goal: To obtain public feedback on analysis, alternatives and/or decisions.	Public Participation Goal: To work with the public throughout the process to ensure that concerns and aspirations are consistently understood and considered.	Public Participation Goal: To partner with the public in each aspect of the decision including development of alternatives and identification of preferred solution.	Public Participation Goal: To place final decision making in the hands of the public.
Promise to the Public: We will keep you informed.	Promise to the Public: We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how input influenced the decision.	Promise to the Public: We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how input influenced the decision.	Promise to the Public: We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	Promise to the Public: We will implement what you decide.
Example techniques: <ul style="list-style-type: none"> • Fact sheets • Web sites • Open days 	Example techniques: <ul style="list-style-type: none"> • Public comment • Focus groups • Surveys 	Example techniques: <ul style="list-style-type: none"> • Workshop • Deliberate polling 	Example techniques: <ul style="list-style-type: none"> • Citizen Advisory Committees • Consensus building • Participatory decision-making 	Example techniques: <ul style="list-style-type: none"> • Citizen juries • Ballots • Delegated decisions

The high level community consultation plan is shown in the table below

Project Stage	Level of Consultation	Stakeholders	Key messages	Techniques (suggested but not limited)	Timing
1. Initial Report to Council - Recommendation to Conduct Feasibility Study	Inform	State Government Elected Members Lobby Group Ric Gerring Employees Falcon Bay Residents Whole Mandurah Community	City of Mandurah will conduct feasibility report in regard to Falcon Bay shark barrier and report back to council	Report Face to Face (FTF) Media Social Internal	Complete
2. Feasibility Study – Report to Council	Inform	As above	Key findings of study Process and timescale How we will consult with the community and what we are consulting on	Report FTF with key stakeholders Media Social	In Progress

Report from **Executive Manager Strategy and Business Performance**
to **Committee of Council** Meeting of **5 December 2017**

				Have your say Mandurah (HYS)	
3. Commence consultation	Inform Consult Involve Collaborate	Elected Members Experts (input into feasibility study) Ric Gerring Falcon Bay residents directly affected Falcon Bay Lobby group	Key messages and inputs <ul style="list-style-type: none"> This is the barrier that has been selected, the cost and ongoing maintenance Current Falcon Bay masterplan Potential impacts from increased visitation on infrastructure and parking Potential options How do we resolve those issue and leverage the benefits 	FTF with key stakeholders and community via: <ul style="list-style-type: none"> Smaller group of directly affected residents and Lobby group facilitated by independent facilitator 	Dec - Feb 18
4. Commence consultation	Inform Consult Involve	Falcon Bay and surrounding Community Associations Residents within 2km radius and beachfront Mandurah Community (broader)	As above <ul style="list-style-type: none"> Understand desire for additional shark enclosures 	<ul style="list-style-type: none"> Workshop (Town Hall Style) run by independent facilitator Digital channels incl: HYS, social media Traditional media 	Feb/Mar 18
5. Consultation presented back to Council with recommendations Close the Loop	Inform		Key findings presented as input to final recommendations and close the loop with the community on key findings and recommendations	<ul style="list-style-type: none"> Report to Council FTF with key stakeholders Briefing session with community Social/HYS Media 	Mar/April 18

The community consultation with the broader community (as shown in stage 4) will also canvas their view on any other potential locations that may be worth evaluating.

Statutory Environment

Initially, officers were led to believe that the approvals process would be facilitated by the Department of Fisheries who had a dedicated officer who was responsible for streamlining the application process, however, this dedicated officer is no longer in the role. Subsequently, City officers met with officers from Department of Fisheries to discuss the approvals process and they recommended discussing the process with the other local governments who already have them installed.

This has already been done and while each site is different it is anticipated that the following State Government Agencies will be involved in the approvals process:

- Department of Parks and Wildlife
- Department of Lands – land tenure
- Department of Fisheries – fishing restrictions
- Department of Transport
 - Navigational Safety
 - Gazetted Exclusion Zone
 - Jetty Licence
- Department of Aboriginal Affairs
- Department of Fire and emergency Services

- Environmental Protection Authority – environmental impacts

It is possible that other State Government Agencies may form part of the approvals process or at a minimum, be asked to provide comment.

The City is exempt from requiring planning approval as the shark barrier is considered public works and is located outside of the City's Town Planning Scheme No 3 and the Peel Region Scheme boundary. It is also exempt from the need for a building permit ie it is not an individual structure and therefore not a building.

The Commonwealth Government doesn't have a role to play in any approvals. They would provide input if it was in the area of undersea telecommunications cables or pipelines or commonwealth declared marine parks.

The consultation outcomes will be fed into the final recommendations to be presented for approval by the above parties.

Policy Implications

NIL

Economic Implications

The economic implications of the shark barrier installation were detailed in previous council reports on this matter.

The estimated cost to undertake the complete community consultation is in the order of \$ 5 -10,000

Strategic Implications

The following strategies from the *City of Mandurah Strategic Community Plan 2017 – 2037* are relevant to this report:

Social:

- Provide a range of social, recreational, entertainment and learning experiences for our residents and visitors.

Infrastructure:

- Advocate for and facilitate the provision of infrastructure that matches the demands of a growing population.

Identity:

- Encourage active community participation and engagement.

Organisational Excellence:

- Listen to and engage with our community.

Conclusion

Falcon Bay is a popular family orientated beach with adjacent amenities that support a beach culture in this locality.

Where such beaches have installed suitable beach enclosures, the general consensus from the reviews of their operation has indicated that such treatments are effective, are supported by the users who have confidence and reassurance that it is a safe swimming area, and has attracted more patronage as a result.

There is a cost to be borne by the community in both capital and ongoing operating costs that needs consideration in conjunction with other factors such as the suitability of Falcon Bay for a beach enclosure and the ability for the area to cater for an increase in beach users.

In order to ensure that we consider our community view in regard to the social and economic impacts this report outlines the level and type of consultation to take place based on the International Association for Public Participation (IAP2) framework and the City of Mandurah 2017 Community Engagement Strategy as an input into the final recommendation on the Falcon Bay and any other future shark barriers. This report also recommends that Option 1 – 265 mt in length is approved as the most suitable option at this point in time.

RECOMMENDATION

That Council:

- 1. Endorses Option 1 – 265mt Shark Barrier length as the preferred option for community consultation.**
- 2. Endorse the Falcon Bay Shark Barrier consultation plan.**

18 **SUBJECT:** Annual Report 2016/17 and Annual Electors Meeting
 CONTACT OFFICER/S: Graeme Davies / David Prattent
 AUTHOR: Graeme Davies
 FILE NO:

Summary

Council's acknowledgement and receipt of the Annual Report for 2016/17 and the selection of a date during January 2018 for the Annual Electors' Meeting is sought. Monday, 29 January 2018 at 7.00 pm in the Tuckey Room is the suggested date and venue for holding the Annual Electors meeting.

Disclosure of Interest

N/A

Previous Relevant Documentation

- G.13/2/15 24 February 2015 Annual Report 2013/14 and Annual Electors Meeting
- G.73/11/15 24 November 2015 Annual Report 2014/15 and Annual Electors Meeting
- G.34/12/16 20 December 2016 Annual Report 2015/16 and Annual Electors Meeting

Background

In accordance with Section 5.27 of the *Local Government Act 1995*, Council is required once in each financial year, and at a time appointed by the Council, to hold the general meeting of electors of the district. The Annual Electors' Meeting covers such items as:

- A report of the performance of Council's principal activities;
- Receiving the Annual Financial Report;
- Receiving the Auditor's Report;
- Reports from the Mayor and Chief Executive Officer;
- Other general business.

Comment

It is a statutory requirement that Council accepts the Annual Report no later than 31 December. Alternatively if the Auditor's report is not available in time for the annual report to be accepted by 31 December after that financial year, the annual report is to be accepted by no later than two months after the auditor's report becomes available (s. 5.54 1 & 2).

The final annual report will also include the Annual Financial Report, and reports from the Mayor and Chief Executive Officer. A copy of the draft Annual Report 2016/2017 excluding financials is attached. The complete Statutory Annual Report will be available on request by members of the public, as well as on the City's website. Once the Audit & Risk Committee and then Council approve the City's financial statements in December, the financials will be included in the final document for publication.

The Annual Electors' Meeting must be held within 56 days of Council accepting the Annual Report, and, subsequently, the meeting is proposed for Monday, 29 January 2018. Local public notice is required at least 14 days prior to the meeting.

Consultation

N/A

Statutory Environment

Local Government Act 1995:

- Section 5.27 Electors General Meeting to be held once every financial year;
- Section 5.54 Acceptance of Annual Report by 31 December;
- Section 5.55 requires that local public notice of the availability of the Annual Report be given as soon as practicable after the report has been accepted by Council.

Policy Implications

N/A

Economic Implications

N/A

Strategic Implications

The following strategy from the *City of Mandurah Strategic Community Plan 2017 – 2037* is relevant to this report:

Organisational Excellence:

- Deliver excellent governance and financial management

Conclusion

Council is requested to approve the 2016/2017 Annual Report (excluding financials). Approval of the time and date for the Annual Electors' Meeting, being Monday, 29 January 2018, at 7.00pm in the Tuckey Room is also sought.

NOTE:

- ***Refer Attachment 1 2016/17 Annual Report***

RECOMMENDATION

That:

1. **Council receives the 2016/17 Annual Report (excluding financials) for the year ending 30 June 2017.**
2. **The final Annual Report be published on the City's website and be made public once Council adopts the Annual Report and financial accounts for the 2016/17 financial year.**
3. **A meeting of Annual Electors to be convened on Monday, 29 January 2018, at 7.00 pm in the Tuckey Room.**

Annual Report

2016-2017



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For detailed 'Financial Statements' please visit www.mandurah.wa.gov.au

Alternate formats of this Annual Report are available upon request including electronic document by email, hard copy in large print, audio on cassette or compact disc.

City Profile

Land area in square kilometres	173.5km ²
Land area in hectares	17,350ha
Coastline	51km
Distance from Perth	72km
Time by car from Perth	50 mins – 1 hr
Time by train from Perth	48 mins
Population (2016)*	83,099
Number of households (2016)**	34,092
Population per square kilometre**	479/km ²
Households per square kilometre**	197
Total length of roads	712km approx.
Total length of canal waterways	22km approx.
Number of bridges (including footbridges)	27
Bridges managed by other agencies	8
Paths and boardwalks	511km

Conservation Area – City of Mandurah	46.5932ha
Conservation Area – Other Agencies	3,956.58ha
Foreshore Area – Developed	78ha
Foreshore Area – Natural State	497.6397ha
Recreation – Bushland	447.925ha
Recreation – Used for Recreation	309.5ha
National Parks: Yalgorup, Peel Regional Park, Creery Island, Channel Island	
Parks and Reserves	500
Playgrounds	110
Annual Maximum temperature range	17° – 28°C
Annual Minimum temperature range	10° – 18°C
Average WA rainfall for 2016	406mm

*ABS data

**Source: Forecast ID

City's Role and Vision

The City of Mandurah is proud to acknowledge the Binjareb People of the Bibbulmun Nation as the first people of this land. The name Mandurah is derived from the Binjareb name 'Mandjoogoordap' meaning 'meeting place of the heart'.

Mandurah is indeed a meeting place of land, water, people and culture, the natural and built environment and traditional and modern ideas. The City of Mandurah values this diversity and is ready for the challenges during the current rapid population growth and development.

The City of Mandurah aims to become an organisation that creates and delivers on a vision for the future which strengthens the community's capacity to sustain and improve the quality of life for future generations.

Our vision is a place where our community is proud, inspired, inclusive and innovative where we respect our connections to the past and create a great future.

The City's Strategic Community Plan and operational focus is built on the values of connected, innovation, courage, excellence, and integrity.

These values guide the behaviours of our staff and elected members in working with our community.

Reconciliation Action Plan

The City's Reconciliation Action Plan (RAP) 2015-2017 has been developed in partnership with local Aboriginal Elders and community members. The RAP formalises ways to tackle issues together to continue to create an inclusive community with strong relationships and respect across cultures.

The City continues to work hard to deliver on the actions within the plan with the assistance and guidance of the RAP Steering Group, to create an inclusive community.

Vision

A place where our community is proud, inspired, inclusive and innovative where we respect our connections to the past and create a great future.

Purpose

To create a vibrant and connected city that supports and improves the community for everyone.

Principles

The City's progress towards its vision and mission will be achieved by working with the following principles:

- Protecting environmental assets for future generations
- Continuous improvement to achieve the best outcomes for the community
- Ensuring social and economic wellbeing.

Values

The City's corporate values are:
Connected, Integrity, Excellence, Innovation, and Courage.

Acknowledgement of Country

The City of Mandurah would like to acknowledge the Bindjareb people - the traditional custodians of this land - and pay respect to all Elders, past and present.

We wish to acknowledge and respect their continuing culture and the contribution they make to the life of this city and the region.



Message from the Mayor and CEO

This year has seen the City working hard to deliver on economic, community, environmental and infrastructure needs, all aimed at making Mandurah a better place to live, work and play.

Mandurah's population continues to grow, with a current population of more than 85,000.

We have worked hard to deliver a well-considered budget, ensuring that fees, charges and rates were kept as low as possible. This has occurred despite considerable growth in costs and cost-shifting from other areas of government.

This year, a review of the City's 20 Year Strategic Community Plan was completed. This involved community consultation via workshops, a telephone survey and online discussion. The subsequent Strategic Community Plan 2017-2037 was shared for public comment.

On the environmental front, the City has been excelling in water conservation, and through our ongoing efforts in 2016/17 we have been recognised with re-endorsement as a Waterwise Council, and Gold and Platinum Waterwise Council awards.

After experiencing some difficulties, the geothermal component of the Mandurah Aquatic and Recreation Centre Redevelopment is on track to achieve considerable long-term operational cost savings as well as reductions in greenhouse gas emissions and carbon footprints.

The City has prioritised the investment in solar energy and, through the delivery of our Solar Plan, have significantly decreased energy consumption, greenhouse gases and operating costs.

We know that Mandurah's unemployment rate is traditionally higher than state averages, however this is not an issue that is isolated to our area, nor something we can tackle without our state and federal counterparts.

To help overcome the employment challenges, the City has been delivering a series of free entrepreneurial workshops for a range of demographics since 2014 with great results.

The City continues to advocate for Transform Peel, a project of State and National significance. The project, located in the Shire of Murray, will be one of the biggest economic drivers for the Peel Region, and is expected to create more than 30,000 jobs by 2050 across many sectors.

Regional identity is also an issue that has come to the foreground, particularly this year.

Mandurah is a regional city, and it's important that we continue to share this message and lobby all levels of government to ensure we remain regional - this is for the benefit of our community in many different ways.

Other highlights in 2016/17 included:

- The Yaburgurt public artwork was officially opened in March, commemorating the life and times of the significant Aboriginal leader.
- This year, there have been 850,000 visits to the completely transformed MARC. Stage two of the redevelopment was opened on April 29 and celebrated with a community open day.
- During the reporting period, the Old Mandurah Traffic Bridge Replacement project continued to progress well and considerable effort has gone into minimising the effects on the community.
- The \$4.2million Eastern Foreshore Seawall Replacement project was completed in March. This is the first stage of the overall waterfront revitalisation vision that requires further funding to proceed.
- Continued focus on place activation by supporting initiatives including Make Place, and Shape Mandurah activities.

The City is honoured to be able to work with different community groups, volunteers, organisations, private business and other levels of Government to deliver many great outcomes.

Ultimately, we continue to strive towards our vision to make Mandurah a place that our community is proud to call home.



Marina Vergone
Mayor, City of Mandurah



Mark Newman
Chief Executive Officer,
City of Mandurah

2016 - 2017 Performance Highlights

Environment

- The City won the Water Corporation Western Australian Waterwise Council of the Year (Local Government category) in May 2017, for addressing local water consumption.
- Achieved second place in Australia in the Cooperative Research Centre for Water Sensitive Cities Benchmark Index in May 2017, for progress towards achieving 'Water Sensitive City' status.
- Undertook PHD Thesis partnership with Murdoch University to assess effectiveness of different approaches to local environmental education.
- Hosted Kids Teaching Kids conference in September 2016, attracting nearly 300 students and teachers.

Social

- Commenced stage two of Family Friendly Foreshore project in November 2016, to help tackle safety and crime prevention around the Mandurah War Memorial. Project included roll-out of additional CCTV, lighting and space activation in and around the War Memorial.
- Delivered annual Mandurah Crab Fest, Stretch Festival and Wearable Art Competition, Children's Festival, Christmas Pageant, New Year's Eve and Australia Day events.
- Opened pop-up library at Lakelands Shopping Centre in June 2017. The pop-up library will serve the local community while the new Lakelands Library and Community Centre is being built.

Economic

- The City continued advocacy and support for the Peel Development Commission's (PDC) Transform Peel program. The PDC commenced Phase One planning for the Peel Business Park component of Transform Peel in 2016. Transform Peel will comprise a 42,000 hectare Peel Food Zone, a 1000 hectare Peel Business Park and the Peel Integrated Water Initiative. Transform Peel is estimated to create around 30,000 jobs and annual economic output of \$16 billion by 2050.
- The highly successful Entrepreneurial Capacity Building Program was continued to be delivered by the City, including the Mumpreneur 101, Power Up, Be Your Own Boss, and Shirts with Attitude workshops.
- The City continued to sponsor the Mandurah and Peel Tourism Organisation (MAPTO) to deliver local and regional tourism marketing.
- The City provided \$130,000 to support Make Place activities.
- Sponsorship continued for the Peel Chamber of Commerce and Industry's Business Membership Agreement, which provides Mandurah businesses with discounted dual-membership of Peel CCI and CCI WA.
- The City continued to sponsor the City Centre place activation project Shape Mandurah.

Infrastructure

- Completed stage two of the Mandurah Aquatic and Recreation Centre redevelopment in May 2017.
- Continued construction of new Mandurah Traffic Bridge.
- Completed Eastern Foreshore Seawall Replacement project in March 2017.
- Commenced stage one of Mandjar Square Redevelopment in April 2017, including underground service works including water and power, and improvements to lighting and pavements.

Identity

- The Yaburgurt public artwork was installed in Mandjar Square, commemorating the life and times of significant Aboriginal leader, Yaburgurt (George Winjan).

Organisational Excellence

- A full review of the City's Strategic Community Plan 2013-2033 was undertaken, and Strategic Community Plan 2017-2037 was released for public comment in June 2017. Under the WA Government's Integrated Planning and Reporting Framework, all Councils are required to undertake comprehensive reviews of their Strategic Community Plans every four years.

Plan for the Future

In 2016/2017, as a part of the Western Australian Government's Integrated Planning and Reporting Framework, the City of Mandurah undertook a comprehensive review of its Strategic Community Plan 2013-2033. The Strategic Community Plan was adopted by Council in April 2013, and underwent a desktop review in June 2015.

The 2016/2017 full review involved community consultation via six community workshops, a youth workshop and a workshop with non-engaged people, as well as a telephone survey and online discussion via the City's Have Your Say Mandurah website. The subsequent Strategic Community Plan 2017-2037 was endorsed by Council for public comment in June 2017, with the final Strategic Community Plan anticipated to be adopted by Council in September 2017.

Outcomes of the Strategic Community Plan 2017-2037 will be incorporated into the City's Corporate Business Plan 2018-2021, which is also due for Council adoption in September 2017. The Corporate Business Plan outlines specific detailed projects and actions to be undertaken by the City and also informs existing Council plans such as Asset Management Plans and the Annual Budget. The Corporate Business Plan also incorporates the City's One Year Operational Plan, which details major projects, actions and activities for the year ahead.

Projects, actions and activities identified through the planning process have specific performance indicators, which are measured quarterly to ensure that the City delivers on its Strategic Community Plan.

Community consultation undertaken in 2016/17 revealed the following issues as being most important to shaping Mandurah's future:

- Ensuring community safety and security
- Creating more local jobs
- Providing quality healthcare services and facilities
- Protecting our natural environment and waterways
- Supporting local businesses
- Providing quality education and training opportunities
- Improving traffic management and local roads.

This Annual Report illustrates the City's capacity to deliver outcomes that meet the community's needs and aspirations, and reflects its performance against strategic objectives and targets, in line with the Corporate Business Plan, during the past 12 months.

External Influences and Challenges

Mandurah is Western Australia's largest regional city, and its 10th largest local government area by population. Mandurah has experienced phenomenal population growth over the past half-century, growing from just over 3,000 persons in 1966 to more than 83,000 in 2016. Whilst Mandurah's population growth has recently slowed, it is nonetheless forecast to continue growing steadily over the next two decades, anticipated to reach nearly 120,000 by 2036¹.

In addition to being a city facing growth challenges, Mandurah has a comparatively low proportion of younger residents and a high proportion of older residents. Mandurah's average age is currently 43, compared with the Western Australian average of 36². Mandurah also has comparatively low Year 12 completions and University enrolments, low income levels and high levels of disability and disadvantage.

Mandurah also suffers from very high unemployment. In March 2017, Mandurah's unemployment rate was 10.9 percent, compared with the WA average of 6.2 percent and the national average of 5.7 percent³. Mandurah is currently the Peel Region's highest unemployment local government area, and is currently the second-highest unemployment area within the Perth Greater Capital City Statistical Area.

Reference:

1 *Informed Decisions; Mandurah Population Forecasts; February 2015.*

2 *Australian Bureau of Statistics; 2016 Census QuickStats; June 2017.*

3 *Department of Employment; Small Area Labour Markets Australia; March Quarter 2017; June 2017.*

Future Highlights

As a result of half a century of rapid population growth and urbanisation, Mandurah faces a range of sustainability challenges, including:

- Growing and diversifying the regional economy and creating local jobs
- Improving education and training outcomes
- Preserving the natural environment and waterways
- Ensuring community health and wellbeing, safety and security
- Attracting and retaining young people
- Meeting community infrastructure needs
- Addressing social disadvantage, including affordable and crisis housing needs.

Despite these challenges, Mandurah has significant potential to become a dynamic and vibrant city within a diverse and thriving region.

The City continues to strive to achieve the goals set by its community, outlined in the Strategic Community Plan 2017-2037. Key projects for 2017/2018 that are designed to help achieve these goals include:

Environment

- Undertake Peel-Harvey waterways research, scientific modelling and on-ground restoration works under the Regional Estuaries Initiative
- Implement Coastal and Waterways Strategy
- Jointly develop governance structure for Peel waterways management
- Prepare business case for City battery storage project

Social

- Continue to implement Mandurah Active Recreation Strategy

Economic

- Commence Mandurah-Murray Growth Plan (subject to State Government funding approval)
- Obtain Australian Government financial commitment to the Transform Peel project
- Continue to deliver highly successful Entrepreneurial Capacity Building Program
- Continue to support Mandurah and Peel Tourism Organisation's delivery of local and regional tourism marketing and product development
- Continue to partner with the Peel Chamber of Commerce and Industry to support local small businesses

Infrastructure

- Obtain Australian Government matching funding (\$10 million) to enable the Eastern Foreshore Waterfront Revitalisation project to commence

Identity

- Continue to implement Arts, Heritage and Culture Strategy

Organisational excellence

- Adopt and implement the City of Mandurah Strategic Community Plan 2017-2037
- Develop and implement an Integrated Transport Strategy

Elected Members



Mayor Marina Vergone

Mayor (October 2013-present)

Committees and Advisory Groups:

- Audit and Risk Committee
- Executive Committee
- City of Mandurah Convention Scholarship Assessment Panel
- Community Assistance Grants Scheme
- Reconciliation Action Plan Steering Group

- South West Regional Road Group
- WALGA: Peel Country Zone
- Waste Management Alliance Board
- Peel Development Commission Board (Local Government Category)



Deputy Mayor Councillor Darren Lee

East Ward

Committees and Advisory Groups:

- Planning Committee (2nd Deputy Member)
- Audit and Risk Committee (1st Deputy Member)
- Executive Committee
- Waterside Canal Waterways Advisory Group

- Mariner's Cove Waterways Advisory Group
- Australia Day Awards Selection Panel
- City of Mandurah Convention Scholarship Assessment Panel
- Coodanup Community Advisory Group
- Murdoch University Undergraduate Nursing Scholarship Selection
- Peel Mosquito Management Group (Deputy Member)
- Rivers Regional Council (Deputy Member for Cr Riebeling)
- WALGA: Peel Country Zone
- Metro South-West Joint Development Assessment Panel



Councillor Lynn Rodgers

East Ward

Committees and Advisory Groups:

- Planning Committee
- Executive Committee
- Mandurah Environmental Advisory Group
- Australia Day Awards Selection Panel
- Community Assistance Grants Scheme

- Reconciliation Action Plan Steering Group
- Coodanup Community Advisory Group



Councillor Shane Jones

East Ward

Committees and Advisory Groups:

- Waterside Canal Waterways Advisory Group (Deputy Member)
- Mariner's Cove Waterways Advisory Group (Deputy Member)
- Community Assistance Grants Scheme
- City of Mandurah Sports Awards
- Coodanup Community Advisory Group (Deputy Member)

- Rivers Regional Council
- South West Regional Road Group (Deputy Member)



Hon Councillor Fred Riebling JP

Coastal Ward

Committees and Advisory Groups:

- Planning Committee
- Audit and Risk Committee
- Mandurah Bushfire Advisory Committee
- Mandurah Quay Waterways Advisory Group
- Port Bouvard Waterways Advisory Group

- Local Emergency Management Advisory Committee (Deputy Member)
- Peel Mosquito Management Group
- Rivers Regional Council
- Metro South-West JDAP (Alternate Representative)
- Eastport Canal Waterways Advisory Group



Councillor Shannon Lawson

Coastal Ward

Committees and Advisory Groups:

- Australia Day Awards Selection Panel
- Community Assistance Grants Scheme
- Mandurah Coastcare Coordinating Advisory Group
- Peel Chamber of Commerce and Industry Board
- Arts Grants Panel (Creative Mandurah and Stretch Grants)



Councillor Tahlia Jones

Coastal Ward

Committees and Advisory Groups:

- Planning Committee
- Audit and Risk Committee
- Access and Inclusion Advisory Group
- Mandurah Quay Waterways Advisory Group
- Port Bouvard Waterways Advisory Group



Councillor Ron Wortley

North Ward

Committees and Advisory Groups:

- Planning Committee
- Access and Inclusion Advisory Group
- Mandurah Coastcare Advisory Group (Comet North Representative)
- Mandurah Roadwise Advisory Group
- CoastSwap



Councillor Caroline Knight

North Ward

Committees and Advisory Groups:

- Planning Committee
- Audit and Risk Committee (2nd Deputy Member)
- Executive Committee (Chair)
- Kids Teaching Kids School Selection Panel Interstate Conference
- Murdoch University Undergraduate Nursing Scholarship Panel
- WALGA: Peel Country Zone (Deputy Member)
- Peron Naturaliste Partnership
- Mandurah Environmental Advisory Group
- Peel Harvey Biosecurity Group
- City of Mandurah Convention Scholarship Assessment Panel
- Metro South-West Joint Development Assessment Panel
- Australian Coastal Council Association
- Arts Grants Panel (Creative Mandurah and Stretch Grants)
- Mandurah Coastcare Coordinating Advisory Group (Deputy Member)



Councillor Peter Jackson

North Ward

Committees

- Planning Committee
- Audit and Risk Committee (Chair)
- Executive Committee
- Australia Day Awards Selection Panel
- Community Assistance Grants Scheme

- Mandurah Liquor Accord
- Mandurah and Peel Tourism Organisation (MAPTO) Board



Councillor Dave Schumacher

Town Ward

Committees and Advisory Groups:

- Port Mandurah Canal Waterways Advisory Group
- Australia Day Awards Selection Panel
- Reconciliation Action Plan Steering Group
- City of Mandurah Sports Awards
- Peel Chamber of Commerce and Industry Board (Deputy Member)

- Mandurah Liquor Accord



Councillor Jane Field

Town Ward

Committees and Advisory Groups:

- Planning Committee (1st Deputy Member)
- Access and Inclusion Advisory Group (Deputy Member)
- City of Mandurah Sports Awards
- Kids Teaching Kids School Selection Panel Interstate Conference
- Local Emergency Management Advisory Committee

- Mandurah Bushfire Advisory Committee (Deputy Member)
- Mandurah Community Museum Advisory Group (Deputy Member)
- Mandurah Environmental Advisory Group (Deputy Member)
- Mandurah Performing Arts Inc Board
- Mandurah Roadwise Advisory Group
- Arts Grants Panel (Creative Mandurah and Stretch Grants)



Councillor Peter Rogers

Town Ward

Committees and Advisory Groups:

- Planning Committee (Chair)
- Audit and Risk Committee
- Executive Committee
- Mandurah Community Museum Advisory Group
- Reconciliation Action Plan Steering Group

- Family Friendly Foreshore Project Reference Group
- Rivers Regional Council (Deputy Member for Cr Shane Jones)

Council Meeting Attendance

Name	Ordinary Council (22 meetings held)	Special Council (1 meeting held)
Mayor Marina Vergone	17	1
Deputy Mayor Cr Darren Lee	17	1
Cr Lynn Rodgers	17	0
Cr Shane Jones	16	1
Hon Cr Fred Riebeling JP	20	1
Cr Shannon Lawson	20	0
Cr Tahlia Jones	21	1
Cr Ron Wortley	20	1
Cr Caroline Knight	21	1
Cr Peter Jackson	21	1
Cr Dave Schumacher	19	1
Cr Jane Field	19	0
Cr Peter Rogers	18	1

During the year the Mayor and Councillors also attended committee meetings of Council and a range of Council Advisory Group meetings that are not included in the table above.

Executive Management



Mark Newman

Chief Executive Officer

B.Com, Cert Local Govt. Treasurer,
Cert Local Govt. Clerk

Responsible for the overall operation of the organisation, and for Economic Development and Finance Services.



Lesley Wilkinson

Director People and Communities

BA, GradDipArts, MLM (Dist),
AIMM, LGMA

Responsible for Community and Social Development, Libraries, Learning, Arts and Culture and Recreational Centres and Services.



Allan Claydon

Director Works and Services

B.E. (Hons), GRAD DIP.Bus, GRAD
DIP.Eng, MEM(CUT) MIEAust,
CPEng

Responsible for Operation Services, Infrastructure Management, Infrastructure Development and Marinas and Waterways.



Tony Free

Director Sustainable Development

BA (Urban Studies), MBA, MPIA

Responsible for Environmental Services, Planning and Land Services, and Statutory Services.



Graeme Davies

Executive Manager Strategy and Business Performance

GradDipBus, MBA

Responsible for Strategy and Corporate Planning, Marketing and Communications, Systems and Technology, Customer and Visitor Services, Human Resources, Occupational Health and Safety and Risk Management.



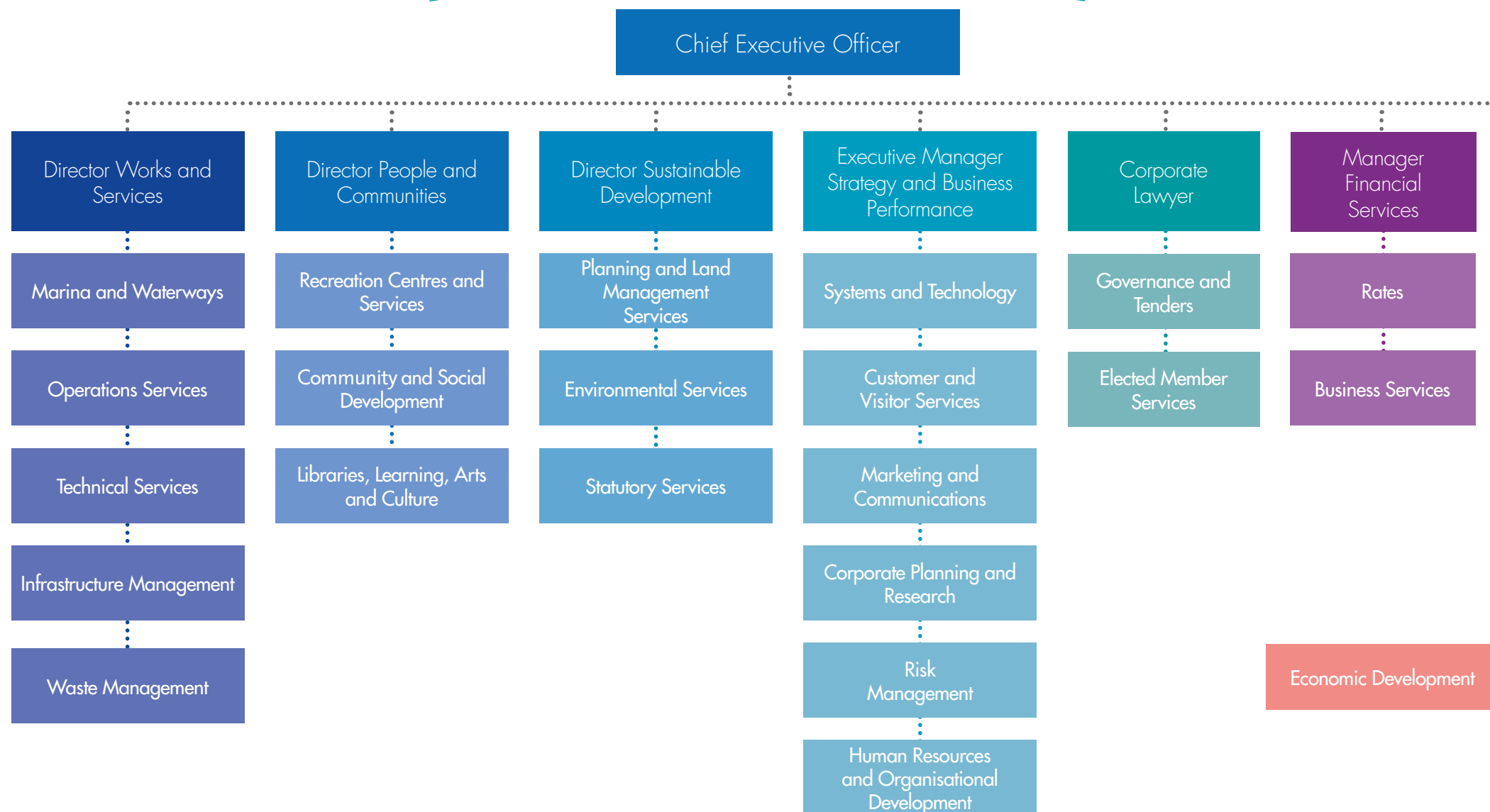
Wido Peppinck

Corporate Lawyer

B.JURIS, LL.M

Responsible for Legal Services, Procurement, Governance Services and Elected Member Services.

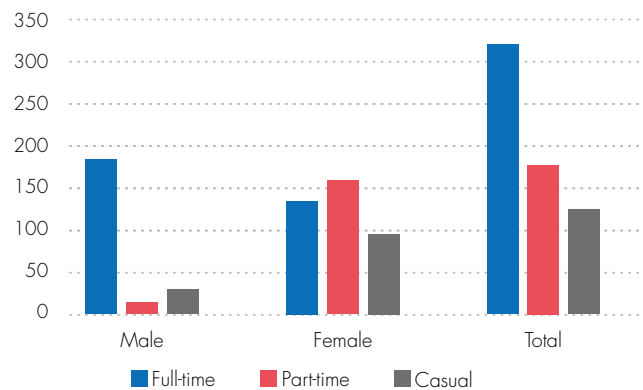
Organisational Structure



Staff Profile

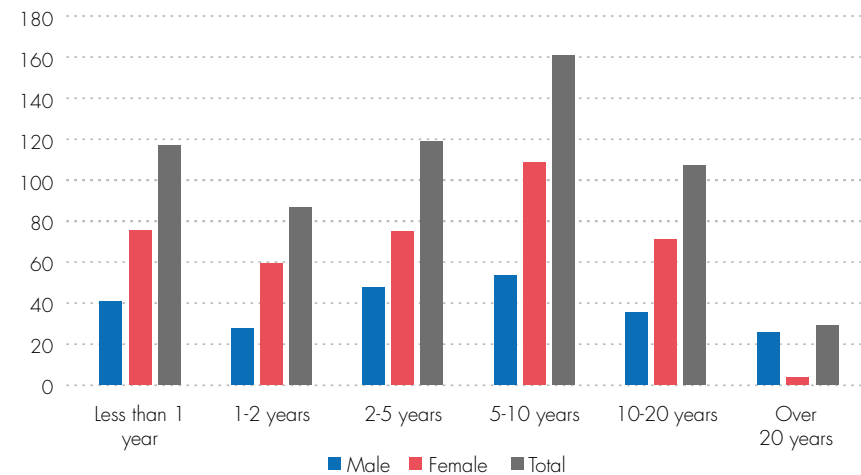
The City of Mandurah has a diverse workforce, currently employing 649 staff in many varied fields. Volunteers are also an important extension of our workforce.

City of Mandurah Employees 2016/2017*

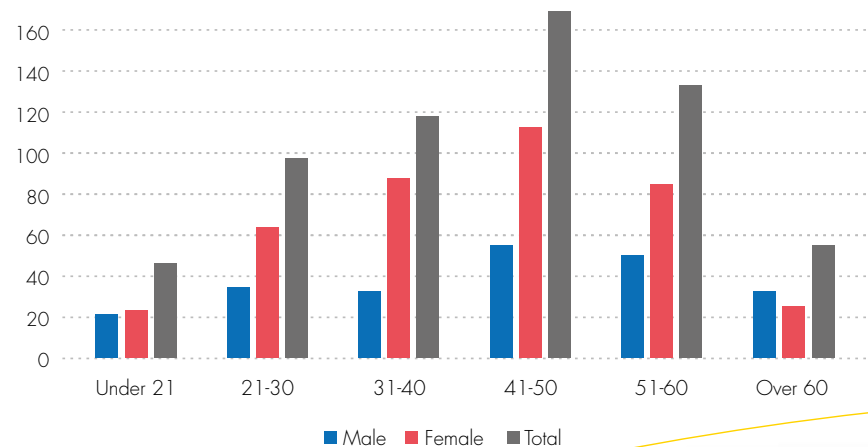


* This is current 29 June 2017 however a number of employees engaged are seasonal.

City of Mandurah Employees by tenure 2016/2017



City of Mandurah Employees by age 2016/2017



About the Annual Report

The Annual Report 2016-2017 will provide an update of the City's achievements against the Corporate Business Plan 2014-2017 which was developed from the Strategic Community Plan 2013-2033.

The strategies in both plans focus on seven key areas; Environment, Social, Economic, Infrastructure, Identity, Leadership and Organisational Excellence.

For each of the identified Strategies, Strategic initiatives, projects, actions and activities have been identified in the Corporate Business Plan 2014-2017. Performance Indicators were also identified in the Plan which are measured quarterly to ensure that the City delivers on its Strategic Community Plan. We will in this Annual Report, provide an overview of our performance, detailing the strategic initiatives implemented for each key area and

our progress to date. We will also provide an update on major issues encountered and projects the City has undertaken during this time.





The Annual Report 2016-2017 meets our commitment to transparent performance reporting, in line with the Integrated Planning and Reporting Framework required of all local governments throughout Western Australia.

Reading the Report

The City of Mandurah Annual Report 2016-2017 is structured based on the Strategic Community Plan's seven Key Focus Areas (KFA). The sections to follow will provide;

- A snapshot of our strategic direction, derived from the Strategic Community Plan 2013-2033
- For each Key Focus Area
 - Highlights of major projects/initiatives undertaken during the financial year along with major challenges faced
 - Performance to date, against our Corporate Business Plan 2014-2017 – The Scorecard

The performance against the Corporate Business Plan 2014-2017 is reported using a four colour scale;

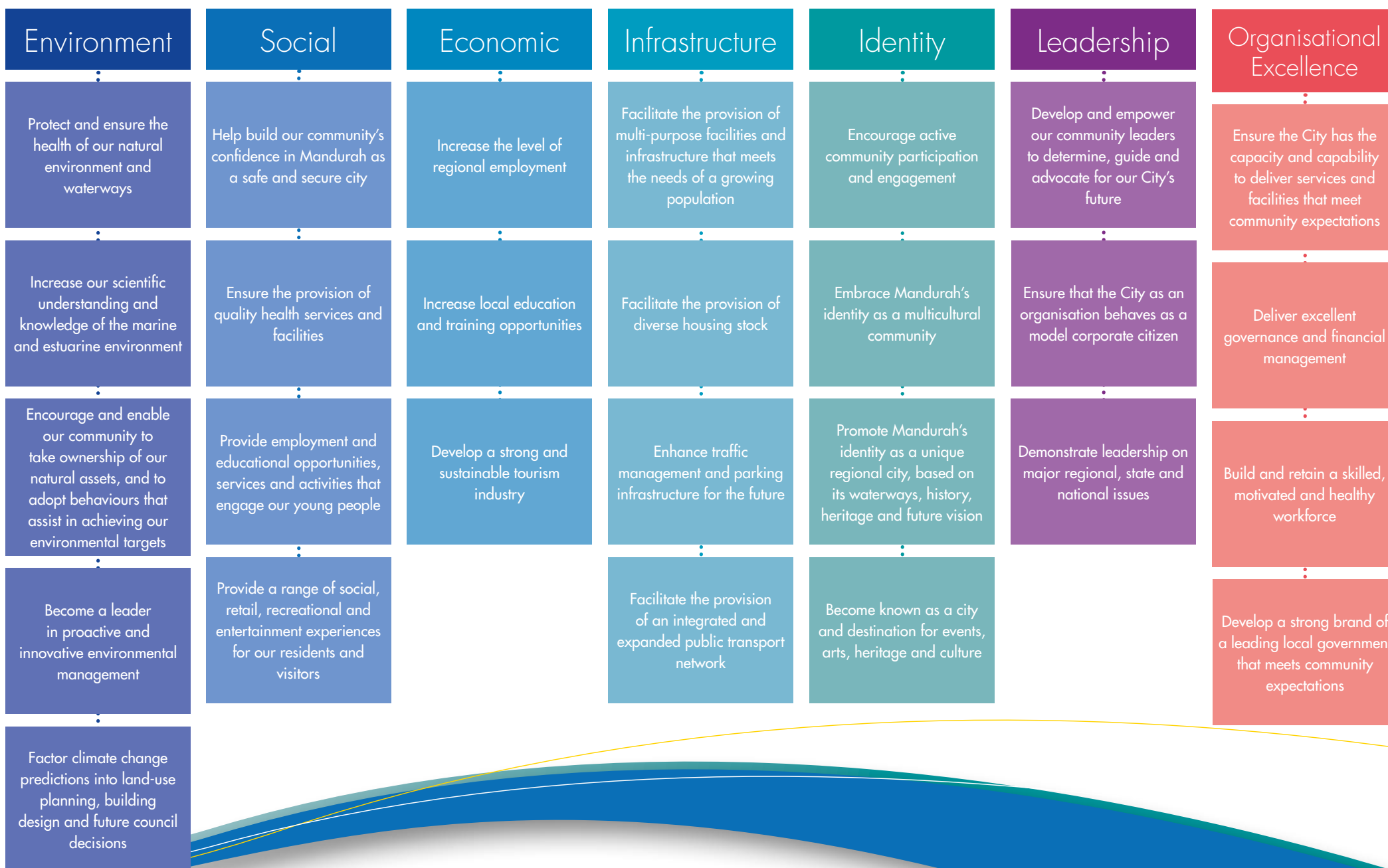
-  **Completed:** Projects/Initiatives completed during the financial year under review, as planned in the Corporate Business Plan 2014-2017
-  **In Progress:** Projects/Initiatives commenced during the financial year under review, as planned in the Corporate Business Plan 2014-2017, and not yet completed, with delivery falling due after the financial year 2016/2017, or delayed due to varied reasons
-  **Ongoing:** Projects/Initiatives completed during the financial year under review, as planned in the Corporate Business Plan 2014-2017, and will be delivered annually for a given period of time
-  **Not Commenced:** Projects/Initiatives not commenced during the financial year under review, as planned in the Corporate Business Plan 2014-2017 due to varied reasons

Overall Strategic Direction

Major projects/initiatives highlights for the KFA

Performance Scorecard for the KFA

Strategic Direction



Key Focus Area: Environment

A community that is a leader in environmental sustainability and protection of our waterways.

Environmental partnerships

The City works closely with a number of organisations, groups and research bodies to deliver the best environmental outcomes on behalf of the community.

The City's key environmental partners include:

- Rivers Regional Council – an alliance of councils providing sustainable waste minimisation and recycling service. As part of the alliance, the City has entered a contract with Phoenix Energy to treat the City's putrescible waste for the next 20 years.
- Peron Naturaliste Partnership – a coordinated regional approach to coastal adaptation.
- Australian Research Council (ARC) – the City successfully entered and continued linkage projects with the ARC including the continuation of the Backyard Bandicoots project and the Balancing Estuarine and Societal Health in a Changing Environment project.
- Peel Harvey Catchment Council (PHCC) – the City continues its support for the PHCC, working together to meet mutual objectives, mainly water quality projects aimed at protecting the health of the vital estuary waterway.

- Australian Coastal Councils Association (formerly National Seachange Taskforce) – a national body representing the interests of coastal councils and their communities.
- ICLEI – Local Governments for Sustainability – the City is a member of the Compact of Mayors, reinforcing our determination to lead actions on climate change at the national and international levels.
- Cooperative Research Centre for Water Sensitive Cities (member) – this is a research collaboration involving over 80 research, industry and government partners across Australia.

Community engagement and education

The environment has been identified as one of the community's top priorities. The City is committed to working with the local community in taking action to decrease our impact on the environment in a number of different ways.

During the reporting period, the City entered into a three-year partnership with Murdoch University to fund a PhD student to complete an environmental education research project aimed at local young people. The project will measure and evaluate the effectiveness of

different environmental education approaches used by the City.

The City hosted the fifth annual Perth and Peel Regional Kids Teaching Kids conference at the Mandurah Offshore Fishing and Sailing Club and the Baldivis Children's Forest. Close to 280 students shared their knowledge and taught fellow students about local environmental projects. Mandurah Baptist College Primary School was the winner of the City's \$5000 scholarship, which allowed six students and two teachers to attend the Melbourne Water Kids Teaching Kids Conference.

A number of CoastCare, BushCare and "Friends of" groups are supported by the City which aim to engage and educate the community on environmental protection and preservation. These hands-on groups are dedicated to rehabilitation activities including tree planting, Clean Up Australia Day and education opportunities.

The City helped local residents to create water wise verges through the Water Corporation's Waterwise Verge Incentive Scheme. The program aims to encourage residents to create low water use verge gardens and be part of Mandurah's sustainable future. The scheme aligns with the City's five-year Water Efficiency Action Plan, which aims to reduce the City's and the community's water consumption by seven percent by 2021. Forty-eight households took part in the project, reducing water consumption by 10 percent.

Mosquito Management

The Peel Mosquito Management Group (PMMG) consists of the City of Mandurah, Shire of Murray, City of Rockingham and the Shire of Waroona. In partnership with the Department of Health Western Australia, the group works hard to minimise the impact of mosquitoes across the Peel Region.

Mosquito management activities undertaken during 2016/2017 increased significantly. 21 helicopter larviciding treatments were actioned covering a total of 2,627 hectares, a substantial 263 percent increase on previous season.

The significant escalation and successful completion of the aerial treatments minimised the risk to the community from mosquito borne disease and effectively moderated mosquito populations to the benefit of the regions lifestyle and amenity.

The City and the PMMG also helps educate the community on ways to 'fight the bite' and protect themselves.

Energy saving measures

The City continues to implement energy saving measures and renewable energy projects in order to meet its 2020 Carbon Neutral targets. The City has a leadership role within the community, driving and sustaining action on climate change.

Just some of the initiatives are:

- **Solar Plan** – The City's Solar Plan has reduced the City's greenhouse gas emissions by five percent. The City's solar energy system was reaching a total 338kW capacity, cutting annual operating costs by \$155,000, electricity consumption by more than 500,000kWh and saving more than 400 tonnes of CO₂-e from being released into the atmosphere. The City installed solar panels on the Works and Services building and the Billy Dower Youth Centre, in addition to those already installed at the Administration Building, Marina Operations Centre, Small Business Centre, Merlin Street Pavilion and others.

- **Geothermal heating project** – Despite some difficulties, the City has progressed the geothermal heating project as part of the Mandurah Aquatic and Recreation Centre's redevelopment. This is the biggest energy efficiency project the City has undertaken. It's anticipated that close to one quarter of the City's total annual greenhouse gas emissions will be eliminated upon the project's completion, as well as close to saving close to \$170,000 per year in operating costs, compared to natural gas.

The City has also implemented key actions from five energy efficiency audits at community facilities owned by the City, and these actions are assisting to reduce the City's carbon footprint.

Waterwise Council re-endorsement

In 2016, the City's approach to water conservation and efficiency once again achieved the organisation re-endorsement as a Waterwise Council in the State Government's Waterwise Council Program, which is jointly run by the Water Corporation and the Department of Water.

In April 2017, the City reached Gold status, and in May reached Platinum status, which is the highest recognition.








The Platinum status recognised the City's efforts in a number of areas including:





- waste water reuse for the irrigation of public open spaces,
- the Mandurah Aquatic and Recreation Centre redevelopment, and achieving Waterwise Aquatic Centre accreditation (2016),
- facility audits, and
- engaging the community in water wise verge transformations.






In its continuing efforts to respond to environmental challenges based on scientific evidence, the City deployed two offshore Acoustic Wave and Current (AWAC) devices and a directional swell buoy. These devices will more accurately determine environmental impacts on our coastline.









Scorecard

Strategy	Strategic Initiative	Progress	Comment
1.1. Protect and ensure the health of our natural environment and waterways	1.1.1 Protect and maintain high quality areas of biodiversity		Updating continued on the Management Plans for key natural reserves managed by the City. Grant funding applied for to construct a Fairy Tern breeding sanctuary and a Western Ringtail Possum rope bridge to help protect endangered species from predation and traffic. Mandurah Biodiversity Strategy outcomes to be implemented.
	1.1.2 Advocate for the implementation of a dedicated governing body for the Peel-Yalgorup Wetland System		A briefing paper has been prepared and distributed to Elected Members for their comment. A report is expected to be presented to Council in the first quarter of 2017/18 for Council to adopt a position on a dedicated governing body for the Peel-Harvey Estuary system.
	1.1.3 Develop and implement policies and practices that deliver environmentally sustainable outcomes		This is an ongoing initiative.
	1.1.4 Integrate the protection of waterways and bushland into land-use planning		Council supported many of the actions and initiatives from the comprehensive environmental commitments and approvals for the Perth and Peel @3.5million population plan, however expressed concern with the funding and governance model associated with the plan.
	1.1.5 Implement and review the State of the Environment Report and Action Plan		The State of the Environment Report was reviewed as part of an internal review of current strategies. Recommendations will be put to Council in the next financial year.
	1.1.6 Expand national and international recognition of the Peel-Yalgorup Wetland System		The report was presented to Council recommending to implement an 18 month community engagement campaign to gauge community interest before nominating Yalgorup National Park for national or international heritage and was endorsed unanimously. The community engagement campaign will commence in 2017/18.
	1.1.7 Ensure that our planning and activities maintain a sustainable balance between urban growth, the environment and social values		The Local Planning Strategy integrates the environmental measures, existing planning framework and community infrastructure planning (Active Recreation Strategy and Social Infrastructure Plan) to inform future land use planning.

Strategy	Strategic Initiative	Progress	Comment
1.2. Increase our scientific understanding and knowledge of the marine and estuarine environment	1.2.1 Engage in collaborative research partnerships with the education sector and other stakeholders		Two key Australian Research Council linkage projects (Backyard Bandicoots, and Balancing Estuarine and Societal Health in a Changing Environment) continued. Council endorsed to enter into a three-year partnership with Murdoch University to fund a PhD research project to measure and evaluate the effectiveness of three different environmental engagement approaches targeting Mandurah's youth. The City provides funding for a Scientist for the Peel Harvey Catchment Council.
	1.2.2 Facilitate the replenishment of fish stocks and habitats		This is an ongoing initiative.
	1.2.3 Respond to environmental challenges based on scientific evidence		Officers completed extensive water quality monitoring for 14 problematic lakes occurring in City-managed parks. Monitoring is guiding the City's response to managing the water quality problems in these lakes and will continue in 2017/18. Initial findings from the research through Australian Research Council Backyard Bandicoots Project is informing the design of the updating of Environmental Management Plans for City-managed reserves. The research has shown that better environmental restoration outcomes are achieved by providing Quenda habitat in restoration sites, as the habits of this species promotes better soil conditions and disperses native flora and fungal species. The City has deployed two Acoustic Wave and Current devices and a directional swell buoy offshore to determine more accurately local metocean forcings and how they impact our coastline. The data collected from these instruments will ultimately be fundamental in the production of an early storm warning model for our coastline.
	1.2.4 Work collaboratively with local government and other stakeholders to enhance our understanding of the environmental challenges we face		The City continues to participate in the Peron Naturaliste Partnership. Council endorsed Officers to enter into a five-year funding agreement with Peel Harvey Catchment Council to implement a Landholder Conservation Stewardship program within the Lake Clifton Catchment.

Strategy	Strategic Initiative	Progress	Comment
1.3. Encourage and enable our community to take ownership of our natural assets, and to adopt behaviours that assist in achieving our environmental targets	1.3.1 Educate the community on the role they can play in conserving our local environment		<p>The City coordinated the school tours for year 12 geography students, teaching them about the work that the City does in protecting the environment.</p> <p>The City hosted the Perth and Peel Regional Kids Teaching Kids Conference in September 2016, inspiring more than 300 students to teach other students about environmental values.</p>
	1.3.2 Reduce per capita waste generation and waste-to-landfill		<p>The City/Cleanaway Waste Alliance and the Rivers Regional Council deliver recycling education programs to the community to encourage recycling and promote effective recycling behaviours.</p> <p>The City's waste alliance partner, Cleanaway, is working collaboratively with the City to increase recycling targets.</p> <p>The Waste Alliance is developing a strategic waste management plan which will include initiatives that will assist in increasing recycling targets.</p> <p>The City is a member of the Rivers Regional Council which has been formed to manage waste disposal for seven local governments. The Council has tendered for a waste disposal facility.</p> <p>The greatest reduction in waste-to-landfill will be achieved through the proposed construction of a Waste-to-Energy plant in Kwinana. The decision to accept a tender which will result in a waste to energy plant being constructed will be made in late 2017.</p>
	1.3.3 Report to our community on progress implementing the State of the Environment Report and Action Plan		This is an ongoing initiative.
1.4. Become a leader in proactive and innovative environmental management	1.4.1 Develop a plan to assist our community to reduce energy use and adopt clean energy technologies		The City has implemented the key actions from five energy efficiency audits at community facilities owned by the City. These actions are assisting to reduce the City's carbon footprint.
	1.4.2 Develop and implement waste-to-energy solutions for residential and industrial waste		The City, via its membership of the Rivers Regional Council, has signed a contract with Phoenix Energy to treat the City's general waste for the next 20 years. Treatment will be via a waste-to-energy plant with the outcomes being electrical power provided to the state's power grid and residue ash being used to manufacture bricks. This is expected to commence in November 2019/2020.

Strategy	Strategic Initiative	Progress	Comment
1.4. Become a leader in proactive and innovative environmental management	1.4.3 Reduce energy and greenhouse gas emissions in City buildings, vehicles and community facilities		<p>The City installed solar photovoltaic systems on the Works and Services Building and Billy Dower Youth Centre, in addition to those already installed at the Administration Building, Mandurah Performing Arts Centre, Small Business Centre Peel, Merlin Street Pavilion, Marina Operations Centre, and Falcon eLibrary and Community Centre.</p> <p>In 2016/17, the Personal Computer (PC) replacement program across the organisation resulted in four times more energy efficient computers being implemented.</p> <p>The replacement server storage array reduced energy consumption from 2.2Kw to 600 watts.</p>
	1.4.4 Reduce our community's per capita water consumption		The City was re-endorsed as a Waterwise Council in October 2016 and received the Platinum award for its work and effort in reducing water consumption. Waste water reuse was an important water source developed for the Ocean Road Public Open Space development. Waterwise verge makeovers are currently being implemented and water efficiency audits at key City facilities have been conducted.
	1.4.5 Promote and encourage the development of environmentally sensitive built form		This is an ongoing initiative.
1.5. Factor climate change predictions into land-use planning, building design and future council decisions	1.5.1 Ensure that the City's planning and activities incorporate current and future climate predictions		The City is creating an urban tree canopy strategy to address the impacts of extreme heat and the Urban Heat Island effect.
	1.5.2 Demonstrate leadership in meeting the challenges of climate change at regional, state and national level		The City continues to participate in the Peron Naturaliste Partnership, International Council for Local Environmental Initiatives and the National Seachange Taskforce.
	1.5.3 Increase dwelling density around activity centres and key transport links		The Local Planning Strategy seeks to provide appropriate densities around Mandurah's activity centres and key transport links. Its implementation is primarily through the zoning and density of precincts through the new Planning Scheme and revised/updated Activity Centre Plans and new Local Structure Plans proposed for development areas.

Key Focus Area: Social

A city centre that is vibrant, and a community that is safe, healthy and engaged.

Community Safety and Crime Prevention

The City continues to ensure a well-rounded approach to community safety and crime prevention by working together with State and Federal government, local police, businesses, community groups and residents.

Key achievements during 2016/17 include:

- Family Friendly Foreshore project: The City completed Stage Two of the project, helping to tackle safety and crime prevention around the Mandurah War Memorial. Stage Two included a multi-strategy approach such as the roll-out of additional CCTV, lighting, seating, signage and space activation in and around the war memorial. The new cameras capture the public space in addition to the war memorial itself. The project received \$150,000 funding from the Community Development Grants Program and the Australian Government.
- Community Safety and Crime Prevention Strategy 2017-2022 – This Strategy was developed with input from WA Police, community feedback and local business, paving a clear way forward to deliver strategic community safety initiatives. The plan has three key focus areas of community safety and crime prevention through social development, environmental design (CPTED), and community

action, connection and involvement. It is a continuation from the previous Community Safety and Crime Prevention Partnership Plan 2011-2016.

- My Park Grooves – A series of free community events was held in four local parks (Falcon, Greenfields, Meadow Springs and Coodanup) in response to vandalism in parks and reserves, and part of efforts to bring the local community together.
- Mandurah Liquor Accord – The Accord is a vital component of the City's ongoing actions towards reducing alcohol-related violence and anti-social behaviour. Six meetings are held each year, and in 2016/17, membership increased to 35 members.

Active community

The City offers a number of vital services, facilities, programs and activities to help keep our community active and connected, across a range of demographics.

The City works closely with a number of partners to support young people, and has more than 150 programs, events and activities for young people to get involved in annually.

The Our Mandurah Community Alcohol Service Directory was launched in May to give parents and caregivers of young people (aged 12-24 years) useful information to help tackle youth alcohol consumption. It provides

information about alcohol-related support services available in Mandurah and the wider community. The City partnered with School Drug Education and Road Aware, the South Metropolitan Population Health Unit, Palmerston Association Inc and WA Police to deliver the directory, which was an initiative from the Our Mandurah Community Youth Alcohol Strategy 2016-2019. The Mandurah Junior Council, with representatives from every primary school in

Mandurah again developed another strong campaign focussed on the community, this year promoting ways to be mentally healthy.

The newly renamed Mandurah Seniors and Community Centre (formerly Ac-cent Mandurah) continued to offer an energetic and exciting centre for people aged over 55 years.

With 2,080 active members, the Centre offered a range of programs, activities, services, concerts and information sessions to seniors.

The City recognises the work of hundreds of volunteers who assist across its facilities and involved in community events, recreation and youth services, with seniors, and in the arts, environment and conservation areas.

Access and inclusion

The City has a long history of ensuring that people of all abilities are able to participate in community life, and have equitable access to services and facilities.

The City has ongoing partnerships with a number of disability service groups and agencies as well as people with disability and their families. These partnerships have enabled the City to deliver a number of great activities, programs and social opportunities.

Some of the 2016/17 highlights include:

- Training for City and Mandurah Performing Arts Centre volunteers and staff to assist patrons with low vision or who are blind.
- Audio descriptor and tactile tour for Wearable Art Mandurah Showcase in June, offering an experience for sight-impaired or blind patrons.
- Adoption of the City's Outdoor Dining Guide and the Local Government Property and Public Places Local Law 2016. These documents provide clarity and consistency to where furniture, signage and displays can be placed to create clear access in pedestrian areas.
- Changing Places – Transforming Lives project. This co-funded partnership with the WA Local Government Association and the Disability Services Commission enabled the City to design a Changing Places Facility, with construction due to be completed in July 2017.

A Changing Place is a secure and clean bathroom specifically designed for people who need space and assistance to manage their bathroom needs while in the community and for whom universal access toilets are not suitable.

- Access and Inclusion Advisory Group – this group continues to play an important role in assisting the City's implementation of the Access and Inclusion Plan by providing feedback and input on access and inclusion issues. Members have provided feedback on the Changing Places project, the Eastern Foreshore seawall project, the new Mandurah Bridge redevelopment, and stage one and two of the Mandurah Aquatic and Recreation Centre Redevelopment.
- Access Participation and Inclusion Group – this group enables the community to welcome, include and value people of all abilities. The group delivered the following initiatives during 2016/17:
 - Casino Royale evening to celebrate International Day of People with a Disability
 - Inclusion stall at Mandurah Children's Festival
 - Inclusion float at the Mandurah Christmas Pageant
 - Funding for five community groups to deliver inclusive events

- Inclusive Workforce Project – In 2016, the City recognised the need to further develop its capacity to employ people with a disability. The City's Community Development team worked closely with the Human Resources and Libraries Learning Arts and Culture teams, to develop a strategic approach to reviewing workplace culture as well as City policies and plans. This project was made possible with funding from the Lighthouse Grant, and a number of recommendations will be incorporated into the City's Workforce Development Plan.
- Existing Facilities Improvement Plan – work continued to ensure that eight identified facilities within the City are safe, compliant, universally accessible, functional and less costly by 2020. Audits and improvements to access on the following community facilities were undertaken and completed:
 - Madora Bay Hall
 - Mandurah (Old) Yacht Club
 - Coodanup Community Hall
 - Southern Estuary Hall
 - Sutton Street Hall
 - Greenfields Family and Community Centre
 - Nellie Regan Hall
 - Merlin Reserve Pavilion

Supporting our community

The City supports our community at a 'grass roots' level to build skills and opportunities available. Here are some examples during 2016/17:

- The Community Assistance Grants Scheme supports community groups who create opportunities for community participation and give them greater access to services, through two funding streams – the Community Association Fund and Partnership Fund.
 - The Community Association Fund supports local community groups to deliver projects to Mandurah residents. The Fund has two rounds per financial year.
Round one: \$25,000 for 18 community groups.
Round two: \$22,000 to 19 community groups.
 - Partnership Fund aims to assist community organisations to provide increased community access to essential programs and services over a three year period. During 2016/17, \$115,000 was given to 26 groups.
- The City supports events run by community groups through a Community Event Support Grant. In 2016/17, 13 grants (totalling \$31,530) were provided contributing to an active and vibrant community.
- Kidsport – Local children again benefited from a partnership between the City and the State Government through Kidsport funding. During 2016/17, 1593 vouchers (totalling \$258,151) were provided for financially disadvantaged young people to join sporting clubs.
- Club Grant Program – the City recognises the

importance of providing funding support to local recreation and sporting clubs. This year 16 groups benefited from the City's Club Grant program, with \$9,800 distributed. The City also provided financial assistance to 84 athletes and officials (totalling \$16,100) representing their sport at state, national or international level.

- Murdoch University scholarship – the City is a long-time supporter of local nursing students through this scholarship program and has awarded nearly \$31,000 to 25 nursing students at the Peel Campus since 2011.

Community festivals and events

The City once again delivered and facilitated a number of spectacular events during the financial year. The City also partnered with a number of organisations to attract and deliver other major events.




The events provide fun activities for local residents and visitors as well as economic opportunities and benefits to our community.

City of Mandurah major events







- **Children's Festival** - October 23
25,000 attendance
- **Community Christmas Celebration** - December 13
25,000 attendance
- **New Year's Eve** - December 31
30,000 attendance
- **Australia Day Celebrations** - January 26
5,000 attendance
- **Mandurah Crab Fest** - March 19-20
over 120,000 attendance
- **Stretch Arts Festival** - May 6-7
17,000 attendance
- **Wearable Art Mandurah Showcase** - June 10-11
over 1,300 attendance











Scorecard

Strategy	Strategic Initiative	Progress	Comment
2.1. Help build our community's confidence in Mandurah as a safe and secure city	2.1.1 Implement and review the Community Safety and Crime Prevention Plan 2011-2016		<p>The City continues to provide ongoing administrative, communications and project support to the Mandurah Liquor Accord.</p> <p>The City has partnered with WA Police, the Peel Chamber of Commerce and Industry, and local businesses to deliver community safety education and awareness opportunities, including a business breakfast.</p> <p>The City continues to expand the CCTV network largely through grant funding.</p> <p>The review of the Community Safety Plan was completed, including achievements, and was endorsed by Council in February. Community consultation for 'Perceptions of Crime 2016' was completed to inform the new plan.</p> <p>The Community Safety and Crime Prevention Plan 2017-2022 framework is being developed in partnership with broad stakeholders.</p>
	2.1.2 Lobby State Government regarding the need for appropriate levels of service, particularly for policing		<p>During the April 2016 State Cabinet Meeting and subsequent State Election, the City called for the reintroduction of a standalone regional policing model for Mandurah.</p> <p>The City has invested in community education and awareness of the new policing model, including facilitating a monthly eWatch newsletter.</p> <p>Work has continued between the City and the sector to develop non-profit accommodation.</p> <p>The City advocated strongly for improved service outcomes at the recent State Election. The City has lobbied with business interests for extra police resources within the entertainment precinct. This has resulted in an additional permanent new patrol team effective from early in 2017.</p>
	2.1.3 Ensure that our planning, design and infrastructure provision enhances community safety		<p>The CCTV network was expanded to parts of the western foreshore in 2015/16.</p> <p>The CCTV placement on the new traffic bridge was negotiated with Main Roads WA.</p> <p>Additional Western Foreshore lighting was installed and business engagement strengthened. The City completed the Family Friendly Foreshore project on the Eastern Foreshore which included upgrades to the lighting, CCTV and amenity. An additional \$350,000 has been sourced for CCTV and optic fibre to the Eastern Foreshore and Smart Street Mall.</p>

Strategy	Strategic Initiative	Progress	Comment
2.2. Ensure the provision of quality health services and facilities	2.2.1 Define the key health needs of our community, and lobby State and Federal Government for the delivery of required facilities and services, including hospitals, mental health, and aged care	●	<p>The need for a Peel Rural Clinical School and regional student accommodation was outlined in the Peel Regional Leaders Forum's Strategic Priorities Plan 2016-2020.</p> <p>In 2016, the City was involved in the Mental Health Strategic Planning process as part of its advocacy efforts for improved mental health services for the community.</p> <p>The City supported a successful \$52,500 funding application by Curtin University to undertake a feasibility study into the proposal for a Peel Rural Clinical School.</p> <p>The City lobbied successfully for mental health federal funding for Head Space and also is working with GP Down South to deliver a health hub, in particular land requirements.</p>
	2.2.2 Continue the delivery of best-practice mosquito control	●	<p>The City continues to proactively collaborate with key stakeholders, including the Department of Health, to further develop the program's capacity and resources to deliver and enhance mosquito control for public health, amenity and community wellbeing.</p> <p>The City has played a vital role in the trial, testing and implementation of new helicopter larvicide equipment and tide monitoring equipment.</p> <p>As a member of the state Mosquito Control Advisory Committee, the City continues to ensure the interests of the City and other local government authorities are identified and understood.</p>
	2.2.3 Encourage more medical specialists to relocate to the Peel Region	●	<p>A number of new general practices have opened in Mandurah in the past two years to match the needs of a growing population. Ramsay Health Care, who manage the Peel Health Campus, continue to work to attract more specialist services to Mandurah to match the growing need.</p> <p>Curtin University continues to work on the establishment of a Regional Medical School.</p>
	2.2.4 Facilitate and advocate for support for seniors in their own homes	●	<p>Programs continue to be implemented as guided by the Active Ageing Plan 2013-2017.</p> <p>The City has a role on a regional goal, Ageing in the Peel, and has partnered with the Peel Development Commission and service providers to strategically plan for an ageing population.</p>

Strategy	Strategic Initiative	Progress	Comment
2.2. Ensure the provision of quality health services and facilities	2.2.5 Develop, implement and review the Mandurah Active Ageing Plan		The City is implementing programs and services suitable for the active ageing target market, including those delivered at recreation centres. Regular active ageing meetings are hosted by the City, and is currently considering a number of new active ageing projects with a focus on building the capacity of the sector.
	2.2.6 Advocate for and facilitate the provision of high quality preventative health initiatives		The City's Recreation Centres continue to provide a wide range of targeted sport, leisure, recreation and fitness programs and services, such as Beat the Feet, Heartmoves and Walking Groups. The Public Health Act 2016 revisions will guide proactive health actions by the City moving forward.
2.3. Provide employment and educational opportunities, services and activities that engage our young people	2.3.1 Advocate for and facilitate improved education and training outcomes in Mandurah		The City continues to work with schools and training providers to increase the presence of training in the city. The City is advocating for the State Government to develop an Education Strategy for Mandurah.
	2.3.2 Develop, implement and review the Mandurah Youth Development Strategy to attract and retain young people		The Mandurah Youth Development Strategy 2014-2018 was endorsed by Council in October 2014 and is progressively being implemented. A midway-review of the Youth Strategy was endorsed by Council in May 2017 and several new initiatives supported. The City has significantly increased its provision of youth outreach programs in the northern and southern corridors. The City has strengthened its youth provider partnerships to ensure, where possible, other agencies take a lead role in service provision.
	2.3.3 Implement and review the Better Start, Better Future - Early Childhood Strategy 2012 - 2016		The City is promoting literacy in early years settings by working with partners to increase literacy opportunities for children aged under five and their families. As part of this, library services continued to deliver Rhymetime, Storytime and school holiday activities. The City partnered with several agencies to deliver a Mandurah Families Guide 2014 which was subsequently updated. These guides are widely distributed and well utilised.
	2.3.4 Support the development of Mandurah's future community leaders		In March 2017, 38 new Junior Councillors were elected and in April elections were held for Junior Mayor and Junior Deputy Mayor. A number of youth development programs were strengthened and/or introduced to increase the leadership capacity of young people.

Strategy	Strategic Initiative	Progress	Comment
2.3. Provide employment and educational opportunities, services and activities that engage our young people	2.3.5 Implement and review the Mandurah Skate and BMX Strategy 2012-2022		<p>The Mandurah Skate and BMX Facilities Feasibility Study was undertaken to guide future provision of facilities within the city.</p> <p>Improvements to the Bill Bowler Skate Park have been put on hold pending the Mandurah Traffic Bridge construction, however ongoing maintenance is occurring. Minor improvements for the Falcon Skate Park are currently being undertaken.</p> <p>Potential sites for Lakelands and Dawesville Skate Parks are under consideration as part of future public open space and community centres provision. Funding options were investigated in 2017.</p>
2.4. Provide a range of social, retail, recreational and entertainment experiences for our residents and visitors	2.4.1 Actively promote community arts, music and entertainment programmes, activities and events, including the provision of world-class public art		<p>The City continues to deliver a series of family-friendly events including the Mandurah Crab Fest, Stretch Arts Festival, Wearable Art Mandurah, Mandurah Children's Festival, Community Christmas Pageant and Celebrations, New Year's Eve and Australia Day events.</p> <p>The art component of Crab Fest was strengthened after the City obtained a two-year sponsorship from Healthway.</p> <p>The Yaburgurt Public Art Project has been successfully installed. The City is working with different partners and agencies to deliver public art across the city, including public art at the new Forum Shopping Centre and planning for public art on the new Mandurah Bridge.</p>
	2.4.2 Implement and review the Arts and Cultural Framework and the Civic and Cultural Precinct Master Plan		<p>The Mandurah Arts, Heritage and Culture Strategy 2014-2020 was adopted by Council and is progressively being implemented.</p> <p>The potential for a regional art gallery in Mandurah is currently being explored.</p> <p>The Yaburgurt Public Art Project was installed in Mandjar Square.</p>
	2.4.3 Improve the retail and entertainment experience in Mandurah, focusing on creating a city centre with a vibrant and safe evening and night economy		<p>The City has engaged a non-profit creative organisation, Shape Mandurah, to help create projects and activities that contribute to community-driven activation of the city's streets and spaces.</p> <p>Significant redevelopment of the Mandurah Forum Shopping Centre and Halls Head Shopping Centre are well underway.</p> <p>The City has more than 35 businesses engaged through the Mandurah Liquor Accord, and delivered projects that sought to improve night time safety.</p> <p>The City has implemented an alcohol awareness campaign in the entertainment precinct.</p>

Strategy	Strategic Initiative	Progress	Comment
2.4. Provide a range of social, retail, recreational and entertainment experiences for our residents and visitors	2.4.4 Develop, implement and review the Mandurah Active Recreation Strategy		The Mandurah Active Recreation Strategy was endorsed by Council in July 2015. The City is working on implementing the priority projects identified in that Strategy. Priority one, the Ocean Road Active Reserve project, was delivered in November 2015, and planning has commenced on subsequent priorities.
	2.4.5 Increase the capacity of Mandurah's community, recreation and volunteer organisations		The City continues to deliver actions outlined in the Club Support Program, helping to create sustainable clubs. The City has a representative on the Peel Volunteer Resource Centre Board and actively supports Annual Volunteer Awards for Mandurah residents. The City also provided grants support to the Peel Volunteer Resource Centre, and Officers work with their Board of Management on strengthening volunteering.
	2.4.6 Maximise the use of technology to enhance social inclusion		The City's new website is mobile enabled and provides improved access for people with disabilities. The focus of the City children's library spaces remains on early literacy and learning, and these spaces have been enhanced with new children's computers providing fun and educational software. The new Fab Lab 'maker space' was opened at the Falcon eLibrary and Community Centre which includes a 3D printer for the public to learn new skills. The installation of self-issue at Mandurah Libraries has been completed and this has changed the way the libraries operate. Staff now spend less time processing and issuing books and more time running programs with the public, generating richer community outcomes. The new shopfront library and community centre in Lakelands will also be influenced by a digital approach, having modern technology for the public to use, whilst City staff (and other agencies) are freed up to engage the public in activities and learning programs.
	2.4.7 Facilitate opportunities for lifelong sport, leisure and recreational participation		Stage two of the Mandurah Aquatic and Recreation Centre Redevelopment was completed during 2016/17, ensuring the City has delivered the best aquatic and recreation facility in the state. The redeveloped Centre will provide a modern, integrated sporting, aquatic and recreational facility that will meet the needs of Mandurah's growing community and beyond. The Mandurah Active Recreation Strategy 2015-2025 was endorsed by Council and is progressively being implemented.



Key Focus Area: Economic

A prosperous community with an innovative and skilled workforce that has accessible education and employment opportunities for all.

Reenergising our city centre

The City has been working hard to energise Mandurah's city centre by creating activities that help boost the local economy, celebrate Mandurah's uniqueness and provide ways for the community and visitors to enjoy the city centre, as part of the City Centre Creative Activation and Placemaking Initiatives.

In addition to City-run events and activities, Shape Mandurah continued to help drive activities in the City Centre and empower the local community to transform ordinary spaces into gathering places. Highlights included:

- Mandurah Soup – an initiative that helps community members pitch an idea to improve their local community
- Tuckey Lane Street Festival
- Empowering the community by supporting community champions and establishing the Shape Mandurah committee
- Sundowner Concert series
- Smart Street Prototype Festival

The City also provided \$130,000 to support Make Place activities, including free room hire for local non-profit organisations, informal networking events for entrepreneurs, TED talks, Big Ideas forums, and Morning Glory events with guest speakers.

The above activities align with the City Centre Activation Strategy 2013-2017 which is one of the City's guiding documents for economic growth.

Attracting major events to Mandurah

Through a strategic partnership with Sports Marketing Australia, the City has been able to increase the number of major events attracted and continue to deliver on its ongoing goal to attract major sporting and cultural events to Mandurah.

The events utilise a number of the City's premier sporting and community facilities, provide an injection into the local economy and provide opportunities for the community to get involved, either as a volunteer or spectator.

In addition, the City was also successful in securing the 2018 Australia Police and Emergency Services Games, which will bring more than 3,000 competitors from 10 countries to Mandurah in October 2018.

Planning for the future

The City is actively working to ensure that Mandurah and the broader region are placed on a pathway towards exceptional sustainable development.

The City, the Shire of Murray and Peel Development Commission have collaborated to develop the Mandurah-Murray Growth Plan. The Plan will outline the vision, goals and programs to drive socio-economic development, and will align with the State Planning Strategy 2050, the Peel Regional Investment Blueprint, and the City's and Shire's individual Strategic Community Plans.

The partners are currently awaiting direction and funding from State Government on the Growth Plan, however it is recognised that both local government areas have attributes that complement each other, and much better outcomes can be achieved by working together.

The City continues to advocate for and support the Peel Development Commission's Transform Peel program. The major 20- to 30-year program is intended to transform the region by significantly enhancing its economic output, productivity, local employment and export capability.

The Commission started Phase One planning for the 1000-hectare Peel Business Park component of Transform Peel in 2016. Transform Peel will also comprise a 42,000 hectare Peel Food Zone and the Peel Integrated Water Initiative. Transform Peel is estimated to create around 33,000 jobs and annual economic output of \$16 billion by 2050.

Entrepreneur programs

An innovative entrepreneurial program has been delivered since 2014 to help boost employment and community capacity building as part of the City's economic initiatives.






Since the free program began, more than 490 participants have attended a range of custom-made workshops for mums, artists, migrant women and unemployed people seeking to start their own business.





This has contributed to 41 full-time businesses being established and 70 percent of all participants registering an ABN with most of them trading part time. It is estimated that the 41 new full-time business will inject \$4.74m into the local economy.




During 2016/2017 alone, seven courses were run including Mumpreneur 101, Power Up, Be Your Own Boss, and Shirts with Attitude. Seven online shops were created during the Shirts with Attitude workshop.



Scorecard

Strategy	Strategic Initiative	Progress	Comment
3.1. Increase the level of regional employment	3.1.1 Identify, target and attract industry sectors that diversify Mandurah's economy		<p>The City is working with its regional partners to identify new and emerging industries in the Peel Region and the recent commencement of the Transform Peel initiative is a major step in that regard.</p> <p>The City supported and assisted the Peel Development Commission's December 2015 release of its draft Peel Regional Investment Blueprint. The Blueprint has a strong focus on industry creation and diversification, with particular emphasis on the agriculture and food innovation industry.</p> <p>The City has participated in round two of the Department of Regional Development's Regional Centres Development Plan. Participants will create Growth Plans that will outline each regional centre's long-term objectives, strategies and actions to drive socio-economic development. We are currently awaiting direction and funding from State Government on the Mandurah Murray Growth Plan.</p>
	3.1.2 Facilitate the development of industrial and commercial land in Mandurah and the Peel Region		The City worked with the Peel Development Commission and local landholders on the Transform Peel initiative, a 30-year program comprising Peel Business Park Nambeelup, Peel Food Zone, and Peel Integrated Water Initiative. Transform Peel funding (\$50 million) has been obtained from the State Government and subsequent funding has been requested from the Federal Government.
	3.1.3 Implement and review the e-Mandurah Strategy, enhancing the City's electronic service delivery, and enabling new business and employment opportunities		<p>The City is currently assessing the impacts and opportunities created by the mass deployment of low cost sensors via an Internet of Things (IoT) network to potentially manage traffic, parking, waste, environmental and other city services. A number of trials will start in 2017/18.</p> <p>In 2016/17, the City has increased the number of Wi-Fi public hotspots by 18 – there are now a total of 66 Wi-Fi hotspots around Mandurah.</p> <p>A range of e-service initiatives have also been implemented in 2016/17.</p>
	3.1.4 Facilitate and advocate for the relocation of government agencies to Mandurah		The City and Peel Regional Leaders Forum continued to advocate for the relocation of State Government offices to Mandurah under the Government Accommodation Master Plan 2012-2018.
	3.1.5 Ensure that our land-use planning framework facilitates the development of high-quality commercial office and major retail developments within the Mandurah City Centre		The City Centre Precinct Plan (adopted under the Local Planning Scheme) is in place to provide for a range of commercial development in the city centre. The Precinct Plan is being incorporated into a Central Mandurah Activity Centre Plan, which is likely to refine and simplify some of the existing development requirements.

Strategy	Strategic Initiative	Progress	Comment
3.2. Increase local education and training opportunities	3.2.1 Facilitate an increase in university and other tertiary courses and programmes in Mandurah		The City actively supports nursing programs and scholarships at the Murdoch University Nursing Campus. The City is also supporting a proposal by Curtin University to establish a Peel Clinical School in Mandurah.
	3.2.2 Actively pursue international partnerships in the delivery of educational and research and development programmes		This initiative is a medium/long-term goal.
	3.2.3 Facilitate the provision of infrastructure that supports electronic and distance learning		<p>The City's Wi-Fi network attracts approximately 20,000 unique connections monthly across the City's public open spaces and buildings supporting electronic and business learning. As mentioned previously, the number of Wi-Fi hotspots was increased to 66 during 2016/17.</p> <p>The Digital Hub at Mandurah Library has been in place for several years to support electronic learning for the community.</p>
	3.2.4 Facilitate opportunities for participation in lifelong learning		<p>The Fab Lab collaborative learning space at Falcon eLibrary and Community Centre is going from strength to strength with coding for young people being increasingly popular as well as the STEAM (science, technology, engineering, arts and maths) Imagineers program, with young people learning about technology with robots.</p> <p>The City commenced its Entrepreneurial Capacity Building program in February 2014. From the success of initial programs and the high demand created, the program provided a step forward to further explore and analyse market demand, and expand further into developing other tailored local entrepreneurial programs.</p> <p>Since the program commenced, the City has run nine Mumpreneur101 courses, four Artpreneur101 courses, one entrepreneurial program for migrant women, and two Power Up Business Intensive workshops to strengthen the capabilities of 40 previous participants at different workshops.</p> <p>In August 2016, the City commenced a new entrepreneurial program for unemployed people aged 17 and above. Forty nine unemployed people aged between 18 and 56 participated in the 10-week program called Be Your Own Boss.</p> <p>In May 2017, the Shirts with Attitude program was introduced for unemployed aged 16 and above, with 20 participants involved.</p> <p>All entrepreneurial programs are custom-made for each target group.</p>

Strategy	Strategic Initiative	Progress	Comment
3.3. Develop a strong and sustainable tourism industry	3.3.1 Facilitate implementation and review of the Mandurah Tourism Strategy 2011-2016		The City continues to partner with the Mandurah and Peel Tourism Organisation to support it to deliver the Mandurah Tourism Strategy 2011-2016. A review of the Strategy will be undertaken as part of Mandurah Murray Growth Plan during 2017/18.
	3.3.2 Inspire the community to become ambassadors for Mandurah's visitor experiences		The Peel Tourism Signage Strategy has been implemented, to adopt a consistent regional approach to tourism signage and branding. Mandurah and Peel Tourism Organisation ran a number of digital campaigns during the year asking people to share their images of the Peel Region. The visitor centres also assist by showcasing visitor experiences across the region.
	3.3.3 Promote and sponsor significant regional, state and national-based festivals, sporting and cultural events		<p>The City collaborated with the Peel Regional Leaders Forum to commence the Regional Sports Attraction Strategy in 2014/15.</p> <p>The City secured the 2018 Australian Police and Emergency Services Games, a major national event, along with a range of other smaller sports events which were held during 2016/17.</p>



Key Focus Area: Infrastructure

A community that is welcoming and accessible, where infrastructure meets the needs of a growing and diverse population.

Mandurah Aquatic and Recreation Centre Redevelopment

Stage two of the overall \$42million redevelopment was completed and opened on April 29 with a community open day.

During 2016/2017, there have been over 850,000 visits to the completely transformed facility.

The centre now provides a modern, integrated sporting, aquatic and recreational facility that will meet the needs of Mandurah's growing community and beyond.

Mandurah Traffic Bridge Replacement

The significant Mandurah Traffic Bridge Replacement project continued to progress well to deliver this vital piece of infrastructure to help meet the community's future needs.

The project partners have been working to minimise the effects on the community during this major project.

Key milestones during 2016/2017 have included piling works, incremental launch construction, removal of the launch nose, abutment works, and construction of boardwalks. These are significant steps to delivering this important project for the local community.

Eastern Foreshore Seawall Replacement

The construction of the new seawall along the Eastern Foreshore was completed and enjoyed by over 120,000 people who attended the Mandurah Crab Fest in March.

The \$4.2million seawall replacement project included approximately 550m of retaining wall, and associated landscaping with feature paths, walls and seats. It features a curved design, reflecting the shapes of the Waugal Serpent, and extends into the estuary to allow for extra recreation space.

The seawall reconstruction is the first stage of the overall Mandurah Eastern Foreshore Waterfront Revitalisation and future vision. The stage two vision of the project is reliant on attracting State and Federal funding to go ahead.

Lakelands Library and Community Centre

The new Lakelands Library and Community Centre within the Lakelands Town Centre was set to open in late 2017, providing a range of services, hireable meeting rooms, spaces for children and families and modern access to PCs and wireless connection.

Once complete, the library will increase the surrounding community's ability to enjoy a wide array of learning opportunities.

On June 27, a temporary pop-up library was opened inside the new Lakelands Shopping Centre to service residents in Mandurah's northern suburbs whilst construction was underway.





Managing City-owned facilities








The City manages and maintains a considerable number of community facilities that helps facilitate many benefits for the community including place making and community connection.

These include the City's Administration Building, the Operations Centre, Mandurah Ocean Marina, Mandurah Library, Falcon eLibrary and Community Centre, Mandurah Aquatic and Recreation Centre, Halls Head Recreation Centre, Mandurah Seniors and Community Centre, Billy Dower Youth Centre, Contemporary Arts Spaces Mandurah (CASM), Mandurah Community Museum, 15 community halls and pavilions available for community hire, eight sporting clubs who lease a facility from the City, plus a number of active reserves, outdoor courts and fields.



Scorecard

Strategy	Strategic Initiative	Progress	Comment
4.1. Facilitate the provision of multipurpose facilities and infrastructure that meets the needs of a growing population	4.1.1 Implement and review the Mandurah Social Infrastructure Plan 2013-2043		<p>The City has collaborated with the broader health sector to incorporate appropriate medical and health facilities in the Lakelands Community House.</p> <p>The Lakelands Library and Community Centre, at the new Lakelands Shopping Centre, has been developed in partnership with PEET and will open in late 2017.</p> <p>The City sourced funding from Lotterywest to redevelop the former Wanslea Building (Mandurah Family and Community Centre) while concept plans for the provision of homeless showers in Mandurah were finalised. A four-year operational review of the Social Infrastructure Plan was approved by Council in June 2017, which included bringing Dawesville Community Centre forward subject to funding.</p>
	4.1.2 Redevelop the Mandurah Aquatic and Recreation Centre (MARC)		<p>Stage one of the Mandurah Aquatic and Recreation Centre Redevelopment commenced in 2014 and was officially open on 27 September 2015.</p> <p>Stage two of the Mandurah Aquatic and Recreation Centre (MARC) Redevelopment commenced in 2015 and was officially opened on 29 April 2017. The Redevelopment was opened with a Community Open Day, with a VIP opening event shortly after.</p> <p>The Geothermal Heating project is ongoing with connection expected in late 2017.</p>
	4.1.3 Facilitate the provision of an additional high-quality arts and cultural facility		<p>Work continues on developing the case for an 'A' Class Regional Gallery in Mandurah. Officers have just returned from a study tour in the Eastern States and a development plan will be delivered to Council shortly.</p> <p>Contemporary Arts Spaces Mandurah and the Alcoa Mandurah Art Gallery are increasingly coordinating their programs as we work towards a joint approach and maximising the investment in visual arts that the City makes.</p> <p>The Stretch Arts Festival footprint concentrated on the area between Mandurah Performing Arts Centre and Contemporary Arts Spaces Mandurah to increase the idea of the arts and cultural precinct.</p>
	4.1.4 Ensure community and infrastructure assets are managed and maintained for future generations		<p>Asset management requirements are currently being factored into the City's Long Term Financial Plan. New asset management software has been installed to improve the efficiency of data collection. The City continues to manage its infrastructure portfolio to meet community expectations and within the resources available.</p>

Strategy	Strategic Initiative	Progress	Comment
4.2. Facilitate the provision of diverse housing stock	4.2.1 Implement and review the Mandurah Affordable Housing Strategy		A number of the implementation measures have been taken into account in the preparation of the Local Planning Strategy and the pending Central Mandurah Activity Centre Plan. No further reviews of the Affordable Housing Strategy are planned. The City has been actively involved in the establishment of a Secure Housing Strategy project to tackle affordable housing in the Peel Region and via the Peel Region Homelessness Steering Groups. This includes the City funding in partnership with Peel Development Commission and LotteryWest.
	4.2.2 Facilitate and advocate for the provision of social and crisis housing in Mandurah		The City continues to participate in the Peel Homelessness Networking Group. The City partially-funded and participated in the development of a vision for affordable/ crisis accommodation in the city.
	4.2.3 Develop and implement a housing strategy that meets the needs of the City's future population		Housing is a component of the revised Local Planning Strategy adopted by Council, in January 2017, for forwarding to the Western Australian Planning Commission in conjunction with the new Local Planning Scheme. Its implementation is primarily through the zoning and density of precincts through the new Planning Scheme and revised/ updated Activity Centre Plans and new Local Structure Plans proposed for development areas.
4.3. Enhance traffic management and parking infrastructure for the future	4.3.1 Implement and review the Mandurah City Centre Car Parking Strategy		The Strategy was adopted by Council in 2011 and is being monitored.
	4.3.2 Plan and advocate for Mandurah's long-term traffic needs, including redeveloping the Old Mandurah Bridge, and providing pedestrian and bicycle connections		The City has been successful in obtaining the required funding to allow the replacement of the Mandurah Traffic Bridge. Construction work is now well underway. A pedestrian bridge linking the Mandurah Transit Station precinct to Greenfields was officially opened in November 2015, servicing the growing residential and commercial developments and the Murdoch University. The City continues to invest budget funds into providing shared path facilities throughout the community.
4.4. Facilitate the provision of an integrated and expanded public transport network	4.4.1 Expand the reach of public transport to encourage people to switch from car use		The City continues to expand the use of bicycle lanes in the transport network as an alternative travel mode for residents. Work has commenced on an Integrated Transport Strategy and further work on the strategy expected in the next financial year.
	4.4.2 Actively encourage the use of non-vehicular transport e.g. bicycles and walking		The City continues investment in path renewal and construction.

Key Focus Area: Identity

A regional community that is diverse yet inclusive, cosmopolitan yet relaxed, with a strong sense of belonging.

Regional identity

This year, Mandurah's regional identity came into question. The City firmly believes that Mandurah is a regional city, and it is important that the City and community leaders continue to share this message.

During the year, the City increased its lobbying to all levels of government to ensure Mandurah remains regional, this is for the benefit of the local community in many different ways.

Mandurah's cultural hub now home to Yaburgurt's story

An extraordinary public artwork commemorating the life and times of significant Aboriginal leader Yaburgurt (George Winjan) was installed in Mandjar Square and officially opened on March 30.

Throughout this community driven art project, opportunities were provided to the Aboriginal and wider community to provide input into aspects of the design and fabrication of the work.

This significant three-year project is part of the City's Reconciliation Action Plan, and the Arts, Heritage and Culture Strategy, both of which seek to create an inclusive community with strong relationships across cultures based on mutual respect and understanding.

Mandurah Traffic Bridge public art project

The public art project has evolved from community consultation to ensure the community maintains cultural links and connection to the bridge.

A brainstorming day, called Bridging Culture, was held in May and offered community members an opportunity to work with artists and other stakeholders to identify elements they would like to see the artwork represent.

The ideas generated by the Bridging Culture workshop form part of the briefing process for artists when the City calls for expression of interests to create the public artwork/s later in 2017.

Lifelong learning and our artistic community

The City is passionate about learning, art and cultural development as a way to help local artists prosper, address social issues and create jobs and opportunities for constructive engagement.

Over recent years, the City's libraries have grown their services to meet the community's needs, now offering multi-media items and delivering a diverse range of programs including literacy development and value-adding learning activities.

The libraries currently serve more than 29,000 members, welcoming approximately 309,000 visitors each year and issuing more than 470,000 items per annum.

This year's highlights have included the self-service system installation, and progressing works on the Lakelands Library and Community Centre.

During 2016/17, the Mandurah Community Museum recorded its highest number of visitors (7,388) who explored the region's interesting Aboriginal, colonial and maritime history on display. An indigenous gallery was added to the museum's unique offerings and many value added learning activities and programs.

Other highlights this year included:

- Various exhibitions, workshops and learning opportunities at Contemporary Art Spaces Mandurah (CASM).
- The 16th annual Stretch Arts Festival was enjoyed by many on May 6 and 7 and once again offered free events, performances, workshops, and high quality arts and cultural experiences and learning for the community.
- More than 1,300 people enjoyed the Wearable Art Mandurah spectacle in June. Capacity building workshops provided value-adding experiences throughout the year and an exhibition will be held at CASM in August.

- Sponsoring the Bindjareb Art Awards.
- Funding opportunities through the Creative Mandurah Grants Scheme.
- Attendees at the 2016 Mandurah Readers and Writers Festival enjoyed author talks, panel discussions, guest speakers and other inspiring activities.

Mandurah Crab Fest recognised

Mandurah Crab Fest, WA's biggest free regional event, claimed Gold in the Major Festivals and Events category at the 2016 Perth Airport Western Australian Tourism Awards, announced in November.

The City's signature event then went on to claim Bronze in the Major Festivals and Events category at the 2017 Qantas Australian Tourism Awards, announced in February, against a field of strong contenders, with the Australian Grand Prix claiming Silver and Toowoomba's Carnival of Flowers taking home the Gold.

The 2017 event marked the Crab Fest's 19th year of delighting local, national and international visitors with an impressive program showcasing Mandurah's iconic Blue Manna Crab with other regional offerings and more than 120,000 people attended the event.





Citizenship ceremonies

The City welcomed 343 new Australian citizens throughout the year at five citizenship ceremonies.






The Australia Day ceremony is regarded as one of the most poignant and in 2017 more than 135 people, from around the world, became Australians.






Scorecard

Strategy	Strategic Initiative	Progress	Comment
5.1. Encourage active community participation and engagement	5.1.1 Integrate community consultation processes into the City's decision-making		<p>The City continues to consult and engage the Mandurah community in decision-making, as appropriate.</p> <p>Consultation has taken place in relation to many projects in 2016/17 including the 2016 Community Safety and Crime Prevention Survey, Mandurah Traffic Bridge, and the Strategic Community Plan.</p> <p>The Have Your Say Mandurah website continues to grow its audience size.</p>
	5.1.2 Identify, engage and promote community champions and high achievers as mentors within the community		<p>The City provided \$130,000 in support to the Make Place centre in Tuckey Place.</p> <p>The City also established a new \$5000 fund (up to \$250 allocations) to celebrate and provide a level of financial support for youth achievements in Mandurah.</p>
	5.1.3 Leverage arts and culture to build more cohesive community		<p>The City submitted a successful Royalties for Regions funding application to undertake the Yaburgurt Public Art project, and \$190,000 funding was announced in June 2015. The City has now successfully installed the Yaburgurt public artwork and had a particularly successful opening in February 2017, involving children from several Mandurah schools.</p> <p>The City continues to deliver the Stretch Arts Festival, Wearable Art Mandurah, and operate Contemporary Art Spaces Mandurah. The Department of Culture and Healthway invested \$20,000 each into the Wearable Art Mandurah event.</p> <p>The Creative Mandurah grant program has been very successful enabling new arts groups and individuals to develop their art practice, for example Tiny Shops in Wheels, and Helen Coleman's Homelessness Photography Project.</p>
5.2. Embrace Mandurah's identity as a multicultural community	5.2.1 Implement and review the Reconciliation Action Plan 2012-2014		<p>The City continues to partner with Mandurah Performing Arts Centre and support the Bindjareb Art Awards as an annual event engaging local Aboriginal artists. The winner this year was Sharyn Egan for her work called Terra Nullius.</p> <p>Gnoonie Cup has been held annually in October from 2013. The NAIDOC celebration also continues to be an annual event supported by the City.</p> <p>The Aboriginal traineeships program continues at the City.</p> <p>The Student Aspiration and Incentive Program (scholarship) is still being delivered in the three local public high schools (John Tonkin College, Halls Head Community College, and Coodanup Community College). The City provides two scholarships per school.</p> <p>A process for a new Reconciliation Action Plan was endorsed by Council in June 2017 and achievements of the completed Plan were presented to Council.</p>

 Complete
  In Progress
  Complete for current year and ongoing
  Not Commenced

Strategy	Strategic Initiative	Progress	Comment
5.2. Embrace Mandurah's identity as a multicultural community	5.2.2 Develop indigenous tourism opportunities		Potential opportunities are currently being explored with the Peel Development Commission, Mandurah and Peel Tourism Organisation, and Mandurah Performing Arts Centre. Further opportunities will also be explored as part of Mandurah Murray Growth Plan.
	5.2.3 Continue to promote Mandurah as a dual language (English and Indigenous) location		The City continues to be committed to dual signage. A dual signage sub-committee is currently being reestablished to progress action.
	5.2.4 Celebrate and promote our natural, indigenous and European history		The City submitted a successful Royalties for Regions funding application to undertake the Yaburgurt Public Art project. Funding of \$190,000 was announced in June 2015 with a range of initiatives being undertaken to celebrate the life and times of Yaburgurt. The public art structure was completed and launched in February 2017. A new interactive component has been installed in the Indigenous Gallery at the Mandurah Community Museum to give visitors better access to Noongar stories. The City has completed the Mandurah War Memorial refurbishment and repair which included a new plaque to commemorate service in Vietnam, symbolised by the Long Tan Cross. The annual ANZAC exhibitions in the museum continue to attract large numbers and continually inform new generations and migrants about the ANZAC tradition. Visits to the museum were at a record high in 2016/17 reaching 7,388. This was particularly impacted by the school visits program, and dynamic and relevant exhibitions such as commemorating the history of the Peninsula Hotel ('The Pen') in 2016.
5.3. Promote Mandurah's identity as a unique regional city, based on its history, heritage and future vision	5.3.1 Advocate for Peel Region local government structural reform		This initiative is on hold for the foreseeable future following the previous State Government's decision to cease metropolitan local government reform process. The Peel Regional Leaders Forum continues to work cooperatively on a range of economic, environmental and social projects such as the Transform Peel project.
	5.3.2 Advocate for Mandurah's continuing regional city status		The City highlighted Mandurah's regional capital role during the April 2016 State Cabinet Meeting in Mandurah.

Strategy	Strategic Initiative	Progress	Comment
5.3. Promote Mandurah's identity as a unique regional city, based on its history, heritage and future vision	5.3.3 Promote community pride in Mandurah		<p>The City continues to run major community events, actively support community groups and conduct citizenship ceremonies.</p> <p>The annual Australia Day Celebrations was delivered and included the Active Citizenship Awards in three categories: Youth, Individual over 25, and Groups.</p> <p>A broad range of community events were delivered that facilitated and supported people coming together. The City runs or supports five major events and many smaller activities to help connect our community.</p>
5.4. Become known as a city and destination for arts, heritage and culture	5.4.1 Develop and implement a dedicated arts, culture and heritage strategy for Mandurah		<p>The City's Arts, Culture and Heritage Strategy is being rolled out in many ways including the Regional Gallery Project, Contemporary Arts Spaces Mandurah, growing the Wearable Art Mandurah competition, and with the Creative Mandurah grants getting so many more people in Mandurah involved in arts, and the number of people who attended the Stretch Arts Festival this year.</p> <p>The City has been invited to speak to a council of State Government Arts Ministers from all over Australia about good practice in the arts by local government. The City's achievement in arts and culture has been recognised by being chosen as hosts for the Country Arts WA Regional Arts Conference in October 2017.</p>
	5.4.2 Continue to promote the development of local arts, culture, heritage, music and creative activity		<p>The 16th annual Stretch Arts Festival attracted a record crowd this year, 16,000 people, and migrated to a smaller footprint between Mandurah Performing Arts Centre and Contemporary Art Spaces Mandurah, building the concept of a cultural precinct in the heart of the city. This is part of the strategic growth of the case for an 'A' Class Regional Gallery in the cultural precinct in Mandurah.</p> <p>The Wearable Art Mandurah Showcase expanded to two shows at Mandurah Performing Arts Centre this year, with wider regional involvement across Peel. Mandurah's profile overseas was enhanced by international entries and links being made in China and the United Kingdom.</p> <p>Contemporary Arts Spaces continues to be a quality arts incubator giving many local artists the opportunity to move from hobbyists to professional artists.</p> <p>The installation of the Yaburgurt public artwork by Peter Farmer has added to the Aboriginal community's sense of pride and belonging in Mandurah and celebrates the rich Noongar culture that flows through the life of the city.</p> <p>Mandurah Crab Fest strengthened its arts component with a two-year Healthway sponsorship and a range of art elements.</p>



Key Focus Area: Leadership

An organisation that creates and delivers on a vision for the future which strengthens the community's capacity to sustain and improve the quality of life for future generations.

Regional partnerships

The City continues to work side-by-side with State and Federal government as well as local businesses and agencies to ensure a well-rounded approach to tackle issues and to leverage strengths and efficiencies for the region.

The City continues to participate in or partner with a number of peak organisations including:

- Western Australian Local Government Association (WALGA)
- Australian Coastal Councils Association Inc
- Growth Alliance Perth and Peel
- International Council for Local Environmental Initiatives (ICLEI)
- Peel Harvey Catchment Council
- Rivers Regional Council
- Peel Mosquito Management Group
- Peel Regional Leaders Forum
- Mandurah and Peel Tourism Organisation (MAPTO)
- Mandurah Performing Arts Centre board
- Main Roads Western Australia
- Department of Transport
- Transperth

- South West Regional Road Group
- Peel Development Commission
- Peel Chamber of Commerce and Industry
- Peron Naturaliste Partnership
- Waste Alliance and partner Cleanaway

The City recognises the need to be able to work with different community groups, organisations, private business and other levels of Government to deliver many positive outcomes for the community.

Advocacy and lobbying

The City actively works with partners to combat a range of complex health and social issues including unemployment, affordable housing, homelessness, drug and alcohol use, mental health, education, and community safety and crime prevention. These are tackled through a range of at-risk initiatives including support, funding, advocacy, initiatives and early intervention to ensure a well-rounded approach to these challenging issues.

There are great needs in Mandurah with a growing number of young people and the state's highest youth unemployment. This problem unfortunately can escalate to mental health and other issues within our community.

The City has been active in the planning of the Peel Youth Medical Service Health Hub which has been identified as a priority for the region. The hub will provide a holistic facility focussed on the health and wellbeing of young people in Mandurah and the Peel Region.

The hub aims to provide a range of youth-focussed specialist health services operating a shared-care model based in Mandurah, including drug and alcohol services, specialist eating disorder services, and mental health services.

The City will continue to lobby on important areas to ensure the sustainable future of Mandurah.

Waste-to-energy solution

The City, through its membership of the Rivers Regional Council, has signed a contract with Phoenix Energy to treat the City's general waste for the next 20 years. Treatment will be via a waste-to-energy plant with the outcomes being electrical power provided to the state's power grid and residue ash being used to manufacture bricks. This is expected to start in around three years.

The greatest reduction in waste-to-landfill will be achieved through the proposed construction of a Waste-to-Energy plant in Kwinana.

Service reviews

The City continues to strive to be a leading local government by improving how services are delivered to the community.






Service reviews continued this year and focussed on visitor services, Mandurah Crab Fest, Development Compliance, and the City's cemeteries functions.






Conferences, memberships and associations

Elected members and key staff attended a range of conferences during the year and benefit from sharing knowledge through like-minded organisations and forums to ensure the City contributes to a well-rounded approach for our community.



Scorecard

Strategy	Strategic Initiative	Progress	Comment
6.1. Develop and empower our community leaders to determine, guide and advocate for our City's future	6.1.1 Attract, develop and retain Elected Members with the capacity and diversity to provide strategic direction and advocacy for our community		Elected Members continue to participate in national and international forums and attend a wide range of conferences.
	6.1.2 Advocate with other levels of government and partner with industry to ensure that community expectations are met		The City assisted the Peel Development Commission with the development of Peel Regional Investment Blueprint, launched in December 2015, and collaborated with the Peel Regional Leaders Forum to update its Strategic Priorities Plan 2016-2020.
	6.1.3 Advocate for and continue to build relationships with our diverse cultural community		The City developed and implemented the Reconciliation Action Plan 2015-2017. The City continues to meet with the Office of Multicultural Affairs and provides funding for different groups through the Community Assistance Grants program.
6.2. Ensure that the City as an organisation behaves as a model corporate citizen	6.2.1 Ensure accountability through transparent reporting that is easily accessible to the community		The 2015/16 Annual Report was released in late 2016. The Annual Report reports progress against the objectives of the City's current Corporate Business Plan.
	6.2.2 Continue to be an innovative organisation that constantly strives to achieve best practice		<p>The City conducted a series of service reviews in 2016/17 including reviews of visitor services, Mandurah Crab Fest, Development Compliance, and the City's cemeteries functions and Cityworks. The implementation of the review of Cityparks has also continued.</p> <p>In 2016/17 Council endorsed the City of Mandurah Digital Strategy with the key principles of Customer First, Digital Government and Digital Inclusion.</p> <p>In 2016/17 a systems review was performed by an external consultant on all key business systems to provide best practice use and recommendations. These recommendations are progressively being implemented.</p> <p>In 2017 the City joined the Smart Cities Future Ready program to collaborate, connect and learn to grow smart city capability.</p> <p>The City commenced a three-phase review of procurement activities during 2016/17, and Council adopted five key strategies and 10 major recommendations. Further improvements are scheduled during 2017/18 for the final two stages.</p> <p>The City commenced the Complaints Management Framework Review during 2016/17 and it is anticipated that the framework will be implemented during 2017/18.</p> <p>The City has been invited to speak to state government representatives from all over Australia about good practice in the management of arts by local government. The City's achievement in arts and culture has been recognised by being chosen to host the Community Arts Network WA Regional Arts Conference in October 2017.</p>

Strategy	Strategic Initiative	Progress	Comment
6.2. Ensure that the City as an organisation behaves as a model corporate citizen	6.2.3 Establish a community scorecard to review progress of the Strategic Community Plan		The City's Annual Report reported against the objectives of the Strategic Community Plan and Corporate Business Plan.
6.3. Demonstrate leadership on major regional, state and national issues	6.3.1 Encourage the establishment of a larger regional council		The City supported local government reform as part of its submissions to the State Government's metropolitan local government reform process. However, the State discontinued its reform process. The City will continue to pursue Shared Services opportunities as they arise.
	6.3.2 Manage population growth and expansion into the future		The Social Infrastructure Plan and Long Term Capital Plan guide future infrastructure needs. Council supported many of the actions and initiatives from the comprehensive environmental commitments and approvals from the Perth and Peel @ 3.5million plan, however expressed concern with the funding and governance model associated with the plan.
	6.3.3 Work collaboratively with key stakeholders, other local governments, and state and federal governments to deliver improved regional outcomes		The City assisted the Peel Development Commission with the development of Peel Regional Investment Blueprint, launched in December 2015, and collaborated with the Peel Regional Leaders Forum to update the Peel Regional Leaders Forum's Strategic Priorities Plan 2016-2020.
	6.3.4 Participate in state and national forums that promote the needs and ambitions of the community		Elected members and staff attended a range of conferences during the year. The City continues to participate with a number of peak organisations including the WA Local Government Association, the National Sea Change Taskforce, Outer Metropolitan Group Councils and Cities for Climate Protection, to ensure leading edge practices are part of both the City's long-term strategy and day to day operations.

Key Focus Area: Organisational Excellence

An organisation with the determination, leadership, resources and processes to create an outstanding and sustainable quality of life for Mandurah residents

Digital improvement

The City has made considerable progress in 2016/17 in the implementation of digital services for the benefit of the community, staff, stakeholders and many key partners.

During 2016/17 the City implemented or achieved the following digital initiatives:

- Council endorsed the City's Digital Strategy in November – the strategy aims to move the City's internal operations and the services it offers to the community to a digital environment. This includes shifting the focus of staff from manual, paper-based transactions to wholly digital transactions where possible, and also increasing the self-service capabilities of the City to allow customers to interact with the City electronically.
- Continuation of online building applications.
- WiFi hotspots increased – 18 new hotspots were installed, bringing the total to 66, which have facilitated 20,000 unique connections each month.
- Digital innovation group established internally to maintain efficiencies and improvements for enhanced customer experiences.
- Authority e-services platform (customer self-service)

was upgraded in August with an improved interface for customers.

- Mobility Strategy continues to be rolled out to improve productivity and make the workforce more mobile.
- Installation of the libraries self-service system.

Improvements to procurement

The City has adopted five key procurement strategies that aim to strengthen and maintain a sustainable community through embracing economic, social and environmental initiatives into its procurement practices.

The City is working to achieve this by:

- Consistently planning and executing procurement activities to attract best value for money.
- Supporting community sustainability.
- Fostering local economic growth through maximising participation of local suppliers.
- Identifying and promoting initiatives for small to medium businesses.
- Managing supplier relationships effectively to ensure value for money is achieved.

Increase in developmental positions

As one of the region's largest employers, the City was proud to have broadened its employment development program this year to help build capacity and employment opportunities.

The City's extensive trainee and apprenticeship program has grown, now consisting of 21 developmental positions, with three cadets, 11 apprentices and seven trainee positions in place, which includes four trainee positions set aside for Indigenous recruitment.

The employment development program is one of the many programs and activities offered by the City to build the skills and capacity of local people.

Customer Service Strategy

The City has a Customer Service Strategy in place designed to improve both the quality and access to services. This includes resolving the majority of customer service enquiries at the first point of contact, and continued development of electronic solutions to improve the volume of services available electronically. The Strategy is due for review next financial year.

Key achievements for 2016/17 included:

- The Contact Centre maintaining a first point of contact resolution rate of 72 percent for all incoming calls.
- Customer Satisfaction rating consistently above 85 percent.
- Increasing the mobility of workforces by allowing service requests to go directly to the workforce via a tablet device.
- Expanding the use of the CRM system across the organisation and including close the loop strategies.
- Introduction of a BPay option for renewal of animal registrations and renewals with email addresses being forwarded via email.

Local Planning Framework

The City has amended its Local Planning Framework to reduce the need for planning approvals on a variety of matters, to make it easier for business owners and operators.

Changes were made to:

- Local Planning Scheme No 12 Adopted
- Revised Local Planning Strategy Adopted
- Local Planning Policies updated

Occupational Health and Safety

During 2016/17, the City continued its commitment to promoting, securing and further improving the safety

and health of all people in the workplace, including employees, contractors, volunteers and authorised visitors.

The three Year Strategic OSH Plan for 2016/17 included the following actions:

- A structural review of OSH committees
- A scheduled approach to OSH training
- An increase in targeted OSH training
- Commence a review of OSH Policy Manual
- Continuation of the preventative health and wellness program
- Implemented a 'Fitness for Work Approved Operating Practice'

Financial Management

The City's Balance Sheet shows a strong financial position. Debt levels, and the ability to service that debt which has improved significantly, sit well within guideline levels. Coupled with sound liquidity, the City is a financially stable organisation. Regular reports to Council on the City's financial performance demonstrate a good level of budgetary control. The City continues to receive unqualified audit reports. Regular discussions are held with the Audit and Risk Committee which oversees the critical areas of finance and risk. In considering its longer term financial future, the City has identified the imbalances which exist in meeting the demand for new community assets, such as sports grounds and public open space, and the need to properly maintain existing

assets some of which, particularly buildings, are ageing rapidly.

Future planning must also take into account the need to maintain reasonable levels of rates increases while recognising the needs of the community regarding the capacity to pay. This area is coming under pressure from the growing number of rate exemptions particularly from affordable housing providers and not-for-profit organisations providing lifestyle units for retirees.

Just as importantly, it is also essential that the way the City works is put under constant scrutiny. The City is currently engaged in a wide-ranging review of all its services and functions. The objective is to improve productivity through organisational change and the greater use of technology.

The City has established a long term capital investment and operating plan. This plan which is reviewed at least annually not only identifies future capital priorities and how they may be funded, but is also a useful tool in informing debate and decision-making.

Information Management

Record Keeping Plan

The City is committed to the management of records in accordance with legislative requirements and best practice standards. The City's Record Keeping Plan was reviewed and an amended plan RKP 2017020 was submitted to State Records Office in May 2017.

Record keeping systems, training and awareness

The City implemented SharePoint and Record Point in May 2016 as its mandated primary Record Keeping System. This system integrates with the City's Enterprise Resource Planning suite, Authority. All record keeping procedures were reviewed, created (where applicable) and approved in 2016/2017.

The City continues to provide the following training and awareness support to staff:

- Compulsory On-Line Record Keeping Awareness, focussing on obligations under the State Records Act 2000
- Record keeping system training on induction
- Record keeping system refresher and power user training
- Broadcasting record keeping tips
- Provision of a wide range of training material
- Provision for one on one training and Business Unit specific where required

Asset Management

Asset Management Plans

The City has a set of plans, incorporating asset management plans for roads, bridges, paths, parks and reserves, drainage, marina and waterways, and buildings. These are documents that identify what infrastructure assets the City has, and how they are managed. The plans identify the management systems for the asset classes, predictions of future demand and growth, they project replacements over long time frames, and identify critical financial ratios. Each of these asset classes have risks, maintenance needs, and operational needs.

All of the assets are there to provide a level of service to the community, in many cases supporting services the City is providing.

The City reviewed all of its asset management plans in 2016/2017. The plans will be aligned with other planning works including the Long Term Financial Plan, Levels of Service consultations, and the Community Strategic Plan.

Asset Management in practice

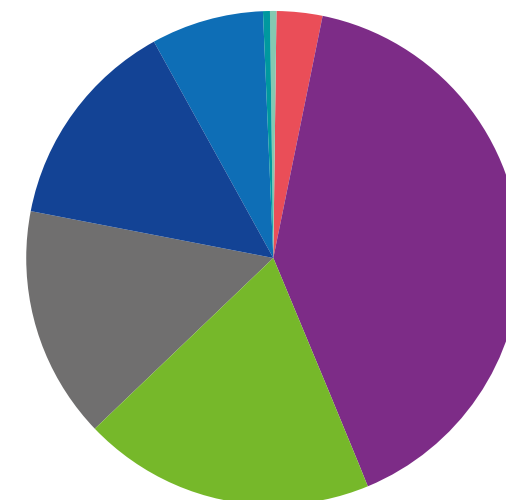
The City's asset management activities include:

- A three yearly cycle of condition inspections of all assets.
- Collecting information on assets and maintaining asset registers in a centralised software system.
- Updating asset registers as assets are installed and constructed internally.
- Receiving assets that have been created in developments such as new roads and parks.
- Mapping asset locations and providing information for the organisation to help service the community.
- Completing annual valuations for the financial reports.
- Preparing forward programs for the renewal of assets that are rated as 'poor' and 'very poor'.

These activities comply with national standards, in particular the Institute of Public Works Engineering Australasia's International Infrastructure Management Manual, and the NAMS.Plus system. Guided by these standards, the City is working on a goal of reaching an intermediate level in asset management maturity by 2020. At that stage the City plans to have, for example a strong community consultation process for levels of service, modelling of future asset condition to optimise renewals, and prioritisation of projects based on asset service needs.

The value of the assets currently being managed by the City is indicated in the graph.

Asset Management: 2016/2017 Gross Replacement Value of Infrastructure Assets by Category (\$ Millions)



- Bridges \$35.2
- Roads, footpaths, kerbs and seals \$458
- Parks \$214.3
- Drainage \$168
- Buildings \$159.2
- Coastal and estuary \$80.8
- Work in Progress \$4.6
- Marina infrastructure \$4.1
- Total \$1.124 Million**

Growth and demand

The City's infrastructure assets have now reached more than \$1 billion in value. We are continuing to see the city expand and infill, with new developments being completed and inner city zoning creating not only new assets, but bringing in new residents, visitors and workers. We are also experiencing increasing requests and desire for higher quality infrastructure of all kinds. Aside from the major projects that are underway or planned, there is also a range of forward planning for smaller infrastructure projects that will help the City meet community expectations.

Awards and recognition

The City is proud to be recognised for achievements in various fields and acknowledges the benefits these projects bring to the Mandurah community. During 2016/2017, the City received:

- Mandurah Visitor Centre Certificate of Excellence from Trip Advisor.
- WA Ranger Team of the Year at WA Rangers Association Awards.
- Intework Excellence Award for Business with 20+ employees at 2016 Alcoa Peel Business Excellence Awards.
- Channel 7 Mandurah Crab Fest Gold award at 2016 Perth airport Western Australia Tourism Awards (major festivals and events category).
- Channel 7 Mandurah Crab Fest won Bronze award at the 2017 Qantas Australian Tourism Awards (Major Festivals and Events category).
- City re-endorsed as Waterwise Council (Gold status) as part of Waterwise Council Program.
- Waterwise Council Platinum status at Water Corporation Waterwise Business Recognition event.
- Achieved second place in Australia in the Cooperative Research Centre (CRC) for Water Sensitive Cities Benchmark Index in May 2017, for progress towards achieving 'Water Sensitive City' status.

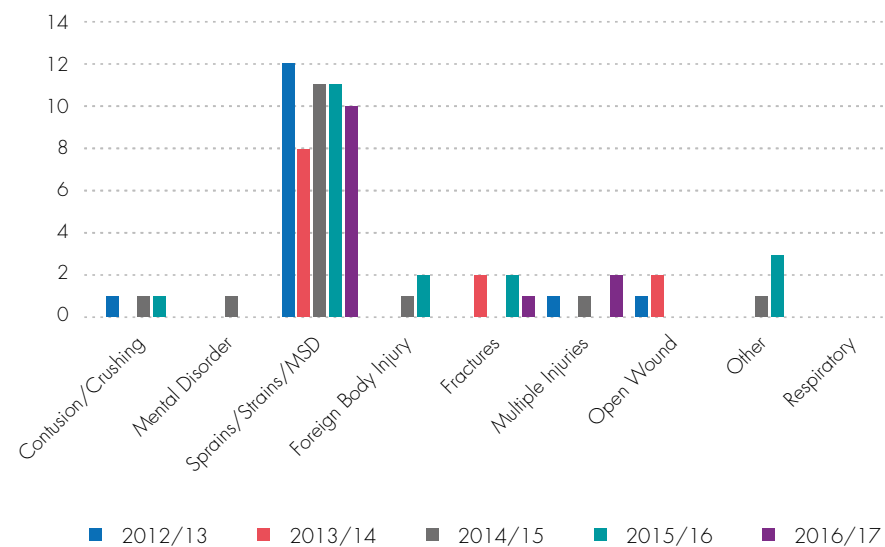


Risk Management

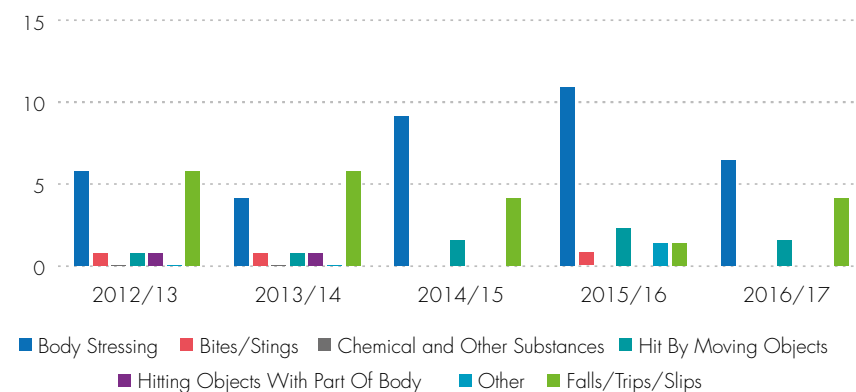
The City's Risk Management Policy (POL-RKM 01) commits it to a risk management framework in accordance with the requirements of the International Standard AS/NZS ISO 31000:2009 Risk management-Principles and guidelines. The City's Executive Leadership Team has identified 23 strategic corporate risks which require risk action plans to ensure adequate control measures are implemented to manage the impact of these risks on the City. The City is currently considering integrating online cross-organisation and cross-functional management of assurance, compliance, governance, risk and safety activities through an Enterprise Risk Management system, which will manage the City's governance, risk and compliance statutory obligations.

Automated reporting with business intelligence analytics would be a feature of this system which would be utilised to support updates to Council's Audit and Risk Committee.

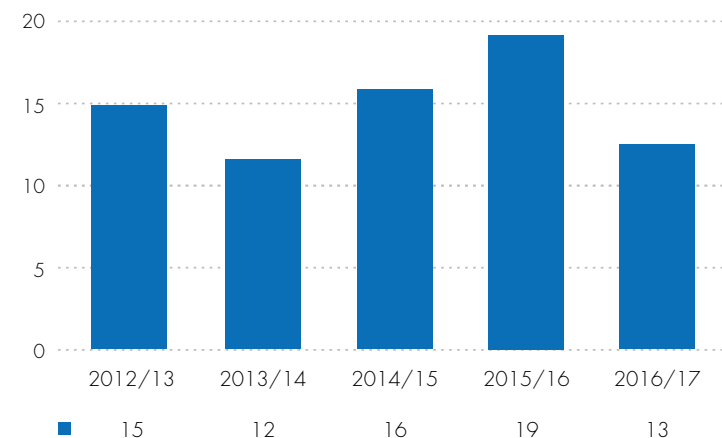
Nature of lost time injuries - last five years



Cause of lost time injuries - last five years












Lost time injuries - last five years










Scorecard

Strategy	Strategic Initiative	Progress	Comment
7.1. Ensure the City has the capacity and capability to deliver services and facilities that meet community expectations	7.1.1 Develop and deliver acceptable service levels that meet the expectations of the community		The City's Service Delivery Standards are reviewed every two years and are due to be reviewed again in 2017/18. The City measures post-transaction Customer Satisfaction monthly and has been consistently meeting an overall satisfaction rating in excess of 85 percent. All business units have, or are in the process of, introducing a range of service metrics.
	7.1.2 Investigate and implement alternative value for money service delivery models		A service review of the Mandurah Visitor Centre is currently being conducted. Service reviews of Cityworks, Compliance functions and Cemetery functions have been completed, while the external review of Crab Fest is also now largely completed. Library self-issue services were successfully installed in Mandurah Library and Falcon eLibrary and Community Centre to improve both service and efficiency.
	7.1.3 Maximise the use of technology to improve service delivery and productivity		A Digital Innovation Group has been established which has implemented a number of productivity and service improvements through technology and business improvements. In 2016/17 Council endorsed the Systems and Technology Work Plan that included more than 60 initiatives. The City remains on track to deliver all these initiatives. In 2016/17, end-to-end processing of a range of digital transactions was achieved across the organisation including electronic lodgement of building applications. In 2016/17, new mobile devices were rolled out to improve productivity and make the workforce more mobile.
	7.1.4 Embrace sustainable asset management practices for managing the built environment		Long-term asset management requirements are being factored into the Long Term Financial Plan.
	7.1.5 Implement and review the City's Customer Service Strategy		The City's Customer Service Strategy 2017-2020 is currently being developed with four key focus areas having been identified that align to the City's Digital Strategy – Consistency of Service, Digital Customer Service, Productivity, and Engagement Strategy. The Contact Centre has increased the first point of contact resolution rate to an average of 74 percent and overall customer satisfaction now above 85 percent.
7.2. Deliver excellent Governance and Financial Management	7.2.1 Implement the Integrated Planning and Reporting Framework		In order to ensure compliance with the Integrated Planning and Reporting Framework requirements, the City of Mandurah's Strategic Community Plan 2013-2033 was adopted in April 2013, and reviewed in the 2016/17 financial year. A desktop review was previously undertaken in June 2015, as part of Integrated Planning and Reporting Framework requirements two years after adoption. The 2017-2037 Strategic Community Plan and 4 Year Corporate Plan will be finalised early 2017/18.

Strategy	Strategic Initiative	Progress	Comment
7.2. Deliver excellent Governance and Financial Management	7.2.2 Establish and implement an Organisational Risk Plan		<p>Enterprise risks have been identified and included in the City's Corporate Risk Register. The City has identified its key strategic risks. To date, four strategic risks have risk treatment plans in place and these have been reported to the Audit and Risk Committee. Risk management has been integrated into both events and project management activities. A greater focus on Strategic Risk Management will occur in 2017/18.</p> <p>A three-year Strategic Occupational Safety and Health Plan has been endorsed by Council, is being implemented and is showing improved results. Outcomes and progress are reported to the Audit and Risk Committee on a six-month basis.</p>
	7.2.3 Review all council services on a regular basis for need, value for money and method of service delivery		<p>A range of service reviews were completed in 2016/17. In addition, the Library self-service solution was implemented in early 2017, resulting in improved customer service and productivity.</p> <p>The Authority eServices platform (customer self-service) was upgraded in August 2016 with an improved interface for customers, and an electronic new dog registration service has been added to that platform.</p> <p>The technology recommendations from the Cityparks review were successfully implemented in 2017.</p>
	7.2.4 Meet all governance standards and legislative requirements		<p>The City is compliant with the State Government requirements and the City continues to meet all of its statutory obligations.</p> <p>The City has been a local government leader in Emergency Management and worked to fulfil obligations in accordance with the Emergency Management Act 2005. The City has reviewed the Local Emergency Arrangements, facilitated regular meetings of the Local Emergency Management Group, and formulated emergency management policies and procedures to guide the City's activities.</p> <p>The City completed 1042 food premises inspections and collected 91 food samples.</p> <p>185 Public Building inspections (taverns, nightclubs, halls, auditoriums etc) and 89 public event approvals were completed.</p> <p>821 water samples were obtained from 48 public aquatic facilities and 276 water samples were obtained from the estuary and beach sites.</p> <p>The City completed inspections of all properties within the City of Mandurah for compliance, and completed extensive fire mitigation works including mechanical works such as slashing and prescribed burning. The City has also maintained effective communications with key agencies via the Bush Fire Advisory Committee.</p> <p><i>Continued on next page...</i></p>

Strategy	Strategic Initiative	Progress	Comment
7.2. Deliver excellent Governance and Financial Management	7.2.4 Meet all governance standards and legislative requirements		<p>A validation process for the Annual Compliance Audit Return was also introduced.</p> <p>The City completed the CEO Biennial Risk, Controls and Legislative Compliance Review where a number of new initiatives were endorsed by Council.</p> <p>Three Local Laws were drafted and implemented during 2016/17 with six more planned for review during the 2017/18 financial year.</p> <p>The proposed Internal Audit Function was adopted by Council, where during 2017/18 the City will design and implement the function along with tendering for an appropriate Internal Audit Firm.</p> <p>All City of Mandurah Delegations of Authority were reviewed during the 2016/17 financial year. A significant review of the Authorised Officers schedule is proposed for the 2017/18 financial year.</p> <p>The governance software programme ATTAIN has been further utilised with all Officers and Elected Members now having been trained in the system.</p> <p>Code of conduct, social media and IT training continues to be delivered to all officers.</p>
	7.2.5 Ensure a high standard of financial management and planning		<p>Capital projects are prioritised in a Long Term Capital Plan. Eligibility for inclusion in the plan includes an assessment of strategic fit and benefits. Major projects are subject to a full financial assessment and quadruple bottom line analysis to ensure that all aspects of the project are understood.</p> <p>There are few new revenue opportunities available to the City. Work has been concentrated on protecting the existing revenue base.</p>
7.3. Build and retain a skilled, motivated and healthy workforce	7.3.1 Maintain a values-based culture		<p>A range of initiatives have been implemented including leadership development, enhanced recruitment methods and development of a range of human resource policies. The addition of four Indigenous trainee positions across the City, supported by an external Indigenous mentor, has been implemented and has proved a highly successful program.</p> <p>The City reviewed the values of the organisation through a consultation process with the staff. New values were rolled out in 2015/16 and accepted by all staff. A retest of the City's culture will be undertaken in September 2017.</p>
	7.3.2 Ensure a Leadership Succession Plan is in place		Development of leadership competencies has commenced. 360 degree feedback has been obtained for Directors and Managers along with the identification of high performing talent for succession planning purposes.
	7.3.3 Increase the City's capacity to advocate on behalf of the Mandurah community		The City and the Peel Regional Leaders Forum regularly advocate on behalf of Mandurah and Peel communities at state and federal levels.

Strategy	Strategic Initiative	Progress	Comment
7.3. Build and retain a skilled, motivated and healthy workforce	7.3.4 Develop and implement a Strategic Organisational Health and Safety Plan	●	<p>The City's three-year OSH Plan was completed and endorsed by Council in March 2016. A range of initiatives have been put in place including improved accident and hazard reporting, revised investigation process, improved communication and the issuing of safety alerts.</p> <p>Improvements in hazard/incident reporting and reducing Lost Time Injuries has been included in all Directors/Managers accountabilities. Fitness for work and drug and alcohol testing has also been put in place during 2016/17. Safety outcomes continued to improve over the past two years.</p>
7.4. Develop a strong brand of a leading local government that meets community expectations	7.4.1 Review, develop and implement the City of Mandurah Community Engagement Strategy	●	<p>All major community consultation projects have been completed.</p> <p>The City's Community Engagement Strategy is progressively being implemented including use of the Have Your Say Mandurah website. The strategy has been reviewed and framework developed which will be presented to Council in September 2017 with the framework to be implemented during 2017/18.</p>
	7.4.2 Review, develop and implement the City of Mandurah Marketing and Communications Plan	●	<p>Each year, the City develops and implements an annual marketing plan which is consistent with the Corporate Business Plan. All marketing and engagement plans were delivered as per the plan. Highlights included:</p> <ul style="list-style-type: none"> • 93 projects communicated (campaigns) • Additional website created (Wearable Art Mandurah) • Management of five websites and 10 social media channels • The community engaged on the Strategic Community Plan, which involved more than 2000 people • Development of the City's community engagement plan <p>The Social Media Strategy has been endorsed by Council and implementation of the social media initiatives including training continue to be put in place.</p>

Service Performance



1,788,570

Household refuse bins collected



790,368

Household recycling bins collected



3,097

Building applications approved



33,000

Native seedlings planted at community tree planting events

Connecting with our community

Number of Customer Service counter visits	45,143
Telephone calls to Customer Services	79,502
Calls resolved at first point of contact (Contact Centre)	73.54%
Calls answered within 20 seconds	71.61%
Items borrowed from Mandurah Libraries	324,169
New library members	4,532
Active library members	28,988
Number of Digital Hub training participants	813
Library visits	237,745
eBook, eAudio and eMagazine issues	38,086
Mandurah Seniors and Community Centre members (September 2016)	2,080
Tonnes of household waste collected (tonnes)	29,380
Tonnes of household recyclables collected (tonnes)	8,531
Tonnes of green waste collected over two verge collections (tonnes)	2,457

Connecting with our community

Tonnes of junk collected in one junk verge collection	1,471 tonnes (plus 500 tonnes of scrap metal)
Waste collected from street and park bins (tonnes)	1,600
Reported dog wanders	2,062
Reported dog attacks	270
Number of burials	81
Ashes niche placements	33
Private swimming pool and spa inspections	1,842
Food premise inspections	1,041
Water sample collections (swimming beaches)	162
Water sample collections (public swimming pools)	512
Recreation Centre visits	973,000
Recreation Centre Health and Fitness Members	3,097
Swim School enrolments	4,392
Kidsport applications processed	1,593

Service Performance

Five Year Summary

	2012/13	2013/14	2014/15	2015/16	2016/17
Post transaction customer satisfaction	N/A	N/A	84.6%	85.2%	85%
CRM resolution rate (within SLA)	83.9%	79.7%	74.9%	75.2%	78.52%
First Point of Contact Resolution Rate	64.1%	66.9%	66.4%	69.0%	73.54%
Speed of Answer % within 20 seconds	68.8%	71.7%	77.7%	75.4%	71.61%
FOI valid applications received and completed	24	5	9	5	4
Development Planning Applications % processed within statutory time frame	97	96	91	89	99.5%
Subdivisions Planning Applications % processed within statutory time frame	95	94	99	100	98%
Building licences % processed within statutory time frame	100%	100%	100%	100%	100%

Year on Year Growth

Number of library visits (Mandurah and Falcon)	335,555 12.2%	365,328 8.9%	353,916 -3.1%	336,029 -5.1%	237,745 -29.2%
Number of annual visitations to the MARC	662,013 11.6%	584,875 -11.7%	298,532 -49.0%	687,853 130.4%	852,576 23.9%
Number of annual visitations to the HHCRC	101,370 6.9%	112,511 11.0%	114,653 1.9%	126,018 9.9%	120,784 -4.2%
Number of Mandurah Seniors and Community Centre (formerly Ac-cent Mandurah) members (Membership year ends 30 Sep)	N/A	N/A	N/A	1,958	2,080

Financial Performance

Five Year Ratio Summary

Ratio	Actual 2012/13	Actual 2013/14	Actual 2014/15	Actual 2015/16	Actual 2016/7
Current ratio	0.91	0.93	1.10	0.97	0.91
Operating surplus ratio	- 0.14	- 0.09	- 0.19	- 0.17	- 0.09
Asset sustainability ratio	0.4	0.39	0.78	1.01	1.12
Debt service cover ratio	1.87	1.94	1.96	2.32	2.35
Asset consumption ratio	0.65	0.64	0.73	0.73	0.72
Asset renewal funding ratio	1.07	0.82	0.78	0.76	1.42
Own source coverage ratio	0.84	0.87	0.75	0.81	0.85

Current Ratio [Current Assets - restricted assets / Current liabilities - liabilities associated with restricted assets]

This is a modified commercial ratio designed to focus on the liquidity position of the City that has arisen from past year's transactions.

Operating Surplus Ratio [Operating revenue minus operating expense/Own source operating revenue]

This ratio is a measure of the City's ability to cover its operational costs and have revenues available for capital funding or other purposes

Asset Sustainability Ratio [Capital renewal and replacement expenditure/Depreciation]

This ratio indicates whether the City is replacing or renewing existing non-financial assets at the same rate that its overall asset stock is wearing out.

Debt Service Cover Ratio [Annual operating surplus before interest and depreciation/Principal and interest]

This ratio is the measurement of a local government's ability to repay its debt including lease payments. The higher the ratio is, the easier it is for a local government to obtain a loan.

Asset Consumption Ratio [Depreciated replacement cost of depreciable assets/Current replacement cost of depreciable assets]

This ratio measures the extent to which depreciable assets have been consumed by comparing their written down value to their replacement cost.

Asset renewal funding ratio [NPV of planned capital renewals over 10 years/NPV of required capital expenditure over 10 years]

This ratio is a measure of the ability of a local government to fund its projected asset renewal / replacements in the future.

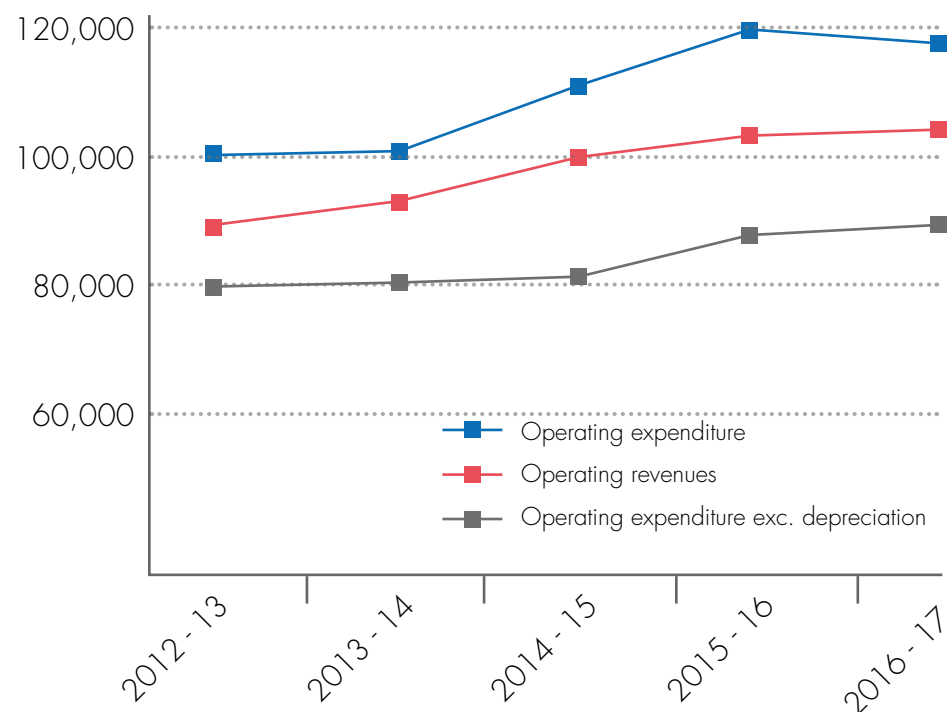
Own source revenue coverage ratio [Own source operating revenue/Operating expense]

This ratio is the measurement of a local government's ability to cover its costs through its own revenue efforts.

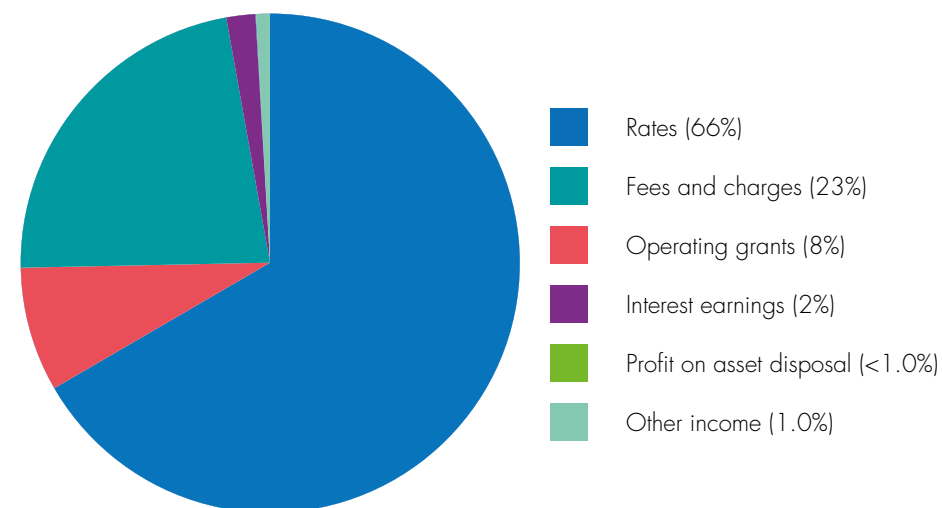
Operating Expenditure Snapshot 2016/2017

Operating revenues increased by 2.5 percent versus the prior year. This compares with the longer term growth trend of 4.8 percent and is indicative of lower property market growth which affects rates revenue and associated fees and charges such as building licence fees. At the same time, operating expenditure excluding depreciation reduced by 3 percent against the prior year. The longer term trend of growth is 5 percent and demonstrates the City's ongoing commitment to putting into place cost containment and efficiency measures.

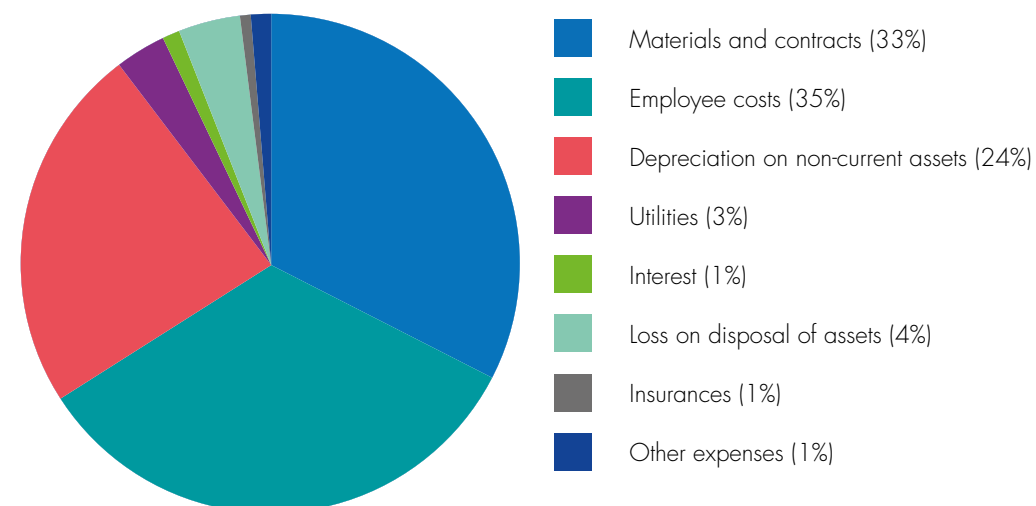
Operating Position



Operating Revenues



Operating Expenditure

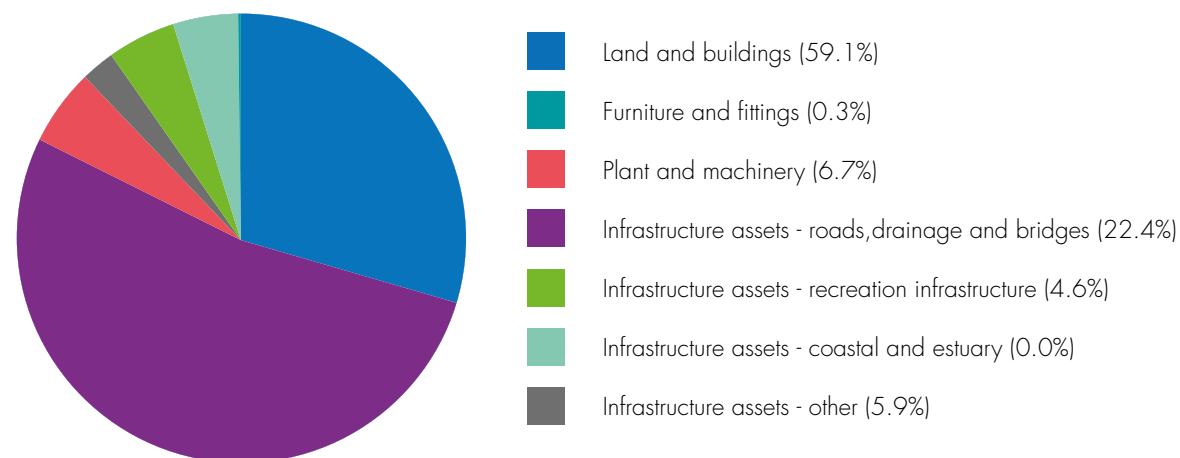


Capital Expenditure Snapshot 2016/2017

Capital expenditure shows a significant increase when compared with previous years and is almost entirely due to the costs for two major projects. The first, the MARC redevelopment, was completed during the financial year and the Centre is now fully operational. The City also made a significant contribution to the costs of the Mandurah Traffic Bridge which is being constructed by Main Roads of Western Australia. This project is due for completion in 2017/18.

2016/2017	\$'000
Mandurah Traffic Bridge	10,200
MARC Redevelopment	11,600
MARC Geothermal	1,000
Eastern Foreshore Redevelopment	1,700
Lakes Road upgrade	1,000
Mandjar Square upgrade	600
Novara Foreshore Redevelopment	500

Capital Works Program



Capital Expenditure

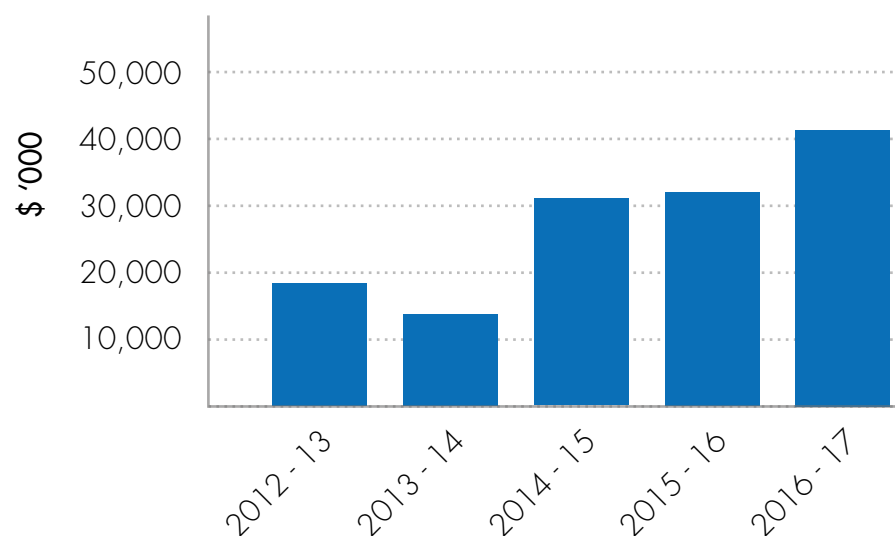


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Page 59: *Mandurah Liquor Accord, 2017, City of Mandurah*

Page 61: *Beach Emergency Number System Launch, 2017, City of Mandurah*

