

City of Mandurah Place Enrichment Strategy

2023 - 2027



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Acknowledgment 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.



Mayor's Message

Neighbourhood connections, vibrant local areas, and a sense of belonging within our communities are just some of the reasons why living in Mandurah is so wonderful.

The importance of having inclusive and welcoming places that we can feel proud of cannot be underestimated, which is why the City is thrilled to introduce its first Place Enrichment Strategy (2023 – 2027).

Developed in partnership with our community, this Strategy is designed to strengthen and enhance our neighbourhoods to truly feel like home.

It reflects a commitment by the City of Mandurah to work alongside residents to create vibrant, inclusive and sustainable places that enrich the lives of our community.

The Place Enrichment Strategy strives to engage and empower local people in events, activities and programs through initiatives that are underpinned by values that promote community capacity building, effective communication, fairness and the optimisation of community resources.

Through a more informed and connected community, we hope to foster pride and a stronger sense of belonging in our thriving city.

Community members, local organisations, networks and working groups have all played a part in bringing this Strategy together, and we thank them for their invaluable contributions.

Although different people and places in Mandurah have unique aspirations and characteristics, through this Strategy we hope to shape, nurture and celebrate the many things that make living in Mandurah special.

We're excited to embrace the power of place and work together to create in our Mandjoogoordap.

Rhys Williams

City of Mandurah, Mayor



Introduction

The City of Mandurah commenced its preparation and associated community engagement activities in August 2022.

The Strategy builds on the extensive engagement conducted as a part of the Mandurah Matters campaign in 2018, and is aligned to the strategic priorities identified in the Strategic Community Plan. The Place Enrichment Strategy is intended to bring value to local communities, in the way it contributes to a sense of local harmony, while encouraging people to connect and get to know their neighbours.

The Strategy and Implementation Framework sets out a pathway to:

- Articulate the City's role to support and motivate community to lead their own initiatives;
- Build staff capacity to foster a place-led approach – organisational wide

- Give the City a framework to gain traction on community ideas/initiatives
- Provide clear parameters and set expectations about roles and responsibilities for:
 - What the City facilitates
 - What community facilitates
 - What we can do together;
- Help determine where to direct resources and time
- Align with endorsed strategies (organisation wide)
- Determine how to prioritise neighbourhoods

The Strategy reflects the discussions held at a local/ neighbourhood level, among a broad array of stakeholder groups ranging from staff, Elected Members, residents and community groups representing a diverse demographic, including local Aboriginal groups.



Values behind the strategy



Community capacity building



Effective communication and engagement



Community connectedness



Foster pride and a sense of belonging



Optimise allocation of City resources



Promote equity and fairness



Gather local intelligence and inform priority advocacy issues



Reduce reliance on City to fund and deliver initiatives

Strategic Community Plan

The City of Mandurah’s Strategic Community Plan represents the vision and strategic framework to guide decision making over the next 20 years, to achieve collaborative aspiration to be a thriving regional city with the heart of a village.

The plan reflects extensive collaboration undertaken back in 2018, Mandurah’s largest ever community engagement initiatives, between the Council and community.

As part of the background strategic review, the City of Mandurah strategies were reviewed, and considered how they can be reflected into the Implementation Framework:

- Strategic Community Plan 2020-2040
- Corporate Business Plan 2020-2024
- City of Mandurah Access and Inclusion Plan 2021-2026

- Arts and Culture Strategy
- Events strategy
- Reconciliation Action Plan

While the Place Enrichment Strategy aims to increase community connection, vibrancy and empowerment, it is only effective when supported by a range of social City strategies. These are outlined below and compliment the Place Enrichment Strategy.



Figure 1 - Place Enrichment Strategy Process Diagram

Woven by waterways, a city with a village heart.

We are built in nature - a meeting place surrounded by unique waterways, where the wellbeing of our people and our environment are nurtured; where business in the community can thrive and entrepreneurship is celebrated.

We will be the place where a thriving regional city and the heart of a village meet.

This is our Mandjoogordap.



Community Outcomes

Organisation Excellence

- Demonstrate regional leadership
- Keep community engaged
- Ensure actions are maintainable between economic, environmental and social values

Economic

- Foster business investment, advocate for local jobs creation, industry diversification and build entrepreneurial capacity and capability
- Improved pathways to education and learning outcomes

Social

- Create safe neighbourhoods through urban design
- Promote youth integration and connection
- Build local capacity
- Promote connectedness and strong sense of security and belonging
- Provide a range of social and cultural activities

Health

- Partner with key stakeholders including Federal and State Government to ensure health outcomes align with community needs
- Advocate for technological advancement in health care system
- Provide quality health and wellbeing programmes and promote the importance of a healthy, active lifestyle

Environment

- Advocate and partner with key stakeholders to ensure environmental impacts are considered in all areas of government
- Protect and manage local environment specifically waterways which are recognised as important asset to community
- Create opportunities and education for community to celebrate and preserve natural environment.



Community development

Needs-driven social planning

To manage the rapid population growth experienced within the City of Mandurah since the 1990's, a Community Development team (CD) had been a core function of the organisation. The team focused on specialised areas to support diverse needs, including early years, families, youth, seniors, access and inclusion, reconciliation, community safety, planning and grants. The premise of the social planning approach was needs driven (identifying community needs and developing strategies and plans to service such needs).

In the mid-2010s, the City faced continued expansion to the north and an influx of first homebuyers and young families. This prompted a rethink on how to deploy limited resources to greater effect, to help build community in the rapidly emerging outlying suburbs.

A Community Development Officer (CDO) was stationed at the newly built Lakelands Library and Community Centre in 2017, to trial a place-based model of community development. The Mandurah North role demonstrated the efficacy of a place-led approach, in particular the benefits of geographical parameters over portfolio-based work. Enhanced community connections, capacity building and leadership identification were observed, as well as a broader mobilisation of community-led contribution to social change.

Following the trial's success, the place-based model was subsequently extended in April 2020, deploying a Senior CDO in each of the North, South and Central

Place-based community development

Following a formal review which was completed in July 2019, Council endorsed the expansion of the social planning model, which included a phased transition towards a strengths-based approach focused on enabling and empowering community to develop community-led solutions, and moving away from traditional service delivery methodologies.

Core to this idea, is a place approach which utilises the principles of Asset Based Community Development (ABCD) - which aims to reduce community dependency on external organisations. ABCD recognises that whilst social problems exist, all communities have social, cultural and material assets to address them, including the skills, passions and capacities of residents.

From 2020 onwards, the key focus of the place-based approach has included;

- Mapping assets, setting up and supporting linkages within community
- Building relationships across the diverse range of communities
- Building capacity within individuals and groups
- Identifying and building leadership within both individuals and groups across diverse demographics
- Encouraging active citizenship
- Building succession and depth.

The emergent place-based approach has been deliberate (yet relatively informal) as the CDOs identify and harness opportunities in each area. The aim of this Strategy is to support and strengthen this approach by articulating more clearly how it intends to be a catalyst for positive change, with a greater emphasis on empowerment, and mobilising community assets to work together in addressing persistent and complex social problems.

Capacity building

Community capacity building links community with resources and assets for productive future actions that strengthen community from within.

Asset based community development

ABCD recognises that each community has untapped assets to achieve social change and develop happy, resilient communities (including economic, physical and cultural assets).

Our role in ABCD is to discover and mobilise these assets.

Place based approach

A place-based approach works at a neighbourhood (geographical) level.

In place-based work, we build relationships, learn about place, discover assets, and mobilise assets for productive community action.

How do we unwrap this potential?

Identify

Build relationships, discover the assets, map knowledge.



Connect

Link community assets and resources together.



Mobilise

Create opportunities for assets to be productive and powerful together.



Community development seeks to empower individuals and groups of people with the skills they need to effect change within their communities.

It is defined as a practice that promotes participative democracy, sustainable development, rights, economic opportunity, equality and social justice, through the organisation, education and empowerment of people within their communities, whether these be of locality, identity or interest.

Source: International Association for Community Development

Our Mandurah

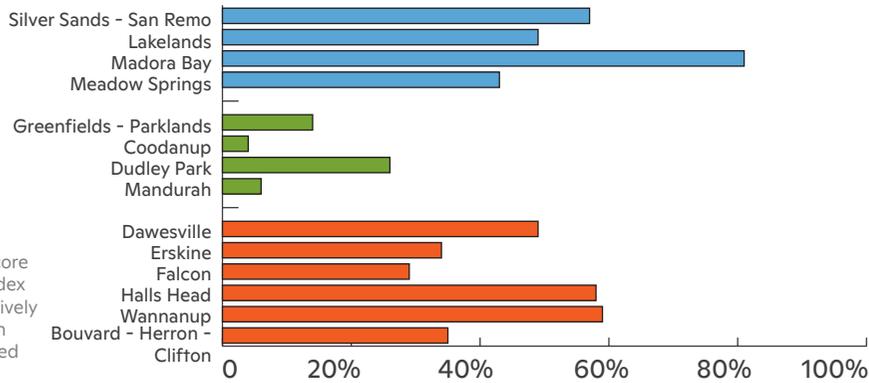
Mandurah is one of Western Australia’s most diverse local government areas. Geographically, the local government area ranges from the natural beauty of Lake Clifton; new and old suburbs on the ‘island’ between the Dawesville Cut and the Mandurah Estuary; the diverse communities of Mandurah and Greenfields; and the new suburbs of Lakelands and Madora Bay.

The 93,414 people that live in these suburbs are similarly diverse with people of

Aboriginal and/or Torres Strait Islander, English, Australian, Scottish, Irish, German, Italian, Filipino, Dutch and Maori ancestry.

All these diverse communities make Mandurah special. This diversity should be celebrated, but should also be recognised and understood to enable the City of Mandurah to best support these communities.

Table 1 - Socio-Economic Indexes for Areas (SEIFA Index) - 1,000 is the median score



NOTE: A low score in the SEIFA Index signifies a relatively high proportion of disadvantaged residents.

Table 2 - Tenure Type

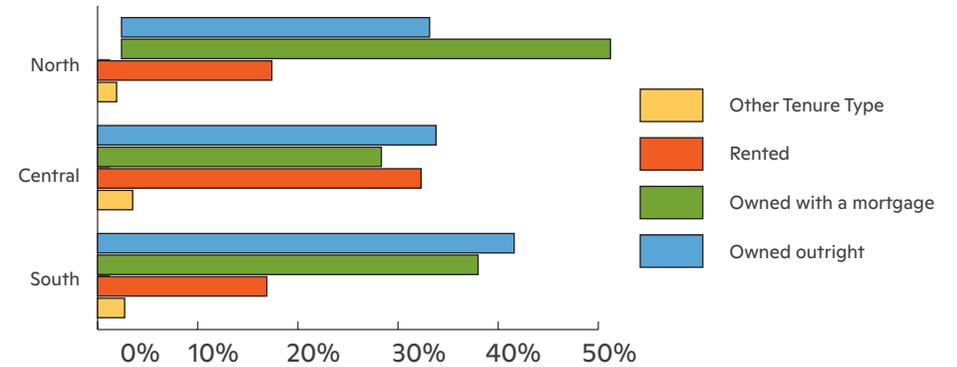


Table 3 - Median Weekly Income

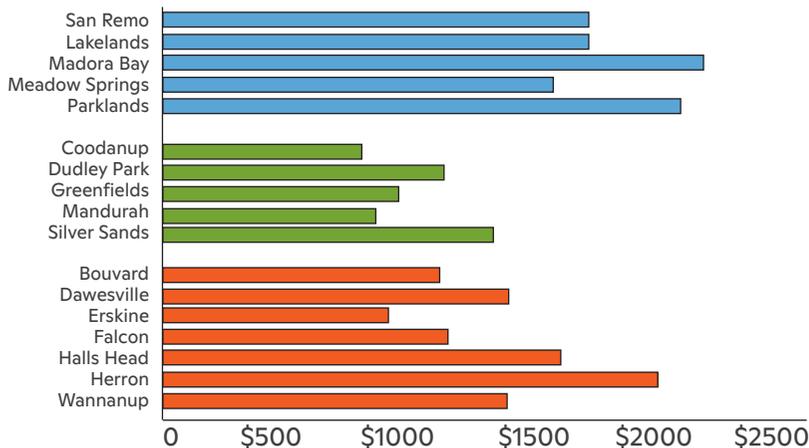
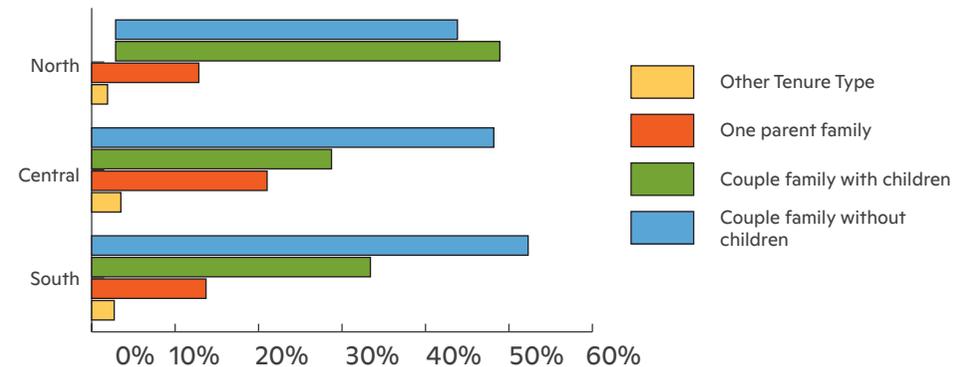


Table 4 - Household Composition



Source: forecast.id





Our places in the south

South

The Mandurah South Place stretches from Lake Clifton in the south to Halls Head taking in the suburbs of Bouvard, Clifton, Dawesville, Erskine, Falcon, Halls Head, Herron and Wannanup. Separated by water, the area has a unique identity, particularly those areas further away from the Mandurah City Centre which are valued for their natural beauty and distance from the City Centre.

This area is highly diverse geographically and encompasses low-density natural areas, older seaside hamlets with holiday houses, established suburbs such as Halls Head, and developing suburbs such as those around the Dawesville Cut. Bouvard, Herron and Clifton provide larger lifestyle blocks in a natural bush setting. Over 80% of the 39,303 people that live in the South live between the Dawesville Cut and the Mandurah Estuary, also known as 'the island'. The island currently houses the majority of social infrastructure for the South, with a range of sporting facilities, skate and BMX facilities, public library, and family centres.

Mandurah South Place also includes new suburbs around the Dawesville Cut. Dawesville is experiencing rapid growth, with an influx of young families building new housing in the area.

Mandurah South Place has the oldest population in Mandurah, with a median age of 50, and 36% of the population aged over 60. This demographic is correlated with a high degree of home ownership and higher than average median income compared to the North and the Central Neighbourhoods. Additionally, the South has a significantly higher proportion of couples without children (over 50% of households).

Strengths

- Natural assets such as Lake Clifton Thrombolites and Ramsar Wetlands create a unique sense of place
- Housing diversity from suburban development to larger, lifestyle lots

Weaknesses

- Large and diverse area with highly different needs
- Some members are not yet well serviced by adequate facilities in the newer suburbs
- High proportion of vacant holiday houses
- Population spread
- Access to public transport

Opportunities

- New communities in Dawesville bringing private investment
- Dawesville Community Centre
- New Secondary school in Dawesville with new public oval

Threats

- Rapid growth means it is difficult to understand who is coming into Mandurah, and what their needs are
- Potential for conflict between the long-term residents with their own identity and new residential areas

39,303 Estimated resident Population

2% Aboriginal and/or Torres Strait Islander

50.5 North median age compared to Mandurah median age of 48

42% Homes owned outright
Highest proportion of homeownership in Mandurah

80% Live north of the cut

A greater proportion of elderly people
36.2% Aged over 60 (Compared to 16% in wa)

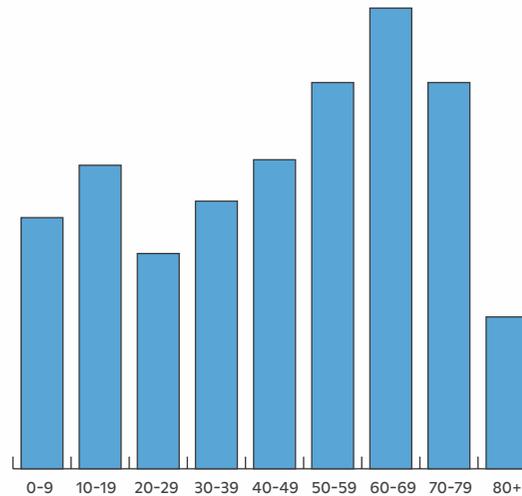
39% Of Mandurah's 2036 population growth will be located in the south neighbourhood

42% The neighbourhood has a high proportion of couples without children

Low median family weekly income
\$1,436 Compared to \$1,910 in wa

Source: forecast.id

Table 1 - Age Pyramid (South)



“Close to the estuary and not far from the beach, surrounded by nature...kangaroos really do hop down the street”

“Very family orientated, lots of families with young/school aged children.”

“Outstanding location close to beach, facilities and transport, friendly people who watch out for each other”





Our places in central

Central

The Mandurah Central Place is comprised of Coodanup, Dudley Park, Greenfields, Mandurah and Silver Sands. In an already diverse City, the central area is characterised by its diversity with the neighbourhood home to both wealthier pockets (particularly within the canal developments along the beach and waterfronts), and some of the most economic disadvantaged areas in Western Australia.

The Mandurah Central Place neighbourhood has a median age consistent with that of the City of Mandurah. It has the highest population of Aboriginal and Torres Strait Islander Australians, whilst having the lowest proportion of the population born overseas.

Viewing the aggregated statistics, the Central neighbourhood has the lowest median income in Mandurah, and the highest proportion of rentals and 'other' tenure types which includes government supported housing. However, looking at the suburbs within the Central area, the data shows the highly diverse communities with the suburb of Mandurah having lower incomes, higher socioeconomic disadvantage and the highest proportion of rentals. However, Dudley Park and Silver Sands are both higher income areas with a higher proportion of home ownership.

Due to its central location, proximity to the City Centre, and the communities that make up the neighbourhood the area is home to many of the community services for the area including the Peel Health Campus, Winjan Aboriginal Corporation, Lotteries House and crisis centre, youth centre, aquatic centre, and the library.

Strengths

- Mandurah Forum provides a major shopping centre for the wider Mandurah area
- Public transport connectivity and proximity to City Centre
- Strong community pride despite challenges
- Strong cultural assets in the community

Weaknesses

- Segregated community between canal developments, Coodanup and Frasers Landing
- Low sense of safety from residents and visitors
- Less capability within the community to drive community projects

Opportunities

- Direct private investment in the area with new growth development
- Activate local parks to increase pride, safety and to bring the communities together
- Strong community leaders and voices that can be further supported by the City
- Encourage new Residents Associations and equivalent groups and leverage established groups
- Path connections

Threats

- Residents associations speaking for the whole community when they may not speak for everyone

22,465 Estimated resident Population

3.9%

Aboriginal and/or Torres Strait Islander

49

Median age compared to Mandurah median age of 48



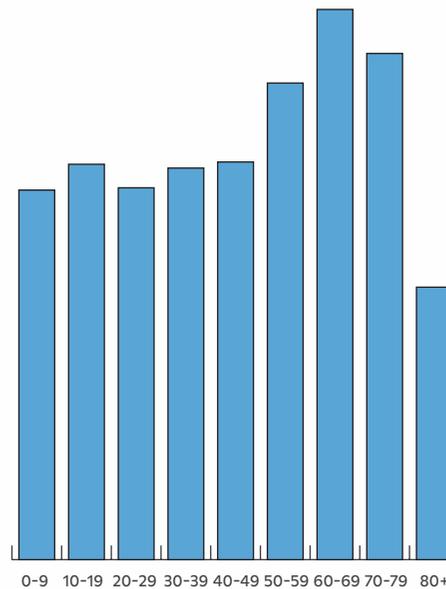
The neighbourhood has a high proportion of rentals

Low median family weekly income
\$1,102 Compared to \$1,910 in WA



A greater proportion of elderly people
35% Aged over 60 (Compared to 16% in WA)

Table 2 - Age Pyramid (Central)



Key considerations

- Higher proportion of Aboriginal community members
- Diverse communities (Coodanup / Frasers Landing / Central Canals etc.)
- Foreshore assets along the river
- Challenge of City Centre (regional asset) vs local neighbourhoods
- Greater focus on engagement with Aboriginal community
- Traditionally also the hub for most services (community).
- The area has a strong service driven culture versus capacity building.

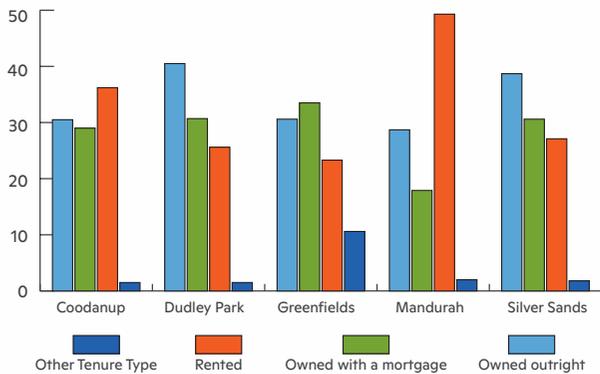


Table 1 - Tenure Type (Central)

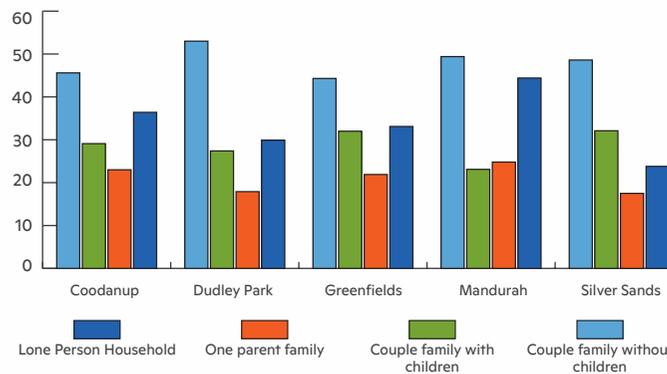
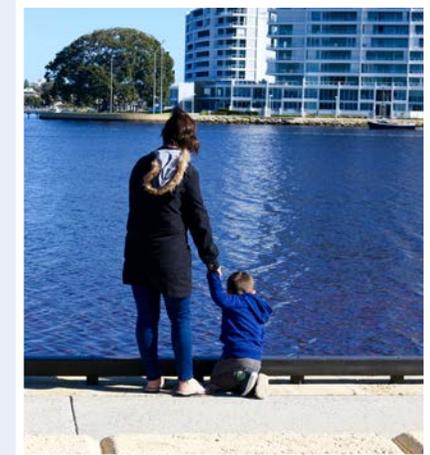


Table 3 - Household Composition (Central)





Our places in the north

North

Comprised of the suburbs of San Remo, Lakelands, Madora Bay, Meadow Springs and Parklands, the Mandurah North Place has both established suburbs generally closer to the Mandurah Town Centre and the coast, with a significant number of new communities. The North has the highest proportion of people born overseas (31% in 2021), as well as the highest proportion of people who have moved to the area in the last 5 years (37%).

Typical of the newly developed communities, the Northern suburbs have the youngest median age of the three neighbourhoods, almost 10 years younger than that of the City of Mandurah, and 27.3% of people aged under 18. Similarly typical of new communities, the North also has the greatest proportion of homes owned with a mortgage.

Possibly due to these newly established communities, as well as the greater connectivity to Rockingham and Perth, residents of these areas identify more as residents of Perth than Mandurah, contrasting the strong identity in other areas of Mandurah.

Importantly, the Lakelands Town Centre provides a defined centre for economic and community functions with a large shopping centre, town square, and library. The Lakelands Train Station under construction also provides greater connectivity to the north in Perth, and to the Mandurah Town Centre.

Strengths

- Identifiable main street in Lakelands Town Centre with community infrastructure
- Diverse mix of new and established suburbs
- Existing community and social infrastructure including a number of local community events
- Well established resident associations
- Developer support means the resident groups are performing well

Weaknesses

- Significant FIFO workforce
- Social isolation – the impacts of Covid still being felt
- Too close to Mandurah for services to outreach into the North, means people need to travel to access services
- When developers exit and area they may leave residents associations unsupported

Opportunities

- New Lakelands Train Station
- Increasing population provides opportunity to bring new services into the North
- New pedestrian bridge
- Development of Madora Bay Beach precinct
- Proposed Madora Bay Town Centre
- Creating a greater sense of belonging and connection to Mandurah

Threats

- Private investment in community development will decrease and end within the next 5 years
- Some people do not consider themselves residents of Mandurah, and the train brings them closer to Perth

31,646

Estimated resident Population

2.2%

Aboriginal and/or Torres Strait Islander

39.8

North median age compared to Mandurah median age of 48



Homes owned with a mortgage Compared to 38% in City of Mandurah

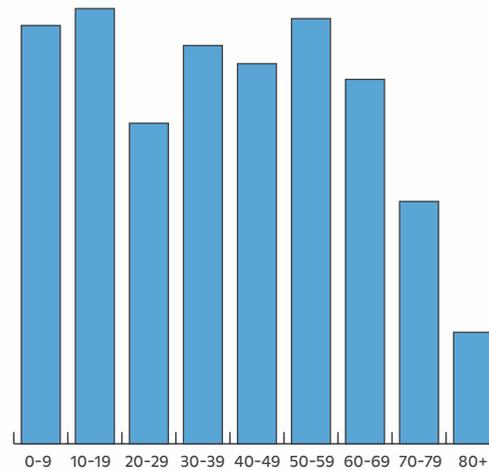
A greater proportion of young people
27.3% Aged under 18
(compared to 20% in Mandurah)



Average median family weekly income
\$1,950 Compared to \$1,910 in WA



Table 1 - Age Pyramid (North)



Diverse neighbourhoods

Places that are nicely presented and well serviced are really important to cultivate local pride, make people feel safe, and draw people out of their houses to meet neighbours and be involved in their local communities.

As formerly a country town which has gradually evolved into a Regional City, Mandurah is home to many different types of neighbourhoods at various stages of life. From the canal homes in Halls Head, to sprawling new suburbs in Lakelands, residents estates like Osprey Waters and Frasers Landing, and the more established suburbs such as Falcon and Coodanup - there is so much diversity.

With diversity comes the challenge of equity - and some areas are better accommodated and serviced than others.

It is important to understand what this means for local residents and businesses in all areas, and explore ways to channel investment and resources in priority areas that may benefit from enhanced attention, compared to other areas, for a period of time.

The Place Enrichment Strategy must recognise this diversity, and assist the City of Mandurah by guiding an equitable delivery of services and funding that recognises the unique challenges and opportunities of each neighbourhood.

Entry statements and median strips

North



Central



South



Parks and facilities



Footpaths and infrastructure



Local shops and services



Engagement process

The success of this Place Enrichment Strategy is predicated on a high-level strategic approach, that is grounded by evidence gathered through local feedback, and representative of Mandurah's diverse and varied demographic.

The focus of the engagement was to capture a localised, community-led perspective, and to gather intel on targeted initiatives and priorities, most appropriate to each neighbourhood.

Themed responses were based around three core questions:

#1

How can we empower your community to become the best it can be?

#2

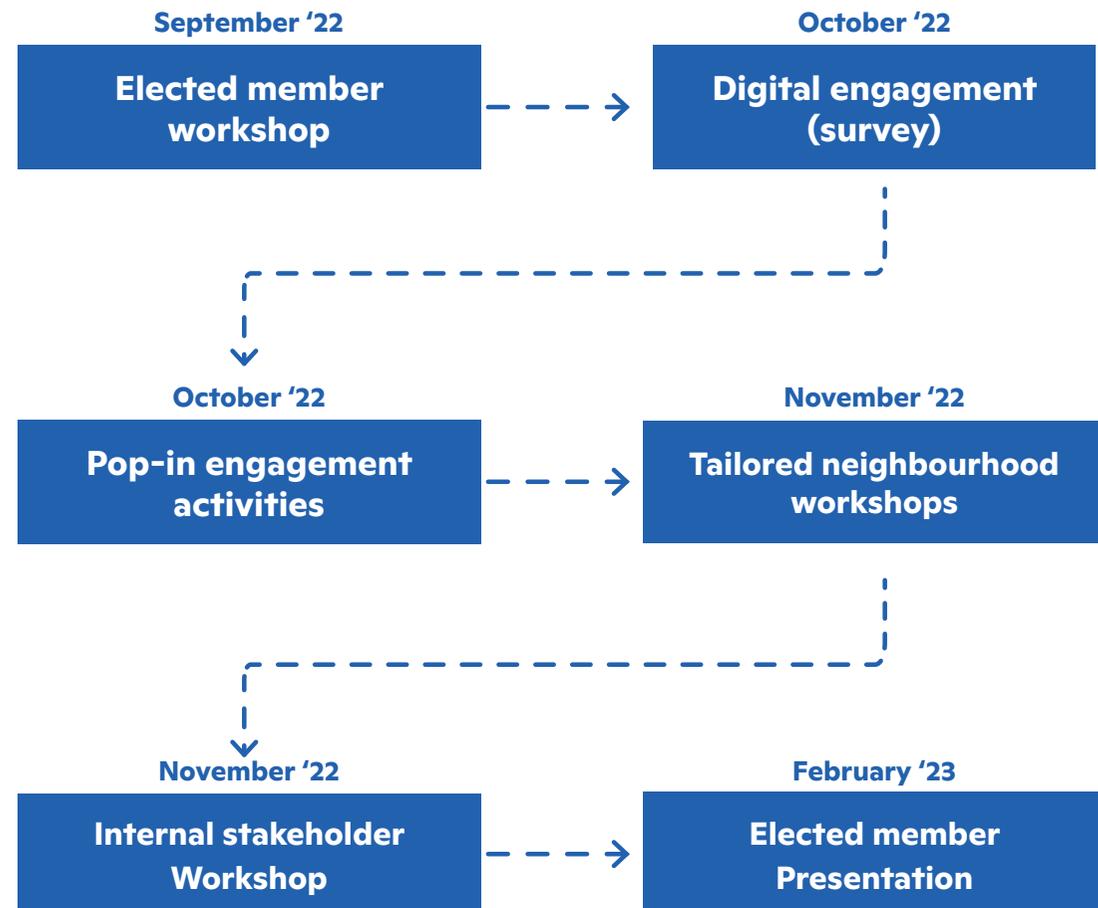
What are the 5 key priorities for your neighbourhood?

#3

Share your ideas on the activities and initiatives that will bring people together in your neighbourhood.

In total, we reached approximately 345 people. Of those respondents, 241 people were reached through pop-in sessions and focus groups, and 104 completed the online survey.

There will be ongoing engagement across a broad cross section of all communities across a broad demographic and grouping.



Digital survey

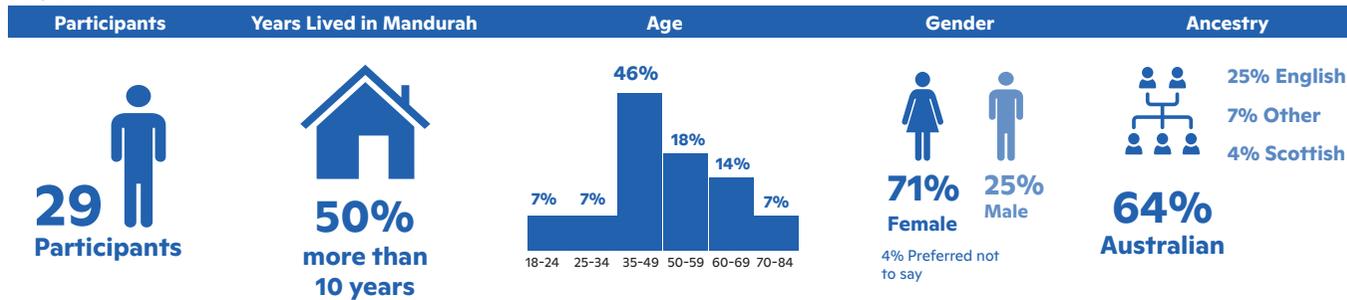
A digital survey was run for a three-week period in October with the aim of reaching as many local residents as possible.

Broadly structured around the three core questions, the survey explored:

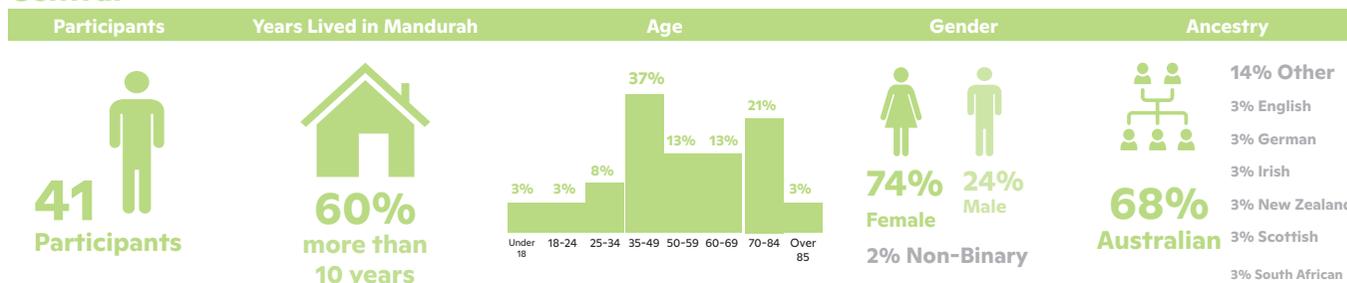
- Demographic snapshot
- Key priorities for each neighbourhood
- Community performance assessment
- Understand barriers and opportunities for each neighbourhood
- Local empowerment and capacity building ideas for each neighbourhood, and the City of Mandurah more broadly.

In total, 104 people completed the survey.

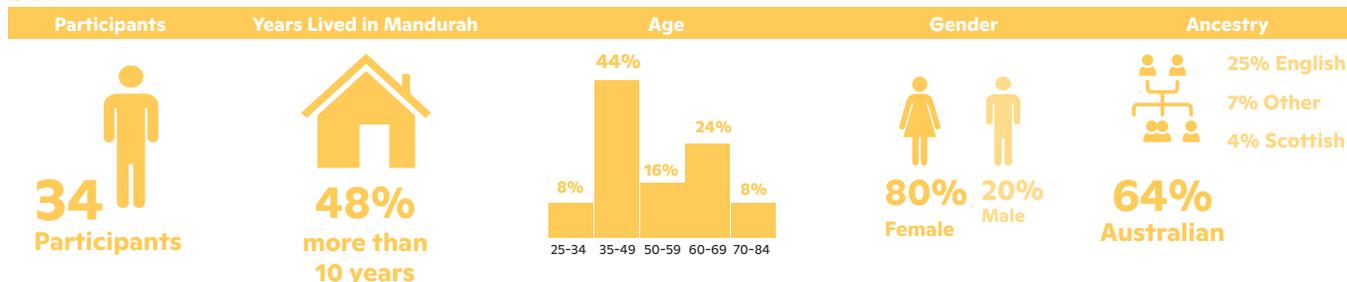
North



Central



South



Staff and Council workshop

Two workshops were held with representatives from the City of Mandurah, including Elected Members and staff.

A session was first held with the Elected Members, in the early phases of the project, ahead of designing the engagement approach. The second session was held with staff members following the neighbourhood workshops, pop-in engagement and the digital survey. This workshop was attended by approximately 28 representatives from Place and Community, Built and Natural Environment, Strategy and Economic Development, and Business Services teams.

The staff workshop aimed to gain a better understanding of the impacts of the outcomes of the engagement and to explore the opportunities for a holistic and collaborative approach, to place-led community development across all business units of the City.



Neighbourhood workshops

The purpose of the neighbourhood workshops was to discuss the outcomes of the digital survey and pop-in activities, and workshop from a local neighbourhood perspective.

Recognising that each neighbourhood has its own diverse needs and are transitioning through different life stages of development, the workshops were tailored specifically to each area.

Discussions centred around the following themes:

- **Empower** - How can we empower your community to become the best it can be?
- **Prioritise** - What are the 5 key priorities for your neighbourhood?
- **Initiatives** - Share your ideas on the activities and initiatives that will bring people together in your neighbourhood.
- **Implementation** – What needs to be done to make it happen.

Seventeen people attended the workshop in the North, held at the Lakelands Library and Community Centre.

Due to low registrations, the Central and South workshops were consolidated and held at the Falcon Library and Community Centre. 11 people attended this workshop.

Pop-in engagement

In addition to the neighbourhood workshops, the Community Development Offices helped to facilitate a range of engagement activities.

The aim of these activities was to engage directly with the community on the ground to promote the engagement process and attract feedback specifically from a broad audience.

Undertaken by the City of Mandurah Community Development Officers, the pop-ups included interactive information sessions informing about the project, listening activities as well as ideas and photo boards that the community can express their experiences and priorities.

North

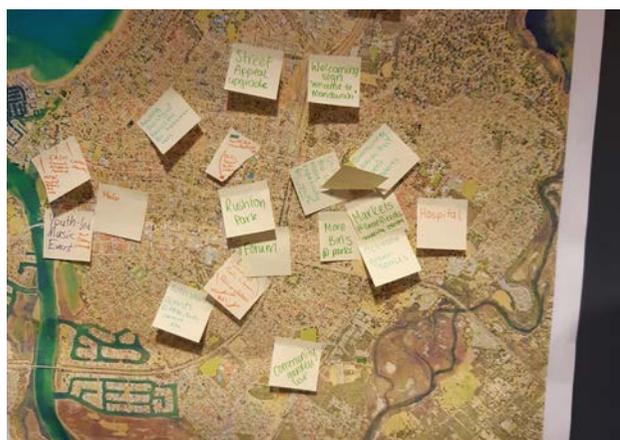
- 17 workshop attendees
- 4 pop-in sessions
- 134 total participants

Central

- 11 workshop attendees (Central and South)
- 2 pop-in sessions
- 65 total participants

South

- 7 pop-in sessions
- 70 total participants



What we heard

Connected communities

Mandurah is managing a diverse network of neighbourhoods, that are each confronted by a range of social tensions, of varying degree.

Socially cohesive and connected communities are able to work towards the wellbeing of all residents, fight exclusion and marginalisation, and create a sense of belonging, promote trust and offers its members the opportunity of upward mobility¹

Through the survey, we asked probing questions to better understand how people rate the level of cohesion, within their respective communities.

We observed the following:

- There are strong signs of a healthy, cohesive community across the region, and 65% of respondents indicated that they felt safe and secure.
- There is a desire to get to know neighbours better and to be more involved in the community.
- Most people connect with their communities through a range of different ways. The most popular being at parks and public spaces, recreation / outdoor activities, social media and community groups.
- There is room to improve how Australian Aboriginal culture is celebrated.
- Most common strengths identified were well maintained parks and open spaces and a strong sense of pride.



Approximately **90%** people felt either very safe, or safe and secure in their neighbourhood



Approximately **70%** felt Australian Aboriginal culture was not well celebrated, or they were not sure.



72% would like to feel more involved and connected with their community



47% believe their neighbourhood has a strong sense of local pride



78% likely / highly like to attend a community event (or try a new activity)



56% would like to know people in the neighbourhood better



Less than **50%** feel they know the people in their street

¹ Australian Human Rights Commission, Building Social Cohesion in our Communities.

Chart 1 - Would you like to feel more involved and connected in your community?

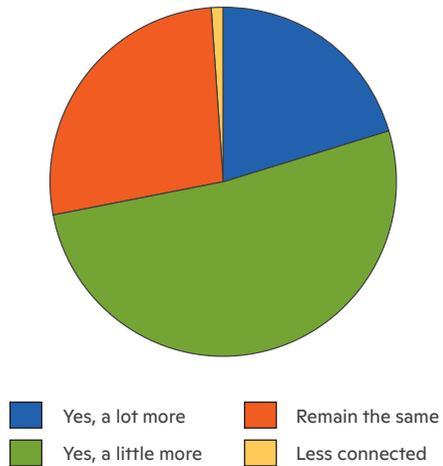


Table 1 - How do you connect with your community?

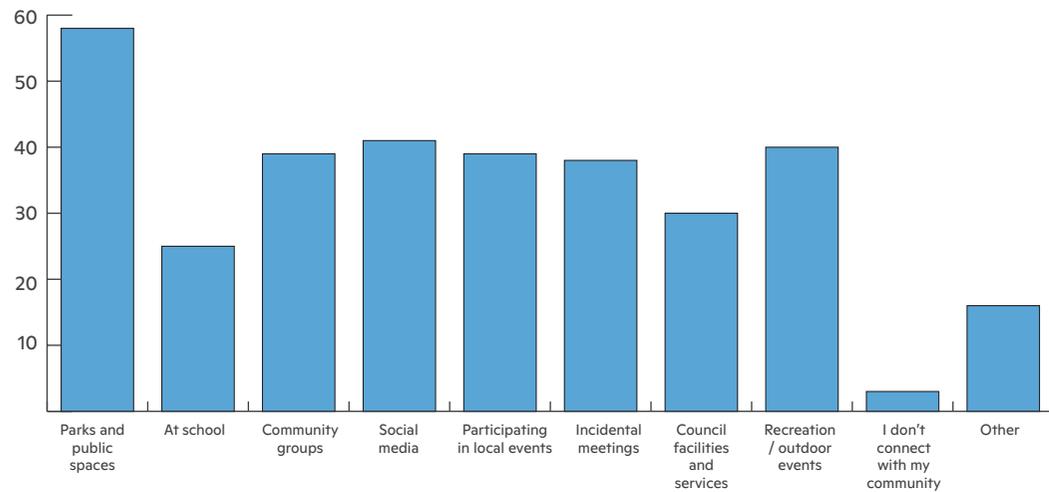


Chart 2 - Would you like to know people in your neighbourhood better?

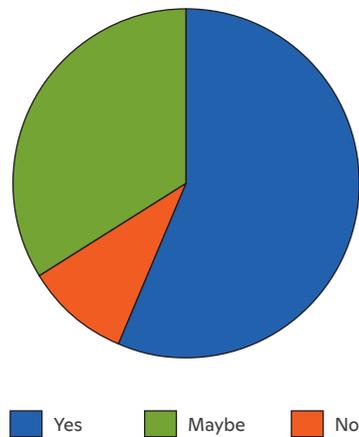
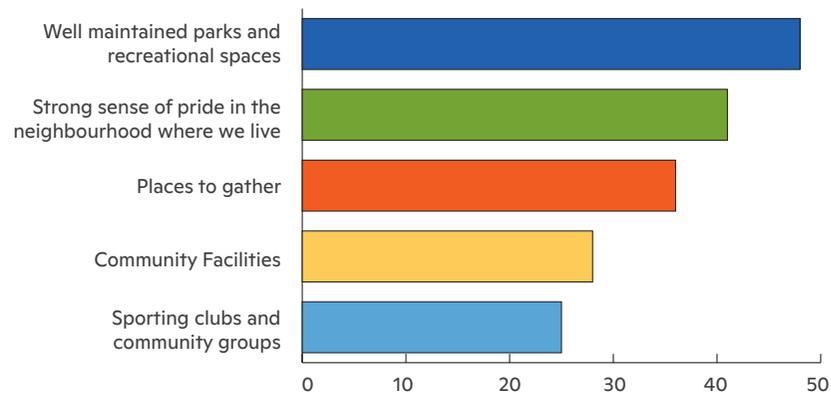


Table 2 - In your opinion, what are the strengths of your neighbourhood?



“Being open to communicate with neighbours and stay connected through public places, online forums and considerate friendly neighbour behaviour.”

“Present good programs and encourage residents to take ownership.”



What we heard

Community wellbeing

Through the survey, we asked participants to share their feedback around the importance and level of satisfaction on the range of facilities, services and programs being provided by the City of Mandurah, in different areas.

We heard that most people are either satisfied or very satisfied with the diverse range of facilities and the standard of maintenance in their neighbourhood.

When asked about strengths, well maintained parks and recreational spaces, a strong sense of pride and places to gather came up as the most common response.

We heard it was important to continue to provide programs that support a range of diverse needs, with programs for teens, seniors and primary school children identified as marginally more important.

After listening to our community, community safety and maintenance of parks were identified as important, and the City will continue to focus on these areas for the benefit of community.

Participants indicated the best way for the City to support local neighbourhoods is through a range of mechanisms, particularly, activation initiatives, grants and funding, and mentoring support.

When asked to prioritise the types of events and activities, there was a relatively equal spread of importance between sports and recreation, arts and culture, community gatherings and annual local events.



84% are satisfied with Library's and other City Services



83% are satisfied with parks and open spaces



67% are happy with the range of sport and recreational facilities and community centres



74% are satisfied with verges and median strip maintenance

Three most important services to assist local communities are:

- Activation, events and programming
- Grants and funding programs
- Mentoring and support

Facilities and maintenance

How satisfied you are with the range of facilities and standard of maintenance in your neighbourhood?



Table 1 - How important is it to make sure there are programs available to support the following groups of people living in your neighbourhood?

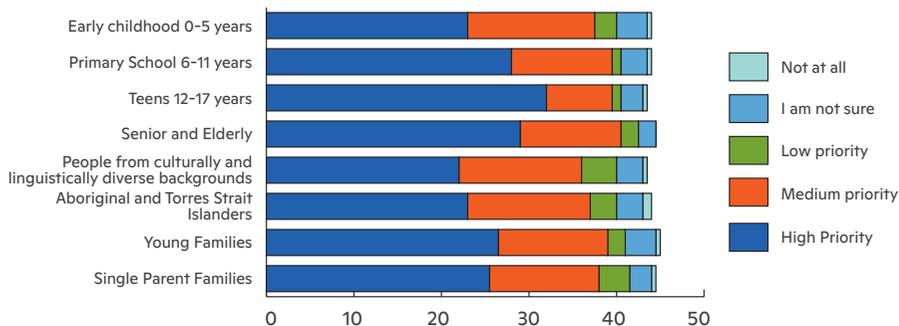


Table 2 - Activities and Events (by importance)

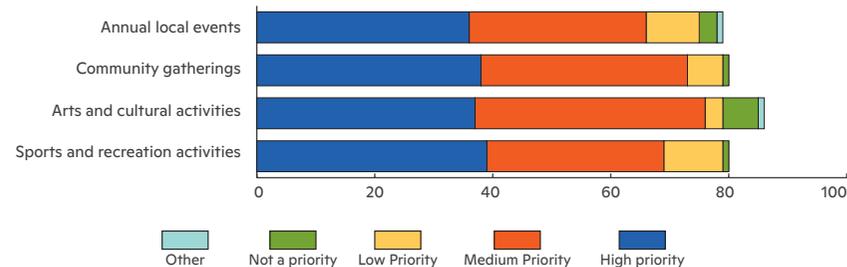


Table 3 - How can the City of Mandurah better support your community and local organisations?

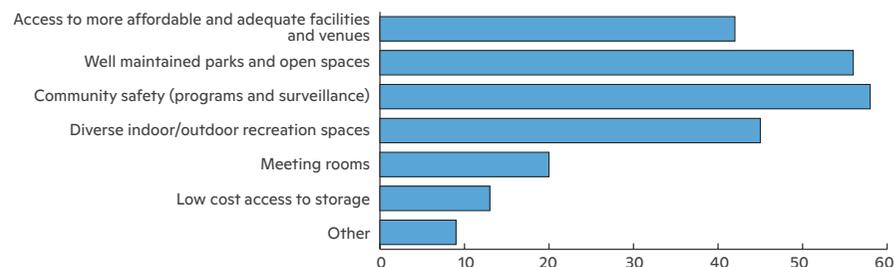
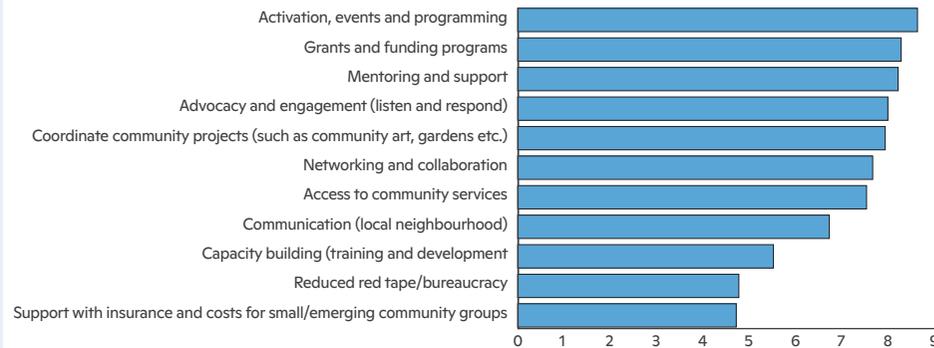


Table 4 - Council Programs and Activities (ranked by importance)



How can we empower communities in the South?

We heard through workshops and pop in sessions in the south, that friendships and socialising are important, and there is a strong desire to invest in facilities and programs that encourage community gatherings.

The engagement highlighted there is a strong presence of community organisations in the South. However, these organisations have difficulty in finding and booking venues and facilities.

Some of the key initiatives and ideas identified specific to this area have been captured and reflected below.



Communication and advocacy

- City / people working together
- Regular interaction with Councillors
- Use local shops to distribute information
- Timing important - current information
- Welcome new residents



Mentoring and support

- Advocacy and engagement
- Review event application process
- Help with grants (small and large)
- Approval barriers (street parties)
- Encourage networking and collaboration
- Insurance support (local groups)
- Review cost of hire (facilities)
- Coordinate community projects
- Review booking application process and how staff can support / help



Services, facilities and infrastructure

- Beach infrastructure
- More cycle paths / footpaths that connect
- Improve wayfinding and public art trails
- Lack of venues - no playgroups
- Review the cost of facility hire
- Maintain local surveillance (hooning and dogs)
- Better transport options (vulnerable to services / safety)

What's special?

- Well maintained parks and reserves
- The people
- Probus Club – 7 across Mandurah
- Access to nature (Beaches and estuary, Birdlife, Iconic Falcon Beach, Thrombolites)
- Well managed graffiti removal

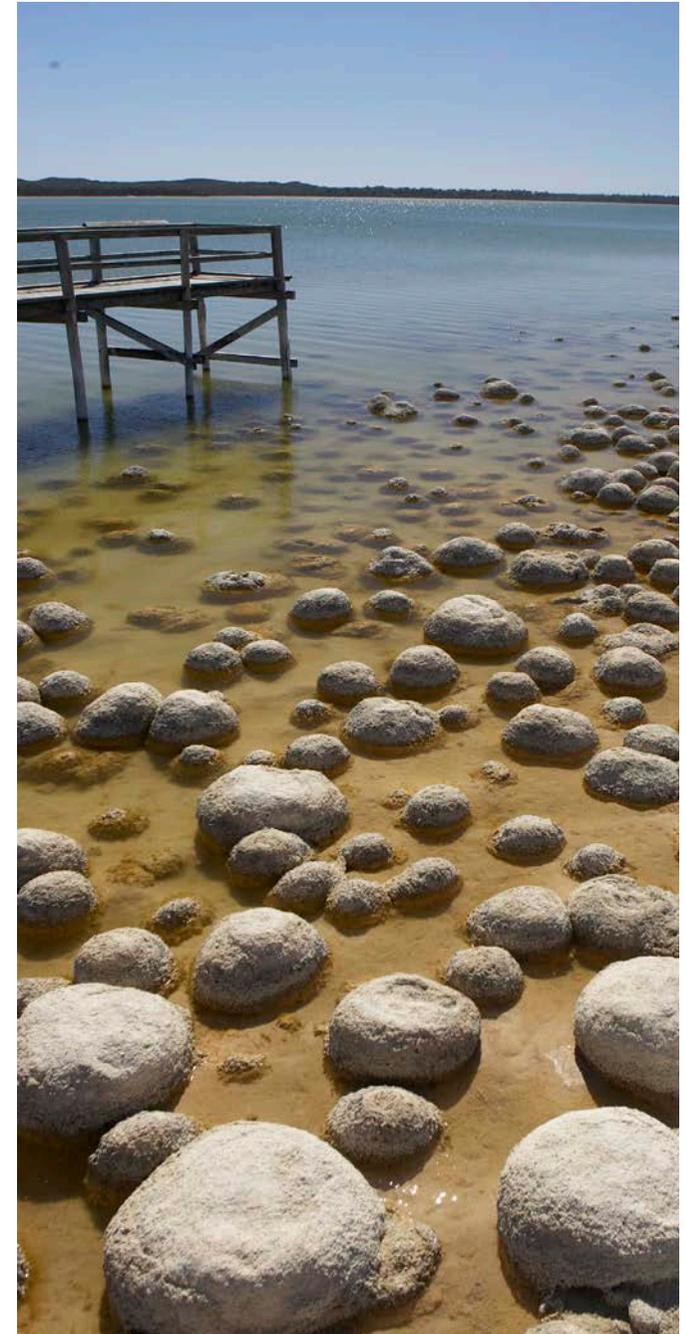
Key priorities

- Community safety
 - Initiatives in the City of Mandurah's Community Safety Strategy
- Friendship and socialising
- Enhanced facilities
 - Develop Dawesville Cut Reserve (near Lifesaving Club) – park, playground, public space
 - Dawesville Community Centre
 - A new Men's shed for Falcon
- Insurance for groups
- Placemaking
- Community-led artwork
 - Initiatives in the City of Mandurah's Arts and Culture Strategy
- Park activation (bring people together)

Refer to Implementation Plan pp 40 for more information.

Feedback from community engagement

- ANZAC Day
- Fishing Competitions
- Live music events
- Night markets
- Low cost activities for locals (events feel like they are for tourists)
- A variety of activities and events at the river park reserves to bring people together
- More activities and events on the Dawesville beach side
- Outdoor exercise such as walking groups
- Provide opportunities for local businesses to communicate and connect to allow for a community focus
- Events that involve people with disabilities
- Educations workshops / capacity building (technology workshops, library programs)
- Work with Police to address antisocial behaviour
- Utilise platforms such as meet-up to bring people together
- Seniors Centre
- Men's Shed



How can we empower communities in the North?

We heard through workshops and pop in sessions in the north, there is a strong desire for continued investment in suitable facilities and programs that encourage community gatherings, as a growing neighbourhood.

There are a number of established resident associations in the North that have been supported by investment by developers, particularly in Madora Bay and Lakelands. There is significant opportunities for the City to support these groups to work together and plan for the end of developer support.

Some of the key initiatives and ideas identified specific to this are have been captured and reflected below.



Communication and advocacy

- One-stop-shop (for information)
- Better links between suburbs (Lakelands and Madora Bay)
- Get to know Councillors (Forums)
- Bring people together
- Broad spectrum of communication channels (local newsletter / Facebook / local paper etc.)



Mentoring and support

- Grants (small and large)
- Mentoring support
- Review grant application process
- Insurance
- Succession planning for clubs and committees
- Local champions
- Town teams vs resident associations
- Technical support for Seniors on specific issues in Library



Services, facilities and infrastructure

- Facilities and undercover areas within parks
- Improve wayfinding
- Park facilities
- Activate parks
- Cost of facility hire
- Booking system (flexibility)

What's special?

- Close to beach, freeway, shopping centre
- Lots of young families
- Well maintained parks and playgrounds
- New schools, new train station
- Everyone is ready to support each other when needed

Key priorities

- Developing a sense of community
- Greening our neighbourhood
- Dog Areas
- Youth engagement
- Traffic calming
- Investigate the feasibility of a future community centre, in line with the City of Mandurah's Social Infrastructure Plan
- Activate all City community and sports facilities
- Local business support
- Safety
- Support up and coming community leaders
- Protect and enhance remaining natural habitats

Refer to Implementation Plan pp 40 for more information.

Feedback from community engagement

- Sports and recreation activities were identified as most important (by survey participants)
- Make it easier to have street parties
- Playgroups
- Initiatives that help people to connect (FIFO, new parents, new residents)
- Parks in the newer residential areas
- To have more activities that cater for people with disabilities
- Language classes in library
- More community centres / halls
- Variety of community events - eg movies in parks, food trucks etc
- Neighbourhood watch
- Increase opportunities for new parents / residents to catch-up
- Involve local groups (Community Day)
- Facilitate local networking
- Support / extend existing programs (Street mates, Community Garden)
- Capacity building (event planning)



How can we empower Central communities?

We heard through workshops and pop-in sessions for residents in the central suburbs, that there is a strong sense of pride within these communities. Upkeep of special places is really important for the area, as are arts and cultural activities. There is a strong desire to invest in programs for people to learn and share culture.

It is clear from the engagement that the Central communities (particularly difficulty in getting people involved) requires more direct support from the City of Mandurah compared to the North and South areas.

Some of the key initiatives and ideas identified specific to this area have been captured and reflected below.



Communication and advocacy

- Increase awareness
- Advertising to everyone
- Alternative ways to communicate with community
- Understand and support local community talent
- Local champions
- Invest in activation
- Bring organisations together



Mentoring and support

- Review event application process
- Grants (small and large)
- Approval barriers (verge strip landscaping, street parties)
- Lack of understanding
- CCTV rebates
- Town teams and resident associations
- Insurance (local groups)



Services, facilities and infrastructure

- Community pride (upkeep special places)
- Improve wayfinding
- Public art (Water tower / arts trails)
- Activate parks
- Water fountains / bins
- Security
- Library is vital
- Programs to address safety (youth/ PCYC)
- Better connections (to Pinjarra)

What's special?

- Lots of services to support vulnerable people in the community
- Close to Mandurah Forum and the City Centre

Key priorities

- Welcoming sign into Mandurah
- Services working together to benefit the community
- Transport services (elderly)
- Improved parks with more facilities
- Better activation of parks
- More services working together for benefit of community
- More secular support services
- Consider where funding goes, more support services – less on events
- Activate and promote contemporary library services

Refer to Implementation Plan pp 40 for more information.

Feedback from community engagement

- Arts and cultural activities were the highest priority (by survey participants)
- Family initiatives / events
- Community garden (programming)
- More groups to socially connect
- More youth-led events
- Community events (that aren't sport)
- Activate parks
- Make it easier to have street parties
- People want to learn / share culture
 - Involve Bindjareb community
 - Bring people together
 - Cultural tours
 - Recognise and celebrate history
 - Understand new cultures through food
- Welcome new residents
- BBQ's
- Environmental / sustainability initiatives (tree planting, free mulch, rainwater tanks, waterwise gardens)
- Support / extend existing programs in other areas (i.e. street mates, Community Gardens)



Place Enrichment Framework

It is evident based on the engagement findings, there is a lot of great work that is happening in and around the local communities within the City of Mandurah. Generally, people are satisfied with the level of service and support that is being delivered by all staff across the City of Mandurah.

There is always room for improvement and five key focus areas were repeatedly suggested with respect to how the City could build and enhance its level of service, to empower and better support local communities.

Building capacity and connections

The ABCD approach assumes that all communities have structures in place to build capacity. In Mandurah, some communities have established capacity frameworks that are more mature than others. There are a number of well supported and active resident associations throughout the City. In most cases, these organisations have been initiated by private investors in the early phases of development and have operated in a way that is relatively autonomous.

Other areas, particularly those with a lower socio-economic index, are less well represented. A flexible, patient and weighted effort will be important to build capacity within the neighbourhoods that are less well represented (particularly in the Central area, for example).

Town Teams might bring a modernised take on a partnership approach to activation. As leaders and facilitators of positive change, these structures can bridge the gap between government, local businesses and residents. As the City moves to strengthening the capacity and improving governance of its local communities, it is worthwhile further exploring this approach for the areas that are less well represented, or moving into a period of transition.

Activation and programming

Programming and events are a catalyst for breaking down barriers, building stronger connections and local energy. The City currently focuses investment on large-scale events to attract regional visitors. Smaller scale events and programs can reap significant reward at the local-level, whilst also achieving an array of broader strategic community plan objectives.

Communications and advocacy

We consistently heard in all areas that there is so much happening, but it is difficult for anyone to access the information. For the City to successfully empower local communities to be less dependent on external organisations, two-way information is critical. The City currently has a highly successful communications platform, but it serves a corporate communications focus and distributes city-wide information. There is currently a gap for those wanting to access more information about their local communities.

Welcoming places and spaces

In the context of such vast and diverse areas, with neighbourhoods each at different stages of maturity, a one size fits all model will never adequately meet all needs. Taking the time to better understand (and observe) how spaces are being used, or what's missing, will ensure the City is optimising investment in a way that is aligned specifically to local priorities.

Place management

The responsibility for building happy, resilient and connected communities falls within the remit of the whole organisation, not just the Place and Community Team. The Implementation Framework has identified ways to improve efficiencies and collaboration opportunities in order to extend a place-led (community) focus more specifically, by leveraging broader organisational efforts.

Implementation framework

Based on these core focus areas, a Place Implementation Framework has been prepared.

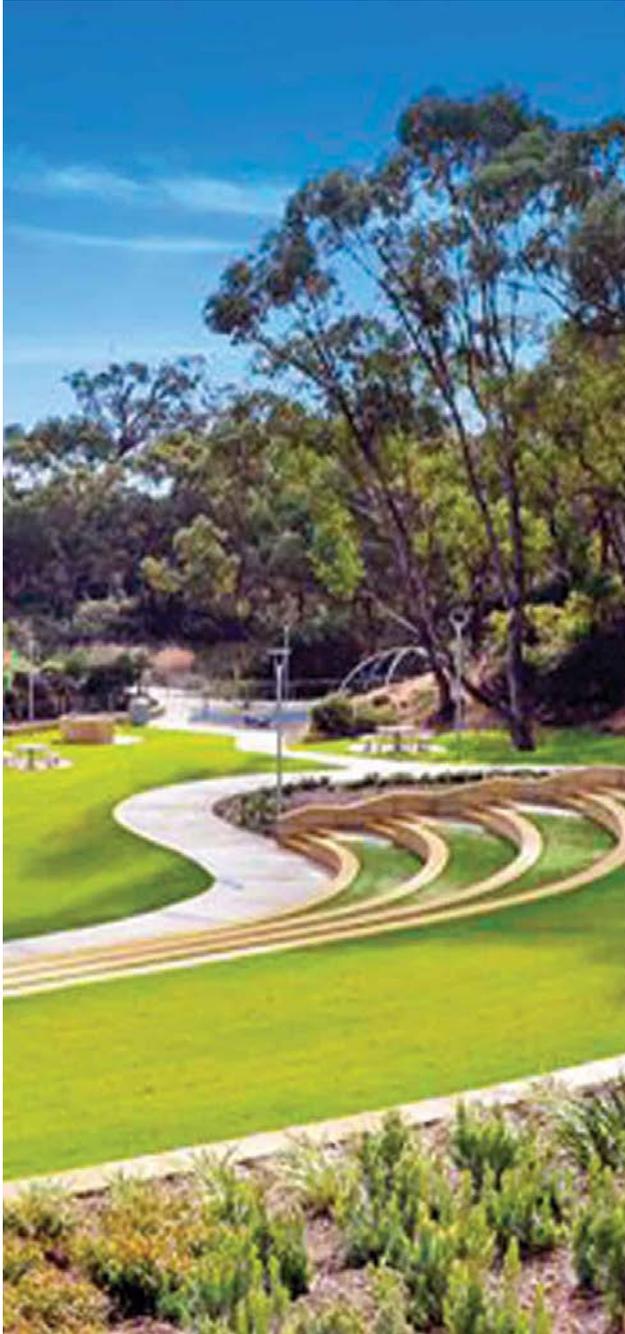
The Framework brings together the 5 focus areas, each aligned to the Strategic Community Plan, as well as supporting objectives.

The Framework will be a valuable tool that serves to:

- Create transparency in roles and responsibilities, between Council and community
- Identify and deliver projects and initiatives (aligned to Corporate objectives)
- Demonstrate alignment to the City of Mandurah's values
- Prioritise competing resources and provide evidence for decision making; and
- Enable evaluation to measure outcomes.

Within the Implementation Framework, there is specific criteria to track measures of success and evaluate outcomes.





Priority areas of focus

Each neighbourhood in Mandurah is unique. They are at a different stage of development, have different needs, comprise of different demographics, and have different priorities.

As such, the actions of the Place Enrichment Implementation Strategy should be consistently applied with a place-focused lens. It will be important to review evolving factors every few years, to ensure staff are responding to specific needs. The Strategy identifies priority focus areas for each place, which is currently reflective of the outcomes and findings of the engagement process.

North

A priority focus for suburbs in the North is to be self-sustainable, as existing community organisations transition from developer-led community development and placemaking initiatives.

Central

A priority focus for the Central area is to provide more hands-on support to build community capacity and directly help them to address key issues and challenges. Creating equity in the uplift of all areas, and bringing the community together to break down the barriers of diversity will also be important (City Centre, Canals and the East).

South

A priority focus for the South is to further facilitate community development programs to connect people and provide facilities and events to the geographically diverse communities (old and new).

Place implementation framework



 Economic
  Social
  Health
  Environment
  Organisational Excellence

Implementation plan

Goal 1: Build Capacity and Connections										
Projects/actions/initiatives	Resourcing	Year 1	Year 2	Year 3	Year 4	Key measures of success ²	Responsibility			
							Place and Community	Business Services	Built and Environment	Strategy and Economic Development
1.1.1 Get to know the local champions in all communities (build relationships and local networking) including exploring national volunteer grants.	North	\$ 500	\$ 500	\$ 510	\$ 510	1. Number of local champions/relationships developed. 2. Number of local champions recognised through grants.	X		X	
	Budget	\$ 500	\$ 500	\$ 510	\$ 510					
	South	\$ 500	\$ 500	\$ 510	\$ 510					
1.1.2 Hold a 'Champions Motivation Day' to inspire/acknowledge everyday champions to mobilise and be active in their community. Pilot a Community Day in Mandurah North (involving all local groups).	North	\$1,000	\$1,000	\$1,100	\$1,100	1. Motivation day held in North Corridor noting: number of attendees, most significant change stories 2. Similar events held in Central and South Mandurah	X		X	
	Central	\$1,000	\$1,000	\$1,100	\$1,100					
	South	\$1,000	\$1,000	\$1,100	\$1,100					
1.1.3 Trial an annual gathering for residents associations (formal groups, annual get together, celebrate success and knowledge share).	North	\$1,000	\$1,000	\$1,100	\$1,100	1. Survey tool used providing feedback and measuring resident satisfaction	X		X	
	Central	\$1,000	\$1,000	\$1,100	\$1,100					
	South	\$1,000	\$1,000	\$1,100	\$1,100					
1.1.4 Trial a series of inspirational speaker / motivation nights. Engage a diverse range of facilitators to inspire and mobilise local champions to lead future Community Development.	North	\$1,000	\$1,000	\$1,100	\$1,100	1. Number of speakers and topics featured 2. Number of residents attending. 3. Survey tool used to provide feedback and measure resident satisfaction level	X			
	Central	\$1,000	\$1,000	\$1,100	\$1,100					
	South	\$1,000	\$1,000	\$1,100	\$1,100					
1.1.5 Support and encourage the transition of self-sufficiency for local resident groups.	North	\$1,000	\$1,000	\$1,100	\$1,100	1. Number of emerging Resident Groups gaining Incorporation	X			
	Central	\$1,000	\$1,000	\$1,100	\$1,100					
	South	\$1,000	\$1,000	\$1,100	\$1,100					
1.2.1 Support new initiatives and programs that are community-led and bring people together (ie. park activation, landscaping, culture / art, community sport) through the Embrace A Space and Community Initiated Infrastructure Program. Set targets for all CDO's to be a catalyst (facilitator) to new opportunities (2 x new activities per annum, for south, central and north), including reviewing Embrace the Space and align with the Place Enrichment Strategy Goals. Look for opportunities to empower and review the City's Community Grants guidelines to align.	North	\$1,000				1. Number and type of initiatives held including number of Champions 2. Number of attendees at each initiative	X	X	X	
	Central	\$1,000								
	South	\$1,000								
1.2.2 Streamline and simplify approval processes for low-risk events.	Place team	Internal (staff cost)	Internal (staff cost)			1. What approval processes have undergone change	X	X	X	X

Goal 1: Build Capacity and Connections

Projects/actions/initiatives	Resourcing	Year 1	Year 2	Year 3	Year 4	Key measures of success ²	Responsibility			
							Place and Community	Business Services	Built and Environment	Strategy and Economic Development
1.2.3 Establish a step-by-step guide to help residents hold neighbourly get-togethers in local parks and investigate insurance options.	North Central South	\$ 500 \$ 500 \$ 500				1. Guide is developed 2. Number of times guide is used by residents (ie no of downloads, no of prints) 3. Desktop review undertaken 4. ELT Paper prepared on insurance options	X			X
1.2.4 Establish a simple, easy to use and flexible system to collate and promote information about local events and activities.	Place team	Internal (staff cost)				1. System is researched 2. System is implemented 3. Frequency of system use	X			X

Goal 2: People-friendly Places and Spaces

Projects/Actions/Initiatives	Resourcing	Year 1	Year 2	Year 3	Year 4	Key Measures of Success ²	Responsibility			
							Place and Community	Business Services	Built and Environment	Strategy and Economic Development
2.1.1 Set up a criteria and process to promote community led events. Empower and build capacity within community. Ensure an improved booking system for indoor (and suitable outdoor) facilities to make hiring space quicker, easier and more informed.	Place team		Internal (staff cost)	Internal (staff cost)		1. Criteria/Process established and utilised. 2. Record how many events are promoted. 3. Measure feedback from booking users.	X			
2.1.2 Ensure booking systems are designed to accommodate all spaces available within one facility.	Place team		Internal costs (staff & project)*	Internal costs (staff & project)*		N/A See measure to 2.1.1	X	X	X	X
2.1.3 Strengthen processes to ensure equity in all decisions that impact on the reduction in cost of venue hire.	Place team	Internal (staff cost)	Internal (staff cost)				X	X	X	X
2.1.4 Explore storage options for community organisations including consideration within any future builds. Review costs to City versus community benefit.	Place team	Internal (staff cost)	Internal (staff cost)			1. ELT Brief presented articulating: storage options, Costs	X	X	X	X
2.1.5 Place Officers to inform, respond, analyse and plan, to inform community infrastructure plan.	Place team	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	1. Place Officers provide information to the community infrastructure plan.	X	X	X	X
2.1.6 Advocate for improved transport to connect the suburbs to the City Centre in line with the City's Integrated Transport Strategy.	Place team (Integrated Transport Strategy)	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	1. Measure number of increased transport routes linking City Centre to suburbs.	X	X	X	X

* Could be future additional costs

Goal 2: People-friendly Places and Spaces

Projects/Actions/Initiatives	Resourcing	Year 1	Year 2	Year 3	Year 4	Key Measures of Success ²	Responsibility			
							Place and Community	Business Services	Built and Environment	Strategy and Economic Development
2.1.7 'Local businesses play an important roles as local places for people to meet and congregate. Through the City's Transform Mandurah, continue to promote investment initiatives and programs and adopt approval processes that better support businesses based in neighbourhood centres.	Place team Transform Mandurah team	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	1. Measure level of increased investment into localised businesses.	X	X	X	X
2.2.1 Develop a community engagement plan for establishing community levels of service for the development and maintenance of parks and public open space, and streetscapes, at both a broader community and place level to inform the City's Asset Management Plans and related upgrade, renewal and maintenance programs, with an initial focus on areas of lower historical investment (parks and public open space, streetscapes, entry statements and paths etc.)	Place team	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	1. System articulated clearly to all stakeholders 2. Number of community engagements hosted. 3. Record and Measure where engagement takes place.	X		X	
2.2.2 Develop guidelines to inform the design of the City's parks and public open space and streetscapes based on community levels of service and technical requirements.	North Central South	\$1,000 \$1,000 \$1,000	\$1,000 \$1,000 \$1,000	\$1,100 \$1,100 \$1,100	\$1,100 \$1,100 \$1,100	1. How many community engagement sessions are held 2. How many improvement programs are undertaken. 3. Record demographically how many residents involved 4. Record changes to public area spaces	X		X	
2.2.3 Promote the Embrace A Space program where the local community would like to take greater ownership over the improvement of entry statements and verge maintenance in targeted areas. Actively involve youth, seniors and/or other actively engaged members of the community	North Central South	\$ 500 \$ 500 \$ 500	\$ 500 \$ 500 \$ 500	\$ 510 \$ 510 \$ 510	\$ 510 \$ 510 \$ 510	Refer to 2.2.2	X		X	
2.2.4 Develop a wayfinding plan to improve local identity and visual character, and legibility and delineation of local features, amenities and destinations.	North Central South	\$500 \$1,000 \$1,000 amounts differ per area it is recognised that areas of greater vulnerability may need greater resourcing	\$500 \$1,000 \$1,000	\$ 510 \$ 1,100 \$ 1,100	\$ 510 \$ 1,100 \$ 1,100	Refer to 2.2.2	X		X	
2.3.1 City to host local events to bring people together (i.e. pilot 2 x music events and 2 x movie nights, per area per year). Each area hosts 2 x outdoor activation events of significance per area, per year (i.e. music or entertainment events) *	North Central South	\$5,000 \$5,000 \$5,000	\$5,000 \$5,000 \$5,000	\$5,250 \$5,250 \$5,250	\$5,250 \$5,250 \$5,250	1. Number of attendees at events 2. One event per area conducts satisfaction rating survey	PC. AA. Year 1-5 X			

* It is the intention of 2.3.1 to increase the amount of smaller activations and events that are community lead by year 3 and 4 of this strategy.

Goal 2: People-friendly Places and Spaces

Projects/Actions/Initiatives	Resourcing	Year 1	Year 2	Year 3	Year 4	Key Measures of Success ²	Responsibility			
							Place and Community	Business Services	Built and Environment	Strategic and Economic Development
2.3.2 Consistent with the LTFP and parks improvement program, facilitate greater community engagement of local community to upgrade their parks to ensure that they are not only upgraded from a City perspective, but achieve the personality/functionality desired by the residents. Invite residents to participate in a co-design process.	Place Team	Internal (staff cost)				Refer to 2.2.2	PC/NBE. AA. Year 1-5 X		X	
2.3.3 Review the Arts and Cultural Strategy to facilitate improvements with local suburbs: public art feature pieces and arts/cultural trails (i.e water tower, improve wayfinding and public art trails	Place team Arts and Culture Team	Internal costs (staff & project)*	Internal costs (staff & project)*	Internal costs (staff & project)*		N/A See arts and Cultural Strategy success measures	X		X	

Goal 3: Activation and Programming

Projects/Actions/Initiatives	Resourcing	Year 1	Year 2	Year 3	Year 4	Key Measures of Success ²	Responsibility			
							Place and Community	Business Services	Built and Environment	Strategic and Economic Development
3.1.1 Invest in programs and activities focused on children aged 8-12	North Central South	\$1,000 \$1,000 \$1,000* (*external funding will be explored)	\$1,000 \$1,000 \$1,000* (*external funding will be explored)	\$ 1,100 \$ 1,100 \$ 1,100	\$ 1,100 \$ 1,100 \$ 1,100	1. Number of grants applied for 2. Number of activities held across north, central and south 3. Number of groups/agencies engaged in activity	X			
3.1.2 Investigate opportunities for programs to support intergenerational connections between older people and youth.	North Central South Youth Team	\$1,000 \$1,000 \$1,000	\$1,000 \$1,000 \$1,000	\$ 1,100 \$ 1,100 \$ 1,100	\$ 1,100 \$ 1,100 \$ 1,100	N/A	X			
3.1.3 Continue to invest in programs and services that cater specifically to marginalised groups in need (i.e. youth, aged, CALD etc.)	North Central South	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	N/A	X			
3.1.4 Realign objectives of the City's Events Strategy to the organisation's community development aspirations, including the role that the City's Community Development team plays in place activation events and activities in the review of the City's events strategy.	North Central South	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)		1. Events Strategy is inclusive of community events	X			X

* Budgets within Arts and Culture Strategy

Goal 3: Activation and Programming

Projects/Actions/Initiatives	Resourcing	Year 1	Year 2	Year 3	Year 4	Key Measures of Success ²	Responsibility			
							Place and Community	Business Services	Built and Environment	Strategic and Economic Development
<p>3.2.1 Invest in great programs that build pride and grow energy (including cultural programs)</p> <ul style="list-style-type: none"> Support programs and activities that recognise and celebrate history, culture, and bring people together (cultural tours, community led artwork) (Central) Explore opportunities for programs to support intergenerational connections between older people and youth (Central and South) Encourage and support activities that increase opportunities for North, Central and South communities 	North Central South	\$2,000 \$2,000 \$2,000*	\$2,000 \$2,000 \$2,000*	\$2,100 \$2,100 \$2,100*	\$2,100 \$2,100 \$2,100*	1. Record number of diverse programs provided to community. 2. Number of people and events held are recorded.	X			
<p>3.2.2 Prepare an Annual Calendar (by local area) which aims to:</p> <ul style="list-style-type: none"> Align with SCP objectives Celebrate milestones, local people and local lifestyles . Provide intimate / social gatherings as well as larger events Encourage networking and community connection. Initiatives to learn and share diverse cultures through food <p>Where possible, encourage active involvement of sponsorship partners (local businesses).</p>	North Central South	\$500 \$1,000 \$500	\$500 \$1,000 \$500	\$510 \$1,100 \$510	\$510 \$1,100 \$510	1. Annual Calendar is available to community	X			
<p>3.2.3 City to host two music events in north, central and south to encourage neighbours/families to enjoy our parks and open spaces</p> <ul style="list-style-type: none"> Work with residents and groups to help shape the event (eg date, venue, band). Connect with community groups to host displays (eg Neighbourhood Watch, Grow It Local, fundraiser (eg sausage sizzle) and encourage the support act to be local (eg local youth band or solo artist). 	North Central South	\$5,000 \$5,000 \$5,000	\$5,000 \$5,000 \$5,000	\$5,250 \$5,250 \$5,250	\$5,250 \$5,250 \$5,250	1. Two music events are held in each of the three areas 2. Community participation is recorded.	(Aligns with 2.3.1)			X
<p>3.2.4 City to host two outdoor movie nights in north, central and south that encourage neighbours/families to get together.</p> <ul style="list-style-type: none"> Connect with community groups to host displays (eg Neighbourhood watch, Grow It Local), fundraiser (eg sausage sizzle), build capacity and a sustainability model over the next few years so the community is delivering 	North Central South	\$2,500 \$2,500 \$2,500*	\$2,500 \$2,500 \$2,500*	\$2,750 \$2,750 \$2,750	\$2,750 \$2,750 \$2,750	1. External grant is sourced for screen. 2. Number of attendees at each event 3. Number of groups involved	(Aligns with 2.3.1)			X

Goal 3: Activation and Programming

Projects/Actions/Initiatives	Resourcing	Year 1	Year 2	Year 3	Year 4	Key Measures of Success ²	Responsibility			
							Place and Community	Business Services	Built and Environment	Strategic and Economic Development
3.2.5 Be open to new ideas and continually review successful community-led initiatives, and consider ways to extend these programs into other areas (i.e. street mates in the North, Community gardens)	Place Team	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	1. Evaluations are conducted as part of the planning process	X			
3.2.6 The City's Community Development team to work with environmental/waste staff to explore opportunities for community programming opportunities aimed at protecting and enhancing remaining natural habitats	Place team	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	X		X	
3.2.7 Promote Grow It Local to encourage residents to grow edible gardens, and connect with each other in doing so	Place Team	BAU (*Note there is an allocation of \$5,000 in the City's LTFP within Community Development for this project).	BAU (*Note there is an allocation of \$5,000 in the City's LTFP within Community Development for this project).			1. Number of residents who sign up to Grow It Local	X			

Goal 4: Communications and Advocacy

Projects/Actions/Initiatives	Resourcing	Year 1	Year 2	Year 3	Year 4	Key Measures of Success ²	Responsibility			
							Place and Community	Business Services	Built and Environment	Strategic and Economic Development
4.1.1 Prepare and implement a communications/media plan that targets local (community) initiatives specifically. The purpose is to build awareness and generate more opportunities to bring the community together	North Central South	\$500 \$500 \$500	\$500 \$500 \$500			1.Number of people engaged with 2.Reported Increased awareness of City's activities	X			X
4.1.2 Consider a broad spectrum of channels: <ul style="list-style-type: none"> • Local newsletter (quarterly) • Monthly 'what's on' updates (online / regular feature in local papers) <ul style="list-style-type: none"> - Place specific 'online portal' - Social media - 'Community' pages book - Media strategy (promote events and community initiatives) - Feature stories (flagship initiatives, celebrate champions) - Link with existing neighbourhood pages 	North Central South	\$500 \$500 \$500	\$500 \$500 \$500	\$510 \$510 \$510	\$510 \$510 \$510	See 4.1.1	X		X	

Goal 4: Communications and Advocacy

Projects/Actions/Initiatives	Resourcing	Year 1	Year 2	Year 3	Year 4	Key Measures of Success ²	Responsibility			
							Place and Community	Business Services	Built and Environment	Strategic and Economic Development
4.1.3 Establish a 'one-stop-shop' information stand for each area, to share and distribute local information (i.e. all areas).	North Central South	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	1. Information stand established See 4.1.1	X			
4.1.4 Explore options to promote activations within community, streamline and clarify approaches to the use of social media as a tool to assist the Community Development officers working in place.	North Central South	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	See 4.1.1	X			X
4.2.4 Explore opportunities to broaden engagement channels so that all members of the community feel comfortable in giving honest feedback.	North Central South	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	See 4.1.1	X			X
4.2.5 There will be ongoing engagement across a broad cross section of all communities across a broad demographic and grouping. Incorporate regular 360 engagement (ie as we go), as well as a more formalised yearly 'check in.'	North Central South	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	See 4.1.1	X			X

Goal 5: Place Management

Projects/Actions/Initiatives	Resourcing	Year 1	Year 2	Year 3	Year 4	Key Measures of Success ²	Responsibility			
							Place and Community	Business Services	Built and Environment	Strategic and Economic Development
5.1.1 Provide more grass roots opportunity for residents living in place to continually engage with the City, through Community Development team, to increase connection to the City.	North Central South	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	1. Number of opportunities provided 2. Reported increased connection to place	X			
5.1.2 Facilitate a formal Place Enrichment Strategy annual review and provide regular continuous updates of progress to community and Council.	North Central South	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	1. Review is held annually	X			
5.1.3 Fund, coordinate and support community programs and initiatives that are tailored specifically to local need: • Education workshops (technology programs, language classes, cooking) • Capacity building (grant writing,) etc.	Place team	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	1. Number of community grants awarded 2. Number of community groups delivering workshops	X			
5.1.4 Explore options for micro grants to facilitate local networking (resident welcome kits, street BBQ's, community-led initiatives, corporation and insurance costs)	North Central South	\$1,000 \$1,000 \$1,000* (*external and additional funding will be explored)	\$1,000 \$1,000 \$1,000	\$ 1,100 \$ 1,100 \$ 1,100	\$ 1,100 \$ 1,100 \$ 1,100	1. Micro grant round established 2. Number of micro grants awarded	X			

Goal 5: Place Management

Projects/Actions/Initiatives	Resourcing	Year 1	Year 2	Year 3	Year 4	Key Measures of Success ²	Responsibility			
							Place and Community	Business Services	Built and Environment	Strategic and Economic Development
5.1.5 Advocate and promote partnership opportunities between local organisations and corporate businesses with strong interests in the region	Place Team	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)	1. Number of partnerships	X			
5.1.6 Investigate opportunities to reduce insurance costs for community organisations, including investigating insurance community support schemes and how the City could leverage support.	Place Team	Internal (staff cost)	Internal (staff cost)	Internal (staff cost)		Investigation completed	X	X		X
5.2.1 Convene a 'Place' focused meeting every 4 months (rotate through regions) which incorporates a wide range of business units, executive and management (minimum 1 x meeting per year, per place). ● Meeting outputs: An Action Plan (aligned to the Place Enrichment Strategy) with clear and specific deliverables across the organisation.	Place Team	Internal (staff cost)	Internal (staff cost)			1. Three meetings held annually across the City	X			
5.2.2 Review all corporate strategies with a 'place-lens' focus, and consider possible amendments and updates.	Place Team	Internal (staff cost)	Internal (staff cost)			1. Review completed	X			
5.2.3 Articulate the definition more clearly of the roles of the City Centre and the Communities team.	Place Team	Internal (staff cost)	Internal (staff cost)			1. Role clarity of City Centre and Place team developed	X			X
5.2.4 Review the City's Grants Program to ensure the framework is aligned with the principles of place-based community development (and more broadly, the principles of ABCD).	Place Team		Internal (staff cost)			1. Grants Program is reviewed and adjusted	X			
5.2.5 Investigate Grant Policy Guidelines to provide greater support for place-led initiatives, and give greater opportunities for small and large grants (including micro grants).	Place Team		Internal (staff cost)			See 5.2.4	X			

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