



**STRATEGIC COMMUNITY REFERENCE GROUP  
NOTES OF MEETING HELD ON  
THURSDAY, 12 DECEMBER 2013**

Please note these are not minutes, but merely notes from discussions at the Meeting of the Strategic Community Reference Group held on Thursday, 12 December 2013.

The Strategic Community Reference Group Meeting opened at 5:34pm.

**ATTENDANCES**

**Committee Members:**

Mayor Troy Pickard	Mayor
Cr Christine Hamilton-Prime	South-West Ward
Cr Mike Norman (Deputy)	South-West Ward
Cr Teresa Ritchie (Deputy)	South Ward

**Community Representatives:**

Mr Bryan Saunders	Central Ward
Dr Susan King	South Ward
Mr Brian Yearwood	South-West Ward

**Officers:**

Mr Jamie Parry	Director, Governance and Strategy
Ms Dale Page	Director, Planning and Community Development
Ms Debbie Terelinck	Manager Community Development and Library Services
Ms Glenda Blake	Manager Strategic and Organisational Development
Ms Julie Forrester	Community Development Coordinator
Ms Sheree Edmondson	Strategic Policy Development Coordinator

**Guests:**

Mr Simon Bowen	Facilitator
Mr Ken Marston	CEO Council on the Ageing
Ms Melissa Rudez	Team Leader Community Inclusion, Department of Sport and Recreation
Mr Tim Muirhead	Director, Community, Spirit, Development Network
Mr Philip Kieran	Chair, Joondalup Lotteries House Management Committee

## **APOLOGIES**

Cr Russ Fishwick, JP	South Ward
Cr Kerry Hollywood	North Ward
Dr Zarrin Siddiqui	South-East Ward
Mr Ross Grey	North-Central Ward
Mr Craig Comrie	CEO, Youth Affairs Council of WA
Mr Kenny Annand	Principal Consultant, KGA Consulting

## **ELECTION OF PRESIDING MEMBER**

The Director Governance and Strategy advised that Clause 3.1 of the Strategic Community Reference Group's Terms of Reference provides that the Group will comprise a maximum of four Elected Members with one Elected Member nominated as Presiding Member.

Whilst the Strategic Community Reference Group is an informal Group and not intended to be bound by legislative requirements it is considered appropriate that the election of a Presiding Member be undertaken generally in accordance with the procedure established under the Local Government Act 1995.

The Director Governance and Strategy called for nominations for the position of Presiding Member.

Cr Hamilton-Prime nominated Mayor Pickard for the position of Presiding Member. There being no further nominations at the close of the Election for Presiding Member, Mayor Pickard was declared elected unopposed to the position of Presiding Member and assumed the Chair at 5.37pm.

## **DECLARATIONS OF INTEREST**

Dr Susan King declared an interest through her role on the Board of Community Vision, which is a key provider of community development services within the City of Joondalup.

## ITEM 1 COMMUNITY DEVELOPMENT PLAN

Mr Bowen provided an overview of the meeting's proceedings, informing members that its purpose was to gather feedback on the proposed new themes and focus areas for the Community Development Plan. The discussion of operational matters was to be avoided with the focus remaining on strategic or high-level tactical matters.

Ms Terelinck delivered a presentation on the history and achievements of the previous Community Development Plan 2006-2011, including the proposed structure for a new Community Development Plan.

Mr Bowen facilitated a group discussion on the information distributed to members in advance of the meeting.

The following main points were raised by members:

- Members believed that terminology throughout the new Plan should be clarified, applied consistently and appeal to a broader audience. In particular:
  - Clarifying the use of terms City vs. community;
  - Defining who the community is and what community development means within the context of the Plan; and
  - Clarifying the differences between the terms community development vs. community wellbeing.

Mr Bowen guided members through each of the themes and focus areas, asking members to indicate any potential gaps or issues that needed attention.

The following points were raised:

- General agreement on utilising higher level, rather than demographic-based themes, as previously adopted in the Community Development Plan 2008-2011. Moving towards a 'whole-of-community' approach was considered appropriate.
- Identified current gaps in highlighting the role of other organisations in program delivery, the need to develop local community leaders and to recognise best practice and volunteering successes within the community.
- The focus area of Community Consultation and Engagement was highlighted as an area that could be classified as a theme of the new Plan. Terminology in this area was also discussed, highlighting alternative references such as 'community conversations'.
- Unsure of the term 'self-sufficient' within the Community Capacity Building theme and whether it loses the concept of inter-dependence.
- The most important focus areas were highlighted as follows:
  - access and inclusion
  - volunteering
  - community leadership
  - stakeholder relationship management
  - partnerships and alliances
  - facility accessibility and usability.

Mr Bowen introduced the spin-charting exercise to members, which was facilitated by City Officers across the four proposed themes of Leadership, Community Participation, Social Infrastructure and Community Capacity Building. Members were asked to identify the greatest need for the City of Joondalup under each theme.

Detailed notes on this exercise are provided at Attachment 1, with the following key points raised under each theme:

#### Community Participation

- Developing a sense of place.
- Motivating and activating people within the community to take on leadership roles.
- Identifying the programs and services the community want, need and will use.
- Innovating in the fields of engagement and communication to enhance participation.
- Demonstrating and recognising the benefits of programs and services.

#### Social Infrastructure

- Ensuring multi-use flexibility in infrastructure.
- Providing opportunities for people to connect with each other within the community.
- Increasing community awareness and promotion of the opportunities that exist.
- Facilitating ownership and connection to infrastructure.
- Understanding community connectivity and needs.

#### Leadership

- Facilitating and advocating opportunities to be met by the City and others.
- Promoting and celebrating existing culture rather than broadening and diversifying.
- Defining culture.
- Promoting volunteering successes.
- Celebrate and recognise more community leaders.
- Leverage existing skills, experience and knowledge within the community.

#### Community Capacity Building

- Getting leaders of organisations and community groups as part of networks.
- Identifying and building alliances and partnerships.
- Identifying capacity gaps and how to fill them.
- Promoting the availability of community services and resources to all.

Mayor Pickard thanked the members and experts of the Strategic Community Reference Group for their honest and valuable input and suggested that an additional meeting be held on this matter in the New Year to further discuss issues raised at the meeting, given the diversity and breadth of information relevant to the field of community development.

The Strategic Community Reference Group meeting concluded at 8:10pm.



**STRATEGIC COMMUNITY REFERENCE GROUP  
NOTES OF MEETING HELD ON  
MONDAY, 14 APRIL 2014**

Please note these are not minutes, but merely notes from discussions at the Meeting of the Strategic Community Reference Group held on Monday, 14 April 2014.

The Strategic Community Reference Group Meeting opened at 6:05pm.

**ATTENDANCES**

**Committee Members:**

Mayor Troy Pickard	Mayor
Cr Russ Fishwick, JP	South Ward
Cr Kerry Hollywood	North Ward

**Community Representatives:**

Dr Zarrin Siddiqui	South-East Ward
Mr Bryan Saunders	Central Ward
Dr Susan King	South Ward

**Officers:**

Mr Jamie Parry	Director, Governance and Strategy
Ms Glenda Blake	Manager Strategic and Organisational Development
Mr Andrew Murphy	Manager Infrastructure Management Services
Ms Rebecca Maccario	Environmental Development Coordinator
Ms Sheree Edmondson	Strategic Policy Development Coordinator

**Guests:**

Assoc. Professor Ray Froend Director, Centre for Ecosystem Management, ECU

**APOLOGIES**

Cr Christine Hamilton-Prime	South-West Ward
Mr Ross Grey	North-Central Ward
Mr Brian Yearwood	South-West Ward
Ms Penny Gilpin	North Ward
Dr Mike Bamford	Supervising Scientist, Bamford Consulting Ecologists
Mr Craig Olejnik	Nature Conservation Coordinator, Department of Parks and Wildlife
Mr Kieron D'Arcy	Chief Executive Officer, Unltd Power Pty Ltd trading as Next Power

## ITEM 1 DRAFT ENVIRONMENT PLAN 2014 – 2019

The Presiding Member provided an overview of the meeting's proceedings, informing members that discussions would focus on answering the following questions:

- Is the format/structure of the draft Plan appropriate?
- Is there any key information missing from the draft Plan?
- Are the initial contributions of the SCRG effectively incorporated into the draft Plan?
- Are there any specific improvements to the draft Plan you would like to identify?

Ms Blake commenced delivering a presentation on the draft *Environment Plan 2014 – 2019*, outlining the key elements under each theme and the incorporation of comments and feedback provided by the Strategic Community Reference Group at their meeting on 21 March 2013.

During the presentation, the Presiding Member suggested an amendment to the meeting's proceedings in order to open up discussion at the end of each key theme. Following this format, discussions then commenced with consideration of the general structure and overview of the draft *Environment Plan 2014 – 2019*.

Members raised the following points:

### General Structure:

- Reference Group members agreed that the overall structure of the Plan remained appropriate.
- Comments received by members prior to the meeting were discussed, particularly those pertaining to climate change. Members were informed that this detail is currently contained within the City's draft *Climate Change Strategy*. Other comments received will be reviewed in the development of the final draft of the Environment Plan.

The following suggestions were made:

- The diagram on page 12 should be amended to better illustrate the relationship between state, pressure and response, as some of the arrows only demonstrated a one-way relationship at present.
- The diagram on page 13 should also be amended to illustrate the relationship and interdependency between themes. It was also noted that some of the pressures listed in the diagram did not align to the pressures stated within the themes, requiring some cross-referencing to resolve.
- Potential improvements to the readability of the Plan were suggested by members, in particular, summarising the strategic planning context on pages 6-11 and placing the detail in an appendix to the Plan.

### Theme 1 – Biodiversity Management:

The following suggestions were made:

- Maps and/or illustrations could be included in the Plan to better visualise the areas cited on pages 15 and 25 (e.g. zones, native flora locations, Bush Forever sites, etc.). It was agreed that this would fit most appropriately on page 15, by colour-coding zones on a map.
- The timing of the major review of the Pathogen Management Plan was questioned on page 26, as the review was scheduled to commence once the plan had expired.
- Additional biodiversity indicators suggested for inclusion in the Plan were as follows:
  - The condition of natural areas within the City (%). Considered a complementary indicator to indicator 1, which measures the annual % density of environmental weeds.
  - The % of bushland within the City of Joondalup that is mapped.

- The % of vegetation that is improved, or shifts between grades.
- Officers advised that some of these indicators would require external assessments to obtain the necessary measurements, which can be expensive.
- Members discussed how they could be considered as potential indicators for the future that could apply to the City's major conservation areas only.
- General comments were made by members regarding the capture of trend data within the indicators to provide greater context as to whether the measures were improving. It was acknowledged that some targets would be difficult to determine targets for and as such, trends would fill this gap by providing additional meaning to the data reported.

## **Theme 2 – Water Management:**

The following suggestions were made:

- Update the data in the graphs on pages 31-33 to include 2013/14 data, acknowledging that this would be dependent upon when the data is available from external sources and the timing of the Plan's presentation to Council.
- Include a graph that illustrates trends in aggregated water consumption figures across water schemes and years (e.g. over a 5-year period).
- Include commentary within this theme that acknowledges that water used within the City is also sourced from the Integrated Water Supply Scheme (IWSS) to provide context for how Joondalup fits into the broader Metropolitan system.
- Include commentary against the water management indicators that explain the link between these indicators and biodiversity indicators.
- The water management indicators currently relate to the measurement of pressures and not responses (which are contained within the biodiversity theme). Linking the two could be beneficial.
- Include a note against indicator 3 that it only measures the City's extraction of groundwater and not bores within private properties.
- Include commentary to clarify what corporate and community water consumption comprises.

## **Theme 3 – Climate Mitigation:**

Members raised the following points:

- Members questioned how the City's draft *Climate Change Strategy* aligns to this theme, as it currently only refers to mitigation and not adaptation.
- Officers responded by explaining that mitigation relates to specifically "environmental matters", whilst adaptation strategies are more broadly applied and would be outside the scope of the *Environment Plan*.
- Members commented on whether there were any aspirational targets that could be included within this theme to position the City as a leader on climate change mitigation activities. Discussion ensued on the City's capacity to measure community perceptions through surveys and programs to determine improvements in community awareness.

The following suggestions were made:

- Amend the title of the theme to "Climate Change Mitigation" to better reflect the intended outcomes of the strategies.
- Include references to integrated transport planning activities within the theme, given that this is highlighted as a major project within *Joondalup 2022* and the current *Corporate Business Plan*.
- Include gross figures for indicator 3 (greenhouse gas emissions), in addition to net figures to better illustrate the extent of carbon offsets.
- Include trend data in the table on page 39 to better demonstrate mitigation activities, which can be lifted from the draft *Climate Change Strategy*. Then use 2012/13 data as the new benchmark.

- Include a new indicator that reports on total corporate energy consumed by the City to demonstrate corporate leadership. This could also extend to corporate water use within the water management theme.
- Whether an indicator that measured the communities awareness of climate change mitigation could be considered.

#### **Theme 4 – Waste Management:**

Members raised the following points:

- Members sought clarity from Officers as to whether the contemporary discussion on waste management had shifted from “3 Rs” to “5 Rs”, particularly in relation to capturing community behaviour changes in refusing packaging to reduce waste.
- Officers suggested that the current objective for waste management could be reviewed to broaden its current scope.
- Members discussed the relationship between the City and the Mindarie Regional Council (MRC) and the MRC’s role in implementing education programs. It was acknowledged that the MRC has some limitations with regard to their recognition within the community.

The following suggestions were made:

- Include an indicator to measure behaviour changes within the community towards waste reduction.
- Alter the scale of the graph on page 46 to illustrate greater levels of deviation between years.
- Incorporate measure and source descriptors across all indicators within the Plan to explain where the data comes from and what is included in the measurement (similar to how descriptors are currently included within *Joondalup 2022*).
- Separate out bulk waste within the indicators to illustrate current levels experienced within the City. Could be discussed or illustrated within the body of the Plan.
- Include recycle water measures, data or commentary within the water management theme to demonstrate waste diversion in other areas.
- Incorporate commentary within the body of the theme on the production of green energy at Tamala Park as an example of leadership within the broader regional community that the City is a member of.

#### **Theme 5 – Accessible Environments:**

Members raised the following points:

- Members raised the issue of better communicating the Plan to CaLD communities, where language could be a barrier to community participation and behaviour change. It was discussed that the City’s demographics were relatively homogenous, however, broader issues regarding community engagement would be addressed in the City’s draft *Community Development Plan*.

The following suggestions were made:

- Include an indicator on the amount of hectares rehabilitated by Friends’ Groups annually to build upon the current indicator 1 in this theme. Data could be extracted from work plans submitted to the City by Friends Groups. It may also be worthwhile acknowledging within the Plan that some major bushland areas within the City do not currently have established Friends Groups associated to them.
- Incorporate a map as an Appendix to the Plan that illustrates where Friends Groups are operating across the City to provide greater acknowledgement of their work within the community.
- Include new indicator that measures the ratio of participants vs. waste collected by the community on Clean Up Australia Day, with an aspiration to see a decreasing trend in the ratio.

- Amend the current title of the theme to remove confusion, with possible alternatives being “Involving Community” or “Community Participation”.

The Presiding Member thanked the members and experts of the Strategic Community Reference Group for their valuable input and acknowledged the quality advice and contributions received by members and assisting staff since the Group’s inception.

The Strategic Community Reference Group meeting concluded at 8:05pm.



**STRATEGIC COMMUNITY REFERENCE GROUP  
NOTES OF MEETING HELD ON  
THURSDAY, 5 JUNE 2014**

Please note these are not minutes, but merely notes from discussions at the Meeting of the Strategic Community Reference Group held on Thursday, 5 June 2014.

The Strategic Community Reference Group Meeting opened at 6:05pm.

**ATTENDANCES**

**Committee Members:**

Mayor Troy Pickard	Mayor
Cr Russ Fishwick	South Ward
Cr Kerry Hollywood	North Ward
Cr Mike Norman (Deputy)	South-West Ward

**Community Representatives:**

Dr Zarrin Siddiqui	South-East Ward
Dr Susan King	South Ward
Mr Brian Yearwood	South-West Ward
Mrs Penny Gilpin	North Ward

**Officers:**

Mr Jamie Parry	Director, Governance and Strategy
Ms Dale Page	Director, Planning and Community Development
Ms Debbie Terelinck	Manager Community Development and Library Services
Ms Glenda Blake	Manager Strategic and Organisational Development
Ms Julie Forrester	Community Development Coordinator
Ms Sheree Edmondson	Strategic Policy Development Coordinator
Mr Dean Burton	Policy Officer
Mr Rohan Klemm	Recreation Services Coordinator

**Guests:**

Mr Simon Bowen	Facilitator
Ms Melissa Rudez	Team Leader Community Inclusion, Department of Sport and Recreation
Mr Tim Muirhead	Director, Community, Spirit, Development Network

**APOLOGIES**

Cr Christine Hamilton-Prime	South-West Ward
Mr Bryan Saunders	Central Ward
Mr Ross Grey	North-Central Ward
Mr Craig Comrie	CEO, Youth Affairs Council of WA

Mr Kenny Annand  
Mr Philip Kieran

Principal Consultant, KGA Consulting  
Chair, Joondalup Lotteries Management Committee

## ITEM 1 COMMUNITY DEVELOPMENT PLAN

Mr Bowen welcomed members and outlined that the purpose of the meeting was to obtain feedback on the revised structure of the draft *Community Development Plan 2014-2019*, circulated to members for review. Particular focus was to be given to identifying “clever ways” to deliver the draft strategies, whilst also noting any specific gaps within the structure.

The Presiding Member addressed the group and thanked members for their contributions so far and noted any apologies received. It was acknowledged that the previous meeting highlighted commentary around structure and language in the development of a revised *Community Development Plan 2014-2019*, which had been generally taken into consideration by the Administration in the documents circulated for tonight’s meeting.

Ms Terelinck delivered a presentation on the outcomes of the last meeting including the factors considered as a result of initial feedback from the SCRG and an overview of the revised structure.

Mr Bowen facilitated a group discussion on the information distributed to members in advance of the meeting. Mr Bowen requested feedback on the information within the revised structure of the draft *Community Development Plan 2014-2019*, relating specifically to the draft definitions, challenges, overall strategies and any key projects, programs and/or ideas for implementation on a theme-by-theme basis.

The following main points and comments were raised by members:

### General Comments

- Following feedback from the last SCRG meeting the Plan is now a cleaner document with community development clearly defined.
- Community development definitions considered to be well drafted, however, the “Our Community” section needs to reference ‘informal’ and ‘formal’ networks as well as recognising that people are brought together by a range of connections that may include interests, locality, etc. Considered a little too prescriptive at present, with the suggestion to perhaps emphasise that the definitions are providing examples rather than being exhaustive.
- The definition of ‘networks’ should be clearer to highlight that some networks and groups may extend past City of Joondalup borders. It was acknowledged that limited funding is available to assist networks external to the City and the issue relates more to determining how assistance can be provided niche groups that do not currently have sufficient critical mass to attract support.

### Themes

#### *Community Participation*

- Major challenges that could be better highlighted in the Plan include:
  - Encouraging people to participate on committees/groups, given existing family and work pressures.
  - Engaging participation in the online world/social media, given how it will change face-to-face interaction in the future.
- Consideration should be made to accessing facilities for general community purposes; they don’t necessarily need to be world class, as referenced within *Joondalup 2022* but rather “people just need a place to go to participate”.

- Consideration should be made to including more commentary on ageing-in-place, as it is not sufficiently captured under this theme although it was acknowledged that it is referenced under the Assets and Infrastructure theme.
- With regard to 'clever ways to implement the strategies', the following ideas were canvassed:
  - Promoting volunteers through regular segments in local media streams and identifying 'community heroes' to recognise highly active volunteers.
  - Encouraging people to volunteer within their own neighbourhood and networks to simplify and overcome barriers to volunteering.
  - Make it known to the community that activities and opportunities are currently available to them.
  - Develop a community organisation asset base. The City should consider investing in developing and maintaining an effective database that can facilitate volunteering and participation opportunities between networks.
  - Consideration should be made to gathering volunteering and community participation data within geographic or demographic profiles.
  - Consideration should be given to up-skilling community groups to access funding sources such as grants.
  - Time and resources should be invested to mapping the key people who are involved in networks across the City. These people tend to be the people of influence who connect people together from which the City can leverage.
  - Life-long learning programs need to be considered that include cross-over of generations. Older generations could pass on skills to youth or vice-versa.
  - Consider offering the Volunteer Resource Centre as a satellite source in various areas of the community. These perhaps could be co-located with other City libraries other than just Joondalup Library.
  - Consider working with schools and connecting schools with groups who require human resources on volunteer projects. There could be the ability to leverage and aggregate existing supply and demand for volunteer opportunities.

### *Leadership*

- With regard to 'clever ways to implement the strategies', the following ideas were canvassed:
  - Survey community leaders to identify the barriers that get in their way and what assistance can be provided to overcome these challenges.
  - Support existing community leaders with the skills and knowledge they need to be effective. Similar programs and workshops could be delivered to community groups as they currently are to sporting groups.
  - Up-skilling with regard to succession planning and delegation; a focus should be given toward youth as they are the leaders of tomorrow.
  - Consideration could be made to an emerging leaders program and/or developing networks where leading volunteers can meet and discuss challenges, issues and/or new topics. This could be in an online forum or a meeting forum.
  - Removing the barriers to up-skilling through small grants or sponsorship to undertake courses that will assist in training and development.
  - Establishment of a Youth Council or advisory committee to promote active citizenship.
  - Hall of fame to recognise leaders in the community for honourable service or outstanding contributions.
  - Run future leaders youth program to attract young people into community leadership positions.
  - Investigate best practice both nationally and internationally for ways in which to enhance community participation and community capacity building.

### *Assets and Infrastructure*

- With regard to 'clever ways to implement the strategies', the following ideas were canvassed:
  - Improve understanding of community facility utilisation and make it publicly available to fill any gaps, rather than resorting to constructing more buildings.
  - Seek abandoned warehouses/buildings or large spaces that require minimal investment to retrofit to assist availability issues. They don't require long term leases/licences and can be short term or pop-up spaces; these will especially assist the arts community.
  - Ensure the user groups are engaged thoroughly throughout the planning process. This can assist the demand issues and can facilitate co-sharing and better meet functionality requirements
  - Adoption of the concept of 'place-making'.
  - Look at facilitating relationships with schools to use existing infrastructure for community and sporting activities as they are only used six hours of the day at present.

### *Community Capacity Building*

- With regard to 'clever ways to implement the strategies', the following ideas were canvassed:
  - Public liability insurance; broaden the range of groups who are afforded subsidies/grants to cover the cost of insurance.
  - Grant programs; simplify the process and aim to remove the bureaucracy involved when applying. Perhaps consider giving smaller grants \$500-\$1000 (micro-giving) to assist community activities.
  - Investigate and research the existing programs out there and make these publicly available to the community and the leaders who are in various networks.
  - Resource sharing; groups could pool together positions that are difficult to fill on committees (e.g. Treasurer) and share them across multiple groups.
  - City officers could offer one-on-one assistance with grant writing and other technical documents.
  - Workshops – offer a range of workshops to community groups on key topics such as grant writing, governance, finance etc.
  - Consideration should be given to taking a “case management” approach to capacity building programs similar to those run by the Department of Corrective Services (re-entry services), WA Police and UK Government (Troubled Family Program).
  - Consider a process of conducting community consultation, with emphasis on uniting not dividing. Look at skilfully bringing people together who have opposing ideas with the emphasis on building community capacity to manage differences and build respect amongst the community.
  - Developing a 'Joondalup Currency' where groups can exchange skills or services required.
  - Using older generations of the community (e.g. retirees) to assist service groups and fill key committee positions.
  - Innovation centre – a place where like-minded individuals can congregate and learn particular topics relevant to delivering the programs and services for their organisation.

Mr Bowen then asked the members to exclude references to the City providing a service from the discussion and pose the question, “the community can....”. The responses included:

- Network with each other
- Take on some of the tasks identified for City uptake

- Become aware of participation opportunities
- Talk to their neighbours about local issues and have the courage to have opinions
- Connect with other leaders
- Give support to people who are leading – not knock people down (tall poppy syndrome)
- Identify research avenues
- Become more self-sufficient.

The members suggested that given this is a Community Development Plan, extra effort should be made with regard to consultation and engagement with the community during the next phase of development.

The Presiding Member thanked the members and experts of the Strategic Community Reference Group for their honest and valuable input. It was suggested that an additional meeting would not be required, however, the City would provide the opportunity for the SCRG to comment on the draft *Community Development Plan 2014-2019* when developed.

The Strategic Community Reference Group meeting closed at 7:55pm.

## 2014-15 WORK PLAN – STRATEGIC COMMUNITY REFERENCE GROUP

	Program	Reference	Reference Group
1.	Finalisation of the City of Joondalup <i>Community Development Plan</i>	<p><i>Annual Plan 2014-2015</i></p> <p>“Develop a new Community Development Plan to guide the provision of community based services delivered by the City.”</p>	To assist the Council in developing a strategic approach to community development within the City of Joondalup, building strong and self-reliant communities and having a Council that is responsive to community needs.
2.	Review of the City of Joondalup <i>Strategic Waste Minimisation Plan</i>	<p><i>Annual Plan 2014-2015</i></p> <p>“Develop a new <i>Waste Management Plan</i> to provide guidance on the City's waste management operations over the next 3 years.”</p>	To assist the Council in developing a strategic approach to waste management within the City of Joondalup, that seeks to achieve sustainable outcomes for the community.
3.	Review of the City of Joondalup <i>Bike Plan</i>	<p><i>Annual Plan 2014-2015</i></p> <p>“Implement and review <i>Bike Plan</i> to promote cycling in the City of Joondalup and to increase the number of people using the City's bicycle network and facilities.”</p>	To assist the Council in reviewing the City's <i>Bike Plan</i> to guide infrastructure and community projects pertaining to cycling within the City of Joondalup.