



Focus Area 1: Economic

Community Outcomes

- | | |
|--|---|
| 1.1. Local jobs to retain our people and attract skilled workers | 1.5 A supportive business environment where investment is encouraged, and entrepreneurship prospers |
| 1.2. A diversified economy that supports growth sectors | |
| 1.3 Well-planned, sustainable urban development | 1.6 A highly skilled workforce supported by strong education and training opportunities |
| 1.4 A thriving city that residents are proud to call home and people want to visit | |

Major projects

\$ Value = Total Cost Estimate '000

*Capital Project amounts exclude Depreciation Costs.
Operating Projects and Budgeted Program amounts exclude
Staff / Labour Costs and Depreciation Costs.*

✓ = Existing Operations

Internal Staff / Labour Costs only.

● = City/External Funding Required

*City contributions to be considered through
the Long Term Financial Plan.*

No.	Project	Community Outcome	Funding Type	\$'000				Responsibility
				2026/2027	2027/2028	2028/2029	2029/2030	
Transport Renewals and Upgrades								
Ec01	Falcon Coastal Shared Path	1.3	Capital	2,000	7,399			Project Management Technical Services
	Planning, design and construction of the new Falcon Coastal Shared Path from Mercedes Avenue (Falcon) to Cesia Lane (Wannanup).	3.4						
		2.5						
Ec02	Mandurah Strategic Centre (District Level Active Transport Plan)	1.3	Operating	✓	✓	✓	✓	Strategic Planning and Urban Design Technical Services
	Develop district level Active Transport Plans to guide future investment in shared path upgrades and renewals.	3.4						
		2.5						
Ec03	Pinjarra Road - Stage Upgrade	1.3	Capital	225	75	1,350	3,900	Technical Services
	Deliver major upgrades to Pinjarra Road between Sutton Street and the Mandurah Bridge.	3.4						
Ec04	Lakes Road South from Murdoch Drive to Pinjarra Road	1.3	Capital	✓				Technical Services
	Develop plans for upgrades to Lakes Road South from Murdoch Drive to Pinjarra Road in line with the growth and development of the Health Precinct.							

No.	Project	Community Outcome	Funding Type	\$'000				Responsibility
				2026/2027	2027/2028	2028/2029	2029/2030	
Ec05	City of Mandurah Signage Framework Develop a City wide signage framework to guide the design and implementation of directional/way finding signage across the City including the City Centre.	4.4	Capital	✓	✓	●		Communications and Civic Affairs Strategic Planning and Urban Design
City Centre Development								
Ec06	Western Foreshore Leisure Precinct (TRANSFORM MANDURAH) Plan, design and implement the Western Foreshore Leisure Precinct Master Plan.	1.2 1.4 1.5	Capital	280	750	3,295		Technical Services Project Management Strategic Planning and Urban Design
Ec07	Western Foreshore Coastal Protection and Water Infrastructure Plan, design and deliver foreshore coastal protection and infrastructure as part of the Western Foreshore Leisure Precinct Master Plan.	1.2 1.4 1.5	Capital	800	719			Marina and Waterways Project Management
Ec08	Western Foreshore Commercial Site Progress planning processes for the development of the Commercial Site within the Western Foreshore Leisure Precinct.	1.1 1.2 1.5	Operating	39				Economic Development Strategic Planning and Urban Design
Ec09	Mewburn Carpark and George Robinson Gardens Plan and deliver upgrades to the Mewburn Carpark and George Robinson Gardens in line with the outcomes of the City Centre Master Plan.	1.3	Capital	50	350	1,650		Technical Services Strategic Planning and Urban Design
Ec10	Waterways Waterfront Master Plan Develop an implementation plan for the Waterways Waterfront Master Plan.	1.2 1.4 1.5	Operating	✓	●	●	●	Marina and Waterways Landscape Services Strategic Planning and Urban Design



No.	Project	Community Outcome	Funding Type	\$'000				Responsibility
				2026/2027	2027/2028	2028/2029	2029/2030	
Ec11	Mandurah Centre Plan (TRANSFORM MANDURAH) Undertake a new Structure Plan for the Mandurah Strategic Centre in accordance with Western Australian Planning Commission requirements for Precincts. This plan will include a review of housing, density, land use, open space, local water management, transport outcomes together with the planning framework elements of existing Council strategies and City Centre Master Plan for a 450 hectare area of Mandurah.	1.3	Operating	✓	✓	✓		Strategic Planning and Urban Design
		1.4						
		1.5						
Ec12	City Centre Streetscape and Intersection Concept Plan (from Peel Street to Pinjarra Road; Mandurah Terrace to Sutton Street) Plan and design streetscape and upgrades to the movement network (including cyclists and pedestrian) for all upgrades identified in the City Centre Master Plan (including the Eastern Foreshore central car park).	1.3	Operating	160	●	●	●	Strategic Planning and Urban Design Technical Services
Ec13	City Centre Parking Plan Delivery Implement key actions of the City Centre Parking Plan including signage, bay adjustments, timed parking changes and monitoring sensors.	1.3	Capital	80	14			Ranger and Parking Services
		1.5						
		3.4						
Ec14	Peak Period Overflow and Events Parking Plan Develop a Peak Period Overflow and Events Parking Plan to facilitate improved management and communication of City Centre parking options during peak holiday and event periods.	1.3	Operating	11	11	11	12	Ranger and Parking Services Festivals and Events
		1.5						
		3.4						
Ec15	Civic Precinct Master Plan (TRANSFORM MANDURAH) Develop a Concept Plan and detailed Civic Precinct Master Plan to guide the future development of community infrastructure, potential commercial opportunities, pedestrian movement, parking and infrastructure upgrades.	1.2	Operating	✓	●	●		Strategic Planning and Urban Design Technical Services
		1.3						
		1.4						
		1.5						
Ec16	Hackett Street Car Park Upgrades Develop plans for upgrades to the Hackett Street Car Park in line with the outcomes of the City Centre Master Plan (Parking Plan).	1.3	Capital	✓	✓	●		Technical Services Strategic Planning and Urban Design
		1.5						
		3.4						

No.	Project	Community Outcome	Funding Type	\$'000				Responsibility
				2026/2027	2027/2028	2028/2029	2029/2030	
Ec17	Ormsby Terrace / ManPAC Car Park Upgrade Plan, design and implement upgrades to the Ormsby Terrace / ManPAC Car Park.	1.3	Capital				50	Technical Services Strategic Planning and Urban Design
		1.5						
		3.4						
Ec18	Eastern Foreshore (near Bridge) Boardwalk Replacement Renew and upgrade the boardwalk adjacent to the Town Jetty.	1.3	Capital	1,250	1,250			Technical Services
Tourism Development								
Ec19	Yalgorup National Park (TRANSFORM MANDURAH) Partner with key stakeholders (including DBCA) to develop sustainable eco-tourism opportunities and product in Yalgorup National Park and adjacent areas.	1.1	Capital	●	●	●		Economic Development
		1.2						
		1.4						
Ec20	Yalgorup National Park Northern Access Road Plan, design and construct the new northern access road into Yalgorup National Park - Quail Road extension.	1.4	Capital	1,650				Economic Development Technical Services Operations Services
Ec21	Beach Access Management Plan Prepare an implementation plan to manage beach access for Mandurah's southern beaches including Yalgorup National Park.	1.4 3.3	Operating	✓				Economic Development
Ec22	Mandurah Crab Fest Plan and deliver the annual Mandurah Crab Fest Event.	1.4	Operating	1,319	1,368	1,406	1,441	Festivals and Events
Ec23	Mandurah Christmas Lights Plan and deliver the annual Mandurah Christmas Lights Trail.	1.4	Operating	549	569	585	599	Festivals and Events
Ec24	New Tourism Resort Offering Work with Department of Lands on potential sites for new tourism resort offerings in Mandurah.	1.1 1.3 1.4 1.5	Operating	✓				Economic Development Strategic Planning and Urban Design Visit Mandurah

No.	Project	Community Outcome	Funding Type	\$'000				Responsibility
				2026/2027	2027/2028	2028/2029	2029/2030	
Economic Development								
Ec25	Aged Care Industry Development (TRANSFORM MANDURAH) Advocate and support the development of the Aged Care Industry in Mandurah including increases in residential care facility provision and innovations in training.	1.1	Operating	✓	✓			Economic Development
		1.2						
		1.6						
Ec26	Mandurah Library Site Develop a Master Plan for the existing Mandurah Library site to consider the future allocation of services and potential investment opportunities in line with the principles of the City's Property Strategy.	1.1	Operating		33			Strategic Planning and Urban Design
		1.3						
		1.5						
Ec27	Old Bowling Club Site Facilitate potential development opportunities in line with the principles of the City's Property Strategy.	1.1	Operating	✓				Property Services Strategic Planning and Urban Design
		1.3						
		1.5						



Budgeted programs

No.	Programs	Community Outcomes	Frequency	Funding Type	\$'000				Responsibility
					2026/2027	2027/2028	2028/2029	2029/2030	
Ec01	Business Support and Entrepreneurial Capacity Building Promote and support small business and entrepreneurship in Mandurah.	1.1 1.2 1.5	Recurring	Operating	106	109	112	115	Economic Development
Ec02	Human Capital Development Promote and support local education pathways and training and skill development programs and initiatives.	1.5 1.6	Recurring	Operating	106	109	112	115	Economic Development
Ec03	Investment Attraction Develop and deliver a campaign to promote investment (Government and Private), business and lifestyle opportunities.	1.5	Recurring	Operating	78	81	83	85	Economic Development
Ec04	City Centre Activation Support City Centre Activation through the delivery of City and business led programs and activities (including delivery of the Business Incentives Grants Scheme).	1.1 1.2 1.5	Recurring	Operating	338	350	360	369	Economic Development
Ec05	Business Conferences and Events Support Program Attract and secure new business conferences and events to Mandurah to encourage private investment.	1.5	Recurring	Operating	106	109	112	115	Economic Development
Ec06	Peel Chamber of Commerce and Industry (Peel CCI) Provide funding and support to the Peel CCI for the delivery of programs and services to build the capacity and sustainability of local Mandurah businesses.	1.4	Recurring	Operating	36	37	38	39	Economic Development
Ec07	Tourism Development Provide funding and support to Visit Mandurah to plan and deliver tourism destination and product development services.	1.4	Recurring	Operating	1,266	1,313	1,350	1,383	Economic Development
Ec08	City of Mandurah Events Program Plan and deliver the City of Mandurah's Events Program including City and externally delivered feature and community events (City events include Christmas Pageant, New Year's Eve Celebrations, and Winter in Mandurah).	1.4	Recurring	Operating	612	635	652	669	Festivals and Events
Ec09	External Event Support Program Attract and secure new major (cornerstone and feature) events to Mandurah.	1.4	Recurring	Operating	230	239	245	251	Festivals and Events
Ec10	Giants of Mandurah Support the delivery and programming for the 'Giants of Mandurah' project.	1.4	Recurring	Operating	47	49	51	52	Festivals and Events

Focus Area 2: Community

Community Outcomes

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|---|---|
| <p>2.1. Access to support services that enhance opportunities for everyone</p> <p>2.2 Safe and connected communities</p> <p>2.3 Inclusive and welcoming places, spaces and neighbourhoods</p> <p>2.4 An enriched, creative and empowered community that values culture, heritage and life long learning</p> | <p>2.5 A healthy lifestyle and healthy community, with an emphasis on prevention</p> <p>2.6 Modern health facilities and services that are local, accessible, affordable, and fit for purpose</p> |
|---|---|

Major projects

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✓ = Existing Operations

Internal Staff / Labour Costs only.

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No.	Project	Community Outcome	Funding Type	\$'000				Responsibility
				2026/2027	2027/2028	2028/2029	2029/2030	
Community Facilities								
C01	Lakelands Community Centre and Library Develop a Business case to examine the ongoing options for the provision of the Lakelands Community Centre and Library facility.	2.1	Operating	✓	✓		Community Services Strategy	
		2.2						
		2.3						
		2.5						
		2.6						
C02	Rushton Park Master Plan (TRANSFORM MANDURAH) Develop concept plans and a funding strategy to guide future investment in the development of community facilities for the precinct.	2.1	Operating	✓			Economic Development Recreation Services Community Development Strategic Planning and Urban Design	
		2.2						
		2.3						
		2.5						
		2.6						
C03	Mandurah Netball and Multi-purpose Hard Courts Complex Progress the site identification, planning, design and construction of the new facilities.	2.3	Capital	593	9,311	11,112	Project Management Economic Development Recreation Services Strategic Planning and Urban Design	
		2.5						
C04	Mandurah Aquatic and Recreation Centre (MARC) Master Plan Develop a Master Plan for the site to integrate additional indoor courts together with group fitness space, access and parking.	2.3	Operating	✓			Strategic Planning and Urban Design	
		2.5						

No.	Project	Community Outcome	Funding Type	\$'000				Responsibility
				2026/2027	2027/2028	2028/2029	2029/2030	
C05	MARC Indoor Multi Use Courts Develop a detailed design and commence construction of the indoor multi use court expansion based on the outcomes of the master plan.	2.3 2.5	Capital	460	2,118	10,645		Project Management Recreation Centres
C06	MARC Aquatic Play Ground Replacement Design and deliver the renewal of the Aquatic Playground.	2.3 2.5	Capital	550				Project Management Recreation Centres
C07	Peelwood Reserve Master Plan Develop a Master Plan for the district level facility to guide the future development of community infrastructure of the site.	2.3 2.5	Operating	✓	●	●		Strategic Planning and Urban Design
C08	Mandurah Central Community Hub Plan, design and deliver community shed facility in Mandurah.	2.5	Capital	250	3,000	1,000		Project Management Community Development
C09	Falcon Community Shed Plan, design and deliver community shed facility in Falcon	2.5	Capital	100	930			Project Management Community Development
C10	Mandurah Performing Arts Centre Advocate for funding and undertake facility refurbishments and upgrades (including HVAC system replacement) to the Mandurah Performing Arts Centre in line with the facility renewal program.	2.3 2.4 4.3	Capital	5,099	150	●		Project Management Office of Mayor and Councillors
C11	Lakelands Youth Park Develop a detailed design for a new skate and youth park facility in Lakelands.	2.3 2.5	Capital	150	1,450			Project Management Community Development
C12	Town Beach Surf Life Saving Outpost Surf life saving equipment storage and first aid provision to accommodate beach safety patrols at Town Beach.	2.3	Capital	400				Healthy Communities Project Management

Strategy Development and Strategic Planning

C13	Literacy Strategy (TRANSFORM MANDURAH) Develop a Literacy Strategy to guide advocacy and investment in improved learning outcomes for Mandurah.	2.4	Operating	✓	✓			Place and Community Economic Development
C14	Mandurah Health Precinct Structure Plan (TRANSFORM MANDURAH) Undertake a review of the Mandurah East Structure Plan, including land uses and transport networks, to guide future development of the Health Precinct.	2.1 2.6	Operating	✓				Strategic Planning and Urban Design Technical Services
C15	Age Friendly Strategy Develop a strategy that supports older adults within Mandurah's community.	2.1 2.3 2.5	Operating	✓				Healthy Communities

No.	Project	Community Outcome	Funding Type	\$'000				Responsibility
				2026/2027	2027/2028	2028/2029	2029/2030	
C16	Homelessness and Street Present Action Plan	2.1	Operating	✓				Community Development
	Develop a new Homelessness and Street Present Action Plan.	2.2						
		2.3						
C17	Place Enrichment Strategy Develop a new Place Enrichment Strategy.	2.3	Operating	✓				Community Development
C18	Youth Development Strategy Develop a new Youth Development Strategy.	2.4	Operating	✓	✓			Youth Development
C19	City Centre Heritage Trail	2.1	Operating	58				Heritage and Community Capacity Strategic Planning and Urban Design
	Develop a plan and deliver City Centre Heritage Trail.	2.3						
		2.5						
Community Development								
C20	Mandurah Arts Festival	2.3	Operating	309	321	330	338	Arts and Culture
	Plan and deliver the City's annual Arts Festival.	2.4						
Infrastructure Renewals and Upgrades								
C21	Mandurah Road Pedestrian Bridge	2.2	Capital			✓		Office of Mayor and Councillors Project Management
	Advocate for funding to construct a new pedestrian bridge linking Madora Bay and Lakelands at the intersection of Banksiadale Gate and Mandurah Road.	2.5						
		3.4						
		4.4						
C22	Birchley Road Boat Ramp (Coodanup) Undertake an upgrade / replacement of the Birchley Road Boat Ramp infrastructure.	2.3 4.4	Capital	875				Marina and Waterways Project Management
C23	Coodanup Foreshore Stage 5 upgrade including planning, design and construction of carparking, path and landscaping works.	2.3 2.5	Capital	650				Landscape Services
C24	Dawesville Foreshore Staged upgrade including planning, design and construction of playground, landscaping and foreshore protection works.	2.3 2.5	Capital	25	50	500	500	Project Management
C25	Bardoc Reserve (Greenfields) Upgrade including design and construction of playground and landscaping.	2.3 2.5	Capital	400				Landscape Services
C26	Blue Bay Foreshore (Halls Head) Upgrade including planning, design and construction of playground and landscaping.	2.3 2.5	Capital	50	500	500		Project Management
C27	Glencoe Reserve (Halls Head) Plan and deliver reserve upgrades.	2.3 2.5	Capital	10	450			Landscape Services

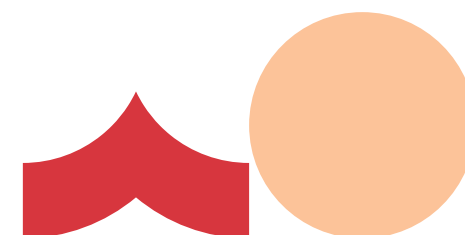
No.	Project	Community Outcome	Funding Type	\$'000				Responsibility
				2026/2027	2027/2028	2028/2029	2029/2030	
C28	Milgar Reserve (Mandurah) Plan and deliver reserve upgrades.	2.3 2.5	Capital			10	500	Landscape Services
C29	Mississippi Amazon Reserve Design and construction of upgrades to Mississippi Amazon Park.	2.3 2.5	Capital	10	360	360		Landscape Services
C30	Parkridge Boat Ramp (Bouvard) Undertake an upgrade / replacement of the Parkridge Boat Ramp infrastructure.	2.3 4.4	Capital	✓			1,366	Marina and Waterways Project Management
C31	Coote Reserve Plan and deliver reserve upgrades.	2.3 2.5	Capital	5	40	310		Project Management
C32	Merlin Reserve Master Plan Plan and deliver reserve upgrades including lighting and storage.	2.3 2.5	Capital	670				Project Management
C33	Peelwood Reserve Oval Storage Plan and deliver reserve upgrades including oval storage.	2.3 2.5	Capital	150				Project Management



Budgeted programs

No.	Programs	Community Outcomes	Frequency	Funding Type	\$'000				Responsibility
					2026/2027	2027/2028	2028/2029	2029/2030	
C01	Club Night Lights and Community Sport and Recreation Facility Fund (CSRFF) Administer the State Government initiated Sport and Recreation funding programs within the grant funding program guidelines.	2.6	Recurring	Capital	158	164	169	173	Recreation Services
C02	Club Development Delivery of initiatives to support sustainable, financially viable and well-governed clubs that meet the needs of members.	2.3 2.5	Recurring	Operating	✓	✓	✓	✓	Recreation Services
C03	Funding and Grant Facilitation Administer the Kidsport Program and facilitate the Outstanding Representative and Club Grant Programs.	2.3 2.5	Recurring	Operating	443	460	472	484	Recreation Services
C04	Sports Awards Recognise and Celebrate the achievements of Mandurah's Sporting Community.	2.4	Recurring	Operating	36	37	38	39	Recreation Services
C05	Community Initiated Infrastructure Program Progress expression of interests and applications in accordance with Community Initiated Infrastructure Policy.	2.3 2.5	Recurring	Operating	✓	✓	✓	✓	Recreation Services
C06	Public Health and Wellbeing Plan Deliver and report on the City of Mandurah Public Health and Wellbeing Plan.	2.3 2.5	Recurring	Operating	35	36	37	38	Healthy Communities
C07	Access and Inclusion Plan Deliver and report on the Access and Inclusion Plan.	2.3 2.5	Recurring	Operating	60	62	64	66	Heritage and Community Capacity
C08	Arts and Culture Strategy Deliver and report on the Arts and Culture Strategy.	2.4	Recurring	Operating	395	405	411	421	Arts and Culture
C09	Community Safety Strategy Deliver and report on the Community Safety Strategy.	2.3	Recurring	Operating	277	61	63	65	Community Development
C10	Homelessness and Street Present Action Plan (Sector Led) Deliver and report on the Homelessness and Street Present Action Plan.	2.1 2.2 2.3	Recurring	Operating	22	23	24	27	Community Development

No.	Programs	Community Outcomes	Frequency	Funding Type	\$'000				Responsibility
					2026/2027	2027/2028	2028/2029	2029/2030	
C11	Place Enrichment Strategy Deliver and report on the Place Enrichment Strategy.	2.3	Recurring	Operating	136	146	154	163	Community Development
C12	Mandjoogoordap Framework (former RAP) Develop, implement and report on the reconciliation efforts.	2.4	Recurring	Operating	43	45	46	47	Heritage and Community Capacity
C13	Youth Development Strategy Deliver and report on the Youth Development Strategy.	2.4	Recurring	Operating	227	240	246	252	Youth Development
C14	Local History and Heritage Deliver and report on the key activities.	2.3 2.4	Recurring	Operating	76	79			Heritage and Community Capacity
C15	Mandurah Performing Arts Centre (ManPAC) Provide funding and support to the Mandurah Performing Arts Centre to deliver arts development programs and services.	2.4	Recurring	Operating	850	882	906	929	Arts and Culture



Focus Area 3: Environment

Community Outcomes

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| 3.1. Nature has a voice in all decision making | 3.4 Our built environment is clean, accessible and sustainable |
| 3.2. A shared responsibility for our environment with a focus on engagement, education and respect | 3.5 Our coast and waterways are healthy and celebrated |
| 3.3. Our natural environment is celebrated, protected and restored for generations to come | |

Major projects

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No.	Project	Community Outcome	Funding Type	\$'000				Responsibility
				2026/2027	2027/2028	2028/2029	2029/2030	
Waste Management								
E01	Waste Management Centre Develop a master plan for the Waste Management Centre.	3.3 3.4	Operating	106				Waste Management
E02	Tims Thicket Septage Facility Plan for the decommissioning of the Tims Thicket Septage Facility.	3.3 3.4	Capital					Waste Management
Coastal and Marine Renewals and Upgrades								
E03	Soldiers Cove and Dalrymple Park Develop and implement a master plan for the replacement of the Soldiers Cove Seawall and upgrades to the foreshore park between the Mandurah Bridge and Winjan Place.	3.3 3.5	Capital	75	300	1500	1500	Marina and Waterways Landscape Services Strategic Planning and Urban Design Project Management
E04	Doddi's Beach Coastal Erosion Protection Construct Doddi's Beach Coastal Erosion Protection structure.	3.3 3.5	Capital	1,319	1,319			Marina and Waterways

No.	Project	Community Outcome	Funding Type	\$'000				Responsibility
				2026/2027	2027/2028	2028/2029	2029/2030	
Strategy Development and Strategic Planning								
E05	Restoration of the Peel Harvey Estuary and Waterways (TRANSFORM MANDURAH) Advocate and support the Peel Harvey Catchment Council in environmental restoration activities to improve the water quality and health of the Peel Harvey waterways.	3.3 3.5	Operating	✓	✓	✓	✓	Office of Mayor and Councillors Environmental Services
E06	Southern Beaches Coastal Hazard Risk Management and Adaptation Plan (CHRMAP) Implementation Plan Develop an Implementation Plan for the Southern Beaches CHRMAP	3.3 3.5	Operating	✓				Marina and Waterways
E07	Estuarine Coastal Hazard Risk Management and Adaptation Plan (CHRMAP) Development of a CHRMAP for the City's estuarine environment.	3.3 3.5	Operating	253	186	22		Marina and Waterways
E08	Ecological Corridors Plan Draft the Ecological Corridors Plan to identify and protect pathways for fauna to safely traverse across the Mandurah landscape.	3.3	Operating	✓				Bushland Management
E09	Northern Beaches Access Plan Develop a master plan to guide the installation and management of access to Mandurah's Northern beaches.	3.2 3.3 3.5	Operating	✓				Marina and Waterways
E10	Fauna Conservation Management Plan Identify priority species in Mandurah Bushland reserves and identify actions to ensure their presence in Mandurah for the future.	3.3	Operating		✓	✓		Bushland Management
E11	Arterial Streetscape Master Plan Develop an Arterial Streetscape Master Plan to increase canopy coverage along major arterial routes.	3.4	Operating		✓			Landscape Management

No.	Project	Community Outcome	Funding Type	\$'000				Responsibility
				2026/2027	2027/2028	2028/2029	2029/2030	
E12	Urban Canopy Plan Develop an Urban Canopy Plan in line with the State's Perth and Peel Greening Strategy, including a community-led vision for Mandurah's urban canopy.	3.2 3.4	Operating	✓				Landscape Management
E13	Litter and Illegal Dumping Plan Develop a litter and illegal dumping plan to encourage better compliance from community with the City's waste management system and guide rapid and effective response to littering and illegal dumping incidents.	3.2 3.3 3.4 3.5	Operating	✓				Environmental Engagement Waste Management
E14	Energy Management and Carbon Emission Reduction Plan Review the City's Carbon Emission Reduction Plan and include consideration of energy management procedures to ensure an abundance of affordable clean energy to support City operations.	3.2 3.4	Operating	✓				Environmental Engagement
E15	Mandurah Biodiversity Strategy Review and update the Bushland Conservation and Management Strategy.	3.1 3.3	Operating		44			Bushland Management



Budgeted programs

No.	Programs	Community Outcomes	Frequency	Funding Type	\$'000				Responsibility
					2026/2027	2027/2028	2028/2029	2029/2030	
E01	Waste Management and Education Implement the City's Waste Management and Waste Education Plans and report on performance.	3.3 3.4	Recurring	Operating	137	142	146	150	Waste Management Environmental Engagement
E02	Coastal Planning and Risk Management Implement the recommendations of the CHRMAPs to ensure protection and enhancement of the City's coastal and marine built and natural environment.	3.3 3.5	Recurring	Operating	✓	✓	✓	✓	Marina and Waterways
E03	Environment Strategy Implement the recommendations of the City's Environmental Strategy	3.1 3.2 3.3 3.4 3.5	Recurring	Operating	426	442	454	466	Natural Environment
E04	Biosecurity Program Implement the City's biosecurity program targeting the control of feral animals and pest plants.	3.3	Recurring	Operating	116	120	124	127	Bushland Management
E05	Water Monitoring and Management Implement the urban lakes monitoring and management program.	3.3 3.5	Recurring	Operating	65	68	70	71	Landscape Management
E06	Waterwise Council Program Implement the Waterwise Council program.	3.2 3.3 3.4	Recurring	Operating	63	66	67	69	Landscape Management
E07	Bushland Management Plans Review and implement Bushland Management Plans for City managed bushland reserves.	3.2 3.3	Recurring	Operating	50	51	53	54	Bushland Management
E08	Greening Mandurah Framework Implement actions under the Greening Mandurah Framework.	3.2 3.4	Recurring	Operating	92				Landscape Management

No.	Programs	Community Outcomes	Frequency	Funding Type	\$'000				Responsibility
					2026/2027	2027/2028	2028/2029	2029/2030	
E09	Groundwater Operating Plan Undertake groundwater monitoring and reporting in alignment with approved groundwater allocations and plan for the City's future groundwater irrigation needs.	3.3 3.4	Recurring	Operating	91	94	97	99	Landscape Management
E10	Environmental Education and Volunteering Deliver environmental education programs and engage community in environmental volunteering opportunities.	3.2 3.3 3.5	Recurring	Operating	88	91	93	96	Environmental Engagement
E11	City Waste Plan Review the City's Waste Plan and seek endorsement from the Department of Water and Environmental Regulation.	3.3 3.4	Recurring	Operating	✓	✓	✓	✓	Waste Management



Focus Area 4: Leadership

Community Outcomes

- 4.1 A clear and shared vision for Mandurah's future
- 4.2 Sound decisions based on evidence and meaningful engagement
- 4.3 Effective advocacy focused on the needs of the community and strong relationships with key stakeholders

- 4.4 Well-maintained assets and facilities that meet the needs of our community
- 4.5 Responsible, transparent value for money delivery of well planned, sustainable, projects, programs and services
- 4.6 A committed, innovative, effective and values driven Council and workforce

Major projects

\$ Value = Total Cost Estimate '000

Capital Project amounts exclude Depreciation Costs.
Operating Projects and Budgeted Program amounts exclude Staff / Labour Costs and Depreciation Costs.

✓ = Existing Operations

Internal Staff / Labour Costs only.

● = City/External Funding Required

City contributions to be considered through the Long Term Financial Plan.

No.	Project	Community Outcome	Funding Type	\$'000				Responsibility
				2026/2027	2027/2028	2028/2029	2029/2030	
Strategic Planning								
L01	Strategic Community Plan Review Undertake periodical reviews of the City of Mandurah 20-Year Strategic Community Plan 2024-2044.	4.1 4.6	Operating		109			Strategy
L02	Corporate Business Plan Undertake an annual review of the City's 4-Year Corporate Business Plan.	4.5	Operating	✓	✓	✓	✓	Strategy
L03	Local Planning Strategy: Review and Update Undertake a review and update to the Local Planning Strategy to ensure alignment with the Strategic Community Plan and recently progressed Council strategies and plans.	4.5	Operating	✓	✓			Strategic Planning and Urban Design
L04	Advocacy Strategy Develop a new Advocacy Strategy - State and Federal elections - 2029	4.3	Operating			✓		Advocacy and Engagement
Communication and Engagement								
L05	Community Sentiment and Perception Develop a model to track and evaluate community sentiment and perception for the City's programs and services.	4.2	Operating	✓				Communications and Civic Affairs

No.	Project	Community Outcome	Funding Type	\$'000				Responsibility
				2026/2027	2027/2028	2028/2029	2029/2030	
Administration								
L06	New Operations Centre Plan, design and construction for the City's new Northern Operations Centre.	4.4	Capital	200	300	1,500	4,000	Project Management
L07	Administration Building Refurbishment Plan, design and deliver the refurbishment of the Administration Building including the Ventilation and Air-Conditioning (HVAC) system replacement.	4.4	Capital	150	2,000		250	Project Management



Budgeted programs

No.	Programs	Community Outcomes	Frequency	Funding Type	\$'000				Responsibility
					2026/2027	2027/2028	2028/2029	2029/2030	
L01	Strategic Communications Develop and deliver communication campaigns across the 4 key focus areas.	4.1	Recurring	Operating	✓	✓	✓	✓	Strategic Communications
L02	Civic Events and Citizenship Ceremonies Plan and deliver regular Civic Events and Citizenship Ceremonies.	4.6	Recurring	Operating	✓	✓	✓	✓	Office of the Mayor and Councillors
L03	State and Federal Funding Requests Develop Advocacy Plans for priority City of Mandurah projects to seek government funding support through annual budget and election cycles.	4.3	Recurring	Operating	✓	✓	✓	✓	Advocacy and Community Engagement
L04	Community Engagement Develop and implement community engagement plans for City of Mandurah Major Projects, and support teams to develop and implement community engagement plans for localised projects.	4.2 4.3 4.5	Recurring	Operating	✓	✓	✓	✓	Advocacy and Community Engagement
L05	Customer Service and Community Engagement Strategy Undertake a review of the City's Customer Service Strategy and Community Engagement Framework, and develop a consolidated approach for the delivery and evaluation of customer service and engagement activities.	4.2 4.5 4.6	Recurring	Operating	✓				Customer Services Advocacy and Engagement
L06	Long Term Financial Plan Develop and review (annually) the City's Long Term Financial Plan.	4.5 4.6	Recurring	Operating	✓	✓	✓	✓	Financial Services
L07	Annual Budget and Fees and Charges Develop, manage and monitor the City's annual budget and conduct annual reviews of the schedule of fees and charges.	4.3 4.4 4.5	Recurring	Operating	✓	✓	✓	✓	Financial Services
L08	Child Safe Organisation Develop, implement and report on the Child Safe Organisation Plan.	4.6	Recurring	Operating	✓	✓	✓	✓	Place and Community
L09	ICT Strategy Develop, implement and review ICT Strategy.	4.5	Recurring	Operating	✓	✓	✓	✓	Systems and Digital Services

No.	Programs	Community Outcomes	Frequency	Funding Type	\$'000				Responsibility
					2026/2027	2027/2028	2028/2029	2029/2030	
L10	Workforce Health and Safety program Plan and deliver activities that focus on the physical and mental wellbeing of the City's workforce.	4.6	Recurring	Operating	✓	✓	✓	✓	People and Culture
L11	Culture Program Plan, deliver and review activities that build a constructive workplace culture for the City's workforce.	4.6	Recurring	Operating	✓	✓	✓	✓	People and Culture
L12	Learning and Development Program Plan, deliver and review learning and development opportunities that build the capability and capacity of the City's workforce.	4.6	Recurring	Operating	✓	✓	✓	✓	People and Culture



City Services

The City has 39 service areas, each playing a part in delivering on Mandurah's shared vision. Every service area creates service statements annually, focusing on service delivery, service levels, resource allocation, risks and performance measures, ensuring we continue to stay aligned with what matters most to our community.



Economy: *Empowering our community to thrive*

- Economic Development
- Strategic Planning and Urban Design
- Building and Compliance
- Statutory Planning and Lands
- Festivals and Events



Community: *A city with a village heart, everyone has a place in our communities*

- Health Services and Health Promotion
- Emergency Management
- Ranger and Parking Services
- Community Development
- Library Services
- Arts and Culture
- Youth Development
- Heritage and Community Capacity
- Recreation Centres
- Recreation Services
- Seniors
- Customer Services



Environment: *Built in nature, not on nature*

- Waste Management
- Coastal Adaptation
- Environmental Engagement
- Bushland Management
- Marina and Waterways
- Landscape Services
- Landscape Management
- Operations Services
- Technical Services
- Project Management



Leadership: *Advocating and delivering possibility for everyone*

- Governance and Legal Services
- Risk and Compliance
- Commercial Services
- Financial Services
- Business Systems
- Information and Communication Technology (ICT)
- People and Culture
- Safety
- Civic Affairs
- Strategic Communications
- Advocacy and Engagement
- Corporate Planning and Performance

Measuring success

Focus Area 1: Economy – Empowering our community to thrive

● = City Controlled

○ = City Influenced

Community Outcome		Key Performance Indicators (KPI)		How it is Measured	Data Source / Methodology
1.1	Local jobs to retain our people and attract skilled workers	Unemployment rate gap between Mandurah and Perth Metropolitan Area *SCP Ec01	○	Mandurah's Unemployment Rate - Perth Metropolitan Area's Unemployment Rate	ABS Labour Force SA4 Survey data DEWR SALM LGA (unemployment data)
		Youth unemployment rate in Mandurah.	○	No. of people aged 15–24 not in work / Total No. people in the labour force aged 15–24	.idcommunity, social atlas
		Increase in the workforce participation rate. *SCP Ec08	○	No. working aged people engaged in the workforce	ABS Labour Force Survey
		% of residents working in Mandurah	○	ABS Census self-sufficiency data	.idcommunity, economic profile
		Reduction in the percentage of Mandurah residents receiving Federal Government social support payments **TM 1.1	○	No. of Mandurah residents receiving Federal Government social support payments compared year upon year	ABS Census data / Department of Social Services data
1.2	A diversified economy that supports growth sectors	Decrease in the Worker Concentration Ratio in the five largest industries within Mandurah *SCP Ec02	○	No. of workers per sector	ABS Labour Force Survey ABS Industry Employment data
		Business Diversity Index	○	No. of registered businesses by sector	ABS Industry data Herfindahl-Hirschman Index (HHI), adapted for sectoral distribution of businesses.
		Increase in Gross Regional Product (Total and Sector). *SCP Ec03	○	Cost of output to consumers less cost of inputs used in production to producers	ABS productivity data SA4 Survey
1.3	Well-planned, sustainable urban development	% YoY Increase in the value (\$) of building work approved *SCP Ec04	○	Sum of building approvals issued (in \$ value) per annum	ABS Building Approvals City data
		Remain within WALGA's top 5 local governments for Planning and Building Performance Ranking	●	WALGA Annual Planning and Building Performance Monitoring Survey	City data provided to WALGA for assessment

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Community Outcome		Key Performance Indicators (KPI)	How it is Measured	Data Source / Methodology
1.4	A thriving city that residents are proud to call home and people want to visit	YoY % Increase in number of tourists / visitors *SCP Ec05	○ Total number of annual daytrips and overnight visits compared year upon year	Tourism Research Australia (TRA) Mandurah Visitor Centre data
		YoY % increase in value of visitor spending	○ Total value of visitor spending compared to previous year	Commbank Council iQ Visitor spend data
		% Average occupancy rate of accommodation and facilities within Mandurah	○ Number of occupied rooms / number of rooms offered that are available	Tourism Research Australia (TRA) Domestic Tourism Statistics / Destination Perth Monthly Reports
		% Delivery of City's Festivals and Events Strategy	● Based on progress of Action Plan delivery	City data
		Event satisfaction (Christmas Lights Trail / Crab Fest / Winter in Mandurah)	● Survey score	Events Satisfaction Survey
		Increase/maintain No. of new residents / population growth within forecast (%) *SCP Ec06	○ (Current ERP - Previous ERP) / Previous ERP × 100	ABS Estimated Resident Population
1.5	A supportive business environment where investment is encouraged, and entrepreneurship prospers	Gap in survival rate of business registrations, year on year, between Mandurah and Perth Metropolitan Area	○ ABN registrations for previous year / ABN registrations current year (same businesses)	Australian Business Register (ABR) data
		% Increase in number of new businesses registered (Total and Sector) *SCP Ec07	○ Number of new businesses registrations (Total and Sector) compared year upon year	Australian Business Register (ABR) data
1.6	A highly skilled workforce supported by strong education and training opportunities	% of people employed in the managers, professionals and trade occupations	○ No. of people employed in the managers, professionals and trade occupations / Total No. people employed	ABS Labour Force Survey
		Increase in access to tertiary education and workforce training options *SCP Ec09	○ No. of local enrolments in TAFE/university/ vocational programs	Department of Education data Local Training Providers
		Increase in the percentage of working age Mandurah residents with a bachelor's degree or above **TM 4.2	○ % of working age Mandurah residents with a bachelor's degree or above compared year upon year	ABS Census data Department of Education data



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Focus Area 2: Community – A city with a village heart

● = City Controlled

○ = City Influenced

Community Outcome		Key Performance Indicators (KPI)	How it is Measured	Data Source / Methodology
2.1	Access to support services that enhance opportunities for everyone	Reduction in the relative level of generational social disadvantage (SEIFA Index relative to Perth baseline). *SCP C01	○ SEIFA Index relative to Perth baseline	ABS SEIFA data / Community Service Providers
		Reduction in the percentage of children that are developmentally vulnerable or at risk **TM 3.1	○ % of children that are developmentally vulnerable or at risk compared year upon year	Department of Communities data / Australian Early Development Census
		Improvement in NAPLAN results for schools within the city. **TM3.2	○ Comparison and analysis of NAPLAN results	Department of Education data
2.2	Safe and connected communities	Improved community perception of safety	○ Average score from resident surveys on feeling safe	Community Survey
		% Decrease in the number of criminal offences recorded *SCP C02	○ No. of criminal offences recorded compared year upon year	Police / Crime data / statistics
		% implementation of the Community Safety Strategy	● Based on progress of Action Plan delivery	City data
		% implementation of the Child Safe Plan	● Based on progress of Action Plan delivery	City data
		% implementation of the Shared Approach to Homelessness action plan	● Based on progress of Action Plan delivery	City data
		% of homeless camping complaints closed within the month	● Number of complaints received and successfully dealt with	City data
		# of infringements issued	● Number of infringements issued	City data
2.3	Inclusive and welcoming places, spaces and neighbourhoods	% Implementation of the Place Enrichment strategy	● Based on progress of Action Plan delivery	City data
		% Implementation of the Access and Inclusion Plan	● Based on progress of Action Plan delivery	City data
		% Implementation of the Youth Strategy	● Based on progress of Action Plan delivery	City data
		% Implementation of the Age Friendly Strategy	● Based on progress of Action Plan delivery	City data

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Community Outcome		Key Performance Indicators (KPI)	How it is Measured	Data Source / Methodology
2.4	An enriched, creative, and empowered community that values culture, heritage and lifelong learning	Improved community satisfaction for Mandurah's cultural activities and libraries *SCP C04	● Avg. score from post-event and library user surveys	Community Survey / Internal event / Library feedback systems
		% Implementation of the Aboriginal Engagement Framework (former Reconciliation Action Plan)	● Based on progress of Action Plan delivery	City data
		% Implementation of the Arts and Culture Strategy	● Based on progress of Action Plan delivery	City data
		Event satisfaction (Mandurah Arts Festival / Mandurah Open Studios)	● Based on general feedback and survey results	City data
		% increase in visitation to Mandurah Museum	● Number of museum visits compared year upon year	City data
		Improved community recognition and respect for Mandurah's local heritage and culture *SCP C05	● Community recognition and respect for Mandurah's local heritage and culture compared year upon year	Community Survey
2.5	A healthy lifestyle and healthy community, with an emphasis on prevention	Improved community health outcomes - Physical activity - Mental Health - Smoking - Alcohol use - Vector borne disease - Quality Adjusted Life Years/ Average Life Expectancy *SCP C06	○ Indicator values from HWSS and Public Health Reports	WA Health / Local Health Data
		% Implementation of the Public Health and Wellbeing Plan	● Based on progress of Action Plan delivery	City data
		% Increase in participation in City-led health programs	● (This year's participants - Last year's participants) / Last year's participants × 100	City health and wellbeing program records
2.6	Modern health facilities and services that are local, accessible, affordable, and fit for purpose	No. of Advocacy contact points for local health access and availability of services	● Count of distinct health advocacy submissions, meetings, and formal correspondence annually	Mayor / CEO correspondence records / Council advocacy log
		% Increase in the number of local specialist services available **TM 5.1	○ No. of specialist services available in Mandurah compared year upon year	Department of Health data
		% Reduction in emergency department wait times **TM 5.2	○ Average emergency department wait times (Peel Health Campus) compared year upon year	Department of Health data
		Improved community satisfaction with available access to local health services *SCP C07	○ Community satisfaction with available access to local health services compared year upon year	Department of Health data / Community Survey

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Focus Area 3: Environment – Built in nature, not on nature

● = City Controlled

○ = City Influenced

Community Outcome		Key Performance Indicators (KPI)		How it is Measured	Data Source / Methodology
3.1	Nature has a voice in all decision-making	% of environmental implication assessments completed as part of approving City projects and strategies	●	No. of City projects and strategies that assess environmental implications / Total projects and strategies	City data
3.2	A shared responsibility for our environment with a focus on engagement, education and respect	Total number of volunteer hours provided in support of the City's environmental programs	●	Total hours reported by registered volunteers	City data
		No. of people participating in Environmental programs	●	No. of attendees at environmental events	City data
3.3	Our natural environment is celebrated, protected and restored for generations to come	Bushland condition score (where Bushland Management Plans are in place) *SCP E05	●	Condition index using vegetation assessments	City data
		% of bushland managed under a bushland management plan	●	Hectares of bushland managed under City stewardship annually	City data
		% increase in urban tree canopy *SCP E02	○	Area of tree coverage compared every five years	Department of Planning Heritage and Lands
		Improved satisfaction with conservation and environmental management *SCP E01	●	Community satisfaction with conservation and environmental management outcomes compared year upon year	Community Survey
		Annual Waterwise accreditation result (Maintain Gold status or improve) *SCP E04	●	Achievement of Waterwise accreditation	Department of Water accreditation
		MARC Annual Waterwise accreditation result	●	Achievement of Waterwise accreditation	Department of Water accreditation
		% change in locally occurring priority native species **TM 6.3	●	% annual change in locally occurring priority native species	Department of Biodiversity Conservation and Attractions data (DBCA) / City data
3.4	Our built environment is clean, accessible and sustainable	% increase in renewable energy used in City operations within the City's control *SCP E03	●	(Renewable energy used / Total energy used in City facilities) × 100	City energy contracts and utility bills
		% decrease in carbon emissions from City operations within the City's control	●	Baseline emissions - Current emissions / Baseline emissions × 100	Corporate Emissions Inventory / Environment Strategy Reporting
3.5	Our coast and waterways are healthy and celebrated	Maintain the Peel Harvey Estuary's Ramsar-listed status *SCP E07	○	Ramsar listing status achieved / maintained	Department of Climate Change, Energy, the Environment and Water
		Protection of the coastal values identified in the City's CHRMAs	●	% implementation of the CHRMAs Action Plans	CHRMAs Action Plans

Focus Area 4: Leadership – Advocating and delivering possibility for everyone

● = City Controlled

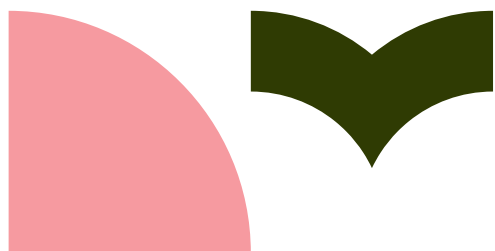
○ = City Influenced

Community Outcome		Key Performance Indicators (KPI)	How it is Measured	Data Source / Methodology
4.1	A clear and shared vision for Mandurah's future	Community Perception - A clear vision and plan for Mandurah's future *SCP L01	● Community recognition that a clear vision and plan for Mandurah's future exists	Community Survey
4.2	Sound decisions based on evidence and meaningful engagement	Improved stakeholder support for strategic initiatives *SCP L03	● Community satisfaction of strategic initiatives. Satisfaction levels compared year upon year	Community Survey
		% of plans / strategies (that have direct impacts on the community) that are publicly advertised before adoption (alignment with IAP2 framework)	● No. of plans / strategies advertised prior to adoption / Total No. of plans / strategies adopted	City data
4.3	Effective advocacy focused on the needs of the community and strong relationships with key stakeholders	% of advocacy priorities linked to the Strategic Community Plan community outcomes	● # of advocacy priorities linked to the Strategic Community Plan community outcomes / Total Advocacy Priorities	City data
4.4	Well-maintained assets and facilities that meet the needs of our community	Asset sustainability ratio	● (Capital renewal and replacement cost / Depreciation) × 100	City data
		% of assets meeting Asset Condition Ratings	● (Assets rated as 'fit for purpose' / (Total assessed assets) × 100	City data
		% projects on budget	● (Total cost of Projects / Total budget for projects) × 100	City data
		% projects on time	● (Projects on track / Total active projects) × 100	City data
4.5	Responsible, transparent, value for money delivery of well planned, sustainable, projects, programs and services	% compliance with statutory obligations	● (Obligations fulfilled / Total statutory obligations identified annually) × 100	City data
		% of required policy and strategy reviews completed	● (Number of reviews completed / Reviews scheduled for the year) × 100	City data
		Operating surplus ratio	● (Operating revenue - Operating expenses) / Own source revenue × 100	City data

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Community Outcome		Key Performance Indicators (KPI)		How it is Measured	Data Source / Methodology
4.6	A committed, innovative, effective, and values driven Council and workforce	Staff Culture Score	●	Mean response score across staff survey domains	Culture Survey (e.g., Human Synergistics)
		Work Health and Safety (WHS) Audit compliance score (%)	●	LGIS Work Health and Safety Audit	LGIS data
		First Contact Resolution Rate (%)	●	% of customer requests / enquiries closed at first point of contact (Contact Centre)	City data
		% customer requests resolved within agreed service levels	●	(Requests resolved within timeframes / Total service requests) × 100	City data
		Customer Satisfaction (%)	●	Average satisfaction score across service touchpoints (scale 1–5)	City data
		Customer Effort Score (CES)	●	Community perception of how easy City services are to access Purpose: To track how easy services are to access	Community Survey
		Service uptime for digital platforms (%)	●	Total time (%) that the City's digital platforms are online (providing service to customers) Purpose: To reflect digital readiness and reliability	City data



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Alternate formats of the Strategic Community Plan are available upon request.



3 Peel St, Mandurah, Western Australia 6210
Email council@mandurah.wa.gov.au
Phone (08) 9550 3777

