



Proposed Council Plan

Whitehorse City Council



2017
/21

“A healthy vibrant, prosperous and sustainable city supported by strong leadership and community partnerships”

(City of Whitehorse Vision 2013-2023)



WELCOME

Welcome to Whitehorse City Council's *Council Plan 2017-2021* (*Council Plan*).

The *Council Plan* details how we will secure our municipality's liveability, prosperity and sustainability now and into the future while also focusing on our approach to working with our community, key stakeholders, community organisations and other levels of government to achieve our goals.

The *Council Plan* was developed through extensive community engagement, with Council embarking on one of our most comprehensive community engagement programs, Your Say Whitehorse. Your Say Whitehorse provided a wonderful opportunity for Council to understand more fully our community, and their needs and expectations of Council. This insight allowed us to better understand, from the community's perspective, where we (Council and community) are now, where we want to be, and ultimately, how we will get there.

Through engaging with our community and enabling this to feed into the decision-making process, we developed a series of goals which form the overarching framework for Council in this *Council Plan*. These goals are underpinned by the Strategic Directions contained within our community's long-term vision, '*Council Vision 2013-2023*', which are broad statements that articulate the aspirations of our community for the future.

Under each goal within the Council Plan, we have listed our approach to achieving that goal, including measures of success. In other words, we have listed what we plan to achieve (goal), what we will do to achieve that goal (approach) and how we will track our progress (measures of success).

The *Council Plan* also includes the *Strategic Resource Plan (SRP)*, which sets out the resources that will underpin the delivery of the Council Plan.

This Council Plan will guide what we do for the next four years to ensure our city is – and continues to be – a healthy, prosperous and sustainable community supported by strong leadership and community partnerships.

Development of the Council Plan

The Council Plan 2017-2021 is the result of several months of planning and deliberation that involved:



CONTENTS

The Community's Vision	1
Vision	1
Mission	1
Values	1
Message from the Mayor	2
Message from the Chief Executive Officer	3
About the City of Whitehorse	4
Councillors	8
The Organisation	10
Council's Integrated Corporate Planning and Reporting Framework	11
Council Plan 2017-2021	14
Strategic Direction 1 – Support a healthy, vibrant, inclusive and diverse community	15
Strategic Direction 2 – Maintain and enhance our built environment to ensure a liveable and sustainable city	18
Strategic Direction 3 – Protect and enhance our open spaces and natural environments	20
Strategic Direction 4 – Strategic leadership and open and accessible government	22
Strategic Direction 5 – Support a healthy local economy	25
Overall Supporting Strategies, Plans and Policies	27
Strategic Resource Plan	31
Comprehensive Income Statement	46
Balance Sheet	47
Statement of Changes in Equity	48
Statement of Cash Flows	49
Statement of Capital Works	50
Statement of Human Resources	51
Statement of Planned Human Resources Expenditure	52
Statement of Planned Capital Works Expenditure	54

THE COMMUNITY'S VISION

VISION

We aspire to be a healthy, vibrant, prosperous and sustainable community supported by strong leadership and community partnerships.

MISSION

Whitehorse City Council, working in partnership with the community to develop and grow our municipality through good governance, proactive strategic planning and advocacy, efficient, responsive services and quality infrastructure.

VALUES

In pursuing its goals, Whitehorse City Council believes in and is committed to the following values:

Consultation and Communication

Ensuring that members of our community are both, sufficiently informed and able to contribute, to Council's decision-making processes.

Democracy and Leadership

Recognising and valuing community participation in Council's decision-making as well as Council's role in providing leadership to the community.

Equity and Social Justice

Respecting and celebrating our social diversity to promote an inclusive community.

Integrity

Making decisions and acting in ways that reflect our values.

Openness and Accountability

Being transparent in its decision-making, Council welcomes public scrutiny and community feedback.

Sustainability

Making decisions about our social, economic, built and natural environments that will benefit both present and future generations.

Wellbeing

Commitment to supporting the community in all areas of health and wellbeing.

MESSAGE FROM THE MAYOR

The City of Whitehorse is a healthy, vibrant, prosperous and sustainable city with a culturally-diverse community. With a population of over 165,000, Council's key role is to support our community through the provision of quality programs and services for all of those who live, work, study and play in the municipality.

We support businesses and industry, which in turn creates greater economic opportunities and local jobs. We value our natural environment and embrace sustainability. We are a city rich in the arts and in our culture, while also being proud of our heritage.

Our city is continuing to grow and transform. We need a plan that not only meets the needs of our current community but also secures the health, prosperity, liveability and sustainability for our future generations. Our *Council Plan* embodies the vision, mission and values of our community, and sets the overall direction and goals for the municipality. It drives our approach, to ensure that it meets the current and future challenges of our community.

Our *Council Plan* details how we will deliver on the programs and services over the medium term. Over the next four years, Council will devote \$692 million to programs and services and invest \$242 million on capital works, while managing \$2.2 billion worth of property, infrastructure, plant and equipment assets.

Over the next 12 months alone, Council's planned priorities are underpinned by expenditure of \$166 million on programs and services, including home and community care, sustainability, waste and recycling, health and family, leisure facilities, maintenance of sports fields, parks and gardens, planning and building, maintenance of roads, footpaths and drains, arts and culture, traffic and community laws, libraries, community development, and business and economic development to name a few.

As the Mayor of the City of Whitehorse, I am honoured to represent the needs and interests of our community through this *Council Plan*. This *Council Plan* will guide everything we do for the next four years to ensure the City of Whitehorse remains a healthy, vibrant, prosperous and sustainable city with a culturally-diverse community.



A handwritten signature in dark ink, reading "Denise Massoud".

Cr Denise Massoud
Whitehorse Mayor

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

As the Chief Executive Officer of Whitehorse City Council, it gives me great pleasure to present our community with the new *Council Plan 2017-2021*.

Created through extensive community consultation and considering the thoughts of more than 1,200 people throughout our community, the new *Council Plan* was developed with and for our community. Through conversing with our community, conducting online surveys, holding community workshops and community pop-ups, Whitehorse City Council employee workshops as well as speaking to the vast array of customers in our key services, we were able to use this community feedback and input to help shape and inform our new *Council Plan*.

This *Council Plan* details the goals Council will work towards over the next four years and the related approach we will implement to ensure our success, as well as including how these will be financed through our Strategic Resource Plan. The *Council Plan* is linked directly to the *Council Vision 2013-2023*, which guides the future direction of the municipality over a ten-year period.

Further refinements and contributions to this *Council Plan* and its priorities were also made by our new 10-member Council, who were elected in October 2016 and carry first-hand experience of the aspirations of our community.

We have taken what our community has told us as important and made them our priorities for the next four years. I encourage you to take the time to read this document and find out more about Council's goals, and invite you to join us as we embark on the next four years to ensure that the City of Whitehorse remains a healthy, vibrant, prosperous and sustainable city with a culturally-diverse community.



A handwritten signature in black ink that reads "Noelene Duff".

Noelene Duff
Chief Executive Officer

ABOUT THE CITY OF WHITEHORSE



- ▶ Whitehorse is a vibrant city with an estimated 165,557 residents
- ▶ Our median age is 39
- ▶ Between 2016 and 2031, the projected population growth in Whitehorse is 10%; lower than the metropolitan average of 20%
- ▶ 1 in 3 adults spend more than 7 hours a day sitting (on weekdays)
- ▶ 70% of residents participate in arts and cultural activities
- ▶ 49% of 20-24 year olds attend a tertiary institution
- ▶ Our ageing population is increasing with more than 22% of people over the age of 60
- ▶ 5.8% of the population are babies and preschoolers
- ▶ 85% of the population stated they could definitely access community services and resources
- ▶ Whitehorse has the second lowest average rates for local governments across Metropolitan Melbourne
- ▶ Combined Aqualink attendances in 2015/16 – 1,593,1116
- ▶ Whitehorse is placed among the least disadvantaged 13% of municipalities across the state
- ▶ Morack Golf Course attendances in 2015/16 – 97,486.

Location

The City of Whitehorse is located just 15 kilometres east of Melbourne and covers an area of 64 square kilometres. The municipality is bounded by the City of Manningham to the north, the cities of Maroondah and Knox to the east, the City of Monash to the south and the City of Boroondara to the west. Whitehorse's suburbs include Blackburn, Blackburn North, Blackburn South, Box Hill, Box Hill North, Box Hill South, Burwood, Burwood East, Forest Hill, Mitcham, Mont Albert, Mont Albert North, Nunawading, Surrey Hills, Vermont and Vermont South.

Residents

In 2016 Whitehorse had an estimated population of 165,557.

The 2011 Census found that the most common household type in Whitehorse was couples with children (34 per cent), followed by couples with no children and lone-person households (24 per cent), single-parent families (10 per cent), group households (4 per cent), other households (3 per cent) and other families (1 per cent).

The municipality has a lower proportion of pre-schoolers and a higher proportion of people of older people 60 years and over than Greater Melbourne. In 2011, 22 per cent of Whitehorse residents were aged over 60, including nine per cent aged over 75. Our median average age of 39 compared with 36 for the rest of greater Melbourne.

Population forecasts predict that in the next 10 years the biggest growth in service age groups will occur among seniors (70-84 year olds), which will account for more than 20 per cent of all population growth. In 2026 the largest service age group will be 'Parents and Homebuilders' (35-49 year olds), which will account for nearly 20 per cent of the population.

Whitehorse is a diverse community, with a third of residents born overseas and 27 per cent from countries where languages other than English are spoken. In total, more than 110 languages are spoken. The most common other than English are Mandarin, Cantonese, Greek, Italian, Vietnamese, Hindi, Sinhalese, Chinese and Punjabi.

History

The City of Whitehorse was proclaimed in December 1994, following the amalgamation of the former cities of Box Hill and Nunawading. The birth of the city reunited the suburbs which formed the original Shire of Nunawading for more than 100 years. The municipality derives its namesake and logo from a white horse dating back to the 1850s, when a white horse statue adorned the front entrance of the city's first hotel and two-storey building. Today, a memorial stands on the former site of the hotel and the white horse symbolises the city's identity.

The city is also recognised as the home of the arts, stemming from its relationship with Box Hill as the original site of the Artists Camp. In 1885, artists established the first of their camps at Box Hill, and while the camp only lasted three years, some of the artists, including Frederick McCubbin, returned to the area often. The city has an impressive art collection containing works by members of the Box Hill Artists Camp, including McCubbin, Roberts and Streeton.

Logo

The city's logo is modelled on the knight, which is one of the most powerful and flexible pieces in the game of chess. The significance of the white horse emanates from the historical and mythological representation of strength, courage and fertility. The symbol of the white horse in Celtic mythology comes from the Goddess Epona (Gaul), Macha (Eire) and Rhiannon (Britain), each a guardian of good fortune 'for monarch and tribe'. In astrology the white horse characterises freedom, strength and growth.

Services and Facilities

Whitehorse City Council provides more than 100 high quality services and facilities across a range of areas including home and community care; sustainability; waste and recycling; health and family; leisure facilities; maintenance of sports fields, parks and gardens; infrastructure; engineering; maintenance of footpaths, drains and roads; arts and culture; planning and building; traffic and community laws; libraries; community development; and business and economic development.

Parklands

The City of Whitehorse has more than 690 hectares of open space, including quality bushland reserves, parks, formal gardens, recreation reserves and trails, combined with tree-lined residential streetscapes to form a pleasant urban environment.

Assets

The City of Whitehorse has a broad base of infrastructure assets, which provide services for our community. These include 617km of roads, 32km of laneways, 1182 km of kerb and channel, 1182km of footpaths, 843km of stormwater drainage network, 375 buildings and facilities, 53 sports fields, 177 playgrounds, and an immense asset register of street trees as well as extensive bushland and parkland.

Employees

Council values its employees and the contribution they make to the organisation and the wider community. As at 30 June 2016, there were 699.94 equivalent full-time positions. Whitehorse has a high percentage of staff who live locally with approximately 38 per cent of the workforce (500 staff members) living in the municipality.

Features

Whitehorse is uniquely characterised by quiet, tree-lined residential streets; an abundance of parks, gardens and natural bushland reserves; bustling shopping centres; a diverse range of arts and cultural opportunities; and sports and leisure facilities.

The Whitehorse community has access to an extensive public transport system with trains, trams and buses serving the area. Whitehorse boasts some of the region's leading educational, medical and leisure facilities.

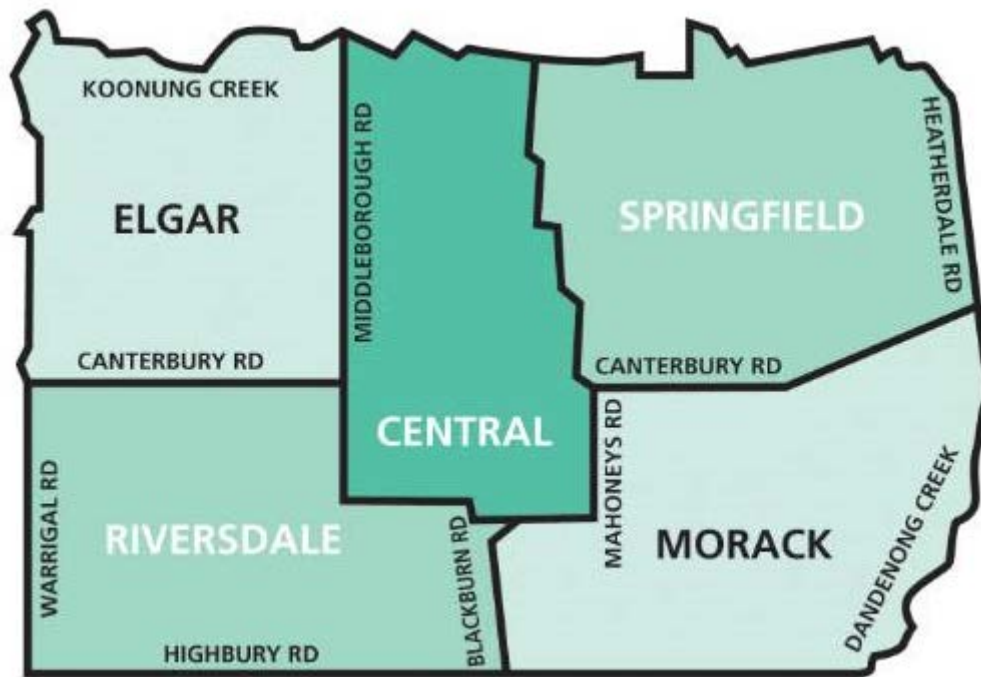
Local Attractions

Whitehorse has many attractions for its residents and visitors to discover and experience including the following:

- Box Hill Town Hall is a vibrant hub for Whitehorse community groups and includes an accredited art space to display Council's comprehensive art collection and a convenient meeting place for local businesses.
- The Whitehorse Centre, the city's premier arts and cultural centre, attracts thousands of theatre lovers each year. The Whitehorse Professional Theatre and Music Season showcases some of the best professional theatre from around the country.
- Schwerkolt Cottage and Museum complex in Mitcham is a heritage-listed pioneers' stone cottage in a garden setting surrounded by 2.25 hectares of bushland. This popular attraction is open to the community on weekends.
- The Box Hill Community Arts Centre is an artistic and cultural hub, and home to a wide variety of local arts and community groups. The centre offers art and craft classes, an exhibition space, art shop, and community meeting space.
- Blackburn Lake Sanctuary is one of the area's most significant environmental assets and is regarded as one of the most important bird refuges in metropolitan Melbourne.
- Aqualink Nunawading, Aqualink Box Hill, Sportlink Vermont South, Nunawading Community Centre and Morack Golf Course are facilities that attract thousands of people each week.
- An outstanding range of community events and festivals, including Australia Day celebrations, the annual Spring Festival, Swing Pop Boom Music Series and Carols by Candlelight.

COUNCILLORS

Elected by the community, the Council is the decision-making body that sets the strategic direction and policy of the municipality. The City of Whitehorse has 10 councillors elected by residents to govern the city. The municipality is divided into five wards, with two councillors elected to represent each ward.



The councillors were elected as representatives of the City of Whitehorse on 22 October 2016 for a four-year term. Collectively, they have responsibility for setting the strategic direction for the municipality, developing policy, identifying service standards and monitoring performance. The Mayor of Whitehorse is chosen by the councillors to serve as the principal ambassador for the city for a 12-month term.

The following councillors were elected in October 2016 to serve until the local government elections in October 2020.

CENTRAL WARD

Cr Denise Massoud (Mayor)

0409 230 499
denise.massoud@whitehorse.vic.gov.au

Cr Denise Massoud, a Whitehorse resident for 32 years with degrees in chemistry, education, IT and a graduate of AICD, was first elected to Council in 2012. Her Council committees include focus on disability, business, domestic animals, visual arts and Box Hill. Denise passionately cares about our treed environment and protecting our parklands and enjoys volunteering for the Blackburn Lake Sanctuary education program. She values the contributions of all volunteers to the health and wellbeing of our community.

Cr Andrew Munroe

0429 138 140
andrew.munroe@whitehorse.vic.gov.au

Cr Andrew Munroe was re-elected to Council in October 2016 for his third term and served as Mayor in 2012-13 and 2014-15. Cr Munroe has been a lifelong resident of the Central Ward and works as a telecommunications engineer. His area of expertise is in information technology and he is a Founding Director and current Chairman of Blackburn South Community Bank.

ELGAR WARD

Cr Tina Liu

0418 121 357
tina.liu@whitehorse.vic.gov.au

Cr Tina Liu was elected to Council in October 2016. She works in marketing and event management and has qualifications in information systems and commerce from Melbourne University. Cr Liu is an active member of the local community. Her interests include community service and engagement, community health and wellbeing, sustainability, marketing and events.

Extraordinary vacancy to be filled.

MORACK WARD

Cr Raylene Carr

0400 886 889
raylene.carr@whitehorse.vic.gov.au

Cr Raylene Carr was recently re-elected for her third term. Living in Vermont South for 32 years, she is married with two sons and a granddaughter. She has been chair of the Whitehorse Manningham Regional Library Corporation board and held positions on various Council sub-committees. Her passions include housing for the homeless, public open spaces, community safety, overhanging vegetation and street trees. She has a Diploma of Business and is a government approved dog training instructor.

Cr Bill Bennett

0409 195 530
bill.bennett@whitehorse.vic.gov.au

Cr Bill Bennett was re-elected to Council for his second term. He is married with two sons and has lived in Whitehorse since 1971. Cr Bennett is a member of the Lions Club of South Vermont, Vermont Men's Shed, Nunawading Community Gardens and the Alternative Technology Association. He holds a Bachelor of Science (Chemistry) and a Diploma of Renewable Energy. His interests include urban design, solar and wind power and the efficient use of water.

RIVERSDALE WARD

Cr Sharon Ellis

0419 397 194
sharon.ellis@whitehorse.vic.gov.au

Cr Sharon Ellis is serving her fifth term on Council. Cr Ellis has lived in Surrey Hills for many years and is married with three adult children. Her areas of interest include planning and environment, affordable housing, aged care and disability issues. Cr Ellis' achievements include being Whitehorse Mayor in 2005-06 and 2013-14 and four-time chair of the Whitehorse Manningham Regional Library Corporation. She has a Bachelor of Arts and served 14 years in the Victorian public service.

Cr Andrew Davenport

0407 652 145
andrew.davenport@whitehorse.vic.gov.au

Cr Andrew Davenport was first elected to Council in October 2012. He holds an MBA, Bachelor of Engineering and Bachelor of Commerce. Cr Davenport's areas of interest include supporting local businesses, increasing library services, council finance, maintaining the amenity across Whitehorse and encouraging female participation in sport. Cr Davenport is a member of Box Hill Hawks, a social member of Bennettswood Bowling Club and an Honorary Member of MASH Rotary club.

SPRINGFIELD WARD

Cr Ben Stennett

0448 375 937
ben.stennett@whitehorse.vic.gov.au

Cr Ben Stennett was re-elected to Council in October 2016 for his fourth consecutive term. He was elected as Mayor in 2011-12. Cr Stennett's qualifications include a Bachelor of Applied Science (majoring in information technology and economics) and a Graduate Diploma in Education (Secondary). His areas of interest include the Whitehorse-Matsudo Sister City Relationship and improving child friendly facilities.

Cr Prue Cutts

0409 867 540
prue.cutts@whitehorse.vic.gov.au

Cr Prue Cutts was elected to Council in October 2016. Cr Cutts is a member of the Heatherdale Community Action Group and recent Chair of the Heatherdale Creek Parklands Advisory Committee. Her areas of interest include preserving neighbourhood character, heritage buildings and open spaces, engaging young people and the elderly, community health and wellbeing, affordable housing, reducing traffic congestion and enhancing community and sporting facilities.

THE ORGANISATION

To support the Council in its role, the chief executive officer is appointed to manage employees and the day-to-day operational activities of Council. Council employees provide advice with policy development and decision making, and ensure specific services and projects are carried out in accordance with the *Council Plan*, which supports the achievement of the Council Vision.

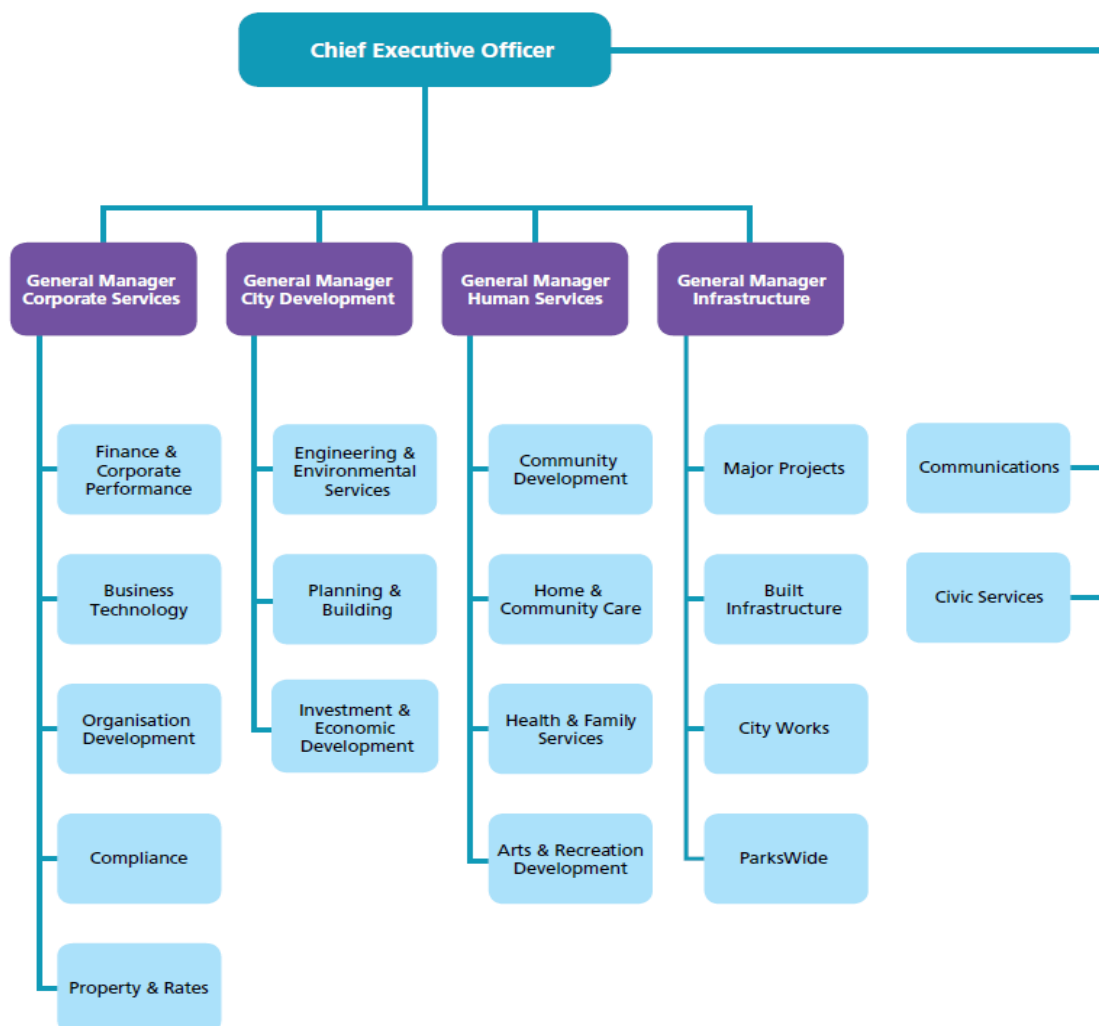
The Chief Executive Officer, **Noelene Duff**, reports directly to the Council and is supported by the Executive Management Team:

Peter Smith – General Manager Corporate Services

Jeff Green – General Manager City Development

Terry Wilkinson – General Manager Human Services

Phil Warner – General Manager Infrastructure



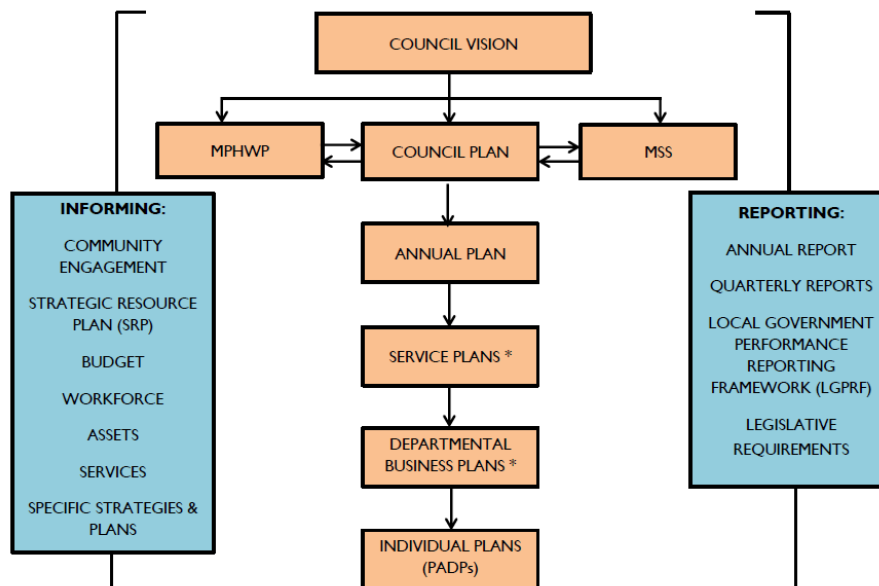
COUNCIL'S INTEGRATED PLANNING AND REPORTING FRAMEWORK

Council's integrated planning and reporting framework guides Council in identifying community needs and aspirations over the long term (*Council Vision*), medium term (*Council Plan*) and short term (*Annual Budget*, incorporating the *Annual Plan*), and then holding itself accountable (*Annual Report and Audited Statements*).

The purpose of integrated planning and reporting is:

- to determine the priorities for the municipality in terms of its future outlook, how our community want to live and the city we desire to be
- to consider what is changing in Whitehorse, and how these changes present an opportunity to shape our future
- to establish clear strategic direction for responding to change
- to prioritise Council business to identify projects and services which will deliver the best return on investment
- to inform Council's long-term financial planning and budgeting
- to inform annual Council planning, business planning and service planning across Council departments and
- to provide a line of sight for employees to see how their individual work tasks contribute to the overall strategic direction of Council and community.

The following illustration demonstrates Council's integrated planning and reporting framework.



*** UNDER DEVELOPMENT**
MPHWP – MUNICIPAL PUBLIC HEALTH AND WELLBEING PLAN
MSS – MUNICIPAL STRATEGIC STATEMENT

Council Vision

The *Council Vision* is informed by community engagement, research and consultation and holds the community's aspirations, while outlining the guiding principles for future action by Council.

Council Plan

The *Council Plan* details Council's contribution to the delivery of the *Council Vision* through an array of high level goals sitting beneath each Strategic Direction featured within the *Council Vision*. The *Council Plan* focuses on Council's approach to working with the community, key stakeholders, community organisations and other levels of government in order to achieve these goals over the next four years. The *Council Plan* also informs Council's long-term financial planning and Council's ten-year capital works program. Finally, the *Council Plan* contains the *Strategic Resource Plan (SRP)* which is a rolling four-year plan that outlines the financial and non-financial resources that Council requires to achieve the goals and related approach, as outlined in the *Council Plan*.

Municipal Public Health and Wellbeing Plan (MPHWP)

The *Municipal Public Health and Wellbeing Plan* outlines key priorities and objectives which work towards improving municipal health and wellbeing in partnership with the community, key stakeholders, community organisations and other levels of government.

Municipal Strategic Statement (MSS)

The *Municipal Strategic Statement* outlines Council's key strategic visionary documents, providing the overarching strategic directions for land use and development in Whitehorse.

Annual Plan

The *Annual Plan* is an annual action plan for Council based on the *Council Vision* and *Council Plan* and is contained within the *Annual Budget* (which outlines Council's annual commitment of resources to deliver the Annual Plan, as well as Council's services). It outlines the major initiatives, initiatives, financial statements and service performance indicators as outlined in the Local Government Performance Reporting Framework.

Service Plans and Departmental Business Plans

Service plans and departmental business plans are two levels of planning currently under development. Service plans allow Council to review and set the direction for services across Council. Departmental business planning is an annual plan which focuses on the actions – at a departmental level – that will help achieve the *Council Plan*. A departmental business plan can consist of *Annual Plan* actions (i.e. major initiatives and initiatives) as well as specific departmental actions, which are of a strategic or operational nature.

Individual Plans or Personal Development Plans (PADPs)

Individual plans or personal and development plans provide a clear line of sight for employees between the *Council Vision, Council Plan, Annual Plan* and their own work. Allowing them to see how their day-to-day tasks and projects contribute to the overarching goals and approach.

Annual Report

In order to monitor performance and provide transparency and accountability, Whitehorse City Council produces a number of reports to the community. One of these key reports is the *Annual Report*. This report details the activities of the previous financial year and contains a report of operations, audited financial statements and an audited performance statement.

COUNCIL PLAN 2017-2021

This section outlines the strategic directions, goals, approaches and measures of success to ensure the achievement of the *Council Plan* and its contribution towards the achievement of the *Council Vision*.

As required by the *Local Government Act 1989, s. 125*, Council is required to prepare a Council Plan and it must include strategic objectives, strategies for achieving these objectives and strategic indicators for monitoring achievement of the strategic objectives. For the purpose of this *Council Plan 2017-2021*, we have translated the titles as follows:

<i>Local Government Act s. 125</i>	<i>City of Whitehorse Council Plan 2017-2021</i>
Strategic Direction	Strategic Direction
Strategic Objectives	Goals
Strategies	Approach
Strategic Indicators	Measures of Success

Council has also featured the relevant strategies, plans and policies, that are externally focused and which support the goal/s. These documents feature the type of activities that support the outcomes we wish to achieve.

Furthermore, we have also included the services we deliver, as service delivery supports our municipality's areas of strength and is a key component to the achievement of each goal, for which some highlighted achievements have been incorporated under each goal.

STRATEGIC DIRECTION 1 – SUPPORT A HEALTHY, VIBRANT, INCLUSIVE AND DIVERSE COMMUNITY

Health and wellbeing of our community is a key priority and working closely with the community is critical to ensure the delivery of, and access to services and programs are sufficiently flexible and adaptable to meet the needs of a diverse and changing community.

Goal 1.1: A safe, inclusive, resilient and diverse community which benefits from good health and wellbeing through the delivery of services, facilities and initiatives		
Our Approach		Measures of success
1.1.1	In partnership, plan and deliver high quality responsive services and advocate for our diverse community based on current and future needs	<ul style="list-style-type: none"> ▪ The implementation and progress of actions of the <i>Municipal Public Health and Wellbeing Plan 2017-2021</i> ▪ Overall performance in the annual Community Satisfaction Survey ▪ Council's public childhood immunisation program rates ▪ Percentage of participation in the Maternal and Child Health Services (Local Government Performance Reporting Framework (LGPRF measure)) ▪ Percentage of participation in the Maternal and Child Health Services by Aboriginal Children (LGPRF) ▪ Percentage of active library members (LGPRF) ▪ Community satisfaction with Family Services ▪ Community satisfaction with Advocacy ▪ Implementation and progress of actions in the Positive Ageing Strategy Intergenerational Projects undertaken and participation rates ▪ The number of graffiti removals and Graffiti Program Education Attendance Rates ▪ Participation and actions undertaken as part of the Resilient Melbourne Strategy ▪ Investment in community groups and organisations (for example Community Grants) ▪ The number of participants at meetings and training events undertaken with the Whitehorse Volunteer Network ▪ The number of registered volunteers participating in Council-run programs and the range of opportunities for participation ▪ Program or service participation rates and number of visitors and users of facilities
1.1.2	Encourage and facilitate connections across the diverse age groups through activities and social interaction in our community	
1.1.3	Continue to work with the community and stakeholders in relation to community safety, including domestic violence, mental health, drugs and alcohol	
1.1.4	Work with community organisations to encourage social connections and support community participation.	
1.1.5	Continue to encourage and support volunteering to enable community participation opportunities	
1.1.6	Continue to provide opportunities for people to engage in the arts, festivals, recreation and sports leading to social connectedness and cultural diversity	
1.1.7	Increase awareness of and celebrate the diversity of our community	

		<ul style="list-style-type: none"> ▪ Community satisfaction with Council festivals and celebrations ▪ Community satisfaction with Recreation Facilities ▪ Level of attendance at Council festivals and celebrations ▪ Community satisfaction with Community & Cultural services
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STRATEGIES, PLANS, SERVICES AND ONGOING ACTIVITIES SUPPORTING THIS GOAL:

STRATEGIES AND PLANS:

- Affordable Housing
- Arts & Culture Strategy
- Box Hill Gardens Master Plan
- CCTV in Public Places Policy
- Community Local Law
- Municipal Early Years Plan
- Municipal Youth Plan
- Open Space Strategy
- Positive Ageing Strategy
- Reconciliation Action Plan
- Resilient Melbourne Strategy
- Sustainability Strategy
- Municipal Public Health and Wellbeing Plan
- Whitehorse Community Participation Strategy
- Whitehorse Cycling Strategy
- Whitehorse Disability Policy and Action Plan
- Whitehorse Diversity Policy and Action Plan
- Whitehorse Recreation Strategy
- Melbourne East Regional Sport and Recreation Strategy
- Whitehorse City Council Active Service Model & Diversity Plan

WHITEHORSE CITY COUNCIL SERVICE AREAS:

- Libraries
- Community Development
 - Community Grants Program
 - Cultural Diversity, Community Strengthening and Projects
 - Social Planning
- Arts and Recreation Development
- Compliance and Community Laws
- Parks Planning and Recreation
- Sports Fields
- Home and Community Care
- Family Services
- Environmental Health
- Cultural Facilities and Programs
 - Festivals and Events
- Leisure Facilities

WHITEHORSE CITY COUNCIL:

- Runs four libraries with 670,000 visits annually
- Manages two major leisure facilities being Aqualink Box Hill and Aqualink Nunawading with patrons making 1.6 million visits annually
- Runs children's early learning services that provide an average of 270 early years education and care places
- Provides maternal and child health services for more than 25,000 families, including six maternal and child health family centres that monitor the growth and development of children
- Provides 186,705 hours of home and community care services to over 4,000 older community residents and residents with a disability. Includes 20,881 community transport trips made annually
- Inspects 1,050 food, 160 accommodation and 200 health businesses in the municipality
- Runs seven events and festivals per annum with two large-scale community events (Chinese New Year and Moon Festival) with approximately 50,000 attendees per annum
- Manages five creative facilities including the Whitehorse Centre with more than 58,000 attendees
- Provide approximately 96,000 meals to residents each year
- Manages and cares for close to 1,700 artworks, including 35 public artworks
- Supports 239 community organisations annually with community grants

STRATEGIC DIRECTION 2 – MAINTAIN AND ENHANCE OUR BUILT ENVIRONMENT TO ENSURE A LIVEABLE AND SUSTAINABLE CITY

The City of Whitehorse community values the municipality for its open space, the tree-lined streets and its central location with easy access through a range of sustainable, accessible, safe transport modes to high quality educational, health, leisure and commercial services. Our challenge is to maintain and build on these assets to ensure these meet the needs of the community now and into the future.

Goal 2.1: A well-connected City with a balanced approach to growth supported by infrastructure and development that respects our neighbourhood character		
Our Approach		Measures of Success
2.1.1	Development which respects our natural and built environments and neighbourhood character while achieving a balanced approach to growth in accordance with relevant legislation	<ul style="list-style-type: none"> ▪ Percentage of planning application decisions made within 60 days (LGPRF) ▪ Number of Vic Smart applications processed ▪ Value of development invested in Whitehorse ▪ Council's participation on the Eastern Affordable Housing Alliance ▪ Community Satisfaction with Transport ▪ Number of transport advocacy programs ▪ The number of multi-purpose facilities available to the community ▪ Capital Works Invested into maintenance, upgrades and development of community infrastructure ▪ Community satisfaction with the Aqualink sports facilities ▪ Number of actions or activities that protect neighbourhood character ▪ Cleaning hours undertaken in Box Hill ▪ Community events or celebrations attendance rates ▪ Audit results of the Road Management Plan (which is inclusive of active transport modes) ▪ Number of Council-owned buildings retrofitted with environmentally-sustainable design principles ▪ Number of initiatives that provide sustainable and quality infrastructure ▪ Number of environmentally sustainable development assessments undertaken
2.1.2	Advocate for greater housing diversity including affordable and social housing	
2.1.3	Advocate for enhanced transport accessibility and improved transport routes and modes (including active transport)	
2.1.4	Maintain, renew and sustainably invest in our community infrastructure that is relevant, modern and accessible, and can accommodate multi-purpose usage	
2.1.5	Maintain, enhance and create shared community spaces that promote the neighbourhood character and provide a safe and enjoyable meeting place for everyone	
2.1.6	Provide and maintain an infrastructure network that meets the needs of development growth while supporting residents, businesses and visitors in their daily activities	
2.1.7	Continue to encourage sustainable and quality retrofit of existing infrastructure (Council facilities, street lighting)	

STRATEGIES, PLANS, SERVICES AND ONGOING ACTIVITIES SUPPORTING THIS GOAL:

STRATEGIES AND PLANS:

- Asset Management Strategy
- Box Hill Gardens Master Plan
- Box Hill Transit City Activity Centre Structure Plan
- Burwood Heights Activity Centre Structure Plan
- Burwood Village Neighbourhood Activity Centre Framework Plan
- Community Road Safety Strategy
- Energy Action Plan
- Fleet and Plant Asset Management Plan
- Integrated Transport Strategy
- MEGAmile (west) and Blackburn Activity Centres Urban Design Framework
- Municipal Public Health and Wellbeing Plan
- Neighbourhood Activity Centre Urban Design Guidelines
- Open Space Asset Management Plan
- Open Space Strategy
- Play Space Strategy
- Road Management Plan
- Student Accommodation Guidelines and Policy
- Sustainability Strategy
- Tally Ho Major Activity Centre Urban Design Framework
- Whitehorse Cycling Strategy
- Whitehorse Disability Policy and Action Plan
- Whitehorse Housing Strategy
- Whitehorse Recreation Strategy
- Whitehorse Streetscape Policy and Strategy
- Municipal Strategic Statement
- Whitehorse Planning Scheme
- Neighbourhood Character Study

WHITEHORSE CITY COUNCIL SERVICE AREAS:

- Planning
- Building
- Engineering
 - Traffic Engineering, Road Safety and Sustainable Transport
 - Asset Management
 - Design and Construction, Urban Design and Public Street Lighting
- City Works
 - Cleansing and Graffiti removal
 - Maintenance Works: Drains, Footpaths, Roads
- Operations Centre and Plant and Vehicle Maintenance
- Building Project Management and Strategic Asset Management
- Major Projects
- Facilities Maintenance
- Compliance and Community Laws
- Arts and Recreation
 - Parks & Gardens Policy Development & Relationship Development
- Sportsgrounds Policy and Use Management

WHITEHORSE CITY COUNCIL:

- Manages 617 kilometres of roads
- Manages 32 kilometres of laneways
- Manages 1,182 kilometres of kerb and channel
- Manages 1,182 kilometres of footpath
- Manages approximately 1,500 planning applications per annum
- Manages 20,000 animal registrations
- Processes over 700 Report & Consent applications annually for building works
- Removes 16,052 square metres of graffiti from Council and private property annually
- Repairs or replaces 7,500 signs across the municipality

STRATEGIC DIRECTION 3 – PROTECT AND ENHANCE OUR OPEN SPACES AND NATURAL ENVIRONMENTS

The City of Whitehorse will continue to be one of the most liveable municipalities in Melbourne with a strong commitment to sustainable practices and the protection and enhancement of both the built and natural environments.

Goal 3.1: A place where passive and active open space is highly valued, shared and enhanced		
Our Approach		Measures of Success
3.1.1	Continue to sustainably manage, enhance and increase trees and vegetation in Council's streetscapes, parks and gardens, with species that enhance neighbourhood character, support biodiversity and are adaptable to a changing climate	<ul style="list-style-type: none"> Community satisfaction with appearance of public areas Number of trees planted annually in our streetscapes and parks Number of plants produced annually by the Whitehorse Nursery and planted on Council maintained land Number of plants produced by the Whitehorse Nursery that are indigenous to Whitehorse Number of open space inspections undertaken that support the local law education program within our parks supporting shared use Parkswide Environment Education Program attendance rates Planning tree education programs and events attendance rates
3.1.2	Continue to retain, enhance and increase the amount of open spaces to meet the needs of our diverse community with amenities that encourage opportunities for shared use	
3.1.3	Continue to educate and create awareness of the importance of sustaining our natural environment including the importance of trees and vegetation in an urban environment	

STRATEGIES, PLANS, SERVICES AND ONGOING ACTIVITIES SUPPORTING THIS GOAL:

STRATEGIES AND PLANS:

- Blackburn Creeklands Master Plan
- Box Hill Gardens Master Plan
- Bushland Reserves Fire Management Strategy
- Climate Change Adaption Plan
- Energy Action Plan
- Municipal Public Health and Wellbeing Plan
- Open Space Asset Management Plan
- Open Space Strategy
- Play Space Strategy
- Sustainability Strategy
- Whitehorse Cycling Strategy
- Whitehorse Peak Oil Action Plan
- Whitehorse Recreation Strategy
- Whitehorse Streetscape Policy and Strategy
- Whitehorse Urban Biodiversity Strategy
- Whitehorse Waste Management Plan

WHITEHORSE CITY COUNCIL SERVICE AREAS:

- Sustainability, Waste and Recycling
- Recycling and Waste Centre
- Tree Management
- Tree and environment education programs provided by Planning, Sustainability, Waste and Recycling and Open space Maintenance
- Open Space Maintenance
 - Maintenance and cleansing works in parks, gardens and open spaces
 - Whitehorse Nursery
 - Parkside Environment Education Program

WHITEHORSE CITY COUNCIL:

- Manages 53 sports fields
- Manages 177 playgrounds
- Manages 75,000 street trees and plants 700 new trees throughout the municipality annually
- Host National Tree Day events to encourage environment and sustainable principles and practices
- Delivers an annual tree education and awareness campaign and the impacts of tree removal on private property
- Manages over 3.1 million kerbside garbage bin collections, including 1.9 million recycling bin collections and almost 600,000 garden organic bin collection annually
- Sweeps over 2,500 tonnes of rubbish and debris from Council roads and car parks annually
- Collects approximately 35,296 hard waste collections, booked by ratepayers

STRATEGIC DIRECTION 4 – STRATEGIC LEADERSHIP AND OPEN AND ACCESSIBLE GOVERNMENT

Council recognises that it can only achieve the aspirations articulated within its Council Vision through the engagement, participation and support of the community. Consultation and collaborative arrangements to ensure that the community's involvement is very much a part of the way Council plans the services, projects-initiatives that contribute to the liveability and wellbeing of the community.

Goal 4.1: Good governance and resource management		
Goal 4.2: A high performing and engaged workforce		
Goal 4.3: A Council that communicates effectively, engaging with our community to enable the delivery of services and facilities that meet the needs of our diverse community		
Our Approach		Measures of Success
4.1.1	Continue to ensure financial sustainability and continue business improvement programs	<ul style="list-style-type: none"> Financial performance and sustainable capacity indicators (LGPRF) The number of business improvement initiatives undertaken and benefits achieved Percentage of Council decisions made at meetings closed to the public (LGPRF) Compliance with the annual Governance and Management Checklist under the Local Government Act (LGPRF) Legislated required changes are made across Council to meet the requirements of the new Local Government Act Participation attendance rates in leadership programs Attendance rates for corporate training program Staff retention rate/workforce turnover rates Staff satisfaction survey results Maintain 'Councils for Gender Equity' program national accreditation Number of actions undertaken as part of the Resilient Melbourne Strategy Customer service levels of activity across all channels and response rates Community satisfaction with Customer Service The number of business improvement initiatives undertaken and benefits achieved with the Customer Service Improvement
4.1.2	Promote and enhance good governance practices and conduct	
4.1.3	Progress the implementation of the Local Government Act Review	
4.2.1	Promote leadership and development opportunities for Council employees	
4.2.2	Continue to maintain and develop a high performing workforce that supports Council's ability to deliver services efficiently and effectively	
4.2.3	Continue to participate in the Resilient Melbourne Strategy; working collaboratively to deliver actions that will help make Whitehorse a viable, livable and prosperous city, long into the future	
4.2.4	Continue to provide a high standard of customer service while improving the customer experience	
4.3.1	Communicate Council services, facilities and initiatives through a wide range of accessible channels	
4.3.2	Undertake a digital transformation that improves the customer experience, business processes and provides operational benefits	

4.3.3	Apply the City of Whitehorse Community Engagement Framework to promote and improve the practice of public participation and community engagement across our diverse activities	Project <ul style="list-style-type: none"> ▪ Number of communication channels and reach used to promote/inform services, facilities and initiatives ▪ Digital Transformation Strategy Implementation reported progress and benefits ▪ Satisfaction with community consultation and engagement (LGPRF) ▪ Number of participants engaged in community engagement activities in the development of policies, strategies and major projects ▪ Community satisfaction with advocacy ▪ Number of annual advocacy campaigns
4.3.4	Collaborate with our stakeholders to inform policies, plans, projects, services and infrastructure that deliver positive relevant outcomes for the community	

STRATEGIES, PLANS, SERVICES AND ONGOING ACTIVITIES SUPPORTING THIS GOAL:

STRATEGIES AND PLANS:

- Community Engagement Framework
- Councillor Code of Conduct
- Customer Service Strategy
- Digital Transformation Strategy
- GIS Strategy
- Information Management Strategy
- Information Technology Strategy
- Municipal Emergency Management Plan
- Municipal Public Health and Wellbeing Plan
- Rating Strategy
- Risk Management Policy

WHITEHORSE CITY COUNCIL SERVICE AREAS:

- Executive Management
- Council Support
- Civic Services
 - Governance
 - Customer Service
- Communications
- Human Resources
 - Learning and Development
- Risk, Health and Safety
- Corporate Information
- Finance and Corporate Performance
 - Finance
 - Payroll
 - Procurement and Contracts
 - Corporate Performance and Continuous Improvement
- Business Technology
- Property
- Rates
- Watts Street Parking Services

WHITEHORSE CITY COUNCIL:

- Manages approximately 398,076 customer telephone enquiries with 83.55 per cent answered within 20 seconds
- Serviced 60,556 customers across our three service centres in addition to 45,163 in person cashiering transactions
- Applies business improvement programs to improve the customer experience and achieve benefits
- Achieves an annual budget surplus
- Develops staff capability and leadership
- Achieves six low risk (green) ratings for financial sustainability, based on the Victorian Auditor-General's Office's ratios
- Manages sister city relationship with the City of Matsudo (Japan) and friendship exchange agreement with City of Shaoxing (China)
- Convenes 12 committee and 12 Council meetings per year
- Responds to freedom of information requests

STRATEGIC DIRECTION 5 – SUPPORT A HEALTHY LOCAL ECONOMY

A healthy, vibrant local economy is important in terms of employment, investment and contributing to the City's prosperity. Council will work closely with key stakeholders in the business sector to ensure that Whitehorse is well positioned to support and strengthen the local economy.

Goal 5.1: Work in partnership to support a strong, active local economic environment that attracts investment and provides economic opportunities for businesses and employment for people		
	Our Approach	Measures of Success
5.1.1	Working in partnership to support the development of a sustainable and growing local economy which contributes to economic activity and employment growth	<ul style="list-style-type: none"> Business community satisfaction rating through biennial service survey Number of partnerships with neighbourhood houses to promote Learn Local Programs that support home based businesses, business start-ups and local multicultural businesses and communities Participation rates at business workshops, seminars and events Visitation numbers to business website: 'WBiz' Number of businesses supported to prepare for changes in technology including the National Broadband Network (NBN) rollout through workshop attendances
5.1.2	Working in partnership to support the commercial, private and public sector investment opportunities	<ul style="list-style-type: none"> Number of partnerships with stakeholders to develop training programs for young people to expand their skills
5.1.3	Working in partnership to support the growth of the health, education and commercial sectors	<ul style="list-style-type: none"> Number of investment and development facilitation enquiries Number of initiatives that support partnership opportunities with tertiary education institutions to have stronger linkages with local business
5.1.4	Maintain a regional presence through engagement with a range of Melbourne's eastern stakeholders	<ul style="list-style-type: none"> Number of investment and business growth enquiries Number of engagements with Melbourne's eastern stakeholders
5.1.5	Encourage and partner with local businesses to work with the community to create, participate in, and sponsor events which promote a sense of place	<ul style="list-style-type: none"> Number of engagements with local stakeholders Number of retail precincts and businesses promoted on WBiz Website Number of businesses participating and/or sponsoring at events and festivals

STRATEGIES, PLANS, SERVICES AND ONGOING ACTIVITIES SUPPORTING THIS GOAL:

STRATEGIES AND PLANS:

- Box Hill Transit City Activity Centre Structure Plan
- Burwood Heights Activity Centre Structure Plan
- Burwood Village Neighbourhood Activity Centre Framework Plan
- Economic Development Strategy
- Whitehorse Industrial Strategy
- MEGAmile (west) and Blackburn Activity Centres Urban Design Framework
- Municipal Public Health and Wellbeing Plan
- Nunawading MEGAmile Major Activity Centre and Mitcham Neighbourhood Activity Centre Structure Plan

WHITEHORSE CITY COUNCIL SERVICE AREAS:

- Investment and Economic Development
 - Business Programs and Services
 - Business Support
- Planning Services

WHITEHORSE CITY COUNCIL:

- Supports an \$8.2 billion economy
- Supports 61,000 jobs across the various sectors in the municipality
- Supports the retail, commercial, hospitality, health, education and other key industries including 9,000 businesses
- Manages Whitehorse Business Week, which attracts 850 attendees
- Manages the Boost Your Business workshop and seminar program, which attracts more than 250 attendees

OVERALL SUPPORTING STRATEGIES, PLANS AND POLICIES

As featured above, within each goal, Council has listed the key strategies, plans and policies that support the delivery of the Council Plan, and which are directly related to the specific goal.

The list below shows the overall key strategies, plans and policies which relate to each strategic direction. These documents are monitored and evaluated on an ongoing basis. Additional strategies, plans and policies are developed throughout the four-year period to reflect the needs of the community.

KEY STRATEGIES, PLANS AND POLICIES	STRATEGIC DIRECTION 1: SUPPORT A HEALTHY, VIBRANT, INCLUSIVE, DIVERSE COMMUNITY	STRATEGIC DIRECTION 2: MAINTAIN & ENHANCE THE BUILT ENVIRONMENT TO ENSURE A LIVEABLE & SUSTAINABLE CITY	STRATEGIC DIRECTION 3: PROTECT & ENHANCE OUR OPEN SPACES & NATURAL ENVIRONMENTS	STRATEGIC DIRECTION 4: STRATEGIC LEADERSHIP & OPEN & ACCESSIBLE GOVERNMENT	STRATEGIC DIRECTION 5: SUPPORT A HEALTHY LOCAL ECONOMY
Affordable Housing Policy 2010					
Alcohol & Other Drugs Policy 2007 (currently under review)					
Arts & Culture Strategy 2014-2022					
Asset Management Strategy 2012-2016					
Blackburn Creeklands Master Plan 2002					
Box Hill Central Activities Area Car Parking Strategy 2014					
Box Hill Gardens Master Plan 2011					
Box Hill Transit City Activity Centre Structure Plan 2007					
Building Over Drainage Easements 2007					
Buildings Asset Management Plan 2014					
Burwood Heights Activity Centre Structure Plan 2006					
Burwood Village Neighbourhood Activity Centre Framework Plan 2008					
Bushland Reserves Fire Management Strategy 2010					
CCTV in Public Places Policy 2014					

KEY STRATEGIES, PLANS AND POLICIES	STRATEGIC DIRECTION 1: SUPPORT A HEALTHY, VIBRANT, INCLUSIVE, DIVERSE COMMUNITY	STRATEGIC DIRECTION 2: MAINTAIN & ENHANCE THE BUILT ENVIRONMENT TO ENSURE A LIVEABLE & SUSTAINABLE CITY	STRATEGIC DIRECTION 3: PROTECT & ENHANCE OUR OPEN SPACES & NATURAL ENVIRONMENTS	STRATEGIC DIRECTION 4: STRATEGIC LEADERSHIP & OPEN & ACCESSIBLE GOVERNMENT	STRATEGIC DIRECTION 5: SUPPORT A HEALTHY LOCAL ECONOMY
Climate Change Adaption Plan 2011					
Community Local Law 2014					
Community Road Safety Strategy 2013					
Councillor Code of Conduct 2016					
Customer Service Strategy 2012-2015					
Domestic Animal Management Plan 2013-2017					
Drainage Asset Management Plan 2014					
Eastern Region Soccer Strategy 2007					
Economic Development Strategy 2014-2019					
Electric Line Clearance Management Plan 2016-2017					
Energy Action Plan 2009-2014					
Fleet and Plant Asset Management Plan 2014					
Guide for Councillors 2016					
Heritage Kerbs Channels and Laneways Policy 2001					
Information Management Strategy 2013-2017					
Information Technology Strategy 2014-2017					
Integrated Transport Strategy 2011-2021					
IT Asset Management Plan 2014					
MEGAmile (west) and Blackburn Activity Centres Urban Design Framework 2010					
Melbourne East Regional Sport & Recreation Strategy					
Municipal Early Years Plan 2014-2018					
Municipal Emergency Management Plan 2014					
Municipal Public Health and Wellbeing Plan 2013-2017					
Municipal Youth Plan 2014-2018					

KEY STRATEGIES, PLANS AND POLICIES	STRATEGIC DIRECTION 1: SUPPORT A HEALTHY, VIBRANT, INCLUSIVE, DIVERSE COMMUNITY	STRATEGIC DIRECTION 2: MAINTAIN & ENHANCE THE BUILT ENVIRONMENT TO ENSURE A LIVEABLE & SUSTAINABLE CITY	STRATEGIC DIRECTION 3: PROTECT & ENHANCE OUR OPEN SPACES & NATURAL ENVIRONMENTS	STRATEGIC DIRECTION 4: STRATEGIC LEADERSHIP & OPEN & ACCESSIBLE GOVERNMENT	STRATEGIC DIRECTION 5: SUPPORT A HEALTHY LOCAL ECONOMY
Neighbourhood Activity Centre Urban Design Guidelines 2014					
Nunawading Megamile Major Activity Centre and Mitcham Neighbourhood Activity Centre Structure Plan 2008					
Open Space Asset Management Plan 2014					
Open Space Strategy (Part One, Part Two & Maps) 2007-2022					
Organisation Development Strategic Model					
Play Space Strategy 2011					
Positive Ageing Strategy 2012-2017					
Rating Strategy June 2014					
Reconciliation Action Plan 2016-2018					
Road Bridge and Paths Structures Strategy 2015					
Road Management Plan 2015					
Roads Asset Management Plan 2014					
Sports Field User Guide					
Student Accommodation Guidelines & Policy 2009					
Summary Asset Management Plan 2014					
Sustainability Strategy 2016-2022					
Tally Ho Major Activity Centre Urban Design Framework 2007					
Water Action Plan 2008-2013					
Whitehorse City Council 2015- 2016 ASM & Diversity Plan					
Whitehorse Community Participation Strategy 2014-2017					
Whitehorse Cycling Strategy 2016					

KEY STRATEGIES, PLANS AND POLICIES	STRATEGIC DIRECTION 1: SUPPORT A HEALTHY, VIBRANT, INCLUSIVE, DIVERSE COMMUNITY	STRATEGIC DIRECTION 2: MAINTAIN & ENHANCE THE BUILT ENVIRONMENT TO ENSURE A LIVEABLE & SUSTAINABLE CITY	STRATEGIC DIRECTION 3: PROTECT & ENHANCE OUR OPEN SPACES & NATURAL ENVIRONMENTS	STRATEGIC DIRECTION 4: STRATEGIC LEADERSHIP & OPEN & ACCESSIBLE GOVERNMENT	STRATEGIC DIRECTION 5: SUPPORT A HEALTHY LOCAL ECONOMY
Whitehorse Disability Policy and Action Plan 2012-2016					
Whitehorse Diversity Policy and Action Plan 2012-2016					
Whitehorse Housing Strategy 2014					
Whitehorse Industrial Strategy 2011					
Whitehorse Peak Oil Action Plan 2011					
Whitehorse Recreation Strategy 2015 - 2024					
Whitehorse Responsible Gambling Policy 2011					
Whitehorse Streetscape Policy and Strategy 2002					
Whitehorse Urban Biodiversity Strategy 2024					
Whitehorse Waste Management Plan 2011					

