



**Shire of Waroona
Strategic Plan**

the way ahead...

2005 - 2025

The Shire of Waroona is made up of the localities of Waroona, Hamel, Lake Clifton, Preston Beach, Wagerup and Nanga Brook. Local industries are dairying; tourism, timber, vegetables, forestry, beef, sheep, engineering, earthmoving, mining, mineral sands and the Wagerup Alumina Refinery. It has a population of over 3,500 people who live within the shire, in the townsites, on rural properties and in pockets on the coast. This strategic plan is about those people and the sensitive environments within which the Shire is situated. It is designed to assist the Shire and community to achieve the community's hopes and aspirations by projecting a way forward for the next 20 years, but setting realistic and achievable goals for what can, and will, occur over the next 5 years.

Contents:

Introduction by the Shire President	3
Section 1: The Strategic Plan in Context.....	3
1.1 How the Strategic Plan works	3
1.2 Sustainable Strategic Planning Framework	5
1.3 Commitment to Sustainability Principles	6
1.4 Our mission	6
1.5 The Shire of Waroona – its history and its future	7
1.6 Our vision for the Shire	7
1.7 Our Values.....	8
Section 2: Strategic Objectives	9
Objective 1 - Prepare for Growth	9
Objective 2 – Conserve our pristine environment	11
Objective 3 – Protect and conserve agricultural lands and rural land uses.....	12
Objective 4 – Maintain a strong sense of community whilst experiencing social change	14
Objective 5: Monitor progress and measure performance.....	16
Section 3 – Strategic Priorities	18
Shire Focus: Leadership & Governance.....	18
Shire Focus: Community development.....	19
Shire Focus: Economic Development	20
Shire Focus: Community Services.....	21
Shire Focus: Community Infrastructure.....	22
Shire Focus: Land Use Planning.....	23
Section 4 - Action Plans Effective 2005	24
Public information.....	26
Feedback Sheet.....	27

Introduction by the Shire President

The Shire of Waroona is strategically placed within a 75 minute drive of the Perth metropolitan area. Up to now this distance has allowed us to keep our country town identity and relaxed lifestyle and to protect the special environment that we are fortunate enough to live in.

In the face of change, our firm resolve is to ensure that we retain our identity and lifestyle by managing the pressures that we know will come. The ease of access to and from the metro area and improvement to transport links will mean the Shire will be subject to increasing pressures for development. This is especially true of the coastal areas, but limiting factors along the coast will mean that increases in population will be reflected also in the inland areas and the Waroona townsite.

Change brings with it major challenges and benefits. We aim to keep our unique and special lifestyle but at the same time embrace the need for sustainable development to broaden and diversify our economic base – this means more people - more business - more industrial growth – better communities.

There will be tensions between increasing population and the care with which the environment has to be managed and in many cases protected. The Shire will work towards minimising any negative impact of increased development through sound planning and management strategies.

This plan was developed through a full community process. A community workshop and workshops with councillors and staff were held, and existing strategic documents were reviewed and the results reflected in the plan.

To those that contributed ideas for the plan – I thank you for your time and effort. Ideas continue to be welcome and this document contains a form at the end that can be used to provide more feedback to the Shire.

When you read this plan, bear in mind that strategic planning is about long-range planning for the future, and vision. We cannot do everything at once. However, this plan will give you a picture of the direction the shire is heading over the next 20 years, but also gives more detail to the development that can, and will occur, over the next 5 years. The plan retains the flexibility to change, enabling the Council and community to embrace other opportunities that may be presented during the life of the plan.

A number of the strategies in this plan will require help and commitment from the local community but, in particular because of the special needs and potential growth of Waroona, we will need the help of government – it is a fact that everyone has a part to play in the future of this shire.

Our way ahead is very exciting, and I hope you will join with me, the Council and Staff, by lending your support to assist the community achieve its full potential.

Cr Paul Fitzpatrick
Shire President
March 2005

SECTION 1: THE STRATEGIC PLAN IN CONTEXT

1.1 How the Strategic Plan works

A long -range plan is needed to show how the Shire is likely to develop over the next five to twenty years. The plan needs to include strategies that integrate the economic, social, cultural and environmental dimensions of future developments.

This will ensure that decisions are not made in an ad hoc way but instead will have a reference point to help the councillors and staff when they need to make major decisions.

A strategic plan is a plan for the long term - it becomes sustainable through the stringent efforts of the Shire and the community in making sure that strategic decisions and actions are aligned with sustainability principles and that the plan is monitored regularly.

To achieve this, major projects and strategies will need to pass two main assessment stages – ‘sustainability’ and ‘funding capacity’ – before any final commitment is made.

Lack of funds and other resources to do everything that is necessary will be a major challenge for the Shire. When it is established that projects and strategies are achievable they will be incorporated into the Shire’s Plan of Principal Activities.

Resource issues dictate that strategic developments will and must involve other stakeholders -a whole of government and community approach is a given in these circumstances as is the recognition of the importance of the region. Therefore regional plans and the objectives of government will be taken into account in future decisions.

The Shire has a significant role in planning and implementation of strategies at the local level and can influence government and the region. Shire strategy documents and policies are incorporated into the strategic framework.

1.2 Sustainable Strategic Planning Framework



- Examples of Stakeholder Plans:
- Pinjarra-Brunswick Sustainability Study
 - Waroona Waterways Recreation and Tourism Master Plan
 - Peel Region Sport and Recreation Facilities Plan
 - Peel Away the Mask

- Examples of Shire Strategy documents:
- Local Planning Strategy
 - Waroona Foreshore Management Plan
 - Waroona Town Centre Strategy
 - Waroona Recreation Plan
 - Recreation Facilities Inventory

1.3 Commitment to Sustainability Principles

The Shire of Waroona supports the concept of sustainability and recognises the linkages between the decisions taken today and the impacts on future generations.

The Shire is committed to the 4 **inter-connected** principles of sustainability:

Sustainable development: The integration of economic, social, cultural and environmental dimensions in the way the Shire develops.

Community participation: Effective community participation in decisions about the Shire and its future.

Good governance: Leadership, transparency, accountability, probity, proper management, effective services, equitable access to services, commitment to partnership working and organisational capacity building.

Co-operation: The exchange of good practice, support and mutual learning and partnerships with government and other stakeholders to progress the Shire.

1.4 Our mission

“The Shire of Waroona will continue to provide and deliver effective and efficient services to its residents through a responsive, united and democratic system of local government, that is a reflection of our community.”

In pursuing our mission we make the following commitments:

- We will adopt strategies and undertake major projects only after careful evaluation and avoid taking decisions that result in harm or that involve poorly understood risks.
- We will be conscious of the need for equity within and between generations.
- We will be pro-active and innovative in our actions.
- We commit to continuous improvement
- We will engage in two-way communication with the community
- We will share information and be open in our dealings

1.5 The Shire of Waroona – its history and its future

The State Government's planning strategy for Perth and the Peel region puts the Shire of Waroona on the doorstep of the metropolitan area.

During the next thirty years, the population of Perth and Peel is expected to increase by 52 per cent. This will mean a shift towards high density development and an intense urban lifestyle with allied transport systems and land use.

Many people will wish to move out of this environment and will seek a more relaxed lifestyle and a community with traditional values that is accessible to but not an immediate part of the Capital City culture. Inevitably there will be population drift along the coast and inland.

The Shire of Waroona that is dissected by two main transport links to the south-west will be the place of choice for many newcomers and an influx of new residents, industries and business will be the result.

The challenge for the council and community is to welcome the benefits of growth but to maintain the attractive lifestyle that is the prime reason people move into the Shire. That country lifestyle has as its genesis the history of the Shire that was first settled by Europeans in the 1840s.

Prior to European contact, the land was used by a distinctive group of Aboriginal people that moved across the South-West from Mullewa to Esperance. There are a number of sites within the Waroona district listed with the Department of Indigenous Affairs.

By the 1880s there was a prosperous settlement becoming established at the foot of the Darling Range based on lands suited to cattle grazing which was the start of a thriving dairy industry.

Originally known as Drakesbrook (after William Henry Drake) the name of Waroona evolved gradually – apparently taken from the Waroona Timber Co. but many early buildings contain the name Drakesbrook and the Shire was originally named the Drakesbrook Road Board.

Waroona was primarily a timber district in its early days but by 1903 the industry was in decline and dairying became a major economic driver. Due to deregulation this industry is now in decline and the Shire's economy has become more diverse over the years.

In these ways the Shire has demonstrated its capacity to change focus when necessary but still retain its core values.

1.6 Our vision for the Shire

Our vision describes what we believe the Shire will be like in the future.

“Over the next twenty years our vision is that the Waroona Townsite will strengthen its role as the heart of the Shire with Preston Beach, Lake Clifton and Hamel continuing to develop their own local character and identity in a way that the community wants.

The presentation and development of the Main Street in Waroona will reinforce its country town feel and its appeal will contribute to a greater sense of belonging for residents and be welcoming to visitors. Over time, the proposed by-pass and use of the alternative Perth to Bunbury Highway will mean a reduction in the numbers of heavy haulage vehicles that currently pass through the town, thereby creating a pedestrian friendly environment.

The changes in the Main Street will act as a catalyst to put faith into the community and encourage investment. The townsite will have a sense of place that embraces all our communities – coastal and inland - and ensures that we will develop with a whole of Shire focus and community of interest.

Industrial land releases, residential subdivisions, increased facilities and services, better public transport and improved road linkages will cater for existing residents and the expected population growth in a planned and co-ordinated way.

Inevitably, because of the Peel deviation, Preston Beach will grow in population but our early commitment to retain its laid back coastal ambiance will pay off as our planning and preparations avoid the problems we can see along the coast closer to the metropolitan area.

Lake Clifton will maintain its rural retreat lifestyle. Local services will be provided in response to community aspirations and to a level that the community wishes.

Hamel will retain its own sense of place and uniqueness. Its history, heritage values, country appeal and Arboretum will provide the foundations for low key but economically sustainable tourism.

In the north of the Shire, our precautionary planning and sustainability mindset will ensure that post mining, the land will be integrated back into the life of the community through diversification of land use.

This Strategic Plan has as its basis, hope and confidence in the future and an underlying commitment to retain our connection to the land and the country character and laid back coastal lifestyle that are the essence of the Shire.

1.7 Our Values

Value 1	PARTICIPATION	We encourage community participation in planning and management of facilities
Value 2	ACCESS AND AVAILABILITY	Our facilities and services should be located and designed to be affordable and available to all residents and cater for people with special needs.
Value 3	CHOICE OF LIFESTYLE	Our residents' quality of life should be maintained or enhanced by an emphasis on quality, sustainability, equity, strategic planning and leadership.
Value 4	CULTURAL RELEVANCE	We should always consider the cultural background of our residents and the character of our community.
Value 5	QUALITY, EFFICIENCY AND EFFECTIVENESS	We must ensure that we are doing what the residents want, to a high standard at the least possible cost.
Value 6	PEOPLE AND LEADERSHIP	We recognise the skills and professionalism of our employees and the benefits of teamwork, good decision- making and the leadership shown by our elected members, and value and support other leaders within the community.

SECTION 2: STRATEGIC OBJECTIVES

Our strategic objectives are the underpinning organisational imperatives that will drive us forward in a way that will achieve a sustainable future – these are:

Objective 1 - Prepare for Growth

Improved transport links will bring pressure to the coastal areas and there will be a drift of people to the coastal settlements of Preston Beach and Lake Clifton. The Scarp and Waroona Townsite will also experience population increases that are driven by the growth of the resource sector and those seeking an attractive country lifestyle.

The Shire's strategic location being 75 minutes from the Perth CBD, its relaxed country ambiance, coastal strip and an anticipated flow on from the rapid expansion of the Mandurah area will all contribute to development pressures.

There will be a need to have in place town planning and building regulations that reflect the principles of sustainability.

The Shire and the community will see new land releases and housing developments and will need accommodation for the aged, health care, education and recreation opportunities, police services.

Challenges:

The challenges we face are -

- A paramount need for effective advance planning
- Legislative restrictions and policies of government and utilities
- Relatively small community required to fund large scale infrastructure
- Existing community will be faced with change
- Time lag in the delivery of required services and development
- Lack of support from external agencies
- The lack of the Waroona By-Pass will affect the townsite
- The poor aesthetics of the Waroona CBD

Strategic Direction

The Shire of Waroona is committed to planning proactively to ensure the sustainable integration of an expected imminent growth in population that will impact on the whole of the Shire.

STRATEGIES

- 1.1 Our planning will need to reflect the complexities of the fast-moving urban growth of the Shire, the needs of rural settlements and the highly sensitive and variety of environmental settings within which this is taking place.
- 1.2 We will continue to put pressure on government for legislative change where necessary to facilitate rapid and innovative solutions to issues that inhibit sustainable development decisions.
- 1.3 We will advance the need to forge good working relationships with the resource sector and government.
- 1.4 Recognise the need to develop initiatives that result in the resource sector contributing financially to community infrastructure and services in the form of rates and appropriate grants in recognition of the needs and problems that can result from rapid changes in employment patterns and impact on the environment.
- 1.5 We will maintain our commitment to consult with and involve the community in issues and to provide information at both a macro and micro level.
- 1.6 The council must strongly maintain its community leadership role and actively drive issues and advance community needs and aspirations.
- 1.7 On behalf of the community, the Council will act as a political lobbyist – working closely with agencies to ensure they remain in tune with local strategies.
- 1.8 The Shire will conduct a “Capacity Assessment” for future projects to ensure that financial planning keeps pace with demand for community infrastructure and services.
- 1.9 The Shire has the view that the Waroona By-Pass is an important element in its strategic planning.
- 1.10 The Shire is committed to maintaining the impetus of the Waroona Town Centre Strategy.

Objective 2 – Conserve our pristine environment

Key areas of environmental sensitivity are the growth and development of coastal areas and lakelands; sites of valuable remnant vegetation, significant water catchment areas; visual landscape areas, buffer zones around the Wagerup Refinery, expansion of existing permanent population settlements and increasing visitor numbers.

The Shire recognises that it has an inalienable duty to future generations to protect fragile places amidst problems of pollution encroachment – through intensive land use practices and urbanisation - a lack of uniform coastal restrictions applicable to the whole coast; insufficient Dieback controls; lack of reticulated water and sewerage; removal of limestone and thirsty pine plantations.

Challenges

The challenges we face are -

- The need to increase reticulated sewerage in the Shire generally
- The introduction of reticulated sewerage into Preston Beach
- High cost of infrastructure, in particular for roads
- Ongoing cost of infrastructure maintenance
- Protection of wildlife corridors
- A once only chance to protect the environment

Strategic Direction

The Shire of Waroona is committed to strengthening its capacity to tackle the issues of sustainable development and the conservation of our sensitive environment that are increasingly interconnected and interdependent.

STRATEGIES

- 2.1 Lobby government for support in applying strict controls over developers of residential estates in relation to sewerage and drainage.
- 2.2 Consider methods to source funds for contributions to infrastructure possibly via a levy or bond on developers, establishment of a reserve or trust account or a special area rate.
- 2.3 Develop community pride in the environment through supporting community initiatives.
- 2.4 Continue to protect and preserve remnant vegetation.

Objective 3 – Protect and conserve agricultural lands and rural land uses

Historically farm life, dairying, potatoes, beef and sheep have been the traditional rural pursuits in the Shire. Dairy production is in decline following deregulation. Alcoa is obtaining farms for residue disposal and buffer purposes. Additional pressures on the rural areas will come from subdivision for lifestyle blocks and hobby farms and the need for public utility corridors resulting in an erosion of the current broad hectare land stocks suitable for food creation. Alternative land uses such as mining and high costs involved in amelioration of water logging also inhibit growth in the rural sector.

However, there is good soil in the Shire and land use planning will need to conserve land that is suitable for agriculture that contributes to the economic base of the district and is the cornerstone of a country community. It will also become important for farmers to focus on more productive intensive agricultural land use practices. There is a possibility of developing precincts suitable for horticulture to the west of the Waroona townsite.

Rural smallholdings will be in demand in the future for a range of intensive horticulture or horse keeping activities – these will have an impact on the environment. Where it occurs, access to water supply will substantially enhance the agricultural value of land in the Shire.

Challenges

The challenges we face are –

- Land is not being released or developed specifically for traditional agriculture
- There is uncertainty about the suitability or constraints on land use
- The competing demands for water for irrigation and recreational uses.
- Conserve quality agricultural land for future agricultural uses
- The pressures of tourism impact on the land and land uses

Strategic Direction

The Shire of Waroona is committed to the sustainable management of the expected land use change in rural areas and is conscious of the need to achieve a balance between the pressures of development and the maintenance of existing farming practices and priority agricultural areas.

STRATEGIES

- 3.1 The new Town Planning Scheme to determine areas that will not be the subject of further subdivision.
- 3.2 Influence State Government Strategies
- 3.3 Lobby for a share of royalties if prime agricultural lands are used for other purposes.
- 3.4 Develop a Sustainable Tourism Plan that channels visitors to specific road drives, living windows, heritage sites, walkways and riding trails.

Objective 4 – Maintain a strong sense of community whilst experiencing social change

We recognise that a strong sense of identity is important to our community who feel proud to belong to the district.

Our sense of community is linked to our sense of place. Both are important elements in the mindset of sustainability since they link the economic, social and cultural elements with the natural and built environment.

Social dysfunction can occur from rapid population increase, affecting our familiarity with who and what make up the local environment.

Whilst there are many advantages from an inward flow of new people and investment into the Shire experience shows that this can lead to growing problems with feelings of insecurity, social exclusion, cultural displacement and environmental degradation.

Our aim is to work positively with, and bridge the gap between, government and the community to promote the priority of the Shire for a whole of government approach to the economic, social, cultural and environmental concerns and needs of the area.

We will build awareness of the fact that social change is most sharply felt at the local community level. We will seek more investment in prevention and remedial work and continually lobby for additional resources and attract new services.

The Shire is conscious that there is currently a high unemployment rate that particularly affects young people. The sustainability of sporting and community groups is a concern. There are community fears about the adequacy of health and allied services and we need improved education facilities.

There is a lack of outlets for arts and culture. There is a need for increased youth development and recognition of cultural diversity.

Lack of public transport is an issue and the proximity to Mandurah is both a positive and negative for the Shire and it is important to ensure that the hopes and aspirations of the region are incorporated into our future plans and that we learn from the experiences of our neighbours to ensure that problems are minimised.

Challenges

The challenges we face are -

- To get government and industry support with funding for much needed facilities and services to minimise the lag time in service delivery – particularly in health related matters and environmental concerns.
- A need for more investment in infrastructure
- To overcome resistance to change and prejudice
- To overcome problems with the centralism of government services, e.g. health and transport
- To bring about change to the fragmentation of education resources

Strategic Direction

The Shire of Waroona is committed to acting as a catalyst and community leader during the processes of change with a strong emphasis on partnership working with government, local business and the community with the main aim and focus of maintaining a strong sense of rural community.

STRATEGIES

- 4.1 Foster involvement with key stakeholders, monitor and lobby for services
- 4.2 Set priorities for infrastructure and review ongoing management and maintenance plans with consideration being given to outlying areas and townsites.
- 4.3 Ongoing pursuit of local and federal grants
- 4.4 Engage in strategic financial management
- 4.5 Enter into partnerships with business and the resource sector
- 4.6 Develop a strategy for public education through newsletters and workshops
- 4.7 Support community development and capacity building
- 4.8 Maintain and increase the council's current proactive approach
- 4.9 Remain involved with regional organisations
- 4.10 Use successful projects as pilot studies, e.g. town centre strategy
- 4.11 Lobby government, regional organisations and major stakeholders to recognise the need for services at the local level

Objective 5: Monitor progress and measure performance

The Shire of Waroona recognises that it does not exist in isolation. A wide range of State and regional planning documents and strategies and government policy initiatives impact on the future of the Shire.

Planning strategies, buffer policies, community design codes, irrigation area planning and catchment management, guidelines for rural small holdings, National Park management plans, country sewer policy, infrastructure proposals, mining tenements, education planning, Peel economic development and many others provide a context within which the Shire will develop.

In recent times there have been a number of studies and reports with recommendations concerning the future of the region and the Shire. In particular the Pinjarra to Brunswick Sustainability Strategy is likely to become a regional blueprint for sustainable development that will need to be closely aligned with other local strategic plans and strategy documents. Other significant stakeholder documents include: Waroona Waterways Recreation and Tourism Master Plan, Peel Region Sport and Recreation Facilities Plan and Development of the Horticultural Industry in the Peel Region.

The recommendations in these types of strategy documents are often far reaching and extensive in both number and influence. Frequently they involve the need for a long-term, co-ordinated government response in terms of planning and execution. Some have not been through any sustainability assessment. Many recommendations do not take account of resource issues and leave other difficult issues unresolved. The lack of cohesion across major strategy documents is an obstacle to clarity of purpose.

In addition, what is not clear from these documents is how the respective organisations will be held accountable for progressing the recommendations made.

Challenges

The challenges we face are -

- The Shire needs to increase processes and tools to support the assessment of actions against sustainability principles.
- The Shire has limited resources to carry out the tasks assigned to it under various strategy documents.
- Some strategies are vague concerning the organisation responsible for specific actions or co-ordination of effort.
- Some government entities are not inherently accountable.

Strategic Direction

The Shire of Waroona commits to developing a 'Scorecard' reporting mechanism to hold government and regional organisations accountable for their role in the future development of the Shire.

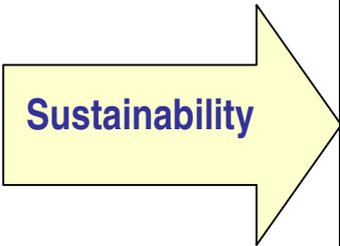
The council will also continue to report to the community through its annual report and the web site on progress of this Strategic Plan.

STRATEGIES

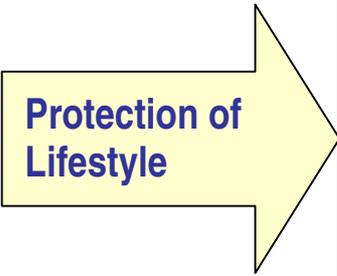
- 5.1 Develop tools for "Sustainability Assessment" and "Capacity Assessment" to assist council to make risk weighted decisions in relation to major projects and strategies.
- 5.2 Require all strategy and management documents sponsored by council to contain a "Sustainability Statement" and "Performance Indicators" to assist the council monitor progress.
- 5.3 Request government and regional stakeholders to assign a responsible representative to "drive" the recommendations of major planning and strategy reports.
- 5.4 Develop a "Scorecard" approach to monitoring and performance measurement of government strategies to keep government and instrumentalities accountable for promised actions.
- 5.5 Continue to report to the community on the progress of this Strategic Plan through the annual report.

SECTION 3 – STRATEGIC PRIORITIES

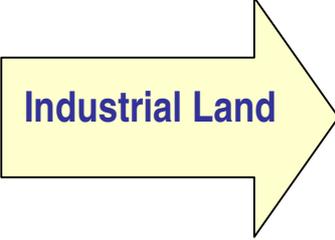
Shire Focus: Leadership & Governance

Key Result Area	Rationale	Strategic Priorities
 <p>Sustainability</p>	<p>There is a need to ensure that development improves the total quality of life for our existing community and those that choose to make their home in the Shire in the future.</p> <p>Experience shows that decisions taken now will have long term impacts and the need to enhance individual and community interests must be balanced to safeguard the wellbeing of future generations.</p>	<p>6.1 Develop a culture that effectively integrates consideration of both long and short-term impacts before acting.</p> <p>6.2 Council strategies will enhance a strong, growing and diversified economy that protects the environment and takes account of social and cultural interests.</p> <p>6.3 Wherever possible regional factors will be taken into account before strategies are adopted.</p> <p>6.4 Major decisions and actions will be taken after community consultation.</p>
 <p>Achievement focus</p>	<p>There is a need for careful evaluation of major projects and strategies to ensure they comply with up to date knowledge about sustainability.</p> <p>However the Shire needs to be achievement focussed and once goals are established will move toward them in a positive and proactive way.</p>	<p>6.5 The Shire will embrace a culture that is focussed on achieving community objectives but will also involve careful evaluation of major projects and strategies.</p> <p>6.6 Various options and their risks will be assessed prior to commitment to a course of action.</p> <p>6.7 Once a project or strategy is agreed, a program and timetable will be established with performance indicators for monitoring purposes.</p>
 <p>Financial viability</p>	<p>There is recognition that the Shire does not have the resources alone to cater for the needs of a socially, culturally, economically and environmentally complex community.</p>	<p>6.8 Continue with the long-term financial management of the Shire through the use of forward estimates and an Operating Resource Plan.</p> <p>6.9 Support the introduction of a Capacity Assessment Phase into major projects and strategies before committing to action.</p> <p>6.10 Use Reserve Accounts strategically.</p> <p>6.11 Use Loan Funds in a programmed way.</p> <p>6.12 Accept the inevitability of rate rises but apply these in a socially responsible way.</p>

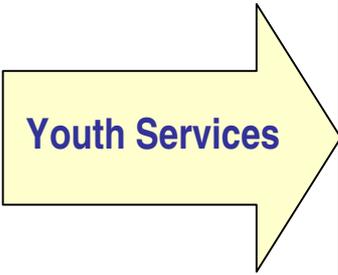
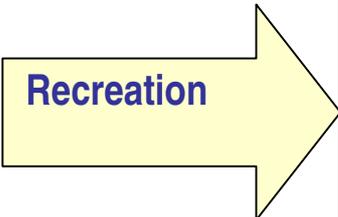
Shire Focus: Community development

Key Result Area	Rationale	Strategies
 <p>Protection of Lifestyle</p>	<p>Residents have shown a preference for the lifestyle of the Shire as it is and this needs to be protected.</p> <p>There is a need maintain the integrity of our rural lifestyle and maintain the country town atmosphere of Waroona Townsite during population increases.</p> <p>There is a need to protect the coastal environment and relaxed way of life.</p> <p>There is a need to preserve the identity of the Shire and its different but inter-related communities of interest during times of growth.</p>	<p>7.1 Maintain a rural theme for any enhancements to Waroona townsite</p> <p>7.2 Protect the coastal environment.</p> <p>7.3 Take a proactive approach to managing the impacts of Alcoa on the Shire.</p> <p>7.4 Develop strategies to enrich the social and cultural identity of the community.</p> <p>7.5 Develop a vision for how the Shire of Waroona fits into the dynamics of the Peel Region.</p> <p>7.6 Develop strategies to maintain the cohesiveness of the communities at Preston Beach and Lake Clifton against an influx of holiday homes and tourists</p>
 <p>Managing the impact of Tourism</p>	<p>Part of the lifestyle of the Shire stems from our natural resources.</p> <p>Because of this, there is a need to manage increased visitor numbers and to recognise others want to share the variety of experiences that the Shire offers – the coast; waterways; heritage; culture; country- life.</p>	<p>7.7 Maintain support for the Tourism Master Plan.</p> <p>7.8 Make provision for a major resort development on the coast.</p> <p>7.9 Develop coastal walk trails.</p> <p>7.10 Develop public infrastructure such as car parks to cater for visitor numbers.</p> <p>7.11 Continue with the Waroona Town Square development.</p> <p>7.12 Provide tourist pull in bays to suit caravans etc.</p> <p>7.13 Support development of an equine industry.</p> <p>7.14 Manage water-based tourism.</p>

Shire Focus: Economic Development

Key Result Area	Rationale	Strategies
 <p>Industrial Land</p>	<p>The Long-term sustainability of the Shire is paramount. There is a need to encourage business and allow private enterprise to flourish. We need opportunities for large and small-scale business. Generate employment opportunities Economic benefits Industrial diversity Strategic location of the Shire is conducive to industrial ventures</p>	<p>8.1 Identify suitable land. 8.2 Source funding for development. 8.3 Negotiate with the resource sector if necessary. 8.4 Planning and controls to be developed to minimise visual pollution and develop landscaping plans for industrial activity areas.</p>
 <p>New Businesses</p>	<p>Encourage new businesses to locate in the Shire resulting in – Employment creation; Improved town centre aesthetics; Attractive to residents and tourists; Greater convenience.</p>	<p>8.5 Facilitate sustainable services to coastal areas. 8.6 Shire representation on business groups. 8.7 Provide a supportive planning and rating environment for new business. 8.8 Investigate maximum alternative use of buffer zones. 8.9 Participate in water supply planning</p>
 <p>Town Centre</p>	<p>There are opportunities to enhance the social, cultural heritage and economic development of the Shire through initiatives in the Waroona Town Centre.</p>	<p>8.10 Maintain commitment to the Waroona town centre master plan. 8.11 Continue to meet community aspirations and expectations for the Main Street and surrounds.</p>

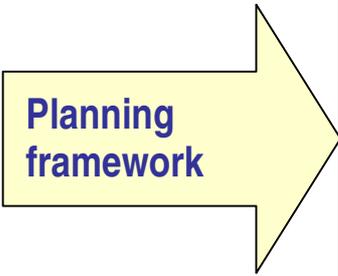
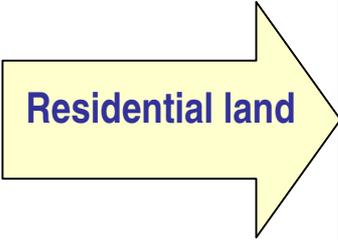
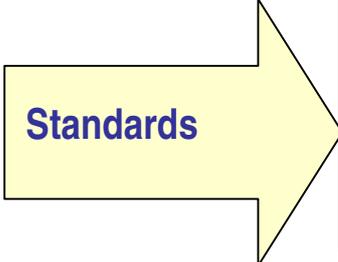
Shire Focus: Community Services

Key Result Area	Rationale	Strategies
 <p>Services for the Aged</p>	<p>The need to provide for an aging population and incoming retirees relocating from other areas. The need to keep our existing family structures intact. Loss of young people can be offset by the contribution of older people to the community.</p>	<p>9.1 Encourage the development of all levels of aged Care. 9.2 Facilitate self-owned/self help aged cluster style development similar to Dwellingup</p>
 <p>Health Services</p>	<p>To attract and retain permanent residents access to health and allied services is essential. Lack of accident and emergency services is an issue. Increasing workforce in the resource sector requires access to medical treatment.</p>	<p>9.3 Lobby government concerning adequacy of hospital and other health services. 9.4 Support Nursing Post. 9.5 Prepare an advance strategy for health services for the projected population growth. 9.6 Develop a multi purpose health centre</p>
 <p>Youth Services</p>	<p>There are difficult social issues associated with young people that require support. Young people need employment opportunities. Cost of vandalism is an issue. Young people need to be encouraged to participate in the community. In particular there is a lack of youth services in the coastal areas of the Shire.</p>	<p>9.7 Sporting grounds are needed in coastal areas. 9.8 Provide facilities as an alternative to sport that young people are interested in. 9.9 Support the services of a Youth Officer. 9.10 Conduct a pilot program that encourages interaction of young people in the community. 9.11 Lobby for increased opportunities for specialist job training for youth.</p>
 <p>Recreation</p>	<p>There is a need to ensure that sporting clubs have a viable future and access to facilities.</p>	<p>9.12 Build a multi-purpose community centre for coastal areas. 9.13 Maintain the sporting and recreation facilities that currently exist. 9.14 Facilitate a strong and active sports council to play a co-ordinating and supporting role. 9.15 Assist sporting clubs to amalgamate their use of facilities where this contributes to viability. 9.16 Co-operate with other regional organisations for 'niche' sports or large spectator venues.</p>

Shire Focus: Community Infrastructure

Key Result Area	Rationale	Strategies
Roads	<p>The need to create a pedestrian friendly and hospitable Main Street to encourage community use and interaction and encourage business.</p> <p>The need to improve safety and protect the country town main street environment.</p> <p>The need to provide links to the proposed Peel deviation.</p>	<p>10.1 Maximise capital funds for improvements to South Western Highway between Waroona and Harvey.</p> <p>10.2 Source funds for upgrade to the Main Street.</p> <p>10.3 Discourage heavy haulage vehicles.</p> <p>10.4 Support heavy vehicle bypass.</p> <p>10.5 Upgrade transport links to the Peel deviation.</p>
Public transport	<p>There is a need to improve public transport within and externally to the Shire.</p>	<p>10.6 Lobby to maintain the train station.</p> <p>10.7 Facilitate the provision of public transport to and from Mandurah with access to fast rail service to Perth.</p>
Utilities	<p>The need to make available more residential land.</p> <p>The need to cater for future population growth.</p> <p>The need to improve environmental and health issues.</p> <p>There is a need to cater for industry.</p>	<p>10.8 Investigate grey water re-use scheme for coastal areas and townsites.</p> <p>10.9 Lobby Water Corporation to continue the infill sewerage programme in the Waroona Townsite.</p> <p>10.10 Lobby for a gas supply to service sustainable industry and new subdivisions.</p>
Facilities	<p>Increasing population</p> <p>The need for a variety of recreation opportunities</p> <p>To foster community interaction.</p> <p>To improve the appearance and appeal of the townsite and surrounds.</p>	<p>10.11 Continue the cycle path network in Waroona Townsite</p> <p>10.12 Take a leadership role to resolve uncertainties concerning the future of the golf club.</p> <p>10.13 Ensure sporting amenities are retained and maintained for the benefit of the community.</p>
Waterways	<p>The need to take a proactive and co-ordinated approach to the future drawn down, recreation and tourism use of major catchments in the Waroona area.</p>	<p>10.14 Continue in principle support for the Waroona Waterways Recreation & Tourism Master Plan.</p> <p>10.15 Support initiatives that contribute to the sustainable recreation use of the 2 dams.</p> <p>10.16 Support initiatives that address a reduction in pollution of the waterways.</p>

Shire Focus: Land Use Planning

Key Result Area	Rationale	Strategies
 <p>Planning framework</p>	<p>There is an urgent need to ensure that the Shire's Town Planning Scheme can cater and control the projected population increases so that the Shire is in a position to manage land use change.</p>	<p>11.1 Continue development of the Local Planning Strategy 11.2 Ensure the Local Planning Strategy takes into account the following issues – a) the broader government policy context b) accommodate tourism needs c) linkages with the Strategic Plan d) places for community facilities and services 11.3 Ensure sustainability principles are incorporated into the Town Planning Scheme. 11.4 Engage in coastal planning.</p>
 <p>Residential land</p>	<p>There is a need for the Shire to make orderly provision for the expected population growth.</p>	<p>11.5 Provide for a range of lifestyle opportunities. 11.6 Encourage sustainable development. 11.7 Focus on providing a broad range of residential lots up to 2.5 hectares.</p>
 <p>Standards</p>	<p>Some properties have become downgraded and create a poor visual aspect for the Waroona townsite.</p>	<p>11.8 Consistently apply standards and provisions in the town planning scheme. 11.9 Develop strategies and incentives that encourage maintenance and appearance of properties. 11.10 Timely attention to complaints.</p>

SECTION 4 - ACTION PLANS EFFECTIVE 2005

Shire Focus	Actions	Timeline
1 Leadership & Governance	1.1 Continue with the long term financial management of the Shire using both forward estimates and an operating resource plan that are linked with the Strategic Plan. 1.2 Development a Capacity Assessment framework for major projects and strategies. 1.3 Review use of Reserve Accounts. 1.4 Develop a policy on the use of Loan Funds.	Ongoing
2 Community Development	2.1 Maintain a rural theme for any enhancements to the Waroona townsite. 2.2 Build a multi-purpose centre for the coastal areas of the Shire	Ongoing
3 Economic Development	3.1 Identify land suitable for industry. 3.2 Source funding for development of industrial land. 3.3 Develop planning and controls to minimise visual pollution and develop landscaping plans for industrial activity areas. 3.4 Continue the Waroona Town Square development. 3.5 Prioritise projects from the Waroona Town Centre Strategy. 3.6 Continue with work associated with the Main Street and surrounds to meet community aspirations and expectations. 3.7 Main Street underground power	2005 2006 2005 On-going On-going 2005-2008 2006-2008
4 Community Services	4.1 Lobby government concerning adequacy of hospital and other health services 4.2 Lobby for increased opportunities for job training for youth	

Shire Focus	Strategies	Timeline
5 Community Infrastructure	5.1 Design and construct upgraded transport links to the Peel deviation. 5.2 Continue the cycle path network in Waroona townsite. 5.3 Prioritise projects from the Waroona Waterways, Recreation & Tourism Master Plan.	On-going 2005-2008 On-going
6 Land Use Planning	6.1 Continue development of the Local Planning Strategy a) Ensure that the Local Planning Strategy takes into account the strategies contained in the Strategic Plan. 6.2 Ensure sustainability principles are incorporated into the Town Planning Scheme.	2006 On-going On-going

Public information

The following information is available to the public from the Council Office:

Forward Financial Estimates
Annual Budget
Annual Report
District Planning Scheme
Council Policies
Local Laws
Agenda and minutes of meetings
List of Councillors contact details

Feedback Sheet

Comments on this strategic plan are welcome at any time. Please complete this form and return it to: Chief Executive Officer, Shire of Waroona, 52 Hesse Street, Waroona WA 6215

Strategy No.	Comments

Signed.....

Contact details.....

□ FILENAME \p F:\Exe Support Officer\RHONDA\AGREEMENTS - DOCUMENTS\STRATEGIC PLAN DRAFT 2005-2025.doc□