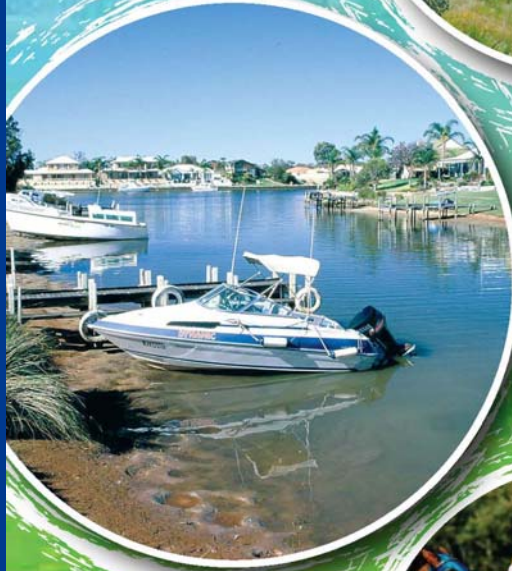


SHIRE OF
MURRAY

PLAN FOR
THE FUTURE

2009 – 2013

Adopted
26 March 2009



centre of the peel region

Shire President's Message

Council and staff have worked with the community throughout 2008 to develop this Plan for the Future of the district of the Shire of Murray.

In the first half of 2008, a number of focus groups were held with community groups and stakeholders to get feedback on what they see as important for their community. The questions asked to these focus groups were:

- What is important to you and what do you value – now and into the future?
- What are your likes and dislikes with the Shire?
- What are your views regarding the Shire's direction?
- What do you think about our Parks, Recreation Services, Waterways, Surrounds etc?;
and
- What can grow community spirit?

In order to quantify the expected growth that the Shire of Murray will experience, ID Solutions were commissioned to undertake demographic and sociographic studies to map annual growth up until 2031. The results which are included in this document are alarming, and it is clear that the Shire of Murray will be Australia's fastest growing local authority for a decade from approximately 2014. By 2031, the Shire of Murray is expected to have a population of over 45,000 people. This is tremendous growth, but even that may be conservative.

In order to plan for this growth, it is imperative that a quality Plan for the Future is developed and followed. It is also imperative that the Plan is fully costed. That is why a 30 year Financial Plan has been developed which underpins this Plan and how the Shire will remain sustainable not only economically, but also socially and environmentally.

This document is the blueprint for the future. It is achievable, affordable and necessary. It will give the Council the necessary direction to make the Shire of Murray the envy of all others, as we maximize our location to Perth and natural assets such as the estuary, forest and sweeping ranges with the built environment such as heritage and canals.

Yours sincerely



Noel Nancarrow
Shire President

Chief Executive Officer's Message

In accordance with the *Local Government Act (1995 (as amended))*, Council has developed this Plan for the Future 2009 – 2013.

This Plan sets out Council's Vision, Goals and Strategic Direction of the Shire of Murray. The Plan also includes a number of Strategic Initiatives which will bring to reality Councils Vision.

The Shire of Murray Plan for the Future is Council's most important corporate document as it provides the Shire's long-term strategic direction, particularly as it faces unprecedented population growth, and in turn, pressure on the Shire's finances, environment and infrastructure. However, with a prioritised and fully costed Plan, the Shire will be fully prepared to meet these significant pressures.

The development of the Plan for the Future is very timely considering that the Western Australian Local Government Association has very recently formally adopted its Systemic Sustainability Study (SSS).

The SSS is a document that is aimed at taking Local Government as an industry forward to ensure that Local Government's are financially, environmentally and socially sustainable and follow best-practice management principles. Since the document was adopted by WALGA in August 2008, the Minister for Local Government, the Hon. John Castrilli, has announced that it wants Local Government reform. Those Councils that do not have a clear strategy and financial plan to take it forward will be left behind and may not even exist in the future.

In summary, the Plan for the Future is one that shows that the Shire of Murray life-cycle is still very much in the planning phase in preparation for significant population growth. Many of the Strategic Initiatives focuses on 'getting our house in order', for example by having included in the Plan initiatives such as development of a high-level Human Resource plan, an Asset Management plan which will flow into the 30-year financial plans, and developing high level structure plans for urban growth areas. Therefore the Plan for the Future will need to be reviewed regularly, as many further projects will arise as a matter of course. The estimated completion dates of some projects, in particular, projects such as structure plans may vary as progress will depend on external agencies.

Thank you to Councillors and staff for their input and energy. The Plan highlights a very bright and exciting future for the residents of the Shire of Murray.



Dean Unsworth
Chief Executive Officer

Shire of Murray Profile

The Shire of Murray is located on the fringe of the Perth metropolitan area 86 kilometres south of Perth, on the Peel-Harvey Coastal Plain. It is situated within the Peel Region which includes the shires of Jarrahdale Serpentine (Perth Metro Region), Boddington, Waroona and the City of Mandurah. The main towns in the Shire of Murray are Pinjarra, South Yunderup, North Yunderup, Coolup, Dwellingup, Furnissdale, North Dandalup, and Ravenswood.

The Shire lies within a sensitive environment that is undergoing extreme pressure for subdivision for urban and rural residential living.

Independent population growth estimates show that the Shire of Murray will become one of the fastest, if not the fastest growing local authority in Australia by 2015, and will remain in that growth phase up until at least 2031. Growth is a factor due to the rural feel but being situated so close to large city centres of Perth and Mandurah. It features hills and tranquility of Dwellingup in the east, to high quality canal blocks in Yunderup. The heritage town of Pinjarra, first established in 1834 still has significant heritage attractions such as Edenvale, Blythwood and the historic Pinjarra Court House.

Labour force

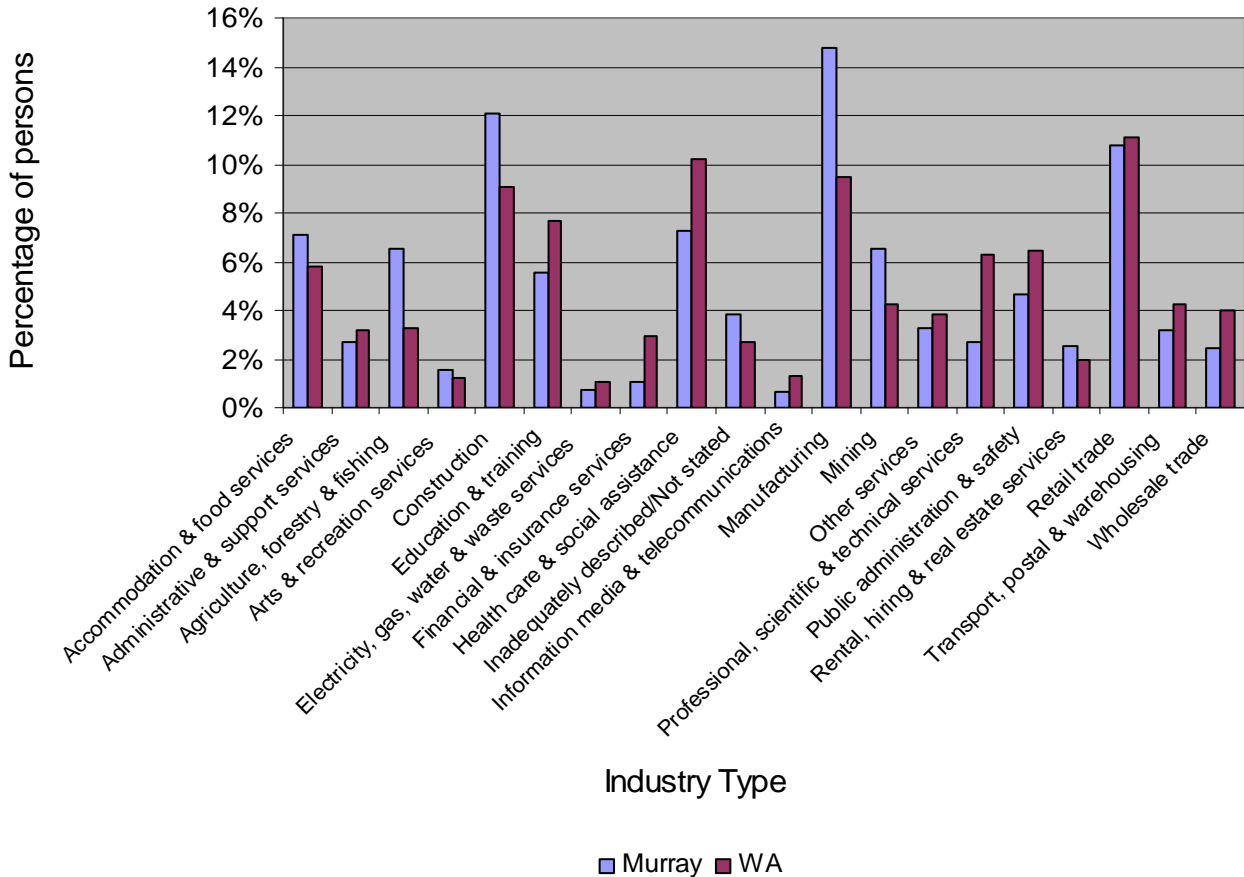
The labour force in the Shire of Murray totalled 5,665 persons in the 2007 September quarter. This represents 14% of the labour force in the Peel region.

The unemployment rate for the Shire was 4.2% in the 2007 September quarter, rising slightly from 4.0% in the June quarter. This follows a similar trend in the Region where the Peel unemployment rate rose from 4.2% in the June quarter to 4.3% in the September quarter. The unemployment rate for Western Australia remained steady at 3.2%.

It must be noted that although Peel and Murray have experienced slight increases in their unemployment rates, the long term trend has been one of steady decline. In addition, the gap between Peel and Murray, and the State, has narrowed. In December 2005 the Peel unemployment rate was 6.6%, the highest in Regional Western Australia and 2.1% above the State unemployment rate of 4.5%. In the 2007 September quarter the unemployment rate for Peel was 1.1% above the State average (rising slightly from 0.9% in the 2007 March quarter).

A similar trend can be noted with the Shire of Murray. Up until March 2005 Murray had a higher unemployment rate than Peel. In June 2005 the unemployment rate for Murray dropped to 0.1% below Peel, and currently remains at this level.

Employment by Industry - Murray & WA



Social

Police

There are 113 police officers in the Peel Region. 7 are stationed at the Pinjarra sub-district and 2 at the Dwellingup sub-district.

Health

The Peel Region is serviced by the Peel Health Campus in Mandurah, the Boddington Hospital and the Murray Hospital in Pinjarra. There are approximately 198 hospital beds available in the Region. There are 15 registered General Practitioners in the Shire of Murray. These are all based in Pinjarra.

Education

There are 30 public schools in the Peel Region. These include 21 primary schools, 8 secondary schools, and 1 combined primary and secondary school. In the Shire of Murray there are 4 primary schools, and one secondary school. In relation to post-secondary education, the Region is serviced by Challenger TAFE and Murdoch University Peel Campus. Dwellingup is home to the Australian School of Wood, which provides tremendous opportunities for locals and others. It also brings people to the Shire which provides an economic benefit to Dwellingup.

Environment

The most significant environmental feature in the Shire of Murray is the Peel-Harvey Estuary which is fed by the Murray and Serpentine Rivers and the Harvey River. The Peel Inlet is a circular lagoon with a diameter of approximately 10km, while the Harvey Estuary is a long body of water approximately 20 kms long and 2-3 kms wide. This forms part of the Peel-Yalgorup System of wetlands which is an important regional resource for Western Australia comprising the Peel Inlet,

the Harvey Estuary, Lake Meelup, Lake McLarty and the Yalgorup Lakes. The area is recognised as the most important site for water birds in south-western Australia and has been designated as a Ramsar conservation site and has also been placed on the Register of the National Estate. The region has important social, cultural, scientific and economic values. It is a popular recreation site for locals and tourists, contains registered Aboriginal sites, provides education and research opportunities, and supports the largest professional and amateur estuarine fishery in WA.

Another important environmental area is the Lane Pool Reserve near Dwellingup. This covers 55,000 hectares of woodlands bordering the Murray River. Species found here include Jarrah, Wandoo, Blackbutt, and Marri. The area is also an important recreational site drawing over 100,000 visitors every year who participate in activities such as camping, bushwalking, swimming, canoeing and fishing.

Tourism

Tourism activity in the Shire of Murray is estimated to contribute \$27.5 million of direct spending in the local community, with an estimated 231 people (5.1% of the workforce) employed in tourism. With flow-on benefits added, tourism is estimated to contribute \$57.7 million to the local economy.

The Shire of Murray receives around 460,000 visitors each year. Visitors are a combination of day trippers (300,000 spending \$13.5 million) and those staying one or more nights (160,000 spending \$14 million). Murray's proximity to Perth has resulted in high levels of repeat visitation.

Most visitors to Murray are from Perth – a mix of families seeking affordable holidays, young couples and retirees. There are 1,610 beds in the Shire – 60% are in Dwellingup and the majority is camping accommodation. Visitors are attracted by nature based attractions and activities, and the heritage values of the Shire. Lane Pool Reserve is the single most visited attraction in the Shire. There is also a significant corporate market visiting the Shire due to the resource sector.

Growth

In 2008 the total population of the Shire of Murray was 12,917 and it is expected to increase significantly by almost 8,800 people to 21,327 by 2016 at an average annual growth rate of 5.44%. This is based on an increase of almost 3,600 households during the period with the average number of persons per household falling marginally from 2.47 to 2.45.

All areas in the Shire of Murray are expected to increase in population to 2016 with the largest gains expected in the localities of Ravenswood, South Yunderup and Pinjarra. The population increases relate to new residential opportunities, building upon existing developed urban areas such as Riverland Ramble, Ravenswood, the Austin Cove development at South Yunderup and expansion of the Murray River Country Estate situated on the northern side of the Pinjarra Townsite. Dwellingup will also grow due in part to the reopening of the Boddington Gold Mine. The Peel Development Commission is fully aware of the importance of Dwellingup being a provider of housing to the Mine and has recognised this by providing \$25,000 to assist in preparing this Plan for the Future with an emphasis on the needs of Dwellingup, such as demographic studies and public consultation. It also provided \$85,000 towards structure planning for the town. It is expected that an additional 200 lots will be released, and this structure planning will enable Dwellingup to be sustainable not only during the mines 30 year life, but for future generations.

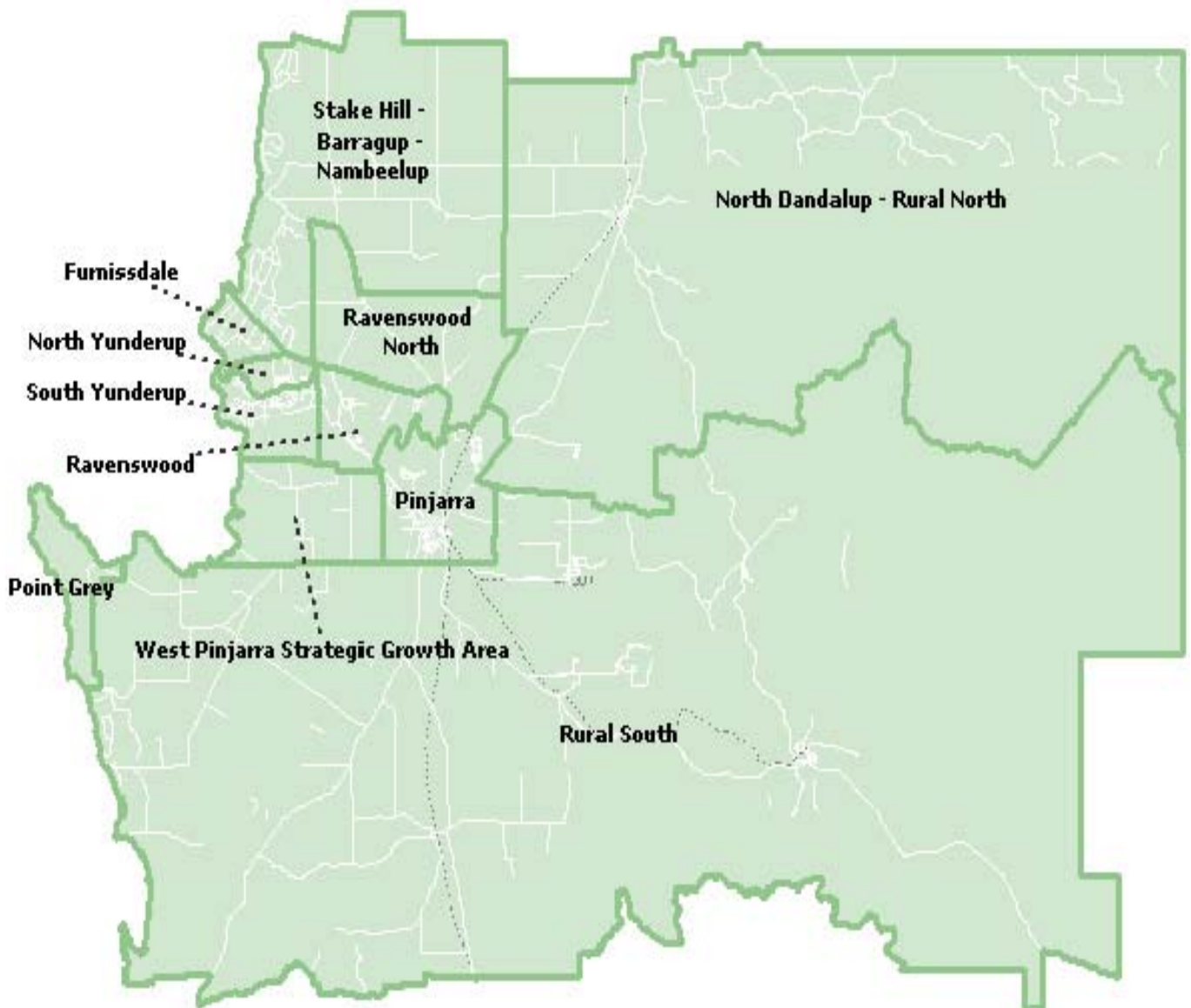
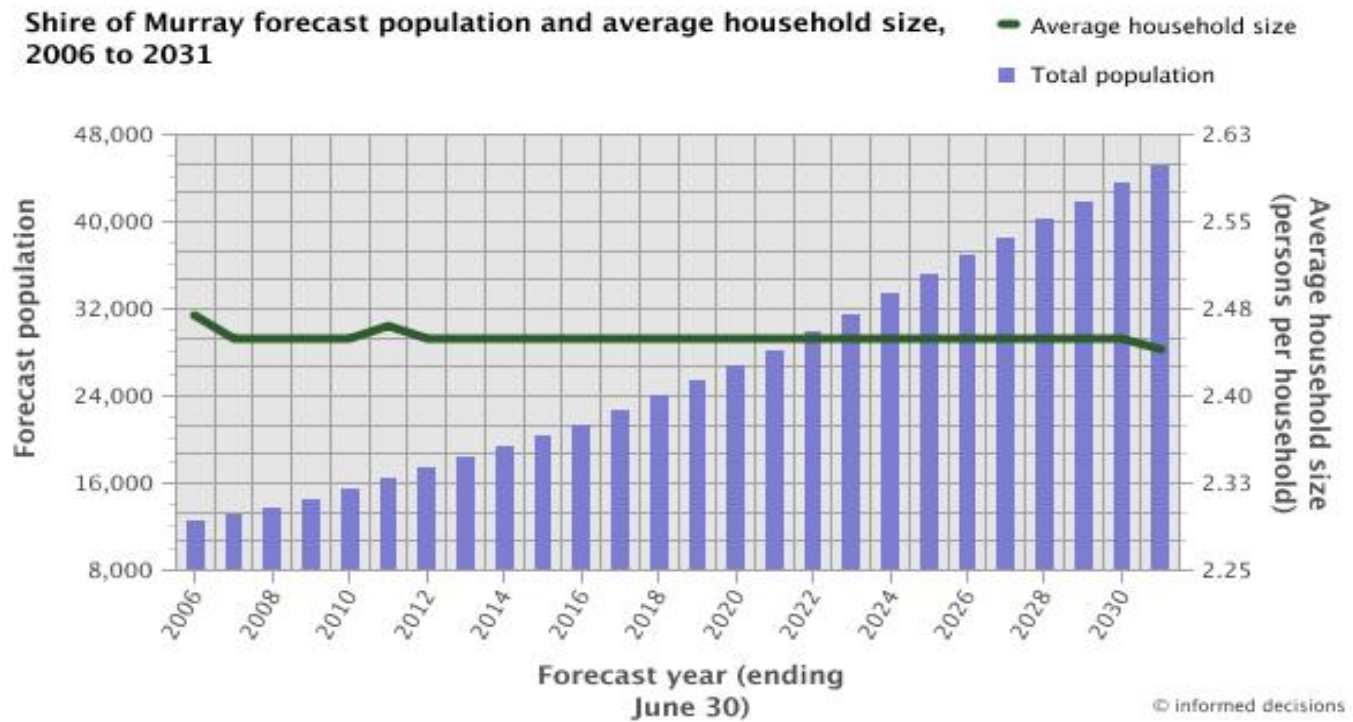
The primary housing market role that the Shire has played over the last two decades has been to provide relatively affordable housing for young and established families, as well as retirees and older adults. This role is expected to continue and expand as the stocks of residential land in Mandurah are depleted and as housing costs in Perth remain high. In the immediate to longer term these existing zoned residential areas are to be supplemented by a range of new 'green field' development opportunities in localities such as West Pinjarra, Nirimba (Austin Cove South) and North Ravenswood. Increasing opportunities for residential development will also be possible in fragmented land holdings in Furnissdale, Pinjarra Townsite and consolidation of the North Yunderup Townsite. By comparison steady, although relatively incremental housing growth is anticipated in the more rural hamlet areas of the Shire such as North Dandalup, Dwellingup and Coolup.

In terms of key household results, the number of couples with children is expected to increase in all areas between 2006 and 2021 with the largest gain in Ravenswood, South Yunderup, Pinjarra and Point Grey. Areas with relatively lower levels of new residential development, such as Rural South, Furnissdale and Stakehill, Barragup, Nambeelup, are likely to experience much lower net increase.

PRINCIPAL FORECAST LAND ASSUMPTIONS – 2007-2031:

- South Yunderup 3,040 additional dwellings
- Pinjarra 2,550 additional dwellings
- Ravenswood 2,510 additional dwellings
- West Pinjarra Strategic Growth Area 1,490 additional dwellings
- Point Grey 1,175 additional dwellings
- Ravenswood North 900 additional dwellings
- North Yunderup 810 additional dwellings
- Stakehill, Barragup, Nambeelup 700 additional dwellings
- Furnissdale 650 additional dwellings
- North Dandalup Rural North 360 additional dwellings
- Rural South 220 additional dwellings

Shire of Murray forecast population and average household size, 2006 to 2031



Population Estimates

| Area | 2010 | 2013 | 2016 | 2019 | 2022 | 2025 | 2028 | 2031 | % (2031) |
|----------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|----------|
| Furnissdale | 1,196 | 1,222 | 1,348 | 1,500 | 1,692 | 1,941 | 2,184 | 2,418 | 5.3 |
| North Dandalup- Rural North | 763 | 829 | 914 | 1,015 | 1,142 | 1,272 | 1,418 | 1,568 | 3.5 |
| North Yunderup | 850 | 1,012 | 1,209 | 1,437 | 1,679 | 1,947 | 2,199 | 2,434 | 5.4 |
| Pinjarra | 3,992 | 4,542 | 5,197 | 6,142 | 7,068 | 7,930 | 8,694 | 9,392 | 20.8 |
| Point Grey | 11 | 59 | 288 | 653 | 1,096 | 1,570 | 2,033 | 2,488 | 5.5 |
| Ravenswood | 2,460 | 3,626 | 4,311 | 4,958 | 5,562 | 6,057 | 6,493 | 6,899 | 15.3 |
| Ravenswood North | 75 | 78 | 110 | 315 | 627 | 1,182 | 1,766 | 2,425 | 5.3 |
| Rural South | 1,648 | 1,673 | 1,704 | 1,751 | 1,807 | 1,869 | 1,920 | 1,965 | 4.4 |
| South Yunderup | 2,619 | 3,354 | 4,130 | 5,263 | 6,354 | 7,382 | 8,141 | 8,562 | 19.0 |
| Stakehill-Barragup- Nambeelup | 1,593 | 1,658 | 1,747 | 1,843 | 1,935 | 2,178 | 2,626 | 3,390 | 7.5 |
| West Pinjarra | 210 | 286 | 369 | 440 | 835 | 1,729 | 2,697 | 3,613 | 8.0 |
| TOTAL | 15,408 | 18,339 | 21,327 | 25,317 | 29,797 | 35,057 | 40,171 | 45,154 | 100.0 |
| GROWTH (%) | | 11.9 | 16.3 | 18.7 | 17.7 | 17.7 | 14.6 | 12.4% | |
| ANNUAL AVE FOR PERIOD | | 3.97 | 5.43 | 6.23 | 5.90 | 5.90 | 4.87 | 4.13 | |

Migration assumptions into the Shire of Murray are influenced by a major gain of young and established families (0-14 and 25-44 years), as well as a major gain of empty nesters and retirees, (45-74 years). It is expected that there will be a minor loss of school leaving adults, many of whom will transfer to Perth for higher level tertiary opportunities. Total resident population is expected to increase from 21,327 in 2016 to 45,154 by 2031.

The forecast population growth rates are generally slightly lower than the household growth as a result of the minor decrease in the number of people per household. This is a pattern that is likely to affect most areas of the Shire of Murray during the forecast period.

The Shire of Murray has identified the future development growth precincts in its draft Local Planning Strategy which was revised in May 2007. It should be noted that further detailed district level structure planning will be required over the larger urban infill and green field sites, including West Pinjarra, Nirimba, North Ravenswood and Furnissdale Precincts as precursors to rezoning the land for urban purposes under the Peel Region Scheme and Council's Town Planning Scheme No 4.

Linked with these Urban rezoning proposals, studies and structure planning Council, in collaboration with Landcorp and private developers, is progressing with the creation of additional Industrial zoned land in the Nambeelup and Pinjarra localities so as to provide major employment generating capacity to service the future Urban population catchments.

How this plan fits into the big picture

2009 – 2013 PLAN FOR THE FUTURE



CORPORATE PLANS

Annual Budget
10 Year Road and Footpath Plans
10 Year Waterways Plan
10 Year Plant Replacement Plan
Human Resources Plan
Asset Management Plan



VARIOUS STRATEGIC DOCUMENTS

Community Facilities Plan
Waste Management Strategy
Tourism Strategy



LAND-USE PLANS

Town Planning Scheme No. 4
Local Planning Policies
Various Urban Structure Plans
Developer Capital Contribution Plans

Councillors

SHIRE PRESIDENT

Cr Noel H Nancarrow, JP



DEPUTY SHIRE PRESIDENT

Cr Christine I Thompson, JP



Cr Wally C Barrett

PINJARRA WARD



Cr Enzo Menara

PINJARRA WARD



Cr Shonagh M Bradstock

NORTH WEST WARD



Cr Graeme E Rogers

SOUTH WARD



Cr Barrie J Thomson

WEST WARD



Cr Dr Desley Watson-Raston
WEST WARD



Cr Patricia (Trish) Briggs
WEST WARD



Cr Maree Reid
WEST WARD



Cr Tim Birmingham
EAST WARD



Cr Morris Bessant
NORTH WARD



Executive Staff

Dean Unsworth
CHIEF EXECUTIVE OFFICER



Michelle Larkworthy
DIRECTOR, CORPORATE SERVICES



Ian Daniels
DIRECTOR, TECHNICAL SERVICES



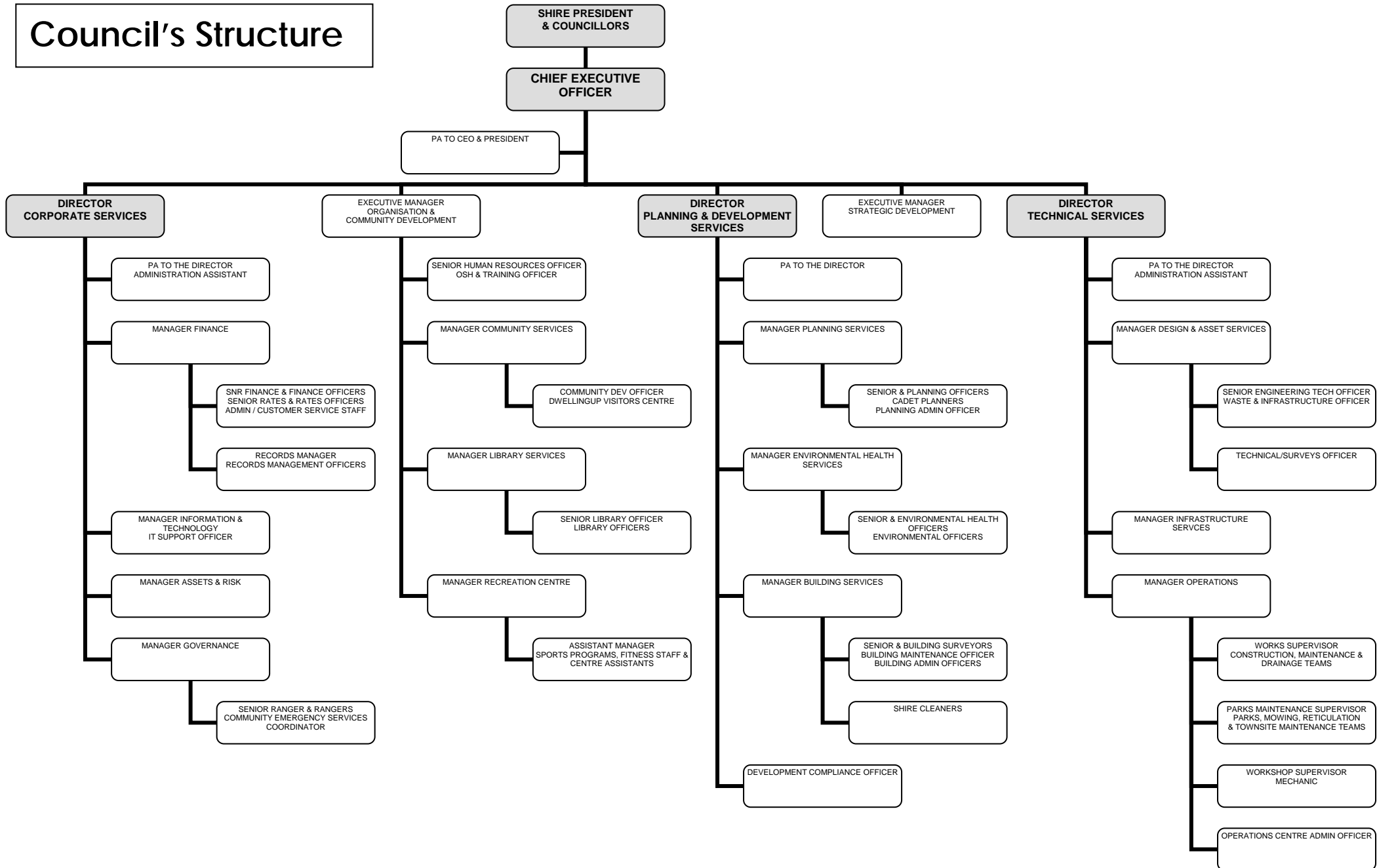
Rod Peake
DIRECTOR, PLANNING & DEVELOPMENT SERVICES



Brett Flugge
EXECUTIVE MANAGER STRATEGIC DEVELOPMENT



Council's Structure



Making the Shire of Murray a Better Place

Our Intent

Making the Shire of Murray a better place

Our Vision

*“The Shire of Murray will be a **vibrant and progressive** shire
with a strong **community identity**.
A Shire that fosters **sustainable development** and
diverse lifestyle opportunities
in partnership with the community,
while **valuing our heritage** and the **cultural and natural**
environment.”*

Values

- Pride in our community
- Responding to community needs
- Working together
- “Can-do” attitude

Our Reality

- We must see the bigger picture
- Without teamwork we will fail
- Indecisiveness will drive our customers away
- Less than expected customer service will create disillusionment and reduce confidence

Our Goals

- To be a solution focused, customer oriented organization;
- To provide leadership in strategic town planning for future developments within the Shire, for the successful co-existence of lifestyle activities, development and the natural environment;
- To recognize the value of the physical and cultural heritage of the Shire;
- To plan, develop and maintain the Shire’s infrastructure and facilities;
- To foster broad economic prosperity; and
- To foster an inclusive community spirit, which promotes a sense of belonging

GOAL 1: *To be a solution focused, customer oriented organisation*

Objectives

- *To encourage the efficiency and effectiveness of the organization;*
- *To ensure delivery of excellence in customer service;*
- *To be an employer of choice; and*
- *To ensure Good Governance.*

| Outcome | Strategic Initiative | Complete by | Lead Department | Financial Implications |
|--|---|----------------------------|--|------------------------|
| 1.1 <i>To encourage the efficiency and effectiveness of the organisation</i> | 1.1.1 Implement communications framework (internal and external) | December 2009 | CEO | Internal |
| | 1.1.2 Review the Shire's staffing structure to best deliver on its strategic goals | December 2009 | CEO | Internal |
| | 1.1.3 Develop and implement integrated whole of Council approval processes: | June 2010 | Planning & Development | Internal |
| | 1.1.4 Develop a vehicle policy including environmental impacts | June 2010 | Technical Services | \$10,000 |
| 1.2 <i>To ensure delivery of excellence in customer service</i> | 1.2.1 Continually improve and benchmark key business processes using the Balanced Scorecard principles | Ongoing | CEO | Internal |
| | 1.2.2 Undertake Focus Groups on a regular basis to ensure alignment of Shire's activities with community expectations | Every 2 nd year | CEO | Internal |
| | 1.2.3 Review the Shire's Website to encourage the community to link to the information they require | December 2009 | Corporate Services | \$20,000 |
| 1.3 <i>To be an employer of choice</i> | 1.3.1 Develop and implement a strategic human resources management plan, including: <ul style="list-style-type: none"> - <i>Develop and implement an employee health and well being programme;</i> - <i>Develop strategies to ensure</i> | December 2009 | Organisational & Community Development | 30,000 |

| | | | | |
|--|---|----------------------|-------------------------------|-----------------|
| <p>1.3 <i>To be an employer of choice (continued)</i></p> | <p><i>attraction and retention of quality staff;</i></p> <ul style="list-style-type: none"> - <i>Build and retain organizational knowledge via structured staff plans and programs;</i> - <i>Develop and implement a performance management system that supports the Shire's strategic objectives</i> | | | |
| <p>1.4 <i>To ensure good governance</i></p> | <p>1.4.1 Optimise revenue opportunities</p> | <p>Ongoing</p> | <p>Executive</p> | <p>Internal</p> |
| | <p>1.4.2 All Council agenda reports to include and consider "Quadruple Bottom Line" report to consider Environmental, Social, Economical and Corporate Governance sustainability considerations.</p> | <p>December 2009</p> | <p>CEO</p> | <p>Internal</p> |
| | <p>1.4.3 Develop a 10 year financial plan</p> | <p>June 2009</p> | <p>CEO/Corporate Services</p> | <p>Internal</p> |
| | <p>1.4.4 Develop and implement a risk management strategy</p> | <p>June 2010</p> | <p>CEO</p> | <p>Internal</p> |

Monitoring our Performance

| Performance Measures | Key Performance Indicators |
|--------------------------|---|
| Customer satisfaction | <ul style="list-style-type: none"> - Monthly review of formal complaints - Amount of complaints referred to CEO - Length of time taken to respond to public - Monthly review of outstanding correspondence |
| Financial sustainability | <p>Annual review of 'Sustainability Checklist' based on the Systemic Sustainability Study criteria</p> |
| Financial performance | <ul style="list-style-type: none"> - Debt per capita - Borrowing costs per capita - Outstanding rates - Unrestricted current ratio |
| Governance | <ul style="list-style-type: none"> - % of compliance with Local Government Act - Annual review of outcomes achieved in the Plan for the Future - % of compliance as reported by External Auditor |
| Employer of Choice | <ul style="list-style-type: none"> - Retention performance - Applications received for positions - Absenteeism - Workers Compensation claims - Staff KPI achievements - Annual staff satisfaction surveys |

GOAL 2: *To provide leadership in strategic town planning for future developments within the Shire, for the successful co-existence of lifestyle activities, development and the natural environment*

Objectives

- *To strategically plan for growth areas within the Shire*
- *Incorporate Climate Change considerations within the planning process*
- *Reduce negative environmental impact of development (eg: water, development policy)*
- *Encourage a range of housing development that meets the diverse needs of the community*
- *Creative quality places/spaces*
- *Preserve our quality lifestyle, maintain and/or improve our current lifestyle standards*

| Outcome | Strategic Initiative | Complete by | Department | Financial Implications |
|--|--|--|------------------------------------|--|
| 2.1 <i>To strategically plan for growth areas within the Shire</i> | 2.1.1 Actively contribute to the preparation of the Western Australian Planning Commission's South Metropolitan and Peel Growth Strategy and associated sub-regional structure planning and policy framework | Ongoing | Strategic Development | Internal |
| | 2.1.2 Prepare district level structure planning for new growth areas, including: - Dwellingup - North Dandalup Rural Strategy Review - North Dandalup Townsite Structure Plan - North Yunderup/ Furnissdale revised Structure plan - West Pinjarra/Nirimba/ Coolup - North Ravenswood | December 2009 <hr/> March 2010 <hr/> December 2010 <hr/> June 2012 <hr/> June 2012 | Strategic Development | \$85,000 funded by Peel Devt. Commission <hr/> \$20,000 <hr/> \$40,000 <hr/> \$90,000 <hr/> \$40,000 <hr/> \$50,000 |
| 2.1 <i>To strategically plan for growth areas</i> | 2.1.3 Develop and implement | June 2010 | Planning and Development/Strategic | \$40,000 (+\$40,000 grant funds) |

| | | | | |
|--|--|---------------|---|---|
| <i>within the Shire(continued)</i> | a Community Infrastructure and Services Plan and developer contribution arrangements for new growth and revitalisation areas | | Development | |
| | 2.1.4 Develop and Implement the Pinjarra Town Centre Growth Strategy | June 2010 | Planning and Development/Strategic Development | \$120,000 with \$50,000 funded from PDC+ \$10,000 DPI funding |
| | 2.1.5 Finalise the local planning strategy and town planning scheme review based on leading practice urban design and sustainability principles | December 2011 | Planning and Development/ Strategic Development | \$50,000 |
| | 2.1.6 Take an active role in the management of local waterways and wetlands; including - promoting and supporting community groups such as Wilgie Creek group | Ongoing | Planning & Development | Internal |
| 2.2 <i>Reduce negative environmental impact of development (eg: water, development policy)</i> | 2.2.1 Develop a Climate Change Risk Strategy | June 2010 | Planning & Development | \$20,000 |
| | 2.2.2 Develop and implement an Environmental Strategy to include: - Green corridors for wildlife - Water treatment and waterways management - Retaining public open space as natural bush | June 2011 | Planning and Development/Strategic Development | \$20,000 |
| | 2.2.3 Reduce greenhouse gas emissions released by the Shire's activities and facilitate reductions by the community | Ongoing | Organisation | Internal |
| 2.3 <i>Reduce negative environmental impact of development</i> | 2.3.1 Develop and implement strategies to continue to improve water quality including a Storm-water Management Strategy | June 2010 | Planning and Development/ Technical Services | Internal |
| | 2.3.2 Create opportunities for community involvement in the maintenance of and improvement of natural areas | Ongoing | Planning and Development | Internal |
| | 2.3.3 Incorporate best practice integrated water cycle management principles to all new development | Ongoing | Planning & Development | Internal |
| | 2.3.4 Support the Rivers Regional Council in the planning of long-term waste management and resource recovery strategies | Ongoing | Technical Services | Internal |
| 2.3 | 2.3.5 | Ongoing | Planning & | \$10,000 (+\$10,000) |

| | | | | |
|--|---|-----------|--|--------------|
| <i>Reduce negative environmental impact of development (continued)</i> | Implement efficient water usage practices and facilitate reductions by the community | | Development | grant funds) |
| 2.4 <i>Creating quality places/spaces</i> | 2.4.1 Review and update Health Plan | June 2010 | Planning & Development | Internal |
| | 2.4.2 Develop a strategy to ensure allocated maintained open space in current and future urban areas; <ul style="list-style-type: none"> - <i>Ensure the integration of the natural habitat in urban neighbourhoods;</i> - <i>Maintain appropriate bush land or links to it in urban growth areas</i> | Ongoing | Planning and Development/Strategic Development | Internal |
| | 2.4.3 Lobby the State and Federal Government for a Pinjarra bypass | Ongoing | CEO/President | Internal |
| | 2.4.4 Lobby the State Government and agencies to solve health risks from septic tank and leach drain overflow at Murray Bend | Ongoing | Planning and Development | Internal |

Monitoring our Performance

| Performance Measures | Key Performance Indicators |
|---|---|
| To strategically plan for growth areas within the Shire | Update population forecasts on an annual basis. Number of Development Applications lodged vs wages Number of Applications processed Applications processing time in days – Average time Initiatives completed on time and within budget |
| Climate Change | Reduce expenditure per head of staff for vehicles |
| Reduce negative environmental impacts | % recyclables diverted from landfill |

GOAL 3: *To recognize the value of the physical and cultural heritage of the Shire*

Objectives

- *Promote activities that recognize the Shire's rich cultural heritage*
- *Identify those places of heritage value*

| Outcome | Strategic Initiative | Complete by | Department | Financial Implications |
|---|--|-------------|--------------------------------------|------------------------|
| 3.1 <i>Promote activities that recognize the Shire's rich cultural heritage</i> | 3.1.1 Develop in conjunction with the National Trust an Interpretive Plan and Business Plan for the development of the Edenvale Complex | June 2010 | Organisation & Community Development | Internal |
| 3.2 <i>Identify those places of heritage value</i> | 3.2.1 Investigate the transferring of Coopers Mill to National Trust | June 2010 | Organisation & Community Development | Internal |
| | 3.2.2 Review the Municipal Inventory of heritage places | June 2010 | Planning and Development | Internal |

Monitoring our Performance

| Performance Measures | Key Performance Indicators |
|----------------------|---|
| Edenvale safety | Risk management plan to be implemented and actioned |

GOAL 4: *To plan, develop and maintain the Shire's infrastructure and facilities*

Objectives

- *To develop an efficient Transport strategy – linking Transport strategy with Structure Planning*
- *Ensure Shire Infrastructure and facilities reflect community requirements*
- *Encourage investment by State and Federal government in Infrastructure within the Shire*
- *To develop and maintain quality Asset Management plans and systems*
- *To develop an efficient Public Transport Systems that links our community*

| Outcome | Strategic Initiative | Complete by | Department | Financial Implications |
|---|--|---|---|-----------------------------|
| 4.1 <i>To develop an efficient Transport strategy – linking Transport strategy with Structural Planning</i> | 4.1.1 Develop and implement an efficient Regional Transport strategy – linking transport with structure planning; - incorporating rail and bus services to Shire's urban areas | June 2011 | Planning & Development/ Technical Services | \$30,000 (+\$20,000 grants) |
| | 4.1.2 To lobby the State Government for improvements to the Pinjarra-Williams Road | Ongoing | CEO/President | Internal |
| 4.2 <i>Ensure Shire Infrastructure and facilities reflect community requirements</i> | 4.2.1 Review the South Yunderup Sport & Recreation Precinct Master Plan | June 2009 | CEO | Internal |
| | 4.2.2 Sir Ross McLarty Recreational Precinct Plan to be adopted | June 2009 | CEO | Internal |
| | 4.2.3 Review and adopt a trails master plan for the Shire that integrates with the regional trails network. | Master Plan Review – December 2009; Implementation – Ongoing | Planning and Development/ Strategic Development/ Technical Services | \$5,000 |
| | 4.2.4 Investigate future Cemetery needs, particularly in Pinjarra | June 2010 | Technical Services | Internal |
| | 4.2.5 Develop a plan for the development of future boat ramps and consider a user pays system for users based outside the Shire. | June 2010 | Technical Services | \$30,000 (grants \$20,000) |
| | 4.2.6 Develop a long term business plan for library services | June 2010 | Organisation & Community Development | \$20,000 |
| | 4.2.7 Develop an offset strategy for the clearing of native vegetation | December 2010 | Planning & Development/ Technical Services | \$10,000 |
| | 4.2.8 Upgrades to North Pinjarra Oval | December 2010 | Technical Services | \$80,000 |

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| 4.2 Ensure Shire Infrastructure and facilities reflect community requirements (continued) | 4.2.9 Source funding for facilities under the Boddington Social Infrastructure Fund or from Boddington Gold Mine; being: <ul style="list-style-type: none"> - Footpath upgrades Dwellingup to Primary School - Dwellingup Playground - Improved water supplies | December 2010 construction if grant applications successful | CEO | Funded from grants |
| | 4.2.10 Develop a strategy to ensure a continual supply of raw materials for construction purposes | June 2011 | Technical Services | Internal + \$10,000 |
| | 4.2.11 Develop a long-term plan for the Murray Recreation Centre including consideration of an Aquatic Centre inc: <ul style="list-style-type: none"> • Fitness & Gym extensions | June 2011 September 2010 | Organisation & Community Development | \$26,000 (+\$14,000 grant income) \$67,000 (+\$33,000 grants) |
| | 4.2.12 Develop a Shire Operations Centre Future needs plan | December 2011 | Technical Services | Internal |
| | 4.2.13 Develop a Functional Road Hierarchy and Level of Service strategy for all shire roads that will assist in the long term management and safety of our roads | June 2012 | Technical Services | \$10,000 |
| | 4.2.14 Construct additional administration facilities on Council's current site. | June 2012 | CEO | Reserve and loan funds |
| | 4.2.15 Be a proactive participant in the planning of the Fiegerts Rd Regional sporting facility. | Ongoing | CEO/ Strategic Development | Internal |
| | 4.2.16 Work with the State Government and other stakeholders for the establishment of off road vehicle facilities within the Shire. | Ongoing | Technical Services | Internal |
| | 4.2.17 Improved water supplies to Coolup and North Dandalup. | Ongoing | CEO/Strategic Development | Internal |
| | 4.2.18 Develop in conjunction with the Pinjarra Equestrian Centre an exit strategy | Ongoing | Organisation & Community Development | Internal |

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| | from Sir Ross McLarty Precinct. | | | |
| 4.3 <i>To develop and maintain quality Asset Management plans and systems</i> | 4.3.1 Develop and implement a comprehensive Asset Management System for all Council assets | December 2009 and then ongoing | Corporate Services | \$30,000 + internal. Resource shared with Serpentine-Jarrahdale to offset costs. |

Monitoring our Performance

| Performance Measures | Key Performance Indicators |
|---|--|
| Infrastructure and facilities meet community requirements | Number of Library users and borrowings Community satisfaction results - Library Number of Recreation Centre users and income Community satisfaction results – Recreation Centre Recreation Centre income % of capital works completed |
| Investment from State and Federal Government | Number of meetings held and funds received |

GOAL 5: *To foster broad economic prosperity*

Objectives

- *To promote light industrial/mixed business development as a regional facility*
- *To maximize business development and investment that supports the Shire's Vision*
- *To increase opportunities for Tourism*
- *To retain and encourage sustainable rural industry – diversified agricultural pursuits*
- *To support opportunities for education*
- *To encourage local employment opportunities*

| Outcome | Strategic Initiative | Complete by | Department | Financial Implications |
|---|--|----------------|-------------------------------------|---|
| 5.1 <i>To promote light industrial/mixed business development as a regional facility</i> | 5.1.1 Undertake an industrial and business needs assessment | June 2012 | Strategic Development | \$20,000 (+\$20,000 grant funds) |
| | 5.1.2 Ensure industrial and business land is included in structure plans for new growth areas | Ongoing | Strategic Development | Internal |
| | 5.1.3 Be a proactive participant in the planning and development of the Nambeelup Industrial Estate | Ongoing | Strategic Development | Internal |
| | 5.1.4 Continue to support the expansion of the Pinjarra Industrial Estate | Ongoing | CEO/Strategic Development | Internal |
| 5.2 <i>To maximize business development and investment that supports the Shire's Vision</i> | 5.2.1 Develop guidelines for extractive industries | June 2010 | Planning & Development | Internal |
| | 5.2.2 Develop and implement an Economic Development Strategy for the Shire aimed at attracting business investment | June 2011 | CEO/Planning & Development Services | \$40,000 (\$20,000 grant) |
| | 5.2.3 Develop and implement a home based business strategy | June 2012 | Planning & Development | Internal |
| 5.3 <i>To increase opportunities for Tourism</i> | 5.3.1 Develop a comprehensive tourism strategy; <ul style="list-style-type: none"> - Incorporating heritage assets of the Shire; - Taking a lead role in regional tourism; - Eco and natural- | September 2009 | CEO | \$40,000 (\$20,000 grant funds received from Peel Development Commission) |
| 5.3 <i>To increase</i> | | | | |

| | | | | |
|---|---|-----------|--|----------|
| <i>opportunities for Tourism(continued)</i> | based tourism; - Encourage investment | | | |
| 5.4 <i>To retain and encourage sustainable rural industry – diversified agricultural pursuits</i> | 5.4.1 Review the Shire’s local rural strategy | June 2011 | Planning and Development | \$50,000 |
| 5.5 <i>To support opportunities for education</i> | 5.5.1 Partner with stakeholders and developers for the provision of educational facilities and opportunities | Ongoing | CEO/Planning and Development/Strategic Development | Internal |

GOAL 6: *To foster an inclusive community spirit, which promotes a sense of belonging*

Objectives

- *Encourage a positive participation of the community*
- *Ensure that a Shire communicates with and responds to the community*
- *Promote activities that draw and build on the Shire's rich cultural fabric*
- *Encourage the provision of services and programmes targeted to the local community*
- *Encourage a strong sense of belonging, place and identity*
- *Ensure that the Shire is a place of safety for all*

| Outcome | Strategic Initiative | Complete by | Lead Department | Financial Implications |
|---|---|-------------|--------------------------------------|-----------------------------|
| 6.1 <i>Encourage a positive participation of the community</i> | 6.1.1 Facilitate and Implement the Disability Access and inclusion plan to improve access and inclusion to Council's facilities and services | Annually | Organisation & Community Development | Internal |
| 6.2 <i>Ensure that a Shire communicates with and responds to the community</i> | 6.2.1 Develop an email database for the purpose of distributing Shire newsletters and relevant information | June 2010 | Organisation & Community Development | Internal |
| | 6.2.2 Distribute a broad based community calendar which includes details on Shire and community information, activities and events. | June 2010 | Organisation & Community Development | \$4000 |
| 6.3 <i>Encourage the provision of services and programmes targeted to the local community</i> | 6.3.1 Source funding to develop a Cultural Plan, including a Cultural Mapping process including: Public Art; Facilities Development Festivals and Major Events Community Art and Cultural Activities | June 2010 | Organisation & Community Development | \$10,000 + grant funds |
| | 6.3.2 Development of a Youth Strategy including: - transport - facilities - activities - employment | June 2012 | Organisation & Community Development | \$20,000 (+\$20,000 grants) |
| 6.4 <i>Encourage a strong sense of belonging, place and identity</i> | 6.4.1 Implement a program to establish Shire branded signage at key Shire and town entrances and to signpost key facilities and destinations | June 2011 | Technical Services | \$90,000 over 3 years |
| 6.5 <i>Ensure that the Shire is a place of safety for</i> | 6.5.1 Review the Emergency | June 2010 | Corporate Services | Internal |

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|--|--|--------------------|--|--|
| <i>all</i> | Management Plan | | | |
| | 6.5.2 Work with stakeholders to implement a Community Safety and Crime Prevention Plan | June 2010 | Organisation & Community Development | \$10,000 (+\$20,000 grant funds) |
| | 6.5.3 Develop and implement a mosquito management plan | June 2010 | Planning and Development | Internal |
| | 6.5.4 Construct a new SES Regional Headquarters facility at the Pinjarra Industrial area. | December 2010 | Corporate Services/Planning & Development Services | \$1.1 million. \$800,000 self-supporting loan supported by the ESL Levy. \$200,000 from Asset Enhancement Reserve, \$100,000 developer contribution. |
| 6.5.5 Employ a part-funded Bush Fire Community Officer to manage all Fire operations within the Shire | Ongoing | Corporate Services | Internal | |

GOAL 7: To encourage and maintain effective participation and partnerships to benefit our diverse community.

Objectives

- Develop partnerships with all relevant agencies to improve infrastructure, service and financial capacity

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| Outcome | Strategic Initiative | Complete by | Lead Department | Financial Implications |
|---|---|-------------|--------------------------|------------------------|
| 7.1 Maximise the benefit of new and existing partnerships and relationships to achieve the Shire's goals | 7.1.1 Meet with Ministers and lead government agencies and stakeholders on a regular basis | Ongoing | CEO/President | Internal |
| | 7.1.2 Create partnerships with other agencies to assist in environmental protection | Ongoing | Planning and Development | Internal |