

# Jurien Bay

## GROWTH PLAN



### Volume 1 Feasible Implementation Plan

September 2012





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## Foreword - Shire President, Shire of Dandaragan



The announcement of the Regional Centres Development Plan (SuperTowns) in July 2011, has presented a unique opportunity to enable towns with demonstrated capacity for growth to assist in accommodating the expected rapid population increase in Perth and

WA. The WA State Government and the Department for Regional Development and Lands are to be commended on their aspirational vision for the future. This program recognises those towns like Jurien Bay that will be a significant part of the State's population growth and development.

The funding that has been applied to SuperTowns is another innovative initiative of the Royalties for Regions Program. Royalties for Regions has already contributed significantly to key assets on the Turquoise Coast such as the Jurien Bay Jetty and foreshore development.

Jurien Bay is recognised in the Central Coast Strategy as the sub regional centre for the towns of Cervantes, Green Head, Leeman, Eneabba, Badgingarra, Dandaragan and Lancelin. Since the early 1980's Jurien Bay has experienced strong population growth and major infrastructure such as the Jurien Marina, Sealed Airstrip, Health Centre, District High School, Community Centre, Family Resource Centre and a new shopping centre have been developed. In 2003 the Shire of Dandaragan completed its new Administration Centre and relocated its operations to Jurien Bay, The Department of Environment and Conservation District Office and other government services have also established in the town.

As part of this growth, substantial investments by property developers produced 500 rural residential lots in the Alta Mare, Jurien Bay Heights, Marine Fields and Hill River Heights sub divisions. A further 600 residential lots have been developed in Lookout Bay and Beachridge Estates. The new Light Industrial Area was developed by Landcorp on Coalseam Drive with further stages planned in the future.

Jurien Bay is a well-planned area with Structure Plans in place for up to 9 000 Lots in the Turquoise Coast Development and a potential 2 100 Lots in the proposed North Head Development.

The opening of Indian Ocean Drive in 2010 is the beginning of an exciting new era for Jurien Bay and the Turquoise Coast. The timing of the SuperTown programme has enabled Jurien Bay to take advantage of the substantial benefits a direct route to Perth provides for travellers and tourists alike.

Jurien Bay has a base of high quality fishing grounds and a hinterland with reliable rainfall, increasing tourism, numerous lifestyle choices and is attractive to retirees. RSL Care WA has recently taken the initiative to capitalise on these attractors and have commenced Stage 1 of its Lifestyle Village comprising of 17 Units. A further 81 units are planned for the development including a Community Centre.

The Jurien Bay Growth Plan aims to harness these advantages and the unspoilt natural environment on the Turquoise Coast to drive the development of Jurien Bay and the surrounding region. This plan sets out a growth path initially capitalising on the opportunity to provide the range of services demanded by the increasing population including visitors, the aged and young families.

The vision of the plan is to create a regional city of 20 000 people on the Turquoise Coast, based on continuously improving the wellness of the community and the economic development of the region, and protecting the unique and diverse natural environment that provides its natural setting.

The document identifies population driven activity to reach early population targets and then recognises the need for economic restructuring to generate greater strategic employment in the Turquoise Coast and hinterland in industry sectors such as food processing, tourism, mining, and clean energy generation. The Growth Plan includes a Feasible Implementation Plan setting out in detail what interventions are required and at which point on our path to growth they will be needed.

The Jurien Bay Growth Plan has been developed in concert with the Strategic Community Plan as part of the recently announced Integrated Planning & Reporting Framework & Guidelines produced by the Department of Local Government. The process also draws upon the recent Jurien Bay City Centre Strategy and Turquoise Coast Structure Plans as well as the Central Coast Strategy.

Developing the Growth Plan would not have been possible without the commitment of those in the Community Reference Group and the SuperTown Project Team. The Wheatbelt Development Commission has also been heavily involved with the planning process and a genuine partnership was established between the Shire of Dandaragan and the Wheatbelt Development Commission. I would like to take this opportunity to thank the community members, the staff and consultants involved with the development of this document.

**Cr. Shane Love**

*President Dandaragan Shire Council*





# 1 Executive Summary



# 1 Executive Summary

The Jurien Bay Growth Plan has been prepared as part of the Royalties for Regions Regional Centres Development Plan (SuperTowns) initiative.

The Growth Plan unlocks the growth potential of Jurien Bay and the regional hinterland by examining constraints and identifying strategies for growth. The Growth Plan positions Jurien Bay and the region for investment, growth and ongoing whole of government support.

## Vision and Goals

A vision and aspirational goals were identified in response to the strategic objectives and key focus areas identified in the SuperTowns Framework.

### VISION

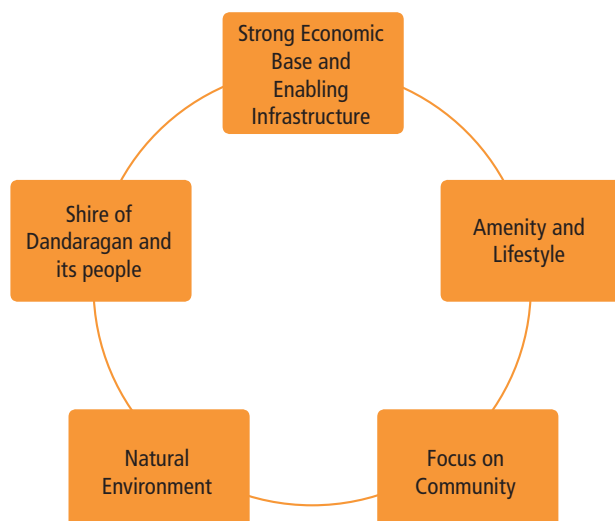
Jurien Bay – a Regional City of 20,000+ on the Turquoise Coast, which is based on continuously improving the wellness of its community and the economic development of the region, and protecting the unique and diverse environment that provides its natural setting.

The process of identifying a vision and goals was aligned with the preparation of the Council's Strategic Community Plan. The Strategic Community Plan process commenced in 2011 and has involved the Shire's four distinct communities; Dandaragan, Badgingarra, Cervantes and Jurien Bay. The Council has ensured that the consultation undertaken as part of developing the Strategic Community Plan informed the preparation of the Growth Plan.

### Draft Goals:

#### Shire of Dandaragan Strategic Community Plan

Source: Shire of Dandaragan, 2011



The Strategic Community Plan provides a blueprint for the investment in the future of the Shire, key development priorities and a partnership approach for working with the communities, the private sector and tiers of government. The 5 draft key goals of the Plan are:

**Strong Economic Base and Enabling Infrastructure:** To pursue a growth plan that will deliver sustainable and enduring growth that builds a regional community where employment growth matches population growth. The Shire will foster the ongoing economic, social and cultural growth of the region, facilitating and catalysing investment, business and industry growth within a sustainability framework.

**Amenity and Lifestyle:** To actively build and sustain high quality of life dimensions that define liveability and amenity from the perspective of community, investors, and visitors to the Shire. It will develop a level of amenity and lifestyle that attracts people, businesses and investors to become part of the Shire.

**Focus on Community:** To support our already strong and committed communities to provide ongoing opportunities for people to be part of a place that has strong community spirit, is connected to nature and is a safe and secure place to live and work. The Shire will build on the distinctive characteristics of each community whilst building an overall shire identity that includes the human, cultural, and historical context of the region.

**Natural Environment:** A healthy natural environment is a key asset of the Shire of Dandaragan and is a primary asset that will be managed sustainably to achieve balance economic, lifestyle and environmental goals. The intrinsic values of the significant biodiversity (land and marine) and natural ecosystem assets of the Shire will be protected, restored and used sustainably.

**Shire of Dandaragan Organisation and its People:** The Shire of Dandaragan will be a proactive local government that enables, facilitates, leads and serves connected communities. It will be a dynamic, effective, customer-focussed organisation through a positive work culture that leads, values and supports its people.

The extensive community consultation program undertaken as part of the Strategic Community Plan has provided the basis for identifying key projects to stimulate development in the short term and establish a path for future growth and development.



## Locality Plan



## A Place to Live, Work and Holiday

There are challenges created by the forecast that WA's population will more than double in the next 40 years to 4.9 million people. However this will create opportunities for Jurien Bay and its catchment area to build on their unique natural and historical economic advantages to realise their full potential.

Jurien Bay is one of few locations within the Wheatbelt with the potential to accommodate major long term population growth in line with the State Government's State Planning Strategy and Directions 2031. Support for increased growth of Jurien Bay is aligned with Federal, State and regional policies and strategies that acknowledge its regional role.

Jurien Bay's location in the Wheatbelt region, within 2.5 hours of Perth and Geraldton makes it accessible to the economic opportunities available in the adjoining regions. Jurien Bay's location and connectivity with Perth means that it can play an important role in decentralising the forecast population growth of the State.

## Points of Difference – Competitive Advantage

Analysis undertaken highlighted competitive advantages of Jurien Bay and the regional catchment it serves:

- Jurien Bay's historical economic base provides the community with significant infrastructure, workforce competencies and existing enterprises around which to grow its export economy.
- Indian Ocean Drive has significantly improved access to Jurien Bay and presents enhanced opportunities for the development of tourism in the region.
- The unique environmental setting of marine and terrestrial National Parks, conservation and nature reserves presents significant opportunities for primary production and tourism including the development of indigenous cultural experiences.
- The small population and limited facilities currently available in Jurien Bay presents a significant opportunity to implement an innovative best practice approach to provision of community facilities, particularly the provision of health and aged care services.
- Significant areas have already been approved for future urban development to support a population beyond the aspirational target of 20,000.
- Capacity constraints in relation to both community and service infrastructure can be addressed through targeted strategies to unlock potential growth.

- Crown land provides opportunities for the consolidation of urban form and uses required to support the growth of the Jurien Bay, including for community, industry and infrastructure.

### Jurien Bay and the Region

The Growth Plan recognises the complex interrelationships that exist between Jurien Bay and its regional hinterland. Jurien Bay is one of the five sub-regional centres identified in the Wheatbelt region. It will need to develop as a major economic, employment and service centre for the Central Coast with strong relationships with Cervantes, Green Head, Leeman, Badgingarra, Dandaragan, and Lancelin.

### Population Projections

The population target of 20,000 set out in the vision is a long term target and as such shorter term population scenarios have been considered for the purposes of both planning, setting targets and monitoring. This is to ensure that ongoing growth is sustainable and that planning and delivery of outcomes is directed to the aspirational growth target. The population scenarios which have been used are for populations of 2,500, 5,000, 10,000 and 20,000.

The SuperTowns program offers an opportunity to implement strategically targeted interventions to reach growth targets in advance. The targets relate to both growth and capacity issues, to determine the progress towards achieving the outcomes sought and to ensure that there will not be impediments to growth continuing. The targets themselves should be the subject of review and refinement over time.

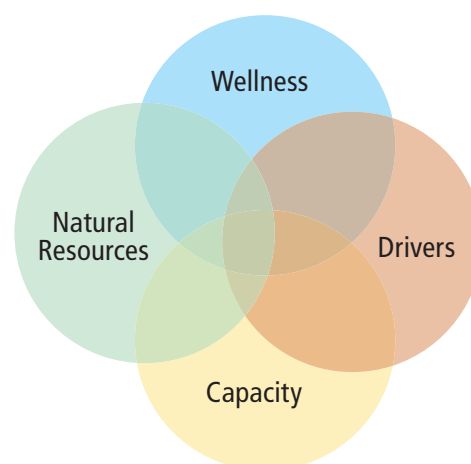
### The Integrated Strategy

The Integrated Strategy forms the backbone of the implementation of the Growth Plan and comprises the broad strategies required to transform Jurien Bay from a small coastal settlement to a regional city of 20,000 people.

The Integrated Strategy is effectively an intervention to change from the current natural population growth to a growth trajectory to achieve the aspirational population.

The following figure illustrates the Integrated Strategy and the interrelated nature of the key elements, which, when combined together, form the basis for the implementation of the Growth Plan.

### Jurien Bay Integrated Strategy



### Wellness

The Jurien Bay SuperTown Growth Plan views the broad concept of wellness as a key theme of community and economic life. This wellness theme is also considered to be a point of difference offering both a comparative and competitive advantage for Jurien Bay.

Wellness will be empowered by the natural features (natural coastal and marine setting) and the opportunity afforded to Jurien Bay by being able to establish structures, programs, infrastructure on a 'clean sheet' without the encumbrances of existing infrastructure. Given the small size of the existing population and limited established infrastructure, there is significant opportunity to adopt an innovative and best practice approach to health and aged care service design to respond to current and predicted service demand.

The marketing of "wellness" will be expressed in family life, education, recreation, community services, aged care and health services. These benefits describe 'Wellness' encapsulated as: Jurien Bay, Australia's Healthiest Coastal Community.

### Natural Resources

The context for all strategies, and the principal point of difference of Jurien Bay, is the natural environment that is recognised nationally and internationally for its biodiversity and unique heritage values.

Jurien Bay's future will be intimately connected to the natural resources of the region. This makes it a key component in planning for future population and economic growth for the aspirations of the Growth Plan to be realised.



## Drivers

A diversified and resilient local economy will be critical to support sustainable growth. Sustained growth will build on the inherent economic strengths of the region, and its competitive advantages. The economic drivers of the Integrated Strategy will focus on the natural advantages in Jurien Bay and the Central Coast sub-region for food processing and tourism development.

Whilst the structure of food processing and tourism will need to adapt and change to meet the future needs of regional, national and international markets, Jurien Bay's future economic development will likely be highly dependent upon both of these activities.

## Capacity

Increasing capacity is essential if the potential of Jurien Bay and the Central Coast sub-region is to be unlocked. The capacity of existing service infrastructure and community infrastructure will need to meet the new demands of a rapidly growing population. Immediate investment in new and upgraded capacity will bring long term benefits such as economic development, technological currency, environmental sustainability, and community development.

## Feasible Implementation Program

The Feasible Implementation Program provides the critical path to achieve growth by identifying the delivery pipeline of transformative projects essential to overcoming impediments to growth and promoting expansion.

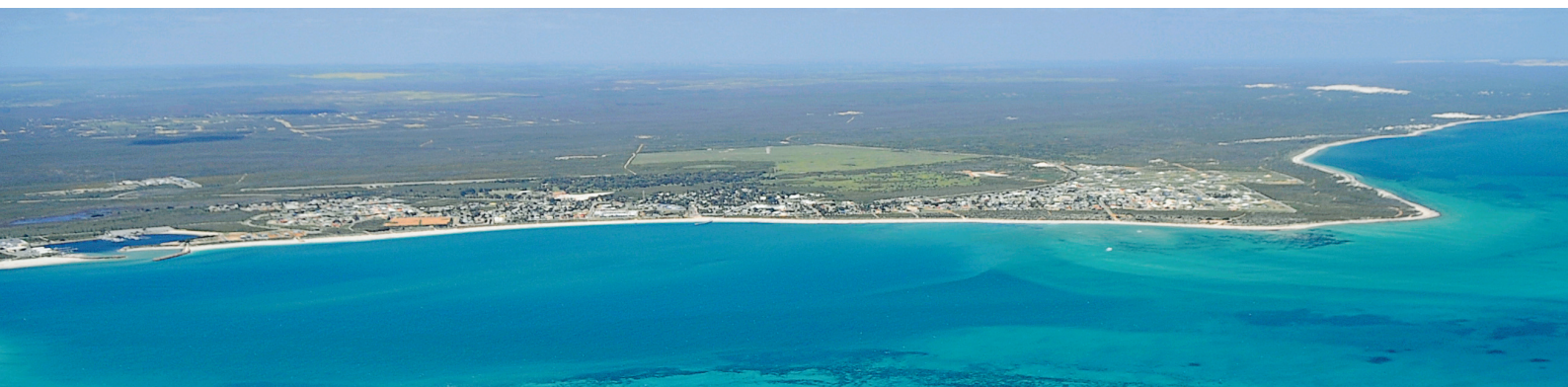
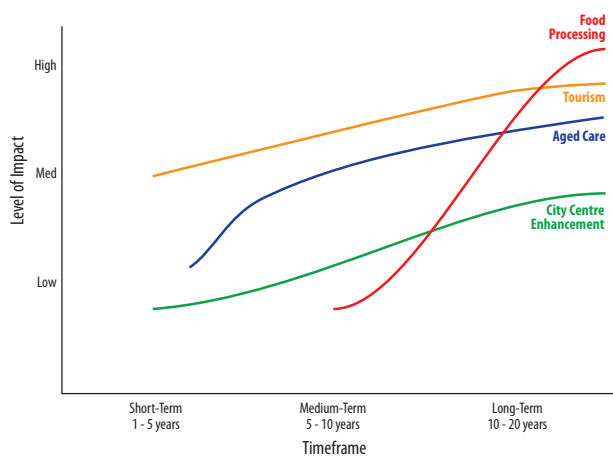
The Feasible Implementation Program sets out the range of strategies required to be implemented over time to achieve growth and the vision for Jurien Bay and the regional community it serves. The strategies and priority projects identify

population driven activity to reach early population targets and then recognise the need for economic restructuring to generate greater strategic employment in industry sectors such as food production, tourism, mining, and clean energy generation. This economic analysis is an important distinction underpinning short, medium and long term direction for population growth and industry attraction.

The following graph indicates that the early impacts will be achieved through strategies focusing on population driven initiatives including aged care and City Centre enhancement. While it is expected that the relative impact of these strategies will be overtaken by strategic industry growth, they will remain an important part of the overall economy.

Two additional strategies providing growth in the medium to long term have also been identified. Tourism will be a driver in the medium term, and food processing is a high-impact, but longer term economic driver. The graph reflects the likely lead times of the projects, and their ability to deliver the job creation and economic activity that will support the vision

### Predicted Impacts of Strategies over Time



## Priority Projects submitted in March 2012

### Priority Project 1 - Aged Care and Health Plan

The Aged Care and Health Plan project is proposed within an area defined as the 'Health Precinct'. The project will be developed in a number of stages. Stage 1 is the subject of a current business case.

Stage 1: Development approvals and site preparation for a residential Aged Care Facility

Stage 2: (a) Aged Care - Construction of a Residential Aged Care Facility

Stage 2: (b) Integrated Health Plan

- Health Centre Expansion and renovation
- Wellness/Community Health Centre construction

The construction of residential aged care and the completion of the adjacent RSL WA retirement living units and the construction of the aged focused community centre will directly create 9 jobs per million dollars spent and 27 jobs in the broader economy. The aged care and health sector is considered a genuine area of employment growth and training opportunity in the sub-region as well as providing essential services to the community.

Construction cost of an approximate \$35 million (residential care facility, the community centre and the completion of the retirement village) will create 105 direct construction jobs per year of the estimated three years of construction.

The operational activity directly associated with the residential aged care has been benchmarked at 1.08 jobs per bed. At 60 beds this is 65 jobs, and at 80 beds this equates to 86 jobs. These will be new positions, as these services are currently not provided in Jurien Bay.

The development of residential aged care will facilitate ageing in place, family connection, the maintenance of the valued role of the elderly within Jurien Bay and the regional community. It will act as a catalyst to the development of an aged specific community centre (senior citizens, rehab/allied health, social supports).

While this project was not funded as part of the 2012 SuperTowns project round, it remains the priority for the Shire of Dandaragan and its community. Considerable effort will continue to pursue and progress this project.

### Priority Project 2 - City Centre Enhancement Project – PART FUNDED BY SUPERTOWNS PROGRAM

The City Centre Enhancement Project has five key components:

- Visitor and Civic Precinct Development Project
- Infill Sewer Project
- City Centre Stormwater Management Strategy
- City Centre Design Guidelines and Public Realm Concept Plans
- Implementation of Public Realm Enhancements

Stage 1 of the Visitor and Civic Precinct Development and Stage 1 of the Infill Sewerage project have been funded as part of the SuperTowns program. This was announced in May 2012.

#### Visitor and Civic Precinct Development Project

The project will provide an integration of education and community resources, tourist information, office, art and culture and technology spaces within a central location. These resources will effectively service a population of up to 5,000 with capacity to adapt and expand to continue to serve as the civic and learning hub of Jurien Bay.

Many services and resources, including aspects of secondary education and learning, are currently provided on a remote servicing and/or visitation basis. Increased demand has resulted in the need for space and resources to facilitate the provision of these services at more regular intervals in Jurien Bay and ultimately on a permanent basis.

Development of the Visitor and Civic Precinct will contribute to the facilities and amenity of the City Centre and demonstrate an enhancement of important Government and visitor services for the region.

Stage 1 of the Visitor and Civic Precinct Development Project includes the following components:

- Information Technology Communication Centre
  - Remote delivery of TEE subjects
  - Training Institute
  - Community Learning
- Community Resource Centre
  - Visitor information
  - Library

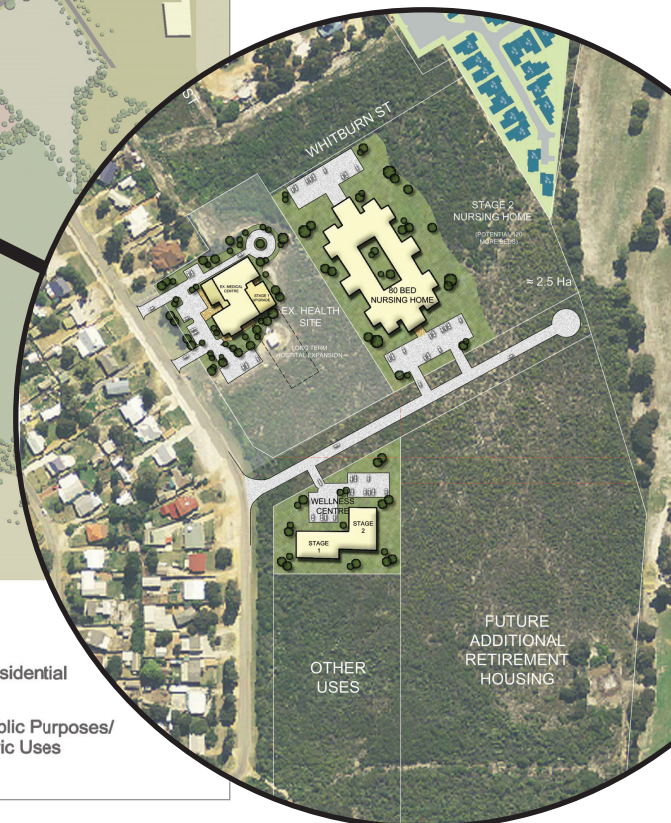


- Increased office space for Government departments and visiting agencies and organisations
  - Department of Environment and Conservation
  - Department of Fisheries
  - Wheatbelt Development Commission
  - LandCorp
  - Small Business Development Corporation
  - Community service agencies and non-government organisations
- Arts and Culture
  - Studio
  - Exhibition
- Community Space
  - Parks & Gardens
  - Amphitheatre
  - Conference facilities

### Visitor and Civic Precinct



### Health Precinct



### **Infill Sewer Project**

Large parts of the future City Centre are not sewered. There is a high water table and development is restricted on unsewered lots. The City Centre Strategy Plan now provides a more comprehensive picture about how the City Centre will be developed in the context of its role as a regional centre. Much of the change and development proposed is contingent on the provision of sewer to enable development to occur.

The project involves:

- Undertaking preliminary design to clearly define catchment boundaries, new pumping station location and potential existing pumping station upgrades (already funded);
- Preparation of detailed design plans required to support construction and installation of pumping station C and selected infill sewerage for the Civic and Health Precincts over a 12 to 18 month timeframe; and
- Staged construction and installation of infill reticulated sewerage infrastructure within remaining area of City Centre over a 2 to 5 year timeframe.

The project will have the following direct benefits:

- Enable new development, design diversity and subdivision opportunities on low density residential lots based on rezoning and more intensive development;
- Enable new development potential for current vacant land due to government requirements to be connected to reticulated sewer; and
- Improve ground water quality, as it will allow existing septic tanks to be removed, which is critical given their close proximity to the coast.

### **Priority Project 3 - Industry Development Plans**

The presence of significant levels of strategic employment within a local economy is critical to the long term prosperity and resilience of the economy. This initiative involves the preparation of two Industry Development Plans for key industries, one for food processing and the other for tourism.

The potential economic impacts for development of a food-processing cluster for Jurien Bay will require an investigation of the market and site opportunities. Based upon national averages, it could be expected that a 300ha net lettable productive area site (similar to that envisaged in the South-West of WA) could potentially yield \$81.3 - \$122million of gross value added output for the region, with an estimated 1,000-1,500 directly created jobs.

Jurien Bay's tourism activities have historically focused on budget, medium-long stay, caravan park and holiday home accommodation. As this type of tourism offer is increasingly scarce in many traditional coastal destinations surrounding Perth, Jurien Bay has the potential to build this market whilst also developing a strong value proposition as a higher-end 2-3 day destination for national and international guests. This will leverage the Pinnacles and the beautiful local natural environment as the icons within the 'Turquoise Coast' brand.

### **Spatial Growth Plan**

The Spatial Growth Plan is a critical component of the overall Growth Plan as it facilitates the spatial requirements for the range and scale of land uses, movement network and both hard and soft infrastructure to ensure that Jurien Bay develops as a regional city, as it moves towards a population of 20,000. It has been prepared to respond to the key issues highlighted in the context and analysis and reflect the key spatial elements of the Integrated Strategy. This includes the 'capacity' requirements set out in the Integrated Strategy related to both hard and soft infrastructure, to ensure that there are no impediments to growth.

The City Centre component of the Spatial Growth Plan has a critical role to play in providing the key government and community services for the City and the wider region, as well as significant retail and commercial uses, tourism accommodation and diversity in housing types. This combination of roles highlights the need for a more intensive development form and a public realm that will provide a high level of function and amenity.

### **A Living Document**

The SuperTown initiative recognises that towns and regions act as complex systems. The Jurien Bay Growth Plan is an important first step in establishing the basis for developing a multi-faceted approach to regional social and economic development.

The Jurien Bay Growth Plan presents a co-ordinated and collaborative approach to transform Jurien Bay from a small coastal settlement to a regional city.

The Growth Plan is a living document that should be adapted over time as new and additional information comes to light and circumstances change.





## 2 Acknowledgement





The consultant team would like to acknowledge that this planning process relates to the country for which the members and elders of the Yued community and their forebears have been custodians for many centuries, and on which the Yued people have performed age old ceremonies of celebration, initiation and renewal. We acknowledge their living culture and unique role in the life of this region.





# 3 Introduction

## 3 Introduction

### 3.1 STRUCTURE OF GROWTH PLAN DOCUMENTS

The Jurien Bay Growth Plan comprises two documents:

<b>Volume 1</b> Feasible Implementation Plan
<ul style="list-style-type: none"><li>• Summary of Key Issues and Outcomes</li><li>• Program of Strategies for Implementation</li><li>• Identification of Priority Projects</li></ul>
<b>Volume 2</b> Analysis, Integrated Strategy, Spatial Plans
<ul style="list-style-type: none"><li>• Context and Analysis</li><li>• Vision, Goals, Objectives</li><li>• Integrated Strategy</li><li>• Spatial Plans for Jurien Bay and City Centre.</li></ul>

Technical papers to support the Growth Plan include:

- Jurien Bay SuperTown: Aged Care and Health Precinct (Verso Consulting 2012)
- Jurien Bay Infill Sewer Planning (Cardno 2012)

Business Cases for priority projects are developed as separate documents.

### 3.2 BACKGROUND

Jurien Bay has been chosen as a SuperTown by the State Government under the Royalties for Regions Regional Centres Development Plan (SuperTowns) initiative. The SuperTowns initiative aims to enhance and stimulate growth in key regional towns by encouraging regional communities to plan and prepare for what is predicted to be a doubling of the State's population over the next 40 years.

#### SuperTowns Vision

To have balanced, well-connected regional communities, with lifestyle options and access to services - SuperTowns will have affordable, quality housing and a growing and diverse range of job opportunities. They will offer more choices for people living in the regional areas and an attractive alternative to living in the metropolitan area

Jurien Bay was chosen because of its growth potential and the State Government considers that Jurien Bay can play an

important role in decentralising the forecast population growth of the State. SuperTowns recognises the role and importance of regions and towns to the Western Australian economy, and that regional economic development is essential to the growth and functionality of sustainable communities.

Jurien Bay is acknowledged as a Regional Centre through the SuperTowns initiative with State Government providing additional funding to influence economic development and ensure the growth of Jurien Bay.

### 3.3 PROCESS

The Jurien Bay Growth Plan provides a co-ordinated approach to transform Jurien Bay from a small coastal settlement to a regional city. The Growth Plan considers the economic, community and environmental elements and implications related to achieving this transformation.

It is based on the delivery of a combination of strategies which are interlinked through an implementation plan and requires coordinated action by a range of stakeholders across both the government and private sectors.

The steps in the process are summarised below:

- A vision was developed for Jurien Bay as well as aspirational goals to provide a set of desired inter-related conditions for the elements of economy, community, environment, spatial planning and built form and infrastructure that together define a sustainable future.
- Each element was analysed to define the current situation, the drivers and pressures influencing the existing conditions and the issues in relation to achieving the aspirational goals.
- Project objectives were defined to form the basis of transforming Jurien Bay from its present state to achieving the aspirational goals and to provide a basis for evaluation.
- An integrated strategy was developed comprising the broad strategies required to form the intervention that will meet the project objectives and guide the development of Jurien Bay.
- A spatial growth plan for Jurien Bay and a city centre strategy plan were prepared to reflect the spatial responses to the project objectives and the integrated strategy.
- A feasible implementation plan was prepared to summarise the outcomes from the process and to include a program of implementation strategies that includes actions, costings and responsibilities.









## 4 Context and Analysis



## 4 Context and Analysis

The key issues arising from consideration of the context and analysis are summarised below.

### 4.1 LOCATION AND REGIONAL ROLE

- Jurien Bay is located on the coast, 220km north of Perth and 195 km south of Geraldton.
- Growth of the Jurien Bay regional centre will be supported by the population in the region and its individual communities.
- The central location of Jurien Bay provides a logical opportunity for industry and services to support the region.
- Jurien Bay provides facilities and services not available in smaller coastal and inland communities. This will continue and increase as facilities and services in Jurien Bay are improved.
- Jurien Bay provides unique tourist and recreational facilities and services to surrounding towns and Perth. This will continue to increase as tourism and recreational opportunities are enhanced and developed.
- Jurien Bay provides an alternative location to metropolitan Perth. Jurien Bay has the potential to become increasingly attractive as transport improves and the Perth metropolitan area grows and becomes more intense, congested etc.
- Along with the adjoining smaller communities, Jurien Bay will be able to take advantage of economic and employment opportunities provided in adjoining regions (including FIFO). This will continue as transport, communication and technology improve.
- Jurien Bay will maintain relationships with other regional centres including Geraldton which provide higher order facilities not available in Jurien Bay. However these relationships are likely to change over time as facilities and services in Jurien Bay increase.

### 4.2 POLICY FRAMEWORK

- Existing Federal, State and local policy recognise that the provision of infrastructure, particularly transport, energy and telecommunications are critical to support industry and population growth in the Wheatbelt region. In addition key services such as health and education and training are important to attract and retain population and a skilled labour force required for industry.
- Jurien Bay is one of few locations within the Wheatbelt with the potential to accommodate major long term population growth in line with the State Government's State Planning Strategy and Directions 2031. Jurien Bay's location and connectivity with Perth means that it can play an important role in decentralising the forecast population growth of the State.
- Jurien Bay offers choices for people wanting to live in regional areas and provides an attractive alternative to living in the Perth metropolitan area.
- The towns and communities in the regional hinterland will provide diversity, contribute to the unique character and sense of place and support the provision and upgrading of higher levels of services and facilities within Jurien Bay.
- The Shire of Dandaragan Strategic Community Plan provides a blueprint for the investment in the future of the Shire, key development priorities and a partnership approach for working with the communities, the private sector and tiers of government.



### 4.3 CENTRAL COAST SUB-REGIONAL ECONOMY

#### Capacity for Growth

“Capacity for Growth” refers to the required infrastructure, services, systems and activities to support the desired population growth in the town. From an economic perspective this includes examination of barriers for investment in Jurien Bay.

- It is predicted that there is a significant shortfall in floor space within Jurien Bay dedicated to activities meeting the needs of a growing population. This equates to an approximate doubling of floor space to support a population of 2,500 (to 5,924 sqm nla), with an over fourfold increase to 11,900 sqm nla to support a population of 5,000 residents. This floor space includes comparison and convenience retail, as well as commercial office space dedicated to population-driven needs.
- The ability of the City Centre to attract and retain visitors needs to be addressed, with disparate uses and aged infrastructure rejuvenated and reconfigured to encourage multiple purpose trips by residents, travellers passing through town, and tourists. This includes the current stock of retail in Jurien Bay being redeveloped to allow for growth, integration of non-retail uses, and activation of the Jurien Bay Town Centre to facilitate multi-transaction visits by all users.
- The capacity for infrastructure to attract or hinder investment will be critical to delivery of the housing, holiday accommodation, commercial floor space and industrial land required for Jurien Bay’s population aspirations to be supported. In particular the impact of infrastructure on the business cases of major and minor projects should be considered by state and local government agencies when allocating resources and priorities.

#### Drivers for Growth

“Drivers for Growth” refers to the actual reasons for economic development and subsequent population-growth in the town. This includes factors such as the potential value proposition, supply chains, workforce characteristics and projects that will be the impetus for the desired population-growth in the town.

- Building on existing activities - Jurien Bay has developed due to demand for fish and crustaceans, and as a service centre for surrounding food production activities. This base of economic activity potentially provides the community

with significant infrastructure (e.g. the marina), workforce competencies and existing enterprises around which to grow its export economy. This can occur through:

- Expansion of existing activities (opportunities potentially exist in food production and tourism to expand to accommodate new markets, new products or take advantage of economies of scale); and
- Supply chain augmentation - developing growth opportunities through attraction of new suppliers, customers or collaborators, or through the utilisation of the same assets to produce a new product or service (potential exists in activities including aquaculture, research and development activities within the marina, or the development of high intensity food processing activities)
- Major project attraction - The development of new export economies in the short-medium term may potentially be based upon the development of one or more competitive advantages for firms in strategic industries locating in the north-west sub-region. This will typically result from infrastructure or a major project that provides the drivers for one of three factors:
  - Availability of specific skilled and specialised labour
  - Availability of specialised/essential inputs at a more competitive value due to economies of scale
  - Increased efficiency in knowledge transfer/technology spillovers/ collaborations and partnerships due to proximity of partners

Infrastructure may relate to hard and soft assets that provide a sustainable, unique advantage for firms that utilise it. Major projects typically seek to attract ‘anchor’ enterprises around which other firms may be attracted. Unless the reason for attraction of these enterprises is a sustainable competitive advantage (e.g. often a natural resource or piece of infrastructure) these firms will often elicit the benefits offered to entice them (e.g. tax breaks, free land etc) and then move on when a better offer comes along. This is often referred to as ‘smokestack chasing’.

Within Jurien Bay the obvious natural asset is the coastal, marine and hinterland environment (including the Jurien Bay Marine Park). This manifests in the predominance of tourism and food production strategic activities, with major projects supporting the expansion and development of these industries a potential major driver for the scale of growth outlined in the Growth Plan’s vision.



The recent investment by State Government for the upgrade of foreshore and jetty may be an asset which could attract complementary projects. Alternatively the Central Coast Strategic Tourism Planning Study outlines the need for tourism assets (both in attractions and accommodation) (Macroplan 2007). The development of a detailed business case for the development of tourism infrastructure related to encouraging multiple-day visitation to the town and surrounds is one such area where major projects may have a significant impact.

- Internal growth structures - In the longer term, a sustainable competitive advantage may arise from endogenous growth within an activity centre or sub-region (local firms/entrepreneurs growing and filling a niche). Economic development, focused on the development of endogenous growth, focuses on the facilitation of innovation, entrepreneurship, development of networks, unlocking of capital, and removal of government barriers. It therefore requires ongoing engagement within the economy with a view to long-term, incremental development. Development of education and business support assets focused on strategic export industries will be critical in bringing about the potential for long term endogenous growth in Jurien Bay. This includes support for small and micro-business enterprises focused on delivering tourist product to regional, national and international visitors.

Jurien Bay and its surrounding catchment will need to continue to develop multiple areas of competitive advantage needs of regional, national and international markets.

### **Sub-Regional Economic Drivers and Opportunities**

- Aquaculture, Animal Husbandry, Horticulture and Food Processing
  - Core competitive advantages strongly supported by strong long-term global drivers
  - Highly diversified offering
  - Major opportunity for large scale investment tapping into south east and southern Asian investors
- Renewable energy production – limited employment but significant national and international economic profiling opportunity
- Retirement, aged care and lifestyle – leverage current demographics and lifestyle opportunities
- Mining and construction – existing mining related activity and strong link to the construction sector

- Tourism
  - Directly target international tourist
  - Diversify away from volatile domestic overnight market
  - “Grey nomad” stop opportunity

### **Attraction and Retention of a Skilled Labour Force**

- In a growing regional economy, one of the most important strategic issues for Jurien Bay is securing a labour supply. Jurien Bay services a catchment of communities within a radius of 120km. However it is currently limited in the quantity and quality of job opportunities that are available due to population base, the plateauing of traditional strategic industry growth, and the relatively immature nature of the urban economy in meeting the needs of its users. Addressing this is a ‘chicken and egg’ activity. Development of the skills of the existing workforce to meet the needs of regional strategic economies, and industries experience labour-force related capacity constraints is possible with appropriate targeted investment.

However for the job base of Jurien Bay to be expanded this has to occur with expansion of local job opportunities related to these industries. Careful planning therefore needs to occur in matching labour force characteristics to the industries that are sought to be developed as drivers for the population-growth envisaged in this Growth Plan.

- An inadequate supply of labour has the potential to undermine the capacity of public and private sector organisations to operate effectively, constrain economic growth and business performance, and reduce the quality of service provision (Hatch et al, 2011). Importantly, labour supply is not just about how much labour, but ensuring the workforce is suitably matched to the economic and service needs of Jurien Bay (Hatch et al, 2011).



## 4.4 COMMUNITY

### Population Projections

- A significant rise in the number of people in the 0-14 and 25-39 age groups by 2026 is predicted (WAPC, 2011). Catering for services and facilities for this population is essential for the growth of Jurien Bay.

### Education

- It is critical that the education system within the Central Coast is capable of educating, training and re-training its population and fostering lifelong learning.
- The Shire of Dandaragan has identified land adjacent to JBDHS as a site for a TAFE facility and JBDHS are tailoring its vocational courses at the school for a coastal industry base and providing new courses.
- Opportunities in future development to consolidate education and training funding, utilise improving technology and extend relevant courses to a wide demographic will ensure that Jurien Bay and the sub-region are in the best position to meet industry and labour force needs.

### Health

- The changing population structure of the community needs to be considered in relation to provision of health services due to the higher usage rates of health services as the community ages. This is particularly important given the popularity of Jurien Bay as a retirement living destination. Expanding health care services relevant to Jurien Bay's demographics will not only serve to meet demand but will foster a growing area of employment, particularly for skilled positions.
- People are moving away from Jurien Bay due to gaps and limited services - when the frail aged move out of town for

residential care it often means the extended family move as well, as they need to move to Moora, Geraldton or Metro Perth for accommodation.

- Similar to the provision of education and training, expanding health care services relevant to Jurien Bay's demographics will not only serve to meet demand but will foster a growing area of employment, particularly for skilled positions.
- The Shire needs to pursue access to land (including servicing requirements e.g. power, water and telecommunications) for the purposes of establishing a facility to cater for residential aged care, which includes provision for low and high care beds, day and residential respite, dementia care and supporting services in addition to land to expand the Health Centre. This is a key recommendation from the Shire of Dandaragan Aged Care Strategy (ZKC Consulting 2010).
- Given the small population and limited facilities currently available in Jurien Bay, there is significant opportunity to adopt an innovative approach to health and aged care service design to respond to current and future service demand.
- Opportunities to develop Jurien Bay as the healthiest coastal community in Australia and a best practice approach in health planning include the following considerations:
  - The rapid advances being made in the use of technology, medicine and pharmaceuticals.
  - Evidence that health promotion and other key interventions are effective in increasing population health and wellbeing.
  - Possible expectations from the community that hospital beds will serve the communities health needs - with evidence that this may not be the optimum use of money and human resources.





### **State Government Agencies, Social and Community Services and Facilities**

- A limited number of services operate from offices within Jurien Bay with Government service delivery generally been provided via branch and head offices in a range of locations.
- Expansion of State and local government and community/ social services requires additional accommodation to meet the growing needs of the regional community.
- Land occupied and surrounding the existing Shire administration building provides for additional capacity for growth and consolidation in community facilities and services. Vacant Crown land in close proximity to the existing townsite also offers land for future community service provision.

### **Community Resource Centre**

- The Jurien Bay Community Resource Centre is located in a small building with limited space which severely limits the delivery of existing services and potential for expanded services. The services provided by the Community Resource Centre in Jurien Bay are extremely important in a central location that can provide a range of services which are not viable as standalone operations.
- The need to provide quality central facilities for this service is pressing and will greatly enhance the delivery of existing and future services to the regional community.



## **4.5 ENVIRONMENT**

### **Conservation**

- The marine and terrestrial environments in the region have exceptional diversity and conservation value.
- The coastal environment is subject to particular pressure because of the popularity of the coast for recreation activity.
- The surface and groundwater system is closely interconnected and is susceptible to pollution.
- Continued liaison with stakeholders regarding the use of surface and groundwater and its management is fundamental to protection of groundwater resources.
- The competing demands for land emphasises the need for continued assessment of conservation values to determine which areas should be reserved and protected as part of the conservation system and which areas are suitable for commercial, urban or other activities. The assessment of values is the responsibility of both government and private landowners.
- Recreational and commercial harvesting of marine resources places pressure on natural ecosystems.

### **Tourism and Recreation**

- Tourism and recreation present significant economic, social and environmental opportunities for Jurien Bay and the region. Management Plans for the parks and nature reserves recognise that a regional perspective is essential when planning for recreational opportunities in order to complement existing opportunities in the region. The integration of recreation opportunities in the reserves with those of the surrounding area will become increasingly significant as greater numbers of people come to the area either to live or for recreation.
- With the growing popularity of nature-based tourism, including camping and bushwalking, there is considerable potential for partnerships between DEC and the private sector tourist operators to develop nature based activities. A complementary approach by the private sector and government will ensure that visitors are given the opportunity to fully appreciate the parks and reserves and at the same time protect and preserve the natural and cultural values of these areas in perpetuity.

- The Wedge and Grey Masterplan provides the basis to expand tourism and recreation opportunities in the region. The aim for this area would be to achieve high standards of environmental awareness and protection with the natural environment being an integral part of visitor experience and facilities. The opportunities for commercial partnerships to develop accommodation and other services should be optimised.
- It is acknowledged that planning for Wedge and Grey is ongoing and that it is a very important element of the Growth Plan given its highly significant tourism potential and the capacity to add immense value to the development of the region.

### **Education and Community Involvement**

- Education contributes to protection of the natural environment by increasing awareness, appreciation and understanding of its values. Increased knowledge informs the public of attractions and facilities and recreational opportunities available and provides an avenue to appreciate and better understand the natural environment and the risks it is subject to.
- A wide range of groups including commercial operators, the Shire and other state government agencies contribute to education and have a role in providing information to visitors and users.

### **Research and Monitoring**

- Significant marine park research and monitoring programs are currently undertaken.
- Research is necessary to develop an understanding of the way in which human activities and natural processes affect ecological values. DEC currently coordinates and promotes research undertaken within Nambung National Park and

Nilgen, Wanagarren and Southern Beekeeper's Nature Reserves.

- It will be important to maintain existing activities and also pursue opportunities to extend and develop research projects. There may for example be interest in nature based research as part of formal education through TAFE or universities.

### **Commercial and Other Uses**

- There will be continued competition between commercial marine activities and marine conservation on one side and interest in land development and agricultural enterprises versus conservation of land based environments on the other. Close working relationships and communication between stakeholders with diverse objectives and interest will be paramount to achieving a balance between commercial activities and conservation. Formal and informal arrangements will need to be maintained and further developed to monitor and manage these issues.

### **Land Use Management and Protection**

- There are a range of land management and protection issues that confront the natural environment. These issues are not restricted to areas within the parks and nature reserves and require the development of integrated land management strategies involving adjoining owners and a range of government agencies.
- An integrated approach and shared objectives and responsibility are central to management issues that extend beyond property boundaries such as protection of water resources and fire and land management. It is important to have a single agency to provide leadership and direction on shared issues.





## 4.6 INFRASTRUCTURE

### Water

- A projected increase to the population of Jurien Bay would require a substantial increase in water supply. To cater for this demand the Department of Water have increased the size of the existing Jurien water reserve and there is adequate capacity for a future population of 15,000+. Protection of this reserve is crucial when planning for future growth. Ongoing monitoring of the availability of adequate water supply is also required to ensure the town has adequate provision as it grows.
- To sustain the existing water source investigation into rainwater reuse and wastewater recycling options within the townsite is required.

### Power

- The main constraints of the existing network are:
  - the spare power capacity will only be able to provide power for the very short term growth so capacity would need to be increased to facilitate development; and
  - the existing network is predominately an overhead power line system and conflict may arise from the installation of deep sewer in the townsite.
- Western Power has identified land for a 132/33kV Zone Substation which would be able to service a population of up to 20,000 people.
- The high cost of providing electricity is proving to be a constraint to new development in Jurien Bay. Western Power have not provided any constraints or limitations on providing future supply, however the growth of Jurien Bay may be stalled if commitments are not made regarding the point at which upgrades will be undertaken.

### Wastewater

- Approximately 50% of the Jurien Bay town site is currently deep sewered.
- Extending deep sewer in the Jurien Bay townsite is currently fragmented and difficult to manage due to the limited capacity of any single landowner to offset the cost of installation.
- An important priority for Jurien Bay is the connection to deep sewer given that there is a high water table and development is restricted on unsewered lots in the townsite.

- Investigation into wastewater recycling options in Jurien Bay is required to ensure sustainable management of the existing water supply.

### Telecommunications

- The Central Coast sub-region will receive additional mobile towers as part of the Regional Mobile Communications Project (RMCP) 2012 funding announcement to improve mobile telephone and emergency service coverage.
- NBN Co has advised that Jurien Bay and Cervantes are on the rollout to receive fibre. Works are due to commence in December 2013 with an expected deployment time of 12 months.
- Regional WA is programmed to begin the switch over from analogue to digital TV broadcasting transmissions in June 2013. A key consideration for the Shire, where VAST may be the only provision in Jurien Bay, is the potential impact on existing and future multi-dwelling facilities such as hotels, the hospital and lifestyle villages. There are currently no subsidies provided to cover the considerable cost of the connectivity they require to service a large number of televisions.

### Drainage

- An investigation into the drainage for the town is required to determine what upgrades and additional infrastructure will be required to ensure drainage infrastructure improvements can be aligned with population growth.
- An opportunity exists to incorporate cost effective urban water management principles into future upgrades and new developments.

### Roads

- Ongoing improvements to the existing road network are required.
- Investigation into the provision of a comprehensive, well-planned road network system is required to ensure the long term connectivity of the town.

### Pedestrian / Cycleways

- The flat terrain and centralised community and recreation facilities make cycling and walking attractive options.
- The Shire's current program of linking key destinations throughout the town is currently improving the existing path and cycle network and this should be continued.

## Public Transport

- Currently there is no funding or planning to develop a public bus network within Jurien Bay and for the neighbouring local government areas.
- The availability of transport services within, and to Jurien Bay and the settlements within the region, needs to be assessed and the provision of an appropriate and viable public transport system needs to be developed as Jurien Bay grows.

## Airport

- Recreation use is currently identified as the principal driver of aviation traffic.
- As part of forward planning, the Shire has recently submitted a Regional Airport Development Scheme (RADS) application and was successful in receiving funding for the preparation of a plan identifying a new site for a future expanded airport in Jurien Bay. This master plan will consider the costs and implications of the relocation of the existing airport and development of a regional airport based on considerations for the needs of industry, emergency services, recreation and tourism as Jurien Bay develops into a regional centre for the Wheatbelt.

## Boat Harbour

- The boat harbour services the commercial fishing industry and provides a range of community benefits for recreation and tourism. The harbour and land immediately adjacent is substantially underutilised and has considerable capacity for further development.
- Continued development of the harbour is required to deliver significant social and economic benefits to the community and create a vibrant commercial, tourist and recreational precinct integrated with a diversified fishing and marine industry. It is a strategic infrastructure asset, not only for Jurien Bay and the Central Coast sub-region, but for the State.
- The Shire of Dandaragan Council supports the concept presented in the Jurien Bay Boat Harbour Southern Precinct plan and encourages the Department of Transport to work with the Shire to pursue tourism and mixed use development at the Marina precinct. The Council is also supportive of pursuing a long term caravan park strategy identifying key sites for the future to address tourist demand. Planned development at the Boat Harbour, existing structure plans and reviewing of lease arrangements will be considered as part of this activity.

## 4.7 SPATIAL PLANNING AND BUILT FORM

### Spatial Planning and Built Form

- The urban area is set within a unique environmental setting made up of marine and terrestrial National Parks, conservation and nature reserves and parks and recreation reserves.
- Crown land provides opportunities for the development of uses required to support the growth of the Jurien Bay including community, industry and infrastructure.
- Opportunities for consolidation of urban form together with staged development will ensure a sustainable pattern of growth and efficient use of land, public facilities and infrastructure and natural resource use. Consolidation can provide more diversity in housing type and form.
- The linear pattern of development will increase the need for public transport to ensure accessibility to facilities and services. The transport and communication system will need to develop to connect what will be a spatially dispersed community.
- Provision exists for Indian Ocean Drive to bypass the town on an alignment east of the airport.
- A large area of undeveloped land zoned for industrial development is located east of the airport.
- The Boat Harbour precinct is currently an underutilised infrastructure asset with greater potential to contribute to tourism, recreation and the economy.
- There is potential for further development of land within the Boat Harbour and future urban development of Crown land adjacent to the boat harbour, subject to planning and environmental assessment.
- There is potential for additional residential and tourism development north of the townsite at North Head.
- Existing public purpose and recreation reserves and those proposed in the Turquoise Coast structure plan will ensure adequate provision for State and Local government facilities.





## City Centre

- The area currently defined as the Town Centre will need to accommodate an increasing range of government services and facilities to service a wider coastal and hinterland. It will also be a focus of tourism development and provide retail and commercial uses.
- The future Booka Valley centre, 3.5 km. to the south of the Town Centre will be a 'District Centre' providing retail uses and mixed use development.
- Given the capacity of the Booka Valley centre and its advantage as an unconstrained greenfield site, there needs to be provisions in place to ensure that the Town Centre has sufficient capacity and advantages for growth to accommodate the appropriate range of functions to serve the regional catchment.
- It is important that the staged development of the urban areas and other centres are not developed such that they undermine the role of the Town Centre.
- Land is available for the expansion of community facilities and services in the existing centralised location within the Town Centre.
- Crown land including the large area of unallocated Crown land in Whitfield Road adjacent the existing Health Centre, should be secured for community purposes to ensure sufficient land is available in the long term for major facilities serving a regional catchment, particularly health and education.
- The lack of adequate infrastructure, particularly sewer in the older part of the town, is a major impediment to new development and intensification of development.

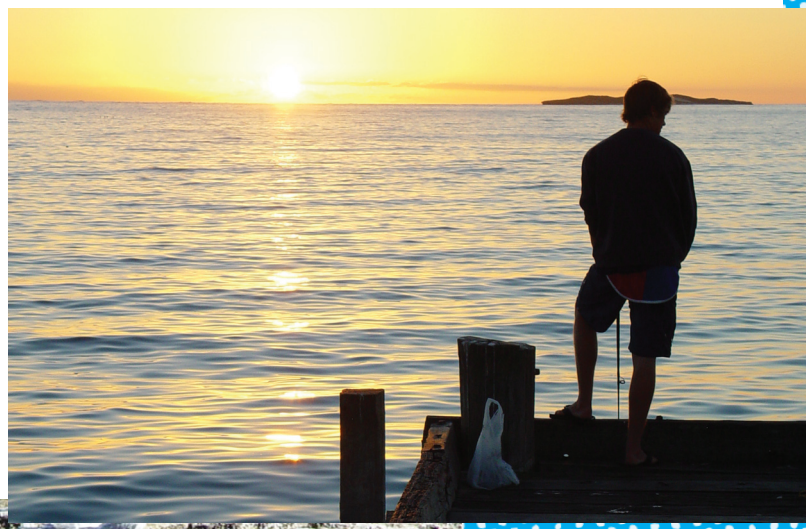


## Land and Property Market

- There is a large amount of land zoned for a variety of uses including residential, industrial, rural residential and tourism sites. There is a high rate of vacant residential lots.
- The planning undertaken to date for Turquoise Coast and North Head will ensure an adequate staged land supply identified for residential development to ultimately achieve a population of 20,000.
- There are substantial areas of unallocated Crown land north of the existing residential areas with potential for future urban development subject to planning, environmental, servicing and native title assessments.

## Public Realm and Built Form

- With the exception of the foreshore area, there has been little development of the public realm within the Town Centre area.
- It is critical that the Town Centre not only develops as an area which provides the facilities and services expected from a regional centre, but has a distinctive character with high quality public spaces and built form that the community values.
- The Draft Town Centre Strategy Plan:
  - recommended that the development of the public realm and urban form guidelines have regard to the coastal setting and the climatic conditions.
  - highlighted the importance of public realm and built form. Importantly the strategy recognises that built form public spaces and streetscape character have a significant ability to influence a sense of place.
  - recommended the continuation of better urban water management principles within Bashford Street and other public spaces.
- The development of the Turquoise Coast project is based on the principles of better urban water management, design guidelines and treatment of the public realm. It is important that issues related to ongoing management of the streetscape and establishment of street trees is addressed to enable refinement and improvement of outcomes.
- Recognition of an environmentally responsive approach to urban development should guide development of future urban areas.



## 5 Vision, Goals and Objectives



## 5 Vision, Goals and Objectives

### 5.1 VISION

The vision developed for Jurien Bay is based on the consideration of the three critical elements of sustainability being community, economy and environment. Importantly the vision reflects the key elements of the Shire's 'Towards 20,000 – Building the Turquoise Coast Regional City Plan' and the key outcomes of the process being undertaken to develop the Shire's Strategic Community Plan.

#### VISION

Jurien Bay – a Regional City of 20,000+ on the Turquoise Coast, which is based on continuously improving the wellness of its community and the economic development of the region, and protecting the unique and diverse environment that provides its natural setting.

### 5.2 GOALS AND OBJECTIVES

Aspirational goals and project objectives have been developed based on an understanding of the issues relevant to Jurien Bay identified in the analysis undertaken.

The aspirational goals developed provide a set of desired inter-related conditions for the elements of economy, community, environment, spatial planning and built form and infrastructure that together define a sustainable future. The project objectives defined form the basis for transforming Jurien Bay from its present state to achieving the aspirational goals and provide a basis for evaluation.

Aspirational Goal	Project Objectives
<b>Spatial Planning and Built Form</b> A consolidated and connected urban form that has access to facilities and services, fosters community well-being, provides centres that are functional and vibrant, together with a public realm and built form that responds to the natural environment	A range of land use activities to serve the city and the region A hierarchy of activity centres with appropriate uses to serve the needs of the catchment Increased development density within and adjacent to activity centres A high standard public realm, particularly within activity centres Development that is responsive to the coastal context and natural resource use An integrated movement network to connect the community and the wider region Staging of growth based on optimising the use of hard and soft infrastructure and supporting the role of the City Centre
<b>Environment</b> A unique terrestrial and marine system that balances environmental values and natural resource use with the requirements of urban development and tourism	Protection of the marine and coastal environment Protection of significant vegetation and habitat Protection of groundwater quality Minimise waste to landfill Facilitating human engagement with the environment
<b>Community</b> A community that is healthy and diverse, has appropriate facilities, services, attractive lifestyle and amenity and is engaged in community decision making.	Provision of a range of facilities and services to foster well-being for the city and regional community Develop Jurien Bay as Australia's healthiest coastal community Provide education and training facilities and services to develop knowledge and skills required by local growth industries Attract and foster a diverse and cohesive community Use the capacity of the community in decision making processes
<b>Economy</b> A diverse, resilient export-oriented economy that capitalises on the opportunities within the region and beyond to provide for a wide range of employment and business opportunities for existing and future Jurien Bay residents	To leverage Jurien Bay and the region's attributes to meet national and international needs through niche, high productivity activities Develop targeted local and regional infrastructure that supports the competitive advantages of Jurien Bay and the region Develop strong relationships with major state growth industries, in particular resource extraction projects in the greater region Maintain high employment participation rate and a local labour force of sufficient size and skill to supply local jobs Build capacity within Jurien Bay and surrounds to support economic growth and economic development Support the redevelopment of Jurien Bay's population-driven activities to deliver a viable, vibrant and high amenity city centre that provides for the needs of the local and regional population, as well as visitors to the City Leverage whole-of-life wellness initiatives and sea-change retirees as a significant source of population-driven activity
<b>Infrastructure</b> Cost effective infrastructure that is sustainable, efficient in relation to natural resource use and facilitates a connected community	Ensure infrastructure upgrades required to accommodate growth do not hinder private investment and are completed within a timeframe that allows growth to continue Efficient use of energy and water in infrastructure design Integrated and safe road, public transport, cycle and pedestrian network to connect the community Provision of quality telecommunication and technology infrastructure



### 5.3 POPULATION POTENTIAL

The population target of 20,000 set out in the vision is a long term target and as such shorter term population scenarios have been considered for the purposes of both planning and monitoring. This is to ensure that ongoing growth is sustainable and that planning and delivery of outcomes is not only directed to the end state scenario.

Progressive population scenarios provide a basis for planning, setting targets and monitoring a range of critical matters related to the Growth Plan. The population scenarios which have been used are for populations of 2,500, 5,000, 10,000 and 20,000.

The timely provision of infrastructure is critical to facilitate growth. The population thresholds and requirements for community and service infrastructure to support the Growth Plan are set out in Volume 2, Section 8 - Community and Section 10 – Infrastructure, respectively.

The population thresholds and the related staging for delivery of infrastructure are set out in Section 10 of this Volume and they are referenced where relevant to the Spatial Growth Plan. It should be acknowledged that the certainty of thresholds, details and location for the provision of infrastructure will be less reliable in respect to longer term scenarios.

It is also important to acknowledge that the referencing of infrastructure to the Spatial Growth Plan is subject to detailed planning through Outline Development Plans and similar processes. This detailed planning will determine the appropriate locations and site area requirements through a process of negotiation and agreement between the Shire, private landowners and relevant Government agencies (where applicable) as part of the planning process.





## 6 The Integrated Strategy

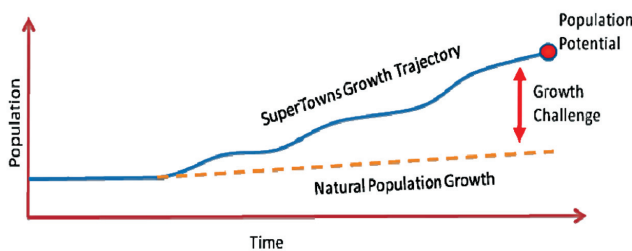
# 6 The Integrated Strategy

The Integrated Strategy comprises the broad strategies required to form the response that will meet the project objectives and transform Jurien Bay from a small coastal settlement to a regional city of 20,000 people. They encompass the key economic, community and environmental strategies that are required to achieve the vision and create a sustainable community.

The Integrated Strategy is effectively an intervention to change from the current natural population growth to a growth trajectory to meet the growth challenge and achieve the aspirational population potential of 20,000 people. This is illustrated in Figure 6.1

**Figure 6.1**  
**Addressing the “Growth Opportunity” – Growth Scenario Planning**

Source: RDL, 2011



The Integrated Strategy will inform all stakeholders about the growth of Jurien Bay, how it is to occur and what is required. It comprises both spatial and non-spatial elements, with the spatial elements informing the Spatial Growth Plan and the City Centre Strategy Plan. Beyond the Growth Plan it will guide more detailed spatial planning including the Coastal Settlement Planning Strategy and more detailed planning for the City Centre.

In addition to identifying the drivers that will create the growth trajectory to achieve the population, it also identifies capacity requirements for community and servicing infrastructure at population thresholds and how and these requirements can be met in the staged development of that growth.

The Integrated Strategy reflects the draft goals developed to date as part of the Shire’s Strategic Community Plan, illustrated in Figure 6.2.

**Figure 6.2**  
**Draft Goals from Shire of Dandaragan Strategic Community Plan**

Source: Shire of Dandaragan, 2011

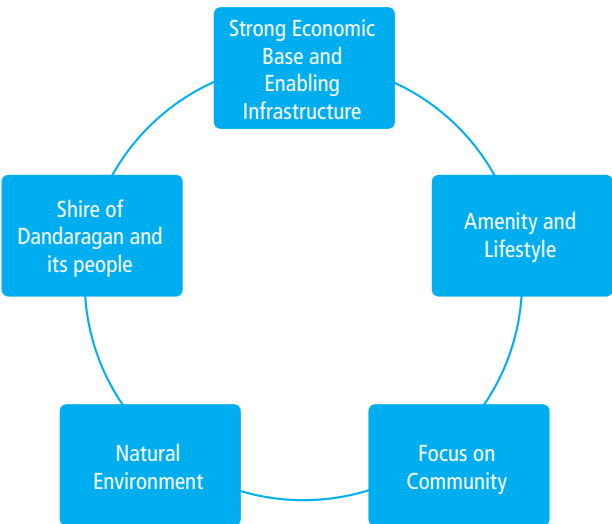
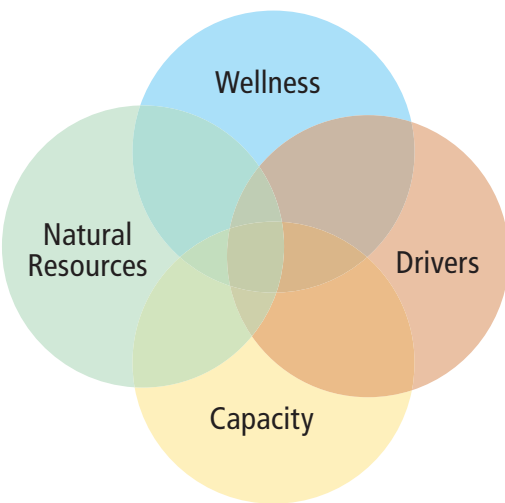


Figure 6.3 illustrates the Integrated Strategy and the interrelated nature of the key elements, which, when combined together, form the basis for the implementation of the Growth Plan. A summary of each of the key elements is described in this section.

**Figure 6.3 Jurien Bay Integrated Strategy**





## 6.1 DRIVERS

Sustained growth will build on the inherent economic strengths of the region, and its competitive advantages. The economic drivers of the Integrated Strategy will focus on the natural advantages in Jurien Bay and the Central Coast sub-region for tourism development and food processing.

The population growth envisaged within the vision will require interventions to restructure the local economy, and generate economic activity and employment opportunities to support the growing local workforce. Without access to jobs, population growth will be limited to those not in the workforce, those who have the ability to access quality employment elsewhere, and those who are involved in jobs that will naturally occur to support the existing population (this population-driven activity typically equates to approximately one third to half of the required employment).

Jurien Bay's economy has historically been developed through two general types of activity. These are:

- Food production
- Tourism

Whilst the structure of these general activities will need to adapt and change to meet the future needs of regional, national and international markets, Jurien Bay's future economic development will likely be highly dependent upon both of these activities.

The Department of Food and Agriculture, along with the Wheatbelt Development Commission and Shire of Dandaragan have identified a significant opportunity to add value to food production through the development of secondary processing capabilities that turn raw inputs into a range of products for domestic and international markets. These activities will be targeted to meet the specific needs of major markets, and include a range of 'post farm-gate' value addition activities including:

- Food product manufacturing and packaging
- Cattle, pig, sheep and chicken abattoirs and processing infrastructure
- Specialised world class alternative grain milling
- Logistics and supply chain management
- Intensive food production
- Management of wastes through an active industrial eco-system (e.g. wastes become inputs for further food production)

These activities would ideally be located in an intense food processing cluster in close proximity to major transport infrastructure, reliable 3-phase power, and readily available fresh water. The Shire of Dandaragan has particular locational advantages given the links with Brand Highway, Mid West Energy Project, wind farm power generation, and significant groundwater supplies. Spatial planning assessment will be required to identify potential locations for this activity, in order to manage potential negative externalities associated with these activities, including noise and odour.

Such an agri-precinct development would compliment and support intensive agriculture and the growing horticulture sector in the Central Coast sub-region as well as generate significant employment opportunities for the sub-region.

The potential economic impacts for development of a food processing cluster will need to be the subject of an industry development plan that includes detailed investigation of the market and site opportunities. Based upon national averages however, it could be expected that a 300ha net lettable productive area site could potentially yield \$81.3 - \$122million of gross value added output for the region, with an estimated 1,000-1,500 directly created jobs.

Jurien Bay's tourism activities have historically focused on budget, medium-long stay, caravan park and holiday home accommodation. As this type of tourism offer becomes increasingly scarce in many traditional coastal destinations surrounding Perth, Jurien Bay has the potential to build this market whilst also developing a strong value proposition as a higher-end 2-3 day destination for national and international guests. This will leverage the Pinnacles and the beautiful local natural environment as the icons within the "Turquoise Coast" brand, but will require the development of a multiple-day value proposition to keep visitors in the area (rather than as day-trippers).

Successfully developing an authentic value proposition will be critical in encouraging investment in demand-driven activities, such as quality and alternative accommodation provision.

The proposed industry development plan for the Jurien Bay and surrounds tourism offer proposes to focus specifically on multiple-day visitor market segments. This is due to the high flow-on benefits from these segments due to increased expenditure in the region through:

- Accommodation
- Secondary attractions
- Restaurants and entertainment
- Convenience and comparison retail offerings

Whilst the key economic drivers for growth are food production and tourism, it is recognised that priority projects focused on wellness and capacity will also assist to drive economic development and employment.

An initial driver of growth is likely to be through the development of aged care infrastructure proposed within the Growth Plan. This infrastructure will not only support significant growth in quality employment (with knowledge intensive consumer services jobs being created as a direct result of the facilities infrastructure), but will also create the environment conducive to retention of residents at later stages in their lives. This initial investment predicates more targeted investment in strategic industries, whilst helping to build the capacity and wellness value propositions of Jurien Bay.

Continued reinvestment in the Jurien Bay City Centre in terms of configuration, offer and amenity will also potentially be an early driver as it helps to define itself as a place of growth and investment. The value proposition of the City Centre and the ability to facilitate multiple transaction trips will be key to leveraging expenditure from visitors, and minimising leakage of expenditure from residents.

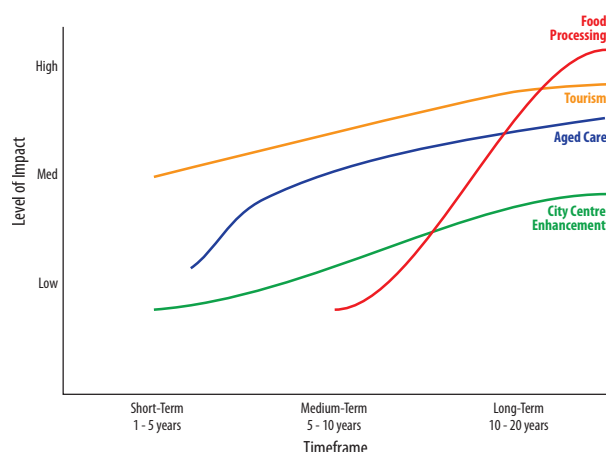
Key infrastructure projects aimed at addressing capacity issues will also make a contribution to supporting economic development, and attracting new investment and enterprise.

In the short term, Royalties for Regions funding will be used to demonstrate commitment to the Growth Plan, meet identified needs, produce targeted plans for the future, and provide infrastructure to meet future capacity.

The graph in Figure 6.4 indicates that the early impacts will be achieved through strategies focusing on population driven initiatives including aged care and City Centre enhancement. While it is expected that the relative impact of these strategies will slow over time, they will remain an important part of the overall economy.

Two additional strategies providing growth in the medium to long term have also been identified. Tourism will be a driver in the medium term, and food processing is a high-impact, but longer term economic driver. The graph reflects the likely lead times of the projects, and their ability to deliver the job creation and economic activity that will support the vision.

**Figure 6.4 Predicted Impacts of Strategies over Time**



## 6.2 WELLNESS

The Growth Plan outlines a blueprint for the growth of the area over the next 30+ years. Regional growth will be driven by economic diversification, but will be complemented by “lifestyle” factors that will continue to make Jurien Bay an attractive place to live.





The Growth Plan envisages the Perth metropolitan region in the future as a region characterised by an increasingly congested city, and south western towns expanding to a point where their “rural” attractiveness to the economically mobile will become more limited. The attractiveness of regional centres is in being able to offer an alternative to city living, whilst meeting the aspirations of the economically mobile, for the kinds of services, infrastructure and activities that will provide the right conditions to support population growth.

Jurien Bay is located within easy reach of the Perth metropolitan area, whilst being far enough away to offer an affordable, laidback, safe and healthy lifestyle to live, work, recreate and raise a family. Strategies have been identified that will develop this point of difference, and build on its strengths as a centre of “wellness”.

The Jurien Bay SuperTown imagines the broad concept of wellness as a key theme of community and economic life encapsulated in the aspirational statement; ‘Jurien Bay Australia’s Healthiest Coastal Community’. This concept embraces, and in part describes, the attractive lifestyle available to those migrating to Jurien Bay and the natural coastal and marine setting.

The Jurien Bay community recognises the lifestyle benefits currently on offer from which to build. The marketing of “wellness” will be expressed in family life, education, recreation, community services, aged care and health services. Wellness provides a comparative and competitive advantage that will distinguish Jurien Bay from alternate locations for people seeking to relocate and therefore is a significant factor in population growth.

The Growth Plan has identified priority infrastructure and other projects that will assist in the realisation of wellness that include:

- **Residential Care:** The development of residential care will facilitate ageing in place, family connection and the maintenance of the valued role of the elderly. It will act as a catalyst to the development of an aged specific community centre (senior citizens, limited rehab/allied health, social supports, café to be developed by RSL WA), and the rapid completion of the RSL WA retirement village is likely to attract other retirement living developments. This development will have a positive impact on the economy through, construction, employment and through maintaining older persons and their families in the community.

- **IT Communications Centre:** The IT Communications Centre will support learning at all levels both formal and informal and will be enhanced by the rollout of the NBN fibre. A formal partnership will be developed with the schools in the Central Coast sub-region expanding their capability to access the best IT available. The IT Communications Centre will also support and act as a catalyst to the development and delivery of TeleHealth to be used by GPs, aged care and WACHS. It will also enhance initiatives aimed at competency based training and tertiary outposts.

- **Wellness Centre/Community Health Centre:** The Wellness Centre and Community Health Centre will have a key role in developing and delivering services that promote health (geriatric and general), reduce risk factors (including screening and immunisation) and educate the community. It will also facilitate social connections, engage the community in information provision and community education, facilitate and coordinate volunteerism in service delivery and provide meeting areas and exercise space.

- **Jurien Bay Health Centre Expansion and reconfiguration and GP Clinic:** The expansion and reconfiguration will include a GP clinic and will reduce current Health Centre congestion, enhance the working environment for the doctors, support visiting doctors, support the growth of the GP clinic as the population increases and support TeleHealth. TeleHealth will also be integrated into clinical services of the Health Centre. The Health Centre expansion also includes improvements such as the commissioning of two 23 hour observation beds in accident and emergency, improved storage and staff amenities.

- **Planning, Facilitating and Evaluation Project:** The project will enable a clear focus to be maintained on the elements of ‘Future Health’, engage stakeholders and the community, unlock constraints to achieving the vision, utilise expert input to ensure leading practice is realised in health and aged care planning and development in Jurien Bay and its service catchment.

- **Age Friendly City:** The Growth Plan and the wellness concepts will assist Jurien Bay to realise the goal of being an ‘age friendly city’. These plans embody structures, services, the context and enablers that will assist older persons to actively age.

### 6.3 NATURAL RESOURCES

All strategies will all be leveraged off the unique natural resources surrounding Jurien Bay, that are recognised nationally and internationally for their biodiversity and unique heritage values.

The ocean and surrounding hinterlands have historically provided resources for food production and even resource extraction, local employment opportunities and supporting population growth. Jurien Bay's future will be intimately connected to the natural resources of the region.

The marine and coastal environment of Jurien Bay and surrounds has a unique combination of offshore reefs, islands and sheltered lagoons which have traditionally been the focus of the Jurien Bay population as a source of crayfish and fish for export and recreational capture. The Jurien Bay Marine Park has sought to protect the ecological values of the marine environment with approximately 82,000 ha of the coast and marine environment reserved.

Outside of the reserve area an active crayfishing and wildfish capture industry is based out of Jurien Bay and Cervantes. Jurien Bay's Western Rock Lobster fishing industry is part of an internationally significant supply chain, exporting to countries like Japan, China and the United States. This industry has played a significant part in shaping the local economy and it's population structure. In addition to direct employment, the industry contributes to employment in ancillary activities, including processing, transport, boat-building and repair, and public services. (Hatch et al, 2011)

The interface between the ocean and the land in Jurien Bay and surrounds ranges from pristine islands, to rugged headlands, to turquoise beaches. This environment includes the Lesueur National Park, Coomallo Nature Reserve and Nambung National Park, areas with exceptionally diverse flora, unique geology (the Pinnacles) and cultural heritage with evidence of Aboriginal occupation and early European exploration. The area's National Parks and reserves have long acted as attractors for visitors seeking to experience the unique coastal environment of the Turquoise Coast. Continued development of infrastructure to support tourism and conservation activities will see the reputation and visitation to the area continue to grow.

Squatter settlements are located on the coast at Wedge Point and Grey. Grey and Wedge have high recreational values

and Grey in particular is suited for recreation development. Activities here may support not only the development of local recreation activities, but act as an attractor for further tourism ventures and accommodation.

### 6.4 CAPACITY

Increasing capacity is essential if the potential of Jurien Bay is to be unlocked. The capacity of existing service infrastructure and community infrastructure will need to meet the new demands of a rapidly growing population. Immediate investment in new, and upgraded, capacity will bring long term benefits such as economic development, technological currency, environmental sustainability and community development.

Within the City Centre opportunities for growth are hindered by a lack of capacity of existing power and sewer reticulation. The opportunities for growth are significant under the City Centre Strategy Plan and provide for intensive forms of commercial and residential development including more diversity in housing. This is clearly a detractor for new development, and the promise of subsequent growth. Lack of deep sewerage in the City Centre and limited power supply capacity for the town generally, has impacted on development costs, and slowed development. Consequently, telecommunications in the region have also not had the impetus for upgrade to meet potential new demand. In combination these capacity shortfalls have impacted on growth in the region, and suggest the need for a quantum change to capacity, in order to kick start growth.

The provision of community infrastructure is also essential to meet the population's needs for services, school and health facilities, and programmes aimed at supporting a healthy lifestyle. The Jurien Bay community has identified shortfalls in community services, together with opportunities to unlock constraints and build capacity for the future.

The Growth Plan identifies targeted priority interventions for hard and soft infrastructure that can be undertaken to overcome these constraints, boost capacity and accelerate growth.

Priority projects to address servicing constraints propose the development of a pumping station, pressure main, and associated infill sewerage reticulation in the City Centre. The resulting increases in development will, in turn, provide an increased contributions base for the Water Corporation, thus increasing the financial viability of the project.



Western Power has advised there is limited power capacity (33KV) remaining and any future provision of additional power will most likely be on a “user pays” system, which will restrict future expansion as the capital cost is excessive for most single developers.

The Growth Plan identifies a number of community infrastructure projects housed within the “Visitor and Civic Precinct”. A concept plan for the Visitor and Civic Precinct project has been prepared that proposes an iconic community complex, housing the following centres of activity;

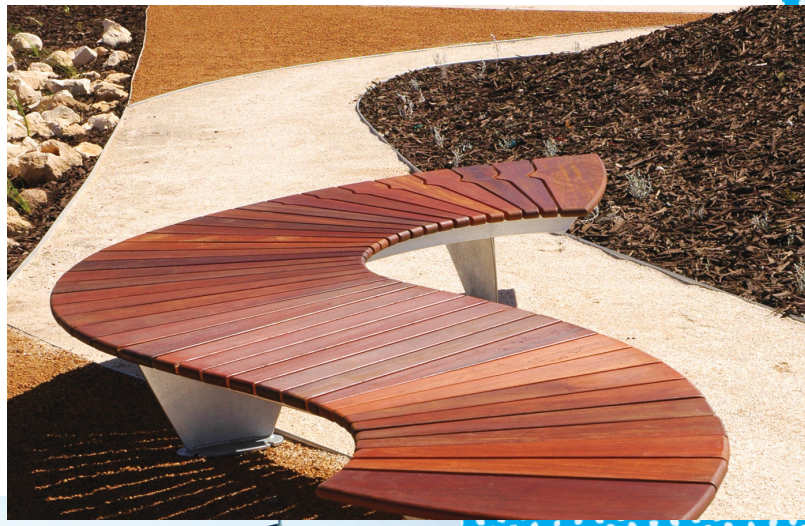
- **IT and Communications Centre (ITCC):** The ITCC project is the keystone of the Visitor and Civic Precinct re-development providing the mobilisation capability for other projects like the TIC, CRC the Arts and Culture Centre and the Training Centre. Rather than a mere incubator, it will be a facilitator for business to business development, distance learning, and Telehealth. It connects Jurien Bay to metropolitan Australia, engendering population growth through wider business, education and health opportunities.
- **Tourist Information Centre (TIC):** The TIC project supports the driver project of developing tourism. It anticipates a state of the art building featuring digital display screens, interactive kiosks, local artwork and comprehensive information on what to see and do whilst in the region. Visitors to the centre can plan their stay in the region and pre book accommodation for the region, and for other locations throughout WA. It will leverage the technology and video connectivity of the ITCC to allow TIC staff to speak face to face with prospective visitors and travel organisations from anywhere in Australia and beyond.
- **Community Resource Centre (CRC):** This important community project will transfer all the facilities of the existing CRC into the new complex, and provides state of the art library facilities, café, crèche and a meeting room for not-for-profit groups. It will leverage the technology and video connectivity of the ITCC to provide an enhanced experience for visitors, local students and businesses. CRC staff will be re trained to provide in-house support for the CRC and all other ITCC facilities.
- **Government & Enterprise Office space (GEO):** This project proposes that the new complex includes increased office space for Government departments, Shire and visiting agencies and organisations. There will also be additional

office capacity, which leverages the technology and video connectivity of the ITCC, to facilitate Australian metropolitan government agencies/corporate entities using the GEO as a testbed for staging and mobilisation of special projects and branch office development initiatives. The GEO is intended to engage and up-skill the local workforce and connect it to a wider labour market.

- **Arts and Culture Centre (ACC):** The ACC project is an extension of the TIC and features an exhibition space, audio/visual staging for small presentations and performances, and displays of public and local artwork. It will have vaulted ceilings for hanging artwork, and large stacking doors and tall windows invite natural light. It will display works from regional galleries on a rotating basis. It will leverage the technology and video connectivity of the ITCC.
- **Education and Workforce Training Centre (EWTC):** The EWTC project proposes a centre of excellence for the education of local students and regional industry. It is a commitment to and investment in, a local workforce. It will offer industry skills development using various delivery modes including face-to-face workshops, e-learning and simulation. It will leverage the technology and video connectivity of the ITCC to connect to local and nationally registered training organisations who will deliver courses that lead to nationally-recognised qualifications.

Partnerships are anticipated with universities to develop and deliver customised graduate certificate and masters programs. The EWTC will provide school-day access to selected training rooms for the delivery of courses that would otherwise be unavailable to local schools. Connectivity to the NBN through the ITCC will ensure face to face interactivity with other teachers, students, advisors and schools throughout Australia.





# 7 Spatial Planning



## 7 Spatial Planning

### 7.1 JURIEB BAY SPATIAL GROWTH PLAN

The Spatial Growth Plan is a critical component of the overall Growth Plan as it facilitates the spatial requirements for the range and scale of land uses, movement network and both hard and soft infrastructure to ensure that Jurieb Bay develops as a regional city, as it moves towards a population of 20,000. Importantly it must also ensure that development is sustainable and infrastructure requirements are met progressively on a staged basis.

The Spatial Growth Plan study area includes existing and approved future urban areas within and adjacent the Jurieb

Bay townsite. The study area boundary is formed by Indian Ocean Drive to the east, Hill River to the south and the northern boundary of the proposed North Head project.

The Spatial Growth Plan has been prepared to respond to the key issues highlighted in the context and analysis and reflect the key spatial elements of the Integrated Strategy. This includes the 'capacity' requirements set out in the Integrated Strategy related to both hard and soft infrastructure, to ensure that there are no impediments to growth.

The key elements of the Spatial Growth Plan are set out below and illustrated in Figures 7.1 and 7.2.

#### LEGEND - Figure 7.1 Growth Plan - City Centre

##### 1. Civic Precinct (~1.7ha)

The area has capacity for additional accommodation for state and local government services.

##### 2. Community Uses Precinct (~2.2ha)

This area comprises a number of crown reserves and Unallocated Crown Land which has the potential to accommodate range of community uses. A concept plan is required to ensure that the value of this land for community uses is maximised.

##### 3. Civic Precinct - Police Station (~5,200 m<sup>2</sup>)

Planning is required to determine future police services for the region.

##### 4. Unallocated Crown Land – Seaward Drive (~5.8ha)

This area is strategically located near the City Centre and opposite the Community Recreation Centre and should be assessed to determine appropriate land uses.

##### 5. Tourism Site – Casuarina Crescent (~4.4ha)

This vacant site provides opportunity for a major tourism development adjacent to the foreshore.

##### 6. Tourism Site – Casuarina Crescent (~1.6ha)

This area of unallocated Crown land provides opportunity for a major tourism development adjacent to the foreshore.

##### 7. Tourism Site – Roberts Street (~2.2 ha)

This vacant site provides opportunity for a major tourism development adjacent to the foreshore.

##### 8. District High School – Hamersley Street

The expansion of the site is provided for as part of the Turquoise Coast structure plan.

##### 9. Future Primary School – York Street

A new primary school site is provided for as part of the Turquoise Coast structure plan.

##### 10. Health Precinct – Whitfield Road (~1.8ha)

The site has capacity for expansion of the existing Health Centre as part of the Health Precinct.

##### 11. Health Precinct – Whitfield Road (~9.5 ha)

This area presents a significant opportunity to develop for an integrated mix of uses related to health, aged care and community wellness.

A concept plan is required to ensure that the value of this land for community uses is maximised.

##### 12. Proposed Sewer Pump Station

A site is required generally in this location to service the unsewered areas within the City Centre.

##### 13. City Centre

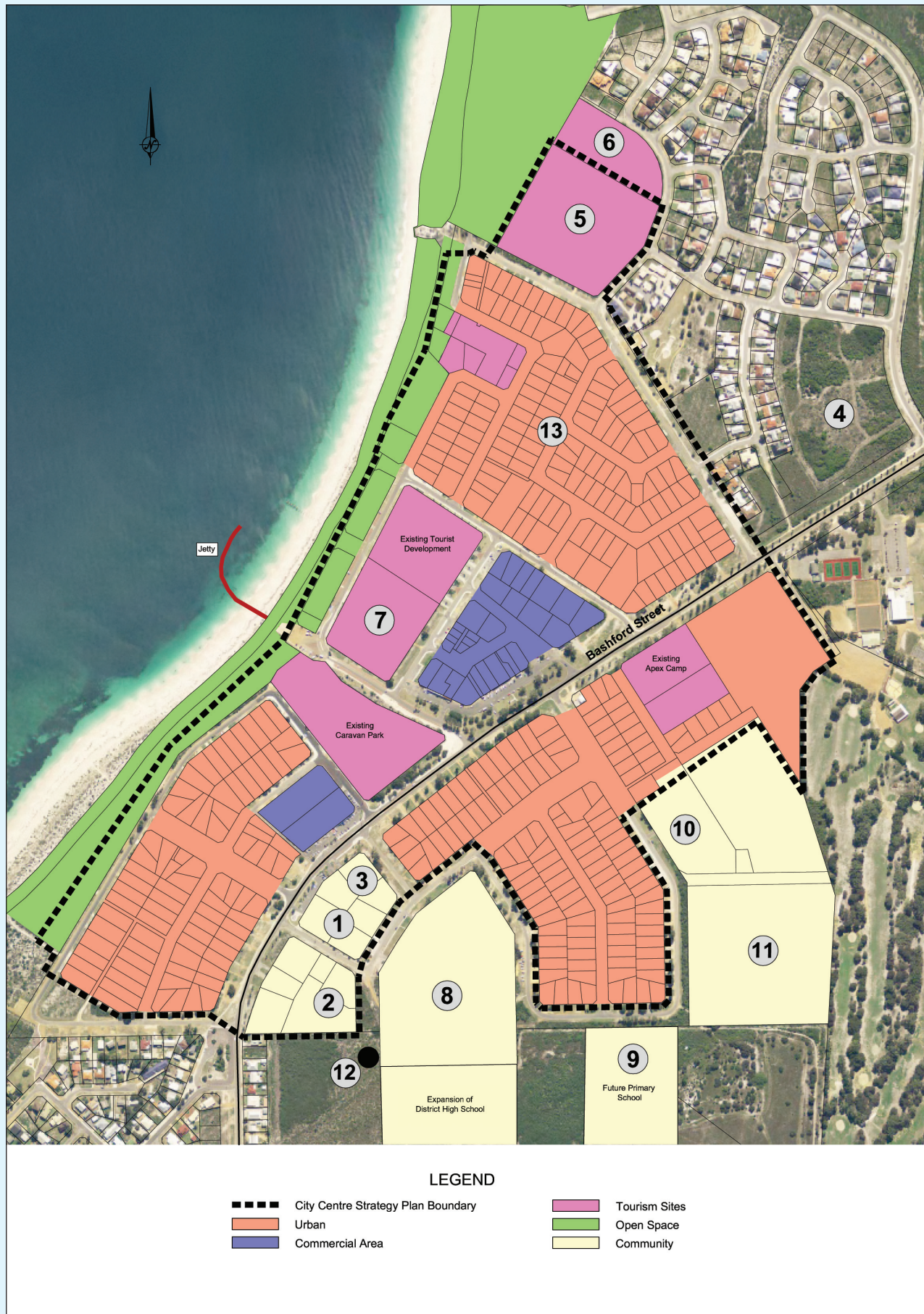
The City Centre will provide facilities and services to the city and the region building on its existing role. Uses will include: government services, retail, commercial uses, community facilities and services, tourism, recreation, mixed use and residential development.

#### Summary of Estimated Ultimate Development Yield for Key Land Uses

Land Use	Current provision	Ultimate Development Yield	Potential Population
Retail	4,800 m <sup>2</sup> nla (approx.)	14,000 m <sup>2</sup> nla	
Office & Other Commercial	3,800 m <sup>2</sup> nla (approx.)	11,000 m <sup>2</sup> nla	
Residential			
• Single houses & grouped dwellings	350	680	1,360
• Multiple dwellings	0	590	1,180
Totals	350	1,270	2,540
Tourism accommodation units	145*	390	

\* Excludes Caravan Park and Apex Camp

Figure 7.1 Growth Plan - City Centre





## LEGEND - Figure 7.2 Growth Plan - Jurien Bay

### 14. Other Residential Areas

There are two established residential areas outside of the boundaries of the City Centre and the boundaries of the Turquoise Coast and North Head Structure Plans.

Area Description	Existing Lots	Potential Population
North of Hasting Street	223	513
South of Lindsay Street	465	1070
<b>Totals</b>	<b>688</b>	<b>1,580</b>

### 15. Unallocated Crown Land north east of Boat Harbour

This land provides the opportunity to consolidate the urban area in the north of the townsite. It should be developed with an appropriate land use mix to support the City Centre and increased use and development of the Boat Harbour.

Detailed assessment is required in relation to native title, environmental values and infrastructure issues as part of consideration of land use and development options.

### 16. Boat Harbour

The Boat Harbour is an underutilised infrastructure asset with significant potential to accommodate a range of uses including recreation, tourism and marine based industry.

### 17. Light Industrial Area, Carmella Street

This area is substantially developed and expansion is not proposed as there are other areas identified for future industry.

### 18. Industrial Area, Coalseam Road (~110ha)

There are 27 lots most of which are developed and 2 stages planned for expansion to provide an additional 45 lots. Assessment regarding native title, environmental assessment and infrastructure is required for future stages.

### 19. Airport

The airport is used for general aviation, recreation and emergency services. The capacity for additional traffic and potential land use planning constraints requires investigation. Action has been initiated to evaluate alternative sites for an airport to serve the region.

### 20. Future Waste Water Treatment Plant

This site has been selected for an additional WWTP to service future urban development.

### 21. Future Substation Site

This sub station site has been identified as part of the infrastructure required to upgrade power supply for future urban development.

### 22. Future District Centre

The Booka Valley Centre will be developed as a mixed use area including retail and commercial development, tourism accommodation and residential uses.

### 23. Pedestrian Cycleway Network

The flat terrain and centralised community uses and facilities provide the basis for the network including recreational links through open space with connections to the foreshore.

### 24. Future Indian Ocean Drive link

An alignment has been established to enable the construction of the link based on the vehicle capacity limits of Bashford Street through the City Centre. It is estimated that this would be required when the population reaches about 10,000.

### 25. Community Recreation and Sports Area

The area has capacity for expansion to accommodate a range of community and recreational facilities and services.

### 26. Foreshore

The future management and development of the foreshore reserves needs to ensure that opportunities for tourism and recreational use are optimised.

### 27. Turquoise Coast Industrial Area

This industrial area provides for industrial uses in addition to composite lots (mixed residential and industrial)

### 28. Future Public Transport System

The primary and district distributor road network will provide the basis for a future public transport system. This road network would generally provide access within 400metres or a 5 minute walk from most urban areas with the exception of North Head.

### 29. Wastewater Treatment Plant (WWTP)

The WWTP has some capacity to accommodate further urban development.

### 30. Turquoise Coast

An approved structure plan guides the development of this area and provides for significant areas to be set aside for conservation and recreation purposes.

Stages Development Plan Area	Residential Lots*	Potential Population*	Other Uses	
1	1300	2,990	200 tourist beds Local commercial	Primary School
2	1050	2,415	200 caravan sites 150 tourist beds Local Commercial	Primary School Part High School
3	75	172	50 tourist beds General Commercial Composite lots 14.1452ha	Light Industry 9.4883ha General Industry 20.2950ha Special Use Site 2.8905ha
4	2000	4,600	General Commercial Primary School	Local Commercial 100 caravan sites
5	Not defined	-	Medium density residential District Centre 400 tourist beds	Primary School Institutional uses
6	1600	3,680	High School	Local commercial
7	1800	4,140	Primary School Local Commercial	300 tourist beds
8	1300	2,990	Primary School Local Commercial	100 tourist beds 200 caravan sites
<b>Totals</b>	<b>7825+</b>	<b>18,000+</b>		

\*Lot and population estimates do not account for medium density residential lots and development which will be included in more detailed Outline Development Plans over time and will include a significant medium density component in Development Area 5.

### 31. North Head

An approved structure plan guides the development of this area and provides for two thirds of the site to protect dune ridges and natural vegetation. It is expected that the stages will be developed in 3 year intervals.

Area Description	Residential Lots	Potential Population
South Head	390	448
The Valley	155	177
North Head	225	257
Pumpkin Hollow	620	713
Beekeepers	835	947
<b>Total</b>	<b>2215</b>	<b>2540</b>

\*Assuming 50% of dwellings permanently occupied

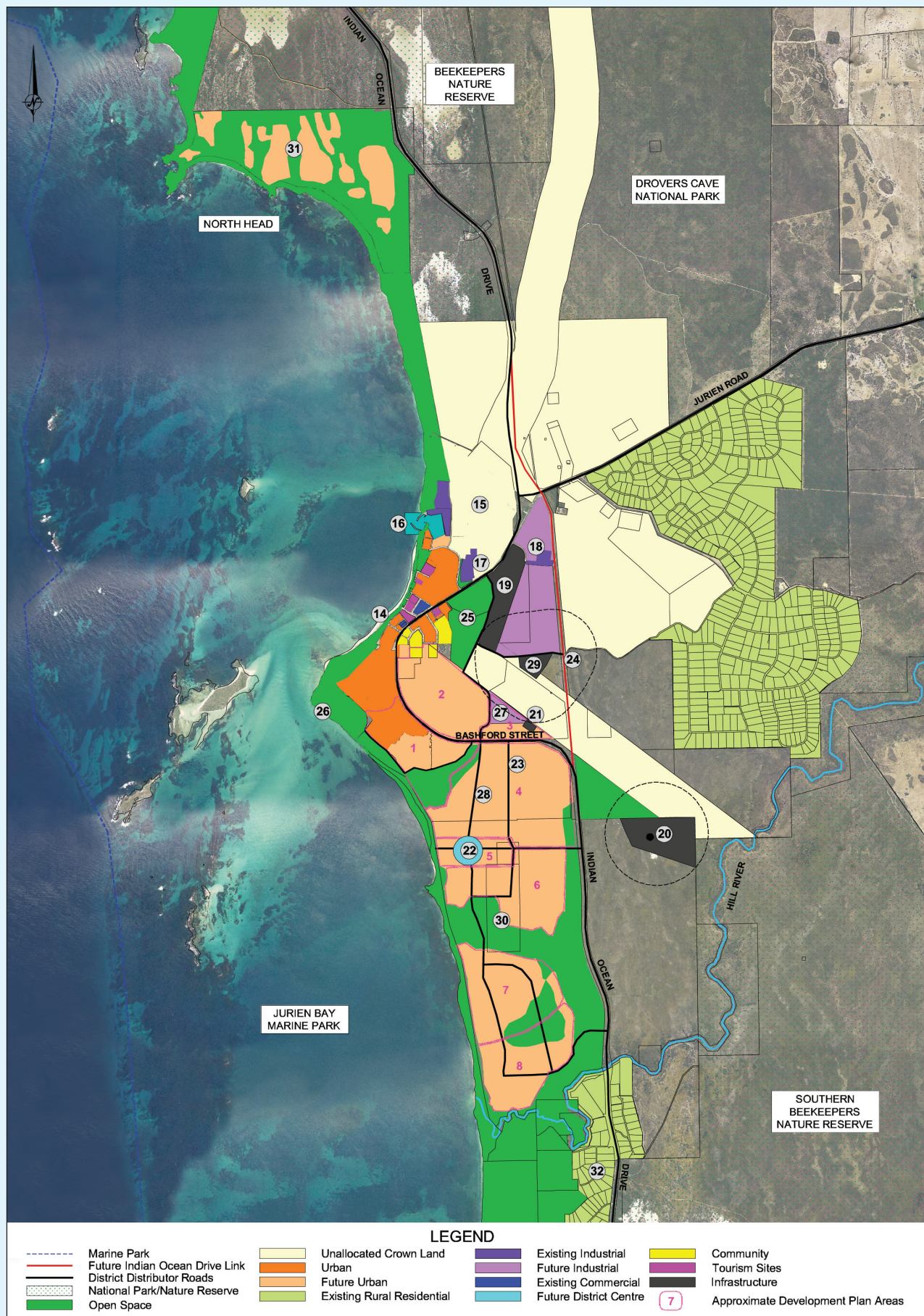
Other Uses		
Tourism	550 tourist rooms in 3 areas	Community Hub

### 32. Rural Residential

Existing and future rural residential areas support and utilise services and facilities provided in Jurien Bay.



Figure 7.2 Growth Plan - Jurien Bay





## 7.2 CITY CENTRE STRATEGY PLAN

The Jurien Bay City Centre Strategy Plan was prepared during 2011- 12 with the principal aim to establish a clear direction for the future planning, development and management of the broader Jurien Bay city centre. The Strategy Plan was considered in the context of the Growth Plan February 2012, recognising the future role of Jurien Bay as a regional city.

The City Centre has a critical role to play in providing the key government and community services for the City and the wider region. In addition it has an important role in providing significant retail and commercial uses and tourism accommodation as well as diversity in housing types. This combination of roles highlights the need for a more intensive development form and a public realm that will provide a high level of function and amenity.

Two public workshops and a workshop with school students were undertaken as part of the preparation of the City Centre Strategy Plan. The following 'Future Characteristics of Jurien Bay' were identified by the community:

- A consolidated town centre
- Unique town character and urban style
- A seaside community that is relaxed, vibrant, inviting and fun
- Sustainable community
- Improved and maintained natural environment
- Safe attractive open spaces with activities for adults and children
- Improved transport and accessways
- Increased diversity in residential and tourist development
- Improved infrastructure

The development of the Strategy Plan has included an assessment of the following key land uses which are critical in the consideration of the future role of the City Centre:

- Government Services and Community Uses
- Tourism
- Retail and Commercial
- Residential
- Caravan Park

The preparation of the Strategy Plan has been guided by urban design and planning principles related to:

- Using the natural landscape
- Built Form Character
- Public Realm
- Water Management

Movement and connectivity within and adjacent to the City Centre have been considered including the need to redesign Bashford Street as the primary route through the City Centre, carparking and planning for pedestrians and cyclists.

Some opportunities for activation have been considered which will be explored further in the development of detailed design guidelines and public realm concept plans. A staged implementation schedule has been prepared, the main elements of which are reflected in the Feasible Implementation Program.

The key structural elements proposed for the City Centre are shown in Figure 7.3.



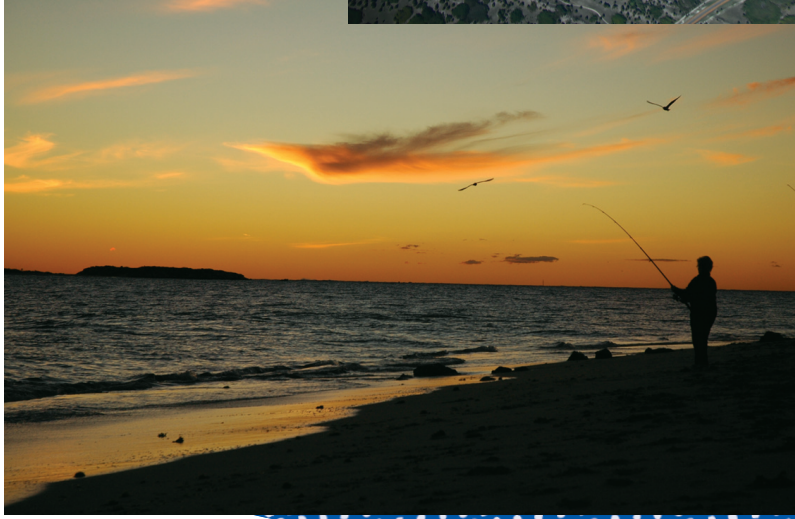


**Figure 7.3 City Centre - Structural Elements**



1. Develop Interpretative Centre at end of Roberts Street
2. Develop Bashford Street as a dual carriageway with a landscaped median to provide safe crossing points for pedestrians and cyclists. Underground overhead power lines
3. Intensify landscape and parkland along Bashford Street within the study area
4. Focus civic and government office development within the superblock bounded by Bashford Street, Bayliss Street, Hamersley Street and Batt Street
5. Develop a community use area bounded by Bashford Street, Bayliss Street, Hamersley Street and the southern boundary of the City Centre
6. Create a shopping street environment along Sandpiper and Andrews Streets with shops built up to the street boundaries
7. Provide a 5.0m wide pedestrian accessway between Heaton Street and Sandpiper Street
8. Intensify landscaping in the form of tall shade trees along Roberts Street, Doust Street, White Street and Sandpiper Street
9. Commercial properties facing Doust Street to be focussed on market-style retail
10. Provide road link between Murray and Doust Streets with short term parking for long vehicles
11. Extend sewer infrastructure through the City Centre
12. Allow for mixed use residential and commercial uses along Bashford and Doust Streets
13. Provide mixed use residential and office uses adjacent to Cook Street between Bashford and Padbury Streets
14. Edges and verges to caravan park to be improved through landscaping and appropriate fencing treatments
15. Allow tourist accommodation along parts of Heaton, Bashford, White and Padbury Streets
16. Residential areas to be recoded to allow more intensive development with guidelines requiring the retention of existing mature trees
17. Provide improved entry to existing sport and recreation area
18. Focus formalised foreshore treatments adjacent to the new jetty and the end of Roberts Street





## 8 Implementation

## 8 Implementation

### 8.1 FEASIBLE IMPLEMENTATION PROGRAM

The Feasible Implementation Program sets out the range of detailed strategies required to be implemented over time to achieve growth and the vision for Jurien Bay. The strategies are grouped under the goals and objectives for:

- Economy
- Infrastructure
- Community
- Spatial Planning and Built Form, and
- Environment

The Feasible Implementation Program is set out in Section 9 and provides the following information for each individual strategy:

- Description of the strategy
- The geographical area to which the strategy relates
- Action/ Project descriptions related to each strategy
- The scope, cost and funding sources
- The timeframe for delivery
- Staging and sequencing where applicable
- The lead agency and partners
- The expected outcome

In some instances the costs have not been determined and are noted as 'to be determined', as they may be dependant on further investigation or dependant on the outcome of a previous action or project, such as in the case of capital works where the cost estimate relies on a design and costing phase. Allocation of funding by the Shire of Dandaragan to strategies is subject to the annual budgeting process.

### 8.2 PRIORITY PROJECTS AND BUSINESS CASES

The underlying rationale of the Growth Plan is to identify projects that will trigger rather than respond to growth, and bring about transformational changes to communities to accelerate the normal incremental growth pattern. The Feasible Implementation Program includes priority projects to trigger change for Jurien Bay and the regional community it serves.

These priority projects should be implemented in the short term on the basis that they will stimulate activity and unlock growth potential. Collectively these priority projects will combine to sustain growth over time, as illustrated in Figure 6.4.

The three priority projects are described below and Figure 8.1 illustrates two of the projects, one being the City Centre Enhancement Project within the 'Visitor and Civic Precinct' of the City Centre and the other being the Aged Care and Health Plan within the 'Health Precinct', immediately adjacent the City Centre.

### Priority Project 1 - Aged Care and Health Plan

The Aged Care and Health Plan project is proposed within an area defined as the 'Health Precinct'. The project will be developed in a number of stages. Stage 1 is the subject of the business case.

Stage 1: Development approvals and site preparation for a residential Aged Care Facility

Stage 2: (a) Aged Care

- Construction of a Residential Aged Care Facility

Stage 2: (b) Integrated Health Plan

- Health Centre Expansion and renovation
- Wellness/Community Health Centre construction

The construction of residential aged care and the completion of the adjacent RSL WA retirement living units and the construction of the aged focused community centre will directly create 9 jobs per million \$ spent and 27 jobs in the broader economy. Construction cost of \$35 m+ (residential care facility, the community centre and the completion of the retirement village) will create 105 direct construction jobs per year of the estimated three years of construction.

The operational activities directly associated with the residential aged care have been benchmarked at 1.08 jobs per bed. At 60 beds this is 65 jobs, and at 80 beds this equates to 86 jobs. These will be new positions, as these services are currently not provided in Jurien Bay.

The development of residential aged care will facilitate ageing in place, family connection, the maintenance of the valued role of the elderly within Jurien Bay and the regional community. It will act as a catalyst to the development of an aged specific community centre (senior citizens, limited rehab/allied health, social supports, café to be developed by RSL WA), the rapid completion of the RSL WA retirement village and is likely to attract other retirement living developments.

This development will have a positive impact on the economy through, construction, employment and through maintaining older persons and their families in the community.

Stage 1, while not funded in the 2012 SuperTowns project round, remains a priority for the Shire of Dandaragan and its community. Efforts to secure land tenure of the identified site are progressing with the Notice of Intention to Take (NOITT) currently being advertised through State Lands Services and the Department of Regional Development and Lands. Considerable effort will continue to pursue and progress this project.

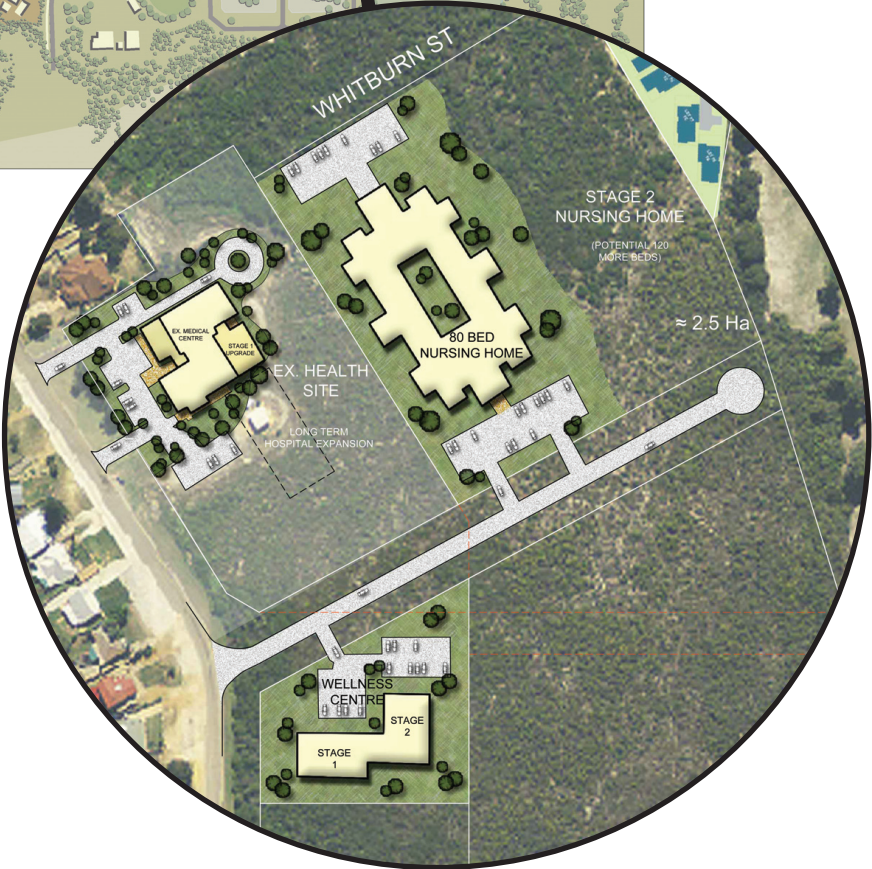


**Figure 8.1**  
**Priority Projects for Visitor and Civic Precinct**  
**and Health Precinct**

*Visitor and Civic Precinct*



*Health Precinct*





## **Priority Project 2 – City Centre Enhancement Project – SUPERTOWNS FUNDING RECEIVED \$12.13 Million (PART FUNDED)**

The City Centre Enhancement Project has five key components:

- Visitor and Civic Precinct Development Project
- Infill Sewer Project
- City Centre Stormwater Management Strategy
- City Centre Design Guidelines and Public Realm Concept Plans
- Implementation of Public Realm Enhancements

The components which are the subject of a business case are the Stage 1 of the Visitor and Civic Precinct Development Project and part of the Infill Sewer Project, comprising construction of a pump station and sewer reticulation for the Visitor and Civic Precinct and Health Precinct Projects.

### **Visitor and Civic Precinct Development Project - FUNDED**

The project will provide an integration of education and community resources, tourist information, office, art and culture and technology spaces within a central location. These resources will effectively service a population of up to 5,000 with capacity to adapt and expand to continue to serve as the civic and learning hub of Jurien Bay.

Many services and resources, including aspects of secondary education and learning, are currently provided on a remote servicing and/or visitation basis. As demand for these services grows, there will be an increasing need to provide for more of these services at more regular intervals in Jurien Bay and ultimately on a permanent basis.

Space and resources need to be made available to allow for these services to be provided. In the interim, technology can help in attracting people to and retaining people in Jurien Bay, by providing them access to high order services and resources from Jurien Bay via medium such as teleconferencing. There

are also opportunities to showcase the natural attractions of the Turquoise Coast and inland surroundings to visitors and encourage them to stay in Jurien Bay.

Development of the Visitor and Civic Precinct will contribute to the facilities and amenity of the City Centre and demonstrate an enhancement of important Government services for the region.

Stage 1 of the Visitor and Civic Precinct Development Project includes the following components:

- Information Technology Communication Centre
  - Remote delivery of TEE subjects
  - Training Institute
  - Community Learning
- Community Resource Centre
  - Visitor information
  - Library
- Increased office space for Government departments, and visiting agencies and organisations
  - Department of Environment and Conservation
  - Department of Fisheries
  - Wheatbelt Development Commission
  - Landcorp
  - Small Business Development Corporation
- Arts and Culture
  - Studio
  - Exhibition Space
- Community Space
  - Parks & Gardens
  - Amphitheatre





### **Infill Sewer Project- PART FUNDED**

Large parts of the City Centre are not sewered. There is a high water table, development is restricted on unsewered lots. The City Centre Strategy Plan now provides a more comprehensive picture about how the City Centre should be developed in the context of its role as a regional centre. Much of the change and development proposed is contingent on the provision of sewer to enable development to occur.

The project will involve:

- Undertaking preliminary design to clearly define catchment boundaries, new pumping station location and potential existing pumping station upgrades (already funded);
- Preparation of detailed design plans required to support construction and installation of pumping station C and selected infill sewerage for the Civic and Health Precincts over a 12 to 18 month timeframe; and
- Staged construction and installation of infill reticulated sewerage infrastructure within remaining area of City Centre, possibly over a 2 to 5 year timeframe.

The project would have following direct benefits:

- Enable new development and subdivision opportunities on low density residential lots based on rezoning and more intensive development;
- Enable new development potential for current vacant land due to Water Corporation requirements to be connected to reticulated sewer; and
- Improve ground water quality, as it will allow existing septic tanks to be removed, which is critical given that they are in close proximity to the coast.

### **Priority Project 3 - Industry Development Plans**

The presence of significant levels of strategic employment within a local economy is critical to the long term prosperity and resilience of the economy.

This initiative involves the preparation of two Industry Development Plans for key industries, one for food processing and the other for tourism, which have significant capacity for growth in the region and the ability to sustain long term growth and employment.

The potential economic impacts for development of a food-processing cluster for Jurien Bay will require an investigation of the market and site opportunities. Based upon national averages however, it could be expected that a 300ha net lettable productive area site (similar to that envisaged in the South-West of WA) could potentially yield \$81.3 - \$122million of gross value added output for the region, with an estimated 1,000-1,500 directly created jobs.

Jurien Bay's tourism activities have historically focused on budget, medium-long stay, caravan park and holiday home accommodation. As this type of tourism offer is increasingly scarce in many traditional coastal destinations surrounding Perth, Jurien Bay has the potential to build this market whilst also developing a strong value proposition as a higher-end 2-3 day destination for national and international guests. This will leverage the Pinnacles and the beautiful local natural environment as the icons within the 'Turquoise Coast' brand.

The Industry Development Plans are to consider the following:

- Existing food related identified priority industries (fisheries – wild catch and aquaculture, horticulture, agriculture, clean energy production and nature-based tourism) and examine post farm-gate opportunities. The plan would articulate seed projects for development of a food processing facility in Jurien Bay. Included in the study will be an identified preferred site for this agglomeration of activities, with infrastructure business cases following.
- Identify the key drivers for growth in multiple-day visitor segment to the Turquoise Coast and Jurien Bay. This study will focus on the levers that drive growth rather than lag factors that respond to demand. The plan would include business cases aimed at growing multiple-day visitation within Jurien Bay and surrounds. These business cases will highlight the project choice decision criteria, opportunities, risks, key stakeholders, resource requirements (financial and human), and preferred governance and implementation structures.

The three priority projects are the subject of business cases which have been prepared on the basis of application for the 2012 round of funding available under the Royalties for Regions program, as part of the State Government SuperTown initiative. The business cases have been prepared in accordance with the Department of Regional Development and Lands Business Case template and provide more detailed information than that set out in the Feasible Implementation Program.

### 8.3 MARKETING AND PROMOTION

The Business Cases developed for priority projects include relevant marketing and promotion strategies for those projects. Developing a broader marketing and promotion strategy for Jurien Bay requires consideration in the context of the SuperTowns program.

One option is for the SuperTowns program to develop an umbrella strategy for all the SuperTowns, similar to the approach adopted for Evocities comprising seven regional cities in New South Wales and Regional Cities Victoria comprising ten of the largest cities outside of Melbourne.

Evocities and Regional Cities Victoria each have a common set of objectives and priorities/ key focus areas to attract growth as a basis for marketing and promotion. Much of the focus is to improve the liveability of these communities to provide an attractive alternative to the capital cities. However each city or community has its own point of difference and competitive advantage that they can promote within this umbrella framework.

In any event the Shire together with the Wheatbelt Development Commission has a key role in marketing and promotion to government, the private sector and the broader community. The Growth Plan itself provides a basis for marketing and promotion, not only in terms of identifying the current attributes, but also outlining the future of Jurien Bay. This includes attracting employment through establishment of government facilities and services and industry which increase the employment base, providing an important attractor for growth.

Tourism is a specific industry area requiring promotion and the formal branding of the coastal area from Wedge Island to Leeman as the Turquoise Coast is a matter for consideration. Targeted promotion and marketing to particular groups such as active baby boomers nearing retirement and FIFO workers should also be considered.

Ardross Estates, the developer of the Turquoise Coast project, is a potential partner for marketing and promotion, as it currently is committed to that role through financial support for community projects and events. Ardross Estates has recently advertised the lifestyle potential of the area in targeted in-flight magazines and developed a series of videos promoting aspects of Jurien Bay which are posted on its own website and also the video-sharing website YouTube.





## 8.4 GOVERNANCE

The Growth Plan is not a statutory document but endorsed by the Shire of Dandaragan as a strategic document to guide decision making, investment and resourcing and form a key component of the Shire's Strategic Community Plan and Corporate Business Plan.

The Spatial Growth Plan will be the basis for more detailed statutory planning documents, including the Coastal Settlement Strategy currently being undertaken, the finalisation of the City Centre Strategy Plan and the Local Planning Scheme review.

The Feasible Implementation Program detailed in Section 9 and the Thresholds and Staging for Infrastructure Provision tables in Section 10 are non-statutory documents, but are intended to guide the decision making, investment and resourcing processes of the relevant agencies nominated in relation to Jurien Bay and the region. This will ensure a coordinated 'whole of government' approach to achieving the SuperTowns vision for Jurien Bay.

Standards, infrastructure delivery and spatial elements and staging of the Growth Plan will inevitably change over time. In addition investigation of requirements that are not known at this time need to be undertaken. These factors all need to be considered and highlight the importance of the ongoing monitoring and review of both infrastructure provision and the Spatial Growth Plan.

The Regional Centres Development Plan (SuperTowns) Framework 2011-2012 sets out the following guidance in relation to implementation coordination:

- The SuperTowns Implementation Unit will take the lead role on coordination
- Implementation will inevitably occur through a number of mechanisms, which should be identified in the SuperTown Growth Plan
- The Local SuperTown Project Team will be responsible for coordinating the local implementation of the SuperTown Growth Plan
- The SuperTown Steering Committee will be responsible for facilitating delivery through Government, including the Infrastructure Coordination Committee and the Directors General Royalties for Regions Group.

The Feasible Implementation Program sets out the lead agency and partners for each of the strategies and the related actions/projects. In most instances the lead agency identified is the Shire of Dandaragan and the Shire will be responsible to drive the Growth Plan.

## 8.5 MONITORING AND REVIEW

The Shire will be responsible to undertake regular monitoring and review of the Growth Plan. During 2011 the Shire undertook a comprehensive community engagement process to develop the Shire of Dandaragan Strategic Community Plan and to inform the SuperTown Growth Plan. This Plan also forms part of the Integrated Planning Framework being undertaken by the Shire.

The elements of the Integrated Planning Framework are outlined in Figure 8.2. Development of the Shire Corporate Business Plan is the appropriate mechanism for integrating the Shire's responsibility for ongoing monitoring and review of the Growth Plan.

**Figure 8.2**  
**Elements of the Integrated Planning Framework**

Source: Department of Local Government, 2011



The monitoring and review of the Growth Plan will include:

- Fortnightly review of any Priority Projects funded for implementation
- Quarterly review of the status of all strategies set out in the Feasible Implementation Program
- Annual review of the Growth Plan as part of the Corporate Business Plan for the Shire
- Annual review of the Growth Plan targets and indicators set out in Tables 8.1 and 8.2

The targets relate to both growth and capacity issues to determine the progress towards achieving the outcomes sought and to ensure that there will not be impediments to growth continuing. In addition to the targets there are also quantitative indicators of the progress towards achieving some of the key project Objectives. The targets and indicators should be the subject of review and refinement over time.

The monitoring and review of the Growth Plan will include:

- Fortnightly review of any Priority Projects funded for implementation
- Quarterly review of the status of all strategies set out in the Feasible Implementation Program
- Annual review of the Growth Plan as part of the Corporate Business Plan for the Shire

- Annual review of the Growth Plan targets and indicators set out in Tables 8.1 and 8.2

The targets relate to both growth and capacity issues to determine the progress towards achieving the outcomes sought and to ensure that there will not be impediments to growth continuing. In addition to the targets there are also quantitative indicators of the progress towards achieving some of the key project Objectives. The targets and indicators should be the subject of review and refinement over time.

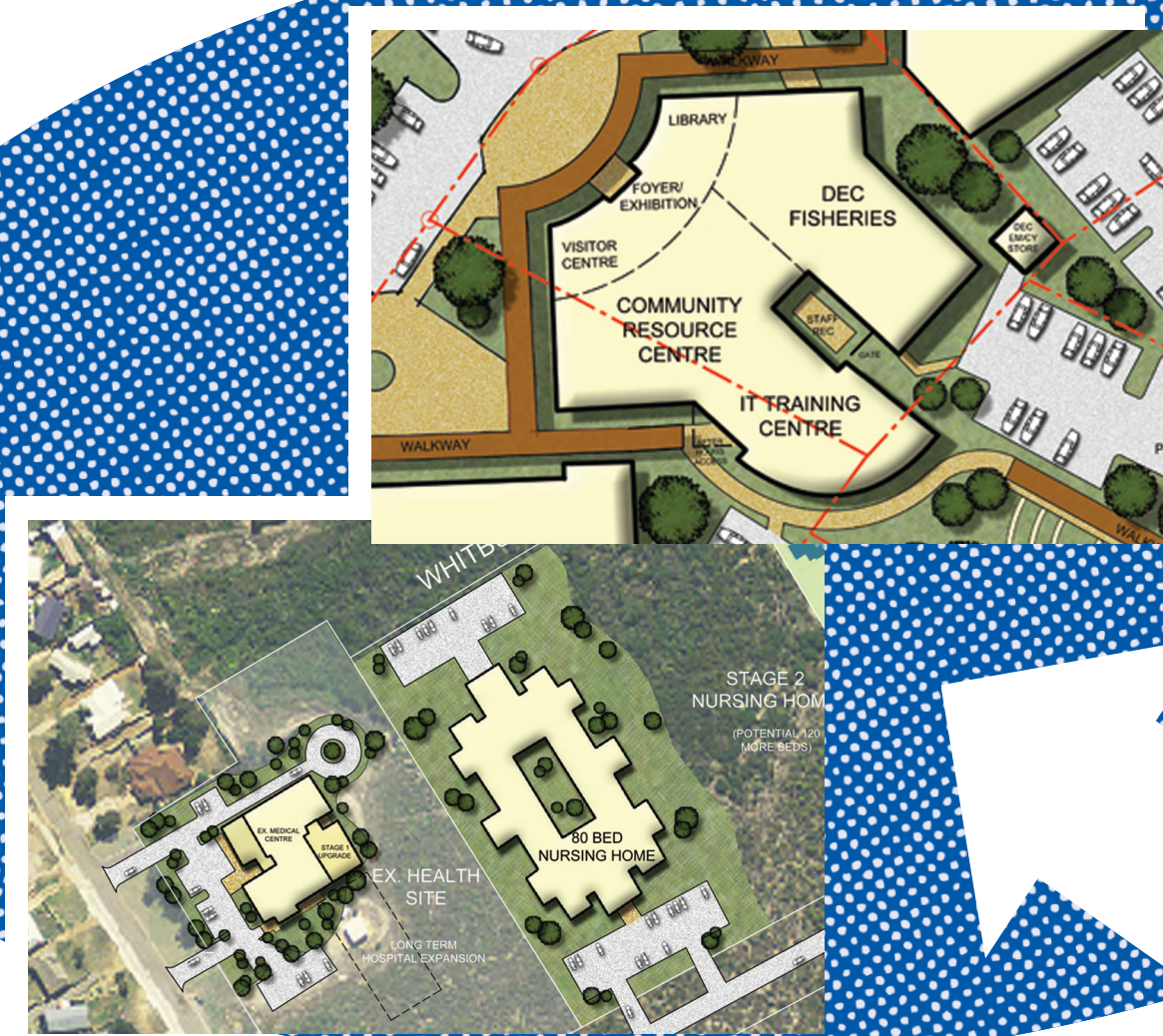
**Table 8.1 Targets for Monitoring the Growth Plan**

Measures	Population Scenarios			
	2,500	5,000	10,000	20,000
Additional Strategic Employment (Jobs)		620	1540	
Additional Population Driven Employment (Jobs)		1170	2640	
Total Convenience Retail Floor space – nla m2	1780	3580	7190	14450
Total Comparison Retail Floor space – nla m2	2930	5890	11830	23770
Total Office Floor space – nla m2	1210	2430	4880	9810
Service Infrastructure	See tables in Section 10			
Community Infrastructure	See tables in Section 10			

**Table 8.2 Indicators for Monitoring the Growth Plan**

Measure	Indicator	Data
State trends	Illustrate points of difference and similarities to state and national trends	ABS figures, SALM figures, GDP figures
Population	Increased rate of population growth of Jurien Bay and the region	ABS figures
Population Profile	Change in population age structure and ABS figures characteristics compared to the State and the region to determine retention and attraction of young people, working age, and the aged	ABS figures
Employment	Increased employment by industry sector to determine strategic and population driven employment	ABS figures
Industry	Increased number of industries including strategic employment industries	ABS figures
Business Activity	New businesses and business retention	Shire to develop data base of records based on survey of current businesses and completed developments and new occupancy
Land Development	Sufficient activity to ensure adequate land supply for a range of uses	WAPC records on land subdivision preliminary and final approvals based on land zoning
Property Development	Increased development and construction activity and industry growth	Shire records on number of building licences issued and development commenced by land use/ industry category
Workforce	Increased level of education and industry skills of workforce Increased enrolments numbers in industry based TAFE courses offered in Jurien Bay	ABS figures TAFE statistics
Education	Increased enrolments numbers at primary and high school and in industry based TAFE courses offered in Jurien Bay	Jurien Bay District High School and TAFE statistics
Community	Level of community 'wellness'	Shire to develop a baseline survey of measures to be developed as part of community development plan based on ability to benchmark those measures with other comparable communities.





# 9 Feasible Implementation Program

**Table 9.1 Economy**

Economy							
Aspirational Goal	A diverse, resilient export-oriented economy that capitalises on the opportunities within the region and beyond to provide for a wide range of employment and business opportunities for existing and future Jurien Bay residents.						
Relevant Objective(s)	<ul style="list-style-type: none"> <li>To leverage Jurien Bay and the region's attributes to meet national and international needs through niche high productivity activities</li> <li>To develop targeted local and regional infrastructure that support the competitive advantages of Jurien Bay and the region</li> <li>Strong relationships with major state growth industries, in particular resource extraction projects in the greater region</li> <li>Maintain high employment rates and a local labour force of sufficient size and skill to supply local jobs</li> <li>Build capacity within Jurien Bay and surrounds to support economic growth (directly related to population growth) and economic development (directly related to knowledge intensive export oriented industries)</li> <li>Support the redevelopment of Jurien Bay's population-driven activities to deliver a viable, vibrant and high amenity City Centre that provides for the needs of the local and regional population, as well as visitors to the Town.</li> <li>Leverage whole-of-life wellness initiatives and sea-change retirees as a significant source of population-driven activity</li> </ul>						
Strategy	Scale	Action/Activity/Project	Lead Agency & Partners	Timeframe for Delivery/ Estimated Cost			Funding Source
				Short (0-5yr) Cost	Medium (5-10yr) Cost	Long (10-20yr) Cost	
Studies/Planning/Design							
Food Processing Industry Development Plan	Shire	<p><b>Description:</b> Industry Development Plan that considers existing food-related identified priority Industries (fisheries – wild catch and aquaculture, horticulture, agriculture, clean energy production and nature-based tourism) and examines post farm-gate opportunities.</p> <p><b>Scope:</b> Study to consider:</p> <ul style="list-style-type: none"> <li>Detailed value chain network mapping of key existing competitive advantages to provide an industry development plan focussing on Jurien Bay and the Shire of Dandaragan's place within these value chains</li> <li>Engagement with major industry stakeholders (ranging from local to international) with a focus on future trends and drivers</li> <li>Engagement with major public and private infrastructure providers to unlock existing unnecessary capacity constraints that may limit development of these industries</li> <li>Identify site criteria/ options for post farm-gate processing industries</li> <li>Dedication of appropriate human and financial resources to achieve above points</li> </ul> <p><b>Outcome:</b> Industry development plan that articulates a minimum of three seed projects for development of a food processing facility in Jurien Bay. Included in the study will be an identified preferred site for this agglomeration of activities, with infrastructure business cases following</p>	<p><b>Lead:</b> Department of Agriculture and Food WA</p> <p><b>Partners:</b></p> <ul style="list-style-type: none"> <li>Shire</li> <li>Wheatbelt Development Commission</li> <li>RDA</li> </ul>	\$125K			<ul style="list-style-type: none"> <li>RDA</li> <li>DSD</li> <li>DAFWA</li> </ul>

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Strategy	Scale	Action/Activity/Project	Lead Agency & Partners	Timeframe for Delivery/ Estimated Cost			Funding Source
				Short (0-5yr) Cost	Medium (5-10yr) Cost	Long (10-20yr) Cost	
Studies/Planning/Design							
Tourism Industry Development Plan	Region	<p><b>Description:</b> A targeted study seeking to identify the key drivers for growth in multiple-day visitor segment to the Turquoise Coast and Jurien Bay. This study will focus on the levers that drive growth rather than lag factors that respond to demand.</p> <p><b>Scope:</b> Study to consider:</p> <ul style="list-style-type: none"><li>• Network map existing attractors to the region, examining customer profile, customer sources, suppliers, collaborators, and marketing and branding activities</li><li>• In-depth profiling of multiple-day visitor market segments (including expectations, budgets, sourcing of information and decision drivers)</li><li>• Gap analysis of existing networks in building a multiple day value proposition for visitors</li><li>• Identification of potential future attractors required to deliver a multiple day value proposition for visitors</li><li>• Identification of key enabling infrastructure in delivering a multiple day visitor value proposition</li><li>• Preparation of business cases for three initiatives targeting the development of multiple day visitor value propositions</li></ul> <p><b>Outcome:</b> Identification and preparation of three business cases aimed at growing multiple-day visitation within Jurien Bay and surrounds. These business cases will highlight the project choice decision criteria, opportunities, risks, key stakeholders, resource requirements (financial and human), and preferred governance and implementation structures.</p>	<p><b>Lead:</b> Shire</p> <p><b>Partners:</b></p> <ul style="list-style-type: none"><li>• Tourism WA</li><li>• Wheatbelt Development Commission</li></ul>	\$125K			<ul style="list-style-type: none"><li>• RDA</li><li>• DSD</li><li>• Tourism WA</li><li>• Tourism Australia</li></ul>
Workforce Matching System	Region	<p><b>Description:</b> Business case for targeted workforce training infrastructure and investment</p> <p><b>Scope:</b> Business cases based upon the outputs of Food Processing and Tourism Industry Development Plans focussed upon attraction, retention and development of skilled staff focussed on the development of both of these industries.</p> <p><b>Outcome:</b> A detailed business case focussing on matching Jurien Bay’s strategic industry development with the Town and Region’s existing and future workforce.</p>	<p><b>Lead:</b></p> <ul style="list-style-type: none"><li>• Shire</li><li>• C.Y. O’Connor Institute</li></ul>	\$50K			<ul style="list-style-type: none"><li>• Shire</li><li>• C.Y. O’Connor Institute</li></ul>

**Table 9.2 Infrastructure**

Infrastructure							
Aspirational Goal	Cost effective infrastructure that is sustainable, efficient in relation to natural resource use and facilitates a connected community						
Relevant Objective(s)	<ul style="list-style-type: none"> <li>• Ensure infrastructure upgrades required to accommodate growth do not hinder private investment and are completed within a timeframe that allows growth to continue</li> <li>• Efficient use of energy and water in infrastructure design</li> <li>• Integrated and safe road, public transport, cycle and pedestrian network to connect the community</li> <li>• Provision of quality telecommunications and technology infrastructure</li> </ul>						
Strategy	Scale	Action/Activity/Project	Lead Agency & Partners	Timeframe for Delivery/ Estimated Cost			Funding Source
				Short (0-5yr) Cost	Medium (5-10yr) Cost	Long (10-20yr) Cost	
<b>Studies/Planning/Design</b>							
City Centre Enhancement Project - Wastewater services Stage 1: Preliminary design	City Centre	<b>Description:</b> Preliminary design  <b>Scope:</b> Undertake preliminary review of wastewater conveyance requirements within City Centre area  <b>Outcome:</b> Better understand system limitations & requirements	Lead: Shire	\$150K			Royalties for Regions (already funded)
City Centre Enhancement Project - Stage 2: Design approval for Pump Station 'C' and selected sewer reticulation installation	City Centre	<b>Description:</b> Detailed design  <b>Scope:</b> Undertake detailed design of pump station and sewer connection to priority projects  <b>Outcome:</b> Improved service infrastructure to allow immediate growth	Lead: Water Corporation	\$200K			Royalties for Regions
City Centre Enhancement Project - Stage 3: Design approval for remaining infill work within Pump Station 'C' catchment	City Centre	<b>Description:</b> Detailed design  <b>Scope:</b> Undertake detailed design of remaining sewer infill  <b>Outcome:</b> Provides long term growth of balance of City Centre area	Lead: Water Corporation	\$350K			Royalties for Regions
Power services New 33kV extension	Jurien Bay	<b>Description:</b> New 33kV extension of aerial power line from Green Head to Jurien Bay  <b>Scope:</b> Western Power to design extension of the 33kV power line  <b>Outcome:</b> Provides additional capacity into Jurien Bay. Capacity to be determined. This connection provides a network 'ring' and will assist in network outage	Lead: Western Power	\$50-100K*  *Assuming the route along Indian Ocean Drive			Western Power

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Strategy	Scale	Action/Activity/Project	Lead Agency & Partners	Timeframe for Delivery/ Estimated Cost			Funding Source
				Short (0-5yr) Cost	Medium (5-10yr) Cost	Long (10-20yr) Cost	
Studies/Planning/Design							
Power services New 33kV extension	Jurien Bay	<b>Description:</b> New 33kV extension from Eneabba Zone Substation to Jurien Bay <b>Scope:</b> Western Power to design extension of the 33kV Power line <b>Outcome:</b> Provides increase in capacity to Jurien Bay of around 17MVA.	<b>Lead:</b> Western Power	Note - can take 1-2 years for land consultation /DEC approvals	\$200K		Western Power
Power services 132 kV extension	Jurien Bay	<b>Description:</b> New 132kV power line extended into Jurien Bay <b>Scope:</b> Western Power to design new 132kV power line and zone substation. Land has already been identified for zone substation <b>Outcome:</b> Improved service infrastructure to allow growth	<b>Lead:</b> Western Power	Note - can take 1-2 years for land consultation /DEC approvals		\$500K	Western Power
City Centre Enhancement Project -Stormwater drainage	City Centre	<b>Description:</b> Drainage study <b>Scope:</b> Assess capability of current drainage system <b>Outcome:</b> Identify strategy/ works required to accommodate development/ growth	<b>Lead:</b> Shire	\$150K			Royalties for Regions
Aviation Development Strategy	Region	<b>Description:</b> Review current aviation facilities, identify site for future regional airport and determine a development plan to accommodate aviation requirements into the future <b>Scope:</b> <ul style="list-style-type: none"><li>Identify a site for a future regional airport</li><li>Review emissions capacity of existing airstrip and determine investment plan</li><li>Development planning for regional airport (approvals and cost estimates)</li></ul> <b>Outcome:</b> Understanding of future airport requirements for the region and an investment plan to accommodate future needs	<b>Lead:</b> Shire  <b>Partners:</b> <ul style="list-style-type: none"><li>Airstrip users</li><li>Possible future users</li><li>Department of Transport</li><li>Wheatbelt Development Commission</li></ul>	\$86K			<ul style="list-style-type: none"><li>Regional Airports Development Scheme (already funded)</li><li>Regional Development Australia</li><li>Shire (already funded)</li><li>Airport users</li><li>Department of Transport</li></ul>

continues on page 57

Strategy	Scale	Action/Activity/Project	Lead Agency & Partners	Timeframe for Delivery/ Estimated Cost			Funding Source
				Short (0-5yr) Cost	Medium (5-10yr) Cost	Long (10-20yr) Cost	
Capital Works							
City Centre Enhancement Project - Wastewater services	City Centre	<b>Description/Scope:</b> Stage 1 – 4 construction of new pump station, pressure main and infill reticulation main to priority projects and city centre <b>Outcome:</b> Allows future growth and development in city centre to occur as costs too high for individual projects. Reduces nutrients discharge into groundwater	<b>Lead:</b> • Shire • Consultant • Water Corporation	Stage 1 \$4.0m  Stage 2 \$3.9m	Stage 3 \$4.0m  Stage 4 \$1.8m		• Water Corporation  • Royalties for Regions (Stage 1 funded SuperTowns 2012)
Wastewater Treatment	Jurien Bay	<b>Description/Scope:</b> Stage 1: Upgrade existing treatment plant Stage 2: Install new WWTP in 2030/40 <b>Outcome:</b> Provision of sufficient wastewater treatment capacity to accommodate growth	<b>Lead:</b> Water Corporation	Stage 1 (already funded)		Stage 2 To be determined	Water Corporation
Power services New 33kV extension	Jurien Bay	<b>Description:</b> New 33kV extension of aerial power line from Green Head to Jurien Bay <b>Scope:</b> Western Power to build extension of the 33kV power line <b>Outcome:</b> Provides additional capacity into Jurien Bay and second High Voltage supply point	<b>Lead:</b> Western Power	\$1.5m			Western Power
Power services New 33kV extension	Jurien Bay	<b>Description:</b> New 33kV extension from Eneabba Zone Substation to Jurien Bay <b>Scope:</b> Western Power to build extension of the 33kV power line <b>Outcome:</b> Provides increase in capacity to Jurien Bay of around 17MVA	<b>Lead:</b> Western Power	\$3.6m			Western Power

continues on page 58



Strategy	Scale	Action/Activity/Project	Lead Agency & Partners	Timeframe for Delivery/ Estimated Cost			Funding Source
				Short (0-5yr) Cost	Medium (5-10yr) Cost	Long (10-20yr) Cost	
Capital Works							
Power services 132kV extension	Jurien Bay	<b>Description/Scope:</b> New 132kV power line extended into Jurien Bay <b>Scope:</b> Western Power to build new 132kV power line and zone substation. <b>Outcome:</b> Improved service infrastructure to allow growth	<b>Lead:</b> Western Power			\$5.5m  3 yrs to build substation	Western Power / some contribution from another funding source maybe required. To be confirmed. Substation costs are not included as they are usually funded by Western Power
Telstra Exchange Upgrade	Jurien Bay	<b>Description/Scope:</b> Improve fixed line communications within Jurien Bay <b>Scope:</b> Upgrade Telstra telephone exchange to accommodate Telstra DSL expansion and NBN fibre equipment introduction <b>Outcome:</b> Increase capacity to connect up to 10,000 residences	<b>Lead:</b> Telstra, NBNCo	\$750K			Funding by Telstra & NBNCo. Some 'kick-start' funding might be required from Royalties for Regions
Mobile Coverage Expansion	Shire	<b>Description:</b> Alleviate mobile black-spots from highway to townsite <b>Scope:</b> Build additional mobile tower to cover highway and Jurien Road <b>Outcome:</b> Enhanced voice and data services and improvements to emergency services	<b>Lead:</b> Telstra	\$750K			Telstra and WA RMCP funding. Some Royalties for Regions funding contribution may be required
Jurien Road Fibre Optic Link	Shire	<b>Description:</b> Extend new multi -fibre optic link along Jurien Road. NBN Co have previously advised that Jurien Bay is in their 'fibre footprint' and is therefore programmed for fibre roll-out. This link would increase their capacity to supply dedicated, high bandwidth services to expanded health and education facilities. <b>Scope:</b> Build NBN enabled fibre link from Brand Highway to Jurien Bay City Centre. <b>Outcome:</b> Increase communications capacity for extended aged care, health and education facilities	<b>Lead:</b> NBNCo		\$2.0m		Funding by NBNCo. Some 'kick-start' funding might be required from Royalties for Regions

continues on page 59

Strategy	Scale	Action/Activity/Project	Lead Agency & Partners	Timeframe for Delivery/ Estimated Cost			Funding Source
				Short (0-5yr) Cost	Medium (5-10yr) Cost	Long (10-20yr) Cost	
Capital Works							
Digital Television Retransmission	Shire	<b>Description/Scope:</b> Upgrade existing self-help analog tower services to Digital prior to mid 2013 Digital Switch-over <b>Scope:</b> Build retransmission equipment and install on existing Shire tower <b>Outcome:</b> Provide full Digital TV coverage for Jurien Bay existing and future residents	<b>Lead:</b> Shire	\$350K			<ul style="list-style-type: none"><li>• Royalties for Regions</li><li>• CLGF Regional Component</li><li>• Shire</li></ul>
Airport Development Projects	Region	<b>Description/Scope:</b> Works required to accommodate future aviation requirements <b>Scope:</b> <ul style="list-style-type: none"><li>• Construction works to upgrade existing airstrip</li><li>• Construction works to develop future regional airport</li></ul> <b>Outcome:</b> Aviation facilities adequate to accommodate future growth	<b>Lead:</b> Shire <b>Partners:</b> <ul style="list-style-type: none"><li>• Airstrip users</li><li>• Possible future users</li><li>• Department of Transport</li><li>• Wheatbelt Development Commission</li></ul>		\$500K	\$1.0m	<ul style="list-style-type: none"><li>• Regional Airports Development Scheme</li><li>• Regional Development Australia</li><li>• Shire</li><li>• Airport users</li><li>• Department of Transport</li></ul>
Jurien Bay Boat Harbour Southern Precinct	Jurien Bay	<b>Description/Scope:</b> Activate the commercial and tourism potential of the Jurien Bay Boat Harbour Southern Precinct (6Ha land parcel vested with the Department of Transport) in a staged development approach (please refer to Master Plan) <ul style="list-style-type: none"><li>• Tourist Chalet Park</li><li>• Waterfront mixed use complex</li><li>• Iconic Attraction</li></ul> <b>Outcome:</b> Greater utilisation of a strategic asset for Jurien Bay and WA and contribution to tourism and retail offering in the Central Coast sub-region	<b>Lead:</b> <ul style="list-style-type: none"><li>• Department of Transport</li></ul>	Stage 1 (already part funded)  Stage 2 To be determined	Stage 3-4 To be determined	Stage 5 To be determined	<ul style="list-style-type: none"><li>• Department of Transport</li><li>• Royalties for Regions</li></ul>



**Table 9.3 Community**

Community							
<b>Aspirational Goal</b>	A community that is healthy and diverse, has appropriate facilities, services, attractive lifestyle and amenity and is engaged in community decision making.						
<b>Relevant Objective(s)</b>	<ul style="list-style-type: none"> <li>• Provision of a range of facilities and services to foster wellness for the city and regional community</li> <li>• Develop Jurien Bay as Australia's healthiest coastal community</li> <li>• Provide education and training facilities and services to develop knowledge and skills required by local growth industries</li> <li>• Attract and foster a diverse and cohesive community</li> <li>• Use the capacity of the community in decision making processes</li> </ul>						
Strategy	Scale	Action/Activity/Project	Lead Agency & Partners	Timeframe for Delivery/ Estimated Cost			Funding Source
				Short (0-5yr) Cost	Medium (5-10yr) Cost	Long (10-20yr) Cost	
<b>Studies/Planning/Design</b>							
City Centre Enhancement Project – Visitor and Civic Precinct – Stage 1 Development Plans	City Centre	<b>Description:</b> Plans for the short-term development of the Visitor and Civic Precinct  <b>Scope:</b> Relocated Community Resource Centre Expanded central Government offices  <b>Outcome:</b> Plans to be used to support a business case for investment in the Visitor and Civic Precinct – Stage 1 development	<b>Lead:</b> Shire  <b>Partners:</b> <ul style="list-style-type: none"> <li>• Wheatbelt Development Commission</li> <li>• Department of Environment and Conservation</li> <li>• Department of Fisheries</li> <li>• Department of Education and Training</li> <li>• Community Resource Centre</li> </ul>	\$35K			Royalties for Regions (already funded)
Community Development Plan preparation and review	Region	<b>Description:</b> A facilities and programs review and development plan  <b>Scope:</b> <ul style="list-style-type: none"> <li>• Community engagement</li> <li>• Youth engagement</li> <li>• Sport, recreation and leisure</li> <li>• Culture and the arts</li> <li>• Events</li> </ul> <b>Outcome:</b> A plan that provides for a range of community facilities and programs that contribute to the ongoing health and wellness of the community	<b>Lead:</b> Shire  <b>Partners:</b> <ul style="list-style-type: none"> <li>• Wheatbelt Development Commission</li> <li>• Department of Sport and Recreation</li> <li>• Department of Culture and the Arts</li> <li>• Department for Communities</li> <li>• Community Groups</li> </ul>	\$100K	\$100K	\$200K	<ul style="list-style-type: none"> <li>• Shire</li> <li>• Wheatbelt Development Commission</li> <li>• Department of Sport and Recreation</li> <li>• Department of Culture and the Arts</li> <li>• Department for Communities</li> <li>• Regional Development Australia</li> </ul>

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Strategy	Scale	Action/Activity/Project	Lead Agency & Partners	Timeframe for Delivery/ Estimated Cost			Funding Source
				Short (0-5yr) Cost	Medium (5-10yr) Cost	Long (10-20yr) Cost	
Studies/Planning/Design							
Planning, Facilitating and Evaluation Project for Wellness	Jurien Bay	<b>Description:</b> Planning, facilitating and evaluating activities to support the realisation of community wellness including the broad adoption preventative health strategies and impactful health promotion including geriatric health promotion  <b>Scope:</b> All age groups residing in Jurien Bay  <b>Outcome:</b> Jurien Bay Australia’s Healthiest Coastal Community	<b>Lead:</b> Shire  <b>Partners:</b> <ul style="list-style-type: none"><li>• Consultants</li><li>• WACHS</li><li>• RDL</li></ul>	\$150K	\$70K		<ul style="list-style-type: none"><li>• Royalties for Regions</li><li>• DoHA</li><li>• SIHI</li></ul>
Age Friendly City	Jurien Bay	<b>Description/Scope:</b> Adoption of United nations Aged Friendly Cities principles and practices  <b>Scope:</b> Persons 65+ and the civic, recreational and commercial activities of Jurien Bay  <b>Outcome:</b> Healthy Ageing facilitating Wellness for the community	<b>Lead:</b> Shire	\$90K	\$120K	\$150K	Shire

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Strategy	Scale	Action/Activity/Project	Lead Agency & Partners	Timeframe for Delivery/ Estimated Cost			Funding Source
				Short (0-5yr) Cost	Medium (5-10yr) Cost	Long (10-20yr) Cost	
Capital Works							
City Centre Enhancement Project – Visitor and Civic Precinct – Stage 1 Development	City Centre	<p><b>Description/Scope:</b> Implement the Visitor and Civic Precinct – Stage 1 Development Plans</p> <p><b>Scope:</b></p> <ul style="list-style-type: none"><li>• Community Resource Centre<ul style="list-style-type: none"><li>- Visitor information</li><li>- Library</li></ul></li><li>• Increased office space for Government departments, Shire and visiting agencies<ul style="list-style-type: none"><li>- DEC</li><li>- Fisheries</li><li>- WDC</li></ul></li><li>• Information Technology Communication Centre<ul style="list-style-type: none"><li>- TEE</li><li>- Training Institute</li><li>- Community Learning</li></ul></li><li>• Arts and Culture<ul style="list-style-type: none"><li>- Studio</li><li>- Gallery</li></ul></li><li>• Community Space<ul style="list-style-type: none"><li>- Parks &amp; Gardens</li><li>- Amphitheatre</li></ul></li></ul> <p><b>Outcome:</b> Community learning centre equipped with latest technology to support local delivery of secondary education support and training. Connections to outside expertise. Technology and communication management and service centre. Facilities and services that will contribute to maintaining and further developing a cohesive and connected community. Growing presence of Government and other service agencies in Jurien Bay in the future. An arts and culture centre for the community.</p>	<p><b>Lead:</b> Shire</p> <p><b>Partners:</b></p> <ul style="list-style-type: none"><li>• Department of Treasury and Finance</li><li>• Wheatbelt Development Commission</li><li>• Department of Education and Training</li><li>• Department of Environment and Conservation</li><li>• Department of Fisheries</li><li>• Community Resource Centre</li><li>• TAFE</li></ul>	\$9.35m (includes ITCC below)			<ul style="list-style-type: none"><li>• Royalties for Regions (funded SuperTowns 2012)</li></ul>

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Strategy	Scale	Action/Activity/Project	Lead Agency & Partners	Timeframe for Delivery/ Estimated Cost			Funding Source
				Short (0-5yr) Cost	Medium (5-10yr) Cost	Long (10-20yr) Cost	
Capital Works							
City Centre Enhancement Project -Information Technology and Communications Centre (ITCC)	City Centre	<p><b>Description/Scope:</b> Establish ITCC within Visitor and Civic Precinct upgrade. Facilitates business to business development, distance learning, and telehealth. ITCC would be NBN enabled. NBN Co have previously advised that Jurien Bay is in their ‘fibre footprint’ and is therefore programmed for fibre roll-out.</p> <p><b>Scope:</b> Build NBN enabled conference, training and consultation rooms within Civic Centre extension. Include IT workstations and servers</p> <p><b>Outcome:</b> ITCC connects Jurien Bay students, workforce, community to metropolitan Australia via NBN. ITCC engenders economic benefits by transforming Jurien Bay into an advanced and integrated voice, video and data, high speed broadband technology hub for the region.</p>	<p><b>Lead:</b> Shire</p>	\$1.1m (part of Civic Precinct Stage 1)	\$500K	\$500K	<ul style="list-style-type: none"><li>• Royalties for Regions</li><li>• Australian Government NBN (Digital Hubs)</li></ul>
Community Development Plan Implementation	Region	<p><b>Description/Scope:</b> Implementation of priority works and programs recommended by the Community Development Plan</p> <p><b>Scope:</b></p> <ul style="list-style-type: none"><li>• Community engagement</li><li>• Youth engagement</li><li>• Sport recreation and leisure</li><li>• Culture and the arts</li><li>• Events</li></ul> <p><b>Outcome:</b> A range of community facilities and programs that contribute to the ongoing health and wellbeing of the community</p>	<p><b>Lead:</b> Shire</p> <p><b>Partners:</b></p> <ul style="list-style-type: none"><li>• Wheatbelt Development Commission</li><li>• Department of Sports and Recreation</li><li>• Department of Culture and the Arts</li><li>• Department for Communities</li><li>• Community Groups</li></ul>	\$500K	\$500K	\$1.0m	<ul style="list-style-type: none"><li>• Shire</li><li>• Wheatbelt Development Commission</li><li>• Department of Sport and Recreation</li><li>• Department of Culture and the Arts</li><li>• Regional Development Australia</li><li>• LotteryWest</li></ul>

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Strategy	Scale	Action/Activity/Project	Lead Agency & Partners	Timeframe for Delivery/ Estimated Cost			Funding Source
				Short (0-5yr) Cost	Medium (5-10yr) Cost	Long (10-20yr) Cost	
Capital Works							
City Centre Enhancement Project – Visitor and Civic Precinct – Future Stages	City Centre	<b>Description/Scope:</b> Future stages of Visitor and Civic Precinct development <b>Scope:</b> Include future development over Police land <b>Outcome:</b> Future expansion	<b>Lead:</b> Department of Treasury and Finance <b>Partners:</b> • Police •Wheatbelt Development Commission • Shire		To be determined		State Government
Residential Aged Care and Community Health and Wellness Centre – Stage 1	Region (includes Dandaragan, Gingin, Chittering and Coorow*)  (*Coorow residential care only)	<b>Description/Scope:</b> Acquisition of land and building for Residential Aged Care and a Wellness/Community Health Centre <b>Scope:</b> Land adjacent to the existing Health Centre and Retirement living <b>Outcome:</b> Unencumbered and serviced land to facilitate the construction of Residential Aged Care and a Community Health and Wellness Centre	<b>Lead:</b> Shire  <b>Partners:</b> RDL	\$1.844m			Royalties for Regions
Residential Aged Care – Stage 2	Region (Serving a catchment that includes Dandaragan, Gingin, Chittering and Coorow)	<b>Description/Scope:</b> Contribution to the construction of High and Low Residential care with ageing in place <b>Scope:</b> Contribution to the capital cost <b>Outcome:</b> Sustainable residential care delivered by a high quality approved provider	<b>Lead:</b> Shire  <b>Partners:</b> • DoHA • RDL • WACHS including SIHI • RSL WA	\$12.0m	\$19.3m	\$31.7m	• Royalties for Regions • DoHA • SIHI • Approved Providers
Wellness Centre/Community Health	Jurien Bay (Serving the Wheatbelt Coastal area – Dandaragan & Gingin)	<b>Description/Scope:</b> Construction of an integrated wellness and community health centre to facilitate a range of health promotion, preventative health services and programs <b>Scope:</b> Contribution to the capital cost <b>Outcome:</b> Facilitation of services that promote and help realise the goals of wellness	<b>Lead:</b> WACHS (SIHI)  <b>Partners:</b> • Community Service Provider • Shire	\$1.42m	\$1.17m	\$2.6m	• Royalties for Regions • SIHI

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Strategy	Scale	Action/Activity/Project	Lead Agency & Partners	Timeframe for Delivery/ Estimated Cost			Funding Source
				Short (0-5yr) Cost	Medium (5-10yr) Cost	Long (10-20yr) Cost	
Capital Works							
Hospital Expansion and GP Clinic	Jurien Bay (Serving the Wheatbelt Coastal area – Dandaragan & Gingin)	<b>Description/Scope:</b> Refitting and extending the existing hospital at Jurien Bay <b>Scope:</b> Contribution to the capital cost <b>Outcome:</b> Providing space to increase operational efficiencies for the hospital, allied health and GPs. To increase services in line with population growth. To improve the environment for community members. To facilitate leading practice including telehealth	<b>Lead:</b> WACHS (SIHI)  <b>Partners:</b> <ul style="list-style-type: none"><li>• GPs</li><li>• Dentist</li><li>• Allied Health</li><li>• Specialist clinicians</li><li>• Shire</li><li>• Community Members</li></ul>	\$2.1m	\$900K	\$1.4m	SIHI
Expansion of Child Care Infrastructure	Jurien Bay	<b>Description:</b> Extend and refurbish Family Resource Centre to accommodate greater child care enrolments and Child Health Clinic <b>Scope:</b> <ul style="list-style-type: none"><li>• Renovate the existing counselling area to Clinic use</li><li>• Use the existing 2-6 area as an additional 0-2 area to compliment the adjacent 0-2 area.</li><li>• Renovate the existing multi purpose area as the 2-6 area</li><li>• Provide additional office, storage and kids toilets.</li><li>• Upgrade the outdoor areas as required</li><li>• General upgrade to existing as required</li></ul> <b>Outcome:</b> Providing space to increase operational capacity of child care centre (additional 20 places) and greater Family Resource Centre role (Child Health Clinic). Greater access to child care services for facilitating labour force size and community wellness	<b>Lead:</b> Shire  <b>Partners:</b> Coastal Care Kids	\$550K			<ul style="list-style-type: none"><li>• Department of Communities</li><li>• Shire</li><li>• Royalties for Regions</li></ul>



**Table 9.4 Spatial Planning and Built Form**

Spatial Planning and Built Form							
<b>Aspirational Goal</b>	A consolidated and connected urban form that has access to facilities and services, fosters community wellness, provides centres that are functional and vibrant, together with a public realm and built form that responds to the natural environment.						
<b>Relevant Objective(s)</b>	<ul style="list-style-type: none"> <li>• Hierarchy of activity centres with appropriate uses to serve the needs of the catchment</li> <li>• Range of land use activities to serve the city and the region</li> <li>• Increased development density within and adjacent to activity centres</li> <li>• High standard public realm particularly within activity centres</li> <li>• Development that is responsive to the coastal context and natural resource use</li> <li>• Integrated movement network to connect the community and the wider region</li> </ul>						
Strategy	Scale	Action/Activity/Project	Lead Agency & Partners	Timeframe for Delivery/ Estimated Cost			Funding Source
				Short (0-5yr) Cost	Medium (5-10yr) Cost	Long (10-20yr) Cost	
<b>Studies/Planning/Design</b>							
Coastal Settlement Strategy	Shire	<b>Description:</b> A local planning strategy for the Coastal Planning Unit  <b>Scope:</b> Local Planning Strategy for coastal area of Shire including preliminary planning consideration of options for use of strategically located Crown land identified in Growth Plan  <b>Outcome:</b> Strategic planning document to guide future development of coastal area including settlements	<b>Lead:</b> Shire  <b>Partners:</b> <ul style="list-style-type: none"> <li>• Department of Planning</li> <li>• RDL State Lands</li> </ul>	\$65K			Shire (funds already allocated)
City Centre Enhancement Project – City Centre Strategy Plan	City Centre	<b>Description:</b> A planning strategy for the Jurien Bay City Centre  <b>Scope:</b> Finalise the City Centre Strategy Plan based on Draft Town Centre Strategy Plan and Growth Plan  <b>Outcome:</b> Strategic planning document to guide future development of the City Centre	<b>Lead:</b> Shire  <b>Partners:</b> <ul style="list-style-type: none"> <li>• Department of Planning</li> </ul>	\$25K			Shire (funds already allocated)
Local Planning Scheme Review	Shire	<b>Description:</b> Update current local planning scheme to implement recommendations of Growth Plan and related planning strategies  <b>Scope:</b> Scheme review for whole Shire based on completion of Coastal Settlement Strategy  <b>Outcome:</b> Current statutory planning document to reflect strategic planning outcomes outlined in local planning strategy and Growth Plan.	<b>Lead:</b> Shire  <b>Partners:</b> <ul style="list-style-type: none"> <li>• Department of Planning</li> </ul>	\$75K			<ul style="list-style-type: none"> <li>• Shire</li> <li>• Royalties for Regions</li> </ul>

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Strategy	Scale	Action/Activity/Project	Lead Agency & Partners	Timeframe for Delivery/ Estimated Cost			Funding Source
				Short (0-5yr) Cost	Medium (5-10yr) Cost	Long (10-20yr) Cost	
Studies/Planning/Design							
City Centre Enhancement Project - Planning	City Centre	<b>Description/Scope:</b> Stage 1A - Development Guidelines and Public Realm Concept Plans  <b>Scope:</b> Development and Design Guidelines for private land and preliminary Concept Plans and scoping for staged development of the City Centre public realm  <b>Outcome:</b> Concept and scoping as basis for staged development of public realm.	<b>Lead:</b> Shire  <b>Partners:</b> <ul style="list-style-type: none"><li>• Wheatbelt Development Commission</li><li>• Department of Planning</li><li>• RDL State Land Services</li></ul>	\$75K			<ul style="list-style-type: none"><li>• Shire</li><li>• Royalties for Regions</li></ul>
	City Centre	<b>Description/Scope:</b> Stage 1B – Precinct Concept Plans  <b>Scope:</b> Concept Plans for the Civic Uses and Community Uses Precincts including negotiations with stakeholders and securing of unallocated Crown land for public purposes  <b>Outcome:</b> Plan to form basis of land tenure arrangements and to guide staged development of Precincts	<b>Lead:</b> Shire  <b>Partners:</b> <ul style="list-style-type: none"><li>• RDL State Land Services</li><li>• Department of Planning</li></ul>	\$50K			<ul style="list-style-type: none"><li>• Shire</li><li>• Royalties for Regions</li></ul>
	City Centre	<b>Description/Scope:</b> Stage 1C - Design of Bashford Street upgrade  <b>Scope:</b> Design based on concept in the City Centre Strategy Plan  <b>Outcome:</b> Improved visual amenity for City Centre and improved connections across Bashford Street through the City Centre	<b>Lead:</b> Shire  <b>Partners:</b> <ul style="list-style-type: none"><li>• Main Roads</li></ul>	\$125K			<ul style="list-style-type: none"><li>• Shire</li><li>• Main Roads</li><li>• Royalties for Regions</li></ul>
Integrated Movement Network Review	Jurien Bay	<b>Description/Scope:</b> Review related to roads, pedestrian and cycleway routes and standards.  <b>Scope:</b> Movement plan for existing town site area to identify the need for construction and upgrading works.  <b>Outcome:</b> Works program to improve links and maintain standards.	<b>Lead:</b> Shire		\$50K		Shire

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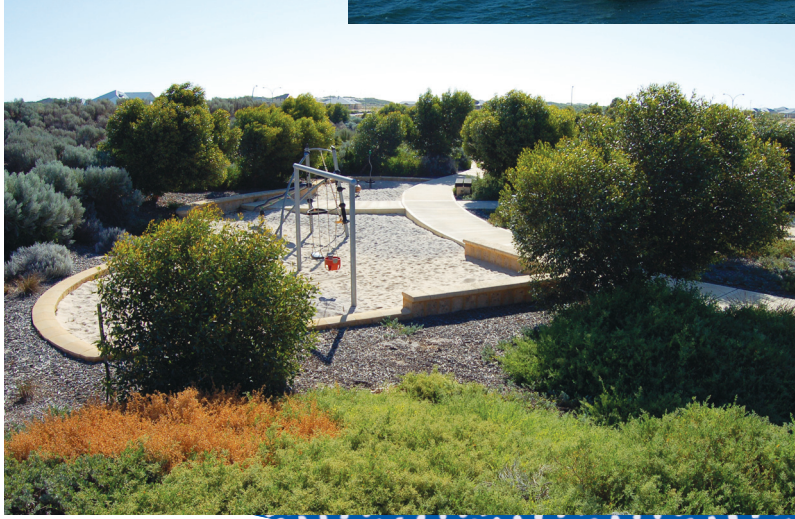
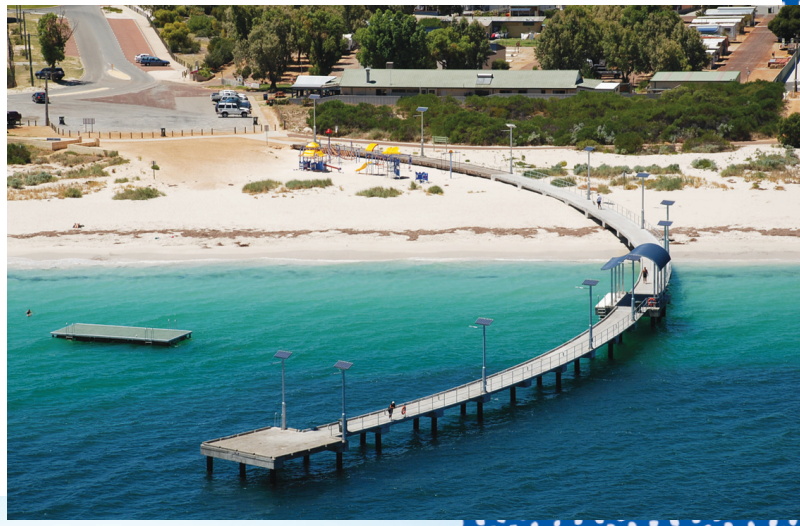


Strategy	Scale	Action/Activity/Project	Lead Agency & Partners	Timeframe for Delivery/ Estimated Cost			Funding Source
				Short (0-5yr) Cost	Medium (5-10yr) Cost	Long (10-20yr) Cost	
Capital Works							
City Centre Enhancement Project Implementation	City Centre	<b>Description/Scope:</b> Stage 2A - Construction of Bashford Street upgrade <b>Scope:</b> Construction based on City Centre Enhancement Project Planning <b>Outcome:</b> Improved visual amenity for City Centre and improved connections across Bashford Street through the City Centre	<b>Lead:</b> Shire <b>Partners:</b> Main Roads	\$700K	\$500K	\$1.0m	<ul style="list-style-type: none"><li>• Shire</li><li>• Main Roads</li><li>• Royalties for Regions</li><li>• Regional Development Australia</li></ul>
	City Centre	<b>Description/Scope:</b> Stage 2B - Undertake staged implementation of public realm works in the City Centre <b>Scope:</b> Construction based on City Centre Enhancement Project Planning <b>Outcome:</b> Improved function, activation and visual amenity for City Centre	<b>Lead:</b> Shire <b>Partners:</b> RDL - State Land Services				<ul style="list-style-type: none"><li>• Shire</li><li>• Royalties for Regions</li><li>• Regional Development Australia</li></ul>
	City Centre	<b>Description/Scope:</b> Stage 2C - Dobbyn Park Foreshore Project <b>Scope:</b> Construction of final stage of foreshore project <b>Outcome:</b> Improved amenity and activation of City Centre foreshore area	<b>Lead:</b> Shire				<ul style="list-style-type: none"><li>• Coastwest</li><li>• Shire</li><li>• Regional Development Australia</li></ul>

**Table 9.5 Environment**

Environment							
Aspirational Goal	A unique terrestrial and marine system that balances environmental values and natural resource use with the requirements of urban development and tourism.						
Relevant Objective(s)	<ul style="list-style-type: none"> <li>• Protection of the marine and coastal environment</li> <li>• Protection of significant vegetation and habitat</li> <li>• Facilitating human engagement with the environment</li> <li>• Protection of groundwater quality</li> <li>• Minimisation of waste to landfill</li> </ul>						
Strategy	Scale	Action/Activity/Project	Lead Agency & Partners	Timeframe for Delivery/ Estimated Cost			Funding Source
				Short (0-5yr) Cost	Medium (5-10yr) Cost	Long (10-20yr) Cost	
Studies/Planning/Design							
Turquoise Coast Future Regional Parks Plan	Region	<p><b>Description:</b> Review of existing bushland areas in public ownership outside of National Parks and Conservation reserves along the Turquoise Coast to determine future use and management arrangements</p> <p><b>Scope:</b> Scoping study for lands identified for recreation, conservation, open space outside of National Parks and Reserves determine:</p> <ul style="list-style-type: none"> <li>• Appropriate land uses – e.g. conservation, recreation, tourism,</li> <li>• Management plans</li> <li>• Land tenure and management responsibilities</li> </ul> <p><b>Outcome:</b> Determine use and management plans for open space areas outside of National Parks and Reserves</p>	<p><b>Lead:</b> Department of Planning NRM</p> <p><b>Partners:</b></p> <ul style="list-style-type: none"> <li>• Department of Environment and Conservation</li> <li>• Shire of Dandaragan</li> <li>• Shire of Coorow</li> </ul>	\$50K			<ul style="list-style-type: none"> <li>• Department of Planning NRM</li> <li>• Shire of Dandaragan</li> <li>• Shire of Coorow</li> <li>• DEC</li> </ul>
Community Engagement	Region	<p><b>Description:</b> Feasibility study for Interpretative Centre adjacent Dobbyn Park</p> <p><b>Scope:</b> Site evaluation for regional facility for the Turquoise Coast to consider site suitability, potential partnerships and financial viability.</p> <p><b>Outcome:</b> Determine location and viability of both a facility for community engagement with the environment and a tourist attractor for the region.</p>	<p><b>Lead:</b> Shire</p> <p><b>Partners:</b></p> <ul style="list-style-type: none"> <li>• Department of Environment and Conservation</li> <li>• Tourism WA</li> </ul>		\$50K		<ul style="list-style-type: none"> <li>• Shire</li> <li>• Department of Environment and Conservation</li> <li>• Tourism WA</li> </ul>
Future Waste Management Plan	Shire	<p><b>Description:</b> Implement Shire Waste Management Strategy</p> <p><b>Scope:</b> Preliminary site evaluation for new landfill site</p> <p><b>Outcome:</b> Plan for the needs for waste disposal beyond 10-15 years</p>	<p><b>Lead:</b> Shire</p> <p><b>Partners:</b></p> <ul style="list-style-type: none"> <li>• Department of Environment and Conservation</li> </ul>		\$50K		Shire





# 10 Thresholds and Staging for Infrastructure Provision

**Table 10.1 Additional Community Infrastructure Requirements at Population of 2,500**

Community Facility or Service	Required site area (ha)	Additional Requirement @ 2,500	Staging in Spatial Growth Plan
<b>Community Facilities</b>			
Child Care	0.1	1	Commercial or residential premises
<b>Health</b>			
Dentist	0.05	1	To be accommodated in first stage of Care construction of Residential Aged Care within Health Precinct adjacent the City Centre
Child Health Centre	0.5	1	
Residential Aged Care – High Care (beds)	0.4	67	
Residential Aged Care – Low Care (beds)	0.4	67	
Community Care (places)	20m <sup>2</sup> / 30 places	25m <sup>2</sup>	
HACC (Persons)	20m <sup>2</sup> / 200 persons	30m <sup>2</sup>	
<b>Local Active Recreation</b>			
Hockey	0.3	1	Expansion of existing Community Recreation & Sports area

**Table 10.2 Additional Community Infrastructure Requirements at Population of 5,000**

Community Facility or Service	Required site area (ha)	Additional Requirement @ 5,000	Staging in Spatial Growth Plan
Community Facilities			
Playgroup Centres	0.1	1	Future stage of concept plan for Community Uses Precinct in City Centre
Child Care	0.1	2	Commercial or residential premises
Health			
Doctor	0.05	4	Commercial premises
Dentist	0.05	1	Commercial premises
Child Health Centre	0.5	1	Site to be identified in Development Plan Area 4 or 5 of Turquoise Coast project
Residential Aged Care – High Care (beds)	0.4	12	To be accommodated in future stage of construction of Residential Aged Care within Health Precinct adjacent the City Centre
Residential Aged Care – Low Care (beds)	0.4	12	
HACC (Persons)	20m²/ 200 persons	15m²	
Local Active Recreation			
Football/Cricket	3.2	1	Sporting field area to be identified in open space area between Development Plan Areas 1 & 4 in Turquoise Coast project
Hockey	0.3	1	
Basketball	0.1	1	Expansion within existing Community Recreation & Sports area
Bowls (greens)	0.2	1	Expansion within existing Community Recreation & Sports area
Police (officers)			
	0.5	5	Future stage of Community or Civic Uses Precincts in City Centre



**Table 10.3 Additional Community Infrastructure Requirements at Population of 10,000**

Community Facility or Service	Required site area (ha)	Additional Requirement @ 10,000	Staging in Spatial Growth Plan
Education			
Pre-School	0.25	1	Community purpose site to be identified in Development Plan Area 4 or 5 of Turquoise Coast project
Primary School (Public)	3.5	1	Primary School site already created within Development Plan 1 of Turquoise Coast project
Community Facilities			
Playgroup Centres	0.1	1	Community purpose site to be identified in Development Plan Area 4 or 5 of Turquoise Coast project
Child Care	0.1	4	Commercial or residential premises
Employment Services/Job Networks	0.1	1	Future stage of concept plan for Civic Uses Precinct or Community Uses Precinct in City Centre
Senior Citizens’ Centre	0.5	1	Community purpose site to be identified in Development Plan Area 5 (Booka Valley centre) of Turquoise Coast project
Health			
Doctor	0.05	4	Commercial premises
Dentist	0.05	2	Commercial premises
Child Health Centre	0.5	1	Community purpose site to be identified in Development Plan Area 4 or 5 of Turquoise Coast project
Hospital (beds)	3	3	To be accommodated in future stage of cconcept plan for Health Precinct adjacent the City Centre
Residential Aged Care – High Care (beds)	0.4	23	To be accommodated in future stage of construction of Residential Aged Care within Health Precinct adjacent the City Centre
Residential Aged Care – Low Care (beds)	0.4	23	
HACC (Persons)	20m²/ 200 persons	30m²	To be accommodated in first stage of concept plan for Health Precinct adjacent the City Centre
Local Active Recreation			
Football/Cricket	3.2	2	Sporting field areas and recreation sites to be identified in open space area between Development Plan Areas 1 & 4 and/ or Development Plan Area (Booka Valley centre) of Turquoise Coast project
Soccer	1.2	1	
Hockey	0.3	1	
Tennis/Netball	0.1	8	
Basketball	0.1	5	
Bowls (greens)	0.2	2	
Squash	0.1	2	
Police (officers)			
	0.5	13	Future stage of Community or Civic Uses Precincts in City Centre

Service Infrastructure Requirement	Additional Requirement @ 10,000	Staging in Spatial Growth Plan
Sewer reticulation	New waste water treatment plant at about 15,000	Site already identified south east of the existing townsite
Water supply	New reservoir at 10,000	To be accommodated outside boundary of Spatial Growth Plan area
Power supply	Installation of a 132kV power line	Power line alignments to be within road/ public reserves and future substation site already identified in Development Plan Area 3 of Turquoise Coast project
Road network	Construction of Indian Ocean Drive link (bypass) at about 10,000	Alignment already identified east of Coalseam Road Industrial Area

**Table 10.4 Additional Community Infrastructure Requirements at Population of 20,000**

Community Facility or Service	Required site area (ha)	Additional Requirement @ 20,000	Staging in Spatial Growth Plan
Education			
Pre-School	0.25	3	Community purpose site to be identified in Development Plan Areas 5 -8 of Turquoise Coast project
Primary School (Public)	3.5	1	Sites identified in Development Plans Areas 4,5,7 & 8 of Turquoise Coast project
Full High School (Public)	8	1	Site area of existing District High School to be expanded as part of Development Plan 2 of Turquoise Coast project @ about 5,000 population. Second High School site identified in Development Plan Area 6 of Turquoise Coast project
Primary School (Private)	4	1	To be determined – possible acquisition of site within Turquoise Coast project
Community Facilities			
Playgroup Centres	0.1	1	Community purpose site to be identified in Development Plan Area 5 of Turquoise Coast project
Child Care	0.1	8	Commercial or residential premises
Youth Centre	0.2	1	Community purpose sites to be identified in Development Plan Area 5 of Turquoise Coast project
Employment Services/Job Networks	0.1	1	
Senior Citizens’ Centre	0.5	2	Community purpose sites to be identified in Development Plan Areas 5-8 of Turquoise Coast project
Neighbourhood Centre/Hall	0.5	2	
Churches			
Uniting	0.5	1	Two sites currently vested in churches within Community Uses Precinct in City Centre
Health			
Doctor	0.05	10	Commercial premises
Dentist	0.05	4	Commercial premises
Child Health Centre	0.5	2	Community purpose sites to be identified in Development Plan Areas 5-8 of Turquoise Coast project
Community Health Centre	1	1	
Hospital (beds)	3	6	To be accommodated in future stage of concept plan for Health Precinct adjacent the City Centre
Residential Aged Care – High Care (beds)	0.4	46	To be accommodated in future stage of construction of Residential Aged Care within Health Precinct adjacent the City Centre
Residential Aged Care – Low Care (beds)	0.4	46	
Community Care (places)	20m²/ 30 places	25m²	To be included in Community Health Centre in Development Stages 5-8 of Turquoise Coast project
HACC (Persons)	20m²/ 200 persons	60m²	
Local Active Recreation			
Football/Cricket	3.2	4	Sporting field areas and recreation sites to be identified in open space area between Development Plan Areas 7 & 8 and/ or Development Plan Area 5 (Booka Valley centre) of Turquoise Coast project
Rugby League	1.6	1	
Soccer	1.2	2	
Hockey	0.3	4	
Tennis/Netball	0.1	16	
Basketball	0.1	10	
Squash	0.1	4	
Swimming Pool	1	1	Expansion within existing Community Recreation & Sports area in Bashford Street; <b>or</b> within Booka Valley centre; <b>or</b> sporting field areas and recreation sites to be identified in Turquoise Coast project
Police (officers)			
	0.5	25	Future stage of Community or Civic Uses Precincts in City Centre





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## 11 References and Bibliography

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