

ENVISION ²⁰ --- ₂₉

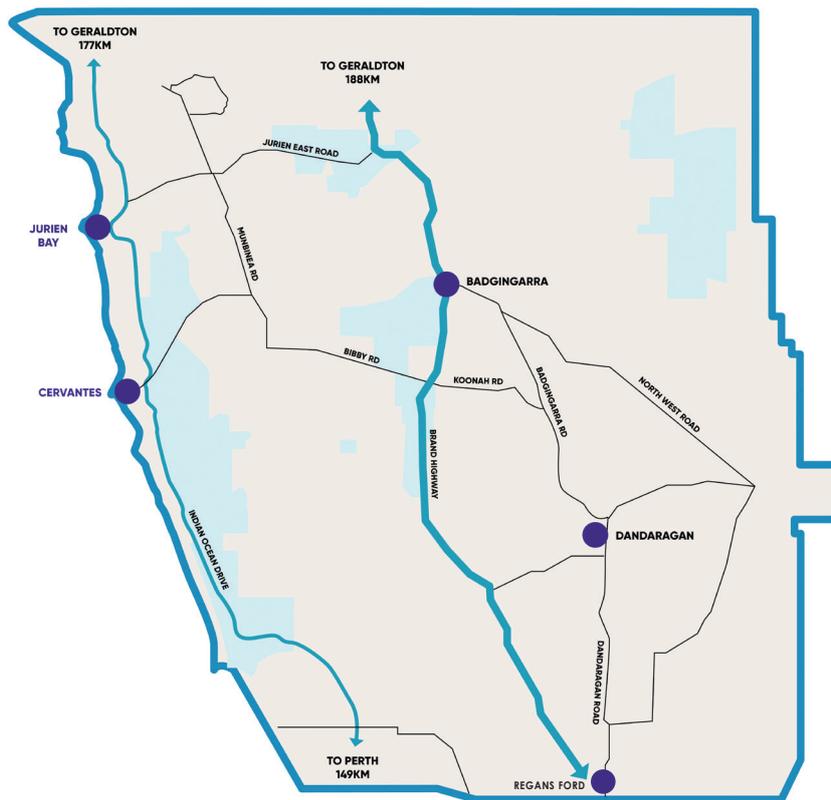
SHIRE OF DANDARAGAN

STRATEGIC COMMUNITY PLAN



VISION STATEMENT

Shire of Dandaragan: A dynamic, diverse and desirable region delivering sustainable growth and socially connected communities.



This document is available in alternative formats, such as Braille, large print, digital (on disk or by email) upon request, and on the Shire's website at www.dandaragan.wa.gov.au



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ACKNOWLEDGEMENT OF PEOPLE AND COUNTRY

On behalf of our community, the Shire of Dandaragan respectfully acknowledges the past and present traditional owners of this land, the Yued people.

It is a privilege to be living on Nyungar country.



▲ Photo credit: WA Opera

A WORD FROM THE PRESIDENT



It gives me great pleasure to present the Shire of Dandaragan's Strategic Community Plan 2019–2029 (SCP) – **Envision 2029**.

This Plan is Council's key planning document which, following extensive consultation with our community, details our community's vision for the future and sets Council's priorities and direction for the Shire over the next 10 years.

As part of the Shire's Integrated Planning and Reporting framework this plan plays an integral part in the Council's decision-making processes and will help create real benefits to our communities through expressing the community's vision and priorities for the future. These priorities will also determine how Council, Shire staff and the community will achieve these outcomes.

The successful development of **Envision 2029** over the past 9 months saw the Shire embark on a new and exciting pathway for a deeper level of consultation with our community and I am extremely pleased at the engagement undertaken during this process. The level of involvement by individuals and community groups has been tremendous and reflects just how important the future of our Shire is to our residents.

The ever-growing visitor economy continues to be a significant sector for our Shire and we continue to see increased numbers of visitors and opportunities present themselves in this area. Private sector investment has continued to expand our developing local economy and product offering while delivering jobs for residents. Agribusiness and energy sustainability also play a significant part in expanding economic opportunities across our inland areas and it is an exciting time to see continued growth in all these sectors over the coming years.

In closing I would like to take this opportunity to thank each and every one of you for being involved in the **Envision 2029** process, and the ensuing document as a result of this participation is something we can all be very proud of.

Cr Leslee Holmes
SHIRE PRESIDENT

INTRODUCTION

Envision 2029 is the Shire of Dandaragan's Strategic Community Plan and is the most significant guiding document for the Shire's direction over the coming decade. The document is segmented into four key themes with an aspirational statement about our future position supported by outcomes and detail on our high-level roles for success. The Shire will develop and update strategies and business plans to pursue these aspirations in consultation with the community and based on the feedback received through public consultation undertaken in the development of **Envision 2029**.

Envision 2029 is supported by the Shire's Corporate Business Plan which contains greater levels of detail on specific projects and strategies. The Corporate Business Plan informs the Shire's annual budget process which is the fundamental resourcing tool for the Shire's operations.

Underpinning the Shire's business model and captured within the Vision is the importance of sustainability. Recognising that the coastline and fertile agricultural region north of Perth is a growing region both in population and industry, the Shire supports sustainable development initiatives that balance environmental, social and economic elements.

The Shire is proud to acknowledge the 634 customer contributions that provided guidance to **Envision 2029** from a wide cross-section of our community. We designed the community consultation plan to capture and respond to feedback from the grassroots of the community and develop strategic direction based on the needs and aspirations of the community. The Shire looks forward to ongoing collaboration with the community in the delivery and review of this plan.

The Plan was formally adopted by the Shire of Dandaragan at the Council meeting of the XX of XXX 20XX by Absolute Majority (Note: this section is to be updated and this notation removed on adoption of the plan by Council)



Photo Credit: Emu Downs Wind and Solar Farm

VISION

A dynamic, diverse and desirable region delivering sustainable growth and socially connected communities.

ENVISION 2029 OVERVIEW



INFRASTRUCTURE

The Shire will sustain a dynamic infrastructure network responsive to usage demand that attracts and retains residents and businesses.



PROSPERITY

The Shire will experience broad economic and population growth with decreasing economic barriers, diversified agriculture and fisheries output and a vibrant visitor economy.

A dynamic,
diverse and desirable region
delivering sustainable growth
and socially connected
communities.



ENVIRONMENT

The Shire will be a responsible custodian of the environment, working with community groups and other entities to increase renewable energy initiatives, vegetation cover and rehabilitate degraded public land throughout the local region.



COMMUNITY

The Shire's resident population will grow more than the WA regional average supported by increased community recreation and cultural opportunities and access to key liveability factors such as health and wellbeing services and educational opportunities.



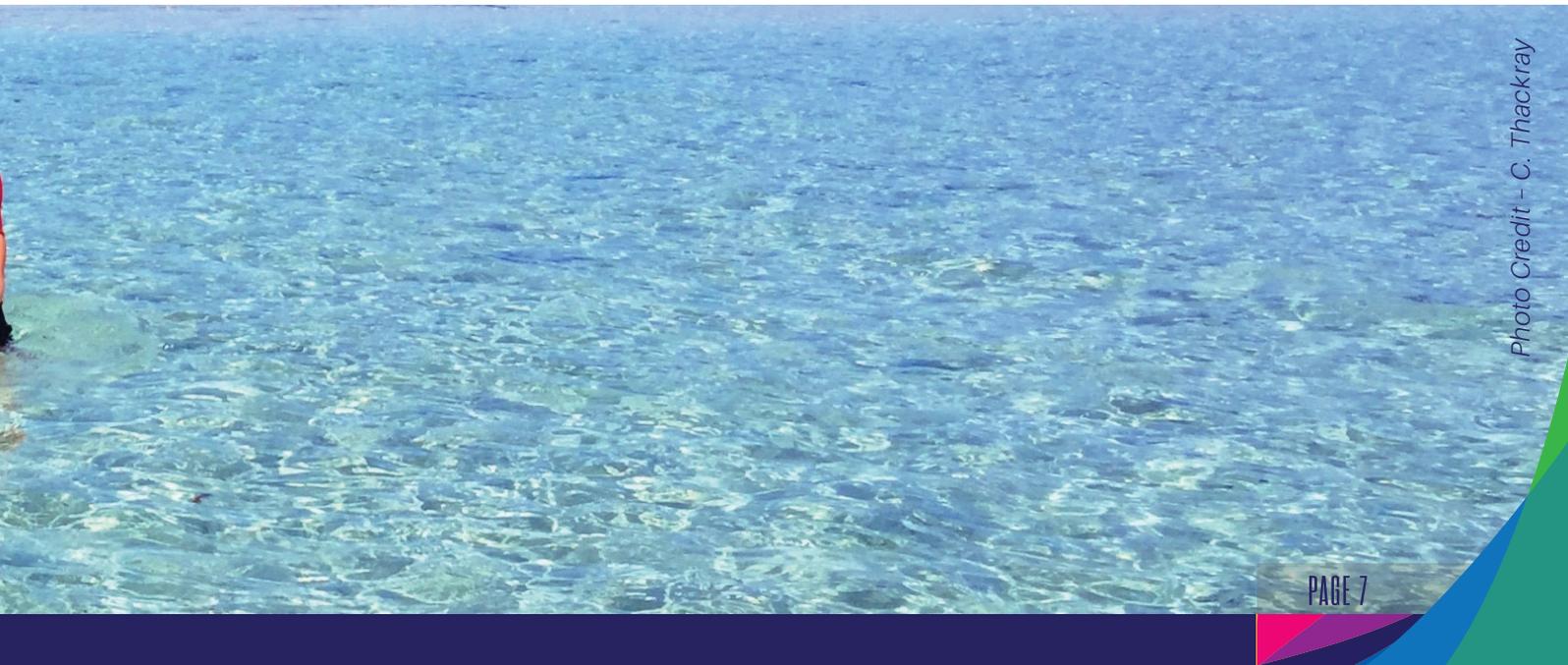
The Council recognises the importance of partnership in the delivery of this plan. To achieve the ambitious outcomes we will need to work together with a wide variety of stakeholders including:

- Residents and visitors
- Federal Government
- State Government
- Community groups
- Neighbouring Local Governments
- Local businesses and industry groups
- Non-government organisations
- Developers
- Chambers of Commerce

The Shire’s Strategic Community Plan is the upper layer of our integrated planning documentation. Under the Local Government Act 1995, all local governments must develop a Strategic Community Plan and suite of supporting strategic documents. The Integrated Planning and Reporting (IPR) framework is depicted below:



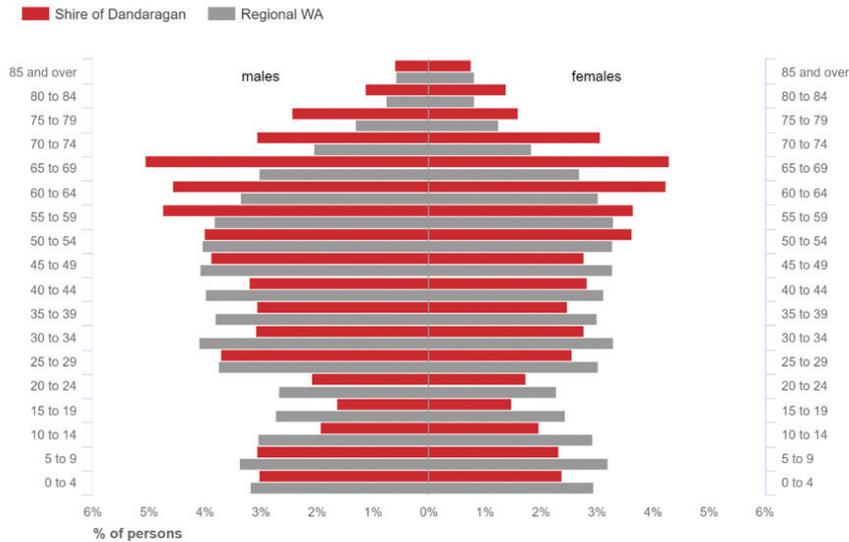
This Strategic Community Plan has been produced with consideration of the Shire’s current capacity and resources, and the anticipated capacity of future resources. As the Shire refines its suite of integrated planning and reporting documents, the SCP will continue to be refined to ensure the plan remains realistic and highly achievable.



OUR COMMUNITY

The Shire of Dandaragan has a unique blend of agricultural and coastal environment. Located within 200km north of Perth the five townsites: Badgingarra, Cervantes, Dandaragan, Jurien Bay and Regans Ford, offer a diverse range of experiences and is home to approximately 3,259 residents. The region is also an attractive travel destination so throughout the year the Shire is actively servicing a significantly higher population that easily doubles in peak seasons.

Age-sex pyramid, 2016



Source: Australian Bureau of Statistics, Census of Population and Housing, selected years between 1991-2016 (Enumerated data). Compiled and presented in profile.id by .id, the population experts.



The Shire's overall age profile has a median average age of 48 compared to the regional WA average of 39. It has increased by 5 years since the 2011 census indicating an aging population.

Age-sex pyramid, 2016

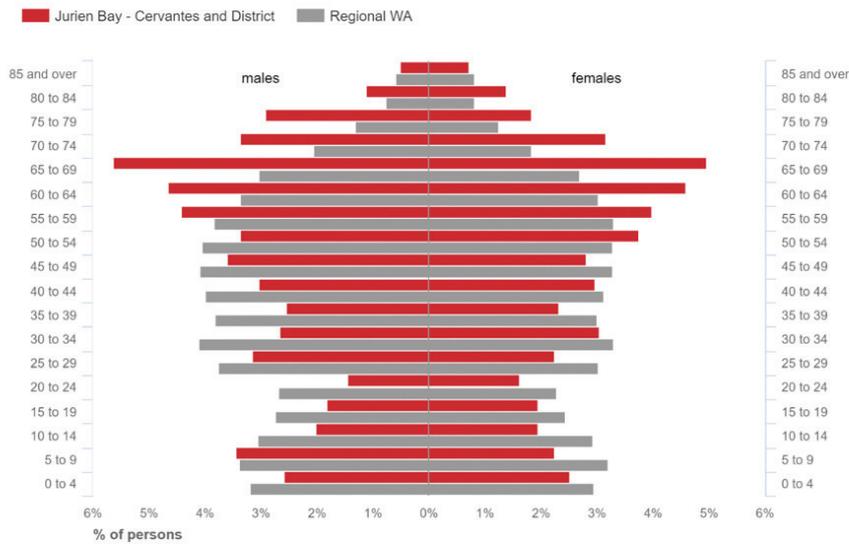


Source: Australian Bureau of Statistics, Census of Population and Housing, selected years between 1991-2016 (Enumerated data). Compiled and presented in profile.id by .id, the population experts.



This chart provides an overview of the Shire's inland region which has a higher prevalence of males compared to the regional WA average. The age profile also indicates a much higher percentage of men between 50 and 74 compared to the regional WA average.

Age-sex pyramid, 2016



Source: Australian Bureau of Statistics, Census of Population and Housing, selected years between 1991-2016 (Enumerated data). Compiled and presented in profile.id by .id, the population experts.

.id the population experts

This chart provides an overview of the Shire’s coastal population which has experienced significant growth attributed to people retiring the to coast. The graph highlights from a population percentage perspective, most age groups below 54 are less than the regional WA average. The Shire’s overall population of older couples without children is 15% which is 6% higher than the state average.

Future Population Growth - Demand Analysis

The Strategic Community Plan is currently designed based on the aspiration that the Shire will achieve greater than average population growth. Further analysis of population and demographic trends to identify future demand based on low, medium and high scenarios is currently being completed. This demand analysis will be included in future versions of the Strategic Community Plan.



REPORTING

MEASURING, MONITORING AND REPORTING SUCCESS

Each year, the Shire will report on the progress made on the Strategic Community Plan in its Annual Report. Carefully developed measurements will be correlated against actual performance to keep the organisation on track and focused to deliver the aspirations established by the community.

REVIEW

Our Strategic Community Plan will be reviewed on a two-year cycle with alternating 'Minor' and 'Major' reviews.

MINOR REVIEW

Every two years following a major review, a 'desktop' review will be implemented in accordance with the following methodology:

1. The review will be undertaken using internal staff resources with technical assistance from appropriately qualified external personnel if required;
2. The review will consider results of Council's community engagement occurring during the measuring, monitoring and reporting phase in the period since the last review. In particular the review will take into account: the impacts of projects completed; issues identified and documented by community members, staff and other key stakeholders; and new aspirations identified; and
3. Elected members are chosen by the community to be their representatives and therefore serve as one of the most important engagement gateways for community. Council will be consulted during the desktop review process as part of a series of briefing sessions. Council will consider, provide feedback and, once satisfied, adopt the reviewed Strategic Community Plan.

MAJOR REVIEW

Every four years, Council will review the vision, aspirations and priorities of the plan. Wide-ranging community engagement will ensure that the plan reflects contemporary community views. The methodology will be similar to the process followed to develop **Envision 2029**.

This will also be in accordance with the Department of Local Governments' published 'Strategic Community Plan Consultation Methodology' and the International Association for Public Participation (IAP2) 'core values' including:

- Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process;
- Public participation includes the promise that the public's contribution will influence the decision;

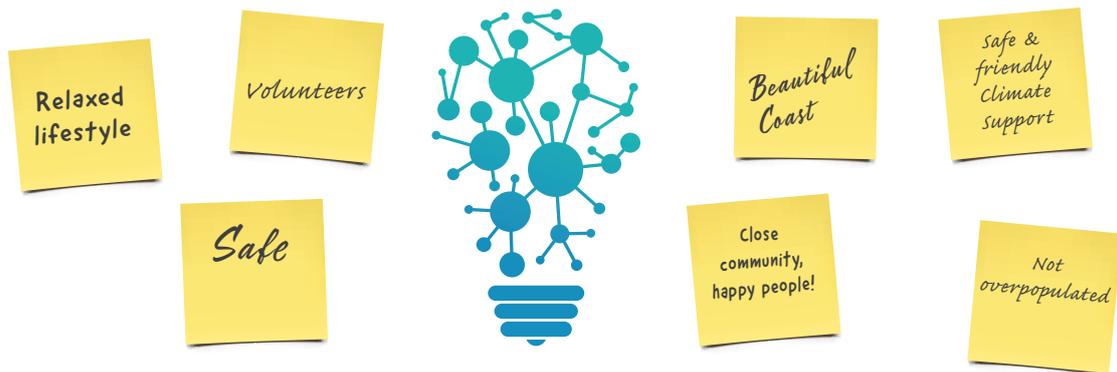
- Public participation promotes sustainable decisions by recognising and communicating the needs and interests of all participants, including decision makers;
- Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision;
- Public participation seeks input from participants in designing how they participate;
- Public participation provides participants with the information they need to participate in a meaningful way; and
- Public participation communicates to participants how their input affected the decision.



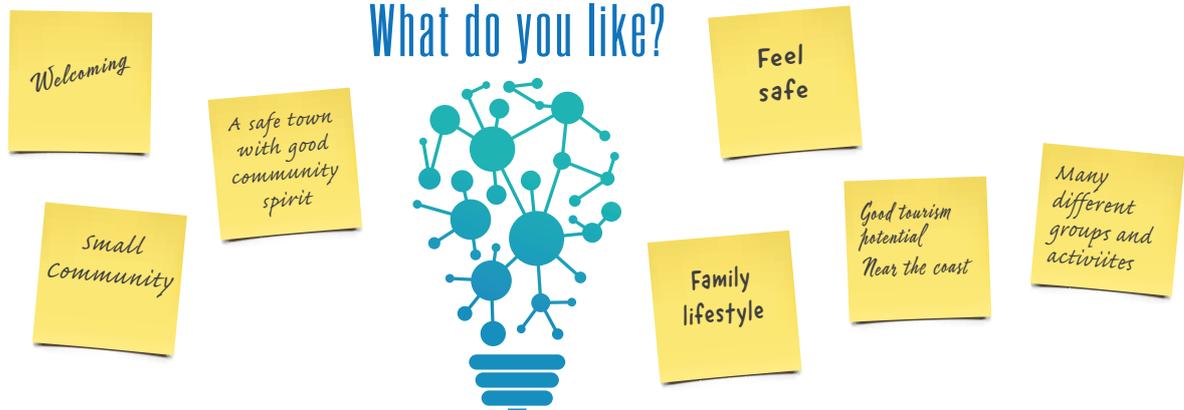
THE CONSULTATION PROCESS

The active participation from the community in **Envision 2029** demonstrated a desire for growth balanced against the need to retain our identity and lifestyle. There were a number of significant projects brought forward that will require our community to grow significantly before they are viable.

Strengths of our town?



What do you like?



Why do you live here?



WHAT'S IMPORTANT TO YOU?

During the engagement process we asked our community to give us their ideas in a number of ways. This page provides a snapshot of some of the 124 Little Idea / Big Idea cards that contributed towards the development of **Envision 2029**. Many of the projects and initiatives will filter through to our Corporate Business Plan, annual budget considerations and operations planning.



ENVISION 2029 TIMELINE



OUR ASPIRATIONS

01
INFRASTRUCTURE


02
PROSPERITY


03
ENVIRONMENT


04
COMMUNITY




Photo credit: Aggies Cottage

01

INFRASTRUCTURE



The Shire will sustain a dynamic infrastructure network responsive to usage demand that attracts and retains residents and businesses.



PRIORITY OUTCOMES

Our agricultural industry is supported with an effective road infrastructure network that facilitates an efficient and safe supply chain.

Our communities contain vibrant, activated public open space and buildings with high levels of utilisation and functionality.

Our investments in public assets are based on responsible and sustainable asset custodianship.

Our built environment responds to the accessibility and connectivity needs of all residents providing equitable access and opportunity for participation.

OUR ROLES

Continued improvements to the rural road network by maximising external funding sources and delivering infrastructure projects to a high standard.

Implementing an effective, proactive road maintenance program that is sensitive to industry seasonality.

To manage and facilitate community assets that are flexible, vibrant, adaptable and enjoyable places to occupy employing the principals of place making and design thinking.

Modernise the Shire's Asset Management Planning framework to sustainably manage our existing asset network and consider asset expansion within sustainable levels of service.

Work with community groups to review existing facilities, plan for renewal and ascertain the feasibility of any proposed new facilities.

Increase activation of our public open space and buildings rather than increasing quantity without a demonstrated need.

Provide a well-designed and safe transport and shared path network that connects people to their destinations and encourages non-motorised journeys within townsites.

Progressively implement the accessibility recommendations from our Age Friendly Community Plan and Disability Access and Inclusion Plan.

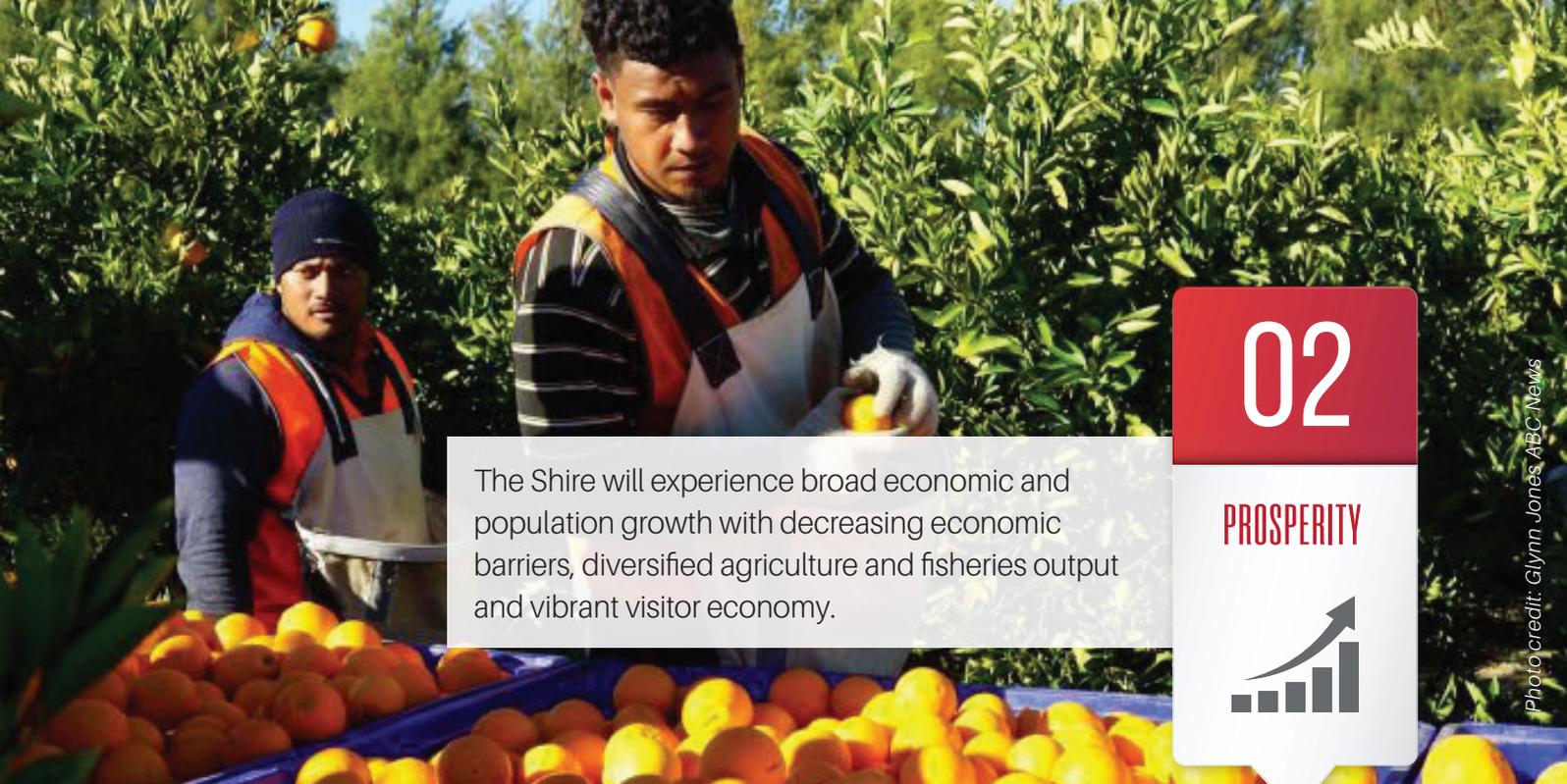


Photo credit: Glynn Jones, ABC News

02

PROSPERITY



The Shire will experience broad economic and population growth with decreasing economic barriers, diversified agriculture and fisheries output and vibrant visitor economy.

PRIORITY OUTCOMES

OUR ROLES

<p>Our Shire has a contemporary land use planning system that responds to, and creates, economic opportunities.</p>	<p>Ensuring that our planning framework is modern and meets the needs of industry, small business and emerging opportunities.</p> <p>Identify and activate underutilised economic and land assets to promote employment and economic activity.</p>
<p>Our region is celebrated as a major contributor to the State’s food production with a diverse range of agricultural, fishery and horticultural enterprises.</p>	<p>Advocate for, and facilitate the reduction in economic barriers such as access to water, electricity, logistics infrastructure and telecommunications.</p> <p>Collaborate with local industry to maximise economic returns by supporting and advocating research and development initiatives that have local relevance.</p>
<p>The Shire is home to a successful and growing market for domestic and international tourism.</p>	<p>Collaborate with local stakeholders and facilitate an independent tourism association to develop and implement a destination marketing strategy and information service.</p> <p>Facilitate and support events that promote the region and deliver a positive economic impact.</p> <p>Support the development of new products and services that increase the attraction of the region to the tourism market, in particular Indigenous cultural experiences.</p>
<p>Jurien Bay continues to grow as a regional centre that services and delivers benefits throughout the Shire.</p>	<p>Develop and implement a modern economic growth plan which harnesses the economic potential of existing and emerging industries.</p> <p>This plan will contain initiatives that are relevant across the whole Shire.</p> <p>Leverage public and private sector partnerships to deliver new infrastructure required to achieve sustainable economic and population growth.</p>

03

ENVIRONMENT



The Shire will be a responsible custodian of the environment working with community groups and other entities to increase renewable energy initiatives, vegetation cover and rehabilitate degraded public land throughout the local region.

PRIORITY OUTCOMES

The Shire will be prepared for and respond to the challenges of climate change.

Our region is recognised as the centre of renewable energy in WA.

Our region is acknowledged for environmental practices, projects and initiatives that enhance the environment and our liveability within it.

OUR ROLES

Implement effective planning and projects that reduce the risks to property, infrastructure and the environment.

Increase community awareness and preparedness for the impacts of climate change and its major local risks such as bush fires.

Support renewable energy initiatives and encourage further renewable industry development.

Advocate for the improvement to the local electricity distribution network and linkages to the numerous renewable energy sources within the Shire.

Collaborate with the community to improve our waterways, coastal reserves, road reserves and bushland.

Develop a strategic approach to waste management and minimisation.

Promote programs to increase the quality and prevalence of appropriate trees and vegetation in town site public open space and road verges.

Increased usage of renewable energy and energy saving technologies on Council assets.

Photo credit: J. Triffitt



04

COMMUNITY



The Shire's resident population will grow more than the WA regional average supported by increased community recreation and cultural opportunities and access to key liveability factors such as health and wellbeing services and educational opportunities.

PRIORITY OUTCOMES

OUR ROLES

A Shire built on the strengths of community spirit and resilient, connected communities.

- Support and promote inclusive events that enhance and celebrate community and cultural spirit that bring our communities together.
- Recognise the value of creative and cultural arts and support its continued growth in our communities.
- Recognise and support the value of our community volunteers and provide meaningful opportunities to contribute to Shire projects and improving local living.

A safe, healthy, smart and active community that values its history and supports intergenerational relationships.

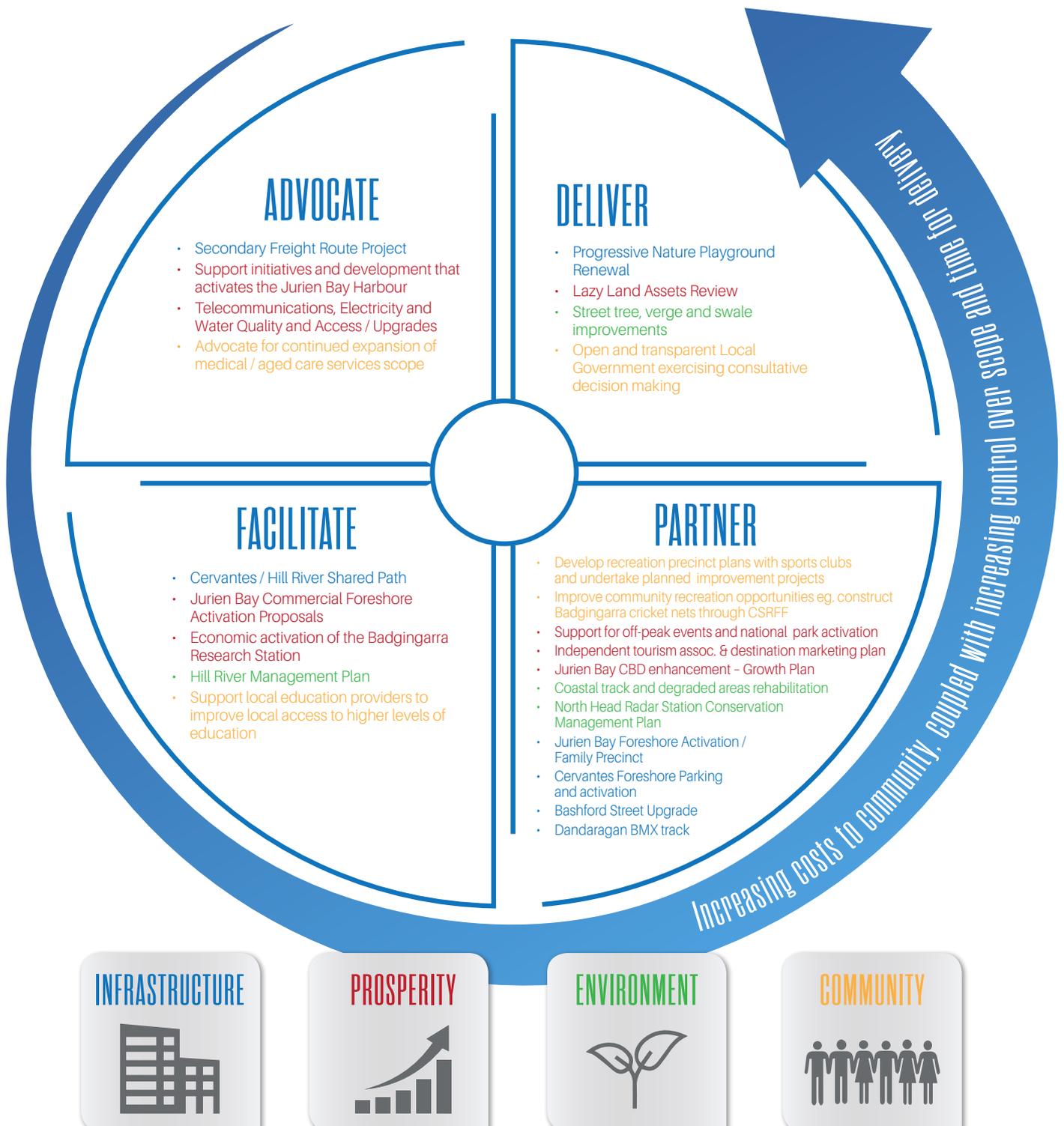
- Advocate for continued improvements in medical, education and support services from other levels of government and the private sector that facilitates living, learning and aging within the Shire.
- Increase community-building by providing sustainable recreation infrastructure and services, off-peak events, community building programs and place-making concepts in our public spaces.
- Take an asset based community development approach to working with community groups, youth, seniors and people with disability within the Shire.

A region that develops and supports community leadership and collective values.

- Provide governance support for community groups to deliver their objectives.
- Progressively implement our Youth Plan to support youth leadership, development and involvement.
- Provide an industry leading local government organisation promoting community confidence and support in our decision-making processes.

PROJECT DELIVERY

This diagram provides an overview of the Shire’s role in delivering projects within the community. Increased levels of involvement and commitment deliver projects faster with greater control and at a greater cost due to the lack of contributions from external sources. Conversely, advocating for other agencies to increase their service delivery within the community comes at a lower cost but with less control over outcomes or timeframes. The examples provided are taken from projects identified in the community consultation phase of **Envision 2029** and will be explored further in the Corporate Business Plan and individual project plans.



IMPLEMENTING ENVISON 2029

RESOURCE PROJECTIONS

The Shire's resources are a key determinant of the levels of service it can deliver to the community. The following table provides an overview of the anticipated changes to the Shire's resource requirements during **Envision 2029's** implementation. Resourcing will be further explored through the development and delivery of the Corporate Business Plan.

RESOURCES	CURRENT CAPACITY	FUTURE CAPACITY
Human Resources	60 FTE's	Stable
Infrastructure Assets (Fair Value)	\$206.2m	Stable
Property, Plant and Equipment (Fair Value)	\$37.4m	Stable
Cash Backed Reserves	\$5.7m	Stable
Annual Operating Revenue	\$10m	Increasing
Annual Rates Revenue	\$6.2m	Increasing
Western Australian Local Government Grants Commission. <i>Commonwealth Grant Funding</i>	\$1.57m	Increasing
Annual Operating Expenditure	\$14.5m	Increasing



DANDARAGAN BY THE NUMBERS IN 2018/19

LAND AREA



Including Badgingarra, Cervantes, Dandaragan, Jurien Bay, Regans Ford and the settlements of Grey and Wedge Island*

POPULATION

Estimated Population**



ROADS

Sealed & Unsealed*

1666 KMS



RATEABLE PROPERTIES



SCHOOLS



Including a District High School*

MEDICAL FACILITIES



9 Facilities providing Medical Services within the Shire*



VISITORS

International and Domestic Visitors

312,000

BUSINESSES

Local Businesses++



EMPLOYMENT



1,603

Local Jobs^



Direct visitor in expenditure the Shire of Dandaragan by visitors each year+

\$83,727,000

ANIMALS

Registered Animals*



30.7%

Agriculture, Forestry and Fishing is the largest employer in Shire of Dandaragan, making up 30.7% of total employment^^

EVENTS



17,800

Attendance at Community Events*

RAIN



Total rain
507.7 MM



Rainy days#

PARKS

10+

Hectares of Parks, Gardens + Ovals*



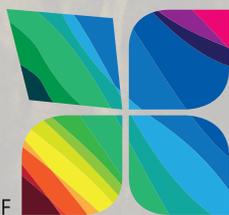
GRP

\$0.36 BILLION

Gross Regional Product^

* Shire of Dandaragan **ABS ERP 2018 +Tourism Research Australia ++ABS 2017

^National Institute of Economic and Industry Research 2018 ^^ABS - Census 2016 #Bureau of Meteorology. Statistics for 2018



SHIRE OF
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