

ENVISION ²⁰₂₉

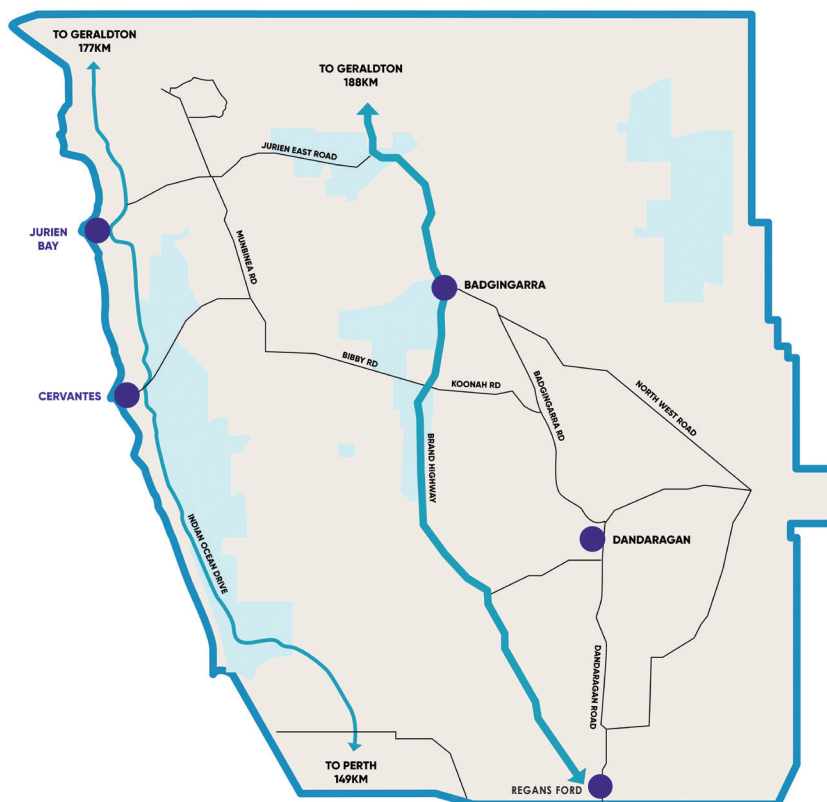
SHIRE OF DANDARAGAN

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



Cr Leslee Holmes

When our Strategic Community Plan - **Envision 2029** was first released in 2019, nobody would have forecast the events that would transpire over the coming two years. Despite the impacts of a pandemic and trade difficulties in the crayfish industry, our local economy and communities have continued to progress and prosper. The careful preparation of **Envision 2029**, and prioritisation of projects in our Corporate Business Plan enabled the Shire to maximise the benefit of the significant rounds of stimulus funding which have been announced in 2020 and 2021. This version of Envision constitutes the minor review, where Council has considered changes in our operating environment and strategic direction and again sets out to achieve ambitious targets and projects to build better communities and opportunities for our residents and visitors.

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 determine how Council, Shire staff, and the community will achieve these outcomes.

Following on from the consultation undertaken in the development of **Envision 2029**, the Shire continues to monitor community sentiment and feedback through a biennial community survey. I was glad to see the outcomes of this survey showed positive growth in community satisfaction levels, both in the Shire's service delivery and leadership, but also in the satisfaction with our communities as places to live. Feedback and comments from these survey outcomes have been utilised in the updating of Envision and the Corporate Business Plan.

We are very fortunate to be living in such a safe, inclusive Shire that is taking advantage of our great natural assets. We will come through this very difficult time stronger and more aware of the need for close communities and important planning for the future.

Cr Leslee Holmes
SHIRE PRESIDENT

INTRODUCTION

The Shire has undertaken the first Minor Review of **Envision 2029** in line with the adopted review standards. In presenting this plan, the Shire wishes to acknowledge the participation of members of the community who provided a substantial amount of feedback through the MARKYT Scorecard survey. It is this feedback, as well as community members direct contact with Councillors and Shire staff, that has shaped our shared vision.

The key findings from the community scored card highlight the Top 5 Priorities of our community:

1. Health and Community Services
2. Coastal area Management
3. Economic Development and Tourism
4. Youth Services and Facilities
5. Responsible Growth and Development

These priority areas are consistent with the feedback and key actions established through several recently developed strategies:

- Economic and Tourism Development Plan;
- Sport and Recreation Plan
- Arts and Culture Pla
- Youth Plan
- Disability Access and Inclusion Plan
- Jurien Bay CBD Masterplan
- Foreshore Masterplans.

Envision 2029 is supported by the Shire's Corporate Business Plan which contains greater levels of detail on specific projects and strategies. The above-mentioned strategies have been integrated into the Shire's Corporate Business Plan along with the community score card findings to allow Council to weigh up competing priorities and manage limited financial and human resources.

Envision 2029 continues to:

- Guide Council's detailed plans and annual budgets
- Provide the basis for working with our community and partners to achieve the vision
- Enable us to pursue funding by showing how projects align with our community and the Plan
- Provide a framework for monitoring progress

The Shire looks forward to ongoing collaboration with the community in the delivery and future reviews of this plan.

The Plan was formally adopted by the Shire of Dandaragan at the Council meeting of the XXXXXXXX by Absolute Majority. **Update date of adoption – *when reviewed**



VISION

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

ENVISION 2029 OVERVIEW



INFRASTRUCTURE

The Shire will work cooperatively with private enterprise and government agencies to develop and maintain a dynamic infrastructure network responsive to usage demand that attracts and retains residents and businesses.



PROSPERITY

The region will experience economic and population growth with increasing economic opportunities, diversifying primary production and a vibrant visitor economy.



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 be the fastest growing population in the region supported by increased community recreation and cultural opportunities and access to key liveability factors such as health and wellbeing services and educational opportunities.

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

Figure 6 Envision 2029 Key Aspirations



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 Strategic Community Plan 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 of Badgingarra, Cervantes, Dandaragan, Jurien Bay and Regans Ford offer a diverse range of experiences and is home to approximately 3315 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

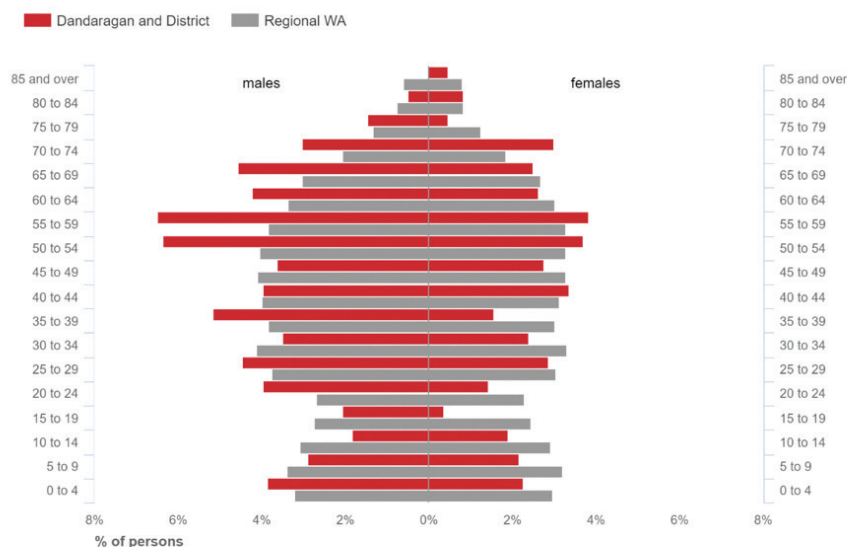


Source: Australian Bureau of Statistics, Census of Population and Housing, selected years between 1991-2016 (Enumerated data). Compiled and presented in profile.id by .id, the population experts.

.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

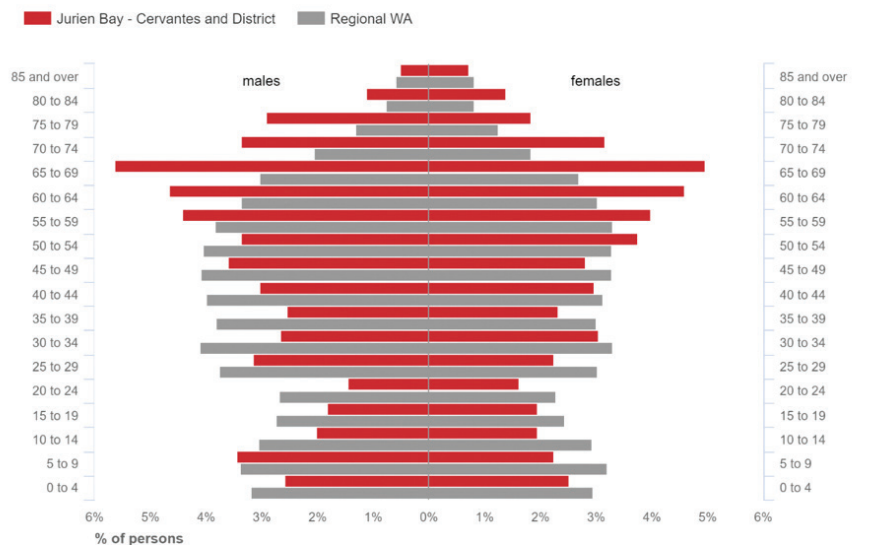


Source: Australian Bureau of Statistics, Census of Population and Housing, selected years between 1991-2016 (Enumerated data). Compiled and presented in profile.id by .id, the population experts.

.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 to the 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 the 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.

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 Government, Sport and Cultural Industries' 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.

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.

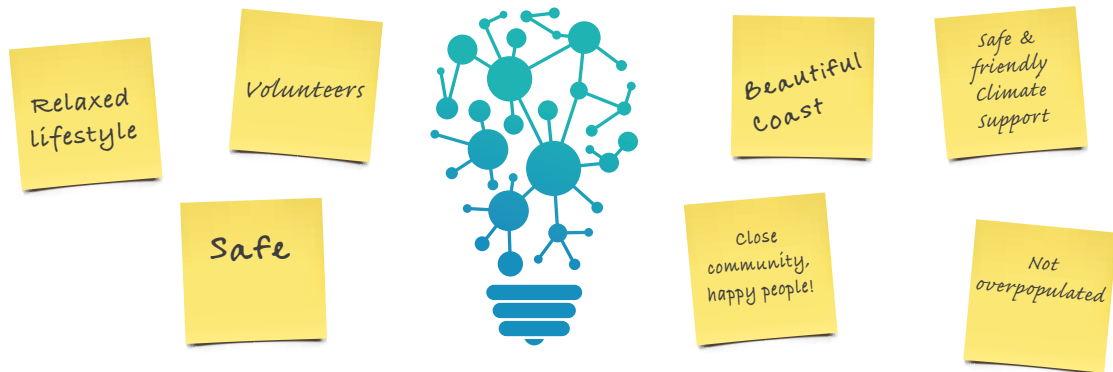


Figure 01: Data Sources for monitoring and reporting success

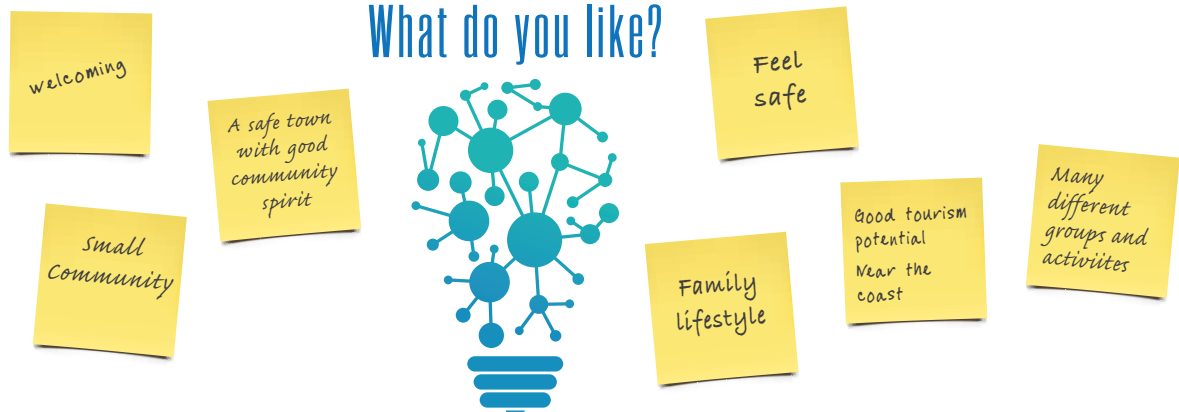
THE CONSULTATION PROCESS

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.

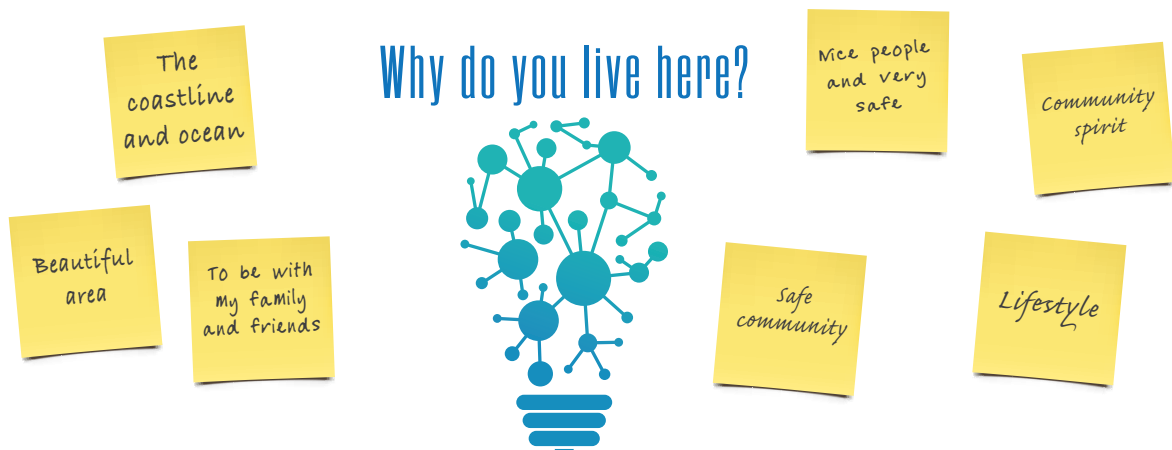
Strengths of our town?



What do you like?



Why do you live here?



WHAT'S IMPORTANT TO YOU?

During the engagement process we asked our community to participate in the 'My Little Idea: My Big Idea' drawing competition. 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



AUGUST 2018

Envision 2029 Launched

OCTOBER 2018

'My Little Idea: My Big Idea' Drawing Competition and 'Community, People & Faces' Photo Competition opened

SEPT 2018 - JAN 2019

Community Information Tables held around the Shire with 'My Little Idea: My Big Idea' suggestion boxes available

NOVEMBER 2018

'My Little Idea: My Big Idea' Drawing Competition and 'Community, People & Faces' Competition closed

MARCH 2019

My 5-point Plan Focus Groups

APRIL 2019

Contributions to Envision 2029 closed for evaluation and review

OCTOBER 2020

Community Scorecard Survey opened

DECEMBER 2020

Community Scorecard Survey closed, and results evaluated

APRIL 2021 - MAY 2021

Council Workshops held to update minor review

AUGUST 2021

Draft Strategic Community Plan released to public for comment

TBC

Strategic Community Plan finalised and presented for adoption at Ordinary Council Meeting

OUR ASPIRATIONS

01

INFRASTRUCTURE



02

PROSPERITY



03

ENVIRONMENT



04

COMMUNITY



Photo credit: Aggies Cottage

01

INFRASTRUCTURE



The Shire will work cooperatively with private enterprise and government agencies to develop and maintain 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 spaces 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 spaces 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 region will experience economic and population growth with increasing economic opportunities, diversifying primary production and a vibrant visitor economy.

PRIORITY OUTCOMES

Our Shire has a contemporary land use planning system that responds to, and creates, economic opportunities.

Our region is celebrated as a major contributor to the State's food production with a diverse range of agricultural, fishery and horticultural enterprises.

The Shire is home to a successful and growing market for domestic and international tourism.

Jurien Bay continues to grow as a regional centre that services and delivers benefits throughout the Shire.

OUR ROLES

Ensuring that our planning framework is modern and meets the needs of industry, small business and emerging opportunities.

Identify and activate underutilised economic and land assets to promote employment and economic activity.

Advocate and facilitate the reduction in economic barriers such as access to water, electricity, logistics infrastructure and telecommunications.

Collaborate with local industry to maximise economic returns by supporting and advocating research and development initiatives that have local relevance.

Collaborate with local stakeholders and facilitate an independent tourism association to develop and implement a destination marketing strategy and information service.

Facilitate and support events that promote the region and deliver a positive economic impact.

Support the development of new products and services that increase the attraction of the region to the tourism market, in particular Indigenous cultural experiences.

Implement a modern economic growth plan which harnesses the economic potential of existing and emerging industries.

Leverage public and private sector partnerships to deliver new infrastructure required to achieve sustainable economic and population growth.

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

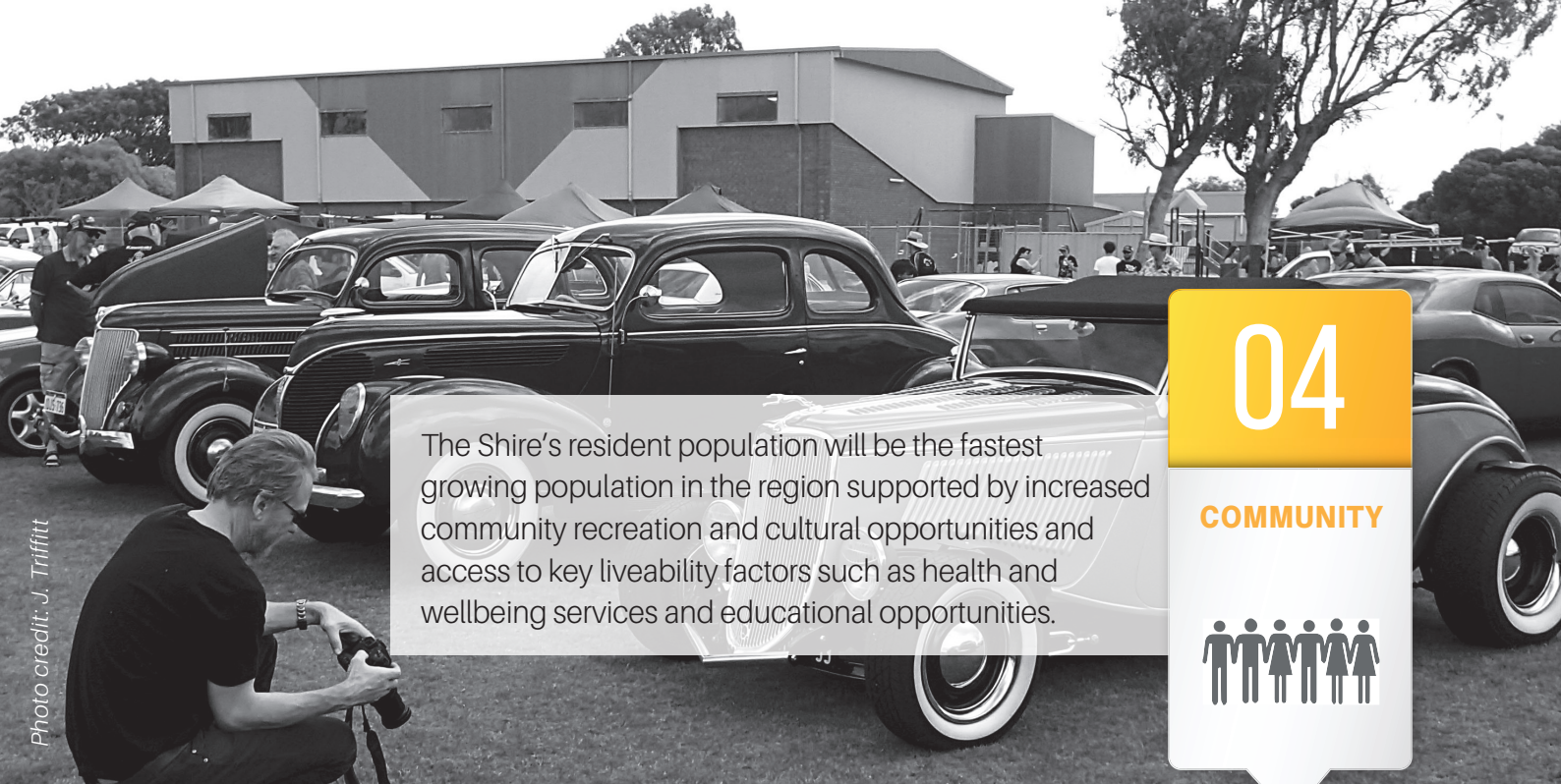
Collaborate with the community to improve our waterways, coastal reserves, road reserves and bushland.

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 spaces 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 be the fastest growing population in the region 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

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

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

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

OUR ROLES

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.

Advocate for continued improvements in medical, education and support services from other levels of government and the private sector that facilitates aging, living and learning 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.

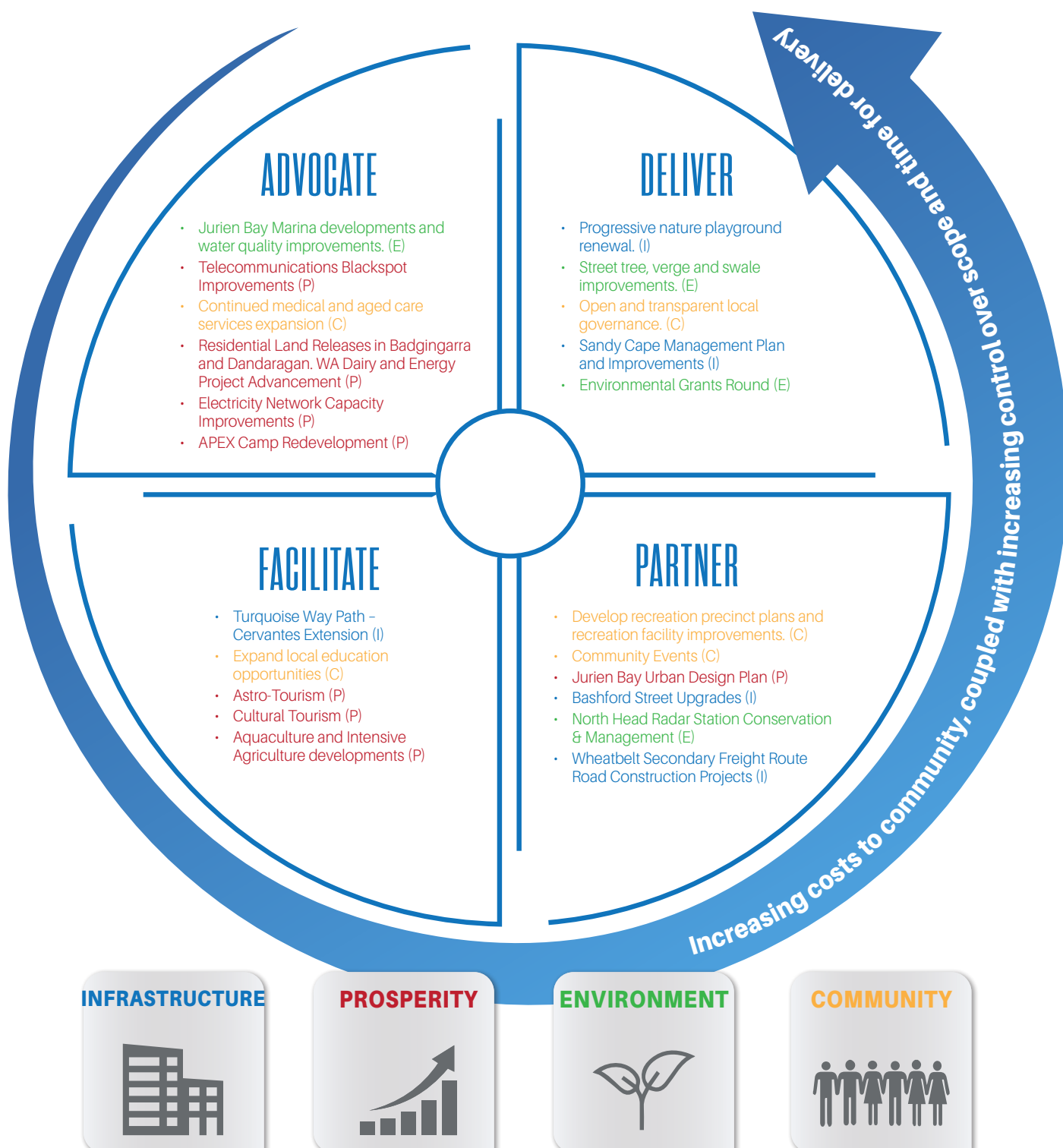
Provide governance support for community groups to deliver their objectives.

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.

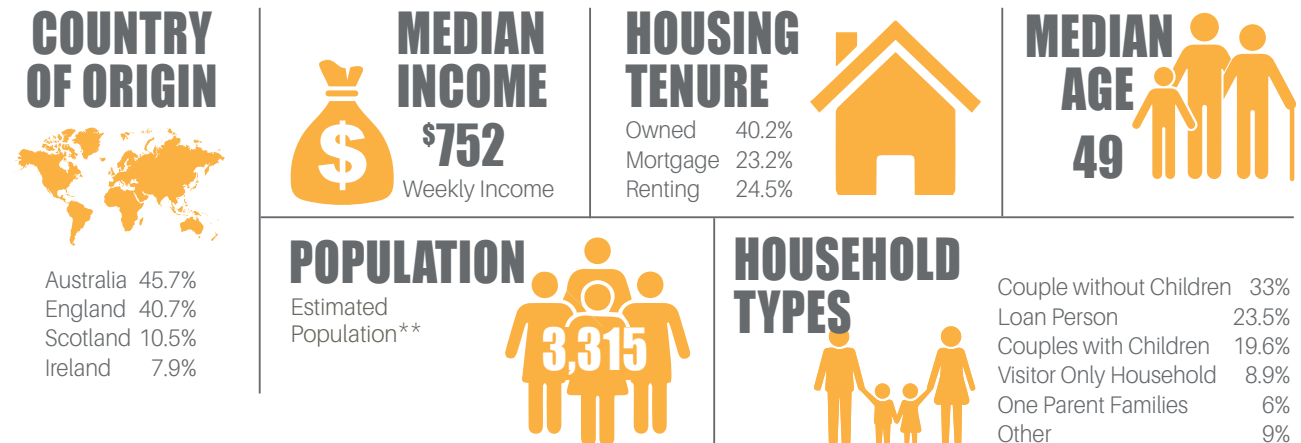
RESOURCES	CURRENT CAPACITY	FUTURE CAPACITY
Human Resources	51 FTE's	Stable
Infrastructure Assets (Fair Value)	\$248m	Stable
Property, Plant and Equipment (Fair Value)	\$37.1m	Stable
Cash Backed Reserves	\$5.7m	Stable
Annual Operating Revenue	\$11.7m	Increasing
Annual Rates Revenue	\$6.2m	Increasing
Western Australian Local Government Grants Commission. <i>Commonwealth Grant Funding</i>	\$1.75m	Increasing
Annual Operating Expenditure	\$15.9m	Increasing



DANDARAGAN BY THE NUMBERS IN 2018/19

OUR PEOPLE

*Reference ABS 2020



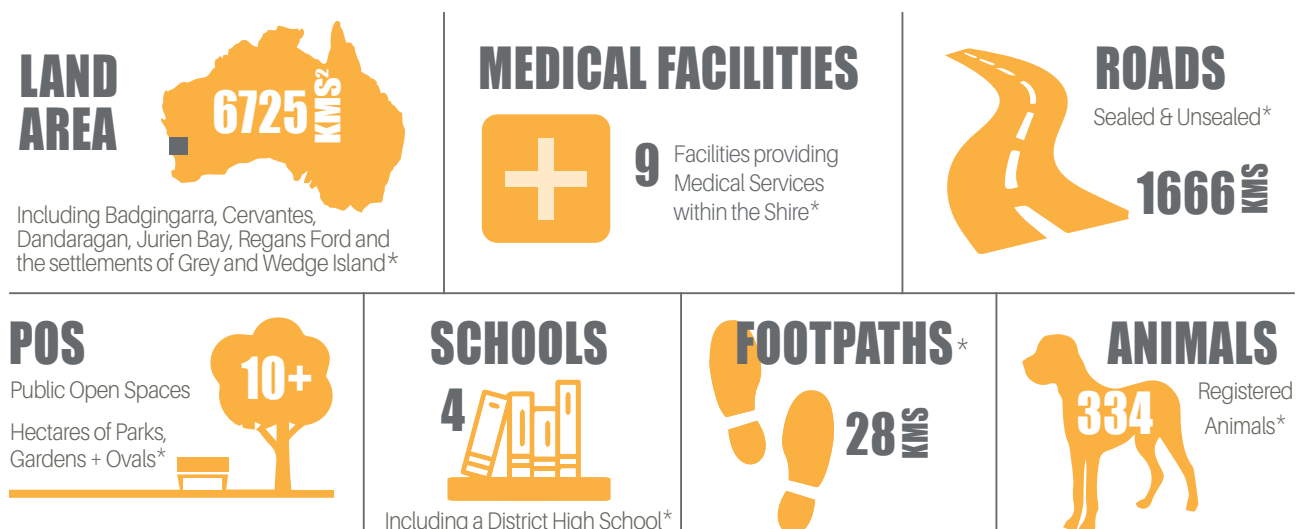
OUR ECONOMY

*Reference Economic and Tourism Plan



OUR ASSETS

*Reference Annual Report 19/20





Wildflower safari

These wildflowers are the most common in the area. They are found in the same places as the other wildflowers. They are found in the same places as the other wildflowers. They are found in the same places as the other wildflowers.



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SHIRE OF
DANDARAGAN



Jurien Bay Administration Centre
69 Bashford Street, Jurien Bay



9652 0800



council@dandaragan.wa.gov.au
www.dandaragan.wa.gov.au