



# Katanning Community Plan 2013 – 2023



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## Document Management

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## Related documents

Shire of Katanning Growth and Implementation Plan	2012
Shire of Katanning Plan Twenty Twenty	2010
Shire of Katanning Plan for the Future	2009

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Department of **Local Government**  
Department of **Regional Development and Lands**



# 1 Message from the Shire President

~~It is an exciting time for the development of Katanning!~~

~~This is our first review of the Community Plan since its adoption in February 2013. Regulations require councils to undertake at least a desk top review every two years and a full review every four years.~~

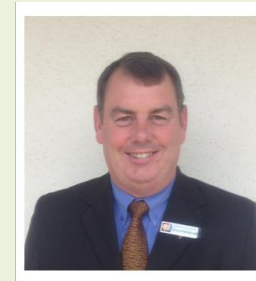
~~This is a “desktop” review and will be undertaken by removing those items that are now not relevant and inserting new information. A “track Change” approach will ensure transparency and will enable the community to follow through.~~

~~In this review council shall have regard to;~~

- ~~o The capacity of current and future resources.~~
- ~~o Strategic Performance Indicators~~
- ~~o Any demographic trends.~~

~~Katanning is one of 9 designated SuperTowns that will offer a lifestyle choice for people seeking an alternative to living in metropolitan areas. Due to Katanning’s growth potential, central location and demonstrated governance ability, Katanning is expected to play a pivotal role in decentralising the State’s 2050 forecast population of 4.9 million.~~

The KCP is and should be a blueprint for current and future council’s to follow these community visions, aspirations and objectives for the future ten years ahead.



The community consultation phase for the Shire of Katanning Growth and Implementation Plan developed ~~an~~ this aspirational vision of growth for Katanning.

Achieving growth will require a collection of local and district level programs and projects that focus on strengthening our local community and provide growth opportunities and diversification of our economic base.

Enhancing the quality of life for residents will involve responding to the needs and aspirations of people by improving local amenity, expanding work opportunities, addressing service shortfalls, and ensuring that development is built to match our future climate.

Managing growth for the benefit of all community members requires informed strategic and operational planning to get the foundations right. That way, economic, social and sustainability needs are balanced. Along with its completed growth planning strategy, the Shire is developing an integrated planning and reporting framework that will guide our development.

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This Community Plan is the foundation of a framework that will provide the basis to align the Shire’s corporate, operational plans, policies and services to the ambition of the community. ~~The Community Plan maps out our vision and represents a clear direction for the next ten years. The Plan contains the primary aims, strategies and priorities of the community and will serve as our key strategic planning tool.~~

~~Over the coming years, the objectives of the Community Plan will be delivered by working in partnership with the community, our neighbouring Shires, State and Australian Governments, and the private sector.~~

The Community Plan is based on four key elements;

Community & Culture

Environment & Land Use

Facilities & Services

Leadership & Development

~~I hope this document gives you an overview of the future Katanning our community has indicated it would like to see. The Shire of Katanning Corporate Plan will provide information on specific initiatives Council will undertake to help the community get there.~~

I hope this review will assure the community that council is striving to fulfil the communities aspirations and objectives for the future and uphold their wishes.

~~Cr Richard Kowald~~ Cr Alan McFarland  
Shire President

## 2 Community Engagement

### 2.1 Integrated Planning

In late 2010, Minister John Castrilli introduced the Integrated Planning and Reporting Framework for Local Governments in WA. The framework is designed to integrate community inputs with the strategic planning processes of Local Governments. The Shire of Katanning Community Plan is a document developed through engagement with the community and sets out the way forward for Council.

The Plan will provide guidance to Council staff with regard to the core services, facilities and leadership that the community expects for the next ten years.



### 2.2 Engagement

The Shire has undertaken an extensive Community Engagement program which underpins this Community Plan. Initial engagement consisted of a traditional Community Needs and Customer Satisfaction Survey with over 10% of the community genuinely participating. From these collated results, elected members were able to confirm their understanding of community aspirations and better understand gaps in current services. The next step was an intensive community and agency consultation program undertaken between November 2011 and February 2012. Using themes from the previous Survey, this second program had a growth focus and consisted of workshops with;

- Council;
- a community reference group;
- a local government reference group; and
- the wider community.

Around 230 Community Members participated in the Community Workshop of November 2011. This was followed up with a week of “one on one” meetings with civic minded community members. The process gave people the opportunity to have their say on what a future Katanning should look like. Both the Katanning Growth Plan and the Strategic Plan Twenty Twenty involved significant community consultation and investigation with approximately 1,000 residents involved in the process. This Community Plan represents the culmination of these extensive engagement processes.

### 3 Katanning Profile

The name Katanning is derived from the Noongar term for “meeting place”. Katanning is the inland heart of the Great Southern Region situated 2 to 3 hours drive from Perth, Bunbury and Albany. The Shire of Katanning has a population of around 4,250 and engages with a regional population of 12,500.

Katanning’s regional significance is cemented by the Beverley–Albany railway, Great Southern Highway, a rich agricultural hinterland, and established processing and mining prospects. Katanning enjoys genuine growth prospects based on a diversity of agriculture and mining coupled with educational and value adding opportunities.

#### 3.1 History is important

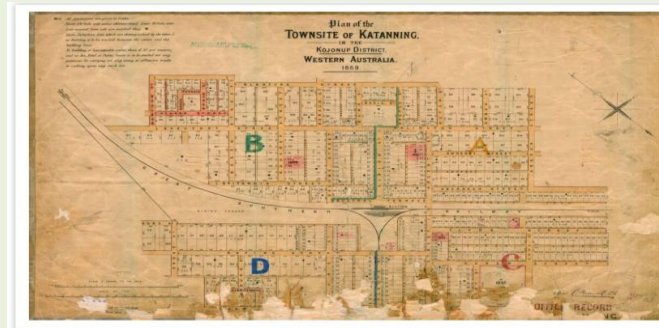
The Great Southern Region was home to the Bibbulmen people of the Noongar language. The areas’ Aborigines were collectively part of the “Wil (north) Bibbulmen” people. Katanning as we now know it is situated at the junction of three tribal grounds;

**the Koreng (to the South east),**

**Kaneang (to the Southwest); and**

**Wilmen (to the North).**

When the Swan River Colony was founded in 1835, John Septimus Roe led an exploration to Albany following a route which was later to be the Great Southern railway. The return trip followed a route that is now Albany Highway.



By the early 1880’s the government had decided that a railway was needed for the colony and the Western Australian Land Company was established for the purpose with construction of the railway between Beverley and Albany completed in 1889.

The company established new town sites at Wagin, Katanning, Broomehill and Tambellup. This development caused much angst to the settlers of Kojonup, Williams and Arthur River as these graziers along the Albany-Perth road now had to travel 40 km to the east to collect mail, provisions or sell their wool. In 1890 the Governor officially declared the towns of Katanning and Broomehill. The Katanning Roller Mill was constructed in the same year. In the following years, the town of Katanning grew and prospered as stores, hotels, businesses and provisions located at Katanning.

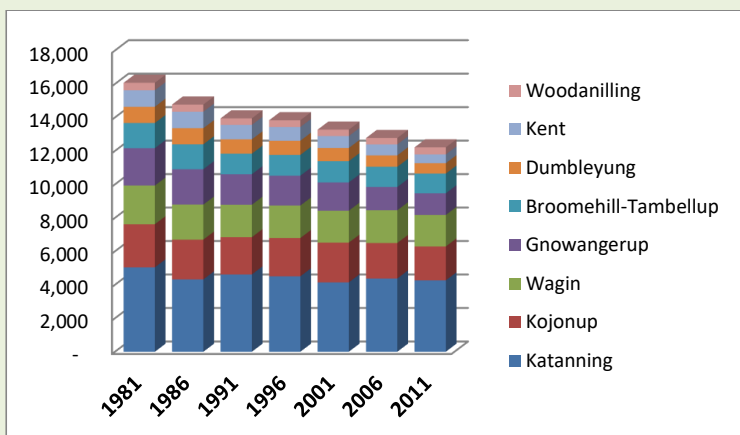
The early 1900s were a boom time for Katanning with new settlers attracted to the fertile farmland. Commodity prices were high, there was a demand for labour and the seasons were prosperous for agriculture. The railway buildings, Mechanics Institute and many main street shops were built. In the years that followed World War II many migrant families came into the town, contributing to its development and marking the beginning of the culturally diverse population which is one of the feature aspects of the Katanning community today.

## 3.2 The Community Today

Katanning is proud of its strong, ethnically diverse and engaged community. Largely due to migrant settlement, in recent years Katanning has had an estimated growth rate of 5% per annum.

There are 7 municipalities within a 50km radius of Katanning town site and over 11,500 permanent residents accommodated within these Shires.

The Region's indicative population trend from 1981 is shown below;



Katanning has 2,500 electors represented by 9 Councillors. In 2012, the Shire collected rate revenue of \$2.8M from 1140 dwellings, 270 businesses and 310 rural properties. The Shire has an average annual recurrent revenue of \$7M and average staffing levels of 50 employees.

The municipality has an area of 1530 km<sup>2</sup> with 250 km of sealed roads and 530 km of unsealed roads. The Shire of Katanning includes the localities of;

Badgebup	Carrolup	Coblinine
Ewlyamartup	Katanning	Marracoonda
Merrebin	Moojebing	Pinwernying

Key characteristics of the Katanning community compared to Australian averages are highlighted below:

- Katanning has a similar proportion of occupied private dwellings but is predominantly separate houses with far fewer flats, units and grouped dwellings;
- The household size of 2.6 persons and average age of 35 is consistent with Australian averages, however, Katanning has more young children and more adolescents;
- Katanning has fewer young adults consistent with the flow to larger urban centres for tertiary education and careers;
- Marital status, family types and first language profiles are consistent with Australian averages yet despite its multiculturalism, Katanning has fewer residents born overseas and a dominant proportion of Australian born citizens (71% of population);
- Katanning has a far higher indigenous population (10.4% compared to a 2% state average), fewer Catholics (only two thirds of the Australian average); and a higher proportion of Islam (4.5 times the Australian average).

### 3.3 Regional Status

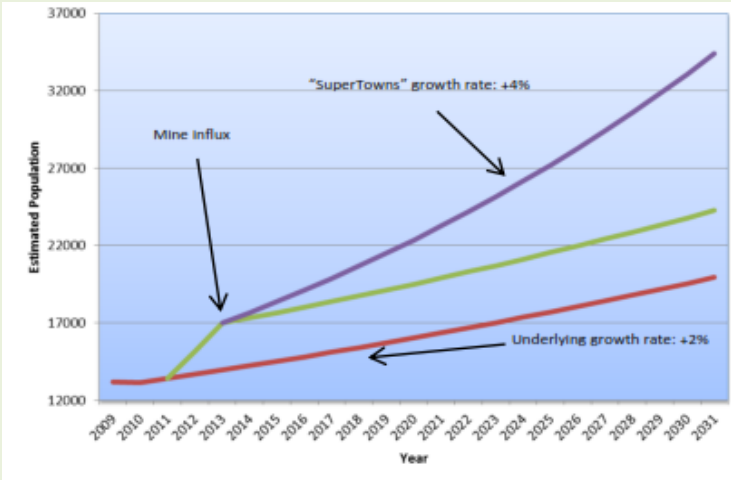
The community embraces its role as a Regional Centre. As such, Katanning provides facilities such as policing, education, medical and recreation services. Katanning’s regional reach is depicted in the following table;

Local Government Area	Resident Population	Percentage
Katanning	4,267	37%
Kojonup	2,022	17%
Wagin	1,884	16%
Broomehill-Tambellup	1,174	10%
Woodanilling	425	4%
Kent	525	5%
Gnowangerup	1,297	11%
All Shires	11,594	100%



### 3.4 Growth Aspirations

The community visioning activities undertaken to date clearly indicate that the community embraces growth opportunities and Katanning’s



position as a SuperTown. The potential population growth for the Central Great Southern region is represented below;

The biggest constraint to growth is the difficulty in attracting and retaining residents. Community surveys confirmed that while the town enjoys a wide range of community facilities and services, there is

a need to improve the visual amenity of the town, work harder to create an attractive and vibrant town, provide a full suite of medical services and be recognized for educational excellence. Current economic circumstances limit housing choices and provide few opportunities for housing development due to the relatively high cost of developing residential lots.

## 4 Community vision for the future

### *‘Together, We’re Building Katanning’s Future’*

In partnership with Council the community has developed a clear and powerful vision to build the future of Katanning based on an evolution of growth and progression. By mid 2023 the Shire of Katanning will;

#### VISION

Achieve a population of 15,000 by embracing its aboriginal, agricultural, multicultural and built heritage as it moves forward as a cohesive community seeking investment in economic, environmental and social infrastructure. Our aim is to achieve self supporting growth and recognition as the inland heart of the Great Southern

The Council and community of Katanning will achieve this vision through four key elements by;

#### Community & Culture

*Improving our lifestyle and well-being through increased recreational and cultural opportunities, more options for young people and seniors and a focus on safety and security*

#### Facilities & Services

*Actively resourcing and improving the Shire’s procedures and approvals to streamline business and residential development in the community,*

*Enhancing the community’s amenities by maintaining and improving the Shire’s infrastructure, including improvements to the footpath network and the revitalisation of the Town Centre.*

#### Environment & Land Use

*Protecting our environment for future generations*

#### Leadership & Development

Strengthening our economy through the continued support of existing businesses and by exploring opportunities to expand our business base,

Progressing our community through the celebration of diversity and achievement,

Consolidating our position as a regional centre through increased promotion and provision of regional services,

Continue the pursuit of Structural Reform with the State Government and neighbouring Shires by increasing co-operation and resource sharing.

## 5 Community aspirations for the future

### 5.1 Key aspirational elements

Community & Culture	Environment & Land Use	Facilities & Service	Development & Leadership
<b>LIFESTYLE</b> <b>Improve</b> <ul style="list-style-type: none"> <li>❖ community space;</li> <li>❖ cultural opportunity;</li> <li>❖ options for specific needs;</li> <li>❖ safety and security.</li> </ul>	<b>WATER MANAGEMENT</b> <b>Strategise</b> <ul style="list-style-type: none"> <li>❖ groundwater;</li> <li>❖ storm and waste water;</li> <li>❖ natural waterways;</li> <li>❖ water supply.</li> </ul>	<b>FACILITY DEVELOPMENT</b> <b>Pursue</b> <ul style="list-style-type: none"> <li>❖ town hall improvements;</li> <li>❖ sports facility consolidation;</li> <li>❖ recreation improvements;</li> <li>❖ new facilities.</li> </ul>	<b>ECONOMIC DEVELOPMENT</b> <b>Pursue</b> <ul style="list-style-type: none"> <li>❖ industrial development;</li> <li>❖ economic initiatives;</li> <li>❖ CBD revitalisation;</li> <li>❖ higher density residential.</li> </ul>
<b>HEALTH</b> <b>Expand</b> <ul style="list-style-type: none"> <li>❖ medical facilities;</li> <li>❖ community justice;</li> <li>❖ community health;</li> <li>❖ community education .</li> </ul>	<b>CLIMATE &amp; ECOLOGY FOOTPRINT</b> <b>Increase</b> <ul style="list-style-type: none"> <li>❖ Use of native flora and fauna;</li> <li>❖ Carbon reduction;</li> <li>❖ Natural resource protection;</li> <li>❖ Biodiversity strategies.</li> </ul>	<b>TRANSPORT SYSTEMS</b> <b>Maintain</b> <ul style="list-style-type: none"> <li>❖ freight routes &amp; road linkage;</li> <li>❖ airport;</li> <li>❖ pedestrian routes;</li> <li>❖ cycleways.</li> </ul>	<b>COMMUNITY DEVELOPMENT</b> <b>Pursue</b> <ul style="list-style-type: none"> <li>❖ tourism &amp; promotion;</li> <li>❖ participation &amp; engagement;</li> <li>❖ image &amp; esteem;</li> <li>❖ Regional profile.</li> </ul>
<b>CULTURAL DIVERSITY</b> <b>Develop</b> <ul style="list-style-type: none"> <li>❖ Language Centre;</li> <li>❖ community markets;</li> <li>❖ cultural recognition;</li> <li>❖ involvement equality.</li> </ul>	<b>LAND USE</b> <b>Develop</b> <ul style="list-style-type: none"> <li>❖ a focus on safety and security;</li> <li>❖ flexible land use planning;</li> <li>❖ structure plans for new areas;</li> <li>❖ heritage protection strategies.</li> </ul>	<b>WASTE MANAGEMENT</b> <b>Develop</b> <ul style="list-style-type: none"> <li>❖ Regional Waste Facility;</li> <li>❖ Recycling programs;</li> <li>❖ Waste minimisation;</li> <li>❖ Waste re-use programs.</li> </ul>	<b>GOVERNANCE</b> <b>Lead in</b> <ul style="list-style-type: none"> <li>❖ accountability;</li> <li>❖ legal &amp; ethical compliance;</li> <li>❖ business capacity;</li> <li>❖ structural change.</li> </ul>

## 5.2 Key aspirational activities

CBP Ref.\* Corporate Business Plan Reference Number

Community & Culture				
Activity	Key Elements	CBP Ref.*	C=Completed O=Ongoing NS=Not Started NR = Not relevant	Comments
<b>Lifestyle</b>				
Community Space	<ul style="list-style-type: none"> <li>&gt; <del>Create a town square where residents and visitors can congregate</del></li> <li>&gt; <del>Provide child friendly space within the CBD</del></li> <li>&gt; Prepare a structure plan around Piesse Park incorporating open space upgrades</li> <li>&gt; Produce medium density housing around Piesse Park with an 'urban living in the country' theme</li> <li>&gt; <del>Promote increased densities and housing choice in the vicinity of town</del></li> <li>&gt; <del>Create a single focus point on Clive Street and engender a strong sense of place</del></li> <li>&gt; <del>Prepare design guidelines for the Main Street to define a consistent approach to streetscape &amp; rural character</del></li> <li>&gt; Develop guidelines and planning requirements to deliver significant shade to car parking areas</li> <li>&gt; Engage with LandCorp and the Department of Housing for the timely delivery of lots and housing to the market</li> <li>&gt; Pursue quality affordable housing for Local and State Government transient employees</li> </ul>	P6.5.16 2019-2023 P8.5.5 O8.5.1  O8.5.1 P6.5.16 P9.5.11  P8.5.9 O8.5.1  P6.5.14	C C O O  C C C  O O  O	
Cultural Opportunity	<ul style="list-style-type: none"> <li>&gt; <del>Provide open spaces for dialogue, discussion and action and create a venue for major community gatherings</del></li> <li>&gt; <del>Encourage the development of a community garden</del></li> </ul>	P6.5.17  P7.5.3	C  NR	
Improve Options for People with Specific Needs	<ul style="list-style-type: none"> <li>&gt; Provide a range of affordable housing that accommodates young adults within and around the town centre</li> <li>&gt; Identify a suitable location for a future senior citizens centre</li> <li>&gt; Provide for a lifestyle village at Thompson Park and/or Kobeelya</li> <li>&gt; <del>Identify a suitable location for a youth drop in centre</del></li> <li>&gt; Provide a range of housing that accommodates the aged within and around the town centre</li> </ul>	O8.5.1 P6.5.9 O6.5.5 P6.5.23 O6.5.5 O8.5.1	NS O O NR O	
Community Safety and Security	<ul style="list-style-type: none"> <li>&gt; Plan for indigenous police officer recruitment or a local indigenous community patrol</li> </ul>	P6.5.10	O	
<b>Health</b>				
Expand Medical Services	<ul style="list-style-type: none"> <li>&gt; Establish a growth strategy for the regional hospital and other public services</li> </ul>	P6.5.22	O	Facilitated new GP
Community Justice	<ul style="list-style-type: none"> <li>&gt; Encourage the development of a human services hub</li> </ul>	2019-2023	O	

Community & Culture					
Activity		Key Elements	CBP Ref.*	C=Completed O=Ongoing NS=Not Started NR = Not relevant	Comments
	Community Health	> Identify the extent of land required and develop a Regional Health Campus	2019-2023	NS	FAA Signed \$5.7M
		> Consolidate health services and practices within the vicinity of the Regional Health Campus	2019-2023	NS	
		> Create an early childhood hub for the region	2019-2023	O	
		> <a href="#">Actively encourage new businesses associated with the town's existing medical facilities</a>	O6.5.3	C	New GP Facilitated
		> Katanning High School to be recognised and promoted for excellence	2019-2023	O	
		> Develop improved early childhood and 'in school' education opportunities for 'at risk' groups	O7.5.1	O	
		> Encourage the establishment of a private boarding school	2019-2023	NS	
		> Encourage expansion of TAFE to embrace the Centre of Agricultural and Engineering Excellence	2019-2023	NS	
		> Develop mentorship programs to expose youth to the career and lifestyle options available in a rural setting	2019-2023	NS	
Cultural Diversity					
	Language Centre	> <a href="#">Develop a dedicated free of charge language centre catering for the migrant community and school students</a>	2019-2023	C	
	Community Markets	> Investigate the possibility of a local produce market being located at the railway station	2019-2023	NS	
		> Develop community markets with a multicultural flavour	2019-2023	NS	
	Cultural Recognition	> Compile and integrate a collection of local art works and records into local Noongar facilities	P7.5.6	NS	
		> Upgrade landscaping and include interpretative signage and art in park adjacent to current Noongar Centre	P7.5.7	NS	
		> Identify culturally significant sites and encourage Noongar representatives to monitor operations that involve digging in these areas	2019-2023	NS	
	Involvement Equality	> Develop and adopt a policy on community engagement and social media	P10.5.8	O	
		> Provide a mechanism to embrace and encourage entrepreneurship in the ethnic community	2019-2023	NS	
		> <a href="#">Explore opportunities to support young Noongar people in skills development for the transition to employment</a>	S7.5.11 P6.5.21	C	
		> Upgrade the Centrelink agency in town to a full time central office with staff specialised in migrant user groups		O	

Environment & Land Use						
Activity		Key Elements		CBP Ref.*	C=Completed O=Ongoing NS=Not Started NR = Not relevant	Comments
Water Management						
Groundwater		> Upgrade culverts on rural roads		S9.5.1 O8.5.1	O	
Storm and Waste Water		> Prepare drainage and flood strategy for the Katanning town site > Prepare a drainage plan for Clive Street and Austral Terrace > Upgrade pedestrian crossings to meet AS1428 and to limit risk to public safety during peak flow events		P9.5.12 P9.5.11 P9.5.13	NS NS NS	
Natural Waterways		> Continue the Living Streams project along the Katanning Creek		P8.5.10	O	
Water Supply		<del>&gt; Utilise water resources from saleyards.</del> > Undertake a Water Balance Study and Water Management Study for the town and its catchment, and proceed with costed and sound recommendations.		S6.5.5  2019-2023	C NS	
Climate & Ecological Footprint						
Use of Native Flora and Fauna		> Undertake strategic planting of native vegetation along waterways and road reserves. > <del>Progress removal of Clive Street plane trees and investigate alternative species and locations</del> > Develop a Street Tree and Parkland Replacement Master Plan incorporating locally occurring tree species > Compile a comprehensive register of local bush tucker plant species to be incorporated into revegetation works around the town site and develop interpretative signage for these plantings with local indigenous artists > Develop policies on using locally native species in Public Open Space areas, streetscapes and as part of any future landscaping packages within front gardens		P8.5.12 P9.5.10 P8.5.16  2019-2023  P9.5.15	NS C NS  NS  NS	
Carbon Reduction		> Develop policies for the Shire to reduce its carbon emissions through practical means > Develop all new Shire buildings on solar passive and energy efficient principles > Encourage existing and new businesses with assistance to undertake water and energy assessments > Encourage small scale power generation on individual lots > Develop policies for sustainable building and development for all residential and commercial construction, and for all builders operating in the Shire to support recycling , reuse and to be HIA Green Smart accredited > Subject to demonstrated viability studies construct a biomass plant that uses locally		P10.5.9 O6.5.4 P8.5.7 O8.5.1  P8.5.4 P6.5.20	NS O O  NS NS  NS	

Environment & Land Use				
Activity	Key Elements	CBP Ref.*	C=Completed O=Ongoing NS=Not Started NR = Not relevant	Comments
	contracted feedstock			
Natural Resource Protection	<ul style="list-style-type: none"> <li>&gt; Continue the strategic Landcare plantings within the Shire</li> <li>&gt; Implement a policy for verge planting with a focus on appropriate native species</li> <li>&gt; Provide awareness raising information in sustainable living/ building to existing &amp; new residential residents &amp; businesses</li> <li>&gt; Support the restoration of Lake Ewlyamartup</li> </ul>	P9.5.16 P8.5.4 2019-2023 O8.5.4	NS NS NS O	
Biodiversity Strategies	<ul style="list-style-type: none"> <li>&gt; Provide awareness raising information and training in sustainable farming practices to small rural holders</li> <li>&gt; Retain where possible all key bush areas within the town and on the edge to assist with water management, habitat and ecology and developing a unique sense of place</li> <li>&gt; Investigate the commercialisation of native foods and other products that builds on previous studies and assist primary producers produce commercialised native products and develop robust markets</li> <li>&gt; Investigate the feasibility of establishing a Centre for Agricultural and Engineering Excellence with the intention to improving the sustainability and profitability across all aspects of the existing agriculture sector</li> </ul>	2019-2023  O8.5.4  2019-2023  P6.5.3	NS  NS  NS  NS	
Land Use Development				
Focus on Safety and Security	<ul style="list-style-type: none"> <li>&gt; Extend the Town's security surveillance coverage</li> </ul>	P8.5.18	NS	
Flexible Land Use Planning	<ul style="list-style-type: none"> <li>&gt; Establish a minimal hierarchy of plans required to facilitate development</li> <li>&gt; Support the infill of urban blocks to avoid urban sprawl</li> <li>&gt; Introduce urban expansion areas for residential and industrial development and review density coding in underdeveloped areas to achieve the maximum benefit from future development</li> <li>&gt; Promote the natural transition of service industry uses out of the town centre to an expanded Light Industrial Area</li> <li>&gt; Promote residential expansion in the N and NE corridors and special residential expansion in the southwest corridor</li> <li>&gt; Laneways may be retained/redeveloped with grouped housing or maintain the existing local character on a street by street basis</li> </ul>	P8.5.2 O8.5.1  O8.5.1 O8.5.1 O8.5.1 O8.5.1	NS O O  O  O  O	LPS5 Increases density to R30 Land Insights structure plan LPS5 refers
Structure Plans for New Areas	<ul style="list-style-type: none"> <li>&gt; Prepare a Structure Plan for the residential area bounded by Warren Road and Katanning-Dumbleyung Road to consolidate lots, formalise the multiple use corridor and provide a more</li> </ul>	P8.5.5  P8.5.5	O   	

## Environment & Land Use

Activity	Key Elements	CBP Ref.*	C=Completed O=Ongoing NS=Not Started NR = Not relevant	Comments
	<p>appropriate transition to future residential development areas</p> <ul style="list-style-type: none"> <li>&gt; Prepare a Structure Plan for Clive Street between the main street precinct and Piesse Park to provide a higher density residential and mixed use transition from the main street to the medium density precincts</li> <li>&gt; Prepare a Structure Plan for the Crosby Street and Clive Street area to encourage consolidation and resolve access issues to the highway and provide an attractive interface to the entrance to the town.</li> <li>&gt; Prepare a Structure Plan for the O'Callaghan Park area to facilitate development of the mining construction camp and to facilitate the future transition of the area to other uses post mine construction</li> <li>&gt; Prepare a Structure Plan for the eastern industrial expansion to facilitate a range of industrial initiatives</li> </ul>	<p>P8.5.5</p> <p>P8.5.5</p> <p>P8.5.5</p>	<p>NS</p> <p>NS</p> <p>O</p> <p>O</p>	
Heritage Protection Strategies	<ul style="list-style-type: none"> <li>&gt; Prepare a local planning policy to create a Heritage Precinct along Austral Terrace and pursue upgrading of heritage buildings and streetscapes</li> <li>&gt; Identify suitable uses for the railway buildings and appropriate landscaping</li> <li>&gt; Develop painting, character and signage policies sympathetic to the age and character of historic buildings.</li> </ul>	<p>P8.5.4</p> <p>2019-2023</p> <p>P8.5.4</p>	<p>O</p> <p>O</p> <p>NS</p>	

CBP Ref.\* Corporate Business Plan Reference Number

## Facilities & Services

Activity	Key Elements	CBP Ref.*	C=Completed O=Ongoing NS=Not Started NR = Not relevant	Comments
<b>Facility Development</b>				
Town Hall Improvements	> Upgrading and adaption of the town hall as a regional entertainment centre	P6.5.7	O	
Sports Facility Consolidation	> Identify incentives for the Bowling Club to relocate to the Country Club or Leisure Centre	P7.5.8	O	
Recreation Improvements	> Expand Leisure Centre to accommodate gymnastics and additional multifunctional spaces	P7.5.9	NS	
New Facilities	<ul style="list-style-type: none"> <li>&gt; Identify a suitable site for a Motorplex</li> <li>&gt; Utilise the Unit Hotel and surrounding land as a new Administration Centre</li> </ul>	<p>O6.5.5 P6.5.29</p> <p>P6.5.6</p>	<p>O</p> <p>O</p>	Site Identified

Facilities & Services					
Activity	Key Elements	CBP Ref.*	C=Completed O=Ongoing NS=Not Started NR = Not relevant	Comments	
	> Pursue additional recreational activities and facilities at Lake Ewlyamartup	2019-2023	O		
<b>Transport Systems</b>					
Freight Routes and Road Linkage	> Create dedicated transport links between the heavy industry area and regional transport routes > Review intersection layouts and turn lanes to reinforce Marmion Street as the freight route > Consider the connectivity of Warren Road to the regional sale yards by creation of a new east skirting link > Create integrated car parking areas with direct access to the street rather than rely on individual developers	P9.5.17  P9.5.8 P9.5.17  O9.5.5	NS  NS NS  O		
Airport	> <del>Upgrade airport by expansion, realignment and sealing of runway and upgrading navigation links</del>	Completed	C		
Pedestrian Routes	> Incorporate safe and efficient pedestrian routes throughout existing and future residential areas	O9.5.4	O		
Cycleways	> Incorporate safe and efficient cycle routes throughout existing and future residential areas	O9.5.4	O		
<b>Waste Management</b>					
Regional Waste Facility	> Develop Katanning to be a Regional Waste Management Facility servicing the Central Great Southern Region	P8.5.14	O		
Recycling Programs	> Establish a building materials re-use depot at the Regional Waste Management Facility	P8.5.15	NS		
Waste Minimisation	> Incorporate extensive recycling and reuse as part of the expanded waste management program including developing new products and business based on the waste streams	P8.5.2	NS		
Waste Re-use Programs	> Link waste streams from the Regional Waste Management Facility with other wastes to produce composts, garden fertilisers and agricultural products.	P8.5.15	NS		

Development & Leadership						
Activity		Key Elements		CBP Ref.*	C=Completed O=Ongoing NS=Not Started NR = Not relevant	Comments
Economic Development						
	Industrial Development	<ul style="list-style-type: none"><li>&gt; Monitor the availability of power and water supplies to service potential industrial users.</li><li>&gt; Promote the Katanning gas pipeline route option for the Bunbury to Albany pipeline</li><li>&gt; Identify and compile sufficient land to accommodate new services and business opportunities</li><li>&gt; Conduct a feasibility study into a dedicated food processing precinct</li><li>&gt; Establish a heavy industrial precinct to accommodate businesses servicing the mining and agricultural sectors</li><li>&gt; Identify, and protect from competing uses, land for future expansion of the Light Industrial Area</li><li>&gt; Locate a transformational construction camp in O’Callaghan Park</li></ul>	S6.5.4 O6.5.1 S6.5.6 O6.5.3  P6.5.2 2019-2023  O8.5.1 O8.5.5  P8.5.5	O O O  NS O  O  O		
	Economic Initiatives	<ul style="list-style-type: none"><li>&gt; <del>Determine and widely publish available skills in the Katanning community</del></li><li>&gt; Pursue the development of a Business Case for a Call Centre, Date Storage Centre, ISP or other digital economic initiatives</li><li>&gt; <del>Develop an Economic Development Plan</del></li><li>&gt; <del>Develop a Promotions Prospectus for prospective businesses</del></li><li>&gt; Promote Katanning’s capacity to accommodate businesses that benefit from the Fibre Optic Hub</li><li>&gt; Promote establishing of an Economic Development Officer, business advice centre and business incubator</li><li>&gt; Establish a working party to work closely with the Western Australian Meat Marketing Co-Operative to identify and plan for future expansion</li><li>&gt; Build a business case to develop an agrifood precinct that takes into account linkages with the Western Australian Meat Marketing Co-Operative</li><li>&gt; Pursue an Memorandum of Understanding with Ausgold in respect to workforce accommodation, integration and local procurement</li><li>&gt; Pursue a land swap of the Curlew precinct with O’Callaghan Park</li><li>&gt; Locate an agrifood precinct in a location that takes into account the location and linkages to the Western Australian Meat Marketing Co-Operative</li></ul>	2019-2023 2019-2023  Complete P10.5.11 S6.5.5  2019-2023  P6.5.4  P6.5.2 P6.5.10  2019-2023  6.5.9 P6.5.2 P6.5.10	NR NS  C C O  O  NS  NS  O O  C	Katanning Prospectus KRBA	
	CBD Revitalisation	<ul style="list-style-type: none"><li>&gt; <del>Purchase strategic land parcels to control the vision for the CBD in the early stages of</del></li></ul>	P6.5.15	C	Unit Hotel	

Development & Leadership					
Activity		Key Elements	CBP Ref.*	C=Completed O=Ongoing NS=Not Started NR = Not relevant	Comments
		<div>redevelopment</div> <div><div>&gt; Assemble land to accommodate parking, major retailers and government offices in the town centre</div><div>&gt; Encourage major retailers to locate adjacent to the Main street</div><div>&gt; Refresh the retail environment and make the shopping experience more enjoyable</div><div>&gt; Pursue activation of the upper levels of buildings to give an added dimension to land use</div><div>&gt; Adhere to retail development within a clearly defined town centre boundary</div></div>	<div>96.5.15</div> <div>O6.5.3 O8.5.7</div> <div>P9.5.12</div> <div>P6.5.19</div> <div>P6.5.14</div> <div>O8.5.7</div>	<div>O</div> <div>O</div> <div>O</div> <div>O</div> <div>O</div>	
	Higher Density Residential	<div><div>&gt; Utilise bowling club land for medium density housing if club relocated</div><div>&gt; Promote R40 medium density housing opportunities on land affording views of Piesse Park.</div><div>&gt; Encourage redevelopment of Department of Housing lots on Synott Ave for medium density housing</div><div>&gt; Encourage the progressive consolidation and redevelopment of defined areas close to town and Piesse Park</div></div>	<div>O8.5.1</div> <div>O8.5.1</div> <div>O8.5.1</div> <div>O8.5.1</div>	<div>NS</div> <div>O</div> <div>O</div> <div>O</div>	
Community Development					
	Tourism and Promotion	<div><div>&gt; Undertake economic modelling on the feasibility of land subdivision and subsidised servicing of residential lots</div><div>&gt; Develop a Tourism and Marketing Strategy and a Market Prospectus outlining economic and social opportunities</div><div>&gt; Pursue opportunities to install sculptural iconic elements and an interpretive trail</div><div>&gt; Create roundabouts, entry statements and enhance the tree lined avenue on Great Southern Highway</div><div>&gt; Develop a market feasibility to increase the supply of short stay accommodation</div></div>	<div>P10.5.15</div> <div>P6.5.8</div> <div>2019-2023</div> <div>P9.5.3</div> <div>2019-2023</div>	<div>NS</div> <div>O</div> <div>O</div> <div>O</div> <div>NS</div>	
	Participation and Engagement	<div><div>&gt; Establish a local content taskforce to act as mediator with Ausgold and other businesses</div><div>&gt; Establish a Community Development working group and a Community Development Officer position</div><div>&gt; Undertake an audit of skills and experience of the Shire's extensive migrant population</div><div>&gt; Pursue quality affordable housing for Local and State Government transient employees</div></div>	<div>2019-2023</div> <div>P7.5.9</div> <div>P10.5.10</div> <div>P6.5.14</div>	<div>NS</div> <div>O</div> <div>NS</div> <div>O</div>	
	Image and Esteem	<div><div>&gt; Forge partnerships between key industries and local businesses to ensure their future in the town</div><div>&gt; Create a Place Manager/Town Centre Manager position to maintain a vibrant and vital business mix</div><div>&gt; Create visual landscape linkages from the Main Street to Great Southern Highway and Piesse</div></div>	<div>O6.5.3</div> <div>2019-2023</div> <div>P9.5.13</div> <div>O8.5.4</div> <div>S7.5.9</div>	<div>O</div> <div>O</div> <div>O</div> <div>O</div>	<div>KRBA</div> <div>K.A.N.</div>

Development & Leadership						
Activity		Key Elements		CBP Ref.*	C=Completed O=Ongoing NS=Not Started NR = Not relevant	Comments
		<div>Park</div> <div>&gt; Enhance built form to town entries through high quality infill development and design guidelines</div> <div>&gt; Work closely with community groups and allow them ownership of projects and ideas</div>			O	
Regional Profile		<div>&gt; Promote the creation of a Centre for Agriculture and Engineering Excellence, including the Western Australian Meat Marketing Co-Operative</div> <div>&gt; Improve transport efficiency between Katanning processing facilities and ports</div> <div>&gt; Investigate ways in which Katanning can become a centre for carbon management</div> <div>&gt; Build a business case for the development of a detention centre, prison and/or a migrant transition centre</div>		<div>P6.5.3 2019-2023</div> <div>2019-2023</div> <div>2019-2023</div>	<div>O</div> <div>NR</div> <div>NS</div> <div>NS</div>	Katanning Workforce Development Plan
Governance						
Accountability		<div>&gt; Manage resources effectively and efficiently through the development of a ten year Strategic Financial Plan</div> <div>&gt; Prepare and adopt a Strategic Workforce Management Plan</div> <div>&gt; Maximise technology to improve customer service across the organisation</div>		<div>P10.5.1 P10.5.1</div> <div>S10.5.11</div>	<div>C</div> <div>C</div> <div>O</div>	
Legal & Ethical Compliance		<div>&gt; Integrate risk management practices within project, strategic and operational processes</div>		P10.5.3	O	
Business Capacity		<div>&gt; Plan for redevelopment of the current Shire of Katanning Administration Office by 2015</div> <div>&gt; Identify a location for a new Shire Administration</div> <div>&gt; Prepare and implement a Business Continuity Plan</div> <div>&gt; Prepare and implement an Information Management Disaster Recovery Plan</div>		<div>P6.5.6 Complete</div> <div>P10.5.12</div> <div>P10.5.12</div>	<div>O</div> <div>C</div> <div>O</div> <div>O</div>	
Structural Change		<div>&gt; Pursue resource sharing opportunities with neighbouring Shires</div> <div>&gt; Support State Government and/or neighbouring Shire's initiatives for Structural Reform</div>		<div>S6.5.3</div> <div>S6.5.2</div>	<div>O</div> <div>NR</div>	

## 6 Sustainability and Social Justice Principles

### 6.1 Aligning Strategies to Sustainability

Sustainability as a concept and State policy has gained wide recognition in recent years as a fundamental principle in the preparation of strategic plans. The Shire of Katanning Integrated Planning and Reporting framework provides for integrated social, economic and environmental outcomes with an expansion of the standard sustainability model to embrace governance, built form and infrastructure. This comprehensive framework will respond to the future role, function and growth potential of Katanning in an integrated way with a focus on sustainability.

### 6.2 Aligning Strategies to Social Justice Principles

The Shire of Katanning has long been committed to the principles of social justice – equity, access, participation and rights.

The Shire works with the community and service providers to make Katanning a fairer and better place to live for current and future generations. Embedded in this Community Plan are strategies that address social justice principles. These strategies, embodied throughout the key aspirational activities, are summarised as follows;

- Engender a sense of community pride and respect for the diverse history of the area;
- Engender understanding and respect amongst the diverse cultural communities in Katanning;

- Facilitate a focus on Aboriginal knowledge, history, culture and spirituality, as well as the preservation of Aboriginal heritage sites within the Katanning area;
- Ensure that established cultural groups continue to feel welcome and are supported by a range of services that meet their needs;
- Facilitate access for newly arrived migrants to appropriate services and information;
- Engage young people in the community through relevant services and events;
- Facilitate the participation of older people in local activities;
- Collaborate in planning and delivering services that produce better outcomes for people of all ages, abilities and cultural backgrounds;
- Advocate for relevant, accessible and responsive local health services;
- Ensure that all community members have access to diverse and affordable sporting and recreation opportunities;
- Encourage citizen participation in community life, helping to foster connections and a sense of belonging;
- Ensure all community members have access to arts and cultural activities and facilities;
- Engender a community where everybody feels comfortable expressing their chosen cultural life, practices and languages;
- Pursue planning controls that support existing and new supplies of affordable housing.

## 7 Guidance and Resourcing

### 7.1 Measuring Success

Through various means, the Shire will measure its success in moving toward the key aspirational elements detailed in Section 5. These measures include;

- **A bi-annual customer satisfaction survey**
- **Tracking the delivery of Operating Services, Asset Management Projects and Infrastructure Projects**
- **Measuring how well the Community Plan Aspirations are represented at the operational and budget level**
- **Governance auditing**

Council will review the Community Plan in part every two years, with a full review and update every four years, and monitor and track progress towards achieving the Plan's objectives. Over time the results of key performance indicators at the strategic and operational levels will provide valuable information on how efficiently the Shire is delivering its services, actions and projects and how successful it is in achieving the outcomes and goals set out in the Community Plan.

Over time the results of key performance indicators at the strategic and operational levels will provide valuable information on how efficiently the Shire is delivering its services, actions and projects and how successful it is in achieving the outcomes and goals set out in the Strategic Community Plan.

Within the four Key Elements, the following key performance measurements will be completed.

Four Key Elements;

- 1. Community & Culture**
- 2. Environment & Land Use**
- 3. Facilities & Service**
- 4. Development & Leadership**

Proposed KPI's per key aspirational element are;

1. Community & Culture
  - a. Lifestyle
    - i. Increase in number of cultural events in Katanning**
  - b. Health
    - i. Number of events focusing on health issues per year**
    - ii. Number of approvals & permits of health activities**
  - c. Cultural Diversity
    - i. Number of English as a second Language resources held at the Library**
2. Environment & Land Use
  - a. Water Management
    - 1. Decrease in the number of flood events within the Town Centre**
  - b. Climate & Ecology Footprint
  - c. Land Use
    - i. Number of building approvals per year**
    - ii. Number of planning applications per year**

### 3. Facilities & Services

- a. Facility Development
  - i. **Occupancy rates for;**
    - 1. **Town Hall**
    - 2. **Recreation**
    - 3. **CentreLibrary**
- b. Transport Systems
  - i. **Number of inbound/outbound flights from/to Katanning**
- c. Waste Management
  - i. **Increase in refuse diverted from land fill to recycling**
  - ii. **Decrease in total waste collected within Shire per head**

### 4. Development & Leadership

- a. Economic Development
  - i. **Increase in population**
- b. Community Development
  - i. **Number of new businesses approved**
  - ii. **Number of community development events held per year**
  - iii. **Increase in community participation rates per event**
  - iv. **Number of grant applications completed each year**
- c. Governance
  - i. **Compliance via the annual compliance return**

Implementation of this Community Plan is achieved through the development of service levels, objectives, priority actions and projects as part of the Corporate Business Planning process. The Community Plan's relevance to the Integrated Planning and Reporting Framework is illustrated in the following diagram;



## 7.3 Resourcing Capability

The Strategic Community Plan drives the development of the Corporate Business Plan and is integrated with the asset, workforce and financial plans. The integration of service levels, operations and projects to asset, workforce and financial plans matches resource capabilities to the community's needs. The table below is an extract from the Corporate Business Plan and Long Term Financial Plan illustrating the Shire's ability to fund community aspirations.

## 7.2 Implementation and Guidance

The Shire is guided by the Community Plan and the aspirations depicted within it. The Community Plan reinforces the aspirations of the community to the elected members and guides them in providing strategic direction to the CEO and the Senior Management Team.

Details		Projections/Predictions											
FUNDING STATEMENT	Forecast	Actual	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	
	13 - 14	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23	23-24	
Revenues from Operating Activities													
Rates	2,951,300	2,942,559	3,247,487	3,379,700	3,616,300	3,869,500	4,062,900	4,266,100	4,607,400	4,837,700	5,079,600	5,333,600	
Operating grants, subsidies and contributions	2,688,600	3,337,804	3,486,493	2,709,500	2,788,600	2,815,400	2,940,500	3,017,600	3,058,400	3,166,200	3,253,400	3,351,000	
Fees, charges and reimbursements	1,781,700	2,663,673	2,056,106	1,990,200	2,084,800	2,225,000	2,396,300	2,532,600	2,751,000	2,762,700	2,880,500	2,995,700	
Interest earnings	536,800	503,460	363,325	534,600	590,800	721,300	953,400	1,227,100	1,327,100	1,584,600	1,864,600	1,901,900	
Other revenue	1,108,400	1,679,042	116,542	318,200	328,400	338,300	348,600	359,200	370,100	381,600	393,400	405,200	
Total Revenue	9,066,800	11,126,538	9,269,953	8,932,200	9,408,900	9,969,500	10,701,700	11,402,600	12,114,000	12,732,800	13,471,500	13,987,400	
Expenses for Operating Activities													
Employee costs	(3,288,100)	(3,108,469)	(3,179,229)	(4,090,700)	(4,198,000)	(4,323,100)	(4,534,900)	(4,725,600)	(5,083,900)	(5,244,600)	(5,411,000)	(5,573,300)	
Materials and contracts	(2,822,200)	(3,340,892)	(2,862,409)	(2,357,200)	(2,479,200)	(2,681,600)	(2,745,700)	(2,906,500)	(3,238,300)	(3,343,900)	(3,453,900)	(3,557,500)	
Depreciation on non-current assets	(1,486,300)	(1,489,391)	(2,014,345)	(1,487,500)	(1,487,600)	(1,487,800)	(1,488,100)	(1,488,400)	(1,588,700)	(1,589,000)	(1,589,300)	(1,600,000)	
Interest Expense	(110,200)	(50,871)	(34,083)	(131,900)	(120,200)	(111,300)	(102,100)	(95,300)	(89,300)	(84,600)	(79,500)	(81,900)	
Other Expense		(1,198,587)	(717,652)									-	
Total Expenses	(7,706,800)	(9,188,210)	(8,807,718)	(8,067,300)	(8,285,000)	(8,603,800)	(8,870,800)	(9,215,800)	(10,000,200)	(10,262,100)	(10,533,700)	(10,812,700)	
Activities	1,360,000	1,938,328	462,235	864,900	1,123,900	1,365,700	1,830,900	2,186,800	2,113,800	2,470,700	2,937,800	3,174,700	
Operating funding for asset renewal													
Funds from operations	1,360,000	1,938,328	462,235	864,900	1,123,900	1,365,700	1,830,900	2,186,800	2,113,800	2,470,700	2,937,800	3,174,700	
Depn. charges on Property, Plant & Equipment	1,016,900	1,019,991	1,544,945	1,018,100	1,018,200	1,018,400	1,018,700	1,019,000	1,119,300	1,119,600	1,119,900	1,130,600	
Depn. charges on Infrastructure	469,400	469,400	469,400	469,400	469,400	469,400	469,400	469,400	469,400	469,400	469,400	469,400	
Movements in non-cash accruals	-	(113,882)	-	-	-	-	-	-	-	-	-	-	
Grants and contributions for Asset renewal	22,822,300	7,816,057	9,958,339	11,047,200	3,899,700	9,493,900	2,649,800	7,173,900	5,731,200	5,688,800	2,246,700	-	
Total Operating Funds provided	25,668,600	11,129,894	12,434,919	13,399,600	6,511,200	12,347,400	5,968,800	10,849,100	9,433,700	9,748,500	6,773,800	4,774,700	
Acquisitions													
Property Plant and Equipment	(19,929,500)	(13,528,760)	(14,145,534)	(10,674,000)	(3,680,800)	(5,757,000)	(985,800)	(2,272,500)	(1,188,800)	(1,089,500)	(1,137,800)	(1,200,000)	
Infrastructure	(7,121,900)	(1,598,466)	(2,169,743)	(2,753,200)	(1,686,500)	(5,765,600)	(3,969,900)	(8,021,900)	(6,309,400)	(6,535,600)	(3,163,600)	(3,100,000)	
Total Acquisitions	(27,051,400)	(15,127,226)	(16,315,277)	(13,427,200)	(5,367,300)	(11,522,600)	(4,955,700)	(10,294,400)	(7,498,200)	(7,625,100)	(4,301,400)	(4,300,000)	
Financing													
Proceeds from sales	359,300	306,092	1,164,701	1,026,200	1,029,200	1,237,800	1,125,600	609,500	1,160,300	1,242,400	1,212,100	600,000	
Loan Funds	1,598,000	66,000	1,500,000	-	-	-	-	-	-	-	-	-	
Self Supporting Loan repayments	-	-	-	-	-	-	-	-	-	-	-	-	
Transfer from(to) Cash Backed Reserves	(67,400)	(1,478,570)	751,130	(737,700)	(1,963,500)	(1,840,800)	(1,938,600)	(986,800)	(2,934,000)	(3,193,500)	(3,501,100)	(891,700)	
Repayment of Borrowings	(234,500)	(429,472)	(448,368)	(260,900)	(209,600)	(221,800)	(200,100)	(177,400)	(161,800)	(172,300)	(183,400)	(183,000)	
Net Financing	1,655,400	(1,535,950)	2,967,463	27,600	(1,143,900)	(824,800)	(1,013,100)	(554,700)	(1,935,500)	(2,123,400)	(2,472,400)	(474,700)	
Period Balances													
Surplus/(Deficit) for the year	272,600	723,300	(912,895)	-	-	-	-	-	-	-	-	-	
Opening Balance	(272,600)	(6,256,582)	912,895	-	-	-	-	-	-	-	-	-	