



Shire of
Collie



Strategic Community Plan

Adopted December 2022,
Modified April 2024

Amendments			
Date	Amended Section	Description of changes	Officer instigating
Revised April 2024	1.1.2 To improve our emergency management planning in terms of prevention, preparedness, response and recovery capabilities.	Complete and priority now amended.	CEO
	2.1.3 To develop a plan to commercialise the airport	Complete & priority now amended	CEO
	2.2.2 To be registered as a Trail Town to promote Collie as a recognizable destination for adventure trails.	Amended	CEO
	3.1.3 To advocate for the development of the Williams Road Bushfire Brigade facilities.	Removed	CEO
	4.2.1 To prepare, implement and review Collie River Revitalisation Strategy to improve the health and amenity of the Collie River.	Amended	CEO
	4.2.3 To pursue funding to implement the Minningup Pool Day Use Master Plan.	Removed	CEO

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MESSAGE FROM THE SHIRE PRESIDENT & CHIEF EXECUTIVE OFFICER

The Shire of Collie has a bright future, with an enviable lifestyle, an abundance of attractions, rich history and a strong sense of community, ownership and belonging. We have an unprecedented opportunity to position Collie for success, ensuring a prosperous future for our community for generations to come.

This Strategic Community Plan is framed to pursue strategic priorities and key aspirations of our community.

Our most important objective is to grow the local economy. This means encouraging and enabling new industry, employment and growth that will sustain our town. By working in close collaboration with Government, existing businesses, unions and our community, we will attract new investment that takes advantage of the opportunities available in Collie and provides diverse and sustainable work opportunities for our residents.

By ensuring a sound economy, we can attend to priorities of open space and recreation facilities, emergency management and supporting our community volunteers. Over the coming years, we will progressively improve our built environment including pathways, streetscapes, laneways and playgrounds. We commit to a high standard of waste management while playing our part to improve biodiversity and protect our natural environment. We will refine our processes to better plan future works.

It remains a constant challenge to prioritise aspirations of residents against available resources. Not all can be achieved, but Council will continue to plan for growth and development of the community. This involves a commitment to sound long-term financial management to progressively improve financial health and consequently, our capacity to deliver services to the community long into the future.

Together, we will achieve our vision: a progressive community, rich in opportunities and as diverse as its heritage and landscape.



Cr Ian Miffing
Shire President



Stuart Devenish
Chief Executive Officer

INTRODUCTION

Welcome to the Shire of Collie's Strategic Community Plan. This Plan is part of our fulfilment of the Integrated Planning and Reporting (IPR) Framework. All local governments in Western Australia are required to implement IPR which enables robust decision-making.

The Strategic Community Plan is a long-term planning document that sets out the community's vision, aspirations for the future, and the key strategic priorities we will focus on to achieve our aspirations, with and for the community.

The Strategic Community Plan will be used to:

- Guide Council decision-making and priority setting
- Engage local residents and ratepayers, local businesses, and community groups and other local institutions that contribute to the future of our community
- Inform decision-making by other partners and agencies, including the State Government, other local governments, and private investors
- Provide a clear avenue to pursue funding and grant opportunities by demonstrating how projects align with the aspirations of our Council, and within the strategic direction outlined in this Plan
- Provide a framework for monitoring progress against the community's vision and aspirations

This plan was adopted in 2022 and will be reviewed each year via the Shire's Community Conversations.

Key Points of the Plan

The Shire of Collie is in a period of significant change, and the global shift in energy generation is having an impact on the Shire. This is reflected in the following strategic priorities:

- Economic diversification to provide new opportunities for the workforce displaced by changes in the coal mining and coal fired power generation sector.
- Develop tourism products, infrastructure, and the capacity of tourism operators.
- Brand and market Collie.
- Position Collie as the ideal centre for creating sustainable alternatives for the power industry.
- Embrace and promote the Shire of Collie as an aged-friendly community and retiree destination.
- Improve the attractiveness of Collie to families and retain the youth population.
- Retain Collie's blue-collar heritage while ensuring the community is kept safe, secure and friendly.
- Advocate and provide for the health of the Collie River and waterways in collaboration with stakeholders.



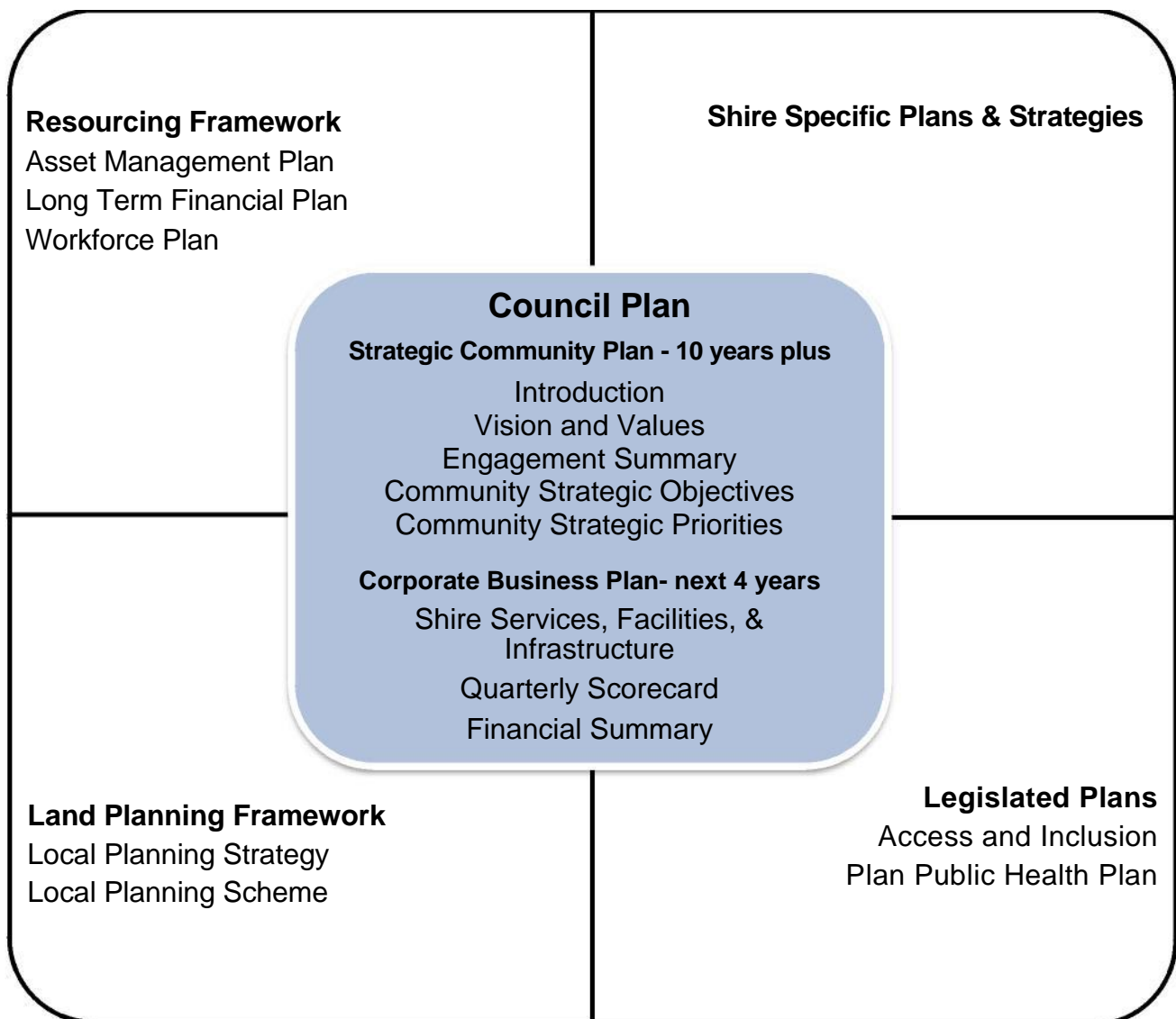
INTEGRATED PLANNING and REPORTING FRAMEWORK

The Integrated Planning and Reporting (IPR) framework is shown in the diagram below. The idea behind the framework is to ensure that the Council's decisions take the community's aspirations into account and deliver the best results possible with the available resources.

The Strategic Community Plan sets the scene for the whole framework – it expresses the community's vision and priorities for the future and shows how the Council and community intend to make progress over a ten-year period.

The plan is continuously looking ahead, so each review keeps a ten-year horizon. This is to ensure that the best decisions are made in the short to medium term.

The IPR Framework



COMMUNITY PROFILE

Overview

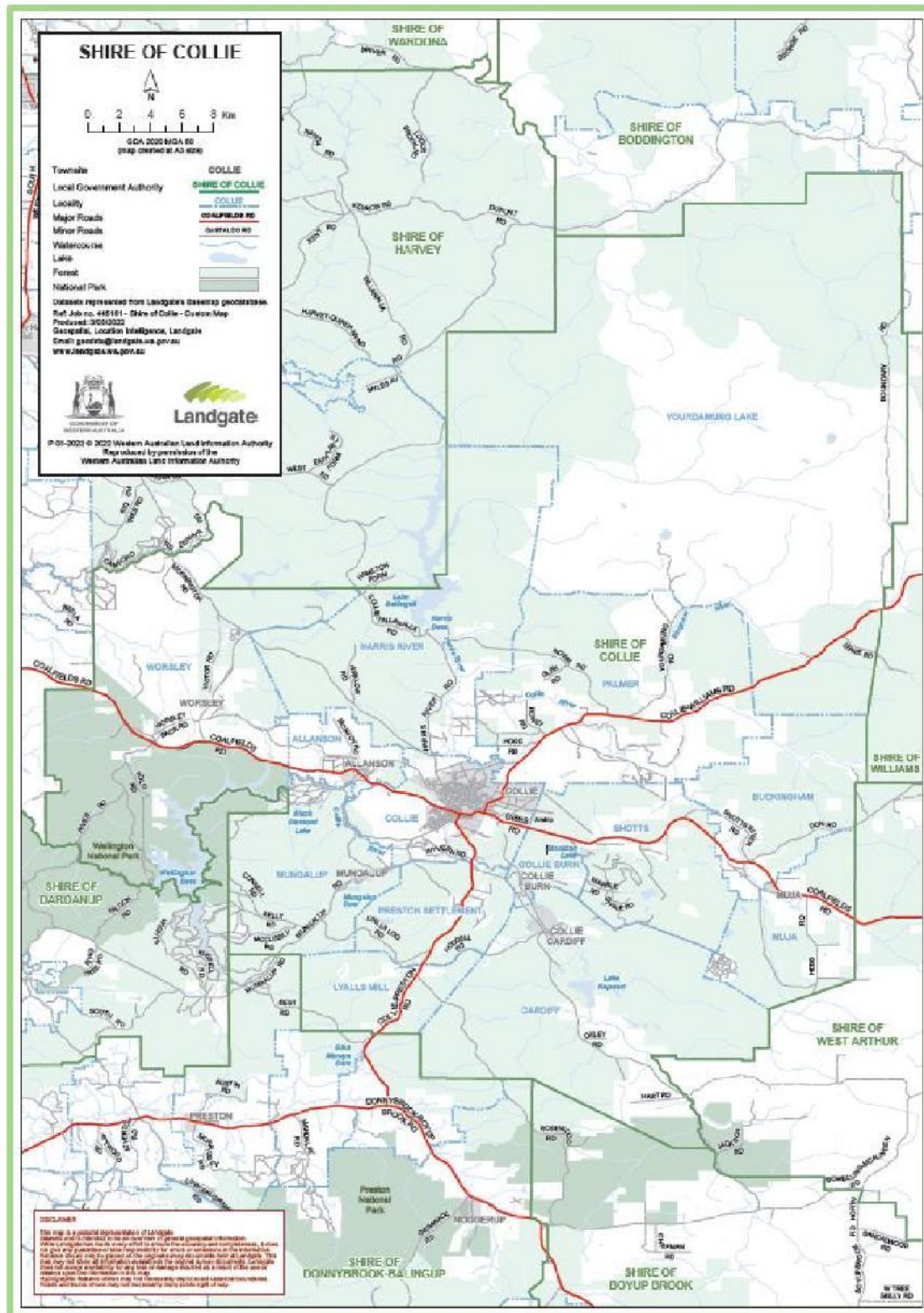
The Shire of Collie is located in the South West Region of Western Australia. The Shire's municipal centre is located 213 kilometres south of Perth and 59 kilometres east from the South West's regional centre of Bunbury.

The Local Government Area of Collie covers 1711 square kilometres of which 78% is covered by vast areas of State Forest, National Parks and Conservation Parks. The Collie River meanders through the town and the surrounding countryside.

In 2021 Collie had a population of 8,812 people with the townsite itself comprising a population of 7,599 people (or 86%). Aside from the town of Collie, the Shire includes the smaller township of Allanson (6% population) and several smaller settlements such as Buckingham, Worsley, Cardiff and Collie Burn.

The main economic drivers are coal mining and power generation with Collie being the main centre of coal mining in Western Australia and significant to the State for power generation. Collie is currently in a period of transition way from a dominant coal mining industry towards a more diversified economy including nature-based tourism and renewable energy generation.





OUR POPULATION and ECONOMIC PROFILE – CENSUS TRENDS



Criteria

Criteria	2016	2021	Growth
Population	8798	8812	14
Economic GRP		2.045B	
Local Businesses	365	355	-10
Local Jobs	4700	4710	10
Residential Approvals (previous 5 years)	124	70	-54

KEY ACHIEVEMENTS

The following are key achievements by strategic pillar since the last Strategic Community Plan was adopted in 2017.

Our Community

- Completion of the dual use path along the river between Soldiers Park and Minningup Pool.
- Substantial upgrades to the Shire's CCTV network providing a higher quality and broader coverage, helping to improve safety and security in our town.
- Assistance with the establishment of the Collie Suicide Prevention Network which is now an incorporated body.
- Disc Golf installed at Lions Park offering healthy active engagement for the community and attraction for visitors.
- Significant work with the Department of Biodiversity, Conservation and Attractions on the State Government funded Collie Adventure Trails including – Arklow trails, Wellington Dam trails and Westralia Conservation Park (Kylie trail), Wiilman Bilya Walk Trail, Munda Bididi Trail realignment, construction of the Djinang Koorliny lookout, Collie Scenic Drive upgrade and implementation of the Collie Wambenger App.
- Completion of the Wagyl Bididi group of townsite mountain bike trails and the extension to the Karak Trail.
- Construction of the Dropped Pye Zone in the heart of town; a technical skills area with jumps, rock descents, ladder drops, berms and balance beams.
- Completion of Lake Kepwari the Department of Biodiversity, Conservation and Attractions as a water skiing and camping destination.
- Delivery of the Kaya Collie program of events, celebrating Collie's past, present and future.





Our Economy

- Close collaboration with State Government on the implementation of the Collie Just Transition Plan.
- Significant private sector investment introducing new industries to Collie including Frontline Fire and Emergency Equipment, WesTrac Autonomous Technology Training Facility, International Graphite, Cannaponics, Renergy, LeoLabs along with others.
- An expansion of the Collie Light Industrial Area by Development WA through the creation of additional lots and the planning for further heavy industrial land availability.

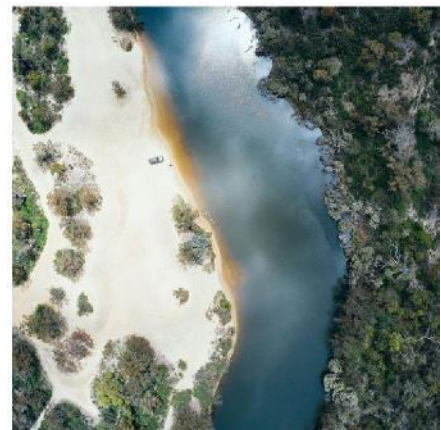
- Sale of Shire vacant land on Throssell Street to KFC a large food franchise to

increase youth training and employment in the hospitality sector.

- Securing the Koolinup Bushfire Management Facility in Collie.
- Completion of a Tourism and Marketing Strategy for Collie.
- A 73% increase in tourists visiting Collie from 2019 to 2022, supporting local small business through investments in local tourism infrastructure and visitor amenities.
- Working with museum to complete the Underground Mine experience.
- Planning for the Collie Visitors Centre Expansion.

Our Natural Environment

- Collie River Revitalisation Strategy 2018-2022 adopted and the native aquatic weed, Nardoo was managed and controlled along a priority 8km of the Collie River.
- Biofiltration basin installed between Lefroy Street and Collie River.
- Renewal and upgrade of the Venn Street River Stop including a kayak slip.
- The raising of Roberts Rocks to increase the amount of water retained in the river through town in the summer.
- Completion of a South West Collaborative Blackberry Weed Control Program which spanned across three local governments.
- Significant work to progress the Minningup Pool masterplan and progression of technical studies into delivering a day use precinct and tourist accommodation lease areas.
- Construction of the Renergi waste processing facility at the Shire Transfer Station to beneficially process and reuse waste.



Our Built Environment

- Major revitalisation of the Collie Central Business District as part of the Supertowns Project.
- Upgrade of facades and new verandas of heritage building along Throssell Street. A recent State Heritage award winning project.
- Re-roof of and new court flooring at Roche Park Recreation Centre.
- Collie Recreation Ground lighting and fencing upgrade.
- Important upgrade works at Gastaldo Road, McAlinden Road, Scenic Drive, Concession Street and Mornington Road.
- Working with the Department of Treasury to plan and complete of the Collie Mural Trails including the mural at Wellington Dam.
- Collie's Rail to River Heritage Trail.
- Solar panels installed at the Shire depot, Library and Roche Park Recreation Centre.
- Preparation and gazettal of Local Planning Scheme No 6.



These outcomes have been achieved through collaboration with many in our community and with the support of the State Government. It has also been achieved within the context constrained Shire resources along with the disruptions of the Covid pandemic.



Our Vision

Collie - A progressive community, rich in opportunities and as diverse as its heritage and landscape.

Our Values

The core values at the heart of the Council's commitment to the community are:

Integrity

Transparency

Accountability

Collaboration

Respect

Our Commitment to Community

We will lead the delivery of our vision

We will support local business wherever possible

We will consult and engage with our community on issues that affect them

We will encourage, welcome and value feedback

We will encourage, support and advocate for our community

Community Engagement

Community engagement for the Shire of Collies' major review of their Strategic Community Plan was conducted in October 2022. The purpose was to gain meaningful community input into the renewal of the Strategic Community Plan which summarises community aspirations and priorities over the next 10 years, and beyond. These priorities then feed into the Corporate Business Planning attachments which summarise the services, programs, and projects to be delivered over the next 4 years and how these will be resourced.

This report provides a detailed summary of engagement activities undertaken, emerging community priorities and an analysis of the Community Survey which was made available to all residents. The tables below summarise the engagement reach, strategic priorities, community satisfaction with shire facilities and services a summary of what our community told us and resulting strategic objectives and community priorities. These tables will be included into the Strategic Community Plan and are followed by a detailed summary of all community engagement activities and the feedback provided by community stakeholders.

Engagement Reach

Engagement Activity	Date	Venue	Attendees
Councillor Workshop	6 Oct 20/22	Council Chambers	6
Staff Workshop	7 Oct 2022	Council Chambers	11
Community Workshop	7 Oct 2022	Collie Library	18
Targeted Interviews	6-14 Oct 2022	Collie Library and By Phone	18
Community Survey	Closed	On-line	117
Community Survey	21 Oct 2022	Hard Copy	37
Total Reach			207

What our Community Told Us

Feedback indicates that locals have a great love for their shire with the sense of community, the resilience and generosity of the people, the safe and peaceful lifestyle offered, the beauty of the area, the diverse and pristine natural environment, the sports and recreation opportunities, and the proximity to Bunbury and other major centres being recurring themes on what people value most about living in the Shire of Collie.

People responding to the survey indicated that safety and security, bushfire prevention and control, economic development and employment, facilities and services for youth and conservation and environmental management are the top 5 strategic priorities for the Shire.

People responding to the survey were also asked to rate the services and facilities provided by the Shire with the top 3 being support of emergency services, the library and waste management and the bottom 3 being community engagement, footpaths, and council leadership. The full tables are available below.

Looking to the future

While there was a variety of views expressed the following looks to provide a balanced summary of community feedback by strategic pillar.

Community

- The resilience and spirit of Collie's blue-collar roots are in the Shires DNA and need to be retained and acknowledged.
- Sport and recreation remain an important part of the social fabric so facilities and support to clubs needs to be carefully planned so that it continues to bring people of all ages together.
- With an aging population there is a need to advocate for health services and facilities that meet the future needs of the community.
- There is a need to acknowledge mental health issues and to support services that help affected people.
- The support of community events that encourage people of all ages to come together is important to the community and consideration could be given to an iconic annual event that puts Collie on the map.
- The community would like to see improved engagement and communication from the Shire and Council so that local people have more of a say on issues that affect them.
- The community values it's volunteers and sees the need to attract and support people who give their time.

Economy

- The Just Transition process offers a great opportunity but needs to be carefully managed so that investment and businesses attracted remain viable and provide for future prosperity.
- It is considered important to balance the need for tourism and other new industries with the need to protect and preserve the natural environment, waterways, and community meeting places.
- The mural trail is considered a great attraction for both residents and tourists with some suggesting it could be further developed and better promoted.
- To attract families into town there needs to be a variety of training and employment opportunities along with places to meet and things to do.
- There is a need to continue to develop the town centre to attract a variety of shops, cafes, and other businesses.
- There is a need to support a variety of housing options for people of all ages to attract professional and community minded people to the Shire.

Built Environment

- Planning schemes and processes need to support the Just Transition process by providing suitable land for industrial and commercial development and a variety of housing options.
- Shire owned buildings need to be maintained and enhanced to provide services and meeting spaces that meet the needs of the community into the future.
- The community would like to see improvements in critical infrastructure with footpaths and stormwater drainage being a priority.

Natural Environment

- The natural environment is considered important, and the community would like to ensure that future development does not adversely impact it.
- Several people recognised recent efforts in improving parks, gardens and streetscapes and would like to see a continued focus on this with many supporting the use of native species.
- Concerns were expressed on the impact of climate change and development on the river and waterways and the community see these as important assets for both locals and tourists.
- Concerns were also expressed about invasive weeds and the use of plants or trees that are not native to the area.

Strategic Priorities - Sorted in order of importance to respondents based on the weighted average

Strategic Priority	N/A	Low Priority	Medium Priority	High Priority	Weighted Avg
Safety and security	2.0%	4.6%	17.0%	76.5%	3.68
Bush fire prevention and control	2.0%	2.0%	26.8%	69.3%	3.63
Economic development and employment	1.3%	4.6%	29.6%	64.5%	3.57
Activities and facilities for youth	3.3%	7.2%	28.3%	61.2%	3.47
Conservation and environmental management	3.3%	9.2%	31.4%	56.2%	3.41
Tourism attractions	0.7%	17.0%	30.1%	52.3%	3.34
Access to services, facilities and care for seniors	5.9%	13.7%	29.4%	51.0%	3.25
Development of town centre	2.0%	15.7%	39.2%	43.1%	3.24
Sport and recreation facilities	1.3%	13.8%	46.7%	38.2%	3.22
Tourism marketing	2.6%	22.4%	30.3%	44.7%	3.17
Services and facilities for people with disabilities	11.7%	15.6%	24.0%	48.7%	3.10
Events, arts and cultural activities	1.3%	26.5%	41.7%	30.5%	3.01
Aboriginal reconciliation	13.3%	33.8%	27.8%	25.2%	2.65



Satisfaction with Shire facilities and services

Facility/Service	N/A	Poor	Below Avg	Ok	Good	Excellent	Weighted Index
Air Strip	50.0%	5.9%	7.9%	25.0%	9.2%	2.0%	46.7
Animal Control	10.6%	17.2%	15.2%	34.4%	19.2%	3.3%	43.3
Building & Planning Approvals	30.0%	4.0%	9.3%	42.7%	8.0%	6.0%	51.0
Caravan Park	34.6%	6.5%	10.5%	26.1%	17.7%	4.6%	51.3
Community Buildings	8.7%	0.7%	10.7%	50.0%	25.3%	4.7%	56.2
Cemetery Management	24.2%	8.5%	7.8%	31.4%	22.2%	5.9%	53.0
Community Engagement	4.7%	19.5%	23.5%	38.9%	11.4%	2.0%	37.7
Council Leadership	5.3%	19.2%	17.2%	41.1%	13.3%	4.0%	40.9
Emergency Services (BFB & SES)	6.0%	1.3%	3.4%	26.2%	43.0%	20.1%	70.5
Environmental Health Services	12.2%	6.8%	8.1%	46.6%	23.7%	2.7%	52.1
Footpaths	2.6%	20.9%	19.0%	39.9%	13.7%	3.9%	39.9
Historic Building	6.7%	5.4%	6.7%	47.0%	28.2%	6.0%	56.1
Library	10.1%	2.7%	2.7%	25.5%	37.6%	21.5%	70.1
Natural Resources	11.7%	4.8%	10.3%	43.5%	21.4%	8.3%	55.1
Parks, Gardens, Playgrounds	1.3%	18.5%	15.9%	29.8%	27.2%	7.3%	47.1
Pest Control	20.8%	10.7%	15.4%	41.6%	10.7%	0.7%	42.2
Roads - Rural	6.0%	14.1%	14.8%	44.3%	16.8%	4.0%	45.2
Roads - Town	0.0%	10.1%	12.1%	49.0%	25.5%	3.4%	50.0
Sporting Grounds & Oval	9.3%	3.3%	11.3%	38.0%	34.0%	4.0%	56.6
Street Trees	4.7%	9.5%	11.5%	37.8%	33.8%	2.7%	52.3
Street Lighting	0.7%	10.4%	14.3%	42.2%	26.6%	5.8%	50.8
Water access	8.1%	5.4%	6.7%	38.3%	33.6%	8.1%	58.8
Storm Water Drainage	4.0%	15.3%	19.3%	44.7%	16.7%	0.0%	41.3
Swimming Pool	11.8%	9.2%	11.1%	31.4%	26.1%	10.5%	55.0
Waste Facilities	2.0%	6.0%	4.0%	35.8%	37.8%	14.6%	63.0

COMMUNITY STRATEGIC OBJECTIVES AND PRIORITIES

1. OUR COMMUNITY	
Objective 1.1	Community health, safety and wellbeing
Strategic Priority 1.1.1	To prepare and implement a comprehensive Open Space and Recreation Facilities Strategy.
Strategic Priority 1.1.2	To expand and upgrade the play facilities and amenities at Soldiers Park to provide a signature attraction with access for all abilities.
<p>We know we are succeeding when</p> <ul style="list-style-type: none"> • The community is satisfied with the delivery of the priorities outlined in the Shire's Public Health Plan • We collaboratively plan and respond with the LEMC and the community to emergency situations • We provide sport and recreational facilities that support an active lifestyle 	
Objective 1.2	Community connection, engagement and participation
Strategic Priority 1.2.1	To conduct a biannual community satisfaction survey on public health and safety, services and facilities.
Strategic Priority 1.2.2	To work with sporting clubs and community groups to promote volunteering and increase participation.
Strategic Priority 1.2.3	Improve how we communicate with the community and other stakeholders.
<p>We know we are succeeding when</p> <ul style="list-style-type: none"> • There are a variety of meeting places and things to do which bring people together • We are seen as a shire that effectively engages and communicates with our community • Community events and programs are popular and well attended • Volunteer groups are supported, leading to an increase in shire partnerships with community groups 	

2. OUR ECONOMY

Objective 2.1	Economic Development
Strategic Priority 2.1.1	Support the State Government Collie's Just Transition initiatives to achieve economic diversification and sustainability.
Strategic Priority 2.1.2	To work with State Government, business, and landowners to ensure appropriate serviceable industrial land availability.
Strategic Priority 2.1.3	To prepare Collie airstrip site for investment by the aviation industry.

We know we are succeeding when

- The Just Transition process ensures investment, a sustainable population and diverse economy into the future
- Economic growth is achieved by attracting investment, and through local and regional partnerships
- We have a vibrant central business district
- New investment enhances the quality of life in Collie

Objective 2.2	Tourism promotion and attractions
Strategic Priority 2.2.1	To increase the tourism and marketing capability within the Shire with a focus on destination marketing.
Strategic Priority 2.2.2	To optimize the value to the community of the various investments in trail installations.
Strategic Priority 2.2.3	To plan for a new cultural and heritage museum to celebrate Collie's unique history.

We know we are succeeding when

- Our profile is well branded and recognised
- We continue to develop and effectively promote our tourism attractions and experiences

3. OUR BUILT ENVIRONMENT

Objective 3.1	Safe and well-maintained shire owned facilities and infrastructure
Strategic Priority 3.1.1	To increase the Shire's capability to maintain and improve facilities and infrastructure.
Strategic Priority 3.1.2	To develop a pathway, streetscape, laneway and playground renewal program.
<p>We know we are succeeding when</p> <ul style="list-style-type: none"> • The maintenance, preservation and enhancement of shire owned facilities is in line with community needs and Shire financial resources • We deliver a safe and fit for purpose road and footpath network that continually improves connection and accessibility • Upgrades and improvements to facilities and infrastructure are delivered to a high standard on time and on budget 	
Objective 3.2	Sound land planning and building strategies and schemes
Strategic Priority 3.2.1	To revise the Local Planning Strategy to update the residential and industrial chapters consistent with emerging needs.
Strategic Priority 3.2.2	To evaluate public/private partnerships to facilitate appropriate affordable housing.
Strategic Priority 3.2.3	To prepare a carparking and access strategy addressing commercial and visitor needs in the town centre.
<p>We know we are succeeding when</p> <ul style="list-style-type: none"> • Land planning provides future opportunities for business growth and jobs • There is a variety of housing options and rental stock to suit the future needs of the community and to attract people to Collie • We are viewed as a great place to invest due to industrial and housing land availability and a can-do attitude towards sustainable development 	

4. OUR NATURAL ENVIRONMENT

Objective 4.1	A high standard of sustainable waste services
Strategic Priority 4.1.1	To integrate and optimise use of pyrolysis waste technology within Shire operations.
Strategic Priority 4.1.2	To substantially reduce waste to landfill.
Strategic Priority 4.1.3	To prepare a landfill site closure plan.
<p>We know we are succeeding when</p> <ul style="list-style-type: none"> We are widely recognised for our innovative and cutting edge approach to waste management We deliver strategies and facilities that reduce, reuse, and recycle waste 	
Objective 4.2	Conservation of our natural environment
Strategic Priority 4.2.1	To facilitate measures to optimize the quality and amenity of the river and its surrounding environment.
Strategic Priority 4.2.2	To obtain funding and increase community capacity to remove weeds and pests on Shire reserves.
<p>We know we are succeeding when</p> <ul style="list-style-type: none"> Management of invasive species and our nature reserves to improve biodiversity Our parks, gardens and streetscapes are maintained in a manner that attracts locals and visitors Our rivers and waterways provide a sound balance of nature based and recreational activities 	

5. OUR ORGANISATION

Objective 5.1	Innovative leadership, forward planning, and mutually beneficial partnerships
Strategic Priority 5.1.1	To develop a long-term financial plan based on industry best practice.
Strategic Priority 5.1.2	To progressively improve the Shires financial health indicators.
Strategic Priority 5.1.3	To develop and share a quarterly achievements report against community strategic priorities.
Strategic Priority 5.1.4	To collaborate and build partnerships with the Government sector to optimise resources and service delivery.
Strategic Priority 5.1.5	To imbed our strategic priorities throughout the organisation.
<p>We know we are succeeding when</p> <ul style="list-style-type: none"> • We deliver sound and sustainable financial management • We report progress against the priorities in our strategic plans • We are recognised for our innovative and collaborative approach by local and regional stakeholders, and government agencies 	

Acknowledgement

The Shire of Collie acknowledges the traditional custodians of the Collie area, the Noongar people and we pay our respects to Elders past, present and emerging.

Thanks to the community

This document has been prepared based on the input from our community and we thank those who have participated in the surveys, conversations and workshops. The Shire looks forward to continuing to engage with our community in the delivery of our vision.