



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



Shire of Exmouth  
10+ Year  
**Strategic Community Plan**  
2011



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## Our Vision

*To be welcoming custodians embracing our past, valuing our present and planning for the future.*



# Message From the Shire President

"Welcome to our 2011 Strategic Community Plan for the Shire of Exmouth.

This plan shares our visions and aspirations for the future and outlines how we will, over the next decade, work towards a brighter future for the Exmouth community.

As a result of foreshadowed changes to the legislation, all Western Australian local governments are required to develop a Strategic Community Plan for a period of at least 10 years. Our Strategic Community Plan outlines our long term vision, values, aspirations and objectives, based on the input provided by the community. We are also planning to develop a Corporate Business Plan, which will be an internal working document to ensure our priorities and resources are aligned to the Strategic Community Plan, and there is a mechanism to ensure the strategies are delivered.

This plan could not have been produced without the input of the local community and I thank everyone for their enthusiastic response and taking the time to fill in the surveys and attend the various workshops and events held.

Your responses gave us a valuable insight into your visions and aspirations for the future.

We believe we have captured your aspirations and have reflected these in our desired outcomes. We will work in partnership with the community and other key stakeholders to deliver these outcomes using the strategies we have detailed in this plan.

I welcome your contributions and thoughts, and look forward to continuing our focus to ensure Exmouth continues to be welcoming custodians embracing our past, valuing our present and planning for the future.



Shire President  
To 15/10/2011  
V (Ronnie) Fleay



Shire President  
From 18/10/2011  
C (Turk) Shales





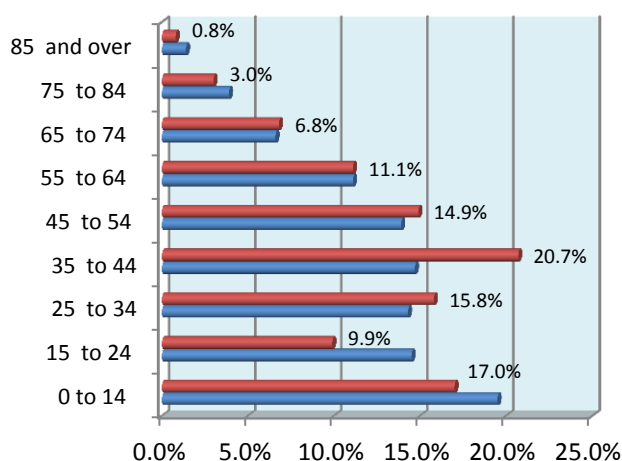
# About our Shire

## The Exmouth community

The Shire of Exmouth is home to approximately 2,400 residents, increasing significantly during the winter tourist season to a population totalling approximately 6,000 people. With its military history, the area has retained a strong defence population who combine with communities engaged in the fishing, oil and gas, environmental science and tourism industries to create a diverse and vibrant population.

The estimated resident population of the Shire of Exmouth has increased marginally over the previous five years. When compared to the State of Western Australia, the Shire has a significantly higher percentage of residents aged 35-44, and a substantially lower percentage of youth and young adults. The age demographic of the resident population, compared to the State of Western Australia, is shown in the graph below.

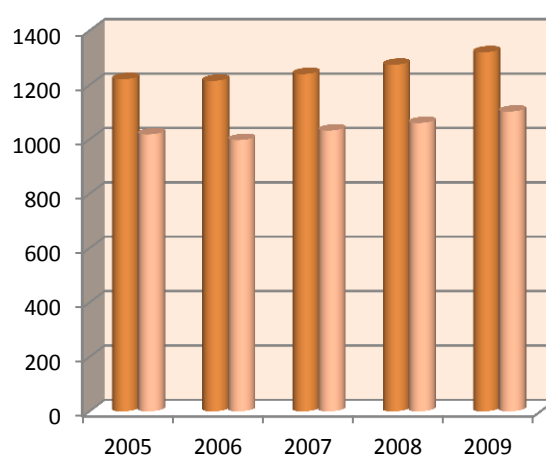
Estimated Resident Population by age Group



Data Source: Australian Bureau of Statistics

■ Exmouth ■ WA

Estimated Resident Population by Sex



Data Source: Australian Bureau of Statistics

■ Males ■ Females

## The natural landscape

Covering 6,504 km<sup>2</sup> of the North West Cape the Shire of Exmouth is bordered by the pristine Exmouth Gulf and the World Heritage listed Ningaloo Marine Park. Exmouth is one of the few areas in Australia that can boast the Range to Reef experience. The Cape Range National Park and its spectacular gorges is an area of 50,581 hectares including the extensive coastal fringe on the west coast of the Cape. The Ningaloo Marine Park abuts the Cape Range National Park and encompasses 260 km of coastline.

The red and rugged Cape Range Peninsula is home to the Cape Range National Park bordering the spectacular turquoise waters of the Ningaloo Reef, the largest fringing reef in the world protecting the coastline. The warm waters and white sandy beaches make for an unforgettable beach getaway which is enhanced by the annual migrations of whale sharks and whales. Fishing, snorkeling, diving or taking a trip in a glass bottomed boat will add further to a truly memorable visitor experience

Located 1260 km north of Perth temperature averages a pleasant 24 °C from May to August to an average 37 °C from December to March. Water temperatures range from 28° C in the summer and cool to a temperate 18°C in the winter.



# About our Shire

## The built landscape

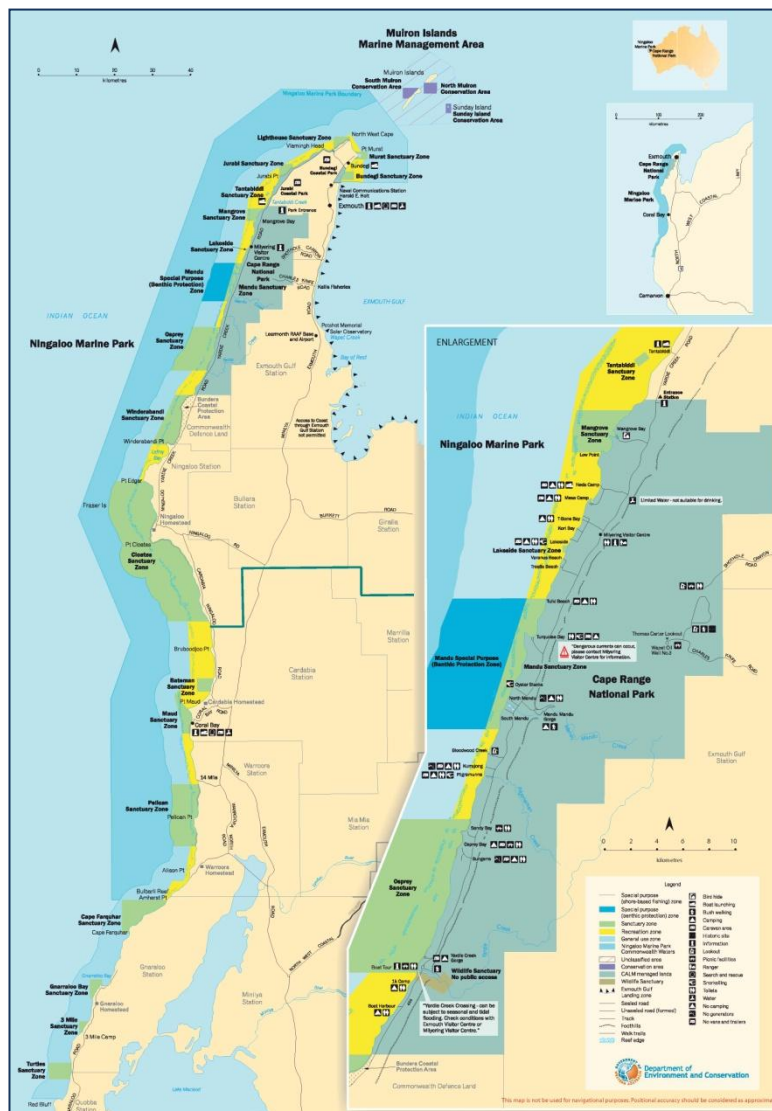
The town was originally established in 1964 to support the United States Naval Communications Station Harold E. Holt, the town of Exmouth is located near the tip of the Cape Range Peninsula. Exmouth has experienced a period of unparalleled growth and development in recent years, with the completion of developments such as the Exmouth Marina Village and the Novotel Resort.

Expansion is also forecast to continue with planning well underway for a major upgrade of the existing Town Centre and Foreshore area to provide a vibrant and contemporary central business district with additional land being provided for the expansion and development of services to support the community.

The principal local industries that sustain the economy are defence, prawning, fishing, tourism, pastoral, aquaculture, light engineering industries, government services and industries to support the offshore oil and gas industry.

The 160km of sealed roads and 300km of unsealed roads provide vehicle access to and around the Shire, which is complemented by a light aircraft aerodrome and Learmonth Airport providing jet access for residents and visitors. Oil and gas resources in Commonwealth waters are reliant on Learmonth Airport for transit from all over Australia to the oil and gas platforms. The marina facility provides easy access for both recreational and commercial fishing vessels to the Exmouth Gulf.

The availability of abundant outdoor activities is complemented by a range of recreation facilities including a 50m pool, sports ovals, squash, tennis and volleyball courts. Visitor services are catered for by the Visitor Centre, and a variety of hotels, motel, serviced apartments, hostels and caravan parks.



# How Our Community Had a Say

## Community engagement

The Exmouth community were asked to share their visions and aspirations for the future, and encouraged to participate in the preparation of this Strategic Community Plan in a number of ways.

- A “Snorkel with the Whale Sharks” event was held in the Town Centre, with a class of Year 9 students on Thursday 26<sup>th</sup> May 2011, and at the local hospital.
- Electronic surveys were sent to 600 residents and a link made available on the Shire website;
- The community were encouraged to send an SMS; and
- A stakeholder workshop was held on 27<sup>th</sup> February 2011 at the Community Resource Centre.

The campaign was promoted in the local newspaper, on local notice boards and also on the Shire of Exmouth website. The Draft Strategic Community Plan was made available for a six week period on the Shire of Exmouth website and in the Shire office for public review and comment. The community was informed of the availability through the shire newsletter, public noticeboards and the Exmouth Emails for Information Service. The feedback received was included in the finalization of the plan.

The community was asked “what do you consider most special about the Shire of Exmouth?”. The overwhelming majority of the community most values their pristine environment, including Ningaloo Reef and the Cape, with its natural beauty and wilderness. The community spirit, relaxed lifestyle, friendly people and low levels of crime were also highly valued, as were the variety of recreation opportunities including the beautiful beaches, water sports and fishing.

The community of Exmouth reflected their support for progress, but not at the expense of their natural environment, relaxed lifestyle and small town values. In response to the question of what is their ‘Greatest Wish’, most people indicated they would like to see Exmouth achieve balanced growth, to retain its community spirit and lifestyle/small town values, to increase the number of retail opportunities, and to protect and enhance the magical pristine natural environment.

The surveys have provided a valuable insight into the key issues and aspirations, as important to the local community. Importantly for the Council, these views have established clear priorities, and have subsequently shaped the visions, values, objectives and strategies documented in this report. The word cloud below reflects the most common words used in the community’s responses to the question asking “what makes Exmouth a special place to live?”



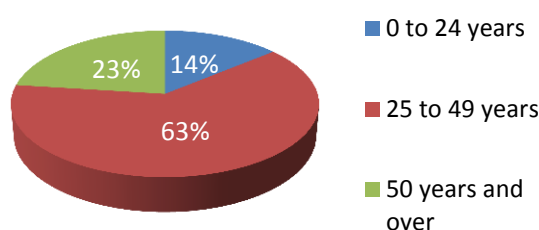


# How Our Community Had a Say

## Community response

We received an enthusiastic response, with 235 people participating which provides a 95% confidence level with a sampling error of plus or minus 6.26%. There were 134 responses to an extensive online survey and 101 participants in other workshops. The responses were from a range of demographic cohorts, as represented in the graph below.

### Age of Survey Respondents



Survey respondents included a response to the importance of and satisfaction with current and anticipated Shire services the results of these responses is summarised in the table below.

<b>Very Important/Low Satisfaction</b> Long term planning Beaches, foreshores and boat ramps Town planning Roads, verges and footpaths Drainage, storm water and flood management Environmental and sustainability initiatives Coastline and vegetation management Community engagement Public toilets Tourism management Recycling Economic development	<b>Very Important/High Satisfaction</b> Emergency services Financial management Parks and sporting facilities Airports Health administration, inspection and sanitation Swimming pools Treat effluent reuse Playgrounds Community halls and Rec Centre Visitor Centre
<b>Important/ Low Satisfaction</b> Ranger services Pest control Employee housing Dog exercise area Regional collaboration Youth services Support for volunteers Affordable housing and aged person homes Aged and disabled services and access	<b>Important/ High Satisfaction</b> Council's customer service and administration General garbage collection Building control Landscaping and maintenance (Roads, Plant equipment, Signage and Depot) Festival and event management Libraries Street lighting Cemetery Skate park Community Resource Centre (Telecentre) Child care, playgroup, maternal and infant services

This table may help guide the prioritisation of future service provision; the darkness of the quadrant provides an indication of the level of community priority.



# A Guide to this Plan

## What is in our plan

The Exmouth Strategic Community Plan reflects the vision for the future of the Shire and is the principal strategic guide for our future planning and activities.

Based on the community engagement we have set out our vision for the Shire's future and captured the community's aspirations and values.

A strategic objective has been developed for each of the four key areas of community interest being, **economic, environmental, social** and **civic leadership**. Desired outcomes have been determined to achieve each of our objectives after considering the capacity of the Shires current resources and anticipated capacity of its future resources along with demographic trends.

For each strategic objective we have provided the following:

- a summary of the major issues highlighted by the community;
- a selection of the community's comments;
- the opportunities available to the Shire;
- how we will know we are achieving our objectives;
- tables of strategies to achieve our desired outcomes; and
- an overview of the important partners that will help us achieve our objectives and outcomes.

We have also stated how we will measure our success in achieving our objectives and who else has influence over our ability to achieve these objectives.



# A Guide to this Plan

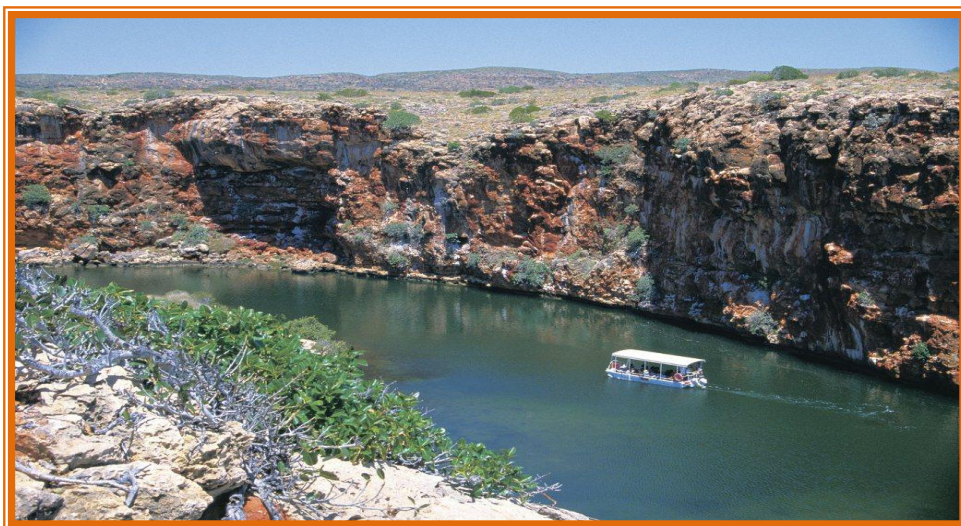
## How we will use this plan

This plan shares our visions and aspirations for the future and outlines how we will, over the long term, work towards a brighter future for the Exmouth Shire community.

As we look to the future, our 2011 Strategic Community Plan will influence how we as a Shire, resource and deliver our operations. It will also be the primary driver for all other planning undertaken by the Shire.

The Shire of Exmouth intends to use the Strategic Community Plan in several ways, including:

- Guide Council priority-setting and decision-making;
- A mechanism for the on-going interaction of local planning initiatives;
- Inform the decision-making of other agencies and organisations, including community and State Government;
- Provide a rationale to pursue grants and other resources to demonstrate how specific projects align with the aspirations of our community, and within the strategic direction outlined in the Strategic Community Plan;
- Inform potential investors and developers of our community's key priorities, and the ways in which we want to grow and develop;
- Engage local businesses, community groups and residents in various ways to contribute to the Shire's and the community's future; and
- Provide a framework for monitoring progress against our vision, values and aspirations.



Importantly, plans are only effective if there are adequate resources dedicated to ensuring an outcome.

The Strategies will be prioritised and actions applied, after an assessment of available resources, through the development of a Corporate Business Plan. Key performance indicators will be used to report back to the community on the Shire's performance in achieving the outcomes.





# Aspirations and Values

## Community aspirations and values

The community identified the following aspirations and values:

- To be a community that is friendly, approachable, fair-minded and responsive.
- To be good stewards of our environment and heritage.
- To be an innovative and contemporary community.
- To act with honesty and integrity.



# Economic

## Objective 1:

To be a diverse and innovative economy with a range of local employment opportunities.

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*“It's important to look after our economy obviously, but not to the detriment of our town's character. We don't want to turn into another mining town.”*

– Member of Community





## What the community told us

Key issues identified in relation to the economy are:

- Planned, balanced economic development, but not at the expense of the precious natural assets and lifestyle values;
- Residents do not want Exmouth to become a mining town; and
- More variety of shops.

## The opportunities

The Shire of Exmouth is very fortunate to be bounded by World Heritage natural assets, as well as a range of industries including tourism, fisheries, resources, defence and mining which all provide diverse economic opportunities and stable employment. Our precious resources and strategic location will continue to attract high levels of investment.

Our community acknowledges that we need to grow and expand to ensure services and infrastructure can be provided to meet local expectations. We will promote growth by ensuring that Exmouth continues to be recognised as an attractive place to live, work and invest. An increase in our population and investment will also pave the way for better education, training and employment opportunities, to help retain our youth in town.

We will implement exceptional planning and ensure that there is adequate consideration of the social and environmental impacts of all future development, in order to achieve balanced growth for our community, whilst also conserving the pristine environment and retaining our local character and relaxed lifestyle.

## Quotes from the Community

*"Development and growth is necessary and unavoidable however it must be balanced and well managed to be sustainable & acceptable to all the stakeholders that have made commitments to the area."*

*"The key is grow in a sustainable way with adequate infrastructure in place for the population."*

*"Economic prosperity is important but I think we need to be careful that the quest for big bucks does not threaten the unique environment and lifestyle that we have chosen. I fear that the oil and gas industry will change Exmouth into an unaffordable town full of FIFO workers that do not contribute to the community. I do not want Exmouth to turn into another mining town. I choose to live in Exmouth because of the amazing marine life, not because I want to earn lots of money."*

*"Tourists should feel welcomed and wanted, not just for their money."*

*"Industries should also feel welcomed, and be part of the community - off-shore and miners (FIFO, DIDO) should be encouraged to contribute to local economy."*

*"Training and jobs for school leavers."*

*"Able to live a happy healthy life without too much financial stress. These values would hopefully create a community focussed on the reason for living here (enjoying the lifestyle, environment and community) and not on making money (oil and gas) and the pressure on families this can bring, working away etc, young families etc."*

*"Aim towards quality of living, not economic income."*

*"Attract small businesses that support the local community, not the big faceless corporations."*

*"I feel moderate growth should be strived for in all sectors to allow the infrastructure to keep pace with the resultant changes."*





## How will we get there?

The following strategies have been identified as contributing to the achievement of each outcome.

### **Outcome 1.1. To increase the number of local businesses, industries and services that will provide a range of employment opportunities for the people of Exmouth.**

#### **Key Partners**

<b>1.1.1</b>	Maintain and review town planning strategies to ensure a diversity of land use options.	DoP
<b>1.1.2</b>	Explore the opportunities identified in the Gascoyne Pilbara Project Report stemming from the Resource sector.	GDC, RCG, Chamber of Commerce
<b>1.1.3</b>	Continue to work with the Chamber of Commerce and the GDC to promote investment opportunities in the region.	Local Business, GDC, Chamber of Commerce
<b>1.1.4</b>	Implement key projects identified in the Gascoyne Regional Development Plan 2010 - 2020.	GDC, RCG
<b>1.1.5</b>	Attract industry specific recruitment and training provider/s.	Training WA
<b>1.1.6</b>	Facilitate and assist innovative industries including research, marine, environment, aquaculture.	DSD
<b>1.1.7</b>	Lobby to expand the capacity of the Exmouth Boat Harbour.	DoT
<b>1.1.8</b>	Lobby for improved telecommunication services	GDC
<b>1.1.9</b>	Advocate for traineeships and apprenticeships throughout local business'	Training Agency
<b>1.1.10</b>	Facilitate the development of coastal commercial assets at the industrial estate.	DoT, Landcorp

### **Outcome 1.2. Planned and balanced economic growth.**

#### **Key Partners**

<b>1.2.1</b>	Plan to encourage balanced growth.	RCG, GDC
<b>1.2.2</b>	Support local business that promote environmental awareness and reward best practice.	Local Business, Chamber of Commerce



Outcome 1.3. Diverse tourism opportunities.		Key Partners
1.3.1	Develop and implement a Strategic Experience Plan for the Ningaloo – Shark Bay national landscapes.	Tourism WA
1.3.2	Review operations of the visitor centre and how the region is promoted.	Local Businesses
1.3.3	Develop an Economic Development Plan and Tourism Plan to take Exmouth's distinct characteristics into consideration.	Tourism WA, RCG, GDC

Outcome 1.4. Maintain and increase the defence presence.		Key Partners
1.4.1	Lobby government for Exmouth to become a strategic defence hub.	DoD

Outcome 1.5. Maintain and Improve Shire Infrastructure		Key Partners
1.5.1	Advocate for the provision of infrastructure and utilities to facilitate economic growth.	Various relevant Agencies
1.5.2	Lobby to become the hub for regional air services.	DoT, DoD, Private Industry
1.5.3	Adopt and implement a plan for expansion of the airports and operations.	DoT, DoD, Private Industry



The background of the page is a composite image. The top half shows a white boat with a blue stripe on the water under a clear blue sky. The bottom half shows two divers underwater in clear blue water; one diver is in the foreground wearing a red life vest and a blue mask, and another is further back.

# Environment

Objective 2:

To have a balanced respect for our environment and heritage, both natural and built.

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***“I'd like the environment to remain at the forefront. It is the environment that made the location as special as it is. Lose that ideal and you lose the magic!”***

*– Member of Community*





## What the community told us

The key issues in relation to the environment were:

- Maintain our pristine environment;
- Become a “Green Town”, with eco-friendly policies and a world leader in sustainability;
- Promote greater engagement and interaction with DEC;
- Provide infrastructure to minimize damage to the environment;
- We should be an attractive and welcoming place to live and visit;
- Promote the marina/beach front development, but not to the detriment of the Town Centre;
- Maintain and improve access (beaches, nature walks, trails, disabled); and
- Progress strategies to address ageing infrastructure and buildings.

## The opportunity

The Exmouth community are passionate and proud of their natural environment. They would like to continue to nurture a strong sense of stewardship amongst our local residents, businesses and visitors. As a start, we encourage our community to be more involved in projects such as the Town Centre Revitalisation and the Ningaloo Centre, to instil a greater sense of local pride and make certain we all proudly celebrate our World Heritage status. Our unique environment also presents a tangible prospect for us to be a world class leader in eco-friendly initiatives.

Exmouth has a transient community and therefore we need to work especially hard to make everyone feel welcomed and comfortable. We can work together as a community to all be proud and welcoming ambassadors, and take responsibility for the presentation of our town.

## Quotes from the Community

*“More sustainable town with greener policies.”*

*“Some foreshore public place development/enhancement adjacent to the townsite, but minimal impact on the coastal environment outside of the townsite. Some expansion of the town centre shopping precinct.”*

*“More work needs to go into beautifying the parks in town, but the natural environment should remain as it is, carefully protected but still with human access.”*

*“More parks and gardens that provide shelter and shade and more sustainable and eco-friendly building designs to better suit our environment.”*

*“Use of education instead of legislation to achieve understanding of environmental issues and ways to increase environmental awareness.”*

*“I hope that the Reef and Cape can remain at least as good as it is now, if not better, and that all of the offshore activities do not have any long lasting or devastating outcomes in the future.”*

*“It should become a strong aspect to Council to beautify this area and make sure it remains beautiful.”*

*“Well preserved using expertise and engagement of the community and especially those who visit it.”*

*“Clean and natural, tidy, marine themed and innovative.”*

*“Still accessible by the local residents who want to look after it, not restricted to access by government authorities who do not live here.”*

*“We have an opportunity to plan for an bio-diverse and environmentally friendly town and surrounds, embracing solar power, wind power, revegetation programmes, sustainable fishing programmes etc. Eco tourism is bigger than any other sector in the market at the moment and will only grow in the future as Australians and Internationals embrace a cleaner, more nature based tourism destination.”*



## How will we get there?

The following strategies have been identified as contributing to the achievement of each outcome.

### Outcome 2.1 To maintain and improve access and connectivity to our natural assets. Key Partners

2.1.1	Develop and implement the initiatives that address access and connectivity in the Town Centre Revitalisation and Foreshore Development Plan, and the Structure Plan.	DoP
2.1.2	Maintain and improve current level of access to coastal assets.	DEC
2.1.3	Lobby State Government to improve access roads into town and for improved transport services.	Main Roads, DoT

### Outcome 2.2 Our pristine natural environment and biodiversity will be understood, maintained and protected. Key Partners

2.2.1	Establishment of the Ningaloo Research Centre within the Ningaloo Centre.	DEC, GDC, NOERC, various agencies
2.2.2	Promote partnerships with key stakeholders to engage the community.	DEC
2.2.3	Employ additional resources in community and environmental programs.	DEC

### Outcome 2.3 To have a town and community that takes pride in its world heritage status. Key Partners

2.3.1	Promote and celebrate World Heritage status.	DEC, Tourism WA, Tourism Australia
2.3.2	Develop and provide information for local residents and tourists on World Heritage status.	Tourism WA, DEC



Outcome 2.4 To be a leader in eco-friendly initiatives and innovations.		Key Partners
2.4.1	Investigate and consider preparation of local planning policies and/or design guidelines to integrate environmentally sustainable design principles in all industrial, commercial and residential development.	DoP
2.4.2	The Shire and community, where possible adopts best practice environmental sustainable design and use initiatives.	Community, DoP, DoW, Landcorp, WC
2.4.3	Progress regional renewable initiatives (i.e. solar, recycling, water wise, energy efficiency).	RCG
2.4.4	Develop and implement sustainable recycling initiatives.	
Outcome 2.5 To make Exmouth an attractive town that is a comfortable and welcoming place to live and visit, and reflects the lifestyle values and unique natural environment.		Key Partners
2.5.1	Implement the outcomes of the Town Centre Revitalisation and Foreshore Development Plan.	
2.5.2	Implement the projects identified in the Gascoyne Regional Development Plan 2010 - 2020.	GDC, RCG
2.5.3	Advocate for relocation of key infrastructure in line with the Gascoyne Infrastructure Plan (i.e. power house, power network and sewerage ponds).	WC, Horizon, Telstra
2.5.4	Create the Ningaloo Centre to enhance the community and visitor experience.	DEC, Tourism WA, GDC, NOERC
2.5.5	Install flood mitigation measures to protect the town centre and future land developments.	DoW, Emergency Services
2.5.6	Continue to coordinate the Emergency Services (LEMC) for Exmouth.	FESA
2.5.7	Implement marketing strategies ie. Town Branding.	Tourism WA
Outcome 2.6 Incorporate Climate Change impacts into current and future planning and policy of Land Developments.		Key Partners
2.6.1	Ensure that disaster management (eg. Flood mitigation and essential services) takes into account potential climate change impacts including community essential services.	DEC, FESA, DoW, Community
2.6.2	Consider the effects of climate change in all future land development, planning and policy.	DEC, DoP, DSD





# Social

## Objective 3:

To be a dynamic, passionate and safe community valuing natural and cultural heritage.

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***“Social well-being is a very important part of why people choose to live in Exmouth – it needs to continue to be a number one focus for the Shire and all government agencies.”***

*– Member of Community*



## What the community told us

The key issues identified in relation to social well-being are:

- Housing affordability and rising costs of living;
- To retain low levels of crime and a safe community environment;
- To improve government services (particularly health, aged, social support); and
- To provide better education and training opportunities, particularly for youth.

## The opportunity

Exmouth's small town atmosphere, friendly spirit, relaxed lifestyle and safe community environment are highly regarded by our residents. We need to make sure we continue to provide services and infrastructure which will retain and enhance these highly valued social qualities.

We acknowledge that our community is challenged by rising costs of living, particularly housing affordability, and need to liaise with the State Government to make more land available to service our local community.

We acknowledge we need to encourage moderate expansion, to improve our local services such as health, aged care and education to meet the expectations of our community.

### Quotes from the Community

*"Small country town, freedom of the stresses of city living, enough facilities to live a comfortable, relaxed lifestyle without the commercialism of other bigger fast paced towns."*

*"As a long term resident of Exmouth I want to be able to raise my children here, yet I cannot afford to purchase a house here and can only barely afford the current rental prices. Development needs to be put in place to allow young people on an average wage the opportunity to purchase land/ housing or at a minimum affordable rental properties."*

*"I believe we are heading for a very aged community as we price out the young."*

*"Social well-being is a very important part of why people choose to live in Exmouth - it needs to continue to be a number one focus for the shire and all government agencies who impact the town."*

*"Social well-being would mean that all residents continue to have access to good health care and education and can afford to live in an actual house. This may mean limiting holiday home applications to reverse the trend of the tourists staying in houses and residents/seasonal workers being forced to live in the tents and caravans."*

*"The challenge will be for Exmouth to be able to retain those things that now make the town unique from a liveability point of view i.e. safety, knowing neighbours, small & compact with the inevitable growth over the next 10-15 yrs."*

*"Low crime, facilities for an aging population."*

*"To be a fantastic place for both those who live here & those who visit."*

*"Community bonding through arts, crafts, tourism, volunteering, etc., to promote the love of our unique township."*



## How will we get there?

The following strategies have been identified as contributing to the achievement of each outcome.

### Outcome 3.1 Retain a safe community environment. Key Partners

3.1.1	To engage the community in decision making and a shared responsibility to achieve our goals.	Community
3.1.2	To facilitate better engagement between government agencies and service providers.	
3.1.3	Review and implement the Crime Prevention and Community Safety Plan.	WA Police
3.1.4	Incorporate 'designing out crime principles' in planning for new developments.	DoP
3.1.5	Expand the ranger services and lobby for other enforcement services.	DEC, Fisheries WA, WA Police

### Outcome 3.2 Excellent lifestyle, recreational and cultural facilities. Key Partners

3.2.1	Create the Ningaloo Centre to enhance the community and visitor experience (Refer 2.5.4)	DEC, Tourism WA, GDC, NOERC
3.2.2	Build a new boat ramp and land based facilities at Tantabiddi.	DOT, DEC
3.2.3	Develop, implement and regularly review a recreational, cultural facilities and public open space plan.	Local sporting and cultural groups, DSR
3.2.4	Develop tourism and recreational infrastructure at the Exmouth Marina development.	DoT





## **Outcome 3.3 An inclusive, responsible and cohesive community.**

## **Key Partners**

<b>3.3.1</b>	To be the tidiest town in Australia	DEC, Community
<b>3.3.2</b>	Support festivals and events that promote and celebrate Exmouth's lifestyle, culture and heritage.	Events Corp, DCA, Community
<b>3.3.3</b>	Undertake a needs analysis and develop and implement a Youth Plan.	Youth Service Providers

## **Outcome 3.4 A community that is well informed and educated about our natural, cultural and built environment.**

## **Key Partners**

<b>3.4.1</b>	Establishment of the Ningaloo Research Centre within the Ningaloo Centre.	DEC, GDC, NOERC
<b>3.4.2</b>	Promote partnerships with key stakeholders.	
<b>3.4.3</b>	Employ additional resources in community and environmental programs.	
<b>3.4.4</b>	Organise cultural awareness training.	

## **Outcome 3.5 Maintain and increase the participation levels in local community organisations and clubs.**

## **Key Partners**

<b>3.5.1</b>	Support and acknowledge the contribution of volunteers through a variety of programs.	
<b>3.5.2</b>	Support and assist community organisations and sporting clubs.	DSR, Community



Outcome 3.6 Expanded education and training facilities and opportunities.		Key Partners
3.6.1	Advocate to agencies for the development of an increase in the provision of secondary, tertiary, traineeships and adult learning.	DET, Training providers, DURACK
3.6.2	Advocate for apprenticeships and traineeships throughout Exmouth.	DET, Training providers, business
Outcome 3.7 Residents and visitors have access to appropriate services and facilities to enhance their health and wellbeing.		Key Partners
3.7.1	Advocate for a tiered approach to aged care.	DoHA
3.7.2	Advocate for health and support services that meet the needs of the local community.	DoHA
Outcome 3.8 There is a diverse range of residential land options available.		Key Partners
3.8.1	Advocate for State Government to release more land.	Landcorp
3.8.2	Council to investigate opportunities to acquire crown land for development.	RDL
3.8.3	Develop affordable service workers accommodation.	DHW



# Civic Leadership

## Objective 4:

To work together as custodians for now and the future.

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***“A Shire that is sustainable and recognises the value of its surrounding environment.” – Member of Community***





## What the community told us

The key issues identified in relation to civic leadership are:

- Better internal and external communication is required;
- A more proactive approach to service delivery and environmental issues; and
- Focus on Town Centre beautification.

## The opportunity

We will continue to strive to be forward thinking, have strong representation and provide good leadership. We will also proactively communicate and acknowledge local feedback to ensure the services we deliver are representative of our community's needs.

In addition to focussing on continually improving our quality of service, we will work smarter to leverage partnerships and greater collaboration. We will maximise our efforts and advocate to better represent our region's interests particularly in relation to our environment, as well as continuing to lobby for better services to support our community.

### Quotes from the Community

*"A pro-active shire prepared to help the town grow and consult with the community."*

*"A proactive shire looking after both the ratepayers interests and the natural environment."*

*"Not enough community consultation, we don't know what's going on"*

*"Better communication is required internally."*

*"I think the majority of Shire employees do a great job and often don't get the credit that they deserve. They also have to put up with a lot of grievances that are often unwarranted."*

*"Not enough feed back to the community"*

*"Slow to respond and not very proactive culture"*

*"Not over managed, but looked after."*

*"The Shire to be more actively involved in community events to encourage other community members involvement. Update Shire website so that it is more user friendly, i.e. better building and planning information, events, activities, more involvement with ideas such as EELIS."*



## How will we get there?

The following strategies have been identified as contributing to the achievement of each outcome.

### **Outcome 4.1 To be a collaborative community with the capacity to manage the current and future direction of Exmouth.**

#### **Key Partners**

<b>4.1.1</b>	To engage the community in decision making and a shared responsibility to achieve our goals.
<b>4.1.2</b>	To facilitate better engagement with government agencies and key stakeholders.

### **Outcome 4.2 A local government that is respected, professional, trustworthy and accountable.**

#### **Key Partners**

<b>4.2.1</b>	Provide opportunities for training, education and professional development of officers and elected members.	WALGA, DLG, Professional Memberships
<b>4.2.2</b>	To strive for a high level of effective communication, internally and externally.	Community, Government Departments
<b>4.2.3</b>	Encourage and promote a culture within the organisation that aligns with the values of the Strategic Community Plan.	
<b>4.2.4</b>	Ensure compliance with all relevant legislation and regulation.	
<b>4.2.5</b>	Maintain a corporate structure that reflects and meets the needs of the community.	
<b>4.2.6</b>	Provide sufficient resources to facilitate effective governance.	
<b>4.2.7</b>	For the organisation to be responsive to the community's aspirations, where appropriate.	
<b>4.2.8</b>	Investigate revenue generation and funding opportunities that will fund future operations.	
<b>4.2.9</b>	Ensure that community facilities are being developed and rationalised in line with Council's financial capacity for a growing community.	



**Outcome 4.3 To be strong advocates representing the region's interests.****Key Partners****4.3.1**

Create platforms for better engagement with government agencies and key stakeholders.

RCG, GDC

**4.3.2**

Continually review the Strategic Community Plan through community engagement to ensure it represents the community's interests.

Community





# Summary of Objectives and Outcomes

Objectives		Outcomes
ECONOMIC	<i>To be a diverse and innovative economy with a range of local employment opportunities.</i>	<ul style="list-style-type: none"> <li>• To increase the number of local businesses, industries and services that will provide a range of employment opportunities for the people of Exmouth</li> <li>• Planned and balanced economic growth</li> <li>• Diverse tourism opportunities</li> <li>• Maintain and increase the defence presence</li> <li>• Maintain and Improve Shire Infrastructure</li> </ul>
ENVIRONMENT	<i>To have a balanced respect for our environment and heritage, both natural and built.</i>	<ul style="list-style-type: none"> <li>• To maintain and improve access and connectivity to our natural assets.</li> <li>• Our pristine natural environment and biodiversity will be understood, maintained and protected.</li> <li>• To have a town and community that takes pride in its World Heritage status.</li> <li>• To be a leader in eco-friendly initiatives and innovations.</li> <li>• To make Exmouth an attractive town that is a comfortable and welcoming place to live and visit, and reflects our lifestyle values and unique natural environment.</li> <li>• Incorporate Climate Change impacts into current and future planning and policy of Land Developments.</li> </ul>
SOCIAL	<i>To be a dynamic, passionate and safe community valuing natural and cultural heritage.</i>	<ul style="list-style-type: none"> <li>• Retain a safe community environment.</li> <li>• Excellent lifestyle, recreational and cultural facilities.</li> <li>• An inclusive, responsible and cohesive community.</li> <li>• A community that is well informed and educated about our natural, cultural and built environment.</li> <li>• Maintain and increase the participation levels in local community organisations and clubs.</li> <li>• Expanded education and training facilities, and opportunities.</li> <li>• Residents and visitors have access to appropriate services and facilities to enhance their health and wellbeing.</li> <li>• There is a diverse range of residential land options available.</li> </ul>
CIVIC LEADERSHIP	<i>To work together as custodians of now and the future.</i>	<ul style="list-style-type: none"> <li>• To be a collaborative community with the capacity to manage the current and future direction of Exmouth.</li> <li>• A local government that is respected, professional, trustworthy and accountable.</li> <li>• To be strong advocates representing the region's interests.</li> </ul>



# Measuring Our Success

The aim of this plan is to align the community's visions and aspirations for the future of the Shire of Exmouth, to our objectives. These objectives will be measured by both quantifiable and non-quantifiable outcomes.

We will use the following two measures to identify how we progress towards our objectives.

## Community satisfaction

As part of the formulation of this plan the community was asked to provide feedback on the importance of services we provide, and the level of satisfaction with the services.

By conducting annual community satisfaction survey we will obtain an indication of ongoing community satisfaction levels to guide the prioritisation of the delivery of this plan.

## Key performance measures

Key performance measures which are able to provide an indication of whether we are meeting our objectives will be monitored and reported. A combination of measures will be developed by the Shire along with a base level and target level for each measure.

An example of some of the measures we may use for each objective is provided in the table below.

## Objectives

## Key Performance Measures

<b><i>To be a diverse and innovative economy with a range of local employment opportunities.</i></b>	Population statistics No. of business licences Vacancy rates (business and residential) No. of building approvals
<b><i>To have a balanced respect to our environment and heritage, both natural and built.</i></b>	Percentage of waste placed in landfill Energy usage statistics
<b><i>To be a dynamic, passionate and safe community valuing natural and cultural heritage.</i></b>	Crime rates Community participation rates Community satisfaction levels No. of cultural events
<b><i>To work together as custodians of now and the future.</i></b>	Financial ratios Long-term financial viability Asset sustainability ratios Employee retention levels Volunteer levels



# Who will Influence Our Success

Our ability to achieve our desired outcomes may be influenced by other levels of government. The table below lists our outcomes and the various governments which we believe may have significant influence on our ability to achieve our desired outcomes. Where achievement of an outcome is primarily influenced by our own strategies and actions no other level of government is indicated. Region we are referring to regional collaboration.

	Outcomes	Region	State	Federal
1.1	To increase the number of local businesses, industries and services that provides a range of employment opportunities for the people of Exmouth.	○	○	○
1.2	Planned and balanced economic growth.	○		○
1.3	Diverse tourism opportunities.	○	○	○
1.4	Maintain and increase the defence presence.		○	○
1.5	Maintain and Improve Shire Infrastructure.	○	○	○
2.1	To maintain and improve access and connectivity to our natural assets.	○		○
2.2	Our pristine natural environment will be understood, maintained and protected.	○		○
2.3	To have a town and community that takes pride in its world heritage status.		○	○
2.4	To be a leader in eco-friendly initiatives and innovations.	○		○
2.5	To make Exmouth an attractive town that is a comfortable and welcoming place to live and visit, and reflects the lifestyle values and unique natural environment.	○	○	○
2.6	Incorporate Climate Change impacts into current and future planning and policy of Land Developments.	○	○	○
3.1	Retain a safe community environment.			○
3.2	Excellent lifestyle, recreational and cultural facilities.	○	○	○
3.3	An inclusive, responsible and cohesive community.	○		
3.4	A community that is well informed and educated about our natural, cultural and built environment.	○	○	○
3.5	Maintain and increase the participation levels in local community organisations and clubs.			○
3.6	Expanded education and training facilities and opportunities.		○	○
3.7	Residents and visitors have access to appropriate services and facilities to enhance their health and wellbeing.		○	○
3.8	There is a diverse range of land options available.	○		○
4.1	To be a collaborative community with the capacity to manage the current and future direction of the Ningaloo region.	○		○
4.2	A local government that is respected, professional, trustworthy and accountable.	○		○
4.3	To be strong advocates representing the region's interests.	○	○	○





# Acronyms

The following acronyms have been used within this document.

<b>CASA</b>	Civil Aviation Safety Authority	<a href="http://www.casa.gov.au">www.casa.gov.au</a>
<b>DAFWA</b>	Department of Agriculture and Food	<a href="http://www.agric.wa.gov.au">www.agric.wa.gov.au</a>
<b>DCA</b>	Department of Culture and the Arts	<a href="http://www.dca.wa.gov.au">www.dca.wa.gov.au</a>
<b>DC</b>	Department for Communities	<a href="http://www.communities.wa.gov.au">www.communities.wa.gov.au</a>
<b>DEC</b>	Department of Environment and Conservation	<a href="http://www.dec.wa.gov.au">www.dec.wa.gov.au</a>
<b>DoD</b>	Department of Defence	<a href="http://www.defence.gov.au">www.defence.gov.au</a>
<b>DET</b>	Department of Education	<a href="http://www.det.wa.edu.au">www.det.wa.edu.au</a>
<b>DIA</b>	Department of Indigenous Affairs	<a href="http://www.dia.wa.gov.au">www.dia.wa.gov.au</a>
<b>DLG</b>	Department of Local Government	<a href="http://www.dlg.wa.gov.au">www.dlg.wa.gov.au</a>
<b>DHW</b>	Department of Housing	<a href="http://www.housing.wa.gov.au">www.housing.wa.gov.au</a>
<b>DoHA</b>	Department of Health and Ageing	<a href="http://www.health.gov.au">www.health.gov.au</a>
<b>DoP</b>	Department for Planning	<a href="http://www.planning.wa.gov.au">www.planning.wa.gov.au</a>
<b>DOT</b>	Department of Transport	<a href="http://www.transport.wa.gov.au">www.transport.wa.gov.au</a>
<b>DoW</b>	Department of Water	<a href="http://www.water.wa.gov.au">www.water.wa.gov.au</a>
<b>DSD</b>	Department of State Development	<a href="http://www.dsd.wa.gov.au">www.dsd.wa.gov.au</a>
<b>DSR</b>	Department of Sport and Recreation	<a href="http://www.dsr.wa.gov.au">www.dsr.wa.gov.au</a>
<b>DURACK</b>	Durack Institute of Technology	<a href="http://www.durack.edu.au">www.durack.edu.au</a>
<b>FESA</b>	Fire and Emergency Services Authority	<a href="http://www.fesa.wa.gov.au">www.fesa.wa.gov.au</a>
<b>GDC</b>	Gascoyne Development Commission	<a href="http://www.gdc.wa.gov.au">www.gdc.wa.gov.au</a>
<b>GRCG</b>	Gascoyne Regional Collaborative Group	
<b>HWA</b>	Heritage Council of WA	<a href="http://www.hc.wa.gov.au">www.hc.wa.gov.au</a>
<b>Main Roads WA</b>	Main Roads Western Australia	<a href="http://www.mainroadswa.wa.gov.au">www.mainroadswa.wa.gov.au</a>
<b>NOERC</b>	Ningaloo Ocean and Earth Research Centre	
<b>SLWA</b>	State Library of WA	<a href="http://www.slwa.wa.gov.au">www.slwa.wa.gov.au</a>
<b>RDL</b>	Department of Regional Development and Lands	<a href="http://www.rdl.wa.gov.au">www.rdl.wa.gov.au</a>
<b>SBDC</b>	Small Business Development Corporation	<a href="http://www.smallbusiness.wa.gov.au">www.smallbusiness.wa.gov.au</a>
<b>WALGA</b>	Western Australian Local Government Association	<a href="http://www.walga.asn.au">www.walga.asn.au</a>
<b>WC</b>	Water Corporation	<a href="http://www.watercorporation.com.au">www.watercorporation.com.au</a>



# References & Acknowledgements

We thank the people of the Shire of Exmouth for their time and effort in being a part of our community engagement and for their invaluable input into our Strategic Community Plan.

The Shire of Exmouth 10+ Year Strategic Community Plan 2011, has been developed by engaging the community and other stakeholders. Council's Elected Members, Management and Staff have also had input to the development of the Plan. Facilitators for the process were UHY Haines Norton. Much of the information contained in this Plan has been derived from documents in the public domain and liaison with key stakeholders.

The Shire of Exmouth wishes to acknowledge funding provided by the Department of Local Government and Department of Regional Development and Lands through Royalties for Regions to support this project.

We have also made reference to the following documents or sources during the preparation of the plan.

Shire of Exmouth Plan for the Future March, 2008

Shire of Exmouth Strategic Plan 2007 - 2012

Council Website: <http://www.exmouth.wa.gov.au>

West Australian Local Government Association Website: <http://www.walga.asn.au>

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