



LANDCORP

## Greater Narrogin Region

**Growing our Community**

# **An Economic Development and Implementation Strategy**



**ROYALTIES  
FOR REGIONS**



**Wheatbelt**  
Development  
Commission

# Document Control

This document has been endorsed by:

**Wheatbelt Development Commission Board**


**Shire of Narrogin**

**Shire of Cuballing**

**Town of Narrogin**

20 February 2015

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V1	22 April 2014	First review by Wheatbelt Development Commission
V2	17 October 2014	Reviewed by Reference Group
V3	19 November 2014	Final comments from Wheatbelt Development Commission
Final	6 February 2015	Final version completed for endorsement



*The Wheatbelt is a region of enormous opportunity. Its proximity to markets, diverse productive landscapes, a strong economic base, its people and their strong sense of community are all foundations for growth which contribute to the State's prosperity.*

# Welcome



**Tim Shackleton**

**Chair**

**Wheatbelt Development Commission**

In this exciting time of growth in our state and in our region, the Wheatbelt Development Commission (WDC) is pleased to be involved in the Growth Planning process committed to the future of Greater Narrogin.

This aspirational plan will greatly assist the expansion of industry, services and infrastructure to ensure readiness in supporting a projected population growth of 20,000 by 2050, in line with the State's projected population and economic growth. The strategies outlined will position the Greater Narrogin Region to build its competitive advantage and economic drivers to showcase its contribution to the State's prosperity

As a regional development organisation, the Wheatbelt Development Commission has played a responsive role to ensure the broader potential of the Wheatbelt South sub-region is recognised. An innovative partnership between the Wheatbelt Development Commission, LandCorp and community representatives across the Greater Narrogin project area has enforced leadership and responsibility of regional centres.

This process has been supported by the Department of Regional Development and LandCorp, with funding assistance from the Wheatbelt Regional Grants Scheme Royalties for Regions (RfR). It has involved extensive consultation with local, regional and State stakeholders and we thank each for their input and expertise. Ongoing consultation will continue to address strengths, inhibitors and opportunities for economic growth.

The Wheatbelt Development Commission is proud to be pioneering this model for delivering regional development and looks forward to future collaboration with the State Government, Town of Narrogin, Shire of Narrogin and Shire of Cuballing, to ensure that strategic planning and investment result in productive growth.





**Leigh Ballard**

**Chair**

**Wheatbelt South Reference Group**

The Greater Narrogin Growth Plan presented a unique opportunity for the Town of Narrogin and Shires of Narrogin and Cuballing to collectively plan for population growth over the next 35 years and to create an economy without borders.

The Greater Narrogin Reference Group, which was established in 2013 to guide the direction of the plan, have wholeheartedly embraced this process, acknowledging the need to act on opportunities to achieve successful growth.

Narrogin is the hub of the Wheatbelt South Sub-region and displays many natural and physical advantages to ensure its competitive advantage continues into the future. With productive agricultural lands, strong retail cores, diverse health and education services and interconnected transport networks, Greater Narrogin is well positioned to capitalise on its potential.

The strategic design of the plan recognises long-term land uses and growth opportunities. This has been approached through a wide lens, identifying precincts which will foster our diverse economies, regional infrastructure and vibrant communities. Occupying this vision will improve forthcoming decision-making, in addition to attracting public and private investment. On behalf of the Greater Narrogin Project Team, I would like to commend the State Government for providing its expertise and support in developing this Plan. A clear vision has been communicated that provides for a prosperous future. We look forward to the general community, the public and private sectors, and respective governments in working collaboratively with us on this exciting journey.

# Greater Narrogin Project Team



LANDCORP

LandCorp



Wheatbelt Development Commission



RPS Group Plc

**Wheatbelt South Reference  
Group**

Leigh Ballard, Aaron Cook, Tim Wiese,  
Dr Anita Peerson, Garren Knell and  
Paul Schutz

## Key Stakeholders



Shire of Narrogin  
43 Federal Street  
Narrogin WA 6312  
Phone: (08) 9881 1866  
Email: [enquiries@narroginshire.wa.gov.au](mailto:enquiries@narroginshire.wa.gov.au)  
Website: [www.narroginshire.wa.gov.au](http://www.narroginshire.wa.gov.au)



Town of Narrogin  
89 Earl Street  
PO Box 188  
Narrogin WA 6312  
Phone: (08) 9881 1944  
Email: [enquiries@narrogin.wa.gov.au](mailto:enquiries@narrogin.wa.gov.au)  
Website: [www.narrogin.wa.gov.au](http://www.narrogin.wa.gov.au)



Shire of Cuballing  
Campbell Street  
PO Box 13  
Cuballing WA 6311  
Phone: (08) 9883 6031  
Email: [enquiries@cuballing.wa.gov.au](mailto:enquiries@cuballing.wa.gov.au)  
Website: [www.cuballing.wa.gov.au](http://www.cuballing.wa.gov.au)

The Wheatbelt Development Commission and LandCorp would like to thank the Shire of Narrogin, Shire of Cuballing, Town of Narrogin, Wheatbelt South Reference Group, RPS and many State Government agencies for their assistance in developing this document.

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The consultant team would like to acknowledge that this planning process relates to the country for which the members and elders of the Gnaala Karla Booja community and their forebears have been custodians for many centuries, and on which their community have performed age old ceremonies of celebration, initiation and renewal. We acknowledge their living culture and unique role in the life of this region.



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## Executive Summary

***Growing our Community – An Economic Development and Implementation Strategy*** (the Plan) provides a vision and guiding principles to enable economic growth, prosperity and wellbeing for the communities of the Greater Narrogin Region (Cuballing, Highbury and Narrogin). The Plan includes actions, projects and initiatives to promote and share the benefits of growth across the region and accommodate a population of approximately 20,000 in Greater Narrogin by 2050. This Plan has been prepared by the Greater Narrogin Project Team in collaboration with stakeholders and the communities of the region.

### **Vision for the Greater Narrogin Region:**

*‘To see prosperity and growth for the Greater Narrogin Region by encouraging workforce relocation, business growth, attracting new residents and providing attractive community amenities’*





## Guiding Principles

The Plan identifies six key areas to focus on to achieve the vision.

### **Economy (page 39)**

The region will comprise diverse and thriving business, industry and service hubs where innovative opportunities are actively pursued and fostered through:

- Being proactive in attracting new business to the region and encouraging existing businesses to grow.
- Improving the range of local employment opportunities.
- Attracting and retaining knowledge and investment, people and skills.
- Supporting business environments.
- Enabling sustainable growth supported by innovative industry.

### **Communities (page 46)**

The region will comprise relaxed, family friendly communities with healthy lifestyles and a wealth of activities ensuring all communities:

- Are healthy, active, safe and informed.
- Achieve community participation and involvement.
- Provide affordable and accessible services that meet community expectations.
- Achieve a high quality of life for the people of Greater Narrogin.
- Access a diverse range of social, recreational and volunteer opportunities.
- Respect diversity and be inclusive of all peoples.
- Celebrate the rich cultural heritage.

### **Built Form and Housing (page 52)**

The built form and housing will capture the community's character and rural setting; connecting people and places and integrating sustainable infrastructure to meet the needs of the growing communities and economy. This will be achieved by:

- Creating active and vibrant spaces.
- Developing well connected and liveable communities.
- Encouraging design elements to celebrate communities.
- Supporting sustainable building and infrastructure design.

### **Infrastructure (page 58)**

The region will ensure the delivery of sustainable, integrated and high quality, modern infrastructure to meet the social, economic and environmental needs that will create well-connected, liveable communities with sustainable employment opportunities. This will be achieved by:

- Enhancing Narrogin's appeal for lifestyle and business development.
- Encouraging energy efficiency and sustainability.
- Adopting a whole-of-government approach towards infrastructure provision to meet current and future needs for growth.
- Providing quality regional infrastructure.
- Improving investment in regional infrastructure to ensure greater prosperity, productivity and growth of the communities.
- Supporting public-private partnerships and other arrangements to deliver efficient and timely infrastructure projects.

### **Natural Environment (page 69)**

The environmental values and natural resources of the region need to be protected to benefit current and future generations while providing appropriate development opportunities. This will be achieved by:

- Maintaining and enhancing the natural environment and addressing risk areas.
- Providing environmentally sustainable and economically viable management of waste.
- Developing sustainable townsites, integrating natural elements and connecting the community to the environment.
- Enabling responsible access, use and enjoyment of the natural environment.
- Strengthening the connection with the environment.

### **Governance (page 73)**

The region will embrace collaborative and proactive leadership delivering on the values and aspirations of the communities through:

- Effectively resourcing and managing Local Government activities.
- Providing positive leadership in a sub-regional context.
- Becoming a customer-focused community.
- Ensuring open and representative decision-making processes.
- Achieving community support for the region's Strategic Plans and Growth Planning.
- Cross-agency strategic partnerships.
- A focus on delivering shared outcomes.

## Priority Projects and Initiatives

Several key projects and initiatives for the Greater Narrogin Region have been identified for both Local and State Governments, and will help to implement the Plan's vision. The Greater Narrogin Project Team in conjunction with the three Shires has identified 4 priority projects and initiatives for the growth period 2014 - 20. They are:

- ***Narrogin Link Road and Wanerie Heavy Haulage Bypass***
- ***Regional Waste Depot***
- ***Narrogin CBD Revitalisation***
- ***Narrogin Education Precinct***

Refer to the Implementation Plan in Appendix 6 for more information on these priority projects and initiatives. A comprehensive project list can be found in Appendix 7 and these projects will be monitored on an on-going basis.



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# Introduction

## The Purpose of 'Growing our Community'

The Wheatbelt South sub-region is comprised of 15 Local Governments of which the Shire of Narrogin, Shire of Cuballing and Town of Narrogin form part of. The township of Narrogin is recognised as the Regional Centre for the sub-region. The Wheatbelt South is home to approximately 18,000 people of which the Town of Narrogin, Shire of Narrogin and Shire of Cuballing population equates to 29% of the Wheatbelt South sub-region<sup>1</sup>. This Plan focuses on the total catchment area of the Town of Narrogin, Shire of Narrogin and Shire of Cuballing, and is referred to as the 'Greater Narrogin Region'.

'Growing our Community' is an economic development and implementation strategy for the Greater Narrogin region, which is renowned for its health, education, cultural and recreational facilities.

This Plan sets the vision and guiding principles for the development of the sub-region until 2050. The actions, projects and initiatives outlined within this document will guide the Plan's aspirations to achieve growth. Implementing the strategies and projects in the Plan will attract investment and enable people to take advantage of the significant opportunities available throughout the region.

The Plan also acts as a framework to enable the Wheatbelt South sub-region to sustainably grow its economy, strengthen and build up communities and shape the places where people live, work and play. Acknowledging and respecting the distinctive character of the region is integral and efforts to protect and enhance natural environments will be perused.

The Plan is an opportunity for improved communication and collaboration between stakeholders to: i) inform current initiatives; and ii) work towards a shared vision and goals for the future.


Future economic growth and dynamism of the Greater Narrogin Region's key growth themes of health and aged care, tourism, education, transport, industry and retail will drive population growth, encouraging more people to choose to live and work within the sub-region.

The Plan is designed to guide decisions on a wide range of issues (such as transport, infrastructure planning, cultural heritage, land-use planning, environment and resource protection), in the interest of creating a clear picture to support investment decisions and promote economic prosperity.



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<sup>1</sup> ABS 2011 Census of Population and Housing



This Plan does not replace existing frameworks but works in conjunction with them; providing growth direction and management to create and sustain attractive happy, healthy and safe communities meeting people's needs and aspirations throughout their lives. Attracting new businesses and skilled workers is a key objective and plays a major role in the economic success and growth of the sub-region.

By making the towns within the Wheatbelt South sub-region, more desirable places to live and work, the Plan will ensure that Greater Narrogin and surrounding communities will be the focus for quality community infrastructure and services. This will not only support population growth but retain existing community members.

## About this Document

This Plan sets out the community's vision for the sustained growth of the sub-region. It clearly integrates economic, community and environmental initiatives to: i) establish growth drivers; and ii) identify key priority actions and projects to guide population growth and retention into the future.

This Plan is a non-statutory, affirmative action plan designed to provide a sound basis for future sub-regional and local infrastructure planning and investment decisions. The true strength of the Plan is its flexibility to embrace individual and community needs and aspirations in an integrated way, and therefore guide the preparation of more specialised planning and service delivery.

An implementation schedule has been included under each guiding principle and contains all actions for growth, including the key priorities and projects for the short, medium and long-term. All of the timeframes referred to in the Plan are indicative (See Table 1). The projects and priorities will continue to be refined and reprioritised as the Plan is reviewed over the growth period (2014-50).

**Table 1 – Implementation timeframes**

<b>Short-term</b>	<b>2014 – 2020</b>
<b>Medium-term</b>	<b>2020 – 2030</b>
<b>Long-term</b>	<b>2030 – 2050</b>



# Context

## Regional Centres Development Plan

With the population forecast to double in Western Australia by 2050, the State Government established the Regional Centres Development Plan in 2011 through Royalties for Regions. This Plan encourages regional communities to accelerate their local planning processes to ensure settlements are well prepared to take advantage of opportunities arising from future economic opportunities and population growth.

Narrogin, as a Regional Centre for Wheatbelt South, was selected in addition to Merredin for the Central East and Moora, Dalwallinu and Wongan Hills for the Central Midlands to have a Plan created on behalf of the Wheatbelt Development Commission. Each sub-region was tasked with undertaking a growth planning process to analyse the driving forces, pressures, impacts and responses for growth and identify transformational projects. A round of RfR funding was made available to the Greater Narrogin Project Team to support this process in addition to the development of an implementation strategy.

**The State Government's vision for Regional Development is:**

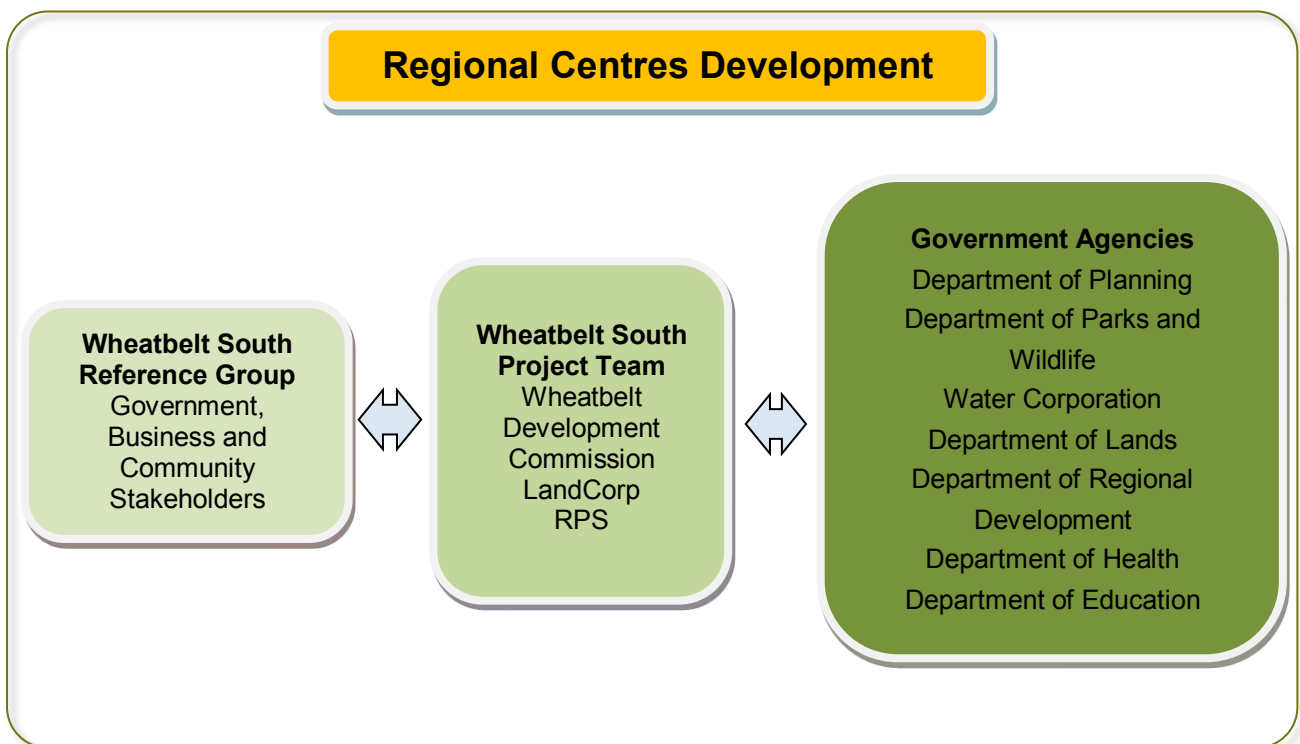
***Regional Western Australia will continue to be a key contributor to the nation's wellbeing. The future success of rural and regional areas will depend on attracting investors and visitors, encouraging new residents to settle and enabling existing residents to remain. The facilities and services in rural and regional areas of the State will provide good opportunities for accommodation and employment, high standards of health and education, and offer a lifestyle that is safe and enjoyable. People living in regional Western Australia will have opportunities to be involved in local decision-making to set the direction of their communities.***

## Approach

This Plan has been developed by LandCorp in partnership with the WDC. The Plan has come together using collaborative consulting where the WDC has been actively involved in its development through collecting data, strategic overview and stakeholder consultation. This approach is highly advantageous as it:

- Draws on the WDC's existing resources to support data collection and consultation tasks
- Uses the WDC's knowledge of the region to assist with the Plan's development
- Utilises each agencies' strengths in developing the Plan

All information contained within the Plan has been sourced from Local Government documents (see References), the Sub-Regional Economic Strategy developed by RPS, through consultation with State Agencies and Local Governments and through regular meetings with the Wheatbelt South Reference Group consisting of government, business and community stakeholders, with expertise in education, agriculture, business, health, transport and housing. This is demonstrated in Figure 1 below.



**Figure 1: State and local agencies and organisations involved in the development of the Plan**

Figure 2 demonstrates how the 'Growing our Community' Plan is aligned with the Western Australian State Planning and Regional Development Framework. The Plan is a non-statutory, sub-regional level document that will inform local, Regional and State Government priorities.

State Government agency input has been sought into the growth planning process, and agencies will now incorporate the Growth Plan vision and population scenarios into their regular planning and forecasting for the region.



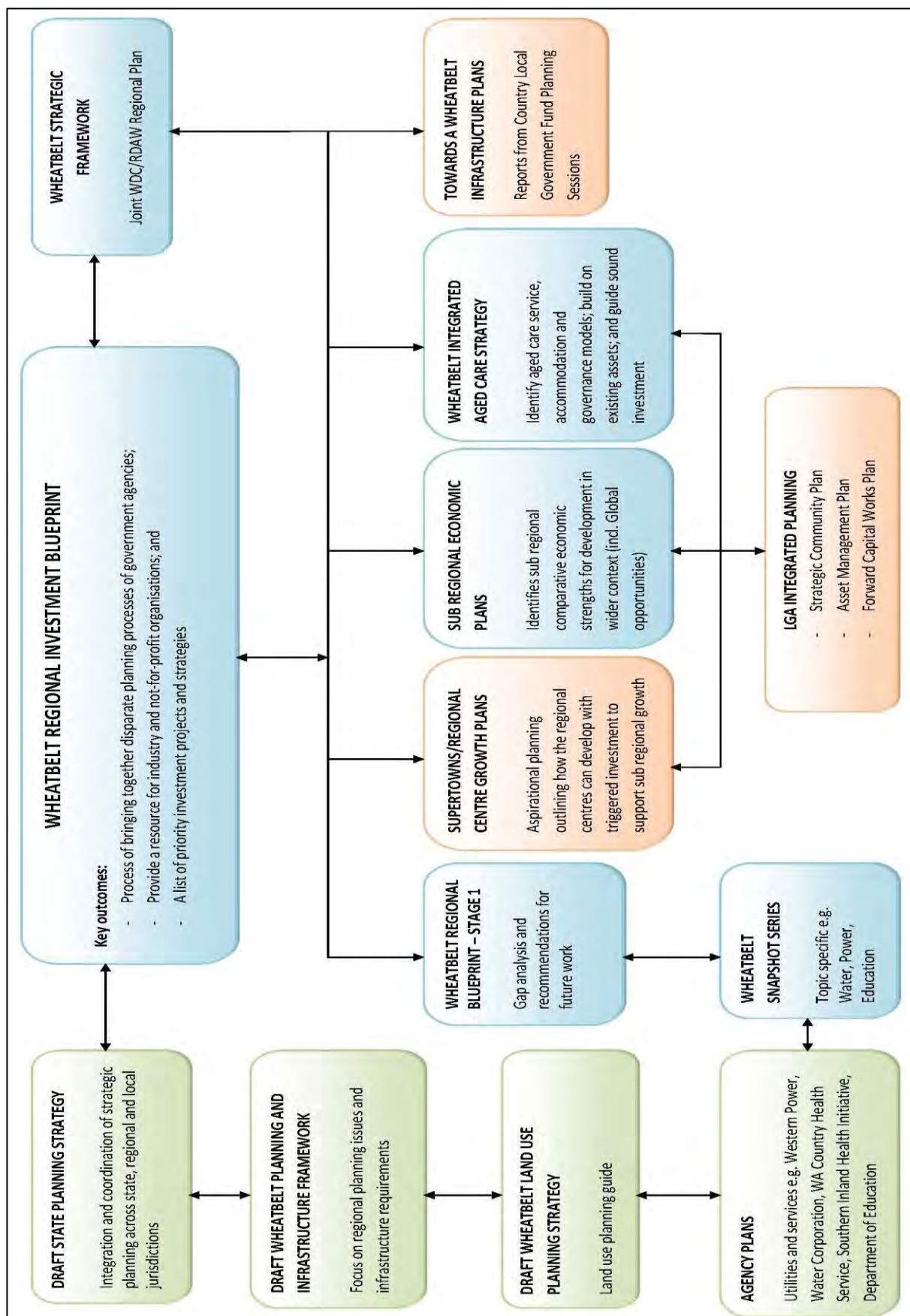


Figure 2: Strategic Framework Flow Chart

## The Wheatbelt Region

The Wheatbelt Region comprises an area of 154,862km<sup>2</sup>, more than twice the size of Tasmania. The region is home to over 74,000 people, making it the third most populous region in the State. The Wheatbelt has a diverse population, with around 5% of the population of Indigenous descent and over 15% born overseas. Over 10% of the population is aged 15-24 years, with 13% aged 65 and over. The median age is approximately 37 years. The population is widely dispersed with around 16,000 people located in the main service centres of Northam, Narrogin, Merredin and Moora.

The region has well-developed transport links, with most major highways and rail routes connecting to Perth. The region has 35% of the State's roads and easy access to the Port of Fremantle and regional ports at Geraldton, Bunbury, Albany and Esperance.

The region has extensive educational, health, recreational and cultural services and is home to the C.Y. O'Connor College of TAFE and Muresk Education Campus. The region also offers affordable housing and business premises, including established industrial precincts ideal for manufacturing and new industry.



Figure 3: The Wheatbelt Region of Western Australia

## Wheatbelt South Sub-region

Narrogin is the Regional Centre of the Wheatbelt South Sub-region which consists of 15 Local Government Authorities (LGA). The region is home to 18,242<sup>2</sup> people with approximately 20% living within the Town of Narrogin LGA. The Southern Wheatbelt is well known for its spring wildflowers, salt lakes, Dryandra Woodlands, rolling pastures and high production of wheat and wool for WA. It is also home to one of Australia's most iconic natural wonders, Wave Rock (Hyden), which attracts over 140,000 visitors annually.

Narrogin is just under a 2.5 hour drive from Central Perth and as a regional centre has a high standard of infrastructure including rail, highway access, water supply and power. Amenities extend to a highly recognised regional hospital, aged care, a fully equipped recreation complex, 3 primary schools, senior high school, agricultural college, a residential college, TAFE, supermarkets, specialty shops, cafes, pubs and restaurants.

### Geographical Information for the Greater Narrogin Region

**Table 2: Local Government Area**

LGA	km <sup>2</sup>
Narrogin (S)	1618
Cuballing	1250
Narrogin (T)	13
Total Area	2881

**Table 3: Distances to major centres**

Location	Distance from Narrogin (km)	Distance from Cuballing (km)
Albany	279	293
Armadale	163	154
Bunbury	191	205
Cuballing	14	-
Narrogin	-	14
Perth	192	190

<sup>2</sup> Wheatbelt South Sub-Regional Economic Strategy 2014, page 9

## Demographics

**Table 4: Greater Narrogin Region demographics**

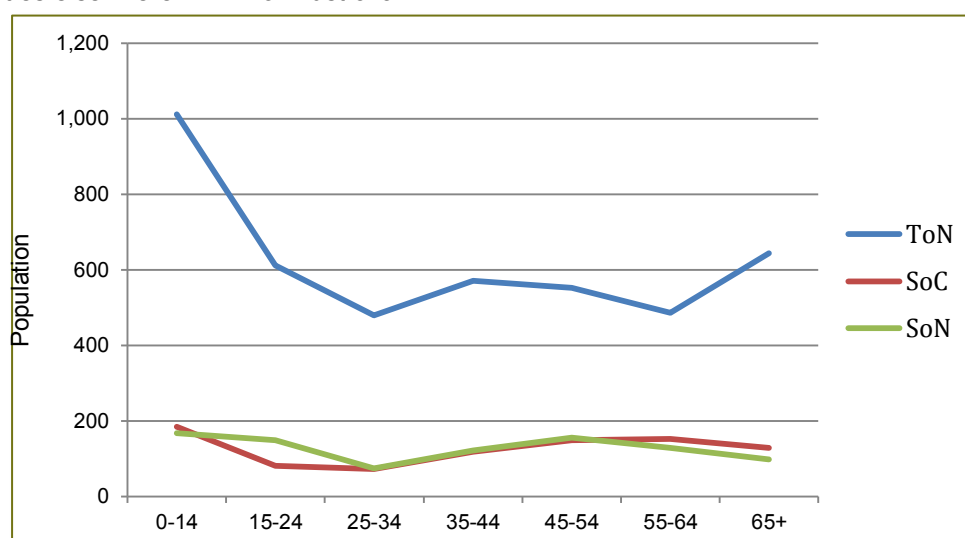
	SoN	SoC	ToN	GNR	WSSR	WA
<b>People (total)</b>	<b>897</b>	<b>884</b>	<b>4,357</b>	<b>6,138</b>	<b>20,711</b>	<b>2,239,170</b>
<b>Male</b>	<b>480</b>	<b>445</b>	<b>2,085</b>	<b>3,010</b>	<b>10,859</b>	<b>1,126,178</b>
<b>Female</b>	<b>417</b>	<b>439</b>	<b>2,272</b>	<b>3,128</b>	<b>9,852</b>	<b>1,112,992</b>
<b>Median Age (years)</b>	<b>37</b>	<b>44</b>	<b>37</b>	<b>38</b>	<b>41</b>	<b>36</b>
<b>Families</b>	<b>232</b>	<b>258</b>	<b>1,049</b>	<b>1,539</b>	<b>5,418</b>	<b>585,311</b>
<b>Average Children per Family</b>	<b>1.8</b>	<b>1.9</b>	<b>2</b>	<b>1.95</b>	<b>1.9</b>	<b>1.9</b>
<b>Private Dwellings</b>	<b>365</b>	<b>435</b>	<b>1,949</b>	<b>2,749</b>	<b>10,381</b>	<b>960,717</b>
<b>Average People per Household</b>	<b>2.7</b>	<b>2.4</b>	<b>2.4</b>	<b>2.4</b>	<b>2.4</b>	<b>2.6</b>
<b>Median Weekly Household Income</b>	<b>\$1,303</b>	<b>\$891</b>	<b>\$956</b>	<b>\$1,003</b>	<b>\$962</b>	<b>\$1,415</b>
<b>Median Monthly Mortgage Repayments</b>	<b>\$1,151</b>	<b>\$1,083</b>	<b>\$1,200</b>	<b>\$1,172</b>	<b>\$1,092</b>	<b>\$1,950</b>
<b>Median Weekly Rent</b>	<b>\$100</b>	<b>\$108</b>	<b>\$160</b>	<b>\$141</b>	<b>\$125</b>	<b>\$300</b>
<b>Average Motor Vehicles per Dwelling</b>	<b>2.9</b>	<b>2.4</b>	<b>1.8</b>	<b>2.1</b>	<b>2.3</b>	<b>1.9</b>
<b>Children Aged 0-14 years (% of population)</b>	<b>19</b>	<b>21</b>	<b>23.2</b>	<b>22.6</b>	<b>21.4</b>	<b>19.7</b>

**GNR** – Greater Narrogin Region; **WSSR** – Wheatbelt South Sub-region

Source: Australian Bureau of Statistics (ABS), Census, 2011(ERP)

## Population Age Profile

The population age profile (Figure 4) shows a lower percentage of 15-34 year olds in the area. This is consistent with the rest of the Wheatbelt where this age bracket has seen a significant departure from the towns over the years, due to available and perceived quality education, training and employment opportunities elsewhere in WA or Australia.



**Figure 4: Age profiles**

Source: LandCorp 2013



## Growth Scenarios

Growth projections are useful for effective planning for actions, projects and initiatives required to implement the Plan's vision. Table 5 describes four population scenarios for this Plan. The population scenarios are based on the latest ABS 2011 Census data.

The population scenarios below have been developed for the Greater Narrogin Region. Also shown on the following page (Figure 5) are the projected conservative figures from the WA Planning Commission (2001-26), enabling a comparison over the years.

The Plan's population scenarios are based on aspirational rather than 'Business as Usual' growth rates with 3% population growth per annum required to meet the 2050 population target of 19,439 people.

Government, business and community must take a positive approach to increasing the population and actively work to achieve the required targets. Each of the three Local Governments has experienced varying degrees of growth over the last decade and this needs to be considered when planning for future growth.

### *Shire of Narrogin*

- Since 2001 the population of the Shire of Narrogin has increased by 18%
- WAPC population projections predict the population will increase to 1,300 people by 2026.

### *Shire of Cuballing*

- The population of the Shire of Cuballing has increased by 24% since 2001
- WAPC population projections predict the population will increase to 980 people by 2026.

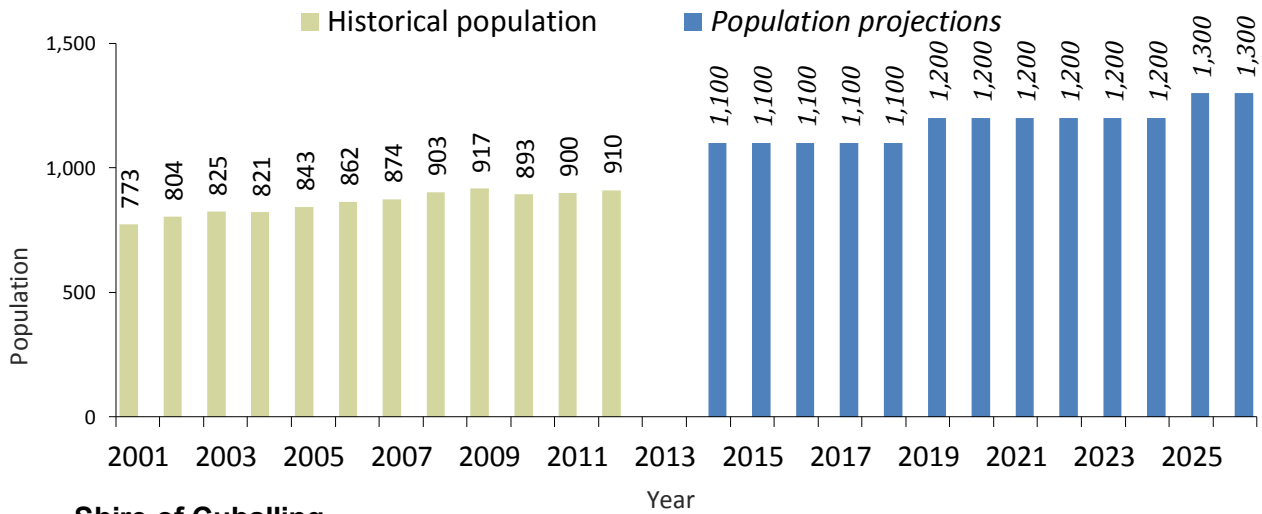
### *Town of Narrogin*

- The population of the Town of Narrogin declined during 2001-08, and increased by 2% in 2012.
- WAPC population projections predict the population will increase by 17% during 2012-2026.

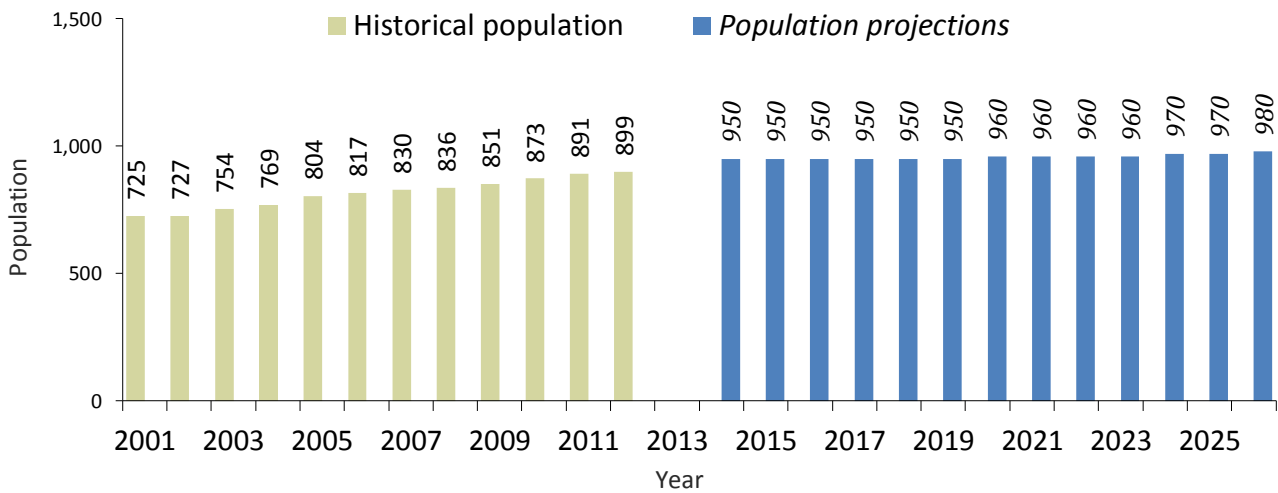
**Table 5: Population growth scenarios for the Greater Narrogin Region**

Growth per annum	2011	2018	2023	2028	2033	2038	2050
3%	6,138	7,549	8,751	10,145	11,761	13,634	19,439
2%	6,138	6,907	7,626	8,419	9,295	10,263	13,017
1%	6,138	6,581	6,916	7,269	7,960	8,030	9,048
Business as Usual 0.9%	6,138	6,535	6,834	7,147	7,475	7,817	8,704

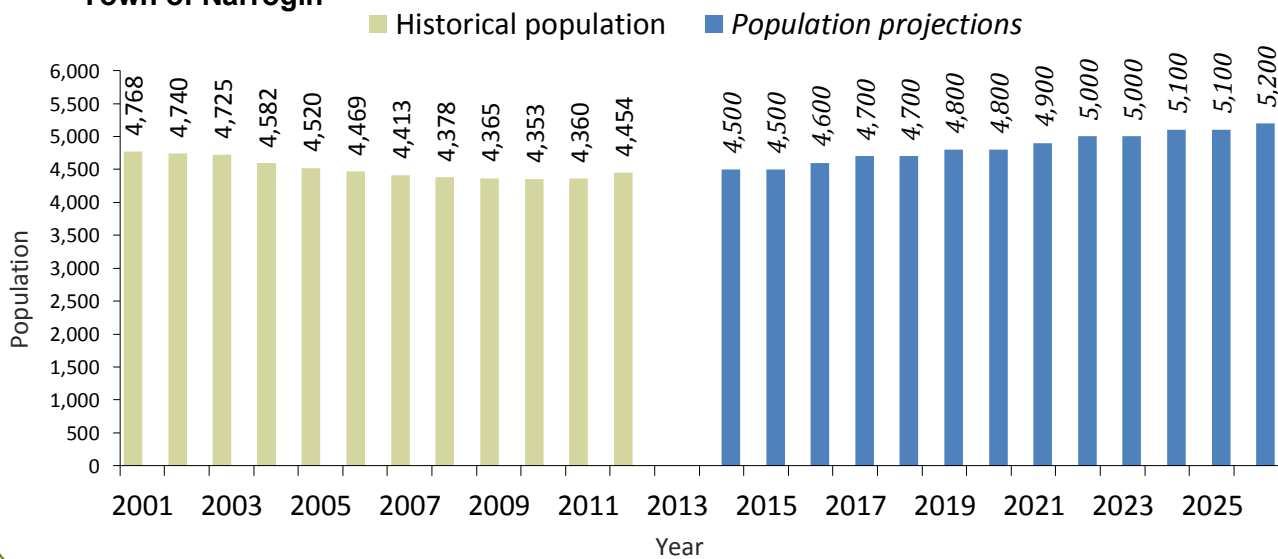
### Shire of Narrogin



### Shire of Cuballing



### Town of Narrogin



**Figure 5: WAPC population projections**

Sources: ABS Regional Population Growth, 2013  
WAPC Population Projections 2012 (SoN/ ToN - Band C, SoC Band D)

## Employment

The 2011 Census recorded varied unemployment levels around the Greater Narrogin Region (Table 6). Levels have risen across each LGA in line with the Wheatbelt South and WA unemployment levels. The Town of Narrogin recorded the most significant change which was higher than both the sub-region and State. The Town of Narrogin's higher unemployment rate reflects the town's role as the sub-region's major service centre<sup>3</sup>.

**Table 6: Unemployment Rates**

Location	2006	2011	% Change
Narrogin (S)	1.6%	2.0%	+0.4%
Cuballing	2.2%	3.4%	+1.2%
Narrogin (T)	4.1%	6.8%	+2.7%
Sub-Region	3.0%	4.1%	+1.1%
WA	3.8%	4.7%	+0.9%

The 2011 ABS Census showed that the labour force size in both the Shire of Narrogin and Cuballing has risen since the last census (2006) while it has decreased for the Town of Narrogin (Table 7).

**Table 7: Labour Force Size**

Location	2006	2011	% Change
Narrogin (S)	448	460	+12
Cuballing	403	440	+37
Narrogin (T)	1930	1885	-55

<sup>3</sup> RPS Wheatbelt South Sub-Regional Economic Strategy 2014, page 10

Participation rates in higher education varied across the Greater Narrogin Region in 2011 from 1.9% in the Shire of Cuballing to 3.5% in the Town of Narrogin compared with 3.3% for Regional WA<sup>4</sup> and 8% for the state of WA<sup>5</sup>. There is a strong need for greater value to be placed on higher education opportunities to increase the share of workforce from the figures below:

- Bachelor and Postgraduate share of working population:
  - Shire of Narrogin – 14.5%
  - Shire of Cuballing – 11.4%
  - Town of Narrogin – 12.7%
  - WA – 20.7%
- Certificate and Diploma level share of working population:
  - Shire of Narrogin – 30.6%
  - Shire of Cuballing – 32.2%
  - Town of Narrogin – 31.8%
  - WA – 32.6%<sup>6</sup>



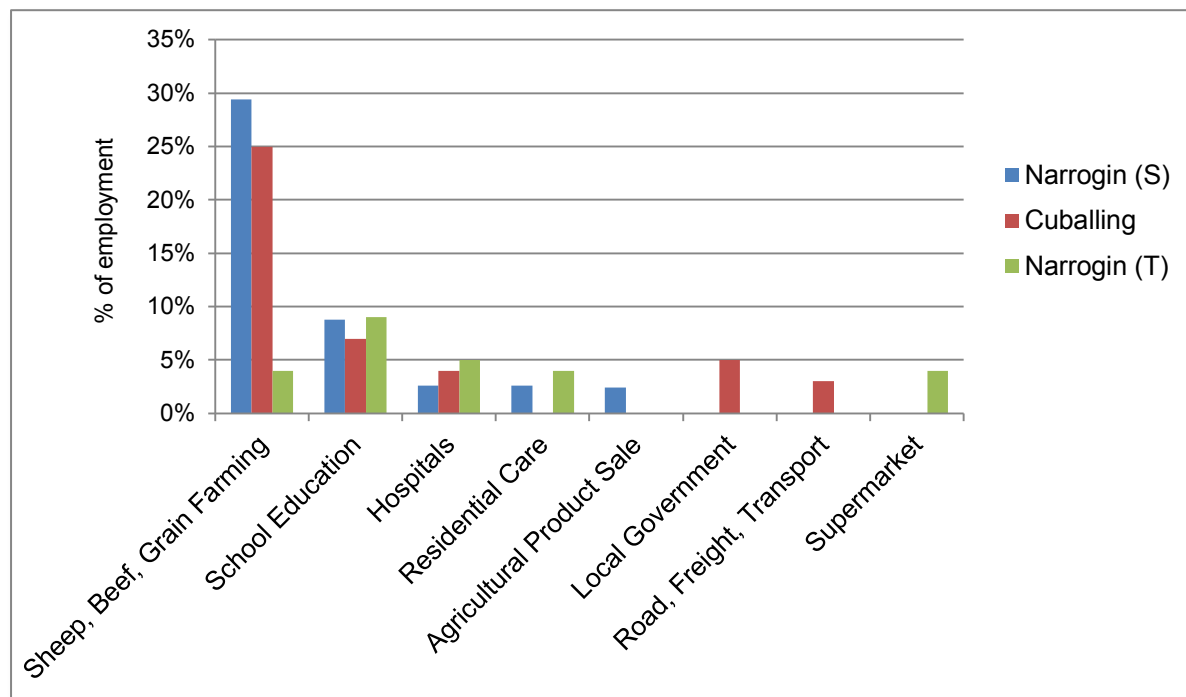
<sup>4</sup> RPS Wheatbelt South Sub-Regional Economic Strategy 2014, pages 26-27

<sup>5</sup> Draft Wheatbelt Regional Blueprint and Investment Plan 2014, page 57

<sup>6</sup> ABS 2011 Census

## Employment by Industry

Currently the major employment industries across the Greater Narrogin Region are: sheep, beef, grain, farming, school, education and hospitals. Figure 6 highlights the key employment industries for each LGA<sup>7</sup>.



**Figure 6: Employment by industry**

With the anticipated growth of the region, the Local Government authorities believe the following industries could be key employers across Greater Narrogin:

- Education and training
- Health services
- Industry
- Transport and logistics
- Agriculture
- Local Government
- Equestrian-related industries

<sup>7</sup> ABS 2011 Census of Population and Housing



## Property Market

The property market for the three LGAs has varied since 2000 with the Town of Narrogin having the strongest market. Each LGA has its own property characteristics which have influenced market forces. The Shires of Narrogin and Cuballing comprise largely broadacre properties with rural residential located in the townships (Highbury, Cuballing and Popanyinning), whereas the Town of Narrogin consists of mixed land use (residential, commercial, retail and industrial), and where the large majority of population is based.

The Wheatbelt South Sub-Regional Economic Strategy (2014) identified that the Wheatbelt South sub-region and the broader Western Australian housing market have experienced volatile conditions over the past 5 years. This reflects the impact that the global financial crisis and subsequent depressed level of consumer confidence on housing market activities. Despite this, the Wheatbelt South sub-region market experienced price growth over this period with median house prices increasing from \$140,000 in 2006 to \$175,000 in 2012<sup>8</sup>. This statement is true of the Greater Narrogin Region. In comparison, the Perth metropolitan region median house prices for the same period have increased from \$400,000 to just under \$500,000.

Median house prices in the Perth metropolitan area are six times greater than that of the average household income (\$79,300 as at 2012<sup>9</sup>). In comparison, the Greater Narrogin Region median house price is only 2.5 times the average household income. Maintaining affordable and quality housing options is critical to Greater Narrogin's economic and population growth.

Property sales collectively are small with the majority of sales occurring in the Town of Narrogin for houses valued under \$300,000. The type of properties on the market range from pre-war fibro cement (3 bedroom x 1 bathroom) cottages to modern brick and tile (4 bedroom x 2 bathroom) standard homes with the majority of properties on quarter acre (1000m<sup>2</sup>) lots. Samples of the current housing stock are provided on page 28. Properties are also likely to spend an extended period on the market (average 200-450 days depending on price). The limited variety and quality of housing options has anecdotally impacted sales.

Property rentals are limited, with the majority of rentals found in the Town of Narrogin. Rental properties currently range from \$200 - \$400/week and are typical of what is currently on the market.

One of the challenges for the Greater Narrogin Region is the limited variety and quality of housing stock to meet the needs of current and prospective residents. The Reference Group has identified a need for further land development and the ability to allow current land owners to subdivide in Narrogin.

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<sup>8</sup> Wheatbelt South Sub-Regional Economic Strategy 2014, page 13.

<sup>9</sup> ABS Average weekly earnings 21 May 201

## Properties on the Market

In November 2014, the buyer's market was relatively strong in Narrogin with over 100 established houses for sale in the Town and Shire of Narrogin. The vast majority of these were located in the Narrogin town centre. There was very little vacant land on the market with only 10 currently for sale, whereas Cuballing had 12 vacant lots for sale out of a total of 18 properties that were on the market in the town. The price range, median and averages for each area are shown in Table 8.

**Table 8: Properties on the Market**

Source: RP Data, November 2014

<b>Narrogin (S) Highbury</b>	<b>Lowest listing price</b>	<b>Highest listing price</b>	<b>Median</b>	<b>Average</b>
<b>Commercial</b>	<b>\$535,000</b>	<b>\$535,000</b>	<b>\$535,000</b>	<b>\$535,000</b>
<b>House</b>	<b>\$190,000</b>	<b>\$190,000</b>	<b>\$190,000</b>	<b>\$190,000</b>
<b>Farm</b>	<b>\$570,000</b>	<b>\$570,000</b>	<b>\$570,500</b>	<b>\$570,500</b>
<b>Cuballing</b>	<b>Lowest listing price</b>	<b>Highest listing price</b>	<b>Median</b>	<b>Average</b>
<b>Commercial</b>	<b>\$125,000</b>	<b>\$125,000</b>	<b>\$125,000</b>	<b>\$125,000</b>
<b>House</b>	<b>\$250,000</b>	<b>\$329,950</b>	<b>\$299,000</b>	<b>\$296,590</b>
<b>Land</b>	<b>\$29,900</b>	<b>\$148,000</b>	<b>\$70,000</b>	<b>\$86,271</b>
<b>Farm</b>	<b>\$110,000</b>	<b>\$149,500</b>	<b>\$129,750</b>	<b>\$129,750</b>
<b>Narrogin (T)</b>	<b>Lowest listing price</b>	<b>Highest listing price</b>	<b>Median</b>	<b>Average</b>
<b>Commercial</b>	<b>\$80,000</b>	<b>\$80,000</b>	<b>\$80,000</b>	<b>\$80,000</b>
<b>House</b>	<b>\$100,000</b>	<b>\$690,000</b>	<b>\$240,000</b>	<b>\$255,636</b>
<b>Land</b>	<b>\$55,000</b>	<b>\$320,000</b>	<b>\$100,000</b>	<b>\$130,272</b>



## Examples of Housing Stock in Greater Narrogin



**1920s Design**



**1930s**



**1940s**



**1950s**



**1960s**



**1970s**



**Late 1990s - early 2000s**



**Recent**





## Global Drivers

The Wheatbelt is well placed to capitalise on opportunities from global drivers that will provide economic development and population growth. The Greater Narrogin Region will play a key role in achieving this growth. Agriculture, the ageing population and rural living are key to the Wheatbelt South sub-region economic base and provide a solid foundation to take advantage of global trends.

### Agriculture

The global market is projected to experience an increased demand for food, particularly from developing countries where growing populations, higher incomes, growing middle-class, and urbanisation are driving demand for protein. Per capita consumption is projected to expand most rapidly in Eastern Europe and Central Asia, followed by Latin America and other Asian countries.

Australia's competitive advantage in broadacre crops, horticulture production and logistics positions sub-regions like the Wheatbelt South to reap the reward of structural uplifts in global agriculture commodity prices.

### Ageing Population

In 2011, people aged 65 and over accounted for 16% of the Wheatbelt South population and 14.7% for the Greater Narrogin region<sup>10</sup>. This is considerably above the average of 12.5% in Perth and 12.3% across Western Australia, highlighting the older population profile of the region.

The local impacts of this global trend are already revealing health care and social services overtaking retail as the largest employment sectors in the WA economy.

### Rural Living

Western Australia has had the highest population growth rate of all Australian states since 2006, averaging 2.8% per annum. Regional Western Australia has been experiencing population growth over the last decade to accommodate the State's increasing population. The growth of the regional cities and towns over the past decade has led to an intensification of amenities and services as well as opportunities for diverse lifestyles and investments.

## Key Economic Opportunities

A number of key economic themes will define the future economic growth and dynamism of the Wheatbelt South sub-region. These themes represent areas where the Wheatbelt South has a distinct competitive advantage or where socio-demographic, investment or infrastructure-based drivers underpin current and future demand<sup>11</sup>.

### Agriculture, Livestock and Food Supply Chain

Compared to other areas in the Wheatbelt, the Wheatbelt South has higher livestock numbers and mixed farming enterprises. This correlates with increasing investment in the agriculture supply chain industry which includes food for livestock (hay and feed pellets), meat processors/abattoirs and grain handling facilities.

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<sup>10</sup> ABS 2011 Census

<sup>11</sup> Wheatbelt South sub-regional Economic Strategy 2014, page 21

## Health and Education

These sectors not only provide a population-driven service, but also generate tertiary qualified and knowledge intensive employment opportunities in primary care, mental health, acute care, aged care, social services, research and development, as well as education (primary, secondary, training and tertiary).

Building on from current services and infrastructure, opportunities exist to explore devolved and flexible service delivery models such as lifestyle villages for people aged over 55. This positions Narrogin to provide specialist accommodation (i.e. dementia care) and be the administration base for aged care and support for surrounding communities.

Enhanced reliable telecommunication services and infrastructure by the National Broadband Network (NBN) fibre-optic connection to all education facilities in Narrogin will also provide opportunities to explore new models of service delivery. Online delivery of tertiary courses is increasing, providing Greater Narrogin residents a greater opportunity to attend tertiary education.

## Lifestyle, Amenity and Retirement

With many economies in Europe and North America experiencing significant declines in retail growth, Australia has gained more interest from many global retailers. In particular, Western Australia has had one of the highest retail trade growth rates of 4.3%, which is much higher than the national average of 2.8%<sup>12</sup>.

Improvements to public realm and commercial centres, such as co-locating similar activities, can improve the experience and attractiveness of the location for visitors and the professional services sector.

The Wheatbelt South remains affordable and has the opportunity to diversify its housing stock through higher density living and design.

This is significant in the town of Narrogin where higher density living close to the town centre would assist in creating opportunities to link employment options that are external to the sub-region such as fly-in-fly-out (FIFO) and drive-in-drive-out (DIDO).



## Tourism

Expenditure associated with tourists provides economic benefits to local communities by leveraging on existing infrastructure and amenities and subsidising a higher quality of retail, accommodation and public infrastructure, which local residential expenditure alone would not be able to support.

Between 2008-12, the Wheatbelt South sub-region attracted an average of 307,800 tourists or short-term visitors per year, representing an average 17 visitors/resident<sup>13</sup>. This is well above the State average of 8 visitors/resident, highlighting the strong performance of the sub-region indicates tourism in the Wheatbelt South is characterised predominantly by day trip visitors.

<sup>12</sup> Wheatbelt Development Commission 2013

<sup>13</sup> Wheatbelt Development Commission 2013

Maximising the sub-region's exposure to overnight and multi-day visitation is critical to increasing the economic value of tourism in the local market.

## Greater Narrogin Region Strategic Assets

The Greater Narrogin Region has a range of strategic assets, including transport corridors, large broadacre agricultural holdings, natural resources, educational facilities and health services. Many of these strategic assets provide significant opportunities and drivers for future growth (see Figure 7).

<b>Rail transport corridors</b>	<b>Wastewater infrastructure</b>
<b>Road transport corridors</b>	<b>Energy supply infrastructure</b>
<b>Narrogin Airport</b>	<b>Water supply infrastructure</b>
<b>Health services</b>	<b>Waste disposal site</b>
<b>Educational and training facilities</b>	<b>Industrial infrastructure and associated activities</b>
<b>State Government offices</b>	<b>Commercial enterprises</b>
<b>Tourism infrastructure</b>	<b>Trotting and racing facility</b>
<b>Natural resources and raw materials</b>	<b>Recreation Complex</b>
<b>Agricultural land</b>	<b>Equestrian infrastructure and associated activities</b>
<b>National parks and biodiversity hotspots</b>	

**Figure 7: Strategic assets of the Greater Narrogin Region**

## Challenges and Strategies for Growth

The Greater Narrogin Region faces various challenges as the area grows, including uncertainty in the global financial market and the unknown requirements of natural resources overseas. This Plan considers how to meet these challenges and optimise strategies for delivering growth, prosperity and community wellbeing to the region. The growth of the regional centre of Narrogin will place significant pressure on transport networks, education, health, community, services and tourism infrastructure while also increasing pressure on the natural environment. In line with the Guiding Principles, Table 9 highlights some of the challenges and strategies for growth.

**Table 9: Summary of challenges and opportunities for growth**

<b>Economy</b>	
<b>Challenges</b>	<b>Strategies</b>
<ul style="list-style-type: none"> <li>Few jobs available</li> <li>Skills and labour shortage</li> <li>Low unemployment rates</li> <li>Difficulties filling vacancies due to lack of suitable applicants</li> </ul>	<ul style="list-style-type: none"> <li>Improve training facilities</li> <li>Promote the region and employment opportunities</li> <li>Collaborate with business and industry</li> </ul>
<ul style="list-style-type: none"> <li>Attraction and retention of new residents</li> <li>Immediate attraction of additional workers to boost short-term growth</li> </ul>	<ul style="list-style-type: none"> <li>Promote quality of life with a focus on community</li> <li>Offer amenity and access to essential services (e.g. health, education)</li> <li>Identification of new residential land</li> <li>Promote private investment in the region</li> <li>Improve availability of quality and affordable housing</li> </ul>
<ul style="list-style-type: none"> <li>Increased freight costs</li> </ul>	<ul style="list-style-type: none"> <li>Promote the use of locally produced goods and services</li> </ul>
<ul style="list-style-type: none"> <li>Reduction in tourism</li> </ul>	<ul style="list-style-type: none"> <li>Plan and promote local recreation and tourism through tourism planning</li> <li>Identify alternative markets such as business or environmental tourism</li> <li>Plan for increased accommodation (overnight and short-stay)</li> </ul>
<ul style="list-style-type: none"> <li>Environmental impacts on agriculture</li> </ul>	<ul style="list-style-type: none"> <li>Support and contribute to research and innovation</li> <li>Foster community understanding of agricultural practices</li> </ul>
<ul style="list-style-type: none"> <li>Impacts of financial downturns both local, state, national and abroad</li> </ul>	<ul style="list-style-type: none"> <li>Diversify the economy</li> <li>Enable research and development</li> <li>Support education and training</li> <li>Attract private investment</li> <li>Promote area to external private investors</li> <li>Facilitate introduction and assistance with growth planning</li> </ul>
<b>Communities</b>	
<ul style="list-style-type: none"> <li>Retention of existing population with an emphasis on the 15-34 age group</li> </ul>	<ul style="list-style-type: none"> <li>Improve education possibilities and links to local industry</li> <li>Develop strategies to attract younger generations back to the region after travel, university, training or when starting families</li> <li>Promote quality of life with a focus on community, lifestyle, amenity and services</li> </ul>

**Table 9 (continued): Summary of challenges and opportunities for growth**

### **Communities continued**

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>▪ Access to health services</li> </ul>                                     | <ul style="list-style-type: none"> <li>▪ Further improve health services through capital investment and implementing contemporary service delivery models</li> <li>▪ Attract and retain health professionals</li> <li>▪ Improve mental health and wellbeing services</li> <li>▪ Promote the training of medical, nursing and allied health professionals to become a rural centre of choice</li> </ul> |
| <ul style="list-style-type: none"> <li>▪ Managing the expectations of the community</li> </ul>                    | <ul style="list-style-type: none"> <li>▪ Be honest and transparent</li> <li>▪ Foster community engagement</li> <li>▪ Participation in daily decision-making</li> <li>▪ Deliver and implement projects</li> </ul>   |
| <ul style="list-style-type: none"> <li>▪ Social inclusion – share the benefits of growth with everyone</li> </ul> | <ul style="list-style-type: none"> <li>▪ Focus on projects, facilities and services in areas such as health, education and environment that cater for all</li> <li>▪ Encourage community engagement</li> </ul>   |
| <ul style="list-style-type: none"> <li>▪ Poor perception of the community and Wheatbelt</li> </ul>                | <ul style="list-style-type: none"> <li>▪ Foster and maintain a positive outlook in the whole community</li> <li>▪ Promote this Plan</li> </ul>   |

### **Built Form and Housing**

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>▪ Lack of quality housing stock</li> <li>▪ Providing sufficient and affordable housing options and a variety of choice</li> <li>▪ Low vacancy rates for rentals</li> </ul> | <ul style="list-style-type: none"> <li>▪ Identification of new residential land</li> <li>▪ Encourage mixed use and higher density living</li> <li>▪ Promote private investment in the region to improve current housing stock</li> <li>▪ Provide suitably zoned land for future development</li> <li>▪ Facilitate availability of overnight and short-term accommodation for visitors and professionals</li> </ul> |
| <ul style="list-style-type: none"> <li>▪ Development constraints</li> </ul>   | <ul style="list-style-type: none"> <li>▪ Look for alternative development opportunities such as increased infill, mixed use and higher density living around the town centre</li> </ul>  |

### **Infrastructure**

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>▪ Waste management</li> </ul> | <ul style="list-style-type: none"> <li>▪ Enable waste elimination, recycling and reuse opportunities</li> <li>▪ Relocation of waste management infrastructure</li> <li>▪ Implementation of regional waste plan</li> </ul> |
|--|---|

**Table 9 (continued): Summary of challenges and opportunities for growth**

### Infrastructure continued

<ul style="list-style-type: none"> <li>Out-dated and aged community infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Investigate opportunities for co-location and shared facilities and services</li> <li>Explore and support alternative approaches to aged care (from healthy ageing to residential aged care)</li> </ul>
<ul style="list-style-type: none"> <li>Reducing the dependence on cars</li> </ul>	<ul style="list-style-type: none"> <li>Develop alternate and sustainable transport options such as cycling and walking through improved infrastructure</li> <li>Improve public transport</li> <li>Facilitate high density living closer to town centre</li> <li>Improve footpath safety and walkability</li> </ul>
<ul style="list-style-type: none"> <li>Reliability of telecommunications</li> </ul>	<ul style="list-style-type: none"> <li>Seek opportunities to test new technologies</li> </ul>
<ul style="list-style-type: none"> <li>Population growth outstrips infrastructure and service provision</li> </ul>	<ul style="list-style-type: none"> <li>Ensure good planning and monitoring of population requirements</li> <li>Secure and develop infrastructure prior to new development</li> <li>Facilitate good communication between Local Government and service providers</li> <li>Enable effective project management to deliver new services on time</li> <li>Coordinated regional approach to infrastructure planning for growth</li> </ul>

### Natural Environment

<ul style="list-style-type: none"> <li>Energy supply infrastructure costly and inefficient</li> </ul>	<ul style="list-style-type: none"> <li>Promote renewable energy supply and projects</li> </ul>
<ul style="list-style-type: none"> <li>Climate change risks</li> </ul>	<ul style="list-style-type: none"> <li>Opportunity to undertake risk assessments and planning</li> </ul>
<ul style="list-style-type: none"> <li>Accommodating population growth without damaging the local environment</li> </ul>	<ul style="list-style-type: none"> <li>Develop sustainable spatial growth options and planning</li> <li>Increase community education and awareness of the environmental assets</li> <li>Encourage sustainable developments</li> <li>Improve management of recreational behaviour</li> </ul>

### Governance

<ul style="list-style-type: none"> <li>Managing land-use conflicts</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement clear planning regulations by protecting areas of community and environmental importance</li> </ul>
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## Vision for Growth in the Greater Narrogin Region

A vision for the future of the Greater Narrogin Region has been developed for the Plan. The vision was formulated through the Greater Narrogin Project Team in conjunction with the Shire of Narrogin, Shire of Cuballing and Town of Narrogin to draw together the aspirations of the local communities within the area.

Factors in achieving the region's vision are:

- Innovative and devolved decision-making and resourcing.
- Internal and external recognition of the region's comparative advantages.
- Development that results in social, environmental and economic benefit.
- Strong collaboration adding value to the Wheatbelt's diversified development.
- Targeted strategies to meet unique sub-regional context – one size does not fit all.


Delivery of the Greater Narrogin Region's vision is based upon 6 guiding principles to promote growth, wellbeing, a sustainable future, improved land use and development for the area. The Plan's guiding principles are to:

- Create a Vibrant **Economy**
- Strengthen the **Community**
- Create sustainable **Built Form** and **Housing**
- Deliver successful **Infrastructure** management
- Protect and Enhance the **Natural Environment**
- Ensure Successful **Governance**

**Vision for the Greater Narrogin Region is:**

*'To see prosperity and growth for the Greater Narrogin Region by encouraging workforce relocation, business growth, attracting new residents and providing attractive community amenities'*





For each guiding principle within this Plan, the Project Team identified key issues and strategies together with a list of key priorities comprising actions, projects and initiatives to promote growth for the Greater Narrogin Region. Many of the key priorities are aligned with all or most of the guiding principles.

The key priorities are listed within this document along with an Implementation Schedule that lists all identified actions, projects and initiatives that will be required over the growth period until 2050. Between the Shire of Narrogin, Shire of Cuballing and Town of Narrogin, there will also be a process in place to monitor and review the Plan to ensure its usefulness.

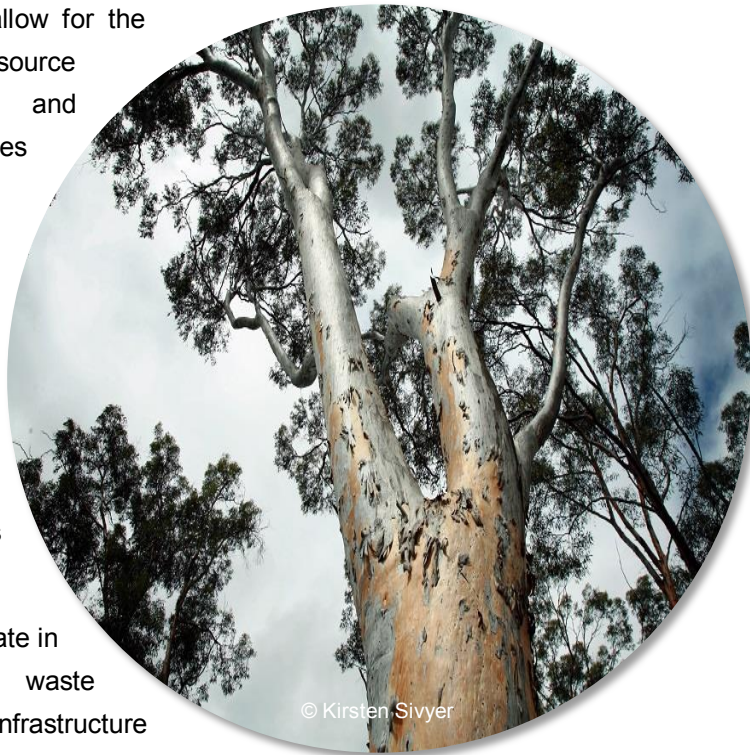
## Growing as a Region

The Narrogin townsite and its surrounding areas enjoy genuine growth prospects based on a diversity of industry, health, education, transport and logistics, retail and tourism value adding opportunities. The community has a strong, diverse and engaged community which is increasingly embracing its growth opportunities. It is appropriate that there is a suitable Plan to guide future expansion and strategic investment.

Planning at a regional level will allow for the effective coordination of natural resource issues, infrastructure provision and community services. It provides opportunities to share information, ideas, knowledge, capability and resources to get things done. A regional approach to problems, challenges, and opportunities associated with growth and development, can better address the coordination of services, achieving efficiency of operations and economies of scale.

The Local Governments will cooperate in key areas, including transport, waste management and energy and infrastructure planning. The regional transport networks will be the vital links between the communities and the key to enabling economic growth. A key transport project that is of significance to the Greater Narrogin Region is the Narrogin Link project which will improve transport links, safety within the town and improved business opportunities.

Further work will be undertaken during the next review of the Plan to ensure enhanced collaboration with the Local Governments and WDC, and coordination of regionally significant economic drivers, actions, projects and initiatives.







## Capacity for Growth

### Planning

The area of the Greater Narrogin Region that the Plan focuses on comprises of three LGAs being the Shire of Narrogin, Shire of Cuballing and Town of Narrogin. Each LGA has a Local Planning Scheme, with the Town of Narrogin having a Local Planning Strategy that is currently in Draft format (2014).

The Local Planning Scheme provides the statutory guidance for development, including development provisions, permitted uses and compliance matters. The scheme maps provide the zonings for the land, which in turn indicate the type of uses that may be possible in each particular area.

To ensure growth in the region in years to come, there is a need to ensure there is an adequate supply of suitably zoned land to support diverse land uses and housing densities. A joint town site growth strategy has been developed for the Town and Shire of Narrogin (see Appendix 2).

The current supply of suitably zoned and serviced residential and commercial land is sufficient to meet immediate to short-term demand, however there is a need to ensure an adequate supply of residential land in the medium to long-term. There may also be potential for a rural residential product to be considered in schemes where land use is not presently available.

Land suitable for development and zoned for industrial purposes is currently limited due to a combination of land assembly, servicing and/or heritage issues. There is currently planning in place between the Shire of Narrogin and LandCorp for further industrial zoned land to be developed on the outskirts of the Narrogin townsite. A review of the current local planning schemes and/or local planning strategies needs to be undertaken as a priority to ensure future growth can be catered for.

Prior to planning for the growth of the Greater Narrogin Region, there is a need to identify significant Aboriginal sites. The location of Aboriginal sites in the region is not widely known. Consequently, there is potential for these sites to be damaged, destroyed or altered as a result of further development and land use change in the future. To ensure compliance with the requirements of the Aboriginal Heritage Act 1972, it is important to identify the location of these sites and their significance in consultation with local Aboriginal groups to ensure their consideration and protection as part of the planning process.

### Development Opportunities

The expansion of all Regional Centres to accommodate future population growth is dependent upon a number of factors. This includes the availability of suitable land parcels for development.

Within and around the town centres, vacant land is either privately owned or Crown land which is administered by the Department of Lands WA (which may or may not be under the control of the Local Government or by State Government agencies).

Crown lands will require resolution of potential native title issues prior to acquisition and development. This process can have long lead times, however, may be addressed in the short-term through the resolution of a single claim through the South West Aboriginal Land and Sea Council.

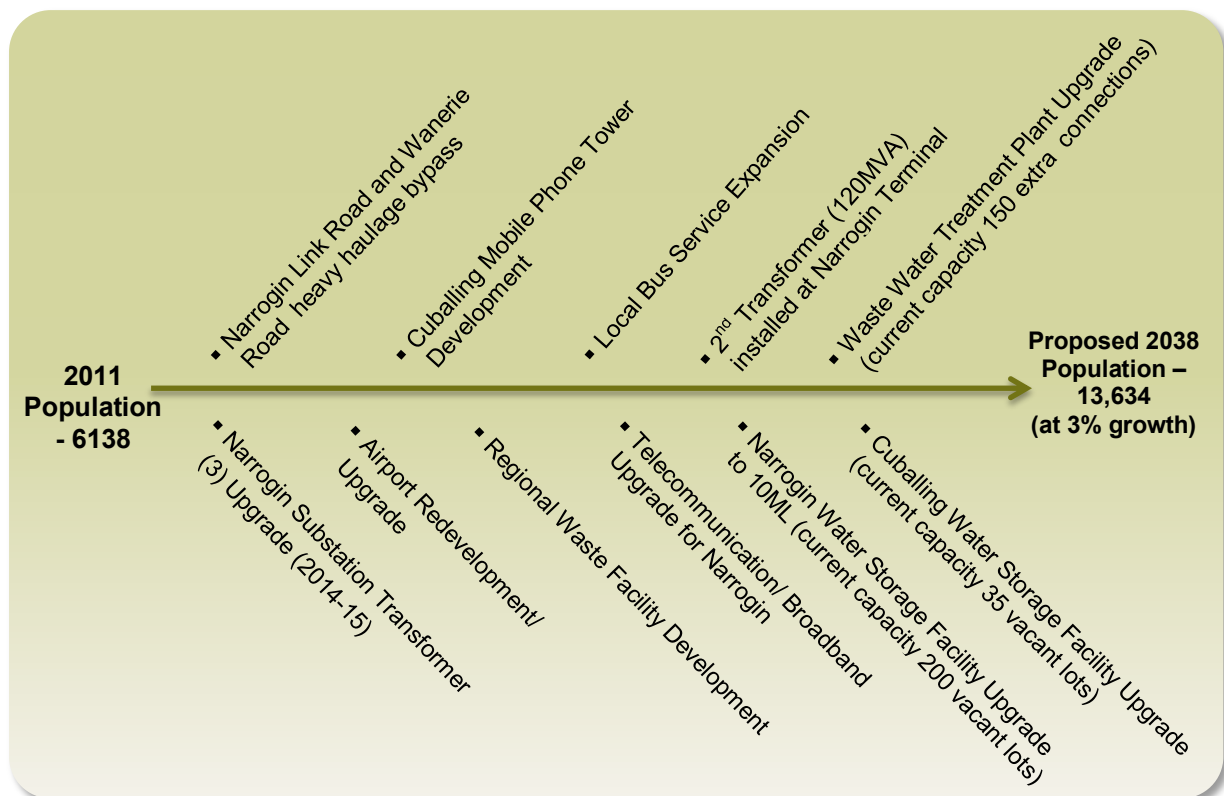
A planning exercise to identify strategic land parcels (either Crown or privately owned) to support future growth should be undertaken plus a trowel of existing land stock to identify “lazy lands” (i.e. land not currently being fully utilised).

The development opportunities should be accessed, prioritised and de-constrained as much as possible to ensure a “roll out” of land is available as and when required to support the expansion of the townsites and population growth.

## Indicative Infrastructure Requirements up to 2038

Figure 8 demonstrates some identified infrastructure requirements programmed or required for the Greater Narrogin Region during the growth period (2011-38). These timeframes and requirements are indicative and dependent on further investigation and consultation with infrastructure and utility providers through a regional-based infrastructure planning strategy. There are currently gaps in the infrastructure planning required for the Plan’s population thresholds, highlighting the importance of a coordinated, regional approach to infrastructure planning for growth.

The indicative timeframes for programmed infrastructure planning and projects will likely need to be brought forward to meet increased demand associated with accelerated population growth. Government agencies will commence forward planning for the Plan’s population scenarios in the short-term.



**Figure 8: Planned infrastructure projects**



# Economy

## Guiding Principle I – Create a Vibrant Economy

Economic forces and policy changes at international, national and state level are impacting businesses in the region, providing both challenges and opportunities. To ensure economic growth within the region, the Local Governments must commit to actively pursuing and fostering the key innovative opportunities and drivers. This plan seeks to assist in pursuing this activity through the development of a more diverse and robust economy, whilst maintaining and enhancing key regional economic assets.

## Economic Drivers for the Greater Narrogin Region

Greater Narrogin with the Narrogin community as the ‘retail and commercial hub’ relies on both the local and wider region’s activities to drive the local economy. Narrogin is viewed as an important community where most services are located and has the ability to retain expenditure to within the local economy. The presence of major retailers, small specialty retail and commercial businesses, major banks, trades, health services, government and non-government organisations, attracts people to Narrogin and thus their economic contribution.

Five key economic drivers and opportunities have been identified following the Growth Plan due diligence and stakeholder engagement process, encompassing the following:

- Industry
- Retail
- Lifestyle
- Education
- Health.

Each driver reflects the broader and complementary sub-regional economic planning which was undertaken by RPS consulting and WDC alongside this process. Each key economic driver is explored in greater detail in this section.

## Key Priorities to Grow the Economy

Table 10 summarises how the Greater Narrogin Region will achieve economic growth and provides an overview of the key economic issues, opportunities and actions. An implementation schedule and complete project list (Appendix 6 and 7) outline the key priority actions, projects and initiatives for the Greater Narrogin Region to grow the economy. The actions are a combination of Local and State Government priorities which will be undertaken or implemented to facilitate economic growth.

## Industry

Industrial development will build on existing assets with diversification opportunities fostered through external investment in metropolitan-based businesses and industry. Pressures to traditional light industrial areas through residential expansion in the metropolitan area will see businesses relocate to areas that present a competitive and long-term advantage to their organisation.

Agricultural activities will continue to focus on export-led growth, further cementing a role in bio-security. Broadacre farming will continue to focus on cereal, oilseed and legume cropping, livestock production (wool and meat) and equine. Increased and innovative production of bio-diverse products and value-added items will extend income streams and reduce reliance on fluctuating global markets and prices.



An extension of industrial zoned land will accommodate a more diverse activity base, with occupancy ranging from equine vets and kennels to machinery dealership and silo manufacturers. Identification of suitable lands will contain encroachment of conflicting uses and ensure business prospects can be realised. Narrogin, together with the Department of Food and Agriculture,

will investigate the development of an agri-processing precinct, to incubate small to medium scale business and agricultural processing.

Mining and mineral resource exploration will extend beyond building materials, notably kaolin clay in Wickepin for bricks and lateritic gravel for road construction. The feasibility of Archaean, duricrust, colluviums and alluvial minerals will continue to be investigated. Future mining activity in and around the Greater Narrogin Region will create business opportunities in mining support services.

The economy relies on an effective transport system including connectivity to Wheatbelt and other regional processing hubs and the metropolitan ports. The road and rail corridors form the backbone to the industrial network and will provide a focus for future investment. Improving this capacity will involve maximising existing infrastructure such as the airport, extending public transport services, enhancing rail capacity and constructing haulage bypasses.

Key actions that will encourage industry growth are:

- Attract, retain and support new businesses that are complementary to primary production, notably agri-processing and value adds
- Support the development of an agri-processing precinct, potentially at Yilliminning;

- Reconfigure Wanerie road light industrial precinct to appropriately service the wider region including mining activity (e.g. Boddington mine, Wickepin kaolin deposit and the relocation of bauxite mines south of Wandering)
- Ensure protection of key transport corridors and networks, notably southern Kwinana and Bunbury to secure relevance

## Retail

With over 600 small businesses in the Greater Narrogin Region, retail maintains liveability, providing economic self-sufficiency and a basis to attract in-migration of skilled people to the region. Retailing options will continue to intensify in the central core and extend linearly to include more bulky goods and mixed use development options. Small to medium-sized niche businesses will play a significant role in enhancing character and vibrancy. Businesses will additionally adapt to and incorporate innovative technologies such as online sales. This is likely to foster a separate home-based workforce, with employment opportunities further opening to young skilled residents.

Tourism will emerge as an opportunistic industry, involving eco-tourism, cultural tourism, rural tourism, and event hosting. The quality of retail and hospitality as well as the customer service offered in Narrogin is an important factor in the attraction of tourists and new residents.

Key actions to consider are:

- Supporting the attraction of large anchor tenants to capture spending power and to maximise local resident and visitor spending
- Forming a retail transition group and complementary plan to activate and support relocation of businesses and purchase of required lands to realise the desired retail landscape
- Revitalising the retail precinct through the refurbishment and retrofit of the built environment to create an attractive shopfront and personalised experience for customers
- Enabling online shopping and the opportunity for local businesses, including home based to sell products to a wider catchment
- Extending shopping hours across the retail and food sector, including Sunday trading
- Expanding tourism with the support of a Tourism Strategy, taking advantage of the wealth of agricultural, natural recreation and adventure resources with potential to expand overnight and short-term accommodation options.



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## Housing

Population growth will be influenced by both the extent and diversity of housing styles. Analysis of land availability reveals sufficient land zoned for this purpose, with rural lifestyle estates concentrating to the north, south and south-east of the Narrogin town site, where lot sizes are more flexible. Trends of declining household sizes will reflect in a more consolidated residential fabric. This will additionally attract retirees, tourists, working and transitional workforces. The influence of rising metropolitan housing prices in Perth places Narrogin in a good position to ease some pressure off metropolitan housing as it provides an affordable option. It is important that there is a high level of services available to cope with a changing demographic makeup that will occur due to the in-migration of residents from a range of socio-economic or cultural backgrounds (including migrants and refugees).

Housing stock will be improved with thoughtful urban design, subdivision patterns and firm linkages to community infrastructure. Green spaces will be further activated and revitalised to protect and enhance the natural amenity (including the Dryandra Woodland and idyllic rural hinterland), as well as encourage physical activity and walkability.

Key actions to be considered include:

- Diversifying the housing stock to accommodate residents that are influencing the economy, notably young professionals, tourists and transient workforces. This will require a move away from traditional 4-bedroom 2-bathroom configurations to group housing and unit/apartment options (2 bedroom) options with garden/green spaces
- Providing overnight and short-term accommodation to better support tourism and visiting professionals
- Incorporating universal design and innovative architecture to future housing stock
- Ensuring eco-friendly, sustainability and energy efficiency principles are incorporated into housing design and building
- Consolidating the urban and rural residential areas in the Shires by not expanding previously designated areas
- Encouraging sensitive re-development and infill of established areas particularly for medium density development
- Working with lower socio-economic residents and housing authorities to diversify public housing provisions across the residential fabric to prevent the formation of ghettos
- Establishing a 'building program' with the Department of Housing to relieve demand for affordable and quality public housing.

## Education

Lifelong learning and skills development is required at all ages and critical in building a diverse and resilient economy. 'Up-skilling' through targeted education and training programs will support the future labour requirements of public and private enterprises, including in demand sectors (e.g. agriculture, aged care and health). This will lower the risk of unemployment, improve incomes and increase life choices.

The extent and quality of early education and childcare, primary and senior education options will continue to influence the attraction and retention of families. The tendency of farming families sending children to boarding schools in metropolitan Perth will continue to prevail, however improvements to senior and tertiary education options may redefine this situation. Fostering partnerships with universities and C.Y. O'Connor Institutions (TAFE), will ensure a variety of apprenticeships, qualifications (certificates, diplomas), and training opportunities (e.g. pre-apprentices, short courses, traineeships) are accessible to avert relocation of families.

Key actions to be considered include:

- The development of an education precinct, allowing the consolidation of C.Y. O'Connor TAFE to further enhance Narrogin as an education hub
- The consolidation of the Narrogin C.Y. O'Connor campus will enable the current administration building (the "Old Convent") to be considered for other administrative or educational pursuits (e.g. the expansion of St. Mathews Primary School)
- Fostering of online education (i.e. SIDE and Networked schools) and study options through upgrades to fibre optic networks plus increased and faster internet bandwidth capacity
- Support early education and care programs and sustainable operational models
- Coordinate a long-term, trigger-based education plan that reflects primary, secondary and tertiary study development opportunities, and ensure provision of courses that reflect regional industry growth and in demand sectors.

## Health

Narrogin is recognised as the health service centre for the Wheatbelt South sub-region. Strengthening collaboration and supporting coordinated care between public and private agencies as well as between government and non-government organisations, will enhance delivery of acute care, primary care, mental health and aged care services to the wider community.



There is opportunity to establish a health precinct, with speciality health services (e.g. doctors, dentists, pharmacists) being co-located to provide a convenient and coordinated approach to patient-centred care. Incorporation of technological advancements (e.g. virtual health, telehealth) will improve effectiveness of care to reduce wait times, advance diagnostics and eliminate barriers of distance.

Aged care will remain a growth industry, due to a steadily ageing population. Characteristics of natural amenity, affordable cost of living, quality housing and established residential care options (Karinya and Narrogin Cottage Homes) are particularly attractive to relocating retirees. Residential care and respite care, including dementia services, will require advancement to support ageing in place. Detailed planning and architecture will ensure a complementary mix of housing, which is centrally located to community facilities and accessible for residents to receive care package programs and emergency services.

Key actions to be considered include:

- Plan and appropriately accommodate older persons given their variable health status (e.g.. healthy ageing, disability, dementia care, palliative care), conceptualising the multi-locational lifestyle village with a roaming outreach service delivery and care package program
- Integrate digital technologies and telehealth to enable specialised health, aged care, education and communication services
- Co-location of health specialists in a designated health precinct to enable ease of accessibility, particularly for older or disabled residents
- Work with the education and training sector (C.Y. O'Connor) to ensure accredited training options meet workforce requirements
- Creation of a Narrogin health precinct to provide greater support to the Wheatbelt South sub-region.



**Table 10: Achieving a vibrant economy**

**Guiding Principle 1 – Create a Vibrant *Economy***

**Goal:** *The region will comprise diverse and thriving business, industry and service hubs where innovative opportunities are actively pursued and fostered.*

**This will be achieved by:**

- Being proactive in attracting new business to the region and encouraging existing businesses to grow
- Improving the level and range of local employment opportunities
- Attracting and retaining knowledge and investment, people and skills
- Supporting business environments
- Ensuring sustainable growth supported by innovative industry

**Key Economic Issues**

- Shortage of available rental accommodation (affordable and quality)
- Lack of tourism accommodation options
- Shortage of labour and skilled workers
- Impact of online competition on local business
- Investment attraction for small business and retail
- Industry retention and attraction
- Impacts of climate change on the agricultural industry
- Diversifying employment in the agricultural industry
- Subdivision of productive agricultural land for rural living type lots
- Reducing the local economy's dependence on the agricultural sector
- Encourage and support mixed use developments in the Narrogin town centre
- Ensure commercial and industrial developments are in appropriate locations
- Overcoming limitations to further investment in tourism development
- Identification of mineral resources and basic raw materials within the region to attract new extractive industries
- Need for greater private investment

**Key Economic Opportunities**

- Emerging digital economy and access to faster and reliable internet
- Skills and workforce development
- Airport upgrade to support Fly-In Fly-Out workers
- Small and medium enterprise development
- Work force attraction
- Innovative healthcare delivery
- Expansion of health services
- Tourism initiatives
- Infill development within the town centre
- Education and training hub
- Ageing population
- Business retention and expansion
- Improved housing and accommodation (quality and affordable options)
- Improved education to retain younger generation and their families
- Introduction of video conferencing facilities
- Improved retail industry – attraction of new business
- Further development of agriculture industry
- High density living within the town centre

**Action/activity/project:**

- Agri-Industry Precinct
- Biofuel Plant
- Growing the Digital Wheatbelt
- Creation of Short-stay Accommodation
- Narrogin CBD Revitalisation
- Large Scale Roadhouse Development



# Communities

## Guiding Principle 2 - Strengthen the Community

In developed countries, the 65+ years population is surging and this has become more prevalent with the retirement of the Baby Boomer generation (1946 - 64). The growth of this particular population group, as a result of a decline in mortality and fertility levels, reflects global health advancements and the world's total fertility rate (TFR) falling from 5 children per woman in 1950-55 to 2.5 children per woman in 2010-15<sup>14</sup>. The ageing population is creating great pressures on communities both socially and economically and in particular labour force participation rates, health and social services.

## Community Drivers for the Greater Narrogin Region

Western Australia's 65+ years accounts for 12.3% of the population which is in line with trends in the developed world. The Wheatbelt South 65+ years accounts for 16% of the population which is significantly higher than Western Australia's average<sup>15</sup>. It is expected that the Wheatbelt South will experience growth in demand for health-related services and employment opportunities across this sector. The Greater Narrogin Region will be at the centre of this activity within the Wheatbelt South, and must consider all population demographics in accommodating this global phenomenon to ensure the whole community benefits from the opportunities that will arise from the ageing population.

Six key community drivers and opportunities have been identified following the Growth Plan due diligence and stakeholder engagement process. They encompass the sectors of:

- Health and wellbeing
- Recreation
- Culture and arts
- Housing and accommodation
- Education and training
- Aboriginal community.

Each of the key community drivers is explored in greater detail in this section.

## Key Priorities to Strengthen the Community

Table 11 summarises how the Greater Narrogin Region will strengthen the community and also contains an overview of the key community issues, opportunities and actions. An implementation schedule and complete project list (Appendix 6 and 7) outlines the key priority actions, projects and initiatives for the Greater Narrogin Region. The actions are a combination of Local and State Government priorities which will be undertaken or implemented to facilitate growth.

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<sup>14</sup>World Ageing Population 2013, United Nations, page 3 accessed 5 November 2014.

<http://www.un.org/en/development/desa/population/publications/pdf/ageing/WorldPopulationAgeing2013.pdf>.

<sup>15</sup>Wheatbelt Development Commission, Wheatbelt South Sub-Regional Economic Strategy, 2014 page 6



## Health and Wellbeing

Access to health services in the Greater Narrogin Region is a key strength. Residents currently have access to a wide range of services including a regional hospital, medical centres, aged care facilities, allied health professionals and mental health services. Access to these services is a primary concern to regional communities with residents and visitors requiring the same standard and reliability that can be gained from metropolitan areas. The standard of health services is a major factor influencing people's decisions on whether to live in a regional area or leave. Better access to health services will attract and retain people and provide the quality of care and treatment that the community expects.

As the population grows, so too will the need for health services to expand to accommodate the needs of the community. State agencies will need to plan for population growth scenarios to ensure services meet national standards. Key considerations include upgrading and expanding health service infrastructure (including mental health), attraction of health professionals, and recruitment of volunteers to services (e.g. St. John's Ambulance Service). Two priority projects for the Greater Narrogin Region that have recently been announced include the redevelopment of the Pathwest pathology laboratory and the new \$2.8 million dental clinic, located at the Narrogin Regional Hospital campus.

## Recreation

To enable residents and visitors to enjoy healthy active lifestyles and sustain strong communities it is important to support initiatives relating to recreation,



volunteering and sporting activities. The Greater Narrogin Region is well known for its recreational pastimes including football, cricket, hockey, equestrian, basketball, swimming, cycling and golf facilities, all located in the region. Comprehensive planning is required at the local level for community infrastructure and development. State agencies must undertake sports and recreation audits to inform planning and provision of new and upgraded facilities.

To attract and retain residents, the Narrogin region must look at a number of possible projects such as upgrading of sporting grounds, outdoor swimming pool, rejuvenation of local playgrounds and parks (e.g. outdoor gyms, bushwalking trails, boardwalks, signage, picnic/barbecue areas, public facilities), consolidation and promotion of recreational activities other than core sports, and improved management of facilities and events.

## Culture and Arts

Cultural development will be a significant contributing factor in the attraction and retention of new visitors and residents and the provision of new employment opportunities for all segments of the community. To ensure the local community feel valued and connected, there is a need to encourage the development of a diverse, socially inclusive, vibrant, happy and accepting community. With population growth over time there will also be opportunities to enhance multiculturalism within the region and bring together different cultures to ensure a welcoming place for new residents and visitors.

The key to bringing the community together is to provide social and physical places where people can socialise, learn about the region, its history and the people itself. This would be possible by the restoring and promotion of historical sites within the region, creating places where local artists can display or perform their work, and holding cultural events where the local community can come together.

## Housing and Accommodation

For the population to grow in the Greater Narrogin Region there must be sufficient and diverse housing options available to accommodate the needs of the community in ways that are responsive to their changing size, distribution and demographics. Meeting the demand for short and affordable long-term accommodation is paramount in combating issues such as quality, availability, affordability of housing options as well as enabling social inclusion and attraction and retention of residents.

Supply of the right choice, quality, type and affordability of housing is critical to retaining existing residents, in addition to attracting new ones and removing barriers to employment. Addressing these is supportive to economic growth. A plan to increase the number of rental properties should be created with the identification of available land a priority. Incentives for developers and investors to build within the region will help create viable housing options for prospective new residents. An increase in quality rental properties will assist with attracting new families and workers to the area (e.g. health and business professionals, DIDO and FIFO workers).


The increasing number of older residents in the community places particular demand on the region in terms of accommodation, care and access to health care services. A proactive approach should be considered to encourage community services to be located in residential areas and increase the density of residential living in areas that are already well serviced and close to town centres. The creation of short and long-term high density living within the Narrogin Town Centre will help overcome problems experienced in current availability of tourist accommodation (e.g. limited overnight and short-term accommodation options) while also increasing the vibrancy of the town centre.

With the population expected to increase over time, planning also needs to commence on new initiatives (e.g. dispersion and improved quality of social housing, introduction of innovative, sustainable and universal housing options, and identification of development opportunities).

## Education and Training

As the Regional Centre for the Wheatbelt South sub-region, Narrogin has a wide range of educational facilities that provide great resources for the local and regional population. Within the region, there are two government primary schools, a Catholic primary school, a senior high school, an agricultural college and hostel, a residential college, TAFE campus, Rural Clinical School, kindergarten and childcare centres.





Anecdotal reports from community members indicate an impression that the quality and variety of education options offered within the region is not at a level that can be gained in the metropolitan area. Like other regional centres, it sees an exodus of students (and in many cases families) from the area. To retain the current population and attract further families to the Greater Narrogin Region, an improvement in education facilities and resources is required. To allow for population growth, planning should begin to improve education in the region by assessing the size and location of the different facilities, quality of teaching, resources available, variety of courses offered, consolidation of campuses and the possible introduction of industry-based training centres.

### Primary and Secondary Education

Narrogin has two public primary schools, East Narrogin which has 260 full time students and Narrogin primary which has 331 full time students; and a Catholic primary school, St Matthews which has 189 students. The primary schools have provided education for K-7 but will become K-6 in 2015 to align with the introduction of Year 7 to secondary schooling.

Narrogin Senior High School has 595 students and offers a range of academic, vocational, cultural and technologically rich courses. The school has recently had a Hospitality Trade Training Facility and state of the art Music and Performing Arts Centre built and the majority of students reside at the Narrogin Residential College. Narrogin also has a WA College of Agriculture which provides general education to Year 10, 11 and 12 students in an agricultural and trade related context. Graduates enter a range of careers in farming, mechanics, building, racing industry and agricultural service industries and the College has been ranked the number one VET School in WA three times in the last four years. The College also offers a tertiary entrance program.

### Tertiary and Specialised Education and Training

The C.Y. O'Connor Institute provides higher education through apprenticeship/traineeship courses and vocational education programs. The Institute consists of the main Narrogin Campus, a building for the wool and shearing academy and automotive workshop, and the arts centre and horticulture nursery building. Students of the Institute can also board at the Narrogin Residential College.

The Rural Clinical School of WA has a base in Narrogin where medical students spend their penultimate year training in rural practice. Since the introduction of the Rural Clinical School, a greater number of doctors have gone on to work in rural communities.

### Aboriginal Community

It is important when considering the development of the Greater Narrogin Region to consider its history and heritage, as this forms part of Narrogin's character. To achieve the population growth objectives it will be necessary to develop new and existing areas with appropriate care and controls so that the heritage and character of the region is not adversely affected. Of particular importance is acknowledging and maintaining the history of the Aboriginal community within the region.

According to the Department of Aboriginal Affairs and the South West Aboriginal Land and Sea Council (SWALSC) there are a number of known Aboriginal and Heritages sites within the three Local Governments. When planning future developments, these sites of interest need to be considered to avoid damaging or altering any of them. The following sites have been identified in the area:

- *Shire of Narrogin*
  - 5 registered Aboriginal sites
  - 1 Heritage site
- *Shire of Cuballing*
  - 3 registered Aboriginal sites
  - 8 Heritage sites
- *Town of Narrogin*
  - 0 registered Aboriginal sites
  - 5 Heritage sites



Acknowledging Aboriginal heritage is of great importance but dealing with the current issues in the region also requires thorough planning. There is a need to create less segregation in the region and ensure the Aboriginal community is represented and consulted when decisions are made on the growth of the region. This could be achieved by attempting to minimise conflict with the region and forming groups in the community that could represent sections of the Aboriginal community. It must be understood that this will take time as a community development process, but the outcome would enable the region to grow.

Other key initiatives that need to be planned are addressing the quality and affordability of housing for the Aboriginal community, improving attendance levels at school, reducing the level of unemployment and increasing the participation in recreational activities. It is also important that the Aboriginal Liaison Officers for education and the police are maintained with the possibility of increasing their numbers.



**Table 11: Achieving a strong community**

**Guiding Principle 2 – *Strengthen the Community***

**Goal:** *The region will comprise relaxed, family- friendly communities with healthy lifestyles and a wealth of activities for all.*

**This will be achieved by:**

- Creating a healthy, active, safe and informed community
- Encouraging community participation and involvement
- Creating affordable and accessible services that meet community expectations
- Founding a high quality of life for the people of Greater Narrogin
- Enjoying a diverse range of social, recreational and volunteer opportunities
- Respecting diversity and being inclusive of all peoples
- Celebrating Greater Narrogin's rich cultural heritage
- Building on the Wheatbelt South's emerging arts and cultural scene

**Key Community Issues**

- Access to quality, affordable and a variety of housing
- Retention of population, particularly younger people
- Attraction and retention of additional health professionals
- Privacy associated with access to mental health services
- Limited access to childcare facilities
- Negative perception of community by locals and wider community
- Limited understanding of Aboriginal population and cultural needs
- Poor perception of quality of secondary and tertiary education and training services and infrastructure
- Competing aged care services limiting resource scope
- Limited access to telecommunication services
- Increasing community expectations in the planning and delivery of community services
- Social conflict within the community
- Limited teenager options to participate in community recreational activities

**Key Community Opportunities**

- Plan for the needs of a growing Aboriginal population and the associated cultural and societal diversity
- Identify the location of Aboriginal sites in the region and ensure their consideration and protection
- Planning and provision for an ageing population and an increase in demand for community and health services
- Continued improvement to education and training facilities
- Continued improvement to health service facilities
- Continued assessment of educational courses offered
- Continued support of the arts and cultural programs and events
- Monitor changes in demand for community services and infrastructure across the region
- Expansion of quality and affordable housing for older persons
- Improved quality and affordable social housing for disadvantaged individuals and families

**Action/activity/project:**

- Aged Housing Development
- Dementia Wing at Karinya
- Relocation of Home Care site
- C.Y. O'Connor Campus Development/Upgrade
- Day Care Centre
- Creating Age Friendly Communities Project





# Built Form and Housing

## Guiding Principle 3 – Create sustainable **Built Form and Housing**

Despite its population size and expansive geographic area, Western Australia, like many other areas in developed countries is highly urbanised. Growth pressures along Western Australia's Swan Coastal Plain characterised by low density greenfield developments, requires sound planning and must consider the Regions as part of this strategy to accommodate long-term growth projections.

The introduction of the Royalties for Regions Regional Centres Development Plan (SuperTowns) by the Western Australian Liberal-National Government in 2011 has provided this opportunity. The Program has enabled a number of communities including Jurien Bay and Northam to plan and prepare for the future where they can take advantage of the opportunities created by WA's population growth which is predicted to more than double to 4.9 million people by 2050<sup>16</sup>.

## Built Form and Housing Drivers for the Greater Narrogin Region

Although not part of the SuperTowns program, the Greater Narrogin Region and Narrogin as a sub-regional centre for the Wheatbelt, is viewed as an integral area for future population growth. This Plan, modelled on the SuperTowns process, will help guide the planning and development required to cater for a projected population growth of approximately 20,000 people by 2050.

Five key built form and housing drivers and opportunities have been identified following the Growth Plan due diligence and stakeholder engagement process. They encompass the sectors of:

- Public Space
- Town Site Development
- Rural Living Development
- Commercial and Retail
- Industrial

Each of the key built form and housing drivers is explored in greater detail in this section.

## Key Priorities to Create Sustainable Built Form and Housing

Table 12 summarises how the Greater Narrogin Region will create sustainable built form and housing solutions and provides an overview of the key built form issues, opportunities and actions. An implementation schedule and complete project list (Appendix 6 and 7) outlines the key priority actions, projects and initiatives for the Greater Narrogin Region. The actions are a combination of Local and State Government priorities which will be undertaken or implemented to facilitate growth.

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<sup>16</sup>Regional Centres Development Plan, DRD, accessed November 7 2014 at [http://www.drd.wa.gov.au/publications/Documents/Regional\\_Centres\\_Development\\_Plan\\_SuperTowns.pdf](http://www.drd.wa.gov.au/publications/Documents/Regional_Centres_Development_Plan_SuperTowns.pdf)

## Public Space

To attract and retain residents in the Greater Narrogin Region, there needs to be an emphasis on improving urban places and the quality of design in public spaces. By improving areas where the community can come together it will help build a happy and thriving region where new people could come to live. Various initiatives could be implemented to reinvigorate the region, for example:

- The installation of locally created public art
- Improving the local parks and children's play equipment
- Revitalisation of the areas either side of the rail line to improve the east and west connection
- Promotion of community gardens
- Regular local farmer's markets
- Improved lighting and surveillance for the safety of residents
- Improved picnic areas such as the Railway Dam
- Community events/concerts




It is also important to promote accessible services along with well-designed, functional and high quality residential, commercial, industrial and recreational spaces. The development of sustainable transport networks, including the promotion of alternative means of transport will provide more options for the region, and in some cases, improve the health of the communities. Initiatives such as dedicated cycle paths, age friendly pathways and the expansion of the

public bus system within Narrogin and to the smaller towns will all help in making the region more attractive to prospective residents, as well as increasing physical activity levels and promoting wellbeing.

## Town Site Development

The Greater Narrogin Region is comprised of three town sites where the majority of the population resides. Narrogin, Cuballing and Highbury are the most established areas with smaller gazetted town sites also within the area, however these smaller sites will not be developed any further in the future. The towns of Cuballing and Highbury are much smaller in size and are located approximately 15km from Narrogin. The towns both function as local service centres providing the daily needs of the residents of the town and surrounding agricultural areas.

The town of Narrogin has been set out in a grid pattern subdivision layout centred on the town's main commercial precinct along Federal Street. It has a ribbon-type commercial and service commercial development along the main street with a distinct and recognisable town centre. The civic precinct is well established and is located immediately west of the town centre area.



The town has a wide variety of buildings and styles reflecting distinct phases of development over the last 100 years including a significant number of heritage buildings. Residential development in the eastern, central and western parts of the town consists of lots averaging approximately 1,100m<sup>2</sup> with a density coding of R12.5. The light and service industrial developments are north and south of the town's main commercial precinct, and are located to the west of the railway line with general industrial activity in a designated and partially developed industrial estate located on the southern boundary of the Town of Narrogin.

To see future population growth in the region, the Local Governments will need to ensure there is an adequate supply of suitably zoned, serviced and affordable land in the three main town sites. The land needs to provide a competitive advantage required to attract new investment and maximise opportunities for economic development and growth in the future. The current supply of suitably zoned and serviced residential and industrial land in Narrogin is sufficient to meet short-term demand however there is a need to ensure an adequate supply of land in the medium to long-term future. Financial and other incentives or assistance are required to encourage development that will provide diverse lot sizes within the different zones.

Given the high costs associated with developing residential land, it is important to encourage consolidated development in close proximity to the town centre area and mixed use zoning in the town centre. This will provide significant opportunities for higher density residential development, particularly to accommodate the housing requirements of a growing aged population. The current town planning scheme provisions applicable to these areas are considered too restrictive and consideration should be given to updating them to allow for higher density residential development.

Consideration also needs to be given to the final alignment of the proposed east-west and north-south heavy vehicle bypass around the Narrogin townsite. The final design must not constrain opportunities for future urban development and provides clearly defined, safe and easily accessible entry points to the town site.

## Rural Living Development

A number of rural living opportunities are currently provided in the region with broadacre agricultural land and rural residential type lots located around the Narrogin townsite and surrounding areas. There has been an increased demand for rural living opportunities in recent times on lots ranging in size from



1-40 hectares, particularly in close proximity to the Narrogin, Cuballing and Highbury townsites.

The Local Governments should capitalise on the increased interest in and demand for rural living opportunities in the region to provide alternative lifestyle choices and attract new residents. Given the high cost of developing land and the relatively low land prices, the subdivision of additional land for rural living purposes has not proceeded due to its limited commercial viability. However, the value of land in the Town and

Shire has increased substantially in recent years making rural living subdivision development a more commercially viable proposition. This is evidenced by the significant increase in the investigation of and planning for rural living subdivision development by private landholders and prospective property developers.

The Town and Shire's current town planning schemes make no distinction between 'Rural Residential' and 'Rural Smallholding' type lots, both of which are different forms of rural living development that are recognised and described in the Western Australian Planning Commission's State Planning Policy No.2.5 as follows:

- 'Rural Residential': Lots ranging in size from 1 - 4 hectares serviced by scheme water
- 'Rural Smallholding': Lots ranging in size from 4 - 40 hectares lots with no scheme water

A clear distinction between these two 'rural living' type lots is important in terms of future zoning allocations, land usage, development controls and essential servicing requirements.

Given the increased interest in and demand for rural living opportunities in the area in recent years, including homestead lots, each Local Government should plan for rural living subdivision development in appropriate locations with due regard to its potential impacts on productive agricultural land, the natural environment, fire safety and essential servicing and prospective community infrastructure requirements. Given the size of the area and the difficulties faced by the Local Governments in providing services and facilities outside the two main townsites, it is important to ensure that any future rural living subdivision development is located in close proximity to the Narrogin, Cuballing and Highbury town sites and is undertaken in accordance with approved Structure Plans.

## Commercial and Retail

There is currently minimal existing retail space to accommodate immediate growth within the Town of Narrogin. The available areas are either poorly presented which makes attracting new business difficult or the floor space is not being made available for rent by land owners. Both of these factors are contributing to the retail sector not being vibrant and robust in Narrogin. Office space and "hot desk" facilities to accommodate visiting professionals and government officers is also currently limited and when demand for retail space increases, it is highly likely that existing office space will be converted into use for retail purposes.

To see growth in the region in years to come, opportunities to support the creation of additional office space will need to be identified and planned for. The introduction of mixed use development in the town centre would assist this greatly.



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## Industrial

There is limited availability of vacant or developed sites for light or general industrial purposes that are for sale or rent. Similar to the development of land for residential purposes, the high cost of developing and servicing land, combined with low returns has resulted in land development being undertaken by either the Local Government authority or LandCorp, and not private developers.

Due to high entry level costs, many new businesses initially struggle. The development of a business “incubator” centre could assist by providing facilities to support the development and attraction of new industry to the region.

Additionally, support in the planning schemes for a composite light industrial product could assist by providing the opportunity for owners to acquire land which could support a limited scope of light industrial type usages plus a residence.





**Table 12: Achieving sustainable built form and housing**

**Guiding Principle 3 – Create sustainable *Built Form and Housing***

**Goal:** *The built form and housing will capture the character and setting of the region; connecting people and places and integrating sustainable infrastructure that meets the needs of the growing community and economy*

**This will be achieved by:**

- Creating active and vibrant spaces
- Developing well connected and liveable communities
- Encouraging design elements to celebrate communities
- Supporting sustainable building and infrastructure design

**Key Built Form and Housing Issues**

- Lack of sequential approach to land release
- Lack of accommodation in close proximity to Narrogin town centre
- Limited consideration of the future housing needs for an anticipated population growth
- Urban development in smaller towns not being supported due to cost of services
- Native title
- Lack of an established and maintained Heritage List

**Key Built Form and Housing Opportunities**

- Planning required for an increase in new housing demand
- Maintain an adequate supply of suitably zoned and serviced land for residential use and rural living purposes
- Plan and accommodate the need for higher density living
- Significant improvement and distribution of public housing stock
- Encourage and support mixed use developments in the town centre
- Consolidate the wide range of zoning classifications
- Resolve native title claims to allow for the release of developable land

**Action/activity/project:**

- Expansion of Government Offices
- Executive Housing



# Infrastructure

## Guiding Principle 4 – Deliver successful **Infrastructure** management

Ageing infrastructure, climate change and population pressures, cost of developments and infrastructure replacement are influential factors driving government planning and market investment. Parallel to this are the high expectations Australians have placed on having access to reliable, quality infrastructure, where governments are seen as accountable to fulfil these expectations<sup>17</sup>. With water, energy, transport and telecommunications identified as Australia's key economic infrastructure assets and networks by Infrastructure Australia, it is integral that the community and government have a high level of confidence that this infrastructure is meeting the needs of business, households and individuals<sup>18</sup>.

### Infrastructure Drivers for the Greater Narrogin Region

All planning activity must consider the short and long-term infrastructure needs of the Greater Narrogin Region to ensure community expectations and commitment by government can be met. The Greater Narrogin Region will need to work closely with utility providers and agencies to ensure the Growth Plan's population scenarios are incorporated into their own plans.

Nine key infrastructure drivers and opportunities have been identified following the Growth Plan due diligence and stakeholder engagement process. They encompass the sectors of:

- Infrastructure Planning
- Waste Management
- Transport
- Telecommunications
- Energy
- Water
- Wastewater
- Drainage
- Community Infrastructure.

Each of the key infrastructure drivers is explored in greater detail in this section.

### Key Priorities to Deliver Successful Infrastructure Management

Table 13 summarises how the Greater Narrogin Region will deliver successful infrastructure management and provides an overview of the key infrastructure issues, opportunities and actions. An implementation schedule and complete project list (Appendix 6 and 7) outlines the key priority actions, projects and initiatives for the Greater Narrogin Region. The actions are a combination of Local and State Government priorities which will be undertaken or implemented to facilitate growth.

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<sup>17</sup> Infrastructure Australia, 2013 State of Play Report, Australia's Key Economic Infrastructure Sectors, 2013, pg 4

<sup>18</sup> Infrastructure Australia, 2013 State of Play Report, Australia's Key Economic Infrastructure Sectors, 2013, pg 3

## Infrastructure Planning

Enabling infrastructure will be planned and implemented to provide for current and future population pressures. The Local Governments will be required to consult with government agencies, local organisations and communities to ascertain critical infrastructure needs. Some information has already been obtained from infrastructure and utility providers to partially plan for the population growth scenarios, however, agencies should be encouraged to incorporate the Plan's population scenarios into their forward planning.

Further consultation and investigation should be undertaken to ascertain existing or potential infrastructure thresholds and barriers to ensure infrastructure and utilities provision meet accelerated demand. The State Government should take a coordinated, high-level approach to infrastructure planning across government agencies and utility providers to ensure that population scenarios are incorporated into State planning activities.

Any future infrastructure should embrace new, sustainable and alternative technologies and enhance the standard of living, integrating into the built and natural environment, resulting in positive community and environmental impacts. Green infrastructure techniques should be investigated and possibly adopted to integrate the essential infrastructure with the built and natural environments, and to encourage greater efficiencies and sustainability. Infrastructure will act as an enabler for economic development in the region.



## Waste Management

The Town of Narrogin operates an approved and licensed Class II & III putrescible waste (that is liable to decay) landfill site developed on Crown land in the north-western part of the Narrogin town site with direct frontage to and access from White Road. This facility receives all solid and putrescible waste generated in the Town and Shires as well as some solid waste from Perth, and provides for the collection and processing of recyclable materials. It is estimated to have a lifespan of approximately 15 years. The Town and Shires are currently participating in a study to determine the feasibility of developing a regional recycling scheme involving the collection and processing of recyclable materials from various LGAs in the Wheatbelt South sub-region.

Moving forward, improvements in managing waste products in the area are needed. This can be achieved by encouraging the local community to generate minimal waste, use less packaging and recycle more, thus reducing demand for further development of waste disposal sites in the Town and Shires.

For future residential development to occur in Narrogin there needs to be consideration given to the potential impact of waste disposal sites on land use and development on adjoining landholdings; by establishing land use controls within designated buffer areas. One possible solution to cater for this is the possible relocation of the current waste disposal site to a location outside the Narrogin town site. The current site could be fully remediated or made into a waste transfer station to further reduce the current buffer zone by half.

## Transport

The existing transport network in the area comprises road, rail and air infrastructure and services. The community requires access to safe, reliable and sustainable transport options that provide the best available connections to other regional cities and the metropolitan areas. With the proposed growth in population there will be a need to upgrade the network of State Highways and transport corridors to reflect their status as major routes that enable economic growth and development, tourism, public transport and freight. There should also be a range of alternative modes of local transportation within the Greater Narrogin Region, developed to provide local residents with greater flexibility and choice.

### Road

The State Highway network is a major economic enabler, vital for transporting freight into and out of the region and providing access to the neighbouring communities, regional cities, coastal towns and the Perth metropolitan area. The logistics industry could be a major growth industry and employer in the area. Quality, safe and reliable road and transportation networks will be a key to the industry's growth.




The region's road network comprises roads of variable standards. Approximately 30% of the total road network is sealed with road widths ranging from 3.7-7.0 metres<sup>19</sup>. Most roads in the Town and Shires are controlled by the Local Government. The Great Southern Highway and the Williams–Kondinin Road are the exception as they are State Roads controlled by Main Roads WA and managed in consultation with the Local Governments.

Roads within the Town and Shires carry significant volumes of heavy vehicles which haul a variety of products including grain, livestock, fuel, fertiliser, general freight, farm and mining machinery, basic raw materials and minerals. They also cater for a substantial amount of light through traffic that has neither origins nor destinations within the area.

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<sup>19</sup> Draft Town and Shire of Narrogin Joint Local Planning Strategy (2011)



The maintenance and upkeep of the local regional road network places a heavy financial burden on Local Governments but will remain a necessary requirement to enable economic development, growth and community connections within the region. Offering alternative local transport choices and new methods to fund and manage road assets will assist in maintaining quality road networks.

There are several road projects in the area either currently underway or in the planning stages. These are being undertaken by Main Roads WA and the Local Governments in accordance with established road development programs, including the Roads 2025 Regional Road Development Strategy – Wheatbelt South 2007, and each Local Government's Strategic Plan. The development of an east-west and north-south heavy vehicle bypass around the Narrogin town site is being investigated by Main Roads WA and the Local Governments. This aims to improve traffic safety, freight efficiency and the social environment by removing unnecessary traffic from within the town site (Appendix 3). An indicative alignment has been determined with due regard for the existing and proposed patterns of land use, the natural topography and geotechnical conditions, the anticipated mix of vehicle types, and road design standards and requirements.

### Air

There are currently no commercial air transport services to and from the Narrogin Airport, however, it does cater for irregular light aircraft movements (e.g. gliding). The airport, which is owned by the Shire of Narrogin, is considered an important part of the area, particularly in terms of emergency services and has potential for development to accommodate a flying school for international pilots, various tourist-related activities (e.g. skydiving, gliding, hot air ballooning, scenic flights) and an aviation theme residential estate.

A review and update of the Narrogin Airport Masterplan 2001 is required to consider options for capitalising on the investment made in the Narrogin Airport by increasing the services offered and air traffic volumes. Any future expansion plans will need to consider existing and proposed surrounding land uses to avoid potential land use conflicts associated with aircraft noise. In the long-term, investigations should be carried out into the possibility of using the airport for FIFO workers. This would allow FIFO residents to remain living in the area rather than relocating to Perth or a regional city. In the short-term, the Shire of Narrogin should consider small upgrades to the current airport which would include the entry road and facilities.

### Rail

The narrow gauge rail network that operates in the Town and Shires traverses in a north-south and east-west direction and is used purely for the transportation of freight, in particular grain. The main activity on the network occurs for approximately 3 months of the year, during the harvest period (October to early January), with an average of 15 trains/month. Brookfield Rail is currently responsible for the access management, signalling and communication systems, train control as well as construction and maintenance of the network. The Public Transport Authority is responsible for managing and protecting the long-term viability of the railway corridors and infrastructure.



As has been seen in Merredin, with the proposed shut down of the Tier 3 network through the region, planning should begin for a similar possibility in the Greater Narrogin Region. Should the rail network cease to operate there will be an increase in heavy vehicle traffic on the roads which would lead to a greater need for funding for maintenance. It could also compromise safety leading to costly



emergency, health and community services (e.g. acute care, rehabilitation) and premature death due to a potentially higher incidence of vehicle accidents, with increased number of large vehicles (for mining and agricultural purposes) on roads of variable quality. It could also have an impact on the local economy due to businesses needing to change the method of transport for their products.

The current lack of a viable railway travelling Perth-Albany (via Narrogin and other communities) impedes access to tourism, public transport and freight, and their economic prosperity and population growth potential for the Greater Narrogin Region.

### Public Transport

With growth planned for the area, public transport is a service that requires improvement. The Public Transport Authority currently contract manages the delivery of a local school bus service in the Town and Shire of Narrogin using contracted school bus operators. The school bus service should be expanded to also include the satellite towns, particularly Cuballing and Highbury. Consideration also needs to be given to expanding the public bus service for the general community of the entire area to help improve the community's mobility, particularly low income earners and older persons, and their participation in social and economic activities, and community events.

The Public Transport Authority also operates a road coach service that travels through Narrogin on a daily basis and through Cuballing 5 days/week. The limited timetable impacts on residents' attendance at health care and other appointments in Perth, presenting additional accommodation and other costs (particularly for individuals and families experiencing social disadvantage). There is currently no plan for this service to be increased or removed from the schedule. In addition, there is no public transport between Narrogin and Mandurah (2hr drive) or Bunbury via Collie (2hr drive). This situation can be difficult for residents to access health care and other services not available locally in the Greater Narrogin Region.

The taxi service within the area should also be expanded in the future to accommodate a growing population. There are currently only a handful of taxis within the Town of Narrogin. An increase in population will put pressure on the current service, and so attracting additional taxi drivers should be encouraged. Currently there is no facility for hiring a car in Narrogin.



## Telecommunications

The digital economy will be a key driver for the Greater Narrogin Region and is currently a key issue. The lack of good quality and reliable digital access is a barrier to relocating to the region. The area is currently served by a wide range of telecommunication services including fixed line and mobile phones, internet access, digital television and radio. Services are concentrated in Narrogin, Cuballing and Highbury where demand is greatest. Facilities outside the towns are limited, with fixed line phone services available to most rural properties. Currently only the Town and some areas of the Shire of Narrogin are fully covered by digital mobile services while the Shire of Cuballing is only covered by Telstra. Two-way radio is the most common form of communication in the remote areas.

Current internet access for the general community is limited and unreliable and often extremely slow at peak times, and needs to be urgently upgraded to allow for a population increase. Health services do have access to fibre optics which allows greater download speeds. Access to greater bandwidths in the education sector should be investigated to enable new methods of teaching from primary school level through to tertiary education.

Faster and more reliable internet access and improved telecommunications will ensure the regional communities are connected globally and will facilitate a new digital economy. This will enable local business, education and health providers, libraries and community organisations to participate in a global community. It will optimise opportunities for the digital economy including faster internet access to enable the region to grow and attracting and retaining the population.

Given the absence of a Community Resource Centre (CRC) in Greater Narrogin, more internet and other outlets with Information and Communication Technology (ICT) capability and essential infrastructure (e.g. videoconferencing) are needed for public access as well as private spaces (e.g. Rural in Reach counselling services) to grow local services. Community classes in computer literacy and use of ICT would benefit multiple community members and increase their engagement and participation in the global community and digital economy.

## Energy

The current power supply network in the Greater Narrogin Region has sufficient capacity to accommodate future development and growth in the short-term. The electricity is provided by Western Power from the south-west interconnected grid via the Narrogin zone substation. The feeders supplying the area have limited load capacity and interconnectivity which makes them less usable and reliable than the urban distributions systems. Any individual electricity supplies to new developments in the area are subject to agreements between the developer and Western Power. The cost of providing electricity services to new developments has proven to be a significant proportion of total development costs and is expected to remain so in the future. These high costs are proving to be a significant constraint to new development in the Town and Shire.

According to Western Power's Annual Planning Report 2012, due to asset condition, three of the existing transformers at Narrogin Substation are being replaced with a single higher capacity unit by summer 2014-15. This replacement project also provides additional capacity to address emerging

capacity issues that should arise around mid-2020. A second 120MVA transformer is planned to be installed at the Narrogin Terminal in 2015-16. This will relieve voltage constraints in the Narrogin area and defer more costly network reinforcement.

With the impending growth of the area, there is a need to further encourage and continue to support the development of alternative energy production in the Town and Shires (e.g. solar, wind, integrated wood processing) which have significant environmental benefits. The development of alternative energy will provide more sustainable forms of energy while adding greater diversity to the economy. There will be significant opportunities for the area to develop and expand local, renewable and cost effective energy sources with the possibility of extensive Federal, State and private sector investment available in the renewable energy sector over the coming decades. There is also a need to consider energy conservation in the design of urban areas and housing. The concepts of environmental design, solar orientation and energy efficient housing have significant benefits for consumers given potentially large increases in the price of grid power and should be promoted by each local government.

There is currently no gas reticulation in place in the Town or Shires. Gas is therefore supplied to residents using cylinders by private companies. There are no plans to introduce reticulated natural gas into the Town or the Shires in the short-term future.




## Water

A reliable and safe water supply is critical to support population and economic growth. Climate change impacts (e.g. decreasing rainfall, increased storm events and more intense rainfall during the summer season, salinity issues associated with groundwater extraction), means that improved water planning and water efficiency will be paramount.

Narrogin water is supplied from the Great Southern Water Scheme (GSWS) sourced from the Harris Dam near Collie. There are three off-takes for the town at the Lefroy Street Tank, the Clayton Road pressure reducing valve and the Narrogin storage tank. Water from the GSWS is also supplied to Cuballing and the surrounding farmlands, either directly from the pipeline or via separate service tanks fed from the pipeline. The Bottle Creek Reservoir, located 5km south-west of Narrogin, serves as a demand balancing tank for the GSWS downstream of the reservoir. There is planning in place to expand the town water storage facilities to a 10ML tank. The bulk water planning for the GSWS (including Narrogin storage) has been completed.

According to the Water Corporation, the existing water reticulation network is available to provide water connections to 200 vacant lots in Narrogin without the need for capital investment on existing infrastructure<sup>20</sup>. Beyond that, additional reserve storage will be required which has been identified in

<sup>20</sup> Water Corporation, Development Services, (Nov 2013)



planning studies. Cuballing has the capacity to provide water connections to 33 existing vacant lots in the town site. An average annual growth rate of 2% has been used for future planning studies. Additional services could be provided without the need for significant capital improvements other than network expansion.

Further advice from the Department of Water confirms there is no existing or future proposed public drinking water source areas proclaimed under the Country Areas Water Supply Act 1947 located within the area<sup>21</sup>.

Water supplies in the area not served by scheme water are generally provided by on-site storage tanks, farm dams and associated catchments. Water for rural properties is also carted from numerous scheme water standpipes and agricultural area dams currently vested with the Water Corporation. Due to the salinity of groundwater resources, there are limited bores available to supplement existing water supply sources with expensive treatment required to enable its use. Information regarding the location of suitable groundwater sources is currently limited and requires further investigation in consultation with the Department of Water and the local community.

Long-term strategies need to be put in place that will allow the population to increase past the Water Corporation's current capacity figures without putting too much pressure on the water supply. Upgrades to existing water supply infrastructure throughout the area may be required to accommodate future development and population growth, and to guard against the impacts of drought. Another key strategy is identifying the location of all public water supply dams, catchments and tank sites in Crown ownership that are of strategic importance, and provide for their long-term protection to also help guard against the impacts of drought (e.g. increased soil salinity, reduced water supply, compromised agricultural land for livestock and grain).

The use of treated wastewater on public spaces should be supported to reduce the reliance on water supplied from the Great Southern Water Supply Scheme. While expensive, the construction of a desalination plant in the area should also be investigated to determine if it is a viable and cost-effective solution to future water shortages. It should also be the role of the community to try and conserve as much water as possible by using it more efficiently. Educating the community should be seen as a priority while also promoting waterwise solutions (e.g. the use of grey water, installing rain water tanks, planting a waterwise garden).

## Wastewater

Wastewater in the Town of Narrogin is predominantly (approximately 90%) managed via a reticulated sewerage disposal scheme that is owned and operated by the Water Corporation. Other areas of the town along with the Shire of Narrogin and Cuballing, where underground sewerage is not available, wastewater disposal is via conventional septic tanks and leach drains.

The town's sewerage network discharges to a wastewater treatment plant located in the south eastern part of the town (Appendix 4). This treatment plant is capable of supporting 150 additional connections

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<sup>21</sup> Draft Town and Shire of Narrogin Joint Local Planning Strategy (2011)



without the need for capital investment on scheme infrastructure. However, reports from the community state that the treatment plant has been known to overflow during storm events due to a lack of capacity. There is planning currently in place (2014) to improve the wastewater disposal facility which will alleviate this issue.

A known issue with the current waste water treatment plant and any possible expansion is the 500m odour buffer and its proximity to residential development. There is a need to alert all existing landowners whose properties are located within the recommended 500m odour buffer of the potential for nuisance and likely limitations and restrictions on future development. Any future development would need to be compatible with the long-term operation of the facility.

## Drainage

Stormwater drainage in the Greater Narrogin Region is currently managed by a combination of open drains, pipes and culverts. Most streets within the established towns are kerbed and drained with inlet pits and piped drainage systems. Rural areas are served predominantly by open drains, culverts and dams. In most cases, stormwater is discharged directly into natural drainage systems with little regard for potential off-site and environmental impacts (e.g. land degradation, loss of native plants and animals) due to reduced water quality and erosion, flooding and damage to roads.

Due to the landforms and soils in the area, there are numerous small drainage lines and creeks that are seasonal and flow directly into the major surface water features. Many of the natural drainage lines and major river systems are significantly altered and degraded and prone to inundation and flooding, particularly during extreme storm events. Given the current limited information regarding the location and extent of areas within the area liable to inundation and flooding, consultation with the Department of Environmental Regulation and Department of Water is required to ensure appropriate future management of these areas in the future. The areas prone to flooding and inundation can then be avoided when planning new developments.


## Community Infrastructure

The Greater Narrogin Region has a diverse range of community services and facilities provided by both the public sector and non-government organisations (Figure 9). Most are located in the Narrogin town site and include health, education, cultural and recreation services and facilities.

Moving forward, monitoring changes in demand for community services and infrastructure in the Town and Shires will inform efficient provision and maintenance of an adequate range of

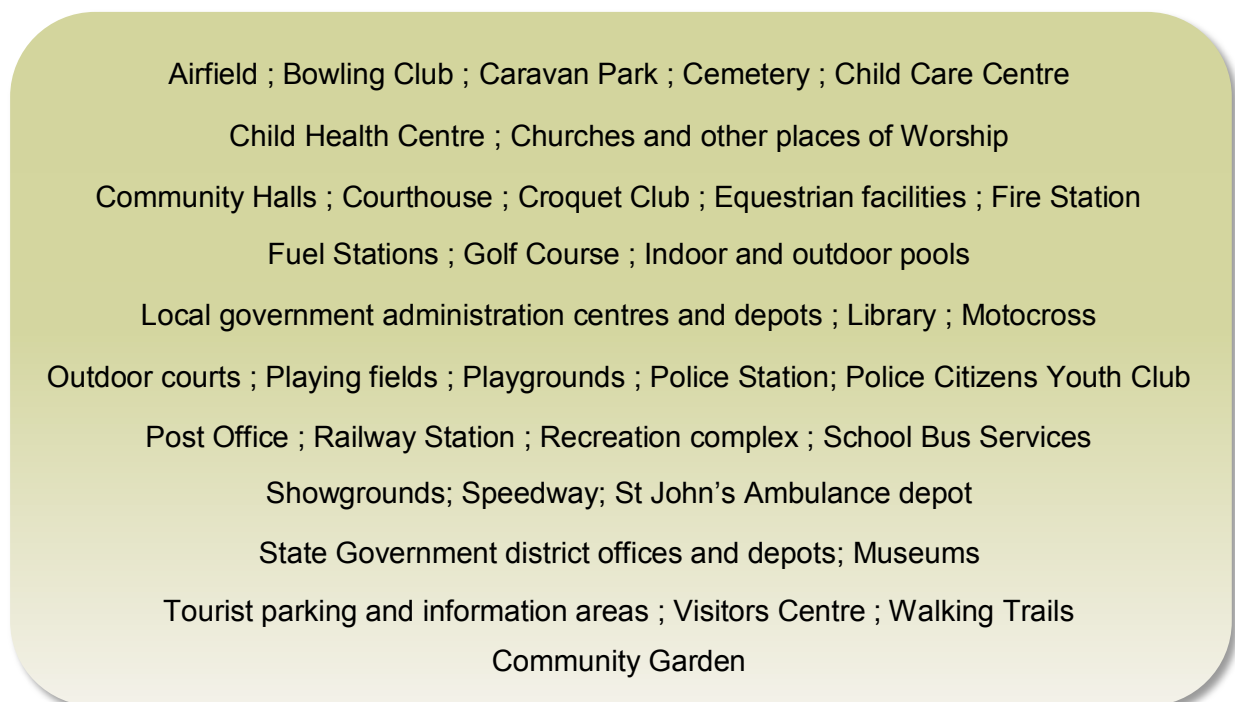






services and facilities, and provide improved coordination between public and private sector service providers. The dispersed nature of settlement in the area creates problems for servicing the community.

Significant investment is required to provide and maintain an equitable range and level of services for the local community. Consolidation of existing settlements will minimise servicing costs and avoid unnecessary duplication of services and facilities. Key services that need to be investigated to see if they are fulfilling the needs of the community are the police force, St John's Ambulance Service and some State Government support services.



**FIGURE 9: Community infrastructure**

**Table 13: Achieving successful infrastructure management**

**Guiding Principle 4 – Deliver successful *Infrastructure* management**

**Goal:** Pursue the delivery of timely, sustainable, integrated and high quality, modern infrastructure to meet the social, economic and environmental needs that will create well connected, liveable communities with sustainable employment opportunities.

**This will be achieved by:**

- Enhancing Narrogin's appeal for lifestyle and business development
- Encouraging energy efficiency and sustainability
- Adopting a whole-of-government approach towards infrastructure provision to meet the current and future needs for growth
- Providing quality regional to facilitate appropriate population growth
- Improving investment in regional infrastructure to ensure greater prosperity, productivity and growth of the communities
- Supporting public-private partnerships and other arrangements to deliver efficient and timely infrastructure projects

**Key Infrastructure Issues**

- Slow and unreliable internet service
- Poor mobile phone service to areas outside the town of Narrogin
- Lack of alternative energy supply
- Lack of sewer services restricting development potential
- Below standard drainage infrastructure
- Rising groundwater and increasing salinity causing significant drainage issues
- High cost of providing electricity to new developments
- Lack of local public transport
- Lack of long-term electricity capacity

**Key Infrastructure Opportunities**

- Improvements to the airport
- Maintenance of local road network
- Major transport corridor improvements
- Conservation and efficient use of existing water resources, including wastewater reuse
- Identification of future potential water resources and providing their long-term protection
- Future wastewater management
- Need for an improved, and possibly relocated, regional waste management facility
- Waste elimination and reduction

**Action/activity/project:**

- Southern Inland Health Initiative - Capital Works Program
- Servicing & Development Of Greenfield Residential Area
- Mobile Phone Tower Installation
- Airport Upgrade and Land Subdivision
- TWISS System Upgrade and Extension
- Narrogin Crematorium
- Wanerie Road Upgrade – Sealed Road Development
- Narrogin Link Road Project
- Regional Waste Site Development



# Natural Environment

## Guiding Principle 5 - Protect and Enhance the **Natural Environment**

The global climate is changing and will continue to change in ways that affect the planning and day to day operations of businesses, government agencies and other organisations. The consequences of climate change include higher temperatures, altered rainfall patterns, and more frequent or intense extreme events such as heatwaves, drought and storms<sup>22</sup>. While Western Australia falls below many of the national targets to combat climate change, the impacts of climate change that are beginning to occur will likely become greater in the future. Western Australians will need to adapt to ensure the wellbeing of the community, the environment and the economy and to minimise the costs of climate change impacts on society<sup>23</sup>.

### Natural Environment Drivers for the Greater Narrogin Region

The Greater Narrogin Region and Wheatbelt South sub-region are not secluded from changes to the climate. Increased seasonal volatility such as extreme weather events and declining winter rainfall are already impacting industry and the community. Natural reserves such as the Dryandra Woodland are critical to protecting fragile eco-systems and of great significance in preserving the Greater Narrogin Region's natural heritage.

Three key environmental drivers and opportunities have been identified following the Growth Plan due diligence and stakeholder engagement process. They encompass the sectors of:

- Managing Resources
- Current Environmental Challenges
- Future Environmental Challenges

Each of the key environmental drivers is explored in greater detail in this section.

### Key Priorities to Protect and Enhance the Natural Environment

Table 14 summarises how the Greater Narrogin Region will protect and enhance the natural environment along with an overview of the key environmental issues, opportunities and actions. An implementation schedule and complete project list (Appendix 6 and 7) outlines the key priority actions, projects and initiatives for the Greater Narrogin Region. The actions are a combination of Local and State Government priorities which will be undertaken or implemented to facilitate economic growth.

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<sup>22</sup> <http://www.environment.gov.au/climate-change/adaptation/publications/climate-change-impact-risk-management> accessed 7 November 2014

<sup>23</sup> Western Australian Government, Adapting to our changing climate, 2012, page 4

## Managing Resources

The community within the Greater Narrogin Region recognises that the environmental aspects of the area are a significant part of the heritage, values and identity. The Dryandra Woodlands along with other unique natural reserves provide a number of conservation, biodiversity, recreation and tourism opportunities. These reserves are a real asset to the region and currently their value is not fully recognised.



The Department of Parks and Wildlife views the bushland in the region as unique to Narrogin with mixed species of flora and fauna that could be used to promote the area. To assist in attracting new residents and tourists to the region, the natural resources should be used to market the area. Where appropriate, promotion of natural amenities and landscapes for conservation as economic drivers and visitor destinations should be seen as a tool for growth. It is important to show that the proximity of the natural environment is part of the lifestyle and spirit of the Greater Narrogin Region. Therefore, it should be ensured that these elements are captured in marketing, branding, tourism and recreation opportunities offered by the region.

## Current Environmental Challenges

To assist with land development that will allow for future growth in the region, some issues need to be addressed in the short-term. Land contamination is a serious environmental problem that has gained increased recognition in recent years (e.g. asbestos). Detailed information on the location, extent and severity of contaminated land in the Region is not currently known, however anecdotal evidence suggests that many sites may require remediation in the future. Given the potential health and other impacts associated with the use of contaminated land (e.g. food chain, water supply), it is important to identify all land contaminated sites to minimise risk to the environment and residents' health, and provide opportunity for remediation.

The current location and extent of buffer areas to existing industry, infrastructure and special uses in the Region is not well defined or documented in the current local planning framework. In some cases, the local planning framework has not been effective in providing adequate separation of industry and sensitive land uses. The determination and establishment of suitable buffer areas to provide for the separation of industrial and sensitive land uses is required at an early stage in the planning process to ensure that amenity is maintained at acceptable levels. There is currently a demonstrated need to identify the location and extent of recommended buffer areas along with improved land use, management and monitoring controls. This approach will ensure the compatibility of future land usage in the Region minimises potential adverse environmental and health impacts and land use conflicts.

## Future Environmental Challenges

An increase in the use of roads, railways and possibly the airport in Narrogin are likely to place pressure on the environment through generation of emissions (noise, dust and odour) and increased requirements for reliable water and power supply. An expanded population is also likely to place pressure on existing remnant vegetation within the region through land clearing and pressure on significant natural features. There is a need to recognise the future implications of climate change on the Region and the impact it could have on flooding and drought events, affecting agriculture and other key industries. A commitment by the Town and Shires must ensure that future land use and development does not exacerbate the impacts or increase the risk or cost to the community.

Knowing more about the potential impacts of climate change will also help to accurately target infrastructure investment. Energy efficient development needs to be encouraged to reduce the impacts of climate change through site layout, design and development provisions and regulations. The impact on climate change from new developments can be mitigated by:

- Supporting the use of sustainable forms of energy (e.g. solar panels and wind turbines)
- Improved water management
- Protection of the natural heritage
- Greening of the built environment
- Protection and maintenance of native vegetation and wildlife habitats





**Table 14: Protecting the natural environment**

**Guiding Principle 5 – *Protect and Enhance the Natural Environment***

**Goal:** *The environmental values and natural resources of the region need to be protected for the benefit of current and future generations while providing appropriate development opportunities.*

**This will be achieved by:**

- Maintaining and enhancing the natural environment, addressing risk areas
- Achieving environmentally sustainable and economically viable management of waste
- Ensuring the development of sustainable townsites, integrating natural elements and connecting the community to the environment
- Ensuring responsible access, use and enjoyment of the natural environment
- Having a strong connection with the environment

**Key Natural Environment Issues**

- Recreational management of environmental assets
- Recreational use of the Dryandra Woodlands
- Balancing land use, agriculture and development with environmental values
- Salinity
- Climate change including droughts, storms and flooding
- Reduced rainfall for the region and the impacts on groundwater supply
- Rising groundwater and salinity caused by extensive clearing of native vegetation
- Increased water discharges and reduced water quality leading to the loss of native plants and animals
- The impact on threatened species of animals and plants
- Groundwater in the region is brackish to saline
- Lack of original native vegetation in the region
- Identification of contaminated land in the region
- Lack of definition on the location and extent of buffer areas for existing industry, infrastructure and special uses

**Key Natural Environment Opportunities**

- Identify location and extent of natural resources and raw materials and ensure their protection
- Supporting the use of sustainable forms of energy such as solar panels and wind turbines
- Improved water management
- Protection of the natural heritage
- Greening of the built environment
- Protection and maintenance of native vegetation and wildlife habitats

**Action/activity/project:**

- Dryandra Woodlands Barna Mia Animal Sanctuary Expansion
- Dryandra Woodlands Camping Facility Upgrade



# Governance

## Guiding Principle 6 – Ensure Successful Governance

The Western Australian Liberal-National Governments' Royalties for Regions policy has been the driving force to ensure a focus on Western Australia's regions. This policy setting enables 25% of mining royalties per year (capped at \$1 billion) to fund much needed infrastructure and services across regional communities. Royalties for Regions has established the State Government's commitment to building stronger regional communities and investment that enhances economic growth. To ensure this commitment becomes a reality, greater integration and coordination at both the regional and local level is required to enable the regions to take ownership of this opportunity and drive this agenda.

## Governance Drivers for the Greater Narrogin Region

Strong leadership and a consolidated vision are essential for the Greater Narrogin Region to be part of Western Australia's opportunity for growth. There is also a level of responsibility that Narrogin has naturally acquired as the Regional Centre for the Wheatbelt South sub-region. Solid governance structures and processes that also align with the Wheatbelt South's strengths and the determination to drive economic and population growth will ensure the whole sub-region benefits from this Plan.

Three key governance drivers and opportunities have been identified following the Growth Plan due diligence and stakeholder engagement process. They encompass the sectors of:

- Regional Leadership
- Delivery of the Plan
- Implementation and Monitoring

Each of the key governance drivers is explored in greater detail in this section.

## Key Priorities to Ensure Successful Governance

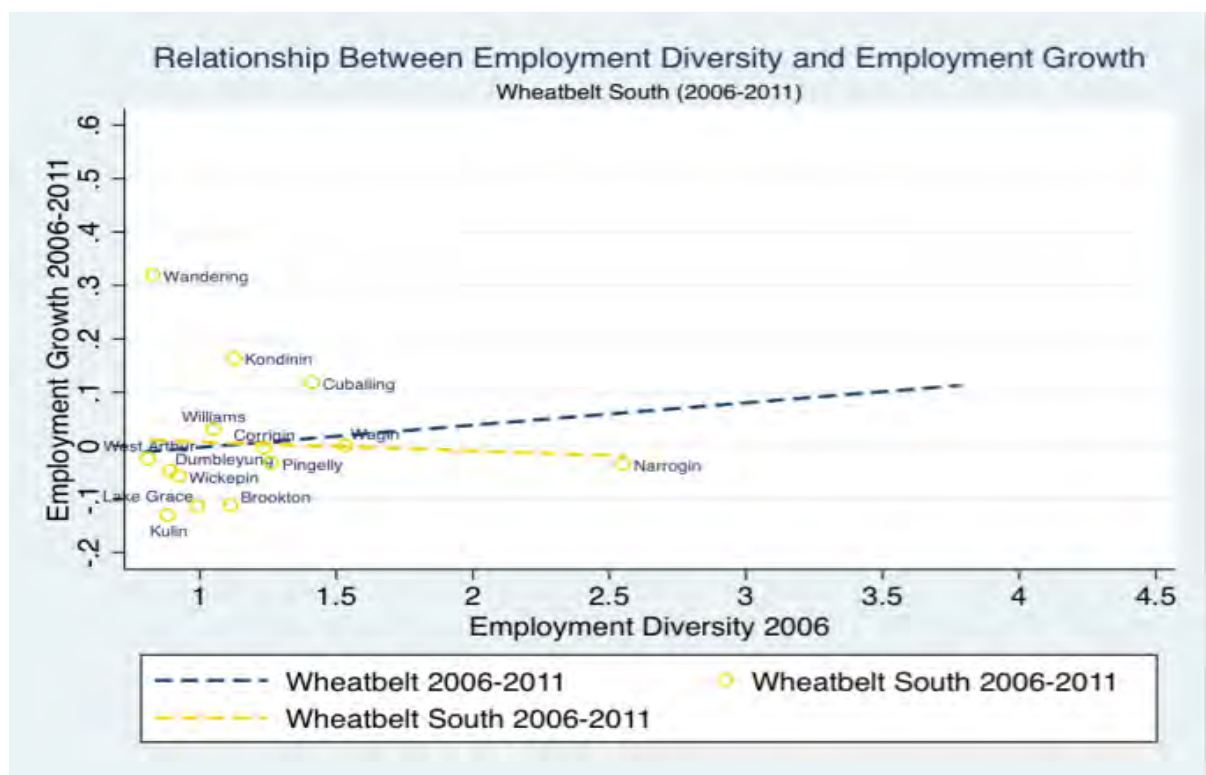
Table 15 summarises how the Greater Narrogin Region will ensure successful governance along with an overview of the key governance issues, opportunities and actions. An implementation schedule and complete project list (Appendix 6 and 7) outlines the key priority actions, projects and initiatives for the Greater Narrogin Region. The actions are a combination of Local and State Government priorities which will be undertaken or implemented to facilitate growth.

## Regional Leadership

As a Regional Centre for the Wheatbelt South, Narrogin must assume a leadership role for the other smaller towns in the sub-region. For Narrogin to provide effective leadership it is important that a positive message is employed as any negative representation by leaders will detrimentally impact the local area and also the Wheatbelt South.

Employment statistics that were collected by the University of Western Australia, in conjunction with the WDC (2014), explore the relationship between communities and their regional centre forms of leadership that a Regional Centre displays within their respective Wheatbelt sub-region:

- Regional Centre *As of Right*
- Regional Centre *As of Action*
- Regional Centre *As of Responsibility*



**Figure 10: Employment Diversity**

Source: UWA and WDC

Narrogin has been found to be a 'Regional Centre *As of Responsibility*'. The statistics indicate that Narrogin is a diverse centre supporting a relatively mono-economy for the surrounding communities within the Wheatbelt South sub-region (Figure 10).

While Narrogin has had slight negative employment growth during 2006-11, it is clearly out on its own when it comes to a diverse range of employment industries. This is a clear indication for a Regional Centre to demonstrate ongoing leadership to the other Local Governments in the sub-region, and moving forward, Narrogin must provide positive leadership.



## Delivery of the Plan

Various key actions are required to successfully deliver the vision, guiding principles, actions, projects and initiatives of this Plan. The implementation schedules that form part of each guiding principle, sets out all the actions, projects and initiatives required by the LGAs, with assistance from State government agencies, to take them on the path to growth, prosperity and wellbeing, including the key priorities listed within this document.

The key to successful delivery of this Plan and ensuring successful governance for the area into the future will be the:

- Strong partnerships between State and Local Government and also the private sector
- Ownership of the Plan by the local communities
- Governance organisations that listen and respond effectively to the local communities
- Positive attitude towards achieving the required goals – delivering on actions, project and initiatives
- Constant review of the required goals and aspirations and then adapting depending on the changed circumstances

The Shire of Narrogin, Shire of Cuballing and the Town of Narrogin must collaborate towards the shared vision and aspirations with other communities and stakeholders in the region. The Wheatbelt South Reference Group will continue functioning to ensure:

- Ownership of the vision is maintained
- The vision and the Plan is shared and sold to the communities
- Local Government is reminded of the vision and recommendations, and the importance of the Plan in the statutory planning processes.

It is also important for the Wheatbelt Development Commission to assist the Shire of Narrogin, Shire of Cuballing and Town of Narrogin in delivering the Economic Development and Implementation Strategy. Assistance will include the setting of priorities, generating and allocating resources and ongoing monitoring and review.

## Implementation and Monitoring

The Plan will be a living and adaptable document that can respond to new data and information, changes in the economy and new state, regional and local plans and strategies. Each Local Government in conjunction with the Wheatbelt South Reference Group will regularly monitor the performance of the Plan and undertake a review of the document on a joint basis within 5 years (2020).

The review of the Plan will audit the success of the document in achieving the vision and planning directions for the Town and Shires and will seek to reflect changed circumstances and/or altered community aspirations and needs. This provision for regular review will ensure that the Plan remains

relevant and continues to effectively shape development within the Town and Shires over the next 10 to 15 years and beyond.

The Plan may also be reviewed within the proposed 5 year review periods at the discretion of the Local Governments, in response to any major changes or other unforeseen circumstances or community-identified needs. All modifications to the document will be undertaken jointly and on a consultative basis between the Wheatbelt Development Commission, the Wheatbelt South Reference Group and the three Local Governments.

In the future, the Plan should be reviewed whenever any significant new information comes to hand from sources such as the Wheatbelt Regional Investment Blueprint, as well as State Government land and population audits. This will be vital to guide future industry and investment attraction strategies and provide detailed direction on how to develop the Region's key economic drivers. This data will refine population growth scenarios to enable effective and responsive planning for infrastructure and services by government agencies, non-government organisations and the private sector.



The three Local Governments in the region should be encouraged to develop and review regional population scenarios for identifying performance indicators to monitor the progress of the Plan's implementation and to ensure positive impacts for the communities of the region.

In the medium-term a central point of contact such as an Economic Development Officer for the sub-region, should be resourced to work in partnership with the Local Governments and Wheatbelt South Reference Group. The role of the Officer would be to:

- Proactively seek economic development and business growth opportunities
- Execute services for the Reference Group
- Develop business cases for priority projects

The Officer would work with the Reference Group to assist them in:

- Reviewing triggers for the upgrade of infrastructure and services in the communities
- Pursuing developments in areas identified as economic drivers and opportunities for the sub-region by the Wheatbelt South Sub-Regional Economic Strategy
- Approaching businesses and community groups based on recommendations



**Table 15: Achieving successful governance**

Guiding Principle 6 – <i>Ensure successful Governance</i>	
<b>Goal:</b> <i>The region will embrace collaborative and proactive leadership delivering on the values and aspirations of the community</i>	
<b>This will be achieved by:</b> <ul style="list-style-type: none"> <li>▪ Effective resourcing and management of the Council's activities</li> <li>▪ Providing positive leadership within the sub-region</li> <li>▪ Becoming a customer focused organisation</li> <li>▪ Ensuring open and representative decision-making processes</li> <li>▪ Achieving community support for the region's Strategic Plans and Growth Planning</li> <li>▪ Ensuring a cross-organisational approach delivered through strategic partnerships</li> <li>▪ Focusing on delivering shared outcomes</li> <li>▪ Monitoring triggers in the Plan</li> </ul>	
Key Governance Issues	Key Governance Opportunities
<ul style="list-style-type: none"> <li>▪ Layers of agencies and organisations</li> <li>▪ Planning bureaucracy</li> <li>▪ Interagency co-operation</li> <li>▪ Leadership in the region</li> <li>▪ Local Government co-operation</li> <li>▪ Poor perception of the sub-region and Greater Narrogin</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increase collaboration between Local Government and State Agencies</li> <li>▪ Implementation, monitoring and reviewing of the Plan</li> <li>▪ Need to promote a more positive local view of the sub-region and of the Greater Narrogin Region's future</li> </ul>
<b>Action/activity/project:</b> <ul style="list-style-type: none"> <li>▪ Narrogin Education Precinct</li> <li>▪ Merger between the Town and Shire of Narrogin</li> </ul>	



## Acronyms

<b>ABS:</b>	Australian Bureau of Statistics
<b>DAA:</b>	Department of Aboriginal Affairs
<b>DAFWA:</b>	Department of Agriculture and Food Western Australia
<b>DER:</b>	Department of Environment Regulation
<b>DIDO:</b>	Drive-In-Drive-Out
<b>DLG:</b>	Department of Local Government
<b>DPaW:</b>	Department Parks and Wildlife
<b>DRD:</b>	Department of Regional Development
<b>DoE:</b>	Department of Education
<b>DoH:</b>	Department of Housing
<b>DoL:</b>	Department of Lands
<b>DoP:</b>	Department of Planning
<b>DoW:</b>	Department of Water
<b>FIFO:</b>	Fly-In-Fly-Out
<b>GNR:</b>	Greater Narrogin Region
<b>LGA:</b>	Local Government Area
<b>MRWA:</b>	Main Roads Western Australia
<b>NNC:</b>	Shire of Narrogin, Town of Narrogin and Shire of Cuballing
<b>RDA:</b>	Regional Development Australia
<b>RDC:</b>	Regional Development Commission
<b>RfR:</b>	Royalties for Regions
<b>SIHI:</b>	Southern Inland Health Initiative
<b>SoC:</b>	Shire of Cuballing
<b>SoN:</b>	Shire of Narrogin
<b>ToN:</b>	Town of Narrogin
<b>WA:</b>	Western Australia
<b>WAPC:</b>	Western Australian Planning Commission
<b>WDC:</b>	Wheatbelt Development Commission
<b>WSSR:</b>	Wheatbelt South Sub-Region



# Glossary of Terms

## **Economic Development**

Economic development is a broad term referring to the sustained, concerted effort of policymakers and communities to promote a standard of living and economic health in a specific area. Such effort can involve development of human capital, critical infrastructure, regional competitiveness, environmental sustainability, social inclusion, health and literacy.

## **Economic Growth**

The increase in productive capacity of the economy over the growth period. This includes an improvement in the quality of life of the communities through an increased share of jobs and prosperity.

## **The Plan**

The Plan is a non-statutory strategic document, building upon relevant statutory frameworks to set the direction for economic growth and population expansion within Greater Narrogin and across the Wheatbelt South sub-region. It is an adaptive plan, flexible to population triggers and complementary Local Government planning initiatives with growth opportunities and potential strategies outlined. The Plan has been prepared using a similar framework to the SuperTowns project, addressing the key focus areas identified within the Regional Centres Development Plan Framework.

## **Growth Period**

*Growing our Community – An Economic Development and Implementation Strategy* is concerned with the period 2014-50.

## **Guiding Principle**

An overarching goal or aspiration identified within this Plan to set the direction and values for growth within the communities.

## **Long-term**

In this Plan, long-term denotes the period 2030-50.

## **Medium-term**

In this Plan, medium-term denotes the period 2020-30.

## **Greater Narrogin Region**

In this Plan the Greater Narrogin Region comprises the Shire of Narrogin, Shire of Cuballing and Town of Narrogin.

## **Short-term**

In this Plan, short-term denotes the period 2014-20.

## **Stakeholder**

Partner organisations, consisting of Local Governments, State Government agencies, industry and community bodies, who are engaged with to develop and implement the guiding principles, actions, projects and initiatives of this Plan.

## **Greater Narrogin Project Team**

LandCorp, Wheatbelt Development Commission, RPS and Wheatbelt South Reference Group.



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## Disclaimer

This document was prepared by LandCorp on behalf of the Wheatbelt Development Commission. While the information contained in this document is provided in good faith and believed to be accurate at the time of print, appropriate advice should be obtained in relation to any information in this document. LandCorp and the Wheatbelt Development Commission shall in no way be liable for any loss sustained or incurred by anyone relying on the information provided.



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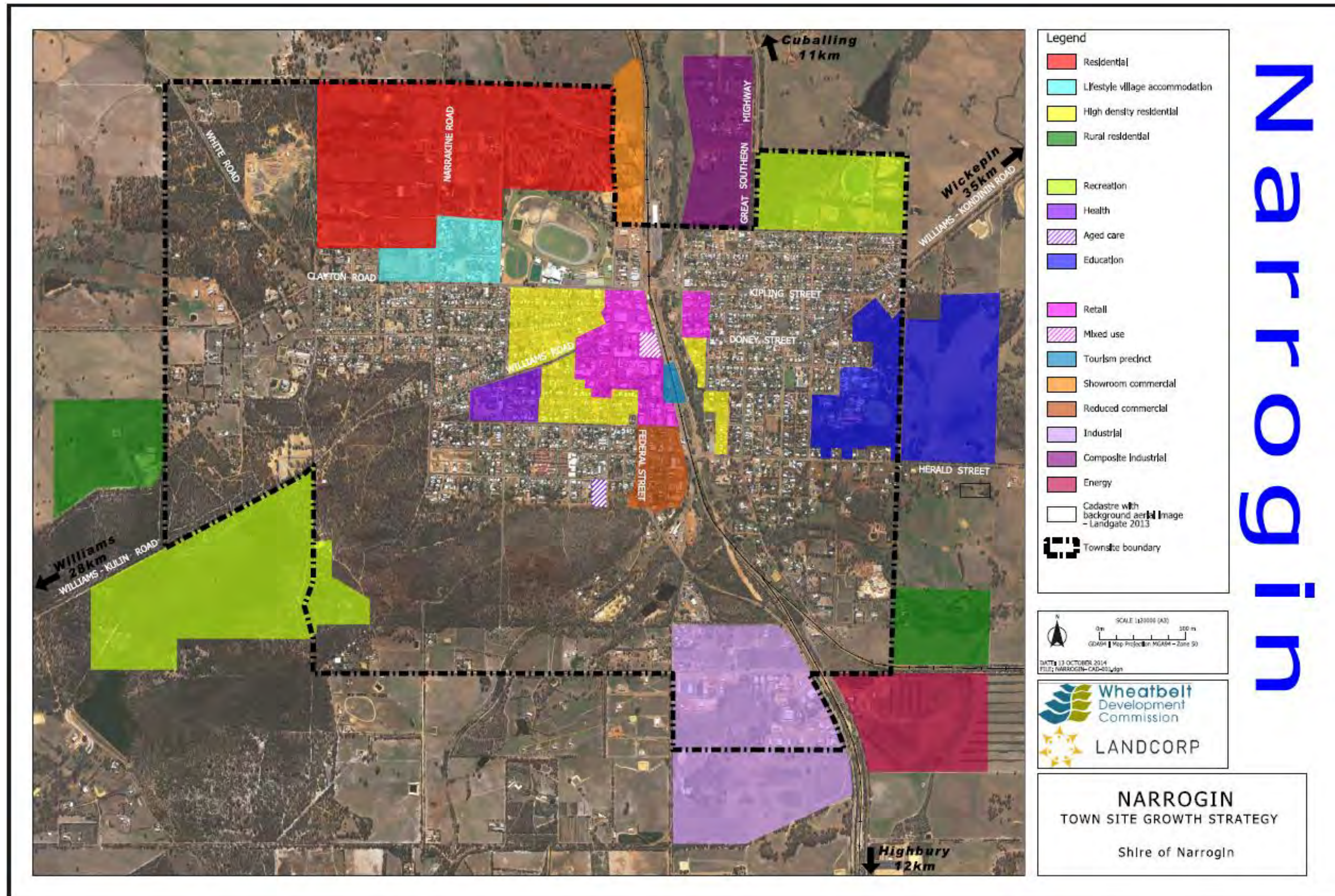


## 1.0 Current joint Local Planning Strategy for Town and Shire of Narrogin





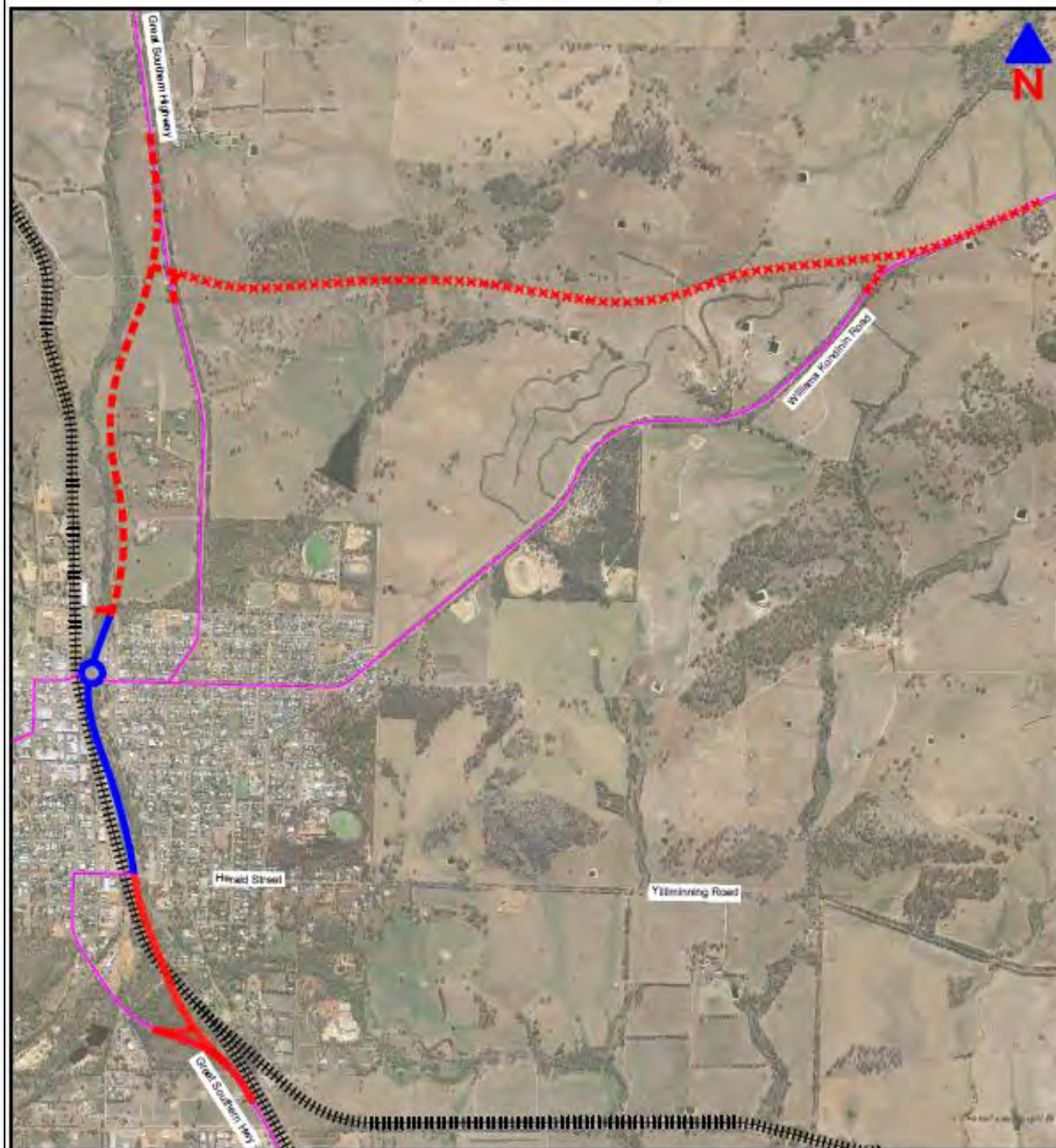
## 2.0 Joint townsite Growth Strategy for Town and Shire of Narrogin





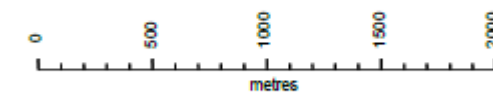
### 3.0 Proposed Narrogin Bypass

## Narrogin Link Road Project (May 2014)



#### LEGEND

- Built (2001/2)
- Unbuilt - South Section (1.5 km)
- - - Unbuilt - North Section (2.8 km)
- xxx Unbuilt - East Section (4.4 km)
- Existing State Roads
- Existing Rail



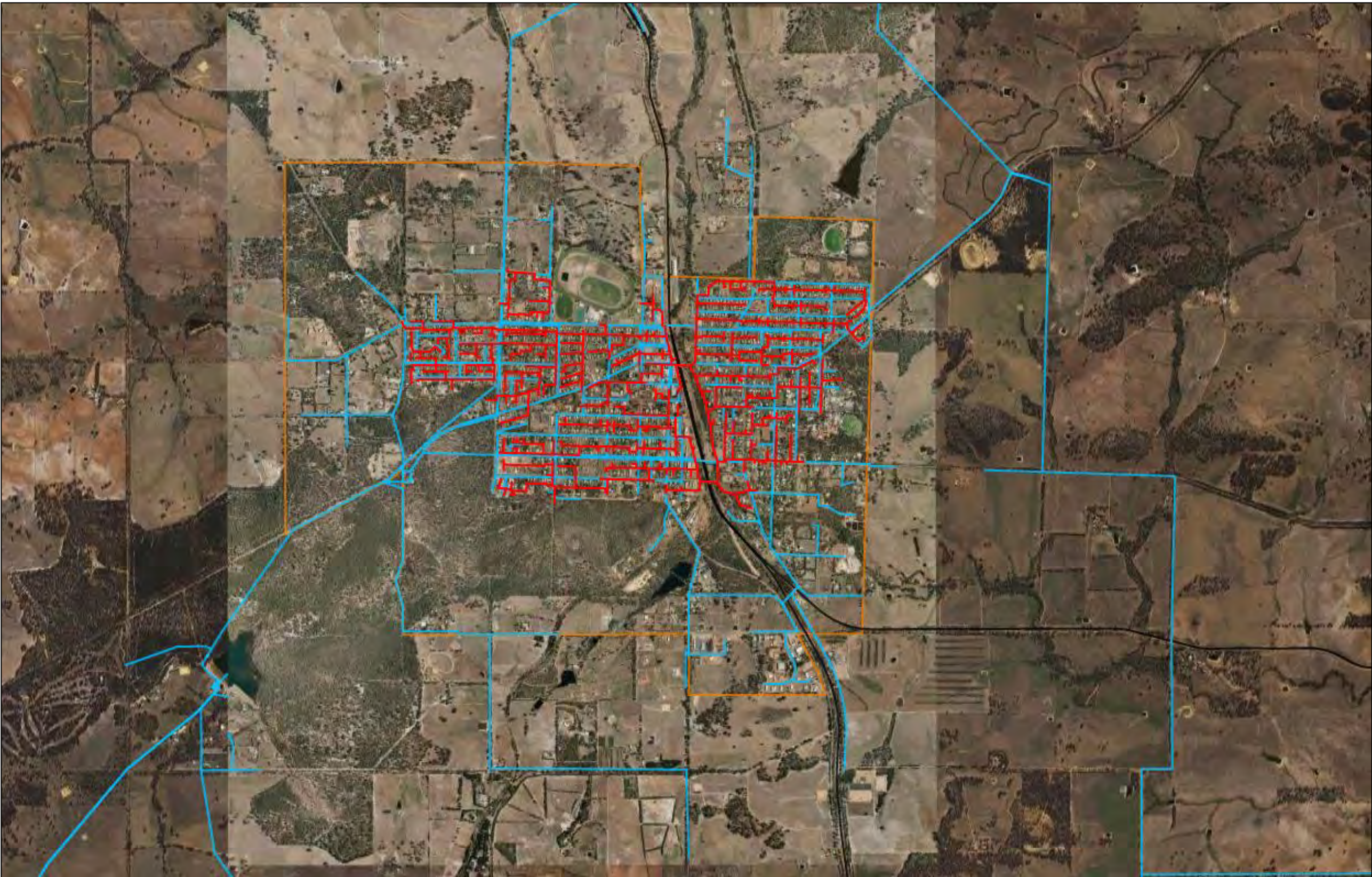
May 2014 Revision A

Disclaimer: As of May 2014 the proposed route is subject to change.

Source: Wheatbelt Development Commission, May 2014



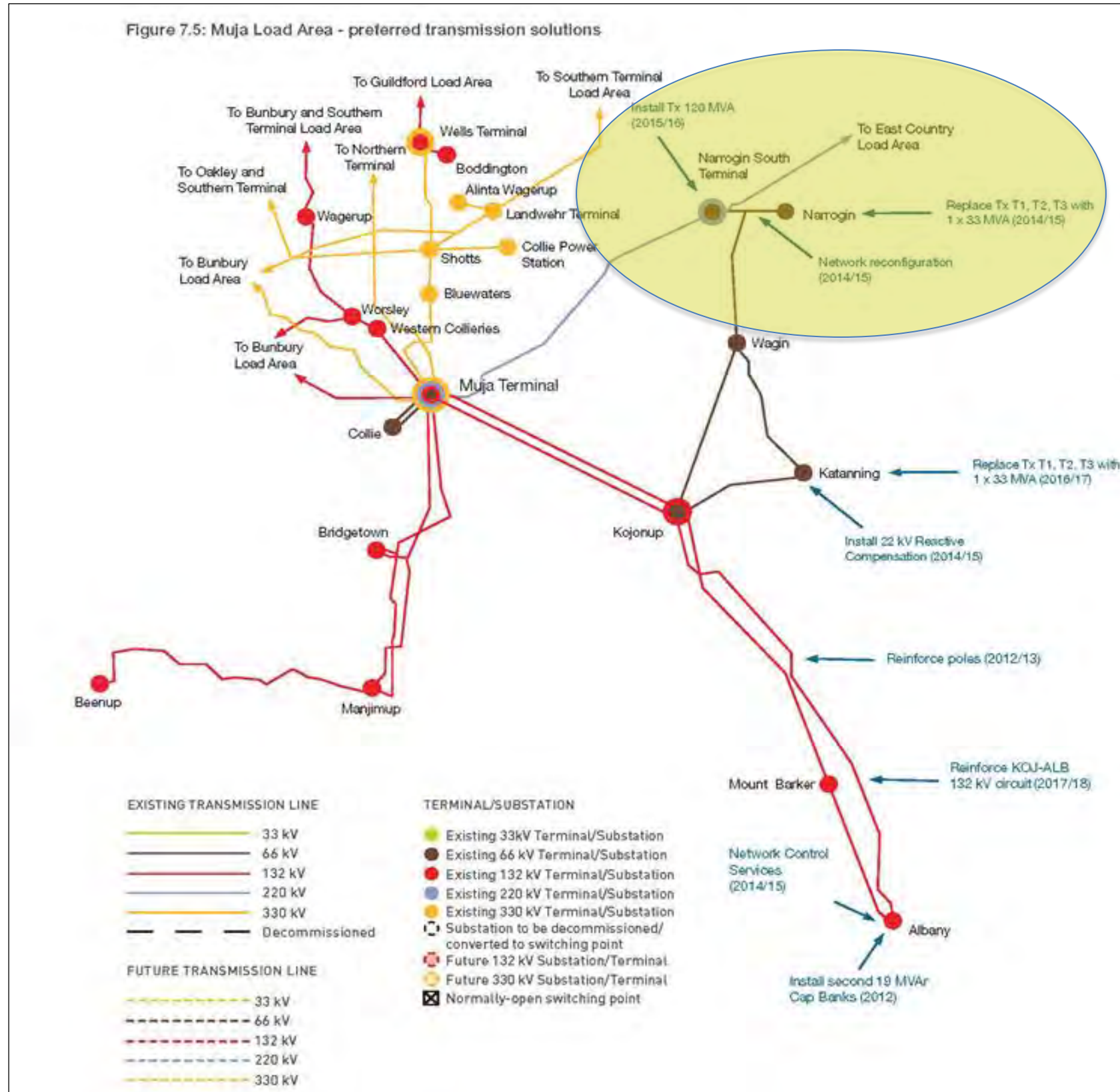
4.0 Narrogin water and sewerage services



Source: [www.locate.wa.gov.au](http://www.locate.wa.gov.au) (accessed November 2014)



## 5.0 Western Power solutions



Source: Western Power Annual Planning Report 2012



## 6.0 Projects and initiatives implementation plan

Delivery and Thresholds			
Action/activity/project	Threshold Indicator	Delivery Method	
		Lead Agency and Partners	Funding Source
<b><u>Aged Housing Development</u></b> <b>Scale:</b> Narrogin Town/Region  <b>Description:</b> Development of Independent Living Units <b>Scope:</b> Acquisition of land and development of land and construction of Independent Living Units plus gopher-friendly pathway connection to Narrogin Cottage Homes. <b>Outcome:</b> Expansion of Narrogin Cottage Homes (20-30 additional units)	<ul style="list-style-type: none"> <li>Short-Land availability for Narrogin Cottage Homes</li> <li>Medium- Significant rise in the ageing population</li> </ul>	Lead: Narrogin Cottage Homes Partners: Town of Narrogin Shire of Narrogin Department of Housing	TBC
<b><u>Agri-Industry Precinct</u></b> <b>Scale:</b> Region <b>Description:</b> Cluster precinct development of large agricultural processing/manufacturing industries. <b>Scope:</b> To facilitate the development including feasibility study, acquisition of land, land assembly and marketing <b>Outcome:</b> Delivery of power, water and other infrastructure requirements in a cost effective manner. Provision of a heavy industrial land site in the Wheatbelt South to provide an alternative for business to relocate and or establish outside of the Swan Coastal Plain	<ul style="list-style-type: none"> <li>Short- Bio-fuel plant established</li> <li>Medium- Multi industry development at identified site</li> </ul>	Lead: Private Sector (TBD)  Partners: DAFWA Town of Narrogin Shire of Narrogin LandCorp	TBC
<b><u>Biofuel Plant</u></b> <b>Scale:</b> Agri-Industry Precinct (located in Narrogin Shire) <b>Description:</b> The refurbishment of the Bio Fuel Plant to create economic development and power production. <b>Scope:</b> Refurbishment of existing bio-fuel plant <b>Outcome:</b> Off grid power source for Agri-Industry precinct	<ul style="list-style-type: none"> <li>Short- Private sector ready to invest</li> </ul>	Lead: Private Sector	Private investment
<b><u>Relocation of Jessie House</u></b> <b>Scale:</b> Region <b>Description:</b> Determine feasibility of relocation of the Jessie House building <b>Scope:</b> Relocation of Jessie House onto Narrogin Senior Citizens Centre lot <b>Outcome:</b> <ul style="list-style-type: none"> <li>Co-location of Aged Care activity</li> <li>Respite centre located adjacent to Senior Citizens facilities</li> <li>More land available at Recreation Centre for development</li> </ul>	<ul style="list-style-type: none"> <li>Short- Changes to the delivery of Age Care packages</li> <li>Long- Increase of people coming out of healthy aged housing.</li> </ul>	Lead: Town of Narrogin  Partners: Narrogin Senior Citizens	Town of Narrogin
<b><u>Southern Inland Health Initiative - Capital Works Program</u></b> <b>Scale:</b> Region <b>Description:</b> Upgrade of Narrogin Regional Hospital <b>Scope:</b> Upgrades to include: <ul style="list-style-type: none"> <li>New ambulatory care centre</li> <li>New public dental clinic,</li> <li>Expand pathology building,</li> <li>New sub-acute and rehabilitation unit and</li> <li>Additional cancer services.</li> </ul> <b>Outcome:</b> To enhance the delivery of health services such as physiotherapy, speech therapy, occupational therapy, counselling, community health nursing, community mental health and aged-care support."	<ul style="list-style-type: none"> <li>Short –Cabinet sign off on business case</li> <li>Long – Improved delivery of health services to the region and decrease patient visitations to Metropolitan area</li> </ul>	Western Australian Department of Health	Royalties for Regions, Southern Inland Health Initiative (\$55,900,000)  Australian Government (\$6,760,000)
<b><u>Growing the Digital Wheatbelt</u></b> <b>Scale:</b> Region <b>Description:</b> Implementing the Wheatbelt Digital Action Plan <b>Scope:</b> Implementing the recently released Wheatbelt Digital Action Plan by: <ul style="list-style-type: none"> <li>Building digital capacity of businesses, Local Government and education</li> <li>Ensuring Wheatbelt businesses are equipped to succeed in the global marketplace.</li> </ul> <b>Outcome:</b> 60% increase in usage of broadband infrastructure and services by Wheatbelt businesses	<ul style="list-style-type: none"> <li>Short- Complete the business case</li> <li>Medium- Uptake and increased usage of broadband infrastructure</li> </ul>	Lead: Heartlands WA Partners: Regional Development Australia Wheatbelt, Wheatbelt Development Commission, Wheatbelt Business Network	TBC

<b><u>Narrogin Education Precinct</u></b> <b>Scale:</b> Region <b>Description:</b> Feasibility and works required to accommodate future primary, secondary and tertiary education requirements <b>Scope:</b> Identification of additional land to expand capacity for co-location of education facilities in Narrogin <b>Outcome:</b> Enhance delivery of education services in Narrogin and better use of education infrastructure and resources.	<ul style="list-style-type: none"> <li>Short- Complete the pre land assembly studies</li> <li>Medium- A provider requiring land for capital investment</li> </ul>	Lead: TBD  Partners: Department of Training and Workforce Development  Town/Shire of Narrogin	TBC
<b><u>Servicing &amp; Development Of Greenfield Residential Area</u></b> <b>Scale:</b> Town <b>Description:</b> Works required to service individual residential lots <b>Scope:</b> Provision of reticulated sewerage to area and location to be development ready by expanding the existing sewerage system <b>Outcome:</b> Additional 200 residential lots available in Narrogin	<ul style="list-style-type: none"> <li>Short- Extension of sewer system. Implement plans to rezone areas from rural-residential to residential</li> <li>Medium- 50 blocks available for development</li> </ul>	Lead: Town of Narrogin  Partner: Land owner	TBC
<b><u>Creation of Short Stay Accommodation</u></b> <b>Scale:</b> Town <b>Description:</b> Plans and works for the development of short-term accommodation for visitors <b>Scope:</b> Construction of universally designed short stay units <b>Outcome:</b> Additional quality accommodation for visitors including workers and leisure tourists, freeing up of existing motel accommodation for leisure tourists	<ul style="list-style-type: none"> <li>Medium-50% increase in visitor numbers</li> <li>Long- Redevelopment of town centre</li> </ul>	Lead: TBD (Private business)  Partner: Town/Shire of Narrogin Private business	TBD
<b><u>Dementia Wing at Karinya</u></b> <b>Scale:</b> Region <b>Description:</b> Construction of dementia specific accommodation and upgrade to Narrogin Cottage Homes Reception <b>Scope:</b> Construction of 14 bedroom with ensuites, communal living area (kitchen, dining and activity), treatment room, nurses station, electronic security sensing and sensory landscaping specifically for elderly with dementia or dementia-related illnesses plus upgrade to reception area. <b>Outcome:</b> Eliminate need for people with severe dementia and behavioural illnesses to have to relocate to other larger regional centres (Albany, Bunbury or Perth) to accommodate specialised needs	<ul style="list-style-type: none"> <li>Short- Reduce outflow of people with dementia and behavioural illness and reduce Narrogin Cottage Homes residential waiting list.</li> <li>Medium- Greater than 50% increase in projected population over 85</li> <li>Long- Reduce percentage of aged requiring residential care (from 9% to 6%)</li> </ul>	Lead: Narrogin Cottage Homes	TBD (actively seeking capital works funding)
<b><u>C.Y. O'Connor Campus Development/Upgrade</u></b> <b>Scale:</b> Region <b>Description:</b> Planning and works for construction of a building <b>Scope:</b> Land assembly and construction of administration centre (including car park), library, common facilities, classrooms and training workshops/sheds <b>Outcome:</b> Co-location of Education facilities, freeing up of current TAFE administration building, increase of student enrolments, ease in attraction and retention of teaching and administration staff	<ul style="list-style-type: none"> <li>Short- Cabinet approval of business case</li> <li>Medium- Increased student enrolments to Narrogin campus</li> <li>Long- Established education precinct</li> </ul>	Lead: C.Y. O'Connor Institute with Department of Training and Workforce Development  Partners: Wheatbelt Development Commission, Town/Shire of Narrogin, Department of Education	TBC  C.Y. O'Connor Institute/Department of Training and Workforce Development
<b><u>Day-care Centre</u></b> <b>Scale:</b> Town <b>Description:</b> Advocate for the development of a new childcare centre <b>Scope:</b> Development of a daycare facility when the demand for one exists <b>Outcome:</b> Increased childcare places in Narrogin; higher workforce participation (particularly women); improved Australian Education Development Census outcomes for Narrogin	<ul style="list-style-type: none"> <li>Short- Feasibility undertaken including site identification</li> <li>Medium- Refurbishment or construction of day care facility</li> <li>Long- 100 licensed placements for 0-3 years, 50% increase of women participating in the work force</li> </ul>	Lead: TBC  Partners: Town/Shire of Narrogin, Narrogin Regional Child Care Services Inc, Department for Local Government and Communities	TBC

<p><b><u>Narrogin CBD Revitalisation</u></b>  <b>Scale:</b> Town  <b>Description:</b> Works to improve the Narrogin CBD's amenity and functionality  <b>Scope:</b> Develop concept plan of entire CBD to identify the requirements of each project area, stages of development and costings to enable implementation.  <b>Project</b> Areas identified include:</p> <ul style="list-style-type: none"> <li>▪ CBD Upgrade: Upgrade of main street including lighting, paths, street fittings, underground power, re-surfacing/rationalisation of car park areas, CCTV expansion</li> <li>▪ Railway Station Renewal: Redevelopment of heritage listed Railway Station and Town of Narrogin shed depot (old railway sheds)</li> <li>▪ Townsite RV development: Parking for RVs (and passenger vehicles) along Pioneer drive including RV required amenities</li> <li>▪ Establishment of bus station: Designated bus terminal (ideal location is the Railway Station as envisaged Railway Station to become Visitors/information centre)</li> <li>▪ Walk-bridge Overpass Upgrade: Replacement of timber framing to steel</li> <li>▪ Rationalisation of CBD land use: Relocation of some commercial businesses to Commercial or Industrial Park (including incentives for relocation), redevelopment of land for mixed retail/residential purposes</li> </ul> <p><b>Outcome:</b> Revitalisation of main street activity, increased attractiveness of main street for visitors, retail and residential investors, pedestrian friendly, increased business activity in CBD, increase number of people into Narrogin CBD.</p>	<ul style="list-style-type: none"> <li>▪ Short- Overall concept plan developed for total plan and identification of stages for each project component. Develop total Concept Plan plus concept plans and stages for each identified project area</li> <li>▪ Medium- Sub-regional population over 22,000. Begin implementing projects</li> <li>▪ Long- Seek major retailer investment to Narrogin</li> </ul>	<p>Lead: Town and Shire of Narrogin</p> <p>Partners: Narrogin Chamber of Commerce, Dryandra Visitors Centre, Wheatbelt Development Commission, Private business</p> <p>Interest Groups: Arts Narrogin, Narrogin Restoration Group, Private business</p>	<p>TBC</p> <p>Private Investment</p> <p>Town/Shire of Narrogin</p>
<p><b><u>Airport Upgrade &amp; Land Subdivision</u></b>  <b>Scale:</b> Region  <b>Description:</b> Planning and works  <b>Scope:</b></p> <ul style="list-style-type: none"> <li>▪ Acquire land surrounding the airport and service it for subdivision.</li> <li>▪ Review Master Plan and concept design</li> <li>▪ Upgrades to the airstrip including sealing of the 2<sup>nd</sup> airstrip, landing assistance, lighting and beacon, fuel facilities</li> <li>▪ Construction of hangars, accommodation/redevelopment of caravan park and common areas (training rooms, kitchen facilities, administration)</li> </ul> <p><b>Outcome:</b> Enhanced airport facilities that accommodate recreation, commercial and emergency aviation. Increased usage of the airport from weekend to seven days a week pursuits.</p>	<ul style="list-style-type: none"> <li>▪ Short- Acquisition of the land and review of Master Plan. Development of airport as opportunities arise (new hangars/common facilities)</li> <li>▪ Medium- Airport use increases 50% to introduce fuel facility</li> <li>▪ Long- Greater Narrogin population reaches 13,000 to introduce passenger charter flights</li> </ul>	<p>Lead: Shire of Narrogin and Town of Narrogin</p> <p>Partners: Narrogin Gliding Club, Private business</p>	<p>TBC</p>
<p><b><u>Regional Waste Site</u></b>  <b>Scale:</b> Region  <b>Description:</b> Development of identified landfill site for regional waste strategy  <b>Scope:</b> Secure environmental and necessary planning approvals for site development. Construction of landfill site (fencing, earthworks, construction of storage sheds and weighbridge)  <b>Outcome:</b> Closure of current landfill site to north-west of Narrogin townsite. Reduced buffer zone of old landfill site enabling re-zoning of land from rural-residential to residential enabling northern growth of Narrogin. Household and commercial landfill disposed of in accordance to environmental regulations. Lifespan of landfill site to accommodate waste for over 50 years.</p>	<ul style="list-style-type: none"> <li>▪ Short- Planning and environmental approval on selected site</li> <li>▪ Medium- Rezoning of rural-residential land to residential.</li> <li>▪ Long- Additional 200 blocks created</li> </ul>	<p>Lead: Great Southern Regional Waste Group</p> <p>Partners: Town/Shire of Narrogin, Shire of Cuballing (Shires of Wagin, Wickepin, Wandering, Pingelly etc.)</p>	<p>TBC</p>
<p><b><u>Narrogin Crematorium</u></b>  <b>Scale:</b> Region  <b>Description:</b> Construction of crematorium to be located at Narrogin cemetery  <b>Scope:</b> Complete feasibility for the construction of a crematorium including site identification and development costings  <b>Outcome:</b> Reduce the number of people who want access to cremation services (and funeral services) outside the region (Albany, Perth).</p>	<ul style="list-style-type: none"> <li>▪ Short- Complete feasibility</li> <li>▪ Medium- Proven economic viability</li> </ul>	<p>Lead: Town/Shire of Narrogin</p> <p>Partner: Private business</p>	<p>TBC</p>



<p><b><u>Creating Age-Friendly Communities</u></b>  <b>Scale:</b> Region  <b>Description:</b> The Creating Age-Friendly Communities in Small Towns Project aims to improve the level of age-friendly infrastructure, services and inclusion across 43 local governments in the Wheatbelt.  <b>Scope:</b>  Development of:</p> <ul style="list-style-type: none"> <li>An <b>age-friendly community planning toolbox</b> that will include an <i>audit tool</i> which will identify specific age-friendly infrastructure and service gaps, a <i>prioritisation worksheet</i> to rank projects for filling infrastructure gaps, and a <i>planning guide</i> to assist local governments to develop an age-friendly community plan</li> <li>Funding in the form of a <b>small grants scheme</b> to act as a catalyst for the implementation of infrastructure projects identified in the age-friendly community planning process</li> <li>An <b>integrated transport plan</b> that will identify innovative ways to provide improved transport options for the community.</li> </ul> <p><b>Outcome:</b> Assist local governments to plan for and identify projects that complement Age Friendly infrastructure (and services) requirements to enable people to stay in their community (do not have to seek services and infrastructure to meet their ageing needs).</p>	<ul style="list-style-type: none"> <li>Short- Completion on audit</li> <li>Medium- Population of 65+ is over 1000</li> <li>Long- Population of 65+ over 2000</li> </ul>	<p>Lead: Wheatbelt Development Commission</p>	<p>Royalties for Regions ,Wheatbelt Regional Grant Scheme 2013/14) - \$2,650,000</p>
<p><b><u>Large Scale Roadhouse Development</u></b>  <b>Scale:</b> Shire  <b>Description:</b> Development of a large roadhouse along Wanerie Road Extension  <b>Scope:</b> Identification of land, pre-land assembly and development of land. Council to identify private business to construct roadhouse.  <b>Outcome:</b> Begin developing land along Wanerie Road Extension to attract or relocate business out of Narrogin CBD. Service the transport and logistics sector for fuel and rest area.</p>	<ul style="list-style-type: none"> <li>Short- Wanerie Road completion, site identification and planning approvals</li> <li>Medium- Number of traffic movements to prompt private investment</li> </ul>	<p>Lead: Town/Shire of Narrogin</p> <p>Partners: Narrogin Chamber of Commerce</p>	<p>TBC</p>
<p><b><u>Expansion of Government Offices</u></b>  <b>Scale:</b> Sub-region  <b>Description:</b> To co-locate government organisations to a purpose built/refurbished facility. .  <b>Scope:</b> Complete feasibility study to determine need, including recommended site for development/refurbishment.  <b>Outcome:</b> Relocate government organisations out of Narrogin's CBD to increase availability of retail space for private business. Complements Narrogin's CBD revitalisation program. Government buildings are compliant with fire and emergency building regulations.</p>	<ul style="list-style-type: none"> <li>Short – Complete feasibility study</li> <li>Medium- Increased demand for retail space in the CBD, sub-regional population over 22,000</li> </ul>	<p>Lead: TBD</p> <p>Partners: Town/Shire of Narrogin, Narrogin Chamber of Commerce, Wheatbelt Development Commission and other Government agencies</p>	<p>TBD</p>
<p><b><u>Amalgamation of the Town and Shire of Narrogin</u></b>  <b>Scale:</b> Town and Shire  <b>Description:</b> Town of Narrogin boundary change to align with the Shire of Narrogin to create one local government area – The Shire of Narrogin.  <b>Scope:</b> Complete community consultation and finalise report for submission to the Local Government Advisory Board. Local Government Advisory Board to provide recommendation to the Minister.  <b>Outcome:</b> Formation of one Local Government (Shire of Narrogin) to create greater efficiencies and effectiveness at the local level.</p>	<ul style="list-style-type: none"> <li>Short- Support from Local Government Advisory Board and Minister for Local Government to undertake boundary change</li> <li>Medium- Increased efficiencies and effectiveness of Local Government</li> </ul>	<p>Lead: Town and Shire of Narrogin</p> <p>Partners: Local Government Advisory Board</p>	<p>\$1,200,000</p>
<p><b><u>Mobile Phone Tower Installation</u></b>  <b>Scale:</b> Narrogin and Cuballing  <b>Description:</b> Construction of mobile phone tower to improve mobile and data communications in the town of Narrogin and the town of Cuballing  <b>Scope:</b> Construct tower for connection to NBN. Connect to power. (Two towers may be required)  <b>Outcome:</b> Increase mobile and data network connections in Narrogin. Provide mobile and data network access into Cuballing. Faster access to data exchange (uploads and downloads). Greater ability for commercial enterprises to create an online presence (website, social network) to increase business visibility in a global market. Installation of Wi-Fi locations in Narrogin CBD (supports Narrogin CBD revitalisation).</p>	<ul style="list-style-type: none"> <li>Short- Faster data download/upload exchange by 25 Mbps downloads and 5Mbps uploads. Increase telecommunications use in Narrogin townsite by 50%.</li> <li>Medium- 75% increase of small businesses with online presence</li> </ul>	<p>Lead: NBN</p> <p>Partners: Private</p>	<p>TBC</p>

<p><b><u>TWISS System Upgrade and Extension</u></b>  <b>Scale:</b> Town  <b>Description:</b> The redevelopment of the TWISS system and replacement of aged asbestos pipes and extension of the network to water parks and gardens in Narrogin townsite.  <b>Scope:</b> Design TWISS network extension. Earthworks to dig up old pipes and replace with contemporary pipe system. Earthworks required enabling construction of network extension.  <b>Outcome:</b> Modernising TWISS system in line with contemporary standards and to increase the life-span of the network. Expansion of the TWISS system to water parks and gardens throughout the townsite improving townsite amenity and more people to utilise parks/public outdoor space.</p>	<ul style="list-style-type: none"> <li>Short- Complete design of TWISS network extension.</li> <li>Medium- Elimination of waste water over flowing into natural water ways</li> <li>Long- 50% increase of park utilisation across community</li> </ul>	<p>Lead: Town of Narrogin</p> <p>Partners: Water Corporation, Shire of Narrogin</p>	<p>TBC</p>
<p><b><u>Narrogin Link Road Project</u></b>  <b>Scale:</b> Region  <b>Description:</b>  Stage 1 and 2:  Re-alignment of Great Southern Highway to create north-south heavy haulage route through Narrogin townsite  Stage 3:  Concept design, planning and re-alignment of eastern section of Williams-Kondinin road to connect with Great Southern Highway north of Narrogin townsite.  <b>Scope:</b> Design, planning, land acquisition, environmental approvals and construction of Narrogin Link Road  Stage 1, 2 and 3  Stage 1:  Construction of 1.5km southern section of road including rail crossing and roundabout  Stage 2:  Construction of 2.8km northern section of road including land acquisitions, environmental approvals obtained and survey and design work  Stage 3:  Concept design and planning completed. Construction of road and intersection, land acquisitions and environmental approvals obtained.  <b>Outcome:</b> Remove through traffic from Narrogin CBD making area safer for pedestrians and other road users. Heavy haulage no longer needs to break down to single trailers before entering town. Aligns to Narrogin Heavy Haulage Bypass – Wanerie Road Extension (Stage 3)</p>	<ul style="list-style-type: none"> <li>Short- Eliminate heavy haulage vehicles travelling along southern section of Federal Street. Complete design and planning for Stage 3</li> <li>Medium- Eliminate heavy haulage travelling along northern residential section of Great Southern Highway. Stage 3 Land acquisitions complete</li> <li>Long- Eliminate heavy haulage travelling along Kipling and Doney Street.</li> </ul>	<p>Lead: Main Roads WA</p> <p>Partners: Shire of Narrogin, Town of Narrogin, Private land owners</p>	<p>Total (Stage 1 and 2): \$7,500,000</p> <p>Stage 1: \$4,000,000  Stage 2: \$3,500,000  Stage 3: TBC</p>
<p><b><u>Narrogin Heavy Haulage Bypass – Wanerie Road Extension (Stage 3)</u></b>  <b>Scale:</b> Region  <b>Description:</b> The Narrogin Heavy Haulage Bypass – Wanerie Road Extension (Stage 3) will see the completion of this road extension which includes the construction of an intersection between the Wanerie Road Extension and the Great Southern Highway and sealing approximately 4km of road with a bitumen pavement.  <b>Scope:</b> Sealing of Wanerie Road Extension and construction of intersection at Great Southern Highway and Wanerie Road Extension including construction of turning lanes.  <b>Outcome:</b> The Southern Heavy Haulage route is part of the wider road network strategy to enable heavy haulage vehicles a north-south and west-east road connection. The completion of the Wanerie Road Extension will eliminate heavy haulage traffic from utilising Clayton road (a residential and commercial street in the Narrogin townsite) and enable the Town of Narrogin to progress with plans to rezone rural-residential and residential areas to higher residential density zoning. Re-zoning will encourage development of new housing through the private sector to meet contemporary housing and population growth needs. Expand light industrial area along Wanerie Road. Aligns to Servicing &amp; Development of Greenfield Residential Area</p>	<ul style="list-style-type: none"> <li>Short- Elimination of heavy haulage vehicles from Clayton road. Update Strategic Plan to allow for higher density residential development. Plan for light industrial expansion along Wanerie road</li> <li>Medium- Expand light industrial lots along Wanerie Road</li> <li>Long- Construction of 30 new higher density houses along Clayton road</li> </ul>	<p>Lead: Shire of Narrogin</p> <p>Partners: Main Roads WA, Town of Narrogin</p>	<p>Total cost: \$2,200,000</p> <p>Stage 3: \$1,039,445</p>
<p><b><u>Executive Housing Development</u></b>  <b>Scale:</b> Town  <b>Description:</b> Construction of a variety of quality housing options (Units, Houses, Townhouses; 1x1 through to 4x2/3) that is aimed at the Professional employee sector.  <b>Scope:</b> Town of Narrogin to construct houses. Department of Planning to endorse changes to the Joint Town and Shire Planning Strategy.  <b>Outcome:</b> Town of Narrogin to modernise housing own housing stock. Encourage private sector businesses to also invest in housing stock for own employee housing. Creation of modernised housing stock that meets a variety of professional employee needs. Housing stock that attracts people to Greater Narrogin for employment, as an investment or open a business. Supports Servicing &amp; Development of Greenfield Residential Area Project</p>	<ul style="list-style-type: none"> <li>Short- Department of Planning endorses new Joint Town and Shire Planning Strategy</li> <li>Medium- Greenfield Residential Area land available for housing development</li> <li>Long- Greater Narrogin population reaches 13,000</li> </ul>	<p>Lead: Town of Narrogin</p> <p>Partners: Private Sector</p>	<p>TBC</p> <p>Private investment</p>



## 7.0 Projects and initiatives

No	Project Name	Project Description	Area Of Context	Guiding Principle	Project Impact	Project Status
*	Aged Housing Development	Development of Aged Care Units	Aged Care	Community	Narrogin	At Concept Level
*	Agri-Industry Precinct	To facilitate the cluster precinct development of large agricultural processing/manufacturing industries. This enables power, water and other infrastructure requirements to be developed in a cost effective manner.	Industry Development	Economy	Region	At Concept Level
*	Bio Fuel Plant	The refurbishment of the Bio Fuel Plant to create economic development and power production. Council not to construct but politically activate	Industry Development	Economy	Narrogin	At Concept Level
*	Relocation of Home Care Site	Jessie House - Identification of new site.	Aged Care	Community	Region	At Concept Level
*	Southern Inland Health Initiative - Capital Works Program	Capital works program to upgrade the Narrogin Hospital	Health	Infrastructure	Region	Funding Approved
	-New Public Dental Clinic	Development of new dental facilities.	Health	Community	Region	Funding Approved
	-Redevelopment of Pathology Labs	The relocation of existing facilities to new component of hospital redevelopment.	Health	Community	Region	Funding Approved
*	Growing the Digital Wheatbelt	Increasing the utilisation and capacity of Wheatbelt residents and businesses in utilising ICT	Digital	Economy	Region	At Concept Level (Planning Stage 1/3)
*	Narrogin Education Precinct	For Council to continue to promote the Education Precinct in the area East and North of the High School and assist where possible.	Education	Governance	Region	At Concept Level
*	C.Y. O'Connor Campus Development/Upgrade	TAFE Building to be constructed in the Education Precinct	Education	Community	Region	In Approval Process
*	Servicing & Development Of Greenfield Residential Area	Developing a substantial area of land within the Town. Prospective partnership with Land Owner if needed or assistance of provision of Sewer to area and location to be development ready	Land Assembly	Infrastructure	Narrogin	At Concept Level
*	Creation of Short-Stay Accommodation	Construction of universally designed short stay accommodation	Tourism	Economy	Narrogin	At Concept Level
*	Dementia Wing at Karinya	Construction of 14 bedrooms with ensuites, communal living area (kitchen, dining and activity), treatment room, nurses station, electronic security sensing and sensory landscaping specifically for elderly with dementia or dementia related illnesses plus upgrade to reception area.	Aged Care	Community	Region	Business Case In Development
*	Day-care Centre	Potential avocation or development of an additional Day Care Centre in Narrogin Townsite	Early Childhood	Community	Narrogin	At Concept Level
*	Narrogin CBD Revitalisation	Lighting, bins, footpaths, underground power, street furniture	CBD	Economy	Narrogin	At Concept Level
	-CCTV Expansion	Progress the CCTV within the Town Centre	Law & Order	Community	Narrogin	At Concept Level (Planning Stage 1/3)
	-Resurface and rationalise the parking at rear of Town Hall	The reclaiming of privately owned land and Councils land to be redeveloped for appropriate parking at rear of the Town Hall	Shire Assets	Infrastructure	Narrogin	At Concept Level
	-Town Council Car park resurfacing	The car park requires resurfacing due to poor surface	Shire Assets	Infrastructure	Narrogin	At Concept Level
	-Railway Station Renewal	To utilise the area for arts or other services. Development of access from the Bypass Road, creation of parking, building works etc.	Tourism	Economy	Narrogin	At Concept Level
	-Townsite RV Development	Potential development at Hale St, Portion of Fairway St Depot. Development of site, parking, seating, lighting, dump point, bins	Tourism	Community	Narrogin	At Concept Level
	-Decorative Lighting Upgrade	Replace the existing damaged decorative lighting in the CBD	Shire Assets	Infrastructure	Narrogin	At Concept Level


	-Walk Bridge Overpass	Redevelop the bridge and its infrastructure	Shire Assets	Infrastructure	Narrogin	At Concept Level
	-Bus Station	Establishment of a proper bus station within the town site for TransWA buses - potential linkage railway	Tourism	Infrastructure	Narrogin	At Concept Level
	-Improved Public Transport (Buses)	The development of a permanent shelter/station for TransWA buses with co-located facilities (ablutions etc.)	Public Transport	Community	Narrogin	At Concept Level
	-Rationalising the Town Centre	Advocating for inappropriate business to be relocated to appropriate areas and then redevelop areas for appropriate business.	Land Assembly	Infrastructure	Narrogin	At Concept Level
*	Airport Upgrade & Land Subdivision	Water to site, seal second air strip, facilities and fuel availability, landing assistance/beacon as per the master plan	Land Assembly	Infrastructure	Region	At Concept Level (Planning Stage 2/3)
*	Regional Waste Site Development	Development of the site in-fill site in the Shire of Cuballing for the Regional Councils	Waste Management	Infrastructure	Region	At Concept Level (Planning Stage 2/3)
	-Transfer Station Development	Conversion of the existing refuse site to a transfer station and to create waste streaming	Waste Management	Infrastructure	Region	At Concept Level (Planning Stage 2/3)
*	Narrogin Crematorium	The construction of a Crematorium in Narrogin to complement the Cemetery.	Aged Care	Infrastructure	Region	At Concept Level
*	Creating Age Friendly Communities	The Creating Age-Friendly Communities in Small Towns Project aims to improve the level of age-friendly infrastructure, services and inclusion across 43 local governments in the Wheatbelt.	Aged Care	Community	Region	Project Commenced (Partial)
*	Large Scale Roadhouse Development	Development of a large roadhouse near the bypass road, Council to develop the land to encourage a developer	Transport	Economy	Narrogin	At Concept Level
	-Large Scale Truck Parking Area	Development of a site for parking and or breakdown of trucks. Needed seal of ground, lighting, fencing CCTV, purchase of land or land allocation	Transport	Economy	Narrogin	At Concept Level
*	Expansion of Government Offices	To decrease or relocate government organisations from Narrogin's CBD to a co-located premise.	Office Space	Built Form & Housing	Sub-region	At Concept Level
*	Merger between the Town and Shire of Narrogin	Town of Narrogin boundary change to align with the Shire of Narrogin to create one local government area – The Shire of Narrogin.	Governance	Governance	Narrogin	At Concept Level (Planning Stage 3/3)
*	Mobile Phone Tower Installation	The delivery of the NBN fixed wireless services.	Digital	Infrastructure	Narrogin	Project Commenced (Partial)
	-Mobile Phone Tower	To provide mobile phone coverage to the Shire of Cuballing.	Digital	Infrastructure	Cuballing	At Concept Level
*	TWISS System Upgrade and Extension	The redevelopment of the TWISS System and replacement of the aged asbestos pipes, potential extension of the network to take advantage of the water in other areas like dry parks and entries to town.	Wastewater	Infrastructure	Narrogin	At Concept Level
*	Narrogin Link Road Project	Completion of the Narrogin Link Road involving the construction of 4.3kms of new road and an at-grade rail crossing to be completed in 2 stages over the 2014-2015 and 2015-2016 financial years. Stage 3 includes the conceptual design, planning, land acquisition and construction of an east-west link between Great Southern Highway and the Williams Kondinin Road.	Transport	Infrastructure	Region	Project Commenced (Partial)
*	Wanerie Road Upgrade - Sealed Road Development	Completion of the East West Bypass to seal the Wanerie Road Extension creating the Southern Heavy Haulage route.	Transport	Infrastructure	Region	In Approval Process
*	Executive Housing	Adding to and modernising the Town's housing stock	Housing	Built Form & Housing	Narrogin	At Concept Level

	Sub-Regional Economic Strategies – Emerging Industry Development Plans	Emerging from sub-regional economic prospectuses to develop industry development plans for aged care, alternative energy, aquaculture, aviation, horticulture, intensive agriculture (livestock and greenhouses), knowledge economy and tourism to achieve Wheatbelt GDP growth target.	Planning	Governance	Region	At Concept Level
	Improvements to Parks and Reserves	Improvement of community amenity.	Shire Assets	Infrastructure	Narrogin	At Concept Level
	-Development of Playgrounds within the Town site	To install playgrounds and remove old asbestos equipment and improve the facilities in several low socio economic areas and in other areas of the town where there are large distances between playgrounds	Early Childhood	Community	Narrogin	At Concept Level
	-Development of Council Dry Parks	Reticulation of the parks and installation of seating and covered areas etc.	Shire Assets	Infrastructure	Narrogin	At Concept Level
	-Redevelopment Of The Memorial Park For Return Of The Guns	Potential of the construction of roofing over the guns and concrete footings etc. Complete the refurbishment of the guns and reinstall the guns at the Memorial Park	Tourism	Economy	Narrogin	At Concept Level
	-Railway Dam/Foxes Lair Redevelopment	Development of the area to increase the usage and amenities, toilets, bins, covered seating, fencing, revegetation works	Tourism	Economy	Narrogin	At Concept Level
	Gnaala Karla Booja Employment Enterprise Development Agreement	To aid in the development of the organisation priority projects within the Gnaala Karla Booja area. The project aims to develop skills, pathways to training and employment for aboriginals within large industries.	Aboriginal Development	Community	Sub-region	At Concept Level
	Wheatbelt Aged Care and Support Plan	Wheatbelt Aged Support and Care Solutions for Wheatbelt residents. This specifically identifies the aged support and care needs for the Wheatbelt.	Aged Care	Governance	Region	Project Commenced (Partial)
	Wheatbelt Aboriginal Aged Care Solution/s	Part of Wheatbelt Aged Support and Care Solutions. This specifically identifies the aged support and care needs for Wheatbelt aboriginal people.	Aboriginal Development	Governance	Region	Project Commenced (Partial)
	Rehabilitation Pool by Primary Health	Development of a small to medium rehabilitation heated pool.	Health	Community	Narrogin	At Concept Level
	Fire Station Upgrade/Emergency Services Redevelopment	Upgrade/redevelopment of the emergency services.	Emergency Services	Infrastructure	Narrogin	At Concept Level
	Establishment of Community Bus Service	To provide a community bus that could be hired by all community groups and members for transport to wherever they wish to go.	Transport	Community	Narrogin	At Concept Level
	Rationalisation of Livestock Sale Areas	The potential relocation of the Ram Shed from the recreational area and Sale Yards to a better location and utilise the exiting space. Creation of new land area, shed, power, lighting etc. or enable a developer to develop. Potential other Shire provides service.	Agriculture	Economy	Narrogin	At Concept Level
	Redevelopment of Old Power House Site Cnr Forrest and Fairway	Potential economic development of industry, potential subdivision of the land, Potential sale of land, potential clearing of the land to facilitate development.	Land Assembly	Infrastructure	Narrogin	At Concept Level
	Land Development	The increase in industrial and residential land within Cuballing aims to bring increased population, employment opportunities and economic growth to the Shire.	Land Assembly	Infrastructure	Cuballing	At Concept Level
	Development of the Council owned Industrial Area	Large scale industry development / Partnership to develop the land LandCorp.	Land Assembly	Infrastructure	Narrogin	At Concept Level
	Deep Sewerage Program	Upgrade and development of deep sewerage to North-West of Narrogin to allow for residential expansion.	Land Assembly	Infrastructure	Narrogin	At Concept Level
	Storm Water Drainage improvements Foxes Lair	Reconstruct the drains in Foxes Lair to increase water flow to the Railway Dam.	Water	Infrastructure	Narrogin	At Concept Level

	Storm Water Harvesting - Sports Area/Lot123	The construction of tanks at the leisure Centre/water pipes from the leisure centre to the admin dam, redevelopment of the Dam area, creation of the Holding Dams to stem water flow in peak rain periods.	Water	Infrastructure	Narrogin	At Concept Level
	Town Drainage Redevelopment	The redevelopment of the drainage system in the townsite. Increase of pipe size, culverts, kerbing, etc.	Drainage	Infrastructure	Narrogin	At Concept Level
	Dryandra Woodlands Barna Mia Animal Sanctuary Expansion	Increase in the sanctuary area.	Tourism	Natural Environment	Region	Project Commenced (Partial)
	Dryandra Woodlands Camping Facility Upgrade	Construction of thirty four new camp sites at the Koongk-a-maya Campground.	Tourism	Natural Environment	Sub-region	Project Commenced
	Community Facilities Improvements	Improvements to a variety of community facilities throughout Greater Narrogin.	Shire Assets	Infrastructure	Greater Narrogin	At Concept Level
	-Upgrade and Enhance Caravan Park	Roads, development of sites, accommodation units, power, playground and rec facilities.	Tourism	Infrastructure	Narrogin	At Concept Level (Planning Stage 2/3)
	-Entry Statement Visitor Bays & Business Signage Refurbishment	Engage the Service Clubs to partner to refurbish the visitor bays. Potential entry signs to Narrogin advertising businesses or local events for economic development and visitors.	Tourism	Infrastructure	Narrogin	At Concept Level
	-Installation of Banners	The installation of banners on the entries to town.	Marketing	Governance	Narrogin	At Concept Level
	-Large Scale Sculpture/Iconic Entry Statement to Narrogin	The development of a tourist/Iconic entry statement into Narrogin to provide a land mark and image of the town.	Marketing	Community	Narrogin	At Concept Level
	-Creation of more Parking at Leisure Centre	Potential parking where the horse stalls could be relocated, sealing of the land, lighting, CCTV, drainage.	Recreation	Infrastructure	Narrogin	At Concept Level
	-Football/Cricket Club Redevelopment	The reconstruction of the Club house and toilets and change room facilities.	Recreation	Infrastructure	Narrogin	At Concept Level
	-Hockey Club Change rooms & Toilet/Ablutions Development	The creation of new change rooms and toilet facilities in the hockey club area at the Leisure Centre.	Recreation	Infrastructure	Narrogin	At Concept Level
	-Hockey Club Playing Surface Replacement	Replacement of the hockey club turf with a new synthetic surface.	Recreation	Infrastructure	Narrogin	In Approval Process
	-Resurfacing of Outdoor netball courts/roofing	The outdoor courts could be redeveloped to surface the courts / roof the area or enclose into a shed to enable all weather play.	Recreation	Infrastructure	Narrogin	At Concept Level
	-John Higgins Community Centre Renewal	Improvement of John Higgins Centre.	Recreation	Infrastructure	Narrogin	At Concept Level
	-Leisure Centre Upgrade	Redevelopment of the Jessie House Site for alternative use, creation of 24 hour gym, dedicated fitness room etc.	Recreation	Infrastructure	Narrogin	At Concept Level
	-Leisure Centre Utility Saving	Increased Solar Power, Replaced light fittings LED, Solar lighting.	Recreation	Infrastructure	Narrogin	At Concept Level
	-Solar Power and Heating Program	Narrogin Leisure Centre - Decrease utility costs.	Shire Assets	Infrastructure	Narrogin	Project Commenced (Partial)
	-Narrogin Leisure Centre and 50m Outdoor Pool	Improvement of community amenity. Ongoing project.	Recreation	Infrastructure	Narrogin	Project Commenced (Partial)
	-Narrogin Race and Pace Expansion	Improvement of community amenity and race facilities.	Recreation/Racing	Infrastructure	Narrogin	At Concept Level (Planning Stage 1/3)
	-Redevelopment of Horse Stalls	The Horse stalls to be relocated to nearer to the BMX Track and back of Bowling Club, creation of shed, parking area, power and lighting.	Recreation/Racing	Infrastructure	Narrogin	At Concept Level
	-Development of Thomas Hogg Oval	Improvement of Thomas Hogg Oval community assets. Long term project.	Recreation	Infrastructure	Narrogin	At Concept Level



	-Narrogin Motorplex	Development of a new Motorplex to house all motor sport activity outside of the town centre (Boudain). Town Planning Scheme allocation of land, potential clearing, and assistance of development of the land by works crews. Construction of facilities, toilets, clubhouse.	Recreation/Motorsport	Community	Sub-region	At Concept Level
	-Construction of Dam (For Town Oval Irrigation & Capacity Increases)	Construction of a dam in a suitable catchment area to ensure there is enough capacity to keep the Cuballing oval watered throughout the summer months and provide water for firefighting purposes.	Recreation	Infrastructure	Cuballing	At Concept Level
	-Dryandra Equestrian Centre -Purchase of land for Cross Country and Club Room Development	Purchase of land for further development of Cross Country Course, club room, parking and potential camping.	Recreation	Infrastructure	Sub-region	Project Commenced (Partial)
	-Recreation Facility Upgrades	To provide upgraded recreation facilities in Popanyinning and Cuballing.	Recreation	Infrastructure	Cuballing	At Concept Level
	-Narrogin Regional Library Upgrades	Extension to the Narrogin Regional Library to better accommodate the size of the service and potential Community Resource Centre and public toilets and kitchen and staff area.	Shire Assets	Infrastructure	Narrogin	At Concept Level
	-Narrogin Cemetery New Toilet Facilities and redevelopment	Footpaths, fence, roads, signs, landscaping, toilets, gazebo/covered seating.	Shire Assets	Infrastructure	Narrogin	At Concept Level
	-Outdoor Gym Shade Sail and furniture	The installation of shade sails and furniture, bins, paths, seats.	Shire Assets	Infrastructure	Narrogin	At Concept Level
	-Records Storage	Construction of a Record Store and Heritage items storage. Building of shed or brick building.	Shire Assets	Infrastructure	Narrogin	At Concept Level
	-Repair and Install Roofing Over Assets	Upgrade and construction of roofing over Shire assets that are exposed.	Shire Assets	Infrastructure	Narrogin	At Concept Level
	-Staff Housing	Development of staff housing for CEO and Directors.	Shire Assets	Built Form & Housing	Narrogin	At Concept Level
	-Street Lighting Upgrades	Replace old lighting on street poles to reduce power in the long term and improve safety.	Shire Assets	Infrastructure	Narrogin	At Concept Level
	-Town Lighting Upgrade (black Spot)	Improve the black spots within the Town site to improve safety.	Shire Assets	Infrastructure	Narrogin	At Concept Level
	-Meters On Leased Areas/Parcels	Installation of Sub meters where required to best apply the costs to leases.	Shire Assets	Governance	Narrogin	At Concept Level
	-Town Hall Refurbishment	Improvement of community amenity. Ongoing project.	Shire Assets	Infrastructure	Narrogin	Project Commenced (Partial)
	-Town Office Expansion Aligned With Merger	Expansion of Town office for staff housing due to the merger.	Shire Assets	Infrastructure	Narrogin	At Concept Level
	-Works Depot Upgrade	To improve the facilities at the existing Shire depot by erecting sheds and a ramp, and constructing an office for the Works Manager.	Shire Assets	Infrastructure	Narrogin	At Concept Level
	-Building Renovation and Revitalisation Program	Town of Narrogin Office Building.	Shire Assets	Infrastructure	Narrogin	At Concept Level
	Bridge Construction & Upgrade Program	To ensure the safety and functionality of the bridges within the Shire.	Transport	Infrastructure	Narrogin	At Concept Level (Planning Stage 3/3)
	Road Reseal and Renewal Program	Ongoing upgrades to maintain local road network.	Transport	Infrastructure	Narrogin	At Concept Level (Planning Stage 3/3)
	Road Construction Program	Ongoing upgrades to narrow width roads within the Shire of Narrogin	Transport	Infrastructure	Cuballing	At Concept Level (Planning Stage 3/3)
	Town & Shire Of Narrogin Land Use Planning & Structure Planning Update	Sign off on new Joint Town and Shire of Narrogin Land Use Planning Strategy.	Governance	Governance	Narrogin	Project Commenced (Partial)



	Advocate the Implementation of State Govt. Priority Projects	Town and Shire of Narrogin to advocate for State Priority Projects implementation.	Governance	Governance	Narrogin	
	Implementation of the Greater Narrogin Region's Priority Projects	Town and Shire of Narrogin to advocate for Greater Narrogin Region's Priority Projects implementation.	Governance	Governance	Narrogin	

**\* Projects and Initiatives founded as at 30 June 2014.** These Projects and Initiatives for the Greater Narrogin Region have been identified from Local, State and Federal Governments, Private enterprise and Non-Government-Organisations during the consultation and research phase for this Plan. It is of the view that the Projects and Initiatives will guide the development of Greater Narrogin. A prioritisation process was undertaken that identified the top 25 projects (\*) of which will have the most impact on economic and population growth at this point of time. It is of the view that this list is not exhaustive and will evolve as Projects and Initiatives are completed, new Projects and Initiatives identified or changed completely. The list will form part of the Implementation and Monitoring process of which will be reviewed to ensure Project Information is current and accurately reflects the investment required to meet the infrastructure and service needs of a growing population and economy. The Wheatbelt Development Commission as part of the Implementation and Monitoring of this Plan will be updating this project list on a regular basis.