



**Draft**

**Plan for the Future  
of the Moora District**

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Deputy Shire President	Cr SJ (Jim) Pond
Councillors	Cr WA (Bill) Barrett–Lennard
	Cr CD (Chris) Hawkins
	Cr D (Denise) Clydesdale–Gebert
	Cr CE (Colin) Gardiner
	Cr A (Arthur) Tonkin
	Cr JW (James) McLagan
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### Senior Officers:

Chief Executive Officer	Ms LM (Lynnette) O'Reilly
Manager Community Development	Mr MJ (Michael) Prunster
Manager Engineering Services	Mr JL (John) Greay
Manager Finance & Corporate Services	Mr DA (Darren) Friend
Manager Health & Planning Services	Mr GF (Glenn) Bangay
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## **Moora District**

**The Moora district includes the communities of Coomberdale, Bindi Bindi, Koojan, Miling, Moora and Watheroo.**

Moora has 5 commercial banks, a senior high school, TAFE, pharmacy, dentist, doctors, district hospital, commerce and retails sectors and community recreation and cultural facilities, meaning it is the largest inland service centre between Perth and Geraldton, providing services to a population catchment of 6,000 residents within a 100km radius. The Moora district is one of the most reliable and productive farming regions in Australia. Fresh ground water aquifers west of Moora position the district for increasing intensive agricultural and value adding industries.

## **Facts and Figures**

Distance from Perth (km) 172

Area (sq km) 3,788

Shire Population (2008) 2,800 (est.)

Estimated Population (2020) 4,200

Length of Road Network (km) 1,016

Rainfall (mm) 500

Growing Season: April–October

Soil Types: loams & sandy soils

## **Local Industries**

Agricultural industries include wheat, barley, canola, export hay, lupins, oats, cattle, pigs, sheep and wool. Emerging industries include biosolids, horticulture – citrus, stone fruit, almonds & olives, timber – pine, sandalwood and brushwood. There are also wildflower, concrete batching and manufacturing plants, mining–granite and silica industries found locally. Proposed industries include gold, phosphate, compost, potatoes, hemp and solar energy.

## **Climate**

The climate is Mediterranean, featuring mild winters that yield most of the year's rain. Moora's average annual rainfall of more than 500 millimeters over 90 rain days each year has earned it the enviable reputation as the State's most reliable farming district. Moora has never been declared a

drought zone, even during the prolonged nationwide drought at the beginning of the 1990's. Summers here are warm to hot, with daytime temperatures averaging between 30 to 35 degrees Celsius.



## Foreword

The role of Local Government is becoming increasingly important to regional communities as responsibility increases for providing a broader range of services and facilities. As a result, long term sustainability through strong, strategic leadership combined with the efficient and effective use of resources is critical. The range of services and functions of Local Government is different today than it was in the past.

The Moora region is fortunate with diverse and brilliant opportunities not available to other communities. Through strong leadership and planning these opportunities are becoming a reality, as we move into the second future planning cycle for the Moora region. Our first *Plan for the Future* has achieved many positive outcomes, which can be built on as we progress into the next phase of development, which will provide a prosperous future for our region and community.

The Shire of Moora has a tremendous community spirit and sense of cooperation that contributes to the many positive outcomes for the region. This combined with innovative and forward thinking which is reflected in the many community, farming, business and government organisations contributes to making the Shire of Moora the fantastic place it is.

This 2008–2010 *Plan for the Future* identifies major activities Council is aiming to undertake in the next two years. Council recognises the need for flexibility and the importance of providing a framework which can be reviewed and amended as circumstances change and as new opportunities arise. Our reliance on grant funding could limit the capacity of what may be completed, however, we recognise that external sources of funding also provide opportunities to enhance and progress the region's facilities, services and activities.

A draft *Plan for the Future* was released for public comment in June 2008. The response and discussion within the community was welcomed by

Council. To all those community members and groups who attended the public meeting and/or lodged submissions may I take the time to thank you for your interest and constructive comments. Council considered these suggestions at their Ordinary Meeting on July 16 2008 prior to adopting the *Plan for the Future 2008–2010*.

Sheryl Bryan  
Shire President

### Why do we need this plan?

*The Local Government Act 1995 – Section 5.56 requires local government to:*

*- Planning for the future*

- (1) A local government is to plan for the future of the district.
- (2) A local government is to ensure that plans made under subsection (1) are in accordance with any regulations made about planning for the future of the district.

The associated regulations (described) below determine the form and content of the plan.

*Planning for the future*

- A local government is to make a plan for the future for its district of the period specified in the plan, being at least 2 financial years.
- A plan for the future of a district is to set out the broad objectives of the local government for the period specified in the plan.

- A local government is to review its current plan for the future of its district every 2 years and may modify the plan including extending the period the plan is made in respect of.
- A council is to consider a plan, or modifications, submitted to it and is to determine, by absolute majority, whether or not to adopt the plan, or modifications, as is relevant.
- If a plan, or modified plan, is adopted by the council then the plan or modified plan is to apply to the district for the period of time specified in the plan.
- A local government is to ensure that the electors and ratepayers of its district are consulted as to the development of a plan for the future of the district, and any modifications of a plan.
- A plan for the future of a district is to contain a description of the involvement by the electors and ratepayers in the development of the plan, and any modifications to the plan.
- A local government is to ensure that a plan for the future made, applies in respect of each financial year, beginning with the financial year commencing 1 July 2006.

## Review of Plan for the Future of the District of Moora 2006–2008

### Identified achievements during 2006–2008

#### *Salinity Management*

- Council contribution towards Liquid Assets Project completed and expended.

#### *Flood Mitigation*

- Review of Moora Floodplain Definition completed.

#### *Sport and Recreation Facilities*

- Development of Moora Health & Fitness. The gymnasium and fitness centre opened for operation in February 2008.

#### *Housing*

- Two homes revitalised and sold.

#### *Residential Development*

- West End and Lee Steere Street identified for residential development.
- Draft Structural Plans for West End completed.

#### *Commercial Development*

- Moora Town Centre Strategy completed.

### Identified strategic projects to flow into reviewed plan

#### *Plan for the Future of the Moora District 2008–2010*

##### *Infrastructure*

- Salinity Management
- Flood Mitigation
- Heavy Haulage Bypass
- Sporting & Recreation Facilities
- Waste Management

##### *Growth*

- Housing
- Residential Development
- Industrial Development

### New identified strategic projects to be included in reviewed plan

#### *Plan for the Future of the Moora District 2008–2010*

Infrastructure

- Sewer Upgrade
- Cemetery Extension
- Moora Town Entrance
- Caravan Park Extension
- Visitor Servicing

People

- Community Youth, Crime & Safety

## Strategy

This Plan for the Future of the District of Moora has been generated as part of a participative process involving elected members and management of the Shire of Moora.

The Strategic Plan was framed within the context of the following influences on the Moora region:

- Population growth
- Increased industry, investment and value adding
- Improved aged care and retirement lifestyles
- Growing pressure on local government to provide a wider range of services and functions
- Changes in State and Federal Government relationships
- Changing structures and boundaries of Local Governments
- Climate change
- Globalisation trends

## Vision

Our vision is that:

**The Moora region will be a place of brilliant opportunity over the next twenty years. Sustainable growth will result in a vibrant, healthy, wealthy and diverse community.**

Moora will be characterised by growth over the next twenty years.

New infrastructure will be secured to support and service an increased population. Transport options include a commuter train to Perth, a regional airport and improved road networks. Social infrastructure options include a new high school, new housing estates in Moora, a multi purpose sporting facility for the region and a new regional administration centre to service police, government agencies, agriculture and community services.

As a Shire, Moora will emerge as a stronger regional centre providing a focal point for educational, medical, emergency and aged care services. It will develop innovative aged care options based around a village lifestyle and quality medical services. It will attract accommodation and tourism growth

based on its proximity to Perth, its natural attractions and its history. A wide range of recreational activities and a focus on lifestyle will add to the appeal of the region making it a place of choice to invest and live in.

There will be significant commercial growth within the Shire. New industries will be attracted by the infrastructure, services and population growth occurring. The Shire will develop niche industries based on natural advantages. Existing industries will become more intensive, with a focus on value adding and technology improvement.

The Shire will provide strategic leadership so that growth is sustainable and results in a vibrant, healthy, wealthy, diverse and well serviced community.

### **Mission**

Our mission is:

**To identify and stimulate growth through creative leadership and a willingness to get things done.**

### **Values**

The key values that the Shire will uphold in all of its activities are:



**Key Result Areas where Council investments are made are:**

- Infrastructure

- People
- Growth
- Organisation

Under each key result area Council has identified Goals and Strategies that represent what Council does on a recurrent or day-to-day basis to achieve that key result. Further, Council has identified strategic projects under key result areas that are generally of a capital nature and may be one off projects or projects of an ongoing nature. These strategic projects will change over time as projects are completed and new opportunities arise.

The original plan was for a duration of 2 years and as such some projects that were identified as strategic were not included in the plan. Such projects included the Airport project, Greening the Moora Golf Course, Moora Links Club, Cemetery expansion and the Caravan Park extension. The progress of these identified projects are as follows:

#### *Airport Project*

- Airport Master Plan developed
- The project is still viewed as strategic however will not be included in the reviewed plan as the development is considered a low priority.

#### *Greening the Moora Golf Course*

- The proposal of greening the Moora Golf Course has been identified as a possibility through the proposed residential development at West End. The fairways could be watered through an irrigation system utilising the collection of storm water.

#### *Moora Links Club*

- Club representatives from tennis, bowls and golf met for a series of meetings to discuss the possibility of collocating the



three services to one venue. After much discussion the proposal was not implemented.

#### Cemetery Expansion

- The Friends of the Moora Cemetery formed in November 2006. This committee consists of community members working towards developing toilets and enhancing the overall facilities at the cemetery to include shade, seating and signage.
- Council pledged \$10,000 in the 2007/08 budget to the Friends of the Moora Cemetery.
- Extensions identified as essential due to the limited space available for future burials.
- Funds were allocated in the 2007/08 budget for stage one of the southern extension.
- Clearing of land has been completed and surveying has commenced.

#### Caravan Park Expansion

- Dump Point installed.
- RV Short Stay area developed.
- Entry to caravan park widen, sealed and kerbed.

Similarly, the review of the plan identified strategic projects that are not included in the Plan for the Future of the Moora District 2008–2010. These projects include the Lifestyle Village, Construction of Executive Housing, Lighting at the Moora Town Oval and the Moora Oval Grandstand.

## Key Result Areas, Goals, Strategies and Strategic Projects

### Infrastructure

Infrastructure covers: the built environment, works, maintenance, transport, roads, subdivisions, planning, housing, parks and gardens, the natural environment, water treatment, sporting facilities, recreation, airports, footpaths, drains, sewerage, flood control, townscape, community arts, contracting, telecommunications, power, gas, water, IT, railways, hospital, schools and TAFE.

### Goals and Strategies

*Goal One: Maintain, improve and increase community facilities and services.*

**Strategy One:** Audit existing infrastructure, identify needs and opportunities and establish priorities.

**Strategy Two:** Ensure community consultation and feedback.

**Strategy Three:** Evaluate the cost of items prioritised and match with the budgets.

**Strategy Four:** Manage maintenance and improvements.

**Strategy Five:** Review the success of the outcomes and reset priorities.

*Goal Two: Implement new technologies for community development.*

**Strategy One:** Identify opportunities for new technologies and developments.

**Strategy Two:** Seek community consultation and feedback.

**Strategy Three:** Evaluate opportunities and identify the benefits to the Moora region.

**Strategy Four:** Identify sources of new funding for initiatives.

**Strategy Five:** Establish new infrastructure.

**Strategy Six:** Assess new initiatives to ensure best community value and use.

### **Strategic Projects**

The following projects have been identified under the Key Result Area Infrastructure:

- Moora Community and Administration Centre
- Salinity Management, Moora Townsite
- Flood Mitigation
- Heavy Haulage Bypass
- Moora Town Entrance Statement Project
- Moora Town Entry Kerbing, Draining & Landscaping Upgrade
- Recreation Facilities
  
- Moora Cemetery Extension
- Waste Management
- Sewer Upgrade

**Moora Administration, Community & Visitors Centre**

Economic Development Group – Crs Barrett–Lennard, Clydesdale–Gebert and  
Hawkins,

Manager Economic Development – Rebecca McCall

***Priority – Low***

**Strategic Objective:**

*To provide the community with a regional status public library, visitors centre and administration building that reflects Council's professional, pro-active attitude and is proudly accepted by the community. This building will potentially incorporate the childcare centre, telecentre, toy library and other businesses from the Moora district. The centre will be available to the community in a modern building and central location for easy access.*

Council's current administration centre at 34 Padbury Street Moora was constructed in 1959. It provided new facilities at the time, enabling Council's administration to move from what is now the Boardroom in the Moora Performing Arts Centre, where it operated for 50 years from 1908 to 1958. Extensions to the current building were done in the 1970's.

The current building has a number of structural problems, most notably rising damp. After 50 years of use it has also reached its limits in terms of being functional for the governance of the district for today's needs and will not be adequate into the future.

The Childcare Centre has been relocated to the 'old kindy' building in Keane Street. This move resulted in supplying the required space to increase the license to suit current childcare demands. Although the facilities are adequate for the present it is still proposed to incorporate the childcare operations as a part of the Administration, Community and Visitors building to provide for this service. Childcare services are a critical support mechanism to people in communities, and without modern childcare facilities the impact is felt in recruiting and retaining skilled people and young families to country communities.

The proposed Moora Administration, Community & Visitors Centre will be a valuable and important community asset. At the same time it will replace a segregated, antiquated and insufficient infrastructure and resources into one central location. The building will also give professional presence for visiting dignitaries and prospective industry delegations to Moora for further economic development.

The project will bring together and collocate a range of community and government services including the Moora Telecentre, Childcare facilities, Toy Library, Community Library, Visitor Servicing and Council offices for the Moora Shire, into a modern purpose built building.

This combination of vital services for the community in one place could mean various sources of funding for collocation as well as the possibility of government departments who wish to upgrade their facilities and be part of the Administration Building.

### **Past Activities**

- Council established a Council Administration Building Reserve Fund in 2002/03. The 2007/08 budget indicates \$192,000 will be in that fund at 30 June 2008.
- Council resolved to transfer \$60,000 to the Administration Building Reserve Fund each year to partially fund the Administration Building and Chambers.
- 2004 consulted and developed a proposal for a community resource centre with the following groups – Western Australian Department of Education, Shire of Moora, Department of Culture and the Arts – State Library of Western Australia, C.Y. O'Connor TAFE Moora, Central Midlands Senior High School, Central Midlands Senior High School Parents and Citizens, Moora Telecentre, St James Residential College Moora.
- 2004 submitted grants to State and Federal bodies.
- Regional partnerships grant approved.
- Stakeholder group signed off on design and plans.

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- Childcare operations were incorporated into Council operations in January 2005.
- April 2006, Shire withdrew Community Resource Project and the need for new administration offices and decided to combine the two projects into one.
- January 2007 Childcare relocated to the ‘old kindy’ building in Keane Street.

**Proposed Activities**

	TOTAL	2008/ 09	2009/ 10	2010/ 01	2011/ 12	2012/ 13
<b>Income</b>	300,000					
Administration Building Reserve		60,000	60,000	60,000	60,000	60,000
<b>Expenditure/Milestones</b>	80,000					
Acquire Property		80,000				

*Perhaps one of the most important aspects of the venture as identified in our market research will be in binding the community together by providing a central place to meet and attend social gatherings. It will symbolically assist Moora on a collaborative and focused effort to strengthen the community.*

**Proposed Timeframe**

- 2008          Acquire property for development of building
- 2012          Project Plan and Community Consultation
- 2017          Apply for State and Federal funding
- 2018          Construction of new facility

**Salinity Management, Moora Townsite**

Environmental Development Group – Crs Bryan, Hawkins, Pond and Tonkin

Chief Executive Officer – Lynnette O'Reilly

***Priority – Low***

**Strategic Objective:**

*To position the Moora community to manage the rising water table under the Moora Townsite and to capitalise on this ground water asset.*

Increasing salinity and its related impacts are recognised nationally as one of the greatest challenges facing Australia. In Western Australia one third of the Wheatbelt Region is expected to be significantly affected by salinisation by 2030, causing lost productivity, biodiversity and increased infrastructure costs. Many rural towns (up to 40) including Moora are predisposed to salinisation through rising water tables. The Rural Towns Program (RTP) coordinated by the Department of Agriculture is the leading organisation to manage this issue in WA.

**Past Activities**

- The Shire of Moora first entered into the RTP in 1999.
- 1999 a draft Salinity Management for Moora was prepared by consultants.
- 2000 a network of 27 bores at 13 sites across Moora townsite were installed to provide an understanding of the geology under Moora and characteristics of the water table and aquifers. Ongoing monitoring since then.
- 2000 10,000 trees & shrubs provided to Moora residents to revegetate the town and reduce groundwater recharge.
- 2001 \$100,000 invested to improve drainage in Moora to reduce groundwater recharge.
- 2001 Ground Water Study of Moora Townsite report completed
- 2003 preliminary modelling (USEAP Model) of water table and scenarios for water extraction developed.
- 2004/05, 2005/06 and 2006/07 contribution of \$70,000 to Department of Agriculture

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for Liquid Assets Project. Project not completed and final commitment expended.

**Future Activities**

- 2008–09 – Agriculture WA through the Liquid Assets Programme have installed monitoring devices throughout the towns drainage system to monitor the amount of run-off water and its quality to investigate the quantity that could be available for storage and recycled for reticulation purposes. This stage of the programme is at no cost to the Shire.
- Propose to construct a weir, storage and pipe work.

**Proposed Activities**

	TOTAL	2008/ 09	2009/ 10	2010/ 11	2011/ 12	2012/ 13
<b>Income</b>	210,000					
State Government		210,000				
<b>Expenditure/Milestones</b>	210,000					
State Government		210,000				

*Note: This project will be controlled by the Agriculture WA*



**Flood Mitigation**

Environmental Development Group – Crs Bryan, Hawkins, Pond and Tonkin

Chief Executive Officer – Lynnette O'Reilly

***Priority – Medium***

**Strategic Objective**

*To reduce the potential for flood damage and its impact to people and infrastructure in Moora.*

The record floods that affected Moora in 1999 highlighted the exposure Moora has to floods. Like many communities in Australia, Moora was settled in a valley floor on flat alluvial soils close to fresh water. Those communities remain flood prone.

Following the 1999 floods a flood warning system was installed in the Moore River, which provides Moora residents with approximately 12 hours warning of a flood occurring. Other simpler flood mitigation strategies have been progressively implemented. The last remaining and major finding of the 2000 Moora Flood Study is for large-scale structural flood mitigation options to be considered. Although a range of options are available, Council has previously determined through a community and agency consultation process that if major structural flood mitigation are to be considered then the most appropriate option is for a detention basin to be constructed about 20km upstream of Moora. The principal behind this option is for a large earth wall (about 1km) strategically located to delay the speed at which water sheds off the landscape and moves down the Moore River through Moora, effectively regulating the flow of water to reduce flood heights and therefore economic damage.

No engineering or environmental approvals are available for this option as yet. Progress will be linked to grant funding availability, however this is extremely doubtful at this stage due to the low cost/benefit ratio reported in the 2000 Moora Flood Study. There is also a need to turn around the misconceptions and attitudes of the landowners in the area identified for the detention basin and levee, before planning can proceed.

To progress that concept grant funding is considered necessary to, in the first instance evaluate the environmental, social and financial cost benefits of the concept. Should that prove worthwhile, Council would then move to stage two, of producing an engineered plan and then stage three, of seeking funding for land acquisition and construction.

### **Past Activities**

- 1970 Council purchased West End property to cater for future long term growth off the Moore River Flood plain
- 2000 Moora Flood Study completed
- 2000 Flood warning system installed
- 2001 approximately 20 houses raised above flood levels
- 2001 Yadgena Levee constructed at a cost of \$35,000
- 2006 February) To help assist us to determine whether this was feasible, the services of Millie Ferguson of Community Project Solutions was sought to ascertain the likely outcome of successful funding for this type of project. Initial indications were that an application would be successful, however further investigation by Millie has revealed that this will be a pointless exercise as the likely funding bodies of any future major works such as levees or detention basins, being the state and federal governments made it very clear that they will not fund any works because of the extremely low benefit/cost ratios coming out of the 2000 Study.
- 2006 (August) Councillors and Staff visited the Shire of Busselton and inspected the levy banks constructed within their Town following floods.
- 2006 (October) Council passed a resolution to carry out an on-site inspection of the various sites identified in the 2000 Flood Management Report as options for a proposed detention basin.
- Information provided to Council and staff indicated that an informal meeting was held with local farmers with properties involved in the proposed area of the levy bank and they were not supportive of the proposal.
- With the assistance of government funding Sinclair, Knight & Merz completed the Review of the Moora Floodplain Definition. This report is yet to be adopted by Council.

### **Proposed Activities**

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	TOTAL	2008/ 09	2009/ 10	2010/ 11	2011/ 12	2012/ 13
<b>Income</b>	<b>Nil</b>					
<b>Expenditure/Milestones</b>	<b>Nil</b>					

**Moora Town Entrance Development**

Engineering Services Group – Crs Gardiner, Tonkin and McLagan

Manager Engineering Services – John Greay

***Priority – High***

**Strategic Objective:**

*To enhance the five town entries into the townsite to improve first impressions created whilst entering into Moora. A positive, lasting first impression benefits existing and potential businesses and residents within Moora.*

Moora is slowly attracting significant development from various investors. These developments are creating sustainable growth resulting in the Shire of Moora’s vision of a vibrant, healthy, wealthy and diverse community.

It is now appropriate for Council to consider enhancing the entrances leading into Moora. By acting in good faith and acknowledging the dollars invested by private developers Council will take the initiative to improve the first impression created whilst entering into Moora.

Council has taken on board the recommendation to create entrances into the townsite of Moora to be one that is exciting, welcoming and portrays the proactive community that it is.

**Proposed Activities**

	TOTAL	2008/ 09	2009/ 10	2010/ 11	2011/ 12	2012/ 13	2013/ 14
<b>Income</b>	<b>125,000</b>						
Shire of Moora (loan)		125,000					
<b>Expenditure/Milestones</b>	<b>125,000</b>						
Construction of statements		125,000					
Repayment of loan			30,000	30,000	30,000	30,000	30,000



**Kerbing, Drainage and Landscaping of Moora Town Entrances**

Engineering Services Group – Crs Gardiner, Tonkin and McLagan

Manager Engineering Services – John Greay

***Priority – High***

**Strategic Objective:**

*To improve surface water management, road definition and edge protection of the townsite entrances whilst enhancing the image and reputation of the community.*

A number of key areas in the townsite lack street kerbing. Kerbing has a number of benefits including improved surface water management, road edge protection and slowing of traffic. In addition kerbing improves the aesthetics of townscapes.

**Past Activities:**

- Council has in the past done significant kerbing throughout the townsite.

**Proposed Activities:**

	TOTAL	2008/ 09	2009/ 10	2010/ 11	2011/ 12	2012/ 13	2013/ 14
<b>Income</b>	<b>900,00</b>						
Shire of Moora			200,000	250,000	200,000	100,000	150,000
<b>Expenditure/Milestones</b>	<b>900,000</b>						
Bindoon–Moora Road			200,000				
Dandaragan–Moora Road				250,000			
Midlands Road (South)					200,000		
Berkshire Valley Road						100,000	
Midlands Road (North)							150,000

Proposed Activities beyond this plan:

- 2013/14 *Gardiner Street – North End (to include Spoon Bridge)*

**Heavy Haulage Bypass**

Engineering Services Group – Crs Gardiner, Tonkin and McLagan

Manager Engineering Services – John Greay

***Priority – Medium***

**Strategic Objective:**

*To provide alternative routes that bypass the central business district and school zones for use by heavy traffic.*

Heavy haulage routes through or around the Moora townsite are essential for the movement of goods and produce (to areas beyond or the delivery into Moora). Road freight is the chosen vehicle to service the requirements of the agricultural areas of the State.

It is important that wherever possible these vehicles be kept out of the central business district of Moora. Most north/south bound traffic will use Tootra Street to avoid passing the Moora Primary School and the major CBD of town. Tootra Street is in need of a major upgrade over the Moore River.

Long and Brown Streets form a south/west bypass around the town and works are required to enable large vehicles to negotiate the corner easier.

**Past Activities**

- Designated heavy haulage routes currently exist in Moora.
- Long Street currently utilised for heavy haulage to bypass the CBD of Moora.
- Upgraded corner of Brown and Long Street.
- Upgraded Tootra Street and Moore River Crossing.

**Proposed Activities**

	TOTAL	2008/ 09	2009/ 10	2010/ 11	2011/ 12
<b>Income</b>	<b>585,000</b>			270,000	120,000
Shire of Moora				135,000	60,000
<b>Expenditure/Milestones</b>	<b>585,000</b>				



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	0				
Tootra Street				405,00 0	
Long and Brown Streets					180,00 0

**Sport and Recreation Facilities**

Sport and Recreation Group – Crs Clydesdale–Gebert, Gardiner, McLagan and Pond

Be Active Coordinator – Jenny O'Brien

***Priority – Medium***

**Strategic Objective:**

*To create the Moora sport and recreation facilities into a high class venue for attracting top grade sports to the Moora District by installing high standard oval lighting, upgrading the grandstand and the adjoining change rooms and refurbishing the Recreation Centre.*

The Shire of Moora Sport & Recreation Strategic Plan has been developed after taking a fresh look at the sport and recreation needs of residents and the way in which the community and Council could work together to respond to these needs in an effective way. It recognises the contribution that an attractive resident lifestyle can make to social and economic development in the Shire.

In 2005, a Future Fields Seminar was held with community members to determine what the priorities were for the sporting facilities in the Moora Shire. This was a successful seminar with a good attendance and has provided us with strategic direction on how to achieve an improvement in all the sporting fields around the Shire.

It is important that joint facilities are developed to facilitate a successful, vibrant community meeting place.

There were three projects identified as an outcome from the community consultation and they include:

- 1) Improve the amount of lighting at the Moora Oval
- 2) Improve the change rooms and the grandstand at the Moora Oval
- 3) Refurbishment of the Moora Recreation Centre

Although improving the lighting, change rooms and grandstand at the Moora Oval are recognised as being strategic they are not included in the plan.

### Moora Recreation Centre

The Moora Recreation Centre was built in 1983, during an era when many similar facilities were built in rural communities across Western Australia. A community group, the Moora Community Recreation Council was established to assist with design and fund raising to progress the establishment of the facility. It has served the community well over the past 24 years, but is ‘tired’ by today’s standards.

The facility provides for other community activities than sport and recreation. In recent years has been the main venue for a range of community activities such as squash, arts and crafts, football clubs, and the Agricultural Society.

Although designed for recreation a range of cultural events have by necessity been conducted there. It is expected with the refurbishment of the Moora Town Hall into the Moora Performing Arts Centre in 2004 that use of the Recreation Centre for cultural events will decline.

There is no clear plan for refurbishment of the Centre, but Council recognises that the kitchen, and carpet areas are ‘tired’. Further, the indoor recreation court is rarely used for sports, raising the prospect of potential redevelopment of this space for other uses.

It is proposed to complete a refurbishment plan to position this facility for redevelopment and refurbishment.

### **Proposed Activities**

	TOTAL	2008/ 09	2009/ 10	2010/ 11	2011/ 12	2012/ 13
<b>Income</b>	<b>80,000</b>					
Shire of Moora			40,000			
Community			40,000			

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<b>Expenditure/Milestones</b>	<b>80,000</b>					
Council to undertake public consultation						
Upgrade kitchen			80,000			

**Waste Management**

Environmental Development Group – Crs Bryan, Hawkins, Pond and Tonkin  
Manager Health & Planning Services – Glenn Bangay

***Priority – High***

**Strategic Objective:**

*To position Council to meet contemporary waste management standards into the future.*

The need for best practice waste management is increasing in society. Statutory requirements are becoming more stringent and shires face difficulties in meeting regulations related to waste management which have included fires, indiscriminate dumping, and litter blown off site into adjacent farm paddocks. Waste management practices of past years are increasingly unacceptable both environmentally and socially.

Councils' tip site at Moora is located in what is now seen as an environmentally sensitive area, and the Moora landfill site is rapidly being filled and nearing the end its useful life. The expected life expectancy is 5 years. As a consequence, Council will need to find an alternative site for the Moora landfill, or a new regional tip site, which could give critical mass to drive recycling, and reduce individual costs to Councils. A central Moora landfill site or a regional landfill site may also allow for the replacement of the Watheroo landfill site with a transfer station.

It is known that the Shires of Dalwallinu and Wongan–Ballidu have landfill sites with expected life spans out to 2020. The Shire of Dandaragan has expressed interest in establishing a new landfill site inland from the coast and closing the site in operation at Jurien. The Shire of Victoria Plains has 5 small landfills sites.

The opportunity for waste management on a regional basis beyond the Shire of Moora's boundaries needs continual evaluation. Various discussions are being undertaken with neighbouring Shires. These discussions have progressed to the stage where Councils in the Voluntary Regional Organisation of Councils (VROC) will be committing or not to this project.

Additionally, the Central Midlands VROC has resolved to explore available options including identification of suitable sites within the region. To this end, it is proposed to undertake a fatal flaw study of the entire area covered by each of the Shires and to identify possible new and future landfill sites. This study will also stand in good stead to identify sites that may be used in the future after the initial regional site has reached the end of its useful life.

Once sites have been either identified or rejected by this study further analysis with regards to site suitability can be undertaken. Further, should the regional tip site not go ahead then each of the Shires involved would have a report documenting possible sites suitable for a tip in their area.

Should a Regional Tip Site be established Council may need to construct transfer stations to collect the waste generated that is not being picked up via the collection service. It is suggested that these be sited at the current tip sites.

#### Past Activities

- 1986 Environmental Protection Act promulgated requiring licensing of tip sites. Previously tips were covered under the Health Act.
- July 2002 Environmental Protection (Rural Landfill) Regulations promulgated meaning a tightening of regulatory requirements for landfills. Currently we cannot comply with these regulations and as a consequence have resorted to having to license our tips under the licensing regime of the Environmental Protection Act.
- 2002 Introduction of a manned tip site at Moora to impose better waste management.
- 2003 replacement of Miling landfill site with a transfer station.
- Officer discussions with the Shire of Chittering, Gingin, Wongan-Ballidu and Victoria Plains about a regional tip site.
- Continuing investigating option of a regional based waste management scheme with Central Midlands Voluntary Regional Organisation of Councils.

#### Proposed Activities

	TOTAL	2008/ 09	2009/ 10	2010/ 11	2011/ 12	2012/ 13
Income/Milestones	375,00					

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	<b>0</b>					
Shire of Moora		15,000		200,000		
Reserve Balance (30/6/08)	<b>160,000</b>					
<b>Expenditure/Milestones</b>	<b>215,000</b>					
Fatal Flaw Study		15,000				
Contribution to new regional tip (includes land purchase, fencing, other infrastructure				200,000		

**Sewer Upgrade**

Environmental Development Group – Crs Bryan, Hawkins, Pond and Tonkin  
 Manager Health & Building Services – Glenn Bangay

***Priority – High***

**Strategic Objective:**

*To ensure the safe and effective disposal of sewerage generated within the town site of Moora.*

The treatment and efficient removal of sewerage and wastewater is a corner stone of modern living. As a consequence the maintenance of a sewer system is paramount to health and safety of a community.

Council will need to make provision to maintain and to possibly extend the sewer system. At this stage there are proposed residential developments at Lee Steere Street and West End. Currently there is also development of a working men’s camp at the old Main Roads depot.

Council earthenware sewer pipe network is in major need of upgrading. It is proposed that all sewerage rate revenue be expended in the maintenance and upgrade of this essential service.

**Past Activities**

- Sewer system installed to the Moora townsite in 1974.
- Water Corporation contracted to service and to maintain the system.
- Sewer main extension constructed between Gardiner and Melbourne Streets to service lots north of Seaforth Street.

**Proposed Activities**

	2008/ 09	2009/ 10	2010/ 11	2011/ 12	2012/ 13
<b>Income/Milestones</b>					
Shire of Moora	385,00 0	420,00 0	455,00 0	480,00 0	525,00 0
Transfer from Reserve		200,00 0			
<b>Expenditure/Milestones</b>					



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Sewer System Maintenance/Upgrade	100,000	350,000	380,000	400,000	440,000
Water Corporation Contract	65,000	70,000	75,000	80,000	85,000
Audit of Sewer System	20,000				
Sewer Main Extension (proposed Lee Steere St subdivision)		200,000			
Transfer to Reserve	200,000				

## Moora Cemetery Extension

Engineering Services Group – Crs Gardiner, McLagan and Tonkin

Manager Engineering Services– John Greay

*Priority – High*

### Strategic Objective:

*To encourage burials of local people within the region they had ties too.*

The first burial at the Moora Cemetery was in 1899. Since the early 1970's there has been an average of 12 burials per year. The Moora cemetery has attracted people from all over the country, having chosen Moora as their final resting place.

The community has a responsibility to provide the necessary infrastructure and services to ensure that if existing residents choose to remain close to families and in the region in which they have spent a considerable part of their life then they should be able to do so. Providing an environment at the cemetery that encourages people to choose Moora as their resting place is as important to some people as housing and health service requirements.

Cemeteries are becoming a place of interest as travellers moving through regions seeking to discover the history of the places they visit. In some country towns a funeral can represent the biggest trading day of the year and therefore there is an economic benefit to the community in attracting burials to Moora. As Moora is the regional centre for health, education, commercial and retail services it should also be the regional burial centre. To achieve this and encourage people to choose Moora as their final resting place then some upgrades to the facility are required.

The grounds of the cemetery have had very little work except in 1988 when Council constructed the Niche Wall. It is proposed that this facility should have reticulated turf areas for burials and a unisex toilet for visitors. The entrance statement of the cemetery also requires attention.

### Past Activities:

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- The Friends of the Moora Cemetery formed in November 2006. This committee consists of community members working towards developing toilets and enhancing the overall facilities at the cemetery to include shade, seating and signage.
- Council pledged \$10,000 in the 2007/08 budget to the Friends of the Moora Cemetery.
- Extension identified as essential due to the limited space available for future burials.
- Funds were allocated in the 2007/08 budget for stage one of the southern extension.
- Clearing of land has been completed and surveying has commenced.

**Proposed Activities**

	TOTAL	2008/ 09	2009/ 10	2010/ 11	2011/ 12	2012/ 13
<b>Income</b>	156,000					
Shire of Moora		<b>80,000</b>	46,000	30,000		
<b>Expenditure/Milestones</b>	156,000					
Construction of infrastructure		<b>80,000</b>				
Construction of shade shelter			30,000			
Landscaping, irrigation & fencing			16,000			
Construction of niche wall				10,000		
Carpark extension				20,000		

## People

People covers: community enhancements, community involvement, social capital, recognition of achievements, welcoming activities and promotion of diverse cultural values.

### Goals and Strategies

*Goal: Improve the level of understanding, respect and pride within the community.*

**Strategy One: Support associations, groups and events within the community:**

- Encourage staff and elected members to attend meetings and forums
- Draft grants on behalf of proponents
- Support events through
  - Ticket sales
  - Calendar of events
  - Sponsorship
  - In-kind and logistical support
  - Building confidence
  - Providing venues
  - Gardening and street cleaning for presentation appeal

**Strategy Two: Identify and promote opportunities to the community:**

- Research niche opportunities
- Provide information
- Identify marketing opportunities
- Assist groups to navigate their way forward

**Strategy Three: Develop Indigenous commitment:**

- Conduct consultative forums to obtain Indigenous input
- Council to adopt “Welcome to Country” and respect statements
- Attend Community Action Group Meetings
- Support NAIDOC and Reconciliation events

- Promote public appreciation of Indigenous culture

**Strategy Four: Develop commitment to the ages:**

- Sponsor “Seniors Week” activities
- Create more value and opportunities for all seniors
- Improve community services
- Conduct strategic forums on aged services

**Strategy Five: Promote leadership development:**

- Identify and nurture future community leaders
- Resource initiatives to support youth and potential community leaders
- Support events

**Strategy Six: Encourage immigrants and skilled new residents to the region:**

- Organise welcoming events
- Provide effective social links to rural men and women
- Investigate a host families scheme
- Recognise cultural times and events

**Strategic Projects**

The following project have been identified under the Key Result Area People:

- Community Youth, Crime & Safety

**Community Youth, Crime & Safety**

Community Services Group – Crs Bryan, Gardiner and McLagan  
Manager Community Services – Michael Prunster

***Priority – High***

***Strategic Objective – Community Crime & Safety:***

*To improve the level of understanding, respect and pride within the community.*

The Shire of Moora Community Safety and Crime Prevention Plan 2006–2008 was developed to address crime, safety and associated fears of residents within the Shire of Moora. The plan will help reduce antisocial behaviours and illegal activities ensuring individuals, families, businesses and others enjoy a safe, healthy and full lifestyle.

Previously all community crime and safety issues were discussed through a community committee called Safer WA. When Safer WA disbanded, a new vision was needed. The Office of Crime Prevention hence initiated the Community Safety and Crime Prevention model. This means that local government, in partnership with the community, will form their own Community Safety and Crime Prevention Plan. The Department of Corrective Services has also been instrumental in supporting the Shire of Moora to bring the Plan to fruition with resources and personnel. The Plan will address crime and safety and must relate to five principal goals as stated from the State Community Safety and Crime Prevention Strategy. The five goals are:

1. Support families, children and young people.
2. Empowering communities and regenerating neighbourhoods.
3. Identifying and tackling priority offences in W.A.
4. Reduce repeat offending.
5. Designing out crime and utilising technology.

The Moora Interagency Committee is the steering body for the Plan. The Interagency Committee is made-up from representatives of all local and regional government departments, agencies and community groups.

The Shire of Moora, as the Local Government authority responsible for the Plan’s construction, will oversee the Interagency Committee. The Interagency Committee will become responsible for executing identified strategies, and be accountable to fellow Interagency Committee members during evaluation. Responsible agencies are identified as Stakeholders.

The Plan is flexible to allow for changes in society and subsequent review of issues. It includes a mixture of strategies that are short, medium and long-term. The Plan will not immediately solve all of the issues, but will provide solid building blocks for long-term success. The Plan will run until December 31 2008, when the Shire of Moora and the Interagency Committee will evaluate the outcomes. These findings will then influence how the Plan is extended beyond 2008.

***Past Activities – Community Crime & Safety:***

- Council employed a part-time Community Crime & Safety Project Coordinator to coordinate and implement strategies identified in the Community Safety & Crime Prevention Plan.
- Application submitted through ‘Proceeds of Crime’ to increase existing position of Community Crime & Safety Project Coordinator to full-time for an initial period of 2 years.

**Proposed Activities**

	TOTAL	2008/ 09	2009/ 10	2010/ 11	2011/ 12	2012/ 13
<b>Income</b>	<b>102,335</b>					
Grant (State & Federal)		30,000	30,000			
Unspent Grants		22,335	22,335			
Shire of Moora		10,000	10,000	10,000	10,000	10,000
<b>Expenditure/Milestones</b>						
Enhance Lighting/Security	<b>102,335</b>	21,735	17,000	10,000	10,000	10,000
Community Crime & Safety Officer		33,600				

***Strategic Objective – Moora Youth Group:***

*To improve the level of understanding, respect and pride within the youth of the Moora community.*

The Moora Youth Group are working in conjunction with the Shire of Moora to obtain funding for a full-time Youth Worker. The person appointed to this position will be responsible for implementing a HYPE (Helping Young People Engage) Program. This type of project was developed to counteract anti-social behaviour bringing together diverse stakeholders including young people, local government authorities, government agencies and businesses. The model allows space and time for youth-friendly intervention to diffuse situations, address anti-social behaviour and provide a safer environment for young people. The model has been proven to be a win/win situation in all aspects of its operation. HYPE aims to build positive relationships between young people and other users of public space. It aims to address existing negative perceptions that may be apparent between young people and the community.

In addition, programs implemented to promote healthy activities and positive choice messages through the Department for Communities Best Start, Health Promotion Officer (Western HPO) and Be Active will be utilised to assist youth at risk.

***Past Activities – Moora Youth Centre:***

- Installation of boundary fence around the perimeter of the Moora Youth Centre in 2008.

***Proposed Activities – Moora Youth Centre***

	TOTAL	2008/ 09	2009/ 10	2010/ 11	2011/ 12	2012/ 13
<b>Income</b>	<b>97,915</b>					
Grant (State)		65,100	32,815			
<b>Expenditure/Milestones</b>	<b>97,915</b>					
Salaries & Wages		52,000	26,000			
Administrative Costs		13,000	6,815			



## **Growth**

Growth covers: jobs, economic development and diversification of revenue, tourism, business planning and assistance.

### **Goals and Strategies**

***Goal: To attract increased population and investment, to realise our brilliant opportunities and diversify our regions employment and economic base.***

**Strategy One: Foster community commitment to growth:**

- Allocation of resources to support growth
- Promote specific projects at meetings and events
- Use the media to communicate progress
- Engage support from State and Federal agencies for growth

**Strategy Two: Grow existing businesses through “economic gardening”:**

- Source skilled labour through migration
- Create business/student links at the Central Midlands Senior High School
- Encourage TAFE to provide employment related courses
- Provide information to existing businesses

**Strategy Three: Attract new investment:**

- Develop commercial opportunities such as housing and business units
- Write grants for State and Federal funding
- Develop proposals for potential businesses

**Strategy Four: Lobby for influence and implementation:**

- Select priorities where lobbying is required
- Build community engagement and support
- Work to increase Local Government influence
- Lobby to increase people, infrastructure, organisational and resource

sharing

**Strategy Five: Market the Moora region:**

- Highlight benefits of the Moore River region to the private and public sectors and the wider community (global)
- Develop the website
- Produce promotional material
- Develop and assist industry and business with planning for their future

**Strategy Six: Protect and manage the resource base:**

- Ensure power, water, roads and labour
- Ensure environmental protection and management

**Strategic Projects**

The following projects have been identified under the Key result area Growth:

- Housing
- Residential Development
- Industrial Development
- Commercial Development

**Housing**

Economic Development Group – Crs Barrett–Lennard, Clydesdale–Gebert and  
Hawkins

Manager Health & Planning Services – Glenn Bangay

Manager Economic Development – Rebecca McCall

***Priority – High***

**Strategic Objective:**

*To improve the housing opportunities within the town of Moora using various projects including a Housing Revitalisation Project and construction of new executive style houses and units. This will have a flow on effect to attract more high caliber workers to the region.*

In regional areas of Australia one of the greatest impediments to growth is the inability to attract skilled people. Businesses both public and private consistently cite the availability and quality of housing as the primary impediment to the attraction and retention of skilled people.

Unlike urban areas, where an employee is usually prepared to invest in property because they are confident of a healthy financial return, rural areas find it difficult to attract people who are prepared to invest in property, particularly building a house to meet their expectations and requirements, because of perceived lower capital growth.

In an effort to manage the ongoing issues within all regional areas of Western Australia the Shire of Moora is proposing to carry out various housing projects to address the housing quality and shortage problem within the Shire.

Housing projects will have the added bonus of creating local employment opportunities, providing low cost housing and offering significant financial returns for the community. Improved housing will also create a more attractive package to potential employees for businesses in the Shire.

The following projects have been identified as successful ways to address the housing issues in the Shire of Moora.

Housing Revitalisation

A Housing Revitalisation Project was carried out in Northam recently and won a National Award for Innovation. This project has had a profound impact on crime and community safety issues because it has the ability to set a new standard amongst the community in terms of acceptable behaviour towards others, presentation of homes and respect for the rights of others.

The Shire of Moora decided to take on a similar project to refurbish and sell excess government houses using the project in Northam as an example project. This project has proven very successful in the first year and will be continued into the future to improve housing and employment opportunities, as well as viable sales of neighbouring houses.

By refurbishing and selling excess government homes, Moora has the opportunity to revitalise dilapidated urban areas of town, providing low-cost quality housing and increased local employment opportunities. There will be significant financial returns to the community as a result of the project and an economic boost to the town through the multiplier effect of local employment and local spending.

**Past Activities:**

- The New Living Project was undertaken in 2004/05 in conjunction with the Department of Housing & Works. The Shire of Moora purchased and revitalised two properties in Lenane Street. The street was also streetscaped. The properties were auctioned in 2005/06.
- In 2007 Council constructed a new executive home in Lefroy Street for staff housing.

*Housing Revitalisation – Proposed Activities*

	TOTAL	2008/ 09	2009/ 10	2010/ 11	2011/ 12	2012/ 13
<b>Income</b>	<b>1,400,000</b>					
Sale of redeveloped homes		280,000	280,000	280,000	280,000	280,000

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<b>Expenditure/Milestones</b>	<b>1,025,000</b>					
Acquire Properties		90,000	90,000	90,000	90,000	90,000
Revitalise Homes		110,000	110,000	110,000	110,000	110,000
Streetscaping		5,000	5,000	5,000	5,000	5,000

*Construction Unit Accommodation*

Where the private sector fails to provide appropriate housing, and with employers and individuals demanding increased standards on what is currently available, then local government has a role to play.

Council built three new quality 4 x 2 homes in Moora in 2001. This should not be viewed as a one off but rather an evolving strategy to provide better quality housing back into the community.

The cost of these homes was offset by the Department of Housing with a \$50,000 grant contribution per home. Further grants are achievable in future housing developments. Council lease these homes to staff, however as more grants become available Council has an option of selling the existing homes and developing new homes for staff to lease. Opportunities also exist for Council to lease accommodation in the market place.

The construction of new executive type unit accommodation will allow Council to sell and turnover housing on to the market whilst developing new housing.

*Unit Accommodation – Proposed Activities*

	<b>TOTAL</b>	<b>2008/ 09</b>	<b>2009/ 10</b>	<b>2010/ 11</b>	<b>2011/ 12</b>	<b>2012/ 13</b>
<b>Income</b>	<b>1,240,000</b>					
Shire of Moora (loan)		500,000		500,000		
Leasing of Units			40,000	40,000	80,000	80,000
<b>Expenditure/Milestones</b>	<b>1,240,000</b>					
Construction of Four Units		500,000		500,000		
Repayment of loan			40,000	40,000	80,000	80,000

**Residential Development**

Economic Development Group – Crs Barrett–Lennard, Clydesdale–Gebert and  
Hawkins,  
Manager Economic Development – Rebecca McCall

***Priority – High***

**Strategic Objective:**

*To provide new housing developments in the light of new industry development in the region to attract workers to inhabit the Moora Shire.*

This project will produce a strategic plan to identify sites for housing developments throughout the town of Moora. This project will include identification of suitable sites for developments as well as appropriate costing for subdivisions and a plan identifying the priorities for housing development.

Once this plan is completed a sub–division development will commence. The Shire of Moora will develop the areas to a stage where blocks can be sold to the public, the area will have services including underground power, deep sewerage, power and street lighting.

One of these blocks may be identified as potential aged care housing and the others as development for various investors in the Moora area.

**Past Activities**

- 1999 the Moora Economic Taskforce conducted a survey to gauge the level of interest from the community. 30 residents of Moora and surrounding farming families said that they would purchase a site in a retirement village in Moora within two years. Another 8 indicated that they would want to occupy a site within 5 years. 5 years have passed and still no advancement despite the fact we continue to loose our elderly to urban and coastal areas.
- Peter Ackland, Cynthia McMorran and the then EDM visited a similar development in Gosnells on Albany Highway.

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- 2004 – The Shire of Moora requested Main Roads Department to donate Lots 41 & 43 to the Shire of Moora.
- The CMDF conducted a survey to again gauge community interest and form the basis for a targeted marketing campaign.
- Main Roads site demolished and cleared for development.
- Lots 18–21 Lee Steere Street was purchased and identified as a residential development site.
- Advertised for Expression of Interests from developers.
- Currently working towards developing structural plans for Lee Steere Street and West End residential developments.

**Proposed Activities – figures to be updated**

	TOTAL	2008/ 09	2009/1 0	2010/ 11	2011/ 12	2012/ 13
<b>Income</b>						
Sale of Land – Lee Steere Street				225,000	225,000	225,000
Shire of Moora (loan)			1,368,000			
<b>Expenditure/Milestones</b>						
Professional Services Lee Steere St		25,000				
Development of Lee Steere St			1,368,000			
Professional Services West End		35,000				
Repayment of Loan			TBA			

**Industrial Development**

Economic Development Group – Crs Barrett–Lennard, Clydesdale–Gebert and  
Hawkins,

Manager Economic Development – Rebecca McCall

***Priority – High***

**Strategic Objective:**

*To provide an industrial park with blocks connected to basic power and water services. The industrial park will be extended over the next 5 years to provide for an expanding industrial demand for sites.*

The Tootra Street Industrial Park has been identified as a large industrial development for the Shire of Moora into the future. The area has been developed to a suitable point for current use, but it now needs further expansion with growing industries around the Moora region.

This site is expected to house support industries for new developments in the area including orange orchards and an intensive feedlot, as well as allowing for growth of the current businesses in town.

To allow expansion of industrial sites, money needs to be allocated to establishing headworks including sufficient power, water and sewerage for all businesses in the existing park and planned extension to operate at their full potential.

**Past Activities**

- Tootra Street Industrial Park developed and subdivided for local businesses.
- 2006 increased demand for current blocks as well as for further business development.
- Lot 211 Melbourne Street sold by public tender.

**Proposed Activities**

	TOTAL	2008/ 09	2009/ 10	2010/ 11	2011/ 12	2012/ 13
Income	893,000					



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Grant (Federal)			36,000			
Shire of Moora		250,000				
Sale of Land		15,000		96,000	48,000	48,000
Shire of Moora (Loan)			400,000			
<b>Expenditure/Milestones</b>	<b>863,000</b>					
Acquisition of land		250,000				
Planning & Surveying		30,000				
Stage One - development of construction of roads, kerbing, drainage, lighting, power, water & telephone			436,000			
Repayment of Loan (5 years)				49,000	49,000	49,000

- 2009/10 Development Stage 1 (Melbourne Street)
- 2012/13 Development Stage 2 (Woolawa Street)
- 2015/16 Development Stage 3 (Ranfurly Street)

**Commercial Development**

Economic Development Group – Crs Barrett–Lennard, Clydesdale–Gebert and Hawkins

Manager Economic Development – Rebecca McCall

**Strategic Objective:**

*To improve the town centre and commercial opportunities for existing and potential businesses within the Moora Shire.*

The Shire of Moora is looking into some new ideas on how to make the Moora town centre a more vibrant business district to achieve the most out of potential customers that pass through the town. It is proposed to carry out consultation with local businesses through the Chamber of Commerce to establish future directions for the town centre to follow to achieve the best customer uptake as possible.

A similar project has been carried out in other Shires with more vibrant businesses, an outcome from similar consultations. Once the plan has been established it will open up avenues for funding to achieve the recommendations outlined in the plan.

This project will eventually make Moora a leader in the Wheatbelt region for vibrant business opportunities and will attract a more diverse range of businesses and customers to the town which will create new markets for existing businesses to tap into.

**Past Activities**

- Taktics4 was contracted to do a town centre strategy. The process included consultation with the business owners of the CBD.
- The Moora Town Centre Strategy was completed in 2008.

**Proposed Activities**

	TOTAL	2008/ 09	2009/ 10	2010/ 11	2011/ 12
<b>Income</b>					
Shire of Moora		20,000			

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<b>Expenditure/Milestones</b>	<b>20,000</b>				
Town Centre - planning and evaluation		20,000			

Future expenditure and incomes are not known at this stage and will become more evident following the planning and evaluation stage of the project.

**Caravan Park Extension**

Economic Development Group – Crs Barrett–Lennard, Clydesdale–Gebert and  
Hawkins

Manager Health & Planning Services – Glenn Bangay

Manager Economic Development – Rebecca McCall

***Priority – Low***

**Strategic Objective**

*To support local business by increasing the stay over rate of people using caravan park facilities.*

The Moora Caravan Park is highly regarded in the industry and has achieved the highest rating possible without implementing an on site Manager. Demand for caravan space is predicted to increase as the effects of the ageing population in Australia occur over the next few decades. Internationally there is also increasing concern about travel to destinations perceived to be relatively safe and stable political environments. Moora is also strategically situated between some of the states most popular tourism destinations in New Norcia and the Pinnacles.

Domestic tourism and travel is expected to benefit through these factors. It is therefore proposed to install underground power through Apex Park to enable increased caravan park capacity, while retaining a grassed surface. An additional ablution facility is also forecast. Peak periods of use for caravan park facilities have traditionally been between August and November.

The development of the 4 self-contained chalets has proved to be a success with high utilisation rates. Demand indicates the need for 2 two-bedroom chalets with disability access. This proposal would cater for families and also those with a disability.

There is also a growing trend with recreation vehicles (RVs) which are self contained and look at staying within a larger centre to re-stock, fuel, personal business and visit local sights.

**Past Activities**

- 2000 Disabled ablution facility built
- 2004 Reticulation and four Chalets installed
- 2007 Dump Point installed
- 2008 RV Short Stay Parking developed
- 2008 Entrance to Caravan Park widened

**Proposed Activities**

	TOTAL	2008/ 09	2009/ 10	2010/ 11	2011/ 12	2012/ 13
<b>Income</b>	<b>TBA</b>					
Shire of Moora			50,000	35,000	7,500	
Shire of Moora (Loan)		170,000				
Chalet Rental			20,600	20,600	20,600	20,600
Funding (State)				15,000	7,500	
<b>Expenditure/Milestones</b>	<b>TBA</b>					
Two-Bedroom Chalet x 2		170,000				
Planning & Consultation		7,000				
Repayment of Loan (5 Years)			20,600	20,600	20,600	20,600
Park Bays Extension			50,000			
Upgrade of Ablution Facilities				50,000		
Development of Camp Kitchen					30,000	

***Visitors Servicing***

Economic Management Group – Crs Barrett–Lennard, Clydesdale–Gebert and Hawkins

Manager Economic Development – Rebecca McCall

***Priority – High***

**Strategic Objective:**

*To provide a centralised location for the delivery of visitor servicing.*

At present Moora lacks a centralised location for the delivery of visitor servicing. With the continued growth of the tourism industry it is essential that Moora provides the services required to attract and retain the visitor, taking full advantage of potential economic gain created by the tourism dollar spent locally.

Appropriate accommodation for the visitors centre is currently being sought with the intention of having a fully operational service.

**Past Activities:**

- Development of tourism brochures & maps 2007
- Installation of dump point in 2007
- Upgrading of Tourist Information Bay 2007
- Development of RV Short Stay Parking in 2008

**Proposed Activities**

	TOTAL	2008/ 09	2009/ 10	2010/ 11	2011/ 12	2012/ 13
<b>Income</b>	<b>30,000</b>					
Shire of Moora		10,000				
Funding (State & Federal)		20,000				
<b>Expenditure/Milestones</b>	<b>30,000</b>					
Refurbishment Costs		10,000				
Signage		2,000				
Displays Equipment		15,000				
Administration, Membership & IT		3,000				

## **Organisation**

Organisation covers: elected members, staff, volunteers, external reporting, value for money, direction, policies and procedures, communication, continual improvement, leadership, governance, legislative compliance, regulatory role (eg: Health and Building), occupational health and safety, customer service, public relations, budgets, grants, planning, finance, administration, decision making, lobbying, policy and decision implementation.

## **Goals and Strategies**

*Goal: Effectively manage and support people, finance and compliance.*

**Strategy One: Ensure adequate resources are available:**

- Ensure appropriate staffing to achieve outcomes sought
- Investigation of resources required
- Source resources identified as deficient

**Strategy Two: Provide support and guidance to staff and elected members:**

- Provide training and retraining
- Encourage leadership and direction setting
- Encourage personal development

**Strategy Three: Effectively Plan:**

- Plan for the future
- Develop budgets
- Provide ongoing status reports
- Regular management meetings

**Strategy Four: Provide a financial framework to control costs, be accountable and transparent:**

- Budgeting
- Reporting
- Financial systems
- Policies
- Auditing

**Strategy Five: Grow revenue:**

- Increase and diversify income streams
- Identify opportunities in each organisational section and portfolio

**Strategy Six: Ensure compliance through adequate policies and procedures:**

- Understand and meet legislative requirements
- Maintain a current Policy Manual
- Implement Council decisions
- Reporting and auditing to support compliance

**Strategy Seven: Evaluate performance and reward appropriate behaviours and outcomes:**

- Align elected members and managers to key areas
- Review staff performance
- Review elected member performance
- Reward behaviours and outcomes that make a difference
- Set goals and prioritise
- Celebrate greatness through personal development
- Promote achievements to the community
- Complete all targets

**Strategic Projects**

Given the nature of this key result area no strategic projects have been identified, “organisation” refers to other activities that are more of an operational nature.