



Department of Regional  
Development and Lands



ROYALTIES  
FOR REGIONS

# Morawa SuperTown

## Growth and Implementation Plan



A SuperTown Project  
28 November 2012



Department of Regional  
Development and Lands



ROYALTIES  
FOR REGIONS

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## FOREWARD

Morawa is entering an exciting and prosperous phase, with our resident population expanding more than 17% in the past five years. With a tradition firmly steeped in agriculture, and a range of new emerging sectors we have a lot to offer our residents and region.

With Morawa's population growth set to expand rapidly over the next 20 years, Morawa has been identified as a SuperTown and the Growth and Implementation Plan has been developed to offer more opportunities for people who choose to live in Morawa, the Shire and the region.

The Shire of Morawa, Mid West Development Commission and Western Australian Planning Commission have endorsed the Morawa SuperTown Growth and Implementation Plan, paving the way for an exciting and bright future.

This plan provides an invaluable framework to steer our community towards achieving future prosperity over the next 30 to 40 years, reflecting the community's future visions and aspirations.

The plan is the culmination of a lot of hard work by the community, local and regional stakeholders, the Shire of Morawa and a supporting team of expert consultants.

A range of opportunities have been identified to accommodate growth beyond double the current population and retain families, attract new population growth and support future investment. The plan identifies a range of key drivers to accommodate this, including:

- » An economic development strategy for the North-Midlands subregion;
- » An attractive and revitalised Town Centre;
- » Greater housing diversity, with a focus on quality housing for families, key workers, aged persons and students;
- » New job opportunities within the agricultural, mining, health, education and service industries;
- » Improved infrastructure, such as power, water and telecommunications;
- » Improved and diversified education and training services;
- » Improved health, palliative and aged care services for the North Midlands region;
- » New land supply, particularly residential and industrial land;
- » Improved regional road access between towns; and
- » Refurbished community and recreational facilities.

The Plan also outlines ways that other towns in the region are poised to benefit from an increase of services and amenities. Morawa will play a vital part of a network of towns that sees mutually beneficial services spread across surrounding areas of Perenjori, Three Springs, Mingenew, Mullewa, Carnamah, Coorow and Yalgoo.

This report highlights the importance of a strong and committed partnership approach between the surrounding communities, for these benefits to be harnessed.

The Shire of Morawa looks forward to the Growth and Implementation Plan assisting Morawa and the region to develop into an innovative and successful community.



**Cr Karen Chappel**

Shire President, Shire of Morawa

## PREMIER AND MINISTER GRYLLS' MESSAGE

Morawa is entering an exciting growth phase. As one of a network of nine SuperTowns, it has been identified to play a key role in the future development of regional Western Australia.

The State's population is set to double over the next 40 years to almost 4.5 million people. We want to ensure regional areas can accommodate some of this population growth to ease pressure on metropolitan Perth and create strong, vibrant regional communities.

The Regional Centres Development Plan (SuperTowns) is a Royalties for Regions initiative aimed at encouraging regional communities in the southern half of Western Australia to plan and prepare for growth.

Through Royalties for Regions, 25 per cent of the State's mining and onshore petroleum royalties is being returned to regional areas each year as an additional investment in projects, infrastructure and community services to build regional communities. Royalties for Regions has delivered more than 3,000 projects and programs since the program commenced in late 2008.

As part of this broader focus on regional development, SuperTowns aims to help communities become more desirable places to live, work and invest. The program encourages towns to build on their unique character and economic drivers to support the development of industry, services and infrastructure.

Nine towns – Boddington, Collie, Esperance, Jurien Bay, Katanning, Manjimup, Margaret River, Morawa and Northam – were identified as strategically located towns with the potential for significant growth. Each SuperTown was required to prepare a Growth Plan, which now sets out a shared vision and a format around which all sectors and levels of government can work together to support and prepare for growth.

Growth Plans reflect the extensive work undertaken by key SuperTown partners including the Shire of Morawa, Mid West Development Commission and state agencies, in consultation with local and neighbouring communities. The Growth Plan is vital in identifying the needs of the community and addressing current barriers to growth.

The completion of the SuperTowns Growth Plans marks a key milestone for regional development in WA.

I encourage businesses, families and individuals to take advantage of the opportunities SuperTowns offer and look forward to a bright future of growth for Morawa.



Hon Colin Barnett MLA  
Premier



Hon Brendon Grylls MLA  
Minister for Regional Development; Lands



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# FUTURE MORAWA

*'...Morawa's Main Street is alive with activity on this Saturday afternoon. Friendly locals gather around the shaded plaza as it provides a welcoming meeting place to gather and discuss the up and coming harvest. Across the street, a local miner enjoys a coffee with his young family at the nearby café. He over hears the joy expressed by some passing tourists, commenting on the vibrant and attractive character of the town and how they intend to stay a couple of nights on their way back through.'*

*Sporting rivals from nearby towns have gathered at Morawa's recreation centre, to compete in a game of Aussie Rules. The talk between the teams is competitive but they plan to have a drink together at the local hotel afterwards.*

*Across town, students are walking from their accommodation through the boulevard lined Prater Street towards the Industry Training Centre to participate in a hands on training. They talk excitedly amongst themselves, as they have heard of new job opportunities opening up at the local mine...*

*Another family, who recently migrated to Morawa, arrive back from a spring wildflower walk, marvelling at the beauty of the countryside. They smile amongst themselves as the sun sets on Morawa, it is evident from the vibrant community interaction, that the prospects for Morawa are good...'*





## EXECUTIVE SUMMARY

### MORAWA NOW

Morawa is a proud and inclusive community that is founded on agricultural farming which forms the backbone of its economy. Morawa is now entering an exciting phase with iron ore mining emerging as a driving industry in the region. Two significant mining projects located in proximity to Morawa are Koolanooka (production phase) and Karara (completing construction phase).

In addition to agriculture and mining, Morawa has a strong education and training base. The Morawa Education and Industry Training Alliance (MEITA) was formed in 2004 (then Morawa Education Alliance) and includes a partnership between the WA College of Agriculture, Morawa District High School, Shire of Morawa, Durack Institute and other key stakeholders in the region. MEITA seeks to position Morawa as a preferred destination for both staff and students.

MEITA has championed projects such as obtaining funding for a new Trade Training Centre, to be constructed adjacent to the WA College of Agriculture facility and continues to seek new programmes for the WA College of Agriculture and Morawa District High School.

With this leadership already in place, Morawa seeks to become the recognised 'Centre of Excellence' for education, training and innovation of the North Midlands region.

Morawa's economy has seen significant growth in the areas of education, health services and government administration in recent times. This reflects the increasing level of services offered by Morawa and relates to Morawa's role as a sub regional centre for the North Midlands sub region. Morawa is an emerging economic hub with a recent construction of business units and influx of a range of new businesses supporting the agricultural and mining sectors.

Approximately 880 people live within the townsite of Morawa and this number is likely to increase in the short term to accommodate the current construction projects associated with the mining industry.

Morawa's infrastructure is nearing capacity and will need to be addressed in order to accommodate growth beyond double the current population. Within the region there are issues with reliability of power supply and there are regular brown outs and black outs due to the condition and age of the existing infrastructure and as a result of Morawa being located on the edge of the power grid.

Town water supply is at 50% capacity and Morawa accounts for over half of the demand from the Arrowsmith Scheme, which is currently at about 80% of its annual abstraction Licence. The Water Corporation currently does not have any major upgrade works planned for this scheme.

Other key issues currently faced by Morawa and the region include:

- » Housing quality and availability. Identified need for the following forms of housing:
  - Key worker accommodation;
  - Aged care housing;
  - Additional student accommodation;
  - Tourist accommodation;
- » Access to health services;
- » Retention of population due to lack of services and amenity.

These issues will need to be addressed in order to retain families, attract new population growth and support growth and investment in the town.

The Morawa community is a robust and proactive community, with strong leadership and community connectedness traits throughout. These traits will be important in establishing and leading a strong and robust governance structure to ensure that those infrastructure, service and amenity gaps are addressed and projects are championed into the future.



## PROJECT METHODOLOGY AND APPROACH

The Morawa SuperTown Growth Plan (Growth Plan) provides an overall framework for the future growth of Morawa over the next 30 to 40 years. It aims to align the State Governments strategic interest in addressing predicted population growth and the aspirations of the local and surrounding communities striving towards achieving future prosperity.

The Growth Plan builds upon the existing planning framework and explores current situations, drivers and pressures. Based on this analysis and through the consultation approach, an overarching vision, aspirational goals and objectives were developed.

The aspirational goals and objectives form the basis for a Sustainability and Implementation Framework that has been used to assess and prioritise the importance of strategies and projects identified as part of the Growth Plan. These strategies and projects are therefore intrinsically linked to the vision, aspirational goals and objectives of the community and aim to facilitate action and attract necessary investment

The Growth Plan is implementation-oriented and aims to facilitate action and attract necessary investment.

A summary of the methodology used to construct this Growth Plan is provided below:

1. Review of existing strategic planning documents;
2. Facilitation of a high-level visioning process to develop and validate project vision and aspirational goals;
3. Ongoing project alignment with Sustainability Framework;
4. Analysis of current situations, planning drivers and pressures;
5. Development of principles to guide the development of growth plan scenarios;
6. Preparation of preliminary growth plan scenarios and town centre ideas for community and stakeholder consideration and testing;

7. Further refinement of preferred Growth Plan scenario based on consultative feedback received;
8. Preparation of an Implementation Plan (key short, medium and long term strategies and actions);
9. Preparation of Growth Plan indicators to monitor progress and success of key strategies and projects;
10. Advertisement of Growth Plan and Town Centre Plan to seek broad community and stakeholder comment, support and involvement.

This Growth and Implementation Plan is a “living” document that is intended to be reviewed and updated regularly. The document includes a comprehensive list of strategies and projects and identifies a staging approach to delivery of these. It is intended that ongoing progress relating to project delivery and population milestones be monitored and compared against a set of indicators to evaluate the rate of success and achievement of milestones.

This evaluation will then provide direction with respect to the ongoing review and updating of this document.

## MORAWA AS A FUTURE SUPERTOWN

### AN OVERVIEW

With population growth set to more than double in Western Australia over the next 30 to 40 years, the State Government through the Royalties for Regions initiative has established the SuperTowns Program, which encourages regional communities to accelerate planning to ensure they are well positioned to harness the plentiful opportunities afforded by imminent population growth.

#### **The SuperTowns vision is:**

***“To have balanced, well connected regional communities, with lifestyle options and access to services – SuperTowns will have affordable, quality housing and a growing and diverse range of job opportunities. They will offer more choices for people living in regional areas and an attractive alternative to living in the metropolitan area”.***

Morawa was selected as one of the nine inaugural SuperTowns within the southern portion of Western Australia to participate in the program. The SuperTowns program aims to assist strategically located regional communities achieve the capacity, vibrancy and economic basis required to increase the attractiveness of the place now and into the future.

### MORAWA - A PARTNER IN THE REGION

As a SuperTown, Morawa has the opportunity to increase its amenity and services that will not only benefit the Morawa community, but will also benefit surrounding towns in the region. Morawa will play a vital role in being part of a network of towns that benefits from not only strengthening Morawa, but sees mutually beneficial services across the towns of Perenjori, Three Springs, Mingenew, Mullewa, Carnamah, Corooow and Yalgoo.

Morawa will continue to develop the range and quality of its education and training services and will develop into a Centre of Excellence associated with education, training and employment. The Shire has recently obtained funding to construct a Trade Training Centre that will provide trade training facilities for students from the Meekatharra District High School, Morawa District High School and Mount Magnet District High School. The Morawa Regional Trade Training Centre will include a mobile training unit and also the provision of equipment across three towns.

Also important to the region will be the establishment of an Industry Training Centre in Morawa, to provide hands on training relating to trades associated with the mining industry. This project is an important project to the mining operators in the region, as it will provide improved access to skilled labour.

A strategic and regional approach to the provision of health and aged care services in particular is required, to identify opportunities to establish complimentary services between towns to maximise access to a range of health and palliative care services for the North-Midlands communities.

## COMMUNITY AND STAKEHOLDER ENGAGEMENT

A Stakeholder and Community Consultation Plan was prepared in the early phases of the project to underpin development of the Growth Plan and ensure local aspirations and priorities were understood and reflected.

A number of methods for consultation and engagement were undertaken. In summary, the SuperTown Growth Plan has been supported by the following proactive communications and engagement mechanisms:

- » Door-knocked every Morawa townsite household
- » Project flyers and information boards
- » Regular information updates on the Shire of Morawa Website
- » Newspaper articles / advertisements
- » Community and Key Stakeholder Surveys
- » Community Visioning Workshop
- » Regular staged meetings and workshops with the Growth Planning Team and Community Reference Group
- » Project updates and monthly reports
- » Individual meetings with key stakeholders
- » Community Information Forum
- » Town Centre Design Workshop

The Community Visioning Workshop was a critical part of the consultation process and was used to establish the key issues and parameters on which to build the Growth Plan. The following is a list of key themes (in no particular order) that emerged during the visioning process:

- » Vibrant main street
- » Traffic management
- » Industry diversification (agriculture, mining, supporting trades, tourism, health, education)
- » Complementary relationships with adjacent towns
- » Housing and accommodation affordability and choice
- » A collaborative community with a strong sense of volunteerism
- » Population attraction and retention
- » Adequate facilities and services (health, aged care, education)
- » Social infrastructure (sport and recreation, cafes, restaurants, entertainment)
- » Protection and rehabilitated of existing natural environment
- » Technological advancement

Given the condensed project timeframe, the Growth and Implementation Plan also looks beyond this stage and recommends a strategy for ongoing communication and consultation.

## A VISION FOR MORAWA

### MORAWA IS 'BREAKING NEW GROUND'

Our vision is for Morawa to become the future regional centre of the North Midlands, the primary industry hub of the mid-west and a **centre of excellence in research, education and training**.

It will be recognised as a welcoming, safe and attractive town with resourceful and colourful personalities. As a **proud and inclusive** community, our people will remain faithful to the rural values and lifestyle whilst embracing Morawa's rewarding career prospects and exceptional **health** and social facilities and quality, affordable housing.

Morawa will entice our youth to building futures in the town, for our elderly to age in place, and encourage city dwellers and transient workers to contemplate Morawa as a future home for their families.

Morawa's re-energised town centre and inviting mainstreet will signal a return to the golden days with commercial and retail businesses run by locals, and community organisations operating alongside government agencies supporting the health and well-being of the region.

Our heritage buildings will come to life through contemporary social and cultural festivities year round. Careful management will ensure Morawa's **well utilised recreational facilities** remain the lifeblood of the community, complemented by a network of natural open spaces for people all ages to enjoy.

**Sustained by the town's agricultural, mining and energy industries** as well as the diverse education and training opportunities; **Morawa's economy will remain strong**. Our people will be employed by spirited, **ground breaking** and progressive businesses, whilst new partnerships will attract investment and enhance Morawa's growth.

As the innovation hub of the North Midlands, Morawa will also service, and be serviced by, a network of self-supporting satellite communities. An efficient bus network and quality roads will be used by students, workers, elderly, tourist, farmers, miners and other residents between Morawa and the surrounding towns.

**Strong and committed partnerships** with our neighbouring towns, coupled with friendly 'country town rivalries' will bind us with our neighbours and position the North Midlands district as a strategic and formidable West Australian region.

## WHAT MORAWA NEEDS TO BECOME A SUPERTOWN TO SERVE THE REGION

In order for Morawa to increase its population to absorb some of Western Australia's anticipated population growth and also to maximise the role and range of services Morawa offers to region, Morawa will need to focus on the following key areas:

- » An Economic Development Strategy for the North-Midlands sub region to identify strategies to deliver additional jobs, economic growth and prosperity to the region.
- » An attractive and vibrant revitalised Town Centre, which provides new opportunities for community interaction and an increased level of retail and commercial services.
- » New job opportunities, building upon agriculture and the emerging mining industry, but also focussing on education, health and service employment opportunities.
- » Greater housing diversity that meets the needs of a broader demographic profile with a focus on providing quality accommodation for families, key workers, aged persons and students.
- » Improved infrastructure, particularly power, water and telecommunications, to allow the town to grow and provide essential services to a standard that meets the expectations of current and future residents and business.
- » Improved and diversified education and training services. Education and training will need to be competitive throughout the region to attract and retain families of students to live in the region.
- » Improved health, palliative and aged care services for the North Midlands region.
- » New land supply, particularly residential and industrial land, to support growth of the town.
- » Improved regional road access between towns.
- » Refurbished community and recreation facilities with a focus also on establishing sporting programmes and events between towns.

## THE MORAWA SPATIAL GROWTH PLAN

Three spatial growth scenarios were developed in order to explore a range of different opportunities to accommodate growth within Morawa. Of the three scenarios developed, the 'Compact and Diverse' scenario emerged as the preferred option to accommodate growth. Key characteristics of the 'Compact and Diverse' model are:

- » Growth is contained within the existing town site boundary. Existing vacant land and Crown land will be utilised to accommodate the initial stages of growth.
- » Residential housing product is diversified, including more compact forms of dwellings.
- » Retention of the remnant bushland within the townsite boundary, where possible.
- » Reuse wastewater to introduce amenity by 'greening' the golf course and through street tree planting to encourage private investment and redevelopment.
- » Encourage intensity and activity within the town centre to develop it as the retail and civic heart of the town.
- » Consolidate industrial activity, with industrial growth accommodated at the northern end of town.

The spatial Growth Plan builds upon the preferred growth scenario and identifies the key spatial projects that are required to meet the project vision, aspirational goals and objectives.

## A TOWN CENTRE PLAN

The Town Centre Plan provides a starting point to revitalise and activate the town centre of Morawa. The core elements of the plan include:

- » A civic plaza, which will be designed as a multifunctional space, to accommodate community events.
- » An east-west pedestrian access across the freight rail line to link the eastern side of town with the services located within the town centre.
- » A new freight access road parallel to Winfield Street (Main Street), which will remove on road freight traffic from Winfield Street.
- » Streetscaping works to Winfield Street and Prater Street, linking the town centre with the civic quarter and education precinct.
- » Façade enhancement scheme to beautify Main Street.
- » Introduce opportunities for alfresco dining.
- » Introduce the ability to have residential units above the retail / commercial tenancies.
- » Encourage more compact forms of housing, including Live / Work development on Solomon Street.



### MORAWA: A FUTURE DIRECTION

Morawa has reached a pivotal moment in its history, with increased population and economic growth combined with public and private investment on the horizon. Morawa will continue to invest in and be supported by its healthy agricultural industry, however a number of key iron ore projects are currently under construction and will be entering into operation phase in the near future.

Morawa is well positioned to meet the mining industries operational needs as well as offering high quality housing and town amenity to provide an attractive offer for miners seeking a better lifestyle, whether it is reduced travel time, a relaxed rural lifestyle or the ability to spend more time with their families.

Services such as the existing Morawa pharmacy, which is utilised and sustained by the local mining companies, could be extended to equipment hire, catering, professional and other services to provide real cost benefits to these companies while at the same time mobilising the local economy. The Shire of Morawa has identified new business incubator units and light industrial lots to accommodate a growing service industry to support mining, agriculture and the regional community.

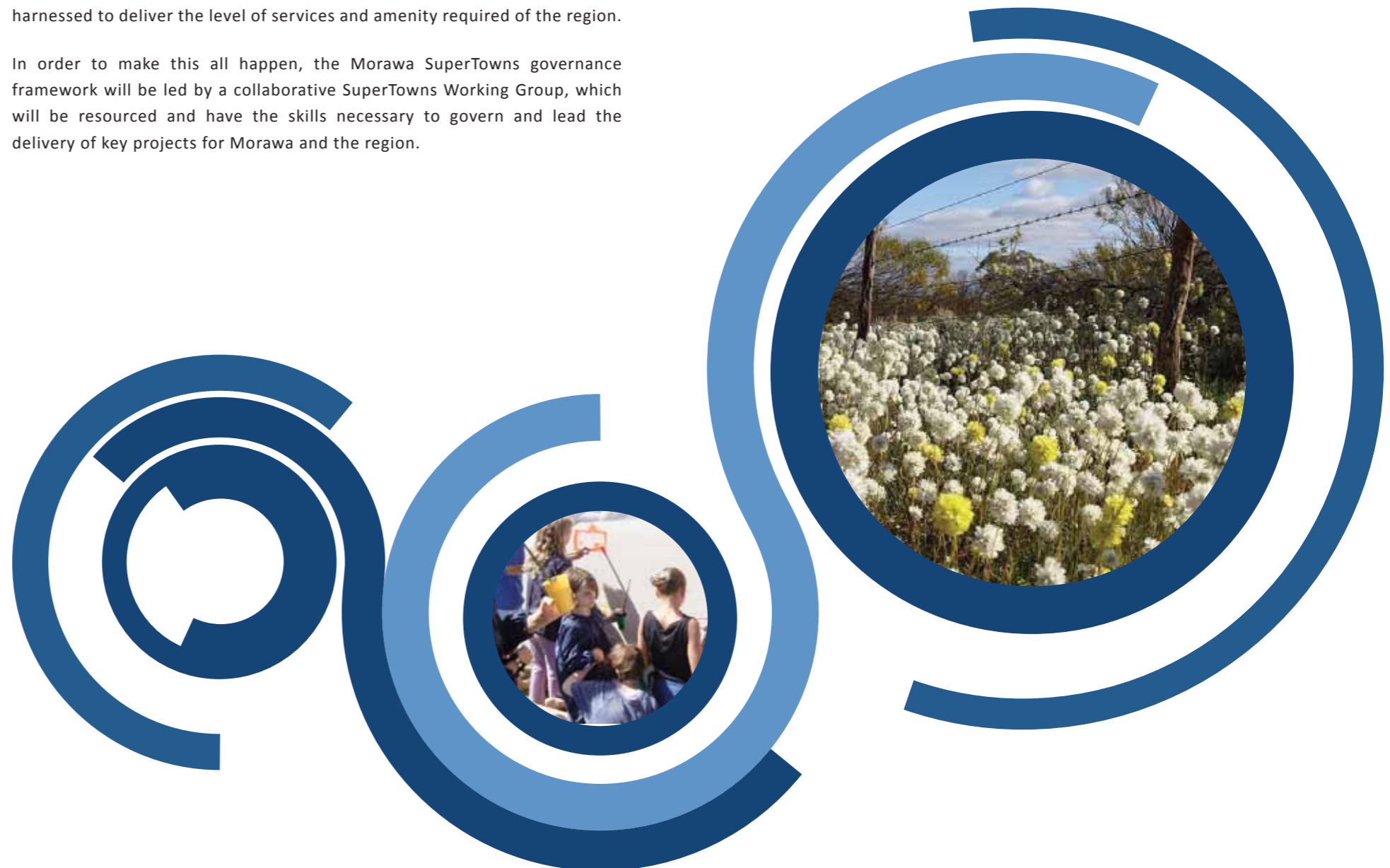
Morawa will also develop into a recognised 'Centre of Excellence' for education, training and innovation, providing Trade Training courses associated with the WA College of Agriculture as well as establishing an Industry Training Centre to provide training opportunities for young people seeking a career in the mining industry.

The Morawa District High School will continue to develop its curriculum, and will provide competitive schooling within the region, which will assist in attracting and retaining young families in town. The Morawa Education and Industry Training Alliance will continue to play an important role in governing education and training projects for the region.

Morawa, having being selected as a SuperTown for the North Midlands sub region, will play an important role in leadership and service delivery for the region well into the future. The communities of the North Midlands sub region have the opportunity to partner together to develop and cohesive and integrated governance framework to build upon the clear vision offered by this Growth and Implementation Plan and to continue to progress key projects and capitalise on the significant opportunities that the region offers.

The key message arising from this Growth and Implementation Plan is that the North Midlands region has a significant opportunity to increase the level of services, infrastructure and social amenity now, and it is only through a strong and committed partnership approach between the communities, government, industry and stakeholders, that this opportunity can be harnessed to deliver the level of services and amenity required of the region.

In order to make this all happen, the Morawa SuperTowns governance framework will be led by a collaborative SuperTowns Working Group, which will be resourced and have the skills necessary to govern and lead the delivery of key projects for Morawa and the region.





## 1. INTRODUCTION

### 1.1 FUTURE SUPERTOWN – OVERVIEW

With population growth set to more than double in Western Australia over the next 30 to 40 years, the Government through the Royalties for Regions initiative has established the Regional Centres Development Plan (SuperTowns) Program, which encourages regional communities to accelerate planning progresses to ensure they are well positioned to harness the plentiful opportunities afforded by imminent population growth.

#### The SuperTowns vision is:

**“To have balanced, well connected regional communities, with lifestyle options and access to services – SuperTowns will have affordable, quality housing and a growing and diverse range of job opportunities. They will offer more choices for people living in regional areas and an attractive alternative to living in the metropolitan area”.**

Morawa was selected as one of the nine inaugural SuperTowns within the southern portion of Western Australia to participate in the program. The SuperTowns program aims to assist strategically located regional communities achieve the capacity, vibrancy and economic basis required to increase the attractiveness of the place now and into the future.

Morawa with its supportive community and strong resources sector has the ability to play a pivotal role in decentralising forecasted population growth and support the position of the North Midlands district as a strategic and formidable West Australian region.

**“Morawa is a good mix of great opportunities in an ideal location, great for work and education.”** Mr Peter Main:  
Director Mine Trades Maintenance

This SuperTowns Growth Plan builds upon the unique character and economic drivers of Morawa and puts in place a Feasible Implementation Plan that supports the initiation of transformational projects for Morawa. This Growth Plan provides a blueprint for achieving a sustainable future for Morawa and enables Morawa to continue ‘Breaking New Ground’.

### 1.2 PROJECT METHODOLOGY

The Morawa SuperTown Growth Plan (Growth Plan) provides an overall framework for the future growth of Morawa over the next 30 to 40 years. It aims to align the State Governments strategic interest in addressing predicted population growth and the aspirations of the local and surrounding communities striving towards achieving future prosperity.

The Growth Plan builds upon the existing planning framework and explores current situations, drivers and pressures. An overarching vision, aspirational goals and project objectives are formed and underpin the Growth Plan.

The Growth Plan is implementation-oriented and specifies key strategies and projects that are intrinsically linked to the vision, goals and objectives of the community and aims to facilitate action and attract necessary investment. Drivers, indicative costings, timeframes and funding sources are associated with each of the proposed strategies and projects to ensure delivery can be coordinated and monitored.

The preparation of the Morawa Growth Plan forms the first of a number of stages associated with the SuperTowns program. The Growth Plan forms the basis for the preparation of Business Cases to seek funding for key transformational projects that will allow Morawa to kick start it’s future.

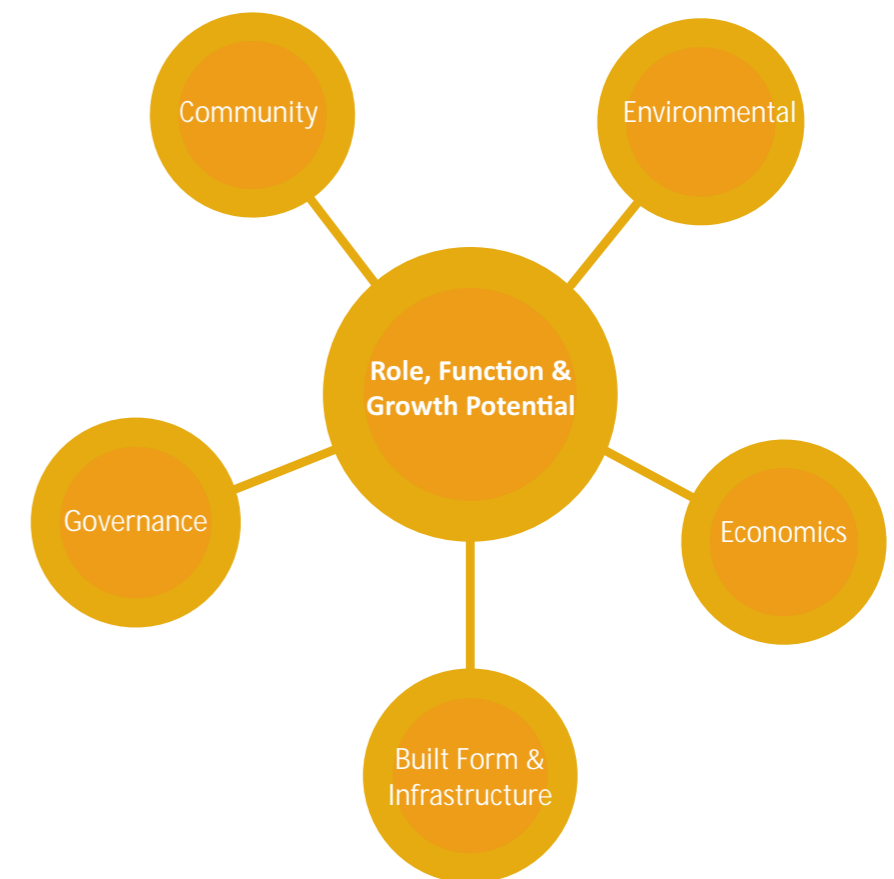
The Growth Plan, as a broad strategic and implementation framework, represents a living document that can be updated and adapted to appropriately respond to ongoing change. Importantly, whilst the Growth Plan focuses on the Morawa town site, it acknowledges and addresses the importance of key regional, sub-regional and town synergies to ensure benefits are generated for the region as a whole.

### 1.3 SUSTAINABILITY FRAMEWORK

A sustainability framework was developed during the initial stages of the project to ensure sustainable outcomes were appropriately reflected in the spatial Growth Plan, Town Centre Plan and Implementation Plan.

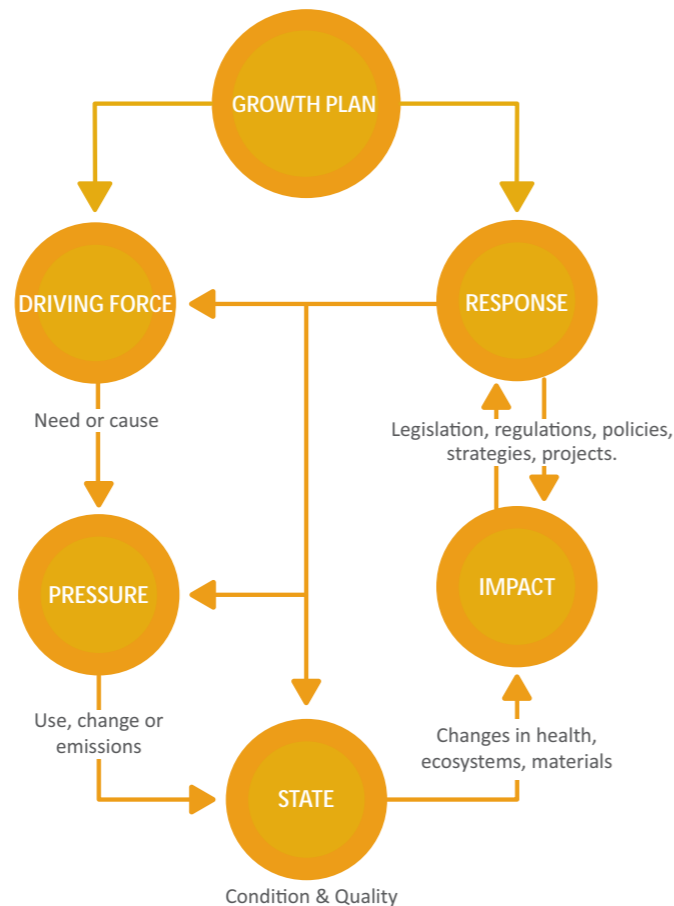
Sustainability is defined in Western Australia as meeting the needs of current and future generations through an integration of environmental protection, social advancement and economic prosperity (Government of Western Australia 2003). Broadly, this definition of sustainability reflects an aspiration and a process to achieve real outcomes, acting together and providing an integrated approach to issues, to find ‘net benefit’ for the environment, community and economy. In line with considering the growth of a town, the State Sustainability Strategy (2003) provides a vision for its settlements, being “Western Australia’s settlements are among the most attractive places to live in the world, constantly becoming more innovative and efficient in their management of resources and wastes, while at the same time protecting liveability, cultural heritage and a ‘sense of place’”. The development of the Growth Plan for Morawa has considered these definitions in the development of its own vision and aspirational goals for the five identified elements of community, environment, economy, built form and infrastructure and civic leadership and governance. Refer to Figure 1.

In order to develop the Growth Plan, an analysis of Morawa was undertaken using the Driving Force-Pressure-State-Impact-Response (DPSIR) Framework. This framework provided a mechanism in which to consider the links between the various environmental, community and economic factors, which are currently present and impact on Morawa, but also those, that may result from the future development of Morawa.



**FIGURE 1 - SUSTAINABILITY FRAMEWORK - INTER-RELATED FACTORS OF A SUSTAINABLE TOWN**

The framework has been summarised in Figure 2, with the components of this framework outlined below:



**FIGURE 2 - SUMMARY OF THE DPSIR FRAMEWORK**  
(ADAPTED FROM KRISTENSEN 2004)

**Driving forces** – is described as a need, generally social or economic, and can be individual or at the macro-scale and may relate to particular industries or activities.

**Pressure** – describes the potential impacts from the driving force on the factors, generally through production and/or consumption. These are generally described as:

- i) excessive use of a resources,
- ii) changes in land use or
- iii) emissions (of chemicals, waste, radiation, noise, etc.) to air, water and soil.

**State** – describes the potential condition of the factor resulting from the pressure.

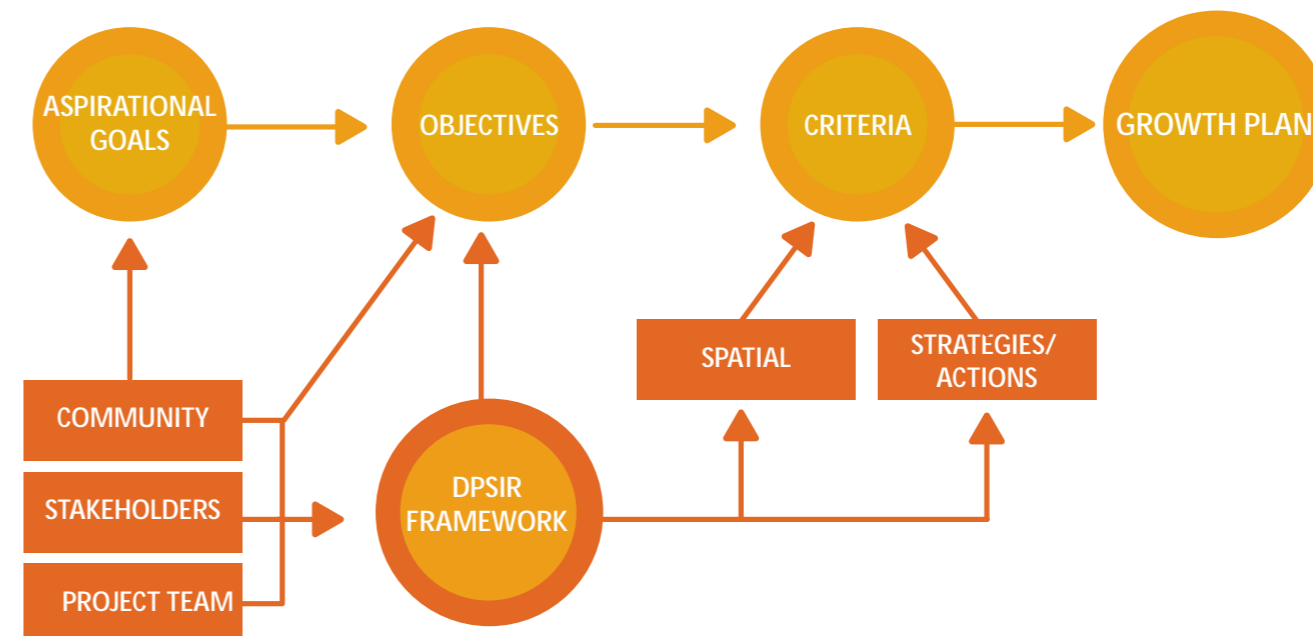
**Impacts** – how may the changes in the factor impact on the ecological, social, cultural, political and economic processes?

**Response** – the measures that need to be undertaken/implemented in order to manage the factor or the impact on the factor, in accordance with legislation, regulations, policy or best practice management.

Further, as a part of the development of the Growth Plan, a sustainability assessment framework was also developed to assess the various aspects of the Growth Plan against the aspirational goals. The aspirational goals were developed by the community, stakeholder group and project team to reflect the long-term ambitions of Morawa. A set of objectives was then developed for each of the aspirational goals, which are based on the knowledge generated through applying the DPSIR framework (outlined above). The sustainability assessment framework included the generation of a set of criteria, based on the objectives, to provide guidance, both spatially and from a strategy, projects and actions perspective, on what is necessary to achieve the objectives. This framework was then used to determine a suitable Growth Plan, based on a number of options. The Growth Plan achieving the highest number of criteria whilst meeting the aspirational goals is presented in this document and is further discussed in Section 4 and 5.

The approach outlined above has been summarised in Figure 3, with a summary of the process outlined below.

**SUSTAINABILITY ASSESSMENT**



**FIGURE 3 - SUMMARY OF THE DPSIR FRAMEWORK** (ADAPTED FROM KRISTENSEN 2004)

Aspirational goals were developed by the community through consultation which reflect the long term vision for Morawa.

Objectives were developed to drive the achievement of the aspirational goals. These objectives were informed by the analysis of each element (community, environment, economy, built form and infrastructure and civic leadership and governance) using the DPSIR framework, in accordance with the SuperTown toolkit. The existing “state” or condition of each was determined with respect to the current drivers and pressures and associated impacts, as well as those drivers and pressures that may result from achievement of the aspirational goals and population targets for Morawa.

Criteria were developed to guide the decision making process on what spatial responses, strategies, projects and actions would be needed to achieve the aspirational goals and an overall ‘net benefit’. The criteria provided a platform from which to evaluate the Growth Plan and its ability to meet the aspirational goals.

Based on the criteria, broad strategies were developed which with the spatial Growth Plan seek to meet the objectives and guide the growth of Morawa. The spatial response and strategies, projects and actions represent the response element of the DPSIR framework and include detail on actions, timeframes and key contributing responsibilities for the Shire of Morawa and supporting partners.



## 1.4 PROJECT APPROACH

The State Government SuperTowns initiative is not dissimilar to the ongoing Pilbara Cities initiative, which provided a useful case study model for the preparation of a Growth Plan for Morawa.

Much like the preparation of revitalisation and growth plans for destinations such as Karratha, Port Hedland and Newman, the SuperTowns project seeks to align State and Local Government strategic visions to develop clear, consolidated plans for the future of towns such as Morawa.

On this basis, the approach to developing the Morawa SuperTown Growth Plan was based on creating a shared future for its community that builds upon and strengthens existing State and Local actions and aspirations and partnerships with key stakeholders. This approach will be implemented through strategically targeted interventions that address current concerns, issues and opportunities.

The following key steps were taken in order to achieve the preparation of the Growth Plan:

1. Review of existing strategic planning documents;
2. Facilitation of a high-level visioning process to develop and validate project vision and aspirational goals;
3. Ongoing project alignment with Sustainability Framework;
4. Analysis of current situations, planning drivers and pressures;
5. Development of principles to guide the development of growth plan scenarios;
6. Preparation of preliminary growth plan scenarios and town centre ideas for community and stakeholder consideration and testing;
7. Further refinement of preferred Growth Plan scenario based on consultative feedback received;
8. Preparation of an Implementation Plan (key short, medium and long term strategies and actions); and
9. Advertisement of Growth Plan and Town Centre Plan to seek broad community and stakeholder comment.

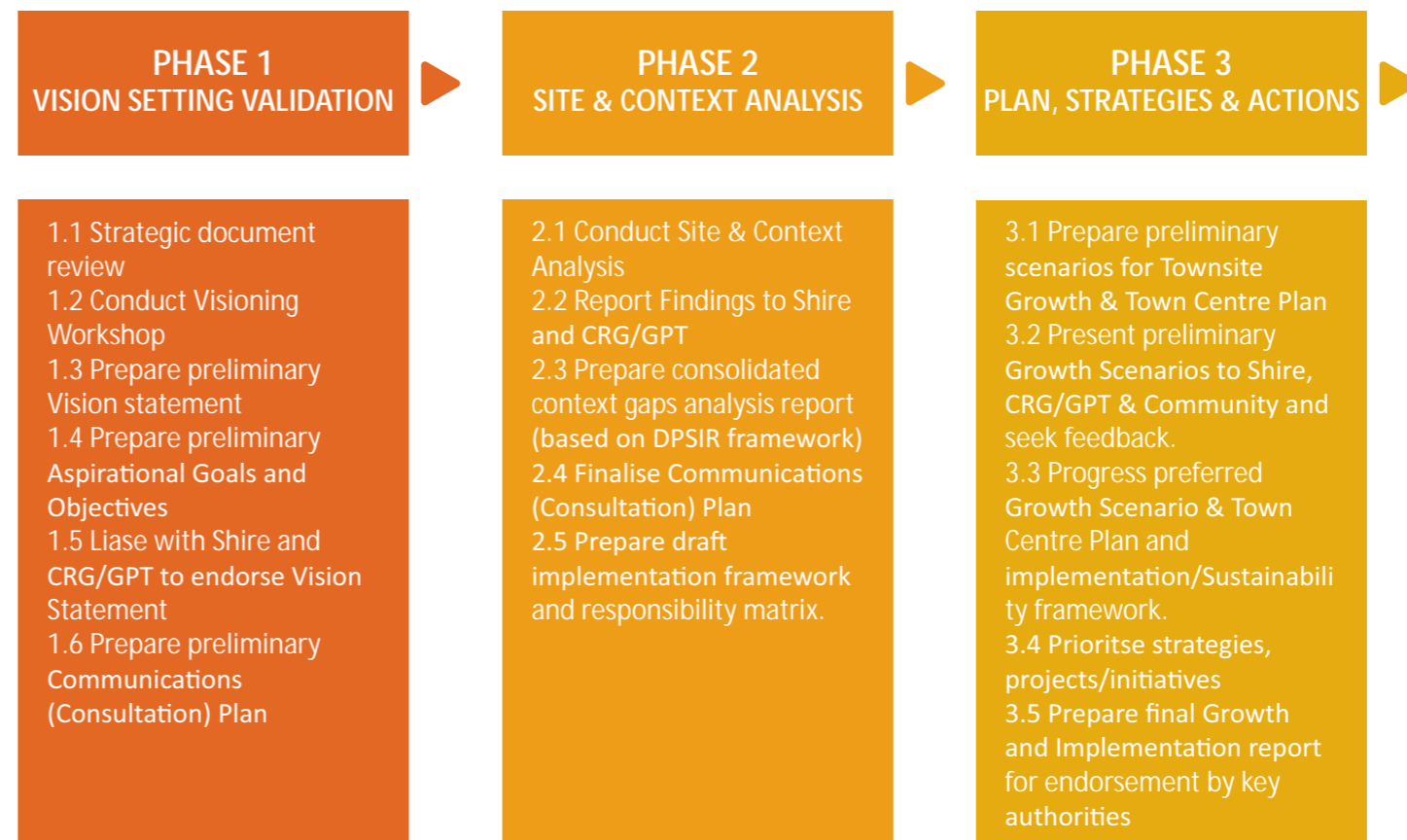


FIGURE 4 - PROJECT APPROACH

## 1.5 CONSULTATION AND ENGAGEMENT

### 1.5.1 CONSULTATION AND ENGAGEMENT APPROACH

A number of consultation and engagement techniques were employed to develop the Morawa SuperTown Growth Plan. The general approach and techniques utilised specifically took into consideration the short timeframe of the project, the time of year the project was conducted as a means to maximise input from the community and key stakeholders through the project process.

Separately, UHY Haines Norton had been contracted by the Shire of Morawa to provide business planning and advisory services and ultimately prepare a Strategic Community Plan in line with the Department of Local Government's Framework and Guidelines for Integrated Planning and Reporting.

Given the interrelated nature of the two projects, instances of community and stakeholder engagement were combined where possible to ensure the alignment of process outcomes and to reduce consultation fatigue.

A Stakeholder and Community Consultation Plan was prepared in the early phases of the project to underpin development of the Growth Plan and ensure local aspirations and priorities were understood and reflected, particularly given the tight timeframes involved and constraints associated with the scheduling of key project milestones in the period leading up to Christmas 2011 and the New Year. A stakeholder and community matrix was prepared, which outlined the method of engagement and the responsible relationship manager for each stakeholder, given the complex nature of the project and the numerous parties involved.

The key objectives of the Plan were to:

- » Secure genuine and representative community input and ensure that local visions and aspirations are taken into consideration and reflected in the local Strategic Community Plan;
- » Create a high level of community awareness and understanding of the SuperTown Growth Plan (and the Strategic Community Plan);
- » Provide opportunities for effective input into the development of the SuperTown Growth Plan and the Growth Plan Scenarios by the community and all key stakeholders;

- » Manage community expectations and effectively address any issues/concerns in a timely and responsive manner; and
- » Provide regular communication and feedback to the community and all key stakeholders and keep the community informed and updated on progress.

In summary, the SuperTown Growth Plan has been supported by the following proactive communications and engagement mechanisms:

ENGAGEMENT MECHANISM	APPROACH
Door-Knocking of Morawa townsite residents	Door knock of every Morawa townsite household to garner as much information and feedback as possible.
Engagement Mechanism	Approach
Project Flyers and Information Boards	Distribution of project Flyers to the community and key stakeholders and erection of Information Boards.
Website	Regularly uploading information updates, channels for feedback, community surveys, publication of various project materials and links to relevant websites (such as the Department of Regional Development and Lands) onto the Shire's website.
Newspaper Articles/Advertisements	Publishing of regular media releases and advertisements in local papers.
Community and Key Stakeholder Surveys	Distribution of Community and Key Stakeholder Surveys during critical project intervals.
Community Visioning Workshop	Community Visioning Workshop to understand visions and aspirations, issues, barriers and opportunities and service priorities.
Meetings and Workshops with Key Groups	Regular staged meetings and workshops (typically associated with key milestones of the project) with the Growth Planning Team and Community Reference Group.
Project Updates and Monthly Reports	Provision of project updates and detailed monthly reports to the community, SuperTown Steering Committee, Shire Councilors, Community Reference Group, Growth Planning Team and Shire staff.
Individual Meetings	Individual meetings with key stakeholders to discuss specific technical matters.
Community Information Forum	Community Information Forum to provide an overview of Preliminary Growth Plan Scenarios and Town Centre ideas and seek feedback from attendees.
Design Workshop	Town Centre Design Workshop with key landowners and business owners.

TABLE 1 - PROACTIVE COMMUNICATIONS AND ENGAGEMENT MECHANISMS

### 1.5.2 STAKEHOLDER AND COMMUNITY CONSULTATION AND ENGAGEMENT

The successful preparation and implementation of the Morawa Growth Plan requires a whole of community and Government approach. As part of the SuperTowns program, the SuperTowns Project Group (Growth Planning Team) (GPT) and Community Reference Group (CRG) were established to guide the preparation of a Growth Plan for Morawa at a local level.

The GPT is lead by the Mid West Development Commission and the Shire of Morawa and includes representatives from Landcorp, Department of Regional Development and Lands, Western Power, Water Corporation, Department of Housing, Department of Planning and other key stakeholders as required. The GPT is responsible for the development and implementation of the SuperTown Growth Implementation Plan.

The CRG is lead by the Shire of Morawa and includes representatives from surrounding local Shire's Karara Mining, Sinosteel Mid West Corporation and Indigenous groups. The CRG is the conduit between the GPT and the broader community and is responsible for encouraging participation in wider community engagement processes. The Figure 5 depicts their position and function in the context of the Local Delivery Framework.

These groups and the following key stakeholder and community groups were engaged at critical stages of the projects development to ensure valuable input was captured:

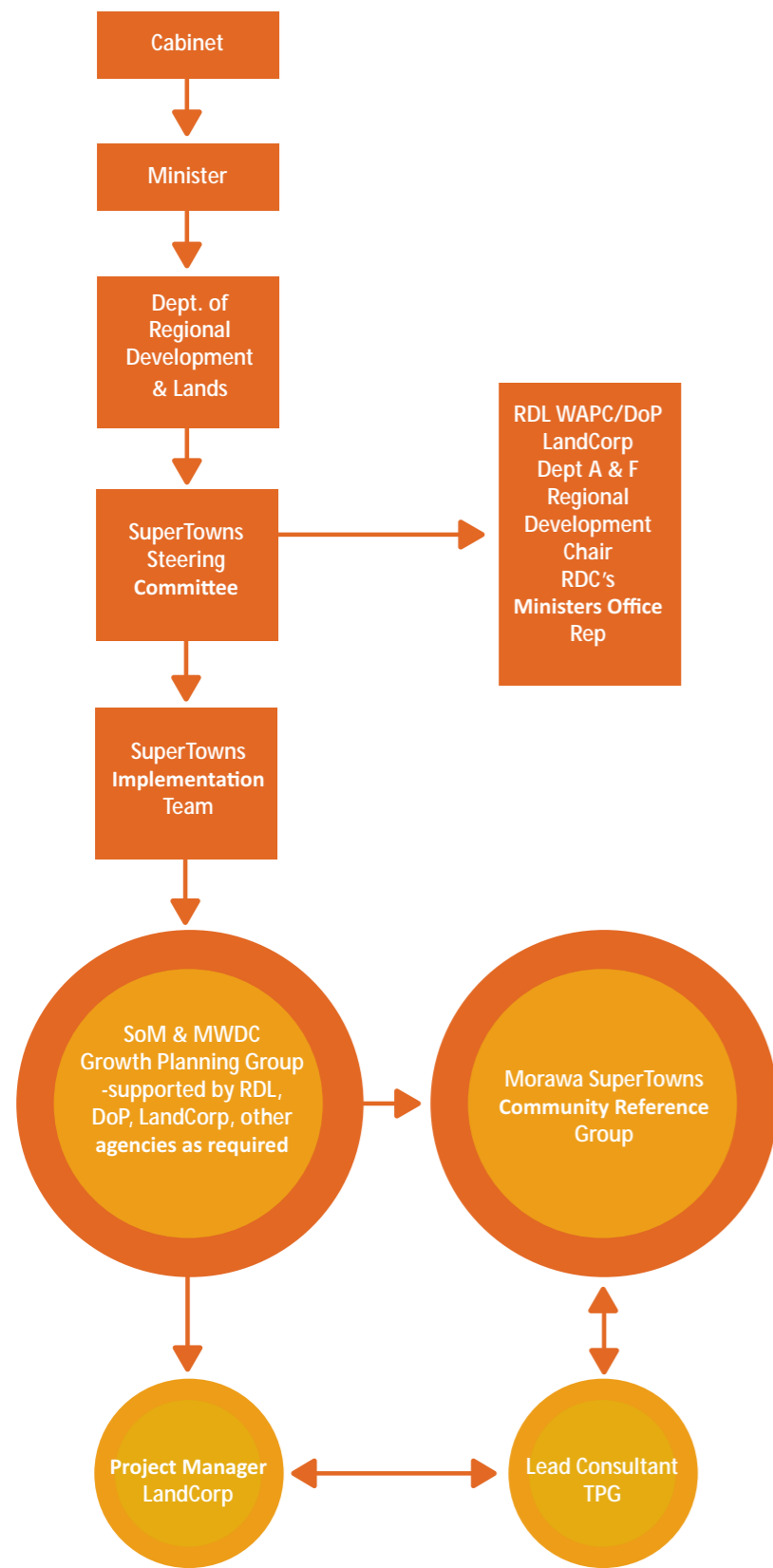


FIGURE 5 - LOCAL DELIVERY FRAMEWORK

- » Local residents and business owners
- » Surrounding town residents and business owners
- » Morawa Tourist Information Centre
- » Local Indigenous Representatives
- » Department of Planning
- » Mid West Development Commission
- » Regional Development Australia Mid West-Gascoyne
- » Department of Indigenous Affairs
- » Virtual Health
- » Department of Environment and Conservation
- » Department of Agriculture and Food
- » Office of the Environmental Protection Authority
- » Mid West Regional Council
- » Western Australian College of Agriculture – Morawa
- » Morawa Education and Industry Training Alliance
- » Water Corporation (Mid West Region)
- » Western Power
- » Department of Sport and Recreation (Mid West Office)
- » Durack Institute of Technology
- » Geraldton Iron Ore Alliance
- » Co-operative Bulk Handling (CBH) Ltd
- » Sinosteel Midwest Corporation
- » Karara Mining Limited
- » Brookfield Rail
- » Main Roads WA – Geraldton
- » National Broadband Network (NBN) Co Ltd
- » Carbon Reduction Ventures Pty Ltd
- » Rural Health West
- » Dampier Bunbury Gas
- » Dampier Bunbury Pipeline

A comprehensive list of groups and individuals consulted can be found in Appendix 1.

1.5.3 KEY CONSULTATION AND ENGAGEMENT OUTCOMES

**“A town on the move!”**

Mr John Pulbrooke OAM: Chairman Morawa Community Resource Centre; Chairman Morawa Historical society; Chairman Midwest Combined Historical Society; Chairman Morawa Road Wise Group; Committee Member, WA College Agricultural Advisory Board and WA Agricultural Education Trust.

To ensure the visions and aspirations of the local community shaped the development of the Growth Plan, the local community and key stakeholders were engaged and consulted as part of the initial stages of the project.

On 26 October 2011, a Community Visioning Workshop was held with the intent of forming a vision for Morawa that would guide the direction of the project and subsequent growth and development in Morawa.

During the workshop, community surveys were distributed and the community was asked to share their values, visions and aspirations for Morawa into the future. The following is a list of key themes (in no particular order) that emerged during the visioning process:

- » Protection and rehabilitated of existing natural environment
- » Vibrant main street
- » Traffic management
- » Industry diversification (agriculture, mining, supporting trades, tourism, health, education)
- » Complementary relationships with adjacent towns
- » Housing and accommodation affordability and choice
- » A collaborative community with a strong sense of volunteerism
- » Population attraction and retention
- » Adequate facilities and services (health, aged care, education)
- » Social infrastructure (sport and recreation, cafes, restaurants, entertainment)
- » Technological advancement





**1.5.4 STRUCTURE OF THIS DOCUMENT**

The Morawa SuperTown Growth Plan has been structured to follow the sustainability framework and the core Community, Environment, Economy, Built Environment/Infrastructure and Governance/Civic Leadership domains. The document is broadly structured as follows:

SECTION	OVERVIEW
Introduction	An overview of the project is presented including the process and methodology for developing the Morawa SuperTown Growth Plan, the development of the sustainability framework, project Vision, Goals and Objectives, the approach to consultation and engagement and the presentation of preliminary growth plan scenarios and town centre ideas, which were used to identify and explore how Morawa may accommodate future growth.
Context Analysis	This section reviews the existing strategic planning framework and role and function of Morawa and adjoining towns. An overview of the current situation, planning drivers and pressures, findings and implications and goals and objectives for each of the five sustainability domains is presented.
Project Vision, Goals and Objectives	The overarching vision, aspirational goals and project objectives are presented based on the outcomes of the context analysis and community and stakeholder consultation and engagement. These are used to frame and guide the development of the Growth Plan and Implementation Plan. Additionally, key town principles are presented that were used to guide the preparation of the spatial Growth and Town Centre Plans.
An Integrated Strategy – Townsite/ Town Centre	This section presents both spatial and non-spatial responses that respond to the objectives and achieve the central goals for each of the five sustainability domains. This section additionally reviews current governance arrangements and the limitations that may pose on the implementation of the SuperTown Growth Plan. From this, a new governance model is proposed that includes public-private partnerships.
Making It Happen – Implementing the Strategy	This section details recommendations in terms of staging, marketing and new governance and includes strategies for implementing the SuperTown Growth Plan.

**TABLE 2 - STRUCTURE OF DOCUMENT**





## 2. CONTEXT AND ANALYSIS

### 2.1 INTRODUCTION

The following provides an overview of the ‘Context and Analysis’ component of the report, which reviews the strategic planning framework, role and function of Morawa and the adjoining towns and provides a profile of the following domains: community, economy, infrastructure and transport, environment, property and built form. The ‘Context and Analysis’ sections in its entirety forms Appendix 2 of this report.

### 2.2 OVERARCHING PLANNING FRAMEWORK

Over the last 10 years the State Government (through its various agencies), the MidWest Development Commission (MWDC) and the Shire of Morawa (the Shire) have developed a growing understanding of Morawa’s context within it’s sub-region and the broader Mid West region. Various plans and strategies have been prepared, with each of these in some way reflecting Morawa’s current aspirations in relation to growth and development.

However, in 2011 the Regional Centres Development Plan (SuperTowns) was established through the State Government’s Royalties for Regions initiative, which seeks to expedite the planning processes of key settlement areas in preparation for population growth across the State. Morawa was amongst nine (9) regional towns identified, warranting the preparation of a Growth and Implementation Plan.

The below Figure 7 illustrates the interrelationship of the various government agencies responsible for the preparation of the various plans and strategies. A summary of the relevant State and Local plans and strategies and their relationship to the Growth and Implementation Plan is detailed in the following section 2.3.

The Figure further demonstrates the role of the Growth and Implementation Plan in creating a shared future for Morawa that builds upon and strengthens existing State and Local actions and aspirations and partnerships with key stakeholders. Morawa’s Governance arrangement is also briefly described further in section 2.5 and detailed in section’s 4 and 5 of this report.

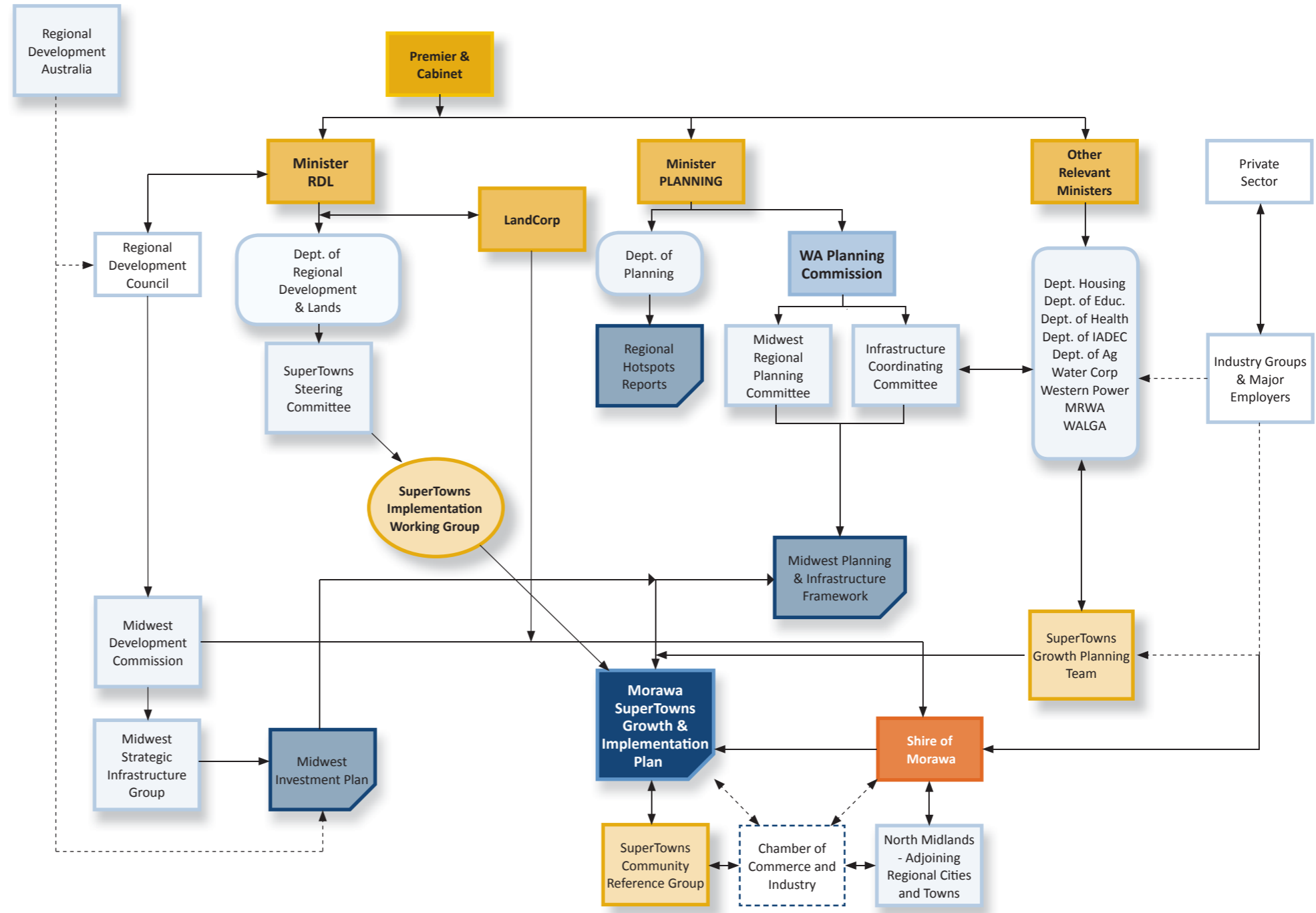


FIGURE 7 - EXISTING GOVERNANCE STRUCTURE AND STRATEGIC DOCUMENTS

## 2.3 STATE AND REGIONAL PLANNING FRAMEWORK

### 2.3.1 DRAFT MIDWEST REGIONAL PLANNING AND INFRASTRUCTURE FRAMEWORK NOVEMBER 2011

The role of the Mid-West Regional Planning and Infrastructure Framework is to provide a regional strategic context for land use planning in the Mid-West region. The Framework will consider future growth and development up to the year 2031.

The Framework will be recognised as a regional strategy under the State Planning Framework (State Planning Policy 1). Future planning may involve the development of sub regional growth strategies for each of the three sub regions.

The draft Framework identifies Morawa as a sub-regional centre in the North Midlands sub region. Sub-regional centres will provide goods and services for their surrounding hinterlands. Sub-regional centres should provide for weekly food shopping, secondary education, equipment/vehicle servicing and minor commercial activities.

All higher level retail, such as discount department stores and bulky goods, and high level serving and commercial activities are likely to remain in the Primary and Major centres.

The document notes that concern has been raised regarding the availability of housing in Morawa, and if left unresolved, could have the potential to constrain the capacity of Morawa to service and benefit from the economic growth anticipated to be generated from nearby resource projects.

The draft Framework identifies 75 projects that are prioritised from being Flagship Priority projects through to Low Priority projects. Those that relate to Morawa are listed below:

PROJECT NO.	DESCRIPTION OF PROJECT
Flagship Priority Projects	
2	New and upgraded rail lines from southern Mid West mines to Geraldton – new railway from Tilley to Karara Hill and upgrade existing rail line Morawa to Mullewa
5	Mid West Energy Project Stage 1 (Southern Section) – 330kV transmission line from Neerabup – Eneabba and a new 330/132kV terminal substation at Three Springs
10	Mid West Regional Water Planning; including: <ul style="list-style-type: none"> <li>• Mid West Regional Water Plan;</li> <li>• Allanooka-Casuarinas Groundwater Drilling Investigation;</li> <li>• Jurien and Arrowsmith groundwater allocation plans; and</li> <li>• Status report on the capacity of the Mid West’s water resources to meet future mining and industrial growth demands</li> </ul>
High Priority Projects	
16	Wubin-Mullewa Road upgrade – widen, seal and improve alignment (section Perenjori to Morawa).
Medium Priority Projects	
47	Indigenous development and tertiary education projects
49	Mid West Social Infrastructure Requirements Study – including undertaking of asset mapping and service industry projections to determine social infrastructure requirements to support major project developments
50	Mid West Future Health Facilities Study

TABLE 3 - PRIORITY PROJECTS

In addition to the above projects, the Framework also identifies a number of studies/strategies to be undertaken for the region. The following studies are relevant to Morawa:

1. North Midlands Sub Regional Growth Management Strategy
2. Social Housing Demand Model
3. Mid West Economic and Employment Strategy
4. Mid West Legacy Policy – Mining Accommodation
5. Mid West Legacy Policy – Workforce
6. Mid West Future Commercial Study
7. Mid West Tourism Requirements
8. Socio-economic Needs Survey

**The Morawa Growth and Implementation Plan seeks to identify strategies to promote Morawa as a Sub-Regional Centre within the North Midlands sub region.**

### 2.3.2 REGIONAL DEVELOPMENT AUSTRALIA MIDWEST GASCOYNE INTERIM REGIONAL PLAN 2010

The Midwest Gascoyne Interim Regional Plan (2010) has been prepared by Regional Development Australia and provides a regional snapshot of infrastructure projects muted for the Midwest and Gascoyne regions.

It notes that the Midwest Gascoyne regions are poised for significant economic development and growth in the order of \$19 billion, largely relating to mining projects.

The document also notes that the Morawa townsite has a labour force of 482 and an unemployment rate of 4.1% (as at March 2010).

**The Morawa Growth and Implementation Plan seeks to capitalise on the economic growth in the region.**

### 2.3.3 MIDWEST: A REGION IN PROFILE 2011

The Midwest: a region in profile (2011) was prepared by the Department of Regional Development and Lands in conjunction with the Mid West Development Commission to provide a snapshot of the region’s economy.

In relation to the economy of the Midwest, the report notes that while the resources sector is significant, the agriculture, fishing and tourism industries are also valuable.

In order to sustain growth within the Midwest region, it will be important to facilitate diversification and value adding across all viable industries and this will need to occur in conjunction with strengthening of strategic infrastructure.

With regard to the current growth of Morawa, it is noted that Morawa has seen a decrease in population from 1,048 in 1999 to 911 in 2009 (-1.7%).

**The Morawa Growth and Implementation Plan seeks to promote opportunities and provide services to support a diversification of industry in the region.**



### 2.3.4 MIDWEST COUNTRY LAND DEVELOPMENT PROGRAM ANNUAL REVIEW 2006

The Mid West Country Land Development Program Annual Review was last undertaken in 2006. This document provides a regional profile for the Mid-West Region and documents recent development and infrastructure activity across the region along with anticipated population projections.

The review identified a stable projected population for the Town of Morawa, with a projected population of 970 to 2017.

**The Morawa Growth and Implementation Plan seeks to promote growth in response to recent mining activity in the region.**

### 2.3.5 MID WEST ECONOMIC PERSPECTIVE

The Mid West Economic Perspective documents the core economic activities for the region and provides a useful insight into the economic makeup of the region.

The report notes that the economy of the Mid West is predominantly based on the mining, agriculture, fishing and tourism industries and is an important contributor to the Western Australian economy. In 2004/05, the Mid West's Gross Regional Product was \$2.9 billion (The Department of Local Government and Regional Development).

**The Morawa Growth and Implementation Plan identifies new economic opportunities to build on the agricultural and mining driver industries.**

### 2.3.6 MIDWEST INFRASTRUCTURE ANALYSIS 2008

The Mid West Infrastructure Analysis was published in November 2008 by the Western Australian Planning Commission and provides government with recommendations to address the critical infrastructure issues currently facing the Mid-West, and issues that are anticipated by industry and local communities. The report also examines and provides broad estimates for factors such as employment, population and social infrastructure, which may arise as a result of direct and indirect impacts of resource industry growth in the region.

The key infrastructure and servicing issues that are facing Morawa are summarised below:

#### 2.3.6.1 Settlement Capacity

The report notes that Morawa has capacity to accommodate some growth as a result of the town experiencing a decline on population since the early 1970s, meaning that the established infrastructure does have some resultant capacity. Significant growth in population however, would require an upgrade to services. A key concern for Morawa is power reliability, as it is located on the edge of the power grid.

#### 2.3.6.2 Future land release

The report notes that there is little undeveloped residential and industrial zoned land in the townsite. The Shire of Morawa is in ownership of a number of residential lots in the townsite. There are currently no applications to subdivide residential or industrial lots in the town.

#### 2.3.6.3 Capacity of Utilities

Water: Water supply is obtained via the Arrowsmith borefield. Overall usage is 402,000kL of the 600,000kL\* allocation (\*Also supplies Arrino, Perenjori, Caron, Bunjil and Latham as well as farmlands (estimated 180 306kL)).

Power: Power supply is at 90% useage. The report notes that there is limited capacity for additional users.

Sewer: Report noted the Shire operates the sewer scheme.

#### 2.3.6.4 Educational Services

The town is serviced by Morawa District High School (Pre-Primary – Year 12) Total student numbers recorded at Morawa District High School have decreased (251 students in 2004, 215 students in 2011). The WA College of Agriculture (Year 10-12) has 62 students.

#### 2.3.6.5 Health Services

The Morawa Perenjori Multi-Purpose Centre services the Morawa and Perenjori communities. Services include patient care, ante-natal classes, physiotherapy, dietician, diabetic education, podiatry and other visiting specialists. A Child Health Centre, GP and Medical Centre is also open 3 ½ days per week.

**The Morawa Growth and Implementation Plan seeks to identify new development opportunities to facilitate growth while addressing the existing servicing and infrastructure constraints.**

### 2.3.7 MIDWEST INVESTMENT PLAN 2011-2021

The Midwest Investment Plan was developed following the 'Leaving a Legacy' Workshop held in Perenjori in April 2010. The purpose of the Midwest Investment Plan is to clearly define the region's strategic priorities over the next ten years to 2021.

An estimated \$19 billion worth of projects are planned or currently in development in the Mid West over the next 5-7 years. Of these, Oakajee Port is the biggest single infrastructure project and when constructed, will trigger major flow on investment throughout the region. The Midwest Investment Plan establishes the following objectives for the Midwest.

Sustainable increase in population	Positive outcomes for Aboriginal people
A refreshed and revitalised Midwest	Improved regional infrastructure to facilitate coastal and inland development
Enhanced regional unity and promotion	Prosperous and diverse primary industries
Balanced urban and coastal development	Diversified and enhanced minerals and energy industries
Improved government services	Continued expansion of the tourism industry
Effective health service delivery	Establishment of new and innovative industries and services
A skilled and educated Mid West community	A valued and protected natural and built environment

Specifically to Morawa, the Mid West Investment Plan notes that a key concern for Morawa is power reliability as it is located on the edge of the power grid. Other key drivers relating to Morawa are:

- » Increasing mining operations.
- » Need to maximise opportunities from local mining.
- » Morawa is experiencing increasing population driven by the development of mining operations in the area.
- » High Indigenous youth population (55.3% under 18).
- » 5% in public housing.

The Mid West Investment Plan identifies a number of flagship projects directly relating to Morawa. These, along with an estimated cost, are identified below:

- » Upgrade of Morawa and Perenjori Regional Airports (\$5.0m).
- » Upgrade of Wubin to Mullewa Road (\$123m).
- » Child-care facilities in the Shire's of Morawa and Perenjori (\$1.5m).
- » Industry Training Centre in Morawa (\$10.0m).
- » Upgrade of Perenjori and Morawa Feeder (\$7.0m).
- » Morawa Solar Thermal Project (\$21.5m).

**The Morawa Growth and Implementation Plan seeks to build on the objectives of the Midwest Investment Plan.**

### 2.3.8 DRAFT MID WEST WORKFORCE DEVELOPMENT PLAN

The Draft Mid West Workforce Development Plan provides a framework for workforce planning and development in the Mid West region in line with the State Governments Skilling WA initiative. Key initiatives identified by the Workforce Development Plan that are specifically relevant to Morawa and the surrounding sub-region include:

1. Engage with employers to determine strategies to entice older residents, as well as other underrepresented groups back to the workforce. This may include consideration of family friendly and flexible working arrangements.
2. Undertake a feasibility study to identify opportunities to establish training and accommodation hubs for Aboriginal people in the Mid West's three sub-regions.
3. Capitalise on national migration programs with support from the Department of Immigration and Citizenship and the Department of Training and Workforce Development.
4. Work with other State Government agencies to develop a communication and marketing strategy, which promotes the lifestyle in the Mid West with the aim of attracting and retaining intrastate, interstate and overseas migrants to the Region.
5. Commission research to collect regional intelligence relating to skilled migration needs including FIFO and DIDO issues.
6. Engage with the mining industry to reduce the reliance that some mining companies have on FIFO workers. Develop and implement strategies to attract and retain workers and families locally.
7. Develop a comprehensive attraction and retention plan for the Region and Sub-regions and consider how to access funding from Royalties for Regions or other Commonwealth agencies.
8. Work with the Department of Education to identify appropriate support mechanisms that will assist new teachers to be retained in the Region.
9. Work with the Department of Health to identify appropriate support mechanisms that will assist health professionals to be retained in the Region.
10. Investigate the creation of Sub-regional Workforce Development Hubs across the Mid West through which people living outside Geraldton can be provided with access to information on career and training opportunities, as well as opportunities to continue their education and professional development without leaving home.
11. Develop a strategy for the provision of transitional housing for Aboriginal people and low income earners, starting with a pilot project in the regions outside Geraldton.
12. Make an assessment of the specific accommodation needs within all Sub-regions to ensure appropriate variety and style of housing is constructed to meet the needs of key groups such as service workers, Aboriginal and non-Aboriginal students. Consider sourcing funding for this through the Royalties for Regions program.

***The Morawa Growth and Implementation Plan seeks to develop the workforce and employment opportunities within the region in line with the recommendations of the Draft Mid West Workforce Development Plan.***

### 2.3.9 SHIRE AMALGAMATION REPORT

The Shire's of Mingenew, Morawa, Perenjori and Three Springs commissioned an independent study to investigate a proposal to introduce structural local government reforms in the form of a proposal to amalgamate the local governments. The study investigates key local issues that are worth mentioning in this report.

These are outlined below:

- » The Shires have experienced pressures on population numbers in recent years as a result of amalgamation of farms and farmers seeking alternative lifestyles (i.e. coastal) population pressures.
- » The expanding role of local government has placed additional pressures on small local government resources. In addition, the Shires of Mingenew, Morawa, Perenjori and Three Springs are taking on additional services not normally the responsibility of local government.
- » Many local government officers in these Shire's are required to work across multiple skill areas.
- » The Shire's of Mingenew, Morawa, Perenjori and Three Springs are all very similar in terms of community profile and statistics.

While the proposed amalgamation was supported by the study as having merit, it is noted that at the time of writing this report, the proposed amalgamation was not proceeding.

***The Morawa Growth and Implementation Plan identifies a governance framework to progress planning within Morawa and the wider North-Midlands sub region.***

## 2.4 LOCAL PLANNING FRAMEWORK

### 2.4.1 SHIRE OF MORAWA STRATEGIC PLAN 2010

***"Morawa currently enjoys a comparative geographic positioning advantage in relation to its location adjacent to developing mines. The challenge is to turn this location advantage into a long lasting benefit for the community".***

The Shire's Strategic Plan 2010 builds on the previous 2005 strategic planning process, attempting to "take that extra step further" by identifying strategies and priorities that assist the Shire in achieving its vision in delivering specific outcomes to it's community.

The Strategic Plan identifies the key drivers for change within the Shire, as being:

- » Farming resilience;
- » Coastal impacts;
- » Industry diversification;
- » Skills shortage;and
- » Lack of government support.

The Strategic Plan is informed by the outcomes of a community survey distributed in June 2010. The major areas of focus coming out of this survey process related to road management and maintenance, education and training, employment and economic development and tourism.

The outcomes of the consultation process lead to the identification of the following future strategy focuses, which seek to position Morawa as a place to live, visit and work in/run a small business:

- » Increased attention to roadside maintenance, particularly roadside vegetation;
- » Town roads/laneways require significant resurfacing treatment works;
- » Improvement of the town sewer system, including mosquito control;
- » Refurbishment/redevelopment of the Morawa Greater Sports Ground function area and change rooms;
- » Continue to remove or enhance vacant/derelict structures within the town of Morawa;
- » Identify means of establishing new tourist/visitor accommodation into Morawa to supplement existing facilities;
- » Increase the number of aged care units in Morawa;
- » Develop Morawa as a regional training hub to service the mining industry; and
- » Maintain strong communication links with the community.

The Plan concludes with a set of actions to be undertaken to achieve governance, environmental, economic, and social strategies, listing who is responsible for undertaking these actions and setting dates by which these should be completed.

It should be noted that the Shire of Morawa is currently in the process of preparing a Strategic Community Plan. Further discussion on this project is described in section 2.7.

**The Morawa Growth and Implementation Plan seeks to reflect the recommendations contained within the document and inform future iterations of the Shire's strategic plan.**

#### 2.4.2 SHIRE OF MORAWA LOCAL PLANNING SCHEME NO. 2

The Shire's Scheme is a land use based statutory Scheme, originally gazetted in May 2007 and last amended in April 2011. The principal functions of the scheme are to reserve and zone land and control development on reserved and zoned land.

The Scheme prescribes zonings and uses a 'Zoning Table', which stipulates whether particular uses are or are not permitted within each of the classified zones (Residential, Commercial, Urban, Industrial, Rural-Residential, Rural).

The Scheme includes site requirements – building setbacks, car parking, home occupation, landscaping and the general appearance of buildings.

The Scheme includes Special Controls pertaining to heritage, townscape character, tourist facilities and accommodation, town entries, town expansion plans, declared rare flora, transportable and second hand buildings and mining.

This document is relevant to the Townsite Growth Strategy in that it represents the Shire of Morawa's statutory instrument for land use and development control and includes land already identified for urban development.

##### 2.4.2.1 Residential

It is noted that the Scheme applies an R10/R30 split residential density code over all residential zoned land. Clause 4.2 of the Scheme states:

In area coded R10/30, the development standards of the R10 Code shall apply, except that the Council may permit development to the density and standards of the R30 Code only if:

1. the development is connected to reticulated sewerage;
2. the lot has a minimum area of 1000m<sup>2</sup> and is located within 300 metres of commercial and civic services and facilities; and
3. the Council, after following the advertising procedures in clause 6.3 is satisfied there will not be any adverse impacts on local amenity.

Clause 4.6.1 (a) of the Scheme states one of the objectives of the Residential Zone is 'to retain the single house as the predominant form of residential development in the town'.

The above-identified clauses within the Scheme should be reviewed in light of the recommendations contained in the Morawa Growth Plan.

##### 2.4.2.2 Commercial

The Scheme limits the height of development within the Commercial zone to two storeys, except where particular circumstances warrant taller building height. It is noted that the Scheme lists a single house as a discretionary use in the Commercial zone. Should mixed use be favourable within this zone then this may be a positive position. However it is likely to send mixed messages in relation to its primary purpose being for commercial activities.

##### 2.4.2.3 Other

It is noted that the Scheme does not contain specific reference to the requirement to prepare Design Guidelines or Detailed Area Plans (DAP) to control and guide the form and quality of development. This should be reviewed to ensure appropriate statutory mechanisms are in place to require the preparation of design guidelines and/or DAP's to assist with achieving better built form outcomes that are appropriate to climate and vernacular design of Morawa.

**The Morawa Growth and Implementation Plan seeks to inform the review and preparation of a new planning framework for Morawa, which will include the review of the Shires Local Planning Scheme.**

#### 2.4.3 SHIRE OF MORAWA FORWARD CAPITAL WORKS PLAN FEBRUARY 2011

Local Council's are required to prepare a five-year future capital works program as part of the Royalties for Regions funding arrangements. Accordingly, the Shire of Morawa Council approved the Shire of Morawa Forward Capital Works Plan on 17 February 2011.

The Forward Capital Works Plan provides for the Shire of Morawa expenditure on asset renewal, expansions and upgrades and any new assets over the period of the next five years. It is however the Shire's intention to review the Forward Capital Works Plan annually.

***"The Shire of Morawa is committed to providing our community with infrastructure that supports the development of the district and the provision of services that make Morawa an attractive place in which to live, work, invest and play. We are committed to the principles of sound asset management and long term financial planning to ensure that our investments in infrastructure assets are sustainable".***

As listed within the Forward Capital Works Plan, the Shires current projects include:

Road Program	Airport Upgrade
Swimming Pool Refurbishment	Caravan Park Accommodation Units
Rubbish Tip Improvements	Industrial Subdivision
Sports Ground Improvements	Residential Subdivision
Shire Administration Centre	Sewer Upgrade and Replacement
Hospital Site Redevelopment	Morawa Beacon Project
Industry Training Centre and Accommodation	Exploring Wildflower Country Project
Morawa Business Units	Town Drainage
Aged Person Units	Morawa Gateway Project
Community Housing	Morawa Perenjori Trails Project
Staff Housing	

The above-mentioned projects were prioritised as per the following key criteria (listed in priority order):

- » Develop our town
- » Improve social equity for the town
- » Demand
- » Affordability
- » Environment
- » Risk

***The Morawa Growth and Implementation Plan seeks to reinforce the successful progression of the priority projects included within the Shire's capital works program.***

#### 2.4.4 MORAWA SPORT RECREATION MASTER PLAN APRIL 2011

The Morawa Sport and Recreation Master Plan (MSRMP) provides strategic direction for the development and implementation of sport and recreation facilities and support services within the Shire of Morawa. Similar sport and recreation Master Plans were prepared for the Shires/Communities of Perenjori, Mingenew and Three Springs.

The MSRMP considers three key themes, namely facility-planning and development, coordination and management of facilities and sport development. The following key issues inform the MSRMP:

- » Rapidly changing social and economic landscape;
- » Previous lack of sport and recreation planning/coordination, resulting in current facilities spread across three major sporting precincts;
- » Current gaps in facility provision / services (some urgently needed);
- » Current lack of maintenance planning for existing / future facilities;
- » Importance of local groups working together and having a shared voice;
- » Need for local government sport and recreation policies and the importance of community involvement in sport and recreation decision-making;
- » Importance of Department of Sport and Recreation, (Mid West Office support role);
- » Scarcity of qualified coaching and opportunities for talented athletes;
- » Lack of opportunities for youth in terms of professionally conducted clinics/training; and
- » Importance of club governance, volunteer and risk management and other club development support structures.

The MSRMP proposes a series of enhancements over time, which consists of 28 recommendations to upgrade and/or replace facilities to meet current and future needs of the Morawa community. Additionally, given the expressed importance of facility management/coordination and sporting club development, several recommendations are made to enhance the capacity and longer term self sufficiency of Morawa sporting bodies. Strategies include the implementation of a Shire sport and recreation policy, consideration of a community run sport and recreation advisory body, position of Sports and Recreation officer be established and introduction of a Junior Sports Plan.

***The Morawa Growth and Implementation Plan seeks to review and incorporate the recommendations contained within the document in the context of Morawa and the surrounding satellite towns.***

#### 2.4.5 MORAWA EDUCATION AND INDUSTRY TRAINING ALLIANCE STRATEGIC PLAN: 2010-2013

The Morawa Education and Industry Training Alliance (MEITA) Strategic Plan endorsed on 15 December 2009 includes a set of goals and strategies that are embedded in four key areas and link back to the MEITA mission statement, 'Community Revitalisation through Education'.

The four key areas include:

1. Provision of an integrated model of education and training services
2. Industry partnerships and collaboration
3. Employment opportunities and employment capacity
4. Communications: Public relations, marketing and recruitment

The Strategic Plan acknowledges the influences the growth of the mining industry and the building and operation of the Industry and Trade Training Centre will have on the on-going implementation of the Strategic Plan and the benefits of implementing strategies that are directly related to and involve these two influences.

The Strategic Plan includes a set of 10 procedural recommendations. A few key recommendations directly relating to Morawa are as follows:

- » To promote "Morawa as a 'one-stop' shop for educational and training needs for the surrounding region";
- » The establishment of Flagship Projects that are attractive to industry and government buy-in and facilitate the formation of partnerships and joint funding exercises with education and training service providers;
- » Consideration being given for an Industry Training Centre to be established in Morawa and owned/administered by Durack Institute of Technology; and
- » Consideration being given to the Western Australia College of Agriculture-Morawa (WACOAM) establishing a Flagship Project, such as becoming the preferred place of Trade Training in the Mid-West to increase the number of enrolled year 11 and 12 students in the Trade Training Centre Program. This proposal has been successful with the Australian Government recently announcing that it will commit \$3.6 million to develop a Trade Training Centre in Morawa to support a cluster of schools including the Morawa, Meekatharra and Mt Magnet District High Schools.

There is a strong focus from adjoining communities for Morawa to become the education and training hub of the North Midlands sub-region to provide skills to the region's children and young adults to keep the population local.

***The Morawa Growth and Implementation Plan seeks to reinforce and promote Morawa as a 'one-stop' shop for educational and training needs for the surrounding region.***



#### 2.4.6 CLUSTER RESEARCH REPORT NO. 3.4 SHIRE OF MORAWA PROFILING THE COMMUNITIES OF THE SOUTHERN MINERALS PROVINCE OF THE MID WEST

This study forms part of a national three-year research program funded by Minerals Down Under (CSIRO Research Flagship Cluster) as is part of the Western Australian component of Curtin University's Regions in Transition Project.

The Regions in Transition project seeks to contribute to a deeper understanding of the social and economic transitions experienced by communities in change. The study identifies locations such as the Shire of Morawa as providing a unique set of circumstances to study the impacts, benefits and challenges of regional development, both mining and major port and rail infrastructure, on a Western Australian community.

The purpose of the Shire of Morawa study was to develop an understanding of the attitudes, perceptions and current concerns impacting on the Shire at the pre-mining juncture. The study essentially provides a "snapshot of a community in transition from a strong identity associated with agriculture to a more mixed economy including mining".

Responses to surveys administered to residents as part of the study, indicate the major social issue within the Shire to be the lack of community infrastructure, the most important environmental issue being soil salinity and the viability of agricultural sector being the main economic concern.

As part of the survey residents were asked to self assess their quality of life. The resultant mean score was 80.5, which is significantly above the national average of 75.81. As the report states, "this very positive picture is exceptional, indicating that the Shire of Morawa is a highly liveable location".

Other aspects of the study's findings relate to shire amalgamations, mining developments and regional leadership. The study findings indicated a considerable anti-amalgamation sentiment alongside significant uncertainty about amalgamating with adjoining shires. The majority of the respondents largely viewed mining positively and considered resource development as highly beneficial to the Shire and the broader Mid West. There was however considerable concern that a fly-in/fly-out work force could erode many of the possible gains. Leadership for regional development was considered to primarily reside with local government, particularly during a time of major change.

*The Morawa Growth and Implementation Plan seeks to utilise the findings of the study as a baseline benchmark and build upon the study's working profile of Morawa.*

#### 2.4.7 MORAWA TOWN PLANNING SCHEME POLICIES

The suite of 17 Shire of Morawa Town Planning Scheme Policies form Appendix B of the Shire of Morawa Local Planning Scheme No. 2 Scheme Report (June 2006). The numerous policy objectives are principally directed towards consolidating the town centre and ensuring commercial, civic and tourist developments are encouraged and directed to be located there.

These policies relate to the following:

##### General

- » Town Centre Consolidation
- » New Commercial Development – General
- » Enhancement of Public Buildings
- » Colour Schemes for Commercial Buildings, Public Buildings, and Street Furniture
- » Guidance for Alterations to Heritage Buildings
- » Control of Fencing
- » Public Street Furniture
- » Public Area Tree Planting
- » Retention of Remnant Native Vegetation
- » Roadway, Carpark and Footpath Paving Materials
- » Town Centre Carparking
- » Public Information Signage
- » Advertising Signage
- » Installation of Television Satellite Dishes on Residential and Commercial Buildings and Land

##### Specific Sites and Precincts

- » New Development on Town Entries and Main Streets
- » Railway Land within the Town Centre

##### Heritage Matters

- » Financial and Non-Financial Incentives for Appropriate Development

*The Morawa Growth and Implementation Plan seeks to inform the review and preparation of a new planning framework for Morawa, which will include the review of the Shires Local Planning Scheme Policies.*



## 2.5 EXISTING GOVERNANCE FRAMEWORK

### 2.5.1 CURRENT SITUATION

The Shire (through its elected members and senior staff) has in recent years provided the vision, leadership and delivery of facilities and services into the town that sets it apart from adjoining localities; and has consequently seen it selected as a regional SuperTown.

The Shire has however, not acted in isolation. The figure below indicates the current governance structure and relationships affecting the Morawa community. This model could be argued to reflect many rural communities, however, a key feature of the Morawa leadership has been the broad network of partnerships and alliances established, bringing a very wide range of stakeholders to the mix to consider and address Morawa's future.

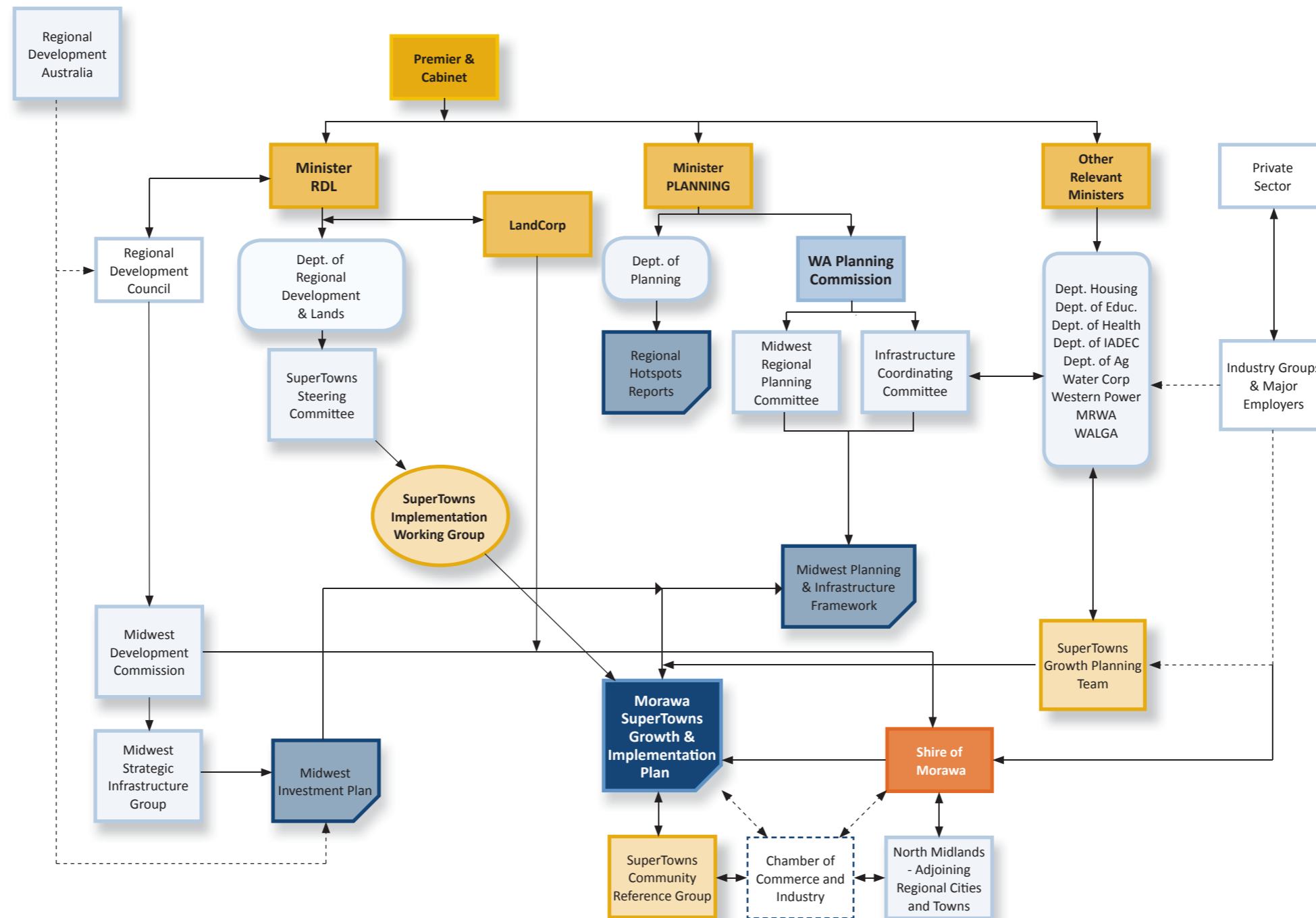


FIGURE 8 - EXISTING GOVERNANCE STRUCTURE

## 2.5.2 CURRENT PLANNING

### 2.5.2.1 Local Government Amalgamation

In February 2009, Local Government Minister John Castrilli announced the State Government's package of wide-ranging local government reform strategies. The strategies are aimed at achieving greater capacity for local governments to better plan, manage and deliver services to their communities with a focus on social, environmental and economic sustainability. Local government reform will have implications for land use planning in the region as it may lead to fewer local governments and consequently, in the longer-term, fewer local government planning schemes and strategies. Whilst sub-regional planning boundaries have been defined for the purpose of the Framework, consideration should be given to the revision of sub-regional planning boundaries pending the outcome of the local government reform process.

From September 2009 the Shire of Morawa was actively engaged in discussions proposing the establishment of the Shire of Billeranga, an amalgamation of the Morawa, Perenjori, Mingenew and Three Springs Shires under a Voluntary Sustainable Amalgamation model. This amalgamation proposal was ultimately abandoned and Morawa, through its selection as a regional SuperTown, is now being elevated in status and targeted as a growth centre in the North Midlands sub region.

### 2.5.3 KEY DRIVERS AND PRESSURES

The planned transition of Morawa townsite from a predominantly farming community of approximately 911 people to a vital multifaceted sub-regional centre of 2,500 residents engaged in agriculture, mining and education as key economic drivers will require a heightened level of leadership and increased capacity to deliver upon the SuperTowns vision.

This will require additional personnel with new skills and amended structures and governance processes to allow effective and efficient facility and service delivery.

The questions are:

- » What additional skills and resources will be required?
- » At what point (or points) in the governance hierarchy should these be allocated?
- » What regulatory and approvals processes will need to be adjusted to allow for streamlined delivery?
- » How can private sector investment be invited, incentivised and secured to leverage and offset government contributions?

There is a tendency for governments and bureaucracies to default to governance mechanisms that are intrinsically risk averse, self-referential and self-perpetuating. SuperTowns cannot be realised with a model that concerns itself primarily with government planning and service provision and without regard to the importance of private sector investment in economic development.

A clear requirement will be an entrepreneurial approach to township development through private sector investment. Government agencies may recognise on one level the need to mobilise the private sector in development plans and strategies, but there is frequently a reluctance to embrace innovative governance mechanisms suitable for the long-term development of regions and towns. A new approach will be required.

The current government's innovative approach to regional development through Royalties for Regions as evidenced by the Pilbara Cities and SuperTowns programs is testimony to thinking beyond business as usual. A mindset shift has occurred in the thinking at the top however this now needs to percolate down through the numerous bureaucracies which through years of systematisation, policy development and procedural refinement are locked into an orderly process that stifles innovation. Implementation of the Morawa Growth Plan will require a governance mechanism that permits and encourages innovation. It will require an enabling approach that invites and attracts private sector investment whilst ensuring due process (ensuring transparency and accountability within the bureaucracy) is effectively and efficiently addressed.

What will be required is a system that introduces a power to influence and bring stakeholders to the table and provides sufficient authority at the point of engagement to act quickly to deliver upon the plan.

The governance structure must:

1. Be adequately resourced and empowered in terms of:
  - a. the necessary skill sets;
  - b. the physical human resources to get the increased volume of work done; and
  - c. the authority to call upon and leverage existing bureaucracies.
2. Focus on a mechanism to deliver the SuperTowns Vision through a well crafted, practical and reasonable strategy that recognises the difference between what can be delivered by a SuperTowns governance model and what lies outside of such an entity's capacity to control or influence.
3. Have an investment and enterprise capacity over and above simply funding projects according to internal qualifying criteria.

4. Be transitional in nature recognising what needs to be and can be achieved over the next 2 years (critical timeframe) and over the subsequent period of Years 2-10.
5. Facilitate the ready development of hard and soft infrastructure required to generate growth including:
  - a. Capacity building infrastructure (i.e. utilities capacity, roads, housing etc.);
  - b. Industry specific enabling infrastructure (i.e. common user infrastructure, airport capacity etc.);
  - c. Essential population servicing infrastructure (i.e. hospitals and schools); and
  - d. Population driven infrastructure (i.e. retail & commercial offerings).
6. Have the capacity to:
  - a. Mobilise and approve funding of and investment in programs, initiatives and development opportunities, particularly in circumstances of market failure,
  - b. Enter into joint venture development opportunities, where appropriate, with the private sector to drive economic growth and development; and
  - c. Drive/influence resource allocation decisions by key government agencies and departments as they relate to Super Towns.
7. Have executive regulatory approval and planning control over development opportunities and proposals; and
8. Have legislative authority and resources to implement growth plans for Super Towns.

## 2.6 ROLE AND FUNCTION OF MORAWA AND ADJOINING TOWNS

Morawa is located approximately 370 kilometres north-east of Perth and 165 kilometres south-east of Geraldton. Morawa services the surrounding wheat and sheep agricultural industry and mining projects, such as the Mount Karara mine. The town is attractive from a tourism perspective, particularly during the wildflower season from late winter to early October. Within the Shire there are two smaller settlements - Canna and Gutha, which are serviced by the Morawa town site.

Morawa is home to a strong educational employment base in both the district high school and WA College of Agriculture, which service surrounding communities including Mingenew, Three Springs, Perenjori and Yalgoo. The Morawa Education and Industry Training Alliance (MEITA) was formed in 2004 and seeks to build on the existing education services in Morawa and is pursuing new training and education opportunities to establish in Morawa.

Morawa also contains a multipurpose health centre, which services the Morawa and Perenjori communities.

Morawa is a classic example of a strong farming community that has endured population decline in its catchment. The local population peaked at more than 1,700 people in the 1960's, later falling to an official Estimated Resident Population of 867 in 2006 and then rebounding to 911 in 2011 (Australian Bureau of Statistics (ABS) 2012). While this is an overall decrease in the Shire's population in the past decade, in more recent years these variations have been minor, particularly compared with the steady decline in many Mid West shires.

Longer-term trends in population decline for agricultural areas, such as Morawa, have been attributed to the aggregation of farms, modern farming methods and a prolonged period of drought. Dollery and Goode (2009) argue that new mining operations in this Shire may provide the only real promise of averting declining populations in the region.

More recently, the vulnerability of mining operations to fluctuations in market prices has also demonstrated that relying heavily on a resource based economy may not provide the long-term stability sought in the regions. Opportunities in the resource industry should therefore be balanced with the continued development of agriculture and agribusiness.

It is these opportunities in mining and agriculture that sees Morawa the subject of a SuperTowns growth program.

Morawa currently faces a number of issues that have an impact on the sustainable growth of the town, including limitations on the capacity and reliability of power and water capacity. Access to broader health and other services is also an issue in relation to retention of population.

With respect to the relationship and interdependencies between Morawa and the other town sites located in the North Midlands sub region, the following can be described in general terms:

- » Three Springs, Mingenew and Perenjori utilise Morawa District High School for Secondary Education;
- » Perenjori utilises Morawa for some Health services.

### 2.6.1 AN INTEGRATED ECONOMY – A WAY FORWARD

The strength of Morawa's growth as a sub-regional centre will be dependent on its on-going and mutually beneficial relationship with its surrounding towns. Currently there is not an integrated strategy for the continued development of the economy of the North Midlands sub-region.

The development of an overarching Economic Development Strategy for the North Midlands Sub-Region will be integral to developing a strong, robust and sustainable economy. The Strategy, currently being developed by the Mid West Development Commission, will provide an overarching and integrated approach to identify opportunities to build the economic relationships between the North Midlands towns and seeks to develop individual strengths within each town.

Morawa is identified as a Sub-Regional Centre for the North Midlands under the Draft Midwest Regional Planning Framework 2010, which means that Morawa should service the surrounding locality with weekly shopping needs, secondary education, health and other services. As the sub-regional centre for the North Midlands, Morawa's role is to provide the critical mass of services needed to support its surrounding hinterland. This is reflected by the presence of the district high school and multipurpose health centre in Morawa, which service local and surrounding communities including Mingenew, Three Springs, Perenjori and Yalgoo.

Morawa's service function will be further developed through the SuperTowns program and Economic Development Strategy in order to strengthen its role as the sub-regional centre for the North Midlands.

The North Midlands Economic Development Strategy is discussed in greater detail in section 4.1 of the Growth Plan.

The Western Australian Government's SuperTown vision aims to build upon the existing competitive advantages of towns and regions to create diverse, resilient local economies that support not only the existing communities, but also a growing regional population. Morawa as a SuperTown provides a focal point for investment in infrastructure, facilities and services for the sub-regional economy as a whole to leverage off.





FIGURE 9 - REGIONAL CONTEXT

**2.6.2 PRIMARY CENTRE**

**GERALDTON**

Geraldton is the primary Centre within the Mid West region. The region’s principle airport is located in close proximity to the Geraldton town site and can currently accommodate up to 90,000 passengers a year. Geraldton also contains the regions port, which handles iron ore, grain, fuel, mineral sands, talc, garnet and fertilisers for the Midwest region and beyond. The Batavia coast marina provides for recreational boating and tourism.

A deep water port proposed at Oakajee, just 25km north of Geraldton city, will have an initial capacity of 45 million metric tons of iron ore annually, which will strengthen the role of Geraldton as a primary Centre within the Midwest region and the State of WA.

Geraldton has tertiary education facilities in the Durack Institute of Technology and Geraldton Universities Centre, has five high schools, seven primary schools, the Geraldton Regional Hospital which services the Mid West, St John of God Hospital amongst other community facilities.

Geraldton will continue to develop as the region’s primary Centre. As of 2011 it accommodated an estimated resident population of approximately 38,000 people, which equates to 70% of the total population of the Midwest.

**2.6.3 REGIONAL CENTRE**

**DONGARA-DENISON**

Dongara and Port Denison are twin coastal towns located approximately 360 kilometres north of Perth and 60 kilometres south of Geraldton. At the 2011 ABS survey, Dongara and Port Denison had a combined population of 2,766 people. Dongara-Denison was established on a strong rural economy and now supports a fishing industry, including the rock lobster industry, which has been under pressure in recent times due to a change in rock lobster fishing policy.

The town also has a strong tourism focus, with the recent construction of the Indian Ocean Drive, making the town even more accessible to the Perth metropolitan area (3 ½ hour drive). Dongara is also a recreation and holiday focus for the farming and emerging mining community in the Mid West.

Dongara has a District High School, Dongara Health Service hospital, child care centre, airfield and a range of other community and recreation facilities.

Dongara will continue to grow in population particularly given it is seen as a popular place for retirement and for sea changers seeking a coastal lifestyle.

#### 2.6.4 LOCAL CENTRE

Population and demographic information quoted in the following section refer to the Estimated Resident Population and Basic Community Profile within the Shires as of the 2011 ABS census. Industry and employment data is taken from the 2006 ABS census as the 2011 data has not yet been released.

##### MULLEWA

Mullewa is located within the City of Greater Geraldton within the Coral Coast tourist region. The local economy is primarily based upon agriculture and mining. Mullewa serves as a Local Centre for the North Midlands sub-region and is expected to service the hinterland communities with weekly shopping, secondary education and lower order office. Mullewa has its own District High School and primary schools and TAFE courses are available through the Telecentre.

The Shire of Mullewa currently has a population of approximately 729 people, which is a decline of 4.2% per annum since 2001. Mullewa is facing similar issues to Morawa, in that it lacks the level of services required to retain its population, particularly teenagers finishing high school who are seeking tertiary and employment opportunities. This is reflected in the Shire being underrepresented in the 15 to 24 year age bracket (9.2%) when compared to the national average (13.2%).

In 2006 Mullewa had Employment Self Sufficiency (ESS) of 114% and Employment Self Containment (ESC) of 82% (see section 2.8.2.2 for a definition of ESS and ESC). This indicated that there were a greater number of jobs than resident workers in the Shire and that the majority of the resident workforce was employed locally. It is anticipated that these employment trends will continue for Mullewa as a result of improved rail infrastructure for resource projects as well as opportunities in agriculture and horticulture.

There is an opportunity for Mullewa to develop as an employment centre on the periphery of the North Midlands with capacity to accommodate future demand for residential growth utilising existing infrastructure.

##### MINGENEW

The Shire of Mingenew has a population of approximately 489 people and a strong agricultural industry, with stock and grain being the key export commodities produced. CBH Grain Receival Point is located within the Shire, which is the largest inland facility in the Southern Hemisphere. The town also has a Community Resource Centre, providing a range of computer related services.

Mingenew has a pre-school and primary school which is evident in the higher than average distribution of 0 to 14 year olds (23.7% in Mingenew compared to the 19.7% national average). The closest district high school is located in Morawa, which is 59 kilometres away.

Although the Mingenew population is above the national average in the 0 to 14 year age bracket in 2011, the median age in the Shire has increased since 2006. There was also a decrease in the number of families with children over this period, but the 2011 data demonstrates an increase in real income for households since 2006.

Mingenew is home to a primarily agriculture based industry. In 2006 the largest employment category in the Shire was sheep, beef cattle and grain farming (105 jobs). The Shire also features a concentration of employment in the transport industry, most likely attributed to the CBH grain receival site.

In 2006 the Shire had ESS of 105% and ESC 86% indicating that there was just over one job per local worker and most local jobs were occupied by local workers. The remaining gap between workers and jobs is most likely satisfied by importing labour from Geraldton.

There is an opportunity for Mingenew to utilise its substantial underground water supply as an asset capable of driving new resource, agriculture and horticulture projects across the North Midlands.

##### THREE SPRINGS

Three Springs is a shire of around 635 people with its economy consisting primarily of wheat and broad acre farming. Several service agencies are also based in the town, including Western Power and Water Corporation.

The town has pre-school and primary school facilities, but relies on Carnamah for junior high school facilities (Years 8 to 10) and Morawa for senior high school facilities (Years 11 and 12). This is reflected in the Shire having nearly 5% more 0 to 14 years olds than the national average, but only half as many 15 to 24 year olds (7.2% compared to the national average of 13.2%).

The town also contains the North Midlands District Hospital and includes a surgery, general practitioner, dentist and child and community health nurse. An eight bed Multi Purpose Service Centre compliments the facilities provided for the aged.

A key limitation of Three Springs is that the town currently suffers from a lack of an industry base, which limits employment and growth of the town and also impacts the level of services available to residents. Notwithstanding however, the largest talc mining operations in the Southern Hemisphere are located in proximity to the town. In 2006 Non-Metallic Mineral Mining and Quarrying (40 jobs) generated the second most jobs in the Shire, after Sheep, Beef Cattle and Grain Farming (125 jobs).

Three Springs is a primary locality for the supply of electricity to the North Midlands with potential to increase this capability. Approval has been granted for a 330 megawatt open cycle gas turbine to be located about 3 kilometres out of the town site. There are also plans for Three Springs to support a new gas hub for the region. This hard infrastructure would make Three Springs the strategic site for powering the North Midlands sub-region, and could expand to include industrial activity associated with energy production, supply and maintenance.

### PERENJORI

Perenjori is located approximately 200 kilometres south-east of Geraldton and had an estimated resident population of 925 people at the 2011 ABS census, representing an annual increase of 4.2% since 2001. This population growth was also characterised by a decrease in median age, increase in families with children, and an increase real household income.

The Shire is predominantly a wheat and sheep agricultural district however the long-life Mount Karara Iron Ore and Extension Hill mines are located in reasonable proximity to the town site of Perenjori.

Perenjori has a primary school, but relies on Morawa and Carnamah for secondary education. The town also relies on the Morawa Perenjori Health Centre located in Morawa. The Shire has a range of recreation facilities, including, licenced sporting club, bowling green, 18 hole golf course, swimming pool, fitness club, showgrounds and an unsealed runway for light aircraft.

Perenjori is an employment centre within the North Midlands, with local resource projects contributing significantly to both employment and population growth over the last 3 to 5 years. It is anticipated that the release of the 2011 census employment data in late 2012 will confirm these employment trends.

Further opportunities exist for Perenjori in the areas of power generation and environment conservation projects. The Shires abundant sunlight and proximity to energy infrastructure makes it a viable location for small and large scale solar power projects. It is also an area of very high biodiversity, with large areas of remnant vegetation being set aside for conservation.

### CARNAMAH

The town site of Carnamah is located approximately 160 kilometres south of Geraldton and is connected to Three Springs Road via the Midlands Road. In 2011 the Shire of Carnamah had an estimated resident population of 552 people, representing an annual decline of 3.7% per annum since 2001.

Carnamah has a District High School, which, along with the Morawa District High School, services surrounding towns, in particular; Three Springs and Coorow. The District High School also provides a Vocational Education Training program.

Other community services include a child care centre, a doctor's surgery (limited hours) and police station. Carnamah also has the Niven Park Recreation Complex, which includes a swimming pool, tennis, netball and basketball courts and sporting oval.

Carnamah's population decline has anecdotally been attributed to a tendency for residents to leave the Shire, particularly the inland areas, and move to the nearby coastal settlements of Leeman and Green Head. The employment figures from the 2006 census generally support this with ESS of 162% indicating that the Shire contains more local jobs than workers. This suggests that the Shire imports its labour from surrounding areas, mostly in the form of a DIDO workforce.

In 2006 Carnamah's economy was primarily based on the two largest employers of metal ore mining and agriculture. Disruptions to local mineral sand operations may have impacted upon this between 2006 and 2011, however this activity has recommenced and is expected to continue for at least another three years.

There are opportunities for Carnamah to continue as an employment centre, and potentially counteract some of the coastal population pull. The Mid West Energy Project will provide a 330 kilovolt line through Eneabba, which will satisfy some the electricity demand for resource projects in the North Midlands. This may have further impacts on the viability of other emerging projects, such as tight gas extraction.

### COOROW

Coorow is located approximately 270 kilometres north of Perth and is located on the Midlands Road. The Shire of Coorow has a population of approximately 1,091 people reflecting a decrease of 2.3% per annum since 2001. However, there is growing pressure for the attractive coastal settlements of Green Head and Leeman to expand, which is expected to have increased with the completed Indian Ocean Drive improving accessibility.

Coorow itself is primarily an agricultural town, however it is also known for its wildflower season. Coorow has a range of community facilities, including Administration Centre, Bank, Library and primary school.

The largest employment category in the Shire of Coorow is Sheep, Beef Cattle and Grain Farming (143 jobs). There is also a concentration of employment in the fishing industry in coastal areas however the industry is not as a large an employer as agriculture.

Coorow has a relatively low ESC (54%) when compared to other Shires, indicating that it exports around half its labour to other areas such as Carnamah. The median age in the Shire (46 years) is the highest in the North Midlands and well above the national average (37 years). This supports the notion that the Shire of Coorow plays a dormitory role in the North Midlands, accommodating people who work in other Shires and as well as being home to empty nesters and retirees.

Opportunities exist for the Shire to leverage its locational advantage to further develop tourism and food production industries.

### YALGOO

Yalgoo is a historic mining town located approximately 220 kilometres east of Geraldton and 500 kilometres north east of Perth. Whilst Yalgoo is not located within the North Midlands Sub-region, it does have strong connections with Morawa and hence a summary of Yalgoo's population characteristics is provided here. The Shire of Yalgoo had an estimated resident population of 432 people at the 2011 ABS census, reflecting a 2.9% increase since 2001. This population increase was also characterised by a decrease in median age, increase in families with children, and an increase in the real income of households since 2006.

The residents of the Shire of Yalgoo have a significantly different age profile compared to that of other North Midlands Shires and the national average, with only around 14% of residents aged 55 years and over. The youngest Shire in the North Midlands is Perenjori having 20% of residents aged 55 years and over, with the national average being 25%.

Yalgoo has a primary school, a nursing post and recreational facilities including a sporting oval, tennis and basketball courts and airstrip.

The Shire of Yalgoo is characterised by high levels of employment per capita at over 3.4 jobs per resident worker. The majority of employment is primarily in the resource industry, with the top three employment categories occupied by metal and non-metal mining and oil and gas extraction. The town of Yalgoo has traditionally serviced the surrounding agricultural and mining industries.

As there are more jobs in Yalgoo than workers, the Shire is an employment centre and a net importer of labour. Under such circumstances it would be expected that a greater percentage of local workers would be employed locally (currently only 71%). This indicates a potential mismatch between the jobs available in the Shire and skills of local workers.

There is an opportunity for the Shire to increase the number of residents employed locally. Achieving this may require greater access for residents to soft infrastructure and social services such as education, training and child care.

## 2.7 COMMUNITY PROFILE

**Morawa boasts an extensive array of community facilities commensurate with the needs of a town with a significantly greater population. The key for the future will be to present those facilities to a contemporary standard and proactively enhance the scope, frequency and duration of services delivered to the community.**

### 2.7.1 CURRENT SITUATION

Townships in the mid-western farming belt were established in the early 1900's and were required to service considerably larger populations than currently exist. The increasing mechanisation of farming operations has led to fewer people being required to manage agricultural operations and has also led to the subsequent decline in farming communities. Morawa is a classic example of a strong farming community that has endured population decline in its catchment peaking at more than 1,700 people in the 1960's to less than 1,000 today. New mining operations in this Shire may provide the only real promise of averting declining populations in the region. It is this opportunity that sees Morawa the subject of a SuperTowns growth program.



#### 2.7.1.1 Demographics

According to official population statistics, in 2011 the Shire of Morawa had an Estimate Resident Population of 911 (Australian Bureau of Statistics (ABS) 2012). While this is an overall decrease in the Shire's population in the past decade, in more recent years these variations have been minor (see Table 4), particularly compared with the steady decline in many Mid West shires. Morawa's relative population stability also runs counter to the substantial growth in the broader Western Australian population.

YEAR	POP	YEAR	POP
2001	985	2007	880
2002	971	2008	904
2003	973	2009	890
2004	928	2010	896
2005	890	2011	911
2006	867		

**TABLE 4 - AGGREGATE POPULATION TRENDS FOR THE SHIRE OF MORAWA (2001 TO 2011) SOURCE: ABS 2012**

Census data and Shire information indicates that:

"There is a discrepancy in the count of indigenous people. The Shire indicates some 3% of the population is Indigenous, ABS census data for 2011 indicates 9.5% and the Mid West Development Commission reports 23%."

Of the approximately 911 residents; (53%) were male and (47%) were female, which shows a slight male bias beyond the roughly 50:50 balance in WA. There were 385 households within the Shire, which covers some 3,528 sq kms. Children aged between 0 and 14 years represented 25%, with 22.4% being over the age of 55 years.

AGE GROUP	SHIRE	NATIONAL AVERAGE
0 to 14 years	25%	19.7%
15 to 24 years	14.9%	13.3%
25 to 54 years	37.7%	41.7%
55 to 64 years	9.4%	11.5%
65 and over	13%	13.8%

**TABLE 5 - PERCENTAGE POPULATION BY AGE GROUP (2011) - SOURCE: ABS BASIC COMMUNITY PROFILE 2011**

#### Observations from Table 5:

- » The 0 to 14 year age group has is above the national average suggesting there may be slightly more young families in the Shire during this time.
- » Above average figures in the 15 to 24 year age group could be attributed to the WA College of Agriculture Morawa attracting students to the area and encouraging local students to remain.
- » The age group from 65 and over is close to the National average suggesting that a number of retirees remain in the district, although some may leave to seek more appropriate accommodation.
- » Even with the additional demand from farming and mining residents living outside the Morawa township growth does not extend the per capita facility provision past the next critical threshold that would call upon additional community facilities.
- » In terms of community development and support organisations, there is an active presence in Morawa.
- » Medical services are provided in the region through two Multipurpose Services (MPS) in both Three Springs and Morawa (Morawa-Perenjori MPS health service) Aged persons care is associated with each of the MPS.
- » All townships in the mid-west have primary and pre-primary schools. Secondary schooling is restricted to Morawa (district high to year 12) and Carnamah (district high to year 12), which also offers some TAFE courses. Morawa provides the Agricultural College.
- » Police stations operate in all mid-west towns and are coordinated through the Mid-West Gascoyne District Office located in Geraldton.
- » Bankwest and Westpac operate branches in Morawa Monday to Friday with various opening hours. NAB operates and agency outlet Monday, Wednesday, Friday in Three Springs and Tuesday and Thursday in Mingenew.

**The real challenge for Morawa is not in the development of new facilities, but in the retention, maintenance and enhancement of the facilities and services that are already in place.**



The range and extent of facilities on offer in Morawa and surrounding townships is summarised in tabular form in Appendix 3. However it is fair to say that Morawa has over and above the standard rate of provision for a rural community.

Critical considerations will be:

- » Allowance for the ongoing maintenance of existing facilities through an effective asset management program;
- » Proactive refurbishment and upgrade of facilities to deliver a contemporary standard of presentation, functionality and amenity; and perhaps most critically
- » Expansion of the scope, frequency and duration of services on offer from those facilities.

The Minister for Regional Development and Lands the Hon. Brendan Grylls was quoted in an article in the West Australian on 13 November about the SuperTowns program saying:

***“It’s not about a new bowling green for the locals. To me its how do we pitch to the young family in the eastern states or to the young family in Ireland who are thinking that WA might be the place to come and establish their family?”***

#### 2.7.1.2 Existing Community Performance

##### Strong Social Capital

The Cluster Research Report (February 2011)<sup>1</sup> Profiling the Communities of the Southern Minerals Province of the Mid West notes that mean score for quality of life in Morawa was recorded at 80.5, significantly higher than the Australian average of 75.81 indicating a community with high social capital.

Morawa outscored the Australian average on all measures and was particularly highly regarded in the areas of health (+5.4), life achievements (+4.5) future security (+4.8) and community connectedness (a massive +9.8).

##### Social Disadvantage

However, the Socio Economic Indexes for Areas (SEIFA)<sup>2</sup> scores Morawa at 972 which places it in the category of relatively disadvantaged compared to an average score of 1,000 across Australia. It is rated slightly higher than country WA which collectively averages 966.

##### Education Disadvantage

The Index of Community Socio-Educational Advantage (ICSEA)<sup>3</sup>, enables comparisons between variables such as socio-economic characteristics of the school area, its remoteness, and the proportion of Indigenous students enrolled at the school. The ICSEA average is 1,000 and most schools have an ICSEA score between 900 and 1,100, the ICSEA score of 892 for Morawa indicates substantial socio-educational disadvantage.

Other schools in the region are scored as follows:

SCHOOL	SCORE	SCHOOL	SCORE
Perenjori Primary	863	Geraldton Primary	971
Three Springs Primary	873	Geraldton Senior College	975
Carnamah District High	950	Morawa Agricultural College	1002
Mingenew Primary	959	Coorow Primary	1005

**TABLE 6 - ICSEA SCORES FOR SCHOOLS IN THE MID-WEST REGION - SOURCE: MY SCHOOL WEBSITE: [WWW.MYSCHOOL.EDU.AU](http://WWW.MYSCHOOL.EDU.AU)**

#### 2.7.2 CURRENT PLANNING

***Morawa already presents itself as a Shire on the Move with an impressive list of recent innovations and improvements. The vision for the future presents as many challenges as have already been achieved.***

Morawa is an active and innovative community taking advantage of the resurgence of mining in the mid-west region and now its nomination as a SuperTown. In recent years the community has been proactive in:

- » Re-establishing Child Care operations in Morawa;
- » Establishing the ‘Morawa – Breaking New Ground’ brand to identify the community as being a resilient, innovative and progressive group of people;
- » Creating a ‘Welcome to Morawa’ pack for new residents / professionals moving to Morawa;
- » Welcomed new businesses to town including a Pharmacy, Auto Electrician, two Plumbers, an Electrician and a Hairdresser;
- » Establishing the Morawa Youth Centre;
- » Constructed a new hospital;
- » Expanding the Caravan Park and short stay accommodation facilities in town;
- » Advanced the ‘Making of Morawa Project’ with artists impressions commissioned to turn the old Water Tower into a major tourist attraction linked to a wildflower theme;

- » Sourcing funds to redevelop the Greater Showground Precinct to provide contemporary standard sporting and social amenities;
- » Securing \$3m to build two new 16 bed dormitories, replacing transportable units and increasing capacity at the WA College of Agriculture from 66 to 89 students;
- » Construction of the \$1.2 million Morawa Business Centre that has created new opportunities for new businesses to be established in Morawa, plus additional training via a trade apprenticeship;
- » Securing Royalties for Regions funding to establish additional housing in Morawa for new teaching accommodation; and
- » Secured \$3.6 million to establish a Trade Training Centre at the Western Australian College of Agriculture – Morawa as a cluster initiative in support of the Morawa, Meekatharra and Mt Magnet District High Schools.

Additionally the community has:

- » Established a Community Trust Fund with support from local mining interests;
- » Secured access rights to 500 acres of prime farming land owned by Karara Mining Ltd for the establishment of a Community Farm for fundraising purposes by local sporting and community groups;
- » Established the Morawa Education and Industry Training Alliance (MEITA) between the Shire, the Department of Education and the WA College of Agriculture Morawa and the Durack Institute. MEITA has been instrumental in facilitating key education projects, including winning funding for a new Trade Training Centre to be based in Morawa; and
- » Received an award for best practice leadership and innovation.

These community initiatives will contribute significantly to the ongoing growth and development goals of the Morawa community. Potential deliverables from their future contributions and through the SuperTowns initiative include:

- » Commissioning of the Morawa Beacon kinetic sculpture and light display;
- » Improving health services including expanding aged care;
- » Increase in the range of subjects offered at the Morawa District High School and WA College of Agriculture to enhance education opportunities in Morawa;
- » Establishment of a Morawa Neighbourhood Watch and Safe House Community Safety Program; and
- » Connection to BDSL to enhance communications reliability and access in the region whilst lobbying for connection to the National Broadband Network as part of the SuperTowns network of priority locations.

<sup>1</sup> Buckley, A. 2011. Shire of Morawa Survey: Profiling the Communities of the Southern Minerals Province of the Mid West. Report prepared for CSIRO Minerals Down Under National Research Flagship, Minerals Futures Cluster Collaboration by the Regions in Transition Project, Research Centre for Stronger Communities, Curtin University, Perth, Western Australia. Report No. 3.4, 71p.

<sup>2</sup> [www.abs.gov.au/websitedbs/D3310114.nsf/home/Seifa\\_entry\\_page](http://www.abs.gov.au/websitedbs/D3310114.nsf/home/Seifa_entry_page)

<sup>3</sup> [www.equity101.info/content/Index-Community-Socio-educational-Advantage-ICSEA](http://www.equity101.info/content/Index-Community-Socio-educational-Advantage-ICSEA)

### Strategic Community Plan

In 2011, the State Government announced an integrated planning and reporting framework that requires each local government to prepare a 10+ year Strategic Community Plan and Corporate Business Plan, which demonstrate measurable linkages between community aspirations, financial capacity and practical service delivery. This planning process will meet the recent changes to the Local Government (Administration) Regulations 1996.

Place Match, as a sub-consultant, and UHY Haines Norton were contracted to prepare a 10+ year Strategic Community Plan for the Shire of Morawa that articulates the community's vision, values, aspirations and priorities and a Corporate Business Plan.

The Shire of Morawa was keen to ensure that all future planning and community / stakeholder engagement that was progressed as part of the Strategic Community Plan and SuperTowns initiative were complementary and not repetitive, to avoid stakeholder fatigue.

To ensure this outcome could be achieved, Place Match was engaged to assist with Community Consultation associated with the SuperTowns project.

The timeframe for completion of the Strategic Community Plan was also subsequently delayed to the end March 2012, to enable finalisation of the SuperTown Growth Plan, before the Strategic Community Plan was completed.

Both documents will be aligned to ensure the visions, objectives and strategies are complementary.

### 2.7.3 KEY DRIVERS AND PRESSURES

- » Prospective residents looking to take advantage of local employment opportunities will assess the suitability of Morawa as a place to live initially in terms of health provision, education services and community safety.
- » Secondary considerations relate to basic infrastructure including safe and efficient transport (internal and connecting roads, bus and rail services), readily accessible communications (both internet and mobile services) and reliable and abundant utilities (power and water).
- » Health, education and community safety rank as the top three priorities in term of community facilities and services needs.
- » The Shire's Performance survey with resident's scores aged care/health services as second in terms of importance behind roads. There is, however, some strong community sentiment that the range of services has not improved with calls for aged persons care to be expanded and for maternity services to be provided in Morawa.

- » Education is well provided for with the K-12 district high school, the WA College of Agriculture and imminent establishment of a trade training centre through the Western Australian College of Agriculture - Morawa. However for the district high school the ICSEA rating of 892 (below 1000 point average) with the Agricultural College scoring 1002, just two points above the median score for Australian schools there appear some concerns with on-going quality of the high school.
- » A key driver for the future of Morawa will be to establish Morawa as a "Centre of Excellence" in relation to education and training in the Mid West and Murchison regions. Other opportunities to pursue tertiary education courses linked to future economic drivers need to be considered, such as the recent Industry Training Centre.
- » Community safety does not present as a major issue in Morawa at present, however, as the local population quickly increases through migration into the town, maintaining community safety will require considerable attention.
- » Basic community infrastructure requirements of transport, communications and utilities are covered elsewhere and play an important part in preparing Morawa to optimise its capacity as a SuperTown.
- » Leisure facilities essentially fill out the lower tier of community need and are already rated highly by the local community.



## KEY IMPLICATIONS

Morawa's current strength stems from the strong community connectedness exhibited throughout the Shire. With a view to the maintenance and proliferation of this connectedness it is proposed that a formal mechanism be established to further define how and why it exists, explore what makes it work and to seek to establish a culture where this characteristic is self-perpetuating. One suggestion is to host a community connectedness forum to guide this process. This forum could be held biannually in March and September and focus on gathering all community organisations and interested individuals to share the community's vision, assess progress towards achieving that vision, develop and share plans for further projects, activities and events; and to share in fellowship.

Support for community organisations is critical to building social capital, rather than that provision of services that replaces community activity. For example the provision of youth services is more effective by developing youth leadership skills within the community than bringing in a youth services provider.

Actions to assist in improving (or in Morawa's case maintaining) strong levels of community engagement include:

- » Regular news bulletins about activities happening and about to happen in the community;
- » Welcome packs and a physical welcoming party for new residents;
- » Targeted invitations to new residents to join in community events and celebrations;
- » A biannual community connectedness forum which focuses on the vision and an agreed community development plan for the Shire; and
- » Regular community events that embrace the entire Morawa community and attract visitors to the town.

A community festival that exploits natural attractions such as the seasonal wildflowers and the historical buildings in town is proposed.

A key implication for Morawa's future will be the ability for Morawa to develop into a recognised 'Centre of Excellence' for Education and Training. Morawa has a real opportunity to leverage off its existing education and training assets and move forward to position itself in the region as a competitive place to seek education and training opportunities.

Other opportunities for Morawa are the engagement of a Club Development officer (shared with surrounding shires) and application for Kidsport and other funding support to allow participation by all children regardless of their level of social disadvantage. These moves will logically warrant the conduct of training and accreditation programs for club coaches and administrators.

A key component of making Morawa attractive to prospective residents will be the aesthetic presentation of the township and the connection between community nodes. At present community facilities in Morawa are aggregated in three separate locations:

- » Within the town centre to the west of the main street;
- » At the greater sportsground on the eastern fringe of the town; and
- » Along Club road around the golf and bowling club to the north of the town.

The replacement cost of these facilities prohibits any notion of rationalisation that would seek to develop all (or at least the majority of) facilities in one location.

To maximise their effectiveness there is the opportunity to develop strong connections between these community nodes. Opportunities to improve this connectedness include;

- » The creation of a central town square to bring a focal point for community events and activities to the main street;
- » Signage emanating from this point to indicate where other community nodes are located;
- » Paths and trails linking these nodes; and
- » Connecting the greater sports ground precinct to the Club Road facilities by running a new road from Jukes Place around the southern border of the golf course to the recreation centre.

A major challenge for Morawa will be to maintain the existing suite of amenities and to further develop them to ensure the community remains well serviced with access to modern and contemporary standard facilities. A comprehensive asset management program is essential including a facility renewal program to meet growing community expectations.

Additional items have been included for consideration including:

- » The creation of a town square or civic place offering festive activity and display spaces, a playground and shaded rest amenities;
- » The inclusion of a palliative care unit within a future enhancement of the recently constructed hospital;
- » The provision of ante and post natal services at the new hospital;
- » The establishment of a industry training centre; and
- » A further expansion (moving beyond 86 towards 120 beds) of the boarding hostel for out of town students attending either the agricultural college, the district high school or the trade training centre.

Please note that these items are indicative only and do not include annual regular maintenance requirements to keep facilities in a safe and functional working order that would be developed as part of the Shire's Asset Management Plan. The cost estimates relate to substantial refurbishment and facility upgrade requirements overtime.

## 2.8 MORAWA ECONOMIC PROFILE

***It is critical to have a basic understanding of employment quality within an area, if one is going to seek to influence the future economic development of an area.***

Employment is the overwhelming determinant and driver of population growth of the regions. Understanding the nature of the employment base and its key drivers is essential to formulating a meaningful strategy for the development of major regional towns and cities.

### 2.8.1 CURRENT SITUATION

#### 2.8.1.1 Population Projections for the Shire of Morawa and Mid-West

A full overview of the changing demography for Morawa between 2001 and 2006 census periods can be found in the appendix document.

The projections show that the Mid-West population is increasing although the rate of growth is gradually declining. The 2011 Estimated Resident Population figures from ABS indicate that Morawa's population has increased since 2006 to 911 residents. This is primarily due to the iron ore operations in and around Morawa such as Koolanooka and Karara. Upgrades to Geraldton Port and construction of Oakajee facilities are expected to significantly increase mine production in the region. Anecdotal data suggests that Morawa's population will continue to increase from the 2012 census.

#### 2.8.1.2 Employment Self-Sufficiency and Employment Self-Containment

Employment self-sufficiency (ESS) is a measure of the capacity of a locality to provide for employment for its local workforce. ESS analysis indicates that the Shire has enough jobs available within the Shire to employ the entire local labour force. A further result of this analysis indicates that a number of local workers are leaving Morawa for jobs elsewhere, while other non-local workers commute into the area from other locations for work.

This is indicative of a mismatch between workforce skills, workforce aspirations and the employment opportunities available in the area. This could be due to the cost of living or perceived amenity in Morawa as opposed to other localities outside the Shire (e.g. Geraldton).

#### 2.8.1.3 Employment Quality

Morawa has fewer population driven jobs (62%) and more strategic jobs (38%) compared to the WA average and most other centres in the Central and Midwest statistical divisions. The percentage of population driven jobs in Morawa would be expected to increase as both population and employment grow. The challenge will be in ensuring that strategic employment increases at an acceptable rate along with population driven employment.

The presence of significant levels of strategic employment within a local economy is critical to the long-term prosperity and resilience of the economy as:

- » There is no 'saturation point' to strategic employment (whereas there is only so much population-driven activity that a particular population needs/can afford);
- » A diverse range of economic activity servicing external markets diversifies the risk associated with downturns in a single market;
- » Strategic economic activity tends to include higher 'value-add' activities that are more likely to result in greater flow-on benefits to the local economy;
- » Strategic economic activity tends to result in high wage-productivity for employees and significant business opportunities for small to medium enterprises.

The difference between population-driven and strategic employment extends to the behavior of workers attracted to these jobs. Employees in strategic jobs tend to be willing to travel further for work, and are more inclined to remain in a given industry or sector for longer. The absence of strategic employment in a sub-region will mean a lower employment self-containment, as these workers travel further afield to their place of work (in the case of Perth in the central sub-region). By contrast the low-salary and skill requirements of many population-driven jobs make them more attractive to residents in close proximity to the place of work.

	TOTAL EMPLOYMENT	POPULATION DRIVEN	STRATEGIC
Morawa	362	62%	38%
Central	24,495	73%	27%
Midlands	19,570	65%	35%
Western Australia	876,882	79%	21%

**TABLE 7 - EMPLOYMENT BREAKDOWN BY QUALITY - SOURCE: PRACSYS ANALYSIS 2011**

**Table 8** - Section 4.2 provides a breakdown of indicative future employment figures required to sustain an aspirational population of up to 2,500.

#### 2.8.1.4 Employment Concentration Factors

An analysis of employment concentrations against a reference economy (the statistical divisions of the Central and Midlands) enables specialisations in the local economy to be identified.

This analysis indicates that there are a number of economic themes in the Shire, centering on agriculture, forestry and fishing, education and training, and health services; in short, mainly population driven industries. The exception to this is agriculture, which is primarily a strategic, export oriented industry. However, such industries are reliant on efficient supply chains and close proximity to complementary businesses and services. The challenge for Morawa will be balancing productive strategic industries alongside a maturing residential population.

#### 2.8.1.5 Shift Share Analysis

Shift-share analysis techniques, assess employment growth in a region by industry and differentiate between the growth attributable to the state economy, the industry mix and local factors. It is a useful method for identifying an area's economic drivers and its competitiveness. In shift-share analysis, the best targets for economic development are typically those firms outperforming in a high growth industry as this has the largest effect on growth.

For the Shire of Morawa, the shift share analysis reveals that the high growth industries in Morawa are population driven in nature including education, health services and government administration. As growth in these industries will be determined by the population growth of the area, economic development initiatives should focus on developing those industries that are knowledge intensive or export orientated such as services to agriculture and mining.

#### 2.8.1.6 Industry Productivity

An analysis of the export value, output value and gross value added to the top ten industries in the Shire indicated that once again, agriculture (\$8,500,000) and education (\$4,900,000) are strongly representing in the gross value added to the local economy.



2.8.1.7 Employment

The following breakdown of the current residential population and labour force in Morawa and other relevant statistical centres is used to inform the likely, additional employment needs.

	CURRENT
Residents	911
Labour force	370
Labour Force Participation Rate – Local	42%
Labour Force Participation Rate - Central	43%
Labour Force Participation Rate – WA	45%

TABLE 9 - BREAKDOWN OF CURRENT RESIDENTIAL POPULATION AND LABOUR FORCE - SOURCE: ABS CENSUS 2006 AND PRACSYS ANALYSIS 2011

The purpose of the following table is to demonstrate the likely, additional employment required to sustain various population scenarios using Morawa’s current employment distribution and a benchmark distribution for the area. As the percentage of population driven jobs in Morawa is expected to increase as both population and employment grow, the benchmark employment distribution demonstrates how Morawa’s workforce may look in the future.

	LABOUR FORCE PARTICIPATION RATE - LOCAL 42%		LABOUR FORCE PARTICIPATION RATE - WA 45%	
	Population Driven 62%: Strategic 38%	Population Driven 73%: Strategic 27%	Population Driven 62%: Strategic 38%	Population Driven 73%: Strategic 27%
Total Current Jobs	248	248	248	248
<b>At 1,000 population</b>				
Additional Future Jobs	167	167	206	206
Additional Population Driven Jobs	104	122	128	150
Additional Strategic Jobs	64	46	79	56
<b>At 1,500 population</b>				
Additional Future Jobs	375	375	434	434
Additional Population Driven Jobs	232	273	268	316
Additional Strategic Jobs	143	102	165	118
<b>At 2,000 population</b>				
Additional Future Jobs	583	583	661	661
Additional Population Driven Jobs	361	424	409	481
Additional Strategic Jobs	222	159	252	180
<b>At 2,500 population</b>				
Additional Future Jobs	791	791	888	888
Additional Population Driven Jobs	489	575	550	646
Additional Strategic Jobs	301	215	339	242

TABLE 10 - BREAKDOWN OF LIKELY, ADDITIONAL EMPLOYMENT NEEDED TO SUSTAIN POPULATION SCENARIOS

2.8.1.8 Supporting Infrastructure

The following figure represents demand for key services over future population levels.

POPULATION INCREMENTS	597	1,000	1,500	2,000	2,500
Number of Doctors	1	1	2	2	3
Number of Police Officers	0	1	2	2	3
Number of Primary Schools	0	0	0	1	1
Number of Secondary Schools	0	0	0	0	0

TABLE 11 - PROJECTED DEMAND FOR SUPPORTING INFRASTRUCTURE - SOURCE: PRACSYS BENCHMARKING (POLICE AND MEDICINE) 2011 AND PRIMARY AND SECONDARY SCHOOLS – DEPARTMENT OF EDUCATION

2.8.1.9 Floor Space Demand

One of the primary implications of population growth in Morawa will be the demand for population driven functions like entertainment, retail and commercial services. The demand for floor space will be driven by the pool of available expenditure that occurs in the town and by the relative productivity of different types of floor space.

The aim is to ensure that the centre develops in a successful manner and can accommodate an increased scale and quality of sustainable employment. The following table outlines the optimum floor space requirements for Morawa across key retail and commercial categories at different population scenarios based upon the above productivity assumptions.

POPULATION	1,000	1,500	2,000	2,500
Convenience (m²)	460 – 690	880 – 1,320	1,180 – 1,770	1,480 – 2,220
Comparison (m²)	430 – 540	920 – 1,160	1,240 – 1,550	1,560 – 1,940
Office (m²)	450 – 560	1,040 – 1,300	1,390 – 1,740	1,750 – 2,180

TABLE 12 - PROJECT FLOOR SPACE DEMAND (NET LETTABLE AREA) - SOURCE: HHES 2009/2010 AND PRACSYS ANALYSIS 2011

If Morawa achieves the aspirational population of 2,500 then the optimum quantum of retail floor space would be between approximately 3,000 and 4,200 square metres. In general terms, a population of approximately 5,000 people would be required to generate the sales turnover per square metre required to attract a major retailer such as a Coles or Woolworths. Therefore the expected increased demand for convenience retail is unlikely to have a significant impact upon the existing structure of retail development in Morawa.

Only when demand for comparison retail has reached a suitably high level will it warrant a major increase in floor space (e.g. attraction of a discount department store).

Findings of a recent floor space survey indicated that Morawa is currently under trading on an oversupply of retail floor space and it can thus be argued that current configurations are not meeting contemporary retail and commercial needs. As a result the total retail floor space demand would not be expected to increase greatly as Morawa’s population grows.

The solution to this problem would be to focus on reconfiguring Morawa’s existing floor space to improve performance rather than simply increasing the total amount. Suggestions for incentivising the reconfiguration of retail floor space in Morawa include:

- » Strong action to assemble the land needed to carry out a reconfiguration.
- » Reassessing the highest and best use (or desirable uses) of retail floor space.
- » Understanding and influencing the investment decisions which drive reconfiguration. This could include preferential rating or planning support for a business improvement district.
- » Improving the amenity and public realm in the targeted areas (such as convenient parking).

If Morawa is to increase its existing amount of retail floor space, the town not only needs to produce a larger pool of expenditure but also capture a greater amount of this expenditure. A component of this will be to first focus on utilising the town’s existing floor space to its full potential. Only when the existing floor space is operating at increased productivity and decreased leakage should additional floor space be considered.

KEY IMPLICATIONS

- » Existing floor space in the town is adequate for a population of 2500, however the building footprints and configurations are not meeting contemporary retail and commercial needs.
- » The challenge for Morawa will be balancing productive strategic industries alongside a maturing residential population.
- » Lack of planning for population driven demand for services to support the aspirational population growth.
- » Economic development initiatives should focus on developing those industries that are knowledge intensive or export orientated such as services to agriculture and mining.
- » Lack of consumer and producer services to support the growth of strategic industries meaning benefits are not captured and retained by the Shire.
- » Employment base gradually overtaken by population driven services without adequately increasing strategic jobs thereby weakening long-term economic development.

### 2.8.2 CURRENT PLANNING

The MWDC (March 2011) and other resources list a variety of projects in the region, either planned or in progress, which are directly and indirectly linked with Morawa. These projects include:

- » Sinosteel – Koolanooka (\$70m)
- » Gindalbie Metals – Karara (\$2.6b)
- » Asia Iron – Extension Hills (\$2b)
- » Mount Gibson Mining – Extension Hill (\$73m)
- » Oakajee Port and Rail (\$6b)
- » Brookfield Rail Upgrade
- » Southern Inland Health Initiative (\$565m)
- » Industry Training Centre (\$12m)
- » Trade Training Centre (\$3.6m)
- » Morawa Business Units (\$1.4m)
- » Industrial and Residential Subdivision (\$2.7m)
- » Town Sewer Upgrade (\$750k)
- » Mid West Energy Stage 1
- » North Midlands Solar Thermal (\$22m)
- » NBN Optic Fibre and Next Generation Wireless Coverage
- » Morawa Sports Ground Redevelopment (\$2.9m)

Further analysis will determine the anticipated direct employment impacts of these projects and their proposed construction and operations phases. The analysis will also categorise the nature of the projects as to whether they are driver projects, enabling infrastructure, or whether they are essential population driven amenity provision projects.

### 2.9 INFRASTRUCTURE PROFILE

***Within the Region there are issues with reliability of power supply and there are regular brown outs and black outs due to the condition and age of the existing infrastructure and that the Region is at the edge of the grid.***

#### 2.9.1 CURRENT SITUATION

##### 2.9.1.1 Water Supply

Morawa is supplied from the Arrowsmith Regional scheme along with several other towns in the area. The Morawa townsite is equipped with a 2 Million litre capacity tank and booster pump station, which are at about 50% capacity currently.

Morawa accounts for over half of the demand from the Arrowsmith Scheme, which is currently at about 80% of its annual abstraction Licence.

Whilst the Town's current water supply is adequate, anticipated growth in peak water use in early 2012 will result in a reduction of the spare capacity.

The Water Corporation has recently commissioned SKM to undertake a review of the Arrowsmith Bore fields supply system, which is likely to determine the extent of supply available from the bore fields for future demand. This study is likely to be completed early in 2012.

#### KEY IMPLICATIONS

For growth to occur in Morawa to an aspirational target of 2500 the following implications or issues need to be considered.

- » A doubling of the population will leave no spare capacity.
- » The provision of the additional storage tank is required to provide for future growth greater than 50% of the existing population.
- » The estimated cost to construct the new tank and associated infrastructure is approximately \$1.5 million.
- » Growth of the water supply network would be limited by current Arrowsmith Borefields extraction licence restrictions.
- » Subject to resolution of the Arrowsmith Borefield Supply and provision of a second 2 million litre water tank, there would be capacity to cater for up to a tripling of the population.
- » Provision of an additional tank or replacement of the existing tank with a larger tank (4 million litre) would be required to meet the target population water supply requirements.
- » By this point in time it is expected that the existing water tank may be due for replacement due to asset maintenance purposes. The size of the existing reticulation network main distribution line would also require upgrading as part of Water Corporation planning for the town.

**2.9.1.2 Sewer Infrastructure**

The stormwater dam does not have sufficient capacity to store all winter flows in combination with collected stormwater. As a result, the treated wastewater (TWW) overflows during the winter months to the salt lake system to the south east of the townsite, which is in breach of the current Operating Licence Conditions. The existing WWTP is at or slightly below the required capacity for the existing population.

The Shire has allocated capital funding to upgrade the wastewater treatment plant (WWTP) in 2012 to address the immediate capacity issue by commissioning a new dam and de-sludging the existing dam.

Implementation of proposed upgrades will enable the town sewer infrastructure to approximately double in size.

Estimated costs for the upgrade works to the WWTP, the TWW storage dam, transfer pumps and mains, chlorination units and expansion of the TWW irrigation system is \$2.9 million.

**KEY IMPLICATIONS**

- » An expansion of the sewer system beyond a doubling of the population would require further extension to all proposed infrastructure upgrades.
- » To cater for the target population of 2,500 people, significant expansion of the current WWTP and dam is required.
- » A long-term option would be to install a package type WWTP that treats the wastewater to a higher quality. These systems have much higher capital costs and operating costs.
- » The Shire will need to review and update their recent WWTP study to consider the long-term infrastructure requirements for the target population scenario.

**2.9.1.3 Power Supply**

Power to Morawa is supplied via a 33kV feeder from the Western Power Three Springs sub-station. This feeder continues on to supply Perenjori and therefore any capacity issues need to consider both towns together.

Currently Morawa and Perenjori uses in the order of 3.5-4.0MVA. Western Power advised that they have existing capacity in the Region in the order of 5 MVA. Therefore based on the current loads, this would allow for a substantial increase over the current usage for the two Shires and assuming it is a gradual increase, Western Power would deal with this as organic growth and continue to develop the network to support that growth. This does not however account for larger one-off loads such as rail construction or the proposed light industrial subdivision north of town and any significant expansion to the townsite.

There are major issues with the reliability of power supply, with regular brown outs and black outs occurring due to the condition and age of existing infrastructure and the Shire being located at the edge of the grid.

Western Power do not have any plans for a new transmission connection into Morawa. Western Power advised that to provide such a connection from the new 330kv transmission line being constructed to supply Karara Mining, it would require a new power substation.

The power requirements for a population and industry supporting a town of 2,500 is likely to warrant the construction of a sub-station in close proximity to the town.

The Shire of Morawa has been in discussions with Carbon Reduction Ventures Pty Ltd, which is a company that proposes to construct a solar power project that would supply up to 3MW of power into the existing system. The intent is that this project would provide additional power generation to the Morawa and Perenjori system, with an alternative being considered whereby a solar power plant could be the sole power supply for short periods of time.

**KEY IMPLICATIONS**

- » Western Power should be required to investigate options for improvements to power supply to the Morawa Region to support this level of growth. If the solar power station does not proceed, the growth of the town is likely to be limited following the construction of the new industrial area for the town, which is an approved subdivision development.
- » The solar project is proposed to be built in stages and can be added to as the demand allows it to and therefore would be able to grow with the population of the area. The system would be designed to be despatchable within the limits of the installed energy storage, and possibly capable of load profiling.

**2.9.1.4 Telecommunications**

There exists Telstra cable network throughout the Morawa townsite and a Telstra exchange within the town, which provides telephone services. In relation to the broadband status, Morawa's Exchange is connected to ADSL2+ and also has BDSL capability (business grade service). However due to cost, the Shire has not proceeded with access the BDSL.

There are a number of areas within Morawa and the North Midlands sub region where incidents of black spots are encountered. Discussions with local community indicate that poor telecommunications in Morawa is an issue.

The NBN fibre network is generally not provided to populations of less than 1,000 people. If it can be demonstrated that the population of Morawa will meet the 1,000 person criteria, it should be eligible for the NBN fibre network.

The remaining premises will be connected via a combination of next-generation fixed wireless and satellite technologies providing peak speeds of 12 Megabits per second (Mbps). Currently Morawa is NOT within the 93% that is receiving NBN via the fibre network and that it will be provided with the wireless version.

**KEY IMPLICATIONS**

- » An upgrade of the Telstra network will be required to provide a National Broadband Network (NBN) compliant network for any new lots created as part of any subdivision development.
- » Incidents of black spots have been encountered and must be rectified as part of any plans to improve Morawa and the sub-region.
- » Political support is required to ensure that Morawa is provided with the fibre NBN network as part of the SuperTown development process.

#### 2.9.1.5 Gas

The Morawa Townsite is not currently connected to a gas network and there are no proposals to connect the Morawa Townsite in the short or long term.

The future establishment of a gas hub at Three Springs could provide an opportunity for Morawa to branch into a gas supply.

The residential and industrial growth proposed for the town is relatively small and unlikely to necessitate the extension of the Dampier-Bunbury Natural Gas Pipeline (DBNGP) to the Townsite. Whilst it is desirable to have gas as an alternative power source, the costs to extend the DBNGP into Morawa for such a small population base would be cost prohibitive unless it is required to be brought past the town to supply a major industry.

#### 2.9.1.6 Drainage

Stormwater is directed from the roofs of properties to either the surrounding ground or directed via small pipes to the road network. The whole road catchment is then conveyed to the Town Dam located on Stokes Road, which is then used for irrigation purposes. The Town Dam has a capacity of approximately 30ML. There is an additional small collection basin of about 3ML capacity that collects water from the recreational grounds north of Evans Street.

There are three main drainage crossings from the western side of the Townsite under the railway. These are piped drainage sections.

Due to the size of the drainage catchments, the gutter flows on the eastern side of the town are very large with the whole road widths acting as conduits for stormwater in larger storm events. This is likely to present road safety issues and also localised flooding issues to properties at the downstream end of the catchment.

There have been flooding issues on the eastern side of the railway along Solomon Terrace between Evans Street and Manning Road, which has caused minor property damage and disruption to access to the businesses in the vicinity of the Morawa Hotel. Additionally, site inspection revealed that there is likely a potential flooding issue in Manning Road due to a trapped low point between Grove and Neagle Streets.

#### KEY IMPLICATIONS

- » It is recommended that significant improvements to the stormwater management system such as piped drainage systems in Solomon Terrace, Manning Road and Evans Street be implemented in the short term. Estimated costs of the upgrade works ranged from \$470,000 to \$950,000 depending on whether done by Shire labour or contracted works. The Shire advised that these costs are prohibitive and therefore currently unfunded.
- » Any townsite growth, particularly west of the railway, will increase the stormwater catchment and exacerbate the downstream flooding issues and potentially have capacity issues under the railway.
- » Roads such as Stokes Road and Granville Street should also be reviewed to look at providing an improved stormwater conveyance system to reach the town dam.
- » The existing open drains on the east side of Winfield Street should be reviewed as part of any streetscape improvements and main street upgrade, as the large open drain detracts from the amenity of the area and main street environment.

### 2.10 TRAFFIC AND TRANSPORT PROFILE

*Discussions with the Shire indicate that many of the regional roads in the locality are under width for the level of traffic they carry.*

#### 2.10.1 CURRENT SITUATION

##### 2.10.1.1 Road Network

###### Regional Roads

The Mid West Region is well serviced with a network of major sealed roads connecting Geraldton to Perth, the North West and the hinterland, which provides extensive use by double and triple road trains.

The Morawa townsite is directly accessible from the south via the Mullewa-Wubin Road and from the north, via the Morawa-Wubin Road. These roads are under the jurisdiction of Main Roads Western Australia. This road provides an inter-town link between Wubin, Perenjori, Morawa and Mullewa and acts as a feeder for traffic into Geraldton, via Geraldton-Mt Magnet Road, and into Perth via Great Northern Highway. This road caters for heavy seasonal grain and fertilizer cartage as well as tourists during the wildflower season. As this road passed through the centre of town, it is known as Winfield Street.

The Mingenew-Morawa Road approaches the town from the west and the Morawa-Yalgoo Road from the east. These roads form part of an east-west link from the agricultural and pastoral regions to the Geraldton Port, various recreation areas and the major grain receipt point at Mingenew.

Being the easternmost town in the region, Morawa can be considered to be off the main traffic routes. To reach the town a detour from the Perth - Geraldton roads is required. This indicates that traffic growth would be led by the internal growth of the town. The development of other towns in the State would not be expected to have a significant impact on traffic movements in Morawa.



**Local Roads**

Traffic movement through Morawa is considered relatively easy at the present time with no one street passing more than 1,000 vehicles per day. The following is a list of key roads forming part of the local road network:

- » Winfield Street: forms the main street, running through the centre of the townsite;
- » Caulfield Street: provides an important east-west link between the district hospital/medical centre;
- » Prater Street: provides an east-west connection through the central core of the western town precinct to the town hall, high school and museum; and
- » Solomon Terrace: runs parallel to the rail line on the eastern side of the tracks, providing a north-south connection between Stokes Road, Evan Street and crosses the rail line to Winfield Street.

The following figure depicts the classifications of the regional and local road network providing access to, from and within the Morawa townsite.

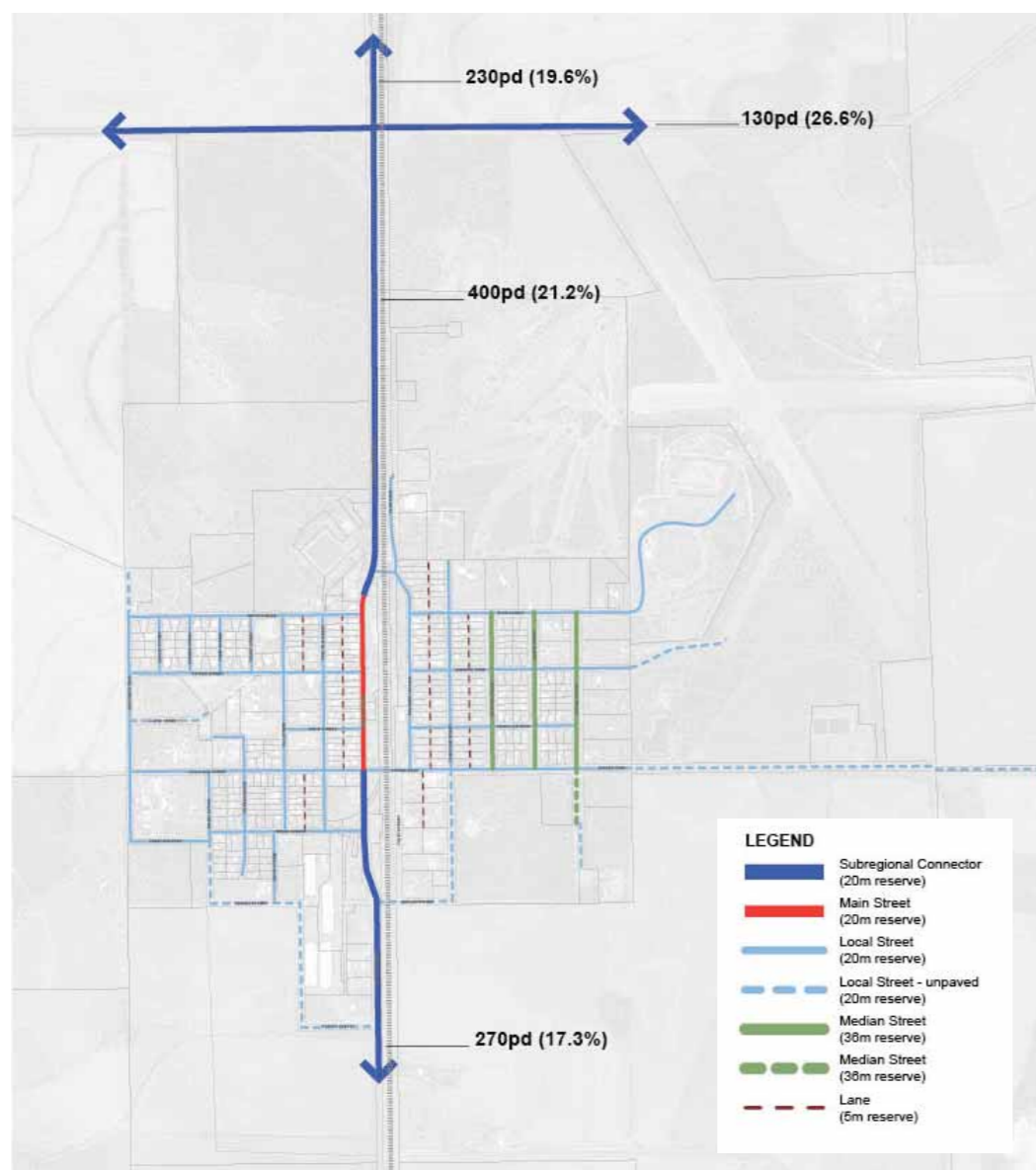


FIGURE 10 - TRAFFIC DATA FROM MAIN ROADS WESTERN AUSTRALIA (MRWA)

**KEY IMPLICATIONS**

- » Improvements to these Regional Roads will enhance the likelihood of visitors, business and residents accessing Morawa as a destination and home.
- » Current levels of road freight through Morawa are having negative impacts upon the mainstreet and amenity of the town centre. These include safety, dust, noise and impacts of general circulation. Consideration needs to be given to separating the road freight from the normal mainstreet and townsite traffic. The option of providing a separate truck route (bypass) by duplicating the main street along the rail reserve boundary requires consideration.
- » Truck and trailer parking is currently located east of Davis Road on the eastern side of the main street, considered too close to core town centre activities. Consideration needs to be given to relocating this facility whilst balancing the economic benefits and the reduced amenity issues associated with trucks in the heart of the town.
- » Current levels of traffic, both truck and vehicle movements can be accommodated based on an increase in approximately 3830 dwellings.
- » The local road network is only in fair condition; with a strong need for a capital works program to be implemented to progressively upgrade the local road network. This is not growth related but should be implemented.

**2.10.1.2 Pedestrian and Cycling Network**

There is an existing network of footpaths throughout the town, in particular in the main street and linking through to the recreation grounds and sports club, high school, swimming pool and caravan park.

There are at grade crossings of the rail crossing but these do not have any pedestrian gates to direct pedestrians through or good connectivity through to the eastern residential area.

Apart from the footpaths, there are no designated cycle facilities in the town, however the roads are wide, traffic volumes are low and grades are flat making it excellent cycling conditions.

There is a detailed trail master plan that is being implemented with walk trails through native bush land and wildflower areas to the north of town. However, the Shire does not have a programme to provide footpaths throughout the remaining residential streets.

**KEY IMPLICATIONS**

- » There is a need to ensure that every street has at least a footpath/cycle way on one side of the road to encourage alternative transport options if Morawa is to grow.
- » Better linking the residential areas east of the rail line to the western area, that comprises much of the commercial, retail, civic and other townsite uses is important for residential growth to the east and community cohesion.
- » As a minimum at-grade pedestrian access should be improved, linking Prater Street with Manning Road on the eastern side of the rail line. However, in the longer term an at-grade vehicular crossing and/or grade separate pedestrian crossing should be explored. A cost benefit analysis should be undertaken to test all scenarios.

### 2.10.1.3 Rail

The Perenjori Rail Line, which runs through the centre of town, was once used for passenger services as evidenced by the old railway station. The rail line is now however used for freight services. Whilst initially only transporting 5 trips per week of grain during season, recent approvals for use of iron ore transport will increase the use of this railway.

#### KEY IMPLICATIONS

- » The freight rail line running through the heart of Morawa provides physical barrier between the eastern and western areas of the townsite.
- » However, It is not expected that rail freight will significantly increase through the townsite, with the construction of more direct rail lines north of the townsite that link mining activity with the port of Geraldton.
- » Should rail freight increase with new mining activity then consideration will need to be given to a new rail link south of Morawa that does not go through the townsite .

### 2.10.1.4 Bus

A Transwa bus service provided between East Perth and Geraldton passes through Morawa. The service operates on Monday and Thursday to Geraldton and Tuesday and Friday to Perth and must be booked in advance.

There are no public bus services operating in Morawa.

A single fare to Perth is comparable to the cost of fuel if opting to travel via car. Given the long journey time of 6 hours, this service is expected to be predominantly utilised by those unable to drive (children, the elderly or disabled).

Given the current and potential for growth within the townsite of Morawa it is unlikely that a town bus service will ever be viable.

#### KEY IMPLICATIONS

- » With TransWA operation a regional service through Morawa and changes to the town centre and mainstreet will need to accommodate a location for passenger disembarking and alighting from Morawa.

### 2.10.1.5 Airport

The existing aerodrome is located on the northeastern outskirts of the Townsite. It is owned and operated by the Shire and has recently been upgraded to achieve the CASA Aerodrome category of Registered.

The airport is accessed through the sports field grounds and has a single lane access to the airstrip. The two airstrips are gravel and there is a bitumen apron to allow planes to turn and park. Currently the Registered certification allows for landings of up to a 30 seater plane and also Royal Flying Doctor Service (RFDS) emergency landings during the night.

The airport is suited to small aircraft and has in the past been used by the local mining companies. The Shire reports that there continues to be an increase in use of the airfield as mining and mining related activities grow. Morawa has also been identified as a sub-regional location of choice for Royal Flying Doctor and other health needs.

There are plans to seal the airstrip and there are no scheduled passenger services from Morawa. The closest scheduled passenger services are in Geraldton.

#### KEY IMPLICATIONS

For aspirational growth to occur to a target of 2500 people, the following implications or issues need to be considered:

- » Given Morawa's status as a SuperTown, air transport is an important enabler that will facilitate improved service delivery and access into and out of the region.
- » With mining activities being a key economic driver within the region the ability to employ air transport will provide additional incentive for employment and population growth within Morawa townsite.
- » Access to and from the airport will need to be enhanced should the upgrade include sealing of the runway and improved aerodrome facilities.

## 2.11 ENVIRONMENTAL PROFILE

*Within the Shire of Morawa, there are currently no local planning policies or strategies associated with the identification, management and protection of environmental values within the town or the wider region.*

### 2.11.1.1 Climate

Morawa experiences a Mediterranean climate with hot, dry summers (November to April) and cold, wet winters (May to October). The average daily minimum and maximum temperatures during summer are 13oC and 38oC respectively, while the average daily minimum and maximum temperatures during winter are 5oC and 29oC respectively.

Annual average rainfall for the Morawa area is 333 millimetres a year, with the wettest month generally July. However, rainfall patterns have changed over the last ten years, with a decrease in rainfall of approximately 20 per cent, with an annual average of 266 millimetres of rainfall observed between 2000 and 2008 (Paul 2009). Overall evaporation within the area generally exceeds rainfall, however evaporation is highest during summer, when the least rainfall occurs, and lowest during winter when rainfall is greatest.

From October to February (spring and summer), the prevailing wind pattern is generally from the south, while from March to May (autumn) the prevailing wind pattern is generally from the east, south-east and from June to September (winter/spring) the prevailing wind pattern is generally from the west, north-west.

#### KEY IMPLICATIONS

Climate change has the potential to increase temperature and extreme weather events as well as decrease rainfall in the region, which collectively will change the biodiversity in the region, agricultural productivity, water availability, bushfire frequency and place pressure on the human systems currently in place to manage these.

There is a need to consider managing the supply, use and efficiency of water within Morawa and to the agricultural and mining industries as rainfall in the region decreases.

The consequences of climate change and salinity impacts on the productivity of agricultural areas also need to be considered.

**2.11.1.2 Topography**

The topography within Morawa ranges from 260m Australian Height Datum (AHD) in the east to 290 AHD in the west, with the town generally sloping gently to the south-east, towards the extensive salt lake system located south and east of the townsite.

**2.11.1.3 Geology and soils**

Morawa is located on the western side of the Archaean Yilgarn craton with extensive granitoid rocks to the north-west, south-west and east of Morawa. The basement rock below Morawa is predominantly medium even grained adamellite-granodiorite, which has been strongly deformed and recrystallized in Morawa and is intruded by dolerite dykes and quartz veins.

Regional soil landscape mapping undertaken by the Department of Agriculture and Food indicates that Morawa contains two primary soil-landscape units, ‘Morawa (Mw)’ and ‘Noolagabbi (Ng)’, with a further unit ‘Saline Drainage (Sd)’ to the south-east of Morawa (Rogers 1996). A map depicting the general location of these units along with a description is included in the figure below.

**2.11.1.4 Surface Water and Groundwater**

Morawa is located within the Yarra Yarra Catchment basin, which is a large system of ephemeral salt lakes (Yarra Yarra Lakes System), approximately 300 kilometres long and 250,000 hectares in area. These lakes are located approximately two kilometres south-east of the town centre. Generally surface water does not flow through the lake system but instead ponds in waterlogged depressions or the poorly defined drainage lines, and eventually recharges to the underlying groundwater system.

The natural drainage pattern through Morawa has been modified by the road and stormwater system, so that surface flow through the townsite is intercepted and stored within the town dam. As previously outlined in Section 2.9.6 – Drainage, overflow moves east along Stokes Road, towards the Yarra Yarra Lakes System when this dam reaches capacity. The south-west portion of Morawa is prone to flooding, while regular ponding of surface water is observed on the corner of Solomon Terrace and Manning Road.

Morawa is found within the Gascoyne groundwater area and the Mullewa/Byro subarea, which is described as generally unconfined in the east and flows toward the west where the aquifers then become confined by overlying low permeability units. A recent groundwater investigation (Paul 2009) indicates that groundwater within Morawa varies between one and four metres below ground surface, with the groundwater closest to the ground surface in the central portion of the town. In recent years, there has been a noticeable decrease in groundwater levels within Morawa, with a drop of approximately 0.2 metres per year since 2001 (Paul 2009).

**2.11.1.5 Salinity**

Within Morawa, the risk of salinity from groundwater is considered low given that groundwater levels have declined over the last ten years. However, it should be noted that there is still a risk of salinity in Morawa, from:

- » Groundwater levels rising, either locally within the town where ponding occurs, or if regional groundwater trends change (i.e. if rainfall increases, or if remnant vegetation is cleared); or
- » Surface water that flows through Morawa from the surrounding agricultural areas, which is saline in nature or surface water which can pond within areas of the town.

**KEY IMPLICATIONS**

The environmental considerations associated with balancing the environmental values within Morawa with increased activity, an increased population and climate change include:

- » Drainage and flooding of Morawa that is associated with the current and expected more intense future rainfall events.
- » The potential for salinity to impact on soil, water and infrastructure within Morawa through a rise in groundwater levels, ponding of stormwater in areas of the town and inundation of Morawa during rainfall events. As previously stated, significant improvements to the stormwater management system are required in order to address such impacts.

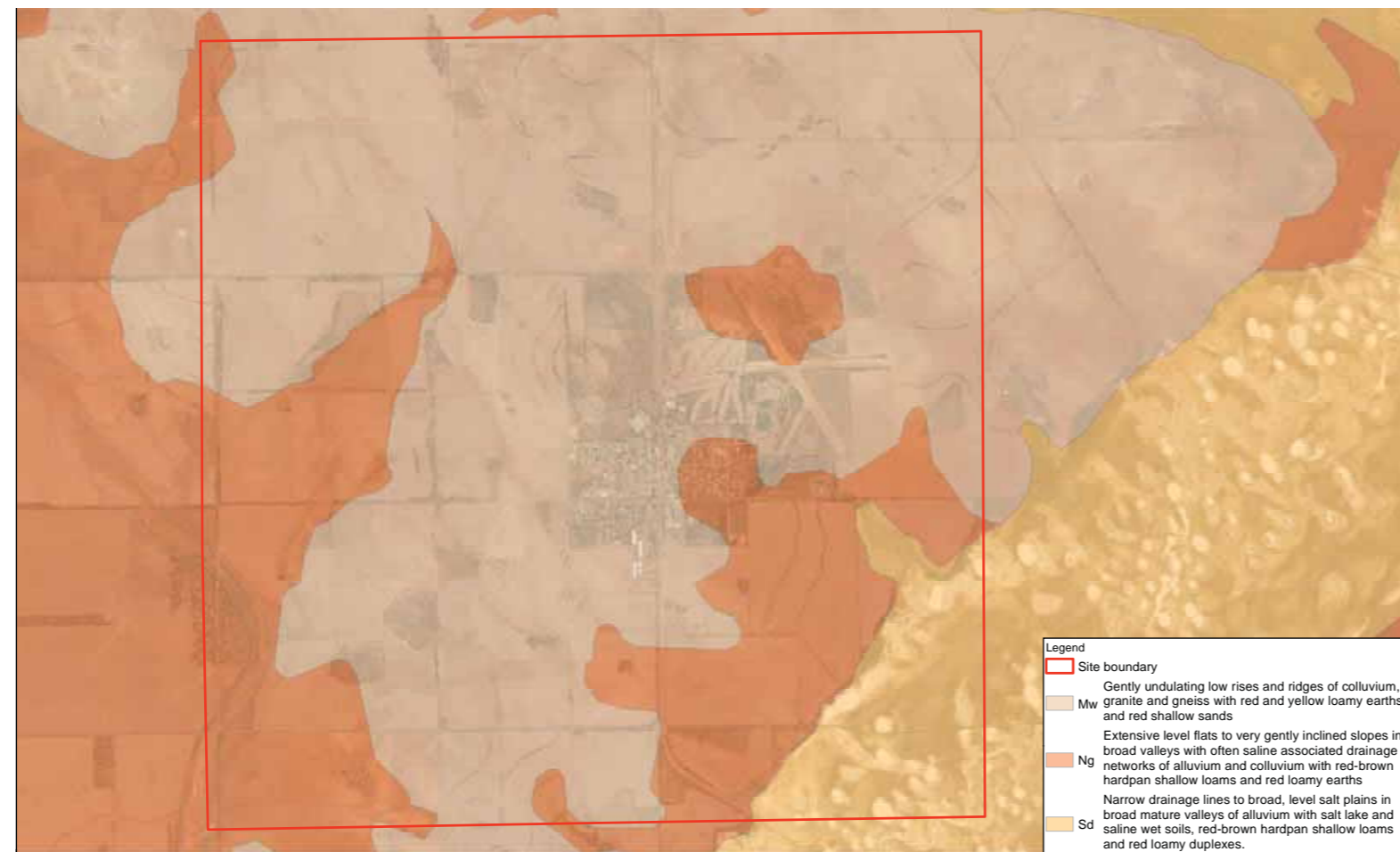


FIGURE 11 - GEOLOGY AND SOILS



#### 2.11.1.6 Flora, fauna and vegetation

Morawa is found within the Avon Wheatbelt Interim Biogeographic Regionalisation for Australia (IBRA) region and within the Ancient Drainage subregion. This area is broadly described as “Proteaceous scrub-heaths rich in endemics on lateritic uplands and sandplains with mixed eucalypt, Allocasuarina huegeliana and Jam-York Gum woodlands on alluvials and eluvials” (Beecham 2001).

Beard (1976) undertook regional scale mapping and indicated that Morawa formed part of the Perenjori vegetation system, which is broadly described as Casuarina thicket, Eucalyptus woodland and salt country complex on yellow sandy soils, red loams and saline grey sands respectively.

The Morawa region is also known for its variety of wildflowers with tourists encouraged to visit and explore the area to observe wildflowers. These wildflower values are known within the town as well as within the cleared agricultural areas and areas of remnant vegetation surrounding the town.

The majority of the Avon Wheatbelt IRBA area has been extensively cleared with an estimated 13 per cent of the original remnant vegetation remaining. All remnant vegetation is considered important for biodiversity and landscape integrity (i.e. minimising the impacts of salinity).

A large proportion of the town appears to contain remnant vegetation (refer to Figure 12). Limited site-specific investigations have been undertaken to date, however a search of state databases indicates that 51 flora species of significance may potentially occur within Morawa, seven Declared Rare Flora and 44 Priority Flora species. In addition, eight flora species have been listed at the federal level as potentially occurring within Morawa. Previous investigations indicate that one species of conservation significance, Eucalyptus synandra, has been observed within the remnant vegetation surrounding the airport.

A search of state and federal databases indicates that ten conservation significant species may occur within Morawa and include bird, mammal and reptile species. Recently, evidence of

the Western Spiny-tailed Skink (*Egerina stokesii badia*), which is a state and federally listed conservation significant species, was observed in the northern portion of remnant vegetation within the townsite.

#### KEY IMPLICATIONS

- » An increase in population is likely to place pressure on existing remnant vegetation within the town through potential clearing, as well as through the generation of emissions, placing a high level of importance of retaining all remnant vegetation where possible, which contributes to the character and sense of place of the town.
- » Due to the extensively cleared agricultural areas surrounding Morawa and the presence of remnant vegetation within the town, there is the potential that the habitat preferences for some of the conservation significant species may be found.
- » Within the Shire of Morawa, there are currently no local planning policies or strategies associated with the identification, management and protection of environmental values within the town or the wider region.
- » Given the lack of site-specific flora, vegetation and fauna investigations undertaken to date, further investigations and management actions are recommended, including a Level 2 flora and fauna investigation and local and regional surveys to determine presence of conservation significant species that were listed as potentially occurring or have been observed during recent surveys.
- » The importance of making use of Morawa’s natural features, history and built environment, with the aim to encourage tourists to visit the area year-round.

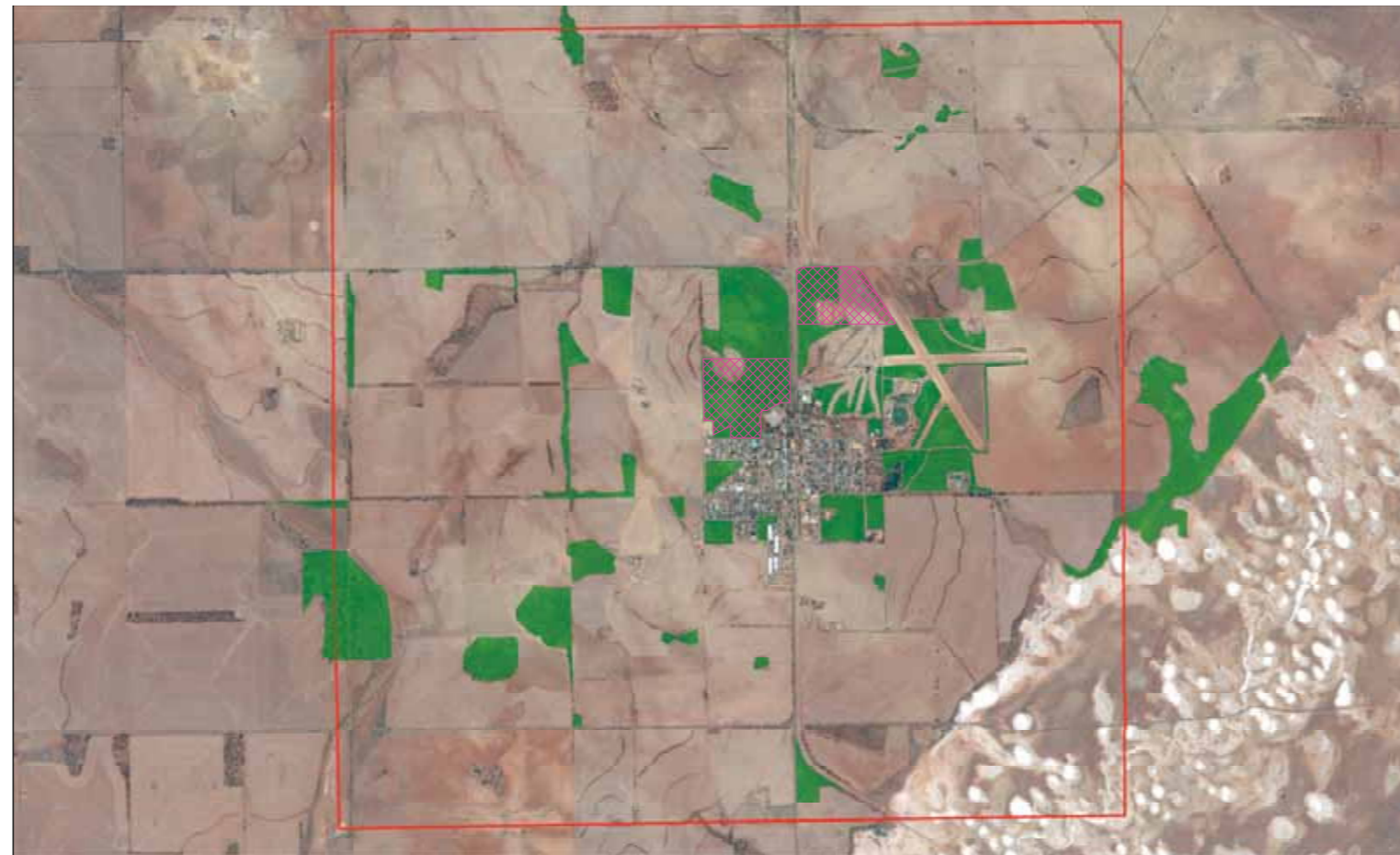


FIGURE 12 - REMNANT VEGETATION



**2.11.1.7 Land Uses Impacts**

The predominant land use within the Morawa region is dryland agriculture and grazing, with the majority of areas outside of the townsite cleared for agricultural purposes. Broadly within the region, mining of mineral resources (predominantly magnetite and iron, but also includes quarrying for ballast materials) also occurs.

In addition to these broader land use activities, there are a number of different land uses within Morawa itself, which have the potential to generate emissions (noise, gases, dust and odour), which may exceed acceptable amenity levels in residential areas, and other sensitive uses (i.e. hospitals, schools, caravan parks).

These land uses generally require a separation distance to be applied in order to avoid potential conflicts between different land uses and minimise risk to the environment and people. In the absence of site specific information, the Environmental Protection Authority provides recommended generic separation distances, which are outlined in Environmental Protection Authority (EPA) Guidance for the Assessment of Environmental Factors Separation Distance between Industrial and Sensitive Land Uses (2005). It will be important to consider these existing land uses and their operation when considering the introduction of new land uses and/or residences within Morawa. The land uses and applicable generic separation distances have been outlined in Figure 13 below.

**KEY IMPLICATIONS**

- » An increase in activity, such as use of roads, railway and airport in support of mining in the region as well as related service industries, is likely to place pressure on the environment through generation of emissions (noise, dust and odour) and an increase in the requirement for water and power supply.
- » Future planning of Morawa needs to consider ways in which to minimize the impacts of emissions (i.e. noise, dust, odour and effluent) on human health, amenity and the environment. This would include noise impacts from the use of the road and rail for mining and agricultural purposes, dust and noise from the nearby CBH facility and agricultural areas and odour and effluent from the wastewater treatment facility.
- » Providing suitable and pragmatic separation between existing and proposed land uses within Morawa to minimise impacts on the human health, amenity and the environment as well as meeting the expectations of residents needs to be considered.
- » There is a need to effectively manage waste, minimize waste productions and encourage recycling, reuse and appropriate disposal of waste.
- » The Morawa landfill facility is near to capacity, with increasing pressures from the surrounding industry (mining) and potential increase in population. Additionally, the potential for the Morawa landfill facility to become a transfer depot given the limited capacity to expand the facility (with waste to be transported to Geraldton following collection) needs to be considered.
- » The need to consider the implication of contaminated sites and their remediation, in particular 76 Winfield Street and the historic Water Corporation dam.



**FIGURE 13 - GENERIC BUFFERS TO LAND USE**

#### 2.11.1.8 ACOUSTIC ANALYSIS OF FREIGHT CORRIDOR

Lloyd George Acoustics prepared a Transportation Noise Assessment, which gave consideration to the existing road and rail corridors and the proposed new road freight realignment and potential traffic growth on the freight railway. Site measurements and modelling was undertaken in accordance with relevant policy.

Two noise loggers and one vibration logger were set up on 24 July 2012 and collected on 30 July 2012 to quantify the existing noise and vibration levels.

The modelling took into account growth of road traffic volumes up to the year 2031. A future worst-case scenario of 1 train movement per hour (4 empty and 4 loaded at night) has also been considered.

In summary, the Transport Noise Assessment has determined that the goals and objectives of the Growth Plan and Town Centre Plan will not be compromised by projected increases in freight and other traffic and construction of a new freight road.

#### KEY IMPLICATIONS

- » The introduction of the parallel freight road has a negligible impact on properties along Winfield Street and Solomon Terrace.
- » The worst-case scenario will not limit the establishment or intensification of noise sensitive uses/development along Winfield Street and Solomon Terrace.
- » There will be some restrictions relating to architectural treatment for new buildings accommodating noise sensitive uses along Winfield Street and Solomon Terrace adjacent the freight corridor.
- » With regards to vibration, the existing train movements do not result in any significant vibration at existing buildings along Winfield Street and Solomon Terrace. This is not expected to change in the future, only that the current, relatively low levels of vibration from a passing train, will occur more frequently with increased train movements.
- » Architectural treatments will be required in relation to new noise sensitive developments that occur on some affected properties on Winfield Street and Solomon Terrace. These architectural treatments incorporate superior construction standards, some of which are now becoming more prevalent in residential buildings, and therefore will not significantly increase the cost of the building.

## 2.12 PROPERTY ANALYSIS

**Development potential is dominated by underdeveloped lots within the town as well as current servicing potential for water and sewer.**

### 2.12.1 CURRENT SITUATION

#### Residential - Overview

The Town of Morawa is bisected into two parts by a railway line running north-south. This results in a distinct east/west distribution of the Town either side of the railway line. There is a perception that the “west side” is generally considered to accommodate better amenity with improved real estate values whilst the “east side” is characterised by generally older, lower quality, poorer maintained properties.

The total housing stock in Morawa is estimated at 260 dwellings; a further 60 residential lots exist as vacant land supply held in private ownership.

#### Property Sales Activity

Morawa has recorded an average 27.5 property sales per annum for the last 10 years. Of this figure, land sales alone represent 23% of average annual market activity at 6.2 sales, with the sale of homes accounting for 77% of average annual market activity at 21.3 sales. In terms of sale activity for the year commencing January 2011, a total of 8 property sales have been recorded. This is down 60% from the 20 sales recorded in 2010, and 71% on the 10 year annual average.

#### Median Prices & Growth Rates

The annual median house price in Morawa as at September 2011 was \$129,000 with 7 properties sold for the period. This aligns closely with the median house price recorded for similar neighbouring localities (with the exception of Geraldton and Dongara both being coastal locations), as illustrated in the table below.

#### Growth Rates in Medium House Sale Price

12 months to September 2011

Growth Rates	1 Year	5 Years	10 Years	No. Sales for Year	Median House Price
Carnamah	25.5%	29.4%	14.3%	8	\$118,000
Cue	-28.6%	21%	12.4%	6	\$72,500
Dongara	-13.7%	0.6%	10.7%	11	\$345,000
Eneabba	n/a	n/a	n/a	3	\$116,500
Geraldton	-5.4%	9.2%	13.3%	28	\$359,000
Mingenew	-3.4%	10.5%	19.5%	3	\$140,000
Morawa	3.2%	18.6%	26.8%	7	\$129,000
Mullewa	7%	11.2%	21.3%	5	\$92,000
Perenjori	32%	31.6%	24.8%	3	\$165,000
Three Springs	8%	10.4%	11.7%	5	\$135,000
Regional WA	-2.5%	5.1%	11.5%	n/a	n/a

TABLE 13 - GROWTH RATES IN MEDIUM HOUSE SALE PRICE

- SOURCE: REIWA

The towns of Carnamah, Morawa, Mullewa, Perenjori and Three Springs have all recorded positive average annual growth rates exceeding the Regional WA average for the current year of -2.5% and indeed previous 5 years and past decade. A significant factor in this appreciation is likely to be the low base off which prices in these communities have grown; with slower rates of capital growth achieved for locations demonstrating a higher median house price (i.e. Dongara, Geraldton).

Noticeably, the average annual growth rate in Morawa for the current year is down 15.4% on the average capital growth achieved in the last 5 years (18.6%). However, positive growth in Morawa and surrounding localities in an environment of downward price trends (across broader regional & metropolitan market) is illustrative of strong investment performance.

#### Vacant Land - Overview

The average sale price for land in Morawa continues to steadily increase on previous years. For the year to date commencing January 2011, 3 land sales were recorded averaging \$35,800. This is up marginally on the 2010 year average of \$34,800 for which 6 land sales were recorded.

Two of the three sales, which have occurred during 2011 have been for land located in Morawa’s improved north-west precinct at White Avenue. These sales demonstrate a clear price premium for land situated in this precinct.

### House & Land - Overview

In line with the reduced number of vacant land sales recorded during 2011, the number of house sales have also experienced a decline on previous years, with 14 sales achieved in 2010 against 5 sales recorded for the current year commencing January 2011.

However, as is the case with vacant land sales, the average annual sale price has increased from \$115,890 in 2010 to \$126,960 in 2011 representing growth of 9.55%.

### Residential Rental Market & Demand for Accommodation – Overview

The demand for rental accommodation within the Morawa has remained relatively unchanged for the last decade, with market depth limited to a transient agricultural, mining and government related workforce. The average weekly rent payable on a typical three bed/one bath/single garage home ranges from \$200 - \$250; although it is possible to obtain accommodation below these rates for poorer maintained properties.

As evidenced in the market for permanent accommodation, quality of rental supply remains a big issue in Morawa. To this end and although not fully tested in the market, agents will shortly list for rent, executive accommodation in the town's improved north-west precinct at a weekly rental of \$450.

It could reasonably be expected that with an acceleration of mining activities within the Town and wider Mid-West region, that the need to accommodate a workforce may see pressure on rental and permanent housing supply stocks and subsequent pricing, although to what extent this is difficult to quantify.

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It is LandCorp's understanding that Gindalbie Mining (through operation of the Karara Iron Ore Project) has an immediate requirement for 15 homes in the region, including 5 - 7 homes within Morawa and additional accommodation in the town of Perenjori.

### Rural/Residential Development – Overview

A limited quantity of Rural/Residential development exists within Morawa being located on the town's north-eastern boundary at Evans and Neagle Streets.

An increase in demand for this type of land supply is likely to occur with expansion of the town's population base. Approximately 12 lots, ranging in size from 4,045m<sup>2</sup> to 2.023 hectares have been identified under the existing Town Planning Scheme as having a Rural/Residential zoning classification.

### Industrial – Overview

Existing industrial activity within Morawa is confined to approximately 9 lots located on the eastern side of Winifield Street (main street) at Tilley, Valentine and McGlew Streets. These lots are occupied for the purpose of Agricultural Machinery Sales and Repairs, Engineering services, Works Depot etc.

A further 8 industrial lots, being largely undeveloped, are situated at the southern entrance to the Morawa townsite with frontage onto Mullewa-Wubin Road. Six (6) of these lots are owned by Co-Operative Bulk Handling Ltd (CBH) and utilised for the purpose of grain storage and processing. The CBH operation benefits from a strategic location supported by independent rail infrastructure integral to the businesses seasonal operations.

To address existing supply constraints in relation to the availability of industrial space within the Town, the Shire of Morawa has been involved in development of a Shire owned site located along Mullewa-Wubin Road to provide for the creation of eight (8) light industrial and commercial business units. These units have been made available by the Shire for lease to the general public. The project, funded partly through Royalties for Region, has attracted significant interest with six (6) of the eight (8) units now occupied for initial lease terms of 2 years with options to extend.

Recent industrial sales to occur in the Morawa Industrial Precinct include Lot 411 McGlew Street, a 8,530m<sup>2</sup> unimproved site which sold in August 2011 for \$99,000 (\$11.60/m<sup>2</sup>). An adjoining unimproved property of 2,023m<sup>2</sup>, being Lot 413 was also sold at this time for \$44,000 (\$21.75/m<sup>2</sup>). Further, a substantially improved industrial property of 8,014m<sup>2</sup> being Lot 450 with double street frontage onto Tilley and Valentine Streets was sold in December 2009 for \$250,000 (\$31/m<sup>2</sup>).





### 2.12.1.1 Agricultural Market - Overview

This year, the agricultural sector in the region has experienced one of its best years on record with consistent rainfall throughout the year producing excellent crop yields. 2011 represents the first good agricultural year for the region in 5 years, and completion of the 2011 harvest program occurring late 2011/early 2012 will provide some indication of agricultural market conditions and property values. Agricultural land has historically ranged in price from \$100 - \$250 per arable acre; however, this is property specific and dependant upon the extent and quality of farm improvements/infrastructure.

### 2.12.2 CURRENT PLANNING

#### Residential Subdivision

LandCorp through the Regional Development Assistance Program (RDAP) along with the Shire of Morawa are currently progressing a 22-lot residential subdivision with lot sizes ranging from 803m<sup>2</sup> to 1,094m<sup>2</sup> at Lot 501 White Avenue. The residential zoned site is located on the northern side of White Avenue, adjacent to the Town's improved housing stock and will provide an opportunity for further improvement of housing standards within the town. It is anticipated that civil works will commence on site by mid-2012. A further 20-lot residential subdivision (located to the rear of Lot 501 see in red below) on Lot 513 will be made 'development ready' for the Shire's disposal into the future.

#### Industrial Subdivision

Further to residential development occurring under the RDAP program, LandCorp is also undertaking due diligence investigation for development of a light industrial subdivision on Shire owned land, situated approximately 2 kilometres north of the Town's existing industrial area at the intersection of Morawa-Yalgoo Road and Wubin-Mullewa Road. This development occupies 36.53 hectares being Lot 10781. The proposed development will provide for a staged release of 41-light industrial lots ranging in size from 2,032m<sup>2</sup> to 1.61hectares, with civil works timed to coincide with the same for the residential subdivision occurring mid-2012.

#### KEY FINDINGS

- » As evidenced in the market for permanent accommodation, quality of rental supply remains an issue.
- » There is a growing need to provide a diverse range of housing and accommodation typologies within Morawa.
- » Housing affordability is a growing issue as mining activities within the Town and wider Mid-West region continue to accelerate.
- » Planned residential and industrial subdivisions are required in order to assist current land supply constraints.
- » Undeveloped lots, rear lot subdivision/density and large sites provided the greatest potential for growth and development is within the existing town.
- » Enhanced service provision will facilitate the subdivision of currently constrained residential land.
- » Shire owned land capable of yielding in excess of 70 lots and further identified sites have the potential to accommodate residential land use in the short term 1-5 years (subject to rezoning).
- » Taking a median term outlook, peripheral englobo sites in both Crown and Private ownership are estimated to yield circa 1,100 lots, which could accommodate the aspirational population target of 2,500 people.
- » Figure 14 identifies land within the townsite, which has capacity to accommodate future growth, in particular residential growth.



FIGURE 14 - DEVELOPMENT CAPACITY WITHIN EXISTING TOWNSITE



## 2.13 BUILT FORM

*The distribution of land uses within Morawa follows a traditional small country town format, with commercial and retail uses clustered along a Main Street in the Centre of town.*

### 2.13.1 CURRENT PLANNING

#### Key Recent and Proposed Developments

Outlined below is a summary of key recently completed and proposed projects within the Morawa townsite.

#### Recently Completed Developments

##### Morawa Light Industrial/Business Incubator Units

The Shire of Morawa in partnership with the State government completed the construction of 8 new light industrial business incubator units in the Towns southern industrial area. The units were constructed at a cost of \$1.36 million, of which the State government contributed \$841,000 through the Royalties for Regions program.

It is understood that six of the eight units have already been leased. The units facilitate opportunities for growth on the local business sector.

#### Short Stay Tourist Accommodation

The Shire of Morawa has recently constructed two self-contained short stay chalets within the Caravan Park and are currently in the process of completing an additional two short stay dwellings. This provides high quality and much needed short stay accommodation to provide options for key workers and tourists.

#### Brookfield Rail Camp

The Shire of Morawa granted Brookfield Rail approval to construct a 200 person accommodation camp just north of the existing caravan park in August 2011 (Shire of Morawa).

The camp is a self-contained accommodation camp and includes facilities such as laundries, kitchen/diner, gymnasium, administration office and training rooms.

The camp provides infrastructure such as potable water, reticulated fire services, sewerage and electrical reticulation, which will all be retained in-situ upon the temporary camp being dismantled. These reticulated services are then planned to be used to service future residential development.

#### Key Proposed Projects

The following projects have been identified and are either committed or partly committed through funding allocation.

#### Brookfield Rail Upgrade

Brookfield Rail announced that it has signed a long-term rail access agreement with Karara Mining Limited (KML) in August 2011. The 15 year agreement will commence in 2012 and will facilitate KML access to the Brookfield Rail network.

The agreement includes a \$450 million upgrade of the existing rail infrastructure between Morawa and Geraldton, providing capacity for Karara's Stage One production of 10mtpa and the anticipated Stage Two expansion to 16mtpa ([www.wnr.com.au](http://www.wnr.com.au)).

Once completed, iron ore will be railed from the Mt Karara site along a new 85km spur line to Tilley Siding near Morawa, where it will connect to Brookfield Rail's upgraded railway and continue through to Geraldton Port.

#### Upgrade of Wubin-Mullewa Road

The State Government has contributed \$2.8 million funding towards the staged upgrade of the Wubin-Mullewa Road, between Perenjori and Morawa. \$1 million has been provided in the 2011-2012 financial year to commence pre-construction activity.

A further \$2 million will be available in 2012-13, to widen the seal from five to seven metres over a 25 km stretch of the road between Perenjori and Morawa.

#### LandCorp Residential Subdivision

LandCorp have recently prepared a subdivision plan to create 40 residential lots through the subdivision of Lots 501 and 513 on White Avenue on the western side of town adjacent the caravan park.

The sites are zoned Residential R10/R30. It is proposed to create a range of lot sizes between 682sqm and 2082sqm. There are a number of potential grouped dwelling sites proposed as part of the subdivision. Refer to section 4.4 of the report for a copy of the plan.

#### LandCorp Industrial Subdivision

LandCorp have recently prepared a subdivision to create approximately 50 light industrial lots north of the Morawa townsite off Morawa-Yalgoo Road. The subdivision is currently awaiting WAPC approval. The release of lots is proposed to be staged in line with market demand. Refer to section 4.4 of the report for a copy of the plan.

The light industrial lots are proposed to cater for light industrial, service industrial and transport and logistics industrial uses.

#### Morawa Sports Ground Club Facilities Redevelopment

The redevelopment of the Morawa Sports Grounds club facilities, includes the creation of a co-joined function area, change rooms, kitchen and spectator viewing area. The redevelopment of the existing buildings is proposed to commence in 2012 and be finalised in 2013. The cost of the redevelopment is approximately \$3 million and will provide a much better integrated club facility, including improved universal access into the building.

#### Morawa Regional Trade Training Centre

The Morawa Regional Trade Training Centre has been awarded approximately \$3.6 million through federal funding. The Morawa Regional Trade Training Centre is proposed to be collocated with the WA College of Agriculture and will provide training facilities for students attending the Morawa District High School, Meekatharra District High School and Mount Magnet District High School.

The Trade Training Centre is proposed to include an automotive workshop, engineering workshop, an agricultural facility, a mobile training unit and provision of additional equipment for Morawa, Meekatharra and Mount Magnet. The Centre will support the agricultural and trade workforce sectors.

#### Additional Aged Care Units

The Shire has planned and budgeted for the construction of four additional aged persons units at a cost of \$857,000 to increase the total aged persons accommodation to nine units in town. These units are proposed to be constructed in 2012-13 budget.

### 2.13.2 HERITAGE

Shaped by the environment, availability of resources, pastoral and agricultural industries and mining, Morawa has a rich and diverse cultural landscape. Morawa has been left with a legacy of heritage places from two main periods of development: from the 1920/30s as a result of an agricultural boom and the 1960s as a result of the establishment of an iron-ore mine in the area.

### 2.13.3 HISTORICAL CONTEXT

The first European occupation of the Morawa district was by pastoralists, shepherds, sandal wood cutters and miners in the latter part of the 19th century.

Agriculture came into the district in the early 1900s with the invention and advancement of dry farming techniques. However, it was not until 1912 that Morawa was declared a Townsite. The first town lots thrown open for leasing were Solomon and Valentine Streets, which were parallel to the east side of the siding. Along with Evans, Manning and Granville streets, which crossed them, these created the first blocks in Morawa. During the following years there was a series of expansions of the original area surveyed for town lots until the current townsite plan was created. These changes were mainly related to residential blocks.

Development of the town received a boost with the completion of the Wongan Hills – Mullewa Railway Line, which ran through Morawa in 1913.

The 1920s and 1930s witnessed considerable development in the Town, with the construction of the Morawa Shire Office (1930), the first official school opening (1926), the Bank of New South Wales bank branch established (1926), the Morawa Hospital opened (1931) and the Morawa Town Hall (1939). In 1933, the Church of England (Anglican) and the Roman Catholic Church were built in Morawa. By this time Morawa had become a busy trading centre for the wheat and sheep farming district with a population of 1,000 people.

For eight years following 1966, iron ore was mined by Western Mining Corporation at the Koolanooka Hills and exported through the Port of Geraldton to Japan. The company did not have to build a large number of new houses in the town of Morawa, as they had access to empty houses in the old mining town of Bullfinch in the south east of the state. Eventually thirty-four of these buildings were transported a distance of four hundred and fifty kilometres to Morawa by road. During the time it operated, the mine was the major employer in the area. By 1972 it was employing one hundred and twenty-five people.



PHOTO 1 - MORAWA SHIRE OFFICE



PHOTO 2 - BANK OF NEW SOUTH WALES



PHOTO 3 - MORAWA TOWN HALL

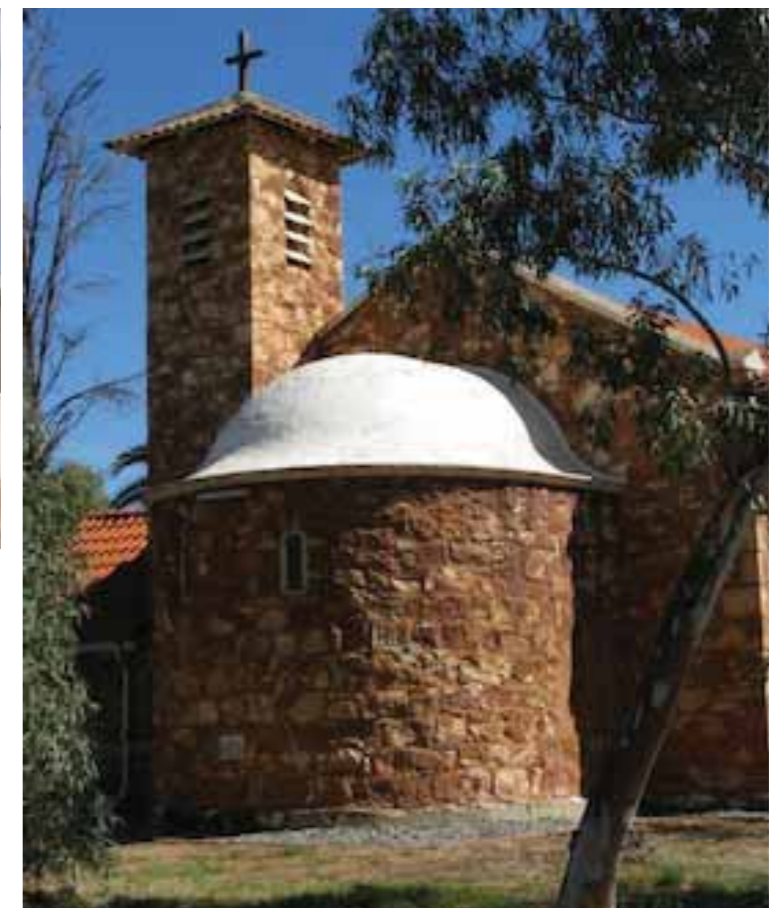


PHOTO 4 - CHURCH OF THE HOLY CROSS AND PRIEST'S CELL



### 2.13.4 TOWNSITE CHARACTER

#### Residential

The residential character of Morawa is comprised of modest and vernacular single storey detached dwellings that were built largely for practicality and economy. Lots throughout the Town average 1,000m<sup>2</sup>, with dwellings well set back from the street and set within sparsely landscaped native gardens. The natural hues of the local soils are a significant feature in the landscape as evident in the verge, driveway and garden treatments. Native verge trees are intermittently dispersed throughout the landscape providing interest to the streetscape setting.

Given the limited availability of resources at their disposal, homes were created using materials that were commonly available and easily worked with, including timber, fibro sheeting, brick and corrugated iron. The earlier town dwellings were compact and featured hipped and gable roofs, timber windows (both casement and sash) and verandahs. The later dwellings, built after the post-war period, feature aluminium windows, low pitch roofs in a variety of forms (including hipped, gable and skillion). Roof tiling is also a feature of later dwellings.

None of the residential dwellings in Morawa are individually heritage listed, however they contribute to the story of the development of Morawa and its character as a regional Town. The residential buildings in Winfield Street are included in the heritage listed Winfield Street Precinct.

#### Non-Residential

Morawa's commercial buildings are mostly located along the western side of Winfield Street. The earlier commercial buildings, in this street date from the 1920/30s and exhibit aesthetic characteristics shared by many early stores constructed at the turn of the twentieth century in urban and regional areas of Western Australia.

Generally low in scale with symmetrical facades, it was not uncommon for shops at this time to feature an ordinary sized door such as may be seen in any cottage and two timber framed windows, often larger in scale to enable the display of goods, which was a cheap and effective form of advertising. Front windows often featured glazing divided into small panes with glazing bars. The shops featured verandahs supported by posts.

In addition to the above, these earlier shops demonstrate characteristics of the Inter-war Free Classical style of architecture. This style was ebullient and expressed the Town's growing prosperity. The decorative parapet detailing of early commercial buildings in the Town, which provided a modern interpretation of classical idioms, is evidence of this style. An exception to this style is Morawa Hotel. The only two-storey building in town the Hotel is reminiscent of the earlier Federation style of architecture.

Later commercial buildings are still modest in scale and feature plain parapets or low-pitched roofs, large aluminium framed windows and cantilevered awnings. Painted brick, red brick, concrete blocks and metal sheeting were favoured construction materials.

Beyond Winfield Street to the western side of the town are a number of civic and cultural buildings, which make a substantial contribution to the character of Morawa. The Morawa Shire Office and Town Hall, are representative examples of the Inter-war Free Classical and Inter-war Art Deco styles of architecture and feature solid rendered walls and decorative parapets.

The Inter-war Romanesque Church of the Holy Cross and Inter-war Mediterranean Lutheran Church are local land marks, which are asymmetrical, with light coloured or local sandstone walling, towers and picturesque massing.



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PHOTO 5 - WINFIELD STREET CIRCA 1961. IMAGE COURTESY STATE LIBRARY OF WESTERN AUSTRALIA (REF 006269D)



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PHOTO 6 - MORAWA HOTEL CIRCA 1961. IMAGE COURTESY STATE LIBRARY OF WESTERN AUSTRALIA (REF 006272D)

### Heritage Listing

None of the residential dwellings in Morawa are individually heritage listed, however they contribute to the story of Morawa's development and its character as a regional Town. The residential buildings in Winfield Street are included in the heritage listed Winfield Street Precinct.

33 non-residential places are listed on the Shire's Municipal Heritage Inventory and two places are entered into the State Register of Heritage Places, being the Morawa Shire Office and Town Hall and the Church of the Holy Cross and Priest Cell.

### KEY IMPLICATIONS

- » Opportunity to integrate the stories, history and places will ensure the delivery of a meaningful place with a unique sense of identity.
- » Good design, which is in keeping with the existing vernacular and complements original styles, has the ability to contribute to and enhance the rural regional character of Morawa.
- » A significant pressure is the high and increasing cost of maintaining the Town's historic buildings, which due to their age are naturally deteriorating. With a small rate base, this is particularly challenging for the Shire of Morawa
- » Pressures on these places for renovation and redevelopment may also arise as the area experiences growth.

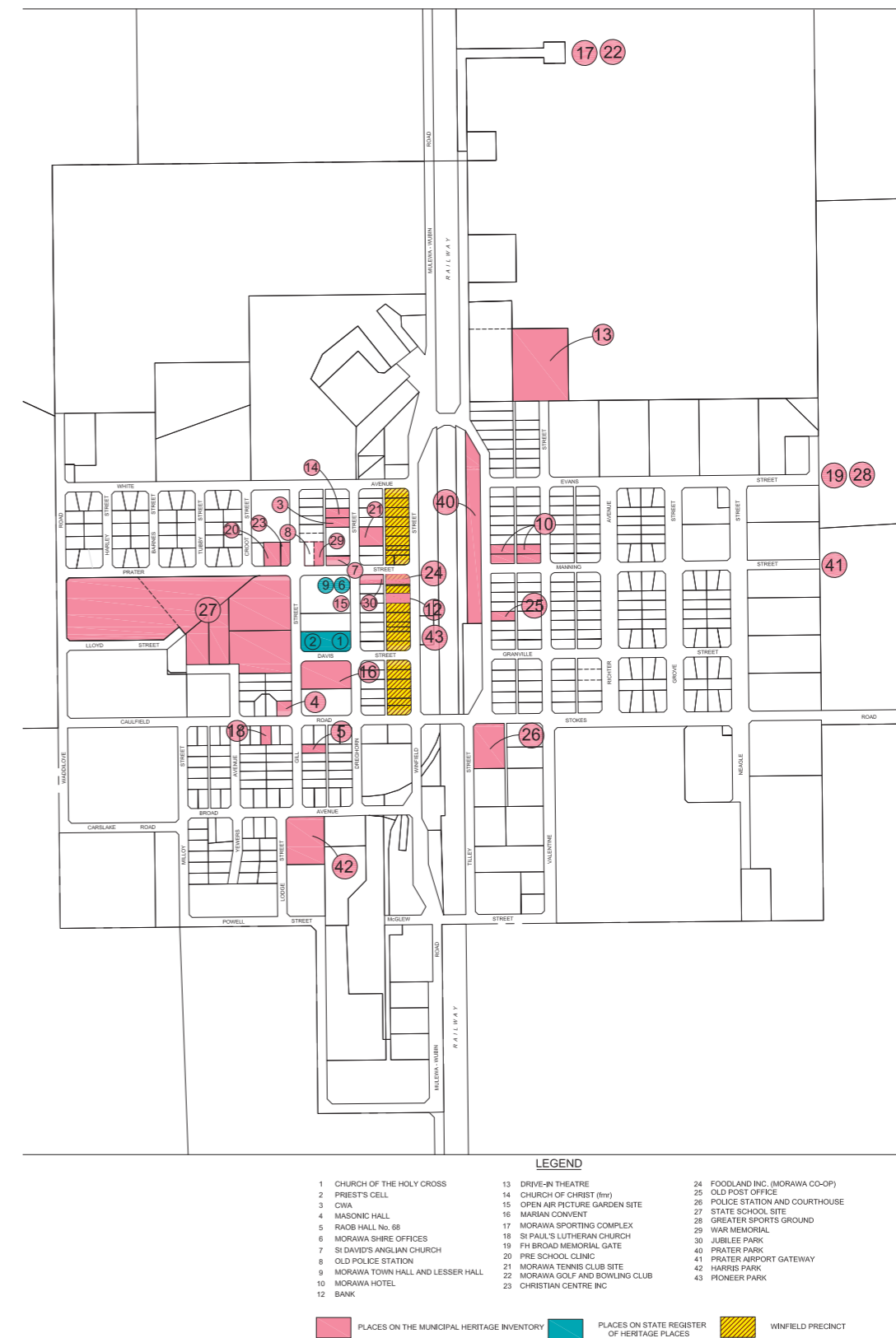


FIGURE 15 - MUNICIPAL HERITAGE INVENTORY SITES



### 2.13.5 TOWNSITE

#### Urban Form and Structure

##### CURRENT SITUATION

- » The Morawa townsite was originally established as a town to support the surrounding farmland. The arrangement of the Morawa townsite follows a traditional rural town format, in that commercial activity is concentrated along the main road in and out of town (Winfield Street), industrial activity is located at the periphery of town and residential lots are generous in size (1,000 sqm lots).
- » The townsite is relatively compact and is contained within a one square mile area. The compactness of the town is in part due to the efficient grid road structure. The surrounding farming hinterland now serves to constrain further outward growth of the townsite, as shown in Figure 16 below.

Recent mining projects east of the townsite, including Mt Karara and Sinosteel are now having an impact on the form and structure of Morawa. This is evidenced by the recent construction of a rail construction camp within the townsite and other significant projects.

##### KEY IMPLICATIONS

- » The compact form of the townsite should be retained where possible. There are considerable redevelopment opportunities within the existing townsite, when taking into account the existing vacant residential lots (approx. 6.2ha), large rural residential lots (approx.15.6 ha) and a large proportion of Crown land (78 ha). Significant remnant bushland contained within the Crown land requires investigation, with development opportunities being weighed up against environmental, social, economic and other factors.
- » The existing road grid structure should be carried forward into the growth plan for Morawa. There is however not a clear road hierarchy established throughout the town. Specific roads should be elevated through street tree planting, provision of paths and/or signage to improve legibility.
- » The division between the eastern and western sides of town due to the freight rail corridor requires resolution to ensure better functionality of the town. The existing rail crossings require investigation to determine a strategy for improved vehicle and pedestrian accessibility between the two sides of town.

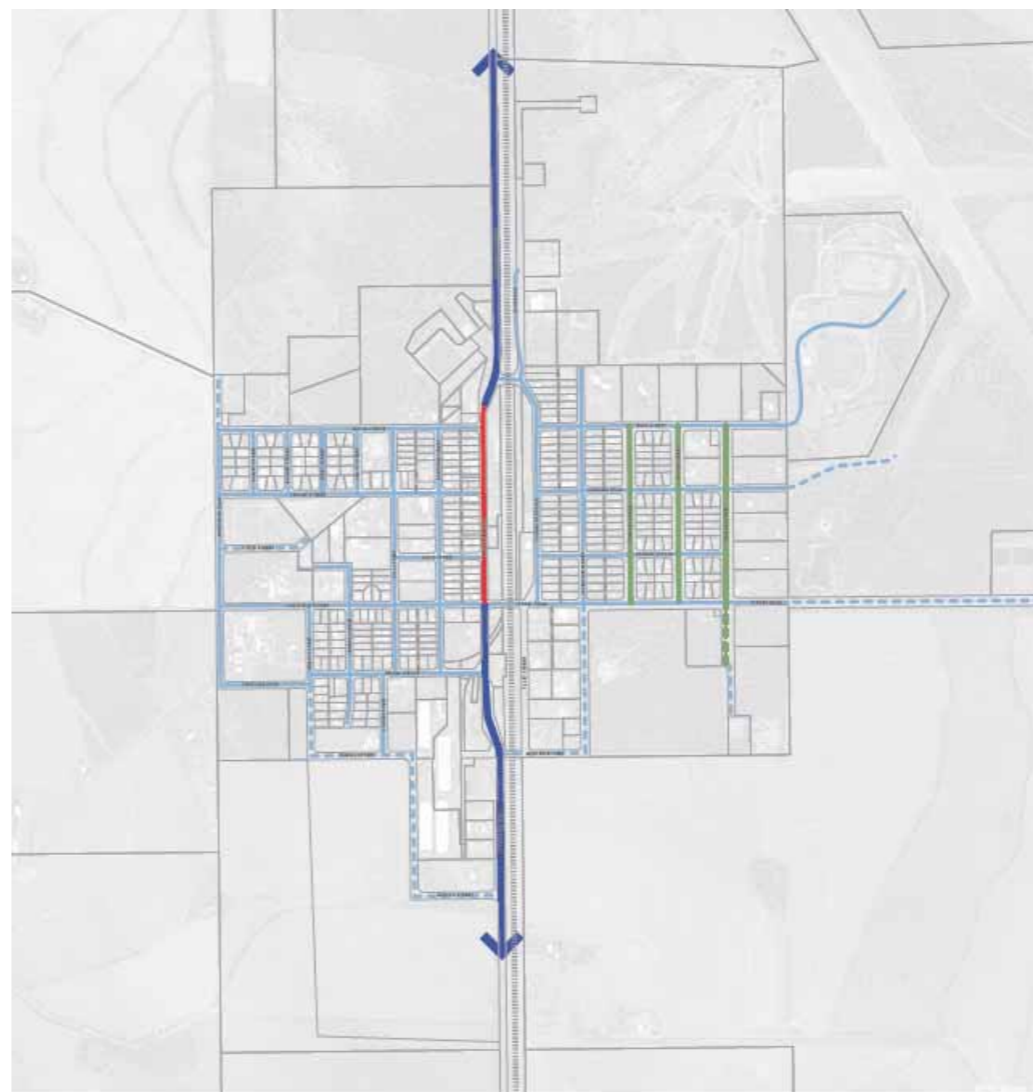


FIGURE 16 - URBAN FORM AND STRUCTURE

### 2.13.6 LAND USE AND ACTIVITY

#### Current Situation

Historically, the commercial centre was divided into two distinct precincts, as a result of the freight rail corridor running through the town centre, with one being located on Winfield Street and the other commercial area on Solomon Terrace. However, due to the gradual decline of population, accessibility between the two centres and other factors, the commercial area on Solomon Terrace has failed, with only the town pub remaining. As a result, the town's commercial and retail uses are consolidated along Winfield Street, which is the functional Main Street of town. Long term consideration may need to be given to removing the rail freight from passing through the town centre.

Land uses are arranged in reasonably structured precincts. These include the existing recreation precinct, the cultural/civic precinct, the education precinct and two industrial estates.

#### KEY IMPLICATIONS

- » TPS2 contains a number of provisions, which have the effect of limiting growth within the existing townsite boundary; including provisions that encourage low-density residential development and two-storey height restrictions within the Commercial zone. These provisions need to be reviewed in light of Morawa being identified as a SuperTown to support the region.
- » The connectivity and interaction between uses within the existing precincts (recreation, cultural/civic, education and the two industrial estates either side of town) needs to be improved.
- » Improved accessibility between the eastern and western side of town is a key consideration to the future viable growth of land use and activity throughout the townsite. It is noted that the hospital is separated from other emergency services, such as FESA, St John Ambulance and Police Services.
- » The ability to service future growth is a key issue for Morawa. The Waste Water Treatment Plant, Water Supply and Power Supply are all key infrastructure issues that will require upgrade in order to accommodate the target population of 2,500 people.
- » The majority of the recently developed business incubators have been committed to tenants. Further opportunities for business growth in town should be identified to ensure that growth is not unduly constrained.
- » It is noted up to 40 industrial lots are proposed as part of the future industrial estate at the northern end of town. A key consideration here will be a flexible approach to subdivision to ensure that a variety of lots can be created as determined by interest in the market.

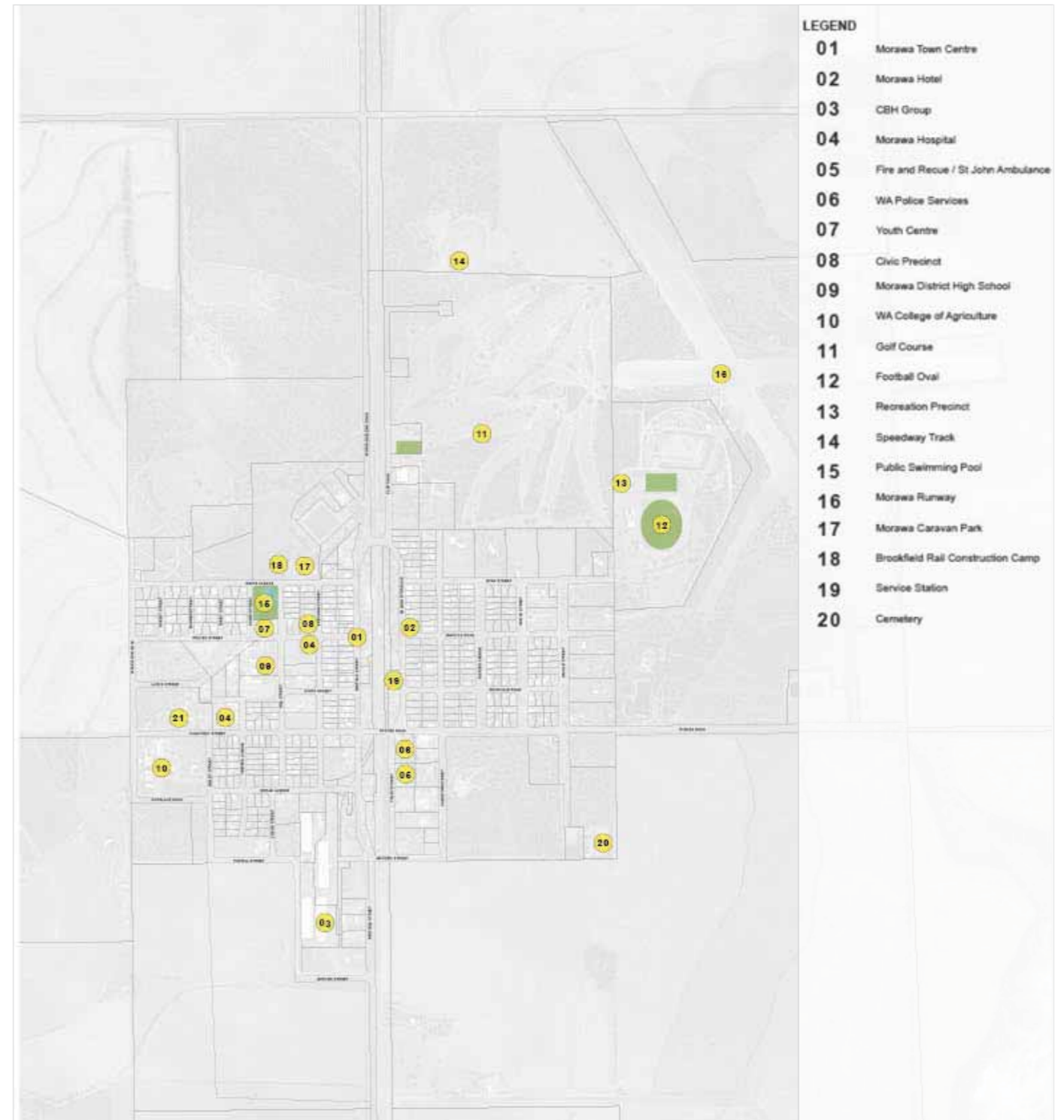


FIGURE 17 - LOCATION OF KEY EXISTING LAND USES

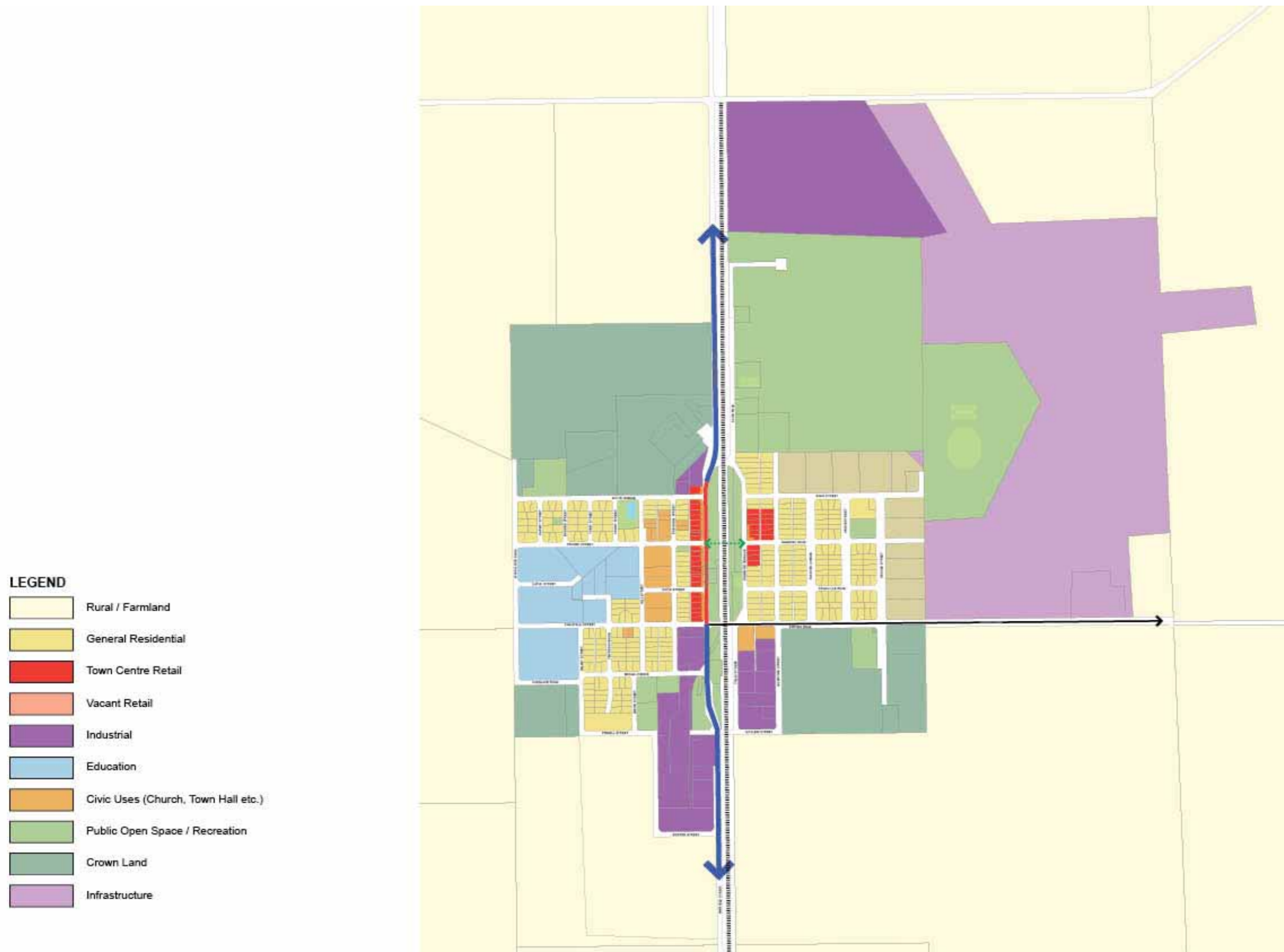


FIGURE 18 - LAND USE AND ACTIVITY



### 2.13.7 HOUSING DIVERSITY

#### Current Situation

Existing housing stock in Morawa consists predominately of 1950's-70's fibro board and iron construction, comprising three bed/one bath/single garage homes on a traditional 1,000sqm lot. Subsequent housing development beyond this point (of which there has been very little) can be seen to have occurred in the form of brick and tile construction, typically four-bed/two bath/single garage homes, with the traditional lot size of 1,000sqm being retained. There are some examples of duplex and triplex housing exhibited within the western side of the townsite.

This more recent housing construction occupies land on the Town's north-western perimeter at White Avenue, Waddilove Road, Prater, Harley and Barnes Streets. This area provides the only illustration of quality housing stock within the Town being predominately government or employer owned, and provided on the basis of a subsidised lease for the duration of the employee's term of employment within the town.

The quality of housing is in various states of condition, however there is little housing diversity. A number of brand new colourbond modular dwellings are being constructed throughout the townsite, however these dwellings are still a minority. These newer dwellings are still being constructed on large lots.

In addition to the above, the other accommodation options in town of note are:

- » A temporary 200 person (Brookfield Rail) accommodation camp located north of the caravan park (within walking distance of the town centre) that consists of single person donga buildings and is a self contained camp, including kitchen, gym and laundry facilities.
- » A separate mine accommodation camp (Sinosteel) is located on the eastern side of town and accommodates up to 85 workers.
- » Run down Motel accommodation building utilised mainly by contract workers exists adjacent to the hotel/pub on Manning Road.
- » The WA College of Agriculture has modern student accommodation, which caters for up to 86 students.
- » A caravan park is located within Reserve 33537 and provides short stay accommodation options for the town.



PHOTO 7 - TYPICAL EXISTING DWELLING STOCK



PHOTO 9 - TYPICAL COLOURBOND HOUSING



PHOTO 8 - MODERN STUDENT ACCOMMODATION  
– DEPT OF EDUCATION.



PHOTO 10 - MINING CAMP LOCATED IN THE EASTERN  
AREA OF TOWN



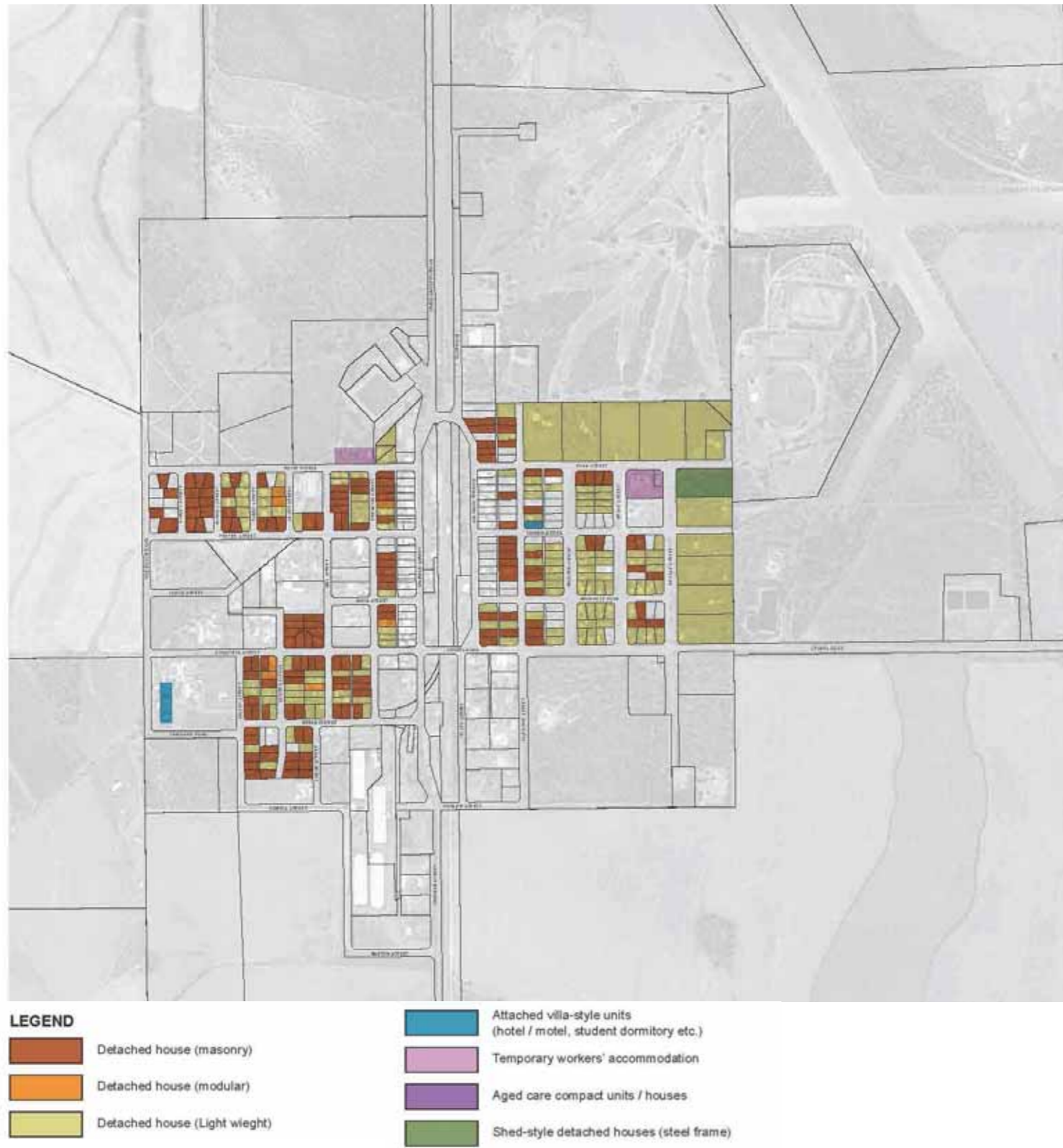


FIGURE 19 - ACCOMMODATION TYPES

**KEY IMPLICATIONS**

- » The key driver influencing the provision of housing is accommodating population growth to a target of 2,500 people within the existing townsite. Adopting a ‘business as usual’ approach to future growth will require the acquisition of adjacent rural land.
- » There is a growing need to provide a range of housing in Morawa, including:
  - Quality affordable housing to attract skilled labour, including the potential to attract mining employees to live in Morawa;
  - Aged care housing to cater for the ageing population;
  - Key worker accommodation to cater for the anticipated growth in education and other services in Morawa;
  - Housing for extended families of the local indigenous population; and
  - Generally, smaller, more compact housing to cater for individuals, couples and small families.
- » Current TPS2 provisions discourage housing diversity and promote the retention of single houses as the predominant form of residential development. These provisions will need to be reviewed and replaced with a statutory framework that encourages the provision of a diverse range of dwelling typologies.
- » Housing affordability and rising construction costs will continue to be an issue for towns in the Mid West region if a strategy that addresses this issue is not developed.
- » There is a recognised need to provide affordable and high quality accommodation to service the non-resource sector workforce, aged persons, students and tourists in the short to medium term.
- » The provision of transient workforce and key worker accommodation should consider the need to be designed and integrated into the urban fabric and in a manner that can be re-used over time.

## CURRENT SITUATION

### Public Realm

#### Recreation Precinct

The recreation precinct provides for a range of sporting activities and is a focus for community interaction within the town. The golf club and lawn bowls club are a particular focus for community interaction.

#### Local Parks

There are a number of pocket parks throughout the townsite that cater to the local community and provide small playing facilities for children.

Local parks tend to be small, lack shade and shelter and have little amenity. These parks do not contain other activities for adults or older children and therefore are likely to be used intermittently and not on a continual and regular basis.

#### Streetscapes

Apart from the Main Street in town, streetscapes throughout the townsite are generally in poor condition, with underutilised weed infested verges with little to no landscaping treatment and narrow footpaths (where provided). Most streets do not have street trees, however where street trees are evident, they are generally native gum trees, which provide little shading.

There are a number of residential 'boulevard' streets that are very wide as a result of the inclusion of a landscaped median island. This landscaped island does not serve a practical function, as the streets accommodate a low traffic volume and do not contribute to the amenity of the street. These streets accentuate the sense of separation between buildings.

The streets throughout Morawa do not promote walkability, particularly during the hot summer months, as there is a lack of shade and weather protection, poor streetscape amenity, building and activity interface.

## KEY IMPLICATIONS

- » The general amenity and appeal of the town centre, has been diminished as a result of an ad-hoc approach to buildings and façade treatment. The appeal of the town centre could be greatly improved through a cohesive approach to the treatment of building facades.
- » As previously stated, there is a lack of an established street hierarchy. This could be achieved through street tree planting, landscaping, establishment of an interconnected network of paths and signage.
- » Winfield Street generally lacks a central meeting place and a functional place for outdoor civic activity. An attractive and appropriately designed civic space that could also provide a respite for tourists and play area facilities for children could greatly enhance the appeal of the town centre.
- » A strategy needs to be adopted to build on and improve the existing public open space throughout town as these spaces generally lacks character and do not convey a specific sense of place. The strategy is required to identify a hierarchy of parks, different functions of local parks and opportunities to integrate natural landscape elements.
- » Given the important role the bushland plays in contributing to landscape integrity (erosion/salinity), townscape amenity and sense of place, microclimate and the tourism industry (wildflowers), future growth strategies and plans need to consider the protection, rehabilitation and potentially offset of the existing remnant bushland within town.
- » A key consideration is the ongoing funding, management and maintenance of the public realm, which represents a significant and ongoing expense for a small Shire such as Morawa, which has a small rate base. As such, any strategies or projects should consider ongoing maintenance costs, while not compromising the attractiveness, amenity and function of the public realm.



PHOTO 11 - MAIN STREET – WINFIELD STREET



PHOTO 12 - A TYPICAL STREET

**CURRENT SITUATION**

**Town Centre**

*Connectivity*

The town centre consists of a one sided main street (Winfield Street). Winfield Street is the main north-south access road through town and as such receives most of the traffic coming into and out of town. Traffic includes frequent on road freight traffic movements, which has an impact on pedestrian safety and amenity.

Historically, commercial activity in town was not only located on Winfield Street but also east of the freight rail line on Solomon Terrace. The commercial activity on Solomon Terrace has since diminished and all that is left is the town pub. There is little relationship between the pub and the surviving Main Street as it is divided by the rail reserve.

There are two at grade vehicular crossings over the railway (Stokes Road and Solomon Terrace) however, these are located on the northern and southern periphery of the core activity area.

*Activity*

The core area of the Morawa town centre is generally contained along Winfield Street between Davis Street in the South and White Avenue in the north. The town centre contains a range of commercial and civic uses, including:

- » Council offices
- » Bakery
- » Rural hardware store
- » Clothing store
- » Morawa Country Tourist Information Centre
- » Bankwest
- » Westpac
- » Australia Post
- » IGA Supermarket
- » Newsagency
- » Community Stall area
- » Morawa Traders Supermarket (liquor store / hardware / food)
- » Single residences
- » Community Resource Centre

As these activities are restricted to the western side of Winfield Street, activity is fairly dispersed and spread out over approximately a 400 metres length of Winfield Street. The eastern side of Winfield Street is occupied by the wide freight rail reserve, but includes a roadhouse, truck stop at the southern end and the Pioneer community gardens and public facilities adjacent the core retail/commercial area.

It is also noted that there are a number of single dwellings established within the centre, which disperse activity further along the main street.

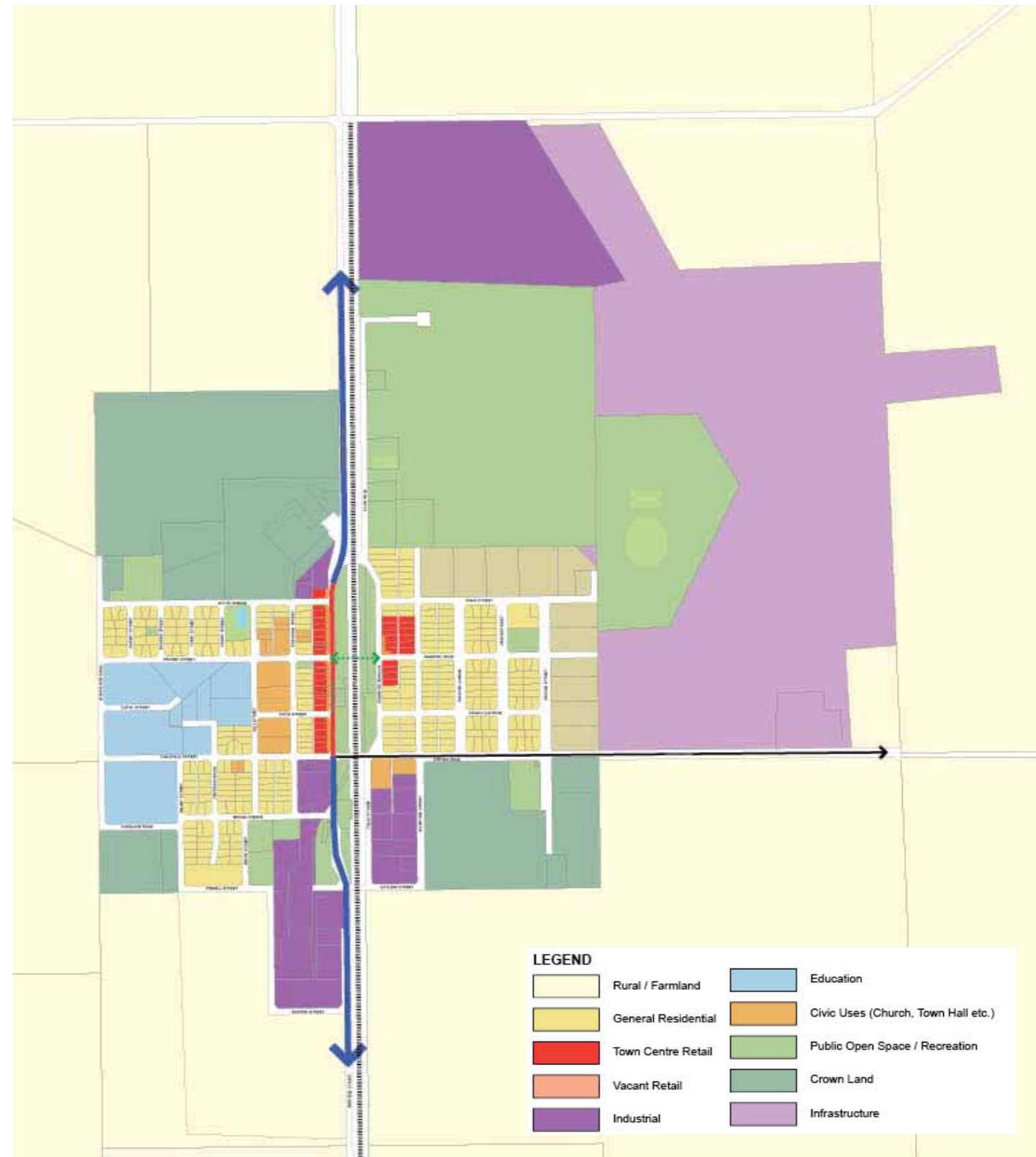


FIGURE 20 - TOWNSITE LAND USE PLAN



#### Built Form Profile

An assessment of the built form within the town centre reveals that a majority of buildings are ageing and generally in need of refurbishment. As the building stock is quite old, it will be a challenge to adapt and re-use the buildings for new businesses seeking to establish within the centre. The dwellings located on the main street are also not easily adaptable for future commercial opportunities.

It is noted that there are a number of freestanding dwellings established along the Main Street, which disburse activity and do not provide an active street frontage. The dwellings also present challenges for future reuse of the buildings for commercial/residential purposes.

There are a range of building types, variances in the approach to building façades, use of different style awnings and a range of colours and building materials used and this contributes to the sense of a fragmented and somewhat untidy town centre.

#### Public Realm

The Main Street is landscaped with art work, special lighting, planting; including gardens, Pioneer Park and a gazebo and is the street that provides the most amenity in town.

A dedicated space for a community stall is provided on Winfield Street, which helps facilitate a level of community interaction.

The central freight rail line inhibits the ability to create an activated and connected town centre. Consequently, the commercial zoned land and uses on the eastern side of the rail line have closed down due to low volumes of passing trade. The rail line additionally sterilises a 40-50 metre tract of land on the eastern side of Winfield Street, thereby reducing the activity along the main street.

The buildings along Winfield Street are fairly dilapidated and the treatment of the façade, including type of awnings, varies from one building to the next. The ad hoc nature of the buildings does not create a sense of cohesion along the Main Street.

#### KEY IMPLICATIONS

- » Integration and movement between the two sides of town and between the number of specific precincts needs to be encouraged through an increased sense of physical and visual connectivity, via the provision of a network of legible footpaths and pedestrian crossings over the railway line.
- » The quality and state of some existing buildings along Winfield Street impacts on the amenity of the public realm and limits the marketability of shop fronts to attract future quality tenants.
- » Underutilised and poorly kept tenancies require attention. Incentives need to be considered in order to address this issue.
- » A renewed focus is required on the one-sided main street with dispersed activities being consolidated and vitality and interest being introduced.
- » There is a lack of centrally accessible outdoor civic spaces within the heart of the town centre. It is recommended that a space be provided that caters for all age groups and contributes to Morawa's sense of place.
- » TPS2 permits single dwellings within the Commercial zone subject to Council planning approval. A number of buildings within the town centre are consequently currently being used as dwellings, limiting the opportunity for new businesses to establish themselves along the Main Street. TPS2 needs to be review in light of this.
- » Upgrade and upkeep of the town centre is driven by the Shire's ability to commit funds. With a small rate base, this is particularly challenging.



PHOTO 13 - ONE SIDED MAIN STREET



PHOTO 14 - LANDSCAPED ARTWORK



PHOTO 15 - MAIN STREET & ROAD TRAINS



PHOTO 16 - DEDICATED COMMUNITY STALL





### 3.2 VISION FOR MORAWA – A SUPERTOWN OF THE MID WEST

#### Morawa is 'Breaking New Ground'

"Our vision is for Morawa to become the future regional sub-centre of the North Midlands, the primary industry hub of the sub-region and a centre of excellence in research, education and training.

It will be recognised as a welcoming, safe and attractive community with resourceful and colourful personalities. As a proud and inclusive community, our people will remain faithful to the values of an ideal rural lifestyle whilst embracing Morawa's diverse education and training opportunities, rewarding career prospects and exceptional healthy social facilities and quality, affordable housing.

Morawa will entice our youth to building futures in the town, for our elderly to age in place, and encourage city dwellers and transient workers to contemplate Morawa as a future home for their families.

Morawa's reenergised town centre and inviting mainstreet will signal a return to the golden days with commercial and retail businesses run by locals, and community organisations operating alongside government agencies supporting the health and well-being of the region.

Our heritage buildings will come to life through contemporary social and cultural festivities year round. Careful management will ensure Morawa's well utilised recreational facilities remain the lifeblood of the community, complemented by a network of natural open spaces for people all ages to enjoy.

Sustained by the town's agricultural, mining and energy industries; Morawa's economy will remain strong. Our people will be employed by spirited, ground-breaking and progressive businesses, whilst new partnerships will attract investment and enhance Morawa's growth.

As the innovation hub of the North Midlands, Morawa will also service, and be serviced by, a network of self-supporting satellite communities. An efficient bus network and quality roads will be used by students, workers, elderly, tourists, farmers, miners and other residents between Morawa and the surrounding communities.

Strong and committed partnerships with our neighbouring towns, coupled with friendly country town rivalries will bind us with our neighbours and position the North Midlands district as a strategic and formidable West Australian sub-region".

### 3.3 FUTURE MORAWA SUPERTOWN – GOALS AND OBJECTIVES

A series of thematic Aspirational Goals have been developed to describe the desired characteristics of Morawa and represent higher-order aims that are intended to shape a desired sustainable future for Morawa.

The Project Objectives have been derived from the Context and Analysis section and Community Engagement outcomes as outlined in the previous sections of this report. The Project Objectives have been developed to transform the Vision and Aspirational Goals into measurable targets and logically translate into effective and implementable project strategies.

Whilst the Project Objectives have been categorically associated with the Community, Environment, Economy, Built Environment/Infrastructure, Governance/Civic Leadership Aspirational Goals, a number of these are multi-dimensional and apply to more than one of the singularly specified domain.

ASPIRATIONAL GOAL	PROJECT OBJECTIVES
<b>Community</b> A friendly community that is healthy, passionate, caring and inclusive.	Provision of adequate and quality community facilities for all age ranges.
	Accessible community facilities for all age ranges.
	Provide medical and health services to meet community needs.
	Provision of required range of emergency services.
	Maintain and increase the diversity of educational and vocational training opportunities.
	Acknowledgement of cultural (including indigenous) heritage through built form, public art and community activities.
	Increased education, training and employment opportunities for Aboriginal people.
	Provide opportunity for and encourage volunteering within community.
	Connect the 'two sides' (eastern and western portions) of the town.
	Support a sustainable increase in population across a diverse range of age groups.
	Integrate the workforce with the local community.
<b>Environment</b> Protect and enhance the natural environment and sense of place.	Maximise use of renewable energy.
	Ensure energy is used efficiently and effectively.
	Minimise waste to landfill and recover and reuse materials locally and regionally.
	Use water efficiently and maximise the reuse of water.
	Provision of best practice stormwater infrastructure.
	Maximise retention and rehabilitation of native vegetation within Morawa.
	Protect and enhance natural landform.
Minimise the adverse impact of emissions, including noise and dust, on people.	
<b>Economy</b> A robust and innovative economy with a range of local employment opportunities.	Increase range and diversity of local businesses and industry.
	Increase local business investment.
	Promote use of new technology in community and businesses.
<b>Built Environment/Infrastructure</b> Morawa is a comfortable and welcoming place to live, work and visit.	Promote agriculture within the region.
	Consolidate, build upon and celebrate the Main Street as the civic and retail heart of town.
	Provide for a variety of compatible land uses within the town centre.
	Provide a variety of well-designed, comfortable and shaded open spaces and streetscapes that suit the local climate.
	Provide an integrated, safe and efficient intermodal transport network.
	Provide necessary transport networks that connect to the regional centre and surrounding communities.
	Provide essential services and infrastructure to support population growth.
	Ensure that necessary residential, commercial and industrial zoned land is available.
Provide for a variety of residential and accommodation types.	
Provide affordable and quality residential accommodation.	
<b>Governance/Civic Leadership</b> A collaborative and connected community with strong and vibrant leadership.	Maximise community commitment to and participation in goal-setting and decision-making processes for development of the town.
	Encourage long-term partnerships between government, industry and the community.
	Share the provision and delivery of services across government, industry and the community of Morawa.

TABLE 14 - ASPIRATIONAL GOALS AND PROJECT OBJECTIVES

**“We have a strong, active, vibrant community that is warm and welcoming”**  
(Local Resident).

**“Morawa is a happy, friendly town that is always ready to help others in need”**  
(Local Resident).

**“Morawa has a committed group of people that are hardworking and dedicated to working towards a better future for us all”** (Local Resident).

### 3.4 PLANNING PRINCIPLES

A number of guiding urban design and planning principles were developed by the project team to guide the design and development of the Morawa SuperTown Growth Plan. These Town Principles are specific to Morawa and are importantly interrelated with the Vision, Aspirational Goals and Project Objectives.

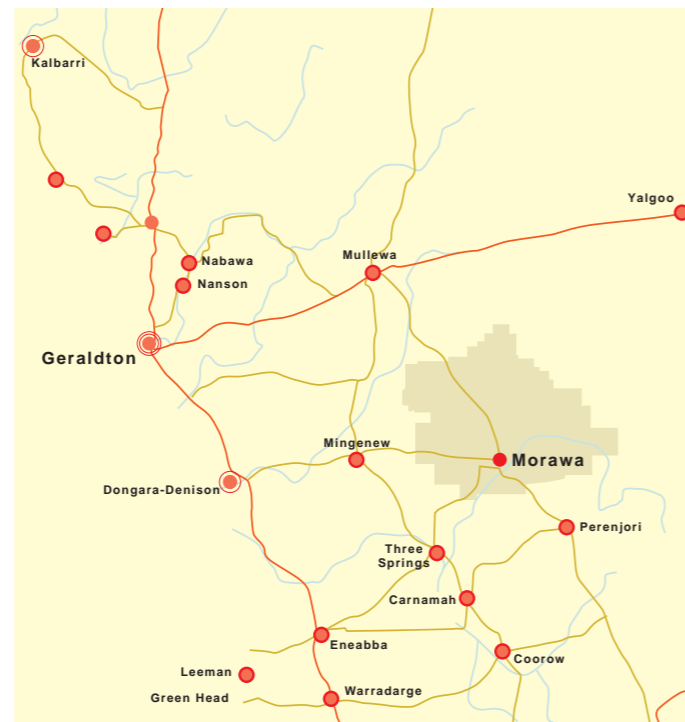
The principles are divided into those that relate to the town ethos and culture and those that relate to the physical structure and place making elements of the town. These principles have been validated by the stakeholders and community that were engaged through the SuperTowns consultation process for Morawa.

#### 3.4.1 TOWN ETHOS / CULTURE

The following principles are representative of the key cultural elements of the community of Morawa that have been identified to be brought forward and continued as the town grows beyond its current population.

##### 1. Morawa will be a strong leader and a good partner in the region

Morawa will build upon essential services such as education and health to better service the region while also identifying opportunities for complementary service provision between towns.



**FIGURE 22 - MORAWA WILL PROVIDE ESSENTIAL SERVICES TO SUPPORT THE NORTH MIDLANDS SUB REGION**

##### 2. A Centre of Excellence

Morawa will continue to develop into a ‘Centre of Excellence’ providing high quality education, training and research and development services to the north midlands sub-region and beyond. In this role, Morawa’s District High School will continue to be improved so that it is competitively placed alongside Perth and Geraldton schools. Morawa will also continue to develop and provide trade training and industry training courses as well as the potential to incorporate an electronic training hub providing ‘real time’ interactive tertiary courses at a facility based in Morawa.

##### 3. Encourage innovative and progressive thinking and business

Morawa will provide opportunities to encourage the growth in the small business industry including additional business incubator facilities, encouraging the creation of live/work lots and providing a strategy to assist with encouraging the local Chamber of Commerce to be a key facilitator and marketing group for business growth. The Local Chamber of Commerce will also take on the role of local business attraction.

In your opinion, what makes the Shire of Morawa a special place to live?

**“Our potential for growth and progressive culture”**  
(Local Resident).

##### 4. An accessible and welcoming place for all

Morawa is already a welcoming community and it is intended to keep and develop this attribute as the town grows in population. New arrival programs that welcome new community members will be an integral component of the communities’ function. Community participation and leadership will also continued to be an integral character of the community.

##### 5. Services for a widening spectrum of people

Morawa is already well serviced by a range of community activities and facilities. Notwithstanding, to accommodate the anticipated growth, it will be necessary to:

- Ensure that existing services evolve to meet the needs of the growing population.
- Provide services to cater for all demographics, current and future.
- Expand, upgrade and refurbish existing facilities and networks.

##### 6. A sustainable place with a strong connection to the land

Morawa will continue to foster strong links with its agricultural foundations. Agriculture will continue to be a key driving industry, alongside the emerging mining industry.

Morawa will continue to foster strong links with its indigenous and European heritage.



**PHOTO 17 - MORAWA SUPPORTS A STRONG AGRICULTURAL INDUSTRY**



### 3.4.2 PLACE MAKING / PHYSICAL STRUCTURE

The following are the key spatial principles that have been identified to support sustainable and functional growth of the townsite.

#### 1. Consolidate and celebrate Main Street as the retail heart

Winfield Street is a one sided Main Street and this is acknowledged and celebrated as being part of Morawa's character. A key principle will be to consolidate and intensify retail activity along Winfield Street. Historically, some businesses located east of the railway line along Solomon Terrace. These opportunities will not be abandoned, rather a refocus on the types of businesses that will be permitted east of the railway line is required to ensure a viable and vibrant Main Street along Winfield Street will be considered.

The following strategies have been identified to support the improvement function of Winfield Street:

1. Consolidate retail and community activity between Davis Street and White Avenue.
2. Bolster activity at the core of Main Street at the intersection of Prater and Winfield Streets with community related activities.
3. Incrementally grow the 'active zone' of Winfield Street by establishing new or relocating existing strong 'anchor tenants' outside of the current zone of activity.
4. Place Strategic uses at the junction of Main Street and the new freight road that benefit from and can address this location (i.e roadhouse, bakery / cafe).
5. Undertake quick win, catalyst project to build momentum within the Centre (i.e Landscaping, seating, displays, public art, painting of facades).
6. Develop the new town square to become the most popular destination in town (for locals and visitors).



PHOTO 18 - BUSINESS IS CONCENTRATED ALONG WINFIELD STREET



## 2. Connect between the two hemispheres of town

As the population of the town grows, it will be important to ensure equitable access to services and facilities throughout town. In order to achieve this, it will be necessary to overcome the divide created by the freight rail. A quality landscaped pedestrian crossing at the centre of town will encourage accessibility. Long term consideration may need to be given to the removal of rail freight outside of the townsite or enhanced crossings for both vehicles and pedestrians.

The following strategies have been identified to improve the attractiveness of the Central Pedestrian link in town:

1. Identify a Community anchor on the east side, such as a native play area or public art.
2. Provide opportunities for rest, including shade shelters and seating to reduce the perceived walkable distance.
3. Create a sequence of varied experiences along the pedestrian link.
4. Utilise existing attractors along the link, such as the historic rail station.
5. Use built form as a way finding marker, such as the hotel frontage to Solomon Terrace.



The existing town grid; only two east-west vehicle connections and one pedestrian (marked red).



PHOTO 19 - IMPROVED CONNECTIVITY BETWEEN THE EASTERN AND WESTERN SIDE OF TOWN IS CRITICAL TO IMPROVE ACCESSIBILITY TO SERVICES

## 3. Provide a diverse range of places and nodes throughout town

In order to promote Morawa as an inviting place to live to a wide spectrum of people, it will be necessary to develop and create a network of 'places of activity' that complement Winfield Street as the main street and town centre. A range of active and passive, formal and informal spaces that do not necessarily have a retail focus could achieve this. Places to be, to visit, to meet up at, to give directions in relation to, to identify with.



PHOTO 20 - MORAWA HAS A RANGE OF CIVIC AND RECREATIONAL INFRASTRUCTURE TO BUILD UPON



4. Build on the civic heart of the town

Morawa already has a civic precinct on the western side of town, which includes buildings of cultural and historic importance. A principle for growth of the town will be to strengthen the civic precinct through the reuse over time of vacant buildings, promoting a heritage tourist walk through the precinct and by connecting the precinct with Main Street via Prater Street enhancement works. Other civic uses located elsewhere around the townsite are encouraged to re-locate to the civic heart of town along Prater Street.

**“The traffic calming along Prater Street may create an opportunity for a civic precinct leading to the Shire Hall and Shire Chambers”** (Local Resident).



PHOTO 21 - THE CIVIC PRECINCT IS LOCATED ON THE WESTERN SIDE OF TOWN AND INCLUDES A RANGE OF HISTORIC AND CIVIC BUILDINGS

5. Ensure a quality entry experience

Currently the town arrival entry experience is dominated by industrial activities and does not promote a sense of arrival, a sense of place or way finding. Industrial uses greet arrivals from the south and will soon also greet arrivals from the north. A long term relocation of industrial uses, improved built form outcomes and landscape treatments could be used to improve the gateway entry experience and thus first impressions of the town.

A gateway arrival experience that incorporates the characteristics of the place and town should be established at either end of town to promote a sense of arrival and to improve way finding for tourists travelling through the region.

The CBH site is a strong landmark and a key element of town life and should be celebrated.



PHOTO 22 - GATEWAY ENTRY STATEMENTS ARE CURRENTLY LACKING AT EITHER END OF TOWN



**The SuperTowns vision is:**  
*“To have balanced, well connected regional communities, with lifestyle options and access to services – SuperTowns will have affordable, quality housing and a growing and diverse range of job opportunities. They will offer more choices for people living in regional areas and an attractive alternative to living in the metropolitan area”.*



## 4. AN INTEGRATED STRATEGY – TOWNSITE/TOWN CENTRE

### 4.1 THE ECONOMY

This section discusses the potential for the Shire of Morawa to reach the aspirational population target established through the Regional Centres Development Plan (SuperTowns) program. Building upon the previous context and analysis work undertaken for Morawa this section:

- » Explores potential scenarios by which the Shire could achieve an aspirational population target of 2,500;
- » Benchmarks the potential distribution of employment upon achieving the aspirational population target; and
- » Suggests economic strategies, which can help drive employment and population growth.

The aim of this report is to provide the rationale for Morawa achieving its economic vision of having “a robust and innovative economy with a range of local employment opportunities”.

#### 4.1.1 POPULATION SCENARIOS

In your opinion, what is your greatest wish for Morawa in 20- 30 years?  
**“I wish for a future Morawa that is triple in size with abundant employment and training opportunities”**  
 (Local Resident).

Morawa’s population growth target of 2,500 residents is inextricably linked with employment growth within the Shire. In Morawa there exists a comparative advantage in agriculture and resources that has resulted in the development of extraction capabilities and transport networks linking to export infrastructure to leverage the value of the resources. These driver industries are creating a wealth of employment opportunities within the Shire and a need for further employment in services targeting supply chain completion for driver industries. This is indicative of an emerging opportunity for the development of a localisation economy.

As localised economies develop over time, and assuming that there is economic benefit in doing so, the agglomeration of industries starts to occur with an increase in local supply chain completion and, potentially, the development of industry clusters. This development results in the attraction of higher productivity, knowledge sector employment as well as the beginnings of greater economic diversification to augment the established industry base.

In a later stage localisation economy, we begin to see an established and durable strategic employment base and the emergence of population driven jobs owing to the need to service the growing population that is attracted to the area through the presence of industry related strategic employment. There is a compounding relationship between population driven employment and population growth.

Strategic employment is generally divided into the following categories:

- » Export oriented (e.g. mining, agriculture, research)
- » Knowledge intensive producer services (e.g. logistics, finance)

Population driven employment is generally divided into the following categories:

- » Consumer services (e.g. retail, hospitality)
- » Knowledge intensive consumer services (e.g. healthcare, education, training)
- » Producer services (e.g. basic trades, administration support)

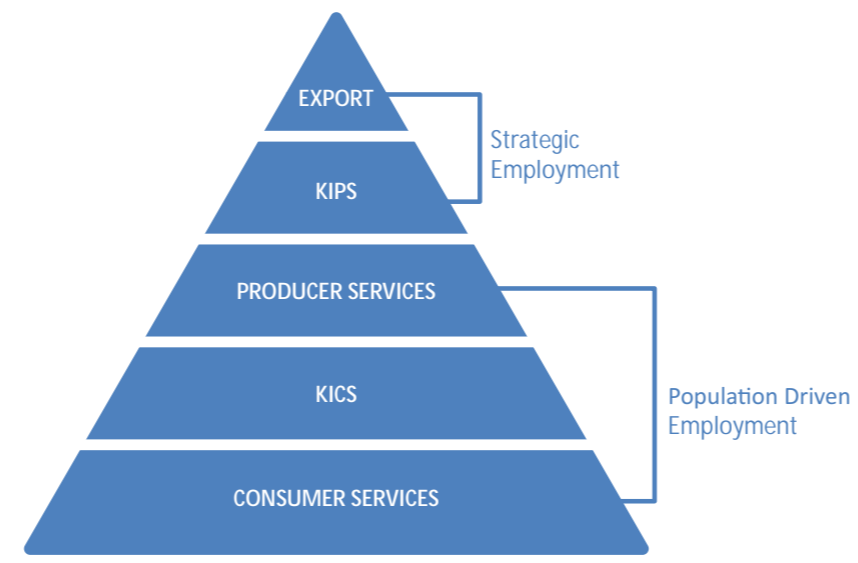


FIGURE 23 - EMPLOYMENT PYRAMID - SOURCE: PRACSYS 2012

#### 4.1.1.1 Scenarios

The following analysis describes two possible scenarios:

- » Scenario 1 – Aspiration population scenario to 2,500 residents
- » Scenario 2 – Business-as-usual population scenario

Both scenarios describe how significant local and regional projects as well as national and international trends may affect Morawa’s population trajectory over the next 30 years to the year 2041.

SCENARIO 1	
Enduring growth of strategic employment causes population driven employment to increase. The increase in population driven employment drives sustained population growth to 2,500	
2011	<ul style="list-style-type: none"> <li>• Experiencing employment and population growth due to increase in resource projects and related activity in the Shire</li> </ul>
2016	<ul style="list-style-type: none"> <li>• Brookfield rail camp retained and converted into accommodation</li> <li>• Karara stage 2 online</li> <li>• Oakajee comes online</li> <li>• Solar thermal project online</li> <li>• More driven jobs located in Morawa servicing driver industries</li> <li>• Infrastructure capacity constraints partially removed (e.g. waste water &amp; drainage)</li> <li>• Urban amenity partially delivered</li> </ul>
2021	<ul style="list-style-type: none"> <li>• Doubling of strategic jobs located in Shire driving growth</li> <li>• Benefits of Oakajee and Geraldton Port upgrades realised facilitating increased capacity at Karara and other mines in North Midlands</li> <li>• Resource industry well integrated with town</li> <li>• Trade Training Centre and Industry Training Centre providing workforce development</li> <li>• Supporting infrastructure upgrades and urban amenity improvements completed</li> </ul>
2026	<ul style="list-style-type: none"> <li>• Larger percentage of resource workforce preferring to DIDO</li> <li>• Population driven jobs increasing in response to driven jobs</li> <li>• Migration settlement program supplementing employment and population growth</li> </ul>
2031	
2036	<ul style="list-style-type: none"> <li>• Population growth steady as residents are attracted by the presence of high quality employment and retained due to high quality of urban amenity.</li> </ul>
2041	

TABLE 15 - POPULATION SCENARIO 1 – ASPIRATIONAL GROWTH - SOURCE: PRACSYS 2012

Scenario 1 (aspirational growth) demonstrates sustained growth through to 2016. Employment and population growth experience slight acceleration from 2016-2026 as strategic projects come online, capacity constraints are removed and urban amenity improvements delivered. Population growth settles from 2026 but continues to increase as durable and resilient localisation and urbanisation economies flourish.

SCENARIO 2 – BUSINESS AS USUAL	
Lack of sustained growth in strategic employment causes population driven employment to contract. This leads to fewer jobs per resident resulting in slowing of population growth.	
2011	Experiencing employment and population growth due to increase in resource projects and related activity in the Shire
2016	Brookfield rail camp removed Karara stage 2 online Oakajee comes online Timing of capacity building infrastructure projects not keeping pace with growth in strategic employment
2021	Benefits of Oakajee and Geraldton Port upgrades realised facilitating increased capacity at Karara and other mines in North Midlands Lack of driven jobs located in Morawa to support driver industries. Town unable to provide services. Training resources not being utilised to satisfy targeted industry gaps Crucial amenity and infrastructure only partially delivered FIFO prevailing for resource projects
2026	Inability to capture driver jobs in Morawa. Decline in resident strategic workforce Population driven jobs slowing as a result of decreasing strategic employment
2031	Decreasing strategic employment in Morawa causing a reduction in population driven employment. This leads to a slowing of population growth and eventual decline.
2036	
2041	

TABLE 16 - POPULATION SCENARIO 2 – BUSINESS AS USUAL

Scenario 2 (business as usual growth) also demonstrates the sustained growth through to 2016 as described in section 2.1.1. However by 2021 the Shire is not able to deliver the infrastructure and amenity improvement projects required to capitalise on the strategic activity in the area. This results in a considerable decline in strategic employment in Morawa and decreasing population driven employment, which in turn slows population growth.

#### 4.1.1.2 Scenario Mapping

Strategic employment and the development of localisation economies create the need for greater population driven employment, which in turn encourages population growth. The following analysis attempts to map the scenarios described above by quantifying the proposed strategic jobs required to drive population driven employment and encourage population growth.

The scenarios utilise ABS 2006 census data to establish a baseline population in the Morawa urban centre in 2006 and anecdotal evidence from the Shire of Morawa provides an estimate of population growth to 2011. The examination of current, future and proposed strategic projects for Morawa in section 2.1 provides the estimated number of strategic jobs located in the Shire in five year increments to 2041. Table 38 describes the two population scenarios over 30 years (in 5 year increments) to the year 2041.

	2006	2011	2016	2021	2026	2031	2036	2041
SCENARIO 1 POPULATION	597	911	1,000	1,500	2,000	2,200	2,300	2,500
SCENARIO 2 POPULATION	597	911	1,000	1,433	1,684	1,841	1,912	1,933

TABLE 17 - MORAWA SUPERTOWN POPULATION SCENARIOS - SOURCE: PRACSYS 2012

Scenario 1 (Table 18) describes the total employment required to achieve the aspirational population target of 2,500 residents.

SCENARIO 1	2006	2011	2016	2021	2026	2031	2036	2041
Population	597	911	1,000	1,500	2,000	2,200	2,300	2,500
Population Driven Jobs	224	328	368	546	720	784	811	870
Strategic Jobs	138	160	200	280	335	350	360	380
Total Employment	362	488	568	826	1,055	1,134	1,171	1,250

TABLE 18 - MORAWA POPULATION SCENARIO 1 - SUPERTOWNS ASPIRATIONAL - SOURCE: PRACSYS 2012

In scenario 1 the population increase is represented in notional increments required to achieve a total population of 2,500 by the year 2041. For the purpose of this scenario the number of population driven jobs is directly related to the desired population level at specified increments. Scenario 1 estimates that to reach a population of 2,500 Morawa requires estimated total employment of 1,250 jobs. The total employment figure consists of approximately 380 strategic jobs and 870 population driven jobs.

Scenario 2 (Table 19) describes the employment (strategic and population driven) trends, which may inhibit Morawa from reaching the aspirational population target.

SCENARIO 2	2006	2011	2016	2021	2026	2031	2036	2041
Population	597	911	1,000	1,433	1,684	1,841	1,912	1,933
Population Driven Jobs	224	328	368	539	688	748	774	817
Strategic Jobs	138	160	200	250	200	200	200	150
Total Employment	362	488	568	789	888	948	974	967

TABLE 19 - MORAWA POPULATION SCENARIO 2 - BUSINESS AS USUAL - SOURCE: PRACSYS 2012

In scenario 2 the population figures represent a decreasing ratio of jobs per resident. This ratio reflects a scenario where lower than expected employment growth results in lower than anticipated population growth. Scenario 2 estimates that by 2041 Morawa could have a population of 1,933 with a total employment figure of 967 jobs. The total employment figure consists of approximately 150 strategic jobs (60% less jobs than in scenario 1) and 817 population driven jobs. Figure 24 is a graphical representation of the employment and population figures described above.

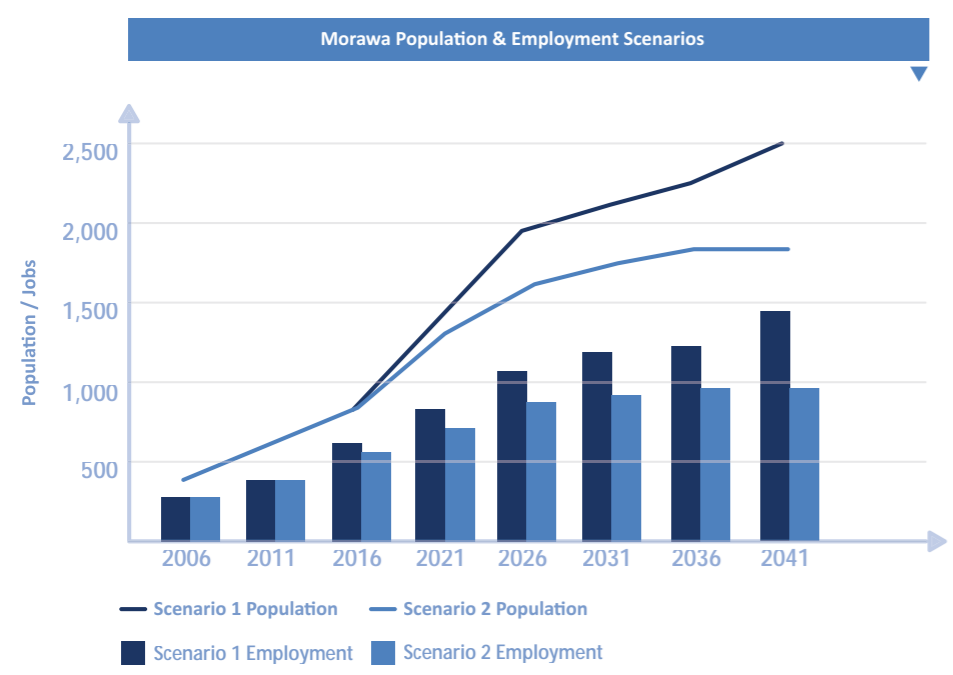


FIGURE 24 - MORAWA POPULATION AND EMPLOYMENT SCENARIOS - SOURCE: PRACSYS 2012

#### 4.1.1.3 Expediting Population Growth

The scenarios described above plot Morawa’s potential population trajectory over a 30 year period to an aspirational target of 2,500. It is conceivable that this growth trajectory could be expedited and the population target achieved earlier than suggested. This could also lead to Morawa attaining a population greater than 2,500 by the year 2041.

Expediting Morawa’s population growth requires the prioritisation of most key SuperTowns strategies, particularly capacity building infrastructure projects. Significant improvements will be required to Morawa’s hard infrastructure in the short term if the Shire is to accommodate rapid population growth. Achieving this requires a governance mechanism capable of prioritising the necessary projects and mobilising targeted public and private sector investment.

Achieving a rapid increase in population would require additional growth in driver industries over and above what is currently projected. This could be in the form of new mining or agricultural projects in the Shire or as a result of innovative/entrepreneurial activity creating a new driver industry.

#### 4.1.1.4 Scenario Implications

The scenarios explored above are intended as an example of possible growth trajectories for the Shire of Morawa as a result of significant local and regional projects as well as national and international trends. The likelihood of a SuperTown population scenario of 2,500 residents occurring will be determined by the effectiveness of the strategies selected for business cases. Several economic strategies for Morawa have been developed to achieve the aspirational population targets.

### 4.1.2 EMPLOYMENT BENCHMARKING

Benchmarking allows us to compare Morawa’s current employment distribution to another jurisdiction. The comparison focuses on a jurisdiction with industry attributes similar to those which Morawa may possess in the future. The aim is to demonstrate an example of what Morawa’s future employment distribution could look like at a population of 2,500 residents.

#### 4.1.2.1 Assumptions

For the purpose of this analysis Morawa’s future employment distribution has been benchmarked against the 2006 census data for the Shire of Boddington. Boddington was selected as its mix of both agricultural and mining activities allow for a comparison to be drawn with Morawa’s future growth scenario. The population of Boddington in 2006 was approximately half of the 2,500 residents Morawa has targeted. As a result the employment figures used for this benchmarking have been adjusted to reflect the increased population target of 2,500 residents.

The modeling aligns the various mining related jobs in Boddington with the iron ore industry in Morawa. This is to account for differences in the resource activities in both localities. The modeling also ensures that jobs currently present in Morawa are retained even if they are not present in the benchmark jurisdiction. The total employment figure arising from this benchmarking is equal to the estimated total future jobs required for Morawa to reach a population of 2,500.

#### 4.1.2.2 Distribution of Employment

Figure 24 provides an indication of the distribution of future employment in Morawa based on the benchmarking activity described above. The figures are based on an aspirational employment scenario and are intended to be used as a guide for identifying potential areas of future employment growth. As such they should be treated with caution as variations to Morawa’s employment distribution would be reasonably be expected as the Shire grows.

The benchmark figures have been divided into the employment areas of:

- » Driver – strategic employment in export oriented industries
- » Indirect – strategic and population driven employment in areas directly servicing the driver industries; and
- » Induced – population driven employment as a result of driver and indirect employment

By categorising the benchmark figures in this way we are able to demonstrate the affect that driver industries may have on the distribution of indirect and induced employment in the future.

The figures in the table below show the top 10 industries of employment in the categories of indirect and induced. Driver employment only contains the two driver industries present in Morawa – agriculture and mining

DRIVER EMPLOYMENT	AT 2006 CENSUS	AT POPULATION OF 2,500
Sheep, Beef Cattle and Grain Farming	117	149
Metal Ore Mining	4	136
INDIRECT EMPLOYMENT (TOP 10)	AT 2006 CENSUS	AT POPULATION OF 2,500
Other Mining	0	41
Manufacturing	3	37
Other Agriculture	11	30
Architectural, Engineering and Technical Services	0	24
Exploration	0	15
Non-Residential Building Construction	3	14
Agricultural Product Wholesaling	5	12
Market Research and Statistical Services	0	9
Heavy and Civil Engineering Construction	3	7
Building Cleaning, Pest Control and Gardening Services	0	7
INDUCED EMPLOYMENT (TOP 10)	AT 2006 CENSUS	AT POPULATION OF 2,500
School Education	67	116
Land Development and Site Preparation Services	0	68
Hospitals	11	57
Building Services (Structure, Installation, Completion)	0	47
Local Government Administration	15	36
Residential Building Construction	9	34
Supermarket and Grocery Stores	7	32
Pubs, Taverns and Bars	7	29
Social Assistance Services	5	24
Cafes, Restaurants and Takeaway Food Services	4	22

TABLE 20 - BENCHMARKED DISTRIBUTION OF EMPLOYMENT - SOURCE: PRACSYS 2012

#### 4.1.2.3 Implications

The employment profile explored above is intended as an example of possible distribution of jobs for the Shire of Morawa if it was to achieve an aspirational population scenario of 2,500 residents. The likelihood of a SuperTown population scenario of 2,500 residents occurring will be determined by the effectiveness of the strategies selected for business cases. Several economic strategies for Morawa have been developed to achieve the aspirational population targets.

#### 4.1.3 STRATEGIC RATIONALE – THE ECONOMY

Regional population growth and development will occur if there is a fundamental reason for significant populations to be located in a regional area in the first place. This reasoning is usually associated with the existence of a natural comparative advantage at that location, which in the case of Morawa is its access to arable land for agricultural production and the presence of mineral resources. Morawa's regional location may otherwise prove to be a disincentive for a large number of people to take up residency there unless there is a very good reason for them to do so. The reason is usually employment related.

Agriculture has traditionally been the backbone of Morawa's economy as is proven by the industries continued contribution to local employment and the Shire's gross regional product. More recently a number of resource projects have emerged as considerable drivers of employment and population growth within Morawa. The resource projects and related infrastructure upgrades have injected a considerable number of strategic jobs into the Shire and increased demand for key producer and consumer services such as vehicle servicing, pharmaceuticals and accommodation.





While the population of Morawa has anecdotally increased since the 2006 census as a result of the increased strategic employment in the Shire and North Midlands sub-region there is a risk that this growth trend may not be sustained into the long-term future. If the Morawa urban centre is to achieve SuperTown growth of 2,500 residents (over 400% increase on 2006 population) the level of employment required in the Shire will need to be in the order of a 1,200 residential workforce. This is an increase of nearly 900 jobs in the Shire of Morawa (Figure 25).

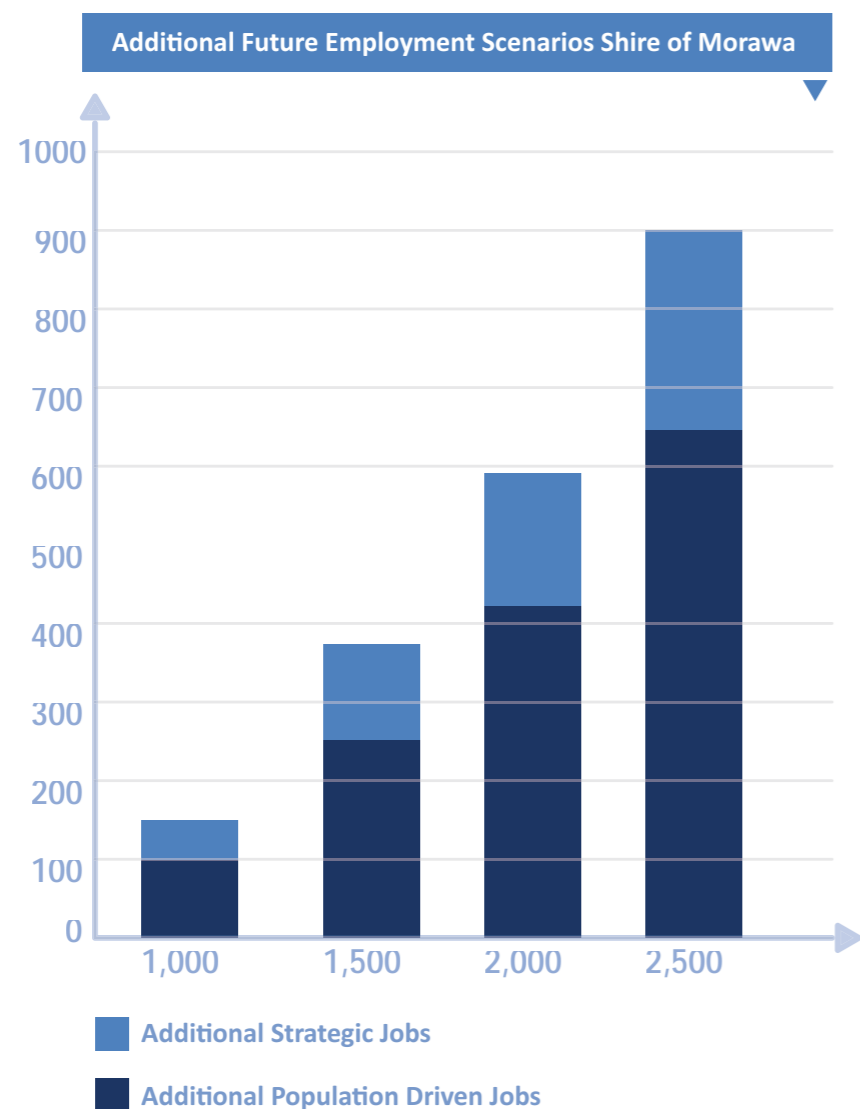


FIGURE 25 - ADDITIONAL JOBS REQUIRED IN MORAWA - SOURCE: PRACSYS 2012

#### 4.1.3.1 Strategic Economic Principles

To stimulate population growth in Morawa it will first be necessary to attract and retain a greater number of strategic workers through significant and sustained economic development. It is this increase in strategic workforce that provides the stimulus for growth, which drives the population driven economy needed to serve this growing population.

The increased demand for population driven services drives further population growth as agglomerations of activity develop. Targeted economic strategies are required to ensure that the necessary quality and quantity of jobs are attracted to Morawa to drive the aspirational population growth target of SuperTowns.

The future direction for the local and sub-regional economies has been articulated through a series of strategic principles. These seek to provide a defined scope in which the Morawa Growth Plan and North Midlands Economic Development Strategy will seek to influence. The scope encompasses both economic growth (population driven) and economic development (strategic industry driven) initiatives.

#### 1. Developing Economic Buffers

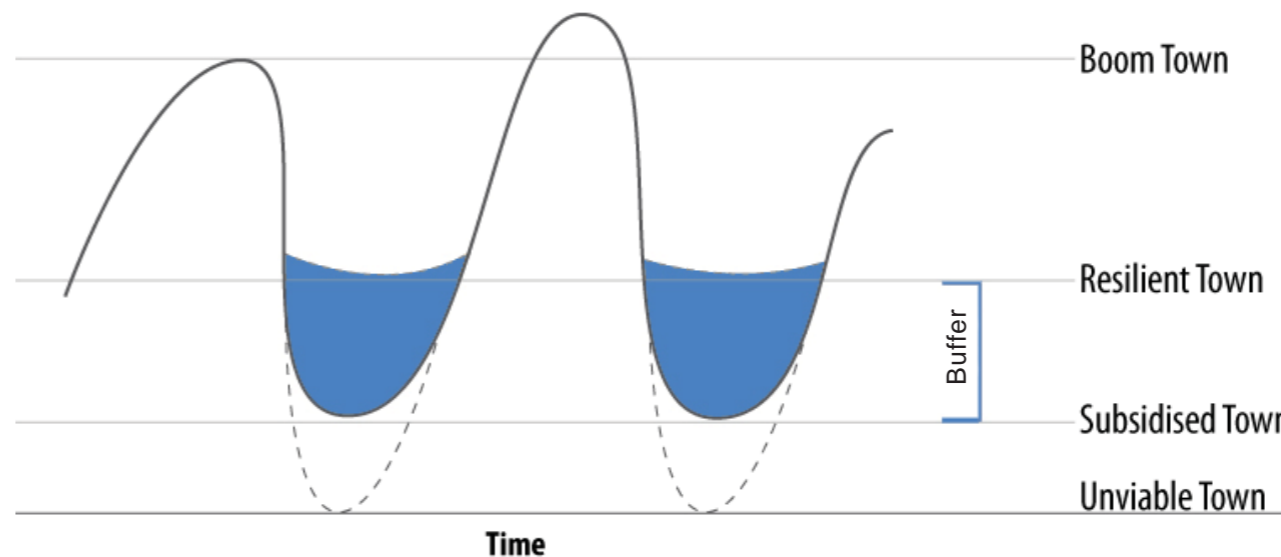


FIGURE 26 - CHANGES IN REGIONAL ECONOMIES - SOURCE: PRACSYS 2012

As Figure 26 shows, there is often little security for regional economies if there is a downturn in the market for their major commodity. This can then result in a 'subsidised town' where the only major investment in basic infrastructure and services comes from political intervention.

Economic development initiatives should seek to introduce buffers into local and regional economies to reduce their exposure to market fluctuations. These buffers should focus on building urbanisation agglomerations and growing localisation economies to increase the resilience and 'quality of life' characteristics of regional towns.

## 2. Building Urbanisation Agglomerations

Urbanisation agglomerations of activity result from the general benefits that a firm will gain from locating in a particular urban environment.

Urbanisation economies develop as a result of population growth and the sheer scale of a centre. An example is the development of agglomerations of retail activity that naturally develop in response to the consumption demands of a population.

To foster the achievement of diverse, intense and accessible characteristics, as well as attract optimal levels of investment Morawa needs to focus not only on the development of an urbanisation economy but the agglomeration of such activity within its town centre. This will require the development of a diverse and intense town centre that has the scale, infrastructure and amenity to service the needs of the local and regional population.

The creation of an intense town centre capable of meeting the range of population-driven needs will also be beneficial in generating a level of activity that promotes Morawa's 'quality of life' characteristics. This will help to attract small strategic businesses along with larger strategic industry enterprises seeking an appropriate base for operations.

## 3. Growing the Localisation Economy

Localisation economies are the result of a number of firms and enterprises (including research institutions, not-for-profit organisations and government departments) in complementary industries and supply chains locating in the same area

Growth of a localisation economy in Morawa is vital for economic development as it encourages expansion and diversification of strategic industries and strengthens the buffers which increase the Region's overall economic resilience.

### 4.1.3.2 Network Analysis

The following analysis of supply chain and network maps explores some of the existing and emerging networks in Morawa and North Midland including mining, agriculture and energy. This analysis is intended to inform the development of strategies aligned with the economic principles described in the previous section.

This work will be further supported by the North Midlands Economic Development Strategy by exploring the sub-regional relationships and opportunities in greater detail.



### 1. Mining

The supply chain for resource projects in Western Australia is well documented as it is primarily focused on extraction and export capabilities. The diagram below provides a high level supply chain for a resource project from exploration to the end customer.

Morawa’s role as the sub-regional centre of the North Midlands means it is unlikely to provide direct employment for all links in the supply chain in the short term, as it does not yet have the density required to support many of the higher order services.

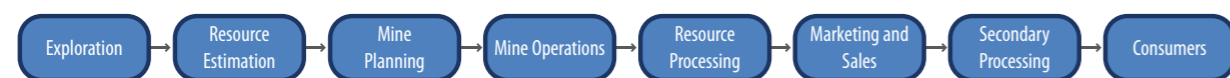


FIGURE 27 - HIGH LEVEL RESOURCE SUPPLY CHAIN - SOURCES: PRACSYS 2012, GIOA 2011, GINDALBIE METALS 2012

However, as the sub-regional service centre, Morawa is well positioned to service a number of the links either directly or indirectly through vertical supply chain augmentation. These services would include health, training, the sale, service and repair of vehicles and equipment, and the provision of accommodation and hospitality.

In Morawa a number of opportunities exist in the servicing of major iron ore projects during both the construction and operation phases. These services include general labour, heavy haulage, mineral processing, transport of personnel and goods, repair and maintenance of light vehicles and machinery, provision of key worker accommodation, camp servicing and industry training.

The network diagram below provides a preliminary assessment of the roles and organisations active in the Mid West mining industry.

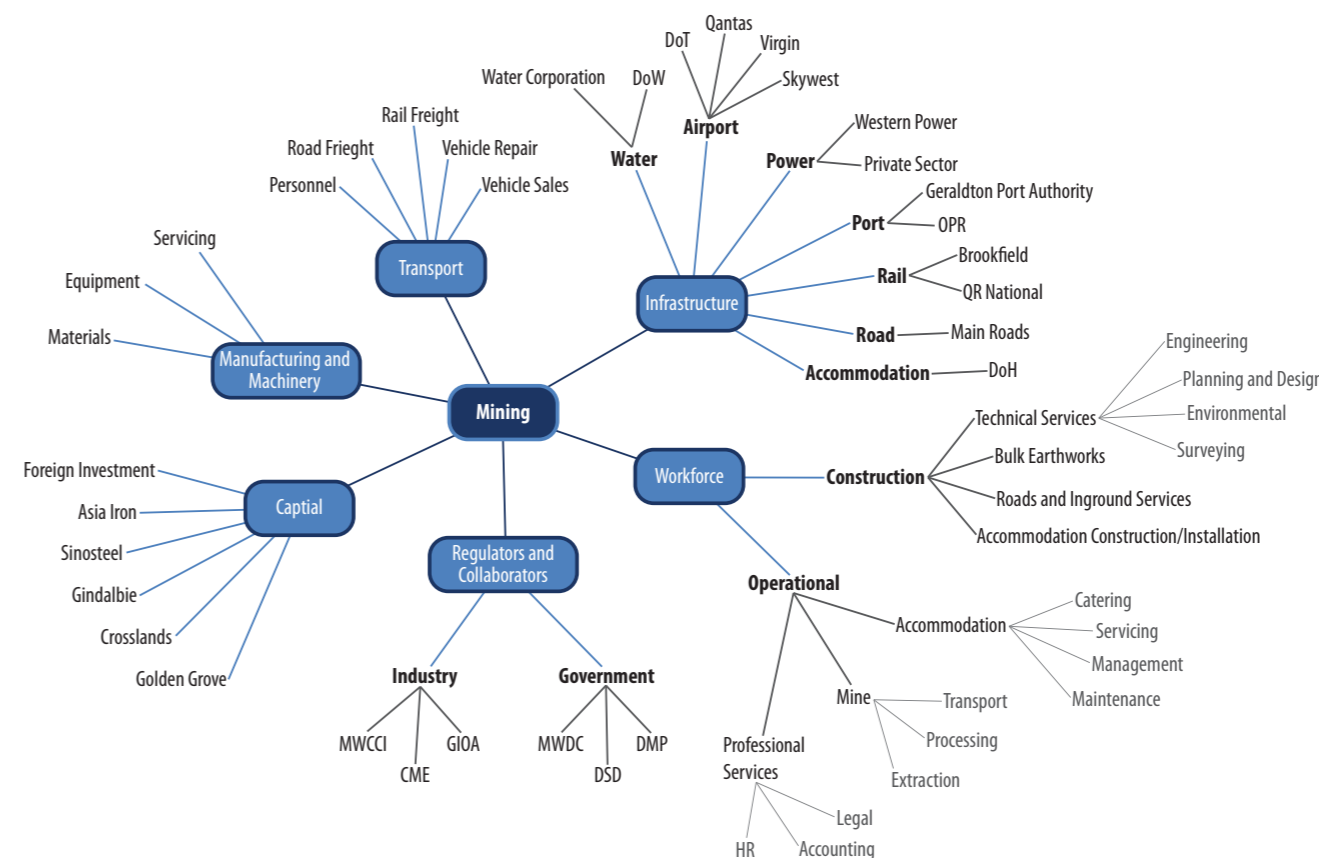


Figure 28 - Resource Industry Network - Source: Pracsys 2012

A number of the roles and organisations identified above are already active within Morawa, however the majority are based elsewhere in the Mid West or in Perth. As Morawa’s urbanisation and localisation economies mature it will start developing the effective density necessary to support some of these higher order functions, such as more advanced servicing capabilities. This could also lead to increased demand for professional services, such as legal and accounting, and retail offerings to satisfy the local population. This would also strengthen the value proposition for the attraction of major projects into the area.



## 2. Agriculture

Agriculture has historically been the dominant industry in the North Midlands. The industry remains the largest employer in most shires, however climatic factors and changes in farming methods have had a significant impact upon the industry's employment and servicing needs. The diagram below provides a high level supply chain for an agricultural project from inputs to the end customer.

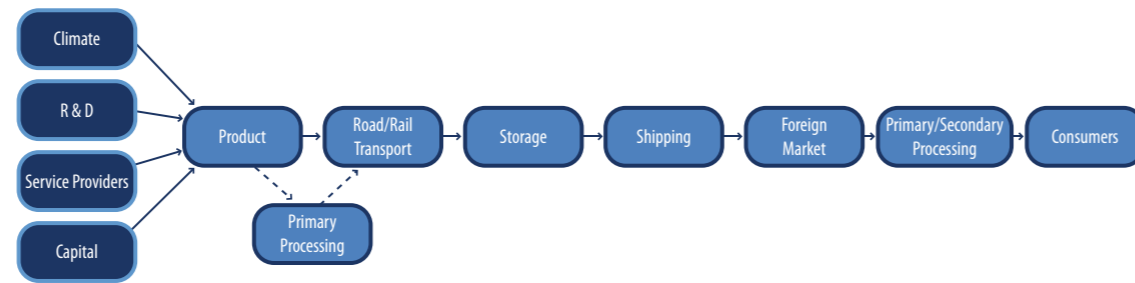


FIGURE 29 - HIGH LEVEL AGRICULTURE SUPPLY CHAIN - SOURCE: PRACSYS 2012, ERNST & YOUNG 2008

Morawa has a strong history in servicing the needs of its surrounding agricultural community, with a number of service providers, suppliers and collaborators situated in the town and surrounding shires. There is an opportunity to expand via vertical integration in the areas of repair and maintenance of light vehicles and machinery, particularly as farming machinery continues to increase in size and importance.

Through the district high school, WA College of Agriculture, trade training centre and future industry training centre, Morawa has the advantage of access to educated and skilled workers. There is an opportunity to horizontally integrate these workers and local firms in either research and development or service provision within the agriculture industry. The trade centre can be particularly useful in getting short term agricultural workers farm-ready, reducing the need for on-farm training. This could also provide opportunities for endogenous growth within the Shire and sub-region.

Understanding the needs of end users and consumers is one of the most valuable mechanisms for intervening in agricultural networks. Investigating ways to add value to a yield, through additional processing or strategic crop selection, can help to open up new markets. This can improve the region's resilience as it provides a buffer between its usual agricultural and mining markets.

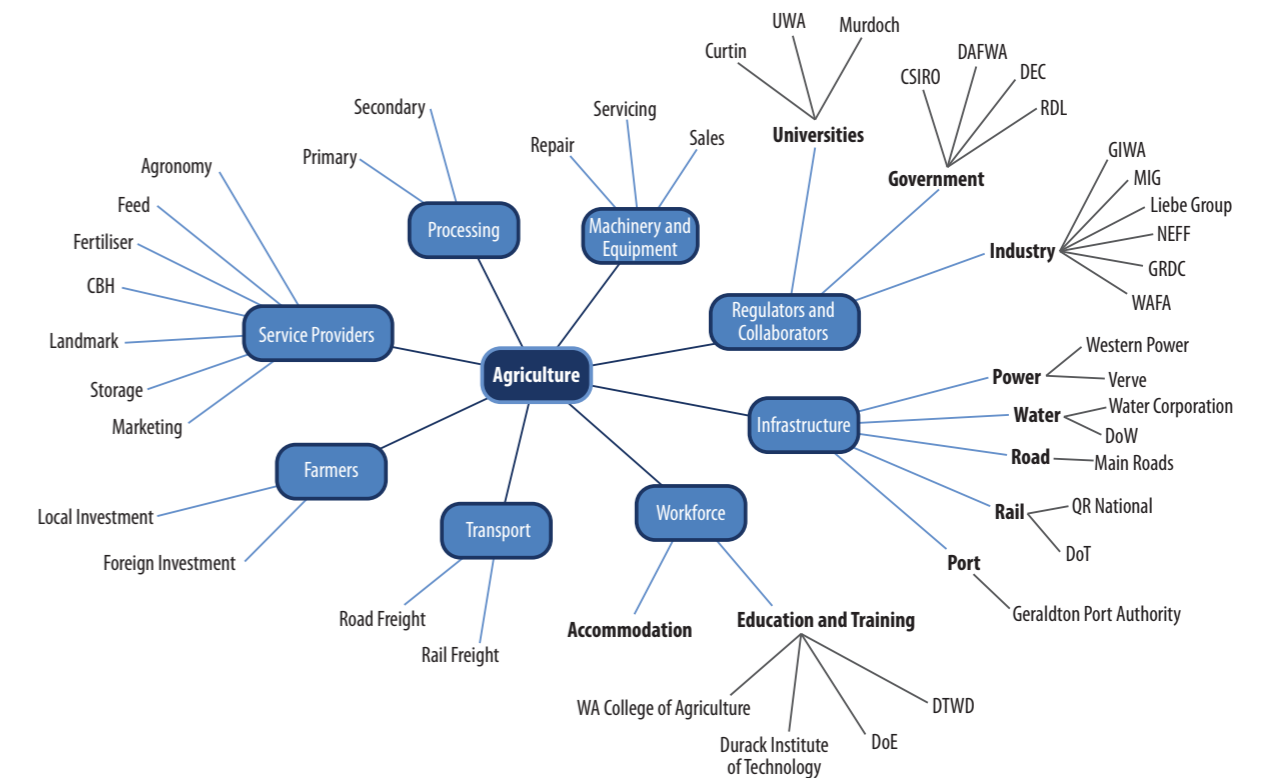


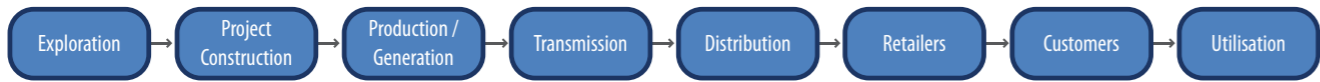
FIGURE 30 - AGRICULTURE INDUSTRY NETWORK- SOURCE: PRACSYS 2012

As is the case with the mining industry, many of the agricultural network linkages are located outside of Morawa. For some of these linkages it will not be economically viable for them to locate within Morawa as they need to be close to the localisation forces offered within major cities such as Geraldton and Perth. Others may simply choose to locate elsewhere due to the urbanisation economy or 'quality of life' characteristics. Ongoing improvements to Morawa's urbanisation economy, such as the town centre revitalisation, can help to attract some of the fringe network links into the town. By increasing the diversity and intensity of uses within the town expenditure leakage can be reduced.

There also needs to be a greater understanding of how the agricultural supply chain and networks can be horizontally integrated with the resource industry. Currently the agriculture industry is competing with resource industry for access to skilled labour, servicing capabilities, and capacity on transport infrastructure. As both industries share a number of network links, particularly around infrastructure, workforce, machinery and transport, potential crossovers need to be encouraged.

**3. Energy**

A number of energy projects are emerging across the North Midlands, including Morawa, presenting opportunities for other driver projects to leverage off these assets through vertical and horizontal integration. Furthermore, the state and federal governments are showing an increasing willingness to contribute funding toward alternative energy projects, providing the certainty required to attract private sector investment. The diagram below provides a high level supply chain for an energy project from exploration to the end customer.



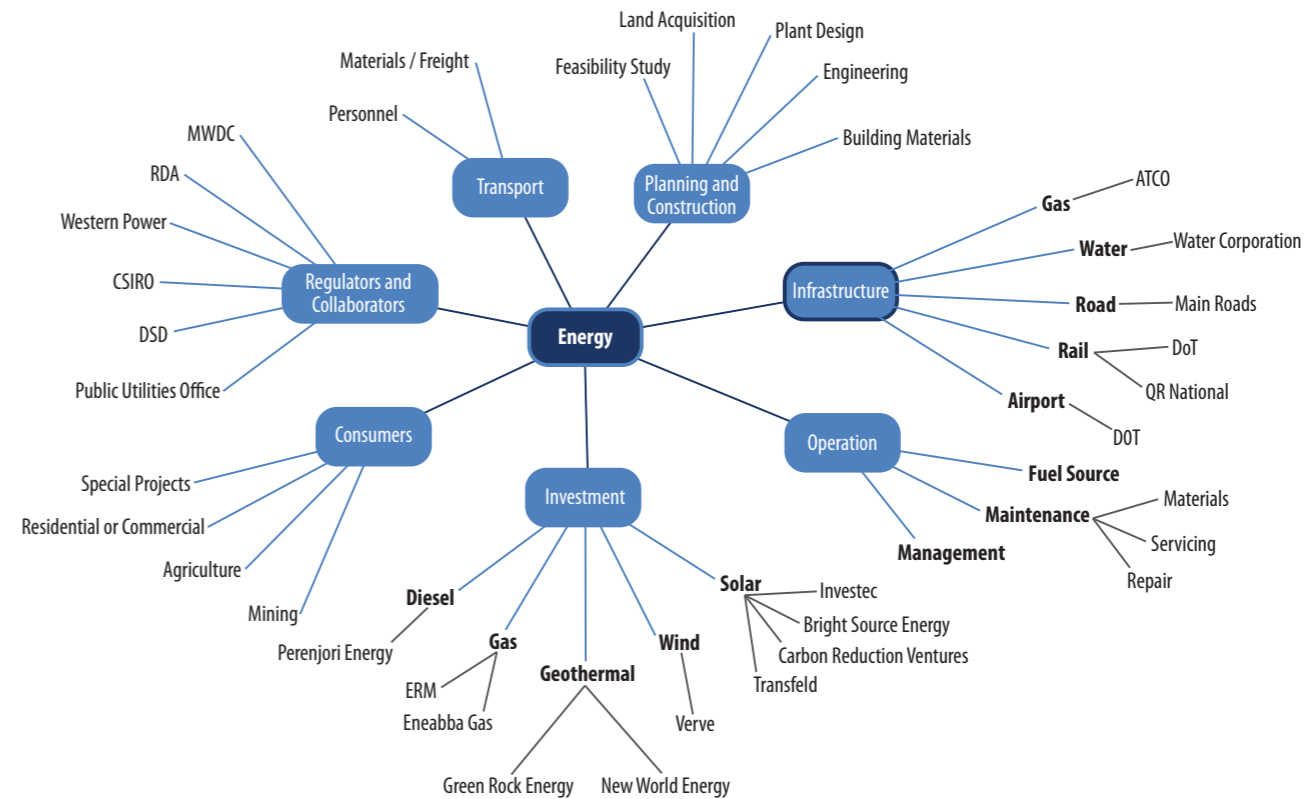
**FIGURE 31 - HIGH LEVEL ENERGY SUPPLY CHAIN - SOURCE: PRACSYS 2012, ATCO 2012, WESTERN POWER 2012**

An opportunity currently exists for Morawa to play a role in energy projects by partnering with proponents. This could be through shared ownership of the project or simply by providing support through the planning and regulatory process. Such involvement would see the Shire intervening at the exploration and project construction phases of the supply chain.

It is unlikely that all construction phase employment for such projects would come from within the Shire of Morawa, as most of the skills and materials would be sourced externally and be relatively transitory. There will be some demand for accommodation and hospitality during the construction phase of projects that can be satisfied within Morawa.

The greatest opportunity for intervening in the supply chain for energy projects will be through vertical integration in the operation phase. The services that could be supported within the Shire include the maintenance and repair of the plant and associated infrastructure, provision of relevant training, and the sale, service and repair of light vehicles and equipment.

The network diagram below provides a preliminary assessment of the roles and organisations active in the Mid West energy industry.



**FIGURE 32 - ENERGY INDUSTRY NETWORK - SOURCE: PRACSYS 2012**

Energy is not a competitive advantage in itself (unless the construction, production and transmission costs and/or risks are significantly lower than accessing power by other means), but is an input into industries that can lead to a competitive advantage, such as mining and agriculture. Understanding this helps to determine what local opportunities exist for Morawa and other shires to intervene in the energy supply chain. Connecting investors, collaborators and infrastructure providers is therefore critically important for vertical and horizontal supply chain augmentation in this area.

**4.1.3.3 Understanding Network Performance**

Networks in the North Midlands are not limited by Shire boundaries. A good example of this is the Mount Karara iron ore mine, which resides within the Shire of Perenjori but interacts with other Shires in relation to power and water supplies as well as transport corridors.

The aim is to create new relationships and strengthen existing ones so network participants have access to important information and innovation. An important component of this will be the bridging different industry or knowledge clusters as this is often where new ideas and information lies. This can then facilitate collaboration for the mutual benefit of participants, which strengthens the network and increases the potential for endogenous growth, supply chain augmentation and major project attraction in Morawa and the North Midlands.

#### 4.1.3.4 Economic Development Strategy

Promoting population growth in Morawa requires a strengthening of the town's links to existing strategic employment and also targeting further growth in these strategic industries. Employment generation of the magnitude required for Morawa's population growth requires a coordinated sub-regional economic development strategy that has buy-in at all levels of government, the key government agencies, and most importantly the agreement and endorsement of the major resource companies and their key contractors. To achieve this, the Mid West Development Commission is preparing an Economic Development Strategy encompassing the entire North Midlands sub-region. Figure 33 describes the general logic flow of the economic development strategy.

The North Midlands Economic Development Strategy (encompassing the Shires of Morawa, Three Springs, Perenjori, Carnamah, Coorow and Mingenew) is a critical component of planning for the future of the towns and Shires of the sub-region and the broader Mid West region as a whole, including Mullewa and Yalgoo. The strategy intends to build upon the work already completed during the Morawa SuperTown Growth Plan process to support growth across the network of towns and shires within the North Midlands.

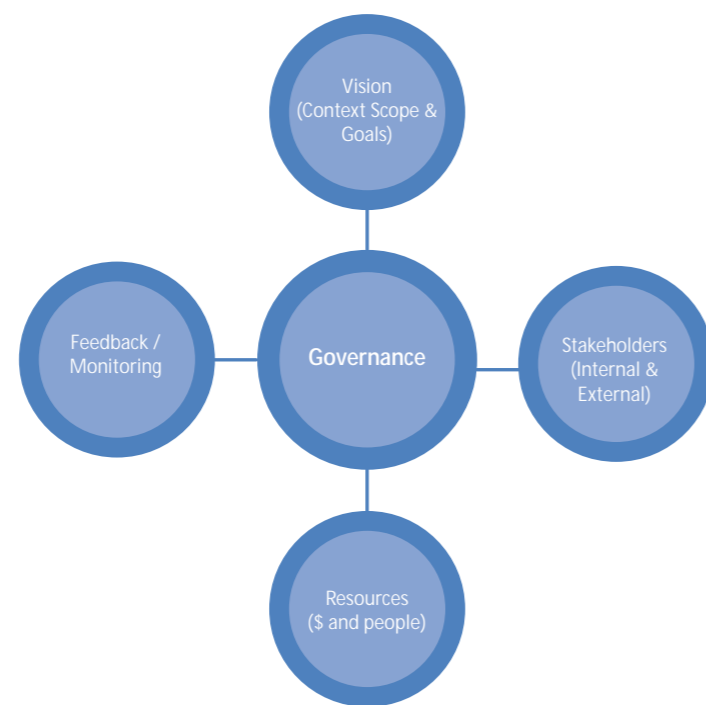


FIGURE 33 - ECONOMIC DEVELOPMENT LOGIC FLOW SOURCE: PRACSYS 2012

In the North Midlands, there exists a comparative advantage in agriculture and resources, which has resulted in the development of extraction and processing capabilities and transport networks linking to key export infrastructure to leverage the value of these resources. Tourism is also emerging as a potential future economic opportunity within the sub-region, particularly for coastal areas since the opening of Indian Ocean Drive.

The North Midlands Economic Development Strategy will be based upon a clear understanding of the sub-region's role within the local, regional, state and international economies; and have a firm focus on the delivery of tangible, meaningful outcomes for existing and future residents and stakeholders. An important component of this is recognising the uniqueness of the towns and shires in the sub-region, while also exploring what they can achieve in aggregate. This also considers how towns and Shires in the North Midlands interact with locations on the periphery of the sub-region, such as Mullewa and Yalgoo.

#### 4.1.3.5 Local Industry Development

Local action to drive economic development does not have to rest upon the completion and implementation of sub-regional economic development strategy. Concurrent steps can be taken to promote the growth and development of existing key driver industries in Morawa. Undertaking a program focused on local industry development can encourage targeted growth in the short term and be further assisted by the development of a complimentary sub-regional economic development strategy. For example, a local industry development initiative for major resource projects such as Karara could be initiated with the direct aim of meeting the industries operational needs and better integrating their workforce within the community. Figure 34 outlines the proposed framework for such an initiative.

The aim of a local industry development initiative would be to mobilise local resources to ensure that major projects needs are met by the town. The initiative has strong links to other business development programs such as the Shire's business incubator units as well as trade and industry training capabilities. As with the sub-regional economic development strategy the success of this initiative relies on obtaining agreement and endorsement of major resource companies and their key contractors. If successful the initiative could potentially be a pilot project capable of being applied to other major companies in the sub-region (e.g. agriculture and CBH).

#### 4.1.3.6 Preparing for Future Growth

In addition to addressing the local and sub-regional economic development the Shire needs to be prepared to accommodate future business growth. To achieve a population target of 2,500 it is necessary to remove existing constraints which limit the attraction of the long term, high productivity employment which drives population growth. The Shire also needs to be able to retain a strong network of local driver jobs by ensuring their competitiveness when meeting the needs of regional, national and international markets.

Previous opportunities for greater interaction between major project and the town have been missed due to the timing of strategic capacity upgrades, such as the use of Morawa airstrip to effectively service major resource projects. It is for this reason that Morawa should progress such projects as upgrading the airstrip and constructing additional business incubator units to accommodate activity which supports surrounding industries.

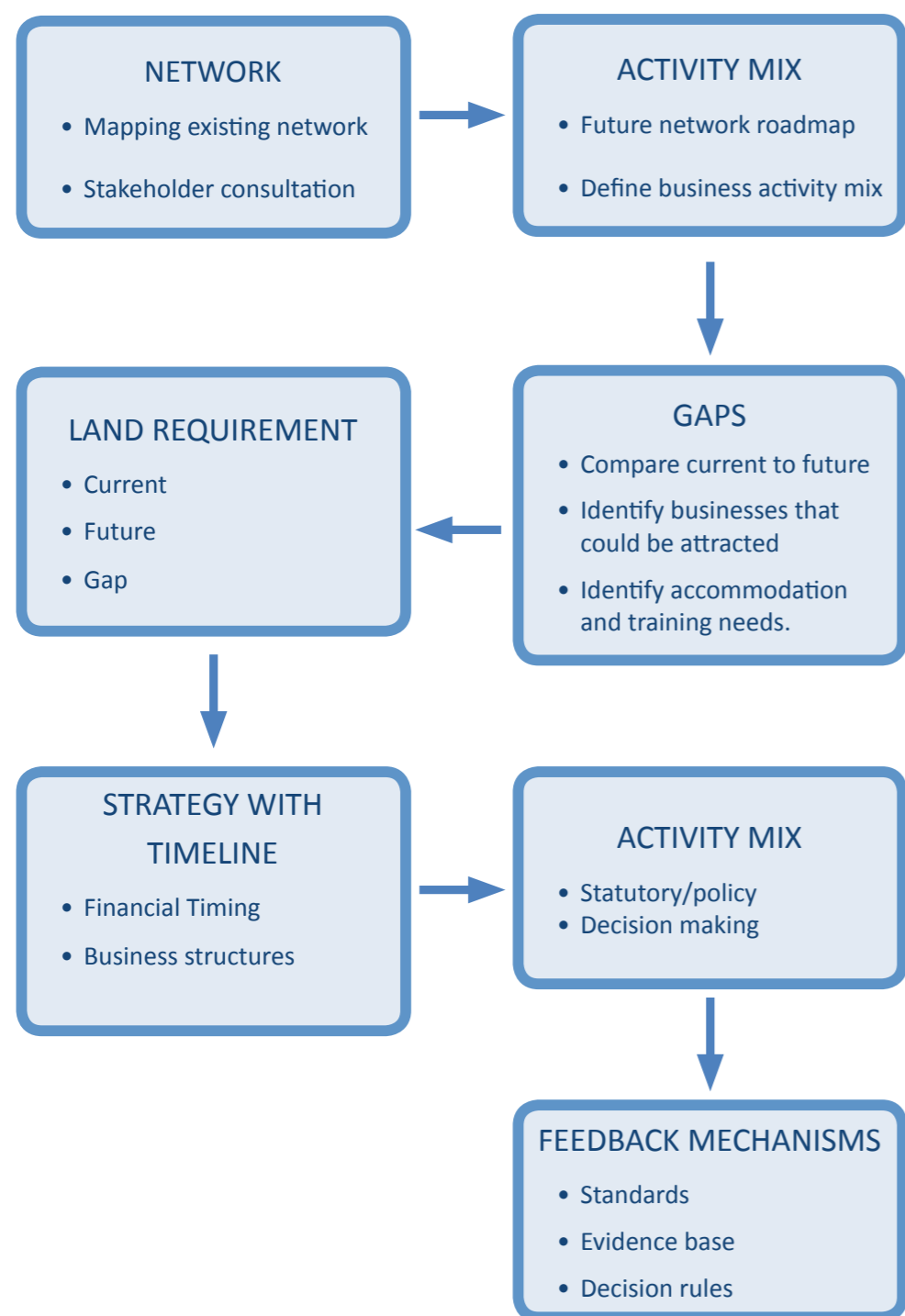


FIGURE 34 - LOCAL INDUSTRY DEVELOPMENT PROCESS - SOURCE: PRACSYS 2012

4.1.3.7 Exploring New Opportunities

The achievement of employment and population targets should also consider other avenues for growth. Research projects can be initiated to examine the effectiveness of local, national and international strategies and the potential for them to be applied in Morawa.

For example, migration settlement has the potential to assist the repopulation of regional towns such as Morawa and supplement the employment needs of the agriculture and resource industry. Although a migration program may not be available as a short term population growth strategy there is potential for Morawa to monitor the progress of similar strategies and determine whether there is any scope for such a strategy to be implemented in the future. Part of a research project would be to determine what the Shire can control, monitor and influence in regards to attracting a migration settlement program.

4.1.4 TOWN CENTRE FLOOR SPACE DEMAND

4.1.4.1 Floor Space Productivity

Floor space productivity is the mechanism by which expenditure is related back to floor space demand. Floor space productivity is defined as the turnover per square meter of floor space, per year; the greater the productivity the more efficiently the floor space is being used to create revenue.

Anecdotal evidence and industry data has placed the productivity of retail floor space in the Perth metropolitan area around \$7000 per square metre. Morawa is assumed to have lower floor space productivity than the metropolitan area because land (floor space) is not as scarce and consequently, productivity per square metre will be lower.

The assumptions in Table 21 were used when calculating retail floor space productivity for Morawa. A low and high turnover per square metre has been defined to demonstrate possible floor space demand given varying productivities.

FLOOR SPACE TYPE	LOW (TURNOVER/M <sup>2</sup> )	HIGH (TURNOVER/M <sup>2</sup> )
Convenience	\$4,000	\$6,000
Comparison	\$4,000	\$5,000
Office	\$6,000	\$7,500

TABLE 21 - FLOOR SPACE PRODUCTIVITY ASSUMPTIONS - SOURCE: PRACSYS 2012

Floor space demand is derived by dividing the sum of expenditure, from residents and visitors, by the floor space productivity for each category. Estimates of future floor space demand are also influenced by:

- » The nature, size and trends in user groups of residents, workers, visitors and enterprises;
- » The pool of available expenditure in the town; and
- » The extent of expenditure leakage from the town.

Each of these factors is incorporated into the Pracsys modeling and analysis of future floor space demand for Morawa town centre.



#### 4.1.4.2 Floor Space Demand

Table 22 outlines the optimum floor space requirements for Morawa across key retail and commercial categories at different population scenarios based upon the above productivity assumptions.

POPULATION	1,000	1,500	2,000	2,500
Convenience (m <sup>2</sup> )	460 – 690	880 – 1,320	1,180 – 1,770	1,480 – 2,220
Comparison (m <sup>2</sup> )	430 – 540	920 – 1,160	1,240 – 1,550	1,560 – 1,940
Office (m <sup>2</sup> )	450 – 560	1,040 – 1,300	1,390 – 1,740	1,750 – 2,180

**TABLE 22 - TOTAL FLOOR SPACE DEMAND - SOURCE: PRACSYS 2012**

The values demonstrate a range of floor space demand based on the low and high productivity assumptions used in Table 22.

#### 4.1.4.3 Implications

Table 43 suggest that if Morawa achieves a population of 2,500 then the optimum quantum of retail floor space would be between approximately 3,000 and 4,200 square metres.

In general terms, a population of approximately 5,000 people would be required to generate the sales turnover per square metre required to attract a major retailer such as a Coles or Woolworths. Therefore the increased demand for convenience retail shown in Table 43 is unlikely to have a significant impact upon the existing structure of retail development in Morawa.

The increase in demand for comparison retail demonstrated in Table 43 does not have major implications for the Morawa town centre. Generally increases in comparison floor space occur in large increments. Smaller increases in demand for comparison goods, such as the increases seen in Table 43, will generally be satisfied by increased expenditure leakage. Only when demand for comparison retail has reached a suitably high level will it warrant a major increase in floor space (e.g. attraction of a discount department store).

According to a recent survey of floor space in Morawa the retail estimate shown in Table 43 is only slightly higher than the amount of retail floor space that already exists in the town. It is also possible that demand for comparison retail floor space could be as low as 1,000 square metres due to extensive expenditure leakage. The implication of this is that the retail floor space estimates in Table 43 may be equal to or slightly lower than what currently exists in Morawa.

An explanation for this is that Morawa is currently under trading on an oversupply of retail floor space. As a result the total retail floor space demand would not be expected to increase greatly as Morawa’s population grows. The demand estimates shown in Table 43 represent the optimal quantum of floor space required when Morawa is trading at improved productivities with reduced expenditure leakage. As these demand estimates are similar to the quantum of floor space that already exists in Morawa it can be argued that the current configurations are not meeting contemporary retail and commercial needs. The solution to this problem would be to focus on reconfiguring Morawa’s existing floor space to improve performance rather than simply increasing the total amount.

Suggestions for incentivising the reconfiguration of retail floor space in Morawa include:

- » Strong action to assemble the land needed to carry out a reconfiguration.
- » Reassessing the highest and best use (or desirable uses) of retail floor space.
- » Understanding and influencing the investment decisions which drive reconfiguration. This could include preferential rating or planning support for a business improvement district.
- » Improving the amenity and public realm in the targeted areas (such as convenient parking).

If Morawa is to increase their existing amount of retail floor space the town not only needs to produce a larger pool of expenditure but also capture a greater amount of this expenditure. The pool of available expenditure in Morawa will naturally increase the population grows. Future retail will need to focus on efficiently satisfying emerging areas of demand to capture more expenditure and decrease leakage from the town.

As described above the demand estimates in Table 43 estimate the floor space requirements in Morawa when the town is performing at optimum levels. A component of this will be to first focus on utilising the town’s existing floor space to its full potential. Only when the existing floor space is operating at increased productivity and decreased leakage should additional floor space be considered.

#### 4.1.5 ECONOMIC STRATEGIES

To capitalise on Morawa’s potential to generate the levels of strategic employment required to achieve a population of 2,500 a number of economic strategies need to be considered. The aim of these strategies is to deliver Morawa’s vision of sustaining “a robust and innovative economy with a range of local employment opportunities”.

**Aspirational Goal: A robust and innovative economy with a range of local employment opportunities.**

##### Economic Objectives

The following objectives are required to achieve Morawa’s economic vision:

- » Increase range and diversity of local businesses and industry.
- » Increase local business investment.
- » Promote use of new technology in community and businesses.
- » Promote agriculture within the region.

The North Midlands Sub-Regional Economic Development Strategy will be integral to developing a strong, robust and sustainable economy for the North Midlands Regions. The Strategy will identify opportunities to build the economic relationships between the North Midlands towns and will seek to develop individual strengths within each town. The Strategy will be an integrated approach that seeks to strengthen the region as a whole. Morawa as a SuperTown will provide a boost in infrastructure, facilities and services for the sub-regional economy as a whole to leverage off.

In your opinion, what is your greatest wish for Morawa in 20- 30 years?

- » **“A vibrant sustainable community with a 'diversified' economy”** (Local Resident).
- » **“To be a vibrant and strong community that has grown and benefited from agriculture, mining, quality education, entertainment and social activities”** (Local Resident).
- » **“To be a centre/hub for the mid-west, that is an attractive alternative to larger centres”** (Local Resident).

**TABLE 23 - STRATEGY – NORTH MIDLANDS SUB-REGIONAL ECONOMIC DEVELOPMENT STRATEGY**

<b>STRATEGY / PROJECT</b>	<b>PREPARE AN ECONOMIC DEVELOPMENT STRATEGY FOR THE NORTH MIDLANDS SUB-REGION WHICH BUILDS UPON EXISTING COMPETITIVE ADVANTAGES TO CREATE A DIVERSE, RESILIENT LOCAL ECONOMY THAT SUPPORTS NOT ONLY THE EXISTING COMMUNITY BUT A GROWING REGIONAL POPULATION.</b>
<b>OBJECTIVES</b>	<ul style="list-style-type: none"> <li>• Increase range and diversity of local businesses and industry.</li> <li>• Increase local business investment.</li> <li>• Promote use of new technology in community and businesses.</li> <li>• Promote agriculture within the region.</li> </ul>
<b>SUMMARY DESCRIPTION</b>	<ul style="list-style-type: none"> <li>• MWDC has engaged a consultant (Pracsys) to prepare an economic development strategy for the sub-region. The strategy compliments the Growth Plan by recognising that the success of Morawa and other North Midlands' shires is inextricably linked to the strength and resilience of the entire sub-region.</li> <li>• The strategy will focus on top-down strengthening of existing economic drivers and development of new projects that can increase the future prosperity and resilience of the sub-region. It will also investigate bottom-up actions that shires and towns can implement to best position themselves to leverage economic opportunities as they emerge. The structure of the strategy is as follows:             <ul style="list-style-type: none"> <li>- Context framing – build an understanding of the sub-region's economic function and development of a socioeconomic profile for the towns, shires and sub-region as a whole. Includes network mapping &amp; value chain analysis (local, regional and global context) of existing competitive advantages.</li> <li>- Opportunities and constraints analysis – build an understanding of the sub-region's future economic development through the development of scenarios, assessment of opportunities and constraints against each scenario and the ability to control, influence and monitor the opportunities and constraints.</li> <li>- Strategy development – use identified components of current and future economy likely to drive future prosperity to formulate a roadmap for achievement of stakeholder and community aspirations. Investigate an economic development program which focuses on promoting the North Midlands competitive advantages to external markets.</li> <li>- Implementation – provide an outline of key steps required to achieve the sub-region's economic development strategy, including the roles and actions for stakeholders, resourcing and investment opportunities.</li> <li>- Feedback mechanisms – establish appropriate reporting and feedback mechanisms to ensure that stakeholders remain engaged and the strategy remains relevant to the sub-region's economic circumstances.</li> </ul> </li> </ul>

**TABLE 24 - STRATEGY – LOCAL INDUSTRY DEVELOPMENT INITIATIVE**

<b>STRATEGY / PROJECT</b>	<b>ENGAGE WITH MAJOR ECONOMIC DRIVER PROJECTS TO DEVELOP A STRATEGY AND IMPLEMENTATION FRAMEWORK AIMED AT MEETING THEIR OPERATIONAL NEEDS AND BETTER INTEGRATING THEIR WORKFORCE WITHIN THE COMMUNITY.</b>
<b>OBJECTIVES</b>	<ul style="list-style-type: none"> <li>• Increase range and diversity of local businesses and industry.</li> <li>• Increase local business investment.</li> <li>• Integrate the workforce with the local community.</li> <li>• Promote agriculture within the region.</li> </ul>
<b>SUMMARY DESCRIPTION</b>	<ul style="list-style-type: none"> <li>• This project should establish a governance/implementation structure consisting of the shire and local business groups, such as the local chapter of the MWCCI. This group will be responsible for gathering business intelligence, communicating with stakeholders, and creating links between strategic business networks such as major industries, suppliers, service providers, collaborators, regulators and customers.</li> <li>• Establish a MOU with key stakeholders, such as major agriculture, resource and infrastructure projects, and agree to formally work together to build an understanding of their individual supply chains.</li> <li>• High level supply chain analysis of several key industries in the North Midlands is included in section 4.1.3.2. This information can be refined to develop a more detailed understanding of the specific local supply chains for individual shires.</li> <li>• In consultation with key stakeholders, the supply chain analysis can be used to identify gaps in local service provision. The broad economic development principles in section 4.1.3.2 should be considered when assessing these supply chain gaps, along with the role of the shire in a local and regional context.</li> <li>• The ability to satisfy a gap in the supply chain will be influenced by the economic rationale for a particular link to be located in Morawa. This must also be consistent with Morawa's role as a sub-regional centre for the North Midlands.</li> <li>• As the sub-regional centre for the North Midlands, Morawa's role is to provide the critical mass of services needed to support its surrounding population and industry. These services would include health, education, training, the sale, service and repair of vehicles and equipment, and the provision of accommodation and hospitality.</li> <li>• Identified gaps need to be targeted through a process of linking networks (e.g. major industries, suppliers, service providers, collaborators, regulators and customers) and identifying opportunities to attract these groups into the town. This includes understanding how best to utilise key resources such as business incubators, key worker accommodation and new industrial/commercial land. Also requires in depth training needs assessment to be met by Trade Training Centre and Industry Training Centre.</li> <li>• The outcome of this process will be a strategy by which appropriate opportunities are attracted into the town and provide a clear pathway toward becoming established businesses.</li> <li>• The process needs to be constantly monitored and reviewed by the governance group. This structure will be responsible for understanding and connecting new business networks as well as ensuring existing networks are operating effectively. This includes establishing reporting and feedback mechanisms to ensure that stakeholders remain engaged and the strategy remains relevant to the shire and sub-region's economic circumstances.</li> </ul>

**TABLE 25 - STRATEGY – ADDITIONAL BUSINESS INCUBATOR UNITS**

<b>STRATEGY / PROJECT</b>	<b>CONSTRUCTION OF ADDITIONAL BUSINESS INCUBATOR UNITS TO ATTRACT A STRONG NETWORK OF LOCAL DRIVER JOBS AND RETAIN THEM BY ENSURING THEIR COMPETITIVENESS WHEN MEETING THE NEEDS OF REGIONAL, NATIONAL AND INTERNATIONAL MARKETS.</b>
<b>OBJECTIVES</b>	<ul style="list-style-type: none"> <li>• Increase range and diversity of local businesses and industry.</li> <li>• Increase local business investment.</li> </ul>
<b>SUMMARY DESCRIPTION</b>	<ul style="list-style-type: none"> <li>• Undertake the required planning and design work.</li> <li>• Obtain relevant approvals.</li> <li>• Commence construction.</li> <li>• Ensure the delivery of the additional business incubator units is linked to a business development plan in the Local Industry Development Initiative.</li> </ul>

**TABLE 26 - STRATEGY – MIGRATION SETTLEMENT IN MORAWA**

<b>STRATEGY / PROJECT</b>	<b>UNDERTAKE RESEARCH PROJECT EXPLORING THE POTENTIAL FOR MIGRATION SETTLEMENT IN MORAWA TO ASSIST REPOPULATION AND SUPPLEMENT THE EMPLOYMENT NEEDS OF THE AGRICULTURE AND RESOURCE INDUSTRY.</b>
<b>OBJECTIVES</b>	<ul style="list-style-type: none"> <li>• Increase range and diversity of local businesses and industry.</li> <li>• Increase local business investment.</li> <li>• Promote agriculture within the region.</li> <li>• Support a sustainable increase in population across a diverse range of age groups.</li> </ul>
<b>SUMMARY DESCRIPTION</b>	<ul style="list-style-type: none"> <li>• Prepare a brief for the research project.</li> <li>• Seek proposals and appoint a consultant.</li> </ul>

**TABLE 27 - STRATEGY – IMPROVED COMMUNICATIONS**

<b>STRATEGY / PROJECT</b>	<b>COMMUNICATION TECHNOLOGY STRATEGY</b>
<b>OBJECTIVES</b>	<ul style="list-style-type: none"> <li>• Promote use of new technology in community and businesses.</li> </ul>
<b>SUMMARY DESCRIPTION</b>	<p><b>Improvements Required for Doubling of population</b></p> <ul style="list-style-type: none"> <li>• Preparation of a strategy to identify black spots in the telecommunication reception service.</li> <li>• Identify appropriate infrastructure to resolve black spots.</li> <li>• Identify funding avenues to partially fund infrastructure.</li> <li>• Liaison and application to relevant authorities to apply for funding and construction of infrastructure.</li> <li>• NBN to be provided in the next 10 years as part of roll out. Need to get upgraded to fibre network which is substantially faster.</li> </ul> <p><b>Improvements required for Target Population of 2,500</b></p> <ul style="list-style-type: none"> <li>• NBN fibre highly desirable.</li> </ul>

**4.1.5.1 Implications**

Strategies such as those described above combined with capacity building infrastructure and provision of urban amenity will provide not only the employment attraction to drive population growth but the quality of life required to retain this population.

## 4.2 THE COMMUNITY

What is special and unique about Morawa?

- » **“It’s strong vibrant community, opportunity for all on our door and warm and friendly people”**  
(Local Resident).
- » **“We are proud, innovative and resilient”**  
(Local Resident).
- » **“We are strong passionate people”** (Local Resident).
- » **“Our community spirit and pride”** (Local Resident).
- » **“It’s a central rural community with a number of opportunities and good sense of community”**  
(Local Resident).

The following section outlines the models for community development and the principles of place making prior to describing some of the key strategies identified relating to the community.

### 4.2.1 ENABLE COMMUNITY PLANNING, LEADERSHIP AND CONNECTEDNESS

#### 4.2.1.1 Community Development

There are numerous models for community development that have been devised to assist in understanding the process. Figure 35 below describes one view related to the level of control and resources.

- » Rational Planning, by and large, assumes that external resources will be used to improve the community and that control over the process and programs is outside the community. This situation suggests that the extent of services such as education, health and policing will be dictated by the state based on formulas and models that are unable to be influenced. There is some evidence that this approach prevails.
- » Assets Based Community Development, in contrast, emphasises mobilising local resources to improve the community, carrying out this work locally. The strength of local community and sporting organisations is testimony to his approach.
- » Community Organising is where the process is controlled within the community, but it is focused on bringing external resources to bear on community issues. This perhaps typifies Morawa with the local community taking an active, indeed proactive approach in identifying, scoping, planning and securing opportunities for external resource assistance. It is in fact the basis on which the SuperTowns funding program is predicated.

		RESOURCES	
		Local	External
CONTROL	Local	Assets Based Community Development	Community Organising
	External		Rational Planning

FIGURE 35 - COMMUNITY DEVELOPMENT

Community development researchers<sup>4</sup> have found through extensive engagement with residents over many years that their strongest tools were: “the concept of the master plan and the action of aggressive community organising.”

The critical partnerships needed for community development involves convergence of the work of many, coming together from local homes, businesses, churches, schools and offices; from government agencies, banks, developers and many others. This coming together requires an unwavering dedication to community improvement, social capital, and empowerment. It also requires an understanding and sympathy for the bureaucratic requirements of job descriptions, demands, and hierarchies. The approach is about openness, communication, creativity, empathy, patience, and flexibility.

The creation of the growth plan for Morawa as a SuperTown will in part provide this master plan concept for the community, however it will need to be internalised and ‘owned’ by the resident community to enable aggressive community organising to continue. Formal and informal opportunities for this vision, plan and actions will need to be provided.

Whilst there are many textbook definitions, social capital is no more complicated than the ordinary actions of neighbours to know one another, help each other, and work to improve the community they live in.

High levels of social capital provide the community with a capacity to intervene in and reduce the connections between a number of social and economic problems and crime, delinquency and disorder. It is an important element to strong community development. Community development though the growth of social capital requires strongly held personal and community values and a long term vision for the community.

<sup>4</sup> Medoff, Peter and Holly Sklar, Streets of Hope: The Fall and Rise of an Urban Neighbourhood, Boston, South End Press, 1994

This perspective also reveals that crime and fear of crime reduce social capital by making people fearful, isolating them in their houses, causing them to be distrustful of one another, and making it more difficult to work together. This is not currently the case in Morawa, however, with significant new growth planned it will be essential to embrace new residents and share with the community vision the town master plan and the shared values that make Morawa what it is.

The existing community is highly rated and well regarded in terms of community connectedness, community organising and community engagement. The current mix of vision, leadership and action focused members of the community is serving it well. The key will be to ensure this mix is retained, that succession planning is established and for new members of the community to be included and immersed in the existing ‘can do’ culture. The community connectedness forum is proposed as a formal mechanism to assist in this regard.

**“The Morawa community pulls together in all endeavours to improve and sustain our unique lifestyle”**

Ms Marie-Louise Marks: President Morawa Tourist Information Centre

### 4.2.2 ENCOURAGE THE CREATION OF PLACE IDENTITY

Placemaking is a multi-faceted approach to the planning, design and management of public spaces. Put simply, it involves looking at, listening to, and asking questions of the people who live, work and play in a particular space, to discover their needs and aspirations. This information is then used to create a common vision for that place. The vision can evolve quickly into an implementation strategy, beginning with small-scale, do-able improvements that can immediately bring benefits to public spaces and the people who use them.

Placemaking capitalises on a local community’s assets, inspiration, and potential, ultimately creating good public spaces that promote people’s health, happiness, and well being. It is both a process and a philosophy. It takes root when a community expresses needs and desires about places in their lives, even if there is not yet a clearly defined plan of action.

The Morawa community will, through this growth plan, have a clearly articulated vision for the future of its township, developed through engagement to understand expressed needs and desires.

The Place Diagram below has been developed by the Project



for Public Spaces (PPS) in New York<sup>5</sup> and describes the myriad considerations necessary in developing a functional and sustainable community. Linked to the philosophy of creating places rather than designing spaces (as per the traditional architectural and engineering approach), is the concept of the Power of 10. At its core is the idea that any great place itself needs to offer at least 10 things to do or 10 reasons to be there. These could include a place to sit, playgrounds to enjoy, art to touch, music to hear, food to eat, history to experience, and people to meet. Ideally, some of these activities are unique to that particular spot and are interesting enough to keep people coming back. The local people who use the space most regularly are the best source of ideas for what uses and features will work best. These principles must be applied to the redevelopment of the Morawa main street and the creation of a civic place or town square.

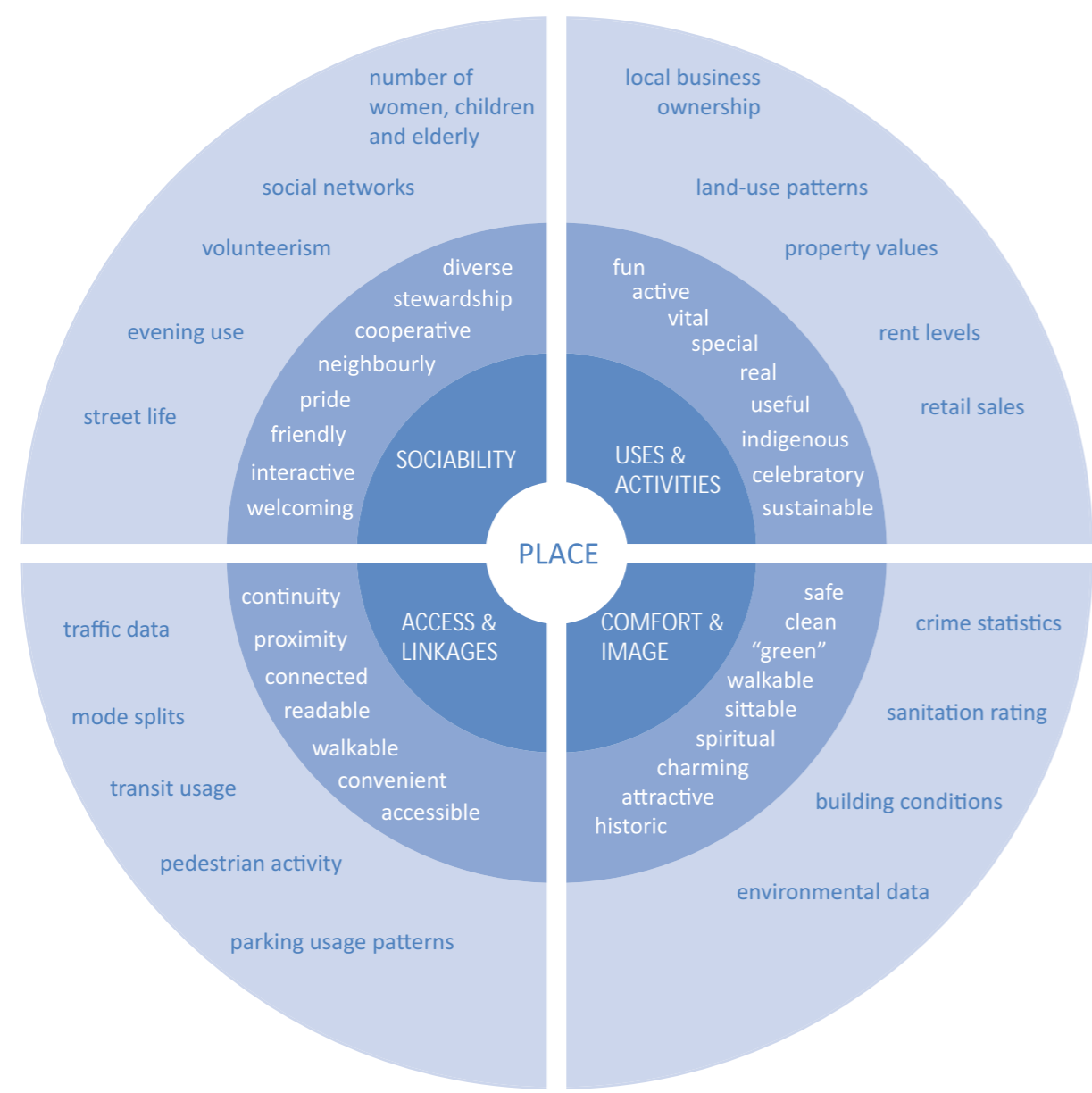


FIGURE 36 - THE PLACE DIAGRAM

Moving beyond urban design considerations, the strategies and actions required to activate these places in the Morawa community are consistent with vibrancy though consistent and regular use. One of the 10 reasons to attend a space should be a primary attractor and the remaining nine will be what make the place active and energised. Invariably places for quiet conversation, to view artworks, watch nature or children in action or to rest and replenish with access to seating, shade, shelter, food and drink are critical foundations to a successful place.

Many of the community places in Morawa are the manifestation of previous community needs and through dilution of their importance as new facilities and groups have been emerged many have lost the diversity of attraction. Cases in point are the Freemasons and the CWA, previously very strong and integral parts of community life. Now they struggle to meet current societal needs and expectations. They have in effect failed to move with the changing needs of the community although it can be argued that the CWA is experiencing some resurgence in popularity. The enduring, almost institutional nature of the CWA cookbook and the recent media profile provided to the Association though the Master Chef program has surely assisted in reviving its appeal.

Importantly these place creation principles can also be applied to existing places in the community such as the swimming pool, sporting clubs, library and museums. Providing connections and linkages from one location to the next will also assist in activating spaces as people move through.

**4.2.3 KEY COMMUNITY PROJECTS**

The following is a reaffirmation of the Community Aspirational Goal and objectives prior to discussing the environmental strategies that respond to these.

**Aspirational Goal: A friendly community that is healthy, passionate, caring and inclusive.**

*4.2.3.1.1 Community Objectives*

- » Provision of adequate and quality community facilities for all age ranges.
- » Accessible community facilities for all age ranges.
- » Provide medical and health services to meet community needs.
- » Provision of required range of emergency services.
- » Maintain and increase the diversity of educational and vocational training opportunities.
- » Acknowledgement of cultural (including indigenous) heritage through built form, public art and community activities.
- » Increased education, training and employment opportunities for Aboriginal people.
- » Provide opportunity for and encourage volunteering within community.
- » Support a sustainable increase in population across a diverse range of age groups.

**“My greatest wish would be for stronger community involvement in public activities, greater amenities within the town, the ability to change career paths or simply to find the career path for you and greater education and training support for people over the age of 20” (Local Resident).**

5 [http://www.pps.org/articles/what\\_is\\_placemaking](http://www.pps.org/articles/what_is_placemaking)



**TABLE 28 - STRATEGY – COMMUNITY DEVELOPMENT AND PLACE MAKING PLAN**

STRATEGY / PROJECT	<b>PREPARE A COMMUNITY DEVELOPMENT AND PLACE MAKING PLAN</b>
OBJECTIVES ADDRESSED	<ul style="list-style-type: none"> <li>• Provision of adequate and quality community facilities for all age ranges.</li> <li>• Accessible community facilities for all age ranges.</li> <li>• Acknowledgement of cultural (including indigenous) heritage through built form, public art and community activities.</li> <li>• Provide opportunity for and encourage volunteering within community.</li> <li>• Support a sustainable increase in population across a diverse range of age groups.</li> </ul>
SUMMARY DESCRIPTION	<p>Prepare a Community Development and Place Making Plan, which outlines an integrated approach to community capacity building, community infrastructure, place branding, place management, activation (programming and public realm) and investment attraction.</p> <p><b>Capacity Building</b></p> <ul style="list-style-type: none"> <li>• Engage a Community Activation Officer / Place Manager responsible for sport, culture, events, marketing, community/economic development, relationship management, governance and place management.</li> <li>• Make application for govt funding assistance including DSR, DCA, RDL etc.</li> <li>• Undertake a Community Connectdeness Forum.</li> </ul> <p><b>Community Infrastructure</b></p> <ul style="list-style-type: none"> <li>• Maintain and upgrade infrastructure that meets the needs of the community.</li> <li>• Continue to support local transport services to ensure accessible services.</li> </ul> <p><b>Place Branding</b></p> <ul style="list-style-type: none"> <li>• Develop an integrated marketing and communications strategy to support the vision, place brand and reflect desired positioning.</li> <li>• Ensure the place brand is reflected / complements the investment attraction strategy.</li> </ul> <p><b>Place Management</b></p> <ul style="list-style-type: none"> <li>• Develop and implement quick wins to engage the local community and improve town centre presentation.</li> <li>• Nurture local partnerships and implement Growth Plan initiatives under the direction of the governance framework.</li> <li>• Empower all stakeholders to ensure the town centre is well maintained, cleaned and nicely presented at all times.</li> </ul> <p><b>Place Activation (Programming and Public Realm)</b></p> <ul style="list-style-type: none"> <li>• Define role, purpose and hierarchy of public realm and infrastructure (including civic spaces).</li> <li>• Establish and promote an annual program of events and festivals in partnership with the local community and businesses (including a regional festival or event featuring the Morawa Beacon to coincide with wildflower season, and with a spotlight on local produce and art).</li> </ul>

**TABLE 29 - STRATEGY – TRADE TRAINING CENTRE**

STRATEGY / PROJECT	<b>PROGRESS CONSTRUCTION OF TRADE TRAINING CENTRE</b>
OBJECTIVES ADDRESSED	<ul style="list-style-type: none"> <li>• Provision of adequate and quality community facilities for all age ranges.</li> <li>• Accessible community facilities for all age ranges.</li> <li>• Increased education, training and employment opportunities for Aboriginal people.</li> </ul>
SUMMARY DESCRIPTION	<p>Funding has been secured for the construction of a Trade Training Centre collocated with the WA College of Agriculture. The Trade Training Centre will include an automotive workshop, engineering workshop, an agricultural facility, a mobile training unit and provision of additional equipment for Morawa, Meekatharra and Mount Magnet. The Centre will support the agricultural and trade workforce sectors.</p>

**TABLE 30 - NORTH MIDLANDS PRIMARY CARE PROJECT**

STRATEGY / PROJECT	<b>NORTH MIDLANDS PRIMARY CARE PROJECT</b>
OBJECTIVES ADDRESSED	<ul style="list-style-type: none"> <li>• Provision of adequate and quality community facilities for all age ranges.</li> <li>• Accessible community facilities for all age ranges.</li> <li>• Provide medical and health services to meet community needs.</li> </ul>
SUMMARY DESCRIPTION	<ul style="list-style-type: none"> <li>• Support two General Practitioners based in Morawa.</li> <li>• 1 new doctor's house in the short term – now to 5 years.</li> <li>• Encouragement of the conversion to private practice GP services.</li> <li>• Expansion of aged care and acute care services - now to 10 years.</li> <li>• Introduction of ante/post natal services - 10-15 years.</li> </ul>

**TABLE 31 - STRATEGY – SPORTS AND RECREATION MASTER PLAN**

STRATEGY / PROJECT	<b>SPORTS AND RECREATION MASTER PLAN</b>
OBJECTIVES ADDRESSED	<ul style="list-style-type: none"> <li>• Provision of adequate and quality community facilities for all age ranges.</li> <li>• Accessible community facilities for all age ranges.</li> </ul>
SUMMARY DESCRIPTION	<ul style="list-style-type: none"> <li>• Deliver on projects identified in the Sports and Recreation Master Plan for the Shire of Morawa.</li> <li>• Secure the services of a Club Development Officer for the Shires of Morawa, Perenjori, Mingenew and Three Springs as identified in the Sport and Recreation Master Plans established for the four local governments.</li> <li>• Through local sporting clubs gains assistance from the Mid West office of the Department of Sport and Recreation to implement a Coaching and Efficating Plan, Junior Sports Plan and Administration and Governance Plan.</li> </ul>

**TABLE 32 - STRATEGY – REUSE OF FORMER HOSPITAL BUILDING**

STRATEGY / PROJECT	REUSE OF FORMER HOSPITAL BUILDING
OBJECTIVES ADDRESSED	<ul style="list-style-type: none"> <li>• Provision of adequate and quality community facilities for all age ranges.</li> </ul>
SUMMARY DESCRIPTION	<ul style="list-style-type: none"> <li>• Reuse for a combination of aged persons housing and/or other transient short term stay accommodation i.e. backpackers.</li> <li>• Undertake a feasibility assessment to determine opportunities for reuse of the building and adjacent land.</li> <li>• Prepare a detailed development brief / scheme for redevelopment of the building.</li> <li>• Include rezoning of site in omnibus scheme amendment.</li> <li>• Prepare local planning policy /design guidelines to guide redevelopment and reuse of the site.</li> <li>• Undertake Sales and Marketing.</li> </ul>



**FIGURE 37 - CONCEPT DESIGN FOR REDEVELOPMENT OF FORMER HOSPITAL SITE**

**TABLE 33 - STRATEGY – SPECIALISED TRAINING PROGRAMS FOR LOCAL INDIGENOUS PEOPLE**

STRATEGY / PROJECT	DEVELOP AND IMPLEMENT SPECIALISED INDUSTRY TRAINING PROGRAMS IN THE NEWLY FUNDED INDUSTRY TRAINING FACILITIES TARGETING LOCAL INDIGENOUS PEOPLE
OBJECTIVES ADDRESSED	<ul style="list-style-type: none"> <li>• Increased education, training and employment opportunities for Aboriginal people.</li> </ul>
SUMMARY DESCRIPTION	<ul style="list-style-type: none"> <li>• Training programs to be undertaken in proposed new Industry Training Centre facility.</li> </ul>

**TABLE 34 - STRATEGY – “MORAWA A CENTRE OF EXCELLENCE”**

STRATEGY / PROJECT	MORAWA A CENTRE OF EXCELLENCE
OBJECTIVES ADDRESSED	<ul style="list-style-type: none"> <li>• Provision of adequate and quality community facilities for all age ranges.</li> <li>• Accessible community facilities for all age ranges.</li> <li>• Maintain and increase the diversity of educational and vocational training opportunities.</li> <li>• Increased education, training and employment opportunities for Aboriginal people.</li> <li>• Encourage long-term partnerships between government, industry and the community.</li> </ul>
SUMMARY DESCRIPTION	<p>MEITA to continue the ongoing implementation and review of its Strategic Plan and championing of education and training projects. Key projects identified already include:</p> <ul style="list-style-type: none"> <li>• Trade Training Centre;</li> <li>• Industry Training Centre;</li> <li>• Electronic Training Hub;</li> <li>• Continued development of Morawa District High School curriculum; and</li> <li>• Seek opportunities for additional tertiary education courses in Morawa i.e. potential courses associated with Solar Power project.</li> </ul>

Morawa, as a Centre of Excellence in Education and Training: **“This is an excellent idea that should have flow in benefits to improved amenities and community diversity”**  
(Local Industry Representative).

It should be noted that there are numerous projects already identified under the Shire of Morawa’s Capital Works Program. These have been included in Section 5 of this report as part of the Implementation Schedule.

### 4.3 THE ENVIRONMENT

**“Morawa is the centre of a rich agricultural area with extremely valuable environmental attributes”** (Local Resident).

#### 4.3.1 ENVIRONMENTAL INVESTIGATIONS TO SUPPORT GROWTH

A number of environmental values and considerations have been identified within Morawa and the surrounding area, which will require specific management or consideration as a part of the development and implementation of the Morawa Growth Plan. These values include landscape, flora and vegetation, fauna, water and potential impacts from various land uses.

The extent of environmental investigations required to support the planning and implementation phases of the Morawa Growth Plan will be dependent largely upon the timeframes associated with development and how the proposed growth occurs. The recommended environmental investigations have been outlined below, with context provided on when these investigations should be undertaken.

*The following is a reaffirmation of the Environmental Aspirational Goal and objectives prior to discussing the environmental strategies that respond to these.*

**Aspirational Goal: Protect and enhance the natural environment and sense of place**

#### Environmental Objectives

- » Maximise use of renewable energy.
- » Ensure energy is used efficiently and effectively.
- » Minimise waste to landfill and recover and reuse materials locally and regionally.
- » Use water efficiently and maximise the reuse of water.
- » Provision of best practice stormwater infrastructure.
- » Maximise retention and rehabilitation of native vegetation within Morawa.
- » Protect and enhance natural landform.
- » Minimise the adverse impact of emissions, including noise and dust, on people.

TABLE 35 - STRATEGY – CLIMATE CHANGE ADAPTION AND RESPONSE PLAN

STRATEGY / PROJECT	CLIMATE CHANGE ADAPTION AND RESPONSE PLAN
OBJECTIVES ADDRESSED	<ul style="list-style-type: none"> <li>• Ensure energy is used efficiently and effectively.</li> <li>• Use water efficiently and maximise the harvesting and reuse of water.</li> <li>• Provision of best practice stormwater management that is appropriate to the local environment.</li> </ul>
SUMMARY DESCRIPTION	<p>The Mid West Regional Council Climate Change Risk Assessment and Adaptation Action Plan for Morawa identified that as a result of climate change, Morawa was likely to be subject to higher risks to the community through increasing temperatures, decreasing rainfall and an increase in frequency/severity of extreme weather events. Through this plan, a list of priorities was developed to inform the Shire of Morawa on likely actions required to address climate change which include, emergency response preparedness, water supply and community education. Most of the considerations that will be applicable to this plan will be captured through other projects mentioned below or through those outlined for community, economy, built form and infrastructure and governance and civic leadership. Overall, the intention of this plan is to detail how the different actions are being addressed, and where necessary, provide a specific detail on implementation actions. For example, this would be the case when considering emergency response and community action when events such as fire and flooding occur and the preparation of an Emergency Response and Implementation Plan.</p>

TABLE 36 - STRATEGY – DISTRICT WATER MANAGEMENT STRATEGY

STRATEGY / PROJECT	DISTRICT WATER MANAGEMENT STRATEGY
OBJECTIVES ADDRESSED	<ul style="list-style-type: none"> <li>• Use water efficiently and maximise the harvesting and reuse of water.</li> <li>• Provision of best practice stormwater management that is appropriate to the local environment.</li> </ul>
SUMMARY DESCRIPTION	<p>A District Water Management Strategy should be prepared in accordance with Better Urban Water Management, building upon the Water Management Plan previously prepared by the Department of Agriculture and Food (Pengally 2010) to incorporate the likely water management considerations from an increasing population. The District Water Management Strategy should be prepared concurrently with the detailed planning for the Morawa townsite, to ensure that drainage and water requirements are accommodated, with adequate retention and detention areas set aside and infrastructure requirements detailed. Broadly, the District Water Management Strategy would outline the surface water and groundwater management, drainage concepts and water planning, formalise water reuse arrangements, to guide subsequent detailed implementation of the Growth Plan and consider the impacts associated with climate change.</p>

**TABLE 37 - STRATEGY – FLORA AND VEGETATION SURVEY**

STRATEGY / PROJECT	<b>FLORA AND VEGETATION SURVEY</b>
OBJECTIVES ADDRESSED	<ul style="list-style-type: none"> <li>Maximise retention and rehabilitation of native vegetation within Morawa and support the retention of natural landform.</li> </ul>
SUMMARY DESCRIPTION	<p>There is limited information available on the flora and vegetation values within the Morawa townsite. As identified previously, the areas surrounding the townsite are largely cleared and the flora and vegetation found within the Morawa townsite may have conservation values. It is therefore recommended that a Level 2 flora and vegetation survey should be undertaken within areas of remnant vegetation within the Morawa townsite to identify the flora and vegetation values within the townsite, in accordance with Environmental Protection Authority Guidance Statement 51 Terrestrial Flora and Vegetation Surveys for Environmental Impact Assessment in Western Australia. Ideally, this survey should be undertaken concurrently with the planning process for the Growth Plan to ensure that areas identified as having conservation values can be retained, and that if necessary, areas for offsets can be identified. If no vegetation is to be disturbed by the Growth Plan, then flora and vegetation surveys are unlikely to be required for the purposes of planning/environmental approval.</p>

**TABLE 38 - STRATEGY – FAUNA SURVEY**

STRATEGY / PROJECT	<b>FAUNA SURVEY</b>
OBJECTIVES ADDRESSED	<ul style="list-style-type: none"> <li>Maximise retention and rehabilitation of native vegetation within Morawa and support the retention of natural landform.</li> </ul>
SUMMARY DESCRIPTION	<p>Information on the presence and use of the Morawa townsite by fauna species is limited, with species of conservation significant identified within the areas of vegetation in then north-east of the town site. The fauna survey could be undertaken concurrently with the flora and vegetation survey. If any areas of vegetation are likely to be disturbed by the implementation of the Growth Plan, then it will be prudent that a fauna survey is completed in order to ensure that no conservation significant fauna is to be disturbed, and if so appropriate management actions can be determined.</p>

**TABLE 39 - STRATEGY – LOCAL BIODIVERSITY STRATEGY**

STRATEGY / PROJECT	<b>LOCAL BIODIVERSITY STRATEGY</b>
OBJECTIVES ADDRESSED	<ul style="list-style-type: none"> <li>Maximise retention and rehabilitation of native vegetation within Morawa and support the retention of natural landform.</li> </ul>
SUMMARY DESCRIPTION	<p>The flora and vegetation survey and fauna survey outlined above, would form part of the information required for the proposed Local Biodiversity Strategy. The Local Biodiversity Strategy is proposed to be a Shire-wide document, which outlines the biodiversity values within the region, including the townsite, nature reserves and pastoral stations such as Kadji Kadji and Canna, and provides a strategic view of areas to protect and how these can be managed. This strategy is proposed to inform an understanding of the biodiversity values within the Shire, which can also be used to guide nature based tourism. This strategy would also be a key mechanism and guide to determine appropriate offset sites, if vegetation of conservation values is likely to be disturbed through implementation of the Growth Plan, or through other activities in the region, such as mining.</p>

**TABLE 40 - STRATEGY – EMISSIONS ASSESSMENT**

STRATEGY / PROJECT	<b>EMISSIONS ASSESSMENT</b>
OBJECTIVES ADDRESSED	<ul style="list-style-type: none"> <li>Minimise the adverse impact of emissions, including noise and dust, on people.</li> </ul>
SUMMARY DESCRIPTION	<p>There are a number of land uses within Morawa which produce noise, dust and odour emissions, to which the Environmental Protection Authority recommends that separation should be provided between these and sensitive land uses. These have been outlined within Section 2 and include the CBH grain facility, Mullewa-Wubin Road, Northam-Mullewa Railway, landfill facility, waste water treatment facility and the air strip. Should proposed new sensitive land uses under the Growth Plan encroach upon the recommended separation distances, an assessment of the emissions from these land uses should be undertaken. This assessment would determine the likely emissions profile from the land uses, based on the operations occurring as a result of the land uses and site specific factors such as prevailing winds and topography, which could then be used to determine appropriate separation distances to minimise health and amenity impacts on people.</p> <p>The emissions assessment should also consider noise impacts from the Northam-Mullewa Railway and the Mullewa-Wubin Road in line with State Planning Policy 5.4 Road and Rail Transport Noise and Freight Considerations in Land Use Planning (2009). A noise management plan may be required if new sensitive land uses are likely to be impacted by noise from the railway and road.</p>

**TABLE 41 - STRATEGY – WASTE MANAGEMENT PLAN**

STRATEGY / PROJECT	<b>WASTE MANAGEMENT PLAN</b>
OBJECTIVES ADDRESSED	<ul style="list-style-type: none"> <li>Minimise waste to landfill and recover and reuse materials locally and regionally.</li> </ul>
SUMMARY DESCRIPTION	<p>Currently, the existing landfill facility is nearing capacity with the Midwest Regional Council Strategic Waste Management Plan indicating that there is a short term capacity remaining for the Morawa landfill facility, based on current estimated amounts of waste disposed. Morawa has one of the highest levels per capita of municipal solid waste disposal in the region, with one of the smaller populations. This strategy should be developed through the Midwest Regional Council and based on the recommendations in the Strategic Waste Management Plan, with the plan aiming to minimise the generation of waste, increase recycling and reuse and provide detail on how waste should be disposed of within the townsite.</p>

**TABLE 42 - STRATEGY – COMMUNITY WATER, ENERGY AND WASTE PROGRAM**

STRATEGY / PROJECT	<b>COMMUNITY WATER, ENERGY AND WASTE PROGRAM</b>
OBJECTIVES ADDRESSED	<ul style="list-style-type: none"> <li>Minimise waste to landfill and recover and reuse materials locally and regionally.</li> <li>Use water efficiently and maximise the harvesting and reuse of water</li> </ul>
SUMMARY DESCRIPTION	<p>The community water, energy and waste program is intended to be an educational program aimed at supporting the community in using energy and water efficiently, while minimising waste and reusing water and waste. This program is intended to support other programs outlined under community, environment, economy, built form and infrastructure and governance and civic leadership more broadly, but to be focused on providing the community with useable and applicable tools and advice. A key component of this program is the investigation and potential application of the successful Living Smart program within Morawa. Living Smart is a course aimed at providing participants with the practical knowledge and skills to take action in their own homes and around the community and includes actions on saving water, gas and energy, transport and waste management, safe use of household chemicals, indoor air quality, biodiversity and healthier and happier lifestyles (Living Smart 2011).</p>

These initiatives would provide necessary information to ensure that the environmental values and/or associated impacts are managed appropriately as the Morawa Growth Plan is implemented. The requirement for and timing associated with these investigations will be dependent upon the detail of the Growth Plan, as planning progresses.





#### 4.3.2 LICENCE AND APPROVAL REQUIREMENTS

In order to implement the Growth Plan, a number of Commonwealth and State licences and approvals may be required. These have been outlined below:

- » If any matters of national environmental significance, as defined under the Environmental Protection and Biodiversity Conservation Act 1999 are found within the areas of remnant vegetation likely to be disturbed by implementation of the Growth Plan, approval from the Federal Minister for the Environment may be required. The proposed investigations, outlined above, will provide direction on whether any matters of national environmental significance are likely to be impacted.
- » Approval from the Minister for the Environment, pursuant to the Environmental Protection Act 1986 if the Environmental Protection Authority deems that any future scheme amendments or proposals should be assessed under the Act due to their likely environmental impacts.
- » A works approval licence will be required from the Department of Environment and Conservation, pursuant to the Environmental Protection Act 1986 for the expansion and upgrade of the waste water treatment facility and may be required for the landfill facility, depending upon the type of facility likely within the town, based on the outcomes of the Waste Management Plan.
- » Approval to clear native vegetation pursuant to the Environmental Protection (Clearing of Native Vegetation) Regulations 2004 or the Environmental Protection Act 1986, through either a valid clearing permit or a valid exemption.

#### 4.4 BUILT FORM / PUBLIC REALM

This section encompasses the built form, public realm and infrastructure projects, initiatives and strategies that have been prioritised to occur in the short term to facilitate and accommodate growth.

Below is a reaffirmation of the project Aspirational Goal and objectives relating to the built form and public realm.

**Aspirational Goal: Morawa is a comfortable and welcoming place to live, work and visit.**

##### Built Form & Public Realm Objectives

- » Consolidate, build upon and celebrate the Main Street as the civic and retail heart of town.
- » Connect the 'two sides' (eastern and western portions) of the town.
- » Provide a variety of well-designed, comfortable and shaded open spaces and streetscapes that suit the local climate.
- » Provide an integrated, safe and efficient intermodal transport network.
- » Provide necessary transport networks that connect to the regional centre and surrounding communities.
- » Provide essential services and infrastructure to support population growth.
- » Ensure that necessary residential, commercial and industrial zoned land is available.
- » Provide for a variety of residential and accommodation types.
- » Provide affordable and quality residential and accommodation.

#### 4.4.1 PRIORITY PROJECTS

In order to inform the first round of SuperTowns funding, five (5) projects or initiatives have emerged as key priority projects that are considered as critical in the short term to commence the process of attracting an aspirational population growth of 2,500 people.

Business case applications have been prepared to support SuperTowns funding for each of these five projects.

These five projects are listed in order of priority.

**PRIORITY PROJECT NO. 1: MAIN STREET REVITALISATION PROJECT**



**FIGURE 38** - LOCATION OF MAIN STREET REVITALISATION PROJECT

**Reason for Prioritisation**

The Main Street Revitalisation Project has been identified as a priority project through the project evaluation process as it represents a ‘quick win’ project that achieves the following:

- » It can be implemented in the short term, and can be progressively staged as funding becomes available.
- » The project will be a visible improvement to the town. Improvements to the town centre will have flow on benefits to the town as a whole with respect to overall amenity and liveability, civic function, attracting business investment, tourists and visitors. Attracting additional investment in Morawa will also have flow on benefits for the region.
- » Improvements to the function of the town centre, including a new civic space and access across the freight rail, will contribute to community building and diversity.
- » The project is a transformative project, in that it will enable many other new projects.
- » It will assist in achieving the population milestones as a result of providing substantial new opportunities for commercial and community development.
- » Address safety issues associated with truck, local vehicle and pedestrian movement.
- » Increase the regional profile of Morawa as a commercial and social hub.
- » The project will have long term ‘post boom’ benefits for the town.

**Objectives Addressed**

- » Consolidate, build upon and celebrate the Main Street as the civic and retail heart of town.
- » Accessible community facilities for all age ranges.
- » Acknowledgement of cultural (including indigenous) heritage through built form, public art and community activities.
- » Support a sustainable increase in population across a diverse range of age groups.
- » Increase local business investment.
- » Connect the ‘two sides’ (eastern and western portions) of the town.
- » Provide a variety of well designed, comfortable and shaded open spaces and streetscapes that suit the local climate.
- » Provide an integrated, safe and efficient intermodal transport network.
- » Provide necessary transport networks that connect to the regional centre and surrounding communities.
- » Ensure that necessary residential, commercial and industrial zoned land is available.

#### Description and Scope

It is proposed to undertake the Main Street Revitalisation Project in a number of stages. The staging approach is illustrated in Figure 39 below.

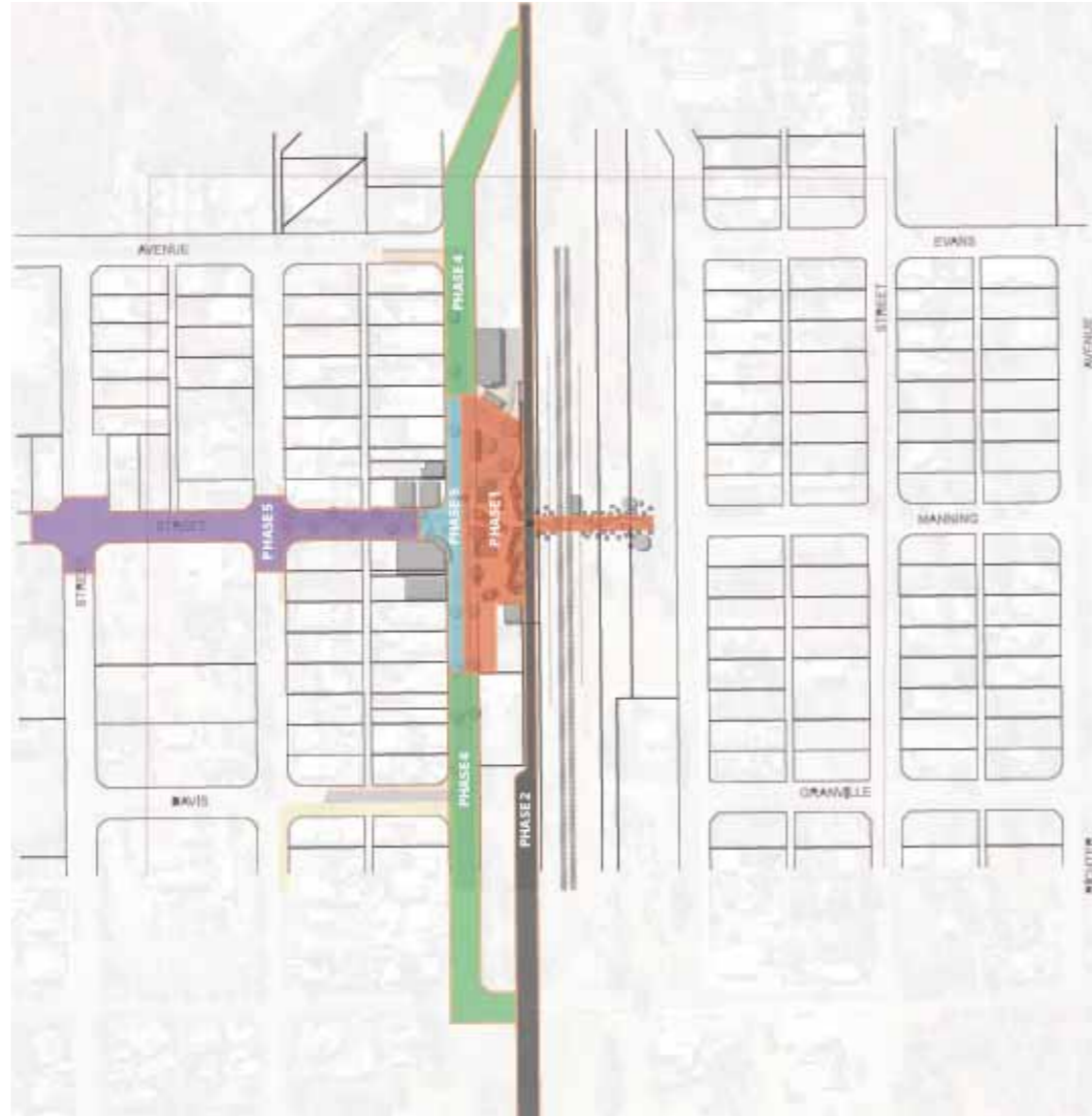


FIGURE 39 - STAGING APPROACH TO MAIN STREET REVITALISATION PROJECT

The scope of works and staged approach is described below:

#### STAGE 1 – CREATION OF THE CIVIC SQUARE AND PEDESTRIAN CROSSING

The civic square will be the focal point of the town centre. Currently the town does not have a formalised public meeting place. The civic square will be an important place for the community to meet and interact. It will be designed as a diverse and flexible space that can accommodate regular events. As the civic square will be located on the main through road of the town, it will provide an important role in contributing to the character and appeal of the town and will have the potential to invite tourists to stay longer in town and will appeal to and attract people who are considering Morawa as a place to live.

Also an important feature of this project will be the construction of a landscaped pedestrian crossing over the freight rail corridor that connects the eastern side of town directly with the civic square and town centre located on the western side of the freight rail. This connection will have good visual connectivity between the two sides of town and be designed so as to invite pedestrian use of the crossing. The following principles will form the design brief for the civic square:

- » An approximate size of 500sqm to serve as a flexible and multifunctional space, while still being intimate in size
- » Incorporation of a landmark civic sculptural element (i.e. clock tower or other significant feature). A range of local artists and artisans should be invited to contribute to the landmark civic sculptural element so that it features and provides an exhibition for multiple local artisans / artists abilities
- » Incorporation of other local artisan features
- » Incorporation of terraced seating opportunities and amphitheatre space
- » Incorporation of shading elements and appropriate shade bearing trees
- » Integration of play facilities that do not detract from the overall functionality of the square
- » High quality landscaping, paving and street furniture
- » Water feature to provide a cooling element
- » Integration with surrounding facilities, including public toilets, tourist information board, existing landscaping and proposed new pedestrian rail crossing
- » The space should be designed to attract a wide spectrum of demographics from children to those of senior years
- » Integration and regard to the proposed Stage 3 works relating to the streetscaping works associated with the adjacent Winfield Street
- » Undertake to implement the underground power program





FIGURE 40 - CURRENT MORAWA MAIN STREET



FIGURE 41 - PERSPECTIVE OF CIVIC SQUARE AND MAIN STREET



FIGURE 42 - PRELIMINARY CONCEPT DESIGN FOR CIVIC SQUARE





**The SuperTowns vision is:**  
*“To have balanced, well connected regional communities, with lifestyle options and access to services – SuperTowns will have affordable, quality housing and a growing and diverse range of job opportunities. They will offer more choices for people living in regional areas and an attractive alternative to living in the metropolitan area”.*



The Town Centre design has been refined through a design process relating to the Town Centre undertaken in August 2012. This refined Concept is shown below.



FIGURE 43 - REFINED TOWN CENTRE DESIGN CONCEPT



### STAGE 2 – CONSTRUCTION OF THE PARALLEL FREIGHT ALIGNMENT

The construction of a parallel freight alignment will remove road trains from Winfield Street, thereby freeing up Winfield Street to become a more pedestrianised space. Currently road trains frequently travel through the centre of town along Winfield Street, which reduces the amenity and safety for residents. Further, the road trains slow down as they reach the town centre, and as a result of slowing down at this point, they drop significant amounts of dust in the centre of town, thereby impacting on the towns appearance and maintenance costs.

The freight alignment works would consist of a new dual carriageway road which would be constructed in land reserved and vested in the care and control of the Shire of Morawa. Also included will be the construction of in line truck parking along this new road to ensure trucks are integrated into the centre and encouraged to stay and use the towns services.

With respect to the design of the converge points between Winfield Street and the new freight road, priority would be given to the main street traffic over the freight traffic, to ensure traffic travelling through and past the shops is not diminished but also to ensure trucks slow down and ‘dump the dust’ before arriving at the town centre.

### STAGE 3 – UPGRADE OF PORTION OF WINFIELD STREET

Stage 3 relates to upgrading the portion of Winfield Street immediately adjacent to the Civic Square project. Once Stage 2 has been undertaken to remove freight traffic from Winfield Street, it will then be possible to undertake improvements to Winfield Street to create a more pedestrian friendly retail environment.

The Winfield Street streetscaping works will include the following:

- » Narrower carriageways to encourage slower traffic through the centre and improve pedestrian crossing safety
- » Street tree planting to contribute to the character of the centre as well as to provide shading
- » Pedestrian crossing zone
- » Wider verge areas to accommodate alfresco opportunities
- » High quality paving and street furniture
- » Streetscaping works will be extended to the immediate truncation of Prater Street
- » Undergrounding overhead power lines

### STAGE 4 – UPGRADE REMAINING EXTENT OF WINFIELD STREET

Stage 4 would see the remainder of Winfield Street as it relates to the town centre upgraded. This stage could be undertaken concurrently with Stage 3 in order to reduce overall costs. Refer to Stage 3 with respect to the scope of the streetscaping works



FIGURE 44 - PROPOSED CROSS SECTION INCORPORATING WINFIELD STREET AND PROPOSED NEW FREIGHT ALIGNMENT

**STAGE 5 – PRATER STREET STREETSCLAPING WORKS**

Stage 5 will include the upgrade of a portion of Prater Street between Winfield and Gill Streets. The streetscaping will be to a consistent standard with that of Winfield Street. Prater Street provides an important connection between the Civic Precinct and Main Street and therefore it is proposed to beautify this street in the same manner as Winfield Street to encourage pedestrian use and movement between these two important precincts. Undergrounding the overhead power lines will facilitate good street tree coverage and shadow.

Streetscaping is proposed to consist of exotic feature tree planting to provide shade while the understory will consist of native species.



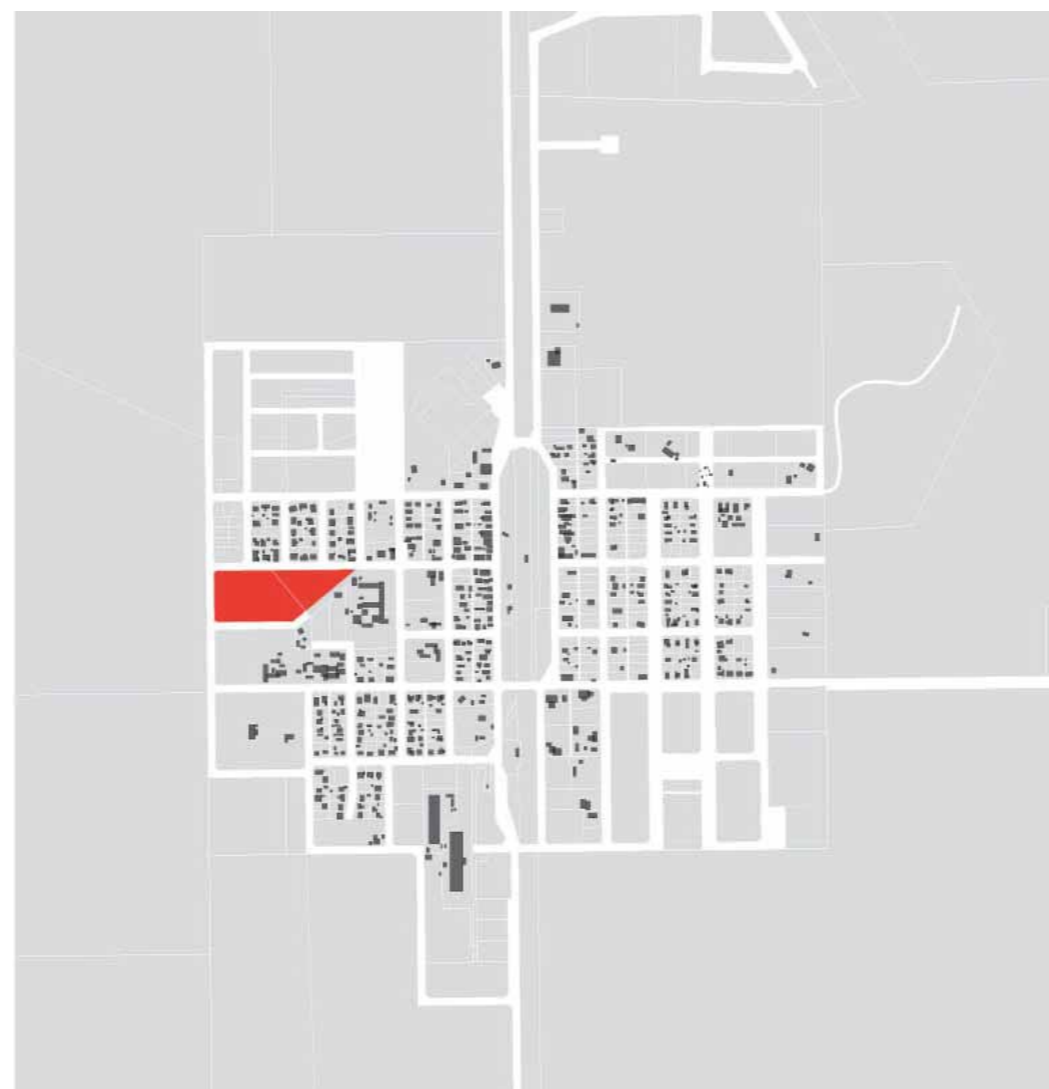
**FIGURE 45 - PROPOSED VERGE PLANTING AND PAVING WORKS TO PRATER STREET**

**Outcomes**

The Morawa Revitalisation project will deliver major improvements in the short term to the town, creating an impetus for further investment and development of retail, commercial, office, entertainment and community activities in the town centre.

The project has been identified as the highest priority in the Shire of Morawa SuperTown Growth Plan due to the revitalisation of the identity, function and flow on impacts to Morawa and the region.

**PRIORITY PROJECT NO. 2: INDUSTRY TRAINING CENTRE AND ACCOMMODATION**



**FIGURE 46 - LOCATION OF INDUSTRY TRAINING CENTRE AND ACCOMMODATION**

**Reason for Prioritisation**

The Industry Training Centre Project has been identified as a priority project through the project evaluation process as it achieves the following:

- » It is necessary to facilitate economic growth/diversity that can be sustained, in that it will provide important training related to the mining industry.
- » It will contribute to achieving population milestones through the generation of additional strategic jobs and provision of critical training services to the region.
- » It can be implemented in the short term.
- » Funding can be sourced from a variety of avenues, and therefore will not be wholly reliant on funding from the SuperTowns programme.
- » The project will have long term 'post boom' benefits for the town.



#### Objectives Addressed

- » Maintain and increase the diversity of educational and vocational training opportunities.
- » Provision of adequate and quality community facilities for all age ranges.
- » Accessible community facilities for all age ranges.
- » Increased education, training and employment opportunities for Aboriginal people.
- » Promote use of new technology in community and business.
- » Provide essential services and infrastructure to support population growth.

#### Description and Scope

The Industry Training Centre will provide increased educational, business development and social opportunities in the Midwest region. The centre is considered essential to the overall economic growth of the region.

The Centre will deliver a range of training and related services to meet the needs of industry and the community of the Mid West and Murchison regions.

The Industry Training Centre would provide a recognised industry training facility according with the Australian Quality Training Framework.

#### The project includes:

- » An Industry Training Centre designed to provide 2 workshops, laboratory, class room, seminar room and amenities/stores areas. Externally the facility provides covered work and services areas, 40 car parking bays, security lighting and fencing.
- » Purpose built residential accommodation including 16 transportable 4 person modules, off street car parking and landscaping providing a spine path link to the Industry and Trade Training Centre.

The demand for the facilities is identified as coming from industry (resource and agricultural sectors in particular), school students, Indigenous groups and individuals and groups within the regional community. Individuals from industry and schools are anticipated to be the key users of this facility.

An external Business Case has already been prepared in relation to this project which highlights the strong viability of the project and its potential benefits to the broader region.

#### The Industry Training Centre is to be:

- » Located on land bound by Prater Street, Waddilove Road, Lloyd Street and the Morawa District High School.
- » The vested ownership of the preferred block to be transferred from the Minister for Education to the Minister for Training & Workforce Development to allow the Durack Institute to assume operational responsibility.

- » Given the immediate need for training facilities due to expansion of mining activities, increase in population size and the emergence of new business within Morawa and the region the project to be completed in the 2011/2012 financial period.

- » Funding being sourced from the Department of Training and Royalty for Regions SuperTown fund.

The estimated recurrent overhead costs to be funded by Durack Institute using a combination of public training funds and income from commercial activity.

#### Outcomes

The establishment of an Industry Training Centre in Morawa proactively addresses the objectives of a number of regional strategies. Key objectives that will be addressed include:

- » Facilitation of a sub-regional Workforce Development Hubs across the Mid West region.
- » Access to information on career and training opportunities, as well as opportunities to continue education and professional development within Morawa.
- » Development of a variety of accommodation to meet the needs of key groups such as service workers, Aboriginal and non-Aboriginal students.
- » Assist in attaining the workforce requirements of the region and the need for physical and social infrastructure to support the forecast growth in the mining and infrastructure sectors.
- » Further development and promotion of an integrated education and training services model for the region.
- » Facilitate industry and government buy-in to the education sector within Morawa.
- » Increase employment opportunities in Morawa.

The Industry Training Centre has been identified as a high priority project in the Shire of Morawa SuperTown Growth Plan as it will play a critical role in attracting business growth and will position Morawa as a prominent education hub in the Mid West region.

**PRIORITY PROJECT NO. 3: REUSE OF BROOKFIELD RAIL CONSTRUCTION CAMP**



**FIGURE 47 - LOCATION OF BROOKFIELD RAIL CAMP**

Reason for Prioritisation

The reuse of the Brookfield Rail Construction Camp has been identified as a priority project through the project evaluation process as it achieves the following:

- » It is proposed to re-use the site and infrastructure for key worker accommodation, which will facilitate economic growth/diversity.
- » It will provide improved quality of life for key workers, students and others who will benefit from improved housing quality and choice in town.
- » The project is a transformative project, in that it will enable many other new projects as a result of addressing the issue of shortage of key worker accommodation.
- » It will assist in achieving the population milestones as a result of providing substantial new accommodation opportunities in town.
- » It can be implemented in the short term.
- » The project will have long term ‘post boom’ benefits for the town.

Objectives Addressed

- » Provision of adequate and quality community facilities for all age ranges.
- » Accessible community facilities for all age ranges.
- » Integrate the workforce with the local community.
- » Ensure that necessary residential, commercial and industrial zoned land is available.
- » Provide affordable and quality residential and accommodation.

Description and Scope

The Shire of Morawa is seeking funding to secure the existing Brookfield Rail Construction Camp for reuse as key worker and potentially student/short term accommodation. The operation of this site would provide a substantial increase in residential housing choice for short term workforce and students involved with the expanding mining, agriculture, commercial and education sectors. The project is essential to attract further economic growth and development in Morawa and the region.

The Brookfield Rail Construction Camp currently contains water, power, communications, emergency and other infrastructure/site works valued at \$4.6 million dollars. Temporary accommodation located on the site currently accommodates 200 people. The construction camp will be required for a further 6-8 months by Brookfield Rail.

The project includes:

- » Utilisation of existing infrastructure and site works having a combined value of \$ 4.6 million dollars.
- » Connection of the electrical infrastructure on the subject land to Morawa electrical grid system.
- » Installation of office, ablutions, dining and laundry temporary buildings.
- » Staged development including:
  - Stage 1 - Installation of 20 temporary housing dongas (sites available for 55 extra dongas subject to demand).
  - Stage 2- Installation of 46 units/variety in housing adjacent to White avenue and proposed internal road.
  - Stage 3- Subdivision and private development of 10 Rural Lifestyle Lots on the northern boundary of the site subject to Scheme amendment and planning approval.

The Shire of Morawa controls the subject land and has an agreement with Brookfield Rail to obtain the infrastructure left in situ, and re-use this infrastructure. The project can be initiated and stage 1 constructed within 12 months due to the nature of the facility having established services/infrastructure and the requirement only for temporary accommodation and service buildings.

Outcomes

The Brookfield camp project will deliver major improvements in short term accommodation, residential housing choice, support services for future growth and development of Morawa and the region.

Options

Two options for reuse of the Brookfield camp site have been assessed including:

- » **Option 1** - Maintain the existing camp site design with an initial reduction in the number of temporary accommodation to 20 dongas providing a total of 80 units (subject to potential increase to 75 dongas providing 300 units based on accommodation demand).
- » **Option 2** - Modify the existing camp site to include a mix of donga/housing configurations including:
  - 20 dongas (potential to increase to 75 dongas subject to demand),
  - 46 units (adjacent to White Avenue and a proposed internal road network); and
  - 10 future 'live / work' lots along the northern boundary of the subject land.

Option 2 utilises a range of housing typologies making use of donga transportable including:

- » Existing buildings as bedroom space combined with a new building attached to the existing donga building to provide additional kitchen and living space. This option would create two 2 bedroom 2 bathroom units from each of the existing 4 bedroom dongas.
- » Existing buildings as bedroom space combined with a separate detached new building and deck area providing kitchen, dining and living space.
- » Existing donga buildings to create 1 bedroom terrace accommodation.

The second option has been assessed as the preferred option as it includes option 1 as an establishing component of the project and allows for further variation in residential and rural living development to meet future residential growth demand.

Below are preliminary building / reuse typologies relating to the preferred reuse Option 2.



FIGURE 48 - REUSE OF BROOKFIELD RAIL CAMP OPTION 2: TYPOLOGY 1



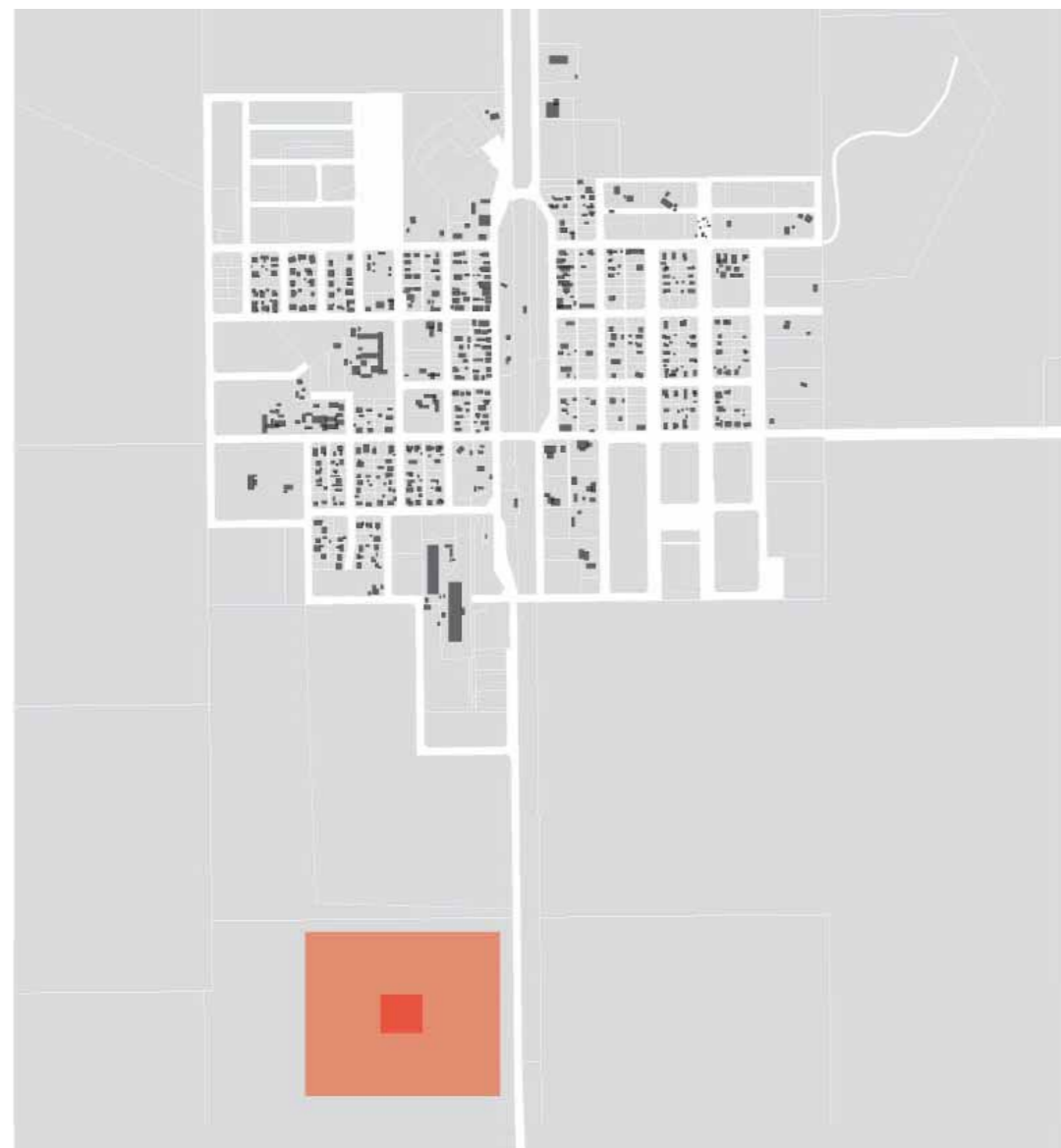
FIGURE 49 - REUSE OF BROOKFIELD RAIL CAMP OPTION 2: TYPOLOGY 2



FIGURE 50 - REUSE OF BROOKFIELD RAIL CAMP OPTION 2: TYPOLOGY 3



**PRIORITY PROJECT NO. 4: NORTH MIDLANDS SOLAR THERMAL POWER PROJECT**



**FIGURE 51 - PREFERRED SITE FOR NORTH MIDLANDS SOLAR THERMAL POWER PROJECT**

**“I would like to see more carbon reducing industries developed, such as solar powered industries”**  
(Local Resident).

Reason for Prioritisation

The North Midlands Solar Thermal Project has been identified as a priority project through the project evaluation process as it achieves the following:

- » A reliable power source will be required to encourage new business growth and investment in town.
- » It can be implemented in the short term.
- » The project is a transformative project, in that it will enable many other new projects and private investment throughout town once power reliability and capacity is addressed.
- » The project will have long term ‘post boom’ benefits for the town.
- » The project will benefit the region in that it has the capacity to provide power to the adjacent townsite of Perenjori.

Objectives Addressed

- » Maximise use of renewable energy.
- » Promote use of new technology in community and business.
- » Provide essential services and infrastructure to support growth.

Description and Scope

The Shire of Morawa is seeking to develop an innovative new renewable energy power project utilising Australian invented and developed Concentrated Solar Power (CSP) technology with energy storage.

The North Midlands Solar Thermal Power Project will involve the engineering combination of four systems - heat collection, heat storage and power generation and network connection to improve power reliability in the Morawa region.

The project includes a 3MW power generation facility including fifteen towers and associated reflective mirrors, one turbine, one back-up generator, two 200,000 litre rain water tanks, one transformer and associated shed and control system. The facility will require a 6ha site.

The North Midlands Solar Thermal Power Project will produce 5,800 MW hours per year.

The project will deliver major improvements in power reliability to the region, and a financial return to the community. By doing so, Morawa’s status as a “Super Town” and its ability to develop as a sub regional hub for essential services will be significantly underpinned, leveraging and enhancing the infrastructure initiatives that the Shire has already achieved.

The North Midlands Solar Thermal Power Project has been identified as a high priority in the SuperTown Growth Plan as it will provide a reliable power supply, provide technological driven employment opportunities and attract business, residential and industrial growth to Morawa and the Mid West region.

The construction of the facility will involve the employment of up to 30 people, while the operation will require 1 full time and 1 part time personnel.

Stage 2 of the project includes the upgrade of the Morawa-Perenjori Western Power feeder line from Three Springs.

The proposed power plant has the capacity to integrate bio-waste and desalination functions.

Options

Options that have been investigated, include the assessment of:

- » North Midlands Solar Thermal Power Project;
- » Establishing a new substation; and
- » Replacing the existing feeder with a new construction.

Western Power advised that establishment of a new substation and replacement of the existing feeder fall outside of what is considered to be economically feasible by the Economic Regulatory Authority (ERA) under the New Facilities Investment Test. Western Power as such, is not in a position to do more than resolve the problems as they continue to occur.

The North Midlands Solar Thermal Power Project involves the establishment of new power infrastructure that incorporates collaborative funding from the private sector, development of cutting edge technology in a regional centre and the opportunity for employment, training and economic development opportunities as Morawa diversifies its economic base.

#### Outcomes

The North Eastern Agricultural Region has been adversely impacted by recent drought conditions, highlighting the risks of economic reliance on agriculture. The ability to diversify economic drivers is considered significant for the future viability of these communities. The delivery of this project will be a major contributor to the key strategic outcome of making these communities sustainable and attractive to new workers, residents and small businesses.

The project will facilitate timely expansion of Morawa as the community grows in conjunction with new mining developments. For Morawa to expand, a new / reliable electricity source is required to enable new land and housing developments to occur. This is particularly important with Morawa being identified as a Super Town.

A low risk project management model is being developed to ensure the ability to manage the Shire of Morawa interests in relation to this project. Project delivery will be based on lump sum turnkey contract using the Engineering, Procurement and Construction model.

Utilisation of an innovative public/private partnership to efficiently address long standing serious power supply reliability issues that involves funding support from a range of sources, including:

- » CLGF Regional component
- » Royalty for Regions Mid West Investment Plan
- » Private Sector Carbon Reduction Ventures Pty Ltd
- » Shire of Morawa

Further benefits include:

- » Renewable energy supply, reduction in carbon emissions, assists State meet renewable energy targets from the regions
- » Compliments Shire's achievements in education, health, small business, telecommunications, water supplies & land development
- » Positions the community to expand and develop to reach its full potential through jobs and as a local tourist landmark for the area

- » Employment, training and economic development opportunities as Morawa diversifies its economic base from one solely reliant on agriculture to one that also includes major new mining investment / opportunities. These opportunities will be available both during the construction and operational phases of the project.
- » This project, although not core business of the Shire, will deliver significant community benefit both in terms of improved services and through an investment return from profits generated that will enable funding of future community projects.

### PRIORITY PROJECT NO. 5: WATER PROJECT

#### Reason for Prioritisation

The Water Project has been identified as a priority project through the project evaluation process as it achieves the following:

- » It will be necessary to address water supply to achieve the ultimate population milestones identified for Morawa.
- » The project is a transformative project, in that it will enable many other new projects and private investment throughout town once the issue of water supply is addressed.
- » It can be implemented in the short term.
- » The project will have long term 'post boom' benefits for the town.

#### Objectives Addressed

- » Provision of best practice stormwater management that is appropriate to the local environment.
- » Use water efficiently and maximize the harvesting and reuse of water.
- » Provide essential services and infrastructure to support population growth.

#### Description and Scope

The Water Project consists of the following scope of works:

- 1. Combined Water Strategy, including:**
  - » District Water Management Strategy (DWMS)
  - » Stormwater and Wastewater Reuse Strategy
  - » Drainage Infrastructure Upgrade Strategy

The combined Water Strategy is required to provide a strategic approach to water management, drainage and stormwater and wastewater reuse that takes into account the Morawa Growth Plan and population targets. The Water Strategy will need to:

- » Consider the previous water management plan
- » Provide detail on the drainage requirements for a town of 2,500 people, including criteria to guide water management both at the landscape level and lot level.
- » Outline infrastructure required to manage surface and groundwater, as well as that to maximise reuse of stormwater and wastewater.
- » Identify the progressive implementation of pipe network.

- 2. Increase water source supply**

Water Corp will need to be required to review the Arrowsmith Borefield allocation to determine if there is additional capacity to accommodate the growth projected for Morawa. If the Arrowsmith Borefield is deemed to have limited supply that could restrict growth, alternative water source options will be investigated.

- 3. Increase water capacity**

In order to accommodate a population of 2,500 people and to address emergency water supply requirements, the following water capacity infrastructure will be required.

- » Provision of a second 2ML water tank.
- » Replace the existing tank with a new larger 4ML tank.
- » Upgrade the size of the Water Corporation's main distribution line.

The above infrastructure would be staged in line with requirements generated by new projects and population growth.

**4. Expand wastewater treatment infrastructure**

The proposed upgrade to the wastewater treatment infrastructure will include the following:

- » Upgrade the WWTP to bring on line the new primary treatment Pond No.1
- » Construct a new 45ML Treated Waste Water (TWW) storage dam.
- » Construct a new treated wastewater transfer pump station to the dam.
- » Provide a chlorination system at the existing irrigation storage tanks.
- » Construct a new TWW transfer pump station and pipework to storage tanks.
- » Expand the current irrigation system to include the golf course.

**5. Review long term wastewater treatment options**

Undertake an investigation in to the need to install a package type Waste Water Treatment Plant which treats the wastewater to a higher quality.

**6. Improve the quality of Treated Wastewater (TWW), storage facility and disposal**

In order to improve the quality of treated wastewater, the following is recommended as a longer term solution for town wastewater:

- » Shire to install chlorination unit.
- » Increase size of storage tanks and extend irrigation system.

**Outcomes**

The Infrastructure and monitoring upgrades will deliver a range of health and safety benefits, assist in the revitalisation of Morawa and providing upgraded essential services to attract future population and development growth.

Key outcomes identified from the implementation of the project include:

- » Control surface water runoff, water logging and flooding.
- » The ability to capture and store as much storm water as possible for re-utilisation.
- » Greater understanding of groundwater anomalies occurring in certain areas of Morawa.
- » Infill and upgrade the existing storm water control system.
- » The ability to study longer-term groundwater monitoring to enable early intervention during periods of higher rainfall.
- » Investigate reliable options for capturing and storing overflow from dams collecting water from eastern and northern town catchment areas.
- » The development of increased waste water treatment capacity to meet expected population increases.
- » Capacity to utilise treated waste water for associated recreation facility (golf course) upgrade.

**4.4.2 OTHER SHORT TERM DRIVER PROJECTS**

The project team has identified the following projects that may be realised in the short term (0-5 years), subject to obtaining funding. These projects have also been identified as critical projects to drive and support growth. A short summary of each project is provided below.

These projects may be considered for alternative funding or future rounds of the SuperTowns funding.

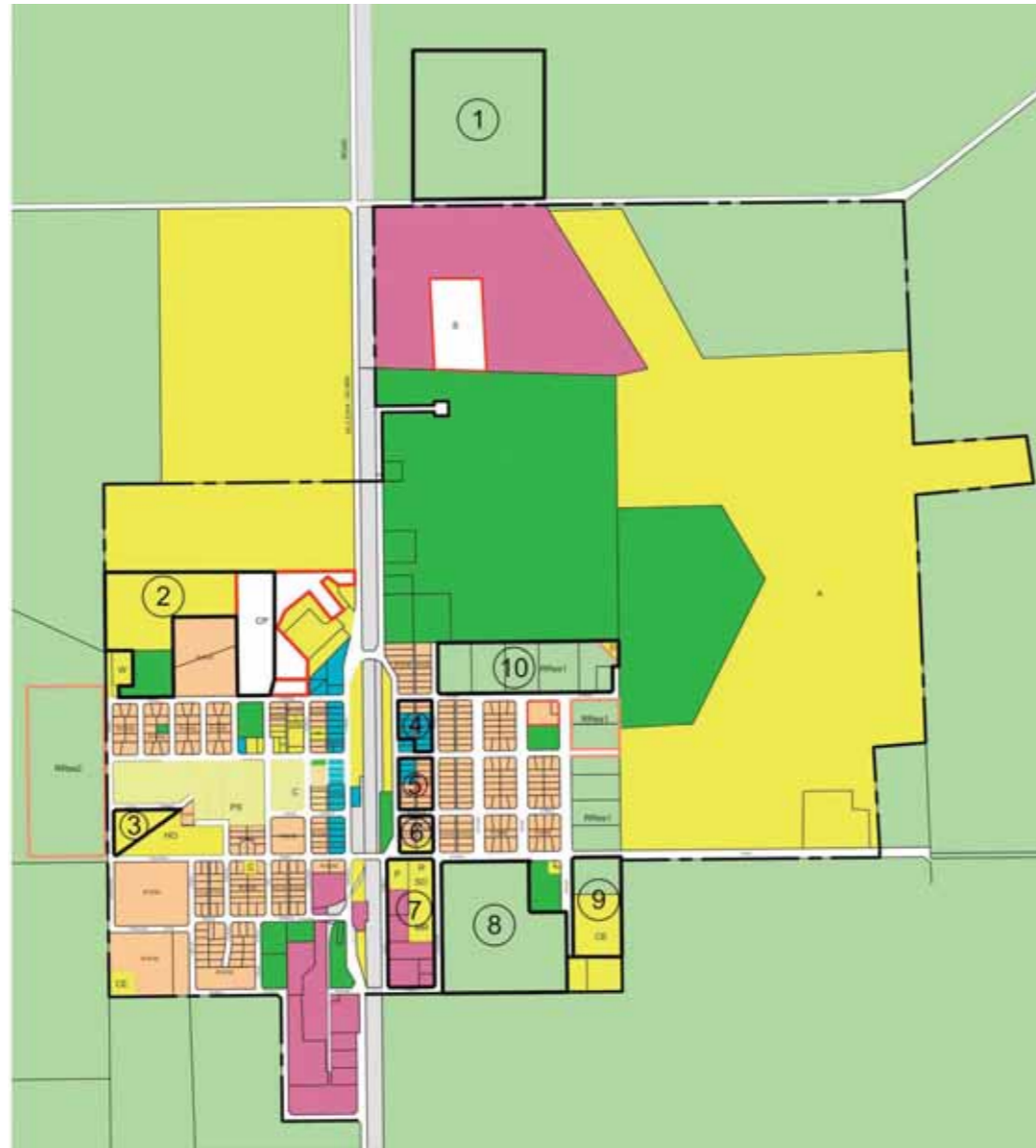
The projects are also identified here due to their relative high ranking through the Project Prioritisation Process.

**Built Form and Public Realm**

**TABLE 43 - STRATEGY – OMNIBUS SCHEME AMENDMENT**

STRATEGY / PROJECT	IMPLEMENT PREFERRED SPATIAL GROWTH PLAN VIA OMNIBUS SCHEME AMENDMENT
OBJECTIVES ADDRESSED	<ul style="list-style-type: none"> <li>• Ensure that necessary residential, commercial and industrial zoned land is available.</li> </ul>
SUMMARY DESCRIPTION	<ul style="list-style-type: none"> <li>• Progress and adopt the spatial Growth Plan as a Local Planning Strategy.</li> <li>• Initiate an Omnibus Scheme Amendment to align TPS 2 with the goals, objectives and specific projects / strategies proposed as part of the Morawa SuperTowns Growth Plan.</li> <li>• The Omnibus Scheme Amendment will focus on facilitating redevelopment of the following areas:                             <ul style="list-style-type: none"> <li>- Town Centre Precinct.</li> <li>- Solomon Terrace Precinct.</li> <li>- Lots fronting Boulevard StreetsRural.</li> <li>- Residential Lots Fronting Golf Course.</li> <li>- Caravan Park Precinct.</li> <li>- Industrial precinct north of townsite.</li> <li>- Infill Redevelopment Opportunities.</li> </ul> </li> </ul> <p>The Omnibus Scheme Amendment should also introduce provisions relating to the preparation of structure plans, local planning policies and design guidelines to guide the form of development and redevelopment opportunities.</p>





**FIGURE 52 - PROPOSED AMENDMENTS TO SHIRE OF MORAWA LOCAL PLANNING SCHEME No. 2**

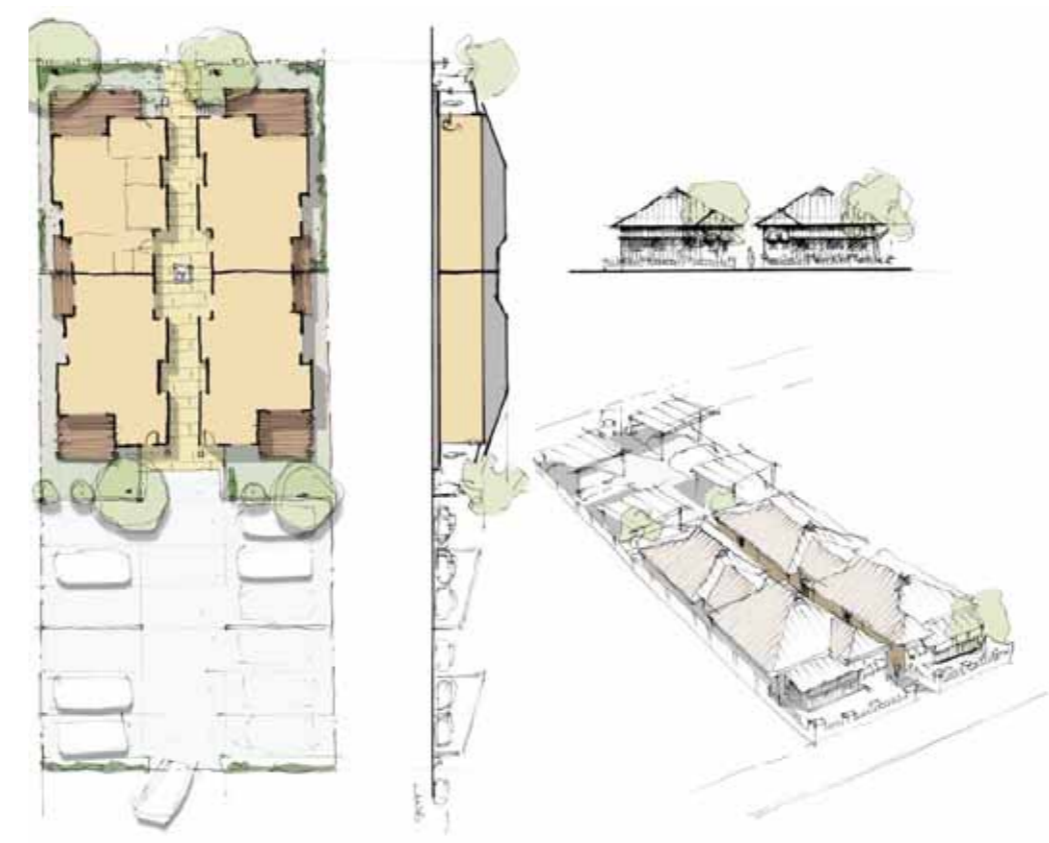
- LEGEND**
- ① FROM RURAL TO INDUSTRIAL
  - ② FROM PUBLIC PURPOSES, PUBLIC OPEN SPACE AND SPECIAL USE TO RESIDENTIAL R20
  - ③ FROM PUBLIC PURPOSES TO RESIDENTIAL (AGED CARE)
  - ④ FROM RESIDENTIAL R10/30 & COMMERCIAL TO MIXED USE (R40/R60)
  - ⑤ FROM RESIDENTIAL R10/30 & COMMERCIAL TO MIXED USE (R40/R60)
  - ⑥ FROM RESIDENTIAL R10/30 & PUBLIC PURPOSES TO MIXED USE (R40/R60)
  - ⑦ FROM INDUSTRIAL AND PUBLIC PURPOSES TO RESIDENTIAL R20
  - ⑧ FROM RURAL TO RESIDENTIAL R20
  - ⑨ FROM RURAL AND PUBLIC PURPOSES TO RESIDENTIAL R20
  - ⑩ FROM RURAL RESIDENTIAL AND PUBLIC PURPOSES TO RESIDENTIAL R20
- TOWNSITE BOUNDARY  
 ——— AREAS TO CHANGE ZONING



**FIGURE 53 - CONCEPT DEPICTING REDEVELOPMENT OPPORTUNITIES THROUGHOUT THE TOWNSITE**

**TABLE 44 - STRATEGY – STREET TREE PLANTING, FOOTPATH AND GREENING PROGRAM**

STRATEGY / PROJECT	<b>STREET TREE PLANTING, FOOTPATH AND GREENING PROGRAM</b>
OBJECTIVES ADDRESSED	<ul style="list-style-type: none"> <li>• Consolidate, build upon and celebrate the Main Street as the civic and retail heart of town.</li> <li>• Provide a variety of well-designed, comfortable and shaded open spaces and streetscapes that suit the local climate.</li> <li>• Provide an integrated, safe and efficient intermodal transport network.</li> </ul>
SUMMARY DESCRIPTION	<p>Prepare footpath implementation program to provide footpath in every street and upgrade main connections to major trip attractors.</p> <p><b>Street Tree Planting and Greening</b></p> <ul style="list-style-type: none"> <li>• Undertake a public realm and streetscape assessment.</li> <li>• Develop a local planning policy and design guidelines based on the Town Centre Master Plan.</li> <li>• Prepare detailed designs for upgrade of Main Street and Gateway projects.</li> <li>• Develop an irrigation strategy.</li> </ul> <p><b>Footpath program</b></p> <ul style="list-style-type: none"> <li>• Review network and prepare program.</li> <li>• Prepare footpath implementation program to provide footpath in every street and upgrade main connections to major trip attractors.</li> <li>• Obtain funding and construct new footpaths over period of time.</li> </ul>



**FIGURE 54 - GROUPED DWELLING TYPOLOGY FOR TYPICAL RESIDENTIAL LOT IN MORAWA**

**TABLE 45 - STRATEGY – PREPARATION OF LOCAL PLANNING POLICIES, STRUCTURE PLANS AND DESIGN GUIDELINES**

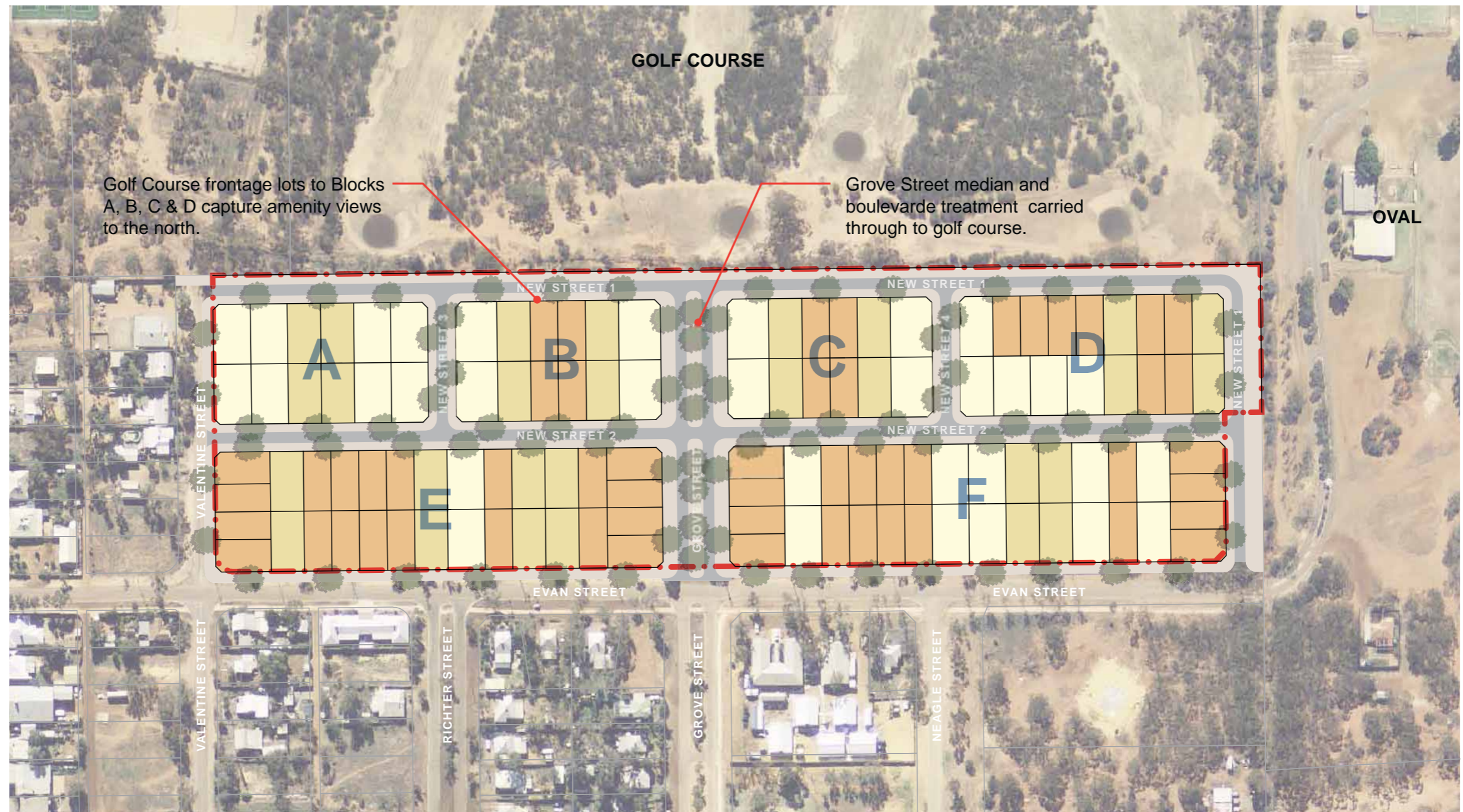
STRATEGY / PROJECT	<b>PREPARATION OF LOCAL PLANNING POLICIES, STRUCTURE PLANS AND DESIGN GUIDELINES</b>
OBJECTIVES ADDRESSED	<ul style="list-style-type: none"> <li>• Ensure that necessary residential, commercial and industrial zoned land is available.</li> </ul>
SUMMARY DESCRIPTION	<ul style="list-style-type: none"> <li>• Preparation of Local Planning Policies, Structure Plans and Design Guidelines for areas identified as development opportunities, where appropriate, to promote good quality design outcomes.</li> </ul>



**FIGURE 55 - POTENTIAL LIVE/WORK TYPOLOGY FOR SOLOMON TERRACE PRECINCT**

A number of residential building typologies are described in Figure 54 and Figure 55 to assist with the preparation of future design guidelines.





**LEGEND**

- 20m frontage (600m<sup>2</sup> approx.)
- 18m frontage (540m<sup>2</sup> approx.)
- 15m frontage (450m<sup>2</sup> approx.)

**YIELD SUMMARY**

Site Area = 89,694m<sup>2</sup>

Developable Area = 64,442m<sup>2</sup>

Existing residential lots = 6 rural residential lots

Potential residential lots = 33x20m lots + 28x18m lots + 54x15m lots = **115 lots**

**Concept Subdivision Plan**  
Evan Street Precinct, Morawa

Date: 30 August 2012      Project Manager: MD  
Scale: 1:2000 @ A3      Designer: OP  
Drawing No. 712-096 SU01A      Checked: MD

Level 7, 182 St George Terrace Perth Western Australia 6000      PO Box 7771 Clovelly Square Perth Western Australia 6952      Telephone +61 81 9328 8320 Facsimile +61 81 9321 4796 www.pgma.com.au

FIGURE 56 - SUBDIVISION GUIDE FOR THE SUBDIVISION OF RURAL RESIDENTIAL LOTS FRONTING THE GOLF COURSE



TABLE 46 - STRATEGY – EXPANSION OF EXISTING CARAVAN PARK

STRATEGY / PROJECT	<b>EXPANSION OF EXISTING CARAVAN PARK AND ADDITIONAL ACCOMMODATION UNITS</b>
OBJECTIVES ADDRESSED	<ul style="list-style-type: none"> <li>• Ensure that necessary residential, commercial and industrial zoned land is available.</li> <li>• Provide for a variety of residential and accommodation types.</li> <li>• Provide affordable and quality residential and accommodation.</li> </ul>
SUMMARY DESCRIPTION	<ul style="list-style-type: none"> <li>• Investigate the potential to expand the current caravan park facilities to include additional caravan bays.</li> <li>• Construct additional bays and facilities.</li> <li>• Identify potential private operators to manage caravan park.</li> <li>• Marketing to potential private operators.</li> </ul>



FIGURE 57 - CONCEPT PLAN FOR THE EXPANSION OF THE CARAVAN PARK SITE



**The SuperTowns vision is:**  
*“To have balanced, well connected regional communities, with lifestyle options and access to services – SuperTowns will have affordable, quality housing and a growing and diverse range of job opportunities. They will offer more choices for people living in regional areas and an attractive alternative to living in the metropolitan area”.*

TABLE 47 - STRATEGY – ABORIGINAL HERITAGE SITE SURVEY

STRATEGY / PROJECT	LIAISE WITH DIA ON THE RECOGNITION AND ACCURATE DEFINITION OF THE EXTENT AND CONTENT OF ABORIGINAL HERITAGE SITE(S).
OBJECTIVES ADDRESSED	<ul style="list-style-type: none"> <li>Ensure that necessary residential, commercial and industrial zoned land is available.</li> </ul>
SUMMARY DESCRIPTION	<ul style="list-style-type: none"> <li>If required, undertake an archeological and ethnographic review of aboriginal settlement in and adjacent to the Morawa townsite to ensure significant aboriginal heritage values are protected and developable areas are appropriately documented.</li> </ul>

TABLE 48 - STRATEGY – INDUSTRIAL SUBDIVISION NORTH OF GOLF COURSE

STRATEGY / PROJECT	LANDCORP INDUSTRIAL SUBDIVISION NORTH OF GOLF COURSE
OBJECTIVES ADDRESSED	<ul style="list-style-type: none"> <li>Ensure that necessary residential, commercial and industrial zoned land is available.</li> </ul>
SUMMARY DESCRIPTION	<ul style="list-style-type: none"> <li>Subdivision design (LandCorp).</li> <li>Lodge subdivision application.</li> <li>Commence construction works.</li> <li>Undertake sales and marketing.</li> </ul>

TABLE 49 - STRATEGY – RESIDENTIAL SUBDIVISION NORTH OF WHITE AVENUE



FIGURE 58 - PROPOSED SUBDIVISION INDUSTRIAL SUBDIVISION NORTH OF GOLF COURSE



STRATEGY / PROJECT	<b>LANDCORP RESIDENTIAL SUBDIVISION NORTH OF WHITE AVENUE</b>
OBJECTIVES ADDRESSED	<ul style="list-style-type: none"> <li>Ensure that necessary residential, commercial and industrial zoned land is available.</li> </ul>
SUMMARY DESCRIPTION	<ul style="list-style-type: none"> <li>Subdivision design (LandCorp)</li> <li>Lodge subdivision application</li> <li>Commence construction works</li> <li>Undertake sales and marketing</li> </ul>

**“It would be great to see more affordable housing that is available to all, better agency housing to encourage police, teachers and health professionals to Morawa”**  
(Local Resident).

TABLE 50 - STRATEGY – ADDITIONAL AGED PERSONS UNITS

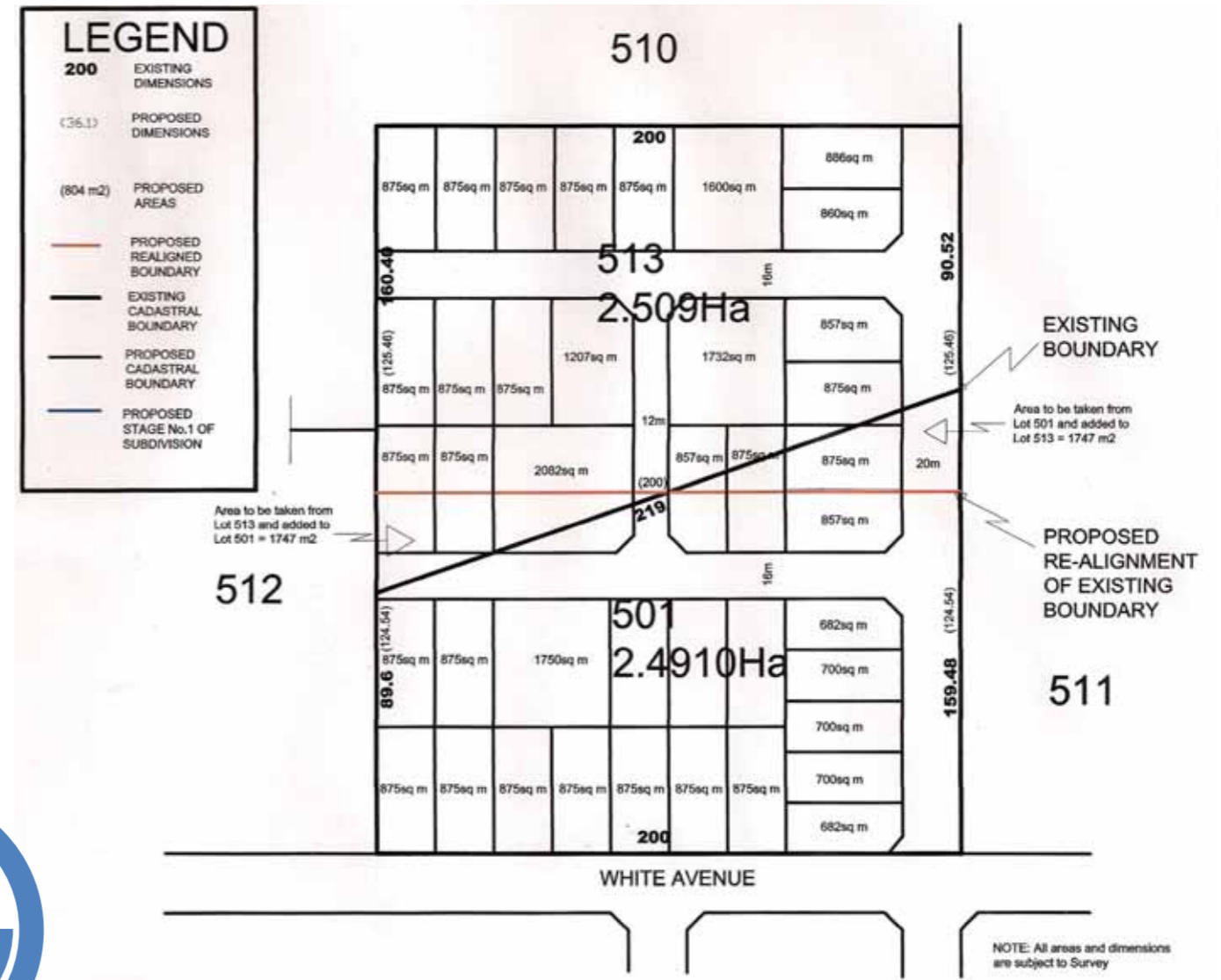


FIGURE 59 - PROPOSED SUBDIVISION LAYOUT FOR WHITE AVENUE RESIDENTIAL SUBDIVISION

STRATEGY / PROJECT	<b>PROVISION OF ADDITIONAL AGED PERSONS UNITS</b>
OBJECTIVES ADDRESSED	<ul style="list-style-type: none"> <li>Ensure that necessary residential, commercial and industrial zoned land is available.</li> </ul>
SUMMARY DESCRIPTION	<ul style="list-style-type: none"> <li>Identify opportunities for additional aged care housing in accordance with overarching housing needs.</li> <li>Potential sites to be located at former hospital site.</li> <li>Obtain funding and approvals.</li> <li>Commence construction.</li> </ul>

**“I would like to see a much larger support system for aged care with more age specific housing”** (Local Resident).

**TABLE 51 - STRATEGY – UPGRADE MAJOR ROADS INTO TOWN**

STRATEGY / PROJECT	<b>UPGRADE MAJOR ROADS INTO TOWN</b>
OBJECTIVES ADDRESSED	<ul style="list-style-type: none"> <li>Provide an integrated, safe and efficient intermodal transport network.</li> </ul>
SUMMARY DESCRIPTION	<p><b>Improvements Required for Doubling of population</b></p> <ul style="list-style-type: none"> <li>Resealing of local road program needed, MRWA to upgrade major roads into town and construction of truck by-pass through town with truck parking required.</li> </ul> <p><b>Improvements required for Target Population of 2,500</b></p> <ul style="list-style-type: none"> <li>As per doubling scenario. No additional requirements.</li> </ul>

**TABLE 52 - STRATEGY – UPGRADE MORAWA AIRPORT TO CERTIFIED STATUS**

STRATEGY / PROJECT	<b>UPGRADE MORAWA AIRPORT</b>
OBJECTIVES ADDRESSED	<ul style="list-style-type: none"> <li>Provide an integrated, safe and efficient intermodal transport network.</li> </ul>
SUMMARY DESCRIPTION	<p><b>Improvements Required for Doubling of population</b></p> <ul style="list-style-type: none"> <li>Plans to seal runway to improve landing capability.</li> </ul> <p><b>Improvements required for Target Population of 2,500</b></p> <ul style="list-style-type: none"> <li>Move to Certified Status which will require Airport terminal and additional management requirements. Upgrade to airport access road and parking to be provided.</li> </ul>

## 4.5 A SPATIAL GROWTH PLAN FOR MORAWA

### 4.5.1 SCENARIOS FOR GROWTH

The existing population for the Morawa townsite is approximately 911 people. Aspirational growth for Morawa has been based upon three (3) times the existing growth.

In order to accommodate an anticipated population of at least 2,500 people within the Morawa townsite by 2041, it is necessary to develop a spatial response to the physical growth of the townsite.

Three spatial growth scenarios were developed to explore and test a number of opportunities that exist to accommodate the anticipated growth.

The three growth scenarios were informed by a comprehensive site and context analysis (refer section 2 of this report).

Each scenario explores a different approach to the distribution, intensity and diversity of residential, industrial, retail and commercial uses.

These scenarios were presented to the community and key stakeholders to determine a preferred growth scenario and were also each tested against the aspiration goals and objectives identified in Section 3 of this report.

Following an assessment of each of the scenarios against the aspirational goals and objectives, a preferred scenario was arrived at by the project team and in consultation with key stakeholders, which formed the basis for preparation of a preferred spatial Growth Plan for the townsite.

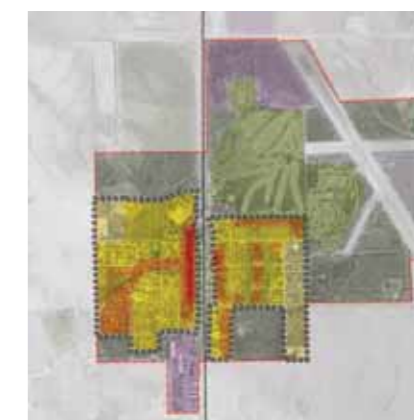
The scenarios tested are discussed below.



Scenario 1



Scenario 2



Scenario 3

### SCENARIO 1 – BUSINESS AS USUAL SPRAWL

Scenario 1 assumes a ‘business as usual’ approach whereby the growth of Morawa occurs at a density similar to that already provided (approximately R10 or 1,000sqm lots). In this scenario, to accommodate an aspirational growth of 2500 people, residential growth would extend beyond the existing compact townsite boundary into the surrounding ‘Rural’ zoned agricultural land. Existing remnant bush land areas within the townsite would also be developed for residential purposes to accommodate growth.

New residential product would continue to be developed as single dwellings on large lots of between 700 and 1,000sqm.

Development of the retail centre along Winfield Street would occur as spontaneous ‘spot’ growth as opportunities present themselves and would likely be dispersed along the entire length of Winfield Street within the town centre boundary.

Industrial growth would continue as currently planned, with industrial development fronting both sides of Winfield Street at the southern entry to town. The industrial development planned north of the golf course would evolve as market demand requires. An opportunity to develop light industrial on the western side of Winfield Street north of White Avenue could occur to accommodate any surplus demand for industrial sites. In this instance, industrial land would front both sides of Winfield Street at both ends of town.

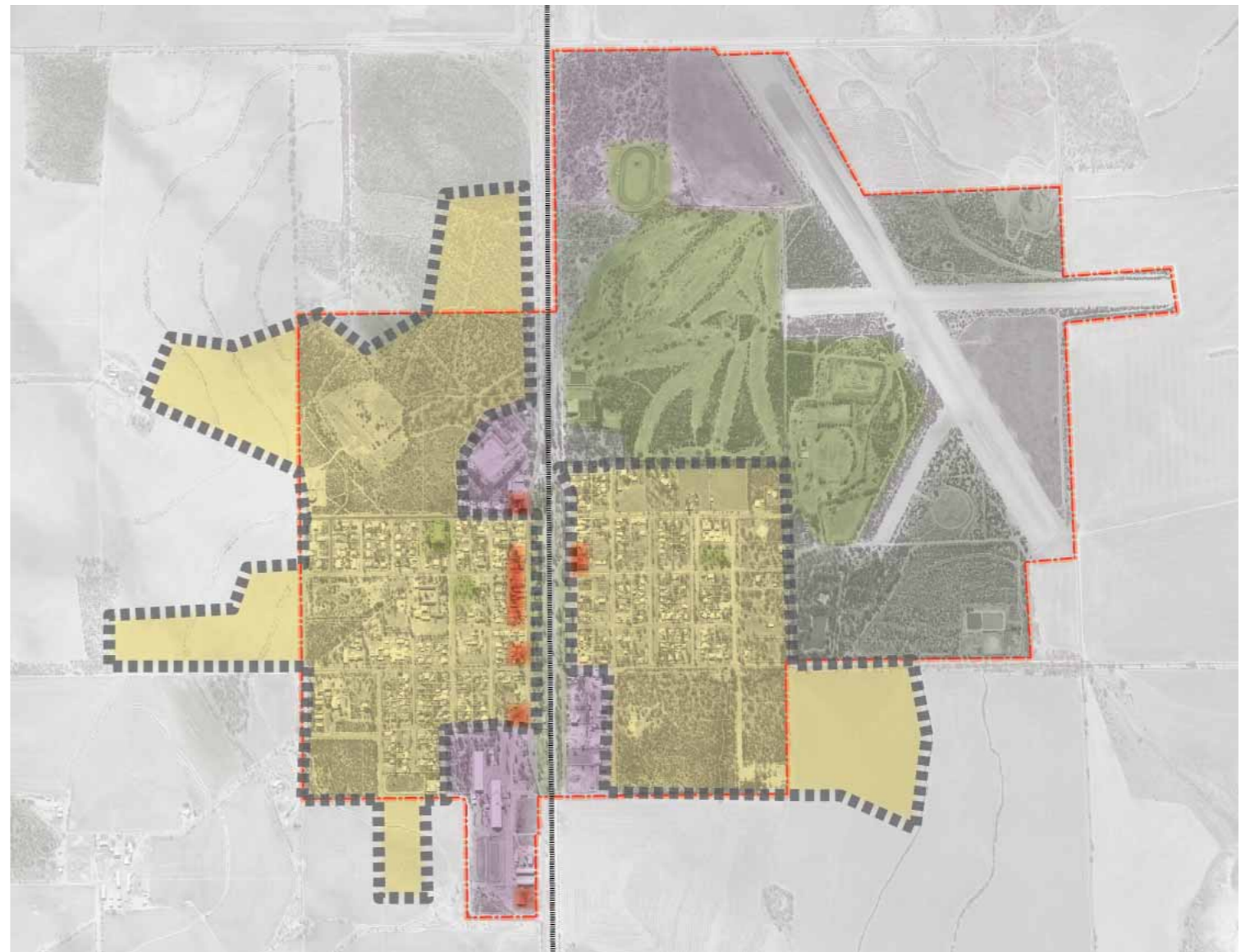


FIGURE 60 - SCENARIO 1 – BUSINESS AS USUAL SPRAWL



### SCENARIO 2 – BUSINESS AS USUAL WITHIN THE SQUARE MILE

Scenario 2, similar to Scenario 1, also generally assumes a ‘business as usual’ approach to new growth, whereby residential product would continue to be released as single houses on large lots. However, Scenario 2 would see this growth contained within the current townsite boundary defined by the typical ‘square mile’. In order to accommodate growth within the existing townsite, some diversity in residential product would need to be realised, and this is identified as denser residential development in proximity to the education precinct and potentially through gradual intensification of existing residential areas. Remnant bush land areas within the townsite would also be targeted where possible to accommodate the growth.

Scenario 2 would see the retail centre along Main Street strengthened, with retail and commercial opportunities along the entire length of Winfield Street, between White Avenue to the north and Broad Avenue in the south.

Industrial uses would be consolidated into two areas, those being the area occupied by CBH at the southern end of town and the new industrial subdivision proposed north of the golf course at the northern end of town. This is proposed to be achieved by relocating the uses currently contained in the industrial area located between Tilley and Valentine Streets at the south eastern part of town, to the new industrial estate north of the golf course. This land, subject to remediation of any contamination, would then be available for residential redevelopment.

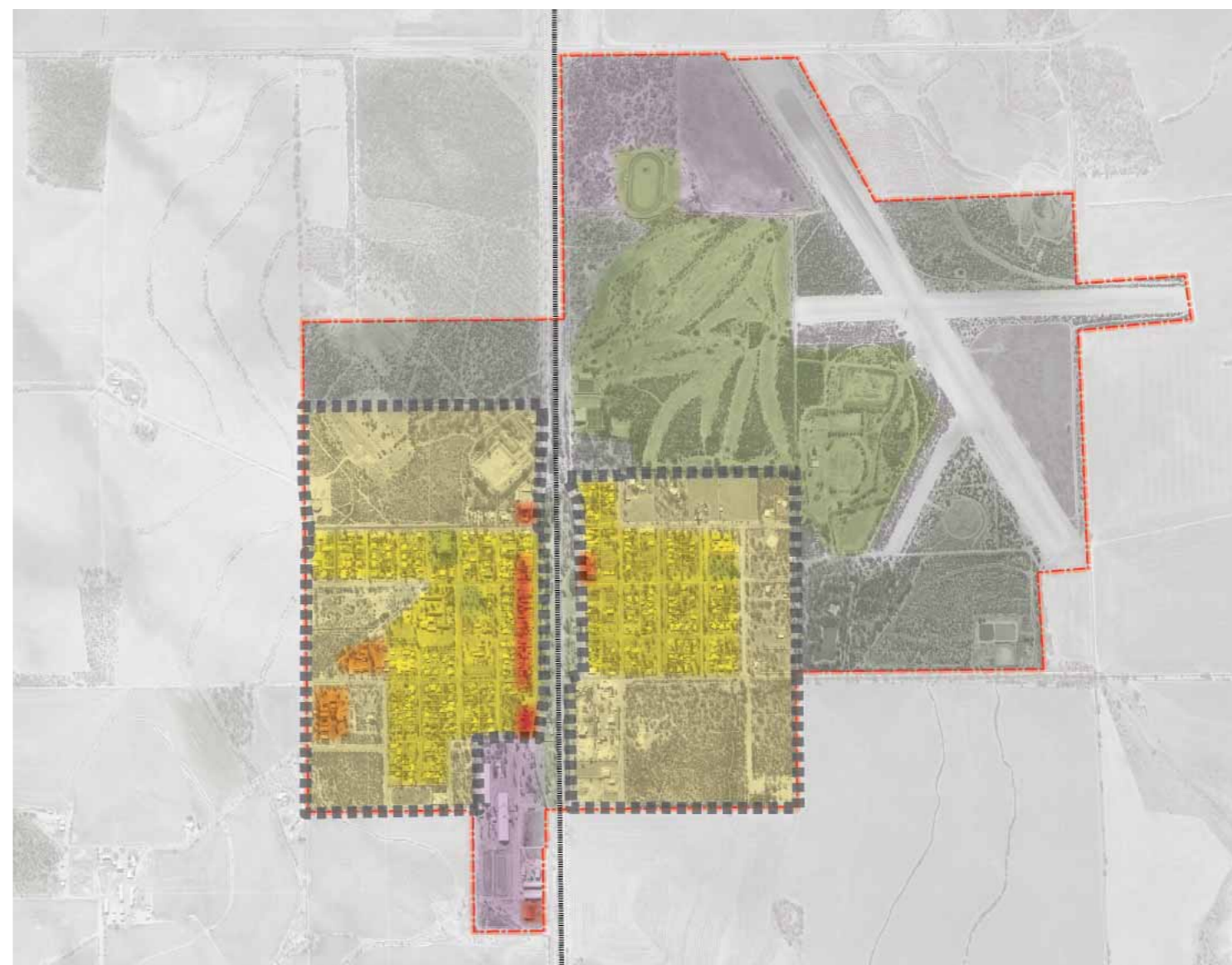


FIGURE 61 - SCENARIO 2 – BUSINESS AS USUAL WITHIN THE SQUARE MILE

### SCENARIO 3 – DIVERSITY AND DENSITY WITHIN THE SQUARE MILE

Scenario 3 proposes an alternative approach to growth, through the creation of a range of housing product, including more compact forms of accommodation than currently found in Morawa. This scenario promotes diversity in housing choice, with a variety of living choice ranging from rural living lifestyle lots, single residential lots, two storey walk-up townhouses, live/work dwellings and a range of accommodation types to meet the needs of aged persons, students and key workers.

Intensity and diversity of residential product would be focussed at the following locations:

- » The former commercial precinct located along Solomon Terrace would be promoted as two storey walk up terrace living with commercial opportunities available at ground floor and residential living above.
- » The current boulevard lots at the eastern end of town would be planted with street trees and improved landscaping in order to encourage redevelopment of the existing lots into more compact lots while still retaining the ability to have similar sized dwellings.
- » Density and diversity promoted along a cultural/education axis along Prater Street through to the Education precinct in the south-western end of town.
- » Townhouse and compact forms of dwellings fronting areas of amenity, including the golf course and areas of public open space and crown reserves.
- » Infill redevelopment opportunities throughout town, through subdivision of the existing large 1,000sqm residential lots.

Growth would be contained within the existing townsite boundary and the majority of the remnant bushland sites would be retained. The remnant bushland would then be able to contribute to the character of the town, through integration with public open space where appropriate and be interconnected through a network of trails and footpaths. The bushland would also contribute to landscape integrity, by minimising soil erosion and reducing the impacts of salinity.



FIGURE 62 - SCENARIO 1 – BUSINESS AS USUAL SPRAWL



Recycled wastewater would be utilised to green streetscapes and areas of open space, including the golf course, to improve the amenity of the townsite. The additional amenity could then be used to leverage redevelopment opportunities, such as the subdivision and development of the rural residential lots fronting the golf course into smaller townhouse or single residential lots.

Similar to Scenario 2, Industrial uses would be consolidated into two areas, those being the area occupied by CBH at the southern end of town and the new industrial subdivision proposed north of the golf course at the northern end of town. However, the light industrial uses currently contained in the industrial area located between Tilley and Valentine Streets at the south eastern part of town would be relocated to a new industrial area proposed north of the new northern industrial estate, on the northern side of Morawa-Yalgoo Road. Further, the current emergency services located in the south eastern industrial estate, such as WA Police, St John Ambulance could be relocated to the Civic Precinct off Prater Street and the Fire and Emergency Services being co-located with a new Council depot site located within the proposed new northern industrial estate. The south eastern industrial land, subject to remediation of any contamination, would then be available for residential redevelopment.

Retail and commercial development would be consolidated along Winfield Street and strengthened as the retail heart.

#### 4.5.2 A COMPACT AND DIVERSE APPROACH TO GROWTH

Scenario 3 – ‘Diversity and Density within the Square Mile’ has emerged as the preferred direction for the spatial growth of the town following the community and stakeholder consultation process and as a result of the project team’s assessment of the three scenarios against the Morawa SuperTown Aspirational Goals and Objectives.

Scenario 3 has been developed further to consider potential opportunities and projects required to progress the growth planning of Morawa.

**“The strengths of option 3 is that it provides greater opportunities for renewal, consolidation and better access to services”** (Growth Planning Team Member).

**“Option 3 provides for sustainable development and application of environmental principles and practices as the population grows to preserve resources such as power, water and fuel”** (Local Service Provider).





- 01 Morawa Wildflower Bush Trails. [ISP14]
- 02 Potential northern roadside truck cleaning station.
- 03 Area for potential caravan park extension. [ISP95]
- 04 Potential to adapt / re-use workers' camp. [ISP97]
- 05 Approved new future residential development. [ISP91]
- 06 Potential sculptural light beacon (alt. in civic square). [ISP12+74]
- 07 Industry training centre. [ISP11]
- 08 New Civic Plaza Space and Prater Street streetscape works (kerb widening, alfresco areas, street trees). [ISP74]
- 09 Potential site for additional aged persons housing. [ISP93]
- 10 Adapt & re-use old hospital building. [ISP2]
- 11 Grow the education precinct, including additional student accommodation.
- 12 Separation of freight road and main street. [ISP74]
- 13 In-line truck layover lanes. [ISP74]
- 14 Trade training centre. [ISP10]
- 15 Potential southern roadside truck cleaning station and truck parking.
- 16 Solar Power Projects. [ISP57]
- 17 Relocated industrial uses from east side of rail lines. [ISP96]
- 18 Proposed future Industrial Development. [ISP90]
- 19 Potential re-located Council depot.
- 20 Potential 'Greening' of the golf course with recycled water. [ISP61]
- 21 Potential new amenity outlook residential development. [ISP92]
- 22 Recycled water 'Greening' and planting regime to existing park. [ISP61]
- 23 Recycled water 'Greening' and planting regime to grand Median Streets. [ISP61]
- 24 Retain as rural living.
- 25 Opportunity to retain / integrate remnant bushland as open space. [ISP62+63]
- 26 Potential new residential development. [ISP92]
- 27 Potential to redevelop for residential purpose. [ISP92]
- 28 Airport upgrade.

Note:

ISP = Implementation Schedule Project

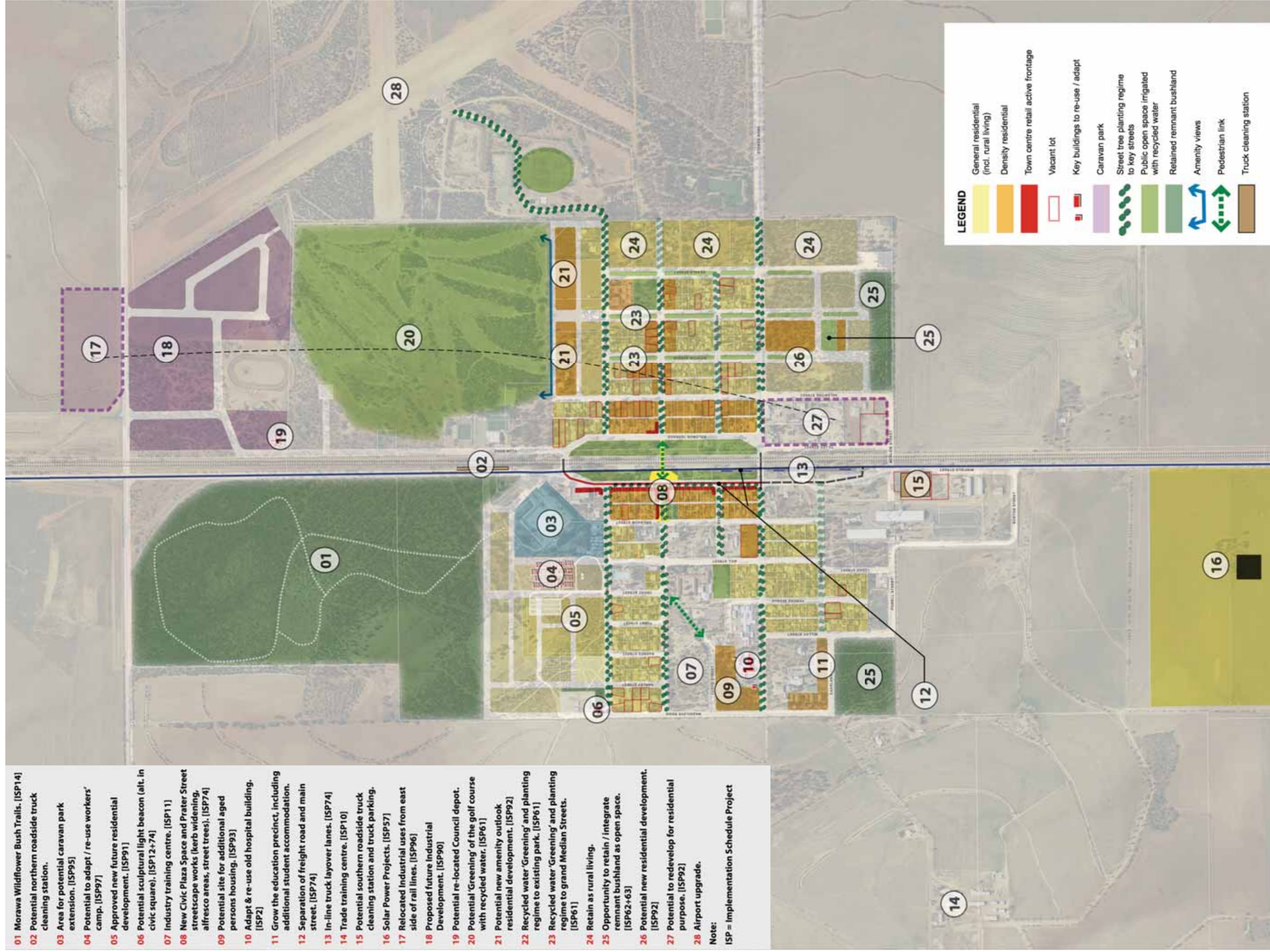


FIGURE 63 - MORAWA TOWN SITE GROWTH PLAN



The spatial growth plan seeks to respond to the urban, built form and public realm issues identified in Section 2 of this report, as follows.

#### 4.5.2.1 Urban Form and Structure

- » Retain the compact form and structure of the townsite, by containing growth within the existing townsite boundaries and generally within the traditional one square mile area.
- » Retain and utilise the gridded road pattern and existing laneways to promote a structured approach to redevelopment of existing infill residential areas, to avoid the need to construct new roads.
- » Utilise the significant amount of vacant land within the townsite to absorb the initial stages of growth with the identification of other infill redevelopment strategies to accommodate later stages of growth.
- » Resolve the east-west divide of town created by the freight rail through the creation of a landscaped at grade pedestrian crossing in the centre of town, with the potential to transition to a vehicular crossing in the longer term, if and when vehicular traffic movement and volumes require.

#### 4.5.2.2 Land Use and Activity

- » Consolidate and celebrate Winfield Street as the commercial centre of town, while creating opportunities for other activity nodes and areas of interest throughout town in the form of civic, recreation, education and training activity.
- » Build upon the land use precincts within town through building upon and strengthening the existing civic, education and training, recreation and industrial areas of town. Better linkages between key precincts, such as the civic, education and training and Main Street areas will be established. Community uses, such as health and emergency, which are currently segregated, will ultimately be combined on the Western side of town.
- » Education and training will be strengthened through the establishment of a Trade Training Centre and Industry Training Centre. There will be clear synergies between the WA College of Agriculture and Trade Training Centre. The curriculum offered by the District High School will continue to be improved to become a competitive school in the region and Western Australia.
- » Identification of future opportunities to develop business, including industrial land and additional business incubator units.
- » Additional tourist accommodation will be supplied through the expansion of the existing caravan park. As the caravan park expands, there may be the market and potential for a private caravan park operator to take on the management of this facility.

#### 4.5.2.3 Housing Diversity

- » Housing diversity and more compact forms of housing are promoted in the spatial growth plan. The normalisation and reuse of portion of the Brookfield Rail Camp for key worker and potentially student accommodation will ensure the shortfall in this type of accommodation is addressed.
- » Additional aged care housing is proposed in a location in close proximity to the hospital to allow seniors to 'age in place'.

#### 4.5.2.4 Public Realm

- » The growth plan includes the proposal to maximise the reuse of wastewater to 'green' the public realm, including golf course, local parks and streets. This will provide additional amenity in the form of greener landscaped spaces and street trees that provide shade. It is proposed to create a variety of public spaces that encourage use and activity, to address the current situation of mono functional pocket parks that make up the majority of the open space within the town.
- » Street tree planting, verge improvements and a new pedestrian path network will be established to encourage walking and activity throughout the town. The street tree planting program will provide additional amenity to the existing tired streets to encourage private landowners to maintain and / or redevelop their properties.
- » Maximise the retention of the remnant bushland and integration of the bushland and, where necessary to support development, to ensure the remnant vegetation contributes to the character and sense of place of the town.

## 4.6 A TOWN CENTRE PLAN FOR MORAWA

The Town Centre Plan for Morawa has been developed in consultation with key stakeholders and representatives of the community. The Town Centre Plan provides a focussed response to the key issues and implications identified in Section 2 of this report. These responses are described below:

### 4.6.2.1 Connectivity

- » Connectivity across the freight rail will be improved through the creation of a landscaped and inviting at grade pedestrian crossing. This access is proposed to align with Prater Street in the West and Manning Road in the east. Visual connectivity and pedestrian comfort between the two sides of town will be a key factor in promoting increased use of this existing accessway.
- » It is proposed to create a new road running parallel to Winfield Street, which will accommodate road freight traffic. This will then provide an opportunity to narrow the carriageways along Winfield Street and undertake streetscaping works to provide an environment more amenable to pedestrian activity.



### 4.6.2.2 Activity

- » Retail and commercial activity will be intensified along Winfield Street. Winfield Street will be the primary focus for retail and commercial activity. Existing underutilised tenancies will be revamped and where possible redeveloped or consolidated, to maximise the ability to accommodate new business growth.
- » Opportunities to ‘punch’ new openings through buildings located on corner sites, such as the IGA building on the corner of Prater Street, will be explored to create new areas of interest and activity.
- » Opportunities to create alfresco seating areas, through streetscaping and other mechanisms, will be promoted where appropriate.
- » On the eastern side of town, the former commercial precinct along Solomon Terrace will be encouraged to be redeveloped for higher density living, including mixed use live / work opportunities. A higher density of living is appropriate in this location, given its proximity to the town centre. Additional residents located within walking distance to the centre will make the centre a more vibrant and active place.

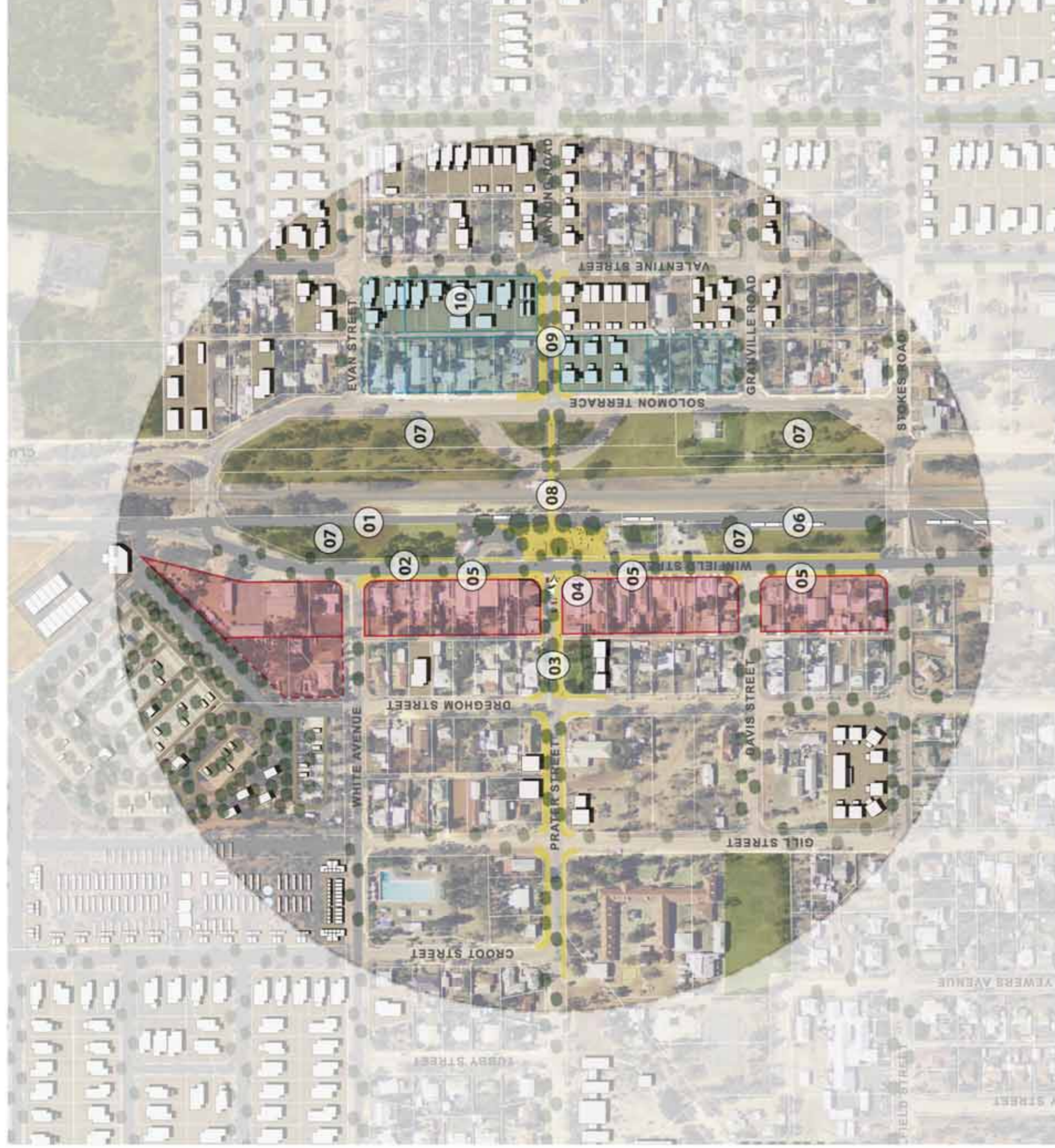
### 4.6.2.3 Built Form

- » Built form will be improved through incentives for local business owners to upgrade the building facades along Winfield Street. The additional amenity generated by streetscape works and investment in the town centre will provide new impetus to upgrade the appearance of the centre. New businesses will be attracted to the centre, thereby creating additional pressure to redevelop or upgrade existing tenancies as they become available to the market. A Façade Enhancement Scheme, supported by Design Guidelines, will provide an incentive based approach to upgrades, while ensuring that there is a cohesive approach to awnings, building materials and other upgrades.

### 4.6.2.4 Public Realm

- » A new civic square is proposed at the heart of the town centre to provide a central identity and meeting place for the town. The square will be a multi-functional space that will incorporate an area to accommodate events, seating, a sculptural civic feature, shading and other features to create an interesting, diverse and flexible space. The space should be designed to attract a wide spectrum of demographics from children to those of senior years. The creation of the high amenity civic square at the heart of the town will act as a catalyst to produce a ‘ripple effect’ with regard to the upgrade of streets, public spaces and other infrastructure projects leading out from the town centre.
- » The public realm within the town centre will be improved through streetscape upgrade works, including high quality paving, street furniture and street tree planting, which will also extend down through Prater Street to promote integration, movement and connectivity between the education and training, cultural and town centre precincts.
- » Reuse of wastewater could be used to green the open space between the rail reserve and Winfield Street, to introduce additional vegetation and landscaping to contribute to the amenity, a cooler micro climate and to reduce dust generated from road freight traffic travelling through the centre of town.





### Town Centre Principles (West)

- Remodified facades
- Zero front setbacks
- Rear loaded parking
- Shared parking with key activity nodes
- Laneway to be sealed and activated
- Active uses to the street front
- Potential residential uses over commercial / retail
- Encourage existing commercial / retail buildings to re-configure

### Town Centre Principles (East)

- Live/work building typologies
- Small 3m setback for building frontages
- Encourage 2 storey development
- Increased residential densities
- Prescribed commercial activity not to compete with main street
- Rear loaded parking

**01** Separate carriageway for freight traffic.

**02** Winfield Street improvement plan - to create a calmer, more walkable place.

**03** Prater Street streetscape enhancements.

**04** Alfresco dining / cafe opportunity.

**05** Facade Enhancement Strategy.

**06** In-line truck parking facilities associated with new carriageway.

**07** Potential 'greening' of central open space areas using recycled water.

**08** E-W link across rail line.

**09** Manning Road streetscape enhancements.

**10** Residential density opportunity lots.

■ Town Centre (West) - Core Retail / Commercial Areas.

■ Town Centre (East) - Recommended Mixed Use Areas.

FIGURE 64 - TOWN CENTRE PLAN FOR MORAWA



#### 4.7 PLACE MAKING STRATEGIES FOR MORAWA

In addition to the spatial strategies identified in the Spatial Growth Plan and Town Centre Plan, the following strategies and actions have been identified to assist with the delivery of non-physical and soft place making strategies. These strategies relate to Community objective 2 and Strategy number 5 within the implementation plan in Section 5.8.

STRATEGY	ACTIONS	DETAILED CONSIDERATIONS
<i>Dedicated Place Management Focus</i>	Adopt a place management approach	<ul style="list-style-type: none"> <li>» Appoint a place manager responsible overseeing and coordinating the following: <ul style="list-style-type: none"> <li>– Work with local business owners to develop and achieve common short term goals</li> <li>– Maintain a high standard of presentation at all times</li> <li>– Nurture a ‘stewardship approach’ so the community and business owners take ownership of the Main Street / Town Square</li> </ul> </li> <li>» Coordinate a town centre operations team including cleaning, asset management, marketing and programming</li> <li>» Consider establishing a sponsorship fund that supports to events and activation initiatives in the main street and town square.</li> <li>» Support local businesses through coordinated marketing, communications and investment attraction strategies</li> <li>» Work with local stakeholders to develop place management, marketing and programming initiatives in the town centre</li> <li>» Encourage customer service principles and guidelines amongst all staff working in the Town Centre and local businesses.</li> <li>» Celebrate achievements.</li> </ul>
	Effective monitoring and evaluation to measure progress against milestones and key performance indicators.	<ul style="list-style-type: none"> <li>» Conduct customer satisfaction surveys, annual pedestrian counts and observation surveys, to monitor progress.</li> <li>» Secret shopper and customer service programs are established for all businesses in the town centre</li> <li>» On-going observation to continually monitor and understand target audiences, users and their behaviour patterns.</li> <li>» Collate qualitative data regarding business mix, turnover, pedestrian and transport data to support/promote future investment.</li> </ul>
<i>Strong partnerships and participation to achieve revitalisation goals</i>	Develop and nurture key partnerships and relationships.	<ul style="list-style-type: none"> <li>» Key influencers and decision makers are those stakeholders that have the ability to elevate or de-prioritise progress and momentum within the town centre.</li> <li>» These stakeholders include major landowners, potential investors, private enterprises and government agencies.</li> <li>» Prepare a stakeholder relationship plan that provides strategic direction to develop/maintain key relationships and partnerships <ul style="list-style-type: none"> <li>– Allocate appropriate resourcing.</li> <li>– Maintain relationships and work with major private and government land owners to assess future development intent and impediments.</li> <li>– Establish regular formal/informal meetings and briefings.</li> </ul> </li> </ul>
	Develop and nurture key partnerships and relationships.	<ul style="list-style-type: none"> <li>» Key influencers and decision makers are those stakeholders that have the ability to elevate or de-prioritise progress and momentum within the town centre.</li> <li>» These stakeholders include major landowners, potential investors, private enterprises and government agencies.</li> <li>» Prepare a stakeholder relationship plan that provides strategic direction to develop/maintain key relationships and partnerships <ul style="list-style-type: none"> <li>– Allocate appropriate resourcing.</li> <li>– Maintain relationships and work with major private and government land owners to assess future development intent and impediments.</li> <li>– Establish regular formal/informal meetings and briefings.</li> </ul> </li> </ul>

STRATEGY	ACTIONS	DETAILED CONSIDERATIONS
<p><i>Targeted Investment Attraction</i></p>	<p>Identify project delivery partnerships and funding sources.</p>	<ul style="list-style-type: none"> <li>» Develop a shared vision and relationship strategy with private land owners to achieve place based outcomes on private land holdings.</li> <li>» Develop a land tenure and acquisition strategy for the Shire, including consolidation and land swaps.</li> <li>» Monitor market influences around product availability, including demand for commercial and residential.</li> </ul> <p>Research availability of public funding and private investment and / or partnerships to catalyse particular projects.</p>
	<p>Develop integrated investment attraction strategies, considering diverse target audiences.</p>	<ul style="list-style-type: none"> <li>- Allocate resourcing to deliver investment initiatives.</li> <li>- Develop marketing strategies to support implementation, including:               <ul style="list-style-type: none"> <li>• Communications tools (website, media, prospectus, presentations etc)</li> <li>• Communications tactics (relationship development at CEO / Executive level, presentations, roadshows)</li> </ul> </li> <li>- Actively promote achievements and investment success stories</li> <li>» Investment attraction strategies should consider the following audiences:               <ul style="list-style-type: none"> <li>- Private Developers                   <ul style="list-style-type: none"> <li>• Residential</li> <li>• Commercial / office</li> <li>• Sector specific, eg healthcare, education, housing foundations, retail</li> </ul> </li> <li>- Consumers                   <ul style="list-style-type: none"> <li>• Residents</li> <li>• Destinalional shoppers</li> <li>• Commuters</li> <li>• Prospective residents / purchasers</li> <li>• Prospective tenants</li> </ul> </li> <li>- Local, state and federal government                   <ul style="list-style-type: none"> <li>• Community infrastructure</li> <li>• Funding agencies</li> <li>• Transport</li> <li>• Housing</li> <li>• Education / tertiary institutions</li> </ul> </li> <li>- Investors                   <ul style="list-style-type: none"> <li>• Residential</li> <li>• Commercial / office</li> <li>• Sector specific, eg mining, healthcare, education, retail etc.</li> </ul> </li> </ul> </li> </ul>



STRATEGY	ACTIONS	DETAILED CONSIDERATIONS
<i>Create and market a strong town centre place brand</i>	Apply the Morawa ‘Breaking New Ground’ brand to all consumer touch points.	<p>Develop an integrated marketing and communications strategy to consolidate all marketing / communication tools:</p> <ul style="list-style-type: none"> <li>» Digital – website, e-communication, social media</li> <li>» Collateral – brochures, newsletters, investment prospectus</li> <li>» Communications material – media, stakeholder, community and tourism</li> <li>» Advertising – corporate, visitor attraction, business to business / investment attraction</li> <li>» Way finding signage and entry statements</li> <li>» Programming and events</li> <li>» Interpretive elements – integrated through public art and physical infrastructure</li> </ul>
	Ensure the Morawa Brand targets all relevant consumers.	<ul style="list-style-type: none"> <li>» Ensure the brand is strategically targeted to capture all relevant consumers: <ul style="list-style-type: none"> <li>– Investors</li> <li>– Current/ Future Residents</li> <li>– Workers</li> <li>– Visitors</li> </ul> </li> </ul>
<i>Establish a governance framework to facilitate project and place management outcomes.</i>	Appoint a dedicated Place Manager and Development Manager.	<p>Appoint a dedicated Place Manager and Development Manager responsible for:</p> <ul style="list-style-type: none"> <li>» Implementing town centre revitalisation projects and place activation initiatives, reporting to the Shire of Morawa CEO</li> </ul> <p>Allocate a dedicated annual town centre Place Management budget to ensure adequate resources are available to efficiently and effectively deliver agreed actions.</p>
	Nurture a ‘stewardship’ approach, and engage the local community	<p>Establish a Town Centre Revitalisation Committee</p> <ul style="list-style-type: none"> <li>» Agree on roles and responsibilities including place management, marketing, programming / events and economic development.</li> <li>» Agree on outcomes, timeframes and resources, and</li> <li>» Monitor on-going commitments.</li> </ul>
	Shire to lead by example	<ul style="list-style-type: none"> <li>» Demonstrate leadership to improve presentation of the Shire offices, and focus on improving presence as interactive retail frontage where possible</li> <li>» Adopt a culture that embraces change and empowers entrepreneurs (particularly in context of local laws and regulations, ensure these are not inhibitive and encourage things like alfresco dining).</li> <li>» Consider acquiring leases/property in strategic locations to influence business mix.</li> </ul>

## 5. MAKING IT HAPPEN – IMPLEMENTING THE STRATEGY

### 5.1 INTRODUCTION

The DPSIR Framework was used by the project team to assess the current situation, pressures and implications, and to test these against the aspirational goals and project objectives. Along with community & key stakeholder engagement outcomes, the multi-disciplinary team then used this framework to workshop what strategies and projects were required to realise the vision for Morawa. This then enabled the project team, to identify spatial responses to these strategies.

The Morawa Growth Plan responds by recommending a sustainable growth plan to guide Morawa from a population of approximately 911 to an aspirational growth of three times the existing population to that of 2500 people. It is conceivable that this growth trajectory could be expedited and the population target achieved earlier than suggested. This could lead to Morawa attaining a population greater than 2500 by the year 2041.

This Implementation Plan provides an overview of the strategies including the “non-spatial” strategies that together provide the roadmap to realise the project vision. A total of 100 separate strategies/projects have been identified to realise the project’s aspirational goals and objectives. Included in these are a number of pre-identified projects and programs that were previously listed within Shire documents. These are outlined in more detail in Chapter 5.

Each strategy has been given a number for easy reference. A copy of the Implementation Schedule, which outlines projects/strategies, actions, timing, responsibilities and funding is outlined in section 5.8 of this report. The detailed Implementation Schedule is found in Appendix 5. This schedule assumes implementation will be governed through the governance arrangements as proposed in section 5.2 of this report.

The preparation of the Morawa Growth and Implementation Plan forms the first of a number of stages associated with the SuperTowns program. The Growth Plan forms the basis for the preparation of Business Cases to seek funding from the SuperTowns fund for key transformational projects that will allow Morawa to kick start it’s future.

### 5.2 GOVERNANCE OPTIONS

This section focuses on how to get things done. The reporting and relationship hierarchy shown in the existing governance diagram below would remain largely intact. We are not advocating the creation of additional levels within the hierarchy. However, empowerment and a level of authority over resources and development decisions would need to pass to the point of responsibility at the point of delivery. The key component is to whom responsibility is allocated.

#### 5.2.1 INDIVIDUAL LED IMPLEMENTATION

Author and anthropologist Margaret Mead is quoted as saying:

*“Never ever depend on governments or institutions to solve any major problems. All social change comes from the passion of individuals.”*

She also stated:

*“Never doubt that a small group of thoughtful, committed, citizens can change the world. Indeed, it is the only thing that ever has.”*

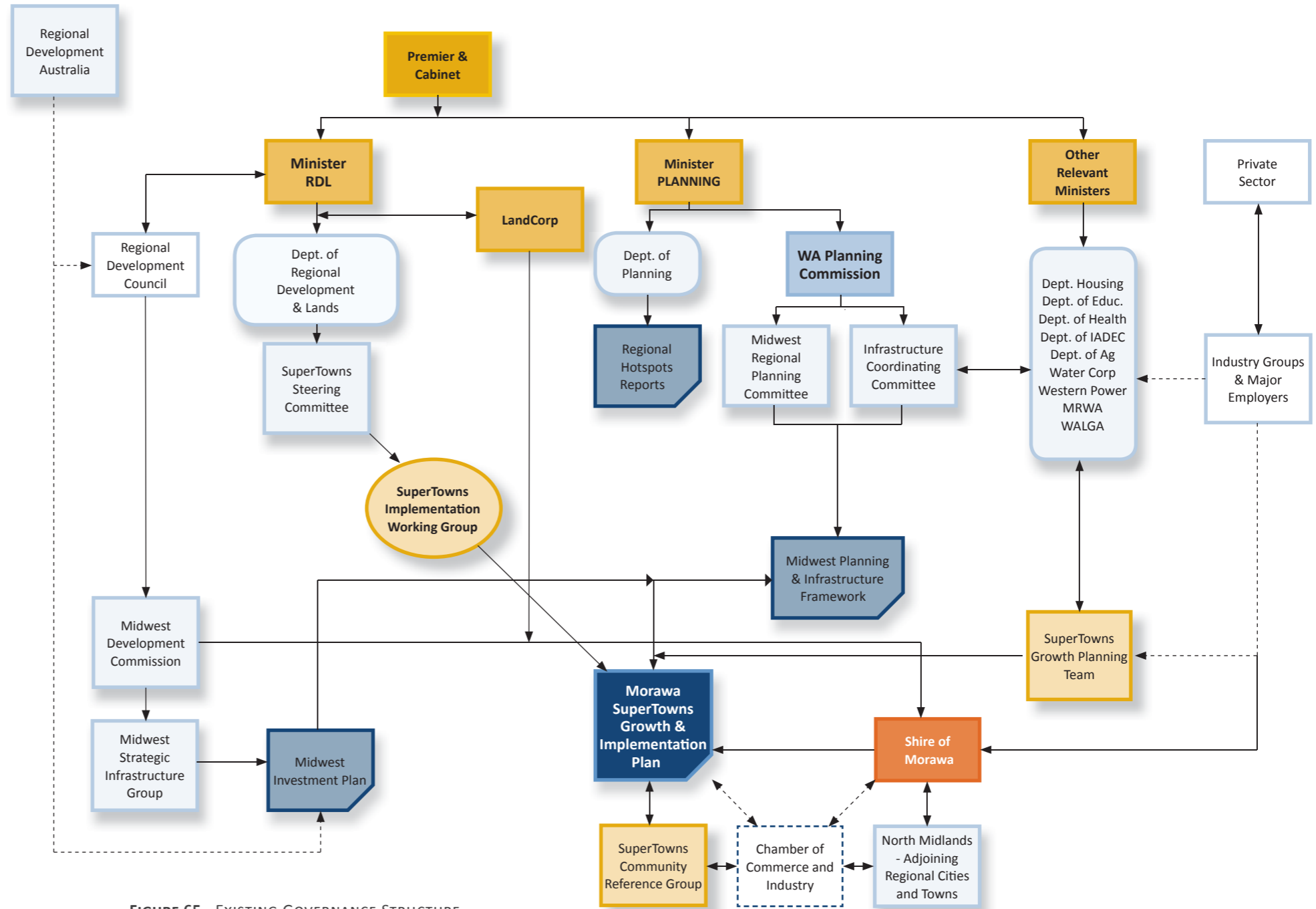


FIGURE 65 - EXISTING GOVERNANCE STRUCTURE

As indicated previously the Shire, particularly through its CEO, has demonstrated a passion for the improvement of Morawa and a capacity to operate in an innovative fashion. Can the Shire be adequately resourced and empowered to take on the challenge and responsibility of implementing the growth plan?

In terms of demonstrated capacity, making use of the already identified local champion may be an opportune approach. The network, relationship and entrepreneurial capacities are already evident. What would need to be added are project management resources to coordinate and undertake physical project delivery and an empowerment and authority to make local planning and investment decisions in regard to implementation of the growth plan.

The additional resourcing will be an absolute requirement regardless of the model chosen. It is not practical to expect the additional workload and responsibilities required for implementation of the SuperTowns to be met within the existing resources in the town or indeed even within the region. The key issue in this model is perhaps is there sufficient (political) will to allow the power of decision be sufficiently devolved to the local government /local champion level?

This approach is a Morawa specific approach and suggests investing additional resources at the LGA level, including corporate governance support to free up the CEO for economic development and overall implementation plan coordination. An indicative governance structure is shown below.

The key risk of this model is that it places the responsibility for the implementation on an individual (within a support network). There is the possibility that this may rely too heavily on a single individual.

### 5.2.2 AGENCY LED IMPLEMENTATION

An alternative would be to upscale the responsibility for implementation to the level of the Regional Development Commission. In this model we move away from a Morawa specific approach and towards a more generic approach suitable for all SuperTowns. This model may also be applicable in a Regional Cities environment.

This approach would leave local government with the responsibility of keeping the Vision and the task of local scale implementation whilst resourcing and empowering the Regional Development Commission. The current Development Commission focus is to provide regional support to numerous Shires. A new specialised unit would need to be created within that focussed solely upon the implementation of Morawa’s Growth Plan. Additional resourcing would be required and potentially located within Morawa (in whole or part) to ensure close links with the Shire and on-ground knowledge.

The elevation of implementation responsibility to the Development Commission level provides for a simpler allocation of planning and regulatory powers. The Mid West Regional Planning Committee would need to be closely aligned to the newly resourced Development Commission or have its powers delegated to Morawa SuperTown Business Unit within the Development Commission. In the figure below the business unit sits within the Development Commission and takes reference to the LGA for planning approvals and then subsequently to other state agencies.

This model advocates for an overhaul of the Development Commission and for the executive of the SuperTowns Development Corporation to be recruited from the private sector and have an extensive and proven track record in project development, delivery and investment.

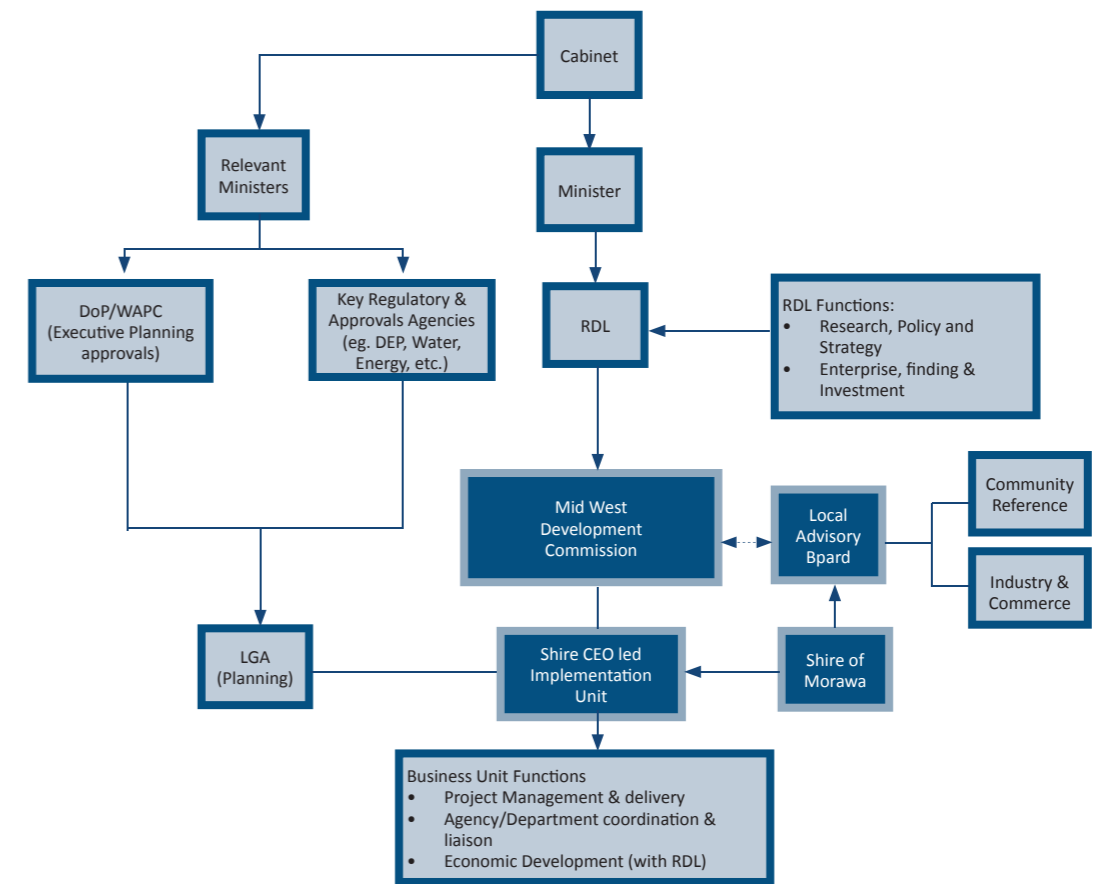


FIGURE 66 - INDIVIDUAL LED IMPLEMENTATION

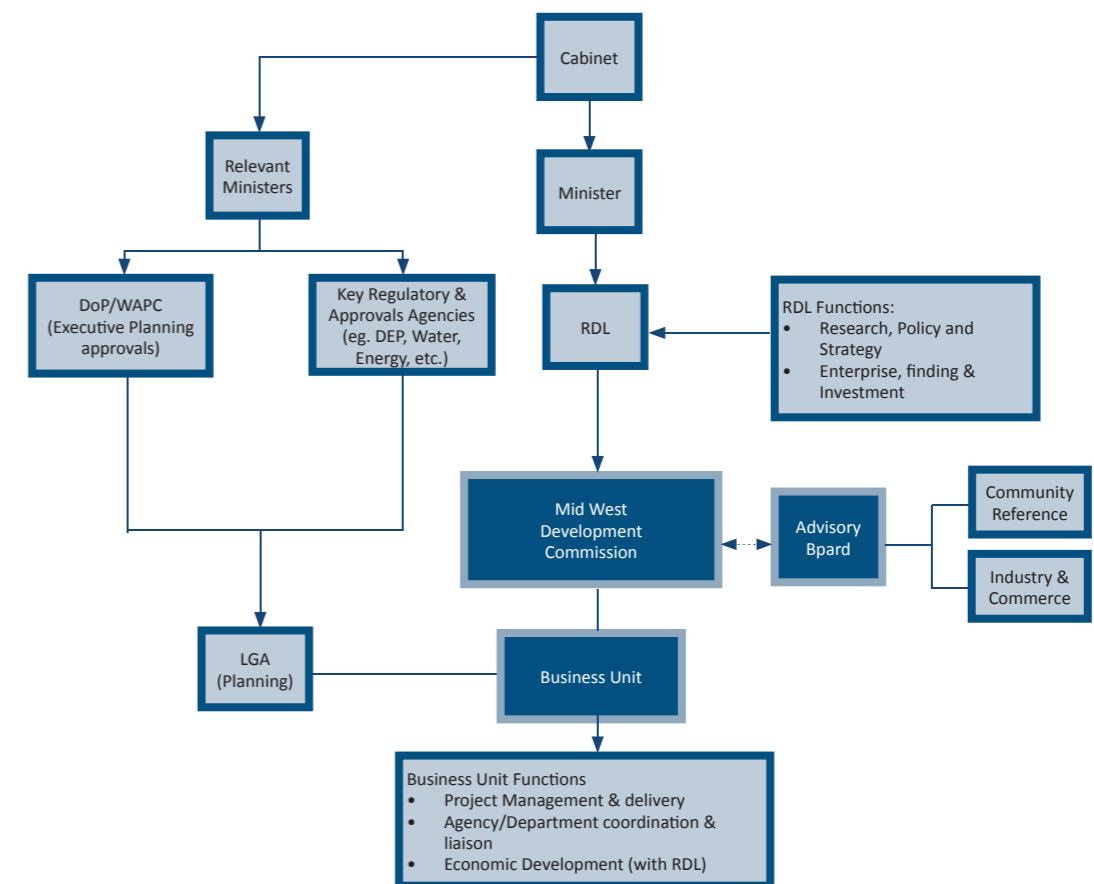


FIGURE 67 - AGENCY LED IMPLEMENTATION MODEL



### 5.2.3 KEY IMPLICATIONS

In a response to the Metropolitan Local Government Review Panel Issues Paper in October 2011, the Committee for Perth, commenting on the forecast of 4.2 million people in Perth (a tripling of Perth’s population by 2056) stated that:

**“.....conventional wisdoms must be challenged and structures deconstructed and reconstructed to be fit for purpose and the governance arrangements for the metropolitan area are essential to get right in order to serve us well into this century.”**

The same imperative applies for Morawa as it plans to more than triple its population, albeit on a much smaller scale. The Committee for Perth also notes that National and International examples and research indicate that local authority performance tends to be better in large rather than small authorities primarily due to a more holistic view and approach to development in lieu of a location specific focus. For Morawa as a SuperTown this tends to support the Development Commission (agency) led approach rather than the local champion approach of resourcing the CEO.

### 5.2.4 A RECOMMENDED APPROACH

The key to effective implementation will be in choosing the right point in the hierarchy to apply the additional resources and providing the necessary empowerment and decision making authority at that level.

In terms of the skill sets necessary to effectively and efficiently implement the SuperTown Growth Plan for Morawa, there are 4 distinct requirements.

1. Leadership and overall project coordination, clearly distinguished by an entrepreneurial flair with capacity to bring private investment partners to the table and source government funding. This position will require a focus that regularly extends beyond Shire boundaries, readily accessing government agency, and private sector boardrooms. This champion will need to exhibit a palpable passion for Morawa’s development and be equipped with authority to influence (indeed make) investment decisions.

\* Such leadership will be particularly critical in managing the relationship of the Growth Plan with broader regional, state and national programs including:

- The North Midlands Economic Development Strategy
- Mid-West Regional Blueprint
- State Planning Strategy
- Regional Development Australia strategic plans
- Infrastructure and Innovation Australia Strategic plans

In an era of scarce resources the ability to attract capital from a number of these sources to support the vision of Morawa SuperTowns will be critical in facilitating long-term change.

2. The skills, experience and empowerment to manage risk throughout the life of projects will be critical to achieve the dramatic change in Morawa envisaged within the Growth Plan. This will require a clear understanding of the Growth Plan’s vision, the role of each initiative in supporting the vision, and the influences that the governance structure will have in ultimately determining success and failure. Such an approach to risk management will be required not only in procuring services, but in building internal capabilities, stakeholder engagement, project management, and management of the ultimate vision (including revising it if need be).
3. Project management to efficiently deliver infrastructure improvements to the town. This responsibility will need to be highly visible at the local level providing evidence of activity in the growth plan implementation. Dependent upon the number of projects resourced at any one time, there may be a call for a number of specific project managers working with the existing resources of the local government.
4. Community development and place activation to ensure the local community is connected to and engaged in the use and enjoyment of the new facilities and services on offer. This community development function will be manifest in the guise of youth activities, sport and recreation pursuits, arts and cultural programs and events and festivals. The Community Connectedness Forum described in the body the implementation plan is one mechanism where the strength of the existing community and the local leadership can be further developed and enhanced.



Figure 68 reflects the recommended approach to governance related to the implementation of the Morawa SuperTown Growth Plan. Even though the visual representation is significantly different to the previous figures it describes the same entities as previously shown, they are simply grouped differently.

The boxes on the left of the chart describe the various entities that will have interest in and input into Morawa as a SuperTown. They are listed hierarchically with the bold red arrows pointing down reflecting an increasingly localised level of interest and authority. There are linkages on the extreme left indicating that there are two-way flows between these hierarchical levels.

The blue boxes represent the strategic and reference documents applicable at each level culminating with the Morawa SuperTown Growth Plan on the extreme right.

Importantly, the alignment of not only the key state and regional strategies occurs, but also the integration and alignment with the local government integrated planning process, including:

- » Strategic Community Plans;
- » Corporate Business Plans; and
- » Annual Budgets.

In this regard, the review of the Growth Plan should occur in conjunction with these strategic plans. This will ensure alignment with strategies associated with finance, workforce, asset planning, services and other issue specific strategies.

The Morawa SuperTown Working Group has oversight of the implementation of the plan and this body comprises Mid West Development Commission, the Growth Plan Team (state agency representatives), the Shire of Morawa and the Implementation Team, led by the local champion and supported by a team of Project Managers and Community Development professionals. The Implementation Team would be head hunted and selected by the Working Group and engaged by the Mid West Development Commission.

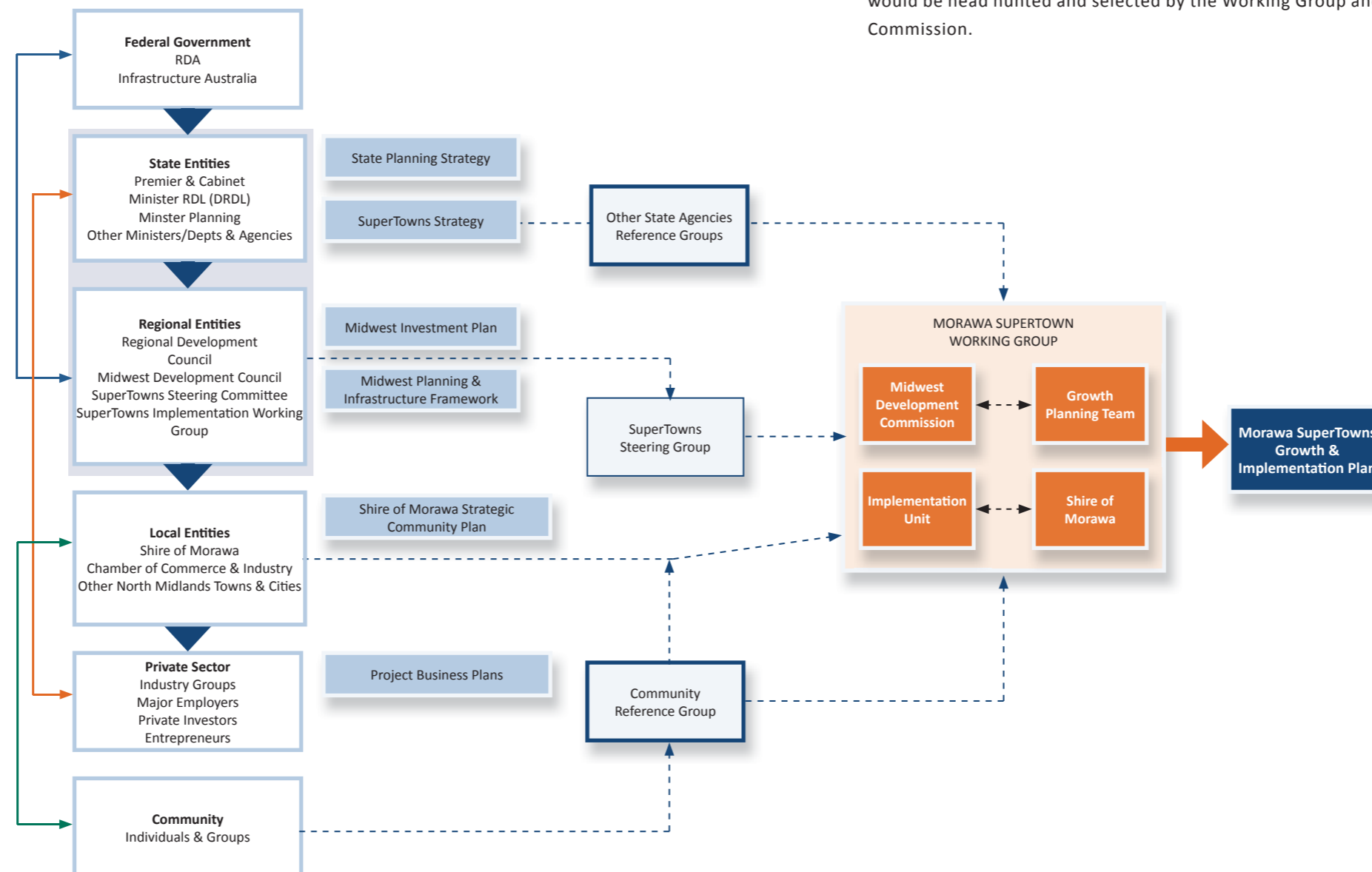


FIGURE 68 - RECOMMENDED IMPLEMENTATION MODEL

### 5.2.5 KEY IMPLICATIONS

In a response to the Metropolitan Local Government Review Panel Issues Paper in October 2011, the Committee for Perth commenting on the forecast of 4.2 million people in Perth (a tripling of Perth’s population by 2056) stated that:

**“...conventional wisdoms must be challenged and structures deconstructed and reconstructed to be fit for purpose and the governance arrangements for the metropolitan area are essential to get right in order to serve us well into this century.”**

The same imperative applies for Morawa as it plans to triple its population, albeit on a much smaller scale. The Committee for Perth also notes that National and international examples and research indicate that local authority performance tends to be better in large rather than small authorities<sup>1</sup>. For Morawa this tends to support the development commission led approach rather than the local champion approach of resourcing the CEO.



### 5.3 STAGING

The Implementation Schedule in the following identifies indicative timing for various strategies, projects or programs that are required to achieve the aspirational population growth of 2500 by 2041.

Inherent in the project timing is an understanding that key projects and strategies will need to be staged in order to achieve the population milestones as outlined below.

TABLE 53 - SCENARIO 1

SCENARIO 1	2006	2011	2016	2021	2026	2031	2036	2041
Population	597	800	1,000	1,500	2,000	2,200	2,300	2,500
Population Driven Jobs	224	297	368	546	720	784	811	870
Strategic Jobs	138	160	200	280	335	350	360	380
Total Employment	362	457	568	826	1,055	1,134	1,171	1,250

To assist, an indicative staging plan for key projects (only) has been developed for the first 15 years of the project timeframe. Given the long project timeframe of 30 years the Growth Plan proposes a reasonable degree of rigour for no longer than 15 years. Upon which it is assumed comprehensive review will occur.

Principles for Staging should be:

1. There is a balanced approach towards the staging of strategy and capital works projects between the west and east areas of Morawa townsite; and
2. That enabler projects, such as infrastructure or strategies are in place to facilitate employment and urban growth.

Attached is a staging table (refer table below), which identifies key projects that are staged up until 2026. Each of these projects has been identified as a ‘Strategy’, ‘Capital’ or ‘Program’. The staging table breaks down the first four (4) years, given the intensity of works and activities needed to kick-start the overall project. Accompanying these are graphics to depict key capital projects that will assist in driving and responding to population growth.



## MORAWA POPULATION SCENARIO 1 - SUPERTOWNS ASPIRATIONAL GROWTH – STAGING PLAN

Strategic employment is generally divided into the following categories:

- » Export oriented (e.g. mining, agriculture, research)
- » Knowledge intensive producer services (e.g. logistics, finance)

Population driven employment is generally divided into the following categories:

- » Consumer services (e.g. retail, hospitality)
- » Knowledge intensive consumer services (e.g. healthcare, education, training)
- » Producer services (e.g. basic trades, administration support)

TABLE 54 - STAGING PLAN

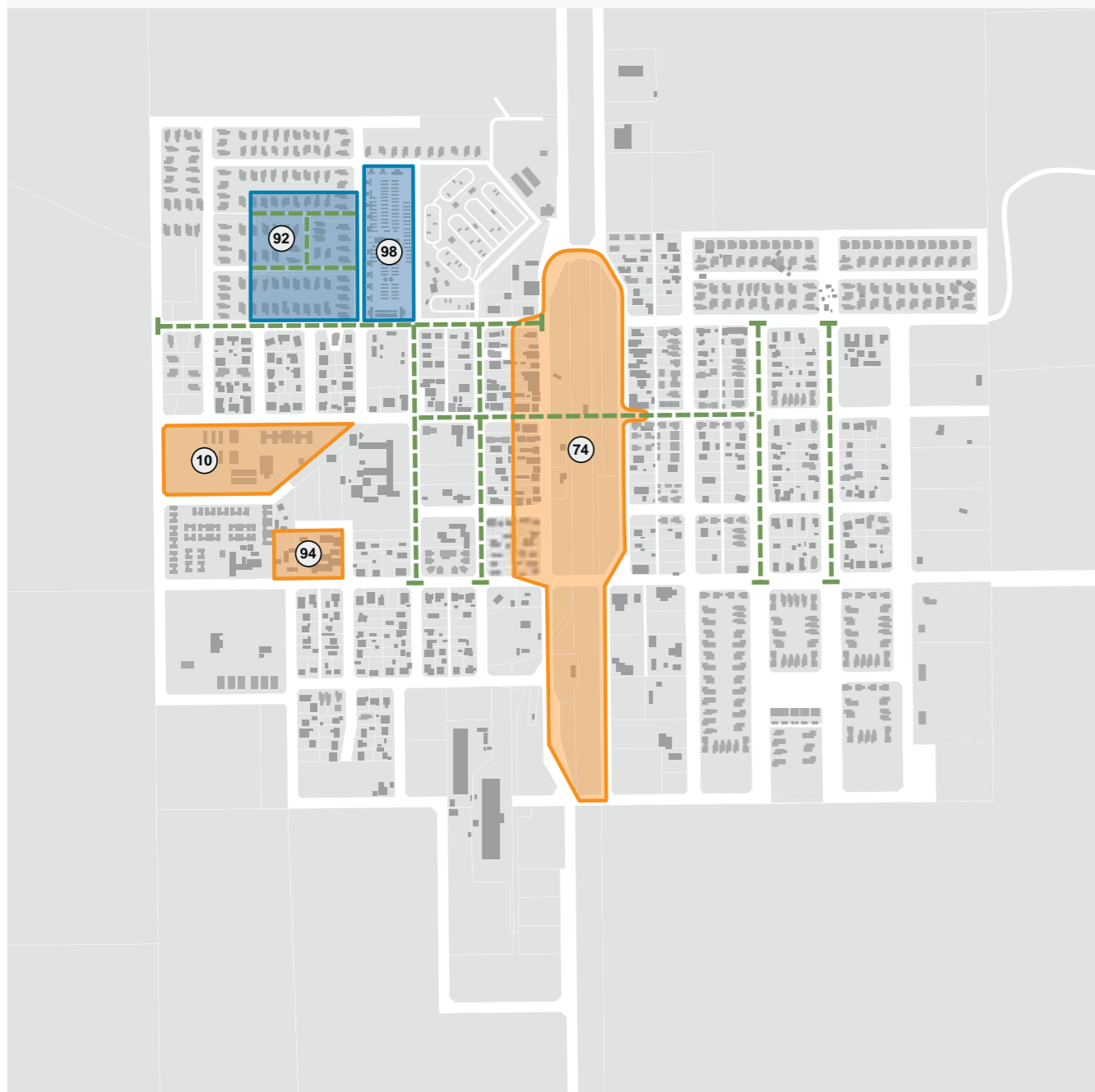
SCENARIO 1	2006	2011	2012	2013	2014	2015	2016	2021	2026
Population	597	800	-	-	-	-	1,000	1,500	2,000
Population Driven Jobs	224	297					368 Require additional 71 jobs	546 Require additional 178 jobs	720 Require additional 174 jobs
Strategic Jobs	138	160					200 Require additional 40 jobs	280 Require additional 80 jobs	335 Require additional 55 jobs
Total Employment	362	457					568 Require additional total 111 jobs	826 Require additional total 258 jobs	1,055 Require additional total 229 jobs
Additional Convenience (m <sup>2</sup> )							460 – 690	880 – 1,320	1,180 – 1,770
Additional Comparison (m <sup>2</sup> )							430 – 540	920 – 1,160	1,240 – 1,550
Additional Office (m <sup>2</sup> )							450 – 560	1,040 – 1,300	1,390 – 1,740
Significant local and regional projects required to reach aspirational population growth		Increased Resource Activity – Mainly Construction					Brookfield Camp converted Karara Stage 2 online Oakajee online Solar Thermal project More Driven Jobs Urban Amenity Part Delivered	Doubling of Strategic Jobs Benefits of Oakajee & Geraldton Port upgrades Increased capacity at Karara & other mines Trade Training & Industry Centre delivering workforce Urban Amenity Delivered	Drive-in-drive out workforce being captured Healthy driven jobs Population Drive jobs increasing Migration Settlement
KEY PROJECTS									

SCENARIO 1	2006	2011	2012	2013	2014	2015	2016	2021	2026
S = Strategy			<p>Project 5 (Community Development &amp; Place Making Plan) Ensure link with SoM Strategic Community Plan being undertaken by others.</p> <p>Project 11 (Industry Training Centre &amp; Accommodation)</p> <p>Project 66 (Noise Management Plan)</p> <p>Project 74 (Town Centre Revitalisation – Plan &amp; Brief)</p> <p>Projects 84-88 (Water source, capacity, wwtp, water re-use Investigations)</p>	<p>Project 5 (Capacity Building, Place Making, Place Activation &amp; Place Branding elements)</p> <p>Project 11 (Industry Training Centre &amp; Accommodation)</p> <p>Project 62-63 (Flora and Fauna Study)</p> <p>Project 68 (Economic Development Strategy)</p> <p>Project 70 (Local Industry Development Initiative) Link with Project 5 – Place Branding above</p> <p>Project 72 (Communications Technology Strategy)</p> <p>Project 73 (Dry Agriculture Research Project)</p> <p>Project 76 (Gateway Project Plans) - Link with Project 74 Town Centre Revitalisation and Project 5 Branding above</p> <p>Project 80 (Public Opens Space Plan)</p> <p>Project 81 (Town Centre Car Parking Plan - Link to various TC projects)</p> <p>Project 89 (Omni-bus Scheme Amendment)</p> <p>Project 90 (Section 18 – DIA) As Required</p>	<p>Project 59 (Waste Management Plan)</p> <p>Project 65 (Emissions Assessment – if required)</p> <p>Project 74 (Façade Enhancement Scheme – Stage 4)</p> <p>Project 79 (Street Tree Planning, Footpath &amp; Greening Plan)</p> <p>Project 96 (Extension of Existing Caravan Park Plan)</p>	<p>Project 17 (Morawa Migration Settlement Research Project)</p> <p>Project 61 (Combined Water Strategy – DWMS etc)</p> <p>Project 77 (Prater Street – Improvement Plan) Link to Project 74 Town Centre Revitalisation Plan</p>	<p>Project 2 (re-use of former hospital building plan)</p> <p>Project 93 (Subdivision Guide Plan &amp; DAP) – Boulevard Lots Infill Precinct &amp; Western Infill Area)</p> <p>Project 93 (Subdivision Guide Plan &amp; DAP) – Solomon Terrace Redevelopment Area)</p>	<p>Project 93 (Subdivision Guide Plan &amp; DAP) – Golf Course Lots)</p>	<p>Project 93 (Subdivision Guide Plan &amp; DAP’s) – South east expansion area &amp; extension of LandCorp Residential Subdivision)</p>

SCENARIO 1	2006	2011	2012	2013	2014	2015	2016	2021	2026
C = Capital			<p>Project 11 (Industry Training Centre)</p> <p>Project 98 (Brookfield Camp)</p>	<p>Project 10 (Progress Implementation of Industry Training Centre)</p> <p>Project 57 (Solar Thermal Power Plant – Commence Construction)</p> <p>Project 60 (Construct Landfill transfer station)</p> <p>Project 74 (Town Centre Revitalisation – Stage 1 Civic Square &amp; Stage 2 Parallel Road Freight Access)</p> <p>Project 92 (LandCorp Residential Subdivision)</p> <p>Project 94 (Aged Person Units)</p> <p>Project 98 (Brookfield Camp)</p>	<p>Project 71 (NBN)</p> <p>Project 74 (Town Centre Revitalisation – Stage 3 &amp; 4 Winfield Streetscaping works)</p> <p>Project 91 (LandCorp LIA Subdivision – Stage 1)</p> <p>Project 76 (Gateway Project Implementation) - Link with Project 74 Town Centre Revitalisation and Project 5 Branding above</p>	<p>Project 69 (Additional Incubator Units)</p> <p>Project 82 (Upgrade Airport – stage 1)</p> <p>Project 96 (Extension of Existing Caravan works – Stage 1)</p>	<p>Project 74 (Town Centre Revitalisation – Stage 5 Prater Street)</p> <p>Projects 84-88 (Water source, capacity, wwtp, water re-use Works - ongoing)</p> <p>Project 91 (LandCorp LIA Subdivision – Stage 2-3)</p> <p>Project 2 (Commence re-use of former hospital building &amp; accommodation project)</p> <p>Project 93 (Commence works associated with Boulevard Lots Infill Precinct &amp; Western Infill Area)</p>	<p>Project 2 (Re-Use of former Hospital Building &amp; Site for accommodation)</p> <p>Project 82 (Upgrade Airport – stage 2)</p> <p>Project 93 (Subdivision Guide Plan &amp; DAP) – Golf Course Lots)</p> <p>Project 96 (Extension of Existing Caravan works – Stage 2)</p>	<p>Project 93 (Commence construction – south east expansion area &amp; extension of LandCorp Residential Subdivision)</p>
P = Program			<p>Project 18 (Local Industry Development Initiative - Establishment)</p>	<p>Project 5 (Place Activation elements – on-going)</p> <p>Project 18 (Local Industry Development Program – on-going)</p>	<p>Project 5 (Place Activation elements – on-going)</p> <p>Project 18 (Local Industry Development Program – on-going)</p> <p>Project 74 (Façade Enhancement Scheme – on-going)</p>	<p>Project 5 (Place Activation elements – on-going)</p> <p>Project 18 (Local Industry Development Program – on-going)</p> <p>Project 74 (Façade Enhancement Scheme – on-going)</p> <p>Project 79 (Street Tree Planning, Footpath &amp; Greening Project – ongoing)</p>	<p>Project 5 (Place Activation elements – on-going)</p> <p>Project 18 (Local Industry Development Program – on-going)</p> <p>Project 74 (Façade Enhancement Scheme – on-going)</p> <p>Project 79 (Street Tree Planning, Footpath &amp; Greening Project – ongoing)</p>	<p>Project 5 (Place Activation elements – on-going)</p> <p>Project 18 (Local Industry Development Program – on-going)</p> <p>Project 74 (Façade Enhancement Scheme – on-going)</p> <p>Project 79 (Street Tree Planning, Footpath &amp; Greening Project – ongoing)</p>	<p>Project 5 (Place Activation elements – on-going)</p> <p>Project 18 (Local Industry Development Program – on-going)</p> <p>Project 74 (Façade Enhancement Scheme – on-going)</p> <p>Project 79 (Street Tree Planning, Footpath &amp; Greening Project – ongoing)</p>



### STAGING PLAN 2012 - 2015 (KEY CAPITAL PROJECTS)

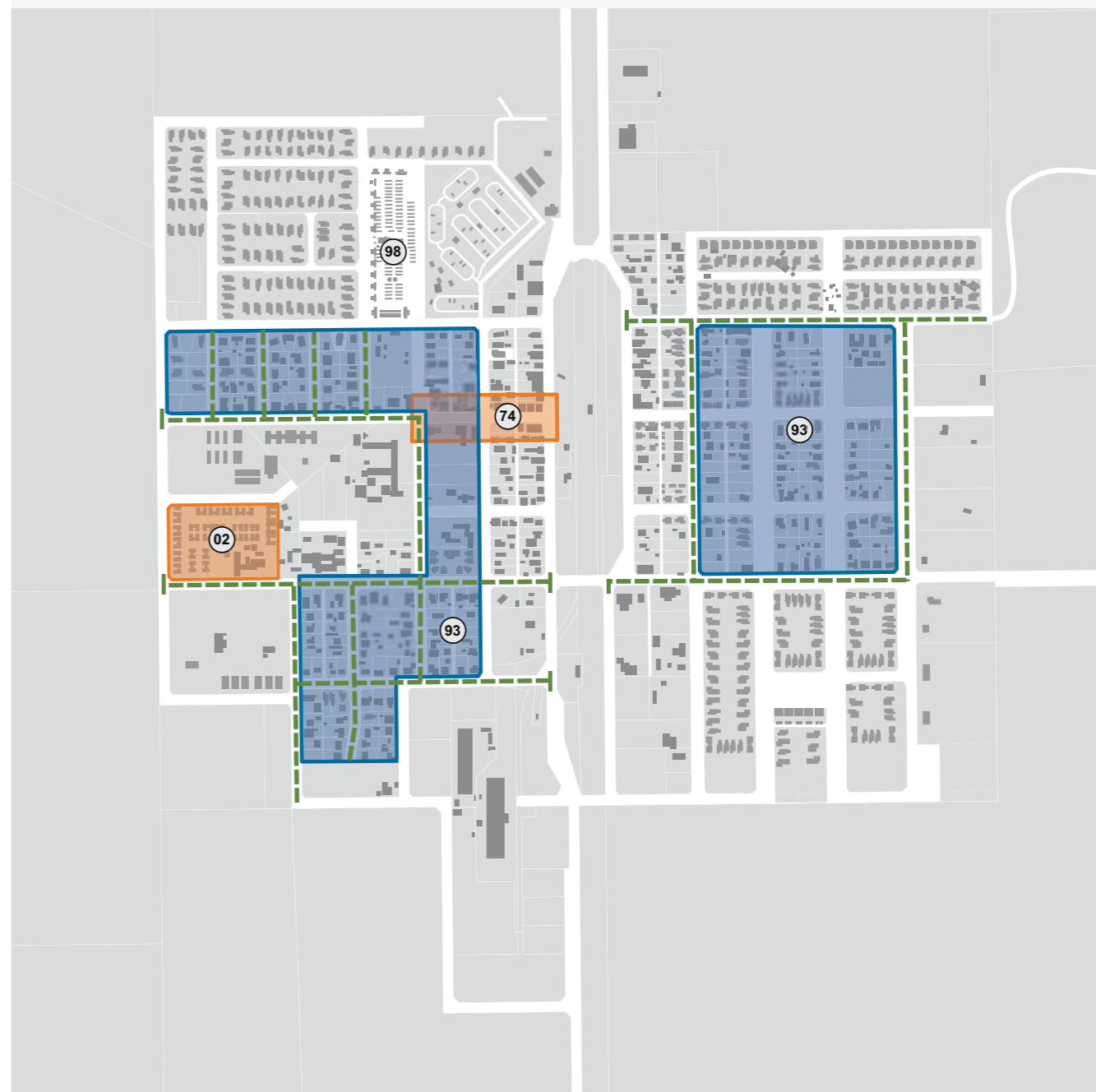


Existing: 882 People  
Aim: 1000 People

- ⑩ Project No.
- Accomodation
- Key capital Project
- Street tree plant programme

Yield	Dwellings	Population
Project 92 (2.4 p / p dwelling)	45	108
Project 98 (1.4 p / p dwelling)	120	170
Total additional population		<b>278</b>

### STAGING PLAN 2016 - 2021 (KEY CAPITAL PROJECTS)



Aim: 1500 People

- ⑩ Project No.
- Accomodation
- Key capital Project
- Street tree plant programme

Yield	Dwellings	Population
Project 93 East (Redevelopment/ Infill )	119	286
Project 93 West (Redevelopment/ Infill)	154	370
Total additional population from 882		<b>656</b>

### STAGING PLAN 2021 - 2026 (KEY CAPITAL PROJECTS)



- ⑨⑥ Project No.
- Key capital Project
- Accomodation
- Street tree plant programme

Aim: 2000 People

Yield	Dwellings	Population
Project 93 (Redevelopment/ Infill)	90	216
South East Area	115	276
Extension of Land-corp Subdivision	90	216
<b>Total additional population</b>		<b>708</b>

### 5.4 MONITORING & REVIEW

Critical to the ongoing implementation process is the need to monitor and review how the various programs and projects are both performing and being implemented. An indicator is a tool that can be used to improve the knowledge, responsiveness, effectiveness and accountability of decision-making associated with achieving sustainability. They provide a basis to ensure that any decisions that are made are based on the best available local information. Indicators can provide a transparent approach to reporting and establish a baseline from which the Shire of Morawa can track progress to achieving the aspirational goals and objectives of the Growth Plan, discussed further below, but also direct decisions regarding policy, planning and budgets in order to achieve these goals and objectives.

The indicators for the Growth Plan have been developed in accordance with best practice and aim to be:

- » Relevant – show useful information that is needed to understand the status of a goal or objective.
- » Easy to understand – by all people within the community, including those who are not experts.
- » Reliable – the information provided can be trusted.
- » Accessible – the information is already available, or can be gathered easily.

This plan proposes a two-pronged approach to undertake on-going review.

In the first instance the Growth Plan ‘builds into’ its sustainability framework the necessary indicators that will determine whether or not each of the objectives are being met.

A copy of the indicators for each Aspirational Goal and Objective is outlined below as well as within the detailed Implementation Schedule in Appendix 4.

A cyclic review, every four (4) years of the progress of each project, strategy or program against the indicative staging plan. The review of the Growth Plan should align with the review of the Shire's Strategic Community Plan.

The four-year (4) review should include assessment against not only the Goals and Objectives, but also the project scope developed for each project. It is assumed that each project scope will embed into its documentation the Goals and Objectives.

Combing these two approaches, it is believed this will result a comprehensive understanding of project progress overall.

It is proposed that through the recommended Governance Structure that a sub-committee of the Morawa SuperTowns Working Group undertake the review process.

The following table establishes targets to be met to address the Aspirational Goals and objectives and then identifies appropriate indicators to measure the success in meeting the set targets. This will allow the progress and relative success in implementing the Growth Plan to be monitored over time.

The indicators identified may also be reviewed over time, to determine the relevance and level of detail required to monitor the level of success in implementing the Growth Plan.





TABLE 55 - PROPOSED INDICATORS TO MEASURE ACHIEVEMENT OF ASPIRATIONAL GOALS AND OBJECTIVES

ASPIRATIONAL GOAL	OBJECTIVE	TARGET	INDICATOR	TIMING	SOURCE
<b>Community</b> A friendly community that is healthy, passionate, caring and inclusive	Provision of adequate and quality community facilities for all age ranges.	Implementation of Shire Asset Management Plan.	Percentage of Shire Asset Management Plan implemented (Community Facilities Plan).	Annually	Shire
		80 per cent of residents satisfied with range and quality of community facilities.	Number of people satisfied with range of community facilities .	Bi-Annually	Survey
	Accessible community facilities for all age ranges.	80 per cent of residents satisfied with level of access to community facilities.	Proportion of residents satisfied with level of access to services, information and facilities.	Bi-Annually	Survey
		80 per cent of dwellings within 500 metres of least one community facility.	Proportion of dwellings within walking distance to services and facilities.	Annually	Shire
		Implementation of community development plan.	Proportion of community development plan implemented.	Annually	Shire
	Provide medical and health services to meet community needs.	Provision of one additional doctor.	Number of doctors within town.	Annually	Shire
		Implementation of North Midlands Primary Care Project.	Proportion of plan implemented.	Annually	Shire
	Provision of required range of emergency services.	Provision of one additional police officer.	Number of police officers within town.	Annually	Shire
		Relocation of key emergency services as per Town Centre Plan.	Location of key emergency services on western side of town.	Completed	Shire
		Implementation of Climate Change and Adaptation Response Plan.	Proportion of plan implemented.	Annually	Shire
	Maintain and increase the diversity of educational and vocational training opportunities.	Implementation of Trade Training Centre.	Trade training centre developed.	Completed	Shire
		Increase boarding accommodation to 120 beds, to support education opportunities.	Proportion of additional beds provided.	Annually	Shire
		80 per cent of population within walking distance of between 400-800m of education facilities.	Proportion of population within walking distance to education facilities.	Annually	Shire
	Acknowledgement of cultural (including indigenous) heritage through built form, public art and community activities.	Implementation of Morawa Beacon.	Proportion of Morawa Beacon developed.	Annually	Shire
			Number of visitors.	Annually	Tourism WA
		Implementation of Art Belt Project.	Proportion of Art Belt Project developed.	Annually	Shire
		Implementation of Morawa Perenjori Trails Project.	Proportion of Morawa Perenjori Trails Project developed.	Annually	Shire
	Increased education, training and employment opportunities for Aboriginal people.	Implement specialised industry training programs.	Proportion of Aboriginal people employed locally.	Every 5 years	ABS census data
			Proportion of Aboriginal people completing education and/or training.	Every 5 years	ABS census data
	Provide opportunity for and encourage volunteering within community.	At least 30 per cent of population volunteering within community.	Number of people undertaking voluntary work for an organisation or group.	Every 5 years	ABS census data
	Support a sustainable increase in population across a diverse range of age groups.	Increase population to 2,500 people.	Number of people.	Annually	ABS data
Proportion of people per age cohort.			Annually	ABS data	
Integrate the workforce with the local community.	Implementation of workforce/drive-in, drive-out/fly-in, fly-out integration strategy.	Proportion of strategy implemented.	Annually	Shire	
		Proportion of work force participating in sport, recreation and cultural activities .		Survey	

ASPIRATIONAL GOAL	OBJECTIVE	TARGET	INDICATOR	TIMING	SOURCE
<b>Environment</b> Protect and enhance the natural environment and sense of place	Maximise use of renewable energy.	Implementation of solar thermal project.	Proportion of solar thermal project implemented Implementation of Smart Grid.	Annually	Shire
	Ensure energy is used efficiently and effectively.	Reduce energy consumption per person.	Energy use per person. Measured from Smart Grid.	Annually	Western Power
		Implementation of community energy, waste and water use program.	Number of people participating in community waste, water and energy program.	Annually	Survey
		New lots to be orientated to maximise solar passive design.	Proportion of new lots orientated to maximise solar passive design.	On-Application	Shire
	Minimise waste to landfill and recover and reuse materials locally and regionally.	Reduce waste to landfill, per person.	Total waste generated per person.	Annually	Mid West Development Commission
			Total waste disposed to landfill per person.	Annually	Mid West Development Commission
			Total waste recycled or reused per person.	Annually	Mid West Development Commission
	Use water efficiently and maximise the harvesting and reuse of water.	Reduce water use per person.	Water consumption per person.	Annually	Water Corporation
		Implementation of community energy, waste and water use program.	Number of people participating in community energy, waste and water use program.	Annually	Shire
	Provision of best practice stormwater management that is appropriate to the local environment.	Reduce flooding within townsite.	Flood incidents in private lots per annum.	Annually	Shire
		Reuse stormwater and wastewater within townsite.	Proportion of stormwater reused in public open space.	Annually	Shire
	Maximise retention and rehabilitation of native vegetation within Morawa and support the retention of natural landform.	No net loss of native vegetation within Shire.	Area of remnant vegetation .	Annually	Shire,
			Area of land protected for conservation purposes in secure tenure.	Every 5 years	Department of Environment and Conservation
	Minimise the adverse impact of emissions, including noise and dust, on people.	Less than 10 per cent of population impacted by noise and air quality.	Number of complaints (noise, pollution) per year. Number of residents living within existing buffer zones.	Annually	Shire and Department of Environment and Conservation

ASPIRATIONAL GOAL	OBJECTIVE	TARGET	INDICATOR	TIMING	SOURCE	
<b>Economy</b> A robust and innovative economy with a range of local employment opportunities	Increase range and diversity of local businesses and industry.	Implement North Midlands Sub Regional Economic Development Strategy.	Proportion of strategy implemented.	Annually	Shire	
		Development of new business incubator units.	Proportion of new business incubators units implemented and utilised.	Annually	Shire	
		Increase in number of new workplaces.	Number of workplaces.	Every 5 years	ABS	
	Increase local business investment.	Increase investment in local businesses.	Number and proportion of local businesses by industry sector membership of CCI.	Every 5 years	Survey	
			Retained retail spending.	Every 5 years	ABS data	
	Promote use of new technology in community and businesses.	Extension of broadband fibre into Morawa.	Proportion of town with access to broadband.	Annually	NBN	
			Home access to internet.	Every 5 years	ABS data	
			Business use of information technology.	Every 5 years	ABS data	
	Promote agriculture within the region.	Maintain agricultural productivity.	Proportion of communication technology strategy.	Annually	Shire	
			Gross value of agricultural production.	Every 5 years	ABS data	
			Proportion of population employed by agriculture-related industry.	Every 5 years	ABS data	
			Area of agricultural production.	Every 5 years	ABS data	
Implementation of dry agriculture research program.	Proportion of dry agricultural research program implemented.	Annually	Shire			
		Annually	Shire			
		Annually	Shire			
<b>Built Form and Infrastructure</b> Morawa is a welcoming place to live, work and visit	Consolidate, build upon and celebrate the Main Street as the civic and retail heart of town.	Implementation of Main Street Revitalisation Project.	Proportion of project implemented.	Annually	Shire	
		Implementation of Gateway Project.	Proportion of Gateway Project implemented.	Annually	Shire	
		Implementation of Prater Street Improvement Scheme.	Proportion of scheme implemented.	Annually	Shire	
	Connect the 'two sides' (eastern and western portions) of the town.	Implementation of Main Street Revitalisation Project specific to connecting 'two sides' of town.	Proportion of project implemented.	Annually	Shire	
			Number of people satisfied that 'two sides' are connected.	Annually	Survey	
	Provide a variety of well-designed, comfortable and shaded open spaces and streetscapes that suit the local climate.	Implement Street Tree Planting, Footpath and Greening Program.	Proportion of program implemented.	Annually	Shire	
			Metres of dedicated walking and cycling network.	Annually	Shire	
			Implement Public Open Space Plan.	Proportion of plan implemented.	Annually	Shire
	Provide an integrated, safe and efficient intermodal transport network.	Satisfaction with appearance of public open space.	Proportion of community satisfied with appearance of public open spaces.	Annually	Survey	
			Implement Town Centre Car Parking Plan.	Proportion of plan implemented.	Annually	Shire
			Relocate truck 'bypass' and parking.	Proportion of truck bypass implemented.	Annually	Shire
	Provide necessary transport networks that connect to the regional centre and surrounding communities.	Upgrade airport to certified status.	Proportion of airport upgrade completed.	Annually	Shire	
			Upgrade regional roads to cater for freight movements.	Number of freight movements per annum.	Annually	Department of Transport
			Proportion of road requiring upgrade.	Annually	Shire	
	Provide essential services and infrastructure to support population growth.	Formalise position of freight rail line.	Has position on freight rail line been formalised.	Annually	Shire	
			Increase water supply and capacity in proportion to population.	Proportion increase in water supply and capacity been increased?.	Annually	Water Corporation
			Capacity (equivalent person) of wastewater treatment infrastructure to meet needs of population of 2,500 people.	Capacity (equivalent person) of waste water treatment infrastructure.	Annually	Shire
			Improve quality of treated waste water through installation of chlorination unit.	Proportion of project implemented.	Annually	Shire
Area of public open space irrigated by treated waste water.	Annually	Shire				



ASPIRATIONAL GOAL	OBJECTIVE	TARGET	INDICATOR	TIMING	SOURCE
<b>Built Form and Infrastructure</b> Morawa is a welcoming place to live, work and visit.	Ensure that necessary residential, commercial and industrial zoned land is available.	Implementation of industrial subdivision in northern portion of town.	Proportion of subdivision implemented (lots).	Annually	Shire
		Implementation of residential subdivision north of White Avenue.	Proportion of project implemented (lots).	Annually	Shire
		Industrial, commercial and residential land available according to population. Complete Omnibus Scheme Amendment.	Proportion of land zoned residential, commercial and industrial.	Annually	Department of Planning
			Occupancy by residential, commercial and industrial dwellings/businesses.	Annually	ABS data
			Proportion of scheme amendment completed.	Annually	Shire
	Provide for a variety of residential and accommodation types.	Implementation of structure plan and development plans.	Proportion of structure plan undertaken.	Annually	Shire
			Proportion of development plan undertaken.	Annually	Shire
			Type of dwelling .	Every 5 years	ABS census data
		Implement Key Worker Accommodation Plan.	Proportion of plan implemented.	Annually	Shire
	Provision of additional caravan accommodation units.	Proportion of units implemented.	Annually	Shire	
	Provide affordable and quality residential and accommodation.	Reuse of Brookfield Rail Camp.	Proportion of plan implemented.	Annually	Shire
	Maintain household expenditure below State average.	Proportion of households with housing costs 30% or more of gross income.	Annually	ABS census data	
	Maintain median house price below state average.	Median house price.	Annually	REIWA	
<b>Civic Leadership and Governance</b> A collaborative and connected community with strong and vibrant leadership.	Maximise community commitment to and participation in goal-setting and decision making processes for development of the town.	Increase number of people participating in goal setting and decision making.	Proportion of people who are members of a decision-making board or committee.	Annually	Shire
			Number of people voting in local government elections.	Every 5 years	Shire
	Encourage long-term partnerships between government, industry and the community.	Increase number of community networks that are visible, accessible .	Proportion of community who think partnerships are in action to deliver services.	Bi-Annually	Survey
			Number of partnerships between local government and other organisations.	Annually	Shire
Share the provision and delivery of services across government, industry and the community of Morawa.	Increase shared provision and delivery of services.	Proportion of funding provided, based on source, to deliver services.	Annually	Shire	

## 5.5 PROJECT PRIORITISATION

The sustainability framework provides the platform upon which the Growth Plan has been developed. Built into the framework is a recognition of which strategies and/or projects are contributing in a more sustainable way to the Aspirational Goals and Objectives. Inherent in this approach is that some projects may be more worthy than others in fulfilling the project objectives.

However, it is also important to build in community aspirations and an approach that will prioritise projects under a set of agreed criteria.

Accordingly, the project team developed a set of prioritisation criteria that have been drawn from the following sources:

- » The SuperTowns Eligibility and Evaluation Criteria 2011/12:
- » Community and Stakeholder consultation; and
- » Team knowledge related to major intervention and revitalisation projects.

These criteria are identified as follows:

1. Necessary to facilitate economic growth/diversity
2. Necessary to facilitate improved quality of life
3. Necessary to facilitate and attract community building and diversity
4. Assist in achieving population milestones
5. Can be implemented now or within the short term (0-5years) (project readiness)
6. Strategically facilitate or assist with benefitting other projects or initiatives (transformative projects)
7. Has a flow on benefits for the region
8. Has long term 'post boom' benefits
9. Visible improvements/results with a focus on the Town Centre, in the first instance
10. Has the ability to attract private investment
11. Encourages or results in partnerships with other government agencies, non-government organisations, community and industry
12. Requires funding through the SuperTowns program, however in part leverages off other funding sources

The criteria were weighted to give relative importance and a comprehensive prioritisation process utilising a matrix approach, which was undertaken with members of the project team and representatives of the Shire of Morawa and the Mid West Development Commission (refer Appendix 6 for a copy of the Prioritisation Matrix).

Using the matrix, each and every strategy or project was assessed against the criteria, under the core areas of the Economy, Community, Environment, Built Form & Public Realm and Governance.

From this process there now exists an indicative list of priority projects upon which the implementation plan has been formulated. The top five (5) projects that were scored highest in order of priority are:

1. Main street Revitalisation Project
2. Industry Training Centre & Accommodation
3. Re-Use of Brookfield Rail Construction Camp
4. Solar Thermal Power Project
5. The Water Project

Further details on each of these projects are comprised within the aforementioned Implementation Schedule as well as section 4.4.1 of this report.

## 5.6 COMMUNITY/STAKEHOLDER ENGAGEMENT RECOMMENDATIONS – BEYOND STAGE 1

Considerable planning and consultation has taken place over the past few months to discuss what the future holds for Morawa as a SuperTown. Following the formal endorsement of the Growth Plan, it will be important to continue to engage all stakeholders, including local, state and federal government, private sector investors and most importantly, the local community to collaborate and implement the agreed Growth Plan initiatives.

The challenges ahead include:

- » Maintaining the momentum and continuing a positive and focused 'dialogue'
- » Unlocking and resolving any potential conflicting objectives and overcoming a 'silo' approach to economic and community development.
- » Agreeing on prioritisation and aligning resources where possible to achieve efficiency.

- » Empowering the local residents, businesses and investors to take ownership and achieve the vision for Morawa and the surrounding communities.

To overcome these challenges, it is critical that the future governance arrangements (as discussed in this Chapter) focus on the implementation of 'quick wins,' as well as longer-term strategic objectives. It is also recommended that the implementation phase continues to promote collaboration and strong partnerships, through the following principles:

1. Continue to secure genuine and representative community and stakeholder input;
2. Maintain a high level of community awareness and understanding of the SuperTown Growth Plan initiatives;
3. Facilitate opportunities for all stakeholders to contribute to the implementation of the SuperTown Growth Plan and the Morawa Vision;
4. Manage community expectations and effectively address any issues/concerns in a timely and responsive manner; and
5. Acknowledge and celebrate achievements and milestones.

The SuperTowns program being facilitated by Regional Development for Lands will put in place a Communications Program for all SuperTowns. It will be important to tap into these process to assist with on-going awareness raising and all future community and stakeholder engagement activities.

## 5.7 MARKETING

Establishing a strong place brand for Morawa that reflects its aspirational vision will help to communicate how it is changing and leverage outcomes as they are achieved. Place branding will also facilitate an integrated approach to marketing, communications, programming and investment attraction to ensure all key stakeholders and the community remain well informed and engaged in the process, and reinforce a brand that resonates with its local community and investors.

The key is to ensure that the 'on-the-ground' experience lives up to the promise, through the delivery of place management and place activation strategies. A well administered governance framework as well as on-going proactive and targeted communications and feedback opportunities will also ensure all key stakeholders and the community remain well informed and engaged in the process.

A number of 'Program' related Marketing activities are included within the Implementation Schedule.

## 5.8 IMPLEMENTATION SCHEDULE

### 5.8.1 ASPIRATIONAL GOAL – COMMUNITY

A friendly community that is healthy, passionate, caring and inclusive.

OBJECTIVE	NO.	STRATEGY/PROJECT/PROGRAM	ACTIONS	RESPONSIBILITY	SHORT (0-5YR)	COST (\$M)	MEDIUM (6-10YR)	COST (\$M)	LONG (30-40YR)	COST (\$M)	FUNDING SOURCE
C1. Provision of adequate and quality community facilities for all age ranges.	1	Update Asset Management Program to deal with routine maintenance and facility renewal needs	<ul style="list-style-type: none"> <li>Inventorise and audit all shire and community assets.</li> <li>Ensure compliance with the requirements of the local government asset management framework and regulations.</li> <li>Set aside reserve funds/seek external funding support to maintain asset base.</li> <li>Develop civic square.</li> <li>Construct additional key worker houses.</li> </ul>	Shire	1 yr 3 yr 3 yr 1 yr 3 yr	\$0.06 \$0.85 \$0.25 \$1.35 \$0.6	7 yr	\$0.5	20 yr	\$0.5	Shire
	2	Reuse of former Hospital building (Potential for short term accommodation as identified in Shire Capital Works)	<ul style="list-style-type: none"> <li>Undertake a feasibility assessment to determine opportunities for reuse of the building.</li> <li>Prepare a detailed development brief / scheme for redevelopment of the building.</li> <li>Include rezoning of site in omnibus scheme amendment.</li> <li>Prepare local planning policy /design guidelines to guide redevelopment and reuse of the site.</li> <li>Undertake Sales and Marketing.</li> </ul>	Shire	2-3 yr	\$1.4					Mid West Investment Plan
	3	Sports and Recreation Master Plan	<ul style="list-style-type: none"> <li>Source joint funding through the Department of Sport and Recreation for a Regional Sports and Recreation Officer to jointly service the Shire's of Morawa, Mingenew, Perenjori and Three Springs .</li> <li>Through local sporting clubs gains assistance from the Mid West office of the Department of Sport and Recreation to implement a Coaching and Efficiating Plan, Junior Sports Plan and Administration and Governance Plan.</li> </ul>	Shires	1-2 yr	\$0.1m					Local Governments, Department of Sports and Recreation
	4	Construction of a Mens Shed	<ul style="list-style-type: none"> <li>Identify preferred site.</li> <li>Attract and promote community interest.</li> <li>Attract and secure g corporate sponsorship.</li> <li>Construct mens shed.</li> </ul>	Shire	1-3 yr	\$0.25					Local Government, Mens Shed Australia
C2. Accessible community facilities for all age ranges.	5	Prepare a Community Development and Place Making Plan, which outlines an integrated approach to community capacity building, community infrastructure, place branding, place management, activation (programming and public realm) and investment attraction	<p><b>Capacity Building</b></p> <ul style="list-style-type: none"> <li>Engage a Community Activation Officer / Place Manager responsible for sport, culture, events, marketing, community/economic development. relationship management, governance and place management.</li> <li>Make application for govt funding assistance including DSR, DCA, RDL etc.</li> <li>Undertake a Community Connectedness Forum Community Infrastructure.</li> <li>Maintain and upgrade infrastructure that meets the needs of the community.</li> <li>Continue to support local transport services to ensure accessible services.</li> </ul> <p><b>Place Branding</b></p> <ul style="list-style-type: none"> <li>Develop an integrated marketing and communications strategy to support the vision, place brand and reflect desired positioning.</li> <li>Ensure the place brand is reflected / complements the investment attraction strategy.</li> </ul> <p><b>Place Management</b></p> <ul style="list-style-type: none"> <li>Develop and implement quick wins to engage the local community and improve town centre presentation.</li> <li>Nurture local partnerships and implement Growth Plan initiatives under the direction of the governance framework.</li> <li>Empower all stakeholders to ensure the town centre is well maintained, cleaned and nicely presented at all times Place Activation (Programming and Public Realm).</li> <li>Define role, purpose and hierarchy of public realm and infrastructure (including civic spaces).</li> <li>Establish and promote an annual program of events and festivals in partnership with the local community and businesses (including a regional festival or event featuring the Morawa Beacon to coincide with wildflower season, and with a spotlight on local produce and art).</li> <li>Investment Attraction (refer to G2).</li> </ul>	Shire	1-2 yr	\$0.7					Shire



OBJECTIVE	NO.	STRATEGY/PROJECT/PROGRAM	ACTIONS	RESPONSIBILITY	SHORT (0-5YR)	COST (\$M)	MEDIUM (6-10YR)	COST (\$M)	LONG (30-40YR)	COST (\$M)	FUNDING SOURCE
C2. Accessible community facilities for all age ranges.	6	Shire Administration Centre (Capital Works Program)	<ul style="list-style-type: none"> <li>Option 1 - Build additional rooms and improve current facilities.</li> <li>Option 2 - Relocate administration and refurbish original Prater Street Facility.</li> </ul>	Shire	1 yr 2 yr	\$0.5					Shire
C3. Provide medical and health services to meet community needs.	7	North Midlands Primary Care Project	see C1(2) for additional key worker housing.								
C4. Provision of required range of emergency services.	8	Consider relocation of key emergency services as per the Town Centre Plan (Police, FESA, St John)	see C1(2) for additional key worker housing.								
C4. Provision of required range of emergency services.	9	Climate Change Response and Adaptation Plan (Emergency Response and Implementation Plan)	<p>The Climate Change Response and Adaptation Plan will be based on the outcomes of the Mid West Regional Council Climate Change Risk Assessment and Adaptation Action Plan for Morawa, which provided a number of recommendations on aspects of climate change that Morawa will need to plan for and consider in the future. This plan applies across a number different areas including health, emergency services, water, energy, agriculture/business and built form.</p> <p>As a part of developing this plan, some of the components outlined below will be incorporated with other projects, while others will need to be considered separately. These include:</p> <ul style="list-style-type: none"> <li>Health and medical requirements associated with heat stress and disease.</li> <li>Education on how to manage impacts from climate change, at a personal level and wide-community level.</li> <li>Development of an Emergency Response and Implementation Plan. This plan would include detail on an emergency warning system for the community, response by emergency services and level of emergency services likely required for events such as bushfires and severe weather events.</li> <li>Water management requirements, including flood risk as well as adequate water supply for emergency services and agriculture.</li> <li>Design of open spaces responsive to the local climate, particularly as temperature increases and rainfall decreases, but also provide benefits by providing a micro-climate that eases impacts of climate change.</li> <li>Research and consideration of the impacts of decreasing rainfall and increasing temperature on agriculture and providing support and mechanisms for agricultural areas to remain productive.</li> <li>Consideration of future energy/power supply requirements based on an increased consumption due to increasing temperatures and population.</li> </ul>	Shire, Department of Agriculture and Food, Northern Area Agricultural Catchment Council	3-4yr	\$0.08	9-10yr (for review of impacts and actions)	\$0.02			Regional Grants Scheme (R4R), Mid West Development Commission, Shire
C5. Maintain and increase the diversity of educational and vocational training opportunities.	10	Progress implementation / completion of Trade Training Centre	<ul style="list-style-type: none"> <li>Business Case, Funding in place.</li> <li>Obtain Approvals.</li> <li>Commence construction.</li> <li>Assess need for boarding hostel places beyond the 86 and plan for expansion to 120.</li> </ul>	WA College of Agriculture	2-3 yrs	\$3.6					\$3.6m allocated through federal funding
	11	Industry Training Centre and accommodation	<ul style="list-style-type: none"> <li>Business Case Completed.</li> <li>Prepare and lodge development application.</li> <li>Construct training centre.</li> <li>Construct student accommodation.</li> </ul>	Shire, Durack Institute, DTWD	2 yr	\$10.0					Royalties for Regions, Mid West Investment Plan, Department for Training

OBJECTIVE	NO.	STRATEGY/PROJECT/PROGRAM	ACTIONS	RESPONSIBILITY	SHORT (0-5YR)	COST (\$M)	MEDIUM (6-10YR)	COST (\$M)	LONG (30-40YR)	COST (\$M)	FUNDING SOURCE
C6. Acknowledgement of cultural (including indigenous) heritage through built form, public art and community activities.	12	Morawa Beacon (as identified by Shires Capital Works Plan) Place Activation (programming and public realm)	<ul style="list-style-type: none"> <li>Design and construct a landmark structure (re-use WC tower) that will be a tourist attraction, look out and a destination / way finding object.</li> <li>Engage sculptor to create the 24m kinetic sculpture and light show.</li> </ul>	Shire	2 yr	\$2.5					
	13	Art Belt Project Place Activation (programming and public realm)	<ul style="list-style-type: none"> <li>Design and construct wildflower trails to enhance tourism in the region.</li> <li>Incorporate linkages and way finding with key activity nodes throughout town.</li> </ul>	Shire	1 yr	\$0.654					Mid West Council Country Local Government Fund (regional), Other Grants, MWDC & WDC
	14	Morawa Perenjori Trails Project (as identified by Shires Capital Works Plan) Place Activation (programming and public realm)	<ul style="list-style-type: none"> <li>Create new exploring drive and walk trails into communities of Morawa and Perenjori to promote tourism. Includes heritage trails within town.</li> <li>Investigate the opportunity to include Canna, Koolanooka Springs and Kadji Kadji Station in trails network.</li> </ul>	Shire, DEC	1 yr	\$1.1					Country Local Government Fund (Regional), Other Grants, MWDC
C7. Increased education, training and employment opportunities for Aboriginal people.	15	Develop and implement specialised industry training programs in the newly funded industry training facilities targeting local indigenous people	Refer Industry Training Centre project.								
C8. Provide opportunity for and encourage volunteering within community.	16	Refer Community Development Plan under C2									
C9. Support a sustainable increase in population across a diverse range of age groups.	17	Morawa migration settlement research project	Undertake research to determine potential to attract migrants into the Morawa workforce and community.		1-3 yrs	\$0.045					Shire, Royalties for Regions
C10. Integrate the workforce with the local community.	18	Refer Local Industry Development Initiative at EC2									
C11. Derived from Shire Asset Management Plan.	19	Greater Sports Ground Change Rooms	The Greater Sports Ground Change Rooms are totally inadequate, do not meet health standards and may well see Morawa teams being withdrawn from hosting future inter-town competitions / fixtures. Total redevelopment required.	All user groups and Shire of Morawa	1 yr	\$1.9					CSRFF, R4R, Shire
	20	Greater Sports Ground Function Centre	The Function Centre constructed in 1984 at the sportsground is now far too small to cater for user groups. The Kitchen also needs to be extended and entire facility refurbished.	All user groups and Shire of Morawa	2 yr	\$1.0					CSRFF, R4R, Shire
	21	Swimming Pool	The Morawa Swimming Pool falls well below expected standards for aquatic centres. The plant room and filtration system is inadequate and needs to be replaced/upgraded as a priority.	Shire of Morawa	1 yr	\$0.6					Shire, Council Local Government Fund (local and regional), Other grants

OBJECTIVE	NO.	STRATEGY/PROJECT/PROGRAM	ACTIONS	RESPONSIBILITY	SHORT (0-5YR)	COST (\$M)	MEDIUM (6-10YR)	COST (\$M)	LONG (30-40YR)	COST (\$M)	FUNDING SOURCE
C11. Derived from Shire Asset Management Plan.	22	Speedway Track	The Speedway track safety wall, ablutions and lights all require upgrading as part of stage one of the facilities redevelopment.	Speedway Club	1 yr	\$0.3					CSRFF, R4R, Shire
	23	Oval Cricket Wicket	The central wicket on the main oval is below standard and needs to be replaced or resurfaced.	Cricket Club	1 yr	\$0.005					CSRFF, R4R, Shire
	24	Cricket Practice	The two practice wickets surfaces are extremely worn, below standard and need re-carpeting.	Cricket Club	1 yr	\$0.008					CSRFF, R4R, Shire
	25	Golf Club	The Morawa Golf course needs upgrading. The tees are in poor condition and need to be replaced with synthetic grass tee-boxes.	Morawa Golf Club	1 yr	\$0.035					CSRFF, R4R, Shire
	26	Pistol Club Facility	The Morawa Pistol Club currently has no power or ablutions. Provision of lighting and ablutions for this group is a priority.	Morawa Pistol Club	2 yr	\$0.075					CSRFF, R4R, Shire
	27	Bowling Rinks	The Morawa Bowling facility is currently not meeting demand. The new synthetic rinks have no lights and are utilising spillage from the adjacent Basketball courts. Installation of lights is essential for the facility to reach full capacity.	Morawa Bowling Club	2 yr	\$0.08					CSRFF, R4R, Shire
	28	Golf and Bowls	The Morawa Golf and Bowling Club Clubrooms (over 40 years old) are not meeting current demand. The facility needs upgrading, refurbishment and replacement of asbestos roof. Toilets are in a poor state of repair and the playground and car park needs to be upgraded. Landscaping also needs attention and redeveloping.	Morawa Golf and Bowling clubs	3 yr	\$0.295					CSRFF, R4R, Shire
	29	Netball Courts	The Morawa Netball Club courts will require resurfacing and all infrastructure (Fencing, Lighting and Teams Shelter) will require upgrading or replacement in the short/medium term. Planning for relocation also needs to be investigated.	Morawa Netball Club	4 yr	\$0.15					CSRFF, R4R, Shire
	30	Sporting Precincts Power Upgrade	The Morawa Sporting Facilities and Precincts within the town are under supplied with power and currently not meeting demand. Investigations into upgrading power to all town facilities needs to be carried out either through the use of a generator (short term) and/or conventional upgrade.	Shire of Morawa	1 yr	\$0.5					CSRFF, R4R, Shire
	31	Football Oval	The Morawa Football Oval Lighting needs to be upgraded for night Football to WAFL standard in the medium/long term.	Morawa Football Club	3 yr	\$0.45					CSRFF, R4R, Shire
	32	Skate Park	Development of a skate park facility to be located adjacent to the swimming pool at the rear of the Youth Centre.	Shire of Morawa	2 yr	\$0.085					CSRFF, R4R, Shire
	33	Pony Club Facility	The Morawa Pony Club's current facility will require upgrading in the medium term.	Morawa Pony Club			6 yr	\$0.025			CSRFF, R4R, Shire
	34	Tennis Playground	The Morawa Tennis Playground facility requires upgrading and installation of lighting.	Morawa Tennis Club	5 yr	\$0.035					CSRFF, R4R, Shire
	35	Golf Club	The Morawa Golf Clubs equipment shed is inadequate and needs to be replaced.	Morawa Golf Club			6 yr	\$0.025			CSRFF, R4R, Shire
	36	Gliding Clubrooms	The Asbestos Roof on the Morawa Gliding Club House is a health hazard and will need to be replaced in the long term. New plane also required.	Morawa Gliding Club	1 yr	\$0.03	7 yr	\$0.08			CSRFF, R4R, Shire
	37	Indoor Sports Stadium	The Morawa Indoor Sports Stadium constructed in 1973 requires a general upgrade, particularly to the kitchen, meeting room and change rooms.	Shire of Morawa			8 yr	\$0.175			CSRFF, R4R, Shire
	38	Indoor Sports Stadium	The multi-sport floor area in the Morawa Indoor Sports Stadium will require resealing in the medium/long term.	Shire of Morawa	5 yr	\$0.01					CSRFF, R4R, Shire
	39	Day Care Facility	The Morawa day Care Centre requires air conditioning and additional storage.	Playgroup and Day care	1 yr	\$0.02					R4R. Shire



OBJECTIVE	NO.	STRATEGY/PROJECT/PROGRAM	ACTIONS	RESPONSIBILITY	SHORT (0-5YR)	COST (\$M)	MEDIUM (6-10YR)	COST (\$M)	LONG (30-40YR)	COST (\$M)	FUNDING SOURCE
C11. Derived from Shire Asset Management Plan	40	Squash Courts	The Morawa Squash Courts flooring requires re-sanding and re-sealing and walls re-rendering and painting.	Morawa Squash Club	3 yr	\$0.025					CSRFF, R4R, Shire
	41	Speedway	Redevelopment and upgrading of the Speedway Clubrooms and Canteen/Bar area.	Speedway Club			6 yr	\$0.15			CSRFF, R4R, Shire
	42	Town Centre Play Ground	Refurbishment enhancement of the playground located in the Town Centre - part of a new town square or civic place development.	Shire of Morawa	5 yr	\$0.08					R4R. Shire
	43	Hockey Pitch	The Morawa Hockey Pitch surface is difficult to maintain. Long term the requirement is for a synthetic surface and provision of lighting.	Hockey Club			9 yr	\$0.8			CSRFF, R4R, Shire
	44	Basketball Courts	The Morawa Basketball Courts are starting to crack and in the long term will require resurfacing.	Basketball Club			6 yr	\$0.075			CSRFF, R4R, Shire
	45	Town Hall	The Morawa Town and Lesser Hall will require the kitchen area to be refurbished / upgraded to meet health regulations and user demand in the long term.	Shire of Morawa			7 yr	\$0.09			CSRFF, R4R, Shire
	46	Swimming Pool	Refurbishment of patron changeroom, shade provision and kiosk facilities.	Shire of Morawa	5 yr	\$0.275					CSRFF, R4R, Shire
	47	Shire administration centre upgrade	New or enhanced Shire administration centre to provide adequate accommodation for all staff and to enable provision of additional services.	Shire of Morawa	3 yr	\$0.85					R4R. Shire
	48	Shire library and Community Resource Centre (telecentre) facilities	Provision of a larger library space within the shire admin centre or stand alone facility to meet the needs of the growing community.	Shire of Morawa	3 yr	\$0.25					R4R. Shire
	49	Children's day care centre	New purpose built long day care facility to provide respite for home bound mothers and to offer child care for working parents.	Private provider -incentivised by land lease	4 yr	\$0.75					R4R. Private
	50	Hospital redevelopment and expansion to provide 2 bed palliative care service	To maintain quality of recently refurbished hospital and to allow ageing in place in Morawa.	Shire of Morawa	5 yr	\$1.6					R4R
	51	Bowling Rinks	The synthetic rinks will require replacement following 10 year's use.	Morawa Bowling Club			10 yr	\$0.28			CSRFF, R4R, Shire
	52	Expanded / upgraded boarding hostel	To accommodate additional student capacity at the Ag college, DHS or Trade Training Centre.	DTWD	5 yr	\$0.89					R4R, DTWD
	53	Indigenous employment gateway	Establish Mid-West Mining and Aboriginal Economic Development Partnership Committee to facilitate indigenous employment.	Shire of Morawa Mid West DC	per annum	\$0.3	per annum	\$0.3	per annum	\$0.3	R4R
	54	Mobile phone coverage	To eliminate black spots in the area.	Department of Commerce	4 yr	\$1.0					R4R
	55	Indigenous arts cooperative	Establish a support network for aboriginal artists living in Morawa.	Shire of Morawa Mid West DC	per annum	\$0.1	per annum	\$0.1	per annum	\$0.1	R4R
56	Connection to BDSL internet service	<ul style="list-style-type: none"> <li>Allow high speed data and VOIP transmission between neighbouring Shires.</li> <li>Also refer to Project 71: NBN.</li> </ul>	Midwest Regional Council, Shire of Morawa, Perenjori, Three Springs and Mingenew							R4R, Private Sector	

## 5.8.2 ASPIRATIONAL GOAL – ENVIRONMENT

Protect and enhance the natural environment and sense of place.

OBJECTIVE	NO	STRATEGY/PROJECT/PROGRAM	ACTIONS	RESPONSIBILITY	SHORT (0-5YR)	COST (\$M)	MEDIUM (6-10YR)	COST (\$M)	LONG (30-40YR)	COST (\$M)	FUNDING SOURCE
E1. Maximise use of renewable energy.	57	North Midlands Solar Thermal Project (Stage 1) and upgrade of Morawa to Perenjori Feeder Line (Stage 2)	<ul style="list-style-type: none"> <li>Determine suitable location.</li> <li>Determine investment options.</li> <li>Apply for funding.</li> <li>Upgrade power network to support.</li> </ul>	Shire, Western Power	1-3 yr Stage 1)	\$21.5	5-6 yr (Stage 2)				Western Power, Royalties for Regions
E2. Ensure energy is used efficiently and effectively.	58	Community energy, waste and water use program	<ul style="list-style-type: none"> <li>Implement a program to educate and support the community in using energy, water and waste more efficiently and effectively. This would include: <ul style="list-style-type: none"> <li>Investigate application of Living Smart Program.</li> <li>Develop an education program to inform the community on how to reduce energy consumption, reduce waste production and maximise reuse, and reduce water use and maximise reuse of stormwater and wastewater.</li> </ul> </li> <li>Consult with community through workshops.</li> <li>Provide on-going education opportunities.</li> </ul>	Shire	2-4yr	\$0.03					Shire, Mid West Regional Council, Litter Prevention Grants Environmental Community Grants Program
E3. Minimise waste to landfill and recover and reuse materials locally and regionally.	59	Waste Management Plan	<p>To be developed in accordance with recommendations of the Strategic Waste Management Plan and include detail on planning for future waste management within the Shire of Morawa. This document will inform the Shire of the options available for managing waste, and the mechanisms to so this. This may include a scoping stage, to determine what the waste management requirements are likely to be but will also include:</p> <ul style="list-style-type: none"> <li>Review Strategic Waste Management Strategy and Waste Audit.</li> <li>Undertake assessment of future waste management requirements and investigate possible options to manage waste including landfill, waste transfer station and regional requirements, such as mining, commercial and other communities.</li> <li>Site identification study for future landfill facility (if identified as being required).</li> <li>Design and estimated costs for new landfill facility (if identified as being required).</li> <li>Future management requirements of landfill facility and transfer station.</li> </ul>	Shire, Midwest Regional Council	2-3yr	\$0.2					Shire, Mid West Regional Council,
	60	Construct a landfill transfer station (Shire Capital Works Program)	<ul style="list-style-type: none"> <li>Construction of a transfer station.</li> </ul>	Shire	1 yr	\$0.3					Council Local Government Fund (local) Council Local Government Fund (Regional) Other grants
E4. Use water efficiently and maximise the harvesting and reuse of water.			Refer to Combined Water Strategy Project No. 61.		2-3yr	\$0.2					

OBJECTIVE	NO	STRATEGY/PROJECT/PROGRAM	ACTIONS	RESPONSIBILITY	SHORT (0-5YR)	COST (\$M)	MEDIUM (6-10YR)	COST (\$M)	LONG (30-40YR)	COST (\$M)	FUNDING SOURCE
E5. Provision of best practice stormwater management that is appropriate to the local environment.	61	Combined Water Strategy, including: <ul style="list-style-type: none"> <li>District Water Management Strategy (DWMS).</li> <li>Stormwater and Wastewater Reuse Strategy.</li> <li>Drainage Infrastructure Upgrade Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Prepare a Water Strategy that: <ul style="list-style-type: none"> <li>considers previous water management plan.</li> <li>provides detail on the drainage requirements for a town of 2,500 people, including criteria to guide water management both at the landscape level and lot level.</li> </ul> </li> <li>outlines infrastructure required to manage surface and groundwater, as well as that to maximise reuse of stormwater and wastewater.</li> <li>Identifies progressive implementation of pipe network.</li> </ul>	Shire of Morawa	1 yr	\$0.3					Shire Rates, Regional Grants Scheme (R4R), Community Water Supply Program
E6. Maximise retention and rehabilitation of native vegetation within Morawa and support the retention of natural landform.	62	Flora and Vegetation Survey	<ul style="list-style-type: none"> <li>Undertake Level 2 flora and vegetation survey to determine baseline flora and vegetation values within the townsite.</li> <li>Provide recommendations on retention of vegetation.</li> </ul>	Shire of Morawa							Shire Royalties for Regions The Northern Rangelands NRM
	63	Fauna Survey	<ul style="list-style-type: none"> <li>Undertake Level 2 fauna survey to determine presence/absence of fauna species.</li> <li>Provide recommendations on management of fauna, if present.</li> </ul>	Shire of Morawa	1yr	\$0.03m					Shire Royalties for Regions The Northern Rangelands NRM
	64	Local Biodiversity Strategy	<p>The purpose of the local biodiversity strategy is to identify the flora, vegetation, fauna and landscape values important within the Shire of Morawa, including the townsite, nature reserves and pastoral stations such as Kadji Kadji and Canna, and provide guidance on which values should be protected, management of these values, how this should occur and mechanism to support this. This would include:</p> <ul style="list-style-type: none"> <li>Review of available flora, vegetation and fauna information for Shire, including flora and vegetation and fauna surveys completed in previous step.</li> <li>Consideration of areas for rehabilitation and/or offsets, to target effort and funding associated with potential offset requirements that may result from development in the townsite or through mining activities in the region.</li> <li>Preparation of local biodiversity strategy.</li> </ul>	Shire of Morawa	1 yr 1-4 Yrs	\$0.15m \$0.8m		\$0.1/annum		\$0.1 annum	Shire, Royalties for Regions
E7. Minimise the adverse impact of emissions, including noise and dust, on people.	65	Emissions Assessment (if required)	<ul style="list-style-type: none"> <li>If new sensitive land uses are within recommended buffers, undertake emissions assessment to determine what separations are required based on site specific conditions.</li> <li>Liaise with OEPA, DEC and Department of Planning to determine acceptable separation.</li> </ul>	Proponent	2-3 yr	\$0.2m					Shire Royalties for Regions
	66	Noise Management Plan	If the noise assessment determines that noise mitigation is required for new sensitive land uses, a noise management plan will be required to demonstrate how noise will be managed as a part of subdivision for these new sensitive land uses. The Noise management plan will provided detail on the potential impacts and the necessary amelioration.	LandCorp, Shire, Proponents	1yr	\$0.05					Shire, LandCorp
E7. Minimise the adverse impact of emissions, including noise and dust, on people.	67	Climate Change Adaption and Response Plan	Shire to undertake a Climate Change Adaption and Response Plan to identify strategies to mitigate climate change impact on community and agriculture.	Shire	1yr	\$0.03					(R4R) Midwest Commission Shire



5.8.3 ASPIRATIONAL GOAL – ECONOMY

OBJECTIVE	NO	STRATEGY/PROJECT/PROGRAM	ACTIONS	RESPONSIBILITY	SHORT (0-5YR)	COST (\$M)	MEDIUM (6-10YR)	COST (\$M)	LONG (30-40YR)	COST (\$M)	FUNDING SOURCE
EC1. Increase range and diversity of local businesses and industry.	68	North Midlands Sub Regional Economic Development Strategy	<ul style="list-style-type: none"> <li>MWDC to engage project consultant.</li> <li>Project will address.</li> <li>Context framing.</li> <li>Opportunities and constraints analysis.</li> <li>Strategy development.</li> <li>Implementation.</li> <li>Feedback mechanisms.</li> </ul>	MWDC	1 yr	\$0.085					
	69	Additional Business Incubator units	<ul style="list-style-type: none"> <li>Prepare and lodge development application for new Business Incubator units.</li> <li>Prepare tender documentation for construction of units.</li> <li>Subject to subdivision approval and construction.</li> <li>Appoint preferred tenderer.</li> <li>Undertake construction of units.</li> <li>Sales and marketing.</li> </ul>	Shire, CLGF (Local), Mid West Development Commission, Royalties for Regions, RDS, Other grants	1-3 yrs	\$1.107915					Shire, Royalties for Regions
EC2. Increase local business investment.	70	Local Industry Development Initiative	Prepare a brief for the project which will engage with Karara to determine their needs and how Morawa can best service them. Secure funding for the Shire of Morawa and MWCCI (Morawa Chapter) to initiate the project. Also need Karara buy-in for the project. Employ resource (FTE or consultant) to undertake the project.	Shire of Morawa MWCCI (Morawa Chapter)	1-2 yrs	\$0.08					Shire, Royalties for Regions
EC3. Promote use of new technology in community and businesses.	71	NBN to extend fibre Broadband network into Morawa	Lobby NBN Co and Federal Government to provide fibre Broadband and not slower satellite service as currently proposed. Refer to Project 56: BDSL.	- Shire and State Govt to lobby - NBN Co & Fed Govt for Infrastructure	Not Known - external funding						NBN Co
	72	Communication technology strategy	<ul style="list-style-type: none"> <li>Preparation of a strategy to identify black spots in the telecommunication reception service.</li> <li>Identify appropriate infrastructure to resolve black spots.</li> <li>Identify funding avenues to partially fund infrastructure.</li> <li>Liaison and application to relevant authorities to apply for funding and construction of infrastructure.</li> </ul>	Shire, Department of Commerce	1-3 yr	\$0.07m					Shire, Royalties for Regions, State, Federal Funding
EC4. Promote agriculture within the region.	73	Dry Agricultural Research Program	<ul style="list-style-type: none"> <li>Prepare a detailed brief to undertake Dry Agricultural Research.</li> <li>Establish framework and location to undertake research.</li> <li>Establish research partnerships.</li> </ul>	Department of Agriculture and Food, Shire, NEFF							

#### 5.8.4 ASPIRATIONAL GOAL – BUILT FORM & PUBLIC REALM

Morawa is a comfortable and welcoming place to live, work and visit.

OBJECTIVE	NO.	STRATEGY/PROJECT/PROGRAM	ACTIONS	RESPONSIBILITY	SHORT (0-5YR)	COST (\$M)	MEDIUM (6-10YR)	COST (\$M)	LONG (30-40YR)	COST (\$M)	FUNDING SOURCE
B1. Consolidate, build upon and celebrate the Main Street as the civic and retail heart of town.	74	Main Street Revitalisation Project, including: <ul style="list-style-type: none"> <li>Quick Wins.</li> <li>Civic Square (Stage 1).</li> <li>Construction of a parallel truck access road (Stage 2).</li> <li>Winfield Street Streetscaping Works (Stage 3/4).</li> <li>Upgrade of Prater Street (Stage 5).</li> </ul>	<p>Quick Wins - Implement quick wins (refer to place management and activation - C2).</p> <p><b>Civic Square (Stage 1)</b></p> <ul style="list-style-type: none"> <li>Prepare a detailed design for the civic square.</li> <li>Prepare a landscape overlay to inform the concept plan.</li> <li>Identify appropriate collocated facilities to be integrated into design.</li> <li>include attractive landscaped access across rail reserve.</li> <li>Negotiate with Brookfield Rail regarding the use of the rail reservation.</li> <li>Undertake community and stakeholder consultation.</li> <li>Prepare tender documentation for construction- Appoint preferred tenderer- Commence construction works.</li> </ul> <p><b>Construction of Parallel Truck Access (Stage 2)</b></p> <ul style="list-style-type: none"> <li>Undertake detailed design and negotiation with stakeholders.</li> <li>Provide alternative truck parking facility to remove from centre of town.</li> <li>Obtain funding and, tender and construction.</li> </ul> <p><b>Winfield Streetscaping Works (Stage 3 and 4)</b></p> <ul style="list-style-type: none"> <li>Undertake a public realm, heritage and streetscape assessment.</li> <li>Develop a local planning policy and design guidelines based on the Town Centre Master Plan.</li> <li>Prepare detailed designs for upgrade of Main Street- Develop an irrigation strategy, including wastewater reuse, to sustain proposed street tree planting.</li> <li>Apply for undergrounding of Power- Establish a capital works program to implement public realm / streetscape initiative.</li> <li>Prepare Design Guidelines to guide facade upgrade and enhancement works.</li> <li>Identify funding mechanisms to provide offset incentives to business owners who implement facade upgrade works.</li> </ul> <p><b>Upgrade of Prater Street (Stage 5)</b></p> <ul style="list-style-type: none"> <li>Undertake a public realm, heritage and streetscape assessment.</li> <li>Develop a local planning policy and design guidelines based on the Town Centre Master Plan.</li> <li>Prepare detailed designs for upgrade of Main Street.</li> <li>Develop an irrigation strategy, including wastewater reuse, to sustain proposed street tree planting.</li> <li>Establish a capital works program to implement public realm / streetscape initiative.</li> </ul>	Shire / Landowners	1-4 yrs	\$5.0 (Stage 1) \$2.0 (Stage 2) \$2.15 (Stage 3)					Royalties for Regions, Mines, Other grants, Shire, Office of Energy through Localised Street Enhancement Program
	75	Façade Enhancement Scheme	<p><b>Facade Enhancement Scheme (Stage 4)</b></p> <ul style="list-style-type: none"> <li>Prepare Design Guidelines to guide facade upgrade and enhancement works.</li> <li>Identify funding mechanisms to provide offset incentives to business owners who implement facade upgrade works.</li> <li>Approvals and undertake enhancement works.</li> </ul>	Shire / Landowners	1-5 yrs	Incentive based approach to encourage private investment					Royalties for Regions, Mines, Other grants, Shire, Office of Energy through Localised Street Enhancement Program

OBJECTIVE	NO.	STRATEGY/PROJECT/PROGRAM	ACTIONS	RESPONSIBILITY	SHORT (0-5YR)	COST (\$M)	MEDIUM (6-10YR)	COST (\$M)	LONG (30-40YR)	COST (\$M)	FUNDING SOURCE
B1. Consolidate, build upon and celebrate the Main Street as the civic and retail heart of town.	76	Gateway Project	<ul style="list-style-type: none"> <li>Prepare detailed design concepts for Gateway Sites.</li> <li>Prepare tender documentation to undertake construction.</li> <li>Appoint preferred tenderer.</li> <li>Commence construction works.</li> </ul>	Shire, SinoSteel	3-5 yrs	\$0.25					
	77	Prater Street Improvement Scheme	<ul style="list-style-type: none"> <li>Prepare a detailed design for the Prater Street works.</li> <li>Undertake community consultation.</li> <li>prepare tender documentation to undertake construction.</li> <li>Appoint preferred tenderer.</li> <li>Commence construction works.</li> </ul>	Shire	1-3 yrs	\$0.65					Royalties for Regions
B2. Connect the 'two sides' (eastern and western portions) of the town.	78		Refer to B1								
B3. Provide a variety of well-designed, comfortable and shaded open spaces and streetscapes that suit the local climate.	79	Street Tree Planting, Footpath and Greening Program Prepare footpath implementation program to provide footpath in every street and upgrade main connections to major trip attractors. Refer also to Place Management Strategies C2	<p><b>Street Tree Planting and Greening</b></p> <ul style="list-style-type: none"> <li>Undertake a public realm and streetscape assessment.</li> <li>Develop a local planning policy and design guidelines based on the Town Centre Master Plan.</li> <li>Prepare detailed designs for upgrade of Main Street and Gateway projects.</li> <li>Develop an irrigation strategy.</li> </ul> <p><b>Footpath program</b></p> <ul style="list-style-type: none"> <li>Review network and prepare program.</li> <li>Prepare footpath implementation program to provide footpath in every street and upgrade main connections to major trip attractors.</li> <li>Obtain funding and construct new footpaths over period of time.</li> </ul>	Shire	1-5 yrs	\$0.35	6-10 yrs	\$0.35			Shire rates, Developers, Country Pathway Grants Scheme, Royalties for Regions
	80	Public Open Space Plan	<ul style="list-style-type: none"> <li>Prepare a Public Open Space Strategy that defines distribution, purpose, hierarchy, functionality, character and landscape approach to POS throughout the townsite.</li> <li>Undertake consultation with the community.</li> <li>Include recommendations in Capital Works Programme and undertake as scheduled.</li> </ul>	Shire	1-5 yrs	\$0.05					Shire, Royalties for Regions
B4. Provide an integrated, safe and efficient intermodal transport network.	81	Town Centre Car Parking Plan	<ul style="list-style-type: none"> <li>Undertake an assessment of the current car parking situation.</li> <li>Prepare a car parking and implementation plan.</li> <li>Undertake community consultation.</li> <li>Prepare necessary policy to support strategy.</li> </ul>	Shire	1-2 yrs	\$0.025					Shire, Royalties for Regions
	82	Upgrade airport to Certified Status (upgrade runway appropriate, lighting and terminal building). Provide improved access to airport.	<p><b>Upgrade airport (Stage 1)</b></p> <ul style="list-style-type: none"> <li>Seal and upgrade runways and apron.</li> <li>Provide terminal building.</li> </ul> <p><b>Provide improved access to airport (Stage 2)</b></p> <ul style="list-style-type: none"> <li>Review current access arrangement and look at alternative options to improve accessibility for future traffic access.</li> <li>Seek funding, design and construct new access. Secure land where required.</li> </ul>	Shire		\$2.5m (Stage 1)		\$1.5m (stage 2)		\$0.2/annum	Shire, Federal and State Govt Funding sources



OBJECTIVE	NO.	STRATEGY/PROJECT/PROGRAM	ACTIONS	RESPONSIBILITY	SHORT (0-5YR)	COST (\$M)	MEDIUM (6-10YR)	COST (\$M)	LONG (30-40YR)	COST (\$M)	FUNDING SOURCE
B5. Provide necessary transport networks that connect to the regional centre and surrounding communities.	83	Freight Rail Line	Council to formalise a position on the future use of the freight rail line to provide Brookfield / CBH a position on the desire of the local community and to assist State planning of the rail network.	Shire	1 yr						Shire
B6. Provide essential services and infrastructure to support population growth.	84	Increase water source supply	<ul style="list-style-type: none"> <li>Water Corp to Review Arrowsmith Borefield to determine if there is additional capacity in groundwater sources.</li> <li>Investigate alternative water source options.</li> </ul>	Water Corp	Strategy	\$0.5					Water Corp
	85	Increase water capacity	<ul style="list-style-type: none"> <li>Water Corporation to install 2nd 2ML storage tank.</li> <li>Review capacity of system and possibly increase storage capacity of 2nd tank before installation.</li> </ul>	Water Corp	3-5 years	\$1.5					Water Corp
	86	Expand wastewater treatment infrastructure	<ul style="list-style-type: none"> <li>Shire to immediately expand size of WWTP to double capacity.</li> <li>Relocate and expand stormwater treatment dam and rising main system.</li> </ul>	Shire		\$1.9					Shire, Royalties for Regions
	87	Review Long term wastewater treatment options	<ul style="list-style-type: none"> <li>Shire to review medium to long term treatment options as improvements only can deal with doubling in size.</li> <li>Consider Package Treatment Plant Option.</li> </ul>	Shire	Strategy	0.025		\$5.0			Shire, Royalties for Regions
	88	Improve quality of Treated Wastewater (TTW), storage facility and disposal	<ul style="list-style-type: none"> <li>Shire to install Chlorination unit .</li> <li>Increase size of storage tanks and extend irrigation system.</li> </ul>	Shire		\$1.0					Shire, Royalties for Regions
B7. Ensure that necessary residential, commercial and industrial zoned land is available.	89	Implement preferred Spatial Growth Plan via Omnibus Scheme Amendment	<ul style="list-style-type: none"> <li>Initiate an Omnibus Scheme Amendment to align TPS 2 with the goals, objectives and specific projects /strategies proposed as part of the Morawa SuperTown's Growth Plan.</li> </ul>	Shire, WAPC, EPA	1 yr	\$0.05					Shire
	90	Liaise with DIA on the recognition and accurate definition of the extent and content of aboriginal heritage site(s).	If required, undertake an archeological and ethnographic review of aboriginal settlement in and adjacent to the Morawa townsite to ensure significant aboriginal heritage values are protected and developable areas are appropriately documented.	Shire DIA	1 yr	\$0.015					Shire
	91	Industrial subdivision north of golf course (LandCorp)	<ul style="list-style-type: none"> <li>Subdivision design (LandCorp).</li> <li>Lodge subdivision application.</li> <li>Commence construction works.</li> <li>Undertake sales and marketing.</li> </ul>	Shire, WAPC, LandCorp	1 yr	\$0.7					LandCorp
	92	Residential subdivision north of White Avenue (LandCorp)	<ul style="list-style-type: none"> <li>Subdivision design (LandCorp).</li> <li>Lodge subdivision application.</li> <li>Commence construction works.</li> <li>Undertake sales and marketing.</li> </ul>	Shire, WAPC, LandCorp	1 yr 2 yr	\$2.0					LandCorp

OBJECTIVE	NO.	STRATEGY/PROJECT/PROGRAM	ACTIONS	RESPONSIBILITY	SHORT (0-5YR)	COST (\$M)	MEDIUM (6-10YR)	COST (\$M)	LONG (30-40YR)	COST (\$M)	FUNDING SOURCE
B8. Provide for a variety of residential and accommodation types.	93	Prepare structure plans/ development plans to support the progressive redevelopment of the following areas: <ul style="list-style-type: none"> <li>Solomon Terrace Precinct.</li> <li>Boulevard frontage lots.</li> <li>Rural Residential lots fronting golf course.</li> <li>Infill opportunities.</li> </ul>	<p><b>Solomon Terrace Precinct</b></p> <ul style="list-style-type: none"> <li>Include proposal to rezone the precinct to Residential 'R40' in proposed Omnibus Scheme Amendment.</li> <li>Prepare local planning policy / design guidelines to guide redevelopment.</li> <li>Progressive redevelopment undertaken by landowners.</li> </ul> <p><b>Boulevard Frontage Lots</b></p> <ul style="list-style-type: none"> <li>Include proposal to rezone the precinct to Residential 'R30' in proposed Omnibus Scheme Amendment.</li> <li>Prepare local planning policy / design guidelines to guide redevelopment.</li> <li>Progressive redevelopment undertaken by landowners.</li> </ul> <p><b>Rural Residential Lots Fronting Golf Course</b></p> <ul style="list-style-type: none"> <li>Include proposal to rezone the precinct to Residential R20/R30 in Omnibus Scheme Amendment.</li> <li>Investigate the opportunity to reuse wastewater to green the golf course.</li> <li>Prepare local planning policy and design guidelines to guide redevelopment.</li> <li>Progressive redevelopment undertaken by landowners.</li> </ul> <p><b>Infill Redevelopment Opportunities</b></p> <ul style="list-style-type: none"> <li>Include proposal to rezone various sites by addressing housing needs within Omnibus Scheme Amendment.</li> <li>Prepare local planning policy / design guidelines to guide redevelopment.</li> <li>Progressive redevelopment undertaken by landowners.</li> </ul>	Shire, WAPC, Private Landowners	1-2 yrs	Refer Omnibus Scheme Amendment	Progressive redevelopment by landowners				Shire
	94	Aged Persons Units (Shire Capital Works Program)	<ul style="list-style-type: none"> <li>Identify opportunities for additional aged care housing in accordance with overarching housing needs.</li> </ul>	Shire, Department of Health	2 yr	\$0.7					Shire, Community Care, Mid West Investment Plan / Other Grants
	95	Facilitate Key Worker Accommodation for primarily rental (as identified by Shires Capital Works Plan)	<ul style="list-style-type: none"> <li>Identify opportunities for additional key worker accommodation in accordance with overarching housing needs.</li> </ul>	Shire	1-3 yrs	\$8.7					Shire, Mid West Investment Plan
	96	Extension of existing caravan park and additional accommodation units (as identified by Shires Forward Works Plan)	<ul style="list-style-type: none"> <li>Plan and extend extent of caravan park grounds.</li> <li>Identify potential caravan park operators and undertake marketing.</li> <li>Identify opportunities for additional tourist accommodation in accordance with overarching housing needs.</li> </ul>	Shire	1 yr	\$0.35					Shire
	97	Redevelopment of South Eastern Industrial Land	<ul style="list-style-type: none"> <li>Include the proposal to rezone the industrial area to 'Residential' and rezone alternative area to 'Industrial' to accommodate relocated business within Omnibus Scheme Amendment.</li> <li>Negotiate with business owners to relocate industrial business to alternative location.</li> <li>Undertake an assessment to determine the level of contamination.</li> <li>Undertake necessary remediation works.</li> <li>Prepare local planning policy / design guidelines to guide redevelopment from 'Industrial' to 'Residential'.</li> </ul>	Shire, WAPC, EPA		\$0.12	6-10 yrs				Shire, Royalties for Regions
B9. Provide affordable and quality residential and accommodation.	98	Reuse of Brookfield Rail Camp	<ul style="list-style-type: none"> <li>Prepare an overarching strategy to determine housing requirements in Morawa.</li> <li>Undertake detailed site survey to locate infrastructure Undertake negotiations with Brookfield for purchase of site / infrastructure.</li> <li>Prepare detailed development plan for the reuse of the site having regard to the requirements of the Housing Strategy Undertake a rezoning amendment to the Town Planning Scheme in conjunction with subdivision and development applications.</li> <li>Prepare and lodge a subdivision application.</li> <li>Prepare and lodge a development application.</li> <li>Undertake construction works.</li> <li>Undertake sales and marketing.</li> </ul>	Shire, Brookfield Rail, WAPC, EPA	1-3yrs	\$8.0					Royalties for Regions

**5.8.5 ASPIRATIONAL GOAL – CIVIC LEADERSHIP AND GOVERNANCE**

A collaborative and connected community with strong and vibrant leadership.

OBJECTIVE	NO.	STRATEGY/PROJECT/PROGRAM	ACTIONS	RESPONSIBILITY	SHORT (0-5YR)	COST (\$M)	MEDIUM (6-10YR)	COST (\$M)	LONG (30-40YR)	COST (\$M)	FUNDING SOURCE
G1. Maximise community commitment to and participation in goal-setting and decision making processes for development of the town	99	Integrated approach to marketing and communications Implement community capacity building initiatives (refer to C2)	<p>Maximise community engagement and information dissemination through a variety of means :</p> <ul style="list-style-type: none"> <li>• Employ a place manager.</li> <li>• Establish a community connectedness forum which is held biannually, one in March and one in September.</li> <li>• Integrated marketing, communications and stakeholder engagement strategies.</li> </ul>	Shire, Community							
G2. Encourage long-term partnerships between government, industry and the community.	100	Investment Attraction Strategy (Refer to Ec2) Governance framework (refer to G3) Place Management Strategies (refer to C2)	Establish a local Investment Attraction Strategy for implementation by the Local Chamber of Commerce. Will provide an interim approach until the Sub Regional Economic Development Strategy is implemented.	Shire, Local Chamber of Commerce, Mid West Development Commission							
	101	Morawa as a “Centre of Excellence”	<p>MEITA to continue the ongoing implementation and review of its Strategic Plan and championing of education and training projects&gt; Key projects identified already include:</p> <ul style="list-style-type: none"> <li>• Trade Training Centre.</li> <li>• Industry Training Centre.</li> <li>• Electronic Training Hub.</li> <li>• Continued development of Morawa District high School curriculum.</li> <li>• Pursue other tertiary courses i.e. associated with the Solar Power Project.</li> </ul> <p>MEITA will need to link in with proposed Governance Structure.</p>	Shire, Mid West Development Commission, MEITA	Ongoing		Ongoing		Ongoing		Department of Education Department of Training
G3. Share the provision and delivery of services across government, industry and the community of Morawa.	102	Governance frameworks Place management strategies (refer to C2)	<ul style="list-style-type: none"> <li>• Define roles, responsibilities, resources and accountabilities.</li> <li>• Prepare resource allocation plan to determine who, what, how.</li> <li>• Identify resourcing for a new North Midlands Economic Development Officer / Place Manger.</li> <li>• Nurture a 'stewardship' approach to place making and event management. Engage the local Community.</li> <li>• Facilitate implementation and monitor progress and performance.</li> </ul>	Mid West Development Commission, North Midlands Shires	To be determined		Ongoing				Mid West Development Commission , North Midlands Shires, Other Community Grants.





# APPENDICES





## 6. APPENDICES

### APPENDIX 1 -CONSULTED GROUPS AND INDIVIDUALS

NAME	ORGANISATION
Key Stakeholders	
Cat Neve (Acting Strategic Planning Manager)	Department of Planning
Sean Collingwood (Director Central Regions)	Department of Planning
Justin Breeze (Planning Manager Central Regions)	Department of Planning
Trevor Gregory (Regional Manager Midwest/Gascoyne Region)	Department of Housing
Suzanne Logan (Demand Model Development)	Department of Housing
Wayne McDonald	Department of Indigenous Affairs
Tim Shackleton (Regional Director)	Vital Health
Anthony Desmond (Program Leader - Nature Conservation Midwest)	Department of Environment and Conservation
Mike Bowley (Regional Director Regional Operations and Development)	Department of Agriculture and Food
Greg Paust (Acting Director General)	Department of Agriculture and Food
Gary Williams (Principal Environmental Planning Officer - Planning and Infrastructure Branch)	Office of the Environmental Protection Authority (OEPA)
Suzanne Ward (Chief Executive Officer)	Mid West Regional Council
Steve Douglas (Chief Executive Officer)	Mid West Development Commission
Craig Chadwick (Principal)	Western Australian College of Agriculture - Morawa
Peter Browne (Chair)	Morawa Education and Industry Training Alliance
Matthew Stenhouse (Capability Manager)	Water Corporation (Mid West Region)
Ian Aldridge (A/Asset Manager)	Water Corporation (Mid West Region)
Adrian Stewart (Regional Manager – North)	Western Power
Richard Malacari (Regional Manager- Mid West)	Department of Sport and Recreation (Mid West Office)
Bert Beevers (Managing Director)	Durack Institute of Technology
Rob Jefferies (Chief Executive Officer)	Geraldton Iron Ore Alliance
Graham Penter (Environment and Sustainability Manager)	CBH
Scott Whitehead (Regional Operations Manager)	Sinosteel Midwest Corporation
Greg Payne (Land Asset and Community Manager)	Karara Mining Limited
Kat Griffin (Senior Learning and Development Advisor)	Karara Mining Limited
Paul Hamersley (Manager Corporate Development)	Brookfield Rail
Tim Glenister (Regional Manager Midwest)	Main Roads WA
Cameron Tubby	Land Owner/Community Member
Mark Salt (Network Manager Mid West Region)	Main Roads WA - Geraldton
Duncan Bremner (Stakeholder Relations)	NBN Co Ltd
Robert Coltrona (Managing Director)	Carbon Reduction Ventures Pty Ltd
Alex Zimmermann (Developer Account Manager - New Developments (WA))	NBN
Peter Gerring (Territory Manager)	NBN
Kelli Porter (Manager – Workforce Development)	Rural Health West
Neil Parry (Manager, Land Development)	Dampier Bunbury Gas
Steve Murdoch	Karara Mining Limited

NAME	ORGANISATION
Robert Malabar (Manager Project Development)	Dampier Bunbury Pipeline
Growth Planning Team	
Gavin Treasure (Chief Executive Officer)	Shire of Morawa
David Williams (Deputy Chief Executive Officer)	Shire of Morawa
John Elliot (Project Officer)	Shire of Morawa
Steve Douglas (Chief Executive Officer)	Mid West Development Commission
Trevor Price (Manager Regional Planning and Investment)	Mid West Development Commission
Catherine Bentley (Project Manager)	Landcorp
Suzanne Woolhouse (Project Manager)	Landcorp
Adrian Stewart (Regional Manager Country Branch)	Western Power
Stephen Greeve (Asset Manager)	Water Corporation
Chris Neretlis (Asset Manager)	Water Corporation
Henty Farrar (Manager – Mid West)	Department of Regional Development and Lands
Lynette O'Reilly (General Manager)	Department of Regional Development and Lands
Anita Shah-Jenner (A/Principal Project Officer)	Department of Regional Development and Lands
Trevor Gregory (Geraldton Regional Manager)	Department of Housing
Alan Bradley (Executive Officer)	Regional Development Australia MidWest-Gascoyne
Michael Bowley (Regional Manager)	Department of Agriculture and Food
Justin Breeze (Planning Manager Central Regions)	Department of Planning
Kat Neve (Acting Strategic Planning Manager)	Department of Planning
Community Reference Group	
Karen Chappel (Shire President)	Shire of Morawa
David Coaker (Deputy Shire President)	Shire of Morawa
Gary North (Councillor)	Shire of Morawa
Ken Stokes (Councillor)	Shire of Morawa
Dean Carslake (Councillor)	Shire of Morawa
Darren Agar (Councillor)	Shire of Morawa
Mark Thorton (Councillor)	Shire of Morawa
Chris King (Shire President)	Shire of Perenjori
Annie Treloar (Shire President)	Shire of Three Springs
Michelle Bagley (Shire President)	Shire of Mingenew
Jan Waite (Shire President)	Shire of Coorow
Merle Isbister (Shire President)	Shire of Carnamah
Terry Iturbide (Shire President)	Shire of Yalgoo
Nino Messina (Commissioner)	City of Greater Geraldton
Greg Payne (Land Asset Community Manager)	Karara Mining
Scott Whitehead (Regional Operations Manager)	Sinosteel Midwest Corporation Ltd
Alan Egan	Local Resident - Indigenous Representative





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## 1.1 STATE AND REGIONAL PLANNING FRAMEWORK

This section reviews existing documents and current planning in order to describe the current situation, key drivers, pressures and implications facing the future growth of Morawa as a regional town for each of the Sustainability Framework elements of Economy; Community; Environment; Built Environment and Governance, as outlined in detail in Section 1.3. This section of the Growth Plan is crucial in ensuring all strategic documents are considered in light of aspirational growth for Morawa and will seek to provide recommendations back to each of these strategic documents to ensure coordination for growth is achieved in a collaborative and cross agency manner.

### 1.1.1 DRAFT MIDWEST REGIONAL PLANNING AND INFRASTRUCTURE FRAMEWORK NOVEMBER 2011

The role of the Mid-West Regional Planning and Infrastructure Framework is to provide a regional strategic context for land use planning in the Mid-West region. The Framework will consider future growth and development up to the year 2031.

The Framework will be recognised as a regional strategy under the State Planning Framework (State Planning Policy 1). Future planning may involve the development of sub regional growth strategies for each of the three sub regions.

The draft Framework identifies Morawa as a sub-regional centre in the North Midlands sub region. Sub-regional centres will provide goods and services for their surrounding hinterlands. Sub-regional centres should provide for weekly food shopping, secondary education, equipment/vehicle servicing and minor commercial activities.

All higher level retail, such as discount department stores and bulky goods, and high level serving and commercial activities are likely to remain in the Primary and Major centres.

The document notes that concern has been raised regarding the availability of housing in Morawa, and if left unresolved, could have the potential to constrain the capacity of Morawa to service and benefit from the economic growth anticipated to be generated from nearby resource projects.

The draft Framework identifies 75 projects that are prioritised from being Flagship Priority projects through to Low Priority projects. Those that relate to Morawa are listed below:

Project No.	Description of Project
<b>Flagship Priority Projects</b>	
2	New and upgraded rail lines from southern Mid West mines to Geraldton – new railway from Tilley to Karara Hill and upgrade existing rail line Morawa to Mullewa
5	Mid West Energy Project Stage 1 (Southern Section) – 330kV transmission line from Neerabup – Eneabba and a new 330/132kV terminal substation at Three Springs
10	Mid West Regional Water Planning; including: Mid West Regional Water Plan; Allanooka-Casuarinas Groundwater Drilling Investigation; Jurien and Arrowsmith groundwater allocation plans; and Status report on the capacity of the Mid West’s water resources to meet future mining and industrial growth demands
<b>High Priority Projects</b>	
16	Wubin-Mullewa Road upgrade – widen, seal and improve alignment (section Perenjori to Morawa).
<b>Medium Priority Projects</b>	
47	Indigenous development and tertiary education projects
49	Mid West Social Infrastructure Requirements Study – including undertaking of asset mapping and service industry projections to determine social infrastructure requirements to support major project developments
50	Mid West Future Health Facilities Study

TABLE 1 - PRIORITY PROJECTS

In addition to the above projects, the Framework also identifies a number of studies/strategies to be undertaken for the region. The following studies are relevant to Morawa:

1. North Midlands Sub Regional Growth Management Strategy
2. Social Housing Demand Model
3. Mid West Economic and Employment Strategy
4. Mid West Legacy Policy – Mining Accommodation
5. Mid West Legacy Policy – Workforce
6. Mid West Future Commercial Study
7. Mid West Tourism Requirements
8. Socio-economic Needs Survey

*The Morawa Growth and Implementation Plan seeks to identify strategies to promote Morawa as a Sub-Regional Centre within the North Midlands sub region.*

### 1.1.2 REGIONAL DEVELOPMENT AUSTRALIA MIDWEST GASCOYNE INTERIM REGIONAL PLAN 2010

The Midwest Gascoyne Interim Regional Plan (2010) has been prepared by Regional Development Australia and provides a regional snapshot of infrastructure projects muted for the Midwest and Gascoyne regions.

It notes that the Midwest Gascoyne regions are poised for significant economic development and growth in the order of \$19 billion, largely relating to mining projects.

The document also notes that the Morawa townsite has a labour force of 482 and an unemployment rate of 4.1% (as at March 2010).

*The Morawa Growth and Implementation Plan seeks to capitalise on the economic growth in the region.*

### 1.1.3 MIDWEST: A REGION IN PROFILE 2011

The Midwest: a region in profile (2011) was prepared by the Department of Regional Development and Lands in conjunction with the Mid West Development Commission to provide a snapshot of the region’s economy.

In relation to the economy of the Midwest, the report notes that while the resources sector is significant, the agriculture, fishing and tourism industries are also valuable.

In order to sustain growth within the Midwest region, it will be important to facilitate diversification and value adding across all viable industries and this will need to occur in conjunction with strengthening of strategic infrastructure.

With regard to the current growth of Morawa, it is noted that Morawa has seen a decrease in population from 1,048 in 1999 to 882 in 2009 (-1.7%).

*The Morawa Growth and Implementation Plan seeks to promote opportunities and provide services to support a diversification of industry in the region.*

### 1.1.4 MIDWEST COUNTRY LAND DEVELOPMENT PROGRAM ANNUAL REVIEW 2006

The Mid West Country Land Development Program Annual Review was last undertaken in 2006. This document provides a regional profile for the Mid-West Region and documents recent development and infrastructure activity across the region along with anticipated population projections.

The review identified a stable projected population for the Town of Morawa, with a projected population of 970 to 2017.

*The Morawa Growth and Implementation Plan seeks to promote growth in response to recent mining activity in the region.*

### 1.1.5 MID WEST ECONOMIC PERSPECTIVE

The Mid West Economic Perspective documents the core economic documents for the region and provides a useful insight into the economic makeup of the region.

The report notes that the economy of the Mid West is predominantly based on the mining, agriculture, fishing and tourism industries and is an important contributor to the Western Australian economy. In 2004/05, the Mid West’s Gross Regional Product was \$2.9 billion (The Department of Local Government and Regional Development).

*The Morawa Growth and Implementation Plan identifies new economic opportunities to build on the agricultural and mining driver industries.*

### 1.1.6 MIDWEST INFRASTRUCTURE ANALYSIS 2008

The Mid West Infrastructure Analysis was published in November 2008 by the Western Australian Planning Commission and provides government with recommendations to address the critical infrastructure issues currently facing the Mid-West, and issues that are anticipated by industry and local communities. The report also examines and provides broad estimates for factors such as employment, population and social infrastructure, which may arise as a result of direct and indirect impacts of resource industry growth in the region.

The key infrastructure and servicing issues that are facing Morawa are summarised below:

#### **Settlement Capacity**

The report notes that Morawa has capacity to accommodate some growth as a result of the town experiencing a decline on population since the early 1970s, meaning that the established infrastructure does have some resultant capacity. Significant growth in population however, would require an upgrade to services.

A key concern for Morawa is power reliability, as it is located on the edge of the power grid.

#### **Future land release**

The report notes that there is little undeveloped residential and industrial zoned land in the townsite. The Shire of Morawa is in ownership of a number of residential lots in the townsite. There are currently no applications to subdivide residential or industrial lots in the town.

#### **Capacity of Utilities**

**Water:** Water supply is obtained via the Arrowsmith borefield. Useage is 217 035 kL of the 600,000 kL\* allocation (\*Also supplies Arrino, Perenjori, Caron, Bunjil and Latham as well as farmlands (estimated 180 306 kL)).

**Power:** Power supply is at 90% useage. The report notes that there is limited capacity for additional users.

**Sewer:** Report noted the Shire operates the sewer scheme.

#### **Educational Services**

The town is serviced by Morawa District High School (Pre-Primary – Year 12) Total student numbers recorded at Morawa District High School have decreased (251 students in 2004, 215 students in 2011).

The WA College of Agriculture (Year 10-12) has 62 students.

#### **Health Services**

The Morawa Perenjori Multi-Purpose Centre services the Morawa and Perenjori communities. Services include patient care, ante-natal classes, physiotherapy, dietician, diabetic education, podiatry and other visiting specialists.

A Child Health Centre, GP and Medical Centre is also open 3 ½ days per week.

*The Morawa Growth and Implementation Plan seeks to identify new development opportunities to facilitate growth while addressing the existing servicing and infrastructure constraints.*

### 1.1.7 MIDWEST INVESTMENT PLAN 2011-2021

The Midwest Investment Plan was developed following the 'Leaving a Legacy' Workshop held in Perenjori in April 2010. The purpose of the Midwest Investment Plan is to clearly define the region's strategic priorities over the next ten years to 2021.

An estimated \$19 billion worth of projects are planned or currently in development in the Mid West over the next 5-7 years. Of these, Oakajee Port is the biggest single infrastructure project and when constructed, will trigger major flow on investment throughout the region.

The Midwest Investment Plan establishes the following objectives for the Midwest.

1. Sustainable increase in population
2. A refreshed and revitalised Midwest
3. Enhanced regional unity and promotion
4. Balanced urban and coastal development
5. Improved government services
6. Effective health service delivery
7. A skilled and educated Mid West community
8. Positive outcomes for Aboriginal people
9. Improved regional infrastructure to facilitate coastal and inland development
10. Prosperous and diverse primary industries
11. Diversified and enhanced minerals and energy industries
12. Continued expansion of the tourism industry
13. Establishment of new and innovative industries and services
14. A valued and protected natural and built environment

Specifically to Morawa, the Mid West Investment Plan notes that a key concern for Morawa is electricity reliability as it is located on the edge of the power grid. Other key drivers relating to Morawa are:

- Increasing mining operations.
- Need to maximise opportunities from local mining.
- Morawa is experiencing increasing population driven by the development of mining operations in the area.
- High Indigenous youth population (55.3% under 18).
- 5% in public housing.

The Mid West Investment Plan identifies a number of flagship projects directly relating to Morawa. These, along with an estimated cost, are identified below:

- Upgrade of Morawa and Perenjori Regional Airports (\$5.0m).
- Upgrade of Wubin to Mullewa Road (\$123m).
- Child-care facilities in the Shire's of Morawa and Perenjori (\$1.5m).
- Industry Training Centre in Morawa (\$10.0m).
- Upgrade of Perenjori and Morawa Feeder (\$7.0m).
- Morawa Solar Thermal Project (\$21.5m).

*The Morawa Growth and Implementation Plan seeks to build on the objectives of the Midwest Investment Plan.*

### 1.1.8 DRAFT MID WEST WORKFORCE DEVELOPMENT PLAN

The Draft Mid West Workforce Development Plan provides a framework for workforce planning and development in the Mid West region in line with the State Governments Skilling WA initiative.

Key initiatives identified by the Workforce Development Plan that are specifically relevant to Morawa and the surrounding sub-region include:

1. Engage with employers to determine strategies to entice older residents, as well as other underrepresented groups back to the workforce. This may include consideration of family friendly and flexible working arrangements.
2. Undertake a feasibility study to identify opportunities to establish training and accommodation hubs for Aboriginal people in the Mid West's three sub-regions.
3. Capitalise on national migration programs with support from the Department of Immigration and Citizenship and the Department of Training and Workforce Development.
4. Work with other State Government agencies to develop a communication and marketing strategy, which promotes the lifestyle in the Mid West with the aim of attracting and retaining intrastate, interstate and overseas migrants to the Region.
5. Commission research to collect regional intelligence relating to skilled migration needs including FIFO and DIDO issues.
6. Engage with the mining industry to reduce the reliance that some mining companies have on FIFO workers. Develop and implement strategies to attract and retain workers and families locally.
7. Develop a comprehensive attraction and retention plan for the Region and Sub-regions and consider how to access funding from Royalties for Regions or other Commonwealth agencies.
8. Work with the Department of Education to identify appropriate support mechanisms that will assist new teachers to be retained in the Region.
9. Work with the Department of Health to identify appropriate support mechanisms that will assist health professionals to be retained in the Region.
10. Investigate the creation of Sub-regional Workforce Development Hubs across the Mid West through which people living outside Geraldton can be provided with access to information on career and training opportunities, as well as opportunities to continue their education and professional development without leaving home.
11. Develop a strategy for the provision of transitional housing for Aboriginal people and low income earners, starting with a pilot project in the regions outside Geraldton.
12. Make an assessment of the specific accommodation needs within all Sub-regions to ensure appropriate variety and style of housing is constructed to meet the needs of key groups such as service workers, Aboriginal and non-Aboriginal students. Consider sourcing funding for this through the Royalties for Regions program.

*The Morawa Growth and Implementation Plan seeks to develop the workforce and employment opportunities within the region in line with the recommendations of the Draft Mid West Workforce Development Plan.*

**1.1.9 SHIRE AMALGAMATION REPORT**

The Shire’s of Mingenew, Morawa, Perenjori and Three Springs commissioned an independent study to investigate a proposal to introduce structural local government reforms in the form of a proposal to amalgamate the local governments. The study investigates key local issues that are worth mentioning in this report.

These are outlined below:

- The Shires have experienced pressures on population numbers in recent years as a result of amalgamation of farms and farmers seeking alternative lifestyles (i.e. coastal) population pressures.
- The expanding role of local government has placed additional pressures on small local government resources. In addition, the Shires of Mingenew, Morawa, Perenjori and Three Springs are taking on additional services not normally the responsibility of local government.
- Many local government officers in these Shire’s are required to work across multiple skill areas.
- The Shire’s of Mingenew, Morawa, Perenjori and Three Springs are all very similar in terms of community profile and statistics.

While the proposed amalgamation was supported by the study as having merit, it is noted that at the time of writing this report, the proposed amalgamation was not proceeding.

*The Morawa Growth and Implementation Plan identifies a governance framework to progress planning within Morawa and the wider North-Midlands sub region.*

**1.2 LOCAL PLANNING FRAMEWORK**

**1.2.1 SHIRE OF MORAWA STRATEGIC PLAN 2010**

*“Morawa currently enjoys a comparative geographic positioning advantage in relation to its location adjacent to developing mines. The challenge is to turn this location advantage into a long lasting benefit for the community”.*

The Shire’s Strategic Plan 2010 builds on the previous 2005 strategic planning process, attempting to “take that extra step further” by identifying strategies and priorities that assist the Shire in achieving its vision in delivering specific outcomes to it’s community.

The Strategic Plan identifies the key drivers for change within the Shire, as being:

- Farming resilience
- Coastal impacts
- Industry diversification
- Skills shortage
- Lack of government support

The Strategic Plan is informed by the outcomes of a community survey distributed in June 2010. The major areas of focus coming out of this survey process related to road management and maintenance, education and training, employment and economic development and tourism.

The outcomes of the consultation process lead to the identification of the following future strategy focuses, which seek to position Morawa as a place to live, visit and work in/run a small business:

- Increased attention to roadside maintenance, particularly roadside vegetation;
- Town roads/laneways require significant resurfacing treatment works;
- Improvement of the town sewer system, including mosquito control;
- Refurbishment/redevelopment of the Morawa Greater Sports Ground function area and change rooms;
- Continue to remove or enhance vacant/derelict structures within the town of Morawa;
- Identify means of establishing new tourist/visitor accommodation into Morawa to supplement existing facilities;
- Increase the number of aged care units in Morawa;
- Develop Morawa as a regional training hub to service the mining industry; and
- Maintain strong communication links with the community.

The Plan concludes with a set of actions to be undertaken to achieve governance, environmental, economic, and social strategies, listing who is responsible for undertaking these actions and setting dates by which these should be completed.

*The Morawa Growth and Implementation Plan seeks to reflect the recommendations contained within the document and inform future iterations of the Shire’s strategic plan.*

**1.2.2 SHIRE OF MORAWA LOCAL PLANNING SCHEME NO. 2**

The Shire’s Scheme is a land use based statutory Scheme, originally gazetted in May 2007 and last amended in April 2011. The principal functions of the scheme are to reserve and zone land and control development on reserved and zoned land.

The Scheme prescribes zonings and uses a ‘Zoning Table’, which stipulates whether particular uses are or are not permitted within each of the classified zones (Residential, Commercial, Urban, Industrial, Rural-Residential, Rural).

The Scheme includes site requirements – building setbacks, car parking, home occupation, landscaping and the general appearance of buildings.

The Scheme includes Special Controls pertaining to heritage, townscape character, tourist facilities and accommodation, town entries, town expansion plans, declared rare flora, transportable and second hand buildings and mining.

This document is relevant to the Townsite Growth Strategy in that it represents the Shire of Morawa’s statutory instrument for land use and development control and includes land already identified for urban development.

**Residential**

It is noted that the Scheme applies an R10/R30 split residential density code over all residential zoned land. Clause 4.2 of the Scheme states:

In area coded R10/30, the development standards of the R10 Code shall apply, except that the Council may permit development to the density and standards of the R30 Code only if:

1. the development is connected to reticulated sewerage;
2. the lot has a minimum area of 1000m2 and is located within 300 metres of commercial and civic services and facilities; and
3. the Council, after following the advertising procedures in clause 6.3 is satisfied there will not be any adverse impacts on local amenity.

Clause 4.6.1 (a) of the Scheme states one of the objectives of the Residential Zone is ‘to retain the single house as the predominant form of residential development in the town’.

The above identified clauses within the Scheme should be reviewed in light of the recommendations contained in the Morawa Growth Plan.

**Commercial**

The Scheme limits the height of development within the Commercial zone to two storeys, except where particular circumstances warrant taller building height. It is noted that the Scheme lists a single house as a discretionary use in the Commercial zone. Should mixed use be favourable within this zone then this may be a positive position. However it is likely to send mixed messages in relation to its primary purpose being for commercial activities.

**Other**

It is noted that the Scheme does not contain specific reference to the requirement to prepare Design Guidelines or Detailed Area Plans to control and guide the form and quality of development. This should be reviewed to ensure appropriate statutory mechanisms are in place to require the preparation of design guidelines an/or detailed area plans to assist with achieving better built form outcomes that are appropriate to climate and vernacular design of Morawa.

*The Morawa Growth and Implementation Plan seeks to inform the review and preparation of a new planning framework for Morawa, which will include the review of the Shires Local Planning Scheme.*

**1.2.3 SHIRE OF MORAWA FORWARD CAPITAL WORKS PLAN FEBRUARY 2011**

Local Council’s are required to prepare a five-year future capital works program as part of the Royalties for Regions funding arrangements. Accordingly, the Shire of Morawa Council approved the Shire of Morawa Forward Capital Works Plan on 17 February 2011.

The Forward Capital Works Plan provides for the Shire of Morawa expenditure on asset renewal, expansions and upgrades and any new assets over the period of the next five years. It is however the Shire’s intention to review the Forward Capital Works Plan annually.

*“The Shire of Morawa is committed to providing our community with infrastructure that supports the development of the district and the provision of services that make Morawa an attractive place in which to live, work, invest and play. We are committed to the principles of sound asset management and long term financial planning to ensure that our investments in infrastructure assets are sustainable”.*



As listed within the Forward Capital Works Plan, the Shires current projects include:

- |   |  |
|---|--|
| 1. Road Program                               | 12. Airport Upgrade                      |
| 2. Swimming Pool Refurbishment                | 13. Caravan Park Accommodation Units     |
| 3. Rubbish Tip Improvements                   | 14. Industrial Subdivision               |
| 4. Sports Ground Improvements                 | 15. Residential Subdivision              |
| 5. Shire Administration Centre                | 16. Sewer Upgrade and Replacement        |
| 6. Hospital Site Redevelopment                | 17. Morawa Beacon Project                |
| 7. Industry Training Centre and Accommodation | 18. Exploring Wildflower Country Project |
| 8. Morawa Business Units                      | 19. Town Drainage                        |
| 9. Aged Person Units                          | 20. Morawa Gateway Project               |
| 10. Community Housing                         | 21. Morawa Perenjori Trails Project      |
| 11. Staff Housing                             |  |

The above-mentioned projects are prioritised as per the following key criteria (listed in priority order):

- Develop our town
- Improve social equity for the town
- Demand
- Affordability
- Environment
- Risk

*The Morawa Growth and Implementation Plan seeks to reinforce the successful progression of the priority projects included within the Shire's capital works program.*

#### 1.2.4 MORAWA SPORT RECREATION MASTER PLAN APRIL 2011

The Morawa Sport and Recreation Master Plan (MSRMP) provides strategic direction for the development and implementation of sport and recreation facilities and support services within the Shire of Morawa. Similar sport and recreation Master Plans were prepared for the Shires/Communities of Perenjori, Mingenew and Three Springs.

The MSRMP considers three key themes, namely facility-planning and development, coordination and management of facilities and sport development. The following key issues inform the MSRSP:

- Rapidly changing social and economic landscape;
- Previous lack of sport and recreation planning/coordination, resulting in current facilities spread across three major sporting precincts;
- Current gaps in facility provision / services (some urgently needed);
- Current lack of maintenance planning for existing / future facilities;
- Importance of local groups working together and having a shared voice;
- Need for local government sport and recreation policies and the importance of community involvement in sport and recreation decision-making;
- Importance of Department of Sport and Recreation, Mid West Office support role
- Scarcity of qualified coaching and opportunities for talented athletes;
- Lack of opportunities for youth in terms of professionally conducted clinics/training; and
- Importance of club governance, volunteer and risk management and other club development support structures.

The MSRMP proposes a series of enhancements over time, which consists of 28 recommendations to upgrade and/or replace facilities to meet current and future needs of the Morawa community. Additionally, given the expressed importance of facility management/coordination and sporting club development, several recommendations are made to enhance the capacity and longer term self sufficiency of Morawa sporting bodies. Strategies include the implementation of a Shire sport and recreation policy, consideration of a community run sport and recreation advisory body, position of Sports and Recreation officer be established and introduction of a Junior Sports Plan.

*The Morawa Growth and Implementation Plan seeks to develop the workforce and employment opportunities within the region in line with the recommendations of the Draft Mid West Workforce Development Plan.*

#### 1.2.5 MORAWA EDUCATION AND INDUSTRY TRAINING ALLIANCE STRATEGIC PLAN: 2010-2013

The Morawa Education and Industry Training Alliance (MEITA) Strategic Plan endorsed on 15 December 2009 includes a set of goals and strategies that are embedded in four key areas and link back to the MEA mission statement, 'Community Revitalisation through Education'.

The four key areas include:

1. Provision of an integrated model of education and training services
2. Industry partnerships and collaboration
3. Employment opportunities and employment capacity
4. Communications: Public relations, marketing and recruitment

The Strategic Plan acknowledges the influences the growth of the mining industry and the building and operation of the Industry and Trade Training Centre will have on the ongoing implementation of the Strategic Plan and the benefits of implementing strategies that are directly related to and involve these two influences.

The Strategic Plan includes a set of 10 procedural recommendations. A few key recommendations directly relating to Morawa are as follows:

- To promote "Morawa as a 'one-stop' shop for educational and training needs for the surrounding region";
- The establishment of Flagship Projects that are attractive to industry and government buy-in and facilitate the formation of partnerships and joint funding exercises with education and training service providers;
- Consideration being given for an Industry Training Centre to be established in Morawa and owned/administered by Durack Institute of Technology; and
- Consideration being given to the Western Australia College of Agriculture-Morawa (WACOAM) establishing a Flagship Project, such as becoming the preferred place of Trade Training in the Mid-West to increase the number of enrolled year 11 and 12 students in the Trade Training Centre Program. This proposal has been successful with the Australian Government recently announcing that it will commit \$3.6 million to develop a Trade Training Centre in Morawa to support a cluster of schools including the Morawa, Meekatharra and Mt Magnet District High Schools.
- There is a strong focus from adjoining communities for Morawa to become the education and training hub of the North Midlands sub-region to provide skills to the region's children and young adults to keep the population local.

*The Morawa Growth and Implementation Plan seeks to reinforce and promote Morawa as a 'one-stop' shop for educational and training needs for the surrounding region.*

#### 1.2.6 CLUSTER RESEARCH REPORT NO. 3.4 SHIRE OF MORAWA PROFILING THE COMMUNITIES OF THE SOUTHERN MINERALS PROVINCE OF THE MID WEST

This study forms part of a national three-year research program funded by Minerals Down Under (CSIRO Research Flagship Cluster) as is part of the Western Australian component of Curtin University's Regions in Transition Project.

The Regions in Transition project seeks to contribute to a deeper understanding of the social and economic transitions experienced by communities in change. The study identifies locations such as the Shire of Morawa as providing a unique set of circumstances to study the impacts, benefits and challenges of regional development, both mining and major port and rail infrastructure, on a Western Australian community.

The purpose of the Shire of Morawa study was to develop an understanding of the attitudes, perceptions and current concerns impacting on the Shire at the pre-mining juncture. The study essentially provides a "snapshot of a community in transition from a strong identity associated with agriculture to a more mixed economy including mining".

Responses to surveys administered to residents as part of the study, indicate the major social issue within the Shire to be the lack of community infrastructure, the most important environmental issue being soil salinity and the viability of agricultural sector being the main economic concern.

As part of the survey residents were asked to self assess their quality of life. The resultant mean score was 80.5, which is significantly above the national average of 75.81. As the report states, "this very positive picture is exceptional, indicating that the Shire of Morawa is a highly liveable location".

Other aspects of the study's findings relate to shire amalgamations, mining developments and regional leadership. The study findings indicated a considerable anti-amalgamation sentiment alongside significant uncertainty about amalgamating with adjoining shires. The majority of the respondents largely viewed mining positively and considered resource development as highly beneficial to the Shire and the broader Mid West. There was however considerable concern that a fly-in/fly-out work force could erode many of the possible gains. Leadership for regional development was considered to primarily reside with local government, particularly during a time of major change.

*The Morawa Growth and Implementation Plan seeks to utilise the findings of the study as a baseline benchmark and build upon the study's working profile of Morawa.*

### 1.2.7 MORAWA TOWN PLANNING SCHEME POLICIES

The suite of 17 Shire of Morawa Town Planning Scheme Policies form Appendix B of the Shire of Morawa Local Planning Scheme No. 2 Scheme Report (June 2006). The numerous policy objectives are principally directed towards consolidating the town centre and ensuring commercial, civic and tourist developments are encouraged and directed to be located there.

These policies relate to the following:

#### General

- Town Centre Consolidation
- New Commercial Development – General
- Enhancement of Public Buildings
- Colour Schemes for Commercial Buildings, Public Buildings, and Street Furniture
- Guidance for Alterations to Heritage Buildings
- Control of Fencing
- Public Street Furniture
- Public Area Tree Planting
- Retention of Remnant Native Vegetation
- Roadway, Carpark and Footpath Paving Materials
- Town Centre Carparking
- Public Information Signage
- Advertising Signage
- Installation of Television Satellite Dishes on Residential and Commercial Buildings and Land

#### Specific Sites and Precincts

- New Development on Town Entries and Main Streets
- Railway Land within the Town Centre

#### Heritage Matters

- Financial and Non-Financial Incentives for Appropriate Development

*The Morawa Growth and Implementation Plan seeks to inform the review and preparation of a new planning framework for Morawa, which will include the review of the Shires Local Planning Scheme Policies.*

### 1.3 EXISTING GOVERNANCE FRAMEWORK

#### 1.3.1 2.3.1 CURRENT SITUATION

The Shire (through its elected members and senior staff) has in recent years provided the vision, leadership and delivery of facilities and services into the town that sets it apart from adjoining localities; and has consequently seen it selected as a regional SuperTown.

The Shire has however, not acted in isolation. The figure below indicates the current governance structure and relationships affecting the Morawa community. This model could be argued to reflect many rural communities, however, a key feature of the Morawa leadership has been the broad network of partnerships and alliances established, bringing a very wide range of stakeholders to the mix to consider and address Morawa's future.

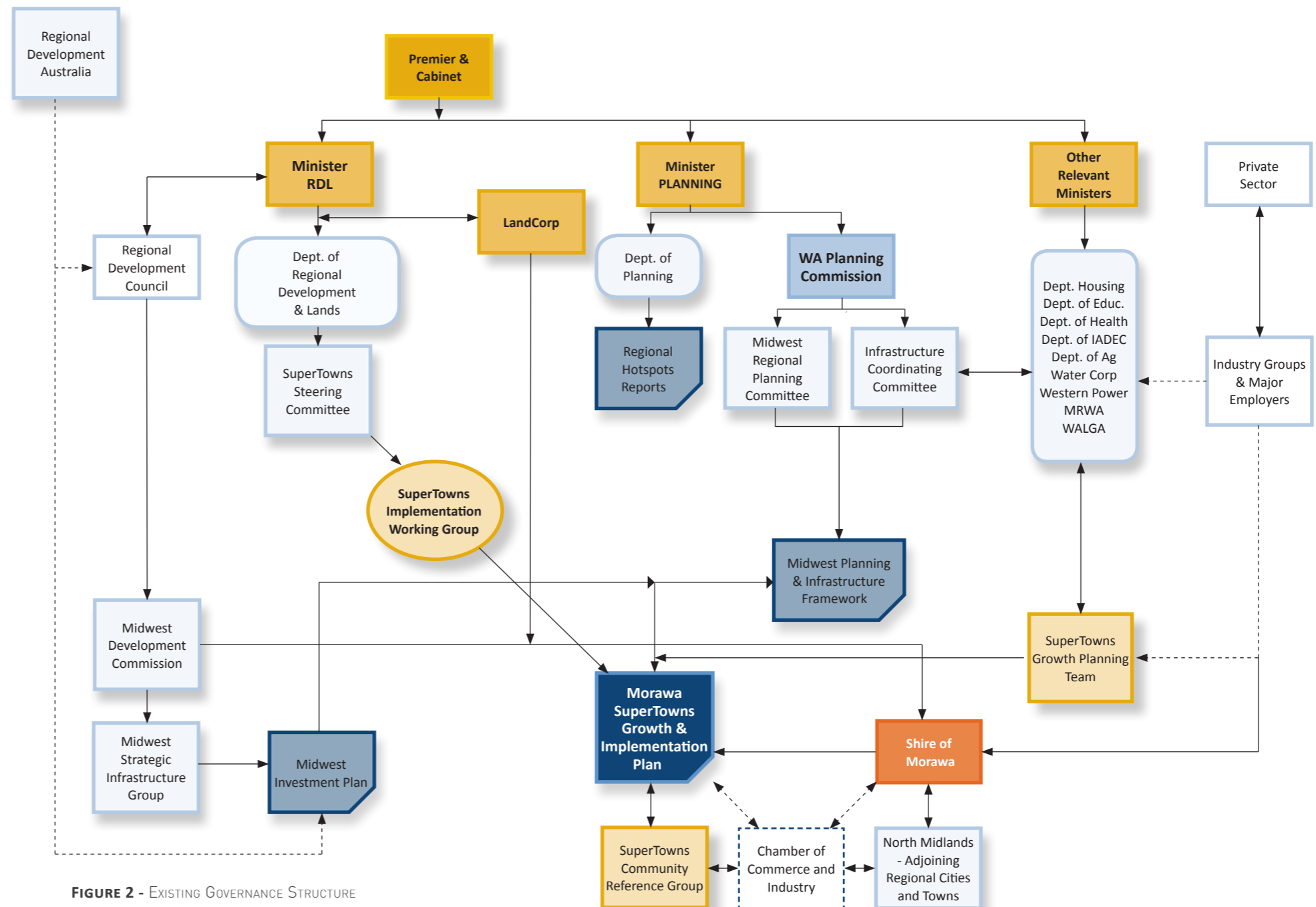


FIGURE 2 - EXISTING GOVERNANCE STRUCTURE

### 1.3.2 CURRENT PLANNING

#### Local Government Amalgamation

In February 2009, Local Government Minister John Castrilli announced the State Government's package of wide-ranging local government reform strategies. The strategies are aimed at achieving greater capacity for local governments to better plan, manage and deliver services to their communities with a focus on social, environmental and economic sustainability. Local government reform will have implications for land use planning in the region as it may lead to fewer local governments and consequently, in the longer-term, fewer local government planning schemes and strategies. Whilst sub-regional planning boundaries have been defined for the purpose of the Framework, consideration should be given to the revision of sub-regional planning boundaries pending the outcome of the local government reform process.

From September 2009 the Shire of Morawa was actively engaged in discussions proposing the establishment of the Shire of Billeranga, an amalgamation of the Morawa, Perenjori, Mingenew and Three Springs Shires under a Voluntary Sustainable Amalgamation model. This amalgamation proposal was ultimately abandoned and Morawa, through its selection as a regional SuperTown, is now being elevated in status and targeted as a growth centre in the North Midlands sub region.

### 1.3.3 KEY DRIVERS AND PRESSURES

The planned transition of Morawa townsite from a predominantly farming community of approximately 882 people to a vital multifaceted sub-regional centre of 2,500 residents engaged in agriculture, mining and education as key economic drivers will require a heightened level of leadership and increased capacity to deliver upon the SuperTowns vision.

This will require additional personnel with new skills and amended structures and governance processes to allow effective and efficient facility and service delivery.

The questions are:

- What additional skills and resources will be required?
- At what point (or points) in the governance hierarchy should these be allocated?
- What regulatory and approvals processes will need to be adjusted to allow for streamlined delivery?
- How can private sector investment be invited, incentivised and secured to leverage and offset government contributions?

There is a tendency for governments and bureaucracies to default to governance mechanisms that are intrinsically risk averse, self-referential and self-perpetuating. SuperTowns cannot be realised with a model that concerns itself primarily with government planning and service provision and without regard to the importance of private sector investment in economic development.

A clear requirement will be an entrepreneurial approach to township development through private sector investment. Government agencies may recognise on one level the need to mobilise the private sector in development plans and strategies, but there is frequently a reluctance to embrace innovative governance mechanisms suitable for the long-term development of regions and towns. A new approach will be required.

The current government's innovative approach to regional development through Royalties for Regions as evidenced by the Pilbara Cities and SuperTowns programs is testimony to thinking beyond business as usual. A mindset shift has occurred in the thinking at the top however this now needs to percolate down through the numerous bureaucracies which through years of systematisation, policy development and procedural refinement are locked into an orderly process that stifles innovation. Implementation of the Morawa Growth Plan will require a governance mechanism that permits and encourages innovation. It will require an enabling approach that invites and attracts private sector investment whilst ensuring due process (ensuring transparency and accountability within the bureaucracy) is effectively and efficiently addressed.

What will be required is a system that introduces a power to influence and bring stakeholders to the table and provides sufficient authority at the point of engagement to act quickly to deliver upon the plan.

The governance structure must:

1. Be adequately resourced and empowered in terms of:
  - a. the necessary skill sets;
  - b. the physical human resources to get the increased volume of work done; and
  - c. the authority to call upon and leverage existing bureaucracies.
2. Focus on a mechanism to deliver the SuperTowns Vision through a well crafted, practical and reasonable strategy that recognises the difference between what can be delivered by a SuperTowns governance model and what lies outside of such an entity's capacity to control or influence.
3. Have an investment and enterprise capacity over and above simply funding projects according to internal qualifying criteria.
4. Be transitional in nature recognising what needs to be and can be achieved over the next 2 years (critical timeframe) and over the subsequent period of Years 2-10.
5. Facilitate the ready development of hard and soft infrastructure required to generate growth including:
  - a. Capacity building infrastructure (i.e. utilities capacity, roads, housing etc.);
  - b. Industry specific enabling infrastructure (i.e. common user infrastructure, airport capacity etc.);
  - c. Essential population servicing infrastructure (i.e. hospitals and schools); and
  - d. Population driven infrastructure (i.e. retail & commercial offerings).
6. Have the capacity to:
  - a. Mobilise and approve funding of and investment in programs, initiatives and development opportunities, particularly in circumstances of market failure,
  - b. Enter into joint venture development opportunities, where appropriate, with the private sector to drive economic growth and development; and
  - c. Drive/influence resource allocation decisions by key government agencies and departments as they relate to Super Towns.
7. Have executive regulatory approval and planning control over development opportunities and proposals; and
8. Have legislative authority and resources to implement growth plans for Super Towns.

### 1.4 ROLE AND FUNCTION OF MORAWA AND ADJOINING TOWNS

Morawa is located approximately 370 kilometres north-east of Perth and 165 kilometres south-east of Geraldton. Morawa services the surrounding wheat and sheep agricultural industry and mining projects, such as the Mt Karara mine. The town is attractive from a tourism perspective, particularly during the wildflower season from late winter to early October.

Morawa is identified as a Sub-Regional Centre under the Draft Midwest Regional Planning Framework 2010, which means that Morawa should service the surrounding locality with weekly shopping needs, secondary education, health and other services.

Morawa has a District High School, which services surrounding communities, including Mingenew, Three Springs, Perenjori and Yalgoo. Morawa has a strong educational employment base and is also home to the WA College of Agriculture. The Morawa Education and Industry Training Alliance (MEITA) was formed in 2004 and seeks to build on the existing education services in Morawa and is pursuing new training and education opportunities to establish in Morawa.

Morawa also contains a multi purpose health centre, which services the Morawa and Perenjori communities.

In 1999 the population of Morawa was around 1,048. However since this time population numbers have steadily been declining, although in recent years numbers have begun to increase on the back of construction related activities linked to mining projects. The Townsite currently has a population of around 882 people.

Morawa currently faces a number of issues that have an impact on the sustainable growth of the town, including including limitations on the capacity and reliability of power and water capacity. Access to health and other services is also an issue in relation to retention of population.

Within the Shire of Morawa, there are two smaller settlements - Canna and Gutha, which are serviced by the Morawa townsite.

With respect to the relationship and interdependencies between the townsites located in the North Midlands sub region, the following can be described in general terms:

- Three Springs, Mingenew and Perenjori utilise Morawa District High School for Secondary Education;
- Three Springs, Perenjori and Coorow utilise Carnamah's school for Secondary Education;
- Perenjori utilises Morawa for some Health services;

The following provides an overview of the hierarchy and function of the various other settlements in the region. The hierarchy of these settlements is defined by the Draft Mid West Regional Planning and Infrastructure Framework (2011).



#### 1.4.1 AN INTEGRATED ECONOMY – A WAY FORWARD

The strength of Morawa's growth as a sub-regional centre will be dependent on its ongoing and mutually beneficial relationship with its surrounding towns. Currently there is not an integrated strategy for the continued development of the economy of towns located in the North Midlands sub region.

The development of an overarching Economic Development Strategy for the North Midlands Sub-Region will be integral to developing a strong, robust and sustainable economy. The Strategy would provide an overarching and integrated approach to identify opportunities to build the economic relationships between the North Midlands towns and would seek to develop individual strengths within each town. Morawa as a SuperTown will provide a boost in infrastructure, facilities and services for the sub-regional economy as a whole to leverage off.



FIGURE 3 - REGIONAL CONTEXT

#### 1.4.2 PRIMARY CENTRE

##### GERALDTON

Geraldton is the primary Centre within the Mid West region. The region's principle airport is located in close proximity to the Geraldton town site and can currently accommodate up to 90,000 passengers a year. Geraldton also contains the region's port, which handles iron ore, grain, fuel, mineral sands, talc, garnet and fertilisers for the Midwest region and beyond. The Batavia coast marina provides for recreational boating and tourism.

A deep water port proposed at Oakajee, just 25km north of Geraldton city, will have an initial capacity of 45 million metric tons of iron ore annually, which will strengthen the role of Geraldton as a primary Centre within the Midwest region and the State of WA.

Geraldton has tertiary education facilities in the Durack Institute of Technology and Geraldton Universities Centre, has five high schools, seven primary schools, the Geraldton Regional Hospital which services the Mid West, St John of God Hospital amongst other community facilities.

Geraldton will continue to develop as the region's primary Centre. It currently accommodates approximately 38,000 people, which equates to 38% of the total population of the Midwest.

#### 1.4.3 REGIONAL CENTRE

##### DONGARA-DENISON

Dongara and Port Denison are twin coastal towns located approximately 360 kilometres north of Perth and 60 kilometres south of Geraldton. At the 2006 ABS survey, Dongara and Denison had a population of 2,292 people. Dongara-Denison was established on a strong rural economy and now supports a fishing industry, including the rock lobster industry, which has been under pressure in recent times due to a change in rock lobster fishing policy.

The town also has a strong tourism focus, with the recent construction of the Indian Ocean Drive, making the town even more accessible to the Perth metropolitan area (3 ½ hour drive). Dongara is also a recreation and holiday focus for the farming and emerging mining community in the Mid West.

Dongara has a District High School, Dongara Health Service hospital, child care centre, airfield and a range of other community and recreation facilities.

Dongara will continue to grow in population particularly given it is seen as a popular place for retirement and for sea changers seeking a coastal lifestyle.

#### 1.4.4 LOCAL CENTRE

##### MULLEWA

Mullewa is located within the Greater City of Geraldton-Greenough within the Coral Coast tourist region. The Mullewa economy is primarily based upon agriculture and mining. Mullewa serves as a Local Centre for the North Midlands sub-region and is expected to service the hinterland communities with weekly shopping, secondary education and lower order office.

Mullewa has its own District High School and a number of primary schools. TAFE courses are available through the Telecentre.

Mullewa currently has a population of approximately 878. Mullewa is facing similar issues to Morawa, in that it lacks the level of services to retain its population, particularly teenagers finishing high school who are seeking tertiary and employment opportunities.

##### MINGENEW

Mingenew has a population of approximately 525 people. Mingeneew has a strong agricultural industry, with stock and grain being the key export commodities produced. CBH Grain Receiving Point is located within the Shire, which is the largest inland facility in the Southern Hemisphere.

Mingenew has a pre-school and primary school. The district high school is located in Morawa, which is 59 kilometres away.

The town also has a Community Resource Centre, providing a range of computer related services.

##### THREE SPRINGS

Three Springs is a town of around 722 people with its economy consisting of grain and grazing agriculture, mining and government industry.

The town has pre-school and primary school facilities, but relies on Carnamah for junior high school facilities (Years 8 to 10) and Morawa for senior high school facilities (Years 11 and 12).

The town also contains the North Midlands District Hospital and includes a surgery, general practitioner, dentist and child and community health nurse.

An eight bed Multi Purpose Service Centre complements the facilities provided for the aged.

Three Springs is a primary locality for the supply of electricity to the North Midlands with potential to increase this capability, with approval being granted for a 330 megawatt open cycle gas turbine, which will be located about 3 kilometres out of the town site. There are plans for Three Springs to also support a new gas hub for the region.

A key limitation of Three Springs is that the town currently suffers from a lack of an industry base, which limits employment and growth of the town and also impacts the level of services available to residents. Notwithstanding however, the talc mine is located in proximity to the town.

##### PERENJORI

Perenjori is located approximately 200 kilometres south-east of Geraldton and is predominantly a wheat and sheep agricultural district. The Mount Karara Iron Ore and Extension Hill mines are located in reasonable proximity to the townsite of Perenjori.

Perenjori has a primary school, but relies on Morawa and Carnamah for secondary education. The town also relies on the Morawa Perenjori Health Centre located in Morawa.

Perenjori relies on Morawa for immediate Health Services.

Perenjori has a range of recreation facilities, including, licenced sporting club, bowling green, 18 hole golf course, swimming pool, fitness club, showgrounds and an unsealed runway for light aircraft.

Perenjori is an area of very high biodiversity, with large areas of remnant vegetation being set aside for conservation.

Perenjori had a recorded population of 209 people at the 2006 ABS census.

##### CARNAMAH

The townsite of Carnamah is located approximately 160 kilometres south of Geraldton and is connected to Three Springs Road via the Midlands Road. Carnamah services the surrounding agricultural industry and has experienced a period of population decline but has stabilised in recent years.

Carnamah's economy is based on agriculture and fishing.

Carnamah has a District High School, which, along with the Morawa District High School, services surrounding towns, in particular; Three Springs and Coorow. The District High School also provides a Vocational Education Training program.

Carnamah had a recorded population of 348 people at the 2006 ABS census.

Other community services include a child care centre, a doctors surgery (limited hours) and police station. Carnamah also has the Niven Park Recreation Complex, which includes a swimming pool, tennis, netball and basketball courts and sporting oval.

##### COOROW

Coorow is located approximately 270 kilometres north of Perth and is located on the Midlands Road. Coorow has a population of approximately 250 people. Coorow is primarily an agricultural town, however, is also known for its wildflower season.

Coorow has a range of community facilities, including Administration Centre, Bank, Library and primary school.

##### YALGOO

Yalgoo is a historic mining town located approximately 220 kilometres east of Geraldton and 500 kilometres north east of Perth. The town services the surrounding agricultural and mining industries.

Yalgoo had a recorded population of 164 people at the 2006 ABS census.

Yalgoo has a primary school, a nursing post and recreational facilities including a sporting oval, tennis and basketball courts and airstrip.



## 1.5 MORAWA'S COMMUNITY PROFILE

*Morawa boasts an extensive array of community facilities commensurate with the needs of a town with a significantly greater population. The key for the future will be to present those facilities to a contemporary standard and proactively enhance the scope, frequency and duration of services delivered to the community.*

### 1.5.1 CURRENT SITUATION

#### 1.5.1.1 Community Facility and Service Provision

Townships in the mid-western farming belt were established in the early 1900's and were required to service considerably larger populations than currently exist. The increasing mechanisation of farming operations has led to fewer people being required to manage agricultural operations and has also led to the subsequent decline in farming communities.

Morawa is a classic example of a strong farming community that has endured population decline in its catchment peaking at more than 1,700 people in the 1960's to less than 1,000 today. Even with dramatic population growth responding to new mining operations and the SuperTowns initiative, the projected population for the township is 2,500 people.

#### Demographics

According to official population statistics, in 2009 the Shire of Morawa had an Estimate Resident Population of 882 (Australian Bureau of Statistics (ABS) 2010). While this is an overall decrease in the Shire's population in the past decade, in more recent years these variations have been minor (see Table 2), particularly compared with the steady decline in many Mid West shires. Morawa's relative population stability also runs counter to the substantial growth in the broader Western Australian population.

Year	Pop	Year	Pop
1998	1,055	2004	904
1999	1,048	2005	890
2000	1,032	2006	867
2001	985	2007	876
2002	963	2008	893
2003	957	2009	882

**TABLE 2 - AGGREGATE POPULATION TRENDS FOR THE SHIRE OF MORAWA (1998 TO 2009)**  
SOURCE: ABS 2008A, 2010

Longer-term trends in population decline for agricultural areas, such as Morawa, have been attributed to the aggregation of farms, modern farming methods and a prolonged period of drought. Dollery and Goode (2009)<sup>1</sup> argue that new mining operations in this Shire may provide the only real promise of averting declining populations in the region. It is this opportunity that sees Morawa the subject of a SuperTowns growth program.

ABS Census data and Shire information indicates that:

*"There is a discrepancy in the count of indigenous people. The Shire indicates some 3% of the population is Indigenous, ABC census data for 2006 indicates 10.4% and the Mid West Development Commission reports 23%."*

Of the approximately 882 residents; (56%) were male and (44%) were female, which shows a significant male bias well beyond the roughly 50:50 balance in WA. There were 275 households within the Shire, which covers some 3,528 sq kms. Children aged between 0 and 14 years represented 21.3%, with 25.5% being over the age of 55 years.

Age group	Shire	National average
0 to 14 years	21.3%	19.8%
15 years to 24 years	16.9%	13.6%
25 years to 54 years	36.2%	42.2%
55 years to 64 years	9.9%	11.0%
65 and over	15.6%	13.3%

**TABLE 3 - PERCENTAGE POPULATION BY AGE GROUP (2000 TO 2009) - SOURCE: ABS 2008A, 2010**

#### Observations from Table 3:

The 0 to 14 year age group was almost 7% above the National average four years ago and has dropped back some 5% suggesting there may have been a number of young families moving out during this time. Above average figures in the 15 to 24 year age group could be attributed to the WA College of Agriculture Morawa attracting students to the area and encouraging local students to remain. This figure has improved every year in recent years and almost 7% over the last four years

The 25 to 54 age group is 6% below the National average and this has occurred over the last four years. The age group from 65 and over is 3% above what it was four years ago and 2.3% above the National average suggesting there is a trend for retirees to remain in the district.

Even with the additional demand from farming and mining residents living outside the Morawa township and accounting for a catchment population extending to adjacent Shires this growth does not extend the per capita facility provision past the next critical threshold that would call upon additional community facilities.

In terms of community development and support organisations, the CWA remains active in Morawa and all other mid-west towns and Lions operate in 4 of the 5 towns in the district. Freemasons retain a presence in Morawa and Mingenew however there are no Apex or Rotary Clubs established in the region.

Medical services are provided in the region through two Multipurpose Services (MPS). The North Midlands Health service was established in Three Springs in 2000 with an 8 bed hospital and services Carnamah and Coorow. In 2003 the Morawa-Perenjori MPS health service was established offering a 5 bed acute care hospital along with a 24 hour accident and emergency service in Morawa and a Medical Centre servicing Perenjori.

Aged persons care in the region is enabled by the services of the two MPS in Three Springs and Morawa and 4 well aged units in Three Springs and 5 in Morawa.

All townships in the mid-west have primary and pre-primary schools. Secondary schooling is restricted to Morawa (district high to year 12) and Carnamah (district high to year 12), which also offers some TAFE courses. Morawa provides the Agricultural College.

Police stations operate in all mid-west towns and are coordinated through the Mid-West Gascoyne District Office located in Geraldton.

Bankwest and Westpac operate branches in Morawa Monday to Friday with various opening hours. NAB operates and agency outlet Monday, Wednesday, Friday in Three Springs and Tuesday and Thursday in Mingenew.

*The real challenge for Morawa is not in the development of new facilities, but in the retention, maintenance and enhancement of the facilities and services that are already in place.*

The range and extent of facilities on offer in Morawa and surrounding townships is summarised in tabular form in Appendix 3.

Critical considerations will be:

- Allowance for the ongoing maintenance of existing facilities through an effective asset management program;
- Proactive refurbishment and upgrade of facilities to deliver a contemporary standard of presentation, functionality and amenity; and perhaps most critically
- Expansion of the scope, frequency and duration of services on offer from those facilities.

The Minister for Regional Development and Lands the Hon. Brendan Grylls was quoted in an article in the West Australian on 13 November about the SuperTowns program saying:

*"It's not about a new bowling green for the locals. To me its how do we pitch to the young family in the eastern states or to the young family in Ireland who are thinking that WA might be the place to come and establish their family?"*

The considerations for prospective residents, having moved beyond the need to secure employment or establish a sustainable business operation, will in the first instance be health, education and community safety. In parallel with these requirements will be an expectation that the basic elements of reliable transport (internal and connecting roads, bus and rail services), readily accessible communications (both internet and mobile services) and reliable and abundant utilities (power and water) will be provided.

These major infrastructure priorities will be the priority considerations. Only after those elements are suitably addressed will thoughts turn other secondary elements such as the range and quality of sporting facilities and the strength of community groups. A major element in this secondary level of hierarchical considerations will be the aesthetics of the township and in particular the town centre's streetscape and its general level of amenity.

<sup>1</sup> Dollery, B & Goode, S 2009, A New Future for the Mid-West Group of Councils: An Analysis of Structural Reform Options for Mingenew, Morawa, Perenjori and Three Springs Shires, New England Education & Research Pty. Ltd. and Stephen Goode Consulting, Armadale.

**Current Rate of Provision of Community Facilities**

The following table outlines the current rate of provision of community facilities within Morawa compared with the accepted standard rate of provision for a rural town. The table demonstrates that Morawa provides over and above the standard rate of provision for most facilities.

**TABLE 4 - MORAWA CURRENT PROVISIONS**

Infrastructure and Services	Facility	Accepted Standard of Provision for Rural Town	Current Provision 882
Recreational Facilities			
Local Sporting Reserve (1-2 Senior playing fields)	Oval fields	1 per 2000	1
	Rect Fields		1
Sports Pavilion/Change Rooms		1 per 2000	
Multi-marked Sports Courts (tennis/netball/basketball)	Basketball Courts	1 per 1000	4
	Netball Courts	1 per 1000	2
	Tennis Courts	1 per 1000	6
	Squash Courts	1 per 1000	2
	Bowling Green (rinks)		10
	Golf Club (holes)		18
	Swimming Pool		6x50
	Indoor Sport Courts		1
Cricket Wickets	Cricket Nets		2
Public Open Space	Showground	1.7ha per 1000	1
Local Neighbourhood Park		1 per 1000	
Playgrounds (local)		1 per 1000	
Motorised	Speedway		1
Equestrian	Pony Club		1
Other	Aeroclub		1
	Shooting		1
Cultural Facilities			
Halls/Local Community Centres	Town Hall	1 per 5000	250 (pax)
	Function Centre		80 (pax)
Youth Services Centre		1 per 500 (aged 13 – 19)	1
Library			1
Museum			2
Entertainment	Video Store		1

Infrastructure and Services	Facility	Accepted Standard of Provision for Rural Town	Current Provision 882
Service	CWA		1
	Lions		1
	Freemasons		1
	Arts & Crafts Group		1
	Historical Society		1
Health Facilities			
Aged and Disability Day Care		1 per 2000 (aged 70+)	1
Childcare Centre		1 per 4000	1
Infant Health Clinic		1 per 3000	1
St John Ambulance			1
Health and Medical Centre (for private health professionals)		1 per 3000-5000	
Educational Facilities			
Pre-primary School			1
Public Primary School		1 per 4000	1
Private Primary School		1 per 12000	
Public High School		1 per 16000	1
Private High School		1 per 30000	
TAFE			1
Out of School Care Services		1 per 2 primary schools	
Playgroup		1 per 5000	1
Church/Places of worship		1 per 10000-15000	
Employment Services/Job Networks		1 per 15000	
Safety	Police Station		1
	Volunteer Fire Service		1
	SES		1

**1.5.1.2 Existing Community Performance**

**1.5.1.2.1 Strong Social Capital**

The Cluster Research report (February 2011<sup>2</sup>) Profiling the Communities of the Southern Minerals Province of the Mid West provides a standalone report on Morawa. This report notes that mean score for quality of life in Morawa was recorded at 80.5, significantly higher than the Australian average of 75.81 indicating a community with high social capital. This assessment of wellbeing was measured by the domains of living standard, health, life achievements, personal relationships, safety, community connectedness and future security.

Morawa outscored the Australian average on all measures and was particularly highly regarded in the areas of health (+5.4), life achievements (+4.5) future security (+4.8) and community connectedness (a massive +9.8).

**1.5.1.2.2 Social Disadvantage**

All is not complete and wonderful in Morawa, however., The Socio Economic Indexes for Areas (SEIFA)<sup>3</sup> scores Morawa at 972 which places it in the category of relatively disadvantaged compared to an average score of 1,000 across Australia. It is rated slightly higher than country WA which collectively averages 966.

**1.5.1.2.3 Education Disadvantage**

A similar instrument developed for schools, the Index of Community Socio-Educational Advantage (ICSEA)<sup>4</sup>, enables comparisons between variables such as socio-economic characteristics of the school area, its remoteness, and the proportion of Indigenous students enrolled at the school. The ICSEA has been developed specifically for the My School<sup>5</sup> website for the purpose of identifying schools serving similar student populations. Given that the average ICSEA value is 1,000 and most schools have an ICSEA score between 900 and 1,100, the ICSEA score of 892 for Morawa indicates substantial socio-educational disadvantage.

Morawa District High services 220 students and WA College of Agriculture in Morawa has an enrolment of 63 students. In 2010 the District High School graduated 5 year 12 students and the Agricultural College 18. Indigenous students represented 21% of the student population at the District High and 8% of the students at the College.

Other schools in the region are scored as follows:

School	Score	School	Score
Perenjori Primary	863	Geraldton Primary	971
Three Springs Primary	873	Geraldton Senior College	975
Carnamah District High	950	Morawa Agricultural College	1002
Mingenew Primary	959	Coorow Primary	1005

**TABLE 5 - ICSEA SCORES FOR SCHOOLS IN THE MID-WEST REGION - SOURCE: MY SCHOOL WEBSITE: [WWW.MYSCHOOL.EDU.AU](http://WWW.MYSCHOOL.EDU.AU)**

2 Buckley, A. 2011. Shire of Morawa Survey: Profiling the Communities of the Southern Minerals Province of the Mid West. Report prepared for CSIRO Minerals Down Under National Research Flagship, Minerals Futures Cluster Collaboration by the Regions in Transition Project, Research Centre for Stronger Communities, Curtin University, Perth, Western Australia. Report No. 3.4, 71p.  
 3 [www.abs.gov.au/websitedbs/D3310114.nsf/home/seifa\\_entry\\_page](http://www.abs.gov.au/websitedbs/D3310114.nsf/home/seifa_entry_page)  
 4 [www.equity101.info/content/Index-Community-Socio-educational-Advantage-ICSEA](http://www.equity101.info/content/Index-Community-Socio-educational-Advantage-ICSEA)  
 5 [www.myschool.edu.au](http://www.myschool.edu.au)

**1.5.2 CURRENT PLANNING**

*Morawa already presents itself as a Shire on the Move with an impressive list of recent innovations and improvements. The vision for the future presents as many challenges as have already been achieved.*

Morawa is an active and innovative community taking advantage of the resurgence of mining in the mid-west region and now its nomination as a SuperTown. In recent years the community has been proactive in:

- Re-establishing Child Care operations in Morawa;
- Establishing the ‘Morawa – Breaking New Ground’ brand to identify the community as being a resilient, innovative and progressive group of people;
- Creating a ‘Welcome to Morawa’ pack for new residents / professionals moving to Morawa;
- Welcomed new businesses to town including a Pharmacy, Auto Electrician, two Plumbers, an Electrician and a Hairdresser;
- Establishing the Morawa Youth Centre;
- Constructed a new hospital;
- Expanding the Caravan Park and short stay accommodation facilities in town;
- Advanced the ‘Making of Morawa Project’ with artists impressions commissioned to turn the old Water Tower into a major tourist attraction linked to a wildflower theme;
- Sourcing funds to redevelop the Greater Showground Precinct to provide contemporary standard sporting and social amenities;
- Securing \$3m to build two new 16 bed dormitories, replacing transportable units and increasing capacity at the WA College of Agriculture from 66 to 89 students;
- Construction of the \$1.2 million Morawa Business Centre that has created new opportunities for new businesses to be established in Morawa, plus additional training via a trade apprenticeship; and
- Securing Royalties for Regions funding to establish additional housing in Morawa for new teaching accommodation.
- Secured \$3.6 million to establish a Trade Training Centre at the Western Australian College of Agriculture – Morawa as a cluster initiative in support of the Morawa, Meekatharra and Mt Magnet District High Schools.

Additionally the community has:

- Established a Community Trust Fund with support from local mining interests;
- Secured access rights to 500 acres of prime farming land owned by Karara Mining Ltd for the establishment of a Community Farm for fundraising purposes by local sporting and community groups; and
- Established the Morawa Education and Industry Training Alliance (MEITA) between the Shire, the Department of Education and the WA College of Agriculture Morawa and the Durack Institute. MEITA has been instrumental in facilitating key education projects, including winning funding for a new Trade Training Centre to be based in Morawa.
- Received an award for best practice leadership and innovation.

These community initiatives will contribute significantly to the ongoing growth and development goals of the Morawa community. Potential deliverables from their future contributions and through the SuperTowns initiative include:

- Commissioning of the Morawa Beacon kinetic sculpture and light display;
- Improving health services including expanding aged care;
- Increase in the range of subjects offered at the Morawa District High School and WA College of Agriculture to enhance education opportunities in Morawa;
- Establishment of a Morawa Neighbourhood Watch and Safe House Community Safety Program; and
- Connection to BDSL to enhance communications reliability and access in the region whilst lobbying for connection to the National Broadband Network as part of the SuperTowns network of priority locations.

**1.5.2.2.1 Strategic Community Plan**

In 2011, the State Government announced an integrated planning and reporting framework that requires each local government to prepare a 10+ year Strategic Community Plan and Corporate Business Plan which demonstrate measurable linkages between community aspirations, financial capacity and practical service delivery. This planning process will meet the recent changes to the Local Government (Administration) Regulations 1996.

Place Match, as a sub-consultant, and UHY Haines Norton were contracted to prepare a 10+ year Strategic Community Plan for the Shire of Morawa that articulates the community’s vision, values, aspirations and priorities and a Corporate Business Plan.

The Shire of Morawa was keen to ensure that all future planning and community / stakeholder engagement that was progressed as part of the Strategic Community Plan and SuperTowns initiative were complementary and not repetitive, to avoid stakeholder fatigue.

To ensure this outcome could be achieved, Place Match were engaged to additionally assist with Community Consultation associated with the SuperTowns project.

The timeframe for completion of the Strategic Community Plan was also subsequently delayed to the end March 2012, to enable finalisation of the SuperTown Growth Plan, before the Strategic Community Plan was completed.

Both documents will be aligned to ensure the visions, objectives and strategies are complementary.

**1.5.3 KEY DRIVERS AND PRESSURES**

Prospective residents looking to take advantage of local employment opportunities will assess the suitability of Morawa as a place to live initially in terms of health provision, education services and community safety. Secondary considerations relate to basic infrastructure including safe and efficient transport (internal and connecting roads, bus and rail services), readily accessible communications (both internet and mobile services) and reliable and abundant utilities (power and water). This hierarchy if filled out at the lower levels with leisure services in terms of sport and recreation and social and entertainment options.

Health, education and community safety rank as the top three priorities in term of community facilities and services needs. Generally those priorities prevail until adequately addressed and then the next tier within the hierarchy becomes the focus and so on. If a higher level requirement fails or becomes inadequate over time, it tends to override lower level needs and become the new focus.

The Shire’s Performance survey with resident’s scores aged care/health services as second in terms of importance behind roads. Health services have recently received a boost in Morawa with the construction of the new hospital as part of the Morawa-Perenjori Multipurpose Health Service. There is, however, some strong community sentiment that the range of services has not improved with calls for aged persons care to be expanded and for maternity services to be provided in Morawa.

Education appears to be well provided for with the K-12 district high school, the WA College of Agriculture and imminent establishment of a trade training centre through the Western Australian College of Agriculture - Morawa. These facilities aside, the towns district high school scores are lower than average on the ICSEA rating shown on the myschool website at 892 with the Agricultural College scoring 1002, just two points above the median score for Australian schools. These scores are largely based on parent data and will improve if employment opportunities attract skilled and technical workers with higher levels of education and an English language background.

A key driver for the future of Morawa will be to establish Morawa as a “Centre of Excellence” in relation to education and training in the Mid West and Murchison regions. The Morawa Education and Industry Training Alliance has been established to drive projects such as the proposed new Trade Training Centre. Other opportunities exist to pursue tertiary education courses, such as education programs associated with the proposed Solar Power Project and the potential to establish an Electronic Training Hub to run real time tertiary courses.

Community safety does not present as a major issue in Morawa at present, however, as the local population quickly increases through migration into the town, maintaining community safety will require considerable attention.

The first mechanism to sustain community safety is to ensure that all sectors within the community are actively engaged and in daily routines, be they work, education or leisure pursuits. The second approach is to ensure strong community connectedness where local residents know each other, work and play together and there is a sense of responsibility for wellbeing that is universally held – a place where the whole community raises the children. The third approach is to ensure there are adequate safety services including police, fire and rescue and emergency services. The final layer is the establishment of community organisations with a specific charter to address community safety such as neighbourhood watch and the safety house program to build on other initiatives.

Basic community infrastructure requirements of transport, communications and utilities are covered elsewhere and play an important part in preparing Morawa to optimise its capacity as a SuperTown.

Leisure facilities essentially fill out the lower tier of community need and are already rated highly by the local community. The various studies into the leisure requirements for the community provide a detailed account of improvements to sporting facilities and these must be achieved to maintain that rating. A summary of the recommendations for improvements to community facilities is included in tabular form in the next section.

**1.5.4 KEY IMPLICATIONS**

Morawa’s current strength stems from the strong community connectedness exhibited throughout the Shire. With a view to the maintenance and proliferation of this connectedness it is proposed that a formal mechanism be established to further define how and why it exists, explore what makes it work and to seek to establish a culture where this characteristic is self perpetuating.

One suggestion is to host a community connectedness forum to guide this process. This forum could be held biannually in March and September and focus on gathering all community organisations and interested individuals to share the community’s vision, assess progress towards achieving that vision, develop and share plans for further projects, activities and events; and to share in fellowship.

The schematic below indicates that the foundation step is community engagement, which leads to participation in community activities and from that the development of community leadership. This in turn feeds into greater community development as the cycle perpetuates.

Actions to assist in improving (or in Morawa’s case maintaining) strong levels of community engagement include:

- Regular news bulletins about activities happening and about to happen in the community;
- Welcome packs and a physical welcoming party for new residents;
- Targeted invitations to new residents to join in community events and celebrations;
- A biannual community connectedness forum which focuses on the vision and an agreed community development plan for the Shire; and
- Regular community events that embrace the entire Morawa community and attract visitors to the town.

In anticipation of the successful development of the Morawa Beacon, a community festival that exploits natural attractions such as the seasonal wildflowers and the historical buildings in town is proposed. Similar to the previously held 100 years celebration and the biannual Art Award this event would include typical displays of local produce, art and craft and perhaps a competition of some description, either related to regional sporting activity or regional industry e.g. shearing. The day time events would occur in the civic square and at various community and sporting facilities and the evening activity would be centred on a community festive meal such as a long table dinner and the Morawa Beacon.

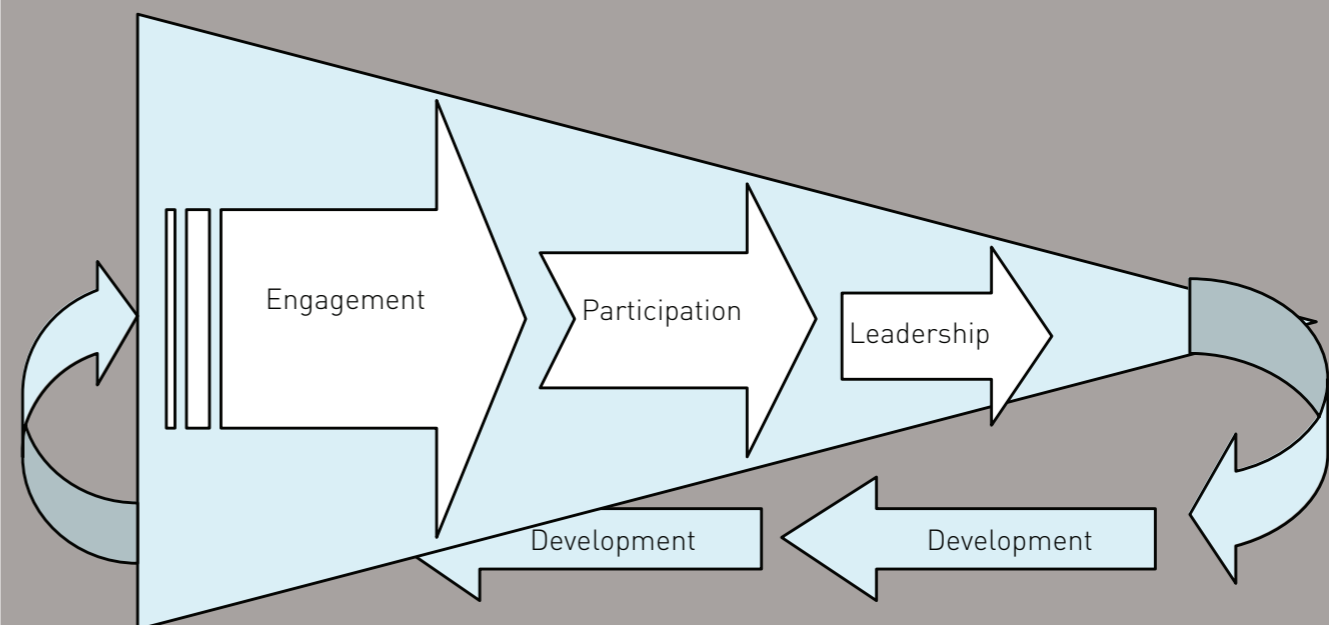


FIGURE 4 - COMMUNITY DEVELOPMENT FUNNEL SOURCE: CCS STRATEGIC 2011



Inherent in trying to embed a culture of community connectedness is the necessity for the community to lead and determine its own growth rather than for it to be externally provided or imposed. In this sense community development support should be just that, support for community organisations rather than that provision of services that replaces community activity. For example the provision of youth services is more effective by developing youth leadership skills within the community than bringing in a youth services provider. Similarly the Department of Sport and Recreation offers support for the establishment and development of community clubs through the provision of club development officers. These officers assist community organisations to enhance their operations and sustainability. Importantly DSR has recently announced a \$20m program to increase community participation with a major component being the Kidsport initiative to assist disadvantaged children to join sporting club by paying their fees.

A key implication for Morawa's future will be the ability for Morawa to develop into a recognised 'Centre of Excellence' for Education and Training. Morawa has a real opportunity to leverage of its existing education and training assets and move forward to position itself in the region as a competitive place to seek education and training opportunities.

Two other clear opportunities for Morawa are the engagement of a Club Development officer (shared with surrounding shires) and application for Kidsport and other funding support to allow participation by all children regardless of their level of social disadvantage. These moves will logically warrant the conduct of training and accreditation programs for club coaches and administrators.

A key component of making Morawa attractive to prospective residents will be the aesthetic presentation of the township and the connection between community nodes. At present community facilities in Morawa are aggregated in three separate locations:

- Within the town centre to the west of the main street
- At the greater sportsground on the eastern fringe of the town
- Along Club road around the golf and bowling club to the north of the town

The replacement cost of these facilities prohibits any notion of rationalisation that would seek to develop all (or at least the majority of) facilities in one location.

To maximise their effectiveness there is the opportunity to develop strong connections between these community nodes. Opportunities to improve this connectedness include;

- The creation of a central town square to bring a focal point for community events and activities to the main street
- Signage emanating from this point to indicate where other community nodes are located
- Paths and trails linking these nodes
- Connecting the greater sports ground precinct to the Club Road facilities by running a new road from Jukes Place around the southern border of the golf course to the recreation centre.

A major challenge for Morawa will be to maintain the existing suite of amenities and to further develop them to ensure the community remains well serviced with access to modern and contemporary standard facilities. A comprehensive asset management program is essential including a facility renewal program to meet growing community expectations.

The Shire's forward capital works program 2009-10 to 2014-15 provides a schedule of community facility developments and improvements. The Morawa Sport and Recreation Strategic Plan provides a detailed assessment of the future needs of the leisure and community facility elements in town.

Included in Section 5 is a full list of the capital works upgrades and maintenance requirements of the major community facility infrastructure throughout the town over the next 15 years as outlined in the capital work program and the sport and recreation strategic plan.

Additional items have been included for consideration including:

- The establishment of a larger library with a telecentre function
- The creation of a town square or civic place offering festive activity and display spaces, a playground and shaded rest amenities
- The inclusion of a palliative care unit within a future enhancement of the recently constructed hospital
- The provision of ante and post natal services at the new hospital
- The establishment of an industry training centre
- A further expansion (moving beyond 86 towards 120 beds) of the boarding hostel for out of town students attending either the agricultural college, the senior high school or the trade training centre.

Please note that these items are indicative only and do not include annual regular maintenance requirements to keep facilities in a safe and functional working order that would be developed as part of the Shire's Asset Management Plan. The cost estimates relate to substantial refurbishment and facility upgrade requirements overtime.

Priority	Facility and Actions	Discussion Points	Priority	Responsibility	Partners	Cost	Timeframe
1.	Greater Sports Ground Change Rooms. Assist the Morawa Community.	The supply and demand analysis concludes that the existing Greater Sports Ground Change Rooms are totally inadequate, do not meet health standards and may well see Morawa teams being withdrawn from hosting future inter-town Competitions / fixtures. Total redevelopment required	HIGH	All user groups Shire of Morawa	CSRFF	\$1.9M	2012-13
2.	Greater Sports Ground Function Facility. Assist the Morawa Community.	The supply and demand analysis concludes that the Function Centre constructed in 1984 is now far too small to cater for user groups. The Kitchen also needs to be extended and entire facility refurbished	HIGH	All user groups Shire of Morawa	CSRFF MWDC	\$1M	2013-14
3.	Swimming Pool. Assist the Morawa Community.	The supply and demand analysis concludes that Morawa Swimming Pool falls well below expected standards for aquatic centres. The plant room and filtration system is inadequate and needs to be replaced/updated as a priority	HIGH	Shire of Morawa User groups	CSRFF Shire	\$600k	2012-13
4.	Speedway Track. Assist the Morawa Speedway.	The supply and demand analysis concludes that this club is one of the most popular in Morawa and facilities urgently need upgrading. The track safety wall, ablutions and lights all require upgrading as part of stage one of the facilities redevelopment.	HIGH	Morawa Speedway Club	Morawa Shire Council CSRFF	\$300k (NB: option to use contractors to reduce costs)	2012-13
5.	Oval Cricket Wicket. Assist the Morawa Community.	The supply and demand analysis concludes that the central wicket on the main oval is below standard and needs to be replaced or resurfaced.	HIGH	Cricket Club Shire of Morawa	CSRFF	\$5k	2012-13
6.	Cricket Practice Wickets. Assist the Morawa Community	The supply and demand analysis concludes that the two practice wickets surfaces are extremely worn, below standard and need re-carpeting.	HIGH	Cricket Club Shire of Morawa	CSRFF	\$8k	2012-13
7.	Golf Club. Assist the Morawa Golf Club.	The supply and demand analysis concludes that Morawa Golf course needs upgrading. The tees are in poor condition and need to be replaced with synthetic grass tee boxes.	HIGH	Morawa Golf Club Shire of Morawa	CSRFF	\$35k	2011-12
8.	Pistol Club Facility. Assist the Pistol / Sporting Shooters.	The supply and demand analysis concludes that the Morawa Pistol Club currently has no Power or Ablutions. Provision of Lighting and Ablutions is a priority for this group	HIGH	Morawa Pistol Club	Morawa Shire Council CSRFF	\$75k	2011-12
9.	Bowling Rinks. Assist the Morawa Bowling Club.	The supply and demand analysis concludes that the Morawa Bowling facility is currently not meeting demand. The new synthetic rinks have no lights and are utilising spillage from the adjacent Basketball courts. Installation of lights is essential for the facility to reach full capacity	MEDIUM	Morawa Bowling Club	Morawa Shire Council CSRFF	\$80k	2013-14
10.	Golf and Bowls Clubrooms. Assist the Morawa Golf and Bowling Club.	The supply and demand analysis concludes that the Morawa Golf and Bowling Club Clubrooms (over 40 years old) are not meeting current demand. The facility needs upgrading, refurbishing and replacement of asbestos roof. Toilets are in a poor state of repair and the Playground and Car Park needs to be upgraded. Landscaping also needs attention and redeveloping.	MEDIUM	Morawa Golf and Bowling Clubs	Morawa Shire Council	\$295k	2014-15
11.	Netball Courts. Assist the Morawa Netball Club.	The supply and demand analysis concludes that the Morawa Netball Club courts will require resurfacing and all infrastructure (Fencing, Lighting and Teams Shelter) will require upgrading or replacement in the short/medium term. Planning for relocation also needs to be investigated	MEDIUM	Netball Club Shire of Morawa	CSRFF	\$150k	2015-16
12.	Sporting Precincts. Assist the Morawa Community and all Sporting groups.	The supply and demand analysis concludes that the Morawa Sporting Facilities and Precincts within the town are under supplied with power and currently not meeting demand.  To cope with proposed facility upgrades a total power upgrade is paramount. Investigations into upgrading power to all town facilities needs to be carried out either through the use of a generator (short term) and/or conventional upgrade.	MEDIUM	All user groups Shire of Morawa	R 4 R CSRFF	\$500k	2013-14

Priority	Facility and Actions	Discussion Points	Priority	Responsibility	Partners	Cost	Timeframe
13.	Football Oval. Assist the Morawa Football Club.	The supply and demand analysis concludes that the Morawa Football Oval Lighting needs to be upgraded for night Football to WAFL standard in the medium/long term	MEDIUM	Morawa Football Club Shire of Morawa	CSRFF	\$450k	2014-15
14.	Skate Park. Assist the Morawa Community.	The supply and demand analysis concludes through consultation with the community a request for consideration of the development of a skate park facility to be located adjacent to the swimming pool at the rear of the Youth Centre.	MEDIUM	Community Shire of Morawa	CSRFF	\$261k	2013-14
15.	Pony Club Facility. Assist the Morawa Pony Club.	The supply and demand analysis concludes that the Morawa Pony Clubs current facility will require upgrading in the long term	MEDIUM	Pony Club Shire of Morawa	CSRFF	\$25k	2015-16
16.	Tennis Playground. Assist the Morawa Tennis Club.	The supply and demand analysis concludes that the Morawa Tennis Playground facility requires upgrading and installation of lighting.	LOW	Morawa Tennis Club	Morawa Shire Council Lotterywest	\$35k	2016-17
17.	Golf Club. Assist the Morawa Golf Club.	The supply and demand analysis concludes that the Morawa Golf Clubs existing equipment shed is inadequate and needs to be replaced	LOW	Morawa Golf Club		\$25k	2017-18
18.	Gliding Clubrooms. Assist the Morawa Gliding Club.	The supply and demand analysis concludes that the Morawa Gliding Club Asbestos Roof on the Club House is a health hazard and will need to be replaced in the long term. New plane also required.	LOW	Morawa Gliding Club	Morawa Shire Council	\$30k \$80k equipment	2012-13 2016-21
19.	Indoor Sports Stadium. Assist the Morawa Community.	The supply and demand analysis concludes that the Morawa Indoor Sports Stadium constructed in 1973 requires a general upgrade, particularly to the kitchen, meeting room and change rooms. Sections of this facility are tired and to meet current demand require refurbishing.	LOW	All user groups Shire of Morawa	CSRFF	\$175k	2016-21
20.	Indoor Sports Stadium. Assist the Morawa Community.	The supply and demand analysis concludes that the Morawa Indoor Sports Stadium constructed in 1973 requires a general upgrade. The multi-sport floor area will require resealing in the medium/long term	LOW	All user groups Shire of Morawa	CSRFF	\$10k	2016-21
21.	Day Care Facility. Assist the Playgroup and Day Care.	The supply and demand analysis concludes that the Morawa day Care Centre is currently not meeting their needs. The group has requested air conditioning and additional storage	LOW	Morawa Playgroup and Day Care	Morawa Shire Council Lotterywest	\$10k	2016-21
22.	Squash Courts. Assist the Morawa Squash Club.	The supply and demand analysis concludes that the Morawa Squash Courts flooring requires re-sanding and re-sealing and walls re-rendering and painting.	LOW	Squash Club Shire of Morawa	CSRFF	\$25k	2014-15
23.	Speedway Clubrooms. Assist the Morawa Speedway Club.	The supply and demand analysis concludes that this club is one of the most popular in Morawa As part of the second stage of their facility redevelopment upgrading of the Clubrooms and Canteen/Bar area is required.	LOW	Morawa Speedway Club	Morawa Shire Council CSRFF	\$150k	2017-18
24.	Town Play Ground. Assist the Morawa Community.	The supply and demand analysis concludes that the Town Playground located in the Town Centre will require an upgrade and additional Play equipment in the long term. This facility will need to be expanded to form part of a new town square or civic place	LOW	Shire of Morawa	Lotterywest	\$80k	2016-21
25.	Hockey Pitch. Assist the Morawa Hockey Club.	The supply and demand analysis concludes that the Morawa Hockey Pitch surface is difficult to maintain to the standard required and winter training is extremely difficult. Long term the group are requesting the installation of a synthetic surface and provision of lighting.	LOW	Hockey Club Shire of Morawa	CSRFF	\$800k	2020-21
26.	Basketball Courts. Assist the Morawa Basketball Club.	The supply and demand analysis concludes that the Morawa Basketball Courts are starting to crack and in the long term will require resurfacing.	LOW	Basketball Club Shire of Morawa	CSRFF	\$75k	2017-18
27.	Town Hall. Assist the Morawa Community.	The supply and demand analysis concludes that the Morawa Town and Lesser Hall to meet health regulations and user demand in the long term will require the kitchen area to be refurbished / upgraded.	LOW	All user groups Shire of Morawa	Lotterywest	\$90k	2018-19

Priority	Facility and Actions	Discussion Points	Priority	Responsibility	Partners	Cost	Timeframe
28.	Morawa-Perenjori Road Drive Trail.	To complete the trails master plan.	MEDIUM	Shire of Morawa Shire of Perenjori	R4R	\$467K	2012-13
29.	Swimming Pool. Assist the Morawa Community.	Refurbishment of patron changeroom, shade provision and kiosk facilities.	LOW	Shire of Morawa User groups	CSRFF Shire	\$275k	2016-17
30.	Shire administration centre upgrade.	To provide adequate accommodation for all staff and to enable provision of additional services.	HIGH	Shire of Morawa residents and ratepayers	Shire of Morawa	\$700K	2011-12
31.	Shire library and Community Resource Centre (telecentre) facilities.	Larger space within the shire admin centre or stand alone facility to meet the needs of the growing community.	LOW	Shire of Morawa residents, ratepayers and visitors	Shire of Morawa	\$400k	2017-18
32.	Children's day care centre.	New purpose built facility to provide respite for home bound mothers and to offer child care for working parents.	MED	Private provider -incentivised by land lease	R4R	\$750K	2015-16
33.	Hospital redevelopment and expansion to provide 2 bed palliative care service.	To maintain quality of recently refurbished hospital and to allow ageing in place in Morawa.	LOW	Shire and Health and Dept Ageing	WACHS	\$1600K	2016-17
34.	Additional 4 aged persons units.	Increase accommodation to 9 units in town.	MED	Shire and Dept Ageing	Shire of Morawa Morawa Community Care MWDC	\$857k	2012-13
35.	Bowling Rinks. Assist the Morawa Bowling Club.	The synthetic rinks will require replacement following 10 year's use.	LOW	Morawa Bowling Club	Morawa Shire Council  CSRFF	\$280k	2021-21
36.	Establish a Trade Training Centre at WACOAM.	To support industry and small business operators in the region.	HIGH	WACOAM	Aust Government WACOAM	\$3.6m	2012-13
37.	Expanded /upgraded boarding hostel.	To accommodate additional student capacity at the Ag college, DHS or Trade Training Centre.	MED	MDHS WACOAM Shire of Morawa	R4R Shire of Morawa MDHS WACOAM	\$890k	2016-17
38.	Town centre streetscape improvements.	To improve the aesthetics and amenity of the town centre as a community focal point.	HIGH	Shire of Morawa	R4R	\$5,500	2013-14
39.	Indigenous employment gateway.	Establish Mid-West Mining and Aboriginal Economic Development Partnership Committee to facilitate indigenous employment.	HIGH	DIA Shire of Morawa	DIA R4R	\$300k	per annum
40.	Mobile phone coverage.	To eliminate black spots in the area.	HIGH	Department of Commerce	R4R	\$1,000K	2015-16
41.	Morawa airport.	Upgrade as part of regional airports scheme.	HIGH	Shire of Morawa	MWIP	\$5,000K	2012-13
42.	Industry Training Centre.	To support mining in the region.	HIGH	Durack Institute of Technology	R4R Super Towns DWTD	\$12m	2012-13
43.	Indigenous arts cooperative.	Establish a support network for aboriginal artists living in Morawa.	LOW	Shire of Morawa Mid West DC	R4R Mining Industry	\$100K	per annum
44.	Connection to BDSL internet service.	Allow high speed data and VOIP transmission between neighbouring Shires.	HIGH	Shire of Morawa other Shires in the district	Telstra	\$200k	per annum
45.	Commission the development of the Morawa Beacon.	Engage sculptor to create the 24m kinetic sculpture and light show.	MEDIUM	Shire of Morawa	Local business R4R	\$2,500K	2012-13

TABLE 6 - CAPITAL WORKS UPGRADES AND MAINTENANCE REQUIREMENTS



## 1.6 MORAWA ECONOMIC PROFILE

*It is critical to have a basic understanding of employment quality within an area, if one is going to seek to influence the future economic development of an area.*

### 1.6.1 CURRENT SITUATION

#### 1.6.1.1 2001 – 2006 ABS Census Community Profiles

The following tables provide a contrast in the changing demography of the Morawa Urban Centre between the 2001 and 2006 Census periods.

2001 Census		
Characteristics	Morawa, UCL	WA
Total persons	625	1,325,392
Males	53%	49%
Females	47%	51%
Age	Morawa, UCL	WA
0-4 years	10%	6%
5-14 years	17%	14%
15-24 years	14%	15%
25-54 years	38%	44%
55-64 years	7%	9%
65 years and over	8%	11%
Selected characteristics	Morawa, UCL	WA
Australian citizenship	91%	86%
Persons born overseas	10%	32%
Labour force	Morawa, UCL	WA
Total labour force	283	656,708
Unemployed	6.0%	7.7%
Occupation	Morawa, UCL	WA
Intermediate Clerical, Sales and Service Workers	10%	10%
Professionals	9%	11%
Associate Professionals	8%	7%
Tradespersons and Related Workers	9%	7%
Elementary Clerical, Sales and Service Workers	2%	6%
Labourers and Related Workers	6%	4%
Intermediate Production and Transport Workers	8%	4%

2006 Census		
Characteristics	Morawa, UCL	WA
Total persons	597	1,445,078
Males	52%	49%
Females	48%	51%
Age	Morawa, UCL	WA
0-4 years	6%	6%
5-14 years	20%	13%
15-24 years	19%	15%
25-54 years	35%	43%
55-64 years	8%	11%
65 years and over	13%	12%
Selected characteristics	Morawa, UCL	WA
Australian citizenship	88%	83%
Persons born overseas	10%	31%
Labour force	Morawa, UCL	WA
Total labour force	248	730,634
Unemployed	5.6%	3.6%
Occupation	Morawa, UCL	WA
Professionals	15%	21%
Technicians and Trades Workers	16%	16%
Clerical and Administrative Workers	9%	16%
Managers	18%	11%
Sales Workers	4%	10%
Labourers	15%	10%
Community and Personal Service Workers	10%	9%

2001 Census		
Characteristics	Morawa, UCL	WA
Managers and Administrators	7%	4%
Advanced Clerical and Service Workers	1%	2%
Income	Morawa, UCL	WA
Median individual income (\$/weekly)	NA*	NA*
Median household income (\$/weekly)	NA*	NA*
Median family income (\$/weekly)	NA*	NA*
Family characteristics	Morawa, UCL	WA
Total families	151	355,156
Couple families with children	50%	47%
Couple families without children	36%	35%
One parent families	12%	16%
Other families	2%	2%
Dwelling characteristics	Morawa, UCL	WA
Average household size	NA*	NA*
Fully owned	37%	36%
Being purchased	16%	34%
Rented	40%	24%
Household composition	Morawa, UCL	WA
Family household	64%	69%
Lone person household	28%	24%
Group household	2%	4%

2006 Census		
Characteristics	Morawa, UCL	WA
Machinery Operators And Drivers	10%	6%
Income	Morawa, UCL	WA
Median individual income (\$/weekly)	\$343	\$513
Median household income (\$/weekly)	\$764	\$1,086
Median family income (\$/weekly)	\$959	\$1,298
Family characteristics	Morawa, UCL	WA
Total families	124	381,643
Couple families with children	45%	46%
Couple families without children	37%	37%
One parent families	18%	15%
Other families	0%	2%
Dwelling characteristics	Morawa, UCL	WA
Average household size	2.50	2.50
Fully owned	35%	30%
Being purchased	24%	38%
Rented (includes rent-free)	36%	25%
Household composition	Morawa, UCL	WA
Family household	60%	67%
Lone person household	30%	24%
Group household	2%	4%

**TABLE 7 - 2001 – 2006 ABS CENSUS COMMUNITY PROFILES - SOURCE: 2001 ABS CENSUS & 2006 ABS CENSUS**

\* DATA NOT REPORTED IN ABS CENSUS 2001

**1.6.1.2 Population Projections for the Shire of Morawa and Mid-West**

Two population projections are available for Shire of Morawa: the ABS Departments of Health and Aging and WA Tomorrow.

**1.6.1.2.1 WA Tomorrow**

	2011	2016	2021	2026	2027
Shire of Morawa	970	960	960	950	940
Growth rate		-1.0%	0.0%	-1.0%	-1.1%

	2011	2016	2021	2026	2027
Mid-West Planning Region	53,500	55,400	57,000	57,800	58,000
Growth rate		3.6%	2.9%	1.4%	0.3%

**TABLE 8 - POPULATION PROJECTIONS FOR THE SHIRE OF MORAWA AND MID-WEST - SOURCE: WA TOMORROW DEPARTMENT OF PLANNING WA**

**1.6.1.2.2 ABS Department of Health and Ageing**

	2011	2016	2021	2026	2027
Shire of Morawa	864	848	828	806	801
Growth rate		-1.9%	-2.4%	-2.7%	-0.6%

**TABLE 9 - POPULATION PROJECTIONS FOR THE SHIRE OF MORAWA AND MID-WEST - SOURCE: ABS DEPARTMENT OF HEALTH AND AGING**

**1.6.1.2.3 Implications**

The projections show that the Mid-West population is increasing although the rate of growth is gradually declining. The projections also indicate that Morawa's population is declining however anecdotal evidence suggests that this trend is reversing. This is primarily due to the iron ore operations in and around Morawa such as Koolanooka and Karara. Upgrades to Geraldton Port and construction of Oakajee facilities are expected to significantly increase mine production in the region.

**1.6.1.3 Employment Self-Sufficiency and Employment Self-Containment**

Employment self-sufficiency (ESS) is a measure of the capacity of a locality to provide for employment for its local workforce. It is determined by calculating the percentage of the local workforce that could possibly work in local jobs. Employment self-containment (ESC) is a measure of the actual local workforce employed in local jobs.

	ESS	ESC
Shire of Morawa	100%	87%

**TABLE 10 - ESS AND ESC FOR THE SHIRE OF MORAWA SOURCE: ABS CENSUS 2006 & PRACSYS ANALYSIS 2011**

Table 10 above indicates that the Shire of Morawa has an ESS of 100% meaning that there are enough jobs available within the Shire to employ the entire local labour force. The ESC figure of 87% demonstrates that a number of local workers are leaving Morawa for jobs elsewhere, while other non-local workers commute into the area from other locations for work. This is indicative of a mismatch between workforce skills, workforce aspirations and the employment opportunities available in the area. It could also be due to the cost of living or perceived amenity in Morawa as opposed to other localities outside the Shire (e.g. Geraldton).

**1.6.1.4 Employment Quality**

Public sector strategies, business plans and impact statements often focus on the quantum of jobs required (or purported to be generated) at the detriment of the quality of industries and jobs. This is due to a number of reasons including:

- The disparity between the location of jobs and workforce settlement patterns in WA focusing attention on quantity
- Available local employment data (primarily ABS census 2006) providing easy access to quantity information whilst quality requires significantly more analysis
- Difficulty in defining what is a 'quality' job, especially given that perceptions of quality are often subjective, and that what is quality employment in one area, may not be in another
- Difficulty in understanding how 'quality' jobs influence local economies

It is critical to have a basic understanding of employment quality within an area, if one is going to seek to influence the future economic development of an area. The key reason for this is the inherent differences in characteristics between different types of employment, in particular the differences between population-driven and strategic employment. Population-driven employment may be defined as employment resulting from economic activity servicing the needs of a particular population. This activity is oriented to meeting all of the needs of that population including; retail and hospitality, construction and industrial services, civic, healthcare and education, and the business-to-business supply chains that service these industries. This type of activity will largely occur in the presence of a population, with the overall level of employment resulting dependent upon factors including:

- Macro-economic conditions (e.g. GDP growth, CPI levels, interest rates)
- Local unemployment rate
- Local household income
- Constraints on local activity (e.g. availability of land, statutory planning policies, taxation structures)
- Ability of enterprises to capture expenditure

By contrast, strategic employment results from economic activity focused on the creation and transfer of goods and services to an external market. Employment resulting from this activity may be distinct, in industries where there is little or no local demand (e.g. iron ore/uranium mining), or in the same industries as population-driven activity but with a different focus (e.g. manufacture of food/wine, higher education). Strategic employment does not automatically happen. It results from an enterprise actively seeking to meet the needs of an external market and developing a competitive advantage in meeting these needs. Strategic employment is therefore highly variable across different locations.

The presence of significant levels of strategic employment within a local economy is critical to the long-term prosperity and resilience of the economy as:

- There is no 'saturation point' to strategic employment (whereas there is only so much population-driven activity that a particular population needs/can afford)
- A diverse range of economic activity servicing external markets diversifies the risk associated with downturns in a single market
- Strategic economic activity tends to include higher 'value-add' activities that are more likely to result in greater flow-on benefits to the local economy
- Strategic economic activity tends to result in high wage-productivity for employees and significant business opportunities for small to medium enterprises

The difference between population-driven and strategic employment extends to the behaviour of workers attracted to these jobs. Employees in strategic jobs tend to be willing to travel further for work, and are more inclined to remain in a given industry or sector for longer. The absence of strategic employment in a sub-region will mean a lower employment self-containment, as these workers travel further afield to their place of work (in the case of Perth in the central sub-region). By contrast the low-salary and skill requirements of many population-driven jobs make them more attractive to residents in close proximity to the place of work.

**1.6.1.5 Breakdown by Employment Quality (Population Driven & Strategic)**

The figure below breaks down total employment in Morawa and other related statistical regions by quality to allow for a comparison of the ratio split.

	Total Employment	Population Driven	Strategic
Morawa	362	62%	38%
Central	24,495	73%	27%
Midlands	19,570	65%	35%
Western Australia	876,882	79%	21%

**TABLE 11 - EMPLOYMENT BREAKDOWN BY QUALITY - SOURCE: PRACSYS ANALYSIS 2011**

The figure below breaks down total employment in the Central Statistical Region by quality to allow for a comparison of the ratio split between Morawa and other centres.

	Total Employment	Population Driven	Strategic
Geraldton (C)	9,963	84%	16%
Greenough (S) - Pt A	1,769	75%	25%
Carnarvon (S)	2,392	80%	20%
Exmouth (S)	1,011	85%	15%
Wiluna (S)	1,406	38%	62%
Northampton (S)	1,179	69%	31%

**TABLE 12 - EMPLOYMENT BREAKDOWN IN THE CENTRAL STATISTICAL REGION - SOURCE: PRACSYS ANALYSIS 2011**

The figure below breaks down total employment in the Midlands Statistical Region by quality to allow for a comparison of the ratio split between Morawa and other centres.

	Total Employment	Population Driven	Strategic
Chittering (S)	1,028	68%	32%
Dandaragan (S)	1,286	62%	38%
Gingin (S)	1,413	73%	27%
Moora (S)	1,190	64%	36%
Northam (T)	3,114	83%	17%
Merredin (S)	1,534	72%	28%

**TABLE 13 - EMPLOYMENT BREAKDOWN IN THE MIDLANDS STATISTICAL REGION - SOURCE: PRACSYS ANALYSIS 2011**

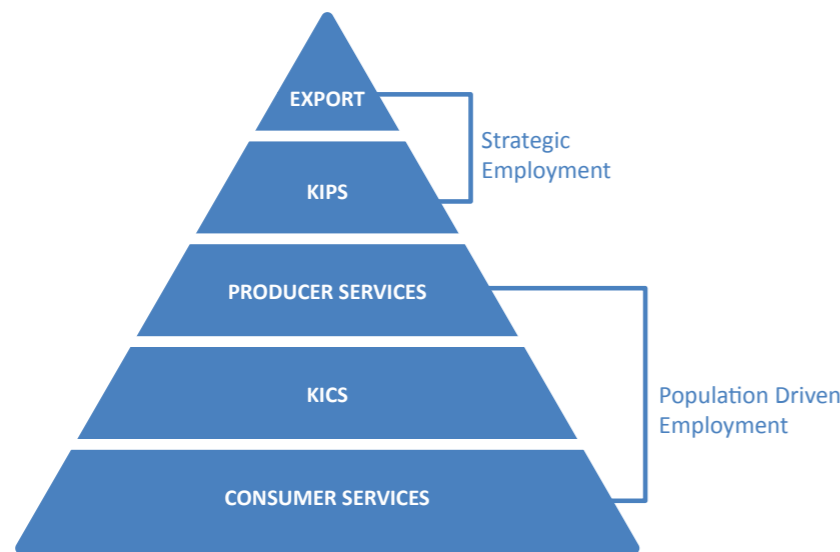
Table 11 - 13 indicate that Morawa has fewer population driven jobs (62%) and more strategic jobs (38%) compared to the WA average and most other centres in the Central and Midwest statistical divisions. The percentage of population driven jobs in Morawa would be expected to increase as both population and employment grow. The challenge will be in ensuring that strategic employment increases at an acceptable rate along with population driven employment.

Section 4.2 provides a breakdown of indicative future employment figures required to sustain an aspirational population of up to 2,500.

**1.6.1.5.1 Breakdown by Employment Category (KICS, KIPS, CS, PS, Export)**

A more detailed breakdown of employment considers a range of population-driven and strategic categories as shown in Figure 5 .

Population-driven activity is broken down into three categories:



**FIGURE 5 - HIERARCHY OF EMPLOYMENT ACTIVITY - SOURCE: PRACSYS 2011**

- Consumer services – low productivity activity that primarily services the consumption needs of a population (e.g. retail and hospitality)
- Knowledge intensive consumer services – higher productivity activity that provides for the needs of a given population (e.g. healthcare, education)
- Producer services – low productivity activity that primarily services the basic business to business needs of an area (e.g. couriers, basic trades, administration support)

Strategic employment is broken down into two categories:

- Export oriented – activity focused directly on the creation of goods or services of value to external markets
- Knowledge intensive producer services – high productivity activities that supports the export of goods and services (e.g. logistics, finance)

	Exports	Consumer Services	Producer Services	KICS	KIPS
Morawa	16%	22%	22%	18%	22%
Central	14%	29%	31%	12%	13%
Midlands	15%	24%	29%	11%	20%
Western Australia	8%	31%	35%	13%	14%

**TABLE 14 - TABLE 16 BREAKDOWN OF JOBS BY EMPLOYMENT QUALITY MODEL - SOURCE: PRACSYS ANALYSIS 2011**

**1.6.2 CURRENT PLANNING**

The MWDC (March 2011) and other resources list a variety of projects in the region, either planned or in progress, which are directly and indirectly linked with Morawa. These projects include:

- Sinosteel – Koolanooka (\$70m)
- Gindalbie Metals – Karara (\$2.6b)
- Asia Iron – Extension Hills (\$2b)
- Mount Gibson Mining – Extension Hill (\$73m)
- Oakajee Port and Rail (\$6b)
- Brookfield Rail Upgrade
- Southern Inland Health Initiative (\$565m)
- Industry Training Centre (\$12m)
- Trade Training Centre (\$3.6m)
- Morawa Business Units (\$1.4m)
- Industrial and Residential Subdivision (\$2.7m)
- Town Sewer Upgrade (\$750k)
- Mid West Energy Stage 1
- North Midlands Solar Thermal (\$22m)
- NBN Optic Fibre and Next Generation Wireless Coverage
- Morawa Sports Ground Redevelopment (\$2.9m)

Further analysis will determine the anticipated direct employment impacts of these projects and their proposed construction and operations phases. The analysis will also categorise the nature of the projects as to whether they are driver projects, enabling infrastructure, or whether they are essential population driven amenity provision projects.

**1.6.3 KEY DRIVERS AND PRESSURES**

Employment is the overwhelming determinant and driver of population growth of the regions. Understanding the nature of the employment base and its key drivers is essential to formulating a meaningful strategy for the development of major regional towns and cities.

**1.6.3.1 Employment Concentration Factors**

Employment concentration analysis compares the local economy to a reference economy, in the process attempting to identify specialisations in the local economy. This is an indicator of existing or emerging agglomerations, and can be used to identify areas where economic development initiatives may strengthen agglomerations and ultimately facilitate the development of knowledge intensive export orientated clusters.

Employment Concentration Factors (ECF) is determined by the quantity of employment by ANZSIC industry category within a specified area, as a percentage of total employment. This ratio is then compared to the percentage of total State employment in the same industry category divided by total State employment.

If an industry’s ECF is greater than 1, the State average, it can be assumed that some portion of the industry’s production is exported out of the area. For example, an ECF of 3.0 would indicate that employment in this particular industry is three times more concentrated in the region than for the State as a whole.

ECFs are calculated at three different levels of ANZSIC categorization; the one digit level is the broadest and contains 21 groups, the second and third further decomposes employment according to more specific industries, based on the initial one digit groups. Employment data is gathered from the 2006 ABS Census.

For the purpose of this analysis the ECF was calculated for the Shire of Morawa and then compared to the employment concentrations in two regional statistical divisions (ABS) and the State. The two regional divisions used for the comparison were the Central and Midlands statistical divisions. Morawa resides within the Central statistical division along with places such as Geraldton, Greenough and Carnarvon. Morawa is also in close proximity to the Midlands statistical division, which includes such places as Moora, Merredin and Dandaragan. It is important to compare the Shire of Morawa to both the Central and Midlands statistical divisions as they are closely related to locations within each division.

**1.6.3.2 One digit ANZSIC industries of employment**

The figure below shows the employment concentration factors across all industries at the one digit level within Shire of Morawa. The figures indicate that there are a number of economic themes in the Shire, centering on agriculture, forestry and fishing, education and training, and health services; in short, mainly population driven industries. The exception to this is agriculture, which is primarily a strategic, export oriented industry. However, such industries are reliant on efficient supply chains and close proximity to complementary businesses and services. The challenge for Morawa will be balancing productive strategic industries alongside a maturing residential population.

Industry of Employment (One Digit ANZSIC Category)	Employment in Morawa (\$)	ECF compared to...		
		Central	Midlands	Western Australia
Agriculture, Forestry and Fishing	128	3.10	1.19	10.51
Education and Training	73	2.30	2.31	2.54
Health Care and Social Assistance	37	1.18	1.50	0.98
Public Administration and Safety	22	0.84	0.95	0.91
Construction	18	0.75	1.04	0.55
Retail Trade	17	0.43	0.51	0.41
Accommodation and Food Services	17	0.68	1.03	0.80
Transport, Postal and Warehousing	15	0.88	0.87	0.98
Wholesale Trade	13	1.10	0.94	0.88
Financial and Insurance Services	5	0.92	0.96	0.46

**TABLE 15 - TOP TEN, ONE DIGIT ECF FOR THE SHIRE OF MORAWA - SOURCE: ABS CENSUS 2006 & PRACSYS ANALYSIS 2011**



### 1.6.3.3 Two digit ANZSIC industries of employment

In Table 16 specific concentrations emerge in agriculture, warehousing and storage services, health services, and education – reinforcing the pattern evident in Figure 5.

Industry of Employment (Two Digit ANZSIC Category)	Employment in Morawa (S)	ECF compared to...		
		Central	Midlands	Western Australia
Agriculture	122	6.29	2.15	20.87
Preschool and School Education	67	4.84	4.65	6.44
Public Administration	21	2.09	1.95	2.36
Food and Beverage Services	13	1.64	2.04	1.40
Medical and Other Health Care Services	12	2.33	3.26	1.97
Building Construction	11	3.78	5.14	2.22
Hospitals	11	1.92	2.09	1.67
Accommodation	9	1.49	3.12	3.55
Road Transport	8	1.48	1.49	1.77
Warehousing and Storage Services	8	14.11	7.77	18.62

**TABLE 16 - TOP TEN, TWO DIGIT ECF FOR THE SHIRE OF MORAWA - SOURCE: ABS CENSUS 2006 & PRACSYS ANALYSIS 2011**

### 1.6.3.4 Three digit ANZSIC industries of employment

Examination at the three digit level yields a more granular view of the specific industries with the greatest levels of concentration. Agriculture returns as the dominant industry type, yet the composition of specific industries that most influence the profile of the Shire of Morawa become obvious.

Industry of Employment (Three Digit ANZSIC Category)	Employment in Morawa (S)	ECF compared to...		
		Central	Midlands	Western Australia
Sheep, Beef Cattle and Grain Farming	118	4.28	1.36	16.41
School Education	66	2.69	2.56	3.59
Local Government Administration	14	1.46	1.06	2.52
Hospitals	10	0.97	1.06	0.84
Warehousing and Storage Services	8	7.85	4.32	10.36
Accommodation	8	0.74	1.55	1.76
Agriculture, nfd	7	4.47	3.00	18.62
Road Passenger Transport	7	4.60	2.98	4.12
Health Care and Social Assistance, nfd	6	5.49	5.69	4.69
Medical Services	6	2.21	2.66	1.72

**TABLE 17 - TOP TEN, THREE DIGIT ECF FOR THE SHIRE OF MORAWA - SOURCE: ABS CENSUS 2006 & PRACSYS ANALYSIS 2011**

### 1.6.3.5 Shift Share Analysis

Shift-share analysis techniques, assess employment growth in a region by industry and differentiate between the growth attributable to the state economy, the industry mix and local factors. It is a useful method for identifying an area's economic drivers and its competitiveness. Shift-share is conducted over time as it deals with changes in employment within a designated area; the two periods used to construct the shift share for the Shire of Morawa are the last two census periods of 2001 to 2006.

The underlying purpose of this technique is to assist local planners in identifying and documenting changes in their local employment in a way that enables them to support business and council in making sound and informed decisions. Ideally, shift-share analysis will contribute to the designation of key leading industries and provide a guidepost for the formation of local industry networks.

Based on the results of the analysis it is possible to classify industry into one of the four following industry types.

1. Local firms outperforming in a high growth industry
2. Local firms underperforming in a high growth industry
3. Local firms underperforming in a low growth industry
4. Local firms outperforming in a low growth industry

The ten largest industries in the Shire of Morawa, as measured using shift share analysis, are presented in Table 18.

	Morawa (S) Employees		Description
	2001	2006	
Total	70	365	
Agriculture	40	122	Local firms outperforming in a low growth industry
Education	3	72	Local firms outperforming in a high growth industry
Health Services	3	25	Local firms outperforming in a high growth industry
Government Administration	3	21	Local firms outperforming in a high growth industry
Accommodation, Cafes and Restaurants	3	17	Local firms outperforming in a low growth industry
Food Retailing	6	16	Local firms outperforming in a low growth industry
General Construction	0	15	N/A
Road Transport	0	9	N/A
Basic Material Wholesaling	0	8	N/A
Personal and Household Good Retailing	3	8	Local firms outperforming in a low growth industry

**TABLE 18 - SHIFT SHARE FOR TOP TEN INDUSTRIES IN THE SHIRE OF MORAWA - SOURCE: ABS CENSUS 2006 & PRACSYS ANALYSIS 2011**

In shift-share analysis, the best targets for economic development are typically those firms outperforming in a high growth industry as this has the largest effect on growth. In addition, some industries may be targeted for investment even if their shift is low or negative; however the industry as a whole is experiencing high growth (i.e. local firms underperforming in a high growth industry).

For the Shire of Morawa, the shift share analysis reveals that the high growth industries in Morawa are population driven in nature including education, health services and government administration. As growth in these industries will be determined by the population growth of the area, economic development initiatives should focus on developing those industries that are knowledge intensive or export orientated such as services to agriculture and mining.

### 1.6.3.6 Industry Productivity

#### 1.6.3.6.1 Export Value

ABS National Accounts (2006) data, identifies the Export Value to the national economy by each industry type. Export Value is measured by estimating the value of an output (good or service) from an individual industry or industry sector that is exported to an international market.

By comparing the export value added to the Australian economy of each industry, with the number of people employed in Australia within that industry, a measure of average export value per (full-time equivalent) employee can be derived, which can then be translated to local estimates based upon employment figures.

#### 1.6.3.6.2 Output Value

ABS National Accounts (2006) data, identifies the total value of output (goods or services) to the national economy by each industry type. Output provides a good baseline indication of overall economic activity resulting from industry sectors, however the figures need to be considered in the context of gross value add and export metrics also calculated as these add grain to this general figure.

Average output per employee for each ANZSIC industry type was multiplied by the number of reported jobs in the Shire of Morawa (ABS Census 2006).

#### 1.6.3.6.3 Gross Value Add

ABS National Accounts (2006) data, identifies the Gross Value Added (GVA) to the national economy by each industry type. GVA is a generally accepted measure of the value of goods and services production from the economic activity of individual industries or industry sectors. The contribution to the economy of each industry or sector is measured using GVA, by estimating the value of an output (goods or services) less the value of inputs used in that output's production process.

By comparing the gross value added to the Australian economy of each industry, with the number of people employed in Australia within that industry, a measure of average GVA per (full-time equivalent) employee can be derived.



**1.6.3.6.4 Industry Productivity in the Shire of Morawa**

Table 19 outlines the export value, output value and gross value added for the top ten industries in the Shire of Morawa. Once again agriculture and education are strongly represented in the GVA figures however this data provides a clearer indication of each industries contribution to the economy.

Industry of Employment	Jobs in the Shire of Morawa	Export	Output	Gross value added
Sheep, Beef Cattle and Grain Farming	118	\$3,900,000	\$17,300,000	\$8,500,000
School Education	66	\$500,000	\$6,500,000	\$4,900,000
Local Government Administration	14	\$0	\$2,100,000	\$1,300,000
Hospitals	10	\$0	\$1,000,000	\$800,000
Warehousing and Storage Services	8	\$300,000	\$3,400,000	\$1,800,000
Accommodation	8	\$300,000	\$1,100,000	\$600,000
Road Passenger Transport	7	\$200,000	\$1,300,000	\$600,000
Agriculture, nfd	7	\$100,000	\$1,100,000	\$400,000
State Government Administration	6	\$0	\$900,000	\$500,000
Medical Services	6	\$0	\$600,000	\$500,000

**TABLE 19 - TOP TEN SHIRE OF MORAWA INDUSTRIES BY GVA - SOURCE: PRACSYS ANALYSIS 2011, ABS CENSUS 2006 & ABS NATIONAL ACCOUNTS 2006 \* THE AVERAGE VALUES CONTAINED IN THE TABLE HAVE BEEN ROUNDED.**

**1.6.4 KEY IMPLICATIONS**

**1.6.4.6.1 Growth scenarios**

An initial growth scenario has been prepared based upon an understanding of a preliminary population target of 2,500 residents for the Morawa SuperTown project. The scenario provides a profile based upon population increments rather than timeframes as the drivers for population growth. As the economic and social drivers of population growth for Morawa become more apparent this scenario will be refined.

**1.6.4.6.2 Employment**

The breakdown of the current residential population and labour force in Morawa and other relevant statistical centres is used to inform the likely, additional employment needs.

	Current
Residents	882
Labour force	370
Labour Force Participation Rate – Local	42%
Labour Force Participation Rate - Central	43%
Labour Force Participation Rate – WA	45%

**TABLE 20 - BREAKDOWN OF CURRENT RESIDENTIAL POPULATION AND LABOUR FORCE - SOURCE: ABS CENSUS 2006 & PRACSYS ANALYSIS 2011**

The Table 21 provides a breakdown of the likely, additional employment needed to sustain the Morawa population at various growth scenarios.

	Labour Force Participation Rate - Local 42%		Labour Force Participation Rate - WA 45%	
	Population Driven 62% : Strategic 38%	Population Driven 73% : Strategic 27%	Population Driven 62% : Strategic 38%	Population Driven 73% : Strategic 27%
Total Current Jobs	248	248	248	248
<b>At 1,000 population</b>				
Additional Future Jobs	167	167	206	206
Additional Population Driven Jobs	104	122	128	150
Additional Strategic Jobs	64	46	79	56
<b>At 1,500 population</b>				
Additional Future Jobs	375	375	434	434
Additional Population Driven Jobs	232	273	268	316
Additional Strategic Jobs	143	102	165	118
<b>At 2,000 population</b>				
Additional Future Jobs	583	583	661	661
Additional Population Driven Jobs	361	424	409	481
Additional Strategic Jobs	222	159	252	180
<b>At 2,500 population</b>				
Additional Future Jobs	791	791	888	888
Additional Population Driven Jobs	489	575	550	646
Additional Strategic Jobs	301	215	339	242

**TABLE 21 - BREAKDOWN OF LIKELY, ADDITIONAL EMPLOYMENT NEEDED TO SUSTAIN POPULATION SCENARIOS**

The indicative job numbers in Table 21 explore two scenarios; one based on the labour force participation rate of Morawa (42%) and the other based on the labour force participation rate for WA (45%).

Each scenario is then broken down into two further segments; one based on the ratio of population driven and strategic employment for Morawa (Population Driven 62% & Strategic 38%) and the other based on the ratio of population driven and strategic employment for the Central statistical division (Population Driven 73% & Strategic 27%).

The purpose of this is to demonstrate the likely, additional employment required to sustain various population scenarios using Morawa’s current employment distribution and a benchmark distribution for the area. As the percentage of population driven jobs in Morawa is expected to increase as both population and employment grow, the benchmark employment distribution demonstrates how Morawa’s workforce may look in the future.

**1.6.4.6.3 Supporting infrastructure**

The following figure represents demand for key services over future population levels.

Population Increments	597	1,000	1,500	2,000	2,500
Number of Doctors	1	1	2	2	3
Number of Police Officers	0	1	2	2	3
Number of Primary Schools	0	0	0	1	1
Number of Secondary Schools	0	0	0	0	0

**TABLE 22 - PROJECTED DEMAND FOR SUPPORTING INFRASTRUCTURE - SOURCE: PRACSYS BENCHMARKING (POLICE AND MEDICINE) 2011 & PRIMARY AND SECONDARY SCHOOLS – DEPARTMENT OF EDUCATION**

**1.6.4.6.4 Floor Space Demand**

One of the primary implications of population growth in Morawa will be the demand for population driven functions like entertainment, retail and commercial services. The demand for floor space will be driven by the pool of available expenditure that occurs in the town and by the relative productivity of different types of floor space.

This analysis seeks to understand the future demand for retail and commercial floor space in the Morawa town centre according to different population scenarios. The aim is to ensure that the centre develops in a successful manner and can accommodate an increased scale and quality of sustainable employment.

**1.6.4.6.5 Floor Space Productivity**

Floor space productivity is the mechanism by which expenditure is related back to floor space demand. Floor space productivity is defined as the turnover per square meter of floor space, per year; the greater the productivity the more efficiently the floor space is being used to create revenue.

Anecdotal evidence and industry data has placed the productivity of retail floor space in the Perth metropolitan area around \$7000 per square metre. Morawa is assumed to have lower floor space productivity than the metropolitan area because land (floor space) is not as scarce and consequently, productivity per square metre will be lower.

The assumptions in Table 23 were used when calculating retail floor space productivity for Morawa. A low and high turnover per square metre has been defined to demonstrate possible floor space demand given varying productivities.

Floor Space type	Low (turnover/m <sup>2</sup> )
Convenience	\$6,000
Comparison	\$5,000
Health	\$4,000

**TABLE 23 - ASSUMED FLOOR SPACE PRODUCTIVITY (PER SQM) - SOURCE: PRACSYS ANALYSIS 2011**

Floor space demand is derived by dividing the sum of expenditure, from residents and visitors, by the floor space productivity for each category. Estimates of future floor space demand are also influenced by:

- The nature, size and trends in user groups of residents, workers, visitors and enterprises;
- The pool of available expenditure in the town; and
- The extent of expenditure leakage from the town.

Each of these factors is incorporated into the modeling and analysis of future floor space demand for Morawa town centre. The following represents demand for floor space over future population levels.

#### 1.6.4.6.6 Floor Space Demand

Table 24 outlines the optimum floor space requirements for Morawa across key retail and commercial categories at different population scenarios based upon the above productivity assumptions.

Population	1,000	1,500	2,000	2,500
Convenience (m <sup>2</sup> )	460 – 690	880 – 1,320	1,180 – 1,770	1,480 – 2,220
Comparison (m <sup>2</sup> )	430 – 540	920 – 1,160	1,240 – 1,550	1,560 – 1,940
Office (m <sup>2</sup> )	450 – 560	1,040 – 1,300	1,390 – 1,740	1,750 – 2,180

**TABLE 24 - PROJECT FLOOR SPACE DEMAND (NET LETTABLE AREA) - SOURCE: SOURCE: HHES 2009/2010 & PRACSYS ANALYSIS 2011**

Table 24 suggest that if Morawa achieves a population of 2,500 then the optimum quantum of retail floor space would be between approximately 3,000 and 4,200 square metres.

In general terms, a population of approximately 5,000 people would be required to generate the sales turnover per square metre required to attract a major retailer such as a Coles or Woolworths. Therefore the increased demand for convenience retail shown in Table 24 is unlikely to have a significant impact upon the existing structure of retail development in Morawa.

The increase in demand for comparison retail demonstrated in Table 24 does not have major implications for the Morawa town centre. Generally increases in comparison floor space occur in large increments. Smaller increases in demand for comparison goods, such as the increases identified above, will generally be satisfied by increased expenditure leakage. Only when demand for comparison retail has reached a suitably high level will it warrant a major increase in floor space (e.g. attraction of a discount department store).

According to a recent survey of floor space in Morawa the retail estimate shown in Table 24 is only slightly higher than the amount of retail floor space that already exists in the town. It is also possible that demand for comparison retail floor space could be as low as 1,000 square metres due to extensive expenditure leakage. The implication of this is that the retail floor space estimates may be equal to or slightly lower than what currently exists in Morawa.

An explanation for this is that Morawa is currently under trading on an oversupply of retail floor space. As a result the total retail floor space demand would not be expected to increase greatly as Morawa's population grows. The demand estimates shown in Table 26 represent the optimal quantum of floor space required when Morawa is trading at improved productivities with reduced expenditure leakage. As these demand estimates are similar to the quantum of floor space that already exists in Morawa it can be argued that the current configurations are not meeting contemporary retail and commercial needs. The solution to this problem would be to focus on reconfiguring Morawa's existing floor space to improve performance rather than simply increasing the total amount.

Suggestions for incentivising the reconfiguration of retail floor space in Morawa include:

- Strong action to assemble the land needed to carry out a reconfiguration.
- Reassessing the highest and best use (or desirable uses) of retail floor space.
- Understanding and influencing the investment decisions which drive reconfiguration. This could include preferential rating or planning support for a business improvement district.
- Improving the amenity and public realm in the targeted areas (such as convenient parking).

If Morawa is to increase their existing amount of retail floor space the town not only needs to produce a larger pool of expenditure but also capture a greater amount of this expenditure.

As described above the demand estimates in Table 24 estimate the floor space requirements in Morawa when the town is performing at optimum levels. A component of this will be to first focus on utilising the town's existing floor space to its full potential. Only when the existing floor space is operating at increased productivity and decreased leakage should additional floor space be considered.

#### 1.6.5 KEY IMPLICATIONS

The implications for not addressing the above findings include:

- Existing floor space in the town is adequate for a population of 2500, however the building footprints and configurations are not meeting contemporary retails and commercial needs.
- Lack of planning for population driven demand for services to support the aspirational population growth.
- Lack of consumer and producer services to support the growth of strategic industries meaning benefits are not captured and retained by the Shire.
- Employment base gradually overtaken by population driven services without adequately increasing strategic jobs thereby weakening long-term economic development.

## 1.7 INFRASTRUCTURE AND TRANSPORT PROFILE

*Within the Region there are issues with reliability of power supply and there are regular brown outs and black outs due to the condition and age of the existing infrastructure and that the Region is at the edge of the grid.*

### 1.7.1 CURRENT SITUATION

#### 1.7.1.1 Water Supply

Morawa is supplied from the Arrowsmith Regional scheme along with several other towns in the area. The water supply comes via Three Springs in a 150mm water main that appears to have a water booster pump station half way between the two towns. The Morawa townsite is equipped with a 2 Million litre capacity tank and booster pump station, which are at about 50% capacity currently. (Refer to Figure 6 for existing town infrastructure)

Morawa accounts for over half of the demand from the Arrowsmith Scheme, which is currently at about 80% of its annual abstraction Licence. The Water Corporation does not have any major upgrade works planned for this scheme.

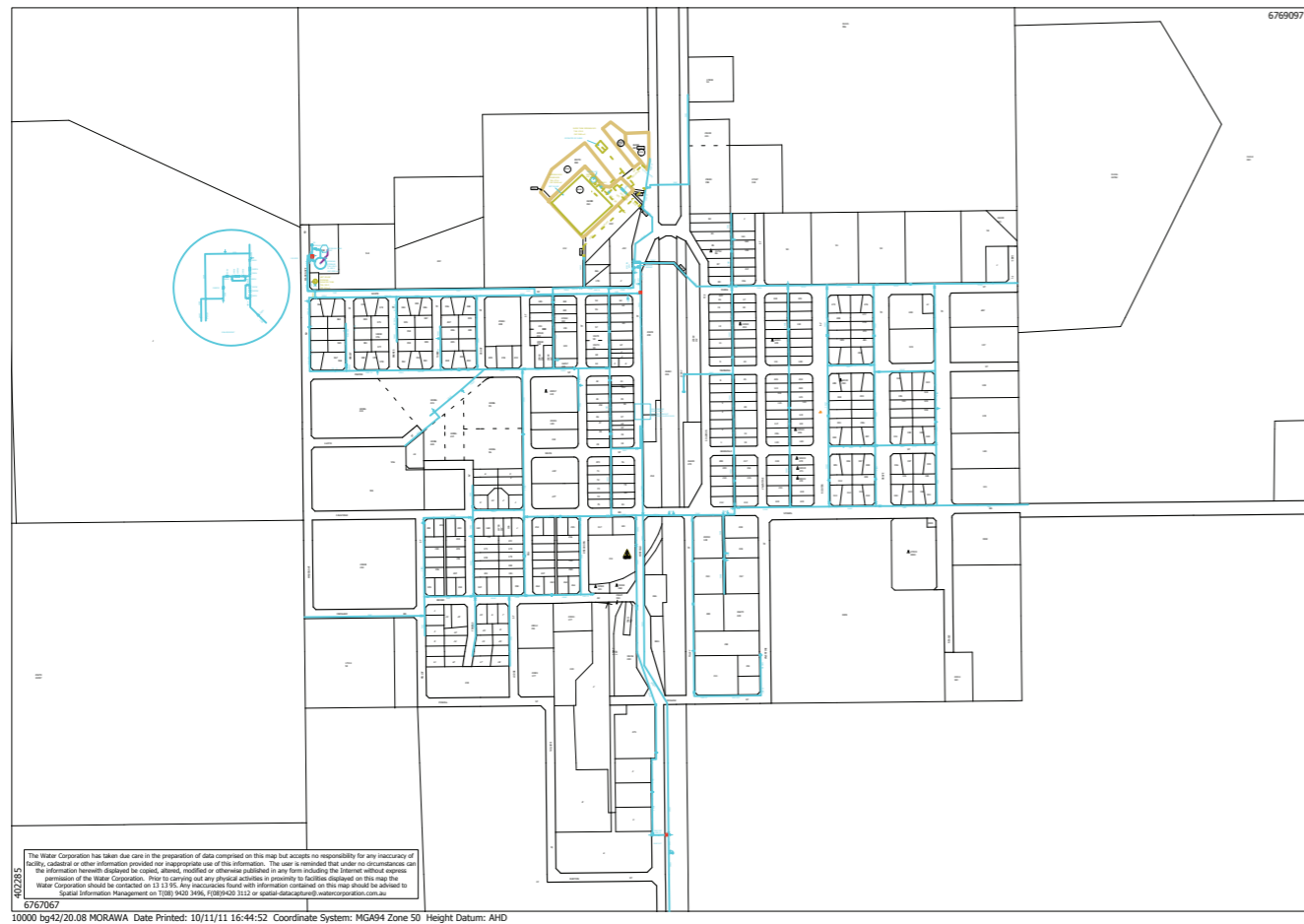


FIGURE 6 - CURRENT WATER SUPPLY INFRASTRUCTURE

The water use data from last year shows about a 15% decrease in peak flow consumption, with the maximum peak flow of just under a 1,000 kL a day occurring in January 2009 and 2010. Therefore, during peak demand periods there is only emergency storage capacity of 2 days in summer. However, this increases to just under 8 days in winter where the average daily consumption reduces to as low as 260 kL a day.

The temporary rail construction camp located to the north of White Avenue has a mains connection which fills two tanks during the off peak periods. One is for water use and the other for emergency fire storage. It is expected that this system will have a significant impact on the water use in early 2012. The Shire has already advised of an incident where water levels in the one supply tank was at dangerously low levels early in December.

The proposed new Landcorp Residential development and Industrial Development likely to commence at the end of 2012 will also add additional demand to the existing water supply.

The Water Corporation advised that there has been limited forward planning done for the water supply in the Morawa townsite due to the recent reduction in population and water use. However, the Water Corporation has recently commissioned SKM to undertake a review of the Arrowsmith Bore fields supply system, which is likely to determine the extent of supply available from the bore fields for future demand. This study is likely to be completed early in 2012.

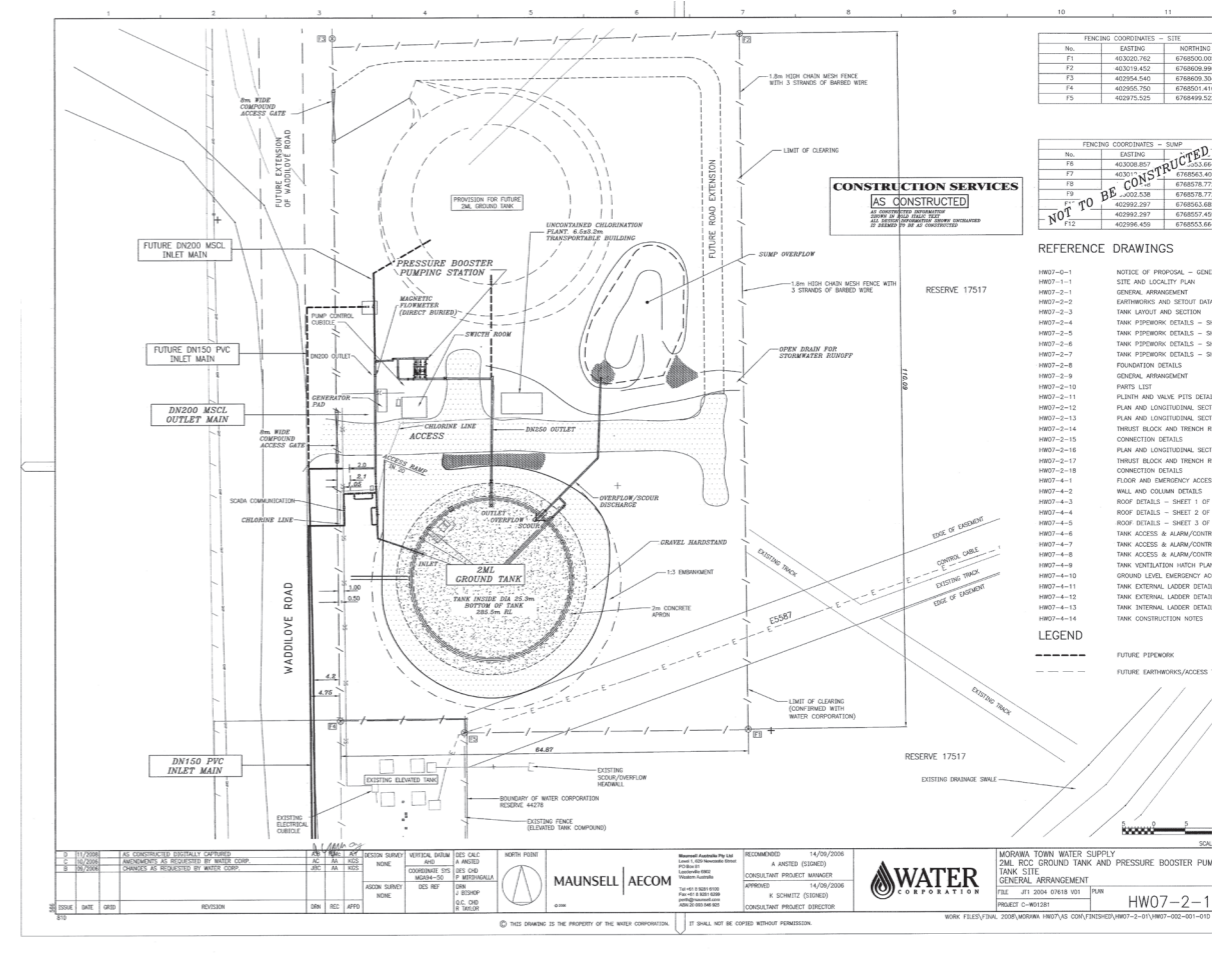


FIGURE 7 - CURRENT WATER SUPPLY TANK AND PRESSURE BOOSTER PUMPING STATION



**1.7.1.1.1 Scenario - Population Doubled**

A review of the supply from the Arrowsmith borefield, which is at 80% capacity (in accordance with the limits of the extraction licence) needs to be undertaken to determine if there is sufficient capacity for additional water to be drawn from the borefield to supply to the Morawa townsite for future growth.

The current water supply is adequate for the current town's water supply, with approximately 2 days water capacity during the peak summer period. However, with the additional rail construction camp connecting to the network in recent months and an anticipated growth in the peak water use in January 2012, the spare capacity will be reduced.

A doubling of the population will leave no spare capacity in the current water supply network and in theory is likely to be limited to only about 50% growth when recent connections are taken into consideration and to ensure there is always adequate water supply in peak periods.

The water tank and pump system at Morawa is relatively new having only been commissioned in the last 5 years. As part of the design process, provision was made for an additional 2ML tank and connections to the booster pump system. There are no plans by the Water Corporation for the construction of this additional storage tank. The estimated cost to construct the new tank and associated infrastructure is approximately \$1.5 million.

The provision of the additional storage tank is required to provide for future growth greater than 50% of the existing population, but also to provide improved emergency water storage in the event of a disruption to the existing water supply system during the summer peak period.

If the second 2ML tank is constructed in Morawa, during the peak summer use period it is unlikely that both tanks would be able to be filled with the current restrictions in the Arrowsmith Borefields extraction licence requirements. This is the limiting factor in the growth of the water supply network for the Morawa townsite.

**1.7.1.1.2 Scenario – Target Population 2,500**

Subject to resolution of the Arrowsmith Borefield Supply and provision of the second 2ML water tank, there would be capacity to cater for up to a tripling of the population. However, there would be limited emergency supply of water in the event of a disruption to supply and therefore emergency water supply contingencies would need to be put in place.

The provision of an additional tank or replacement of the existing tank with a larger tank (4ML) would be required to meet the target population water supply requirements. It is likely that by the time the population reaches a point that the additional or upgraded tank is required, that the existing water tank may be due for replacement in any case due to asset maintenance purposes.

Whilst it is likely that the existing reticulation network would be adequate for a population of several thousand people, the size of the main distribution line would also be required to be upgraded as part of Water Corporation planning for the town.

**1.7.1.2 Sewer Infrastructure**

The Shire of Morawa own and manage the existing sewerage scheme, which serves the Morawa townsite. Wastewater is collected using a conventional gravity sewerage system which drains to a single wastewater pump station located on Stokes Road to the east of the town. (Refer to Figure 8 for existing sewerage Scheme plans)

All wastewater is pumped to a conventional 2 pond oxidation wastewater treatment plant (WWTP) via a submersible pump station and its associated DN150 rising main. Treated wastewater (TWW) from the secondary treatment pond is pumped to the Shire's stormwater dam and blended with the stormwater that is collected from the Townsite. This is then used for irrigation of the sporting fields.

Whilst effectively all the TWW produced during summer months is reused in this manner, the stormwater dam does not have sufficient capacity to store all winter flows of TWW in combination with the stormwater. As a result, during the winter months TWW overflows via an open drain system in a south east direction to the salt lake system approximately 2km away.

A new inflow meter was recently commissioned in August 2011, which showed that the maximum inflow at that time was 158kl/day. A recent study estimated that the current population connected to the WWTP was 883 people, which equates to a per capita flow of 180L/day.

The capacity of the current WWTP has been estimated at 150kl/day during the winter months when temperatures are at the lowest. During summer months, the capacity is much higher due to the higher temperatures for evaporation. The capacity is estimated on the design volumes and the available volume is therefore less due to the need to de-sludge existing treatment ponds.

The existing WWTP is at or slightly below the required capacity for the existing population and the primary oxidation pond requires de-sludging as it is impacting on the efficiency of the system. Currently, during several months, during periods of low evaporation and water re-use (winter and shoulder months), the WWTP outflows to the existing salt lake system to the south east of the townsite. This is in breach of the current Operating Licence conditions.

Therefore the existing WWTP is at or slightly below the required capacity for the existing population. (Refer to Figure 8 for existing wastewater infrastructure plans)

The Shire of Morawa has allocated capital funding to upgrade the WWTP in 2012 to address the immediate capacity issue by commissioning a new dam and de-sludging the existing dam.



FIGURE 8 - EXISTING WASTE WATER INFRASTRUCTURE



#### 1.7.1.2.1 Scenario - Population Doubled

The upgrades proposed in the GHD report if implemented will enable the town sewer infrastructure to approximately double in size to treat inflows of 300kl/day. The scope of these works is:

- Upgrade the WWTP to bring on line the new primary treatment Pond No.1 (planned for 2012)
- Construct a new 45ML TWW storage dam
- Construct a new treated wastewater transfer pump station to the dam
- Provide a Chlorination system at the existing irrigation storage tanks
- Construct a new TWW transfer pump station and pipework to storage tanks
- Expand the current irrigation system to include the golf course.

The estimated costs for the upgrade works to the WWTP, the TWW storage dam, transfer pumps and mains, chlorination units and expansion of the TWW irrigation system is \$2.9 million.

#### 1.7.1.2.2 Scenario – Target Population 2,500

To expand the sewer system beyond a doubling of the population would be possible, but will require further extension to all the proposed infrastructure upgrades. To cater for the sewer treatment requirements of the Target Population of 2,500 people significant expansion of the current WWTP and dam is required.

As such it is expected that, the long term option will be to install a package type WWTP which treats the wastewater to a higher quality. These systems have much higher capital costs and operating costs. It has been recommended to the Shire that they review their recent WWTP study to update the report to consider the long term infrastructure requirements for the target population scenario.

#### 1.7.1.3 Power Supply

Power to Morawa is supplied via a 33kV feeder from the Western Power Three Springs sub-station. This feeder continues on to supply Perenjori and therefore any capacity issues need to consider both towns together.

Currently Morawa and Perenjori uses in the order of 3.5-4.0MVA. Western Power advised that they have existing capacity in the Region in the order of 5 MVA. Therefore based on the current loads, this would allow for a substantial increase over the current usage for the two Shires and assuming it is a gradual increase, Western Power would deal with this as organic growth and continue to develop the network to support that growth.

Within the two Shires there are major issues with reliability of power supply and there are regular brown outs and black outs due to the condition and age of the existing infrastructure and that the Shires are at the edge of the grid.

#### 1.7.1.3.1 Scenario - Population Doubled

From a capacity perspective Western Power believe they would be capable of supplying power needs for a town that was at least twice the size of Morawa in regards to power use, if the growth is organic and not in large load requirements. This is sufficient for residential growth over many years.

However, where there are applications for larger one off loads that have a supply issue such as the rail construction camp or if the proposed light industrial area was constructed in a quick timeframe, this can cause supply issues. The Landcorp industrial project when at full capacity is estimated to use up to 6MVA.

Whilst the new Landcorp industrial development will be staged over many years, it highlights how quickly power capacity could be taken up in Morawa and the need to have plans in place for future network reinforcement requirements as headwork power infrastructure can take several years to be constructed and it could therefore be a limitation to the future growth of the town.

The Shire of Morawa has been in discussions with Carbon Reduction Ventures Pty Ltd, which is a company that proposes to construct a solar power project that would supply up to 3MW of power into the existing system. The intent is that this project would provide additional power generation to the Morawa and Perenjori system, with an alternative being considered whereby a solar power plant could be the sole power supply for short periods of time.

#### 1.7.1.3.2 Scenario – Population Tripled and Beyond

Western Power do not have any plans for a new transmission connection into Morawa. Western Power advised that to provide such a connection from the new 330kv transmission line being constructed to supply Karara Mining, it would require a new power substation.

The power requirements for a town population growth of more than double will result in power supply issues. Whilst Western Power advise that they are better able to review and cater for infrastructure improvements when actual demand increases, the power requirements for a population and industry supporting a town of 2,500 is likely to warrant a sub-station site in close proximity to the town.

Therefore, Western Power should be required to investigate options for improvements to power supply to the Morawa Region to support this level of growth. If the solar power station does not proceed, the growth of the town is likely to be limited following the construction of the new industrial area for the town, which is an approved subdivision development.

The solar project is proposed to be built in stages and can be added to as the demand allows it to and therefore would be able to grow with the population of the area. The system would be designed to be despatchable within the limits of the installed energy storage, and possibly capable of load profiling.

#### 1.7.1.4 Telecommunications

There exists Telstra cable network throughout the Morawa townsite and a Telstra exchange within the town, which provides telephone services. In relation to the broadband status, Morawa's Exchange is connected to ADSL2+ and also has BDSL capability (business grade service). However due to cost, the Shire opts not to access the BDSL capability.

During the site inspection no Telstra signal could be accessed. Discussions with some locals indicated that poor telecommunications in Morawa is a problem. Several locals discussed their desire to use tablet devices, but could not due to no network access.

There are a number of areas within Morawa and the North Midlands sub region where incidents of black spots are encountered. These black spot areas must be rectified as part of any plans to improve Morawa and the sub-region.

The National Broadband Network (NBN) is an Australian Government initiative, which will deliver high-speed broadband to all Australians over the next 10 years. The NBN is a new, wholesale-only, open access, high-speed broadband network. The NBN will involve connecting 93 per cent of Australian homes, schools and businesses to a high-speed fibre network, capable of providing broadband speeds of up to 1 gigabit per second.

The remaining premises will be connected via a combination of next-generation fixed wireless and satellite technologies providing peak speeds of 12 Megabits per second (Mbps). Currently Morawa is NOT within the 93% that is receiving NBN via the fibre network and that it will be provided with the wireless version.

#### 1.7.1.4.1 Scenario - Population Doubled and Target Population 2,500

An upgrade of the Telstra network will be required to provide a National Broadband Network (NBN) compliant network for any new lots created as part of any subdivision development. The Developer is now required to pay for the cost of Telstra pits and pipe and the installation and to provide a trench for installation, which is usually done as part of the power installation works.

The NBN fibre network is generally not provided to populations of less than 1,000 people. If it can be demonstrated that the population of Morawa will meet the 1,000 person criteria, it should be eligible for the NBN fibre network. It is expected that this will also require political support in ensuring that Morawa is provided with the fibre NBN network as part of the SuperTown development process.

#### 1.7.1.5 Gas

The Morawa Townsite is not currently connected to a gas network. The Dampier to Bunbury Natural Gas Pipeline (DBNGP) does not have a lateral connection to Morawa and travels in a north south direction west of the Townsite. There are no proposals to connect the Morawa Townsite in the short or long term.

The future establishment of a gas hub at Three Springs could provide an opportunity for Morawa to branch into a gas supply.

#### 1.7.1.5.1 Scenario - Population Doubled and Target Population 2,500

The residential and industrial growth proposed for the town is relatively small and unlikely to necessitate the extension of the DBNGP to the Townsite. Whilst it is desirable to have gas as an alternative power source, the costs to extend the DBNGP into Morawa for such a small population base would be cost prohibitive unless it is required to be brought past the town to supply a major industry.

#### 1.7.1.6 Road Network

The existing road network for the Shire roads is only in fair condition, with the majority of the local road network showing some signs of fatigue or cracking. The Shire does not have an asset management program currently in place and undertakes road resurfacing on a needs basis only, as budget permits.

The Mid West Region is well serviced with a network of major sealed roads connecting Geraldton to Perth, the North West and the hinterland, which provides extensive use of double and triple road trains.

The main road network into town is of varying quality. The main road from the south, the Mullewa-Wubin Road between Morawa and Perenjori, is of sub-standard design width and requires upgrading. Currently vehicles need to move onto the gravel shoulder when passing oncoming traffic. The Morawa-Wubin Road to the north of town also requires an upgrade to allow two way vehicle movements as the current seal width is only approximately 5.5m.

The above roads are defined as the Wubin-Mullewa Road by Main Roads Western Australia. This road provides an inter-town link between Wubin, Perenjori, Morawa and Mullewa and acts as a feeder for traffic into Geraldton, via Geraldton-Mt Magnet Road, and into Perth via Great Northern Highway.

This road caters for heavy seasonal grain and fertilizer cartage as well as tourists during the wildflower season. The Regional Functional Road Hierarchy class is Primary Distributor. Wubin-Mullewa Road is a RAV Network 7 road south of Morawa but only a RAV Network 4 road north of Morawa.

The Mingenew-Morawa Road is a Main Roads WA road which approaches the town from the west and is of good design, but likely to need resurfacing in the near future due to the heavy vehicle movements. The Morawa-Yalgoo Road is the eastern approach to the town is in good condition and suitable for two way traffic. These roads form part of an east-west link from the agricultural and pastoral regions to the Geraldton Port, various recreation areas and the major grain receival point at Mingenew.

Through the centre of town is the Perenjori Rail Line which was initially used predominantly for grain transport with 5 trips per week during season. However, recent approvals for use of the rail line for iron ore transport will increase use of this railway.

#### 1.7.1.6.1 Scenario - Population Doubled and Target Population 2,500

**Local Roads** - The local road network is only in fair condition, with a strong need for a capital works program to be implemented to progressively upgrade the local road network. This is not growth related but should be implemented.

**Main Street** - Large truck movements through town is an issue with road trains permitted through the centre of town. Currently opposite Davis Street on the eastern side of the main street is an area that is used for truck parking and trailer parking. This is not ideal having these large truck movements in the centre of town and also detracts from the visual appeal of the main street area. Provision needs to be made for a truck parking and trailer storage areas on either one or both of the approaches to the town.

The issue of trucks going through the main street requires further review as there is an option to duplicate the main street along the rail reserve boundary to provide a separate truck route away from the main thoroughfare of Winfield Street. The location of this road would be abutting the rail reserve and would provide a separation of approximately 40m from the existing main street. Further examination of any implications to the existing service station site, rail reserve boundary and proximity to rail crossings would need to be undertaken.

**Regional Roads** - The major north-south road connection into Morawa requires a significant upgrade to provide a sealed road capable of carrying two-way traffic. This is an essential upgrade for the town to improve road safety and access to the area, considering the large number of heavy vehicles that use the road.

It is understood that there is additional funding required for the upgrade by MRWA of the Wubin-Mullewa Road and this is being sought through the Royalties for Regions process. This is essential to provide a safe road system into town, which currently requires vehicles to pass each other by moving onto the gravel shoulder.

#### 1.7.1.7 Drainage

The existing Morawa Townsite generally falls from the west to east. The local road network has very minimal drainage infrastructure, with stormwater currently discharging directly to the road network which is used to convey the stormwater.

Stormwater is directed from the roofs of properties to either the surrounding ground or directed via small pipes to the road network. The whole road catchment is then conveyed to the Town Dam located on Stokes Road, which is then used for irrigation purposes. The Town Dam has a capacity of approximately 30ML. There is an additional small collection basin of about 3ML capacity that collects water from the recreational grounds north of Evans Street.

There are three main drainage crossings from the western side of the Townsite under the railway. These are piped drainage sections.

Due to the size of the drainage catchments, the gutter flows on the eastern side of the town are very large with the whole road widths acting as conduits for stormwater in larger storm events. This is likely to present road safety issues and also localised flooding issues to properties at the downstream end of the catchment.

There have been flooding issues on the eastern side of the railway along Solomon Terrace between Evans Street and Manning Road, which has caused minor property damage and disruption to access to the businesses in the vicinity of the Morawa Hotel. Additionally, site inspection revealed that there is likely a potential flooding issue in Manning Road due to a trapped low point between Grove and Neagle Streets.

#### 1.7.1.7.1 Scenario - Population Doubled and Target Population 2,500

A Stormwater Management Report (Jan 2010) recommended significant improvements to the stormwater management system that should be implemented now. The recommendations were predominantly piped drainage systems in Solomon Terrace, Manning Road and Evans Street. These were recommended for several reasons being to:

1. Minimise stormwater flooding to streets and properties
2. Maximise stormwater collection for harvesting
3. Reduce groundwater recharge, which is a factor in the salinity issues in the Region.

The estimated costs of the upgrade works proposed ranged from \$470,000 to \$950,000 depending on whether done by Shire labour or contracted works. The Shire of Morawa advised that the costs of the recommendations are prohibitive and therefore the drainage improvement works are currently unfunded.

Any growth to the Morawa Townsite, particularly west of the railway will increase the stormwater catchment and exacerbate the downstream flooding issues and potentially have capacity issues under the railway. The proposed drainage upgrades should therefore be considered an essential part of any growth strategy for the Morawa Townsite.

Additionally, roads such as Stokes Road and Granville Street should also be reviewed to look at providing an improved stormwater conveyance system to reach the town dam to improve water capture, improve road safety, reduce the potential for flooding and also improve public amenity.

The existing open drains on the east side of Winfield Street that convey water to Stokes Road and then under the railway should be reviewed as part of any streetscape improvements and main street upgrade to this area, as the large open drain detracts from the amenity of the area and a main street environment.

#### 1.7.1.7.2 Scenario - Target Population 2,500

The stormwater report focuses on the area east of the railway line. Long term, the Shire should be looking at providing drainage infrastructure on the western side of the railway line also to remove localised drainage issues and provide a drainage system that can convey minor storm events without using the road network as the sole drainage conveyance system.

## 1.8 ROAD NETWORK

### 1.8.1 PEDESTRIAN AND CYCLING NETWORK

#### 1.8.1.1 Current Situation

There are existing footpaths throughout the town, in particular in the main street and linking through to the recreation grounds and sports club, high school, swimming pool and caravan park. There are at grade crossings of the rail crossing but these do not have any pedestrian gates to direct pedestrians through or good connectivity through to the eastern residential area.

Apart from the footpaths, there are no designated cycle facilities in the town however the roads are wide, traffic volumes are low and grades are flat making it excellent cycling conditions.

There is a detailed trail master plan that is being implemented with walk trails through native bush land and wildflower areas to the north of town. However, the Shire does not have a programme to provide footpaths throughout the remaining residential streets.

#### 1.8.1.1.1 Scenario - Population Doubled and Target Population 2,500

The Shire should look at producing a footpath program to link the good spine network of paths that they have in place and provide at least one footpath in each street. Any new development should have a requirement to provide a footpath connection to the existing footpath network.

Improvements to linkages from the eastern part of town to the main street across the rail station site are also in need of improvement.

Whilst these recommendations would be good to have now, they become more important with a growth in population as there will be an increase in pedestrian activity throughout the town. The development of strong pedestrian linkages to the town centre is also important to provide a viable and attractive town centre that is not vehicle dominated. This can be easily improved through creation of parking nibs that provide designated crossing points for pedestrians and a shorter crossing distance over the road.

### 1.8.2 AIRPORT

The existing aerodrome is located on the north eastern outskirts of the Townsite. It is accessed through the sports field grounds and has a single lane access to the airport. It is owned and operated by the Shire and has recently been upgraded to achieve the CASA Aerodrome category of Registered.

The recent upgrades included the improved grading of the gravel airstrip, emergency lighting and installation of a wind sock. There is no terminal located at the airfield and access is via Jukes Place which meanders through the two sportsfields' carpark areas, where a single vehicle width road then provides access to the airstrip. The two airstrips are gravel and there is a bitumen apron to allow planes to turn and park.

The Shire reports that there continues to be an increase in use of the airfield as mining and mining related activities grow. Morawa has also been identified as a sub-regional location of choice for royal flying doctor and other health needs.

Currently the Registered certification allows for landings of up to a 30 seater plane and also RFDS emergency landings during the night.

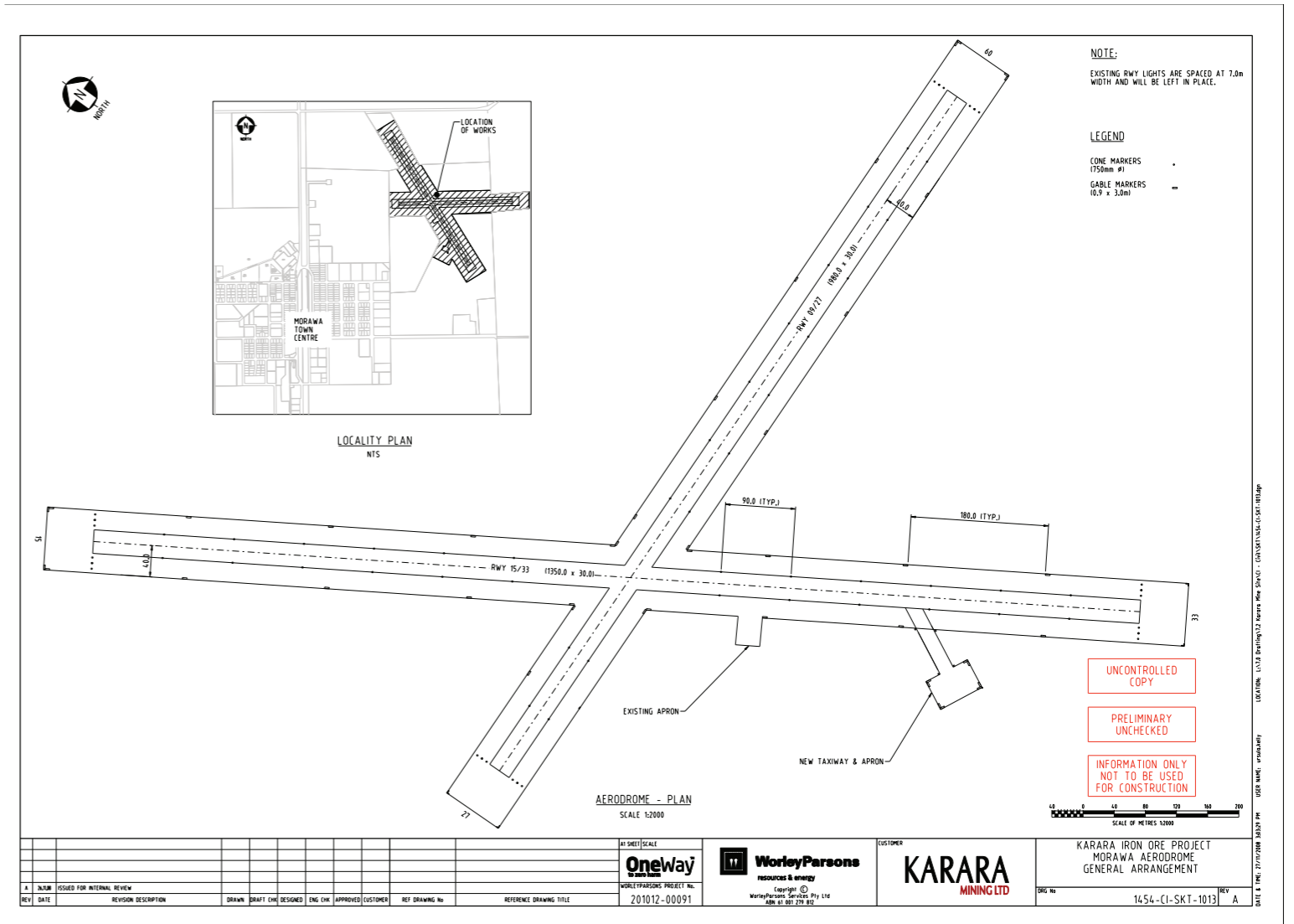


FIGURE 9 - MORAWA AERODROME (EXISTING)



**1.8.2.1.1 Scenario - Population Doubled**

The Morawa Aerodrome is most likely sufficient for current purposes given the recent upgrades. However, the Shire has recently applied for funding through the State Government Regional Airports Development Scheme (RADS) and Federal funding to upgrade the airstrip to enable the sealing of the existing runway and an upgrade to the airplane apron area. The estimated value of these works is \$2.3 million.

The proposed improvements in sealing the runways and the upgrade to the apron would be beneficial to the aerodrome and town as it would allow larger planes to land at the facility. The upgrade of the existing facilities is also required to entice further use of the airport by the mining and related servicing industries.

The development of mining sites in the surrounding region will be a key driver for growth in the town. Whilst Karara Mining has their own aerodrome, it will be only for the use of the mine site for FIFO purposes. Any other developments or employees of associated industries will either be required to use small charter planes or drive to Morawa. As the travel time by car from Perth is approximately 4 hours, the option of flying would become a viable alternative to residents and industry people if regular flights were available.

The airport upgrades are therefore required to support the growth of the town rather than as a direct result of an increase in the town population. The upgrades proposed will complement the work undertaken by the Shire to date by positioning the Morawa Airport to become a certified strip.

**1.8.2.1.2 Scenario – Target Population 2,500**

Upgrade of the classification of the Morawa Aerodrome to a Certified Aerodrome, will require the construction of a terminal facility and upgraded operational procedures. With the construction of a new terminal facility, the access to the aerodrome and terminal would need to be upgraded and parking facilities provided. It is likely that this access would be relocated from the existing location to either the end of Manning Road or from Stokes Road.

The Townsite would benefit from improved aerodrome facilities, which would open up opportunities for Morawa to become a key access point for industries and services in support of the mining growth occurring in the region. The requirement to get to a certified airport level has additional obligations and management requirements, such as an airport terminal, which therefore has additional resource obligations and reporting obligations.

**1.9 TRAFFIC AND TRANSPORT ASSESSMENT**

*Discussions with the Shire indicate that many of the regional roads in the locality are under width for the level of traffic they carry.*

**1.9.1 CURRENT SITUATION**

Morawa is a regional country town located 163km east of the City of Geraldton. It is accessed through a single road, the Mullewa-Wubin Road, which is named Winfield Street as it passes through the town.

The Mullewa-Wubin Road is primarily used as a freight route hauling minerals and grain through the State. As Morawa is perhaps the easternmost town in this region, it can be considered to be off the main traffic routes. To reach the town a detour from the Perth - Geraldton roads would be required.

From a traffic perspective, this indicates that traffic growth would be led by the internal growth of the town. The development of other towns in the State would not be expected to have a significant impact on the traffic movements in Morawa.

Traffic movement through Morawa is considered to be relatively easy at the present time. When the current road network is considered in terms of Liveable Neighbourhoods, all streets would be considered as local access streets. When considering current conditions, it is expected that no street in Morawa is passing more than 1,000 vehicles per day.

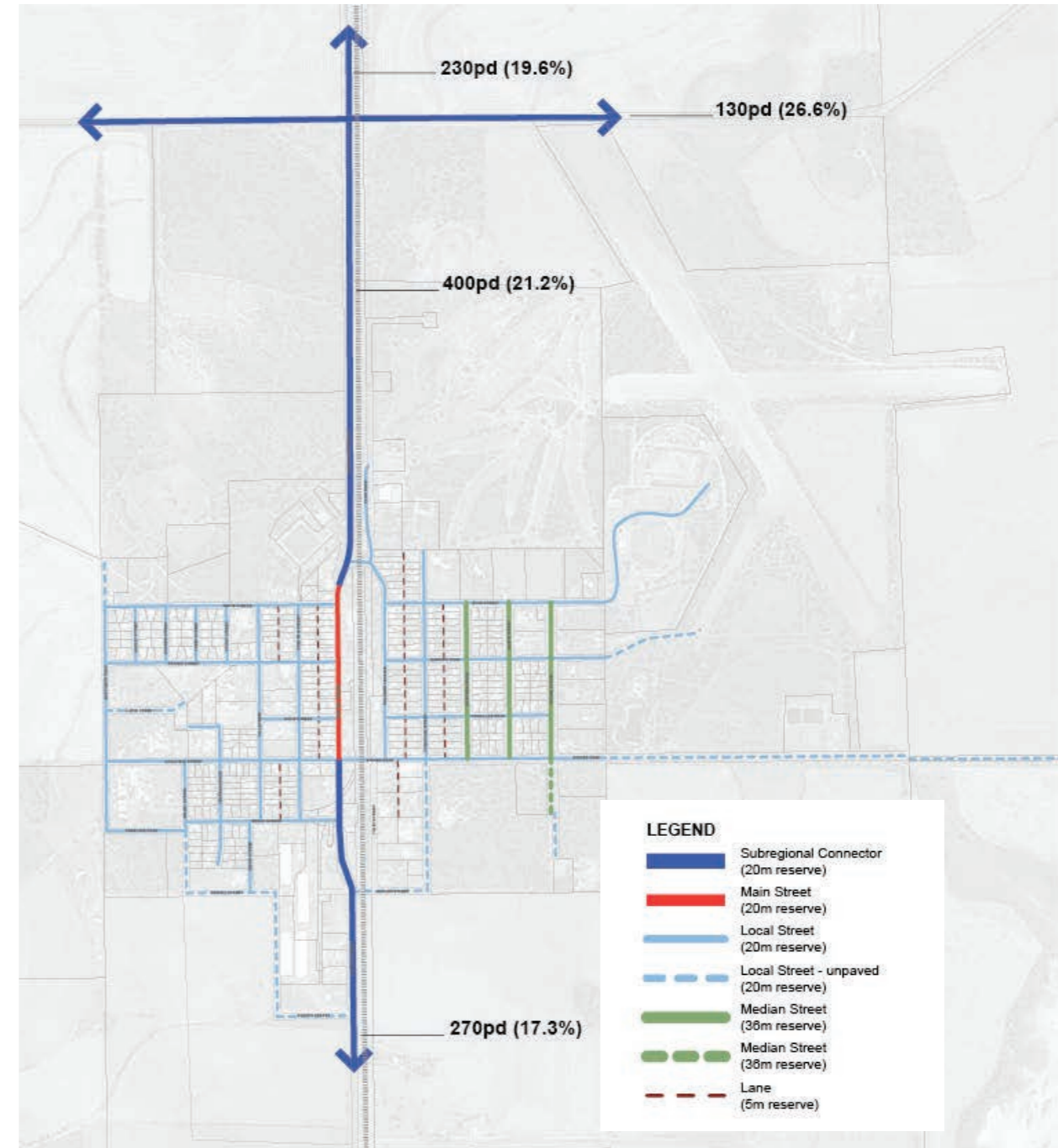


FIGURE 10 - TRAFFIC DATA FROM MAIN ROADS WESTERN AUSTRALIA (MRWA)



Some of the key roads are identified in the following:

PHOTO 1 - WINFIELD STREET



**1.9.1.1.1 Winfield Street**

Winfield Street is a primary distributor road passing through Morawa. External to the town centre the road is called Mullewa-Wubin Road to the south and Wubin-Mullewa Road to the north.

The road is generally constructed with a 7 metre to 8 metre seal within the study area but does reduce to a 6 metre seal a few kilometres south of the town.

The posted speed limit is 80kph to the outskirts of town reducing to 50kph in the town centre. The photographs show the view:

- south of town looking south
- south of town looking north

Traffic data from Main Roads Western Australia (MRWA) is shown in Figure 10.

PHOTO 2 - WINFIELD STREET



PHOTO 3 - CAULFIELD STREET



**1.9.1.1.2 Caulfield Road**

Caulfield Road is an important east – west link between Winfield Street and the district hospital / medical centre. It is constructed with an 8m carriageway.

PHOTO 4 - PRATER STREET



**1.9.1.1.3 Prater Street**

Prater Street provides an east - west connection through the central core of the western town precinct. It is constructed with a wide 14m carriageway, cognisant of its historical civic function. Access is provided from Prater Street to the town hall, high school and museum.

PHOTO 5 - AIRPORT ACCESS



**1.9.1.1.4 Airport access**

The access to the airport comes off Evans Street at its eastern end, where it passes through an entry statement into the Shire's playing and sporting fields.

A single track access services the airstrip. Not suited to two way traffic and vegetation obstructs forward visibility.

PHOTO 6 - SOLOMON TERRACE



**1.9.1.1.5 Solomon Terrace**

Running parallel to rail line on east side of tracks, Solomon Terrace is a north-south connector between Stokes Road, Evans Street and crossing the rail line to Winfield Street.



### 1.9.1.1 Other Transport Modes

#### 1.9.1.1.1 Airport

The airport lies to the east of the town and is accessed through the Shire's recreation area. The airport is suited to small aircraft and has in the past been used by the local mining companies. It is also capable of accommodating the Flying Doctor service, which would utilise Morawa hospital. There are plans to seal the airstrip. There are no scheduled passenger services from Morawa. The closest scheduled passenger services are in Geraldton.

#### 1.9.1.1.2 Rail

The rail line passing through Morawa is a freight service, but as evidenced by the old railway station was once used for passenger services many years ago. Sadly, it is unlikely that passenger services could be reinstated on this line due to rails safety concerns. Although freight and passenger services share the same tracks in many countries around the world, rail operators in WA tend to consider such practices unsafe.

#### 1.9.1.1.3 Bus

A Transwa bus service is provided between East Perth and Geraldton that passes through Morawa. The service operates on Monday and Thursday to Geraldton and Tuesday and Friday to Perth and must be booked in advance. A single fare to Perth is about \$57, making the return fare similar to the cost of fuel to drive to Perth and back in a small to medium car. Given the long journey time of 6 hours, this service is expected to be utilised predominantly by those unable to drive. There are no public bus services operating in Morawa.

### 1.9.2 CURRENT PLANNING

Discussions with the Shire indicate that many of the regional roads in the locality are under width for the level of traffic they carry. However, this is a continual upgrade programme that would not be considered as a constraint to future growth of the town.

### 1.9.3 KEY DRIVERS AND PRESSURES

The main industries that generate traffic movement in the area are mining and the grain harvest.

On road mining haulage can be expected to reduce over the coming years as the new rail line linking Karara to Geraldton comes on line. The mine should therefore only generate local employment traffic movement between the town and the mine site. This traffic is likely to relate to training, trades, service industries and employment.

The grain harvest is a seasonal traffic impact that is unlikely to change. As this is not an everyday situation, it would not be considered as a constraint to growth of the town. However, it is understood that the town would prefer that trucks do not pass through the town centre. This could only be addressed by the construction of a bypass.

#### 1.9.3.1 Development Opportunity

Being serviced from a single road will limit the amount of growth the town of Morawa can sustain before major new road connections would need to be provided. Traffic data on the MRWA web site indicates that the Mullewa-Wubin Road carries 400vpd to the north of the town and 270vpd to the south. In total there are 670 daily vehicle movements external to the town, of which 20+% are trucks. Removing the known level of trucks, the traffic data suggests that town traffic is attracted 59% to the north and 41% to the south.

The operational capacity of Mullewa-Wubin Road as a major freight route would be between 5,000vpd and 8,000vpd (say 6,500vpd) based on indicative advice from MRWA (refer Appendix A). However, the estimation of the actual traffic carrying capability of the road should be undertaken using the Highway Capacity Manual (impractical for this study).

Therefore, on the basis of no road upgrading, an increase in traffic volumes of (6,500 - 400) 6,100vpd to the north and (6,500 - 270) 6,230vpd to south of the town could be accommodated.

There are currently 199 occupied dwellings in Morawa (ABS 2006 data). Applying a standard trip rate of 10 trips per dwelling would suggest that there were currently (199 x 10) 1,990 vehicle movements per day in Morawa. Of these trips it is estimated that (670 external trips - 132 trucks) 538 are external trips, or (538 / 199) 2.7 trips per dwelling. This actually fits very well with Metropolitan trip data that suggests 27% of all daily household trips are associated with work.

If the external road network can accommodate an increase of 6,100vpd to the north of the town and the northbound attraction is 59%, then:

- $6,100 / 0.59 = 10,338$  new trips per day, which is equal to 27% of new household trips.
- This equates to  $10,338 / 0.27 = 38,292$  new trips to the road network.
- Using 10 trips per dwelling  $(38,292 / 10) = 3,829$

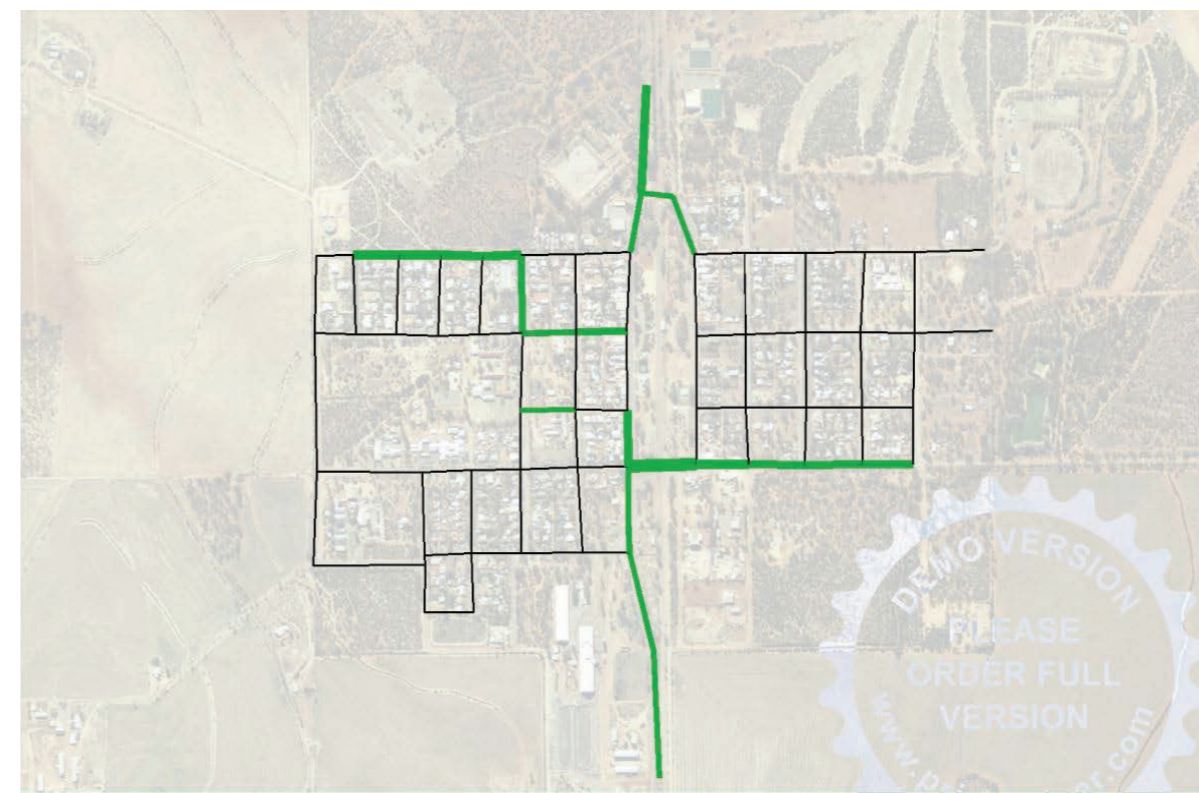


FIGURE 11 - MORAWA - ROADS PASSING +1,000VPD @2031

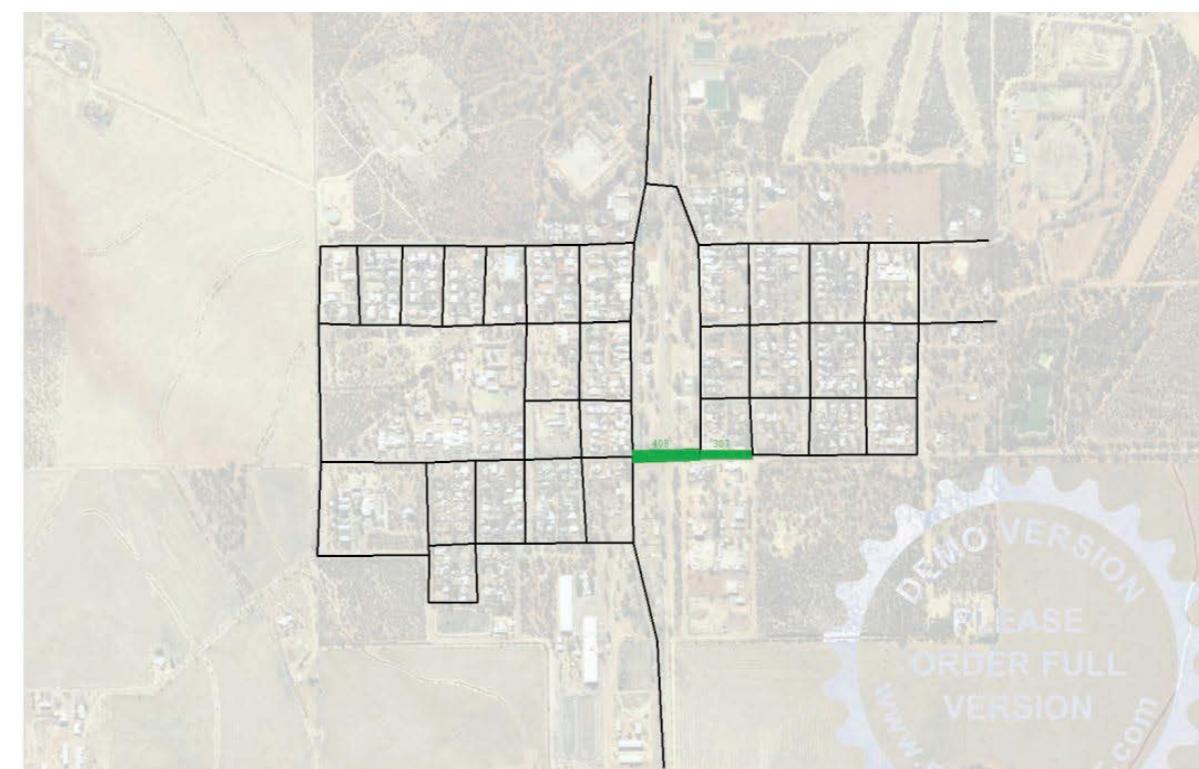


FIGURE 12 - MORAWA - ROADS PASSING +3,000VPD @2031



Therefore it can be concluded that based on the highest level of attraction to leave the townsite (59% to the north) and assuming that current travel patterns remain, the existing road network can support the potential development of 3,829 new dwellings.

Based on the indicative growth plan prepared, the Saturn model has been used to assess the traffic impacts of additional residential development. Figure 11 shows the model output for the full development of Morawa for a forecast year of indicatively 2031. The figure shows those streets within the town that would be expected to carry more than 1,000 vehicles per day. Figure 12 shows roads expected to pass more than 3,000vpd.

It can be seen from Figure 12 that Stokes Road is the only road forecast to carry more than 3,000vpd. The actual predicted volume passing over the rail line is 4,100 vehicles per day. No serious impacts would be expected for this forecast daily traffic flow.

The only issue that may occur is the delay experienced when freight trains cross the road. However, this is only an issue for emergency vehicles and can be managed.

### 1.9.3.2 Prater Street Extension

The model has been run to consider the potential of a third rail crossing at Prater Street that would link the east and west sides of the town. The modeling indicates the attraction of just over 1,000vpd to this new link, of which the majority redistribute from Stokes Road crossing.

The connectivity of Prater Street over the rail line would be problematic with the introduction of a new freight road adjacent to the west side of the rail line as clearance between the tracks and new intersection would be below standard. This option would need further investigation in the future.

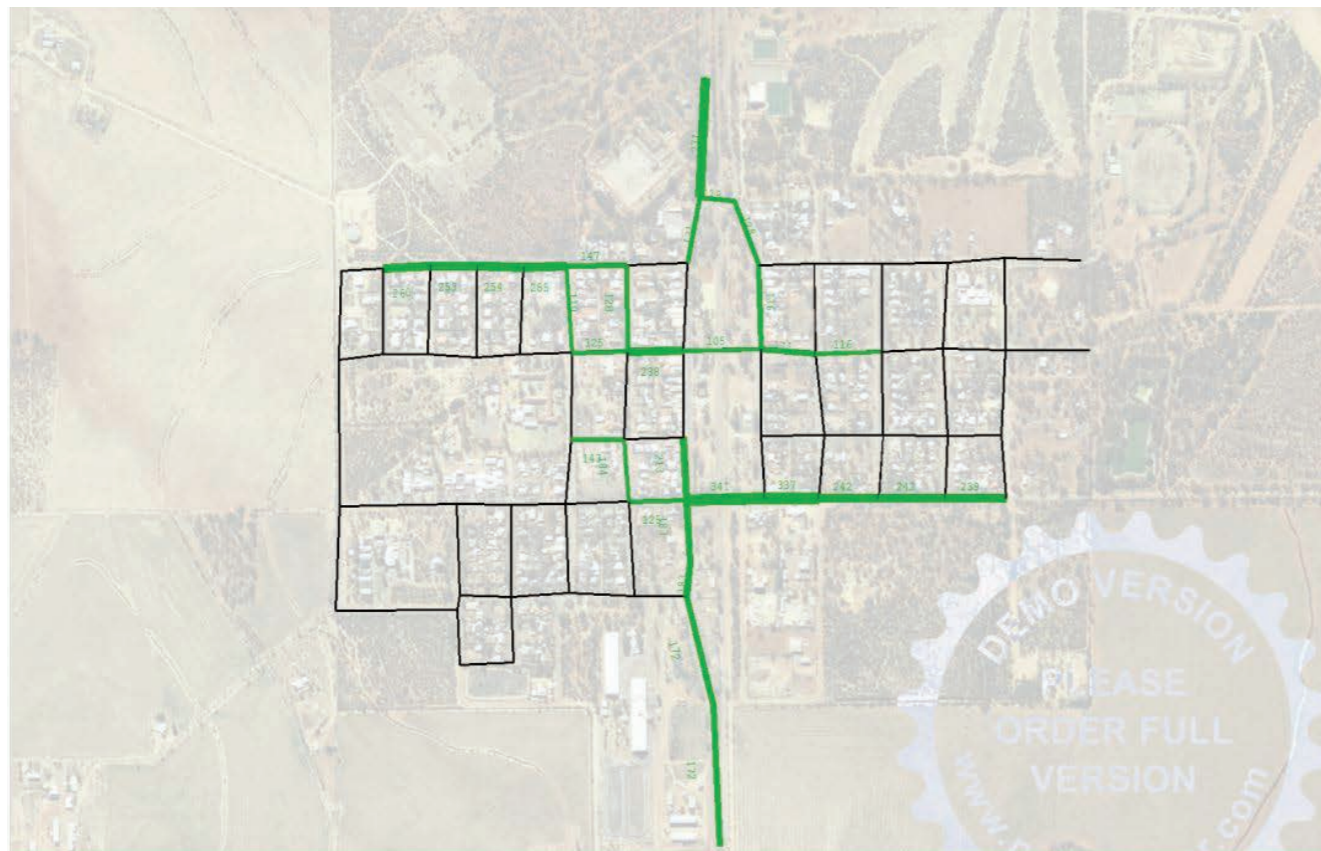


FIGURE 13 - MORAWA – ROADS PASSING +1,000VPD @2031 WITH PRATER STREET EXTENSION

### 1.9.4 KEY IMPLICATIONS

The site inspection of the road network surrounding Morawa did not highlight any major issues that would be considered to place a constraint upon the growth of the town. The existing road network is in good condition and major widening is not considered necessary. However, beyond the townsite roads may be of a lesser width than would be desirable particularly with the level of freight traffic.

- The need to upgrade roads in the region would need to be considered in context of the proposed town population.
- During the site inspection no Telstra signal could be accessed. Discussions with some locals indicated that poor telecommunications in Morawa is a problem. Several locals discussed their desire to use tablet devices, but could not due to no network access.
- The freight rail line is a constraint, but trains are only an issue when passing through, which is occasional. There are two main road crossings to the rail line to the north and south of the central commercial area. Opposite Prater Street is a pedestrian crossing of the rail line, which leads to the Morawa motor hotel and pub. To the east of the rail line the dwellings are rather run down and currently commercial tenancies are mostly vacant.
- Between Winfield Street and the rail line there is ample space to locate additional commercial units. This would provide a buffer to the rail line and double front the main street, giving a more traditional town aspect. However, the vibration and noise of the freight trains may be an issue.
- As with all country towns, road trains use Winfield Road through the town (being the Wubin – Mullewa Road). During the site inspection road trains were seen but appeared to be adhering to the 50kph posted speed. The Shire advised that a 40kph speed limit is to be imposed through the town centre. The Shire indicated that there are about 250 road trains per day passing through the town and significant increases occur during the grain harvest. However, annual average daily volumes provided by MRWA indicate about 85 trucks per day north of the town and 47 trucks per day south of the town site.
- Although wide, Winfield Street (the main street) does have a certain “country charm” about it. Parallel parking outside of the main facilities is provided and appears to be readily available. Although Winfield Street is a primary road under the control of MRWA, MRWA will only resurface the central 8 metres of seal. Parking embayments have to be sealed by the Shire.
- If a median is provided along Winfield Street, a minimum of 3 metres should be used to provide ample clearance from road trains.

### 1.10 ENVIRONMENTAL PROFILE

*Within the Shire of Morawa, there are currently no local planning policies or strategies associated with the identification, management and protection of environmental values within the town or the wider region*

In order to inform the environmental investigations a broad scale area has been investigated as a part of determining the environmental values and/or considerations that will need to be considered as a part of developing Morawa. This area is shown in Figure 14.

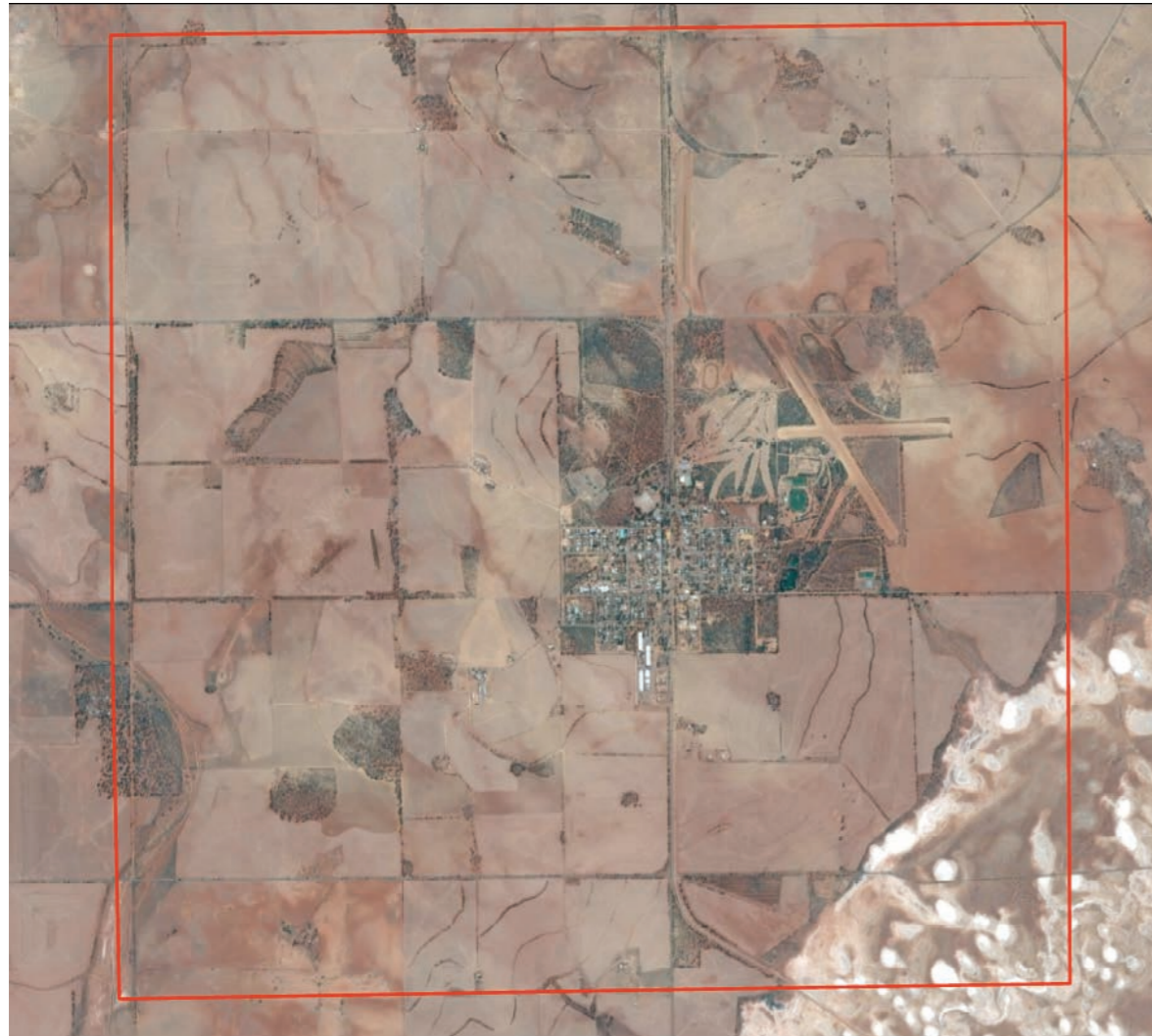


FIGURE 14 - INVESTIGATION AREA

#### 1.10.1 CURRENT SITUATION

##### 1.10.1.1 Physical Environment

###### 1.10.1.1.1 Climate

Morawa is located in the northern portion of the Wheatbelt region of South-West Western Australia. The area experiences a Mediterranean climate with hot, dry summers (November to April) and cold, wet winters (May to October). The average daily minimum and maximum temperatures during summer are 13°C and 38°C respectively, while the average daily minimum and maximum temperatures during winter are 5°C and 29°C respectively, summarised in Figure 15.

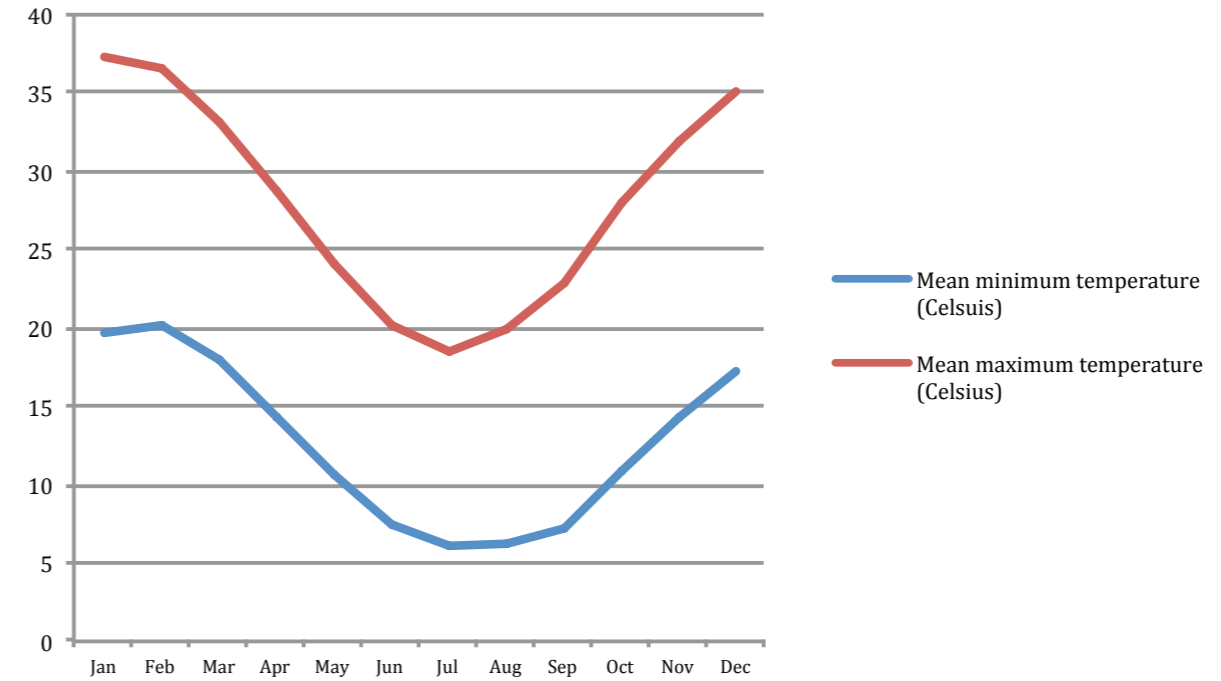


FIGURE 15 - MEAN MINIMUM AND MAXIMUM TEMPERATURES FOR MORAWA (SOURCE BUREAU OF METEOROLOGY 2011)

Annual average rainfall for the Morawa area is 333 millimetres a year, with the wettest month generally July, see Figure 16. However, rainfall patterns have changed over the last ten years, with a decrease in rainfall of approximately 20 per cent, with an annual average of 266 millimetres of rainfall observed between 2000 and 2008 (Paul 2009). Overall evaporation within the area generally exceeds rainfall, however evaporation is highest during summer, when the least rainfall occurs, and lowest during winter when rainfall is greatest.

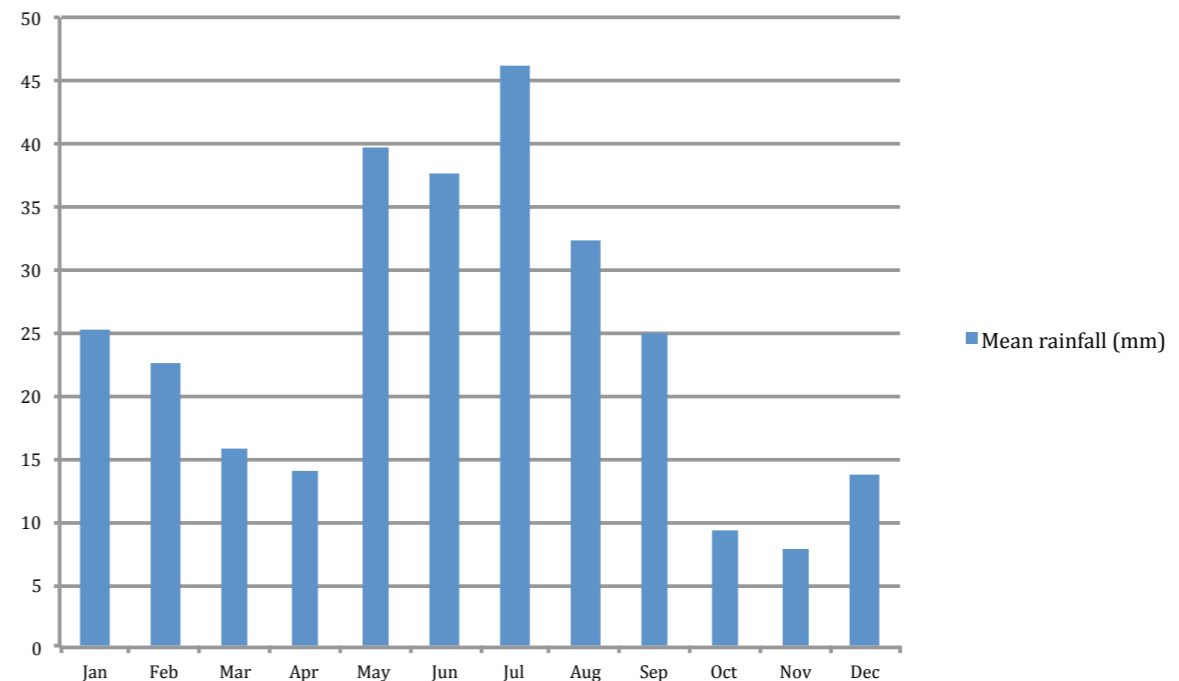


FIGURE 16 - AVERAGE RAINFALL (MM) FOR MORAWA (SOURCE: BUREAU OF METEOROLOGY 2011)



The prevailing wind patterns within Morawa have been determined based on data from the Morawa Airport Bureau of Meteorology Automatic Weather Station, located near the airport. From October to February (spring and summer), the prevailing wind pattern is generally from the south, while from March to May (autumn) the prevailing wind pattern is generally from the east, south-east and from June to September (winter/spring) the prevailing wind pattern is generally from the west, north-west. The general prevailing wind patterns have been illustrated in Figure 17.

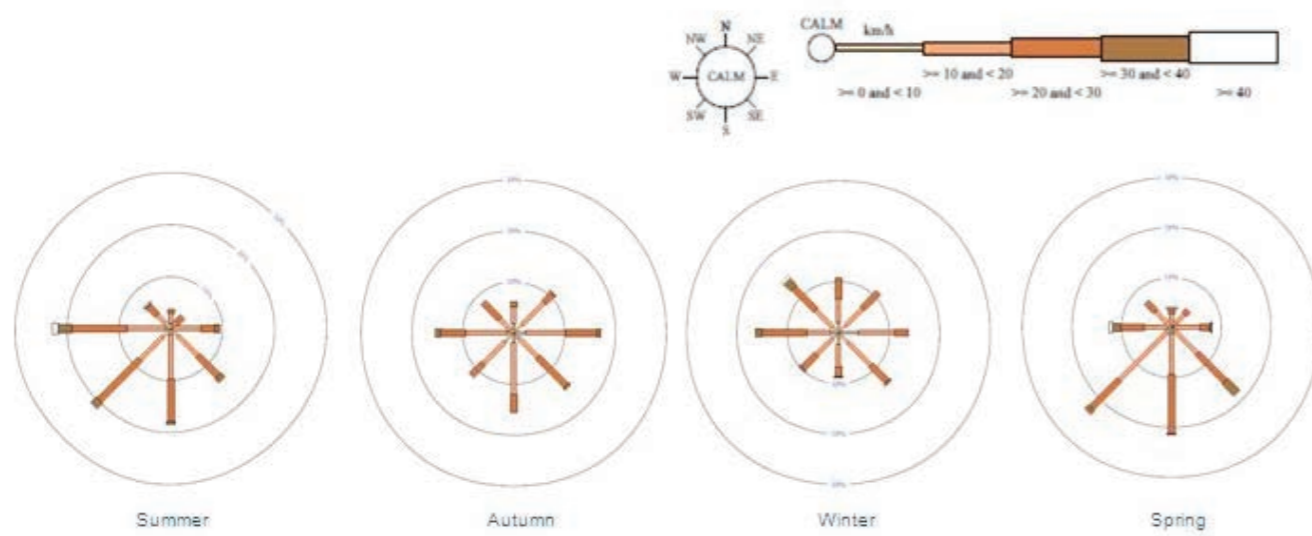


FIGURE 17 - WIND ROSES FOR MORAWA AIRPORT (SOURCE: BUREAU OF METEOROLOGY 2011)

**Topography**

The topography within Morawa ranges from 260 metres Australian Height Datum (mAHD) in the east to 290 mAHD in the west, with the town generally sloping gently to the south-east, towards the extensive salt lake system located south and east of the townsite. This is shown in Figure 18.

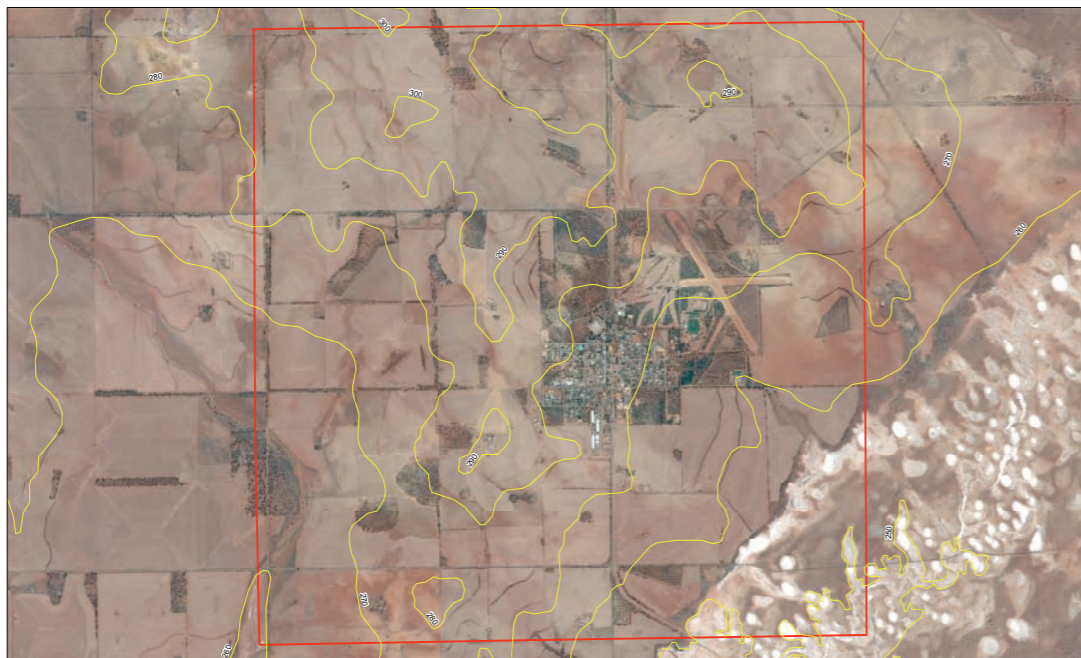


FIGURE 18 - TOPOGRAPHY

**1.10.1.1.2 Geology and soils**

Morawa is located on the western side of the Archaean Yilgarn craton with extensive granitoid rocks to the north-west, south-west and east of Morawa. The basement rock below Morawa is predominantly medium even grained adamellite-granodiorite which has been strongly deformed and recrystallized in Morawa and is intruded by dolerite dykes and quartz veins.

Regional soil landscape mapping undertaken by the Department of Agriculture and Food indicates that Morawa contains two primary soil-landscape units, 'Morawa (Mw)' and 'Noolagabbi (Ng)', with a further unit 'Saline Drainage (Sd)' to the south-east of Morawa (Rogers 1996). The description of these units has been provided in Table 25 below and shown in Figure 19.

SOIL-LANDSCAPE UNIT	DESCRIPTION
Morawa (Mw)	Gently undulating low rises and ridges of colluvium, granite and gneiss with red and yellow loamy earths and red shallow sands
Noolababbi (Ng)	Extensive level flats to very gently inclined slopes in broad valleys with often saline associated drainage networks of alluvium and colluvium with red-brown hardpan shallow loams and red loamy earths.
Saline Drainage (Sd)	Narrow drainage lines to broad, level salt plains in broad mature valleys of alluvium with salt lake and saline wet soils, red-brown hardpan shallow loams and red loamy duplexes.

TABLE 25 - SOIL-LANDSCAPE UNIT DESCRIPTIONS

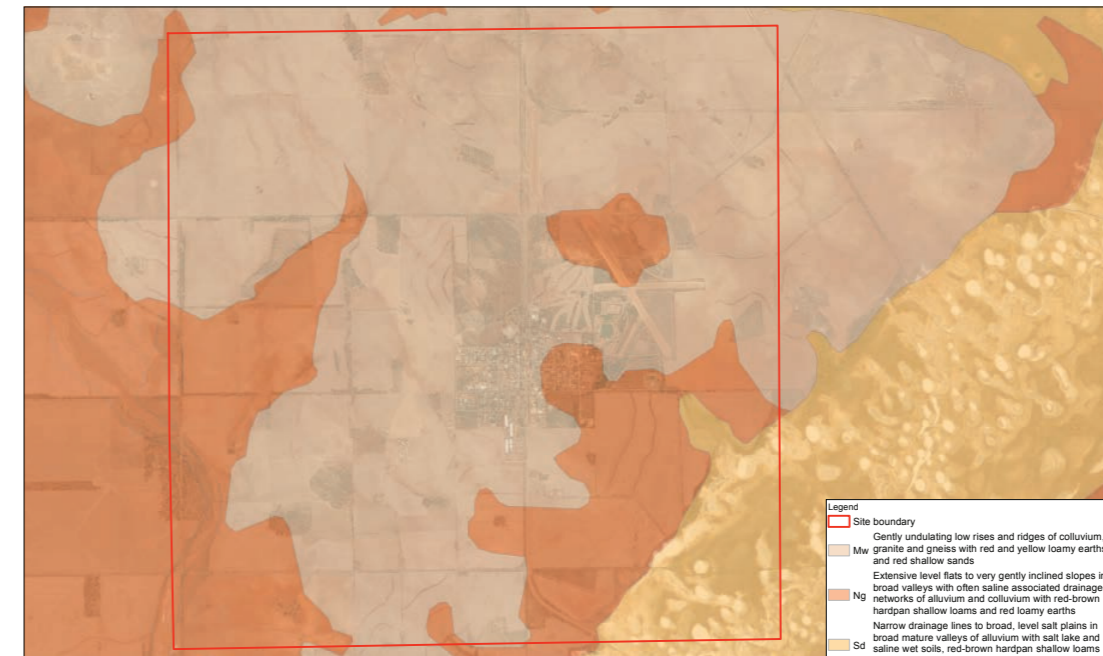


FIGURE 19 - GEOLOGY AND SOILS



**1.10.1.1.3 Salinity**

The term salinity refers to a process which results in the concentration of soluble salts near the soil surface, which in turn impacts and generally reduces plant growth.

In Western Australia most soils naturally contain soluble salts at various depths, which rise to the surface when groundwater level rise, generally when excess water moves into the soil profile and is not utilised by plants (Department of Agriculture 2011). A primary cause of salinity is the replacement of native vegetation with annual crops and pastures, which results in excess rainfall or irrigated water run-off that infiltrates beyond the root zones of the crops and pastures and accumulates in the groundwater, causing it to rise. Salinity can result in a loss of agricultural productivity, loss of natural biodiversity, damage to buildings, roads and other structures, and degradation of water supplies.

Within Morawa, the risk of salinity from groundwater is considered low given that groundwater levels have declined over the last ten years. However, it should be noted that there is still a risk of salinity in Morawa, from:

- Groundwater levels rising, either locally within the town where ponding occurs, or if regional groundwater trends change (i.e. if rainfall increases, or if remnant vegetation is cleared); or
- Surface water that flows through Morawa from the surrounding agricultural areas, which is saline in nature or surface water which can pond within areas of the town.

**1.10.1.1.4 Flora and vegetation**

In Western Australia, the natural flora and vegetation has a high level of biodiversity, but also provides important landscape functions through providing fauna habitat and maintaining soil structure and fertility (landscape integrity). As mentioned above, salinity often results when deep-rooted natural vegetation is cleared and replaced by annual pasture and crops, or other land uses, and is a significant issue that is associated with the loss of remnant vegetation, along with the loss of biodiversity.

Based on a site visit and aerial photography, a large proportion of the town of Morawa appears to contain remnant vegetation (Photograph 9 & 10 with further isolated pockets of remnant vegetation within the surrounding area see Figure 20. Limited site specific investigations have been undertaken to date, however a search of state databases indicates that 51 flora species of significance may potentially occur within Morawa, seven Declared Rare Flora and 44 Priority Flora species. In addition, eight flora species have been listed at the federal level as potentially occurring within Morawa. Previous investigations indicate that one species of conservation significance, *Eucalyptus synandra*, has been observed within the remnant vegetation surrounding the airport.



**PHOTO 9 - WILDFLOWERS OBSERVED IN THE REGION (SOURCE: SHIRE OF MORAWA 2011)**



**PHOTO 10 - EXAMPLE OF VEGETATION OBSERVED IN AND AROUND TOWNSITE**

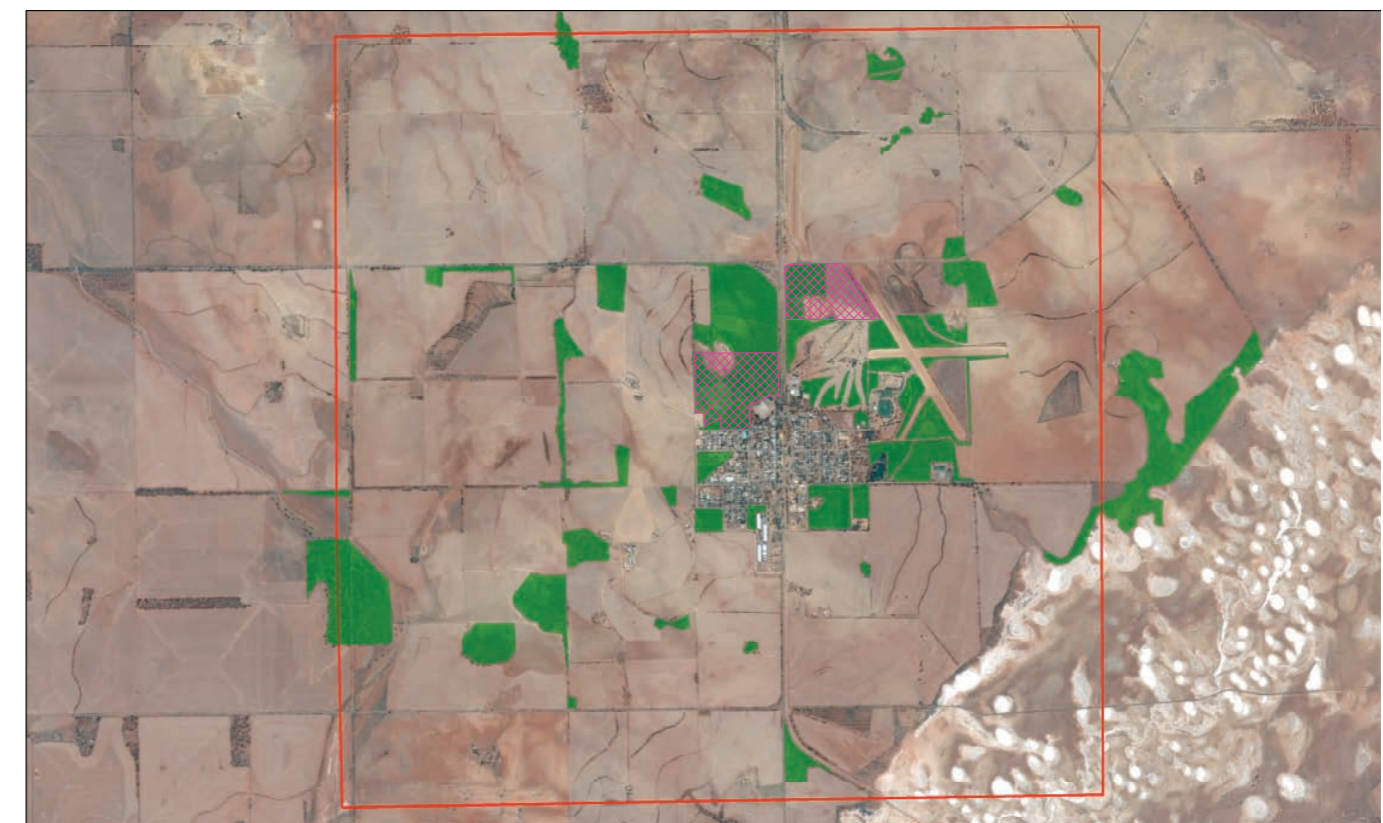


**PHOTO 7 - PHOTO 8 - VIEW WEST FROM KOOLANOOKA MINE SITE, SHOWING LARGELY CLEARED LANDSCAPE AND EXAMPLE OF REMNANT VEGETATION ADJACENT TO CLEARED AGRICULTURAL AREAS.**

Morawa is found within the Avon Wheatbelt Interim Biogeographic Regionalisation for Australia (IBRA) region and within the Ancient Drainage subregion. This area is broadly described as “Proteaceous scrub-heaths rich in endemics on lateritic uplands and sandplains with mixed eucalypt, *Allocasuarina huegeliana* and Jam-York Gum woodlands on alluvials and eluvials” (Beecham 2001). Beard (1976) undertook regional scale mapping and indicated that Morawa formed part of the Perenjori vegetation system, which is broadly described as *Casuarina* thicket, *Eucalyptus* woodland and salt country complex on yellow sandy soils, red loams and saline grey sands respectively.

The majority of the Avon Wheatbelt IRBA area has been extensively cleared (See photograph 7 & 8) with an estimated 13 per cent of the original remnant vegetation remaining. Due to this, the Environmental Protection Authority (2000) and Beecham (2001) indicates that nearly all remnant vegetation within this IBRA region is considered important for biodiversity conservation in order to retain comprehensive, adequate and representative areas of the remaining remnant vegetation and associated vegetation associations, but also to support landscape integrity.

The Morawa region is also known for its variety of wildflowers (see figure 20), with tourists encouraged to visit and explore the area to observe wildflowers. These wildflower values are known within the town as well as within the cleared agricultural areas and areas of remnant vegetation surrounding the town.



**FIGURE 20 - REMNANT VEGETATION**



**1.10.1.1.5 Fauna**

A search of state and federal databases indicates that ten conservation significant species may occur within Morawa and include bird, mammal and reptile species. Due to the extensively cleared agricultural areas surrounding Morawa and the presence of remnant vegetation within the town, there is the potential that the habitat preferences for some of these species may be found. Recently, evidence of the Western Spiny-tailed Skink (*Egerina stokesii badia*), which is a state and federally listed conservation significant species, was observed in the northern portion of remnant vegetation within the townsite. A site visit undertaken by two environmental scientists for the growth plan also observed at least 20 red tailed black cockatoos in the area. It is likely that this was the subspecies *Calyptorhynchus banksia samuelii* (which is not listed as a conservation significant species) based on the range of this subspecies, and not the subspecies *Calyptorhynchus banksia naso*, which is a federally (Environmental Protection and Biodiversity Conservation Act 1999) and state (Wildlife Conservation Act 1951) listed conservation significant species.



**PHOTO 11 - PHOTOGRAPH 11 CALYPTORHYNCHUS BANKSIA SAMUELII OBSERVED WILDFLOWERS OBSERVED IN THE REGION (SOURCE: SHIRE OF MORAWA 2011)**



**PHOTO 12 - EXAMPLE OF YARRA YARRA LAKES SYSTEM, LOCATED SOUTH-EAST OF THE TOWNSITE**

**1.10.1.1.6 Surface Water and Groundwater**

Morawa is located within the Yarra Yarra Catchment basin, which is a large system of ephemeral salt lakes (Yarra Yarra Lakes System), approximately 300 kilometres long and 250,000 hectares in area. These lakes are located approximately two kilometres south-east of the town centre, shown Photograph 12. Generally surface water does not flow through the lake system but instead ponds in waterlogged depressions or the poorly defined drainage lines, and eventually recharges to the underlying groundwater system. Within Morawa, surface water generally flows from the north-west to the south-east, towards the lake system, see Figure 21, with a drainage line located to the south-east of Morawa, which joins the adjacent lake system.

The natural drainage pattern through Morawa has been modified by the road and stormwater system, so that surface flow through the townsite is intercepted and stored within the town dam, which is located on the eastern edge of Morawa. When this dam reaches capacity, overflow moves east along Stokes Road, towards the Yarra Yarra Lakes System. This is shown in Figure 21. Anecdotal evidence indicates that surface water rapidly builds up in Morawa during rainfall events, flowing down the town streets, particularly along Stokes Road, however this surface water also generally drains rapidly away, towards either the town dam or Yarra Yarra Lakes System. The south-west portion of Morawa is prone to flooding, while regular ponding of surface water is observed on the corner of Solomon Terrace and Manning Road.

Morawa is found within the Gascoyne groundwater area and the Mullewa/Byro subarea, which is described as generally unconfined in the east and flows toward the west where the aquifers then become confined by overlying low permeability units. A recent groundwater investigation (Paul 2009) indicates that groundwater within Morawa varies between one and four metres below ground surface, with the groundwater closest to the ground surface in the central portion of the town. In recent years, there has been a noticeable decrease in groundwater levels within Morawa, with a drop of approximately 0.2 metres per year since 2001 (Paul 2009).

The potable water supply for Morawa comes from the Arrowsmith Water Reserve, which is a groundwater resource located approximately 40 kilometres south-west of Morawa, near the location of Arrino.



**FIGURE 21 - SURFACE WATER FEATURES**

**1.10.1.1.7 Land Uses**

The predominant land use within the Morawa region is dryland agriculture and grazing, with the majority of areas outside of the townsite cleared for agricultural purposes. Broadly within the region, mining of mineral resources (predominantly magnetite and iron, but also includes quarrying for ballast materials) also occurs.

In addition to these broader land use activities, there are a number of different land uses within Morawa itself, which have the potential to generate emissions (noise, gases, dust and odour), which may exceed acceptable amenity levels in residential areas, and other sensitive uses (i.e. hospitals, schools, caravan parks). These land uses generally require a separation distance to be applied in order to avoid potential conflicts between different land uses and minimise risk to the environment and people. In the absence of site specific information, the Environmental Protection Authority provides recommended generic separation distances, which are outlined in Environmental Protection Authority (EPA) Guidance for the Assessment of Environmental Factors Separation Distance between Industrial and Sensitive Land Uses (2005). It will be important to consider these existing land uses and their operation when considering the introduction of new land uses and/or residences within Morawa. The land uses and applicable generic separation distances have been outlined below and shown in Figure 22.

**1.10.1.1.8 Mullewa-Wubin Road**

This is the main road through the centre of the town, which connects Morawa to the other regional centres. This road will generate noise emissions from traffic movements, which include personal motor vehicles and heavy haulage vehicles. State Planning Policy 5.4 Road and Rail Transport Noise and Freight Considerations in Land Use Planning is likely to apply to any new development to be introduced within Morawa, providing a range of options to deal with potential noise and vibration impacts.

**1.10.1.1.9 Northam-Mullewa Railway**

This railway is used primarily to transport grain from the surrounding agricultural areas to the main ports north-west and south-west of Morawa. It is also proposed to be used by mining operations in the region to transport mined material to Geraldton Port. A spur line was recently upgraded approximately 3 kilometres north of Morawa. The railway will generate noise emissions and vibration. As with the road, the considerations outlined in State Planning Policy 5.4 Road and Rail Transport Noise and Freight Considerations in Land Use Planning are likely to apply.



**1.10.1.1.10 Co-operative Bulk Handling (CBH) Grain Facility**

The CBH grain facility is a receival point for grain in the broader region, collecting grain during October through to January and storing and transporting grain to the export terminals for the rest of the year. Grain is collected and stored in a mixture of 'open bulk head storage' and 'fixed storage' (enclosed) areas. The activities at the facility are likely to result in noise (from train, haulage trucks and grain elevators) and dust (grain elevators) emissions. EPA Guidance for the Assessment of Environmental Factors Separation Distance between Industrial and Sensitive Land Uses (2005) recommends a 500 metre separation distance between grain elevators (present at the CBH facility) and sensitive land uses. At present a number of residences within Morawa are found within the recommended 500 metre separation distance, however based on informal discussion, CBH generally seek to manage noise and dust impacts to the most practicable level and design the location of site buildings and infrastructure to minimise any impacts. The location of this facility and the potential for new land uses to be impacted will need to be considered as a part of the planning process.

**1.10.1.1.11 Landfill Facility**

A landfill facility is located approximately 2.5 kilometres south-east of the town centre. This facility is a registered rural landfill, managed by the Shire of Morawa. The landfill manages the waste for the current Morawa population, collecting all types of household waste, with some commercial waste as well. EPA Guidance for the Assessment of Environmental Factors Separation Distance between Industrial and Sensitive Land Uses (2005) recommends a 500 metre separation distance between a landfill and subdivision development. Based on the recommendations of the Strategic Waste Management Plan, it is possible that this facility may become a transfer depot (with waste to be transported to Geraldton following collection), in which a 200 metre separation distance is recommended (EPA 2005).

**1.10.1.1.12 Wastewater Treatment Facility**

Morawa has a deep sewer scheme to which all accessible houses have been connected. This system conveys collected sewerage to a series of treatment ponds, located on the south eastern edge of town. These treatment ponds are licenced under the Environmental Protection Act 1986 and have the potential to cause gaseous and odour emissions. Generally, the Water Corporation applies a 500 metre separation distance from the boundary of this type of wastewater treatment facility and sensitive land uses.

**1.10.1.1.13 Air Strip**

The air strip is located within the eastern portion of the town site. At present the air strip only operates a couple of times a week, with both inbound and outbound flights, mainly associated with the surrounding mine sites or emergency situations. In general, activities within the air strip, such as aircraft arrivals, departures, changed flight tracks and/or frequent low-level operations over residential areas are likely to cause noise emissions with the principal sources of noise being engine noise, propeller noise, rotor noise in the case of helicopters and airframe noise. Generally the impact of aircraft noise on residents is subjective and is influenced by a number of factors including attitudes toward the aviation industry, personal sensitivity to noise and fear of aircraft crashing (Department of Planning 2011). Australian Standard 2021 - 2000 Acoustics - Aircraft noise Intrusion - Building siting and construction (AS2021) provides guidance on the acceptability of specified land uses in the vicinity of aerodromes, based on Australian Noise Exposure Forecast zones and can be used to guide siting of development. Given the current periodic use of the air strip, the impact from the air strip is unlikely to be significant, however the presence and activities associated with the air strip should be considered particularly with regard to the arrival of new residents and/or increase in air strip activity.

**1.10.1.1.14 Speedway**

The speedway is utilised a number of times a year to host race meetings for various types of vehicles. This type of land use is likely to result in the generation of noise emissions, which are regulated under the Environmental Protection (Noise) Regulations 1997. It is generally recognised that motor racing regularly exceeds the assigned noise levels on the occasions they meet, however proposed changes to the regulations will allow these types of events to operate under a noise management plan, to be approved by the Chief Executive Officer of the local government. Given the race meetings are limited in number per year, it is considered unlikely that the speedway will result in significant noise impacts, however consideration will need to be provided regarding the location of sensitive land uses and new residents to the area.

**1.10.1.1.15 Industrial Land Uses**

Within the northern and southern portions of Morawa, land is zoned industrial and used for a range of different commercial and industrial purposes, which relate predominantly to servicing the surrounding agricultural and mining industries. The interface between the current and proposed industrial land uses with sensitive land uses will need to be considered as a part of the planning process, particularly if future proposed uses require application of a separation distance (see EPA Guidance for the Assessment of Environmental Factors Separation Distance between Industrial and Sensitive Land Uses (2005)).

There is one registered contaminated site within Morawa, located at 76 Winfield Street and is described as hydrocarbon-impacted soil due to the former location of underground fuel storage tanks. The location of this site is shown in Figure 23. A hydrocarbon plume (containing substances such as those from petrol and diesel) has been found associated with the groundwater in this area and extends in an easterly direction. The historic Water Corporation dam, see Figure 21, has also been indicated as a site requiring remediation, however is not registered. The Shire of Morawa is currently working through the remediation of this site with the Water Corporation (pers. comm. Dave Williams, Shire of Morawa)

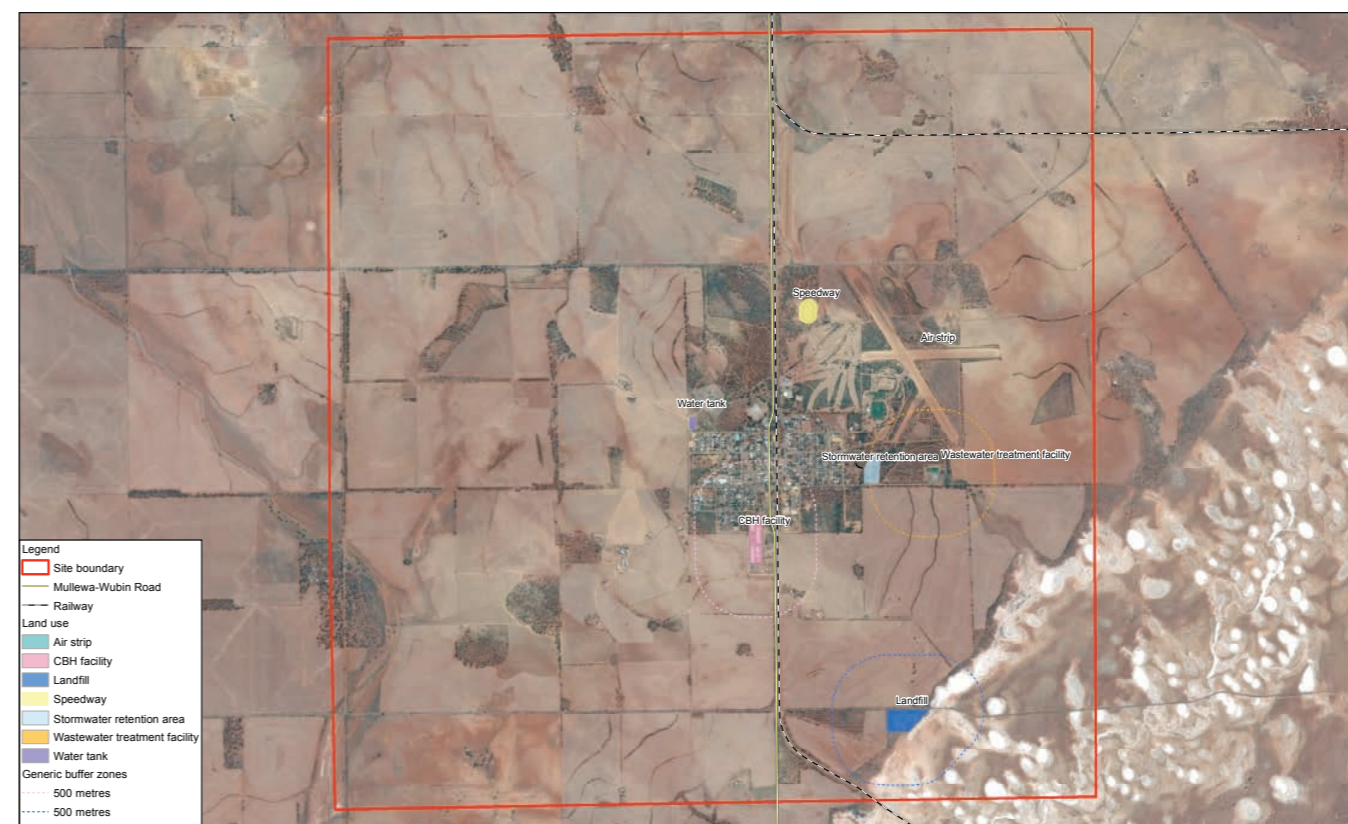


FIGURE 22 - GENERIC BUFFERS TO LAND USES



FIGURE 23 - REGISTERED CONTAMINATED SITES



### 1.10.2 CURRENT PLANNING

Within the Shire of Morawa, there are currently no local planning policies or strategies associated with the identification, management and protection of environmental values within the town or the wider region. Consideration of the environment is outlined within the Local Planning Scheme, with reference to Environmental Protection Authority Guidance Statement 33 Guidance for Planning and Development (EPA 2008). However, recently a number of regional and town specific investigations have been undertaken to gain an understanding of the environmental values and issues associated with Morawa. These investigations have been summarised below.

#### 1.10.2.1 Climate Change

The Mid West Region Council recently completed the Mid West Regional Council Climate Change Risk Assessment and Adaptation Action Plan. This plan aimed to identify, analyse and evaluate the climate change risks to the member councils and to develop climate change adaptation action plans for each of the member councils. Through this plan it was identified that the Shire of Morawa was likely to be subject to increasing risk through:

- Increased temperature, which will potentially change biodiversity, decrease agricultural production, increase detrimental health impacts (such as heat stress and mosquito incidence) and increase the consumption of potable water supply and electricity.
- Decreased rainfall which will potentially reduce agriculturally productive land, change biodiversity in the region, reduce surface water runoff and groundwater recharge in the region and increase the frequency and severity of bushfires.
- Increase in frequency/severity of extreme weather events such as rainfall events, which may lead to more severe flooding and impacts on infrastructure and health.

The Mid West Regional Council Climate Change Risk Assessment and Adaptation Action Plan completed for the Shire of Morawa provides a range of actions for the Shire to implement as a part of its ongoing processes and include, but are not limited to:

- Increase the capacity of local emergency services to deal with extreme events such as bushfire and flooding.
- Review adequacy of water supply for bushfire control.
- Develop a warning system for extreme events and educate the community to manage the impacts of these events.

#### 1.10.2.2 Flora, vegetation and fauna

Two recent flora, vegetation and fauna investigations have been undertaken within Morawa, for recent proposed subdivision areas in the western and northern portions of the town. These investigations found that the vegetation condition within these areas was variable ranging from 'Excellent' to 'Completely Degraded', with no conservation significant flora or vegetation communities observed. A number of conservation significant fauna species were observed within these areas, with further investigations and management actions recommended. These recommendations included completing discussions with the Department of Environment and Conservation to determine the scope of a Level 2 flora and fauna investigation and as part of that, to complete local and regional surveys to determine presence of conservation significant species that were listed as potentially occurring or were observed during the surveys.

In addition, recently the Shire of Morawa has undertaken an extensive planning process and developed an 'Exploring Wildflower Country' trail in conjunction with a number of other Shires in the broader region (Brampton and Maher 2009). The region is known for its array of wildflowers and landscapes, with tourists regularly visiting the region to observe wildflowers. This project has resulted in a range of interpretative signage being developed and installed at key sites that make use of Morawa's natural features, history and built environment, with the aim to encourage tourists to visit the area year-round.

#### 1.10.2.3 Drainage

A Water Management Plan (Pengelly 2010) was completed for Morawa as a part of the Department of Agriculture and Food 'Rural Towns – Liquid Assets' project. The report summarises the outcomes of various investigations undertaken for Morawa in support of developing a water management plan and presents water management options, a preliminary analysis of those options, priority recommendations and some estimated costs associated with implementing these recommendations. This plan investigated surface water and groundwater within Morawa as well as the potential impacts of salinity and options to manage each of these. The key recommendations of this investigation were to:

- Upgrade stormwater infrastructure within Morawa, particularly relating to upgrades near Solomon Terrace and Manning Road, as well as stormwater infrastructure within the town.
- Optimise irrigation schedules and application rates.
- Improve efficiency of stormwater capture into town and recreation dam.
- Build appropriate infrastructure to minimise impacts of rainfall events, i.e. install sumps.

#### 1.10.2.4 Waste Management

The Mid-West Regional Council recently developed a Strategic Waste Management Plan for the broader Mid-West area in which it was recognised that the Morawa landfill facility is near to capacity, with increasing pressures from the surrounding industry (mining) and potential increase in population. The facility is described as an unmanned landfill which provides some separation of materials. The recommendations of this plan includes linking waste collection and management across the region, with the Morawa facility to likely become a waste transfer station, given the limited capacity to expand the facility. It was proposed that waste would be collected in the town and from the surrounding area, sorted for recycling, re-use and general disposal, and then transported to a larger regional facility for management.

### 1.10.3 2.10.3 KEY DRIVERS AND PRESSURES

The key driving forces affecting the environment within Morawa is the expected increase in activity (i.e. mining and related services), an increase in population and impacts from climate change in the region.

An increase in activity, such as use of roads, railway and airport in support of mining in the region as well as related service industries, is likely to place pressure on the environment through generation of emissions (noise, dust and odour) and an increase in the requirement for water and power supply. An increase in population is likely to place pressure on existing remnant vegetation within the town through potential clearing, as well as through the generation of emissions. Climate change has the potential to increase temperature and extreme weather events as well as decrease rainfall in the region, which collectively will change the biodiversity in the region, agricultural productivity, water availability, bushfire frequency and place pressure on the human systems currently in place to manage these.

Overall, these driving forces could result in pressures on the environment which could be summarised as any of the below or a combination of:

- An increased use of environmental resources, such as increased use of limited water resources.
- A change in land use, which may require the clearing of vegetation or agriculturally productive land for residential or industrial purposes.
- Emissions (of chemicals, waste, noise, dust, etc.) to air, water and soil, which could potentially impact on human health, amenity of the area and the environment.

### 1.10.4 KEY IMPLICATIONS

The environmental considerations associated with balancing the environmental values within Morawa with increased activity, an increased population and climate change include:

- Retaining remnant vegetation. The Avon Wheatbelt IBRA area is extensively cleared, with all remnant vegetation considered important for biodiversity and landscape integrity (i.e. minimising the impacts of salinity).
- Drainage and flooding of Morawa that is associated with the current and expected more intense future rainfall events.
- The potential for salinity to impact on soil, water and infrastructure within Morawa through a rise in groundwater levels, ponding of stormwater in areas of the town and inundation of Morawa during rainfall events.
- Managing the supply, use and efficiency of water within Morawa and to the agricultural and mining industries as rainfall in the region decreases.
- Maintaining the productivity of the agricultural areas as climate change and salinity impact result in changes to the environmental resources available.
- Minimising the impacts of emissions (i.e. noise, dust, odour and effluent) on human health, amenity and the environment. This would include noise impacts from the use of the road and rail for mining and agricultural purposes, dust and noise from the nearby CBH facility and agricultural areas and odour and effluent from the wastewater treatment facility.
- Managing waste, minimising waste productions and encouraging recycling, reuse and appropriate disposal of waste.
- Providing suitable and pragmatic separation between existing and proposed land uses within Morawa to minimise impacts on the human health, amenity and the environment as well as meeting the expectations of residents.
- Providing a reliable power supply to meet current and future energy demands. This will be particularly important given the unreliability of power supply currently, and the increasing demand on power that increasing activity, increasing population and climate change are likely to result in.

## 1.11 PROPERTY ANALYSIS

*Development potential is dominated by underdeveloped lots within the town as well as current servicing potential for water and sewer.*

### 1.11.1 2.11.1 CURRENT SITUATION

#### 1.11.1.1 Residential - Overview

The Town of Morawa is bisected into two parts by a railway line running north-south. This results in a distinct east/west distribution of the Town either side of the railway line. There is a perception that the “west side” is generally considered to accommodate better amenity with improved real estate values whilst the “east side” is characterised by generally older, lower quality, poorer maintained properties.

The total housing stock in Morawa is estimated at 260 dwellings; a further 60 residential lots exist as vacant land supply held in private ownership.

Existing housing stock in Morawa consists predominately of 1950’s-70’s fibro board & iron construction, comprising three bed/one bath/single garage homes on a traditional 1,000sqm lot. Subsequent housing development beyond this point (of which there has been very little) can be seen to have occurred in the form of Brick & Tile Construction, typically four-bed/two bath/single garage homes, with the traditional lot size of 1,000sqm being retained. There are some examples of duplex and triplex housing exhibited within the western side of the townsite.

This more recent housing construction occupies land on the Town’s north-western perimeter at White Avenue, Waddilove Road, Prater, Harley & Barnes Streets. This area provides the only illustration of quality housing stock within the Town being predominately government or employer owned, and provided on the basis of a subsidised lease for the duration of the employee’s term of employment within the town.

#### 1.11.1.2 Property Sales Activity

Morawa has recorded an average 27.5 property sales per annum for the last 10 years. Of this figure, land sales alone represent 23% of average annual market activity at 6.2 sales, with the sale of homes accounting for 77% of average annual market activity at 21.3 sales. In terms of sale activity for the year commencing January 2011, a total of 8 property sales have been recorded. This is down 60% from the 20 sales recorded in 2010, and 71% on the 10 year annual average.

#### 1.11.1.3 Median Prices & Growth Rates

The annual median house price in Morawa as at September 2011 was \$129,000 with 7 properties sold for the period. This aligns closely with the median house price recorded for similar neighbouring localities (with the exception of Geraldton and Dongara both being coastal locations), as illustrated in the table below.

### 1.11.1.4 Growth Rates in Medium House Sale Price

#### 1.11.1.4.1 12 months to September 2011

Growth Rates	1 Year	5 Years	10 Years	No. Sales for Year	Median House Price
Carnamah	25.5%	29.4%	14.3%	8	\$118,000
Cue	-28.6%	21%	12.4%	6	\$72,500
Dongara	-13.7%	0.6%	10.7%	11	\$345,000
Eneabba	n/a	n/a	n/a	3	\$116,500
Geraldton	-5.4%	9.2%	13.3%	28	\$359,000
Mingenew	-3.4%	10.5%	19.5%	3	\$140,000
Morawa	3.2%	18.6%	26.8%	7	\$129,000
Mullewa	7%	11.2%	21.3%	5	\$92,000
Perenjori	32%	31.6%	24.8%	3	\$165,000
Three Springs	8%	10.4%	11.7%	5	\$135,000
Regional WA	-2.5%	5.1%	11.5%	n/a	n/a

TABLE 26 - GROWTH RATES IN MEDIUM HOUSE SALE PRICE - SOURCE: REIWA

The towns of Carnamah, Morawa, Mullewa, Perenjori and Three Springs have all recorded positive average annual growth rates exceeding the Regional WA average for the current year of -2.5% and indeed previous 5 years and past decade. A significant factor in this appreciation is likely to be the low base off which prices in these communities have grown; with slower rates of capital growth achieved for locations demonstrating a higher median house price (i.e. Dongara, Geraldton)

Noticeably, the average annual growth rate in Morawa for the current year is down 15.4% on the average capital growth achieved in the last 5 years (18.6%). However, positive growth in Morawa and surrounding localities in an environment of downward price trends (across broader regional & metropolitan market) is illustrative of strong investment performance.

#### 1.11.1.5 Vacant Land - Overview

The average sale price for land in Morawa continues to steadily increase on previous years. For the year to date commencing January 2011, 3 land sales were recorded averaging \$35,800. This is up marginally on the 2010 year average of \$34,800 for which 6 land sales were recorded.

Two of the three sales which have occurred during 2011 have been for land located in Morawa’s improved north-west precinct at White Avenue. These sales demonstrate a clear price premium for land situated in this precinct.

The following three (3) land sales were recorded during 2011:

49 Valentine Street, Morawa	1 White Avenue, Morawa
Lot 218 P163392	Lot 360 P210931
Area – 1,154m <sup>2</sup>	Area – 1,026m <sup>2</sup>
	
Zoning- Residential R10/30	Zoning- Residential R10/30
Sale Price - \$22,500	Sale Price - \$40,000
Sale Date – 19/5/2011	Sale Date – 11/9/2011

5 White Avenue, Morawa
Lot 362 P210931
Area – 1,026m <sup>2</sup>

Zoning- Residential R10/30
Sale Price - \$45,000
Sale Date – 17/8/2011



### 1.11.1.6 House & Land - Overview



In line with the reduced number of vacant land sales recorded during 2011, the number of house sales have also experienced a decline on previous years, with 14 sales achieved in 2010 against 5 sales recorded for the current year commencing January 2011.

However, as is the case with vacant land sales, the average annual sale price has increased from \$115,890 in 2010 to \$126,960 in 2011 representing growth of 9.55%.

The following four (4) house and land sales were recorded during 2011:

1 Broad Avenue, Morawa*	64 Yewers Avenue, Morawa
Lot 195 P208065	Lot 205 P208065
Area – 841m <sup>2</sup>	Area – 984m <sup>2</sup>
	
Description – n/a	Description - 3bed/1bath/1car
Zoning- Residential R10/30	Zoning- Residential R10/30
Sale Price – \$67,500, \$120,000	Sale Price - \$172,000
Sale Date – 16/1/2011 , 24/5/2011	Sale Date – 25/1/2011

\*PROPERTY SOLD TWICE WITHIN THE YEAR.

56 Richter Avenue, Morawa	11 White Avenue, Morawa
Lot 224 P163392	Lot 374 P210931
Area – 1,154m <sup>2</sup>	Area – 1,026m <sup>2</sup>
	
Description – 3bed/1 bath	Description - 4bed/1bath/1car
Zoning- Residential R10/30	Zoning- Residential R10/30
Sale Price - \$129,000	Sale Price - \$146,300
Sale Date – 9/5/2011	Sale Date – 11/6/2011

### 1.11.1.7 Residential Rental Market & Demand for Accommodation – Overview

The demand for rental accommodation within the Morawa has remained relatively unchanged for the last decade, with market depth limited to a transient agricultural, mining & government related workforce. The average weekly rent payable on a typical three bed/ one bath/single garage home ranges from \$200 - \$250; although it is possible to obtain accommodation below these rates for poorer maintained properties.

As evidenced in the market for permanent accommodation, quality of rental supply remains a big issue in Morawa. To this end and although not fully tested in the market, agents will shortly list for rent, executive accommodation in the town's improved north-west precinct at a weekly rental of \$450.

It could reasonably be expected that with an acceleration of mining activities within the Town and wider Mid-West region, that the need to accommodate a workforce may see pressure on rental & permanent housing supply stocks and subsequent pricing, although to what extent this is difficult to quantify.

It is LandCorp's understanding that Gindalbie Mining (through operation of the Karara Iron Ore Project) has an immediate requirement for 15 homes in the region, including 5 - 7 homes within Morawa and additional accommodation in the town of Perenjori.

### 1.11.1.8 Rural/Residential Development – Overview

A limited quantity of Rural/Residential development exists within Morawa being located on the town's north-eastern boundary at Evans and Neagle Streets.

An increase in demand for this type of land supply is likely to occur with expansion of the town's population base. Approximately 12 lots, ranging in size from 4,045m<sup>2</sup> to 2.023 hectares have been identified under the existing Town Planning Scheme as having a Rural/ Residential zoning classification.

The details of these lots are provided as follows;

Site	Address	Lot/Plan	Size	Zoning	PIN
1.	3 Valentine Street	Lot 90 P202041	1.6974ha	'RRes1' Rural Residential	561756
2.	5 Evans Street	Lot 91 P202041	1.6997ha	'RRes1' Rural Residential	561757
3.	7 Evans Street	Lot 92 P202041	1.6984ha	'RRes1' Rural Residential	561758
4.	9 Evans Street	Lot 93 P202041	2.0234ha	'RRes1' Rural Residential	561759
5.	11 Evans Street	Lot 94 P202041	1.2215ha	'RRes1' Rural Residential	561768
6.	17 Evans Street	Lot 1 D044139	4,045m <sup>2</sup>	'RRes1' Rural Residential	561769
7.	400 Neagle Street	Lot 400 P062179	1.1725ha	'RRes1' Rural Residential	11806044
8.	25 Neagle Street	Lot 137 P154279	1.2141ha	'RRes1' Rural Residential	561763
9.	33 Neagle Street	Lot 138 P154279	9,073m <sup>2</sup>	'RRes1' Rural Residential	561764
10.	39 Neagle Street	Lot 139 P154279	1.2141ha	'RRes1' Rural Residential	561765
11.	47 Neagle Street	Lot 140 P154279	1.2144ha	'RRes1' Rural Residential	561766
12.	53 Neagle Street	Lot 141 P154279	1.214ha	'RRes1' Rural Residential	561767
			15.88ha		

TABLE 27 - RURAL/RESIDENTIAL LOTS



#### 1.11.1.9 Development Costs - Overview

As part of due diligence work occurring in respect of the proposed residential development (as outlined under 'Existing & Potential Developments' below) being undertaken by LandCorp in 2012, the following development cost information is provided.

In May 2009, LandCorp appointed GHD Pty Ltd to undertake a servicing report for Lot 501 White Avenue, Morawa. A preliminary budget estimate of probable development costs based on servicing of 22 residential lots for provision of water, power, sewer & drainage infrastructure was provided at \$1.16m or \$53,000 per lot.

In September 2010, a revised subdivision plan along with further information including a Western Power Feasibility Study and Geotechnical Report was presented to GHD to allow a revised order of magnitude estimate to be produced. Indicative development costs have been provided on the basis of servicing of the 22 lots in three (3) stages, in addition to an estimate for servicing of the 22 lots in a single stage. Development costs are provided as follows;

- Stage 1 – 10 Lots                      \$665,000 or \$66,500/lot
- Stage 2 – 6 Lots                        \$305,000 or \$50,833/lot
- Stage 3 – 6 Lots                        \$453,000 or \$75,500/lot
- One Stage – 22 Lots                    \$1,079,000 or \$49,045/lot

The estimate is generally based on current construction costs for similar sized subdivisions in the Mid-West region. The above estimate is based on (but not limited to) the following assumptions;

- The natural fall of the site being maintained, and therefore no allowance for fill on the lots;
- A nominal provisional allowance of \$30,000 included in the estimate for Western Power network reinforcement works due to the remote location of the townsite and uncertainty of supply capacity at the time of costing;
- Construction costs having been assumed on the basis of construction over the course of the next 5-7 years, with annual cost escalation of 5%.
- A 20% contingency allowance also being applied.

It is LandCorp's intention to seek revised development costing's from Porters Engineers in early 2012.

**1.11.1.9.1 Commercial Land Supply**

The following table outlines the current status of commercial land supply within the Town of Morawa.

Site	Property	PIN	Land Area	Zoning	Business Name	Business Type	Potential Use	Portion of Site Developed	Condition of Building
	22 Valentine Street Lot 19 P226880	561804	1,011	Commercial	Undeveloped	Vacant	Develop Commercial/Office	0%	
	24 Valentine Street Lot 453 P226880	561803	1,011	Commercial	Undeveloped	Vacant	Develop Commercial/Office	0%	
	26 Valentine Street Lot 21 P226880	561802	1,012	Commercial	Undeveloped	Vacant	Develop Commercial/Office	0%	
	28 Valentine Street Lot 22 P226880	561801	1,012	Commercial	Undeveloped	Development Approval for Motel Units	Construct Motel Units	0%	
	30 Valentine Street Lot 23 P226880	561800	1,012	Commercial	Undeveloped	Development Approval for Motel Units	Construct Motel Units	0%	
	32 Valentine Street Lot 24 P226880	561799	1,009	Commercial	Morawa Hotel Units	Accommodation	Redevelop Motel Units	100%	Moderate/Poor
	39 Solomon Terrace Lot 5 P226880	561931	1,012	Commercial	Morawa Upholstery	Part time Upholstery Business	Refurbish Commercial/Office	50%	Moderate/Poor
	37 Solomon Terrace Lot 6 P226880	561930	1,012	Commercial	Undeveloped	Vacant	Develop Commercial/Office	0%	
	35 Solomon Terrace Lot 7 P226880	561929	1,012	Commercial	Undeveloped	Vacant	Develop Commercial/Office	0%	
	33 Solomon Terrace Lot 8 P226880	561923	1,009	Commercial		Residential non conforming use	Redevelop Commercial/workshop	50%	Poor
	31 Solomon Terrace Lot 9 P226880	561791	1,009	Commercial	Morawa Hotel	Commercial Operation	Refurbish Hotel	100%	Moderate
	29 Solomon Terrace Lot 10 P226880	561790	1,012	Commercial	Morawa Hotel	Commercial Operation	Refurbish Hotel	100%	Moderate
	27 Solomon Terrace Lot 11 P226880	561789	1,012	Commercial		Vacant workshop	Refurbish Commercial/Office	100%	Moderate
	25 Solomon Terrace Lot 12 P226880	561788	1,012	Commercial		Vacant Showroom	Develop Showroom /Commercial	100%	Moderate
	23 Solomon Terrace Lot 13 P226880	561787	1,012	Commercial		Residential	Redevelopment for Commercial	100%	Moderate
	21 Solomon Terrace Lot 14 P226880	561786	1,012	Commercial		Vacant Showroom	Develop Showroom /Commercial	100%	Moderate
	Lot 437 P190380	11248573	1,786	Commercial	Morawa Road house	Road house /Fuel	Maintain for Road house /Fuel or redevelop for Commercial retail activities	70%	Moderate
	2 Winfield Street Lot 201 P031010	1392106	6,026	Commercial	Landmark	Agriculture Supply	Maintain as Agriculture business or Commercial/ vehicle showroom	60%	Good
	16 Winfield Street Lot 3 D033455	560907	1,492	Commercial	Morawa Bakery	Restaurant	Commercial	50%	Good
	Lot 418 P174403	560900	1,782	Commercial		Vacant	Boundary realignment providing public access and utilize for Agriculture business /light Industrial	0%	
	64L White Avenue Lot 266 P167583	560901	1,249	Commercial		Residential	Boundary realignment and utilised for Office/ workshop	70%	Moderate
	64 White Avenue Lot 178 P161708	560902	1,477	Commercial		Residential	Boundary realignment and utilised for Office/ workshop	70%	Moderate
	18 Winfield Street, Lot 62 P204494	561112	989	Commercial		Residential	redevelopment for office/retail/commercial	80%	Poor
	20 Winfield Street Lot 63 P204494	561113	1,012	Commercial		Residential	redevelopment for office/retail/commercial	70%	Poor
	22 Winfield Street Lot 64 P204494	561114	1,012	Commercial		Residential	redevelopment for office/retail/commercial	70%	Moderate
	24 Winfield Street Lot 65 P204494	561115	1,012	Commercial		Residential	redevelopment for office/retail/commercial	70%	Poor
	26 Winfield Street Lot 66 P204494	561116	1,012	Commercial	Shire of Morawa	Office	Refurbishment maintain as Shire Office	70%	Good
	28 Winfield Street Lot 67 P204494	561117	1,012	Commercial	Morawa Drapery	Retail	Refurbishment and maintain as retail/commercial	70%	Moderate

Site	Property	PIN	Land Area	Zoning	Business Name	Business Type	Potential Use	Portion of Site Developed	Condition of Building
	30 Winfield Street Lot 1 D025676	561118	460	Commercial	Morawa Tourist Bureau	Office	Refurbishment and maintain as community or retail/commercial	70%	Moderate
	30 Winfield Street Lot 2 D025676	561119	551	Commercial	BankWest	Retail	maintain as retail/commercial	90%	Good
	32 Winfield Street Lot 6 D070598	561121	633	Commercial	Australia Post	Post Office Retail			Moderate
	40 Prater Street Lot 5 D070598	561120	357	Commercial	Telstra	Sub Station	Maintain for utility purposes	100%	Moderate
	34 Winfield Street Lot 41 P204494	561044	989	Commercial	IGA	Retail	Refurbishment and maintain as retail/commercial	90%	Moderate
	36 Winfield Street Lot 351 P301522	1235477	842	Commercial	Westpac Bank/Resource Centre	Retail/Office	maintain as retail/commercial	70%	Moderate
	38 Winfield Street Lot 39 P204494	561045	1,012	Commercial	Morawa News Agent	Retail	maintain as retail/commercial	70%	Moderate
	40 Winfield Street Lot 38 P204494	561047	1,012	Commercial	Meeting place	Community/ Nursery area at rear	redevelopment for retail/commercial	90% site utilised	Moderate
	42 Winfield Street Lot 37 P204494	561048	1,012	Commercial	Kats Rural	Retail -Hardware	maintain as retail/commercial	90%	Moderate
	44 Winfield Street Lot 53 D039971	561049	521	Commercial	Morawa Traders	Super market	Refurbishment and maintain as retail/commercial	70%	Moderate
	44 Winfield Street Lot 52 D017312	561051	490	Commercial	Morawa Traders	Super market	Refurbishment and maintain as retail/commercial	70%	Moderate
	46 Winfield Street Lot 35 P204494	561050	1,012	Commercial		Vacant	redevelopment for retail/commercial	70%	Poor
	60 Winfield Street Lot 34 P204494	561052	989	Commercial	Belleranga	Retail/ Indegenous Art	Maintain or conversion to retail/commercial	70%	Moderate
	62 Winfield Street Lot 76 P204494	561054	989	Commercial	Morawa Pharmacy	Chemist/vacant workshop	redevelopment for retail/commercial	80%	Moderate/ Poor
	64 Winfield Street Lot 77 P204494	561053	1,011	Commercial		Residential	Conversion to Office or redevelopment for retail/commercial	80%	Moderate
	66 Winfield Street Lot 78 P204494	561055	1,012	Commercial	High Torque Mechanical	Workshop	Maintain Workshop or redevelopment for retail/commercial	90%	Moderate
	68 Winfield Street Lot 79 P204494	561056	1,012	Commercial	High Torque Mechanical	Workshop		80%	Moderate
	70 Winfield Street Lot 80 P204494	561057	746	Commercial		Residential	Redevelopment to Office	70%	Moderate
	72 Winfield Street Lot 81 P204494	561058	989	Commercial		Residential	Redevelopment for Office	70%	Moderate
	26 Prater Street Lot 409 P210931	561087	1,247	Commercial		Residential	Conversion to Office	80%	Good

TABLE 28 - COMMERCIAL LAND SUPPLY



### 1.11.1.10 Industrial – Overview

Existing industrial activity within Morawa is confined to approximately 9 lots located on the eastern side of Winfield Street (main street) at Tilley, Valentine & McGlew Streets. These lots are occupied for the purpose of Agricultural Machinery Sales & Repairs, Engineering services, Works Depot etc.

A further 8 industrial lots, being largely undeveloped, are situated at the southern entrance to the Morawa townsite with frontage onto Mullewa-Wubin Road. Six (6) of these lots are owned by Co-Operative Bulk Handling Ltd (CBH) and utilised for the purpose of grain storage & processing. The CBH operation benefits from a strategic location supported by independent rail infrastructure integral to the businesses seasonal operations.

Residential development located to the north & west is afforded a buffer from CBH operations by two (2) Crown Land Lots identified as Reserves 28312 & 23021 (Lots 351 & 177 Broad Avenue). These lots occupy a total of 2.24 hectares, and have been identified for the purpose of 'Public Open Space' under the Shire of Morawa TPS 2. Given the limited scope for industrial expansion to occur on these lots, LandCorp considers the current 'Public Open Space' designation appropriate.

To address existing supply constraints in relation to the availability of industrial space within the Town, the Shire of Morawa has been involved in development of a Shire owned site located along Mullewa-Wubin Road to provide for the creation of eight (8) light industrial and commercial business units. These units (4x155sqm workshops, 4x180sqm workshops & 1x52sqm office) have been made available by the Shire for lease to the general public. The project, funded partly through Royalties for Region, has attracted significant interest with six (6) of the eight (8) units now occupied for initial lease terms of 2 years with options to extend.

Recent industrial sales to occur in the Morawa Industrial Precinct include Lot 411 McGlew Street, a 8,530m<sup>2</sup> unimproved site which sold in August 2011 for \$99,000 (\$11.60/m<sup>2</sup>). An adjoining unimproved property of 2,023m<sup>2</sup>, being Lot 413 was also sold at this time for \$44,000 (\$21.75/m<sup>2</sup>). Further, a substantially improved industrial property of 8,014m<sup>2</sup> being Lot 450 with double street frontage onto Tilley & Valentine Streets was sold in December 2009 for \$250,000 (\$31/m<sup>2</sup>).

The following table outlines the current status of industrial land supply within the Town of Morawa.

### 1.11.1.10.1 Industrial Supply

Site	Property	PIN	Land Area	Zoning	Business Name/ Owner	Business Type	Potential Use	Portion of Site Developed	Condition of Building
	21 Tilley Street Lot 448 P192804	1178053	5,508	Industrial	Moore Contracting	Truck Yard/ Workshop	Agriculture business /Industrial/ Showroom	60%	Moderate
	88 Valentine Street Lot 450 P192804	1178055	8,013	Industrial	Dalwallinu Concrete	Concrete Production	Restricted Industry	50%	Moderate
	4 McGlew Street Lot 411 P172682	561936	8,524	Industrial	Coates Hire	Machinery Rental	Agriculture business /Industrial/ Showroom	60%	Moderate
	94 Valentine Street Lot 451 P192804	1178056	2,301	Industrial	Private	Vacant	Agriculture business /Industrial/ Showroom		
	2 McGlew Street Lot 413 P172682	561937	2,023	Industrial	Milloy Solutions	Mechanic/auto electrician	Agriculture business /Industrial/ Showroom	50%	Moderate
	81 Winfield Street Lot 466 P026259	1356618	4,119	Industrial	Shire of Morawa	Vacant	Agriculture business /Industrial/ Showroom		
	76 Winfield Street Lot 151 P154730	561029	10,825	Industrial	Geraldton Fuel	Fuel Supplies	Light industry	40%	Contaminated Site
	27 Broad Avenue Lot 101 P159896	50533	975	Industrial	State of WA	Vacant			
	30 Broad Avenue Lot 2 D030584	560960	23,666	Industrial	CBH	Grain Receival	Maintain as CBH site or Agriculture Business /Industrial	90%	Moderate
	31 Powell Street Lot 419 P174108	560957	11,580	Industrial	CBH	Grain Receival	Agriculture Business/ Industrial	90%	Moderate
	1 Burton Road Lot 8 D060188	560958	23,499	Industrial	CBH	Grain Receival	Agriculture Business/ Industrial	90%	
	6 Mullewa-Wubin Road Lot 6 D060251	560959	20,095	Industrial	CBH (BP)	Office / Fuel	Agriculture Business/ Industrial	30%	
	5 Mullewa-Wubin Road Lot 5 D060251	560969	4,495	Industrial	Shire of Morawa (SK Electrical, MTM, Novus, Chizco, and OTIIS, Gee Wiz Contractors)	Business Units	Business Units	100%	Good
	4 Mullewa-Wubin Road Lot 4 D060251	560968	4,396	Industrial	Private	Vacant	Agriculture business /Industrial/ Showroom		
	3 Mullewa-Wubin Road Lot 3 D060251	560967	4,397	Industrial	CBH (Asia Iron/ Tim Shields)	Office/warehouse	Agriculture business /Industrial/ Showroom	50%	Moderate
	Mullewa-Wubin Road Lot 475 P037635	11213203	10,352	Industrial	CBH	Vacant	Agriculture Business/ Industrial/Showroom		
	Lot 50 D025158	11534235	3,002	Industrial	State of WA	Vacant	CBH activity or Agriculture Business/ Industrial		

TABLE 29 - INDUSTRIAL SUPPLY

**1.11.1.11 Agricultural Market - Overview**

This year, the agricultural sector in the region has experienced one of its best years on record with consistent rainfall throughout the year producing excellent crop yields. 2011 represents the first good agricultural year for the region in 5 years, and completion of the 2011 harvest program occurring late 2011/early 2012 will provide some indication of agricultural market conditions & property values. Agricultural land has historically ranged in price from \$100 - \$250 per arable acre; however, this is property specific and dependant upon the extent and quality of farm improvements/infrastructure.

**1.11.2 CURRENT PLANNING**

**1.11.2.1 Existing & Potential Developments**

LandCorp through the Regional Development Assistance Program (RDAP) along with the Shire of Morawa are currently progressing a 22-lot residential subdivision with lot sizes ranging from 803m<sup>2</sup> to 1,094m<sup>2</sup> at Lot 501 White Avenue. The residential zoned site is located on the northern side of White Avenue, adjacent to the Town's improved housing stock and will provide an opportunity for further improvement of housing standards within the town. It is anticipated that civil works will commence on site by mid-2012. A further 20-lot residential subdivision (located to the rear of Lot 501 see in red below) on Lot 513 will be made 'development ready' for the Shire's disposal into the future. (See preliminary subdivision concept below).

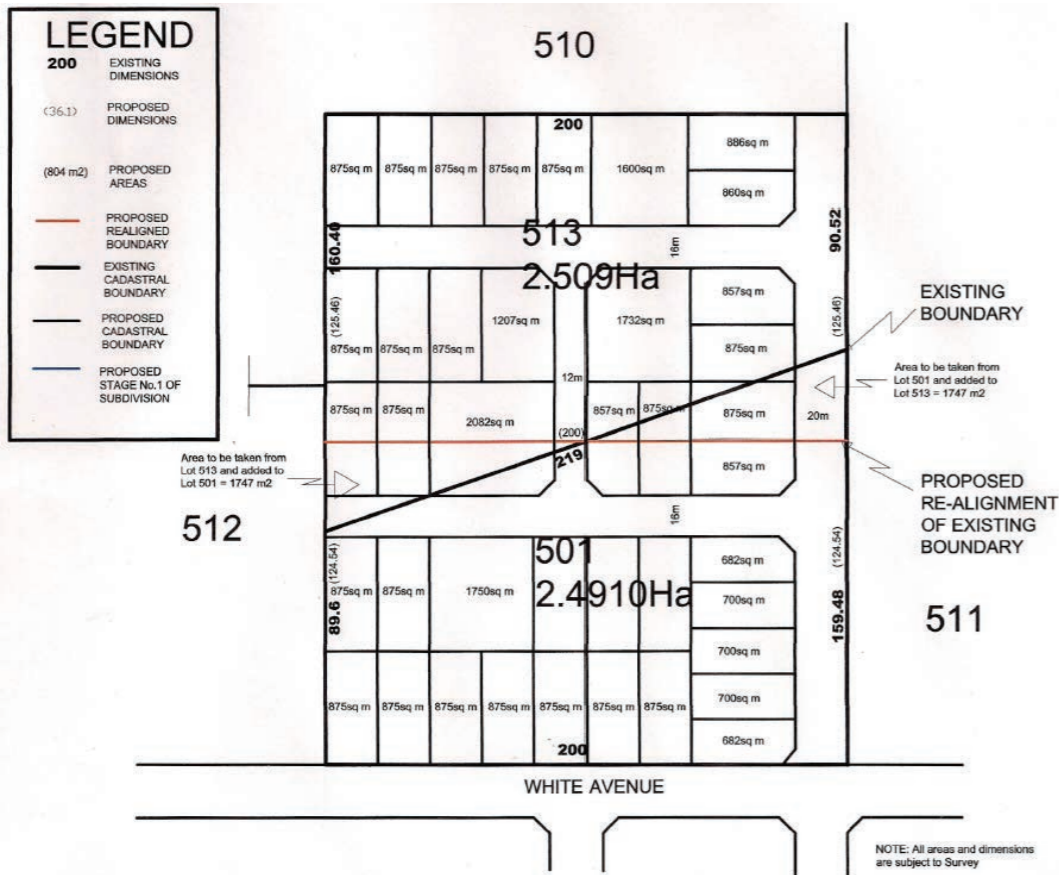


FIGURE 24 - CURRENT RESIDENTIAL SUBDIVISION PLAN

Further to residential development occurring under the RDAP program, LandCorp is also undertaking due diligence investigation for development of a light industrial subdivision on Shire owned land, situated approximately 2 kilometres north of the Town's existing industrial area at the intersection of Morawa-Yalgoo Road and Wubin-Mullewa Road. This development occupies 36.53 hectares being Lot 10781. The proposed development will provide for a staged release of 41-light industrial lots ranging in size from 2,032m<sup>2</sup> to 1.61hectares, with civil works timed to coincide with the same for the residential subdivision occurring mid-2012. (See preliminary subdivision concept in Figure 25)



FIGURE 25 - CURRENT LIGHT INDUSTRIAL SUBDIVISION PLAN



### 1.11.3 KEY PRESSURES

There have been no major issues identified in relation to the current property situation in Morawa.

Existing residential and industrial land supply constraints are currently being addressed through two (2) proposed subdivisions occurring as part of Royalties for Regions on land owned by the Shire of Morawa.

Balance land capable of yielding in excess of 70 lots is owned by the Shire and assumed to be capable of development. Further there has been multiple sites identified throughout the Town as having the potential to accommodate residential land use in the short term 1-5 years (subject to rezoning).

Taking a median term outlook, the potential for development of peripheral englobo sites in both Crown and Private ownership is considered possible (subject to rezoning and private owner negotiations) with yield circa 1,100 lots estimated, which would serve to accommodate the projected 2,500 population.

Figure 26 identifies land within the townsite, which has capacity to accommodate future growth, in particular residential growth.

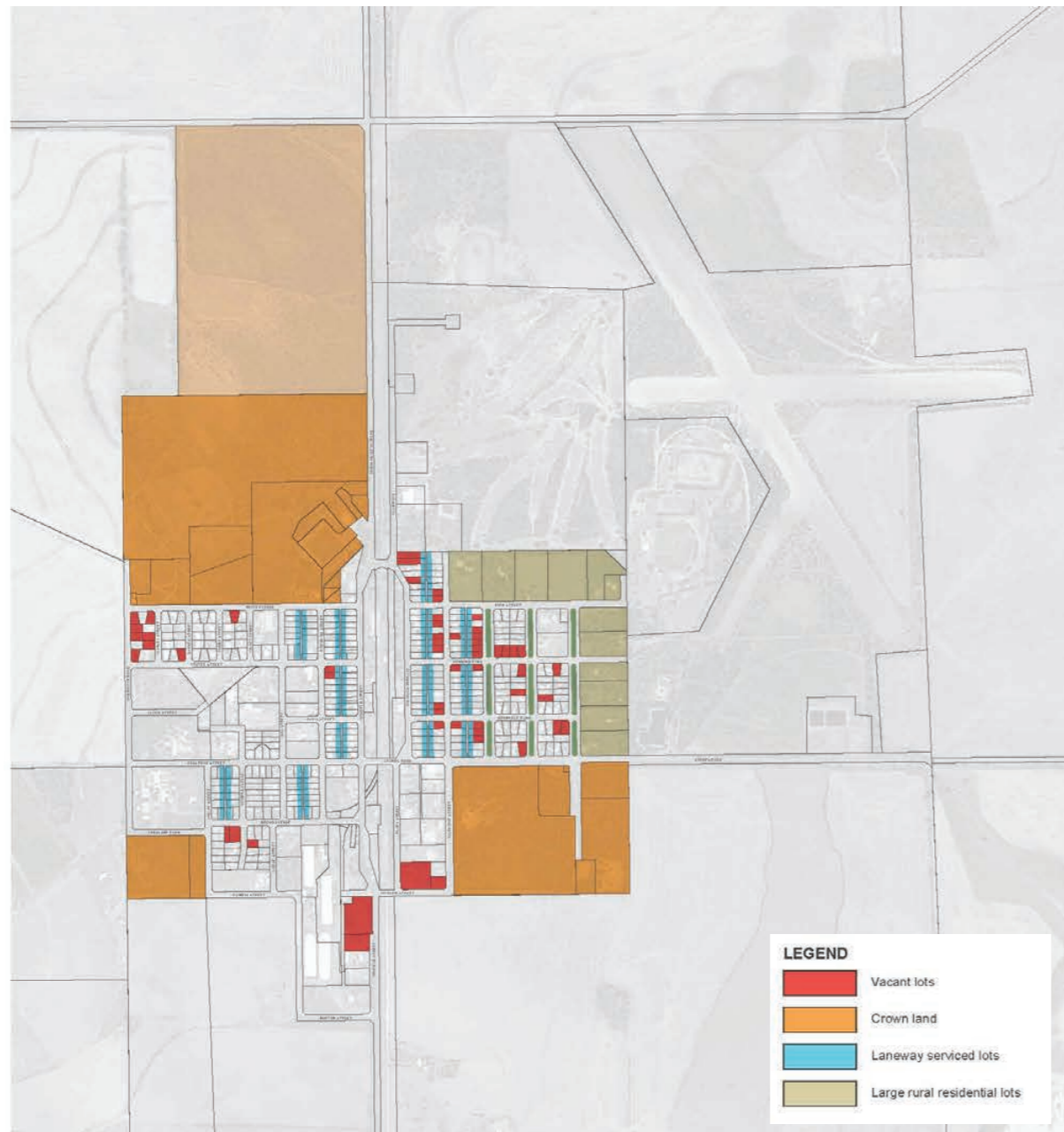


FIGURE 26 - DEVELOPMENT CAPACITY WITHIN EXISTING TOWNSITE

### 1.11.4 KEY FINDINGS & IMPLICATIONS

Development potential is dominated by underdeveloped lots within the town as well as current servicing potential for water and sewer. These servicing restrictions and the cost of reticulating service extension remain the greatest barriers for new residential subdivision. They need to be considered in comparison to the relatively low cost of infill development of vacant residential lots (or demolishing low quality housing). The greatest potential for growth and development is within the existing town on;

- unbuilt lots;
- rear lot subdivision/density; and
- large sites

Increased housing diversity to attract a range of workers and their families to settle in the town and bring more people into a walkable centre of town (through redevelopment and infill rather than sprawl).

#### 1.11.4.1.1 Englobo Land Parcels

The following table identifies key englobo landholdings, which cause to limit townsite expansion beyond the existing compact centre. It is noted that with the exception of five (5) sites being identified for Public Purpose or Public Open Space, all landholdings exist under a 'Rural' zoning classification. Therefore, consideration of these sites for a higher land use (such as Residential) would require initiation of a rezoning process. Furthermore, the existence of a number of the identified parcels in private land ownership provides some limitation in respect of future development.

The identification of a portion of Site 10 in the Morawa Town Planning Scheme No. 2 (TPS) as a site for potential Rural/Residential development requires further investigation (Shire to confirm current arrangements with the owner (if any) in respect of the private ownership of this lot). Development solely in accordance with this TPS zoning could be seen to limit the logical expansion of the Townsite west. Subject to appropriate arrangements with the Landowner, development of the site to the level of R10/30 residential density, with some peripheral larger lots (Rural/Residential) has the potential to yield in excess of 250 new lots.

Evident from the following table is the existence of a number of large Government-owned/Crown land reserves, including Sites 4, 5, 7, 11 & 12. The opportunity to utilise portions of these sites may be considered a viable alternative (given existing land supply constraints) for accommodation of 'aspirational' projects within the Town. To this end, LandCorp is aware of preliminary discussions for location of a Solar Power Station south of the Morawa town centre on a portion of Site 6 being identified as Lot 11747 (Reserve 40563) owned by the State of WA.

There are several key sites identified within the immediate Morawa town centre, which afford the opportunity for potential redevelopment into the future. The following table outlines the key sites identified.



## 1.11.4.1.2 Englobo Land Parcels limiting Townsite Expansion

Site	Location	Address	Lot/Plan	Certificate of Title	Area	Ownership		Zoning	Comments
						Private	Crown		
1.	South – East	9747 Mullewa-Wubin Road	Lot 3932 P232417	1171-456	266.73ha	Private		Rural	
2.	South	9747 Mullewa-Wubin Road	Lot 6951 P232417	1171-456	60.659ha	Private		Rural	
3.	South	Mullewa-Wubin Road	Lot 51 P51704	2754-547	62.790ha	Private		Rural	
4.	South	Mullewa-Wubin Road	Lot 52 P51704	2754-548	46.528ha		Minister for Education	Rural	
5.	South	Morawa-Three Springs Road	Lot 8567 P232417	496-31A	63.762ha		Minister for Education	Rural	
6.	South	Morawa-Three Springs Road	Lot 11747 P216994	3075-491	398.96ha		State of WA	Rural	Reserve 40563 'C' Class Reserve being Agricultural School Site, Responsible Agency Education Dept. of WA
7.	South - West	Mullewa-Wubin Road	Lot 52 P51704	2754-548	72.757ha		Minister for Education	Rural	
8.	South - West	140 Morawa-Three Springs Road	Lot 10995 P173271	3011-312	89.054ha		State of WA	Rural	Reserve 25079 (School Site Morawa Agricultural Wing) 'C' Class Reserve – Responsible Agency Dept. of Education & Training. No management order.
9.	West		Lot 10497 D22881	3011-776	80.961ha		State of WA	Rural	Reserve 25079 (School Site Morawa Agricultural Wing) 'C' Class Reserve – Responsible Agency Dept. of Education & Training
10.	West	Mingenew-Morawa Road	Lot 1 D54446	1665-190	52.744ha	Private		Rural/ Rural Residential	
11.	North - West	Mingenew-Morawa Road	Lot 2 D54446	1665-191	206.96ha	Private		Rural	
12.	North		Lot 510 P65452	3159-48	29.920ha		State of WA	Public Purposes	Reserve 17517 (Tree Planting) 'C' Class Reserve, Responsible Agency Department for Planning & Infrastructure, Management Order Shire of Morawa.
13.	North		Lot 3650 P142292	3124-596	51.995ha		State of WA	Public Purposes	Reserve 17517 (Tree Planting) 'C' Class Reserve, Responsible Agency Department for Planning & Infrastructure, Management Order Shire of Morawa.
14.	North		Lot 356 P210111	3011-296	56.813ha		State of WA	Public Open Space (Recreational Precinct)	Reserve 31415 'C' Class Reserve, Responsible Agency Dept. of Regional Development & Lands, Management Order Shire of Morawa. Land Use Recreation
15.	North		Lot 10785 P210111	1364-505	37.284ha		State of WA	Rural	
16.	North - East		Lot 463 P221075	3118-763	128.18ha		State of WA	Public Purposes (Airstrip)	Reserve 31414 'C' Class Reserve, Responsible Agency Dept. for Planning & Infrastructure. Management Order Shire of Morawa. Land Use- Aerial Landing Ground
17.	North - East		Lot 10782 P210111	3011-311	24.853ha		State of WA	Public Open Space	Reserve 31416 'C' Class Reserve, Responsible Agency Dept. of Regional Development & Lands, Management Order Shire of Morawa, Land Use Recreation.

TABLE 30 - ENGLOBO LAND PARCELS LIMITING TOWNSITE EXPANSION

1.11.4.1.3 Potential Future Residential Development Sites

Site	Location	Lot & PIN Numbers	Size	Owner	Reserve No.	Management Order	Use	Zoning	Comments
1.	White Avenue – Adjoining LandCorp Site	512 DP65452 PIN 11866888	2.0075 hectares	State of WA	49257 – C Class Responsible Agency Dept. of Planning & Infrastructure, Management Order Shire of Morawa – Current Use, Recreation	Shire of Morawa	Vacant	Public Open Space	
2.	LandCorp Site North of White Avenue	501 P056068 513 P065452 PIN 11866889, 11673312	2.491ha 2.509ha	Shire of Morawa	-	-	Vacant	Residential R10/30	Site of LandCorp residential development
3.	White Avenue – Caravan Park Site	511 DP65452 PIN 11866887	8.79 hectares	State of WA	33537 – C Class Responsible Agency Dept. for Planning & Infrastructure, Management Order, Shire of Morawa. Purpose Caravan Park	Shire of Morawa	Portion occupied by Morawa Caravan Park, balance vacant	Special Use – Caravan Park	
4.	Cnr Prater Street, Wadilove Road	410, 415 P210931 PIN 561011 561012	4.1607 hectares	State of WA	18386 – C Class Responsible Agency, Dept. of Education & Training – School Site		Portion of Lot 415 occupied by School Site	Public Purpose	
5.	Old Hospital Site – Cnr Caufield Road, Wadilove Road	440 P192065 PIN 1160765	3.3909 hectares	State of WA	19507 – C Class Responsible Agency, Health Department of WA		Hospital & Allied Purposes	Public Purpose	
6.	Carslake Road, Milloy Street	50 P202041 PIN 560894	4.0469 hectares	State of WA	17311 – C Class Responsible Agency, Dept. of Regional Development & Lands	Trustees	Portion occupied by Cemetery, Balance vacant.	Residential R10/30, Public Purpose (Cemetery)	
7.	UCL Lot Adjoining Carslake Road, Milloy Street (as above)		1.0236 hectares					Residential R10/30	Unallocated Crown Land
8.	53 Gill Street	477 P042897 PIN 11680426	5,909m2	Shire of Morawa			Vacant	Residential R10/30	
9.		358 P210111 PIN 561754	1.383ha	State of WA	29240 – ‘C’ Class Reserve, Responsible Agency Dept. of Regional Development & Lands	Shire of Morawa	Tennis Courts, Vacant	Public Open Space	
10.	Valentine Street	318 P210111 PIN 561755	1.7983 hectares	State of WA	27227 – ‘C’ Class Reserve Responsible Agency Dept. for Planning & Infrastructure	Shire of Morawa	Dam, Tree & Plan Nursery, Balance Vacant	Public Open Space	
11.	9 Manning Road	319 P209804 PIN 561839	7,740m2	Shire of Morawa			Children’s Playground / Park Balance Vacant	Public Open Space	
12.	67 Neagle Street	3002 P42007 PIN 11333645	1.7804 hectares	State of WA	49986 – C Class Responsible Agency Dept. of Regional Development & Lands	Shire of Morawa	Parkland	Rural	Backs onto Cemetery Lot
13.	Stokes Road	3004 P042008 PIN 11333686	1.5726 hectares	State of WA	27033 ‘C’ Class Reserve Responsible Agency Dept. for Planning & Infrastructure	Shire of Morawa		Public Open Space	
14.	UCL – Valentine Street	3005 P42009 PIN 11333692	14.214 hectares	State of WA			Vacant	Rural	Unallocated Crown Land

TABLE 31 - POTENTIAL FUTURE RESIDENTIAL DEVELOPMENT SITES

## 1.11.4.1.4 Land under Shire of Morawa Ownership

	Location	Lot	Plan	PIN	Size	Vol/Fol	Reserve No.
1.	Morawa Yalgoo Road	10781	P210111	n/a	36.53ha	1364/504	Site of LandCorp proposed industrial subdivision
2.	Morawa Yalgoo Road	10785	P210111	n/a	37.29ha	1364/505	Vacant. Potential to accommodate further Industrial in the future.
3.	White Avenue	513	P65452	11866889	2.51ha	2746/541	Potential Res
4.	33 Dreghorn Street	42	P204494	561059	990	876/188	POS, Redevelopment Potential
5.	26 Prater Street	409	P210931	561087	1,247	1811/34	House
6.	21 Dreghorn Street	56	P204494	561106	1,011	1730/700	Vacant
7.	38 Valentine Street	27	P226880	561951	1,012	1370/602	Vacant
8.	40 Valentine Street	28	P226880	561952	1,011	1370/603	Vacant
9.	2 Caulfield Road	200	P208065	560974	841	1317/288	House
10.	4 Caulfield Road	201	P208065	560975	860	1317/288	House
11.	53 Grove Street	345	P209804	561866	1,147	2070/295	House
12.	57 Valentine Street	222	P163392	561877	1,153	1848/63	Vacant
13.	53 Gill Street	477	P042897	11680426	5,912	2091/747	Vacant
14.	31 Valentine Street	111	P154280	561830	990	2022/664	Vacant
15.	66 Dreghorn Street	258	P208065	561063	925	1245/59	Vacant
16.	35 Dreghorn Street	43	P204494	561082	1,011	876-188	Vacant
17.	64 Valentine Street	426	P183466	561942	3,366	2625/388	Minor Improvements, Loading Ramp
18.	78 Yewers Avenue	13	D033995	560941	1,077	217/107A	House
19.	11 Broad Avenue	347	P209776	560993	1,095	112/64	House
20.	30 Prater Street	233	P163380	561089	993	1222/608	House
21.	30 Winfield Street	1	D025676	561118	458	1237/57	Improved, Commercial
22.	7 White Avenue	372	P210931	561126	1,026	2103/83	House
23.	19 Waddilove Road	371	P210931	561134	1,043	2103/84	Vacant
24.	23 Waddilove Road	369	P210931	561136	1,044	2103/86	House
25.	2 Prater Street	368	P210931	561137	1,023	2103/87	Vacant
26.	20 Barnes Street	375	P210931	561161	1,044	1665/732	House
27.	24 Barnes Street	377	P210931	561163	1,044	1665/733	House
28.	21 Harley Street	447	P210931	561165	1,044	2188/402	Vacant
29.	22 Harley Street	364	P210931	561168	1,044	2103/88	Vacant
30.	9 Manning Street	319	P209804	561839	7,730	2073/865	Predominately Vacant, Children's Playground
31.	53 Valentine Street	220	P163392	561888	1,153	1199/804	Vacant
32.	45 Solomon Terrace	2	P226880	561934	1,012	1027/474	House
33.	68 Valentine Street	357	P172417	561941	6,037	124/199A	Improved, Shire Works Depot
34.	8 Evans Street	276	P209377	561809	994	1817/923	Vacant
35.	17 Broad Avenue	350	P209776	560996	1,095	1764/442	House
36.	1 Winfield Street	454	P220967	1320970	6,961	2577/191	Vacant, Development site on entrance into Town
37.	3001 Winfield Street	3001	P043387	11346022	3,576	2577/192	Vacant, Development site on entrance into Town
38.	81 Winfield Street	466	P26259	1356618	4,119	2574/326	Improved, Development site on entrance into Town
39.	2 Broad Avenue	1	D030954	560936	966	1296/988	House
40.	71 Milloy Street	2	D030954	560931	962	1295/65	Improved
41.	26 Winfield Street	66	P204494	561116	1,011	1776/90	Improved
42.	41 Valentine Street	116	P154280	561884	1,012	1455/598	Vacant
43.	17 Solomon Terrace	435	P226880	561778	1,009	2228/179	House
44.	5 Mullewa-Wubin Road	5	D060251	560969	4,395	1589/261	Improved, Shire of Morawa Business Units
45.	18 Richter Avenue	135	P154280	561807	996	2219/137	House
46.	34 Valentine Street	25	P226880	561924	1,010	2659/441	Vacant
47.	36 Valentine Street	26	P226880	561950	1,012	2659/442	Vacant
48.	35 Solomon Terrace	7	P226880	561929	1,012	2030/688	Vacant
49.	37 Solomon Terrace	6	P226880	561930	1,012	1213/883	Vacant

TABLE 32 - LAND UNDER SHIRE OF MORAWA OWNERSHIP



## 1.12 BUILT FORM PROFILE

The distribution of land uses within Morawa follows a traditional small country town format, with commercial and retail uses clustered along a Main Street in the Centre of town.

### 1.12.1 CURRENT SITUATION

#### 1.12.1.1 Town Site

##### 1.12.1.1.1 Urban Form and Structure

The town was originally established as a town to support the surrounding farmland. The arrangement of the Morawa townsite follows a traditional rural town format, in that commercial activity is concentrated along the main road into and out of town (Winfield Street), industrial activity is located at the periphery of town and residential lots are generous in size (1,000 sqm lots).

The freight rail and on road freight traffic travel through the centre of town. This creates a significant barrier between the eastern and western side of town. It is noted that there are two existing east-west at grade vehicle crossings over the rail within the centre of town.

The townsite is relatively compact and is contained within a one square mile area. The compactness of the town is in part due to the efficient grid road structure. The surrounding farming hinterland now serves to constrain further outward growth of the townsite. There is a significant amount of vacant land throughout the townsite, including vacant residential lots (approx. 6.2ha) and Crown land totalling 78 hectares. In addition to this, there are a number of larger rural residential lots that provide a point of difference to the typical residential lot, and these total 15.7 ha.

The amount of vacant residential land is an indicator that the townsite previously accommodated a much larger population, which has subsequently contracted as a result of farm amalgamations, families and young adults moving out of town to seek other education, employment and lifestyle opportunities.

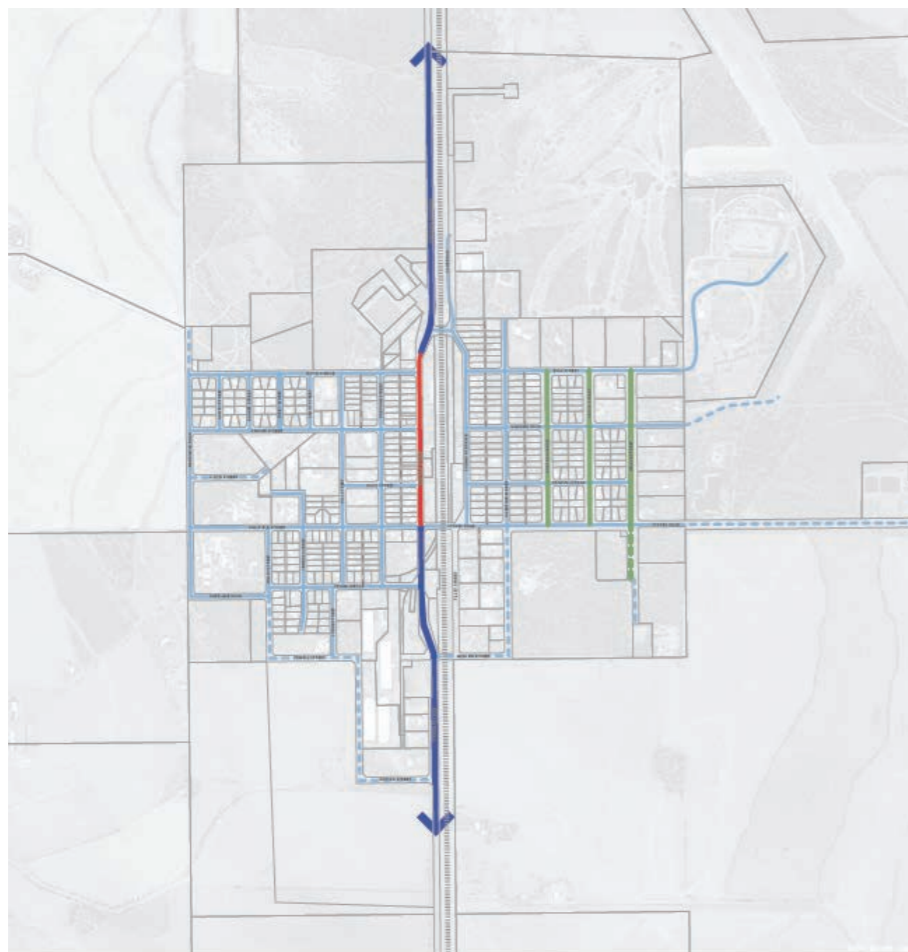


FIGURE 27 - URBAN FORM & STRUCTURE

##### 1.12.1.1.2 Land Use and Activity

The distribution of land uses within Morawa follows a traditional small country town format, with commercial and retail uses clustered along a Main Street in the Centre of town. Historically, the commercial centre was divided into two distinct precincts, as a result of the freight rail corridor running through the town centre, with one being located on Winfield Street and the other commercial area on Solomon Terrace. However, due to the gradual decline of population, accessibility between the two centres and other factors, the commercial area on Solomon Terrace has failed, with only the town pub remaining. As a result, the town's commercial and retail uses are consolidated along Winfield Street, which is the functional Main Street of town. These uses include a small IGA supermarket.

Industrial uses are contained in two industrial areas located at the southern and northern extent of town. The southern industrial area contains CBH Group, being the predominant industrial use, and other smaller light industrial uses being located in a newly established business incubation area established by the Shire of Morawa. The northern industrial area is currently being subdivided by LandCorp, with approximately 50 new industrial uses proposed to be brought to the market. These lots will cater for a range of light industrial and transport related industrial uses.

Community facilities are distributed throughout the town, most notably is the hospital being located on Caulfield Road at the western end of town, while the Fire and Rescue, St John Ambulance and Police services are located on the eastern side of town. A youth centre and three churches are located on the western side of town. The Morawa District High School is located on Gill Street on the western side of town and services Morawa and surrounding towns. The West Australian College of Agriculture Morawa is also located on the western side of town.

Recreational uses are mostly contained within a recreation precinct located at the north-eastern end of town. The precinct includes a golf course, football oval, squash courts, soccer fields, indoor and outdoor netball/basketball courts and lawn bowls. A speedway track is located to the north of the golf course. Given the precinct contains a golf course and oval, the precinct is spread out over a considerable area. The public swimming pool is located outside the recreation precinct, on White Ave in the north-western end of town.

#### LEGEND

- 01 Morawa Town Centre
- 02 Morawa Hotel
- 03 CBH Group
- 04 Morawa Hospital
- 05 Fire and Recue / St John Ambulance
- 06 WA Police Services
- 07 Youth Centre
- 08 Civic Precinct
- 09 Morawa District High School
- 10 WA College of Agriculture
- 11 Golf Course
- 12 Football Oval
- 13 Recreation Precinct
- 14 Speedway Track
- 15 Public Swimming Pool
- 16 Morawa Runway
- 17 Morawa Caravan Park
- 18 Brookfield Rail Construction Camp
- 19 Service Station
- 20 Cemetery

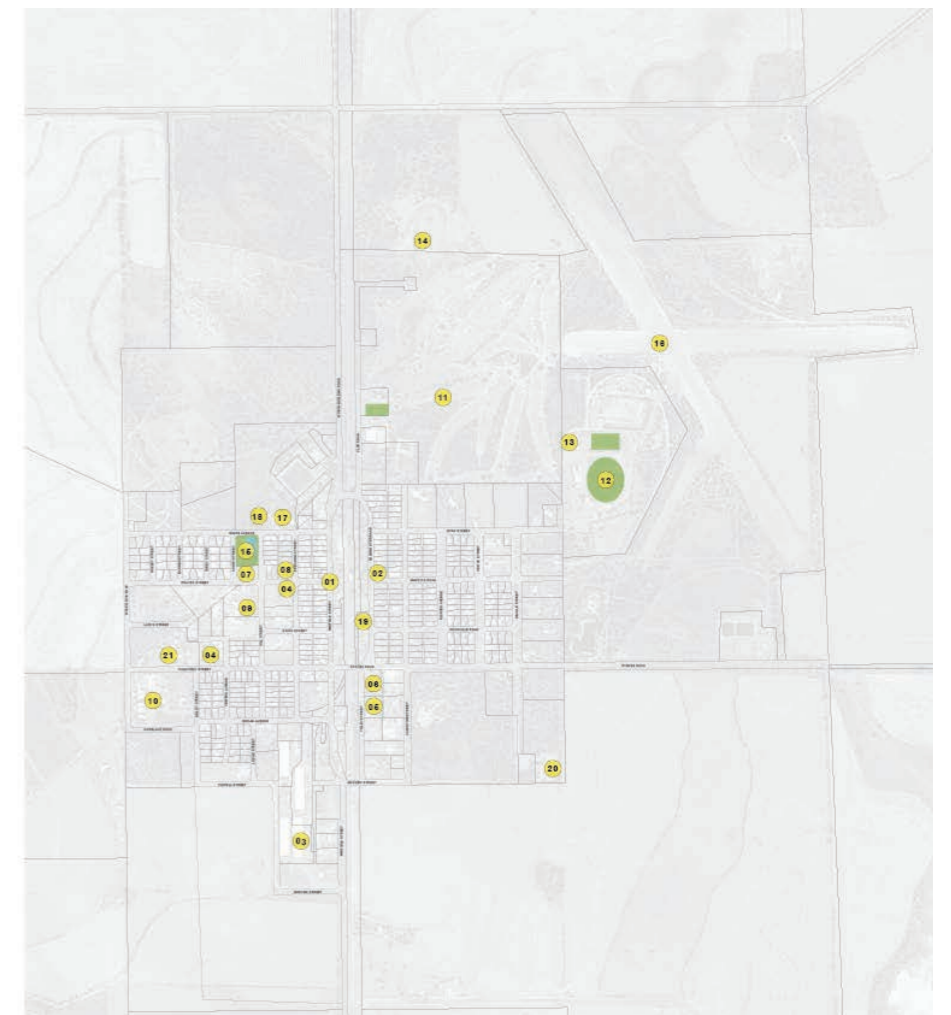


FIGURE 28 - LOCATION OF KEY EXISTING LAND USES

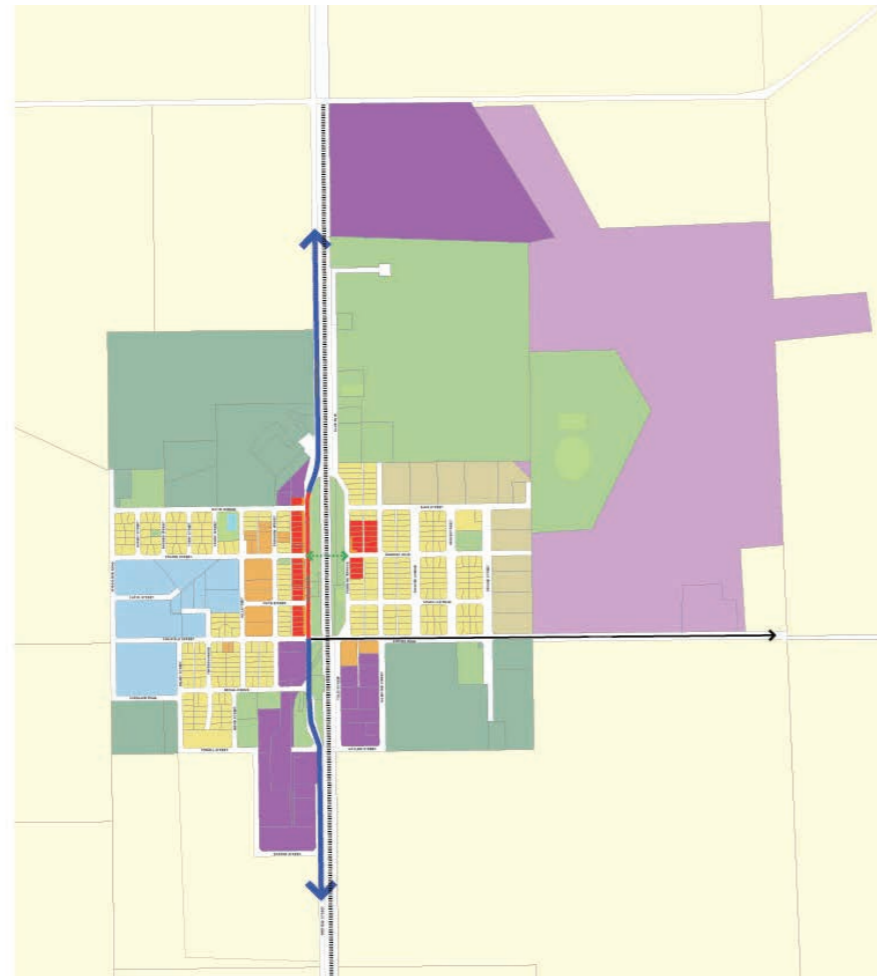


Other uses of note are:

- The Morawa airport is located at the north-eastern extent of town, adjacent the recreation precinct.
- The Morawa Caravan Park is located off White Avenue on the Western side of town and is operated by the Shire.
- The Brookfield Rail Construction Camp is located just north of the caravan park and provides accommodation for up to 200 people. This accommodation camp is self contained and includes a kitchen, laundry, gymnasium and other in-house facilities.

**1.12.1.1.3 Housing Diversity**

The majority of the townsite is comprised predominantly of single lot, low-density housing on 1,000sqm lots (approximately R10 or 10 dwellings per hectare). Many houses are fibro/asbestos buildings and range in condition from rundown to well kept. The dwelling size generally ranges from between 3 and 4 bedroom and caters for the traditional family home.



**FIGURE 29 - LAND USE AND ACTIVITY**



**PHOTO 13 - TYPICAL EXISTING DWELLING STOCK**



**PHOTO 14 - TYPICAL EXISTING DWELLING STOCK**

A number of brand new colourbond modular dwellings are being constructed throughout the townsite, however these dwellings are still a minority. These newer dwellings are still being constructed on large lots.



**PHOTO 15 - TYPICAL COLOURBOND HOUSING**



**PHOTO 16 - TYPICAL COLOURBOND HOUSING**

The temporary 200 person (Brookfield Rail) accommodation camp is located on Reserve 17517, north of the caravan park. The accommodation consists of single person donga buildings and is a self contained camp, including kitchen, gym and laundry facilities. The camp is located in walking distance of the town centre, which does provide some integration with the wider townsite.



**PHOTO 17 - MINING CAMP LOCATED IN THE EASTERN AREA OF TOWN.**



**PHOTO 18 - MODERN STUDENT ACCOMMODATION – DEPT OF EDUCATION.**



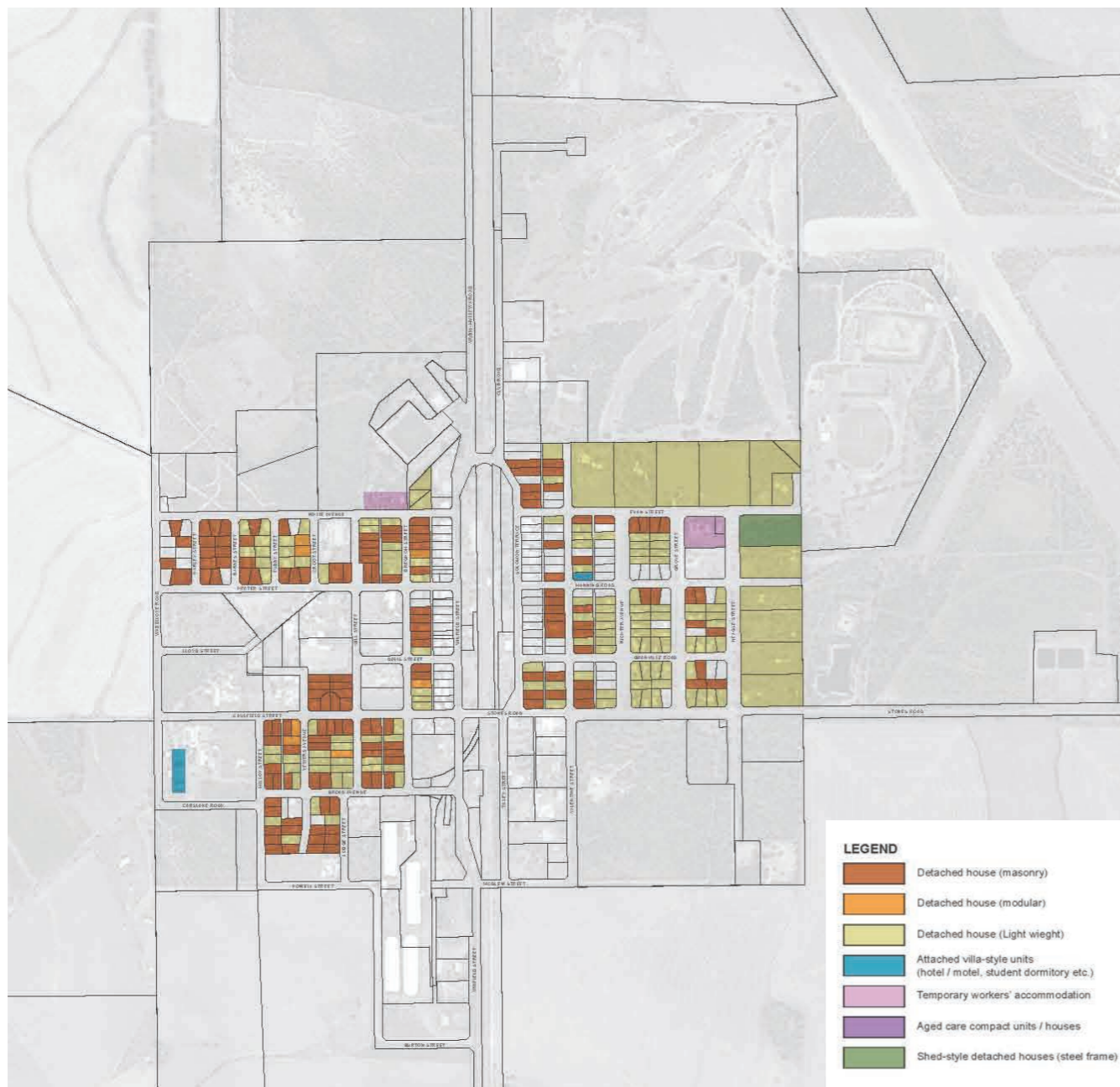


FIGURE 30 - ACCOMMODATION TYPES

In addition to the above, the other accommodation options in town of note are:

- A separate mine accommodation camp (Sinosteel) is located on the eastern side of town and accommodates up to 85 workers.
- Run down Motel accommodation building utilised mainly by contract workers exists adjacent to the hotel/pub on Manning Road.
- The WA College of Agriculture has modern student accommodation, which caters for just over 60 students.
- A caravan park is located within Reserve 33537 and provides short stay accommodation options for the town.

**1.12.1.2 Public Realm**

**1.12.1.2.1 Recreation Precinct**

The recreation precinct provides for a range of sporting activities and is a focus for community interaction within the town. The golf club and lawn bowls club are a particular focus for community interaction.

**1.12.1.2.2 Local Parks**

There are a number of local parks throughout the townsite that exist as pocket parks that cater to the local community and provide small playing facilities for children. These parks tend to be small, lack shade and have little amenity. It is noted that one playground park is provided with shade sails, however other parks are provided with little shelter from the weather.

These parks do not contain other activities for adults or older children and therefore are likely to be used intermittently and not on a continual and regular basis.

The local parks also fail to encapsulate the unique sense of place and landscape of Morawa.

**1.12.1.2.3 Streetscapes**

Apart from the Main Street in town, streetscapes throughout the townsite are generally in poor condition, with underutilised weed infested verges with little to no landscaping treatment and narrow footpaths (where provided). Most streets do not have street trees, however where street trees are evident, they are generally native gum trees, which do not provide a high level of shading.



PHOTO 19 - MAIN STREET – WINFIELD STREET



PHOTO 20 - TYPICAL STREETScape

Throughout the residential areas of the townsite, buildings are setback well away from the street, given the low density nature of the residential uses.

There are a number of residential 'boulevard' streets that are very wide as a result of the inclusion of a landscaped median island. This landscaped island does not serve a practical function, as the streets accommodate a low traffic volume and do not contribute to the amenity of the street. These streets accentuate the sense of separation between buildings.



PHOTO 21 - TYPICAL BOULEVARD STREET

The streets throughout Morawa do not promote walkability, particularly during the hot summer months, due to the lack of shade and weather protection, poor streetscape amenity and a general lack of building and activity interface.



**1.12.1.3 Town Centre**

**1.12.1.3.1 Connectivity**

The town centre consists of a one sided main street (Winfield Street). Winfield Street is the main north-south access road through town and as such receives most of the traffic coming into and out of town. Traffic includes frequent on road freight traffic movements, which has an impact on pedestrian safety and amenity.

Historically, commercial activity in town was not only located on Winfield Street but also east of the freight rail line on Solomon Terrace. The commercial activity on Solomon Terrace has since diminished and all that is left is the town pub. There is little relationship between the pub and the surviving Main Street as it is divided by the rail reserve.

There are two at grade vehicular crossings over the railway (Stokes Road and Solomon Terrace) however, these are located on the northern and southern periphery of the core activity area.

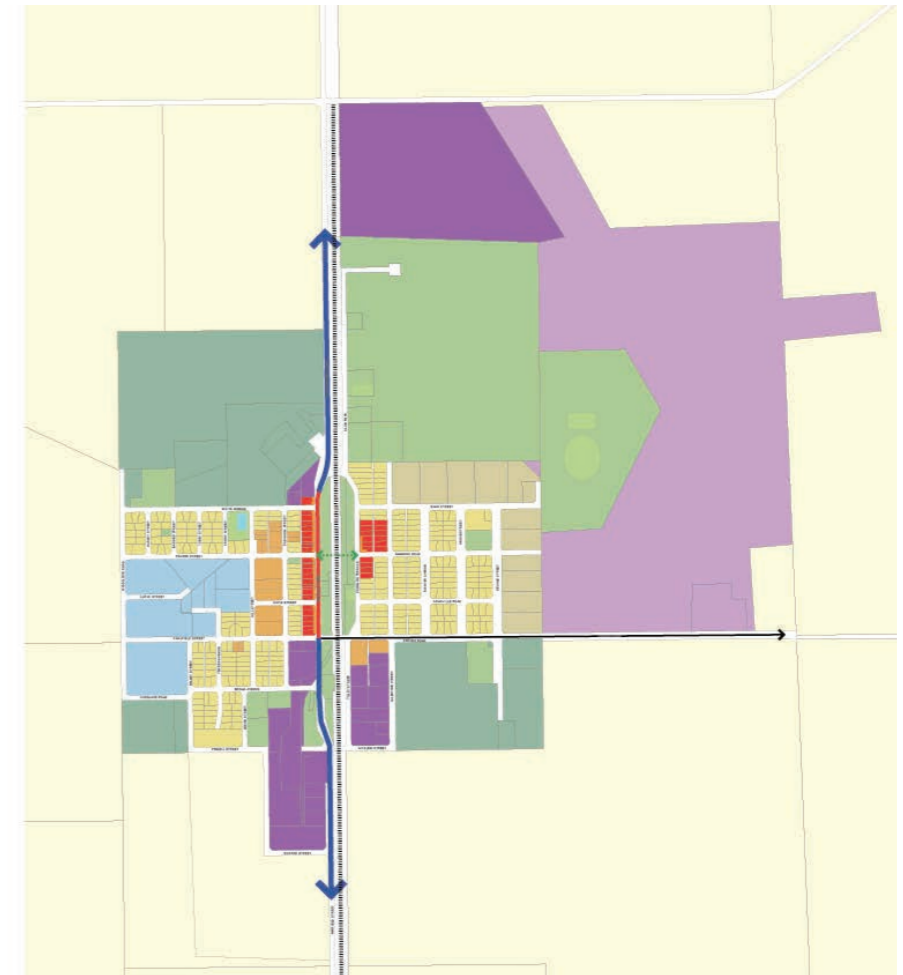
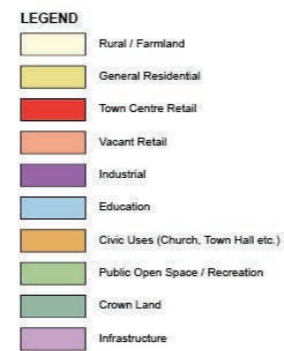
**1.12.1.3.2 Activity**

The core area of the Morawa town centre is generally contained along Winfield Street between Davis Street in the South and White Avenue in the north. The town centre contains a range of commercial and civic uses, including:

- Council offices
- Bakery
- Rural hardware store
- Clothing store
- Morawa Country Tourist Information Centre
- Bankwest
- Westpac
- Australia Post
- IGA Supermarket
- Newsagency
- Community Stall area
- Morawa Traders Supermarket (liquor store / hardware / food)
- Single residences
- Community Resource Centre

As these activities are restricted to the western side of Winfield Street, activity is fairly dispersed and spread out over approximately a 400 metres length of Winfield Street. The eastern side of Winfield Street is occupied by the wide freight rail reserve, but includes a roadhouse, truck stop at the southern end and the Pioneer community gardens and public facilities adjacent the core retail/commercial area.

It is also noted that there are a number of single dwellings established within the centre, which disperse activity further along the main street.



**FIGURE 31 - TOWNSITE LAND USE PLAN**

### Built Form Profile

An assessment of the built form within the town centre reveals that a majority of buildings are ageing and generally in need of refurbishment. As the building stock is quite old, the buildings are not readily adaptable for re-use and present challenges for new businesses seeking to establish within the centre. The dwellings located on the main street are also not easily adaptable for future commercial opportunities.

It is noted that there are a number of free standing dwellings established along the Main Street, which disburse activity and do not provide an active street frontage. The dwellings also present challenges for future reuse of the buildings for commercial/residential purposes.

There are a range of building types, variances in the approach to building façades, use of different style awnings and a range of colours and building materials used and this contributes to the sense of a fragmented and somewhat untidy town centre.

#### 1.12.1.3.3 Public Realm

The Main Street is landscaped with art work, special lighting, planting; including gardens, Pioneer Park and a gazebo and is the street that provides the most amenity in town.

The buildings along Winfield Street are fairly dilapidated and the treatment of the façade, including type of awnings, varies from one building to the next. The ad hoc nature of the buildings does not create a sense of cohesion along the Main Street.

The Town Centre Main Street is one sided due to the presence of the rail reserve on the eastern side of the street. This has resulted in a fairly low intensity town centre due to the limitation of land uses to the western side of the street.

The rail reserve sterilises a substantial tract of land through the town centre and create a barrier to east-west connectivity to the town centre. The rail reserve creates a harsh environment for pedestrians. The public realm of the town centre is impacted by the regular road train traffic that passes through town.



PHOTO 22 - ONE SIDED MAIN STREET



PHOTO 23 - MAIN STREET & ROAD TRAINS



PHOTO 24 - LANDSCAPED ARTWORK



PHOTO 25 - DEDICATED COMMUNITY STALL

A dedicated space for a community stall is provided on Winfield Street, which helps facilitate a level of community interaction.



**1.12.1.3.4 Heritage**

Shaped by the environment, availability of resources, pastoral and agricultural industries and mining, Morawa has a rich and diverse cultural landscape. Morawa has been left with a legacy of heritage places from two main periods of development: from the 1920/30s as a result of an agricultural boom and the 1960s as a result of the establishment of an iron-ore mine in the area.

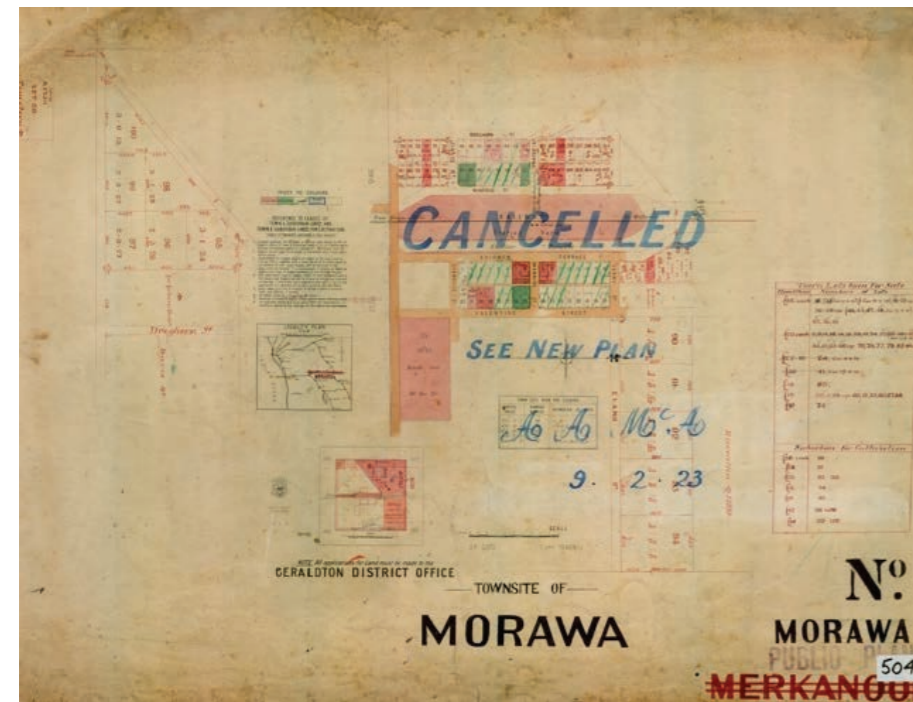
**1.12.1.3.5 Historical Context**

The first European occupation of the Morawa district was by pastoralists, shepherds, sandal wood cutters and miners in the latter part of the 19th century. The landscape of Morawa at this time was very different. There were acres of big timber, including Salmon Gum, Gimlet and York Gum interspersed with Jam, Black Wattle, Sugar-Brother and Needle Tree, with patches of Giant Mallee.

Agriculture came into the district in the early 1900s with the invention and advancement of dry farming techniques. However, it was not until 1912 that Morawa was declared a Townsite. The first town lots thrown open for leasing were Solomon and Valentine Streets, which were parallel to the east side of the siding. Along with Evans, Manning and Granville streets, which crossed them, these created the first blocks in Morawa. During the following years there was a series of expansions of the original area surveyed for town lots until the current townsite plan was created. These changes were mainly related to residential blocks.



**PHOTO 26 - TRACTOR PULLING A HARVESTER AT MORAWA CIRCA 1925** IMAGE COURTESY STATE LIBRARY OF WESTERN AUSTRALIA (REF 066485PD)



**FIGURE 32 - THE FIRST MORAWA TOWN LOTS THROWN OPEN FOR LEASING (CIRCA 1915)** IMAGE COURTESY: STATE RECORDS OFFICE MORAWA SHEET 1 [TALLY No. 504762]

Development of the town received a boost with the completion of the Wongan Hills – Mullewa Railway Line, which ran through Morawa in 1913.



**PHOTO 27 - MORAWA SHIRE OFFICE**



**PHOTO 28 - BANK OF NEW SOUTH WALES**



**PHOTO 29 - MORAWA TOWN HALL**



**PHOTO 30 - CHURCH OF THE HOLY CROSS AND PRIEST'S CELL**

The 1920s and 1930s witnessed considerable development in the Town, with the construction of the Morawa Shire Office (1930), the first official school opening (1926), the Bank of New South Wales bank branch established (1926), the Morawa Hospital opened (1931) and the Morawa Town Hall (1939). In 1933, the Church of England (Anglican) and the Roman Catholic Church were built in Morawa. The latter was designed and its construction supervised by renowned priest and architect, Monsignor Hawes. By this time Morawa had become a busy trading centre for the wheat and sheep farming district with a population of 1,000 people.

For eight years following 1966, iron ore was mined by Western Mining Corporation at the Koolanooka Hills and exported through the Port of Geraldton to Japan. The company did not have to build a large number of new houses in the town of Morawa, as they had access to empty houses in the old mining town of Bullfinch in the south east of the state. Eventually thirty-four of these buildings were transported a distance of four hundred and fifty kilometres to Morawa by road. During the time it operated, the mine was the major employer in the area. By 1972 it was employing one hundred and twenty-five people.



#### 1.12.1.4 Townsite Character

The Morawa townsite follows a traditional rural town layout, in that commercial activity is concentrated along the main road, which is Winfield Street. Generously sized residential lots surround this activity node. Industrial activity is located at the periphery of the town. A freight rail line travels through the centre of town, dividing it into an east and west section. An analysis of the residential and non residential character of Morawa is provided below:

##### 1.12.1.4.1 Residential

The residential character of Morawa is comprised of modest and vernacular single storey detached dwellings that were built largely for practicality and economy. Lots throughout the Town average 1,000m<sup>2</sup>, with dwellings well set back from the street and set within sparsely landscaped native gardens. The natural hues of the local soils are a significant feature in the landscape as evident in the verge, driveway and garden treatments. Native verge trees are intermittently dispersed throughout the landscape providing interest to the streetscape setting.

Given the limited availability of resources at their disposal, homes were created using materials that were commonly available and easily worked with, including timber, fibro sheeting, brick and corrugated iron. The earlier town dwellings were compact and featured hipped and gable roofs, timber windows (both casement and sash) and verandahs. The later dwellings, built after the post-war period, feature aluminium windows, low pitch roofs in a variety of forms (including hipped, gable and skillion). Roof tiling is also a feature of later dwellings.

None of the residential dwellings in Morawa are individually heritage listed, however they contribute to the story of the development of Morawa and its character as a regional Town. The residential buildings in Winfield Street are included in the heritage listed Winfield Street Precinct.

##### 1.12.1.4.2 Non-Residential

Morawa's commercial buildings are mostly located along the western side of Winfield Street. The earlier commercial buildings, in this street date from the 1920/30s and exhibit aesthetic characteristics shared by many early stores constructed at the turn of the twentieth century in urban and regional areas of Western Australia. Generally low in scale with symmetrical facades, it was not uncommon for shops at this time to feature an ordinary sized door such as may be seen in any cottage and two timber framed windows, often larger in scale to enable the display of goods, which was a cheap and effective form of advertising. Front windows often featured glazing divided into small panes with glazing bars. The shops featured verandahs supported by posts.

In addition to the above, these earlier shops demonstrate characteristics of the Inter-war Free Classical style of architecture. This style was ebullient and expressed the Town's growing prosperity. The decorative parapet detailing of early commercial buildings in the Town, which provided a modern interpretation of classical idioms, is evidence of this style. An exception to this style is Morawa Hotel. The only two-storey building in town the Hotel is reminiscent of the earlier Federation style of architecture.

Later commercial buildings are still modest in scale and feature plain parapets or low pitched roofs, large aluminium framed windows and cantilevered awnings. Painted brick, red brick, concrete blocks and metal sheeting were favoured construction materials.

Beyond Winfield Street to the western side of the town are a number of civic and cultural buildings, which make a substantial contribution to the character of Morawa. The Morawa Shire Office and Town Hall, are representative examples of the Inter-war Free Classical and Inter-war Art Deco styles of architecture and feature solid rendered walls and decorative parapets.

The Inter-war Romanesque Church of the Holy Cross and Inter-war Mediterranean Lutheran Church are local land marks, which are asymmetrical, with light coloured or local sandstone walling, towers and picturesque massing.



PHOTO 31 - WINFIELD STREET CIRCA 1961. IMAGE COURTESY STATE LIBRARY OF WESTERN AUSTRALIA (REF 006269D)



PHOTO 32 - MORAWA HOTEL CIRCA 1961. IMAGE COURTESY STATE LIBRARY OF WESTERN AUSTRALIA (REF 006272D)

#### 1.12.2 CURRENT PLANNING

##### 1.12.2.1 Planning Framework

The regional planning framework for the Mid West Region is considered to be current given the Western Australian Planning Commission has recently released the Draft Mid West Regional Planning and Infrastructure Framework in November 2011 for public comment. This framework is discussed in more detail in Section 2.1.1 of this report.

The Draft Framework recommends that a sub regional strategy be prepared for the North Midlands sub region, which encompasses Morawa. This is yet to be undertaken.

The Local Planning Framework is considered to be out of date and requiring review. The Shire's Local Planning Scheme No.2 was first gazetted in May 2007 and was last updated in October 2011.

It is noted that TPS2 contains limitations with respect to the ability to establish residential density greater than R10 (or 1000sqm lots) except where the property is located in close proximity to a retail or community facility.

There will be a number of items within TPS2 that warrant review in light of Morawa being selected as a SuperTown in order to support anticipated growth.

It is also noted that TPS2 does not contain provisions relating to the preparation of Structure Plans, Detailed Area Plans or Design Guidelines. Such tools will be necessary to control the form of future growth and development.

##### 1.12.2.2 Local Heritage Listing

The Shire of Morawa has prepared a Municipal Heritage Inventory in accordance with the Heritage of Western Australia Act 1990. Places of local heritage value are identified by the Shire through inclusion on the Municipal Heritage Inventory.

The Municipal Heritage Inventory is given statutory protection under clause 5.1.2.2 of the Shire of Morawa Local Planning Scheme No. 2, which states 'for the purposes of this Clause, the Heritage List means the Municipal Inventory, as amended from time to time, prepared by the Council pursuant to Section 45 of the Heritage of Western Australia Act 1990 (as amended), or such parts thereof as described in the Municipal Inventory'. There are 33 places and 1 precinct in the subject area that are on the Town's Municipal Heritage Inventory.



FIGURE 39 - HERITAGE INVENTORY

**1.12.2.3 State Heritage Listing**

The State Register of Heritage Places is a list of places that have heritage value and importance to the State. The register is maintained by the Heritage Council of Western Australia under the provisions of the Heritage of Western Australia Act 1990.

There are two places in the study area that are entered into the State Register of Heritage Places. These are the Morawa Shire Office and Town Hall; and the Church of the Holy Cross and Priest Cell.

**1.12.2.4 Raising Awareness of Existing Heritage Places:**

There are a number of existing initiatives that aim to generate and raise the awareness of the history and heritage of Morawa, including:

- Heritage Listing - The identification and protection of places of local heritage value through inclusion on the Municipal Heritage Inventory, as identified above.
- Promotion - Image and information resources highlighting the history and significance of the history of Morawa are available on the Shire's website.
- Museum - The Morawa Museum is contained within the Old Jail and Courthouse, which is on the Shire's Municipal Heritage Inventory. The Museum has a dual aim of being both a local history museum and a special interest museum featuring old and restored windmills.
- Street Names - It appears almost all of the streets in the subject area are named after early settlers from Morawa's history including Caulfield, Evans, Solomon, Valentine, Manning, Granville, White and Winfield Streets.
- Heritage Walks - The significant Church of the Holy Cross and Priest Cell, which were built by Monsignor Hawes in 1993, are included on the Monsignor Hawes Heritage Trail.
- Strategic Planning - A Tourism Strategic Plan has been developed for the Mid West shires of Morawa, Mingenew, Mullewa, Perenjori, Three Springs, Carnamah, and Coorow to help guide the development of tourism within the Mid West region.
- Heritage Awards – the Shire's Policy relating to Financial and Non-Financial Incentives for Appropriate Development sets out that an annual award for townscape improvement and/or heritage conservation is to be established by the Council. The prime objective of the Award is to acknowledge excellence and work completed that contributes substantially to townscape improvement and/or heritage conservation.

**1.12.2.5 Key Recent and Proposed Developments**

Outlined below is a summary of key recently completed and proposed projects within the Morawa townsite.

**1.12.2.5.1 Recently Completed Development**

**1.12.2.5.2 Morawa Light Industrial/Business Incubator Units**

The Shire of Morawa in partnership with the State government completed the construction of 8 new light industrial business incubator units in the Towns southern industrial area. The units were constructed at a cost of \$1.36 million, of which the State government contributed \$841,000 through the Royalties for Regions program.

It is understood that six of the eight units have already been leased. The units facilitate opportunities for growth on the local business sector

**Short Stay Tourist Accommodation**

The Shire of Morawa has recently constructed two self contained short stay chalets within the Caravan Park and are currently in the process of constructing an additional two short stay dwellings. This provides high quality and much needed short stay accommodation to provide options for key workers and tourists.

**Brookfield Rail Camp**

The Shire of Morawa granted Brookfield Rail approval to construct a 200 person accommodation camp just north of the existing caravan park in August 2011 (Shire of Morawa).

The camp is a self contained accommodation camp and includes facilities such as laundries, kitchen/diner, gymnasium, administration office and training rooms.

The camp provides infrastructure such as potable water, reticulated fire services, sewerage and electrical reticulation, which will all be retained in-situ upon the temporary camp being dismantled. These reticulated services are then planned to be used to service future residential development.

**1.12.2.5.3 Key Proposed Projects**

The following projects have been identified and are either committed or partly committed through funding allocation.

**Brookfield Rail Upgrade**

Brookfield Rail announced that it has signed a long term rail access agreement with Karara Mining Limited (KML) in August 2011. The 15 year agreement will commence in 2012 and will facilitate KML access to the Brookfield Rail network.

The agreement includes a \$450 million upgrade of the existing rail infrastructure between Morawa and Geraldton, providing capacity for Karara's Stage One production of 10mtpa and the anticipated Stage Two expansion to 16mtpa (www.wnr.com.au).

Once completed, iron ore will be railed from the Mt Karara site along a new 85km spur line to Tilley Siding near Morawa, where it will connect to Brookfield Rail's upgraded railway and continue through to Geraldton Port.

**Upgrade of Wubin-Mullewa Road**

The State Government has contributed \$2.8 million funding towards the staged upgrade of the Wubin-Mullewa Road, between Perenjori and Morawa. \$1 million has been provided in the 2011-2012 financial year to commence pre-construction activity.

A further \$2 million will be available in 2012-13, to widen the seal from five to seven metres over a 25 km stretch of the road between Perenjori and Morawa.

**LandCorp Residential Subdivision**

LandCorp have recently prepared a subdivision plan to create 40 residential lots through the subdivision of Lots 501 and 513 on White Avenue on the western side of town adjacent the caravan park.

The sites are zoned Residential R10/R30. It is proposed to create a range of lot sizes between 682sqm and 2082sqm. There are a number of potential grouped dwelling sites proposed as part of the subdivision. Refer to section 4.4 of the report for a copy of the plan.



**LandCorp Industrial Subdivision**

LandCorp have recently prepared a subdivision to create approximately 50 light industrial lots north of the Morawa townsite off Morawa-Yalgoo Road. The subdivision is currently awaiting WAPC approval. The release of lots is proposed to be staged in line with market demand. Refer to section 4.4 of the report for a copy of the plan.

The light industrial lots are proposed to cater for light industrial, service industrial and transport and logistics industrial uses.

**Morawa Sports Ground Club Facilities Redevelopment**

The redevelopment of the Morawa Sports Grounds club facilities, includes the creation of a co-joined function area, change rooms, kitchen and spectator viewing area. The redevelopment of the existing buildings is proposed to commence in 2012 and be finalised in 2013. The cost of the redevelopment is approximately \$3 million and will provide a much better integrated club facility, including improved universal access into the building.

**Morawa Regional Trade Training Centre**

The Morawa Regional Trade Training Centre has been awarded approximately \$3.6 million through federal funding. The Morawa Regional Trade Training Centre is proposed to be collocated with the WA College of Agriculture and will provide training facilities for students attending the Morawa District High School, Meekatharra District High School and Mount Magnet District High School.

The Trade Training Centre is proposed to include an automotive workshop, engineering workshop, an agricultural facility, a mobile training unit and provision of additional equipment for Morawa, Meekatharra and Mount Magnet. The Centre will support the agricultural and trade workforce sectors.

**Additional Aged Care Units**

The Shire has planned and budgeted for the construction of four additional aged persons units at a cost of \$857,000 to increase the total aged persons accommodation to nine units in town. These units are proposed to be constructed in 2012-13 budget.

**1.12.3 KEY DRIVERS AND PRESSURES****1.12.3.1 Townsite****1.12.3.1.1 Urban Form and Structure**

The surrounding rural landholdings currently prevent further urban growth of the townsite beyond the existing boundary. Land reserved to the crown has in the past also limited expansion of the townsite to the north, south and east, however, recently a 200 person rail construction camp has established on Reserve 17517.

Recent mining projects east of the townsite, including Mt Karara and Sinosteel are now having an impact on the form and structure of Morawa. This is evidenced by the recent construction of a 200 person rail construction camp within the townsite and other significant projects, such as the proposed LandCorp industrial subdivision at the northern end of town, which is proposed to accommodate transport and logistics and service industrial uses associated with the mining and agricultural industry in the region.

The freight rail that runs through the centre of town has a significant impact on the townsite. It creates a physical barrier that restricts movement and connectivity between the eastern and western side of town. This creates a barrier between essential services, such as the hospital located on the western side of town and emergency services located on the eastern side of the rail.

The current density coding of residential land with R10/R30 under the Town Planning Scheme No. 2 has the effect of encouraging low-density residential development and this is constraining further intensification and redevelopment opportunities within the townsite.

**1.12.3.1.2 Land Use and Activity**

The Town Planning Scheme No. 2 contains a number of provisions, which have the effect of limiting growth within the existing townsite boundary.

With respect to residential zoned land, it is noted that an objective of the residential zone within the Scheme is to retain the single house as the predominant form of residential development in the town. Residential zoned land is coded R10/R30, with the ability to develop to R30 only where there is provision of reticulated sewerage and the lot has a minimum area of 1000sqm and is located within 300 metres of commercial and civic services and facilities. These provisions need to be reviewed in light of Morawa being identified as a SuperTown to support the region.

The Scheme limits the height of development within the Commercial zone to two storeys, except where particular circumstances warrant taller building height. It is noted that the Scheme lists a single house as a discretionary use in the Commercial zone. A number of dwellings have established within the Commercial centre as a result, which reduces the opportunity for local businesses to establish in the Centre.

LandCorp's proposed industrial estate will supply the market with new opportunities to establish industry in Morawa. The release of these lots will be staged and will be a test to determine the level of demand for industrial lots in Morawa.

**1.12.3.1.3 Housing Diversity**

The key driver influencing the provision of housing is accommodating a growth in population from 597 people existing within the townsite to a population target of 2,500 people. Adopting a 'business as usual' approach to the future growth through developing further low density residential development will result in the requirement to acquire adjacent rural land.

The existing Town Planning Scheme provisions discourage housing diversity. An objective of the residential zone is to retain the single house as the predominant form of residential development. These provisions will need to be reviewed and replaced with a statutory framework that encourages a diverse range of dwelling typologies to be provided.

Adopting a business as usual approach will not facilitate housing diversity to cater for the range of households and lifestyles. There is a growing need to provide a range of housing in Morawa, including:

- Quality affordable housing to attract skilled labour, including the potential to attract mining employees to live in Morawa;
- Aged care housing to cater for the ageing population;
- Key worker accommodation to cater for the anticipated growth in education and other services in Morawa;
- Housing for extended families of the local indigenous population; and
- Generally, smaller, more compact housing to cater for individuals, couples and small families.

**1.12.3.1.4 Public Realm**

The public realm is driven by the Shire's ability to commit funds to the general upgrade and upkeep of the streets and public open space. With a small rate base, this is particularly challenging for the Shire of Morawa. Other factors influencing the public realm, particularly through the town centre, include the need to accommodate freight traffic (road and rail) through the centre of town, which has an impact on pedestrian amenity and safety.

**1.12.3.1.5 Heritage****Drivers**

- By virtue of their age, architectural style and detailing, heritage places add to the richness of Morawa's built environment.
- The stories, histories and places that have created and shaped Morawa's identity help accentuate differences with other regional Towns.
- The stories, histories and places contribute to Morawa's "sense of place".
- Heritage is a major driver of tourism, especially in regional areas.

**Pressures**

- A significant pressure is the high and increasing cost of maintaining the Town's historic buildings, which due to their age are naturally deteriorating. With a small rate base, this is particularly challenging for the Shire of Morawa
- A number of significant heritage properties are located in the centre of Town. Pressures on these places for renovation and redevelopment may arise as the area experiences growth.

**1.12.3.2 Town Centre**

The presence of the freight rail through the centre of town inhibits the ability to create an activated and connected town centre. The rail line has the effect of dividing the commercial zoned land within the town centre and the commercial uses on the eastern side of the rail line, which do not have frontage to Winfield Street, have subsequently closed down due to low volumes of passing trade. The rail line also sterilises a 40-50m tract of land on the eastern side of Winfield Street, thereby reducing the activity along the main street.

On road freight traffic travels through Winfield Street on a regular basis and this impacts on the amenity of the street and pedestrian safety.

Town Planning Scheme No. 2 permits single dwellings within the Commercial zone subject to Council planning approval. A number of buildings within the town centre are currently being used as dwellings and this does limit opportunities for new businesses to establish on the Main Street as a result.

The quality and state of some of the existing buildings along Winfield Street has an impact on the amenity of the public realm and limits the marketability of the shopfront to attract future quality tenants.

The buildings within the commercial centre are not designed well to adapt to new uses over time, with large formats that are not necessarily meeting contemporary retail or commercial needs. Additionally, there are a number of single dwelling buildings zoned for commercial uses that exist along the main street and present little opportunity for reuse as retail or commercial uses.



#### 1.12.4 KEY FINDINGS AND IMPLICATIONS

Based on the analysis of the current situation, the key findings and implications relating to planning for Morawa include:

##### 1.12.4.1 Urban Form and Structure

The key implications relating to urban form and structure include:

- The existing townsite footprint is compact, being located within a traditional 1 square mile area. The compact form of the townsite is a positive element that should be retained where possible. There are considerable redevelopment opportunities within the existing townsite, when taking into account the existing vacant residential lots (approx. 6.2ha), large rural residential lots (approx.15.6 ha) and a large proportion of Crown land (78 ha). The Crown land does contain significant remnant bushland, so a comprehensive growth strategy is required to investigate development opportunities and weighing these against environmental, social, economic and other factors.
- The existing road pattern is a grid structure and this is another positive element of the townsite that should be carried forward into the growth plan for Morawa. It is noted however, that there is not a clear hierarchy of roads throughout the town. Specific roads within town should be elevated through street tree planting, provision of paths and/or signage to improve the legibility throughout the townsite.
- The division between the eastern and western sides of town due to the freight rail corridor needs to be resolved to ensure better functionality of the town and to ensure equitable access to services and facilities for all residents in town. It is recommended that the existing rail crossings be investigated to determine a strategy for improved vehicle and pedestrian accessibility between the two sides of town.

##### 1.12.4.2 Land Use and Activity

The key implications relating to land use and activity include:

- Land uses are arranged in reasonably structured precincts. These include the existing recreation precinct, the cultural/civic precinct, the education precinct and the two industrial estates either side of town. For a fairly small townsite, this does not necessarily detract from the interaction and activity throughout the townsite, however it is noted that the connectivity and interaction between uses within these precincts needs to be improved. In order to build on and improve the functionality of these precincts, it is recommended that a strategy be developed to improve activation, amenity and connectivity.
- Opportunity for outward growth of Morawa is limited due to the townsite being surrounded immediately by its rural hinterland. The rural land is generally productive agricultural farmland. Consideration of rationalisation some of the adjacent agricultural farmland to provide additional land for urban growth should be weighed up against a number of factors including the need to retain productive agricultural land, the extent of existing undeveloped urban zoned land within the current townsite boundaries, the need to retain remnant bushland and the desire to maintain a compact townsite.
- The ability to service future growth is a key issue for Morawa. The Waste Water Treatment Plant, Water Supply and Power Supply are all key infrastructure issues that will require upgrade in order to accommodate the target population of 2,500 people.
- Improved accessibility between the eastern and western side of town is a key consideration to the future viable growth of land use and activity throughout the townsite. It is noted that the hospital is separated from other emergency services, such as FESA, St John Ambulance and Police Services.
- A majority of the recently developed 8 business incubator have been committed to tenants. Further opportunities for business growth in town should be identified to ensure that growth is not unduly constrained.
- It is noted up to 40 industrial lots are proposed for the future industrial estate at the northern end of town. A key consideration here will be a flexible approach to subdivision to ensure that a variety of lots can be created as determined by interest in the market.
- The quality of built form throughout town varies and there is not one particular approach or style adopted. An ad-hoc approach to built form is evident in the buildings within the town centre. It is also worth mentioning that as industrial development establishes at both the northern and southern approaches to town, there is potential for the industrial development to have a negative impact on the amenity of the town's gateway. The ad-hoc approach to development is in part due to a lack of design guidelines. The lack of a consistent approach to development standards throughout the town has the potential to detract from the local identity and sense of place of Morawa.

##### 1.12.4.3 Housing Diversity

The key implications relating to housing diversity include:

- The predominant form of housing in town is single detached housing on large residential lots of around 1,000sqm in area. The quality of housing is in various states of condition, however there is little housing diversity. A new approach to housing is required to improve the housing situation in Morawa and the wider region. New housing should address housing quality, supply, affordability and diversity. Quality housing is required to attract and retain skilled workers. A more diverse housing product is required to cater for the increasing single person households, to capture the passing tourists, to provide accommodation for students from out of town and provide for aged persons to name a few. Affordable housing is also required as house prices are increasing in the region.
- Housing affordability and rising construction costs will continue to be an issue for towns in the Mid West region if a strategy is not developed to address the issue. Morawa has recently seen an increase in the average residential undeveloped property from \$35,800 in 2011 to \$49,045 proposed as part of the current residential subdivision on White Avenue. There is a recognised need to provide affordable and high quality accommodation to service the non-resource sector workforce, aged persons, students and tourists in the short to medium term.
- The provision of transient workforce and key worker accommodation should consider the need to be designed and integrated into the urban fabric and in a manner that can be re-used over time.

#### 1.12.4.4 Public Realm

The key implications relating to the public realm include:

- The general amenity and appeal of the town centre, while recently improved through streetscape works, has been diminished as a result of an ad-hoc approach to buildings and façade treatment. The Winfield Street verge area is also underutilised and lacks established street trees. This contributes to a moderate to harsh pedestrian experience, particularly given the hot climate throughout the summer months. The appeal of the town centre could be greatly improved through a cohesive approach to the treatment of building facades, including awnings along with a street tree planting program and upgrade of the pedestrian path network.
- While the street network of Morawa is laid out in a grid pattern, there is a lack of an established street hierarchy. This could be achieved through street tree planting, landscaping, establishment of an interconnected network of paths and signage. Generally, the streets throughout the townsite would benefit from improvement with respect to landscaping of the verge areas.
- Winfield Street generally lacks a central meeting place and a functional place for outdoor civic activity. There is also a lack of appeal to the passing tourist trade to encourage tourists to stop in town and enjoy what Morawa has to offer. There is a need to create a public realm in the Centre of town that is attractive to the passing tourist trade. An attractive and appropriately designed civic space that could also provide a respite for tourists and play area facilities for children could greatly enhance the appeal of the town centre.
- The public open space throughout town is largely in the form of small pocket parks that provide a similar level of facilities in the form of small children's play facilities. The public open space generally lacks character and does not convey a specific sense of place of Morawa's landscape. A strategy needs to be adopted to build on and improve on the existing public open space throughout town. The strategy is required to identify a hierarchy of parks, identify different functions for local parks and identify opportunities to integrate natural landscape elements, which contribute to a positive sense of place.
- The remaining bushland is of significant conservation value as a result of past clearing activities associated with farming and other activity in the wider region. The bushland plays an important role in contributing to landscape integrity (erosion/salinity), townscape amenity and sense of place, microclimate and the tourism industry (wildflowers). As part of the future growth strategies and plan for the town, it will be important to consider the protection, rehabilitation and potentially offset of the existing remnant bushland within town.
- Ongoing funding, management and maintenance of all public realm areas is a key consideration for a small Shire such as Morawa, which has a small rate base and where maintenance costs represent a significant and ongoing expense. Any strategies or projects considered as part of the upgrade of the public realm should consider ongoing maintenance costs, while not compromising on the attractiveness, amenity and function of the public realm.
- The industrial areas are located at the southern and northern approaches into town and represent the first visual component of the townsite. There is the potential for the industrial estates to detract from the appeal of the town character if a set of design and development standards are not established to maintain a high standard of development. Specifically, a standard approach to fencing, landscaping and building appearance should be established so as to minimise the impact on the amenity of the townsite.

#### 1.12.4.5 Heritage Key Findings and Implications

- The study area contains a rich resource of buildings and heritage places that add to the vibrancy and interest of Morawa. Opportunity to integrate the stories, history and places will ensure the delivery of a meaningful place with a unique sense of identity.
- Good design, which is in keeping with the existing vernacular and complements original styles has the ability to contribute to and enhance the rural regional character of Morawa.





place match



SHIRE OF MORAWA SUPERTOWN GROWTH PLAN  
COMMUNITY CONSULTATION FINDINGS

16 JANUARY 2012

place match



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### 1.1 Background

In July 2011, the State Government announced that Morawa was one of the nine inaugural towns across Western Australia to qualify as a Super Town, and would share in over \$85 million of Royalties for Regions Funding to give local communities the opportunity to plan and implement projects and services to cater for major population expansion and economic growth.

The Shire of Morawa and the Midwest Development Commission (MWDC) engaged Landcorp as the project manager and TPG Town Planning, Urban Design and Heritage as the lead consultant responsible for the preparation of a SuperTown Growth Plan for the Morawa town site.

Separately, UHY Haines Norton and Place Match were contracted by the Shire of Morawa to provide business planning and advisory services in line with Department of Local Governments published framework and guidelines on integrated planning and reporting.

The Shire of Morawa was keen to ensure that future planning and community / stakeholder engagement is progressed as part of the Strategic Community Plan and the processes associated with the SuperTowns initiative were complementary and not repetitive. To avoid mixed messages and stakeholder fatigue, the community engagement processes were combined. Given the overlap and complementary nature of the two projects, TPG also contracted Place Match to additionally assist with community consultation associated with the SuperTowns project.

TPG as part of the SuperTowns Project was responsible for delivering the following documents at the end of February 2012:

- A Vision Statement
- SuperTown Growth Plan
- Town Centre Strategy
- Implementation Plan

This report provides an overview of the community and stakeholder engagement processes undertaken and a detailed analysis of the feedback which underpinned the development of these deliverables.

The preparation of a Growth Plan is the first phase of a longer-term project. As such, this report also includes recommendations to support the on-going implementation of the Growth Plan, including relationship management, communications and community/stakeholder engagement.

### 1.2 Stakeholder and Community Consultation - Objectives

A Stakeholder and Community Consultation Plan was prepared in the early phases of the project to underpin development of the Growth Plan and ensure local aspirations and priorities were understood and reflected, particularly because of the tight timeframes involved and constraints associated with the scheduling of key project milestones in the period leading up to Christmas and the New Year. A stakeholder and community matrix was also prepared, which outlined the method of engagement and the responsible relationship manager for each stakeholder, given the complex nature of the project and the numerous parties involved.

The key objectives of Stakeholder and Community Consultation process were to:

- i. Secure genuine and representative community input and ensure that local visions and aspirations are taken into consideration and reflected in the SuperTown Growth Plan (and the Strategic Community Plan).
- ii. Create a high level of community awareness and understanding of the SuperTown Growth Plan (and the Strategic Community Plan).

- iii. Provide opportunities for effective input into the development of the SuperTown Growth Plan and the Growth Plan Scenarios by the community and all key stakeholders.
- iv. Manage community expectations and effectively address any issues/concerns in a timely and responsive manner.
- v. Provide regular communication and feedback to the community and all key stakeholders and keep the community informed and updated on progress.

### 1.3 Consultation/Engagement Mechanisms

This section provides an overview of the comprehensive range of engagement mechanisms that were employed to support the development of the SuperTown Growth Plan.

#### 1.3.1 Workshops and Forums

The community and key stakeholders were involved in 9 stakeholder forums and 4 community workshops, as summarised below.

- Morawa Key Stakeholder Workshop (Geraldton, 23/24 November)
- Community Visioning Workshop – 26 October 2011 (24 attendees)
- Community / Stakeholder SuperTown Update Forum – 24 November 2011
- Community Information Sessions – 13 December 2011 (150 attendees)
- Main Street Town Centre Ideas Forum – 14 December 2011 (14 attendees)
- Community Reference Group Meetings (26 October, 13 December and 9 January 2012).
- SuperTown Growth Planning Team Meetings (26 October, 13 December and 9 January 2012)
- SuperTown Steering Committee (21 November and 6 February 2012)

In addition to the formal meetings and workshop forums, the Growth Plan Consultant team also held technical meetings and detailed briefings as required. All meetings and forums attracted a very strong attendance rate, and feedback was captured via meeting minutes.

The key outcomes of these forums and workshops will be addressed in this report, and have also been summarised into a Stakeholder and Community Feedback Matrix (refer to Appendix One).

#### 1.3.2 Communications

The SuperTown Growth Plan was reinforced by a proactive communications strategy which was adopted and implemented to ensure key stakeholders and the community remained well informed and engaged throughout the process. The communication tools included the following:

- Project Fliers
  - Project fliers were distributed to the community and key stakeholders, and posted on the Shire of Morawa's website.
- Website
  - The Shire's website included information updates, channels for feedback, community surveys, publication of various project materials and links to relevant websites, such as the Department of Regional Development and Lands.
- Newspaper articles / advertisements
  - Regular media releases and advertisements were published in the Morawa Scene and other local papers, to keep the community informed of progress.
- Project Updates and Monthly Reports

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- o Project updates and detailed monthly reports were also provided to the community, SuperTown Steering Committee, Shire Councillors, Community Reference Group, Planning Growth Team and Shire Staff. These were a key source of reliable information for the community and staff. Public updates were also posted on the Shire of Morawa’s website.

1.3.3 Community Surveys

Two community surveys were also distributed to gather feedback from the general community and stakeholders. These surveys were open for comment from mid-October through to 8 December 2011 (refer to Appendix Two). The community surveys were administered to members of the Morawa community and those of surrounding towns.

In total there were 91 responses from the two surveys distributed. Of the responses received, 56% were male and 43% were female. The respondents represented a broad range of demographics, including 6.5% aged 0-19, 22.8% aged 20-39, 56.5% aged 40-69, 7.6% aged 70-79 and 6.5% people aged over 80. By far the majority of respondents came from Morawa ( 81.4%), while the remaining 8.6% came from a range of communities including surrounding towns Coorow and Carnamah, and a selection of other diverse localities including Northampton, Duncraig, Darch, Armadale, Secret Harbour and Corrigin.

Just over half of the respondents have also lived in Morawa for more than 10 years (51.7%), whilst 16% have lived in Morawa for 0-2 years, 15% for 3-5 years, and 13% for 6-10 years. More than half of the respondents described themselves as families with children (55%), while 45% of respondents indicated they were older or younger singles and couples with no children.

A detailed summary of the survey findings, methodology and approach is included in Appendix Two. Key findings are also addressed in the commentary below.

1.4 Vision Statement

A literature review of all recent strategic documents was undertaken to capture existing vision and intent statements. Further data collated through the community surveys and at the community visioning workshop and provided the basis to articulate the draft vision (refer to Appendix One and Two).

The surveys posed a series of questions to understand the community’s visions, values and aspirations for Morawa.

Values	Vision and Aspirations
<i>“In your opinion, what makes the Shire of Morawa a special place to live?”</i>	<i>In your opinion, what is your greatest wish for Morawa in 20- 30 years?</i>
<i>Name 3 things about Morawa that are important to you?”</i>	<i>If there was an unlimited bucket of money, what would you spend it on in Morawa?</i>

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The results of these questions are reflected below in a ‘word cloud’. The larger and bolder the word, the most frequent response.

Visions



Values and Aspirations



The community vision workshop attendees were also asked to participate in a visioning exercise ‘Imagine Morawa 2030’. The participants were split into groups, and asked to focus on the 5 key areas of community well-being, economy, built and natural environment and civic leadership. The high level themes are summarised in Table 1.

Table 1 - ‘Imagine Morawa 2030’ Community Visioning Workshop

<p><b>Natural &amp; built environment</b></p> <ul style="list-style-type: none"> <li>• Bush walks, salinity, parklands, green, flora and fauna, protected and rehabilitated environments</li> <li>• Vibrant main street, recreational facilities, traffic bypass, diverse housing, serviced industrial areas, good transport, telecommunications, water etc.</li> </ul>	<p><b>Economy</b></p> <ul style="list-style-type: none"> <li>• Diverse employment, vibrant main street, traffic management, diverse industry base (agriculture, mining, supporting trades, tourism, health and education), adequate commercial accommodation, complementary relationships with adjacent towns.</li> </ul>
<p><b>Civic leadership</b></p> <ul style="list-style-type: none"> <li>• Volunteers, professional services (doctors, teachers etc), work together, housing and land, aged care, cultural diversity, leadership, retain ‘heritage’ feel, attract young people, health services and aged care.</li> </ul>	<p><b>Community well-being</b></p> <ul style="list-style-type: none"> <li>• Social entertainment (cafes, pub, cinema), health, aged care, dentist and other medical services, tourism accommodation, sporting clubs and facilities, youth recreation, consolidate public amenity, truck stop, education and training, emergency services, community events.</li> </ul>



1.5 SuperTown Growth Plan (key issues and service priorities)

Information gathered in relation to key issues and service priorities was used to inform the SuperTown Growth Plan and Implementation Plan. This information was also gathered through a range of forums, including the community visioning workshop, the stakeholder forums and the community surveys.

1.5.1 Community Surveys

The first community survey included questions that specifically related to 52 different local government service priorities.

The findings, which are summarised in Table 2, include an overview of the top 10 ranked services, by level of importance and satisfaction. The no. 1 ranking reflects the service ranked most important, or the most satisfied by the respondents. A performance gap analysis was also established by subtracting the mean satisfaction score from the mean importance score. The no. 1 ranking therefore reflects the service which has the greatest performance gap, in accordance to the expectation of the community. A detailed summary of the survey findings, methodology and approach is included in Appendix Two.

Table 2 - Community Survey Service Priorities Analysis

Importance	Satisfaction	Performance Gap Analysis
1. Health Services	1. Tourist Centre	1. Road works
2. Road works	2. Emergency services	2. Power supplies
3. Emergency services	3. Police Licensing Services	3. Affordable housing
4. Financial management	4. Community halls and Rec Centre	4. Verges and footpaths
5. Education and Training	5. Council's customer service	5. Education and Training
6. Power supplies	6. Regional collaboration	6. Telecommunications
7. Community engagement	7. Festival and event support	7. Drainage, storm water and flood management
8. Water supplies	8. Parks and sporting facilities	8. Water supplies
9. Economic development	9. Public Toilets	9. Support for volunteers
10. Crime prevention	10. Health Services	10. Aged person homes
11. Small Business	11. Health Services	11. Small Business
12. Long term planning	12. Youth services	12. Economic development
13. Aged and disabled services	13. Cemetery	13. Maintenance
14. Telecommunications	14. Crime prevention	14. Long term planning
15. Drainage, storm water and flood management	15. Playgrounds	15. Townscape presentation
16. Parks and sporting facilities	16. Health administration and inspection	16. Financial management
17. Support for volunteers	17. Financial management	17. Community engagement
18. Affordable housing	18. General garbage collection	18. Health Services
19. Maintenance	19. Child care, playgroup, maternal and infant services	19. Aged and disabled services
20. Aged person homes	20. Aged and disabled services	20. Crime prevention
	21. Indigenous Relations	

The second community survey incorporated a range of questions which focused specifically on the community's current and future needs. Table 3 provides an overview of the top 5 key issues raised by the community in response to each question and Table 4 depicts the number of times each respective theme, identified in Table 3, appeared in the top 5 ranking.

Table 3 Current and Future Needs - Top 5 Key Issues

3 Most Important Things Now	3 Most Important Things in 2031	What will entice people to move here?
<ul style="list-style-type: none"> <li>Health services and facilities (doctor, dentist, hospital)</li> <li>Education / School</li> <li>Sport facilities / clubs / gym / pool</li> <li>Community Spirit / Community / People / Friendship</li> <li>Shops / Bakery</li> </ul>	<ul style="list-style-type: none"> <li>Health and medical facilities services</li> <li>Education</li> <li>Housing</li> <li>Sporting clubs and facilities / pool</li> <li>Jobs</li> </ul>	<ul style="list-style-type: none"> <li>More housing / accommodation / affordable housing</li> <li>Better health care / medical facilities / more doctors</li> <li>More shopping / restaurants</li> <li>Improve education</li> <li>Sporting facilities / services / gym / coordinator</li> </ul>
<b>What are the current gaps?</b> <ul style="list-style-type: none"> <li>Housing and accommodation</li> <li>More shops, restaurants, eateries (range, expense, opening hours)</li> <li>Upgrade road, rail, air</li> <li>Specialist medical support, doctors</li> <li>Broader sport and fitness</li> </ul>	<b>Unlimited bucket of money?</b> <ul style="list-style-type: none"> <li>Upgrade roads / bypass</li> <li>Improve general aesthetics of the town / presentation/beautification</li> <li>Housing / short and long term accommodation</li> <li>More sport activities/clubs / pool open year round / gym</li> <li>Specialty medical services, more doctors, bigger hospital</li> </ul>	<b>What will a 12 year old need in 2031?</b> <ul style="list-style-type: none"> <li>Upgrade sport facilities / recreation facilities / pool</li> <li>Education / Training</li> <li>Extra-curricular activities (roller-drome, waterpark, movies)</li> <li>Jobs</li> <li>Technological advancement / electronic hub</li> </ul>
<b>What will a 30 year old need in 2031?</b> <ul style="list-style-type: none"> <li>Medical and health facilities</li> <li>Jobs</li> <li>Housing</li> <li>Sport / Health Fitness / Gym / Pool</li> <li>Better shopping</li> </ul>	<b>What will a 55 year old need in 2031?</b> <ul style="list-style-type: none"> <li>Medical and health facilities</li> <li>Aged care/ lifestyle village facilities</li> <li>Sport / Gym / Pool</li> <li>Recreation and leisure</li> <li>Housing</li> </ul>	

Table 4 - Current and Future Needs - Overall Ranking

Key themes / Issues	No. of repetitions in Top 5 Ranking
1. Sporting / Rec Facilities	10
2. Health and Medical	7
3. Housing / Accommodation	6
4. Shops/Restaurants	4
5. Education and Training	4
6. Employment/Jobs	3
7. Roads	2
8. Town Centre Beautification	1
9. Technological Advancement	1
10. Aged Care	1



### 1.5.2 Workshop Outcomes

The community vision workshop participants were also asked to identify key issues, opportunities and barriers. The issues identified, in no particular order, are listed in Table 5.

Table 5 - Community Vision Workshop - Key Issues

- Essential services (power - capacity and reliability)
- Employment
- Housing and accommodation (quality and affordability)
- Roads
- Private investment
- Education, research and training
- Social infrastructure (recreation, cafes, restaurants and entertainment)
- Environment (salinity), More trees
- Facilities and services (health, medical, dental and government services)
- Policing
- Mining (impact on environment, traffic and noise)
- Water management and conservation
- Farming viability

Workshop participants were also provided with 10 x \$10 notes and asked to 'spend' their money in accordance to what services are most important to them. These outcomes are listed in Table 6.

Table 6 Community Vision Workshop - Service Priorities

	Local Government Service	Spend
1	Road works	2450
2	Aged person homes	1800
3	Aged and disabled services	1500
4	Health Services	1500
5	Affordable housing	270
6	Parks and Sporting Facilities	240
7	Street lighting	130
8	Emergency services	120
9	Townscape presentation	90
10	Youth services	90
11	Support for volunteers	80
12	Crime prevention	70
13	Employee Housing	70
14	Roads, verges and footpaths	70
15	Indigenous relations	50
16	Skate Park	50
17	Tourist Centre	50



18	Town planning	50
19	Building control	40
20	Economic development	40

### 1.5.3 Key Findings and Analysis (key issues and services)

Although there is a slight variation in the respective rankings, there are clearly common themes and key issues evident through the various means of data collation.

Some services were ranked consistently high in both surveys and at the workshop, for example, health and medical services and facilities (ranked no.1, no.2 and no.4 respectively) and roads ranked no.2, no.7 and no.1 respectively. Others ranked high in the surveys, but not at the workshop, for example education and training was ranked no.5 and no.5 respectively for the surveys, but did not reach the top 20 at the workshop, and economic development/jobs ranked no.9 and no.6 respectively for the surveys, but was ranked no.20 at the workshop.

Sport and recreation facilities ranked no.1 in the second survey, and no. 6 at the workshop, but ranked considerably lower at no. 16 in the first survey. Affordable housing was ranked as no. 18 in terms of its level of importance in the first survey, no. 3 in the second survey and no. 5 at the workshop. Affordable housing was also identified as one of the services with the greatest performance gap, along with roads, power supplies, verges and footpaths and education and training.

A few key themes, such as shops, restaurants and technological advancement were not addressed in the first survey or at the visioning workshop as they are not currently a service provided by local government, although could be categorised under the broader heading of economic development.

### 1.6 Town Centre Strategies

The information collated by the workshops, surveys and at the various stakeholder meetings was also distilled by the consultant team into three preliminary growth scenarios, place making principles and town centre ideas.

The general community was invited to provide comment and input into the Preliminary Growth Plan Options and Town Centre Ideas at two community information sessions which were held on the 13th December 2011 from 5:00pm - 6:30pm and 8:00pm-9:00pm. These sessions were held to coincide with the School Graduation Ceremony at the Lesser Hall, in an attempt to secure as much feedback as possible. In total, approximately 100 people either participated in the presentations or received the feedback forms provided. TPG/Landcorp representatives were also present to receive feedback and answer questions.

The preliminary growth plan scenarios were also displayed from 14<sup>th</sup> December – 13<sup>th</sup> January 2012 at the Morawa Shire Office/Library and Post Office, as well as surrounding towns including Coorow, Carnamah, Three Springs, Mingenew and Perenjori. Feedback forms were made available at the information sessions and displays, and via the Shire's website to give the community the opportunity to provide written feedback on the preferred growth scenarios.

Over 77 key stakeholders, including members of the community reference group, were also invited to a presentation of the growth plan options, or contacted individually to flag key issues and provide a formal response via the feedback forms. The key issues identified are represented in Table 7.

Table 7 - Preliminary Growth Plan Scenarios - Feedback

General Community	Key Stakeholders and Community Reference Group
Additional specialist services <ul style="list-style-type: none"> <li>• Car sales and service businesses</li> <li>• Motel</li> <li>• Machinery dealer yard</li> <li>• X-ray and Allied health services, medical specialists</li> <li>• Solar power</li> <li>• Professional services</li> <li>• Return of services providers and agricultural businesses</li> <li>• Heated pool</li> <li>• Exercise classes for all age groups</li> <li>• Retain remnant bush land</li> <li>• Education hub great idea</li> <li>• Windsurfing (Kaji Lake)</li> <li>• Motorcycle shop / mechanic</li> <li>• Greater internet capabilities</li> <li>• Communications centre (Community Resource Centre)</li> </ul>	<ul style="list-style-type: none"> <li>• Subregional economic influences and potential for fast economic growth; including growth drivers for the agricultural industry</li> <li>• Removal of the railway line</li> <li>• Main street retail vs shopping centre</li> <li>• Rear lanes in commercial area for service vehicle access</li> <li>• Salt tolerant trees</li> <li>• Size of hospital and lack of specialists will inhibit maternity services</li> <li>• Migrant settlement in Dalwallinu</li> <li>• Training centre (proposed)</li> <li>• Quality accommodation (including short term and high density)</li> <li>• Updated retail and more restaurants/ food (particularly in the evening)</li> <li>• Develop of a signature event</li> <li>• Retain remnant bushland</li> <li>• Traffic, including heavy haulage, rail and a bypass through the main street</li> <li>• Water - aligns with waterwise objectives. May require headworks update to accommodate growth</li> <li>• Consider DARWA's Agricultural Education Project</li> <li>• Consider reuse of water resources from mining to green the 'town'</li> <li>• East-west town issues</li> </ul>

A Town Centre Main/Street Design Ideas session was also held on the 14<sup>th</sup> December 2011 to provide landowners and tenants the opportunity to provide feedback and input. Meeting minutes were recorded to capture thoughts and feedback. The key issues and comments discussed are reflected in Table 8.

Table 8 Town Centre Design Workshop - Key Outcomes

Town Centre Main Street Design Workshop
<ul style="list-style-type: none"> <li>• Traffic / freight management</li> <li>• Location and housing types</li> <li>• Playgrounds, social and recreational facilities</li> <li>• Tree species</li> <li>• Aged care and health facilities</li> <li>• Main street amenity</li> <li>• Road house</li> <li>• Public spaces</li> <li>• Design / façade treatments</li> <li>• Underground power</li> <li>• Recycling</li> <li>• Railway</li> </ul>

In total, 9 formal responses were provided by key stakeholders and 4 feedback forms were returned by the community. There was no adverse feedback received by the community and all formal responses indicated support for Scenario 3. The preferred position to move forward with Scenario 3 was therefore confirmed through formal stakeholder consultation with the Community Reference Group and the Growth Planning Team.

### 1.7 SuperTown Growth Plan Implementation Strategies and Project Prioritisation

The SuperTown Growth Plan implementation strategies were drafted by the consultant team and presented to the Growth Planning Team and the Community Reference Group for feedback, on the 9 January 2012.

Project prioritisation criteria, which was endorsed by the Shire of Morawa, the Growth Planning Team and the Community Reference Group, were used to rank the key 3-5 projects identified in the SuperTown Growth Plan. These criteria were as follows:

1. Necessary to facilitate economic growth/diversity
2. Necessary to facilitate improved quality of life
3. Necessary to facilitate and attract community building and diversity
4. Assist in achieving population milestones
5. Can be implemented now or within the short term (0-5years) (project readiness)
6. Strategically facilitate or assist with benefitting other projects or initiatives (transformative projects)
7. Has a flow on benefits for the region
8. Has long term 'post boom' benefits
9. Visible improvements/results with a focus on the Town Centre, in the first instance
10. Has the ability to attract private investment
11. Encourages or results in partnerships with other government agencies, non-government organisations, community and industry
12. Requires funding through the SuperTowns program, however in part leverages off other funding sources

The project prioritisation rankings were agreed through detailed working forums that were attended by the Shire of Morawa, Landcorp and TPG and will be presented to the Council 1 February 2012.

### 1.8 Growth Plan Implementation – Stakeholder Engagement Recommendations

There has been a lot of planning and consultation over the past few months to discuss what the future holds for Morawa as a SuperTown. Once the Growth Plan is formally endorsed, it will be important to continue to engage all stakeholders, including local, state and federal government, private sector investors and most importantly, the local community to collaborate and implement the agreed Growth Plan initiatives.

The challenges ahead include:

- Maintaining the momentum and continuing a positive and focused 'dialogue'
- Unlocking and resolving any potential conflicting objectives and overcoming a 'siloed' approach to economic and community development.
- Agreeing on prioritisation and aligning resources where possible to achieve efficiency.
- Empowering the local residents, businesses and investors to take ownership and achieve the vision for Morawa and the surrounding communities.

To overcome these challenges, it is critical that the future governance arrangements focus on the implementation of 'quick wins,' as well as longer term strategic objectives. It is also recommended that the implementation phase continues to promote collaboration and strong partnerships, through the following principles.





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- Continue to secure genuine and representative community and stakeholder input.
- Maintain a high level of community awareness and understanding of the SuperTown Growth Plan initiatives.
- Facilitate opportunities for all stakeholders to contribute to the implementation of the SuperTown Growth Plan and the Morawa Vision.
- Manage community expectations and effectively address any issues/concerns in a timely and responsive manner.
- Acknowledge and celebrate achievements and milestones.

Establishing a strong place brand for Morawa that reflects its aspirational vision will help to communicate how it is changing and leverage outcomes as they are achieved. Place branding will also facilitate an integrated approach to marketing, communications, programming and investment attraction to ensure all key stakeholders and the community remain well informed and engaged in the process, and reinforce a brand that resonates with its local community and investors. The key is to ensure that the 'on-the-ground' experience lives up to the promise, through the delivery of place management and place activation strategies. A well administrated governance framework as well as on-going proactive and targeted communications and feedback opportunities will also ensure all key stakeholders and the community remain well informed and engaged in the process.



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APPENDIX ONE – COMMUNITY / STAKEHOLDER FEEDBACK MATRIX

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	Community / Stakeholder Workshops	Community Surveys / Feedback Forms	Community Reference Group	Growth Planning Team / Government Stakeholders
Key Issues / Service Priorities	<ul style="list-style-type: none"> <li>Essential services (power - capacity and reliability)</li> <li>Employment</li> <li>Housing and accommodation(quality and affordability)</li> <li>Roads</li> <li>Private investment</li> <li>Education, research and training</li> <li>Social infrastructure (recreation, cafes, restaurants and entertainment)</li> <li>Environment (salinity), More trees</li> <li>Facilities and services (health, medical, dental and government services)</li> <li>Policing</li> <li>Mining (impact on environment, traffic and noise)</li> <li>Water management and conservation</li> <li>Farming viability</li> </ul>	<ul style="list-style-type: none"> <li>Health Services</li> <li>Road works</li> <li>Emergency services</li> <li>Financial management</li> <li>Education and Training</li> <li>Power supplies</li> <li>Community engagement</li> <li>Water supplies</li> <li>Economic development / jobs</li> <li>Crime prevention</li> <li>Sport and Rec Facilities</li> <li>Housing and Accommodation</li> <li>Shops/ Restaurants</li> <li>Town centre beautification</li> <li>Technological advancement</li> <li>Aged care</li> <li>Power supplies</li> <li>Water supplies</li> <li>Support for volunteers</li> <li>Verges and footpaths</li> <li>Drainage, storm water and flood management</li> <li>Telecommunications</li> </ul>	<ul style="list-style-type: none"> <li>Power-upgrades and utilisation of the 330KVA line going to the mine sites</li> <li>Opportunities for renewable energy and long term sustainability</li> <li>Industry partnerships aligned with mining growth</li> <li>Upgrade of road infrastructure-connecting communities ie Yalgoo with Morawa</li> <li>Health and Education (becoming a centre of excellence)</li> <li>Business service delivery</li> <li>Inclusion of coastal and Agricultural communities</li> <li>Land availability, head-works and access</li> <li>Accommodation, Aged, Service Industry and Aboriginal housing</li> <li>Community involvement with dissemination of information</li> <li>Where and how the growth population is coming from</li> <li>The need to maintain FESA SES Ambulance and other volunteers in the communities</li> <li>Making the community a draw card and a place to be</li> <li>The community to take ownership and become engaged with the process</li> <li>Upgrade of Information technology included broad band and mobile services</li> </ul>	<ul style="list-style-type: none"> <li>Power supply</li> <li>Water supply</li> <li>Road management and maintenance</li> <li>Freight traffic</li> <li>Residential and industrial land supply</li> <li>Farming resilience</li> <li>Population decline</li> <li>Employment</li> <li>Housing</li> <li>Education</li> <li>Health</li> <li>Retail services</li> <li>Technology</li> </ul> <p>Regional Challenges</p> <ul style="list-style-type: none"> <li>Resilience of agriculture</li> <li>Population movement</li> <li>Mining opportunities</li> <li>Inter-regional transport</li> </ul> <p>Education linkages</p> <p>Health linkages and movement</p> <p>Be the smart region</p>

	Community / Stakeholder Workshops	Community Surveys / Feedback Forms	Community Reference Group	Growth Planning Team / Government Stakeholders
Visioning	<p>Natural &amp; built environment</p> <ul style="list-style-type: none"> <li>Bush walks, salinity, parklands, green, flora and fauna, protected and rehabilitated environments</li> <li>Vibrant main street, recreational facilities, traffic bypass, diverse housing, serviced industrial areas, good transport, telecommunications, water etc.</li> </ul> <p>Economy</p> <ul style="list-style-type: none"> <li>Diverse employment, vibrant main street, traffic management, diverse industry base ag, mining, supporting trades, tourism, health and education, adequate commercial accommodation, complementary relationships with adjacent towns</li> </ul> <p>Civic leadership</p> <ul style="list-style-type: none"> <li>Volunteers, professional services (doctors, teachers etc), work together, housing and land, aged care, cultural diversity, leadership, retain 'heritage' feel, attract young people, health services and aged care</li> <li>Community well-being</li> <li>Social entertainment (cafes, pub, cinema), health, aged care, dentist and other medical services; tourism accommodation; sporting clubs and facilities, youth recreation, consolidate public amenity, truck stop, education and training, emergency services, community events.</li> </ul>	<ul style="list-style-type: none"> <li>Retain vibrant community character and safe environment</li> <li>To improve town centre presentation</li> <li>To improve health and education services and facilities</li> <li>To attract steady economic growth, more jobs and population growth</li> <li>To maintain and improve facilities and services</li> <li>To improve housing and accommodation</li> <li>People and lifestyle</li> <li>The friendly, community spirit</li> <li>Natural environment and central location</li> </ul>	<ul style="list-style-type: none"> <li>Health</li> </ul>	<ul style="list-style-type: none"> <li>Inclusiveness</li> <li>Breaking new ground</li> <li>Agricultural business</li> <li>People</li> <li>Centre of excellence</li> </ul>

	Community / Stakeholder Workshops	Community Surveys / Feedback Forms	Community Reference Group	Growth Planning Team / Government Stakeholders
Preliminary Growth Plan Options	<p><i>Town Centre Main Street Design Workshop</i></p> <p>Various design issues raises:</p> <ul style="list-style-type: none"> <li>• Traffic / freight management</li> <li>• Location and housing types</li> <li>• Playgrounds, social and recreational facilities</li> <li>• Tree species</li> <li>• Aged care and health facilities</li> <li>• Main street amenity</li> <li>• Road house</li> <li>• Public spaces</li> <li>• Design / façade treatments</li> <li>• Underground power</li> <li>• Recycling</li> <li>• Railway</li> </ul>	<p>Additional specialist services</p> <ul style="list-style-type: none"> <li>• Car sales and service businesses</li> <li>• Motel</li> <li>• Machinery dealer yard</li> <li>• X-ray and Allied health services, medical specialists</li> <li>• Solar power</li> <li>• Professional services</li> <li>• Return of services providers and agricultural businesses</li> <li>• Heated pool</li> <li>• Exercise classes for all age groups</li> <li>• Retain remnant bush land</li> <li>• Education hub great idea</li> <li>• Windsurfing (Kaji Lake)</li> <li>• Motorcycle shop / mechanic</li> <li>• Greater internet capabilities</li> <li>• Communications centre (Community Resource Centre).</li> </ul>	<ul style="list-style-type: none"> <li>• Demographic analysis to assess housing needs</li> <li>• Diversity of housing lots</li> <li>• Mixed uses including residential and commercial</li> <li>• A regional approach to communication and planning important to secure support from other regional towns</li> <li>• Strengths and weaknesses of surrounding towns were identified as important to incorporate into regional planning</li> <li>• Some towns have a closer relationship with Morawa (such as Mingenev) than other towns (Three Springs, Carnamah and Coorow).</li> <li>• Perenjori has a competitive relationship.</li> </ul>	<ul style="list-style-type: none"> <li>• Subregional economic influences and potential for fast economic growth; including growth drivers for the agricultural industry</li> <li>• Removal of the railway line</li> <li>• Main street retail vs shopping centre</li> <li>• Rear lanes in commercial area for service vehicle access</li> <li>• Salt tolerant trees</li> <li>• Size of hospital and lack of specialists will inhibit maternity services</li> <li>• Migrant settlement in Dalwallinu</li> <li>• Training centre (proposed)</li> <li>• Quality accommodation (including short term and high density)</li> <li>• Updated retail and more restaurants/ food (particularly in the evening)</li> <li>• Develop of a signature event</li> <li>• Retain remnant bushland</li> <li>• Traffic, including heavy haulage, rail and a bypass through the main street</li> <li>• Water - aligns with waterwise objectives. May require headworks update to accommodate growth</li> <li>• Consider DARWA's Agricultural Education Project</li> <li>• Consider reuse of water resources from mining to green the 'town'</li> <li>• East-west town issues</li> </ul>



APPENDIX TWO – COMMUNITY SURVEYS - KEY FINDINGS ANALYSIS



## MORAWA COMMUNITY SURVEYS - KEY FINDINGS ANALYSIS

### 1.1 Methodology

#### 1.1.1 Data Collection

The Shire engaged the community's input using two versions of a hard copy survey and an electronic survey. Surveys were distributed via mail or letter drop to all ratepayers and households. The surveys were also promoted on the Shire's website, in the local newsletter and on community notice boards.

#### 1.1.2 Data Collection Period

Two community surveys were distributed to gather feedback from the general community and stakeholders. Data was collected from mid-October until the end of December 2011.

#### 1.1.3 Survey Area

The district of the Shire of Morawa was included as the survey area.

#### 1.1.4 Participants

The responses received comprised the following:

- 44 local residents completed the first survey, including 4 councillors and 2 shire employees and 4 visitors.
- 47 local residents completed the second survey, including 4 visitors.

#### 1.1.5 Sampling error

In total 91 responses were received providing a 95% confidence level with a sampling error of plus or minus 9.7%.

#### 1.1.6 Ratings Questions

Respondents were asked to rate the importance of, and their satisfaction with, each of 52 different services or facilities. Mean ratings for each criteria have been determined using the "level of importance or satisfaction" by assigning a value based on the response received as shown below:

- 1 = low importance or satisfaction
- 2 = moderate importance or satisfaction
- 3 = high importance or satisfaction.

### 1.2 Demographical Analysis

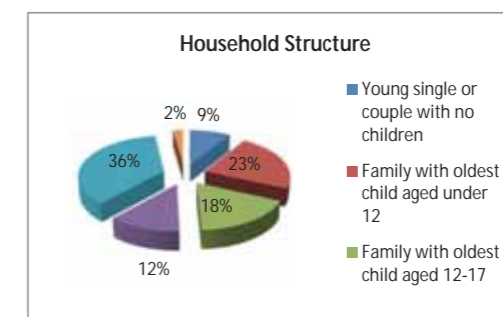
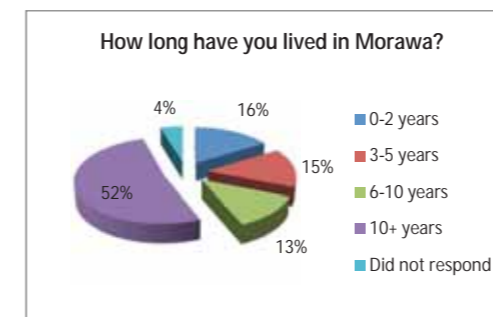
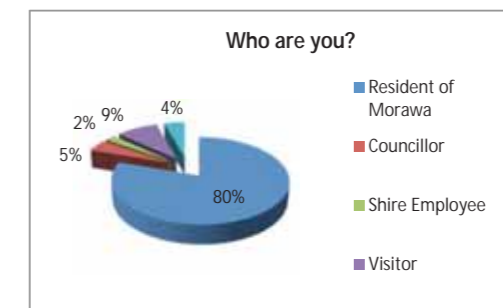
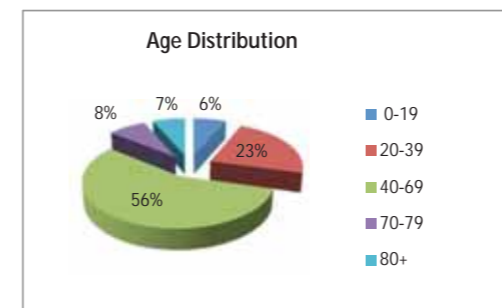
Of the responses received, 56% were male and 43% were female. The respondents represented a broad range of demographics, including 6.5% aged 0-19, 22.8% aged 20-39, 56.5% aged 40-69, 7.6% aged 70-79 and 6.5% people aged over 80.

More than half of the respondents described themselves as families with children (55%), while 45% of respondents indicated they were older or younger singles and couples with no children.

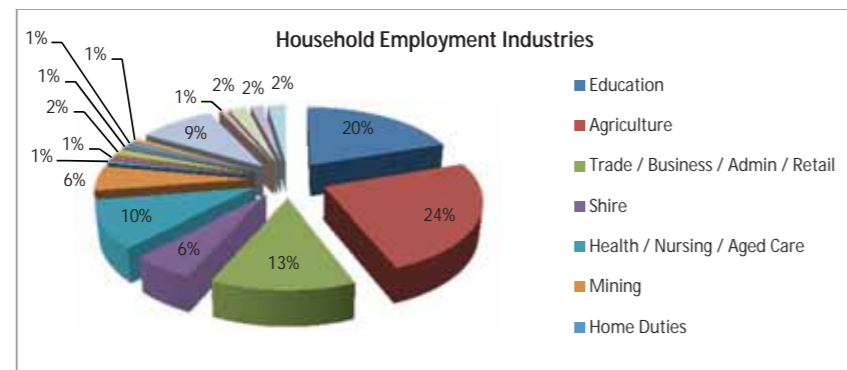
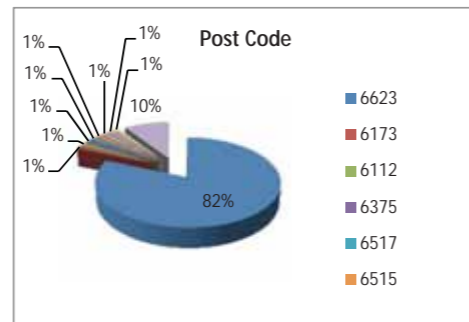
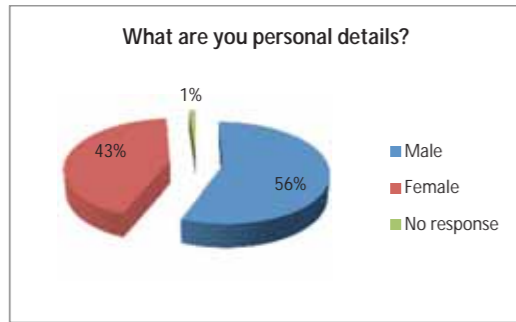
By far the majority of respondents came from Morawa (81.4%), while the remaining 8.6% came from a range of communities including surrounding towns Coorow and Carnamah, and a selection of other diverse localities including Northampton, Duncraig, Darch, Armadale, Secret Harbour and Corrigin.

More than half of the respondents have lived in Morawa for more than 10 years (51.7%), while 16% have only lived in Morawa for 0-2 years, 15% for 3-5 years, and 13% for 6-10 years.

The demographical data is illustrated in the graphs that follow.



place match



place match

### 1.3 Visions and Aspirations

The following sections include a summary of responses received by the community via the surveys to various questions.

The questions that follow were designed to determine the communities visions and aspirations for the future of Morawa.

#### 1.3.1 In your opinion, what is your greatest wish for Morawa in 20- 30 years?

The most common responses were:

- Retain vibrant community character and safe environment
- To improve town centre presentation
- To improve health and education services and facilities
- To attract steady economic growth, more jobs and population growth
- To maintain and improve facilities and services
- To improve housing and accommodation





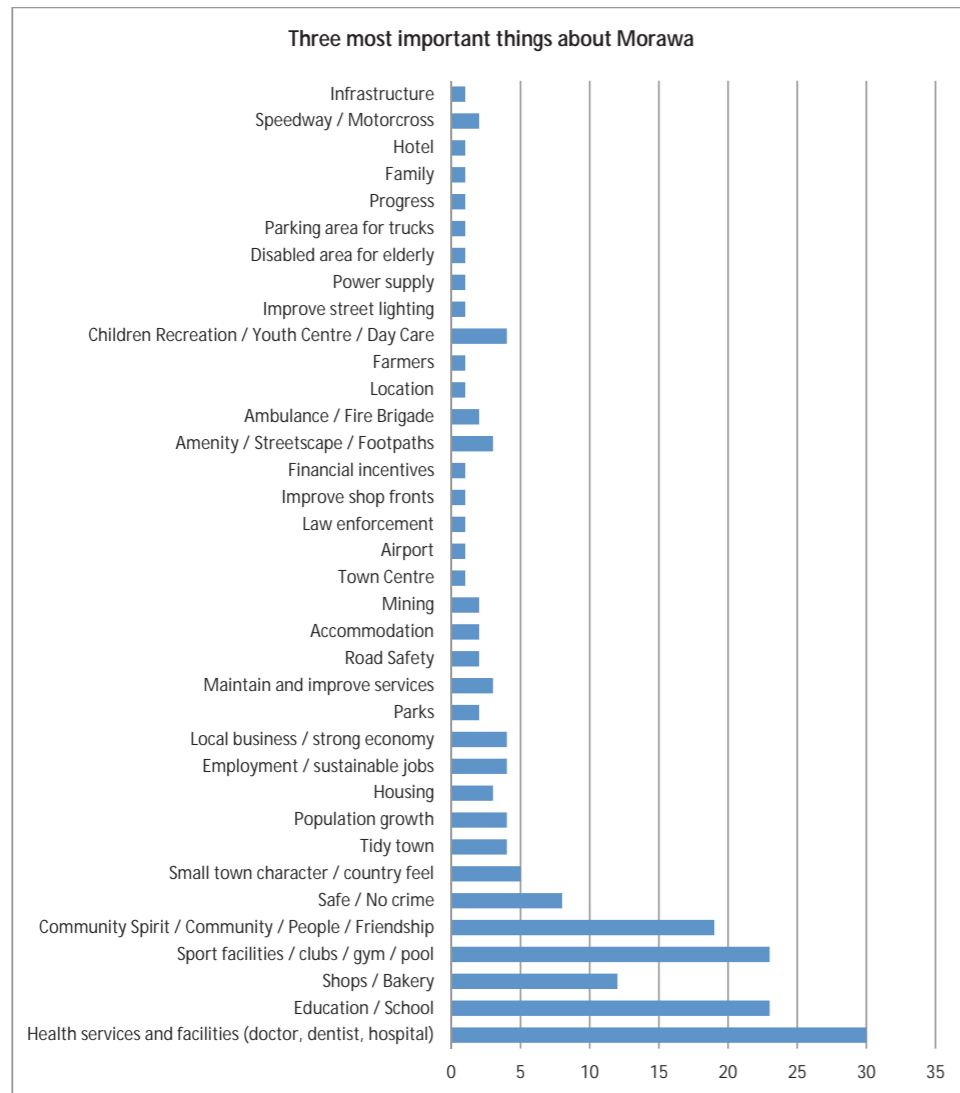


place match

1.6.1 Name 3 things about Morawa that are important to you?

The 5 most common responses were:

- Health services and facilities (doctor, dentist, hospital)
- Education / School
- Sport facilities / clubs / gym / pool
- Community Spirit / Community / People / Friendship
- Shops / Bakery

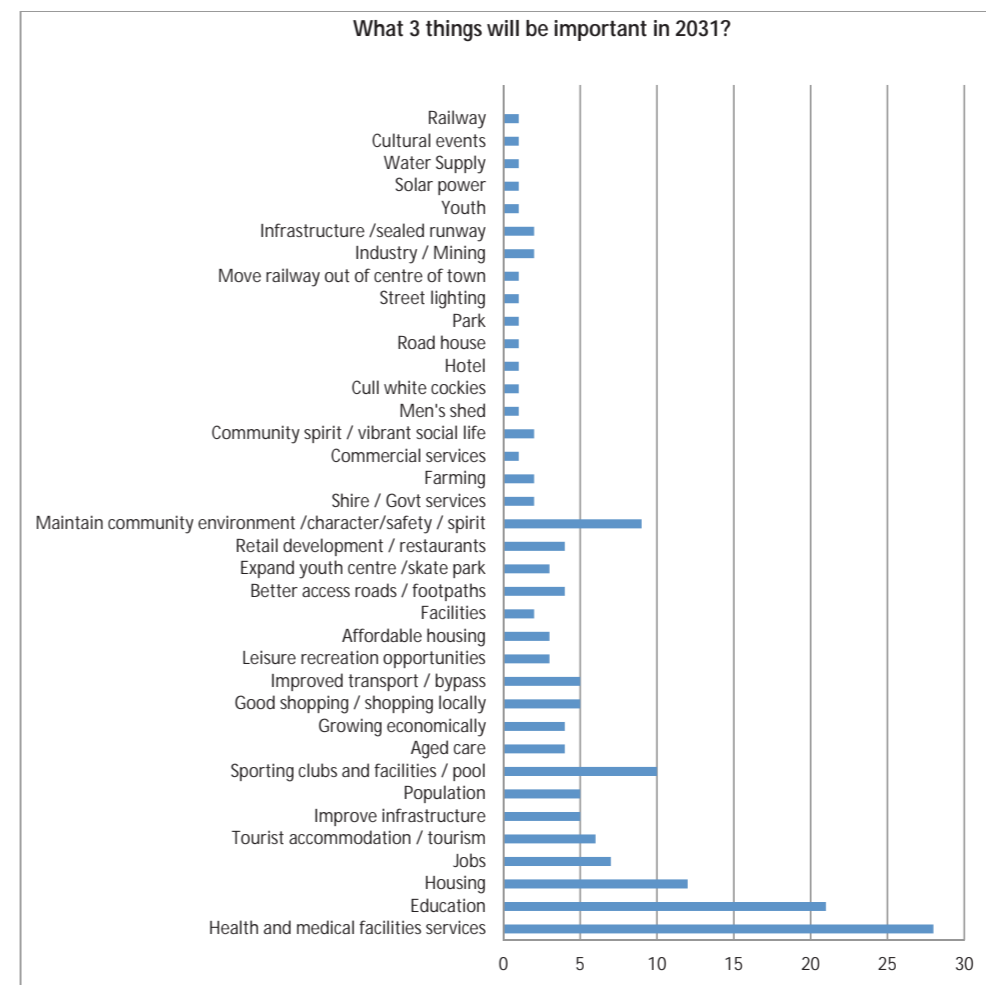


place match

1.6.2 What 3 things can you see as being important for Morawa in 20 year's time?

The 5 most common responses were:

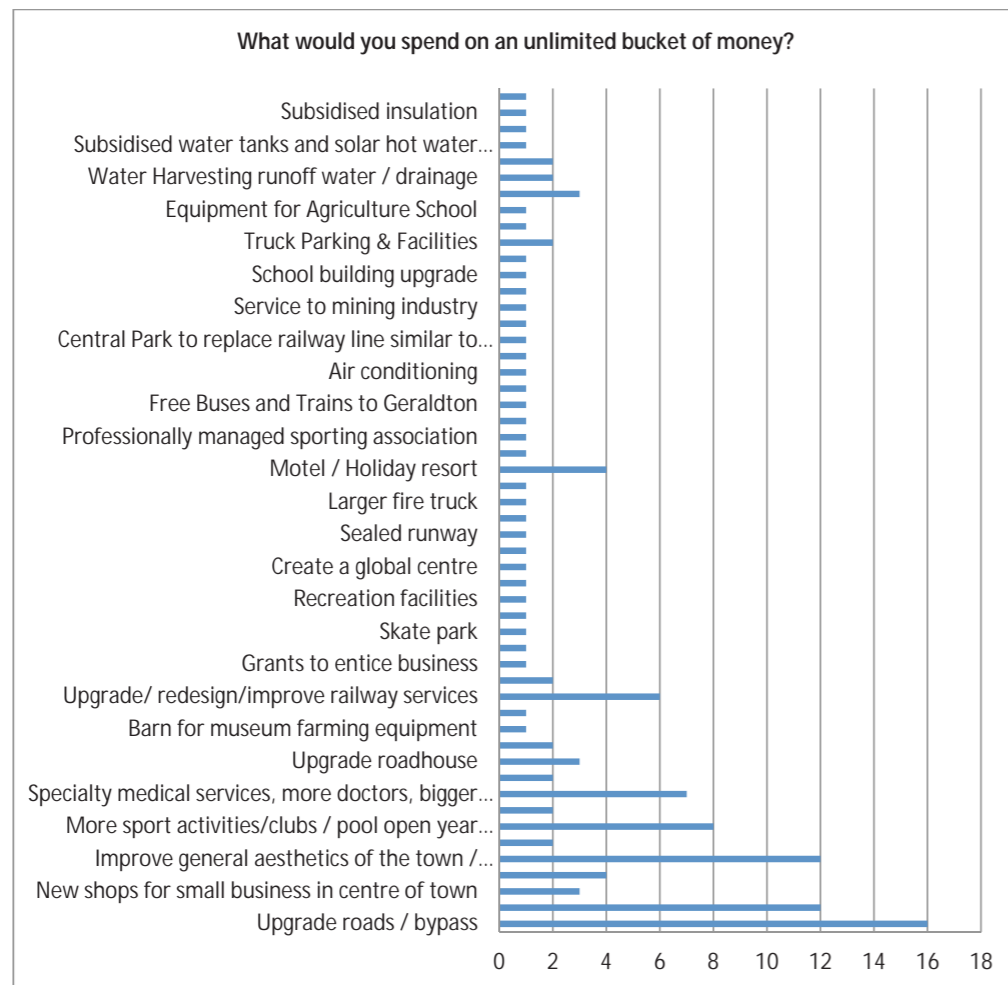
- Health and medical facilities services
- Education
- Housing
- Sporting clubs and facilities / pool
- Jobs



1.6.3 If there was an unlimited bucket of money, what would you spend it on in Morawa?

The 5 most common responses were:

- Upgrade roads / bypass
- Improve general aesthetics of the town / presentation/beautification
- Housing / short and long term accommodation
- More sport activities/clubs / pool open year round / gym
- Specialty medical services, more doctors, bigger hospital



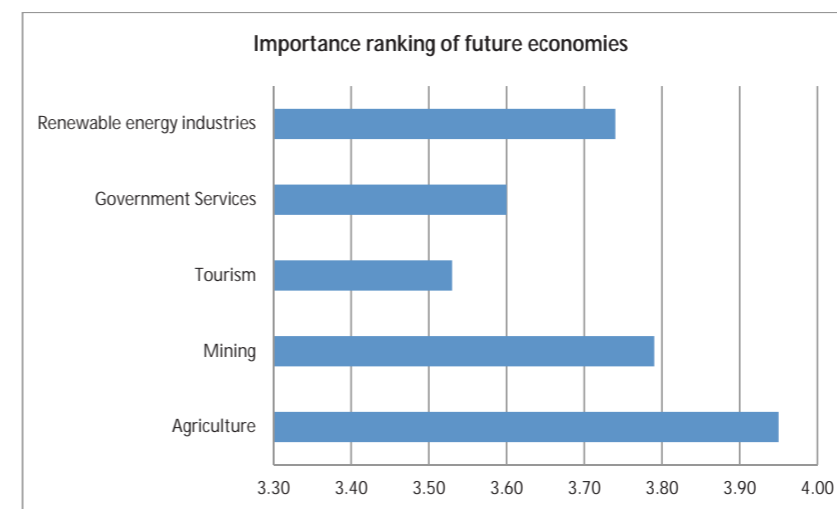
1.7 Key Issues and Service Priorities - Summary Overview

The questions that follow in this section were designed to determine the community's view of the key issues, opportunities, and current and future service delivery.

1.8 The State Government has recently nominated Morawa as a future regional centre. What major services or facilities would you like to access in the regional centre over the next 20-30 years?



1.9 How important do you feel each of the following industries should be to the economic future of Morawa over the next 20-30 years?

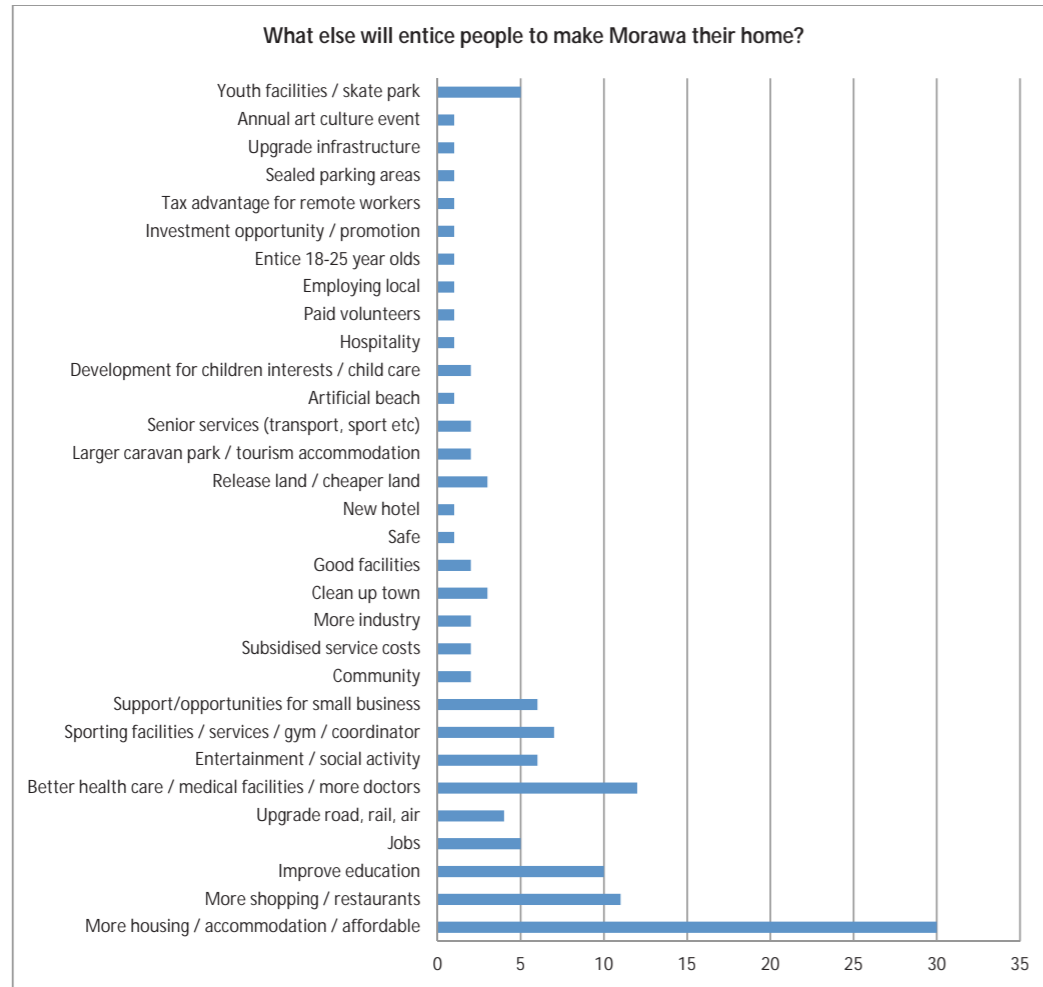




1.9.1 What else do you think we can offer to entice people to make Morawa their home?

The 5 most common responses were:

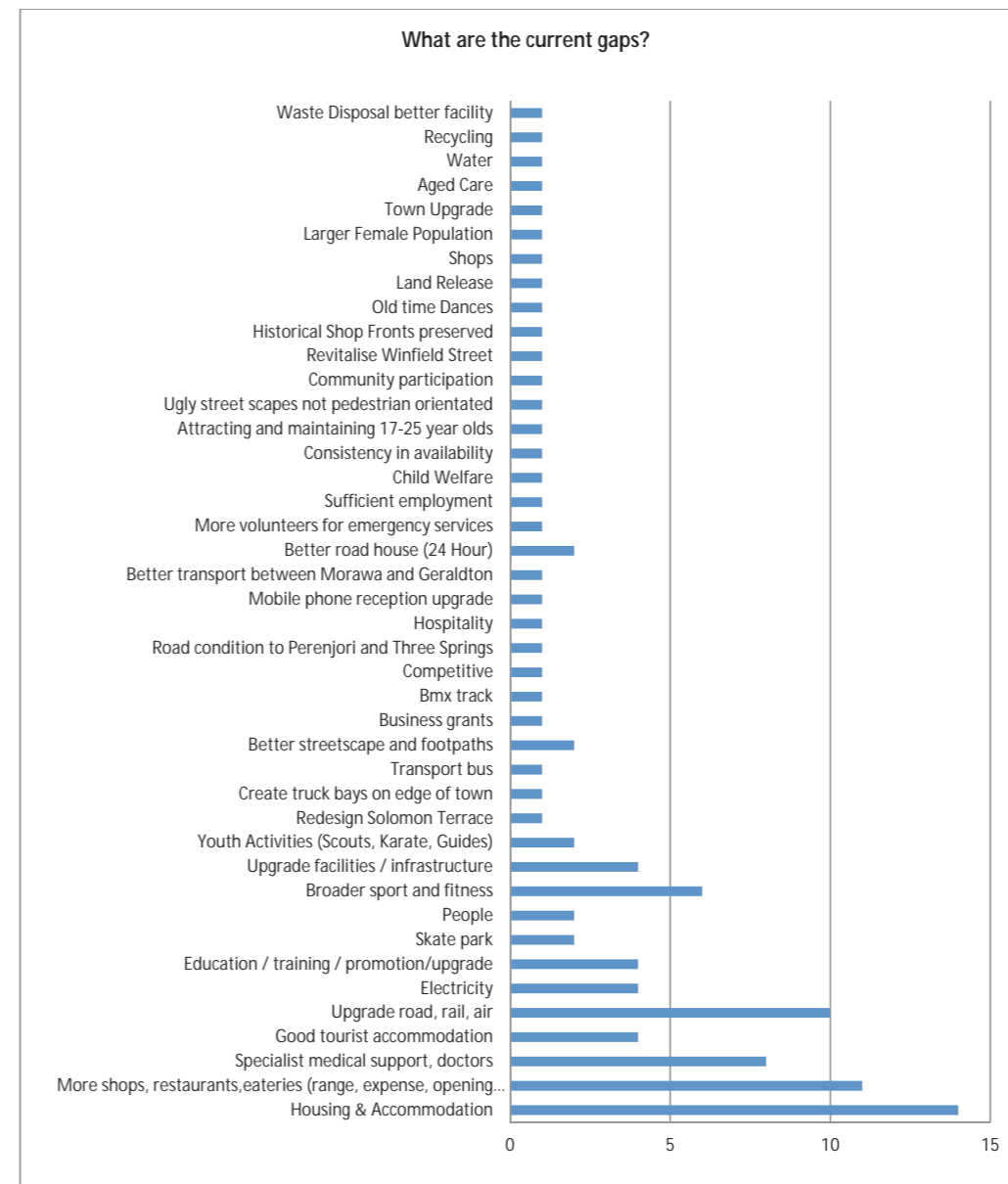
- More housing / accommodation / affordable housing
- Better health care / medical facilities / more doctors
- More shopping / restaurants
- Improve education
- Sporting facilities / services / gym / coordinator



1.9.2 What are the current gaps between what we have now and what we need?

The 5 most common responses were:

- Housing and Accommodation
- More shops, restaurants, eateries (range, expense, opening hours)
- Upgrade road, rail, air
- Specialist medical support, doctors
- Broader sport and fitness

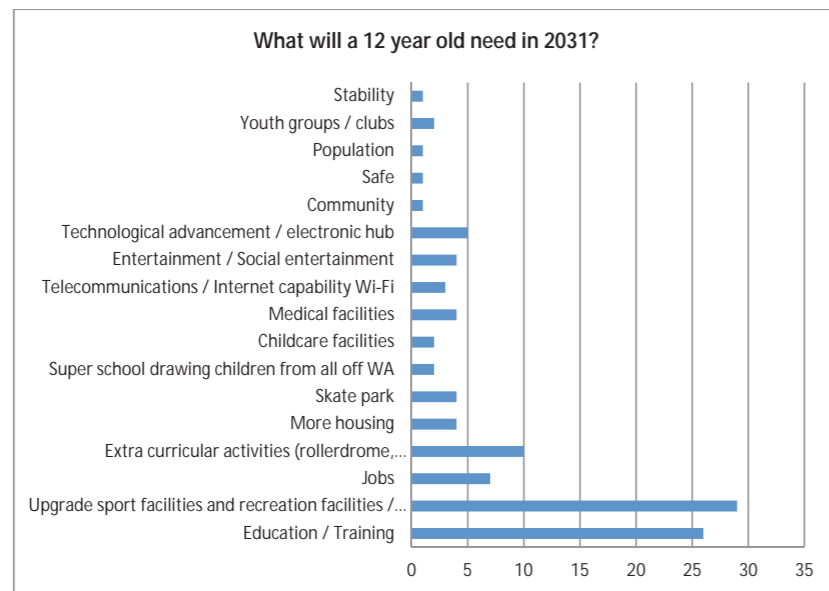




1.9.3 What will a 12 year old need in Morawa in the year 2031 (i.e. in 20 year's time)?

The 5 most common responses were:

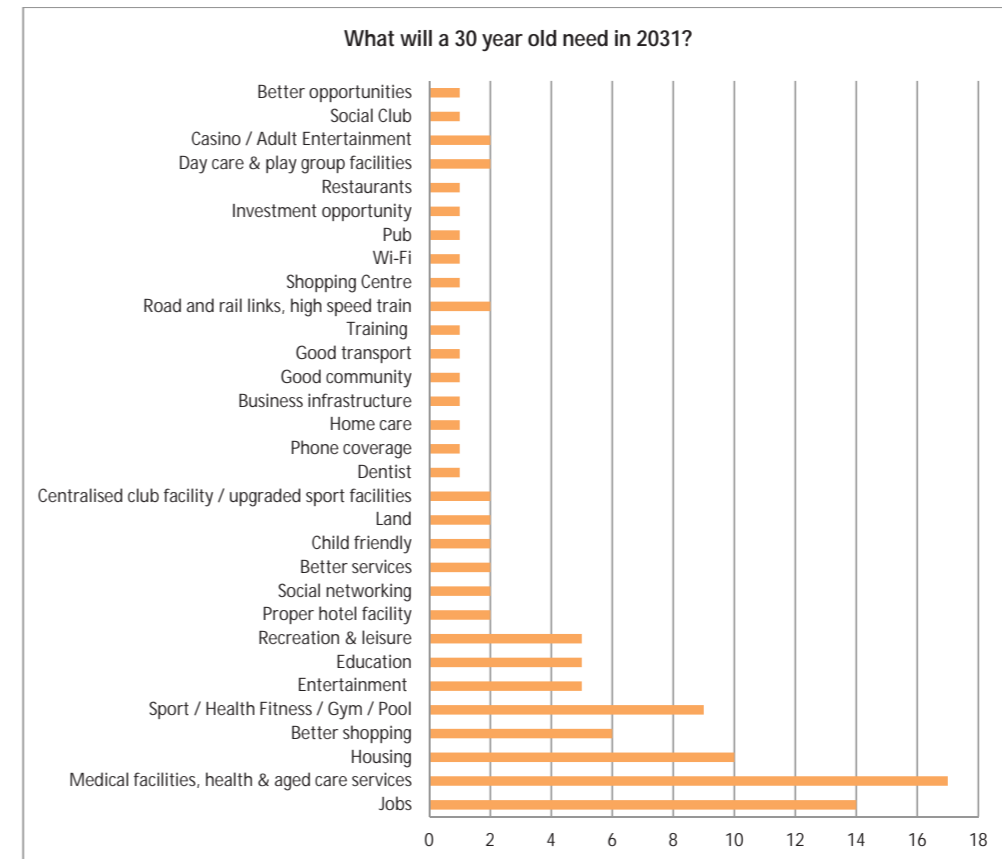
- Upgrade sport facilities and recreation facilities / pool
- Education / Training
- Extra-curricular activities (roller-drome, waterpark, movies)
- Jobs
- Technological advancement / electronic hub



1.9.4 What will a 30 year old need in Morawa in the year 2031?

The 5 most common responses were:

- Medical and health facilities
- Jobs
- Housing
- Sport / Health Fitness / Gym / Pool
- Better shopping

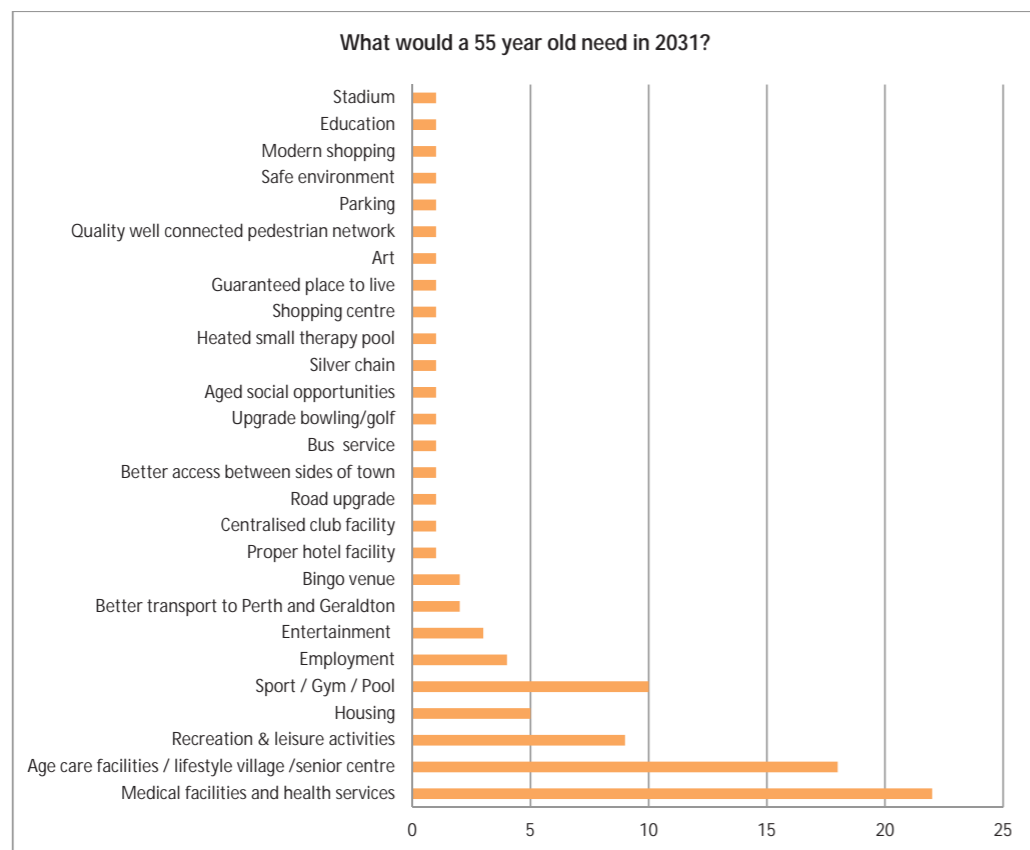




1.9.5 What will a 55 year old need in Morawa in the year 2031 (i.e. in 20 year's time)?

The 5 most common responses were:

- Medical and health facilities
- Aged care/ lifestyle village facilities
- Sport / Gym / Pool
- Recreation and leisure
- Housing



1.10 Service Delivery – Importance, Satisfaction and Performance Gaps

1.10.1 Service Delivery - Importance Ratings

Respondents were asked to rate the importance of each of 52 different services or facilities. Mean ratings for each service were determined as described at Section 1.1.6. Two respondents noted support for volunteers and streetscape and visual art as other services they would like to see provided by the Shire in the future.

	Local Government Services	Mean Importance Ranking
1	Health Services	2.93
2	Road works	2.93
3	Emergency services	2.90
4	Financial management	2.90
5	Education and Training	2.88
6	Power Supplies	2.86
7	Community engagement	2.85
8	Water Supplies	2.84
9	Economic development	2.83
10	Crime prevention	2.81
11	Small Business	2.81
12	Long term planning	2.80
13	Aged and disabled services	2.79
14	Telecommunications	2.79
15	Drainage, storm water and flood management	2.78
16	Parks and sporting facilities	2.77
17	Support for volunteers	2.77
18	Affordable housing	2.76
19	Maintenance	2.75
20	Aged person homes	2.74
21	Playgrounds	2.74
22	Verges and footpaths	2.74
23	Child care, playgroup, maternal and infant services	2.71
24	Council's customer service	2.71
25	Townscape presentation	2.71
26	Community halls and Rec Centre	2.70
27	Public Toilets	2.70
28	Street lighting	2.70
29	Health administration and inspection	2.68
30	Town planning	2.68
31	Cemetery	2.67
32	Tourist Centre	2.67
33	General garbage collection	2.66
34	Youth services	2.65
35	Employee housing	2.63
36	Mining Partnerships	2.60
37	Police Licensing Services	2.60
38	Environmental initiatives	2.59
39	Landscaping	2.59
40	Tourism management	2.58

41	Regional collaboration	2.56
42	Building control	2.53
43	Community Resource Centre	2.52
44	Festival and event support	2.49
45	Pest control	2.43
46	Indigenous Relations	2.42
47	Libraries	2.42
48	Waste Dump Point	2.40
49	Vegetation management	2.39
50	Ranger services	2.29
51	Museum Management	2.19
52	Skate park	2.05

**1.10.2 Service Delivery - Satisfaction Ratings**

Respondents were asked to rate their satisfaction with each of 52 different services or facilities. Mean ratings for each service were determined as described at Section 1.1.6.

	Local Government Services	Mean Satisfaction Ranking
1	Tourist Centre	2.41
2	Emergency services	2.41
3	Police Licensing Services	2.33
4	Community halls and Rec Centre	2.29
5	Council's customer service	2.29
6	Regional collaboration	2.26
7	Festival and event support	2.25
8	Parks and sporting facilities	2.24
9	Public Toilets	2.23
10	Health Services	2.23
11	Youth services	2.21
12	Cemetery	2.20
13	Crime prevention	2.17
14	Playgrounds	2.15
15	Health administration and inspection	2.14
16	Financial management	2.11
17	General garbage collection	2.11
18	Child care, playgroup, maternal and infant services	2.10
19	Aged and disabled services	2.10
20	Indigenous Relations	2.10
21	Building control	2.09
22	Community engagement	2.08
23	Landscaping	2.08
24	Libraries	2.07
25	Ranger services	2.06
26	Tourism management	2.06
27	Mining Partnerships	2.05
28	Long term planning	2.03
29	Economic development	2.03
30	Community Resource Centre	2.00
31	Town planning	2.00

32	Small Business	1.98
33	Waste Dump Point	1.97
34	Environmental initiatives	1.97
35	Maintenance	1.97
36	Museum Management	1.95
37	Townscape presentation	1.95
38	Vegetation management	1.94
39	Water Supplies	1.92
40	Street lighting	1.90
41	Support for volunteers	1.90
42	Aged person homes	1.90
43	Employee housing	1.89
44	Pest control	1.89
45	Education and Training	1.88
46	Drainage, storm water and flood management	1.83
47	Telecommunications	1.79
48	Verges and footpaths	1.73
49	Road works	1.71
50	Affordable housing	1.68
51	Power Supplies	1.65
52	Skate park	1.53

**1.10.3 Service Delivery - Performance Gap Analysis**

A gap analysis establishes the difference between importance and satisfaction. This is calculated by subtracting the mean satisfaction score from the mean importance score. The higher the differential between importance and satisfaction, the greater the difference is between the provision of that service by Council and the expectation of the community. Gap analysis enables us to provide a priority ranking for all 52 services and facilities.

	Local Government Service	Mean Importance Ranking	Mean Satisfaction Ranking	Performance Gap Analysis
1	Road works	2.93	1.71	1.22
2	Power supplies	2.86	1.65	1.21
3	Affordable housing	2.76	1.68	1.08
4	Verges and footpaths	2.74	1.73	1.01
5	Education and Training	2.88	1.88	1.00
6	Telecommunications	2.79	1.79	1.00
7	Drainage, storm water and flood management	2.78	1.83	0.95
8	Water Supplies	2.84	1.92	0.92
9	Support for volunteers	2.77	1.90	0.87
10	Aged person homes	2.74	1.90	0.84
11	Small Business	2.81	1.98	0.83
12	Economic development	2.83	2.03	0.80
13	Maintenance	2.75	1.97	0.78
14	Long term planning	2.80	2.03	0.77
15	Townscape presentation	2.71	1.95	0.76
16	Financial management	2.90	2.11	0.79
17	Community engagement	2.85	2.08	0.77



place match

18	Health Services	2.93	2.23	0.70
19	Aged and disabled services	2.79	2.10	0.69
20	Crime prevention	2.81	2.17	0.64
21	Child care, playgroup, maternal and infant services	2.71	2.10	0.61
22	Playgrounds	2.74	2.15	0.59
23	Street lighting	2.70	1.90	0.80
24	Parks and sporting facilities	2.77	2.24	0.53
25	Employee housing	2.63	1.89	0.74
26	Emergency services	2.90	2.41	0.49
27	Town planning	2.68	2.00	0.68
28	Council's customer service	2.71	2.29	0.42
29	Environmental initiatives	2.59	1.97	0.62
30	Mining Partnerships	2.60	2.05	0.55
31	Pest control	2.43	1.89	0.54
32	Community Resource Centre	2.52	2.00	0.52
33	Tourism management	2.58	2.06	0.52
34	Skate park	2.05	1.53	0.52
35	Vegetation management	2.39	1.94	0.45
36	Waste Dump Point	2.40	1.97	0.43
37	Libraries	2.42	2.07	0.35
38	General garbage collection	2.66	2.11	0.55
39	Health administration and inspection	2.68	2.14	0.54
40	Landscaping	2.59	2.08	0.51
41	Museum Management	2.19	1.95	0.24
42	Public Toilets	2.70	2.23	0.47
43	Cemetery	2.67	2.20	0.47
44	Ranger services	2.29	2.06	0.23
45	Building control	2.53	2.09	0.44
46	Youth services	2.65	2.21	0.44
47	Community halls and Rec Centre	2.70	2.29	0.41
48	Indigenous Relations	2.42	2.10	0.32
49	Regional collaboration	2.56	2.26	0.30
50	Police Licensing Services	2.60	2.33	0.27
51	Tourist Centre	2.67	2.41	0.26
52	Festival and event support	2.49	2.25	0.24

place match

1.10.4 Quadrant analysis

Utilising quadrant analysis is a useful way of analysing the importance and satisfaction ratings in combination with each other. The quadrant is developed by calculating mean scores for both importance and satisfaction for of the 52 services or facilities and plotting them against each other in a higher or lower quadrant.

Quadrant area number - 4 High Importance / Low Satisfaction	Quadrant area number -3 High Importance / High Satisfaction
Long term planning	Health Services
Economic development	Emergency services
Small Business	Council's customer service
Maintenance	Parks and sporting facilities
Townscape presentation	Crime prevention
Water Supplies	Playgrounds
Support for volunteers	Financial management
Aged person homes	Child care, playgroup, maternal and infant services
Education and Training	Aged and disabled services
Drainage, storm water and flood management	Community engagement
Telecommunications	
Verges and footpaths	
Road works	
Affordable housing	
Power Supplies	
Quadrant area number - 2 Low Importance / Low Satisfaction	Quadrant area number - 1 Low Importance / High Satisfaction
Mining Partnerships	Tourist Centre
Community Resource Centre	Police Licensing Services
Town planning	Community halls and Rec Centre
Waste Dump Point	Regional collaboration
Environmental initiatives	Festival and event support
Museum Management	Public Toilets
Vegetation management	Youth services
Street lighting	Cemetery
Employee housing	Health administration and inspection
Pest control	General garbage collection
Skate park	Indigenous Relations
Libraries	Building control
Ranger services	Landscaping
Tourism management	

1.10.5 Priority Scores

By combining the results of the quadrant analysis and the gap analysis, priority scores were developed for the 52 services or facilities. The priority score is determined by multiplying the performance gap by the quadrant area number in which the criteria, serviced or facility is situated.

	Local Government Service	Mean Importance Ranking	Mean Satisfaction Ranking	Performance Gap Analysis	Quadrant Analysis	Priority Ranking
1	Road works	2.93	1.71	1.22	4	4.88
2	Power supplies	2.86	1.65	1.21	4	4.84
3	Affordable housing	2.76	1.68	1.08	4	4.32
4	Verges and footpaths	2.74	1.73	1.01	4	4.04
5	Education and Training	2.88	1.88	1.00	4	4
6	Telecommunications	2.79	1.79	1.00	4	4
7	Drainage, storm water and flood management	2.78	1.83	0.95	4	3.8
8	Water Supplies	2.84	1.92	0.92	4	3.68
9	Support for volunteers	2.77	1.90	0.87	4	3.48
10	Aged person homes	2.74	1.90	0.84	4	3.36
11	Small Business	2.81	1.98	0.83	4	3.32
12	Economic development	2.83	2.03	0.80	4	3.2
13	Street lighting	2.70	1.90	0.80	2	1.6
14	Financial management	2.90	2.11	0.79	3	2.37
15	Maintenance	2.75	1.97	0.78	4	3.12
16	Community engagement	2.85	2.08	0.77	3	2.31
17	Long term planning	2.80	2.03	0.77	4	3.08
18	Townscape presentation	2.71	1.95	0.76	4	3.04
19	Employee housing	2.63	1.89	0.74	2	1.48
20	Health Services	2.93	2.23	0.70	3	2.1
21	Aged and disabled services	2.79	2.10	0.69	3	2.07
22	Town planning	2.68	2.00	0.68	2	1.36
23	Crime prevention	2.81	2.17	0.64	3	1.92
24	Environmental initiatives	2.59	1.97	0.62	2	1.24
25	Child care, playgroup, maternal and infant services	2.71	2.10	0.61	3	1.83
26	Playgrounds	2.74	2.15	0.59	3	1.77
27	General garbage collection	2.66	2.11	0.55	1	0.55
28	Mining Partnerships	2.60	2.05	0.55	2	1.1
29	Pest control	2.43	1.89	0.54	2	1.08
30	Health administration and inspection	2.68	2.14	0.54	1	0.54
31	Parks and sporting facilities	2.77	2.24	0.53	3	1.59
32	Community Resource Centre	2.52	2.00	0.52	2	1.04
33	Tourism management	2.58	2.06	0.52	2	1.04
34	Skate park	2.05	1.53	0.52	2	1.04
35	Landscaping	2.59	2.08	0.51	1	0.51
36	Emergency services	2.90	2.41	0.49	3	1.47
37	Public Toilets	2.70	2.23	0.47	1	0.47
38	Cemetery	2.67	2.20	0.47	1	0.47
39	Vegetation management	2.39	1.94	0.45	2	0.9

40	Building control	2.53	2.09	0.44	1	0.44
41	Youth services	2.65	2.21	0.44	1	0.44
42	Waste Dump Point	2.40	1.97	0.43	2	0.86
43	Council's customer service	2.71	2.29	0.42	3	1.26
44	Community halls and Rec Centre	2.70	2.29	0.41	1	0.41
45	Libraries	2.42	2.07	0.35	2	0.7
46	Indigenous Relations	2.42	2.10	0.32	1	0.32
47	Regional collaboration	2.56	2.26	0.30	1	0.3
48	Police Licensing Services	2.60	2.33	0.27	1	0.27
49	Tourist Centre	2.67	2.41	0.26	1	0.26
50	Festival and event support	2.49	2.25	0.24	1	0.24
51	Museum Management	2.19	1.95	0.24	2	0.48
52	Ranger services	2.29	2.06	0.23	2	0.46

APPENDIX 4 - FACILITIES ON OFFER IN MORAWA



SERVICES IN THE MID-WEST REGION

The following table provides an indication of the range and extent of community facilities and services provided in the district.

us = unserviceable

	Facility/Locality	Morawa	Mingenew	Carnamah	Perenjori	Three Springs
<b>Sporting Facilities</b>						
Playing fields	Oval fields (#)	1	1	1	1	1
	Cricket nets (#)	2	1		1	2
	Rect. fields (#)	1	1	1	1	1
Hard Courts	Basketball courts (#)	4	2		3 us	2 us
	Netball courts (#)	2	2		4	1
	Tennis courts (#)	6	7	6	4	4
	Squash courts (#)	2				2
	Bowling Green (rinks)	10	6	12	6	6
	Golf Club (holes)	18	18		18	18
	Swimming pool (m)	6x50		6x25	6x25	6x50
	Indoor sport courts (#)	1				
Motorised	Speedway (#)	1				
	Motocross (#)					
Equestrian	Polocrosse (#)		5			
	Racecourse (#)		1			
	Pony Club (#)	1			1	
Other	Aero club (#)	1				
	Shooting (#)	1			1	1
	Skatepark (#)		1		1	1
	BMX track (#)					
	Youth Centre (#)	1		1		
	Showground (#)	1	1		1	
<b>Community Service Facilities</b>						
General	Museum (#)	2	3	1	1	
	Library (#)	1	1	1	1	1
	Telecentre (#)	1	1			
	Town hall (pax)	250	15			1
	Function centre (pax)	80	100	1	120	1
Entertainment	Drive in (#)					
	Cinema (#)					
	Video store (#)	1				
Education	Pre-primary school (#)	1	1	1	1	1
	Primary school (#)	1	1	1	1	1
	District High (#)			1		
	Senior High school (#)	1				
	TAFE (#)	1		1		
Health		Hospital	Silver Chain and	1st Aid post	Medical centre	District hospital

	Facility/Locality	Morawa	Mingenew Aero Medical	Carnamah	Perenjori	Three Springs
	Day surgery					
	St John Ambulance	1	1	1	1 1	
	Dentist					1
	Physiotherapist					
	Chiropractor					
	Natural therapist					
	Podiatrist					
	Optometrist					
	Mental health					
	Aged care (units)	1				1
	Respite care					
	Palliative care (beds)					
Children	Child Health Centre	1	1	1	1	1
	Toy library		1			
	Playgroup	1	1			
	Child care	1	1			1
Service	CWA	1	1	1	1	
	Lions	1	1	1		1
	Freemasons	1	1			
	Arts and Crafts Group	1	4		1	
	Historical society	1	1			
	Agricultural society				1	
Safety	Police station	1	1	1	1	1
	Neighbourhood Watch					
	Volunteer Fire Service	1	1	1	1	1
	SES	1				
<b>Retail - Commercial</b>						
Commercial	Agricultural Services	4			3	3
	Equine services					1
	Mechanical and Tyre	1			2	4
	Auto electrician	1				2
	Service Stations	1			1	3
	Computing ICT	1				1
	Office supplies					
	Sports and camping					
	White goods/electric	1				
	Photographer					
	Picture framer					
	Bicycle sales					1
	Hotel/Tavern				1	2
	Newsagent					
	Cleaning	1			1	
	Newsagent	1				



	Facility/Locality	Morawa	Mingenew	Carnamah	Perenjori	Three Springs
	Dry cleaner (agent)	1				
	Business incubator					
	Air-conditioning					2
	Caravan Park	1			1	1
	Accommodation	4			2	5
	Toys					1
Professional	Finance & accounting			1		
	Legal					
	Bank	2				2
	Veterinarian					
	Real estate					1
	Newsagent	1				
	Pharmacy					
Food	General store	1				1
	Supermarkets	2			1	1
	Butcher					1
	Bakery	1				
	Grocer/Greengrocer	1				
	Fishmonger					
	Health foods					
	Local Markets (stalls)					
	Restaurant/Cafe				1	
	Takeaway /fast foods				1	2
	Catering					4
Household	White goods	1				1
	Electrical repairs	1				
	Furniture	1				
	Drapery/Manchester	1				1
	Garden / nursery					
	Pet / animal supplies					
	Home handyman s					1
Personal	Beautician	1			1	1
	Hairdresser					1
	Footwear					3
	Clothing					1
	Jeweller					
	Massage					3
Construction	Builder					
	Carpenter					1
	Painter					
	Plumber					1
	Electrical repair					
	Hardware	1				4
	Panel beater					
	Cabinet maker					

	Facility/Locality	Morawa	Mingenew	Carnamah	Perenjori	Three Springs
	Glazier					
	Handyman	1				
	Landscaping	1				
	Plastering and tiling					1
	Engineering				1	1
	Earth moving	1			3	1
	Locksmith					1









			Undertake an Aboriginal Heritage Site Survey	Undertake an Aboriginal Heritage Site Survey to verify the exact extent of the known Aboriginal Heritage Site within the Morawa Townsite Growth Boundary		Shire, DA	1 yr	\$0.075				Shire	Ethnographic Consultant
			Location at northern end of town to separate from existing residential uses	Industrial subdivision north of golf course (LandCorp)	Subdivision design (LandCorp) Lodge subdivision application Commence construction works Undertake sales and marketing	E1, E2, E4,	Shire, WAPC, LandCorp	11/12	\$0.7			LandCorp	
			Proximity to town centre/facilities	Residential subdivision north of White Avenue (LandCorp)	Subdivision design (LandCorp) Lodge subdivision application Commence construction works Undertake sales and marketing	C, Cb, E7, B9	Shire, WAPC, LandCorp	11/12 11/14	\$0.7			LandCorp	
08	Provide for a variety of residential and accommodation types	What is the 'right' mix of R-codes? What is the spatial requirement associated with this? What needs to occur to support this?	Prepare structure plans/development plans to support the progressive redevelopment of the following areas: - Salmons Terrace Precinct - Boulevard Frontage Lots - Rural Residential site fronting golf course - Infill opportunities	<b>Salmons Terrace Precinct</b> Include proposal to rezone the precinct to Residential 'R40' in proposed Omnibus Scheme Amendment Prepare local planning policy / design guidelines to guide redevelopment Progressive redevelopment undertaken by landowners <b>Boulevard Frontage Lots</b> Include proposal to rezone the precinct to Residential 'R30' in proposed Omnibus Scheme Amendment Prepare local planning policy / design guidelines to guide redevelopment Progressive redevelopment undertaken by landowners <b>Rural Residential Lot Fronting Golf Course</b> Include proposal to rezone the precinct to Residential R20R30 in Omnibus Scheme Amendment Investigate the opportunity to reuse landowner to green the golf course Prepare local planning policy and design guidelines to guide redevelopment Progressive redevelopment undertaken by landowners <b>Infill Redevelopment Opportunities</b> Include proposal to rezone various sites by addressing housing needs within Omnibus Scheme Amendment Prepare local planning policy / design guidelines to guide redevelopment Progressive redevelopment undertaken by landowners	C2, Cb, E7, B9	Shire, WAPC, Private Landowners	1-2 yrs	After Omnibus Scheme Amendment	Progressive redevelopment by landowners			Shire	TPG
			Adjacent land adjacent Hospital	Aged Persons Units (Shire Capital Works Program)	Identify opportunities for additional aged care housing in accordance with overarching housing needs	C1, C2, C4, E7, B9	Shire, Department of Health	12/13	\$0.7			Shire, Community Care, Mid West Investment Plan / Other Grants	TPG, CCS Strategic
			Proximity to Town Centre, employment	Facilitate Key Worker Accommodation for primary rental (as identified by Shire Capital Works Plan)	Identify opportunities for additional key worker accommodation in accordance with overarching housing needs	C1, C2, C4, E7, B9	Shire	1-3 yrs	\$0.7			Shire, Mid West Investment Plan	TPG, CCS Strategic Link to Reuse of Broadfield Hall Camp and White Street Residential Subdivision
			Proximity to existing tourist accommodation i.e. caravan park	Expansion of existing caravan park and additional accommodation units (as identified by Shire Forward Works Plan)	Plan and extend extent of caravan park grounds Identify potential caravan park operators and undertake marketing Identify opportunities for additional tourist accommodation in accordance with overarching housing needs	C2, E1, E7, B9	Shire	10/11	\$0.95			Shire	TPG
			Industrial land located South-East of Town Centre	Redevelopment of South Eastern Industrial Land	Include the proposal to rezone the industrial area to 'Residential' and rezone alternative area to 'Residential' to accommodate relocated businesses within Omnibus Scheme Amendment Negotiate with business owners to relocate industrial business to alternative location Undertake an assessment to determine the level of contamination Undertake necessary remediation works Prepare local planning policy / design guidelines to guide redevelopment from 'Industrial' to 'Residential'	C2, E1, E7, B9	Shire, WAPC, EPA	\$0.12	6-10 yrs			Shire, Royalties for Regions	TPG, Emerge, Porters
09	Provide affordable and quality residential and accommodation	What is required to support affordable and quality housing and accommodation? Does it have a spatial requirement?	Re-use of Broadfield Hall Camp	Re-use of Broadfield Hall Camp	Prepare an overarching strategy to determine housing requirements in Morawa Undertake detailed site survey to locate infrastructure Undertake negotiations with Broadfield for purchase of site / infrastructure Prepare detailed development plan for the re-use of the site having regard to the requirements of the Housing Strategy Undertake a rezoning amendment to the Town Planning Scheme in conjunction with subdivision and development applications Prepare and lodge a subdivision application Prepare and lodge a development application Undertake construction works Undertake sales and marketing	C1, C2, C10, E7, B9	Shire, Broadfield Hall, WAPC, EPA	1-3 yrs	\$0.3			Royalties for Regions	TPG, Forestry, Surveyors
01	Maximise community commitment to and participation in goal setting and decision making processes for development of the town	What initiatives are required to engage community? What support networks are required? What are the wider Shire considerations?	Integrated approach to marketing and communications Implement community capacity building initiatives (refer to C2)	Maximise community engagement and information dissemination through a variety of means Employ a place manager Establish a community connectedness forum, which is held bi-annually, one in March and one in September Integrated marketing, communications and stakeholder engagement strategies	C2							PM, CCS	
02	Encourage long-term partnerships between government, industry and the community	How should this be achieved?	Investment Attraction Strategy (Refer to E12) Governance Framework (refer to C2) Management Strategies (refer to C2)	Place	Establish a local Investment Attraction Strategy for implementation by the Local Chamber of Commerce. Will provide an interim approach until the Sub-Regional Economic Development Strategy is implemented.	C2	Shire, Local Chamber of Commerce, Mid West Development Commission						PM, CCS, Precyts
			Continuation of Morawa Education and Industry Training Alliance (MEITA)	MEITA to continue the ongoing implementation and review of its Strategic Plan and championing of education and training projects	03								
03	Share the provision and delivery of services across government, industry and the community of Morawa.	What services can be shared? How will these be delivered? What are the mechanisms to determine this?	Governance Frameworks management strategies (refer to C2)	Place	Define roles, responsibilities, resources and accountability Facilitate implementation and monitor progress and performance								NI

APPENDIX 6 - PRIORITISATION MATRIX

COMMUNITY

Aspirational Goal																																							
Community - A friendly community that is healthy, passionate, caring and inclusive																																							
Project Objectives																																							
C1 - Provision of adequate and quality community facilities for all age ranges				C2 - Accessible community facilities for all age ranges				C3 - Provide medical and health services to meet community needs				C4 - Provision of required range of emergency services				C5 - Maintain and increase the diversity of educational and vocational training opportunities				C6 - Acknowledgement of cultural (including indigenous) heritage through built form, public art and community activities				C7 - Increased education, training and employment opportunities for Aboriginal people				C8 - Provide opportunity for and encourage volunteering within community				C9 - Support a sustainable increase in population across a diverse range of age groups				C10 - Integrate the workforce with the local community			
Strategy/Project/Program																																							
Update the Asset Management Plan/Program to deal with routine maintenance and facility renewal needs in light of future growth		Reuse of former Hospital building (Potential for short term accommodation as identified in Shire Capital Works)		Sport and Recreation Master Plan		Place Making Strategy and Community Development Plan		Shire Administration Centre (Capital Works Program)		North Midlands Primary Care Project		Consider relocation of key emergency services as per the Town Centre Plan (Police, FESA, St John)		Implementation of Trade Training Centre (fully funded)		Industry Training Centre and Accommodation		Morawa Beacon (as identified by Shires Capital Works Plan)		Arbelt Project		Morawa Perenjori Trails Project (as identified by Shires Capital Works Plan)		Offer specialised industry training programs in the industry training facilities targeting local indigenous people		Community Connectedness Forum (merged with Community Development Plan - C2)		Morawa migration settlement research project		Workforce / FIFO / DIDO Integration Strategy									
Prioritisation Criteria	Weighting 1-10	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score										
Necessary to facilitate economic growth/diversity that can be sustained	10	3	3	3.5	3.5	2	2	0	0	4	4	2	2	4	4	5	5	3	3	3	3	3.5	3.5	4	4	0	0	3	3	4	4								
Implications/Comments		Increased levels of employment to implement asset management		Provides necessary accommodation to enable business and other economic		Limited impact		Establishes a plan to ensure on going growth		Increase levels of resources/employment numbers		Increased levels of employment and services		Limited Impact		Flow on benefits for business and employment. Improve education opportunities		Flow on benefits for business and employment. Improve education opportunities		Attracts Tourism		Attracts Tourism		Attracts tourism		Provides on-going employment opportunities		Enhanced business networks and thus improved economic outcomes		Increased levels of workforce population		Opportunity for using local services and businesses and community services							
Necessary to facilitate improved quality of life	9	3	2.7	3.5	3.15	5	4.5	0	0	4	3.6	2.5	2.25	4	3.6	5	4.5	2	1.8	4	3.6	3	2.7	4.5	4.05	0	0	3.5	3.15	4	3.6								
Implications/Comments		Improved facilities contributes to increased levels of usage and participation		Re-use of former buildings. Provides accommodation type to enable jobs		Maintaining quality of life for users		Establishes a plan to ensure on going growth		Better levels of Council services and working conditions		Improved access to health services		Providing a focus of Civic activities and improved efficiency in service delivery		Improves population retention		Improves population retention		Community Pride opportunities		Limited Impact		Limited Impact		Increased levels of education, training and access to job opportunities		Improved community interconnectedness and capacity building. Volunteerism, leadership and community spirit		Improved community interconnectedness and capacity building. Volunteerism, leadership and community spirit		Improved community interconnectedness and capacity building. Volunteerism, leadership and community spirit							
Necessary to facilitate and attract community building and diversity	9	2	1.8	3.5	3.15	4.5	4.05	0	0	4	3.6	2.5	2.25	3.5	3.15	4	3.6	3	2.7	3.5	3.15	3	2.7	4.5	4.05	0	0	4.5	4.05	4	3.6								
Implications/Comments		Improved facilities contributes to increased levels of usage and participation		Provides facility to accommodate diverse demographic		Maintaining quality of life for users		Provide an interventionist approach to community and capacity building		Improved levels of services		Facilitates whole of life health provision		Providing a focus of Civic activities and improved efficiency in service delivery		Improved skill and education and are work ready in Agriculture and Mining Sector		Improved skill and education and are work ready in Agriculture and Mining Sector		Community Pride opportunities		Limited Impact		Limited Impact		Contributes to employment diversity		Improved community interconnectedness and capacity building. Volunteerism, leadership and community spirit		Improved community interconnectedness and capacity building. Volunteerism, leadership and community spirit		Ensures community connectedness and shared ownership							
Assist in achieving population milestones (stimulate and sustain population growth)	7	3	2.1	3.5	2.45	3	2.1	0	0	5	3.5	1	0.7	4	2.8	5	3.5	1	0.7	3	2.1	2.5	1.75	4	2.8	0	0	4	2.8	4	2.8								
Implications/Comments		Increased services and facilities results in attracting and maintaining population growth		Provides variety in accommodation choice		Increased services and facilities results in attracting and maintaining population growth		Establishes a framework to ensure on-going growth		Increased resources to enable population growth		Enable essential services to facilitate growth. Population retention		Appropriately locating services to enable growth		Attracts and retains population		Attracts and retains population		Limited impact		Benefits economy and sustainability		Benefits economy and sustainability		Provides educational and training facilities for surrounding communities		A more cohesive community attracts population growth		Direct population growth		Contributes to population growth							
Can be implemented now or within the short term (0-5years) (project readiness)	8	3	2.4	3	2.4	5	4	0	0	5	4	0	0	3	2.4	5	4	3	2.4	3	2.4	5	4	5	4	0	0	2	1.6	5	4								
Implications/Comments		Within 3-5 years		Can be commenced within 4-5 years		Included in Forward Works Plan 2012/13		Can be prepared within 12-18 months		Can be implemented within 2-3 years		Working with key agencies to identify key milestones and targets. Provision of key worker housing essential for implementation		Sort term planning phase, medium term construction		Can be implemented with 5-8 years??		Can be implemented within 2 years		Can be implemented within 2-3 years		Currently being implemented		Currently being implemented		Can be implemented in conjunction with Trade Training Centre		Can be implemented with 6 months		May require government intervention, medium - long term		Links with mining activities							
Strategically facilitate or assist with benefitting other projects or initiatives (transformative projects)	7	4	2.8	2	1.4	2	1.4	0	0	5	3.5	3	2.1	4	2.8	4.5	3.15	4	2.8	3	2.1	3	2.1	5	3.5	0	0	3	2.1	4	2.8								
Implications/Comments		Facilitates improved levels of growth		Provides variety in accommodation choice to facilitate other projects		Limited Impact		Provides a framework for other projects		Limited impact		Potential to link in with population drivers such as mining projects		Enhance the Civic focus initiative		Improved skill and education and are work ready in Agriculture and Mining Sector. Facilitates business growth		Improved skill and education and are work ready in Agriculture and Mining Sector. Facilitates business growth		Draw tourism into morawa and benefits other tourist activities		Links with the local walk trails. Links with provision of accommodation.		Links with the local walk trails. Links with provision of accommodation.		Enhances workforce and contributes to being a centre for education and training excellence		Increases community ownership and involvement		Direct population growth and wider skills base and support services		Improves viability of business and housing diversity							
Has a flow on benefits for the region	5	0	0	4	2	0	0	0	0	5	2.5	1	0.5	5	2.5	5	2.5	3	1.5	5	2.5	4	2	5	2.5	0	0	3	1.5	4	2								
Implications/Comments		Limited impact		Accommodation type for broader regional use		Limited Impact		Opportunity for cost sharing arrangements		Opportunity for shared resourcing		Provides increased levels of services beyond Morawa		Limited Impact		Provides secondary education opportunities for broader region		Provides secondary education opportunities for broader region		Synergies with other regional tourist attractions		Interconnected trail with other trails		Interconnected trail with other towns		Enhances workforce and contributes to being a centre for education and training Excellence		Can be implemented across the region		Broader region benefits from workforce and support services		Provides a benchmark for integration							
Has long term 'post boom' benefits	5	4	2	4	2	5	2.5	0	0	5	2.5	3	1.5	5	2.5	5	2.5	3	1.5	5	2.5	5	2.5	5	2.5	0	0	4	2	4	2								
Implications/Comments		Realises the overall cost for life-time of asset		Facility can be adapted over time for alternative uses if required		Maintains Quality of Life		Provides a strong basis for ongoing community development		Limited impact		Provides normalised services		Logical co-location of civic services		opportunity to adapt education programs to fit business needs		opportunity to adapt education programs to fit business needs		Continues as a regional attractor		Provides long term recreational and social needs		Provides long term recreational and social needs		On-going education and training opportunities		On-going community cohesiveness		On-going community engagement		Infrastructure retained for medium to long term							
Visible improvements/results with a focus on the Town Centre, in the first instance	7	3	2.1	1	0.7	1	0.7	0	0	0	0	4	2.8	3	2.1	4	2.8	2	1.4	3	2.1	3.5	2.45	0	0	0	0	0	0	4	2.8								
Implications/Comments		Limited impact		Limited impact		Limited Impact		Limited Impact		Increased level of services will attract higher visitation numbers - spinoffs for other		Limited Impact		Limited Impact		Limited Impact		Limited Impact		Flow on benefits for tourist related industries		Opportunity to link with information centre		Opportunity to link with information centre		Limited impact		Limited Impact		Limited impact		Limited impact							
Has the ability to attract private investment	9	0	0	2	1.8	0	0	0	0	2.5	2.25	0	0	4.5	4.05	3.5	3.15	2	1.8	4	3.6	3	2.7	3	2.7	0	0	2	1.8	4	3.6								
Implications/Comments		Limited impact		Opportunities for private investment to undertake refurbishment		Limited Impact		Limited Impact		Limited impact		Ultimately to be managed as a private service		Limited Impact		Through scholarships and sponsorships		Through scholarships and sponsorships		Limited Impact		Limited Impact		Limited Impact		Sponsorship through agriculture and mining		Opportunity for private sector to sponsor programs and be involved in induction activities		Opportunity for private sector to sponsor programs and be involved in induction activities		Opportunity for mining sector to contribute to strategy and implementation							
Encourages or results in partnerships with other government agencies, non-government organisations, community and industry	9	3	2.7	3	2.7	5	4.5	0	0	5	4.5	5	4.5	5	4.5	5	4.5	3	2.7	4	3.6	3.5	3.15	4	3.6	0	0	5	4.5	4	3.6								
Implications/Comments		Limited impact		Depending upon use, other groups can utilise the facility		Opportunity for cost sharing and future implementation		Opportunity for cost sharing and future implementation		Potential for co-location of other agency and community groups		Opportunity for joint partnerships to deliver services		Collaboration with key agencies to plan and implement		Through private and government organisations		Through private and government organisations		Will require engagement with affected stakeholders		Through Agencies such as DEC, CALM etc		Through Agencies such as DEC, CALM etc		Opportunity to extend training into other sectors of government and non-government training and workforce		Opportunity for agency and private sector to sponsor programs and be involved in induction activities		Opportunity for agency and private sector to sponsor programs and be involved in induction activities		Opportunity for agency and private sector to sponsor programs and be involved in induction activities							
Requires funding through the SuperTowns program, however in part leverages off other funding sources	5	0	0	5	2.5	4	2	0	0	2.5	1.25	4	2	4	2	5	2.5	2	1	4	2	4.5	2.25	3	1.5	0	0	4	2	3	1.5								
Implications/Comments		Part private, SoM and other grants		Part SuperTowns, private, SoM and other grants		SuperTown, Government Agencies and private sources		Part SuperTowns, private, SoM and other grants		Funded by SoM		SuperTown, Part private, part SoM and other grants		SuperTown, Part government agency, part SoM and other grants		SuperTown, Government Agencies and private sources		Currently Funded, R4R, MidWest Inv Plan, Dept For Training		SuperTown, MidWest Inv Plan, part SoM and other grants		Midwest Councils, local government funds, other grants		Midwest Councils, local government funds, other grants		Part SuperTowns, Government Agencies and private sources		SuperTown, Government Agencies and private sources		Part SuperTowns, Government Agencies and private sources		Part SuperTowns, Government Agencies and private sources							
<b>Total Score</b>			<b>21.6</b>		<b>27.75</b>		<b>27.75</b>		<b>0</b>		<b>35.2</b>		<b>20.6</b>		<b>36.4</b>		<b>41.7</b>		<b>23.3</b>		<b>32.65</b>		<b>31.8</b>		<b>35.2</b>		<b>28.5</b>		<b>36.3</b>		<b>36.3</b>								



**ENVIRONMENT**

Aspirational Goal																											
Environment - Protect and enhance the natural environment and sense of place																											
Project Objectives																											
E1 - Maximise use of renewable energy				E2 - Ensure energy is used efficiently and effectively				E3 - Manage minimisation of waste to landfill and recover and reuse materials locally and regionally				E4 - Use water efficiently and maximise the harvesting and reuse of water				E5 - Provision of best practice stormwater management that is appropriate to the local				E6 - Maximise retention and rehabilitation of native vegetation within Morawa and support the retention of natural landform				E8 - Minimise the adverse impact of emissions, including noise and dust, on people			
Strategy/Project/Program																											
Solar thermal project (stage 1), and upgrade of Morawa - Perenjori Feeder line (stage 2)		Community energy and waste management education and strategy plans		Review Waste Management Strategy		Community Waste Minimisation Program (MERGE with WMS)		Construct a landfill transfer station (Shire Capital Works Program) (MERGE)		Stormwater and Wastewater Reuse Strategy		Building and Design Guidelines		Combined Water Strategy - DWMS, Stormwater & Waster Water Re-use Strategy, Drainage Infrastructure Upgrade Strategy		Local Biodiversity Strategy		Flora & Fauna Study		Emissions Assessment (if required) (Omnibus MERGE)		Noise Management Plan		Climate Change Adaption Strategy			
Prioritisation Criteria	Weighting 1-10	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score		
Necessary to facilitate economic growth/diversity that can be sustained	10	4.5	4.5	3	3	5	5	0	0	5	5	0	0	2	2	3	3	2	2	3	3	3	3	3	3		
Implications/Comments		Provides necessary infrastructure to facilitate development		Limited impact		May provide limited additional employment opportunities		Limited impact		May provide limited additional employment opportunities		Limited impact		Improved amenity		Limited impact		Limited employment and tourism opportunities		Required as necessary base data to facilitate growth		Required to enable future growth		Required to enable future growth		Required to enable future growth	
Necessary to facilitate improved quality of life	9	4.5	4.05	4	3.6	4	3.6	0	0	4	3.6	0	0	5	4.5	4	3.6	3	2.7	4	3.6	3.5	3.15	4	3.6		
Implications/Comments		Uses renewable resources to provide essential services. Provides power reliability for existing and future residences and businesses		Opportunity to educate the community and business on everyday use and reduce overall impact		Improved service delivery		Opportunity to educate the community and business on everyday use and reduce overall impact		Improved service delivery		Improved drainage systems and improved public realm (irrigation)		Better housing standards, improved water efficiencies and improved streetscapes		Improved drainage systems and improved environmental outcomes		Provides a framework for future retention and redevelopment opportunities		Provides information to protect environmental values		Ensure continued quality of life		Ensure continued quality of life		Ensures continued quality of life	
Necessary to facilitate and attract community building and diversity	9	3.5	3.15	3	2.7	3	2.7	0	0	3	2.7	0	0	2	1.8	2	1.8	3	2.7	0	0	0	0	0	0		
Implications/Comments		May attract community that promotes renewables resources		Limited impact		Limited impact		Limited impact		Limited impact		Improved levels of usage of public open space		Contributes to improved use of public spaces		Enables population growth		Provides recreational and tourism opportunities		Provides information to protect environmental values		Limited impact		Limited impact		Limited impact	
Assist in achieving population milestones (stimulate and sustain population growth)	7	4	2.8	4	2.8	3	2.1	0	0	3	2.1	0	0	4.5	3.15	1	0.7	3	2.1	3	2.1	3	2.1	3	2.1		
Implications/Comments		Will be staged to accommodate population growth. Provides reliable power supply		Limited impact		Enables population growth		Limited impact		Enables population growth		Improved amenity will attract a wider demographic with people choosing to live in Morawa		Assist in providing long term attractiveness of the town		Enables population growth		Increases attractiveness of the townsite to encourage population growth		Required as necessary base data to facilitate growth		Base information required to enable future growth		Base information required to enable future growth		Base information required to enable future growth	
Can be implemented now or within the short term (0-5years) (project readiness)	8	5	4	4	3.2	5	4	0	0	4	3.2	0	0	3	2.4	4	3.2	4	3.2	4	3.2	4	3.2	4	3.2		
Implications/Comments		Requires 18 month planning and approval lead time. Subject to final funding sources		Can be implemented within 6 months		Can be implemented within 12 months subject to approvals		Can be implemented within 6 months		Can be implemented within 12 months subject to approvals		Can be implementing within 12 months. Water sources supplemented with mains until reach population levels		Can be implemented as new development occurs		Can be implemented within 18 months		Can be implemented within 12 months		Can be implemented within 18 months		Can be implemented within 2-3 years		Can be implemented within 2-3 years		Can be implemented within 1-3 years	
Strategically facilitate or assist with benefitting other projects or initiatives (transformative projects)	7	5	3.5	3	2.1	3	2.1	0	0	4	2.8	0	0	5	3.5	2	1.4	2	1.4	2	1.4	2	1.4	3	2.1		
Implications/Comments		Given lag time for power supply, will be essential to assist in facilitating growth		Limited impact		Limited impact		Limited impact		Limited impact		Assists in attracting population growth and business investment		Provides clear guidelines for business investment and residential home builders		Provides requisite baseline mapping for future development		Provides a framework for future retention and redevelopment opportunities		Required as necessary base data to facilitate growth		Limited impact		Limited impact		Limited impact	

ENVIRONMENT

Aspirational Goal																											
Environment - Protect and enhance the natural environment and sense of place																											
Project Objectives																											
E1 - Maximise use of renewable energy		E2 - Ensure energy is used efficiently and effectively		E3 - Manage minimisation of waste to landfill and recover and reuse materials locally and regionally				E4 - Use water efficiently and maximise the harvesting and reuse of water		E5 - Provision of best practice stormwater management that is appropriate to the local		E6 - Maximise retention and rehabilitation of native vegetation within Morawa and support the retention of natural landform		E8 - Minimise the adverse impact of emissions, including noise and dust, on people													
Strategy/Project/Program																											
Solar thermal project (stage 1), and upgrade of Morawa - Perenjori Feeder line (stage 2)		Community energy and waste management education and strategy plans		Review Waste Management Strategy		Community Waste Minimisation Program (MERGE with WMS)		Construct a landfill transfer station (Shire Capital Works Program) (MERGE)		Stormwater and Wastewater Reuse Strategy		Building and Design Guidelines		Combined Water Strategy - DWMS, Stormwater & Waster Water Re-use Strategy,		Local Biodiversity Strategy		Flora & Fauna Study		Emissions Assessment (if required) (Omnibus MERGE)		Noise Management Plan		Climate Change Adaption Strategy			
Has a flow on benefits for the	5	4	2	3	1.5	3	1.5		0		0		0	2	1	2	1	3	1.5	0	0	0	0	3	1.5		
Implications/Comments	Can be expanded to include adjacent towns		Can be translated into other towns		Provides a regional resource for other towns (transfer facility)		Can be shared with other towns		Provides a regional resource for other towns (landfill and transfer facility)		Limited impact		Has the opportunity to provide a benchmark in building design		Limited impact		Contributes to a regional strategy		Contributes to a regional strategy		Limited impact		Limited impact		Provides benchmarking for other towns		
Has long term 'post boom'	5	5	2.5	4	2	4	2		0		0		4	2	5	2.5	3	1.5	3	1.5	0	0	0	0	3	1.5	
Implications/Comments	Continues to provide renewable sources of power-solar, biomas and potentially desalination benefits		Encourages long term cultural shift in the area of sustainability and energy use generally		Enables population growth		Encourages long term cultural shift in the area of sustainability and energy use generally		Enables population growth		Enables population growth. Maximises water sustainability		Has long term sustainability benefits		Ensures ongoing sustainable outcomes		Provides a framework for future retention and redevelopment opportunities		Provides a framework for future retention and redevelopment opportunities		Limited impact		Limited impact		Provides a framework for future initiatives		
Visible improvements/results with a focus on the Town Centre, in the first instance	7	0	0	0	0	0	0		0		4	2.8		0	3	2.1	1	0.7	1	0.7	0	0	0	0	0	0	
Implications/Comments	Limited impact		Limited impact		Limited impact		Limited impact		Limited impact		Improves the main street and public realm		Limited impact		Provides requisite baseline mapping for future development		Limited impact		Limited impact		Limited impact		Limited impact		Limited impact		
Has the ability to attract private investment	9	4.5	4.05	0	0	2	1.8		0		0	0		0	0	0	0	0	0	0	0	0	0	0	0	0	
Implications/Comments	This project will primarily be privately owned		Limited impact		Limited impact		Limited impact		Limited impact		Limited impact		Limited impact		Limited impact		Limited impact		Limited impact		Limited impact		Limited impact		Limited impact		
Encourages or results in partnerships with other government agencies, non-government organisations, community and industry	9	5	4.5	4	3.6	2	1.8		0		1	0.9		0	4	3.6	0	0	2	1.8	2	1.8	1	0.9	4	3.6	
Implications/Comments	Partnerships with government in the supply of power. May have flow on R&D and tourism opportunities		Sponsorship and partnership opportunities		Potential for shared facility		Sponsorship and partnership opportunities		Potential for shared facility		Limited impact		Would involve a collaborative approach to the preparation of guidelines and thus ongoing implementation		Limited impact		Limited impact		Limited impact		Limited impact		Limited impact		Potential for collaboration		
Requires funding through the SuperTowns program, however in part leverages off other funding sources	5	4	2	3	1.5	4	2		0		3	1.5		0	4	2	0	0	3	1.5	2	1	3	1.5	4	2	
Implications/Comments	Part SuperTowns and private funded		No SuperTowns funding required, support from other sources (Govt agencies)		Funding sought via other sources		No SuperTowns funding required, support from other sources (Govt agencies)		Funding sought via other sources		Funding sought through SuperTowns and SoM		SuperTowns or DoP Mid West Planning Fund		Part private (developer), part SuperTowns funded		SoM, private and other grants		Funding sought via other sources		Part private and other grants		Part private and other grants		SoM		
<b>Total Score</b>			37.05		26		28.6		0		0		26.6		0		28.55		16.9		21.1		16.1		15.25		22.6

# ECONOMY

Aspirational Goal												
Economy - A robust and innovative economy with a range of local employment opportunities												
Project Objectives												
Ec1 - Increase range and diversity of local businesses and industry				Ec2 - Increase local business investment			Ec3 - Promote use of new technology in community and businesses			Ec4 - Promote agriculture within the region		
Strategy/Project/Program												
North Midlands Sub-Region Economic Development Strategy			Additional Business Incubator Units			Utilise local CCI to assist with local business attraction and marketing and SuperTown implementation			NBN to extend fibre Broadband network into Morawa		Dry Agriculture Research feasibility Project	
Prioritisation Criteria	Weighting 1-10	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	
Necessary to facilitate economic growth/diversity that can be sustained	10	5	5	4	4		0	4.4	4.4	4	4	
Implications/Comments		Attractor of economic growth through policy and recommendation to develop/expand the regional commercial/business hub		Current Business Incubator Units are reaching full capacity and the development of additional units would provide the facility to promote and provide for economic growth				Upgrade to Morawa broadband services required to support future growth in the education, economic and government service sectors		Diversifies employment and education opportunities (R&D)		
Necessary to facilitate improved quality of life	9	3	2.7	3	2.7		0	4	3.6	4.5	4.05	
Implications/Comments		Promotes a vibrant, cohesive, economically stable and innovative regional town		Development of new facilities would promote a vibrant, cohesive, innovative regional town with opportunity for further economic growth				Essential to facilitate development of education, health care and community services		Assist in future proofing the long term agricultural industry		
Necessary to facilitate and attract community building and diversity	9	4	3.6	3	2.7		0	4	3.6	3	2.7	
Implications/Comments		Morawa's identity seen as successful regional business centre to attract community, education, recreation and business activity		New business units would promote Morawa as a successful regional business centre inturn attracting community, education, recreation and business activity				Provides connection to local, regional, national and worldwide community		Enhances and diversifies the existing demographic base and provides strategic employment		
Assist in achieving population milestones (stimulate and sustain population growth)	7	5	3.5	4	2.8		0	4	2.8	3.5	2.45	
Implications/Comments		Identifies key economic strategies to facilitate/attract population growth		New business units would provide opportunity for the establishment of new business inturn attracting further population growth				Moderate impact, allowing for population to stay/move to Morawa and work and study remotely		Contributes to population growth by diversifying and retaining population. Certainty for the agricultural industry		
Can be implemented now or within the short term (0-5years) (project readiness)	8	5	4	4	3.2		0	4	3.2	5	4	
Implications/Comments		Design and implementation achievable in the short term		Design and implementation achievable in the short term				2-3 years depending on population growth and NBN Co. roll out of infrastructure		Can be implemented within 12 months		



**ECONOMY**

Aspirational Goal											
Economy - A robust and innovative economy with a range of local employment opportunities											
Project Objectives											
Ec1 - Increase range and diversity of local businesses and industry				Ec2 - Increase local business investment				Ec3 - Promote use of new technology in community and businesses		Ec4 - Promote agriculture within the region	
Strategy/Project/Program											
North Midlands Sub-Region Economic Development Strategy		Additional Business Incubator Units		Utilise local CCI to assist with local business attraction and marketing and SuperTown implementation		NBN to extend fibre Broadband network into Morawa		Dry Agriculture Research feasibility Project			
Strategically facilitate or assist with benefitting other projects or initiatives (transformative projects)	7	5	3.5	4	2.8	0	5	3.5	3.5	2.45	
Implications/Comments		Identifies pivotal economic activity to increasing Morawa's profile at a local, regional and state level which will link with the majority of Morawa SuperTown projects		The project would complement and assist other SuperTown projects including education, training, health, tourism, residential, mining and business related initiatives			Strong connection with SuperTown residential, commercial and education projects including the Industry Training Centre		Builds on educational sector and enhances the agriculture industry generally		
Has a flow on benefits for the region	5	5	2.5	4	2	0	5	2.5	5	2.5	
Implications/Comments		The strategy would be a platform to attract investment and increase profile of the North Midlands region		The business units would provide a platform to attract business investment and increase the profile of the North Midlands region			Due to NBN Co. population size requirements, the network will only be available to Morawa Townsite initially		Potential local, national and international benefits		
Has long term 'post boom' benefits	5	5	2.5	4	2	0	5	2.5	5	2.5	
Implications/Comments		Strategy would continue to identifying Morawa as a local and regional economic centre and attractor for population and land use growth		Essential facility required to supply business and community on an ongoing basis			Required to supply service to the community on an ongoing basis		Sustainability of the agriculture sector		
Visible improvements/results with a focus on the Town Centre, in the first instance	7	3	2.1	1	0.7	0	0	0	0	0	
Implications/Comments		Can be implemented with a focus on Town Centre		Immediate physical impact based on new facilities becoming available to the Morawa townsite			Immediate physical impact based on network service becoming available to the Morawa townsite population		Limited impact		
Has the ability to attract private investment	9	0	0	4	3.6	0	0	0	5	4.5	
Implications/Comments		Strategy would be utilised and designed to attract innovative private sector commercial and industrial development		Constructed for private sector use			NBN Co. providing wholesale service		Opportunity for private sector to sponsor feasibility		

## ECONOMY

Aspirational Goal											
Economy - A robust and innovative economy with a range of local employment opportunities											
Project Objectives											
Ec1 - Increase range and diversity of local businesses and industry				Ec2 - Increase local business investment				Ec3 - Promote use of new technology in community and businesses		Ec4 - Promote agriculture within the region	
Strategy/Project/Program											
North Midlands Sub-Region Economic Development Strategy			Additional Business Incubator Units			Utilise local CCI to assist with local business attraction and marketing and SuperTown implementation		NBN to extend fibre Broadband network into Morawa		Dry Agriculture Research feasibility Project	
Encourages or results in partnerships with other government agencies, non-government organisations, community and industr	9	4	3.6	4	3.6	0	4	3.6	5	4.5	
Implications/Comments		The economic development strategy developed and designed to incorporate partnerships with all sectors		Provides a strong Local Government and private sector partnership			Involves partnership with Shire of Morawa, Telstra and NBN Co.		Opportunity for agency and private sector to sponsor		
Requires funding through the SuperTowns program, however in part leverages off other funding sources	5	5	2.5	5	2.5	0	5	2.5	5	2.5	
Implications/Comments		Joint funding required to proceed		Joint funding required to proceed			Joint funding required to proceed		SuperTowns, Government Agencies and private sources		
<b>Total Score</b>			<b>35.5</b>		<b>32.6</b>			<b>32.2</b>		<b>36.15</b>	





## Government and Civic Leadership

Aspirational Goal							
Governance and Civic Leadership - A collaborative and connected community with strong and vibrant leadership							
Project Objectives							
G1 - Maximise community commitment to and participation in goal-setting and decision making processes for development of the town		G2 - Encourage long term partnerships between government, industry and the community		G3 - Share the provision and delivery of services across government, industry and the community of Morawa			
Strategy/Project/Program		Strategy/Project/Program		Strategy/Project/Program		Strategy/Project/Program	
Maximise community engagement and information dissemination through a variety of means							
Prioritisation Criteria	Weighting 1-10	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score
Necessary to facilitate economic growth/diversity that can be sustained	10		0		0		0
Implications/Comments		Aim to create strong connections with private, public and community sectors to facilitate economic growth. Key aims include promotion of development opportunities and ensuring avenues for feedback between the Shire, public and private sector are developed. The promotion and dissemination of Morawa SuperTown information will assist in facilitating economic growth					
Necessary to facilitate improved quality of life	9		0		0		0
Implications/Comments		Community engagement allows all sectors to receive direct information and participate in development and implementation of the Morawa SuperTown projects. Community engagement in the development of the growth plan and related projects will aim to improve quality of life for the Morawa Community and Mid West region					
Necessary to facilitate and attract community building and diversity	9		0		0		0
Implications/Comments		Community participation aimed to achieve community ownership of Morawa SuperTown Project					
Assist in achieving population milestones (stimulate and sustain population growth)	7		0		0		0
Implications/Comments		Facilitate national, statewide, regional and local advertising of information relating to Morawa SuperTown will create a stimulus for development and population growth. This has been initiated by the State Government and Shire.					
Can be implemented now or within the short term (0-5years) (project readiness)	8		0		0		0
Implications/Comments		Currently being implemented through advertising, public meetings, door knock letter drops, web site information. Consultation and engagement will continue through the Morawa SuperTown development and implementation phases.					
Strategically facilitate or assist with benefitting other projects or initiatives (transformative projects)	7		0		0		0
Implications/Comments		Promotion, communication and receipt of feedback from the local community, region, public and private sectors is essential for the successful implementation of the Morawa SuperTown and associated projects					

## Government and Civic Leadership

Aspirational Goal					
Governance and Civic Leadership - A collaborative and connected community with strong and vibrant leadership					
Project Objectives					
G1 - Maximise community commitment to and participation in goal-setting and decision making processes for development of the town		G2 - Encourage long term partnerships between government, industry and the community		G3 - Share the provision and delivery of services across government, industry and the community of Morawa	
Strategy/Project/Program		Strategy/Project/Program		Strategy/Project/Program	
Maximise community engagement and information dissemination through a variety of means					
Has a flow on benefits for the region	5	0	0	0	0
Implications/Comments	Dissemination of information to the regional community/areas is considered important due to the regional nature and impact of the Morawa SuperTown Project. Communication will continue through Regional Reference Group members, advertising and consultation				
Has long term 'post boom' benefits	5	0	0	0	0
Implications/Comments	Ongoing as part of Shire communications				
Visible improvements/results with a focus on the Town Centre, in the first instance	7	0	0	0	0
Implications/Comments	Important to provide ongoing communications to community, public and private sector of planning, development and implementation of all Town Centre SuperTown projects				
Has the ability to attract private investment	9	0	0	0	0
Implications/Comments	Communication of information is very important to attract private sector interest and investment in Morawa				
Encourages or results in partnerships with other government agencies, non-government organisations, community and industry	9	0	0	0	0
Implications/Comments	Aim is to provide information and conduct meetings/discussions on the Morawa SuperTown Project to encourage partnerships with other government agencies, non-government organisations, community and industry. Membership by key government agencies to the Morawa SuperTown Growth Team and business and indigenous representatives to the Reference Group has seen this task being initiated				
Requires funding through the SuperTowns program, however in part leverages off other funding sources	5	0	0	0	0
Implications/Comments	Joint funding required to proceed				
<b>Total Score</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>







