

ESPERANCE SUPERTOWN

Interim Growth and Implementation Plan

6 March 2012



Department of Regional Development and Lands



ROYALTIES FOR REGIONS

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ESPERANCE



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“We are a resourceful and relaxed people motivated towards building our economy whilst strengthening our relationship with each other and the environment.”

-Esperance SuperTown Growth Plan Vision Statement

EXECUTIVE SUMMARY

I. BACKGROUND

This Esperance SuperTown Growth Plan (Growth Plan) has been prepared to align the State Government’s strategic interest in addressing predicated population growth and the aspirations of the local community to provide a blueprint for the future growth of Esperance towards a population of 29,000 people over the next 30 to 40 years.

The Growth Plan builds upon the existing State, Regional and Local strategic planning framework and explores current situations, drivers and pressures under the areas of community, economy, environment, land use, built form and infrastructure as they relate to Esperance.

Development of this Growth Plan included a comprehensive, inclusive and targeted community engagement process comprising representatives from state agencies, the Shire of Esperance Council, community organisations and the local community. A number of engagement methods were employed to ensure community and stakeholders the opportunity to participate and input into the planning process including questionnaires, open days, community visioning workshops and a series of one-on-one meetings.

Following the consultation process, an overarching vision, aspirational goals and project objectives were developed which underpin the Growth Plan. The vision statement for the Growth Plan is:

“We are a resourceful and relaxed people motivated towards building our economy whilst strengthening our relationship with each other and the environment.”

The Growth Plan identifies a range of spatial and non-spatial intervention strategies and actions, intrinsically linked to the vision, goals and objectives and which aim to facilitate action and attract necessary investment in order to cater for future population growth.

The Spatial Growth Plan sets out the preferred approach to accommodating future urban growth through the identification of an urban boundary, key nodes of activity and the distribution of land use and residential density. The Town Centre Plan focuses on connecting the town centre and the foreshore, establishing a town heart as a place for people, improving streetscapes to balance the needs of pedestrians and vehicles, and consolidating development in a more contained environment.

A range of transformational projects are identified which will assist with increasing Esperance’s appeal and perception of liveability, as well as provide for essential capacity building infrastructure which will assist in catering for population growth.

Four (4) projects or initiatives have been identified as key priority projects for funding under the SuperTown program that are considered as critical in the short term, which include:

Foreshore Redevelopment Works;

- » “Esperance Waterfront”: A World Class Foreshore Development
- » Esperance Town Centre Revitalisation Planning Project;
- » Workers Accommodation Village; and
- » An Economic Development Strategy including Industry Development (Supply Chain) Study.

An Implementation Plan for each of the transformational projects sets out the various scope of works, public sector agencies or private sector organisations responsible for implementing a particular action, timeframes, costs and potential funding sources.

Finally this Growth Plan identifies a conceptual governance structure that promotes an enabling approach that invites and attracts private sector investment whilst ensuring due process (bureaucracy) is effectively and efficiently addressed. The governance structure endeavours to introduce a power to influence and bring stakeholders to the table and provides sufficient authority to act quickly to deliver upon the plan.

This document provides the Shire with a platform for seeking funding through the State Government’s Royalties for Regions and SuperTown programme as well as other funding programmes. It is intended to inform all levels of government, servicing agencies, community providers and members of the community as well as inform future strategic planning decision-making. This document should be considered as a living document that can be updated and adapted on an on-going basis to appropriately respond to ongoing change.

II. BUILDING A FUTURE FOR ESPERANCE

A Vision for Esperance

“We are a resourceful and relaxed people motivated towards building our economy, whilst strengthening our relationship with each other and the environment.”

The vision encompasses:

- » Strong network of self-reliant community and service organisations.
- » Strong attraction and interaction to the natural environment.
- » Need to protect the character and spirit of the community.
- » Need for key strategic employment drivers to ensure a diverse economy.

DRAFT

EXECUTIVE SUMMARY

A series of thematic Aspirational Goals have been developed to describe the desired characteristics of Esperance and represent higher-order aims that are intended to shape a desired sustainable future for Esperance and accompanied by a number of project objectives that form the basis for the assessment of proposed strategies and projects. These were developed in line with this vision and based on outcomes of consultation activities and previous works undertaken by the Shire of Esperance (SoE) and the Goldfields Esperance Development Commission (GEDC), These are outlined in the following table:

	ASPIRATIONAL GOALS	OBJECTIVES
COMMUNITY	A creative, caring and supportive community that fosters a 'sense of belonging and motivates all through its positive 'can do' attitude.	<p>C1. Foster, support and encourage the development of a vibrant, self-sufficient and caring community.</p> <p>C2. Support a sustainable increase in local population across a diverse range of age groups.</p> <p>C3. Support the development and prosperity of outlying townships to meet the needs of their communities.</p> <p>C4. Provide equitable access to a high level of utilities and services.</p> <p>C5. Provide diverse and innovative education and training opportunities and facilities.</p> <p>C6. Provision of quality, co-located medical facilities and health related services that cater to the needs of the community.</p> <p>C7. Encourage and support the development of arts and cultural activities, services and facilities.</p> <p>C8. Provide cost-effective and user-friendly leisure and recreational services and facilities through planning partnerships, sponsorship and community involvement.</p> <p>C9. Support and advocate well-trained and well-equipped volunteer groups and organisations that contribute to the community.</p> <p>C10. Acknowledgment of Indigenous and European cultural heritage through built form, public art and community activities.</p>
NATURAL ENVIRONMENT	Sustainable approach to living and preservation and restoration of the pristine natural environment.	<p>NE1. Sustainably manage the natural environment while balancing its use for tourism purposes.</p> <p>NE2. Understand the values of native vegetation and maximise its retention and rehabilitation.</p> <p>NE3. Provide best practice coastal management to minimise environmental impact whilst maintaining recreational values.</p> <p>NE4. Minimise waste to landfill and recover and reuse materials locally and regionally.</p> <p>NE5. Management of waste to avoid adverse environmental impacts.</p> <p>NE6. Use water efficiently and maximise the reuse of water.</p> <p>NE7. Encourage best practice stormwater management.</p> <p>NE8. Provide opportunity to utilise and increase renewable energy.</p> <p>NE9. Ensure energy is used efficiently and effectively.</p>

	ASPIRATIONAL GOALS	OBJECTIVES
ECONOMY	A strong and innovative local economy that provides employment opportunities for a range of age groups within diverse industries.	<p>E1. Encourage and support the development of tourism that caters for local, regional and international tourist opportunities year round.</p> <p>E2. Embrace strategic and innovative industry opportunities that capitalise on isolation, international trends and new emerging markets.</p> <p>E3. Increase range and diversity of local businesses primarily located within a consolidated and revitalised town centre with an enhanced tourism based role.</p> <p>E4. Promote and utilise the entrepreneurship of local businesses.</p> <p>E5. Promote and increase business investment opportunities through marketing and branding strategies.</p> <p>E6. Strengthen and enhance level of service from local businesses through education, training and apprenticeships programmes.</p>
BUILT ENVIRONMENT/INFRASTRUCTURE	A compact and connected townsite that includes a diverse range of land uses, capable of accommodating a growing and integrated local population.	<p>B1. Provide for the equitable and sustainable development of land within an established growth boundary.</p> <p>B2. Consolidate and revitalise the Town Centre and activate key street frontages that attract and retain pedestrians.</p> <p>B3. Integrate the town centre and foreshore both physically and through appropriately located and compatible land uses.</p> <p>B4. Provide a variety of well-designed active and passive public places.</p> <p>B5. Provide an integrated, safe and efficient intermodal transport network, which actively encourages walking and cycling</p> <p>B6. Provide suitable transport networks that enhance connectivity to and from Esperance and other destinations within the region and beyond.</p> <p>B7. Provide adequate essential services and infrastructure to support population growth.</p> <p>B8. Promote a transect approach to housing that accommodates high density close to town centre with rural residential on the periphery.</p> <p>B9. Provide affordable and quality housing and tourist accommodation opportunities.</p> <p>B10. Encourage a distinct architectural character and style that responds to the climatic setting and promotes identity and a "sense of place".</p> <p>B11. Promote and encourage best practice and sustainable urban design and construction methods.</p>
CIVIC LEADERSHIP AND GOVERNANCE	A collaborative community directed by strong, proactive leaders who ensure two-way communication is maintained.	<p>G1. Encourage the cultivation of strong and proactive leadership within the community.</p> <p>G2. Maximise collaboration and community commitment to actively participate in decision-making processes.</p> <p>G3. Provide effective and efficient two-way communication between decision makers and the community.</p> <p>G4. Provide a proactive and innovative policy and governance framework that enables and encourages quality outcomes.</p> <p>G5. Identify, establish and maintain partnerships between government, industry and the community.</p> <p>G6. Assist the broader region in reaching its potential through co-operation, resource sharing and proactive representation.</p>

III. THE COMMUNITY

CONTEXT

Esperance has long been a sustainable community. It has not suffered the fluctuations in populations other regional towns have experienced as a result of the significant shifts in industry and agriculture, nor has it had the same degree of urban drift. The natural beauty of Esperance, its climate, isolation and lifestyle have insulated the town to some degree, attracting people to the town and encouraging others to stay. The range of infrastructure available in Esperance, while not comprehensive, has been better than many regional towns facilitating the formation of a sustainable community.

A powerful driver of community sustainability within Esperance is the community itself. The social fabric of the town is strong and results from the investment of community members in a diverse range of clubs, associations and not for profit organisations, providing opportunities for people to connect, network, recreate, celebrate and support each other. The span of these activities has ensured that most interests of the community have had a formal means of expression. Sport, recreation, religion, community services, children, the aged, the natural environment, hobbies and much more have all had a home.

The resulting social capital is the backbone of Esperance, however, things are changing. The following issues need to be addressed to ensure the ongoing sustainability of the Esperance community:

Diminishing volunteerism: There is a sense that the volunteer base that has been so vital to Esperance is diminishing with fewer people willing to be involved.

Population attraction and retention: It appears it is harder to retain people in town. Families are moving when their children require higher education, people are moving for more comprehensive medical services and others are moving for career development or more diverse employment opportunities.

Limited vocational opportunities: Attracting people and business development to Esperance is also becoming more difficult. Other regional towns are able to offer better employment opportunities and are developing a more comprehensive range of services and facilities.

THE WAY FORWARD

The SuperTown project presents significant opportunities for the town, the community and the region. Addressing key factors influencing business investment and the attraction and retention of people are important for the vision to be realised. A comprehensive approach that goes beyond the delivery of infrastructure is Delivery of both soft and hard infrastructure is required to ensure the vision can be realised and needs to integrate:

- » Attraction and retention of people and business.
- » Timely delivery of land, key infrastructure, services and facilities.
- » Strengthening the social fabric of the town i.e. volunteerism, clubs and associations.
- » Addressing gaps in provision and representation of Aboriginal, youth and aged care needs.
- » Attraction of diverse industry, and more choice in education and healthcare.
- » Ongoing authentic engagement with the community.

With the support of strong leadership and management from the key agencies of the town, the following strategies will assist in Esperance's growth and ongoing social sustainability:

Community Infrastructure Planning: The development of a Community Infrastructure Plan to thoroughly assess facilities, current needs, project future needs and to provide an achievable plan for the timely delivery of facilities with a focus on joint provision. There is a great need to resolve the Greater Sporting Ground and Bay of Isles Recreation Centre in the short term.

Community Development Planning: The Community Infrastructure Plan needs to be accompanied by a Community Development Plan. This should be developed in consultation with the community, service providers, clubs and associations, and ensuing engagement of youth, aged and the Aboriginal communities.

Planning for Community: All planning for projects and future town planning should ensure that the community elements identified in the community integrated Strategy are incorporated.

Development and Implementation of Community Engagement and Communications Plan: Ongoing community and stakeholder input into the SuperTown project and sub projects will be critical to ensure the plans have the value of being informed by local people.

Shire Planning: As the town grows there will be a need for a variety of planning instruments and other actions relating to: clubs; youth; culture; events; art; marketing and branding; disability; and advocacy of education and health.

IV. ECONOMY

CONTEXT – ECONOMY

Population and aspirational growth targets: Esperance is an optimised town that has reached its current size and configuration through the interplay of social, technological, economic, environmental and political forces. For Esperance to double in size over this period would require an annualised growth rate of 3% as represented in the growth trajectories detailed in “Table 1 - Population trajectories” on page 5

	2011	2016	2021	2026	2031	2036
3% PA AVERAGE GROWTH	14,500	17,400	20,300	23,200	26,100	29,000

Economic base: Esperance is primarily an isolated town with a strong agricultural hinterland, an emerging mining and resources base and a relatively substantial port. The town is also the commercial and administrative hub for the Esperance sub-region.

Population and growth: To grow significantly beyond its current profile, Esperance will require a multi-faceted intervention aimed at increasing the town’s capacity and capability, leveraging the employment generation opportunities, and attracting and effectively managing the level of private and public funding and infrastructure required to generate growth.

Employment generators: It is the strategic employment generated by key driver industries and projects that will provide the durable economic base on which the community can grow. If Esperance’s population were to double, we would reasonably expect that there would be a requirement for approximately an additional 4,500 jobs (2,600 of these strategic) would be needed in addition to those currently existing in the Shire.

Floor Space Demand: Population growth will increase demand for population driven functions like entertainment, retail and commercial services requiring additional floor space. 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.

Land Availability: A relative oversupply of residential and industrial land, comparatively high construction costs inhibits the take up of new lots and the vacancy rate for rental properties is very low. This is impacting on the affordability of housing for residents, as well as the availability of tourist accommodation for visitors.

THE WAY FORWARD – ECONOMY

From an economic perspective, it is the projects and strategies that will drive the growth of the town and underpin the economic and employment base of Esperance in the longer term. Undertaking an Industry Development and Supply / Value Chains Study and the Enterprise Business Unit Study will be a significant part of an integrated strategy for growth insofar as they are directly designed to understand and drive the development of strategic employment in Esperance over the medium to longer term.

An economic development strategy has a number of key functions, notably to:

- » Generate employment in the region through project facilitation, attraction and investment mobilisation.
- » Ensure durability, quantity, quality and distribution of jobs in the region keeps pace with the aspirational aims of the Growth Plan.
- » Inform infrastructure planning and development so as to maximise capacity building in the town.
- » Inform strategic and statutory planning so as to ensure the optimal development of retail, commercial, and industrial offerings
- » Identify the requirement for enabling industry specific infrastructure and the necessary mechanisms, investment and actions required to realise it.
- » Establish economic resilience within the community through the consolidation and extension of key industry drivers and through a balanced economic diversification strategy.

Effective economic development requires an effective governance mechanism that has the will, the authority and the capacity to achieve these functions. In real terms the success and output of an economic development can be gauged by the extent to which it achieves these functions. Refer to Section 5.3 – Governance.

“Comprehensive strategic planning will be required on a regional level to guide the development of district and site-level growth for areas of urban consolidation and expansion...”

V. INFRASTRUCTURE

CONTEXT – INFRASTRUCTURE

Water Supply: Water can be supplied from existing aquifers in the medium to long term subject to no decline in rainfall and a fall in groundwater levels.

Wastewater: Upgrade of the town wastewater treatment plant and associated infrastructure is expected to service the town for 10 years at the current development rate. An opportunity exists to re-design the proposed second wastewater treatment plant at Wylie Bay to replace the town wastewater treatment plant to connect the two parts of the town.

Power: Horizon Power has indicated that short-term growth can be adequately met, with long term growth to be assessed on an as needs basis. There are opportunities for undergrounding of power for key Town Centre and foreshore projects.

Street Lighting: Many key areas lack sufficient lighting levels to promote safety and activity during night time hours. Horizon Power are well advanced in approving an LED fitting to be held in stock as a standard Horizon Power item which will see the use of LED's as the main light source for suburban roads.

Telecommunications: Under the National Broadband Network (NBN) 100 or more premises developed within Esperance will be provided in the first instance with NBN Co. communications, however timing has yet to be confirmed.

Storm Water Drainage: An overall drainage study is required for the town and future expansion areas with the aim of improving the quality of storm water discharging to the ocean.

THE WAY FORWARD – INFRASTRUCTURE

Water Supply: Identifying alternative water sources and promoting efficient water use through educational programs is a high priority to avoid supply shortfalls relating to future expansion of Esperance and unacceptable impacts of excessive pumping such as salt water intrusion and long term decline in groundwater levels.

Seawater desalination is an inevitable feature of the future expansion of Esperance and the broader Goldfields region. Accordingly selection and allocation of a suitable site needs to be brought forward so as not to adversely impact on planning. The scale of desalination should be minimised through best practice water efficiency measures.

Wastewater: Facilitating greater waste water through reuse on public open space areas and through the introduction of third pipe systems in new development areas will increase the efficiency of water usage in Esperance. To support the middle town planning process, the feasibility of relocating the Water Corporation's wastewater treatment infiltration lagoons and associated infrastructure is required to assist in the reconnection of the two 'sides' of Esperance along the foreshore. A replacement wastewater treatment plant be commissioned at Wylie Bay in 5 to 10 years.

Power: Replacing overhead aerials with underground cables, particularly in the town centre and foreshore is essential to service reliability of supply and the aesthetics of key locations within Esperance. The timing of the current pole replacement programme being undertaken by Western Power should therefore be reconsidered in those areas to avoid unnecessary/ duplication of works being undertaken.

Street Lighting: Reassessing lighting in key public places, activity nodes and pathways including the town centre and along the foreshore would also need to be re-assessed to ensure lighting adequately meets to Australian standards to enhance security for the increase in population, while taking into consideration, sustainability measures, impacts on local environmental issues and wildlife.

Telecommunications: Under the National Broadband Network (NBN) 100 or more premises developed within the Town of Esperance will be provided in the first instance with NBN Co. communications. Supply of NBN Co. service to existing sites is yet to be scheduled and NBN Co. has not been able to provide an indication of timing for this advice at this stage.

Storm Water Drainage: A District Urban Water Management Strategy will need to be prepared by a suitably qualified hydrologist for the existing town as required and areas identified for future expansion. Physical infrastructure will include retrofitting gross pollutant traps to the remaining 50% of the ocean outlets to prevent rubbish discharging onto town beaches.

VI. TRANSPORT

CONTEXT – TRANSPORT

Key findings of background investigations undertaken within Esperance highlight the following relevant issues:

Future Capacity: Future outward growth in Esperance has the potential to generate additional traffic and congestion along Fisheries Road, Harbour Road, and Norseman Road – particularly in the bottleneck along the foreshore near the 'Middletown' area.

Vehicle Dominance: Current travel patterns are dominated by the automobile, as there are currently few competitive alternatives for residents and visitors including active modes of transport such as walking and cycling and public transport options.

Town Centre: The town centre of Esperance includes large areas of pull-in (or head-in) angle parking, which presents a hazardous situation for cyclists and motorists. There are a few areas of reasonable pedestrian amenity, however in many cases the footpath is discontinuous or hard to follow. In other places, the development is set back from the street placing the footpath between car parks and the street.

Public Transport: For trips internal to Esperance, there is virtually no public transport, other than school buses.

Local Connectivity: Barriers such as Harbour Road/ freight rail corridor and the "Middletown" area inhibit local connectivity at the town site scale.

Cycling: The current provision of dedicated bicycle facilities in Esperance is low. The shared paths that exist are not well connected, and there is little to no provision for on-street cycling lanes.

Walking: In contrast to cycling, commuters in Esperance exhibit a relatively healthy walk share at 7.5% of total work trips. This number is likely to shrink in a future scenario that includes increased development at the edges of the town.

Esperance Port: Esperance Port is the deepest port in southern Australia and is a significant contributor to economic development of Esperance. Conflict exists between freight operations as a result of port activities and other transport modes. Passengers from cruise ships have previously experienced lengthy delays in gaining access to the Esperance township, which is a disincentive for cruise ships to stop in Esperance.

Regional Access: Access to Esperance from the north and west of the state – including Perth – is serviced with the provision of several alternate routes along the regional road network. This regional road network is susceptible to closures, with floods in 2007 resulting in closures due to bridge collapse and rerouting of freight vehicles. Ability to access available flights can be difficult at times which is a key consideration given road based travel is often not a viable means of travelling to Esperance.

THE WAY FORWARD – TRANSPORT

Ensure Adequate Future Capacity: Comprehensive strategic planning will be required on a regional level to guide the development of district and site-level growth for areas of urban consolidation and expansion. Transport planning activities for these will be required in future master/ structure planning processes to ensure sufficient network capacity. Such initiatives will include a movement and transport study to assess the current and future operation of these growth areas in the context of the wider regional transport network. This study will investigate current desire lines and conditions for pedestrians and cyclists, map existing and future public transport routes, develop recommendations for road hierarchy and identify preferred routes for freight and service vehicles.

Promote Active Transport and Healthy Lifestyles: The green travel feasibility study will be developed to promote active transport and healthy lifestyles. This study may be comprised of a number of sub studies that will define the transport priorities for the town site and guide implementation of detailed design. The aim of this initiative is to provide attractive alternatives to vehicle-based transport to support a greater uptake of walking and cycling within Esperance.

Develop a Safe and Functional Town Centre: Develop transport strategies that support safety and functionality within the town centre and along the foreshore. Strategic examination and enhancement of car parking pedestrian amenity, way finding and connectivity is essential to supporting town centre revitalisation. Enhancing connectivity between the town centre and foreshore is essential.

Plan to Support Public Transport: Examine opportunities to concentrate development of jobs and retail into cores that may support forms of public transport such as community shuttles. Identifying potential routes for public transport as a part of broad strategic planning will ensure that future land use planning can be developed to support the introduction of effective public transport initiatives.

Enhance Local Connectivity: Create linkages under, over, and through existing barriers such as the Harbour Road rail corridor and ‘Middletown’. This will require coordination with existing infrastructure planning such as the Port Access Corridor to create new grade-separated rail crossings. Linking community-building initiatives to new transport facilities to build social as well as physical connections between neighbourhoods.

Promote Cruise Ships to Visit the Esperance Port: Ensuring adequate infrastructure, along with effective passenger transfer initiatives will assist in promoting cruise ships to stop in Esperance to the benefit of the local tourism economy.

VII. ENVIRONMENT

ENVIRONMENTAL CONTEXT

Environmental Values: The environmental aspects of Esperance’s location are a significant part of its heritage, values and identity. The natural environment of Esperance and surrounding areas is recognised as being extremely important to the community. The nearby National Parks, Ramsar wetlands, Recherche Archipelago and the dramatic coastline provide a number of recreational and tourism opportunities.

Environmental Pressures: An increase in the use of roads, railway and port 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, pressure on the Lake Warden Wetland System and other significant natural features (such as National Parks and Nature Reserves) as well as through the generation of emissions.

Waste Management: The Shire of Esperance Strategic Action Plan 2007-2027 (2007) identifies that a new strategic waste disposal site is required, as the current site is located too close to the coast and is leaching into a sensitive environment. Furthermore, the DEC have confirmed to the Shire that the licence for the current facility will not be extended beyond 2016.

Coastal Vulnerability: The Esperance Townsite Foreshore Redevelopment Master Plan states that it was likely that the Esplanade fronting the town was constructed on the primary dunes, with insufficient setback to allow for shoreline movements. As a result, the road and infrastructure has periodically been inundated by storm waves and protection measures have been implemented since 1914. Additionally the construction of the Port breakwater in the 1960’s has interrupted the natural sediment supply to the Bay from the west. This has resulted in the need for ongoing renourishment of the beaches within the town, in order to maintain the present coastline. It is understood anecdotally that the ongoing renourishment works interrupts the amenity of the foreshore and it is possible that the ongoing replenishment has the potential to impact upon benthic habitat and seagrass communities within Esperance Bay.

THE WAY FORWARD – ENVIRONMENT

Promote environmental values as an attractor to Esperance: In addition to an understanding of the physical environment, it is also important to ensure that the environment is captured within the marketing and branding of Esperance. The coastal lifestyle and proximity to the natural environment are part of the spirit of the town, and it is important that these elements are captured in the marketing, branding, tourism and recreation opportunities offered by Esperance.

Undertake appropriate investigations to ensure responsible environmental management: Identified environmental values and issues will require specific management and/or consideration as part of the development and implementation of the Esperance Growth Plan. These values and issues include landscape, flora and vegetation, fauna, water, coastal and marine and potential impacts from various land uses. The extent of environmental investigations required to support the planning and implementation phases of the Esperance Growth Plan will be dependent largely upon the areas proposed to be developed. The recommended environmental investigations have been outlined below, with context provided on when these investigations should be undertaken.

Waste Management: A new waste facility is required prior to 2016 and would involve site selection, approvals and construction. Additionally, minimising waste productions and encouraging recycling, reuse and appropriate disposal of waste are key strategies for the future. In the immediate term, waste management support is required regarding the planning, approval, design and construction of a lined waste cell at Wylie Bay, as well as site selection, design and costing of a new facility. Post closure planning and management is also required for the Wylie Bay Facility.

Coastal Vulnerability: A coastal risk assessment for the stretch of beach between the two groynes is considered necessary due to evidence of coastal erosion to support town centre and foreshore revitalisation. The study will evaluate the implications of sea level rise and storm surge. There is a need to address existing erosion issues to ensure the ongoing stability of Esperance Foreshore and nearby development.

VIII. BUILT FORM AND PUBLIC REALM

CONTEXT – BUILT FORM AND PUBLIC REALM

Town Centre/ Foreshore

Poor pedestrian connectivity within the Town Centre: The quality of the pedestrian environment is relatively poor due to a lack of landscaping and an abundance of on-street angular parking and traffic treatments (roundabouts, medians). The Boulevard Shopping Centre, situated to the west of the Town Centre at the intersection of Forrest Street and Windich Street, serves as a significant attraction however activity is somewhat removed from the town centre due to the internalised nature of the centre and the extensive surrounding car parking areas.

Limited connection between the town centre and foreshore: The foreshore is relatively disconnected from the town centre, which inhibits the relationship between visitors to the town and the coastal location.

Lack of consolidation in the town centre: The Town Centre is characterised by relatively large under-developed and under-utilised sites, comprising single use development of varying age, design and quality. Generally pedestrian activity is relatively dispersed due to the lineal urban form and the predominance of low scale, single use development encouraging the use of the private motor vehicle as the primary means of movement around the town centre.

The need for a Town Heart: Many open space areas within the town centre are relatively underutilised and lacking pedestrian activity. Esperance currently lacks an identifiable civic square that can serve as a gathering place for visitors and the local community.

Built form and public realm lacks character and style relevant to the identity of Esperance: Esperance currently lacks a cohesive style that reflects the identity and character and climate of the place. Whilst there are some heritage elements and new architecture that reflect vernacular and coastal themes, there is no clear direction or guidance in terms of a distinct Esperance character.

Town Site

Limited supply of affordable housing and short stay accommodation: Whilst there is a relative oversupply of residential and industrial land, comparatively high construction costs is inhibiting the take up of new lots, thus putting upward pressure on the cost to rent or purchase a home in Esperance. Similarly the lack of suitable accommodation for transient workers is currently impacting on the availability of tourist accommodation for visitors to Esperance.

Disconnection at a town site scale: The Esperance town site has historically been divided into two separate urban areas, disconnected by the large expanse of industrial area and underutilized land resulting in a disconnect of the town's two population nodes.

Oversupply of future urban land within Esperance: Future land releases on the urban fringes should be staged so as to not undermine development opportunities elsewhere around the town. Current town planning best practice advocates the provision of higher residential densities around areas of high amenity and key transport nodes to facilitate a sustainable approach to future urban development. Adopting this approach together with the identification of an urban growth boundary will ensure the future growth of Esperance occurs in a site responsive and sustainable manner.

A reactive rather than proactive planning framework: Planning mechanisms are designed to enable outcomes rather than to direct a specific vision or outcome. Aligning the planning framework is necessary to deliver a vision to ensure that built form outcomes are directed in a proactive rather than reactive manner.

The above matters are addressed within the following sections, which detail spatial and non-spatial strategies for growth within Esperance.

IX. A SPATIAL PLAN FOR ESPERANCE

The following section outlines the key strategies for Esperance's Growth on a town site scale.



LEGEND:

	General Residential		Oceanfront Density/ Mixed Use Residential		Industrial Uses
	Density/ Mixed Use Residential		Town Centre/ Retail		Structuring Road
			Urban Development Boundary		Existing Extent of Urban Development

A Responsive and Sustainable Approach to Urban Growth and Development: Accommodating future growth within current land availability constraints represents a more site responsive, sustainable and efficient approach to urban development. Achieving this however requires careful consideration to appropriate locations for higher density along with the diversity of dwelling types and the format in which they are provided as well as ensuring an appropriate balance with Esperance's natural attractions and environmental qualities.

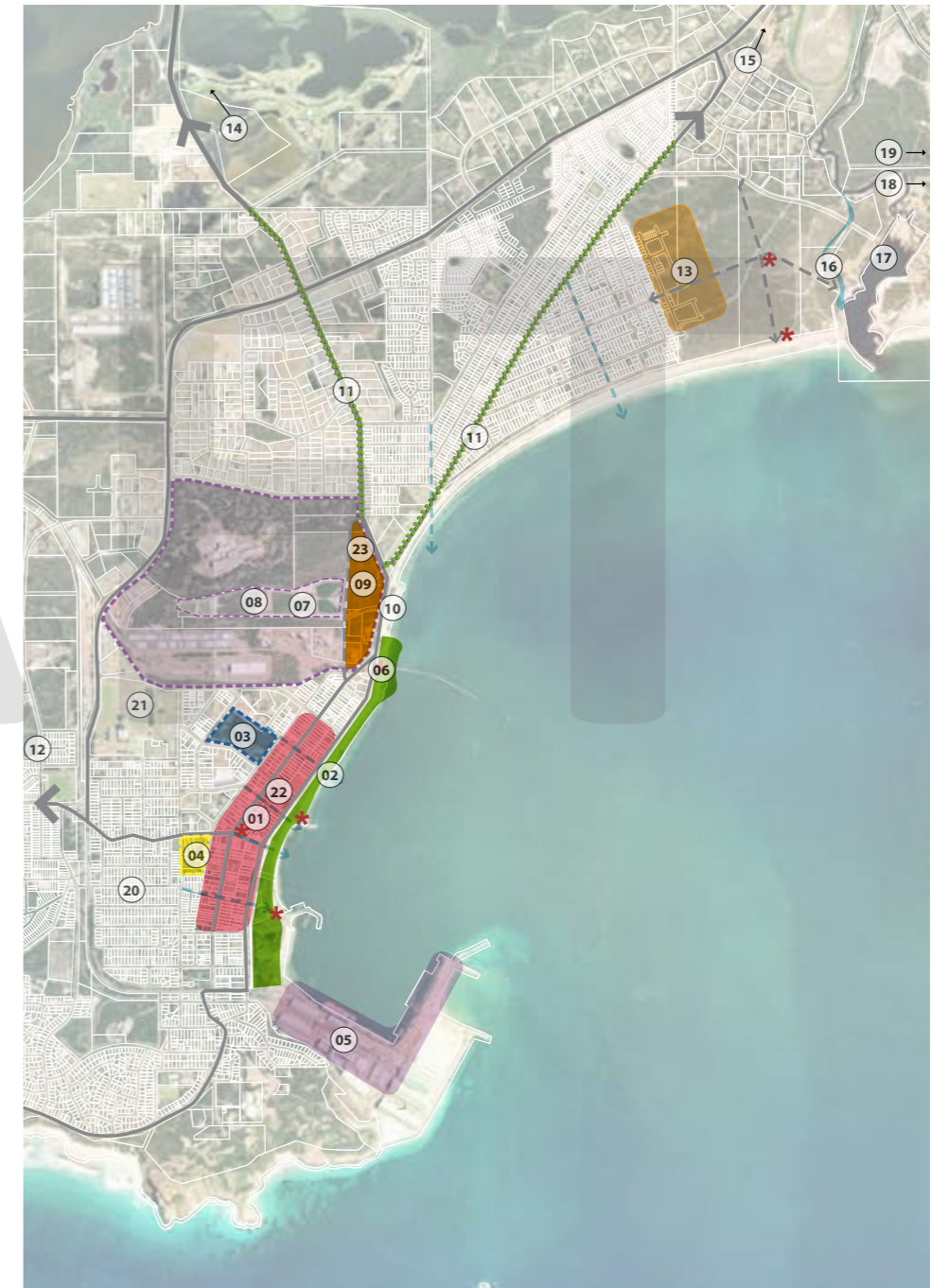
Create a Connected Town: Connecting the various parts of Esperance is essential to strengthening community cohesion and sense of place as well as ensuring the efficient use of urban infrastructure services and activities (i.e. community facilities/major land uses). Strengthening key linkages between the foreshore and the town centre, together with anchored nodes of activity, can assist to better integrate these areas, ensuring they are well used as well as support the local business economy.

A Diverse Range of Places and Nodes Throughout the Town: Public places and public spaces play an important social and environmental role as they shape people's experience and understanding of a place and its culture. Creating a variety of public places and spaces that provide for a diverse range of community activities is essential to encouraging community interaction, attracting visitors and bringing a place to life. Integration of activities with streets and civic spaces, will not only provide interesting destinations, but also allow users to engage in multi purpose trips, reinforcing the role of the town centre and assist with establishing a 'town heart'.

KEY SPATIAL ELEMENTS TO SUPPORT GROWTH IN ESPERANCE

The following diagram outlines the key context and spatial elements proposed within Esperance at a town site scale. Elements that are the subject of the growth plan are detailed within Section 11 Key Projects and Requirements to Support Growth.

- 01 Town Centre Revitalisation.
- 02 Foreshore upgrade.
- 03 Medical Centre Co-location
- 04 Primary school improvement.
- 05 Port upgrade (freight and passenger facilities).
- 06 Tanker Jetty tourism / retail / density node.
- 07 WWTP reconfiguration to permit early development of foreshore link.
- 08 Community visioning exercise for future development of Middletown.
- 09 Town-connecting tourism development.
- 10 Road upgrades to include cyclist facility.
- 11 Green travel feasibility study / streetscape rejuvenation.
- 12 Vtec campus upgrades.
- 13 Re-examine lot type mix for residential land release.
- 14 Re-energise Shark Lake industrial precinct.
- 15 Feasibility study on road extension to Caiguna.
- 16 Potential water focussed residential development.
- 17 Bandy Creek Local Structure Planning.
- 18 Future waste water treatment plant.
- 19 Waste management (new facility to replace existing).
- 20 Sewer Infill programme.
- 21 GSG and indoor sports stadium.
- 22 Small Business Incubator Hub.
- 23 Potential workers' accomodation camp.



X. A TOWN CENTRE PLAN FOR ESPERANCE

The Town Centre Plan for Esperance seeks to strengthen the town centre as the heart of Esperance to facilitate economic growth and diversity, improved amenity and facilities, and attracting and retaining residents and business.

Connect Town Centre and Foreshore – Reflect the Coastal Location: The foreshore is relatively disconnected from the town centre due to the large expanse of the foreshore area, the design of The Esplanade road, and a lack of development intensity and activity associated with development running down to and fronting the foreshore. Strengthening the key linkages between the foreshore and the town centre, together with anchored nodes of activity, will reinforce connectivity and better integrate the foreshore with the town centre.

Establish a Town Heart: A place for the people of Esperance and their visitors: Creating a variety of public places and spaces that provide for a diverse range of community activities is essential to encouraging community interaction, attracting visitors and bringing the place to life. Integration of activities with streets and civic spaces, will not only provide interesting destinations, but also allow users to engage in multi purpose trips, reinforcing the role of the town centre and assist with establishing a ‘town heart’.

Consolidate the Town Centre - Greater choice for living, working and playing: Integration of activities with streets and civic spaces, will not only provide interesting destinations, but also allow users to engage in multi purpose trips, reinforcing the role of the town centre and assist with establishing a ‘town heart’. Creating a variety of public places and spaces that provide for a diverse range of community activities is essential to encouraging community interaction, attracting visitors and bringing the place to life.

Improve streets and public places – A more enjoyable town for the Esperance community: The street network within the town centre should ensure an equitable balance between pedestrian and vehicle movement and incorporate tree-lined streets, shaded footpaths and gathering spaces to create a comfortable and attractive environment for pedestrians as well as provide opportunities for people to meet, linger and relax. A town centre’s public realm that is comfortable, interesting and attractive will encourage street life and community interaction, thereby assisting in strengthening social bonds, community ownership and pride.

Enhance connectivity within the Town Centre – Make it easy to get around: A clear and legible movement network will assist in allowing people to walk and orient their way around the town centre more intuitively, and with greater ease. Strengthening key links between major activity nodes and destinations with distinctive character through the creation of distinctive building elements, landscaping features and promoting vistas to key natural and/or cultural features are important visual cues to assist with orientation, enhance way-finding around the town centre.

Enhance connectivity within the Town Centre – Make it easy to get around: A clear and legible movement network will assist in allowing people to walk and orient their way around the town centre more intuitively, and with greater ease. Strengthening key links between major activity nodes and destinations with distinctive character through the creation of distinctive building elements, landscaping features and promoting vistas to key natural and/or cultural features are important visual cues to assist with orientation, enhance way-finding around the town centre.

Build on the Esperance Style - Character that reflects the natural beauty of Esperance: Appropriately designed built form and urban spaces have the ability to mitigate or control local climatic extremes such as through the use of shading devices to provide relief from the hot summer sun, whilst also providing shelter from strong onshore winds. The development of built form and public realm design guidelines will be the key to the delivery of an ‘Esperance Style’.

Develop a proactive planning framework to achieve the vision for Esperance: A number of strategies and objectives have been developed to guide detailed planning for the town centre. It is envisaged that implementing these strategies will primarily be through the development of a Town Centre Revitalisation Plan prepared through a community partnered revitalisation process. This Revitalisation Plan will identify a range of physical works and programs that focus on place making outcomes which aim to improve amenity, strengthen connections with and activate the foreshore, and facilitate private investment and business development.

TOWN CENTRE - DEMPSTER STREET

Dempster Street is the hub of Esperance and the primary destination for business and community related activity. Integrating the Norfolk Island Pines as part of the street life will culminate in a variety of destinations and gathering places along the street.

Key features:

- » Linear shaded walkway along Dempster Street to correspond with existing Norfolk Island Pines and frame both sides of the street on the opposite side to the Norfolk Pines.
- » Rationalisation of car parking provision along the street to allow for widened pedestrian walkways.
- » Blocks of softscape treatments along the street corridor as well as additional large canopy shade trees being planted.
- » Promote business opportunities for premises to spill out onto the street, including alfresco opportunities.
- » Additional space creation around the existing cinema will allow for group gatherings associated with new film releases and promotional activities.
- » Designated pedestrian crossings with material differentiation from the main vehicular routes will allow for improved pedestrian safety and visibility to drivers.
- » Planting additional Norfolk Island Pines as part of a staged/succession.



TOWN CENTRE - ANDREW STREET

Andrew Street is the heart of Esperance, a place for people to meet and gather, whilst enjoying restaurants, tourist related shopping or a walk towards the foreshore.

Key Features:

- » A shared material surface treatment for both pedestrian and vehicular thoroughfares applied throughout Andrew Street from its intersection with Dempster Street to the Foreshore will assist in creating a pedestrian oriented street.
- » Pedestrians will be prioritised by way of ease of movement and flow through the public realm.
- » Increased provision of shade elements such as large canopy trees and awnings to shop frontages will act in improving the microclimatic conditions for pedestrian mobility.
- » Creation of a series of niche and spill out spaces for businesses along the street frontage is encouraged to further activate the space.
- » An opportunity for an outdoor cinema space within one of these niches will act as a further draw card, attracting people to the town centre on a periodic and flexible basis.
- » Rationalising car parking provision along the street corridor, and potentially introducing parallel parking interspersed with blocks of planting and shade trees, will assist in creating a more vital, vibrant and attractive place for visitors and businesses.
- » Architectural shade structures along the street will frame vistas towards the ocean and back into town centre.



FORESHORE - THE CRUCIBLE

The Crucible Precinct will be the key coastal node in Esperance that strengthens the interrelationship between the Beach, Foreshore and Town Centre Precincts.

Key Features:

- » The Crucible is proposed as an arena and community gathering space, focused around the intersection and termination of Andrew Street with the Foreshore.
- » The Crucible arena would work with existing topography and levels to reinforce the precinct's importance within the revitalised Town Centre scheme.
- » Placement of lightweight coastal themed buildings to the edge of the space will further promote activation and use of the precinct, as well as reinforcing visual connectivity between the Foreshore and the Town Centre.
- » A flexible space would allow for a variety of purposes and events to cater for a diverse range of user groups.
- » An exhibition space and outdoor gallery could also form one of the many uses for the space and be linked to one of the local community art groups.
- » Bathers pavilions may be featured to line the edge of the Crucible and Beach Promenade walkway. They may be painted in vibrant colours and themes, and be available to rent on a periodic basis to reinforce the character and essence of a seaside town.

FORESHORE - OPEN RECREATIONAL ACTIVITY

The Foreshore promenade is both a destination and a link between coastal nodes. It provides opportunities for recreation, gathering, picnicking, walking and enjoying the coastal location of Esperance.

Key Features:

- » Large open turfed areas to allow for a multitude of passive and active recreational opportunities.
- » A formal promenade walkway will frame the edge of the foreshore precinct and provide nominated access opportunities to the neighbouring dune and beach areas.
- » Architecturally striking shelters with associated seating opportunities placed intermittently along the promenade, providing elevated views towards the Recherche Archipelago.
- » Subtle integration of the required sea wall within landform undulations will be implemented in order to camouflage any engineering requirements wherever possible.
- » Design of landscape spaces and facilities to consider prevailing winds and local weather conditions, ensuring maximum useability places along the foreshore.
- » Direct pedestrian links to the town centre and proximity to car parking areas will ensure the foreshore areas are easily accessible and fully utilised by locals and visitors.
- » Additional Norfolk Island Pines planted as part of a staged/succession planting scheme along the Foreshore Precinct to ensure their continued presence as an important feature of Esperance.



FORESHORE - YOUTH ACTIVITY

A key opportunity for the foreshore is to provide for youth related activities and places for young people to gather and be engaged with their community.

Key Features:

- » Strategically located youth activity nodes within the Foreshore Precinct to cater for the town’s different youth user groups.
- » The location and placement of these activity nodes to consider proximity to high intensity use areas and key buildings such as those adjacent to the Crucible.
- » Several activity nodes may share similar facility provisions and be grouped together, allowing for an overall increased usage.
- » Retention of direct visual links from one zone to another is important to the success of these spaces, reducing the likely occurrence of anti-social behaviour.
- » In addition, the subtle use of various landscape elements such as landform, structures and vegetation will allow for the creation of smaller niche areas within the wider landscape precinct to be created.
- » This will provide the town’s different user and community groups with spaces and outdoor rooms to utilise. It is anticipated that all local community groups will be catered for, including the various local Aboriginal groups and teenagers.



XII. KEY PROJECTS AND REQUIREMENTS TO SUPPORT GROWTH

PRIORITY PROJECTS FOR SUPERTOWNS FUNDING

In order to inform the first round of SuperTowns funding, the following projects or initiatives have emerged as key priority projects that are considered as critical in the short term to assist with supporting the future growth of Esperance and which are outlined below.

Foreshore Redevelopment Works

The foreshore is a vital part of the life of the town and its upgrade to enable effective and enjoyable use by all sections of the community is integral to being able to attract and/or retain residents. Coastal erosion mitigation measures are required immediately in some areas and the upgrade of the foreshore adds significantly to amenity, vitality and commerciality of the town.

Town Centre Revitalisation Project

The Town Centre Revitalisation Project seeks to strengthen the town centre as the heart of Esperance to facilitate economic growth and diversity, improved amenity and facilities, and attracting and retaining residents and business. The project envisages a community partnered revitalisation process that will identify a range of physical works and programs that will focus on place making outcomes that aim to improve amenity, strengthen connections with and activate the foreshore and facilitate investment and rejuvenation of property and businesses.

Workers Accommodation Village

A workers camp of approximately 300 units is required to meet the housing needs of itinerant construction workers associated with key projects including planned port upgrades. The camp will also provide local service workers with affordable accommodation. The site for the camp is identified within the large potential development area between Castletown and the Town Centre (‘Middletown’) fronting onto Norseman Road. This land parcel currently contains a variety of industrial activities and public works infrastructure that will need to be considered in the location and design of the facility.

Economic Development Strategy including Industry Development (Supply Chain) Study

The presence of significant levels of strategic employment within a local economy is critical to the long-term prosperity and resilience of the community. The development of industry development plans for identified priority industries (i.e. resources development and extraction, transport logistics, agriculture, fishing and aquaculture, tourism and green energy production) will require detailed supply and value chain mapping of key existing competitive advantages to provide an industry development plan focussing on Esperance’s place within these value chains and how the community can leverage the economic benefits of strategic project development. These development plans and associated supply / value chain studies will seek to identify existing / future agglomerations of economic activity and infrastructure, relationships with existing strategic national and international supply chains, and gaps in existing strategic supply chains (to optimise economic activity).

PROJECTS TO BE CONSIDERED FOR AGENCY FUNDING OR LATER STAGES OF SUPERTOWNS

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.

Small Business Incubator Hub

This initiative aims to assist small and fledgling businesses to gain a foothold in the market. Esperance has a limited supply of commercial floor space and the lack of affordable accommodation has significant potential to undermine business viability. Initiatives for consideration include the provision of small affordable commercial units that may include the adaptation and positioning of shipping containers in strategic locations within the town centre to encourage new business enterprises.

Medical Centre Co-located Facility

Difficulty in accessing health practitioners such as GPs has been identified as a key issue for Esperance. Outcomes of consultation with stakeholders indicate that this is largely attributed to the lack of medical facilities / consulting rooms. The planned expansion of the Esperance Health Campus may provide opportunity for the development of a co-located facility to include additional consulting rooms to attract the required health practitioners to Esperance.

Community Infrastructure Plan

The purpose of this project is to undertake relevant needs assessments, feasibility studies, business plans, and facility concept plans for specific community infrastructure projects. The project will involve preparation of capital funding models for the delivery of community infrastructure within specified project budgets, including the identification and submission of external funding applications. Engagement with key internal and external stakeholders through appropriate consultation strategies will be required where relevant for the delivery of specific community infrastructure studies and plans. Later stages of the project will include the detailed design and construction of community infrastructure projects.

Marketing / Branding Esperance

Promoting the image and visibility of Esperance is essential to facilitating economic strength and diversity and attracting public and private investment. Raising the perceived profile of Esperance from outside of the town is also important to enhancing its potential to become a key tourist destination.

Waste Management

This project aims to improve waste management services in Esperance to undertake modifications to the existing landfill facility to enable its continued operation in the short term in accordance with contemporary environmental and waste management standards. Medium and long-term initiatives include the identification of an alternative waste facility site to accommodate regional waste management and recycling.

Enterprise Unit Feasibility

The efficiency and timeliness of commercial project feasibility is at the heart of an effective economic development strategy for Esperance. An effective governance mechanism should consider the viability of a business enterprise unit which may be a joint undertaking between the Shire and the Development Commission (in the first instance). This unit would be responsible for undertaking feasibility analyses

of a broad range of commercial projects or projects that require some form of investment support to be realised and which would be to the benefit of the town. It would also, in theory, have the capacity to rate and rank the viability of commercial and enabling projects and have the capacity to enter into joint venture development arrangements with project proponents where it is considered appropriate and prudent. The Enterprise Unit would seek to balance commercial risk with the economic and social returns that discrete projects offer Esperance.

Housing Affordability Study

The Housing Affordability Study seeks to identify issues, strategies and actions for the provision of affordable housing and construction workforce / employee accommodation in Esperance.

vTEC Campus Upgrades

The project will help raise the local profile of VET in Schools programs, delivered locally through a strong partnership with VTEC – Esperance Campus, the training provider, to set students, trainees and apprentices on a pathway to achieve a high standard of trade skills and qualifications.

Sewer Infill Programme

Continuation of the State-wide infill sewage program should be carried out in Esperance. This project will extend through to 2016 and will enable / promote the redevelopment of infill sites within the town.

Desalination – Site location and pre-feasibility study

Water for Esperance is currently sourced from a series of groundwater areas around the town. These water supplies are limited and new sources are marginal in terms of quality and quantity. Additionally these areas are protected under legislation and limit the ability for future urban expansion of the town.

The establishment of a desalination plant has previously been identified by the Water Corporation as a solution to meeting future demand for water generated from an increase in population in Esperance as well as anticipated industrial and mining growth in the broader Goldfields-Esperance region.

Accordingly there is a need to identify and confirm the suitability of a site for the development of a water desalination plant to service Esperance and the broader Goldfields-Esperance region. Investigations will need to include local and regional economic/environmental benefits, the potential for private investment and management, needs/demand analysis, timeframes and costs.

GSG and Indoor Sports Stadium

The potential expansion of this facility will have the capacity to house four basketball-sized courts as well as accommodate the majority of indoor sports. The current indoor sports stadium located within the Greater Sports Ground will be decommissioned to free up land for grassed playing fields. The Shire of Esperance has suspended the project due to building cost escalations and delays in the sale of the Flinders land estate. The Shire has relinquished a \$1.75 million grant back to the Department of Sport and Recreation and will reapply when additional funding can be secured to proceed with the project.

Bandy Creek Local Structure Planning

The Bandy Creek Local Structure Plan project seeks to review and re-vision current planning for Bandy Creek and the surrounding area in the context of SuperTown initiatives so as to ensure that future land use and development is complementary to and does not compromise the role of the town centre.

The Bandy Creek District Structure Plan, endorsed by the Shire of Esperance in August 2009, identifies the creation of a vibrant mixed-use tourist and residential harbour, while maintaining the harbour’s important commercial fishing functions. Additionally there is also a need to review the Flinders Estate development and how the two estates integrate.

Green Travel Feasibility Study / Streetscape Rejuvenation

This project focuses on improving the streetscapes of Esperance to establish a clear hierarchy and promote alternative and active forms of transport such as:

- » Walking (greater pedestrian comfort and interest);
- » Cycling (bike trails);
- » Public transport (e.g. local shuttle service); and
- » Car sharing.

Car parking will also need to be considered as a part of this strategy, which seeks to assist in reducing dependence on vehicle based transport as a means to reduce traffic within the town.

Alternative / Green Energy

Potential for Esperance to attract new industry and become industry leader in the production and use of green energy resources such as solar and wind based energy generation.

Middletown Planning

The ‘Middletown’ area is a large contiguous land parcel bounded by Norseman Road to the west, Sheldon Road to the north, Harbour Rad to the east and Gladstone Street/ Brazier Street to the south. The land currently contains a number of industrial and civil related activities and infrastructure currently divides the Esperance Town Centre with residential areas to the north including Castletown and Flinders Estate. This project focuses on developing a vision for the site as a transformative opportunity for Esperance and the identification of short term measures that will assist in beginning the reconnection of the two ‘sides’ of Esperance along the foreshore.

Migration Incentive Scheme

Establishing Esperance as a key destination for migrants is important to the attraction and retention of population in Esperance. The initiative will need to consider address a number of key areas including accommodation, education, and health to ensure appropriate resources are available to support such a proposal within the broader community.

Cruise Ships

Attracting cruise ships to Esperance will play an important role in promoting the town as a key tourist destination and to support the local economy and tourism related operations. Considerations will need to ensure the easy transfer of passengers into the town and a coordinated approach with business and tourism operations to ensure that passengers are can gain access to the local goods and services.

XIII. GOVERNANCE

CONTEXT - GOVERNANCE

An observation is that 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, critical in the achievements to date has, however, not acted in isolation. The diagram below indicates the current governance structure and relationships affecting the Esperance community. This model could be readily argued to reflect many rural communities, however, a key feature of the Esperance leadership has been the broad network of partnerships and alliances established the most notable of which is its partnership with the GEDC and ECCI, bringing a very wide range of stakeholders to the mix to consider and address Esperance’s future.

WAY FORWARD

Transforming Esperance from its current population of 14,500 to a projected population of 29,000 by 2041 will require additional personnel with new skills and amended structures and governance processes to allow effective and efficient facility and service delivery.

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.

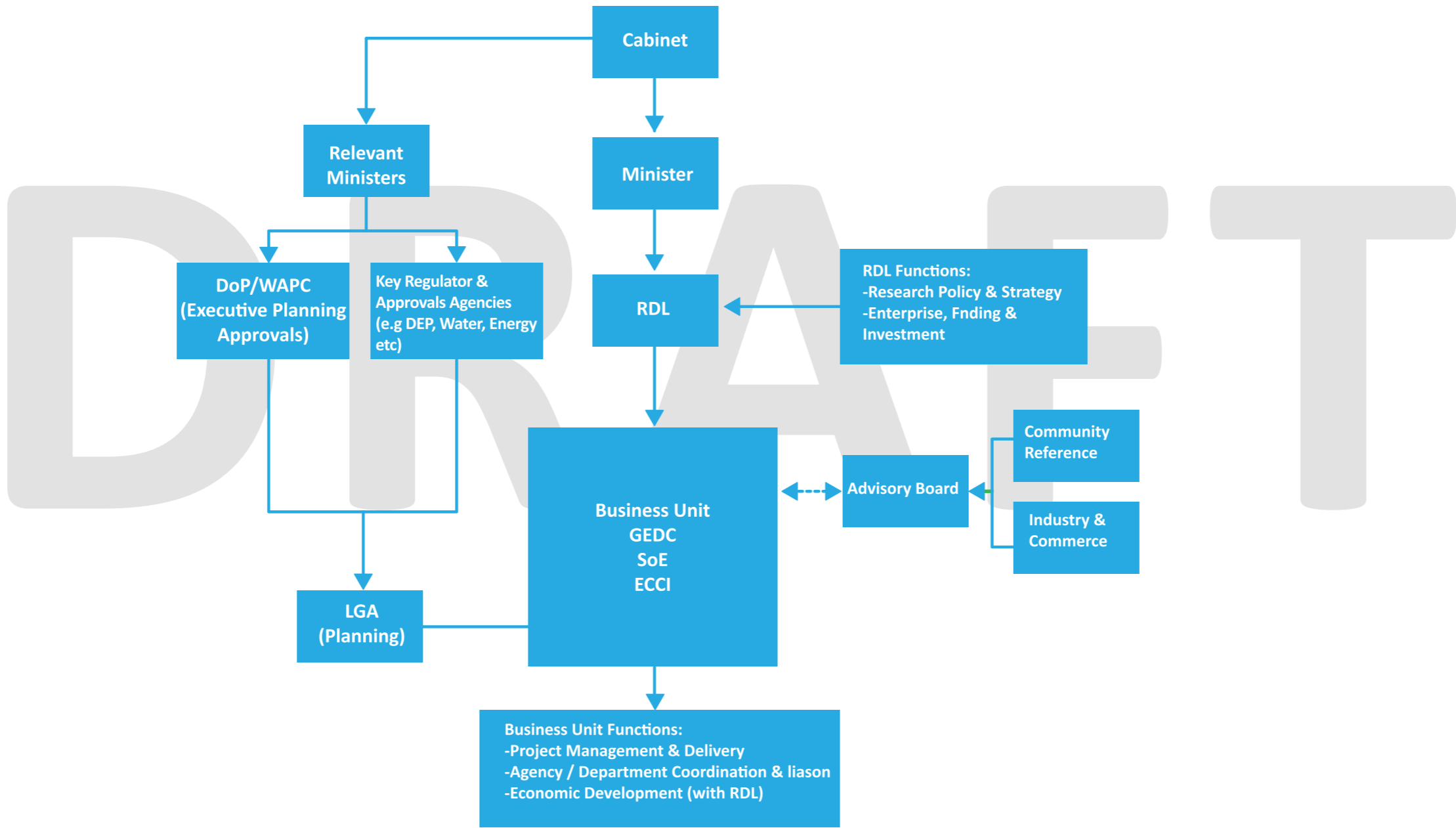
Implementation of the Esperance Growth Plan will also require a governance mechanism that not only permits but also actually encourages innovation. It will require an enabling approach that invites and attracts private sector investment whilst ensuring due process (bureaucracy) is effectively and efficiently addressed.

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

The governance structure must:

1. Be adequately resourced and empowered in terms of skills and human resources.
2. Focus on a mechanism to deliver the SuperTowns Vision that recognises what a SuperTowns governance model can deliver and what lies outside of the 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 short, medium and long term.
5. Facilitate the ready development of hard and soft infrastructure required to generate growth.
6. Have the capacity to mobilise and approve funding of and investment, enter into joint venture where appropriate with the private sector and drive/ influence resource allocation.
7. Have executive regulatory approval and planning control over development opportunities and proposals.
8. Have legislative authority and resources to implement growth plans for Super Towns.

The following diagram proposes a conceptual governance model for SuperTowns. The key elements include:





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 Liberal-National Government through the Royalties for Regions initiative has established the Regional Centres Development Plan (SuperTowns) Program, which encourages regional communities to accelerate planning processes to ensure they are well positioned to harness the plentiful opportunities afforded by projected 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”.

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

Esperance with its supportive community and enduring economy has the ability to play a pivotal role in decentralising forecasted population growth and support the position of Goldfields-Esperance region as a strategic and attractive West Australian region.

This SuperTown Growth Plan (Growth Plan) builds upon the unique character and economic drivers of Esperance and proposes a feasible Implementation Plan that supports the transformational projects that have been identified for Esperance. This Growth Plan provides a blueprint for achieving a sustainable future for Esperance.

1.2 PROJECT SCOPE

The scope of this Growth Plan is to provide an overall framework for the future growth of Esperance over the next 30 to 40 years. Importantly, this Growth Plan ensures Esperance’s role as a sub-regional centre within the Goldfields-Esperance region is strengthened, which in turn will ensure the continued strength and future growth of smaller settlements situated within the Shire comprising Condingup, Gibson, Scaddan, Cascade, Grass Patch and Salmon Gums, and those further afield including Hopetoun, Ravensthorpe and Munglinup situated within the Shire of Ravensthorpe to the west, and Norseman and Eucla situated within the Shire of Dundas to the east.

This document has involved the investigation, examination and assessment of a wide range of issues, initially and broadly at a regional context and then in more detail at the local townsite level.

The document outlines the spatial and non-spatial requirements for the future growth of Esperance based on a total population for the town of 29,000 residents. The identified future population target for Esperance is based on current available population forecasts and trend (at the time of writing this document, the Australian Bureau of Statistics (ABS) Census data for 2011 had yet to be released). Notwithstanding this, the Growth Plan is intended to be a living document that will be updated and adapted on an on-going basis to appropriately respond to new information and ongoing change.

This plan provides a strategic assessment to guide the future growth of Esperance, which will be used by decision makers in assessing rezoning, subdivision and development applications and with respect to provision of infrastructure and community facilities.

1.3 PROJECT METHODOLOGY

The Growth Plan aims to align the State Government’s strategic interest in addressing predicated population growth and the aspirations of the local and surrounding communities striving to achieve prosperity.

The Growth Plan builds upon the existing strategic and planning framework and explores current situations, drivers and pressures. An overarching vision, aspirational goals and project objectives have been formulated to 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 Growth Plan completes 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 Esperance to kick start its future.

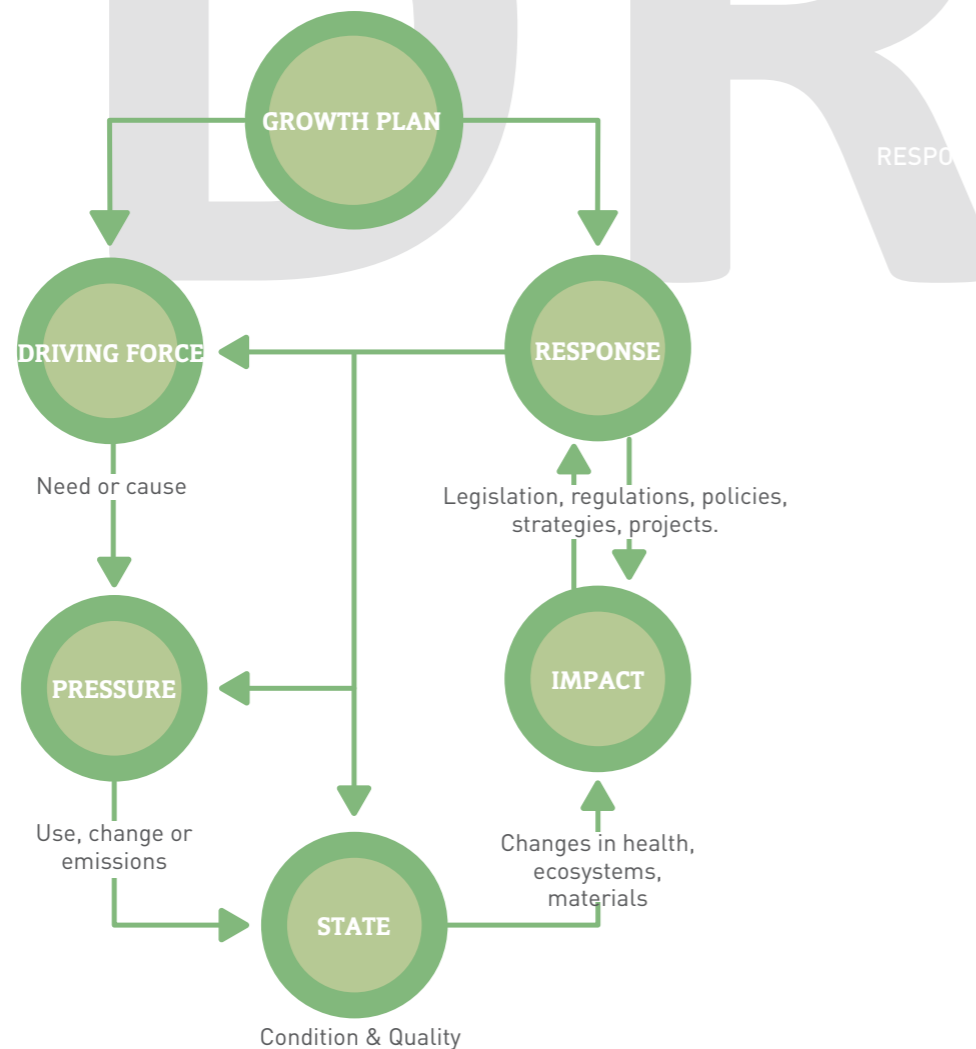
1.4 SUSTAINABILITY FRAMEWORK

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 Esperance 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.

In order to develop the Growth Plan, an analysis of Esperance 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 that are currently present and impact on Esperance, as well as those that may result from the future development of Esperance. The framework has been summarised in Figure 2, with the components of this framework being outlined below:

- » 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 resource, 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.

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



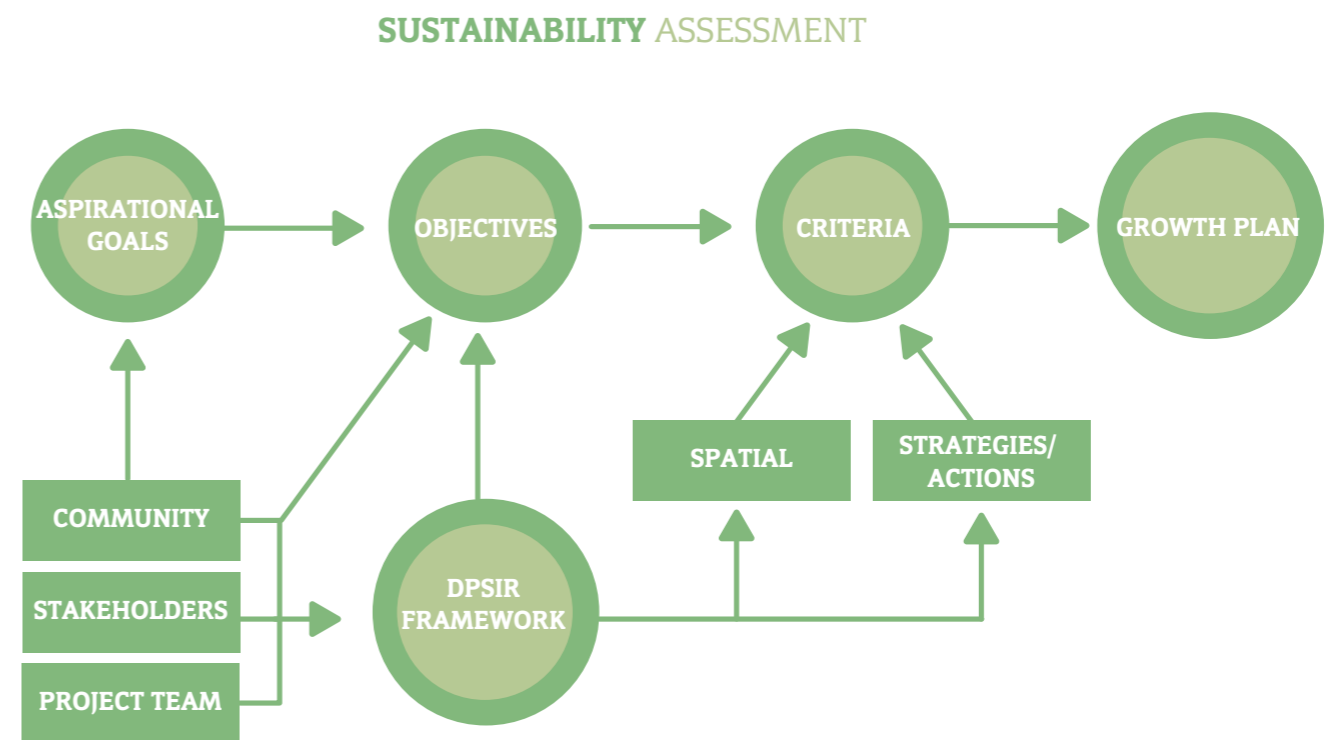
Further, as a part of the development of the Growth Plan, a sustainability assessment framework was also developed to assess the various aspects of the Growth Plan against the aspirational goals. The aspirational goals have been developed to describe the desired characteristics of the future town of Esperance. Objectives have also been developed to refine these aspirational goals based upon the DPSIR framework, plus community engagement undertaken within Esperance.

The sustainability assessment framework included an assessment of the desired Growth Plan projects and strategies against the objectives to outline which projects and strategies contribute to the goals of community, environment, economy, built form and infrastructure and civic leadership and governance.

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

- » Aspirational goals were developed by the stakeholders and the project team, informed by strategic planning, community engagement and Shire documents to reflect the long term vision for Esperance.
- » 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 Esperance.
- » Broad strategies and projects were developed which with the spatial Growth Plan seek to meet the objectives and guide the growth of Esperance. The spatial response and strategies, projects and actions represent the Response element of the DPSIR framework and include detail on actions, timeframes and key and contributing responsibilities for the Shire of Esperance and supporting partners.

FIGURE 3 - SUSTAINABILITY ASSESSMENT FRAMEWORK AND PROCESS



1.5 PROJECT APPROACH

The State Government's 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 Esperance.

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 Esperance.

On this basis, the approach to developing this 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 process associated with the preparation of the Esperance SuperTown Growth and Implementation Plan is reflected in Figure 4.

FIGURE 4 - SUPERTOWN GROWTH AND IMPLEMENTATION PREPARATION PROCESS



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

Phase 1 – Vision Setting Validation

- 1.1 Review of existing strategic planning documents;
- 1.2 Facilitation of a high-level visioning process to develop and validate project vision and aspirational goals;
- 1.3 Liaise with Project Team (SoE, GEDC, ECCI) to endorse Vision Statement;
- 1.4 Prepare Preliminary Communications (Consultation) Plan;

Phase 2 – Site and Analysis

- 2.1 Analysis of current situations, planning drivers and pressures;
- 2.2 Report findings to Project Team;
- 2.3 Coordinate and consolidate background report and materials;
- 2.4 Finalise Communications (Consultation) Plan;
- 2.5 Commence consideration of Implementation Plan;

Phase 3 – Plan, Strategies and Actions

- 3.1 Development of principles to guide the development of growth plan scenarios;
- 3.2 Preparation of preliminary growth plan scenarios and town centre ideas for community and stakeholder consideration and testing;
- 3.3 Further refinement of preferred Growth Plan scenario based on consultative feedback received;
- 3.4 Preparation of an Implementation Plan (key short, medium and long terms strategies and actions);
- 3.5 Advertise Growth Plan and Town Centre Plan to seek broad community and stakeholder comment;
- 3.6 Prepare consolidated Growth and Implementation Plan report;
- 3.7 Present Final draft documents to the Project Team for review;
- 3.8 Finalise documents for endorsement by key authorities; and
- 3.9 Advertise and market final documents.

1.6 CONSULTATION AND ENGAGEMENT

1.6.1 CONSULTATION AND ENGAGEMENT APPROACH

Since the launch of the SuperTowns initiative in late 2011, a comprehensive, inclusive and targeted community engagement process has been undertaken. Engagement included a range of opportunities for the community and stakeholders to participate and input into the planning process within a collaborative environment. It is important to note that this builds upon previous consultation activities undertaken by the Shire, most notably the Community Perceptions Survey (2011) that outlined need for improvements within the town centre, economic development and the requirement for additional community consultation.

The range of engagement opportunities provided by the project team included:

- » Surveys with the local community, businesses and students
- » A business survey
- » Formation of a Community Reference Group (CRG), which met fortnightly
- » CRG and project team exhibiting at the Esperance Agricultural Show in October
- » CRG and project team exhibiting at the Seniors Expo in November
- » CRG networking in the wider community
- » A Community Visioning Workshop
- » Stakeholder meetings
- » Phone interviews with key stakeholders
- » Project updates on the Shire of Esperance website
- » Other individual stakeholder liaison and engagement
- » Attraction and Retention Survey

- » A community Growth Planning Workshop
- » Regional Heads of Agencies Workshop
- » One-on-one interviews
- » Esperance SuperTowns Facebook page
- » Community displays
- » Two week community consultation period
- » Draft Summary Growth Plan document available for comment during community consultation period
- » Stakeholder breakfast and evening briefing sessions
- » Business and industry forum

A detailed list of consultation and engagement methods, key project dates and media deadlines and people and/or agencies directly engaged during the project are detailed in Appendix A.

Throughout the early stages of the engagement process, the community's needs and personality informed the structure of a formalised communication strategy, tailored towards the project. This strategy outlines the primary engagement activities required in progressing the SuperTowns Programme.

A number of strategies were recommended to occur towards the conclusion of the formal process, during any statutory advertising periods for specific projects and in the short to medium term to ensure that the community and stakeholders remain engaged and that change is understood and embraced. This process should facilitate ease of change in specific geographic areas and to particular population segments.

Objectives of the communications strategy include:

- » Informing the stakeholders and community of the SuperTown programme;
- » Involving the stakeholders and community in a meaningful way;
- » Providing a diverse range of opportunities for participation; and
- » Building stakeholder and community ownership in the process and outcomes.

1.6.2 CONSULTATION AND ENGAGEMENT PROCESS (ROSE TO PROVIDE ADDITIONAL TEXT)

Community Consultation Brochure

To complement this Growth Plan, a Esperance SuperTowns Community Consultation Brochure has been prepared to showcase the community engagement undertaken by the Esperance project team and Community Reference Group since the SuperTowns launch in 2011. The text below summarises some of the key events that occurred as part of the consultation however the Community Consultation Brochure provides a more detailed, vibrant, visual summary of the town's thoughts, feelings and feedback on the SuperTowns program, the future of Esperance as a SuperTown and ideas for projects to achieve our SuperTowns goals.

The SuperTowns consultation has also raised many areas of feedback crucial to informing other local planning processing such as the Shire's Strategic Planning Process. It is envisaged that all data collected as part of the Growth Planning process will be further analysed over the next phase of SuperTowns implementation and will be presented to all relevant organisations and community stakeholder that took part in the Growth Planning process.

This is only the start of the community engagement process. Over 2012, the Esperance SuperTowns team will develop and roll out the next phase of the Esperance SuperTowns Communications Plan, in liaison with the Department of Regional Development and Lands, to develop marketing, branding and promotion for Esperance SuperTown, to engage individually with all stakeholder groups including the development of working projects with Esperance Senior High School students, undertaking workshops within all outlying townsites and neighbouring Shires and many, many more exciting avenues to deliver the Esperance SuperTowns Vision!

Introduction and Questionnaire

Initial contact and engagement with the Esperance community began via an information letter explaining the concept of the SuperTowns Programme along with a questionnaire aimed at identifying background characteristics, needs and wants of the people within the Shire of Esperance. This questionnaire was also made available on the Shire's website. This information letter and questionnaire was sent to 6000 households in early November 2011, with 160 responses received in digital and written format.

The key outcomes of the questionnaire were recorded with the outcome of the community's needs and wants informing the process and format of the Community Visioning Workshop.

Visioning Workshop

A Visioning Workshop was held on 24 November 2011 with approximately 65 community members representing various groups across the Shire of Esperance in attendance. The workshop briefed participants on the SuperTowns Programme and sought to gain an insight into community values, aspirations, issues, opportunities and needs within the Shire. Additional meetings were also held with key stakeholders to gain input into the project.

Growth Planning Workshop

A second workshop was held on 14 December 2011 with approximately 45 people in attendance. Additional meetings with stakeholders also occurred. These meetings and workshops sought to confirm the results from previous consultation and to present and gain feedback on preliminary growth plan options, town centre ideas and guiding planning and urban design principles.

Community Open Days and Questionnaire

Two community open days were held for the project at the Esperance Civic Centre on 14 December 2011, and at the Boulevard Shopping Centre on 15 December 2011. Over 100 people attended the open days.

The events sought to raise public awareness of the SuperTowns Programme and gain feedback on the preliminary growth plan options, town centre ideas and guiding planning and urban design principles. These concepts along with a questionnaire relating back to the information presented assisted in providing conversation cues for more in-depth discussions on the social issues and opportunities within Esperance.



Two Week Community Consultation Period 30 January to 10 February

To follow on from the stakeholder workshops and community open days in 2011, a two week period of community consultation was undertaken by the project team and Community Reference Group. This included vibrant poster displays at the Shire of Esperance Offices, at the Esperance Public Library, Esperance Senior High School and at the Boulevard Shopping Centre. Project team staff, elected members and community reference group members were available at the shopping centre display, for the community to come along and chat to over the two week period. A draft Summary Document of the Growth Plan was available at the Shire's website for public viewing and comment. The Summary document was also forward to the Regional Heads of Agencies for comment.

The consultation period was advertised through the local newspapers, project team radio interviews and the launch of the Esperance SuperTowns Facebook page. Comments were collected by drop-in boxes at the displays, on the 'virtual' wall on Facebook as well as a 'graffiti' wall located at the High School display where students could literally graffiti their comments on a giant paper wall!

The consultation period was a great success. It positively assisted to deliver the SuperTowns message to the community, reinforcing our vision and growth planning scenarios identified at earlier workshops and providing heaps of valuable information about potential projects, programs and strategies for the future of the town. Members of the public were appreciative of the opportunity to talk one-to one with the SuperTowns team in environments they felt comfortable with.



1.6.3 CONSULTATION AND ENGAGEMENT OUTCOMES

The following chart documents a thorough breakdown of feedback received from the community through all methods of consultation; including workshops, stakeholder meetings, one on one conversations and the community consultation period associated with the advertisement of the Growth and Implementation Plan.

TABLE 1 - COMMUNITY AND CONSULTATION FEEDBACK

PEOPLE		
ISSUES	OPPORTUNITIES	SUMMARY; WHAT THE COMMUNITY WANTS
<ul style="list-style-type: none"> - Attraction of retention and people to the town due to lack of professional employment opportunities and higher education opportunities - Conservative nature / some residents reluctant to change due to a desire to hold onto the nostalgic nature of the small holiday town - Declining volunteerism beginning to occur 	<ul style="list-style-type: none"> - Positive, welcoming community spirit - Locals love the nature of small towns - Friendliness and connectedness - A highly engaged community with commitment to clubs and the sense of belonging - A can do attitude, will make things happen - High degree of entrepreneurship - Value a sustainable approach to living - Outdoor oriented 	<ul style="list-style-type: none"> - Active community involvement that creates a sense of belonging - A collaborative approach - Attraction and retention of people into the community - Overcome hindrances cause people to leave town - Respect of the natural and Indigenous heritage - Sustainable behaviours - Build on communities past achievements that have built the foundations for the future rather than “start again” - Build capacity and resilience within the Esperance community
PLACE		
ISSUES	OPPORTUNITIES	SUMMARY; WHAT THE COMMUNITY WANTS
<ul style="list-style-type: none"> - Isolation a liability - Identity crisis; is it an agricultural town, fishing town, tourism town, Port town - No heart or meeting place 	<ul style="list-style-type: none"> - Isolation creates bonding which can be maximised - A strong connection to the sense of place and a feeling of belonging - Authenticity highly valued within town - Remote setting gives a competitive edge - Family oriented - Safe and secure - Acknowledgement that there is a need for a plan for the future 	<ul style="list-style-type: none"> - Development of sense of place through public art - Ensure the character and spirit of Esperance is maintained and enhanced - Esperance and not let it either stagnate or grow for the sake of growth - Need to protect the “character and spirit” and protect what makes Esperance special - Strengthen sense of place through public realm projects - Strengthen Esperance so that it doesn’t stagnate or grown unsustainably - Strengthen and manage access to natural - Build on benefits that isolation can bring to social cohesion

BUILT + NATURAL ENVIRONMENT		
ISSUES	OPPORTUNITIES	SUMMARY; WHAT THE COMMUNITY WANTS
<ul style="list-style-type: none"> - Too much emphasis placed on the beach amenity - Community doesn’t want to beautify anything, preferring natural amenity - Built town seen as a “ghost town” shabby, and a mish mash of character - No community meeting place - Appreciate natural beauty but want to maintain lifestyle of 4wd driving along beach, fishing (balancing nature and lifestyle) etc - Lack of formal meeting place, sheltered from the wind - Foreshore erosion - Fuel storage and underground pipeline inhibiting foreshore redevelopment - Impact of Port on Town - Lack of adequate car parking 	<ul style="list-style-type: none"> - Beaches an asset as well as the bush - Desire to preserve the natural beauty - Desire to explore the colonial and indigenous heritage - Value the natural environment and living a sustainable lifestyle - Desire to promote natural assets - Need more education about how to care for natural assets - Current spatial layout of Esperance - Post office a major attractor for regional farmers and a vibrant part of town, plaza surrounding it can be built upon - High biodiversity hotspot 	<ul style="list-style-type: none"> - Activation / revitalisation of the Town Centre - Diversity in the residential housing market - Build a strong Town Centre to act as the impetus for living and working - Built form which is of a high quality and diverse - Redefine Foreshore amenity - Promote the benefits of Esperance’s coastal location - Identify key land for strategic development - Strengthen and manage access to natural amenity - Resolve the divided nature of the townsite
EDUCATION		
ISSUES	OPPORTUNITIES	SUMMARY; WHAT THE COMMUNITY WANTS
<ul style="list-style-type: none"> - Issues retaining youth in Esperance due to lack of secondary and higher education, resulting in loss of families or a family support breakdown - Adult opportunity training, up skilling and re-skilling availabilities are low - Lack of training to support local businesses to provide better customer services/ business management - Children who don’t excel are marginalised in high school and have minimal opportunities in town upon leaving - Young adults who leave the region for university lack a family support structure and results in a high drop-out rate 	<ul style="list-style-type: none"> - Community understands that the youth need life experiences and encourage them to leave, willing to create opportunities to attract them back, - Farmers children and children from the regions are attracted to Esperance for Boarding school - Local indigenous schools providing training for indigenous students to work within the Mining and Resources sector and attracting students from across WA - Recognised that too many decisions made on behalf of youth and this demographic should be directly consulted to provide feedback on how to attract retain students. 	<ul style="list-style-type: none"> - Opportunities for tertiary education within the community - Opportunity for Education hub to facilitate distance learning - Address and explore attraction and retention of young people

HEALTH		
ISSUES	OPPORTUNITIES	SUMMARY; WHAT THE COMMUNITY WANTS
<ul style="list-style-type: none"> - Lack of doctors (GP) and specialists within town, some residents required to drive to Kalgoorlie, Albany or Perth - Difficult to attract doctors to the Shire - Lack of respite accommodation for general illness and sufferers of mild or recovering mental health issues 	<ul style="list-style-type: none"> - Currently good home health care service - Willingness to invest in preventative medicine - Willingness to explore uptake of tele-health, virtual health services via NBN - Preference for a co-located medical facility to house locum doctors with central administration as means of attracting GPs to town 	<ul style="list-style-type: none"> - Development of a co-located medical hub to include mental health, wellbeing and specialist health

ARTS, CULTURE & SPORTS		
ISSUES	OPPORTUNITIES	SUMMARY; WHAT THE COMMUNITY WANTS
<ul style="list-style-type: none"> - Duplication of clubs can be divisive - Management of clubs and volunteers is waning and impacting on strength of clubs and volunteerism 	<ul style="list-style-type: none"> - Sport is important to the community as there is not a lot to do - Large number of sporting clubs in the Shire with great facilities - Children can play a wider variety of sport as generally all sports are located centrally - Acknowledge the need for a cultural plan - Club Development Manager recently allocated to Shire of Esperance 	<ul style="list-style-type: none"> - Development of sense of place through public art - Development of a cultural plan - Development of a sporting Club management plan

GOVERNMENT		
ISSUES	OPPORTUNITIES	SUMMARY; WHAT THE COMMUNITY WANTS
<ul style="list-style-type: none"> - A few squeaky wheels within the community need to be managed and fearless leadership is lacking - Lack of consistency within government - Communication strategies average - Communication between GEDC / Shire / ECCI could be improved - Community trust lost through Port led issues 	<ul style="list-style-type: none"> - Generally Shire has been good with communication - LEMC very well managed - Recognised that community development should run as a business 	<ul style="list-style-type: none"> - Leverage the government opportunity in line with the aspirations of the people

TOURISM		
ISSUES	OPPORTUNITIES	SUMMARY; WHAT THE COMMUNITY WANTS
<ul style="list-style-type: none"> - Poor customer service does not invite tourist's to stay longer or return - Air fares currently expensive - Distance and isolation mean that the location is not a "weekend getaway" - Current accommodation poor quality - Lack of quality budget and high end accommodation - Local residents and stakeholders are not serious about being a "tourist town" - Facilities for tourism need to be sustained by the local population 	<ul style="list-style-type: none"> - Great diversity of attractions for tourists Can celebrate the notion of a "wild winter" - Business tourism with conferences - Local tourism / backpackers - Port to be utilised as a base for cruise ships - Natural Islands - Indigenous history - Tourism centre would identify easily opportunities for tourists / attractions - Esperance branding can be built upon 	<ul style="list-style-type: none"> - Attraction of investment in high quality, unique tourism and backpacker accommodation - Need to address quality of current tourism accommodation - Explore the opportunities offered by close proximity to Esperance Port - Develop a thorough tourism strategy

SERVICES + FACILITIES		
ISSUES	OPPORTUNITIES	SUMMARY; WHAT THE COMMUNITY WANTS
<ul style="list-style-type: none"> - Lack of youth facilities, need places for teens to reduce crime and antisocial behaviours - Facilities generally aged and require upgrades - Need more indoor sports facilities - Nostalgia associated with some facilities that require upgrade - Lack of adequate management of facilities - Need more cafes and restaurants - Greater Sports Ground Redevelopment needs to be addressed to provide additional sporting facilities - Lack of Emergency Services staff as generally all are volunteers 	<ul style="list-style-type: none"> - Ageing in place very successful - Preference to consider co-location of services and facilities to prevent proliferation of some clubs with individual facilities - Co location of library, art and culture centre, cultural , tourism centre to maximise efficiency of volunteers to manage one facility and create a Civic precinct - Strong sense of community ownership over some facilities 	<ul style="list-style-type: none"> - Explore co-location of facilities to increase efficiency - Need to build on adequacy of facilities and increase quality

ECONOMY + EMPLOYMENT		
ISSUES	OPPORTUNITIES	SUMMARY; WHAT THE COMMUNITY WANTS
<ul style="list-style-type: none"> - Lack of major employment generator - Efficiency of local businesses lacking - Lack of hours of operation of businesses mean a lack of vibrancy within the town centre - Difficult to maintain staffing requirements - Some local outsource / buy products from out of town - Minimise duplication of services - A lot is imported into the town / need to balance this with more localisation - Anti aquaculture 	<ul style="list-style-type: none"> - Strong local entrepreneurship can be fostered - Possible incentives for local businesses including free rent to ensure establishment - Shared facilities a key - Create a culture to encourage local spending - Cluster economic activity and promote synergies - Potential for regional innovations in agriculture - Opportunities embracing technology / online businesses, shared websites with champion businesses - Port providing high employment - Local food production / farmers markets - The remote setting gives a competitive edge 	<ul style="list-style-type: none"> - Attraction of key employment generators - Have an attitude and plan to attract new ideas and investment into Esperance - Ensure further development provides a diverse and robust economy that creates opportunities for all - Fostering entrepreneurship within the Shire - Identify an area which leverages off isolation

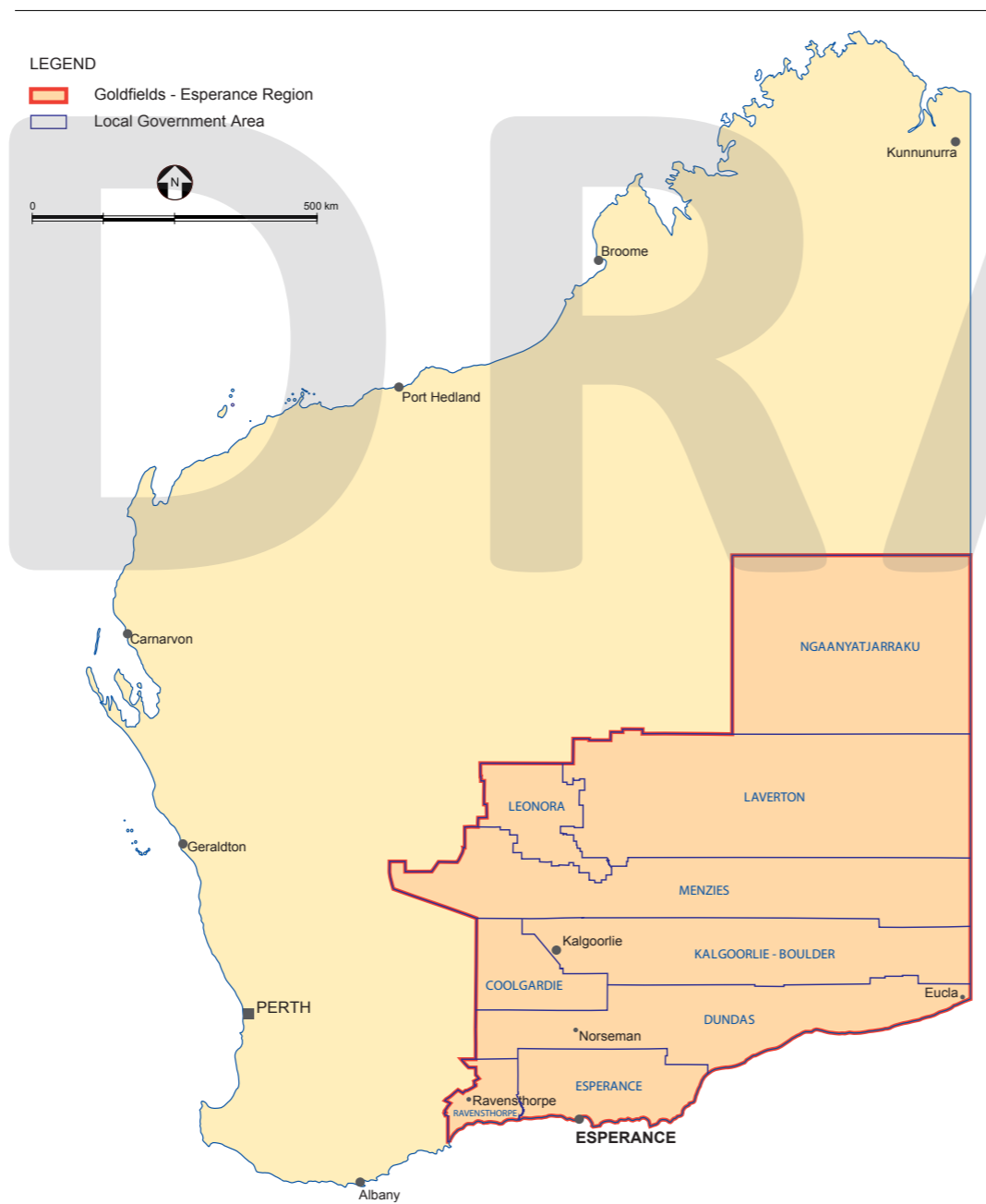
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2. CONTEXT AND ANALYSIS

The Goldfields-Esperance Region is located in the south-eastern corner of Western Australia and incorporates nine local government areas being the City of Kalgoorlie-Boulder and the Shires of Coolgardie, Dundas, Esperance, Laverton, Leonora, Menzies, Ngaanyatjarraku and Ravensthorpe (refer to Figure 5.)

FIGURE 5 - REGIONAL CONTEXT



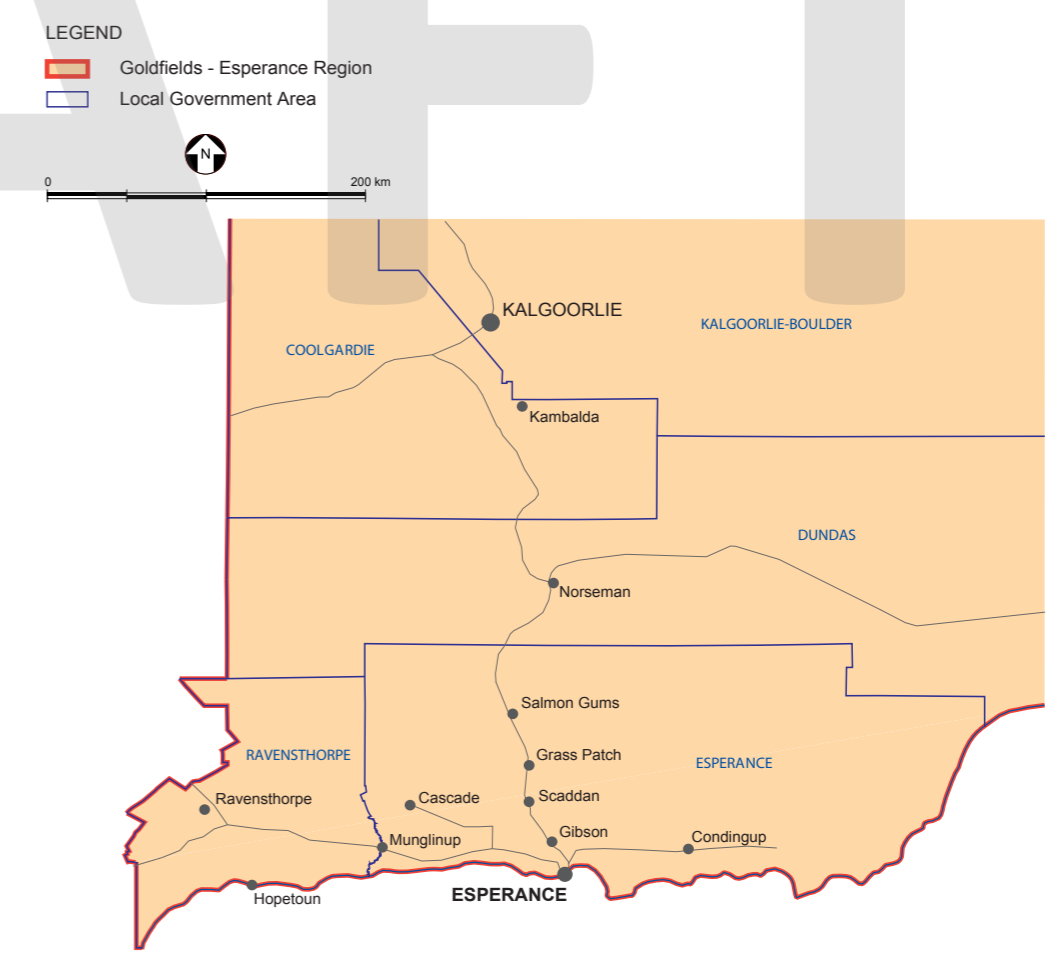
The Shire of Esperance, which comprises some 44,366 km², is situated at the southern extent of the Goldfields-Esperance Region, bound by the Southern Ocean to the south, the Shire of Ravensthorpe to the west and the Shire of Dundas to the north and east.

Esperance is situated approximately 725 kilometres from Perth and some 390 kilometres and 480 kilometres respectively from the regional centres of Kalgoorlie and Albany. The town is located on the coast with the main access roads being the Coolgardie-Esperance Highway from the north, and the South Coast Highway from the west.

Esperance is the main population centre within the Shire and serves as a sub-regional centre within the Goldfields-Esperance Region. Throughout the Shire are a number of smaller settlements that provide local level services to the surrounding agricultural districts including Condingup, Gibson, Scaddan, Cascade, Grass Patch and Salmon Gums (refer to Figure 6).

Beyond the Shire, the towns of Hopetoun, Ravensthorpe and Munglinup (situated within the Shire of Ravensthorpe), and Norseman and Eucla (situated within the Shire of Dundas), provide district or local level services.

FIGURE 6 - SUB-REGIONAL CONTEXT



2.1 HISTORICAL OVERVIEW

Kepa (water) kurl (boomerang) is the Aboriginal name for the area, where Esperance now sits, meaning, “where the water lies like a boomerang”. The area has been inhabited by the Wudjari Noongar people for tens of thousands of years prior to European settlement.

By Australian standards the Esperance region has a long history of maritime exploration. Early Dutch records from 1627 indicate that Pieter Van Nuyts first discovered the southwestern Australian coastline, sailing from Cape Leeuwin to offshore islands near present day Ceduna, in South Australia.

The town takes its name from the French ship that in 1792 was sent to search for an earlier scientific expedition that had disappeared after leaving Botany Bay. The second ship in the same expedition, La Recherche, gave its name to the archipelago, consisting of two groups of islands, off the coasts of Esperance and Israelite Bay.

Although ‘on the map’ and chartered by Mathew Flinders during his circumnavigation of Australia in 1802, Esperance remained unexplored during the early part of the nineteenth century. Visits by sealers and whalers, the meeting of explorer Edward John Eyre and his Aboriginal companion Wylie with Captain Rossiter in 1841, and the exploration of Lieutenant John Septimus Roe in 1848 precede the Dempster brothers’ settlement in 1864.

When the construction of the telegraph line reached Esperance in 1876, the settlement became far better connected with the outer world. In total, 7000 jarrah poles were used in the line’s construction and were shipped to points between Albany and Eucla with a control point at Esperance.

Finally gazetted as a townsite in 1893, Esperance grew rapidly after the discovery of mineral wealth in the Goldfields, and became a busy port for hopefuls en route. The town was developed into two areas that are still evident today. Land comprising the current town centre area was surveyed and released by the Government, whilst the area that comprises southern portion of Castletown was surveyed and released by a private company (Esperance Bay Company Limited). In 1895 the town became a municipality and the “Esperance Chronicle” was first printed in the same year.

The Government railway line from Fremantle to Kalgoorlie was completed in 1896, leading to a decline in the use of the Esperance port facilities and undermining the ability of the town to leverage off the wealth and prosperity created in the Goldfields.

The gold boom years continued into the early twentieth century but then waned and the town’s population dwindled to only a few hundred. The Depression and Second World War years saw little town growth.

The next wave of pioneers, lured by relatively cheap land prices, came to Esperance in the 1950s and 60s to continue the region’s growth and development. Recognition that the Esperance sandplain had agricultural potential was slow in coming, but eventually led to the establishment of the Gibson Research Station in 1949. Research unveiled vast potential when the light soils were supplemented with superphosphate and a few trace elements such as copper, zinc and cobalt. This development coincided with the Western Mining Corporation’s discovery of nickel at Kambalda and the subsequent nickel boom, leading to sudden and extensive development.

In 1979 Esperance made headlines when pieces of the space station Skylab crashed in and around the town after the craft broke up over the Indian Ocean. The municipality fined the United States \$400 for littering. The fine was paid in April 2009, when radio show host Scott Barley of Highway Radio raised the funds from his morning show listeners, and paid the fine on behalf of NASA.

The Gabbie Kylie Foundation was set up in 2007 by the Noongar Traditional Owners of Esperance in partnership with National Trust of Australia (WA), to conserve and interpret the indigenous cultural heritage values of Western Australia’s

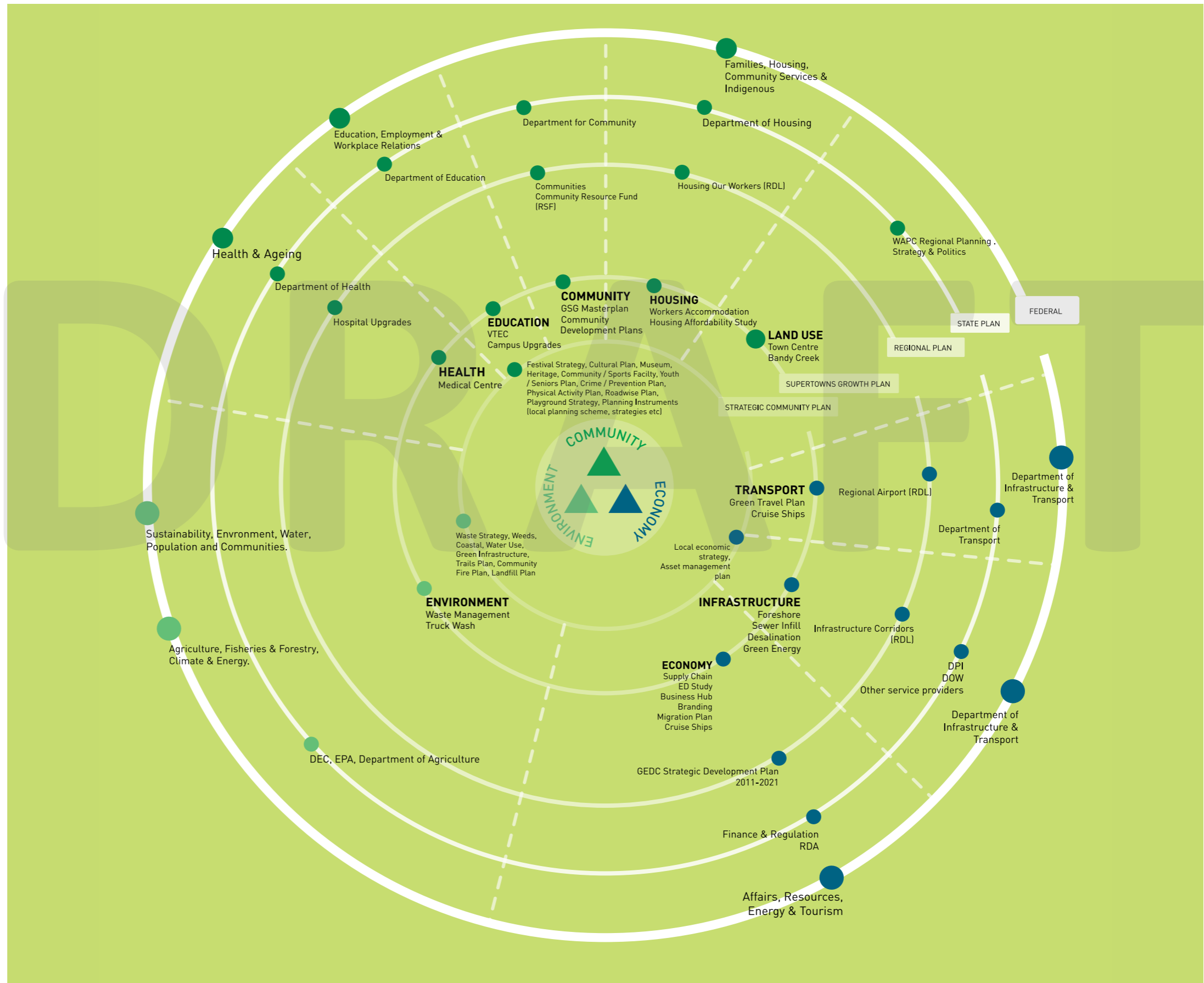
south coast. The Foundation has grown to become an important organisation in the Esperance region, working across a range of fields including archaeology, anthropology, heritage conservation, heritage interpretation and education, environmental restoration, ecology, youth mentoring, indigenous employment, and public education.



FIGURE 7 - ESPERANCE BAY COMPANIES’ TOWNSITE PLAN, 1895 (SOURCE: BATTYE LIBRARY)

FIGURE 8 - ESPERANCE BAY GOVERNMENT TOWNSITE PLAN, 1895 (SOURCE: BATTYE LIBRARY)

FIGURE 9 - RESPONSIBLE AGENCY STRATEGIC DOCUMENT RELATIONSHIP TO GROWTH AND IMPLEMENTATION PLAN



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CONTEXT & ANALYSIS

2.2 ROLE AND FUNCTION OF ESPERANCE

The role and function of Esperance, as previously identified by the State, was articulated in State Planning Strategy prepared by the Western Australian Planning Commission (WAPC) in 1997. The Strategy outlined a vision for the Goldfields-Esperance region in which the region "will continue as a major minerals extraction and processing area as well as a broadacre pastoral zone. The region will develop further as a tourist destination based on protected coastal environments and heritage sites. The region will also see the rehabilitation and protection of productive agricultural lands, the increasing use of energy sources with a low environmental impact and the development of alternative water resources to facilitate the region's development. Kalgoorlie will continue to expand its role as an important regional road and freight centre, as well as a significant tourist destination. Upgrades to the strategic freight and tourist road networks will also increase the importance of both Norseman and, more dramatically, Esperance as subregional centres".

Esperance has a symbiotic relationship with the Shire and the broader Goldfields-Esperance region, due to the region's isolation and the relatively large distances between major regional centres. As a sub-regional centre for the Goldfields-Esperance region, Esperance is strategically important in providing higher order retail, commercial and administrative services and facilities for the surrounding agricultural districts within the Shire including the settlements of Condingup, Gibson, Scaddan, Cascade, Grass Patch and Salmon Gums, as well as towns further afield including Hopetoun, Ravensthorpe and Munglinup (within the Shire of Ravensthorpe), and Norseman and Eucla (within the Shire of Dundas).

Esperance also serves as an important coastal and scenic destination for local and international visitors due to its central location to a wide range of pristine, natural attractions within the region, including spectacular coastal beaches, the Cape Le Grand and Cape Arid National Parks and the Recherche Archipelago, or Bay of Isles. In particular, Esperance attracts a significant number of interstate self-drive travellers crossing the Nullarbor from Australia's eastern states.

Esperance is also strategically important to the entire Yilgarn mineral province to the north and west of Kalgoorlie, serving as the preferred export port for resource projects within this province. Its strategic importance revolves around the import of key production inputs, and the export of agricultural and resource products, as well as provision of tourism and recreational opportunities to the wider region.

Despite the relatively large distance from the Goldfields, Esperance serves as the closest coastal centre for the region which has resulted in a closer relationship than would normally otherwise exist.

2.3 STRATEGIC PLANNING FRAMEWORK

The direction and aspirations for the future growth of Esperance have been articulated in an array of documents prepared by the State through its various agencies, the Goldfields-Esperance Development Commission and the Shire of Esperance. Each of these documents in some way reflect current aspirations as well as identifying a range of visions, strategies and actions which collectively seek to guide the future growth of Esperance to support long term economic activity and improve the quality of life for existing and future residents.

This section reviews existing documents in order to describe the current situation, key drivers, pressures and implications facing the future growth of Esperance. This section is crucial in ensuring all strategic documents are considered in light of aspirational growth for Esperance 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.

Figure 9 identifies the relationship of the various agencies responsible for the preparation of the various plans and strategies and how these are directly related to the Esperance Growth

2.3.1 GOLDFIELDS-ESPERANCE REGIONAL PLANNING STRATEGY (2000)

The Goldfields-Esperance Regional Planning Strategy (GERPS) identifies future land use needs and addresses the demand and growth requirements of the major centres in the Goldfields-Esperance. The Strategy provides State and local government with a strategic framework for an integrated approach to planning in the region for the next 30 years.

The GERPS identifies Esperance as one of two sub-regional centres within the region with an anticipated population of 18,000 by the year 2026 under a medium growth scenario and 25,000 under a high growth scenario.

Esperance performs a number of important functions that contribute to the continued growth of the Goldfields-Esperance Region which include a transportation hub through the port, for both resource and agriculture goods, and as a tourist centre.

Key planning issues identified for Esperance include:

- » Identification of land for residential development to 2026.
- » Identification of land for future heavy industrial development. Proximity to the port and access corridor are important considerations.
- » Consideration of the need for an additional port to support the existing port at Esperance.
- » The need for planning and management of the unique foreshore areas of Esperance.
- » Protection of the Esperance Lakes Nature Reserves (Ramsar Convention).
- » Better provision of higher level services, such as secondary education, employment training and health amenities, needs to be advocated in Esperance in addition to those provided in Kalgoorlie-Boulder.
- » Promotion of Esperance as a base for the recruitment of fly-in/fly-out staff.
- » The need to ensure that rural-residential development does not impinge on protected resources.
- » The need to protect land identified for future urban development.

The GERPS incorporates a structure plan for Esperance to provide for future urban expansion of the town, and coordinate the provision of community and service infrastructure. The structure plan is based on a target population of 25,000 people and is intended to guide the development of Esperance towards 2026.

The structure plan identifies a large portion of the future urban land in the eastern sector of the town, and which is well serviced by infrastructure. Other areas for development stretch from south of Lake Warden to the West Beach area.

Whilst the GERPS and associated structure plan is intended to provide the basis for informing land use planning decision making within the region and Esperance until 2025, it is now some twelve years old. Since that time, various other studies and strategies have been prepared which have incorporated the recommendations of the GERPS.

This SuperTown Growth Plan will inform the future review and preparation of the Goldfield-Esperance Regional Planning Strategy as it relates to Esperance.

2.3.2 ESPERANCE LAND RELEASE REPORT (2003)

The Esperance Land Release Report, prepared by the WAPC in 2003, provides an overview of where residential and non-residential development is proposed to occur over the next five to ten years and the implications of this development.

The report states that the Shire's economy comprises a strong agricultural base supported by the port operations and has diversified to include tourism and fishing.

The report states that the Shire has experienced steady growth and is envisaged to reach between 15,800 and 18,400 by 2011. A survey of vacant land revealed a large number of vacant lots across Esperance with land zoned for future urban development having the potential to realise over 9,700 new dwellings however this will require services to be upgraded or new services to be developed. Any future growth however needs to be carefully managed in order to protect the region's natural landscape and coastal environment.

Additionally the report identifies concerns over the effect of increased housing prices, which could lead to pressures on the rental market, community services, and the general capacity of people to afford to remain in the town.

Whilst this document is the most recent land release report prepared by the WAPC, it is now some nine years old in which time several projects and land developments have progressed and new statistical data has become available.

In 2011, the Shire undertook a Housing Land Audit that provides a detailed summary of residential land in Esperance and its major suburbs. The findings of this audit are detailed in Section 2.9 of this document.

This SuperTown Growth Plan should form the basis for future strategic planning in Esperance including land availability, supply and staging.

2.3.3 COUNTRY LAND DEVELOPMENT PROGRAM ANNUAL REVIEW (2006)

The Goldfields-Esperance Country Land Development Program Annual Review forms part of a series of documents prepared by the WAPC, which aim to identify and monitor past, current and future land use activity and associated services and development in regional areas, in order to demonstrate opportunities and constraints for development.

The document states that the population of Esperance is expected to grow at 0.42 per cent per annum between 2007 and 2012 with a significant proportion of this growth occurring in Esperance where significant infill development opportunities are available.

Future residential development activity will be centred on the localities of Castletown, Flinders, Bandy Creek, Nulsen and Sinclair. Esperance will continue as the primary commercial centre, serving the surrounding population with secondary centres situated in Flinders and Bandy Creek.

Expansion of the town is generally constrained by the presence of groundwater protection areas to the west, national parks to the east and the Esperance Lakes to the north. Portions of land available for development are constrained by factors such as soil type and remnant vegetation.

This SuperTown Growth Plan should form the basis for future strategic planning in Esperance including land availability, supply and staging.

2.3.4 SOUTH EAST REGION WESTERN AUSTRALIA SOCIAL & ECONOMIC SNAPSHOT (2011)

The South East Region Western Australia Social and Economic Snapshot, prepared by the Goldfields Esperance Development Commission (GEDC) in 2011, provides specific social and economic information relating to the three local government authorities of Esperance, Ravensthorpe and Dundas, which form part of the Goldfields-Esperance Region (City of Kalgoorlie Boulder and Shires of Esperance, Dundas, Coolgardie, Laverton, Leonora, Menzies, Ngaanyatjarraka and Ravensthorpe). The following summarises the key findings presented in the document.

The population for the Shire of Esperance totalled 14,570 in 2009, representing approximately 25% of the total population in the Goldfields-Esperance Region.

In 2008-09, the gross regional product for the Goldfields Esperance Region was \$7.2 billion, which equates to 4.2 percent of the Gross State Product, and is based on the extraction and processing of mineral resources and a stable agricultural sector.

Gold and nickel production are the region's major economic drivers, however the export of iron ore and nickel concentrates through the Esperance Port are increasing. It is anticipated that new exporters will come on stream over the next few years as a result of increased exploration activity and demand for mineral resources globally.

In 2006, some 1.65 million hectares of land (comprising 410 agricultural holdings) were located in the Esperance Agricultural District (Shires of Esperance and Ravensthorpe) of which, 826,000 hectares was under cropping, and 589,000 hectares was being used for grazing.

The gross value of agricultural production in the Esperance District for the financial year was \$480 million, principally for cereals and livestock. Wool was valued at \$30 million and livestock \$60 million. An average of 1.6 million tonnes of grain has been exported annually over the past decade from the Esperance Port.

Tourism is a major economic force in the region and increased visitor numbers to the south-east sub region continues with 152,000 overnight visitors and 60,000 day visitors to Esperance in 2008-09. The value of tourism for the year was \$51.7 million.

The Goldfields Esperance Region also has a solid manufacturing base, driven by the requirements of the minerals processing, agricultural and fishing sectors.

Esperance is well serviced with social infrastructure consisting of a district hospital, an airport serviced by daily flights from Perth, and several state and private schools.

Significant new and upgraded infrastructure identified for Esperance includes a \$300 million upgrade of the Esperance Port to enable increased exports to 30 million tonnes a year, as well as a \$120 million upgrade of the transport corridor to facilitate increased transport movements into the port due to commence in early 2012.

This document is relevant to the SuperTown Growth Plan in that it summarises recent key social and economic characteristics relating to Esperance.

This SuperTown Growth Plan seeks to build upon this work and inform future strategic planning for Esperance and the broader region.

2.3.5 GOLDFIELDS-ESPERANCE REGION: 2011-2021 STRATEGIC DEVELOPMENT PLAN (2011)

The Goldfields-Esperance Region: 2011-2021 Strategic Development Plan, prepared by the GEDC in 2011, establishes foundations for advancing long-term (intergenerational) sustainable development in the region, while identifying priority initiatives to be advanced over the next 10 years.

The Plan recognises the significant contribution of the mining and related service industries towards the local and regional economy, which is also supplemented by the agricultural, tourism, and commercial fishing industries.

The Plan is framed within the context of significant long-term challenges, aspirations and key strategies that together, with more immediate projects being pursued, will shape the focus and scope of current and future sustainable regional development.

Climate change, global financial circumstances, corporate globalisation, emerging geo-political and geo-economic developments, increasing energy and water supply challenges, and global and national population growth and composition changes, are just some of the issues impacting on current and future regional circumstances.

The Plan identifies a number of strategies, based around a set of economic, social, environmental, and governance aspirations, together with a number of “flagship projects”. Key flagship projects identified and relevant to the future growth of Esperance include:

- » Advancing the strategic “Portlink” transport and services corridors;
- » Establish a regional campus representing main WA universities;
- » Redevelopment of the Esperance Hospital;
- » Master planning and refurbishment of the Greater Sports Ground area to ensure a more rational use of space and facilities;
- » Developing comprehensive regional energy and water management strategies;
- » Establishing workforce development strategies to minimise labour shortages and ensure employment continuity;
- » Progressing development of the Esperance foreshore; and
- » Esperance Aerodrome requisite works to ensure compliance with civil aviation standards, including upgrade of security.

This document is relevant to the SuperTown Growth Plan in that it outlines key strategies projects, which will have an impact on the future of Esperance. This document is currently being reviewed and is due to be finalised by March 2012.

This SuperTown Growth Plan seeks to build upon this work and inform future strategic planning for Esperance and the broader region.

- » This SuperTown Growth Plan seeks to build upon this work and inform future strategic planning for Esperance and the broader region.
- » DRAFT GOLDFIELDS-ESPERANCE WORKFORCE DEVELOPMENT PLAN (DECEMBER, 2011)
- » The Draft Goldfields-Esperance Workforce Development Plan (December, 2011) has been prepared by the Western Australian Department of Training and Workforce Development (WA DTWD) for comment to validate the priority issues facing the Goldfields-Esperance workforce development and the regional priority occupation list that will form the basis for actions in the final Goldfields-Esperance Workforce Development Plan (2012 – 2015).
- » The Draft Goldfields-Esperance Workforce Development Plan represents one of nine coordinated and integrated workforce development plans being prepared for each of the regions to address the increasing challenges associated with ensuring the availability of a skilled and flexible workforce.
- » These workforce development plans sit within the context of the Department’s Skilling WA: A Workforce Development Plan for Western Australia and involve a number of core considerations:
 - » An assessment of current and future demand for workforce skills;
 - » An examination of existing capacity and capability of the workforce;
 - » Current and future workforce gaps; and
 - » The development of realistic and achievable workforce development strategies.
- » In the case of the Goldfields-Esperance region, the project follows an earlier plan that was released in 2008: Workforce Futures for the Goldfields Esperance Region. The project has been conducted in partnership with the Goldfields-Esperance Workforce Development Alliance (GEWDA), which comprises key representatives from across the region.
- » The Draft Report identifies strategies and actions that relate to the five (5) key mechanisms, which are:
 - » Workforce Participation;
 - » Attraction and Retention;
 - » Planning and Coordination;
 - » Skills Development and Utilisation; and
 - » Migration.

The Draft Report identifies regional priority issues based on a synthesis of research and analysis based on the Goldfields-Esperance Regional Profile (2011). Across the Goldfields-Esperance Region the following regional priority issues are listed:

- » Ability to compete with other regions for skilled labour;
- » Extensive use of FIFO as a means for labour flexibility;
- » Poor regional perceptions;
- » Lack of rental accommodation;
- » Availability of Health Services; and
- » Availability and quality of education.

With respect to Esperance in particular, the following regional priority issues are listed:

- » High workforce participation rates;
- » Lack of career pathways;
- » Affordability of transport;
- » Loss of young people; and
- » Lack of suitable skills.

The Draft Report includes an analysis of modelling outcomes for projected future scenarios for mineral resources and productions and future labour force demand in the Goldfields-Esperance Region. The Report additionally includes a Regional Priority Occupation List.

The Draft Report includes an Action Plan, proposing priority actions that seek to provide practical solutions to a number of complex workforce development challenges. These have been designed to enable Government to adequately plan and resource workforce related strategies and for the regions' employers to advise government and implement workforce-planning initiatives in their workplaces. The priority actions are currently in draft form only and are still subject to review. Once finalised, it is intended that these be mapped to the Strategic Goals in Skilling WA and allocated a lead agency and timeframe.

With the understanding that the draft document remains subject to review, this SuperTown Growth Plan seeks to draw upon and incorporate the key mechanisms, strategic goals and proposed priority actions contained within the document.

2.3.6 ESSENCE OF ESPERANCE 'OUR TOWN – OUR FUTURE' COMMUNITY VISION REPORT (SHIRE OF ESPERANCE, MAY 2000)

The Essence of Esperance 'Our Town – Our Future' Community Vision Report reflects the outcomes of a program initiated by the Shire of Esperance in 2000 to ensure the people who live and work in Esperance have a say in determining its future and the Shire's role in achieving that future.

The Community Visioning component formed one of a number integral parts of the program that lead to the emergence of a 2020 Vision for Esperance. The overarching vision for Esperance was as follows:

"The spirit of Esperance is unique, we take pride in being a creative, caring and supportive community. We live in a diverse and dynamic region with outstanding opportunities for all. As custodians, we are committed to protect our spectacular natural environment. Esperance has a sense of community ownership with commitment to determine its own direction. We make things happen!

This vision is further supported by a number of individual vision statements relating to people, lifestyle and community, environment, sustainable employment and development education and transport. These are further reflected in the form of interrelated values and principles that the community developed to guide future planning in Esperance.

The level of interest in the project was considerably high with hundreds of young people, seniors, business, industry, education and arts and cultural groups taking part in the visioning exercise one way or another.

This SuperTown Growth Plan seeks to draw upon the outcomes of this extensive high level visioning exercise to inform a renewed vision for Esperance looking forward 30 – 40 years.

2.3.7 SHIRE OF ESPERANCE STRATEGIC ACTION PLAN 2007-2027 (2007)

The Shire of Esperance Strategic Action Plan 2007-2027 sets out the guiding principles and specific actions that guide future decision making in the Shire. The Plan is guided by Council's high level aspirations and principles as detailed within the Shire's Essence of Esperance Strategic Plan.

The Plan identifies a range of short, medium and long-term goals based around six key areas: People Lifestyle and Community; Environment; Sustainable Development and Employment; Education; Transport; and Leadership and Governance.

This document is relevant to the Growth Plan in that it documents the Shire's current aspirations for the future growth of Esperance.

This SuperTown Growth Plan seeks to build upon this work and incorporate the recommendations contained within the document and inform future iterations of the Shire's strategic plan.

2.3.8 SHIRE OF ESPERANCE PLAN FOR THE FUTURE 2010/11 TO 2012/13

The primary objective of the Shire's Plan for the Future is to identify the expected major projects that have been proposed or are to be commenced or continued for the next two financial years. Those projects identified under the Plan are discussed in detail in section XX of this report.

This document is relevant to the SuperTown Growth Plan in that it identifies a number of key projects anticipated by the Shire to occur in Esperance in the short term.

This SuperTown Growth Plan seeks to build upon this work and inform the Shire with regards to the identification and prioritisation of future projects that will impact on the future growth of Esperance.

In 2011, the Shire of Esperance administered a Community Perceptions Survey, as prepared by Catalyse Pty Ltd, to all households in the Shire (approximately 5,600 properties) to evaluate and monitor performance across a range of facilities and services. The survey attracted a cross-section of residents, with a total of 809 completed surveys returned. These provided the Shire with valid performance measures that could be benchmarked against other Western Australian Local Governments and identify performance gaps.

The findings of the surveys lead to identification of the following key five priority areas:

- » How the community is consulted;
- » How the Town Centre is being developed;
- » Economic development, tourism and job creation;
- » Road maintenance in rural areas; and
- » Services and facilities for youth.

To improve, the Report recommends that the Shire consult further with the community to establish a clear, shared vision for the future, to explore reasons for dissatisfaction with high priority areas, and develop strategies to address these areas of concern.

This SuperTown Growth Plan builds upon this extensive consultation exercise and seeks to address the outlined need for improvements within the town centre, economic development and the requirement for ongoing community consultation.

2.3.10 SHIRE OF ESPERANCE LOCAL PLANNING STRATEGY (ADOPTED BY THE SHIRE OF ESPERANCE COUNCIL 24 JANUARY 2006, APPROVED BY THE WAPC 4 FEBRUARY 2010)

The Shire's Local Planning Strategy (LPS) guides the management of population growth, land use planning and development within the Shire, over a ten to fifteen year period. The LPS also provides the basis for the zoning and provisions of the Shire's current town planning scheme.

The following summarises the key issues identified in the document:

Due to the distance to Perth and other regional centres, Esperance is required to provide the majority of services and facilities to meet the needs of the growing urban community, as well as servicing the rural community of the Shire and the adjoining Shires of Dundas and Ravensthorpe.

Commercial and industrial development will continue to be focused in Esperance. The central business area will continue to serve as the region's main shopping and office area.

- » Development of the town is physically constrained by the coast to the south, the Esperance Lakes to the north, the groundwater protection area to the west and extensive areas of national park to the east. Additionally not all of the land between these features is suitable for urban or semi-rural development due to issues associated with soil type, water resources, varying topography and remnant vegetation.
- » There are significant infill development opportunities within the existing urban areas of Esperance, particularly where the sewerage infill program has been completed.

- » Upgrades to existing community facilities and services (especially education and health) as well as urban infrastructure (sewerage, electricity, gas, road and air transport) are required to service future growth of Esperance and surrounding communities.
- » Clear delineation of urban, semi-urban and broad acre agricultural areas is required to minimise land use conflict and limit encroachment of urban areas, whilst ongoing management of coastal reserves, access to the coast and coastal facilities is required to ensure a balance between conservation and recreation.
- » Farm holdings are generally becoming larger, with land being acquired to achieve economies of scale, which may result in a reduction in the population in rural areas as more land is managed by fewer people. In addition to traditional cropping and grazing, there will continue to be diversification in agricultural areas into products such as forestry, aquaculture, viticulture and tourism.
- » There are opportunities for the further expansion of the tourism industry, particularly eco-tourism, to capitalise on the natural beauty and environmental features of the area. There is a need for a wide range of tourist accommodation to supplement existing provision.
- » Developments outside the Shire boundaries, particularly mining, will generate increased demands on transport infrastructure within the Shire (especially the Esperance Port and the associated service access corridor) and which will need to be managed to minimise the impact on adjoining properties.
- » The groundwater reserves and surface water catchments from which towns within the Shire draw their drinking water supply are all located within or immediately adjacent to the towns. Accordingly future development of affected land will need to be carefully managed.
- » High ground water tables and salinity pose the biggest threat to the agricultural areas of the Shire. Further investigation into flooding in semi-rural areas is required, particularly in relation to the Dalyup and West Dalyup Rivers and Bandy Creek.

The LPS identifies 38 planning precincts in and around the town and a further 21 precincts comprising the outlying communities. The precincts have been defined based on their existing and/or future character and include objectives, strategies and actions to guide future planning.

Several of the precincts within the town have been identified for future infill or Greenfield residential development to accommodate Esperance's future growth, including Precinct 1 – Flinders; Precinct 2 - Castletown and Dixon Park; Precinct 6 – CSBP and Brazier Street; Precinct 10 - Central Esperance; Precinct 11 - Central Business District; Precinct 13 - Second Beach; Precinct 16 - Development Area 3; Precinct 18 - Princess Street; Precinct 19 - Sinclair and Nulsen; Precinct 20 - Nulsen Future Residential; Precinct 35 - Six-Mile Hills; and Precinct 37 - Bandy Creek.

This document is relevant to the SuperTown Growth Plan in that it represents one of the Shire of Esperance's strategic document for land use planning and development within the Shire and has informed the preparation of the Shire's Local Planning Scheme No. 23 (refer below). As the document has been produced relatively recently, many of the strategies and recommendations can be considered to be representative of the Shire's current strategic position with regard to land use and development.

This SuperTown Growth Plan seeks to build upon this work and incorporate the recommendations contained within the document and inform the future review of the Shire's Local Planning Strategy.

2.3.11 SHIRE OF ESPERANCE LOCAL PLANNING SCHEME NO. 23

The Shire of Esperance Local Planning Scheme No. 23 (the 'Scheme') is a land use based statutory Scheme, informed by the Shire's LPS and gazetted 19 February 2010. 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 a 'Use/Class' table, which permits, prohibits and provides Council discretion to approve certain land uses in certain zones depending on the purpose, intent and objective of the zone. The Scheme stipulates several objectives to guide the future development of Esperance.

This document is relevant to the SuperTown Growth Plan in that it represents the Shire's statutory instrument for land use and development control and identifies significant areas of land for future urban development.

This SuperTown Growth Plan seeks to inform the review and preparation of the planning framework including preparation of future local planning strategies and amendments to the town planning scheme. In addition to the Scheme, the Shire currently has a suite of Planning Policies prepared and adopted pursuant to the Scheme to guide development (refer to Appendix A). These will need to be reviewed in light of the recommendations of this SuperTown Growth Plan.

2.4 COMMUNITY PROFILE

2.4.1 CURRENT SITUATION

2.4.1.1 Demographics

The greater Shire of Esperance comprises seven areas including Esperance proper, Grass Patch, Cascade, Scaddan, Gibson, Coomalbidgup and Condingup. 2006 census data puts the population scan of the Shire at 12,965 residents. The Department of Planning's WA Tomorrow document indicates a 2011 estimate of 14,500 residents.

Analysis of these population figures indicates that growth within Esperance has increased by around 1.1% per annum between 1999 and 2009. It is forecast that the population will continue to grow at a steady rate over the next 10 – 15 years, with a population projection of 18,500 forecast for 2016 (WAPC, 2000a).

Compared to the State average, there is a slightly higher proportion of residents born in Australia (81.9%), which includes 594 Indigenous residents. The majority (4.1%) of people born overseas are from the UK.

With respect to age statistics in comparison to the State figures, the Shire has a high proportion of residents in the 5-14 year age bracket, and lower proportions of people in the 15-30 year age bracket, attributed to the need to relocate for further education, training and work opportunities. The 65+ age bracket also displays slightly lower statistics than the State, however as is consistent with national ageing population trends, the local ageing population is projected to increase.

2.4.1.2 Education

Within Esperance, 24% of residents have completed Year 12 and a further 14.1% of residents over 15 years have a qualification (including University, TAFE, etc). In comparison with State figures for qualifications this is slightly lower, however this is expected given inheritance of agricultural pursuits, trends in relocation for those seeking higher education learning and associated professions.

2.4.1.3 Employment

In 2006, the unemployment rate in the region was slightly higher than the State as a whole with the unemployment rate at the time being 4.4% compared with the State, being 3.8%. This figure is likely to be skewed also due to higher percentage of children aged between 5-14 years.

2.4.1.4 Community life

Undoubtedly as a result of the remote, isolated location, a strong, connected and supportive community has evolved. This sense of community spirit is characterised by its high number of volunteers and is evident in the strong sporting and recreation participation with over 100 clubs and 7000 members.

Some of the key events and activities that are held within the Shire of Esperance throughout the year have been highlighted in Table 2. This collection of activities with its range in facilitators demonstrates a highly engaged community.

TABLE 2 - ESPERANCE COMMUNITY EVENTS AND ACTIVITIES

NAME	DATES	FACILITATOR
Festival of the Wind	March, every second year	Esperance Community Arts
Children's Fun day	March, every second year alternate year to Festival of Wind	Children's Fun Day Committee
Agricultural Show	October	Esperance Agricultural Show Society
Discover Monji Family Picnic Day	Last week of September	Lake Monjingup Development Community Group
Australia Day	26 January	Esperance Rotary Club
Wild Flower Festival	September	Anglican Church
Pro Circuit Tennis Tournament	October	Esperance Tennis Club
Emergency Services Fun Day		FESA
French Week	December	Twin Towns Committee
Business Awards Night	August	Esperance Chamber of Commerce and Industry
Off Shore Angling Classic	March	Esperance Offshore Angling Club
Esperance Cup	November	Esperance Turf Club
Museum Village Markets	Monthly during off tourist season	Esperance Community Fund Raising Group
Condungup Community Fair	Fortnightly during tourist season	Condungup Recreation Association
Christmas Parade	March	Shire of Esperance
Carols by Candlelight	December	Lions Club
Seniors Christmas Dinner	December	Shire of Esperance
International Day of Persons with Disability	December	Disability Services Commission
Grass Patch Yabbie Classic	3 December	Grass Patch Community Development Association

NAME	DATES	FACILITATOR
Seniors Expo	October	Seniors Recreation Council
Sports Star Awards Night	November, every second year	Esperance District Recreation Association
Thank a Volunteer Day	November	Esperance Volunteer Resource Centre
NAIDOC Week	5 December	Department of Indigenous Affairs
Adult Learners Week	November	Esperance Library
Science Week	September	Esperance Library
Music Festival	August	Music Festival Committee
	November	

¹ Australian Bureau of Statistics 2003 Census

2.4.1.5 Community Services

The range and provision of community services are detailed in this section. The tables below show that while there is an extensive range of services, provision does not meet demand, particularly in the areas of health, tertiary education, services for youth and the aged.

Esperance has a diverse range of clubs and associations serving the community. Historically there has been a high rate of volunteerism supporting these organisations, but anecdotal evidence suggests volunteerism is declining. The range of community organisations present in Esperance is shown in Table 3. This table shows that there is an extensive range of organisations. Any decline in volunteerism would impact the viability of these groups.

TABLE 3 - TYPE OF ESPERANCE COMMUNITY ORGANISATIONS

TYPES OF SERVICES IN ESPERANCE	NUMBER OF SERVICES
Disability services	6
Health services	64
Community services	58
Emergency services	22
Indigenous services	5
Education	30
Youth services	13
Economic development	5
Sport	65
Leisure	85
Agriculture/Environmental services	21
Arts and Culture	9
Religious services	19

The key community service organisations are detailed in Table 4. This table provides a summary of provision in emergency, health, community and recreation services. Meetings with stakeholders and the community input suggest that many of the key community services are unable to meet demand. There is also a shortage of GPs with planned infrastructure to house them still being finalised. More research is required to understand and plan for present and future need.

TABLE 4 - KEY COMMUNITY ORGANISATIONS

ORGANISATION	DESCRIPTION OF SERVICE
Emergency Services	<ul style="list-style-type: none"> - Fire and Rescue Service Station (voluntary service) - Esperance Police Station - St Johns Ambulance (voluntary service) - SES (voluntary service) - FESA - Shire/FESA (emergency services co-ordinator)
Health Services	<ul style="list-style-type: none"> - General Practitioner, ophthalmology, orthodontist, orthopaedics, paediatrics, psychiatry - Home and Community Care - Part-time Aboriginal Health worker providing services in Esperance and Condingup - Audiology - Occupational Therapy - Physiotherapy - Social Work - Asthma / Dietetics - Speech Pathology - Nursing Service; <ul style="list-style-type: none"> - Child health, - Home visits for newborns - At Risk program - Universal screening - Parenting programs - Outreach services - Women's health - Immunisations - Rheumatology - Enuresis - Medical: general, ophthalmology, orthodontist, orthopaedics, paediatrics, psychiatry - Community Nursing Home - Home and Community Care facilities
Government Organisations and Services	<p>A number of State Government Departments have a regional office in Esperance, including:</p> <ul style="list-style-type: none"> - Shire of Esperance - Department of Environment and Conservation - Department of Agriculture and Food - Department of Education.

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ORGANISATION	DESCRIPTION OF SERVICE
Esperance Lotteries House	<ul style="list-style-type: none"> - Escare Family support - Youth service - Financial and counselling services - Goldfields individual support and family support association - Commonwealth respite and care link centre - Wanslea Family Day Care - Church of Jesus Christ Latter Day Saints
Esperance Volunteer Resource Centre	<p>Provides information and support to volunteers and agencies working with volunteers</p> <p>Keeps a register of volunteer positions which makes it easy to find out what volunteer positions are available in the local area, and with which organizations</p>
Community Associations	<ul style="list-style-type: none"> - Alliance Francaise D'Esperance - Citizen's Advise Bureau - Esperance Probus Club - Esperance Bay Rotary Club - Esperance Rotary Club - Freemason's Grand Lodge - Lions Club of Esperance - Progressive Women's Association - RSL (Esperance) - Safety House Committee - Senior Citizen's Centre - Senior's Recreational Council - Vietnam Veterans Association

ORGANISATION	DESCRIPTION OF SERVICE
Sporting Clubs	<ul style="list-style-type: none"> - Condingup Football Club - Newtown Oval Football Club - Esperance Ports Football club - Esperance Amateur Swimming Club - Esperance Badminton Associatio - Esperance Basketball Association - Esperance Bay Gun Club - Esperance Bay Turf Club - Esperance Bay Yacht Club - Esperance Bowling Club - Esperance Cricket Association - Esperance Cycle Club - Esperance Deep Sea Angling Club - Esperance District Football Association - Esperance Football & Sporting Club - Esperance Districts Recreation Association - Esperance Surf Lifesaving Club - Esperance Golf Club - Esperance Gymnastics Academy - Esperance Pistol Club - Esperance Pony Club - Esperance Softball Association - Esperance Surfcasters Club - Esperance Speedway Association - Esperance Tai Chi Club - Esperance Squash Club - Esperance Tae Kwon Do Academy - Esperance Volleyball Association - Ju-Jitsu & Judo Classes - Pink Lake Country Club - Rifle Club Inc. - Salmon Gums Gun Club - Senior Citizen's Carpet Bowlers Club - Snooker Club - Tee Ball Association - Triathlon Club - Esperance Tennis Club - Esperance Brass Band - Esperance Motorcycle Club - Esperance Hockey Association

2.4.1.6 Community Facilities

A summary of the key health, education, recreation and community facilities in the Shire of Esperance is provided below in Table 5. These facilities are assessed against standards for provision in the following table.

TABLE 5 - ESPERANCE EDUCATION, HEALTH, COMMUNITY & RECREATION FACILITIES

FACILITY	DESCRIPTION
Primary School	<ul style="list-style-type: none"> - Castleton Primary (Independent) - no data available - Esperance Primary – Trending up 426(2007) to 454(2011) - Nulsen Primary – Trending down 313(2007) to 263(2011) - Our Lady Star of the Sea Catholic Primary (remote) (Independent) K-7 - Esperance Christian Primary (Independent) K-7 Students 92 (2010)
Secondary Schools	<ul style="list-style-type: none"> - Esperance Senior High – Trending down 1003(2007) to 887(2011) - Esperance Residential College (provides accommodation for SHS) - Esperance Anglican Community School - Esperance SHS Education Support Centre - Trending down 28(2007) to 15(2011) - Wongutha Caps School (Independent) 11-12 Students 82 (2009)
Tertiary	<ul style="list-style-type: none"> - Curtin VTec
Health	<ul style="list-style-type: none"> - Esperance Hospital (40 bed hospital, accident and emergency, obstetrics, medical, general, surgery, palliative care, paediatric, psychiatric. Visiting specialist services: cardiology, ear/nose/throat, gastroenterology, gynaecology) - Community Health Centre Forrest Street (nursing services, aboriginal health services, allied health services - audiology, dietetics, occupational therapy) - Community Nursing Home - Home and Community Care facilities - Banksia Medical Centre - Community Health Centre Forrest Street
Places of Worship	<ul style="list-style-type: none"> - Anglican Church - Catholic Church - Christian Family Church - Uniting Church, Lutheran Church - Church of Christ Baptist - Esperance Christian Family - Baptist Church

FACILITY	DESCRIPTION
Recreation Centre(s)	<ul style="list-style-type: none"> - Bay of Isles Leisure Centre: - Gym - Indoor Sports Hall - Features Tai-Chi, Aerobics, Tae Kwon Do, Group Fitness Classes, Yoga - Public and disabled restrooms/showers - Swimming facilities: <ul style="list-style-type: none"> - Children’s Lagoon - includes Turbo pool, spa, seated spa - Indoor Heated 25 metre - 8 lane lap Pool - Lap swimming, Aqua -aerobics, Swim School, Vacsxim, Aqua inflatables for children - Hydrotherapy pool - 35 degrees - Function/ Meeting Room - Caters for small and large groups - Crèche - Child minding facilities - Cafe/Kiosk - Hot/cold food and refreshments available - Public and disabled restrooms/showers
Esperance Civic Centre	<p>The Reception Room (maximum capacity 252):</p> <ul style="list-style-type: none"> - Catering for large social functions (weddings, 21st birthdays etc), Corporate Functions, Seminars, Graduation Ceremonies/Award Functions, Special Events - Commercial kitchen for catering - Can divide into two rooms - Dance floor, lighting available - Auditorium and Staging - Theatre
Esperance Lotteries House (Accommodation for several not-for-profit organisations in the community)	<ul style="list-style-type: none"> - Conference room - Interview room - Business administration service – copying, faxing, laminating
Esperance Visitor Centre	<ul style="list-style-type: none"> - Reception area
Esperance Library	<ul style="list-style-type: none"> - Community library includes (children’s resources, coffee/tea, internet access)
Esperance Municipal Museum, Corner James St and Dempster St	<p>Houses a collection of photographs, unique machinery, furniture, pieces of the first American Space Station the “Skylab”, lots of memorabilia and a Locomotive W919</p>
Mongjimup Reserve, Telegraph Road	<ul style="list-style-type: none"> - Picnic facilities - Lake - Walking paths
Esperance Cricket Ground, Pink Lake Road	<ul style="list-style-type: none"> - Esperance Football Club - Oval - Esperance Cricket Club - Cricket Pitch

FACILITY	DESCRIPTION
Greater Sports Ground, Harbour Road Cnr Brazier Street	<ul style="list-style-type: none"> - 5 fields - Ports Cricket Club (x 1 cricket pitch) - Ports Football Club - Hockey Club (share facilities with softball) - Softball Club - Lawn Bowls Club - Badminton Club and Table Tennis Club - (share Badminton indoor court) - Basketball Association - Netball Association (13 courts) - Agricultural Show Society - Esperance Brass Band - Soccer Club (x 1 pitch) - Lawn Bowls Club - Beach Volley Club (part of Lawn Bowls Club) - Esperance Darts Club (part of Lawn Bowls Club) - Esperance Snooker (part of Lawn Bowls Club)
Gibson Football Club, Starr Street Gibson	<ul style="list-style-type: none"> - Oval - Clubrooms - Change rooms - Male and Female Toilets - Children's playground - Football matches/training - Cricket team (Summer) - Bar facilities
Ports Football Club, Black Street Esperance	<ul style="list-style-type: none"> - Oval - Clubrooms - Change rooms and toilets - Function centre / kitchen / bar facilities - Football training / matches, Cricket training / matches
Airport	- Esperance Airport
Marina	- Esperance Marina, Bandy Creek Boat Harbour

Table 6 shows the current provision of facilities and assesses this against standards for facilities provision. The remote location of Esperance should also be considered in any analysis of provision. The table below shows adequate provision for all facilities, but preliminary assessments (below) of the condition of facilities show that there are requirements for upgrades or replacement.

TABLE 6 - ESPERANCE FACILITIES STANDARDS ASSESSMENT

	FACILITY	STANDARD	DEMAND (POP. 12,965)	EXISTING PROVISION	CAPACITY	COMMENTS
District	Aquatic	1 per 120,000	0.1	1		Bay of Isles Leisure Centre. Capacity available in existing facilities. Facilities built over 50 years ago. Ad hoc additions. Need refurbishment of wet and dry facilities. Consolidation short to medium term. Gym and group fitness.
	Indoor Sports	1 per 25,000	0.5	1	0.5	Existing capacity Basketball facility upgrade underway at GSG.
	District Playing Field	1 per 20,000	0.6	1	0.4	Current masterplan for Greater Sports Ground. Interim working plan favoured outcome with capacity for 25% increase in usage.
Local	Active Reserve	1 per 3,000 - 4,000	3-4	5*	1	Existing capacity
	Cricket Pitch	1 per 3,000	4-5	5	1	Existing capacity
	Clubrooms / Change Rooms	1 per 5,000	2-3	?	?	More data required
	Tennis, basketball, netball	1 court per 1,000	12-13	22	9	Existing adequate provision
	Multi-Use (Halls)	1 per 4,000	3-4	5	1.7	Currently meeting required provision, however discussion with key community groups indicates that quality of satisfactory meeting halls is poor.
	Passive Reserve	1.7 ha per 1,000	20 - 23ha	?	?	More data required
	Playgrounds	1 per 2,000	6-7	10	1.4	Currently adequate provision
Education	Pre-primary	1 per 4,500	3-4	5	?	Consultation with DET required

2.4.2 REVIEW OF CURRENT COMMUNITY FACILITIES

BAY OF ISLES LEISURE CENTRE

The Bay of Isles Leisure Centre is a popular and well-frequented centre that contains an aquatic section with 25 metre lap pool, children's pool and rehabilitation pool. In addition, the leisure centre contains a gymnasium, crèche facility, kiosk, reception and toy library storage area. The centre was constructed in the 1980's and is generally in good condition. Improvements are required in the function, layout and operating systems (plant room equipment). This could significantly improve the centre's revenue, energy efficiency and running costs.

Issues and suggestions include:

- » Gym and fitness area are cramped and current circuit classes require additional space. An internal extension gaining space from adjoining rooms would result in a more functional gym facility
- » Sharing space with toy library which means that the current spin class bikes are required to be relocated once per week which is ultimately inconvenient and may cause damage in long term to the bikes
- » Large basketball stadium with high ceilings has been converted into a floor workroom, with a large area of underutilised space in the double height void. This space could be utilised for additional classes and increase the revenue of the facility
- » Inefficiency of the operating system through plant room equipment being out of date and consuming high amounts of electricity
- » Flooring upgrade required

DISTRICT PLAYING FIELDS / INDOOR SPORTS

The Greater Sports Ground is the major centralised district playing field within Esperance. The large size and central location make it a convenient space for families to enjoy various weekend recreational sports within the one vicinity. Unfortunately the condition of the overall playing field is poor with a disjointed layout, no connection between the various sports, large areas of red gravel car parking that invite anti-social behaviour after hours and presence of poor quality buildings and structures.

Issues and suggestions include:

- » Indoor Basketball stadium is in poor condition, with the building itself constructed in the late 1960's and having a deteriorating asbestos roof. Whilst the courts are currently utilised extensively, only two of the six courts are at a standard appropriate for competitive games due to the flooring being in need of replacement
- » Netball is now moving to favour indoor courts, this is placing greater pressure on current indoor basketball court availability
- » The badminton court is underutilised and in very poor condition, also constructed in the late 1960's
- » Utilisation of the Greater Sports Ground currently shares the space with the annual Agricultural Show which inhibits the development of particular areas of the space and has impacted on the requirement and location of lighting structures within the sports ground

- » Current requirement for tennis courts within the Great Sports Ground Area is sufficient however provision for adequate indoor basketball and netball courts is required
- » Availability of clubrooms is an issue for minor sporting groups and there is a need to look at concept for clubrooms. This will require extensive community consultation as there is currently a lack of desire for this to occur
- » Community engagement and review of the Greater Sports Ground Redevelopment is required to ascertain a working group and measures for moving forward in the process.

Library Facility

The Esperance library is located in close proximity to the Bay of Isles Shopping Centre and adjacent to the Shire of Esperance offices. The facility appears to have been constructed in the late 1960's and whilst the building itself is in satisfactory condition, the size is small, with the layout cramped.

Issues and suggestions include:

- » Current utilisation waning and there is a need to investigate contemporary technology trends and increase access to modern technology.
- » Possibility to review location of current facility and co-locate the facility to ensure maximum usage and potential, with side benefit of allowing staff appointed to the library to monitor other facilities such as a visitors centre / art gallery space etc.

Youth Hub Facility

There is currently no facility to cater for youth. A centre to provide social support, mentoring, mental health support and drug and alcohol awareness is suggested by stakeholders as being required. This could be co-located within the sports clubs as a youth club or potentially within a co-located medical facility.

Summary of Community Facilities Assessment

This preliminary review of facilities in Esperance has shown that whilst there is, according to standards, adequate provision of facilities, the quality of these facilities is generally low to average, largely due to the facilities being built in the 60s to 80s. There are also additional needs that result from the town's remoteness.

There is a need to build a comprehensive view of community infrastructure. This needs to involve the Shire of Esperance, all key stakeholders and relevant community groups. A detailed needs assessment and thorough review of the facilities themselves is also required. This exercise needs to develop a clear picture of all issues and opportunities associated with the facilities within Esperance for present and protected populations.

Planning for community infrastructure should incorporate new approaches to facilities planning, consideration of the importance of community hubs and a sound approach to community asset management to develop a strategy for renewal and refurbishment of facilities in the future.

There is also a need to resolve the issues surrounding the master plan redevelopment for the Greater Sports Ground. These facilities are in disrepair and delays in decisions around the scope of the project are impacting present users. Anecdotal evidence demonstrates that sporting clubs are growing and the potential of future population increases will place more pressure on these facilities.

Any review of the (GSG) should include assessment of the Bay of Isles Recreation Centre to determine the need for upgrades to improve the internal layout and operational inefficiencies.

2.4.3 CURRENT PLANNING

A review of the current Shire of Esperance Community Plans indicates that there has been significant planning, but that many plans need to be consolidated and updated. The Community Strategic Plan and other planning is in train and will be crucial to better inform future SuperTown planning.

The following table outlines the current community planning, the range of community consultation and the timelines involved in achieving this work.

TABLE 7 - CURRENT SHIRE PLANNING

PLAN	COMMUNITY CONSULTATION CONDUCTED TO DATE	STAGE OF PROCESS	ANTICIPATED DATE OF COMPLETION	STAKEHOLDERS INVOLVED IN THE PROCESS
Youth Needs Analysis	Extensive - Facilitated by consultants: Surveys, street interviews, facilitated meetings	1999 study In need of review (shelf sitter)	N/A	Schools, Crime Prevention Committee, Indigenous groups, Employment agencies, Service Clubs, Police
Seniors Plan	Survey, questionnaires at local show, meetings with seniors group	Awaiting final formatting for presentation to council	March 2012	Senior Citizens Centre, Esperance Homecare, Seniors
Strategic Community Plan Esperance: Towards 2030	Based on original documentation of Strategic Action Plan 2004 – 2024 as revised. Rural town meetings, Esperance town meeting, Community Perceptions survey	1st draft nearing completion	May 2012	Community, Shire staff and Councillors
Sports Facilities Development Plan	Nil	Planning stage	December 2012	Dependent on grant funding and appointment of a consultant
Esperance Region Tourism Development Plan 2009	Facilitated by Tourism WA. Specific stakeholder interviews Coordinating committee	Partial implementation	2009 Plan	Chamber Commerce and Industry, Tourism WA, Esperance Tourism, Goldfields Esperance

PLAN	COMMUNITY CONSULTATION CONDUCTED TO DATE	STAGE OF PROCESS	ANTICIPATED DATE OF COMPLETION	STAKEHOLDERS INVOLVED IN THE PROCESS
Shire of Esperance Strategic Action Plan 2004 - 2024	Extensive community consultation by consultants Essence of Esperance survey	Significant achievements Under review 2012 for replacement with Community Plan	2004 plan Revised 2007 Revised 2011	Community
Community Safety Plan 2006 - 2011	Extensive. Facilitated by consultants. Public meetings Group forums Surveys	2006 Plan – In need of review	N/A	
Aboriginal Justice Agreement	Facilitated by consultants. Extensive consultation with stakeholder groups	Partial implementation. Loss of community drivers due to loss of funding	2009 Plan	Shire, Police, Dept. Education, Dept. Housing & Works, Dept. Child Protection, Centrecare, Dept. Justice, Dept. Indigenous Affairs, Dept. Health, Mental Health Services, Dept. Corrective Services, Indigenous Groups
Playgrounds Strategy 2006 - 2021	Reactive after completion of Strategy	Partial implementation	2006 Plan to be reviewed 2012	Internal document
Commercial Centre Strategy	Consultants plan Advertised for public feedback	Awaiting council endorsement	2012	Australian Bureau Statistics, Esperance Chamber of Commerce, Shire
Today's Libraries	Internal Plan	Implemented. Need a new plan as library now too small with growing maintenance issues	2001 Plan Outdated and due for review	Library user groups, WA State Library
Marketing & Communications Strategy	Community perceptions survey Rural town meetings Esperance community meeting	Drafting of plan outline commenced	June 2012	Esperance Express Newspaper, Radio West, Shire, Community
Greater Sports Ground Redevelopment Master Plan	Consultant facilitator. User group meetings	Partial implementation	2004 Plan To be reviewed 2012	Dept. Sport & Recreation, Esperance District Recreation Association, Sporting groups Shire, Community

PLAN	COMMUNITY CONSULTATION CONDUCTED TO DATE	STAGE OF PROCESS	ANTICIPATED DATE OF COMPLETION	STAKEHOLDERS INVOLVED IN THE PROCESS
Physical Activity Plan 2009 - 2014	Rural town meetings Esperance town meeting Sports groups	Partial implementation	2009 plan	Sports groups, Dept. Sport & Recreation, Shire, Dept. Health, GP Network
Esperance Emergency Risk Management Arrangements Implementation Plan	Internal consultation facilitated by Local Emergency Management Committee	Implemented as a reference tool and guidelines	2007 Plan	FESA, Police, Dept. Community Services, Shire, Dept. Fisheries, Dept. Transport, Community, Local Emergency Management Committee
Disability Access & Inclusion Plan 2010 -2012	Survey of persons attending Disability Awareness day	Partial implementation	2000 plan Updated annually	Disability Services Commission, Dept. Health, Mental Health, Employment agencies, Shire

2.4.4 KEY DRIVERS AND PRESSURES

Esperance has long been a sustainable community. It has not suffered the fluctuations in populations other regional towns have experienced as a result of the significant shifts in industry and agriculture. Nor has it had the same degree of urban drift.

The natural beauty of Esperance, its climate, isolation and lifestyle continue to attract people to the town and encourage them to stay. The economy, which has historically been based around agriculture and the port, has also provided a solid foundation for employment and investment in the town.

The range of infrastructure available in Esperance, while not comprehensive, has been better than many regional towns facilitating the formation of a sustainable community.

Perhaps the most powerful driver of community sustainability is the community itself. The social fabric of the town is strong and results from the investment of community members in a diverse range of clubs, associations and not for profit organisations. These organisations provide opportunities for people to connect, network, recreate, celebrate and support each other. The span of these activities has ensured that most interests of the community have had a formal means of expression. Sport, recreation, religion, community services, children, the aged, the natural environment, hobbies and much more have all had a "home." The resulting social capital is the backbone of Esperance and care should be taken to protect it.

However, things are changing.

There is a sense that the volunteer base that has been so vital to Esperance is diminishing with dwindling percentage of people willing to be involved.

It appears it is harder to retain people in town. Families are moving when their children require higher education, people are moving for more comprehensive medical services and others are moving for career development and more diverse employment opportunities.

Attracting people and business development to Esperance is also becoming more difficult. Some other regional towns are able to offer wider employment opportunities and are developing a more comprehensive range of services and facilities.

Estimates suggest the population of Esperance will continue to increase slowly, but the impediments to attraction and retention of residents and business investment will hinder increased growth rates in the future if not addressed.

Of utmost importance is the need to focus on the social fabric of Esperance, specifically local clubs and associations. For decades these organisations have contributed greatly to community life in the town. They have been the network of the community and provided essential support, but currently there is a real risk that they will decline as a result of fewer volunteers and the difficulties of being in a remote location.

There are several segments of the community less likely to benefit from the SuperTown Programme unless strategies are implemented to address disadvantage and involvement throughout the project. These include:

- » The Aboriginal people and communities of Esperance - this community comprises a significant proportion of the community and have connections to the area dating back 20,000 years but there is little reference to the needs and aspirations of the community. Anecdotal information suggests that suicide and unemployment rates are higher than the rest of the community, that there are competing interests amongst various families and that it is difficult to engage collectively with local families. Should this information be accurate, the sub-projects need to be cognisant of the need to consider this population group.
- » The young people of Esperance often leave when they require further education or employment. For those that remain, a considered whole of town approach should be adopted to support, educate and involve them generally and in the SuperTown Programme.
- » The aging population – Esperance attracts many farming families as they age and others are attracted to the lifestyle and beauty of the location, but there are insufficient resources, services and facilities to enable people to age in place resulting in people leaving to larger centres.

It is important that an emphasis on 'making things happen' runs in parallel to the provision of infrastructure. This relates to:

- » Bringing places to life through events and activities
- » Creating hubs of activity where more than one thing occurs
- » Management plans as well as physical plans are created
- » Businesses knowing how to operate in a revitalised town centre to cooperate and compete with each other
- » People being engaged to create ownership of public space
- » Disconnected people are brought to the stage
- » Specific projects are started to engage specific target markets
- » One plan for young people across the whole town is brought into effect
- » Public and community art are 'people projects' and not just installations

All these things require strong leadership and management from the key agencies of the town to ensure that the SuperTowns Programme realises its potential to be a catalyst for ensuring that Esperance embraces the future and is not a victim of it.

2.4.4.1 Required Future Facilities Provision

The following table provides an analysis of existing community demand for community facilities against future requirements. It uses benchmarked standards to determine current and future requirements for community facilities. The Creating Communities Australia standards used in the table have been benchmarked against a range of sources and industry accepted ratios for the provision of community facilities. The standards are applied on the basis of population numbers within respective catchments.

Catchments for facilities have been defined in the following way for the purposes of this report for each category of facility:

- » Local Level Community Infrastructure –1 to 2 active reserves (catchment <5,000 people, 4km, 5’ drive)
- » District Level Community Infrastructure - 2 or more active reserves (catchment <20,000 people, <8km drive, 5’ - 10’ drive)
- » Municipal Level Community Infrastructure (catchment comprises the entire Shire area)

The table show the industry benchmarked facility standard (ratio per person), the existing demand applying the ratio to the existing base population, the number of facilities of this type currently available, available capacity of the facility type surplus or below current population demand, additional demand for facilities required to meet future population needs to 2030. Note that if the target is below capacity available in existing facilities this indicates available facilities will meet future demand. If the target is above the available capacity this indicates additional facilities will be required to meet future demand.

Education and health related facilities have been included in the standards analysis below. It should be noted that State government agencies responsible for delivering these facilities use a range of factors in addition to strict application of standards to determine future provision of facilities. Proactive consultation with these agencies can establish a clearer picture of when and how their existing facilities are likely to be upgraded or new facilities constructed.

The standards analysis is one tool to determine community facility requirements in the context of new development. Ratios provided below are drawn from industry accepted standards for provision of community facilities.

TABLE 8 - PROJECTED FACILITIES REQUIREMENTS BASED ON STANDARDS ASSESSMENT (* BASED ON ESTIMATED 1,594 10-19 YEAR OLDS FROM 2006 CENSUS)

	FACILITY	CCA STANDARD	DEMAND (POP. 12,965)	EXISTING PROVISION	CAPACITY	TARGET 30K (ADD. POP. 17,035).	COMMENTS
REGIONAL	Aquatic	0.04 sqm of water per capita	519m ²	500m ²	0	681m ²	Current population demand met. Future population will trigger demand for additional facilities. Bay of Isles Leisure Centre. Capacity available in existing facilities. Facilities built over 50 years ago. Ad hoc additions. Need refurbishment of wet and dry facilities. Consolidation short to medium term. Gym and group fitness require additional space. Current Building Condition = average
	Indoor Sports	1 court per 10,000 people	1.3	8	6.7	1.7	Capacity in existing facilities for base population and future population. Basketball facility upgrade underway as part of GSG Masterplan, which is currently on hold. Current Building Condition = poor
DISTRICT	District Playing Field	1 per 30,000	0.4	1	0.6	0.9	Current masterplan for Greater Sports Ground. Interim working plan favoured outcome with capacity for 25% increase in usage. Current Playing field and building condition = poor
LOCAL	Active Reserve	1 per 6,000	2	5*	3	2.8	Capacity in existing facilities for base population and future population. Further investigation required.
	Cricket Pitch	1 per 7,500	2	5	3	2.3	Capacity in existing facilities for base population and future population. Further investigation required.
	Clubrooms/ Change Rooms	1 per 7,500	2	3	1	2.3	Capacity in existing facilities for base population, future population will trigger need for additional facilities. Current Building Conditions = Poor
	Tennis, basketball, netball	1 court per 3,000	4	25		5.7	Capacity in existing facilities for base population and future population. Further investigation required.
	Multi-Use Hall (stand alone or allocated space)	1 per 4,000	3	4	1	4.3	Current facilities meet existing demand, however discussion with key community groups indicates that quality of satisfactory meeting halls is poor.
	Passive Reserve	1.7 ha per 1,000	22ha	-	-	29.0	Passive reserves with equipment for whole of life recreation and exercise should be designed into new development. Further investigation required.
	Playgrounds	1 per 2,000	6-7	10	3-4	8.5	Capacity in existing facilities for base population, early stages of growth for future population later stages will trigger need for additional facilities.

	FACILITY	CCA STANDARD	DEMAND (POP. 12,965)	EXISTING PROVISION	CAPACITY	TARGET 30K (ADD. POP. 17,035).	COMMENTS
Education	Pre-primary	1 per 4,500	3	5	2	3.8	Capacity in existing facilities for base population, early stages of growth for future population later stages will trigger need for additional facilities. Consultation with DET required.
	Primary	1 per 8,000	2	5	3	2.1	Capacity in existing facilities for base population and future population. Consultation with DET required.
	Secondary (public)	1 per 16,000	1	2	-	1.1	Capacity in existing facilities for base population, early stages of growth for future population later stages will trigger need for additional facilities. Consultation with DET required.
	Tertiary	No standard	-	1	-	-	Consultation with DET required
Other	Library	1:25,000	0.5	1	0.5	0.7	Capacity in existing facilities for base population and future population. Current Building Conditions = Poor-Average
	Infant Health Centre	1:12,000	1	0	-	1.4	No current specific health centre dedicated specifically towards infants. Consultation with DOH required.
	Youth Facility	1:3,000 (10-19 year olds)	0.5*	2	-	0.5	Current youth facility Scout Hall and Skate Park are available, however a specific Youth Hub would be beneficial in providing mentoring, drug and alcohol awareness.
	Community Centre	1: 5,000	2.5	2	-0.5	3.4	Current undersupply of standalone facilities, multi-use facilities and clubrooms can fill the gap. Future population will create demand for additional facilities.
	Arts and Cultural Centre	1:30,000	0.4	2	-	0.6	Currently there is the Cannery Future population could generate sufficient demand to justify investigation for provision of this facility.

Notwithstanding the need to upgrade facilities that are in a poor condition, the chart above indicates there are significant gaps between the provision of facilities relative to today's population and the aspirational population target of 29,000.

Sporting associated facilities that appear to require the highest increase in provision include and increase in aquatic pool size by 160sqm and an addition of approximately two tennis, basketball or netball courts.

Further investigation will be required to ascertain exact areas, however the provision of passive reserves appear to require around 7ha in increased area along with the need for approximately two playgrounds within the Shire.

The pre-primary and primary schools may need to increase to include one additional facility, and there will be a definite need to provide an additional multi-use hall and community centre facility.

2.4.5 KEY FINDINGS AND IMPLICATIONS

The SuperTown Programme presents significant opportunities for the town, the community and the region. But it is important that it is recognised that unless the key factors influencing attraction and retention of people and investment are addressed, that the opportunities are unlikely to be realised.

This will require a focus on both soft and hard infrastructure. Delivery of infrastructure alone will do little to address the key factors inhibiting growth. What is required is a comprehensive approach, which integrates:

- » Strategies to attract and retain people and business;
- » Programs to bolster the sustainability of the community; and
- » Timely delivery of land, key infrastructure, services and facilities.

These and other findings and implications are detailed in the following table:

FINDING	IMPLICATION
- Difficult to attract a broad range of people to the town e.g. more retirees than working families	- Marketing and branding of Esperance - Strategic employment opportunities need to be created - Improved amenity such as town centres, infrastructure, education and health - Activation of hubs
- Difficult to retain: - Families when children as they get older needing greater access to education and employment opportunities - People wanting career specialisation or advancement - People who require specialised medical or care services such as occurs with an ageing population	- Strategic employment opportunities need to be created - Improved amenity such as town centres, infrastructure, education and health - Activation of hubs - Support for businesses
- Excellent provision and range of community facilities but are ageing and approaching the end of their life - The capital, maintenance and management costs of existing or new facilities, provided in the current manner, is not affordable going forward	- Comprehensive facilities plan that incorporates the management options - Joint provision, maintenance and management of facilities - Strident feasibility studies to demonstrate the viability of each facility
- A myriad of reports about the community have been written in the last number of years that may or may not relate to each other and may or may not have been enacted or may or may not be relevant to the future	- A single, simple community plan needs to be developed to ensure that Esperance retains its character and spirit while taking advantage of opportunities that arise

FINDING	IMPLICATION
<ul style="list-style-type: none"> - Strength in number, scope and breadth of community organisations but volunteerism diminishing and clubs face other threats to future viability - People have a can do attitude that has been forged through isolation and necessity 	<ul style="list-style-type: none"> - Governance strategy across agencies to focus on development of organisations not just provision of services plus a focus on club and volunteer enrichment and support
<ul style="list-style-type: none"> - There is frequent consultation from a broad range of agencies on a plethora of issues but little action seems to be forthcoming 	<ul style="list-style-type: none"> - Governance strategy across agencies that has a consistent engagement approach to the community that builds on-going relationships resulting in jointly provided outcomes
<ul style="list-style-type: none"> - The natural environment is valued very highly and needs to be available for use of future generations 	<ul style="list-style-type: none"> - An across government and agency management plan for all natural assets needs to be developed to ensure the use of the natural environment as a tourism and recreation asset while being conserved for the next generation
<ul style="list-style-type: none"> - The local Aboriginal and post settlement history and heritage is important 	<ul style="list-style-type: none"> - A focus on ensuring that any plans for the future of the town take into consideration the past and actively involve the integration of Aboriginal heritage and input from Aboriginal communities
<ul style="list-style-type: none"> - While education for the initial phases of life is adequate there is a great need for diversity in secondary education and a focus on training, work readiness and tertiary education 	<ul style="list-style-type: none"> - A comprehensive plan for the provision of appropriate levels of education is required
<ul style="list-style-type: none"> - Apart from the natural environment and the club structure there are few options for young people who remain in town 	<ul style="list-style-type: none"> - A whole of town, cross agency strategy is required to address the issue of young people remaining in town and reaching their potential - Each sub-project needs to ensure that the implications for young people are explored
<ul style="list-style-type: none"> - The Aboriginal community lacks representation in planning. Although this community is a significant percentage of the population it seems to be absent from report and plans for and about the town. Many issues exist that do not appear to be being addressed as they are in many other communities 	<ul style="list-style-type: none"> - A means of actively ensuring that the Aboriginal community is part of each project needs to be developed
<ul style="list-style-type: none"> - Tourism is an important part of the economy but there appears to be little specific effort being made by most stakeholders to enhance its potential for the town 	<ul style="list-style-type: none"> - A very strategic approach to embedding the potential of increasing the benefits of tourism needs to be developed
<ul style="list-style-type: none"> - Community leadership. Esperance is an isolated town and many of the major services are delivered from Kalgoorlie leaving people feeling as though there is not an overall approach to governance and leadership in the town 	<ul style="list-style-type: none"> - An action oriented approach to the governance that draws together the disparate agencies into one method of planning and managing Esperance is required. - One common process of engaging with the community across all agencies is required
<ul style="list-style-type: none"> - A myriad of reports about the community have been written in the last number of years that may or may not relate to each other and may or may not have been enacted or may or may not be relevant to the future 	<ul style="list-style-type: none"> - A single, simple community plan needs to be developed to ensure that Esperance retains its character and spirit while taking advantage of opportunities that arise

2.5 ECONOMIC ANALYSIS AND DEVELOPMENT IMPLICATIONS

The growth plan for Esperance must acknowledge the economic context of the town, the likely drivers for growth over time and the level of intervention required by the State, the Esperance community and its development partners.

Esperance, like most regional towns and communities could be said to be an optimised town. That is, it has reached its current size and configuration through the interplay of social, technological, economic, environmental and political forces. While there is historically some fluctuation in the town's population and economic base, Esperance to this point has been primarily an isolated town with a strong agricultural hinterland, an emerging mining and resources base and a substantial port. The town is also the commercial and administrative hub for the Esperance sub-region.

For Esperance to grow significantly beyond its current profile it requires a multi-faceted intervention aimed at increasing the town's capacity and capability, leveraging the employment generation opportunities suggested by its current and transitional economic base, and attracting and effectively managing the level of private and public funding and infrastructure required to grow the town.

The economic analysis contained in this report is intended to provide the context for Esperance's current and historical profile and to outline the implications of what a growth strategy would mean depending on the trajectory that the town pursues. Moreover the analysis suggests a number of different priority areas and projects to advance the town. This analysis is a prelude to a comprehensive economic development strategy and suggested governance framework for Esperance SuperTown, which will be fundamentally important to the achievement of the SuperTown concept.

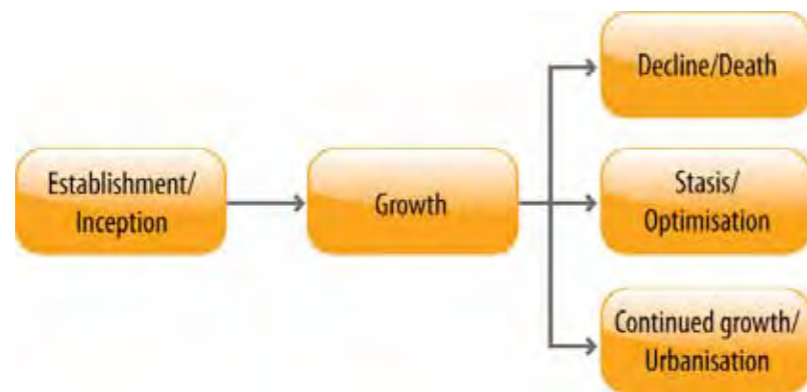
Implicit in the idea of Esperance as a SuperTown is the premise that the town and the sub-region either currently or potentially possesses an economic base that will drive both employment and population growth over the medium to long term. In very general terms, towns and cities exist because there is a reason for them to do so and that reason is almost invariably related to some form of natural comparative advantage. The advantage may be access to fresh water, natural resources, arable land, sheltered harbours and navigable rivers or some such aspect that immediately supports the establishment and development of settlements.

After establishment and a period of growth, which maybe a period of years or decades, regional towns and cities usually have one of three trajectories: They either cease to exist in a meaningful sense or they experience a period of slow decline primarily as a result of a change in dynamics of the economic and social forces that gave rise to them in first instance (as evidenced by many of the State's Wheatbelt communities).

They might also reach a point of stasis or optimisation where population growth has more or less plateaued and the town achieves something of a steady state.

But the third, and in the context of Esperance as a SuperTown, they redefine their reason for existence and actively develop their natural comparative advantage and seek to leverage the array of economic drivers that have the potential to drive a sustainable growth and development path.

FIGURE 10 - ALTERNATIVE TOWN TRAJECTORIES (SOURCE: PRACSYS)



Esperance to this point in its history is primarily a town that has reached a point of stasis. It can conceivably continue to function as it has for the long foreseeable future with its population likely to hover around more or less its current levels, provided it retains its primary economic functions as a tourist destination, agricultural base and commodities export / import facility for the Goldfields – Esperance Region.

For Esperance to grow it needs to recognise the relationships between major economic drivers, economic development, employment generation and sustainable population growth. The following economic analysis demonstrates that for Esperance to grow to a SuperTown, it requires a series of sustained and coordinated interventions designed to advance the capacity and amenity of town to cater for population retention and growth. Most importantly it requires a cogent economic development strategy and associated governance mechanism designed to mobilise and facilitate the public and private sector investment that will generate durable employment over the longer term.

2.5.1 CURRENT SITUATION

2.5.2 Population Projections

Two population projections are available for Shire of Esperance: the ABS Departments of Health and Ageing and WA Tomorrow.

TABLE 9 - ABS & DEPARTMENT OF HEALTH AND AGEING POPULATION PROJECTIONS (SOURCE: ABS AND COMMONWEALTH DEPARTMENT OF HEALTH AND AGEING)

SHIRE POPULATION	2011	2016	2021	2026	2027
Esperance_(S)	15,112	16,063	16,971	17,812	17,971
Growth rate		6.3%	5.7%	5.0%	0.9%

TABLE 10 - WA TOMORROW POPULATION PROJECTIONS (SOURCE: DEPARTMENT OF PLANNING WA TOMORROW)

SHIRE POPULATION	2011	2016	2021	2026	2027
Esperance (S)	14,500	14,800	15,200	15,500	15,600
Growth rate		2.1%	2.7%	2.0%	0.6%
Goldfields - Esperance	59,000	60,900	62,900	64,400	64,600
Growth rate		3.2%	3.3%	2.4%	0.3%

The rate of growth for Esperance is projected to be below that of the Goldfields-Esperance region as a whole. The published estimates of Esperance’s likely growth trajectory are short of the growth required to achieve a SuperTowns aspirational population. The established estimates amount to a ‘business as usual’ approach to Esperance’s trajectory. The growth rates implied by a SuperTown suggest the requirement for a series of significant, sustained, multi-faceted interventions to facilitate the development of the Esperance SuperTown.

2.5.3 ECONOMIC CONTEXT

The economic profile of Esperance and the Goldfields Esperance region is well documented in a variety of reports including (but not limited to):

- The Goldfield Esperance Workforce Development Plan – 2011 Draft Report (WA DTWD)
- The South East Region Western Australia Social & Economic Snapshot 2011 (GEDC)
- The Major Projects Summary Goldfields Esperance Region July 2011 (GEDC)

This report refers to these documents and cites relevant data and findings as they relate to the Esperance SuperTowns Growth Plan. The analysis offered within in these reports describes the past and present states of the region’s economic performance and provides the essential context to the nature of the economic challenges facing Esperance in the long term.

Table 11 is from the South East Region Social & Economic Snapshot and details some of the key aspects of the Goldfields – Esperance Regional Economy.

TABLE 11 - FIGURES AT A GLANCE- 2008-09 (UNLESS INDICATED OTHERWISE)

FIGURES AT A GLANCE – 2008-09 (UNLESS INDICATED OTHERWISE)			
Population		Revenue - Agriculture	
Estimated GE Region Population (2010)	59,070	Value Agriculture: WA	\$7.176 billion
ABS Census 2006	55,333	Value Agriculture GE Region	\$587.26 million
City of Kalgoorlie-Boulder	32,620	Portion of State’s Production	8.2 percent
Shire of Esperance	14,570	Land Holdings in WA	93.65 million ha
Shire of Ravensthorpe	2401	Land Holdings in GE Region	15.908 million ha
Shire of Dundas	1204	Value Esperance Production	\$370.8 million
Population Projection 2020	68,000	Value Esperance Cereals	\$290.7 million
Population WA (2010)	2.293 million	Value Esperance Livestock	\$23.8 million
Population Regional WA (2010)	614,657	Value Ravensthorpe Agriculture	\$106.9 million
Revenue - Mining		Value Ravensthorpe Cereals	\$85.6 million
Mining/Petroleum Western Australia	\$61 billion	Grain Exports: Esperance	1.697 million tonnes
Royalties for Mining/Petroleum	\$3.2 billion	Goldfields-Esperance Economy	
Mineral Production GE Region	\$9.8 billion	Gross Regional Product	\$7.2 billion
Gold Production in GE Region	\$3.747 billion	Share of WA Gross Domestic Product	4.2 percent
Nickel Production in GE Region	\$2.654 billion	Building Approvals (2009-10)	
Value: Shire of Ravensthorpe	\$80.696 million	Value of Total Approvals GE Region	\$202 million
Value: Shire of Dundas	\$157.406 million	Value of Esperance Approvals	\$46.4 million
Iron Ore Production WA	341.64 million tonnes	Value of Ravensthorpe Approvals	\$6.7 million
Value of Iron Ore Exports from WA	\$28.085 billion	Tourism	
Iron Ore Exports Esperance	7.392 million tonnes	Annual Visitors to the GE Region	467,000
Value Iron Ore Exports: Esperance	\$606.220 million	Value of Tourism Expenditure Annually	\$222 million
Value Nickel Exports: Esperance	\$1.199 billion	Visitors to Esperance	150,000
Annual Value of Esperance Tourism	\$51.7 million	Labour Force Ravensthorpe	1596
Visitors to Ravensthorpe Annually	30,000	Labour Force Dundas	708

FIGURES AT A GLANCE – 2008-09 (UNLESS INDICATED OTHERWISE)			
Visitors to Norseman Annually	Up to 45,000	Esperance Port	
Fishing Inclusive of Molluscs, Rock Lobster, Abalone and Fin Fish		Total Trade 2009-10	11.266 million tonnes
Total Catch	1083 tonnes	Total Exports 2009-10	10.895 million tonnes
Value of Catch	\$10.9 million	Total Imports 2009-10	371,721 tonnes
Employment (2009-10)			
Labour Force GE Region	35,119	Port Revenue 2009-10	\$41.84 million
Labour Force Esperance	8382		

Esperance Business Forum

A business forum was held in Esperance during January 2012 to ascertain the aspirations of local business with respect to the SuperTowns program and to gather information about their current staffing, vacancies, recruitment initiatives and short, medium and long term business development planning. The forum was very informative for all parties involved and helped to clarify anecdotal and emerging economic profiling evidence that Esperance businesses were experiencing difficulties attracting and retaining staff. It also revealed that smaller businesses appear to be struggling in the two speed economy and are losing staff to higher paid positions in the resources and construction sectors.

Those attending the forum included representatives from CBH, Cliffs Natural Resources, Esperance Port Sea and Land, SIME Builders, Thorpe Realty, QR National, Jetty Resort, Budget Car Hire and Shark Lake Meat Works. The comments raised supplemented feedback already raised through the Community Reference Group business networking, Esperance Chamber of Commerce and Industry research and feedback and wider community feedback through the community questionnaire and business surveys.

Some of the issues and barriers raised by local business are detailed in the following table and have helped inform the development of Growth Plan projects to readdress the barriers identified.

ORGANISATION	COMMENTS
General Comments	<ul style="list-style-type: none"> - Difficult to fill skilled positions such as engineers, project managers - Difficult to compete against higher wages in Pilbara - Barriers to attracting staff include the isolation from the metropolitan centres, lack of available and suitable rentals and access to good medical and education facilities - Limited rentals available, prospective employees from outside Esperance want to 'test the waters' with a lease before buying locally - Generally employ people from across the State, mainly other regional areas for entry positions such as general hands. Often only attract senior positions from Perth with local connections or overseas workers with no connection to Esperance - Some small businesses in town are struggling – five or six looking to close down at moment - Two speed economy affecting small business - Not enough retail services in town - Many complaints about the (poor) service provided by local businesses but how do you keep these businesses open and help them compete? - Local business can compete if they lift their goals - Need jobs to attract people and keep people in town and infrastructure to accommodate additional population – 'chicken and egg' situation - Long lead times for 457 visas cause delays getting international workers – looking at alternative avenues - Perth is now a regional area for visas – less workers coming to regional WA - Need to attract and retain young workers with families - Need long term plan not quick fix solution - Two week on – one week off roster is detrimental to community - Larger franchises now coming to town i.e. Dome and McDonalds but experiencing problems getting staff
CBH	<ul style="list-style-type: none"> - Esperance is a good family location for workers in comparison to other regional towns. - Issues obtaining good quality, experienced staff - Have employed many casuals over 2011/12 season straight from school with no experience and lots of backpackers to fill seasonal positions - Ravensthorpe really struggles to fill seasonal positions
Thorpe Realty	<ul style="list-style-type: none"> - Currently around 300 residential properties on the market struggling to sell whereas rental market has gone mad and we're rapidly running out of rentals - Construction projects over next 4-5 years putting pressure on market
Shark Lake Meat Works	<ul style="list-style-type: none"> - Input costs are very high including freight costs - Losing skilled / experienced staff to other higher paid industries - Most of the work has been automated. At peak, employed around 120 FTEs now around 75
QR National	<ul style="list-style-type: none"> - Struggling to source and hire qualified train drivers - Medical services including access to doctors is crucial to attracting and retaining people - Lost 40% of internationally recruited staff over last couple of years to the Pilbara (higher wages)
Jetty Resort / Budget Hire Cars	<ul style="list-style-type: none"> - Often employ transient workers for 3 / 6 months at a time - Last year, had a full time receptionist vacancy for over a year - couldn't find anyone to fill it. - Beauty spa struggles to attract / retain trained beauticians - Construction contractors have been filling tourist rooms on longer term basis
Cliffs	<ul style="list-style-type: none"> - Currently investigating the possibility of Fly-In-Fly-Out (FIFO) from Esperance to Koolyanobbing during the third quarter of 2012 - Aiming to attract workers with local connections and the existing Drive-In -Drive Out population from Esperance - Employ 600 people on site presently. - Likely to need another 200 employees as extraction ramps up - Looking for skilled and unskilled labour e.g. geologists, camp cooks, cleaners
SIME Builders	<ul style="list-style-type: none"> - Difficulty recruiting skilled staff, such as quantity surveyors, and unskilled staff - Sub-contract out a lot of work - Large firms have been reluctant to work in Esperance during boom times but now they are starting to come while it's quieter around the State - Lots of competition now for government work compared to pre-GFC - Freight costs are high

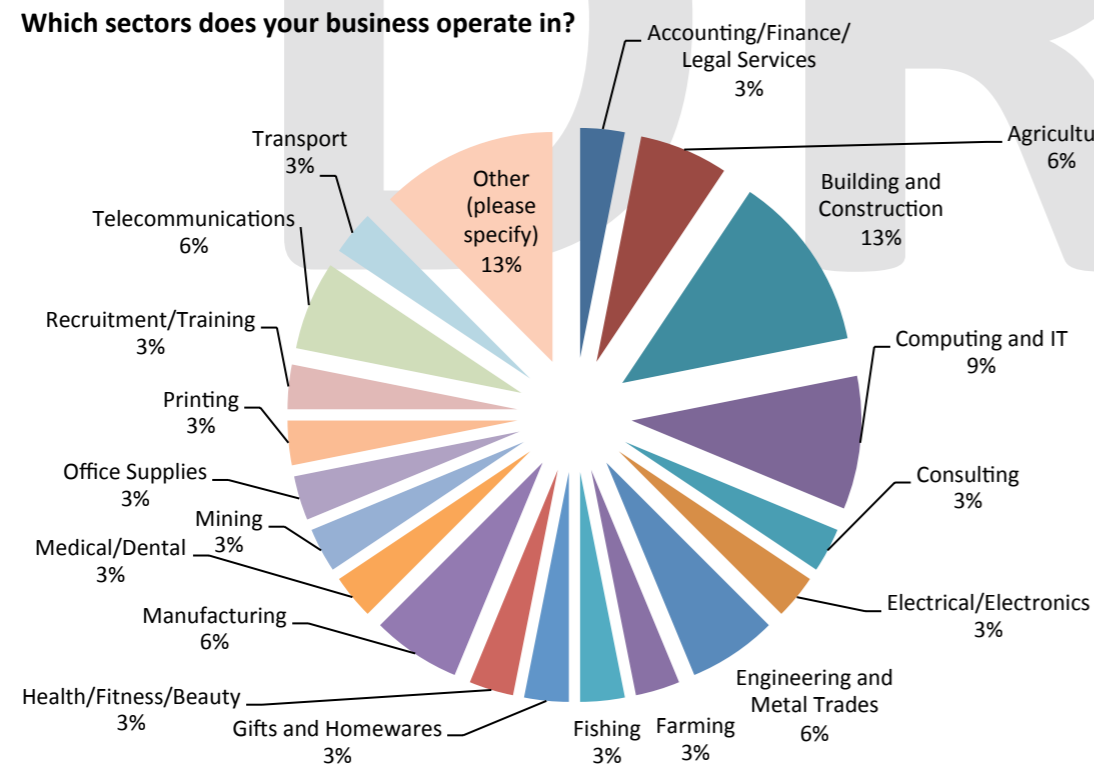
Business Survey (December 2011) and Attraction and Retention Survey (February 2012)

During December 2011, the Esperance Project team undertook a Business Survey distributed through the Esperance Chamber of Commerce and Industry. The aim of the survey was to investigate the potential barriers and explore the constraints and opportunities experienced by business and industry in Esperance.

The survey was established as a simple 5 minute online survey using the Survey Monkey site. Links to the Survey Monkey were posted on the ECCI website, the Shire’s SuperTowns website and the GEDC website. The survey was advertised in the Esperance Express and Kalgoorlie Miner and through ECCI and GEDC newsletter circulations.

The business survey returned 17 responses which is a relatively low response rate but one that could be expected given the survey was undertaken in December - the start of summer holidays, peak tourist season and the height of harvest season in Esperance. Despite this, the data provided by respondents gives a useful insight on business and industry views and perceptions of the economic opportunities and constraints facing business and industry in Esperance as the town prepares for additional population growth and the challenges this brings for the future.

The survey was completed by representatives of a broad range of sectors as demonstrated below. General data was also collected on the percentage of FTEs, permanent, casual and contract working arrangements, industry sectors, geographical area of operation and number of years the respondent business had been established.



The Business Survey revealed the following key findings:

- » Over 50% of respondents had experienced difficulties attracting and/or retaining staff.
- » Nearly 90% of respondents stated that a lack of applicants and unsuitable applicants were key issues experienced when trying to recruiting staff.
- » With regard to recruitment difficulties, comments were made that applicants often expected wages comparable to the resources sector, employees want to dictate working hours, there was a lack of experienced and quality staff and a restricted talent pool in Esperance.
- » 20% of respondents cited existing legislation or legislative changes as the main statutory or regulatory constraints on the development of their business / industry sector in Esperance. These included proposed superannuation changes, The Fair Work Act, future of financial advice legislation and the mining tax.
- » A further 20% listed regulatory approvals as the main statutory or regulatory constraints. These included Department of Environment and Conservation (DEC) industry regulation, planning and building approval constraints and onerous car parking requirements in CBD.
- » High development costs, high tax and licence fees and the lack of available training were also listed as statutory or regulatory constraints for businesses in Esperance.
- » Some key issues raised by respondents that were considered to determine the level of investment in their industry sector in Esperance included the purchase of non local goods and services and availability of suitable staff. Other issues included regulatory hurdles, the (lack of) profitability of agriculture, the global economy, small population size, availability of training, raising capital and the low construction rates.
- » Some potential barriers raised by respondents included Esperance’s geographical isolation /distance, the purchase of non local goods and services, freight costs, infrastructure / utilities costs, limited local demand (online competition), lack of support for local business and medical services for staff.
- » In terms of gaps in enabling infrastructure, these were identified as internet speed and access, air travel, facilities for not-for-profit use, better transitional housing for mentally ill, better access to the domestic market, overcoming complex transport controls and access to local construction services.
- » In terms of gaps in basic services in Esperance, 40% of respondents identified the limited doctors and medical services as an issue also commenting that distance to alternative services is problematic and that it is hard to access medical appointments for staff.
- » Efficient freight, cheap air travel, professional development / adult / tertiary education and mental health emergency and crisis relief services were also identified by respondents as basic service areas with gaps.
- » Over 20% of respondents cited that competitive freight rates was the main supply chain gap for business / industry in Esperance. Other supply chain areas flagged included container shipping for niche markets, lack of business accommodation, cost of flights and limited rail capacity.
- » When asked what business development / economic opportunities could be realised in Esperance with appropriate programs, respondents were keen to flag the redevelopment of the foreshore area, the improvement of air travel and making Esperance more accessible and resort / accommodation development as priority areas. Other issues raised included programs to retain young people in town, CBD (Andrew Street) revitalisation, develop a business friendly, progressive attitude, buy local initiatives, Container loading facility, Affordable transport, Mental health programs and support, host managed IT services and helpdesk and remote support services, value adding to agricultural products, aged care resources and facilities, Medical services, Alternative energy generation, Increased self-sufficiency, Upscale education sector and Improved tertiary capacity, improve tourism facilities, Enhanced rail services and Port expansion.

As a follow up to a Business Forum held in Esperance in January 2012, a further Attraction and Retention survey was commissioned by the Shire of Esperance, Esperance Chamber of Commerce and GEDC to further flesh out the staff recruitment issues raised at the Business Forum by local businesses. Again, the survey was established as a simple 5 minute online survey using the Survey Monkey site. Links to the Survey Monkey were posted on the ECCI website and the Shire's SuperTowns website. The survey was distributed by email to a database of local businesses and through ECCI newsletter circulations. 27 responses were received to this survey.

The Attraction and Retention Survey revealed the following key findings:

- » Over 30% of survey respondents are currently seeking staff to fill a vacancy.
- » 18% had more than one vacancy to fill including one respondent that was seeking to fill six positions
- » Respondent businesses were looking for a mix of skilled and unskilled labour from plant operators, MC licensed truck drivers, counsellors, construction workers, deck hands, tradesmen, administration, retail sales and service personnel.
- » One business said if someone approached them with the right skills they would hire them and another knew they had potential vacancies pending as employees had applied for higher paid jobs at the Port and were likely to get them.
- » 55% of respondents had experienced difficulties recruiting or retaining staff.
- » 14% identified that staff attraction and retention issues affected their ability to invest further in their business.

Analysis of Survey Findings

It is apparent that there are issues across many industry sectors in relation to the attraction and retention of staff - firstly finding staff to fill vacancies but also finding appropriately skilled or experienced staff to do the job. Some key issues raised consistently in both surveys, considered to be constraining business and industry, include access to medical services, high freight costs, the costs and scheduling of flights, the lack of available or suitable people to fill vacancies, lack of local training opportunities and lack of local business support.

The proposed Esperance Economic Development Plan project will assist local organisations gain a better understanding of these issues and the actions and programs needed to readdress these constraints and barriers to business and investment in Esperance and the sub-region.

2.5.3.1 Draft Goldfields-Esperance Workforce Development Plan (December, 2011) Observations

- » Gold production is likely to remain stable until at least 2030 – based on existing production and resources, gold is likely to remain in the range of 100 to 125 tonnes (t) Au/year until about 2030, at which point major fields close and most future production shifts to Leonora Shire.
- » Nickel production has significant potential to nearly triple by 2050 – based on existing production and resources, nickel could reach about 600 kilo-tonnes (kt) Ni/year by 2050, and would be widely distributed through the region.
- » Nickel ore type will be increasingly dominated by laterite ore rather than sulfide ores – by 2025, sulfide ores will have peaked in their production and from this point, laterite ores will dominate nickel production. This is critical since laterite projects have much greater energy, chemical and water requirements than sulphide projects.

- » Base metals are likely to remain small in scale – the prospects for base metals remain low given the few projects in the region and surrounds.
- » Exploration potential remains strong for gold and nickel – based on the past few decades of strong success, mineral exploration remains highly likely to maintain the existing resource base, as well as convert sub-economic and marginal projects to economic status. However, exploration activities will face significant challenges such as increasing depth and declining ore grades, and it is not clear whether past success can be confidently assumed to be similar in the future.

2.5.3.2 Future Labour Force Demand

- » The outcomes of the labour force modelling undertaken in the Workforce Futures for the Goldfields-Esperance Region developed in 2008 indicated increased employment demand for all four subregional areas in the Goldfields-Esperance region. In Kalgoorlie-Boulder total demand was expected to increase by nearly 4,500 jobs between 2008 and 2018, while in the Eastern Goldfields just over 1,200 new jobs was anticipated. In the Northern Goldfields, the modelling pointed to nearly 1,800 jobs over the decade, while in Esperance-Ravensthorpe around 2,700 new jobs would become available.
- » While there are some geographical variations in the sectoral distribution of labour demand, those industries likely to grow at the highest rate include: mining, health care and social assistance; transport; retail trade; and a range of service sectors. Construction activity is more difficult to project, given the sporadic nature of new resources development.
- » In terms of specific occupations, demand was projected to be strongest in jobs linked closely to the minerals sector, including: stationary plant operators, mobile plant operators, truck drivers and labourers. A number of trades were likely to experience substantial increases in demand, including building and engineering technicians and trades, electricians, electronics and telecommunications trades workers, fabrication engineering trades workers, food trades workers, and mechanical engineering trades workers.
- » Professional occupations in the health, education and minerals sector were likely to grow rapidly in the next decade. Particularly strong growth was expected for nursing professionals, other health and welfare practitioners, teachers, and natural and physical scientists.
- » Unskilled occupations play a critical role in the labour force and would continue to grow over the next decade. Occupations such as sales assistants, cleaners and general labourers were all expected to expand over the period 2008 to 2018.

2.5.3.3 Implications

The reports described above help to form the economic context for the Esperance SuperTown project. The reports indicate that there will be sustained activity in Esperance's resource industry in the short to medium term with further growth potentially coming from nickel production in the long term. This resource activity is set to drive employment demand in the Goldfields-Esperance region well into the future.

2.5.3.4 Employment Overview

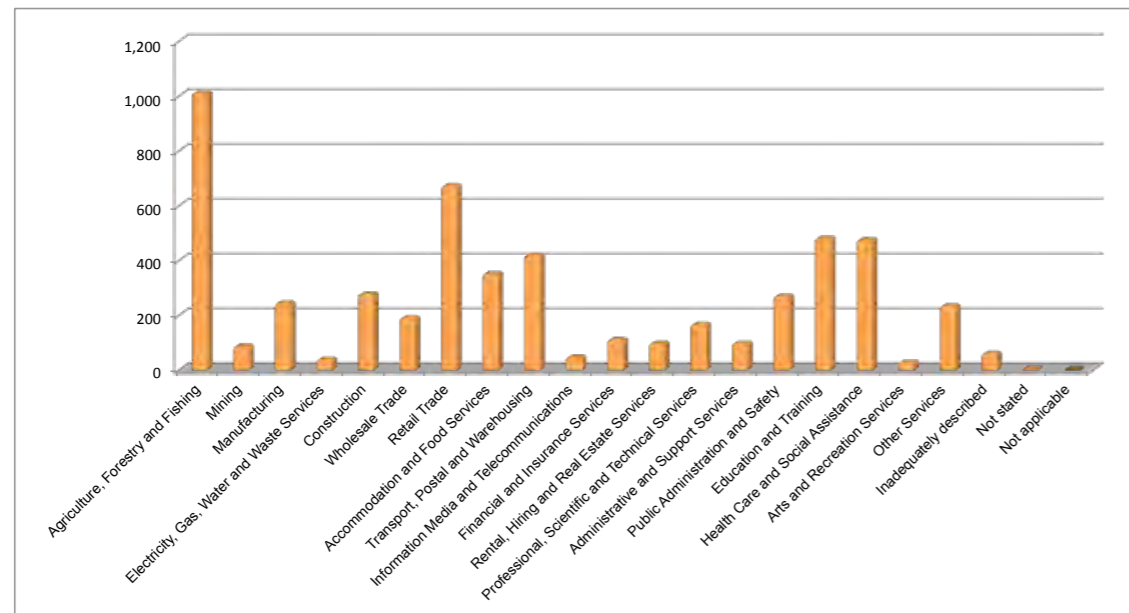
Employment is the overwhelming determinant of population growth of the regions. Understanding the nature of the employment base is essential to formulating a meaningful strategy for the development of major regional towns and cities.

2.5.3.5 Employment Distribution

Figure 11 below details the distribution of employment by industry in Esperance as at the 2006 Census.

FIGURE 11 - ESPERANCE EMPLOYMENT DISTRIBUTION (SOURCE: ABS 2006 CENSUS)

The employment profile is dominated by agriculture, retail and public sector employment. It is expected however that 2011 census data will reveal a shift in the employment base to reflect the growth in the mining and resources sectors.



2.5.3.6 Employment Quality

Public sector strategies, business plans and impact statements often focus on the quantum of jobs required 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 what is quality employment in one area, may not be in another

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); and
- » 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. In the case of Esperance, the majority of strategic employment revolves around agriculture, resources extraction and processing, logistics and port infrastructure.

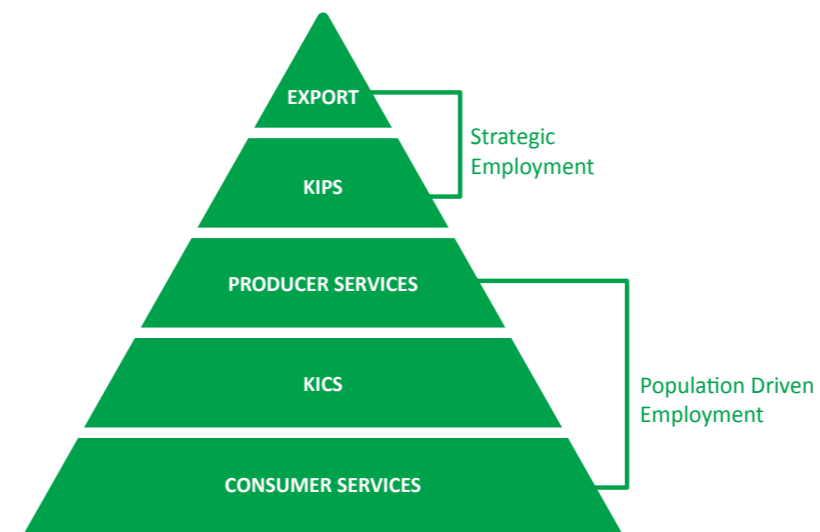
The presence of significant levels of strategic employment within a local economy is critical to the long-term prosperity and resilience of the economy as:

- » 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; and
- » 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.

A more detailed breakdown of employment considers a range of population-driven and strategic categories as shown in Figure 12.

FIGURE 12 - HIERARCHY OF EMPLOYMENT ACTIVITY (SOURCE: PRACSYS)



Strategic Employment

Export / Driver Jobs

Drivers are jobs in industries in which the local, regional and state economies have a comparative advantage- deemed strategic due to growth and development through exports and the inflow of funds. Frequently, export / driver areas of employment are of strategic national interest such as that generated by the oil and gas sector in the north and midwest of the state. Driver jobs frequently occur in strategic industries such as mining, oil and gas and marine and in the construction and operation of major infrastructure. Driver jobs are likely to be hands on, involving the physical construction of a marine vessel or operation of machinery on a mine site - as opposed to the mathematical or scientific analysis carried out by knowledge intensive producer services (KIPS). In WA, strategic industries tend to require physical infrastructure, such as port and airports and rail infrastructure.

Knowledge Intensive Producer Services

Knowledge intensive producer services (KIPS) involve businesses dealing directly with other businesses, rather than consumers. Transactions are less frequent, however generally have a higher monetary value due to the intellectual property or knowledge involved. KIPS businesses often locate near their client businesses, although with low transaction frequency and good communications infrastructure, they are to an extent 'footloose'. This means they can choose to locate in places with relevant physical infrastructure, high retail amenity, or soft infrastructure such as access to a solid education base. Examples of KIPS are engineers, architects, medical scientists and computer software developers.

Population Driven Employment

Producer Services

Producer services deal directly with other businesses, rather than consumers. Like retail; wholesale producer services must locate close to the businesses they serve, due to the frequency of transactions required. For example, the Coles distribution warehouses must occupy a central location in order to carry out daily delivery of goods to supermarkets. Producer service industries may also include manufacturing, construction, logistics and distribution. In the Pilbara towns in particular, much of the producer service capability is engaged by the resource sector with the resultant effect that there is limited local capacity available to work on community infrastructure projects such as housing and civil works.

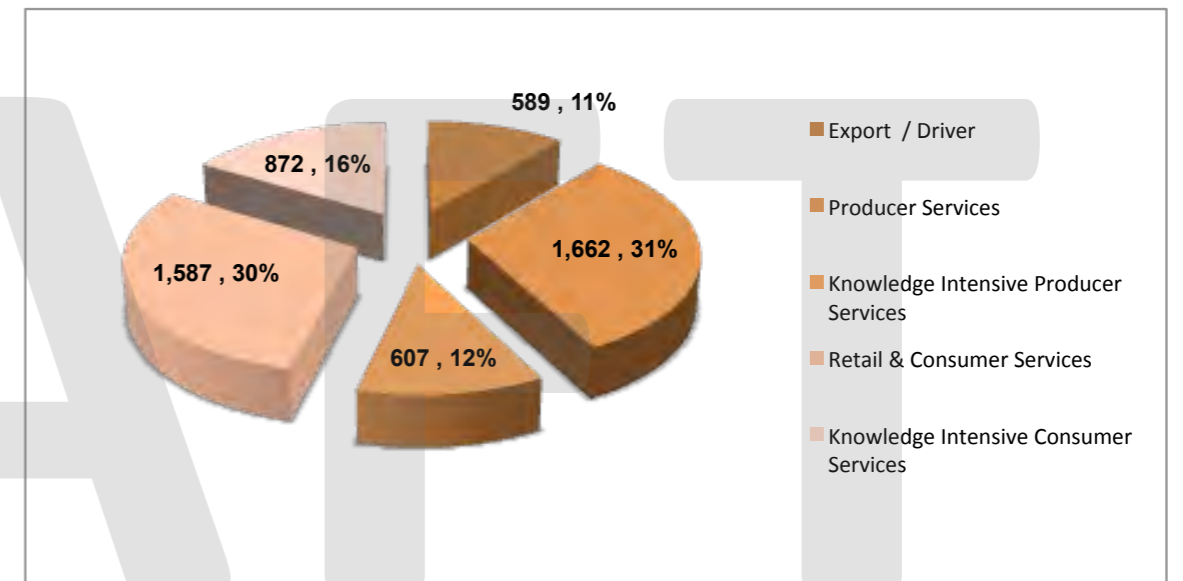
Knowledge Intensive Consumer Services

Knowledge intensive consumer services (KICS) are those specialist services that deal directly with consumers, yet typically have a higher productivity and lower transaction frequency. KICS provide a skilled service to consumers that usually require a higher level of education or training. Depending on the scale of their catchment, KICS may choose to locate within District centres, or larger business districts with greater soft infrastructure and amenity levels. Examples of KICS include general practitioners, accountants, veterinarians and legal services.

Retail / Consumer Services

Retail jobs have high transaction intensity and are driven by the needs of the local population. Retail tenancies must locate in close proximity to their consumer catchment, to facilitate the purchase of retail goods on a frequent basis. This can be daily or weekly for convenience goods such as groceries and newspapers, or less frequently for comparison goods such as clothing and home wares. Retail is generally concentrated within centres with a supermarket anchor, to maximise transactions and reduce the number of consumer trips required. Figure 13 details the current distribution of employment by quality in Esperance according to the 2006 Census Data.

FIGURE 13 - ESPERANCE EMPLOYMENT QUALITY DISTRIBUTION (SOURCE: 2006 ABS CENSUS AND PRACSYS)



Consumer services also have a high transaction frequency and must locate in close proximity to their customer base in order to deal directly with them. Like retail tenancies, consumer services often locate in centres to minimise trip generation and benefit from convenience good attractors. Consumer services can include real estate agents, travel agents, shoe repair, dry cleaning services and beauty salons.

FIGURE 14 - COMPARATIVE EMPLOYMENT QUALITY DISTRIBUTION – ESPERANCE AND WA (SOURCE: PRACSYS)

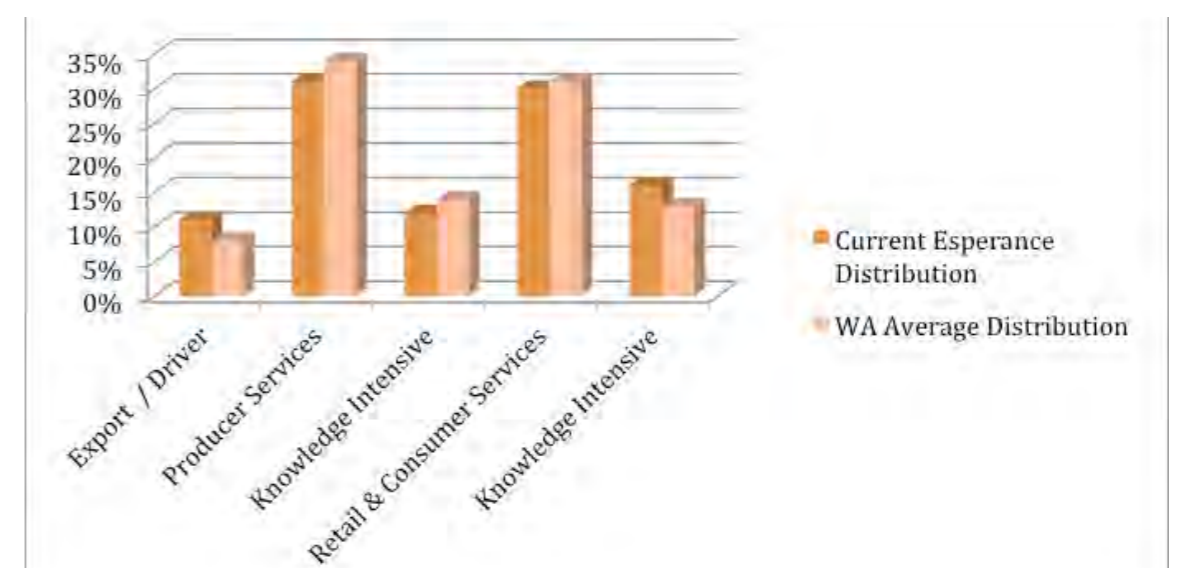


Figure 14 indicates that employment in Esperance is largely made up of consumer and producer service jobs thereby serving a primarily population driven function.

Figure 14 demonstrates the contrast in employment quality distribution between Esperance (currently) and the West Australian average.

Retail and consumer services may also include some areas of local, state and federal government services such as police, education, health, community services and the like. These are services that are delivered primarily in relation to population driven demand. There is some overlap with areas of knowledge intensive areas of employment.

2.5.3.7 Unemployment

ABS 2006 Census data for the Esperance Statistical Local Area indicates an unemployment rate of 4.3% on a labour force of 6,270. Small Area Labour Market Data for the September Quarter 2011 suggests an unemployment rate for the period of 2.6% on a labour force of 8,394. The unemployment rate according to this source is down from 3.3% for the corresponding period in 2010.

Estimates of unemployment in regional towns should be treated with caution. Regional towns and communities often 'export' their unemployment meaning unemployed people exit the town or region in search of employment not readily available in their home communities. Estimates of unemployment in regional areas may also be subject to volatile fluctuations arising from seasonal influences on a smaller population and more limited economic base than that found in larger urban and metropolitan centres.

2.5.4 PROPERTY OVERVIEW

2.5.4.1 Summary Overview

Esperance currently experiences high land and development costs which negatively impact on residential affordability. The availability of affordable housing and rental accommodation in Esperance is heavily constrained. The influx of additional workers associated with proposed construction projects over the next few years will further exacerbate this issue. This constrained market creates difficulties attracting and retaining workers and their families in town. Employers, looking to house new workers, and prospective employees looking to relocate are often unable to obtain permanent or rental accommodation. There are existing job vacancies available in town which cannot be filled as accommodation cannot be sourced for prospective employees. These issues were also raised as key concerns by the Chamber of Commerce and several local businesses at a Business Forum held by the Esperance SuperTowns team in January 2012. The scarcity of available rental accommodation, as evidenced by the current rentals available in section 2.5.2.4 is creating a high demand, driving up prices and consequently having a negative effect on affordability. This issue is identified as a significant immediate and ongoing constraint on the growth of Esperance.

2.5.4.2 Property Snapshot

The style and type of existing housing stock is varied and wide-ranging with character cottages, modest 1970's 3 bedroom project homes, home units, villa houses through to contemporary 2 storey architect designed residences on traditional sized allotments. At the lower end, a first home buyers type property in the \$250,000 range would comprise a 1960's 3 bedroom fibro and iron dwelling with single garage while a premium ocean front 4 bedroom x 2 bathroom residence would attract offers around the \$1.3 million mark.

According to advice received from local real estate agents, Esperance presently has 277 established residential properties for sale, which represents approx. 5.8% of the total housing stock in Esperance, estimated at around 4,730 dwellings. A further 116 residential lots exist as vacant land supply with a further 120 small acreage farmlets and 53 vacant industrial lots of various sizes are also currently on the market.

The property market has continued to weaken over the past 12 month. 103 residential sales occurred during the September 2010-2011 period, compared to the 114 sales that occurred during the September 2009-2010 period. This shows a 9.6% decrease in the sale of residential properties.

The median house price recorded in September 2011 was \$307,500 compared with \$357,500 in September 2010, down 14%. In the period between September 2010-2011, 38 vacant residential lot sales occurred, compared to the 70 sales that occurred the previous year (2009-2010), showing a decrease of 46%.

The median vacant block price in September 2010 was \$173,000 compared with \$132,500 in September 2011, showing a 23% decline.

The vacancy rate for rental properties is very low, with less than a 2% vacancy rate.

2.5.4.3 Historical Residential Property and Vacant Residential Lot Sales Activity

Analysis of Landgate sales transactions over the last 5 years revealed Esperance has recorded on average 339 residential property sales per annum. Of this figure, vacant land sales alone represent 33% of average annual market activity at 112 sales per annum, while the sale of homes accounts for 67% of average annual market activity at 227 sales per annum. In terms of sale activity for the current year commencing January 2011, a total of 275 residential property sales have been recorded. This shows an overall increase of 48% from the 186 sales recorded in 2010, but down 19% on the 5 year annual average.

2.5.4.4 Median Prices and Growth Rates

The annual median house price in Esperance Urban Area as at September 2011 was \$307,500. This median house price recorded for the suburbs within Esperance and some neighbouring localities are illustrated in the table below.

TABLE 12 - 12 MONTHS TO SEPTEMBER 2011 REIWA GROWTH RATES IN MEDIUM HOUSE SALE PRICE

GROWTH RATES	1 YEAR	5 YEARS	10 YEARS	NO. SALES FOR YEAR	MEDIAN HOUSE PRICE
Bandy Creek	n/a	n/a	n/a	2	\$615,000
Castletown	-7.3%	5%	9.8%	53	\$380,000
Chadwick	n/a	n/a	n/a	1	\$480,000
Esperance	-8.1%	0.2%	8.3%	18	\$342,500
Nulsen	-18.8%	9.3%	8.5%	11	\$195,000
West Beach	37.9%	6.9%	11.2%	9	\$600,000
Pink Lake	n/a	n/a	n/a	n/a	n/a
Sinclair	-23.9%	3.4%	8.3%	5	\$270,000
Esperance Urban Area	-5.9%	4.3%	9.3%	n/a	\$307,500
Ravensthorpe	-55.3%	-9.2%	2.8%	3	\$105,000
Regional WA	-2.5%	5.1%	11.5%	n/a	n/a

2.5.4.5 Residential Rental Market and Demand for Accommodation

Local real estate agents advise their vacant stocks have reduced to the lowest level yet in 2011 with currently only 3 properties vacant and a total of 6 properties available for selection. Quality larger homes are being taken up quickly and achieving between \$400 to \$450 per week. This level of demand and weekly rental levels has not been achieved since 2008.

This unprecedented demand level has been heightened with the introduction of corporate entities and affiliated smaller contractors entering the rental market. These groups are seeking accommodation for the next 12-18 months as infrastructure projects are getting underway. This has depleted vacant stocks often spilling into the tourism market to fill seasonal rental housing, especially furnished premises.

Therefore, the smaller, easy care and furnished style of accommodation is now a niche area for Esperance with the market struggling to meet demand.

2.5.4.6 Rural/Residential Development

Special Rural subdivisions are prevalent on the outskirts of Esperance with the traditional 2 hectare allotments achieving in the vicinity of around \$200-\$250,000 per vacant block while subdivisions such as the Windabout Lakes Estate on Fisheries Road are achieving between \$300,000 to \$400,000 for a 2 hectare parcel of land. Larger 4 hectare blocks achieve only marginally more. Smaller, 8,000m² to 1 hectare fully serviced Special Residential developments such as the Racecourse Estate can achieve over \$400,000. Currently there is an oversupply of this type of product.

2.5.4.7 Light Industrial

The Chadwick locality is the most prominent industrial area in Esperance and is established around Norseman Road. Vacant industrial land parcels with exposure to Norseman Road and with land areas ranging between 1,000m² to 2,000m² are achieving around \$110-\$160/m² (including GST). Similar sized industrial lots with no main road exposure are achieving between \$90-\$100/m². The industrial market has experienced a downturn in price levels of around 30% since 2008.

The Shire's Shark Lake Industrial Park development located 13 km's from town on the Coolgardie-Esperance Highway, adjacent to the rail line linking the Goldfields with Esperance Port comprises a total land area of about 375 hectares-being mainly three super lots for future development. However, a stage one subdivision of 28 unserviced, smaller lots marketed in May 2010 are on the market for approximately \$40/m².

2.5.4.8 Agricultural Market

This year, the agricultural sector in the region has experienced an average to ordinary year with excessive rainfall late in the year producing below par crop yields. The Esperance economy and property market is still heavily dependant and influenced by the agricultural market conditions and it is anticipated there will be minimal investment in the town due to the average harvest.

Agricultural land historically ranges in price from as low as \$600 per arable ha up to \$3,600 per ha dependant upon the location (inland or coastal) and extent and quality of farm improvements/infrastructure.

2.5.4.9 Current and Potential Developments

Flinders Estate

The Shire's "Flinders Residential Subdivision" to the east of the Town has the ultimate capacity to yield 750 lots, which at current sales rates equate to a 15 to 20 year land supply. Stage one comprised 33 lots and has effectively sold out while only 20 lots out of 90 have sold in stage two.

Fisheries Rise

A 70 lot residential (R12.5 density) subdivision – ODP approved by Council and WAPC.

Dempster Gardens

Over 100 lot residential subdivision (R20/30 density) – ODP approved by Council but awaiting adoption by WAPC.

Le Grande Residential Estate

Over 200 lot residential subdivision located on Fisheries and Goldfields Roads (R12.5/20 density) – ODP approved by Council but awaiting adoption by WAPC.

Shorelands Residential Estate

Approximately 140 lot residential subdivision plus 7 x group housing lots – ODP awaiting final modifications as requested by WAPC.

Bandy Creek District Structure Plan – approved by Council but awaiting WAPC adoption

Lot 17 Corner of South Coast Highway and Harbour Road

A 33 lot industrial estate is being privately developed adjacent to the established industrial area of Chadwick. Lot sizes range between 2,944m² to 2.7 hectares – ODP approved by Council and WAPC.

Southern Ocean Estate

A 30 lot Special rural subdivision located on Eleven Mile Beach Road with an average lot size of 3.5 hectares - ODP awaiting final modifications as requested by WAPC. Also provisional plans for a further 26 lots.

The Sanctuary

A 28 lot special rural subdivision located on Eleven Mile Beach Road with lot sizes ranging between 2-5.5 hectares – ODP approved by Council and WAPC.

2.5.4.10 Implications

Whilst there is a relative oversupply of residential and industrial land, comparatively high construction costs is inhibiting the take up of new lots.

Additionally the vacancy rate for rental properties is very low, with rental prices achieving up to \$400 to \$450 per week. This demand and weekly rental levels that are being achieved have been heightened with corporate entities and affiliated smaller contractors entering the rental market who are seeking accommodation for the next 12-18 months as infrastructure projects get underway.

Together, these factors are impacting on the affordability of housing for residents, as well as the availability of tourist accommodation for visitors.

2.5.5 CURRENT PLANNING

The GEDC Major Projects document lists a variety of projects in the region, either planned or in progress, within the orbit of Esperance and includes:

- » The Shark Lake Industrial Estate (\$12m) – In progress, future releases subject to market demand
- » Port Access Transport Corridor (150m) - In progress, due for completion by December 2013
- » Esperance Rail Line Upgrade (\$130m) – In progress, due for completion October 2011
- » CBH Shark Lake Receival Point (\$10m) – Planned project
- » Woodchip Export Facilities – Planned project, exports anticipated to commence mid-2012
- » Esperance Power Network Rural Upgrade (\$12m+)
- » Esperance Water Distribution Main Upgrade (\$1m) – Planned project, construction anticipated to commence in 2012
- » SCADA Upgrades to Esperance Town Water Supplies (\$9m) – In progress, due for completion in 2013
- » Utilities Australia Esperance to Kalgoorlie Desalinated Water Pipeline (\$440m)
- » Water Corporation Infill Sewerage Program (\$10m) – In progress, due for completion in 2016
- » Esperance Greater Sports Ground Redevelopment (\$6.2m+) – Suspended project (subject to funding)
- » Upgrade of Esperance Hospital (\$32m) – Planned project, construction anticipated to commence in 2012
- » Esperance Residential College (\$13.4m) – In progress, due for completion by January 2013
- » Esperance Anglican Community School Stage 2 (\$2m) – Planned project
- » Esperance Community Education Centre – Esperance Regional Trade Centre (\$3m) – Completed project (2011).
- » Esperance Port Upgrade (\$38m) – Planned project, anticipated to commence 2012
- » Esperance Foreshore Protection and Enhancement Project – Planned project, anticipated to commence early 2012
- » Bandy Creek Canal Development (\$50m) – Planned project, development subject to detailed planning / market demand
- » First Quantum Minerals (\$500m) – In progress, anticipated project life of 32 years
- » Blackham Resources – Scaddan and Zanthus Energy Project (\$2.5b) – Planned project
- » Galaxy Resources Ltd Mt Caitlin Project (\$68m) – Completed project
- » Tectonic Resources NL – Phillips River Project (\$1.7b) – Planned project, anticipated to commence 2012-2013

These projects are a mix of capacity building, amenity provision and resource development projects. While the relative scale of the projects is worth noting, as the following employment analysis suggests, it is the extent to which these projects have the capacity to generate localised employment beyond construction phases.

2.5.6 DRIVERS AND PRESSURES

In broad terms, people choose to live in regional locations essentially for one of three main reasons:

- » They self-select; that is they choose to live in a location because of its intrinsic appeal. These people may be long term, multi-generational residents or they may simply be attracted to a location for aesthetic or personal reasons. Tree-changers and sea-changers fall into this category;

- » They are economically disadvantaged and cannot afford to live anywhere else. These people often live on the margins of communities and there are frequently cultural connections to a sense of place, which complicates the situation; and
- » People move to regional locations for work reasons. The Pilbara is the obvious exemplar of this type of growth. Importantly, people who migrate to such areas do so usually for a fixed term, usually somewhere between two and ten years with the intention of establishing a financial base which is not on offer in other areas of the State. The obvious alternative to residency in a region or town is the fly in fly out option where it presents.

Understanding the nature and extent of the residential base and the motivators that people have for living in the regions is essential to formulating a meaningful strategy for the development of major regional towns and cities. Employment is the overwhelming determinant and driver of population growth of the regions but it is crucial to distinguish between strategic employment generation as the main driver of growth and the responsive nature of population driven employment.

In addition to economic determinants, the level of amenity that a place provides will heavily influence prospective residents' decisions about where they choose to live. Amenity covers areas such as the availability of residential offering and affordability, health, education and community services, as well as retail, entertainment and recreation options. The level of amenity on offer in a particular location and the extent of substitutes available to prospective residents will influence the perception of the value proposition that regional locations present.

2.5.6.1 Employment Concentration Factor

Analysing the comparative advantage of an area informs the formulation of an economic development strategy. The purpose of analysing comparative advantage is to:

- » Identify industries in which a location has created and sustained a comparative advantage, so that the advantage may be leveraged further; and
- » Identify industries in which a location does not currently have a comparative advantage but whose structure is such that if an advantage was developed it would have an increased likelihood of being sustained.

One of the tools for estimating comparative advantage is to understand the concentration of employment in the region and its relative importance in the broader regional economy from an employment perspective.

By calculating the Employment Concentration Factors (ECF) of industries it is possible to identify the existing concentrations of specific industries within the study area. 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. ECFs are 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 region or state employment.

If an industry's ECF is greater than 1, the Region or 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 Region or State as a whole.

Table 13 shows the employment concentration factors of the industries at the 1 digit ANZSIC level.

TABLE 13 - EMPLOYMENT CONCENTRATION FACTORS OF THE INDUSTRIES AT THE DIGIT ANZSIC LEVEL

	ESPERANCE (\$)	GOLDFIELDS-ESPERANCE	WESTERN AUSTRALIA
Agriculture, Forestry and Fishing	1,011	3.55	5.63
Retail Trade	673	1.45	1.11
Education and Training	482	1.41	1.14
Health Care and Social Assistance	476	1.21	0.86
Transport, Postal and Warehousing	420	1.62	1.86
Accommodation and Food Services	353	1.23	1.13
Construction	278	0.64	0.58
Public Administration and Safety	270	0.89	0.76
Manufacturing	245	0.67	0.48

The figures indicate that there are a number of economic themes in Esperance, centering on:

- agriculture, forestry and fishing
- transport, postal and warehousing
- education and training
- health services

The categories listed above are 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 Esperance will be balancing productive strategic industries alongside a maturing residential population.

Significantly, mining and resources do not feature prominently in the employment concentration. This may be attributed to the phase in which mining and resource projects are operating in. Jobs associated with the early stages of mining and resource operations are generally associated with the construction and manufacturing industries. It is not until mine production has reached a significant scale that a concentration of employment will emerge.

2.5.6.2 Shift Share Analysis

Shift share analysis provides a snapshot of the change in employment distribution by Industry between census periods. 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 Esperance are the last two census periods of 2001 to 2006.

The underlying purpose of this technique to is 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 result of the analysis it is possible the classify industry into one of four types.

- Type 1 - Local firms outperforming in a high growth industry
- Type 2 - Local firms underperforming in a high growth industry
- Type 3 - Local firms underperforming in a low growth industry
- Type 4 - Local firms outperforming in a low growth industry

The largest industries in the Esperance, as measured using shift share analysis, are presented in the following table.

TABLE 14 - 2001 TO 2006 SHIFT SHARE OF TOP TEN INDUSTRIES IN ESPERANCE (SOURCE: 2006 ABS CENSUS AND PRACSYS ANALYSIS 2011)

	2001	2006	DESCRIPTION
Total	5,690	5,379	
Agriculture	1,043	899	Local firms underperforming in a low growth industry
Education	417	472	Local firms underperforming in a high growth industry
Personal and Household Good Retailing	342	369	Local firms outperforming in a low growth industry
Health Services	310	339	Local firms underperforming in a high growth industry
Food Retailing	322	300	Local firms underperforming in a low growth industry
Accommodation, Cafes and Restaurants	305	283	Local firms underperforming in a low growth industry
Government Administration	180	241	Local firms outperforming in a high growth industry
Business Services	262	225	Local firms underperforming in a low growth industry

In shift-share analysis, the best targets for economic development are typically those where the differential shift has the largest effect on growth (i.e. Type 1 Industries). In addition, some industries may be targeted for investment even if their differential shift is low or negative; however the industry as a whole is experiencing high growth (i.e. Type 2 Industries). This is important in that it provides guidance for an economic development strategy as to the optimal industry targets for investment.

For Esperance, the shift share analysis reveals that the high growth industries are population driven in nature such as 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.

2.5.6.3 Significant Projects

Resource Projects

The Goldfields Esperance Development Commission's Major Projects Summary (July 2011) lists 22 resource projects in the region that are either operational or that are well advanced towards operations. It also lists a further 21 in the exploration stage. Of these operational projects it appears that only the Scaddan Energy Project is within 100 kilometres of Esperance. In addition to the inherent volatility of commodities markets which impacts on the certainty of projects proceeding as well as their lifespan, it is the location of these resource projects and the extent to which they can create residential employment in Esperance that is of key concern.

In general, the more remote projects are from population centres, the greater the incentive for companies to favour FIFO workforce over residential. Moreover, depending on the location of the projects, the opportunities for towns to act as source communities for FIFO and DIDO will be influenced by the relative proximity of each centre to the projects in question and the amenity benefits that each town offers prospective residents. Furthermore, the extent to which major driver projects source production inputs and supply chain components from regional centres will be similarly influenced by the extent to which regional towns and communities offer that capability and in turn the extent to which the towns offer amenity and economic incentive for suppliers to be located there.

Projects such as the Scaddan Energy Project, even if all the employment was sourced from Esperance, generate only a small fraction of what would be needed to drive population growth in the town. A greater number of resource projects would need to be established in close proximity to Esperance if they were to drive resident population growth in themselves.

There is significant potential for the attraction and development of input industries which service major resource projects to contribute to Esperance's aspirational population growth targets. These service jobs often also have the ability to support supply chain completion for other major industries such as agriculture. As a result these jobs have the potential to diversify the local economy and improve its resilience while also increasing the resident population.

Esperance Port

The Esperance Port represents a significant aspect of the town's comparative advantage. The port employs around 100 FTEs and is a significant channel for the export of regionally produced commodities in nickel, iron ore, lead and agricultural production. The port is crucial to the town's economic potential and any economic development strategy must consider the potential of the port to act as a catalyst for economic growth in Esperance and the sub-region. There are already plans for a \$300 million upgrade of the Port and it is important that the upgrade considers not only the capacity of the port to ship a greater tonnage of export commodities, but also technical requirements of different commodities to ensure that the integrity of product being shipped is maintained. The port's catalytic function is integral to Esperance's aspirational growth targets and it should be incorporated in any further economic development strategies.

2.5.6.4 Urbanisation and Localisation Economies

Strategic economic activity occurs through the development of agglomerations of economic activity. Such agglomerations result from the development of localisation and/or urbanisation economies.

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. Localisation economies are the result of one or more of three factors. These are:

- » Availability of specific skilled and specialised labour
- » Availability of specialised/essential inputs at a more competitive value due to economies of scale
- » Increased efficiency in knowledge transfer/technology spillovers/collaborations and partnerships due to proximity of partners

Urbanisation agglomerations of activity result from the general benefits that a firm will gain from locating in a particular urban environment. This includes access to general labour pools, access to financial and commercial services and proximity to transport and communication networks.

The achievement of the employment targets suggested by the Esperance SuperTown trajectory will largely depend on the development of significant agglomerations of activity within Esperance and the sub-region over a short time-frame (it is worth noting that suburban activity centres such as Subiaco have taken well over a century to develop their modern-day agglomerations). A clear understanding of the differences between drivers of localisation and urbanisation economies are critical, if successful, targeted investment decisions are to be made by public and private sector stakeholders.

Urbanisation economies can develop as a result of population growth and the sheer scale of an activity centre. An example is the development of agglomerations of retail activity that naturally develop in response to the consumption demands of a population. In the case of Esperance planning to cater for population-driven demands is effectively in its nascent stages. A relevant question however, is how to sustainably facilitate the development of Esperance to foster the achievement of diverse, intense and accessible characteristics, as well as to attract optimal levels of investment.

The development of localisation economies in the short-medium term will need to be based upon the development of one or more competitive advantages for firms in strategic industries locating in the sub-region. This will typically result from enabling infrastructure or major industrial projects that provides the drivers for one of the three factors mentioned above. Infrastructure may relate to hard and soft assets that provide a sustainable, unique advantage for firms that utilise it. Major projects typically seek to attract 'anchor' enterprises around which other firms may be attracted. Unless the reason for attraction of these enterprises is a sustainable competitive advantage (e.g. often a natural resource or piece of infrastructure) these firms will often elicit the benefits offered to entice them (e.g. tax breaks, free land etc.) and then move on when a better offer comes along. This is often referred to as 'smokestack chasing'.

In the longer term a sustainable competitive advantage may arise from endogenous growth within an activity centre or sub-region (local firms/entrepreneurs growing and filling a niche). Economic development, focused on the development of endogenous growth, focuses on the facilitation of innovation, entrepreneurship, development of networks, unlocking of capital, and removal of government barriers. It therefore requires ongoing engagement within the economy with a view to long-term, incremental development.

2.5.7 2.5.6 KEY FINDINGS AND IMPLICATIONS

2.5.7.1 Population Growth

Scenario modeling posits variable growth trajectories against annualised population growth rates to arrive at population estimates over a 25 year period to 2036. For the purpose of this analysis annualised growth rates have been used to provide steady and sustainable growth rate over the long term. This has been done to illustrate the impacts on Esperance’s resident population at different intervals.

Table 15 details the anticipated population trajectory for the Esperance SLA according to annualised growth rates of 1%, 2% and 3%.

TABLE 15 - ALTERNATIVE ESPERANCE POPULATION GROWTH TRAJECTORIES (SOURCE: PRACSYS)

	2011	2016	2021	2026	2031	2036
At 3% PA Average Growth	14,500	17,400	20,300	23,200	26,100	29,000
At 2% PA Average Growth	14,500	15,950	17,545	19,300	21,229	23,352
At 1% PA Average Growth	14,500	15,225	15,986	16,786	17,625	18,506

For Esperance to double in size by 2036 requires an annualised growth rate of 3%. Esperance’s aspirational population growth target is inextricably linked with employment growth. The alternative population trajectories represent varying net new employment scenarios and how this impacts growth. The following section details the net new employment requirements at variable population points if the population targets are to be achieved.

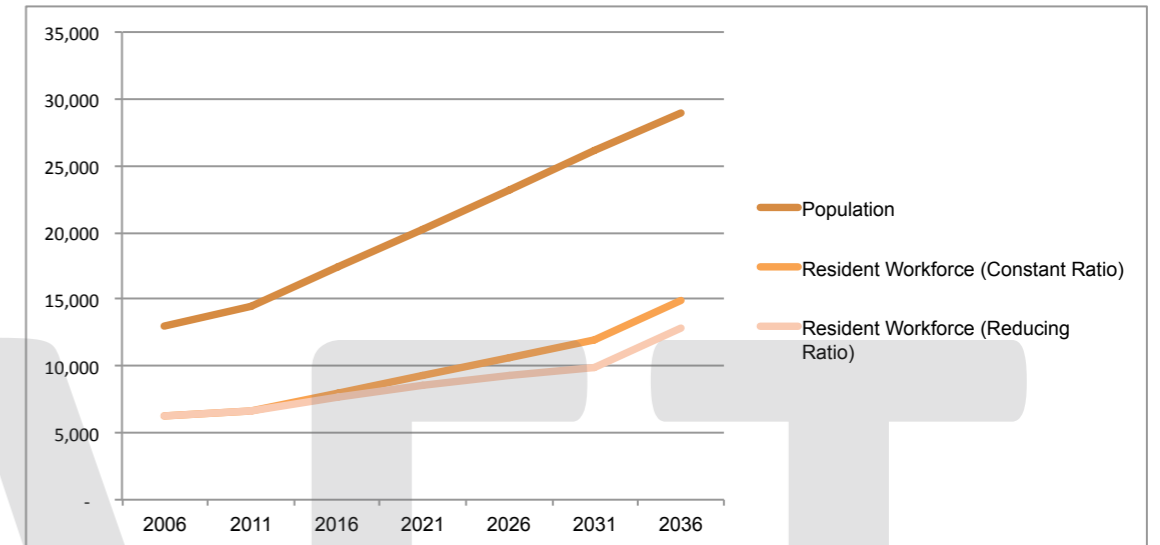
2.5.7.2 Employment Growth

The key to a successful Esperance SuperTown is the extent to which the town can generate the levels of employment one would expect for a growing population. In broad terms the rate of population growth implies a commensurate growth in stable residential employment in the town.

The requirements for employment growth are based on an aspirational SuperTowns population growth trajectory for Esperance. Depending on which benchmark is used, the average ratio between residential employment (workforce) and population ranges between approximately 32% and 46%. At the last census, Esperance’s ratio of workforce to population was a high 48%.

Figure 15 below proposes a growth trajectory to 2036 with an accompanying estimate of implied residential workforce for the same period.

FIGURE 15 - RATIO OF WORKFORCE TO POPULATION GROWTH (SOURCE: ABS AND PRACSYS)



The ratio of workforce is important insofar as it provides an indication of the quantum of employment required in the town at each population threshold. As towns grow and hopefully graduate into more urbanised economies, it is reasonable to assume that the ratio of workforce to population will decline. This is a result of an increase in the non-working demographic sectors such as children and older people, and, potentially an increase in the number of parents that exit the workforce to look after families.

The current estimate of the Shire of Esperance’s population is approximately 14,500, which suggests a resident workforce of around 6,700. This is almost a 7% increase from the figure of 6,270 reported in the 2006 census. If an aspirational target of doubling the Shire’s population was to be achieved, this would suggest a stable residential population of approximately 29,000.

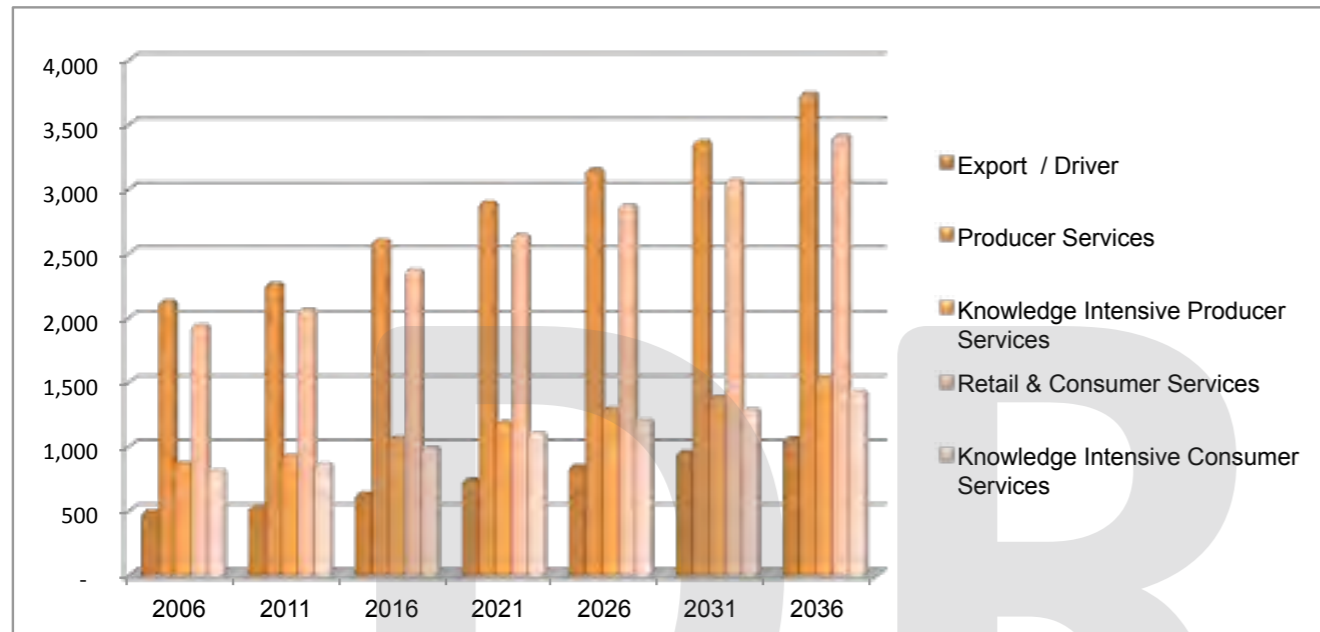
Current estimates suggest that the ratio of workforce to population has declined about 2% from the 2006 census estimates to 46%. If it is assumed that this ratio remains constant for the growth trajectory then it suggest that at a population of 29,000 then Esperance would require its workforce to grow by an additional 6,670. If however, the ratio declines over time to around 38%, it suggests that the workforce would grow by an additional 6,150.

Employment Growth by Quality

While the quantum of employment growth implied by population growth is important, the more critical element is the level of net new employment that needs to be generated in different employment categories to achieve population growth and stability.

Figure 16 details the anticipated growth in different employment quality categories (applying the WA average) required for Esperance at different population points.

FIGURE 16 - PROJECTED EMPLOYMENT GROWTH BY EMPLOYMENT QUALITY TYPE (SOURCE: PRACSYS)



The purpose of the graph above is to demonstrate the likely total employment required to sustain various population scenarios for Esperance. Further detailed examination of the employment requirements provides an estimate of the total number of jobs required to support an aspirational population of 29,000.

TABLE 16 - STRATEGIC AND POPULATION DRIVEN EMPLOYMENT BREAKDOWN AT 29,000 POPULATION (SOURCE: PRACSYS)

CLASSIFICATION	EMPLOYMENT CATEGORY	IMPLIED JOBS
Strategic Employment	Export / Driver Jobs	1,067
	Producer Services Jobs	3,747
	Knowledge Intensive Producer Services	1,543
Population Driven	Retail and Consumer Services	3,416
	Knowledge Intensive Consumer Services	1,433
	Total	11,206

What is notable from this analysis is that approximately 56% of the employment implied from the growth trajectory needs to be strategic in nature. At a population of 29,000, or roughly double what the population is now, Esperance would ideally feature around an 11,200 strong workforce.

As previously mentioned the critical element for population growth is the level of net new employment that needs to be generated. Table 16 proposes a breakdown of net new employment required at different population points along a trajectory aimed at achieving a doubling of the Shire population by 2036. The proposed timings are notional and are included to illustrate a potential development trajectory, which would see a doubling of the Shire's population over the next 25 years.

FIGURE 17 - NET NEW EMPLOYMENT BY CATEGORY REQUIRED IN ESPERANCE AT VARIABLE POPULATION POINTS (SOURCE: PRACSYS)

	2016	2021	2026	2031	2036
Population Trajectory	17,400	20,300	23,200	26,100	29,000
Export / Driver	107	213	320	427	534
Producer Services	335	631	887	1,104	1,479
Knowledge Intensive Producer Services	138	260	365	455	609
Retail & Consumer Services	306	575	809	1,007	1,349
Knowledge Intensive Consumer Services	128	241	339	422	566
TOTAL	1,014	1,921	2,721	3,415	4,536

What is apparent from this analysis is that at a population of 29,000, Esperance would need an additional 2,600 strategic jobs and approximately 1,900 population driven jobs over and above what currently exists in the Shire. If we consider the Esperance residential employment base relative to population we note that about 28% of Esperance's working population is in areas termed strategic employment. This includes direct jobs in agriculture, mining, infrastructure and the service sectors that directly feed into these. The balance of employment is in population driven areas. If Esperance's population were to double, we would reasonably expect that there would be a requirement for approximately an additional 4,500 new jobs. These jobs will flow from economic development initiatives that build the size, capability and capacity of the local economy.

2.5.7.3 Floorspace Demand

The purpose of this analysis is to understand the future demand for retail and commercial floor space in the Esperance. The aim is to ensure that the centre develops in a successful manner and can accommodate an increased scale and quality of sustainable employment.

According to an analysis of planning land use categories (PLUC), the amount of floorspace on offer in Esperance includes 36,142 square metres of shop retail, 129,090 square metres of other retail and 15,513 square metres of commercial / office space.

Shop retail generally pertains to consumer oriented retail floorspace and typically includes convenience and comparison goods and services retail. The levels of retail floorspace in Esperance are generally indicative of what might be found in a significant regional or sub regional centre with the observation that the level of other retail floorspace probably reflects the nature of the agricultural aspect of the economic base

Estimating demand for future floor space is a function of determining the population growth scenarios, estimating the likely pools of available expenditure in the town and the range of floorspace productivity rates that might occur in regional areas.

A high level estimate of Esperance’s demand for retail and office floorspace over time, according to a 3% growth rate scenario is outlined in Table 17 below.

TABLE 17 - ESPERANCE FLOORSPACE DEMAND ESTIMATE

	14,500	17,400	20,300	23,200	26,100
Population	14,500	17,400	20,300	23,200	26,100
Households	5,823	6,988	8,153	9,317	10,482
Convenience retail SQM	14,198	17,038	25,327	28,945	32,563
Comparison Retail SQM	15,569	18,683	31,059	35,496	39,933
Commercial / Office SQM	6,426	7,712	13,946	15,938	17,931

In general terms, a population increase from 14,500 to 29,000 could enough to generate the sales turnover per square metre required to attract another major retailer such as a Coles or Woolworths. Therefore the increased demand for convenience retail shown in Table 17 would potentially have a significant impact upon the existing structure of retail development in Esperance.

The increase in demand for comparison retail may not have major implications for Esperance. Generally increases in comparison floor space occur in large increments. Smaller increases in demand for comparison goods 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).

The demand estimates in Table 17 estimate the floor space requirements in Esperance 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.

2.6 INFRASTRUCTURE

2.6.1 CURRENT SITUATION

2.6.1.1 Water Supply

Esperance is located in the eastern portion of the Esperance Groundwater Area managed and regulated by the Department of Water. Refer to Appendix B for the Esperance groundwater sub-areas and location of bores within the town.

The Water Corporation provides potable water to Esperance from a bore field that draws fresh groundwater from the Town, Twilight and Butty shallow unconfined aquifers under licence from the Department of Water. The water is pumped to storage tanks located on a hill behind the harbour off Doust Street and is then gravity fed via a reticulated pipe network to supply the town. The Water Corporation upgraded water mains in 2007 to transfer water to supply new developments located north-east of the town. Water reticulation as-constructed plans are available from the Water Corporation.

2.6.1.2 Wastewater

Wastewater generated by the town of Esperance is treated at the Water Corporation’s Esperance Wastewater Treatment Plant located at the end of Jetty Road comprising two treatment ponds, two infiltration lagoons and supporting infrastructure. The Water Corporation upgraded the plant in 2010 to pump effluent via a DN 250 pressure main to two infiltration lagoons at Wylie Bay. The capacity of the wastewater treatment plant is 2.5 mega litres per day and the recent upgrade should last 10 years at current development levels. Refer to Appendix C for the site plan of the Esperance Wastewater Treatment Plant, including the odour buffer.

The Shire of Esperance currently uses about 20% treated wastewater effluent and 80% groundwater to reticulate the foreshore and public open space. Sewer reticulation as-constructed plans are available from the Water Corporation.

2.6.1.3 Power

Esperance falls under Horizon Power’s jurisdiction within the North West Interconnected System and Regional Non Interconnected systems. The area is currently being fed by an independently owned gas-fired power station at the Port of Esperance. The power is supplemented by wind farms located at Nine Mile Beach and Ten Mile Lagoon. This power station has high-efficiency and low-emission gas turbine generators.

The power station feeds the HP zone substation (ZS) on Harbour Road via privately owned transmission lines. The ZS consists of 2 x 33MVA transformers, which distribute power throughout the town site and rural surrounding areas by a mix of overhead and underground 11kV and 33kV cables. Refer to Appendix D for the Esperance Power HV Distribution Map.

2.6.1.4 Street Lighting

The existing street lighting in the Esperance region is predominately pole top fittings on the existing overhead distribution network, with standard 6.5 metre galvanised poles in underground areas owned and maintained by Horizon Power. There are also private fittings along The Esplanade and John Street that are fed by unmetered supply pits. These private fittings are owned and maintained by the Shire of Esperance and are charged by Horizon Power for their power supply. All future fittings that are to be installed will have a tariff associated with them, currently charging 29.8c/fitting.

2.6.1.5 Telecommunications

Currently telecommunications infrastructure throughout the Town of Esperance is provided by Telstra. Telstra have not advised of any issues with their current infrastructure and its ability to service the current population. Under the current government, the national broadband network (NBN) will take any new development within the Shire that consists of 100 lots or more and include them in the NBN fibre footprint. This will involve running fibre to the premises STTP enabling up to 14 different service providers to offer an internet service. Developers will be required to install a pit and pipe system and NBN will come through and reticulate fibre, currently at no extra cost.

2.6.1.6 Gas

A low pressure natural gas distribution network has been installed in the Esperance Town Centre inside Harbour Road from the Port to the Old Tanker Jetty, and in parts of the suburbs of Nulsen, Sinclair and Chadwick. The Esperance Gas Distribution Network is operated by Worley Parsons Asset Management. Gas is supplied from the gas transmission pipe line from Kambalda to Esperance that supplies gas to the power station. Worley Parsons Asset Management have no upgrades or extensions to their network currently planned. Refer to Appendix E for the existing Esperance Gas Distribution Network.

2.6.1.7 Waste Disposal

The Shire of Esperance operates a licensed Class 2 landfill site and general at Wylie Bay. The license for the current facility expires in 2016 and the Department of Environment and Conservation have instructed the Shire to relocate the existing land fill site at Wylie Bay. The Shire of Esperance Strategic Action Plan 2007–2027 (2007) identifies that a new strategic waste disposal facility is required as the existing site is located too close to Esperance Bay and is leaching into a sensitive environment.

2.6.1.8 Stormwater Drainage

The Esperance town centre has a high groundwater level controlled by a sub-soil drainage system with drainage lot connections provided to some properties. Major stormwater drainage pipes discharge directly to the ocean with gross pollutant traps provided to about 50% of the outfall pipes.

The Shire has prepared a draft fact sheet providing information for a development submission where stormwater runoff is to be retained and disposed onsite via infiltration titled Stormwater Drainage – Onsite Retention Guidelines for Minor Residential, Commercial and Industrial Development. Stormwater design is required to be in accordance with the Department of Water Stormwater Management Manual.

2.6.1.9 Road and Footpath Network

The Shire of Esperance Engineer advises the town roads are generally in good condition. The town footpaths are less than 15 years old and generally in good condition.

2.6.2 CURRENT PLANNING

2.6.2.1 Water Supply

The Department of Water has produced the Esperance Groundwater Area Water Management Plan (May 2007) to achieve sustainable water allocation and development for current and future users and for the protection of groundwater dependent ecosystems.

The Water Corporation is the largest user of groundwater in the Esperance Groundwater Area abstracting approximately 2,200,000 kl/yr from the superficial aquifer for scheme water supply. The Water corporation propose to increase abstraction to supply future urban growth and the increased draw would gradually be taken from new bores to the west of Esperance.

The Water Corporation propose to duplicate a 300mm diameter water distribution main in Harbour Road to Pink Lake Road to improve supply to the rapidly developing eastern suburbs. The project is in the final design phase with construction works expected to commence in 2012. Estimated contract value \$1.0 million.

2.6.2.2 Wastewater

In May 2011 the State Government announced the recommencement of the Infill Sewerage Program that is expected to extend through to 2016 state wide. The Water Corporation have identified infill sewer reticulation areas in Esperance known as Reticulation Area 17A and 18A. Refer to Appendix F for the location of the reticulation areas that are generally located east of Harbour Road and south of Brazier Street. The Water Corporation advised that no construction will commence in Esperance within the next 18 months. The infill sewerage scheme will provide an opportunity to increase population densities in the seweraged areas if considered desirable by the Shire.

As part of a proposed 10 year program to deliver integrated water services to the Esperance community, the Water Corporation have designed a second wastewater treatment plant at Wylie Bay to cater for the future expansion of Esperance. The works include construction of a pumping station at Jetty Road, 3.9km of 300mm diameter pressure main from the existing Jetty Road Wastewater Treatment Plant to the proposed Wastewater Treatment Plant No. 2 at Wylie Bay. Estimated cost \$5.7 million. Refer to Appendix F for the Overall Site Plan of the second treatment plant north of Wylie Head.

2.6.2.3 2.6.2.3 Power

Horizon Power has taken a pro-active approach to the planning of the Esperance region for the next 10 years and we have been advised that planning studies have been undertaken to forecast well into the future. At this point this study is an internal document and thus we have not been provided with detailed information.

WGE has placed a feasibility study application with HP with the intention to gain an insight into part of this report. The study has assumed load growths over a period of 20 years with the uptake of 700 persons (280 dwellings) per year. The results of this study will be made available upon receipt from Horizon Power.

Our initial investigations with HP indicated that there are no short term capacity issues based on the known increases in power over the next few years, which is based on the information Horizon Power collates via an annual meeting with interested stakeholders to determine the capacity requirements for the coming year.

Esperance has a current population of 14,443 people, which is forecasted to double over the next 20 years with approximately 2.5 people per dwelling. The load increase is estimated to be in the vicinity of 28MVA (1.4MVA per year). It is expected that the existing network would be able to cater for the next few years' growth without any major upgrades; however this will be confirmed via the results of the Horizon Power feasibility study.

Horizon Power advised that the undergrounding of existing overhead assets around the foreshore are undertaken under their asset management plans which are reviewed on a yearly basis during their budgeting and funding cycle. In November 2011 Horizon Power submitted their Mid Year Review (MYR) for approval to the Minister and Treasury. Currently they have unconfirmed funding for the asset management plans and therefore cannot comment on the future plans for development on behalf of the Shire. Until this is confirmed they have advised that they are not in a position to comment or advise on these future developments. Our investigations will continue with the Shire directly to see where these works are at.

2.6.2.4 Street Lighting

New Developments will include the installation of roadway lighting to applicable Australian standards typically utilising Horizon Power stocked fittings which currently include High pressure sodium (HPS) fittings for major roads, Mercury Vapour (MV) and Compact Fluorescent (CFL) for local roads. Horizon Power have recently ceased using 80W MV lamps along suburban roads and instead replaced them with 42W CFL, which achieves similar lighting levels, however uses much less energy.

2.6.2.5 Telecommunications

Telstra are constantly upgrading their network to provide a better service to their customers however details and timeframes is not something that we have been privy to. Out of the 8 Telstra towers in the area, 5 of these have been installed within the last 2yrs which indicates that Telstra have been proactive approach when considering their regional town customers.

More recently, the Esperance region has received the 4G network service which has been received very well with the town centre residents/users. There are currently only 2 towers that allow 4G to be used which are located within the town centre. Telstra aims to bring 4G service to all regional town centres in Australia, then after that will branch out further to the more rural areas.

Telstra's provision of Telecommunication services to the Town of Esperance has been affected by the new government initiative under the National Broadband Network (NBN) policy to provide Fibre To The Premises (FTTP). The policy took effect on 1 January 2011, with new developments (green field sites) with 100 premises or more within the NBN Co. coverage zone prioritised by NBN Co. to have fibre infrastructure installed. The new policy clarifies that NBN Co. will fund the provision of fibre and backhaul to new housing estates, with developers funding the provision of a conduit and pit system. The town of Esperance has been identified as falling within NBN Co. fibre footprint.

2.6.2.6 Road and Footpath Network

The Shire is due to commence the annual asphalt overlay program in February 2012 for various town roads where the existing two coat seal has deteriorated with the ultimate aim being to asphalt all roads.

2.6.2.7 Waste Disposal

In order to manage the current and ongoing environmental impacts of the existing facility construction, electronic and industrial waste is being diverted from going into landfill.

For 10 years the Shire has also operated a Materials Recovery Facility that hand sorts materials collected from recycling bins and then sends the bails to Perth for recycling. The Shire promotes recycling in schools through the Willy mascot campaign and students have the opportunity to view recycling in action from a dedicated platform.

2.6.3 KEY DRIVERS AND PRESSURES

2.6.3.1 Water Supply

Projections of growth for the town water supply in the Water Management Plan for Esperance (May 2007) indicate an annual water demand of 4,600,000 kL/yr by 2026 (Hart, 1997) based on high and low future population projections of 24,400 and 18,300 respectively. Current population figures of 23,200 by 2026 compare favourably.

The Water Corporation's water supply bore field is susceptible to salt water intrusion so they have developed new bores to the west of the town within the Butty sub-area, however abstraction still occurs from the Town and Twilight sub-areas. Groundwater resources have been estimated in terms of groundwater recharge using a percentage of the average rainfall for Esperance of 660 mm/yr with no signs of recent rainfall decline.

Should long term decline in rainfall occur this would place unacceptable environmental demands on the groundwater resources and an alternative water supply would need to be identified including seawater desalination, a higher level of wastewater treatment and wastewater recycling.

2.6.3.2 Wastewater

The Water Corporation advises that the capacity of the existing wastewater treatment plant in town will have sufficient capacity for 10 years at current development rates and this has delayed construction of the second plant north of Wylie Head. Construction of the second plant could be brought forward to cater for a significant increase in the development rate and intensification of the town centre as design and documentation has been completed by the Water Corporation. The 500 metre odour buffer around the existing treatment plant is shown in Appendix K. Identification of an appropriate buffer for the future treatment plant and existing infiltration ponds will need to be considered for future planning.

2.6.3.3 Power

Horizon Power's philosophy with regards to their network is Safety, reliability and aesthetics they are continually upgrading and re-enforcing their network to provide a safe and reliable network. The recent Esperance Network Rural Upgrade program included the replacement of wooden poles with steel to reduce pole top fires; replacement of Insulators along with kilometres of overhead cables have been recently upgraded. These upgrades aim to strengthen the network but not necessarily provide additional capacity. These works form part of Horizon Power's capital works strategies and are ongoing throughout 2012.

The influx of subdivision applications to the Esperance region is the key driver for infrastructure upgrades, these are assessed at the annual meeting with all relevant stakeholders. It is anticipated that the feasibility study will highlight any major issues however HP have verbally indicated that they do not have any concerns in meeting short term growth. Horizon Power are undertaking expansion studies to determine the regions ability to accommodate long term growth, the results of these expansion studies need to be made public or discussed at the annual forums.

2.6.3.4 Street Lighting

More recently, Horizon Power have accepted the use of Light Emitting Diodes (LED'S) as a light source for roadway lighting in the Karratha area which not only appeals for maintenance reasons, it is a positive step towards becoming more environmentally friendly using less wattage and still maintaining a high level of light output and increased uniformity improving CCTV viewing conditions. Horizon Power are well advanced in approving an LED fitting to be held in stock as a standard Horizon Power item which will see the use of LED's as the main light source for suburban roads.

2.6.3.5 Telecommunications

Under the National Broadband Network (NBN) 100 or more premises developed within the Town of Esperance will be provided in the first instance with NBN Co. communications. Supply of NBN Co. service to existing sites is yet to be scheduled and NBN Co. has not been able to provide an indication of timing for this advice at this stage.

2.6.3.6 Stormwater Drainage

The Shire of Esperance recognises the need for an overall drainage study for the town and future expansion areas with the aim of improving the quality of stormwater discharge. In order to achieve this future development plans will require appropriate land set aside for conveyance of large storm events via swales and culverts in accordance water sensitive urban design principles and integrated with the landscape design.

2.6.4 KEY FINDINGS AND IMPLICATIONS

2.6.4.1 Water Supply

The Water Corporation supplies potable water to the town from the Esperance Groundwater Area that is drawn from sub-areas Town, Twilight and Butty superficial aquifers. Refer to Appendix XX. The Department of Water advises that water can be supplied from these aquifers in the long to medium term subject to no significant decline in rainfall and subsequent aquifer recharge, a fall in groundwater levels and unacceptable impacts caused by pumping.

Water Management Plan for Esperance (May 2007) sub-areas information sheets provide groundwater availability (allocation limit less licensed entitlements) as at 31 March 2005.

- » Town sub-area: 126,278 kL/yr
- » Twilight sub-area: 32,200 kL/yr
- » Butty sub-area: 3,250,000 kL/yr
- » Warden sub-area: 776,490 kL/yr

It is important that the Water Corporation identifies alternative water sources if supply shortfalls are to be avoided as a result of a significant expansion of Esperance.

2.6.4.2 Wastewater

An opportunity exists to re-design the proposed second wastewater treatment plant proposed at Wylie Bay to replace all or part of the town wastewater treatment plant to connect the two 'sides' of the town. A tree farm will need to be established to avoid the need for an expensive ocean outfall.

Existing infrastructure adjacent to the town wastewater treatment plant, including the fuel depot, CSBP fertiliser works and grain bins are due to be relocated in 5 to 10 years, however the Water Corporation currently have no plans to vacate the site until 2032.

In order to meet this timeframe and with a population of 17,400 and 20,300 in 2016 and 2021 respectively it is a high priority that a replacement wastewater treatment plant be commissioned at Wylie Bay in 5 to 10 years to achieve consolidation of the town at an estimated cost of \$25 million.

2.6.4.3 Power

Upon receipt of Horizon Power's feasibility study, it has been noted that the Esperance town site will have a generation capacity shortfall by 2016 that will involve Horizon Power liaising with the IPP to discuss and implement the required capacity expansions to allow for the future.

The HP zone substation on Harbour Rd currently has 2 x 33MVA transformers which is estimated to be sufficient until 2022, therefore in 2021 HP will be required to install a third 33MVA transformer to cater for the population growth. HP believe the land requirement is already available for this purpose however site inspections and surveys would need to be conducted to confirm. Timeframes may differ significantly with other future projects in the area and cannot be accurately forecasted until applications are submitted to HP nearer to the time.

The two areas specifically expecting population growth will require additional 33kV feeders around the same time as a third transformer is required in the HP zone substation. It is expected that the development area near Bandy creek will require an additional 33kV feeder by 2021, which will be approx. 7.5km long. The development area near the CSBP Fertilizer plant is expected to require another 33kV feeder by 2020, which will be 3.5m in length.

2.7 TRANSPORT

2.7.1 CURRENT SITUATION

Esperance is an isolated regional city in Western Australia and is accessible by either road (private vehicle and bus) or air. Due to its isolation, travel to Esperance can be expensive and these costs are likely to rise in the future with increases in fuel prices putting pressure on industry and residents.

Esperance Port is the deepest port in southern Australia and is a significant contributor to economic development in Esperance providing approximately 250 jobs and boosting almost \$7 million to the regional economy with flow-ons to other sectors¹. Conflict exists between freight operations as a result of port activities and other transport modes.

2.7.1.1 Regional Roads

There are two main road transport corridors leading into Esperance:

- » Coolgardie-Esperance Highway providing access to Kalgoorlie to the north and the Nullarbor to the east
- » South Coast Highway providing access to Albany to the south-west and Perth to the north-west

These highways fall under the care and control of Main Roads Western Australia (MRWA). Both highways are two lane sealed roads that service a combination of heavy vehicles, tourist traffic and local traffic. The most recent traffic volume data for regional roads is shown “Table 17 - Average Daily Traffic (ADT) volumes” on page 63. The volumes have not been adjusted to remove the effects of seasonal variation as the data reported is from a sample taken over a short period of time and may not represent typical behaviour. The limitations of this data have been noted however at this time more detailed count statistics were unavailable.

ROAD NAME	LOCATION	AVERAGE DAILY TRAFFIC (VPD)	% HEAVY VEHICLES	YEAR OF COUNT
Coolgardie-Esperance Highway	North of South Coast Highway	3250	13.9	2007/2008
South Coast Highway	6.1km west of Coolgardie-Esperance Hwy	1020	16.4	2006/2007

The Shire of Esperance is responsible for the largest road network in Western Australia. There are a high portion of unsealed roads on this network which results in high maintenance costs for the Council. In addition to the two main highways servicing Esperance, there are two other access roads that are under Council care and control and are of strategic importance to the region. These roads are:

- » Lake King-Cascade Road, providing an alternative access to the Shire from the north west (regional distributor, single carriageway)
- » Springdale Road, running parallel to the coast from Hopetown to approximately 80km east of Esperance (local distributor, single carriageway)

The above roads are both unsealed and are 4WD recommended. During bad weather these routes are often closed.

Access to Esperance from the north and west of the state – including Perth – is serviced with the provision of several alternate routes along the regional road network. This regional road network is susceptible to closures, with floods in 2007 resulting in closures due to bridge collapse and rerouting of freight vehicles.

The Coolgardie-Esperance Highway provides a direct link with Coolgardie and Kalgoorlie to the north. The South Coast Highway links with Ravensthorpe, where motorists can turn off to access Perth, and continues on to Albany in the south west. The South Coast Highway provides a major heavy haulage link between Ravensthorpe and Esperance. Given Esperance’s heavy reliance on freight this road is critical in terms of ensuring safe passage to deliver essential goods. Safe passage is also critical for tourists visiting Esperance.

MRWA is currently in the process of investigating a potential heavy haulage bypass around the Ravensthorpe town site to improve safety along a key inclined section of roadway running through the town. Although several improvements have been made to the steep section, a new bypass route would reduce the amount of heavy vehicles using this route. The alignment for a new bypass route is expected to be completed by the end of 2012.

Access to Esperance from the east – including Adelaide – is limited with motorists required to travel north along the Coolgardie-Esperance Highway to Norseman before heading eastward towards Adelaide and the eastern states (See Figure 18). There is interest in a possible link connecting Esperance to Balladonia; this link would provide access to the coast for tourist traffic. This link has the potential to be a more scenic alternative to the existing route through Norseman that could attract new tourist traffic to and from points east. Depending on the alignment and roadway characteristics, it may also provide travel time savings for drivers. Currently, no environmental, feasibility or economic impacts have been undertaken for this proposal. The impact that this alternate route would have on the Norseman Township, in terms of decreased tourist traffic, should also be investigated.

FIGURE 18 - WESTERN AUSTRALIA REGIONAL ROAD NETWORK



¹Esperance Ports Sea and Land Website, accessed 19 January 2012, <http://www.esperanceport.com.au/>

Source: Main Roads Western Australia, Goldfields-Esperance Traffic Digest, 2003/2004 - 2008/2009

2.7.1.2 Town Roads

A map showing the roads in and around Esperance can be seen in Figure 19.

There are two main road links connecting to the town centre:

- » Harbour Road, connecting to both the Coolgardie-Esperance Highway and the South Coast Highway, running to the west of the town centre and connecting to the Esperance Port
- » The Esplanade, connecting to Harbour Road to the south and Norseman Road to the north, running along the foreshore parallel to the main retail and activity corridor along Dempster Street

Roads in Esperance experience a high portion of heavy vehicle traffic as a result of heavy goods transportation. Residents have complained of heavy vehicles using noisy brakes in residential areas, concerns relating to safety, and general traffic noise.

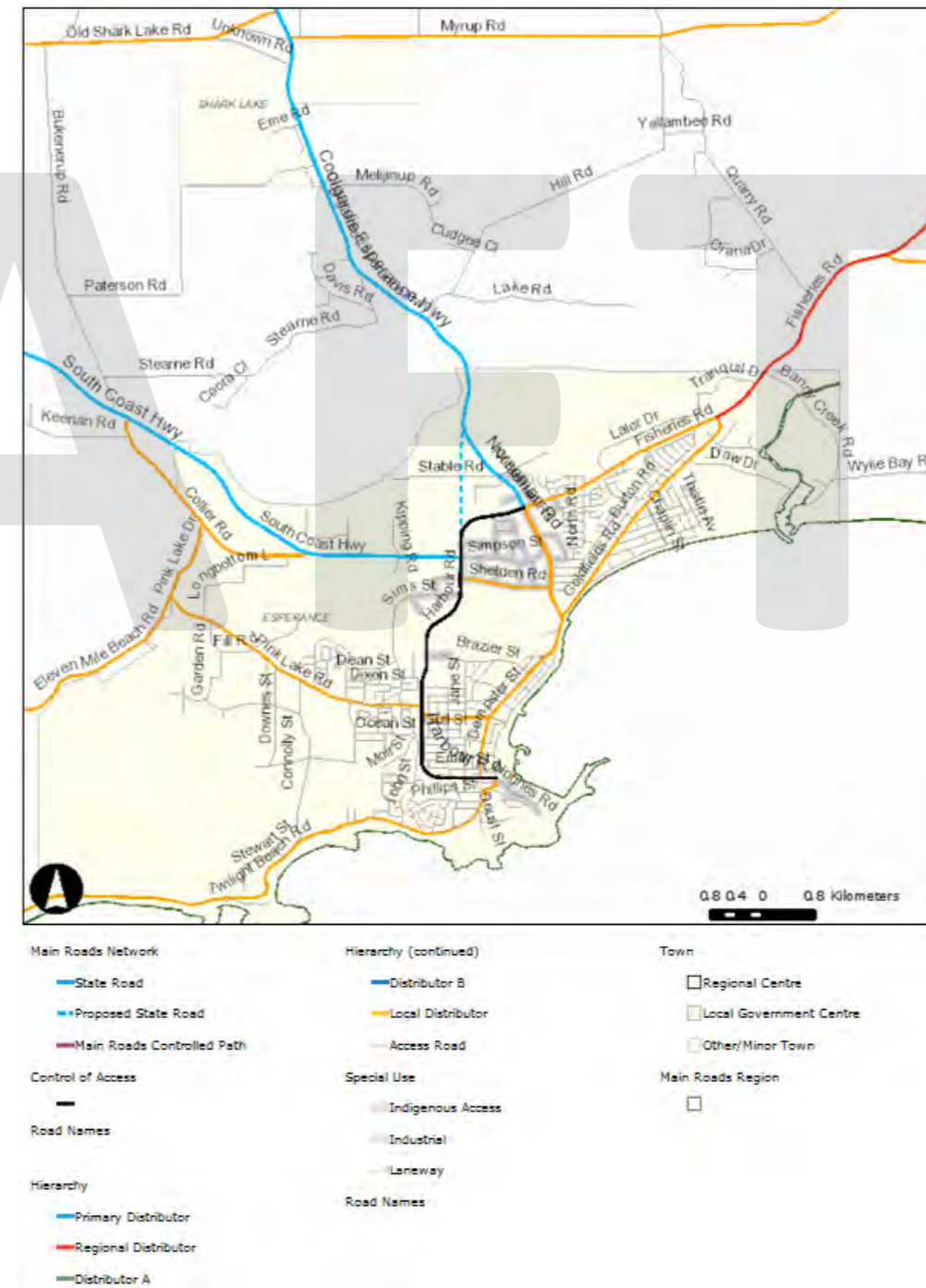
Residents have noted locations that experience congestion during peak periods, such as school times and during the peak tourist periods, including the intersection of Harbour Road and Pink Lake Road in particular.

FIGURE 19 - ESPERANCE ROAD NETWORK



The Main Roads WA (MRWA) functional road hierarchy classification for roads in Esperance can be seen in Figure 20. The two highways leading into town are classified as Primary Distributors; both highways are under the care and control of MRWA. All other roads in the district are under the care and control of the Shire of Esperance. Major roads within the town centre are classed as Local Distributor Roads. The remainder of roads are classified as access roads.

FIGURE 20 - MRWA FUNCTIONAL ROAD HIERARCHY²



²Main Roads Western Australia, Road Information Mapping System

In Western Australia, permits are required to operate Restricted Access Vehicles (RAVs). Permits are issued by the commissioner of MRWA to grant access to these vehicles to certain parts of the road network under specific operating conditions. RAVs are defined as vehicles that are any of the following³:

- 2.5m wide
- 4.3m high
- 12.5m long (not part of a combination)
- 19m long (part of a combination)

The major roads leading into Esperance have a high percentage of heavy vehicle traffic (approx. 15%, see Figure 21), the RAV network is therefore important in this context. Heavy goods are transported into town using heavy vehicles, as well as materials being delivered to the port. There are issues associated with heavy vehicle traffic in Esperance including noisy breaks in residential areas, safety concerns, road damage, and traffic noise. A Regional Freight Transport Plan is currently being developed for Western Australia.

FIGURE 21 - RAV NETWORK



The Restricted Access Vehicle (RAV) network in and around Esperance can be seen in Figure 21. The South Coast Highway and the Coolgardie-Esperance Highway are both rated as RAV 7. Within the town, Harbour Road, Norseman Road, and roads within the Chadwick industrial area are also rated as RAV 7. A RAV category 7 vehicle is classed as a truck towing 2 x 5 or 6 axle dog trailers, with a length greater than 27.5m and less than 36.5m.

2.7.1.3 Bicycle Network

Esperance has approximately 12km of bitumen shared path running from Castletown Quays to Twilight Beach, along the coastline. There is currently no network of dedicated on-street bicycle facilities in the town site area. Most neighbourhood streets in residential areas are narrow – at 7.4 to 8.0m from kerb to kerb – which does not provide much room for cyclists to share the roadway with motorists (see Figure 22). However, this may function as an acceptable condition for cyclists as generally traffic volumes are low.

The town centre of Esperance includes large areas of pull-in (or head-in) angle parking (see Figure 22), which presents a hazardous situation for cyclists and motorists. Issues associated with pull-in angle parking from a cyclist’s perspective include:

- » Vehicles backing out of spaces have poor visibility and cannot easily see approaching cyclists
- » Cyclists have little warning of parking cars pulling out which can result in cyclists swerving into oncoming traffic to avoid collision with reversing vehicles

FIGURE 22 - TYPICAL NEIGHBOURHOOD STREET CROSS SECTION (TAYLOR STREET)



³Main Roads Western Australia Website, Accessed 19 January 2012, <http://www.mainroads.wa.gov.au/USINGROADS/HEAVYVEHICLES/NEWTUCKOWNER/Pages/NewTruckOwner.aspx#wiarav> ⁴Main Roads Western Australia, Restricted Access Vehicles Mapping System

2.7.1.4 Pedestrian Network

The pedestrian network in Esperance is generally fragmented and incomplete. Neighbourhood areas typically contain footpaths or shared paths only on one side of the street, with little to no verge separating them from the kerb. In the town centre, there are a few areas of reasonable pedestrian amenity along Dempster Road and Andrew Street however there are several instances when the footpath is discontinuous or hard to follow. In other places, the development is set back from the street placing the footpath between car parks and the street (see Figure 23.)

FIGURE 23 - DEMPSTER STREET SHOPPING PRECINCT



2.7.1.5 Public Transport Network

Bus services operate between Kalgoorlie and Esperance four times per week and between Perth and Esperance six times per week. The town bus stop is located on Dempster Street in front of the old railway carriage art studio between the sound shell and the museum.

There are no passenger train services that operate into Esperance. The closest services are both in Kalgoorlie: the "Prospector" service, which operates between Perth and Kalgoorlie and the "Indian Pacific" which operates between Perth and Sydney.

There is a public bus service that currently operates in the town; this service is for both the general public and school children. Buses are operated within Esperance by Redlion Bus Company in conjunction with the Public Transport Authority (PTA). Initially there was one route in 2004 when the bus service started; now there are seven bus routes operating twice daily, on school days only. A description of the bus routes currently operating can be seen in Table 18.

TABLE 18 - ESPERANCE TOWN BUS SERVICE ROUTE INFORMATION

ROUTE NUMBER	TIME	ROUTE DESCRIPTION	ROUTE LENGTH (KM)
1	AM	Downes St/York St – Castletown Pre Primary School	18.00
	PM	Castletown Pre Primary School - Downes St/York St	19.48
2	AM	Claire Rd / Fisheries Rd – Our Lady Star of the Sea	13.35
	PM	Our Lady Star of the Sea - Claire Rd / Fisheries Rd	8.11
3	AM	Frank Freeman Dr/Bow Cr – Our Lady Star of the Sea	13.98
	PM	Esperance Senior High School – Frank Freeman Dr/Bow Ct	8.75
4	AM	Norseman Rd – Our Lady Star of the Sea	20.4
	PM	Esperance Primary School – Norseman Rd	15.55
5	AM	Norseman Rd/Stable Rd – Our Lady Star of the Sea	18.25
	PM	Esperance Senior High School – Norseman Rd/Stable Rd	14.26
6	AM	Collie St /Albany St – Castletown Primary School	13.10
	PM	Castletown Primary School – Collie St/Albany St	13.04
7	AM	Walmsley St/Matthews St – Esperance Primary School	11.77
	PM	Esperance Senior High School – Walmsley St/Matthew St	9.90

Fares for the bus service are reviewed annually on 1 July by the PTA. Current fares, as provided by Redlion Bus Company, can be seen in Table 20.

TABLE 20 - ESPERANCE BUS SERVICE FARE INFORMATION

FARE TYPE	PRICE FOR SINGLE TRIP	PRICE FOR 10 TRIPS
School Child	\$1.00	\$10.00
Pensioner	\$1.00	\$8.50
Adult	\$2.60	\$22.10

Current patronage data for the Esperance bus service was unavailable from both the PTA and Redlion Bus Company.

2.7.1.6 Freight Rail Network

WestNet Rail is the operator responsible for the freight rail network in the south west of Western Australia. There is a single-track standard-gauge freight rail line connecting the Port of Esperance with Kalgoorlie and the Goldfield areas to the north. The line generally runs parallel to the Coolgardie-Esperance highway outside of the townsite area and next to Harbour Road within the town limits. There are level crossings at intersections with South Coast Highway, Collier Road, Pink Lake Road, Watson Street, and Smith Street/Esplanade (see Figure 24). There is a grade separation at Sims Street. A spur line extends west from the main line near Sims Street to the grain bins and fuel depot near the current wastewater treatment facility north of the town centre.

In 2009/10 Esperance Port handled 11.26 million tonnes of cargo, with 8.1 million tonnes transported via rail, the majority of which was iron ore. WestNet Rail recently partnered with Cliffs NR to upgrade the rail infrastructure between Kalgoorlie and Esperance to support increased iron ore operations. The upgrade, completed on 23 December 2011, allows longer trains to operate, now 159-wagons long. 20 trains per week run on the line⁴.

FIGURE 24 - LEVEL CROSSING, SMITH STREET/ESPLANADE



There is a shunting area near Nulsen utilised for storage of rolling stock when not in use. While shunting movements are low-speed, there is significant noise and vibration associated with the acceleration of freight trains, even for low-speed movements. This noise may cause sleep disturbances to local residents if train movements occur at night.

2.7.1.7 Portlink Project

Portlink is an initiative of four Regional Development Commissions and the Regional Development Council (Council), working cooperatively with the Department of Regional Development and Lands (RDL) and Department of Transport (DoT), to achieve a positive outcome to link the ports of Esperance, Geraldton/Oakajee, Fremantle and Pilbara with each other and the Eastern States of Australia. The Council is also working closely with DoT, RDL and Commissions on a State Regional Freight Plan.

The initiative proposes to connect the Pilbara resource area with the southern non-Pilbara resource area to maximise further development opportunities for WA. The project will create two major infrastructure corridors between the southern, western and northern coastal ports and major inland resource areas. The corridors will provide an efficient and effective logistics chain for commodities and provide cost effective access to services (water, power, telecommunications) for industry and communities. A State Budget allocation in 2011-12 was made from Royalties for Regions of \$5 million to progress the Portlink coordination and planning on three areas of the Portlink project - a proposed Intermodal Freight facility in Kalgoorlie, Rail realignment around Kalgoorlie and Wiluna to Great Northern Highway seal.

The Portlink project is likely to provide the following substantial benefits to WA and the Goldfields-Esperance Region:

1. More efficient (time/cost/carbon) delivery of eastern states freight to the North West and Mid West;
2. A significant reduction in the Great Northern Highway, North West Coastal Highway and heavy freight by road on these two key routes;
3. A significant reduction in freight on the Kalgoorlie to Kewdale/Fremantle sector;
4. Builds security for the complete transport and telecommunication system from the Eastern States to WA's North West and Mid West and provides access to more than one port to maximise the logical use of all ports;
5. Increases the opportunities for all ports, particularly the proposed Oakajee Port.

The project is anticipated to bring substantial benefits to the Goldfields-Esperance Region and have major flow-on effects for the Esperance Port and related resources industries especially when considered in context of the Esperance Port Access Corridor project and Esperance Port upgrade.

⁴Vardy L., Longer trains to increase tonnage, Esperance Express, 23 December 2011, <http://www.esperanceexpress.com.au/news/local/news/general/longer-trains-to-increase-tonnage/2402947.aspx>

FIGURE 25 - PORTLINK PROJECT PRIORITISES AND COSTS

PROJECT	STATUS	COST
Esperance Port Access Corridor upgrade	Works expected to begin January 2012 Federal Government \$60m + State \$60m confirmed	\$120m
Esperance Port expansion 11mtpa -> 30mtpa	Expected to be privately funded by the Mining Industry – cost is indicative	\$200m+
Intermodal Freight facility in Kalgoorlie	Strong interest shown by a number of intermodal operators - cost is indicative	\$31.5m
Rail realignment around Kalgoorlie	SKM engaged by RDL to review the cost of 4 options – cost will depend on the preferred option chosen	\$95 - \$112m
Wiluna to Great Northern Highway seal	Main Road has yet to begin planning on preferred route – cost is indicative for the Doolgunna route	\$235m
Leonora to Newman rail connection	No planning undertaken to date. Cost based on construction per 1km of rail	\$1,600m
Oakajee connection into north/south rail line	No planning undertaken to date. Cost based on construction per 1km of rail	\$1,400m

2.7.1.8 Airport

The Esperance Airport (IATA code: EPR) is located approximately 20 km north of the town centre on the Coolgardie-Esperance Highway. The airport is served by twice daily flights on weekdays and once daily flights on weekends to and from Perth on Skywest airlines. Seats on Skywest flights can also be booked through Virgin Australia as part of a codeshare agreement with Skywest. The nearest passenger airports to Esperance are located at Ravensthorpe (219 km), Kalgoorlie (369 km), and Albany (481 km). There are no commercial flights operating between Esperance and Kalgoorlie; however flights to the eastern states are operated out of Kalgoorlie and a number of residents will drive to Kalgoorlie to access flights.

The Perth to Esperance route is regulated by the Department of Transport with a request for proposal process used to determine the provider. Skywest was granted the right to operate the route as it offered the most services, special fares for residents, and additional services to Ravensthorpe via Esperance.

For the financial year 2010/2011 there were reported to be 46,590 total passenger movements through the airport, and 1,658 aircraft². Currently flights between Perth and Esperance use a Fokker 50 (F50) aeroplane. The F50 is a turboprop powered aeroplane that can carry up to 46 passengers.

There are two runways at Esperance airport; the main runway, and a second runway. In 2009 funding was granted to upgrade the main runway, from 1500m to 1800m³. Following improvement works, the main runway is now strong enough to take jet aircraft. The second runway is unsealed and is 1300m in length. In June 2011, the Esperance Council was granted \$1.1million from the Regional Airport Development Scheme to help fund a major security upgrade and terminal expansion at the Esperance Airport.

In addition to the Esperance Airport, there are a number of small private airstrips within the region, including the Myrup Fly in Estate Airport. These airstrips are unsealed and for use of small private planes only.

Access to Esperance via air travel is an issue as the high cost of travel is prohibiting a large number of people from travelling. This is a major constraint to attracting and retaining people in Esperance.

2.7.2 CURRENT PLANNING

The following documents and initiatives set out the current framework for transport planning in Esperance:

2.7.2.1 Local Planning Strategy (2006)

This document provides information on strategies and actions for the development of the Esperance transport network, including roads, port and rail, and public transport. The strategy recognises that there is a conflict between passenger and commercial traffic in Esperance as a result of port activities. There is a desire to protect the transport corridor to allow continued access to the port whilst addressing traffic conflict issues at key intersections.

It is also noted that there are issues associated with noise along the port freight network. Noise attenuation measures should be investigated to reduce night time noise associated with freight movements. This will become of particular importance with increases to port activities and increasing residential density in central areas.

2.7.2.2 Local Planning Scheme (No. 23)

The Scheme outlines development requirements, including the need for consideration of road network and hierarchy, public transport services, and bicycle and pedestrian networks. The scheme also details minimum parking requirements for development areas based on land use. A summary of parking requirements by land use can be seen in Table 21.

TABLE 21 - MINIMUM PARKING REQUIREMENTS

LAND USE	MINIMUM CAR SPACES (SPACE PER M ² OF GROSS FLOOR AREA)
Residential	In accordance with the Residential Design Codes
Tourist Residential	1 per 25m ²
Central Area	Retail – 1 per 25m ² Office – 1 per 40m ²
Shops and offices	1 per 25m ² Where development exceeds 5000m ² GFA, minimum parking shall be at the discretion of the council.
Industry - Business	1 per 100m ² plus 1 per 20m ² gross office floor area Minimum 3 spaces
Industry - General	1 per 100m ² plus 1 per 20m ² gross office floor area Minimum 3 spaces
Private clubs and institutions	1 per 40m ²
Rural residential	As required by the local government

In addition to the aforementioned parking rates, the Local Planning Scheme has a clause relating to reciprocal car parking. When different land uses are located on a property with different operating hours, consideration may be given to approving reciprocal arrangements for car parking. Agreement to an arrangement may require parties to enter into an agreement with the Council as the controlling party.

Cash in lieu payments can also be made in the Central Area, Tourist Residential, Shops and Office Zones. This is where the government may accept a cash payment in lieu of all or part of the car parking provision for a particular development; this is subject to conditions as detailed in LPS23.

Recently, the council made a concession to support CBD activation through reduced car parking requirements for Dome Cafe. This concession could serve as a precedent for future parking rate exceptions related to the town centre revitalisation strategy.

2.7.2.3 Freight Corridor Improvement Project

In July 2011, three contractors were approached by MRWA to tender for the Design and Construct (D&C) for the Esperance Port Access Corridor Project. It is anticipated that a contract will be awarded in early 2012 with the project to take approximately two years to complete.

The concept design for the Port Access Corridor, which was developed in conjunction with extensive public consultation, includes the following upgrades:

- A. Realignment of approximately 1.8km of Harbour Road leading to the Port, including a section at Barney Hill which would allow traffic to bypass the roundabout intersection of Harbour Road/Fisheries Road/Norseman Road/Coolgardie-Esperance Highway
- B. Diversion of the railway under Harbour Road via a tunnel;
- C. Bridge connection between Harbour Road and Johns Street over the rail line;
- D. Bridge connecting Twilight Beach Road and The Esplanade over the rail line;
- E. Removal of level crossings at Watson Street and The Esplanade (no crossing at Watson Street in the future and a bridge at the Esplanade);
- F. Noise walls to be constructed at the following locations:
 - a. Along the northern and eastern boundary of Harbour Road between Dempster Street and Gull Street;
 - b. On the western boundary of Harbour Road approximately 200m south of Pink Lake Road to Warrington Street; and
 - c. On the northern boundary of Hardy street between Griffin Street and Smith Street.

The proposed concept plan for the Port Access Corridor works can be seen in Figure 26.

Currently, when travelling from the south of the rail line to the town centre, there are two main crossing junctions: Watson Street and The Esplanade. Traffic can currently gain access to Dempster Street and the town centre via Harbour Road. Following the Port Access Corridor Works, there will be only one main linkage from the south, connecting Twilight Beach Road to The Esplanade. It is expected that the works have a positive effect on residents at the southern portion of Dempster Street as through traffic will be reduced. The town centre will be accessible from the foreshore with high quality vehicle and pedestrian linkages required between The Esplanade and Dempster Street.



FIGURE 26 - PORT ACCESS CORRIDOR, CONCEPT DESIGN

2.7.2.4 Esperance Townsite Foreshore Redevelopment Master Plan Foreshore Redevelopment Master Plan (2005)

The master plan provides an assessment of the existing transport network, as well as proposed changes for the road network, car parking, bicycle network and pedestrian network. A summary of this assessment is provided below.

Within Esperance, roads are generally arranged in a grid pattern with a number of roundabouts present. Traffic counts revealed that at the time acceptable levels of service were experienced on all roads within the master plan study area. Traffic volumes can increase by up to 40% in the peak holiday season (December to March) with the majority of vehicles being cars, vans or vehicles towing caravans. Rat running was identified as a problem, where heavy vehicles were using Norseman Road and The Esplanade as an alternative route to access the port in order to avoid congestion. This observation was not supported in traffic surveys undertaken.

Proposed changes to the road network associated with the Port Access corridor should alleviate safety concerns in relation to the intersection of Harbour Road and The Esplanade. No formal recommendation was made for intersection treatment.

Car parking in the city centre is provided by the Shire. The overall provision of parking within the town centre is regarded as difficult to balance due to fluctuations in seasonal demand.

Cycling is a viable transport option in Esperance due to the relatively flat topography and low traffic volumes. It is recommended that sufficient parking for bicycles be installed within the city centre and foreshore precinct.

Pedestrian networks within the study area are shown to be of high quality with the Shire actively upgrading paths and ramps. Zebra crossings are the most cost effective method of achieving improved pedestrian priority in Esperance.

FIGURE 27 - ESPERANCE TOWNSITE FORESHORE MASTER PLAN STUDY AREA



2.7.2.5 Foreshore Protection and Enhancement Project (2009)

This project will ultimately provide benefits to both local and regional residents, as well as tourists by making the foreshore more accessible.

A strong pedestrian link is proposed for The James Street Precinct connecting the Museum and RSL parks. Solar lighting along the length of the pedestrian path, as well as seating opportunities in the area is planned; this is intended to improve the pedestrian amenity within the area.

The Esplanade Promenade is intended to include a 3 metre wide dual use concrete footpath. The location of the path will be such that clear views of the Esplanade lawn are achieved. An art program is also recommended along the shared path to provide further interest along the length of the foreshore.

The original Tanker Jetty is to be retained where possible and will become the central axis pedestrian route. The dual path from the south will continue through this precinct along the foreshore and will be lined with Peppermint trees and will have picnic facilities nearby.

2.7.3 KEY DRIVERS AND PRESSURES

2.7.3.1 2.7.3.1 Issues Related to the Port

Several of the key issues and pressures related to transport in Esperance relate to operations at the port. The Harbour Road corridor is a key access route for both trucks and trains carrying materials to and from the port. This brings large amounts of freight traffic through the middle of the town centre, resulting in several disruptions as follows:

- » Congestion and noise are two of the main issues related to truck traffic that residents have raised in previous planning studies and recent engagement sessions. In the long term this may be addressed by developing an alternative bypass route for trucks and rail. In the short to medium term the Esperance Port Access Corridor project will realign some of the road and rail facilities and add noise walls and other mitigation measures to reduce noise reaching neighbourhoods near Harbour Road, and create new transport links across the corridor to alleviate congestion.
- » Delays to general traffic occur at several points in the network as a result of truck and rail traffic, particularly the level crossings of the rail line. These areas also pose safety hazards to general traffic. The crossings at Pink Lake Road and The Esplanade near the port entry are particularly critical areas for non-freight traffic, as they are main access routes to the town centre from the northwest and south, respectively. As part of the Esperance Port Access Corridor project (see Figure 27), MRWA are to undertake further planning work that will help identify improvements required at the intersection of Pink Lake Road and Harbour Road. The corridor project will also replace several level crossings with grade separations, new bridges, and a rail tunnel to separate general traffic from freight traffic.

In addition, there are future pressures to expand the capacity of the port to 30 million tonnes per annum. Expansion of the port would result in more traffic, and potentially larger vehicles, being present on the transport network. This has the potential to place additional pressure on the road and rail network even after improvements related to the Port Access Corridor project are implemented. Future studies may be needed to assess the capacity of these links, including the possibility of road widening, track duplication, or alternate routes to the Harbour Road corridor for the movement of freight. Additional freight traffic of this magnitude would likely also require additional studies related to mitigation of noise, dust, and air pollution related to truck and train traffic.

2.7.3.2 Acoustics

In Esperance, the key provisions of noise are as a result of the rail freight link to port and scheduled heavy vehicle routes via Harbour Road. There is limited feedback that can be provided on the noise impacts until more detailed information is available, however initial comments are:

- » The largest potential issue is freight movements at night, particularly to and from the Port area. Changes to freight routes can cause annoyance to residents along the new alignment who are not acclimatised to such noise, particularly at night.
- » Removal of bells at rail level crossings has a positive noise impact.
- » Cycling and walking are quieter forms of transport than motorised options (e.g. car or bus)

2.7.3.3 Growth of Traffic Related to Development

Future development in Esperance has the potential to change the equation for transport, either for better or for worse. There are existing pressures to push much of the new residential development to the edges of the current built-up area. There are large tracts of land near the Bandy Creek marina in particular which are either currently under development or earmarked for development in the near future. This has the potential to generate additional traffic and congestion along Fisheries Road, Harbour Road, and Norseman Road – particularly along the foreshore near the undeveloped former fertiliser site. Similar potential for outward development exists for the lands currently categorised as agricultural between the existing town site and the conservation areas to the west.

However, there is an alternative opportunity to turn the focus of development inward by concentrating development in the existing urban area. There are numerous undeveloped or underutilised plots of land within the existing town site, particularly near the town centre and the foreshore area, which could be used to catalyse this type of development. Locating new population growth within the existing town centre could help reduce the need for vehicle trips.

Encouraging residential development within walking distance of existing employment, recreation and retail areas would provide additional opportunities for shorter trips and linked trips that serve more than one purpose.

Another issue associated with growth in traffic volumes is the conflict between pedestrians and vehicles. Currently pedestrians are required to give way to vehicles at roundabouts in the town centre. During peak periods this can cause lengthy delays for pedestrians and safety issues where pedestrians becoming impatient, cross in front of traffic. In the future it may be necessary to implement alternative intersection treatments such as pedestrian crossings, or signalised intersections. A detailed assessment would be required on a case-by-case basis.

2.7.3.4 Dependence on the Automobile

Current travel patterns are dominated by the automobile, as there are currently few competitive alternatives for residents and visitors alike. Vehicle ownership data per person extracted from 2006 census data is shown in Table 23 comparing Esperance to other SuperTowns. It can be seen that from the SuperTowns investigated, Esperance has a marginally higher level of vehicle ownership per person. In comparison, Perth and Western Australia as a whole have a much greater vehicle ownership. It has been noted that there are a large number of four wheel drive (4WD) vehicles in Esperance. This can have an impact on road use, road design and car parking requirements. In Karratha and Port Hedland for example, where there is a high portion of 4WD's, the road pavement width is designed to be larger than would usually be required in somewhere like Perth.

For trips internal to Esperance, there is virtually no public transport, other than school buses. The share of walking trips is relatively high (7% based on 2006 Journey to Work Census data), although this is likely concentrated in areas near the town centre where many different land uses exist in close proximity to one another. The existing bicycle network is fragmented, consisting of a few shared use paths but little to no dedicated on-street facilities. In addition, tourists to Esperance generally arrive by private vehicle, and once in town have limited options for travelling between attractions other than by car.

TABLE 23 - VEHICLE OWNERSHIP PER PERSON ¹¹

LOCATION	VEHICLES PER PERSON
Esperance	0.677
Jurien Bay	0.640
Katanning	0.596
Manjimup	0.633
Perth	0.750
Western Australia	0.829

Taxis in Esperance are well utilised, especially by the elderly due to the country age pension fuel card scheme. Eligible country pensioners who do not have access to metropolitan levels of public transport often must rely on their own means of travel. Pensioners can apply for a fuel card worth \$500 per year towards the cost of fuel and taxi travel. This initiative is funded by Royalties for Regions

Outward expansion of development generally leads to greater travel distances, which can tilt mode decisions in favour of automobile trips and away from walking and cycling. In general, a walking catchment of 1km and a bicycle catchment of 8km could be reasonably expected for commuter trips. Ensuring that walking and cycling improve as alternatives to vehicle travel will require a safe and well-connected network with separation between cars and cyclists wherever practical.

For trips outside of Esperance, lack of passenger rail service and the limited bus services make travel by car the most attractive mode. In addition, while the regional airport offers limited service to Perth, flights are considered expensive and some residents will drive to Kalgoorlie to access better service to destinations to the east such as Melbourne. In consultation sessions, residents have noted the general isolation of Esperance as an area for potential improvement. Increasing access to options other than private vehicles will help provide consumers with more competitive options for travel to and from the region.

2.7.3.5 Improvements to the Foreshore

There is significant interest among the community to redevelop the underdeveloped foreshore area. Traditionally, the centre of development and related transport infrastructure of Esperance has been concentrated on the Dempster Road corridor one block back from The Esplanade. The scale of redevelopment proposed by the Foreshore Master Plan (2005) and the Foreshore Protection and Enhancement Project (2009) (as described in Sections 2.7.2.4 and 2.7.2.5) have the potential to contribute greatly to the upgrade of the town centre.

These two planning documents set out a comprehensive strategy for improving the amenity and character of the foreshore area. They are helping to focus existing interest and generate momentum in the community to re-orient the activity in the town centre which has historically been somewhat disconnected from the foreshore. An online article from ABC News in 2005 characterised the official sentiment this way: "Shire President Ian Mickel says the plan is the biggest forward planning issue for Esperance for the next 100 years."⁵

2.7.4 KEY FINDINGS AND IMPLICATIONS

2.7.4.1 Community and Connectivity

It is apparent from the outputs from the recent stakeholder workshop that the local community places a high value on connectivity. However, there are places where this suffers due to infrastructure and other physical barriers. The residents are proud of their close-knit community, which is built on a foundation of an independent spirit and “can-do” attitude of the people who live there. However, development both past and present has created obstacles to travel through divisions in the fabric of the community.

- » One such barrier is the Harbour Road/freight rail corridor, which connects the port to points north and west. Besides the truck and train traffic along this route that impedes private vehicles and school traffic, the corridor also serves as a physical divider of the community. The perception is that there is potential for an increasing sense of disconnect between the residents on either side of the tracks, and if unaddressed this could cause difficulty in the community at a later stage.
- » The large tract of undeveloped land of the former fertiliser site and current waste water treatment plant creates a similar disconnect between Esperance/Nulsen/West Beach and Chadwick/Castleton/Bandy Creek. There is a sense of leaving one place and arriving in another when travelling past this area, instead of the feeling of a continuous place. In addition, future development on either side of this divide has the potential to create traffic bottlenecks along Norseman Road and Harbour Road.

In both cases, the opportunity exists to strengthen community ties by improving the physical connectivity related to transport infrastructure. The Esperance Port Access Corridor project, discussed earlier, has provided a number of improvements for addressing the issues of the Harbour Road/freight rail corridor. The installation of a road bridge connecting Harbour Road to Johns Street will improve the connectivity of Sinclair with the town centre. Further planning work is to be undertaken along the northern portion of the corridor, from the intersection of Harbour Road/Pink Lake Road through to the Goldfields-Esperance Highway that will identify further improvements required. It is recommended that this study take into consideration connectivity of the Nulsen area.

2.7.4.2 Transport and its Relationship to a Rejuvenated Town Centre

One of the primary goals of the SuperTown Programme in Esperance is to create stronger linkages between the town centre and the foreshore area. Changes in urban design and new economic opportunities will require supporting moves related to transport network in this area. There is momentum around improvements to each of these areas that can be harnessed and combined in a holistic strategy linking improvements to the foreshore with redevelopment of the Dempster Street corridor to create a unique town centre.

This type of reimagining of the town centre would involve a significant examination of several aspects of the transport network, from roadways and parking to cycling and streetscapes. A strategy of infill and densification can help promote walking connections addressing the number of empty and underutilised lots in the town centre. The strategic allocation of parking which is supported by strong and safe pedestrian connections can help support R60 mixed use zoning and other densification in order to provide additional activity and job potential to the town centre. A greater density of jobs and retail activity could potentially support a limited public transport service during peak hours or busy shopping times. A comprehensive assessment of parking in the district could lead to revised standards and reduced parking requirements. This may include transition from minimum parking requirements to maximum rates, which can help reduce total parking in the district and protect areas for development and preservation of open space.

2.7.4.3 Noise Mitigation

In relation to transport noise criteria, the relevant noise policy is ‘State Planning Policy 5.4 – Road and Rail Transport Noise and Freight Considerations in Land Use Planning’ by Planning Western Australia. The criteria apply to the following developments:

- » New railways on major roads
- » Major developments of existing railways on major roads
- » New freight handling facilities

For the above developments, the following outdoor noise criteria apply:

TABLE 24 - OUTDOOR NOISE CRITERIA

TIME OF DAY	NOISE TARGET	NOISE LIMIT
Day (6am – 10pm)	55 dBL _{A,eq, 16hr}	60 dBL _{A,eq, 16hr}
Night (10pm – 6am)	50 dBL _{A,eq, 8hr}	55 dBL _{A,eq, 8hr}

Due to the relatively small number of freight movements; in assessing the noise impact, it may be advantageous to consider maximum passby noise levels (such as criteria of 80-85 dBL_{A,max}) for railway movements.

2.7.4.4 Prospects for Cycling

The community has some positive views towards the bicycle and shared use paths in the area, but the current provision of dedicated bicycle facilities in Esperance is low. The shared paths that exist are not well connected, and there is little to no provision for on-street cycling lanes. This fragmented nature of these facilities leads to a bicycle network that is not convenient for many types of trips. This is evident by the very low cycling modal share for commuters: 1.68% of all work trips. In general, a bicycle catchment of 8km could be reasonably expected for commuter trips; the catchment area for Esperance based on this is shown in Table 24.

The public interest in cycling, together with the gaps in the current network present an opportunity to expand and connect bicycle network for a wide range of user groups: commuters, recreational riders, and tourists. A comprehensive bicycle strategy would build on public health initiatives aimed at increasing active transport to provide a network of linked facilities that would serve multiple user groups.

Creating new options for cycling aimed at tourists can help strengthen the culture around cycling in Esperance. New shared paths serving the foreshore area and portions of Twilight Beach Road and Eleven Mile Beach Road could serve tourists and recreational cyclists. Bike-hire or bike-share services clustered around tourist attractions could provide a fun and healthy way for visitors to experience the natural amenity that Esperance takes pride in.

This could be a public service, which would build on successful elements of programs such as the Melbourne “Blue Bikes” and Adelaide’s free “City Bikes”. Or it may be a small business opportunity modelled off of successful offerings on Rottne Island or the Causeway Bike Hire in Perth. In either case, accommodating helmet laws will be an important factor of success. This may be possible through provision of inserts with helmet hire schemes or sales of low-cost helmets – such as disposable models that meet safety standards – at local retail locations.

Building a culture of cycling can help generate interest in it as an attractive mode for commuting. Adding dedicated cycling lanes to streets that connect to the shared path network can help provide safe routes for commuter cyclists in residential neighbourhoods and employment zones. This would include both retrofit of existing streets and provisions to ensure that streets in new development areas are built to include (or at least not preclude) dedicated cycle lanes.

Extending bike trails to popular recreational locations in and around town such as footy clubs and the race course could help attract casual riders.

FIGURE 28 - CYCLING CATCHMENT AREA



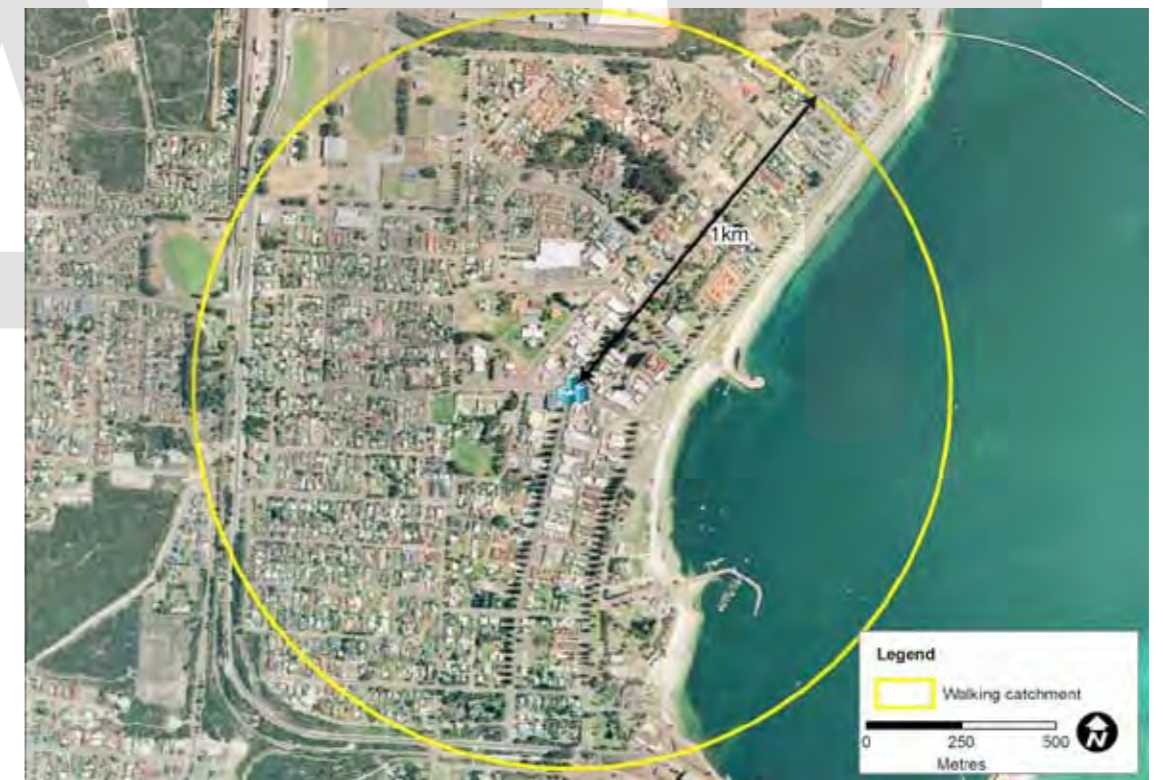
From a cyclist’s perspective, angle parking, as provided in the town centre on Andrew Street and Dempster Street, can be hazardous. Drivers have little visibility of the road as they reverse vehicles out of parking spaces increasing chances of collisions with cyclists. Alternative parking options may be investigated to improve cyclist safety as part of a city wide parking strategy; options could include parallel parking or off-street parking. Any measure proposed would require further investigation on a case by case basis.

2.7.4.5 Future Walkability

In contrast to cycling, commuters in Esperance exhibit a relatively healthy walk share at 7.5% of total work trips. This number is likely to shrink in the current future scenario that includes increased development at the edges of the town, particularly low density development, as walking trips become increasingly unlikely at distances over 500m to 1 km (roughly 5-10 minutes walking time). The 1 km walking catchment from the centre of town can be seen in Figure 29. Recent community workshops and initiatives such as “Walking Works” have shown that there is a general interest in the community in creating walkable districts with high levels of activity.

The pedestrian environment in Esperance is an aspect of the transport network that can be improved through the integration of future planning studies. In particular, there is an opportunity to link together planning initiatives for the Dempster Street corridor and the foreshore through the creation of a pedestrian-friendly district.

FIGURE 29 - WALKING CATCHMENT AREA



This could include investigations into innovative street treatments such as shared use zones or full pedestrian malls, streetscaping and landscape strategies to increase comfort and microclimate, and urban design regulations that improve the visual aesthetic.

But making streets a safe and comfortable place to be requires more than just improved amenity. Coupling land use planning that encourages diversity of uses and activity across different times of the day is critical to providing the passive surveillance and peace of mind that comes with knowing and watching out for your neighbours. Strategies that strengthen community networks will help promote trust and activate parts of the town centre and foreshore area. Linking public health initiatives related to active transport and healthy lifestyles to the city walking and cycling strategy will help capitalise on the provision of new shared paths and walkable districts .

2.7.4.6 Potential for Public Transport

Whilst there is public transport currently provided, in the form of a twice daily bus service, this is not sufficient to make it a viable form of transport for most people. While the prospects for public transport systems are typically limited in low-density regional areas, there are opportunities to make Esperance a leader in the field for showcasing innovative offerings specifically targeted at isolated towns where car travel dominates. Extensive market research coupled with sustained public funding and a significant public relations campaign could provide a foundation for testing services such as paratransit, workplace car sharing programs, and park and ride services for agricultural and industrial areas. Some of these options may require research into alternate funding mechanisms and governance structures to facilitate implementation.

The long term success of local service depends highly on the amount of growth and type of development in the medium to long term. If growth is encouraged in a way that concentrates jobs and retail activity into relatively dense clusters, these may provide the critical mass of potential riders to support a light form of public transport. This could be introduced through services such as seasonal buses linking tourist attractions, community shuttles connecting specific areas of the city, or paratransit services serving specific user groups such as the elderly. There is a trend towards an aging population in Esperance, which is likely to continue to some degree even if changes to the economic development strategies are able to mitigate it. In the long term and with additional density of development, these may grow into scheduled services along dedicated routes and corridors.

2.7.4.7 Transportation Thresholds

In addition to population growth, triggers affecting transport upgrades relate to a number of factors. The following provides an overview of three systems and how these related to future thresholds:

1. Internal Roads – The ratio of demand to capacity for internal roads will depend almost entirely on local land use and the associated travel demand. Upgrades to local roads are generally dictated by peak traffic demands rather than daily volumes. If the peak travel demand of new development occurs outside existing peak periods, or generates a high amount of non-auto trips, it may not have a large impact on the threshold for upgrading local roads. Therefore it’s difficult to say that at a certain population of the town that certain facilities, such as the intersection of Pink Lake Road and Harbour Road or the section of Norseman Road along the coast, will need to be upgraded. These will depend more on the type of development in Nulsen and Castletown/Bandy Creek, respectively, and as such we don’t see a natural correlation with total population.
2. External Roads – A typical threshold that MRWA has used for upgrade candidates is around 9000-12,000 vehicles per day (vpd). The ratio of demand to capacity for external roads such as South Coast Highway (3,000 vpd) and Coolgardie-Esperance Highway (1,000 vpd) are well below this and therefore are likely to have plenty of capacity to accommodate additional population – perhaps as much as two or three times the existing population which is at the very edge or outside of the estimates below. Factors that may move this up could include increased demand for tourism and freight. This is particularly relevant for the Coolgardie-Esperance Highway which provides access to the airport and industrial areas to the north such as Kalgoorlie/Goldfields.
3. Freight Rail – We have recommended linking upgrades to the freight rail system to factors such as expansion of the port and industrial activity to the north, and don’t see a strong correlation with total population.

4. Passenger Rail – Reestablishment of passenger rail service would be depended on a successful business case weighing costs against projected demand, which wouldn’t necessarily correlate directly to total population. Historically the Public Transport Authority (PTA) has not been particularly supportive of passenger and freight rail sharing infrastructure. Therefore while a significant increase in tourist or other inter-city demand could potentially improve this business case, we don’t see a natural population threshold at which this would become more or less relevant.
5. Public Transport – Currently, there is a combined school and public bus service operating in Esperance. The provision of an improved intra-town bus service for Esperance (as opposed to bus connections to other towns) might be considered when the population has reached sufficient numbers to support such an investment. There are several examples of bus services operating in small regional centres around Australia with similar population points as Esperance. However the nature of ridership should be considered; for example the system in Busselton is expected to serve a high proportion of tourist trips. This may or may not be a true comparator to Esperance, depending on how tourism is expected to grow. In addition, patronage for bus services in regional areas, and therefore fare recovery, is traditionally low in regional towns (around 8% fare recovery rate in Bunbury) when compared to metropolitan areas (around 25% fare recovery rate for Perth). This typically requires significant requirement for subsidy from sources other than fares. Two options to consider in Esperance would be:
 - a. A system catered toward peak-season tourist demand; or
 - b. A community transit service that serves specific users and destinations on a variable basis. However the viability of these types of service would be more dependent on the specific characteristics than on total population alone. A sound business case that weighs up the pros and cons of a service in Esperance should therefore be carried out to determine the feasibility of implementing such a service.

TABLE 25 - (SOURCE: ABS 2006 CENSUS)

LOCATION	POPULATION*	NUMBER OF BUS ROUTES
Port Hedland, WA	11,500	3
Busselton, WA	15,400	3
Alice Springs, NT	23,900	5
Maryborough, Qld	21,500	7
Gladstone, QLD	28,800	10

2.8 ENVIRONMENT

A broad area has been investigated as a part of determining the environmental values and/or considerations that will need to be understood as a part of the future growth of Esperance. This area extends to the Lake Warden Wetland System in the north, Esperance Bay in the south, the refuse facility to the east and the Public Drinking Water Reserve area to the east.

In addition to the Esperance townsite area, the regional environmental setting and context has been described below and there are indirect considerations and future management requirements related to the growth of Esperance, which need to be considered at a more regional scale. However these regional considerations are not the focus of the Growth Plan and will likely be included in future strategic documents. Nevertheless, some, regional considerations have been included within the strategies and actions for Esperance SuperTown.

2.8.1 CURRENT SITUATION

2.8.1.1 Physical Environment

Regional Context and Setting

The Shire of Esperance extends for over 44,336 square kilometres with over 400 kilometres of coastline. Areas within the Shire have significant environmental values including:

- » A number of National Parks (Cape Arid National Park, Cape Le Grand National Park, Peak Charles National Park, Stokes National Park, Frank Hann National Park);
- » The Great Western Woodlands with 16 million hectares or relatively intact bushland; and
- » Nationally and internationally significant wetlands.

The unique and varied environment of environment of the Shire of Esperance is one of the key features that defines its character and spirit.

The Shire of Esperance also has a strong agricultural and maritime history and a large portion of the Shire has been cleared for agricultural land uses.

While this regional environmental context is important, the Growth Plan has focused on the environmental values and issues located within close proximity to the townsite of Esperance, as these are the directly relevant during the implementation of the Growth Plan.

Climate

Esperance lies in the south coast of Western Australia and has a Mediterranean-type climate with warm, dry summers and cool, wet winters. This region experiences wide variations in the weather, from hot summer days when northerly winds arrive from the interior of the state, to cold, wet winter days with southerly winds from the Southern Ocean (BOM 2011).

Summer temperatures in January and February reach a maximum average of 26°C (Figure 30) , although temperatures above 35°C occur about 11 times each year when dry north to northeasterly winds arrive from the interior of the state.

July is the coldest month with an average minimum temperature of 8°C (Figure 30) as overnight winter temperatures are moderated by ocean temperatures. Temperatures below 4°C are rare. Strong gale force winds are brought in by fronts and depressions but winter winds are more variable and generally lighter than summer winds.

Approximately two-thirds (418 mm) of the annual average rainfall (619 mm) occurs in Winter between May and October with July being the wettest month with an average of 99.7 mm (Figure 31). There can be considerable variation in the total rainfall from year to year.

There is a clear shift in prevailing wind direction between the seasons. In summer dry north to northeasterly winds arrive from the interior of the state and in winter, strong southerly winds follow cold fronts (BOM 2011). The prevailing winds are generally from the north and west in the morning, with strong south-easterly winds in the afternoon (Figure 32).

FIGURE 30 - MEAN MINIMUM AND MAXIMUM TEMPERATURES FROM 1969-2011 (BOM 2011)

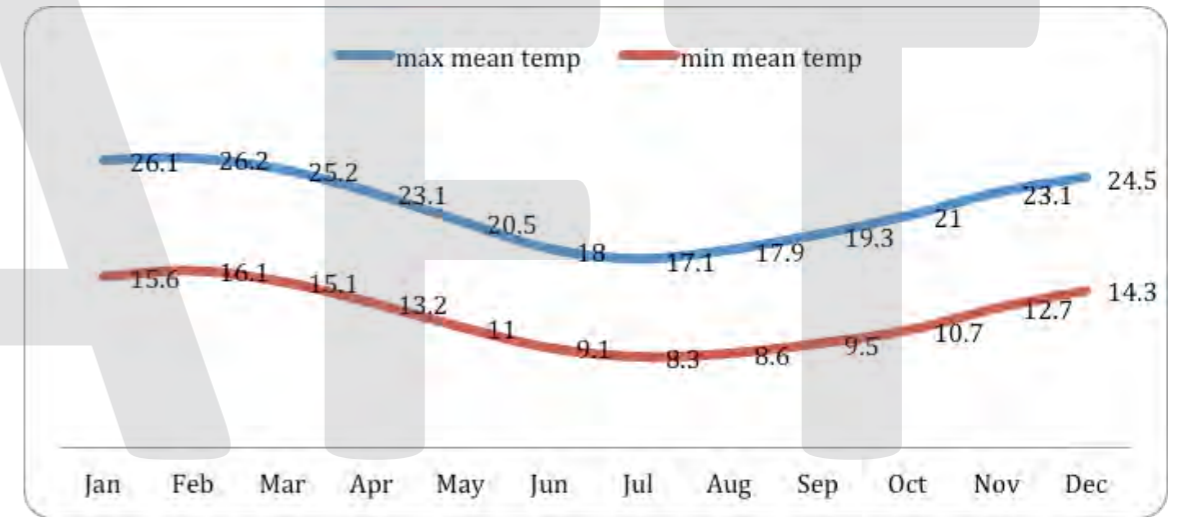


FIGURE 31 - MEAN RAINFALL FROM 1969-2011 (BOM 2011)

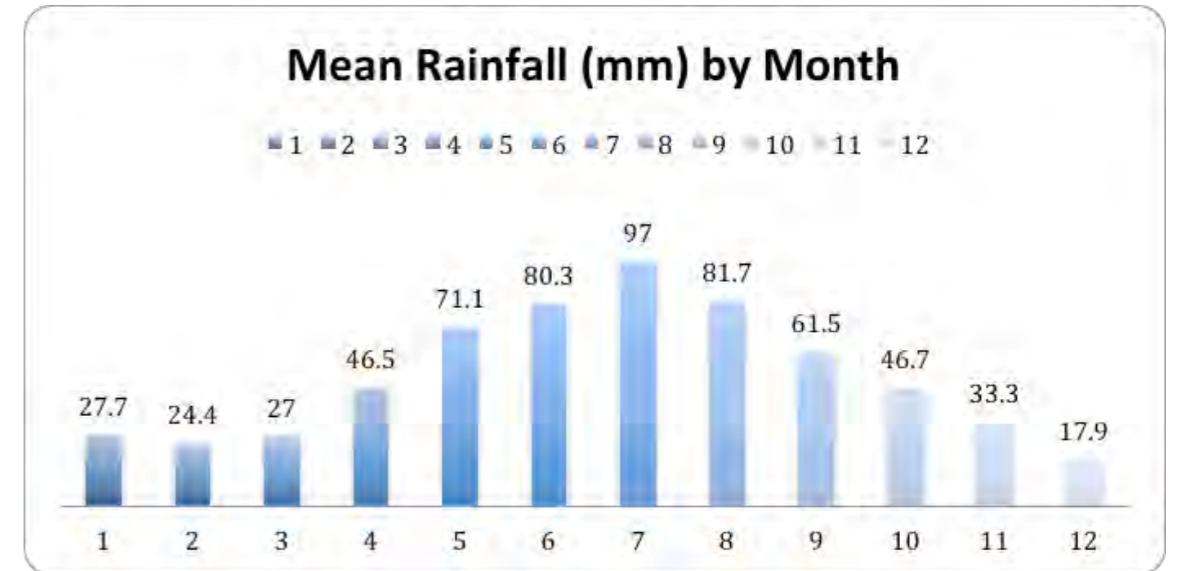
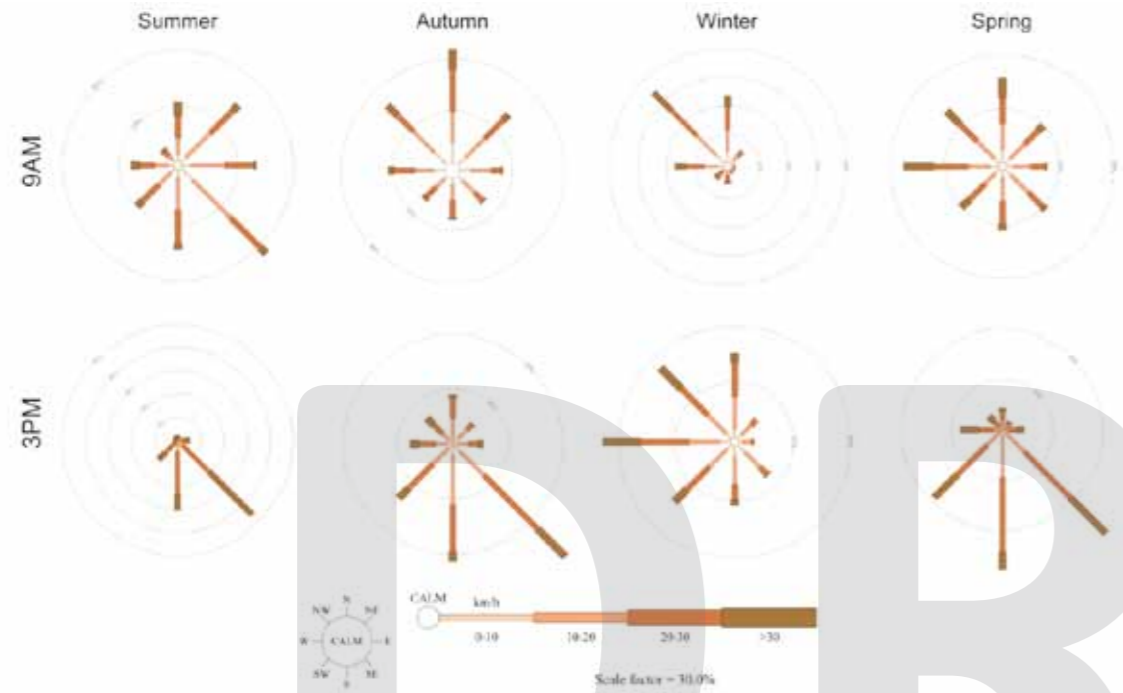


FIGURE 32 - WIND ROSES FOR ESPERANCE (BOM 2011)



Topography

The topography within the existing Esperance townsite ranges from 30 metres Australian Height Datum (m AHD) in the west to 0 m AHD down to Esperance Bay along the south east. The town slopes to the south east and there is a prominent hill in the southern portion of the townsite (Wireless Hill) which extends up to 80 m AHD. A map depicting the topographical contours of the site can be found in Appendix G.

Geology and Soils

The Mondrain Island sheet of the 1:250,000 scale Geological Series mapping (Bureau of Mineral Resources, Geology and Geophysics 1972) shows that the Esperance townsite area comprises Precambrian migmatite overlain with coastal dune and foredunal sands forming long parallel dunes in the coastal plain.

As such, granitic and gneissic headlands and intervening stretches of sandy beaches and bays dominate the physiography of the Esperance area. The coastal landscape extends up to 10 km inland from the coast and the soils of this region are either unconsolidated sands or thin skeletal soils on granite and limestone headlands and cliffs.

An extensive area of saline alluvium and wetlands occurs on the coastal plain behind the coastal sand dunes and includes saline lakes such as Pink Lake and the Lake Warden Wetland System, which are generally internally draining.

Regional soil landscape mapping undertaken by the Department of Agriculture and Food indicates that Esperance contains three primary soil-landscape systems, "Gore (Go)", "Tooregullup (To)" and "Ney (N3)" (Nicholas 2000). The description of these three units has been provided and shown in Table 26.

TABLE 26 - SOIL-LANDSCAPE UNIT DESCRIPTIONS (NICHOLAS 2000)

SOIL-LANDSCAPE UNIT	DESCRIPTION
Gore (Go)	Level to very gently undulating coastal plain with numerous dunes and lakes (level plain, gently undulating plains) on Quaternary sediments over tertiary sediments in the eastern South Coast between Hopetoun and Esperance. Alkaline grey sandy duplex soils, pale deep sands and saline wet soils. Mallee and heath scrub and banksia shrubland.
Tooregullup (To)	Coastal Dunes (undulating hills, undulating rises) on Quaternary sands in the Esperance Sandplain Zone from Bremer Bay to Cape Arid. Calcareous deep sands and calcareous shallow sands. Coastal dune scrub vegetation.
Ney (Ne)	Low hills and hills (undulating low hills, rolling low hills) on Archean granite and gneiss with slopes of colluvium, in places aeolian sand may be present on apron slopes in the Esperance Sandplain Zone east of Esperance. Bare rock and stony soils with slopes of grey shallow and deep sandy duplex soils and pale deep sands. Mallee and heath vegetation.

2.8.1.2 Acid Sulfate Soils

Acid sulfate soils (ASS) have the potential to deleteriously impact on natural resource assets especially those associated with water bodies. An ASS hazard map for the Lake Warden Wetland System and Esperance townsite has been produced by the Department of Agriculture and Food (Galloway and Clarendon 2009), using a combination of existing soil-landscape mapping information and elevation data, supported by field observations and laboratory data from soil cores and borelogs. A high probability of ASS was found to occur in current low-lying areas, swamps and lakes that are located mostly on reserves, agricultural and rural-residential land around Esperance township (Table 26).

2.8.1.3 Flora and Vegetation

The townsite of Esperance is found in the Esperance Plains IBRA region, part of the Fanny's Cove vegetation system within the Southwest Botanical Province. The Southwest Botanical Province is recognised as one of 25 global "hotspots" due to its outstanding biodiversity (Myers et al. 2000).

The Esperance Plains region consists of mostly of mallee-heath and proteaceous scrub and is described as "scrub and mallee heaths on sandplain overlying Eocene sediments; rich in endemics. Herbfields and heaths (rich in endemics) on abrupt granite and quartzite ranges that rise from the plain. Eucalypt woodlands occur in gullies and alluvial foot-slopes." (Comer et al. 2001). According to Thackway & Cresswell (1995), 28.01% of the Esperance Plains is within protected areas. This exceeds the nominal 'high reservation' status of greater than 10% used in the IBRA framework, however the Western Australian South Coast Macro Corridor Network - a Bioregional Strategy for Nature Conservation (Wilkins et al. 2006) notes that the geographical, pedological and meteorological systems that are present within the area have created a diversity of plants and animals that has been described as mega in world standards.

Beard (1973) describes the coastal dune vegetation of the area as being dominated by *Scaevola crassifolia* in front of the mallee *Eucalyptus angulosa* with an understorey of *Melaleuca pentagona*. Further inland there are thickets of tall *Acacia*, *Melaleuca* or scrub heath dominated by *Banksia speciosa* (Beard, 1973).

A large portion of the undeveloped areas immediately surrounding Esperance are vegetated, including areas of coastal dune system and Crown land to the west of the town and south of Pink Lake associated with a water supply area. A Declared Rare and Priority Flora search was conducted which revealed there are 6 Declared Rare Flora (DRF) and 39 Priority Flora (PF) within the local Esperance area. Additionally another 2 flora species have been listed at the federal level as potentially occurring within the Esperance area. A map depicting Esperance's Vegetation and Fauna Values can be found in Appendix H.

The vegetation of the Lake Warden Wetland System and nearby national parks and nature reserves forms part of the south coast “macro-corridor” which is a near continuous strip of native coastal vegetation along the south coast between Albany and Esperance. This corridor is recognised as providing an important potential migratory and gene pool pathway (CALM, 1999).

2.8.1.4 Environmentally Sensitive Areas

Environmentally Sensitive Areas (ESAs) are areas prescribed under the Environmental Protection (Clearing of Native Vegetation) Regulations 2004 (EPA 2004). As a result, ESAs are most applicable when a clearing permit is required under these regulations. For any area that is situated within an ESA, none of the exemptions pursuant to the Environmental Protection (Clearing of Native Vegetation) Regulations 2004 apply. These areas have been identified in order to protect the native vegetation values of areas surrounding significant, threatened or scheduled ecosystems or communities.

The Lake Warden Wetland System has been identified as an Environmentally Sensitive Area as the wetland system is recognised as a Wetland of Significance (Department of Sustainability, Environment, Water, Populations and Communities).

2.8.1.5 Ecological Communities

Generally ecological communities can be described as vegetation communities that are assemblages of species that occur together in a particular type of habitat. They are the sum of species within an ecosystem and, as a whole provide many of the processes which support a specific ecosystem.

In Western Australia, Threatened Ecological Communities (TECs) are defined by the DEC, with advice provided by the Western Australian Threatened Ecological Communities Scientific Advisory Committee on community listings. TECs are not afforded direct statutory protection at a State level but their significance is acknowledged through other State environmental approval processes (i.e. environmental impact assessment pursuant to Part IV of the Environmental Protection Act 1986 (EP Act)). Under the State process the DEC has been identifying and informally listing TECs since 1994, using a range of definitions to indicate the level of threat to the TEC in question.

Possible threatened ecological communities are added to the Priority Ecological Community (PEC) list under priorities 1, 2 and 3. Within the Esperance area, the “Stromatolite-like microbialite community of a Coastal Hypersaline Lake (Pink Lake)” is listed as a Priority 1 PEC, a poorly-known ecological community. This PEC consists of well-laminated stromatolites consisting of alternations of egg-shell-like layers of inorganic aragonite precipitate and calcified microbial layers dominated by coccoid cyanobacteria and photosynthetic bacteria.

2.8.1.6 Fauna

There are a number of significant wetland bird species which inhabit the wetlands of the Lake Warden Wetland System. The lakes provides important habitat for waterbirds, including a significant proportion of the rare Hooded Plover population, which breed regularly at Station Lake and Lake Warden. Other species that use the sites include Australian Shelducks, Black Swans, Grey Teals, Banded Stilts and Chestnut Teal. Twenty-three species listed under international migratory bird conservation agreements (JAMBA, CAMBA, ROKAMBA and CMS) have also been recorded at the site. These species are protected under these international agreements and are listed Matters of National Environmental Significance pursuant to the Environment Protection and Biodiversity Conservation Act 1999 (EPBC Act).

A search of state and federal databases indicates that potentially 20 threatened species may occur within the Esperance area. A large number of these species are birds associated with the marine environment, or islands of the Recherche Archipelago, as well as wetland bird species listed above. In addition to the bird species, there are a number of marine species which occur within the Esperance area, including, whales, sea-lions, turtles, sharks and fish, including the leafy sea dragon, which is found within the seagrass meadows of Esperance Bay.

The Carnaby’s Black Cockatoo is also listed as a species on both the Federal and State database searches as potentially occurring in the local area. Information from Birds Australia (pers comm.) suggests that Carnaby’s use areas of the Esperance townsite for roosting for four to five months of the year. Carnaby’s have been observed roosting within planted Tuart trees (*Eucalyptus gomphocephala*) around town, including at the Old Drive-in and near the high school. The nearest known breeding location for this species is believed to be north of Ravensthorpe.

2.8.1.7 Surface Water and Groundwater

There are no major waterways within the Esperance area, with Bandy Creek the only significant waterway located to the east of the main townsite. This waterway drains Station Lake and flows into a constructed boat harbour, known as Bandy Creek Boat Harbour. At present no flood mapping exists for Bandy Creek within the townsite and the Bandy Creek District Structure Plan (Urbis 2010) identified that due to significant flooding of the creek in 2007, the floodplain of the creek has altered and the areas of inundation are not currently understood.

The depth to groundwater is generally less than 10 m (Short et al. 2000). Groundwater generally flows southwards to the ocean and areas immediately south of the Warden Lake system are known to be inundated at times of the year.

The Esperance area is generally underlain by a freshwater superficial aquifer and below this, there is generally a saline layer and saline groundwater from Pink Lake flows out to the coast (DoW 2007). The Department of Water (DoW) Esperance Groundwater Area Management Plan (2007) identifies that there has been problems with salt water upcoming due to abstraction of the superficial aquifer within the Town and Twilight groundwater sub-areas (to the east of the Esperance townsite).

2.8.1.8 Wetlands

There is a major wetland system directly north of the Esperance townsite. The Lake Warden Wetland System consists of a series of saline lakes and marsh areas behind beach-front dunes. The system includes Lake Warden, Pink Lake, Windabout Lake, Woody Lake, and Wheatfield Lake which are fed by the Coramup Creek watercourse and Station Lake, Mullet Lake and Ewans Lake which are fed by the Bandy Creek Watercourse. Warden, Woody, Wheatfield and Mullet Lakes are permanent lakes, which may occasionally dry out in autumn, with other wetlands in the system being seasonal.

A number of lakes within the Lake Warden Wetland System are listed under the RAMSAR convention including Lake Warden, Woody Lake and a portion of Mullet Lake Nature Reserve. The Convention on Wetlands of International Importance, commonly referred to as the Ramsar Convention, is an intergovernmental treaty that focuses on the conservation and wise use of wetlands and their resources (DEC 2009). The Convention was signed in Ramsar, Iran in 1971 and Australia was among the first nations to become a Contracting Party to the Convention.

In accordance with the “Ecological Character Description of the Lake Warden System Ramsar Site, Esperance, Western Australia” (DEC 2009) the Lake Warden site currently meets three Ramsar Criteria as outlined below in Table 28.

TABLE 28 - RAMSAR CRITERION AND JUSTIFICATION FOR LAKE WARDEN (MODIFIED FROM DEC 2009)

CRITERION	JUSTIFICATION
Criterion 1: A wetland should be considered internationally important if it contains a representative, rare or unique example of a natural or near-natural wetland type found within the appropriate biogeographic region.	The Ramsar site is considered to be unique in the South-West Coast Drainage Division. The wetlands within the site form a system of inter-connected lakes connected by channels. This system is distinctive as the lakes are highly variable in terms of their element and hydrochemical composition (Marimuthu et al., 2005).
Criterion 4: A wetland should be considered internationally important if it supports plant and/or animal species at a critical stage in their life cycles, or provides refuge during adverse conditions.	The Ramsar site is considered to be a major dry season refuge for waterbirds in south-western Australia (Australian Nature Conservation Agency, 1996). Twenty five “Migratory” waterbirds recognised under the international migratory bird agreements CAMBA (23), JAMBA (22), ROKAMBA (19) and CMS (20) use the site as part of their annual migration.
Criterion 6: A wetland should be considered internationally important if it regularly supports 1% of the individuals in a population of one species or subspecies of waterbird.	The Lake Warden Ramsar Site until relatively recently, supported more than 1% of the global population of Hooded Plover (<i>Thinornis rubricollis</i> [1% last recorded in 2003]). The available data suggests that these population thresholds may again be met in the future.

The DEC has applied priority areas within the Lake Warden Catchment, which are used to prioritise catchment management works. In addition to the Ramsar wetlands, there are a number of wetlands listed in the Directory of Important Wetlands (Department of Sustainability, Environment, Water, Populations and Communities 2011) including Pink Lake, in recognition of the importance of these lakes for waterbird conservation.

2.8.1.9 Coastal and Marine Environment

The tides in the Esperance region occur twice daily and are considered microtidal, with the maximum spring tidal range of 1.1 metres. Sea temperatures in the Recherche Archipelago range from 14°C in winter to 21°C in summer (Fisheries Western Australia 2000). The depth of the sea floor within the Recherche Archipelago averages about 40m.

The Esperance foreshore is a key feature of the townsite and provides the interface between the town centre and Esperance Bay. The current terrestrial foreshore area is highly modified and has limited natural environmental values. The majority of the foreshore area is turfed, with Norfolk Island Pines being a prominent feature and as such there is limited native coastal vegetation and native fauna habitat.

The Esperance Townsite Foreshore Redevelopment Master Plan states that it was likely that the Esplanade fronting the town was constructed on the primary dunes, with insufficient setback to allow for shoreline movements. As a result, the road and infrastructure has periodically been inundated by storm waves and protection measures have been implemented since 1914. Additionally the construction of the Port breakwater in the 1960’s has interrupted the natural sediment supply to the Bay from the west. This has resulted in the need for ongoing renourishment of the beaches within the town, in order to maintain the present coastline. It is understood anecdotally that the ongoing renourishment works interrupts the amenity of the foreshore and it is possible that the ongoing replenishment has the potential to impact upon benthic habitat and seagrass communities within Esperance Bay.

A wide variety of fish and crustacean species inhabit the marine environment around Esperance, including commercial species such as Australian Salmon, Southern Bluefin Tuna, Queen Snapper, Pilchards, Gummy Shark, Bronze Whaler or Dusky Shark, Whiskery Shark, Southern Rock Lobster, Western Rock Lobster, Saucer Scallop, Greenlip Abalone, Brownlip Abalone and Roe’s Abalone (Field 2002). Additionally there are a variety of marine mammals that inhabit the area including dolphins, whales, sea-lions and seals. However overall, the marine environment of the region is generally poorly understood. It is expected that endemism will be high, particularly amongst invertebrates such as sponges, and new species are still being described.

Large seagrass meadows occur in bays and off limestone reefs along the Esperance coast where they are protected from the disturbance of direct ocean swell and storm waves (Field 2002). Sea grasses are important in the marine ecosystem as they provide protection for many juvenile fish, rock lobsters, prawns and other commercially valuable species (Chape and Sansom, 1983). Additionally, seagrass meadows provide important habitat for the weedy and leafy sea-dragons which are listed marine species pursuant to the Environment Protection and Biodiversity Conservation Act 1999.

2.8.1.10 Land Uses

The predominant land use within the Esperance region is broadacre agriculture with the majority of areas within the Shire of Esperance cleared for agricultural purposes. Broadly within the region, mining and commercial fishing operations are also significant land uses.

In addition to these broader land use activities, there are a number of different land uses within Esperance itself which have the potential to create noise and air emissions (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. The land uses are outlined below, with applicable buffers also outlined (based on Environmental Protection Authority (EPA) Guidance for the Assessment of Environmental Factors Separation Distance between Industrial and Sensitive Land Uses (2005) and the Shire of Esperance Local Planning Strategy (DoP 2008)). A map depicting these land uses and buffers form Appendix K

In some cases, due to historical planning and policy, sensitive land uses occur in closer proximity to industrial land uses than that separation identified in EPA Guidance Statement No. 3. In these situations, alternative management measures may need to be employed to reduce impacts on human health.

2.8.1.11 Wastewater Treatment Plant

There is an existing licenced Wastewater Treatment Plant (WWTP) operated by the Water Corporation on Jetty Road within the Brazier Street industrial area. This WWTP includes a primary and secondary oxidation pond. No buffer separation is provided in EPA Guidance for the Assessment of Environmental Factors Separation Distance between Industrial and Sensitive Land Uses (2005) for WWTP’s however the Shire of Esperance Local Planning Strategy (DoP 2008) provides a buffer of 500 – 1000 m.

Additionally, land has been purchased for a secondary WWTP to the east of the townsite, north of Wylie Bay. This is not expected to be constructed until 2019. Any future WWTP is likely to require detailed odour modelling and the approval of the Shire of Esperance and the Environmental Protection Authority.

2.8.1.12 Major fuel storage tanks

The Brazier Street industrial area also contains major fuel storage tanks for the rail and port facilities. EPA Guidance for the Assessment of Environmental Factors Separation Distance between Industrial and Sensitive Land Uses (2005) recommends a 300 to 500 m buffer between fuel storage areas and sensitive land uses. The Local Planning Strategy (DoP 2008) suggests a buffer of 500 to 1000 m is required.

2.8.1.13 Road and Rail Corridor

The road and rail corridor for the Esperance port runs through the centre of the Esperance townsite and the area between Esperance rail yard and the port section is referred to as the Esperance Port Access Corridor (PAC). A Special Control Area (SCA 1) has been designated adjacent to the Esperance PAC and is identified in the Esperance Town Planning Scheme 23 (DoP 2008) in order to provide guidance for land use and development in this area.

The Esperance Port Sea and Land (EPSL) operates 24 hours a day, 7 days a week (EPSL 2010). Noise from trains is experienced for longer duration along the PAC and is generated when trains split at the Esperance rail yard so that they can be brought down to the port in sections. The major issue regarding noise from the rail is movement of trains at night and the noise created which may disturb sleep.

Whilst in the past (2001- 2005) urban development has been constructed as close as 40 m to the railway line (EPA 2005), the most recent Town Planning Scheme 23 aims to “ensure that no new development on land within SCA 1 is permitted unless arrangements are made for noise or other mitigation measures to be put in place” (DoP 2010). SCA1 is further divided into three condition areas (Exposure Level 1 – Condition 1 Area to Exposure Level 3 – Condition 3 Area) where Exposure Level 3- Condition 3 Area is nearest to the PAC. Higher levels of noise management guidelines are prescribed for residential development nearest to the PAC and decrease for developments further away from the PAC. Noise management measures that may be requested by the local government include: noise bunds or noise barrier fencing, landscaping or notifications on certificates of title.

2.8.1.14 Grain Facility

The Co-operative Bulk Handling Limited (CBH Group) in Esperance operates two grain storage facilities which receive, handle, store and outload bulk grain from the surrounding grain belt in the Western Australia. The CBH Group in Esperance is also one of four CBH port terminals where grain from each receival point is transported and exported (CBH 2011). One grain facility is located within Brazier Street industrial area which includes major fuel storage tanks and the Water Corporation WWTP (DoP 2008). There is also an additional grain storage facility within the suburb of Chadwick, north west of the townsite. Additionally, there are a number of CBH grain storage areas within rural towns within the Shire.

In accordance with the Local Planning Strategy, one of the strategies for the Brazier Street Precinct is to “ensure no residential development or increase in density for residential land occurs within the buffers for grain storage facilities...” (DoP 2008), which are recognised as 500 m within the Local Planning Strategy. The same buffer distance of 500m is also recommended in EPA’s Guidance for the Assessment of Environmental Factors Separation Distance between Industrial and Sensitive Land Uses (2005) for a ‘grain elevator’.

2.8.1.15 Refuse Facility

The refuse facility on Wylie Road, 10 km from the Esperance townsite is a licenced Class 2 putrescible landfill site and general tyre storage area. Therefore based upon EPA’s Guidance for the Assessment of Environmental Factors Separation Distance between Industrial and Sensitive Land Uses (2005) a buffer distance of 500 m is required between this land use and sensitive land uses.

The Shire of Esperance Strategic Action Plan 2007-2027 (2007) identifies that a new strategic waste disposal site is required, as the current site is located too close to the coast and is leaching into a sensitive environment. Furthermore, the DEC have confirmed to the Shire that the licence for the current facility will not be extended beyond 2016 and that the licence conditions for this facility will be amended to increase monitoring and reporting. In the immediate term, the current landfill practice within the Wylie Bay facility will also need to be improved in order to manage the current ongoing environmental impacts.

2.8.1.16 Public Drinking Water Source Areas

Public Drinking Water Source Areas (PDWSAs) are proclaimed by the DoW to protect the water quality of identified drinking water sources, which can be surface water or groundwater sources (DoW 2009). They are proclaimed under the Metropolitan Water Supply, Sewerage and Drainage Act 1909 or the Country Areas Water Supply Act 1947 and PDWSA provide the community of Western Australia with the majority of its drinking water supplies and can be vulnerable to contamination from a range of land uses and water based activities (DoW 2009). Once an area is identified as a PDWSA consideration needs to be given to the intended land use and associated activities to ensure that they are appropriate in meeting the water protection quality objectives of the area.

The public drinking water supply for Esperance comes from Water Corporation wells, screened in the Quaternary sediments, west of Esperance and in the town area. This shallow unconfined aquifer is recharged directly from rainfall, and is vulnerable to contamination from inappropriate land uses (WRC 1999). As such, these areas are declared Priority 1, 2 and 3 PDWSA’s. Appendix L identifies the location of the public drinking water source areas.

Priority 1 (P1) classification areas are managed to ensure that there is no degradation of the drinking water source by preventing the development of potentially harmful activities in these areas. The guiding principle is risk avoidance. This is the most stringent priority classification for drinking water sources. P1 areas normally encompass land owned or managed by State agencies, but may include private land that is strategically significant to the protection of the drinking water source (e.g. land immediately adjacent to a reservoir).

Priority 2 (P2) classification areas are managed to ensure that there is no increased risk of water source contamination/ pollution. For P2 areas, the guiding principle is risk minimisation. These areas include established low-risk land development (e.g. low intensity rural activity).

Priority 3 (P3) classification areas are defined to manage the risk of pollution to the water source from catchment activities. Protection of P3 areas is mainly achieved through guided or regulated environmental (risk) management for land use activities.

2.8.1.17 Esperance Port

Esperance Ports Sea and Land Pty Ltd is a corporatised entity that operates under the Port Authorities Act 1999 and oversees the operations of the Esperance Port. The Esperance Port Authority operates under a licence under the Environmental Protection Act 1986 as a prescribed premises for “Bulk material loading or unloading...” And “boat building and maintenance”. This licence contains a number of conditions in order to manage potential environmental impacts of the Ports operations.

The licence conditions specify the material that can be transported through the port as well as protocols for loading and unloading of specific materials. In addition to the licence conditions, the DEC outline a monitoring program for the port operations to ensure that emissions from the port can be monitored and managed if necessary. The licence conditions also require an annual audit compliance report to be undertaken to demonstrate compliance with the licence conditions.

The port is expected to be upgraded in coming years in order to cater for increased mineral export. The State Government recently announced it would begin a market sounding exercise in order to try and locate private investment for the upgrade. This may include increased train unloading capacity and potentially an additional berth. Any significant development at the Port will be required to be referred to the Environmental Protection Authority pursuant to Section 38 of the Environmental Protection Act 1986.

In addition to these land uses, there are several registered contaminated sites within the Esperance townsite including:

- » 45 Norseman Rd, Castletown WA 6450;
- » Part of Esperance Town Lot 991, Crown, Reserve 27318 immediately east of the road junction of The Esplanade, Norseman Road and Gladstone Circle, Esperance; and
- » 679 Harbour Rd, Chadwick WA 6450 (within the Brazier Street industrial area).

These sites are shown on a plan included in Appendix L and the contamination at all these sites are related to hydrocarbons found in the ground water under the sites and on the Harbour Rd site, the hydrocarbons are known to originate from the adjacent bulk fuel storage site. In addition to hydrocarbons, heavy metals were also found in soil at the Esperance Town Lot 991 site and Polycyclic Aromatic Hydrocarbons (PAH) in the groundwater. With the exception of 45 Norseman Rd, which under the Contaminated Sites Act 2003 has been classified as “remediated for restricted use”, the other two sites are classified “contaminated - remediation required”. Anecdotally, there are believed to be a number of additional potentially contaminated sites within the townsite, including the old landfill site on Fill Road and the current Wylie Bay landfill facility.

2.8.2 CURRENT PLANNING

Within the Shire of Esperance, 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 Town Planning Scheme (TPS No. 23) with two of the aims of the TPS No. 23 to “ensure the use and development of land does not result in significant adverse impacts on the physical and social environment” and “protect the amenity and enhance the quality of urban, rural and coastal environments”. Additionally, there are a number of recent projects and investigations have been undertaken which consider the environment of Esperance and potential impacts of development.

2.8.2.1 Local Planning Strategy

The Local Planning Strategy for the Shire of Esperance was endorsed by the Western Australian Planning Commission in 2008. The LPS sets the future direction for the long-term development of the Shire of Esperance and identifies a number of urban investigation areas for the expansion of the Esperance townsite as well as outlining some of the spatial constraints associated with expansion of the town, including existing land uses and environmental assets. The LPS specifies a number of Special Control Areas within the townsite to minimise environmental impacts of land uses and manage future development. This includes Special Control Areas for the Port and Transport Corridor and Wetlands of Significance and Lake Warden Recovery Catchment Control Area.

2.8.2.2 Esperance Townsite Foreshore Redevelopment Master Plan

The master plan outlines the vision for the redevelopment of the Esperance foreshore from the Port to Castletown. The master plan includes a number of features including a cultural node, upgrades of the jetty and new fishing and viewing areas, which are proposed to be funded through public and private investment. Recently draft concept plans have been released by the Shire of Esperance to comment, which have modified some of the master plan concepts. The master plan aims to revitalise the foreshore and includes areas of coastal revegetation.

2.8.2.3 Climate Change Study

Coffey Environments (2009), in association with other consultants prepared the Climate Change: Whole of Landscape Analysis of the Impacts and Options of the South Coast Region. In general, it was concluded that there has been a significant decrease in rainfall in the south west of Western Australia since the 1970s with projections that the climate will experience further drying. It was also predicted that annual average temperatures may increase by approximately one degree Celsius (0C) over southern Western Australia by 2030. Climate change is likely to exacerbate stress on ecosystems, which are already under pressure from habitat loss, fragmentation, invasive species and changed fire regimes.

Esperance, located in the east portion of the South Coast, however has experienced an increase in unseasonal episodic rainfall and flooding in recent years. Esperance has had two significant rainfall events in the past 12 years, including the 2007 flooding of Bandy Creek.

Climate projections by Department of Agriculture and Food predicts that summer rainfall is expected to increase as well as summer-autumn storms for the Southern Agricultural region where the Shire of Esperance is located (Department of Agriculture and Food 2010). However, overall there is expected to be a decrease in annual rainfall.

M P Rogers & Associates (2009) prepared a Climate Change Coastal Vulnerability Assessment as part of the report and included indicative values for development levels and coastal setbacks to account for climate change effects along the south coast. Recommended values for development levels and coastal setbacks were as follows:

- | | |
|---|------------|
| » Extreme Estuary Water and Development Levels ⁶ | + 2.6 mAHD |
| » Extreme Ocean Water and Development Levels | + 3.6 mAHD |
| » Coastal Stability and Setback Distance to Development | 100m |

2.8.2.4 Ecological Character Description of the Lake Warden System, Ramsar Site, Esperance

This document was produced by the Department of Environment and Conservation (DEC) in 2009 to provide an overall description of the ecosystem process, components, benefits and services of the Lake Warden Wetland System. Part of this ecological character description involved the threats to the ecological character of the wetland system, including threats from urban/industrial development and agricultural activities, non-native and alien species, plant diseases, climate change and recreation. The impacts of these threats included:

- » Altered hydrological regimes
- » Introduction and establishment of weeds and feral animals
- » Increased salinisation
- » Pollution – nutrient, sediment and salinity
- » Altered fire regimes
- » Loss and reduction in native vegetation
- » Disturbance of ASS
- » Changes to flora and fauna distribution and condition
- » Spread of Phytophthora and other diseases

The ecological character description also outlines the “limits of acceptable change” to the Ramsar systems including the changes to the hydrological regime, water quality, sedimentation rates and the biota of the wetland system.

⁶Note that this study was conducted for the entire south coast – there are no estuaries within the Esperance townsite area.

2.8.2.5 Esperance Coastal Management Plan

The Esperance Coastal Management Plan was funded through Coastcare and the Shire of Esperance and completed in 2002. The plan provides an assessment of environmental and human values of the coastal areas of the Shire of Esperance and identifies issues associated with coastal management and recommendations to address these issues.

Within the Esperance region, 39 issues were identified related to terrestrial, marine and coastal planning including coastal education, foreshore setbacks, aquaculture, off-road vehicles, shoreline erosion, beach access, signage, visitor safety, rubbish dumping and disposal, plant diseases, weeds, stormwater management and provision of facilities.

The management priorities from the plan, included several areas within the Esperance townsite including Bandy Creek to Wylie Bay (Priority 1) and Esperance Bay (Priority 2).

The Bandy Creek to Wylie Bay area is frequently used for recreation, including driving of four-wheel drives, dune buggies, motorbikes, fishing, swimming, horse riding, dog walking and boat launching. The Coastal Management Plan recommends restriction of vehicle access, signage to control activities plus additional facilities to cater for users.

The Esperance Bay area is one of the most heavily used coastlines within the Shire. The Coastal Management Plan recommends that a specific Esperance Bay Foreshore Plan is prepared to manage the coastline within this area. As discussed above, the Esperance Townsite Foreshore Redevelopment Master Plan was completed in 2005.

2.8.2.6 Shire of Esperance Environmental Weed Strategy

The Shire of Esperance Environmental Weed Strategy was completed in 2009 to provide the Shire with a framework to assist in the control and management of environmental weeds. The strategy prioritises a number of weed species and Shire managed roadside and bushland reserves in order to maximise investment in weed control and improve the condition of remnant bushland in priority areas. The document also provides information for community groups who are involved in weed control and management of bushland reserves across the Shire.

The priority weed species selected include Spiny rush, Geraldton carnation weed, Pyp grass, Victorian teatree, African boxthorn, Watsonia species, African lovegrass, Cumbungi, Caltrop, Golden wattle and other eastern states Acacia species.

The priority bushland reserves include West Beach to Twilight Beach within the townsite of Esperance and two of the three priority road reserves are also within the townsite being Harbour Road and Twilight Beach Road/Eleven Mile Beach Road.

2.8.3 KEY DRIVERS AND PRESSURES

The key driving forces affecting the environment within Esperance is the expected increase in activity (i.e. mining, rail and port movements 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 port 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, pressure on the Lake Warden Wetland System and other significant natural features (such as National Parks and Nature Reserves) as well as through the generation of emissions. Climate change has the potential to increase temperature and extreme weather events, cause changes in sea level as well as decrease rainfall in the wider 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 water resources.
- » A change in land use, which may require the clearing of vegetation or the encroachment closer to wetland and coastal areas 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.
- » A greater population impacting on natural environment including increased activity and recreation in National Parks and bushland reserves and along the coastline.

These pressures can impact directly on the townsite of Esperance, but will also impact on the areas surrounding Esperance in a regional context. The key pressures on environmental values within the region include, weeds, plant diseases (dieback), recreation access and control and maintaining vegetation values and biodiversity in largely cleared landscapes. The growth of the Esperance townsite may affect these regional pressures indirectly through increased population and development and while the focus of this document is to consider more direct and local impacts, actions and strategies to address regional pressures should be considered as part of future planning.

2.8.4 KEY FINDINGS AND IMPLICATIONS

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

- » Retaining significant remnant vegetation. The Shire of Esperance is extensively cleared and while there is a large amount of vegetation retained along the coastline the EPA considers that most of the remnant vegetation is of high conservation value (EPA 1999). It will be important to understand the conservation significance of any native vegetation within the local area as part of the Growth Plan. Retaining vegetation is important for biodiversity and can provide noise, dust and visual buffers as well as some protection from flooding and salinity impacts.
- » Drainage and flooding of Bandy Creek and the Lake Warden Wetland System that is associated with the current and expected more intense future rainfall events.
- » Retaining the environmental values of the Lake Warden Wetland System (Ramsar site). The clearing of native vegetation and increased urban development around the Lake Warden Wetland System has the potential to alter the ecological character of the Ramsar site. The EPBC Act provides the legislation that helps ensure that the ecological character of Ramsar sites within Australia is maintained.
- » Retaining the environmental values of the coastal and marine environments.
- » Managing the supply and efficiency of water within Esperance and to the agricultural and mining industries as rainfall in the region decreases. This management needs to consider the existing and potential future land uses within the Public Drinking Water Source Areas and potential impacts from salinity.
- » 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, effluent and risk) on human health, amenity and the environment. This would include noise impacts from the use of the road, rail and port for mining and agricultural purposes, dust and noise from the nearby CBH facility, odour and risk from the fuel storage tanks and odour and effluent from the WWTP.
- » Management of weeds including control of Phytophthora (Dieback) and other diseases.
- » Waste management. A new waste facility is required prior to 2016 and would involve site selection, approvals and construction. Additionally, minimising waste productions and encouraging recycling, reuse and appropriate disposal of waste are key strategies for the future.
- » Providing suitable and pragmatic separation between existing and proposed land uses within Esperance to minimise impacts on the human health, amenity and the environment as well as meeting the expectations of residents.
- » Managing the implementation of infrastructure projects around the Esperance townsite, including the Esperance Port Access Transport Corridor and the Esperance Port Upgrade to minimise impacts on the environment and the amenity of the town.
- » Coordinated management of key environmental assets (coastlines, marine environment, National Parks and bushland remnants) to allow for managed recreation and activity for all users.

2.9 LAND USE

2.9.1 RESIDENTIAL

2.9.1.1 Current Situation

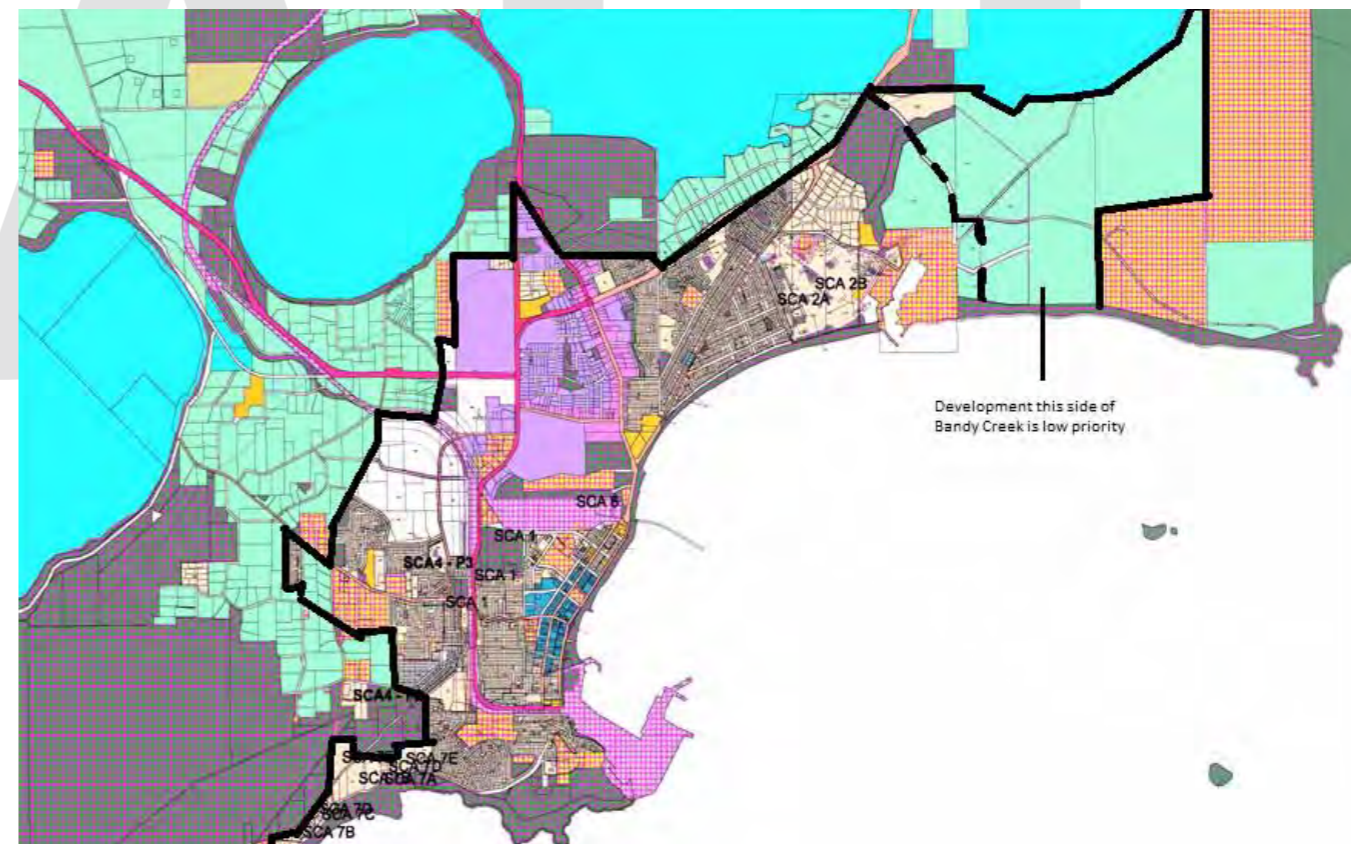
2.9.1.2 2011 Housing Land Audit

In 2011, the Shire undertook a Housing Land Audit that provides a detailed summary of residential land in Esperance and its major suburbs. It includes a review of new dwellings approved and completed since 2003, the potential dwelling yield from existing residential land and future development areas, and a summary of constrained sites. It also includes a summary of the Rural Residential areas adjoining the town.

2.9.1.3 Residential Land within the Townsite Boundary

There are currently an estimated 4736 existing dwellings in the Audit area. This number is derived from August 2006 Census (4350 dwellings) plus 386 dwelling completions since that date. The Townsite Boundary is shown in Figure 33 below.

FIGURE 33 - ESPERANCE TOWNSITE BOUNDARY



An examination of Shire records revealed that there was a peak of 89 new dwellings approved in 2008. This number fell to 46 in 2010, while only 36 have been approved as at 1 November 2011 this year. Between 2003 and 2011 there was an average of 71 new dwellings approved per year, with an average of 70.4 dwelling completions each year.

The number of available lots capable of supporting dwellings varies greatly depending on the ability to subdivide large lots to maximum density, the potential infill of existing lots, and the development potential of areas earmarked for future residential development. Table 29 below shows the potential dwelling supply from residential land within Esperance.

TABLE 29 - SUMMARY OF POTENTIAL DWELLING SUPPLY FROM RESIDENTIAL LAND IN ESPERANCE

	VACANT LOTS	POTENTIAL NUMBER OF DWELLINGS IF SUBDIVISION IS MAXIMISED	POTENTIAL NUMBER OF INFILL DWELLINGS ON DEVELOPED LOTS	POTENTIAL NUMBER OF DWELLINGS FROM DEVELOPMENT AREAS	POTENTIAL MAXIMUM NUMBER OF DWELLINGS
Esperance	33	126	618	0	744
Castletown	248	917	539	2149	3605
West Beach	184	298	39	0	337
Nulsen	15	272	38	1129	1439
Sinclair	41	152	77	1075	1304
Overall townsite	521	1765	1311	4353	7429

2.9.1.4 Increased Densities in Significant Activity Centres

There is a notable absence of residential development within the Central Area. There are only 80 dwellings in the Central Area and they are all single storey dwellings. Around 50% are single dwellings, with the other 50% being grouped dwellings.

Currently there is a nine metre building height limit in Esperance, which limits the potential number of storeys for new development to between 2 and 3 depending on design factors. If the building height limit were raised for the purposes of mixed use development, there would be the potential for a substantial number of dwellings in the Central Area. Future development at Bandy Creek can also support mixed use developments, and offers capability for tourist and residential multi-storey developments – although this is considered a long term prospect.

Table 30 demonstrates the potential dwelling yields of an increase in building height to between 12 and 20 metres, or four to eight storeys. Estimated Residential development was based around a 120m² average for each apartment along with 45m² for ancillary requirements (Hallways, Stairs, etc) and were calculated at a Plot Ratio representing 2, 4 and 6 storeys of Residential Development (with one storey for car parking and one storey for commercial development assumed). As such it is shown that with an increase in building height could yield a substantial number of residential dwellings in the Central Area, even if only factoring in the 26 sites identified by the Shire as well suited to higher building heights. The table also shows the potential for increased development at Bandy Creek.

TABLE 30 - POTENTIAL DWELLING YIELD FROM INCREASED BUILDING HEIGHT LIMITS IN THE CENTRAL AREA

	POTENTIAL DWELLING YIELD
Prime Sites in Central Area	646
Bandy Creek	796

Rural Residential Land

Land in Rural Residential Areas is fairly heavily constrained. The table below demonstrates a summary of building approvals, completions, vacant lots and potential dwelling yield. The majority of Rural Residential land capable of subdivision is contained in thirteen large lots located north-west of Pink Lake. The remaining land capable of subdivision is the final section of Mississippi Bend. All lots capable of subdivision are subject to Special Control Area 4 – Groundwater Protection Area, with some lots subject to Special Control Area 5 – Wetlands of Significance and Lake Warden Catchment. Outline Development Plans are required to be undertaken prior to any further subdivision. Table 31 below summarises the Potential Rural Residential lot and dwelling yield.

TABLE 31 - POTENTIAL RURAL RESIDENTIAL LOT AND DWELLING YIELD

Number of dwellings approved (Building Approvals)	July 2003 –Oct 2011	83
Number of dwellings completed	July 2003- Oct 2011	76
Number of dwellings currently under construction	Oct-11	4
Existing dwelling approvals, not yet under construction	Oct-11	3
Number of vacant lots	Oct-11	165
Potential number of dwellings if subdivision is maximised	Oct-11	625
Potential maximum number of dwellings	Oct-11	790

TABLE 32 - POTENTIAL SUPPLY OF HOUSING LAND

GROWTH SCENARIOS: POTENTIAL YEARS OF HOUSING LAND SUPPLY	POTENTIAL DWELLINGS	CURRENT AVERAGE GROWTH RATE (70.4 PER ANNUM)	1% AVERAGE GROWTH RATE (47.36 PER ANNUM)	2% AVERAGE GROWTH RATE (94.72 PER ANNUM)	3% AVERAGE GROWTH RATE (140.08 PER ANNUM)
Subdivision of existing residential land	1765	7.40	11.00	5.50	3.6
Subdivision of existing residential land and increased densities in CA	1311	25.07	37.27	18.63	12.3
Subdivision of existing residential land and increased densities in CA and infill in the suburbs	4353	18.62	27.68	13.84	9.1
Subdivision of existing residential land and increased densities in CA, infill in the suburbs and Bandy Creek development	7429	61.83	91.91	45.96	30.3

The results displayed in Table 32 above demonstrate a number of Growth Scenarios for new housing, and give an indication of how long the current supply of housing land would last.

As the SuperTowns Growth Plan aims to accelerate the town's growth, it is expected that the current average of 70.4 dwellings per annum provides unreliable scenarios. Nevertheless, it does demonstrate that currently there is a significant oversupply of residential land.

The Current Growth Rate for the town is generally accepted as 1.3%. Within this growth rate, the scenarios in Table 32 above also demonstrate an oversupply of residential land. Should the SuperTowns 5% growth rate be achieved, then there is a potential housing supply of almost 20 years. If this projection is accurate, then there would be no need to open up new land outside the town boundary until then.

The results in Table 32 do not include the potential for 790 new dwellings in the Rural Residential Areas. Given that there is currently a significant oversupply of residential land and the inherent difficulty to predict the actual future growth rate of the town, a Residential Strategy has been developed by the Shire.

The strategy has been designed to stage the development of residential areas within the Townsite Boundary in a coordinated way that can encourage residential development in the Central Area, take advantage of existing opportunities to develop vacant land and initiate urban infill before developing other areas. A number of actions outlined in the strategy will enable it to be implemented. The strategy also includes measures to monitor its effectiveness. The annual Housing Land Audit will enable the Shire's Planners to constantly track supply and demand trends.

2.9.1.5 Current Planning

The Shire of Esperance is currently preparing a Draft 2012 Residential Strategy for Esperance. It should be noted that this work is currently a working draft and is subject to formal public consultation and adoption by the Shire of Esperance Council. The draft strategy is outlined below.

Draft 2012 Residential Strategy

The Draft 2012 Residential Strategy has been designed to stage the development of residential areas within the Townsite Boundary in a coordinated way that can encourage residential development in the Central Area, take advantage of existing opportunities to develop vacant land and initiate urban infill before developing other areas. A number of actions outlined in the strategy will enable it to be implemented. The strategy also includes measures to monitor its effectiveness. The annual Housing Land Audit will enable the Shire to constantly track supply and demand trends.

Vision:

To ensure Esperance has an adequate supply of Residential Land and to enable an appropriate range of lot sizes, dwelling densities and housing types to meet the needs of the community.

Objectives:

The objectives of this strategy are to:

- » Identify current zoned and density coded areas that must be maintained;
- » Encourage residential development in the Central Area to achieve mixed use development that ensures the vibrancy of the area;
- » Identify preferred areas for sustainable residential growth and ensure that land is capable of being provided with services and infrastructure to service future demand;
- » Encourage an appropriate range of dwelling types.

2.9.1.6 Key Findings

The Esperance townsite boundary will prevent urban sprawl and will enable the sustainable development of residential land.

There is a current oversupply of residential land that requires a staged approach is required for residential land release, to ensure that:

- » Current residential land is developed;
- » Residential development occurs in the Central Area to achieve mixed use development that ensures the vibrancy of the area;
- » Preferred areas for sustainable residential growth are identified; and
- » To encourage an appropriate range of dwelling type.

2.9.1.7 Implications

Implementing the 2012 Residential Strategy will provide a key plank of the SuperTowns Growth Plan.

- » The strategy will ensure that demand for residential land in existing residential area and the Central Area is not fractured. This will maximise the efficiency of residential land and improve the vibrancy of the Central Area.
- » The effectiveness of the strategy can be monitored annually through the Housing Land Audit. This will enable supply/demand and actual residential growth to be tracked.

2.9.2 COMMERCIAL

2.9.2.1 Commercial Centre Strategy (2011)

The Commercial Centre Strategy, adopted by the Shire in 2011, specifies broad requirements for the planning and development of new activity centres and the redevelopment and renewal of existing centres in Esperance. It provides the framework for coordinating the distribution, function, broad land use, urban design and infrastructure planning criteria of activity centres. The Strategy sets the strategic direction for commercial development within Esperance.

Activity centres are community focal points. They improve activities such as commercial, retail, high density housing, entertainment, tourism, civic/community, higher education and medical services. Activity areas vary in size and diversity and have good access.

The Strategy is a guide to decision-making and will assist Council in consideration of the location, content, form and staging of retail and commercial development. It will also provide Esperance residents, traders and developers with a level of certainty in relation to the future pattern of commercial development in their local area.

The Strategy has been prepared for the medium to long term i.e. 0-20 years and has been adopted as an addendum to the Local Planning Strategy (LPS) in support of Town Planning Scheme No. 23 (TPS No. 23). The general objectives of the Commercial Centre Strategy are to:

- » Reinforce the role of Esperance as the primary commercial centre;
- » Provide a broad district planning framework to co-ordinate adequate provision and location of retail and commercial development opportunities;
- » Define commercial centres and classify existing commercial centres within the Shire including town centres, neighbourhood centres, local centres and large scale (bulky goods type) commercial;
- » Confirm the hierarchy of existing and future commercial centres within the Shire, specifically identifying the size, purpose, function, uses and location of these centres;
- » Control the potential for new commercial development that would detrimentally impact on the existing commercial structure and town planning scheme objectives;
- » Ensure that future commercial centres provide for healthy market competition, specifically in relation to tenure arrangements, location and area;
- » Encourage and provide for the creation of commercial centres as the focus for community and employment activities comprising a range of appropriate residential, retail, commercial and community uses, and mixed use residential opportunities; and
- » Ensure that commercial centres are developed to a high standard of urban design and community safety.

The Commercial Centre Strategy introduces a number of provisions that will guide commercial development within Esperance. The specific implementation measures that are proposed for each area are listed below.

Town Centre

The following initiatives and actions are recommended in the Strategy to ensure that the future direction and expected outcomes for the Esperance Town Centre are met:

1. Implement planning scheme amendments to redefine the existing Town Centre into two distinct zones, being 'Core Retail' and 'Mixed Use' zone;
2. Retail/ commercial activity and other appropriate uses are to be further encouraged and consolidated in the 'Core Retail' zone through the deliberate actions of Council decision making;
3. To facilitate the redevelopment of this area and recognise the small land parcels in this location, a 50% reduction in parking requirements is permitted except for civic uses, supermarket and discount department store uses;
4. Encourage more intensive mixed use commercial/ retail/ entertainment development in the 'Mixed Use' zone, supported by the medium density residential and waterfront tourism developments. The intention is to create a zone that complements the 'Core Retail' zone catering to a different market rather than being in direct competition;
5. Consider the introduction of incentives for developers to encourage the amalgamation/ assembly of land to achieve improved development outcomes. There is a considerable amount of under-utilised land in the existing Town Centre, which could be redeveloped for higher and better uses;
6. Explore future development opportunities within the Boulevard Shopping Centre / Civic Precinct through Council intervention to facilitate more efficient use of land; and
7. Undertake a detailed site analysis to identify opportunities, constraints and other structural issues that may influence the future development of the Town Centre. This may culminate in the preparation of a Town Centre Concept Plan.

Local Centres

The following initiatives and actions are recommended in the Strategy to ensure that the future direction and expected outcomes for Local Centres are met:

1. Ensure that future structure planning of Bandy Creek identifies a suitable location east of the Neighbourhood Centre for a Local Centre;
2. Initiate rezoning of the existing Local Centres of Pink Lake and Castletown to better reflect the future size and function of these centres as Local Centres; and
3. Implement planning scheme amendments to increase residential density and a mix of housing around Local Centre locations to bring people together in a manner that brings further dimension to the commercial activity.

Bulky Goods Retail

The following initiatives and actions are recommended in the Strategy to ensure that the future direction and expected outcomes for Bulky Goods Retail are met:

1. Rezoning of the areas adjacent to Norseman Road (south of Harbour Rd / Fisheries Rd) and Shelden Rd to a 'Bulky Goods Retail' zone to formalise the delivery of these retail uses into the future. This will enable a distinction to be made between the existing 'Industrial' zoned land and the intended 'Bulky Goods Retail' zone; and
2. Careful consideration of key planning and design outcomes during the assessment of future subdivision and/ or development proposals.

2.9.2.1.1 Current Situation

Land Uses within the Central Area – September 2011 (post adoption of Commercial Central Strategy)

Figure 34 below shows the current mix of Commercial land uses within the Central Area. This chart does not include residential uses. As might be expected, the predominant uses are Shops and Offices. The Health uses, which include Welfare and Community services uses, provide only 5% of the total number of uses.

FIGURE 34 - COMMERCIAL LAND USES IN THE CENTRAL AREA

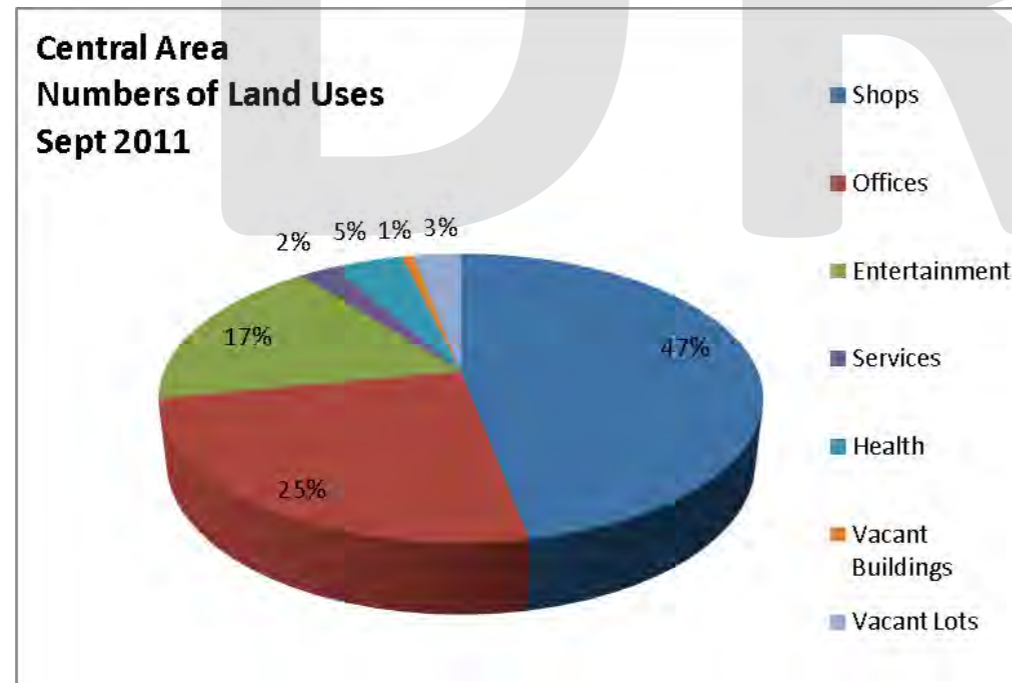
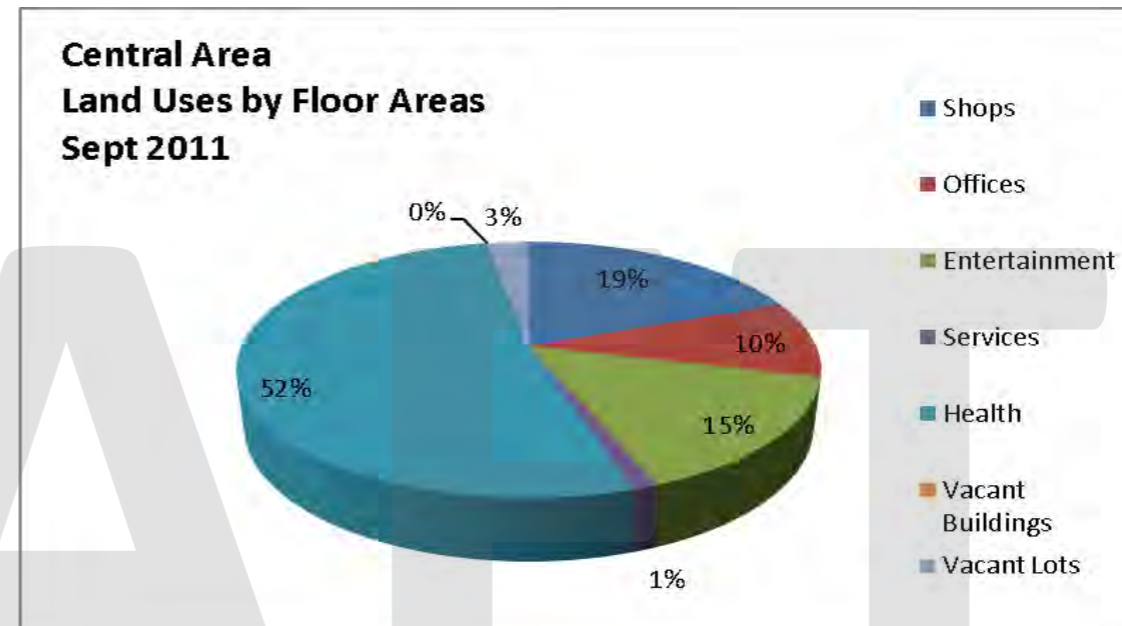


Figure 35 below shows that the dominant uses (Offices and Shops) do not take up the most floor areas. The Health, Welfare and Community Services uses take up 52% of the total floor area of the Central Area. These uses are mostly single-storey buildings located in the Civil Precinct. Given the planning scheme objectives for the Central Area and the aims of the Commercial Strategy, this is not an efficient use of land.

FIGURE 35 - COMMERCIAL LAND USES BY FLOOR AREAS IN THE CENTRAL AREA



Interchangeable Uses within the Central Area

Although not part of the adopted Commercial Strategy, once the forthcoming Access and Parking Strategy (with Cash in Lieu of Parking Policy) has been adopted by Council, LPS 23 can be amended to enable interchangeable uses within the Central Area.

Interchangeable uses would work by enabling 'Changes of Use' between Offices, Shops or Restaurants to occur without planning approval, as long as the net floor area and any other area occupied by the use does not increase. This would improve the flexibility of the planning scheme and would reduce red tape for businesses within the Central Area.

2.9.2.2 Key Findings

The Esperance townsite boundary will prevent urban sprawl and will enable the sustainable development of residential land.

There is a current oversupply of residential land that requires a staged approach is required for residential land release, to ensure that:

- » Current residential land is developed;
- » Residential development occurs in the Central Area to achieve mixed use development that ensures the vibrancy of the area;
- » Preferred areas for sustainable residential growth are identified; and
- » To encourage an appropriate range of dwelling type.

2.9.2.3 Implications

Implementing the 2011 Commercial Centre Strategy will provide a key plank of the SuperTowns Growth Plan.

The strategy will maximise the efficiency of Commercial land and improve the vibrancy of the Central Area.

The effectiveness of the strategy can be monitored annually through an audit of Commercial land. This will enable supply/demand and actual commercial growth to be tracked.

2.9.3 INDUSTRIAL LAND USE

2.9.3.1 Current Planning

2012 Draft Industrial Strategy

Current Industrial Objectives

The LPS contains the current strategies for industrial land use. The objectives are:

- » To facilitate the growth of industry in a manner that reduces potential negative impacts on the community.
- » To ensure that industry is located close to relevant infrastructure.
- » To provide goods and services to the community and visitors of Esperance.
- » To encourage the diversification of industry.

The planning scheme has zoned the industrial areas ‘Industry–Business’ and ‘Industry–General’. The industrial areas are discussed at a broad level below, before analysing the Chadwick and Castletown areas in more detail.

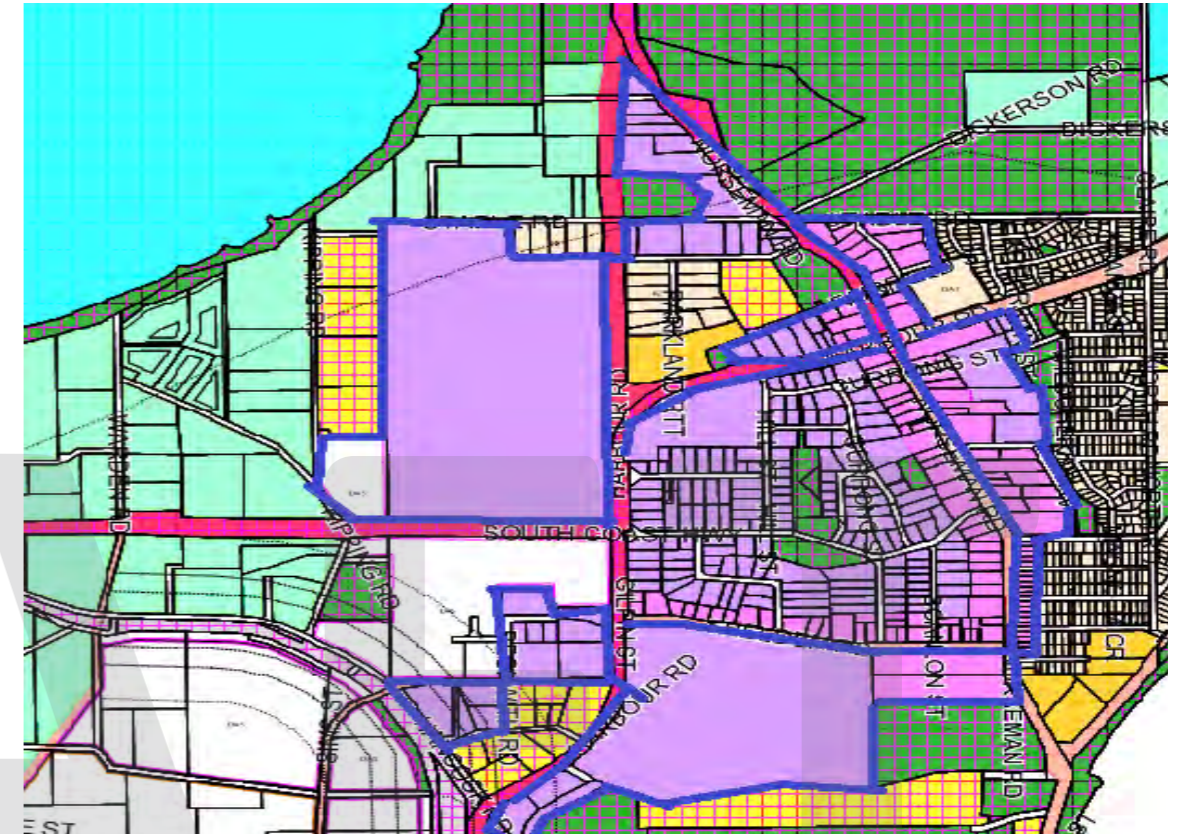
Analysis of Current Strategy

The current LP Strategy provides an accurate tool in guiding development within the Industrial areas. However, there are elements to the strategy that do not quite reflect the current status of the area. The strategy does not promote the uptake of already existing vacant land and vacant floor area. Furthermore, the release of land from the Lot 9000 Industrial subdivision will provide the Shire of Esperance with a surplus amount of Industrial Land, creating pockets of land within town and Shark Lake, which may be vacant for a long period of time.

Analysis of 2011 Industrial Land Use Audit and Strategy

An audit of Industrial land was carried out by the Shire’s Planning Services team in September 2011. The audit was analysed to develop a new industrial strategy. This strategy aims to build on existing land use frameworks and improve development outcomes and consolidate Industry uses within the industrial areas.

FIGURE 36 - INDUSTRY BUSINESS AND INDUSTRY GENERAL ZONED LAND



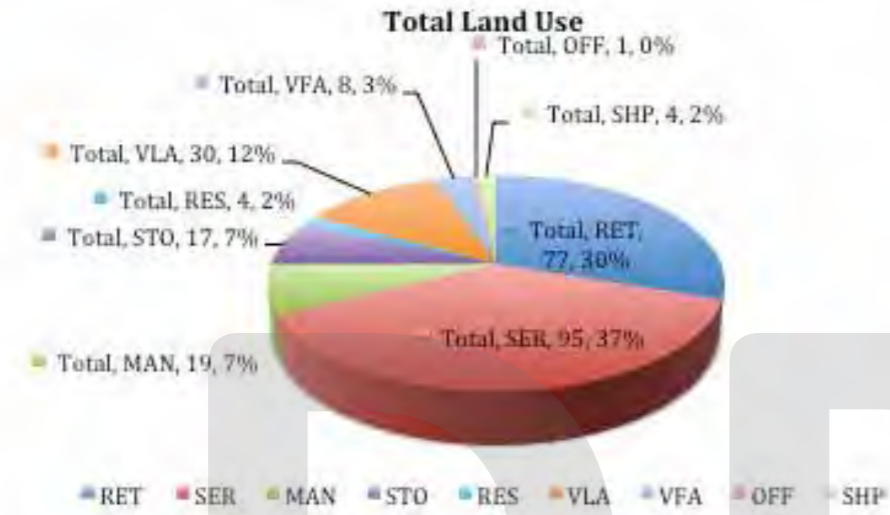
The Chadwick and Castletown areas are located in the north of the town around Norseman Road, Harbour Road, Fisheries Road, Shelden Road and the South Coast Highway. Table 33 demonstrates that most of the lots in the Chadwick and Castletown areas are occupied and operational. There are 39 vacant lots and 17 vacant buildings.

TABLE 33 - TOTAL AREAS OF OPERATING AND VACANT LAND

INDUSTRIAL LAND USES CHADWICK AND CASTLETOWN			
	Occupied and Operating	Vacant Floor Area (floor areas of vacant buildings)	Vacant Land Area (vacant lots)
No. of lots	242	17	40
Area	460701 m ²	20444 m ²	325886 m ²

Figure 37 below shows the overall split of broad land uses in Esperance’s Industrial Areas. It demonstrates that the Chadwick and Castletown areas are dominated by service and retail uses.

FIGURE 37 - SPLIT OF USES IN THE INDUSTRIAL AREAS OF ESPERANCE



Shark Lake Industrial Area

Shark Lake is located approximately 12km north of the Town Centre to the west of the Coolgardie-Esperance Highway. The Shark Lake subdivision was developed with an anticipated increase in activity from the Port of Esperance. Adjacent to this land port other industrial uses that are inappropriate for urban areas, such as engineering and construction facilities and downstream processing of goods produced in the region, could be accommodated.

The site is comprised of approximately 303.5 ha. However approximately 205.7 ha is currently vacant, including 27 lots owned by the Shire and another lot consisting of approximately 104 ha owned by the Esperance Porth Authority.

Only one lot has been developed in the north-east corner by CBH who are involved in the storage, handling and distribution of grain.

The vacant lots are constrained by a lack of reticulated sewer, which impairs their development potential, as deep sewer connection to increases the number of available land uses which can be developed. The lack of infrastructure and the area’s remote location impairs demand for Industrial land at Shark Lake. While industrial development in Shark Lake can be accommodated in the short term if required, there may not be enough demand it.

As there are significant areas of vacant land closer to the townsite, Shark Lake area is generally considered to have long term development potential.

Lot 9000 Harbour Road/South Coast Highway, Chadwick

FIGURE 38 - LOT 9000 HARBOUR ROAD, CHADWICK



Around 74ha of new industrial land is about to be released at Lot 9000 Harbour Road, adjacent and to the south of Harbour Road where a 33 lot subdivision is in its last stages of approval by the WAPC. This subdivision will ensure that Esperance has a large supply of industrial in short/ medium term. Due to its location within the townsite boundary, there should be early demand for the land.

Development Area 5

FIGURE 39 - DEVELOPMENT AREA 5



Approximately 68 ha of ‘Future Industrial’ land is available within the north-eastern pocket of Development Area 5, which is located to the north of Nulsen and to the east and west of Sims Street. This area would require a full Outline Development Plan prior to subdivision and is considered to have long term potential. As there are significant areas of vacant land within the townsite and at Shark Lake, the Shire should not support short term release of land until existing industrial vacant land within the shire is taken up and developed.

Draft 2012 Industrial Strategy

Strategies

1. Withhold the release of future industrial land until the Shark Lake area has been substantially initiated.
2. Improve development standards for Norseman Road and South Coast Highway entrances.
3. Develop an Agricultural Innovation Precinct with interchangeable uses (to reduce the need for planning approval).
4. Develop a Research & Development Precinct with interchangeable uses.
5. Encourage relocation of inappropriate uses from the 'Bulky Goods Retail' zone.
6. Ensure that the Industrial Strategy complements the local Economic Strategy.

Actions

- » Amend the Planning Scheme to incorporate an Agricultural Innovation Precinct and a Research & Development Precinct.
- » Amend the Planning Scheme to introduce improved development standards for Norseman Road and South Coast Highway entrances.

Measures

- » Carry out an Annual Industrial Land Audit to ensure that industrial development and land supply is monitored, with an annual summary presented to Council, SuperTowns and Regional Plan.
- » All industrial planning decisions can be monitored to assess compliance with the Industrial Strategy, with an annual summary presented to Council, the SuperTowns and the Regional Plan.

Key Findings

- » There is an adequate supply of industrial land, no new land should be opened up until Shark Lake has been substantially initiated.
- » Improved development standards for Norseman Road and South Coast Highway entrances are required.
- » There are opportunities to develop Agricultural and Research & Development precincts that encourage the efficiencies of co-locating interconnected businesses, which will enable Esperance to enhance its brand.

Implications

- » Implementing the 2011 Industrial Strategy will provide a key piece of the SuperTowns Growth Plan and will inform Shire's future Economic Strategy.
- » The effectiveness of the strategy can be monitored annually through an audit of Industrial land. This will enable supply/demand and actual industrial growth to be tracked.

2.9.4 CENTRAL AREA PARKING STRATEGY

The Shire has recently completed an off-peak and peak-season survey of parking behaviour. The analysis has not been yet been initiated, however there are strong indications that there is an oversupply of parking during peak-season and that car parks on the periphery of the Central Area are being under-utilised.

This supports the case for removing 'short-stay angled car parking spaces' and replacing them with parallel spaces in Andrew Street and Dempster Street.

2.9.5 AGRICULTURE

Agriculture is the major component of Esperance's land use and economy. Agricultural data needs to be presented, analysed and recommendations made. Opportunities for Agricultural Innovation should be analysed, including:

- » Opportunities for an Agricultural Innovation Precinct with Agricultural College (for local, interstate and international students)
- » Short-cycle woody crop production across the Shire with a local biomass plant and a local network of downstream by-products (essential oils, fertilisers, arts & crafts etc) and local supply chains
- » Auditing of local food production and local supply chains with a view to enhancing them

2.9.5.1 Current Planning

Agricultural Strategies (Local Planning Strategy)

The LPS contains the current strategies for industrial land use, which is summarised as follows.

Objectives:

- » Protect broad acre agricultural areas from inappropriate development and intrusion by rural living uses.
- » Encourage the diversification of farming and farm related activities that will strengthen and broaden the economic base of the Shire.
- » Preserve and enhance the environment and natural resources.

Strategies:

- A. Encourage the continued use of the agricultural areas for predominately grazing and cropping and seek its protection for broadacre farming.
- B. Discourage the fragmentation of broadacre farming land (including land used for tree cropping) except where subdivision for trading lots is justified and the lots will retain their broadacre farming function. Subdivision for additional dwellings will not be supported.
- C. Facilitate horticulture and plantations where it can be demonstrated that the proposed use will have sufficient water available and provides an adequate buffer between it and the surrounding general agricultural uses to ensure there is no land use conflict from management methods such as spraying. Subdivision of these uses from broadacre agricultural land will generally not be supported.

- D. Promote the management of salinity, particularly in the Lake Warden Catchment Recovery Area through the assessment of drainage works and the impact of land uses.
- E. Encourage the State Government to ensure future decisions relating to drainage works on agricultural land are considered within a strategic framework, particularly for the Lake Warden Recovery Area.
- F. Use the best available information for areas affected by or at risk of land degradation (which includes salinity, waterlogging, water erosion, wind erosion, soil acidification) to guide decision-making on development and farm management.

Actions:

1. In determining applications for intensive agricultural pursuits Council will have regard to the relevant codes of practise for the proposed use.
2. Whole of catchment drainage plans and policies that incorporate on farm drainage (surface and deep) need to be developed by the Council, DEC, AgWA, DOW and landowners.
3. Prepare relevant provisions and/or policies in or associated with the new local planning scheme to enable Council to refer developments that have the potential to adversely impact upon the environment, including wetlands, waterways, native vegetation and significant catchments such as Lake Warden should be referred to DEC and DoW and consider and apply their assessment and recommendations.
4. Seek assistance from the Department of Agriculture and Food, South Coast NRM inc. and Rangelands Coordination Group to provide;
 - a. The Shire with information and mapping suitable for identifying those areas affected by or at risk of land degradation (which includes salinity, waterlogging, water erosion, wind erosion, soil acidification); and
 - b. Guidance on best practice remedial options for addressing land degradation.

2.10 BUILT ENVIRONMENT AND PUBLIC REALM

2.10.1 CURRENT SITUATION

2.10.1.1 Urban Form and Structure

Esperance's urban form has been largely defined by the coast to the south, the lakes to the north and west, the groundwater protection area to the west and extensive areas of national park to the east. Esperance is characterised by low density residential neighbourhoods, punctuated with several sites for commercial, institutional, community and public utility purposes.

Two main roads provide access into Esperance, comprising the Coolgardie-Esperance Highway and the South Coast Highway. These roads facilitate relatively high volume and efficient vehicular movement into and out of the town to surrounding regional areas, catering for a range of road users including heavy haulage vehicles accessing the Esperance Port, tourist and local traffic.

Norseman Road, which connects with the Coolgardie-Esperance Highway towards the northern extent of the town, serves as the major access road into the town centre from the north and facilitates local traffic access to the Chadwick industrial area and the eastern residential areas of Castletown and Bandy Creek (via Goldfields Road and Fisheries Road). Pink Lake Road serves as the major access road linking the western portions of the town to the town centre.

A key feature of Esperance's urban structure is an industrial precinct comprising the Chadwick industrial area, and an extensive area of land comprising a wastewater treatment plant, bulk fuel storage tanks, grain handling facilities and fertiliser storage facilities. Over time as Esperance has grown and expanded towards the east, this industrial precinct has come to be situated relatively central within the existing urban area, effectively dissecting the town east of the Port rail link into two distinct, separate residential cells to the west and to the east. The western cell broadly comprises the localities of Esperance, whilst the eastern cell comprises Castletown and Bandy Creek. Fisheries Road and Daw Road effectively serve to define the extent of urban development with areas to the north and east primarily comprising rural-residential development.

Another key feature of Esperance's urban structure is the rail line servicing the Port. The rail line, together with Harbour Road, which serves as a major connector road linking the Port with the Coolgardie-Esperance Highway and the South Coast Highway, dissects the western portions of the town, effectively severing the residential areas of West Beach, Sinclair and Nulsen from the inner residential areas. The future planned expansion of the Port, together with improvements to the associated transport corridor will restrict the intensity of development in adjacent areas.

Situated at the southern edge of the town is the Esperance Port, which comprises a number of significant structures that define views from various areas around the town. Similarly, the extensive Norfolk Tree plantings along the foreshore and town centre areas form a large part of the visual landscape, which together with several tracts of relatively open or underdeveloped land serve to characterise the town's urban form.

The Esperance town centre is characteristic of a traditional regional seaside centre in which development has been focussed along the foreshore area resulting in a relatively lineal urban structure. The town centre can be generally defined as the area comprising the core commercial/retail precinct (being the area bound by The Esplanade, Windich Street, Hicks Street and William Street), the Boulevard Shopping Centre, the Civic Precinct (comprising the Shire of Esperance administration offices, Civic Centre, Library), the Esperance District Hospital and the Esperance Primary School.

The intersection of Dempster Street and Andrew Street, which are the main access roads through the town centre from the broader suburban areas, serve as the central focal point of the town centre.

The structure of the town centre is predominately based on the traditional grid street pattern which generally facilitates ease of orientation and allows people to easily find their way around the town, however an agglomeration of low intensity institutional and civic land uses on relatively large sites (being the Civic Precinct, the hospital and the primary school) serve to limit the ability of the adjacent residential areas to integrate effectively with the town centre.

FIGURE 40 - KEY LOCATIONS WITHIN THE ESPERANCE TOWNSITE



2.10.1.2 Land Use and Activity

The distribution of land uses in Esperance is generally precinct based, with commercial and retail uses focused primarily within the town centre and low-density residential uses situated to the north-east and west of the centre bounded by the lakes, national parks and the Esperance Bay coastline.

Esperance currently consists of a single (district level) commercial centre, with two small local centres at Nulsen and Castletown, which cater for convenience shopping and daily needs for their respective surrounding residential catchments.

The district commercial centre, or central business district (CBD), generally comprises the area bound by The Esplanade, Windich Street, Hicks Street and William Street. Dempster Street (between William Street and Hicks Street), effectively serves as the town centre's 'main street', comprising the majority of commercial/retail activity. Commercial/retail activity also occurs along Andrew Street (between Windich Street and The Esplanade), with some additional instances of activity occurring along The Esplanade.

The CBD is characterised by relatively large under-developed and under-utilised sites, comprising single use development of varying age, design and quality. Generally pedestrian activity is relatively dispersed due to the lineal urban form and the predominance of low scale, single use development.

The Windich Street streetscape is relatively unattractive and lacking in activity due to service areas to the rear of development (fronting Dempster Street) dominating the southern side of the street, whilst the low intensity civic uses on relatively large sites characterise the northern side of the street.

A mix of land use and development is situated along The Esplanade overlooking the foreshore and primarily includes single and grouped dwelling residential development, tourism/leisure related shops and low to mid-range motels, as well as some office and civic/community uses.

The foreshore area, between the Port and the Tanker Jetty offers recreational opportunities and comprises several tourist and recreational facilities including the Adventureland playground, the Taylor Street Jetty Cafe and the Esperance Yacht Club. The foreshore however is relatively disconnected from the town centre due to the large expanse of the foreshore area, (which accommodate pipelines connecting the bulk fuel tanks with the Port), the design of The Esplanade road, and a lack of development intensity and activity associated with development fronting the foreshore. Additionally there are several relatively large sites, which are under-developed and under-utilised in light of their town centre location.

The Esperance Townsite Foreshore Master Plan however proposes a number of elements to enhance the foreshore area between the Port and Castletown Quays that include:

- » A new small boat harbour and waterfront that will be the focal point of the Tourism Node that will add value and attract investment adjacent to the Central Business District (CBD) and act as a catalyst for the rejuvenation of the town centre.
- » The revitalisation of retail opportunities in the CBD especially the Museum Precinct at James and Dempster Streets and at Andrew Street, with the potential for links to the new waterfront and the diverse activities available.
- » A new water park and lagoon is proposed next to the Taylor Street Jetty to provide protected swimming, boating and recreation for residents and tourists alike.
- » Similarly, the development of the Cultural Node at the Cannery Arts Centre and its link to the Tanker Jetty will create opportunities for the location of the Kapa Kurl Discovery Centre and private investment projects.
- » A new road behind the Cannery Arts Centre is proposed to cater for through traffic and promote the link between the Centre and the Tanker Jetty.

- » Relocation of the Tank Farm to allow for this new road and to add value to oil company and CBH land that has enormous potential for residential development once any contaminated soil has been remediated.
- » Rehabilitation of the CSBP and Water Authority land for parkland and recreation.
- » A future Tourist Resort adjacent to the Gateway to the town at the junction of Norseman and Goldfields Roads.

Within the town centre, the quality of the pedestrian environment is relatively poor due to a lack of landscaping and an abundance of on-street angular parking and traffic treatments (roundabouts, medians), which together with the dispersed nature of commercial activity, encourages the use of the private motor vehicle as the primary means of movement around the town centre.

Esperance currently lacks an identifiable civic square that can serve as a gathering place for visitors and the local community, with events and festivals currently held in a range of places (i.e. Adventureland Park, the Esperance Soundshell, open space areas around the Shire administration offices). A public plaza framed by the existing Post Office building (which is setback from the street) and surrounding Norfolk Island pine trees at the intersection of Andrew Street and Dempster Road serves as a natural meeting place for pedestrians within the town centre.

The open space area comprising the Museum Precinct is relatively underutilised and lacking pedestrian activity. Anecdotal evidence suggest that the Museum and nearby Heritage Village generate relatively small levels of activity primarily comprising tourists to Esperance. The Esperance Soundshell serves as an outdoor performance space however as it is underutilised and somewhat hidden from public view, the area is subject to anti-social behaviour.

The Boulevard Shopping Centre, situated to the west of the CBD at the intersection of Forrest Street and Windich Street, serves as a significant attraction however activity is somewhat removed from the CBD due to the internalised nature of the centre, the extensive surrounding car parking areas, a grade change along James Street and an extensive roundabout treatment at the intersection of James Street / Forrest Street and Windich Street.

To the north of the shopping centre and generally bound by Windich Street, Hicks Street, Randall Street and Brazier Street is the Esperance District Hospital and a number of aged care facilities. Whilst to the south and generally bound by Windich Street, Stubbing Street and Jane Street is the Shire of Esperance administration offices, Civic Centre, Library, and the Esperance Primary School.

Immediately north of the town centre is an industrial precinct consisting of the Chadwick industrial area and an extensive area of land comprising a wastewater treatment plant, bulk fuel storage tanks, grain handling facilities and fertiliser storage facilities. The Chadwick industrial area comprises a range of general, light industrial and service commercial uses with some bulky goods retailers situated along Norseman Road.

Situated towards Esperance's eastern extent is the Bandy Creek boat harbour, which services the local commercial fishing industry, marine tourism and recreational boating community. Bandy Creek is also a popular recreational fishing and BBQ spot particularly during peak periods, with vehicles accessing the beach areas.

Further to the east and abutting Mullet Lake Nature Reserve is the Shire operated Wylie Bay refuse tip and recycling plant. The facility is envisaged to continue accommodating the town's waste requirements for the foreseeable future due to the relatively limited ability for appropriate alternative sites in the Esperance area. The facility is proposed to be developed further to incorporate a truck wash, liquid waste disposal facilities and lined cells.

To the north-west of the harbour is a rural residential precinct adjacent to the Esperance race course, which is identified for the keeping of horses and other equestrian related activities, with additional rural living development comprising land generally surrounding Esperance's urban areas to the north and west.

A second industrial area, known as the Shark Lake Industrial Park, is located some 12 kilometres to the north of Esperance. The industrial park is progressively being developed by the Shire and is envisaged to primarily cater for the storage of goods for the Esperance Port as well as accommodate downstream processing and associated industries and industrial uses unable to locate within Esperance's existing industrial areas.

Dispersed around Esperance is a range of community, civic, sporting, health and entertainment uses. These include:

- » Castletown Primary School on Easton Road;
- » The Esperance Anglican Community School on Griffin Street;
- » The Esperance Christian Primary School on Ocean Street;
- » The Nulsen Primary School on Victoria Street;
- » Our Lady Star of the Sea Catholic Primary School on Giles Street; Two future primary schools have been reserved under the Scheme at Johns Street, West Beach and Daw Street, Bandy Creek;
- » The Esperance Community Education Campus precinct on Pink Lake Road - comprising the Esperance Community College, the Esperance Senior High School, Vocational Training and Education Centre, the Esperance Senior High School Education Support Centre and the Esperance Residential College;
- » The Esperance Golf Club on Norseman Road;
- » The Pink Lake Country Club (Golf Course);
- » The Cannery Arts Centre on Norseman Road;
- » The Bay of Isles Leisure Centre and Greater Sports Ground multi-purpose sporting facilities on Black Street;
- » The Esperance Bay Yacht Club on The Esplanade;
- » The Esperance Bay Turf Club and Racecourse on Fisheries Road; and
- » The Esperance Airport situated approximately 20 kilometres north of the town centre on the Coolgardie-Esperance Highway.

2.10.1.3 Housing Diversity

Housing within Esperance comprises predominantly of single storey detached dwellings with three or four bedrooms on lots between 800m² and the traditional quarter acre (1012m²) although the residential areas close to the town centre comprise numerous smaller dwellings of tin and fibro construction, characteristic of a traditional sea-side town. The housing stock varies in age, style and quality although this has changed with some infill development that has occurred in recent years, however housing generally exhibits little evidence of a distinct or unique Esperance style or local identity.

Recent subdivisions in the Flinders area have provided for some smaller lots (310m² to 380m²) generally adjacent to local open space areas, whilst some medium density development of between R30 and R40, primarily comprising grouped dwelling development of varying age and quality, is located around the Central Business District. No multiple dwelling developments exist within the town.

The ability for increased density to be provided within Esperance however is currently limited to those areas which are serviced by reticulated sewer infrastructure and which generally comprise portions of land around the town centre.

Esperance also features a significant quantity of rural residential development comprising lots ranging from 2 hectares to 20 hectares generally surrounding the town. Housing is typically characterised by family oriented single storey detached dwellings in a variety of styles.

While tourism is an important part of the Esperance local economy, there is currently limited diversity in tourist accommodation, with a dominance of low to mid range products that are consistent with the town’s traditional identity as an affordable family holiday location. Anecdotal evidence arising from consultation undertaken during the development of this Growth Plan suggests that transient workers are residing in short-stay tourist accommodation. Additionally there is an apparent shortage of rental housing, which is compounded by a lack of construction activity for new residential housing due to high building costs than comparative regional locations.

2.10.1.4 Heritage

The Shire of Esperance has a number of places of heritage value or character within its area, reflecting the eras of settlement and development. The Shire’s Local Planning Strategy identifies:

...conservation and management of heritage places is important as they are environmental, social and economic assets for the Esperance area. Conservation also enhances a sense of community and understanding of the history of the district and the reasons for its character of development.

Currently the Shire has six places of state-heritage value that are listed on the State Register of Heritage Places, identified in the table below.

TABLE 34 - STATE REGISTER OF HERITAGE PLACES WITHIN THE SHIRE OF ESPERANCE

PLACE NO.	PLACE	DATE	ADDRESS
828	Bijou Theatre	1896	115 Dempster Street, Esperance
822	Dempster Homestead (fmr)	1876	155 Dempster Street, Esperance
18402	Esperance RSL Building, Norfolk Island Pine Trees and War Memorial	1895	84 Dempster Street, Esperance
836	Israelite Bay Post and Telegraph Station	1895	Israelite Bay
4216	Lynburn Homestead and Shearing Shed	1872	Thomas River 115km E of Esperance
3540	Moir Homestead Ruins	c1872	Stokes National Park, Fanny Bay, Esperance
16599	Salmon Gums Research Station	1928, 1965	1663 Machens Rd, Salmon Gums
831	Tanker Jetty	1935	Adj The Esplanade and Noresman Road, Esperance

Over 60 places are included in the Shire of Esperance Municipal Heritage Inventory, which may be considered for inclusion in the Shire’s Heritage List. These places are identified in the Table at Appendix G.

Places of particular heritage significance in the town include:

- » Dempster Homestead
- » Bijou Theatre
- » Tanker Jetty

Each of these places are identified on the State Register of Heritage Places; their Statements of Significance are outlined on the following pages;

2.10.1.5 DEMPSTER HOMESTEAD (FMR)



Dempster Homestead (fmr), Esperance, a single storey, stone and iron residence in the Victorian Regency style set in landscaped gardens, has cultural heritage significance for the following reasons:

- » The place is a very good example of a stone building constructed in the 1870s and demonstrates the role of the homestead and remote settlement life in regional areas during the 19th century when the place served as the focal point for services and community activities;
- » The place is a significant landmark in the town of Esperance, valued highly by the community as one of the few remaining settler structures in the district and for its continuity of form and function since 1873;
- » The place is closely associated with the Dempster family who made a significant contribution to the development of the Esperance region; and,
- » The place’s use as holiday accommodation for miners for many years, demonstrates the long standing relationship between the town of Esperance and the Goldfields, and the development of Esperance as a tourist town.
- » The wing of the house built in 1967/8 including the garage, bedrooms and bathrooms is considered to have low significance.

BIJOU THEATRE**PHOTO 1** - CROWD OUTSIDE THE BIJOU THEATRE AT ITS OPENING, 1896 (SOURCE: BATTYE LIBRARY)

Bijou Theatre, a theatre of timber and corrugated galvanised iron construction in the Australian vernacular style, with elements of the Federation Carpenter Gothic design style, has cultural heritage significance for the following reasons:

- » The place is the only known 1890s theatre of timber and corrugated iron construction surviving intact in Australia, and is rare as the oldest surviving purpose built theatre building in Western Australia continuing in operation for its intended purpose and the third oldest in Australia;
- » The place is a rare representative example of late nineteenth century small theatre design and theatre practices of the time;
- » The place has been central to the social and cultural life of Esperance since 1896, and as such contributes to the community's sense of place;
- » The place provides evidence of the rapid development of Esperance as the main port for Dundas goldfield in the mid 1890s, and was owned (1900- 48) by Esperance Land Company Limited, which was significant in the town's development;
- » The landmark front facade of the place contributes to the streetscape of Dempster Street and, together with the distinctive interior of the theatre space, is valued by the community for aesthetic reasons; and,
- » The place was instigated, designed and built by Edward James McCarthy, a leading Esperance businessman and public figure, for South Australians Charles Townshend Hargrave (the Younger), Sir John William Downer and Hubors Giles.
- » The 1990s additions are of little significance.

TANKER JETTY**PHOTO 2** - TANKER JETTY, 1955 (SOURCE: BATTYE LIBRARY)

Tanker Jetty, Esperance, a predominantly timber jetty of approximately 670 metres in length which projects out into Esperance Bay in a south easterly direction, has cultural heritage significance for the following reasons:

- » The place a rare and good representative example of a substantially intact timber jetty on the coast of Western Australia, as one of only four comparable structures remaining in Western Australia;
- » It has aesthetic significance due to its considerable size, scale and construction. Its visibility from the town of Esperance and its strong presence in the seascape ensure its landmark status and contributes to the Esperance community's sense of place;
- » The place is valued by the community as it has been the site of commercial social and recreational pursuits since its construction, and for its association with the period of economic growth in the region in the 1930s and the development of local industries since that time; and,
- » The place is significant for bringing employment to many workers in the vicinity during the period of economic depression in the 1930s, and is associated with the government's efforts to employ destitute men in a variety of jobs during this time.

2.10.1.6 Public Realm

Esperance has a unique coastal feel that is defined by the proximity of the town centre to the foreshore, the relatively large expanse of foreshore area, views across the Bay of Isles and extensive pristine beaches.

Numerous public parks and public places within the town along the foreshore provide a rich palette for the creation of a vibrant and attractive public realm. Elements and places such as the existing Tanker Jetty and the Museum Village characterise the town's history and growth. The proximity of these places to the foreshore offers opportunities for a diverse range of activities and destinations in close proximity to each other.

The expansive and elongated foreshore zone within the town does suffer from a lack of amenity and facility provision in general. An expectation from the resident population and tourists alike of there being more facilities within the foreshore area, particularly those closest to the town centre is not presented. This has led to a situation where the amenity value of foreshore area is somewhat degraded and inroads for improvement are warranted in establishing an improved foreshore environment.

There are a variety of places and landscaping elements that contribute to the feel of Esperance. Existing small cottages adjacent to the museum are flexible in their construction and provide the opportunity for relocation to accommodate potential planning proposals that may seek to enhance the Museum precinct as a place for community and culture.

Esperance is characterised by a multitude of strong landscape elements that can be drawn upon to form basis for future design and character objectives. The Norfolk Island Pines along the foreshore and in the town centre spine are a prominent aspect of the Town's identity and form the backbone to establishing a unique character.



PHOTO 3 - THE JETTY IS AN IMPORTANT PART OF ESPERANCE'S IDENTITY



PHOTO 4 - AVENUES OF ADVANCED PLANTING ALONG THE FORESHORE ENHANCES ITS CHARACTER



PHOTO 5 - EXISTING LANDSCAPE ELEMENTS CAN BE DRAWN UPON TO INFLUENCE THE CHARACTER OF LANDSCAPE DESIGN



PHOTO 6 - EXISTING STREETScape WORKS CAN BE BUILT UPON TO ENHANCE THE IMAGE OF ESPERANCE

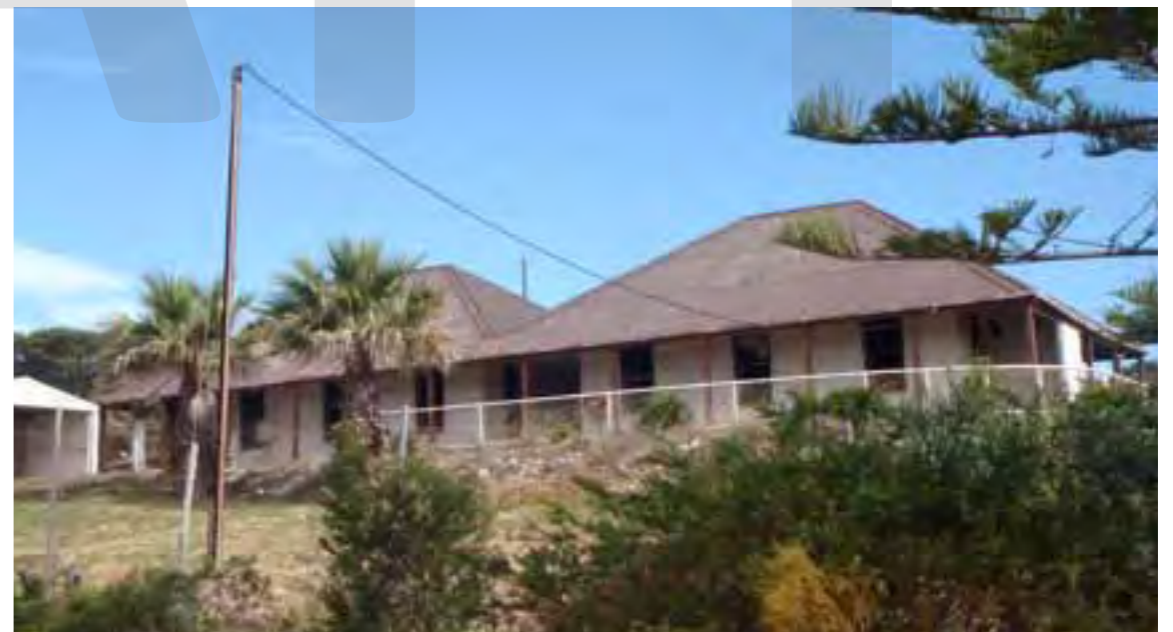


PHOTO 7 - THE TOWN CENTRE IS SHADED BY HISTORICAL PLANTINGS OF NORFOLK ISLAND PINES – A KEY ASPECT OF THE TOWN CENTRE CHARACTER AND IDENTITY



PHOTO 8 - RELATIVELY WIDE ROAD RESERVES THROUGHOUT THE TOWN CREATE UNCONTAINED STREETSCAPES THAT REFLECT A SENSE OF SPACIOUSNESS

Esperance's environmental and heritage qualities present significant opportunities for Esperance such as the potential utilisation of existing unused historical buildings such as the Telephone Exchange perched on the hill above the town and proximity to pristine coastlines, National Parks and Ramsar Wetlands. As the gateway to a variety of experiences in nature and history, there is potential for this to be celebrated.



The following factors have been identified to be addressed as weaknesses of existing urban character in Esperance and require consideration as the town grows:

- » Development of town in two distinct halves, which lack connection on a pedestrian scale;
- » Legibility in terms of way finding for visitors / residents from town centre to foreshore area could be improved;
- » There are limited designated play facilities for different aged children / teenagers;
- » Lack of shade trees throughout streetscape areas in facilitating a more conducive walking / cycling environment;
- » Vehicle dominance resulting from angled parking, limited crossing opportunities and poor safety for pedestrians;
- » Empty blocks within the town centre detract from the visual quality of the place; and
- » Limited connection between the Town Centre and Foreshore.

In addressing the above, there is significant opportunity to enhance the sense of arrival into Esperance and develop an urban character that responds to Esperance's lifestyle, location and environment.



PHOTO 9 - LIMITED SHADING ON STREETS IS NOT CONDUCTIVE TO PEDESTRIAN ACTIVITY



PHOTO 10 - VEHICLE DOMINANCE AND ANGLE PARKING UNDERMINES AMBIENCE AND SAFETY WITHIN THE TOWN CENTRE



PHOTO 11 - LIMITED CONNECTIONS BETWEEN THE TOWN CENTRE AND FORESHORE

2.10.2 CURRENT PLANNING

2.10.2.1 Planning Framework

The regional and local planning framework that applies to Esperance is considered to be relatively comprehensive and current. Whilst numerous strategic documents have been prepared by various government agencies, the following analysis focuses on the key regional and local town planning documents that include:

- » Goldfields-Esperance Regional Planning Strategy (2000);
- » Shire of Esperance Local Planning Strategy, (adopted by the Shire of Esperance Council 24 January 2006, approved by the WAPC 4 February 2010);
- » Commercial Centre Strategy (2011); and
- » Shire of Esperance Local Planning Scheme No. 23 (gazetted 19 February 2010).

Whilst the Goldfields-Esperance Regional Planning Strategy (GERPS) is now some twelve years old, the document is intended to provide the basis for informing land use planning decision making within the region including Esperance until 2025, and is intended to guide the development of Esperance towards a population of 25,000 people.

Many of the land use planning recommendations identified in the GERPS for Esperance have been incorporated into subsequent local level planning particularly through the Shire of Esperance Local Planning Strategy (LPS) and subsequently the Shire of Esperance Local Planning Scheme No. 23.

The LPS identifies several of the precincts within Esperance for future infill or greenfield residential development to accommodate Esperance's future growth. A large portion of future urban land is identified in the eastern sector of the town (Bandy Creek), and which is able to be serviced through extending existing servicing infrastructure. A number of smaller areas for future development are identified to the western parts of the town in the Nulsen, Sinclair and West Beach areas.

Long term future urban areas are identified in the broader Bandy Creek surrounds and at Six Mile Hill (north of Lake Warden). With regard to the Bandy Creek area, the Bandy Creek District Structure Plan (DSP), prepared by Urbis and the Department of Planning (2010), sets out the district level framework for the future development of the area. Key features of the DSP include:

- » Retention of the commercial and recreational boat harbour functions and related industrial operations with the potential to evolve over time into a marine, maritime or aquaculture research and technology innovation precinct;
- » The development of a mixed use, retail, recreation and tourist node incorporating restaurants, small food outlets, speciality stores, short and long stay accommodation and commercial office uses ancillary to the marina;
- » Residential neighbourhoods incorporating a range of densities from R15 to R30 and possibly up to R80 around the harbour, and neighbourhood and local centres with the potential to yield some 5285 lots (11,891 people) under an Optimum Scenario (average R20) or 3303 lots (7,431 people) under a Conservative Scenario (R12.5);
- » The development of a business park which may include manufacturing/processing/fabrication uses, light industry, showroom, service industry, and storage/distribution uses;
- » The potential for aquaculture development along the coast between the harbour and Wylie Head; and
- » Other major infrastructure and land uses (primary schools, recreational facilities, open space).

The *Shire of Esperance Local Planning Scheme No. 23* (the 'Scheme'), which was prepared based on the LPS and gazetted in 2010, is a land use based statutory scheme. 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 a 'Zoning and Land

Use' table, which permits, prohibits and provides Council discretion to approve certain land uses in certain zones depending on the purpose, intent and objective of the zone.

Whilst the Scheme is mainly land use based, it does provide flexibility in areas set aside for future urban development where the actual urban design and land use is determined based on a structure planning process. These future urban areas are generally identified within 'Development Areas' and which require comprehensive planning including the preparation of a Structure Plan prior to subdivision and development.

The Scheme currently identifies eight (8) 'Development Areas', which predominantly reflect the LPS, and which are primarily for residential development except for one which is identified for industrial development.

The main future residential development areas are situated to the east of the existing urban areas and include the Flinders Residential Estate (subject of an approved Outline Development Plan) and Bandy Creek area (subject to an approved District Structure Plan), to the north at Nulsen, and to the west in Sinclair, whilst several smaller areas are identified throughout Esperance for infill development. Collectively these areas amount to approximately 334 hectares of potential developable land.

The Scheme identifies a number of Special Control Areas (SCAs) that are significant for a particular reason and for which special provisions apply to the use and development of land. Generally the provisions relate to a single issue or a related set of issues and often overlap zone and reserve boundaries.

The SCA of most significance with regard to Esperance is "SCA 1 - Port and Transport Corridor Special Control Area" (SCA1). SCA1 generally comprises the inner residential areas in the vicinity of the Port and associated rail corridor. Amongst other things, SCA1 seeks to "ensure that no new development on land within SCA 1 is permitted unless arrangements are made for noise or other mitigation measures to be put in place". SCA1 is divided into three areas based on exposure levels with each area requiring some form of noise mitigation for residential development. The most stringent requirements are in the area adjacent to the Port and rail corridor with measures becoming less stringent further away. Noise management measures that may be requested by the local government include: noise bunds / fencing, landscaping or notifications on certificates of title.

Additionally there are two other SCAs that significantly influence future urban growth. "SCA 4 – Public Drinking Water Source Protection Areas Special Control Area 4" (SCA4) seeks to identify land that has been designated as groundwater reserves that supply public drinking water and ensure the protection of public drinking water resources. SCA4 affects land to the west of the town. "SCA 5 – Wetlands of Significance and Lake Warden Recovery Catchment Special Control Area 5" (SCA5) seeks to ensure that the use and development of land within the catchments is compatible with and does not detrimentally affect significant wetland areas. SCA5 affects land to the north of the town.

With regard to density, the Scheme generally advocates a residential density of predominately R12.5 to R20 with higher densities (R30 and R40) on localised sites scattered throughout the existing urban area and in close proximity to the town centre. Whilst an R20 density advocates an average lot size of 500m², the average lot size throughout Esperance is significantly larger, around 1,012m², which is more akin to an R10 density.

The Scheme allows a density bonus to R25 for areas coded R20 whereby small sites are amalgamated and are no less than 2000m². Additionally the site must be able to connect to reticulated sewerage and development does not result in excessive bulk, visual privacy issues or require high retaining walls.

With regards to the town centre, an objective of the 'Central Area' zone is to "encourage mixed use development containing a residential component and activity and amenity at pedestrian level". Although the Scheme lists 'dwelling' as a discretionary use within the use class table, it does not list 'multiple dwellings'. Notwithstanding clause 9.4.1(b) states that the local government is not to grant approval to applications for uses not listed unless it has been advertised.

The Scheme does not identify a residential coding within the 'Central Area' zone, however the ability for a site to provide for residential development is ultimately controlled through planning controls such as plot ratio (0.75 - 1.5 maximum) and limiting height generally to 2 storeys (although clause 5.5.2 and 5.5.3 of the Scheme allows height to be varied by the local government).

With regard to residential development generally, new development is largely guided by the provisions of the Scheme and in particular, the Residential Design Codes of Western Australia (R-Codes). Whilst the R-Codes provide guidance on the siting and scale of dwellings, they lack guidance with regard to architectural style or character, which could otherwise foster the creation of a unique identity and sense of place.

With regard to car parking for shop and office uses within the 'Central Area', the current requirements under the Scheme are 1 per 25m² and 1 per 40m² net lettable area (NLA) respectively. These ratios are more or less consistent with comparable regional towns and effectively promote an emphasis on car-dependant travel. Notwithstanding, clause 5.5 of the Scheme allows Council discretion to vary standards for non-residential development, whilst clause 5.11.2 allows cash-in-lieu of parking spaces and which is required to be paid into a special purpose fund for public car-parking facilities.

Commercial development in Esperance is largely guided by the Shire's Commercial Centre Strategy (CCS), adopted by Council at its meeting of 23 August 2011. It should be noted that the CCS has been prepared following adoption of the LPS and gazettal of the Scheme however it identifies a number of initiatives and actions which are considered valid in light of the current dispersed nature of land use and activity within the town centre. These include reviewing the delineation of the 'Central Area' zone within the town centre and consolidating retail/commercial activity, promoting more intensive mixed use development, consider the introduction of incentives for developers (including reduced parking requirements for civic uses, supermarket and Discount Department Store uses), and the preparation of Town Centre Concept Plan.

The planning framework as it currently exists is capable of providing for an additional 12,000 dwellings (or 19,000 residents), taking the total population in Esperance towards 30,000 residents. The majority of this population growth is accommodated in the developing eastern suburb of Bandy Creek, which comprises a developable area of approximately 264 hectares (Urbis, 2010) which if developed at an

optimum average density of 20 dwellings per hectare (R20) would yield around 5280 dwellings (or 13,000 residents). Whilst this area has the capacity to accommodate a significant proportion of Esperance's future growth, consideration should be given to ensuring the timing and release of land occurs in an orderly manner and does not undermine opportunities afforded within the existing urban areas to accommodate future growth. A preliminary desktop analysis of vacant and under-utilised sites within the town centre reveal the potential to realise a dwelling yield of some 1000 dwellings (based on the provision of multiple dwellings developed to the R60 requirements under the WAPC's Residential Design Codes of Western Australia, 2010).

Additionally, there are a number of other specific strategies, local structure plans, master plans and local planning policies (LPP's) which have been prepared to guide decision making with regard to specific matters relating to land use and development control.

With regard to the public realm, current planning initiatives underway relate to the foreshore upgrade. At the time of writing this report, tenders have been received by the Shire for the provision of landscape architect services Stage 1.

2.10.3 KEY DRIVERS AND PRESSURES

The key driving forces affecting Esperance primarily relate to the expected increase in activity associated with the mining industry and related services which in turn will impact on the operations of the Port, as well as development of the existing minor industries (tourism, agriculture). This activity has the ability to impact on the future growth and population of Esperance.

Additionally there are a number of projects (either completed, underway or planned) that will have some influence in shaping Esperance. Whilst these projects have generally come about in isolation to each other, there is a need to consider them as a collective whole to ensure they can work together and facilitate creating a sense of place that strengthens the role and function of the Esperance town centre.

The provision of additional housing to accommodate an increased population will place pressure on existing facilities and servicing infrastructure. The provision of new residential areas, housing, commercial and retail activity, and community services and infrastructure in a manner that is responsive to Esperance's key physical constraints of the coast, the system of lakes and the public drinking water catchment areas needs to be approached in an integrated and sustainable manner.

There is a relative oversupply of future urban land within Esperance, however future land releases on the urban fringes should be staged so as to not undermine development opportunities elsewhere around the town.

Whilst there is a relative oversupply of residential and industrial land, comparatively high construction costs is inhibiting the take up of new lots. In terms of the housing market, this in turn is putting upward pressure on the cost to rent or purchase a home in Esperance. Similarly the lack of suitable accommodation for transient workers is currently impacting on the availability of tourist accommodation for visitors to Esperance.

The development of an Esperance housing vernacular that is reflective of the natural environment, local community aspirations and cultural values will contribute to developing a unique identity as well as assist in creating an attractive, liveable and functional town centre.

2.10.4 KEY FINDINGS AND IMPLICATIONS

Based on the analysis of the current situation, the key findings and implications relating to planning for Esperance include:

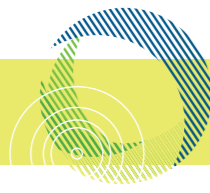
- » **Planning for future urban growth** - Orderly and proper planning for new urban areas logically assumes the development of greenfield land adjacent to existing developed areas once infill and brownfield development areas are exhausted. This principle applies to Esperance and is generally occurring along the eastern extent of the town. The current planning framework identifies land for future urban purposes however future planning for these areas will need to respond to key physical constraints including the coast, the Esperance lakes system and the public drinking water catchment areas as well as the provision of urban services and infrastructure. Additionally issues associated with soil type, water resources, varying topography and remnant vegetation mean that not all of the land between these features is suitable for urban or semi-rural development. Current town planning best practice advocates the provision of higher residential densities around areas of high amenity and key transport nodes to facilitate a sustainable approach to future urban development. Adopting this approach together with the identification of an urban growth boundary will ensure the future growth of Esperance occurs in a site responsive and sustainable manner.
- » **Provision of affordable and diverse housing** - Much of Esperance's growth in recent years has been accommodated within new, low density greenfield development. Whilst the current planning framework allows for infill development, opportunities for increased density and alternative housing types to accommodate future population growth should be promoted in locations either within or in close proximity to the 'Central Area' zone where a range of services and amenity is available to facilitate urban vitality and activity as well as strengthen the role of the town centre.
- » **Reconnecting the foreshore** - The foreshore is relatively disconnected from the town centre due to the large expanse of the foreshore area, the design and alignment of The Esplanade road, and a lack of development intensity and activity associated with development fronting the foreshore. Strengthening the key linkages between the foreshore and the CBD, together with anchored nodes of activity, can assist to reinforce connectivity and better integrate the foreshore with the town centre.
- » **Consolidate the town centre** - The existing 'Central Area' zone under the Scheme is relatively large and is characterised by a dispersed range of uses that could otherwise co-locate to form a town heart. Consolidating the town centre and encouraging development in a more contained environment can assist with strengthening the role and function of the town centre. The identification of mixed-use precincts and/or activity nodes incorporating a range of compatible uses (such as cafes, restaurants, cinemas, hotels, serviced apartments and resorts), together with residential development, can provide diversity and day and evening activity and assist to facilitate the creation of a more cohesive town centre with improved connectivity and public realm activation. Co-locating low intensity land uses (such as civic, institutional uses) to free up sites for higher and better uses can assist in achieving this.
- » **Redevelopment of key strategic town centre sites** - There are several relatively large strategic sites within the town centre that are under-developed and under-utilised. The redevelopment of these sites as mixed use development has the potential to assist with stimulating redevelopment within the town centre, creating anchored nodes of activity and strengthening key linkages, in particular with the foreshore.
- » **Facilitating mixed use development within the town centre** - Whilst there is the ability under the Scheme to facilitate residential development within the 'Central Area' zone, this is ultimately controlled by plot ratio and height provisions with no guidance in creating high quality mixed use development that achieves good urban design outcomes. Facilitating mixed-use development will require creating incentives for development such as adopting a more flexible, performance based Scheme and/or public realm improvement programs or projects that can stimulate redevelopment. Amending the Scheme to comprise provisions that are performance based and thereby allow greater discretion and flexibility to determine applications based on merit and orderly and proper planning principles will require appropriate supporting policies and guidelines to clearly guide development to achieve

the desired urban design outcome. To further encourage mixed use development incorporating a residential component effectively within the town centre, the Scheme should be amended to include 'multiple dwellings' as a permitted use within the 'Central Area' zone, as well as other lower order centres (district, neighbourhood centres) if desired. The provision of apartment living can assist with providing greater housing choice and contribute to increasing the vibrancy and vitality of the town centre.

- » **Bandy Creek DSP** - The DSP identifies the future development of a mixed use marina development incorporating a range of water front recreation and tourism activities, intended to provide a point of difference to existing development in Esperance. This needs to be considered in context of planning for the town centre, together with the redevelopment of the foreshore, so as to ensure that any proposals for these areas, particularly the integrity of the town centre, are not undermined. Additionally the extent of land identified for urban purposes may need to be reviewed in the context of the recommendations and strategies identified under this Growth Plan.
- » **Redevelopment of the WWTP, Bulk Fuel Storage Tanks and CBH/CSBP land** - The land comprising these facilities has the potential to be redeveloped and assist with connecting Esperance's two residential areas. Development of this land should be the subject of a major visioning exercise with the broader Australian developer market being involved. However as relocation of the uses and remediation of the land is likely to be cost prohibitive, it is unlikely that the land will be available for redevelopment in the short to medium term. However in planning for the future growth of Esperance, consideration should be given to the identification of a staged approach to redevelopment including interim land uses.
- » **Planning around the Port and Access Corridor** - The future planned expansion of the Port will impact on the type and intensity of land uses in proximity. Given SCA1 seeks to minimise the impact of emissions (particularly dust and noise) on sensitive uses, it is considered that increased residential development in this area will be limited.
- » **Develop an Esperance Housing Vernacular** – To promote a sense of local identity and place, an Esperance housing vernacular should be developed to guide the design of new dwellings within existing and future urban areas having regard to the style, character and heritage of Esperance. New housing should be site responsive to the local climatic context incorporating climate responsive design principles, designed to ensure a strong relationship to the street to facilitate safety and security as well as assist with the creation of visually appealing streetscapes.
- » **Facilitating affordable housing and diverse accommodation** - There is a need to identify strategies to assist with reducing housing and construction costs as well as the provision of affordable accommodation for the non-resource sector workforce and tourists in the short term. The provision of transient workforce accommodation should be designed to integrate into the urban fabric and in a manner that can be re-used over time.
- » **Improved public realm** – Associated with town centre redevelopment and consolidation, there is a need to ensure a coordinated approach to the development of the public realm that is sufficiently flexible to cater for future needs and changing priorities of the town. Increased development intensity within the town centre will create a 'heart', which will need to be supported by local character and public realm upgrades to maximise amenity for all user groups. The definition of streetscape hierarchies should be supported by appropriate street furnishings along key routes and pedestrian links to facilitate improved wayfinding and amenity with the town centre. Public realm improvements should ensure integration with the Esperance Foreshore Upgrade Project to facilitate the creation of a seamless public realm environment.

FIGURE 41 - EXISTING VACANT SITES WITHIN THE TOWN CENTRE





3. PROJECT VISION, GOALS & OBJECTIVES

3.1 COMMUNITY ENGAGEMENT OUTCOMES

The community's input resulting from the questionnaire, workshops, open days and meetings has been summarised into the themes below.

The people of Esperance value:

- » Active community involvement that creates a sense of belonging;
- » Respect of the natural and Indigenous heritage;
- » A diverse and robust economy that creates opportunities for all;
- » Sustainable behaviours;
- » Built form which is of a high quality as well as diverse; and
- » A collaborative approach.

The community believes the project provides the following opportunities:

- » Revitalisation of the Town Centre;
- » Maximising the benefits of being a compact town - "Ten minutes to anywhere";
- » Achieving a balance between the desire for close proximity and access to natural amenity and its preservation;
- » Promoting the benefits of Esperance's coastal location;
- » Recognising the benefits of isolation in that it creates greater social and economic cohesion;
- » Strengthening and managing access to natural amenity;
- » Identifying key land for strategic development;
- » Development of additional medical facilities;
- » Development of sense of place through public realm improvement programs; and
- » Capitalising on the entrepreneurial spirit that exists in Esperance.

The challenges the community believes need to be addressed are:

- » Attraction and retention of people into the community;
- » Opportunities for tertiary education within the community;
- » Attraction of key employment generators;
- » Attraction of investment in high quality, unique tourism accommodation;
- » Facilitating diversity in the residential market; and
- » The divided nature of the Esperance townsite.

The community has identified that the Esperance SuperTown Program should:

- » Strengthen Esperance so that it doesn't stagnate or grow unsustainably;
- » Refer to the achievements of the past that have built the foundations for the future;
- » Ensure the character and spirit of Esperance is enhanced;
- » Overcome the hindrances that people have towards staying in Town (attracting and retaining);
- » Have an attitude and plan to attract new ideas and investment into Esperance;
- » Leverage the government opportunity in line with the aspirations of the people;
- » Build a strong Town Centre to act as the impetus for living, working and recreating; and
- » Build capacity and resilience within the Esperance community.

3.2 VISION FOR ESPERANCE – A SUPERTOWN

The outcomes of the community engagement, together with various aspirations identified under past community consultation and strategic planning documents have been synthesised to create a vision for the project.

The vision for Esperance – a SuperTown is:

"We are a resourceful and relaxed people motivated towards building our economy whilst strengthening our relationship with each other and the environment."

The vision encompasses the;

- » Strong network of self-reliant community and service organisations;
- » Strong attraction to and interaction with the natural environment;
- » Need to protect and enhance the character and spirit of the community; and
- » Need for additional key strategic employment drivers to ensure a diverse economy.

3.3 FUTURE ESPERANCE SUPERTOWN – GOALS AND OBJECTIVES

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

The Project Objectives are relevant to the Esperance context and 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, Natural Environment, Economy, Built Environment/Infrastructure, Civic Leadership and Governance Aspirational Goals, a number of these are multi-dimensional and apply to more than one of the singularly specified domains.

	ASPIRATIONAL GOALS	OBJECTIVES
COMMUNITY	A creative, caring and supportive community that fosters a 'sense of belonging and motivates all through its positive 'can do' attitude.	<p>C1. Foster, support and encourage the development of a vibrant, self-sufficient and caring community.</p> <p>C2. Support a sustainable increase in local population across a diverse range of age groups.</p> <p>C3. Support the development and prosperity of outlying townships to meet the needs of their communities.</p> <p>C4. Provide equitable access to a high level of utilities and services.</p> <p>C5. Provide diverse and innovative education and training opportunities and facilities.</p> <p>C6. Provision of quality, co-located medical facilities and health related services that cater to the needs of the community.</p> <p>C7. Encourage and support the development of arts and cultural activities, services and facilities.</p> <p>C8. Provide cost-effective and user-friendly leisure and recreational services and facilities through planning partnerships, sponsorship and community involvement.</p> <p>C9. Support and advocate well trained and well-equipped volunteer groups and organisations that contribute to the community.</p> <p>C10. Acknowledgment of Indigenous and European cultural heritage through built form, public art and community activities.</p>
NATURAL ENVIRONMENT	Sustainable approach to living and preservation and restoration of the pristine natural environment.	<p>NE1. Sustainably manage the natural environment while balancing its use for tourism purposes.</p> <p>NE2. Understand the values of native vegetation and maximise its retention and rehabilitation.</p> <p>NE3. Provide best practice coastal management to minimise environmental impact whilst maintaining recreational values.</p> <p>NE4. Minimise waste to landfill and recover and reuse materials locally and regionally.</p> <p>NE5. Management of waste to avoid adverse environmental impacts.</p> <p>NE6. Use water efficiently and maximise the reuse of water.</p> <p>NE7. Encourage best practice stormwater management.</p> <p>NE8. Provide opportunity to utilise and increase renewable energy.</p> <p>NE9. Ensure energy is used efficiently and effectively.</p>
ECONOMY	A strong and innovative local economy that provides employment opportunities for a range of age groups within diverse industries.	<p>E1. Encourage and support the development of tourism that caters for local, regional and international tourist opportunities year round.</p> <p>E2. Embrace strategic and innovative industry opportunities that capitalise on isolation, international trends and new emerging markets.</p> <p>E3. Increase range and diversity of local businesses primarily located within a consolidated and revitalised town centre with an enhanced tourism based role.</p> <p>E4. Promote and utilise the entrepreneurship of local businesses.</p> <p>E5. Promote and increase business investment opportunities through marketing and branding strategies.</p> <p>E6. Strengthen and enhance level of service from local businesses through education, training and apprenticeships programmes.</p>
BUILT ENVIRONMENT / INFRASTRUCTURE	A compact and connected townsite that includes a diverse range of land uses, capable of accommodating a growing and integrated local population.	<p>B1. Provide for the equitable and sustainable development of land within an established growth boundary.</p> <p>B2. Consolidate and revitalise the Town Centre and activate key street frontages that attract and retain pedestrians.</p> <p>B3. Integrate the town centre and foreshore both physically and through appropriately located and compatible land uses.</p> <p>B4. Provide a variety of well-designed active and passive public places.</p> <p>B5. Provide an integrated, safe and efficient intermodal transport network, which actively encourages walking and cycling</p> <p>B6. Provide suitable transport networks that enhance connectivity to and from Esperance and other destinations within the region and beyond.</p> <p>B7. Provide adequate essential services and infrastructure to support population growth.</p> <p>B8. Promote a transect approach to housing that accommodates high density close to town centre with rural residential on the periphery.</p> <p>B9. Provide affordable and quality housing and tourist accommodation opportunities.</p> <p>B10. Encourage a distinct architectural character and style that responds to the climatic setting and promotes identity and a "sense of place".</p> <p>B11. Promote and encourage best practice and sustainable urban design and construction methods.</p>
CIVIC LEADERSHIP AND GOVERNANCE	A collaborative community directed by strong, proactive leaders who ensure two-way communication is maintained.	<p>G1. Encourage the cultivation of strong and proactive leadership within the community.</p> <p>G2. Maximise collaboration and community commitment to actively participate in decision-making processes.</p> <p>G3. Provide effective and efficient two-way communication between decision makers and the community.</p> <p>G4. Provide a proactive and innovative policy and governance framework that enables and encourages quality outcomes.</p> <p>G5. Identify, establish and maintain partnerships between government, industry and the community.</p> <p>G6. Assist the broader region in reaching its potential through co-operation, resource sharing and proactive representation.</p>



4. INTEGRATED STRATEGY

4.1 THE ECONOMY

This Growth Plan outlines a range of discrete key projects which the Community, Project Team and Due Diligence Report have identified as being required to assist with addressing key issues and assist with positioning Esperance to cater for population growth.

From an economic perspective, it is the projects and strategies that will drive the growth of the town and underpin the economic and employment base of Esperance in the longer term. Of these projects, it is expected that two – the Industry Development and Supply / Value Chains Study and the Enterprise Business Unit Study - will be a significant part of an integrated strategy for growth insofar as they are directly designed to understand and drive the development of strategic employment in Esperance over the medium to longer term.

4.1.1 ECONOMIC DEVELOPMENT IN ESPERANCE

Economic development is defined as the expansion of the economy through the export of knowledge, goods or services to external markets (regional, national and international). Developing a resilient, prosperous local economy to support the growth envisaged within the Growth Plan's vision for Esperance will require proactive intervention and investment. Based upon the consultation, analysis and assessments conducted through the Esperance SuperTowns project, the focus of economic development initiatives should be on three key areas. These are:

- » Building upon existing competitive advantages
- » Building local strategic capacity
- » Actively restructuring the economy for sustained, resilient growth

This section will outline identified future opportunities for economic development within Esperance. In some cases projects seeking to take advantage of these are already underway, whilst in other cases further more detailed consideration may be required.

4.1.2 BUILDING ON EXISTING COMPETITIVE ADVANTAGES

Esperance is a strong and vibrant strategic economy that specialises in the production and export of primary goods to external markets. This includes both agricultural and resource goods from local and regional activities, with the town providing a logistics and supply base for many farms and mine sites. Future growth of the local economy will include the expansion of these capabilities, with Esperance's ability to efficiently and effectively transfer goods to external markets being a key capability to leverage and expand. Internationally competitive logistics infrastructure will be absolutely critical to future growth, with Esperance Port and freight rail (the Port Access Corridor) central to driving this competitiveness.

Esperance Port is currently looking at a \$300 million two-stage upgrade to increase iron ore exports to 30 million tonnes annually by 2015 to meet the export requirements of a number of smaller iron ore producers. In addition, to enable the Port to continue to meet its full potential and achieve its mission of facilitating trade, the State Government has announced a \$120 million upgrade of the transport corridor into the Port. Work is expected to start in early 2012 and take about two years to complete. Further opportunities exist to link the Port to the Kalgoorlie freight hub and the Pilbara through the proposed Portlink infrastructure project.

Linkages between Port infrastructure and resource extraction activities in the surrounding hinterland and Goldfields-Esperance region are highlighted with the current scoping of Scaddan coal exports. This project will include significant 'inland port' infrastructure linking the Scaddan minesite to the Esperance Port. Targeting investment in project specific infrastructure such as this has the ability to support major resource export projects, with significant local impacts over its 60-year life.

In addition to the critical task of facilitating trade, opportunities exist for Esperance to play a larger role in the continued development and growth of regional food production activities. This is especially the case in localising additional segments of the value chain (including secondary processing and the development of new products based upon existing competencies). The export accreditation of Esperance Abattoirs (currently in progress) is an example of an opportunity to locally process food for external markets – with subsequent economic and employment benefits remaining local. It also allows the local economy to brand and differentiate itself (e.g. Coffin Bay Oysters, Harvey Beef, Yallingup Wood Fired Bread).

Further opportunities potentially exist in the production, blending and milling of grains for specialised markets. The South East Premium Wheat Growers Association's (SEPWA) Strategic Plan highlights the importance of this to the ability of local growers to achieve premium pricing for their crop. In particular the Plan aims to create opportunities that:

- » Develop relationships with end users to secure premiums for Esperance grains.
- » Develop relationships with marketers and bulk handlers.
- » Educate ourselves on the uses for grains of different qualities.
- » Develop brand names and segregations. Adjust specs to suit end users.
- » Develop relationships with Department of Food Technology in Malaysia.
- » Promote our achievements and aims to raise our profile and relevance.

Implicit in these activities is continued planned, targeted economic development. Esperance may have a role to play in the expansion of specialist professional services (e.g. agricultural science and agronomy), a base for research and development, and potentially even local hosting of more intensive horticultural and specialist activities (e.g. greenhouses, vineyards etc).

The Shire of Esperance's ability to continue to grow the local tourism industry (both in terms of increased visitation and capture of expenditure from visitors) will be another key component in supporting envisaged growth. Specific opportunities include:

- » Esperance Waterfront Development – the development of the Esperance foreshore into an iconic location for visitors and residents including activity hubs connecting the Town Centre and foreshore.
- » Development of a strong and coherent marketing and branding plan for Esperance.
- » Development of an Eco Resort at Cape Le Grand National Park – Naturebank (Naturebank is a Western Australian Government initiative that aims to prepare sites for development of sustainable, quality eco-tourism accommodation experiences in the State's national parks. Naturebank is a partnership between Tourism Western Australia and the Department of Environment and Conservation. New Island Bay in Cape Le Grand National Park, 40 kilometres east of Esperance has been identified as a possible Naturebank site).
- » Establishing the Norseman Gateway Visitor Centre
- » Development of a 5-star resort in Esperance
- » Upgrade of the Hopetoun main street
- » Acquisition and upgrade of Parmango Road.
- » Completion of \$40 million Fitzgerald National Park Enhancement project
- » Targeted infrastructure aimed at attracting and supporting 'grey nomad' caravan travellers entering or leaving WA
- » Targeted infrastructure aimed at attracting and supporting backpackers and young travellers as a potential source of seasonal labour or longer-term migrant workers.
- » Further development of Bandy Creek Boat Harbour and Canal Development to expand the availability of accommodation and amenity options (including holiday homes) Tapping into the South Australian Market through direct flights to/from Adelaide

These projects have the potential as a group to build the Esperance tourism value proposition, encouraging different market segments to stay longer and spend more within the local economy.

4.1.3 BUILDING LOCAL CAPACITY

To achieve envisaged growth targets, Esperance will not only need to develop sustained economic drivers, but also build local capacity to take advantage of the drivers that are available. In periods of sustained growth capacity issues can have a large impact on the competitiveness or productivity of an economy. Planning for capacity issues tends to encompass the four factors of production (land, labour, capital and enterprise). In Esperance's case labour and land considerations potentially offer the greatest immediate opportunities for intervention.

Like much of Western Australia, Esperance is close to full employment – with nearly all capable and active workers gainfully employed. Esperance's ability to compete in an increasingly scarce labour market will therefore be a major determinant of the Town (and Region's) capacity to grow. This consideration has already driven planning and the preparation of a business case for a substantial construction-phase workforce accommodation village to provide for accommodation options for temporary workers (without adversely impacting upon tourism accommodation or creating an undue 'asset bubble' in the local housing market). As a long term legacy for the town, this project also plans to expand the town's supply of affordable housing to encourage the permanent relocation or retention of workers to Esperance.

Expansion of amenity offerings and essential human services will also be critical in expanding the labour capacity of the local economy. This includes the continued development of Esperance as a high amenity community with a variety of active and passive lifestyle options, and the adequate provision of education and healthcare to support 'whole-of-life' residence within the Town and community. Relevant projects already committed in Esperance include the \$32 million upgrade to Esperance Hospital and the \$13 million expansion of the Esperance Residential College in 2012. This project will construct 22 new single student rooms, taking the facilities, student accommodation to 112 beds; upgrade the kitchen, dining and ablution facilities; and provide four additional accommodation units for staff.

The proposed Esperance Waterfront Development and Town Centre Revitalisation projects are fundamental to the continued development of Esperance's amenity to attract and retain young people, families and additional workers to the town.

4.1.4 ACTIVELY RESTRUCTURING THE LOCAL ECONOMY

The vision outlined in this Growth Plan implicitly assumes a major restructure of the local economy to expand the local employment opportunities sufficient to support the target population-growth. The implications of this is that higher risk, more 'blue sky' initiatives will need to be carefully planned and invested in by both public and private stakeholders. The Esperance Supertowns Project Group have recognised this, with an Esperance Economic Development Business Case being proposed to specifically address this need. Whilst the Growth Plan cannot pre-empt the outcomes of this project, a number of opportunities are likely to be considered as medium-long term drivers for local and regional economic development. These include:

- » Taking advantage of Esperance's isolation to allow for scalable testing of initiatives, technologies and enterprise business models. This may mean the development of 'test-bed' infrastructure as well as strong linkages with relevant research bodies and enterprises
- » Developing local, renewable and cost effective energy (from sources including geothermal and wind) to be utilised as a major input into energy dependent strategic industry activities (potentially including port activities, food productions and processing, and resource projects)
- » Esperance's fishing industry's ability to expand wild fish capture in the future is likely to be limited by regulatory constraints and stock availability. There is however an opportunity to develop aquaculture activities that allow for marine resources to be utilised. The place of Esperance in leveraging such opportunities may or may not include the location of farms, with mobile aquaculture becoming more viable and prevalent (taking advantage of offshore conditions and currents, and avoiding local negative externalities). Such activities need a land-base for maintenance and processing activities. Esperance's substantial marine infrastructure may be an ideal starting point around which to build a competitive advantage.

The Esperance Economic Development Business Case provides a roadmap for the consideration, testing and investment in these and other initiatives. Integral to this is a pragmatic, multi-stakeholder governance structure that is able to recognise and act upon changing opportunities as Esperance's context in the global economy evolves.

4.2 THE COMMUNITY

The Creating Communities Intentional Communities Strategy Framework, shown in Figure 42 below, has been used to develop an Integrated Strategy for Esperance.

The framework is based on Creating Communities model 'The Sociology of Community' which highlights the importance of the considerations of social capital, wellness, quality of life and cultural anthropology in social planning. For the SuperTowns Project to successfully deliver sustainable economies and communities all four dimensions of this model need to be optimised.



FIGURE 42 - INTENTIONAL COMMUNITIES MATRIX (CREATING COMMUNITIES AUSTRALIA 2003)

INTENTIONAL COMMUNITY FACTORS	SUPERTOWN CONSIDERATIONS	REQUIRED ACTIONS
OURSELVES		
Individual wellness	<ul style="list-style-type: none"> - Adequate provision and timed delivery of open space, recreation, education, nature reserves. - Adequate provision of healthcare and health services. - Support to recreation clubs. - Adequate provision of sporting clubs and venues. 	<ul style="list-style-type: none"> - A comprehensive Community Infrastructure Plan. - Investment into upgrades of existing facilities. - Joint provision, maintenance and management of facilities. - Feasibility studies of each facility. - Club Development Strategy. - Integrated Community Plan. - Advocacy with Health Department.
Personal development	<ul style="list-style-type: none"> - Adequate provision and choice in primary, secondary and tertiary education and training. 	<ul style="list-style-type: none"> - Advocacy with Department of Education - Youth Plan.
Self-determination	<ul style="list-style-type: none"> - Ongoing opportunities for input into planning process and implementation. - Commitment to ensuring the Aboriginal community and youth are involved. 	<ul style="list-style-type: none"> - Development and implementation of Community Engagement and Communications Plan. - Targeted engagement of groups.
Access and amenity	<ul style="list-style-type: none"> - Adequate provision of public transport, cycling, walkable neighbourhoods, links to surrounding networks. 	<ul style="list-style-type: none"> - Consideration in planning. - Shire Strategic Community Plan and Operational Plan. - Integrated Community Plan. - Community Infrastructure Plan.
OUR COMMUNITY		
Cultural heritage	<ul style="list-style-type: none"> - Aboriginal and European heritage incorporated in future planning. - Cultural programs to celebrate heritage. 	<ul style="list-style-type: none"> - Consideration in planning. - Cultural Plan. - Events and activities program.
Collective identity	<ul style="list-style-type: none"> - Build community pride in the SuperTown project through communications, events and activities. - Plan for future methods to reinforce community values. 	<ul style="list-style-type: none"> - Shire Strategic Community Plan and Operational Plan. - Communications and events celebrating SuperTown. - Cultural Plan. - Events and activities program.
Sense of ownership	<ul style="list-style-type: none"> - Participation in planning process. - Incorporation of community and stakeholder input. 	<ul style="list-style-type: none"> - Engagement and Communications Plan. - Shire Strategic Community Plan and Operational Plan.
Cooperative spirit	<ul style="list-style-type: none"> - Initiate community planning to ensure activation of community, support for volunteerism, planning for events and programs. 	<ul style="list-style-type: none"> - Engagement with community organisations and community. - Shire Strategic Community Plan and Operational Plan.
Civic creativity	<ul style="list-style-type: none"> - Public art programs, local art/craft groups. 	<ul style="list-style-type: none"> - Public and Community Art Strategy.
OUR ENDEAVOURS		
Diverse industry	<ul style="list-style-type: none"> - Develop strategies to support local business, encourage business investment and the attraction of diverse employment opportunities. 	<ul style="list-style-type: none"> - Local Economic Strategy.
Competitive advantage	<ul style="list-style-type: none"> - Identify how SuperTown will provide competitive advantage for the project and promote. 	<ul style="list-style-type: none"> - Esperance Marketing Plan.
Innovation and entrepreneurship	<ul style="list-style-type: none"> - Ensure economic strategies support, home business, business incubation, support for start-ups, access to investors. 	<ul style="list-style-type: none"> - Local Economic Strategy.

INTENTIONAL COMMUNITY FACTORS	SUPERTOWN CONSIDERATIONS	REQUIRED ACTIONS
Sustaining structures	Consult with Chamber of Commerce and industry. Strategies to enhance business associations and networks.	Engagement and Communications Plan. Local Economic Strategy.
Our place		
Safety and security	<ul style="list-style-type: none"> - Plan for safety and security. - Consider needs of people with disabilities. - Support community initiatives to improve. 	<ul style="list-style-type: none"> - Consideration in planning. - Disability Plan. - Shire Strategic Community Plan and Operational Plan.
Aesthetic attributes	<ul style="list-style-type: none"> - Ensure built form builds on the local vernacular. - Ensure public open space and landscaping reinforces the communities character and spirit. 	<ul style="list-style-type: none"> - Consideration in planning. - Community input into design guidelines and landscaping.
Civic attractors	<ul style="list-style-type: none"> - Creation of community hubs with appropriate spaces for communities to come together informally and for events and activities. 	<ul style="list-style-type: none"> - Consideration in planning. - Community input into the design of community hubs. - Activation of community hubs through events and activities. - Community Infrastructure Plan.
Respite spaces	<ul style="list-style-type: none"> - Good range of and connectivity between open spaces and natural bushland. - Ease of access to the natural environment. 	<ul style="list-style-type: none"> - Consideration in planning.

The community and social planning elements of the SuperTown Programme require a range of planning, engagement and advocacy actions to be implemented as shown in the Creating Communities Intentional Communities Strategy Framework.

4.2.1 COMMUNITY PLANNING

The development of a Community Infrastructure Plan is needed to thoroughly assess facilities, current needs, project future needs and to provide an achievable plan for the timely delivery of facilities with a focus on joint provision. There is a great need to resolve the Greater Sporting Ground and Bay of Isles Recreation Centre in the short term.

This plan should also consider current trends in facilities provision, namely:

- » Provision of shared-use sporting club facilities that are managed by sporting associations made up of user clubs;
- » Incorporation of passive infrastructure in active open space areas to promote physical activity (i.e. community walks, community art, seats, cycle paths, etc);
- » General decline in participation in formal sports has been declining in Australia;
- » Greater participation of the aging population in older adult specific programming;
- » Higher expectations of baby boomers for their leisure activities, impacting on the quality of facility and service provision;
- » Increasingly higher expectation in relation to quality of services, equipment and facilities;

- » Greater participation in passive individual recreation pursuits as opposed to group or team participation (i.e. walking, cycling, fishing, swimming and water sports); and
- » Need to integrate facilities for passive physical activity at active sporting grounds (i.e. pathways, picnic areas, seats, fitness equipment, BMX tracks).

The Community Infrastructure Plan needs to be accompanied by a Community Development Plan for the town. This should be developed in consultation with the community, service providers, clubs and associations with particular care being taken to ensure the voice of youth, aged and the Aboriginal community are heard. This plan should be incorporated into the Shire's 10 year Shire Strategic Community Plan and Operational Plan.

All planning for projects and future town planning should ensure that the community elements identified in the community integrated Strategy are incorporated.

Ongoing community and stakeholder input into the SuperTown project and sub projects will be critical to ensure the plans have the value of being informed by local people. Care should be taken to ensure that youth, order people and the Aboriginal community are involved. An ongoing program of communications is also required.

4.2.2 SHIRE PLANNING

As the town grows there will be a need for a variety of planning instruments and other actions including:

- » Club Development Strategy;
- » Youth Plan;
- » Cultural Plan;
- » Events and activities program;
- » Engagement and Communications Plan;
- » Public and Community Art Strategy;
- » Local Economic Strategy;
- » Esperance Marketing Plan;
- » Disability Plan;
- » Activation of community hubs through events and activities; and
- » Advocacy with Department of Education and Department of Health.

4.3 THE ENVIRONMENT

The natural environment of Esperance and surrounding areas is recognised as being extremely important to the community. The nearby National Parks, Ramsar wetlands, Recherche Archipelago and the dramatic coastline provide a number of recreational and tourism opportunities and protection of these environmental assets into the future requires careful management.

4.3.1 ENVIRONMENTAL INVESTIGATIONS

A number of environmental values and issues have been identified within Esperance and the surrounding area, which will require specific management and/or consideration as part of the development and implementation of the Esperance Growth Plan. These values and issues include landscape, flora and vegetation, fauna, water, coastal and marine and potential impacts from various land uses.

The extent of environmental investigations required to support the planning and implementation phases of the Esperance Growth Plan will be dependent largely upon the areas proposed to be developed. The recommended environmental investigations have been outlined below, with context provided on when these investigations should be undertaken.

» Flora and Vegetation Survey

There is limited information available on the flora and vegetation values within the Esperance townsite. Any areas within the growth plan or town centre plan that require the clearing of native vegetation should undertake a Level 2 flora and vegetation survey to determine the flora and vegetation values, in accordance with Environmental Protection Authority Guidance Statement 51 Terrestrial Flora and Vegetation Surveys for Environmental Impact Assessment in Western Australia. This may include the area of Middletown and Bandy Creek, where there is significant native vegetation and where development may be located in the future. 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.

» Fauna Survey

Information on the presence and use of the Esperance townsite by fauna species is limited, with species of conservation significance identified using native vegetation around the town site, plus in the nearby Lake Warden system. Any areas within the growth plan or town centre plan that require the clearing of native vegetation should have a fauna survey undertaken to assess the potential presence of native fauna and to assess the fauna habitat. This would also include the area of Middletown and Bandy Creek, where there is significant native vegetation, plus large stands of mature trees, such as Tuarts (*Eucalyptus gomphocephala*) and Radiata pine (*Pinus radiata*), which provide foraging and roosting habitat for Carnaby's Black Cockatoo.

» Flood Study Bandy Creek

Future development within the Bandy Creek area will require a flood study of Bandy Creek to define the 1 in 100 year floodplain to ensure buildings and infrastructure are not at risk of flooding. This should occur prior to development adjacent to Bandy Creek.

» Acid Sulfate Soils

Proposed development within areas at risk from Acid Sulfate Soils may require assessment to determine the nature and extent of Acid Sulfate Soils and management of any impacts from development.

» Emissions Assessment

There are a number of land uses within Esperance that 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 and the Wastewater Treatment Plant. 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.

» Water Management

Local Water Management Strategies (LWMS) should be prepared in accordance Better Urban Water Management, for new areas of residential development (such as Middletown and Bandy Creek) subject to a Local Structure Plan (or similar). An LWMS would outline the surface water and groundwater management, drainage concepts and a local scale water balance and water conservation strategy for the Local Structure Plan area.

» Waste Management

The licence for the existing landfill facility at Wylie Bay expires in 2016 and the Shire of Esperance has confirmed the licence will not be renewed by the Department of Environment and Conservation. Due to ongoing environmental management issues at the site, a new location for the town's waste facility needs to be found. The site selection, acquisition and approval process for a landfill facility can typically take many years and therefore this is a high priority for the Shire in order to be significantly progressed through this process prior to 2016.

Concurrent to the new landfill facility, the operations, monitoring and remediation of the current waste facility needs to be considered. Decommission of waste facilities typically occurs over decades, in order to manage emissions from these facilities. In the immediate term, the Shire is looking at construction of a new lined waste cell at Wylie Bay in order to restrict the leaching of materials that is currently occurring. It is not clear whether the DEC will support a lined waste cell at the Wylie Bay facility and therefore it is critical that the planning and approval of a new facility is prioritised.

» Recreation and Environmental Coordination and Management

Recreation within natural areas affects a number of stakeholders within Esperance, including the Shire, the Department of Environment and Conservation, local recreation groups (fishing, sailing, four-wheel drive), tourism operators and local conservation groups. In order to plan and manage recreation and activity within natural areas into the future, within an increased population it is important to engage all these stakeholders and provide a co-ordinated approach that benefits all users, while protecting the natural values of these areas.

These initiatives would provide necessary information to ensure that the environmental values and/or associated impacts are managed appropriately as the Esperance 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.

In addition to an understanding of the physical environment, it is also important to ensure that the environment is captured within the marketing and branding of Esperance. The coastal lifestyle and proximity to the natural environment are part of the spirit of the town, and it is important that these elements are captured in the marketing, branding, tourism and recreation opportunities offered by Esperance.

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 or coastal and marine areas 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 landfill facility, depending upon the type of facility likely within the town, based on the outcomes of the waste management planning.
- » 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.
- » Contamination investigations to assess the nature of potential contaminated sites registered pursuant to the Contaminated Site Act 2003. Contamination remediation may also be required following the outcomes of these contamination investigations.

4.3.3 MEASUREMENT AND FEEDBACK

A measurement and feedback component is important to determine the Growth Plan performance and success over time including the ability to successfully address the objectives. With respect to the environment, key performance indicators will be related to the areas of environment that could potentially be placed under increasing pressure through the implementation of the Growth Plan.

Environmental pressures arising from implementation of the Growth Plan may occur through development (or redevelopment) as well as through an increase in emissions due to increased population and an increase in people accessing natural areas. Overall, a key performance measure for the implementation of the Growth Plan will seek to ensure that impacts on the local and regional environment are not significant and that the key features of environmental assets (such as landscape, flora and vegetation, fauna, water, air quality, coastal and marine) are retained and ideally enhanced throughout the implementation of the Growth Plan.

Another key performance indicator will be the extent of environmental stewardship within the community and environmental repair of currently degraded areas. Environmental stewardship can also be increased through improved management and stakeholder engagement of natural areas with recreation and tourism values. A key objective of the Growth Plan is to sustainably manage the natural environment and maximise native vegetation retention and rehabilitation while balancing recreational and tourism uses.

Additionally, the success of the Growth Plan objectives can be measured through the community's ongoing use of resources, such as water (including wastewater and stormwater), waste disposal and energy. Strategies to sustainably manage these resources and improve efficiency are included as components of a number of the Growth Plan projects.

4.3.4 ENVIRONMENTAL CONSERVATION, ENHANCEMENT AND OPPORTUNITIES

Sustainability and the natural environment are integral components of Esperance's identity. In addition to the specific above-mentioned environmental investigations, additional environmental investigations need to be undertaken to better plan for environmental management of natural assets within the Esperance townsite and the Esperance region. The identification of these requires further exploration beyond this Growth and Implementation Plan.

Within and amongst Esperance's surrounds are a number of tourism opportunities, which can be directly linked to the conservation and enhancement of the natural environment.

These include ecotourism opportunities associated with the four National Parks, comprising one-fifth of the total Shire area, and the Archipelago of the Recherche (including more than 100 islands).

Additionally, there are a number of environmental conservation and enhancement opportunities within the townsite, which would help promote Esperance as a sustainable town. Likewise, future development within the townsite should adhere to the principles of Ecologically Sustainable Development.

Overall, Esperance has the opportunity to package the beauty and wonders of its natural environment and promote the successful management of these features. Ecologically Sustainable Development and local biodiversity conservation are also key branding strategies that can be utilised in the unique environment of Esperance. These messages can translate into a brand, marketing the town and its region as a key tourism destination, unlike any other.

4.3.4.1 Ecologically Sustainable Development

When considering the growth and development of Esperance, it is of vital importance that Ecologically Sustainable Development (ESD) outcomes be pursued and achieved.

Australia's National Strategy for Ecologically Sustainable Development (1992) defines ecologically sustainable development as: "using, conserving and enhancing the community's resources so that ecological processes, on which life depends, are maintained, and the total quality of life, now and in the future, can be increased".

Esperance is well positioned to promote its desire and ability to achieve the following core objectives of ESD:

- » To enhance individual and community well-being and welfare by following a path of economic development that safeguards the welfare of future generations
- » To provide for equity within and between generations
- » To protect biological diversity and maintain essential ecological processes and life-support systems

Esperance's goal to achieve such outcomes is intrinsically linked to the pursuit of ecotourism opportunities within the town and broader region. Similarly, future development within the town should adopt these principles and aim to minimise impacts on the environment and resources by incorporating best management practices and technologies.

4.3.4.2 Ecotourism

Ecotourism is a fast growing sector of the tourism industry. Ecotourism is a blend of conservation and tourism, with the aim of having the least possible impact on the landscape and environment.

Ecotourism provides a low impact, small-scale alternative to standard commercial tourism.

Esperance's proximity to parks and sites of both local and national significance has the potential to make it a 'gateway' to unique environmental experiences for the enjoyment of all.

4.3.4.3 Ecotourism Opportunity: The Great Western Woodlands

Located in Esperance's 'backyard' is the Great Western Woodlands (GWW): a global treasure of great biological richness, representing the largest and healthiest remaining intact temperate Woodland on earth. Extending from Kalgoorlie to the north, Salmon Gums to the south, the Wheatbelt to the west and the Nullarbor Plain to the east, the GWW spans across close to 16 million hectares.

The GWW is extraordinarily bio diverse. The Woodlands form an arc of eucalypt woodlands, open bushland intermixed with thick eucalypt mallee, low shrublands and grasslands and contain approximately 3,000 species of flowering plants.

The GWW is regarded as a significant state and international carbon store. The GWW represent a major opportunity to offset greenhouse emissions through increased carbon sequestration, contributing to the mitigations of climate change.

The GWW is increasingly becoming a popular travel destination and stop over for tourists wishing to experience the outback, go four wheel driving and bird watching. The region is rich in culture and heritage and tours are on offer providing authentic Aboriginal encounters along the way.

Growing a strong tourism base is important in a local and regional context. The GWW has enormous tourism potential and as the area becomes better known, it will become an important economic driver in the region.

Ecotourism is ideally suited to the GWW. Creating ecotourism opportunities in amongst the GWW will enable local, regional, inter-state and international tourists to experience all that the GWW have to offer, whilst ensuring consequential impacts on the environment are kept to a minimum.

Example flow on benefits include enhanced awareness of the GWW, additional tourism opportunities, direct financial rewards, empowerment and participation of local indigenous communities and respect for the local culture, heritage and natural environment.



PHOTO 12 - THE GREAT WESTERN WOODLANDS: A GLOBAL TREASURE OF GREAT BIOLOGICAL RICHNESS



PHOTO 13 - ECOTOURISM ACCOMMODATION

4.3.4.4 Ecotourism Opportunity: Naturebank

Naturebank is a Western Australian government initiative that aims to prepare sites set in the State's national parks for the development of quality environmentally sensitive tourism accommodation experiences.

Naturebank is jointly managed through a partnership established between the Department of Environment and Conservation and Tourism Western Australia.

Naturebank works by identifying potential sites and undertaking the pre-release development clearances required in order to market these as potential ecotourism development sites. At the end of an open competitive process, suitably experienced developments are then provided the opportunity to create ecotourism experiences.

The opportunities this initiative, or similar, presents are worth exploring in the context of local and regional ecotourism prospects for Esperance.

4.4 INFRASTRUCTURE

The discrete projects and strategies identified under this Growth Plan will drive the growth of the town and underpin the need and demand for servicing infrastructure in the longer term. Of these projects, it is expected that two – the Desalination Plant and the Sewer Infill Programme - will play a significant part of an integrated strategy for growth insofar as they are directly designed to support and enable the development of strategic employment in Esperance over the medium to longer term.

4.4.1 WATER SUPPLY STRATEGY

Whilst the Water Corporation has indicated that it will be able to meet supply as required into the foreseeable future, ensuring the efficient use of water resources is essential to ensuring appropriate managements of water resources and to minimise the cost and ongoing maintenance of water related infrastructure. To avoid unacceptable impacts of excessive pumping such as salt-water intrusion and long-term decline in groundwater levels, there is a need for the sustainable management of water allocation and protection of the groundwater resources.

It is a high priority that alternative water sources are identified if supply shortfalls are to be avoided as a result of the future expansion of Esperance. The potential for seawater desalination is a valid consideration for the future expansion of Esperance and has potential benefits for the broader Goldfields region. The desalination plant may operate in conjunction with the groundwater bores for continuity of supply. Accordingly as part of the developing a long-term water supply strategy for Esperance, the selection and allocation of a suitable site to accommodate a desalination plant needs consideration in the short to medium term to ensure align with strategic planning initiatives.

The cost of desalinated water is expected to be significantly more expensive than groundwater. A feasibility study for the requirement of a desalination plant to provide a continuity of supply from ground water and desalinated seawater should be undertaken. A preliminary cost for the construction of a desalination plant to supply potable water to 5,000 additional residents is envisaged to be in the order of \$50million. This reinforces the need to minimise the scale of desalination through ensuring greater efficiency in water usage.

Key initiatives to promote best practice water efficiency measures include:

- » Embedding best practice water efficiency in future developments in Esperance including water reuse (3rd pipe, water efficient fixtures , water efficient irrigation and water wise planting;
- » Non-potable water supply network in new developments for irrigation (third pipe system);
- » Water efficiency education (Water Corporation Waterwise Programs) to encourage people to use water more efficiently and effectively;
- » Increase the use of treated wastewater to irrigate Public Open Space to reduce pressure on underground water sources and potable water supplies; and
- » Promote alternative water at household level such as rainwater tanks and re-use of grey water for irrigating gardens.

4.4.2 WASTEWATER STRATEGY

An opportunity exists to substantially increase the reuse of wastewater if a higher quality of treatment was to occur and a third pipe reticulation scheme established within new development areas.

Forward planning for the expansion of the designed second wastewater treatment plant at Wylie Bay to replace all or part of the existing facility should be commenced. Preliminary costs associated with the new facility are envisaged to be in the order of \$25 million.

Consideration should be given to the establishment of a tree farm in lieu of an ocean outlet as it is more environmentally sustainable, cost effective and reduces the area required for infiltration lagoons at Wylie Bay.

Treated wastewater has become an important resource in our drying climate. Investigations should be undertaken to consider increasing the percentage of treated effluent used for watering the foreshore and public open space where possible as well as investigate opportunities to use effluent for industry, watering recreational facilities such as the golf courses, and the irrigation of crops.

To support the Middletown Planning Process investigate the feasibility of relocating the Water Corporation's wastewater treatment plant and associated infrastructure to assist in the reconnection of the two 'sides' of Esperance along the foreshore.

4.4.3 COASTAL VULNERABILITY STUDY

Generic South Coast Sea Level Rise studies have been undertaken, however there is a need for a specific coastal risk assessment for the stretch of beach between the two groynes is considered necessary due to evidence of coastal erosion and the proposed Foreshore and Town Revitalisation Projects.

The study will evaluate the implications of sea level rise and storm surge.

4.4.4 POWER STRATEGY

The town centre is currently fed via overhead distribution power lines. As part of the town centre revitalisation it would be beneficial for the overhead aerials are replaced with underground cables for reliability of supply and for aesthetic purposes.

Lighting along the foreshore would also need to be re-assessed as part of the project's investigations. Public open space's & pathway's lit to Australian standards will be required particularly to enhance security for the increase in population. If applicable, environmental issues (marine life & animals) will need to be taken into consideration along the foreshore when undertaking a lighting design as in certain cases, specific light types will be required to avoid harm to the local inhabitants.

Following on from the Horizon Power feasibility study, the objective will then be to develop a strategy to ensure capital funding for major infrastructure requirements is obtained in a timely manner through adequate Horizon Power planning. The annual meetings held with relevant stakeholders should continue to be the main driver. If the opportunity presents for funding via alternative resources, these are to be communicated with Horizon Power to bring forward potential upgrade works.

It should be noted that Horizon Power are about to commence a Shire wide pole replacement programme and therefore there is an opportunity to time the undergrounding of power in key areas as to avoid abortive pole replacement works.

4.4.5 STREET LIGHTING STRATEGY

Public open spaces and pathways lit to Australian standards will be required particularly to enhance security for the increase in population. If applicable, environmental issues (marine life & animals) will need to be taken into consideration along the foreshore when undertaking a lighting design as in certain cases, specific light types will be required to avoid harm to the local inhabitants.

A study to assess lighting along the foreshore should be undertaken (this could possibly form part of planning for underground power). It is expected that if a lighting study was conducted on the existing overhead areas the lighting would be substandard due to maintenance of fittings and advancements to Australian lighting standards.

4.4.6 TELECOMMUNICATIONS STRATEGY

NBN Co. has been made aware of Esperance's SuperTown population growth aspirations. Pursuit of their infrastructure upgrades will be continued in the meantime so as to understand the extent of communications technology they will be affording to Esperance.

4.4.7 STORMWATER DRAINAGE STRATEGY

A consultant hydrologist should be commissioned to prepare a District Water Management Strategy for the existing town as required and areas identified for future expansion.

Retrofit gross pollutant traps to the remaining 50% of the ocean outlets to prevent rubbish discharging onto town beaches.

4.5 TRANSPORT

Achieving the transport goals for Esperance will require implementation of a number of core overarching strategies at the regional, district and site specific levels as follows:

4.5.1 STRATEGIC PLANNING

Strategic planning will generally be undertaken on a regional level and will help guide the development of district and site-level studies such as the town centre and foreshore revitalisation projects. Transport planning activities for these will be included in the master planning processes with consideration given to key transport linkages and transport demand. A movement and transport study will be conducted to assess the current and future operation of these central areas in the context of the wider regional transport network. This study will investigate current desire lines and conditions for pedestrians and cyclists, map existing and future public transport routes, develop recommendations for road hierarchy and identify preferred routes for freight and service vehicles.

- » A green travel feasibility study will be developed to promote active transport and healthy lifestyles. This study will be comprised of a number of sub studies that will define the transport priorities for the town site and guide implementation of detailed design. Such sub studies may include:
 - » A cycle network masterplan. This will be created to guide the development of the Esperance bicycle network. Major trip generators and attractors will be identified in the plan, and existing routes and missing links will be defined.
 - » A community bike share feasibility study. A literature review will be carried out and used to develop options for Esperance. A cost/benefit analysis will then be undertaken considering tie-ins to other public health and community initiatives.

- » A community car share feasibility study. Existing literature will be reviewed and options presented for the Esperance context. A cost/benefit analysis will be undertaken to determine the viability of the scheme.
- » A public transport and paratransit feasibility study. Cost/benefit analysis will be carried out considering tie-in to other economic and community initiatives.
- » A parking strategy. This will be developed for Esperance and will be aligned with the vision and principles identified in the Town Centre Vision and Place Making Strategy. The study will assess existing parking infrastructure and planning frameworks, determine current demand and utilisation, and make recommendations for parking strategies to be adopted.
- » A comprehensive wayfinding study. This will be developed in alignment with the overall Marketing and Branding Strategy for Esperance.

4.5.2 STRUCTURE PLANNING (DISTRICT LEVEL)

Structure planning will guide development on a district scale, including of Bandy Creek and the Middletown development area. The transport input to the structure planning process will include development of a movement and transport report for each area with recommendations on how to improve the movement network for all modes.

Other transport-related inputs may include corridor studies and intersection studies for a number of localities including Andrew Street, Dempster Street, and The Esplanade. These studies will consider future traffic volumes and apply design aspects of the regional street typology at a greater level of detail. Strategic modelling may be undertaken in order to estimate future transport demand in response to changes in land use to determine the effectiveness of new street designs. This will make use of existing models where they exist from previous studies and may include development of new methodologies where necessary.

4.5.3 SITE PLANNING (SITE SPECIFIC LEVEL)

Planning will be undertaken on a site level basis for individual developments. Traffic Impact Assessments (TIA) must be carried out to assess existing conditions in relation to movement networks, determine trip generation and future traffic projections, undertake traffic modelling and develop mitigation scenarios. Several of the discrete projects identified under this Growth Plan will require a TIA including:

- » Workers accommodation camp;
- » Medical centre;
- » GSC and indoor sports stadium;
- » Cruise ship terminal; and
- » Small business incubator hub.

The following is a list of possible transport strategies and initiatives and linkages to other related areas that may be considered in order to address issues and gaps in current transport infrastructure and facilitate the development of Esperance. These objectives are part of a holistic strategy that keeps in line with the goals and objectives of the SuperTown program:

- » Create linkages under, over, and through existing barriers such as the Harbour Road/rail corridor and the former fertiliser site:
 - Coordinate with existing infrastructure planning such as the Port Access Corridor to create new grade-separated rail crossings; and
 - Link community-building initiatives to new transport facilities to build social as well as physical connections between neighbourhoods;
 - Link initiatives related to the foreshore and Dempster Street with multi-modal transport strategies to create a comprehensive plan for a revitalised town centre:
 - Conduct a strategic examination of parking in the town centre and foreshore ensure better utilisation of existing facilities and to free up space for additional development, pedestrian amenity, and public spaces;
 - Create a comprehensive wayfinding strategy for Esperance to improve pedestrian connectivity, legibility for drivers, and the sense of city identity; and
 - Develop a streetscape and landscaping strategy that can be integrated with the wayfinding strategy to improve the pedestrian environment;
- » Promote active transport and healthy lifestyles through a variety of transport initiatives encouraging cycling and walking:
 - Provide community bicycle-share services or incentives for private bicycle hire businesses to link tourist destinations around town with the town centre and foreshore area;
 - Create policies and design standards for adding cycling facilities to existing roads through retrofit and in new development areas through planning requirements;
 - Revise development standards through local planning policies to encourage or require end-of-trip facilities such as showers, and lockers, and bicycle storage; and
 - Link public health initiatives related to active transport to the city walking and cycling strategy to capitalise on the opening of new shared paths and walkable districts; and
- » Examine opportunities to concentrate development of jobs and retail into cores that may support forms of public transport such as community shuttles.

4.6 A SPATIAL GROWTH PLAN FOR ESPERANCE

The development of a Spatial Growth Plan to guide the future growth of Esperance has been prepared cognisant of the existing regional and local planning framework for Esperance, which is relatively up-to-date and which already identifies future urban land that can facilitate the growth of Esperance for the foreseeable future.

In developing a Spatial Growth Plan, the project team explored several options that identify various approaches to accommodating Esperance's future growth in line with the objectives of SuperTowns initiative. Each scenario explores a different approach to the distribution, intensity and diversity of residential, industrial, retail and commercial uses.

By exploring a range of growth options the process was able to test a number of opportunities in terms of Esperance's capacity to accommodate significant growth in a form that was place based and responsive to its context, and the key considerations identified through the context analysis for each of the framework areas of Community, Economy, Infrastructure and Transport, Environment, and Built Environment and Public Realm.

Following consultation with key stakeholders and the community, a preferred option was identified which formed the basis for preparation of a preferred spatial Growth Plan for the town site. An overview of the growth options is provided below.

4.7 TOWN SITE GROWTH OPTIONS

Town Site Growth Option 1 – Business as Usual assumes a ‘business as usual’ approach whereby Esperance continues to grow as planned. The town site’s urban form retains its current physical characteristic of two separate residential catchments separated by the industrial precinct comprising the waste water treatment plant, the fuel storage tanks, and the CBH and CSBP facilities.

Future residential growth is characterised by a continuation of predominantly low density (approximately R15 to R20 or 500m² to 800m²) lots within new greenfield residential development and generally occurring as required on land currently identified for future urban purposes in the north-east comprising the areas of Flinders and Bandy Creek, as well as to the south-west in the West Beach area.

The town centre continues as the primary commercial centre although the Norseman Road roadside retail accommodates additional business growth and is consolidated as an alternate centre that continues to define the entry experience into the town.

Town Site Growth Option 2 – Capped Coastal Growth is based on relocating the waste water treatment plant, the fuel storage tanks, and the CBH and CSBP facilities further out of the town. Relocating these facilities enables the redevelopment of this land to facilitate connecting the town’s two residential catchments. Future residential growth is characterised by a continuation of predominantly low density (approximately R15 to R20 or 500m² to 800m²) lots generally occurring inland rather than along the coastline. Some higher density development (comprising apartment development) is envisaged to occur within the town centre and along the adjacent foreshore areas to provide alternative housing options that capitalise on proximity to services, facilities and the amenity afforded by the foreshore.

A secondary town centre is provided at Bandy Creek at the intersection of Fisheries Road and Daw Road and extending along Daw Road to the marina, and which serves to define the eastern extents of the town site’s urban development and provide an additional amenity driver for potential denser forms of residential development.

Future industrial growth is accommodated within the existing industrial precinct and through expansion of the precinct to the north and west of Norseman Road.



FIGURE 43 - TOWN SITE GROWTH OPTION 1 - BUSINESS AS USUAL



FIGURE 44 - TOWN SITE GROWTH OPTION 2 - CAPPED COASTAL GROWTH

Town Site Growth Option 3 – Maintain Urban Boundary represents a progression of Option 2 however future urban expansion is contained generally within the extent of existing urban boundary. Future residential growth is primarily accommodated through densification of the town centre and along the foreshore, as well as through the relocation and consolidation of the town-dividing industrial uses along Harbour Road, and redevelopment of the waste water treatment plant, the fuel storage tanks, CBH and CSBP land. Additional densification occurs around the Bandy Creek marina extension capitalising on the amenity afforded by the harbour environs and which serves to define the eastern extents of the town site’s urban development.

The promotion of the town centre as the primary commercial centre is further enhanced with the Dempster Street ‘Main Street’ consolidated and strengthened as the retail heart of the town. The development of a coastal node associated with the Tanker Jetty together with strengthening the secondary streets between the foreshore and the town centre through assists to reinforce connectivity and better integrate the foreshore with the town centre.

Future industrial growth is accommodated within the existing industrial precinct and through expansion of the precinct to the north and west of Norseman Road.

Following development of the growth options, the project team undertook consultation with the community on the various plans. The key messages from the community on the plans were as follows:

- » Ensure the protection of the surrounding natural environment (including the wetlands, groundwater supplies, beaches and headlands);
- » ‘Plug the gaps’ within our existing suburban areas (in terms of new residential, commercial, industrial and open space areas);
- » Timely redevelopment / future for Middletown;
- » Improvement of facilities and amenities within the town centre area; and
- » Capitalise on the landscape and locational benefits and opportunities afforded by the Bandy Creek Project.

Following consultation with the community and stakeholders, the project team determined that Option 3 was the preferred approach to accommodating the future growth of Esperance.



FIGURE 45 - TOWN SITE GROWTH OPTION 3 - MAINTAIN URBAN BOUNDARY (PREFERRED OPTION)

Option 3 has been developed further to include a number of the discrete spatial and built form projects and opportunities required to support the growth of Esperance. Details regarding these projects are identified further under section 4.8 of this document.

- 01 Town Centre Revitalisation.
- 02 Foreshore upgrade.
- 03 Medical Centre Co-location
- 04 Primary school improvement.
- 05 Port upgrade (freight and passenger facilities).
- 06 Tanker Jetty tourism / retail / density node.
- 07 WWTP reconfiguration to permit early development of foreshore link.
- 08 Community visioning exercise for future development of Middletown.
- 09 Town-connecting tourism development.
- 10 Road upgrades to include cyclist facility.
- 11 Green travel feasibility study / streetscape rejuvenation.
- 12 Vtec campus upgrades.
- 13 Re-examine lot type mix for residential land release.
- 14 Re-energise Shark Lake industrial precinct.
- 15 Feasibility study on road extension to Caiguna.
- 16 Potential water focussed residential development.
- 17 Bandy Creek Local Structure Planning.
- 18 Future waste water treatment plant.
- 19 Waste management (new facility to replace existing).
- 20 Sewer Infill programme.
- 21 GSG and indoor sports stadium.
- 22 Small Business Incubator Hub.
- 23 Potential workers' accomodation camp.



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FIGURE 46 - TOWN SITE GROWTH PLAN (DISCRETE SPATIAL AND BUILT FORM PROJECTS TO SUPPORT GROWTH)

4.7.1 TOWN SITE STRATEGIES

To assist in realising this vision for the town site, a number of strategies and objectives have been developed to guide future urban planning and spatial growth. It is envisaged that these strategies will inform the review and subsequent preparation of a future Local Planning Strategy and Local Planning Scheme, as well as the preparation of Local Structure Plans for greenfield and infill development areas.

Strategy 1: A Responsive and Sustainable Approach to Urban Growth and Development

Accommodating future growth within current land availability constraints represents a more site responsive, sustainable and efficient approach to urban development. Achieving this however requires careful consideration to appropriate locations for higher density along with the diversity of dwelling types and the format in which they are provided as well as ensuring an appropriate balance with Esperance's natural attractions and environmental qualities.

Key objectives to achieve this include:

- » Promote contained urban growth through the adoption of an urban growth boundary, infill development and redevelopment of underutilised land and key town centre strategic sites;
- » Promote a range of residential densities and a variety of housing types that increase towards activity centres and around areas of high amenity (coastal locations, regional open space/ community facilities);
- » Promote the development of affordable and diverse housing;
- » Promote the development of affordable accommodation for the non-resource sector workforce and tourists;
- » Develop an Esperance built form vernacular that is reflective of the natural environment, local community aspirations and cultural values;
- » Maintain the pristine qualities of the environment and coastline, and ensure natural assets and attractions are used in a responsible and manageable way;
- » Promote sustainable development by reducing reliance on greenhouse energy sources and through effective and sustainable waste management and recycling;
- » Enhance Esperance's character and comfort through the preservation of significant trees and additional streetscape planting;
- » Manage and protect the Norfolk Island Pines and increase planting of large canopy shade trees in the town centre and key streets throughout the town; and
- » Create a palette of key local materials in terms of their colours, elements and history that are locally sourced and that will be used in landscaping projects across the town site to reinforce to the local character of Esperance.

Strategy 2: A Connected Town

Connecting the various parts of Esperance is essential to strengthening community cohesion and sense of place as well as ensuring the efficient use of urban infrastructure services and activities (i.e. community facilities/major land uses). Strengthening key linkages between the foreshore and the town centre, together with anchored nodes of activity, can assist to better integrate these areas, ensuring they are well used as well as support the local business economy.

Key objectives to achieve this include:

- » Reconnect the Castletown and Esperance areas through the planned redevelopment of the 'Middletown' industrial area;
- » Strengthen key linkages between the foreshore and the town centre to reinforce connectivity and better integrate the foreshore with the town centre; and
- » Enhance the existing movement network and facilitate the development of an integrated public transport/cycleway / pedestrian path system (including dual use paths) to provide a strategic network of direct safe routes to specific nodal points and activity centres; and
- » Promote wayfinding to enhance legibility and pedestrian movement through and around the town.

Strategy 3: A Diverse Range of Places and Nodes Throughout the Town

Public places and public spaces play an important social and environmental role as they shape people's experience and understanding of a place and its culture. Creating a variety of public places and spaces that provide for a diverse range of community activities is essential to encouraging community interaction, attracting visitors and bringing a place to life. Integration of activities with streets and civic spaces, will not only provide interesting destinations, but also allow users to engage in multi purpose trips, reinforcing the role of the town centre and assist with establishing a 'town heart'.

Key objectives to achieve this include:

- » Promote a variety of interconnected, complementary destinations and attractions that are inviting, interesting and offer a range of social, cultural and recreational experiences for residents and visitors;
- » Create a network of activity and development nodes at key destinations and along major transport routes;
- » Develop quality public places and streetscapes that reinforce the character of Esperance and promote the creation of streets and public places as 'places for people';
- » Development of a suite of furniture and materials that will be used within the various street typologies / different character precincts of the town; and
- » Ensure the future land use and development of Bandy Creek and the surrounding area is complementary to and does not compromise the role of the town centre.

4.8 A TOWN CENTRE PLAN FOR ESPERANCE

The Town Centre Plan for Esperance seeks to strengthen the town centre as the heart of Esperance to facilitate economic growth and diversity, improved amenity and facilities, and attracting and retaining residents and business. The Town Centre Plan has been developed in consultation with key stakeholders and representatives of the community and provides a focussed response to the key issues and implications identified in Section 2 of this report.

The Town Centre Plan focuses on connecting the town centre and the foreshore, establishing a town heart as a place for people, improving streetscapes to balance the needs of pedestrians and vehicles, and consolidating development in a more contained environment.

Strengthening the town centre is a place-making process that promotes a variety of amenities, high quality architecture, landscaping and public realm elements that facilitates the development of an attractive, vibrant urban environment. Focusing on the quality of the public realm as well as introducing mixed-use development on strategic sites can assist with reinvigorating the town centre and creating a more intensive, multi-functional urban environment that supports the local business economy.

The provision of attractive, safe and accessible streetscapes and public spaces which are sensitive to the urban landscape and environmental conditions of Esperance will assist in reinforcing local identity and promoting a sense of place.

Although this plan outlines key elements and strategies for town centre revitalisation, in addition to this growth plan, a more detailed process will be required to provide a holistic vision and an implementable framework for delivery. This plan is intended to inform subsequent planning and design processes that will seek to undertake a broader investigation into matters including land use, built form improvements, access, economics and the quality of the public realm.

- 01 Andrew Street streetscape works.
- 02 Dempster Street streetscape works.
- 03 Re-alignment of The Esplanade.
- 04 Pedestrian plaza extension of Andrew Street to the beach.
- 05 'The Crucible' Precinct expansion of beach and terraced seating.
- 06 Consolidated foreshore public parking area.
- 07 Interactive kids' play area.
- 08 Open recreation activity area.
- 09 Youth activity space.
- 10 New buildings to frame and activate civic park.
- 11 Sea wall reinforcement and promenade.
- 12 Frame museum with relocated or new pavilion buildings.
- 13 Potential pedestrian through-site links.
- 14 Consolidated mid-block parking area opportunities.



FIGURE 47 - TOWN CENTRE CONCEPT PLAN

4.8.1 TOWN CENTRE STRATEGIES

To assist in realising this vision for the town centre, a number of strategies and objectives have been developed to guide detailed planning for the town centre. It is envisaged that implementing these strategies will primarily be through the development of a Town Centre Revitalisation Plan prepared through a community partnered revitalisation process. This Revitalisation Plan will identify a range of physical works and programs that focus on place making outcomes which aim to improve amenity, strengthen connections with and activate the foreshore, and facilitate private investment and business development.

Strategy 1: Connect Town Centre and Foreshore – Reflect the Coastal Location

The foreshore is relatively disconnected from the town centre due to its large expanse, the design of The Esplanade Road, and a lack of development intensity and activity associated with development running down to and fronting the foreshore. An increased provision of facilities particularly within the foreshore closest to the town centre and Andrew Street will enhance foreshore amenity. In addition strengthening the key linkages between the foreshore and the town centre, together with anchored nodes of activity, will reinforce connectivity and better integrate the foreshore with the town centre.

Key objectives to achieve this include:

- » Ensure an appropriate balance between coastal erosion mitigation measures and access to the beach and foreshore;
- » Identify opportunities for new or enhanced connections between the town centre and foreshore;
- » Enhance key destination and arrival points to provide a logical sense of progression and arrival;
- » Introduce beach huts to attract people to the foreshore for longer;
- » Implementation of facility provision within foreshore area closest to town centre / Andrew Street interjection;
- » Consider connectivity of wider foreshore areas with town centre foreshore component;

- » Appropriate wayfinding and legibility installations will draw and direct users from wider catchment area;
- » Establish a beach node that is about people, meeting and connection;
- » Promote means ease of crossing The Esplanade to facilitate access to the foreshore node;
- » Locate civic facilities adjacent to the foreshore node (kiosk, change rooms, etc); and
- » Provide a range of public spaces that protect people from the elements.

Strategy 2: Establish a Town Heart: A place for the people of Esperance and their visitors

Public space plays an important social and environmental role in towns as it shapes people’s experience and understanding of a place and it’s culture. Creating a variety of public places and spaces that provide for a diverse range of community activities is essential to encouraging community interaction, attracting visitors and bringing the place to life. Integration of activities with streets and civic spaces, will not only provide interesting destinations, but also allow users to engage in multi purpose trips, reinforcing the role of the town centre and assist with establishing a ‘town heart’.

Key objectives to achieve this include:

- » Create places for people that are active, inviting and interesting;
- » Frame these places with active uses;
- » Promote comfort of users through local climate control in all weather conditions;
- » Improve the tourist experience;
- » Activation of existing underutilised places;
- » Events programming; and
- » Provide places for all ages to enjoy.



PHOTO 14 - LOCAL CLIMATE CONTROL AND TOWN CENTRE TRAFFIC MANAGEMENT



PHOTO 15 - PROVIDE PLACES THAT ENCOURAGE COMMERCIAL INTERACTION WITH WATER



PHOTO 16 - PROVISION OF INTERESTING STREETSCAPES WILL REINFORCE THE LINKAGES FROM THE TOWN CENTRE TO THE FORESHORE

Strategy 3: Consolidate the Town Centre - Greater choice for living, working and playing

Consolidating the town centre and encouraging development in a more contained environment can assist with strengthening the role and function of the town centre. The identification of mixed-use precincts and/or activity nodes incorporating a range of compatible uses (such as cafes, restaurants, cinemas, hotels, serviced apartments and resorts), together with residential development, can provide diversity and day and evening activity and assist to facilitate the creation of a more cohesive town centre with improved connectivity and public realm activation. Providing a greater residential focus, mixed-use development is an ideal development format that provides for activation to support the diversification of the local business economy and ensure Esperance's long-term sustainability.

Key objectives to achieve this include:

- » Facilitate a mix of interrelated uses;
- » Introduce more residential opportunities including short stay;
- » Ensure density and massing that is appropriate to the location;
- » Develop context appropriate building forms / typologies;
- » Identify infill and key opportunity sites that can promote catalytic development that will encourage others to improve and redevelop properties;
- » Attract private investment through improvement of the public realm;
- » Facilitate the development a greater variety of activities including cafes, restaurants and bars;
- » Introduce fine grained buildings and greater visual interest;
- » Encourage businesses 'spilling out' onto the street; and
- » Enhance the tourism offer.

Strategy 4: Improve streets and public places – A more enjoyable town for the Esperance community

The way in which streets and public spaces shape our experience and enjoyment of the town centre is based on the quality of the public realm as it these spaces where people congregate to walk, shop or play, encounter other people and participate in communal life. Public places promote the idea of 'community' by serving as symbols of civic pride as well as provide a sense of place. To achieve this, they must be enjoyable places to visit. A town centre's public realm that is comfortable, interesting and attractive will encourage street life and community interaction, thereby assisting in strengthening social bonds, community ownership and pride.

The street network within the town centre should ensure an equitable balance between pedestrian and vehicle movement and incorporate tree-lined streets, shaded footpaths and gathering spaces to create a comfortable and attractive environment for pedestrians as well as provide opportunities for people to meet, linger and relax.

Key objectives to achieve this include:

- » Celebrate the pine trees as the existing assets and their ability to create small places and 'mini destinations' at the street scale;
- » Climate control to facilitate comfort in all types of weather;
- » Create attractive and accessible places;
- » Streets designed as places to stop and gather;
- » Active ground plane with buildings that address the street particularly along key activity streets such as Andrews Street and Dempster Street;

- » Ensure better safety for all users;
- » Create an enhanced pedestrian experience;
- » Ensure adequate car parking provisions;
- » Facilitate a demonstration project (Andrew Street) to show the community how it can work;
- » Identify opportunities for consolidation of car parking;
- » Promote greater way finding; and
- » Facilitate a fairer balance between pedestrians and cars.



PHOTO 17 - LOCAL PUBLIC ART ADDS INTEREST TO FUNCTIONAL INFRASTRUCTURE



PHOTO 18 - OPPORUNISTIC SEATING CREATES A MINI-PLACE



PHOTO 19 - PROVIDE FLEXIBLE PUBLIC SPACES THAT CAN BE USED FOR A RANGE OF ACTIVITIES



PHOTO 20 - CONNECT THE LAND TO THE WATER THROUGH STRUCTURES WHERE APPROPRIATE



PHOTO 21 - ENCOURAGE THE DEVELOPMENT OF 2 AND 3 STOREY MIXED USE BUILDING APPROPRIATE TO THEIR SETTING



PHOTO 22 - LOCAL CLIMATE CONTROL THROUGH CLEVER DESIGN OF BOTH PUBLIC AND PRIVATE REALM

Strategy 5: Enhance Connectivity within the Town Centre – Make it easy to get around

The degree in which people can orientate themselves and find their way around the town centre is dependant on the legibility of the urban environment. A clear and legible movement network will assist in allowing people to walk and orient their way around the town centre more intuitively, and with greater ease. Strengthening key links between major activity nodes and destinations with distinctive character through the creation of distinctive building elements, landscaping features and promoting vistas to key natural and/or cultural features are important visual cues to assist with orientation, enhance way-finding around the town centre.

Key objectives to achieve this include:

- » Strengthen connections to surrounding destinations (the boulevard and foreshore);
- » Facilitate attractive logical and intuitive connections for vehicle, pedestrians and cyclists;
- » Enhance vistas to facilitate orientation and connection to coast;
- » Identify opportunities to create and enhance new connections;
- » Reinstate the original alignment of The Esplanade to provide greater potential to connect the foreshore node; and
- » Promote signage and landmarks to assist with way-finding.

Strategy 6: Build on the Esperance Style - Character that reflects the natural beauty of Esperance

The development of an Esperance built form vernacular that is reflective of the natural environment, local history, local community aspirations and cultural values will contribute to developing a unique identity as well as assist in creating an attractive, liveable and functional town centre.

Built form should maximise activation and surveillance of the adjacent streets, civic spaces and parks through the use of design elements such as active ground floor uses, major openings, entrances, windows, balconies and terraces. Buildings facing the street should provide for a variety of uses, combined to ensure the protection of amenity of all users. Appropriate lighting to promote safety within the town centre is also a key consideration for all buildings and public places. Built form elements, colours and materials should be responsive to the local climatic conditions and reflect or complement the surrounding landscapes.

The incorporation of climate responsive design principles within buildings is important in establishing a comfortable and attractive public realm that is functional and enjoyable for residents and visitors. Appropriately designed built form and urban spaces have the ability to mitigate or control local climatic extremes such as through the use of shading devices to provide relief from the hot summer sun, whilst also providing shelter from strong onshore winds. The development of built form and public realm design guidelines will be the key to the delivery of an ‘Esperance Style’.

Key objectives to achieve this include:

- » Ensure building forms reflect the coastal location and holiday atmosphere; and
- » Ensure new development incorporate climate responsive design and sustainability principles.



PHOTO 23 - SHARE FACILITIES SHOULD BE ENCOURAGED TO CREATE INTENSITY AND INTERACTION



PHOTO 24 - DEVELOP ALTERNATE TRANSPORT MODES TO HELP ACTIVATE ALL AREAS OF TOWN



PHOTO 25 - WORK WITH THE COMMUNITY TO DEFINE AN ESPERANCE VERNACULAR THAT WILL BE USED TO GUIDE ALL FUTURE TOWN CENTRE DEVELOPMENT

4.8.2 TOWN CENTRE PUBLIC REALM PRINCIPLES

The following concept sketches have been prepared to translate key public realm aspects of the Town Centre Master Plan vision with regard to key streets and foreshore area. These concepts are presented for illustrative purposes and are intended to be used to inform the development of future public realm detailed plans and design guidelines for the town centre.

No.1 – Dempster Street

Dempster Street is the hub of Esperance and the primary destination for business and community related activity. Integrating the Norfolk Island Pines as a part of the street life will culminate into a variety of destinations and gathering places along the street.

Key features:

- » Linear shaded walkway along to frame Dempster Street on the opposite side to the Norfolk Island Pines.
- » Rationalisation of car parking provision along the street to allow for widened pedestrian walkways.
- » Blocks of softscape treatments along the street corridor as well as additional large canopy shade trees being planted.
- » Promote business opportunities for premises to spill out onto the street including alfresco opportunities.
- » Additional space creation around the existing cinema will allow for group gatherings associated with new film releases and promotional activities.
- » Designated pedestrian crossings with material differentiation from the main vehicular routes will allow for improved pedestrian safety and visibility to drivers.
- » Planting additional Norfolk Island Pines as part of a staged/succession planting scheme along Dempster Street will ensure their continued presence as part of the streets overall character.



FIGURE 48 - DEMPSTER STREET INDICATIVE CONCEPT

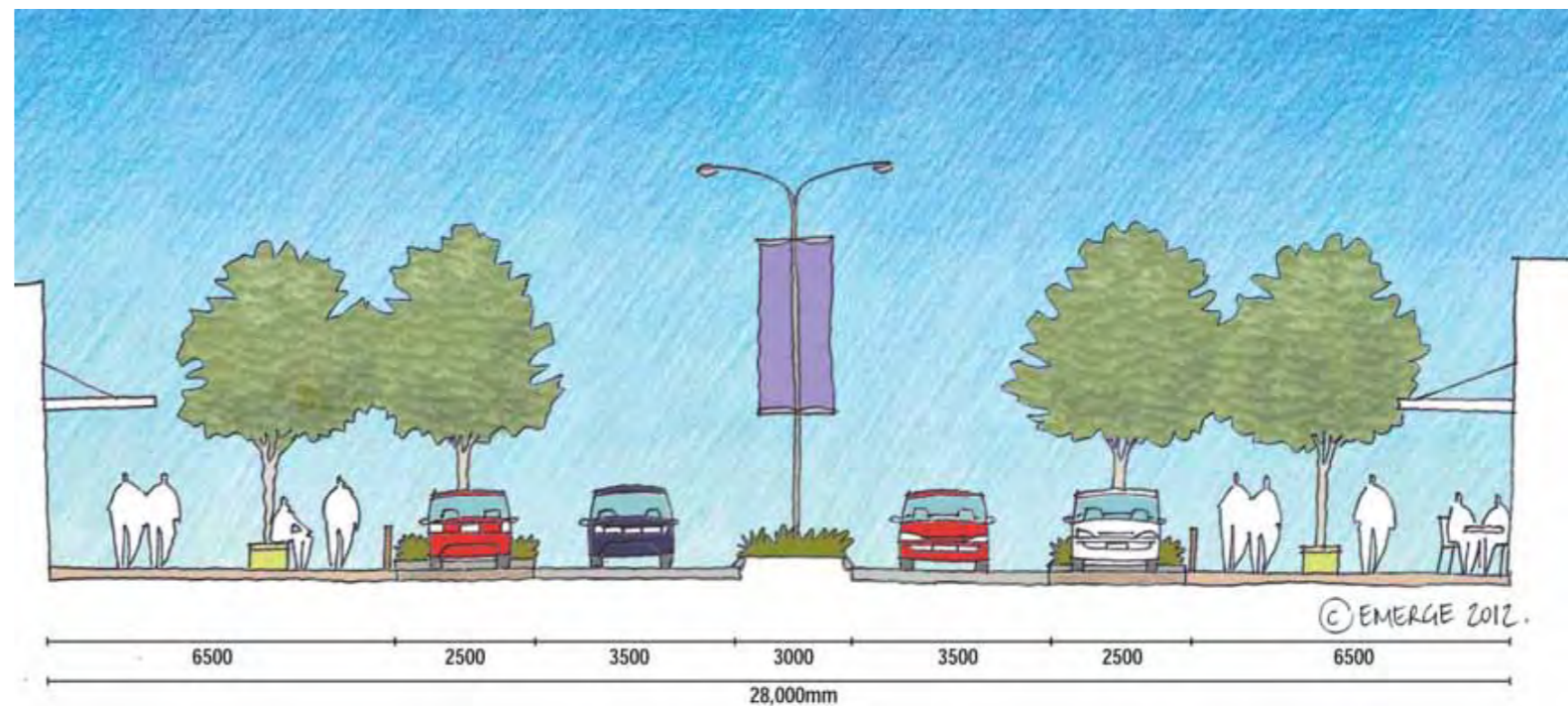


FIGURE 49 - DEMPSTER STREET INDICATIVE STREET SECTION

No.2 – Andrew Street

Andrew Street is the heart of Esperance, a place for people to meet and gather, whilst enjoying restaurants, tourist related shopping or a walk towards the foreshore.

Key Features:

- » A shared material surface treatment for both pedestrian and vehicular thoroughfares applied throughout Andrew Street from its intersection with Dempster Street to the Foreshore will assist in creating a distinct character for this important link.
- » Pedestrians will be given priority by way of ease of movement and flow through the public realm.
- » Increased provision of shade elements such as large canopy trees and awnings to shop frontages will act in improving the microclimatic conditions for pedestrians.
- » Creation of a series of niche and spill out spaces for businesses along the street frontage are encouraged to further activate the space.
- » An opportunity for an outdoor cinema space within one of these niches will act as a further draw card attracting people to the town centre on a periodic and flexible basis.
- » Rationalising car parking provision along the street corridor by introducing parallel parking interspersed with blocks of planting and shade trees will assist in creating a more vital, vibrant and attractive place for visitors and businesses.
- » Architectural shade structures along the street will frame vistas towards the ocean and back into town centre.



FIGURE 50 - ANDREW STREET INDICATIVE CONCEPT

3 – The Crucible

The Crucible Precinct will be the key coastal node in Esperance that strengthens the interrelationship between the Beach, Foreshore and Town Centre Precincts.

Key Features:

- » The Crucible is proposed as an arena and community gathering space focused around the intersection and termination of Andrew Street with the Foreshore.
- » The Crucible arena would work with existing topography and levels to reinforce the precinct's importance within the revitalised Town Centre project.
- » Placement of lightweight coastal themed buildings to the edge of the space will further promote activation and use of the precinct as well as reinforcing visual connectivity between the Foreshore to the Town Centre.
- » A flexible space would allow for a variety of events, purposes events to cater for a diverse range of user groups
- » An exhibition space and outdoor gallery could also form one of the many uses for the space and be linked to one of the local community art groups.
- » Bather's pavilions may be featured to line the edge of the Crucible and Beach Promenade walkway and be painted in vibrant colours and themes and be available to rent on a periodic basis to reinforce the character and essence of a seaside town.



FIGURE 51 - THE CRUCIBLE INDICATIVE CONCEPT

No.4 – Foreshore – Open Recreational Activity

The Foreshore promenade is both a destination and a link between coastal nodes. It provides opportunities for recreation, gathering, picnicking, walking and enjoying the coastal location of Esperance.

Key Features:

- » Large open turfed areas to allow for a multitude of passive and active recreational opportunities.
- » A formal promenade walkway will frame the edge of the foreshore precinct and provide nominated access opportunities to the neighbouring dune and beach areas.
- » Architecturally striking shelters with associated seating opportunities placed intermittently along the promenade providing elevated views towards the Recherche Archipelago.
- » Subtle integration of the required sea wall within landform undulations will be implemented in trying to camouflage any engineering requirements wherever possible.
- » Design of landscape spaces and facilities to consider prevailing winds and local weather conditions ensuring maximum useability places along the foreshore.
- » Direct pedestrian links to the town centre and proximity to car parking areas will ensure the foreshore areas are easily accessible and fully utilised by locals and visitors.
- » Additional Norfolk Island Pines planted as part of a staged/succession planting scheme along the Foreshore Precinct to ensure their continued presence as an important feature of Esperance.

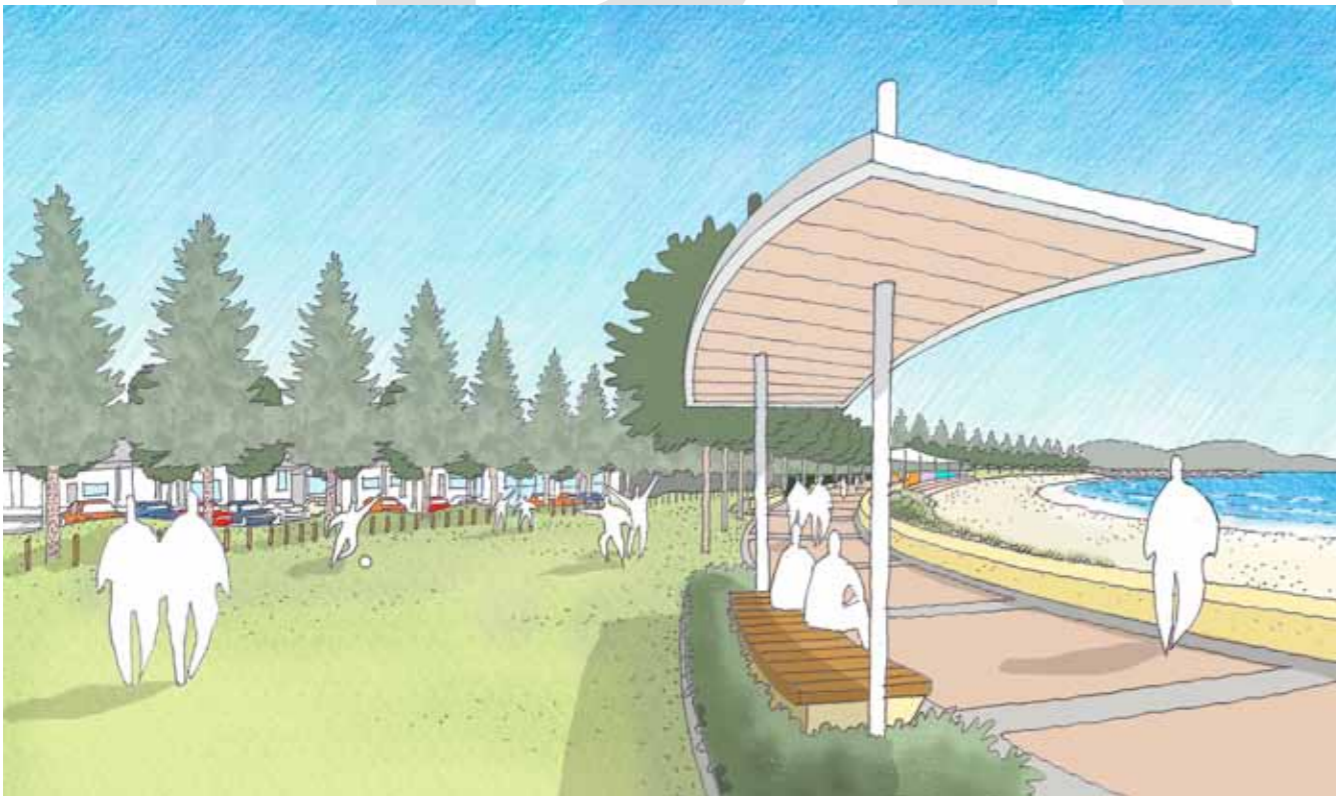


FIGURE 52 - FORESHORE - OPEN RECREATIONAL ACTIVITY INDICATIVE CONCEPT

No.5 – Foreshore – Youth Activity

A key opportunity for the foreshore is to provide for youth related activities and places for young people to gather and be engaged with their community.

Key Features:

- » Strategically located youth activity nodes within the Foreshore Precinct to cater for the town's different youth user groups.
- » The location and placement of these activity nodes to consider proximity to high intensity use areas and key buildings such as those adjacent to the Crucible.
- » Several activity nodes may share similar facility provisions and be grouped together allowing for an overall increased usage.
- » Retention of direct visual links from one zone to another is important to the success of these spaces reducing the likely occurrence of anti-social behaviour.
- » In addition the subtle use of various landscape elements such as landform, structures and vegetation will allow for the creation of smaller niche areas within the wider landscape precinct to be created.
- » This will provide the town's different user and community group's spaces and outdoor rooms to utilise. It is anticipated that all local community groups will be catered for including the various local Aboriginal groups and teenagers.

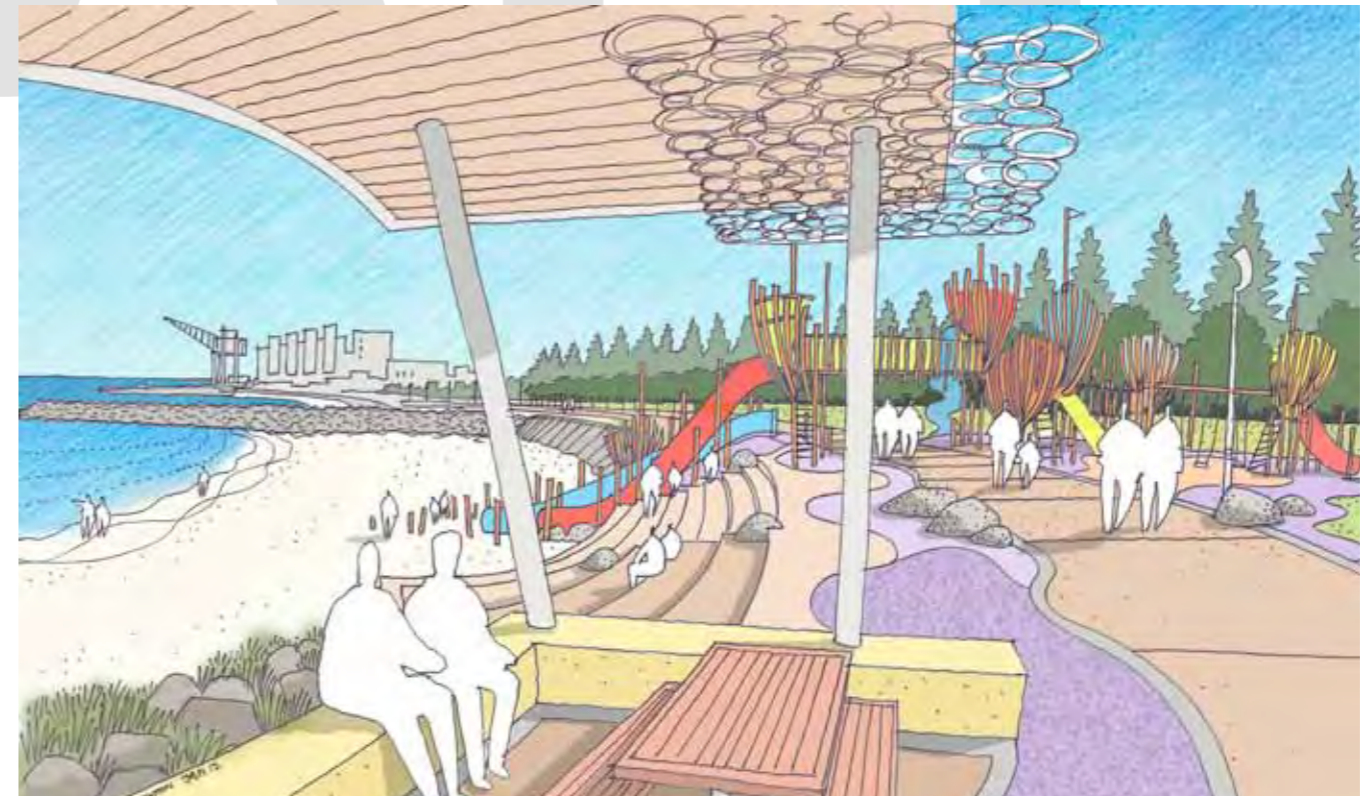


FIGURE 53 - FORESHORE - YOUTH ACTIVITY INDICATIVE CONCEPT

4.9 KEY PROJECTS AND REQUIREMENTS TO SUPPORT GROWTH

The aforementioned sections have provided both spatial and non-spatial responses to delivering a range of necessary tasks and strategies to support future population growth for Esperance. Further to this, a number of discrete key projects and requirements have been identified which will assist with increasing Esperance's appeal and perception of liveability, as well as the expansion of essential capacity building infrastructure which significantly improves the town's capacity to cater for population growth.

4.9.1 PROCESS FOR IDENTIFYING AND PRIORITISING SUPERTOWNS PROJECTS

The Esperance SuperTowns team undertook both a consultative and quantitative approach to the process of identifying, short listing and prioritising potential SuperTowns strategies, programs and projects.

Initially, brainstorming sessions were held by the working group (Shire of Esperance, GEDC and ECCI key representatives) based on existing knowledge of projects already on the table prior to the commencement of the Supertowns initiative, feedback arising from the various community consultations workshops, open days and consultation periods and early discussions with the project team. This led to the development of an early list of projects for further consideration.

A series of one-to-one meetings was commenced with relevant stakeholders for all projects investigated to understand project readiness and ascertain whether projects met the relevant criteria for SuperTowns funding. The project team organisations have met with all key organisations / private sector businesses involved in the 21 prioritised projects including but not limited to:

- » vTEC
- » Department of Health
- » Main Roads
- » Water Corporation
- » Tourism Esperance
- » Horizon Power
- » Department of Immigration
- » Local Real Estate Agents
- » Local Tourism Operators
- » Local construction project contractors / potential contractors
- » Representatives investigating Cruise Ship docking

Initial project ideas were tested through a series of project team and Community Reference Group (CRG) discussions and a breakfast 'project planning workshop' was held with the project team, CRG and elected members to further test the viability and support for the projects proposed. Other consultative methods were used to gauge support and prioritise projects including:

- » Various community consultation events including open days and two week consultation period
- » Project team and Community Reference Group meetings
- » Elected Member briefings
- » GEDC Board Member briefings
- » Working group assessment against principles, strategic objectives and focus areas of the Regional Centres Development Plan (Supertowns) Framework 2011-2012

Emerging priority projects were presented to the RDL Panel in Perth on 20 January and feedback from the panel presentation helped guide the selection of projects for Esperance business case submissions as part of the SuperTowns funding applications 2012.

Many projects identified had already evolved or developed in some shape or form prior to the commencement of the SuperTowns initiative, such as the Esperance Waterfront foreshore development, the GSG and Indoor Sports Stadium redevelopment project, sewerage infill etc. Exceptions to this include the Accommodation Village project which has been fully developed with the local tourism operators, Tourism Esperance and construction contractors in the time since the launch of the SuperTowns initiative and the Economic Development program including the Enterprise Investment Unit which has come about from the collaborative partnership approach of the key local organisations and the need for a new governance model to drive economic investment in Esperance as a result of the SuperTowns program. It is expected new projects and programs will be added to the Growth Plan as it is finalised and subsequently reviewed.

An Esperance SuperTowns Project Priority Assessment Matrix was developed with criteria for quantitative assessment of the proposed projects formed by combining the principles, strategic objectives and focus areas of the Regional Centres Development Plan (SuperTowns) Framework 2011-2012 and the business case assessment criteria. This provided a quantitative framework for the assessment of the emerging projects. This quantitative assessment went hand-in hand with a consultative approach to the prioritising projects and ensured that selected projects met relevant criteria as well as having strong support in the community.

The Project Priority Assessment Matrix can be found at Appendix H.

4.9.2 PRIORITY PROJECTS FOR SUPERTOWNS FINDING

Outlined below is an overview of each project together with the various Project Objectives that are addressed through implementation of the project.

Further detail regarding the envisaged project scope of works, responsibilities, timeframes, costs and funding sources for each project is provided in the Implementation Schedule contained under section 5.1 of this document.

Esperance Waterfront

The foreshore is a vital part of the life of the town and its upgrade to enable effective and enjoyable use by all sections of the community is integral to being able to attract and/or retain residents. Coastal erosion mitigation measures are required immediately in some areas and the upgrade of the foreshore adds significantly to amenity, vitality and commerciality of the town. The improvements will also facilitate greater connection between the Town Centre and the Foreshore and will unlock economic benefits relating to tourism, commercial and retail with significant flow on benefits to the revitalisation of neighbouring properties.

The project has been the subject of recent community consultation and master planning and the Shire is in the final stages of procuring a preferred consultant to undertake detailed landscape design. However, the SuperTowns planning process has identified that there is a need to consider future upgrades of the foreshore in light of other initiatives, in particular, ensuring integration with the revitalisation of the town centre, opportunities to include tourism and community facilities, and the planned construction of a seawall to address coastal erosion.

The project contributes to achieving the following overarching Project Objectives:

OBJECTIVES

- C1. Foster, support and encourage the development of a vibrant, self-sufficient and caring community.
- C10. Acknowledgment of Indigenous and European cultural heritage through built form, public art and community activities.
- NE3. Provide best practice coastal management to minimise environmental impact and to maintain recreational values.
- NE9. Ensure energy is used efficiently and effectively.
- B3. Integrate the town centre and foreshore both physically and through appropriately located and compatible land uses.
- B4. Provide a variety of well-designed active and passive public places.
- B5. Provide an integrated, safe and efficient intermodal transport network, which actively encourages walking and cycling.
- B7. Provide adequate essential services and infrastructure to support population growth.
- B10. Encourage a distinct architectural character and style that responds to the climatic setting and promotes identity and a sense of “place”.
- B11. Promote and encourage best practice and sustainable urban design and construction methods.

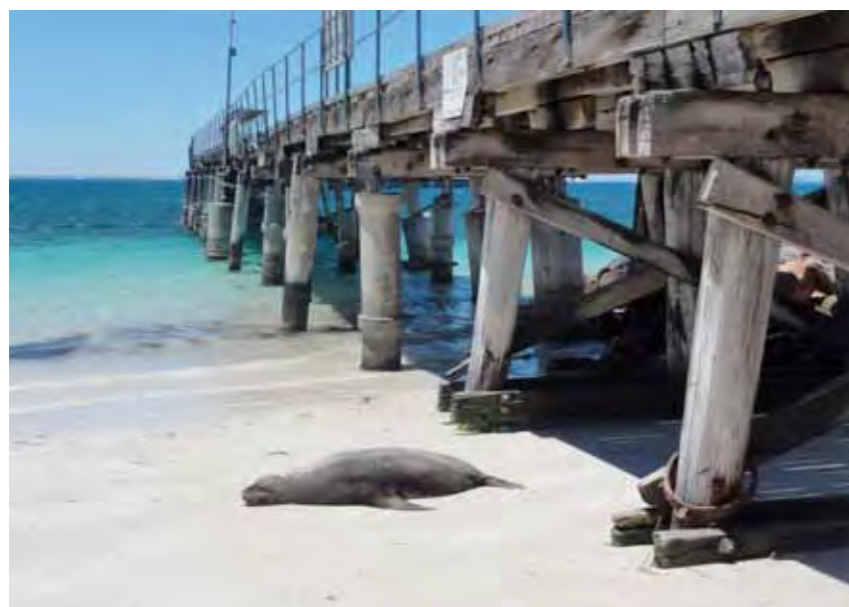


FIGURE 54 - SAMMY THE SEAL - AN ESPERANCE INSITUATION

Town Centre Revitalisation Project

The Town Centre Revitalisation Project seeks to strengthen the town centre as the heart of Esperance to facilitate economic growth and diversity, improved amenity and facilities, and attracting and retaining residents and business. The project envisages a community partnered revitalisation process that will identify a range of physical works and programs that will focus on place making outcomes that aim to improve amenity, strengthen connections with and activate the foreshore and facilitate investment and rejuvenation of property and businesses.

The project contributes to achieving the following overarching Project Objectives:

OBJECTIVES

- C1. Foster, support and encourage the development of a vibrant, self-sufficient and caring community.
- C4. Provide equitable access to a high level of utilities and services.
- C10. Acknowledgment of Indigenous and European cultural heritage through built form, public art and community activities.
- NE4. Minimise waste to landfill and recover and reuse materials locally and regionally.
- NE6. Use water efficiently and maximise the reuse of water.
- NE7. Encourage best practice stormwater management.
- NE8. Provide opportunity to utilise and increase renewable energy.
- NE9. Ensure energy is used efficiently and effectively.
- E1. Encourage and support the development of tourism that caters for local, regional and international tourist opportunities year round.
- E3. Increase range and diversity of local businesses primarily located within a consolidated and revitalised town centre with an enhanced tourism based role.
- B2. Consolidate and revitalise the Town Centre and activate key street frontages that attract and retain pedestrians.
- B3. Integrate the town centre and foreshore both physically and through appropriately located and compatible land uses.
- B4. Provide a variety of well-designed active and passive public places.
- B5. Provide an integrated, safe and efficient intermodal transport network, which actively encourages walking and cycling
- B7. Provide adequate essential services and infrastructure to support population growth.
- B10. Encourage a distinct architectural character and style that responds to the climatic setting and promotes identity and a sense of “place”.
- B11. Promote and encourage best practice and sustainable urban design and construction methods.
- G1. Encourage the cultivation of strong and proactive leadership within the community.
- G2. Maximise collaboration and community commitment to actively participate in decision-making processes.
- G3. Provide effective and efficient two-way communication between decision makers and the community.



FIGURE 55 - A REVITALISED MAIN STREET

Workers Accommodation Village

A workers village of approximately 150 units is required to meet the housing needs of itinerant construction workers associated with key projects including planned port upgrades. The camp will also provide local service workers with affordable accommodation. Potential sites for the camp include the large potential development area between Castletown and the Town Centre ('Middletown') fronting onto Norseman Road or within the Flinders Estate. This land parcel currently contains a variety of industrial activities and public works infrastructure that will need to be considered in the location and design of the facility.

The design and development of a workers accommodation camp should be guided by following principles:

- » Ensure new villages are structured so that the layout can be converted to a permanent, traditional neighbourhood over time through:
 - » Ensuring development addresses the external and internal street networks rather than being developed as a introspective development;
 - » The creation of a street network and landscaped public realm that integrates with surrounding residential areas; and
 - » Ensuring the design and layout of individual cabins can transition to self-contained and individually serviced villas allowing for either privately owned residential or short-stay accommodation uses;
 - » Facilitate integration of temporary workers with the local community through:
 - » Ensuring communal facilities within new villages are designed and located to create street based local centres accessible to the wider community with facilities operated on a user-pays basis;
 - » Develop programs and initiatives that encouraging engagement of workers in local community and sporting activities and events; and
 - » Facilitate strategic planning and partnerships with relevant private sector companies, State and Local Government in the provision, development and on-going management of workers camps.

The project will provide flow on economic benefits into the future after its initial role as a workers village is no longer required. Depending on future needs within Esperance, it is anticipated that the village will provide a legacy use such as affordable housing.

The project contributes to achieving the following overarching Project Objectives:

OBJECTIVES
C4. Provide equitable access to a high level of utilities and services.
NE4. Minimise waste to landfill and recover and reuse materials locally and regionally.
NE6. Use water efficiently and maximise the reuse of water.
NE8. Provide opportunity to utilise and increase renewable energy.
NE9. Ensure energy is used efficiently and effectively.
B3. Provide for the equitable and sustainable development of land within a notional growth boundary.
B4. Provide adequate essential services and infrastructure to support population growth.
B5. Promote a transect approach to housing that accommodates high density close to town centre with rural residential on the periphery.
B7. Provide affordable and quality housing and tourist accommodation opportunities.
B10. Encourage a distinct architectural character and style that responds to the climatic setting and promotes identity and a sense of "place".
B11. Promote and encourage best practice and sustainable urban design and construction methods.



FIGURE 56 - SELF-SUFFICIENT, STREET FACIGN WORKERS ACCOMODATION UNITS

Industry Development Study (Supply Chain Study)

The presence of significant levels of strategic employment within a local economy is critical to the long-term prosperity and resilience of the community. The development of industry development plans for identified priority industries (i.e. resources development and extraction, transport logistics, agriculture, fishing and aquaculture, tourism and green energy production) will require detailed supply and value chain mapping of key existing competitive advantages to provide an industry development plan focussing on Esperance’s place within these value chains and how the community can leverage the economic benefits of strategic project development. These development plans and associated supply / value chain studies will seek to identify existing / future agglomerations of economic activity and infrastructure, relationships with existing strategic national and international supply chains, and gaps in existing strategic supply chains (to optimise economic activity). This would also include:

- » Engagement with major industry stakeholders (ranging from local to international) with a focus on future trends and drivers;
- » Engagement with major public and private infrastructure providers to unlock existing capacity constraints that may limit development of these industries; and
- » Dedication of appropriate human and financial resources to achieve above points.

The project contributes to achieving the following overarching Project Objectives:

OBJECTIVES
C2. Support a sustainable increase in local population across a diverse range of age groups.
C3. Support the development and prosperity of outlying townships to meet the needs of their communities.
E1. Encourage and support the development of tourism that caters for local, regional and international tourist opportunities year round.
E2. Embrace strategic and innovative industry opportunities that capitalise on isolation, international trends and new emerging markets.
E4. Promote and utilise the entrepreneurship of local businesses.
E5. Promote and increase business investment opportunities through marketing and branding strategies.
G5 Identify, establish and maintain partnerships between government, industry and the community.
G6 Assist the broader region in reaching its potential through co-operation, resource sharing and proactive representation.



FIGURE 57 - ESPERANCE PORT

4.9.3 PROJECTS TO BE CONSIDERED FOR AGENCY FUNDING OR LATER STAGES OF SUPERTOWNS

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.

Small Business Incubator Hub

This initiative aims to assist small and fledgling businesses to gain a foothold in the market. Esperance has a limited supply of commercial floor space and the lack of affordable accommodation has significant potential to undermine business viability. Initiatives for consideration include the provision of small affordable commercial units that may include the adaptation and positioning of shipping containers in strategic locations within the town centre to encourage new business enterprises.

The project contributes to achieving the following overarching Project Objectives:

OBJECTIVES
E2. Embrace strategic and innovative industry opportunities that capitalise on isolation, international trends and new emerging markets.
E3. Increase range and diversity of local businesses primarily located within a consolidated and revitalised town centre with an enhanced tourism based role.
E4. Promote and utilise the entrepreneurship of local businesses.
E5. Promote and increase business investment opportunities through marketing and branding strategies.
E6. Strengthen and enhance level of service from local businesses through education, training and apprenticeships programmes.



FIGURE 58 - RE-ADAPTED SHIPPING CONTAINERS - NEW HOMES FOR SMALL FLEDGLING BUSINESSES

Medical Centre Co-located Facility

Difficulty in accessing health practitioners such as GPs has been identified as a key issue for Esperance. Outcomes of consultation with stakeholders indicate that this is largely attributed to the lack of medical facilities / consulting rooms. The planned expansion of the Esperance Health Campus may provide opportunity for the development of a co-located facility to include additional consulting rooms to attract the required health practitioners to Esperance.

The project contributes to achieving the following overarching Project Objectives:

OBJECTIVES
C6.Provision of quality, co-located medical facilities and health related services that cater to the needs of the community.
B7.Provide adequate essential services and infrastructure to support population growth.
G5.Identify, establish and maintain partnerships between government, industry and the community.



FIGURE 59 - MEDICAL STAFF WORKING CLOSELY TOGETHER

Community Infrastructure Plan

The purpose of this project is to undertake relevant needs assessments, feasibility studies, business plans, and facility concept plans for specific community infrastructure projects. The project will involve preparation of capital funding models for the delivery of community infrastructure within specified project budgets, including the identification and submission of external funding applications. Engagement with key internal and external stakeholders through appropriate consultation strategies will be

required where relevant for the delivery of specific community infrastructure studies and plans. Later stages of the project will include the detailed design and construction of community infrastructure projects.

The project contributes to achieving the following overarching Project Objectives:

OBJECTIVES
C2. Support a sustainable increase in local population across a diverse range of age groups.
C4. Provide equitable access to a high level of utilities and services.
C7. Encourage and support the development of arts and cultural activities, services and facilities.
C8. Provide cost-effective and user-friendly leisure and recreational services and facilities through planning partnerships, sponsorship and community involvement.
C9. Support and advocate well-trained and well-equipped volunteer groups and organisations that contribute to the community.
C10. Acknowledgment of Indigenous and European cultural heritage through built form, public art and community activities.
B1. Provide for the equitable and sustainable development of land within a notional growth boundary.
B4. Provide a variety of well-designed active and passive public places.
B7. Provide adequate essential services and infrastructure to support population growth.
G1. Encourage the cultivation of strong and proactive leadership within the community.
G2. Maximise collaboration and community commitment to actively participate in decision-making processes.
G3. Provide effective and efficient two-way communication between decision makers and the community.
G5. Identify, establish and maintain partnerships between government, industry and the community.



FIGURE 60 - DELIVERY OF QUALITY COMMUNITY INFRASTRUCTURE

Marketing / Branding Esperance

Promoting the image and visibility of Esperance is essential to facilitating economic strength and diversity and attracting public and private investment. Raising the perceived profile of Esperance from outside of the town is also important to enhancing its potential to become a key tourist destination.

The project contributes to achieving the following overarching Project Objectives:

OBJECTIVES
C1. Foster, support and encourage the development of a vibrant, self-sufficient and caring community.
C2. Support a sustainable increase in local population across a diverse range of age groups.
NE1. Sustainably manage the natural environment while balancing of tourism uses.
NE3. Provide best practice coastal management to minimise environmental impact and to maintain recreational values.
E1. Encourage and support the development of tourism that caters for local, regional and international tourist opportunities year round.
E2. Embrace strategic and innovative industry opportunities that capitalise on isolation, international trends and new emerging markets.
E4. Promote and utilise the entrepreneurship of local businesses.
E5. Promote and increase business investment opportunities through marketing and branding strategies.
E6. Strengthen and enhance level of service from local businesses through education, training and apprenticeships programmes.
G2. Maximise collaboration and community commitment to actively participate in decision-making processes.
G3. Provide effective and efficient two-way communication between decision makers and the community.



FIGURE 61 - BRANDING THE FACE OF ESPERANCE

Waste Management

This project aims to improve waste management services in Esperance to undertake modifications to the existing landfill facility to enable its continued operation in the short term in accordance with contemporary environmental and waste management standards. Medium and long term initiatives include the identification of an alternative waste facility site to accommodate regional waste management and recycling.

The project contributes to achieving the following overarching Project Objectives:

OBJECTIVES
NE4. Minimise waste to landfill and recover and reuse materials locally and regionally.
B7. Provide adequate essential services and infrastructure to support population growth.



FIGURE 62 - APPROPRIATE AND RESPONSIBLE WAST MANAGEMENT

Enterprise Unit Feasibility

The efficiency and timeliness of commercial project feasibility is at the heart of an effective economic development strategy for Esperance. An effective governance mechanism should consider the viability of a business enterprise unit which may be a joint undertaking between the Shire and the Development Commission (in the first instance). This unit would be responsible for undertaking feasibility analyses of a broad range of commercial projects or projects that require some form of investment support to be realised and which would be to the benefit of the town. It would also, in theory, have the capacity to rate and rank the viability of commercial and enabling projects and have the capacity to enter into joint venture development arrangements with project proponents where it is considered appropriate and prudent. The Enterprise Unit would seek to balance commercial risk with the economic and social returns that discrete projects offer Esperance.

The project contributes to achieving the following overarching Project Objectives:

OBJECTIVES
C5. Provide diverse and innovative education and training opportunities and facilities.
E2. Embrace strategic and innovative industry opportunities that capitalise on isolation, international trends and new emerging markets.
E3. Increase range and diversity of local businesses primarily located within a consolidated and revitalised town centre with an enhanced tourism based role.
E4. Promote and utilise the entrepreneurship of local businesses.
E5. Promote and increase business investment opportunities through marketing and branding strategies.
E6. Strengthen and enhance level of service from local businesses through education, training and apprenticeships programmes.
G4. Provide a proactive and innovative policy and governance framework that enables and encourages quality outcomes.
G5. Identify, establish and maintain partnerships between government, industry and the community.



FIGURE 63 - SUPPORTING LOCAL BUSINESS DEVELOPMENT

Housing Affordability Study

The Housing Affordability Study seeks to identify issues, strategies and actions for the provision of affordable housing and construction workforce / employee accommodation in Esperance.

The project contributes to achieving the following overarching Project Objectives:

OBJECTIVES
C4. Provide equitable access to a high level of utilities and services.
B9. Provide affordable and quality housing and tourist accommodation opportunities.



FIGURE 64 - ATTRACTIVE AND AFFODABLE HOUSING

vTEC Campus Upgrades

The project will help raise the local profile of VET in Schools programs, delivered locally through a strong partnership with VTEC – Esperance Campus, the training provider, to set students, trainees and apprentices on a pathway to achieve a high standard of trade skills and qualifications.

The project contributes to achieving the following overarching Project Objectives:

OBJECTIVES
C5. Provide diverse and innovative education and training opportunities and facilities.
E6. Strengthen and enhance level of service from local businesses through education, training and apprenticeships programmes.
G5. Identify, establish and maintain partnerships between government, industry and the community.



FIGURE 65 - AN UPGRADED VTEC CAMPUS

Sewer Infill Programme

Continuation of the State-wide infill sewage program should be carried out in Esperance. This project will extend through to 2016 and will enable / promote the redevelopment of infill sites within the town.

The project contributes to achieving the following overarching Project Objectives:

OBJECTIVES
NE3. Provide best practice coastal management to minimise environmental impact and to maintain recreational values.
B7. Provide adequate essential services and infrastructure to support population growth.



FIGURE 66 - PROMOTING THE REDEVELOPMENT OF INFILL SITES

Desalination – Site location and pre-feasibility study

Water for Esperance is currently sourced from a series of groundwater areas around the town. These water supplies are limited and new sources are marginal in terms of quality and quantity. Additionally these areas are protected under legislation and limit the ability for future urban expansion of the town.

The establishment of a desalination plant has previously been identified by the Water Corporation as a solution to meeting future demand for water generated from an increase in population in Esperance as well as anticipated industrial and mining growth in the broader Goldfields-Esperance region.

Accordingly there is a need to identify and confirm the suitability of a site for the development of a water desalination plant to service Esperance and the broader Goldfields-Esperance region. Investigations will need to include local and regional economic/ environmental benefits, the potential for private investment and management, needs/demand analysis, timeframes and costs.

The project contributes to achieving the following overarching Project Objectives:

OBJECTIVES
E2. Embrace strategic and innovative industry opportunities that capitalise on isolation, international trends and new emerging markets.
B7. Provide adequate essential services and infrastructure to support population growth.
G5. Identify, establish and maintain partnerships between government, industry and the community.



FIGURE 67 - DESALINATION PLANT: SERVICING ESPERANCE LOCALLY AND THE BROADER GOLDFIELDS - ESPERANCE REGION

GSG and Indoor Sports Stadium

The potential expansion of this facility will have the capacity to house four basketball-sized courts as well as accommodate the majority of indoor sports. The current indoor sports stadium located within the Greater Sports Ground will be decommissioned to free up land for grassed playing fields. The Shire of Esperance has suspended the project due to building cost escalations and delays in the sale of the Flinders land estate. The Shire has relinquished a \$1.75 million grant back to the Department of Sport and Recreation and will reapply when additional funding can be secured to proceed with the project.

The project contributes to achieving the following overarching Project Objectives:

OBJECTIVES
C4. Provide equitable access to a high level of utilities and services.
C8. Provide cost-effective and user-friendly leisure and recreational services and facilities through planning partnerships, sponsorship and community involvement.
B4. Provide a variety of well-designed active and passive public places.
G1. Encourage the cultivation of strong and proactive leadership within the community.
G2. Maximise collaboration and community commitment to actively participate in decision-making processes.
G3. Provide effective and efficient two-way communication between decision makers and the community.



FIGURE 68 - MULTI-USE INDOOR SPORT STADIUM

Bandy Creek Local Structure Planning

The Bandy Creek Local Structure Plan project seeks to review and re-vision current planning for Bandy Creek and the surrounding area in the context of SuperTown initiatives so as to ensure that future land use and development is complementary to and does not compromise the role of the town centre. The Bandy Creek District Structure Plan, endorsed by the Shire of Esperance in August 2009, identifies the creation of a vibrant mixed-use tourist and residential harbour, while maintaining the harbour's important commercial fishing functions. Additionally there is also a need to review the Flinders Estate development and how the two estates integrate.

The project contributes to achieving the following overarching Project Objectives:

OBJECTIVES
NE2. Understand the values of native vegetation and maximise the retention and rehabilitation of native vegetation.
NE3. Provide best practice coastal management to minimise environmental impact and to maintain recreational values.
NE4. Minimise waste to landfill and recover and reuse materials locally and regionally.
NE7. Encourage best practice stormwater management.
NE9. Ensure energy is used efficiently and effectively.
B4. Provide a variety of well-designed active and passive public places.
B5. Provide an integrated, safe and efficient intermodal transport network, which actively encourages walking and cycling.
B7. Provide adequate essential services and infrastructure to support population growth.
B8. Promote a transect approach to housing that accommodates high density close to town centre with rural residential on the periphery.
B9. Provide affordable and quality housing and tourist accommodation opportunities.
B10. Encourage a distinct architectural character and style that responds to the climatic setting and promotes identity and a sense of "place".
B11. Promote and encourage best practice and sustainable urban design and construction methods.



FIGURE 69 - VIBRANT MIXED-USE TOURIST AND RESIDENTIAL HARBOUR

Green Travel Feasibility Study / Streetscape Rejuvenation

This project focuses on improving the streetscapes of Esperance to establish a clear hierarchy and promote alternative and active forms of transport such as:

- » Walking (greater pedestrian comfort and interest);
- » Cycling (bike trails);
- » Public transport (e.g. local shuttle service); and
- » Car sharing.

Car parking will also need to be considered as a part of this strategy, which seeks to assist in reducing dependence on vehicle based transport as a means to reduce traffic within the town.

The project contributes to achieving the following overarching Project Objectives:

OBJECTIVES
NE1. Sustainably manage the natural environment while balancing of tourism uses.
B5. Provide an integrated, safe and efficient intermodal transport network, which actively encourages walking and cycling.
B6. Provide suitable transport networks that enhance connectivity to and from Esperance and other destinations within the region and beyond.
B7. Provide adequate essential services and infrastructure to support population growth.



FIGURE 70 - SUSTAINABLE TRANSPORTATION ALTERNATIVES

Alternative / Green Energy

Building on the green energy technologies that currently contribute to supplying Esperance’s power needs, this project aims to explore the potential for Esperance to implement new technologies (such as biofuels, solar and wave power) and attract industries to become an industry leader in the production, distribution and use of alternative / green energy resources.

The project contributes to achieving the following overarching Project Objectives:

OBJECTIVES
NE8. Provide opportunity to utilise and increase renewable energy.
NE9. Ensure energy is used efficiently and effectively.



FIGURE 71 - A GREEN ENERGY RESOURCE INDUSTRY LEADER

Middletown Planning

The ‘Middletown’ area is a large contiguous land parcel bounded by Norseman Road to the west, Sheldon Road to the north, Harbour Rad to the east and Gladstone Street/ Brazier Street to the south. The land currently contains a number of industrial and civil related activities and infrastructure currently divides the Esperance Town Centre with residential areas to the north including Castletown and Flinders Estate. This project focuses on developing a vision for the site as a transformative opportunity for Esperance and the identification of short term measures that will assist in beginning the reconnection of the two ‘sides’ of Esperance along the foreshore.

The project contributes to achieving the following overarching Project Objectives:

OBJECTIVES
NE2. Understand the values of native vegetation and maximise the retention and rehabilitation of native vegetation.
NE4. Minimise waste to landfill and recover and reuse materials locally and regionally.
NE6. Use water efficiently and maximise the reuse of water.
NE8. Provide opportunity to utilise and increase renewable energy.
B1. Provide for the equitable and sustainable development of land within a notional growth boundary.
B5. Provide an integrated, safe and efficient intermodal transport network, which actively encourages walking and cycling.
B8. Promote a transect approach to housing that accommodates high density close to town centre with rural residential on the periphery.
B9. Provide affordable and quality housing and tourist accommodation opportunities.
B10. Encourage a distinct architectural character and style that responds to the climatic setting and promotes identity and a sense of “place”.
B11. Promote and encourage best practice and sustainable urban design and construction methods.



FIGURE 72 - RECONNECTING THE TWO ‘SIDES’ OF ESPERANCE

Migration Incentive Scheme

Establishing Esperance as a key destination for migrants is important to the attraction and retention of population in Esperance. The initiative will need to consider address a number of key areas including accommodation, education, and health to ensure appropriate resources are available to support such a proposal within the broader community.

The project contributes to achieving the following overarching Project Objectives:

OBJECTIVES
C1. Foster, support and encourage the development of a vibrant, self-sufficient and caring community.
C2. Support a sustainable increase in local population across a diverse range of age groups.
C3. Support the development and prosperity of outlying townships to meet the needs of their communities.



FIGURE 73 - A WELCOMING AND INCLUSIVE COMMUNITY

Cruise Ships

Attracting cruise ships to Esperance will play an important role in promoting the town as a key tourist destination and to support the local economy and tourism related operations. Considerations will need to ensure the easy transfer of passengers into the town and a coordinated approach with business and tourism operations to ensure that passengers are can gain access to the local goods and services.

A range of tourism related planning strategies need to be undertaken with regard to accommodation and improving the overall tourism experience. There has been a steady increase in cruise ships visiting in Esperance over recent years providing significant opportunity to leverage economic benefits to the tourism and business sector within Esperance.

The project contributes to achieving the following overarching Project Objectives:

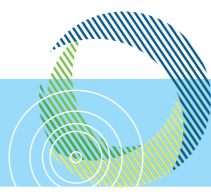
OBJECTIVES

- E1. Encourage and support the development of tourism that caters for local, regional and international tourist opportunities year round.
- E2. Embrace strategic and innovative industry opportunities that capitalise on isolation, international trends and new emerging markets.
- E6. Strengthen and enhance level of service from local businesses through education, training and apprenticeships programmes.
- G5. Identify, establish and maintain partnerships between government, industry and the community.



FIGURE 74 - A POPULAR CRUISE SHIP DESTINATION

DRAFT



5. IMPLEMENTING THE STRATEGY

5. IMPLEMENTING THE STRATEGY

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 range of separate projects have been identified to realise the project’s aspirational goals and objectives.

An implementation schedule for each of the projects details strategies, actions, timing, estimated costs, responsibilities and funding for each. It should be noted that the various components contained within the schedule for each project are based on the project team’s current understanding of the projects requirements and may be reviewed and refined in the future.

Following on from the implementation schedules is an indicative staging plan that identifies indicative timing for various strategies, projects or programs that are required to achieve the aspirational population growth of 29,000 by 2041. It should be noted that whilst funding sources have been identified as an interim measure for non-priority projects, it should be recognised that further investigation will be required to determine potential funding sources post March 2012.

Finally a suggested approach to governance is presented which focuses on how to get things done. Transforming Esperance from its current population of 14,500 to a projected population of 29,000 in 2041 will require additional personnel with new skills and amended structures and governance processes to allow effective and efficient facility and service delivery.

The preparation of the Esperance 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 from the SuperTowns fund for key transformational projects that will facilitate the future growth of Esperance.

5.1 IMPLEMENTATION SCHEDULES

ESPERANCE WATERFRONT

SCOPE	RELEVANT STRATEGIES	RESPONSIBILITY	SPECIALIST INPUT REQUIRED	TIMEFRAME FOR DELIVERY / ESTIMATED COST						
				SHORT (0-5YR)	COST (\$,000)	MEDIUM (6-10-15YR)	COST (\$,000)	LONG (30-40YR)	COST (\$,000)	FUNDING SOURCE
Undertake an assessment of reclaiming land area from Port Authority and relocating fuel lines	Community: (1) Conduct stakeholder meetings between the Shire of Esperance and the Port Authority. Infrastructure and Transport: (1) Identification of land tenure, in-ground infrastructure and port strategic planning. (2) Desktop evaluation of age and condition of infrastructure.	Shire of Esperance/ GEDC/ ECCI	Town Planning / Economic	1-2 yrs	\$7					Shire of Esperance / R4R
Foreshore Landscape Masterplan / Concept Design	Community: (1) Conduct an inception meeting and workshop and consistent collaborative approach with Goldfields-Esperance Development Commission, Shire of Esperance, Port Authority, local indigenous groups, youth representatives, key community groups and stakeholders and nominated landscape architect to formalise a clear vision (\$7K). Infrastructure and Transport: (1) Consider key transport links to and from town centre / foreshore to other areas. (2) Consider linkages within the town centre / foreshore areas, especially for pedestrians across Dempster Street and the Esplanade. Built Form and Public Realm: (1) Preparation of an overall landscape masterplan for the foreshore area. (2) As part of concept design development of foreshore precinct, consideration towards hardscape and softscape treatments, furniture suites and way finding strategies. (3) Development of important landscape views, sections and elevations as part of overall landscape concept development. (4) Incorporation of Stage 1B - The Esplanade into the overall project planning / design development of the foreshore precinct. (5) Creation of a series of nodes / gathering spaces as part of the redesigned foreshore precinct. (6) Incorporation of sea wall and engineering requirements into overall landscape scheme. (7) Creation of a 'Crucible' community gathering space at junction of Andrew Street and Foreshore. Additional new civic buildings / attractions to be implemented as part of scheme.	Shire of Esperance/ GEDC/ ECCI	Landscape / Transport	1-2 yrs	\$25					Shire of Esperance / R4R
Stage 1B - The Esplanade Promenade (Landscape Package)	Built Form and Public Realm: (1) Future design development of foreshore precinct to take into account Stage 1B approved concept design work done to date. (2) Further collaboration and design development to be conducted with future appointed Landscape Consultants of Stage 1B.	Shire of Esperance/ GEDC/ ECCI	Landscape	1-3 yrs	TBC					Shire of Esperance / R4R
Stage 2B - Tanker Jetty + Arts Centre Node & Stage 3 James Street Precinct (Landscape Packages)	Built Form and Public Realm: (1) Future design development of foreshore precinct to take into account Stages 2B and 3 approved concept design work done to date. (2) Further collaboration and design development to be conducted with future appointed Landscape Consultants of Stages 2B and 3.	Shire of Esperance/ GEDC/ ECCI	Landscape	1-3 yrs	TBC					Shire of Esperance / R4R
Stage 1A - Sea Wall, Stage 2A - Headland Sea Wall, Stage 4 - Jetty Refurbishment & Stage 5 - Commercial Development	Built Form and Public Realm: (1) Future design development of foreshore precinct to take into account Stage 1A - Sea Wall, Stage 2A - Headland Sea Wall, Stage 4 - Jetty Refurbishment and Stage 5 - Commercial Development in terms of the overall masterplan.	Shire of Esperance/ GEDC/ ECCI	Landscape	1-3 yrs	TBC					Shire of Esperance / R4R
Restoration and Protection Works (north of James Street)	Environmental: (1) Potential EPA referral required - depending on nature of impact. (\$50K) Infrastructure and Transport: (1) Tender for landscaping / infrastructure works (currently being sought). (2) Tender for construction works.	Shire of Esperance/ GEDC/ ECCI	Environmental / Landscape / Civil Contractors	1-2 yrs	TBC					Shire of Esperance / R4R

SCOPE	RELEVANT STRATEGIES	RESPONSIBILITY	SPECIALIST INPUT REQUIRED	TIMEFRAME FOR DELIVERY / ESTIMATED COST						
				SHORT (0-5YR)	COST (\$,000)	MEDIUM (6-10-15YR)	COST (\$,000)	LONG (30-40YR)	COST (\$,000)	FUNDING SOURCE
Coastal Vulnerability Strategy	Environmental: (1) Coastal risk assessment for the foreshore area between the groynes as it relates to the foreshore area.	Shire of Esperance/ GEDC/ ECCI	Coastal Engineering	1-2 yrs	\$50					Shire of Esperance / R4R
Investigate POS & pathway lighting along Foreshore	Infrastructure and Transport: (1) Assess existing lighting. (2) Investigate new lighting requirement and selection suitable for foreshore area also taking into consideration other factors like environment and aesthetics.	Shire of Esperance/ GEDC/ ECCI	Underground Power	1-2 yrs	\$30					Shire of Esperance / R4R
Existing Norfolk Island Pine Assessment / Tree Survey	Built Form and Public Realm: (1) Monitor and observe existing health of Norfolk Island Pines across entire foreshore precinct. (2) Phased and succession planting regime of new Norfolk Island Pines across the foreshore precinct to be considered. (3) Notable other trees within the foreshore precinct to be surveyed as part of overall town site survey work and be considered as part of future development works. (4) Potential re-orientation of vehicular laneways to allow for Norfolk Island Pines to be in central median of carriageway.	Shire of Esperance/ GEDC/ ECCI	Landscape / Aboriculturalist	1-2 Yr	\$5					Shire of Esperance / R4R
Prepare a Public Art / Sculpture Plan + indigenous interpretive signage plan	Community: (1) Work with Artsource to develop a Shire Public and Community Art Plan. (2) Develop an interpretive signage plan in consultation with traditional owners (40k).	Shire of Esperance/ GEDC/ ECCI	Community Planning / Economic	1-2 yrs	\$25					Shire of Esperance / R4R

TOWN CENTRE REVITALISATION

SCOPE	RELEVANT STRATEGIES	RESPONSIBILITY	SPECIALIST INPUT REQUIRED	TIMEFRAME FOR DELIVERY / ESTIMATED COST						
				SHORT (0-5YR)	COST (\$,000)	MEDIUM (6-10-15YR)	COST (\$,000)	LONG (30-40YR)	COST (\$,000)	FUNDING SOURCE
Town Centre Vision and Master Plan	Community: (1) Implement an appropriate community engagement program to ensure community input into town planning. (2) Implement a community development planning process to address social planning requirements. (\$80-120k) Infrastructure and Transport: (1) Consider key transport links to and from town centre / foreshore to other areas. (2) Consider linkages within the town centre / foreshore district, especially for pedestrians across Dempster Street and the Esplanade. (3) Undertake Stage 1 Parking Strategy identifying existing and potential future approaches to the management of parking to inform preparation of a Town Centre Master Plan (\$20k). Built Form and Public Realm: (1) Undertake background review of existing documents, context and analysis, and existing land use assessment. (2) Undertake land tenure analysis / retail strategy and advice. (3) Prepare site/s specific redevelopment scenarios. (4) Undertake enquiry by design/charrette process to identify community and stakeholder vision for the town centre. (5) Prepare a town centre vision and place making/ management strategy. (6) Prepare precinct based Town Centre Master Plan. (7) Seek endorsement of Town Centre Master Plan by the Shire.	Shire of Esperance/ GEDC/ ECCI	Town Planning / Landscape / Civil / Architect / Community Consultation / Transport / Economics / Property	1 yr	\$500					Shire of Esperance / R4R

SCOPE	RELEVANT STRATEGIES	RESPONSIBILITY	SPECIALIST INPUT REQUIRED	TIMEFRAME FOR DELIVERY / ESTIMATED COST						
				SHORT (0-5YR)	COST (\$,000)	MEDIUM (6-10-15YR)	COST (\$,000)	LONG (30-40YR)	COST (\$,000)	FUNDING SOURCE
Town Centre and Foreshore Landscape Masterplan / Concept Design	<p>Infrastructure and Transport:</p> <p>(1) Consider key transport links to and from town centre / foreshore to other areas adopting Crime Prevention Through Environmental Design (CPTED) principles</p> <p>(2) Consider linkages within the town centre / foreshore district, especially for pedestrians across Dempster Street and the Esplanade.</p> <p>(3) Investigate costs and work involved to underground Town centre's overhead power lines. The objective of the Horizon Power Upgrades is to initiate Zone 2 of the planned upgrades, which involves undergrounding Horizon Power's infrastructure in a loop along Dempster Street, Kemp Street, Andrew Street and The Esplanade.</p> <p>(4) Investigate the use of decorative streetlights for aesthetic purposes.</p> <p>Built Form and Public Realm:</p> <p>(1) Preparation of an overall landscape masterplan for the town centre area.</p> <p>(2) As part of Concept Design development of town centre precinct thought will be given towards hardscape and softscape treatments, furniture suites and way finding strategies.</p> <p>(3) Development of important landscape views, sections and elevations as part of overall landscape concept development.</p> <p>(4) Integration of a segment foreshore as part of the town centre masterplanning process.</p> <p>(5) Consideration of Andrew Street precinct as first stage redevelopment node (demonstration project) in town and to be linking element between town centre and foreshore.</p>	Shire of Esperance/ GEDC/ ECCI/ Horizon Power	Town Planning / Landscape / Transport / Underground Power	1-2 Yr	\$80					Shire of Esperance / R4R/ Horizon Power
Existing Norfolk Island Pine Assessment / Town Centre Area	<p>Built Form and Public Realm:</p> <p>(1) Monitor and observe existing health of Norfolk Island Pines across entire town centre precinct.</p> <p>(2) Phased and succession planting regime of new Norfolk Island Pines across the town centre precinct to be considered.</p> <p>(3) Notable other trees within the town site precinct to be surveyed as part of overall town site survey work and be considered as part of future development works.</p>	Shire of Esperance/ GEDC/ ECCI	Landscape / Aboriculturalist	1-2 Yr	\$5					Shire of Esperance / R4R
Town Centre and Crucible and Foreshore Lux Level Study	<p>Built Form and Public Realm:</p> <p>(1) Lux level calculations in terms of lighting levels anticipated to public open space areas away from main vehicular thoroughfares. Determination of perceived safe lighting levels for continued evening use of POS areas.</p>	Shire of Esperance/ GEDC/ ECCI	Lighting / Landscape	1-2 Yr	\$15					Shire of Esperance / R4R
Prepare a Parking Strategy aligned with the vision and principles identified in the Town Centre Vision and Place Making / Management Strategy	<p>Built Form and Public Realm:</p> <p>(1) Undertake detailed assessment of existing public and private parking infrastructure.</p> <p>(2) Undertake review of existing planning framework as it relates to parking.</p> <p>(3) Identify current/proposed car parking demand and utilisation.</p> <p>(4) Prepare Town Centre Parking Strategy.</p> <p>(5) Seek endorsement of Parking Strategy by the Shire.</p>	Shire of Esperance/ GEDC/ ECCI	Town Planning / Transport	1-2 yrs	\$30					Shire of Esperance / R4R
Prepare a Movement and Transport Study for Town Centre	<p>Infrastructure and Transport:</p> <p>(1) Mapping, modelling and analysis of key pedestrian activity, facilities, and priority areas.</p> <p>(2) Identify pedestrian safety and amenity concerns and develop mitigation measures.</p> <p>(3) Mapping and analysis of existing and future on-street and off-street cycling facilities.</p> <p>(4) Mapping and analysis of existing and future public transport routes and services.</p> <p>(5) Develop road hierarchy with cross section elements and key travel routes.</p> <p>(6) Project future traffic volumes based on anticipated growth and development.</p> <p>(7) Analyse and model performance of key intersections for existing and future condition.</p> <p>(8) Assess demand for commercial vehicle and freight traffic against key corridors.</p>	Shire of Esperance/ GEDC/ ECCI	Transport / Acoustic	1-2 yrs	\$200					Shire of Esperance / R4R
Undertake a land use assessment.	<p>Environmental:</p> <p>Desktop assessment - contaminated sites, land use buffers for industrial land uses. (\$10k - costs need to be included within the larger scopes. For the EPA referral - it assumes that there is minimal clearing of native vegetation and/or baseline surveys have been completed).</p>	Shire of Esperance/ GEDC/ ECCI	Environmental	1-2 yrs	\$30					Shire of Esperance / R4R

SCOPE	RELEVANT STRATEGIES	RESPONSIBILITY	SPECIALIST INPUT REQUIRED	TIMEFRAME FOR DELIVERY / ESTIMATED COST						
				SHORT (0-5YR)	COST (\$,000)	MEDIUM (6-10-15YR)	COST (\$,000)	LONG (30-40YR)	COST (\$,000)	FUNDING SOURCE
Prepare a Town Centre Implementation Strategy for major land uses/strategic developments	Community: (1) Implement an appropriate community engagement program to ensure community input into town planning. (\$20-30k). Economic: (1) Prepare Economic Development Strategy. Environmental: (1) Desktop assessment - contaminated sites and land use buffers for industrial land uses. Infrastructure and Transport: (1) Undertake transport demand / capacity assessment for new land uses. (2) Identify key transport bottlenecks and enabling infrastructure projects. Built Form and Public Realm: (1) Undertake land use needs assessment for major town centre land uses/development. (2) Identify land tenure and site suitability assessment for future major town centre land uses/development. Governance and Leadership: (1) Identify and establish appropriate planning and land assembly delivery mechanisms. (2) Develop a strategy for the staged redevelopment of a Museum / Heritage Precinct incorporating the reconfiguration / relocation of the historic cottages.	Shire of Esperance/ GEDC/ ECCI	Town Planning / Legal / Economic / Environmental / Transport / Heritage	1-2 yrs	\$150					Shire of Esperance / R4R
Prepare and implement appropriate planning framework	Community: (1) Establish and seek feedback from Community Reference Group. (15k) Environmental: (1) Desktop environmental assessment if required to support EPA referral (\$30k - costs need to be included within the larger scopes. For the EPA referral – it assumes that there is minimal clearing of native vegetation and/or baseline surveys have been completed). Built Form and Public Realm: (1) Undertake relevant scheme amendments, prepare planning policies, and design guidelines. (\$70k)	Shire of Esperance/ GEDC/ ECCI	Town Planning / Environmental	2-3 yrs	\$115					Shire of Esperance / R4R
Landscape Design Guidelines - Town Site	Built Form and Public Realm: (1) Provision and development of Landscape Design Guidelines for the townsite encompassing recommended hardscape and softscape palettes with regards to future landscape works.	Shire of Esperance/ GEDC/ ECCI	Landscape	1-2 Yr	\$20					Shire of Esperance / R4R

WORKERS ACCOMMODATION CAMP

SCOPE	RELEVANT STRATEGIES	RESPONSIBILITY	SPECIALIST INPUT REQUIRED	TIMEFRAME FOR DELIVERY / ESTIMATED COST						
				SHORT (0-5YR)	COST (\$,000)	MEDIUM (6-10-15YR)	COST (\$,000)	LONG (30-40YR)	COST (\$,000)	FUNDING SOURCE
Feasibility and Site Selection	<p>Community:</p> <p>(1) Review opportunities with local and broader community.</p> <p>(2) Conduct workshops.</p> <p>Environmental:</p> <p>(1) Flora and Fauna Survey.</p> <p>Infrastructure and Transport:</p> <p>(1) Project future traffic demand and assess possible impacts to adjacent network for candidate sites.</p> <p>(2) Assess connectivity for pedestrians, cyclists, and public transport for candidate sites.</p> <p>Built Form and Public Realm:</p> <p>(1) Undertake Feasibility Study which includes provision of facilities / amenities for public use as well as consideration for the staged future redevelopment of the camp for alternative land uses (i.e. short stay tourism).</p> <p>(2) Undertake site identification and land assembly and delivery.</p>	Shire of Esperance/ GEDC/ ECCI	Town Planning / Civil / Environmental / Community / Transport / Environmental	1-2 yrs	\$100					Shire of Esperance / R4R
Environmental Investigations for Workers Accommodation Camp within Middle town	<p>Environmental:</p> <p>(1) Flora and Fauna Survey.</p>	Shire of Esperance/ GEDC/ ECCI	Environmental	1 yr	\$40					Shire of Esperance / R4R
Gain approvals and undertake necessary enabling and development guidance activities	<p>Environmental:</p> <p>(1) Potentially odour and dust assessments.</p> <p>Built Form and Public Realm:</p> <p>(1) Undertake scheme amendment (if required).</p> <p>(2) Prepare and lodge applications for subdivision with the WAPC (if required).</p> <p>(3) Lodgement of development application with the Shire.</p>	Shire of Esperance/ GEDC/ ECCI	Town Planning / Civil / Environmental	1-2 yrs	\$100					Shire of Esperance / R4R
Preliminary Site Investigation for contamination (depending on footprint)	<p>Environmental:</p> <p>(1) PSI for known contaminated sites (\$20k, assuming no significant contamination).</p>	Owner of land / Developer of Workers Accommodation Camp.	Environmental	1-2 yrs	\$20					Shire of Esperance / R4R
Landscape Concept / Masterplan	<p>Built Form and Public Realm:</p> <p>(1) Preparation of an overall landscape masterplan with regards to the workers accommodation and associated landscape treatments.</p> <p>(2) Temporary landscape treatments may have to be applied in relation to the specific longevity of the workers accommodation compound.</p> <p>(3) Landscape treatments may only be required where the project site interfaces with the main roads / access points.</p>	Owner of land / Developer of Workers Accommodation Camp.	Landscape	1-3 Yr	TBC					Shire of Esperance / R4R
Prepare a Traffic Impact Assessment	<p>Infrastructure and Transport:</p> <p>(1) Existing conditions network assessment.</p> <p>(2) Trip generation for future traffic projection.</p> <p>(3) Traffic modelling of future conditions.</p> <p>(4) Develop and assess mitigation scenarios.</p>	Shire of Esperance/ GEDC/ ECCI	Transport	1-2 yrs	\$30					Shire of Esperance / R4R
Construction	<p>Built Form and Public Realm:</p> <p>(1) Undertake construction activities (cost TBC).</p>	Owner of land / Developer of Workers Accommodation Camp.	Civil Contractors	2-3 yrs	TBC					Shire of Esperance / R4R

INDUSTRY DEVELOPMENT STUDY (SUPPLY CHAIN STUDY)

SCOPE	RELEVANT STRATEGIES	RESPONSIBILITY	SPECIALIST INPUT REQUIRED	TIMEFRAME FOR DELIVERY / ESTIMATED COST							
				SHORT (0-5YR)	COST (\$,000)	MEDIUM (6-10-15YR)	COST (\$,000)	LONG (30-40YR)	COST (\$,000)	FUNDING SOURCE	
Conduct Industry Development and Supply / Value Chains Study	<p>Economic:</p> <p>(1) This will involve the development of industry development plans for identified priority industries (i.e. resources development and extraction, transport logistics, agriculture, fishing and aquaculture, tourism and green energy production) will require detailed supply and value chain mapping of key existing competitive advantages to provide an industry development plan focussing on Esperance's place within these value chains and how the community can leverage the economic benefits of strategic project development. These development plans and associated supply / value chain studies will seek to identify existing / future agglomerations of economic activity and infrastructure, relationships with existing strategic national and international supply chains, and gaps in existing strategic supply chains (to optimise economic activity). Will also include:</p> <ul style="list-style-type: none"> - Engagement with major industry stakeholders (ranging from local to international) with a focus on future trends and drivers - Engagement with major public and private infrastructure providers to unlock existing unnecessary capacity constraints that may limit development of these industry - Dedication of appropriate human and financial resources to achieve above points. 	Shire of Esperance/ GEDC/ ECCI/ RDL	Economic	1-2 yrs	\$200						RDL / R4R

SMALL BUSINESS INCUBATOR HUB

SCOPE	RELEVANT STRATEGIES	RESPONSIBILITY	SPECIALIST INPUT REQUIRED	TIMEFRAME FOR DELIVERY / ESTIMATED COST							
				SHORT (0-5YR)	COST (\$,000)	MEDIUM (6-10-15YR)	COST (\$,000)	LONG (30-40YR)	COST (\$,000)	FUNDING SOURCE	
Conduct Feasibility Study	<p>Economic:</p> <p>(1) Determine demand. (2) Explore optimal location scope and configuration. (3) Explore governance options.</p> <p>Built Form and Public Realm:</p> <p>(1) Undertake feasibility study. (2) Undertake site identification and land assembly.</p>	Shire of Esperance / GEDC / ECCI	Economic / Town Planning	1-2Yrs	\$120						Shire of Esperance / R4R
Develop Small Business Incubator Hub Plan (SBIHP)	<p>Community:</p> <p>(1) Consult with the business community groups, indigenous stakeholders and other key stakeholders and gain input into SBIHP.</p> <p>Built Form and Public Realm:</p> <p>(1) Prepare preliminary concept plans. (2) Undertake community consultation to seek feedback on preliminary plans. (3) Finalise preferred development concept plan. (4) Seek Council endorsement of preferred development concept plan.</p>	Shire of Esperance/ GEDC/ ECCI	Community Engagement / Economic / Town Planning	1-2yr	\$100						Shire of Esperance / R4R
Prepare a Traffic Impact Assessment for district development	<p>Infrastructure and Transport:</p> <p>(1) Existing conditions network assessment. (2) Trip generation for future traffic projection. (3) Traffic modelling of future conditions. (4) Develop and assess mitigation scenarios.</p>	Shire of Esperance/ GEDC/ ECCI	Transport	1-2 yrs	\$30-50						Shire of Esperance / R4R
Gain approvals and undertake necessary enabling and development guidance activities	<p>Built Form and Public Realm:</p> <p>(1) Undertake scheme amendments. (2) Prepare and lodge application for subdivision with the WAPC. (3) Prepare planning policies and design guidelines to guide future development outcomes. (4) Lodgement of development applications with the Shire.</p>	Shire of Esperance/ GEDC/ ECCI	Town Planning / Civil / Environmental	1-2 yrs	\$100						Shire of Esperance / R4R
Construction	<p>Built Form and Public Realm:</p> <p>(1) Undertake construction of hub.</p>	Shire of Esperance/ GEDC/ ECCI	Civil Contractors / Proponents	2-3 yrs	TBC						Shire of Esperance / R4R

MEDICAL CENTRE CO-LOCATED FACILITY

SCOPE	RELEVANT STRATEGIES	RESPONSIBILITY	SPECIALIST INPUT REQUIRED	TIMEFRAME FOR DELIVERY / ESTIMATED COST							
				SHORT (0-5YR)	COST (\$,000)	MEDIUM (6-10-15YR)	COST (\$,000)	LONG (30-40YR)	COST (\$,000)	FUNDING SOURCE	
Shire to advocate for need	Community: (1) Shire to work with local health providers to establish need.	Shire of Esperance / Department of Health	Nil	1-2 yrs	\$0						
Conduct feasibility study	Economic: (1) Explore alternative development models and the potential for joint venture development. (2) Develop financial feasibility analysis.	Shire of Esperance	Economic Consultant / Community	4 yrs	\$100						Shire of Esperance / R4R / Private
Gain approvals and undertake necessary enabling and development guidance activities	Built Form and Public Realm: (1) Lodgement of development application with the Shire (including site environmental and traffic).	Shire of Esperance	Town Planning / Architect / Civil / Environmental	1-2 yrs	\$50						Shire of Esperance / R4R / Private
Construction	Built Form and Public Realm: (1) Undertake construction of medical centre (cost TBC).	Shire of Esperance	Civil Contractors	2-3 yrs	TBC						Shire of Esperance / R4R / Private

COMMUNITY INFRASTRUCTURE PLAN

SCOPE	RELEVANT STRATEGIES	RESPONSIBILITY	SPECIALIST INPUT REQUIRED	TIMEFRAME FOR DELIVERY / ESTIMATED COST							
				SHORT (0-5YR)	COST (\$,000)	MEDIUM (6-10-15YR)	COST (\$,000)	LONG (30-40YR)	COST (\$,000)	FUNDING SOURCE	
Community Infrastructure Plan	Community: (1) An inception meeting and workshop with a consistent collaborative approach between GEDC, Shire's community development officer, sporting group representatives, key community group representatives, local indigenous groups, youth representatives, key stakeholders and nominated architects / planners to highlight key issues and raise awareness within the group of various community infrastructure requirements. (2) Formalise the community infrastructure priorities. (3) Nominate and empower a local community leader/representative to represent community requirements.	Shire of Esperance	Community Planning / Landscape / Architect / Quantity Surveyor	1-2 yrs	\$100						Shire of Esperance / R4R

MARKETING / BRANDING ESPERANCE

SCOPE	RELEVANT STRATEGIES	RESPONSIBILITY	SPECIALIST INPUT REQUIRED	TIMEFRAME FOR DELIVERY / ESTIMATED COST							
				SHORT (0-5YR)	COST (\$,000)	MEDIUM (6-10-15YR)	COST (\$,000)	LONG (30-40YR)	COST (\$,000)	FUNDING SOURCE	
Background Research & Visioning	Community: (1) Stakeholder visioning workshop to determine aspirations. (2) Align vision with existing strategic framework. (3) Identify market propositions associated with neighbouring/ competing towns. (4) Determine strategies for attraction residents businesses and tourists. (5) Align with visions and values of community and environmental groups. (6) Consult business and agricultural leaders to determine comparative, advantages values and benefits in relation to regional context. (7) Explore why people choose to reside in Esperance, social benefits and associations. (8) Investigate visitor motivations, expectations and perceptions. (9) Consider the intangible brand associations required to develop a strong brand.	Shire of Esperance	Brand / Marketing	1-2 yrs	\$30						Shire of Esperance / R4R

SCOPE	RELEVANT STRATEGIES	RESPONSIBILITY	SPECIALIST INPUT REQUIRED	TIMEFRAME FOR DELIVERY / ESTIMATED COST						
				SHORT (0-5YR)	COST (\$,000)	MEDIUM (6-10-15YR)	COST (\$,000)	LONG (30-40YR)	COST (\$,000)	FUNDING SOURCE
Brand Strategy and Key Message Development	<p>Community:</p> <p>(1) Define clear spatial parameters where the brand will apply.</p> <p>(2) Determine unique, desirable and defensible elements that underpin the brand.</p> <p>(3) Develop brand strategy and positioning.</p> <p>(4) Develop brand logo and creative concept for use in a variety of communication mediums.</p> <p>Environmental:</p> <p>(1) The promotion of environmental assets in the local area.</p>	Shire of Esperance	Brand / Marketing / Environmental Tourism	1-2 yrs	\$80					Shire of Esperance / R4R
Signage and Wayfinding Strategy	<p>Infrastructure and Transport:</p> <p>(1) Identify major trip generators and attractors: activity centres, employment sites, residential areas, tourist spots.</p> <p>(2) Assess major routes for existing travel and potential desire lines for future travel.</p> <p>(3) Identify bottlenecks and missing links.</p> <p>Built Form and Public Realm:</p> <p>(1) Undertake study of entire town in relation to signage and wayfinding placement.</p> <p>(2) Development of suite of signage and wayfinding that incorporates character of Esperance. To be done in conjunction with Shire and their ideas for streetscape furniture development.</p> <p>(3) Implementation of signage and wayfinding also relates to the overall 'Marketing + Branding' opportunities for the town.</p> <p>(4) Holistic approach to be taken in development of marketing and branding of town in terms of signage and wayfinding opportunities.</p>	Shire of Esperance	Signage and Wayfinding / Landscape / Transport	1-2 yrs	\$50					Shire of Esperance / R4R
Recreation/Environment Co-ordination and management	<p>Community:</p> <p>(1) Meeting with local recreation groups/users/tourism operators who use the natural areas of Esperance (fishing, 4wd, kayak etc..) and the regulators and NGO (DEC, SoE, nRM) to discuss issues within the natural recreation areas around town (National Parks, Nature Reserves, Coastline, etc) with a view to establishing a local working group to work through issues.</p>	Shire	Communication	1-2 yrs	\$30					Shire of Esperance / R4R

WASTE MANAGEMENT

SCOPE	RELEVANT STRATEGIES	RESPONSIBILITY	SPECIALIST INPUT REQUIRED	TIMEFRAME FOR DELIVERY / ESTIMATED COST							
				SHORT (0-5YR)	COST (\$,000)	MEDIUM (6-10-15YR)	COST (\$,000)	LONG (30-40YR)	COST (\$,000)	FUNDING SOURCE	
Post closure planning and management for Wylie Bay	Environmental: (1) Post closure planning (2) Sampling and Analysis Plan (3) Groundwater study (4) Post closure management, including monitoring and remediation and assessment of ongoing costs.	Shire of Esperance	Environmental / Waste Management	1-5 yrs	\$300						Shire of Esperance / R4R
Gain approvals and undertake necessary enabling mechanisms for lined waste cell at Wylie Bay	Environmental: (1) Undertake Works Approval process and planning.	Shire of Esperance	Environmental / Waste Management	1 yr	\$150						Shire of Esperance / R4R
Construction activities for new lined waste cell at Wylie Bay	Infrastructure and Transport: (1) Construction of a new lined waste cell – (based on construction of 2 lined waste cells to last 10 years).	Shire of Esperance	Civil Construction Contractor	2 yr	\$1,250	5 to 6 yrs	\$1,250				Shire of Esperance / R4R
Site selection and feasibility for new landfill facility	Environmental: (1) Assessment of future waste requirements (including post closure planning). (2) Site selection for new landfill. (3) Design and cost estimates for new facility. (4) Providing an outline of the future management requirements and approvals.	Shire of Esperance	Town Planning / Environmental / Waste Management	1-3 yrs	\$200						Shire of Esperance / R4R
Gain approvals and undertake necessary enabling mechanisms for new landfill facility	Environmental: (1) Undertake Works and Environmental Approval for new landfill facility (Site specific waste management plan). Infrastructure and Transport: (1) Purchase of land (100 ha).	Shire of Esperance	Environmental / Waste Management	3-5 yrs	\$300						Shire of Esperance / R4R
Construction of a new waste facility	Infrastructure and Transport: (1) Detailed Design of Stage 1 (year 5). (2) Capital cost based upon Wylie Bay Landfill Review and Future Strategy (5 to 10 years).	Shire of Esperance	Civil Construction Contractor	5 yrs	\$300	5-10 yrs	\$6,000				Shire of Esperance / R4R

ENTERPRISE UNIT FEASIBILITY

SCOPE	RELEVANT STRATEGIES	RESPONSIBILITY	SPECIALIST INPUT REQUIRED	TIMEFRAME FOR DELIVERY / ESTIMATED COST							
				SHORT (0-5YR)	COST (\$,000)	MEDIUM (6-10-15YR)	COST (\$,000)	LONG (30-40YR)	COST (\$,000)	FUNDING SOURCE	
Explore scope for enterprise development business unit	Economic: (1) Conduct a feasibility study in to the joint funding and operations of an enterprise business unit. This unit would be responsible for undertaking feasibility analyses of a broad range of commercial projects or projects that require some form of investment support to be realised and which would be to the benefit of the town. It would also, in theory, have the capacity to rate and rank the viability of commercial and enabling projects and have the capacity to enter into joint venture development arrangements with project proponents where it is considered appropriate and prudent. Governance and Leadership: (1) Direct implications for governance and resourcing model.	GEDC / RDL / Shire	Economic	4 yr	\$100						Shire of Esperance / R4R

HOUSING AFFORDABILITY STUDY

SCOPE	RELEVANT STRATEGIES	RESPONSIBILITY	SPECIALIST INPUT REQUIRED	TIMEFRAME FOR DELIVERY / ESTIMATED COST							
				SHORT (0-5YR)	COST (\$,000)	MEDIUM (6-10-15YR)	COST (\$,000)	LONG (30-40YR)	COST (\$,000)	FUNDING SOURCE	
Devise a strategy to increase provision of availability of affordable housing for indigenous groups and respite accommodation for mentally ill, aged and disabled groups	Community: (1) An inception meeting and workshop and consistent collaborative approach with GEDC, Shire, local indigenous groups, youth representatives, mental health (respite care) representatives, Dept. of Housing and key stakeholders and planners to formalise an understanding of requirement for housing. (2) Conduct demographic and research analysis to ascertain current and future requirements.	Shire of Esperance	Town Planning / Community Planning	1 yr	\$50						Shire of Esperance / R4R / LandCorp
Conduct property market depth analysis study	Infrastructure and Transport: (1) Accessibility assessment in order to select sites which make best use of existing transport infrastructure. Economic: (1) Explore the demographic demand for accommodation by type and price point and the relative affordability for different income quintiles. This should also inform lot optimal lot release programs by agencies such as LandCorp and provide direction to the Shire in terms of its approvals process for development applications.	LandCorp / Shire of Esperance	Economic / Property / Transport	0-1 yr	\$40 - \$50						Shire of Esperance / R4R / LandCorp

VTEC CAMPUS UPGRADES

SCOPE	RELEVANT STRATEGIES	RESPONSIBILITY	SPECIALIST INPUT REQUIRED	TIMEFRAME FOR DELIVERY / ESTIMATED COST							
				SHORT (0-5YR)	COST (\$,000)	MEDIUM (6-10-15YR)	COST (\$,000)	LONG (30-40YR)	COST (\$,000)	FUNDING SOURCE	
VTEC to undertake planning study to establish need for additional facilities, needs and courses.	Community: (1) VTEC to initiate Needs Assessments, consultations in community and with stakeholders, and to develop expansion plans.	Shire of Esperance / Curtin VTEC	Community Planning	2-3yrs	TBC						Shire of Esperance / R4R

SEWER INFILL PROGRAMME

SCOPE	RELEVANT STRATEGIES	RESPONSIBILITY	SPECIALIST INPUT REQUIRED	TIMEFRAME FOR DELIVERY / ESTIMATED COST							
				SHORT (0-5YR)	COST (\$,000)	MEDIUM (6-10-15YR)	COST (\$,000)	LONG (30-40YR)	COST (\$,000)	FUNDING SOURCE	
System Capacity Analysis and Agency Consultation	Built Form and Public Realm: (1) Land use and planning analysis to determine system capacity. Infrastructure and Transport: (1) Liaise with the Water Corporation during the Preliminaries to Works phase and for timely programming of the works. (2) Advocate for the prioritisation of sewerage infrastructure to enable development of land.	Shire of Esperance	Civil	1-2yrs	\$100						Shire of Esperance / R4R
Amendments to planning framework to facilitate infill development	Built Form and Public Realm: (1) Undertake relevant scheme amendments. (2) Prepare planning policies and design guidelines to guide future development outcomes.	Shire of Esperance	Town Planning	1-2yrs	\$60						Shire of Esperance / R4R

DESALINATION

Scope	RELEVANT STRATEGIES	Responsibility	Specialist Input Required	Timeframe for Delivery / Estimated Cost							
				Short (0-5yr)	Cost (\$,000)	Medium (6-10-15yr)	Cost (\$,000)	Long (30-40yr)	Cost (\$,000)	Funding Source	
Feasibility and site identification for the future construction of a desalination plant to service Esperance and the broader Goldfields region	Infrastructure and Transport: (1) Undertake review of existing planning for a desalination plant in Esperance, consultation with the Water Corporation and identification of a suitable site. (2) Undertake feasibility study and analysis. Built Form and Public Realm: (1) Undertake site identification and land assembly.	Shire of Esperance	Town Planning / Civil Engineering / Community Consultation / Environmental / Economic	1-2 years	\$200						Shire of Esperance / R4R / Water Corporation
Gain approvals and undertake necessary enabling and development guidance activities	Built Form and Public Realm: (1) Undertake scheme amendment.	Shire of Esperance	Town Planning / Civil / Environmental	1-2 yrs	\$30						Shire of Esperance / R4R / Water Corporation
Construction	Infrastructure and Transport: (1) Undertake construction of desalination plan (cost TBC).	Shire of Esperance	Civil Contractors			10-15 yrs	TBC				Shire of Esperance / R4R / Water Corporation

GSG AND INDOOR SPORTS STADIUM

SCOPE	RELEVANT STRATEGIES	RESPONSIBILITY	SPECIALIST INPUT REQUIRED	TIMEFRAME FOR DELIVERY / ESTIMATED COST							
				SHORT (0-5YR)	COST (\$,000)	MEDIUM (6-10-15YR)	COST (\$,000)	LONG (30-40YR)	COST (\$,000)	FUNDING SOURCE	
Conduct technical and financial feasibility study	Economic: (1) Based on usage patterns and take-up rates, determine the financial feasibility of the project and its implications for Shire ownership and management of the facility.	Shire of Esperance	Community / Economic / Design / Quantity Surveying / Engineering	3-5 yrs	\$150						Shire of Esperance / R4R
Prepare a Traffic and Parking Impact Assessment	Infrastructure and Transport: (1) Existing conditions network assessment. (2) Trip generation for future traffic projection. (3) Traffic and parking modelling of future conditions. (4) Develop and assess mitigation scenarios.	Shire of Esperance	Transport	1-2 yrs	\$30						Shire of Esperance / R4R
GSG Masterplan Review	Community: (1) An inception meeting and workshop with a consistent collaborative approach with GEDC, Shire, and all sporting and community groups, youth, mental health and indigenous user groups to formalise the issues with moving forward with GSG. (2) External representative to consult with sporting groups and negotiate best outcome. (3) Revise GSG Masterplan in accordance with overall community consultation outcome. (4) Undertake feasibility study on basis of revised masterplan to establish business case and funding options for revised plan. Management Plan and attract funding.	Shire of Esperance	Community Consultation / Town Planning / Urban Design	2-3yr	\$150-200						Shire of Esperance / R4R
Design and Construction	Community: (1) Develop design brief and oversee design process. (2) Handover to Shire to oversee building process. Built Form and Public Realm: (1) Undertake construction of GSG and Indoor Sports Stadium (cost TBC)	Shire of Esperance	Community Development	2-3yrs	\$100						Shire of Esperance / R4R

BANDY CREEK LOCAL STRUCTURE PLANNING

SCOPE	RELEVANT STRATEGIES	RESPONSIBILITY	SPECIALIST INPUT REQUIRED	TIMEFRAME FOR DELIVERY / ESTIMATED COST						
				SHORT (0-5YR)	COST (\$,000)	MEDIUM (6-10-15YR)	COST (\$,000)	LONG (30-40YR)	COST (\$,000)	FUNDING SOURCE
Bandy Creek Re-Visioning (including Flinders)	<p>Community:</p> <p>(1) An inception meeting and workshop with a consistent collaborative approach with GEDC, SOE, Port Authority, local indigenous groups, youth representatives, key community groups and stakeholders and planner to formalise a clear vision for the land. (15k)</p> <p>Built Form and Public Realm:</p> <p>(1) Undertake enquiry by design/charrette process with the Shire, government agencies, major stakeholders to ascertain desired future vision, land use and development for the Bandy Creek and Flinders precincts.</p> <p>(2) Develop Project Vision document for the precincts.</p> <p>(3) Seek endorsement of Vision document by the Shire, government agencies and major stakeholders.</p>	Shire of Esperance	Town Planning / Traffic / Environmental / Landscape / Civil / Key Landowners / Relevant Agency Stakeholders	3-5 yrs	\$65					Shire of Esperance / R4R
Aboriginal Heritage Investigations to determine heritage values of Bandy Creek	<p>Environmental:</p> <p>(1) Undertake aboriginal heritage assessment.</p>	Shire of Esperance	Heritage			5 yrs +	\$40			Shire of Esperance / R4R
Tree Survey Assessment / Bandy Creek Site	<p>Built Form and Public Realm:</p> <p>(1) Monitor and observe existing health of trees within current Bandy Creek development site.</p> <p>(2) Consideration of trees in relation to proposed extension works to the Bandy Creek development site.</p> <p>(3) Investigate any heritage listing associated with notable trees within the project site.</p>	Shire of Esperance	Landscape / Aboriculturalist	1-2 yrs	\$5					Shire of Esperance / R4R
Movement and Transport Report	<p>Infrastructure and Transport:</p> <p>(1) Mapping, modelling and analysis of key pedestrian activity, facilities, and priority areas.</p> <p>(2) Identify pedestrian safety and amenity concerns and develop mitigation measures.</p> <p>(3) Mapping and analysis of existing and future on-street and off-street cycling facilities.</p> <p>(4) Mapping and analysis of existing and future public transport routes and services.</p> <p>(5) Develop road hierarchy with cross section elements and key travel routes.</p> <p>(6) Project future traffic volumes based on anticipated growth and development.</p> <p>(7) Analyse and model performance of key intersections for existing and future condition.</p> <p>(8) Assess demand for commercial vehicle and freight traffic against key corridors.</p> <p>(9) Mapping and analysis of existing and future demand, supply, and cost of parking.</p>	Shire of Esperance	Transport	1-2 yrs	\$50					Shire of Esperance / R4R
Coastal Foreshore Management Plan (including setback assessment)	<p>Environmental:</p> <p>(1) As per Bandy Creek DSP.</p>	Shire of Esperance / WAPC	Coastal Engineering			5 yrs +	\$40			Shire of Esperance / R4R
Bandy Creek Concept Local Structure Plan	<p>Environmental: Flood Study for Bandy Creek (\$80K)</p> <p>(1) Flora and Vegetation Survey.</p> <p>(2) Fauna Survey.</p> <p>(3) Desktop Assessment. (\$80K)</p> <p>(4) Local Water Management Strategy. (\$50K)</p> <p>(5) Acid Sulfate Soils Assessment and Management Plan. As per Bandy Creek DSP.</p> <p>(6) Desktop assessment, site visit, limited sampling. (\$40K)</p> <p>Infrastructure and Transport:</p> <p>(1) Finalise Movement and Transport Report.</p> <p>Built Form and Public Realm:</p> <p>(1) Prepare preliminary development concept plans.</p> <p>(2) Undertake consultation with government agencies and key stakeholders to seek feedback on preliminary plans.</p> <p>(3) Finalise preferred development concept plan.</p> <p>(4) Prepare Local Structure Plan.</p> <p>(5) Finalise and lodge Local Structure Plan for approval by the Shire and WAPC.</p>	Shire of Esperance	Town Planning / Transport / Environmental / Landscape / Civil / Key Landowners / Relevant Agency Stakeholders			6-8 yrs	\$300			Shire of Esperance / R4R

SCOPE	RELEVANT STRATEGIES	RESPONSIBILITY	SPECIALIST INPUT REQUIRED	TIMEFRAME FOR DELIVERY / ESTIMATED COST							
				SHORT (0-5YR)	COST (\$,000)	MEDIUM (6-10-15YR)	COST (\$,000)	LONG (30-40YR)	COST (\$,000)	FUNDING SOURCE	
Landscape Concept Masterplan	Infrastructure and Transport: (1) Consider key transport links to and from Middletown (2) Consider linkages within Middletown (3) Provide advice on streetscape and linkages design. Account should be given to all modes of transport. Built Form and Public Realm: (1) Preparation of an overall landscape masterplan with regards to the proposed development of Bandy Creek and associated landscape treatments. (2) Particular reference to be made with regards to project sites interface with surrounding streetscapes and linkages. (3) Interface in particular with Foreshore area and coastal road is of particular importance in terms of attracting visitors / residents in using the proposed future facilities.	Shire of Esperance	Landscape / Transport	TBC	TBC						Shire of Esperance / R4R
Detailed Design and Implementation	Built Form and Public Realm: (1) Undertake relevant scheme amendments; (2) Prepare and lodge applications for subdivision with the WAPC; (3) Prepare planning policies and design guidelines to guide future development outcomes; (4) Lodgement of development applications with the Shire. Governance and Leadership: (1) Identify and establish appropriate land assembly delivery mechanisms.	Shire of Esperance	Town Planning / Legal / Key Landowners			8 - 10 yrs	\$300				Shire of Esperance / R4R

GREEN TRAVEL FEASIBILITY STUDY / STREETSCAPE REJUVENATION

SCOPE	RELEVANT STRATEGIES	RESPONSIBILITY	SPECIALIST INPUT REQUIRED	TIMEFRAME FOR DELIVERY / ESTIMATED COST							
				SHORT (0-5YR)	COST (\$,000)	MEDIUM (6-10-15YR)	COST (\$,000)	LONG (30-40YR)	COST (\$,000)	FUNDING SOURCE	
Cycle Network Strategy / Masterplan	Infrastructure and Transport: (1) Identify major trip generators and attractors: activity centres, employment sites, residential areas, tourist spots. (2) Assess major routes for existing travel and potential desire lines for future travel. (3) Identify bottlenecks and missing links. Built Form and Public Realm: (1) Development of cycle network in consideration to entire town site to be developed in conjunction with transport consultant. (2) Proposals to be referenced with landscape masterplan developments across town site in terms of providing an integrated network (3) Eco tourism and cycle hire opportunities to be considered as part of overall cycle strategy. (4) Interface with pedestrian footpath network where dual use footpaths are proposed across the town site. (5) Linking of National Parks that are located either side of the town site with cycle / bike trails as part of the eco-tourism initiatives (6) Categorisation of street typologies across town site in terms of development of cycle network. (7) Cycle network masterplan to consider and allow for the future expansion and phased development of the town site as appropriate. (8) Typical street sections and design proposals in relation to implementation of cycle network masterplan.	Shire of Esperance	Transport / Landscape / Town Planning	1-3 yrs	\$100						Shire of Esperance / R4R

SCOPE	RELEVANT STRATEGIES	RESPONSIBILITY	SPECIALIST INPUT REQUIRED	TIMEFRAME FOR DELIVERY / ESTIMATED COST						
				SHORT (0-5YR)	COST (\$,000)	MEDIUM (6-10-15YR)	COST (\$,000)	LONG (30-40YR)	COST (\$,000)	FUNDING SOURCE
Undertake a Community Bike Share Feasibility Study	Infrastructure and Transport: (1) Identify key residential areas, employment nodes, and activity centres to assess potential desire lines. (2) Review existing data and literature on journey to work data and conduct additional survey if necessary. (3) Develop options for number and placement of cycle pods. (4) Estimate costs for different types and sizes of systems. (5) Assess options for fees and funding through other sources. (6) Undertake cost/benefit analysis considering tie-in to other public health and community initiatives.	Shire of Esperance	Transport	1-2 yrs	\$40					Shire of Esperance / R4R
Undertake a Community Car Share Feasibility Study	Infrastructure and Transport: (1) Identify key residential areas, employment nodes, and activity centres to assess potential desire lines. (2) Review existing data and literature on journey to work data and conduct additional survey if necessary. (3) Develop options for number and placement of share vehicles. (4) Estimate costs for different low-emission vehicle types and synergies with Alternative Green Energy initiatives. (5) Assess options for fees and funding through other sources. (6) Undertake cost/benefit analysis considering potential tie-ins with other economic and community initiatives.	Shire of Esperance	Transport	1-2 yrs	\$40					Shire of Esperance / R4R
Undertake a Public Transport and Paratransit Feasibility Study	Infrastructure and Transport: (1) Identify key residential areas, employment nodes, and activity centres to assess potential desire lines. (2) Review existing data and literature on journey to work data and conduct additional survey if necessary. (3) Assess options for system and vehicle type, including community shuttles and paratransit. Investigate pilot scheme during peak tourist season. (4) Estimate costs for different types and sizes of systems. (5) Assess options for fares and funding through other sources. (6) Undertake cost/benefit analysis considering tie-in to other economic and community initiatives. Built Form and Public Realm: (1) Liaise with traffic engineers, public transport consultants, and pedestrian modelling consultants with regards to provision of a strategic planning framework for public transport. (2) Identification as part of study as to how and where the different types of transport modes interface, relate and function. (3) Input required with Landscape Architect's in relation to design development of bus stop shelters and associated public transport infrastructure. Thus ensuring that furniture suite developed for Esperance appears with a common design theme. (4) Consideration to the future expansion and phased development of the town in relation to the public transport strategy.	Shire of Esperance	Transport	1-3 yrs	\$60-80					Shire of Esperance / R4R
Develop Comprehensive Street Hierarchy and Management Framework	Infrastructure and Transport: (1) Assess regional road hierarchy based on current Main Roads and WAPC schemes and standards. (2) Develop street typology types and cross sections including provisions for transport, stormwater, utilities, landscape, adjacent development activity and public open space. (3) Develop typology overlay to guide transport network and public realm improvements. (4) Investigate changes to planning framework to facilitate innovation in provision of transport facilities, stormwater systems, and utilities. Built Form and Public Realm: (1) Development of a street hierarchy across Esperance with regards to future landscape design as part of a streetscape rejuvenation program. (2) Streetscape hierarchy categorisation will also take into account the proposed strategic thinking with regards to Green Travel feasibility study findings. (3) Landscape Design Guidelines to be developed in response to the various street typologies in existence following the categorisation process. (4) Provision of softscape, hardscape and furniture palettes with regards different streetscapes identified. (5) Landscape Design Guidelines to be used as a Governance tool in terms of steering future developments. (6) Considerations where streetscape landscape design interfaces with the different town site projects. Ensure that design conflicts do not occur.	Shire of Esperance / Main Roads WA	Transport, Town Planning, Landscape, Urban Design, Civil Engineering	1-3 yrs	\$100					Shire of Esperance / R4R

SCOPE	RELEVANT STRATEGIES	RESPONSIBILITY	SPECIALIST INPUT REQUIRED	TIMEFRAME FOR DELIVERY / ESTIMATED COST						
				SHORT (0-5YR)	COST (\$,000)	MEDIUM (6-10-15YR)	COST (\$,000)	LONG (30-40YR)	COST (\$,000)	FUNDING SOURCE
Car Parking Provision / On Street Parking Provision Study	Infrastructure and Transport: (1) Development of a study in relation to all existing parking provisions within the town as well as anticipated future requirements. (2) Design options in relation to on street parking provision including integration with landscaping blocks and large canopy shade trees (3) Potential relocation of certain car parks dependant upon study results. (4) Redesign and rationalisation of parking provision along foreshore and town site areas.	Shire of Esperance	Transport / Landscape	1-2 yrs	\$100					Shire of Esperance / R4R
Overall Tree Survey to Town Site and Norfolk Island Pines Survey	Built Form and Public Realm: (1) Monitor and observe existing health of Norfolk Island Pines across entire town site area. (2) Phased and succession planting regime of new Norfolk Island Pines across the town site to be considered. (3) Notable other trees within the town site precinct to be surveyed as part of overall town site survey work and be considered as part of future development works.	Shire of Esperance	Landscape / Arboriculturalist	1-2 yrs	\$15					Shire of Esperance / R4R
Major Street Upgrades	Infrastructure and Transport: (1) Key vehicular routes / thoroughfares into the town will have a street upgrade program implemented. Built Form and Public Realm: (1) Links to Street Hierarchy and Management Framework definition and associated landscape treatments as part of overall townscape streetscape improvements. (2) Definitive entry statements to town boundary created giving the visitor a gateway and entry point to the town of Esperance.	Shire of Esperance / Main Roads WA	Civil Engineer / Civil Contractors	TBC	TBC					Shire of Esperance / R4R

ALTERNATIVE / GREEN ENERGY

SCOPE	RELEVANT STRATEGIES	RESPONSIBILITY	SPECIALIST INPUT REQUIRED	TIMEFRAME FOR DELIVERY / ESTIMATED COST						
				SHORT (0-5YR)	COST (\$,000)	MEDIUM (6-10-15YR)	COST (\$,000)	LONG (30-40YR)	COST (\$,000)	FUNDING SOURCE
Background Research & Position Paper	Economic: (1) Undertake background research and prepare a position paper to determine potential for alternative energy generation and distribution schemes to service Esperance and the broader regional area.	GEDC / Shire of Esperance/ Green Energy Council	Economic / Civil	1-2 yrs	\$50					Shire of Esperance / R4R
Explore technical and commercial feasibility of decentralised versus centralised alternative energy generation and distribution	Economic: (1) Undertake a feasibility analysis and study of the viability for the provision of alternative sources of energy generation and distribution. (2) Develop a project scope and implementation plan for the development of alternative energy sources.	Shire of Esperance/ GEDC/ State agencies	Economic / Civil / Quantity Surveyor	1-5 yrs	\$100					Shire of Esperance / R4R
Investigate feasibility of Renewable Energy Projects	(1) Investigate the potential for Port expansion to be powered by renewable sources	GEDC/ Horizon Power / Esperance Port South Coast NRM	Power Civil	1-2yrs	80					GEDC/ Horizon Power To be investigated further post March 2012
	(2) Investigate potential for Esperance to become a 'carbon neutral' town			5yrs	40					
	(3) Investigate feasibility of expanding supply of wind power generation to Esperance			2-5yrs	40					
	(4) Investigate and encourage other renewable sources of alternative energy development including geo-thermal and wave power generation			2-5yrs	40					
	(5) Support the marketing and branding of Esperance as a town available for pilot renewable energy projects.			2-5yrs	30					

MIDDLETOWN PRECINCT PLANNING

SCOPE	RELEVANT STRATEGIES	RESPONSIBILITY	SPECIALIST INPUT REQUIRED	TIMEFRAME FOR DELIVERY / ESTIMATED COST							
				SHORT (0-5YR)	COST (\$,000)	MEDIUM (6-10-15YR)	COST (\$,000)	LONG (30-40YR)	COST (\$,000)	FUNDING SOURCE	
Middletown Visioning	<p>Community:</p> <p>(1) Implement an appropriate community engagement program to ensure community input into town planning. Implement a community development planning process to address social planning requirements.</p> <p>Built Form and Public Realm:</p> <p>(1) Undertake enquiry by design/charrette process with the Shire, government agencies, major stakeholders and the local community to ascertain desired future vision, land use and development for the 'Middletown Precinct'.</p> <p>(2) Develop Middletown Vision document for the Precinct.</p> <p>(3) Seek endorsement of Middletown Vision document by the Shire, government agencies and major stakeholders.</p>	Shire of Esperance	Town Planning / Transport / Environmental / Landscape / Civil / Key Landowners / Relevant Agency Stakeholders	2-5 yrs	\$80						Shire of Esperance / R4R
Industry Relocation Feasibility Strategy	<p>Built Form and Public Realm:</p> <p>(1) Undertake landowner consultation to determine land use needs and requirements.</p> <p>(2) Undertake land use assessment and capability study for alternative sites as required. (\$50k)</p> <p>Infrastructure and Transport:</p> <p>(1) Undertake a study to identify short term measures and opportunities for relocation of existing civil infrastructure along the foreshore. (\$25k)</p>	Shire of Esperance	Town Planning / Transport / Environmental / Landscape / Civil / Key Landowners / Relevant Agency Stakeholders	2-5 yrs	\$75						Shire of Esperance / R4R
Interim Foreshore Land-use Reconfiguration and Development	<p>Environmental:</p> <p>(1) Flora and Vegetation Survey.</p> <p>(2) Fauna Survey.</p> <p>(3) Desktop Assessment. (\$80K)</p> <p>(4) Potentially odour and dust assessments. \$60 (Dust) \$40 (Odour)</p> <p>(5) Local Water Management Strategy (50K)</p> <p>Built Form and Public Realm:</p> <p>(1) Prepare preliminary development concept plans for interim land use and development.</p> <p>(2) Undertake community consultation to seek feedback on preliminary plans.</p> <p>(3) Finalise preferred development concept plan.</p> <p>(4) Seek Council endorsement of preferred development concept plan.</p> <p>(5) Undertake scheme amendments.</p> <p>(6) Prepare and lodge applications for subdivision with the WAPC.</p> <p>(7) Prepare planning policies and design guidelines to guide future development outcomes.</p> <p>(8) Prepare and lodge development applications with the Shire.</p> <p>Governance and Leadership:</p> <p>(1) Identify and establish appropriate land assembly delivery mechanisms.</p>	Shire of Esperance	Town Planning / Transport / Environmental / Landscape / Civil / Key Landowners / Relevant Agency Stakeholders	2-5 yrs	\$480						Shire of Esperance / R4R
Preliminary Site Investigation for contamination (depending on footprint)	<p>Environmental:</p> <p>(1) Undertake Preliminary Site Investigation for contamination.</p>	Shire of Esperance / Private	Environmental			6-10 yrs	\$80				Shire of Esperance / R4R
Tree Survey Assessment / Middletown Development Site	<p>Built Form and Public Realm:</p> <p>(1) Monitor and observe existing health of trees within proposed Middletown Precinct.</p> <p>(2) Consideration of trees in relation to proposed development of Middletown Precinct.</p> <p>(3) Carry out a 'walkover' of the site in terms of where anticipated development / disturbance to the site will occur and select trees for retention as and where required.</p>	Shire of Esperance	Landscape / Arboriculturalist			6-10 yrs	\$15				Shire of Esperance / R4R

SCOPE	RELEVANT STRATEGIES	RESPONSIBILITY	SPECIALIST INPUT REQUIRED	TIMEFRAME FOR DELIVERY / ESTIMATED COST							
				SHORT (0-5YR)	COST (\$,000)	MEDIUM (6-10-15YR)	COST (\$,000)	LONG (30-40YR)	COST (\$,000)	FUNDING SOURCE	
Middletown Master Planning	<p>Environmental:</p> <p>If environmental investigations are not undertaken as part of the above - they will need to be undertaken as part of Master planning.</p> <p>(1) Flora and Vegetation Survey. (2) Fauna Survey. (3) Desktop Assessment. (\$80K) (4) Potentially odour and dust assessments. \$60 (Dust) \$40 (Odour)</p> <p>Built Form and Public Realm:</p> <p>(1) Prepare preliminary master plans for the Middletown Precinct. (2) Undertake community consultation to seek feedback on preliminary plans. (3) Finalise preferred master plan. (4) Seek Council endorsement of preferred master plan. (5) Prepare Local Structure Plan. (6) Finalise and lodge Local Structure Plan for approval by the Shire and WAPC.</p>	Shire of Esperance	Town Planning / Transport / Environmental / Landscape / Civil / Key Landowners / Relevant Agency Stakeholders			6-10 yrs	\$500				Shire of Esperance / R4R
Movement and Transport Report	<p>Infrastructure and Transport:</p> <p>(1) Mapping, modelling and analysis of key pedestrian activity, facilities, and priority areas. (2) Identify pedestrian safety and amenity concerns and develop mitigation measures. (3) Mapping and analysis of existing and future on-street and off-street cycling facilities. (4) Mapping and analysis of existing and future public transport routes and services. (5) Develop road hierarchy with cross section elements and key travel routes. (6) Project future traffic volumes based on anticipated growth and development. (7) Analyse and model performance of key intersections for existing and future condition. (8) Assess demand for commercial vehicle and freight traffic against key corridors. (9) Mapping and analysis of existing and future demand, supply, and cost of parking.</p>	Shire of Esperance	Transport			1-2 yrs	\$50				Shire of Esperance / R4R
Landscape Concept Masterplan	<p>Infrastructure and Transport:</p> <p>(1) Consider key transport links to and from Middletown. (2) Consider linkages within Middletown. (3) Provide advice on streetscape and linkages design. Account should be given to all modes of transport.</p> <p>Built Form and Public Realm:</p> <p>(1) Preparation of an overall landscape masterplan with regards to the proposed development of Middletown Precinct and associated landscape treatments. (2) Particular reference to be made with regards to project sites interface with surrounding streetscapes and linkages. (3) Interface in particular with Foreshore area and coastal road is of particular importance in terms of attracting visitors / residents in using the proposed future facilities.</p>	Shire of Esperance / Private	Environmental / Landscape			TBC	TBC				Shire of Esperance / R4R
Detailed Design and Implementation	<p>Environmental:</p> <p>(1) Each scheme amendment may require documentation for EPA (\$10 K to \$20K) per referral, Each LSP will require a Local Water Management Plan (\$50K) and Urban Water Management Plans (\$30K).</p> <p>Built Form and Public Realm:</p> <p>(1) Undertake relevant scheme amendments. (2) Prepare and lodge applications for subdivision with the WAPC. (3) Prepare planning policies and design guidelines to guide future development outcomes. (4) Prepare and lodge development applications with the Shire.</p> <p>Governance and Leadership:</p> <p>(1) Identify and establish appropriate land assembly delivery mechanisms.</p>	Shire of Esperance / Private	Town Planning / Transport / Environmental / Landscape / Civil / Key Landowners / Relevant Agency Stakeholders			10-15 yrs	\$300				Shire of Esperance / R4R

MIGRATION INCENTIVE SCHEME

SCOPE	RELEVANT STRATEGIES	RESPONSIBILITY	SPECIALIST INPUT REQUIRED	TIMEFRAME FOR DELIVERY / ESTIMATED COST							
				SHORT (0-5YR)	COST (\$,000)	MEDIUM (6-10-15YR)	COST (\$,000)	LONG (30-40YR)	COST (\$,000)	FUNDING SOURCE	
Background Research	Economic: (1) Undertake research to determine potential to attract migrants into the Esperance workforce and community. (2) Liaise with Shire of Esperance, Goldfields-Esperance Development Commission, Esperance Chamber of Commerce and Industry, and local community groups to determine employment opportunities and incentive schemes.	GEDC / Shire of Esperance	Economic	1-2 yrs	\$45						Shire of Esperance / R4R
Strategy and Programme Development	Economic: (1) Develop strategies and programmes to facilitate the integration of migrants into the Esperance workforce and community.	GEDC / Shire of Esperance	Economic	3-4 yrs	TBC						Shire of Esperance / R4R

CRUISE SHIPS

SCOPE	RELEVANT STRATEGIES	RESPONSIBILITY	SPECIALIST INPUT REQUIRED	TIMEFRAME FOR DELIVERY / ESTIMATED COST							
				SHORT (0-5YR)	COST (\$,000)	MEDIUM (6-10-15YR)	COST (\$,000)	LONG (30-40YR)	COST (\$,000)	FUNDING SOURCE	
Prepare a Traffic Impact Assessment (TIA) for new terminal facilities	Infrastructure and Transport: (1) Existing conditions network assessment. (2) Trip generation for future traffic projection. (3) Traffic modelling of future conditions. (4) Develop and assess mitigation scenarios.	GEDC / Shire of Esperance	Transport	1-2 yrs	\$30						Shire of Esperance / R4R
Enabling Infrastructure Study	Economic: (1) Investigate cruise ship servicing infrastructure capacity and determine infrastructure servicing requirements. (2) Develop enabling infrastructure feasibility study.	GEDC / Shire of Esperance	Economic / Community / Engineering	TBC	\$100						Shire of Esperance / R4R
Tourism infrastructure and accommodation strategy	Infrastructure: (1) Prepare tourism infrastructure and accommodation strategy to identify tourism and business development opportunities.	GEDC / Shire of Esperance	Tourism	TBC	TBC						Shire of Esperance / R4R

5.2 DELIVERY STAGING AND THRESHOLDS

The Implementation Schedule in the previous section identifies indicative timing for various strategies, projects or programs that are required to achieve the aspirational population growth of 29,000 over the next 30 to 40 years.

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.

SCENARIO	2016	2021	2026	2031	2036+
POPULATION TRAJECTORY (CONCEPTUAL – BASED ON POPULATION OF 14,500 AS AT 2011)	17,400	20,300	23,200	26,100	29,000
STRATEGIC EMPLOYMENT	580	1,104	1,573	1,986	2,622
POPULATION DRIVEN EMPLOYMENT	434	817	1,148	1,429	1,914
TOTAL EMPLOYMENT	1,014	1,921	2,721	3,415	4,536

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:

- » There is a balanced approach towards the staging of strategy and capital works projects across Esperance; and
- » That enabler projects, such as infrastructure or strategies are in place to facilitate employment and urban growth.

Attached is a staging table (refer to Table 37), which identifies key projects that are staged up until 2026. The table breaks down the first four (4) years, given the intensity of works and activities needed to kick-start the overall project

TABLE 35 - ESPERANCE SUPERTOWNS ASPIRATIONAL GROWTH STAGING PLAN

	2012	2013	2014	2015	2016	2021	2026
Population	14,500	-	-	-	17,400	20,300	23,200
Net new Population Driven Jobs required	-				580	1,104	1,573
Net new Strategic Jobs required	-				434	817	1,148
Total net new Jobs required	-				1,014	1,921	2,721
Convenience Retail (m ²)	14,198				17,038	25,327	28,945
Comparison Retail (m ²)	15,569				18,683	31,059	35,496
Commercial / Office (m ²)	6,426				7,712	13,946	15,938
PRIORITY PROJECTS							
Esperance Waterfront Project	<ul style="list-style-type: none"> - Undertake an assessment of reclaiming land area from Port Authority and relocating fuel lines - Foreshore Landscape Masterplan / Concept Design - Stage 1A - Sea Wall, - Restoration and Protection Works (north of James Street) 	<ul style="list-style-type: none"> - Coastal Vulnerability Strategy - Investigate POS & pathway lighting along Foreshore - Existing Norfolk Island Pine Assessment / Tree Survey - Prepare a Public Art / Sculpture Plan + indigenous interpretive signage plan - Stage 1B - The Esplanade Promenade (Landscape Package) 	<ul style="list-style-type: none"> - Stage 2A - Headland Sea Wall, Stage 4 - Jetty Refurbishment & Stage 5 - Commercial Development 	<ul style="list-style-type: none"> - Stage 2B - Tanker Jetty + Arts Centre Node & Stage 3 James Street Precinct (Landscape Packages) 			
Town Centre Revitalisation Planning Project	<ul style="list-style-type: none"> - Town Centre Vision and Master Plan - Town Centre and Foreshore Landscape Masterplan / Concept Design - Existing Norfolk Island Pine Assessment / Town Centre Area - Town Centre and Crucible and Foreshore Lux Level Study - Prepare a Parking Strategy aligned with the vision and principles identified in the Town Centre Vision and Place Making / Management Strategy - Prepare a Movement and Transport Study for Town Centre - Undertake a land use assessment. 	<ul style="list-style-type: none"> - Prepare a Town Centre Implementation Strategy for major land uses/ strategic developments - Prepare and implement appropriate planning framework - Landscape Design Guidelines - Town Site 					
Workers Accommodation Village	<ul style="list-style-type: none"> - Feasibility and Site Selection - Environmental Investigations for Workers Accommodation Camp within Middle town - Gain approvals and undertake necessary enabling and development guidance activities - Preliminary Site Investigation for contamination (depending on footprint) - Landscape Concept / Masterplan - Prepare a Traffic Impact Assessment 	<ul style="list-style-type: none"> - Construction 					
Economic Development Strategy including Industry Development (Supply Chain) Study	<ul style="list-style-type: none"> - Conduct Industry Development and Supply / Value Chains Study 						

	2012	2013	2014	2015	2016	2021	2026
KEY PROJECTS							
Small Business Incubator Hub		<ul style="list-style-type: none"> - Conduct Feasibility Study - Develop Small Business Incubator Hub Plan (SBIHP) - Prepare a Traffic Impact Assessment for district development 	<ul style="list-style-type: none"> - Gain approvals and undertake necessary enabling and development guidance activities - Construction 				
Medical Centre Co-located Facility		<ul style="list-style-type: none"> - Shire to advocate for need - Conduct feasibility study 	<ul style="list-style-type: none"> - Gain approvals and undertake necessary enabling and development guidance activities - Construction 				
Community Infrastructure Plan		<ul style="list-style-type: none"> - Community Infrastructure Plan 					
Marketing / Branding Esperance	<ul style="list-style-type: none"> - Background Research & Visioning 	<ul style="list-style-type: none"> - Brand Strategy and Key Message Development 	<ul style="list-style-type: none"> - Signage and Wayfinding Strategy - Recreation/ Environment Co-ordination and management 				
Waste Management	<ul style="list-style-type: none"> - Gain approvals and undertake necessary enabling mechanisms for lined waste cell at Wylie Bay 	<ul style="list-style-type: none"> - Post closure planning and management for Wylie Bay 	<ul style="list-style-type: none"> - Construction activities for new lined waste cell at Wylie Bay 		<ul style="list-style-type: none"> - Site selection and feasibility for new landfill facility 	<ul style="list-style-type: none"> - Gain approvals and undertake necessary enabling mechanisms for new landfill facility - Construction of a new waste facility 	
Enterprise Unit Feasibility				<ul style="list-style-type: none"> - Explore scope for enterprise development business unit 			
Affordable Housing Study		<ul style="list-style-type: none"> - Devise a strategy to increase provision of availability of affordable housing for indigenous groups and respite accommodation for mentally ill, aged and disabled groups 	<ul style="list-style-type: none"> - Conduct property market depth analysis study 				
vTEC Campus Upgrades			<ul style="list-style-type: none"> - VTEC to undertake planning study to establish need for additional facilities, needs and courses. 				
Sewer Infill Programme	<ul style="list-style-type: none"> - Advocate for the prioritisation of sewerage infrastructure to enable development of land. - System Capacity Analysis and Agency Consultation 		<ul style="list-style-type: none"> - Amendments to planning framework to facilitate infill development 				
Desalination			<ul style="list-style-type: none"> - Feasibility and site identification for the future construction of a desalination plant to service Esperance and the broader Goldfields region 	<ul style="list-style-type: none"> - 	<ul style="list-style-type: none"> - Gain approvals and undertake necessary enabling and development guidance activities 		<ul style="list-style-type: none"> - Construction
GSG and Indoor Sports Stadium		<ul style="list-style-type: none"> - Conduct technical and financial feasibility study 	<ul style="list-style-type: none"> - Prepare a Traffic and Parking Impact Assessment - GSG Masterplan Review 	<ul style="list-style-type: none"> - Design and Construction 			

	2012	2013	2014	2015	2016	2021	2026
Bandy Creek Local Structure Planning				<ul style="list-style-type: none"> - Bandy Creek Re-Visioning (including Flinders) 	<ul style="list-style-type: none"> - Aboriginal Heritage Investigations to determine heritage values of Bandy Creek - Tree Survey Assessment / Bandy Creek Site - Movement and Transport Report - Coastal Foreshore Management Plan (including setback assessment) 	<ul style="list-style-type: none"> - Bandy Creek Concept Local Structure Plan - Landscape Concept Masterplan - Detailed Design and Implementation 	
Green Travel Feasibility Study / Streetscape Rejuvenation					<ul style="list-style-type: none"> - Cycle Network Strategy / Masterplan - Undertake a Community Bike Share Feasibility Study - Undertake a Community Car Share Feasibility Study - Undertake a Public Transport and Paratransit Feasibility Study - Develop Comprehensive Street Hierarchy and Management Framework - Car Parking Provision / On Street Parking Provision Study - Overall Tree Survey to Town Site and Norfolk Island Pines Survey - Major Street Upgrades 		
Alternative Green Energy			<ul style="list-style-type: none"> - Undertake a community bike share feasibility study - Undertake a community car share feasibility study - Undertake a public transport and paratransit feasibility study 	<ul style="list-style-type: none"> - Develop Comprehensive Street Management Framework - Cycle Network Strategy / Masterplan - Landscape Street Hierarchy Development / Definition - Public Transport / Network Study - Car Parking Provision / On Street Parking Provision Study - Overall Tree Survey to Town Site and Norfolk Island Pines Survey 	<ul style="list-style-type: none"> - Major Street Upgrades 		

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	2012	2013	2014	2015	2016	2021	2026
Middletown Planning				<ul style="list-style-type: none"> - Middletown Visioning - Industry Relocation Feasibility Strategy 	<ul style="list-style-type: none"> - Interim Foreshore Land-use Reconfiguration and Development - 	<ul style="list-style-type: none"> - Preliminary Site Investigation for contamination (depending on footprint) - Tree Survey Assessment / Middletown Development Site - Middletown Master Planning - Movement and Transport Report - Landscape Concept Masterplan 	<ul style="list-style-type: none"> - Detailed Design and Implementation
Migration Incentive Scheme			<ul style="list-style-type: none"> - Background Research 	<ul style="list-style-type: none"> - Strategy and Programme Development 			
Cruise Ships	<ul style="list-style-type: none"> - Prepare a Tourism Planning Strategy (to address infrastructure and accommodation) 		<ul style="list-style-type: none"> - Prepare a Traffic Impact Assessment (TIA) for new terminal facilities 	<ul style="list-style-type: none"> - Enabling Infrastructure Study 			

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5.2.1 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.

It is proposed that a cyclic review be undertaken on a regular basis (i.e. annually) to monitor the progress of each project, strategy or program against the indicative staging plan.

The 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.

It is proposed that through the recommended Governance Structure that a sub-committee of the Esperance SuperTowns Working Group undertake the review process.

The following table (Table 37) 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.

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TABLE 36 - PROPOSED INDICATORS TO MEASURE ACHIEVEMENT OF ASPIRATIONAL GOALS AND OBJECTIVES

ASPIRATIONAL GOAL	OBJECTIVE	TARGET	INDICATOR	TIMING	SOURCE
<p>Community</p> <p>A creative, caring and supportive community that fosters a 'sense of belonging and motivates all through its positive 'can do' attitude.</p>	C1. Foster, support and encourage the development of a vibrant, self-sufficient and caring community.	Esperance Waterfront Project – Implementation of project.	Proportion of project implemented.	Annually	Shire
		Town Centre Revitalisation Planning Project - Implementation of project.	Proportion of project implemented. Increase in activity within Town Centre (Pedestrian counts and Activity Mapping)	Annually	Shire
		Marketing / Branding – Implementation of project.	Proportion of project implemented. Increase in tourism activity and visitation.	Annually	Shire / Tourism WA
		Migration Incentive Scheme - Implementation of the Scheme.	Number of migrants living and working in Esperance.	Annually	GEDC / Shire
	C2. Support a sustainable increase in local population across a diverse range of age groups.	Industry Development Study (Supply Chain Study) - Implementation of Study recommendations.	Proportion of recommendations implemented. Attraction and retention of business.	Annually	GEDC / Shire / ECC
		Community Infrastructure Plan – Implementation of plan.	Proportion of recommendations implemented. Increase in community satisfaction with amenity and facilities.	Annually	Shire
		Marketing / Branding – Implementation of project.	Proportion of project implemented.	Annually	Shire / Tourism WA
		Migration Incentive Scheme - Implementation of the Scheme.	Number of migrants living and working in Esperance.	Annually	GEDC / Shire
	C3. Support the development and prosperity of outlying townships to meet the needs of their communities.	Industry Development Study (Supply Chain Study) - Implementation of Study recommendations.	Proportion of recommendations implemented.	Annually	GEDC / Shire / ECC
		Migration Incentive Scheme - Implementation of the Scheme.	Number of migrants living and working in outlying communities.	Annually	GEDC / Shire
	C4. Provide equitable access to a high level of utilities and services.	Town Centre Revitalisation Planning Project - Implementation of project.	Proportion of project implemented. A level of service and amenity that meets the needs of the local community and visitors.	Annually	Shire
		Workers Accommodation Village – Implementation of project.	Proportion of project implemented. Adequate availability of short stay accommodation servicing tourism and construction workforce.	Annually	Shire
		Community Infrastructure Plan – Implementation of plan.	Proportion of recommendations implemented.	Annually	Shire
		Housing Affordability Study – Implementation of study.	Proportion of study implemented. Sufficient availability of affordable housing and a diverse range of housing types. Housing and rental prices that reflect true market values.	Annually	Shire
		GSG and Indoor Sports Stadium- Implementation of project.	Proportion of project implemented.	Annually	Shire
	C5. Provide diverse and innovative education and training opportunities and facilities.	vTEC upgrades – Implementation of vTEC upgrades.	Proportion of project implemented. Increased diversity in educational and vocational opportunities. Retention of population.	Annually	vTEC
		Enterprise Unit – Implementation of project.	Proportion of project implemented.	Annually	Shire
	C6. Provision of quality, co-located medical facilities and health related services that cater to the needs of the community.	Medical Centre co-located facility - Development of facility.	Proportion of project implemented. Reduced waiting times for access to medical services.	Annually	Shire / Department of Health
	C7. Encourage and support the development of arts and cultural activities, services and facilities.	Community Infrastructure Plan – Implementation of plan.	Proportion of recommendations implemented. Increased opportunities for arts and cultural experiences and events.	Annually	Shire
	C8. Provide cost-effective and user-friendly leisure and recreational services and facilities through planning partnerships, sponsorship and community involvement.	Community Infrastructure Plan – Implementation of plan.	Proportion of recommendations implemented. Increased opportunity to participate in recreational activities and events including free events.	Annually	Shire
GSG and Indoor Sports Stadium- Implementation of project.		Proportion of project implemented.	Annually	Shire	
C9. Support and advocate well trained and well-equipped volunteer groups and organisations that contribute to the community.	Community Infrastructure Plan – Implementation of plan.	Proportion of recommendations implemented. Maintained or increased volunteerism.	Annually	Shire	
C10. Acknowledgment of Indigenous and European cultural heritage through built form, public art and community activities.	Town Centre Revitalisation Planning Project - Implementation of project.	Proportion of project implemented. Inclusion of community members from a wide variety of cultures and backgrounds.	Annually	Shire	
	Esperance Waterfront Project – Implementation of project.	Proportion of project implemented. Public art and place making that makes cultural references to both Aboriginal and European heritage.	Annually	Shire	
	Community Infrastructure Plan – Implementation of plan.	Proportion of recommendations implemented.	Annually	Shire	

ASPIRATIONAL GOAL	OBJECTIVE	TARGET	INDICATOR	TIMING	SOURCE
Natural Environment Sustainable approach to living and preservation and restoration of the pristine natural environment.	NE1. Sustainably manage the natural environment while balancing its use for tourism purposes.	Marketing / Branding – Implementation of project.	Proportion of project implemented. Increased opportunities for eco tourism.	Annually	Shire / Tourism WA
		Green Travel / Streetscape Rejuvenation – Implementation of programme and works.	Proportion of project implemented. Increased uptake in walking, cycling and other active transport modes.	Annually	Shire
	NE2. Understand the values of native vegetation and maximise its retention and rehabilitation.	Bandy Creek Local Structure Planning - Implementation of project.	Proportion of project implemented. Increased awareness of environmental values. Interpretive opportunities in key environmental areas.	Annually	Shire
		Middletown Planning - No net loss of environmental values within future redevelopment.	Areas of environmental significance retained.	Annually	Shire / DEC
	NE3. Provide best practice coastal management to minimise environmental impact whilst maintaining recreational values.	Esperance Waterfront Project – Implementation of project.	Proportion of project implemented. An appropriate balance between coastal stability and user amenity.	Annually	Shire
		Marketing / Branding – Implementation of project.	Proportion of project implemented.	Annually	Shire / Tourism WA
		Sewer Infill Programme – Implementation of programme.	Proportion of programme implemented.	Annually	Shire / Water Corporation
		Bandy Creek Local Structure Planning - Implementation of project.	Proportion of project implemented.	Annually	Shire
	NE4. Minimise waste to landfill and recover and reuse materials locally and regionally.	Town Centre Revitalisation Planning Project - Implementation of project.	Proportion of project implemented. Opportunities for recycling within the town centre.	Annually	Shire
		Workers Accommodation Village – Implementation of project.	Proportion of project implemented.	Annually	Shire
		Waste Management – Implementation of waste management strategy.	Proportion of strategy implemented. Waste management facilities that meet contemporary environmental standards and service local and regional needs.	Annually	Shire
		Bandy Creek Local Structure Planning - Implementation of project.	Proportion of project implemented.	Annually	Shire
		Middletown Planning - Minimise waste associated with future development.	Amount of waste transferred to landfill.	Annually	Shire
	NE5. Management of waste to avoid adverse environmental impacts.	Waste Management – Implementation of waste management strategy.	Proportion of strategy implemented. . Waste management facilities that meet contemporary waste management and environmental standards.	Annually	Shire
	NE6. Use water efficiently and maximise the reuse of water.	Town Centre Revitalisation Planning Project - Implementation of waterwise landscaping and reuse schemes for public realm areas.	Water consumption for public realm areas.	Annually	Water Corporation / Shire
		Workers Accommodation Village - Minimise water use per person.	Water consumption per person.	Annually	Water Corporation
		Middletown Planning - Minimise water use per person for future development.	Water consumption per person.	Annually	Water Corporation
	NE7. Encourage best practice stormwater management.	Town Centre Revitalisation Planning Project - Implementation of project.	Proportion of project implemented.	Annually	Shire
		Bandy Creek Local Structure Planning - Implementation of project.	Proportion of project implemented.	Annually	Shire
	NE8. Provide opportunity to utilise and increase renewable energy.	Town Centre Revitalisation Planning Project - Implementation of renewable energy initiatives for future development.	Power consumption per person.	Annually	Western Power
		Workers Accommodation Village - Implementation of renewable energy initiatives.	Power consumption per person.	Annually	Western Power
		Alternative / Green Energy - Implementation of alternative green energy resources.	Proportion of alternative energy used for domestic consumption	Annually	Western Power
		Middletown Planning - Implementation of renewable energy initiatives for future development.	Power consumption per person.	Annually	Western Power
	NE9. Ensure energy is used efficiently and effectively.	Esperance Waterfront Project – Implementation of project.	Power consumption per person.	Annually	Shire
		Town Centre Revitalisation Planning Project - Implementation of project.	Power consumption per person.	Annually	Shire
		Workers Accommodation Village – Implementation of project.	Power consumption per person.	Annually	Shire
		Bandy Creek Local Structure Planning - Implementation of project.	Power consumption per person.	Annually	Shire
Alternative / Green Energy - Implementation of alternative green energy resources.		Proportion of alternative energy used for domestic consumption.	Annually	Western Power	

ASPIRATIONAL GOAL	OBJECTIVE	TARGET	INDICATOR	TIMING	SOURCE
Economy A strong and innovative local economy that provides employment opportunities for a range of age groups within diverse industries.	E1. Encourage and support the development of tourism that caters for local, regional and international tourist opportunities year round.	Industry Development Study (Supply Chain Study) - Implementation of Study recommendations.	Proportion of recommendations implemented.	Annually	GEDC / Shire / ECC
		Town Centre Revitalisation Planning Project - Implementation of project.	Proportion of project implemented. Increased tourist amenity and satisfaction.	Annually	Shire
		Marketing / Branding – Implementation of project.	Proportion of project implemented. Increased tourist activity.	Annually	Shire / Tourism WA
		Cruise Ships - Attraction of cruise ships to Esperance and the promotion of local tourism / business operators to cruise ship operators.	Increased number of cruise ship passengers accessing local goods and services.	Annually	GEDC / Shire / Tourism WA
	E2. Embrace strategic and innovative industry opportunities that capitalise on isolation, international trends and new emerging markets.	Industry Development Study (Supply Chain Study) - Implementation of Study recommendations.	Proportion of recommendations implemented.	Annually	GEDC / Shire / ECC
		Small Business Incubator Hub - Development of hub.	Proportion of project implemented. Establishment and retention of new businesses. Increased availability of services.	Annually	Shire / ECC
		Marketing / Branding – Implementation of project.	Proportion of project implemented.	Annually	Shire / Tourism WA
		Enterprise Unit – Implementation of project.	Proportion of project implemented.	Annually	Shire
		Desal Plant – Implementation of project.	Proportion of project implemented.	Annually	Shire / Water Corporation
		Cruise Ships - Attraction of cruise ships to Esperance and the promotion of local tourism / business operators to cruise ship operators.	Increased number of cruise ship passengers accessing local goods and services.	Annually	GEDC / Shire / Tourism WA
	E3. Increase range and diversity of local businesses primarily located within a consolidated and revitalised town centre with an enhanced tourism based role.	Town Centre Revitalisation Planning Project - Implementation of project.	Proportion of project implemented. Increased investment and activity.	Annually	Shire
		Small Business Incubator Hub - Development of hub.	Proportion of project implemented. Increased investment and activity.	Annually	Shire / ECC
		Enterprise Unit – Implementation of project.	Proportion of project implemented. Increased investment and activity.	Annually	Shire
	E4. Promote and utilise the entrepreneurship of local businesses.	Industry Development Study (Supply Chain Study) - Implementation of Study recommendations.	Proportion of recommendations implemented.	Annually	GEDC / Shire / ECC
		Marketing / Branding – Implementation of project.	Proportion of project implemented. Increased investment and availability of services.	Annually	Shire / Tourism WA
		Enterprise Unit – Implementation of project.	Proportion of project implemented. Increased investment and availability of services.	Annually	Shire
		Small Business Incubator Hub - Development of hub.	Proportion of project implemented. Increased investment and availability of services.	Annually	Shire / ECC
	E5. Promote and increase business investment opportunities through marketing and branding strategies.	Industry Development Study (Supply Chain Study) - Implementation of Study recommendations.	Proportion of recommendations implemented.	Annually	GEDC / Shire / ECC
		Small Business Incubator Hub - Development of hub.	Proportion of project implemented. Increased investment and availability of services.	Annually	Shire / ECC
		Marketing / Branding – Implementation of project.	Proportion of project implemented. Increased investment and availability of services.	Annually	Shire / Tourism WA
Enterprise Unit – Implementation of project.		Proportion of project implemented. Increased investment and availability of services.	Annually	Shire / ECC	
E6. Strengthen and enhance level of service from local businesses through education, training and apprenticeships programmes.	Small Business Incubator Hub - Development of hub.	Proportion of project implemented. Increased investment and availability of services.	Annually	Shire / ECC	
	Marketing / Branding – Implementation of project.	Proportion of project implemented. Increased investment and availability of services.	Annually	Shire / Tourism WA	
	Enterprise Unit – Implementation of project.	Proportion of project implemented. Increased investment and availability of services.	Annually	Shire	
	vTEC upgrades – Implementation of vTEC upgrades.	Proportion of project implemented. Greater range of available skills and opportunities for education.	Annually	vTEC	
	Cruise Ships - Promotion of local tourism / business operators to cruise ship operators.	Increased number of cruise ship passengers accessing local goods and services.	Annually	GEDC / Shire / Tourism WA	

ASPIRATIONAL GOAL	OBJECTIVE	TARGET	INDICATOR	TIMING	SOURCE
Built Form and Infrastructure A compact and connected townsite that includes a diverse range of land uses, capable of accommodating a growing and integrated local population.	B1. Provide for the equitable and sustainable development of land within an established growth boundary.	Workers Accommodation Village– Implementation of project.	Proportion of project implemented.	Annually	Shire
		Community Infrastructure Plan – Implementation of plan.	Proportion of recommendations implemented.	Annually	Shire
		Middletown Planning - Redevelopment of the Middletown precinct to accommodate future urban growth.	Proportion of project implemented.	Annually	Shire
	B2. Consolidate and revitalise the Town Centre and activate key street frontages that attract and retain pedestrians.	Town Centre Revitalisation Planning Project - Implementation of project.	Proportion of project implemented. Degree of streetscape activation and pedestrian activity.	Annually	Shire
		B3. Integrate the town centre and foreshore both physically and through appropriately located and compatible land uses.	Esperance Waterfront Project – Implementation of project.	Proportion of project implemented. More attractive and active connections between town centre and foreshore.	Annually
	Town Centre Revitalisation Planning Project - Implementation of project.		Proportion of project implemented. More attractive and active connections between town centre and foreshore.	Annually	Shire
	B4. Provide a variety of well-designed active and passive public places.	Esperance Waterfront Project – Implementation of project.	Proportion of project implemented. A greater variety of place related experiences available.	Annually	Shire
		Town Centre Revitalisation Planning Project - Implementation of project.	Proportion of project implemented. A greater variety of place related experiences available.	Annually	Shire
		Community Infrastructure Plan – Implementation of plan.	Proportion of recommendations implemented. A greater variety of place related experiences available.	Annually	Shire
		GSG and Indoor Sports Stadium – Implementation of project.	Proportion of project implemented. Greater opportunity for recreational activity.	Annually	Shire
		Bandy Creek Local Structure Planning - Implementation of project.	Proportion of project implemented. A greater range of complementary destinations.	Annually	Shire
		B5. Provide an integrated, safe and efficient intermodal transport network, which actively encourages walking and cycling.	Esperance Waterfront Project – Implementation of project.	Proportion of project implemented. Greater uptake of active transport modes.	Annually
	Town Centre Revitalisation Planning Project - Implementation of project.		Proportion of project implemented. Greater uptake of active transport modes.	Annually	Shire
	Bandy Creek Local Structure Planning - Implementation of project.		Proportion of project implemented. Greater uptake of active transport modes.	Annually	Shire
	Green Travel / Streetscape Rejuvenation – Implementation of programme and works.		Proportion of project implemented. Greater uptake of active transport modes.	Annually	Shire
	Middletown Planning - New multi-modal transport links as part of future redevelopment.		Proportion of project implemented. Greater uptake of active transport modes.	Annually	Shire
	B6. Provide suitable transport networks that enhance connectivity to and from Esperance and other destinations within the region and beyond.	Green Travel / Streetscape Rejuvenation – Implementation of programme and works.	Proportion of project implemented. A variety of attractive connections that encourage both active and vehicle related transport.	Annually	Shire
	B7. Provide adequate essential services and infrastructure to support population growth.	Esperance Waterfront Project – Implementation of project.	Proportion of project implemented. Services and amenity that meets the needs of the local population.	Annually	Shire
		Town Centre Revitalisation Planning Project - Implementation of project.	Proportion of project implemented. Services and amenity that meets the needs of the local population.	Annually	Shire
		Workers Accommodation Village– Implementation of project.	Proportion of project implemented. Adequate short stay accommodation to meet tourist and non tourist related uses.	Annually	Shire
Medical Centre co-located facility - Development of facility.		Proportion of project implemented. Services and amenity that meets the needs of the local population.	Annually	Shire / Department of Health	
Bandy Creek Local Structure Planning - Implementation of project.		Proportion of project implemented. Services and amenity that meets the needs of the local population.	Annually	Shire	
Green Travel / Streetscape Rejuvenation – Implementation of programme and works.		Proportion of project implemented. Greater uptake of active transport modes.	Annually	Shire	
Community Infrastructure Plan – Implementation of plan.		Proportion of recommendations implemented. Services and amenity that meets the needs of the local population.	Annually	Shire	
Waste Management – Implementation of waste management strategy.		Proportion of strategy implemented.	Annually	Shire	
Sewer Infill Programme – Implementation of programme.		Proportion of programme implemented.	Annually	Shire / Water Corporation	
Desal Plant – Implementation of project.	Proportion of project implemented.	Annually	Shire / Water Corporation		

ASPIRATIONAL GOAL	OBJECTIVE	TARGET	INDICATOR	TIMING	SOURCE
	B8. Promote a transect approach to housing that accommodates high density close to town centre with rural residential on the periphery.	Workers Accommodation Village – Implementation of project.	Proportion of project implemented. A diverse range of housing opportunities to meet both short stay and permanent residential uses.	Annually	Shire
		Bandy Creek Local Structure Planning - Implementation of project.	Proportion of project implemented. A diverse range of housing opportunities to meet both short stay and permanent residential uses.	Annually	Shire
		Middletown Planning – Implementation of project.	Proportion of project implemented. A diverse range of housing opportunities to meet both short stay and permanent residential uses.	Annually	Shire
	B9. Provide affordable and quality housing and tourist accommodation opportunities.	Workers Accommodation Village – Implementation of project.	Proportion of project implemented. A diverse range of affordable housing opportunities to meet both short stay and permanent residential uses.	Annually	Shire
		Housing Affordability Study – Implementation of study recommendations.	Proportion of project implemented. A diverse range of affordable housing opportunities to meet both short stay and permanent residential uses	Annually	Shire
		Bandy Creek Local Structure Planning - Implementation of project.	Proportion of project implemented. A diverse range of affordable housing opportunities to meet both short stay and permanent residential uses	Annually	Shire
		Middletown Planning – Implementation of project.	Proportion of project implemented. A diverse range of affordable housing opportunities to meet both short stay and permanent residential uses	Annually	Shire
	B10. Encourage a distinct architectural character and style that responds to the climatic setting and promotes identity and a “sense of place”.	Esperance Waterfront Project – Implementation of project.	Proportion of project implemented. The development of a distinct local character.	Annually	Shire
		Town Centre Revitalisation Planning Project - Implementation of project.	Proportion of project implemented. The development of a distinct local character.	Annually	Shire
		Workers Accommodation Village – Implementation of project.	Proportion of project implemented. The development of a distinct local character.	Annually	Shire
		Bandy Creek Local Structure Planning - Implementation of project.	Proportion of project implemented. The development of a distinct local character.	Annually	Shire
		Middletown Planning – Implementation of project.	Proportion of project implemented. The development of a distinct local character.	Annually	Shire
	B11. Promote and encourage best practice and sustainable urban design and construction methods.	Esperance Waterfront Project – Implementation of project.	Proportion of project implemented. Green star ratings that meet or exceed minimum requirements.	Annually	Shire
		Town Centre Revitalisation Planning Project - Implementation of project.	Proportion of project implemented. Green star ratings that meet or exceed minimum requirements.	Annually	Shire
		Workers Accommodation Village – Implementation of project.	Proportion of project implemented. Green star ratings that meet or exceed minimum requirements.	Annually	Shire
		Bandy Creek Local Structure Planning - Implementation of project.	Proportion of project implemented. Green star ratings that meet or exceed minimum requirements.	Annually	Shire
		Middletown Planning – Implementation of project.	Proportion of project implemented. Green star ratings that meet or exceed minimum requirements.	Annually	Shire

ASPIRATIONAL GOAL	OBJECTIVE	TARGET	INDICATOR	TIMING	SOURCE
Civic Leadership and Governance A collaborative community directed by strong, proactive leaders who ensure two-way communication is maintained.	G1. Encourage the cultivation of strong and proactive leadership within the community.	Town Centre Revitalisation Planning Project - Implementation of project.	Proportion of project implemented. Successful delivery of project stages.	Annually	Shire
		Community Infrastructure Plan – Implementation of plan.	Proportion of recommendations implemented.	Annually	Shire
		GSG and Indoor Sports Stadium- Implementation of project.	Successful delivery of project.	Annually	Shire
	G2. Maximise collaboration and community commitment to actively participate in decision-making processes.	Town Centre Revitalisation Planning Project - Implementation of project.	Community adequately engaged and consulted.	Annually	Shire
		Community Infrastructure Plan – Implementation of plan.	Community adequately engaged and consulted.	Annually	Shire
		Marketing / Branding – Implementation of project.	Community adequately engaged and consulted.	Annually	Shire / Tourism WA
		GSG and Indoor Sports Stadium- Implementation of project.	Community adequately engaged and consulted.	Annually	Shire
	G3. Provide effective and efficient two-way communication between decision makers and the community.	Town Centre Revitalisation Planning Project - Implementation of project.	Community adequately engaged and consulted.	Annually	Shire
		Community Infrastructure Plan – Implementation of plan.	Community adequately engaged and consulted.	Annually	Shire
		Marketing / Branding – Implementation of project.	Community adequately engaged and consulted.	Annually	Shire
		GSG and Indoor Sports Stadium- Implementation of project.	Community adequately engaged and consulted.	Annually	Shire
	G4. Provide a proactive and innovative policy and governance framework that enables and encourages quality outcomes.	Enterprise Unit – Implementation of project.	Proportion of project implemented.	Annually	Shire
	G5. Identify, establish and maintain partnerships between government, industry and the community.	Industry Development Study (Supply Chain Study) – Implementation of study.	Proportion of recommendations implemented.	Annually	GEDC / Shire / ECC
		Medical Centre co-located facility - Seek the support of government and private sector for the development.	Project delivered through PPP.	Upon Completion	Shire / Department of Health
		Community Infrastructure Plan – Implementation of plan.	Proportion of recommendations implemented.	Annually	Shire
		Enterprise Unit – Implementation of project.	Proportion of project implemented.	Annually	Shire
		vTEC upgrades – Implementation of vTEC upgrades.	Proportion of project implemented.	Annually	vTEC
		Desal Plant – Implementation of project.	Proportion of project implemented.	Annually	Shire / Water Corporation
Cruise Ships - Established partnerships with tourism and business operators to facilitate passenger movements around town.		Passengers with access to local goods and services.	Annually	GEDC / Shire / Tourism WA	
G6. Assist the broader region in reaching its potential through co-operation, resource sharing and proactive representation.	Industry Development Study (Supply Chain Study) - Implementation of Study recommendations.	Proportion of recommendations implemented.	Annually	GEDC / Shire / ECC	

5.2.2 MARKETING AND PROMOTION

Establishing a strong place brand for Esperance 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.

One of the key projects identified within this strategy relates to marketing and branding. Promoting the image and visibility of Esperance is essential to facilitating economic strength and diversity and attracting public and private investment. Raising the perceived profile of Esperance from outside of the town is also important to enhancing its potential to become a key tourist destination.

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5.3 GOVERNANCE

5.3.1 CONTEXT

One of the unique attributes of Esperance is the collaborative approach that has developed over many years amongst key organisations. The SuperTowns process has built upon this strength and forged a strong robust alliance that has utilised the skills and resources of three key organisations – The Shire of Esperance (SOE), Goldfields Esperance Development Commission (GEDC) and the Esperance Chamber of Commerce and Industry (ECCI).

This alliance, formed out of goodwill between the organisations, has ensured that the best outcome has been delivered throughout the SuperTowns planning process. Like most regional communities human resources are scarce and creative measures have had to be found in order to optimise the outcomes.

These three organisations very early on in the planning phase agreed that this opportunity had to be maximised and therefore they would work together to ensure the best outcomes for the community and each organisation could be delivered.

The timeframes and requirements of the SuperTowns process not only highlighted the strength of these organisations working together but revealed the potential limitations. One key limitation highlighted was the capacity of these organisations to deliver the objectives, programs and projects that have been identified throughout the SuperTowns Planning process.

With the current focus on the planning phase of SuperTowns, the question remains whether these organisations, in their current capacity, can deliver and implement on the transformational projects long term. Can the impetus and drive continue and how can the drain on resources and staffing be mitigated as they focus on SuperTowns into the future? In reality the planning process is the easy part of the SuperTowns program, delivering long term transformational projects to ensure that Esperance can grow in a sustainable long-term manner is the difficult part – this part is yet to occur.

SuperTowns Planning has fostered a collaborative approach to growth planning between local and regional agencies and the private sector.

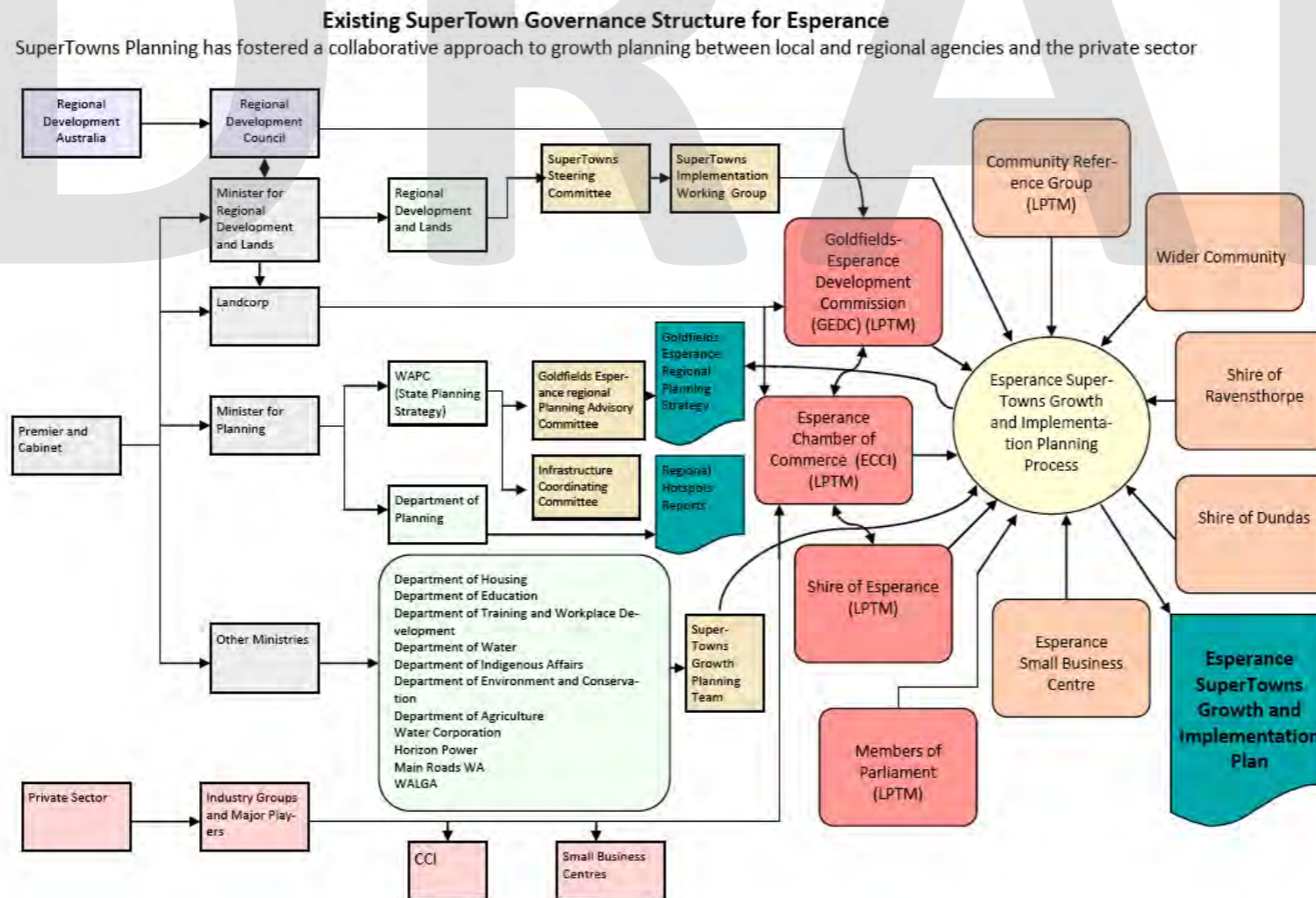


FIGURE 75 - EXISTING SUPERTOWN GOVERNANCE STRUCTURE FOR ESPERANCE

5.3.2 WAY FORWARD

Transforming Esperance from its current population of 14,500 to a projected population of 29,000 in 2041 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 allocated?
- » What regulatory and approvals processes will need to be adjusted to allow for streamlined delivery?
- » How is private sector investment 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 pays scant 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 through the Pilbara Cities and SuperTowns programs is testimony to thinking beyond business as usual. Implementation of the Esperance Growth Plan will also require a governance mechanism that not only permits but actually encourages innovation. It will require an enabling approach that invites and attracts private sector investment whilst ensuring due process (bureaucracy) is effectively and efficiently addressed.

What will be required is system that introduces a power to influence and bring stakeholders to the table and provides sufficient authority 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 SuperTowns.

5.3.3 PROPOSED NEW MODEL

In order for a sustained focus on the future development of Esperance, a joint Enterprise Investment Unit (EIU) is proposed. The ongoing SuperTowns management and implementation would be carried by the EIU. The desired outcome would be that the Growth Plan and other strategic plans would be adopted by the three organisations and that they would all work towards their implementation.

The concept of the three organisations being co-located should also be explored to further develop the synergies (it would be considered that only relevant Shire of Esperance staff such as project managers, economic development managers etc be collocated with the other organisations). Initial concept would be to provide a physical location from which both the SuperTowns project is run from into the future as well as being a central home for all (interested) regional economic development agencies involved within Esperance – including capacity for agencies that visit intermittently (e.g. AusIndustry, RDA etc.) This would build local capacity and ensure best use of local skills and human resources in regards to future planning and implementation of major projects. The EIU could potentially take on the role of project managing successfully funded projects identified within the SuperTowns process.

The EIU would also have the potential to provide a consolidated business and industry assistance office.

A funding source would need to be identified for such a governance model to ensure it is sustainable into the long term and additional resources with appropriate skills sets would be required to supplement the existing staffing within these organisations.

Although further feasibility work needs to be done regarding the vision and remit of the EIU, some identified focal points and desired outcomes below provide a starting point for this new governance model.

Vision:

Cultivating the economic and social environment to ensure the long-term vibrancy and sustainability of the South-East region

The focal points of the EIU are:

Local Capacity - Building local capacity focused on longer term vibrancy and sustainability of the region	<ul style="list-style-type: none"> - Fully utilise existing skills and knowledge - Further develop existing skills and knowledge - Further develop new skills and knowledge - Knowledge transfer locally <p><i>*There is the requirement within this to identify and enable a mechanism to enable the release of people with these required skills from local organisations.</i></p>
Business - Cultivating the environment for business to thrive	<ul style="list-style-type: none"> - Business growth - Business retention - Business attraction - Employee retention - Employee attraction
Investment - Positioning the region for investment to occur	<ul style="list-style-type: none"> - Attraction - Retention
Planning - Developing appropriate long-term strategic plans	<ul style="list-style-type: none"> - Economic Development Strategy - Industry Attraction Study - Supply Chain Analysis - Business Retention and Attraction Program - Identification and Removal of Investment Barriers - Marketing and Branding Plan - Tourism Development Plan - Community Infrastructure Plan - Strategic Land Plan <p><i>*An initial list of planning required</i></p>

The following diagram proposes a conceptual governance model for SuperTowns.

The key elements include:

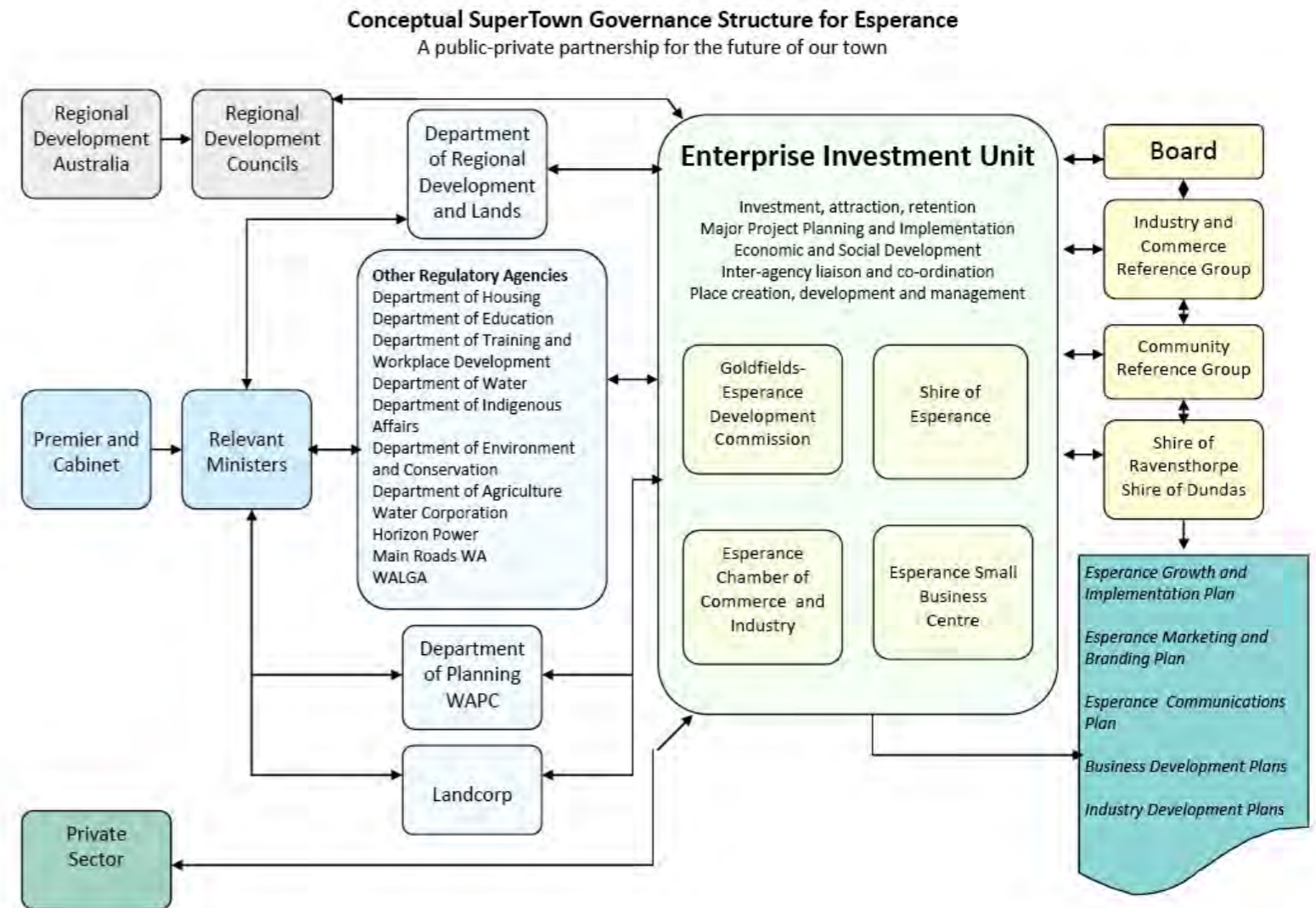


FIGURE 76 - CONCEPTUAL SUPERTOWN GOVERNANCE STRUCTURE FOR ESPERANCE: A PUBLIC-PRIVATE PARTNERSHIP FOR THE FUTURE OF OUR TOWN

5.3.4 RECOMMENDATIONS

1. The Shire of Esperance, Goldfields Esperance Development Commission and the Esperance Chamber of Commerce and Industry develop a Memorandum of Understanding (MOU) to continue the current collaborative working approach to the SuperTowns program, explore the concept of the Enterprise Investment Unit (EIU) and accompanying new governance model for an EIU and the proposed outcomes and deliverables of an EIU.
2. Invite the Esperance Small Business Centre to be party to the MOU and the local collaborative working approach on the SuperTowns initiative.
3. Develop a discussion paper examining potential management models, vision, focal points and desired outcomes, skills sets required, value of co-location, initial length of tenure and funding sources to resource the EIU.
4. Develop a proposed model and business case and seek agreement from each organisation to implement the proposed model and direct appropriate resources to implementing the model.

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CONSULTATION AND COMMUNITY ENGAGEMENT METHODS

TOOL	TARGET AUDIENCE	LEAD	TIMING	OBJECTIVES	OUTCOMES
On line Survey	Community wide access	GEDC	Oct - Nov 2011	Provide an opportunity for community feedback on SuperTowns initiative	Preliminary understanding of community's thoughts around the initiative including challenges, opportunities and aspirations.
Workshop	Community Shire of Esperance Community Reference Group (CRG) Stakeholder Reference Group (SRG) State Government Other Agencies	CCA Project Team	Workshop 1 25 Nov 2011	Communicate project objectives and context Provide opportunity for input and/or feedback around the project and development of the Vision for Esperance	Draft principles around the vision for Esperance Stakeholder participation in an interactive and meaningful way
	Workshop 2 14 Dec 2011		Communicate outcomes from Workshop 1 Refine the key themes and principles around vision from Workshop 1	Finalisation of vision for the project Further opportunity to provide Stakeholders with input into process	
One on one telephone calls	Stakeholders unable to attend Vision Workshop 1 Identified Stakeholders	CCA Project Team	Round 1 Nov 2011	Provide an opportunity for input into the vision exercise for Esperance SuperTown initiative	Input into the draft principles around the vision for Esperance.
			Round 2 Jan - Mar 2012	Ascertain needs, aspirations and specific requirements	
Open Day	Community wide invitation	GEDC CCA Project team	15 Dec 2011	Provide update on project Help educate the public about the project, decision process and how they can be involved Receive feedback, understand concerns and areas for clarification	Community and Stakeholder have opportunity to participate in the process and understand timings, opportunities, challenges etc Community and stakeholder concerns and aspirations are registered
Project Meetings	Project team	SoE GEDC	Fortnightly	Work through growth plan strategies, and progress business case studies in tune with community and stakeholder feedback.	Community
Shire Website	Local residents Stakeholders unable to attend Workshop 2	GEDC SoE	To be updated by 19 Dec 2011, Jan - Feb 2012	Information to outline Workshop 2 and Project Team meetings have been undertaken, along with display of growth plan strategies and projects for consideration.	Community and stakeholders to confirm preference of Growth Plan Strategy options and become familiar with potential projects for consideration Ties in to stories in Kalgoorlie Miner
Community Consultation Period	Community wide invitation	GEDC SoE Project team	30 January – 10 February 2012	Provide update on project Help educate the public about the project, decision process and how they can be involved Receive feedback, understand concerns and areas for clarification Ideas for growth scenarios and transformational projects	Community to have opportunity to participate in the process and understand timings, opportunities, challenges etc Community and stakeholder concerns and aspirations are registered
Business Forum	Business and Industry	ECCI SoE GEDC	January 2012	Update on program Gather information about key issues, barriers, constraints and opportunities for local business.	Data to inform Growth Plan projects and assist in identification of priority projects for business cases

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January Key Project Dates and Media Deadlines

Mon	Tue	Wed	Thu	Fri	Sat	Sun
						1
2 Deadline CC due 5pm EExW due 12pm	3	4 EExW pub Deadline EExF due 12pm	5	6 EExF pub CC pub <i>Inter agency Comments due to RDL 9.1.12</i>	7	8
9 Deadline CC due 5pm EExW due 12pm	10 PTM Deadline Kal due	11 EExW pub Kal pub Deadline EExF due 12pm	12	13 EExF pub CC pub <i>Ministerial Support Comments due to RDL 16.1.12</i> TPG Draft GP Due	14	15
16 Deadline CC due 5pm EExW due 12pm	17 Breakfast Briefing CRG/PTM	18 EExW pub Deadline EExF due 12pm	19	20 EExF pub CC pub RDL Panel TPG Draft Final GP due	21	22
23 Deadline CC due 5pm EExW due 12pm	24 Elected Members Briefing SCM Deadline Kal due	25 EExW pub Kal pub Deadline EExF due 12pm	26	27 EExF pub CC pub	28	29
30 Deadline CC due 5pm EExW due 12pm Consultation period begins	31					

February Key Project Dates and Media Deadlines

Mon	Tue	Wed	Thu	Fri	Sat	Sun
		1 EExW pub Deadline EExF due 12pm	2	3 EExF pub CC pub GEDC Board Briefing	4	5
6 Deadline CC due 5pm EExW due 12pm	7 Deadline Kal due	8 EExW pub Kal pub Deadline EExF due 12pm	9	10 EExF pub CC pub <i>Submission of Growth Plan to WAPC</i> Consultation period ends	11	12
13 Deadline CC due 5pm EExW due 12pm	14	15 EExW pub Deadline EExF due 12pm	16	17 EExF pub CC pub	18	19
20 Deadline CC due 5pm EExW due 12pm	21 Deadline Kal due	22 EExW pub Kal pub Deadline EExF due 12pm	23	24 EExF pub CC pub	25	26
27 Deadline CC due 5pm EExW due 12pm	28	29 EExW pub Deadline EExF due 12pm				

March Key Dates and Media Deadlines

Mon	Tue	Wed	Thu	Fri	Sat	Sun
			1	2	3	4
5	6	7	8	9	10	11
Deadline CC due 5pm EExW due 12pm	Deadline Kal due <i>Submission of Growth Plan and Business Cases to RDL</i>	EExW pub Kal pub Deadline EExF due 12pm Implementation Phase Begins		EExF pub CC pub		
12	13	14	15	16	17	18
Deadline CC due 5pm EExW due 12pm		EExW pub Deadline EExF due 12pm		EExF pub CC pub		
19	20	21	22	23	24	25
Deadline CC due 5pm EExW due 12pm	Deadline Kal due	EExW pub Kal pub Deadline EExF due 12pm		EExF pub CC pub		
26	27	28	29	30	31	
Deadline CC due 5pm EExW due 12pm		EExW pub Deadline EExF due 12pm		EExF pub CC pub		

A F T

The following people or agencies were directly engaged during the project:

PROJECT TEAM

Dorothy Henderson for Wendy Duncan MLC, Member for Mining and Pastoral, the National WA

Christiane Smith for Graham Jacobs MLA, Member for Eyre, Liberals Western Australia

David McFerran, Business Manager Regional South and Local RDAP, Landcorp

Kat Neve, Senior Planning Officer, Department of Planning

Cr Victoria Brown, Deputy Shire President, Shire of Esperance

Greg Golinski, Manager Strategic Projects, Shire of Esperance

Trevor Ayres, Manager Economic Development, Shire of Esperance

Grant Shipp, Chief Executive Officer, Esperance Chamber of Commerce and Industry

David Eagles, President, Esperance Chamber of Commerce and Industry

Shane Liddleow, Manager, Goldfields-Esperance Development Commission

Rose Riley, Senior Project Officer, Goldfields-Esperance Development Commission

COMMUNITY REFERENCE GROUP (CRG)

Melisa Rowe, Chairperson, CRG

Milton Valli, President, Esperance Regional Tourism Association

Kylie Bishop, Regional Landcare Facilitator, South Coast Natural Resources Management

Lesa Blackham, President, Esperance District Recreation Association

James Blade, Community Member, CRG

Wendy Royle, Community Member, CRG

Claire Mitchell, Community Member, CRG

Tim Fewings, Community Member, CRG

Fiona Hoffrichter-Wagenknecht, Community Member, CRG

Brett Thorp, Community Member, CRG

Priscilla Davies, Community Member, CRG

Ben Fetherston, Community Member, CRG

Terri Anderson, Community Member, CRG

Richard Hindley, Director Development Services, Shire of Esperance

Douglas Fotheringham, Manager Planning Services, Shire of Esperance

REGIONAL HEADS OF AGENCIES

Robert Hicks, Goldfields Esperance Development Commission

Aidan Tansley, Department of Transport

Larry Hamilton, Goldfields Education Regional Office

Klaus Tiedemann (for Ian Kealley), Department of Environment and Conservation

Robert Tagliaferri, Building Management and Works, Department of Treasury and Finance

Garry O'Donnell, Department of Indigenous Affairs

Liz Hatton, Disability Services Commission

Shane Power, Main Roads WA

Colin Edwards (for Katrina Carlisle), Department of Attorney General, Court Services

Senior Sergeant Ricky Chadwick (for Kevin Looby), Goldfields-Esperance District Police Office

Andrew Fin, Department for Child Protection

Jeff Hayles, Department of Mines and Petroleum

Rachel Clarke, Community & Customer Relations Manager, Horizon Power

Katrina Burton, Department of Water

Nicolie Sykora, Department of Water

ELECTED REPRESENTATIVES

Hon Wendy Duncan MLC, Member for Mining and Pastoral

Victoria Brown, Deputy Shire President, Shire of Esperance

Beverley Stewart - Councillor, Shire of Esperance

Lara McIntrye, Councillor, Shire of Esperance

Wayne (Buck) Rodgers, Councillor, Shire of Esperance

LOCAL GOVERNMENT AGENCIES

Richard Hindley, Director Development Services, Shire of Esperance

Mel Ammon, Emergency Services Coordinator, Shire of Esperance

Jayne Arnold, Manager: Library and Information Services, Shire of Esperance

Heather Beswick, Shire Ranger, Shire of Esperance

Rod Hilton, Community Development Manager, Shire of Esperance

John Toomey, Manager Recreation Service, Shire of Esperance

Richard Brookes, Chief Executive Officer, Shire of Dundas

Brent Bailey, Deputy Chief Executive Officer, Shire of Ravensthorpe

Jan Field, Councillor, Shire of Ravensthorpe

STATE GOVERNMENT AGENCIES AND UTILITIES

Peter Trendwick, Esperance Operations Manager, Goldfields South-East Health Region

Rachel Clarke, Community & Customer Relations Manager, Horizon Power

Klaus Tiedemann, Esperance District Manager, Department of Environment and Conservation

Brendon Nicholas, District Manager, Department of Agriculture and Food-Esperance

Karyn Unstead, Operations Manager, Water Corporation

Les Crawley, Coordinator of Regional Operations, Department of Education and Training

Rick Chadwick, Officer in Charge – Western Australian Police (Esperance)

Ian Gardner, Facilitator, Small Business Centre

Melisa Teede, vTec, Kalgoorlie

Steven Butler, Nature Conservation Coordinator, Department of Environment and Conservation

Gary Williams, Principal Environmental Planning Officer, Office of the Environmental Protection Authority

SENIORS, YOUTH AND INDIGENOUS REPRESENTATIVES

Thuriyya Ibrahim, Manager Esperance Home Care, Seniors Representative

Geoff Poole / Steve Heggie, Youth Education Officer, Esperance Senior High School

Abbie Barker, Student, Esperance Senior High School

Simonne Brown, Student, Esperance Senior High School

Sharn Campbell, Student, Esperance Senior High School

Brent English, Student, Esperance Senior High School

Ella Moir, Student, Esperance Senior High School

James Rae, Student, Esperance Senior High School

Pam Wheeler, Program Manager, vTEC

Peter Jarzabek, Manager, Residential College Esperance

LOCAL COMMUNITY GROUPS / ORGANISATIONS

Grant Shipp, Chief Executive Officer, Chamber of Commerce, Esperance

Erica Austen, Manager, Esperance Volunteer Centre

Dorothy Henderson, Transition Towns Awareness

Shane Tobin, Esperance Club Development

Pam Gardner, BOILCO, Mental Health, Esperance

Graham Tucker, Bay of Isles Aboriginal Community

Raana Scott, Project Manager Carnaby's Black Cockatoo Recovery Project, Birds Australia

Gillian Florisson, Coordinator, Mothers Encouragement Group (MEGs) (Early childhood / mothers rep)

Kylie Bishop, Regional Landcare Facilitator East, South Coast NRM

David Ford, Rotary President, Esperance Bay Rotary Club

Allan Gove, Lions President, Lions Club of Esperance

Sonny Graham, Nulsen Progress Association

Michelle Barrett, Munglinup Community Group

Harry Graham CEO, Wongutha Caps; Christian Aboriginal School

COMMUNITY REPRESENTATIVES

Jayne Arnold, Library and Museum Manager, Esperance Public Library

Jon-Paul Adams, Postal Manager, Australia Post Esperance

Erica Austen, Manager, Esperance Volunteer Centre

Katrina Burton, Department of Water

Toni Hawkins, Communications Officer, Cliffs Natural Resources

Dale Piercey, Community Member, Rate Payers Association

Mel Ammon, Emergency Services Co-ordinator, Shire of Esperance

Ricky Chadwick, Officer in Charge, Esperance Police Station

Gavin Warnes, District Manager, FESA

Gary Wilson, Regional Transport Officer, Department of Transport

Leighton Baker, Manager Esperance District Horizon Power

Mick Daw, Manager, CBH

Tourism Esperance

Esperance Freight Lines

TOURISM STAKEHOLDERS

Captain Huon Motel

Jetty Resort

Bay of Isles Comfort Inn

Island View Apartments

Esperance B&B By the Sea

Clearwater Motel

Best Western Motel Esperance

Esperance Hotel

Pier Hotel

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BUSINESS FORUM STAKEHOLDERS

Thorpe Realty

CBH

Jetty Resort

Budget Car Hire

QR National

Shark Lake Meat Works

SIME Builders

Cliffs Natural Resources

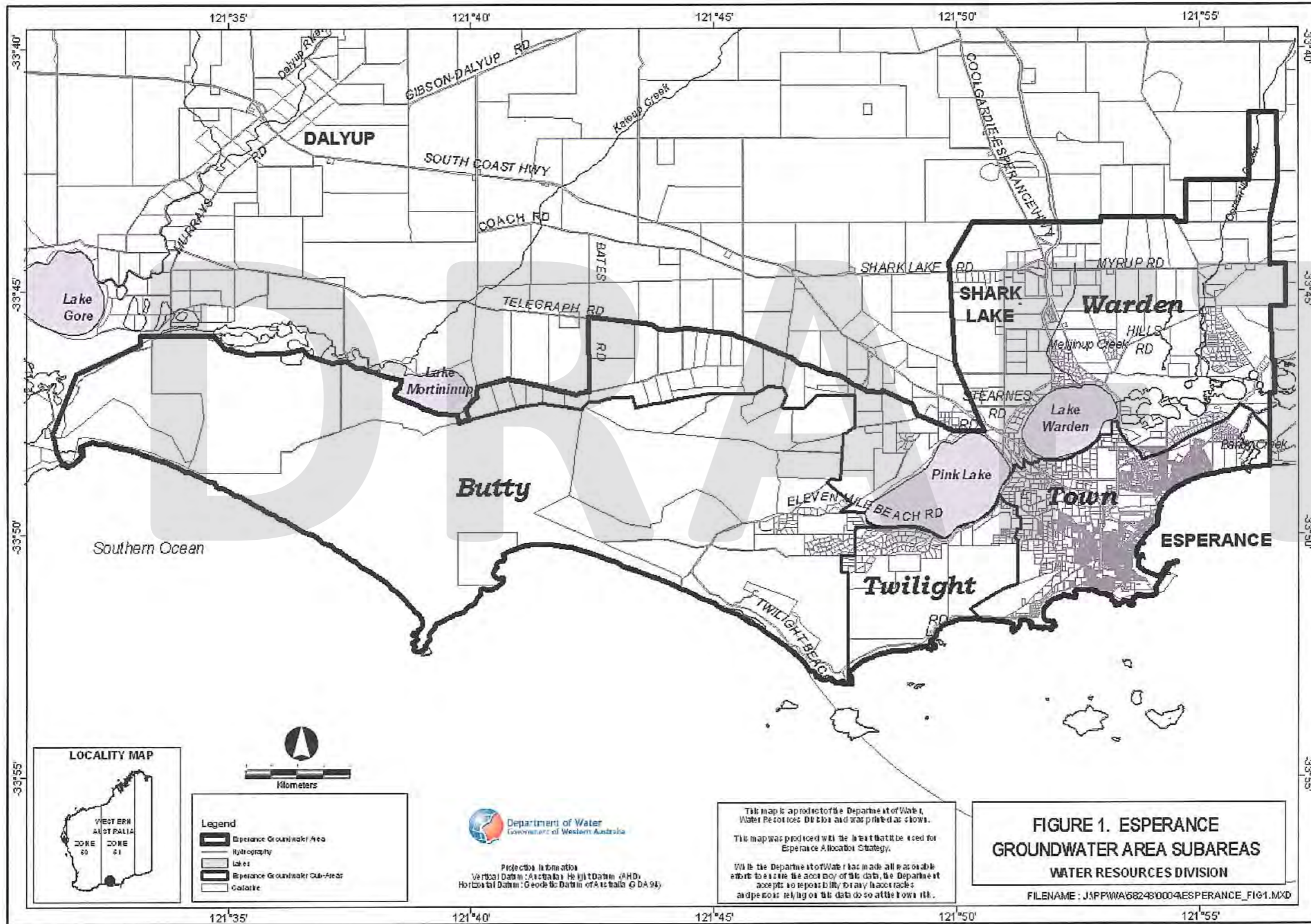
Esperance Port Seawater and Land

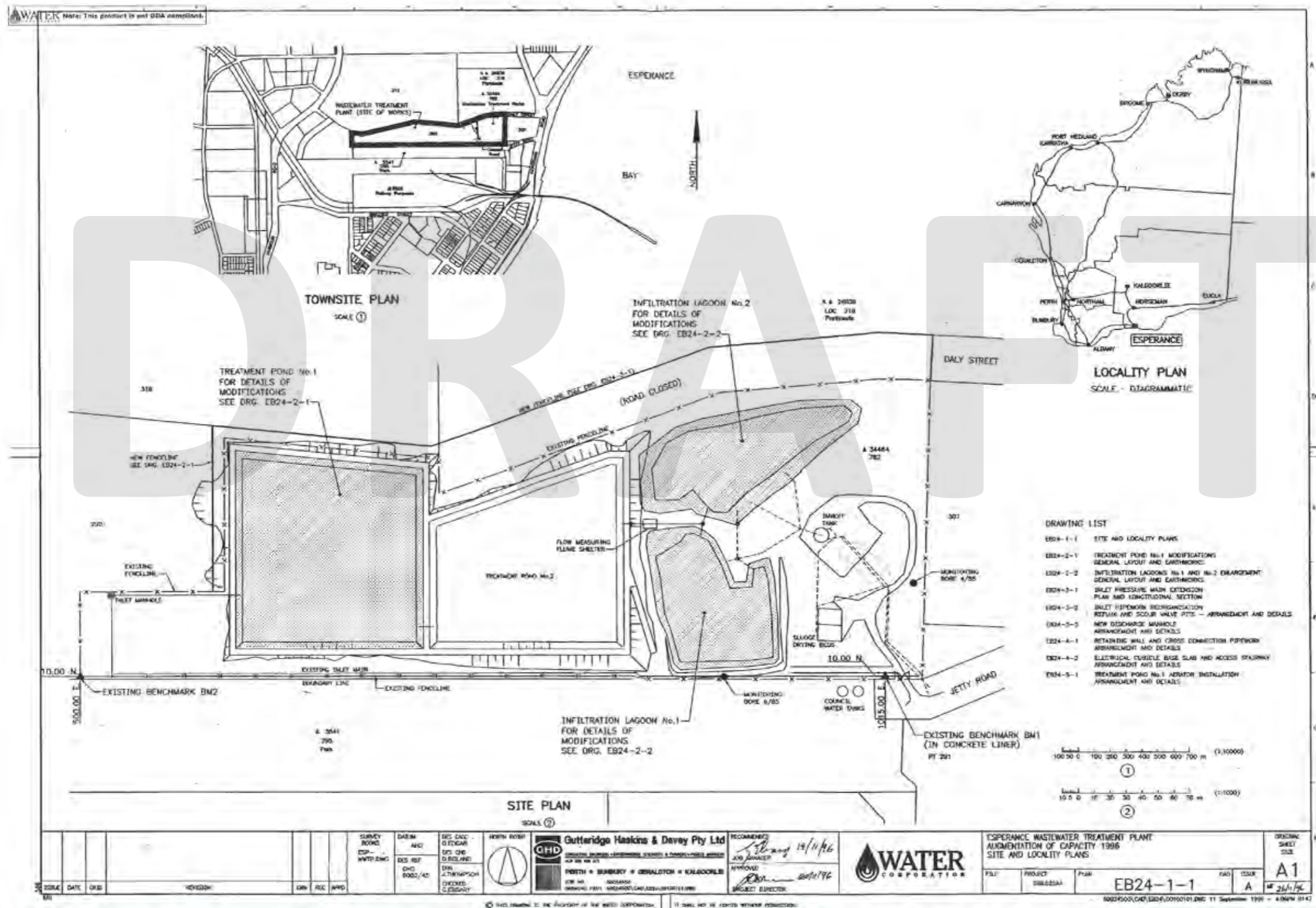
NAME	ORGANISATION	RELATIONS MANAGER	STEERING COMMITTEE MEMBER	CRG MEMBER	PROJECT TEAM MEMBER	WORKING GROUP	CRG MEETINGS	PTM MEETINGS	WORKING GROUP MEETINGS	CONSULTANT TELECONFERENCE	VISIONING WORKSHOP	GROWTH PLANNING WORKSHOP	CONSULTATION PERIOD JAN-	COMMUNITY QUESTIONNAIRE	BUSINESS SURVEY	STUDENT SURVEY	COMMUNITY OPEN DAY	ONE-ON-ONES	PROJECT UPDATES BY EMAIL	WEBSITE
Local Project Team																				
Mal Osborne	CEO, Shire of Esperance	Greg Golinski / Rose Riley			✓	✓	✓	✓	✓		✓	✓	✓						✓	
Greg Golinski	Manager Strategic Planning	Greg Golinski / Rose Riley			✓	✓	✓	✓	✓		✓	✓	✓	✓			✓		✓	
Trevor Ayres	Manager Economic Development	Greg Golinski / Rose Riley			✓	✓	✓	✓	✓	✓	✓	✓	✓				✓		✓	
Robert Hicks	CEO, GEDC	Greg Golinski / Rose Riley	✓		✓			✓			✓	✓								
Shane Liddlelow	District Manager, GEDC	Greg Golinski / Rose Riley			✓	✓	✓	✓	✓		✓	✓	✓	✓			✓		✓	
Rose Riley	Senior Project Officer, GEDC	Greg Golinski / Rose Riley			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓		✓	
Grant Shipp	Esperance Chamber of Commerce and Industry	Greg Golinski / Rose Riley			✓	✓	✓	✓	✓		✓	✓	✓		✓			✓	✓	
Melisa Rowe	Community Reference Group Chair	Greg Golinski / Rose Riley		✓	✓		✓	✓			✓	✓	✓	✓			✓		✓	
Dr Graham Jacobs MLA	Liberals Western Australia	Greg Golinski / Rose Riley			✓			✓			✓	✓								
Wendy Duncan MLC	The Nationals WA	Greg Golinski / Rose Riley			✓			✓			✓	✓								
Malcolm Heasman	Shire President	Greg Golinski / Rose Riley			✓			✓			✓	✓							✓	
Victoria Brown	Shire Deputy President	Greg Golinski / Rose Riley			✓			✓			✓	✓							✓	
Consultant Team																				
Andrew Howe	TPG	Rose Riley								✓	✓	✓	✓				✓	✓		
Sonny Embleton	TPG	Rose Riley								✓	✓	✓	✓				✓	✓		
Shire of Esperance Staff																				
Priscilla Davies	Business Analysis and Improvement Coordinator	Greg Golinski / Rose Riley		✓		✓	✓		✓		✓	✓	✓				✓		✓	
Douglas Fotheringham	Manager Planning Services	Greg Golinski / Rose Riley				✓			✓		✓	✓					✓	✓		
Shire of Esperance Elected Members																				
Natalie Bowman	Councillor	Greg Golinski									✓	✓	✓	✓			✓		✓	
Paul Griffiths	Councillor	Greg Golinski									✓	✓	✓	✓			✓		✓	
Roger Mansell	Councillor	Greg Golinski									✓	✓	✓	✓			✓		✓	
Lara McIntyre	Councillor	Greg Golinski									✓	✓	✓	✓			✓	✓	✓	
Wayne (Buck) Rodgers	Councillor	Greg Golinski									✓	✓	✓	✓			✓		✓	
Beverley Stewart	Councillor	Greg Golinski									✓	✓	✓	✓			✓		✓	
Nigel Walker	Councillor	Greg Golinski									✓	✓	✓	✓			✓		✓	
State Government - SuperTowns																				
Minister Grylls	Department of Regional Development; Lands	Mal Osbourne/ Robert Hicks																		
Ryan Victor	Advisor to Minister Grylls, Premier and Cabinet	Shane Liddlelow / Mal Osbourne																		
Catherine Bentley	Landcorp	Rose Riley			✓						✓	✓								
David McFerran	Landcorp	Rose Riley			✓						✓	✓								
Johan Gildenhuis	Department of Planning	Rose Riley			✓						✓	✓								
Kat Neve	Department of Planning	Rose Riley			✓						✓	✓								
Justin Breeze	Department of Planning	Rose Riley			✓						✓	✓								
Lynette O'Reilly	Department of Regional Development and Lands	Shane Liddlelow / Mal Osbourne			✓						✓	✓								
Anita Shah-Jenner	Department of Regional Development and Lands	Shane Liddlelow / Mal Osbourne			✓						✓	✓								
Ken McCrackan	Department of Regional Development and Lands	Rose Riley			✓						✓	✓								
Neighbouring Local Government Representatives																				
Richard Brookes	Shire of Dundas	Mal Osbourne / Shane Liddlelow									✓	✓	✓	✓			✓	✓	✓	
Pascoe Durtanovich	Shire of Ravensthorpe	Mal Osbourne / Shane Liddlelow									✓	✓	✓	✓			✓	✓	✓	

NAME	ORGANISATION	RELATIONS MANAGER	STEERING COMMITTEE MEMBER	CRG MEMBER	PROJECT TEAM MEMBER	WORKING GROUP	CRG MEETINGS	PTM MEETINGS	WORKING GROUP MEETINGS	CONSULTANT TELECONFERENCES	VISIONING WORKSHOP	GROWTH PLANNING WORKSHOP	CONSULTATION PERIOD JAN	COMMUNITY QUESTIONNAIRE	BUSINESS SURVEY	STUDENT SURVEY	COMMUNITY OPEN DAY	ONE-ON-ONES	PROJECT UPDATES BY EMAIL	WEBSITE
State Government - Local Stakeholders																				
Kylie Bishop	South Coast NRM / ERF	Rose Riley									✓	✓	✓				✓	✓	✓	
Katrina Burton	Department of Water	Rose Riley									✓	✓	✓				✓		✓	
Nicolie Sykaa	Department of Water	Rose Riley									✓	✓	✓				✓		✓	
Brendon Nicholas	Department of Ag and Food	Rose Riley									✓	✓	✓				✓		✓	
Karyn Unstead	Water Corporation	Rose Riley									✓	✓	✓				✓		✓	
Rachel Clarke	Horizon Power	Rose Riley									✓	✓	✓				✓		✓	
Layton Baker	Horizon Power	Rose Riley									✓	✓	✓				✓		✓	
Diane Blade	Department of Housing	Rose Riley									✓	✓	✓				✓		✓	
Les Crawley	Department of Education	Rose Riley									✓	✓	✓			✓	✓	✓	✓	
Peter Tredinnick	Goldfields South-East Health Region	Rose Riley									✓	✓	✓				✓	✓	✓	
Ricky Chadwick	Esperance Police Station	Rose Riley									✓	✓	✓				✓		✓	
Klaus Tiedemann	Department of Environment and Conservation	Rose Riley									✓	✓	✓				✓		✓	
Garry Wilson	Department of Transport	Rose Riley									✓	✓	✓				✓		✓	
Andrea King	Department of Child Protection	Rose Riley									✓	✓	✓				✓		✓	
Colin Edwards	DOTAG	Rose Riley									✓	✓	✓				✓		✓	
Robert Tagliaferri	Department of Finance	Rose Riley									✓	✓	✓				✓		✓	
Jeff Hayles	Department of Mines and Petroleum	Rose Riley									✓	✓	✓				✓		✓	
Other	Government Departments as needed	Rose Riley									✓	✓	✓				✓		✓	
Federal Government																				
???	Regional Development Council	Mal Osbourne / Shane Liddlelow																		
Carol Mann	Regional Development Australia	Mal Osbourne / Shane Liddlelow																		
Community Reference Group																				
Milton Valli	Esperance Regional Tourism Association	Rose Riley		✓			✓				✓	✓	✓	✓	✓		✓		✓	
Kylie Bishop	South Coast Natural Resources Management	Rose Riley		✓			✓				✓	✓	✓	✓	✓		✓		✓	
Lesa Blackham	Esperance District Recreation Association	Rose Riley		✓			✓				✓	✓	✓	✓	✓		✓		✓	
Chris Reichstein	South East Premium Wheat Growers Association	Rose Riley		✓			✓				✓	✓	✓	✓	✓		✓		✓	
Vacant	Esperance Community Arts	Rose Riley		✓			✓				✓	✓	✓	✓	✓		✓		✓	
James Blade	Community Member	Rose Riley		✓			✓				✓	✓	✓	✓	✓		✓		✓	
Wendy Royle	Community Member	Rose Riley		✓			✓				✓	✓	✓	✓	✓		✓		✓	
Claire Mitchell	Community Member	Rose Riley		✓			✓				✓	✓	✓	✓	✓		✓		✓	
Priscilla Davies	Community Member	Rose Riley		✓			✓				✓	✓	✓	✓	✓		✓		✓	
Terri Anderson (Tholstrup)	Community Member	Rose Riley		✓			✓				✓	✓	✓	✓	✓		✓		✓	
Gerry Maguire	Community Member	Rose Riley		✓			✓				✓	✓	✓	✓	✓		✓		✓	
Tim Fewings	Community Member	Rose Riley		✓			✓				✓	✓	✓	✓	✓		✓		✓	
Fiona Hoffrichter-Wagenknecht	Community Member	Rose Riley		✓			✓				✓	✓	✓	✓	✓		✓		✓	
Brett Thorp	Community Member	Rose Riley		✓			✓				✓	✓	✓	✓	✓		✓		✓	
Ben Fetherston	Community Member	Rose Riley		✓			✓				✓	✓	✓	✓	✓		✓		✓	
Community Representatives and Organisations																				
David Eagles	Esperance Chamber of Commerce and Industry	Grant Shipp / Rose Riley									✓	✓	✓	✓	✓		✓		✓	
Thuriyya Ibrahim	Esperance Home Care	Rose Riley									✓	✓	✓	✓	✓		✓	✓	✓	
Peter Jarzabek	Esperance Residential College	Rose Riley									✓	✓	✓	✓	✓		✓		✓	

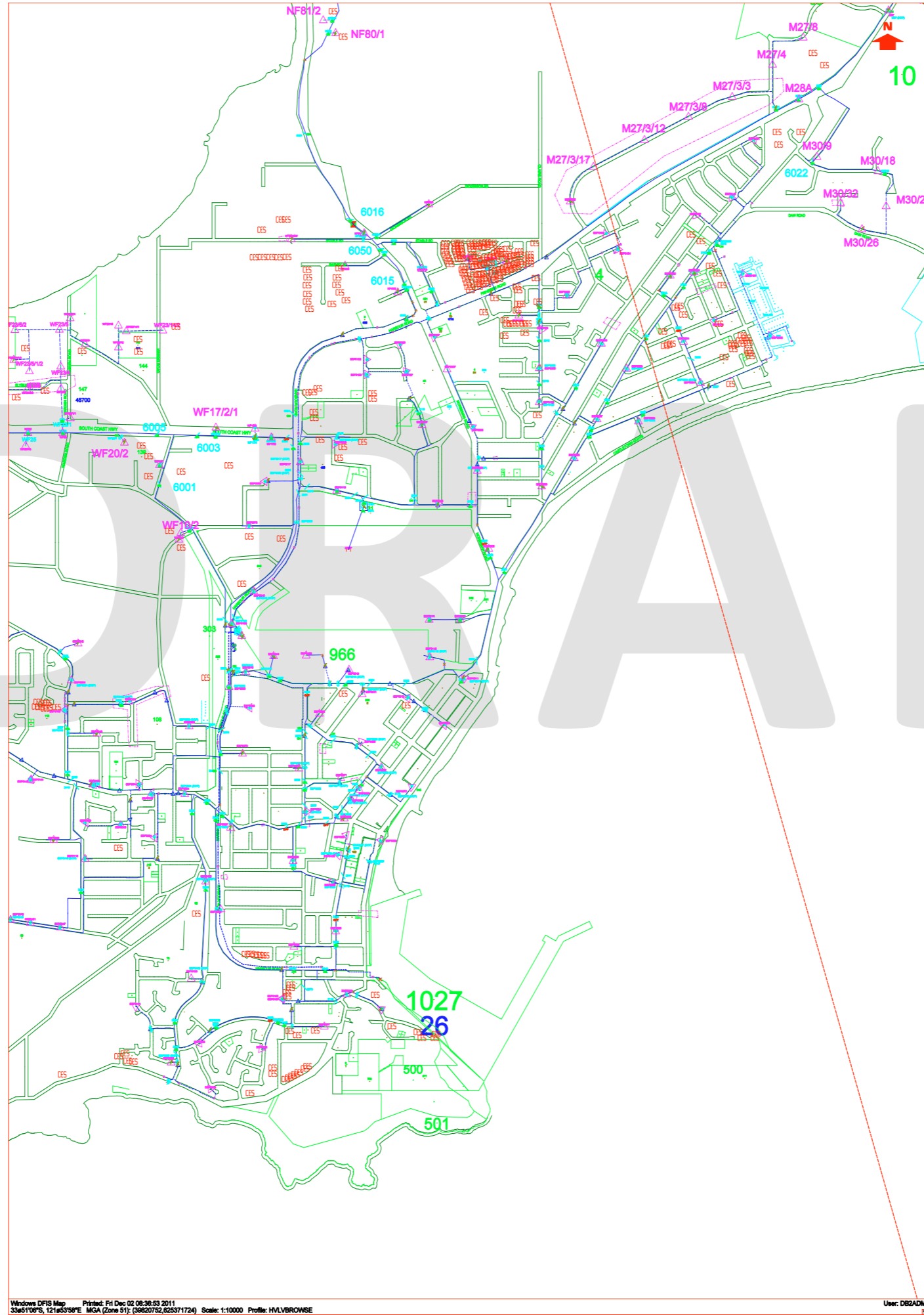
NAME	ORGANISATION	RELATIONS MANAGER	STEERING COMMITTEE MEMB	CRG MEMBER	PROJECT TEAM MEMBER	WORKING GROUP	CRG MEETINGS	PTM MEETINGS	WORKING GROUP MEETINGS	CONSULTANT TELECONFERENCE	VISIONING WORKSHOP	GROWTH PLANNING WORKSH	CONSULTATION PERIOD JAN-	COMMUNITY QUESTIONNAIRE	BUSINESS SURVEY	STUDENT SURVEY	COMMUNITY OPEN DAY	ONE-ON-ONES	PROJECT UPDATES BY EMAIL	WEBSITE
Ian Gardner	Small Business Centre	Rose Riley									✓	✓	✓	✓	✓		✓		✓	
Sonny Graham	Nulsen Progress Association	Rose Riley									✓	✓	✓	✓	✓		✓		✓	
Natie Bowman	Grass Patch Community Development Association	Rose Riley									✓	✓	✓	✓	✓		✓		✓	
Wendy Harkness	Beaumont Community Association	Rose Riley									✓	✓	✓	✓	✓		✓		✓	
Christine Rae	Dalyup Progress Association	Rose Riley									✓	✓	✓	✓	✓		✓		✓	
Janette Geagea	Gibson Progress Association	Rose Riley									✓	✓	✓	✓	✓		✓		✓	
Michelle Barrett	Munglinup Community Group	Rose Riley									✓	✓	✓	✓	✓		✓		✓	
Lisa Jeitz	Cascade Town Recreation Association	Rose Riley									✓	✓	✓	✓	✓		✓		✓	
Jayne Arnold	Esperance Public Library	Rose Riley									✓	✓	✓	✓	✓		✓	✓	✓	
Erica Austen	Esperance Volunteer Centre	Rose Riley									✓	✓	✓	✓	✓		✓	✓	✓	
Jon-Paul Adams	Australia Post Esperance	Rose Riley									✓	✓	✓	✓	✓		✓	✓	✓	
John Toomey	Bay of Isles Leisure Centre	Rose Riley									✓	✓	✓	✓	✓		✓	✓	✓	
John Middleton	Rate Payers Association	Rose Riley									✓	✓	✓	✓	✓		✓	✓	✓	
David Ford	Esperance Bay Rotary Club	Rose Riley									✓	✓	✓	✓	✓		✓	✓	✓	
Allan Gove	Lions Club of Esperance	Rose Riley									✓	✓	✓	✓	✓		✓	✓	✓	
John Bridges	Rotary Club of Esperance	Rose Riley									✓	✓	✓	✓	✓		✓	✓	✓	
Toni Hawkins	Cliffs Natural Resources	Rose Riley									✓	✓	✓	✓	✓		✓	✓	✓	
Mick Daws	CBH	Rose Riley									✓	✓	✓	✓	✓		✓	✓	✓	
Shayne Flanagan	Esperance Port	Rose Riley									✓	✓	✓	✓	✓		✓	✓	✓	
Anthony Bodycoat	Water Corporation	Rose Riley									✓	✓	✓	✓	✓		✓	✓	✓	
Pam Wheeler	vTec	Rose Riley									✓	✓	✓	✓	✓		✓	✓	✓	
Melisa Teede	vTec	Rose Riley									✓	✓	✓	✓	✓		✓	✓	✓	
Bryce Greateorex	vTec	Rose Riley									✓	✓	✓	✓	✓		✓	✓	✓	
Peter Tredinick	Esperance Operations Manager, Goldefields South-East Health Region	Rose Riley									✓	✓	✓	✓	✓		✓	✓	✓	
Lauren Howsen	Telstra	Rose Riley									✓	✓	✓	✓	✓		✓	✓	✓	
Kathy Bamblett	Principal, Esperance High School	Rose Riley									✓	✓	✓	✓	✓	✓	✓	✓	✓	
Geoff Poole	Youth Education Officer	Rose Riley									✓	✓	✓	✓	✓	✓	✓	✓	✓	
Dale Piercey	Rate Payers Association	Rose Riley									✓	✓	✓	✓	✓		✓	✓	✓	
David Kyle	Rate Payers Association	Rose Riley									✓	✓	✓	✓	✓		✓	✓	✓	
Gllian Florrison	Mothers Encouragement Group	Rose Riley									✓	✓	✓	✓	✓		✓	✓	✓	
Mel Ammon	Emergency Services Co-ordinator, Shire of Esperance	Rose Riley									✓	✓	✓	✓	✓		✓	✓	✓	
Gavin Warnes	FESA	Rose Riley									✓	✓	✓	✓	✓		✓	✓	✓	
Ricky Chadwick	Esperance Police Station	Rose Riley									✓	✓	✓	✓	✓		✓	✓	✓	
Other	Community Stakeholders as needed	Rose Riley									✓	✓	✓	✓	✓		✓	✓	✓	
Media Organisations																				
Tim Slater	Kalgoorlie Miner	Rose Riley									✓	✓	✓	✓	✓	✓	✓	✓	✓	
Lauren Vardy	Esperance Express	Rose Riley									✓	✓	✓	✓	✓	✓	✓	✓	✓	
	ABC Radio	Rose Riley											✓				✓			
	747 Radio	Rose Riley											✓				✓			
	Hope FM Radio	Rose Riley											✓				✓			
Whole Community													✓	✓	✓	✓	✓			✓

APPENDIX B - ESPERANCE GROUNDWATER AREA SUB-AREAS AND LOCATION OF BORES





APPENDIX D - ESPERANCE POWER HV DISTRIBUTION NETWORK



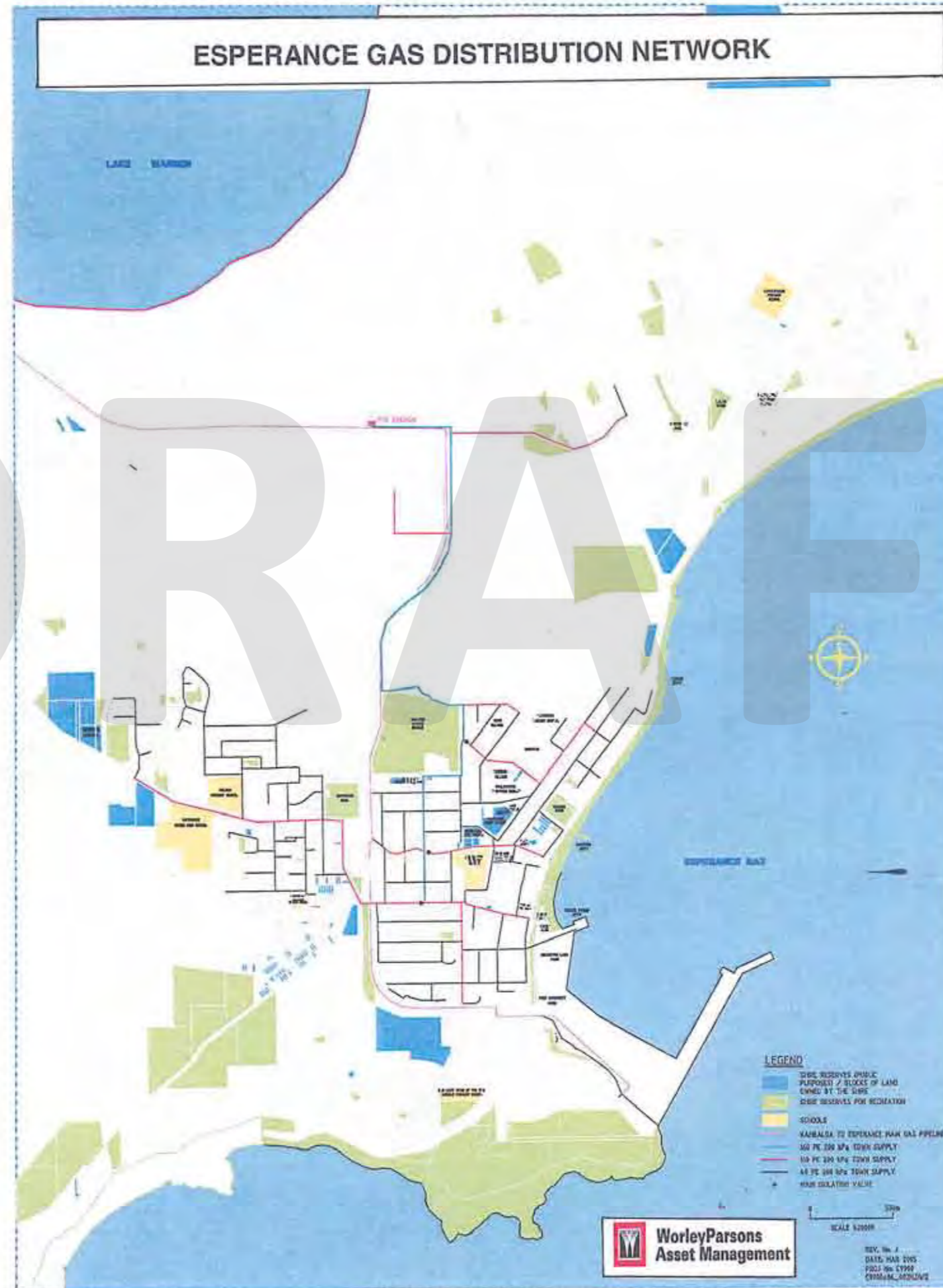
APPENDICES

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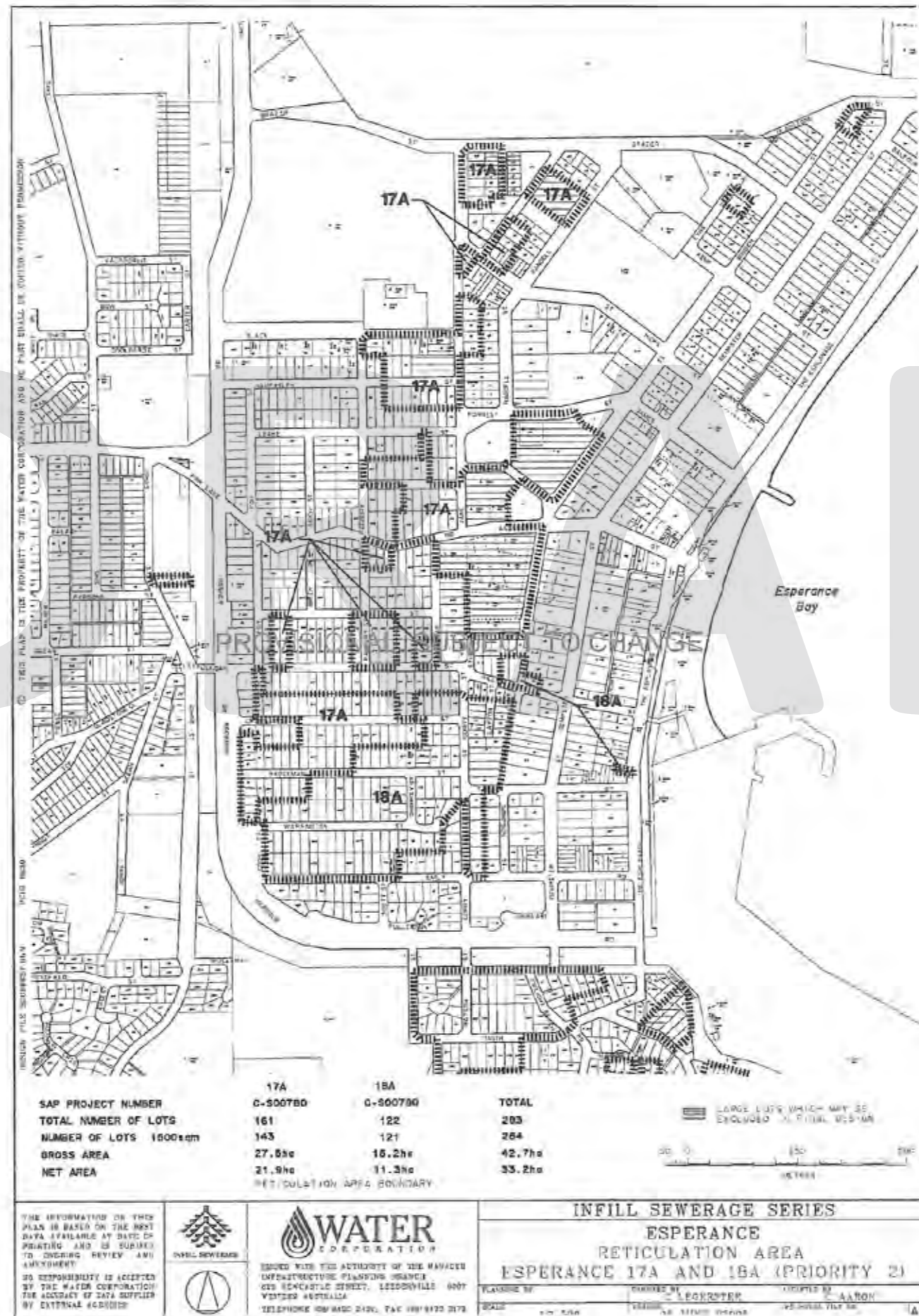


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APPENDIX F - LOCATION OF RETICULATION AREAS





Title: Figure 1: Topography
 Project: Esperance SuperTown
 Client: Shire of Esperance

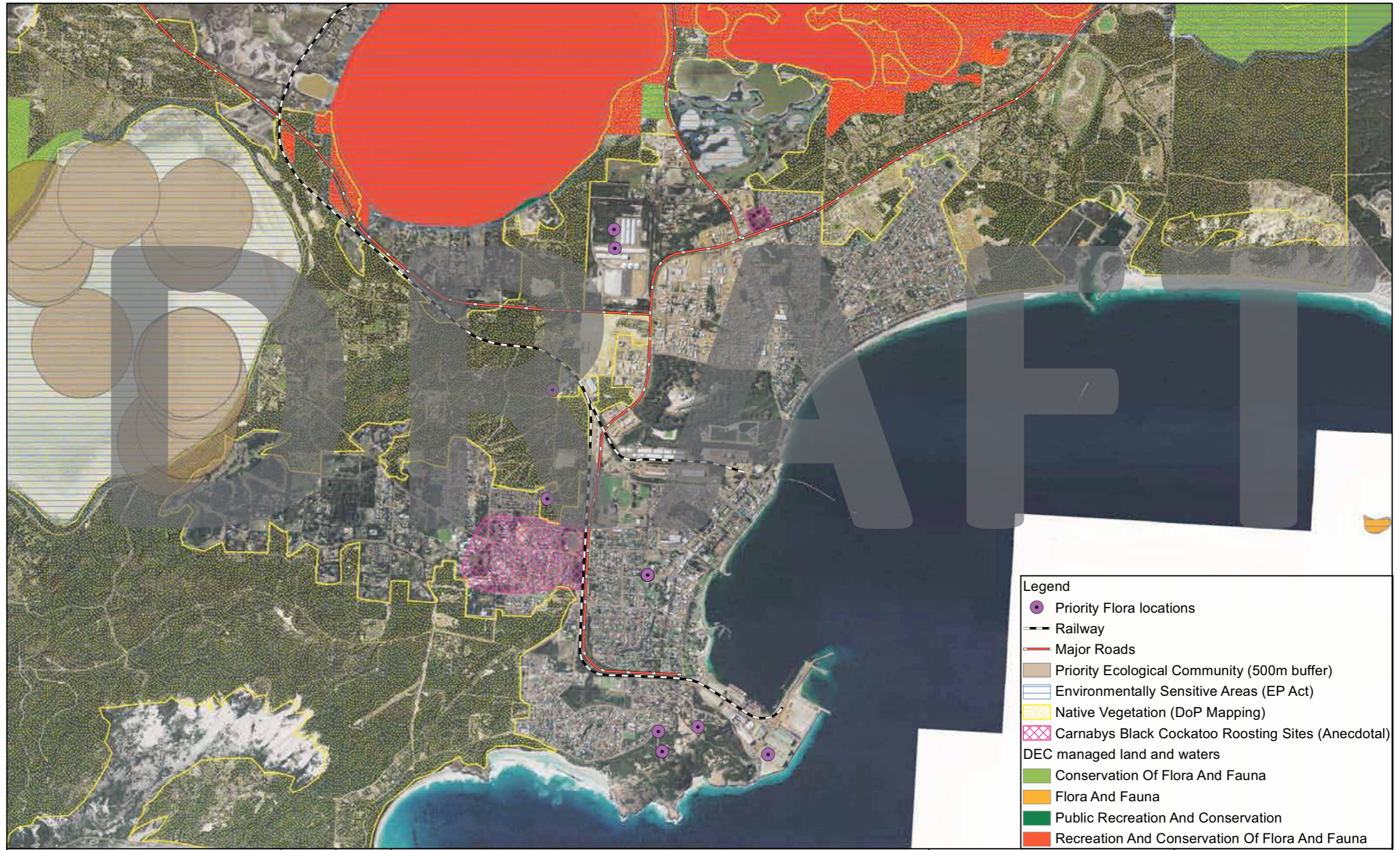


Sources
 The following datasets were used in the production of this map:
 Contours - Shire of Esperance

18/11/11 :Date
 1:35,010@A3 :Scale
 EP11-061(01)--F03 :Plan Number
 CKK :Checked
 JDH :Approved
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APPENDIX H - VEGETATION AND FAUNA VALUES



Legend

- Priority Flora locations
- Railway
- Major Roads
- Priority Ecological Community (500m buffer)
- Environmentally Sensitive Areas (EP Act)
- Native Vegetation (DoP Mapping)
- Carnabys Black Cockatoo Roosting Sites (Anecdotal)

DEC managed land and waters

- Conservation Of Flora And Fauna
- Flora And Fauna
- Public Recreation And Conservation
- Recreation And Conservation Of Flora And Fauna

Title: Figure 4: Vegetation and Fauna Values
 Project: Esperance SuperTown
 Client: Shire of Esperance



Sources
 The following datasets were used in the production of this map:
 Environmentally Sensitive Areas - DEC (2011)
 Priority Flora Locations - DEC (2011)
 DEC Managed Land and Waters - DEC (2011)
 Native Vegetation - DoP
 Carnabys Black Cockatoo Roosting Sites - Birds Australia (pers.comm)

0 0.5 1 2 Kilometres

18/11/11 :Date
 1:35,010@A3 :Scale
 EP11-061(01)--F05a :Plan Number
 CKK :Checked
 JDH :Approved

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Legend

- Railway
- Major Roads
- Ramsar Site
- Priority Catchment Area for RAMSAR Wetlands
- South Coast Significant Wetlands**
- International (RAMSAR)
- National (ANCA)

Title: Figure 6: Important Wetlands
 Project: Esperance SuperTown
 Client: Shire of Esperance

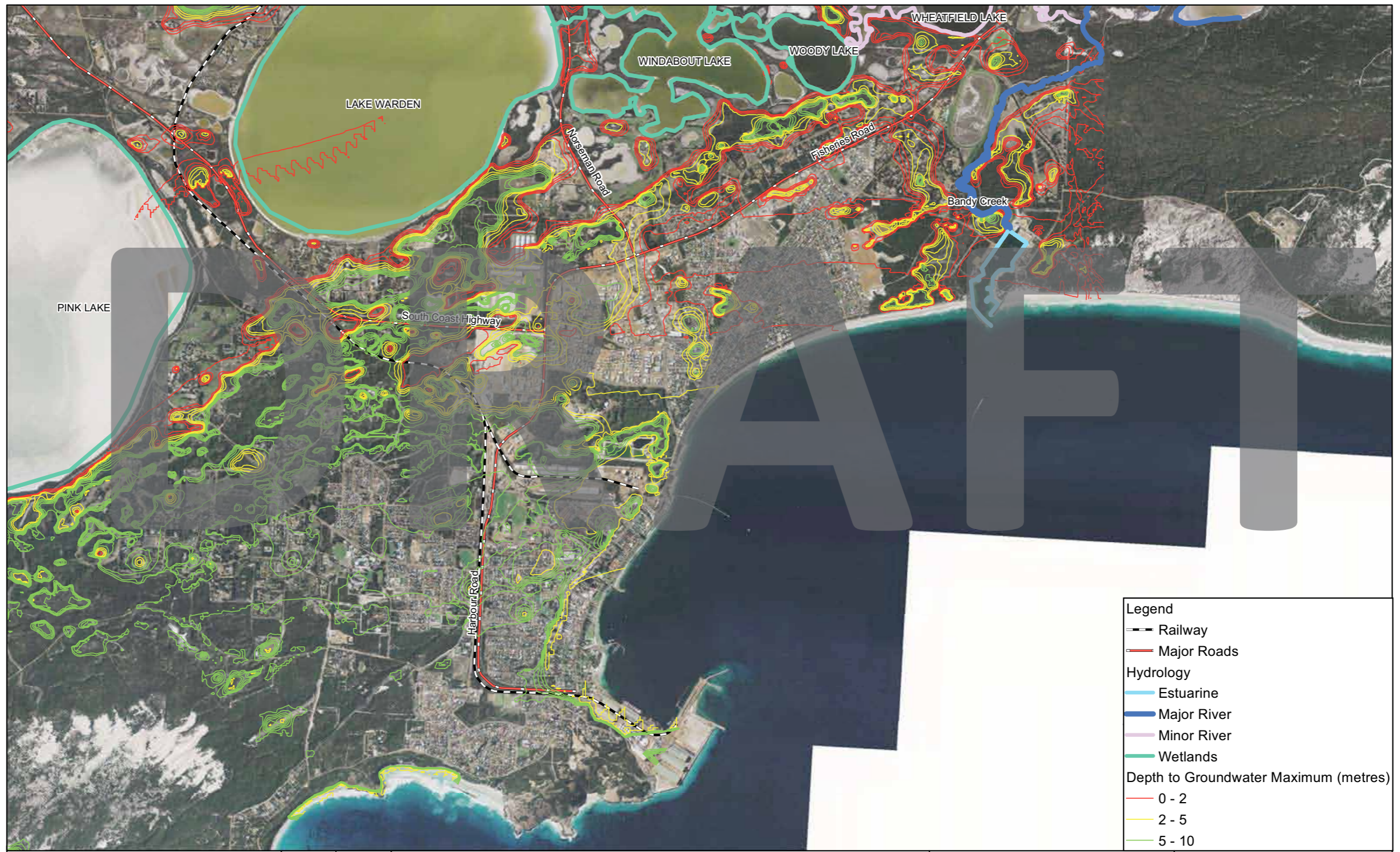


Sources
 The following datasets were used in the production of this map:
 South Coast Significant Wetlands - DEC (2008)
 Ramsar sites - DEC (2010)
 Priority catchment areas - DEC (2011)

01/12/11 :Date
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 EP11-061(01)--F01a :Plan Number
 CKK :Checked
 JDH :Approved
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APPENDIX J - TOWNSITE HYDROLOGY



Legend

- Railway
- Major Roads
- Hydrology**
- Estuarine
- Major River
- Minor River
- Wetlands
- Depth to Groundwater Maximum (metres)**
- 0 - 2
- 2 - 5
- 5 - 10

Title: Figure 5: Hydrology
 Project: Esperance SuperTown
 Client: Shire of Esperance



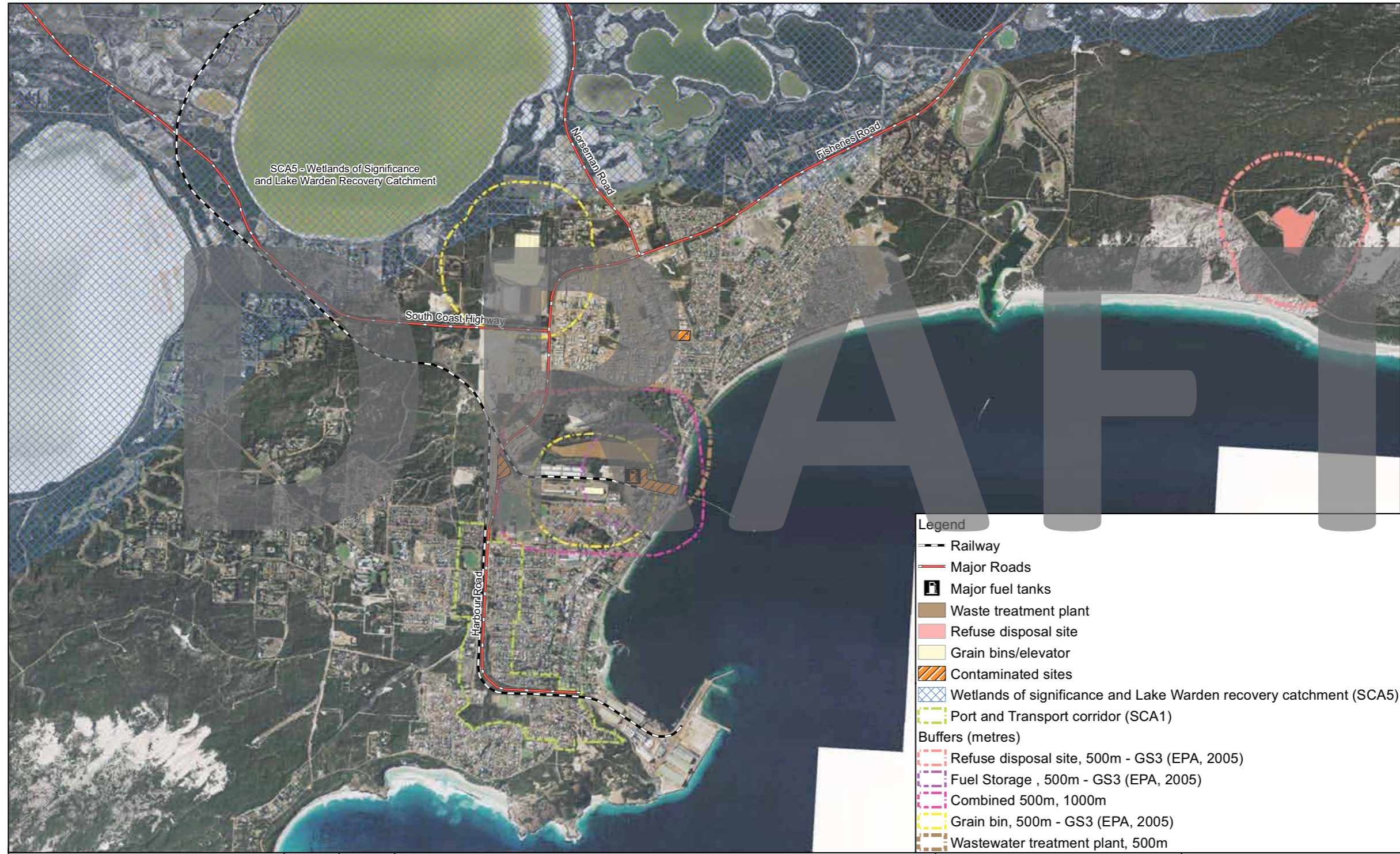
Sources
 The following datasets were used in the production of this map:
 Hydrology - DoW (2011)
 Depth to Groundwater - Shire of Esperance (2011)

0 0.5 1 2 Kilometres

01/12/11 :Date
 1:35,000@A3 :Scale
 EP11-061(01)-F08 :Plan Number
 CKK :Checked
 JDH :Approved



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Title: Figure 7: Land Uses and Buffers

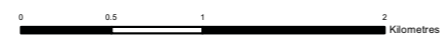
Project: Esperance SuperTown

Client: Shire of Esperance



Sources

The following datasets were used in the production of this map:
 Shire of Esperance Local Planning Strategy (2006)
 DEC Contaminated Sites database (2011)
 EPA Guidance Statement No.3 (2005)
 DoP Shire of Esperance TPS 23 (2010)

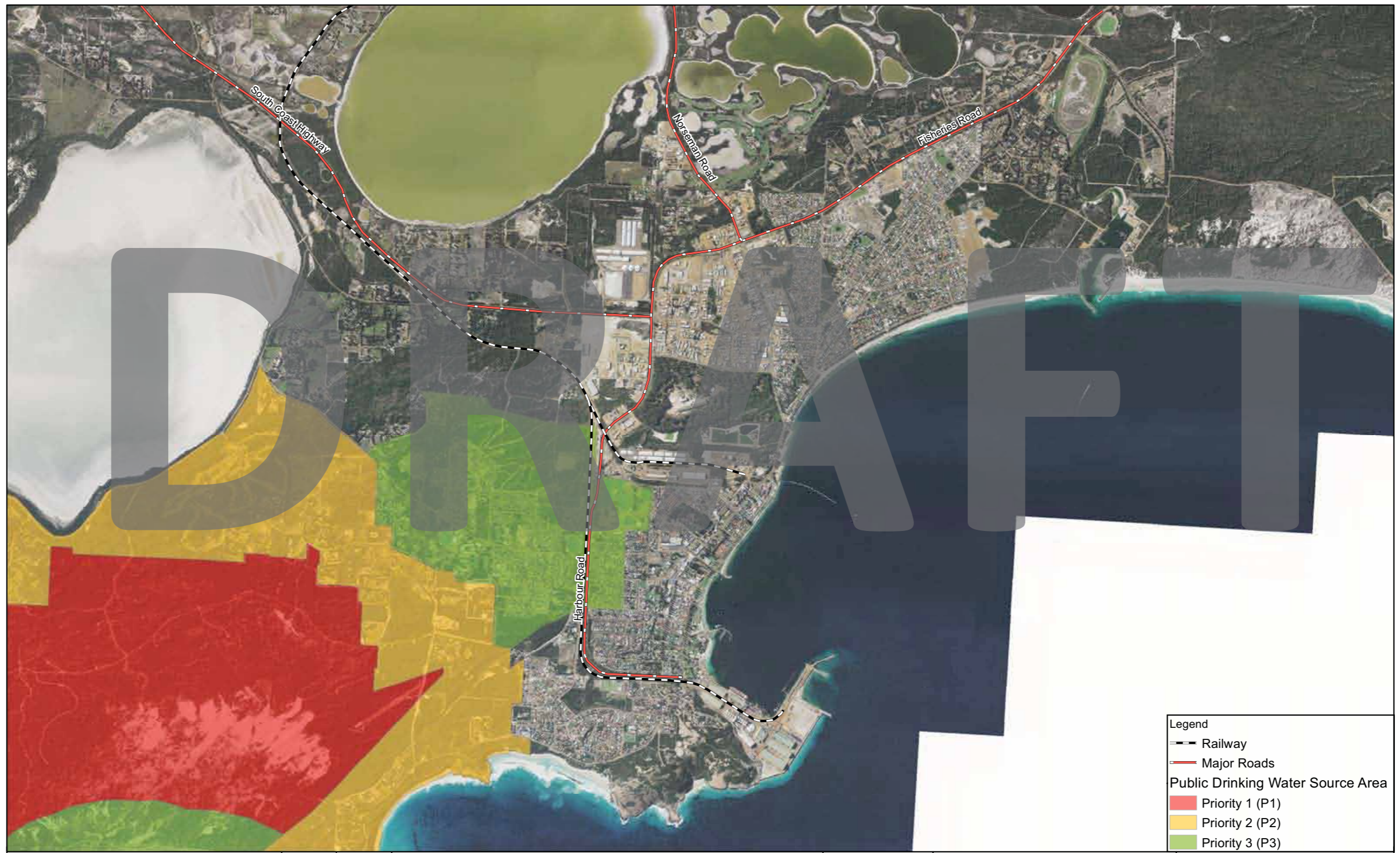


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 1:35,000@A3 :Scale
 EP11-061(01)--F07a :Plan Number
 CKK :Checked
 JDH :Approved

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APPENDIX L - PUBLIC DRINKING WATER SOURCE AREAS



Legend

- Railway
- Major Roads
- Public Drinking Water Source Area**
- Priority 1 (P1)
- Priority 2 (P2)
- Priority 3 (P3)

Title: Figure 8: Public Drinking Water Source Areas
 Project: Esperance SuperTown
 Client: Shire of Esperance



Sources
 The following datasets were used in the production of this map:
 Public Drinking Water Source Area priority - DoW (2011)

18/11/11 :Date
 1:35,000@A3 :Scale
 EP11-061(01)-F02 :Plan Number
 CKK :Checked
 JDH :Approved
 Notes: This drawing is the property of Emerge Associates and shall not be used without permission.



APPENDIX M – MUNICIPAL HERITAGE INVENTORY

PLACE NO.	PLACE	DATE	ADDRESS
1	Balbinya (Balbinia) Station	1883	Location 4, Mardabilla, Esperance
2	Bavview (Bay View)	1903	141 Dempster Street, Esperance
3	Bijou Theatre	1896	115 Dempster Street, Esperance
4	Bonded Store and Railways Goods Shed	1895-1989	Cnr James St and The Esplanade, Esperance
5	Burraburinva Dam	1885	Parmango Road, Esperance
6	Cemetery - Pink Lake Road	1897	Pink Lake Road, Esperance
7	Chimbu Trading Post Sinclair's House	1896-1920s	Museum Park Village, Esperance
8	Civic Centre	1981	Council Place, Esperance
9	Dempster Homestead	1876	155 Dempster Street, Esperance
10	Dempster's Stone Wall	c1870s	Cnr Connolly and Stewart Streets, Esperance
11	Dempster's Woolshed and Sheep Dip	1898	Opposite Quarry and Fisheries Roads intersection, Esperance
12	Deralinya Station	1890	Parmango Road, Esperance
13	Doctor's Surgery	1900	Andrew Street, Esperance
14	Dunns' Boyatup Farm	1895	Cnr Merivale & Jims Oven Road, Esperance
15	Eston's Bazaar and Stationery Shop	1896	Museum Park, Esperance
16	Esperance Admiralty Bench Mark	1987	Esperance Harbour, Esperance
17	Esperance Hospital	1925	Taylor Street, Esperance
18	Esperance Municipal Offices	1896	19 Andrew Street, Esperance
19	Esperance Shire Council Offices	1992	Windich Street, Esperance
20	Fresh Air League	1920s	Goldfields Road, Esperance
21	Gabtoobitch	1903	Cape Arid, Esperance
22	Gibson Soak	1896	Gibson Townsite, Gibson
23	Gilmore's Temperance Hotel - Scaddan	c1915	South West Cnr Coolgardie-Esperance Hwy and Raszyk Road, Scaddan
24	Grass Patch Farm Homestead	1904	Tom Starcevic VC Road, Grass Patch
25	Grass Patch Cemetery	1917	Crown Land Loc 235
26	Grass Patch Hotel	1926-7	8 Thompson Street, Grass Patch
27	Grass Patch Store	1926-7	14 Thompson Street, Grass Patch
28	Headmaster's House	1933	Museum Park, Esperance
29	Hill Springs	1903	Cape Arid, Esperance
30	Israelite Bay Post and Telegraph Station and Buildings	1895	Israelite Bay
31	Kangawarrie Tank	1880s	8 kms due north of Mt Esmond
32	Lynburn Station	1872	Thomas River
33	McCarthy House	1919	16 The Esplanade, Esperance
34	Middle Island	1835	Recherche Archipelago Nature Reserve, Cape Arid
35	Moirs 'Fanny Cove Homestead'	c1872	Stokes National Park, Esperance
36	Morton Bay Fig Tree	1897	Cnr William/Dempster Streets
37	Murtadinia Dam	1880s	Ten Kilometres NNE of Balbinya, Esperance
38	Newtown Jetty	1894	Castletown Quays, Esperance
39	Norfolk Pine Trees	1896	Andrew Street and Dempster, Esperance
40	Old Camping Ground	1893	The Esplanade, Esperance (near EPA Park)
41(a)	Old Fish Cannery	1948	Noresman Road, Esperance
41(b)	Tree at Old Fish Cannery		Noresman Road, Esperance
42	Old Hospital 0 First Government Hospital	1896	1A William Street, Esperance

PLACE NO.	PLACE	DATE	ADDRESS
43	OTC Wireless Station	1913	lot 697 Cnr Orr and Doust Streets, Esperance
44	Pine Hill Earth Dam	1874	Baladonial/Mt Ragged Road, Esperance
45	Pink Lake Salt Shed	1930s	Collier Siding, Pink Lake Drive, Esperance
46	Police Sergeant's Quarters	c1927	Museum Park, Esperance
47	Railway Dam and Catchment	1921-2	Dempster Head, Esperance
48(a)	Station Master's Office/Railway Ticket Office	1927	Dempster Street, Esperance
48(b)	Railway Waiting Room	1927	Dempster Street, Esperance
49	RSL Headquarters (1st School)	1895	Dempster Street, Esperance
50	Salmon Gums Hotel	1926-7	Salmon Gums townsite, Salmon Gums
51	Salmon Gums Primary School	1906	Museum Park, Esperance
52	Seafarers Centre	1940s	Dempster Street, Esperance
53	Tanker Jetty	1935	
54	Tommy Windich Grave	1876	Lot 728
55	Tooklejenna	1890s	9.6km from Pt Malcolm
56	War memorial	c1924	Dempster Street, Esperance
57	Watering Places - Aboriginal Names on Mt Ragged Rd		
58	Waterwitch Obelisk Reserve	1897	Cnr Jane and Black Street, Esperance
59	Wesleyan Church	1897	Museum Park, Esperance

APPENDIX N – ESPERANCE SUPERTOWN PRIORITY PROJECTS PRIORITY ASSESSMENT MATRIX

Project Priority Assessment Matrix	Criteria 1	Criteria 2	Criteria 3	Criteria 4	Criteria 5	Criteria 6	Criteria 7	Criteria 8	Criteria 9	Criteria 10	Criteria 11	Criteria 12	Criteria 13	Criteria 14	Criteria 15	Assessment Score (Higher Score Higher likely Priority)	Responsible Agency
	Key Issue arising from Context Analysis	Key Issue arising from Community Consultation (<i>Principle 3 of RCDP Framework</i>)	Necessary to facilitate economic growth/diversity (<i>Strategic Objective 1 of RCDP Framework</i>)	Necessary to facilitate improved quality of life	Necessary to facilitate and attract community building and diversity	Assist in achieving population milestones (<i>Strategic Objective 2 of RCDP Framework</i>)	Can be implemented now or within the short term (0-5years) (project readiness)	Strategically facilitate or assist with benefitting other projects or initiatives (transformative projects)	Has a flow on benefits for the region	Has long term 'post boom' benefits (<i>Principle 2 of RCDP Framework</i>)	Results in visible improvements/results	Has the ability to attract private investment	Encourages or results in partnerships with other government agencies, non-government organisations, community and industry (<i>Strategic Objective 3 of RCDP Framework</i>)	Requires funding through the SuperTowns program, however in part leverages off other funding sources	Project Team Lead (Agency core business not considered suitable for SuperTowns funding)		
Esperance Revitalisation																	
Esperance Waterfront (Foreshore development)	3	3	3	3	3	2	3	3	3	3	3	3	3	3	3	44	Shire of Esperance
Esperance Town Centre Revitalisation	3	3	3	3	3	2	3	3	3	3	3	3	3	1	3	42	Shire of Esperance/GEDC/ECCI
Bandy Creek Structure Planning	1	1	2	2	1	1	2	2	2	3	1	3	3	1	2	27	Shire of Esperance / Department of Planning
Middletown Precinct Planning	3	2	2	1	2	2	1	2	2	3	2	3	3	1	3	32	Shire of Esperance/GEDC/ECCI
Esperance Living																	
Esperance	3	1	3	3	2	2	3	3	3	3	3	3	3	1	3	39	Shire of Esperance/GEDC/ECCI
Housing Affordability Study	2	2	2	2	2	3	2	1	2	2	1	1	1	1	3	27	Shire of Esperance/GEDC/ECCI
Medical Centre Co-located Facility	3	3	3	3	3	3	3	1	2	3	1	2	1	1	1	33	Department of Health
vTEC Campus Upgrades	3	2	3	2	3	3	2	2	3	3	2	2	2	1	1	34	vTEC / Department of Training and Workforce Development
Community Infrastructure Plan	3	2	1	3	3	3	2	2	1	3	1	2	2	1	3	32	Shire of Esperance
GSG and Indoor Sports Stadium (Rec centre)	3	3	1	3	3	2	2	1	1	3	1	2	2	2	3	32	Shire of Esperance / Department of Sports and Recreation

Esperance Invest, Attract, Retain																		
Esperance Economic Development (Economic Development Plan)	3	1	3	2	2	2	3	3	3	3	1	3	3	1	3	36	Shire of Esperance/GEDC/ECCI	
Enterprise Unit Feasibility Study	2	1	3	2	1	3	2	3	3	3	1	3	3	1	3	34	Shire of Esperance/GEDC/ECCI	
Small Business Incubator Hub	1	1	3	1	2	1	3	1	1	3	1	3	2	1	3	27	Shire of Esperance/GEDC/ECCI	
Marketing and Branding Esperance	2	2	3	1	2	3	2	3	3	3	1	3	3	1	3	35	Shire of Esperance/GEDC/ECCI	
Tourism - Cruise Ships	3	3	3	1	1	1	1	2	2	2	1	1	2	1	1	25	Tourism Esperance / Esperance Port / Shire of Esperance / GEDC / ECCI	
Esperance Sustainability																		
Waste Management Facility	3	1	3	1	1	3	2	1	1	3	1	2	1	2	3	28	Shire of Esperance	
Sewer Infill Programme	3	2	2	2	2	3	2	3	1	3	2	2	1	1	1	30	Water Corporation	
Desalination Plant	2	1	1	1	1	2	1	1	2	2	1	2	1	1	1	20	Water Corporation / Private Sector	
Green Travel Feasibility Study	3	2	1	3	2	1	2	2	1	2	2	1	2	1	2	27	Department of Transport / Public Transport Authority / Shire of Esperance	
Alternative / Green Energy Projects	2	3	2	2	1	2	2	2	2	2	1	2	2	1	1	27	Horizon Power / South Coast NRM / ERF / Shire of Esperance / GEDC	
Migration Incentive Scheme	3	1	3	1	2	3	1	2	2	3	1	1	1	1	1	26	Department of Immigration / Shire of Esperance / GEDC / ECCI	

Ranking of Scores		
1	2	3
Low scoring against criteria	Medium scoring against criteria	High scoring against criteria

APPENDIX O - MINIMUM GROWTH PLAN REQUIREMENTS

1.1.1 GROWTH PLAN MINIMUM REQUIREMENTS	1.1.2 RELEVANT SECTIONS	1.1.3 REQUIREMENT MET
1. Governance Arrangements for Growth Plan Preparation Sets out program governance arrangements (refer to SuperTowns Framework, page 21)	S2.3 S5.3	<input checked="" type="checkbox"/>
2. Context Analysis A range of analysis is required to establish a baseline situation, identify challenges and opportunities for growth, inform the SuperTown vision and objectives, identify scenarios, and set out strategies and proposals to achieve the vision. Key analysis includes:		
Strategic planning context and assessment to identify key requirements, drivers and opportunities. This should include an assessment of infrastructure, agency strategic and operating plans to identify current intentions.	S2.3	<input checked="" type="checkbox"/>
Economic assessment to identify issues, opportunities, needs, employment requirements and potential growth options, strategies and proposals. This may include approaches such as supply chain assessment and technology roadmaps to support innovation.	S2.5 S4.1	<input checked="" type="checkbox"/>
Retail and commercial assessment to define needs, viable uses and floor space requirements.	S2.5 S2.9	<input checked="" type="checkbox"/>
Property assessment to ascertain market opportunities and realities, demand, supply, financial viability issues and potential development projects.	S2.5 S2.9	<input checked="" type="checkbox"/>
Land and property audit to determine land availability and development constraints and opportunities.	S2.10	<input checked="" type="checkbox"/>
Environmental assessment to identify issue and opportunities including development constraints and opportunities at a catchment area scale.	S2.8	<input checked="" type="checkbox"/>
Community assessment to identify social needs, issues, opportunities, options and responses – this may include market surveys to inform resident attraction strategies.	S2.4	<input checked="" type="checkbox"/>
Infrastructure audit and sustainable infrastructure assessment, including information and communication technology (ICT).		<input checked="" type="checkbox"/>
Social service and infrastructure gaps and requirements, including requirements at key demand or population thresholds.	S2.4 S2.5	<input checked="" type="checkbox"/>
Physical infrastructure gaps and requirements to meet growth needs (which includes determining the level and standard of services), considering future sustainable infrastructure options, as well as the infrastructure requirements at key demand or population thresholds and development stages.	S2.6 S2.7	<input checked="" type="checkbox"/>

1.1.1 GROWTH PLAN MINIMUM REQUIREMENTS	1.1.2 RELEVANT SECTIONS	1.1.3 REQUIREMENT MET
Urban, land use and built form assessment to identify issues and opportunities and requirements such as to promote sense of place, town centre vibrancy, and density and housing requirements at key demand or population thresholds.	S2.9 S2.10	<input checked="" type="checkbox"/>
Identify any formal requirements and approval processes that the SuperTown Growth Plan needs to meet.	S4.8	<input checked="" type="checkbox"/>
3. Vision and Objectives Aspirational vision that reflects on current circumstances (i.e. the baseline situation) and articulates the long term aspirations of the community and stakeholders (30 - 40 years), and the role and function of the town in a regional context.	S3.2	<input checked="" type="checkbox"/>
Objectives that set out how the vision will be achieved.	S3.3	<input checked="" type="checkbox"/>
Population potential (e.g. 10,000 people) and trajectory, which achieves a viable critical mass and assists with hard and soft infrastructure planning (use of scenarios).	S2.5	<input checked="" type="checkbox"/>
Targets and indicators, compiled as a “checklist”; and methods for monitoring and review - this will also assist with evaluation of the SuperTown Growth Plan and subsequent business case proposals.	S3.3	<input checked="" type="checkbox"/>
4. Economic, Social and Environmental Strategies The Plan should identify the key economic, social and environmental strategies that are required to achieve the overall vision. Local economic development strategies will tie in with regional economic development strategies, supporting the local agenda for place-making, business attraction and job growth. Delivered in tandem, these will be key to promoting employment growth above natural population growth trends. Importantly, they should also provide the basis for spatial planning and identification of the location, size and staging of commercial and industrial areas.	S4.1 S4.2 S4.3 S4.4 S4.5	<input checked="" type="checkbox"/>
The strategies should consider the three strategic objectives; the five principles; and the nine key focus areas of the SuperTowns program, as described in the Framework document (see pages 5, 21 and 22).	S4.6 S4.7	<input checked="" type="checkbox"/>
Other considerations should include marketing and communications strategies; and ongoing sustainability factors. <i>Note: The SuperTown Growth Plan may only need to set out core strategies that articulate the narrative, and set the direction for achieving the vision and growth – more detailed strategies and initiatives may be set out in separate documents and may need to be developed over time.</i>		<input checked="" type="checkbox"/>

1.1.1 GROWTH PLAN MINIMUM REQUIREMENTS	1.1.2 RELEVANT SECTIONS	1.1.3 REQUIREMENT MET
<p>5. Spatial Plan(s)</p> <p>Illustrates growth areas and key land-use and other projects over the short, medium and long term. Projects may include new residential, commercial or industrial growth areas, hard infrastructure location, and development projects or opportunities.</p> <p>The plan should also illustrate development staging.</p> <p>Towns that already have up-to-date, long term planning strategies should be able to use these as a basis for preparing the town spatial plan.</p> <p>May include precinct spatial plans as required.</p>	S4.6 S5.1 S5.2	<input checked="" type="checkbox"/>
<p>6. Town Centre Design and Activation Strategy</p> <p>Masterplan for town centre revitalisation.</p> <p>Strategies and initiatives to activate the town centre in line with “place-making” principles.</p> <p>The plan should also illustrate development staging.</p>	S4.7 S5.1 S5.2	<input checked="" type="checkbox"/>
<p>7. Hard and Soft Infrastructure Requirements</p> <p>Schedule of hard and soft infrastructure requirements, including sustainable infrastructure options, required at a local, sub-regional, regional or state levels to facilitate growth.</p> <p>Plans illustrating key infrastructure networks and requirements.</p> <p>Technology options and opportunities.</p>	S4.8	<input checked="" type="checkbox"/>
<p>8. Delivery Staging and Thresholds</p> <p>Program that sets out the deliverables required at key population thresholds</p> <p>Should be reflected in development staging plans</p>	S5.1 S5.2	<input checked="" type="checkbox"/>

1.1.1 GROWTH PLAN MINIMUM REQUIREMENTS	1.1.2 RELEVANT SECTIONS	1.1.3 REQUIREMENT MET
<p>9. Feasible implementation program/schedule</p> <p>Summary of the context analysis, vision and objectives</p> <p>Summary of core strategies for achieving the vision and objectives</p> <p>Summary of spatial planning requirements</p> <p>Priorities **</p> <p>Project descriptions</p> <p>Scope, cost and funding sources</p> <p>Staging and timing, including for large and high value individual projects if required</p> <p>Contingencies and sequencing</p> <p>Roles and responsibilities</p> <p>Delivery mechanisms</p> <p>Marketing and promotion</p> <p>Outcomes</p> <p>Summary of governance framework requirements including performance measures and monitoring requirements</p> <p>**Note: identified priorities should form the basis of business cases for further funding.</p>	S2.0 S3.0 S4.0 S5.0	<input checked="" type="checkbox"/>
<p>10. Governance Arrangements and Implementation and Delivery</p> <p>Sets out detailed governance, endorsement, implementation, monitoring and review arrangements appropriate to delivering the implementation program/ schedule.</p> <p>(NOTE: at a local level, the local government strategic community planning process should be used as a minimum for ongoing monitoring and review.)</p>	S5.1 S5.2 S5.3	<input checked="" type="checkbox"/>

APPENDIX P - REFERENCES

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