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# **STRATEGIC COMMUNITY PLAN**

**2019 to 2029**

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## Message from the Chair

The Tamala Park Strategic Community Plan 2019 - 2029 reviews and builds on our previous Strategic Community Plan 2013 - 2023.

The updated Plan recognises that changes in the Western Australian economic landscape over the last four years, including the slowing down of economic growth and softening of the property market, represent key considerations for the Tamala Park Regional Council.

Many thanks to the Council, community, key stakeholders and senior staff from across the seven (7) local governments who play a pivotal role in input and ideas to ensure our plans are successful.



In implementing this Plan, and maintaining its relevance through regular reviews, the objectives and strategies to achieve this will be effectively delivered by working in partnership with Local Government, community, State and Federal Government and the private sector.

A handwritten signature in black ink that reads "K. Caddy".

Cr Karen Caddy  
**CHAIR**

## Introduction

Our Strategic Community Plan sets out our vision, aspirations and objectives and is our principal strategy and planning document for the Tamala Park community over the next ten (10) years. This means that it governs all of the work that we undertake, either through direct project delivery, partnership arrangements or advocacy on behalf of our community. The clear direction set by the Council ensures asset and project provision is focused to meet the requirements of our community, now and into the future.

The Strategic Community Plan is a legislative requirement to ensure that we appropriately plan for the future of our communities. When setting the direction for the community we are conscious of the financial, asset and workforce constraints that we work within. This is to ensure that what we plan for can be achieved.

As the landholding of Tamala Park Regional Council is situated within the City of Wanneroo, our Strategic Community Plan is complementary to the City of Wanneroo's overarching Strategic Community Plan.

In order to sustainably develop and meet the needs of our stakeholders we have developed an integrated approach to the planning and delivery of our project.

Integrated business planning aims to ensure that we remain sustainable. This is facilitated by understanding the external environment and what our stakeholders aspire to; setting direction within our resource capability allowing Council to make informed decisions for the delivery of our project plan.

The Integrated Planning Model (as shown below) is the approach to setting strategic direction and translating that into key elements of the Tamala Park Project. These key elements will guide how we deliver our project to the community and will be reported through our Corporate Business Plan.

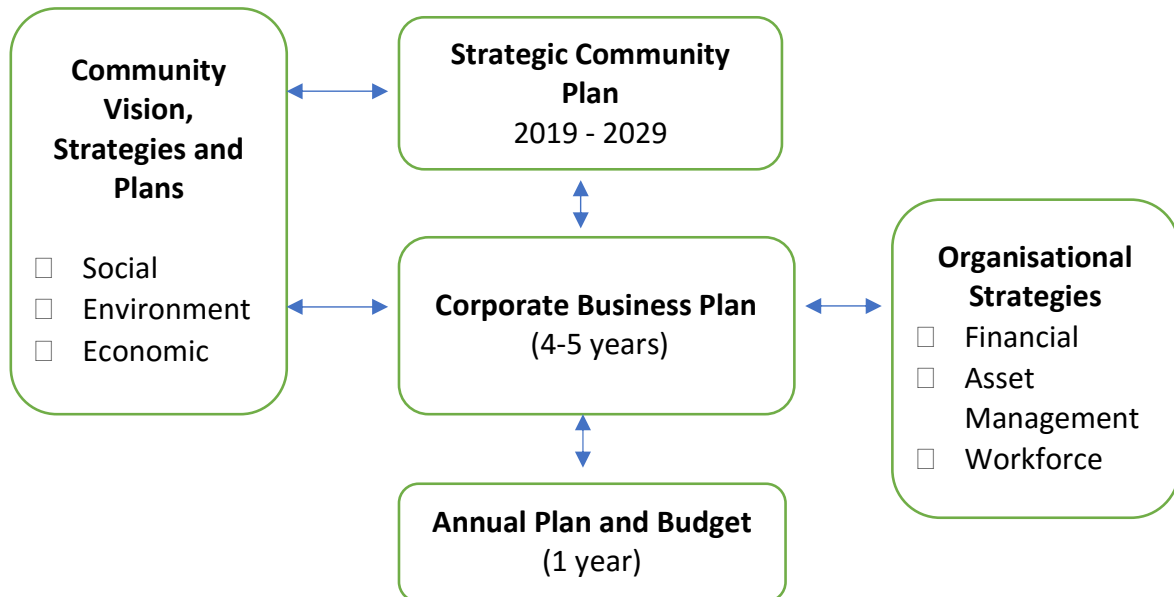
It is required that our Strategic Community Plan be reviewed every two years with a more comprehensive formal review, including community consultation, every four years. This iteration of the Plan has resulted from the four yearly formal review conducted in 2019.

*Note: For the purposes of this document "Community" is defined as the council owners on behalf of the community.*

## Our Planning Framework

### Tamala Park Regional Council

#### Integrated Planning and Reporting Model



## Who We Are

Tamala Park Regional Council (TPRC) is the corporate entity representing the interests of seven local governments in the urban development of 180 hectares of land in Perth's northern suburbs of Clarkson and Mindarie.

The Tamala Park Regional Council is the 10<sup>th</sup> Regional and 154<sup>th</sup> Local Government Council to be established in Western Australia. The Council was established by proclamation in the Government Gazette on 3 February 2006.

The Council has seven (7) local government participants. The participants are joint owners of Lot 9504, which is an area of 432 hectares situated in the local authority district of the City of Wanneroo. Part of the land is used by another Regional Council – the Mindarie Regional Council, as a refuse landfill and recycling centre.

The Tamala Park Regional Council has been established for the specific purpose of creating an urban development in the Tamala Park landholding. When the land is fully developed the TPRC will have completed its Charter and will cease to exist.

The ownership of the land by the participant local authorities is as follows:

Council	Project Shareholding Joint Ownership Shares
Town of Cambridge	1/12
City of Perth	1/12
Town of Victoria Park	1/12
City of Vincent	1/12
City of Joondalup	2/12
City of Wanneroo	2/12
City of Stirling	4/12

The TPRC was established to undertake the rezoning, subdivision, development, marketing and sale of the Tamala Park Land.

The objectives of the TPRC are to:

- a) develop and improve the value of the Land;
- b) maximise, within prudent risk parameters, the financial return to the Participants;
- c) balance economic, social and environmental issues; and
- d) produce a quality development demonstrating the best urban design and development practice.

The Tamala Park Project, marketed as Catalina Estate, is an urban development in the suburbs of Clarkson and Mindarie within Perth's north coast corridor (approximately 34 kilometres north of Perth CBD).

It is surrounded by the established residential areas of Burns Beach, Kinross, Clarkson and Mindarie. It also adjoins the Ocean Keys retail and commercial centre and is only 2km from Mindarie Marina. As such it is surrounded by established private and public infrastructure,

services and amenities. It is well positioned to facilitate optimum community development, through the proximity of existing services, infrastructure, commercial development, and emerging employment and recreational opportunities.

The Satterley Property Group act as project managers and exclusive selling agents on the TPRC's behalf.

When complete Catalina Estate will comprise around 2,500 lots and be home to approximately 6,000 people. It is anticipated to be developed at a rate of 100 -120 lots per annum, depending on market conditions.

The Tamala Park Project will provide a range of housing types and densities to meet the emerging needs of the Perth Metropolitan Region with respect to lifestyle, accessibility and changing demography. It is intended to create a community having a sense of place, which takes advantage of prevailing natural features, a well-planned built environment and relationship with existing and future retail, business, community services and other employment opportunities in the immediate locality and wider region.

The first phase of construction and development commenced in 2011, with the first lots in Stage 1 released for sale to the market in March 2012. To date over 960 lots have been completed, 940 lots sold and 880 new homes constructed at Catalina Estate.

A range of lot types and sizes have been produced from 220m<sup>2</sup> cottage lots to 450m<sup>2</sup> traditional lots accommodating a diverse mix of housing, including 4 x 2 family homes to terraced cottage style housing. The Project provides the option for group and attached dwellings, including apartments.

The Tamala Park Local Structure Plan (LSP) was formally approved by the City of Wanneroo and the Western Australian Planning Commission (WAPC) in 2011 and is intended to provide the strategic direction for the Catalina development

The LSP will guide the development of Catalina Estate over the next 10-15 years. The land subject of the LSP is shown in the diagram below.



Key aspects of the LSP include:

- Providing for the orderly distribution of residential density and a range of housing types that address changing demographics and the needs of future populations within the north-west sector of the Perth Metropolitan Region.
- Implementation of our Sustainability Initiatives Plan, providing for sustainable environmental outcomes with respect to water use, energy efficiency, conservation and transport, while taking advantage of natural features and views.
- Providing active commercial centres and community hubs that meet the daily and weekly needs of residents and provide employment opportunities that are co-located with local recreation and community facilities.
- Providing an appropriate urban design response in recognition of adjoining public transport infrastructure.
- A high level of linkage both within and beyond the boundaries of the Tamala Park landholding to commercial centres, coastal reserves and transport nodes via cycle and pedestrian access, public transport and private vehicle.
- Addressing the forecast demand for a variety of community services and social infrastructure through infrastructure planning and liaison with the City of Wanneroo.
- Ensuring the financial sustainability of the TPRC via our Long-Term Financial Plan.



## Current Context

The review of our SCP was done in the context of a number of critical changes that have occurred over the last four years in the State's economic, social and environmental landscape. The most critical of these for the TPRC are:

- In recent years, there has been a significant slow-down in the Western Australian economy. Real GSP rose 1.9% in 2017-18, following a fall of 1.8% in 2016-17, but was below annual growth of 3.8% over the past ten years. The WA Government's 2019-20 State Budget forecasts real GSP growth of 2.0% in 2018-19 and 3.5% in 2019-20.
- During the height of the mining boom, the state's population growth rate peaked at 3.6% p.a. (in 2012), well above that of the rest of Australia. Since then Western Australia's population growth rate has slowed significantly. In the last few years there has been a very slight average annual increase in population growth each year, from 0.6% in 2016 to 0.9% in 2019. Nationally, the average annual percentage population change to March 2019 is 1.6%.
- The population of Greater Perth is projected to increase from 2.1 million in 2017 to 2.96 million in 2037. Forecast population growth is typically on the fringe of the City. The City of Wanneroo's population is expected to grow by an additional 193,700 people (120% growth) living in the City by 2036, housed in an additional 70,400 dwellings.
- There will be significant residential development within the north western sector of the City of Wanneroo in the area from Jindee to Yanchep/Two Rocks, including Tamala Park.
- Residential property prices in Perth have dropped approximately 22% since peaking in mid-2014 with prices dropping 8.7% from October 2018 to October 2019.
- Despite this, the Housing Industry Association WA has recently stated that the building industry remains optimistic. WA consumers are starting to take advantage of low bank interest rates, increased competition, faster build times and State Government stimulus for first home buyers such as the \$10,000 first homebuyers grant, stamp duty exemptions and the Keystart program.
- The provision of local community services is managed through complex funding and regulatory circumstances. These are achieved across a diversity of community service providers, including State and Federal Governments, as well as the not-for-profit and private sectors. In the future, it is anticipated that local government will be expected to play an even greater role in coordinating community service provision at the local level.
- Environmental issues remain a significant challenge for local governments. Responding to and mitigating climate change, protecting biodiversity, monitoring water quality and managing resource use, waste and recycling, continue to be important.
- There is increasing pressure on local governments to manage the growing and changing expectations of the community with respect to environmental considerations.
- There remains ongoing pressure to increase local government effectiveness and accountability including a move towards performance benchmarking and integrated planning and reporting. Cost-shifting from State and Federal Government, and an increasingly constrained funding environment will maintain pressure on the TPRC to demonstrate and realise efficiencies.

## Our Focus

The following continue to be priorities given the context in which the TPRC works.

### Diversity of Housing

A diversity of lot types and housing typologies will continue to be provided that that appeal to target markets and cater for different lifestyle choices and that can deliver affordable housing opportunities. Lot types and housing typologies will be based market research and professional advice.

The development will demonstrate innovation and quality design, sustainable built form and best practice in urban design.

Provision will be made for group and attached dwellings, including apartments, with a strong focus in the Grove Precinct.

### Environment & Sustainability

The environment and sustainability continue to be priorities. The Tamala Park Project has undergone a rigorous environmental assessment through both the State and Federal environmental processes and achieved approvals under the *Environmental Protection Act (WA)* and under the *Environment Protection Biodiversity Conservation Act (EPBC)* to implement the Tamala Park Project.

We currently implement a number of sustainability initiatives including:

- Native fauna is captured prior to earthworks and relocated to approved conservation reserves and National Parks;
- Significant specimens of Grass Trees and Zamia Palms are removed prior to earthworks and stored for replanting;
- The land on the east side of Marmion Avenue, referred to as the Biodiversity Conservation Area (BCA) is being rehabilitated as feeding habitat for the Carnaby's Black-Cockatoo;
- Seed collection is undertaken from significant flora areas within the Project area. These seeds are being stored and used for on-site re-vegetation;
- Provision of foraging species in streetscape, road reserves and local open space reserves suitable for Carnaby's Black-Cockatoo. 50% of plantings of trees and shrubs in public areas are to be primary feeding plants for Carnaby's Cockatoos;
- Acquisition and transfer to DPAW of a 500ha site for Carnaby's Cockatoo foraging and breeding habitat;
- Builders Waste Recycling Program – which involves the collection, sorting and reuse of builders' waste material. The program has a waste recovery rate of 98% (by weight) and to date over 4,300 tonnes of construction material has been recycled and reused.

In addition, the TPRC offers lot purchasers the following incentives aimed at sustainability outcomes:

- Waterwise Landscape Packages for homeowners;
- Provision of \$2,000 of cash rebate to homeowners to encourage installation of a Solar Panel system;
- Provision of Fibre Optic cable throughout the Estate;
- Waste Recycling (Housing Construction);

- Provision of \$1,000 cash rebate to homeowners to encourage installation of high rated WELS home fixtures and appliances;
- Preparation of Design Guidelines to assist with the design and construction of sustainable housing, encouraging passive solar design, passive ventilation, use of high star rated electrical and water using appliances, incorporation of shade devices.

In 2018 the Catalina Estate was awarded six leaf certification under the Urban Development Institute of Australia (UDIA) EnviroDevelopment Program. The EnviroDevelopment Program recognises excellence in sustainability of urban development projects. The six-leaf certification is the highest available under the UDIA EnviroDevelopment Program and is strong recognition of the Catalina Project's sustainability initiatives and programs.

### **Community Development and Engagement**

The TPRC is committed to meaningful Community Engagement to ensure the needs and community aspirations are understood and planned for. Our Community engagement programs have included initiatives such as:

- Meet and greet neighbours;
- Community days;
- Local park activation events;
- Natural environment appreciation;
- Health and fitness programs;
- Quarterly Catalina community newsletters;
- Resident surveys.

### **Infrastructure Provision**

A well-planned built environment with the appropriate levels of infrastructure and services in line with expectations of a modern and contemporary urban community.

The TPRC charter is limited in relation to the provision infrastructure and services, however, it will liaise and coordinate with the appropriate agencies and service providers, such as the City of Wanneroo that a timely and high levels are provided to the community.

The TPRC will ensure subdivision infrastructure such as roads, public open space and essential services provided to the community are to a high standard and provided in a timely manner.

### **Economic Development Initiatives**

We also currently implement a number of economic development initiatives including:

- Implementation of the Employment Strategy and potential job creation;
- Provision of Fibre Optic cable throughout the Estate will facilitate 'work from home' opportunities;
- The design and development of the Grove Precinct which will provide significant economic opportunities for mixed use, retail and office uses.

## Our Vision

Our vision, aspirations and objectives represent a clear direction for our Strategic Community Plan.

**“To create a sustainable urban community offering diverse housing choice, social connectivity and employment opportunities”.**

### Key Vision Principles:

The key desired outcomes underpinning our Vision are as follows.

In 10 years time, Tamala Park will have:

- A range of housing typologies and densities that meet the emerging needs of the Perth Metropolitan Region with respect to lifestyle, accessibility and changing demography;
- Demonstrates best practice urban development;
- A community with a distinct identity and sense of place, which takes advantage of prevailing natural features;
- A well-planned built environment with the appropriate levels of infrastructure and services;
- Relationship and connections with existing and future retail, business, community services and other employment opportunities in the immediate locality and wider region.

## Our Themes

The SCP has been developed within a sustainability framework to ensure the elements of the environment, social and economic contexts are considered in future planning within transparent good governance.

Our five Key Themes are:

1. Built Environment
2. Natural Environment
3. Social
4. Economic
5. Governance & Corporate Accountability

## 1. Built Environment

“Our community will enjoy quality design and infrastructure for pedestrians and cyclists, public transport and private vehicles. It will be easy to access commercial centres, coastal reserves and transport nodes, both within and adjacent to Tamala Park.”

Objective	
To provide diverse housing options that are attractive to a wide demographic and represent best practice urban design and development.	
Strategies	
1.1	Conduct thorough market research on the three Precincts to inform decisions around brand and marketing, lot sizes and housing typologies.
1.2	Provide the range of lot sizes and housing types that appeal to target markets and cater for different lifestyle choices and affordable housing opportunities.
1.3	Plan for integrated transport options, including pedestrian and cycling, connecting communities with key destinations.
1.4	Develop a built form strategy that demonstrates innovation and quality design, sustainable built form and best practice.
1.5	Explore opportunities to collaborate and partner with government and the private sector to deliver housing diversity.
Measures	
1a	Provision of a variety of lot sizes, housing product and affordability across a range of market sectors.
1b	Development is consistent with Catalina Local Structure Plan framework.
1c	Development of a brand and marketing strategy that is informed by market research.

## 2. Natural Environment

“Providing for sustainable environmental outcomes with respect to such matters as water use, energy efficiency, conservation and transport, while taking advantage of natural features and views”.

Objective	
To demonstrate high quality stewardship in environmental management and innovation in sustainability.	
Strategies	
2.1	Retain and promote the EnviroDevelopment accreditation.
2.2	Conserve and minimise impact on the local biodiversity and landform.
2.3	Foster and encourage environmental responsibility and participation within the community.
2.4	Promote environmental and sustainability principles and practices through design guidelines and incentives.
2.5	Support implementation of a Sustainability Initiatives Plan that demonstrates industry best practice.
2.6	Maintain tree canopy in the public realm and encourage retention of tree canopy on private land.
Measures	
2a	Re-accreditation of EnviroDevelopment (6 Elements).
2b	Annual EPBC compliance. No notifications of breaches or non-conformance.
2c	Protection of significant landforms and vegetation consistent with EMP and SEWPAC approval.

### 3. Social

“Addressing the forecast demand for a variety of community services and social infrastructure”.

<b>Objective</b>	
To support the development of a connected, inclusive, safe and healthy community.	
<b>Strategies</b>	
3.1	Deliver well designed, attractive community facilities and public spaces that encourage social connectivity, civic participation, health and well-being.
3.2	Ensure connectivity and accessibility in the planning and development of infrastructure, to support equity and access for all community members.
3.3	Plan for integrated transport options to connect communities with key destinations.
3.4	Deliver community events and promote activation of public open spaces.
<b>Measures</b>	
3a	Growth in local community groups and residents' association.
3b	Participation in community events.
3c	Timely and coordinated delivery of open space, pedestrian/cycle paths and access to public transport to cater for residents' needs.

#### 4. Economic

“Providing active commercial centres and community hubs that meet the daily and weekly needs of residents and provide employment opportunities that are co-located with local recreation and community facilities”.

Objective	
To maximise return for member Councils whilst delivering environmental, social and economic objectives.	
Strategies	
4.1	Prudently manage financial resources in accordance with approved Annual Budgets and Long-Term Financial Plan.
4.2	Develop and release land to the market in a way that maximises the total project value for member Councils.
4.3	Align infrastructure investment and lot release strategy to position the Project to take best advantage of market cycles.
4.4	Encourage local employment, promote business assistance and facilitate support networks.
4.5	Provide planning frameworks consistent with Local Structure Plan that will support economic development and foster local job opportunities.
4.6	Develop activity centre land that supports economic development, good design and activation.
4.7	Develop a marketing and communications strategy to ensure the highest levels of awareness of the Catalina brand, diversity of offering and quality of lifestyle.
Measures	
4a	Financial returns are consistent with approved Long-Term Financial Plan.
4b	Maintain 10% market share of annual lot sales in the northern corridor.
4c	Net profit per lot achieves budget expectations.



## 5. Governance & Corporate Accountability

“Creating a commitment to the future of the region”.

Objective	
To provide strong leadership, good governance and responsive decision making.	
Strategies	
5.1	Implement systems, processes and governance practices consistent with the TPRC Establishment Agreement and consistent with requirements of the <i>Local Government Act</i> .
5.2	Ensure ethical, accountable and transparent procurement processes are in place that maintain probity and fairness.
5.3	Ensure transparent, inclusive and informed decision-making, that is responsive to market conditions.
5.4	Develop and implement a Risk Management Framework that acknowledges, recognises and ensures management of risks.
5.5	Develop a culture where health and safety are fundamental aspects of day-to-day business practice and is underpinned by safety obligations within the <i>Occupational Safety and Health Act 1984 (WA)</i> .
Measures	
5a	Decisions are in accordance with the TPRC Establishment Agreement and consistent with requirements of the <i>Local Government Act</i> .
5b	Project decisions aligned with Strategic Vision.
5c	Decisions are in accordance with approved TPRC Budgets and Long-Term Financial Plan.