



Strategic Community Plan

1 July 2026 - 30 June 2036

Acknowledgement of Country

The Shire of Collie acknowledges the traditional custodians of the Collie area, the Noongar people and we pay our respects to Elders past and present.



SCP Adopted December 2022

Modified April 2024

Updated May 2026

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Message from the Shire President & CEO

The Shire of Collie is entering an exciting and transformative period. While challenges lie ahead, they bring with them significant opportunity. Council is committed to ensuring Collie is well positioned to embrace change and continue to grow as a place people are proud to live in, visit and invest in.

This Strategic Community Plan 2026-2036 sets out a clear direction for our future - outlining our vision, priorities and the steps we will take to achieve them. It builds on the strategic direction of Council established in previous years, reflecting the aspirations of our community, shaped through ongoing consultation and engagement over many years. Listening to our community and maintaining strong communication will remain central to how we plan and deliver for Collie.

We recognise that we are operating in a dynamic and evolving environment. For this reason, this Plan is designed to be flexible and responsive. It will guide our decision-making while allowing us to adapt to new opportunities and challenges without compromising our long-term goals.

Our most important objective is to grow the local economy. This means encouraging and enabling new industry, employment and growth that will sustain our town. By ensuring a sound economy and sound long-term financial management, we can attend to priorities of open space and recreation facilities, emergency management, land and housing development, infrastructure and environmental management and supporting our community volunteers.

Council is optimistic about what lies ahead and is committed to working collaboratively with our community to bring this plan to life.

Together, we will continue to strengthen Collie's future- building a resilient, vibrant and thriving community for years to come.



Cr Ian Miffling
Shire President



Phil Anastasakis
Chief Executive Officer



Our Vision
Collie – Nature
at our doorstep,
community at
heart.

Our Mission

The Shire of Collie delivers high quality services, advocates for Collie, and fosters partnerships to achieve better outcomes which are guided by the community's vision and balanced by responsible financial management.



Our Values

The core values at the heart of the Council's commitment to the community are:

Integrity
Transparency
Accountability
Collaboration
Respect

Our Commitment to Community

We will lead the delivery of our vision.

We will support local business wherever possible.

We will consult and engage with our community on issue that affect them.

We will encourage, welcome and value feedback.

We will encourage, support and advocate for our community.

Introduction

Welcome to the Shire of Collie's Strategic Community Plan. This Plan is part of our fulfilment of the Integrated Planning and Reporting (IPR) Framework. All local governments in Western Australia are required to implement IPR which enables robust decision-making.

The Strategic Community Plan is a long-term planning document that sets out the community's vision, aspirations for the future, and the key strategic priorities we will focus on to achieve our aspirations, with and for the community.

The Strategic Community Plan will be used to:

- Guide Council decision-making and priority setting
- Engage local residents and ratepayers, local businesses, community groups and other local institutions that contribute to the future of our community
- Inform decision-making by other partners and agencies, including the State Government, other local governments, and private investors
- Provide a clear avenue to pursue funding and grant opportunities by demonstrating how projects align with the aspirations of our Council, and within the strategic direction outlined in this Plan
- Provide a framework for monitoring progress against the community's vision and aspirations

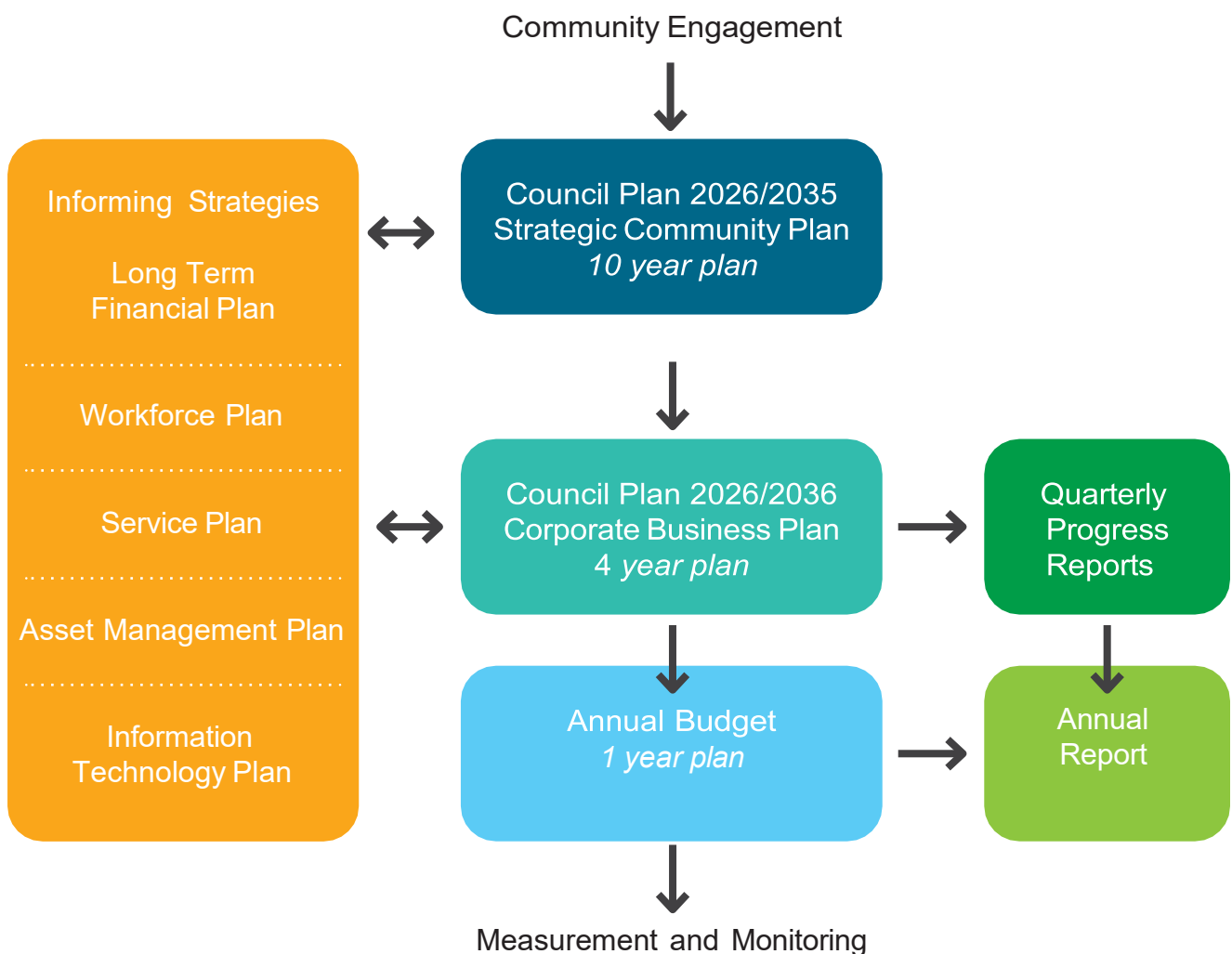
Specific actions and projects to implement the Strategies identified in the Strategic Community Plan are developed as part of the Shire's Corporate Business Planning process. These are defined at the service level and link the Strategic Community Plan to Council operations and resourcing.

Integrated Planning and Reporting Framework

The Integrated Planning and Reporting (IPR) framework is shown in the diagram below. The framework is designed to ensure that the Council's decisions take the community's aspirations into account and deliver the best results possible with the available resources. The Strategic Community Plan expresses the community's vision and priorities for the future and shows how the Council and community intend to make progress over a ten-year period.

The plan is continuously looking ahead, so each review keeps a ten-year horizon. This is to ensure that the best decisions are made in the short to medium term.

The IPR Framework





Community Profile

The Shire of Collie is located in the South West Region of Western Australia. The Shire's municipal centre is located 213 kilometres south of Perth and 59 kilometres east from the South West's regional centre of Bunbury.

The Local Government Area of Collie covers 1,711 square kilometres of which 78% is covered by vast areas of State Forest, National Parks and Conservation Parks. The Collie River meanders through the town and the surrounding countryside.

In 2025 Collie had an estimated population of 9,408 people with the townsite itself comprising a population of 8,091 people (or 86%). Aside from the town of Collie, the Shire includes the smaller township of Allanson (6% population) and several smaller settlements such as Buckingham, Worsley, Cardiff and Collie Burn.

The main economic drivers are coal mining and power generation with Collie being the main centre of coal mining in Western Australia and significant to the State for power generation. Collie is currently in a period of transition way from a dominant coal mining industry towards a more diversified economy including nature-based tourism and renewable energy generation.

Our Population and Economic Profile



\$2.839B

GRP



9,408

Population



4,994

Local Jobs



Manufacturing

Largest Industry
Employment



418

Local Businesses



3,421

Employed Residents

Source: REMPLAN Economy (2025 Release 1)
and ABS Census 2021



Key Achievements

The following are key achievements by pillar, that were achieved between 2022-2025.

Our Community

- A draft Open Space and Recreation Facilities Strategy has been prepared for finalisation and implementation between 2026-2030.
- Funding has been secured to support the upgrade of Soldiers Park through a State Government election commitment.
- Supported local sporting groups by providing funding to build capacity and increased participation through the Every Clubs program and other grant programs.
- Continued with the Shire monthly community information page in the Collie Bulletin.
- New Disability, Access and Inclusion Plan (DAIP) 2025-2029 adopted.
- Achieved premier Trail Town accreditation status through Trails WA.
- Supported the 2024 and 2025 AusCycling MTB Enduro National & Oceania Championships.
- Winner of the 2023 Australian Street Art Awards for Best Mega Mural and Best Street Art Trail.
- Delivery of community events including the Children's Week Garden Party; Paint the Town REaD; Youth Week Expo; Community, Sport, and Recreation Expo; and Summer Movie Series.
- Recognising outstanding Collie residents through the Australia Day Awards and Annual Sports Awards.



Our Economy

- The Shire has attended all Just Transition meeting groups and forums to advocate for Collie local businesses, residents and the community.
- Work with the State Government on the progression of the Coolangatta Structure Plan which is in the final stage of endorsement.
- Investigated land tenure options to support the delivery of the Collie Airport Master Plan.
- Implementation of the Tourism Marketing Strategy and Destination Management Plan, including delivery of the 2023 Feast at the Quarry dining events.
- Bronze Winner in the Top Tourism Town Awards for 2024 and 2025.
- Planning of the Collie Visitor Centre internal upgrade.
- Secured a grant to advance an industrial heritage trail and collaborated with stakeholders on the co-location of the Coalfields Museum at the Visitors Centre.



Key Achievements

Our Built Environment

- Continued to advance asset management planning and renewal programs for Shire facilities, parks, infrastructure and roads.
- Increase Shire reserves to support investment and maintenance of Shire facilities and community infrastructure.
- Held various meetings with stakeholders to support and advocate housing development in Collie.
- Construction of a new pedestrian access elevated footbridge and viewing platform in and around the Jack Mears Spring reserve.
- Soldiers Park Playground Replacement Equipment and new ablution facilities.
- Supported the Department of Biodiversity, Conservation and Attractions for the finalisation of the State Government funded Wambenger Trail network 47-kilometre extension. Collie's Wambenger Trails is now the largest mountain bike trail network in Western Australia offering riders close to 170 kilometres of rugged and scenic trails.
- Winner of the 2022 WA Heritage Awards for the Throssell Street Façade Upgrade.

Our Natural Environment

- Continued to advance Collie landfill planning and closure documents.
- Continued to support river health programs and initiatives through advocacy and submissions to Government agencies.
- Completed the Minningup Pool Foreshore re-fresh.

Our Organisation

- Developed and implemented a range of Council Policies, based on best practice models, to support long-term financial planning and good governance.

These outcomes have been achieved through collaboration with many in our community and with the support of the State Government.



Community Engagement



Community engagement for the Shire of Collie's review of the Strategic Community Plan (Plan) was conducted in February 2026. The purpose was to gain meaningful community input to guide the renewal of the Plan, which aims to capture the community aspirations and priorities.

Community engagement is important because it ensures community voices are heard, helping to shape decisions, priorities, and plans that reflect local needs, aspirations, and values.

The developed Plan is used to inform the Shire's Corporate Business Plan which details the services, programs, and projects over the next 4 years. The table below contains a summary of the community consultation undertaken in developing the plan.

Consultation Summary

Table 1: Summary of Community Engagement undertaken

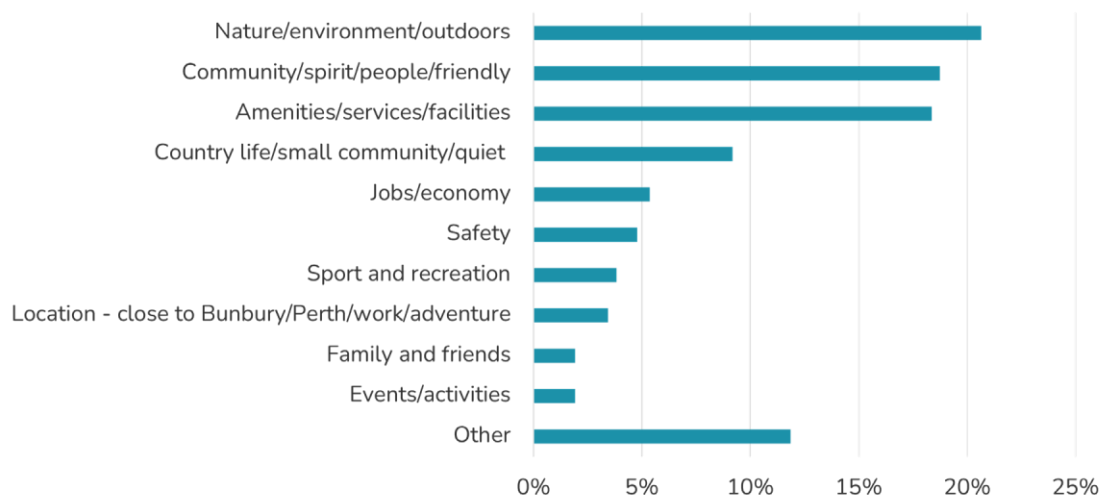
Engagement Activity	Date	Activities	Participation
Community Survey	2 - 25 February	Value most; vision; services – importance and satisfaction; service priorities; other comments	193
Community Drop-In #1	16 February	Value most; vision; service priorities; other comments	28
Shopping Centre #1	17 February	Service priorities	28
Community Drop-In #2	17 February	Value most; vision; service priorities; other comments	13
Seniors	24 February	Service priorities	20
Shopping Centre #2	25 February	Service priorities	13
Staff and Council			*
Total Reach			295

*Not included in the total, 88 Staff and 9 Councillors provided input via workshops.

Best Things About Collie

Our community indicated that the below areas were the most important factors determining why they liked living in Collie. This information helps the Shire to build and strengthen areas that are important livability and why people choose to work, live and play in Collie.

Table 2: What our Community values most about living in our Shire – survey results



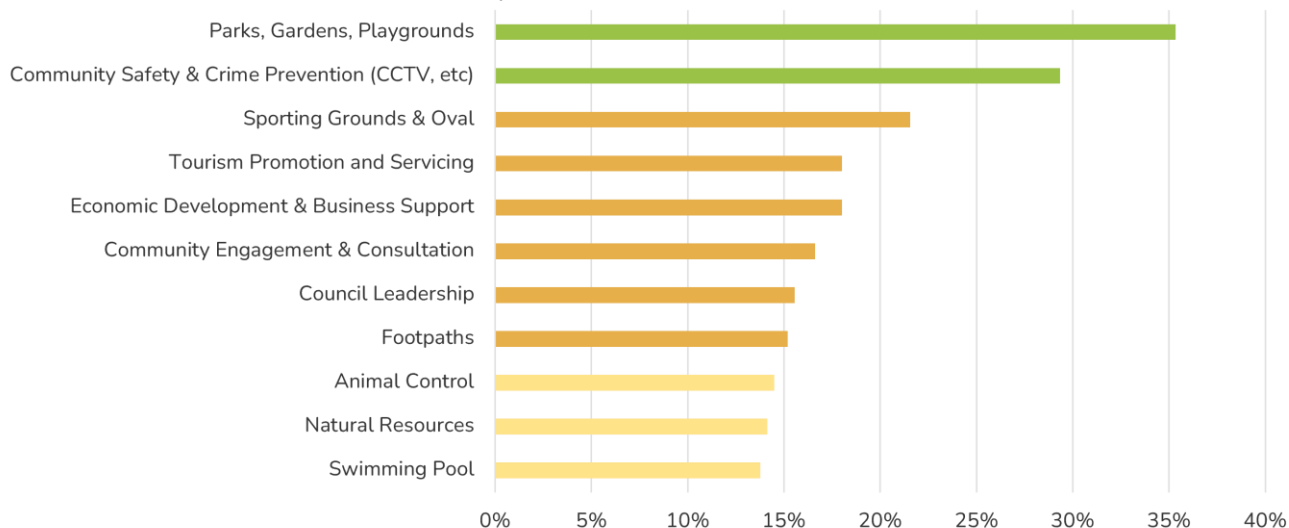
Focus Areas

Feedback indicated that locals have a great love for the region with a strong sense of community, alongside a desire for improved recreation facilities, youth opportunities, and inclusive community services. The top area of focus for the community was enhancing lifestyle through better parks, events, and amenities, while maintaining the town's natural environment and character. Residents also highlighted the Shire should focus on community safety and crime prevention initiatives, while continuing support and advocacy for economic diversification, local job opportunities, and affordable housing.

In addition, the community provided feedback that they were seeking increased transparency and stronger leadership and advocacy.

The table below contains the top ten things the Shire should focus over the next three years.

Table 3: Focus Areas for the Next Three Years - survey results



Looking to the Future

While there was a variety of views expressed the following looks to provide a balanced summary of community feedback for each strategic pillar, based on the vision asked:

"Imagine it's 2036, this is the best place it can be from your perspective. What is it like?"

Our Community

- We offer a wide range of youth activities, sports, and school holiday programs that keep young people engaged and connected to the community.
- Our parks and public spaces are well-maintained, shaded, and welcoming, contributing to a vibrant community with regular events and spaces for everyone.
- We feel safe, supported, and connected, with strong community services, accessible facilities, and a disability-friendly environment.
- We have diverse housing and care options, including social housing and expanded aged care, meeting the needs of all residents.
- Our town celebrates culture and heritage through activated community spaces, venues, and local attractions, alongside a growing hospitality offering.
- We take pride in a clean, well-serviced town with reliable infrastructure, and a community that is forward-thinking and embraces positive change.

Our Economy

- We have major businesses and investment, creating sustainable growth and long-term job security.
- We offer meaningful employment opportunities for all, particularly for young people, ensuring future generations can live and work locally.
- We support inclusive and equitable employment, with equal opportunities for all members of the community.
- We have the infrastructure and services needed to support growth, including improved healthcare and workforce support.
- We provide affordable housing that enables families and workers to remain in or move to the community.
- We support local economic activity and visitation, contributing to a vibrant and resilient local economy.



Looking to the Future

Our Built Environment

- We have modern, well-maintained community facilities, including a new multi-purpose recreation and sports precinct that supports a wide range of activities.
- We enjoy high-quality, inclusive recreational spaces, with accessible playgrounds, improved school facilities, and diverse sporting opportunities.
- Our built environment is accessible for all, with appropriate parking, ramps, and inclusive design throughout the town.
- Our town centre and public spaces are attractive, well-presented, and supported by a vibrant retail and shopping environment.

Our Natural Environment

- We enjoy a clean, healthy, and accessible natural environment, with a revitalised Collie River that is well maintained and free of weeds.
- We embrace and protect our natural assets, supporting outdoor recreation, nature-based tourism, and well-maintained camping facilities.
- We take pride in our environment, with a strong culture of community stewardship supported by local schools and environmental programs.
- We make thoughtful decisions that preserve the character and sustainability of our natural landscape for future generations.

Our Organisation

- We experience transparent, accountable leadership, with clear communication and regular updates that keep the community informed and engaged.
- We are supported by progressive, forward-thinking leadership that understands local needs and delivers on community-driven plans.
- We see strong collaboration between local and State Government, including clear and honest communication about the town's energy future.
- We feel represented through inclusive decision-making, with greater youth involvement in shaping the community's direction.



The below series of tables summarise the importance and satisfaction rating of the Shire services and facilities. Where a service or facility has both a high importance ranking and a low satisfaction rating, the Shire is working to implement improvements. Where facilities have high-medium ratings in both, the Shire is aiming to maintain the service levels.

Shire Services and Facilities - Importance Rating

Sorted in order of importance to respondents, results are ranked by average rating.

Table 4: Importance - average rating



Shire Services and Facilities - Satisfaction Rating

Sorted in order of satisfaction to respondents, results are ranked by average rating.

Table 5: Satisfaction - average rating



Strategic Pillars

The following five strategic pillars represent the Shire of Collie's key focus areas, reflecting the priorities and aspirations of the community. Each pillar is supported by a range of objectives that guide the Shire's efforts to deliver meaningful outcomes, enhance liveability and support a strong, sustainable future for the region.

Our Community

- Community health, safety and wellbeing
- Community connection, engagement and participation

Our Economy

- Economic development
- Tourism promotion and attractions

Our Built Environment

- Safe and well-maintained shire owned facilities and infrastructure
- Sound land planning and building strategies and schemes

Our Natural Environment

- A high standard of sustainable waste services
- Conservation of our natural environment

Our Organisation

- Innovative leadership, forward planning, and mutually beneficial partnerships
- Good governance and financial management



Strategic Objectives and Priorities



1. Our Community

Strategic Objective 1.1	Community health, safety and wellbeing
Strategic Priority 1.1.1	To finalise and implement a comprehensive Open Space and Recreation Facilities Strategy.
Strategic Priority 1.1.2	To expand and upgrade the play facilities and amenities at Soldiers Park to provide a signature attraction with access for all abilities.
Strategic Priority 1.1.3	To work with Police and other agencies to improve community safety and security.
Strategic Priority 1.1.4	To encourage relevant agencies to recognise the need for affordable housing for vulnerable community members.
Strategic Objective 1.2	Community connection, engagement and participation
Strategic Priority 1.2.1	To support and promote vibrant community events and activities in Collie.
Strategic Priority 1.2.2	To work with sporting clubs and community groups to promote volunteering and increase participation.
Strategic Priority 1.2.3	To work with sporting clubs and community groups to facilitate regular communication and stakeholder involvement.
Strategic Priority 1.2.4	To engage where appropriate with Aboriginal & Torres Strait Islander communities on the development and protection of land in Collie that is sensitive to their cultural and spiritual beliefs.





2. Our Economy

Strategic Objective 2.1		Economic Development
Strategic Priority 2.1.1	Support the State Government Collie's Just Transition initiatives to achieve economic diversification and sustainability.	
Strategic Priority 2.1.2	To work with State Government, business, and landowners to ensure appropriate serviceable industrial land availability.	
Strategic Priority 2.1.3	To progress the Collie airstrip site for investment by the aviation and other industry.	
Strategic Priority 2.1.4	Advocate for new industry while supporting existing businesses and encouraging local employment.	
Strategic Objective 2.2		Tourism promotion and attractions
Strategic Priority 2.2.1	To support the tourism and marketing capability within Collie with a focus on destination marketing.	
Strategic Priority 2.2.2	To optimise the value to the community of the various investments in trail installations.	
Strategic Priority 2.2.3	To plan in collaboration with other appropriate bodies for a new cultural and heritage museum to celebrate Collie's unique history.	



3. Our Built Environment

Strategic Objective 3.1	
Safe and well-maintained shire owned facilities and infrastructure	
Strategic Priority 3.1.1	To increase the Shire's capability to maintain and improve facilities and infrastructure.
Strategic Priority 3.1.2	To develop and implement an infrastructure maintenance and asset upgrade/ renewal / replacement program for all Shire owned facilities and infrastructure.
Strategic Priority 3.1.3	To develop and implement a building maintenance and asset upgrade/ renewal / replacement program for all Shire owned buildings.
Strategic Priority 3.1.4	To support the preservation of Collie's history and heritage.
Strategic Objective 3.2	
Sound land planning and building strategies and schemes	
Strategic Priority 3.2.1	To monitor and revise where required the Local Planning Strategy to ensure residential and industrial chapters are consistent with emerging needs.
Strategic Priority 3.2.2	To facilitate public/private partnerships to facilitate appropriate affordable housing.
Strategic Priority 3.2.3	To prepare a carparking and access strategy addressing commercial and visitor needs in the town centre.
Strategic Priority 3.2.4	To undertake ongoing Strategic Land Use Planning to address the changing needs of Collie.



4. Our Natural Environment

Strategic Objective 4.1	A high standard of sustainable waste services
Strategic Priority 4.1.1	To integrate and optimise waste technology opportunities within Shire operations to extend the life of the Collie waste site.
Strategic Priority 4.1.2	To implement measures to reduce waste to landfill.
Strategic Priority 4.1.3	To implement strategies associated with the future closure and rehabilitation of the Collie waste disposal site.
Strategic Objective 4.2	Conservation of our natural environment
Strategic Priority 4.2.1	To facilitate measures to optimise the quality and amenity of the Collie River and its surrounding environment in so much as the Shire resources allow.
Strategic Priority 4.2.2	To seek external funding and increase community capacity to remove weeds and pests on Shire reserves.
Strategic Priority 4.2.3	To facilitate the preservation and managed use of bushland, trees and forests within the Shire reserves.



5. Our Organisation

Strategic Objective 5.1	Innovative leadership, forward planning, and mutually beneficial partnerships
Strategic Priority 5.1.1	To advocate with the State Government for the establishment of a funding partnership that recognises the impact of electoral commitments and the Just Transition process on the Shire's capacity to deliver services and facilities.
Strategic Priority 5.1.2	To report and communicate strategic achievements against community strategic priorities.
Strategic Priority 5.1.3	To collaborate and build partnerships with the Government sector to optimise resources and service delivery.
Strategic Priority 5.1.4	To embed our strategic priorities throughout the organisation.
Strategic Objective 5.2	Good governance and financial management
Strategic Priority 5.2.1	To maintain a 10 year long-term financial plan based on industry best practice.
Strategic Priority 5.2.2	To progressively improve the Shire's financial health indicators.
Strategic Priority 5.2.3	To diversify and expand the Shire's income sources.
Strategic Priority 5.2.4	To benchmark against industry governance and financial standards.

Thank you to our Community

This document has been prepared based on the input from our community and we thank those who have participated in the surveys, conversations and workshops.

The Shire looks forward to continuing to engage with our community in the delivery of our vision.





Shire of
Collie
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