





The Wee Waa Community Economic Development Strategic Plan 2007 has been prepared for the Wee Waa Chamber of Commerce, with assistance from Narrabri Council and the NSW Department of State and Regional Development. The project was facilitated by Ian Mackey of Cre8ing Growth P/L.

*Special Thanks*

To those who gave freely of their time to attend workshops, be interviewed and participate in the survey.

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Department of State and Regional Development



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# Executive Summary

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*“Coming together is a beginning, keeping together is progress, working together is a success” Anon*

Working together to maintain the health and vitality of the local economy and to create opportunities for sustainable growth and development – Is the underlying aim of the Wee Waa Strategic Plan.

Developed by the Wee Waa community in partnership with the Wee Waa Chamber of Commerce, Narrabri Council and the NSW Department of State and Regional Development, the plan has been auspiced through the NSW Department of State and Regional Development Main Street Small Towns Program (MSSTP).

The program offers the opportunity to undertake a community planning process and to implement projects that have Business & community support and will result in new economic activity.

Taking a strategic and proactive approach to economic development is the key to sustainable growth and community economic development in the Wee Waa area. Utilising the combined influence of Wee Waa’s commitment, resources, and skills to build on community strengths and address community problems and opportunities will result in sustainable growth.

In many communities in Australia and indeed around the world, business owners, community groups, and community members are driving the growth of their area through this simple process of community economic development. Working together, utilising their combined skills, understanding their weaknesses, and communicating their achievements.

Local Business owners, community groups, Council and the Chamber of Commerce participated in a Strategic Planning workshop in May 2007. At the workshops the participants developed their Vision on how they would like to see Wee Waa in 5 years time, they participated in discussions on the areas strengths, weaknesses, opportunities and threats, and they developed the strategies and actions.

The key to creating economic growth and sustainable development is not rocket science – it is simply community working in partnership to develop actions and strategies that they can proactively drive and implement.



# Introduction

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*"Opportunities are never lost; someone will take the one you miss". Anon*

Community Economic Development is a product of focus, participation, ownership, action, and communication – People in a community believing that working together can make a difference. The Wee Waa Strategic Plan has been proactively developed to become the catalyst for Community Economic Development in Wee Waa. The combined commitment of the participants in the plan to come together to pool their strengths and develop a list of actions that say - this is where we are currently - this is where we would like to be and this is how we are going to get there.

The plan has been designed to evolve. Community Economic Development is ever an changing "creature" and so should the plan be. The community will constantly reflect on the Key Performance Indicators and outcomes and change, add and adjust the plan accordingly. Community Economic Development should always remain action based and revolved around the old KISS principle – *Keep It Simple Please*. The plan has not been developed by a consultant who was paid \$250,000 or so to tell Wee Waa what it needs to do. It was developed by the community for the community. The actions, strategies, and key outcomes are as a direct result of the community saying this is what we need to do to grow and develop.

The plan is comprised of the following engine room components; (those that drive the outcome)

- **Key Themes:** The three key drivers of the plan. Wee Waa has chosen Marketing and Tourism, Business Development and Youth, education, unemployment & community projects as the driving themes behind this plan.
- **Objective:** What is it that the community wants to achieve in relation to each key theme?
- **Strategies:** The "map" of how the objectives are going to be achieved
- **Actions:** The engine room of the plan. Ideas that can be acted upon and measured.
- **By Whom:** Who will be responsible for driving the implementation of the action. This needs to reflect the ownership of the action. The initial plan reflects the Wee Waa Chamber of Commerce (WWC), the Narrabri Council (NC), and the local Business Community (LB) as the drivers. The ongoing development of the plan will see these drivers develop and change
- **Cost:** The budgeted cost of the action. As the plan progresses the costs will become more apparent and will be inserted into the plan. Accurate costings will guide the development of the implementation phase of the plan
- **When:** Implementation time of the relevant actions; Short term – 0-6 mths, Medium term – 6-18 mths, Long term 18mths+
- **Performance Indicator:** How the outcomes (actions) are measured. The Performance Indicators should drive the measurement of the plans results and should evolved and change as the plan is updated



# WEE WAA: Vision

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*Martin Luther King, Jr. said, "I have a dream", and what followed was a vision that changed a nation. That famous speech is a dramatic example of the power that can be generated by a person who communicates a compelling vision of the future.*

If the community economic development strategic plan is the "blueprint" for a communities growth and development, then the vision is the "artist's rendering" of the achievement of that plan. It is a description in words that conjures up a similar picture for each member of the community of the destination of the communities work together. There is one universal rule of planning: You will never be greater than the vision that guides you. No Olympic athlete ever got to the Olympics by mistake; a compelling vision of his or her stellar performance inevitably guides all the sweat and tears for many years.

*Where vision meets opportunity*

# WEE WAA: Mission Statement

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*"I think negative people should be taxed. They require an incredible amount of energy. They are like corgis nibbling at your ankles and Im sure they exist to show us the difference between heaven and hell" Anita Roddick*

*Wee Waa:- A progressive community that encourages local enterprise and innovation whilst supporting a proactive rural lifestyle.*



# Key Themes

Consultation with Council and the Wee Waa community confirmed that this community displays a united ambition to further develop and showcase itself as a great place to live, with real opportunities for businesses growth and development. To achieve their vision, it was decided that the Strategic Plan would focus on three key themes; Marketing and Tourism, Business Development and Youth, Education, Unemployment & Community projects

## MARKETING AND TOURISM

**Objective:** To create business growth through developing Tourism and marketing opportunities

**Rationale:**

- Coordinated marketing programs
- Local business cooperative marketing
- Competitive market positioning
- Increased Capture of visitor and Tourism expenditure
- Improved Image of Wee Waa
- Coordination of key Tourism activities and assets

## BUSINESS DEVELOPMENT

**Objective:** Supporting local businesses whilst encouraging new business opportunities

**Rationale:**

- Development of existing Wee Waa Businesses
- Local Job Creation
- Local Business Growth
- Development of an Entrepreneurial business attitude
- Development of local Business Cooperation and Communication

## YOUTH, EDUCATION, UNEMPLOYMENT & COMMUNITY PROJECTS

**Objective:** Developing opportunities for sustainable community growth and development

**Rationale:**

- Promotion and development of the Wee Waa Lifestyle
- Improved Leisure Facilities
- Greater use of Wee Waa's community assets
- Development of Facilities for Youth
- Integration of Youth into the Wee Waa planning processes
- Improved social services



# Key Priorities

## Top Ten Actions as Voted by the workshop participants

Actions	Votes
3.1a Drive the development of a Skate park	22
3.2e Drive the implementation of a 24 hour Police Station	17
3.2b Drive the development of a Multi Function Centre	17
1.3d Develop Bore Baths in Wee Waa	13
3.1c Rejuvenate Education and Trust	8
2.2c Develop specific actions to attract Boutique Businesses to Wee Waa	8
1.2b Create opportunities by developing new innovative local events - Annual Village Fest	8
3.2d Develop a water Recreational Area ie Lagoon	7
1.4b Promote Cooperative Marketing amongst local businesses - Implement a Shop Local Campaign	7
3.2h Improve local transport	7



# SWOT

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> <li>• Fishing</li> <li>• People</li> <li>• Local services</li> <li>• Parks</li> <li>• Education</li> <li>• Friendliness</li> <li>• Supportiveness</li> <li>• Community Spirit</li> <li>• Levy Bank</li> <li>• Flood free</li> <li>• Premium agricultural area</li> <li>• Aged care Hostels</li> <li>• Retirement village</li> <li>• Helipad</li> <li>• Fresh air</li> <li>• Diversity of Businesses</li> <li>• Banks</li> <li>• Sporting Facilities</li> <li>• Town water</li> <li>• Doctors</li> <li>• Employment</li> <li>• Business opportunities</li> <li>• Bore baths</li> <li>• Progressive council</li> <li>• Tourist attractions</li> <li>• Telescope</li> <li>• Security cameras</li> <li>• Home and community care</li> <li>• Museum</li> <li>• Major agriculture research</li> <li>• Hospital &amp; Childcare</li> <li>• New medical centre</li> </ul>	<ul style="list-style-type: none"> <li>• Ourselves</li> <li>• Highway access</li> <li>• Aging population</li> <li>• Youth leaving</li> <li>• Rural dependence</li> <li>• Crime rate</li> <li>• No taxi</li> <li>• Small population</li> <li>• Communication</li> <li>• Perception of corporate</li> <li>• No dentist</li> <li>• Transport link</li> <li>• No maternity services</li> <li>• Police</li> <li>• Rural roads</li> <li>• Kerb and guttering</li> <li>• Kids sent boarding school</li> <li>• Education</li> <li>• Declining workforce</li> <li>• Drought</li> <li>• 13 syndrome</li> </ul>	<ul style="list-style-type: none"> <li>• Better roads</li> <li>• Combining sporting bodies</li> <li>• Banks</li> <li>• Tourism</li> <li>• Boutique businesses</li> <li>• Focus on community endeavors</li> <li>• Wineries/ Vineyards</li> <li>• Agricultural related industry</li> <li>• Upgrading hospital</li> <li>• Helipad</li> <li>• Tar Last 15k of Pilliga Rd</li> <li>• Walk track around bank</li> <li>• Pilliga Scrub tourism</li> <li>• Boost in residual income</li> <li>• Opportunity to install toilets including handicapped toilets in the main street</li> <li>• Cultural activities</li> <li>• Natural gas development</li> <li>• Multifunction centre</li> <li>• Facilities for youth</li> <li>• Skate Park/ PCYC</li> <li>• Heated pool</li> <li>• Road train refueling</li> <li>• 24 hr fuel/Truck layover</li> <li>• Street lighting – Highway and Mitchell st</li> <li>• Tourism drive &amp; walk</li> <li>• Art gallery</li> <li>• Boat Ramp on River &amp; facilities</li> <li>• Attracting and keeping quality staff to live in wee Waa</li> </ul>	<ul style="list-style-type: none"> <li>• Other towns facilities</li> <li>• Wee Waa</li> <li>• Dirt roads/access (inclement weather)</li> <li>• Water cut backs</li> <li>• Seasonal influences</li> <li>• State taxes</li> <li>• Aging population</li> <li>• Lack of social activities</li> <li>• Land locked</li> <li>• Escape spending boredom</li> <li>• Corporate technology</li> <li>• Police</li> <li>• No road signs to Wee Waa</li> <li>• Taxi</li> <li>• Signage</li> <li>• Airport</li> <li>• Economic diversification</li> <li>• Community apathy</li> <li>• Unemployment</li> <li>• Duplicated businesses</li> <li>• High petty crime</li> <li>• National franchises</li> <li>• Drought induced negativity</li> <li>• Unemployment causing social problems</li> <li>• Utilities staff living outside of town</li> <li>• Living with crime (Juvenile Support)</li> <li>• 2 tier social security system</li> </ul>



<b>Key Theme: 1</b>	<b>MARKETING AND TOURISM</b>				
<b>Objective</b>	<b>To create business growth through developing Tourism and marketing opportunities</b>				
<b>Rationale</b>	Coordinated marketing programs Local business cooperative marketing Competitive market positioning Increased Capture of visitor and Tourism expenditure Improved Image of Wee Waa Coordination of key Tourism activities and assets				
<b>Strategy 1.1</b>	<b>Implement actions to develop local tourism opportunities</b>				
<b>Actions</b>	<b>By Whom</b>	<b>Cost</b>	<b>When</b>	<b>Performance Indicator</b>	
<b>1.1a Form a local marketing and tourism committee</b>	WWC		ST	Committee formed and operating	
<b>1.1b Undertake an audit of existing activities and attractions and identify key areas of opportunity for development</b> Identification of key areas of opportunity including; ecotourism, Historical and cultural tourism, leisure, social and sporting activities Eg Farm tours, farm stays, school groups, town walks, historical tours, bird watching, bio diversity tourism Increase retirement demand, develop lagoon fishing, develop fishing clubs and maps	WWC		ST	Audit completed by Dec 07	
<b>1.1c Develop the Tourist centre 7 days per week</b>	NC		MT	Tourism Ctr open 7 days a week	
<b>1.1d Develop, print and distribute a new Wee Waa promotional brochure</b>	WWC		ST	Brochure by March 08	
<b>1.1e Develop local tourism transport</b> Tours through the shire, Self Drive Tours, Wee Waa Drive and Wee Waa walk	All		MT	Local Transport improved	



Strategy 1.2	Grow and develop Festivals and Events in Wee Waa			
Actions	By Whom	Cost	When	Performance Indicator
<p><b>1.2a Develop an Event Strategy for Wee Waa</b>            Local businesses and local community organisations to create a uniform event strategy for the area. Research existing and previous events in Wee Waa, their successes and weaknesses. Coordinate with the Tourism and Marketing plans to investigate synergies and identify possible resources and funding            Develop an implementation structure to plan, organise, market and run key events. Include in the structure initiatives to obtain funding and sponsorship.            Develop an annual Wee Waa Events Program</p>	WWC		MT	Strategy Implemented by March 08
<p><b>1.2b Create opportunities by developing new innovative local events</b>            Annual Village Fest            Mud trial            Air show            Lawn mower race            Cotton            Monthly markets (or every 2<sup>nd</sup> month)            Wee Waa Nosh</p>	All		ST	New events developed and calendar of events operating
<p><b>1.2c Run workshops for local businesses on how to take advantage of events</b></p>	WWC NC		ST	Workshops held by Nov 07
<p><b>1.2d Develop an advertising plan for local events</b>            Include Television , cross promotions and local media advertising</p>	WWC		MT	Plan implemented by June 08



<b>Strategy 1.3</b>	<b>Create opportunities by developing Tourism and promotional infrastructure</b>			
<b>Actions</b>	<b>By Whom</b>	<b>Cost</b>	<b>When</b>	<b>Performance Indicator</b>
<b>1.3a Develop Promotional signage</b> Highway lay-overs Town Centre Board – Advertising support from Wee Waa Local promotions	All		MT	Signs installed by Dec 08
<b>1.3b Create opportunities by developing innovative infrastructure such as a caravan dump point and water access point</b>	All		LT	Plan developed
<b>1.3c Promote the use of the Wee Waa Museum; CDEP- arts &amp; craft, artists, Internet access</b>	ALL		MT	Plan implemented
<b>1.3d Develop Bore Baths in Wee Waa</b>	ALL		ST	Implemented by Nov 07
<b>Strategy 1.4</b>	<b>Develop Wee Waa Marketing</b>			
<b>Actions</b>	<b>By Whom</b>	<b>Cost</b>	<b>When</b>	<b>Performance Indicator</b>
<b>1.4a Develop a Marketing Action Plan for Wee Waa</b> Create a consistent Brand and Logo, marketing action plan and marketing tool kit for the area and businesses of Wee Waa	WWC		MT	Plan implemented by March 08
<b>1.4b Promote Cooperative Marketing amongst local businesses</b> Implement a Shop Local Campaign Implement a program of business promotions Utilise the local media to promote local businesses good news stories Encourage local businesses to utilise each others goods and services Develop and implement innovative programs such as specialty shopping to attract locals and outsiders with “Specialty” individual attention and service	All		ST	Plan developed and actions implemented by Nov 07



<b>Key Theme: 2</b>	<b>BUSINESS DEVELOPMENT</b>				
<b>Objective</b>	<b>Supporting local businesses whilst encouraging new business opportunities</b>				
<b>Rationale</b>	Development of existing Wee Waa Businesses Local Job Creation Local Business Growth Development of an Entrepreneurial business attitude Development of local Business Cooperation and Communication				
<b>Strategy 2.1</b>	<b>Encourage and nurture local business development</b>				
<b>Actions</b>		<b>By Whom</b>	<b>Cost</b>	<b>When</b>	<b>Performance Indicator</b>
<b>2.1a Promote a Healthy Business Culture In Wee Waa</b> Encourage and promote an entrepreneurial business attitude Promote a can do approach amongst staff		All	Nil	ST	Change in attitude
<b>2.1b Develop a business training program</b> Create opportunities for local businesses by implementing a localized business training program Facilitate partnerships with funding partners such as State and Regional Development Survey local businesses to establish need eg: general business planning , strategic planning, sustainability planning, customer service skills, merchandising & operational skills development		All		MT	Plan developed and implemented by April 08
<b>2.1c Promote a "Shop Local" culture in Wee Waa</b> Develop a business directory that contains data such as type of business and range of product. Distributed to all local businesses. Use the directory to encourage local businesses to purchase locally Change perceptions of availability of services Promote and encourage the use of local produce, products and services by local businesses Develop a marketing campaign to promote shop local as an economic driver Talk to tucker-bag about promoting local produce, value adding on local industry		All		MT	Plan for change implemented by June 08



<b>Strategy 2.1</b>	<b>Encourage and nurture local business development</b>				
<b>Actions</b>	<b>By Whom</b>	<b>Cost</b>	<b>When</b>	<b>Performance Indicator</b>	
2.1d Develop a New Business Kit Distribute to all new businesses to assist with their integration and development	WWC		MT	Kit developed and distributed	
2.1e Establish a local mentoring program for new and developing businesses	WWC		MT	Program implemented by June 08	
2.1f Develop a series of "Business After Dark" meetings to encourage informal and formal information sharing and communication	All		ST	Meeting dates set and initial meeting held by Oct 07	
2.1g Organise bus services from Narrabri to promote and drive shopping in Wee Waa	ALL		LT	Bus service started by Dec 08	
<b>Strategy 2.2</b>	<b>Implement actions to attract and nurture new businesses and new skilled employees</b>				
<b>Actions</b>	<b>By Whom</b>	<b>Cost</b>	<b>When</b>	<b>Performance Indicator</b>	
<b>2.2a Identify key areas of opportunity for New Business growth</b> Identify Key Gaps in the business Mix. Target Key Existing businesses to take up the identified opportunities. Target New Businesses to take up the identified opportunities	All		MT	Plan developed and actions implemented by April 08	
<b>2.2b Promote identified business development opportunities and "Doing Business" in Wee Waa</b> Target and promote the assets of the area eg low rental , shops available , clean town, services, tress, heritage Coordinate targeted leasing promotions with local real estate agents and property owners. Using local and Industry links, promote the potential opportunities to new businesses. Participate in targeted niche industry trade shows and exhibitions	All		MT	Plan developed	
<b>2.2c Develop specific actions to attract Boutique Businesses to Wee Waa</b>	ALL		ST	Action plan developed by Dec 07	





<b>Key Theme: 3</b>	<b>YOUTH , EDUCATION, UNEMPLOYMENT &amp; COMMUNITY PROJECTS</b>				
<b>Objective</b>	<b>Developing opportunities for sustainable community growth ad development</b>				
<b>Rationale</b>	Promotion and development of the Wee Waa Lifestyle Improved Leisure Facilities Greater use of Wee Waa's community assets Development of Facilities for Youth Integration of Youth into the Wee Waa planning processes Improved social services				
<b>Strategy 3.1</b>	<b>Youth Development</b>				
<b>Actions</b>	<b>By Whom</b>	<b>Cost</b>	<b>When</b>	<b>Performance Indicator</b>	
<b>3.1a Drive the development of a Skate park</b>	ALL		ST	Skate Park built by Dec 08	
<b>3.1b Drive the development of other sporting facilities and leisure activities for youth. Eg;</b> Bike Track Develop Pony Camps, horse sports Exercise track <b>Coaching Clinics – Golf, Bowls, Tennis</b>	ALL		LT	Plan developed and actions identified by July 08	
<b>3.1c Rejuvenate Education and Trust</b>	ALL		ST	Attitude change	
<b>3.1d Lobby for the Upgrade of the High School Facilities</b> Make High School more aesthetically attractive Make students electives more suitable for the area Focus on trade selections Promote a more active P&C Encourage a culture of education and promote the need for a local skilled workforce	ALL		LT	Action plan developed and changes sought by June 08	



Strategy 3.1	Youth Development				
<b>Actions</b>		<b>By Whom</b>	<b>Cost</b>	<b>When</b>	<b>Performance Indicator</b>
<b>3.1e Promote apprenticeships to our youth as a great career path</b> Involve local businesses, the training companies, the youth and the education providers Develop projects that start at school Promote the provision of on the job training positions. (New apprenticeship programs and apprenticeships)		WCC LB Schools		ST	Development plan activated
<b>3.1f Promote collaboration between local businesses and education Providers</b>		WCC LB Schools		MT	Collaboration plan implemented
<b>3.1g Develop and promote a business/student mentoring program at the local schools</b>		WCC LB Schools		LT	Mentor program developed
Strategy 3.2	Community Infrastructure Development				
<b>Actions</b>		<b>By Whom</b>	<b>Cost</b>	<b>When</b>	<b>Performance Indicator</b>
<b>3.2a Lobby council to seal roads to bring shoppers to Wee Waa</b>		WWC LB BC		MT	Roads completed by Dec 08
<b>3.2b Drive the development of a Multi Function Centre</b>		WWC All		ST	Centre plan developed by June 08
<b>3.2c Form a working party of local businesses , community groups and council to look at developing partnerships and implementing ideas in relation to better utilising town assets and facilities</b> Physical upgrades of public assets Signage Telecommunications Maintenance, cleaning and security Urban design and planning issues		WWC LB NC All		MT	Committee formed and initial meeting held
<b>3.2d Develop water Recreational Area ie Lagoon</b>		WWC		ST	Plan developed by March 08



Strategy 3.2	Community Infrastructure Development				
Actions	By Whom	Cost	When	Performance Indicator	
<b>3.2e Drive the implementation of a 24 hour Police Station</b> Lobby Council Lobby Local Member Record local crime Work together as a community	All		ST	Police station manned 24 hours by June 08	
<b>3.2f Drive continuous improvements for Yarrie Lake</b>	All		LT	Improvement plan drawn up by Dec 08	
<b>3.2g Develop the tree lined streets theme</b>	All		LT	Actions implemented by June 08	
<b>3.2h Improve local transport</b>	WWC NC		ST	Local Transport plan addressed by Nov 07	
<b>3.2i Redevelopment of the Tibbereena Street Public Amenities</b> Addition of a Mothers room Disabled access	All		LT	Amenities plan developed and action plan initiated by Nov 08	

