



**SOUTH WEST**  
DEVELOPMENT COMMISSION

**STRATEGIC  
VISION  
2005-2020**

Reflecting on  
OUR VISION  
FOR THE FUTURE



In 2020  
the South West of Western Australia will  
be recognised worldwide as a region  
of excellence

That's our vision for the future



To achieve our vision, we aim to develop the region's economy and enhance those qualities which make the South West the best place in which to live, work and invest.

**We are leaders**

We will provide leadership to the region that is inspiring, motivating and relevant.

**We think for the future**

We will take a well-planned, considered approach to our projects to ensure that the qualities and opportunities of the region are enhanced for present and future generations.

**We fuel excellence**

We aim to be global leaders in regional development, with valued and skilled personnel and a responsive attitude to people.

**We are professionals**

We will act at all times with honesty, integrity and fairness, recognising the importance of being open and accountable for our actions.

**Sustainable development**

We will consider economic, social and environmental implications in the region's development, and focus on value-adding to the region's resources.

**Partnerships**

We will work in partnerships with all levels of government, industry and the community.

**Region-wide focus**

We will take a region-wide perspective with our activities and cover the entire South West.

**Client focus**

We will clearly state the services we provide, and ensure they are relevant to our clients.

**Information provision**

We will provide accurate, timely and relevant information.

**Maximising resources**

We will identify and seek to obtain the resources needed to support the region's development.

**Skilled personnel**

We will identify and develop skills required to support regional development.





Investing in  
**PEOPLE**

STRATEGIC  
VISION  
**2005-2020**



Bringing people together to participate in the economic and social life of the community is a key ingredient to being a region of excellence.

As a region of excellence we value diversity within the population. Allowing people of all ages, genders, cultural backgrounds and of all abilities to participate and contribute to our community.

Our population will be empowered to take full advantage of the opportunities here.

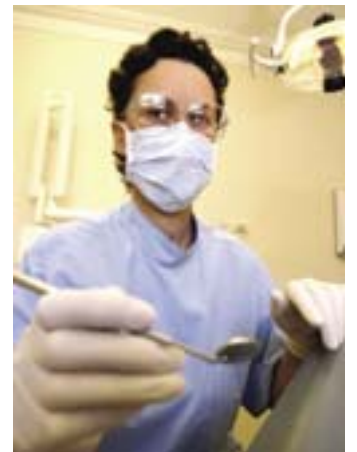
The South West Development Commission will support jobs creation, and help remove barriers to employment (such as inadequate child care, public transport and skills deficits). We will also support community volunteerism and leadership to help build social inclusiveness.

We will strive to ensure improved access and equity in the provision of Government services including advanced planning for educational and medical facilities.

We will help communities become more self-reliant, encouraging the entrepreneurial spirit, community learning and the development of local community foundation funds.

Our work to foster community spirit and a sense of place will encompass the whole region, to ensure opportunities are developed in all areas of the South West.

By building social inclusiveness we will be able to develop a diverse and skilled employment pool, helping maximise opportunities for young people to pursue diverse careers within the region. Our communities will be safe and supportive environments for all people.



## Strategic Priorities

## Outcomes

## Learning communities



- Community access to learning - via internet, telecentres and electronic libraries - provides new opportunities within the region.
- Learning and development models provide a foundation for community group management, entry to local government and other forms of civic activity.
- Effective consultation processes have increased citizen participation in, and ownership of, community activities.
- Youth networks have adopted citizenship models as a basis for promoting youth involvement in community affairs.

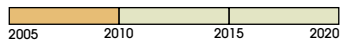


- Young people, people with disabilities, people of non-English speaking backgrounds, seniors and indigenous groups are all widely represented in civic and community activity.
- Volunteer training and support articulates with higher education and links to the paid workforce.



- Community learning systems have become incorporated into community life and have built a strong sense of place.

## Community infrastructure



- A medical, dental and educational infrastructure plan for the region provides certainty in relation to community needs.
- Models for financing of community projects, including the Western Australian Community Foundation, increase community self-reliance.
- Housing strategies ensure continued access to affordable housing in the region.
- Access to government services is available through e-government as a means of meeting Perth metropolitan access standards.
- Planning is in place for the development of regional sporting and recreational facilities.



- The South West has stand-alone independent health care provision (specialist units within the region).
- All regional centres have aged care capacity to retain residents.
- South West education network links school, to advanced education, to work.
- Sufficient land is set aside to meet existing and future sporting and recreation requirements.



- All regional communities are self-sufficient with aged care capacity.
- Regional sporting and recreational facilities meet demand.
- There are three international sporting venues in the region.

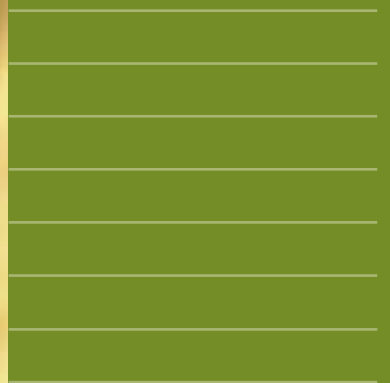
## Trend Indicators

- Level of community volunteerism per head of population
- Extent of aged care support by community
- Extent of community foundation development within the region

- Extent of servicing required outside the South West for medical and human services
- Percentage of people in the South West involved in physical activity and/or participation in sport
- Number of national or international events in the region



Investing in  
**INFRASTRUCTURE  
AND PLACE**





A delicate balance between community infrastructure needs and the environment is fundamental to our future.

Progress must include sustainable jobs now and for the growing population into the future.

The region's best asset to achieve these actions is its environment both natural and constructed.

Its diversity ranges from agricultural land, forests, natural mineral wealth and unspoilt coastlines completed by established smaller communities. All of this is supported by power and water utilities.

Bunbury will continue to provide an excellent foundation for the region's growth as a modern regional city with region-wide transport links, interconnected utility services and other developed infrastructure.

The complex interplay between the physical environment and how we relate to it, requires careful planning and consideration of competing values.

We need to develop and modernise infrastructure to support a growing and diverse economy and an increasing population; and as we develop our infrastructure we need to recognise the importance of our natural environment.

We will recognise our unique natural environment and cultural assets in attracting investment.

The direct relationship of the environment to agriculture, tourism, lifestyle, investment and industry is critical.

We will work to recognise and protect these assets as a basis for supporting the sustainable development of the region.



We will also recognise and build on the region's sense of place. Our small communities with their village style, together with the regional centres of Busselton, Collie and Manjimup, will become an increasingly sought after lifestyle opportunity.

We will work with communities to enhance their appeal as a lifestyle choice and maintain their economic sustainability. This will directly support small and medium businesses and help them to grow, maximising opportunities for job creation.

Our aim is to have competitive infrastructure that meets community and industry needs, and an environment that is recognised and protected for its unique biodiversity.

## ■ Strategic Priorities

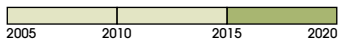
## ■ Outcomes

**Modern, competitive transport network**

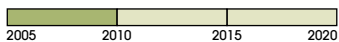
- Road transport links into the region are sufficient to meet growth to at least 2020.
- Freight access to the Bunbury Port is direct and does not conflict with passenger movements.
- Planning has commenced with the Shire of Busselton to maximise the use of Busselton's regional airport facility.
- The review of passenger transport services in the region has been completed, and implementation of recommendations is underway.
- Feasibility and planning for standard-gauge rail between the Bunbury Port and Forrestfield has been completed.
- The rail line from Bunbury to Greenbushes has been upgraded and a rail terminal constructed at Greenbushes.
- An investment plan to cater for the long term growth needs of the region has been developed and presented to the State Government and Department of Treasury and Finance.



- Road transport links within the region are sufficient to meet growth to at least 2020.
- Bridgetown and Margaret River freight routes are underway.
- An Eastern States passenger service from the Busselton Airport is being promoted.
- The 'Australind' rail service has been supplemented with a modern higher-speed rail set.
- There is an articulation of bus services from the 'Australind' to serve the needs of the region.
- Future transport corridors are included in all land use planning, particularly for the area between Bunbury and Busselton.
- The Bunbury Port-Forrestfield rail link has been redeveloped to standard gauge.
- Development of a major transport and distribution hub at Picton servicing the Eastern States is being promoted.
- Containerisation has become a viable and well-supported transport option at the Bunbury Port.
- The Bunbury-Manjimup rail line has been reinstated and upgraded; and planning into broader use of the line for freight purposes has been undertaken.
- A financing strategy is in place to support ongoing investment in the region's environment and the maintenance and replacement of key infrastructure.



- Greater Bunbury Outer Ring Road is completed.
- Picton is the State's second major transport hub.
- The Bunbury-Manjimup rail line is used as a viable freight route.

**Competitive utility/infrastructure provision**

- Power distribution systems have been modernised to meet load growth requirements in key industry areas.
- An effective water distribution and access plan is in place to support the needs of the community, the environment and industry to at least 2020.
- A framework has been provided to facilitate waste management forward planning.
- Broadband or equivalent high-speed technology (data) has been established across the whole of the South West.
- The State Government's draft 'Country Sewerage Policy' has been reviewed and an implementation plan adopted.

Strategic Priorities

Outcomes

Competitive utility/infrastructure provision continued

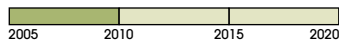


- South West communities are effectively drought-proofed to meet forecast population growth and climate variability.
- Waste management structures are in place to meet forecast waste needs.
- Improved capacity of broadband communications (data and voice) allows the delivery of un-timed telephone calls using 'Voice Over IP' or similar technologies.



- New and emerging technologies (data, voice and video) have improved the quality, and reduced the cost of, telecommunications for all South West communities.
- Sewerage has been installed in all South West towns identified as a health and environmental priority.

Land for industry



- Sufficient major industry land is available within industrial parks at Kemerton, Collie, Picton and the Warren Blackwood, to support downstream processing and value-adding to 2030.
- Each sub-regional centre has access to light industry land to anticipate demand.
- Planning for a high technology park at Picton is supported.

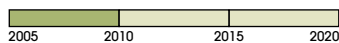


- Land acquisition and consolidation at Collie and Kemerton, to provide for industry needs to 2050, is completed.



- Land acquisition for the Warren Blackwood Industrial Park, to provide for industry needs to 2050, is completed.

Natural resource management



- South West Catchments Council implementation strategies to protect and enhance catchments in the region, and to control the spread and level of salinity, are supported.
- Siltation issue within the Leschenault Inlet has been satisfactorily addressed.

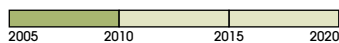


- The quality of the water within the Wellington Dam is again at potable levels.
- Improved environmental flows have been achieved for the Collie and Brunswick Rivers.
- Eutrophication in high-risk waterways (such as the Vasse-Wonnerup Estuary, and the Vasse, Blackwood, Harvey and Collie Rivers) is under control.



- River systems in the region are healthy and vibrant.

Urban renewal



- Urban redevelopment of the CBDs in Walpole, Pemberton and Brunswick Junction has been undertaken.
- A heritage plan has been developed to identify and preserve, through alternative use, places of historic and cultural significance.

Trend Indicators

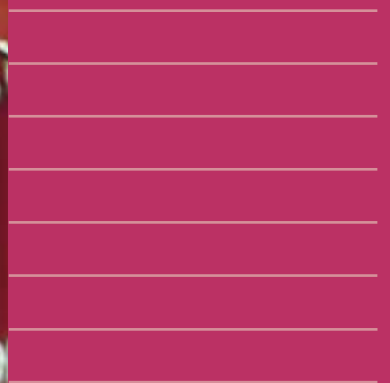
- Cost of freight movement within, to and from the region
- Passenger journey times for road and rail to and from key locations

- Extent of single and 3-phase power distribution through the region
- Availability of industrial land by sub-region by type (hectares)
- Extent of high-speed broadband connection matching Perth metropolitan speeds



SOUTH WEST  
DEVELOPMENT COMMISSION

Investing in  
KNOWLEDGE,  
ENTERPRISE &  
INNOVATION



STRATEGIC  
VISION  
2005-2020



Links between knowledge, creativity and business will form the foundation to drive forward new investment.

Without exception the South West's industries are in a state of transformation. Agriculture, mining, tourism and manufacturing are all adopting new technologies to remain competitive.

We already have a series of international companies leading the way in world's best practice for efficiency and quality.

To maintain this competitive edge we need to continually build our knowledge and adopt new ways of improving efficiency and competitiveness through the knowledge economy.

The region's lifestyle and low establishment costs provide a good opportunity for attracting knowledge-based industries.

Knowledge-based industries provide new opportunities and value to a region which requires a careful balance between the needs of industry, the community and the environment.

A key strategy will be to foster and develop research capacity within the region and develop new partnerships between education research institutions and industry.

Excellence in the application of new knowledge to technology and production will drive international recognition of the South West as a region of excellence.

The ability of the South West to attract people and investment is central to achieving greater international recognition.

Visitors bring direct expenditure to the region supporting many of our small and medium enterprises. Promoting opportunities here rests on creating greater awareness of the South West both within Australia and internationally.



We will support more integrated marketing strategies that promote the region's natural assets, its lifestyle and economic opportunities.

Supporting collaborative tourism marketing strategies can help build 'place' recognition and have direct flow-on effects for investment. These need to be complemented by targeted promotion of major industry and investment opportunities, as well as business and skilled migration.

Communication within the region is an important part of building confidence in the future and stimulating local investment. Quality information and research services can assist decision-making by local investors and help to grow small and medium enterprise.

Strategic Priorities

Outcomes

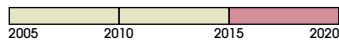
The education economy



- Increased university involvement within the South West providing higher-level research degrees in partnership with industry as well as the social and green economy.
- The region is a preferred destination for overseas fee-paying students.
- Tertiary access is widespread through the region based on both on-campus delivery and off-campus support.
- Planning is advanced for a University of the South West.



- The South West Regional Training Plan is completed and provides a focus on vocational training, and where possible articulates into opportunities for 'return to learning', the 'world of work' and university extension.
- Industry sectors have accepted a greater responsibility for promoting the attractiveness of trade skills.



- The region has a well-developed research capacity allied with industry.
- Tertiary courses from the South West are exported on a widespread basis.
- Demand has supported a South West University.
- Vocational training courses are exported on a widespread basis.
- Sufficient educational opportunities exist for people to participate in education at any stage of life.

The knowledge economy



- An Innovation and Research Council for the South West has been established which incorporates a focus on biotechnology and other opportunities that take advantage of the region's strengths.
- Promotional strategies for increased recognition of the region as a knowledge-based region are developed.
- A South West Industrial Research Centre has been established at Kemerton Industrial Park, providing a 'common user' laboratory and research facility for regional industry.
- An internet-based interrogative information system is developed which provides ready access to regional information and statistics.
- A promotional package targeting high technology and research-orientated companies to the South West, in alliance with industry and State and Federal governments, has been developed.
- The region's 'green economy' potential - focused on forests, the marine environment and renewable energy production - is being developed.
- Investigations have been undertaken to determine the technical and commercial viability of establishing a 'common user' carbon sequestration facility to service the needs of industry in the region.



- Located adjacent to the heart of Asia, the region is being promoted as a strategic opportunity for knowledge-based industries.
- Increased investment is occurring in knowledge-based industries in the region.
- A promotional strategy for the Picton Technology Park is being implemented.
- A marine research capacity has been established within the region.



- The South West is recognised as a high technology region.
- High-tech knowledge and research capability are being exported.

■ Strategic Priorities

■ Outcomes

**Building business and investment**



- Exports from the region will increase by a further 20 per cent based on container volumes.
- Increased business investment in the South West will safeguard existing jobs and create new and diverse career job opportunities.
- Strategic alliances have been established between industry, education providers and other stakeholders, to develop a skilled and diverse workforce.
- The region is perceived as highly desirable by business and skilled migrants.
- Kemerton Industrial Park is recognised as a world-class industry site for major energy and value-adding industries.
- South West heavy industrial parks are recognised by major industry as Western Australian sites of opportunity.
- Agricultural production is safeguarded through the development of value-adding market opportunities, provision of agronomy information using communications technology, and links to a promotional strategy for the region.
- The region's energy assets are used as part of the State's strategic energy requirements and have certainty of investment.
- The benefits of major regional projects are realised through regional supply chain development.
- E-commerce is widely utilised by businesses within the region.
- South West business is visible on the web through a world-class portal.
- The region's tourism sector is at the forefront of on-line booking and promotion.
- A collaborative regional marketing strategy is adopted by all industry sectors to raise the profile of Australia's South West.



- Diverse work opportunities allow people to participate in the region's workforce with minimal barriers to entry.
- Investment in Kemerton, to take advantage of energy availability, has increased.
- All South West businesses are able to take advantage of e-commerce technologies.
- The region is recognised as an international destination for visitors.
- The South West is the preferred destination within Western Australia for international visitors seeking to experience
  - Food and wine,
  - Sports,
  - Arts and culture,
  - Heritage, and
  - Nature-based attractions.



**Building business and investment** continued

- All new and emerging wine regions of the South West have a consolidated level of international recognition.
- The South West Region will have a consolidated investment fund for promotion of the region.
- The region is recognised as a strategic opportunity for biotech research within the growing Asian markets.

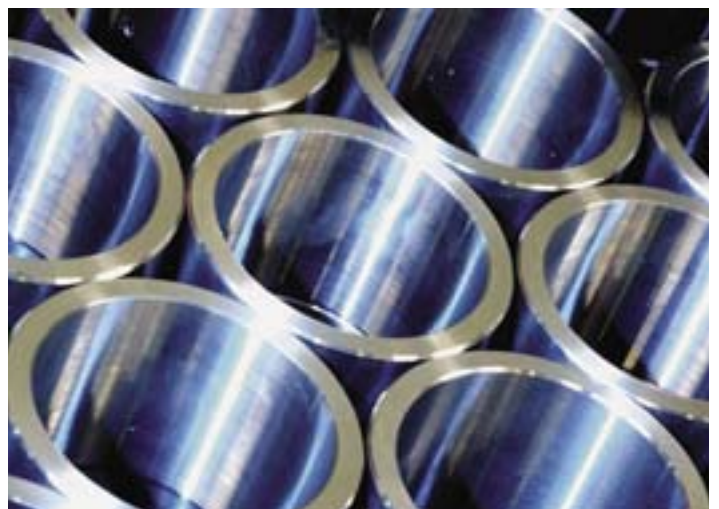


- The region is being promoted as a centre for excellence in technology and research servicing South East Asia and China.
- The region's biotech potential to support the health economy throughout South East Asia, Africa and India, is being built upon.



**Trend Indicators**

- Number of university and TAFE places within the South West
- Number of vocational training places available
- Number of higher research degrees within the region
- Number of innovation business start-ups in the region
- Number of business start-ups in the region
- Number of industries established at Picton, Kemerton and Collie Industrial Parks
- Proportion of business utilising e-commerce as a proportion of total business
- E-commerce usage by businesses within the region by 2010
- International visitors to the region by 2010



# STRATEGIC VISION 2005-2020

In 2020

the South West of Western Australia will be recognised worldwide as a region of excellence

That's our vision for the future

The South West Development Commission's Strategic Plan 2005-2020 commenced operation on 1 July 2005

It is flexible to account for changes in the region and will be reviewed and adjusted annually

If you have any comments or feedback on the plan please submit your comments in writing to:

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