

SOUTH WEST DEVELOPMENT COMMISSION

STRATEGIC PLAN

2010 2025

Building

QUALITY OF LIFE

in the

SOUTH WEST



GOVERNMENT OF
WESTERN AUSTRALIA

SOUTH WEST
DEVELOPMENT COMMISSION





STRATEGIC

PLAN

2010-2025

OUR VISION FOR THE FUTURE ■

By 2025
the South West of Western Australia
is recognised internationally as a
region of excellence.

■ OUR MISSION



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.

■ OUR CORE VALUES

Leadership

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

Professional behaviour

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

Sustainable practice

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

Excellence of service

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

STRATEGIC THEMES

The following three themes have been identified as the future directions for South West Development Commission activities during the period 2010-2025:

- Investing in People and Place.
- Investing in Infrastructure and Environment.
- Investing in Knowledge, Enterprise and Innovation.

The Commission sees partnerships as a key to achieving the outcomes of these themes.



Investing in
PEOPLE
and **PLACE**





Involving people in our communities is a key to building self-reliance and positive futures.

Enabling people to participate in the economic and social fabric of the region in a manner that reflects the diversity of the population is a key ingredient in creating a region of excellence.

We want all people to be able to make a contribution and to take advantage of the opportunities presented in the South West.

Supporting the creation of job opportunities, removing barriers to employment such as inadequate child care, public transport and skills deficits, and supporting community volunteerism and leadership, are all part of building social cohesiveness and inclusiveness.

The proportion of older people in the region is increasing beyond initial forecast expectations and as such, the plan includes strategies to ensure built environments and neighbourhoods make it easier for older people to remain physically and socially active.

Government service access is an important issue and Royalties for Regions will play a role in assisting service development.

We will continue to work to facilitate access and equity in the provision of Government services, including advanced planning for educational and medical facilities.

We will also assist communities to become more self-reliant in addressing local needs through models of social entrepreneurship and the development of local community foundation funds.

These are key components in fostering local community spirit and sense of place. In particular, we will work to ensure opportunities are developed throughout the region and not just restricted to specific growth areas.

Through building social inclusiveness we will be able to develop a diverse and skilled employment pool and communities that are safe and supportive and effective in meeting local needs.

We will also aim to maximise opportunities for young people to pursue diverse career options within the region.

Strategic
Priority

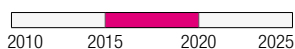
Time
Horizon

Outcomes

Active ageing



- Walpole has a completed local Aged Housing Strategy.
- Local town planning incorporates principles of urban design that assist older communities.
- Each South West local government has an Active Ageing Strategy.
- The built environment and urban form principles embrace inclusion of older people in community life.
- Housing densities and amenities promote walkability and recognise the needs of gopher users.
- Social and economic participation of older people and carers is supported.
- Each local government has a housing plan that encourages a range of housing options for residents based on affordability.
- Indigenous specific services are available.

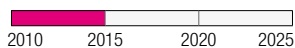


- Independent living housing is available to older people living in the communities of Boyup Brook, Capel, Nannup and the Capes.
- High care places, including dementia facilities for frail seniors, are available in the South West region.
- Intra-regional transport meets the social, medical and community needs of older people.



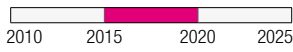
- A variety of housing types that are affordable and adaptable are available in the community.
- South West urban form is inclusive of older people.
- All regional communities are self-sufficient with a range of housing options that enable people to stay in their local communities.

Resilient
Communities



- A community services, medical, allied health and educational infrastructure plan for the region provides certainty in relation to community needs.
- Specialist units are identified and developed to support health care provision.
- The Busselton Hospital redevelopment is completed providing a regional service capable of meeting forecast growth in the Capes area.
- A drug and alcohol service is available in the region.
- The mental health of South West residents is enhanced through the provision of quality, accessible and responsive mental health services.
- Early years networks are developed throughout the region based on a regional child development plan.
- The self-reliance of families is supported through improving the capacity of not-for-profit child care settings to ensure that children are engaged and prepared for school.
- New Community Resource Centres are established at Brunswick and Yarloop.
- Partnerships are developed with Community Resource Centres and electronic libraries to stimulate social capital and community learning at the local level.
- The cultural and natural heritage of the region is protected and promoted.
- The South West has a regional entertainment and performing arts centre capable of meeting future growing needs of the region.
- Sufficient land is set aside to meet existing and future sporting and recreation requirements.
- The Hay Park soccer and sports arena is developed.
- Effective consultation processes have increased citizen participation in, and ownership of, community activities.

Resilient communities cont'd

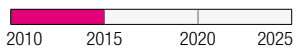


- The region has a comprehensive suite of specialist health care services available.
- Early years networks have security of funding.
- Community Resource Centres are well developed information community hubs within local areas.
- Community learning systems have become incorporated into community life and have built a strong sense of place.
- Bunbury has a wide variety of innovative public art which acts as a tourism attractor.
- The development of regional sporting and recreational facilities is meeting community needs.
- 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.



- The South West has stand-alone independent health care provision (specialist units in the region).
- Statistics indicate there is no education disadvantage in the region that is defined by culture.
- The South West is a recognised region for creative industries, culture and the performing arts.
- There are three international sporting venues in the region.

Urban renewal



- Pemberton's main street redevelopment is completed.
- Harvey entrance statement is completed.
- Collie town centre is redeveloped to provide a high degree of civic amenity.
- Wilson Park at Collie undergoes transformation to become a well serviced, desirable and affordable suburb.
- Balingup's main street is completed.
- The main street at Augusta is improved through streetscape works.
- Planning for the Bunbury Second City project and the Greater Bunbury metropolitan area project is completed.
- Project planning and funding is secured for a new South West Regional Visitor Centre at Bunbury.
- Planning is completed for the renewal of the Busselton foreshore.
- Town planning is completed and the outer perimeter road is constructed at Margaret River.



- All South West towns have a revitalised central town area reflecting community and economic values.
- Augusta town centre has been redeveloped to provide increased public amenity.
- The city centre of Bunbury reflects a vibrant and cosmopolitan shopping feel, providing a unique point of difference.
- Unique art and cultural events are increasing visitor numbers to Bunbury.
- Busselton foreshore has been redeveloped to reflect community plans for a public foreshore.
- The Margaret River town centre has reduced traffic volumes allowing a more tourism focused approach to the central business area.



- Bunbury and the South West are recognised as the alternative residential and investment destination to Perth.

Investing in
INFRASTRUCTURE
and **ENVIRONMENT**



Understanding the interplay between the environment, our infrastructure and our communities is fundamental to progressing the development of the South West region and creating sustainable jobs now and for a growing population into the future.

The region's best asset is its environment, both natural and constructed. Many factors combine to provide an excellent foundation for growth, including:

- The South West's physical diversity
- The breadth of agricultural land
- Forests
- Natural mineral wealth
- Established small communities
- Bunbury as a modern regional city
- The interconnections of utility services
- Transport links and other developed infrastructure.

Over the past five years it has become clear we will not succeed in our vision unless we recognise the relationship of the environment to infrastructure development, both conservation and the personal values people attach to the landscape.

At the same time there is a need to bring our backbone infrastructure to a contemporary standard capable of meeting forecast industry and community needs to at least 2050 when it can be expected that new forms of transport,

power and communications technology will be emerging.

The plan needs to recognise our unique environmental and cultural assets and the ability of these assets to attract 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 and ensure planning for new and replacement infrastructure can proceed in a timely manner.

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.

Efficient infrastructure ~ Competitive industry

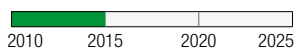
Jobs growth ~ Biodiversity protection

Strategic
Priority

Time
Horizon

Outcomes

**Modern,
competitive
transport
network**



ROADS

- Greater Bunbury Outer Ring Road and the second stage of the Port Access Road are completed.
- Planning is completed to improve safety on the South Western Highway between Walpole and Manjimup.
- Strategic tourist routes have been identified, including Mowen Road and Pile Road, with conversion from gravel to bitumen.

RAIL

- A study into sustainable local transport strategies has been completed to provide linkages between the region's small communities, including bus-rail linkages.
- The Brunswick to Bunbury Port rail line has been duplicated to reduce bottlenecks at Bunbury.
- The fast train feasibility study has been completed for a service between Bunbury and Perth and a project plan developed.
- The Bunbury Port-Forrestfield rail link is capable of supporting freight distribution from the South West.

AIR

- A South West Aviation Strategy has been completed, detailing investment planning for each of the region's airports.
- Master planning has occurred at Manjimup and Bunbury airports to maximise their potential as civil aviation hubs.
- Detailed design and fatal flaw analysis has commenced with the Shire of Busselton to maximise the use of Busselton's regional airport facility.

MARINE

- Augusta small boat harbour completed.
- A network of safe boat launching facilities have been completed.
- Containerisation has commenced as a transport option at the Bunbury Port.



ROADS

- Road transport links into the region are based on effective bypasses around the Greater Bunbury metropolitan area.
- Road transport links into the Bunbury Port are sufficient to meet growth to at least 2050.
- Sufficient passing lanes are constructed to reduce risks south of Manjimup.
- South West tourism routes are suitable for all types of hire vehicles supporting self-drive holidays.

RAIL

- Community-based transport services are providing a cost effective link between local communities.
- Rail freight to the Port is not constrained by passenger and freight haulage tasks.
- Planning is completed for the development of faster passenger services between Perth and Bunbury.
- Development of a major transport and distribution hub at Picton servicing the Eastern States is being promoted.

Modern, competitive transport network, cont'd



AIR

- Aviation infrastructure is being developed at key airports.
- An Eastern States' passenger service from the Busselton airport is being promoted.

MARINE

- A marina at Bunbury is completed.
- Boat lifting facilities and maintenance yards are completed in Bunbury.
- Containerisation has expanded to provide a regular distribution option at Bunbury.



ROADS

- The region has the capacity to meet all forecast road usage requirements.
- The South Western Highway is of a high standard with minimal conflicts between freight and passenger transport.

RAIL

- The Australind rail service has been supplemented with a modern higher speed rail set.
- Bunbury Port is capable of importing product which can be distributed efficiently to the Eastern States.

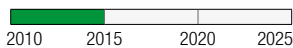
AIR

- The South West has an integrated aviation transport network supporting commercial and recreational aviation sectors.
- Busselton airport is used for both national and international air services.

MARINE

- Bunbury Port has the capacity to link to eastern states distribution networks.

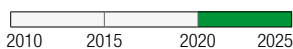
Competitive utility/ infrastructure provision



- 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 2025.
- A framework has been provided to facilitate waste management planning, including provision of a high temperature waste disposal in Greater Bunbury.
- New sewer services are completed at the high risk areas of Boyup Brook, Northcliffe and Molloy Island.



- 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.
- Sewerage has been installed in all South West towns identified as a health and environmental priority.



- Management of waste water is based on full recycling of water to appropriate alternative uses.
- All waste is recycled into either energy production or alternative products.
- All South West towns have sewerage as a standard feature.

Strategic

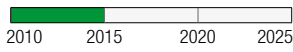
■ Priority

Time

■ Horizon

■ Outcomes

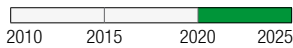
Land for industry



- Sufficient major industry land is available within industrial parks at Kemerton, Collie, Picton and Warren-Blackwood, to support downstream processing and value-adding to 2050.
- Each sub-regional centre has access to light industrial land to anticipate demand.
- Planning for the development of the Picton Industrial Park is completed and development is underway.
- Planning and feasibilities have been completed to support dedicated food processing precincts in the South West.

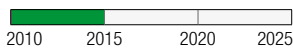


- Kemerton has four new industries operating at the park.
- An agreed area for general industry is acquired in the Warren-Blackwood.
- Picton is developed as a general industry park with high employment outcomes.
- Land acquisition and consolidation for an agricultural processing centre has been completed.
- The South West has sufficient land resources to accommodate food processing to meet State and overseas demand from within the region.



- The South West has sufficient land for industry set aside to meet future demand and eliminate land use conflicts.

Environmental sustainability



- Planning for the Ocean to Preston Regional Park is completed and the conservation reserve created.
- A conservation foundation has been developed to manage conservation land at Picton associated with the Picton Industrial Park.
- A comprehensive study into fish habitat is completed for the Leschenault Estuary to support future catchment planning in the estuary.
- The Busselton wetlands project provides a sustainable plan for the future care of the wetlands.
- Planning is completed for addressing salinity at Wellington Dam.
- 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.

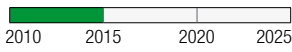


- The Ocean to Preston Regional Park has environmentally sensitive infrastructure to enable public access.
- Picton Industrial Park is regarded as a major example of sustainable estate management.
- Leschenault Estuary has a management plan in place that balances community and environmental values.
- The Busselton wetlands project has an appropriate level of infrastructure to enable visitation to the sites of interest.
- The quality of the water within the Wellington Dam is to a standard suitable for industry needs.
- River systems in the region are healthy and vibrant.



- The South West has achieved a recognised balance between environmental values and development footprints with the region highly recognised for its sustainable practice.

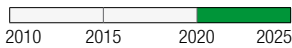
Tele-communications



- Wireless internet access is available in Bunbury's central business district.
- The regional standard for broadband is accepted as 10-100 Megabytes for home use, 1-10 Gigabytes for business and wireless throughout the region.
- The economic impact of broadband is well understood.
- Mobile phone black spots along regional highways are identified and filled.
- Animation and digital public art are developing as unique tourism attractors for the region.
- Broadband or equivalent high-speed technology (data) has been established across the whole of the South West.



- Free wireless internet in each location provides ready access to community and visitor information.
- High speed broadband is available throughout the South West.
- High value industry is developed as broadband capacity and speed improves.
- The region is fully equipped to address communications requirements.
- New technology has enabled virtual face-to-face communication throughout the region.
- New and emerging technologies (data, voice and video) have improved the quality and reduced the cost of telecommunications for all South West communities.



- Digital media is used widely for education and community connectivity.
- The region has a significant economic return from broadband investment.
- The critical mass of telecommunications demand is sufficient to drive investment in new and emerging technologies.
- The South West is a recognised technology region capable of meeting the requirements of technology industry sectors as well as education and social connectivity.



Investing in
KNOWLEDGE,
ENTERPRISE
and **INNOVATION**



Building relationships between knowledge, creativity and business as a basis for driving forward new investment.

Without exception, the region's industries continue to be in a state of transformation. Overseas development agencies are recognising the growing impact of environmental limits to industry development and the adaptive strategies that may be adopted as these limits are approached.

The impact of adjacent industry sectors is also being felt as areas of the region adopt premium values as their marketing base. The proposed plan identifies these issues and aims to move the South West economy into a more value-added space with a greater focus on technology and high value as a means of reducing industry footprints.

There is a strong focus on overseas engagement, recognising that the national and Western Australian economies will not be effective in supporting the long-term future of the region.

Agriculture, mining, tourism and manufacturing are all adopting new information and production technologies to remain competitive. Within the region we have a series of international companies that are at world's best practice in relation to efficiency and quality of production. To maintain this competitive edge we need to continually build on our knowledge and adopt new ways of improving efficiency and competitiveness through the adoption of knowledge economy strategies.

Knowledge-based industries in particular provide new opportunities within a region that require a careful balance between the needs of industry, the community and the environment. The region's lifestyle and low establishment costs provide a good opportunity for attracting knowledge-based industries.

A key strategy will be to foster and develop research capacity within the region and develop new partnerships between education and research institutions and regional 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. A good example of this is an emerging proposal to develop training in digital animation in the region.

The ability of the South West to attract people and investment is central to achieving international recognition of the region. Visitors bring direct expenditure to the region, supporting many of our small and medium enterprises. Promoting the opportunities of the region rests on gaining greater awareness of the South West both within Australia and internationally.

To achieve this, more integrated marketing strategies are required which 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 opportunities, investment opportunities as well as business and skilled migration.

Communication within the region is an important part of building confidence in the region's future and stimulating local investment. Broadband is a critical piece of infrastructure for the South West and is vital to safeguarding the region's future prosperity.

Strategic

Priority

Time

Horizon

Outcomes

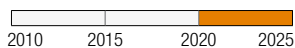
Education economy



- Increased university involvement within the South West providing higher-level research degrees in partnership with industry, as well as the social and green economy.
- Digital animation becomes an option for both TAFE and university students in the region.
- Edith Cowan University develops stronger links with overseas and Indigenous tertiary education.
- Tertiary access for older people is widespread through the region, based on both on-campus delivery and off-campus support, through local educational hubs.
- The South West Regional Training Plan is completed and provides a focus on emerging opportunities for vocational training based on emerging industries.
- Disadvantaged and at risk youth are brought into the South West training framework.



- The South West is well established as a centre for higher research in the key industry sectors of agriculture, mining and environment.
- Bunbury is recognised nationally as a centre for digital animation education.
- Indigenous people are well represented at university level in the South West.
- Older people are able to transition into new careers based on diversity of tertiary and vocational options.
- Disadvantage is not significant in defining training outcomes. Ninety per cent of South West students have achieved Year 12 or equivalent.



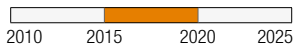
- The region has a well developed overseas student capacity.
- Sufficient educational opportunities exist for people to participate in education at any stage of life.
- The South West is established and recognised as an education region.

Knowledge economy



- A designer's festival has been established in Bunbury to celebrate and recognise innovation and design.
- Critical Horizons becomes the State's pre-eminent regional think tank.
- Small business centres provide targeted support to assist older entrepreneurs.
- The South West GIS land information system is accessible to external stakeholders as an aid to infrastructure planning.
- The region's 'green economy' potential, focused on forests, the marine environment and renewable energy production, is being developed.
- Kemerton is promoted as a site for renewable technologies production, based on the adjacent silicon production plant.
- 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.
- Solar panels penetrate 20 per cent of the residential housing sector as a means of power generation.
- New business and office developments incorporate active solar power production through inclusion of solar panels.
- Creative industries and the performing arts are making a significant contribution to the South West economy.
- The region has contemporary standards for performing arts venues at Bunbury and Busselton.

Knowledge economy, cont'd



- The South West is identified as a region of innovation and attracts major South East Asian innovation programs.
- Bunbury is increasingly recognised as an innovation centre.
- Older people are establishing new enterprises in the region.
- There is a well established alternative to retirement through the development of small business as an active ageing strategy.
- Investment decision-making is well supported by online technology that incorporates scenario modelling of infrastructure requirements.
- The region has well developed renewable energy sites.
- Renewable energy provides most domestic use power.
- The South West has become a major producer of photovoltaic and similar technologies based on local silicon production.
- New technology together with carbon sequestration has maintained large-scale power production in the South West.
- The South West has a well developed creative industries sector.



- The South West is recognised as a high-value, knowledge-based economy based on knowledge with significant clusters of technology-based industry.

Building business and investment



- Container exports from the region will increase by a further 50 per cent based on expansion of trade-related activity.
- An assessment of new technology and value-adding in the timber industry has been completed with recommendations for action in the Lower South West.
- Expanded mineral processing and exports will occur in the context of continued overseas growth in China and India.
- South West business will become more skilled in developing business links with China and India.
- New opportunities for services will develop as older people settle in the South West.
- Strategic alliances have been established between industry and education providers to provide new vocational and tertiary training opportunities.
- The region is perceived as highly desirable by business and skilled migrants.
- South West industrial parks are recognised by major industry as Western Australian sites of opportunity.
- Agricultural production is safeguarded through the development of food processing facilities in the region.
- A strategic futures conference is held for the agricultural sector to define new and emerging trends in global food production.
- Improved signage within the region is providing directional benefits to the tourism sector.
- Tourism has adopted new industry strategies based on wholesaling and packaging to attract overseas visitors.
- The food and wine sector holds events that attract overseas buyers.
- A tourism infrastructure fund has increased the range and quality of tourism product based on activities/experiences.

Strategic
Priority

Time
Horizon

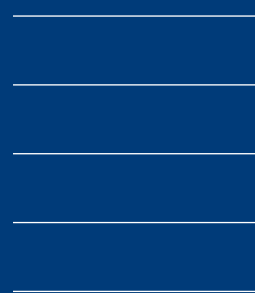
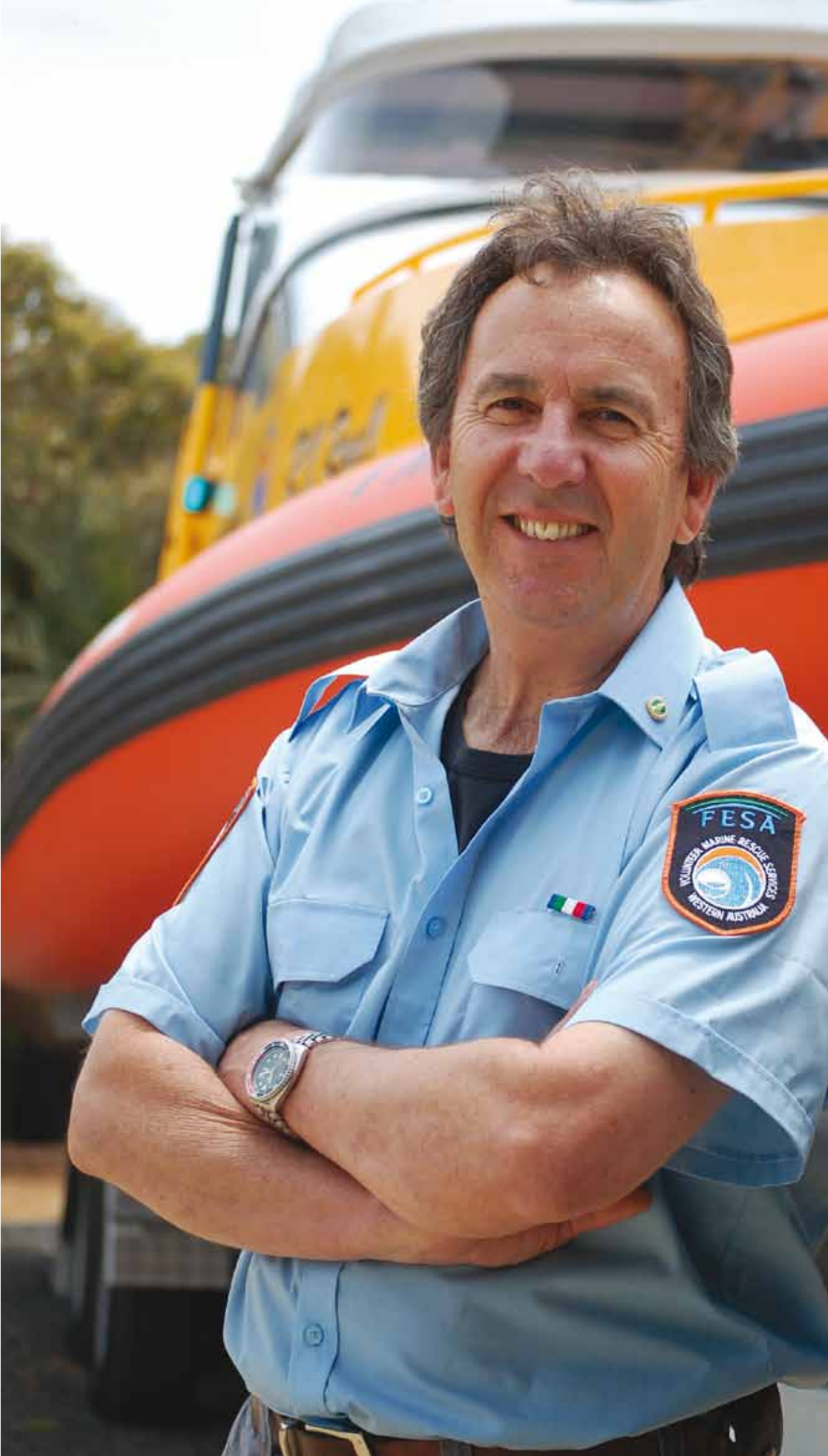
Outcomes

**Building
business and
investment**



- Container traffic has stimulated new investment in regional manufacturing.
 - New opportunities for advanced timber processing are being developed following the review of sustainable yield.
 - Timber is regarded as a high value sustainable contributor to the Warren Blackwood economy.
 - Training and education provide a broader range of technology-based training based on emerging industry demand.
 - Investment in Kemerton, to take advantage of energy availability, has increased.
 - Diverse work opportunities allow people to participate in the region's workforce with minimal barriers to entry.
 - Aboriginal people are widely represented in the high value business sector.
-
- The region has strong trade links with India and China based on export and joint venture development with significant contributions from the manufacturing and technology sectors.
 - South West residents have access to a wide range of career choices.
 - The region has a strong and diverse job market to support its growing population.





STRATEGIC PLAN 2010-2025

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