

THAT Council receives and endorses the Bunbury Geopraphe Growth Plan Strategy and support the ongoing marketing of the branding and strategic objectives of the Plan.
Res 44-17 8 March 2017

BUNBURY *Geopraphe*

PART ONE STRATEGY



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1. FOREWORD FROM THE GROWTH PLAN PARTNERSHIP

The world is getting smaller, more connected and more competitive. With digital disruption breaking the rules of trade, immense opportunities exist for economic clusters in all corners of the world to play on the global stage. Now is the time to seize that opportunity for the long term prosperity of our region: Bunbury-Geographe.

The growth plan process for Bunbury-Geographe has provided a unique opportunity to rethink the way government, industry and the community work together to create wealth and prosperity.

By having industry, government and the community at the table throughout the planning process, the Growth Plan Partnership has achieved a unified vision with wide ranging community support.

In a rapidly changing and dynamic global economy, regional centres need to identify core competencies and opportunities for competitive advantage to ensure future growth. Bunbury-Geographe is a unique region containing a beneficial interaction between city and hinterland. Over the years Bunbury-Geographe has been many things to many people. More than a

gateway and a hub, it is the intersection of commerce, industry, lifestyle and community. Ultimately Bunbury-Geographe is the place where everything connects and it is this role that defines the region.

Through the new found alliance between government and industry, a number of key growth areas were identified in the region. By improving current connections and helping to establish new ones, the Growth Plan will reinforce existing industries and drive business investment. A number of key initiatives were prioritised and many transformative projects are already underway. A shift in thinking means government is now seen as a facilitator with industry and community empowered to take the lead role.

The Growth Plan process has created a new way of thinking and jump started an exciting period of change for the region. Through collaborative governance we will move forward embracing change and the opportunities it provides, while preserving our values and environmental assets. The Bunbury-Geographe Growth Plan is flexible and we encourage your ongoing participation. Thank you to everyone for your support and input and we look forward to working with you to ensure the continued wealth and prosperity of Bunbury-Geographe.



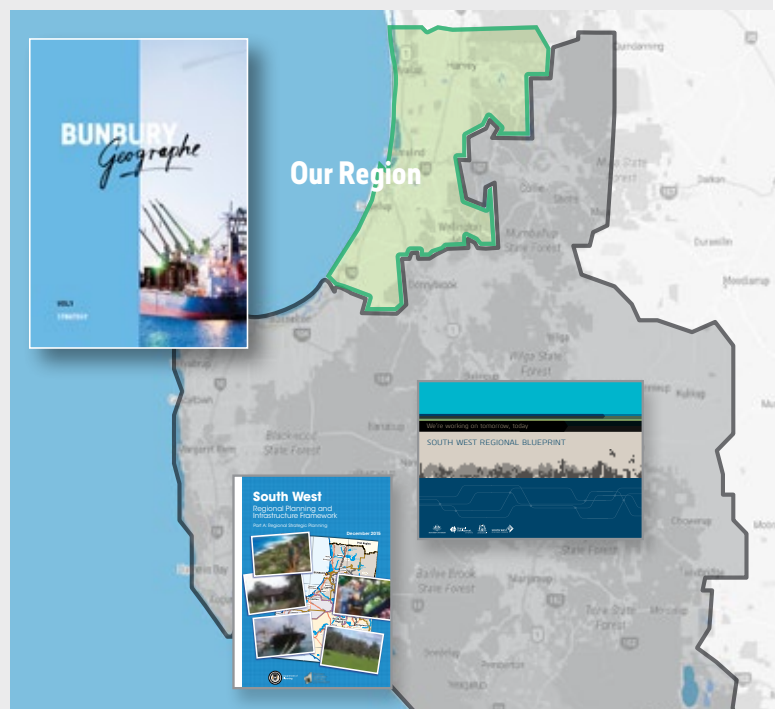
2. ABOUT THIS GROWTH PLAN

Bunbury-Geographe is an integral part of the South- West region and this Growth Plan is founded upon and contributes to growth strategies established for the region.

The South West Regional Blueprint establishes an objective of positioning Bunbury-Geographe as a well connected city of choice through access to high quality services, affordable housing, economic opportunity and high quality amenity in both recreational and public open spaces. The Blueprint identifies ‘transformational imperatives’ to better connect and reinvigorate the South West, support business and make the region a better place to live.

The South West Regional Planning and Infrastructure Framework sets infrastructure and planning priorities to achieve growth while sustaining environmental values. The Framework identifies growth of Port of Bunbury, freight links and Kemerton Industrial Area as key elements for future prosperity in the region.

The Bunbury-Geographe Growth Plan outlines specific growth priorities within the context of the transformative imperatives and infrastructure priorities identified for the wider South-West.





3. VISION AND ECONOMIC DEVELOPMENT MISSION

3.1 Our vision

Bunbury-Geographe is a creative, connected and vibrant region, internationally recognised for its quality of life, natural environment and support for business initiatives

3.2 Our values

Building and sustaining economic growth is ultimately about delivering social benefits. In asking ourselves 'what do we want to grow?' it is important to reflect on the social values that we cherish.

INCLUSIVE GROWTH

- We value balanced and inclusive economic growth that sustains rewarding jobs.

CLEAN AND GREEN

- We value the unique environmental qualities that define our region and pursue a sustainable future.

CREATIVE

- We value a culture that nurtures and rewards creativity, innovation and continuous learning.

CONNECTED

- We seek engagement with Australia and the world, embracing an outward focus and digital connection



3.3 Our future economy

Looking to the future, we see Bunbury-Geographe as the South-West's flourishing capital and Western Australia's second city: a focal point of commerce, industry and international trade that complements and connects with its neighbours in Perth-Peel.

Bunbury-Geographe enjoys a high quality lifestyle that attracts and retains a skilled and motivated workforce to drive a strong and diverse economy. Enhanced amenity and access to services drives industries in tourism and retirement migration.

Our region is hardwired to Asia's booming markets, through a bustling port and airport, digital technology and enhanced market connections

The region exports an increasingly diverse range of high quality food, fibre and mineral products, facilitated through activated industry precincts, and seamless infrastructure and logistics networks.

Our specialised industry clusters in turn drive growth in diverse sectors of economic activity and employment, including construction, health, education and business services. These sectors provide a breadth of employment and services for families, youth and the elderly.



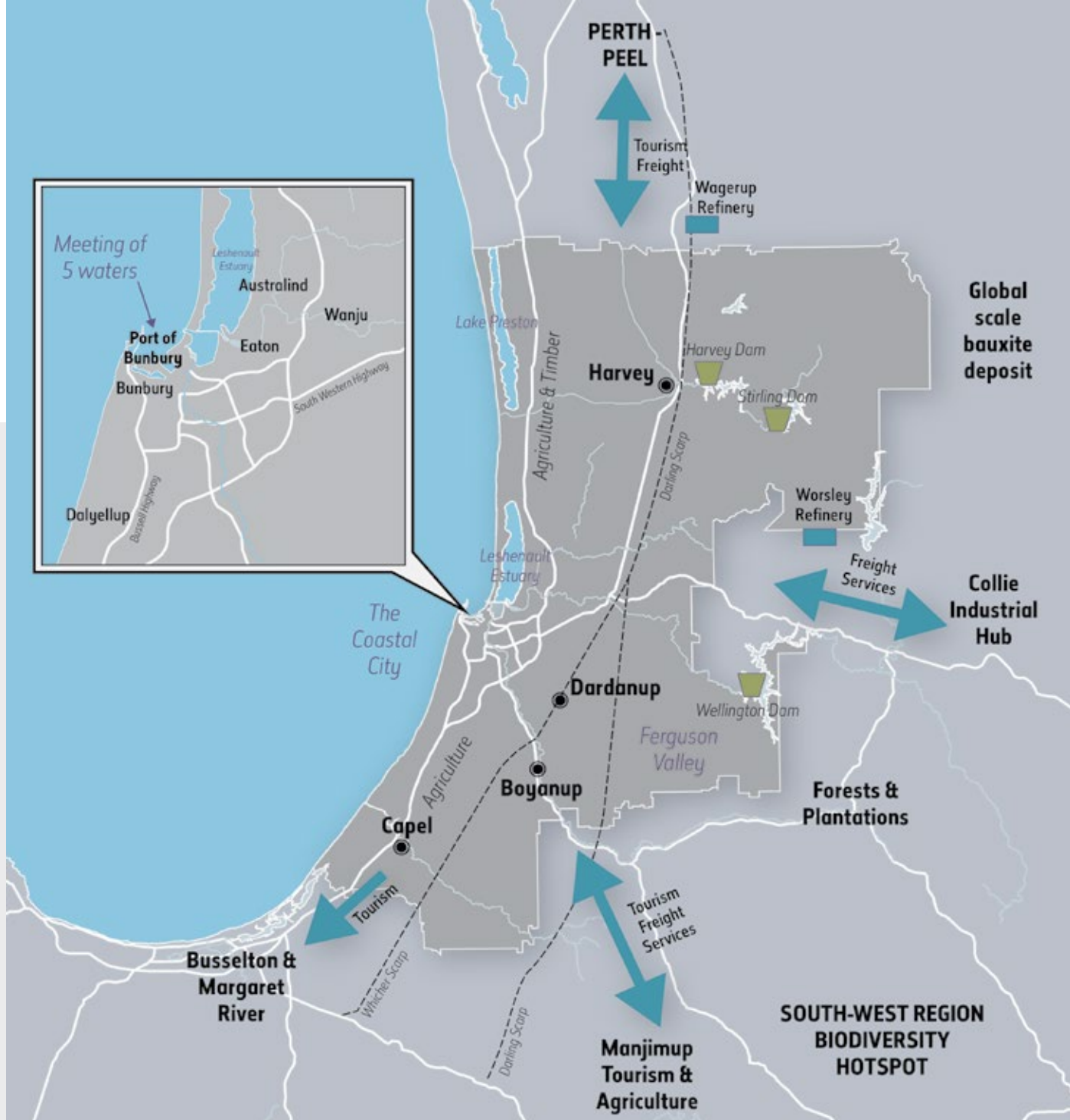
3.4 Our path forward

We have established a path forward to achieve our vision and build a future economy in line with our social values.

This path is expressed in the following mission:

- We will develop distance neutral infrastructure that is linked to Asia's growing markets and respects our unique environment.
- We will support a broad internationally engaged industry base that is business ready, Asia capable and creates prosperity for investors and employees alike.
- We will seek to develop a region of first choice, building a diverse population and improved amenity.
- We will drive and support agendas that promote connected, vibrant and engaged communities.





4. STRATEGIC POSITION AND IDENTITY

4.1 Our economic identity

LOCATION

Bunbury-Geographe is a coastal city blessed with a diverse and productive hinterland. It boasts the best of both worlds, being located at the interface of the growing city of Perth-Peel and the expansive South-West, an international biodiversity hotspot and popular tourist destination.

Bunbury-Geographe's coastal city is clustered around the meeting of the 'five waters', which offer residents and visitors a diversity of water based amenity and lifestyle choices. Bunbury's history was founded on its port, which remains an essential part of the city's character. The coastal city is located within a two hour drive from Perth's CBD and just over an hour to the fringe of Perth-Peel.

Bunbury-Geographe extends over 2878 km² of the South West's 24 000 km². The hinterland spans a range of natural and rural landscapes including native forests, wetlands, plantations, pastures and horticulture. The Darling and Blackwood Plateaus border the region and together they contain the Ferguson Valley; the strategic water supplies of the Harvey, Stirling and Wellington dams; and the world's second largest bauxite deposit which is the backbone of the State's Alumina industry.

The coastal city is surrounded by a ring of inland towns and hamlets just a 30 minute drive away, including Harvey, Dardanup, Boyanup and Capel. These hamlets and the wider rural estate offer an alternative lifestyle to the coastal city and are closely linked to the region's agricultural and mining activities.

PEOPLE

Bunbury-Geographe is home to an estimated 93 000 people as of 2016, being roughly half the South-West population. The population has grown by 32% in the past ten years, outpacing other regional centres in the State. The region's population has grown on the back of migration and young families, with growth responding to changing economic conditions as is typical for a regional centre.

Prior to European settlement, Bunbury-Geographe was inhabited by the Noogar people, who now number 2% of the population and continue to retain cultural and heritage links to places in the region.

The majority of migrants are from Western Australia and stay in Bunbury-Geographe for the long term, reflecting its attractiveness for lifestyle and access to services. The region's demographic is dominated by young families and adults aged 40 years and over, with many young adults moving to Perth-Peel and further abroad to gain skills and experience.

Bunbury-Geographe's people have education levels typical of regional centres within the State, with 50.4% of adults possessing vocational certificates and 28.4% possessing tertiary and post-graduate degrees.

Future demographic trends are expected to follow economic growth opportunities and include an ageing population in line with wider Australian and International trends. There is also strong potential for 'retirement migration' from Perth-Peel and further abroad. The epicentre of future population growth is proposed at Wanju, a major greenfield development east of Eaton that will accommodate an estimated 50 000 residents.

ECONOMY

Bunbury-Geographe is currently a \$5.5 billion economy supporting roughly 40 000 jobs. Key sectors are mineral refining, real estate, construction and mining, which together contribute \$1.4 billion. Half of all jobs are in the manufacturing, construction, retail, health and education sectors.

The economy benefits from the combination of the commodity rich hinterland (agriculture and mineral resources) in close proximity to a working port. Alumina refining and associated construction play a major role in economic output and employment. Alumina from refineries at Wagerup and Worsley together contribute approximately 70% by weight of Bunbury Port's exports. The recent \$3.5 billion expansion of Worsley refinery provided a major stimulation to the construction and business service sectors.

Agriculture, forestry and associated processing are significant sectors supplying dairy, beef, vegetables and wood/timber products for domestic consumption and increasingly for export markets. Tourism is a small but growing part of the economy, with the Ferguson Valley a growing destination for wine and food experiences and the Bunbury Waterfront proposed as a major draw-card for residents and visitors alike.

The region sits within a network of connections centred about Bunbury Port, with established freight linkages that are capable of expansion, growing high-speed broadband coverage, and a fully funded upgrade to Busselton-Margaret River airport that will introduce domestic and international tourism and freight opportunities. The infrastructure network provides a strong foundation for industrial growth at the precincts of Kemerton, Preston and (in future) Waterloo.



4.2 Megatrends: the waves of change

Megatrends are the waves of change at a global scale, some of which are poised to affect Bunbury-Geographe in particular. Each wave presents both opportunities and challenges to be seized and resolved to create and sustain growth.

ASIAN CENTURY

Asia is set to dominate the world economy in the 21st century; by just 2030 two thirds of the World's middle class will reside there. The growth in population and wealth is expected to generate a massive demand for goods and services, including protein-rich and 'clean/green' foods, tourism experiences and health and education services.

Asian businesses will increasingly compete against Australia, including in alumina refining and off-shoring of business services driving by digital technology.

Rapid income growth in Asia and, to a lesser extent, South America and Africa will see billions of people transition out of poverty and into the middle income classes. The powerhouses of the new world economy are China and India. This economic shift will build new export markets, trade relations, business models and cultural ties for Australia.

As the middle class grows so too will the investment of economic activity and flow of ideas out of Asian countries and into Australia's economy and society.

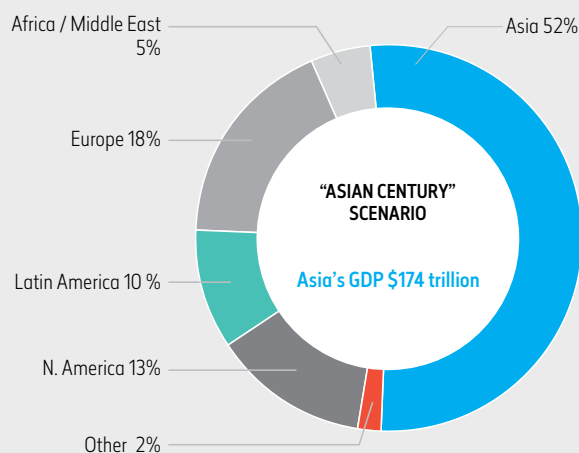
DIGITAL DISRUPTION

Digital technology has transformed the way we communicate and do business. High capacity broadband access, particularly increase upload capacity, is now a key part of both domestic and business infrastructure.

A fourth industrial revolution is now underway, built on the connection of billions of people to mobile devices that go beyond national borders, with exponential growth of processing and storage capability. Emerging technologies such as artificial intelligence, robotics, autonomous vehicles, 3-D printing and nanotechnology have a massive potential to change the business and employment landscape.

Digital connection is allowing the emergence of digital disruption, which allows individuals or small companies to compete in large established industries to deliver services, provide information and online retail services. Remote online working also has the potential to dramatically change how and where work is performed.

GDP by Region in 2050



CLIMATE CHANGE

Climate change is set to affect global and regional growth, including primary production and liveability.

In Bunbury-Geographe there has already been subject to a decrease in rainfall, runoff to dams and reduced groundwater levels since the 1970s. This is forecast to continue into the future, reducing the quantity of water available to the core agricultural and mineral industries that underpin the region's growth.

Future water shortages have the potential to increase competition and pricing for irrigation water, which can affect agricultural yield and the mix of agricultural production. Water rich produce such as dairy and beef cattle are particularly vulnerable to water prices.

Water shortages may also affect mining and mineral processing, which require access to affordable and reliable water supplies.

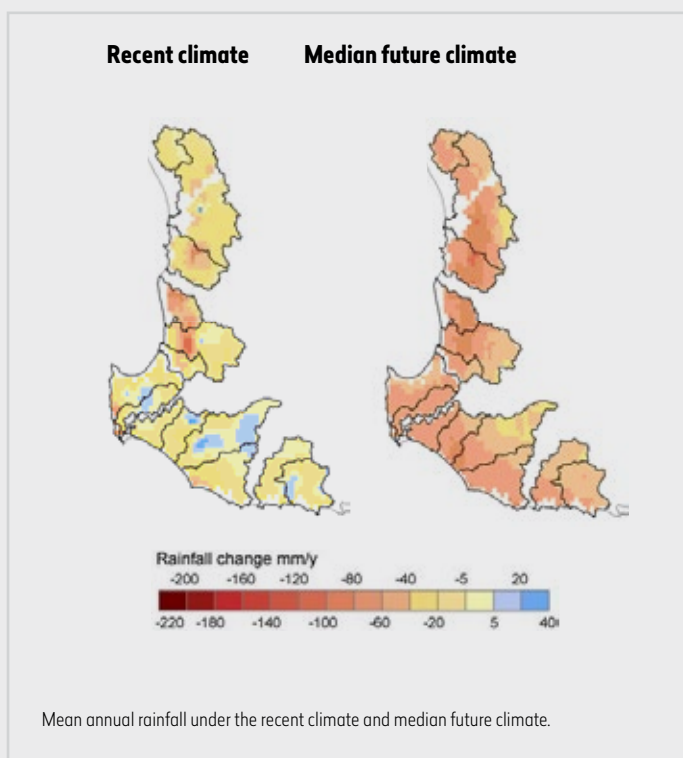
In addition to impacts to industry, climate change is expected to affect the amenity of Perth through increasing heat waves and drying of the landscape. This may attract people to the comparatively cooler and greener landscapes of Bunbury-Geographe and the South-West.

URBANISATION AND AGEING

Australians are increasingly embracing higher density living within expanding urban centres. This phenomenon is driven by lifestyle choices for proximity to services and employment, as well as for affordability and the social change from outdoor to indoor entertainment.

Australia has an ageing population, resulting in a shrinking in the relative population engaged in the workforce. An ageing population is also common in many other industrialised countries, such as Japan and the United Kingdom. The ageing population is due to a longer life expectancy as a result of advances in medical sciences and healthcare. The longer life expectancy has the potential to create a retirement savings shortfall.

The trend in urbanisation and ageing presents the potential for increasing amenity and retirement based migration from Perth-Peel and overseas, however provision of amenity and health services will be important to Bunbury-Geographe attracting migrants over other regional centres.



4.3 Our fundamentals: strategic capabilities

WHAT DO WE HAVE TO WORK WITH?

Bunbury-Geographe is a connected region, centred about a port and freight network that can connect the South-West with the world and particularly with Asia. In contrast to Fremantle Port, the Port of Bunbury has extensive capacity for expansion and rail freight connectivity, and lies close to industrial precincts with substantial capacity for growth. Bunbury-Geographe is well supplied with gas and electricity networks, and roll-out of the National Broadband Network is well underway in both rural and urban areas. The well developed road network supports both freight and services between the coastal city and the hinterland industries.

Bunbury-Geographe is blessed with rich resources. In close proximity, and serviced by existing road networks, is highly productive agricultural areas, mineral resources (including the second largest bauxite resource in the world), the South-West Biodiversity hotspot and the Margaret River tourism region.

Bunbury-Geographe has high amenity values associated with a mix of coastal and waterway environments set amongst natural and rural landscapes. The high amenity values make the region a desirable place to live and work, which is set to grow in line with economic opportunities.

BUNBURY-GEOGRAPHE HAS STRATEGIC CAPABILITY IN INDUSTRIAL MANUFACTURING

Bunbury-Geographe specialises in value-adding to agriculture, forestry and mining. The productive agricultural hinterland has encouraged a specialised diversity in processing of food and fibre products, including major beef, dairy, wood chip and particleboard industries. Extensive mineral resources have enabled development of an upstream metal refining industry, including Wagerup and Worsley alumina, and mineral sands refining. The availability of industrial land situated close to a port has potential to attract industry with resources outside the region, as evidenced by Kemerton's silicon refinery that processes silica mined from Moora.

The three largest sectors of employment are food production (including agricultural inputs and services, food manufacturing and livestock processing), hospitality and tourism and business services. There is also a skilled construction industry that services the region's industrial and urban development.

BUNBURY-GEOGRAPHE IS CLOSE TO PERTH-PEEL

The region is closer to Perth-Peel than most regional centres in Western Australia, being a two hour drive from Perth. This has substantial benefits in terms of access to services and other resources (e.g. equipment and materials) that aren't available in the region. The recent development of the Forrest Highway has substantially improved the time and safety of travel from Perth and Peel, and facilitates over 1 million visitors per year driving through Bunbury-Geographe to access the South-West.

WE SHARE TIME ZONES BUT HAVE A DIFFERING CLIMATE TO ASIA

In addition to being relatively close geographically, Bunbury-Geographe is in the same or similar timezones to Asia. As Bunbury-Geographe is in the southern hemisphere and Asia is in the northern hemisphere, Bunbury-Geographe can provide counter-seasonal produce (e.g. fruits and vegetables) and tourism experiences.

WHERE ARE WE VULNERABLE?

Our industry base is vulnerable to climate change. Climate change has already created a reduction in rainfall and water supplies and this is predicted to continue. Government projections for Bunbury-Geographe indicate a potentially significant shortfall of water supplies in the next 10-20 years. While urban areas can afford to develop alternative water supplies, water shortages or increased water pricing could potentially hamstring growth of agriculture and mineral based industries and our potential to grow exports. A step change growth in agriculture also poses a pollution risk to waterway based amenity values such as the Leschenault Estuary and Koombana Bay.

We are strongly reliant on the fortunes of the alumina industry. The Port of Bunbury's exports are dominated by alumina and the region's employment and economic output are also strongly supported by the industry. The recent \$3.5 billion expansion of Worsley Alumina was an isolated event rather than a part of a broader construction trend. Although the region has a base of highly skilled construction personnel, the sector is patchy and heavily influenced by major projects. The region's economy could be substantially affected by a decline in the alumina industry, either through rising gas prices in competition with LNG exports, or the forecast expansion in alumina refining in Asia.

There are constraints in rail infrastructure and social sectors, with defined shortfalls in rail capacity, health services and educational opportunities. There is an absence of frequent and fast passenger rail to Perth-Peel, which is a barrier to commuter and tourism opportunities including retirement migration.

In terms of health services, Bunbury-Geographe area has 2.7 beds per 1000 people, compared to a national average of 3.9 beds per 1000 people, and there is a high rate of semi- and non-urgent attendances at hospital emergency departments, indicating a lack of primary health care. Population growth and ageing is likely to place additional pressure on the health system.

In terms of education there is a lower percentage of university graduates than in other parts of WA. Existing higher education offers a limited range of courses, resulting in young people leaving Bunbury-Geographe to access opportunities in Perth-Peel.

4.4 Our opportunities and threats

OPPORTUNITIES

Global megatrends present opportunities. The rise in Asia is creating demand for goods, services and experiences. The demand includes high quality food, mining equipment and services, and tourism. The potential expansion of Busselton-Margaret River Regional Airport will facilitate air freight of high value/fresh produce and tourists from Asia that can capitalise on the region's timezone and amenity values.

There is potential for Government decentralisation to increase the economy of Bunbury-Geographe, as evidenced by the recent decision to relocate the headquarters of the Department of Parks and Wildlife to Bunbury. Provision of high speed passenger rail would facilitate a greater attraction for Government decentralisation and business growth into Bunbury-Geographe from Perth-Peel. The NBN rollout also enables more people and businesses to work out of regional areas like Bunbury-Geographe.

Bunbury Port has a competitive advantage over Fremantle Port as not only does it have capacity to expand and is located closer to resource, it also has capacity to readily improve transport infrastructure into the port. There is an opportunity for Bunbury Port to act as a secondary container terminal for Perth-Peel, provided that rail constraints and logistics could be addressed.

With the emerging retirement wave of the 'Baby boomer' generation and the continuing expansion and densification of Perth-Peel there is expected to be demand from retirees for an alternative lifestyle to a the city environment. In addition, the rise of house prices and decreasing affordability in Perth-Peel is expected to encourage people to consider Bunbury-Geographe as a place to live, work and invest.

THREATS

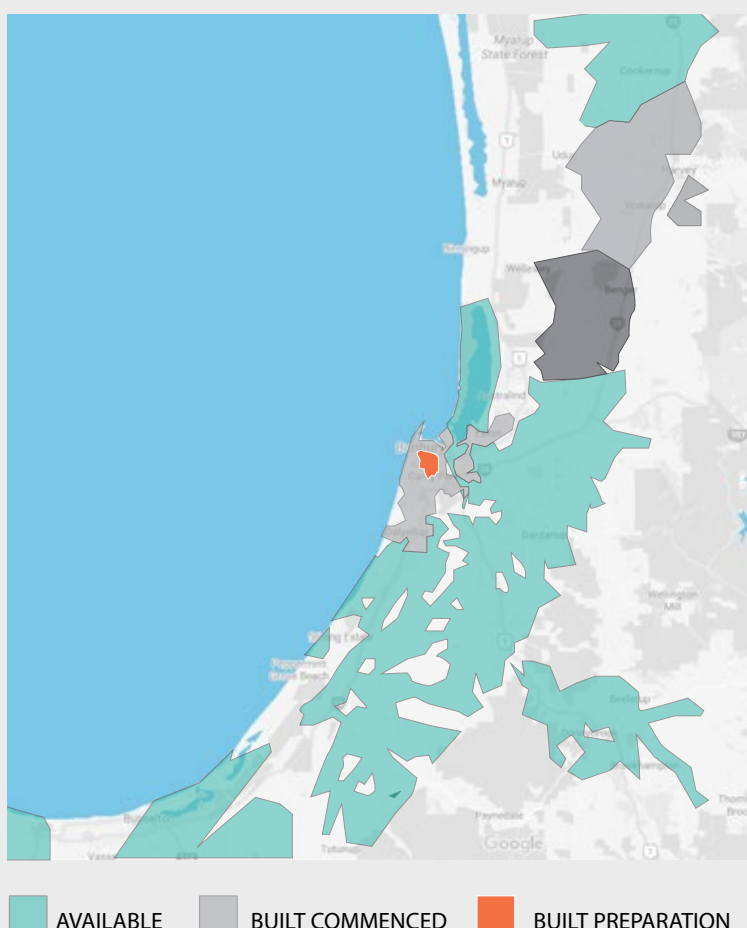
There are four key threats to the economic growth of Bunbury-Geographe:

- The potential rise of gas prices and increased refining capacity in Asia could result in a decline in local alumina refining and a shift to lower value bauxite export.
- Climate change and decreased water availability has potential to constrain agricultural, timber and mineral processing and associated exports.
- Government planning for freight in Perth-Peel is focussed on development of the Fremantle Port Outer Harbour to the exclusion of Bunbury Port as a potential freight solution.
- There is potential conflict between freight and domestic transport and residential values as freight increases to and from Bunbury Port.

4.5 Transformative projects

Bunbury-Geographe is already host to a number of transformative projects that are underway or in advanced stages of planning:

- The National Broadband Network has expanded into Bunbury-Geographe and is poised for additional expansion. The NBN will be a major enabler of commerce and industry in the region.
- Busselton-Margaret River Regional Airport expansion is fully funded to support interstate travel, with funding being sought to expand to international travel.
- Bunbury Waterfront development is underway with Koombana North development, and planning in place for marine structures and commercial developments.
- Myalup-Wellington Water for Food has received feasibility funding from the Commonwealth Government, under the guidance of the State Government.





5. CORE STRATEGIES

Bunbury-Geographe is poised to capture opportunities for growth on the back of megatrends and the region's strategic competitive advantage. These opportunities are reflected in 'growth drivers', 'priority initiatives' and 'enablers'.

ENABLERS PROVIDE THE CONDITIONS FOR GROWTH

There are three key enablers identified as necessary conditions for success of the priority initiatives. These include governance and policies, material inputs and capital.

GROWTH DRIVERS ARE KEY INDUSTRY SECTORS

There are eight growth drivers identified as critical for Greater Bunbury's future prosperity. Growth drivers are the industry sectors that will attract new, regional-scale business, government and household investment. They are industry sectors where Bunbury-

Geographe has an existing or potential competitive advantage and for which there is a growing global market.

Growth drivers are a combination of unique initiatives that may anchor or catalyse growth of an entire new industry, or several initiatives within a sector (such as agribusiness) that, together, will help strengthen and diversify the economy

PRIORITY INITIATIVES FOCUS OUR EFFORTS

There are fourteen priority initiatives identified for Greater Bunbury. These priority initiatives are those that represent an optimum balance between short-term and large scale economic benefits and demand a focus of

resources and effort to ensure their success. Although priority initiatives represent the greatest opportunity for economic benefits, there are a host of smaller scale or longer term actions to foster economic growth and these are presented in the Growth Plan Part Two: Action Plan.

5.1 Our growth enablers

Underpinning the growth and prosperity of Bunbury Geographe is an understanding that there are enablers that contribute to the outcomes we seek. Priority enablers are integral to all of the growth drivers and initiatives identified in the strategy and go to the very heart of who we are and how we relate to those around us. Economic enablers are more targeted resources needed to implement specific initiatives and growth drivers.

PRIORITY ENABLERS

The Growth Plan Partnership has identified and developed positioning statements for the priority enablers.

Lifestyle and Community

Building on lifestyle and community attributes characterised as happy and supportive with genuine lifestyle choices.

Digitally Aware

Embracing of technology that removes distance as a barrier, enhances creativity and drives efficiency.

Leadership and Governance

Engaged and proactive leadership and governance which is inclusive, adaptive and responsible.

Regionally Engaged

A world citizen, cooperating with our neighbours and embracing international business opportunities

Economic Enablers

There are three key enablers identified as necessary to facilitate implementation of the growth drivers and priority initiatives:

- Governance and policies
- Material inputs
- Capital.

Developing these enablers is achieved through actions specified in Growth Plan Part Two: Action Plan.

GOVERNANCE AND POLICIES

Governance and policies covered a range of issues as follows:

- Leadership to implement strategies
- Red tape burden to overcome to develop projects
- 'Second City' policy to drive population growth
- 'Healthy City' initiative to make Bunbury-Geographe an attractive place to live
- Sustainable development policy has the potential to favour locally produced goods and industries
- Industry support to implement strategies.

MATERIAL INPUTS

Many of the priority initiatives require affordable material inputs in order to be competitive. In some cases, a shortage of material inputs can impede growth plans. For example, identifying and securing suitable land for agribusiness activity, fit-for-purpose water for mineral and food processing and affordable energy for energy-intensive manufacturing.

CAPITAL

Capital issues include:

- Innovative capacity to start new businesses
- Physical infrastructure to enable trade
- Financial capital to fund growth project.



5.2 Our growth drivers

PREMIUM AGRICULTURE AND FOOD

Premium agriculture and food processing is one of the most important export sectors for the region and with growing markets, particularly in South-East Asia. It also enjoys both National and State policy support.

Bunbury-Geographe enjoys a strong reputation for producing safe food that is 'clean and green'. The region is also in the same or similar time zones to Asia, where changing consumption patterns are demanding higher quality food produce and increased dietary protein.

Being located in the Southern Hemisphere, the region is positioned as a high quality, counter-seasonal fruit and vegetable producer. Efficient supply chains and modern processing and packaging technologies assist delivery of premium produce in a timely and reliable manner.

PORT AND TRANSPORT

Port and transport growth generates flow-on employment by facilitating growth in the mining and agribusiness sectors by allowing cost-effective exports. Growing the role of the Port would also support a range of other industries in transport services, engineering, design and construction and subsequent jobs in the wider economy.

There is also the potential for the Port to function as a container terminal for Perth-Peel if connected by efficient rail and logistics arrangements.

TIMBER PRODUCTS

The timber industry is an important regional employer, particularly wood products manufacturing. Increased local use of timber and wood products in the building industry has the potential to create jobs and there is potential to increase export wood products from the region.

A key opportunity for job creation lies in wood products processing, as well as growth of the forestry sector.

TOURISM

There is substantial opportunity to grow the tourism industry in Bunbury-Geographe to levels seen in the South-West and in other Australian states.

With its waterfront location, Dolphin Discovery Centre, Bunbury CBD and small wine and food producers in the hinterland, Bunbury-Geographe has a great deal of potential as a tourism destination.

Tourism is job-intensive and also provides population servicing industries, benefitting residents of the region.

LIFESTYLE AND COMMUNITY

Lifestyle and community growth creates jobs and population growth through retail and hospitality activity, construction, education and health. As lifestyle quality and sense of community grows, so does the population and number of service-related jobs.

Greater lifestyle quality increases the likelihood of attracting enterprises reliant on higher skilled workers,



which are also less likely to suffer a net negative downturn in total jobs as a consequence of automation over the next few decades. This means that the lifestyle and community growth driver has important flow-on benefits to most of the other growth drivers: tourism, creative industries and even agribusiness, timber and mining and industry.

INDUSTRY AND MINING

Mining is an important economic driver of the region. For the period 2006 to 2011, the strongest growth in employment was in the mining and electricity, gas, and water supply sectors. Although changes in the sector since 2011 are likely to show contraction of regional employment, the overall contribution remains significant. Moreover, the scale of investment in mineral processing to fuel the expanding renewable energy sector (e.g. in silica and lithium) is likely to remain high for some time to come.

CREATIVE INDUSTRIES AND THE ARTS

Creative industries extend beyond the arts and cultural sector and include different forms of design, fashion and a range of professional services and manufacturing. Creative industries and the arts have potential to attract a diversity of workers, invariably highly skilled and often with skills that are transferable into a range of employment settings.

The combination of both an urban centre and a range of high amenity rural villages is rare in WA and is likely to be attractive to the creative industries and arts. However, there is work to be done in improving these settings to make them more attractive to creative industries enterprises and this objective is captured in several of the priority initiatives discussed later.

MARINE INDUSTRIES

The Transforming Bunbury's Waterfront initiative is expected to stimulate growth in the marine industries

Providing space and infrastructure will support boat sales, repairs, maintenance and storage, as well as flow-on effects in accommodation and hospitality and retail. This will leverage under-used waterfront space that sets Bunbury apart from many other coastal towns in the South West.

Addressing unmet demand for boating facilities, as well as catering to expected growth in recreational boating activity, will underpin this growth driver. This also creates jobs in manufacturing and other services; two industries with relatively high job multipliers. Relatively job intensive, a thriving marine industry will also catalyse investment in tourism, residential and retail development. It may also support activity for cruise and naval ship visits, both of which can inject considerable expenditure into the local economy.



5.3 Building resilience for the future

The growth planning process considered two future scenarios that could have a major impact on the Growth Drivers and the negotiating these scenarios to ensure success. The scenarios revolved around Bunbury-Geographe choosing to embrace or not embrace a global market strategy.

A REGIONAL ALTERNATIVE

Should Bunbury-Geographe choose not to embrace global markets then there is a strong need for a highly diverse economy, including tourism, education and innovation to complement and support the traditional industries that have underpinned the economy. This strategy will require leverage in the natural advantages that Bunbury-Geographe enjoys, including lifestyle, housing affordability and proximity to Perth-Peel. High speed broadband will help enable remote working and creative working hubs, and community based initiatives will promote a family oriented environment based on community safety and inclusivity.

A regional based approach will need a strong regional brand that can promote local strengths and position Bunbury-Geographe to attract growth primarily from Perth-Peel, anchoring the region's fortunes on its larger metropolitan neighbour.

EMBRACING GLOBAL MARKETS

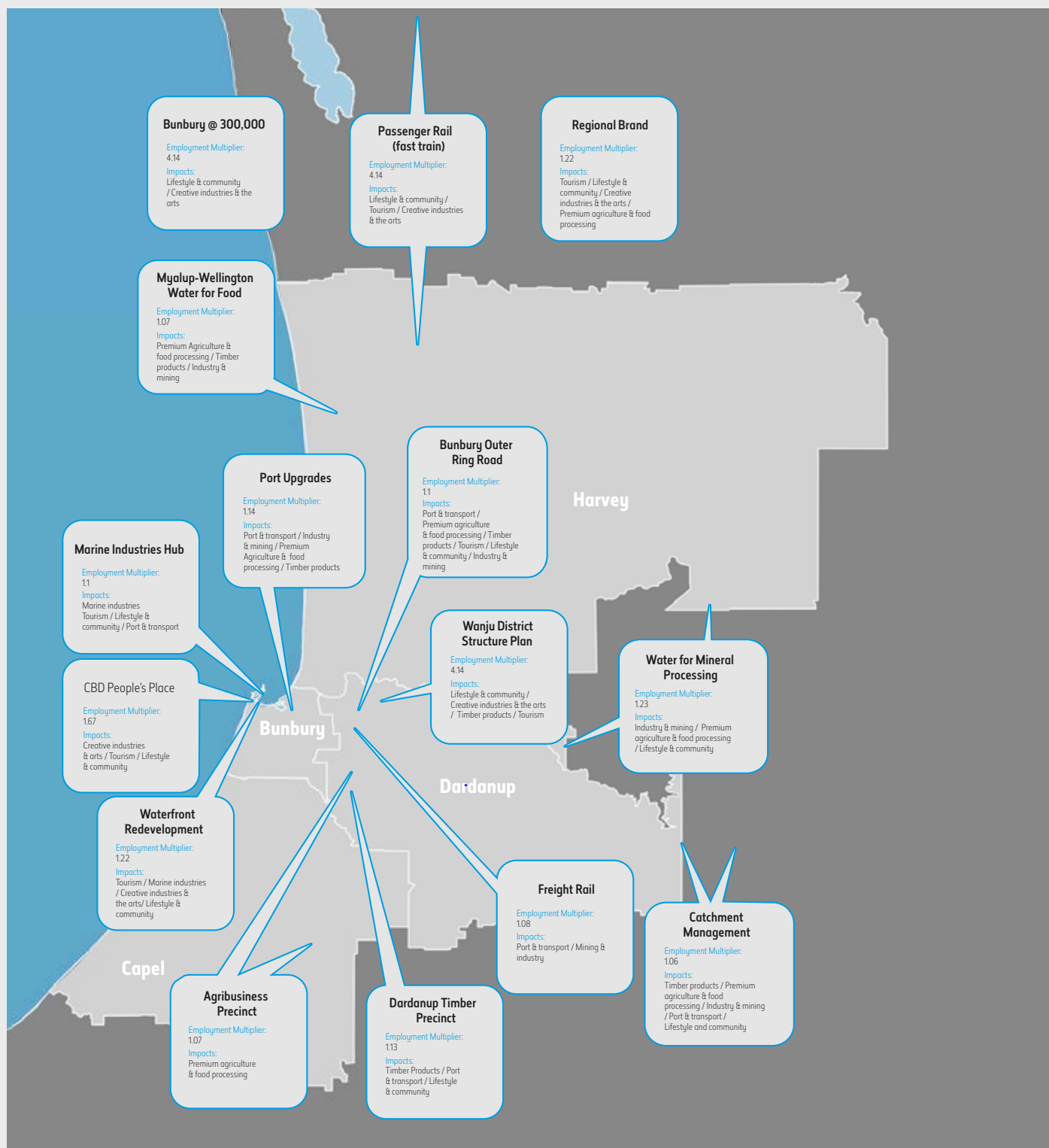
Should Bunbury-Geographe choose to embrace global markets then there is a clear need for a coordinated approach that builds a strong understanding of the markets' needs. This understanding will form the foundation for capacity building in the business community to respond to the target markets. Establishing industry networks will build economies of scale and opportunity for collaboration, and maintaining a strong presence in the target markets will build relationships. This strategy will require the identification and removal of red tape and infrastructure barriers to unlock the substantial growth opportunities.

A global market approach will need everyone to be on board, including business stakeholders and the broader community. It will change Geographe-Bunbury from the past and propel it into a highly engaged future.



5.4 Our priority initiatives

There are fourteen priority initiatives identified for Greater-Bunbury. These initiatives will focus the region's efforts and resources to achieve the biggest impact on the economy in the short to medium term.



PRIORITY INITIATIVE	DESCRIPTION
Water for food Myalup – Wellington desalination and aquifer recharge	Recharging groundwater at Myalup using desalinated and recycled water from Wellington Dam will increase water availability and improve quality for agricultural users.
Agribusiness precinct	Creation of a designated agribusiness precinct will promote private sector investment in industries that support and add value to agricultural products.
Bunbury CBD People's Place	Establishing a civic and cultural precinct fostering diverse activity and nightlife in the Bunbury CBD to attract inner urban residential development.
Bunbury waterfront development	Creation of a tourism focal point and contributing to local liveability through active recreation. The area will create opportunities for commercial and residential development.
Bunbury Geographe regional brand	Development of a regional brand is essential to capture and promote the unique identity and essence of Bunbury Geographe.
Bunbury Outer Ring Road	Completion of the Outer Ring Road is important safety and efficiency measure for separating passenger from freight vehicles and enhancing port access.
Port upgrades - capacity for bulk goods and containerised transport	Containerised ship loading is important to allow both an increase in volume and in value of mineral exports.
Duplication of rail line from Brunswick Junction to Bunbury Port	The rail line is nearing capacity where freight trains from Collie and Worsley join the main line.
Timber precinct	The creation of a designated timber precinct will promote private sector investment in industries that support and add value to timber products.
Catchment management	Reafforestation in areas of upper Wellington Dam catchment and thinning of forest in the lower catchment will help reduce salinity of Wellington Dam.
Marine industries hub in Outer Harbour	Upgrading the outer harbour into a marine industries hub is essential to meet the growing demand for recreational boating and provides a range of commercial opportunities.
Fast passenger rail link	A fast rail line is an important step in attracting greater residential development.
Wanju new town	Wanju involves development of around 20,000 dwellings and is focused on sustainable design principles to attract people seeking a sustainable lifestyle alternative to capital city living. The development will drive job growth in construction, manufacturing, forestry, tourism and lifestyle, as well as population growth.
Appropriate water supplies	This initiative will ensure affordable fit-for-purpose water supplies for mineral processing.



6. GOVERNANCE OF THE GROWTH PLAN AND PARTNERSHIP

Bunbury-Geographe has an extensive network of government and industry bodies with a role in economic development. The growth planning process has created a more structured dialogue within industry sectors, between local and state government and across the public and private sector than has occurred in the past. It was identified early in the process that there was not a desire to create another layer of governance, but instead to draw on the strength of what already existed. As a result, a number of these organisations are in a phase of transition, exploring opportunities to collaborate and coordinate their efforts in economic development. To allow that process to unfold naturally, an interim governance structure has been established.

The philosophy of collaborative governance has been used as a foundation of the growth planning process enabling the community, industry and government to co-design the Growth Plan. In line with that philosophy comes the notion of shared funding. In order for all parts of the economy to value the implementation of the Growth Plan, there needs to be shared resourcing of its implementation.

In its transition phase the Bunbury Geographe Growth Plan Partnership will comprise the following members:

- President of the Bunbury Chamber of Commerce
- President of the Bunbury Wellington Economic Alliance
- CEO or delegate of the Southern Ports
- President of the Shire of Harvey
- President of the Shire of Dardanup
- President of the Shire of Capel
- Mayor of the City of Bunbury
- CEO of the South West Development Commission

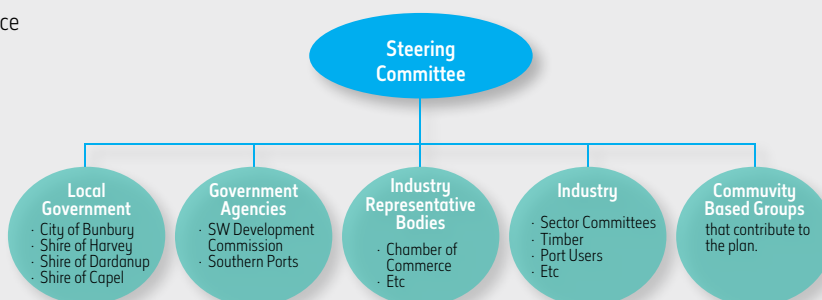
Additional members may be co-opted over time to represent other key sectors such as agriculture, arts and culture. A Terms of Reference has been established to govern the work of the Growth Plan Partnership. In the short term the local governments will share the role of providing secretariat support for partnership meetings.

The backbone of the growth planning process was through sector groups. The key to successful implementation of the Growth Plan is the evolution of those groups into strong clusters and the progression of identified initiatives to implementation.

In order to support the cluster development process, a facilitator has been resourced for a minimum period of 12 months to:

- provide facilitation and coordination for sector groups to enable them to meet and progress shared initiatives through to implementation
- Connect with existing sector groups (eg Tourism association, Marine services working group, Chamber of Minerals and Energy)
- Oversee roll out of the regional brand;
- Determine ongoing funding sources for Growth Plan implementation into the future
- Monitor the implementation of the Growth Plan
- Report to the Growth Plan Partnership on all of the above matters.

The facilitator has budget to access additional support to undertake this task as sector groups develop over the first 12 months.



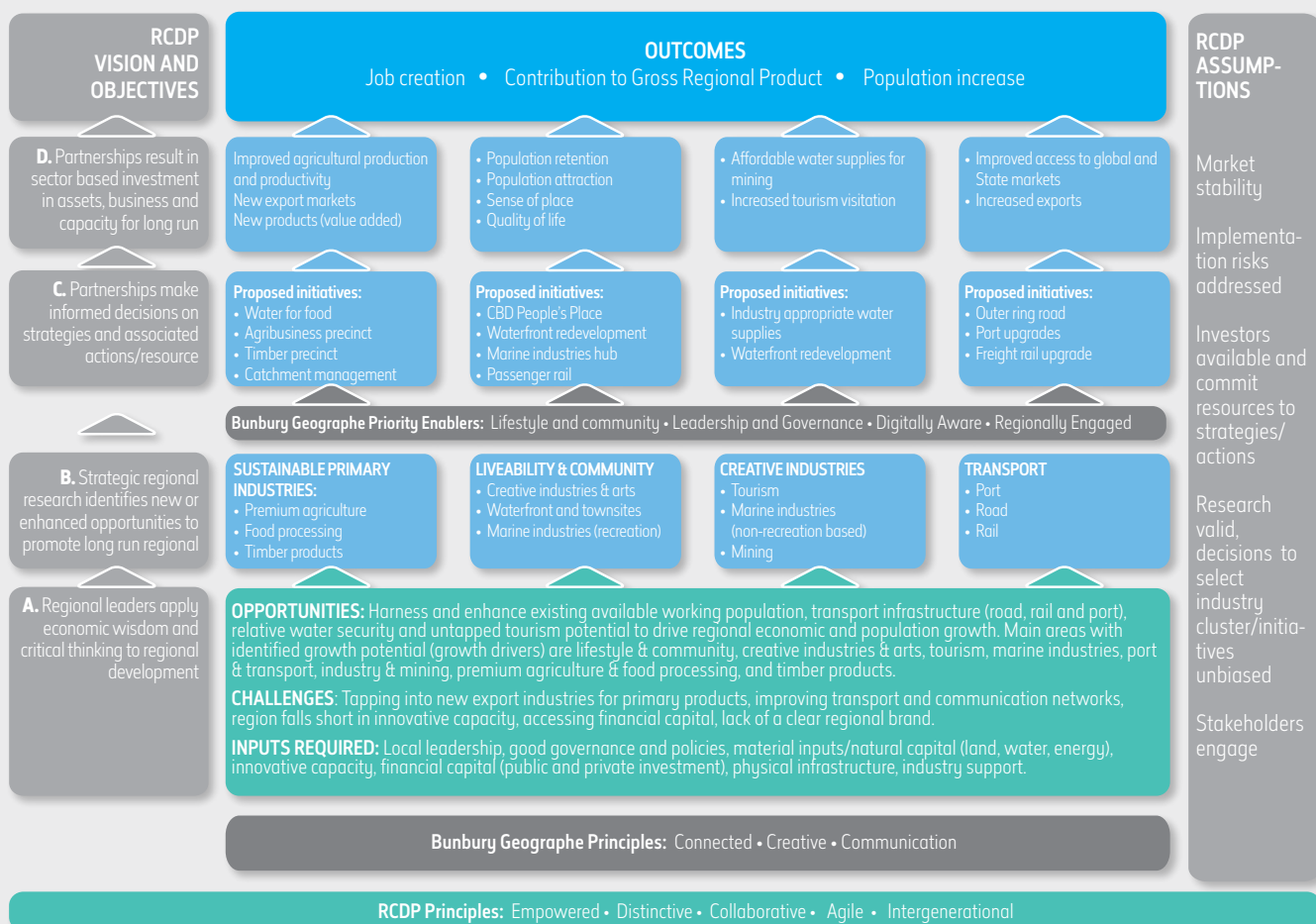


7. PERFORMANCE FRAMEWORK

The Growth Plan will be monitored by the partnership with assistance from the facilitator. Success will be measured by the

development of the sector groups and progression of initiatives to implementation.

Bunbury Geographe Growth Plan: Theory of Change



8. GLOSSARY

Growth enabler

Growth driver

Growth initiative

Industry cluster

Megatrend

Multi-criteria assessment (MCA)

Priority growth initiative

National broadband network



Geographe

BUNBURY
Geographe

YOU'VE HAD YOUR SAY, ENCOURAGE FURTHER PARTICIPATION