

BUNBURY

Geographe

Western Australia's lifestyle region where everything connects.

Regional Growth Plan
PART TWO
PROGRAM OF ACTION

FINAL REPORT OCTOBER 2016



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Introduction

The Bunbury Geographe Regional Growth Plan establishes a new, collaborative way for building the region's prosperity. The Growth Plan crystallises the aspirations, capacity and commitment of a diverse range of organisations and individuals from Government, industry, academia and the community.

The Bunbury Geographe Regional Growth Plan ('the Growth Plan') has been developed on behalf of the region, with leadership from the Growth Plan Partnership comprising the Shires of Harvey, Dardanup and Capel; the City of Bunbury and the South West Development Commission.

The Growth Plan comprises the following suite of documents:

- Part One: Strategy
- Part Two: Program of Actions
- Part Three: Background and Context
- Part Four: Investment Prospectus

This Program of Actions document details the initiatives that have been developed to activate the Growth Plan 'Growth Drivers' and 'Enablers', and the implementation framework for delivering the initiatives.

The Program of Actions is a live management document that will be reviewed and updated annually. Appendix A presents the Program of Actions Table, which provides details of each action and the associated leadership, timeframe and status.

Prioritisation of Initiatives

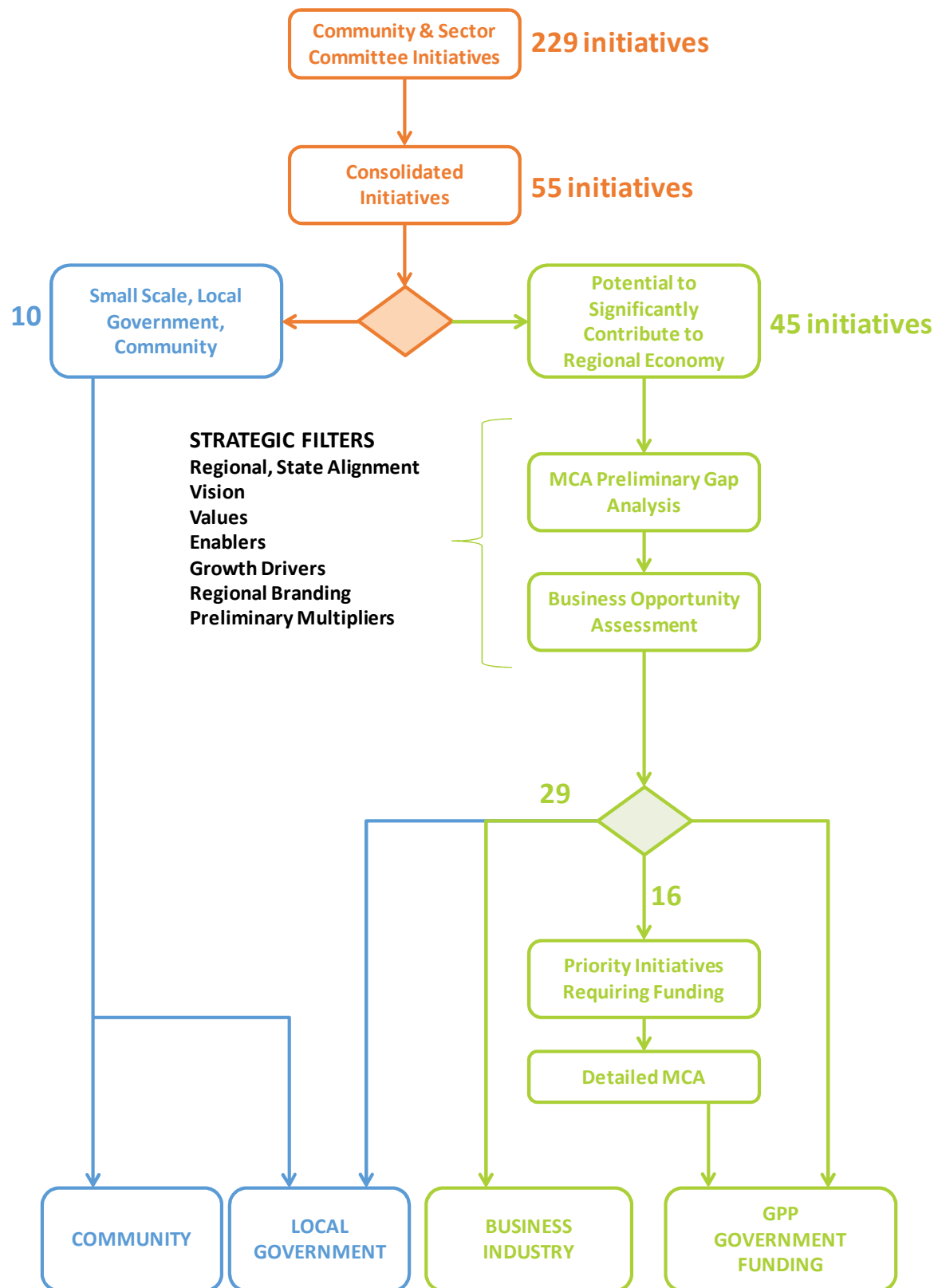
The Program of Actions has been developed from a dynamic 'bottom-up' process of engagement and capacity building with the community, business and industry. The engagement process has identified a pool of preliminary initiatives that have been consolidated, filtered, evaluated and allocated to key stakeholder groups as identified in the figure below.

Preliminary initiatives have been identified through a number of community forums as follows:

- A Futures Forum* held in Bunbury in March 2016
- Monthly Motivated Contributors meetings with community representatives
- Strategic positioning workshops in Bunbury, Harvey, Capel and Eaton
- Ongoing consultation with elected representatives and Government executives

The full list of community identified initiatives is presented in the Growth Plan Part Three: Background and Context.

Development of Growth Plan initiatives



Preliminary initiatives have been identified by business and industry representatives from key industry sectors identified for Bunbury Geographe. The representatives were formed into sector committees as follows:

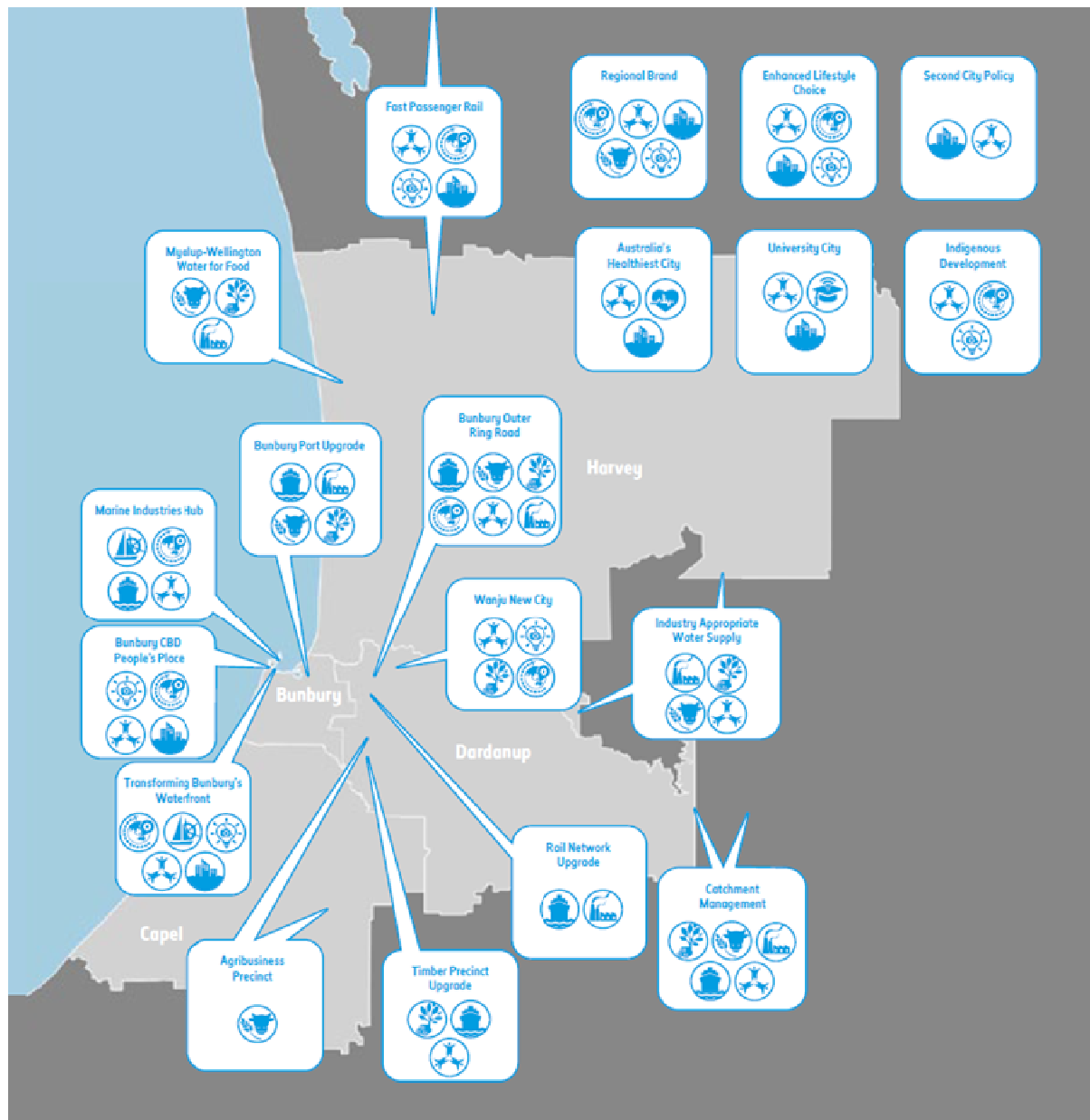
- Agriculture, Food and Water
- Local Business and Tourism
- Port Positioning and Transport
- Industry and Mining
- Lifestyle and Community
- Health and Education

The full list of sector committee identified initiatives is presented in the Part Three: Background and Context.

The identification of industry sectors, the stakeholder engagement process and the consolidation, filtering and evaluation of initiatives is detailed in Part Three: Background and Context.

The filtering, consolidation and evaluation process has developed a total of nineteen 'Priority Initiatives' identified as critical to economic growth of Bunbury Geographe. The Priority Initiatives and their expected economic outcomes are detailed in Part One: Strategy.

Map of Priority Initiatives across the region

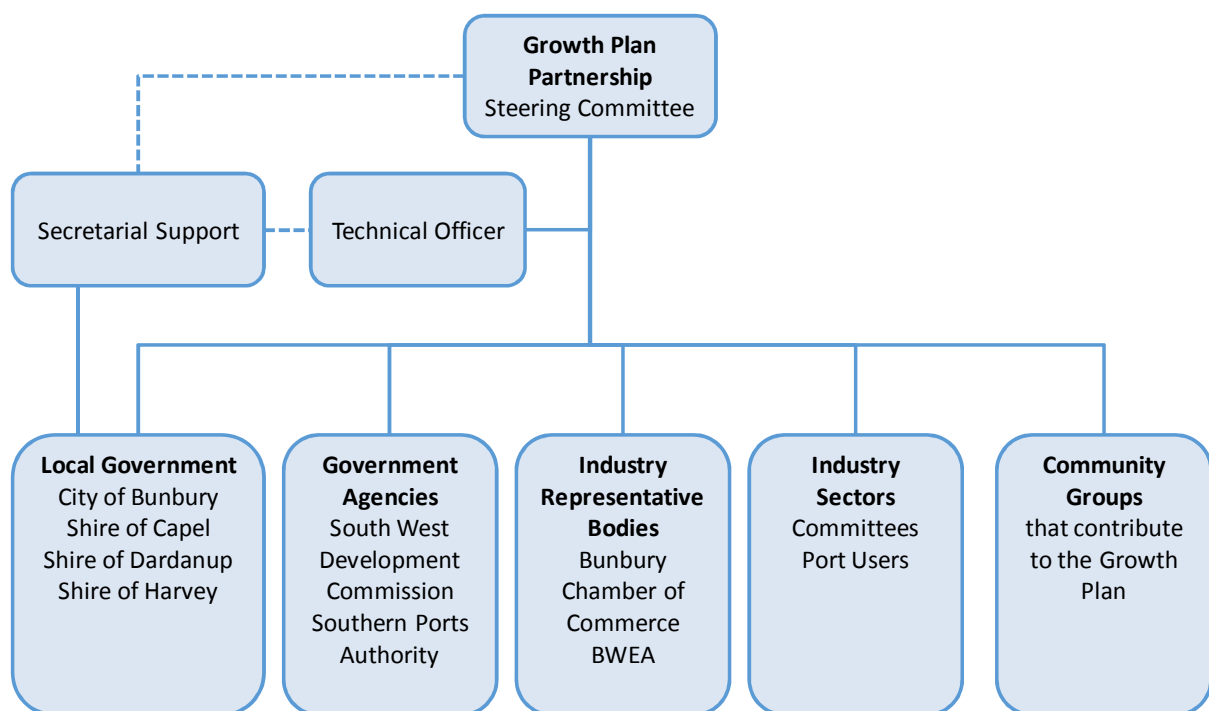


Implementation framework

Implementation of the Growth Plan is based on collaboration between Government, business and community organisations with a stake in the region's economic development.

Interim Organisational Structure

An interim organisational structure has been established to implement the Growth Plan, recognising that the existing organisations in the region are in a phase of transition as they explore opportunities to collaborate and coordinate their efforts in economic development. This interim structure is presented in the diagram below.



The philosophy of collaborative governance has been used as a foundation of the growth planning process to enable 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.

Over time as industry sector groups strengthen and member organisations transition, it is intended that the organisational structure will be reviewed and amended to complement the changing organisational landscape.

Growth Plan Partnership

In its transition phase the Bunbury Geographe Growth Plan Partnership will be led by a Steering Committee comprising the following members:

- President of Bunbury Chamber of Commerce
- Chairman of Bunbury Wellington Economic Alliance
- CEO or delegate of Southern Ports Authority

- President of Shire of Harvey
- President of Shire of Dardanup
- President of Shire of Capel
- Mayor of City of Bunbury
- CEO of South West Development Commission.

Additional members may be co-opted over time to represent other key industry sectors.

The Steering Committee will meet on a quarterly basis (or as required) to ensure implementation is progressing as planned. The Steering Committee will be supported by a Technical Officer as described below.

A Terms of Reference has been established for the Growth Plan Partnership and is presented in Appendix B.

Secretarial Support

Secretarial support for Steering Committee meetings will be shared by the four local governments, each for an annual term on a rotating basis.

Sector Groups

The Growth Plan will be implemented through industry sector groups that have been engaged through the growth planning process. The key to successful implementation of the Growth Plan is the evolution of those groups into industry clusters and the progression of identified initiatives to implementation.

Sector groups will be established for:

- Aboriginal Economic Development
- Agriculture
- Arts and Culture
- Industry and Mining (including timber production and products)
- Lifestyle and Community
- Port and Transport
- Tourism and Small Business.

The Steering Committee will give consideration to any other industry, business group or community organisation which has the capacity to contribute to the Growth Plan and its implementation through a sector group.

Committees will be established for each sector group. The committees will comprise relevant and motivated representatives from the respective industry sectors, and will be responsible to:

- Establish chairs and other positions as required to manage meetings and other affairs.
- Coordinate implementation of Growth Plan initiatives and actions for the sector, in conjunction with the Steering Committee
- Meet quarterly, or as decided, to coordinate and review progress of Growth Plan initiatives
- Contribute to annual Growth Plan reviews with respect to sector progress and issues.

Technical Officer

The industry sector development process will be coordinated by a Technical Officer for a minimum period of 12 months to:

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

The Technical Officer has budget to access additional support to undertake this task as sector groups develop over the first 12 months. Funding of the Technical Officer role will be reviewed and assigned on an annual basis as part of the review of the Program of Actions.

Communication

Communication within the Growth Plan Partnership and Sector Committees will be facilitated by the Technical Officer, reporting to the Steering Committee. All Steering Committee meetings and Sector Committee meetings will be minuted by the Technical Officer.

External communication (e.g. to media) will be through the Steering Committee chair as the primary spokesperson. The chair may consult with media officers of the other members of the Growth Plan Partnership where appropriate. Documentation for external communications will be arranged with assistance of the Technical Officer.

Records

All Steering Committee and Sector Committee meetings will be minuted with copies distributed to the committee members and filed by the Technical Officer.

All external communications will be recorded and filed by the Technical Officer.

Performance Framework and Review

The Program of Actions will be subject to an annual review process led by the Steering Committee, facilitated by the Technical Officer and attended by representatives of the Sector Committees. The review will consider:

- Progress against scheduled timeframes.
- Performance against indicators.
- Funding status and priorities.
- Refinement of initiatives and actions.
- Implementation issues including Growth Plan coordination, secretarial support, internal/external communications, and activity of Sector Committees.

Reviews will be minuted and the Program of Actions updated by the Technical Officer and reviewed and endorsed by the Growth Plan Partnership via the Steering Committee.

The headline measures to determine the progress of the Growth Plan against the strategy will be:

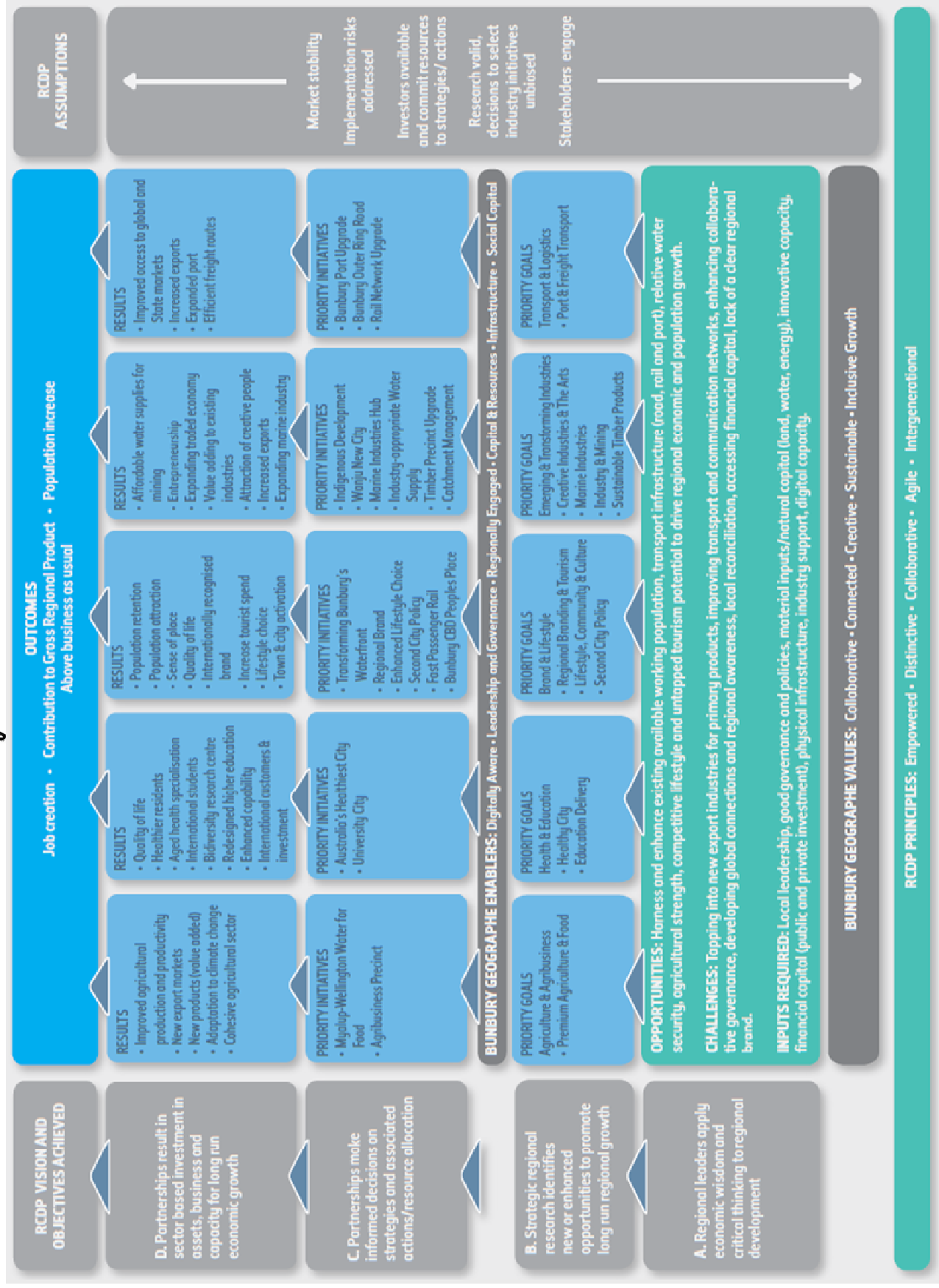
- Job creation.
- Gross regional product.
- Population increase.

These figures will be measured across the Bunbury Geographe Region on a five yearly basis using detailed ABS Census data, and at an annual basis using estimates as are available to the South West Development Commission and Western Australian Government.

The relationship between the RCDP Strategy outcomes and possible methods of measurement are outlined in the RCDP Indicator Tree presented in Appendix C.

Additional measures will be identified by sector committees through the process of developing business cases for individual projects in order to measure more granular and industry specific outcomes over time.

The linkage between the development of Growth Drivers, Priority Initiatives and outcomes with the support of Enablers leading to outcomes is demonstrated in the Theory of Change diagram below.



Alignment with Other Plans and Strategies

The Growth Plan will align (where relevant) with a range of other plans and strategies including:

- Regional Development Strategy 2016-2025
- Regional Centres Development Program Stage 2 Plan and Implementation Strategy
- South West Regional Blueprint
- South West Regional Planning and Infrastructure Framework
- Greater Bunbury Strategy
- Bunbury-Wellington & Boyup Brook Regional Tourism Development Strategy
- South West Regional Water Plan 2010-2030

Responsibility for ensuring alignment with the plans and strategies will rest with the Growth Plan Partnership, led by the Steering Committee with support from the Technical Officer.

The Technical Officer will conduct a bi-annual review of the Program of Actions against existing plans and strategies for potential areas of opportunity and risk, and present to the Steering Committee for discussion at the quarterly meeting. The Steering Committee will note any new plans or strategies emerging and refer these to the Technical Officer for review.

Potential areas of opportunity and risk include:

- Collaboration between industry sectors that span regions.
- Government funding.
- Avoiding double up of effort in inquiry or implementation.
- Updating of regional plans/strategies for Growth Plan initiatives.

The Steering Committee will nominate the Technical Officer or other representatives to contact agencies and other stakeholders responsible for implementing the plans and strategies.

Appendix A: Program of Actions Table

INITIATIVES			ACTIONS						
TITLE	MCA #	DESCRIPTION	NO.	TITLE	DESCRIPTION	LEAD	LINKS	TIMING	STATUS
1.0 PREMIUM AGRICULTURE AND FOOD									
PRIORITY INITIATIVES									
1.1	Myalup-Wellington Water for Food	80.5	Core element of overall Collie Water initiative - Joint Venture between Harvey Water and Aqua Ferre (Pendulum Group)	1.1.1	Water for New Growth	Complete business case to demonstrate a viable project that will result in more efficient irrigation, water reuse and upscaling, and re-directing more water to agriculture, industry and community uses.	Collie Water/ DoW/ Industry-appropriate Water Supply (10.1) DAFWA Wanjlu New City (5.3)	2017/23 (staged over 6 years)	Federal Government has provided \$1 million for Collie Water to complete feasibility investigations and commence Phase 1
1.2	Agribusiness Precinct	72.0	Development of multi-purpose agribusiness production and processing precinct south-east of Bunbury	1.2.1	Agribusiness Precinct	Re-examine and confirm preferred site for an Agribusiness Precinct. Potential foundation uses include a service abattoir, advanced packaging facility and R&D technologies. Consider in context of relocation of Boyanup Saleyards to a South West Livestock Centre - possible co-location opportunity	Agriculture sector/ Industry/ SWDC/ DAFWA	2017 onwards	Previous studies identified potential sites at Waterloo and Gwindinup. Work in progress on a decision and funding for re-locating the Boyanup Saleyards.
				1.2.2	Wheatbelt Cattle Feedlots	Investigate how the Agribusiness precinct potential can benefit from development of wheatbelt cattle feedlots	Agriculture sector/ Industry/ SWDC/ DAFWA	2017/18	Build on previous industry investigation of cattle feedlots and abattoir facilities
OTHER INITIATIVES									
1.3	Target Markets for Premium Produce		Continue to identify and build target markets for premium agricultural produce, particularly in Asia	1.3.1	Target Markets for Premium Produce	Leverage work by DAFWA, Dept of Commerce, AusTrade etc to target export markets and support growers with market intelligence and relationship-building to match market opportunities with regional capability to deliver	DAFWA/ DoC/ AusTrade/ Agriculture sector/ Industry	2016/17 onwards	DAFWA has already released some reports from a series commissioned on target Asian markets for premium produce.
1.4	Agriculture Industry Council		Representative and advocacy group for Bunbury Geographie farmers	1.4.1	Agriculture Industry Council	Establish an Agriculture Industry Council to represent and advocate for Bunbury Geographie farmers and determine the Agriculture sector's strategic priorities on behalf of the industry	Agriculture sector/ DAFWA/ BWEA	2017 onwards	Raised during business surveys as part of the Growth Drivers Analysis. Needs to be largely business-driven.
1.5	Agriculture 'Red Tape' and 'Green Tape' Reduction		Addressing impediments to expanding and developing agriculture	1.5.1	Agriculture 'Red Tape' and 'Green Tape' Reduction	Review potential impediments to expanding and developing agriculture; including mandatory requirements for agencies to streamline the approvals process for agricultural ventures; and an annual audit of performance by a high-level body.	DAFWA/ DoC/ Agriculture sector	2017 onwards	DAFWA previously undertook some 'Red Tape' and 'Green Tape' analysis of constraints hampering growers

INITIATIVES			ACTIONS						
TITLE	MCA #	DESCRIPTION	NO.	TITLE	DESCRIPTION	LEAD	LINKS	TIMING	STATUS
1.6 Agricultural Freight Haulage		Review Bunbury Geographie and South West regional transport network to identify improvements in agricultural freight haulage	1.6.1	Agricultural Freight Haulage	Review regional transport network to identify improvements in freight haulage, particularly more efficient access to the Bunbury Port, metropolitan markets, regional agricultural processors and the Busselton-Margaret River Regional Airport	MRWA/ DAFWA/ SWDC/ Aus Trade	Bunbury Outer Ring Road (2.2) Bunbury Port Upgrade (2.1) Timber Precinct Upgrade (11.1)	2017/18	MRWA has an existing traffic model, freight statistics and traffic plans able to be updated
1.7 Indigenous and Gourmet Foods		Build on existing niche businesses to enable them to respond to the global market for indigenous and gourmet foods	1.7.1	Indigenous and Gourmet Foods	Project-specific analysis required to build on existing niche businesses to enable them to respond to the global market for indigenous food by commercialising 'bush tucker', indigenous spices and gourmet local food and beverages (potential contributor to Roelands Precinct)	Aboriginal Economic Development Network/ SWDC/ ASW/ BCCI	Australia's Healthiest City (7.1) Enhanced Lifestyle Choice (4.1) Agribusiness Precinct (1.2)	2017 onwards	A number of niche businesses already exist
1.8 Consumer Food Education and Branding		Establish and promote regional branding, marketing and consumer education of 'clean and green' and certified food production (including organic foods)	1.8.1	Consumer Food Education and Branding	Establish and promote regional branding, marketing and consumer education of 'clean and green' and certified food production (including organic foods) and target suitable markets seeking premium produce. This can potentially assist all sectors, including revitalising the dairy industry – consider the hierarchy of brands including State branding (e.g. 'Western Australia Worth Sharing') along with Bunbury-Geographie and business branding	Agriculture sector/ Industry/ SWDC/ AusTrade	Australia's Healthiest City (7.1) Enhanced Lifestyle Choice (4.1) Indigenous Development (4.2) Agribusiness Precinct (1.2)	2017 onwards	New Bunbury Geographie brand has been developed and 'Western Australia Worth Sharing' branding also released.
1.9 Sustainable Farming		Promote the use of sustainable farm production with 'zero collateral impacts'	1.9.1	Sustainable Farming	Promote the use of sustainable farm production including intensive agriculture with 'zero collateral impacts' (understanding pharmacology to avoid impacts on fish, bees etc) such as organic farming.	Agriculture sector/ DAFWA/ SWCC	Australia's Healthiest City (7.1) Enhanced Lifestyle Choice (4.1) Agribusiness Precinct (1.2)	Ongoing	Some certified organic farms, permaculture and other sustainable farming enterprises already exist in the region.

2.0 PORT AND FREIGHT TRANSPORT

PRIORITY INITIATIVES										
2.1	Bunbury Port Upgrades	71.5	Investigate optimising use of the Inner Harbour land including capacity	2.1.1	Optimal use of available Inner Harbour port land	Prepare a review to identify the optimal use of available port land including timing for Preston River and Estuary Drive diversions; ensuring short and medium term actions are compatible with the 'Ultimate' long term port layout; and addressing grade separation and traffic management for efficient port access.	Southern Ports Authority/ Port and Transport sector	Bunbury Outer Ring Road (2.2) Bunbury Port Upgrade (2.1)	2017 onwards	Inner Harbour Structure Plan previously adopted and provisional design of Preston River realignment completed. SPA and industry have commenced investigating optimal land uses.

INITIATIVES			ACTIONS						
TITLE	MCA #	DESCRIPTION	NO.	TITLE	DESCRIPTION	LEAD	LINKS	TIMING	STATUS
2.2	64.0	Bunbury Outer Ring Road	2.1.2	Freight hub to facilitate containerised trade	Commence planning for a freight hub, including an inter-modal freight terminal and warehousing to enhance port and freight connections for industry. Seek EOI across regions.	Port and Transport sector/ Industry sector	Timber Precinct Upgrade (11.1) Agribusiness Precinct (1.2) Myalup-Wellington Water for Food (1.1)	2017 onwards	EOI could be sought in early 2017.
			2.1.3	Port upgrade – larger vessels	Undertake a feasibility analysis on upgrading the Inner Harbour suitable to accommodate larger vessels	Southern Ports Authority	Rail Network Upgrade (2.3) Bunbury Outer Ring Road (2.2)	2017/18	Previous studies already complete but need to be refreshed and information distributed
			2.2.1	Complete Bunbury Outer Ring Road and extend/improve 36m road train links to the port	As a first step in completing the BORR, complete detailed planning, land assembly and services relocation to ‘shovel ready’ stage	MRWA/ Port and Transport sector	Bunbury Port Upgrade (2.1) Enhanced Lifestyle Choice (4.1)	2017/18	Refinement of BORR and Port Access Road planning has been on-going.
2.3	54.5	Upgrade the regional rail freight network to remove bottlenecks and facilitate longer trains (1000m capable)	2.3.1	Rail freight upgrade	Improve efficiency, safety and amenity and remove bottlenecks by grade separation where possible and constructing a dual line Brunswick-Port (Picton Junction to Port as Priority 1)	Port and Transport sector	Bunbury Port Upgrade (2.1) Bunbury Outer Ring Road (2.2)	Market driven in timing and sequence. 3 to 5 years	Business Case and costing previously undertaken under ‘Roads to Export’. Brookfield Rail (leaseholder) intends to further examine in 2017/18.
OTHER INITIATIVES									
2.4		Updated Regional Traffic Modelling	2.4.1	Updated Regional Traffic Modelling	Main Roads WA to update regional traffic modelling to confirm demand for road traffic (including heavy freight) and improve ‘up-country’ (hinterland) facilities	MRWA/ Port and Transport sector	Timber Precinct Upgrade (11.1) Agribusiness Precinct (1.2) Enhanced Lifestyle Choice (4.1)	2017/18	MRWA has an existing traffic model, freight statistics and traffic plans able to be updated
2.5		Integrate with Busselton-Margaret River Regional Airport	2.5.1	Integrate with Busselton Margaret River Regional Airport	Investigate synergies between Port of Bunbury and Regional Airport. Liaise with City of Busselton and industry to optimise synergies between the two regional sea and air ports such as as import/export services.	Southern Ports Authority/ City of Busselton/ Bunbury and Busselton Chambers of Commerce	Bunbury Port Upgrade (2.1) Bunbury Outer Ring Road (2.2) Agribusiness Precinct (1.2)	2017/18 onwards	City of Busselton and SWDC have considered technical and feasibility studies already undertaken. Detailed feasibility work is in progress.

INITIATIVES			ACTIONS							
TITLE	MCA #	DESCRIPTION	NO.	TITLE	DESCRIPTION	LEAD	LINKS	TIMING	STATUS	
3.0 REGIONAL BRANDING AND TOURISM										
PRIORITY INITIATIVES										
3.1	Transforming Bunbury's Waterfront	86.5	Progressive development to transform the Bunbury Waterfront	3.1.1	Stage 2 & Stage 3 Bunbury Waterfront	Progress Stage 2 (Casuarina Drive and Jetty Road Redevelopment), Stage 3a (Koombana Bay breakwaters, Casuarina Harbour boating facilities expansion and breakwater to facilitate Casuarina Harbour works and developments) and Stage 3b (Casuarina mixed-use development precinct)	Transforming Bunbury Waterfront Steering Committee/ SWDC/ City of Bunbury	Marine Industries Hub (9.1) Bunbury CBD Peoples Place (6.1) Enhanced Lifestyle Choice (4.1)	Stage 2: 2017/18 onwards. Stage 3: 2018/19 onwards	Stage 1 (Koombana Bay Revitalisation and Dolphin Discovery Centre Redevelopment) designed and funding approved. New roundabout entry to Dolphin Discovery centre and DPAW is well advanced. Stage 2 approved by Cabinet.
			3.1.2	Cruise ship strategy	Prepare a strategy to maximise local business and community benefits from cruise ship and naval ship visits. Provide improved capacity to build businesses for cruise ships.	Port and Transport sector/ Southern Ports Authority/ Transforming Bunbury Waterfront Steering Committee/ BCCI	Marine Industries Hub (9.1) Bunbury CBD Peoples Place (6.1) Enhanced Lifestyle Choice (4.1)	2017/18	SWDC, BCCI, SPA, City of Bunbury have some statistics and information on the impact of previous cruise ship visits	
			3.1.3	Marine biology research centre	Investigate the establishment of a marine biology research centre expanding on Dolphin Discovery Centre research and connected to the South West Biodiversity Hotspot	Murdoch University/ Dolphin Discovery Centre/ West Discovery Centre/ DPAW	University City (8.1) Marine Industries Hub (9.1) Bunbury Port Upgrade (2.1)	2017/18	Build on many years of local dolphin and other marine environment research	
			3.1.4	Activate waterways	Review opportunities to activate Leschenault Inlet and Leschenault Estuary whilst conserving their ecological values	Tourism sector/ LGAs	Marine Industries Hub (9.1) Bunbury CBD Peoples Place (6.1) Enhanced Lifestyle Choice (4.1)	2-3 years	Numerous past concepts and plans prepared including City of Bunbury investment prospectus	
3.2	Regional Brand	67.5	Regional branding is essential to capture and promote the unique identity and essence of Bunbury-Geographie	3.2.1	Apply the new Bunbury Geographie brand	Provide structures and support to assist widespread recognition, awareness and integrity of the new Bunbury Geographie brand - including licensing or protocols for its usage	Steering committee/ SWDC/ LGAs/ ASW	Enhanced Lifestyle Choice (4.1)	2017 ongoing	New Brand created as part of the Growth Plan process

INITIATIVES			ACTIONS						
TITLE	MCA #	DESCRIPTION	NO.	TITLE	DESCRIPTION	LEAD	LINKS	TIMING	STATUS
3.3 Tourism Strategy		Create and implement an overarching tourism strategy for Bunbury Geographe that integrates with, and complements, the whole South West	3.2.2	Regional brand - Tourism: Promote Bunbury Geographe to tourists, especially visitors from overseas, as a place to interact with wild dolphins in Koombana Bay, clean beaches and waterways, accessible valleys, diverse native forests, authentic experiences as a place of authentic visitors from overseas, (including indigenous culture and boutique local experiences food and beverage offerings where you can meet an Elder, the winemaker or chef), the mosaic of accessible rural landscapes, warm climate, 'quality light' by day and regular star-filled sky by night, ample accommodation options, and a safe place with friendly 'locals'.	Promote Bunbury Geographe to tourists, especially visitors from overseas, as a place to interact with wild dolphins in Koombana Bay, clean beaches and waterways, accessible valleys, diverse native forests, authentic experiences (including indigenous culture and boutique local food and beverage offerings where you can meet an Elder, the winemaker or chef), the mosaic of accessible rural landscapes, warm climate, 'quality light' by day and regular star-filled sky by night, ample accommodation options, and a safe place with friendly 'locals'.	Steering committee/ Regional Tourism Strategy (LGA's)/ ASW/ BCCI	Fast Passenger Rail (5.2) Transforming Bunbury's Waterfront (3.1) Indigenous Development (4.2) Myalup-Wellington Water for Food (1.1)	2017/18 onwards	Ready to co-ordinate with 'Australia's South West' and other acknowledged branding
			3.2.3	Regional brand - Lifestyle: apply the new brand to attract new business and residents seeking lifestyle choice	Promote the region as clean, green and sustainable connected by a network of 'circle cities' and towns offering a wide range of desirable lifestyle options	Steering committee/ LGA's/ ASW/ BCCI	Enhanced Lifestyle Choice (4.1) Australia's Healthiest City (7.1) Transforming Bunbury's Waterfront (3.1)	2017/18 onwards	Ready to co-ordinate with 'South West Focus' and other acknowledged branding and promotional opportunities
			3.3.1	Peak tourism body for Bunbury Geographe	Create a peak tourism body for Bunbury Geographe through coordination of existing efforts of organisations	Local Business and Tourism sector/ ASW/ LGAs/ BCCI	Regional Brand (3.2) Indigenous Development (4.2) Enhanced Lifestyle Choice (4.1)	2017 onwards	Raised during business surveys as part of the Growth Drivers Analysis. Needs to be largely business-driven.
			3.3.2	Tourism development fund	Establish a managed tourism development fund to target regional tourism research, marketing and development	Local Business and Tourism sector/ ASW/ LGAs/ BCCI	Regional Brand (3.2) Indigenous Development (4.2) Enhanced Lifestyle Choice (4.1)	2 - 3 years ongoing	Bunbury Geographe LGAs and CCI have commenced re-structuring of tourism management
			3.3.3	Entrance statements	Design and construct a welcoming entrance statement celebrating the port, waterways, dolphins, city skyline, lighthouse, arts.	Local Business and Tourism sector/ LGAs/ SWDC	Regional Brand (3.2) Indigenous Development (4.2) Enhanced Lifestyle Choice (4.1)	2-3 years	Landscape concept for area between Forrest Hwy and Inner Harbour previously prepared

INITIATIVES			ACTIONS						
TITLE	MCA #	DESCRIPTION	NO.	TITLE	DESCRIPTION	LEAD	LINKS	TIMING	STATUS
			3.3.4	Cultural tourism	Adopt and promote 'Six Seasons, Three Waters, One Place' as the theme for honouring and celebrating Noongar culture and Bunbury Geographe's maritime heritage. Embrace Aboriginal culture and indigenous experiences in tourism. Help imbued this through all tourism signage in Noongar and English. Needs to be packaged for domestic and international tourists	Local Business and Tourism sector/ Aboriginal Economic Development Network/ ASW/ LGAs/ BCCI	Regional Brand (3.2) Indigenous Development (4.2) Enhanced Lifestyle Choice (4.1)	2017 onwards	Some maritime history and indigenous cultural tourism exists but not as part of a comprehensive and integrated approach
			3.3.5	Calendar of regional events	Collaborate with the wider South West in an events calendar based on the Noongar six seasons. Establish a calendar around 12 events linking in food/music / art and nature - may include carnivals and festivals such as start-up weekend festivals with young people 'front and centre'.	Local Business and Tourism sector/ Aboriginal Economic Development Network/ LGAs/ BCCI	Regional Brand (3.2) Indigenous Development (4.2) Enhanced Lifestyle Choice (4.1)	2017/18 onwards	Australia's South West, SWDC and others have a limited calendar of regional events
			3.3.6	Tourist trail	Collaborate with existing operators and stakeholders to provide a trail of niche attractions showcasing the natural environment, local enterprise, authentic experiences and genuine hospitality.	Local Business and Tourism sector/ Aboriginal Economic Development Network/ LGAs/ BCCI	Regional Brand (3.2) Indigenous Development (4.2) Myalup-Wellington Water for Food (1.1)	2017/2018 onwards	LGA tourist bureau provide limited and specific event trails e.g. Ferguson Valley art trail weekend in the Shire of Dardanup
			3.3.7	Adventure tourism	Promote outdoor adventure tourism to experience challenges, the environment and fun, including world class mountain biking and Extreme Games.	Local Business and Tourism sector/ LGAs/ SWDC	Regional Brand (3.2) Indigenous Development (4.2) Enhanced Lifestyle Choice (4.1)	2016 ongoing	Occasional events are promoted from time to time
			3.3.8	Theme parks	Call for expressions of interest from private operators to test the market for development of theme parks.	Local Business and Tourism sector/ LGAs	Regional Brand (3.2) Enhanced Lifestyle Choice (4.1) Transforming Bunbury's Waterfront (3.1)	2017/18 onwards	Limited past investigation by private business

INITIATIVES			ACTIONS						
TITLE	MCA #	DESCRIPTION	NO.	TITLE	DESCRIPTION	LEAD	LINKS	TIMING	STATUS
4.0 LIFESTYLE, COMMUNITY AND CULTURE									
PRIORITY INITIATIVES									
4.1 Enhanced Lifestyle Choice	n/a	Improve Bunbury Geographie's reputation as a desirable regional centre offering a strong sense of place, community and culture; lifestyle choice and a distinctive range of affordable housing options	4.1.1	Enhanced lifestyle choice	Amend local planning strategies and schemes to encourage and facilitate greater lifestyle variety, character and innovation, including inner city living; age-appropriate housing; apartments; town and village lifestyles, rural retreats and productive small holdings.	Planners/ LGAs/ Lifestyle, Community and Culture sector	Second City Policy (5.1) Australia's Healthiest City (7.1) Wanjui New City (5.3)	2017/18 ongoing	Yet to commence
			4.1.2	Pattern of towns and activity centres	Acknowledge and nurture the existing pattern of towns and activity centres recognising the sense of place and community connection that this generates.	Planners/LGAs/ Lifestyle Community and Culture sector	Second City Policy (5.1) Regional Brand (3.2) Bunbury Outer Ring Road (2.2)	2017 ongoing	Limited acknowledgement in some existing strategic planning documents
			4.1.3	Creating unique urban environments	Develop a Bunbury Geographie-based housing and development policy/code that is recognisably different from Perth's metropolitan-based solutions.	Planners/ LGAs/ Lifestyle, Community and Culture sector	Wanjui New City (5.3) Bunbury CBD Peoples Place (6.1)	2017/18 ongoing	Yet to commence
			4.1.4	Housing variety and affordability	Explore the use of innovative design and materials to increase the variety, range and affordability of housing on offer.	Planners/ LGAs/ Lifestyle, Community and Culture sector	Wanjui New City (5.3) Bunbury CBD Peoples Place (6.1) Timber Precinct Upgrade (11.1)	2017/18 ongoing	Yet to commence
			4.1.5	Removing development impediments imposed by inadequate urban services	Produce an inventory and action program of infrastructure-constrained urban development with particular attention given to water supply in the Bunbury CBD and sewerage and water limitations in regional towns and villages.	Planners/ LGAs/ BCCI/ SWDC	Bunbury CBD Peoples Place (6.1) Second City Policy (5.1)	2017/18 ongoing	Yet to commence
			4.1.6	Infrastructure and head works fund	Create a revolving infrastructure and headworks fund to aid in providing infrastructure services in situations where the provision of infrastructure is an impediment to development.	Planners/LGAs/ BCCI/ SWDC/ RDA	Second City Policy (5.1) Rail Network Upgrade (2.3) Fast Passenger Rail (5.2)	2017/18 ongoing	Yet to commence
			4.1.7	Withers Urban Renewal Project	TBA	City of Bunbury, Housing Authority, SWDC	TBA	TBA	TBA

INITIATIVES				ACTIONS							
TITLE	MCA #	DESCRIPTION	NO.	TITLE	DESCRIPTION	LEAD	LINKS	TIMING	STATUS		
4.2 Indigenous Development	n/a	Establishing an Aboriginal Economic Development Network to advance Aboriginal economic, social and cultural development	4.2.1	Aboriginal Economic Development Network	Take action to establish an Aboriginal Economic Development Network for Bunbury Geopraphe	Aboriginal Economic Development Network/ SWDC	Australia's Healthiest City (7.1) Agribusiness Precinct (1.2) Enhanced Lifestyle Choice (4.1)	2017/18 ongoing	Yet to commence		
			4.2.2	Reconciliation	The Noongar and wider community to work together towards reconciliation and representation locally. This process to involve: (a) Appropriate stakeholder engagement (b) Establishing terms of reference (c) Establishing protocols (d) Recognition and consistency with the South West Native Title settlement agreement	Aboriginal Economic Development Network/ SWDC	Australia's Healthiest City (7.1) Agribusiness Precinct (1.2) Enhanced Lifestyle Choice (4.1)	Ongoing	Native Title negotiations have reportedly reached an advanced stage close to settlement		
			4.2.3	Native Title Settlement	Explore opportunities arising from the South West Native Title Settlement to advance Noongar skills development and employment. Integrate these opportunities into Growth Plan initiatives, as appropriate	Aboriginal Economic Development Network/ SWDC/ BCCI/ BWEA	Australia's Healthiest City (7.1) Agribusiness Precinct (1.2) Enhanced Lifestyle Choice (4.1)	Ongoing	Native Title negotiations have reportedly reached an advanced stage close to settlement		
			4.2.4	Culture-based tourism	Embrace Aboriginal culture in tourism	Aboriginal Economic Development Network/ Local Business and Tourism sector/ ASW/ LGAs	Regional Brand (3.2) Bunbury CBD Peoples Place (6.1) Marine Industries Hub (9.1)	2017 onwards	Some indigenous cultural tourism exists but not as part of a comprehensive and integrated approach		
			4.2.5	Noongar signage policy	Create a regional signage policy to implement Noongar place names in the region that acknowledges, respects and celebrates Noongar culture.	Planners/Aboriginal Economic Development Network/ LGAs	Regional Brand (3.2) Bunbury CBD Peoples Place (6.1) Wanju New City (5.3)	2017 onwards	Some indigenous cultural tourism exists but not as part of a comprehensive and integrated approach		

INITIATIVES			ACTIONS						
TITLE	MCA #	DESCRIPTION	NO.	TITLE	DESCRIPTION	LEAD	LINKS	TIMING	STATUS
OTHER INITIATIVES									
4.3	Australind Train Re-invention	Re-define the role of the <i>Australind</i> train concurrent with developing a Perth-Bunbury fast passenger train	4.3.1	Australind Train re-invention	Compatible with the needs of rail freight and inland towns, re-invent the <i>Australind</i> train as a service to inland communities and tourists connected to tourism attractions and trails in the region	Local Business and Tourism sector, LGAs, Lifestyle and Community sector, BWEA	Rail Network Upgrade (2.3) Regional Brand (3.2) Enhanced Lifestyle Choice (4.1)	5 - 10 years	Yet to commence
4.4	Public Transport Strategy	Develop a public transport strategy that acknowledges the regional settlement pattern and technological changes that may present alternate delivery options	4.4.1	Public transport strategy	Develop an integrated, multi-modal public transport strategy (including cycling) that acknowledges the regional settlement pattern and technological changes that may present alternate delivery options	Planners/Lifestyle, Community and Culture sector	Rail Network Upgrade (2.3) Fast Passenger Rail (5.2) Australia's Healthiest City (7.1)	2017/18 onwards	Yet to commence
5.0 SECOND CITY POLICY									
PRIORITY INITIATIVES									
5.1	Second City Policy	81.5 Interventionist 'Second City' decentralisation policy to divert portion of the Perth-Peel forecast population growth to 'Bunbury Geographie @ 300,000'	5.1.1	Second City policy	Request the Western Australian State Government and Opposition to adopt a Second City decentralisation policy to divert portion (150,000 - 200,000) of the 'Perth-Peel @ 3.4 Million' forecast population growth to 'Bunbury Geographie @ 300,000'.	SWDC/ BCCI/ Lifestyle, Community and Culture Sector	Bunbury Port Upgrade (2.1) Fast Passenger Rail (5.2) Enhanced Lifestyle Choice (4.1)	2017 onwards	Yet to commence (apart from commencing re-location of DPAW to Bunbury)
5.2	Fast Passenger Rail	67.8 Planning for fast intercity passenger rail (Perth-Bunbury)	5.2.1	Fast passenger rail	Accelerate planning for fast rail to a point where it can be integrated into future land use planning and business investment decisions.	Planners/ PTA/ WAPC/ Lifestyle, Community and Culture group	Second City Policy (5.1) Enhanced Lifestyle Choice (4.1) Wanju New City (5.3)	2017/18 onwards (for planning phase)	Previous planning for rail concept including station at Wanju New City
			5.2.2	Identify suitable stations en-route to service urban development areas, including potential value capture	Value-capture by identifying stations to service selected urban development areas (e.g. Preston Beach, Binningup East, Treendale East, Wanju)	Planners/ PTA/ WAPC/ LGAs	Enhanced Lifestyle Choice (4.1) Rail Network Upgrade (2.3) Second City Policy (5.1)	2017/18 onwards (for planning phase)	Yet to commence (focus of previous planning was point to point in minimum time)
5.3	Wanju New City	76.8 Wanju District Structure Plan proposes 20,000 dwellings focused on sustainable design principles to attract people seeking a lifestyle alternative to capital city living	5.3.1	Wanju New City development	Progress planning and staged implementation of Wanju as a sustainable New City model incorporating water sensitive urban design, range of dwelling densities that achieve higher densities overall, significant job creation, greater transport choice and sustainable building products	Planners/ WAPC/ LGA/ Business/ Health and Education sector	Second City Policy (5.1) Fast Passenger Rail (5.2) Australia's Healthiest City (7.1) Timber Precinct Upgrade (11.1)	20-30 year project	Wanju District Structure Plan advertised and public submissions are being assessed

INITIATIVES			ACTIONS						
TITLE	MCA #	DESCRIPTION	NO.	TITLE	DESCRIPTION	LEAD	LINKS	TIMING	STATUS
6.0 CREATIVE INDUSTRIES AND THE ARTS									
PRIORITY INITIATIVES									
6.1 Bunbury CBD Peoples Place	70.0	Develop an activity centre plan for Bunbury Geopraphie's civic and cultural hub with an iconic public building and piazza as cornerstones	6.1.1	Purpose-built gallery	Create a purpose built gallery to serve as a creative centre for the region including a Noongar language, art and cultural centre	Culture and Arts sector, Planners, Place Manager, LGA, Aboriginal Economic Development Network	Transforming Bunbury's Waterfront (3.1) Australia's Healthiest City (7.1)	2017/18 onwards	City of Bunbury advertised a preliminary concept for the Souths Car Park site.
Building a creative culture			6.1.2	Artists in residence	Network of artists in residency throughout the region with the Bunbury CBD as the principal meeting hub and regional showcase	Culture and Arts sector, BCCI, LGAs	Transforming Bunbury's Waterfront (3.1) Australia's Healthiest City (7.1)	2017/18 onwards	Some existing residencies on an ad-hoc basis
			6.1.3	Creative culture strategy	Develop a creative culture strategy including higher education and local schools	SWDC, Culture and Arts sector, BCCI	University City (8.1) Indigenous Development (4.2)	2017/18 onwards	SWDC/AusTrade have undertaken some strategy planning
			6.1.4	Higher density mixed use CBD	Explore ways to encourage people back to the CBD through enhancement to a higher-density mixed use precinct	Planners, Place Manager, LGA, Local Business and Tourism sector, BCCI	Transforming Bunbury's Waterfront (3.1) Australia's Healthiest City (7.1)	2017 onwards	City of Bunbury Local Planning Strategy (draft) is open for public comment
Regional center activation			6.1.5	Public art installations	Incorporate public art installations as an integral part of activating the Bunbury Geopraphie region. Use art as a form of wayfinding within the region and to create tourist trails	Culture and Arts sector	Regional Brand (3.2) Bunbury Outer Ring Road (2.2) Transforming Bunbury's Waterfront (3.1)	2017 onwards	Good examples of public art installations exist but not as part of a way-finding
Appoint a Place Manager to help shape and manage Bunbury CBD and to share this knowledge with regional towns			6.1.6	Place Manager	Appoint a Place Manager as an important action in achieving the 'Peoples Place' and CBD activation. Work with creatives and business to enhance the CBD as an attractor for tourism, leisure, the arts and retail. Share this knowledge with town centres throughout the Bunbury Geopraphie region.	LGA, Culture and Arts sector, Local Business and Tourism sector, BCCI	Enhanced Lifestyle Choice (4.1) Transforming Bunbury's Waterfront (3.1) Australia's Healthiest City (7.1)	2017/18	Not yet approved

INITIATIVES			ACTIONS						
TITLE	MCA #	DESCRIPTION	NO.	TITLE	DESCRIPTION	LEAD	LINKS	TIMING	STATUS
OTHER INITIATIVES									
6.2	Events Calendar	Develop a regional events calendar based around the Noongar six seasons	6.2.1	Calendar of regional events	Develop a cooperative program of rotating events throughout the region based around the 6 Noongar seasons	Culture and Arts sector, Local Business and Tourism sector, ASW, Aboriginal Economic Development network, LGAs, BCCI	Regional Brand (3.2) Indigenous Development (4.2) Bunbury CBD People's Place (6.1) Enhanced Lifestyle Choice (4.1)	2017/18 onwards	Australia's South West, SWDC and others have a limited calendar of regional events
6.3	Digital Media	Identify and support digital media as a vital contributor to creative culture and Smart City initiatives	6.3.1	Way-finding apps	Develop way-finding apps to demonstrate trails with in the regions	Local Business and Tourism sector, BCCI, SWDC, LGAs	Regional Brand (3.2) Indigenous Development (4.2)	2017/18 onwards	Yet to commence
			6.3.2	Place-finding app	Create a place finding app for short term, creative spaces for artists and business startups (similar to Airbnb but for creative spaces)	Local Business and Tourism sector, BCCI, SWDC, LGAs	Second City Policy (5.1) Enhanced Lifestyle Choice (4.1)	2017/18 onwards	Yet to commence
7.0 HEALTHY CITY									
PRIORITY INITIATIVES									
7.1	Australia's Healthiest City	Create Australia's Healthiest City through prioritising physical and mental health of everybody in the region; support through research, education and health professionals; a cycling and walk friendly region; accessible active recreation areas and facilities; and a model for inter-generational and active ageing	7.1.1	Enhanced health care sector	Reinforce and develop the region's health care sector comprising hospitals; clinical and research practices; research, education and training; public and private health providers; patient accommodation and transport options; exercise and rehabilitation facilities; and allied businesses and organisations servicing the health care sector. Consider integration with the regional higher education campus as a principal health and education hub.	Health and Education sector/ WACHS/ BCCI/ SWDC/LGAs	Enhanced Lifestyle Choice (4.1) Indigenous Development (4.2) University City (8.1)	2017/18 onwards	ECU and other campus neighbours previously undertook a preliminary investigation of a health and education precinct but further examination has yet to follow
			7.1.2	Whole of life health care	Deliver a whole of life health care service including expanding specialist health service delivery to excel in areas of aged living and aged care.	Health and Education sector/ WACHS/ health providers	Enhanced Lifestyle Choice (4.1) Indigenous Development (4.2) University City (8.1)	2017/18 onwards	Build on existing practices

INITIATIVES			ACTIONS						
TITLE	MCA #	DESCRIPTION	NO.	TITLE	DESCRIPTION	LEAD	LINKS	TIMING	STATUS
			7.1.3	Health and Rehabilitation Centre	Investigate opportunities to open a health recovery and drug rehabilitation centre(s) for Bunbury Geographie	Health and Education sector/ WACHS/ health providers	Enhanced Lifestyle Choice (4.1) Indigenous Development (4.2) University City (8.1)	2017/18 onwards	Preliminary investigation
			7.1.4	Design for healthy living	Adopt and , where necessary, adapt guiding principles for Healthy Active by Design and 'DesignWA' to encourage a preventative approach to health and help create a Healthy City	Heart Foundation/ WAPC/ Planners/ LGAs/ Health and Education Sector	Enhanced Lifestyle Choice (4.1) Second City Policy (5.1) Bunbury CBD Peoples Place (6.1)	2017/18 onwards	Healthy Active by Design and other guidelines can be readily applied to Bunbury Geographie
			7.1.5	Liveable, Lovable, City	Encourage the 'loveable' rather than 'livable' city - by enhancing lifestyle and environment, urban meets region, boutique culture, celebrating the waterways. Foster inclusive communities that promote a sense of belonging to aid in mental health.	Planners/ LGAs/ Health and Education Sector	Enhanced Lifestyle Choice (4.1) Second City Policy (5.1) Bunbury CBD Peoples Place (6.1)	2017/18 onwards	Some principles already imbedded in sub-regional and local planning strategies
			7.1.6	Age-friendly, disabled and inclusive access	Ensure planning maintains places, housing, other buildings and infrastructure that is accessible to all ages (including children and the elderly) people of all physical and intellectual abilities, and different socio-economic backgrounds.	Planners/LGAs/ Health and Education sector/ WACHS/ SWDC	Enhanced Lifestyle Choice (4.1) Second City Policy (5.1) Bunbury CBD Peoples Place (6.1)	2016/17 onwards	Greater Bunbury Age Friendly Plan completed
			7.1.7	Greater Bunbury Bicycle Master Plan	Implement the Greater Bunbury Bicycle Master Plan, cater for commuter and recreational cyclists, and leverage inter-regional Munda Biddi linkage. Encourage bicycles including tag in/out, electric bikes and 'bike only' zones.	Planners/LGAs/ Health and Education sector/ DoT/ SWDC/ LGAs	Enhanced Lifestyle Choice (4.1) Second City Policy (5.1) Bunbury CBD Peoples Place (6.1)	2016/17 onwards	Greater Bunbury Bicycle Master Plan finalised
			7.1.8	Walkable City	Ensure planning retains easy access experience for pedestrians and wheelchair users	Planners/LGAs/ Health and Education sector/DoT/ LGAs	Enhanced Lifestyle Choice (4.1) Second City Policy (5.1) Bunbury CBD Peoples Place (6.1)	2016/17 onwards	Previous walkable city initiative, but expansion and enhancement is needed

INITIATIVES			ACTIONS						
TITLE	MCA #	DESCRIPTION	NO.	TITLE	DESCRIPTION	LEAD	LINKS	TIMING	STATUS
8.0 EDUCATION DELIVERY									
PRIORITY INITIATIVES									
8.1 University City	50.0	Bunbury as a university city with a futuristic university, international campus and biodiversity research centre	8.1.1	University city	Investigate Bunbury as a university city with a futuristic university (e.g. significant on-line, virtual, multi-lingual), unique international campus (regional university in a bushland setting teamed with inner-city student accommodation and community engagement hub) and biodiversity research centre (leveraging S.W Biodiversity Hotspot)	ECU and other universities/ Health and Education sector/ SWDC/ LGA/BCCI	Enhanced Lifestyle Choice (4.1) Second City Policy (5.1) Bunbury CBD Peoples Place (6.1)	2017/2018 onwards	ECU and other campus neighbours previously undertook a preliminary investigation of a health and education precinct but further examination has yet to follow
			8.1.2	Re-designed Higher Education	Work with universities to re-design higher education delivery to consider comparative advantages such as the South West being a global biodiversity hotspot; active ageing; coastal science; rural and remote health; and offering a unique experience for international students (same time zone as most of Asia; value proposition of affordable accommodation and 'real Australia' city and rural experience in one place).	ECU and other universities/ Health and Education sector/ SWDC/ LGA/BCCI	Enhanced Lifestyle Choice (4.1) Second City Policy (5.1) Bunbury CBD Peoples Place (6.1)	2017/2018 onwards	ECU and other campus neighbours previously undertook a preliminary investigation of a health and education precinct but further examination has yet to follow
OTHER INITIATIVES									
8.2 Agricultural Education and Training		Improved opportunities for education and training in agriculture	8.2.1	Expanded opportunities - from Certificates to Bachelor of Agriculture (or similar)	Encourage universities and relevant Training Organisations (RTOs), including those that presently deliver Certificates through to Bachelor of Agriculture Business Management through Muresk College, to deliver similar courses in the South West	RTOs/ DoT/ Agriculture Sector/ BWEA	Myalup-Wellington Water for Food (1.1) Enhanced Lifestyle Choice (4.1)	2017/2018 onwards	Yet to commence
			8.2.2	Specialised agricultural skills training	Expand the model used by Southern Regional TAFE and Western Dairy that provides agricultural skills training for the dairy industry and extend it to other producers including horticulture	Southern Regional TAFE, Agricultural sector/ DAFWA/ DoT	Myalup-Wellington Water for Food (1.1) Enhanced Lifestyle Choice (4.1)	2017/2018 onwards	Yet to commence
			8.2.3	Expanded agricultural skills training	Expand the WA College of Agriculture, Harvey	WA College of Agriculture, Harvey	Myalup-Wellington Water for Food (1.1) Indigenous Development (4.2)	2017/2018 onwards	Yet to commence

INITIATIVES				ACTIONS					
TITLE	MCA #	DESCRIPTION	NO.	TITLE	DESCRIPTION	LEAD	LINKS	TIMING	STATUS
8.2	Changing Skills Needs	Evaluate and capitalise on existing and new skills needs	8.2.1	Changing skills needs	Evaluate and capitalise on existing and new skill sets such as science, engineering, robotics and technology, including inviting former graduates to return to share their knowledge and experience	ECU/ Southern Regional TAFE, DoT/ BCCI	University City (8.1) Enhanced Lifestyle Choice (4.1) Second City Policy (5.1)	2017/2018 onwards	Yet to commence
9.0	MARINE SERVICES								
PRIORITY INITIATIVES									
9.1	Marine Industries Hub	Development of a commercial marine industries service centre and tourist destination in the Outer Harbour	9.1.1	Outer Harbour marine industries hub	Development of a commercial marine industry and tourist hub in the Outer Harbour accommodating marine industry assets including boat lifting, storage, maintenance facilities, slipways and refuelling station complemented by food and beverage.	Bunbury Facilities Marine Alliance/ Bunbury Waterfront Steering Committee/ DoT	Transforming Bunbury's Waterfront (3.1) Bunbury Port Upgrade (2.1)	2018/19 onwards	Closely aligned with Bunbury Waterfront Project (especially Stage 2 and Stage 3)
10.0 INDUSTRY AND MINING									
PRIORITY INITIATIVES									
10.1	Industry-appropriate Water Supply	Detailed understanding of the impact of climate change on water availability	10.1.1	Climate change impacts on water supply	Investigate the impact of climate change on regional water availability including industry, agriculture, urban and environmental needs	DoW/ Industry and Mining sector	Myalup-Wellington Water for Food (1.1) Agribusiness Precinct (1.2)	2017/18 onwards	Build on existing research
		Wellington Dam desalination	10.1.2	Collie Water Project	Complete business case to demonstrate a viable Collie Water project under Water for Food program that will result in more efficient irrigation, water reuse and upscaling, and re-directing more water to industrial, agriculture and community uses.	Collie Water/ Do/ DAFWA	Myalup-Wellington Water for Food (1.1) Wanju New City (5.3)	2017/23 (staged over 6 years)	Federal Government has provided \$1 million for Collie Water to complete feasibility and Phase 1 investigations
		Growth of existing industry	10.1.3	Industry growth opportunity	Assess the opportunity for industry growth arising from the Collie Water project	Industry and Mining sector/ DME	Rail Network Upgrade (2.3) Bunbury Port Upgrade (2.1)	2017 onwards	Federal Government has provided \$1 million for Collie Water to complete feasibility and Phase 1 investigations

INITIATIVES			ACTIONS							
TITLE	MCA #	DESCRIPTION	NO.	TITLE	DESCRIPTION	LEAD	LINKS	TIMING	STATUS	
11.0 SUSTAINABLE TIMBER PRODUCTS	69.5	Industry Study and Development Fund	10.4.3	Business Start-up Incentives	Study business drivers to identify benefits to business of moving/establishing in Bunbury Geographie and establish an Industry Development Fund to provide incentives/reimbursements for industry start-ups for target businesses	Industry and Mining sector/ BWEA/Bunbury Geographie CCI	Second City Policy (5.1) Regional Brand (3.2) Agribusiness Precinct (1.2) Timber Precinct Upgrade (11.1)	2017/18 onwards	Yet to commence	
			11.1.1	Dardanup timber precinct upgrade	Wood encouragement - Encouraging the use of wood in design, construction, etc. throughout the South West in line with the Wood Encouragement Initiative	FIFWA/ FPC/ BWEA	Industry-appropriate Water Supply (10.1) Bunbury Port Upgrade (2.1)	2017/18 onwards	Yet to commence	
			11.1.2	Sustainable construction timber	Incorporate use of timber for low cost, sustainable design e.g. Wanjū	FIFWA/ Industry and Mining sector / LGA	Wanjū New City (5.3) Catchment Management (11.2)	2017/18 onwards	Yet to commence	
	67.5	Plantation development	11.1.3	Engineered timber products	Investigate new technologies for engineered lumbers and requirements (e.g. scale, plantation resource)	FIFWA/ FPC/ BWEA	Wanjū New City (5.3) Catchment Management (11.2)	2017/18 onwards	Yet to commence	
			11.2.1	Catchment management including Wellington Dam catchment	Support State Government investment in plantation development including re-afforestation and management of the Wellington Dam catchment	FIFWA/ FPC/ DoW/ BWEA	Industry-appropriate Water Supply (10.1) Bunbury Port Upgrade (2.1)	2017/18 onwards	Federal Government has provided \$1 million for Collie Water to complete feasibility and Phase 1 investigations	
	67.5	Plantation development								
67.5	Catchment Management	Plantation development								

Multi-Criteria Assessment (MCA) scores determined separately by Geografia Pty Ltd and Calibre Consulting (Aust) Pty Ltd using the MCA tool provided under the RCDP. Geografia's assessment was undertaken at the Growth Drivers Analysis stage, while Calibre's assessment was undertaken at the earlier Preliminary Initiatives stage only. The tool has a weighted bias to the three economic focussed RCDP objectives and inform the intent of the Growth Plan. Refer to the MCA tool for criteria and scoring regime. The MCA tool is a guide to decision-making only and high-level assessment only has been applied at this stage using available information. In some instances, lack of information contributes to low MCA scores. The MCA tool should also be applied when specific project proposals are being evaluated. Other initiatives that do not score highly using this tool may still be viable and important priorities to a regional centre.

Appendix B: Growth Plan Partnership Terms of Reference

1.0 Background

The growth planning process for Bunbury Geographe provided a unique opportunity to re-think the way government, industry and the community work together to create economic development outcomes for the region. By having industry, government and the community at the table throughout the planning process the Growth Planning Partnership achieved a unified vision and buy-in for implementation.

The Growth Plan has further highlighted the need for industry to lead and government to enable, in the identification and of growth drivers, economic clusters and the initiatives which support them.

This has reinforced the requirement for industry and community groups to continue to meet to further develop their initiatives and work towards the evolution of clusters and initiatives.

A further outcome of the Growth Plan is the requirement to establish a steering committee which has the responsibility of:

- Being custodian of the Growth Plan;
- Facilitating the establishment of industry based groups;
- Facilitating the outcomes of the industry based groups;
- Acting as a conduit between industry and community sector based groups and government; and,
- Custodian of regional branding.

The region covered by the Growth Plan is primarily the City of Bunbury and the Shires of Capel, Dardanup and Harvey but embraces such elements of the wider region as may be integral to the operation and growth of local industry and businesses.

2.0 Growth Plan Partnership

The Growth Plan Partnership is the generic term used to describe the cross-sectoral partnership body responsible for owning, developing and implementing the Growth Plan and its brand on behalf of the region.

The Growth Plan Partnership should embrace stakeholders in the growth plan, and encompass business, community, government, and academia representatives that will drive implementation of the growth plan over the long term.

The Partnership extends beyond the Steering Committee to embrace the various industry and community sector based groups that may be established from time to time to further develop, refine or implement the growth plan.

3.0 Growth Plan Partnership Steering Committee

3.1 Committee attributes

The Growth Plan Partnership Steering Committee has been established to be a point of reference for the growth plan and facilitate its implementation. The committee acknowledges that the growth plan should ultimately be”

“Business lead and Government facilitated”.

The committee should have the attributes of:

- Flexibility
- Nimble
- Outward focus
- Positive and encouraging
- An enabler
- Empowering industry based committees

3.2 Frequency of meetings

The Growth Plan Partnership Steering Committee will meet as required but at a minimum quarterly.

3.3 Delegation of responsibilities

The Growth Plan Partnership Steering Committee may delegate its responsibilities to individuals, government agencies, businesses’ and community groups as it see fit.

3.4 Objectives of the Committee:

The objectives of the Growth Plan Partnership Steering Committee shall be to:

- Be custodian of the Growth Plan
- Review the Plan and its initiatives on a regular basis
- Facilitate implementation of the Plan and its initiatives
- Promote the establishment of industry and community sector based groups and committees that will:
 - further develop the Growth Plan;
 - take ownership and implement elements and initiatives of the Growth Plan; and,
 - represent the interests of business based groups focussed on growth drivers and industry sectors.
- Act as a conduit between industry and community sector based groups and government.

- Be custodian of any regional Branding which may be developed to support the region and the Growth Plan Partnership.

4.0 Membership

4.1 Representation

Membership of the Growth Plan Partnership Steering Committee will consist of stakeholders that represent the current planning and initiatives of the growth plan. The committee should seek equal representation between government business and community.

4.2 Permanent membership

The permanent members of the steering committee will be:

- Mayor of the city of Bunbury
- President of the Shire of Capel
- President of the Shire of Dardanup
- President of the Shire of Harvey
- Representative of the South West Development Commission
- President of the Bunbury Chamber of Commerce or similar organisation which represents business interests of the region
- Representative of Southern Ports
- Chair of the Bunbury Wellington Economic Alliance.

Or such person as may be acting in the capacity of a permanent member.

4.3 Interim membership

Additional interim members of the Growth Plan Partnership Steering Committee will be appointed at the discretion of the permanent membership of the Steering Committee to achieve a balance between industry and government and address specific matters of interest which the steering committee may from time to time address. Interim membership may be sourced to represent:

- Education
- Agriculture and food processing
- Timber production and products
- Regional Development South-West
- Small Business Development Corporation
- Any other industry, business group or community organisation which has the capacity to contribute to the Growth Plan and its implementation.

4.4 Call for expressions of interest to be a member

Interim membership of the Growth Plan Partnership Steering Committee will be by direct appointment of the Steering Committee or calling for expressions of interest from business and the community.

4.5 Term of membership

Interim membership of the Growth Plan Partnership Steering Committee shall be for a period determined by the Growth Plan Partnership Steering Committee.

4.6 Co-opted membership

The Growth Plan Partnership Steering Committee may at any time co-opt additional members to the steering committee for any period it sees fit to address specific matters of interest which the steering committee may from time to time address.

4.7 Individual and representative appointments

Interim and co-opted memberships of the Growth Plan Partnership Steering Committee may at the discretion of the Committee be individuals or representative of a group or business. The nature of the appointment should be made clear upon appointment.

4.8 Chair

The chair of the Growth Plan Partnership Steering Committee shall be selected from the members of the steering committee by the steering committee and shall hold that position for a period of 12 months unless extended by the Steering Committee.

5.0 Resourcing

5.1 Secretariat

Secretarial services for the Growth Plan Partnership Steering Committee will be provided by the four local governments on an annual rotation basis unless otherwise agreed by the Steering Committee.

5.2 Funding

The Growth Plan Partnership Steering Committee will ultimately be required to raise its own operational expenses from Steering Committee members and such other sources as it can establish.

5.3 Initial Funds

Portion of funds allocated to the preparation of the Growth Plan will be utilised by the Growth Plan Partnership Steering Committee to bed down the Growth Plan over the first 12 months of its implementation.

5.4 Executive officer

The Growth Plan Partnership Steering Committee may choose to engage an executive officer to assist in fulfilling its objectives. Funding of the executive officer will be the responsibility of the Steering Committee.

5.5 Auspice

The steering committee will use the participating Local Governments to auspice funding applications and contractual matters.

6.0 Dispute Resolution

6.1 Best endeavours

All Growth Plan Partnership Steering Committee members agree to use best endeavours to resolve disputes.

6.2 Basis for resolution

Disputes are to be resolved based on the Growth Plan Partnership Steering Committee Terms of Reference and Growth Plan Objectives.

6.3 Voting

Where a vote is required, all permanent, interim and co-opted members of the steering Committee shall have one vote.

7.0 Media and Communications

7.1 Media Enquiries

Unless otherwise determined by the Growth Plan Partnership Steering Committee, all verbal and written communications with, or enquires from, the media in relation to the operations of the Steering Committee and Growth Plan, will be referred initially to the Chair as the spokesperson for the committee. The Chair will, where appropriate, consult with the media officers of other relevant members of the Steering Committee to respond to such enquiries. All responses to media enquiries, once issued, will be forwarded to all Growth Plan Partnership Steering Committee members for information.

7.2 Primary spokesman

Unless otherwise determined by the Growth Plan Partnership Steering Committee, the chairperson will be the primary spokesperson for the Growth Plan Partnership.

7.3 Media rights of members

Nothing in this Terms of Reference prevents Growth Plan Partnership Steering Committee members normal activities of media comment in respect of their individual organisations and relationship to the Growth Plan.

7.4 Media rights of aligned members

Industry based committees aligned with the Growth Plan Partnership and Steering Committee will be encouraged to liaise with the Chair of the Steering Committee on media matters.

8.0 Operational Review

8.1 Review Timeframe

The Growth Plan Partnership Steering Committee shall review its objectives, membership, funding and relationship with other economic planning and implementation agencies after the completion of 12 months operation and modify its terms of reference as it deems necessary.

9.0 Legal Facilitation:

The Terms of Reference is not intended to be a legal document. It is an administrative document that seeks to ensure mutually beneficial working arrangements, and to clarify the relationship between the Growth Plan Partnership Steering Committee members.

The Term of Reference is not intended to define, create, recognise, affirm, deny or amend any rights or obligations of the parties or any other individual or group nor restrict any of the parties from participation in similar activities or arrangements with other public or private agencies or parties.

Appendix C: Regional Development Strategy Indicator Tree

