

Economic Development Strategy



2022-2027

*Where environment, lifestyle
and opportunity meet!*





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Photo: Elements Margaret River

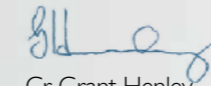


Acknowledgement of Country

The City of Busselton acknowledges the Traditional Custodians, the Wadandi people of Wadandi Boodjar on whose land we are living. We recognise their continued connection to the land and waters of this beautiful saltwater place, and pay our respects to Elders past, present and emerging.

Message from the Mayor

I am proud to present our Economic Development Strategy 2022-2027. This Economic Development Strategy harnesses the potential of our City and positions it into the future, whilst providing a framework that outlines our priorities and deliverable actions over the next five years.


Cr Grant Henley
Mayor



The Strategy outlines a clear vision for the sustainable development of the District and guides the decisions and direction of the Council.

Our future vision is about diversity, sustainability, jobs and investment, and the vibrancy and liveability that come with economic growth. Whilst protecting our natural environment and lifestyle we will strive to provide increased personal and professional enrichment for all.

This Strategy activates our competitive advantages - our vibrant community and enviable lifestyle, premium wine, food and agricultural produce, our growing technological and creative industries and our international reputation as a first-class event and tourism destination.

The determined priorities and goals outlined in this strategy reflect those outlined in the long term plan articulated in the Leeuwin- Naturaliste Sub-regional Strategy and were formed in alignment with state and federal agencies and industry stakeholders.

A collaborative approach to delivering actions be crucial to our success. The City keenly encourage business, community and all levels of Government to continue working in partnership to realise these collective economic development goals.

Through implementing this Strategy, we will work hard to make the City of Busselton the place where environment, lifestyle and opportunity meet.



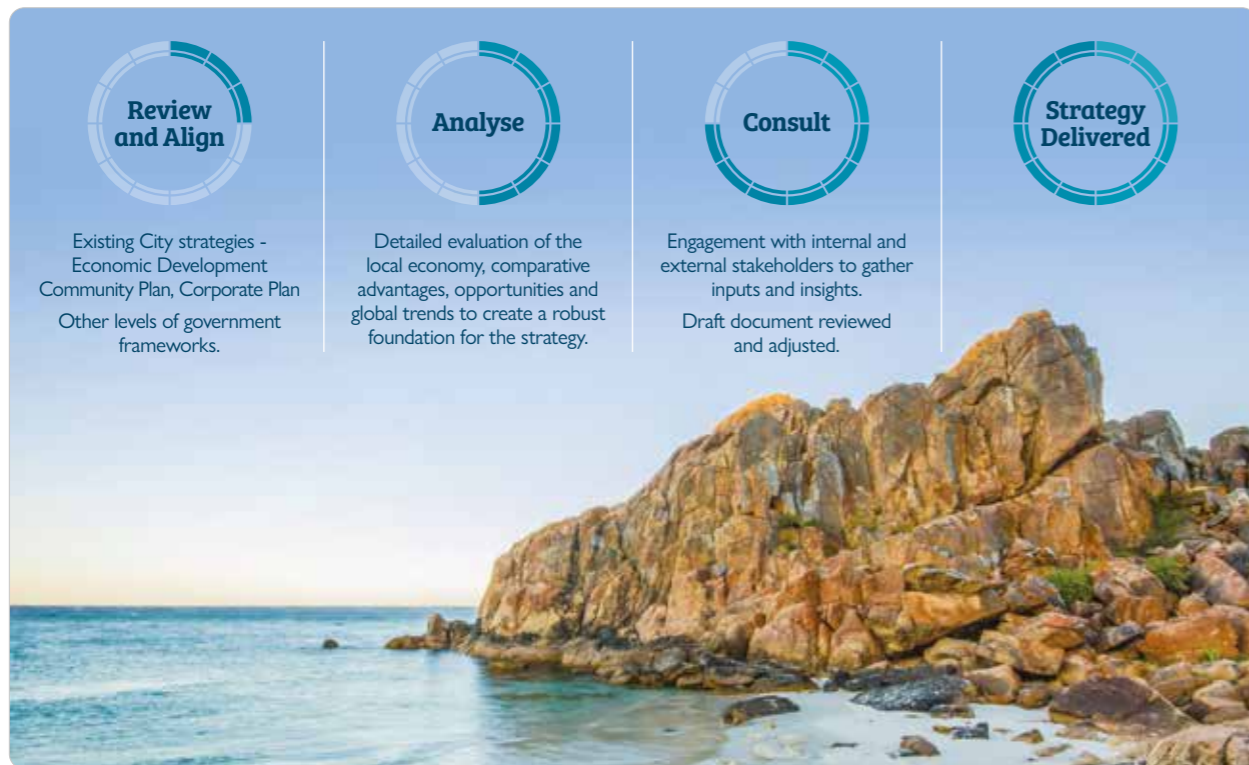
Photo: Deb Holden



About This Strategy

Economic development across the City of Busselton (the City) is about attracting and growing business and industry, creating and retaining meaningful jobs and making our community a better place to live.

The City adopted its current Economic Development Strategy 2016-26 in 2016. Given the significant changes to local, state, national and global economies since that time, an updated strategy was required. We developed this new strategy through the following process:



This new Economic Development Strategy 2022 -27 provides vision, direction and a clear roadmap that will simplify decision making, drive alignment and communicate our economic development priorities. It harnesses the potential of the City, positions it into the future while providing a framework that outlines our goals and objectives over the next five year period.

Collaboration will be crucial to success, and the City will partner with industry, business and community partners to deliver the programs and activities to achieve these goals.

The City is committed to continuing building strong relationships with and working closely with our neighbouring Local Governments Areas to progress enabling infrastructure and aligned projects that provide economic and social benefits to the broader South West community.

We understand that development opportunities must strike the right balance between growth and retaining the City's unique character, environment and lifestyle for all those who live, work and invest here.

Local Governments role in Economic Development

The economic development of the City is a shared responsibility and is not undertaken in isolation – it is a lens for all local government activities.

It is also a collaborative and collective effort of key stakeholders across all three levels of Government, local and national businesses, economic asset owners, investors, workers and residents.

Local Government plays an essential role in economic and social development and fulfils the following responsibilities to meet locals' needs:





The City of Busselton



The City is a vibrant regional city by the sea, where environment, lifestyle and opportunity meet. Nestled on picturesque Geographe Bay, just 230kms south of the State capital of Perth, it is the premier locale and central heart of the South West region of Western Australia.

The City features the five modern townships of Busselton, Vasse, Dunsborough, Yallingup and Eagle Bay along with retail, commercial and industrial precincts, all set in a coastal and rural environment of pristine natural beauty. It is well connected by major transport networks, including the South Wests principal airport, the Busselton Margaret River Airport. It is situated close to the Port of Bunbury, one of Australia's largest regional ports and its onward road and rail links.

Enjoying a Mediterranean climate, our thriving community is home to 44,000¹ people and offers a much sought after relaxed lifestyle for those who live and work here.

We are a forward-thinking, dynamic and fast-growing City, recognised for an internationally renowned viticulture industry and well established agricultural sector producing the finest quality beef, dairy, seafood and a wide variety of fresh fruit and vegetables. The City is also well-known as the Events Capital of Western Australia, a premier leisure tourism destination welcoming 860,000 visitors per annum and home to a growing hub of high-value technology-based and creative industries.

The past decade has seen significant public and private investment in developing innovative community and economic infrastructure. We have focused on revitalising our town centres and foreshore areas, creating new hospitality and retail centres, additional aged and health care facilities, significant upgrades to the regional airport to international standards, and the state of the art Busselton Performing Arts & Convention Centre is currently under construction.

The City and our community are now poised to capitalise on this transformative work. Our next chapter will focus on continuing to deliver a high-quality urban realm, attractive public spaces and excellent community amenities whilst expanding economic opportunities to accelerate the tourism and events sector and activate new activity in aviation, transport, renewable energy, technology, and specialist manufacturing industries.

¹ ERP 2022





External Drivers and Trends

Megatrends are significant, transformative processes with global reach, broad scope, and dramatic impact shaping the world in the first half of the 21st century. Some drivers and trends will present enormous opportunity, others will have a direct negative impact. Identifying these trends and understanding their impact is key to knowing how regional businesses and communities operate today and into the future.



Technology Changes

Technology changes means that two-thirds of current occupations could see a third of their activities automated. This can present enormous opportunities for business to diversify, however, the City and Industry must deliver adequate infrastructure, training, and innovative processes to keep the workforce and business apace with technological advancement.



Shifting Economic Power

Asia's population proliferates, changing global demographics and economic drivers. This will impact on the demand of scale and range of products produced and exported from our region and provide excellent opportunity for business diversity and growth.



Climate Change

Climate change is an urgent and complex global issue that creates risks and challenges for the City. Key risks include increased coastal erosion and inundation, and bushfires. All levels of Government, along with business and the community, have a role to play in responding to the climate change challenge.



COVID19

COVID19 the pandemic has delivered a level of disruption to communities across Australia and the globe unprecedented in recent decades. It has a far-reaching and ongoing impact on nations, trade and behaviours, many of which are yet fully realised.



Photo: Russell Ord



Regional Snapshot



Location

Distance from State capital
2.5 hours
South of Perth
Strategically located near
SE Asia
Total area
1,455km²



Climate

Climate type
Warm Mediterranean
Mean temperature range
11.3-22.8 C
Mean Annual Rainfall
708mm



Economics

GRP
\$2.59B
Key industries by GRP contribution
Construction, Manufacturing, Rental and Hiring, Accommodation & Food



Town Centres

BUSSELTON largest town centre with cultural precinct and family friendly foreshore featuring the iconic Busselton Jetty.
VASSE a growing centre is a favourite for families with a wide range of amenities.
DUNSBOROUGH sits on Geographe Bay and known for boutique shopping and spectacular walk trails.
YALLINGUP small centre surrounded by Leeuwin-Naturaliste National Park and world class surf breaks.
EAGLE BAY sits on Cape Naturaliste and is a growing luxury holiday hotspot.



Population

Population size
44,000
ERP
Growing
1.8%
2019-20
Forecast to grow to
57,249
by 2035
Medium age
42



Business & Industry

Key industries
Construction, manufacturing, retail and hiring, accommodation & food
Emerging industries
Aviation, renewable energy, technology and creative industries
Local businesses
4088
63% sole traders, 24% less than four employees



Employment

Labour force
11,850
Unemployment rate
4.4%
(Sept 2021)
Medium weekly income
\$526
Key industries by employment
Retail, Construction, Accommodation & Food, and Health, Education & Training

Data source: REMPLAN DATA



What Sets Us Apart?

We have many competitive advantages, including a well-established primary industry, premium food and agricultural produce, an international reputation as a first-class tourism destination, and vibrant communities with a quality lifestyle second to none.

We are well-positioned to facilitate and support a diverse range of significant new developments utilising our numerous strategic assets.

Our Competitive Advantages

- Proximity to the State Capital and Southeast Asia
- A growing population
- A clean, pristine environment
- Mediterranean climate and quality lifestyle attractors
- South West's internationally recognised brand
- Productive agricultural land
- Availability of commercial and industrial land
- Affordable housing and land costs

- Quality health and education facilities
- Proactive leadership from City's elected members and executive

Our Strategic Assets

- Internationally capable gateway airport
- Quality road transport infrastructure
- Internationally renowned tourism icon – Busselton Jetty
- Modern civic sporting and recreational facilities

Our Vision

Our future vision is about diversity, sustainability, jobs and investment, and the vibrancy and liveability that come with economic growth.

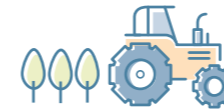
By sustainably using our natural resources, supporting our community with exceptional lifestyle infrastructure and services and enabling diverse business, employment and investment opportunities, we strive toward delivering a place **“Where Environment, Lifestyle and Opportunity Meet!”**



Photo: Russell Ord

Growth Opportunities

Research undertaken by the City has highlighted key areas and industries that present the most significant opportunity for our long term, sustainable growth.



Primary Industries Agriculture and viticulture are well-established industries that can be expanded by connecting to market, adding value and creating subsidiary industries that diversify and support them.



Aviation The upgraded Busselton Margaret River Airport has vast potential to activate aviation-related industries, including engineering and maintenance, freight and logistics hub, FIFO sector, and significantly expand the value of tourism sector with national and potentially international flight routes.



Events and Tourism With an abundance of natural beauty and tourism assets in the region, our strong profile as the Events Capital of WVA and the development of the Busselton Performing Arts Convention Centre, there is scope to sustainably grow leisure and business tourism.



Technology and Creative Industries The City is increasingly recognised as a hub for the arts and creative industries. It can capitalise on strength in music and performing arts and emerging design and visual arts industries.



Small Business The backbone of the City, with 87% of all businesses having 19 employees or less, there are significant opportunities to support our businesses to grow sustainably, embrace new technologies and establish stronger linkages with local and external markets.



Innovation and Entrepreneurship Growing our local 'start-up scene' will encourage entrepreneurship that can create new and bespoke economic activity product development and support young people staying in the region.



Healthcare The City's changing demographics, consumer practices and existing health-related infrastructure provide opportunities for future investments into health care, aged care and retirement living.



Education The City has the opportunity to develop deeper tertiary and VET offerings to encourage improved education options, youth retention and future industry-aligned workforce development.

Economic Development Framework

To deliver our vision of **“Where Environment, Lifestyle and Opportunity Meet!”** the strategy focuses on four key goals to influence and encourage economic development.



KEY GOAL 1
Environment



KEY GOAL 2
Lifestyle



KEY GOAL 3
Opportunity



KEY GOAL 4
Leadership



Key Goal 1 Environment

An environment that is valued, conserved and enjoyed by current and future generations.



Photo: Francis Andrijich



Photo: Elements Margaret River



Environment

We recognise the importance of sustainable economic development and preserving the quality of our environment for future generations. We will ensure our collaborative actions consider and incorporate best practice use of our natural resources.

We have identified key objectives and strategies to ensure the City's clean environment remains a crucial asset now and into the future.



Sustainable Economic Development

OBJECTIVE	STRATEGIES
Protect and preserve our natural environment.	<ul style="list-style-type: none"> Support and model best-practice approaches to clean technology, circular economy, waste elimination, resource recovery and renewable energy production. Develop planning strategies for sustainable basic raw material supply and use and alternate methods. Advocate for frameworks and infrastructure that fosters sustainable resource use. Foster and promote regenerative tourism practises for business and consumers
Progress Smart Cities Strategy	<ul style="list-style-type: none"> Deliver technology interventions that enhance sustainability in urban places, parks, waterways and building management. Use technology and data to encourage sustainability in resource use, and improve the efficiency of waste collection and processing.
Foster Clean Energy and Circular Economy	<ul style="list-style-type: none"> Support and encourage, research and development and investment into clean energy and circular economy activities.



Key Goal 2 Lifestyle

A place that is relaxed, safe, and friendly with services and facilities that support positive lifestyles and wellbeing.



Photo: Elements Margaret River



Photo: Graham Hay

Lifestyle

Our unique, relaxed lifestyle is an inherent part of the City's attraction. We strive to enhance this by providing modern community infrastructure and services and creating diverse education and employment options.

Enhanced Livability

OBJECTIVE	STRATEGIES
Advance Transport Connectivity	<ul style="list-style-type: none"> Support increased public transport services. Advocate for improved interregional and intrastate road and rail networks. Foster air transport routes at the Busselton Margaret River Airport.
Advance Digital Connectivity	<ul style="list-style-type: none"> Develop Digital Strategy. Understand demand and advocate for high quality, accessible, affordable mobile and internet connectivity.
Advance Health Care Services	<ul style="list-style-type: none"> Support investment into a regional private hospital and allied health services. Support investment into Aged Care Services. Advocate for Allied and Mental Health Services.
Advance Community Facilities	<ul style="list-style-type: none"> Support increased sport, recreational, senior and youth facilities. Advocate for increased integrated social housing.
Town Centre Activation and Place-making	<ul style="list-style-type: none"> Ensure best planning, design and management of our public spaces. Connect and activate our LIA and industrial precincts. Support a vibrant community events program. Sustainably grow the nighttime economy to provide safe and lively night activities in our urban centres. Support and promote a unified Busselton brand.

Diverse education, training & employment

OBJECTIVE	STRATEGIES
Support diverse education opportunities	<ul style="list-style-type: none"> Work with the industry to identify existing education and training gaps. Advocate industry for education and training programs that align community aspirations and industry requirements.
Support diverse employment opportunities	<ul style="list-style-type: none"> Work with industry to diversify and deepen employment choices. Investigate attracting decentralised private businesses and government agencies.
Progress industry-aligned skilled workforce	<ul style="list-style-type: none"> Work with industry to determine future skill labour requirements. Investigate the development of Hospitality Trade School. Investigate Aged Care and Allied Health training opportunities. Investigate Aviation Maintenance and Pilot Training facility. Investigate FIFO Induction Hub. Investigate Environmental Sciences Training (R&D, Marine and Terrestrial).



Key Goal 3 Opportunity

A vibrant City with diverse opportunities and a prosperous economy.



Photo: Elements Margaret River



Photo: Elements Margaret River



Photo: Elements Margaret River



Opportunity

We will actively undertake actions that enable our community to grow and prosper. We will open the door to success by creating and communicating information that attracts and retains new industries and businesses and diversifies and fosters existing ones.

Investment Attraction

OBJECTIVE	STRATEGIES
Develop Invest Busselton Program	<ul style="list-style-type: none"> • Develop Investment Prospectus. • Develop Investor Concierge Service. • Develop International Engagement Strategy. • Provide regular market intelligence and regional data.
Promote the City as an attractive place to live, work and invest	<ul style="list-style-type: none"> • Support events and projects that promote the region nationally and internationally. • Collaborate with government, industry and community stakeholders to enhance City's destination brand awareness.
Progress Investment Attraction Strategy	<ul style="list-style-type: none"> • Target prospective investors in Aviation, Tourism, Health and other emerging Industries. • Advocate for co-investment for enabling infrastructure.

Business Support

OBJECTIVE	STRATEGIES
Grow, diversify and support Businesses	<ul style="list-style-type: none"> • Deliver business support services in conjunction with industry partners. • Facilitate business networking and clustering. • Facilitate collaboration, skill-building and shared learning. • Foster business resilience. • Support business to mitigate economic leakages .

Industry Development

OBJECTIVE	STRATEGIES
Grow, Diversify and Support Industry	<ul style="list-style-type: none"> • Facilitate value add opportunities. • Foster innovation and entrepreneurship. • Foster investment in emerging industries.



Key Goal 4 Leadership

A Council that connects with the community and is accountable in its decision making.



Leadership

We will deliver strong leadership and innovative and collaborative approaches to realise our economic development goals. We will continue to show prudent governance with evidence-based decision making and be a solid voice to other levels of Government and industry.



Leadership, Advocacy and Collaboration

OBJECTIVE	STRATEGIES
Advocacy to other levels of Government as a voice for our community.	<ul style="list-style-type: none"> Deliver local, regional, state and national intelligence on the City's economic development to inform policy and program.
Collaboration with stakeholders across industry, business and community to grow our City.	<ul style="list-style-type: none"> Build and maintain a network of strategic, high functioning stakeholders. Facilitate effective cross-sectoral and intergovernmental collaborative partnerships. Encourage progressive 'out of the box' thinking that shapes service delivery. Actively foster relationships with neighbouring LGA to facilitate SW regional advancement
Show best practice governance, innovation and organisational excellence in all we do.	<ul style="list-style-type: none"> Ensure access to best practice accountable ethics, effective use of resources, risk management, compliance and administration mechanisms. Improve evidence-based decision making. Demonstrate cultural competency by exhibiting respectful communication and collaboration within the organisation and externally.



Putting the Strategy into Action

This strategy will only be effective if there is a strong commitment to and resources for the actions needed to achieve the vision and objectives.

This requires a transparent process for delivery and coordination, a willingness to work in partnership, and a method for monitoring and measuring progress.



Implementation Plan

An Implementation Plan which functions as the program of work for the City, details activities, and the key performance indicators to measure their outcomes, has been developed with direction from the City's Economic Development Advisory Group and attending Stakeholder Group.

We actively encourage business, community and all levels of Government to continue collaborating and knowledge sharing on regional issues to ensure we can best deliver economic development outcomes for the region.

Monitoring and Evaluation

Effective monitoring and transparent evaluation processes are critical to successfully implementing this strategy.

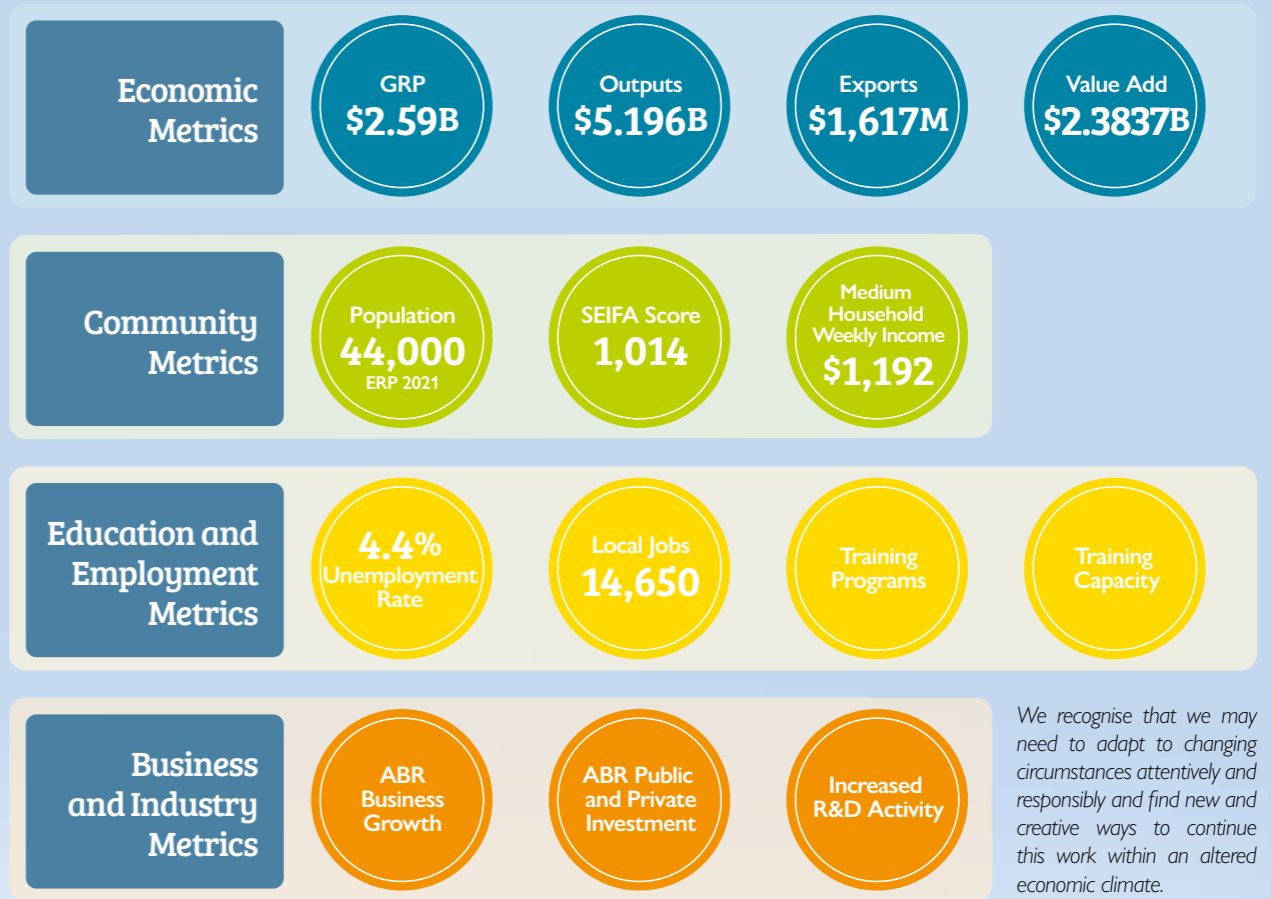
Economic development metrics should include contributions to environmental health, social well-being, and a just economy. Unlike economic growth, which can be measured each quarter, progress in these indicators occurs over longer timeframes.

The City has implemented an evaluation framework that tracks projects and initiatives using SMART outcomes (Specific, Measureable, Achievable, Relevant, Time-bound) delivered through the Implementation Plan.



Key Benchmarks

The following socio-economic benchmarks are a snapshot into how the City is currently placed. We will conduct annual reviews using these benchmarks in order to inform council and community, monitor progress, celebrate success and focus future work.



We recognise that we may need to adapt to changing circumstances attentively and responsibly and find new and creative ways to continue this work within an altered economic climate.

Data source: REMPLAN DATA



*Where environment, lifestyle
and opportunity meet!*



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Geographic Bay

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