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# City of Busselton

## INVESTMENT ATTRACTION STRATEGY: KEY OPPORTUNITIES AND ACTION PLAN

June 2021





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# 1 INTRODUCTION

## 1.1 Scope

City of Busselton Economic Development Strategy (2016-2026) has identified investment attraction and marketing as one of the key focus areas. It aligns with the community and stakeholder feedback that has revealed “a desire for Council to foster a strong local economy that sustains existing and attracts new business, industry and employment opportunities.”<sup>1</sup>

Pracsys has been engaged by the City of Busselton to prepare a thorough analysis and identify key investment opportunities (Investment Opportunities Report) and following that prepare practical investment attraction strategy with action plan and key information about priority industries (Investment Attraction Strategy: Key Opportunities and Action Plan).

## 1.2 Investment Attraction

### Investment Attraction Strategy

Investment attraction is an act of facilitating growth within the local community through:

- Encouraging the growth of existing businesses
- Attracting new business and the flow of capital from outside of the local area.

These are two of the key strategic economic development goals of local governments that work towards supporting the economic development in their local area.

The purpose of an investment attraction strategy is to develop a plan of deliberate and thought-out actions designed to achieve a clear set of objectives for attracting business investment.

When planning for business investment, the community must understand the type of business best suited to the location and focus efforts on attracting the investment the area wants. Actions should be developed with a clear understanding of current trends, benchmarking against current competitors and knowledge of individual strategic advantages and value propositions. A robust and systematic investment opportunities identification must be based on the thorough data analysis and research, and expertise and knowledge of local businesses. Best-practice investment strategies understand what a prospective investor needs and wants and provide information and tools that helps in their location decision.

### Benefits of Undertaking Investment Attraction Strategy

Attracting investment is an essential part of economic development as it leads to new employment opportunities, utilisation of local resources, creates a stronger local economy, improves the quality of life of local residents that in turn strengthens the population growth.

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<sup>1</sup> City of Busselton Economic Development Strategy (2016-2026)



The process of undertaking an Investment Attraction Strategy brings benefits in its own right. The process allows the community to clearly understand its competitive advantages and existing gaps that strengthens the unique community brand. It mobilises the resources towards common objectives. And high-quality stakeholder engagement can build the skills, knowledge, networks and confidence of community members. Being a significant population and economic growth centre, the City plays a role in shaping the economic future of South West region and the State as a hub of critical importance.

### **The City of Busselton Recent Context**

The City of Busselton is one of the fastest growing regions in WA with around 39,623 residents and is projected to grow to 50,750 by 2026.<sup>2</sup>

Located within the world-renowned South West wine growing and tourism region, the City of Busselton is recognised for being a centre for agriculture, and a significant hub for technology-based and creative industries with a number of organically emerged clusters. While strong industry specialisations position the City to benefit from major projects, opportunities do exist to build up supply chains around existing clusters. Provision of high-quality infrastructure and land is critical to economic development, and there is approximately 400ha of existing zoned industrial/service commercial land within the Busselton-Vasse and Dunsborough Areas, including land that is yet to be subdivided and developed, creating vast expansion opportunities.

The City has also branded itself the 'Events Capital of WA' in 2015 and hosts more than 150 events on average each year that attract large number of locals and tourists throughout the year, creating opportunities for creative and population-driven industries.

Significant investment is occurring in the City, with major projects either recently completed, underway or planned. It is a great time to develop a Strategy to leverage the major public and private sector investment and continue the pattern of sustainable growth.

## **1.3 Structure of the Report**

A thorough assessment and identification of the key priority opportunities is described within Investment Opportunities Report. This report concentrates on the presentation of concise and graphical information about each of the key opportunities with an accent on the unique selling points and a rationale, and practical action plan tailored to these opportunities.

A unique feature of this report is the prospectus style pages about each opportunity that form part of this report, but also can be used on its own for marketing, information and promotion purposes.

As such the structure of the report is as follows:

- **Section 1. Introduction** covers the project scope and provides background information

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<sup>2</sup> City of Busselton – Local Planning Strategy 2019



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- **Section 2. Industry Opportunity Analysis** briefly describes the process that has been undertaken during the Stage One. Opportunities Identification. Full details are available within the Opportunities Report (Pracsys, 2021).
  - **Section 3. Key Priority Opportunities** is a unique section designed as prospectus pages that provides key information about the identified priority opportunities, including their interconnectedness.
  - **Section 4. Action Plan** contains practical action to attract the identified key opportunities.
  - **Section 5. Evaluation and Monitoring** sets out an approach that can be utilised to track progress towards attracting investment.



# FIRE STATION

FIRESTATION SPECIALTY BEER AND WINE BAR  
SMALL BAR LICENSE  
BUTTERNUTS PVT CO LICENSE

What's On  
-@-  
The Station  
SAT 17<sup>th</sup>  
Reuben Stone  
THURS 22<sup>nd</sup>  
Asian tap take over  
Burger & Beer  
SAT 24<sup>th</sup>  
Elli Schoen







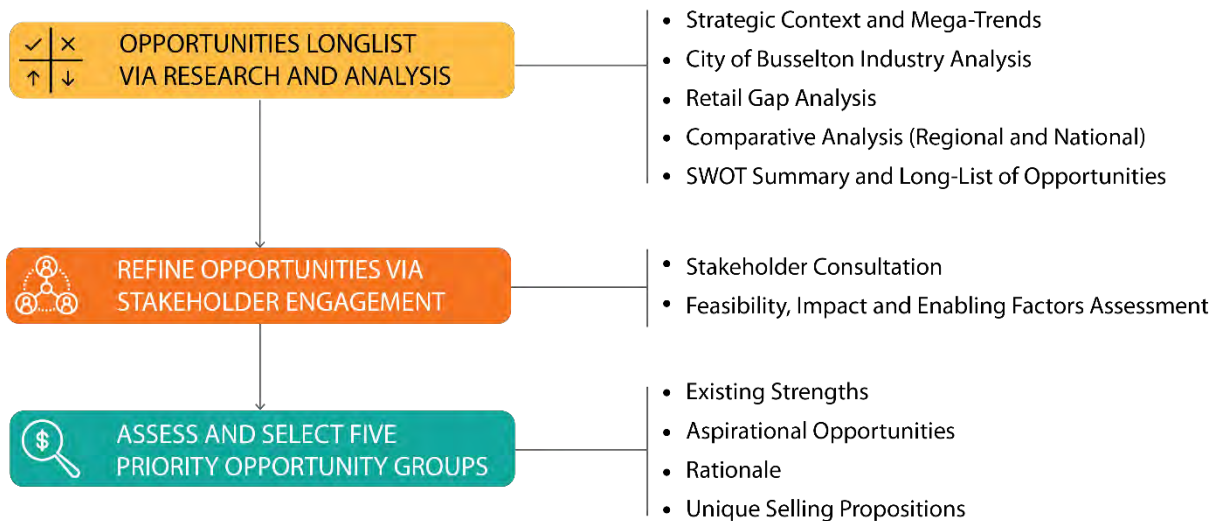
## 2 INDUSTRY OPPORTUNITIES ANALYSIS

### 2.1 Process

A thorough assessment and identification of the key priority opportunities is described within Investment Opportunities Report (Pracsys, 2020).

A robust and systematic process was undertaken to identify investment attraction opportunities, including thorough data analysis, research and local expertise. Opportunities were developed with a clear knowledge of current trends and an understanding of the City of Busselton’s strengths and opportunities. Comparison against regional and national benchmarks allowed for recognition of the City’s competitive advantages and aspirational opportunities. The results were summarised in SWOT analysis and based on it long-list opportunities were developed.

The research and analysis findings were augmented through a multi-faceted stakeholder consultation with local organisations, businesses and subject-matter experts to filter the longlist of identified opportunities, and assess it based on their likely feasibility and impact. This assessment also included consideration of the key enabling factors availability such as availability of raw materials / resources; access to enabling infrastructure; access to required labour and local industry expertise and appetite.



The final shortlist of opportunities has been presented with their accompanying rationale for selection and the unique selling propositions for investing in this opportunity within the City.

## 2.2 Results

The final schedule of priority opportunities contains 17 individual opportunities across 5 opportunity groups, reflecting a mix of aspirational opportunities and existing strengths within the City.

Opportunity Group	Opportunity	Type
Agriculture & Food	Grape Growing & Wine & Beer Manufacturing	Existing Strength
	Cattle Farming	Existing Strength
	Beer Crop Agriculture	Aspirational Opportunity
	Aquaculture & Marine Pharmacology	Aspirational Opportunity
Aviation	Perishables Air Freight / Distribution	Aspirational Opportunity
	Aircraft Maintenance & Pilot Training	Aspirational Opportunity
Creative Industries	Multimedia Production	Existing Strength
	Visual & Performing Arts	Aspirational Opportunity
Health & Aged Care	Aged Care	Existing Strength
	Healthcare & Allied Health	Existing Strength
	Aged Care & Allied Health Training Campus	Aspirational Opportunity
	Telehealth Services Hub	Aspirational Opportunity
Tourism	Tourism: Accommodation & Food	Existing Strength
	Hospitality Trade School	Aspirational Opportunity
	Nighttime Economy	Aspirational Opportunity
	Emerging Tourism Sub-Markets	Aspirational Opportunity
	Tourism-Related Manufacturing	Aspirational Opportunity

All these opportunities align to the vision and the perception of the City of Busselton as ‘the place where environment, lifestyle and opportunity meet.’<sup>3</sup> Priority opportunities strike the right balance between growth, retaining unique character, environment and lifestyle.

Identified opportunities are also largely interconnected by sharing labour or infrastructure and being inputs, outputs or enablers for one another. The connections are illustrated in the Opportunities Map below.

<sup>3</sup> Draft Strategic Community Plan, 2021





# Key Priority Opportunities

for the City of Busselton

# Opportunities Map

## Legend

- Agriculture & Food
  - Aviation
  - Creative Industries
  - Health & Aged Care
  - Tourism
- AO Aspirational Opportunity  
ES Existing Strength







# Grape Growing & Wine & Beer Manufacturing

The City of Busselton is home to many wineries and breweries, which attract visitors and export throughout the world. A new generation of consumers are conscious of their environmental impact, preferring brands which are engaged in environmentally-conscious initiatives. These consumers are also demanding natural, organic, biodynamic and vegan alcohol product alternatives, as well as becoming increasingly interested in the story behind products.

- Busselton is Australia's **8<sup>th</sup>** largest wine economy (ABS 2016)
- **150** people work in grape growing and **400** people work in wine and beer manufacturing within the City (ABS 2016)
- **180** wine producers in the Busselton-Margaret River Region, with **90** of these within the City of Busselton (MRWA 2021)
- **60** cellar doors and **3,000** vineyard hectares in the City (MRWA 2021)

## Suitable Inputs and Supply Chains

The City has a significant land for viticulture activities and wine and beer production. Local wineries provide a downstream supply chain for growers.

## Access to Customers and Markets

There are developed wine and beer markets within the South West, Perth and Australia. The Margaret River Wine Region also exports 2.6 million litres of wine to over 60 international markets, reflecting an export value of \$33 million (Margaret River Wine 2019).

## Tourism Visitation

Intrastate visitation continues to drive post-COVID-19 demand for the City's high-quality beer and wine. Commencement of three weekly flights direct to Melbourne and business cases for flights to Sydney and Brisbane will bring a larger tourist market to the City.

### Case Study: Rocky Ridge Brewing Co



Busselton's Rocky Ridge Brewing Co. has diversified from humble beginnings as a simple farmhouse with a handful of cattle to a thriving vertically-integrated brewery with the latest in cutting edge technology. Rocky Ridge Brewing Co. brings the unique artisanal craft of Busselton to customers throughout the State and beyond. Based in the heart of Busselton, the Rocky Ridge Cellar Door offers tasting paddles of a wide range of beers fresh from the brewery.



# Cattle Farming

Meat processing is Australia's 6<sup>th</sup> largest export industry, representing an economic contribution of approximately \$16 billion. The City of Busselton is a leading national benchmark in the export-orientated cattle industry, with a high concentration of both dairy cattle farming and beef cattle farming activity. There is an opportunity for the City to leverage these existing strengths to develop its production of specialist premium meat and dairy products for high-end markets.

- **2<sup>nd</sup>** largest dairy industry in the State (ABS 2016)
- **250** people employed locally in cattle industries (ABS 2016)
- Proximate to concentrated beef processing in Bunbury and Cowaramup

## Suitable Land and Infrastructure

The City of Busselton benefits from a significant endowment of agricultural land and a suitable climate, as well as an established stock of cattle and farming infrastructure.

## Access to Skilled Labour

The City's historical strength in cattle farming has developed a local workforce that is skilled in agricultural processing, management, logistics and distribution.

## Access to Supply Chains

The City of Busselton has well-established intrastate and interstate supply chains, with a significant portion of local beef cattle processed into final products within the South West.

## Access to Customers and Markets

There is an opportunity to capitalise on the City's existing strengths in both beef cattle and dairy cattle farming to service growing demand for food products from Asian markets, particularly among the rising Chinese consumer class. This opportunity also aligns with the global mega-trend of substitution away from refined food products towards healthy and organic produce, for which Australia and the South West has a strong brand recognition.

### Case Study:

#### Margaret River Wagyu Beef



Meat processing is amongst the largest export industry in Australia, with increasing demand for high-quality beef products continuing to drive industry growth. Margaret River Premium Wagyu is a vertically integrated premium producer of Wagyu beef for international export in the State's South West Region. Commencing business at Cowaramup in 2003, the company now owns the largest herd of purebred Wagyu in Western Australia and employs a network of farmers throughout the Region.





# Beer Crop Agriculture

Australia’s craft beer industry is growing rapidly, driven by local and international trends preferencing more unique and artisanal offerings over traditional large-batch beers. The City is home to a growing number of craft breweries that attract visitors and export throughout the world. However, Busselton’s rapidly growing craft beer industry does not have access to a local supply of key product inputs, such as hops and malt. Indeed, most brewers currently source their hops and malt crop from Australia’s eastern states or Europe. There is therefore an opportunity to develop the production of key beer crops locally to add further value to a strong export product.

- **12** breweries in the Busselton-Margaret River Region (Your Margaret River Region 2021)
- Australia’s craft beer industry is growing at **10%** annually (Statista 2021)
- Australia makes **16.1 million** hectolitres of beer annually (Statista 2021)
- Australia currently produces just **1%** of the world’s hops (HPA 2021)

### Access to Inputs and Skilled Labour

The production of beer product raw inputs such as hops and malt requires temperate conditions and reliable water access, as well as agricultural expertise related to the growing, harvesting and processing of these crops. The South West has an appropriate climate for the production of these crops and a significant endowment of local agricultural expertise.

### Access to Supply Chains

The City’s local specialisation in beer product manufacturing and growing concentration of ‘craft’ brewers provides a well-developed downstream supply chain for beer crop farmers.

### Access to Customers and Markets

Large beer product markets in the South West, Perth and Australia will drive continued demand for beer products inputs such as hops and malt.

### Case Study: Hops Products Australia



Hop Products Australia (HPA) is the country’s largest hops producer and the regional representatives of the global BarthHaas group. HPA has been growing hops in Australia for more than 150 years across their farms in Tasmania and Victoria. HPA produces 2,400 metric tonnes of hops – 90% of Australia’s total hops production – processing it into pellets for distribution throughout Australia and overseas.



# Aquaculture & Marine Pharmacology

Aquaculture is the world's fastest growing food production sector. The Department of Primary Industries and Regional Development has established an Aquaculture Research & Development team with world-class staff and facilities to support Australian aquaculture businesses.

The City of Busselton has a unique marine ecosystem that can be leveraged to develop innovative specialisations in aquacultural activities such as seaweed and sponge farming. Ocean sponges are key inputs in the cosmetic industry and are attracting attention in the pharmaceutical sector as a cancer treatment. Seaweed is used in a number of food products and has applications in bio-plastic, pharmaceuticals, animal feed and fertiliser. Both sponge and seaweed farms enjoy low start-up and operating costs.

- Australia imports **10x** more seaweed than it exports (ABARES 2020)
- Seaweed is the **fastest-growing** aquaculture sector (NOAA 2020)
- *Asparagopsis* seaweed reduces cattle methane by **99%** (Machado et al. 2016)

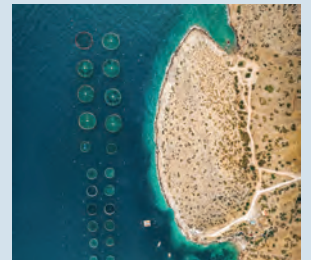
## Access to Inputs and Markets

The City abuts the Indian Ocean and boasts the landmark Busselton Jetty. These assets have attracted skilled marine researchers who can support aquaculture opportunities. The City can also capitalise on growing demand for seaweed and sponge products driven by sustainability and wellness trends.

## Major Projects and Strategies

The Australian Seaweed Institute advocates for delivery of a national seaweed aquaculture cluster, with one of four locations to be delivered in the South West. The City is exploring funding opportunities for seaweed farming activities and will strengthen its research capabilities with the \$30 million development of the world's largest marine discovery centre.

## Case Study: FutureFeed



FutureFeed, born out of an Intellectual Property partnership between CSIRO, Meat and Livestock Australia and James Cook University, is the global patent holder for use of native Australian *Asparagopsis* seaweed as a natural ingredient for livestock to significantly reduce their carbon emissions. FutureFeed is working with partners across the value chain to bring this product to market, looking to establish a seaweed supply chain including growing, processing, storage, distribution, quality certification and marketing.



# Perishables Air Freight

Specialisation and differentiation of locally-produced goods is becoming increasingly vital as a consequence of globalisation. The development of the Busselton Margaret River Airport is a key project in the South West, providing the opportunity to develop perishables air freight export chains that capitalise on this global mega-trend. As the City has a competitive advantage in the production of high quality perishable products, there is an opportunity to export these products to interstate and international markets via air freight from the Busselton Margaret River Airport.

- Jetstar has commenced **3** weekly flights from Melbourne
- Runway infrastructure for both domestic and international flights
- **21%** of Australia's total trade value is air freight (CoA 2018)
- Perth exports **\$566 million** of perishables (Perth Airport 2020)

## Suitable Industrial Land and Infrastructure

The Busselton Margaret River Airport and surrounding land earmarked for future industrial development provides a significant asset strategically located in proximity to the Busselton townsite.

## Access to Markets

Air freight is the preferred method for transporting goods that are high value, time sensitive and perishable. The majority of this type of freight is typically carried in the cargo hold of passenger aircraft. The recent commencement of three weekly flights direct to Melbourne and business cases for flights to Sydney and Brisbane will bring a larger tourist market to the City while also providing a cost-effective transport option for perishable goods.

## Case Study: Common User Facilities



A key barrier for smaller producers exporting their perishable goods is the prohibitive cost of cold storage facilities at the point of final distribution. A potential solution to this barrier is the development of Common User Facilities (CUFs). CUFs have been successfully implemented at the Australian Marine Complex in Perth and Techport Australia in Adelaide. These models share infrastructure costs based on usage, allowing smaller firms to participate in the export market alongside larger producers. A CUF model can potentially be adapted to the provision of cold storage facilities at the Busselton Margaret River Airport.





# Aircraft Maintenance & Pilot Training

The development of the Busselton Margaret River Airport will see commencement of three weekly flights to Melbourne and the potential for flights to Sydney and Brisbane. This will increase the number of aircraft movements at the Airport, catalysing the opportunity to deliver aircraft maintenance and pilot training activities to service the South West.

- Australian aviation revenue is **\$46 billion** annually (AISC 2019)
- **6,000** people enrol in Australian aviation programs annually (AISC 2019)
- A **2.5 kilometre** runway caters for aircraft sizes up to A330

## Suitable Infrastructure

The Busselton Margaret River Airport and surrounding land provides a significant industrial asset which is strategically located in proximity to the Busselton townsite.

## Major Projects

The development of aircraft maintenance and pilot training activities will complement air freight opportunities by capitalising on the Airport's aeronautical assets without relying on a high volume of aircraft movements. This will provide a cost-effective way of utilising airport infrastructure when the runway is not in use.

## Access to Customers and Markets

There is a significant market for vocational training in the fields of aeronautical engineering and maintenance within the South West and further afield. The Region can capitalise on Australia's global reputation for delivering education and training services and the City's unique amenity and lifestyle benefits to attract interstate and international students.

## Case Study:

### South Metropolitan TAFE

South Metropolitan TAFE delivers vocational courses in various aviation skillsets at Jandakot Airport, including Mechanical Aeroskills, Avionics, Cabin Crew and Aviation Management. Courses offered by South Metropolitan TAFE include:

- MEA20418 Certificate II in Aeroskills (Aeroskills Mechanical Pre-apprenticeship)
- AVI30219 Certificate III in Aviation (Cabin Crew)
- MEA40718 Certificate IV in Aeroskills (Mechanical)
- MEA40618 Certificate IV in Aeroskills (Avionics)
- AVI50119 Diploma of Aviation (Aviation Management)



# Multimedia Production

## Film, Television, Radio & Music

Busselton, reputed as the State's Events Capital, is increasingly recognised as a hub for the arts and creative industries with a vibrant entrepreneurial start-up culture. The City has a long-standing connection to the film industry and multimedia production, hosting the CinefestOZ Film Festival for over ten years. The City has a proven track record providing support and assistance to the film industry.

- The South West has **10%** of WA's multimedia activity (SWDC 2014)
- Busselton has **44%** of South West creative workers (SWDC 2014)
- Busselton's creative sector has grown **7%** in 5 years (QUT 2020)

### Local Amenity and Emerging Brand Identity

The City's primary attractors are its high quality of life and natural environment. The City offers a relaxed environment that appeals to creatives. The creative sector also requires a strong brand identity to stand out in a crowded market; Busselton's emerging reputation in the creative arena is driving continued attraction of creatives.

### Events and Processes

The City of Busselton has a strong and expanding calendar of events that provide a forum for local talent, led by the CinefestOZ film festival. The City is also certified as a Film Friendly Community and has a dedicated Film Liaison Officer (FLO), demonstrating the City's commitment to attracting and supporting creative businesses.

### Broadband Infrastructure

The Busselton CBD is a Business Fibre Zone, providing businesses with high-speed broadband of 1 Gb/s. This connectivity facilitates creative content production, collaboration and innovation.

### Case Study:

#### Volumetric Image Acquisition (VIA) Studio

Sony Digital presented an innovation-based VIA studio opportunity at the 2019 CinefestOZ. VIA produces a photo-realistic three-dimensional recreation of physical environments, allowing producers to maximise studio time. Due to its unique value propositions, the City has potential to establish itself as a regional hub for a VIA studio to service Australian and Asian markets.

### Case Study:

#### CinefestOZ

The City supports Australia's premiere destination film festival CinefestOZ, which awards Australia's greatest film prize of \$100,000 and attracts leading industry professionals. Additionally, CinefestOZ delivers the Cinesnaps Schools Program for school students and teachers and pioneers the IndigifestOZ program to showcase Indigenous filmmakers and introduce Aboriginal students to careers in film.



# Visual & Performing Arts

Busselton, as the Events Capital of Western Australia, has a strength in music and performing arts and emerging design and visual arts industries. City residents spend \$100 million on dining and entertainment each year, with this rate of expenditure having doubled between 2018 and 2021 (Spendmapp 2021). The City boasts a high quality 'natural stage' for creative events, with its many wineries, breweries and environmental assets complementing its built venues. Notwithstanding these endowments, the lack of a central creative hub may have tempered development of the City's creative sector, with many existing facilities not built for purpose and constrained in terms of space, size and amenities.

The forthcoming Busselton Performing Arts and Convention Centre (BPACC) will address this infrastructure gap and boost the attractiveness of Busselton as a destination for touring performers, delivering a creative hub that meets the functionality requirements of its users. Visual and performing arts expansion will drive further improvement in vibrancy, fill the gap in the nighttime economy and attract a more diverse demographic.

## Local Amenity and Emerging Brand Identity

The City's primary attractors are its high quality of life and pristine natural environment, offering a relaxed environment that appeals to creative industry workers. Creative industry sectors also require a strong brand identity to stand out in an increasingly crowded market. Uniting the City's creatives under the BPACC brand will serve to strengthen the industry.

## Suitable Infrastructure

The highly anticipated development of the BPACC provides the opportunity to create a co-located creative industries incubator. This will allow the City to develop its visual and performing arts industries and generate significant additional economic value in the creative sector. This opportunity aligns to the strategic goals of Diversify WA and the aspirations of the City.

### Case Study:

#### Busselton Performing Arts and Convention Centre (BPACC)



The BPACC will be an iconic landmark performance space with a minimum 625 seat capacity theatre and conference and convention facility to accommodate over 400 people. The building, set to open by 2023, will be flexible in design and utilise the latest technology.

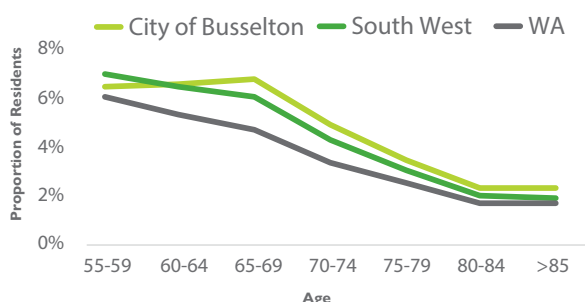
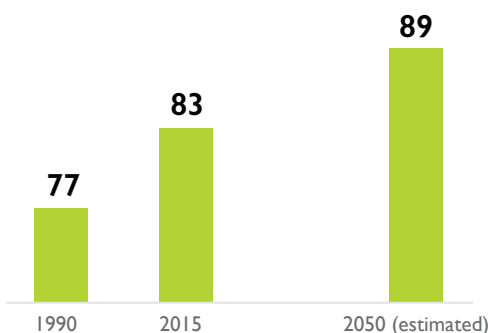




# Aged Care

**Aged care and health industries are likely to see strong growth as the local population continues to age. The City has strength in aged care services related to its high concentration of older residents, with a higher proportion of over-60s than the South West and Western Australia (ABS 2016). There are currently three aged care facilities within the City, with a fourth (Capecare Dunsborough) nearing completion. The City will continue to build upon this competitive advantage by supporting investment in aged care infrastructure and investigating implementation of new and improved service delivery models.**

Average life expectancy in WA



## Access to Customers and Markets

Busselton exhibits an ageing population characterised by a high concentration of residents over 60. This demographic provides a large customer base for aged care services, particularly for residents who wish to age in place.

## Local Amenity

The City's pristine natural environment and relaxed lifestyle attract senior citizens seeking to enjoy retirement. This amenity ensures continued demand for aged care infrastructure.

## Major Projects

The Dunsborough Capecare aged care facility, which is currently nearing completion, will pioneer an innovative model of aged care that provides aging support services in an integrated independent living facility. This model can be built upon as a best practice standard and point of difference in the increasingly competitive aged care sector.

## Case Study: Intergenerational Care



Intergenerational programs promote social inclusion by creating opportunities for interaction between generations. There are currently no Australian standards for intergenerational practise, despite researchers and aged-care sector calling for it to be established as an evidence-based intervention benefiting both young and old participants. These benefits can include social stimulation, improved learning outcomes, improved physical and mental health and increased awareness and understanding between generations.



# Healthcare & Allied Health

Healthcare remains one of the world's fastest-growing industries as the global population continues to age. Statistics reveal that within three decades, 22% of people in Australia will be over 65 years old (AIHW 2018). As Australians live longer, the proportion of those living with co-morbidities is growing. This increases the reliance on specialist ongoing health care and allied health services for older Australians. Western Australia has a pre-eminent health research and innovation system, with a strong reputation for skilled health professionals, cutting-edge technology and world-first treatments. The Busselton Health Campus (opened in 2015) allows local residents to receive health services closer to home and provides support to smaller regional facilities. There is a high concentration of general practice medical service providers as well as a large number of specialist providers in the City. An increase in aged care facilities will also continue to drive demand for a number of specialist health care providers and general practice doctors.

## Suitable Infrastructure

The Busselton Health Campus provides a key physical health infrastructure asset in the City and wider South West, with related allied health services (offices, consulting rooms etc.) also clustered around this infrastructural anchor.

## Access to Skilled Labour

The City has a pool of skilled labour servicing its healthcare and allied health sectors. The City's relaxed lifestyle and highly liveable environment can also be leveraged to attract a skilled workforce and retain young professionals.

## Access to Customers and Markets

Strong projected population growth within the City will drive continued health services expansion in the City. Busselton also has the advantage of proximity to Margaret River, Augusta and Nannup, allowing it to service these centres.

## Case Study:

### Busselton Population Medical Research Institute



The Busselton Population Medical Research Institute is home to one of the world's longest running longitudinal health studies. The Institute discovered the first genetic association with asthma and has been responsible for mapping trends of common diseases such as asthma, diabetes and cardiovascular disease. There is a great opportunity to capitalise on this strength in health research within the City of Busselton and explore further research specialisation in fields such as gerontology.



# Aged Care & Allied Health Training Campus

The City of Busselton has a strength in aged care services related to its higher percentage of over-60s than the South West and Western Australia (ABS 2016). The demand for high-quality aged care will continue to grow regionally, nationally and internationally, driving the demand for a skilled workforce. South Metropolitan TAFE currently offers Certificate III and IV qualifications in aging support, but with growing demand for aged care professionals there will likely be a need to provide a specialised training campus within the South West in the future. The City is ideally located for such a facility due to the large and growing aged care market, which provides direct career pathways for students within the South West. The purpose-built campus can also accommodate other important training opportunities, such as high-end hospitality training.

## Access to Customers and Markets

The City of Busselton exhibits an ageing population, characterised by a high concentration of residents aged over 60. This demographic structure provides a large customer base for aged care and allied healthcare services.

## Local Amenity

The City's relaxed lifestyle and high liveability can be leveraged to attract a skilled workforce to service the proposed aged care & allied health training campus. The amenity of the City will also assist in attracting people to remain in or relocate to the area to undergo specialist training.

## Major Infrastructure and Projects

The Busselton Health Campus provides a key physical health infrastructure asset in the City and wider South West, with related allied health services also clustered around this infrastructural anchor. The longitudinal Busselton Health Study can be leveraged to augment the City's competitive advantage in the delivery of aged care and related allied health services with a specialisation in gerontology.

## Case Study:

### Aged Care Royal Commission

The Royal Commission into Aged Care report *Care, Dignity and Respect* recommended a major expansion of the aged care and disability workforce. Improved workforce conditions and capability are among the report's recommendations.

In response to the Royal Commission, the Commonwealth Government has committed an additional investment of \$92 million into the sector. This will target creation of more than 18,000 places for workers in the next two years by attracting job seekers into the sector, through assistance to employers and training for new recruits. The Report suggests that 80,000 additional workers will be needed by 2030 and an extra 180,000 by 2050 in order to properly staff the sector.





# Telehealth Services Hub

Telehealth is the practice of assessing patients remotely using videoconference, digital photography, instant messaging or other technology. It is seen as a way to address health system challenges created by the COVID-19 pandemic as well as an important support for regional and remote areas without healthcare professionals.

There is an opportunity for the City to leverage its strength in healthcare services and capitalise on global trends in telehealth to become a services hub for the South West. Building on the City's competitive advantage in health services by providing convenient virtual access to specialists for other regions will continue to grow the local labour force and capitalise on a future-looking opportunity. The City's internet bandwidth and speed will need to be monitored and improved where required to allow for the successful integration of technology with healthcare delivery.

## Access to Skilled Labour

As the City has grown, the number and degree of specialisation of healthcare practitioners has increased. This pool of highly-skilled and specialised healthcare practitioners provides local access to labour of the type required to realise the telehealth services hub opportunity.

## Access to Customers and Markets

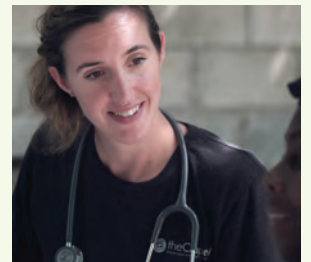
The City exhibits an ageing population characterised by a high concentration of residents over 60. This demographic structure provides a large customer base for healthcare services. Additionally, strong projected population growth will underpin continued proliferation of health services in the City, while proximity to other South West population centres will allow Busselton to become a telehealth hub that services these areas in addition to its own residents.

## Local Amenity

The City's relaxed lifestyle and high liveability can be leveraged to attract skilled healthcare practitioners to live, work and play in the City of Busselton to service the City and the broader South West.

### Case Study:

#### Western Australia Virtual Health Services Hub



A virtual service that supports front-line clinicians who care for patients in regional Western Australia has been added to the Western Australia Country Health Service centre in 2019. The centre supports doctors and nurses in country hospitals and nursing posts by providing ready access to specialist clinicians who use technology, videoconferencing and real-time data to assist in delivering quality patient care.



# Tourism: Accommodation & Food

The City of Busselton's tourism industry is strong and growing, with specialisation in the provision of accommodation and food and beverage services. Visitors to the City spend over \$175 million on dining and entertainment each year, with this rate of expenditure having doubled between 2018 and 2020 (Spendmapp 2021). The City has recovered well from the COVID-19 pandemic due to its attraction of intrastate domestic tourists. Post-COVID-19, there is an opportunity to continue to attract intrastate and international visitors, particularly due to the improved connectivity provided by the Busselton Margaret River Airport.

- Visitors spend **\$500 million** in the City each year (Spendmapp 2021)
- Accommodation and food services employs **1,700** people (ABS 2016)
- Busselton has the **3<sup>rd</sup> highest** concentration of cafes and restaurants in regional Australia (ABS 2016)

## Access to Skilled Labour

The City's strengths in tourism has developed a local workforce that is skilled in hospitality, accommodation management and food and beverage service. This workforce is augmented by a seasonal labourforce during peak visitation periods. The City is currently exploring ways to support the seasonal labourforce that was disrupted by the COVID-19 pandemic.

## Local Amenity

The City's exemplary natural environment attracts visitors and provides a leisurely lifestyle for local and seasonal tourism workers to enjoy.

## Tourist Visitation

The City continues to benefit from strong and growing tourist visitation, with visitor expenditure rebounding extremely robustly from the COVID-19 pandemic. Indeed, capitalisation on the growth in domestic tourism as a response to international travel restrictions has seen local visitor expenditure now exceed pre-pandemic levels.

### Case Study: Shelter Brewing Co.



Completed in 2020 amidst the global COVID-19 pandemic, Shelter Brewing Co. is a 650-capacity brewery, restaurant and function centre set on the Busselton foreshore overlooking the iconic Busselton Jetty. The landmark venue is a joint venture between two fourth-generation Busselton families and has been strongly supported by locals and intrastate visitors alike. The vertically integrated micro-brewery serves a range of beers brewed on-site, alongside a thoughtfully-crafted menu comprised exclusively of Western Australian produce.



# Hospitality Trade School

The City of Busselton has a well developed hospitality sector specialising in short-stay accommodation and food and beverage services, with 12% of the City's workforce employed in tourism-related industries (ABS 2016). However, the City and wider South West currently experiences seasonal volatility in its hospitality-trained labourforce and an under-supply of long-term local hospitality workers. As such, many operators supplement local labour with seasonal and international workers.

One the other hand, there is a growing demand for high-end hospitality workers to support growing industry demands and customer expectations. As a key location for high-quality tourist experiences, the City has an opportunity to develop a hospitality trade school that provides high-end development pathways for local students to service continued tourism sector growth.

## Access to Skilled Labour

A specialised hospitality trade school delivered at a high-end standard will complement Margaret River TAFE's general hospitality training offering. This will minimise inter-regional competition and provide a development pathway from secondary education into careers within the City's many (and increasingly up-market) hospitality businesses.

## Visitation and Amenity

The City of Busselton continues to benefit from strong and growing domestic and international tourist visitation, insulated from the sector downturn attributable to the COVID-19 pandemic. The City's exemplary natural environment and relaxed lifestyle also provide a highly liveable setting for local hospitality students and workers to enjoy.

## Major Projects

Key tourism projects within the urban centre of Busselton such as the Hilton Garden Inn Hotel and Origins Market will provide important anchor employers of local hospitality school graduates.

## Case Study:

### Swiss Education Group

The Swiss Education Group offers professional certificates in hospitality rooted in the Swiss tradition of world-class hospitality. The Swiss Model partners students with reputable hospitality leaders to provide relevant practical experience that secures future employment. The Model's point of difference is its quality, with courses accredited by the International Centre of Excellence in Tourism and Hospitality Education. This provides a signal of graduate quality to reputable hospitality market leaders. Adaptation of the Swiss Model of hospitality training within the City of Busselton will provide a clear development pathway from secondary education into careers with the City's many (and increasingly up-market) hospitality businesses, such as The Hilton Garden Inn Hotel.





# Nighttime Economy

The City of Busselton’s tourism industry is very well developed, with high specialisation in the provision of accommodation and food and beverage services. City residents spend \$100 million on dining and entertainment each year, with this rate of expenditure having doubled between 2018 and 2021 (Spendmapp 2021). Despite this growing demand for entertainment in the City, a gap has been identified in the City’s provision of nighttime entertainment activities. An improved entertainment offering in nighttime hours will improve the City’s retention of young people, attract more visitors and retain more local and visitor expenditure.

## Access to Customers and Markets

The City of Busselton enjoys favourable proximity to the major metropolitan centre of Perth, which is the source of the majority of its intrastate tourist visitation. Access to this large tourist market allows the City to attract visitors of the demographic which tends to demand nighttime entertainment activities - typically younger people without children.

## Access to Supply Chains

The City’s existing concentration of local beer and wine producers and creative practitioners provides a unique opportunity to maximise supply chain efficiency, with local bars, taverns and live music venues able to source high-quality products as well as creative performers from within the City of Busselton.

## Major Projects

There are a number of major upcoming projects which will support the opportunity to develop the City’s nighttime economy. The redevelopment of Busselton’s Mitchell Park is likely to see an expanded commercial footprint at Busselton Central, complete with food and beverage offerings and a cinema. Additionally, the scheduled development of the Vasse main street will likely see delivery of a bar in the fast-growing urban area. These projects will provide an increased and diversified entertainment offering in the City, particularly during nighttime hours. The highly anticipated development of the BPACC will also support additional nighttime entertainment opportunities.

### Case Study: Byron Bay Entertainment Economy



The regional town of Byron Bay in New South Wales has a population of approximately 36,000, making it marginally smaller than the City of Busselton at approximately 40,000 (id. 2021, City of Busselton 2021). Byron Bay hosts major music events such as Splendour in the Grass and Bluesfest, which contribute over \$100 million to the economy (Bluesfest 2019, ABC 2020). These events attract a large number of domestic and international visitors, who spend both at the events and throughout the Town’s nighttime entertainment venues.



# Emerging Tourism Sub-Markets

Global trends in the development of niche tourism sub-markets such as eco-tourism, adventure tourism and cultural tourism present a clear opportunity for the City of Busselton. The City has significant natural endowments in the provision of eco-tourism experiences, with significant activity in conservation parks and museum operation. The South West has continued to define itself as amongst the country's eminent recreational and adventure tourism destinations, which the City can capitalise on. In addition, the City's strength and aspiration to develop as a leading regional creative hub provides an opportunity to develop unique heritage, arts and Indigenous cultural experiences.

- Busselton is the State's **2021 Top Tourism Town** (Tourism Council WA 2021)
- Conservation parks and museums employ **100** people (ABS 2016)
- Local eco-tourism is **3x** more concentrated than benchmarks (ABS 2016)
- At **1.85 kilometres**, the Busselton Jetty is the longest timber piled jetty in the southern hemisphere (Busselton Jetty Inc. 2021)

## Local Amenity and Resources

The City's exemplary natural environment is a key attractor of visitors, with its landmark beaches, forests and trails highly sought after by adventure tourists and eco-tourists.

## Tourist Visitation

The City continues to benefit from strong and growing tourist visitation, insulated from the sector downturn attributable to the COVID-19 pandemic. The City is well positioned to leverage its environmental and cultural resources to service growing tourism markets.

## Major Projects

A \$30 million upgrade to the Busselton Underwater Observatory will make it the world's largest, strengthening the emerging eco-tourism industry. The BPACC's development will also strengthen the City's cultural attraction.

## Case Study:

### Dwellingup Trails Town



Dwellingup is the meeting point of the world-famous Bibbulmun Track and Munda Biddi Mountain Bike trails. The recently opened Dwellingup Trails and Visitor Centre offers an immersive experience for all visitors, featuring state of the art technology, virtual reality experiences, interactive touch maps and information screens with trail maps and information. A further \$8.4 million is being invested in Dwellingup to develop it as a 'Trails Town' of the future, which will cement the Town's position as an iconic destination for domestic and international mountain bikers, hikers, paddlers and equine enthusiasts.



# Tourism-Related Manufacturing

Global trends in tourism sub-markets such as eco-tourism, adventure tourism and recreation tourism have driven increased local activity in the tourism-related manufacturing industry. The City of Busselton has a high concentration of this manufacturing industry, with sporting and recreational products such as surfboards, bicycles and kayaks produced locally. This emerging manufacturing industry is amongst the City's best performing, with potential for further growth to be driven by continued development of unique eco-tourism, adventure tourism and recreation tourism offerings.

- Tourism manufacturing is **3x** as concentrated as benchmarks (ABS 2016)
- The City boasts some of the world's best surf breaks
- Good surfing conditions induce economic growth (McGregor and Wills 2017)

## Suitable Infrastructure

The City possesses an established supply of light and general industrial land, which can be leveraged to drive further clustering of population-driven light industrial uses such as tourism-related product manufacturing.

## Access to Skilled Labour

The City's strength in tourism has developed a workforce that is skilled in the provision of eco-tourism, adventure tourism and recreation tourism experiences. These activities have also driven growth in the related manufacturing of sporting and recreational products.

## Local Amenity and Visitation

The City's exemplary natural environment is a key attractor of visitors, with landmark beaches, forests and trails facilitating recreational activities that are highly sought by adventure, recreation and eco-tourists. The City also continues to benefit from strong and growing tourist visitation, insulated from the sector downturn attributable to the COVID-19 pandemic. The City is therefore well positioned to leverage its endowment of environmental resources and advantage in the manufacture of tourism-related products to develop a symbiotic cluster of tourism-focused industries.

## Case Study: Yahoo Surfboards



Yahoo Surfboards is a bespoke surfboard retailer based in Dunsborough. Yahoo Surfboards manufacture custom surfboards for local and visiting surfers. The success of businesses like Yahoo Surfboards adds to the area's rich surfing culture and reflects the continued growth of adventure and recreation tourism in the City. The development of the local surfing industry induces significant direct expenditure (captured by retail manufacturers such as Yahoo Surfboards) but also creates large wider economic impacts in other industries, such as accommodation and food and beverage services.





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## 4 ACTION PLAN

The City of Busselton has cultivated a brand identity that revolves around a theme of environmental beauty and sustainability, unique food, wine and beer and a lively film and performing arts culture. Identified investment opportunities are tied to this theme, building on the City's many assets and competitive advantages.

### 4.1 Investment Attraction Levers

The role of regional Local Governments within the investment attraction and economic development process is to provide enablers and incentives. It is important to recognise that Local Governments have a limited sphere of influence in shaping economic outcomes and must work within these limitations, such as available resources, to achieve targeted outcomes. The levers available to local government can be described under the following hierarchy:

#### **Control**

- Fiscal incentives such as cash grants, rebates, tax credits that positively impact the budget of potential investors
- Site, land and premises availability
- Infrastructure investments, such as attractive streetscapes, co-working spaces and common user infrastructure, roads and other major infrastructure
- Improved administrative and legal processes, such as fast-tracked approval and assessment and/or reduced reporting requirements

#### **Influence**

- Quality of life – for non-metropolitan regions such as Busselton, it is critical that prospective investors / workers can convince their families / dependents to relocate to the area
- Labour availability and quality, developed through targeted workforce training
- Facilitating the strengthening of networks that encourage the sharing of knowledge and creation of investment opportunities
- Communicating with State and Federal governments regarding the influence of wider policy, projects or funding decisions

#### **Monitor**

- Tracking economic performance indicators
- Collecting feedback from businesses regarding current issues or opportunities



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All actions identified for the City have been aligned to the applicable lever(s), including:

- Information
- Marketing
- Connection
- Infrastructure
- Labour
- Process
- Space

Actions have been developed to address the key gaps for the identified priority opportunities. Each action is also described in terms of potential partners, responsibility and timeframe.

Please see the recommended actions below.





## 4.2 Investment Attraction Actions

Action	Levers	Opportunity	Partners	Responsibility	Timeframe
Provide useful data tools and insights and promotional materials on the City of Busselton website under Economic Development or Investment, such as Spendmapp insights, REMPLAN, demographic snapshot, sector profiles, fact sheets etc. (e.g. Film Attraction Prospectus)	<ul style="list-style-type: none"> <li>Information</li> <li>Marketing</li> </ul>	All opportunities	<ul style="list-style-type: none"> <li>Industry representative bodies</li> <li>Spendmapp / Geographia</li> <li>REMPAN</li> </ul>	City of Busselton (Economic & Business Development)	Short-term
Identify key investors / businesses to target in key opportunity sectors through databases, association memberships and networking activities	<ul style="list-style-type: none"> <li>Information</li> <li>Connection</li> </ul>	All opportunities	<ul style="list-style-type: none"> <li>Industry representative bodies</li> <li>SWDC</li> <li>RDA South West</li> </ul>	<ul style="list-style-type: none"> <li>City of Busselton (Economic &amp; Business Development)</li> <li>SWDC</li> <li>RDA South West</li> </ul>	Short-term
Liaise with NBN Co. and other potential IT infrastructure providers / funders to explore the feasibility of internet connectivity infrastructure improvements	Infrastructure	All opportunities	<ul style="list-style-type: none"> <li>NBN Co.</li> <li>Telstra</li> <li>Private internet providers</li> <li>State government</li> <li>Federal government</li> </ul>	City of Busselton (Economic & Business Development, Information Technology)	Short-term
Establish an Education and Skills Taskforce to liaise between training providers and industry employers on solution to address potential skills gaps and upskilling opportunities	<ul style="list-style-type: none"> <li>Labour</li> <li>Connection</li> </ul>	All opportunities	South Regional TAFE	City of Busselton (Economic & Business Development, Education and Skills Taskforce)	Short-term



Action	Lever	Opportunity	Partners	Responsibility	Timeframe
Develop a City of Busselton water utilisation strategy (future water solution) in conjunction with the Department of Primary Industries, Busselton Water and/or the Department of Water and Environmental Regulation <sup>4</sup>	<ul style="list-style-type: none"> <li>Process</li> <li>Infrastructure</li> </ul>	Agriculture & Food	<ul style="list-style-type: none"> <li>DPIRD</li> <li>Busselton Water</li> <li>Department of Water and Environmental Regulation</li> <li>DPLH</li> <li>DevelopmentWA</li> </ul>	<ul style="list-style-type: none"> <li>City of Busselton (Economic &amp; Business Development, Environmental Services)</li> <li>Busselton Water</li> <li>Department of Water and Environmental Regulation</li> </ul>	Long-term
Investigate the potential to create a unique City of Busselton food and beverage products brand, to support existing and emerging Agriculture & Food opportunities	Marketing	Agriculture & Food	<ul style="list-style-type: none"> <li>Agricultural producers</li> <li>Agriculture industry representative bodies</li> <li>SWDC</li> <li>ASW</li> <li>MRWA</li> <li>MRBTA</li> </ul>	City of Busselton (Economic & Business Development)	Short-term
Establish a business assistance body to support prospective and existing firms with the distribution and branding of their food and beverage products	Marketing	Agriculture & Food	Agriculture industry representative bodies	City of Busselton (Economic & Business Development)	Short-term
Work with DPIRD to identify marine areas where aquaculture can be considered and cooperate with the Department to secure required environmental approvals	<ul style="list-style-type: none"> <li>Process</li> <li>Information</li> </ul>	Aquaculture and Marine Pharmacology	DPIRD	City of Busselton (Economic & Business Development, Environmental Services, Coastal Protection)	Short-term

<sup>4</sup>A non-potable water supply study was recently conducted for the South West region. As the City of Busselton’s water supply is predominantly non-potable, the City can leverage the findings of this study to develop its future water solution.



Action	Lever	Opportunity	Partners	Responsibility	Timeframe
Develop a register of established and emerging aquaculture producers (especially seaweed and marine sponge producers) in the State / Australia / Asian region and liaise with them to determine their business start-up requirements and potential incentives	<ul style="list-style-type: none"> <li>• Process</li> <li>• Information</li> </ul>	Aquaculture and Marine Pharmacology	<ul style="list-style-type: none"> <li>• DPIRD</li> <li>• Australian Seaweed Institute</li> <li>• Fisheries Research and Development Corporation (FRDC)</li> <li>• Australian Department of Agriculture, Water and Environment</li> </ul>	City of Busselton (Economic & Business Development)	Short-term
Work with DPIRD to establish investment-ready aquaculture development zones with low-level start-up infrastructure and market these zones to prospective aquaculture investors / producers	<ul style="list-style-type: none"> <li>• Process</li> <li>• Information</li> <li>• Infrastructure</li> </ul>	Aquaculture and Marine Pharmacology	<ul style="list-style-type: none"> <li>• DPIRD</li> <li>• Australian Seaweed Institute</li> <li>• Fisheries Research and Development Corporation (FRDC)</li> <li>• Australian Department of Agriculture, Water and Environment</li> </ul>	City of Busselton (Economic & Business Development)	Medium-term
Work with the Australian Seaweed Institute to advocate for delivery of a seaweed production centre in the City of Busselton and lobby for funding by State and Federal departments through the RD&E plan <sup>5</sup>	<ul style="list-style-type: none"> <li>• Information</li> <li>• Marketing</li> <li>• Infrastructure</li> </ul>	Aquaculture and Marine Pharmacology	<ul style="list-style-type: none"> <li>• DPIRD</li> <li>• Australian Seaweed Institute</li> <li>• Fisheries Research and Development Corporation (FRDC)</li> <li>• Australian Department of Agriculture, Water and Environment</li> </ul>	City of Busselton (Economic & Business Development)	Medium-term

<sup>5</sup> The *National Seaweed Industry Blueprint* recommends the development of a seaweed farming cluster in key regions in South Australia, Tasmania, southern NSW and southern Western Australia to drive supply chain development. The City of Busselton is well-placed to capitalise on this strategic recommendation by positioning itself as a suitable location in southern Western Australia for the establishment of seaweed aquaculture activity.





Action	Levers	Opportunity	Partners	Responsibility	Timeframe
Work with DPIRD and South Metropolitan TAFE to develop aquaculture training courses / vocational training pathways to sustain the industry into the future, capitalising on the Busselton Jetty's unique ecology and existing research activities <sup>6</sup>	Labour	Aquaculture and Marine Pharmacology	<ul style="list-style-type: none"> <li>• South Metro / South Regional TAFE</li> <li>• City of Bunbury</li> <li>• Southern Ports Authority</li> <li>• Aquaculture industry peak bodies</li> <li>• Busselton Jetty Inc.</li> </ul>	City of Busselton (Economic & Business Development)	Long-term
Identify current import and export movements into / out of the City of Busselton to understand current patterns of product distribution	<ul style="list-style-type: none"> <li>• Information</li> <li>• Connection</li> </ul>	Perishables Air Freight / Distribution	<ul style="list-style-type: none"> <li>• Agriculture industry peak bodies</li> <li>• Southern Ports Authority</li> <li>• Perth Airport</li> <li>• Austrade</li> <li>• SWDC</li> </ul>	<ul style="list-style-type: none"> <li>• City of Busselton (Economic &amp; Business Development, Airport Services)</li> <li>• Busselton Margaret River Airport</li> </ul>	Short-term
Use the results of the freight import / export review to identify any gaps in current distribution channels and identify potential infrastructural and non-infrastructure solutions	<ul style="list-style-type: none"> <li>• Connection</li> <li>• Infrastructure</li> </ul>	Perishables Air Freight / Distribution	<ul style="list-style-type: none"> <li>• Agriculture industry peak bodies</li> <li>• Main Roads WA</li> <li>• Southern Ports Authority</li> <li>• Perth Airport</li> <li>• Austrade</li> </ul>	<ul style="list-style-type: none"> <li>• City of Busselton (Economic &amp; Business Development, Airport Services)</li> <li>• Busselton Margaret River Airport</li> </ul>	Medium-term
Develop partnership with South Metro and/or South Regional TAFE to investigate feasibility of delivering vocational courses in aviation <sup>7</sup>	Labour	Aircraft Maintenance and Pilot Training	<ul style="list-style-type: none"> <li>• TAFE (South Metro and South Regional)</li> <li>• Perth Airport</li> <li>• Jandakot Airport</li> </ul>	<ul style="list-style-type: none"> <li>• City of Busselton (Economic &amp; Business Development, Airport Services)</li> <li>• Busselton Margaret River Airport</li> </ul>	Medium-term

<sup>6</sup> Courses may potentially include: SFI20119 Certificate II in Aquaculture, SFI30119 Certificate III in Aquaculture, SFI50119 Diploma of Aquaculture.

<sup>7</sup> Courses may potentially include: Aeroskills Training: MEA20418 Certificate II in Aeroskills (Aeroskills Mechanical Pre-apprenticeship), MEA40718 Certificate IV in Aeroskills (Mechanical), MEA40618 Certificate IV in Aeroskills (Avionics), Aviation Training: AVI30219 Certificate III in Aviation (Cabin Crew), AVI50119 Diploma of Aviation (Aviation Management).



Action	Levers	Opportunity	Partners	Responsibility	Timeframe
Advocate for the establishment of a creative and technological industries hub in the City of Busselton	Connection	Creative Industries	<ul style="list-style-type: none"> <li>• SWDC</li> <li>• DLGSC</li> </ul>	City of Busselton (BPACC)	Short-term
Capitalise and promote the City's 'Events Capital of Western Australia' brand to support creative industries and tourism	Marketing	Creative Industries	<ul style="list-style-type: none"> <li>• CinefestOZ</li> <li>• MRBTA</li> <li>• Tourism WA</li> <li>• Australia's South West</li> </ul>	City of Busselton (Event Services)	Short-term
Investigate the potential to create a unique City of Busselton creative industries brand (branding strategy & visual identity plans) and promote local businesses under this brand	Marketing	Creative Industries	<ul style="list-style-type: none"> <li>• SWDC</li> <li>• DLGSC</li> <li>• CinefestOZ</li> <li>• TourismWA</li> <li>• Australia's South West</li> </ul>	City of Busselton (BPACC, Event Services)	Short-term
Reinstate discussions with key partners to establish a virtual (Volumetric Image Acquisition) production studio in the City of Busselton	Connection	Creative Industries	<ul style="list-style-type: none"> <li>• Screenwest</li> <li>• Screen Australia</li> <li>• Sony Digital Innovation Studios</li> <li>• CinefestOZ</li> </ul>	City of Busselton (BPACC, Event Services)	Short-term
Liaise with the Western Australian Music Industry Association (WAM) to identify how the Association might assist in improving the recognition and touring / performing opportunities of musicians and music companies in the City of Busselton	Connection	Creative Industries	<ul style="list-style-type: none"> <li>• Western Australian Music Industry Association (WAM)</li> <li>• Western Australian Academy of Performing Arts (WAAPA)</li> <li>• DLGSC</li> </ul>	City of Busselton (BPACC, Event Services, Cultural Services)	Short-term



Action	Levers	Opportunity	Partners	Responsibility	Timeframe
Advocate and support the development of co-working spaces / flexible spaces to assist small businesses and service remote workers (e.g. Dunsborough Work Life co-working space)	<ul style="list-style-type: none"> <li>Space</li> <li>Infrastructure</li> </ul>	Creative Industries	<ul style="list-style-type: none"> <li>Commercial property developers</li> <li>DPLH</li> <li>Development WA</li> <li>Infrastructure Australia (Federal and State)</li> </ul>	City of Busselton (Economic & Business Development)	Short-term
Reinstate investigation of development of a permanent vocational training campus for Aged Care & Allied Health and Tourism (Hospitality) sectors within the City of Busselton	<ul style="list-style-type: none"> <li>Labour</li> <li>Infrastructure</li> </ul>	Aged Care & Allied Health Training Campus	<ul style="list-style-type: none"> <li>TAFE</li> <li>Aged care / allied health businesses</li> <li>Hospitality / tourism businesses</li> </ul>	City of Busselton (Economic & Business Development, Education and Skills Taskforce)	Short-term
		Hospitality Trade School			
Work with training providers and local employers to market local career opportunities in the Aged Care & Allied Health and Tourism (Hospitality) sectors (jobs fair, online marketing campaign, brochures etc.)	<ul style="list-style-type: none"> <li>Labour</li> <li>Marketing</li> </ul>	Health and Aged Care	<ul style="list-style-type: none"> <li>Aged care / allied health businesses</li> <li>Hospitality / tourism businesses</li> </ul>	City of Busselton (Economic & Business Development, Education and Skills Taskforce, Public Relations)	Short-term
		Tourism			
Work with training providers and local employers to improve the perception amongst local youth that hospitality and aged care employment are attractive, rewarding and in-demand career pathways	Labour	Health and Aged Care	<ul style="list-style-type: none"> <li>TAFE (South Regional)</li> <li>Aged care / allied health businesses</li> <li>Hospitality / tourism businesses</li> </ul>	City of Busselton (Economic & Business Development, Education and Skills Taskforce)	Long-term
		Tourism			
Facilitate partnership building between training providers (TAFE) and key local employers in Aged Care (e.g. CapeCare) and Hospitality (e.g. Hilton Garden Inn Hotel, Origins Market, Shelter Brewing etc.) sectors	<ul style="list-style-type: none"> <li>Labour</li> <li>Connection</li> </ul>	Health and Aged Care	<ul style="list-style-type: none"> <li>TAFE (South Regional)</li> <li>Aged care / allied health businesses</li> <li>Hospitality / tourism businesses</li> <li>Australia's South West</li> </ul>	City of Busselton (Economic & Business Development, Education and Skills Taskforce)	Short-term
		Tourism			





Action	Levers	Opportunity	Partners	Responsibility	Timeframe
Work with key health sector stakeholders to investigate the viability of delivering health services remotely from the City of Busselton through a unified telehealth service hub brand	<ul style="list-style-type: none"> <li>Labour</li> <li>Infrastructure</li> </ul>	Telehealth Services Hub	<ul style="list-style-type: none"> <li>Health industry businesses and practitioners</li> <li>Busselton Health Campus</li> <li>Department of Health (WA)</li> <li>WA Country Health Service</li> <li>SWDC</li> <li>RDA South West</li> <li>Other South West local governments</li> </ul>	City of Busselton (Economic & Business Development)	Short-term
Work with state and federal government departments to investigate opportunities to deliver increased stock of medium-term (1 to 12 months duration) accommodation for seasonal workers	<ul style="list-style-type: none"> <li>Labour</li> <li>Infrastructure</li> </ul>	Tourism	<ul style="list-style-type: none"> <li>DPLH</li> <li>Development WA</li> <li>Stage government</li> <li>Federal government</li> </ul>	City of Busselton (Economic & Business Development, Development Services)	Short-term
Identify the felt need for additional nighttime entertainment offerings in the City through a desktop audit of current offerings and consultation with community	Information	Nighttime Economy	Hospitality / tourism businesses	City of Busselton (Economic & Business Development, Community Development, Cultural Services)	Short-term
Review the City's local land use context to ensure availability of suitable entertainment venue operators and sites within the Busselton and/or Dunsborough town centres	<ul style="list-style-type: none"> <li>Space</li> <li>Process</li> </ul>	Nighttime Economy	<ul style="list-style-type: none"> <li>Hospitality / tourism businesses</li> <li>DPLH</li> <li>Busselton Chamber of Commerce</li> <li>Dunsborough Yallingup Chamber of Commerce</li> </ul>	City of Busselton (Strategic Planning, Development Services)	Short-term
Connect food and beverage producers and creative practitioners with entertainment venue operators	Connection	Nighttime Economy	<ul style="list-style-type: none"> <li>Agricultural producers</li> <li>Beverage manufacturers</li> <li>Wine and beer industry associations</li> <li>Hospitality / tourism businesses</li> </ul>	City of Busselton (Economic & Business Development)	Short-term



Action	Levers	Opportunity	Partners	Responsibility	Timeframe
Undertake an audit of existing arts / cultural / heritage assets to market to visitors as a map / infographic	Marketing	Emerging Tourism Sub-Markets	<ul style="list-style-type: none"> <li>Local heritage groups / industry experts</li> <li>MRBTA</li> <li>DLGSC</li> <li>Australia’s South West</li> </ul>	City of Busselton (Economic & Business Development, Cultural Services)	Short-term
Undertake an audit of existing adventure tourism / eco-tourism assets (trails, surf spots etc.) to market to visitors as a map / infographic	Marketing	Emerging Tourism Sub-Markets	<ul style="list-style-type: none"> <li>Hospitality / tourism businesses</li> <li>MRBTA</li> <li>Nature Conservation Margaret River Region</li> <li>Tourism WA</li> <li>Australia’s South West</li> </ul>	City of Busselton (Economic & Business Development, Recreation Services)	Short-term
Build partnerships / working group with local Indigenous leader(s) / elders / group(s) and relevant Indigenous cultural tourism providers to understand culturally-significant sites / assets and facilitate the design of appropriate local Indigenous cultural tourism offerings	<ul style="list-style-type: none"> <li>Information</li> <li>Connection</li> </ul>	Emerging Tourism Sub-Markets	<ul style="list-style-type: none"> <li>Wadandi Bibbulmun Traditional Owner group(s)</li> <li>South West Aboriginal Land and Sea Council</li> <li>MRBTA</li> <li>Tourism WA</li> <li>Australia’s South West</li> </ul>	<ul style="list-style-type: none"> <li>City of Busselton (Economic &amp; Business Development)</li> <li>MRBTA</li> </ul>	Medium-term
Develop a strategy for marketing the City to prospective manufacturers of outdoor adventure / recreation products (e.g. surfboards, kayaks, bicycles)	<ul style="list-style-type: none"> <li>Marketing</li> <li>Space</li> </ul>	Tourism-Related Manufacturing	<ul style="list-style-type: none"> <li>SWDC</li> <li>Development WA</li> <li>Light industrial / commercial property developers</li> </ul>	<ul style="list-style-type: none"> <li>City of Busselton (Economic &amp; Business Development)</li> <li>SWDC</li> </ul>	Medium-term







## 5 EVALUATION AND MONITORING

### 5.1 Evaluation Framework

Earlier this year Pracsys and Economic Development Australia (EDA) created the first Australian toolkit for the evaluation of local government activities designed to attract investment and secure economic development. The EDA Performance Evaluation Toolkit was designed to provide local governments with an objective and robust method for assessing the outcomes of multiple investment projects, contributing to efficient resource allocation and driving economic development.

Pracsys suggest the City of Busselton utilise the developed framework to evaluate and monitor the impact of the actions devised to attract investment into the City and measure progress towards the objectives of the Investment Attraction Strategy.

Performance measurement is a systematic approach that allows to clearly demonstrate the value of economic development efforts. It allows to monitor progress toward the goal the program or project has set out and to demonstrate its value to stakeholders.

The benefits of performance measurement include:

- Allows the City to assess the effectiveness of its programs and projects
- Allows the City to show value and generate buy-in from stakeholders
- Ensures that the City spends its internal resources on high-value activities
- Supports informed and evidence-based decision-making
- Allows the City to pinpoint what it can track in order to demonstrate success and progress against objectives
- Keeps the City on target and accountable to its stakeholders

The below logic model is a visual representation of how activities contribute to ultimate outcomes.



The logic model provides a clear roadmap for the project showing the connections between what the City invests, the activities it runs and what these achieve. It allows the City to visualise the entirety of its programs



and projects from where it is currently to where it wants to go, creating a way to communicate this process to stakeholders.

## 5.2 Proposed Indicators

Indicators that are used to measure the impact of actions and progress towards the strategic goal of attracting business and investment should be aligned to the targeted opportunity industries and the levers used. It is important to acknowledge the positive and negative impact of external factors that may have influence on the outcome, for example, impact of COVID-19 or government subsidy.

Proposed indicators are provided below:

- Value of inward investment attracted per annum (overall and for the priority industries)
- Number of additional jobs created in target industries per annum
- Number of new registered businesses in target industries
- Concentration factor of supply chains (change in proportion of local businesses in targeted industries that have local supply chains e.g. breweries using locally produced hops; restaurants using local produce)
- Reduction in local expenditure leakage on entertainment
- Improved internet speed in key business locations
- Increased number of local students enrolled in priority industry subjects
- Increased number of local residents with in-demand skills for the key opportunities (high-end hospitality; health and aged care support)
- Business feedback on improvements in the process, provided information and working with the local government (through the survey)
- Number of new or strengthened business, education and government partnerships associated with key opportunity industries

## 6 APPENDIX

### 6.1 List of Acronyms

ASW	Australia's South West
BPACC	Busselton Performing Arts and Convention Centre
CEO	Chief Executive Officer
DLGSC	Department of Local Government, Sport and Culture
DPIRD	Department of Primary Industries and Regional Development
DPLH	Department of Planning, Lands and Heritage
ECU	Edith Cowan University
EDA	Economic Development Australia
FRDC	Fisheries Research and Development Corporation
MRBTA	Margaret River Busselton Tourism Association
MRWA	Margaret River Wine Association
NBN	National Broadband Network
RDA	Regional Development Association
SW	South West
SWDC	South West Development Commission
SWOT	Strengths Weaknesses Opportunities Threats
TAFE	Technical and Further Education
WA	Western Australia
WAAPA	Western Australian Academy of Performing Arts
WAM	West Australian Music



## 6.2 Acknowledgements

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### City of Busselton Economic Development Taskforce:

- Cr Grant Henley                      Mayor, City of Busselton
- Cr Paul Carter                        Councillor, City of Busselton
- Cr Kate Cox                            Councillor, City of Busselton
- Cr Phill Cronin                        Councillor, City of Busselton
- Naomi Searle                          Director Community & Commercial Services, City of Busselton
- Jennifer May                          Manager Economic & Business Development, City of Busselton
- Paul Needham                         Director Planning & Development Services, City of Busselton
- Wendy Clutterbuck                 Executive Support Officer, City of Busselton
- Sharna Kearney                      CEO, Margaret River Busselton Tourism Assoc.
- Cate Brooks                            South West Development Commission
- Fiona Fitzgerald                      Regional Development Australia SW
- Amanda Whiteland                  CEO, Margaret River Wine Assoc.
- Sana Turnock                         Business Advisory SW
- Glen Alexander                      Dunsborough Yallingup Chamber of Commerce Inc.

### City of Busselton Officers (not included above):

- Oliver Darby                         Engineering & Works Services
- Peta Tuck                              Events Coordinator
- Matthew Riordan                    Manager Strategic Planning
- Joanna Wilkinson                 Strategic Planner
- Louise Koroveshi                  Principal Strategic Planner
- Lee Reddell                          Manager Development Services
- Nick Edwards                        Project Officer SW Regional Waste Group

### And the following individuals:

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- Lisa Shreeve                         CEO, Busselton Jetty Inc.
- Sophie Teede                         Marine Scientist, Busselton Jetty Inc.
- Catrin Allsop                         CEO, Australia's South West
- Tony Fletcher                        Senior Regional Development Officer, SWDC
- Asher Packard-Hair                 Director, Shelter Brewing Company
- Allan Erceg                          Director, Erceg Management



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  - David Barton                    Physiotherapist, Rubix Health / Busselton Physiotherapy
  - Anthony Janssen                Owner / Operator, White Elephant Cafe
  - Mat Lewis                         Manager of Tourism and Creative Industries, SWDC
  - Helen Shervington              Chair of the Board of Directors and Co-founder, CinefestOZ
  - Michael Burgess                Regional Campus Manager – Busselton Campus, South Regional TAFE