

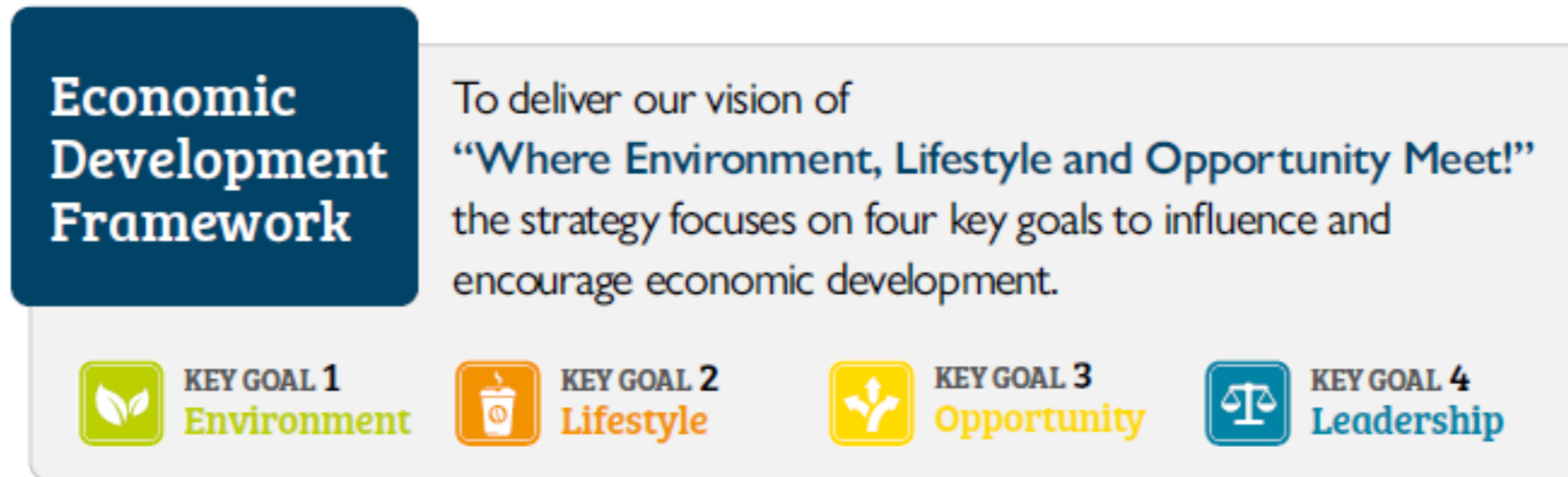
## Economic Development Strategy 2022-27

The Economic Development Strategy 2022-27 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. It outlines key goals and objectives for sustainable and achievable socio-economic growth across the District.

### 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!”

### Our Economic Development Framework



**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**

### Implementation

This Implementation Plan functions as the program of work for the City to deliver on the intent of the Economic Development Strategy 2022-27

This Implementation Plan has been developed with direction from the City’s Economic Development Advisory Group and attending Economic Development Stakeholder Group.

It outlines details on actions and the key performance indicators to measure outcomes. The action type is defined as either a project or program. Project actions have a defined scope and time line and will be resourced and delivered with appropriate partners. Program actions form a more regular part of service delivery.

Current social-economic benchmarks are included as key indicators and will be reviewed annually to monitor actions and results. Other key metrics relevant to specific programs and projects are indicated according to best practise.

### Delivery

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.

### Review, Evaluation and Reporting

This Implementation Plan will be reviewed annually with a report card developed to update on progress on actions and metrics of key economic development indicators. The implementation plan is designed as a live and agile document that allows projects and programs to be changed to suit an altered economic or social environment.

GOAL Sustainable Economic Development							
Objective	Strategies	Action	Responsibility/ Partners	Funding / Resources	Priority	Metrics/ KPI	Notes / Status
Preserve and protect the natural environment.	<ol style="list-style-type: none"> <li>1. Investigate Eco- Destination Accreditation</li> <li>2. Support and model best-practice approaches to clean technology, circular economy, waste elimination, resource recovery and renewable energy production.</li> <li>3. Advocate for frameworks and infrastructure that fosters sustainable resource use.</li> <li>4. Foster regenerative tourism practises from business and consumers</li> </ol>	<ol style="list-style-type: none"> <li>1. Project</li> <li>2. Program</li> <li>3. Program</li> <li>4. Program</li> </ol>	COB, RDASW SWDC Industry MRBTA		Ongoing Activities		
Progress actions from the City's Smart Cities Strategy	<ol style="list-style-type: none"> <li>1. Deliver technology interventions that enhance sustainability in urban places, parks, waterways and building management</li> <li>2. Use technology and data to encourage sustainability in resource use, and improve the efficiency of waste collection and processing.</li> </ol>	<ol style="list-style-type: none"> <li>1. Program</li> <li>2. Program</li> </ol>	COB Industry		Ongoing Activities	Increased	
Foster Clean Energy and Circular Economy	<ol style="list-style-type: none"> <li>1. Support and encourage research and development in circular economy activities.</li> <li>2. Investigate public and private investment opportunities in clean energy production</li> </ol>	<ol style="list-style-type: none"> <li>1. Program</li> <li>2. Project</li> </ol>	COB RDASW SWDC Industry		<ol style="list-style-type: none"> <li>1. Ongoing</li> <li>2. Priority One</li> </ol>	<ul style="list-style-type: none"> <li>• Increased R&amp;D programs</li> <li>• Increased public/private investment</li> </ul>	
Unscheduled opportunity							

GOAL Enhance Livability							
Objective	Strategies	Action	Responsibility Potential Partners	Funding / Resources	Priority	Metrics/ KPI's	Notes / Status
Advance Transport Connectivity	<ol style="list-style-type: none"> <li>Support increased public transport services.</li> <li>Advocate for improved road and rail infrastructure linking Busselton with Bunbury and Perth.</li> <li>Foster increased air transport routes at the Busselton Margaret River Airport.</li> </ol>	<ol style="list-style-type: none"> <li>Program</li> <li>Program</li> <li>Project</li> </ol>	<p>COB</p> <p>COB, SWDC</p> <p>COB, TWA, Industry</p>		<ol style="list-style-type: none"> <li>Ongoing Activity</li> <li>Ongoing Activity</li> <li>Priority One</li> </ol>	<ul style="list-style-type: none"> <li>Increased public investment</li> <li>Increased connectivity</li> <li>Increased public transport services</li> </ul>	
Advance Digital Connectivity	<ol style="list-style-type: none"> <li>Digital Strategy</li> <li>Understand community / industry demand and existing supply</li> <li>Advocate for high quality, accessible, affordable mobile and internet connectivity.</li> </ol>	<ol style="list-style-type: none"> <li>Project</li> <li>Project</li> <li>Program</li> </ol>	COB, SWDC, RDASW NBN, Telstra, Optus, Industry		<ol style="list-style-type: none"> <li>Priority One</li> <li>Ongoing</li> </ol>	<ul style="list-style-type: none"> <li>Document supply and demand</li> <li>Increased agency engagement</li> <li>Increased digital coverage</li> </ul>	
Advance Health Care Services	<ol style="list-style-type: none"> <li>Progress investment into a regional private hospital</li> <li>Investigate development of Telehealth Hub</li> <li>Support increased investment into Aged Care Services</li> <li>Advocate for increased Allied and Mental Health Services</li> </ol>	<ol style="list-style-type: none"> <li>Project</li> <li>Project</li> <li>Program</li> <li>Program</li> </ol>	<p>COB ED &amp; Planning</p> <p>SWDC Industry</p> <p>WAHCS</p>		<ol style="list-style-type: none"> <li>Priority One</li> <li>Priority Two</li> <li>Priority Two</li> <li>Ongoing</li> </ol>	<ul style="list-style-type: none"> <li>Increased allied, aged, mental health services</li> <li>Increased private investment</li> </ul>	
Advance Community Facilities	<ol style="list-style-type: none"> <li>Support increased sport, recreational, senior and youth facilities.</li> </ol>	<ol style="list-style-type: none"> <li>Program</li> </ol>	COB Peak Bodies		Ongoing	Improved socio economics of community - SEIFA	
Town centre Activation and Place-making	<ol style="list-style-type: none"> <li>Ensure best planning, design and management of our public spaces.</li> <li>Support and grow vibrant community events program.</li> <li>Grow the nighttime economy to provide safe and lively night activities in our urban centres                             <ol style="list-style-type: none"> <li>Develop How to Guide for Business</li> <li>Develop marketing strategy and collateral</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>Program</li> <li>Program</li> <li>Project</li> </ol>	<p>COB Planning</p> <p>COB Events</p> <p>CCI / COB / SBSC / BJI Business Sector</p> <p>MRBTA</p>		<ol style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> <li>Priority One</li> </ol>	<ul style="list-style-type: none"> <li>Increased community satisfaction</li> <li>Increased frequency and attendance community events</li> <li>Increased night time economy activity / local spend</li> </ul>	
Unscheduled Opportunity							

GOAL Diverse Education, Training and Employment							
Objective	Strategies	Action	Responsibility/ Partners	Funding / Resources	Priority	Metrics / KPIs	Notes / Status
Provide diverse education opportunities	<ol style="list-style-type: none"> <li>1. Work with the key industry to identify existing education and training gaps.</li> <li>2. Advocate industry for education and training programs that align community aspirations and industry requirements.</li> </ol>	<ol style="list-style-type: none"> <li>1. Project</li> <li>2. Program</li> </ol>	Industry, Peak bodies COB, SWDC Secondary, & tertiary providers (ECU, TAFE, Dept Ed, Schools VET programs) CCI		<ol style="list-style-type: none"> <li>1. Priority One</li> <li>2. Ongoing</li> </ol>	<ul style="list-style-type: none"> <li>• Documented industry demand</li> <li>• Documented review of current options</li> <li>• Improved alignment of skills</li> <li>• Increased education programs</li> </ul>	
Provide diverse employment opportunities	<ol style="list-style-type: none"> <li>1. Work with industry to diversify and deepen employment choices</li> <li>2. Investigate attracting decentralised private businesses and government agencies</li> </ol>	<ol style="list-style-type: none"> <li>1. Program</li> <li>2. Project</li> </ol>	RDASW, SWDC, COB, JTSI, Industry		<ol style="list-style-type: none"> <li>1. Ongoing</li> <li>2. Priority Two</li> </ol>	<ul style="list-style-type: none"> <li>• Increased # jobs</li> <li>• Improved quality and diversity of jobs</li> </ul>	
Ensure industry-aligned skilled workforce	<ol style="list-style-type: none"> <li>1. Work with industry to determine future skill labour requirements.</li> <li>2. Investigate the development of Hospitality Trade School.</li> <li>3. Investigate Aged Care and Allied Health training facility</li> <li>4. Investigate Aviation Maintenance and Pilot Training facility.</li> <li>5. Investigate FIFO Induction Hub</li> <li>6. Investigate Environmental Sciences Training (R&amp;D, Marine and Terrestrial)</li> </ol>	<ol style="list-style-type: none"> <li>1. Program</li> <li>2. Project</li> <li>3. Project</li> <li>4. Project</li> <li>5. Project</li> <li>6. Project</li> </ol>	Peak Bodies TAFE, ECU, Industry		<ol style="list-style-type: none"> <li>1. Ongoing</li> <li>2. Priority One</li> <li>3. Priority Two</li> <li>4. Priority Three</li> <li>5. Priority One</li> <li>6. Priority Three</li> </ol>	<p>Increased stakeholder engagement</p> <p>Increased public investment</p> <p>Increased private investment</p>	
Unscheduled Opportunity							

GOAL Investment Attraction							
Objective	Strategies	Action	Responsibility / Partners	Funding / Resources	Priority	Metrics / KPIs	Notes / Status
Invest Busselton Program	<ol style="list-style-type: none"> <li>1. Develop Investment Prospectus</li> <li>2. Develop Investor Concierge Service</li> <li>3. Provide regular market intelligence and regional data</li> <li>4. Develop International Engagement Strategy</li> </ol>	<ol style="list-style-type: none"> <li>1. Project</li> <li>2. Project then Program</li> <li>3. Program</li> <li>4. Project</li> </ol>	COB, RDASW, SWDC Trade WA, Austrade ASW/ MRBTA JTSI		<ol style="list-style-type: none"> <li>1. Priority One</li> <li>2. Priority Two</li> <li>3. Ongoing</li> <li>4. Priority Two</li> </ol>	<ul style="list-style-type: none"> <li>• Increased public investment</li> <li>• Increased private investment</li> <li>• Increased development investment</li> </ul>	
Promote the City as an attractive place to live, work and invest.	<ol style="list-style-type: none"> <li>1. Support events and projects that promote the region nationally and internationally.</li> <li>2. Collaborate with government, industry and community stakeholders to enhance City's destination brand awareness.</li> </ol>	<ol style="list-style-type: none"> <li>1. Program</li> <li>2. Program</li> </ol>	COB, ASW, TWA, MRBTA, Industry, BJI		<ol style="list-style-type: none"> <li>1. Ongoing</li> </ol>	<ul style="list-style-type: none"> <li>• Increased COB brand awareness</li> <li>• Increased stakeholder engagement</li> </ul>	
Advance Aviation	<ol style="list-style-type: none"> <li>1. Develop Airport Masterplan including feasibility studies for commercial demand, freight, best land use, supply chains</li> <li>2. Develop Investment Prospectus</li> <li>3. Foster private investment into freight hub including cool storage</li> <li>4. Advocate for co-investment for enabling infrastructure</li> </ol>	<ol style="list-style-type: none"> <li>1. Project</li> <li>2. Project</li> <li>3. Program</li> <li>4. Program</li> </ol>	COB, SWDC, RDASW Industry		<ol style="list-style-type: none"> <li>1. Priority One</li> <li>2. Priority Two</li> <li>3. Priority Three</li> <li>4. Ongoing</li> </ol>	<ul style="list-style-type: none"> <li>• Increased public investment</li> <li>• Increased private investment</li> <li>• Increased development investment</li> </ul>	
Advance Business Tourism	<ol style="list-style-type: none"> <li>1. Undertake gap analysis of supporting infrastructure</li> <li>2. Develop toolkit for operators to understand market and position themselves</li> <li>3. Develop destination marketing collateral</li> <li>4. Develop industry database and foster relationships</li> <li>5. Collaborate across region for intrastate business development of SW</li> </ol>	<ol style="list-style-type: none"> <li>1. Project</li> <li>2. Project</li> <li>3. Project</li> <li>4. Program</li> <li>5. Project</li> </ol>	AWS, BEP, COB, MRBTA  City of Bunbury Shire of Augusta Margaret River		<ol style="list-style-type: none"> <li>1. Priority One</li> <li>2. Priority One</li> <li>3. Priority One</li> <li>4. Ongoing</li> </ol>	<ul style="list-style-type: none"> <li>• Increased stakeholder engagement</li> <li>• Increased number and spend business visitors</li> <li>• Increased product supplier awareness</li> </ul>	
Advance Emerging Industries	<ol style="list-style-type: none"> <li>1. Foster Creatives Hub</li> <li>2. Foster Technological Industries</li> <li>3. Foster Research and Development</li> </ol>	<ol style="list-style-type: none"> <li>1. Program</li> <li>2. Program</li> </ol>	SWDC, COB, Creative Corner, Industry		Ongoing	<ul style="list-style-type: none"> <li>• Increased clustering of Creatives</li> <li>• Growth in tech oriented industries</li> </ul>	
Unscheduled Opportunity							

GOAL Grow, Diversify and Support Business & Industry							
Objective	Strategies	Action	Responsibility / Partners	Funding / Resources	Priority	Metrics / KPIs	Notes / Status
Support and Grow Businesses	<ol style="list-style-type: none"> <li>1. Deliver business support services in conjunction with industry partners</li> <li>2. Facilitate business networking and clustering</li> <li>3. Facilitate collaboration, skill-building and shared learning</li> <li>4. Foster business resilience</li> <li>5. Support business to understand and mitigate economic leakages</li> </ol>	<ol style="list-style-type: none"> <li>1. Program</li> <li>2. Program</li> <li>3. Program</li> <li>4. Program</li> <li>5. Program</li> </ol>	COB, CCI's, SBDC, Industry		Ongoing Activity	Increased Business # Provision of quality assistance programs Increased employment in business Business engagement increase Improved business confidence / satisfaction	
Diversify and Grow Industry	<ol style="list-style-type: none"> <li>1. Facilitate value add and diversify opportunities</li> <li>2. Foster innovation and entrepreneurship</li> <li>3. Foster investment in emerging industries</li> </ol>	<ol style="list-style-type: none"> <li>1. Program</li> <li>2. Program</li> <li>3. Program</li> </ol>	COB, Agristart, SW Angels Trade WA, SWDC, FIAL		Ongoing Activity	Increased diversified industry Increased innovation Increased start ups	
Unscheduled Opportunity							

GOAL Leadership and Advocacy							
Objective	Strategies	Action	Responsibility	Funding / Resources	Priority	Metrics/ KPIs	Notes / Status
Advocacy to other levels of Government as a voice for our community.	<ol style="list-style-type: none"> <li>1. Deliver local, regional, state and national intelligence on the City's economic development to inform policy and program.</li> </ol>	<ol style="list-style-type: none"> <li>1. Program Utilise COB, ABS, REMPLAN, RIA and other Data sources</li> </ol>	COB		Ongoing activity – quarterly distribution	Stakeholder engagement and satisfaction	
Collaboration with stakeholders across industry, business and community to grow our City.	<ol style="list-style-type: none"> <li>1. Build and maintain a network of strategic, high functioning stakeholders.</li> <li>2. Facilitate effective cross-sectoral and intergovernmental collaborative partnerships.</li> <li>3. Encourage progressive 'out of the box ' thinking that shapes service delivery.</li> </ol>	<ol style="list-style-type: none"> <li>1. Program - Database review &amp; regular economic newsletter</li> <li>2. Project - Annual Economic Development Forum</li> <li>3. Program - Facilitate EDAG and Stakeholder groups</li> </ol>	COB ED & Council		Ongoing Activity	Stakeholder engagement and satisfaction Delivery of COB Economic Forum	
Show best practice governance, innovation and organisational excellence in all we do.	<ol style="list-style-type: none"> <li>1. Ensure access to best practice accountable ethics, effective use of resources, risk management, compliance and administration mechanisms.</li> <li>2. Improve evidence-based decision making.</li> <li>3. Demonstrate cultural competency.</li> <li>4. Actively foster relationships with neighbouring LGAs to facilitate SW regional advancement.</li> </ol>	<ol style="list-style-type: none"> <li>1. Program</li> <li>2. Program</li> <li>3. Program</li> <li>4. Program</li> </ol>	COB		Ongoing activity	Stakeholder satisfaction	
Unscheduled Opportunity							

Notes: specific pieces of work have been flagged to be undertaken / commenced by Council as priority. This may alter with changed funding, resources, and economic climate or industry demands.

Last updated: 30/5/22