



PEEL

REGIONAL INVESTMENT

BLUEPRINT



AT A GLANCE

2050

PROGRESSIVE | PROSPEROUS | DYNAMIC



**PEEL
DEVELOPMENT
COMMISSION**

PEEL ►

OUR VISION TO 2050



Western Australia's Peel region is on the brink of exciting change. Over the next three decades, it will welcome a dramatic wave of people attracted by our abundant resources, picturesque environment and enviable lifestyle.

This influx will establish the Peel as one of the State's biggest population centres, bringing with it exciting new vibrancy and prosperity, as well as significant challenges for the community.

Juggling the competing demands of rapid growth requires a clear vision, backed by sensitive planning and the careful application of resources. Peel Development Commission has embraced this challenge, working closely with more than 200 stakeholders, to form a shared vision to 2050 of the Peel's future as *a progressive, prosperous and dynamic region with a culture of care*.

The Peel Regional Investment Blueprint describes the Peel's vision to 2050 and provides a roadmap for its achievement. It identifies long-term goals which are aspirational but considered highly achievable. These goals will be achieved through the implementation of a broad range of strategies identified under five key themes.

The Blueprint has a strong economic focus, underpinned by the view that economic development is the cornerstone of a healthy, balanced and sustainable society.

This economic focus will be strengthened through incremental growth in the tourism industry as new markets are unlocked and existing growth plans are enhanced. The high profiled tourism industry in the Peel is a core component of the Blueprint.

Technological innovation and design, economic diversity and a highly skilled and flexible workforce will be critical drivers of the Peel's success. These will deliver valuable resources to attract business and industry, and improved benefits and services across the community.

With high level regional and State focus intensive, sustainable food production using innovative new technologies and evidence based research will be the key to agriculture development and sustainability into the future.

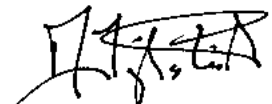
This will cement the Peel as an active supplier of both produce and intellectual property to local and national markets. The establishment of the Peel Food Zone on strategic peri-urban land within the region will enhance the Peel's ability to export the highest quality gourmet produce to Asian markets and provide a paddock to plate experience that will attract local, regional, State and international visitors.

These ambitions will be enabled by investment and driven by far-sighted and innovative approaches to public infrastructure, particularly breakthrough energy generation and water supply schemes. This will ensure continuity of supply while reducing pressure on the Peel's world-class natural assets.

Most importantly, the Blueprint calls for a dramatic uplift in education and training to ensure the people of the Peel can capitalise on the opportunities and prosperity that growth can bring. In an area challenged by higher-than-average unemployment and significant pockets of social disadvantage, this approach promises to deliver inter-generational benefits, lifting family aspirations and capacity, and improving the ability of workers to flex and grow to suit changing industry and economic demand.

The cumulative effect will be an enhanced social fabric that will continue to nurture the distinctive character, colourful atmosphere, unique lifestyle and liveability for which the Peel is renowned.

I commend this Blueprint for successfully articulating the promising future that lies ahead for the Peel and for the important contribution it makes to coordinated regional planning across Western Australia.



Paul Fitzpatrick
Chairman, Peel Development Commission

December 2015



AND TO DO THIS WE NEED ...



A broadened and diversified industry base to boost the depth and breadth of jobs and occupations across the region.



Increased economic expansion, market base and international competitiveness of the region's agribusiness sector through innovation in production methods and renewable water and energy supplies.



A network of adventures that attracts visitors and enables them to engage with the Peel's natural and built attractions in a sustainable manner.



The availability of an educated and highly skilled workforce with the capacity and capability to flexibly respond to workforce requirements for the future.



Creation of support services and infrastructure that will ensure the community is strong and resilient and able to increase its participation in, and contribution to, the future development of the Peel.



WHAT IS THE PURPOSE OF OUR BLUEPRINT?

This document provides a summary of our Blueprint and describes the strategies that will be implemented to realise our vision for the Peel. You can find the full version of our Blueprint online at www.peel.wa.gov.au.

The purpose of our Blueprint is to clearly identify the changes that are required to transform the Peel over the next twenty to thirty years to accommodate the dramatic wave of people attracted by our abundant resources, picturesque environment and enviable lifestyle.

This influx of people will establish the Peel as one of the State's biggest population centres, bringing with it exciting new vibrancy and prosperity.

Our Blueprint will be used to communicate with all levels of government, the private sector and community about the strategies that we need to implement to realise our vision and be prepared for the changes that a markedly increased population will bring.

OUR FAST GROWING POPULATION

By 2050, the Peel is expected to be one of the most populated regions outside of Perth with a projected population of 444,000. To support a population of this size, the Peel needs to build an economy that incorporates many industries, adopts an innovative approach to business, and has a highly skilled and high performing workforce.

Our Blueprint describes Peel's vision and provides a roadmap for its achievement. It focuses on a number of transformational strategies and initiatives including:

- broadening and diversifying the region's business and commercial sectors;
- enhancement of our agriculture and food sectors through innovation, investment and research;
- revitalisation and expansion of our regional city, towns and communities;
- industry partnership between our schools, training organisations and universities to create rewarding careers that lead to jobs;
- consultation and enhancement of existing tourism attractions and establishment of new visitor experiences;

- establishment of a major business and industrial park to attract mid-tier to large companies to the region; and
- creation of key infrastructure including non-climate dependent sources of water supply and innovative projects around energy and by-product management.



OUR BLUEPRINT VISION, THEMES AND FOCUS AREAS



THRIVING INDUSTRY

- 1.1** New and expanded market opportunities
- 1.2** Integrated network of prosperous regional communities



AGRICULTURE & FOOD INNOVATION

- 2.1** Innovative and sustainable agriculture and food practices
- 2.2** Peri urban food zone



TOURISM EXCELLENCE

- 3.1** Tourism growth through investment
- 3.2** Network of diverse adventures



CAPABLE PEOPLE

- 4.1** Boosting productivity
- 4.2** Pathways to employment



STRONG & RESILIENT COMMUNITIES

- 5.1** Secure housing
- 5.2** Age friendly communities
- 5.3** Targeted services
- 5.4** Sport and recreation
- 5.5** Arts and Culture



THRIVING INDUSTRY

GOAL

The Peel's industries and businesses are diverse and globally competitive and part of an economy that has raised incomes and living standards for all.

OBJECTIVES

- New and expanded market opportunities for industry both locally and in export markets are established.
- An integrated network of regional towns and communities with strong service links to a vibrant city hub is in place.
- The Peel is positioned as the premier region for the expansion of the equine industry in regional Western Australia.

WHAT WILL WE DO?

We will continue to work with key stakeholders to:

- **enhance** the Peel's current economic base;
- **identify** opportunities to enhance the aesthetics and amenity of our regional city hub and surrounding towns and communities to build more vibrant and commercially creative communities and businesses;
- **attract** public and private investment to establish critical enabling infrastructure to support the growth of our industries and the economy;
- **strengthen** relationships with industries and support diversification and growth;
- **support** research into new technologies and design that will improve the competitiveness and performance of our industries;
- **identify** opportunities for small to medium enterprises to build innovation and business capability to expand into new markets;
- **ensure** Indigenous elders and their communities are supported through the development of their people and their enterprises; and
- **conduct** economic and market analysis around opportunities to develop and expand into modern high value manufacturing sectors.

OUR ASPIRATIONAL TARGETS

- By 2050, the Peel's contribution to the State's gross regional product will have increased to 10%.
- By 2050, employment self-sufficiency targets will exceed the WA State average.
- By 2050, the Peel will demonstrate continued growth in productivity and exports.

POTENTIAL INVESTMENT OPPORTUNITIES

- Aviation and Logistics Service Hubs
- Community revitalisation
- Extension of Tonkin Highway
- Mandurah to Pinjarra transit route
- Mandurah Western Foreshore Development
- Murray Regional Equestrian Centre
- Peel Business Park Nambelup
- Peel Food Zone
- Small, medium and micro business expansion
- West Mundijong Agri-food Precinct
- West Pinjarra, West Mundijong, Cardup, and Waroona Industrial Parks



AGRICULTURE AND FOOD INNOVATION

GOAL

The Peel's agriculture and food production sectors will be enhanced through continued innovation, investment and research.

OBJECTIVES

- Our agriculture and food industries have adopted sustainable and innovative practices that have significantly increased the region's contribution to the State's gross domestic product.
- The Peel will be recognised for its international research capability in food and related sciences and as a region of choice for premium food and agricultural business.
- The Peel is a major food and trade hub driving growth and investment in the region.

WHAT WILL WE DO?

We will continue to work with stakeholders to:

- **protect and enhance** the natural assets of the Peel through new and innovative approaches to growth and expansion in our agricultural industries;
- **conduct** research on sustainable food production and new and innovative supplies of water and energy;
- **establish** infrastructure that underpins the growth of our economy and agriculture sector;
- **drive** the establishment of a sustainable food manufacturing hub;
- **establish** a strong and reputable brand built on quality intensive food production; and
- **attract** domestic and international investment to the Peel.

OUR ASPIRATIONAL TARGETS

- By 2050, sustainable practices are embedded within all economic and regional development activities in the Peel.
- By 2050, the Peel's agriculture and food contribution to the State's gross regional product is increased to 5%.
- By 2050, the Peel's contribution to the State agricultural and food value is increased to 7%.

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- By 2050, the Peel's contribution to the State's annual agricultural export will be increased to 10%.
- By 2050, there will be a substantial increase in the use of recycled water by agriculture and food industries.
- By 2050, there will be a substantial increase in the use of alternative energy by agriculture and food industries.

POTENTIAL INVESTMENT OPPORTUNITIES

- Alternative sources of water and energy
- Extensive environmental programs
- Internationally recognised food research capability
- Peel Business Park Nambeelup
- Peel Food Zone
- Rural operations training facility
- Trial cropping production systems
- West Mundijong Agri-food precinct



TOURISM EXCELLENCE

OUR GOAL TO 2050

The Peel's tourism industry and related businesses will be diverse, competitive and sustainable creating economic growth and jobs through high value products and services.

OBJECTIVES

- Grow the Peel tourism economy through infrastructure investment and product diversification.
- Create a network of diverse adventures which attracts visitors and extends their stay.

HOW WE WILL ACHIEVE OUR GOAL

We will continue to work with key stakeholders, including peak tourism organisations to:

- **attract** public and private investment to establish critical enabling infrastructure to deliver the adventure experience;
- **build** on the strengths of our natural environment in a sustainable manner;
- **strengthen** relationships between tourism related industries to support connectivity and growth;
- **facilitate** identification of opportunities for tourism enterprises to engage with new markets;
- **ensure** tourism adventures across the region are connected and complementary;
- **develop** a high quality, service oriented workforce that responds effectively to consumer needs; and
- **enable** Indigenous leaders and their communities to develop cultural tourism ventures and events.

OUR ASPIRATIONAL TARGETS

- By 2050, the Peel tourism economy is tripled.
- By 2050, domestic visitor length of stay has doubled.
- By 2050, the number of significant events in the region has grown to 12 per year.

POTENTIAL INVESTMENT OPPORTUNITIES

- Adventure event development
- Alternative accommodation including eco-accommodation, camping facilities and backpacker facilities
- Hard and soft adventure experiences
- Industrial and mining tours
- Peel Hospitality, Tourism and Events Training Centre
- Peel Regional Mountain Bike/Walking/Horse Trails and Hubs
- Theme and Water Park



CAPABLE PEOPLE

GOAL

The Peel's workforce will be highly skilled and adaptable to structural and technological change to support an economy that is strong, diverse and high performing.

OBJECTIVES

- Human capital will be developed to ensure the region can grow and prosper.
- Peel people of all working ages, backgrounds and abilities will be more advanced skilled and experienced to be highly sought after and competitive in the labour market.
- Peel residents have substantially increased access to, and governance over, regionally based vocational training and higher education.
- Peel's young people will have access to education and training pathways programs that lead to employment in priority industry occupations.

WHAT WILL WE DO?

We will continue to work with stakeholders to:

- **ensure** pathways are in place from early education to university through to employment that are targeted to both new and existing industry sectors and careers including health and community services, aged care services, mining, manufacturing and construction, retail, accommodation, hospitality, tourism, agriculture and food;
- **deliver** high quality and relevant training that meets the workforce needs of industry;
- **invest** in education and training infrastructure that meets industry's workforce needs for the future;
- **strengthen** community knowledge and understanding of industry focused education and career pathways opportunities; and
- **drive** the establishment of a locally based university and autonomously governed vocational education and training institution with regional campuses in key locations.

OUR ASPIRATIONAL TARGETS

- By 2050, Peel residents have the skills and abilities to fill the 78,352 new jobs that will result from the establishment of broadened and diversified business and commercial sectors.

- By 2050, the Peel's workforce participation rates exceed the WA State average.
- By 2050, education attainment of Peel residents is above the WA State average.
- By 2050, Index of Community Socio-Educational Advantage (ICSEA) for our public schools is commensurate with independent school ICSEA.
- Peel residents who seek to participate in training and workforce development programs that meet the needs of the individual and industries are accommodated within the region.
- Peel young people who seek to participate in industry priority pathways programs will fulfil their career aspirations within the region.

POTENTIAL INVESTMENT OPPORTUNITIES

- Murdoch Whitby Veterinary School
- North Dandalup Research and Development Institute
- Peel Hospitality, Tourism and Events Training Centre
- Peel Leadership Program
- Peel Training Institute
- Peel Waterways Institute



STRONG AND RESILIENT COMMUNITIES

GOAL

The Peel will be a strong, vibrant and resilient community underpinned by best practice social services and infrastructure.

OBJECTIVES

- Secure housing and employment support services are available to enable increased community and workforce participation.
- A diverse range of 'active ageing' plans are developed and implemented across the Peel.
- Targeted early childhood and social services support are available to meet the growing demands of the community.
- A range of sport and leisure plans are developed and implemented that encourage participation and promote our unique natural assets.
- A range of arts, entertainment and cultural events and facilities are developed that promote the diversity of the region and encourage increased community participation.

WHAT WILL WE DO?

We will continue to work with stakeholders to:

- **invest** in social capital and infrastructure that enables community engagement and workforce participation;
- **drive** strategies aimed at attracting and retaining support service professionals to the Peel;
- **establish** community inclusion programs that increase opportunities for those at risk of disengaging from the community and workforce;
- **improve** knowledge and understanding of the contribution of arts and culture to the health, well-being and economic development of the Peel; and
- **deliver** strategic wrap around support services and outreach programs that address the needs of people at risk of not participating in the workforce.

OUR ASPIRATIONAL TARGETS

- By 2050, employment participation rates will exceed the WA State average.
- By 2050, Index of Relative Socio-Economic Disadvantage is at a lower level of disadvantage to the National average.
- By 2050, participation of older active community members in the workforce is above the WA State average.
- By 2050, rates of ageing residents in diversified housing exceeds WA State average.
- By 2050, Peel arts and culture will be known globally for its contribution to the nation's economy.

POTENTIAL INVESTMENT OPPORTUNITIES

- Children's support services hubs
- Crisis, transitional and affordable housing
- Integrated employment, community and health support service hubs
- Peel Centre for the Arts
- Peel Convention Centre
- Peel Regional Recreation Centre
- Peel Rural Health Clinic



SHOWCASING PEEL BUSINESS PARK NAMBEELUP

The establishment of Peel Business Park at Nambelup Industrial Area is a transformational initiative of our Blueprint that will stimulate major business and industrial development across the whole region over the next 15 to 20 years.

Peel Business Park Nambelup will provide development-ready land for an agglomeration of strategic industries including:

- new technology, education, innovation and research;
- transport, storage and logistics;
- agribusiness and bio-industries;
- manufacturing and engineering; and
- light industrial and commerce.

Peel Business Park Nambelup will be innovative in its design and development, cognisant of its natural environment and with a genuine industrial ecology.



SHOWCASING PEEL FOOD ZONE

The peri-urban area stretching from the edge of the Perth metropolitan region in the north to Waroona in the south has been identified as an area of strategic importance for long term sustainable development. The area contains essential ecosystem services and is important for the alternative energy and water resources that can be developed and the food that can be produced.

The Peel Food Zone will be Western Australia's first zone within the peri-urban area designated for intensive food production and processing. It will incorporate:

- an internationally recognised research capability in food and related areas of science;
- trial cropping production systems, monitoring, evaluation and accreditation of systems to meet the environmental challenges of the region;
- a Rural Operations Training Facility for secondary school students choosing a career pathway into food production, processing and related rural pursuits; and
- alternative sources of water and energy.



SHOWCASING ANYTIME ADVENTURES AND NATURE BASED TOURISM

The Peel's natural and developed attractions have created long-term demand for tourism activities that recognise the region's proximity to the Perth metropolitan region and transport corridors linking the localities and features of the Peel.

Supporting the enhancement of the Peel as a destination will be a corridor of natural and built attractions creating an epicentre for walk trails, mountain bike trails, horse riding trails and adventure centres with a range of accommodation options befitting the visitor's needs and budget.

Central hubs will be created providing high quality public amenities, information points and signage, camping facilities plus gathering and socialisation points.

For visitors to the Peel, their experiences will range from adventurous, relaxing, stimulating but most of all—satisfying—so they will return on a regular basis.



SHOWCASING HOSPITALITY, TOURISM AND EVENTS TRAINING CENTRE

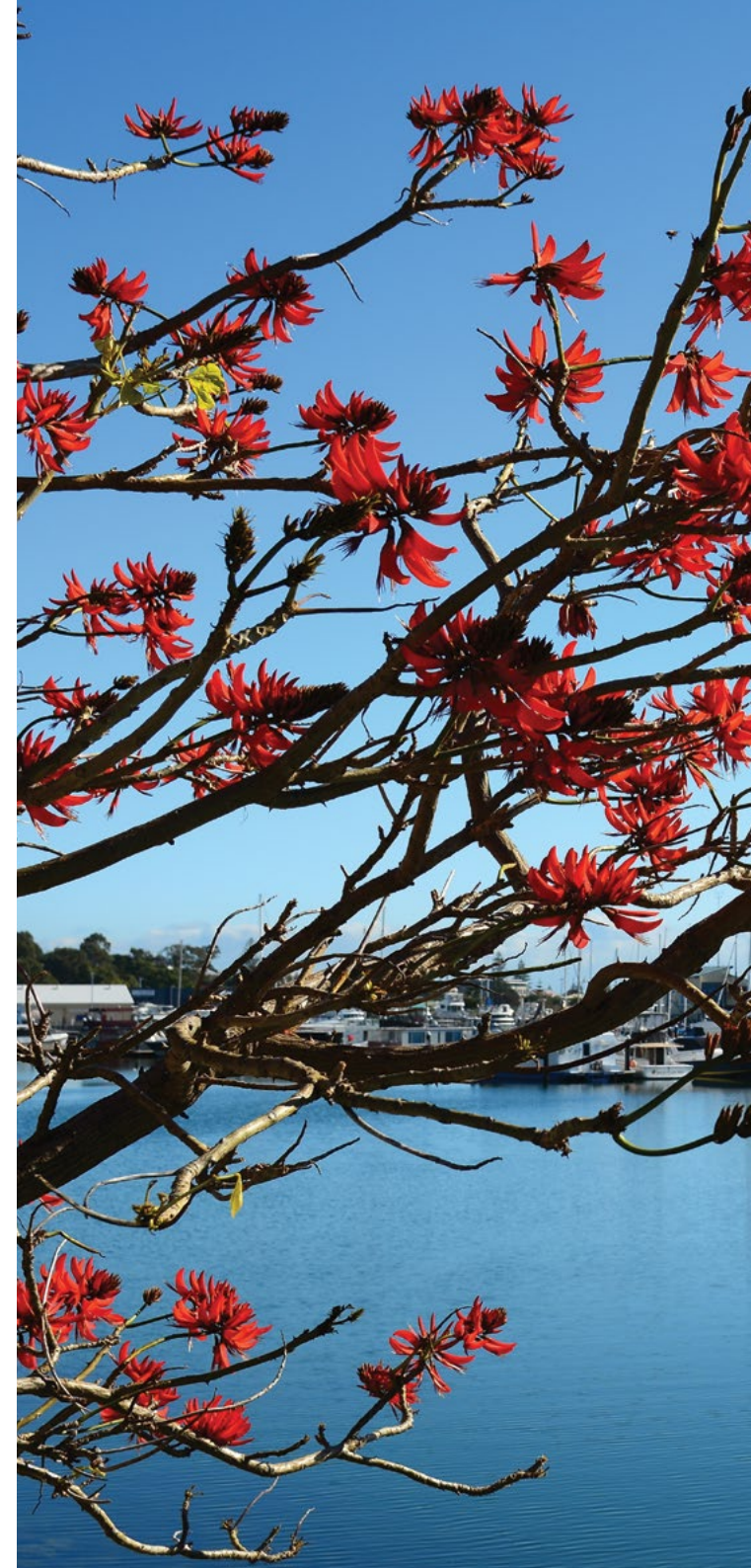
The proposed Hospitality, Tourism and Events Training Centre will be a modern, fully operational state-of-the-art training facility for local students that ensures availability of qualified and skilled people to meet regional needs, thereby increasing customer service standards which lead to increased economic competitiveness and growth. It will also create training opportunities for the region's youth, unemployed, under employed, disengaged and under represented groups in the community, which will lead to sustainable jobs in the future.

Investment in the hospitality and tourism industry to assist operators in overcoming skills shortages is essential to ensure high quality service delivery to both local and visitor markets. Generally, hospitality and tourism are growth industries in the Peel employing approximately 18% of the workforce, being 5,400 jobs in hospitality, food, tourism and retail.



SHOWCASING LONG-TERM SUPPORTIVE HOUSING

Ensuring that the Peel has a highly skilled workforce is not only about ensuring that knowledge, skills development and pathways are available through education and training but also ensuring that those people who are at risk of or who have disengaged from the community and the labour force are provided with the level of support required to enable increased community, education, training and workforce participation. This support includes ensuring that our most vulnerable community members have ongoing access to housing and are supported on their journey to permanent accommodation, education and employment.



WHERE TO FROM HERE?

To achieve our long-term goals we will continue to work closely with all levels of government, private enterprises and the communities of the Peel to realise the transformations that are needed for our region to be *progressive, prosperous and dynamic with a culture of care*.

We will ensure that identified priority initiatives are developed and implemented in close consultation with our stakeholders.

We will develop an action plan to deliver on the Blueprint. We will ensure quality, timely and consistent information is shared with stakeholders and communities of the Peel.

A clear communication and engagement plan will also be developed to make sure we deliver consistent, purposeful and targeted engagement with stakeholders across industry, State and local governments, the media and general public.

The Peel Development Commission will monitor and review the implementation of our Blueprint and will facilitate an annual implementation update with its stakeholders to report progress against agreed outcomes.

An annual Blueprint evaluation against our targets will be conducted to gauge the extent to which what we are doing is working and if necessary we will adjust our plan.



Peel Development Commission

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