



PEEL

REGIONAL INVESTMENT

BLUEPRINT



2050

PROGRESSIVE | PROSPEROUS | DYNAMIC

PROGRESSIVE | PROSPEROUS | DYNAMIC



PEEL REGIONAL INVESTMENT **BLUEPRINT**



ACKNOWLEDGEMENTS

Content

We wish to thank the broad range of stakeholders identified in Appendix 1 for their on-going support in the development of our Blueprint. We are very proud of the alliances we have formed and look forward to working across all levels of government, with the private sector and our communities to build on Peel's abundant resources, picturesque environment and enviable lifestyle to realise our vision of being a progressive, prosperous and dynamic region with a culture of care.

Images

We wish to thank the following individuals and organisations for the use of their photographs in our Blueprint: Colleen Archibald, Alison Birch, Alcoa Australia, Challenger Institute of Technology, City of Mandurah, Community Solutions Inc, Landcorp, Mandurah Baptist College Inc, Peel Health Campus, Public Transport Authority, Shire of Boddington, Shire of Murray, Shire of Serpentine-Jarrahdale, Shire of Waroona, Workpower Inc, Waroona Agricultural Society, Waroona Visitors Centre, Bent Clip Marketing, Racing and Wagering WA, Peel-Harvey Catchment Council and vegetablesWA.

Please note that a range of images have been purchased through Shutterstock to illustrate the realisation of our vision.

December 2015

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DISCLAIMER

This document has been prepared using a range of evidence to provide stakeholders with a clear understanding of the Peel Development Commission's approach to delivering a progressive, prosperous and dynamic region with a culture of care by 2050. All information is provided to the best of our ability and within the limits of our knowledge and resources. All proposals resulting from this document will be further detailed and agreed to by relevant parties.



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FOREWORD



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.*

This Blueprint describes the Peel's vision 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.

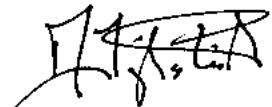
This will cement the Peel as an active supplier of both produce and intellectual property to local and national markets. The establishment of the Peel Food Zone on strategic peri-urban land within the region will enhance the Peel's ability to export the highest quality gourmet produce to Asian markets 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



PURPOSE OF THE PEEL REGIONAL INVESTMENT BLUEPRINT

The vision for the Peel's future is the culmination of extensive collaboration and engagement across all sectors of government, industry and the community. As facilitator, Peel Development Commission has brought together the thoughts, aspirations and commitments of its many stakeholders (see Appendix 1), establishing an all-encompassing view of the future that is supported by key representatives of the region's diverse community.

The vision for the Peel as a *progressive, prosperous and dynamic region with a culture of care* will be realised through implementation of the Peel Regional Investment Blueprint — our Blueprint.

Its comprehensive themes, goals and strategies position the Peel as a location with world-class infrastructure, international investment and trade, an innovative agricultural industry, a diverse tourism industry and a place where people want to live, work, visit and play.

Our Blueprint is the regional roadmap that, driven by Peel Development Commission, will require the full commitment of local, regional, State and Commonwealth governments, private enterprises and our communities, to work collaboratively over the next thirty years to realise this vision.

Our Blueprint has been developed to provide a strategic framework within which economic and regional development priorities can be facilitated and delivered.

OUR BLUEPRINT DEVELOPMENT PROCESS

In developing our Blueprint, Peel Development Commission has undertaken a three-stage process.

Stage one¹ involved preparation of a report articulating the Peel's current strategic framework, focusing on its strategic direction, enablers and key drivers. All of the literature available about planning previously undertaken in the region was analysed and consultation commenced with key stakeholders to inform preliminary views on likely growth strategies.

The stage one report identified a set of initiatives aimed at shaping the Peel's future planning and investment priorities over the next 20 to 30 years. Regional Development Australia, Peel Development Commission and the five local government authorities within the region endorsed these high-level strategic initiatives, which also formed the basis of Commonwealth regional development plans for the Peel.

¹ Peel Region — Stage 1: Regional Investment Blueprint August 2013

Stage two² built upon the key findings of stage one to further develop the goals and strategies and confirm initiatives for progression over the next four years. This was achieved by drawing on the expertise and insights of various government, industry, community and commercial stakeholders.

Stage two of our Blueprint was developed using an open and consultative process and required a high level of stakeholder engagement.

The Peel Regional Leaders Forum, comprising representative bodies and groups in the region, was the peak advisory body assisting. This Forum collectively represents more than 600 community and business groups in the region.

The process used for development of our Blueprint to this point is illustrated in Figure 1.

Stage two concluded with delivery of our draft Blueprint, which was the first step to gaining commitment for the Peel's 2050 vision of being recognised as a *progressive, prosperous and dynamic region with a culture of care*.

² Peel Regional Investment Blueprint Stage 2, Peel Development Commission, March 2014

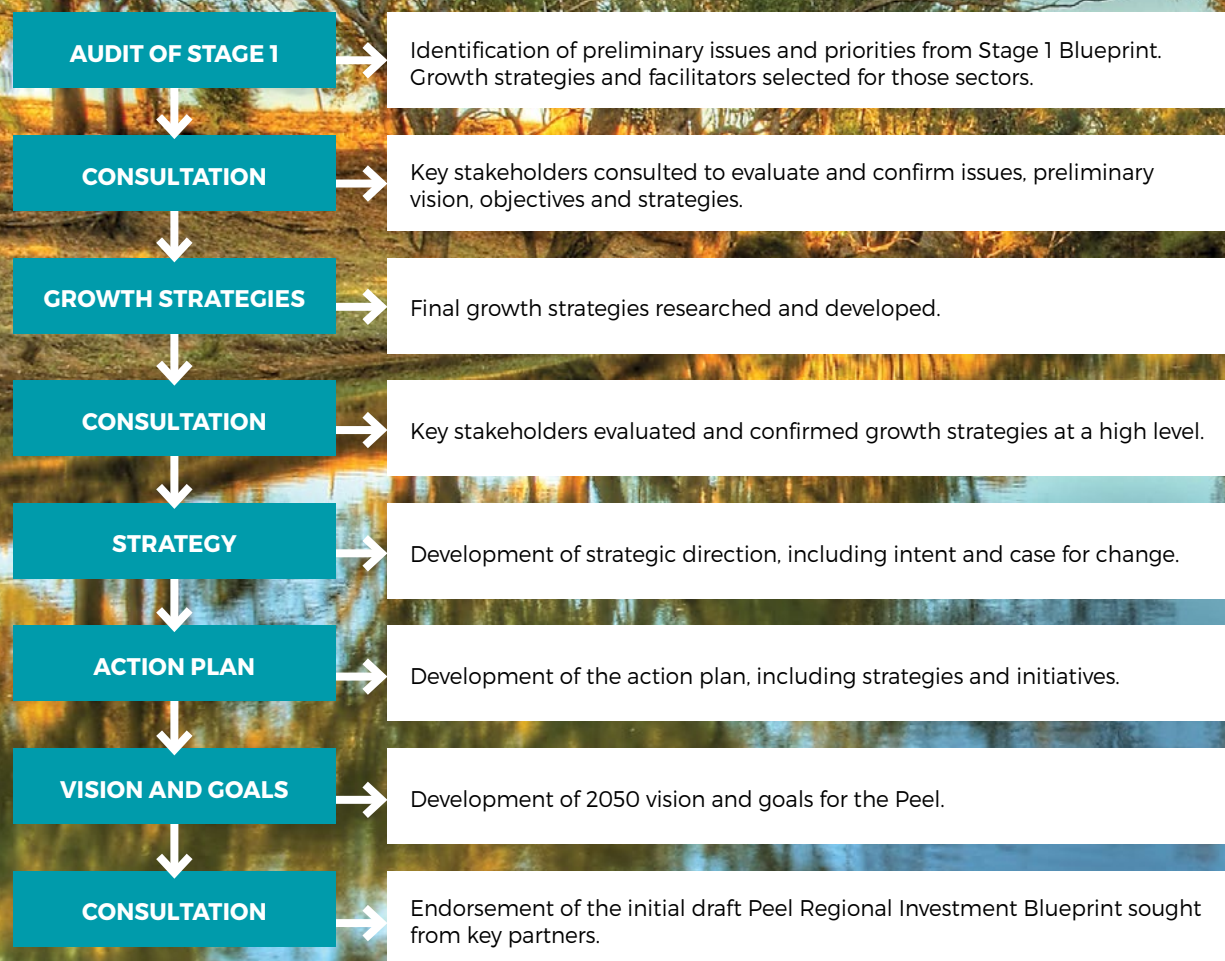


Figure 1. Stage 2 Blueprint development process

Stage three focused on the release of the draft Blueprint for public comment and validation of the content with our stakeholders. Additionally, Peel Development Commission worked closely with Pracsys Economics between March and October 2015 to ensure the economic narrative for three of our Blueprint's key initiatives was robust and evidence based. Ernst and Young was also engaged to conduct two comprehensive reviews of the data between September and November 2015 which guided finalisation of this document.

Stage three of our Blueprint development will be concluded with the launch of the final document by the Hon Terry Redman MLA, Minister for Regional Development on 17 December 2015. This launch marks the commencement of Peel's transformation.

Our Blueprint is a dynamic document which will evolve over time to include new economic and social drivers facing the region. It is anticipated that this will be further aided by the development of a State-wide policy for regional development.

ROLE OF PEEL DEVELOPMENT COMMISSION

Peel Development Commission plays a pivotal role in ensuring that:

1. job creation is maximised and career opportunities are improved in the region;
2. the economic base of the region is developed and broadened;
3. infrastructure services to promote economic and social development within the region are provided;
4. information and advice to promote business development within the region are provided;
5. the general standard of government services and access to those services in the region is comparable to that which applies in the metropolitan region; and
6. steps are taken to encourage, promote, facilitate and monitor the economic development in the region.

It does this by:

- promoting the region;
- facilitating coordination between relevant statutory bodies and State Government agencies;
- cooperating with representatives of industry and commerce, employer and employee organisations, education and training institutions and other sections of the community within the region;
- identifying opportunities for investment in the region and encouraging that investment;
- identifying the infrastructure needs of the region, and encouraging the provision of that infrastructure in the region; and
- cooperating with a wide range of stakeholders to promote equitable delivery of services within the region.

ROLE OF ROYALTIES FOR REGIONS PROGRAM

Royalties for Regions underpins the State Government's long-term commitment to developing Western Australia's regional areas into strong and vibrant regional communities that are desirable places to live, work and invest.

Royalties for Regions promotes and facilitates economic, business and social development in regional Western Australia for the benefit of all Western Australians. Royalties for Regions will invest \$4 billion over four years across regional Western Australia from 2015–16.

Future funding is to be delivered against priorities set by regional communities and stakeholders through the Regional Investment Blueprints initiative. The funding will facilitate major economic, social and community development projects identified by the people living in the regions.

Royalties for Regions focuses on delivering benefits to regional Western Australia through six objectives:

- building capacity in regional communities;
- retaining benefits in regional communities;
- improving services to regional communities;
- attaining sustainability;
- expanding opportunity; and
- growing prosperity.

STRATEGIC AND POLICY FRAMEWORK

The Western Australian economy is currently experiencing a significant correction after a sustained period of exceptional growth. This correction has come about as the State's primary mineral, oil and gas markets have slowed, causing investment conditions to weaken. The consequences are a reduction for the gross State produce, an increase in unemployment and decline in immigration, and overall State revenue. This has led the Western Australian Government to identify a need to improve the State's competitiveness by supporting a more diverse economy that both responds to the change in economic conditions and recognises and addresses many of the other challenges of the 21st century. This is representative in a number of strategic imperatives driving current State initiatives that include:

- supporting the diversification of the State's economy away from an overreliance on cyclical commodity exports;
- supporting the improvement of the State's competitiveness through increases in productivity and local value-add activities;
- improving the State's future fiscal sustainability by more efficiently utilising existing resources (including infrastructure and by-products);

- improving the performance of Perth and Peel's urban systems to ensure that significant population growth can be supported whilst maintaining a high standard of living; and
- improving the natural capital of critical State natural assets.

These strategic imperatives are articulated in four policy frameworks that have been critical to the development of our Blueprint:

1. State Planning Strategy 2050
2. Directions 2031 and beyond
3. Perth and Peel@3.5 million
4. Economic and Employment Lands Strategy: non-heavy industrial

State Planning Strategy 2050

The *State Planning Strategy 2050* outlines Western Australia's vision for sustained growth and prosperity. It is an integrated whole-of-government view of the strategic planning needed to respond to challenges and opportunities presented by global and domestic factors that are likely to influence the State's future development.

It is underpinned by the following six interrelated and interdependent principles:

Community – enabling diverse, affordable, accessible and safe communities

Economy – facilitating trade, investment, innovation, employment and community betterment

Environment – conserving the State's natural assets through sustainable development

Regional development – building the competitive and collaborative advantages of the region

Governance – building community confidence in development processes and practices

Infrastructure – ensuring infrastructure supports development.

The *State Planning Strategy 2050* has five interrelated strategic goals:

- Global competitiveness will be enhanced through continued economic diversification.
- Strong and resilient regions will be built through economic expansion and inter-regional collaboration.
- Sustainable communities will be enhanced by investment in infrastructure and social capital.
- Infrastructure planning and coordination will achieve efficiencies and synergy in pursuit of economic growth.
- Conservation of the environment will be enhanced by sustainable development and efficient resource use.

Figure 2 shows how the State Planning Strategy will help to align and deliver regional development programs and services (see page 8).

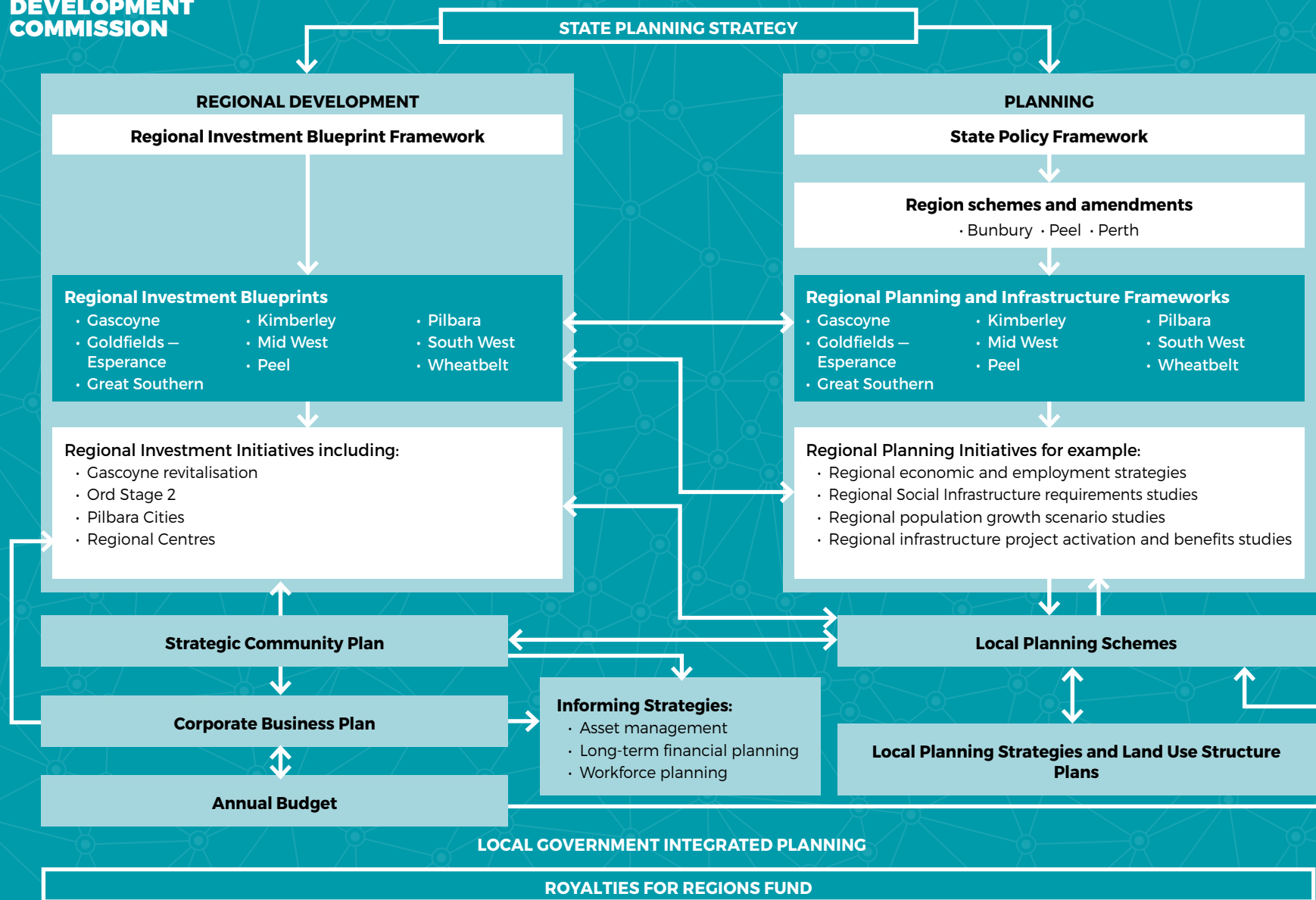


Figure 2. State planning and development framework³

³ State Planning Strategy 2050; page 9

Directions 2031 and Beyond: Metropolitan Planning Beyond the Horizon

Directions 2031 and Beyond: Metropolitan Planning Beyond the Horizon released by the Western Australian Planning Commission in 2010 is a long-term strategic document which provides the framework for more detailed planning for delivery of housing, infrastructure and services necessary to accommodate future growth and development of the Perth and Peel regions. *Directions 2031 and beyond* identifies five strategic themes that will be used to shape future urban growth, being liveability, prosperity, accessibility, sustainability and responsibility.

These strategic themes and the following policy parameters articulated in *Directions 2031 and beyond* overarch our Blueprint:

- Living in, or visiting our city should be a safe, comfortable and enjoyable experience.
- Our success as a global city will depend on building on our current prosperity.
- All people should be able to easily meet their education, recreation, service and consumer needs within a reasonable distance from their home.
- We should grow within the constraints placed on us by the environment we live in.
- We have the responsibility to manage urban growth and make the most efficient use of available land and infrastructure.

Perth and Peel@3.5 million

Perth and Peel@3.5 million estimated that more than 3.5 million people will live in the Perth and Peel regions by 2050. Land for residential, commercial and industrial development is a finite resource and Perth and Peel cannot sustain a widespread pattern of development, based on historical and traditional notions of what constitutes a household, a home and a community.

Sustainable growth requires a shift in thinking and a readiness to explore and plan for new urban growth opportunities. It demands a dynamic approach that responds to periods of rapid population growth, changing economic conditions and evolving needs from industry and the community.

To realise the vision encapsulated in *Directions 2031 and beyond* and the *State Planning Strategy 2050*, the Western Australian Planning Commission, through the Department of Planning has created a series of detailed planning frameworks, responding to those deepening and emerging challenges, with a unified, long-term growth strategy for land use and infrastructure for the Perth and Peel regions.

The *Perth and Peel@3.5million* strategic suite of documents has been developed to engage the community in open discussion on expectations of what the city should look like in the future and how a valued lifestyle can be maintained whilst accommodating a substantially increased population.



The strategic suite of documents includes a sub-regional planning framework for the South Metropolitan Peel sub-region. The framework provides guidance on where sustainable development should occur over the next 35 to 40 years to ensure the impact of urban growth on areas of environmental significance is minimised; to protect our heritage; and to maximise the benefits of available land and existing infrastructure.



Economic and Employment Lands Strategy: non-heavy industrial

The *Economic and Employment Lands Strategy: non-heavy industrial* aims to ensure that adequate forward planning is undertaken to provide employment land in both the Perth and Peel regions over the next 20 years and beyond.

Specifically the Strategy aims to:

- identify the areas, type and locations of general and light industrial land required over the next 20 years;
- review the existing industrial land development program and identify possible extension opportunities;
- identify and evaluate the suitability of locations for new general and light industrial estates;
- develop a strategy to facilitate the delivery of general and light industrial land and assist in the restoration of the State Government's long-term general and light industrial land bank; and
- plan for delivery of housing, infrastructure and services necessary to accommodate future growth and development of the Perth and Peel regions.



In addition to these critical strategic policies our Blueprint is aligned with a number of Commonwealth, State and local government strategic directions to ensure that there is a consistent, whole-of-government approach to the delivery of our goals. Documentation that has informed the development of our Blueprint is included in Table 1.

Table 1. Frameworks, strategies, policies and plans informing the Peel Regional Investment Blueprint

Agriculture and Food	Arts, Culture and Tourism	Education and training	Environment	Health and Well being	Infrastructure and transport	Planning
<ul style="list-style-type: none"> Perth Peel Regional Water Plan 2010-30 Seizing the Opportunity Water for Food 	<ul style="list-style-type: none"> Department of Culture and the Arts Regional Action Plan State Government Strategy for Tourism in Western Australia 2020 Peel Region Arts and Culture Strategy 2015-20 Taste 2020 – A strategy for food and wine tourism 	<ul style="list-style-type: none"> Skilling WA – A Workforce Development Plan for Western Australia State Training Plan Training Together Working Together: Aboriginal Training Strategy Peel Workforce Development Plan 2015-18 	<ul style="list-style-type: none"> Binjareb Boodja Landscapes 2025: Natural Resource Management in the Peel-Harvey Region Peel Harvey Catchment Council Strategic Directions 2012-22 	<ul style="list-style-type: none"> 2012-17 Active Living for All: A Framework for Physical Activity in Western Australia 2012-16 Affordable Housing Strategy 2010-20: Opening Doors to Affordable Housing An Age-friendly WA: The Seniors Strategic Planning Framework Delivering affordable housing to key workers in regional Western Australia Western Australia Homelessness State Plan 2010-13: Opening Doors to Address Homelessness More than winning – the real value of sport and recreation in Western Australia 	<ul style="list-style-type: none"> Aligned and integrated delivery of services to regional Western Australia Directions 2031 and Beyond: Metropolitan Planning Beyond the Horizon Economic and Employment Lands Strategy: non-heavy industrial : Perth metropolitan and Peel regions 2012 Perth and Peel@3.5 million 	<ul style="list-style-type: none"> Boddington SuperTown Economic Development Strategy City of Mandurah Corporate Business Plan 2014-17 City of Mandurah Revitalisation Master Plan City of Mandurah Strategic Community Plan 2013-23 Mandurah City Centre Activation Strategy Shire of Murray 2014-18: Corporate Business Plan Outer Metropolitan Perth and Peel Sub-regional Strategy Regional Centres Development Plan (SuperTowns) Framework 2011-12 Shire of Murray Economic Development Strategy Regional Development Australia Peel Regional Plan 2013-16 Regional Development Policy Framework: An Action Agenda for Regional Development Shire of Boddington Strategic Community Plan 2013-23 Shire of Murray Strategic Community Plan 2023 Shire of Serpentine-Jarrahdale Strategic Community Plan 2013-22 Shire of Waroona Strategic Plan, The Way Ahead 2005-25 and Strategic Community Plan
Peel Regional Investment Blueprint						



EXECUTIVE SUMMARY

Economic development is fundamental to the sustainability of our communities and the enhancement of our region. On-going collaboration and careful planning in partnership with government and non-government agencies, private enterprises and the community are pivotal, as is the establishment of high quality infrastructure in close proximity to service centres and transport corridors.

A workforce with the capacity and capability to flexibly respond to the future needs of industry is required. Additionally, an innovative approach to enhancing our global competitiveness in synergy with protecting our abundant natural resources will ensure our region's sustainability, providing opportunities for our communities and the future of our children.

By 2050, the Peel is expected to be one of the most populated regions outside of Perth with a projected population of 444,000⁴.

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.

⁴ Perth and Peel@3.5 million, May 2015

The Peel aims to significantly enhance its economic contribution to the Western Australian economy. This ambition will be realised through a number of transformational strategies 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 partnerships between our schools, training organisations and universities to create rewarding careers that lead to jobs;
- consolidation 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.



It is well recognised that education is a fundamental pillar of a strong economy and community.

It is education that will give the Peel's population its best opportunity to join and contribute to all tiers of enterprise from small local businesses to large enterprises operating in the region. Alliances with education providers, such as Murdoch University, Challenger Institute of Technology, the Department of Training and Workforce Development and the Department of Education, will ensure people have access to high quality and relevant education and training in this region.



To cater for the anticipated growth in the Peel, it is the region's responsibility to ensure that economic growth matches population projections. To achieve this, attracting world-class services and amenities, maximising natural and built infrastructure, and strengthening our resilience to create sought-after communities are worthy goals.

Given the Peel's substantial potential for economic development and growth, we believe we can deliver on these goals aided by the region's unique position in the Western Australia context:

- proximity to the Perth metropolitan region with good connectivity, which presents opportunities for tourism and creates an ideal location for residential, commercial and industrial expansion;
- strong and diverse natural resource base which holds significant new opportunities in areas such as research, learning, water resource development and renewable energy;
- proximity to Asian markets through metropolitan and regional ports and airport facilities;
- strong infrastructure base with well-developed transport systems and access to strategic infrastructure, such as natural gas, electricity and high speed digital connectivity;
- extensive feedstock production;
- extensive land holdings suitable for food production;

- large labour force;
- accessibility to a range of housing options;
- comprehensive community, retail and commercial facilities and services; and
- resilient and innovative small business sector.

As a result, the Peel will be known as a place where its residents can access all their lifestyle needs. The enhancement of a regional city – supported by an integrated network of towns and communities – is a key driver and will be critical to broadening and diversifying business and commercial sectors.

Vibrant and dynamic communities offer quality of life by nurturing the physical and mental health, happiness and depth of opportunity of their residents. A key element is the ability for individuals to easily address their education, employment, recreation, service and consumer needs close to home.

Vibrant and dynamic communities also require a range of residential options. In the Peel, this ranges from housing close to city amenities to rural living based in the surrounding towns and farm-style acreage. Accommodation choices must also take into account housing affordability and diversity.



The region's affordability, coupled with the opportunity to live and work in a thriving economy, is a potentially strong competitive advantage for the Peel over Perth and other regions of Western Australia.

People are attracted to a region by the natural and built environment it offers. The natural environment is a strong drawcard for the Peel as it gives this region its distinctive, attractive character. It is also a critical component of the regional economy.

A careful blend of conservation and innovation will be vital to ensure the Peel's natural assets are preserved for future generations and economic development will be geared to protecting both the natural and built environment.

In order for the Peel to achieve the change it is seeking over the next 20 to 30 years, our Blueprint focuses on goals and strategies encompassed within five themes that are considered pivotal to the Peel's future:

- 1. Thriving Industry:** a broadened and diversified industry base to boost the depth and breadth of jobs and occupations across the region.
- 2. Agriculture and Food Innovation:** 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.
- 3. Tourism Excellence:** a network of adventures that attracts visitors and enables them to engage with the Peel's natural and built attractions in a sustainable manner.
- 4. Capable People:** the availability of an educated and highly skilled workforce with the capacity and capability to flexibly respond to workforce requirements for the future.
- 5. Strong and Resilient Communities:** 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.

Each theme highlights a number of focus areas, against which strategies for implementation have been identified. Potential investment opportunities have also been included against each theme along with aspirational targets. At the end of each theme proposed legacy projects are showcased that we believe will transform the economic and employment landscape of the Peel.

Implementation of the wide range of strategies will be undertaken by identified lead agencies and monitored by the Peel Development Commission. The alliances and ongoing communication, consultation and collaboration that will occur are essential to the region's achievement.

The themes, associated goals, focus areas, strategies, investment opportunities and aspirational targets provide the roadmap for realising our vision of being a *progressive, prosperous and dynamic region with a culture of care* and are the basis of a plan for regional development and investment over the next three decades.

Figure 3 illustrates the relationship between our vision, the themes, goals and focus areas. This is followed by an overview of the five themes, associated goals and focus areas that together are the foundation of our Blueprint over the short, medium and long term.





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

Figure 3. Relationship between our vision, themes and focus areas



PROGRESSIVE | PROSPEROUS | DYNAMIC

1.0 THRIVING INDUSTRY

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

OUR GOAL TO 2050

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.

Focus areas

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



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.

HOW WE WILL ACHIEVE OUR GOAL

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.

POTENTIAL INVESTMENT OPPORTUNITIES THAT WILL CONTRIBUTE TO THE PEEL'S TRANSFORMATION

- 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

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.



2.0 AGRICULTURE AND FOOD INNOVATION

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

OUR GOAL TO 2050

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

Focus areas

2.1 Innovative and sustainable agriculture and food practices

2.2 Peri urban food zone



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.

HOW WE WILL ACHIEVE OUR GOAL

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.

POTENTIAL INVESTMENT OPPORTUNITIES THAT WILL CONTRIBUTE TO THE PEEL'S TRANSFORMATION

- 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

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%.
- 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.



3.0 TOURISM EXCELLENCE

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

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.

Focus areas

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



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.

POTENTIAL INVESTMENT OPPORTUNITIES THAT WILL CONTRIBUTE TO THE PEEL'S TRANSFORMATION

- 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

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.



4.0 CAPABLE PEOPLE

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

OUR GOAL TO 2050

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.

Focus areas

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



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.

HOW WE WILL ACHIEVE OUR GOALS

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.

POTENTIAL INVESTMENT OPPORTUNITIES THAT WILL CONTRIBUTE TO THE PEEL'S TRANSFORMATION

- 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

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.





5.0 STRONG AND RESILIENT COMMUNITIES

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.

OUR GOAL TO 2050

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

Focus areas

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



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.

HOW WE WILL ACHIEVE OUR GOALS

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.

POTENTIAL INVESTMENT OPPORTUNITIES THAT WILL CONTRIBUTE TO THE PEEL'S TRANSFORMATION

- 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

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.

WHO WILL KEEP US ON TRACK?

Cross sectoral alliances will be established to oversee the execution of initiatives in partnership with lead agencies and associated steering and advisory groups.

This approach ensures communication is open and transparent, that information is shared in a timely and consistent manner and that there is ongoing alignment between different stakeholder groups.



PEEL ►



INTRODUCTION

The Peel is located 75 kilometres south of Perth with a geographic area in excess of 5,500 square kilometres and a population of 128,798⁵. There are five local government areas in the region including the City of Mandurah and the Shires of Boddington, Murray, Serpentine-Jarrahdale and Waroona.

PEEL PROFILE

The Peel has one of the fastest growing populations in Western Australia, although it is the smallest by geographic comparison.

The Peel is on a trajectory for strong growth in the first half of the 21st century. It is estimated that by 2031 the population will grow to 188,400⁶ and will rival the South West as Western Australia's most populous region outside Perth. By 2050, it is estimated that the population will be 444,000⁷. The Peel spans the divide between the Perth metropolitan region and regional Western Australia and forms a key strategic component of the State's urban expansion plans.

It is evident from the growth projections that strong consideration needs to be given to establishing a robust and sustainable economy in the Peel to provide significantly more employment, beyond those jobs expected to be supported by natural population growth.

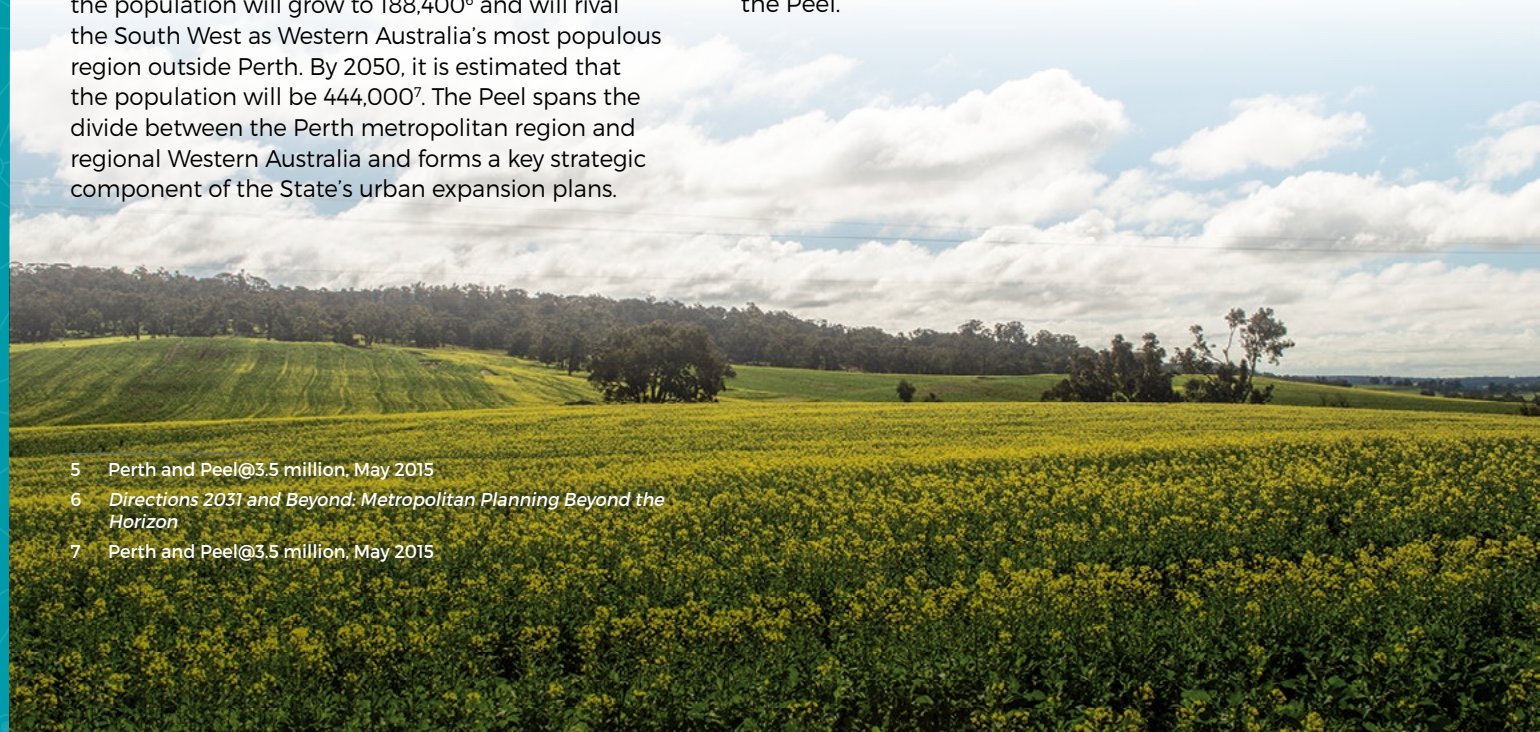
As the population expands, there is increasing pressure to ensure that job creation is maximised and that economic and social infrastructure services are available and commensurate with those in the Perth metropolitan region.

The following information provides a snapshot of the Peel.

⁵ Perth and Peel@3.5 million, May 2015

⁶ *Directions 2031 and Beyond: Metropolitan Planning Beyond the Horizon*

⁷ Perth and Peel@3.5 million, May 2015



POPULATION

The estimated resident population of the Peel was 128,798 in 2014, accounting for 4.4% of Western Australia's population (see Table 2). The City of Mandurah is the regional business hub and is home to 82,701 people, equivalent to nearly 65% of the region's population. The Peel has a rapidly growing population, aided by its close proximity to the Perth metropolitan region, infrastructure and attractive lifestyle options.

Over the decade to June 2014, the population grew by 45,000 residents at an average rate of 4.4% per year. The State average annual growth is 2.6% over 10 years.

In 2015, the Western Australian Planning Commission forecast that the population of the Peel would continue to increase to approximately 444,000 by 2050. The projections are based on fertility, mortality, migration trends (both interstate and overseas), and known future economic developments, representing the best estimate of the future population size if historic trends continue.

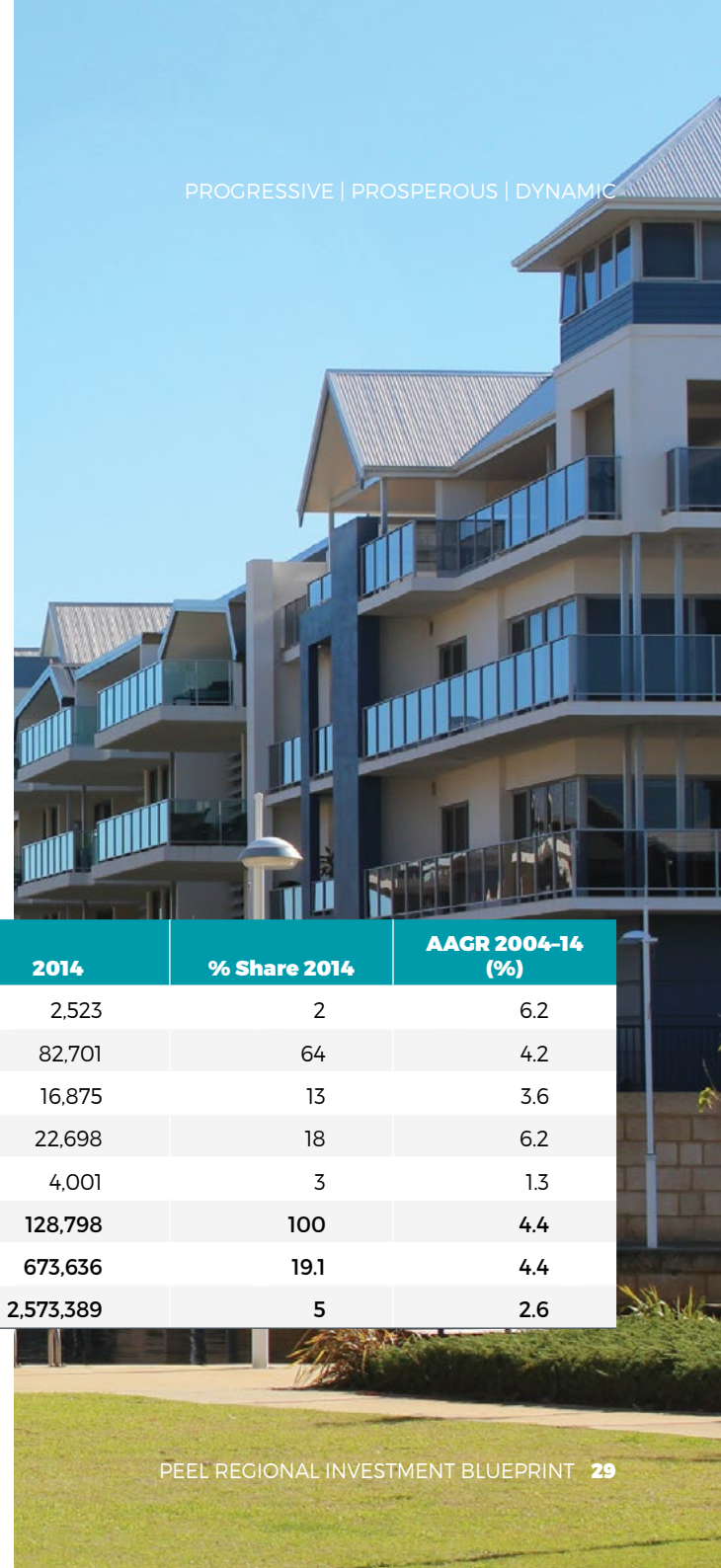


Table 2. Population by local government authority, 2004–14

Region/LGA	2004	2014	% Share 2014	AAGR 2004–14 (%)
Boddington (S)	1,382	2,523	2	6.2
Mandurah (C)	54,581	82,701	64	4.2
Murray (S)	11,904	16,875	13	3.6
Serpentine-Jarrahdale (S)	12,438	22,698	18	6.2
Waroona (S)	3,521	4,001	3	1.3
PEEL	83,826	128,798	100	4.4
REGIONAL WA	537,550	673,636	19.1	4.4
WA	1,979,542	2,573,389	5	2.6

Note: AAGR – Average Annual Growth Rate

Source: ABS and WA Planning Commission.



LABOUR FORCE

Western Australia experienced a rise in employment levels over the last decade driven by population and industry growth, and international demand for raw material exports. The Peel recorded its highest level of employment at nearly 31,200 persons in 2011-12, which stabilised in 2012-13 (see Figure 4).

The Peel's unemployment rate, consistently higher than the State trend which echoes population movement, reached a low of 4% in 2007-08.

Labour market conditions moderated over the 12 months to 2012-13 with some softening of employment growth and an upward trend in regional and State unemployment rates.

According to the 2011 ABS Census the share of employment in the Peel increased by 2.6% from 2006-11, boosted by operations at Newmont Gold Mine in Boddington. The region's labour market increased across health, education and construction sectors to cater for population growth needs.

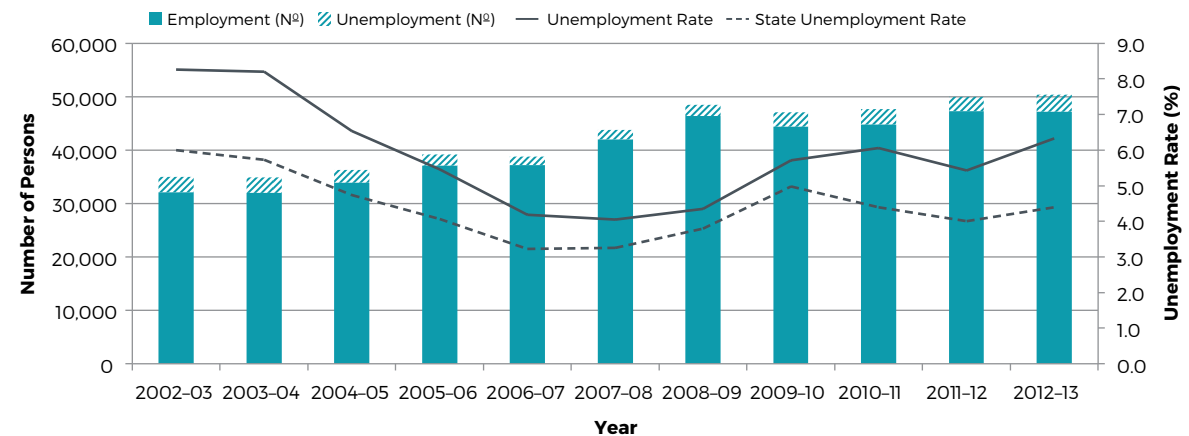


Figure 4. Labour force (number of persons and unemployment rate)

Source: Department of Regional Development



ECONOMY

The Peel has experienced above-average economic growth in recent years. In the period since 2000, the Peel's nominal gross regional product (Nominal GRP) grew at an average annual rate of 15% a year, compared to the Western Australia average of 11%⁸. The estimated value of gross regional product for the Peel was \$11.1 billion in 2012-13.

In 2012-13, the Peel's mineral industry was valued at \$3.2 billion. Alumina production accounted for almost \$2 billion or 62% of the region's total mining production. Other higher level contributors to the Nominal GRP are retail, construction, tourism and agriculture.

8 Department of Regional Development

Minerals and mining

The Peel's minerals sector produces alumina, gold and copper and is, by value, the third largest mineral producing region in Western Australia (see Figure 5). This sector is the 'strong base' of the region's economy in terms of money contributed to the area's gross regional product of \$11.1 billion.

The mining sector in the Peel grew strongly over the 2006-11 period at a compound annual growth rate (CAGR⁹) of 25.1% (see Table 3). This was largely attributable to sustained growth in the metal ore mining industry, which remains one of the most specialised employers in the region. At the 2011 ABS Census, nearly 8% of regional employment was attributed to mining related activity.

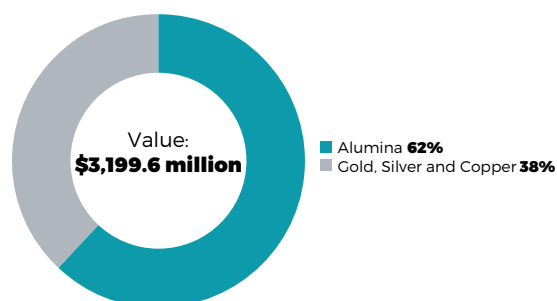


Figure 5. Mining commodities, 2012-13 (% share)

Source: Department of Regional Development

9 CAGR: Compound Annual Growth Rate has been included as a measure in industry sectors to 'smooth' out the growth rates for a particular industry between the Census data for the 2006 and 2011 years.



Table 3. Mining jobs growth, 2006-11

Mining	2011	Change	CAGR (%)
Oil and Gas Extraction	16	12	32.0
Metal Ore Mining	1,528	1,145	31.9
Non-Metallic Mineral Mining and Quarrying	27	2	1.6
Exploration and Other Mining Support Services	156	51	8.2
Mining, nfd	117	33	6.9
Total	1844	1243	25.1

Note: nfd equals no further detail

Source: KPMG using ABS Census 2006 and 2011

Agriculture

The Peel's agricultural economy was estimated at \$125 million in 2011-12. Livestock disposals accounted for 65% of total value of agriculture, valued at \$81 million in 2011-12. The region has a substantial pig and poultry farming industry. The local pork industry has a number of advantages including high health status, environmental conditions and innovation in the production and marketing of quality pork cuts.

Flowers and hay contributed a large proportion (30%) to the total crop value of \$34 million. Melons were the highest gross commodity at nearly \$7 million. Seedless watermelons are popular on the domestic market, and a small proportion of rockmelons are exported to south-east Asia and New Zealand. Milk, wool and eggs are the livestock products produced.

Agricultural production experienced small periods of growth over the past decade, peaking in 2009-10. The value has subsequently returned to a level sustained earlier in the decade but innovation and new export markets position the industry for continued success.

Construction

The construction industry in the Peel experienced significant growth from 2006 to 2011, at a CAGR of 2.6% (see Table 4). This growth has been primarily driven by the heavy and civil engineering construction and construction services industries.

This industrial growth is closely aligned with the expansion of the Peel's resources sector and demand for new regional infrastructure. It is also noted that residential and building construction has declined over the period.

Table 4. Construction job numbers growth and (decline), 2006-11

Construction	2011	Change	CAGR (%)
Building Construction	522	(101)	-3.5
Heavy and Civil Engineering Construction	424	260	20.9
Construction Services	1,944	204	2.2
Construction, nfd	79	(10)	-2.4
Total	2,969	353	2.6

Note: nfd – no further detail

Source: KPMG using ABS Census 2006 and 2011



Building approval activity provides a strong insight into planned work and the housing construction likely to follow. This activity acts as a strong indicator in the construction industry. Compared to the rest of the nation, Western Australia remained robust over the decade to 2012-13 in construction value and approval numbers. The total value of building approvals for the Peel was estimated at \$419 million in 2012-13, after fluctuating over the decade. There were approximately 1,600 residential buildings approved for construction, at a value of \$368 million.

Retail

Retail is one of the top three employment sectors in the Peel. Retail trade is also an important contributor to the Peel's economy. The industry was estimated at \$496 million in 2001-02, increasing at an average of 8.5% per year over the last 10 years (see Figure 6).

In 2011-12, the industry was valued at \$1.12 billion, accounting for 3.8% of the State's turnover. Mandurah is the central commercial hub for retail facilities with large shopping centres, specialty outlets, localised centres and community shops. Activity is sustained through consistent population growth across the Peel.

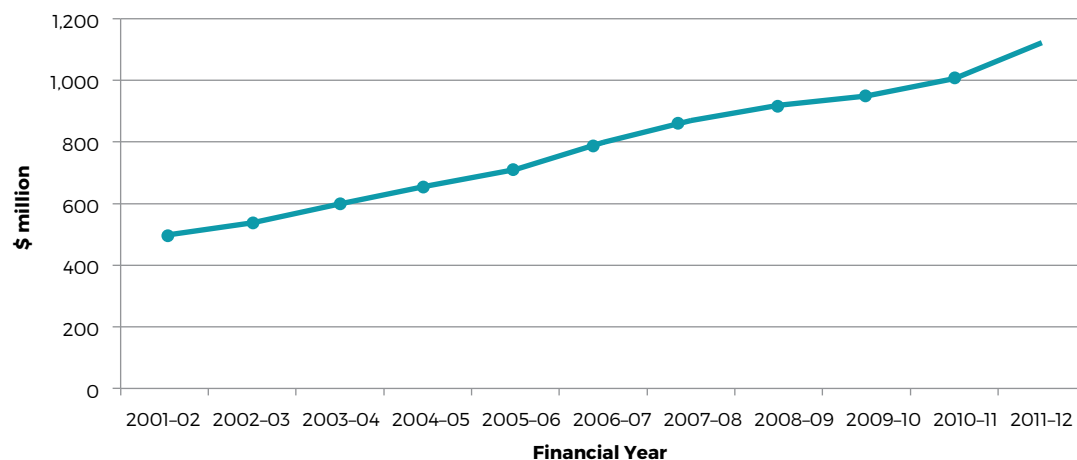


Figure 6. Estimated retail turnover, 2001-02 to 2011-12

Source: Department of Regional Development





Health and Community Services

Health and community services is another key employer in the Peel, providing almost 3,200 jobs in 2011 (see Table 5). This sector experienced an annual job growth rate of 5.4% over the 2006–11 period, largely driven by residential care services and social assistance services. Residential care services remain one of the most specialised industries in the Peel. The growth of the health care sector is consistent with the broader population and economic growth of the region.

Table 5. Health care job growth, 2006–11

Health Care and Social Assistance	2011	Change	CAGR (%)
Hospitals	534	135	6.0
Medical and Other Health Care Services	910	130	3.1
Residential Care Services	961	259	6.5
Social Assistance Services	682	176	6.2
Health Care and Social Assistance, nfd	106	34	8.0
Total	3,193	734	5.4

Note: nfd — no further detail

Source: KPMG using ABS Census 2006 and 2011



Manufacturing

Manufacturing remains one of the most specialised and large employers in the Peel. Over the 2006–11 period, the industry grew at an annual rate of 1.7% (see Table 6). This economic growth was primarily driven by chemical, plastic and machinery manufacturing. The foundation of the industry is primary metal and metal product manufacturing, which employs approximately 2,520 people.

Table 6. Manufacturing job growth (and decline), 2006–11

Manufacturing	2011	Change	CAGR (%)
Food Product	265	50	4.3
Beverage and Tobacco Product	28	3	2.3
Textile, Leather, Clothing and Footwear	66	3	0.9
Wood Product	109	38	9.0
Pulp, Paper and Converted Paper Product	3	(4)	-15.6
Printing	35	4	2.5
Petroleum and Coal Product	3	3	0
Basic Chemical and Chemical Product	54	23	11.7
Polymer Product and Rubber Product	34	17	14.9
Non-Metallic Mineral Product	98	(44)	-7.1
Primary Metal and Metal Product	2,521	77	0.6
Fabricated Metal Product	194	62	8.0
Transport Equipment	87	7	1.7
Machinery and Equipment	119	57	13.9
Furniture and Other	67	6	1.9
Manufacturing, nfd	175	8	0.9
Total	3,858	310	1.7

Note: Small numbers may produce a '0' CAGR.

Source: KPMG using ABS Census 2006 and 2011



Tourism

The tourism sector in the Peel is experiencing economic growth (see Figure 7). Employment growth in the sector has been robust (see Table 7).

The food and beverage industry increased total jobs by 6.3% annually over the five year period 2006-11 while accommodation also grew at 2.2% a year.



Figure 7. Tourism trends, estimated expenditure and number of visitors

Source: Tourism Western Australia and Department of Regional Development





Table 7. Tourism job growth, 2006-11

Accommodation and Food Services	2011	Change	CAGR (%)
Accommodation	354	36	2.2
Food and Beverage Services	1,957	514	6.3
Accommodation and Food Services	3	3	0
Total	2,314	553	5.6

Source: Tourism Western Australia and Department of Regional Development



Equine

The Peel has long been acknowledged as being a key component of the State's thoroughbred and harness racing industry. A 2012 Racing and Wagering (WA) *Economic and Social Impact Report* found that the racing industry in the Peel provides \$67.1 million in economic value per annum, and contributes 13.9% of the State's total racing industry economic value. This percentage makes the Peel racing equine sector the largest ahead of the South West (10%).

In addition, the Peel has a vibrant, though more loosely confederated, non-racing equine industry, and in a separate study commissioned by Peel Development Commission in 2012, the economic value of the non-racing equine industry to the Peel was estimated at \$70.2 million per annum.



Employment

The Peel employment market consisted of almost 30,000 jobs at the time of the 2011 ABS Census. Construction, retail trade and manufacturing were the biggest employers, accounting for 36% of the region's industry employment (see Figure 8).

Compared to jobs across Western Australia, the Peel has a higher proportion of employees in retail, manufacturing, health care, accommodation and food services. The region has a relatively low proportion of people working in professional services; transport, postal and warehousing; and wholesale trade.

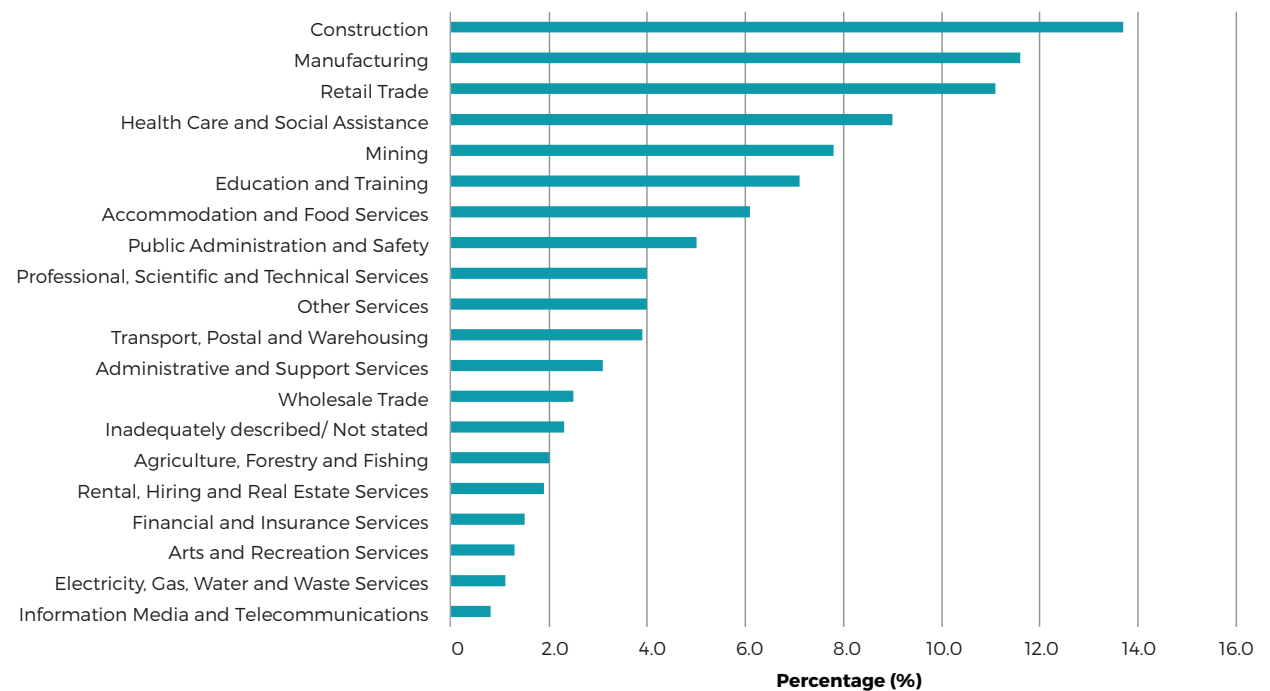


Figure 8. Distribution by employment by industry 2011, Peel

Source: ABS Census 2011 — Population and Housing Census — Place of Usual Residence

Comparison of the value of industry within the Nominal GRP¹⁰ and the percentage of employment within the sector¹¹ has enabled conclusions to be drawn around the value of the industry sector to the Peel's employment (see Figure 9). This analysis does not reflect flow on effects or benefits attributed to the industry sectors analysed.

Despite its 5th place ranking in the distribution of employment, the mining and mineral processing industry represents the Peel's highest production value, with an estimated \$3.2 billion of the State's \$102 billion earned from the resource industry's gross value of production in the 2012-13 financial year.

In comparison, the Peel's largest employment industry, construction, has an estimated production value of \$419 million despite representing a significant proportion of the workforce in the region (see Table 8). Also of note is the production value of the agriculture industry which, despite employing less than 2% of the region's workforce, had an estimated value of \$125 million.

In the years between 2006 and 2011, the Peel experienced jobs growth slightly lower than the State average, that is, 3.8% a year against 4.1%, although the region's growth was still significantly higher than the national average.

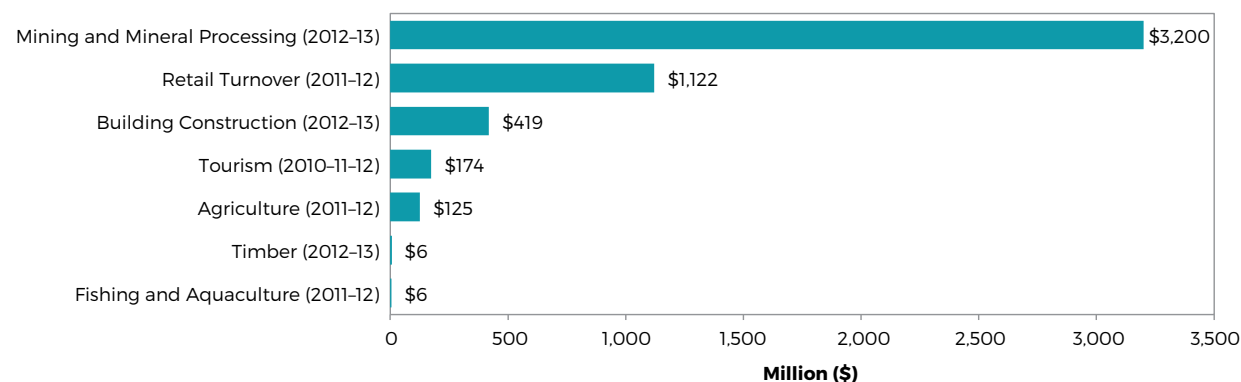


Figure 9. Value of industry activities

Source: Department of Regional Development. Note: Industry activity is an estimate of the gross value of production.

¹⁰ Department of Regional Development

¹¹ ABS Census 2011



Table 8. Value of industry compared to workforce in industry 2011

Industry Sector	% of value of industry	% of workforce in industry
Mining and Mineral Processing	28.8	7.8
Retail Turnover	10.1	11.1
Construction	3.8	13.7
Tourism	1.5	6.1
Agriculture	1.1	2.0

Source: Custom table Peel Development Commission

Growth industries such as mining have provided a significant proportion of new opportunities that have translated into jobs. This growth can be partially attributed to the opening of the Newmont Boddington Gold Mine plus broader growth across the sector.

A growing population also fuelled employment growth in health care and social assistance, education and training, accommodation and food services (see Table 9).

The percentage of jobs in agriculture, forestry and fishing declined over the same period, in step with Western Australia and national trends for the sector, where ongoing innovation and productivity improvements have reduced the dependency on labour.

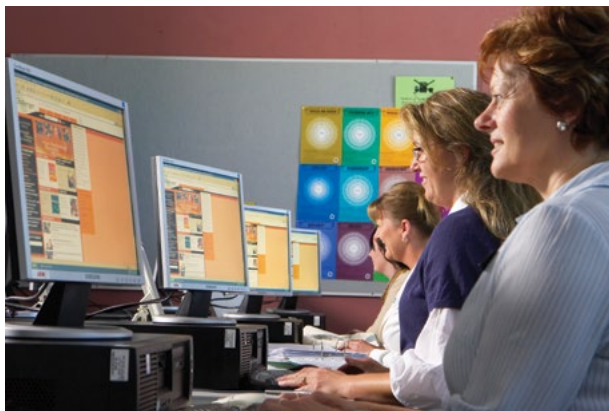


Table 9. Industry employment comparison, 2006-11

Industry of Employment	2011 (%)	2006 (%)
Construction	13.7	13.6
Manufacturing	11.6	13.5
Retail Trade	11.1	12.4
Health Care and Social Assistance	9.0	8.4
Mining	7.8	5.2
Education and Training	7.1	6.4
Accommodation and Food Services	6.1	5.6
Public Administration and Safety	5.0	4.7
Real Estate, Administrative and Support Services	5.0	5.4
Other Services	4.0	3.7
Professional, Scientific and Technical Services	4.0	3.7
Transport, Postal and Warehousing	3.9	3.8
Wholesale Trade	2.5	2.7
Agriculture, Forestry and Fishing	2.0	3.2
Financial and Insurance Services	1.5	1.6
Arts and Recreation Services	1.3	1.3
Electricity, Gas, Water and Waste Services	1.1	1.0
Inadequately described/not stated	2.4	2.9
Information Media and Telecommunications	0.8	1.0

Source: ABS 2011 and 2006 Census of Population and Housing; usual residence

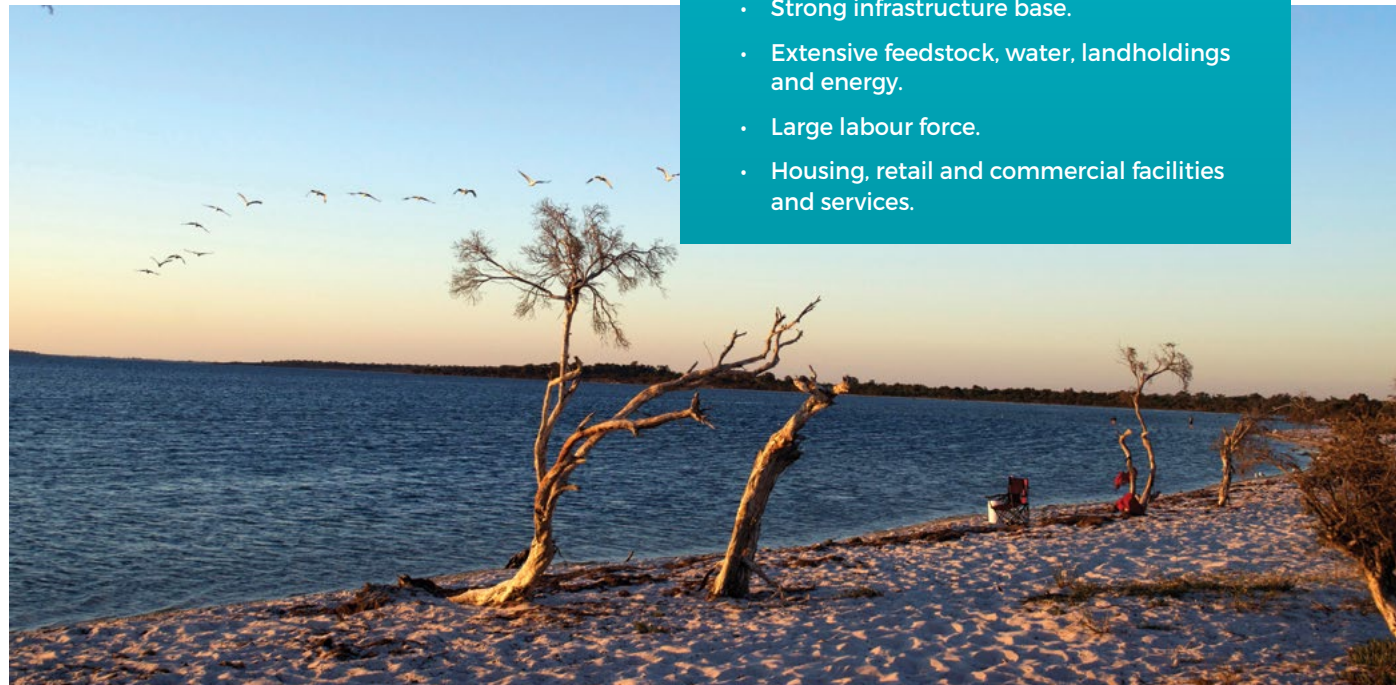
OUR ECONOMIC DRIVERS

Our Blueprint focuses on the economic drivers capable of sustaining a forecast regional population growth to 444,000 people by 2050. This will constitute 12.7% of Western Australia's total population.

The Peel's potential for economic development and growth is substantial and arguably unique in the Western Australian context:

- proximity to the Perth metropolitan region with good connectivity, which presents opportunities for tourism and options for residential, commercial and industrial expansion;
- strong and diverse natural resource base which requires careful management and protection, but which holds significant new opportunity in areas such as research, learning, water resource development and renewable energy;
- proximity to Asian markets through port and airport facilities;
- strong infrastructure base with well-developed transport systems and access to strategic infrastructure, such as natural gas, electricity, the National Broadband Network and, potentially, recycled water and carbon dioxide from industry;
- extensive feedstock, notably solid waste, urban green waste, forest residues, and animal wastes to support bio-industrial activity;

- extensive land holdings suitable for food production (in-ground and hydroponic);
- large labour force; and
- city, regional towns and communities that can provide housing, and comprehensive community, retail and commercial facilities and services.



ECONOMIC DRIVERS

- Proximity to the Perth metropolitan region.
- Strong and diverse natural resource base and suitable environment for renewable energy.
- Proximity to transport links and Asian markets.
- Strong infrastructure base.
- Extensive feedstock, water, landholdings and energy.
- Large labour force.
- Housing, retail and commercial facilities and services.

MEGATRENDS SHAPING OUR FUTURE

The following megatrends impacting globally will have some bearing on the future of the Peel moving into 2050.

- **Demographics** — pension spending is set to grow by 1.3% of gross domestic product (GDP) in developed countries and 2.2% in developing countries. The Peel has an above State average and growing number of retirees who are expected to make a significant contribution to GDP through their spending, particularly their demand for increased services.
- **Rise of the individual** — 75% of the global population has access to a mobile phone. In some countries, more people have access to a mobile phone than to a bank account, electricity or clean water. There is a real opportunity for governments and non-government organisations in the Peel to improve services for the individual and use mobile technologies to improve data transfer and flexibility in communications and engagement.
- **Enabling technology** — 90% of the digital data in the world today was created in the last two years. Our Blueprint recognises that new occupations and skill sets will constantly evolve due to technology, placing workforce planning and development and the creation of new skill sets as a high priority.

- **Economic connectedness** — Asia's share of global exports is expected to nearly double to 39% by 2030. The Peel's businesses and industries need to broaden, diversify and expand their markets to stay competitive in a global market. Our Blueprint strategies recognise the need to underpin these businesses with innovation, research and a strong and productive labour market to assist them to grow.
- **Economic power shift** — developing countries will be home to 440 of the world's fastest growing cities, generating 47% of global GDP growth to 2025. Our Blueprint recognises the importance of adjusting to a new economic world and the need to grow the Mandurah central business district into a thriving regional city supported by an integrated network of towns and communities that will generate economic growth and attract and retain new and professional jobs and commercial investment.
- **Urbanisation** — 60% of the world's population will live in cities by 2030, increasing from 50% in 2013. The Peel is recognised as strategically important to Western Australia's future population growth with the population expected to increase rapidly over the next 20 to 30 years. Better infrastructure planning and economic growth, along with a highly skilled workforce, are pillars of our Blueprint to ensure the whole community benefits from future growth.



- **Climate change** — cities account for 60% to 80% of energy consumption and are responsible for the same portion of global CO₂ emissions.
- **Resources stress** — it is estimated that there will be a 40% gap between global water supply and demand by 2030. Non-climate dependent water supply schemes are a major focus of our Blueprint aimed at ensuring that the Peel has sufficient water for its future agricultural and industry needs as demand on existing water schemes will inevitably exceed supply.

KEY DETERMINANTS OF OUR LONG-TERM DEVELOPMENT

1. Comparative advantage and business competitiveness

The Peel has key areas of competitive advantage, particularly in relation to its proximity to the Perth metropolitan region, its strategic position in the future Perth to South West (and Great Southern) development corridor, and its existing and proposed major economic sectors. The key economic growth strategies of our Blueprint are aimed at building on these strengths to more effectively position the Peel in a globally competitive environment, particularly in relation to its agriculture and agriculture-related industry and business sectors.

2. Access to international, national and regional markets

Our Blueprint strategies recognise a critical need to develop good access to markets. Key transport infrastructure elements required to improve physical access are identified in our Blueprint. The Peel Business Park Nambelup development is specifically concerned with positioning future business and industry to be able to compete nationally and globally. Focus in the agricultural sector is on new production to meet both domestic and export market opportunities.

3. Sustainable communities and population growth

Population is one of the most important resources of a region. Population change can be a significant factor in the long-term viability of a local community in terms of its economic, environmental and social sustainability.

It is predicted that the Peel's population will grow significantly over the next two decades and with that, the region will play a key role in the growth of the Perth metropolitan region. This presents significant opportunity for expanding and deepening business and commerce, building human capital and creating new markets. The key challenges lie in sustainably accommodating this growth and meeting the employment and service requirements of this future population. Our Blueprint strategies are specifically focused in this area.

4. Effective cross-sectoral and inter-governmental alliances

Inherent within our Blueprint is recognition of the importance of building strong cross-sectoral and inter-governmental alliances. The strategies of our Blueprint are aligned with State and Commonwealth strategic priorities and policies and depend on leadership and alliances with key stakeholders of business and the community as well as all tiers of government.

5. Human capital

Our Blueprint has identified a number of specific aspects of human capital development that need to be prioritised and these are clearly captured under the theme *Capable People* which deals with skills, employment and career pathways.

The particular development conditions in the Peel dictate that strategies need to focus on the following:

- proactively creating jobs above and beyond those organically provided as a result of natural population growth;
- increasing workplace participation and employment; and
- diversifying the industry mix.



VISION 2050

A SNAPSHOT OF THE PEEL BEYOND THE HORIZON OF OUR REALISED VISION

You're living in the fabulous Peel in 2050, and you pinch yourself as you look around and see the amazing society and environment you get to enjoy every day!

The Peel is the tourist magnet for the West Coast, attracting huge numbers of visitors to its sea, surf and sand as well as its wonderful hills and coastal plain. You can do anything in the Peel, from arriving at our international airport to walking the Darling Scarp trails, to sampling the fabulous wines and food that our region offers.

You can be stunned by the scale and wonder of the Newmont Boddington Gold Mine and the fantastic Marradong country or relax to the sounds of ocean waves as you luxuriate in our five star resorts.

The Peel is the pearl of the West Coast, with the perfect balance of 21st century lifestyle innovation coupled with a sustainable economic and cultural diversity that is the envy of Australia. We work in a wonderland of new and exciting businesses and technical innovation. We are Smart Peel, an innovative region that attracts and captures the minds and energy of our gifted young people who identify with expanding and challenging the technical and educational horizons we see.



Prosperity is all around us; from design winning homes driven by sustainable eco energy to business parks that present like space stations, with hubs that radiate outwards with interconnecting business and educational linkages, so we co-educate and co-work as we advance in our careers.

Collaborative development is the catch phrase for employers and educators alike, and it's our society that wins as young people develop powerful talents and capabilities that supercharge the Peel community. The Peel is the future and the number one preferred destination for all Australians.



IMAGINE ...

Mandurah as the central hub of a vibrant region supported by a network of dynamic towns and communities.

A region of 444,000 people.

A region that embraces its environment, with a mix of high density and rural living, retail and commercial spaces— complemented by high quality and accessible public open space.

POSITIONING OURSELVES AS A PROGRESSIVE, PROSPEROUS AND DYNAMIC REGION WITH A CULTURE OF CARE

In 2050, the Peel will be enjoying a confident and diverse economy that has been built on education and enterprise.

It will have been sustainably developed by embracing and protecting its natural assets while its built environment has been enhanced through innovation.

A vibrant regional city, Mandurah, will be its centrepiece and substantial towns and communities will radiate from this thriving cultural, retail and commercial hub.

The co-location of State and Commonwealth government offices to the centre of the city has attracted a new professional demographic to the Peel. This in turn has brought new purpose and direction to an already attractive and desirable place to live, work, visit and play.

Because of the region's geographic diversity, the Peel has been able to accommodate differing lifestyle aspirations from waterside apartments and homes and rural living developments to varied affordable housing models for all Peel residents.

Supported by a major business and technology park, Mandurah and its network of integrated towns and communities is the focus for employment generation. Industry focused skills training has turned around the unemployment figures and young people have embraced the educational and technological challenges the past decades have delivered.

In 2050, the Peel enjoys a high level of cultural and arts activities and participation, and well-planned infrastructure enabling communities to celebrate their unique identity and history.

The focus on these activities, particularly in our regional towns and communities, has helped attract and retain a varied workforce and enhanced the social and economic growth of the whole region.

Experiential tourism is a major drawcard — from the enjoyment of the outstanding Darling Scarp trails by foot or bike; the sampling of fine wine and food; a visit to the largest gold mine site in Australia — to discovering the environmental wonders of the Peel-Harvey Estuary.

OUR GUIDING PRINCIPLES TO ACHIEVE THE VISION

- The Peel will prosper with strong partnerships and a focused approach to its development.
- The Peel will prosper with a confident and diverse economy built on education and enterprise.
- The Peel will prosper with a vibrant city at its centre supported by a strong network of towns and communities.
- The Peel will prosper with built environment enhanced through innovation.
- The Peel will prosper with development that embraces and protects our natural assets.



A diverse and vibrant small business sector is flourishing in this environment.

Renowned for its agricultural tourism the Peel is recognised for its paddock to plate philosophy. This has given rise to a series of seasonal festivals celebrating the produce of the region — seafood — olives — wine.

The careful protection and conservation of our natural assets has seen the Peel-Harvey Estuary recognised as a centre for the study of wetland flora and fauna attracting international attention to renowned research facilities.

World class innovation has attracted investment and the technologically empowered agribusinesses, along with advanced transport infrastructure, has ensured the Peel's place as a reputable national food precinct.

Innovation, diversification and enthusiasm have attracted new and exciting businesses and professions to the Peel.

Technical innovation has brought economic and cultural diversity, while liveability and sustainability have been enhanced through an economy built on enterprise and education.

The Peel is a region where people want to live, work, visit and play.

IMAGINE

Peel is the tourism magnet for the greater Perth population.

Renowned for its major water-based events, the area attracts both national and international competitions from sailing to kayaking, canoeing and fishing.

Our equine industry is prosperous with access to quality experiences at a number of destinations.

Visitor numbers are enormous and the area is well serviced with high quality restaurants and a broad range of accommodation facilities from five star hotels to family orientated camping facilities.



OUR BLUEPRINT THEMES AT A GLANCE

To ensure the Peel can realise the vision it is seeking over the next 20 to 30 years, our Blueprint focuses on a number of ambitious but realistic long-term goals to 2050.

Against each goal, we have identified areas of focus and a broad range of high level strategies aimed at achieving the goals.

The goals, focus areas and strategies are encompassed within five themes that are considered pivotal to the Peel's future:

- 1. Thriving Industry:** a broadened and diversified industry base to boost the depth and breadth of jobs and occupations across the region.
- 2. Agriculture and Food Innovation:** 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.
- 3. Tourism Excellence:** a network of adventures that attracts visitors and enables them to engage with the Peel's natural and built attractions in a sustainable manner.

PROGRESSIVE | PROSPEROUS | DYNAMIC

4. Capable People: the availability of an educated and highly skilled workforce with the capacity and capability to flexibly respond to workforce requirements for the future.

5. Strong and Resilient Communities: 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.

These themes are a result of extensive research conducted by the Peel Development Commission between 2013 and 2015 and are a confirmation that a robust and sustainable economy (**Thriving Industry, Agriculture and Food Innovation** and **Tourism Excellence**) is required in the Peel to provide significantly more employment beyond that expected to be supported by the local population.

As the population expands, there is increasing pressure to ensure that job creation is maximised (**Capable People**) and that economic and social infrastructure services are available and commensurate with those in the Perth metropolitan region (**Strong and Resilient Communities**).

The themes, associated goals, focus areas and strategies provide the roadmap for achievement of our vision and are the basis for the Peel's regional development and investment over the next three decades.

Achievement against each of the long-term goals will significantly contribute to:

- transforming the region's mix of industry and businesses to increase the number of mid-tier to large companies in the region and create more jobs and career pathways for the community.
- establishing strategic infrastructure and industrial land developments aimed at attracting key investors and new enterprises to the region to create up to 78,352¹² new jobs required to service a population of 444,000 by 2050.
- transforming the region's schools, training and universities through partnerships that directly link those industries known to be in jobs growth and/or emerging in the region.
- creating region-wide industry learning and skills pathways programs from K-12 and beyond to ensure our people have the necessary skills and qualifications to take up the jobs that are expected to be created in the future.

The relationship between the vision, themes, goals, and focus areas is illustrated in Figure 10.

As you read the pages that follow, we would hope that you are able to see the vision clearly reflected in our strategies and that the aspirational target give you confidence that our vision can be realised by 2050.

The remainder of this document focuses on each of the themes within which the following are identified:

1. our 2050 goals and objectives;
2. the rationale for each theme;
3. key focus areas within each theme;
4. strategies we will implement to achieve our 2050 goals;
5. potential investment opportunities;
6. our aspirational targets; and
7. the showcasing of proposed legacy projects that will individually assist with the transformation of the Peel.

The comprehensive theme section is followed by the Blueprint Implementation Strategy which provides details of the approach to communication, governance, project implementation, risk management and delivery of outcomes against our identified goals.

AGAINST FIVE THEMES WE HAVE DETAILED:

1. our 2050 goals and objectives
2. the rationale for each theme
3. key focus areas of the theme
4. strategies we will implement to achieve those goals
5. investment opportunities
6. our aspirational targets
7. the showcasing of proposed legacy projects that will individually assist with the transformation of the Peel



¹² Perth & Peel@3.5 million, May 2015



Figure 10. Relationship between our 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



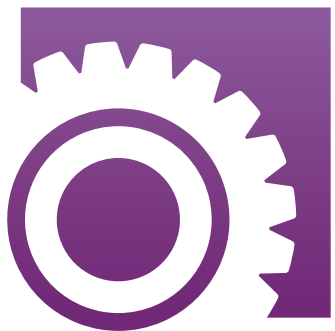
CAPABLE PEOPLE

- 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



1.0 THRIVING INDUSTRY



OUR GOAL TO 2050

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.

OUR 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 regional city hub is in place.
- The Peel is positioned as the premier region for the expansion of the equine industry in regional Western Australia.

Regional development in Western Australia has historically been the result of regional ability to take advantage of natural resources in facilitating trade with external markets – ultimately leading to local economic and population growth. The Peel is no different, having historically been reliant on traditional primary industries that trade on its natural resource assets.

However, industries that are reliant on the region's natural resources have failed to keep pace with the extensive urban development that has occurred as the Perth metropolitan region has expanded southwards. The result has been the development of dormitory suburbs where 47% of workers are forced to leave the region to attain employment. Our Blueprint strategies and identified potential investment opportunities are aimed directly at rebalancing this disparity.

With the population of the Peel expected to grow to 444,000 by 2050, there will be a requirement for 78,352 new jobs to maintain an employment self-sufficiency target of 78.5%.

The population growth in the Peel has been consistently above 4% per annum for at least the past 15 years driven by a combination of factors – including the attractiveness of the region, its inherent economic development opportunities and the proximity to the Perth metropolitan region.

This level of population growth is unusual in that a significant proportion of it is driven by external forces, and therefore, whilst the region continues to experience high levels of economic growth, the unemployment rate remains stubbornly above the State average at 6.51%, with youth unemployment reaching rates as high as 19.3%¹³.

Similarly, workforce participation rates are typically lower than the State average, particularly in Mandurah, Waroona and Murray. This is indicative of a growing number of people in the community opting out of the labour market.

Sources of future job creation are projected to occur through population driven employment in industries such as healthcare and social assistance, education, training and retail trade. Strategic employment growth is expected to occur in export industries such as mining, food and producer services industries such as research, universities and professional services.

If the Peel is to remain economically competitive and maintain employment self-sufficiency targets, it needs to diversify its economy. Our Blueprint confirms that this can occur through a focus on:

- protecting our existing capital base and associated businesses and industries;
- expanding industry sectors that are of strategic importance to the State; and
- building new industry sectors.

¹³ Department of Employment, Education and Workplace Relations, Dec Quarter 2013

PROTECTING OUR EXISTING CAPITAL BASE

The Peel's current capital base has enabled a substantial economy with a diverse range of businesses and industry. They are the foundation of the region's economy and play a critical role in creating employment. This capital base includes:

- mining;
- health care and aged care services;
- metals and manufacturing;
- building and construction;
- retail, accommodation, food services and tourism; and
- agriculture, forestry and fishing industry sectors.

Investment into maintaining this capital base is required, as are strategies aimed at supporting the competitiveness of existing businesses and industry.

EXPANDING INDUSTRY SECTORS

The Peel has identified three strategic industry sectors where a State imperative has been established and where the region has a potential comparative advantage. It is strategically important that these are supported.

One significant area of opportunity is intensive food production, with Australian produce being recognised in the market place both nationally and internationally for its safety and high quality produce. Few of Western Australia's regions are as well placed as the Peel to develop in this area.

This comparative advantage, coupled with the opportunity to actively intervene in addressing the region's environmental and social challenges, makes the establishment of a food zone focusing on innovative food production a compelling opportunity for sustained investment.

A second opportunity exists to enhance the role that tourism plays in the regional economy.

The following aspects give the Peel a clear comparative advantage and the potential for the region to contribute to the goals of the *State Government Strategy for Tourism in Western Australia 2020*¹⁴:

- a vast and diverse natural resource base which requires careful management and protection, but which holds significant new opportunity in adventure tourism;
- proximity to the Perth metropolitan region and linkages to the South West region present broader opportunities for tourism sustainability, connectivity and development;
- proximity to overseas tourists through port and airport facilities; and
- an existing road infrastructure network that facilitates connectivity between natural adventures.

Thirdly, the opportunity exists for the establishment of the Peel as a premier equine region given its close proximity to the Perth metropolitan region.

The Peel has an enduring rich and successful history with the equine industry. It is presently home to the successful Pinjarra Racing Club, Pinjarra Harness Racing Club, Boddington Riding Club, Murray Equestrian Association and the Murray Districts Carriage Driving Club.

¹⁴ State Government Strategy for Tourism in Western Australia 2020, page 3

The recent Racing and Wagering High Level Options Paper *Western Australia Metropolitan Equine Asset Review*¹⁵ suggests that the Peel represents the most viable location for the long-term development of the racing equine industry.

BUILDING NEW INDUSTRY SECTORS

In order to attract new enterprise, create a highly skilled and adaptable workforce and build regional resilience we must enhance the region's capital base through investment in our natural, social, produced, financial and human capital. This is essential if the region is to create comparative advantage and attract new enterprises into the Peel.

Our Blueprint identifies a range of strategies within each of the themes aimed at enhancing the existing capital base and increasing its comparative advantage.

This theme identifies two key areas of focus for the region that together will provide the framework within which to grow the Peel economy and create new jobs. Against each focus area we identify potential investment outcomes we are seeking, the strategies we are planning to implement to deliver the outcomes and the aspirational targets against which we will measure our success.



We also showcase three proposed projects that will assist with the transformation of the Peel into a *progressive, prosperous and dynamic region with a culture of care*.

The two key focus areas for Thriving Industry are:

1. new and expanded market opportunities; and
2. integrated network of prosperous regional communities.

Please note: While Agriculture and Food Innovation and Tourism clearly fit within Thriving Industry, they have been highlighted in separate themes to ensure a focus on developing these industries to their full potential.

¹⁵ *Racing and Wagering Western Australia; Metropolitan Equine Asset Review Taskforce High Level Options Paper, August 2015*

1.1 New and expanded market opportunities

In the period since 2004, the Peel's Nominal GRP grew at an average annual rate of 13% per annum, compared to the State average of 11% per annum, but with significant annual variations. This growth highlights not only the region's exciting economic development opportunities, but also its fragility.

The critical imperative for the Peel is to build a strong, resilient and innovative economy that is sustainable, can meet the needs of a rapidly expanding population, respond to shifting global and regional conditions, and support the competitiveness of businesses and industries.

To achieve this, the region needs to have a sound economic framework and consistent approach to guide the change that is required.

Figure 11 illustrates a well-recognised model of regional development that is useful in understanding how regional economies function and the importance of the concepts of comparative and competitive advantage.

This model underpins the approach to expanding the Peel's current industry base new and diverse industries.

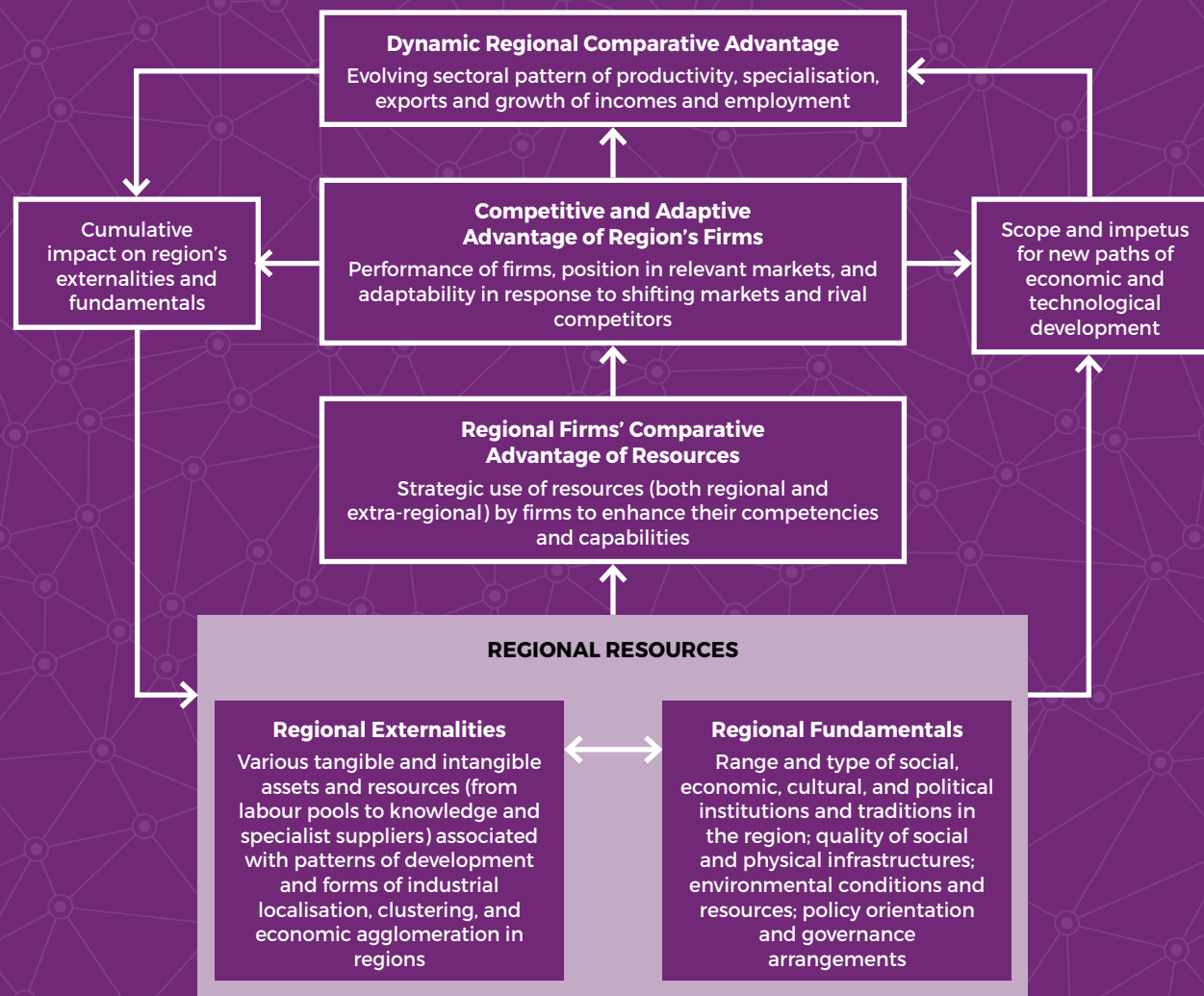


Figure 11. A model of regional competitiveness

Robert Huggins and Hiro Izushi (ed) 2011. *Competition, Comparative advantage and Chesters – The ideas of Michael Porter* Oxford University Press

Under this model, the Peel's resources afford comparative advantage or disadvantage to its businesses and industries. How the businesses and industries then draw on and deploy these resources, in combination with their own internal resources, will influence their:

- competencies and capabilities;
- productivity innovation; and
- competitive advantage in domestic and export markets.

The outcome from this dynamic interaction is a pattern of inter-industry and inter-sectoral competitive advantage that represents the comparative advantage of the Peel over other regions.

As pointed out by R.J. Stimson and others¹⁶ the key issue with comparative advantage is maintaining it over the long term and building in a capacity to adapt. The critical issue with competitive advantage is understanding that in today's world this is more than just the 'race to be first'.

Competitiveness of businesses and industries is about collaboration, strategic alliances, partnerships and resource sharing, sustainable use of resources and market intelligence.

Accordingly, strategies for regional economic development and for thriving industry need to be fashioned around a framework of principles, which include:

- strategic in concept – thinking globally and acting locally;
- dynamic in change – boldness in articulating a future, establishing strategies to reach that future vision and maintaining a position of competitive advantage;
- protecting the existing economic base – avoiding diversification for its own sake;
- collaboration – encouraging businesses and industry to collaborate;
- building sustainable pathways for economic development – awareness of the importance of the natural environment; and
- agglomeration – recognising the importance of agglomeration economies.

Our Blueprint strategies are well aligned to these principles and are reflected in the themes that we are focusing on and the strategies that are identified for implementation.

Potential Investment Opportunities

The Peel's businesses and industries will be assisted to gain comparative and competitive advantage through investment in a number of critical projects including:

- Aviation and Logistics Service Hubs
- Boddington Residential and Industrial Park
- Building business and industry capacity and capability
- Enterprise development
- Peel Business Park Nambeelup
- Peel Food Zone
- Small, medium and micro business expansion
- West Mundijong Agri-food Precinct
- West Pinjarra, West Mundijong, Cardup, and Waroona Industrial Parks

¹⁶ Robert J. Stimson, Roger R. Stough, Brian H. Roberts. 2006. Regional Economic Development: Analysis and Planning Strategy

1.1.1 Strategies to deliver new and expanded markets

2050 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	Strategies	Aspirational targets
New and expanded market opportunities for industry both locally and in export markets are established.	<ol style="list-style-type: none"> 1. Through the establishment of a Peel Economic and Employment Alliance, we will develop an industry growth and diversification plan that: <ol style="list-style-type: none"> a. identifies initiatives to enhance the region's natural, financial, produced, social and human capital with a focus on: <ul style="list-style-type: none"> — health care and aged care services; — metals and manufacturing; — building and construction; — retail, accommodation and food services, tourism; and — agriculture, forestry and fishing industry sectors. b. identifies opportunities for businesses and industry to develop and/or expand into modern high value sectors such as food processing, confectionery, wine and other beverages. c. identifies workforce planning and development requirements to support new and existing industries and businesses, particularly those industries undergoing rapid growth and/or change and known to be in high jobs growth. 	<ul style="list-style-type: none"> • 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.
	<ol style="list-style-type: none"> 2. Through the Peel Economic and Employment Alliance, and in collaboration with the Peel Chamber of Commerce and Industry, the Peel Small Business Centre and the Community Resource Centres, establish an industry awareness and promotion campaign focusing on opportunities to grow, diversify and stay competitive in a global market. 	
	<ol style="list-style-type: none"> 3. Proactively influence Government policies to support and facilitate industry innovation, investment and growth. 	
	<ol style="list-style-type: none"> 4. Lead in the identification of, and contribution towards, research and development that will accelerate competitive opportunities for industry both locally and in export markets. 	

1.1.1 Strategies to deliver new and expanded markets (continued)

2050 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	Strategies	Aspirational targets
The Peel is positioned as the premier region for the expansion of the equine industry in regional Western Australia.	<ol style="list-style-type: none"> 5. Engage with the equine community and support the development and implementation of a Peel Equine Industry Development Plan that aligns with the strategic direction of the Perth metropolitan equine industry. 6. Work closely with all levels of government and private agencies to: <ol style="list-style-type: none"> a. ensure equine investment is consistent with community expectations, that planning, development and implementation is responsive and timely, and identified strategic priorities will result in expanded economic outcomes and employment opportunities. b. support the development of a local workforce equipped to fulfil employment growth in the equine industry through appropriate education and training programs and facilities. c. establish a regional equine stakeholder group to actively pursue the development of the industry in all of its forms and determine synergistic events and programs that will take full advantage of existing and developing equine facilities within the Peel. 	<ul style="list-style-type: none"> • 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.

1.2 Integrated network of prosperous regional communities

The Peel is one of nine regions in Western Australia and is situated immediately south of the Perth metropolitan region. It is bounded to the east by the Wheatbelt and to the south by the South West. The region covers 5,648 square kilometres and is made up of the Shire of Serpentine-Jarrahdale, Shire of Murray, Shire of Waroona, Shire of Boddington and the City of Mandurah.

Peel's unique positioning

The Peel is unique from other Western Australia regions as it forms a key component of the State Government's policy and structural plans for urban expansion of the Perth metropolitan region.

Perth and Peel@3.5 million is the State's highest level spatial framework and strategic plan that establishes a vision for the future growth of the Perth metropolitan and Peel regions. It is a strategic suite of documents consisting of four sub-regional planning frameworks for the Central, North-West, North-East and South Metropolitan Peel sub-regions. The South Metropolitan Peel planning sub-region covers an area of almost 5,000 square kilometres and comprises the cities of Armadale, Cockburn, Gosnells, Kwinana, Mandurah and Rockingham, as well as the shires of Murray, Serpentine-Jarrahdale and Waroona.

Perth and Peel@3.5 million estimates that more than 3.5 million people will live in these two regions by 2050¹⁷. Additionally it identifies that this growth will bring enormous opportunities which will increase demand on the State's resources, social and physical infrastructure, services and the natural environment – today and into the future.

To sustain growth, *Perth and Peel@3.5 million* reiterates that there needs to be a shift in our thinking, a readiness to explore and plan for new urban growth opportunities and a dynamic approach that responds to periods of rapid population growth, changing economic conditions, shifts in demographics and evolving needs of industry and the community.

The South Metropolitan Peel sub-regional planning framework, a key strategic document of *Perth and Peel@3.5 million* confirms that this sub-region is proposed to accommodate 1.26 million people by 2050, with 444,000 of them living in the Peel¹⁸.

Providing local employment and social infrastructure are identified as major challenges. Additionally these will need to be accompanied by effective road, public transport and freight transportation with suitable networks to Perth and regional Peel communities and ensuring the protection of environmental wetlands such as the Peel-Yalgorup System which includes the Peel-Harvey Estuary.

It is within the context of *Perth and Peel@3.5 million* and the *South Metropolitan Peel sub-regional planning framework* that our Blueprint seeks to ensure that the communities of its five local government authorities are liveable, prosperous, connected, sustainable and collaborative.

The Peel is among the fastest growing areas in Australia and this regional growth is likely to continue, supported by improved access, due to the passenger rail line from Mandurah to Perth and the Perth-Bunbury Highway (Kwinana Freeway extension), and as significant tracts of urban deferred land are brought forward in the Peel.

Strengthening the City of Mandurah as the region's city, through infrastructure development, revitalisation and commercial growth will create a platform for the region's economic and creative growth. Ensuring that secondary and tertiary activity centres are vibrant and connected is pivotal to the region's sustainability.

¹⁷ *Perth and Peel@3.5 million*, page 7

¹⁸ Peel as described in the DPC planning region comprises City of Mandurah and Shires of Murray, Serpentine-Jarrahdale and Waroona. Peel region as serviced by the Peel Development Commission also contains the Shire of Boddington.



The development of a new regional road network is essential to ensure connection of the population and freight throughout the region and establishing linkages to the Western Trade Coast and industrial areas. This will also be pivotal to the creation of an integrated network of prosperous regional communities.

Our Blueprint recognises the economic and social importance that the Peel's city, towns and communities have on positioning the Peel as a *progressive, prosperous and dynamic region with a culture of care.*

Cohesive, vibrant and dynamic communities that wrap around a regional city will ensure the Peel is recognised as a region of first choice for the attraction and retention of our people and businesses.

Potential Investment Opportunities

The Peel's network of regional communities will be assisted to be prosperous through investment in a number of critical infrastructure projects including:

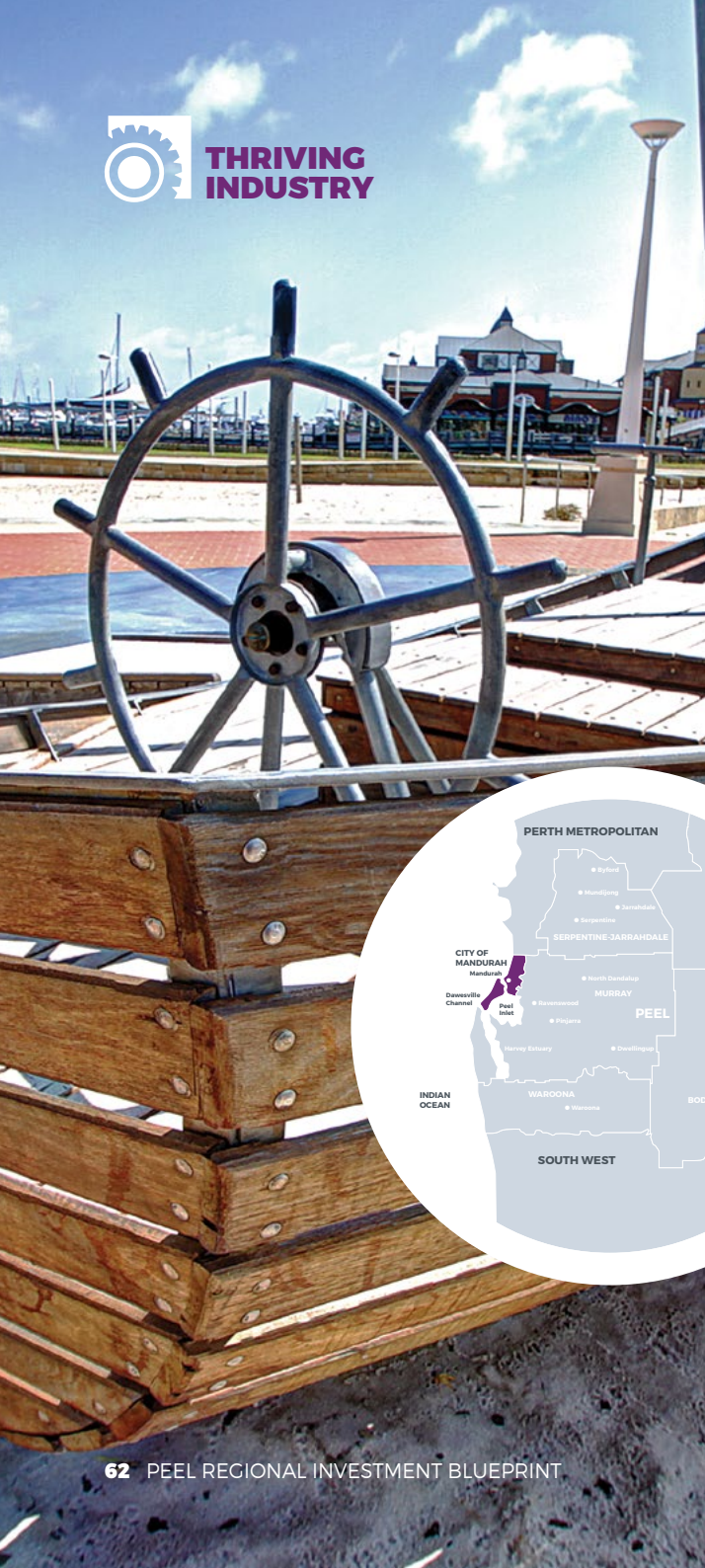
- Boddington Residential and Industrial Estates
- Extension of Tonkin Highway
- Mandjoogoordap Drive extension to connect with Tonkin Highway
- Mandurah to Pinjarra transit route
- Mandurah Western Foreshore Development
- Realignment of West Mundijong Freight Rail
- Scarp to scarp Anytime Adventures
- Town centre revitalisation
- West Pinjarra Industrial Precinct





1.2.1 Strategies to deliver an integrated network of prosperous regional communities

2050 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.		
Objective	How will we achieve our goals?	Aspirational targets
An integrated network of prosperous regional towns and communities with strong service links to a vibrant regional city hub is in place.	<ol style="list-style-type: none"> 1. Through the establishment of a Peel Economic and Employment Alliance we will: <ol style="list-style-type: none"> a. work with local government authorities to develop the Peel Economic, Infrastructure and Employment Strategy which will include a micro economic analysis of each of the local government areas. b. facilitate opportunities to increase the presence of universities and other education and training institutions to attract and retain new enterprises and a highly skilled and diverse workforce to the region's towns, communities and the central business districts. c. build innovation and business capabilities to position the region's City and its regional towns and communities as leaders in technology and design as the foundation for building a more vibrant and commercially creative community. d. work closely with all levels of government, public and private investors and community agencies to: <ul style="list-style-type: none"> — identify opportunities to increase the number and diversity of businesses and government agencies located in the Peel; — ensure regional towns and communities are integrated and that services are used efficiently and effectively; — establish key infrastructure, including land, housing, transport and roads that will be required to underpin business growth and diversification opportunities and their supply chains both locally and in export markets; and strategically link the region's industrial and business parks with freight, port and airline services. e. work closely with local government authorities and key business and community groups to identify opportunities to enhance the aesthetics and amenity of the City of Mandurah as a vibrant regional hub with a network of regional towns and communities that complement yet differentiate themselves. f. work closely with Indigenous elders and communities to facilitate and support the identification of business enterprise and workforce development opportunities in new and emerging markets including eco and cultural tourism, land management, conservation and agriculture and food initiatives. g. explore the economic benefits for the region to position itself in the aviation industry. 	<ul style="list-style-type: none"> • 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.



City of Mandurah

SIZE 173.5KM²

POPULATION 82,701

**MAIN INDUSTRIES CONSTRUCTION, RETAIL,
COMMERCIAL/LIGHT INDUSTRIAL, TOURISM,
SOCIAL SERVICES**

The City of Mandurah¹⁹ is one of the most vibrant regional cities in Western Australia. Once a small fishing village that boomed during holiday periods, it now has a thriving population of more than 80,000. Covering an area of 173.5 square kilometres, Mandurah follows the coast from its northern extremity at Madora Bay to the Ramsar-listed wetland and Yalgorup National Park 50 kilometres to the south.

Mandurah is an emerging city, located 74 kilometres south of Perth. With the introduction of the Perth-Mandurah Railway in 2007, and the opening of the Perth-Bunbury Highway in 2009, Mandurah now only takes 48 minutes to reach by rail, or one hour by road²⁰.



The City of Mandurah is one of ten recognised strategic metropolitan centres in the *Perth and Peel@3.5 million* planning framework and is the principal centre in the region. Strategic metropolitan centres are intended to provide a range of housing, services, facilities and activities necessary to support the communities within their catchments

The City of Mandurah is approximately the same distance from the Perth central business district and Bunbury, the next major centre, and is ideally placed to develop as a substantial employment centre for the region, containing the range of employment opportunities that will be essential to support the region, including a substantial component of knowledge intensive industries.

¹⁹ Information sourced from www.mandurah.wa.gov.au

²⁰ Information sourced from City of Mandurah Strategic Community Plan 2013-33, page 6

A vibrant and prosperous city for Mandurah

1.2.2 Strategies to deliver an integrated network of prosperous regional communities

2050 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	Strategies	Aspirational targets
An integrated network of prosperous regional towns and communities with strong service links to a vibrant regional city hub is in place.	<ol style="list-style-type: none"> 1. Through the establishment of a Peel Economic and Employment Alliance, we will work with the City of Mandurah to: <ol style="list-style-type: none"> a. create a City centre with a vibrant commercial, retail and tourism focus for locals and visitors and a unique destination for culture, art, entertainment and wellbeing that: <ul style="list-style-type: none"> — is a friendly and welcoming environment for new businesses to establish and for existing businesses to grow and expand; — connects and integrates the City centre through improved visual connections and linkages; — supports measures to reduce the carbon footprint, by walking and cycling in a safe and well connected precinct; — involves the community in decision making, ongoing management and activation of the City centre; and — develops and engages spaces outside of the foreshore. b. drive the establishment of a hospitality, tourism and events centre of excellence. c. work closely with public and private stakeholders to attract investment for the promotion of activities and events which bring people to our community centres. d. provide appropriate community and sporting facilities for Mandurah and surrounding communities. e. through partnerships and advocacy improve education and transport options for the Peel's city, towns and communities. f. increase opportunities for social harmony and innovation through the facilitation of partnerships between industry and the not-for-profit and charity sectors to increase their presence and outreach across the Peel. 	<ul style="list-style-type: none"> • By 2050, Mandurah's population will have increased to 130,000. • By 2050, Mandurah's contribution to gross regional product will have increased to \$5.30 billion.

Shire of Murray

SIZE 1,821KM²

POPULATION 16,875

**MAIN INDUSTRIES BAUXITE MINING, ALUMINA
REFINERY, ENGINEERING, AGRICULTURE**

Located in the centre of Western Australia's Peel region²¹, the Shire of Murray is less than an hour south of Perth and continues to experience rapid growth, as new residents flock to enjoy a rural lifestyle with the benefits of near city living. Easily accessible from the Kwinana Freeway with modern train services nearby, the Shire of Murray is within close proximity to a quality health campus and city shopping, whilst boasting a country lifestyle in an attractive natural environment.

The Shire consists of various localities including Barragup, Coolup, Dwellingup, Furnissdale, Nambeelup, North Dandalup, North Pinjarra, North Yunderup, Pinjarra, Ravenswood and South Yunderup.



²¹ Information sourced from Shire of Murray Strategic Community Plan 2023, page 3



Shire of Murray: a prosperous and interconnected sub-region

1.2.3 Strategies to deliver an integrated network of prosperous regional communities

2050 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	Strategies	Aspirational targets
An integrated network of prosperous regional towns and communities with strong service links to a vibrant regional city hub is in place.	<ol style="list-style-type: none"> 1. Through the establishment of a Peel Economic and Employment Alliance, we will work with the Shire of Murray to: <ol style="list-style-type: none"> a. drive the planning and development of Peel Business Park Nambeelup in partnership with key stakeholders. b. address environmental issues associated with water quality, waterways protection, biodiversity, drainage and climate change impacts to ensure economic development is sustainable. c. identify and implement strategies to maximise the West Pinjarra Industrial Park. d. ensure synergies are in place between West Mundijong, Cardup and West Pinjarra industrial parks and Peel Business Park Nambeelup. e. identify, develop and implement strategies aimed at diversifying employment opportunities and retaining residents in Shire of Murray towns and communities. f. streamline planning and approvals processes to ensure housing construction and industry development meet <i>Perth and Peel@3.5 million</i> employment self-sufficiency targets. g. drive the establishment of the Murray Regional Equestrian Centre. 	<ul style="list-style-type: none"> • By 2050, the Shire of Murray's population will have increased to 58,000. • By 2050, the Shire of Murray's local economy will have continued to grow at a sustained rate.



**THRIVING
INDUSTRY**

Shire of Serpentine-Jarrahdale

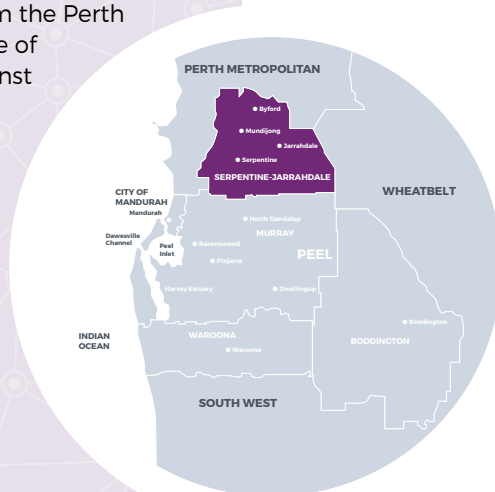
SIZE 905KM²

POPULATION 22,698

MAIN INDUSTRIES AGRICULTURE, EQUINE,
RELATED INDUSTRIES

In 2013, the Shire of Serpentine-Jarrahdale²² was the fastest growing locality in the nation, and through to 2050, population growth and investor interest is expected to continue. Located approximately 45 kilometres from the Perth central business district, the Shire of Serpentine-Jarrahdale is set against the picturesque backdrop of the Darling Scarp.

Forested hills and wetlands are complemented by areas of pristine wilderness, an abundance of wildflowers and wildlife. This unique landscape delivers an enviable rural setting in close proximity to a major metropolitan region.



Shire of Serpentine-Jarrahdale: a prosperous and interconnected sub-region

1.2.4 Strategies to deliver an integrated network of prosperous regional communities

2050 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	Strategies	Aspirational targets
An integrated network of prosperous regional towns and communities with strong service links to a vibrant regional city hub is in place.	<ol style="list-style-type: none"> Through the establishment of a Peel Economic and Employment Alliance, we will work with the Shire of Serpentine-Jarrahdale to: <ol style="list-style-type: none"> ensure the establishment of an integrated agricultural and food processing precinct that agglomerates agri-food and appropriate complementary industries in the one area. ensure the integrated agricultural and food processing precinct provides synergistic benefits among industries via co-location opportunities, security of land tenure and appropriate buffer areas from sensitive land uses, access to nearby road and rail transport networks and extended operational time. ensure new opportunities are created for existing major industries in the precinct such as poultry and dairy farming. encourage the establishment of other compatible businesses to generate jobs and income required for infrastructure. work closely with key stakeholders to identify strategies for transforming Shire of Serpentine-Jarrahdale communities which includes expanding business and commercial sectors to stimulate economic growth and create jobs for the growing population. 	<ul style="list-style-type: none"> By 2050, Serpentine-Jarrahdale's population will have increased to 107,000. By 2050, Serpentine-Jarrahdale's contribution to gross regional product will have increased to \$12.4 billion.

²² Information sourced from Shire of Serpentine Jarrahdale Strategic Community Plan 2013-22

Shire of Waroona

SIZE 832.2KM²

POPULATION 4,001

**MAIN INDUSTRIES BAUXITE MINING, ALUMINA
REFINING, AGRICULTURE, TOURISM, FORESTRY**

The Shire of Waroona²³ stretches from the Indian Ocean to the Darling Scarp, incorporates the localities of Waroona, Hamel, Preston Beach and Lake Clifton and is well known for its pristine beaches, unspoilt lakes of the coastal plains, fertile farmlands and peaceful jarrah forests.

The Waroona townsite is located off the South West Highway, about 108 kilometres from Perth. It can be reached by road from Perth via Mandurah or Armadale and is a comfortable 1.5 hour drive from the city centre. Waroona can also be reached from Bunbury by Old Coast Road or South West Highway, an easy 40 minute drive.

The Waroona townsite has a population of approximately 2,500 people and a total Shire population of 4,001²⁴.

²³ Information sourced from www.waroona.wa.gov.au

²⁴ ABS data 2014

Shire of Waroona: a prosperous and interconnected sub-region

1.2.5 Strategies to deliver an integrated network of prosperous regional communities

2050 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	Strategies	Aspirational targets
An integrated network of prosperous regional towns and communities with strong service links to a vibrant regional city hub is in place.	<ol style="list-style-type: none"> 1. Through the establishment of a Peel Economic and Employment Alliance, we will work with the Shire of Waroona to: <ol style="list-style-type: none"> a. identify community and business initiatives to upgrade and revitalise the town's central business district to attract investment in sectors that are strategically positioned to grow. b. plan for appropriate facilities in the central business districts of Waroona and Preston Beach to meet growth needs. c. host business growth events to assist people considering establishing new businesses. d. support the Chamber of Commerce in encouraging the establishment of new businesses and supporting existing businesses. e. promote availability of serviced land for residential, commercial and industrial use to underpin new and/or expanded growth. 	<ul style="list-style-type: none"> • By 2050, the Shire of Waroona's population will continue to grow (depending on increasing urban development). • By 2050, the Shire of Waroona's local economy will have continued to grow at a sustained rate.



Shire of **Boddington**

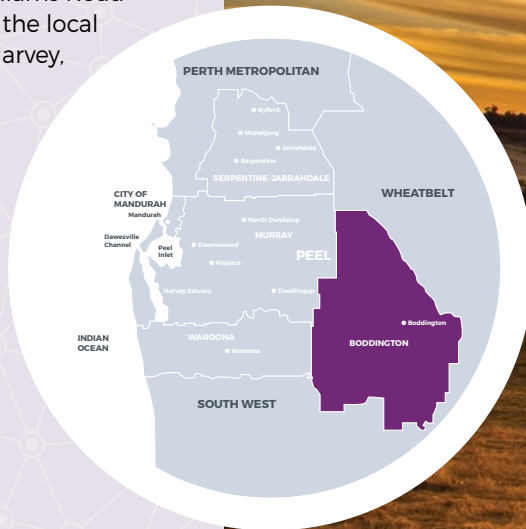
SIZE 1,900KM²

POPULATION 2,523

**MAIN INDUSTRIES SHEEP, CATTLE, CEREAL
CROPS, TIMBER, VITICULTURE AND ORCHARDS**

The Shire of Boddington is situated approximately 130 kilometres southeast of Perth and 93 kilometres southeast of Mandurah. The Shire is accessible from the north via the Albany Highway from Perth and via the Pinjarra Williams Road from Mandurah. The Shire borders the local government authorities of Collie, Harvey, Waroona, Murray, Wandering and Williams.

The Shire has an area of 1,900 square kilometres, around half of which is State forest. It is home to a variety of agricultural industries including sheep, cattle, cereal crops, timber, viticulture and orchards. Two mines are located within the Shire: Newmont's Boddington Gold Mine and BHP Billiton's Worsley Bauxite Mine.





Shire of Boddington: a prosperous and interconnected sub-region

1.2.6 Strategies to deliver an integrated network of prosperous regional communities

2050 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	Strategies	Aspirational targets
An integrated network of prosperous regional towns and communities with strong service links to a vibrant regional city hub is in place.	<div>1. Through the establishment of a Peel Economic and Employment Alliance, we will work with the Shire of Boddington to:</div> <div>a. tailor economic development to meet the specific population growth needs of Boddington district community.</div> <div>b. generate greater opportunity for local jobs, skill matching, community services, entrepreneurial activity, investment and innovation.</div> <div>c. work with public and private stakeholders to attract investment to Boddington.</div> <div>d. drive the establishment of a recreation centre that will ensure community participation and retention in a wide array of sporting events linked to education, training and fitness skills.</div> <div>e. support the development of marketing, branding and promotion of Boddington as a place to work, live and play.</div>	<div>• By 2050, the Shire of Boddington’s population will have increased to approximately 7000*.</div> <div>• By 2050, the Shire of Boddington will have an additional 1,000 jobs*.</div>

* Source: Shire of Boddington SuperTown Economic Development Strategy 2012



SHOWCASING PEEL BUSINESS PARK NAMBEELUP

The establishment of Peel Business Park at Nambeelup 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 Nambeelup will provide development-ready land for an agglomeration of strategic industries associated with the Peel Food Zone (please refer to the agriculture and food innovation theme), existing agricultural land uses nearby, and other strategic industries for which a comparative advantage exists or emerges. It will also meet the service industrial needs of the Peel resident population.

Peel Business Park Nambeelup is expected to assist in meeting the following State and regional strategic imperatives:

- support the diversification of the State's economy away from an overreliance on cyclical commodity exports through driving and supporting genuine, export-oriented (strategic) activity across a range of targeted industries in the Peel, which would not naturally occur otherwise.

- support the improvement of the State's competitiveness through increases in productivity and local value-add activities through developing a genuine competitive advantage in a range of targeted industries by providing suitable land proximate to industry supply chains and skilled labour.
- improve the State's future fiscal sustainability by more efficiently utilising existing resources (including infrastructure and by products) by:
 - developing land currently used for low-intensity rural uses for high-intensity industrial uses;
 - providing a supply of by products and storm water for a district-wide waste water reuse scheme; and
 - product recycling such as biogas production.
- improve the performance of Perth and Peel's urban systems to ensure that significant population growth can be supported whilst maintaining a high standard of living through providing a regionally significant quantity of new strategic (not population-driven) jobs in the Peel to support the existing and future resident population.
- improve the natural capital of critical State natural assets through improving the water quality of runoff from the Nambeelup sub-catchment into the Peel-Harvey Estuary.



Peel Business Park Nambeelup will be a genuine industrial ecology providing significant strategic activity as well as meeting local population-driven activity needs.

It will be a game-changer for the economic future of the Peel, rather than just a standard industrial business park. Peel Business Park Nambeelup will focus on activities related to:

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

An economic impact assessment conducted by Pracsys Economics²⁵ identified that the establishment of Peel Business Park Nambeelup could potentially yield to 2050:

- Total employment by 2050 is 32,492, of which 8,405 are strategic
- Export value: \$1.8 billion
- Economic output: \$16 billion
- Gross value added: \$5.3 billion
- Stamp duty: Cumulative \$795 million
- Rates Revenue: \$50 million²⁶
- Private sector investment: \$ 5.8 billion (land only)

In addition to the proposed development, new industrial land is currently being developed at various different locations, including:

- the Shire of Murray: to serve the mining sector and the potential development in the agricultural sector;
- the Shire of Serpentine-Jarrahdale: to support rapidly expanding residential development and as a strategic location in the State's transportation system; and
- the Shire of Boddington: for the service industry supporting the mining sector.

The Peel's strategic location between the Perth metropolitan region and the port city of Bunbury, together with the region's strong natural resource base, presents opportunities for light industrial/service industrial development, specialised areas for warehousing/logistics and purpose made 'precincts' for agri-industrial and bio-industrial activities.



²⁵ Peel Business Park Nambeelup Economic Impact Assessment, (Pracsys Economics, 2015)

²⁶ Average GRV at 7.5% and Shire rate of 0.07568



SHOWCASING MANDURAH CITY CENTRE

Strengthening the City of Mandurah as the regional hub, through infrastructure development, revitalisation and commercial growth will create a platform for the region's economic and creative growth and significantly contribute to achieving the goals of our Blueprint.

The Mandurah City centre is a key focus area for the region and contains popular retail and recreational zones for residents and visitors. Complementing this recreational and retail activity is residential housing characterised by medium to high density residential living with an assortment of townhouses and apartment options available.

This area also has a strong arts and culture influence with a Centre for Contemporary Art and the Mandurah Performing Arts Centre. Mandurah Ocean Marina, a world-class marina development, is also part of this precinct with specialised shops, markets, professional services, accommodation options and modern facilities for both professional and recreational boating enthusiasts.

The City of Mandurah has in place a *City Centre Activation Strategy (2013-17)* which outlines a vision for the City centre to be “the heart of Mandurah, a vibrant and beautiful place to live, work, play and shop.”

Activation of the City centre provides a point of focus and stability. A vibrant City centre gives the whole community a sense of pride and positive self-image, it also serves as an anchor that provides the stability necessary for economic growth. A viable City centre offers opportunities for new entrepreneurs to become part of a well-connected, active and promoted business precinct.

A catalytic project in the City centre activation is replacement of the Old Mandurah Traffic Bridge, a strategic link in the Peel regional transport network, carrying in excess of 24,000 vehicles per day over the Peel-Harvey Estuary.

The City of Mandurah in partnership with Main Roads received \$8.8 million from the 2014/2015 Royalties for Regions program towards construction of a new bridge across the Mandurah Estuary to replace the ageing Old Mandurah Traffic Bridge.

Originally commissioned in 1953, the old timber structure has now been in service for over 60 years. The Old Bridge provides a link from Mandurah's city centre on the east side of the Peel-Harvey Estuary to residential and coastal areas on the west side. It also facilitates a number of recreation activities such as boating and fishing.

The new bridge will play a pivotal role in creating easy access to the City centre and providing enormous opportunity for broadening and diversifying the City's economic base.

Construction of a new four lane bridge will result in:

- increased access between the eastern and western foreshores to provide opportunities for broadening and diversifying the commercial and business sectors of the City centre;
- continued vibrancy within the City centre and prevention of urban decay;
- synergies with the tourism industry by ensuring the City centre remains vibrant and attractive; and
- progression of revitalisation projects in the knowledge that access to and participation in the City centre will continue to increase.

Additional infrastructure projects planned as part of the City centre activation strategy include:

- creation of the City centre as a smart technology location;
- upgrade of the Eastern and Western Foreshores to maximise opportunity for activities, events and human interaction;
- upgrade of the Smart Street Mall;



- integration of the City precincts through improved visual connections and linkages; and
- development of the City as an open space gallery.

City activation will be achieved through cooperative interactions between stakeholders working in partnership with the City of Mandurah to achieve growth and change.



SHOWCASING MURRAY REGIONAL EQUESTRIAN CENTRE

The Murray Regional Equestrian Centre will be a state-of-the-art, multi-functional equestrian centre at Coolup in the Shire of Murray that will:

- add significant value to the equestrian industry in the Peel and adjoining regions;
- facilitate the growth of the regional economy and jobs through compatible commercial and service enterprises;
- serve as a catalyst for the accommodation of peri-urban lifestyle opportunities in Coolup and the surrounding area;
- contribute to agricultural activities in a more intense form;
- provide an additional national standard multi-functional recreation facility to service an increasing urban population within the Peel; and
- encourage the expansion of the equestrian based tourism industry.

The Centre will cater for all equestrian disciplines in a setting which meets international design standards and creates significant opportunities for high-quality local, State and National events. The Centre will be a 'go to' events venue catering for large-scale equestrian and mainstream events, trade shows, concerts and exhibitions.



Its iconic design will establish a new standard for multi-purpose recreational facilities within the region.

The Centre, which includes a covered arena, represents an innovative architectural approach to address the internal and external functional requirements of a high standard equestrian facility to international design standards.

The Centre will be the central hub for regional equestrian facilities and will:

- address the current demand for land to accommodate the needs of the equestrian industry particularly those residents who actively participate in equestrian disciplines;
- provide opportunities for the region to broaden and diversify its business and commercial sectors;
- play a key role in the expansion of the equine and racing industry in the Peel;
- contribute to the establishment of the Peel as the premier region for equine and racing experiences; and
- ensure that opportunities to support the metropolitan equine industry and those of adjoining regions are maximised.





2.0 AGRICULTURE AND FOOD INNOVATION



OUR GOAL TO 2050

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

OUR 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.

With world food demand over the next 40 years set to increase at levels much faster than before, the need is greater than ever to address sustainable food security and food production for healthier outcomes across a global scale²⁷. Half of the world's population is undergoing an industrial revolution, however, the growth drivers of developing Asia are maturing as its economies become more consumption centric²⁸. Developing Asia is demanding higher quality food produce and increased dietary protein²⁹.

Asia's demand for food is forecast to outstrip supply as the arable land footprint decreases. This presents a huge opportunity for the agricultural sector in Australia³⁰ to supply a constrained market. Agribusiness is one of the top five sectors where Australia has a comparative advantage relative to our global competitors.

China's demand for key agricultural commodities is expected to significantly increase through to 2050. Consumption of beef products is forecast to almost double, sheep and goat meat to increase by 72% and dairy by 74%³¹. Similar demand patterns are expected to be seen in other developing countries, both within Asia, and in parts of Africa and Latin America.

The Asian region is integrating rapidly, with Australia's recent conclusion of Free Trade Agreements with Japan, South Korea and China and with ongoing negotiations with India and Indonesia.

China is increasingly looking for reliable and safe suppliers of agricultural produce that afford traceability of their product through all stages of the supply chain – this need for food provenance represents a huge opportunity for the Australian agricultural sector. There also exists significant market demand for high-end value products such as baby formula and gourmet produce, with a burgeoning Asian middle class.

Within this context Western Australia is well positioned (in terms of geographic location, distance, timing and logistics chain infrastructure) to take advantage of these market opportunities and more importantly, to secure the State's future economy and prosperity through economic diversification.

²⁷ Waite Research, <http://waite-research-precinct.org/world-food-production.html>, 16 May 2015

²⁸ Deloitte Access Economics 2015, 'Action Plan for Transforming Agriculture in the South West', Deloitte, p.1

²⁹ Deloitte Access Economics 2015, 'Action Plan for Transforming Agriculture in the South West', Deloitte, p.1

³⁰ Our North, Our Future: White Paper on Developing Northern Australia, Australian Government, p. 1

³¹ ABARES 2013, *What Asia Wants – Long Term Food Consumption Food Trends in Asia*, Deloitte

Through innovative and sustainable food production and food processing practices and through the development of an internationally recognised research capability, our vision is that the Peel is strategically positioned to become a globally competitive supplier of high quality premium food products over the next 10 to 20 years at a level of quality, quantity and nutritional value that meets demands from domestic and export markets.

Our region is already experiencing a growing level of interest from domestic and foreign investors looking to develop and invest in areas of production such as dairy, horticulture, fresh fruit and vegetables, beef, pigs and chickens.

There is also evidence of growing interest in food processing as well as industrial ecology including biofertiliser production and energy from waste (biogas). This demand will precipitate the need to develop appropriate support infrastructure, including new sustainable sources of water and energy.

The Peel has a number of competitive advantages as it works towards achieving its vision of a globally recognised research capability and as a region of choice for premium food production and food processing.

These include:

- proximity to the Perth metropolitan region, to domestic markets and to logistics for export markets;
- availability of extensive land, water and energy;
- proximity to major urban centres and related support services;
- proximity to a skilled labour force;
- significant loss of food production land and an increasing conflict for food industries within the Perth metropolitan region; and
- a peri-urban area with significant natural characteristics, capabilities, challenges and potential.

In the context of the opportunities, the challenges and the competitive advantages, the Peel has identified its peri-urban area as a strategic economic and environmental area that will catalyse multi-sector investment. That will enhance the region's overall economic output, productivity, employment and exports, whilst improving the overall natural capital base of the Peel-Harvey catchment.



Historically the peri-urban area has evolved as an agricultural area, predominantly grazing for beef and dairy production, and interspersed with some intensive food production activities and mineral refining industries. Speculation that the Peel peri-urban area would inevitably revert to future urban development has served to create significant expectations, but it has also had the effect of limiting major changes in land use — other than a growth in rural residential development. The single biggest impact of historical activity on the peri-urban area has been the growth in nutrient flows from various land uses, into the Peel-Harvey system, and increasing threats to the collapse of that system.

Recent State strategic initiatives (including the *Strategic Assessment of the Perth and Peel Regions* and the recently released *Perth and Peel@3.5 million*) have clearly signalled the importance of retaining the environmental integrity of the peri-urban area, and with the anticipated urban expansion earmarked for the Peel, it is clearly evident that the current development path for the region needs to change. In particular, the proactive and innovative planning, development and management of the peri-urban area will need to focus specifically on the following elements:

- the enhancement in eco-system services, and strengthening of biodiversity;
- maintaining the integrity of landscape values;
- maximising capture and storage of alternative water sources;
- maximising opportunities for alternative energy development;
- maximising opportunities for food production and industrial ecology; and
- maximising the opportunities for location of strategic metropolitan infrastructure and assets.

The Peel's peri-urban area is considered to be part of a much larger peri-urban area extending down into the south west of Western Australia, reflecting the fact that as much as 90% of the State's population is likely to be housed in the Perth, Peel and Bunbury/ Dunsborough complex.

This theme identifies two key areas of focus for the region that together will provide the diversification that is required to grow the Peel economy and create new jobs in the agriculture and food industries.

Against each focus area we identify the potential investment outcomes we are seeking, the strategies we are planning to implement to deliver the outcomes and the aspirational targets against which we will measure our success.

We also showcase two proposed projects that will assist with the transformation of the Peel into a progressive, prosperous and dynamic region with a culture of care.

The key focus areas for Agriculture and Food Innovation are:

1. Innovative and sustainable agriculture and food practices.
2. Development of the peri-urban area for food production.





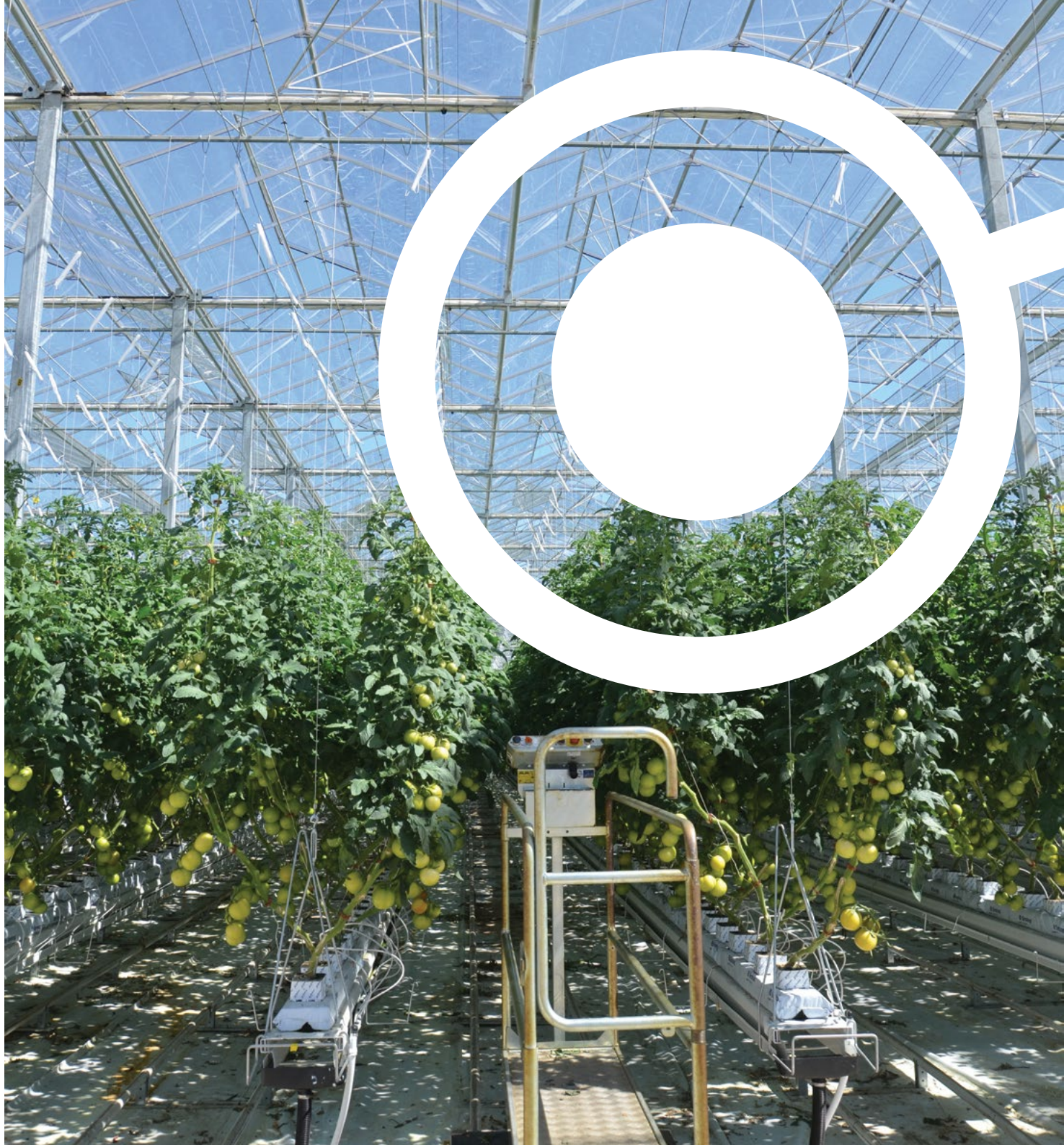
2.1 Innovative and sustainable agriculture and food practices

It is well documented and accepted that current agricultural practices in the Peel-Harvey catchment have led to a build-up of nutrients, in particular phosphorous. This is having a severe impact on the groundwater and drainage network, and therefore affecting the health of the Peel-Harvey Estuary.

There have been a number of detailed studies into how this nutrient build-up can be reduced and agricultural practices improved.

Whilst resolving these issues independently is possible, the implementation of single water quality intervention projects, or single landholder projects, will unlikely achieve the quantum of water quality outcomes required. This is particularly the case if existing land management practice continues to persist into the future.

Focusing on innovative and sustainable agricultural and food practices throughout the Peel peri-urban area represents a fundamental shift in management practices providing value for money through an integrated water management approach. This integrated approach will deliver a long-term environmental benefit, provide certainty around a viable water supply for a peel food zone for investors and hence contribute to an improvement in agricultural practice. This approach will also make a significant contribution to the social amenity of and opportunity in the Peel.



Water is currently constraining development in the Peel, with economic, social and environmental consequences. Large parts of the Peel peri-urban area are subject to flooding in the winter rainfall months. Traditionally this extra water is unable to contribute to economic development as it is drained to the Peel-Harvey Estuary, putting pressure on capacity of existing drainage systems, causing downstream flood risks, and transporting nutrients that would not otherwise reach the Estuary.

Left unchanged, this will result in a suboptimal environmental and economic outcome as well as further impacting the amenity of residents to enjoy the Peel-Harvey Estuary.

The Peel-Yalgorup System (of which the Peel-Harvey Estuary is a significant part) is listed under the Ramsar convention as being internationally significant. Importantly, the *Environmental Protection Peel Inlet-Harvey Estuary Policy*³² and the *Water Quality Improvement Plan for the Rivers and Estuary of the Peel-Harvey System – phosphorous management*³³, requires the phosphorous load to the Peel-Harvey Estuary to be reduced significantly through:

- appropriate land planning;
- the implementation of appropriate town planning schemes; and

32 Environmental Protection Authority 1992

33 Environmental Protection Authority 2008

- local authorities and the State ensuring that decisions and actions are compatible with the achievement and maintenance of the environmental quality objectives.

If development is to occur and the health of the Peel-Harvey Estuary is to be improved, nutrient-rich drainage water needs to be intercepted before it reaches the Estuary. Managing the requirements of the Environmental Protection Authority policy and improvement plan without any associated economic development will again result in a suboptimal outcome as the environment is improved at a cost with no associated economic benefit. Whilst the amenity of residents may be improved the opportunity for jobs within the region will not be realised.

Easily sourced groundwater is traditionally used as the non-potable water source across the Swan Coastal Plain. *The Murray Groundwater Allocation Plan*³⁴ and most recent licensing information from the Department of Water highlight the limited availability of groundwater in the Peel including the Nambeelup sub-catchment and notes that groundwater allocation is close to, or at the allocation limit. Furthermore, demand for water is predicted to significantly increase in the Peel by 2031.

Without an integrated development focus this situation will deliver a suboptimal outcome for the region as water becomes a significant constraint to development of urban and industrial land in the Peel limiting economic and social development.

34 Department of Water 2012



Potential Investment Opportunities

The Peel's agriculture and food practices will become innovative and sustainable through investment in a number of critical projects including:

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

2.1.1 Strategies to deliver sustainable agriculture and food production and practices

2050 goal: The Peel's agriculture and food production sectors will be enhanced through continued innovation, investment and development

Objective	Strategies	Aspirational targets
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.	<ol style="list-style-type: none"> 1. We will work collaboratively with the Peel-Harvey Catchment Council to: <ol style="list-style-type: none"> a. actively educate agriculture and food growers in sustainable development principles that protect the health of the Peel-Harvey Estuary and waterways based on research in the region. b. ensure a coordinated and collaborative approach to addressing environmental concerns and the establishment of new and innovative agriculture and sustainable food production practices. 2. We will establish a cross-regional food and agriculture steering group that will: <ol style="list-style-type: none"> a. formalise direct links between producers, universities, local governments and other key stakeholders that build knowledge, intellectual property and skills around innovation and best practice. b. build the 'best-available' information audit of land, water and infrastructure, and industry needs for these. c. develop trials to confirm what is possible in relation to new and innovative practices and technologies. d. conduct research and development around the economic value of the natural systems and sustainable food production. e. conduct economic research around opportunities to expand into new, high value production together with the development of necessary supply chains, including the establishment of one or more food hubs in the Peel. 	<ul style="list-style-type: none"> • 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%.





2.2 Development of a strategic peri-urban area for food production

Food and nutrition security is now regarded as a global development imperative. Food security is more than the aggregate levels of food production — it is increasingly also about issues such as the resilience of supply chains to burgeoning urban centres, the nutritional value of food, the ability to pay for food, and the impact of food production on natural ecosystems.

Western Australia has significant opportunities and challenges in food. The opportunities relate to the substantial domestic market opportunities (where Western Australia currently imports 70%³⁵ of its fresh and frozen fruit and vegetable needs) and export markets that have opened up on the back of Free Trade Agreements with most of our major trading partners in Asia.

The challenges lie with addressing Western Australia's growing food and nutrition security problems, as well as the challenges associated with entering large export markets. The former needs to address numerous issues including the need for higher levels of efficiency and productivity in food production, enabling food production closer to urban areas, and greater awareness of the importance of nutrition. The latter will require food production systems to shift away from current natural resource intensive systems towards more modern systems in order to deliver food efficiently and at a scale and quality that external markets will demand.

³⁵ Peel Peri-urban Strategic Economic and Employment Initiative, Pracsys 2015



The Peel is well placed to play a positive role in meeting both of these major challenges, as suggested in Table 10.

The establishment of a food zone utilising the peri-urban area will create a specifically demarcated area, with planning and management conditions and supporting infrastructure that will attract investment.

It is intended that the food zone will improve the environment by putting in place critical infrastructure, training programs and management practices that will enhance the competitiveness of the Peel agricultural sector, reduce nutrient impact on the downstream environment, protect the recreational values of the Peel-Harvey catchment and create both direct and indirect employment in the Peel.

The peri-urban food zone will also create the conditions for private investment through the provision of a research and production platform that effectively integrates socioeconomic and environmental management systems into a whole of catchment response to natural resource management and agricultural productivity.

Table 10. Regional comparative advantages

Region	Road access	Rail access	Port access	Airport	Land Quality	Access to domestic and international markets	Access to a skilled labour force	Availability and access to quality and quantity of water	Climate suitable
Goldfields Esperance	High	Moderate	High	Low	Poor	Via Perth	Low	Low	Poor
Great Southern	High	Moderate	High	Low	High	Via Perth	Moderate	High	High
Kimberley	Moderate	No	Moderate	Low	Moderate	Via Perth	Low	High	High
Mid-West	Moderate	Moderate	High	Low	Moderate	Via Perth	Low	Moderate	Moderate
Gascoyne	Moderate	Moderate	High	Low	High	Via Perth	Low	Moderate	Moderate
Peel	High	High	High	High	High	Yes	High	Moderate	High
Pilbara	Moderate	Low	Moderate	Moderate	Low	Via Perth	Low	Moderate	Poor
South-West	High	High	High	Low	High	Via Perth	Moderate	High	High
Wheatbelt	High	High	Low	Low	Moderate	Via Perth	Moderate	Moderate	Moderate

Source: Transport Infrastructure Council 2015, Bureau of Meteorology 2015, Praesys 2015



Recent application of resilience theory in natural resource management formally recognises the interrelationship between socioeconomic and environmental systems in achieving improved natural resource management outcomes. This interrelationship is critical to achieving effective environmental outcomes in the Peel-Harvey region because of the need for large-scale changes in land management required to realise the protection and enhancement of high value environmental assets of the peri-urban area.

The peri-urban food zone will encourage investment in advanced high intensity food production systems through the provision of qualified approvals, zoned land, research and training facilities to develop qualified labour and expert researchers to identify the crop and soil practices that deliver the desired economic and environmental outcomes.

The peri-urban food zone will also provide seasonally independent water supply and create the inputs that make investment in food processing facilities attractive.

Potential Investment Opportunities

The Peel's food research and production industry will be assisted to thrive through investment in a number of critical projects including:

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



2.2.1 Strategies to develop a strategic peri-urban area for food production

2050 goal: The Peel's agriculture and food production sectors will be enhanced through continued innovation, investment and development

Objectives	Strategies	Aspirational targets
The Peel is a major food and trade hub driving growth and investment in the region.	<p>We will:</p> <ol style="list-style-type: none"> develop a trade and investment program that: <ol style="list-style-type: none"> identifies and promotes regional and bilateral trade arrangements that deliver significant benefits to the region's agriculture and food growing businesses. establishes a coordinated trade and investment program aligning to existing support programs such as Western Australia's 'Open for Business' and Austrade initiatives. encourages domestic and foreign investment in the food industry, including appropriate support for investment promotion and attraction initiatives. fosters industry partnerships and trade partner links. develop an infrastructure plan that includes: <ol style="list-style-type: none"> recommendations for the physical development of food precincts and a high value food manufacturing hub. identification of sustainable water and energy infrastructure projects that support the growth of the agriculture and food industries. identification of critical infrastructure that supports industries to diversify into bio-energy, waste management and renewables. 	<ul style="list-style-type: none"> By 2050, the Peel's contribution to the State's annual agricultural export will be increased to 10%.
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.	<ol style="list-style-type: none"> We will develop a marketing and promotional campaign package that: <ol style="list-style-type: none"> encourages the development of the research capability of the region. effectively brands and positions the Peel as: <ul style="list-style-type: none"> a food precinct; and a region of choice for premium food that has adopted innovative and sustainable production practices. promotes food tourism opportunities that are accompanied by standards of excellence in hospitality, food and beverage. 	<ul style="list-style-type: none"> By 2050, there will be a substantial increase in the use of non-seasonal and 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. By 2050, the Peel's contribution to the State agricultural and food value is increased to 7%.



SHOWCASING PEEL FOOD ZONE

The strategic intent is that the Peel is recognised for its international research capability in food and related sciences and as a region of choice for premium food and agricultural business.

As a major vehicle for achieving the strategic intent, the Peel has identified its peri-urban area for the establishment of a food zone.

The Peel Food Zone is Western Australia's first zone designated for intensive food production and processing.

It is located approximately 50 kilometres south of the Perth metropolitan region and is located strategically between the major transport routes of the Forrest Highway and the South West Highway and adjacent to the Peel's major urban centres of Mandurah and Pinjarra. The Peel Food Zone encompasses approximately 29,000 hectares of land in public and private ownership with significant opportunity for development, and incorporates two other significant development projects — Peel Business Park Nambelup and the Peel Integrated Water Initiative.

Located in the environmentally sensitive palus plain, the Peel Food Zone also offers significant opportunity to support the management of the region's critical natural assets, by introducing best environmental practices, more modern production systems that limit nutrient loss, and through significant attention to bio-security.

The Peel Food Zone, currently supports a mix of agricultural activity, including:

- extensive grazing areas for beef and dairy production;
- intensive production of pigs;
- waste management industries; and
- horticulture, turf, nursery and equine activities.

We intend to build on these current activities and to unlock opportunities for sustainable food management practices in the Peel Food Zone through:

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

- extensive environmental programs, focusing on nutrient capture in rivers and drains, soil amendment, and native vegetation rehabilitation, and;
- development of the Peel Business Park Nambelup to facilitate food processing industries, including the development of a 'food hub' to support food production activities.

The Peel Food Zone aims to deliver:

- 608 direct and indirect jobs which will support local employment and protect the income of local families, including the development of 195 strategic jobs; and
- annual economic output of \$200 million.





SHOWCASING PEEL INTEGRATED WATER INITIATIVE

The strategic intent of the Peel Integrated Water Initiative is to support the development of Peel Business Park Nambeelup and the Peel Food Zone through the development of seasonally independent and non-climate dependent water resources within and adjacent to the Peel Food Zone, whilst simultaneously contributing to the reduction of nutrient loading in water flows across the food zone – an integrated approach.

The development of seasonally independent and non-climate dependent sources of water is critical as demand for water in the Peel is set to increase rapidly with planned population growth and demand from industry.

Whilst significant attention has been given in recent years to the opportunity to capture and use stormwater from Peel Business Park Nambeelup when developed; and recycled water from facilities such as the Gordon Road waste water treatment plant, less attention has been given to the surface water flows across the palus plain and base flows in the drains, streams and rivers that cross the palus plain.



The focus of the Peel Integrated Water Initiative is in this latter area — not simply because there is likely to be an opportunity to develop an important seasonally independent source of water, but also because this offers a very real opportunity to introduce intervention and treatment processes that will contribute significantly to reducing nutrient loading in water flows across the palus plain.

We intend to build on the historical work done on alternative water sources and catchment management practices in the Peel Food Zone through:

- assessment of water resources available including treated waste water (e.g. Gordon Road waste water treatment plant), water from development areas, such as Peel Business Park Nambeelup and North Dandalup, and water from drains/streams/rivers;
- testing of shallow and deep aquifer storage — managed aquifer recharge and recovery;
- implementation of trial projects aimed at reduction of nutrients — including drainage modification, application of soil amendments, and diverted base flow for managed aquifer recharge and recovery; and
- a feasibility report and prospectus on investment opportunities in future water infrastructure.



When complete, the work undertaken through the Peel Integrated Water Initiative will allow for the development of a feasibility report outlining potential public sector and private sector water infrastructure investment opportunities.

For example, the development of a pipeline across the Peel Food Zone³⁶ funded by the public sector, (\$15 million) and the private sector (\$30 million) and priced at \$0.80 kL would deliver the following:

- 121 jobs in construction, a smaller number of permanent jobs in operations and ongoing jobs in maintenance;
- a net present value (NPV) to the private sector to 2050 of \$9 million;
- a net present value (NPV) to the public sector to 2050 of \$11 million; and
- total phosphorous reduction across the food zone by 30%.

³⁶ Peel Peri-urban Strategic Economic and Employment Initiative, Pracsys 2015



3.0 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.

OUR OBJECTIVES

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

Regional and State level consultation has confirmed the view that tourism plays an important part in maintaining the regional economy, providing jobs and reinforcing the diversity and vibrancy of the Peel.

Our Blueprint's high level objectives positively align with the Commonwealth and State level strategies with focus and growth aspirations around economic contribution and the need for industry and government alignment.

2020 Tourism Industry Potential (2020 Tourism) is Australia's national tourism strategy that integrates the *National Long-Term Tourism Strategy* with growth aspirations of the *2020 Tourism* aspirational targets for tourism.

2020 Tourism aims to enhance growth and competitiveness in the tourism industry by focusing on six strategic areas:

1. Grow demand from Asia.
2. Build competitive digital capability.
3. Encourage investment and implement the regulatory reform agenda.
4. Ensure tourism transport environment supports growth.
5. Increase supply of labour, skills and Indigenous participation.
6. Build industry resilience, productivity and quality.

2020 Tourism calls on the tourism industry to be more competitive and productive in order for tourism to continue to play a significant and sustainable role in the economy. This requires a long-term collaboration between industry and government to increase investment in infrastructure and skills, gain a greater understanding of the characteristics of the tourism consumer, developing products that suit consumer wants and developing a competitive mind set.

The *State Government Strategy for Tourism in Western Australia 2020*³⁷ highlights a vision for tourism:

'Through partnership between private sector and government, the State's tourism industry will achieve its full potential by delivering against the tourism brand promise – Experience Extraordinary Western Australia'.

A principal aim of this State strategy is to double the value of tourism in Western Australia to \$12 billion by the year 2020. This strategy focuses on the State Government working with industry to grow business travel, international visitation and encourage development and diversification in the regions.

To achieve this, seven strategic pillars for growth have been identified.

1. Brand – firmly establish the Experience Extraordinary brand;
2. Infrastructure – expand hotel, aviation and workforce infrastructure;
3. Business travel – increase the contribution and leverage of business travel to Western Australia;
4. Asian markets – grow Western Australia's share of high-yield Asian markets;
5. Events – position Western Australia as a recognised destination for locals and visitors;

³⁷ State Government Strategy for Tourism in Western Australia 2020, page 3

6. Regional travel — increase visitors to regional Western Australia; and
7. Indigenous — provide every visitor with the opportunity to have an Aboriginal tourism experience.

Baseline data for the tourism industry in the Peel currently shows significant economic benefits with an estimated 416,000 domestic overnight visitors; 28,000 international overnight visitors; and 2.153 million intrastate daytrip visitors in 2014. Together, these visitors spent an estimated \$408 million in the Peel, accounting for 8.6% of total visitor spend in regional Western Australia, and 4.8% of total visitor spend in the State³⁸.

There are a diverse range of experiences that attract visitors to the Peel including unique landscapes, nature based tourism offerings and an integrated network of regional towns and communities.

A strength of the region is its biodiversity, with a range of flora and fauna that is found nowhere else in the world. The Yalgorup Lakes National Park in Lake Clifton is home to thrombolites, a living relic from the earliest days of life on Earth. The Peel Inlet and Harvey Estuary is a Ramsar listed wetland of international significance. The Serpentine National Park in the north east of the Peel is well known for the Serpentine Falls which cascade over a sheer granite rock face.

Mandurah's waterways and ocean play host to an array of marine life including dolphins, blue manna crabs, fish and bird life. The region also has an excellent network of trails from which to experience the biodiversity and natural landscape, including the Munda Biddi off-road cycle trail and the Bibbulman Track walk trails.

Peel towns host a number of events and festivals which attract visitors each year including Mandurah Crab Fest, Boddington Rodeo, Dwellingup 100, Mandurah Boat Show, Peel Paddling Carnival, Jarrahdale Log Chop, and Waroona Agricultural Show as well as a variety of local produce markets held throughout the region most weekends.

In order to capitalise on the unique natural landscape and existing tourism adventures, our Blueprint supports Tourism WA's pillars for growth through focusing on the development of built and workforce infrastructure and establishing connections of experiences to attract and extend visitor stays.

COMPARATIVE ADVANTAGES

The region has a number of comparative advantages which will enable excellence in tourism:

- a vast and diverse natural resource base which requires careful management and protection, but which holds significant new opportunity in adventure tourism;

- proximity to the Perth metropolitan region and linkages to the South West region present broader opportunities for tourism sustainability and connectivity and thus development;
- proximity to overseas tourists through port and airport facilities; and
- an existing road infrastructure network that facilitates connectivity between natural adventures.

This theme identifies two key areas of focus for the region that together will provide the diversification that is required to grow the Peel tourism related economy and create new jobs.

Against each focus area we identify potential investment outcomes we are seeking, the strategies we are planning to implement to deliver the outcomes and the aspirational targets against which we will measure our success. We also showcase proposed projects that will assist with the transformation of the Peel into a *progressive, prosperous and dynamic region with a culture of care*.

The key areas of focus for Tourism Excellence are:

1. Tourism growth through investment
2. Creating a network of diverse adventures

³⁸ Tourism WA, Peel Overnight Visitor Fact Sheet Year Ending December 2014



3.1 Tourism growth through investment

The Peel with its pristine estuary, canals, marinas and a strong and diverse rural and natural environmental landscape strives to deliver a broad and inspiring range of tourism product with the right balance between managing the environment and providing access to share our attractions with our visitors.

Initiatives that support the development of core infrastructure are a focus of our Blueprint.

The opportunity for enabling infrastructure investment to underpin key events in the arts, sport, recreation, culture, entertainment, food and wine sectors is high on the regional agenda to ensure tourists return to the Peel on a regular basis and stay longer when they visit.

A number of tourism elements have been identified for potential development and infrastructure investment:

- **Environmental tourism** that builds upon the high value biodiversity of the region and in particular the Peel waterways, Ramsar wetlands and environmental hotspots, such as the Lake Clifton thrombolites. The Peel contains a substantial and varied natural resource base which supports significant and internationally recognised ecosystems and biodiversity. This gives the region its attractive character and is a critical component of the Peel's economy.
- **Eco-tourism** opportunities exist throughout the region, particularly with the focus of the Department of Parks and Wildlife on opening more areas of land for access, visitation, camping and eco accommodation. This element links very closely to environmental tourism and marine tourism and, through infrastructure provision, could provide practical elements such as accommodation and access points for environmental tourism.
- **Heritage tourism** is in varying developmental stages across the region and has not progressed to the extent of being a major focus of the tourism industry but is closely monitored and influenced by local governments. The Peel is home to heritage buildings and localities, in particular with Pinjarra being one of the first areas of settlement in the region, and substantial heritage areas in Mandurah and other regional towns.
- **Marine tourism** is currently a major drawcard for the Peel with the prominent Peel-Harvey Estuary providing a playground for water sport enthusiasts, waterways tours and the boating public. Marine life in the Peel-Harvey Estuary and ocean including dolphins, migrating whales, and the sustainable crab fishery are all international attractions. The strategic direction of marine tourism requires review taking into account future infrastructure requirements to cater for the growing demand for access to protected and pristine environments catering for all types of tourism.
- **Indigenous tourism** has not significantly featured in the Peel although a number of businesses are operating effectively. An analysis of the potential for further product is appropriate as Traditional Owner groups have signalled their interest and intent to become more actively involved in economic development with tourism opportunities identified as a focus.
- **Experiential/Adventure tourism** is already prominent in the Peel ranging from the enjoyment of the outstanding Darling Scarp trails by foot or bike; the sampling of fine wine and food; a visit to the largest gold mine site in Australia to discovering the environmental wonders of the Peel-Harvey Estuary.

The need to support tourism attractions with effective transport infrastructure and a diverse range of accommodation options is acknowledged. In particular the opportunity exists for development of camping and eco-accommodation in conjunction with trails development and for backpacker style accommodation to cater for this market.

Alongside infrastructure capacity, workforce development is a key enabler to creating a unique tourism destination. Peel tourism needs to offer world class products delivering unique experiences and exceptional service.

Central to this is ensuring the continuing supply of skilled, knowledgeable, service and customer oriented workers and a management structure that promulgates this philosophy and attitude within its workforce.

The need for strong industry leadership on workforce development is key to growing the industry.

Investment in infrastructure and growth in industry along with workforce development is required to enable businesses to access appropriately skilled staff in requisite numbers to ensure operations remain productive, sustainable and are able to meet rising consumer expectations.

National data indicates that there is a contributing shortage of suitably qualified and skilled workers for the tourism and hospitality industry³⁹. From 2012 to 2017, employment in the accommodation and food services industry is projected to increase by 8.5% (compared with 7.1% for employment as a whole), equating to around 66,800 new jobs in the industry⁴⁰.

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.

A skilled and qualified workforce will provide a major boost to the Peel tourism sector by:

- assisting the Peel to become more competitive with domestic and international tourist destinations;
- assisting the Peel to compete for major domestic and international events;
- assisting the Peel to attract a share of international students; and
- attracting high net worth tourists and increasing visitor spend.

Potential Investment Opportunities:

The Peel's tourism industry will be assisted to thrive through investment in a number of critical projects including:

- Adventure event development
- Alternative accommodation including eco-accommodation, camping 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
- Tourism hubs for complementary adventure products such as cycling and walk trails
- Theme and Water Park
- Peel Zoo

³⁹ Tourism and Hospitality Workforce Development Strategy, Service Skills Australia 2009

⁴⁰ Department of Employment, 2013 projections for November 2017

3.1.1 Strategies to deliver tourism growth through investment

2050 goal: 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	Strategies	Aspirational targets
Tourism consolidates the identity of the Peel as a unique tourism destination within Western Australia and yields sustainable economic growth and employment across the whole region.	<p>We will:</p> <ol style="list-style-type: none"> 1. align key outcomes within the <i>State Government Strategy for Tourism in Western Australia 2020</i> including brand, regional travel, business travel, events, Aboriginal experiences and infrastructure. 2. facilitate communication between stakeholders to develop and implement a Peel Tourism Economic Development Strategy to provide for pathways and a pipeline of investment opportunities in critical infrastructure that delivers the adventure experience, attracts visitors from the key source market of Perth and expands visitor markets to grow interstate and international visitation. 3. work with Indigenous groups and key stakeholders to develop a Peel Indigenous Tourism Economic Development Strategy to ensure increased participation by Indigenous Australians in mainstream and cultural tourism opportunities. 4. work closely with all levels of government and private agencies to ensure tourism investment is consistent with community expectations; that planning, development and implementation are responsive and timely; and identified strategic priorities will result in new attractions being established. 5. secure a significant built tourism attraction to act as a catalyst for driving visitation. 6. through the Peel Workforce Development Alliance drive employment and training opportunities through the establishment of a Hospitality, Tourism and Events Training Centre. 	By 2050, the Peel tourism economy is tripled.



3.2 Create a network of diverse adventures

Tourism represents an opportunity for the Peel to leverage the focus points of the State's strategy and to capitalise upon the tourism industry's desire to sustainably grow and expand its industry.

The Peel's diverse natural resources, complementary built attractions, capacity for development of hard and soft adventures, strong network of road infrastructure, and proximity to consumers creates a strong case for development of a collection of tourism adventures that can be collectively promoted to consumers to attract and keep them in the region.

It is within this context that our Blueprint focuses on strengthening the links between our tourism groups, including the Mandurah and Peel Tourism Organisation (MAPTO), Peel Tourism Association, Experience Perth and Tourism WA to ensure that the region can maximise the opportunities that the Peel presents. The cross regional focus on tourism is supported by the Peel's local governments and a network of Visitor Centres and Community Resource Centres providing up to date information and booking services for in excess of 150 local attractions and over 130 accommodation facilities⁴¹.

Strong digital capability is essential in both marketing the Peel and in the distribution of product. Eighty percent of Australians are online and by 2020, 66% of the world is expected to be online⁴². There is a need for Peel tourism operators to develop strong and efficient digital marketing and transactional capabilities to remain competitive. The development of interactive signage linking tourists to educative information is a key opportunity to engage the consumer.

Access to the region, improved by the Perth Bunbury Highway, has created opportunities and challenges for the Peel tourism industry. Opportunities are created, particularly for day visitors, to easily access the towns of the region and enjoy the abundance of activities and attractions.

This improved access however, has also created a challenge in encouraging motorists to detour from the highway to tourism destinations in the Peel rather than staying on the highway to localities further south. This dichotomy is at front of mind for the tourism sector with a number of marketing strategies in place to address this issue in particular.

⁴¹ Markettrade online research 2015 (not definitive, guide only)

⁴² Tourism 2020, Tourism Australia

A series of seasonal festivals celebrating the produce of the region — seafood, olives, cheese, chocolate and wine — has given rise to regional businesses focusing upon this potential growth area in the Peel with aspirations to encourage gourmet travellers and generate linkages to other tourism products such as art and culture trails.

Arts, culture and events play an important role in developing and sustaining vibrant communities. Events and festivals provide numerous benefits not only for the individual business but for a community and tourism region. Regional events including business events and conferences can increase visitation and expenditure, reduce seasonability, encourage repeat visitation and heighten regional awareness.

The Peel already plays host to a number of successful events which attract visitors from intrastate. The challenge is to attract interstate and overseas visitors through promoting and connecting events with other unique experiences in the region.

Business tourism opportunities exist, particularly with the close proximity of Mandurah to Perth and the convenient and efficient transport links to the Peel. The amenity of the Peel bodes well for complementary activities such as food and wine visitation, land and water tours, recreation and sightseeing opportunities that complement a business or conference function.

Opportunities to create a tourism pathway through the Peel to the South West to encourage south of the Perth metropolitan region tourism with joint strategies are certainly options for consideration.

We believe the Peel has the opportunity to continue to provide a high quality destination for the domestic tourism market and to increase the region's appeal to international tourists. Marketing strategies, as developed and implemented by MAPTO focus on the Peel as an adventurous getaway from Perth. The appeal of the region is being strengthened by growing the volume and quality of tourism product.

The current *Anytime Adventures*⁴³ marketing strategy advocates for the Peel to be a *destination to escape the daily routine, to refresh body and mind and to live the moment by experiencing something adventurous and new in a natural environment*.

This approach aligns well with the hard and soft adventure market thus catering for a broad range of tourism expectations. Expanding public knowledge and marketing of niche products and activities such as the mountain bike trail rides, horse trail rides and walk trails, white water rafting and canoeing will become a focus for the region with adventure in mind and many options for visitors to capitalise on those offerings.

The key future strategy to develop Peel tourism is connecting the variety of adventures into a package of adventures which enables visitors to easily traverse the region whilst experiencing a range of activities.

⁴³ MAPTO Tourism Strategy 2013

Potential Investment Opportunities:

A network of adventures will be developed through investment in a number of critical projects including:

- Coach tours
- Events and Festivals (Music, Arts, Culture, Heritage, Food, Equestrian)
- Hard and soft adventure experiences
- Jarrahdale Heritage Park and Trails Hub
- Peel Art Trails
- Peel Convention Centre
- Peel Food and Wine Trails
- Peel Regional Mountain Bike/Walking/Horse Trails and Hubs
- Tourism Drive Route
- Way finding with signage, smart devices, google maps, regional planners

3.2.1 Strategies to create a network of diverse adventures

2050 goal: 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	Strategies	Aspirational targets
The Peel delivers a collection of diverse adventures which attracts visitors and extends their stay.	We will work in partnership with existing peak tourism organisations and local governments to:	<ul style="list-style-type: none"> • By 2050, the Peel tourism economy is tripled. • By 2050, domestic visitor length of stay had doubled. • By 2050, the number of significant events in the region has grown to 12 per year.
	1. develop strategies to attract investment in revitalisation projects for towns across the region and grow the cross regional brand.	
	2. attract investment for the promotion of activities and events which attract people to our region.	
	3. promote food and wine tourism opportunities that are accompanied by standards of excellence in hospitality, food and beverage.	
	4. support local businesses to develop relationships with other businesses that will result in packaging of tourism product for the consumer.	
	5. support local businesses to develop tourism education activities as a complementary component of existing businesses.	
	6. improve the distribution of tourism information on the region via Smartphone and web-based applications.	
	7. drive the annual and on-going hosting of major outdoor events (sporting, recreational and cultural) showcasing the outdoor environment and play host to at least three sporting or similar events with a national or international profile.	
	8. implement the Peel Tourism Economic Development Strategy to provide for pathways and a pipeline of investment opportunities in critical enabling infrastructure that promotes the improved and developed profile of experiences across the region.	
	9. support the Peel Region Art and Culture Strategy to further tourism development in this industry.	



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 the transport corridors linking the localities and features of the Peel.

As a result of this proximity, tourism in the Peel predominantly provides activities for day visitors. Our Blueprint aspires to triple the Peel's tourism economy, double the visitor length of stay and grow the number of significant events in the region to 12 per year from now through to 2050.

To achieve these results, growth in day, and in particular, overnight visitation are key elements of further tourism product development. Linkages between centres and activities is prioritised for the future creating cross regional connectivity.

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. These will be in addition to and possibly connected to the Munda Biddi Trail and Bibbulmun tracks which dissect the region.

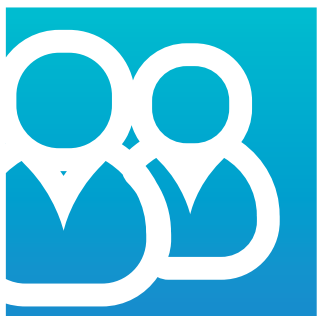
Central hubs will be created providing high quality public amenities, information points and signage, camping facilities, gathering and socialisation points and centres for mountain bikers to prepare for their trail rides or walkers to group or regroup after accessing different degree-of-difficulty tracks and trails.

Other tourism offerings featured in potential drive and stay trails will range from art and culture routes, historical sites and features, Aboriginal tourism with designated meeting places, flora and fauna attractions and viewing trails and centres. All these will be synthesised with produce trails incorporating a structured series of local events for local produce to be sampled and sold through food fairs, produce markets and farm gate sales. Passive recreation centres will be in abundance with quality amenities in localities including national parks.

The Serpentine Dam and surrounds will be expanded to meet demand for day visitors and tour groups. All waterways, estuaries and significant environmental hotspots in the region will be made more accessible for approved activities and access. Nature parks will have quality user friendly accommodation options for camping and low cost semi-contained seasonal facilities.

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 to continue to sample the offerings of a progressive, prosperous and dynamic region.





4.0 CAPABLE PEOPLE



OUR GOAL TO 2050

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.

OUR 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.

Ensuring there is access to world-class education, training and higher education systems is central to the Peel's future economic growth, employment and career prospects. These systems will not only assist with attracting businesses and people into the region, but will ensure existing businesses and people remain in the community.

The knowledge, skills and capability of the people who live in the community and work in its institutions are critical. To support the needs of the Peel's rapidly growing population, there is a need to develop both broad-based capabilities as well as more specialised skills which will be fundamental to the attraction of new businesses and industries.

The development of skill sets and capabilities (such as adaptability, flexibility, resilience, creativity and design thinking) will create a confidence and readiness in the community to operate in an increasingly competitive and global environment.

The capability of the Peel's education and training systems – from early childhood through schools and on to tertiary institutions – will also need to be able to respond to an increasingly complex and constantly changing environment.

The region's ongoing economic growth and prosperity is highly dependent on the resources industry. There is evidence⁴⁴ however that the pipeline of future investment has fallen over the last year and that Western Australian projects will face an increasingly competitive international environment in future. Ongoing global economic conditions are also uncertain⁴⁵.

Our Blueprint's strategies support the diversification of the Peel's economy and its workforce into professional, scientific and technical areas, including new areas of agriculture and agriculture-related business sectors.

State labour market forecasts⁴⁶ mostly suggest these moderate rates of employment growth will continue (at least in the short-to-medium term), but changes in future economic conditions, particularly in the resources sector where there is a shift from construction to operations, will inevitably translate into changes in demand for skills and training.

The Peel has had a strong representation of skills and labour in occupations largely driven by the mining, manufacturing and construction sectors. Close monitoring of and planning for the inevitable future shift in labour needs is essential to protect the jobs of local workers and apprentices.

⁴⁴ Investment in Resources Sector Infrastructure, Price Waterhouse Coopers and Chamber of Minerals and Energy (Jan 2014)

⁴⁵ Reserve Bank of Australia, Minutes of Monetary Policy Meeting of the Reserve Bank Board, 3 September 2013

⁴⁶ WA Chamber of Commerce and Industry, Outlook, June quarter 2013



Although the health and community services, retail trade, construction and mining sectors are forecast to continue to grow (at least in the short-term), the softening of the resources sector is also likely to impact on the Peel's small businesses, which play an essential role in supporting the growth of the larger companies involved in resource construction and major project development.

The emphasis on economic drivers in our Blueprint is to strategically counter these types of fluctuations and their impacts on the local economy and to proactively create new jobs. These new jobs are in addition to those naturally created in sectors such as retail, health and community services as a result of population growth.

Without a dedicated focus on attracting new businesses and supporting local industry growth, jobs growth will be constrained and unemployment in the region is likely to continue to rise.

Transformational strategies, such as the creation of a major business park and development of the agricultural sector, will provide strong and varied industry and business sectors, and also create more than 33,700 direct and indirect jobs⁴⁷ which will support local employment and protect the incomes of families in the Peel.

⁴⁷ Peel Business Park Nambeelup Economic Impact Assessment, (Pracsys Economics, 2015)

Strategies in our Blueprint are focused on the development and up-skilling of the local workforce, including marginalised community members. The strategies are designed to create equal access to skill development and educational opportunities that will allow individuals and groups to become competitive in the labour market and take up the jobs that will be created.

This theme identifies two key areas of focus for the region that together will establish the highly skilled and adaptable workforce that will be required to deliver thriving and innovative industries.

Against each focus area we identify the potential investment outcomes we are seeking, the strategies we are planning to implement to deliver the outcomes and the aspirational targets against which we will measure our success. We also showcase proposed projects that will assist with the transformation of the Peel into a *progressive, prosperous and dynamic region with a culture of care*.

The key focus areas for Capable People are:

- 1.** boosting productivity; and
- 2.** pathways to employment.

4.1 Boosting productivity

The growing population in the Peel provides an opportunity to develop human capital and build a highly skilled workforce that will underpin the economic growth of the region.

The thriving future envisioned for the Peel will demand a highly skilled and flexible workforce. New business opportunities will provide greater employment within the region.

Boosting the productivity of the Peel workforce will call for a strong approach to workforce planning and development. This is a complex process which involves the interaction of a wide range of stakeholders including government, industry and the community⁴⁸.

The recently released *Peel Workforce Development Plan*⁴⁹ provides the parameters within which the Peel Workforce Development Alliance and its stakeholders will seek to address workforce planning and development issues.

The plan aligns with the Western Australian government's *Skilling WA – A workforce development plan for Western Australia*, and is aimed at:

- maximising the use of skills in the workplace to increase productivity;
- maximising workforce participation; and
- promoting efficiency and mobility in the labour market including a seamless transition from training into the workforce.

The challenges to upskilling the Peel community are many and meeting them will require a higher level of cross-sectoral engagement to make the impact necessary to produce a globally competitive workforce.

The starting point for action is the high level of disengagement amongst young adults who are not in school, training or work. The unemployment in the Peel (6.5% in 2012) is higher than the State average (4.5%).

The youth (15 to 19 year olds) unemployment rate (19.3% in 2012)⁵⁰ has been a pattern in the region for some years and is of concern because of the link to long-term unemployment⁵¹.

Contributing factors to disengagement include low school completion rates with only 35% of students completing Year 12 compared with 49% for Western Australia as a whole. This means that our young people are not eligible to enter training or higher education which would allow them to participate in the rewards of a flourishing job market. There is evidence that the foundation of this problem begins earlier in life. Peel student achievements in early childhood education, primary and secondary schooling and higher education and training are all below average for the State.

A large number of children were recently found to be developmentally vulnerable especially in language and cognitive skills⁵². The low level of participation in non-compulsory early childhood education is likely a contributing factor to this finding.

The National Assessment Program – Literacy and Numeracy (NAPLAN) tests for Years 3, 5, 7 and 9 indicate that many students are achieving below the minimum standard. For Year 12, the data shows that Peel students are choosing the less demanding Stage 1 courses (68% studied) instead of Stage 2 courses (16.8% studied) or Stage 3 courses (14% studied), which offer students greater access to training and higher education.

In addition to ensuring the workforce is skilled and adaptable the Peel needs to develop its human capital.

⁴⁸ Skilling WA p124

⁴⁹ *Peel Workforce Development Plan 2015-18*, Department of Training and Workforce Development

⁵⁰ ABS Census 2012

⁵¹ Anlezark, Alison, NCVET 2011. *At risk youth: a transitory state?* Whole paper but esp at P8-9

⁵² DEEWR Regional Education, Skills and Jobs Plan Western Australia – Peel 2012-14 pp 9-10

Human capital is central to economic development. But only over the last ten years has its relative importance been recognised, just as that importance is growing.

The Peel performs poorly in terms of its Human Capital Index (HCI), an issue which is explored in more detail in the Regional Development Australia regional plan⁵³. The HCI value for the Perth metropolitan and Peel regions fell from 2.48 to 0.74 between 2001 and 2011.

Whilst the HCI score for the Perth and Peel regions remained positive in 2011, it had fallen from having the highest level of human capital in 2001 to third by 2011 when compared with Sydney, Melbourne, Brisbane and Adelaide.

The Mandurah, Murray and Waroona areas in particular score poorly in comparison to other local government areas in the Perth and Peel regions.

Focusing on human capital development ensures the ongoing influence of effective leaders who can turn knowledge of local competitive advantages and the external economic environment into smart regional development initiatives.



Potential Investment Opportunities

The Peel's workforce productivity will be boosted through investment in a number of critical projects including:

- Career Expos
- Employability Skills Programs
- Industry Skills Development Programs
- Mobile learning facilities
- Peel Leadership Program
- Pre-apprenticeship and apprenticeship programs
- School mentoring programs



⁵³ Peel Regional Plan 2013-16, RDA Peel

4.1.1 Strategies to boost productivity

2050 goal: The Peel's workforce will be highly skilled and adaptable to structural and technological changes to support an economy that is strong and diverse and high performing		
Objectives	Strategies	Aspirational targets
Human capital will be developed to ensure the region can grow and prosper.	<ol style="list-style-type: none"> 1. We will work with community, industry and government partners to: <ol style="list-style-type: none"> a. support existing leadership programs in the region, including determining methodologies to identify new and emerging community and business leaders and provide them with the support, mentoring and resources to develop their leadership skills and abilities. b. develop an enhanced culture of innovation and entrepreneurship in the Peel. This will entail awareness raising of the benefits of innovation, determining methodologies to identify new and emerging entrepreneurs and innovators, and providing them with the support, mentoring and resources to develop this culture and enable the development of ideas to commercialisation. 	<ul style="list-style-type: none"> • 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.
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.	<ol style="list-style-type: none"> 2. Through the Peel Workforce Development Alliance we will: <ol style="list-style-type: none"> a. facilitate on-going regional workforce planning and development with industry to ensure that future skills requirements are identified and associated training and education provision is available to youth (pre and post school) and existing workers in the region. b. facilitate the development of collaborative funding proposals between industry, education and training providers to address workforce capability issues impacting on the ability of industries (including small to medium enterprises) to respond quickly to new and changing opportunities and improve their productivity and competitiveness in a global market. c. facilitate the creation of school and industry partnerships that connect youth more directly with employers and enterprises known to provide sustainable jobs and career pathways and who are committed to measures to build capacity and a skilled workforce. d. develop a best practice mentoring program that builds and draws on the experience, knowledge and skills of people in the region and provides ongoing support to young people. 	<ul style="list-style-type: none"> • By 2050, the Peel's workforce participation rates exceed the WA State average. • 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.

4.2 Pathways to employment

A strong 'whole of region' focus on strategies designed to develop and maintain human capability is needed starting from a very young age.

Early childhood

Both the State and Commonwealth governments have recognised the importance of early childhood education and have launched a number of initiatives to strengthen the outcomes from this level of schooling. Improved networking on the ground has already led to new initiatives.

Education

Initiatives to improve school attendance and boost the outcomes of schooling are the focus of collaboration between the Western Australian Department of Education, the Catholic Education Office of Western Australia (CEOWA) and the Association of Independent Schools of Western Australia (AISWA). Many schools in the Peel are participating in these initiatives which aim to transform the way schooling takes place and focuses on the complex challenges facing students in disadvantaged communities^{54, 55}.

Improving primary school attainment will lay a strong foundation for achieving in high school and also the transition to career pathways.

Collaboration and cooperation are hallmarks of success and need to be sustained over a long period to genuinely benefit all children in the Peel. A strategic workforce development approach can achieve this in a coordinated and efficient way to the benefit of the community as a whole.

Training

The high youth unemployment rate which the Peel has endured for a number of years indicates that the transition from school to training and the labour market is not working well for Peel youth. Research shows that early school leavers who do not complete Year 12 will often remain disadvantaged in the labour market for years to come⁵⁶. These young people require intensive long-term support and services focused on their needs to enable them to become the capable people so important to the future of the Peel⁵⁷.

Improvements in this difficult task mean that major effort is required through a comprehensive and integrated raft of initiatives including improved access to tertiary study and improved pathways between schooling and tertiary education⁵⁸.



While many services exist in the Peel, it has been recognised that the failure of the services in the system to work together as part of a coordinated whole is the core reason that the best efforts of many are not working for disadvantaged youth⁵⁹.

The Peel vision is to develop a framework to encourage agencies to work better together and address service gaps and fragmentation.

There is evidence that education and training connect young people to their community. Good practice models emphasise the importance of local solutions to locally identified needs. Local ownership attracts participation and commitment to addressing community issues.

54 National partnership agreement on Literacy and Numeracy Federal Financial Relations website

55 National partnership agreement on Low Socio-economic Status School Communities, Federal Financial Relations website

56 Anlezark, Alison, 2011. *At risk youth: a transitory state?* NCVER Whole paper but esp at P8-9

57 State Training Board of Western Australia, 2013. *Youth Matters: a study of youth education, training and employment and underemployment in Western Australia* P61 and following

58 Guthrie, H; Stanwick, J and Karmel, T (2011). *Pathways: developing the skills of Australia's workforce*. P7

59 *Youth Matters: a study of youth education, training and employment and underemployment in Western Australia*, State Training Board, 2013. Pp 61 and following

While the Peel is serviced by a range of training providers, partnerships with schools to develop pathways from school through to vocational training and higher education are significantly limited. A dedicated training institute that is regionally based and with the autonomy to ensure that it is responsive to local community needs and local industry workforce requirements is required. The current situation is that training opportunities in the Peel are developed by agencies outside of the region to meet perceived needs within the region. Studies have shown that where the training provider has the regional autonomy and flexibility, it enables more effective and efficient service provision that is both innovative and responsive to local needs⁶⁰.

Transition to training and employment is also assisted by good career advice. Although there are a number of agencies working in this area, greater effort needs to be put into providing high quality advice to those who are marginalised. These young people need greater support to ensure their understanding of the labour market and related training opportunities. These processes work best when there is a direct link to industry and local employers who can provide a direct link between career advice and job opportunities locally.

Most young people make successful transitions but around 15% will need to access additional services and support to overcome difficulties in their post school years. A further 10% will find the transition a very difficult process and will need intensive, long-term support. These young people typically suffer deeper economic and social disadvantage⁶¹. Although such services are available they tend to be inflexible and fragmented. Given the complexity of the issues, the Peel will need to address this challenge through greater cross-sectoral partnerships and coordination that promote 'joined-up' action⁶².

Reskilling and upskilling workers

The region is a significant residential base for fly in fly out (FIFO) or drive in drive out (DIDO) workers in the resources sector with many other workers travelling to jobs in the wider Perth metropolitan region. As the construction phase of the resources industry reaches completion, many of these workers are now looking for job opportunities closer to home. To facilitate this transition, some of the workers may require upskilling or reskilling to be able to meet the employment demands of local businesses.

Older workers with lower levels of literacy/numeracy and computer skills are most at risk of long-term unemployment⁶³. Such workers are also less likely to have participated in on-the-job training and so may be less adaptable and have outdated skill sets.

While the Peel has a higher proportion of people with trade qualifications than the State average⁶⁴, it has a lower level of people with university qualifications, possibly because the population profile is skewed towards the older age groups.

Lower levels of education are correlated with less facility with computers amongst older age groups and this often reduces the employability of older workers⁶⁵ as many jobs now require higher levels of computer skills.

Skills recognition processes where accessible would also benefit older workers and reduce the amount of formal training that they require.

Upskilling and reskilling these workers is a challenge. Training needs to be carefully planned and adapted to the needs of older people and contextualised to the future local job requirements. Locally based accessible training infrastructure would enhance this venture.

60 Dandalo Partners, 2011. Review of legislative, governance and oversight arrangements between Skills Victoria and TAFEs

61 State Training Board of Western Australia. 2013 *Youth Matters: a study of youth education, training, employment and unemployment in Western Australia* pp10-15

62 Ibid p13

63 National Seniors Productive Ageing Centre (2014) Disengagement of Mature Age People from the Labour Force

64 2011 Census – See p 15 of the Stage 1 Blueprint

65 Chesters, J, Ryan, C and Sinning, M. 2013. Older Australians and the take-up of new technologies NCVER

Potential Investment Opportunities

Pathways to employment for the Peel's population will be enabled through investment in a number of critical projects including:

- Centres of specialisation
- Dedicated Peel Institute of Training
- Education, Early Childhood Education and Care
- Employment Support Services Hub
- Fairbridge Village
- Integrated Children's Services Hubs
- Murdoch Whitby Veterinary School
- North Dandalup Research and Development Institute
- Peel Hospitality, Tourism and Events Training Centre
- Peel Waterways Institute
- Rural Operations Training Centre

4.2.1 Strategies to deliver pathways to employment

2050 goal: The Peel's workforce will be highly skilled and adaptable to structural and technological changes to support an economy that is strong and diverse and high performing		
Objectives	Strategies	Aspirational targets
Peel residents have substantially increased access to, and governance over, regionally based vocational training and higher education.	<ol style="list-style-type: none"> 1. Through the Peel Workforce Development Alliance we will: <ol style="list-style-type: none"> a. prepare an Education and Infrastructure Plan for the creation of centres of specialisation in early childhood, primary and secondary schools through to vocational training and higher education institutions that align to one or more industries of strategic importance to the region's economy and jobs growth for the future. b. ensure that the Peel Regional Children's Plan is implemented. c. develop an education and training infrastructure strategy and plan to guide future critical education and training infrastructure development. d. drive the establishment of a Hospitality, Tourism and Events Training Centre. e. work closely with stakeholders to implement the Peel Workforce Development Plan. 	<ul style="list-style-type: none"> • By 2050, education attainment of Peel residents is above the WA State average. • By 2050, Index of Community Socio-Educational Advantage (ICSEA) for public schools is commensurate with independent schools 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.

4.2.1 Strategies to deliver pathways to employment (continued)

2050 goal: The Peel's workforce will be highly skilled and adaptable to structural and technological changes to support an economy that is strong and diverse and high performing

Objectives	Strategies	Aspirational targets
The Peel's young people will have access to education and training pathways programs that lead to employment in priority industry occupations.	<ol style="list-style-type: none"> 2. Through the Peel Workforce Development Alliance we will: <ol style="list-style-type: none"> a. ensure pathways are in place from early education to university and employment that are aligned with industry sectors and include the following: <ul style="list-style-type: none"> — health and community services including aged care services; — mining, manufacturing and construction; — retail, accommodation, hospitality and tourism; and — agriculture and food. b. develop a program to strengthen knowledge of industry focused career pathways through all levels of schooling with a focus on the evolving job opportunities in the Peel, for example: agriculture, conservation and land management. c. facilitate on-going education, training and employment focused support services and bridging programs that maximise opportunities for youth at risk, the long-term unemployed and individuals with complex needs to re-engage in the workforce. d. facilitate the development of vocational education and training in schools pathways programs/ qualifications that lead to a substantial increase in the number of locally based apprenticeships and traineeships. e. develop and implement education pathways programs in schools, registered training organisations and higher education institutions that lead to a substantial increase in the number of locally based cadetships, internships and graduate programs with key employers (including government) in the region. f. ensure that good career guidance is available within the region and is provided in a holistic manner in partnership with employment support services. 	<ul style="list-style-type: none"> • By 2050, education attainment of Peel residents is above the WA State average. • By 2050, Index of Community Socio-Educational Advantage (ICSEA) for public schools is commensurate with independent schools' ICSEA. • Peel young people who seek to participate in industry priority pathways programs will fulfil their career aspirations within the Peel.



SHOWCASING PEEL HOSPITALITY, TOURISM AND EVENTS TRAINING CENTRE

The Peel Hospitality, Tourism and Events Training Centre will provide the region with a world-class centre of excellence linked with local industry that develops the calibre of the region's hospitality and tourism workforce.

The proposed Training Centre will consist of two commercial kitchens, a fine dining area, bar, informal dining (bistro and alfresco), café, butchery, bakery, gourmet deli, cool room, freezer, storage area, staff offices, meeting rooms, training rooms, general learning areas, a model office for tourism and events management, reception, bookshop and specialised learning areas.

True industry involvement including vocational placements, field visits, and local industry experts sharing their knowledge and skills with students, industry days and mentoring arrangements will enhance the Training Centre's reputation and attract high-calibre students in the future.

Building on the region's agricultural and Indigenous culture and heritage, the Training Centre will include a landscaped food forest, adjacent kitchen garden and greenhouse and will be built in accordance with contemporary sustainable design principles.

The 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.

The Training Centre will allow for approximately 700 students to become qualified in the first four years of its operation, of which around 20% will be trade apprentices.



A skilled and qualified workforce will provide a major boost to the Peel tourism sector by:

- assisting the Peel to become more competitive with domestic and international tourist destinations;
- assisting the Peel to compete for major domestic and international events;
- assisting the Peel to attract a share of international students; and
- attracting high net worth tourists and increasing visitor spend.



SHOWCASING PEEL WATERWAYS INSTITUTE

The Peel Waterways Institute will become the hub of world class science and education in the Peel.

Promoting a learning based approach to waterway, catchment and environmental management, the vitality of the Institute will drive motivation, innovation and appreciation.

Through an integrated model, the Institute will focus on:

1. protection and enhancement of our internationally recognised biodiversity hotspot, Ramsar system and matters of State and Commonwealth environmental significance;
2. identifying economic and employment prospects;
3. building the knowledge and skills of Western Australians;
4. providing a learning environment that is aligned with education, training and employment pathways in relevant water related industries;
5. recognition, promotion and management of the recreational opportunities and safeguarding of our natural qualities;
6. promotion and protection of eco and nature based tourism potential; and
7. development and promotion of evidence based 'best practice' in all aspects of the management and development of the waterways.

The Institute is expected to deliver a range of social and environmental benefits including:

- increased community participation in conservation and remediation projects in the Peel;
- raised awareness in wetland and waterways education and research;
- enhanced and collaborative waterways management programs;
- meeting national and international obligations for the wise-use of wetlands; and
- support and amenities for groups contributing to healthy catchment, waterways and the environment.

Some of the main economic benefits include:

- boosted access to global expertise and research and development in relation to environmentally sensitive waterways and innovative water management solutions;
- improved economic values associated with healthy waterways, including local, national and international tourism, real estate, business and recreation;
- increased visitor numbers with consumer spending in the Peel flowing into local businesses;



- improved research, educational, environmental and tourism facilities for industry, operators, stakeholders, agencies and residents;
- greater expenditure on Peel-Harvey waterways, catchment and the surrounding natural environment; and
- an appropriately skilled workforce to manage waterways related activities into the future.



5.0 STRONG AND RESILIENT COMMUNITIES



OUR GOAL TO 2050

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

OUR 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 region.
- 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 promotion of our unique natural assets.
- A range of arts, entertainment and cultural events and facilities are developed that promotes the diversity of the region and encourages increased community participation.

The Peel population is on a trajectory for strong growth in the first half of the century. As the population expands we need to give greater consideration to ensuring that our social infrastructure services are strong and well-coordinated to support the population as it continues to grow.

The Western Australian Planning Commission *State Planning Strategy 2050* indicates six essential elements for consideration in planning for social infrastructure. These include the local economy, identity, connectivity, liveability, inclusion and diversity.

While social infrastructure needs are a high priority in the Peel, community priorities place safety, health and environmental preservation as paramount, as indicated in *Living in the Regions 2013*⁶⁶.

As indicated in research reported in *Peel Away the Mask II*⁶⁷, each constituent local government authority in the region registers significant diversity in terms of the proportion of aged residents, cultural and linguistic diversity and people with relative high levels of socio-economic disadvantage.

For example, the region has a relatively small Aboriginal population of 1.9% compared to the State average of 3.1%⁶⁸. A feature of local Aboriginal communities is the significantly higher proportion of youth in the population and the lower numbers of seniors, making it the inverse of the non-Aboriginal population demographic.

In the Peel, the predominant migrant groups are from the United Kingdom, New Zealand, Netherlands and the Philippines. Waroona also has a strong Italian heritage.

The number of persons in the Peel who were born overseas has gradually increased from 19.7% in 2001 to 20.9% in 2006 and to 23.6% in 2011⁶⁹. For Mandurah, the number of persons born overseas has almost doubled since 2001. Proportionately, there has also been a substantial increase in the number of persons in Serpentine-Jarrahdale and Boddington who were born overseas. The proportion of Waroona's population, who were born overseas, has remained steady.

Recreation is an important factor in meeting the needs of a diverse community, and each of the local government authorities has made provision for a variety of sporting and social activities to suit the lifestyle of residents. The smaller 'rural' areas have provided recreational facilities in the central population area, with access distances at a minimum for most of their populations.

⁶⁶ *Living in the Regions 2013: a survey of attitudes and perceptions about living in regional Western Australia*

⁶⁷ *Peel Away the Mask II*, PCDG 2012

⁶⁸ 2011 Census

⁶⁹ 2011 Census



STRONG AND RESILIENT COMMUNITIES



Sports grounds and public open space in Mandurah, the only city within the region and the most densely populated, is the central point for many of the major activities and provides infrastructure to cater for the dominant football codes (Australian Rules and soccer), cricket, golf, field hockey, basketball, netball and tennis. Increasingly there are shared use arrangements between schools and local government authorities within the region. Sports grounds and public open spaces are provided in several of the city's locations and the major facilities (swimming pool, recreation centre) are located within the central area, as are service providers.



In *Living in the Regions 2013*, the Peel was characterised by lifestyle, happiness and general well-being, the cleanliness of its environment, access to quality shopping, retail opportunities and high quality communications and internet access. Peel respondents to the survey rated their ability to maintain relationships with family and friends as contributing to their intention to reside in the region long-term.

The Peel has an older age demographic requiring access to affordable and appropriate accommodation and a young profile group requiring support to achieve their desired outcomes of engagement with the workforce, affordable living and a healthy lifestyle. These requirements coupled with the needs of individuals requiring specialised resources and support creates a high level need for understanding and compassion to maintain a strong and resilient community.

Our Blueprint recognises that we must address the needs of a growing population. We want people to experience our region's array of activities and to meet, play and relax in streets and public spaces that are safe, clean, inviting and alive.

To this end our goals and strategies include providing relevant and affordable services, advocacy and community infrastructure. We will promote and encourage healthy people and active ageing communities and want to ensure that our community cultures are celebrated, embraced and connected to the broader community.

There is a unified desire to build strong, vibrant and resilient communities in the Peel and a genuine commitment to continue to build on the goals and strategies of our Blueprint to create a common understanding of our region, and a shared, holistic view of its future.

This theme identifies five key areas of focus for the region that together will assist with sustaining our communities and ensure that our industries thrive and our people are supported in their endeavours to participate in the workforce. Against each focus area we identify the potential investment outcomes we are seeking, the strategies we are planning to implement to deliver the outcomes and the aspirational targets against which we will measure our success. We also showcase proposed projects that will assist with the transformation of the Peel into a *progressive, prosperous and dynamic region with a culture of care*.

The key focus areas for Strong and Resilient Communities are:

1. Secure housing and employment support services
2. Targeted services
3. Age friendly communities
4. Sport and recreation
5. Arts and Culture

5.1 Secure housing and employment support services

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.

According to Western Australia Council of Social Services (WACOSS), housing is the biggest pre-cursor for economic participation: without housing, accessing education and securing employment (which are significant factors that can help prevent poverty) become secondary to the overwhelming need for shelter.

WACOSS also affirms that the resulting costs of homelessness incurred by the community in health and justice services are substantially greater than the costs of providing programs for the homeless.

If targeted housing and health support delivered to homeless people fully reduced the costs of non-homelessness services (including health, justice, welfare payments, children into care and eviction from public housing costs) to average Australian population levels, it would result in estimated savings to government of as much as \$29,450 per client per year (in 2010-11 dollars).

In Western Australia, 9,595 people are experiencing homelessness on any given night, according to 2011 ABS Census data.

*Strengthening Homelessness Services in WA*⁷⁰ found that families were the most 'underserved' population and were often unable to secure accommodation together. Survey respondents reported that more investment in long-term affordable housing was needed along with crisis accommodation for couples with children.

⁷⁰ Roberts C and Garwood, S; Shelter WA, 2014



*Housing Affordability; The Real Costs of Housing in Western Australia*⁷¹, identified that Mandurah's 2013 median house price to income ratio meant that house prices were considered as not affordable in the region, particularly for low to moderate income recipients. For those purchasing houses in Mandurah the median price is 6.8 times the median annual income. For low income earners (in the lower quartile of income distribution) the situation is even worse with housing prices at the lower quartile of sales prices being 13.6 times their annual income. For renters the situation is also unaffordable, with median rent requiring 44% of a household's income on the median weekly income. Low income households require 75% of their income to meet rental costs at the lower quartile of the rental market.

⁷¹ Bank West Curtin Economic Centre, Focus on Western Australia Report Series, No. 2, 2014

Among regional centres in Western Australia, the least affordable is the coastal commuter sub-market of Mandurah. Newer developments around the Peel Inlet have contributed to a fifth highest median house price of \$400,000 (as of 2013). Household incomes though are low, at \$44,600 at the median level and \$23,900 at the lower quartile, both the lowest among the 12 regional urban centres.

According to the Housing Authority⁷² there are 966 applicants on the Housing Authority waiting list in Mandurah – 390 families, 80 of whom are priority listed and 25 who are homeless. There are also 294 elderly applicants and 282 singles⁷³ on the wait list.

The City of Mandurah has identified the need for 4,000 affordable dwellings with 1,900 of those being for family accommodation.

Aboriginal children and young people are considerably more likely (between six and 13 times) to be clients of homelessness services than non-Aboriginal children and young people⁷⁴.

⁷² Data on public housing in the Peel was provided by the then Department of Housing in December 2014

⁷³ Data for 'singles' does not capture those under the age of 18

⁷⁴ AHURI Indigenous housing work www.ahuri.edu.au/themes/indigenous_housing

Potential Investment Opportunities

The Peel's community will be assisted to be *prosperous, progressive and dynamic with a culture of care* through investment in a number of critical infrastructure projects including:

- Affordable Housing
- Community co-managed cluster housing
- Crisis accommodation
- Long-term high density accommodation
- Mundijong Emergency Services / Police Precinct
- Peel Health Campus
- Youth focused facilities

5.1.1 Strategies to deliver secure housing and employment support services

2050 goal: The Peel will be a strong, vibrant and resilient community underpinned by best practice social services and infrastructure		
Objectives	How will we achieve our goals?	Aspirational targets
Secure housing and employment support services are available to enable increased community and workforce participation.	We will:	<ul style="list-style-type: none"> By 2050, Peel employment participation rates exceed WA State average. By 2050, Index of Relative Socio-Economic Disadvantage (IRSD) is at a lower level of disadvantage to the National average.
	1. plan for an appropriate mix of regional housing stock in appropriate locations including the accommodation needs of people in crisis to ensure opportunities for community and workforce participation are maximised.	
	2. investigate integrated and multi-layered models of service delivery to ensure service viability and improve service coordination with a focus on community and workforce participation.	
	3. facilitate a desktop review of current models of secure housing and wrap around employment support services to address the needs of those who are facing homelessness with particular focus on families and young people at risk of not participating in education and training.	
	4. consult with stakeholders to determine the most appropriate model/s of secure housing and wrap around support services for the region to assist individuals and families to access appropriate long-term housing with particular focus on identified priority groups.	
	5. work with the Peel Workforce Development Alliance, Peel Employment Support Network and Community Services network to establish a best practice approach to employment support and workforce development with a focus on identification of social enterprises that could provide access to meaningful training and employment.	
	6. facilitate development of a regional secure housing and employment support services strategy that aligns with the State's Affordable Housing Strategy 2010-20: Opening Doors to Affordable Housing.	
	7. work with the public, private and not-for-profit sectors to identify and confirm investment in secure housing and employment support services.	

5.2 Age friendly communities

*Benefits of an Ageing Population*⁷⁵ identifies that a wide range of personal, social and economic benefits and new opportunities are likely to emerge as Australia's largest ever generation of retirees approaches the age where they have the time, the money, and the experience to play an active and important role in Australian communities. It suggests that the baby boomer generation is projected to be:

- healthier, more active and more productive than preceding generations;
- wealthier than were previous generations of retirees;
- have a greater capacity than previous generations to work beyond a retirement age of 60–65 years as they are healthier and better educated and the nature of work is less physically demanding; and
- available to contribute to the economy as volunteers.

Benefits of an Ageing Population also confirms that older community members play an important role in supporting and maintaining informal social networks thus binding communities and families within communities. They provide childcare, financial, practical and emotional assistance to family members including helping people outside the household with the tasks of daily living.

⁷⁵ *Benefits of an Ageing Population*, Judith Healy, Australian National University Discussion Paper Number 63 March 2004

It also observed that older people are:

- more likely to be more law abiding since older people are less inclined to commit crimes against property and people;
- involved in the community as active members of clubs; and
- more likely to frequently attend musical concerts, theatres and art galleries than younger people, read more and visit libraries more often.

Projections for Western Australia as a whole indicate that by 2021, the proportion of people aged 65 years and older will increase from 12% to 18%. It is likely that similar outcomes will be experienced in the Peel.

The Peel already has an above average number of residents over 65 years who have been long-term residents of regional communities or who have more recently been attracted to the Peel given its enviable lifestyle.

As residents age, they will have differing accommodation and support requirements and an increasing desire to age in their own communities in close proximity to their families. To ensure the region is able to meet the diverse needs of its ageing population our Blueprint has a focus on age-friendly communities and the implementation of strategies to raise awareness of the economic benefits of ageing residents.



As the ageing population increases, there is a greater priority for local communities to accommodate the lifestyles and requirements of seniors. In fact, the World Health Organisation has identified the age friendly community concept as part of an international effort to prepare for the ageing of our global community.

An age-friendly community is one that:

- recognises the great diversity among older people;
- promotes their inclusion and contribution in all areas of community life;
- respects their decisions and lifestyle choices; and
- anticipates and responds to ageing related needs and preferences.

An age-friendly community benefits everyone in the community, not only older people, as it creates a culture of inclusion enjoyed by people of all ages and abilities. There is also an economic benefit in that many seniors offer childcare for their grandchildren and this continuing co-location could enhance the economic benefit to their children. Volunteering is also strong amongst those in the 60 to 70 years age group.

The Department of Local Government and Communities has developed a framework and materials to support the planning and implementation of age-friendly communities. The State Government also has a State Seniors Strategic Planning Framework (2012-17) entitled *An age friendly WA*.

Our Blueprint recognises the role that ageing residents play in sustaining strong and resilient communities and their ongoing contribution to the economic development of the region.

Potential Investment Opportunities

The Peel's ageing population will be supported through investment in a number of critical infrastructure projects including:

- Age friendly communities
- Diversity of housing stock and aged care facilities
- Dementia facilities
- Peel Rural Health Clinic
- Peel Health Campus
- Peel Regional Sport and Recreation Centre





5.2.1 Strategies to deliver age friendly communities

2050 goal: The Peel will be a strong, vibrant and resilient community underpinned by best practice social services and infrastructure		
Objectives	Strategies	Aspirational targets
A diverse range of 'active ageing' plans are developed and implemented across the region.	<ol style="list-style-type: none"> Through the Peel Workforce Development Alliance, we will: <ol style="list-style-type: none"> facilitate on-going regional workforce planning and development that includes training and education for older active community members who have skills to contribute to the region and are seeking to remain in the workforce for longer. develop and implement strategies aimed at attracting and retaining health professionals and allied health workers across the region. 	<ul style="list-style-type: none"> 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.
	<p>We will:</p> <ol style="list-style-type: none"> facilitate the development and implementation of a regional strategic framework for health and aged care support services and infrastructure that results in increased: <ul style="list-style-type: none"> job opportunities; diversity and range of aged care facilities; and transport options. 	
	<ol style="list-style-type: none"> identify and promote public and private investment for health and aged care support services and infrastructure and assist stakeholders to access potential funding opportunities. 	
	<ol style="list-style-type: none"> drive the establishment of technology (for example: in-home monitoring) that increases resident safety, keeps people informed, and provides access to a range of new employment opportunities. 	
	<ol style="list-style-type: none"> work closely with local government authorities to develop and implement age-friendly community plans which include models of accommodation and support services that reflect the cultural needs of demographic groups such as Indigenous Australians and people from culturally and linguistically diverse backgrounds. 	

5.3 Targeted services

Early childhood

Investing in early childhood has lifelong benefits such as increasing employment opportunities with flow-on benefits to the wider society through the reduction of health and welfare expenditure. Happy healthy children are more likely to become healthy resilient adults who in turn become the human capital for the 21st century workforce.

A key factor in ensuring positive developmental outcomes for children lies in the provision of high quality early learning and care.

Research⁷⁶ demonstrates that high quality education and care not only contribute to increased literacy and numeracy rates but prepare children for formal schooling. Accessible and affordable childcare, Out of School Care, family support and child health services in addition to professionally qualified staff all contribute to giving children the best possible start in life.

⁷⁶ 2006 National Review of the Early Years and Childcare Workforce – Scottish Executive Response *Investing in Children's futures* www.sqa.org.uk/files_ccc/investinginchildrensfuturesReport.pdf

At risk groups

Pivotal to maximising participation in the workforce are wrap around support services that are targeted at those who are most at risk of disengaging from education and training. Wrap around support services focus on:

- personal support to provide access to social, health or cultural support or pastoral care;
- economic support to provide access to financial support for transport and childcare to ensure ability to participate in education or training; and
- workforce development support to provide knowledge and skills to get a job at the end of training.

Ageing population

Targeted support services are also required for our ageing population⁷⁷. The Peel has a significant percentage of residents aged 65 and over. Policy direction is now very much on a trajectory to increase the relative importance of support and care at home. There is a continuum of support and care available under the Home and Community Care (HACC), Commonwealth Home Care programs and other specialised programs, supplemented by a Respite Care program to support carers. The HACC program is the most widespread program for 'basic' support. It has been recently refocused towards a 'wellness' model emphasising shorter-term interventions for people to regain function and independence where possible.

⁷⁷ Ageing in the Peel Report; Verso Consulting, 2014

A key focus on the Blueprint under the theme Capable People, is on increasing the availability of health and aged care professionals to ensure that our ageing population has every opportunity to age and be cared for in their communities. In addition, our Blueprint focuses on sport and leisure to ensure its ageing population remains as healthy as possible and is able to continue to contribute to the community and the economy.

Potential Investment Opportunities

The Peel's communities will become *progressive, prosperous and dynamic with a culture of care* through investment in a number of critical infrastructure projects including:

- Integrated community, health and employment support services hubs
- Education, Early Childhood Education and Care
- Integrated Children's Services Hubs
- Peel Health Campus
- Peel Rural Health Clinic
- Service integration centres

5.3.1 Strategies to deliver targeted services

2050 goal: The Peel will be a strong, vibrant and resilient community underpinned by best practice social services and infrastructure		
Objectives	Strategies	Aspirational targets
Targeted early childhood and social services support are available to meet the growing demands of the community.	<p>We will:</p> <ol style="list-style-type: none"> 1. ensure young children are provided with access to quality early education and childcare services that provide the foundations for positive and ongoing participation in the community. 2. work with regional, State and Commonwealth agencies to develop and implement a model/models and strategy/strategies for employment and community support services and facilities that: <ol style="list-style-type: none"> a. result in the re-engagement of at risk or soon to be at risk cohorts within the community and workforce; and b. provide opportunity for participation in skills enhancement and workplace learning. 3. develop and implement a regional best practice volunteer program that provides opportunities for community members to be engaged in the workforce for longer. 4. identify, develop and implement strategic wrap around support services and outreach programs that: <ol style="list-style-type: none"> a. are culturally appropriate, acknowledge Indigenous learning styles, perspectives and family values; b. assist new migrants to settle into their communities and access employment that matches their skills and aspirations; and c. improve participation of people with disabilities in the community and workforce. 5. ensure there is a range of services available within the Peel to improve the overall health and wellbeing of ageing residents. 6. increase opportunities for the not-for-profit sector to have a greater presence in the Mandurah central business district with effective outreach services. 7. formalise cross sectoral partnerships across service types and industry sectors to demonstrate collective impact at scale. 	<ul style="list-style-type: none"> • By 2050, Peel employment participation rates will exceed WA State average. • By 2050, Index of Relative Socio-Economic Disadvantage (IRSD) is at a lower level of disadvantage to the National average.

5.4 Sport and recreation

According to *More than winning: The real value of sport and recreation in Western Australia*⁷⁸, sport and recreation:

- has the power to unite people in a way little else can by creating hope and breaking down racial barriers;
- enriches people's lives and improves their connections with the wider community;
- contributes 'social capital', which is the 'social fabric, or glue' that ties members together in a given locality;
- provides the catalyst for community gatherings, from small functions to major events, where people play, talk and share experiences;
- has a positive effect that reaches many levels of our society;
- has positive impacts on physical and mental wellbeing which flow from participation in organised sport and recreation which is particularly important in regional areas, where it has always been one of the main cohesive elements that draw people together;
- contribute to the development of stronger social networks and more cohesive communities — for participants, volunteers and supporters;



- provide opportunities for social engagement; often creating awareness and acceptance of differences between individuals and communities;
- improves the physical and psychological wellbeing of individuals, and therefore our community;
- may contribute to academic performance;
- can reduce the risk of offending by creating opportunities to learn new skills, develop confidence, enhance self-esteem and, importantly, to reduce boredom and apathy; and
- makes a significant contribution to the Western Australian economy.



The *Peel Region Sport and Recreation Plan*⁷⁹ identifies that the main distinguishing features of the Peel's population to the Perth metropolitan region include:

- an above average proportion of adults aged 50–64 years;
- a below average proportion of young adults 18–24 years;
- a significantly higher proportion of couples with children;
- a lower than average proportion of lone person households; and
- a higher than average proportion of income levels below \$1,000 per week and higher than average individual income levels below \$1,000 per week.

⁷⁸ Department of Sport and Recreation, Department of Western Australia

⁷⁹ Coffey Commercial Advisory, December 2010, page 1



It also identifies a number of significant trends being experienced in the provision of sport, recreation and leisure:

- with an ageing population, lower impact activities are being sought at more convenient and flexible times of the day;
- the increasing use of facilities by family groups, and the requirement for appropriate support facilities for family groups such as family change rooms, social spaces and baby change facilities;
- the increase in co-locating infrastructure to minimise cost to the provider from ongoing management, maintenance and security;
- multi-use or multi-functional facilities are becoming more attractive to the user and provider;
- work patterns are more individualised and less predictable and as a consequence there is less time for more traditionally structured sport and recreation activities. This is particularly relevant in the area where there is a high number of fly in fly out employed residents; and
- the leisure user now expects more in return for their involvement.

With an expected population of 444,000 by 2050, there is a need to ensure that quality sport and recreation facilities and programs are available in our communities and towns.

Potential Investment Opportunities

The Peel's communities will become *progressive, prosperous and dynamic with a culture of care* through investment in:

- Briggs Park Sporting and Recreation Centre
- Cycle paths, walking trails, picnic areas and wildlife observation
- Grass pitch provisions for each local government authority
- Integration of conservation and recreation land uses to meet the requirements of the Peel's future population
- Mandurah Marina
- Mandurah Aquatic and Recreation Centre
- Murray Regional Equestrian Centre
- Mundijong Regional Sport and Recreation Centre
- Peel Campus Sporting Facilities
- Peel Regional Sport and Recreation Centre
- Pinjarra Swimming Pool

5.4.1 Strategies to encourage community participation in sport and recreation

2050 goal: The Peel will be a strong, vibrant and resilient community underpinned by best practice social services and infrastructure		
Objectives	Strategies	Aspirational targets
A range of sport and leisure plans are developed and implemented that encourage participation and promotion of our unique natural assets.	<p>Through the establishment of a Peel Strategic Sport and Recreation Alliance, we will:</p> <ol style="list-style-type: none"> 1. build and promote the capacity of sport and recreation organisations to better service community needs across the region and enhance individual physical activity and community engagement. 2. partner with the State Sporting Association to engage with local clubs to strengthen capacity of Peel regional associations to increase participation. 3. seek public and private investment for the establishment of well-planned and designed environments and sustainable infrastructure that: <ol style="list-style-type: none"> a. supports, encourages and enables active living; and b. promotes natural and designed environments. 4. partner with key stakeholders to establish community inclusion programs that increase opportunities for at risk individuals to participate in sport and recreation and engage with the community and workforce. 5. work in partnership with Mandurah and Peel Tourism Organisation (MAPTO) to explore sport and recreation based tourism opportunities. 6. promote regional talent development to address the needs of high performance athletes within the region through the delivery of sports specialist services and improved standards of coaching. 	<ul style="list-style-type: none"> • By 2050, Peel employment participation rates exceed WA State average. • By 2050, Index of Relative Socio-Economic Disadvantage (IRSD) is at a lower level of disadvantage to the National average.



5.5 Arts and Culture

*Creating Value*⁸⁰ confirms that individuals gain value from culture and arts through enrichment from transformative arts experiences, whether as a participant, spectator or creator. The community gains value through the unique and transforming qualities of culture and arts that stimulate engaged citizens with increased creativity, imagination, skills and knowledge. The State gains value from culture and arts making Western Australia a better place to live, work and visit, and delivering economic and social outcomes that encourage and support growth.

The Peel Regional Arts and Culture Strategy⁸¹ identifies that the arts and culture sector in the Peel provides high levels of social participation.

The Strategy suggests that arts and culture is the heart of the Peel given that it grows communities and creativity, builds connections between communities and creates a sense of identity and place.

It also identifies that from an economic perspective there are strong growth opportunities for the sector related to increasing:

- the number of visitors from the Perth metropolitan market; and
- the average length of visitor stay.

In 2014 Regional Development Australia Peel commissioned Pracsys Economics⁸² to develop an estimate of the economic contribution of the professional Peel culture and arts sector to the regional economy using Input-Output analysis. The results showed that the Arts, Sports, Adult and Other Education Services sector has an output of \$14.4 million, gross value add of \$9.4 million, and export value of \$0.6 million.

Approximately 69% of output is consumed from households, with a further 15% from government. This is broadly consistent with what could be expected intuitively, as households are likely to be the primary consumers of education services. The Heritage, Creative and Performing Arts sector has an output of approximately \$14.5 million, gross value add of \$6.3 million, and export value of \$0.2 million.

80 *Creating Value: An Arts and Culture Sector Policy Framework* 2010-14

81 *Peel Region Arts and Culture Strategy for Feedback*, RDA Peel, 2015 page 7

82 *Pracsys 2014, Valuing the Peel Arts and Culture Sector*, Research Paper, Regional Development Australia Peel Inc.



Of total output, approximately 24% is consumed through household expenditure, while 43% comes from government expenditure; the majority of the remainder used through intermediate demand. Analysis shows that intermediary use for this sector is valued at approximately \$4 million.

The largest intermediary users of the Heritage, Creative and Performing Arts sector are the Employment, Travel Agency and Other Administrative Services sector, the Sports and Recreation sector and the Primary and Secondary Education sector. The number of arts and culture sector organisations and volunteers is not known. The sector is known to be particularly active and vibrant and contributes strongly to developing community cohesion and engagement in the region.

Our Blueprint aligns with the *Peel Region Arts and Culture Strategy* and as such seeks to build on the strengths and growth opportunities of the arts and culture sector in the Peel.

Potential Investment Opportunities

The Peel's communities will become progressive, prosperous and dynamic with a culture of care through investment in arts and culture projects including:

- Art of Working Together networking events
- Ability Arts
- Contemporary Arts Spaces
- Cultural events for young children
- Folk World Fairbridge Festival
- Fruit of the Peel music expo
- Mandurah Art Gallery
- Mungah Festival
- Peel Centre for the Arts
- Peel Young Creatives Collective
- Pinjarra Katijin Aboriginal Corporation
- Stretch Arts Festival Mandurah





5.5.1 Strategies to increase community participation in arts and culture

2050 goal: The Peel will be a strong, vibrant and resilient community underpinned by best practice social services and infrastructure

Objectives	Strategies	Aspirational targets
A range of arts, entertainment and cultural events and facilities are developed that promotes the diversity of the region and encourages increased community participation.	<p>We will:</p> <ol style="list-style-type: none"> 1. establish a region-wide network of government, community and business organisations and individuals that commits to advocating for, and improving communication across the arts and cultural sector in the Peel. 2. Through the region-wide network, we will: <ol style="list-style-type: none"> a. facilitate the establishment of professional networks across the region that support development and increase community engagement with culture and the arts. b. explore the opportunities that arts and culture provides for the professional development and training of arts workers, especially in the Indigenous visual arts industry. c. ensure programs are in place to develop pathways from high school programs to cultural activity training and employment. d. develop and implement a strategic program of events that for example targets community driven events, in bound tourism or specialist industry groups. e. identify strategies to increase employment in the sector and improve sustainability of businesses/ community groups in the sector. f. support the creation of vibrant and liveable communities to attract and retain skilled labour. 	<ul style="list-style-type: none"> • By 2050, Peel arts and culture will be known globally for its contribution to the nation's economy.



5.5.1 Strategies to increase community participation in arts and culture (continued)

2050 goal: The Peel will be a strong, vibrant and resilient community underpinned by best practice social services and infrastructure

Objectives	Strategies	Aspirational targets
A range of arts, entertainment and cultural events and facilities are developed that promotes the diversity of the region and encourages increased community participation.	3. provide opportunities for communities to engage in contemporary and emerging creativity, for example, places, spaces, pop-ups, maker movement fab shops technology to cater for both aged and youth interests.	· By 2050, Peel arts and culture will be known globally for its contribution to the nation's economy.
	4. facilitate improved engagement with the Bindjareb people and other Indigenous groups to enable their participation in and development of events that promote their culture and heritage.	
	5. work with Mandurah Performing Arts Centre to facilitate delivery of events, training and activities to communities across the Peel.	
	6. facilitate the transition of Mandurah Performing Arts Centre to the region's Centre for the Arts.	
	7. work with the City of Mandurah, Mandurah Performing Arts Centre, the local governments of the Peel, and other key stakeholders to develop the needs and case for a Peel Regional Art Gallery.	
	8. work in partnership with Department of Culture and the Arts, Regional Development Australia Peel and key stakeholders to :	
	a. implement the Regional Arts and Culture Action Plan.	
	b. assist communities to access public and private investment in arts and culture to contribute to the State's economy.	
	c. ensure infrastructure is well planned and timely to enable communities to celebrate their unique identity, heritage and sense of place.	



SHOWCASING LONG-TERM SUPPORTIVE HOUSING

On Friday 6 March 2015, an Affordable and Secure Housing Roundtable was convened to determine and agree on key regional priorities for infrastructure development that would support the region's most at risk community members to access and maintain engagement in education, training and employment.

The Roundtable was planned by Peel Community Development Group and attended by representatives from the Housing Authority, Department for Child Protection and Family Support, Disability Services Commission, Shelter WA, Vincentcare, WestAus Crisis and Welfare Service, Pat Thomas House, Foundation Housing, Alliance Housing, Stellar Living, Access Housing, City of Mandurah, Calvary Youth Services Mandurah Inc, St Vincent de Paul, Anglicare, Peel Passages Resource Centre, Peel Development Commission and Peel Regional Homelessness Steering Committee.

The participants were unanimous in agreeing that there was a critical need for affordable, secure and long-term housing and supported a *housing first* type principle which confirms that housing is the critical success factor allowing people to re-engage in education and work.

The Roundtable participants agreed that housing and targeted employment support services need to be strengthened for the following target groups:

- families experiencing homelessness; and
- young people at risk of or who have disengaged from the education and training system with limited ability to access employment.

The agreement of such a wide range of stakeholders with individual needs and priorities is applauded.

According to the United States Interagency Council on Homelessness⁸³ permanent supportive housing is decent, safe, affordable, community-based housing that provides tenants with the rights of tenancy and links to voluntary and flexible supports.

While this definition is focused on the effectiveness of permanent housing as a means of reintegrating chronically homeless and other highly vulnerable homeless families and individuals with psychiatric disabilities or chronic health challenges, the approach is appropriate for any group experiencing or at risk of experiencing homelessness. With its focus on addressing the basic needs for housing and providing ongoing support, it is an exciting and sustainable approach that will ensure vulnerable families are provided with every opportunity to participate in the community and the workforce.

⁸³ United States Interagency Council on Homelessness; http://usich.gov/usich_resources/solutions/explore/permanent_supportive_housing

The United States Interagency Council on Homelessness confirms that supportive housing links decent, safe, affordable, community-based housing with flexible, support services designed to help the individual or family stay housed and live a more productive life in the community. It looks and functions much like any other brand of housing. People living in supportive housing have a private and secure place to make their home, just like other members of the community, with the same rights and responsibilities. The difference is that they can access, at their option, services designed to address their individual needs and preferences.

These services may include the help of a case manager or counsellor, help in building independent living and tenancy skills, assistance with integrating into the community, and connections to community-based health care, treatment, and employment services.

Permanent supportive housing programs allow people with one or more serious disabling conditions to stabilise their housing and address underlying conditions that often have gone untreated for many years. The combination of housing and supportive services creates a synergy that allows tenants to take steps toward recovery and independence.

The United States Interagency Council on Homelessness also confirms that the 'permanent' in 'permanent supportive housing' means the length of stay is up to the individual or family. There is no time limitation, and tenants may live in their homes as long as they meet the basic obligations of tenancy.

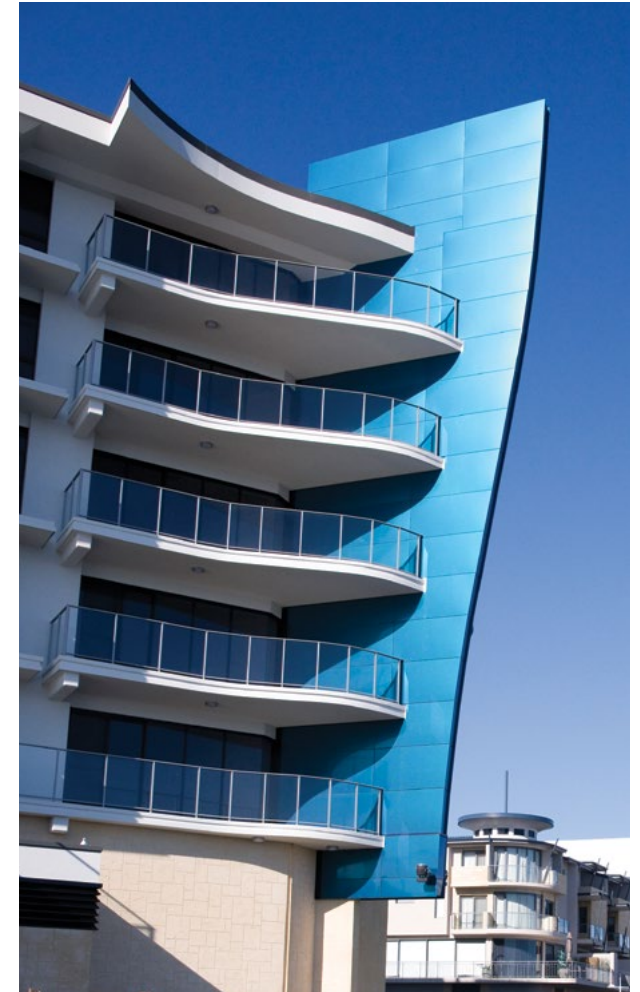
While participation in services is encouraged, it is not necessarily a condition of living in the housing. Housing affordability is ensured either through a rent subsidy or by setting rents at affordable levels.

There is no single model for supportive housing design. The provision of supportive housing may involve the renovation or construction of new housing, set-asides of apartments within privately-owned buildings, or leasing of individual apartments dispersed throughout an area and may include:

- **Single-site housing**, in which the tenants receiving support services live in units in the same building or a group of buildings, with the support services provided either on site or off site.



- **Scattered-site housing**, in which tenants live in independent apartments throughout the community, in either private or agency-owned housing; depending on the program, staff can deliver some support services through home visits, or all services may be provided at other locations in the community.
- **Mixed housing**, in which tenants live in developments that contain a mixture of supportive housing tenants and other tenants not part of the supportive housing program.





BLUEPRINT IMPLEMENTATION STRATEGY

On the pages following, we provide an overview of the approach that will be taken to realise our 2050 vision of the Peel being recognised as a *progressive, prosperous and dynamic region with a culture of care.*

GOVERNANCE

To achieve our long-term goals a governance structure comprising cross sectoral alliances will be established (see Figure 12). Working groups will be in place to oversee the execution of projects in partnership with lead agencies and associated steering and advisory groups.

Each alliance and its associated working groups and project teams will be required to formalise participant roles and responsibilities in individual governance committee and project team terms of reference which will be agreed to by participants and stakeholders.

This approach ensures communication is open and transparent, that information is shared in a timely and consistent manner and that there is ongoing alignment between the different stakeholder groups.

The make-up of each group will be dependent on the stakeholders involved in the initiatives and projects and the relevant linkages with industry.

PROJECT MANAGEMENT

All projects will be guided by project proposals and project initiation and implementation documentation which will clearly communicate the scope, objectives, tasks, roles and responsibilities, costs and deliverables relating to the project. This documentation will provide the framework within which projects are developed and implemented.

Specifically the project initiation documents will cover the following areas:

- an outline of the approach to be adopted for the implementation of the project;
- details of the project organisation structure, roles and responsibilities, functions, and activities associated with the implementation of the project;
- information on the major products to be delivered during the course of the project, together with the product development and sign-off responsibilities;
- quality plans, risk plans, project controls and exception process; and
- budget allocation.

Controls over the projects will be covered by:

- regular highlight reporting;
- a managed approach to the assessment and mitigation of project risks;
- conducting quality checks for both management products and specialist products;
- establishment and maintenance of Lessons Learnt registers; and
- production of an End of Project Report identifying the degree of completeness of initiatives and projects.

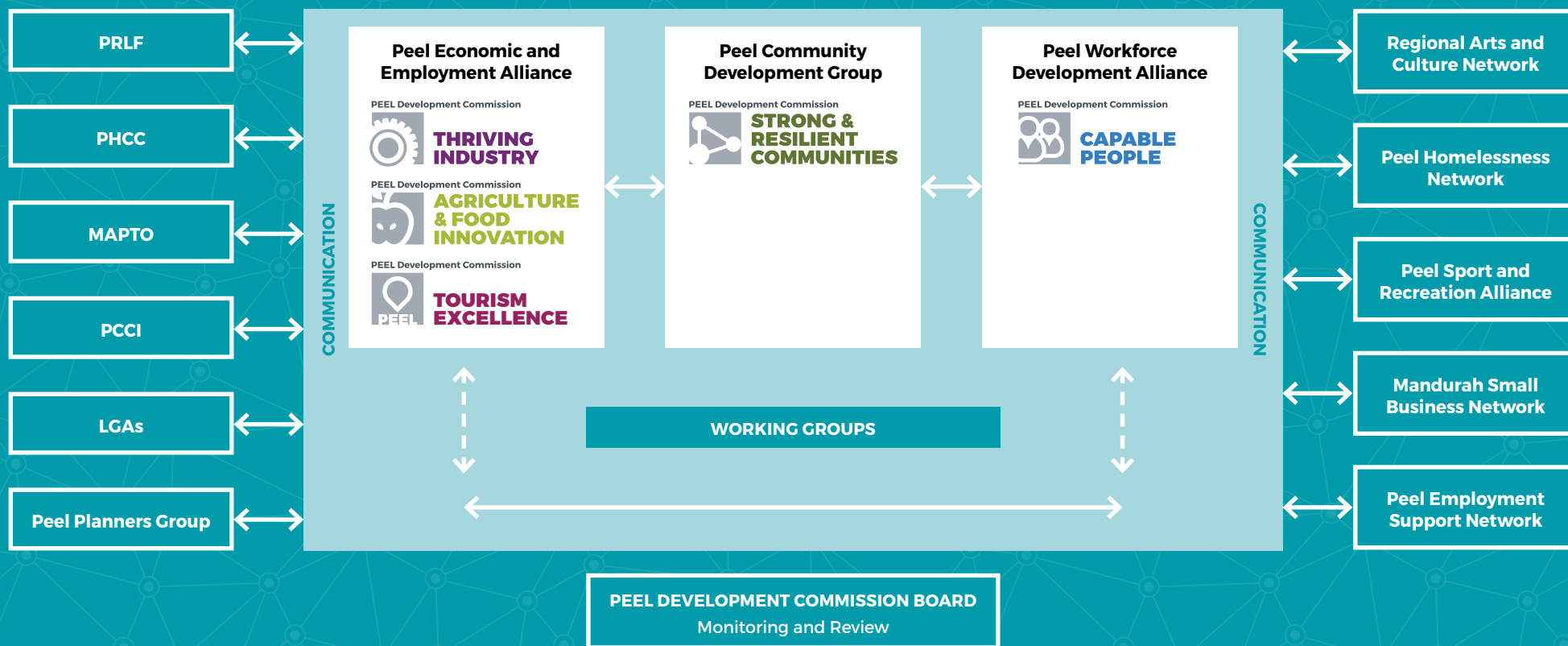


Figure 12. Peel Regional Investment Blueprint implementation governance structure

COMMUNICATION STRATEGY

A communication strategy has been developed to ensure quality, timely and consistent communication is shared with stakeholders and communities of the Peel. Progress reports will be provided to the Minister and key stakeholders on a regular basis.

The communication strategy ensures that:

- the region is informed of the progress of our Blueprint's implementation;
- State agencies and local government authorities are kept up-to-date on the progress of the implementation and are able to contribute in a timely manner; and
- Peel Development Commission remains abreast of issues that may affect achievement of agreed outcomes as well as milestones reached that should be shared with the wider public.

A clear communication and engagement plan has been developed to provide the basis for the delivery of consistent, purposeful and targeted engagement with stakeholders across industry, State and local governments, the media and general public.

The plan provides a consistent and quality approach to managing potential commentary and stakeholder expectations.

ACTION PLAN

A three-year action plan will be developed to ensure that projects are delivered within the appropriate timeframes and with the appropriate level of resources and stakeholder engagement to ensure we are able to deliver the agreed outcomes of our Blueprint.

MONITORING AND REVIEWING OUR PROGRESS

Peel Development Commission will monitor and review the implementation of our Blueprint at agreed points within the year in consultation with our stakeholders and in line with data collection protocols.

The progress against measures will be reported through standard reporting cycles to the Minister for Regional Development.

ANNUAL BLUEPRINT EVALUATION

Peel Development Commission, in partnership with its stakeholders, will facilitate an annual blueprint evaluation. The evaluation will incorporate analysis of data against agreed measures in partnership with our stakeholders. It will identify areas of achievement, gaps in achievement and areas where further support is required.

Data will be sourced from existing systems within the Department of Regional Development as well as from systems managed by our stakeholder organisations.

The evaluation will be an opportunity for our stakeholders to showcase achievement against our Blueprint goals and share good practice approaches to delivery of initiatives identified through the action plan.

The outcomes of the Annual Blueprint Evaluation will be presented to the Minister for Regional Development.

RISK MANAGEMENT

Peel Development Commission, as the facilitator of our Blueprint, will develop a risk management strategy for managing strategic risks associated with its implementation. This risk management strategy will be aligned to AS/NZ ISO 31000:2009 and will clearly articulate the approach to identifying, assessing, managing and treating risks associated with our Blueprint activities. This will ensure consistency between risk management plans identified at the project level and ensure a common approach to the way in which risks are monitored, evaluated and reported.

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APPENDICES

APPENDIX 1: STAKEHOLDER ENGAGEMENT

More than 200 individual stakeholders and groups were consulted during the Blueprint planning and development process representing the following key groups:

Government – Commonwealth

- Peel Regional Development Australia (PRDA)

Members of Parliament

- The Hon (Dr) Kim Hames MLA, Deputy Premier of Western Australia
- The Hon David Templeman MLA, Member for Mandurah
- The Hon Don Randall MLA, Member for Canning (Deceased)
- The Hon Murray Cowper MLA, Member for Murray-Wellington

Government – State

- Department of Agriculture and Food Western Australia
- Department of Commerce
- Department of Culture and the Arts
- Department of Education
- Department of Finance
- Department of Local Government and Family Support
- Department of Parks and Wildlife
- Department of Planning

- Department of Premier and Cabinet
- Department of Regional Development
- Department of Sport and Recreation
- Department of State Development
- Department of Training and Workforce Development
- Department of Water
- Housing Authority
- LandCorp
- Racing and Wagering WA
- Regional Development Trust
- Tourism WA
- Water Corporation
- Western Australian Planning Commission

Health

- Peel Health Campus

Government – Local

- City of Mandurah
- Peel Regional Leaders Forum (PRLF)
- Shire of Boddington
- Shire of Murray
- Shire of Serpentine-Jarrahdale
- Shire of Waroona

Community, Environment and Business

- Chamber of Commerce and Industry of Western Australia
- Chamber of Minerals and Energy
- Community Solutions Inc
- Council of the Ageing
- Hotham River Nyoongar Aboriginal Corporation
- Peel Chamber of Commerce and Industry
- Peel Community Development Group
- Peel Homelessness Network
- Peel-Harvey Catchment Council
- Shelter WA
- Small Business Centre Peel

Education, Training and Higher Education

- Catholic Education Office of Western Australia
- Child Australia
- Challenger Institute of Technology
- Coodanup Community College
- Curtin University of Technology
- Electrical, Utilities and Public Administration Training Council
- Fairbridge Village
- Halls Head Community College
- John Tonkin College
- Freight and Logistics Training Council of Western Australia
- Food, Fibre & Timber Industries Training Council
- Mandurah Catholic College
- Murdoch University
- Retail and Personal Services Training Council of Western Australia

Industry – Agricultural

- C-Wise
- Costa Group Pty Ltd
- GD Pork Pty Ltd

Industry – Finance & Investment

- Azure Capital
- Bank of Western Australia Ltd
- Ernst and Young
- Finance Company Australia
- KPMG International
- LG Accounting Solutions
- Pracsys Economics
- RSM Bird Cameron
- Ward & Ilsley Partners Pty Ltd
- Westpac Banking Corporation

Industry – Mining

- Alcoa Australia
- Chamber of Minerals and Energy of Western Australia
- Murray Engineering

Industry – Property and Construction

- Acuitus Property Group
- Acton Group
- Alcock Brown-Neaves Group
- Beacon Consulting
- Cedar Woods Properties
- David Barnao and Company
- H & N Perry Real Estate
- Hawaiian Property Group
- Heath Development Company
- Kelliher Brothers
- Lofts Property
- Mirvac Group
- PACT Construction
- Peet Limited
- Project Solutions Pty Ltd
- Raine and Horne
- Ron Farris Real Estate Pty Ltd
- Satterley Property Group
- Summit Homes Group

Industry – Retail

- ALDI Stores
- Bio-Organics Pty Ltd
- Goldie Group
- Gourmet Fresh Farms Wanneroo
- Mandurah Holden
- Mandurah Nissan
- Metcash Food and Grocer
- The Lane Group
- Woolworths Ltd

Industry – Tourism

- Bouvard Cruises
- Forest Heritage Centre
- Mandurah and Peel Tourism Organisation Inc. (MAPTO)
- Mandurah Convention Centre
- Mandurah Cruises
- Royal Aero Club of Western Australia

Industry – Water

- GFR
- Permeate Partners Pty Ltd
- Water Infrastructure Group
- Water West Pty Ltd

Media

- Fairfax Regional
- Mandurah Mail



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