



Government of Western Australia
Department of Regional Development



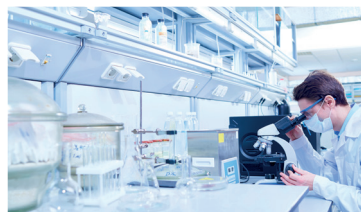
ROYALTIES
FOR REGIONS



REGIONAL
DEVELOPMENT
COUNCIL



Regional Centres Development Plan Framework



Poised for prosperity



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Foreword

Our aim is to develop a network of thriving strategic regional centres to support the sustained growth and prosperity of Western Australia.

The *State Planning Strategy 2050* sets out Western Australia's network of regional centres and sub-regional centres. The Regional Centres Development Plan (RCDP) Framework addresses the 20 centres in the network that are recognised and supported through the Regional Centres, SuperTowns and Pilbara Cities initiatives as the most strategically important to the State's economy and regional communities.

The regional centres under the Regional Centres and Pilbara Cities initiatives are Albany, Bunbury, Busselton, Broome, Carnarvon, Geraldton, Kalgoorlie, Karratha, Kununurra, Mandurah and Port Hedland. The sub-regional centres under the SuperTowns initiative are Boddington, Collie, Esperance, Jurien Bay, Katanning, Manjimup, Margaret River, Morawa and Northam.

New possibilities for Western Australia's long run growth are opening and strategic regional centres must be positioned to engage in a modern, competitive global economy, and build reputations as desirable places to live and invest. Strategic regional centres that are competitive and resilient will be well placed to sustain intergenerational communities, underpin state productivity and relieve growth pressure on the Perth metropolitan region.

To translate these ambitions into reality, the RCDP Framework supports action to strengthen the capability of strategic regional centres to attract investment and grow business and jobs. It provides a platform for these centres to work collaboratively with the private sector and to address network-wide challenges and opportunities.

To shape their economic futures, each strategic regional centre will be supported by a socio-economic development strategy known as a Growth Plan that will be developed and owned within the community. The Growth Plans will deliver on the goals set out in the Regional Blueprints, and recognize and reflect the benefits of connectedness and collaboration within and outside its region and at state, national and global levels.

The Growth Plans will be pursued, promoted and enhanced continuously by the community, business and government through an economic development partnership known as a Growth Plan Partnership. These dynamic partnerships will provide strategic regional centres a new driving force to unlock their development potential and achieve long run growth.

Regional Development Council

The Regional Centres Development Plan is a Regional Development Council initiative, made possible by Royalties for Regions.

1. A vision for strategic regional centres

Western Australia's network of competitive, growing and resilient strategic regional centres will continue to grow and diversify with each one offering unique opportunities for the State, its regions and people to flourish.

Driven by their talented people, these centres will achieve growth by building on their competitive and collaborative advantages to realise global opportunities. Strategic regional centres will be empowered, innovative and globally engaged, placing them in a strong position to lead and support long run regional growth with the support and enabling action of the Western Australian Government.

To shape their economic futures, each strategic regional centre will be supported by a socio-economic development strategy known as a Growth Plan that will be developed and owned within the community. The Growth Plans will deliver on the goals set out in the Regional Blueprints, and recognize and reflect the benefits of connectedness and collaboration within and outside its region and at state, national and global levels.

The Growth Plans will be pursued, promoted and enhanced continuously by the community, business and government through an economic development partnership known as a Growth Plan Partnership. These dynamic partnerships will provide strategic regional centres a new driving force to unlock their development potential and achieve long run growth.

Objectives

Three objectives have been identified to realise the vision for strategic regional centres. They are:

Objectives	Performance Measures
1. Strengthen the capabilities of Western Australia's strategic regional centres to drive long run investment, business and employment growth.	• Business Growth • Investment Growth
2. Accommodate regional population growth that is generated by Western Australia's long run economic growth.	• Population Share • Population Retention
3. Support the efficient and effective delivery of the Western Australian Government's regional development effort and investment.	• Project Delivery • Leveraged Investment

Policy principles

These objectives will be pursued with regard to five interrelated principles that recognise that the manner in which progress is achieved is as important as the progress itself. They are:

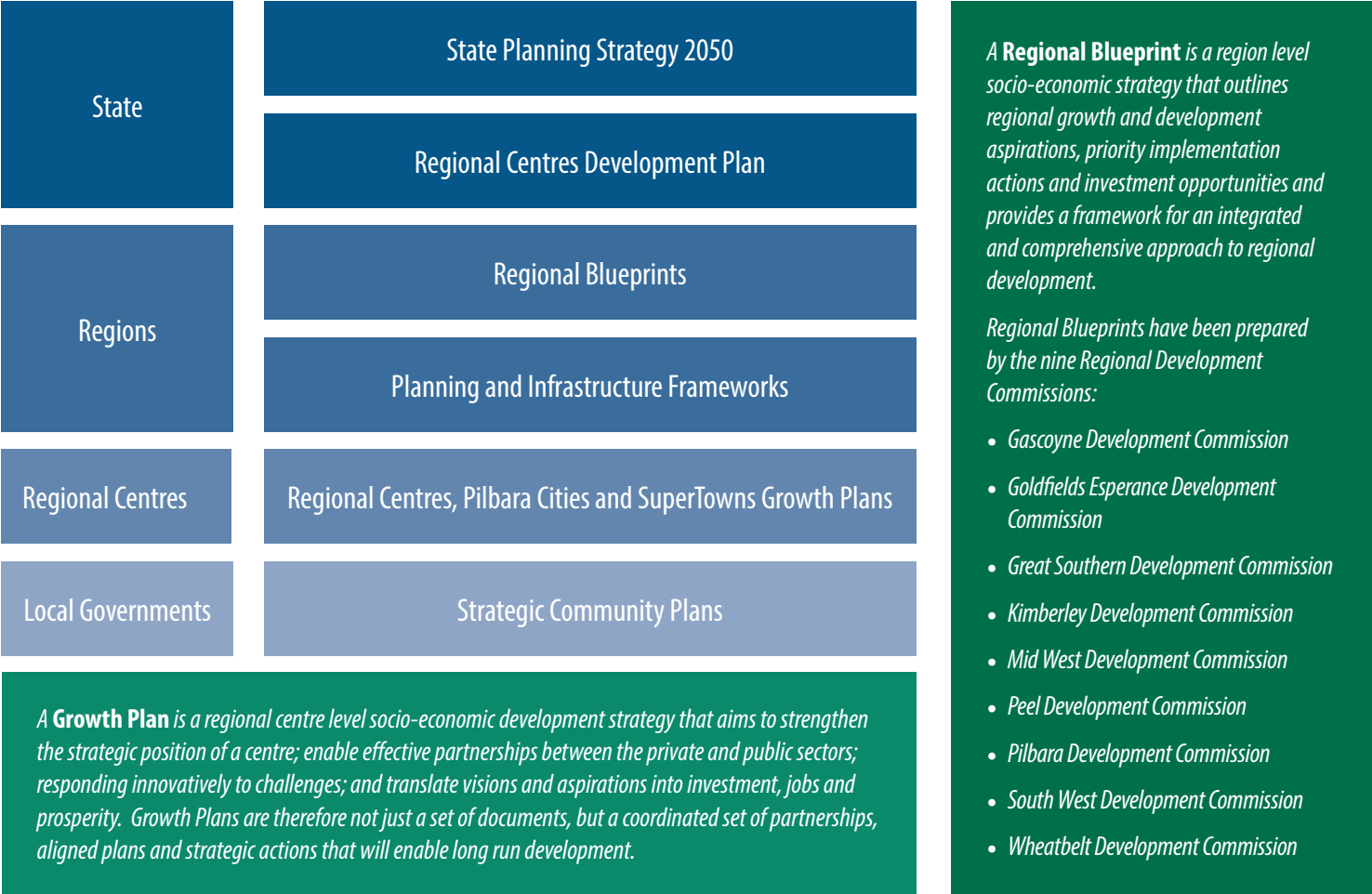
1. Intergenerational Long run social and economic growth is good for current and future generations of Western Australians.
2. Distinctive Enabling strategic regional centres to capitalise on their unique advantages to realise the diversity of Western Australia.
3. Empowered The leaders and innovators closest to the sources of economic development driving local solutions that cater to regional differences.
4. Agile Continuously adjusting and adapting to changing global conditions.
5. Collaborative Work across sectors to overcome silos, attract resources and achieve shared goals.

Policy context

The RCDP Framework has been prepared by the Regional Development Council to support the implementation of the *State Planning Strategy 2050* and the Regional Blueprints through the Regional Centres, SuperTowns and Pilbara Cities initiatives.

The RCDP Framework sits within a broader framework illustrated in **Figure 1** that has been established to support a strategic and targeted approach to regional development in Western Australia. This strategic framework includes the *State Planning Strategy 2050*, Regional Blueprints and Growth Plans, and provides the context to guide effort and investment in regional Western Australia, including the strategic investment of Royalties for Regions.

Figure 1 – Key strategies guiding regional development



With a focus on the economic and social development of a strategic regional centre, the Growth Plans developed through the Regional Centres, SuperTowns and Pilbara Cities initiatives will align with their respective Regional Blueprints, as the higher order socio-economic development strategy for the development of the region.

Statewide network of centres

The *State Planning Strategy 2050* sets out the settlement network across Western Australia. It identifies Perth as the State capital, and a hierarchy of 27 regional centres and sub-regional centres.

Twenty of these centres are recognised through the Regional Centres, SuperTowns and Pilbara Cities initiatives as the most strategically important to the State’s economy and regional communities. The 20 centres are collectively known under the RCDP Framework as “strategic regional centres”. Other strategic regional centres may be recognised in the future through other regional development initiatives.

Figure 2 provides a map of Western Australia’s settlement network and definitions of regional centres, sub-regional centres and economic activity areas.

Table 1 lists the regional centres and sub-regional centres identified in the *State Planning Strategy 2050*, and those recognised as strategic regional centres.

Figure 2 - Western Australian settlement network and hierarchy – *State Planning Strategy 2050*



A **regional centre** contains services and facilities which reflect the needs of the local community and that of the broader region. It offers a high level of services such as senior high schools, tertiary education, regional hospitals cultural and entertainment facilities, regional community facilities, department stores and specialist retail shops. It is a major employment centre in the region with local and Western Australian Government and private sector offices. It is located at the convergence of main roads access, rail and/or port infrastructure.

A **sub-regional centre** contains services and facilities which reflect the needs of the local community and that of the population in its hinterland. It has a smaller population base than its regional centre and provides services to, and is a goods transfer base for, smaller settlements such as towns and villages. Sub-regional centres usually offer services such as a high school, district hospital, commercial centre with multiple retail outlets, supermarkets, specialty and convenience stores and community entertainment facilities including district sporting facilities.

Economic activity areas are the places of functional activity based on the competitive advantages of a geographical area. Economic activity areas may occur across borders or operate at sub-regional levels. Economic activity areas are usually supported by networks of transport, workforce and service hubs.

Table 1 – Regions, regional centres and sub-regional centres identified in the *State Planning Strategy 2050*

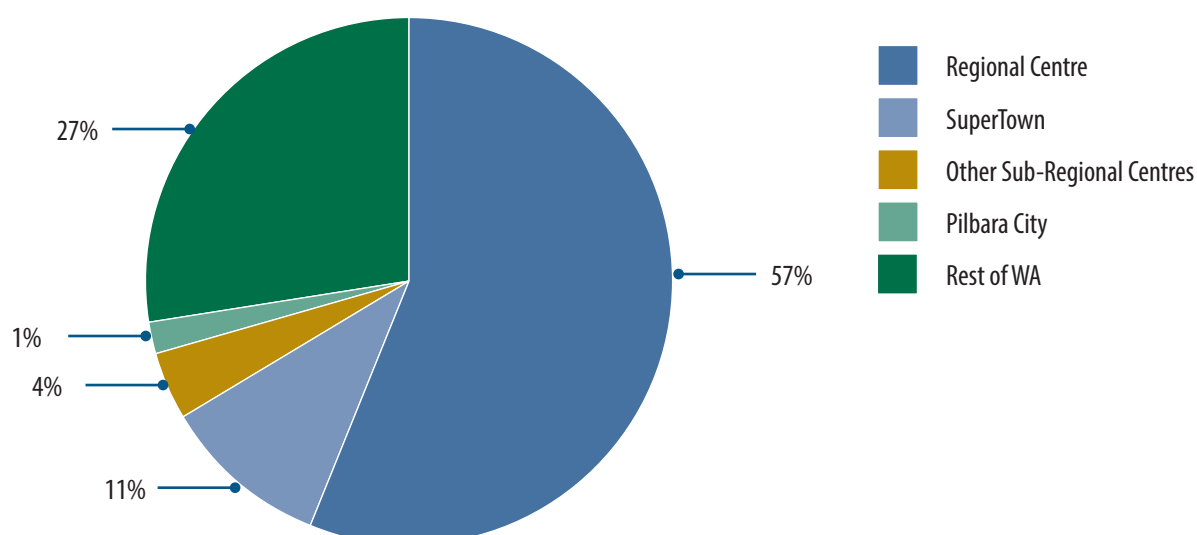
Sector/region	Regional centre	Sub-regional centre
Northern sector		
Kimberley	Broome (RC), Kununurra (RC)	Derby, Fitzroy Crossing, Halls Creek
Pilbara	Karratha (PC), Port Hedland (PC)	Newman, Onslow, Tom Price
Central sector		
Gascoyne	Carnarvon (RC)	Exmouth
Mid-West	Geraldton (RC)	Morawa (ST)
Goldfields-Esperance	Kalgoorlie (RC)	Esperance (ST)
South West sector		
Wheatbelt		Jurien Bay (ST), Northam (ST)
Peel	Mandurah (RC)	Boddington (ST)
Great Southern	Albany (RC)	Katanning (ST)
South West	Bunbury (RC), Busselton (RC)	Collie (ST), Manjimup (ST), Margaret River (ST)
Strategic Regional Centres: Regional Centres (RC), Pilbara Cities (PC), SuperTownns (ST)		

2. The importance of regional centres

Since foundation in 1829, Western Australia's settlements have grown in response to phases of global demand for the State's exports and the location of the natural resources these exports are drawn from around the State. After successive waves of development, a network of growing and dynamic cities and towns have emerged across our sparsely populated state.

The 20 strategic regional centres are now home for most regional Western Australians as illustrated in **Figure 3**, and nearly half of Western Australia's gross regional product is produced by these places. Based on historic trends the population of the regions is projected to double by 2050 to 1.2 million, and strategic regional centres will be key centres of population and economic growth over this period.

Figure 3 – Distribution of regional population between regional centres



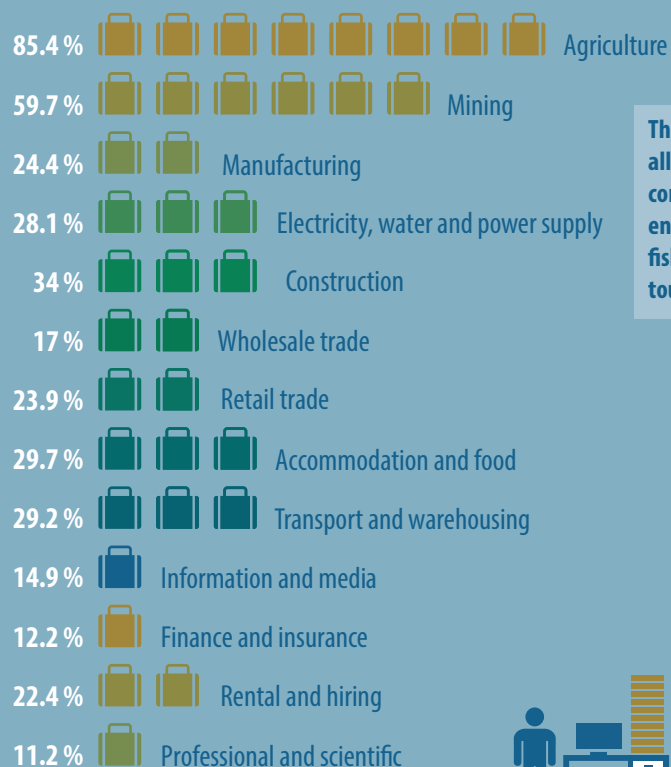
Economic Values of Western Australia's Regions and Regional Centres

42% of the State's Gross Product is produced in the regions
43 per cent of this is produced within the strategic regional centres

25% of the State's jobs are provided in the regions
13 per cent are based within the strategic regional centres

The regions are home to 27 per cent of the State's population, and 58 per cent of the regional population lives in the strategic regional centres.

Percentage share of the State's jobs provided by regions



The regions produce almost all of the State's major export commodities in minerals, energy, agriculture and fisheries; and a major part of tourism exports.

66% higher productivity per worker employed in the regions than for the State as a whole

Community and Social Values of Western Australia's Regions and Regional Centres

DIVERSITY



The regions contribute diversity of business opportunity and job choice which is important, but is also a useful stabiliser of the economy in times of economic downturn.

ATTRACTIVE LIFESTYLES



The regions and regional jobs widen the lifestyle choices for Western Australians. The significance of lifestyle choices is reflected in the relatively rapid growth of populations in larger regional centres, and especially in coastal centres and towns.

SECURITY



The State is more economically, environmentally and socially secure because of strong regional centres. Having well performing and sustainably driven regional centres can contribute to state security in a number of ways, including:

- economic diversity and resilience
- improved stewardship of the land
- enhanced bio-security.

Global gateways to the regions

Strategic regional centres are economic and social hubs for the State's settlement and infrastructure network. They play a critical role in servicing widely dispersed industries and communities, and are critical junctions in state, national and global supply chains to local and overseas markets. Many strategic regional centres are internationally recognised for the industries they serve. **Figure 2** illustrates Western Australia's key networks.

Strategic regional centres occupy geographically and logistically advantageous locations and provide the labour force for industry, a diversity of services, amenity and infrastructure, and offer a lifestyle diversity complementary to that on offer in Perth and smaller regional centres.

Strategic regional centres fit for the future

Globally competitive and resilient strategic regional centres must be at the forefront of Western Australia's growth to sustainably manage population pressures and the opportunities and challenges arising from global and domestic drivers of change. Industry diversity is important to the resilience of Western Australia's economy, and these industries provide a platform for regional development.

Development across the Indian Ocean – Asia Pacific region will open up new markets for Western Australia's premium agriculture goods, professional services, education, tourism and resources, which are regional strengths. The potential of the regions to tap into global markets and support the growth of a range of industries will be interlinked with the role of strategic regional centres as global gateways, and as knowledge and industry hubs that underpin regional productivity.

The growth of competitive industries will drive migration and urbanisation in the metropolitan and regional areas of Western Australia. This provides strategic regional centres an opportunity to grow their economic and population bases and leverage the opportunities that increased scale provides. This includes a greater capacity to provide the diversity and quality of services required to sustain more productive and resilient communities.

Regional economic development has the potential to lift the level of regional population growth and quality of life above historic trends.

Perth is the primary centre in the State network, and migration has historically gravitated to the metropolitan area. Enabling the regions to accommodate more people can ease future growth pressure on the Perth metropolitan area and is a priority for the *State Planning Strategy 2050*.

However, global competition for trade, investment and talent is strong. Strategic regional centres must be able to build their capacity to compete and avoid unhelpful competition with each other. They need to attract private and international investment as well as government support. Working together and with government to address network-wide priorities puts them in a stronger position to drive growth.

Strengthening the capability of strategic regional centres to work across sectors, harness collective energy, mobilise local assets and resources, and attract capital will be critical to their future.

3. Making growth happen

Dynamics of good growth

A competitive, growing and resilient region is one that is able to attract and retain business, investment and people. A “systems view” of growth provides a way of identifying where effort can be focused to drive sustainable social and economic development.

Figure 4 illustrates the dynamics of growth and highlights that a productive interaction between job creation and population growth is at the heart of the development pathway for strategic regional centres. New and better jobs created by investment, improved human capital or gains in economic production are fundamental to long run economic growth.

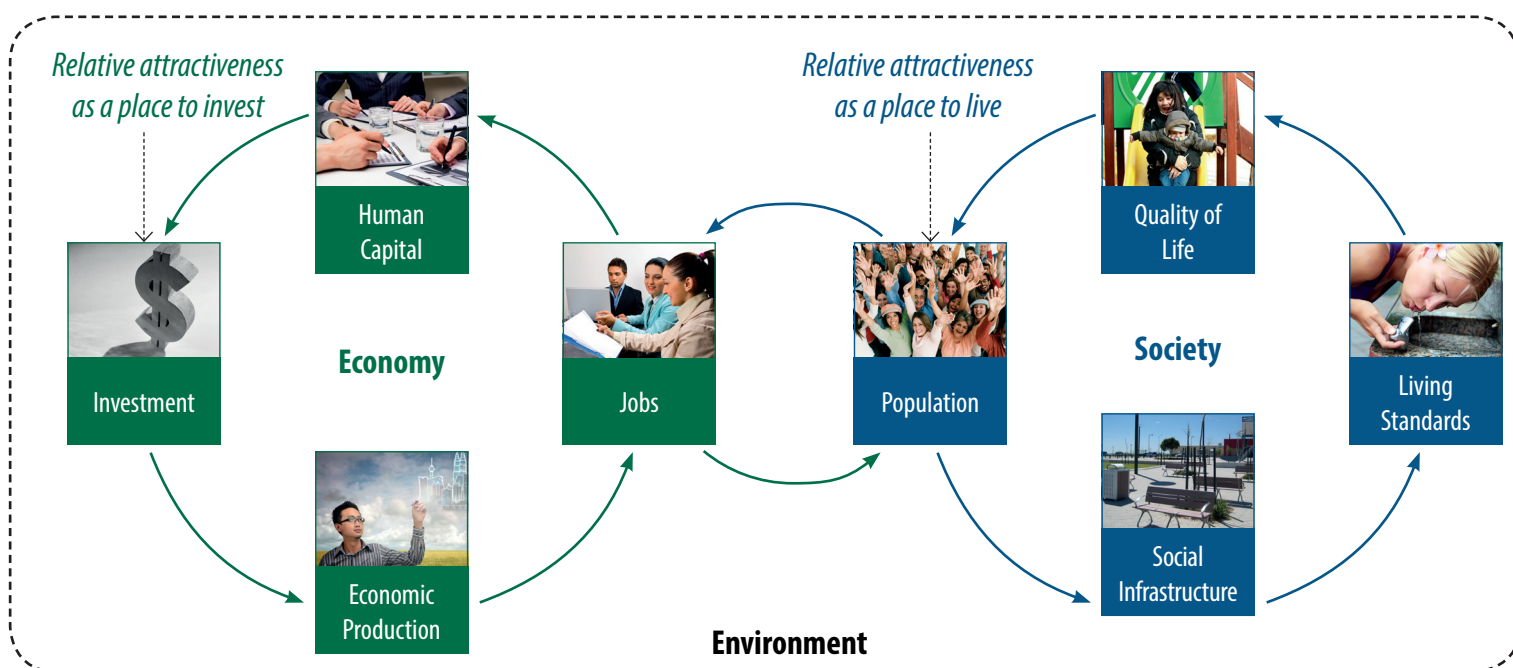
In turn, a growing population supported by social infrastructure, living standards and quality of life ensures social development and enables jobs to be filled. A growing population also increases the size and diversity of the local economy by providing new economic development opportunities. When these forces work together and reinforce each other, a region can achieve sustained long run social and economic growth.

However this is not easy to achieve. External factors such as global demand and technological change, as well as local factors such as resources, business conditions and lifestyle shape the capacity of a strategic regional centre to achieve long run success.

Investment and human capital as well as quality of life will be key generators of long run growth. The relative attractiveness of a place to do business or to live, as compared to other places in the world, are critical drivers of decisions by entrepreneurs or skilled migrants to invest or to permanently move to a strategic regional centre.

To be successful in a changing global economy, strategic regional centres must be outward looking, tailor their development strategies to their advantages, and build local capacities and mobilise local assets to realise their potential. The opportunities for growth arise where external drivers and local capacities intersect and catalyse.

Figure 4 - The dynamics of a growing regional economy and community



Qualities of a successful 21st century strategic regional centre

There are five broad determinants across which strategic regional centres can set new benchmarks and build their performance in a modern, competitive economy, as outlined below.



Connected

Physical and virtual connectivity plays an important role in communications, supporting supply chains, and enabling cross-border trade. Shorter travel timeframes and information technology connectivity enable and encourage businesses and institutions, visitors, lifestyle migrants and skilled workers to a region. Strategic regional centres with strong linkages and relationships within and outside their region enable their industries to tap into broader markets and deliver high value goods and services around the world.



Sustainable

Strategic regional centres with a critical mass that sustains local markets, diverse business and employment opportunities, and high levels of services and amenity, whilst minimising or reducing their ecological footprints will be more resilient to change. They will need to be well adapted to their environment whilst promoting more efficient systems and infrastructure that sustain them.



Smart

Strategic regional centres with outward looking, innovative and collaborative civic and business people, and a progressive and creative environment are key ingredients of regional productivity. They are well placed to act intelligently in a changing global context, attract investment, innovative industry and skilled people.



Localised

Localised or agglomeration economies focus on the development of their local capabilities and advantages to form networks and clusters of skills and industry, and promote a healthy business environment. Localised economies benefit from the concentration of activities, shared infrastructure and knowledge and information diffusion. They are more resilient and attractive to other industries and workers, which have flow on benefits such as, innovation, investment, reduced costs and greater social infrastructure.



Desirable

Strategic regional centres with reputations for opportunity, liveability and sustainability are well placed to attract and retain talented and innovative people and their families. Factors such as identity and sense of place, business and employment diversity, affordability, social inclusiveness and the ability to combine modern levels of amenity with regional qualities are at the heart of making strategic regional centres desirable places to live.

4. Delivering the RCDP Framework

The RCDP Framework supports a localised approach that empowers regional communities to lead their own development. This approach capitalises on the differentiation between strategic regional centres, and the energy that comes from collaborative partnerships taking responsibility for driving their growth agendas.

Every centre is different and in recognising this, the RCDP Framework supports an approach which enables local civic and business leaders to exercise their independence and develop business and community partnerships, development strategies and articulate a convincing economic vision to drive growth in their centre.

Local leaders will then need to take bold and decisive action to engage with the community and private sectors to attract business and investment to enable long run growth. Local leaders will need to have the capabilities to set and drive an ambitious vision for their community and build local partnership alliances that capitalise on opportunities as well as respond to challenges.

Partnerships and Growth Plans

To build the capabilities of strategic regional centres to attract business, capital and people, the RCDP Framework promotes a new approach based on informed strategic partnerships.

Collaborative strategic planning will be facilitated through economic development strategies known as Growth Plans. These will enable the strategic regional centres to develop cross-sector strategies and actions to assist in the coordination of public and private efforts, focus investment and effort, remain agile in a dynamic global environment and improve overall State prosperity. **Figure 5** illustrates the key areas where Growth Plans are likely to need to focus attention to address the determinants of a successful 21st century strategic regional centre.

Figure 5 - Key Growth Plan focus areas



However, the RCDP Framework emphasises implementation as well as planning. This will be achieved via the establishment of local economic development partnerships known as Growth Plan Partnerships to activate the priorities in each Growth Plan.

The formation of Growth Plan Partnerships would be led by the Regional Development Commissions and Local Governments and catalyse through the Growth Plan development process. They will be diverse, reflecting the key challenges and opportunities in each centre and involve a range of local actors across the public, private and not-for-profit sector involved in development and growth.

Recognising the importance of connectivity, these partnerships may also stretch beyond the centre into surrounding hinterlands, areas of key economic activity or involve State, national or international organisations. Through these partnerships, Growth Plans will be actioned by mobilising assets, leaders and resources.

These proactive, broad sector approaches to collaborative partnerships will provide a signal to the market that strategic regional centres are 'open-for-business,' where everyone has the opportunity to help shape and deliver regional and local policy interventions that support future growth.

Responsibilities for delivering the RCDP

A broad range of stakeholders have a role in implementing the RCDP Framework.

Government

The Western Australian Government is responsible for coordinating a state approach to economic and social development issues. In particular, the Regional Development Portfolio, which includes the Regional Development Council, Department of Regional Development and nine Regional Development Commissions, is responsible for coordination on regional development issues and the strategic investment of the Royalties for Regions Fund. The Western Australian Government is also a partner in developing and implementing regional economic development strategies, plans and projects, which contribute to development of strategic regional centres.

Local Governments have responsibilities for local land use planning and can have a substantial influence on the business investment appeal of a local area through approvals; local infrastructure; and marketing and promotion of their local areas. Local Governments are also partners in regional economic development strategies, plans and projects, which contribute to development in their community.

Private sector

Institutions, business and industry operate at the local level and are connected to regional, state, national and global markets. The private sector provides jobs, goods, services, and infrastructure, are sources of knowledge and innovation, and are advantaged by favourable local business conditions. They are core drivers of Gross Domestic Product and, thus, long run growth. Not-for-profit organisations are also essential to mobilise local energy and provide services that support vibrant communities. As such, the private sector and not-for-profit sectors will be critical actors in the growth of strategic regional centres.

Local leaders and the community

The community are the residents, visitors and the workers within a regional centre and they are the ultimate beneficiaries of long run growth and development. Local and regional leaders within each community must guide the development agenda to ensure it reflects the attributes and culture of that community and its ambitions for the future. Each community and situation is different and the Growth Plans and Partnerships that arise from the RCDP Framework must reflect unique local circumstances.

Growing strategic regional centres

The RCDP Framework provides a platform for the ongoing work of the Regional Centres, SuperTowns and Pilbara Cities initiatives to support development of the 20 strategic regional centres. These initiatives led by the Regional Development Portfolio provide a pathway to deliver the objectives of the RCDP Framework and the aspirations set out in the *State Planning Strategy 2050*, the Regional Blueprints and the Planning and Infrastructure Frameworks.

Pilbara Cities

The Pilbara Cities initiative was established in 2009 to support the productivity of the Pilbara and liveability of its communities. It delivered Growth Plans for Port Hedland, Karratha and Newman, which continue to guide development of those centres.

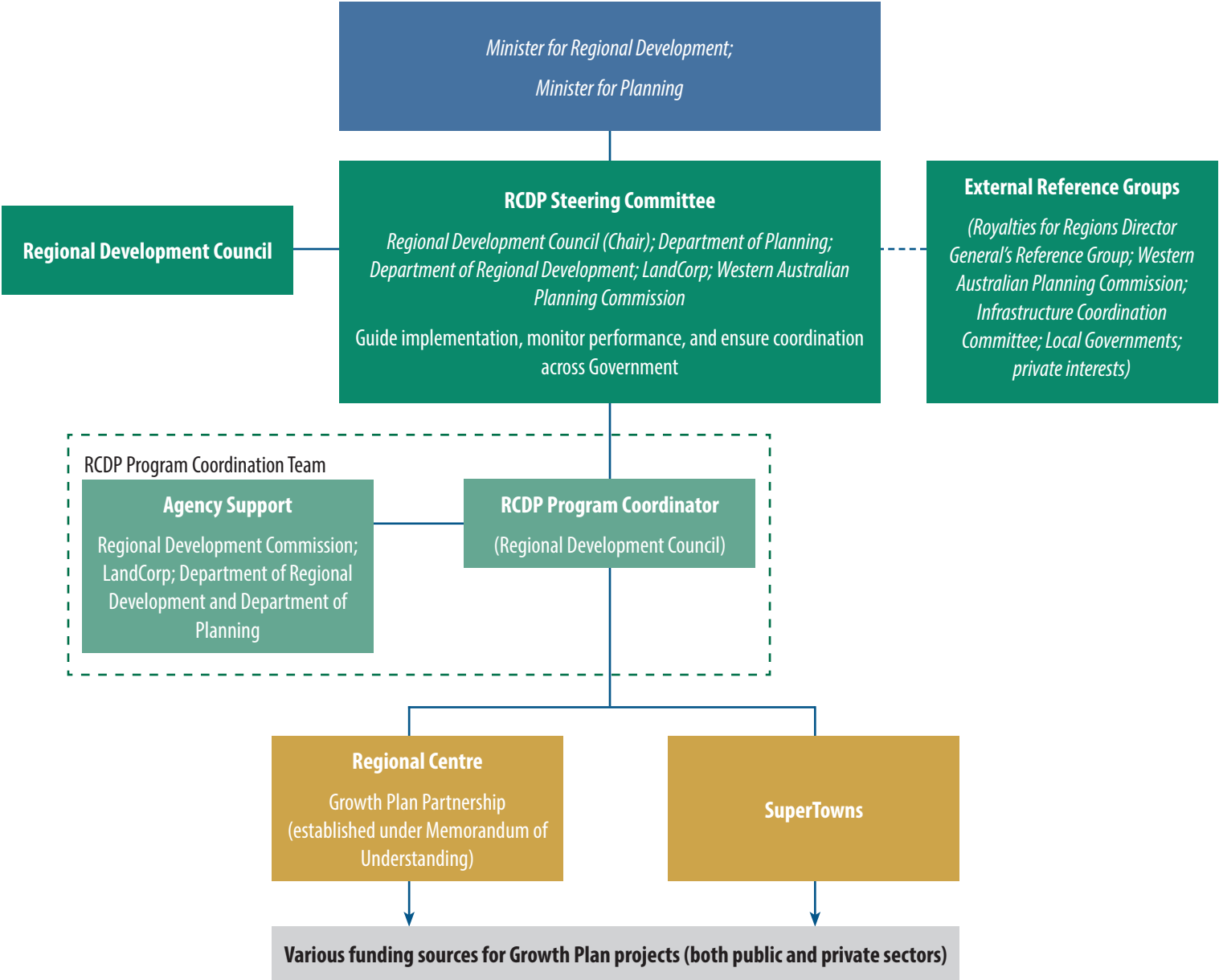
SuperTowns

Building on the success of Pilbara Cities, the SuperTowns initiative was established in 2011 under RCDP to deliver Growth Plans for nine sub-regional centres in the southern half of Western Australia. The SuperTowns are Boddington, Collie, Esperance, Jurien Bay, Katanning, Manjimup, Margaret River, Morawa and Northam.

Regional Centres

The Regional Centres initiative was established in 2015 under RCDP to support the development of nine regional centres, which are Albany, Busselton, Broome, Carnarvon, Greater Bunbury, Greater Geraldton, Kalgoorlie, Kununurra, and Mandurah. It supports the establishment of Growth Plan Partnerships and the delivery of Growth Plans for the nine centres. It also supports a collaborative approach that will enable strategic regional centres to work together to address network-wide priorities. This includes activity that supports the promotion of investment opportunities identified in the Growth Plans. **Figure 6** provides an illustration of the governance structure.

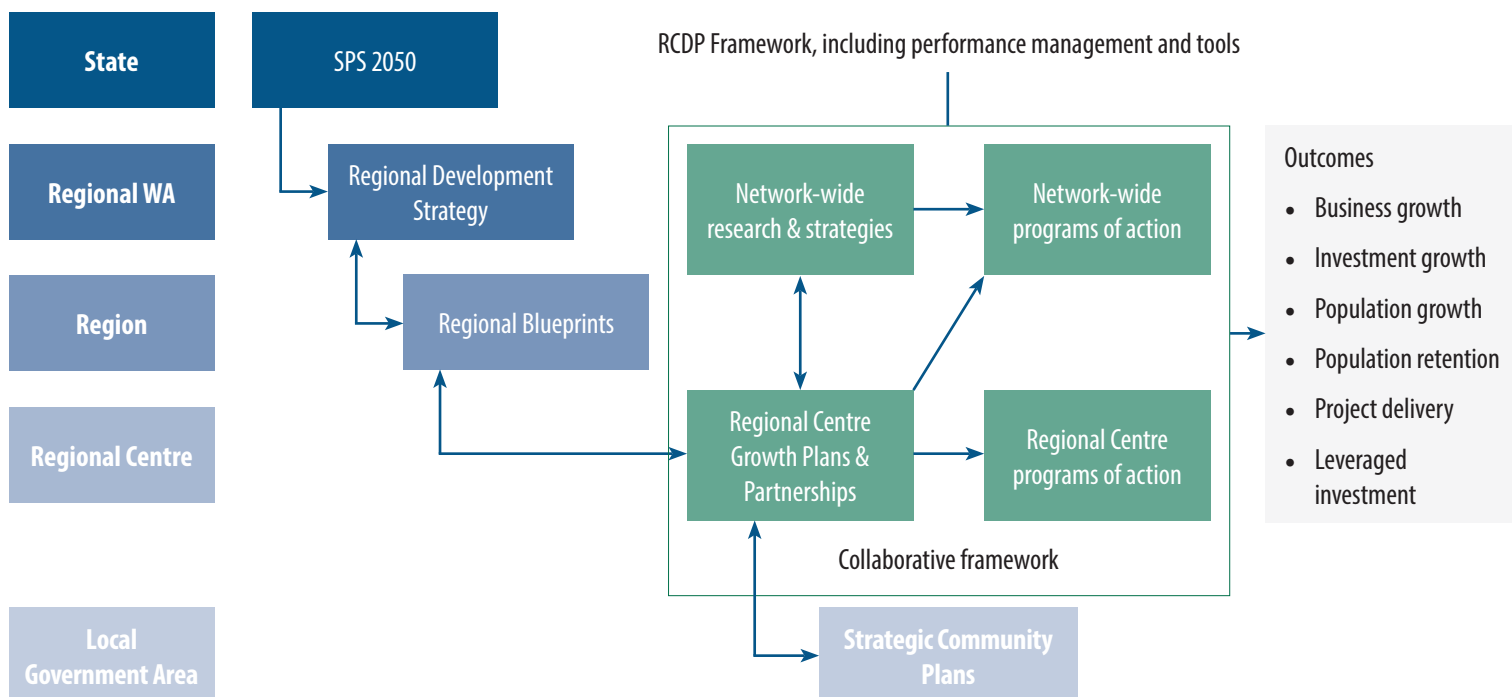
Figure 6 - Illustration of the RCDP governance structure



A state-wide approach

Together, the Regional Centres, SuperTowns and Pilbara Cities initiatives provide a collaborative platform for the development of the 20 strategic regional centres. The development of Growth Plans across these centres will provide the Western Australian Government and private sector with a strong platform for investment and action based on an evidence base and best practice for long run growth. **Figure 7** provides an illustration of the Regional Centres program architecture that supports this state-wide initiative.

Figure 7 - Illustration of Regional Centres program architecture



Taking the next steps to deliver RCDP

The Regional Development Council is now taking the following steps to deliver RCDP:

- The SuperTowns and Pilbara Cities have operational Growth Plans and will continue to drive their implementation. These strategic regional centres may seek to update or review their Growth Plans and strengthen their partnerships in the future.
- Regional Centres will be supported to prepare Growth Plans and prospectuses, and establish Growth Plan Partnerships over the next three years.
- A Growth Plan Toolkit is currently in development to provide strategic regional centres a “users guide” to developing a Growth Plan.
- The Growth Plans in operation or in development will provide a basis to identify network-wide challenges, opportunities and strategic initiatives.
- A coordinated approach will be established to promote opportunities to invest that are identified in the Growth Plans.
- The potential will be explored to establish a collaborative forum that enables strategic regional centres to work together to address network-wide challenges and opportunities.

Glossary

Agglomeration: refers to the concentration of activities, population, infrastructure and industry.

Determinant: a factor which decisively affects the outcome of long run development.

Collaborative advantage: network of organisations and/ or individuals that generate advantage by pooling their diverse resources, capabilities and capacity to manage or respond to a common issue or desired outcome.

Collaborative leadership: is the process of creating and instigating positive change and outcomes through the sharing of ideas, information and resources with others.

Comparative advantage: refers to the ability of a party to produce a particular good or service at a lower marginal and opportunity cost over another; the marginal cost is the change in the total cost that arises when the quantity produced changes by one unit - the cost of producing one more unit of a good; the opportunity cost is the loss of potential gain from other alternatives when one alternative is chosen.

Competitive: A good, service or place which is able to rival others based on attributes, price, promotion and so forth.

Competitive advantage: the strategic advantage an entity (jurisdiction or business) has over its rival entities within a competitive market.

Desirable: encompasses the many characteristics of a place that make it attractive as a place to live, work and invest for people.

Economic activity areas: places of functional activity based on the competitive advantages of a geographical area. Economic activity areas may occur cross artificial borders or operate at sub-regional levels. Economic activity areas are usually supported by networks of transport, workforce and service hubs.

Enterprise: A business or company.

Entrepreneurial activity: the setting up of a business or businesses, taking on financial risks in the hope of profit.

Gateways: regional centres that enable domestic and global trade through their ports, airports, highways, intermodal terminals, services industries, skilled workforce and/or iconic landscapes.

Growth: refers to the increase in the economic and social capabilities.

Growth Plan: An integrated socio-economic development strategy that aims to strengthening the strategic position of a centre; enable effective partnerships between the private and public sectors; responding innovatively to challenges; and translating visions and aspirations into investment, jobs and prosperity. Growth Plans are therefore not just set of documents, but a coordinated set of partnerships, aligned plans and strategic actions that will enable long run development.

Growth Plan Partnership: a collaboration of a regional centre's stakeholders that investigate, develop and promote an economic and social development strategy for a regional centre and its economic activity area.

Human capital: the skills, knowledge, and experience possessed by an individual or population, viewed in terms of their value or cost to an organisation or country.

Local Government: are empowered to provide for the good government of local communities under the *Local Government Act 1995*. Local governments provide a number of community functions and are responsible for the development of Strategic Community Plans.

Long run growth: is the productive capabilities of a place to meets the needs of the present and future generations.

Strategic regional centres: is the collective term given to twenty regional centres and sub-regional centres identified in the *State Planning Strategy 2050*, and recognised and supported through RCDP and Pilbara Cities as the most strategically important to the State's economy and regional communities.

Regional Centre: identified in the *State Planning Strategy 2050* are Albany, Bunbury, Busselton, Broome, Carnarvon, Geraldton, Kalgoorlie, Karratha, Kununurra, Mandurah and Port Hedland.

Resilience: refers to society's ability to plan for and recover from disasters without creating major social and economic fallout. The benefits of investing in resilience far outweigh the costs of coping with the consequences after disasters strike.

Regions: the regions are established under the *Regional Development Commission Act 1993* and are: Kimberley, Pilbara, Gascoyne, Mid West, Wheatbelt, Peel, South West, Great Southern, Goldfields-Esperance.

Regional Development Commissions: are established under the *Regional Development Commissions Act 1993* as independent statutory authorities. The Commissions coordinate and promote the economic development of the regions of the State. This includes developing and broadening the economic base of the region; identifying infrastructure needs to promote economic and social development, and opportunities for investment within the region; and generally taking steps to encourage, promote, facilitate and monitor economic and social development in the region. Each Commission develops a Regional Blueprint.

Regional Development Council: Established by the *Regional Development Commissions Act 1993*, the Regional Development Council is a key advisory body to the Western Australian Government on regional development issues.

Regional Planning and Infrastructure Frameworks: Defines a strategic vision and direction for the regions, providing an overview of regional planning issues, priorities and initiatives to promote economic development opportunities and associated infrastructure priorities.

State Planning Strategy 2050: Section 14 of the Planning and Development Act 2005 requires the Western Australian Planning Commission to prepare, and keep under review, a state planning strategy which is an integral part of the Western Australia planning system. It takes into account what is known about the future to set a strategic context for planning policies, schemes and decisions across government and throughout the State.

SuperTown: identified in the *State Planning Strategy 2050* are Boddington, Collie, Esperance, Jurien Bay, Katanning, Manjimup, Margaret River, Morawa and Northam.

Regional Centres Development Plan (RCDP): is an ongoing Western Australian Government initiative to plan and prepare strategic regional centres to drive economic growth and accommodate population growth over the next 40 years. RCDP achieves this by building the capability of strategic regional centres to grow investment, business and jobs.

Pilbara Cities: is an ongoing State Government initiative established in 2009 to support the growth of Port Hedland, Karratha and Newman, in response to the resource boom at the time.

Sense of place: a component of 'cultural identity', sense of place is a personal response to environmental, social and economic surroundings that an individual experiences in daily life. It can be the individual's or communities' perception and feeling of belonging for a home, local area, region, state or country.

Sustainability: meeting the needs of current and future generations through the integration of environmental protection, social advancement and economic prosperity.

Strategic Community Plan: A long-term (10+ years) strategic plan which sets out the community and Local Government long-term vision, aspirations and objectives with reference to state and regional plans, the Local Government's own resource capability and other information.

Systems view: the process of understanding how things influence one another within a whole. In organisations, systems consist of people, structures, and processes that work together to make an organization healthy or unhealthy. Systems thinking focuses on cyclical interconnections rather than a linear cause and effect.

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