

GROWING GREATER GERALDTON

A GROWTH PLAN

MARCH 2017



Government of Western Australia
Department of Regional Development



ROYALTIES
FOR REGIONS



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FOREWORD FROM THE GROWTH PLAN PARTNERSHIP

To grow Greater Geraldton, a new way of thinking is needed. New thinking that will see the growth of Greater Geraldton led by industry and supported by Government.

The three spheres of government will come together as one, and competing business in similar industries will unite in a spirit of “co-opetition” that will see growth accelerated by breaking down silos and increasing opportunity through scale.

The Growth Plan is founded on collaborative action to bring more wealth into our regional capital by growing the traded economy. Cities around the world have demonstrated that amplified growth is possible when communities decide to do something about it together and this plan follows their example.

Under this Plan, by 2036 Greater Geraldton will have grown into a thriving regional capital with a powerhouse economy. The local population will have increased to 65,000 and businesses will be delivering exceptional services and high quality produce to Western Australia, the rest of Australia and the world.

The foreshore and central city streets will be a welcoming hub of commerce, leisure and entertainment for residents and visitors alike. The distinctive heart of our City will reflect our maritime identity and heritage. Even the buildings will embrace the ocean and welcome the bounties it brings.

Greater Geraldton will grow its reputation as a hotspot for marine services and specialised food production and we will become a hub for a range of remarkable tourism experiences in the Mid West and be known far and wide for our customer service and hospitality.

This will be a vibrant, well serviced City that our residents will love to call home and tourists will love to visit. People seeking to move out of the rat race of major capital cities will be attracted here and bring with them a range of new businesses, ready to expand, by taking advantage of our competitive, comparative and collaborative advantages.

To achieve this accelerated growth, in late 2015, we set out to develop Greater Geraldton’s Growth Plan, a 20-year vision of where we wanted to be. Over a year-long process, we established the basis for a “step change” in our growth trajectory. We have followed the principle of planning-by-doing. Significant time and resources have been invested by public sector and industry stakeholders to get on with early-win projects that will enhance our growth prospects. The growth plan, even before its completion, is a plan of action. It is not a plan that contains vague aspirational statements and sits on a shelf never to see the light of day again. Rather it contains a program of must do actions, backed by sound research and a living process to continue down the pathway we have set.

In closing, we would like to acknowledge the support of Royalties for Regions and the Department of Regional Development for providing this opportunity to grasp the economic future of Greater Geraldton. We also thank the other members of the Growth Plan Partnership, LandCorp and the Department of Planning. We were fortunate to have the guidance and support of an active Project Control Group, with representation from the City of Greater Geraldton, Mid West Development Commission, Mid West Chamber of Commerce and Industry, Regional Development Australia, Department of Planning, LandCorp, and the University of Western Australia. We also acknowledge our Lead Consultant, Alison Dalziel from *Localise*, who worked alongside us to frame this plan.

Shane Van Styn
Mayor, City of Greater Geraldton

Hon Murray Criddle
Chairman, Mid West Development Commission

Our growth scenario

It is 2036. Greater Geraldton has...

A powerful economy: It is a global “go to” place for sought after niche food from land and sea, marine services and experiential tourism. The benefits flow through the whole economy, creating plenty of jobs in a thriving business community. More goods and services are provided locally and the place is renowned for its customer service. Local people spend a lot more locally now.

A vibrant centre: The City Centre and foreshore are magnets for locals and visitors alike – richly imbued with our maritime heritage, distinctive local businesses, buzzing hospitality and frequent events.

An edge: Creativity and innovation are unleashed – Greater Geraldton is a beacon of entrepreneurship. It is a test bed for new technology in horticulture, fishing, wind-related and resources industries.

It is Western Australia’s undisputed second capital.



Key challenges the Growth Plan will address

- Export growth
- City centre performance
- Leakage from the local economy

Vision

The Growth Plan has a vision of a globally recognised, growing and resilient economy - a strong regional centre in a strong region

Mission

The mission of the Growth Plan is to drive and align regional effort and resources through collaboration

1. INTRODUCTION

Background

Growing Greater Geraldton is a Growth Plan under the State Government’s “Regional Centres Development Plan” (RCDP Phase 2) program. Greater Geraldton is one of the initial four regional centres identified for growth plan development (Broome, Greater Geraldton, Kalgoorlie, and Bunbury).

The Growth Plans are designed to enable:

- Shared goals, strategies and actions to drive long run economic development.
- Market facing tools that support business development and attract investment.
- Alignment of public and private sector effort and investment at all levels.

The purpose of the regional growth plans is to outline the strategies for the economic activity area of each centre.

The plans are designed to strengthen strategic positioning, attract business and investment, support the growth of competitive industries, and build a better place to live for existing and new residents. This is intended to create a Western Australian network of competitive, growing and resilient strategic regional centres that support regional economic and population growth to 2050.

The development of *Growing Greater Geraldton* was led by a partnership comprising the City of Greater Geraldton, Mid West Development Commission and the Department of Regional Development, other State Government agencies including Landcorp, and the Mid West Chamber of Commerce and Industry, working together with private sector business champions.

Strategic context

The Growth Plan has been guided by several key strategic documents, ranging from Federal and State level strategies to the City’s Strategic Community Plan. *Growing Greater Geraldton* joins this landscape of aspirations and direction that fit together to paint the bigger picture of the State, the region, and individual localities. In particular, *Growing Greater Geraldton* has been fully integrated with the Mid West Regional Blueprint with respect to ensuring Greater Geraldton is a high performing regional centre, contributing to the aspirations of the region as a whole.

The documents are briefly described in Appendix 1, with a focus on where they interface with the Growth Plan. Appendix 2 shows how the Growth Plan aligns to the these documents.

The key strategic documents are:

- Western Australia State Planning Strategy 2050
- Regional Development Strategy 2016 to 2023
- Regional Centres Development Plan
- Mid West Planning and Infrastructure Framework
- Mid West Regional Blueprint 2015
- City of Greater Geraldton Strategic Community Plan 2013 - 2023

The success of Greater Geraldton as a regional centre hinges on other activities outside of the Growth Plan. The Plan is centred on economic growth, but all efforts to improve the social and environmental wellbeing of Greater Geraldton and the Mid West region are also important. The Growth Plan is very much part of this overall set of activities.

Economic Activity Area

The focus of this Growth Plan is Greater Geraldton as a regional centre. However, the regional centre is not an economy in isolation from the wider region, Capital City, other regions in the State, other parts of Australia and other parts of the world. It is an integral part of supply chains at all of these levels in various degrees of strength and importance, as reflected in the map below.

Greater Geraldton’s immediate economic activity area is characterised by a high degree of economic inter-dependence across the regional centre and the Mid West region in the labour market, transport linkages, visitor market and the trade of good and services. There are also strong cluster-related connections within the region (for example, aquaculture and marine services in Dongara) and with other regions (for example, horticulture in the Gascoyne). Slightly further afield, there is a developing trade and education relationship with the Pilbara.

The Growth Plan doesn’t have a hard and fast boundary, rather it has been cognisant of these significant linkages in setting the foundation for continued identification and development of strategic relationships within and among the business sector, research and education institutions, and government agencies across a loosely defined economic activity area of the Mid West region and beyond where relevant. Such collaboration will be highly targeted towards finding and exploiting untapped opportunities for growth.

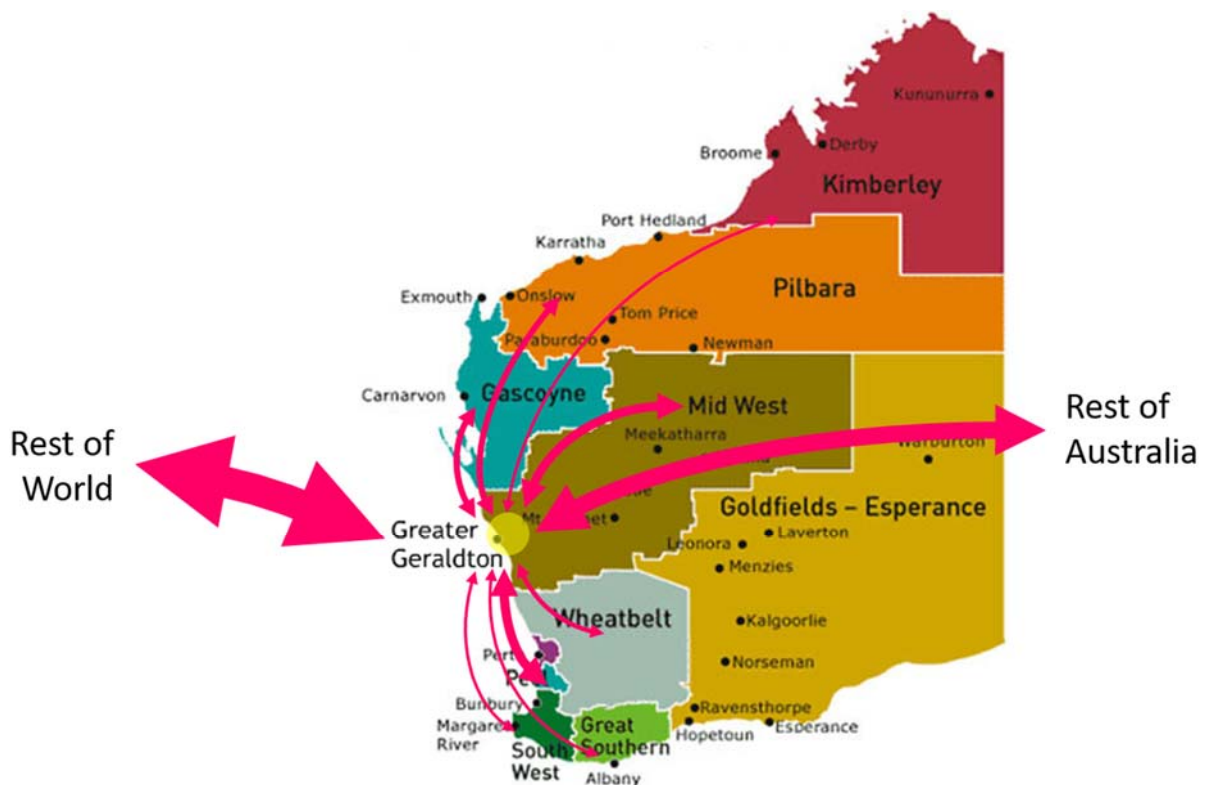


Figure 1: Economic Links with the Region, State, Nation and Globe

2. OVERVIEW OF THE GROWTH PLAN

Approach

The Growth Plan is all about unifying the efforts of various entities to go from “the individual good, to the collaborative great”. It is about leadership and vision to grow the traded economy with the end goal of growing the whole economy. It is about pushing the public and private sector and the local community to work together to drive their own success in an ever-changing economic climate. The strategies to achieve this are summarised later in this section of the Growth Plan and outlined in more detail in Section 4.

Responsibility for driving efforts to grow the local and regional economy will sit with *Progress Midwest* – an innovative vehicle that will directly deliver parts of the Growth Plan and, arguably most importantly, facilitate ongoing strategic leadership and collaboration amongst the key players across the private sector, research and education, and public sector, within a strongly business-led approach. This is described in more detail below.

The Growth Plan is based on the premise that companies will generally identify and pursue profitable opportunities on an individual basis, competing for market share. However, when it comes to exporting, a strategy of purely individual competition amongst relatively small companies is a low growth recipe. Co-operation can be an effective means to increase scale, deepen specialisation, engage with government programs and research partners, and solve problems. The public sector is often required to act as the “neutral broker” to instigate exploration and joint action amongst rival companies as they learn the art and science of “coopetition” – cooperating to grow the economic pie, then competing for their share.

Aspirations and Targets

The Growth Plan aspires to transform Greater Geraldton into a regional economic powerhouse. It strives to position Greater Geraldton as a model for Australian regional cities and smaller towns by amplifying economic growth despite the challenges that face regional population centres.

Table 1 below outlines the current state for population, jobs and the measure for economic growth, Gross Regional Product (GRP). It then gives the base case expectations – in other words, what would be the expected outcomes on a “business as usual” scenario without the Growth Plan. The third column presents the growth case targets – the outcomes associated with successful implementation of the *Growing Greater Geraldton*. These key figures are also shown in Figure 2. The targets are conservative and have been rigorously assessed for plausibility. The assessment is outlined in more detail in section 4 and in the Background Report.

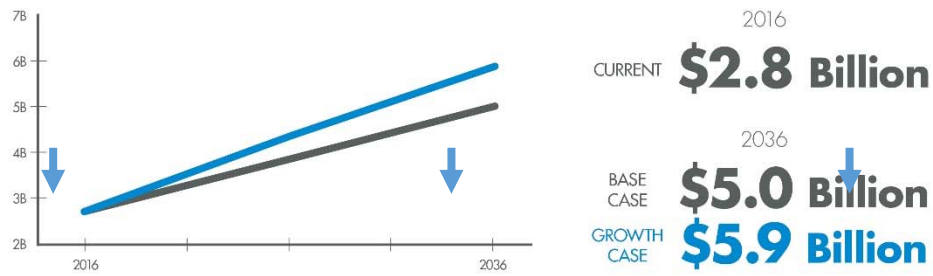
	Current State 2016 ¹	Base Case Expectations 2036	Growth Case Target 2036
Population	41,430	56,103	65,246
Jobs	14,321	21,456	25,384
Gross Regional Product	\$2.88b	\$5.00b	\$5.90b

Table 1: Greater Geraldton Current State, Base Case Expectations and Growth Case Targets

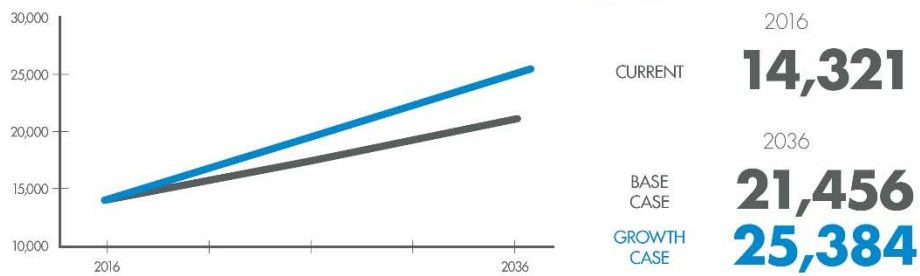
¹ Source: City of Greater Geraldton Economic Profile, retrieved September 2016.

Aspirations: Baseline and Targets

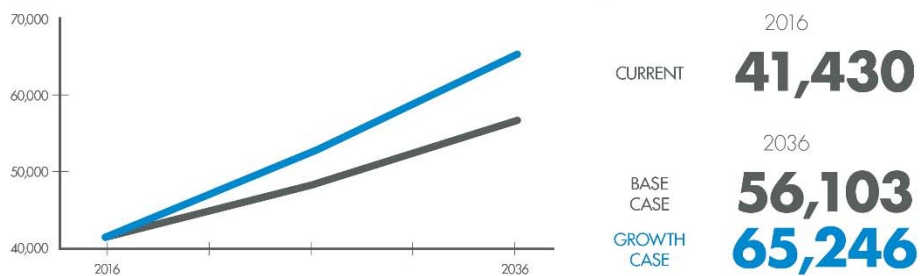
Greater Geraldton Economic Growth Rate



Greater Geraldton Employment



Greater Geraldton Population



Government of Western Australia
Mid West Development Commission



Figure 2: Greater Geraldton Current State, Base Case and Growth Case Targets

The overall range of direct employment impact and GRP impact from selected initiatives in three key Focus Areas – Growth Engine (cluster development), Strong Heart (city centre revitalisation) and Healthy Circulation (plugging the leaks) - is shown in table 2 below. Growth Plan measurement concentrates on the Focus Areas because they are directly connected to changes in the key indicators.

Five Platforms for Success (investment attraction, quality infrastructure, economic participation, positive reputation, Innovation and entrepreneurship) feed into those changes via their impact on the Focus Areas. The overall approach to the Growth Plan is premised on the dependence of the Focus Areas on the Platforms. Meeting the targets for the Focus Areas will require that the Platform strategies are effective. Subsidiary targets for the Platforms will be set at the implementation planning level and form part of the overall monitoring of the Growth Plan.

Table 2: Indicative Impact of Selected Growth Plan Activities²

	2026		2036	
	Low impact	High Impact	Low impact	High Impact
Cluster for Growth Initiatives	42	218	118	633
City Revitalisation Initiatives	55	111	74	148
Leakage Reduction Initiatives	68	137	137	275
Total Employment Impact	165	466	329	1,056
Total GRP Impact	\$18.3 M	\$55.6 M	\$36.5 M	\$126.0 M

² Pracsys, *Briefing Note: Greater Geraldton Growth Plan Economic Analysis*, (Perth: LandCorp, 2016), 29.

Strategic Positioning

The process of developing the Growth Plan included considerable research and reflection on Greater Geraldton’s place in the world – on home ground, in the wider region and in the global marketplace. It involved seeing Greater Geraldton through the eyes of not only its own citizens but also potential migrants, visitors and investors. The results of these studies are outlined elsewhere in the Growth Plan.

It also involved taking a close look at the current state of its economy, mega trends, trade advantages, niche specialisations, and strengths and weaknesses. These are outlined in Section 3.

A key outcome of this work was to clarify Greater Geraldton’s strategic position and identity, as shown in the diagram below. This will continue to evolve as the regional centre’s leaders continue to test and refine their understanding.

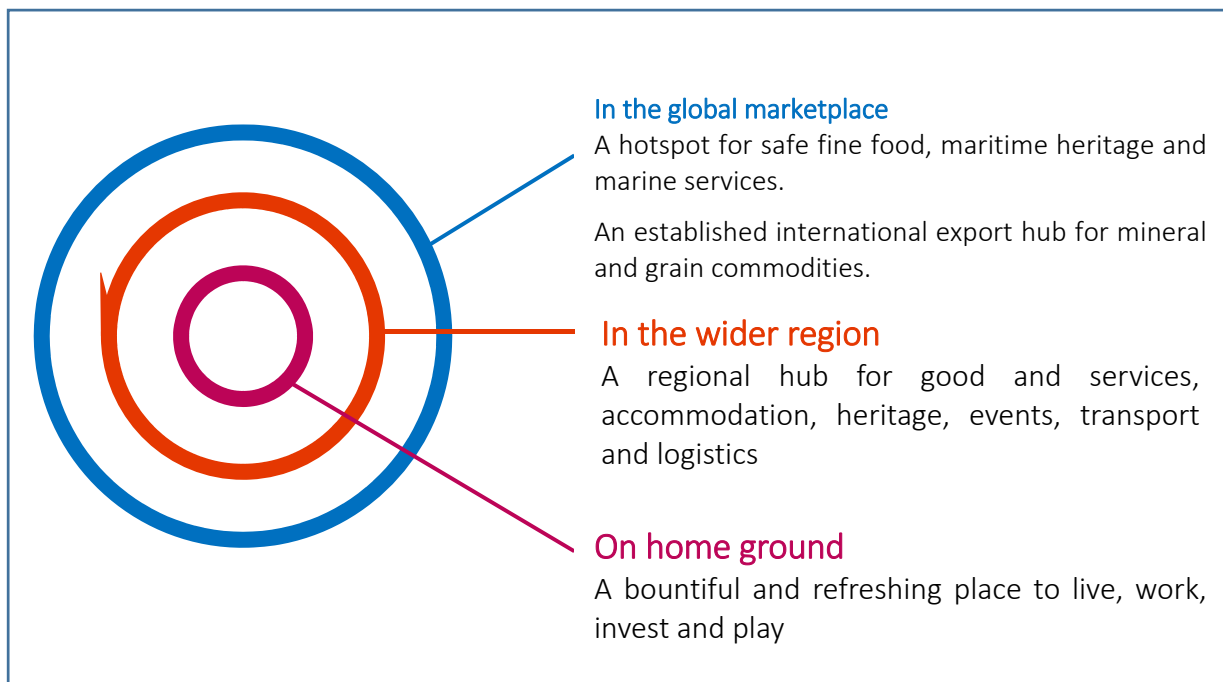


Figure 3: Strategic Position and Identity

Progress Midwest

Implementation and future development of the Greater Geraldton Growth Plan as a dynamic regional development mechanism will be driven and overseen by a newly formed entity to be called *Progress Midwest*. This entity will facilitate ongoing collaborative and strategic leadership for economic growth in the Regional Centre and the Region (see Figure 4). *Progress Midwest* is a unique model that has specific advantages over existing institutions:

- it has a dedicated focus on Economic Development and Growth
- it enables the Growth Plan’s *business-led* approach to cluster development to be followed in its governance and implementation – this would be a challenge for any of the existing agencies
- it facilitates collaborative and strategic leadership across the “triple helix” of private sector, research and education, and government
- it facilitates private sector commitment of resources to growth initiatives
- it has a specific role and mandate to coordinate and advocate across the landscape of agency “clutter” in pursuit of more integrated and streamlined cluster and business support, including investor attraction and support
- it will enable delivery of specific initiatives and projects to be undertaken by the best equipped public and/or private sector parties, which in some cases will be *Progress Midwest* itself – however, regardless of who delivers, Progress Midwest will retain an overview and enable coordination, effective information sharing and joint action where desirable

Progress Midwest will drive and facilitate collaboration across and within traded sectors to grow the economy of the regional centre and the whole region.

It will be governed independently by a body comprising representatives from business, education/research, and from the three spheres of government (the “triple helix” model).

At the time of writing, the City, supported by the Mid West Development Commission, is seeking government funding for *Progress Midwest*, for an initial four-year period. The City of Greater Geraldton has committed its projected Economic Development and Tourism budget and associated personnel to the *Progress Midwest* initiative for that 4-year period. The State and City funding will be used to facilitate and support delivery of many of the key components of *Growing Greater Geraldton*.

Over the proposed 4-year period of seed funding from the State and the City, it is anticipated that the collaborative funding model will expand. Consistent with international practise applying a Clusters approach to regional economic development, it is reasonably expected that seed funding from the public sector should attract an increasing proportion of private sector funding for the operations of both the umbrella entity and the sector clusters, as clusters develop and mature.

Progress Midwest will initially operate using seconded staff from the City and the Mid West Development Commission, with in-kind support from other Progress Midwest collaborators. Subject to funding, its entity structure and human resources establishment will be developed to deliver the programs shown in Figure 5 overleaf. Certain initiatives and the employment of additional people to deliver those programs are dependent upon funding support from the State Government or other sources. The collaborating parties are committed to the *Progress Midwest* and Clusters model, to drive regional economic development. Scope of programs and timing of initiatives will be adjusted as necessary over time to match the financial and people resources made available from the public and private sectors.

Figure 4: Progress Midwest Collaborators

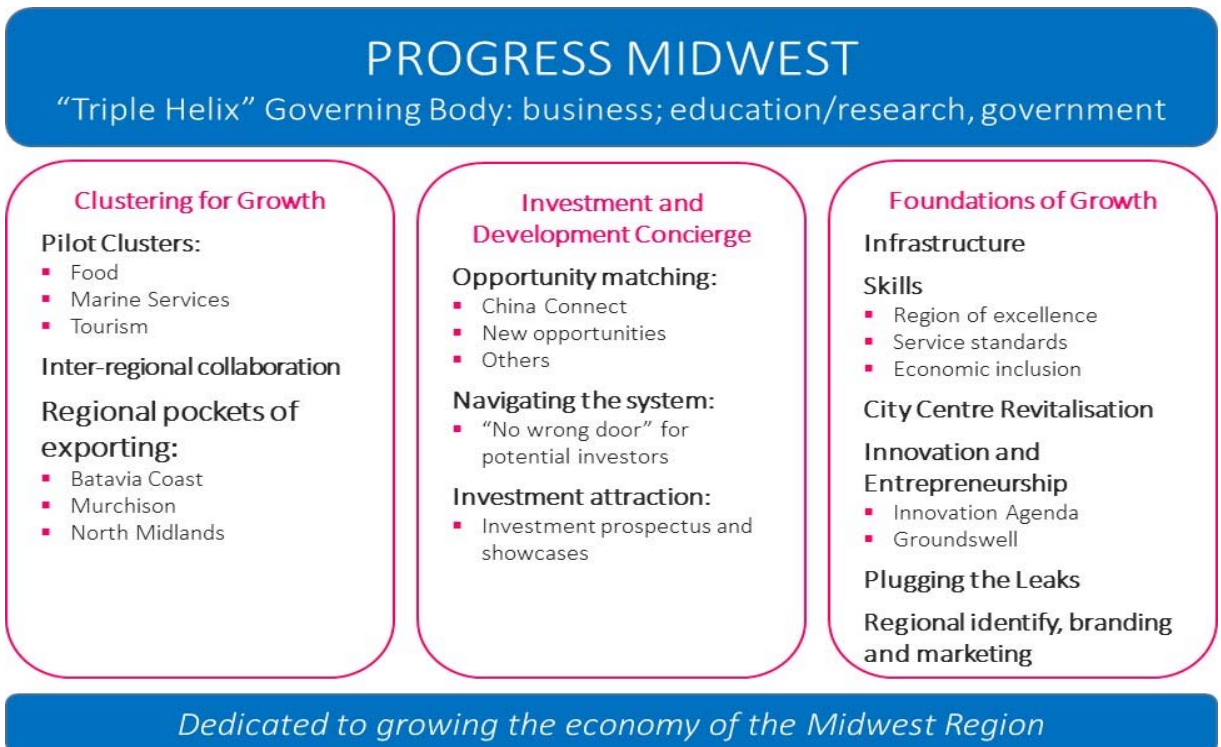
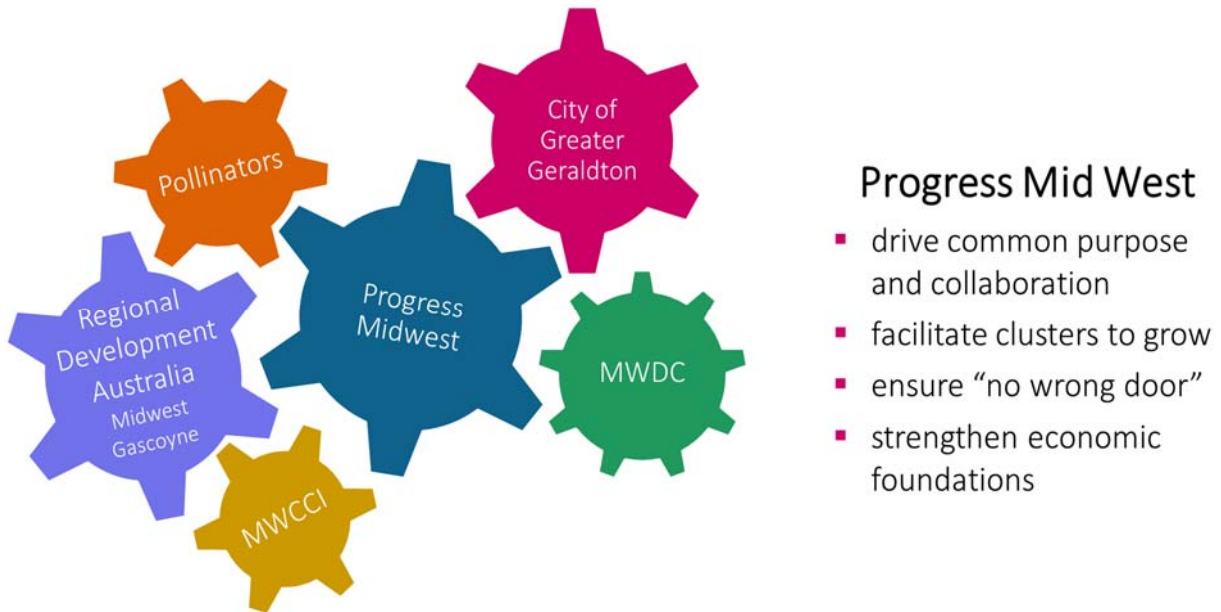


Figure 5: Progress Midwest Program Structure

Focus Areas and Platforms for Success

To help deliver the vision, the Growth Plan will consist of a series of strategies falling under three Focus Areas and five Platforms for Success, depicted in Figure 1. These are summarised in Figure 6.

Figure 6: Focus Area & Platforms for Success



Summary of Growth Plan Strategies

The core strategies of the Growing Greater Geraldton Plan, for each of the Focus Areas and Platforms for Growth, are outlined below. See section 7 for details of the proposed actions and the success measures.

The strategies are inter-dependent and mutually reinforcing. A number of activities to progress these strategies were initiated as part of the process of developing the Growth Plan.

Others were already in train, for example as part of the Mid West Regional Blueprint, and have been included to maximise impact through alignment with the Growth Plan. Still others are in the exploratory or planning stage. As the Growth Plan is implemented, the actions will continue to evolve.

Focus Areas

The three focus areas are:

- Growth engine
- Strong Heart
- Healthy Circulation

1. Growth Engine

Goal

To identify and grow Greater Geraldton's niche specialisations, where deep local competencies align with global demand

Strategies

- I. Pilot cluster development within three clusters: food (initially horticulture and aquaculture), marine services, and tourism, using the Cluster Development 12-Step Process³
- II. Expand the cluster development approach, incorporating lessons from the pilots

"Greater Geraldton has a proud maritime history. It is home to world-class expertise which is the wellspring of our success in fishing, cruise tourism, boat building, and oil and gas sector services. It is part of our DNA. The Growth Plan will help us build on our competitive strengths, develop our marine precinct and enable us to work together to lift the marine services cluster to a new level".

*Loui Kannikoski, Managing Director,
Bhagwan Marine*

"The Growth Plan is reenergising our efforts to become a much stronger magnet for visitors. The key for tourism is to get the basics right, then be really clear about our point of difference so we can break through the clutter to get our message out there. We can only do that by working together."

*Wendy Mann, Chief Pilot and Managing Director,
Geraldton Air Charter*

³ Twelve Steps is a cluster development process from Cluster Navigators, Ltd, *Cluster Development: The Go-To Handbook: Building Competitiveness Through Smart Specialisation*, 2012, New Zealand

2. Strong Heart

Goal

To revitalise the Greater Geraldton city centre as a distinctive and magnetic place for residents, businesses and visitors – an active destination embracing Geraldton’s nautical history and assets

Strategies

- I. Create a lively and active City Centre and streets through the day into the evening
- II. Redesign streets, spaces and places for people
- III. Promote Geraldton’s maritime history, industry and attractions
- IV. Develop the City Centre as the primary destination in the Mid West, with a diverse number of uses and occupants
- V. Develop the foreshore as a key entertainment attraction
- VI. Grow and develop the City Centre while minimising infrastructure head-works costs
- VII. Improve ease and functionality of connectivity within and around the City Centre
- VIII. Improve and consolidate car parking
- IX. Enable the ongoing collaboration of key entities
- X. Deliver staged and ongoing activation of the City Centre

"We see so much potential for Greater Geraldton and are excited to be part of the renaissance of the City Centre. The Growth Plan's vision of a strong heart is more than a spruce up. It is about where Greater Geraldton is going as a unique and enticing regional Capital City."

*Grant Pitman, Project Manager,
Town Towers Redevelopment*

3. Healthy Circulation

Goal

To retain wealth within Greater Geraldton and minimise economic leakage through innovative and thriving small businesses seizing opportunities to serve the local population

Strategies

- I. Publish and promote the Leakage Study findings within the business community, targeting in particular:
 - supply to manufacturing, construction, wholesale trade and tertiary services, mining, information and communications technology
 - opportunities for improved supply in retail, dining, and entertainment
- II. Refine City of Greater Geraldton procurement practices to equalise the playing field for local suppliers
- III. Geraldton Organised Primary Producers (GOPP) expansion
- IV. Buy Local Campaign
- V. Strategy setting to compete with online businesses
- VI. Consider export development for firms supplying specialised inputs to local government (for example playgrounds, outdoor furniture)

"This is a business-led strategy which has the potential to lift our region to a new level of growth. We are committed to being part of this because it will benefit our whole business community."

*Glen Whistler-Carr, Chief Executive Officer,
Mid West Chamber of Commerce and
Industry*

Platforms for Success

1. Quality infrastructure

Goal

To facilitate and drive key short and long term priority infrastructure projects to enable industry to grow, enhance the performance of the regional centre, and attract investment.

Strategies

- I. Address infrastructure constraints in the City Centre to support implementation of the City Centre Revitalisation Plan, in particular:
 - functionality of the CBD street network (Foreshore Drive, Marine Tce, Cathedral Ave, Durlacher St, Chapman Rd)
 - alternative options to address firefighting requirements
 - underground power program
 - headworks fund to reduce barriers to desired private sector investment
 - improved provision of non-car transport modes, initially focusing on low-cost improvements within and servicing the CBD such as improved pedestrian and cyclist connectivity and wider coverage of the city by buses with greater frequency
- II. Upgrade port facilities to provide a new berth for cruise and naval ships to dock within the port for tourism, servicing and crew change-over
- III. Improve access across agricultural areas in the Mid West region to high-speed, high-bandwidth internet
- IV. Further develop planning of water resources to ensure adequate sources are available to service the growth of the region
- V. Pursue the expansion of energy transmission capacity to and from the region to enable development of renewable energy and secure power supply
- VI. Review the city's road network and establish optimum connection points to existing highways
- VII. Improve rail infrastructure in and around the port to ensure heavier axle loads (up to 26 tonne) can be achieved for increased throughput
- VIII. Increase capacity of the Geraldton Airport to enable direct international exports, interstate and international tourism, and enhance its role as an alternative landing port for Perth Airport hence supporting wider WA tourism.
- IX. Expand provision of heavy industrial estate away from residential areas.
- X. Plan and develop active and passive sport and recreation infrastructure, facilities and amenities to enhance liveability of the City as the population grows, to help attract and retain businesses and a growing workforce, and to enable and support growth in sports and recreation tourism.

2. Innovation and entrepreneurship

Goal

To support innovation in clusters and businesses, and encourage entrepreneurship

Strategies

- I. Improve utilisation of conducive policies, platforms, networks, programs, research and development and investment
- II. Develop and implement useful tools, analysis, support and facilitation services for innovators in businesses and clusters
- III. Communicate case studies, branding and briefings, and showcase regional innovation
- IV. Implement innovations that achieve social, cultural and environmental aspirations
- V. Source investment to accelerate growth of innovative culture and specific ventures
- VI. Facilitate and support implementation of the Mid West Digital and Communications Strategy
- VII. Expand and leverage the region's considerable knowledge assets in higher education, research and technology

"Over the last decade many organisations have contributed to a culture of collaboration and innovation in Greater Geraldton. The impact of these efforts in achieving better civic, social and commercial outcomes is seen in international awards, attraction of significant investment into the region, sustained local benefits, and replication by other regions. It's exciting to be part of locally, and also exciting to see how those innovations are reaching and having an impact far beyond our region.

The Growth Plan's collaborative development and investment in local partnerships will see that culture and impact grow. Through growing the whole ecosystem of spaces, networks and programs, we can ensure that clusters and individual ventures are supported to achieve their aspirations and continue to deliver local opportunities and benefits."

Paul Dyer, Chairperson, Pollinators Inc

3. Investment attraction

Goal

To attract and facilitate investment from local, regional, national, and international players

Strategies

- I. Proactively match markets and investors with local clusters and businesses, focusing on China whilst scanning for new opportunities
- II. Develop and maintain an online and published investment Prospectus
- III. Mount showcase events to present investment opportunities and investment-ready business proposals to potential investors
- IV. Provide a “no wrong door” concierge service for potential investors, to assist them to find the information they need and navigate the regulatory system, labour market and/or other aspects as required, no matter which agency they approach first

4. Economic participation

Goal

To develop skills for growth and ensure that the opportunities to contribute to and benefit from growth in the economy are widely available across the community, with a particular focus on workforce development

Strategies

- I. Skills development for traded sector clusters with an initial focus on food (horticulture and aquaculture), marine services, and tourism.
- II. Employer engagement to expand work opportunities for Aboriginal people
- III. Improve youth transitions from school to training, further education or work.

5. Positive reputation

Goal

To enhance the reputation of Greater Geraldton as a desirable place to live, work, visit, and invest

Strategies

- I. Cohesive and integrated branding and marketing of Greater Geraldton, which is well-researched and skilfully executed
- II. Engage the citizens of Greater Geraldton as “42,000 Ambassadors”, who are well-informed about the attractions and attributes of Greater Geraldton and willing and able to promote it as a great place to live, visit, recreate and do business.

Indicative Resourcing Implications

The estimated resources required to implement the Growth Plan are shown in Table 3 below. The City Growth Plan is not a plan that has its focus confined to the delivery responsibilities and financial capabilities of the City Council. Nor is scope of the growth plan necessarily confined to the local government district boundaries of the City per se, since the City is a regional hub for the Mid West. The plan looks to the wider delivery roles of the three spheres of Government – Federal, State and Local - and the Private Sector, in the City region. Aligned with the *Mid West Regional Blueprint*, this Growing Greater Geraldton plan thus identifies some proposed projects and initiatives that may proceed via funding from multiple sources, not always dependent on Government funding in the first instance. For example, in contemporary times, innovative approaches exist to grow opportunities for private capital participation in provision of infrastructure, via public-private partnerships in various forms. Accordingly, this plan does *not* automatically assume Government funding for everything.

Only short-medium term cost estimates are shown. Some infrastructure projects require resolution of issues such as routes, and/or significant front-end work in design, before longer-term cost estimates can be framed. Over time, infrastructure investment needs could exceed \$250 million. Longer-term estimates for essential infrastructure will be determined in the course of the medium term delivery.

Critically, the impact of the Growth Plan relies on private sector investment in initiatives to enhance business growth, *leveraging enabling public funded investments necessary in the short-medium term*, so the total anticipated resource inputs will be substantially higher than shown in the table.

High Level Growth Plan Component	Outcomes			Medium Term Estimates
	Export Growth	City Centre Performance	Less leakage from economy	
Cluster Development	✓			\$4.2 million
Investment Attraction	✓			\$2.7 million
City Centre Revitalisation Concept work and detailed designs	✓	✓	✓	\$ 1 million
City Centre Revitalisation <i>implementation</i> including central city infrastructure head-works assistance	✓	✓	✓	\$25 million
Business sector development programs (Groundswell, Region of Tourism Excellence, North by Mid West)	✓	✓	✓	\$2.3 million
Infrastructure projects (including airport expansion, Cruise Ship Terminal, Highway Bypass, Hospital expansion, etc.)	✓	✓	✓	\$50 million
Total				\$85 million

Table 3: Growth Plan Cost Estimates

3. STRATEGIC POSITIONING - BACKGROUND

Setting the Scene: Greater Geraldton Today

Geraldton is a regional city just over 400km north of Perth, overlooking the Indian Ocean. Geraldton has all the major services, cultural, shopping and sporting facilities expected in a city, yet a more relaxed pace and enviable lifestyle. It is the regional service centre for the Mid West region. Business and employment opportunities are diverse – ranging from fishing to tourism, mining to agriculture, small business to government roles, and a comprehensive range of tertiary service industries.

Geraldton has significant capacity for further growth. Land availability is high; housing prices remain reasonably affordable and existing infrastructure is well-established and robust, albeit with some gaps. Local government, businesses and the community support a vision of expansion, sustainability and liveability for the city.⁴ With relatively high unemployment (see table), there is capacity in the workforce.

The table below provides a snapshot of the current Greater Geraldton economy for reference. More analysis is provided as the table continues overleaf.

Table 4: Greater Geraldton Economic Snapshot

Characteristic	Measure
Population (2014-2015 estimates) ⁵	41,223
Employment (jobs) ⁶	14,321
Health Care and Social Assistance jobs	1,827
Retail trade jobs	1,766
Education and Training jobs	1,487
Construction jobs	1,320
Transport, Postal & Warehousing	949
Total Output⁷	\$5,530 m
Manufacturing	\$725 m
Construction	\$708 m
Rental, hiring and real estate services	\$577 m
Mining	\$555 m
Transport, postal and warehousing	\$372 m
Regional Exports	\$1,649 m

⁴ City of Greater Geraldton, *Greater Geraldton Economic Development Strategy (2013-2023)* (Geraldton: City of Greater Geraldton, 2013) accessed 26 October 2016, http://www.cgg.wa.gov.au/Profiles/cgg/Assets/ClientData/Document-Centre/Council/Strategic/Greater_Geraldton_Economic_Development_Strategy_2013-2023.pdf, 2.

⁵ "Regional Population Growth," Australian Bureau of Statistics, accessed October 26, 2016, http://stat.abs.gov.au/itt/r.jsp?RegionSummary®ion=508051210&dataset=ABS_REGIONAL_ASGS&geoconcept=REGION&datasetASGS=ABS_REGIONAL_ASGS&datasetLGA=ABS_REGIONAL_LGA®ionLGA=REGION®ionASGS=REGION.

⁶ "Economic Profile."

⁷ "Economic Profile."

Characteristic		Measure	
Mining		\$489 m	
Manufacturing		\$330 m	
Transport, postal and warehousing		\$175 m	
Agriculture, forestry and fishing		\$114 m	
Construction		\$102 m	
Unemployment⁸		7.6%	
Socio Economic Indexes for Areas (SEIFA) Score⁹		977	
Business Counts (Turnover, June 2015)¹⁰		2967	
Zero to \$50K		591	
\$50K to less than \$100K		409	
\$100K to less than \$200K		515	
\$200K to less than \$500K		578	
\$500K to less than \$2m		628	
\$2m or more		246	
Gross Regional Product		\$2,887 m	
Regional Imports		\$1,239 m	
Value Added		\$2,681 m	
Geraldton Port Total Trade¹¹		16,171,650 t	
Visitors to Mid West Region (National and International, 2014/2015) ¹²		547,700	
Economic Impact of Cruise Shipping Industry (Geraldton, Direct Expenditure) ¹³		\$3.791 m	
Visitor Expenditure¹⁴	Domestic Day	Domestic Overnight	International
Average stay (nights)	-	3 nights	11 nights
Average spend per trip	\$192	\$594	\$572
Average spend per night	-	\$172	\$51

Mega Trends Likely to Affect the Region

⁸ "Economic Profile."

⁹ "Economic Profile."

¹⁰ "Economic Profile."

¹¹ Mid West Ports Authority, *Comparative Trade Statistics Ending June 2016* (Geraldton: Mid West Ports Authority, 2016) accessed October 26, 2016, http://www.midwestports.com.au/Assets/Documents/Document%20Centre/CompTradeStats/12_-_Comparative_Trade_Report_June_2016.pdf.

¹² Tourism Western Australia, *Mid West Development Commission Area Overnight Visitor Fact Sheet 2014-2015*, accessed October 26, 2016, <http://www.tourism.wa.gov.au/Publications%20Library/Research%20and%20reports/Mid%20West%202015.pdf>.

¹³ AEC Group Pty Ltd., *Economic Impact Assessment of the Cruise Shipping Industry in Australia 2014-2015* (Melbourne: Tourism Australia, 2015) accessed October 26, 2016, <http://www.australiancruiseassociation.com/sites/default/files/cruise-down-under-eia-2014-15-report-executive-summary.pdf>.

¹⁴ "Economic Profile."

The powerhouses of the new world economy have shifted to the east, mainly China and India. New export markets, trade relations, business models, and cultural ties for WA will emerge, and it is up to individual regions within WA to ensure they can play a part. Substantial opportunities exist in the form of Asia's growing middle class demand for Australia's high quality, safe food, healthcare, education, financial services, and tourism experiences. Businesses that can operate in and connect to Asian markets will gain the most from these expanding trade opportunities.

Asia is the dominant importer of various Mid West food products (lobster, wheat, lupins, beef, and sheep) and there is growing demand for product specialisation such as "noodle wheat"¹⁵. This creates an opportunity for tailored supply chains to develop and the possible creation of Greater Geraldton/Mid West brand recognition, similar to the "Brolos" rock lobster brand.

Furthermore, technology will allow local producers to link to consumers directly and develop tailored products to meet specific needs at higher profit margins. It also creates an opportunity for Greater Geraldton and Mid West residents, businesses and visitors to access services without needing to travel to major centres. The region's enviable lifestyle and advances in technology and innovation make it attractive for people seeking work in the knowledge economy. For example, people are already operating successful global technology businesses from the Mid West so they can also wind or kite surf during Geraldton's abundant wind season¹⁶.

Ageing populations will have a significant effect on the Mid West Region, both in terms of workforce availability and the infrastructure and health services needed to support this age cohort, including people originally from the region, and those seeking to retire in the region. There will also be economic opportunities associated with serving the needs of older retirees, while the younger baby boomers are creating a pool of economically active community members. Furthermore, a larger number of 'grey nomads' and retirees will support the growing self-drive tourism market that is a significant part of the Mid West tourism economy.

The State of the Climate (2014) report by the Bureau of Meteorology and Commonwealth Scientific and Industrial Research Organisation (CSIRO)¹⁷ suggests a range of climate changes are occurring, some of which are likely to affect the City of Greater Geraldton and the surrounding Mid West. These changes include an increase in the frequency of extreme weather, an increase in the temperature, sea level rises and ocean acidification. The Mid West has sensitive natural ecosystems and is one of the only five places in the world with globally recognised biodiversity hotspots in marine and terrestrial environments. Climate change impacts will challenge the region's primary producers, and require ongoing adaptation and innovation. The Mid West has been successful in maximising crop yields in an environment with less growing season rainfall, but will need to continually move to production systems that are less reliant on current levels of annual rainfall. The region's fishing sector has reformed itself in recent years in response to declining fish stocks, and has been able to achieve profitability in a challenging resource environment. This resilience and capacity to innovate are critical for the region to adapt to changes in climate and to increase production to share in supplying the growing demand from Asia.

¹⁵ *Mid West Regional Blueprint*, 38.

¹⁶ *Mid West Regional Blueprint*, 39.

¹⁷ <http://www.bom.gov.au/state-of-the-climate/>, accessed 27 October 2016

Comparative, Competitive and Collaborative Advantages

The key to regional growth is building on various types of economic advantages to realise global opportunities.

Comparative Advantage is the ability to produce goods at a lower opportunity cost than another party. Gains from trade can be achieved when a country exports goods that it can produce relatively efficiently and imports goods that another country can produce relatively efficiently.

In Greater Geraldton, the factors that have been assessed as creating comparative advantage are¹⁸:

- access to Port infrastructure
- well-developed road and industrial rail infrastructure
- well-developed traded industry activity in:
 - fishing and fishing products
 - water transportation (ship building and Port activity)
 - transportation and logistics
- well-developed local industry activity in local industrial products and services
- strong social capital

Competitive Advantage is the ability to offer greater value than another party, either by means of lower prices or by providing greater benefits and service (differentiation) that justifies higher prices.

Greater Geraldton was part of a State-wide study into State and regionally significant clusters. The findings go beyond a traditional analysis of competitive advantage and identify where regions have groupings of related firms that display growth that outperforms national averages and concentration of employment that is at or above national averages¹⁹. It is important to identify clusters, "...as these areas of strength and specialisation within each centre may present key areas for investigation [and] are likely to have a relatively large effect for regional, and potentially, the statewide economy."²⁰

The following tables show the State and regionally significant traded clusters for the Mid West – the first ranked by Employment Concentration Factor (ECF) and the second ranked by output.²¹

These reflect the dominance of the resources and agriculture sectors in the Mid West region and point to other areas of specialisation where "increased productivity, employment growth and innovation can be achieved by strengthening the linkages within and between clusters"²². This is further elaborated in Section 4.

There is strong alignment between Greater Geraldton and the Mid West's competitive advantages and nationally identified growth opportunities, including food and agribusiness.

¹⁸ Pracsys *Regional Centres Cluster Analysis Phase 3 Final Report*, 2016, 91

¹⁹ Pracsys *Regional Cluster Analysis Phase 5 Report*, 2016, 4

²⁰ Pracsys *Regional Cluster Analysis Phase 5 Report*, 2016, 4

²¹ Pracsys *Regional Centres Cluster Analysis Phase 3 Final Report*, 2016, 89

²² Pracsys *Regional Centres Cluster Analysis Phase 3 Final Report*, 2016, 2

Table 5: State & Regionally Significant Clusters for Mid West (ranked by EFC)

Cluster	Employment	GVA (\$M)	Export (\$M)	Output (\$M)
Metal Mining	2,069	2,744	3,753	4,435
Fishing and Fishing Products	169	66	44	121
Non-metal Mining	254	32	31	59
Agricultural Inputs and Services	1,793	234	217	551
Downstream Metal Products	278	69	14	169
Water Transportation	176	26	13	63
Construction Products and Services	592	167	12	467
Hospitality and Tourism	689	60	12	143
Transportation and Logistics	771	207	35	462
Business Services	886	240	33	441
Total	7,677	3,845	4,164	6,911

Table 6: State & Regionally Significant Clusters for Mid West (ranked by output)

Cluster	Employment	GVA (\$M)	Export (\$M)	Output (\$M)
Metal Mining	2,069	2,744	3,753	4,435
Agricultural Inputs and Services	1,793	234	217	551
Construction Products and Services	592	167	12	467
Transportation and Logistics	771	207	35	462
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Fishing and Fishing Products	169	66	44	121
Water Transportation	176	26	13	63
Non-metal Mining	254	32	31	59
Total	7,677	3,845	4,164	6,911

***Collaborative Advantage** is an advantage created by a network of organisations and/or individuals pooling their diverse resources, capabilities and capacity to manage or respond to a common issue or desired outcome.*

In Greater Geraldton, there is strong evidence of collaborative advantage. This is demonstrated for example by the Growth Plan Partnership and Project Control Group that developed this Growth Plan, the collaborative model that underpins *Progress Midwest*, the way that key stakeholders have embraced the opportunity to work together on City Centre Revitalisation and the way that businesses have responded to the clustering initiatives. Key focus of the Growth Plan is to develop and exploit the regions collaborative advantage.

Strengths and Weaknesses

Greater Geraldton is the regional centre for the Mid West. Its strengths and weaknesses are inter-dependent with the strengths and weaknesses of the whole region. Key strengths and weaknesses are summarised in the following table. These have been important considerations in the development of the Growth Plan, which seeks to make the most of the strengths and overcome the weaknesses.

Table 7: Strengths & Weaknesses of Greater Geraldton and the Mid West

Strengths

Note: (*) denotes that the strength relates to a comparative advantage; (**) denotes that the strength relates to a competitive advantage; (***) denotes that the strength relates to a collaborative advantage)

- Industry strengths
 - one of Australia’s most diverse mining provinces (mining talc, gold, lead, tin, tantalum, zinc, heavy mineral sands, iron ore, copper, clays, pigments, nickel, vanadium, titanium, gypsum, chromite, platinoids, limestone, lime sands and manganese ore) (**)
 - the largest fishing industry in Western Australia with a dominant rock lobster fishery, highest value fish species, significant finfish and mollusc production and an emerging aquaculture sector (*), (**)
 - intensive and broad acre agriculture including significant livestock, cropping and horticulture (**)
 - strong marine precinct and allied marine services (*), (**)
 - the Abrolhos Islands, 60km west of Geraldton, the world’s southernmost coral reef system, with significant fishing resources, protected islands, and coral atolls offering opportunities for world class tourism, game fishing, ecotourism and heritage (including the Batavia and Zeewick wrecks) (**)
 - a wealth of other coastal and inland regional tourism attractions (**)
 - well-developed transport and logistics industry (*), (**)
 - strong construction industry (**)
 - strong business services industry, including a supportive financial services industry (**), (***)
 - an Aboriginal business community that, while small, has strength and growth potential in key areas, including tourism
 - an emerging renewable energy sector with high potential for further solar and wind generation capacity, but also wave, geothermal and biomass generation
- Innovation assets
 - the Australian Defence Satellite Communications Ground Station (Kojarena), 30km from Greater Geraldton, which is a major Australian signals interception facility, part of the Echelon worldwide system of satellite communications keyword monitoring ²³
 - first regional area in WA to be connected to the National Broadband Network’s ‘fibre to the premises’ platform, becoming the Point of Interconnect for telecommunications activity north of Geraldton
 - strong and diverse research and educational institutions including the Geraldton Universities Centre, CSIRO’s (SKA) Murchison Support Facility, and Batavia Coast Maritime Institute
 - a ‘smart’ City/Region approach, supported by the establishment of the NBN
- Infrastructure

²³ Mid West Regional Blueprint, 16, 17, 48.

- generally well-developed road and industrial rail infrastructure (*)
- second largest grain export terminal in Australia and the closest general cargo/agriculture port in Australia to the emerging South East Asian ‘food bowl’ marketplace, offering significant economic freight rate benefits (*)
- Geraldton Airport which has runway, taxiway and apron infrastructure capacity for A320/B737 aircraft (*)
- Liveability
 - a highly liveable regional centre with a diverse, culturally rich, skilled and entrepreneurial community
- Collaborative leadership and strategic capacity
 - a strong network of collaborative public and private sector institutions committed to growth (*), (**)

Weaknesses

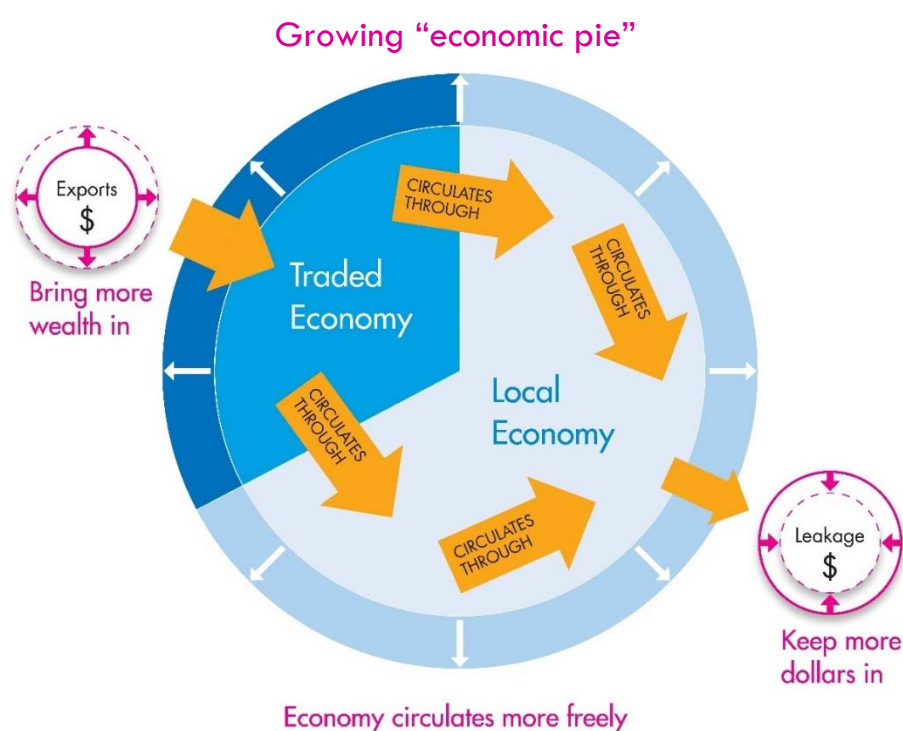
- Underperformance of the traded economy relative to the depth of specialisation in globally demanded niche areas
- A largely dysfunctional strip-developed city centre as the commercial, retail, hospitality and civic heart of Greater Geraldton. For historical reasons it evolved with its back to the ocean because of rail infrastructure, gone today, replaced with a redeveloped Foreshore precinct that is isolated from the adjacent city centre, because of its legacy land use design - effectively undermining a jewel in Greater Geraldton’s crown
- Under-developed unique tourism offerings such as Abrolhos Islands and Aboriginal art and culture, combined with basic gaps in service standards
- Substantial leakage from the local economy – for a range of reasons, local businesses aren’t making the most of opportunities to meet local needs
- Some critical infrastructure gaps for growth, including utilities in the City Centre, tourism infrastructure (cruise ship terminal) and renewable energy transmission
- Relatively high unemployment and persistent labour market disadvantage in the Aboriginal community
- Multiple competing marketing messages in the absence of strong and cohesive regional brand
- Lack of coordination in planning and action of projects amongst governance agencies
- Significant redevelopment of Geraldton Hospital/Health Campus is needed
- Under-developed events and sports/recreation tourism opportunities.

4. CORE STRATEGIES

The development of the Growth Plan is driven by the need for amplified economic growth based on comparative and competitive advantage in the traded economy (exports) and by plugging leaks in the local economy where there are business opportunities to meet local needs locally.

As seen in Figure 7, accelerating growth of the traded economy brings wealth in to the local economy. There are fewer jobs in the traded economy, but these jobs tend to be higher value, and the benefits flow through in the form of increased demand for local goods and services. Growth of the traded economy therefore leads to more jobs in the local economy and greater prosperity for the whole city and region. The overall effect is to “grow the pie”, as shown by the increasing size of the circles in the diagram. This understanding of how the local economy grows underpins the whole Growth Plan and weaves through the strategies.

Figure 7: How the Local Economy Grows



The sections below outline the core strategies across the Focus Areas and Platforms for success in more detail. One aspect of the Growth Plan potentially fits across a number of the core strategies – that is Aboriginal Economic Development. The Growth Plan Partnership is supportive of the preparation of a Mid West Aboriginal Economic Development Strategy through a recognised body such as the Mid West Aboriginal Organisations Alliance (MAOA). There is opportunity to also investigate linkages to a High Impact Strategic Program titled Aboriginal Development being developed through the Regional Development portfolio. The scope for this cross-regional/State-wide activity is currently being developed.

An Aboriginal Economic Development Strategy could tap into the considerable and unique economic potential of the Aboriginal communities of the regional centre and the region. At the time of writing, this initiative is still at a very early stage. The MWDC has been approached by MAOA for resourcing support to undertake this important strategic activity. It is anticipated that as this initiative progresses linkages will be made to the core growth strategies as relevant.

Focus Area: Growth Engine - Clustering for Growth

Goal

To identify and grow Greater Geraldton's niche specialisations, where deep local competencies align with global demand

Strategies

- I. Pilot cluster development within three clusters – food (initial focus on horticulture and aquaculture), marine services and tourism – using the Cluster Development 12 Step Process²⁴
- II. Expand the cluster development approach, incorporating lessons learnt from the pilots

Rationale

Clusters are collaborative networks linking businesses, research/education and government agencies that are generally located close together and form a globally competitive specialisation. Cluster development is key to regional innovation in the traded economy.

A well developed, functional cluster is a good example of both competitive and collaborative advantage. In today's global/digital age, this is an increasingly important advantage to have. International evidence indicates that well-performing clusters exhibit higher and sustained success relative to their competitors.²⁵

Although cluster development must be driven by the private sector, international experience shows that there is a crucial role for the public sector in cluster facilitation, seed funding and coordinating government support, especially in the early years as the cluster is reaching maturity.

The argument for involving government in the creation of clusters centres on market failure that comes from a lack of coordination at a local level. Companies will generally identify and pursue profitable opportunities on an individual basis, competing for market share. This is the foundation of the market system and works well most of the time. However, individual competition amongst relatively small companies can fail to grow the market to its full potential. In these cases, cooperation can be an effective means to increase scale, deepen specialisation, engage with government programs and research partners, solve problems etc. The public sector is often required to act as the "neutral broker" to instigate exploration and joint action amongst rival companies as they learn the art and science of "coopetition".

Approach

Cluster development involves identifying *what the region is especially good at* (i.e. those areas of specialisation where it can successfully compete globally). These are the naturally occurring "clusters" of the region. As shown in section 3, Greater Geraldton is associated with several clusters. Further work was undertaken to narrow this list to a small number of pilots where it was considered that cluster development could have potential to accelerate growth in specific niche specialisations. In this regard, the Growth Plan process was guided by the work that had already been undertaken for the Mid West Regional Blueprint and further analysis. The following areas were identified for initial investigation²⁶:

- Increased market scale for food production and processing activities
- Increased market scale for marine services activities
- Increased export throughput and value add for greater Mid-West, Wheatbelt and Gascoyne exports
- Increased attraction to major tourism assets.

²⁴ Twelve Steps is a cluster development process from Cluster Navigators, Ltd, *Cluster Development: The Go-To Handbook: Building Competitiveness Through Smart Specialisation*, 2012, New Zealand

²⁵ Twelve Steps is a cluster development process from Cluster Navigators, Ltd, *Cluster Development: The Go-To Handbook: Building Competitiveness Through Smart Specialisation*, 2012, New Zealand

²⁶ *Pracsys Regional Cluster Analysis Phase 5 Report*, 2016, 65

These initiatives broadly reflect growth in a range of the major traded activities where an existing centre specialisation has been shown to exist or where connections to regionally significant clusters can be strengthened...”²⁷

Industry meetings were undertaken to test the interest, leadership and growth potential from clustering to determine the starting point. These were prioritised within resources available for facilitation of collaborative strategy development and seed funding initiatives.

From that further assessment, it was determined that *Growing Greater Geraldton* will initially focus on:

- food (starting with horticulture and aquaculture)
- marine services
- tourism (sector development initially)

While the criteria did not lend itself to cluster development among mining companies directly, niche specialisations in ancillary goods and services were investigated. While a viable cluster did not emerge from this investigation, it is possible that further investigation may identify one or more clusters in this arena in the future.

The cluster development process follows Cluster Navigators’ 12 steps²⁸ with an initial focus on “early wins” to establish the collaboration and “proof of concept”. The 12-step process was developed through practical experience of clustering in over 50 countries and over 1000 clusters and uses the initial cluster framework developed by Professor Michael Porter as its starting point.

It is intended that the approach will be expanded to cover more of the traded economy, such as areas of specialisation within agriculture, as the cluster development approach matures.

Target Results

The economic assessment²⁹ undertaken for Growing Greater Geraldton has indicated that the following results for the cluster developments are plausible. They reflect a rigorous assessment of the likelihood of achieving the targeted growth rate and are presented in two time frames, 2026 and 2036.

Two scenarios are presented in this analysis. For each scenario a consistent rate of growth is applied. However, the effect of cluster expansion (the inclusion of additional directly related business/industries) is considered:

Scenario 1 is conservative cluster scope definition based on a narrow selection of industries. No expansion of the cluster (in terms of related industries) is assumed to occur outside this initial selection. This scenario therefore represents a ‘low growth’ scenario.

Scenario 2 assumes that the scope of the clusters expands (in terms of related industries) from the initial selection in Scenario 1 to capture all directly related businesses over a period of two years. This scenario therefore represents a ‘high growth’ scenario.

Actual cluster performance is highly dependent on the actions taken by the identified clusters and the level of public and private support that is provided. The results must therefore be viewed on the basis of the growth rate assumptions, which are viewed as a plausible additional effect of direct intervention and support of the local clusters.

²⁷ Pracsys *Regional Cluster Analysis Phase 5 Report*, 2016, 65

²⁸ “Cluster Development,” Cluster Navigators, accessed October 26, 2016, <http://www.clusternavigators.com/>.

²⁹ Pracsys, *Briefing Note: Greater Geraldton Growth Plan Economic Analysis*, (Perth: LandCorp, 2016)

Table 8: Food Cluster Results Summary (2026)

Metric	Base-Line Growth (2.8%pa)		Cluster Growth (3.5%pa)		Additional Impact (3.5%pa)	
	Scenario 1	Scenario 2	Scenario 1	Scenario 2	Scenario 1	Scenario 2
FTE Employment	24	274	31	299	7	25
GVA per annum	\$1.6 M	\$48.8 M	\$2.2 M	\$53.1 M	\$0.5 M	\$4.3 M
GVA PV (10 years)	\$6.7 M	\$234.2 M	\$8.3 M	\$245.7 M	\$1.7 M	\$11.5 M

Table 9: Food Cluster Results Summary (2036)

Metric	Base-Line Growth (2.8%pa)		Cluster Growth (3.5%pa)		Additional Impact (3.5%pa)	
	Scenario 1	Scenario 2	Scenario 1	Scenario 2	Scenario 1	Scenario 2
FTE Employment	58	388	78	462	20	74
GVA per annum	\$3.2 M	\$68.1 M	\$4.7 M	\$80.6 M	\$1.5 M	\$12.5 M
GVA PV (10 years)	\$14.6 M	\$413.4 M	\$19.5 M	\$451.4 M	\$4.9 M	\$38 M

Table 10: Marine Services Cluster Results Summary (2026)

Metric	Base-Line Growth (2.8%pa)		Cluster Growth (3.5%pa)		Additional Impact (3.5%pa)	
	Scenario 1	Scenario 2	Scenario 1	Scenario 2	Scenario 1	Scenario 2
FTE Employment	16	78	19	88	3	10
GVA per annum	\$1.2 M	\$8.9 M	\$1.5 M	\$9.9 M	\$0.3 M	\$1 M
GVA PV (10 years)	\$4.7 M	\$41.7 M	\$5.8 M	\$44.6 M	\$1 M	\$2.9 M

Table 11: Marine Services Cluster Results Summary (2036)

Metric	Base-Line Growth (2.8%pa)		Cluster Growth (3.5%pa)		Additional Impact (3.5%pa)	
	Scenario 1	Scenario 2	Scenario 1	Scenario 2	Scenario 1	Scenario 2
FTE Employment	37	119	46	147	9	28
GVA per annum	\$2.3 M	\$13.3 M	\$3.2 M	\$16.3 M	\$0.9 M	\$3 M
GVA PV (10 years)	\$10.4 M	\$75.7 M	\$13.4 M	\$85 M	\$3 M	\$9.3 M

Table 12: Tourism Cluster Results Summary (2026)

Metric	Base-Line Growth (2.8%pa)		Cluster Growth (3.5%pa)		Additional Impact (3.5%pa)	
	Scenario 1	Scenario 2	Scenario 1	Scenario 2	Scenario 1	Scenario 2
FTE Employment	244	1,863	276	2,046	33	183
GVA per annum	\$11.7 M	\$154.9 M	\$15.1 M	\$171.5 M	\$3.4 M	\$16.6 M
GVA PV (10 years)	\$48.3 M	\$729.2 M	\$58.8 M	\$775.4 M	\$10.5 M	\$46.2 M

Table 13: Tourism Cluster Results Summary (2036)

Metric	Base-Line Growth (2.8%pa)		Cluster Growth (3.5%pa)		Additional Impact (3.5%pa)	
	Scenario 1	Scenario 2	Scenario 1	Scenario 2	Scenario 1	Scenario 2
FTE Employment	565	2,699	654	3,230	89	531
GVA per annum	\$23.5 M	\$226.9 M	\$32.9 M	\$274.4 M	\$9.4 M	\$47.5 M
GVA PV (10 years)	\$106.3 M	\$1,313.4 M	\$137 M	\$1,460.9 M	\$30.8 M	\$147.5 M

Focus Area: Strong Heart – City Centre Revitalisation

Goal

To revitalise the Greater Geraldton city centre as a distinctive and magnetic place for residents, businesses and visitors – an active destination embracing Geraldton’s nautical history and assets

Strategies

- I. Create a lively and active City Centre and streets through the day into the evening
- II. Redesign streets, spaces and places for people
- III. Promote Geraldton’s maritime history, industry and attractions
- IV. Develop the City Centre as the primary destination in the Mid West, with a diverse number of uses and occupants
- V. Develop the foreshore as a key entertainment attraction
- VI. Grow and develop the City Centre
- VII. Improve ease and functionality of connectivity within and around the City Centre
- VIII. Improve City Centre infrastructure
- IX. Enable the ongoing collaboration of key entities
- X. Deliver staged and ongoing activation of the City Centre

Rationale

A successful city centre for retail, commerce, hospitality, community, and civic life, will provide a strong heart for Greater Geraldton as a regional centre. It links to infrastructure, tourism, reducing leakage from the local economy, employment, local pride, and overall liveability.

The CBD’s development is constrained by land banking³⁰ by private investors, as well as land ownership by the State Government for which no development projects have been secured to date. This has left key sites vacant with no immediate prospect of either being leased or redeveloped. These key sites are potentially high activity generators in the CBD with many in key strategic locations.

Urban development and renewal to the north of the CBD has taken attention away from the traditional town centre, leaving parts of the CBD looking tired and in need of maintenance. Furthermore, it detracts from the foreshore which has seen considerable investment in recent years. The connectivity from the City Centre to the foreshore is poor and it appears the city has “turned its back” to the sea.

Approach

City Centre Revitalisation will be implemented over time, with strong involvement by the central city property owners and businesses. The project area is shown in the map at Figure 8 below. The City Centre Revitalisation Plan³¹ includes the improvements outlined in Table 11, following the map.

There are also several other projects and programs that complement the Revitalisation Plan, including potential relocation of the City of Greater Geraldton’s offices to a new location in the BCM2, which is being explored to serve as catalyst for the development of BCM2 and to free the land where the CGG offices are currently located for other CBD revitalisation opportunities.

³⁰ The City Centre is also constrained by the size and configuration of existing lots which are long and narrow. This is a historic legacy from early development when the area’s main purpose was to serve the Port and Rail. This means that challenging land assembly is often required.

³¹ TPG. City Centre Revitalisation, August 2016.

The State Government’s release of Lot 601 and BCM2 is a key element of the future of the central city. These are currently undeveloped components in critical locations. Activating these portions will support the continuity of the urban fabric between the historic City Centre, and other components.

The City Centre Revitalisation project also hopes to free up and activate any currently underutilised state and federal land in the City Centre. Along these lines, the City of Greater Geraldton wishes to recalibrate traditional thinking from the Central Business District being business and commercial focussed to encompass an activity and resident focus.

It is intended to create a diversity of accommodation options and add much needed vibrancy to the area. Furthermore, with movement on retail trading hours to support City Centre Revitalisation and activation, the City of Greater Geraldton will become a more attractive Regional Centre for tourists and locals alike.

Next steps will include the development of a concept plan and detailed designs including costings, as well as liaison with relevant government agencies around planning, approvals and priorities.

Figure 8: City Centre Revitalisation Project Area



Table 14: City Centre Improvements

Strategies	Proposed activities
Create a lively and active City Centre and streets through the day into the evening	<ul style="list-style-type: none"> ■ Lighting solutions for inactive shopfronts ■ Lighting of key pedestrian routes ■ Lighting in key retail streets ■ Parklets ■ “Get home at night” transport solutions ■ Living in the City Centre ■ Activating sides of buildings ■ Seasonal colour (plantings) ■ City Centre branding ■ Shopfront window excellence ■ Local artisans ■ Street trees ■ Aboriginal and European heritage ■ Regular City Centre events ■ Marine Terrace heritage
Redesign streets, spaces and places for people	<ul style="list-style-type: none"> ■ Streetscape improvements ■ Public toilets ■ Retrofitting clock tower square ■ Awnings/shade structures
Promote Geraldton’s maritime history, industry and attractions	<ul style="list-style-type: none"> ■ Nautical theme ■ Boat parklets
Develop the City Centre as the primary destination in the Mid West, with a diverse number of uses and occupants	<ul style="list-style-type: none"> ■ Identify missing land uses ■ City centre role/Regional Capital Mindset ■ Housing demand research ■ Drawcard uses ■ Tourism branding ■ Pedestrian connections to cruise ships
Develop the foreshore as a key entertainment attraction	<ul style="list-style-type: none"> ■ Merge beach into children’s play area ■ Establish food and beverage precinct ■ Connection to foreshore ■ Foreshore Drive mixed use.
Grow and develop the City Centre	<ul style="list-style-type: none"> ■ Tourist zone designation ■ Landowner partnering scheme with leadership body – unlock land potential ■ Rate holidays for re-development ■ Clarity around cluster industry programs ■ Clear timelines for redevelopment ■ Discussions with DoH (explore shared equity options) ■ Funding sources to restore investor confidence

Strategies	Proposed activities
Improve ease and functionality of connectivity within and around the City Centre	<ul style="list-style-type: none"> ■ Pop-up uses to activate vacant areas ■ Coordinated branding, marketing ■ Better connect cruise ships with retail and events ■ Develop strategies to capitalise on Batavia film
Improve City Centre infrastructure	<ul style="list-style-type: none"> ■ Minimise infrastructure headworks cost through proactive thinking and multi-site headworks initiatives ■ Improved and consolidated car parking ■ Two-way traffic trial in Foreshore Drive ■ Narrow traffic area, widen paths on Foreshore Drive ■ Rationalisation of signage/street clutter ■ Mid-block connections ■ Clear vistas to foreshore
Enable the ongoing collaboration of key entities	<ul style="list-style-type: none"> ■ Establish a City Centre Revitalisation Taskforce, under the Progress Mid West model
Deliver staged and ongoing activation of the City Centre	<ul style="list-style-type: none"> ■ Undertake prioritisation and work programing of activation activities alongside the other improvements

Figure 9: Artists Impressions - City Centre Improvements



Target Results

It is difficult to estimate the economic impact of CBD revitalisation. For this reason, the economic assessment³² has used the impact on tourism as a conservative proxy. The analysis assumes that the percentage of Mid West tourists visiting Geraldton will increase as a result of the City Centre revitalisation efforts.

To determine the impact that city revitalisation efforts may have had current tourism demand and spending was calculated using a variety of sources detailed in the Background Report.

Based on these sources the current proportion of Mid West tourists visiting Geraldton is 54%. The high case assumes a 4 percentage point increase to 58%, this translates to an increase in visitors (and therefore spend) in Geraldton of approximately 7%. This is assumed to be a consistent (non-compounding) increase and is applied to an assumed growth in base employment of 2.8%pa (consistent with assumptions used for the Tourism Cluster initiative). The results are shown in table 12 below.

Table 15: 2016 Tourism Financial Impact from City Centre Revitalisation

Scenario	Geraldton Holiday Visitors	Visitor Nights	Average Nightly Spend	Tourism Expenditure
Baseline	127,037	409,013	\$99.6	\$ 40,754,929
2% Increase in visitors	129,577	424,162	\$99.6	\$ 42,264,371
4% Increase in visitors	132,118	439,311	\$99.6	\$ 43,773,812

As shown, spend increases approximately \$1.5m to \$3m as a result of an increase of 2% to 4% visitors to Greater Geraldton. This increase in spend has been translated to employment effects in table 13:

Table 16: 2016 Tourism Employment Impact from City Centre Revitalisation

Cluster	Base Employment	Low Growth	High Growth
Tourism	1146	1189	1231



The Australian, 21 November 2015 Credit: Lincoln Baker

Figure 10: Chinese Tourists - Abrolhos Islands

³² Pracsys, *Briefing Note: Greater Geraldton Growth Plan Economic Analysis*, (Perth: LandCorp, 2016)

Focus Area: Healthy Circulation

Goal

To retain wealth within Greater Geraldton and minimise economic leakage through innovative and thriving businesses seizing opportunities to serve the population of the City and region.

Strategies

- I. Publish and promote the findings of the Greater Geraldton Leakage Study within the business community, particularly targeting:
 - supply to manufacturing, construction, mining, information and communications technology, wholesale trade and tertiary services
 - opportunities for improved supply in dining, entertainment and retail (see tourism sector development and city centre revitalisation)
- II. Further development of City of Greater Geraldton procurement practices to level the playing field for local suppliers
- III. Geraldton Organised Primary Producers (GOPP) expansion
- IV. Buy Local Campaign
- V. Strategy setting to compete with online businesses
- VI. Consider export development for firms supplying specialised inputs to local government (for example playgrounds, outdoor furniture)

Rationale

The Growth Plan focuses on growing the economy and ensuring the economic benefits remain within the region as much as possible by minimising leakage of expenditure (and people). Detailed analysis of expenditure³³ found total leakage of \$1.24b, which represents 22% of local output (estimated \$5.5b), mostly to major industry suppliers such as oil and gas refineries, smelters and heavy construction.

An analysis of consumer expenditure shows leakage of \$299m, representing 19% of total household expenditure (estimated \$1.59b), with a further \$138m spent online. Over 80% of the total leakage came from six categories under household goods, food, clothing and travel. Local government is estimated at 40%, although this percentage fluctuates depending on the implementation of large capital works.

The above results demonstrate the potential benefit of reducing leakage, ideally to assist local suppliers to scale up to enter regional, national, and international markets³⁴.

Approach

A first step in plugging the leaks is first to make sure that, as much as possible, any existing or potential new businesses are aware of the leakage research. This reveals useful information on potential business opportunities that may warrant further exploration if it arrived in the right hands.

Business to business and business to government strategies are another fruitful area to pursue. In some cases, this may lead to the natural emergence of development in local clusters – i.e. areas of specialisation that serve the local population and organisations. Cluster development that involves plugging leaks in the local economy will be a priority for local cluster development under the Growth Plan, particularly where it enables export capability to develop. A key element of the approach is to encourage businesses to ensure they are competitive. No effort to improve their prospects will succeed if local businesses are not meeting desires and expectations.

³³ Geografia Pty Ltd., *Greater Geraldton Expenditure Leakage Study* (Perth: LandCorp, 2016).

³⁴ *Greater Geraldton Expenditure Leakage Study*, 34.

Potential Results

Economic assessment³⁵ has identified the maximum potential employment impact from completely eradicating the expenditure leakage identified in the Greater Geraldton Expenditure Leakage Study, as shown in table 14 below. The nature of some of the leakage streams suggests low potential for eradicating or reducing spend outside the city region, having pragmatic regard to the structure of the WA economy, and agglomeration of significant economic activity sectors in metro Perth. However, some Leakage areas identified in the study do present opportunities for local businesses to invest in improving their current offerings, to develop new facilities or services, to build new capabilities, or to invest in scale of their capacity to deliver, in order to win business against external competitors.

Table 17: Leakage Reduction Employment Impacts

Sector	Leakage Reduction Opportunities	Value (\$)	Output (\$)	Jobs
Manufacturing	Other Fabricated Metal Products	3,000,000	317,253	9
	Professional, Scientific and Technical Services	2,100,000	235,407	9
	Professional Services	1,200,000	235,407	5
	Polymer Products	2,100,000	306,219	7
Construction	Polymer Products	6,200,000	306,219	20
	Finance and Insurance Services	1,000,000	562,536	2
	Heavy and Civil Engineering Construction	3,000,000	1,501,169	2
	Professional Services	1,800,000	235,407	8
	Wood Product Manufacturing	5,500,000	284,164	19
Wholesale Trade	Professional Services, Administrative Services and Auxiliary Finance and Insurance Services	10,800,000	337,536	32
Mining	Professional, Scientific and Technical Services	3,900,000	235,407	17
	Electricity Generation	3,100,000	710,360	4
Tertiary Service Sectors	Employment, Travel Agency and Other Administrative Services	10,800,000	389,289	28
	Professional, Scientific and Technical Services	9,900,000	235,407	42
	Computer Systems Design & Services	9,000,000	265,326	34
	Auxiliary Finance and Insurance Services	2,900,000	387,913	7
Not Specified	Local Government Leakage	15,000,000	495,722	30
Total				275

³⁵ Pracsys, *Briefing Note: Greater Geraldton Growth Plan Economic Analysis*, (Perth: LandCorp, 2016)

Platform: Quality Infrastructure

Goal

To facilitate and drive key short and long term priority infrastructure projects to enable industry to grow, enhance the performance of the regional centre, and attract investment

Strategies

- I. Address infrastructure constraints in the City Centre to support implementation of the City Centre Revitalisation Plan, in particular:
 - functionality of the CBD street network (Foreshore Drive, Marine Tce, Cathedral Ave, Durlacher St, Chapman Rd)
 - alternative options to address CBD firefighting water storage requirements
 - underground power program
 - head-works funding to reduce barriers to desired private sector investment
 - improved provision of non-car transport modes, initially focusing on low-cost improvements in and servicing the CBD e.g. improved pedestrian and cyclist connectivity and wider coverage/frequency of the city by buses
- II. Upgrade Sea Port facilities to provide a new berth for cruise and naval ships to dock within the port for tourism, servicing and crew change-over
- III. Improve access across agricultural areas in the Mid West region to high-bandwidth internet
- IV. Planning of water resources to ensure adequate sources are available for growth of the region
- V. Pursue the expansion of energy transmission capacity to and from the region to enable development of renewable energy and secure power supply
- VI. Review the city's road network and establish optimum connection points to existing highways
- VII. Improve rail infrastructure in and around the Sea Port to ensure heavier axle loads (up to 26 tonne) can be achieved for increased throughput
- VIII. Increase capacity of the Geraldton Airport for operation of larger aircraft types to:
 - enable interstate and international tourism services
 - enable direct international airfreight exports of regional produce
 - enhance the role of Geraldton as an alternative landing port for Perth Airport, supporting broader WA Tourism.
- IX. Expand provision of heavy industrial estate away from residential areas
- X. Plan and develop active and passive sport and recreation infrastructure, facilities and amenities to enhance liveability of the City as the population grows, to help attract and retain businesses and a growing workforce, and to enable and support growth in sports and recreation tourism.

Rationale

Infrastructure is an enabler of growth. Appropriate provision of infrastructure underpins smooth and timely provision of goods and services to market, and development within and beyond the city.

Approach

The approach is to undertake further studies and planning where required, while progressing the highest priorities to concept design and detailed costings. Many of the above strategies will involve further engagement with other agencies and stakeholders. Airport upgrade is tender-ready subject to government funding assistance. City Centre Revitalisation will be an early focus.

Platform: Innovation and Entrepreneurship

Goal

To grow the culture and the formal and informal institutional mechanisms that encourage, facilitate, enable and support innovation and entrepreneurship in clusters, businesses and the community

Strategies

- I. Facilitate access to and use of conducive policies, platforms, networks, support programs, research and development.
- II. Provide services, such as tools, analysis, expert support, and facilitated programs that encourage, enable and support innovation in businesses, clusters and the community
- III. Share case studies, branding and briefings that showcase regional innovation
- IV. Facilitate implementation of innovations that pursue economic, social and environmental aspirations of the region
- V. Facilitate sourcing private investment to accelerate growth of specific in-region economic development ventures as well as the supporting structures and institutions
- VI. Facilitate shaping and implementation of regional Digital and Communications strategies
- VII. Facilitate development of, and business access to the region's considerable knowledge assets in higher education, research and technology

Rationale

Innovation is critical to competitiveness and wider city and regional performance. It can take many forms, such as new or significantly improved goods, services, processes, methods or organisations. The foundations for innovation in a region are enhanced by improving connections across organisations.

Approach

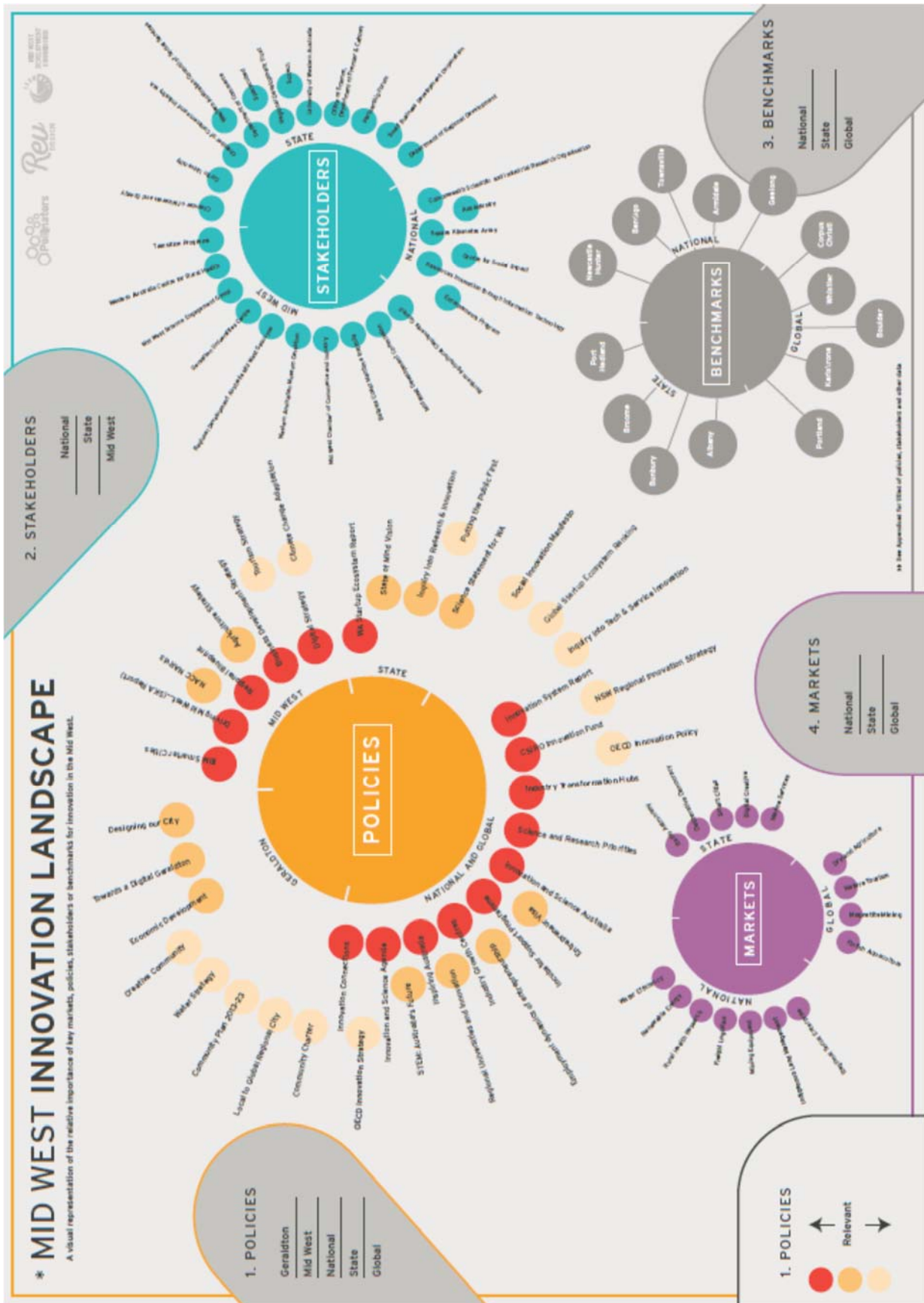
The Growth Plan seeks to support and drive innovation across all sectors of the traded economy and beyond. The Growth Plan also focuses on understanding and improving the technological and digital capabilities of Greater Geraldton as well as growing and leveraging its knowledge assets. In addition, the Growth Plan is committed to strengthening and growing existing institutions, and ensuring that its activities have a positive effect on the institutional fabric and collaborative capacity of Greater Geraldton.

The Growth Plan also seeks to identify opportunities for improved integration between students/research and the actual needs of the region and businesses, particularly around attracting post-graduate research in the clusters of focus. Existing networks, such as Scinapse (Mid West Science Engagement Network) can provide the means to grow these connections and integrations. This is consistent with part of the reasoning behind the 'Triple Helix' governing model for *Progress Midwest*, to ensure the collaboration of academia and business and minimise the retarding effects of silos.

A Mid West Innovation Agenda³⁶ ("the Agenda"), and related pilot initiatives, were developed by Pollinators Inc, (a locally based social enterprise) in collaboration with the Mid West Development Commission. It proposes a framework to develop the culture of innovation in the Mid West. It focuses on the commercial sector and beyond – recognising the role of the community and public sector in defining and delivering innovation. The Agenda has boosted programs (e.g. Catalyst pre-accelerator), networks, events (e.g. GovHack) and services (e.g. KickStart). The agenda also includes a focus on less-well represented groups in the population, such as women, young people and seniors. See below for a diagram of the Mid West innovation landscape, produced as part of the Innovation Agenda.

³⁶ Mid West Development Commission, *Mid West Innovation Agenda* (Geraldton: Mid West Development Commission, 2016).

Figure 11: Mid West Innovation Landscape



The Mid West Development Commission has released a Digital and Communications Strategy which encompasses eight strategic areas. These areas are reinforced through the Innovation Agenda.

The eight strategic focus areas for that strategy include:

- Competitive Mid West Industry
- Vibrant Mid West Communities
- An innovation-driven future
- Anybody to everywhere, globally connected
- Environmental sustainability
- Region-wide digital capability and connectivity
- Inclusion and participation
- Mid West digital narrative

Greater Geraldton is well placed to attract future WA regional innovation activities for research and development, and develop new expertise to advance the region's knowledge economy. Areas of possible further investment, based on existing projects and regional advantages, include radio astronomy and space research, biodiversity, water use and efficiency, renewable energy, agriculture, hydroponics, aquaculture, and regional health, education, economic, social and environmental development.

Platform: Investment Attraction

Goal

To attract and facilitate investment from local, regional, national, and international players

Strategies

- I. Proactively match markets and investors with local clusters and businesses, focusing on new business and trade opportunities with China, and other nations.
- II. Develop and maintain an online and published investment prospectus
- III. Showcase events to present investment opportunities and investment-ready business proposals to potential investors
- IV. Provide a “no wrong door” concierge service for potential investors, to assist them to find the information they need and navigate the regulatory system, labour market and/or other aspects as required, no matter which agency they approach first

Rationale

New investments are key to revitalising the region and reinforcing Greater Geraldton’s aspirational position as an attractive investment location for regional, national and international investors. This area will benefit from a high standard of service for potential investors, a proactive “matchmaking” approach, and enhancing business skills to develop and present investment opportunities. There will be focus within this Platform that specifically supports investment opportunities relating to Traded Cluster developments.

Approach

The Growth Plan strives to promote investment in Greater Geraldton. The strategy is not just to find investors for local business ideas, but to encourage out-of-region investors to bring their own existing business ideas and locate them in the area.

To attract these new investments, local businesses need to have investment-ready proposals, and potential investors need to be informed of the opportunities. In addition, investors need to be drawn to Geraldton as an investment-friendly location, where investors are welcomed.

The Growth Plan aims to ensure that any opportunity that knocks on any of the relevant agency doors will be embraced and directed to the relevant entity. The “No Wrong Door” strategy applies to supporting both out-of-town investors and local businesses to bring their projects to fruition. The agencies have agreed to collaborate on business process design to achieve this.

Businesses will be provided with a concierge service that will assist them to navigate aspects such as location selection, regulatory processes and workforce matters (e.g. liaison with training providers etc.). If significant regulatory barriers emerge as a pattern, *Progress Midwest* will assume an advocacy role.

The Platform also includes several proactive strategies to match businesses with opportunities in China, maintain positive relationships with “gateway” agencies that assist potential investors coming into Western Australia, create an online investment prospectus and hold investor showcases (with significant support for participating businesses).

The *China Connect* website will provide a platform for promotion - in both directions - of trade and investment opportunities, and will enable connection between interested parties via a dedicated Mandarin-speaking concierge service.

Platform: Economic Participation

Goal

To develop skills for growth and ensure that the opportunities to contribute to and benefit from growth in the economy are widely available across the community, with a particular focus on workforce development

Strategies

- I. Skills development for clusters with an initial focus on food (horticulture and aquaculture), marine services and tourism
- II. Employer engagement to expand work opportunities for Aboriginal people
- III. Improve youth transitions from school to training, further education or work

Rationale

A well-trained and skilled workforce with a high participation rate is critical to driving economic growth, either locally sourced, or attracted from further afield, nationally or internationally. In addition to skills, leadership and entrepreneurship are required to harness these skills to deliver the required outcomes.

Approach

The early work on the Growth Plan indicated that each of the initial clusters were experiencing barriers in obtaining the skilled workforce they need. This will be a focus in the cluster development work, to ensure that responses are tailored to the needs of the clusters.

The Mid West Chamber of Commerce and Industry will develop and implement a range of employer engagement activities aiming to expand work opportunities, including work experience, for Aboriginal people in Greater Geraldton and the Mid West region.

The Growth Plan supports the Mid West Workforce Development Alliance in its quest to improve youth transitions. The Mid West Workforce Development Plan³⁷ identifies the Mid West's high youth population as both an opportunity and a challenge. It recommends better utilising the VET and school-based apprenticeship and traineeship system to link youth with industry, as well as a focus on developing employability skills for youth in the 18–22 age bracket.

³⁷ Department of Training and Workforce Development and Mid West Workforce Development Alliance, *Mid West Workforce Development Plan 2015–2018* (Perth: Department Training and Workforce Development, 2015) accessed October 26, 2016, http://www.dtwd.wa.gov.au/workforceplanninganddevelopment/regionalworkforcedevelopmentplans/Documents/MidWest_ExecSummary_web.pdf.

Platform: Positive Reputation

Goal

To enhance the reputation of Greater Geraldton as a desirable place to live, work, visit, and invest

Strategies

- I. Cohesive and integrated branding and marketing of Greater Geraldton, which is well-researched and skilfully executed
- II. Engage the citizens of Greater Geraldton as “42,000 Ambassadors”, who are well-informed about the attractions and attributes of Greater Geraldton and willing and able to promote it as a great place to live, visit and do business

Rationale

Building Greater Geraldton’s reputation as an attractive place to live, work, visit, and invest is a key Growth Plan strategy. Positive reputation building needs to happen on the local, regional, national, and international fronts, through a multiple of interlinked and concurrent activities to achieve economic growth and scale.

Research on Greater Geraldton’s reputation among visitors³⁸ and potential migrants points to the need for greater efforts in building Greater Geraldton’s reputation as an attractive tourism and migration destination. In addition, identifying that employment opportunities are the primary barrier³⁹ to attracting and retaining migrants to regional WA over the long term means that stimulating local economic and job growth will be key to attracting an additional population base to the Greater Geraldton region. In addition, tertiary education opportunities also stand out as a barrier to migrant attraction. The reality and the perception of economic and educational opportunities need to be addressed. The Growth Plan has identified various activities to promote Greater Geraldton’s reputation.

Approach

Most of the efforts to improve the branding and marketing of Greater Geraldton will be undertaken within other Focus Areas (e.g. Tourism) and Platforms (e.g. investor attraction). However, this Platform for success is the only place where the overall branding and marketing of Greater Geraldton is brought together. It is vital that different efforts don’t create the next generation of fragmented messages in the market place.

³⁸

³⁹ Painted Dog Research, *Migration in Regional WA: Primary Research Results – Geraldton* (Perth: LandCorp, 2016).

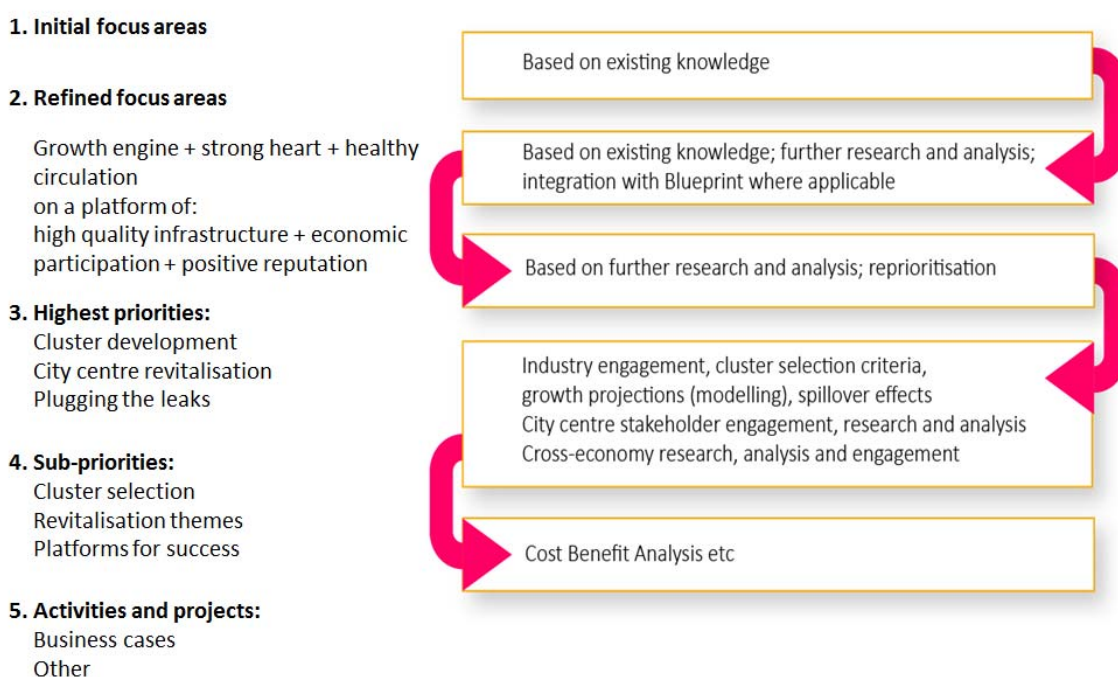
5. PERFORMANCE FRAMEWORK

Decision Making Process

A key principle of the approach to the development of the Greater Geraldton Growth Plan is “purposeful intervention” – committed people and organisations making and implementing agreements to achieve a higher growth trajectory than would otherwise have been the case. The Growth Plan documents common goals, direction, action, and ongoing governance to ensure it remains a living process.

The Growth Plan Partnership applied the following decision making process to develop the Growth Plan to realise Greater Geraldton’s full potential as a regional centre.

Figure 12: Growing Greater Geraldton - from the Bottom-Up



These decisions can be traced back to *Growing Greater Geraldton’s* “theory of change” (see tables following), in other words, a robust rationale for determining how the Growth Plan will make the best possible difference to Greater Geraldton’s growth rate (and contributory critical success factors). The theory of change model is based on identifying a major goal, and a series of early and medium term changes that are required in a community to reach that goal⁴⁰, as depicted in the diagram below.

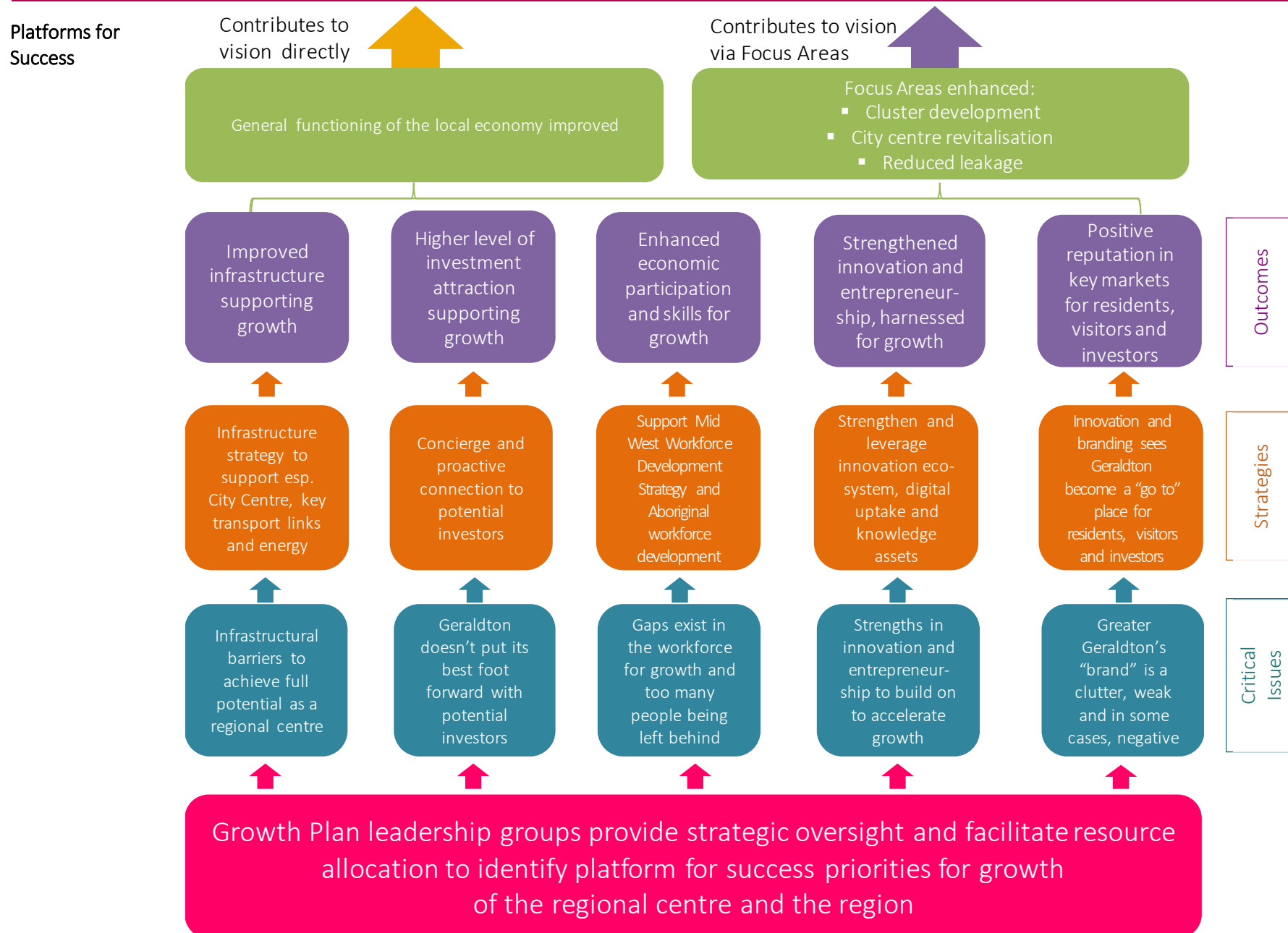
The Action Plan in section 7 indicates how the actual impacts will be measured and monitored over time, linked to the Performance and Evaluation Framework. The framework will operate at both a project level (i.e. by individual regional centre) and the program level (across all the regional centres in RCDP2) and ultimately to the RCDP2 objectives themselves. This process will inform future strategy development, prioritisation and other significant decision-making.

⁴⁰ Andrea Anderson, “An Introduction to Theory of Change,” *The Evaluation Exchange* XI, 2 (2005) accessed October 26, 2016, <http://www.hfrp.org/evaluation/the-evaluation-exchange/issue-archive/evaluation-methodology/an-introduction-to-theory-of-change>.

Theory of Change

Focus Areas



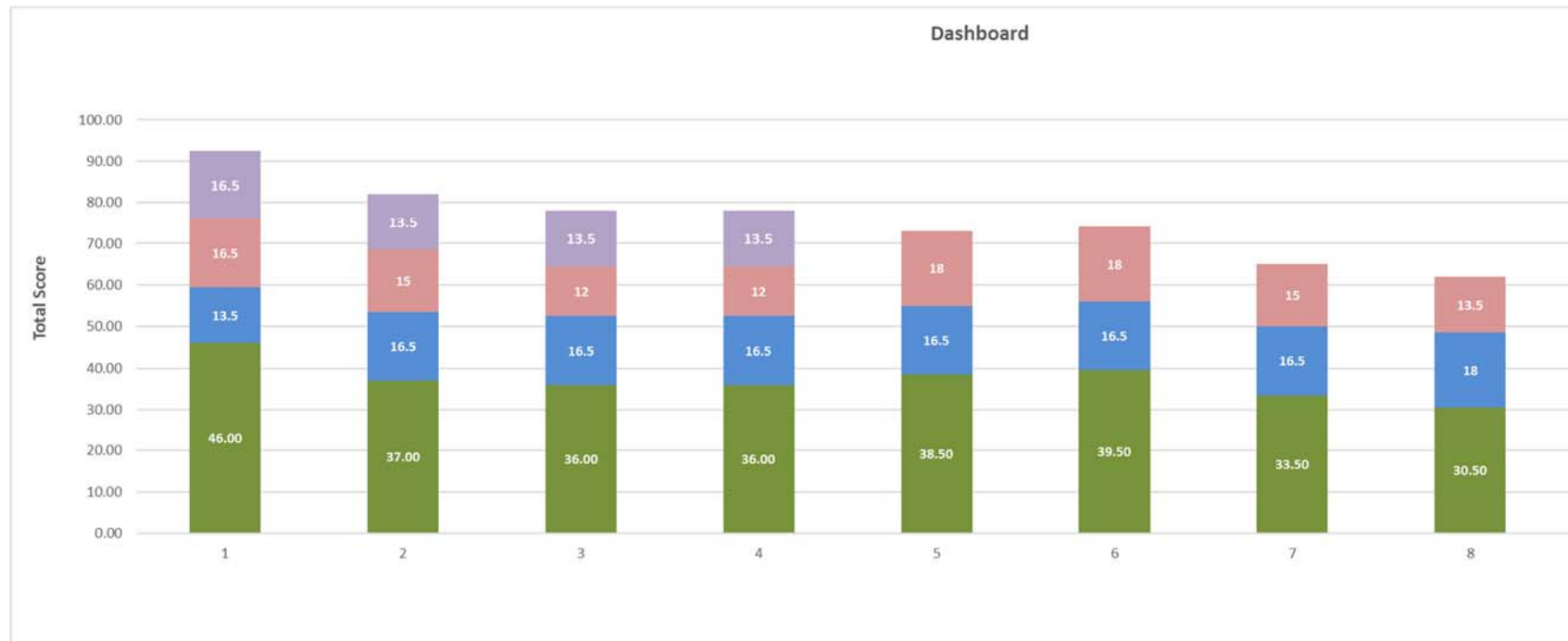


Multi Criteria Analysis

The multi-criteria analysis has been undertaken at the level of the Focus Areas and Platforms for Success. The assessment draws on the economic analysis by Pracsys and other evidence or qualitative judgements to provide a broad analysis against the criteria of the overall Performance and Evaluation Program for the Regional Centres Development Plan, as outlined in the following table. The graph below shows the results of the analysis.

Area	Criteria
RCDP Objective 1. Strengthen the capabilities of WA's strategic regional centre to drive long run investment, business and employment growth	<ul style="list-style-type: none"> ▪ leverages existing or additional project/industry specific resources to improve regional domestic product ▪ facilitates private sector investment ▪ has potential to create or extend linkages with strong, long-run domestic and international markets ▪ supports long-run employment generation ▪ displays innovation that has potential for future expansion/growth in the other criteria
RCDP Objective 2. Accommodate regional population growth that is generated by WA's long run economic growth	<ul style="list-style-type: none"> ▪ supports skills retention and expansion ▪ contributes towards liveable Regional Centres ▪ promotes community cohesion
RCDP Objective 3. Support the effective and efficient delivery of regional development effort and delivery	<ul style="list-style-type: none"> ▪ demonstrates feasibility/viability ▪ management arrangements are robust ▪ demonstrates value for money
4. Regional Unique Criteria	<ul style="list-style-type: none"> ▪ Regional unique opportunity ▪ Regional specialisation ▪ Regional specific constraints ▪ Custom criteria

Multi-criteria Analysis Results



- 1 Growth Engine – Cluster Development
- 2 Strong Heart – City Centre Revitalisation
- 3 Healthy Circulation – Plugging the Leaks
- 4 Quality Infrastructure

- 5 Innovation and Entrepreneurship
- 6 Investment Attraction
- 7 Economic Participation
- 8 Positive Reputation

Assumptions and Risks

In an absence of actions to drive growth, a number of potential risks and consequent outcomes could emerge, triggered by various scenarios around the main strategies of the Growth Plan. Amongst other things, these results highlight the inter-dependence between the Growth Plan and other strategies and forces that impact upon the economic, social, and environmental wellbeing of the regional centre. They also reinforce the City’s desire to build the capacity to grow and adapt in the face of wider global forces, which may see significant fluctuations, for example with periods of volatility in global oil supply, or cyclical movement of bulk commodity prices.

Progress Midwest will pay close attention to the investment in Infrastructure, Technology and Innovation as these provide foundations for strength and resilience. It will also apply the principle of collaboration to ensure effective connections to the most relevant wider efforts to improve the social, economic and environmental wellbeing of Greater Geraldton and the Mid West region.

Table 18: Risk and Outcome Scenarios

Scenario	Risks and Potential Outcomes
<p>1. Low investment in technology and innovation</p>	<ul style="list-style-type: none"> ▪ Geraldton has become an increasingly isolated community due to a poor uptake of technology and degraded infrastructure that doesn’t support visitors to the region. ▪ The Geraldton economy will remain focused on the more traditional industries, which has positives but will result in low economic diversity, and less high value jobs. Much of the local youth looking for a variety of options will have to move away. ▪ Loss of young people will result in a higher than usual ageing of the population. ▪ Despite high investment in traditional infrastructure a lag in technology uptake compared to the rest of WA will cause a low level of innovation investment and research across the region. ▪ Based on the low levels of technology access, the region will experience a higher than average cost to access lifestyle/population related services, and inflation rates are likely to be generally higher than comparable regions. ▪ The low access to technology will drive a low productivity economic environment. ▪ Due to the low uptake of technology the current level of growth being experienced across the region in traditional industries will not be sustainable into the future. ▪ Low uptake of technology has meant that the Geraldton region has not embraced opportunities to monitor, preserve and enhance the region’s environmental assets. As a result, there is a higher chance for the region to be exposed to major environment events without warning. ▪ There has been significant investment in the City Centre but the lack of technology infrastructure and uptake has meant the higher value service industries that would drive the ongoing growth of the City Centre has not happened. ▪ In this scenario economic leakage is a major problem, as all major businesses that rely on technology to reach their target market and to stay up to date and relevant in the market will move out of the city.

Scenario	Risks and Potential Outcomes
<p>2. High investment in infrastructure, particularly housing</p>	<ul style="list-style-type: none"> ▪ High funding investment in a range of infrastructure, including housing, has meant that in some parts of the region there are inappropriate and unsustainable developments that have the potential to negatively impact on both the economy and the environment.
<p>3. High investment in technology but low investment in economy and community</p>	<ul style="list-style-type: none"> ▪ This is a low inflation, low growth, higher unemployment scenario. ▪ Workforce automation is a major driver of unemployment, forcing tens of thousands of people into an extended period of dynamic learning: re-skilling, re-learning. ▪ Great emphasis is placed on training in areas of new technologies to facilitate employees into emerging economic sectors. ▪ Online retail has increased, impacting traditional retail in Geraldton’s city centre. Retailers, unable to cope with decreased consumer demand and CBD rents have had to move online or into alternate businesses altogether. ▪ The City Centre has been re-purposed with higher density housing options, reflecting the downturn in retail demand. ▪ A sharing or utilisation economy is prominent, as residents take advantage of social media sites to swap and purchase used goods. ▪ Ageing infrastructure limits capability of the Geraldton Port to lift its capacity as it becomes increasingly uncompetitive with performance characterised by delays and inefficiency. As a result, Geraldton continues to lose business to more modern and efficient competitors. ▪ Social services and government welfare are a bigger sector of the economy. ▪ Absence of employment opportunities results in population leakage out of Greater Geraldton. ▪ Lower socio-economic conditions mean environmental factors are a lower priority and so cohesive and genuine action to protect the environment continues to stutter forward. ▪ Cluster development will be impacted by lagging local infrastructure. Failure to invest in more efficient equipment, facilities and processes will see the Geraldton region become increasingly uncompetitive versus more efficient rivals. As a result of higher operating costs, smaller volume capabilities, and less reliable services, demand for produce exports from Geraldton will begin to get squeezed in a global, competitive environment. ▪ City Centre revitalisation has suffered from the sustained downturn in the economy and subsequent fall in investment. Whilst bricks and mortar businesses have declined, they have been replaced by higher density living options, and not necessarily by vibrant new businesses. In 2036, Geraldton’s centre reflects a city that has been under-capitalised for decades. With low population growth, an ageing population and outdated infrastructure, the city heart is withering rather than strong. ▪ Restricted employment options ensure the lure of Perth remains strong. Consequently, the leakage of youth persists, and the Geraldton community continues to age faster than the state average. ▪ Economic leakage is compounded by increase in online economic activity which ensures greater amounts of local revenue are leaving the region.

Scenario	Risks and Potential Outcomes
<p>4. Low levels of investment in technology and low investments in the economy and the community</p>	<ul style="list-style-type: none"> ▪ There is no interest to pursue the global economy, and the majority of businesses focus on local demands which generates a sense of economic isolation. ▪ This local focus means region is unaware of and hasn't planned for factors and trends that may influence the local economy in the future. ▪ The community has come to terms with, and is supportive of the fact that they are a seasonal economy, meaning that certain product and services can only be provided during the appropriate season. ▪ Lower skilled jobs are more prominent, there are very few high value, knowledge based jobs. ▪ A lack of investment has resulted in an ageing and unsatisfactory public transport network. Local residents are more accustomed to utilising passive modes of transport such as walking and bike riding. ▪ Geraldton has become an increasingly isolated community due to a poor uptake of technology and degraded infrastructure that doesn't support visitors to the region. ▪ Local politicians are focused on local needs, whereas State and Federal politicians are not focused on the needs of Geraldton at all. There is an increasing divide between the different levels of government.

6. GOVERNANCE OF THE GROWTH PLAN

Over time, the delivery of the *Growing Greater Geraldton* Plan may require funding and other resource contributions, and formal process stakeholder participation, by a range of Federal Government, State Government, Local Government and Private Sector (both profit and not-for-profit) organisations, none of which individually controls all of the sources of committed or prospective resources. As well, no single stakeholder entity controls all of the regulatory or business processes necessary to progress particular economic development and growth initiatives or projects identified in this plan. As is the case with the overarching *Mid West Regional Blueprint*, which has informed the framing of this growth plan, there are a significant number of public and private sector stakeholders with varying roles and responsibilities in resourcing, or delivery of initiatives.

In that context:

- The Mid West Development Commission is the custodian of the *Mid West Regional Blueprint*.
- The City of Greater Geraldton is the custodian of the *Growing Greater Geraldton* plan.

For the full gambit of initiatives and prospective investments identified during the growth planning process, resources and funding for delivery of initiatives and projects may ultimately need to include:

- Grant funding assistance from the Commonwealth
- In-kind people contributions from Federal agencies
- Grant funding assistance from the State
- Projects funded and undertaken by State agencies
- In-kind people contributions from State agencies
- Funding and people resources from the City, as well as wider in-kind contributions
- Projects funded and undertaken by the City
- Funding and in-kind contributions from, and capital investments by, commercial and not-for-profit entities. As Clusters mature for the Traded Sectors, member businesses of those clusters will increasingly fund the initiatives and operations of their formal Cluster entities.

The Growth Plan Partnership members agreed to establishment of a separate entity, able to operate at arms-length from the bureaucratic and regulatory constraints of State or Local Government:

- to create a single facilitation point for essential coordination and collaboration;
- to deliver particular initiative programs;
- to provide seed support for the establishment of Clusters for traded sectors of the regional economy (starting with three pilot clusters); and
- to provide the agility needed to respond to particular economic development needs and opportunities on a timely basis.

This gave rise to the proposed creation of an incorporated entity to be called *Progress Midwest*.

Local Government legislation constrains the types of incorporated bodies that any Council in WA may form, or be involved in forming. The City has initiated necessary work to create *Progress Midwest* as an incorporated not-for-profit body under the *WA Associations Incorporation Act 2015*.

Progress Midwest will have responsibility for driving and coordinating delivery of the Program of Action established under the *Growing Greater Geraldton* plan (see part 7 of this plan).

Subject to commitment of funding from the State and the City – *Progress Midwest* will be responsible for delivery or facilitating delivery of the programs illustrated below.

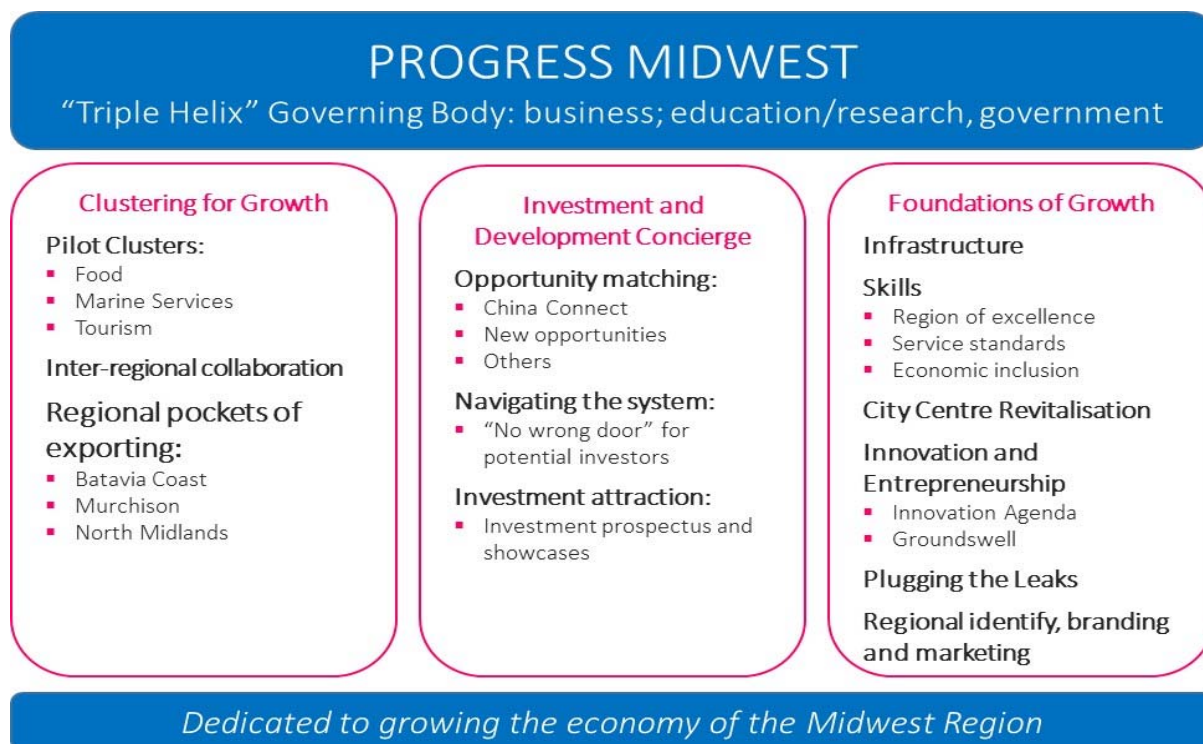


Figure 13: Progress Midwest Program Structure

Development of *Progress Midwest* will inevitably be subject to particular conditions attached to any funding provided by Government, typically specified in a formal Funding Agreement. At the time of preparation of this plan, the City had submitted an application for Royalties for Regions funding, prepared in collaboration with MWDC, for operation of *Progress Midwest* for 4 years.

The business case submitted to the WA Department of Regional Development (DRD) commits the City’s projected economic development budget, and secondment of the permanent economic development team staff, to the *Progress Midwest* initiative for that 4-year period. However, execution of the full range of programs and initiatives is largely dependent on receiving the grant funds sought from the Government.

In addition to the economic development budget commitment, it is the City’s intention to commit its Visitor Centre and Tourism budget to the *Progress Midwest* initiative, to support the Tourism Cluster development pilot project.

State funding decisions are anticipated following the March 2017 State Election.

The business case submitted to DRD specifies that expenditure of State funds by the proposed *Progress Midwest* entity will *require the approval of the MWDC Board*.

Resources provided to *Progress Midwest* by the City will be provided under such conditions and approval requirements as may be determined by the City, and expenditure of such City funds by *Progress Midwest* for City-agreed purposes will *not* be subject to any separate approval by the MWDC Board.

Similarly – resources provided to *Progress Midwest* by other bodies will be provided under such conditions and approval requirements as may be determined by those bodies and expenditure of such

funds by Progress Midwest for purposes agreed by the providing body will *not* be subject to any separate approval either by the MWDC Board, or the City.

The City is the applicant for Royalties for Regions (RfR) funding for *Progress Midwest*, and – if the application is successful - will be obliged to enter a funding agreement with DRD that includes obligations on the City to acquit the grant funds. Acquittal of RfR grants generally requires submission of the formal audited acquittal statements by the City to DRD via MWDC.

In respect of funding or other resources provided to *Progress Midwest*, by or via the City, the same accountability and funding acquittal obligations that are imposed as conditions of significant grants to other bodies will apply, including provision of periodic progress and milestone reports, and provision of audited acquittal statements. *Progress Midwest* will thus be *accountable in the first instance to the City* for formal acquittal of RfR funding provided under the agreement between the City and DRD, and accountable directly to the City for acquittal of funds provided by the City.

The Growth Plan Partnership bodies are committed to progressing the *Progress Midwest* initiative. At the time of writing, its activities are supported by personnel seconded from the City and MWDC, utilising accommodation provided by the City, and engaged in completion of growth plan quick-win initiatives and oversight of cluster development related studies funded from the RCDP2 program.

In the event that the submission seeking State Government funding support is *successful*, the growth plan partners envisage establishment of Taskforces as depicted below, to progress the Action Plan and facilitate development of the pilot Clusters for the tourism, marine and food sectors.



Figure 14: Initial Progress Midwest Taskforces

In the event that the application for State funding is *unsuccessful*, or only achieves provision of funding at a level lower than that requested, then the MWDC and City will consult other growth plan partners, and will re-visit the proposed program structure for Progress Midwest, and the Program of Action set out in Section 7 of this growth plan.

Without funding commitment from the State, the scope and timing of *Progress Midwest* activities, and the timing of pursuit of initiatives identified in the Program of Action set out in Section 7 of this plan will be constrained within the resources able to be provided by the City or other resource contributors.

In such circumstances, key stakeholders will determine the allocation of lead responsibility for particular initiatives unable to be undertaken within the limited resources available to *Progress Midwest*.

Progress Midwest will operate under the formal management oversight of a Committee (as defined under the *Associations Incorporation Act*), membership of which will permanently include representatives nominated by:

- City of Greater Geraldton
- Mid West Development Commission
- Regional Development Australia Midwest and Gascoyne
- Mid West Chamber of Commerce and Industry

The Committee may include representatives from each of the following sectors:

- Tourism
- Marine
- Agriculture/Food
- Tertiary Education
- Research and Development
- Property Development
- Mining and Energy
- Transport and logistics
- Other sectors as may be determined by the Progress Midwest Committee.

In the initial 1-2 years of *Progress Midwest* operation, as Cluster development (facilitated and supported by *Progress Midwest* via the Taskforces noted above) progresses through its early stages, representatives of the traded sectors are expected to be invited to join the Committee, by agreement between the permanent Progress Midwest Committee members.

As the Clusters mature and each in its own right forms an incorporated body, then representation of a Cluster on the Progress Midwest Committee will be by nomination by the Cluster board or committee, as provided for in their constitution/rules.

As *Progress Midwest* matures, and it becomes the recognised focal point for regional economic development, the expectations of the growth partnership stakeholders are that *Progress Midwest* will:

- continue to be governed under a triple-helix model, with a Committee representing business, government and education/research; and
- become increasingly private-sector-led and private-sector-funded, as opposed to being led and funded primarily by the public-sector.

While there may be potential for the State and the City to provide some funding or other resource support beyond the 4-year period envisaged in the funding business case submitted to the State Government, such support cannot be guaranteed.

The *Progress Midwest Committee* will be charged with responsibility for:

- growing resource contributions from the private sector, leveraging the public sector seed funding provided by the State and the City for its initial four years of operation, and
- developing the *Progress Midwest* entity to a position of financial self-sustainability for its core activities – not dependent on the level of funding and other resource contributions provided by the State and the City for its initial 4-year period of operation.

Similarly, private sector Cluster boards or committees will be responsible for growing the resource contributions from their members, to reduce and ultimately remove reliance on *Progress Midwest* and its primary public sector funding sources, for funding or other resource support.

7. PROGRAM OF ACTION

Operations, Programs and Initiatives

The Growth Plan has identified projects and initiatives that will be pursued in the short, medium and long term.

The Program of Action set out in the following pages, and related to the focus areas of the growth plan, includes initiatives across the following spectrum:

- Operational programs and projects that have been formally defined, ready to be implemented, with action responsibilities specified, funding sources identified and budgets prepared. Capacity to execute the full range of these initiatives/projects, and timing, will be dependent on the level of grant funding received from the Government, as discussed in the previous section.
- Proposed initiatives and projects identified as being pre-requisite enablers for future development and growth – but requiring further definition, cost assessment, structured benefits and feasibility appraisal, and priority setting.

Inclusion of the latter type of initiatives *should not be construed as representing a “wish list”*.

Significantly, development of the *Growing Greater Geraldton* plan was informed by broader studies, under the auspices of the State-wide RCDP framework, which saw whole-of-State studies commissioned by the State Government’s central RCDP Committee, and conducted to identify economic growth and cluster development opportunities and priorities. These City growth initiatives were identified in that context, via a rigorous process of assessment of regional opportunities, current weaknesses, and infrastructure and capability gap-analysis.

The Growth Plan Partnership has identified these prospective initiatives/projects as being pre-requisites to significant economic development and employment growth opportunities for the region, and determined them worthy of formal investigation and appraisal. The *Growing Greater Geraldton* Plan, and its Program of Action, have been formally endorsed by the MWDC Board, and by the Greater Geraldton City Council.

Typically, following definition and feasibility study appraisal, these initiatives/projects will require:

- preparation of a comprehensive business case to support applications to grant funding bodies, where public funding assistance is justified; and/or
- preparation of a prospectus, where there are prospects for private capital participation.

Within the resources available to it, the *Progress Midwest Committee* will develop a detailed, prioritised program of action for the initial period of implementing this Plan.

Implementation schedule

Growth Engine Activities

Action	Description/Method	Roles & Responsibilities	Timing & Sequence	Performance indicators	Estimated Cost
Governance for <i>Progress Midwest</i> – establishment of an incorporated body	<i>Progress Midwest</i> is set up and operates as an independent not for profit entity	City of Greater Geraldton	By April 2017	<i>Establishment of Progress Midwest Incorporated</i>	\$10,000
Clustering for Growth Facilitation	<p>Providing a focus for existing industry clusters that have the highest impact on business growth and economic development.</p> <p>Three pilots have been selected for progression through the <i>Progress Midwest</i> service delivery model:</p> <ol style="list-style-type: none"> 1. Food 2. Marine services 3. Tourism 	<p><i>Progress Midwest</i> :</p> <p>Cluster facilitators will be appointed to lead the cluster and traded sector development process</p>	<p>Four year program 2017 to 2021.</p> <p>Pilot program already started</p>	<p>Number of business actively involved in cluster activities</p> <p>Type of engagement and collaboration businesses have amongst each other</p> <p>Number of exporting firms in the region and level of exports</p> <p>\$ exported from trade mission participating companies (inbound and outbound)</p>	\$3,395,106

Action	Description/Method	Roles & Responsibilities	Timing & Sequence	Performance indicators	Estimated Cost
Early Wins: Marine Cluster					
<ul style="list-style-type: none"> ■ <i>Marine Precinct Development</i> 	<p>Develop a conceptual design of the Marine Precinct in Geraldton Western Australia with detail of recommended land use and layout, infrastructure provisions, and any other development requirements that should be instigated in a staged expansion, including:</p> <ul style="list-style-type: none"> • short term (5 years); • medium term (5-15 years) and • long term (20 year+) horizons, <p>to provide industry, government and potential customers of the marine industry in the Mid West with a pathway forward for future growth and investment in the industry</p>	<p><i>Progress Midwest:</i></p> <p>Consultant appointed. Project overseen by a dedicated Project Manager</p>	<p>Ends Q1 2017</p>	<p>Identification of marine infrastructure that needs to be upgraded or replaced</p> <p>Market demand analysis completed</p> <p>Master Plan concept designs completed</p>	<p>\$120,000</p>

Action	Description/Method	Roles & Responsibilities	Timing & Sequence	Performance indicators	Estimated Cost
Early Wins: Food Cluster					
<ul style="list-style-type: none"> 4Ways Fresh 	South Australia based company has invested \$2.85 to grow cucumbers in Greater Geraldton	4Ways Fresh	Already established	Achieved	Private investment
<ul style="list-style-type: none"> Capsicum NZ Export 	Export opportunity for capsicums and potentially zucchini	Growers and 4Ways Fresh	Q4 2016 through Q2 2017	Midwest horticulture Crop diversification	Private investment
<ul style="list-style-type: none"> Future crops identification 	A report identifying what crops are in future demand	Vegetables WA		Report available for regional growers	Vegetables WA
<ul style="list-style-type: none"> Export-Ready workshops 	Grower workshops on preparing export plans	Workshops Delivered by Food Innovation Australia (FIAL)		Workshops conducted	\$15,000
<ul style="list-style-type: none"> 'Crayfish to Plate' initiatives 	Exploration of ways to resolve export pricing dynamics and resolution of regulatory constraints, to enable profitable local consumption of rock lobster	Progress Midwest		Continuing availability of rock lobster at reasonable prices on local restaurant menus	In-house and industry sector
<ul style="list-style-type: none"> Horticulture Mid West growers' group formation and initial support 	Incorporation of Horticulture Mid West to address various export opportunities	Consultant		Incorporation of Horticulture Mid West and Constitution created	\$10,000

Action	Description/Method	Roles & Responsibilities	Timing & Sequence	Performance indicators	Estimated Cost
Early Wins Tourism Sector					
Region of Tourism Excellence	A sector-specific training and development program to enhance tourism service delivery.	<i>Progress Midwest</i>	2017 to 2021	Appropriate businesses enter the program Program delivered to more than 30 Mid West Businesses Business mentoring and support network established Positive visitor surveys of experiences	\$688,656
<ul style="list-style-type: none"> <i>Justanotherdayinwa #LoveGeraldton campaign</i> 	A 10 week social media campaign (using Instagram; YouTube; Facebook and twitter) that focuses on providing imagery to build the profile of Greater Geraldton as a tourist destination through Tourism Western Australia's <i>Just Another Day In WA</i> campaign	City of Greater Geraldton: Social media consultant	End Q1 2017	Total content reach and number of views/likes/shares/comments entire campaign and individual posts Increased bookings and event attendances Inclusion of Greater Geraldton experiences in the broader Tourism WA campaign	\$10,000

Action	Description/Method	Roles & Responsibilities	Timing & Sequence	Performance indicators	Estimated Cost
Early Wins: Tourism (cont'd)					
<ul style="list-style-type: none"> 42,000 Ambassadors 	Educating the community will enable them to promote the Geraldton lifestyle, the local attractions and the food/entertainment options to their own families/friends inside and outside Greater Geraldton.	Industry	H1 2017 onwards	Level of industry engagement with broader community.	Industry
<ul style="list-style-type: none"> Zhoushan International Islands Tourism convention 	City delegation attendance and booth at the International Islands Tourism Convention accompanied by Mandarin speaking staff member	City of Greater Geraldton	Q4 2016	Completed – successful. Increased China-based travel agents inquiries and bookings	City funded.
<ul style="list-style-type: none"> Shanghai Tourism Convention 	Attendance and booth at Shanghai Tourism Convention by Business representative accompanied by Mandarin speaking staff member	Geraldton Air Charter	Q4 2016	Completed – Successful. Increased China-based travel agents inquiries and bookings	Industry with City support. \$5,000
<ul style="list-style-type: none"> Expanding a stock photo library 	Creation of library of good quality photos promoting updated Geraldton images	City of Greater Geraldton	Q4 2016 to H1 2017	Increased stock of high quality images.	\$5,000
<ul style="list-style-type: none"> Downloadable calendar of regional events and attractions 	13-month regional tourism events and attractions calendar	City of Greater Geraldton		Online availability of calendar. Number of downloads	\$10,000
<ul style="list-style-type: none"> Enhancing website visitgeraldton.com.au 	New Holiday Planner download.	City of Greater Geraldton		Website visits, downloads, bookings.	City, In-house
<ul style="list-style-type: none"> Visitor in Your Own Backyard (Know your product initiative) 	Provide key attraction tours that showcase Geraldton so local businesses promote Geraldton	Visitor Centre and Tourism sector leaders		Positive feedback from participants and positive Social media coverage	In-house, with industry In-kind support

Action	Description/Method	Roles & Responsibilities	Timing & Sequence	Performance indicators	Estimated Cost
<ul style="list-style-type: none"> <i>Tourism Customer Service Charter</i> 	Customer Service Charter that will outline the expectations required to deliver excellent customer service	Progress Midwest and Industry	H1 2017	Completion and adoption of Charter by industry	In-house and industry
<ul style="list-style-type: none"> <i>Review of "Take a Fresh Look" Marketing Strategy</i> 	City of Greater Geraldton will review its existing Take a Fresh Look marketing strategy to implement additional marketing activities. (To be informed by Tourism DMP process)	City of Greater Geraldton	H1 2017		In-house
<ul style="list-style-type: none"> <i>Destination Management Plan</i> 	City of Greater Geraldton will commission a destination management plan including destination branding and marketing	City of Greater Geraldton	H1 2017	Completion and endorsement of DMP. Take-up of DMP initiatives by Industry	City 16/17 budget \$35,000
<ul style="list-style-type: none"> <i>Digitally enabled tourism</i> 	Multiple activities that focus on improved digital marketing and online promotion	City of Greater Geraldton, Mid West Development Commission, WA Museum	H1 2017 onwards		TBD and in-house funding
<ul style="list-style-type: none"> <i>Shore spring tension units for Port of Geraldton</i> 	Acquisition of 4 shore based spring tension units to overcome mooring/berthing issues resulting from swell effects on lines, in Port of Geraldton	Mid West Ports	H1 2017	Successful deployment of spring tension units. Proportion of Cruise ships able to utilise Port of Geraldton.	\$1,000,000

Strong Heart Activities

Action	Description/Method	Roles & Responsibilities	Timing & Sequence	Performance indicators	Estimated Cost
City Centre Revitalisation	Concept plans and Detailed designs to revitalise and activate the City Centre	City Progress Midwest City Centre Taskforce	H1 2017	Concept plan delivered Q4 2016. Detailed designs by July 2017	\$1 million
	Development and Implementation of a detailed plan to revitalise the look and feel of the City Centre to enhance visitor and resident amenity, visible appeal, traffic flows, way-finding, signage and place branding.	City. Progress Midwest City Centre Taskforce Private property developers and investors	2017 and Ongoing	Lively and active city centre and streets throughout the day and into the evening and Streets, spaces and places re-designed for people Diverse/mixed uses occupy the City Centre Number of amenities (benches, bins, bike racks), street trees, car bays and signs	\$40 to \$50 million Plus funding from City of Greater Geraldton capital and normal work programs. Private investors to be sought for some projects. Private developers to fund their own plans.
	Infrastructure Headworks assistance, including undergrounding of power in the city's Heart	City of Greater Geraldton	2017 and ongoing	City centre headworks infrastructure assistance improves viability of inner city development projects	
	Rates concessions and fee waivers during development stages plus faster applications processing	City of Greater Geraldton	2016 and ongoing	Number and value of private sector new or renovation/redevelopment projects	City Budget. Private sector.

Action	Description/Method	Roles & Responsibilities	Timing & Sequence	Performance indicators	Estimated Cost
Lot 601 & BCM2 Development and activation	Lot 601 and BCM2 are important undeveloped State land holdings in the City Centre. Activating these will support "continuity" of the urban fabric between the historical City Centre, and other components.	LandCorp, MWDC, City, Private Developers	2017 and ongoing	This project is pre-requisite to significant economic development and employment growth opportunities and requires formal appraisal and specific project definition.	TBD
CGG Office Relocation	Relocating the CGG offices to a new location in the BCM2 will serve as catalyst for the development of the BCM2. This will also make the land, where the CGG offices currently are, available for CBD revitalisation opportunities.	City of Greater Geraldton	Dependent on timing Lot 601 and BCM2 activation	(As above).	TBD
Spalding revitalisation	Revitalisation of Spalding suburb, which has too high concentration of social housing and social issues.	Department of Housing, MWDC, City	2017 and ongoing	(As above).	TBD
Activation of underutilised State & Federal land	Free up and activate unused State and Federal Land in the City Centre, and wider urban area.	Federal and State agencies. MWDC, City.	2017 and ongoing.	(As above).	TBD
Retail trading hours reform	Reform trading hours to support City centre revitalisation and Tourism, and reduce leakage.	City of Greater Geraldton, State Government	2017	Removal of trading hour constraints on trade and tourism growth.	Inhouse
City Centre Housing/densities increase	Re-focus CBD from retail and commercial focus to activity / residential, with diverse accommodation options.	City of Greater Geraldton, LandCorp, MWDC, Private investors	2017 and ongoing	Number of residential units developed in the City Centre.	Private sector

Healthy Circulation Activities

Action	Description/Method	Roles & Responsibilities	Timing & Sequence	Performance indicators	Cost
<p>Economic leakage minimisation</p> <p>Early wins:</p> <ul style="list-style-type: none"> ▪ Expansion of GOPP ▪ Buy Local Campaign ▪ Mid West Chamber of Commerce <i>BuyMidWest</i> directory ▪ Strategies to compete with online vendors 	<p>Retaining the wealth within Greater Geraldton and minimising economic leakage from businesses, households and local/regional government entities</p> <p>Programs to explain benefits of buying local goods and services</p> <p>Training businesses to create competitive pricing strategies</p>	<p>MWCCI</p> <p>Local businesses</p> <p>City of Greater Geraldton</p> <p>Tourism sector</p>	<p>2017 onwards</p>	<p>Expansion of members of business group to benefit from pre-negotiated bulk buying deals and smooth payment process.</p> <p>Increased expenditure at local businesses.</p> <p>Increased sales for local businesses</p>	<p>Industry initiatives</p>

Quality Infrastructure Activities

Action	Description/Method	Roles & Responsibilities	Timing & Sequence	Performance indicators	Cost
Short/Medium term Infrastructure projects and development initiatives	<p>Geraldton Port upgrade</p> <p>Upgrade Geraldton Airport for Airfreight Exports and Interstate and International Tourism</p> <p>Plan and develop Houtman Abrohlos Island tourist infrastructure, amenities and attractions.</p> <p>Develop a large scale aquaculture industry on the Abrohlos Islands</p> <p>Geraldton Hospital upgrade</p>	<p>MW Port Authority</p> <p>City of Greater Geraldton, MWDC, DoT, DRD</p> <p>Fisheries, Tourism WA, Environment</p> <p>Fisheries, BCMI, Private sector investors.</p> <p>State Lead Agencies</p> <p>Health</p>	<p>2017-2022</p>	<p><i>These projects are pre-requisite to significant economic development and employment growth opportunities and require formal appraisal, specific project definition, and business case or private investment prospectus development.</i></p> <p>KPI: Investments made and operational</p>	Full project costings to be developed at the time and funding sought
Planning for active and passive sport and recreation infrastructure, facilities and amenities	Development of <i>Mid West Outdoor Recreation Plan</i> .	<p>Department of Sport and Recreation (Mid West)</p> <p>City of Greater Geraldton.</p> <p>MWDC.</p>	<p>2017-2018</p> <p>Ongoing</p> <p>Ongoing</p>	<p><i>Will identify projects to enhance liveability for growing population, to attract and retain businesses and their workforce, and enable growth in events and sport and recreation tourism.</i></p> <p>KPI: Projects funded and delivered</p>	Full project costings to be developed for proposed projects after concept and feasibility studies, with business case development to support funding applications.
Planning for development of sport and recreation tourism	Development of a <i>Sports Tourism Strategy</i>	<p>Mid West Sports Federation</p> <p>DSR, CGG, MWDC</p>	<p>2017-2018</p> <p>Ongoing</p>	<p>KPI: Projects funded and delivered</p>	As above.

Action	Description/Method	Roles & Responsibilities	Timing & Sequence	Performance indicators	Cost
<p>Prospective Long Term Infrastructure and/or development projects</p>	<p>Staged development of the Oakajee industrial estate</p> <p>Construction of new Export Sea Port at Oakajee</p> <p>Construct new and extend existing rail networks to connect stranded mineral deposits</p> <p>Acquire land and Construct ONIC - the Oakajee-Narngulu Infrastructure Corridor</p> <p>Highway Bypass (heavy vehicle safety corridor)</p> <p>330 KV powerline connection from Geraldton to the SWIS connection at Three Springs</p> <p>Berth 8 enhancement and development of a Cruise Ship Terminal, Port of Geraldton</p> <p>Develop a gas fired power station in the Mid West</p> <p>Develop integrated large scale renewable energy solutions for the Mid West</p> <p>Construct high speed rail connection between Geraldton and Perth.</p>	<p>TBD:</p> <p>Relevant State Agencies</p> <p>Private Investors</p>	<p>5-20 years</p>	<p><i>These prospective projects have been identified to enable and support future regional economic development and employment growth.</i></p> <p><i>Those marked** have previously been identified in State and Regional Plans, including the Mid West Regional Blueprint. They are included here as they represent significant strategic context for the City growth plan.</i></p>	<p>TBD:</p> <p>Full project costings to be developed at the time and funding sought.</p>

Entrepreneurship and Innovation Activities

Action	Description/Method	Roles & Responsibilities	Timing & Sequence	Performance indicators	Cost
Smart Labs	A project to encourage businesses to pilot their products/services in Greater Geraldton, to demonstrate technologies to proof-of-concept stage	City of Greater Geraldton, State Utility Authorities	H1 2017	New technologies successfully demonstrated	Private businesses assisted by venture capitalists
Geraldton Health, Education and Training Precinct	Masterplan for the development of the Geraldton Health, Education and Training Precinct.	City of Greater Geraldton, MWDC, State Lead Agencies	2017 and ongoing	Masterplan implemented	TBD
Geraldton Health, Education and Training Accommodation Project	Accommodation for students and visiting professionals	WACHS with Mid West Development Commission	2017 and ongoing	Accommodation developed	\$20m
BCMI Restructuring	Review of role, functions and future directions.	TAFE	TBD	Finalisation of restructuring recommendations	TBD
University expansion	The Geraldton Universities Centre (GUC) is exploring opportunities to take its unique model to other WA regional centres. A number of regional centres have also canvassed GUC interest in establishing a similar operation in their community.	GUC with State Support	TBD	TBD	TBD

Action	Description/Method	Roles & Responsibilities	Timing & Sequence	Performance indicators	Cost
Regional Trade Training Centre	Make greater use of the significant resources available in the Geraldton Trade Training Centre located on the Geraldton Senior College campus.	TBD	2017 and ongoing	TBD	TBD
Identify and develop opportunities to leverage the Square Kilometre Array (SKA) project for In-Region economic development activities and employment	SKA is a \$2BN international science project. Stage 1 (\$1BN) will be established in both Australia (Murchison Radio-astronomy Observatory) and South Africa. It involves the establishment of around 125,000 dipole antennae at the MRO. This complements the Australian SKA Pathfinder project which comprises 36 x 12m diameter dish antennae already on site and the MWA (Murchison Widefield Array) project.	Progress Midwest, MWDC, City, Federal and State Agencies	2017 and ongoing	TBD	TBD as specific development/employment initiatives are framed.
Innovation Services	Implementation of programs, events and services piloted through the Mid West Innovation Agenda. Support for innovation across all sectors, stages, locations. Examples include: Catalyst, Flock, GovHack, KickStart,	Pollinators Inc Mid West Development Commission Private investors and partners		Number of Users of facilitated innovation processes, tools and shared resources; number of consequent successful commercialisation	TBD

Action	Description/Method	Roles & Responsibilities	Timing & Sequence	Performance indicators	Cost
	tools, case studies and support services.			transactions or ventures. Measurable economic benefits for the region.	
Innovation and Incubation Spaces	Development and operation of shared work spaces supportive of innovation, collaboration, and incubator support for start-up businesses.	MWDC Pollinators Inc, TAFE NACC Private investors	2017 and ongoing	Specific case studies of success of local business and export-oriented ventures utilising the shared innovation/incubation space. Measurable economic benefits for the region.	TBD
Meshpoints	Pollinators Inc has grown a partnership model for regional WA to share the learning and de-risk innovation in other regions. This partnership model is called Meshpoints.	Pollinators with support of other RDCs, local governments and State Agencies. (Port Hedland, Newman, Albany, Perth already working collaboratively).	2017 and ongoing	Specific case studies of success of local business and export-oriented ventures, or consequent successful innovation commercialisation transactions or ventures, from utilising shared processes and innovation/incubation spaces via Meshpoints. Measurable economic benefits for the regions.	Meshpoints and private partners

Investment Attraction Activities

Action	Description/Method	Roles & Responsibilities	Timing & Sequence	Performance indicators	Cost
Investment and Development Concierge	<i>Progress Midwest</i> will be the first point of call for potential investors in new or expanding businesses in Geraldton. The “No wrong door” strategy ensures that any opportunity that knocks on any of the potential doors will be embraced and directed to the relevant entity	<i>Progress Midwest</i>	2017 to 2021	Number of new business in the region Number of out of region investments secured New employment FTEs arising from investments secured	\$2,722,639
Investment Showcases	Investor showcase events	Consultant. Project overseen by <i>Progress Midwest</i>	First event: Dec 2016	Number of local investment-ready projects developed. Number of investors sourced to evaluate projects. Conversion rate (number with \$ invested/number sourced)	\$70,000. Funding for future events TBD.
Investment Prospectus	Development of a web based, printable resource which provides an overview of the region in terms of progress, projects in the pipeline, and investment opportunities.	Consultant Project overseen by <i>Progress Midwest</i>	By April 2017	Availability of Online Prospectus. Number of Downloads. Number of Inquiries. Number and value of consequent investments.	\$30,000

Action	Description/Method	Roles & Responsibilities	Timing & Sequence	Performance indicators	Cost
Groundswell Initiative	A training and mentoring program designed to assist local businesses that exhibit high-growth potential but whose growth is constrained. The program will enable development of investment-ready businesses cases, attract investors, and increase awareness of the region and its investment potential.	<i>Progress Midwest</i>	2017 to 2021	Appropriate businesses enter the program Program delivered to more than 30 Mid West Businesses Business mentoring and support network established	\$695,853
'China Ready' Accreditation Training delivered locally	Training businesses to maximise ability to serve Chinese tourism market	Appropriate local training organisation	2017	Course content developed and training program operational Number of businesses and individuals participating. Number of in-region businesses accredited	\$5,000
Policy Review: Private Capital Participation and Public-Private Partnerships	Explore alternative models to enable greater private sector investment in City and regional development. Seek regulatory reform where appropriate to remove barriers.	State Government agencies. MWDC. City.	2017	Value of Private capital leveraging Public funding investments. Value of Private capital replacing Public funding.	Inhouse

Economic Participation Activities

Action	Description/Method	Roles & Responsibilities	Timing & Sequence	Performance indicators	Cost
North by Mid West	A networking and marketing program to maximise market opportunities in WA's North for Mid West-based businesses	<i>Progress Midwest</i> MWCCI	2017 to 2021	Opportunities for Mid West businesses in Northern markets identified and number and value of those successfully pursued. Growth in export income from Northern markets Regular presence of MWCCI and Karratha Chamber of Commerce representatives in each market.	\$970,000 and Private investments
Aboriginal Economic Development Strategy	Regional Chambers of Commerce and industry will develop and implement a range of engagement activities aiming to expand work opportunities, including work experience for 5 regions of WA, including the Mid West.	MWCCI MWDC Mid West Aboriginal Organisation Alliance	H1 2017	Strategy delivered	TBD

Positive Reputation Activities

Action	Description/Method	Roles & Responsibilities	Timing & Sequence	Performance indicators	Cost
Marketing & Promotion program review	<p>The City of Greater Geraldton will review its existing <i>Take a Fresh Look</i> marketing strategy to implement refreshed and/or additional marketing activities.</p> <p>Review will examine use of all Channels, including social media.</p> <p>(This review to be informed by the Tourism DMP and Investment Prospectus development processes and outcomes).</p>	City of Greater Geraldton	By or before July 2017, then ongoing	<p>Reinvigorated marketing and promotion strategy launched.</p> <p>Web/Social Media monitoring of downloads and hits.</p> <p>Print media and TV coverage monitoring.</p>	In-house
Museum Redevelopment	<p>Redevelopment of the museum to include a theatre for viewing 3D imagery of both the Sydney and Kormoran ship wrecks, interpretation and updates on the SKA, interpretation of Wilgie Mia (oldest working Ochre mine in the world, located in the Murchison), a window on the Abrolhos Islands (natural and cultural history) and a refreshed Mid West Gallery.</p>	WA Museum, with MWDC support	2017 and ongoing	<p>Development and delivery of the Initiatives.</p> <p>Museum media promotion and coverage</p> <p>Museum visitation.</p>	\$18m

APPENDIX 1: KEY STRATEGIC DOCUMENTS

State Planning Strategy 2050

The core goals of the State Planning Strategy 2050 are:

- Global competitiveness – building on and strengthening the State’s diverse economic base.
- Strong and resilient regions – developing regional resources through economic expansion and inter-regional collaboration.
- Sustainable communities – creating resilient communities enhanced by investment in infrastructure and social capital.
- Infrastructure planning and coordination – integrating infrastructure networks to achieve efficiencies and synergy in pursuit of economic growth.

The State Planning Strategy⁴¹ 2050 envisions that by 2050 Western Australia will double its current population and will have a diverse range of well-connected and vibrant communities and regional centres that are resilient, active, and respectful of cultural differences. The Strategy is designed to guide, inform and unite growth plans for each of the three geographic sectors of Western Australia.

There are 11 regional centres identified in the State Planning Strategy 2050 – Albany, Bunbury, Busselton, Broome, Carnarvon, Greater Geraldton, Kalgoorlie-Boulder, Karratha, Kununurra, Mandurah and Port Hedland.

The Strategy identifies that the Central Sector, in which Greater Geraldton is located, will be a significant contributor to the nation’s mining, scientific, technological, research and innovation industries by 2050. The Growth Plan is fully consistent with these expectations and seeks to ensure they are fulfilled.

Regional Development Strategy 2016 to 2023

Aligned with the State Planning Strategy’s vision of growth for WA, the Regional Development Strategy⁴² (RDS) recognises the need to adapt to a changing State economy. At the same time, the RDS recognises that the evolving global economy presents a range of opportunities for which Western Australian regions enjoy a comparative advantage. Regional Development builds vibrant regions with strong economies through jobs growth, economic growth and capable people. The Growth Plan is guided by the expectation of adapting to a new world economy and looks to capitalise on Greater Geraldton’s and the region’s strengths to meet the opportunities.

⁴¹ Western Australian Planning Commission, *State Planning Strategy 2050* (Perth: Western Australian Planning Commission, 2014) accessed October 26, 2016, <http://www.planning.wa.gov.au/publications/6561.asp>.

⁴² Department of Regional Development, *Regional Development Strategy 2016-2025* (Perth: Department of Regional Development, 2016) accessed October 26, 2016, <http://www.drd.wa.gov.au/Publications/Documents/Regional%20Development%20Strategy.pdf/>

Regional Centres Development Plan (RCDP)

The Regional Centres Development Plan⁴³ (RCDP) supports centres of the highest strategic importance to the State's economy and regional communities, in accordance with the State Planning Strategy's hierarchy. The RCDP Framework builds on international economic development best practice, incorporating both "bottom up" and "top down" approaches. This recognises that while decision making is best made closest to local sources of innovation, local economic development should not be undertaken in isolation. It also recognises that the private sector is largely responsible for growth, and that government primarily plays an enabling and facilitation role.

The RCDP Framework provides a platform for the establishment of Growth Plan Partnerships and the development of Growth Plans. It is a primary mechanism to meet the objectives of the *State Planning Strategy 2050* and Regional Blueprints with respect to strategic regional centres.

The Growth Plan is designed to unlock growth potential in a 21st century global economy, and requires commitment across sectors to both planning and implementation. Accordingly, the collaborative approach adopted by RCDP aims to bring together all levels of government, the community and the private sector. It is a "placed based" approach that supports innovation and ownership at the local level, and provides a vehicle for all sectors to work together to plan for and drive development.

Mid West Regional Planning and Infrastructure Framework

The Mid West Regional Planning and Infrastructure Framework⁴⁴ (2015) was prepared for the Western Australian Planning Commission by the Department of Planning to provide an overall strategic regional context for land-use planning within the Mid West region; and to identify priority initiatives required to facilitate comprehensive regional planning to guide sub-regional and local planning processes. The Framework's vision is for the Mid West to:

- Be a significant region in Western Australia in which to live, work and invest;
- Continue to support vibrant communities that will play a vital role in developing the region as an economic hub and protect its significant environmental attributes while enhancing liveability and promoting diverse employment opportunities; and
- Develop as a strategic region in the State through the collaborative effort of its three sub-regions.

The Growth Plan continues to build on the work of the Framework and incorporates all of the above objectives in its Focus Areas and Platforms for Success.

⁴³ "Regional Centres Development Plan," Department of Regional Development, accessed October 26, 2016, <http://www.drd.wa.gov.au/projects/Economic-Development/Pages/Regional-Centres-Development-Plan.aspx>.

⁴⁴ Department of Planning and Western Australian Planning Commission, *Mid West Regional Planning and Infrastructure Framework* (Perth: Western Australian Planning Commission, 2015) accessed October 26, 2016, <http://www.planning.wa.gov.au/6137.asp>.

Mid West Regional Blueprint 2015

The Greater Geraldton Growth Plan is integrated with the economic growth aspirations of the Mid West Regional Blueprint that aim to establish the region as a national gateway to the globe through its diverse and entrepreneurial business and export economy.

The Growth Plan builds on the Mid West Regional Blueprint, with a focus on partnerships for action and co-investment (“purposeful intervention”) to lift the trajectory of economic growth in Greater Geraldton. The Growth Plan is integrated with aspects of the Mid West Regional Blueprint that are dedicated to growing the traded economy in the Mid West Region.

The key areas of focus outlined in the Blueprint are:

- Knowledge and Learning
- Physical Infrastructure
- Digital and communications
- Highly desirable communities
- Economic development

These areas of focus are well-represented in the focus areas and platforms of success in *Growing Greater Geraldton*, as shown in the next section.

The Mid West Regional Blueprint⁴⁵ is a 2050 growth and development strategy for an intergenerational, global, innovative and dynamic Mid West region that attracts and retains talent and investment. The Blueprint has been a primary influence on the development of the core strategies for the Greater Geraldton Growth Plan. As the Mid West’s Regional Centre, Greater Geraldton must play a major role to enable the region to achieve its growth targets. The Blueprint presents an exciting vision for the region and for the City of Greater Geraldton. It envisions that:

“By 2050.....The Mid West is a national gateway to the globe through its diverse and entrepreneurial business and export economy. High value industries generate prosperity and the most desirable, adaptive and connected communities in Australia.”

“Geraldton is the global gateway to the Mid West and acts as the focal point for the region’s economy and communities. It plays a key role in servicing local businesses and industries, and smaller regional communities.”

The focus of the Blueprint is on attracting population to the region, growing the economy, growing private investment, addressing priority community amenity needs and innovative approaches to delivering service effectiveness to communities and efficiencies to government. As mentioned earlier, integration between the Growth Plan and the Mid West Regional Blueprint is a key feature of this Growth Plan.

⁴⁵ Mid West Development Commission, *Mid West Regional Blueprint* (Geraldton: Mid West Development Commission, 2015) accessed October 26, 2016, http://www.mwdc.wa.gov.au/f.ashx/BluePrint/%24393258%24Blueprint_Final_25_August_2015.pdf.

Strategic Community Plan 2013-2023

The City of Greater Geraldton Strategic Community Plan⁴⁶ places a strong focus on Greater Geraldton's contribution to growing the Mid West region's population, economy and prosperity. The City of Greater Geraldton's overall community vision is:

"A creative city-region with the capacity to sustain a population of 80,000-100,000 which has a prosperous, diverse and sustainable community within an attractive Western Australian setting."

The City of Greater Geraldton has identified focus areas to achieve the "dynamic, diverse and sustainable economy" aspects of this vision. These areas of focus relate to enhancing city lifestyle and vibrancy, promotion, employment opportunities, encouraging research and technology, and supporting the development of innovative entrepreneurs and new business models. These are all fundamental aspects of the Growth Plan.

The City of Greater Geraldton is a champion of the Growth Plan, committing significant resources to its development and implementation. This reflects both its existing strong support for economic development, and its view that local government isn't necessarily the most effective delivery agent. There has also been extensive stakeholder engagement and community consultation throughout the Growth Plan development process, and the City is well placed to incorporate the visionary aspects of the Growth Plan strategies into its strategic planning documents.

The City of Greater Geraldton has commenced the review of its Strategic Community Plan, for implementation starting July 2017. *Growing Greater Geraldton* will be a key influence in the review.

City Deals and Regional Jobs and Growth Packages

City deals and Regional Jobs and Growth Packages seek to allow regional cities to design innovative and transformational policy packages with long term planning and integrated outcomes delivering more jobs, higher productivity and better liveability. This opportunity aims to achieve cross portfolio, cross jurisdiction strategies, to enable simultaneous action in ways that respond to local needs. City Deal pillars include housing, jobs and skills, governance, regulation and planning, innovation and digital, liveability and sustainability, and infrastructure. *Growing Greater Geraldton* is in tune with the thinking behind City Deals and Regional Jobs and Growth Packages. As Charles Landry, author of *The Creative City: A Toolkit for Urban Innovators*⁴⁷ stated:

*"As far as population size goes, big is no longer important, and it can even be a drawback. In fact, the future belongs more to second-tier cities. Any place can become a world-class center today by finding an area in which it outperforms others, by thinking for the long term, by expanding its competitive abilities and by operating globally."*⁴⁸

This is exactly what the Growth Plan is seeking to achieve. It is on a pathway to be the "go to" place for its distinctive specialisations, rather than trying to be a little bit of everything. The City of Greater Geraldton will have an opportunity to apply for a City Deal in 2017.

⁴⁶ City of Greater Geraldton, *2013-2023 Strategic Community Plan* (Geraldton: City of Greater Geraldton, 2013) accessed October 26, 2016, http://www.cgg.wa.gov.au/profiles/cgg/assets/clientdata/document-centre/council/strategic/city_of_greater_geraldton_strategic_community_plan_2013_-_2023.pdf.

⁴⁷ Landry, C, *The Creative City: A Toolkit for Urban Innovators*, 2012, Earthscan

⁴⁸ Landry, C, Spiegel interview, 2007 <http://www.spiegel.de/international/europe/spiegel-interview-with-urban-guru-charles-landry-the-redevelopment-of-a-city-is-an-art-a-503211.html> accessed 27 October 2016

APPENDIX 2: ALIGNMENT TABLE

	CITY DEALS						MID WEST REGIONAL BLUEPRINT					REGIONAL DEVELOPMENT STRATEGY			STRATEGIC COMMUNITY PLAN			
	<i>Infrastructure</i>	<i>Housing</i>	<i>Jobs & Skills</i>	<i>Liveability</i>	<i>Innovation</i>	<i>Governance</i>	<i>Physical infrastructure</i>	<i>Digital & Communications</i>	<i>Economic Development</i>	<i>Highly Desirable communities</i>	<i>Knowledge & Learning</i>	<i>Jobs Growth</i>	<i>Economic Growth</i>	<i>Capable People</i>	<i>Economy</i>	<i>Environment</i>	<i>Social/Cultural</i>	<i>Governance</i>
Growth Engine																		
<i>Governance for PMW</i>																		
<i>Clustering for Growth facilitation</i>																		
<i>Early wins: Marine, Food & Tourism Clusters</i>																		

	CITY DEALS						MID WEST REGIONAL BLUEPRINT					REGIONAL DEVELOPMENT STRATEGY			STRATEGIC COMMUNITY PLAN			
	Infrastructure	Housing	Jobs & Skills	Liveability	Innovation	Governance	Physical infrastructure	Digital & Communications	Economic Development	Highly Desirable communities	Knowledge & Learning	Jobs Growth	Economic Growth	Capable People	Economy	Environment	Social/Cultural	Governance
Strong Heart -City Centre Revitalisation Plan -Lot 601 & BCM2 activation -CGG office relocation -Underutilised state & federal land -Retail trading hours -Housing/densities increase																		
Healthy Circulation -Economic leakage minimisation -Expansion of GOPP -Buy Local Campaign -BuyMidWest directory -Strategies to compete with online vendors																		

	CITY DEALS						MID WEST REGIONAL BLUEPRINT					REGIONAL DEVELOPMENT STRATEGY			STRATEGIC COMMUNITY PLAN			
	Infrastructure	Housing	Jobs & Skills	Liveability	Innovation	Governance	Physical infrastructure	Digital & Communications	Economic Development	Highly Desirable communities	Knowledge & Learning	Jobs Growth	Economic Growth	Capable People	Economy	Environment	Social/Cultural	Governance
Quality Infrastructure -Short & long term development projects including: port upgrade, aquaculture development, hospital upgrade, Oakajee industrial estate, bypass, rail, etc.																		
Entrepreneurship and Innovation -Smart Labs -Geraldton Health, Education & Training Precinct -GHETAP -BCMI restructuring -University expansion -Regional Trade Training Centre -Rural Health Centre and Training -SKA																		

	CITY DEALS						MID WEST REGIONAL BLUEPRINT					REGIONAL DEVELOPMENT STRATEGY			STRATEGIC COMMUNITY PLAN			
	Infrastructure	Housing	Jobs & Skills	Liveability	Innovation	Governance	Physical infrastructure	Digital & Communications	Economic Development	Highly Desirable communities	Knowledge & Learning	Jobs Growth	Economic Growth	Capable People	Economy	Environment	Social/Cultural	Governance
Investment Attraction -Investment & Development Concierge -Investment Showcases -Investment Prospectus -Groundswell Initiative -China Ready Accreditation Training -Policy Review																		
Economic Participation -North by Mid West -Aboriginal Workforce Development																		
Positive Reputation -Marketing Program Review -Museum Redevelopment																		

APPENDIX 3: GROWTH PLAN TIMELINE OF EVENTS

Task	Deliverables	Key Decision Making Points	Start Date	Finish Date
<i>Setting up the Growth Plan Partnership</i>				
Establish Growth Plan Partnership	<ul style="list-style-type: none"> Establish Growth Partnership Group and MOU (Memorandum of Understanding) 		July 2015	22 October 2015
<i>Setting up the Growth Plan Development Process</i>				
Initiate and scope Growth Plan development process	<ul style="list-style-type: none"> Establish Project Control Group Growth Plan development process initiated Project Scope Statement 		August 2015	22 October 2015
Prepare full project plan	<ul style="list-style-type: none"> Sub-project scopes Engagement and Communications Plan Finalise roles and responsibilities Full project plan 	Initial focus areas (October 2015)	26 October 2015	15 December 2016
Establish Stakeholder process	<ul style="list-style-type: none"> Identify key stakeholders Identify role/s in project (eg sub-project specific, general interest etc) Initiate formal communication and invitations 		26 October 2015	29 January 2016
Establish performance management framework	<ul style="list-style-type: none"> Prepare a theory of change and evaluation framework template for the Greater Geraldton Growth Plan Populate the template for Greater Geraldton 	Refined focus areas – Growth engine + strong heart + healthy circulation on a platform of high quality infrastructure + economic participation + positive reputation (December 2015)	2 November 2015	26 February 2016
<i>Situation Analysis</i>				

Task	Deliverables	Key Decision Making Points	Start Date	Finish Date
Assess risk associated with resilience of local economy	<ul style="list-style-type: none"> Report on how the local economy recovers from external shocks measured for example by recovery time for business activity, employment, wages etc (to enable risk assessment) 		15 December 2015	March 2016
City centre and city wide infrastructure analysis	<ul style="list-style-type: none"> Report on existing capacity, assumptions and existing plans and budgets against estimated demand under different scenarios such as “steady as you go” and “industrial estate development” (including triggers for investment) for: Port(s)/industrial estate/transport; Airport; Water; Sewerage; Power To be prepared in consultation with relevant providers, agencies and users (and other stakeholders as applicable) 	Highest priorities – cluster development, city centre revitalisation (March 2016)	May 2016	October 2016
Cluster identification and analysis	<ul style="list-style-type: none"> Identify the presence in Greater Geraldton of the most important existing and emerging industry clusters in the WA traded economy and their supply chains, in the context of State-wide analysis Identify the key drivers of growth for selected clusters in Greater Geraldton – including cross-regional and tailored engagement with business and other relevant institutions in conjunction with the Lead Growth Consultant and the Regional Team 	Sub priorities – cluster selection, revitalisation themes, other emerging Growth Plan elements (May 2016)	18 January 2016	31 May 2016
Cluster facilitation and development – initiation	<ul style="list-style-type: none"> Industry Cluster Development Forum (introduction to cluster development) Initiation and inception meetings regarding cluster development 		6 April 2016	14 April 2016
Cluster facilitation and development - formulation	<ul style="list-style-type: none"> Review and consider analysis and findings to date Identify specific potential growth opportunities Establish governance Prioritise and select Progress quick wins and longer term strategies 		14 April 2016	October 2016

Task	Deliverables	Key Decision Making Points	Start Date	Finish Date
Cluster mentoring – international expertise	<ul style="list-style-type: none"> International expertise for remote mentoring, “Cluster Musters” and further individual cluster development work associated with September Summit 		5 September 2016	October 2016
Cluster development – Early Wins projects	<ul style="list-style-type: none"> Marine Services – Marine Precinct Master Plan and identification of potential customers for marine cluster Horticulture – 4WaysFresh cucumber investment, export opportunity for capsicums and potential zucchini, future crops identification, export ready workshops, Crayfish to Plate initiative, Horticulture Mid West growers’ group formation and initial support Tourism – Regional of Tourism Excellence, JADIWA #LoveGeraldton campaign, 42,000 Ambassadors, Shanghai Tourism trade mission, expanding a stock photo library, downloadable calendar of regional events and attractions, enhancing visitgeraldton.com.au website, Visitor in Your Own Backyard initiative, Australian Coral Coast Fee Subsidisation Initiative, Tourism Customer Service Charter, Review of “Take a Fresh Look” marketing strategy, Destination Management Plan, digitally enabled tourism 		October 2016	ongoing
Access to Finance	<ul style="list-style-type: none"> Report with findings on access to finance (capital funding, grants funding and debt finance) following RAI methodology in Access to Finance Growing SMEs in Regional Western Australia, specifically for Greater Geraldton 		11 April 2016	22 August 2016
Regional Investment Analysis	<ul style="list-style-type: none"> Develop profile of investor community in existing and emerging regional industries including the organisations, key contact, asset classes of interest (identified via regional Blueprints and Growth Plan situation analysis) 		1 February 2016	25 July 2016
Investment Showcase	<ul style="list-style-type: none"> To fund the establishment of an investment showcase to be held in Geraldton in December 2016 and Perth March/April 2017 		September 2016	April 2017

Task	Deliverables	Key Decision Making Points	Start Date	Finish Date
Review of existing tourism assets, Tourism Brand Audit & Visitor Perception Research	<ul style="list-style-type: none"> • Inventory of existing tourism product and narratives • Placement within WA tourism overall • SWOT – using existing research on what tourists are looking for • Issues, options, recommendations • Report on: numbers and natures of brands, current marketing activities • Report on: market perceptions report on Greater Geraldton 		11 April 2016	29 July 2016
Migrant Market Perception	<ul style="list-style-type: none"> • Report on: perceptions of potential migrants based in Greater Geraldton’s target population segments and target geographical area, advice on how perception opportunities or challenges can be addressed, advice on facilitating regional migration pathways 		1 February 2016	29 July 2016
Local economic leakage	<ul style="list-style-type: none"> • Report on results of analysis of expenditure to collect information on spending for the households and businesses of Greater Geraldton 		11 April 2016	October 2016
Assess human capital	<ul style="list-style-type: none"> • Report on: leadership, entrepreneurship, skills, inclusion and personal resilience 		11 April 2016	22 August 2016
City centre revitalisation plan	<ul style="list-style-type: none"> • Revitalisation plan that partners with the private sector to invest in improvements and activation of the City Centre 		11 April 2016	16 September 2016
Regional Innovation Agenda	<ul style="list-style-type: none"> • Present frameworks and concepts that enable collaborative approach necessary to grow the innovation culture in the Mid West 		February 2016	July 2016
<i>Scenario Planning</i>				
Scenario Planning and modelling	<ul style="list-style-type: none"> • Design strategic planning approach and process most suitable to meet the needs of the Growth Plan process • Economic modelling of the impact and implications of the scenarios developed and refined 		August 2016	September 2016
<i>Deliverability of the Growth Plan</i>				
Resourcing	<ul style="list-style-type: none"> • Resource requirements and sources identified 		September 2016	October 2016

Task	Deliverables	Key Decision Making Points	Start Date	Finish Date
Risk Management	<ul style="list-style-type: none"> Risk Management Plan 		August 2016	August 2016
<i>Finalise Governance and Implementation Framework</i>				
Finalise implementation plan	<ul style="list-style-type: none"> Implementation plan 		September 2016	October 2016
Finalise governance structure	<ul style="list-style-type: none"> Governance structure and alignment with <i>Progress Midwest</i> 		September 2016	October 2016
Monitoring and Reporting	<ul style="list-style-type: none"> Apply Progress and Performance Management Framework 		September 2016	October 2016
Investment Prospectus	<ul style="list-style-type: none"> Identification of types of investors/investments Overall strategy for identifying and communicating with potential investors Relationship building “gateway” organisation 		October 2016	December 2016
<i>Setting up the Growth Plan for Implementation</i>				
Formalise the Growth Plan suite	<ul style="list-style-type: none"> Endorsement by the Growth Plan Partnership Adoption by Local Government as part of Integrated Planning and Reporting Framework Adoption by Mid West Development Commission as Geraldton Growth Plan aligns to Mid West Regional Blueprint 		October 2016	November 2016
Publish and community final suite to community and stakeholders	<ul style="list-style-type: none"> Produce publication standard versions of documents Implement communications plan 		November 2016	December 2016

APPENDIX 4: STAKEHOLDER ENGAGEMENT SCHEDULE

Name	Date	Purpose of Engagement
Steering Committee Visit to Geraldton	5 February 2016	Introduce Steering Committee to the Greater Geraldton Growth Plan principles/plan of action
MWCCI Leader's Forum	17 February 2016	To give a brief overview of the Regional Centre Development Program.
Pracsys Cluster Workshop – Industry and PCG/GPP	2 March 2016	Initial engagement with industry regarding Pracsys' cluster work
Risk Management Workshop	10 March 2016	Risk Management Workshop
Infrastructure Assessment Stakeholder Engagements	April – June 2016	Individual engagements conducted by Cardno with the following stakeholders: Aurizon Rail, Brookfield Rail, Dampier Bunbury Pipeline, Department of Planning, Department of State Development, Department of Transport, Mid West Ports, LandCorp, Main Roads WA, Water Corporation, Western Power, City of Greater Geraldton, Mid West Development Commission, and several major land owners, investors and contractors in the area
Resources Services Sector Meeting	11 April 2016	Resources services meeting as part of individual cluster engagement with Ifor Ffowcs-Williams
Marine Services Sector Meeting	11 April 2016	Marine services meeting as part of individual cluster engagement with Ifor Ffowcs-Williams
Horticulture Sector Meeting	13 April 2016	Horticulture meeting as part of individual cluster engagement with Ifor Ffowcs-Williams
Kite Surfing Sector Meeting	13 April 2016	Kite surfing meeting as part of individual cluster engagement with Ifor Ffowcs-Williams
Key Stakeholder Communications	12 May 2016	Conversations about cluster activities with key stakeholders
Tourism perception research interviews	17 – 27 May 2016	28 Industry in depth interviews, including representatives of local government, tourism bodies and industry
Mid West Workforce Development Alliance meeting	19 May 2016	Briefing of alliance on Human Capital study

Name	Date	Purpose of Engagement
Cluster Muster – Wind and Wave	9 June 2016	Meeting to discuss collaborative approaches to growing the wind and wave cluster
Cluster Muster – Horticulture	9 June 2016	Meeting to discuss collaborative approaches to growing the horticulture cluster
Cluster Muster – Marine Services	10 June 2016	Meeting to discuss collaborative approaches to growing the marine services cluster
City Centre Revitalisation Stakeholder Engagement Round 1	4/5 July 2016	Community/Business working group and key stakeholders workshop to test past recommendations, what has been achieved, what hasn't and why – including the needs and aspirations of the group
City Centre Revitalisation Stakeholder Engagement Round 2	25/26 July 2016	Community/Business working group and key stakeholders workshop to present preliminary ideas and findings of the draft City Centre Revitalisation Plan and seek feedback on areas of priority
City Centre Revitalisation Stakeholder Engagement Round 3	8/9 August 2016	Series of meetings targeted at key stakeholders to facilitate collective agreement on priorities, actions and commitments
City Centre Revitalisation Stakeholder Engagement Round 4	29 August 2016	Community/Business working group and key stakeholders workshop to present final draft of the Revitalisation Plan
Take a Fresh Look Geraldton – Cluster Jam Forum	6 September 2016	Full day of activities promoting clusters in the tourism, horticulture and marine services sectors. Talks by the City of Greater Geraldton, Food Innovation Australia Ltd (FIAL) and Department of Food and Agriculture
Geraldton Growth Plan Future Proof Workshop	7 September 2016	A workshop to explore the future scenarios for the City of Greater Geraldton
Growth Plan Drop in Session	5 October 2016	Engagement with stakeholders re the findings of the Growth Plan

APPENDIX 5: GLOSSARY OF ACRONYMS

ABS – Australian Bureau of Statistics

AWDC – Aboriginal Workforce Development Centres

CGG – City of Greater Geraldton

DPaW– Department of Parks and Wildlife

DoT – Department of Transport

DRD – Department of Regional Development

GRP – Gross Regional Product

GPP – Growth Plan Partnership

MAOA – Mid West Aboriginal Organisations Alliance

MWCCI – Mid West Chamber of Commerce and Industry

MWDC – Mid West Development Commission

MWPA – Mid West Port Authority

MRWA – Main Roads WA

PCG – Project Control Group

RCCIWA – The Regional Chambers of Commerce and Industry WA

RDA – Regional Development Australia

WACHS – WA Country Health Service

WACRH – The Western Australian Centre for Rural Health

APPENDIX 6: GLOSSARY OF KEY CONCEPTS

Term	Explanation
Benefit Cost Ratio (BCR)	A benefit cost ratio is an indicator, used in the formal discipline of cost-benefit analysis that attempts to summarize the overall value for money of a project or proposal.
Cluster	A cluster is a group of companies situated close to each other by choice and working on a strategic level with other companies, public authorities and knowledge institutions because it renders competitive advantages, which the individual company cannot obtain on its own. ⁴⁹ (See also traded cluster and local cluster.)
Comparative advantage	The ability of an individual or a group to carry out a particular economic activity (such as making a specific product) more efficiently than another activity.
Competitive advantage	A condition or circumstance that puts a company or group in a favourable or superior business position.
Collaborative advantage	An advantage created by a network of organisations and/or individuals pooling their diverse resources, capabilities and capacity to manage or respond to a common issue or desired outcome.
Economic Growth	An increase in the amount of goods and services produced per head of the population over a specified period of time.
Gross Regional Product	The market value of all final goods and services produced within a metropolitan area in a given period of time.
Growth Plan	A Regional Centre level socio-economic development strategy that aims to strengthen the strategic positioning of a centre; enable effective partnerships between the private and public sectors; responding innovatively to challenges; and translate visions and aspirations into investment, jobs and prosperity. Growth Plans are therefore not just a set of documents, but a coordinated set of partnerships, aligned plans and strategic actions that will enable long run development.
Growth Plan Partnerships (GPP)	Cross-sectoral economic partnership that represents a Regional Centre and its economic hinterland. The Partnership work together to identify and implement a program of intervention to drive economic development in their community and for the State.

⁴⁹ "A cluster is..." Reg X – The Danish Cluster Academy, accessed October 26, 2016, <http://www.regx.dk/en/what-is-a-cluster.html>.

Term	Explanation
Leakage	A situation in which capital, or income, exits an economy or system rather than remaining within it. In economics, leakage refers to outflow from a circular flow of income model. ⁵⁰
Local cluster	Local clusters service a local market with the scale of activities highly correlated to population growth (often referred to as 'population drive') and predominately exposed to local competition. ⁵¹
Mid West Regional Blueprint	A socio-economic strategy that outlines regional growth and development aspirations, priority implementation actions and investment opportunities and provides a framework for an integrated and comprehensive approach to be by the nine Regional Development Commissions defined by the Regional Development Commissions Act (1993).
Multi-criteria Analysis (MCA)	A framework for assessing and comparing complex, diverse and alternative projects and initiatives facing decision-makers, using common metrics. A MCA establishes preferences between options by reference to an explicit set of objectives that the decision-making body has identified, and has established measurable criteria to assess the extent to which the objectives have been achieved.
Performance Framework	[To come]
Opportunity cost	The loss of other alternatives when one alternative is chosen.
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.
Strategic Community Plan (SCP)	Outlines the community's long term (10+ years) vision, values, aspirations and priorities, with reference to other local government plans, information and resourcing capabilities.
Theory of Change	The theory of change model is based on identifying a major goal, and a series of early and medium term changes that are required in a community to reach that goal. ⁵² (See also performance framework).
Traded cluster	Traded clusters are groups of related industries that serve markets beyond which they are located and are therefore highly exposed to external competition. ⁵³

⁵⁰ "Leakage," Investopedia, accessed October 26, 2016, <http://www.investopedia.com/terms/l/leakage.asp>.

⁵¹ Pracsys, *Cluster Analysis Stage 3 Report* (Perth: LandCorp, 2016), 15.

⁵² "An Introduction to Theory of Change."

⁵³ *Cluster Analysis Stage 3 Report*, 15