



PEEL DEVELOPMENT COMMISSION Strategic Plan

Building a strong future for the Peel
2009 to 2014



GOVERNMENT OF
WESTERN AUSTRALIA



Contents

Introduction.....	3
Our Vision and Mission	5
Our Objectives.....	6
Our Commitment	7
Our Strategy for Supporting Government Decision-Making.....	8
Our Strategy for the Peel Economy	10
Our Strategy for Peel Infrastructure	12
Our Strategy for Peel Communities	14
Our Strategy for the Peel Environment	16
Connecting Our Strategies	18
Peel Development Commission Matrix Comparison	19

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Introduction

Peel Development Commission's Strategic Plan reflects our commitment to delivering the best future for the Peel Region.

The Strategic Plan is based on the Commission's knowledge of our community's aspirations for the future, our application of best practice in regional development, and our focus on delivering outcomes today that will best position the region for a strong future.

Peel Development Commission's strategic direction is underpinned by *The Regional Development Commissions Act 1993*. It is guided by the objectives of the WA Government's *Royalties for Regions* program; the outcomes defined in the WA Government's *Better Planning, Better Futures Strategic Framework* (in particular those identified under the goal of regional development); and our communities' aspirations identified through the *Peel 2020 Sustainability Strategy*.

The Commission is proud of our demonstrated commitment to sustainability in all of our work.

The Peel Region is WA's fastest growing region, with one of the State's fastest growing regional economies. Peel is the third biggest mineral producing region in WA. The Region provides feedstock for WA's total output of alumina, and will be home to Australia's largest open cut gold mine.

The Peel is defined by our internationally-recognised waterways and wetlands. The Region is recognized under international treaties as the most important site for waterbirds in south-western Australia. The importance of our waterways to our economy is established.

The region's communities are diverse, reflecting city and rural lifestyles, business and industry ranging from micro to multinational, and an increasing young population.

These combined factors define the unique nature of Peel and provide many challenges as well as opportunities for the Commission, the Government and our partners.

The Strategic Plan reflects the role of the Commission, and the many opportunities for the region, under the Royalties for Regions policy. It has been developed with attention to the global economic crisis and the Commission's role in supporting our businesses, industry and community to build on the region's numerous strengths and to retain our position as a vital, dynamic and successful region.

The Strategic Plan outlines five key objectives which directly reflect those defined in the WA Government's *Better Planning, Better Futures Strategic Framework*. In the Plan we define how we will deliver each objective. Contained in the boxes under each objective is our commitment to specific actions to be taken by 2011. The Commission will report annually on these actions on our website and new target actions will be established in 2010 to take us through to 2014.

The Commission's team has developed an annual business plan consistent with the objectives and targets in the Strategic Plan, which includes Key Performance Indicators and performance measures. These will be reported on annually and included on the Peel Development Commission website.

Peel Development Commission's Strategic Plan reflects our commitment to working in partnership with all levels of government, industry and the community to deliver a healthy, strong future for Peel Region into the future.



Kim Horne
Chairman

Our Vision

For Peel to be recognised as a uniquely beautiful and sustainable place to live, work and visit.

5

Our Mission

Develop and enhance the opportunities for the Peel people, economy and environment by providing strong leadership and engaging in effective and innovative partnerships to achieve the vision.



Our Objectives

Our target objectives are:

Government decision making takes account of Peel issues.

Peel region's needs will be effectively represented in Government decision making.

The Peel has an evolving, adaptive and diverse economy with increased job opportunities for all members of the community.

Peel's economy is strong, prosperous and diverse now and into the future.

Community and economic infrastructure is planned and delivered to meet the needs of current and future generations of Peel.

The Peel's future population will be provided for by applying a coordinated approach to planning and the delivery of infrastructure.

Peel communities are educated, productive, healthy, safe and supportive.

All communities in the Peel will have healthy, safe, enjoyable and supportive environments to live and work, with access to high quality education and local services.

The community will be strengthened through providing the conditions that allow all to participate in the life of the region.

The Peel environment is better understood and managed.

The Peel's natural environment will be responsibly managed to protect its diversity for current and future generations.

6



Our Commitment

At the Peel Development Commission we are committed to excellence. We demonstrate our values in the interactions with our communities, stakeholders, partners and co-workers.

It is our responsibility to make decisions for the future, not just for today.

WE VALUE:

Sustainability

Our work is focused on meeting the needs of current and future generations through integration of economic prosperity, social advancement and environmental protection.

Transparency

We are open and accountable through honest and transparent communication with all stakeholders.

Accountability

We are responsible, professional and accountable in our actions and behaviours. We honour our commitments.

Respect

We build trust through our integrity and our actions and demonstrate our respect for our stakeholders and partners through all our actions.

Innovation

We value and learn from the past to build the future. We actively seek opportunities to advance the Peel Region.

Equity

We are focused on the long term development of the Peel Region, valuing its diversity. We are committed to ensuring our decisions and actions are fair, equitable and ethical.

7



OUR STRATEGY FOR

Supporting Government Decision-making



Government decision making takes account of Peel issues.

Peel regional needs will be effectively represented in Government decision-making.

We will:

- Demonstrate best practice in leading collaboration on strategic priorities across all levels of government, industry and community.
- Provide strategic advice to all levels of government that best positions the Peel Region for the future.
- Attract and administer government funding, including *Royalties for Regions* funding, to address the identified priorities of all levels of government, business, industry and community.

By 2011 we will:

- Manage and administer *Royalties for Regions* funding, demonstrating accountability and measurable benefits for the Peel in building capacity and retaining benefits in communities, improving services, attaining sustainability, expanding opportunity and growing prosperity.
- Maintain recognition of the Peel Development Commission in all levels of government as a strategic, responsible and credible adviser on regional priorities.
- Build capacity in the region's peak bodies to represent their sectors in regional and government decision-making, including in the Regional Priorities process.
- Facilitate the delivery of Peel Region Priorities by coordinating collaborative regional planning with all regional stakeholders and leveraging funding from government and industry.

OUR STRATEGY FOR

The Peel Economy



The Peel has an evolving, adaptive and diverse economy with increased job opportunities for all members of the community.

Peel's economy is strong, prosperous and diverse now and into the future.

We will:

- Implement a new economic development strategy, in partnership with stakeholders, that expands opportunities and grows prosperity now and into the future.
- Encourage the sustainability of existing industries and attract emerging innovative industries that will lead to sustainable job creation and diversity of employment.
- Identify and promote economic opportunities for Indigenous people.
- Facilitate strategic partnerships with industry, business, education providers and all levels of government to retain a skilled and diverse Peel workforce.
- Further diversify and strengthen the Peel economy by building export-readiness and other strategic opportunities for Peel business and industry.

By 2011 we will:

- Develop and implement a new regional economic development strategy based on evidence of current and likely economic opportunities.
- Coordinate information and support in partnership with other agencies to maximise the strength of existing businesses and industry.
- Implement a new business attraction/retention plan with a focus on innovation, knowledge economy and the creative economy.
- Increase Indigenous employment.
- Implement recommendations of the Peel Workforce Development Strategy to expand opportunities for local employment.
- Increase the number of export-ready businesses.
- Finalise implementation of the Local Jobs for Local People strategy (Pinjarra – Brunswick Sustainability Strategy).
- Increase tourism opportunities that benefit the natural landscape and the region's heritage/cultural assets.
- Strengthen the primary industry sector through promoting the region's capacity for contributing to WA's food security.

OUR STRATEGY FOR

Peel Infrastructure



Community and economic infrastructure is planned and delivered to meet the needs of current and future generations of Peel.

The Peel's future population will be provided for by applying a coordinated approach to planning and the delivery of infrastructure.

We will:

- Support the planning and delivery of community and economic infrastructure that will best position the region as a recognized ideal place to live and invest into the future.
- Facilitate well planned delivery of community and economic infrastructure to meet the immediate and long term needs of the region through partnerships with key stakeholders
- Encourage infrastructure that supports the sustainability and growth of existing businesses and industry, attracts emerging innovative industry, and promotes sustainable job creation and diversity of employment.
- Facilitate the development of industrial land and other economic infrastructure to meet the identified and emerging needs of industry.

By 2011 we will:

- Coordinate implementation of a 20-year horizon infrastructure strategy.
- Lead the development of community infrastructure and housing in Boddington and the surrounding area.
- Assist the release of industrial land at Nambeelup, Pinjarra, Boddington and other parts of the Region.
- Facilitate planning and delivery of more tertiary education options in the region, including professional education.
- Support delivery of the region's highest road infrastructure priorities including improvements to Pinjarra-Williams Road, and Pinjarra Bypass.
- Support collaborative planning and delivery of a regional sporting facility.
- Develop a Knowledge Precinct / Technology Park in partnership with key stakeholders.

OUR STRATEGY FOR

Peel Communities



Peel communities are educated, productive, healthy, safe and supportive.

All communities in the Peel will have healthy, safe, enjoyable and supportive environments to live and work, with access to high quality education and local services.

The community will be strengthened through providing the conditions that allow all to participate in the life of the region.

We will:

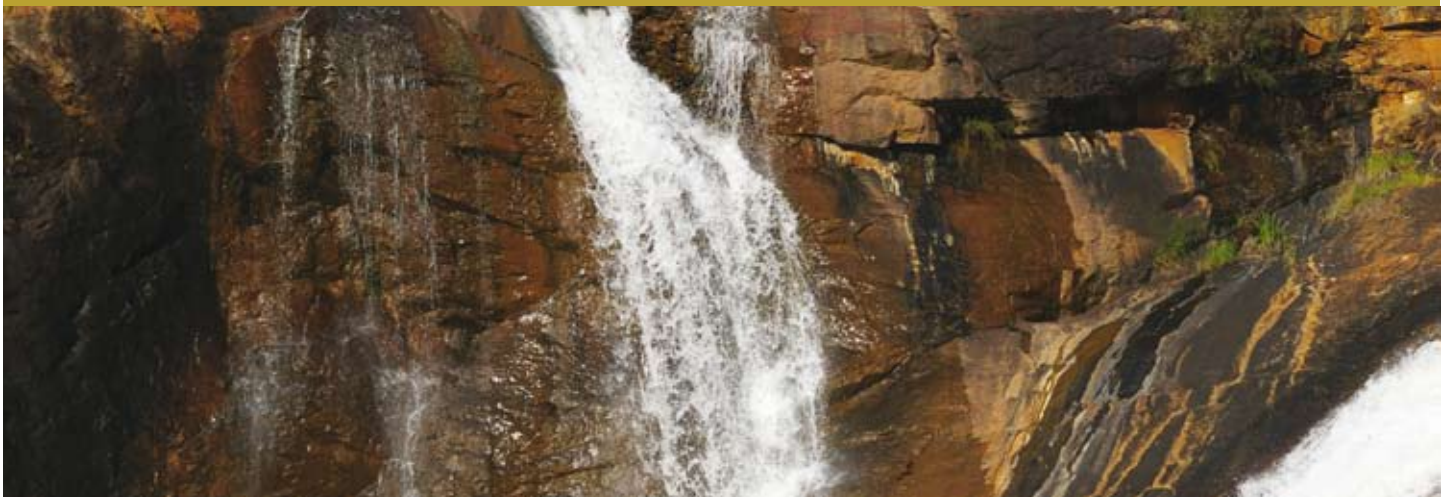
- Increase access to a variety of life long learning experiences.
- Increase access to, and participation in, the arts in the Peel Region, and strengthen its contribution to the region's economy.
- Ensure that Peel's people, including those with special needs, have better access to quality services, including health, housing, education, training, transport and employment services.
- Improve housing affordability in the Peel Region.

By 2011 we will:

- Benchmark Peel services and work with partners toward equity of access across the Region.
- Implement a Peel Region Affordable Housing Plan in partnership with all levels of government and the private sector.
- Coordinate implementation of improved intra-regional public transport including services between Waroona, Mandurah and Pinjarra.
- Develop and implement the Peel Region Disability Access and Inclusion Plan in partnership with stakeholders to support increased access by people with disabilities to services and decision-making.
- Strengthen Peel's status as a creative economy through developing a Peel Arts and Culture Strategy in partnership with stakeholders.
- Support increased recognition of the quality of education services in Peel.

OUR STRATEGY FOR

The Peel Environment



The Peel environment is better understood and managed.

The Peel's natural environment will be responsibly managed to protect its diversity for current and future generations.

We will:

- Promote and improve the natural environment through leadership and participation in effective partnerships between industry, community and Government.
- Strengthen the Peel Region's resilience for climate change.

By 2011 we will:

- Promote a governance model for better coordination of land use and environmental planning to secure water quality in Peel Harvey Catchment and inland waterways.
- Coordinate the development of, and support the implementation of, a Peel Region Climate Change adaptation strategy.
- Support the Alcoa/Murdoch Chair of Water position in its focus on Peel Region, and assess actions needed to progress stage 2 of the establishment of a Peel Waterways Institute.

Connecting Our Strategies

Our Strategic Objectives, based on the State Government's *Better Planning, Better Futures Strategic Framework* are key to attaining our Vision for the Peel.

Specifically, *Goal 4: Regional Development - ensuring that regional Western Australia is strong and vibrant.*

- Regional communities that are educated, healthy, safe and supportive.
- Regional economies are diversified.
- The regional environment is valued and protected.
- Government decision making that takes account of regional issues.

Our Strategic Priorities also align with the seven *Peel 2020 First Steps aspirations* agreed by the Peel 2020 Partnership in the *Peel 2020 Sustainability Strategy Report*.

They are:

1. Regional land use planning needs to protect landscape and community diversity.
2. Build neighbourhoods. Build community connectivity, places to meet and come together.
3. Improve access for training and education.
4. Build a sense of caring for the land and stewardship over it.
5. Value-add to the existing economy, community and environment.
6. Service partnerships between community, industry, business and government.
7. Regional partnerships developed for community facilities and resources such as healthcare and recreation facilities.

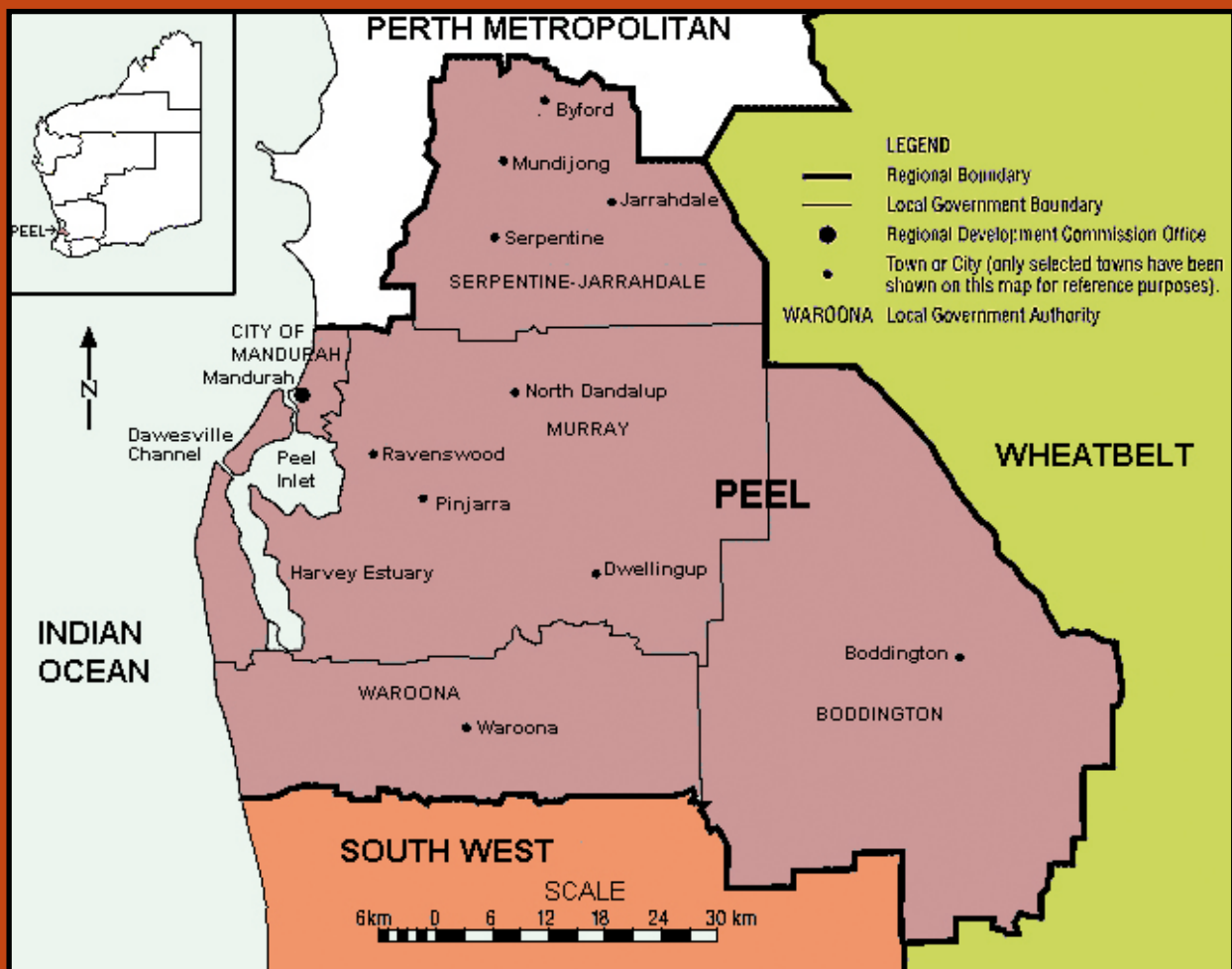
18



Matrix Comparison

		The Peel 2020 Partnership 7 Priority Strategies							The Peel Development Commission 5 Year Strategic Plan 2009 - 2014	
		Regional land use planning needs to protect landscape and community diversity.	Build neighbourhoods. Build community connectivity, places to meet and come together.	Improve access for training and education.	Build a sense of caring for the land and stewardship over it.	Add to the existing economy, community and environment.	Service partnerships between community, industry, business and government.	Regional partnerships developed for community facilities and resources such as healthcare and recreation facilities.		
Government of Western Australia: Better Planning, Better Futures Strategic Framework	A level and mix of infrastructure that promotes economic growth.								Plan and modernise community and economic infrastructure for the current and future generations of Peel	
Goal 2: Jobs and Economic Development	Regional communities that are educated, healthy, safe and supportive.	✓	✓	✓		✓			Peel communities that are educated, productive, healthy, safe and supportive.	
	Regional economies are diversified.					✓			The Peel is an evolving, adaptive and diverse economy with increased job opportunities for all members of the community.	
	The regional environment is valued and protected.	✓			✓				The Peel environment is better understood and managed.	
	Government decision making that takes account of regional issues.							✓	Government decision making that takes account of Peel issues.	
Goal 4: Regional Development									Strategic Priorities	

The Peel Region



Peel Development Commission

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