

# GERALDTON JOBS AND GROWTH PLAN

2020 - 2023: Growing the capital of the Midwest



**PROGRESS**  
M I D W E S T  
Growing Greater Geraldton



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# Foreword

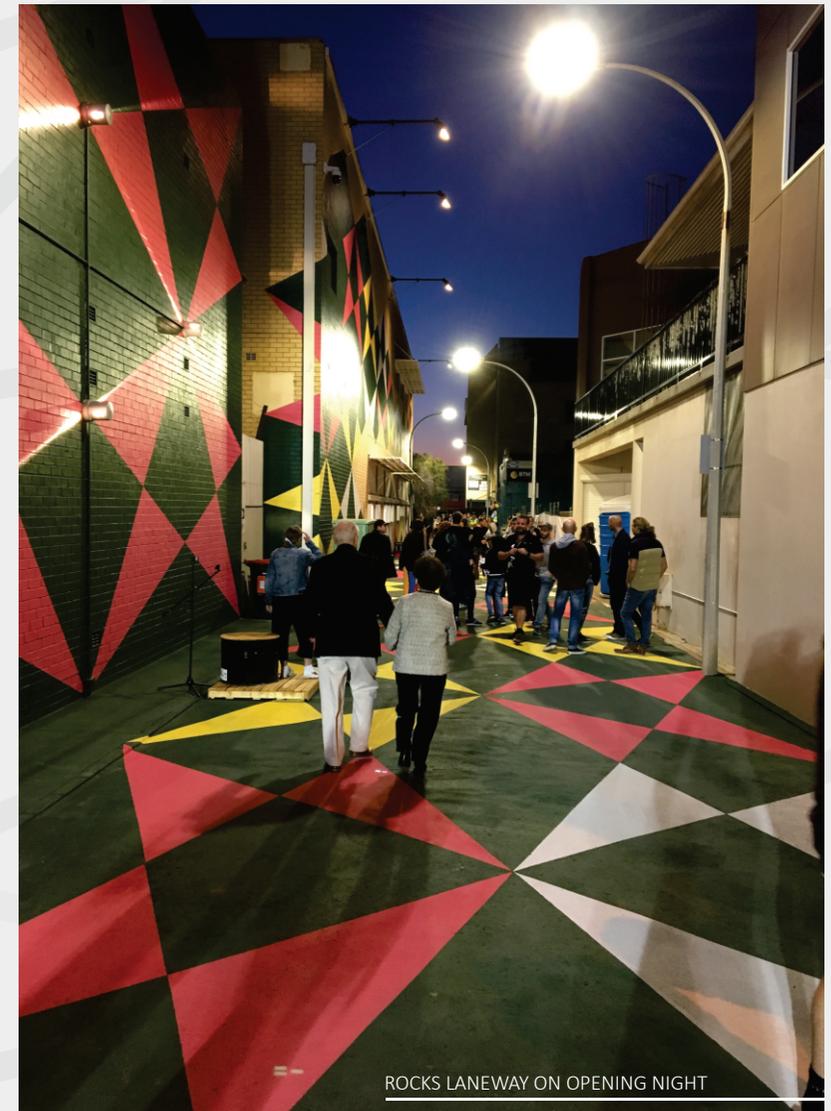
This Geraldton Jobs and Growth Plan aims to increase jobs, population and economic growth for the Midwest region. The plan continues our collaborative approach, under the umbrella of Progress Midwest, to growing our region's capital, led by industry and supported by local government, state government, and the research and education sector. Founded on action, the plan aims to bring more wealth into our regional capital by growing the export economy.

Our export economy is deeply embedded in the wider region and beyond. While we are focussed on growing Geraldton, our efforts are not restricted to the administrative boundaries of the City of Greater Geraldton. All the links in our value and supply chains are important, regardless of location. A thriving regional capital will provide benefits across that wider activity zone, and growth in the wider activity zone will benefit Geraldton.

The Progress Midwest partners work together to develop a growth ready environment through engaging community support, facilitating investment, influencing policy and supporting businesses in related industries to unite in a spirit of "co-opetition" – breaking down silos, addressing common issues and joining forces for larger scale exporting opportunities.

We began this effort in late 2015, when we set out to develop Geraldton's first jobs and growth plan – Growing Greater Geraldton 2017. Over a yearlong process, supported by Royalties for Regions, we established the basis for a step change in our growth trajectory. 'Planning by doing' has been an important principle. It was not a plan of vague aspirations to sit on a shelf never to see the light of day again. Rather it contained a program of must do actions, backed by sound research and a living process to continue down the pathway we set.

By 2036, we envision Geraldton as 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 specialised produce, commodities and goods across the state, the rest of Australia and the world. It will be a significant intermodal (road, rail, sea, air) freight and logistics hub for the wider region and beyond.



ROCKS LANEWAY ON OPENING NIGHT



The Foreshore and central city streets are already becoming 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.

Geraldton will grow its reputation as a hotspot for marine trade and support services and specialised food production. We will become a hub from which to explore a range of remarkable tourism experiences in the Midwest and be known for our customer service and hospitality.

The city will be a vibrant, well-serviced centre that our residents will love to call home and tourists will love to visit. People seeking to move out of the metropolitan rat race will be attracted here.

Implementation of the first plan is complete and we have seen considerable achievements in our key sectors, changes to our city centre, and enablers such as infrastructure improvements. We are now embarking on our next plan to grow jobs, with renewed commitment to collaboration for accelerated growth.



**Shane Van Styn**  
Chair Progress Midwest



**Mayor Shane van Styn**  
Mayor City of Greater Geraldton



**Natasha Colliver**  
Chair Pollinators Inc.

**Yvonne Messina**  
Chair Regional Development  
Australia Midwest Gascoyne

**Bao Nguyen**  
Chair Midwest Horticulture Growers Group

**Grant Pitman**  
Chair Tourism Geraldton

**Noel Hart**  
Chair Elect Mid West Ports

**Todd West**  
Chair Mid West Development Commission

**Viki Fennell**  
President Mid West  
Chamber of Commerce and Industry



**Steve Douglas**  
Chair Geraldton Universities Centre



# 1. Making sense of this plan

Since the release of Growing Greater Geraldton in 2017, there has been significant investment in the city contributing to the growth of the region. Investment in strategic infrastructure includes the Geraldton Airport runway upgrade and expansion, installation of shore tension units at Geraldton Port, city centre beautification projects including Beresford Foreshore and Rocks Laneway. Small business support and tourism infrastructure including wayfinding signage, increased destination marketing of Geraldton and the Midwest, A Taste of Greater Geraldton Food Producers Guide and state government investment in the Abrohlos Islands. Industry has come together to collaborate and establish the Mid west Horticulture Group and Tourism Geraldton industry groups to drive the change for their sectors.

The Geraldton Jobs and Growth Plan is designed to be flexible and responsive when necessary. Economic development is an evolutionary and ongoing process. The plan builds on the core concepts and direction of our previous work to continue to make the most of the region's strategic advantages, while taking into consideration changes in the external environment.

The plan's aim is to strengthen our strategic positioning, attract business and investment, support the growth of competitive industries, and build a better place to live for existing and new residents.

The plan addresses the challenges highlighted through extensive research and consultation including:

- Underperformance of the export economy relative to the depth of specialisation
- An under-performing city centre as the commercial, retail, hospitality and civic heart
- Under-developed unique tourism offerings such as Abrohlos Islands and Aboriginal art and culture
- Stagnant population growth
- Leakage from the local economy
- Remaining gaps for growth-critical enabling infrastructure
- 

- Relatively high Aboriginal unemployment and persistent labour market disadvantage
- Multiple competing marketing messages in the absence of a strong and cohesive regional brand
- Need for improved coordination in planning and action amongst agencies
- Your journey to navigate the plan commences with a setting of the scene where we declare our vision, purpose and unpack our growth scenario for the year 2036.

To understand the future, we need to understand who we are, what is and what should be. We look at the Midwest as a region of global significance and define the economic activity area and the economic links with the state, nationally and internationally. We highlight our strengths and the factors that will affect our future and explore our preferred future and the roadmap required to achieve it. The rubber hits the road with the two-year action plan – where we outline the key activities to be undertaken, identify who will lead them and provide the measures for success.

A group that facilitates ongoing collaborative and strategic leadership for economic growth in the regional centre governs the plan known as Progress Midwest. Progress Midwest:

- Has a dedicated focus on economic growth
- Identifies and prioritises constraints and opportunities
- Enables a business-led approach to cluster development
- Facilitates collaborative and strategic leadership across the "triple helix" of private sector, research and education, and government
- Facilitates private sector commitment of resources to growth initiatives
- Advocates across the agency landscape in pursuit of more integrated and streamlined cluster and business support, including investor attraction and support
- Enables delivery of specific initiatives and projects to be undertaken by the best equipped public and/or private sector parties, while retaining an overview and enabling coordination, effective information sharing and joint action where desirable
- Acknowledges and celebrates achievement

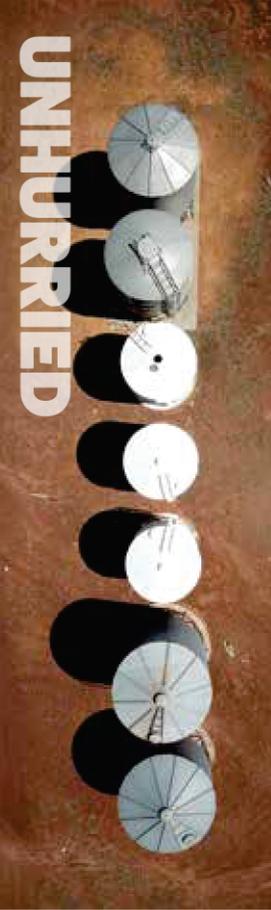


Progress Midwest comprises representatives of the horticultural industry, tourism industry, City of Greater Geraldton, Mid West Development Commission, Mid West Chamber of Commerce of Industry, Pollinators, Regional Development Australia Midwest and Gascoyne, Geraldton Universities Centre and Mid West Ports. Progress Midwest is administered by the City of Greater Geraldton. The plan reflects alignment across the partners and their individual strategic plans.

## How to navigate this document



**UNHURRIED**



**UNRIVALLED**



**UNUSUAL**



# THE MIDWEST

**PRODUCE**

The enduring and highly profitable food production sector includes broad acre agriculture, wild catch fisheries, intensive horticulture, orchard farming, aquaculture and livestock farming.

**AQUACULTURE**

The local aquaculture industry supplies an eclectic and high-value variety of species. From finfish and molluscs to yellowtail kingfish, coral, octopus and pearls.

**TOURISM**

The Midwest Region is host to an abundance of unique flora, fauna, landscapes and coast, along with vast swathes of unspoilt, remote land that offers enormous tourism opportunities.



**UNIQUE**



**UNSPOILT**



**UNTAMED**



PERTH ROYAL SHOW STAND BACKDROP

# Executive Summary



## GERALDTON JOBS AND GROWTH PLAN 2020 - 2023: Growing the capital of the Midwest

**VISION: Geraldton: a diverse and globally connected regional capital.**

### FOCUS AREA

GOALS HIGH LEVEL STRATEGIES

<b>GROWTH ENGINE</b>	<p>To identify and grow Geraldton's established strengths and niche specialisations, where deep local competencies align with global demand</p>	<ul style="list-style-type: none"> <li>Continue cluster development within food, marine trade and support services and tourism, using the Cluster Development 12 step process</li> <li>Identify and pursue growth opportunities with China and arising from new Free Trade Agreements</li> <li>Expand the cluster development approach, incorporating lessons from the initial clusters</li> </ul>
<b>STRONG HEART</b>	<p>To ensure the Geraldton city centre is a distinctive and magnetic place for residents, businesses and visitors – an active destination embracing Geraldton's nautical history and assets</p>	<ul style="list-style-type: none"> <li>Enable the ongoing collaboration of key entities that invest in/contribute to the city centre</li> <li>Create a lively and active city centre and streets through the day into the evening</li> <li>Develop the city centre as a leading Midwest destination with diverse uses and occupants</li> <li>Develop the foreshore as a key leisure attraction</li> <li>Grow and develop the city centre while minimising infrastructure headworks cost to developers and identifying and addressing other barriers to private investment activation</li> </ul>
<b>HEALTHY CIRCULATION</b>	<p>To retain wealth within Geraldton and minimise economic leakage through innovative and thriving small businesses seizing opportunities to serve the local population</p>	<ul style="list-style-type: none"> <li>Encourage local procurement by businesses, public sector, and local community</li> <li>Ensure satellite sub-centres are included</li> <li>Better connect resources sector into local economy e.g. Geraldton as a FIFO centre for new mining operations</li> <li>Support Aboriginal business development and employment and implement the Morrugul Aboriginal Procurement Advisory Service</li> <li>Attract/create more music and sporting events and maximise the opportunities from existing sports tourism</li> </ul>

### PLATFORMS FOR SUCCESS

GOALS HIGH LEVEL STRATEGIES

<b>QUALITY INFRASTRUCTURE</b>	<p>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</p>	<ul style="list-style-type: none"> <li>Continue to address infrastructure constraints in the city centre</li> <li>Upgrade port facilities and capacity, including dedicated Cruise Ship Berth and visitor terminal</li> <li>Improve access across agricultural areas in the region to high-speed, high-bandwidth internet</li> <li>Further planning and innovative solutions for water resources to ensure adequate sources are available to service the growth of the region</li> <li>Pursue the expansion of energy transmission capacity to and from the region to enable development of innovative and renewable energy and secure power supply</li> <li>Leverage the Geraldton Airport upgrade for interstate and international tourism and trade</li> <li>Midwest supply chain priorities:                         <ul style="list-style-type: none"> <li>- Northampton bypass</li> <li>- Geraldton arterial linkages</li> <li>- Geraldton Port maximisation</li> </ul> </li> <li>East-West Corridor definition</li> <li>Narngulu Inland Port</li> <li>Secondary grain freight routes</li> <li>Geraldton Hospital Redevelopment</li> </ul>
<b>INNOVATION AND ENTREPRENEURSHIP</b>	<p>To support innovation in clusters and businesses, and encourage entrepreneurship</p>	<ul style="list-style-type: none"> <li>Pursue implementation of the Mid West Innovation Agenda to assist in further developing the regional innovation ecosystem</li> <li>Leverage the National Broadband Network (NBN) for business participating in the Digital economy</li> <li>Improve access and knowledge to key regional economic data</li> </ul>
<b>INVESTMENT ATTRACTION</b>	<p>To attract and facilitate investment from local, regional, national, and international players</p>	<ul style="list-style-type: none"> <li>Proactively match markets and investors with local traded sector clusters and businesses, leveraging existing Sister City relationships whilst scanning for new opportunities emerging from new Free Trade Agreements for cooperative agreements</li> <li>Maintain an online and published investment prospectus</li> <li>Present investment opportunities to potential investors through showcases of investment ready business proposals in partnership with the Mid West Chamber of Commerce and Industry</li> <li>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</li> </ul>
<b>ECONOMIC PARTICIPATION</b>	<p>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</p>	<ul style="list-style-type: none"> <li>Skills development for traded sector clusters</li> <li>Employer engagement to expand job opportunities for Aboriginal people</li> <li>Improve youth transitions from school to training, further education or work</li> </ul>
<b>POSITIVE REPUTATION</b>	<p>To enhance the reputation of Geraldton as a desirable place to live, work, visit, study and invest</p>	<ul style="list-style-type: none"> <li>Cohesive and integrated branding and marketing campaign for Geraldton, which is well-researched and executed</li> <li>Engage the citizens of Geraldton as "40,000 Ambassadors", who are well-informed about the attractions and attributes of Geraldton and willing and able to promote it as a great place to live, visit, study and do business</li> <li>Celebrate our First Peoples</li> </ul>



**IT IS 2036. 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 circulate 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 – Geraldton is a beacon of entrepreneurship. It is a test bed for new technology in the horticulture, fishing, wind-related, tourism and resources industries.



**GAME CHANGERS**

- Midwest supply chain infrastructure
- New water scheme for horticultural expansion
- Expansion of energy transmission and development of renewable energy
- City centre headworks, land development and revitalisation
- Tourism attractions and infrastructure
- Expansion and upgrade of Marine Trade and Support Services Precinct
- Investigate opportunities to make Geraldton Airport more profitable:
  - Alternate airport
  - Pilot training school
  - Freight handling
- Expansion of aviation network
- Geraldton Hospital redevelopment
- Oakajee Narngulu infrastructure Corridor

**TABLE 1: GERALDTON CURRENT STATE, BASE CASE EXPECTATIONS AND GROWTH CASE TARGETS**

	INITIAL STATE 2016 <sup>1</sup> (EST)	CENSUS 2016 <sup>1</sup> (ACTUAL)	CURRENT STATE 2018 (EST)	BASE CASE (EST) 2036	GROWTH CASE TARGET 2036
Population	41,430	38,634	38,738	56,103	65,246
Jobs	14,321	16,704	16,653	21,456	25,384
Gross Regional Product (GRP)	\$2.88b	\$2.80b	\$3.16b	\$5.00b	\$5.90b

**TABLE 2: INDICATIVE IMPACT OF SELECTED PLAN ACTIVITIES<sup>2</sup>**

	2026		2036	
	LOW IMPACT	HIGH IMPACT	LOW IMPACT	HIGH IMPACT
Cluster for Growth initiatives	38	209	107	611
City Revitalisation initiatives	55	111	74	148
Leakage Reduction initiatives	68	137	137	275
<b>Total Employment Impact</b>	<b>161</b>	<b>457</b>	<b>318</b>	<b>1,034</b>
<b>Total Gross Regional Product (GRP) Impact</b>	<b>\$18.3M</b>	<b>\$55.6M</b>	<b>\$36.5M</b>	<b>\$126.0M</b>

# 3. Progress snapshot 2017 -2019

## PROGRESS SNAPSHOT FOCUS AREA: GROWTH ENGINE: INVESTMENT ATTRACTION

PROJECTS & PROGRESS	DESCRIPTION
Progress Midwest Inc. <i>Ongoing</i>	Delivering Growing Greater Geraldton 2017-2019 is Progress Midwest Inc. that includes the City of Greater Geraldton, Mid West Development Commission, Regional Development Australia Mid West Gascoyne, Mid West Ports Authority, Mid West Chamber of Commerce and Industry, Pollinators Inc., Geraldton University Centre, Tourism Geraldton and Mid West Horticulture Group. The City of Greater Geraldton administered Progress Midwest Inc
Progress Midwest website <i>Ongoing</i>	This portal has important regional data, an investment prospectus, linkages to key websites such as China Connect, a library of policies and strategies and is a key tool for investors and visitors. The City of Greater Geraldton manages <a href="https://www.growinggreatergeraldton.com.au/">https://www.growinggreatergeraldton.com.au/</a>
China Connect <i>Ongoing</i>	An integrated platform, with an office in China, used to facilitate trade and tourism between the Midwest region and China <a href="http://www.china-connect.com.au/">http://www.china-connect.com.au/</a>
No Wrong Door Concierge Services <i>Ongoing</i>	<p>The provision of seamless facilitation services and no wrong door interface for investors, trade delegations and visiting government officials has resulted in presentations to and meetings with:</p> <ul style="list-style-type: none"> <li>• Linfen City China Trade Delegation Indonesian Consul General Trade delegation</li> <li>• Australian Consul General of Guangzhou China</li> <li>• Sri Lankan Trade Delegation</li> <li>• State and Federal Government Ministerial Visits</li> <li>• G9 Summit</li> <li>• Hydrogen Summit</li> <li>• Growing Greater Geraldton Tourism Investment Summit 2018</li> <li>• Regional Capitals Alliance</li> <li>• RACWA Investment Inquiry</li> <li>•</li> <li>• Tourism WA Board visit</li> <li>• Qantas Airways meeting to discuss regional airfares</li> <li>• Vanadium Australia</li> <li>• Mitsui</li> <li>• Abra Mining</li> <li>• Hexagon Resources</li> <li>• Woodside</li> <li>• Australian Franchise Council</li> <li>• Rio Tinto</li> <li>• Huon Aquaculture</li> <li>• State and Federal Ministerial delegations</li> </ul>
Progress Midwest Investment Prospectus <i>Completed</i>	Promoting the investment opportunities in the Midwest. <a href="https://www.growinggreatergeraldton.com.au/">https://www.growinggreatergeraldton.com.au/</a>

PROJECTS & PROGRESS	DESCRIPTION
Economic Development and Investment Attraction Policy <i>Completed</i>	Delivering Growing Greater Geraldton 2017-2019 is Progress Midwest Inc. that includes the City of Greater Geraldton, Mid West Development Commission, Regional Development Australia Mid West Gascoyne, Mid West Ports Authority, Mid West Chamber of Commerce and Industry, Pollinators Inc., Geraldton University Centre, Tourism Geraldton and Mid West Horticulture Group. The City of Greater Geraldton administered Progress Midwest Inc
Submission to Parliamentary standing committee on Industry, Science and Resources <i>Completed</i>	Progress Midwest submitted a position paper to the Standing Committee. Our region contributes substantially to mining sector income and these initiatives highlighted the need for the mining industry to engage with and better support regional businesses and economies.
Major Projects Summary <i>Completed</i>	Led by the Mid West Development Commission, the current edition of the Mid West Major Projects Summary contains information on 93 current projects with a combined construction value of more than \$15 billion, noting that capex values were not available for a several projects. <a href="http://www.mwdc.wa.gov.au/f.ashx/2019-MPS-FINAL-April-2019-LR.pdf">http://www.mwdc.wa.gov.au/f.ashx/2019-MPS-FINAL-April-2019-LR.pdf</a>
Mine Resourcing Policy <i>Completed</i>	Developed in consultation with the Mid West Development Commission, the City's policy supports strengthening the position of Geraldton as a Fly-in/Fly-Out (FIFO) and Drive-In/Drive-Out (DIDO) hub and establish a 'hub and spoke' approach to mine operations. <a href="https://www.cgg.wa.gov.au/Profiles/cgg/Assets/ClientData/Council_Policy/2_6__Mine_Resourcing_-_28_November_2018.pdf">https://www.cgg.wa.gov.au/Profiles/cgg/Assets/ClientData/Council_Policy/2_6__Mine_Resourcing_-_28_November_2018.pdf</a>

**PROGRESS SNAPSHOT**  
**FOCUS AREA: GROWTH ENGINE: TOURISM CLUSTER**

PROJECTS & PROGRESS	DESCRIPTION
Establishment of Tourism Geraldton	Tourism Geraldton is an industry led group representing the interests of the tourism sector in Greater Geraldton. Facilitated by the City of Greater Geraldton for its first two years, the group worked at a high level to lobby for investment in the Midwest region's tourism assets such as the Houtman Abrolhos Islands and Pink Lake. The Mid West Chamber of Commerce and Industry now facilitates this group as it heads for incorporation. <a href="https://www.growinggreatergeraldton.com.au/tourism-geraldton.aspx">https://www.growinggreatergeraldton.com.au/tourism-geraldton.aspx</a>
Growing Greater Geraldton Destination Management and Marketing Plans <i>Completed</i>	Developed by the City of Greater Geraldton and the tourism industry, both plans focus on delivering a tourism hub and spoke model for the development and promotion of tourism in the Midwest. To date 80% of the recommendations made in the Destination Marketing Plan are delivered. Stronger partnerships with Tourism WA and representation on the Australia's Coral Coast Board has lifted the profile of Geraldton and the region in the eyes of our state funded tourism marketing bodies resulting in more exposure for the region. Total visitation to Geraldton has increased to 547,000 in 2018/19 an increase from 502,000 in 2017/18. <a href="https://www.growinggreatergeraldton.com.au/doing-business.aspx#policy">https://www.growinggreatergeraldton.com.au/doing-business.aspx#policy</a>

PROJECTS & PROGRESS	DESCRIPTION
Crayfish to Plate <i>Completed</i>	An initiative driven by the Mid West Development Commission in collaboration with the local hospitality sector to have crayfish made available to Geraldton restaurants on a regular and cost effective basis. Tourism crayfish tag trials have been conducted and the initiative has progressed to a state-wide level by the state government.
CHINA READY® Workshops & Accreditation <i>Completed</i>	Driven by the City of Greater Geraldton in conjunction with Regional Development Australia Mid West Gascoyne, this was delivered to 35 local tourism operations through the Tourism Council of WA. CHINA READY® is a global accreditation system that identifies products and services that Chinese consumers can trust. The China Ready & Accredited® trademark signifies quality assurance, cultural awareness, consumer protection and respect for Chinese travellers. China Ready & Accredited® is targeted to the free and independent Chinese traveller.
Tourism is Everybody's Business One 12 month program <i>Delivered</i>	Driven through the Geraldton Visitor Centre, tourism industry leaders and businesses in Geraldton discovered more about tourism in their own city through 12 tours delivered through the 'Tourism is Everyone's Business' initiative aimed at improving how our community values tourism in Geraldton. <a href="https://thewest.com.au/news/geraldton-guardian/tourism-everyones-business-ng-b88467019z">https://thewest.com.au/news/geraldton-guardian/tourism-everyones-business-ng-b88467019z</a>
Geraldton Port Shore Tension Units <i>Completed</i>	A win for tourism, the Geraldton Port is now cruise ship ready thanks to the investment by Mid West Ports Authority in four Shore Tension Units for the reliable berthing and improved safety. This move has secured Geraldton as a cruise destination. In 2018/19, eight ships were docked and 8939 passengers and crew disembarked. <a href="https://www.youtube.com/watch?v=XXn9yCUFDVE">https://www.youtube.com/watch?v=XXn9yCUFDVE</a>
Growing Greater Geraldton Tourism Investment Summit 2018 <i>Completed</i>	Around 250 delegates engaged with a panel of high profile tourism industry speakers about Growing Greater Geraldton Tourism at Geraldton's Queens Park Theatre. Hosted by the City of Greater Geraldton, the Summit was the first of its kind in the region. It provided an opportunity for industry, policy makers, regulators and funders to share information, understand the opportunities for success and help align on priorities for future industry development. Of note, discussion around the sustainable development of Western Australia's hidden gem- the Houtman Abrolhos Islands. <a href="https://thewest.com.au/news/geraldton-guardian/wa-government-planning-for-houtman-abrolhos-islands-national-park-by-july-2019-geraldton-tourism-investment-summit-told-ng-b88850930z">https://thewest.com.au/news/geraldton-guardian/wa-government-planning-for-houtman-abrolhos-islands-national-park-by-july-2019-geraldton-tourism-investment-summit-told-ng-b88850930z</a> Guest speakers and VIPs were transported to Geraldton on the first ever Qantas 737-800 charter (Geraldton to Perth) by Broadwater Hotels and Resorts. Flown by Qantas's Chief Pilot WA, passengers enjoyed a bird's eye view of the Houtman Abrolhos Islands at 1500ft. <a href="https://www.growinggreatergeraldton.com.au/growing-greater-geraldton-tourism-investment-summit.aspx">https://www.growinggreatergeraldton.com.au/growing-greater-geraldton-tourism-investment-summit.aspx</a>

PROJECTS & PROGRESS	DESCRIPTION
Investment in Houtman Abrolhos Islands <i>Confirmed</i>	<p>In July 2019, the Premier of Western Australia Hon Mark McGowan MLA and the Minister for Environment Hon Stephen Dawson MLC made the announcement in Geraldton that the Houtman Abrolhos Islands was officially a National Park.</p> <p>The state government will invest a total of \$10 million over the next two years to establish visitor operations and infrastructure. It will include the creation of a jetty, installation of signage and paths, and the expansion and upgrades to the airstrip.</p> <p><a href="https://www.cgg.wa.gov.au/news/tourism-at-abrolhos-a-reality-as-islands-named-a-national-park/3582">https://www.cgg.wa.gov.au/news/tourism-at-abrolhos-a-reality-as-islands-named-a-national-park/3582</a></p> <p>The City of Greater Geraldton has endorsed a policy that supports the development of sustainable tourism on the Abrolhos Islands as a means to diversify and expand the City region economy, and grow local employment in the tourism industry.</p> <p><a href="https://www.cgg.wa.gov.au/Profiles/cgg/Assets/ClientData/Council_Policy/2_3_Abrolhos_Islands_Tourism_-_Notice_of_Motion__22_August_2017_3_.pdf">https://www.cgg.wa.gov.au/Profiles/cgg/Assets/ClientData/Council_Policy/2_3_Abrolhos_Islands_Tourism_-_Notice_of_Motion__22_August_2017_3_.pdf</a></p>
Beresford Foreshore Enhancement Project <i>Completed</i>	<p>The transformation of the Beresford Foreshore was an undertaking through the collaboration between the City of Greater Geraldton, Department of Transport (DoT) and Mid West Ports Authority (MWPA) and Mid West Development Commission (MWDC). The Foreshore was officially re-opened in October 2018.</p> <p><a href="https://www.cgg.wa.gov.au/news/beresford-foreshore-officially-reopens/3353">https://www.cgg.wa.gov.au/news/beresford-foreshore-officially-reopens/3353</a></p>
Geraldton a Recreational Vehicle (RV) Friendly Town <i>Completed</i>	<p>The investment by the City of Greater Geraldton to establish Geraldton as an RV friendly destination has made the city a part of a network of 270 RV Friendly Towns across Australia. The self-contained RV tourism market is estimated to be worth more than \$2.5 billion annually. This move has resulted in increased numbers of visitors overnighing in Geraldton.</p>
Basecamp: Science & Ecotourism Incubator: <i>Ongoing</i>	<p>Funded by the State Government's New Industries Fund, Geraldton-based innovation hub Pollinators Inc. is working with tourism start-ups, existing businesses and tourism industry partners to scale up and develop new products, experiences and promotional tools that seize global and experiential tourism market opportunities.</p> <p><a href="https://pollinators.org.au/learning/pollinatorsbasecamp/">https://pollinators.org.au/learning/pollinatorsbasecamp/</a></p>
Visit Geraldton website <i>Completed</i>	<p>Investment in enhancing the visitgeraldton.com.au website by the City of Greater Geraldton has seen visits to the site increase to 197,012 in the past nine months.</p> <p><a href="https://www.visitgeraldton.com.au/">https://www.visitgeraldton.com.au/</a></p>
Wind and Water Project <i>Ongoing</i>	<p>With a vision for Geraldton to be recognised as Australia's ultimate wind and water sports destination – a Wind and Water Cluster has been formed made up of sporting enthusiasts facilitated by the Department of Sport and Recreation. The City of Greater Geraldton has supported the initiatives of the group by sponsoring windsurfing local Identity Jaeger Stone during his recent international competitions and the National Wave Sailing Titles held in November 2018. The group is working with the Geraldton Yacht Club to attract funding to bring the Professional Windsurfing Association's International competition to Geraldton in 2021.</p>

PROJECTS & PROGRESS	DESCRIPTION
Pedestrian Wayfinding Project <i>Completed</i>	Stronger Communities Grants Program funding has delivered a project in which wayfinding signs have been installed at popular locations throughout Geraldton. These signs are designed to help visitors find their way around our bustling city. In addition to these signs, we have also put together companion pages that may help users better explore what is in close proximity to their current location and utilise Google Maps for navigation on the go. <a href="https://www.visitgeraldton.com.au/about/wayfinding.aspx">https://www.visitgeraldton.com.au/about/wayfinding.aspx</a>
Tourism Product Development & Promotion- Chinese Market <i>Ongoing</i>	The City of Greater Geraldton assists local tourism operators with the development of tourism products suitable for the Chinese market. In addition, it has also facilitated promotion of the Midwest as a tourist destination on Chinese social media platforms and with Inbound Tourist Operators in Australia. This activity has resulted in 4,277 Chinese Visitors and a contribution of \$741,578 into the local economy during 2018 and 2019.
Tourism Conference, Travel and Trade Show Representation	The City of Greater Geraldton together with the tourism industry has represented Geraldton and the Midwest at the following conferences, trade and travel shows: <ul style="list-style-type: none"> <li>• Zhousan Tourism Convention China 2018</li> <li>• WA caravan and Camping Show 2017/2018/2019</li> <li>• Western Australian Regional Tourism Conference 2017 &amp; 2019</li> <li>• Western Australian Tourism Conference 2018</li> <li>• Australian Tourism Exchange 2019</li> </ul>
Sport Tourism Project	In 2018, the Mid West Sports Federation (MWSF) conducted sports tourism research across 84 events, which confirmed the significant and underrated economic value of sporting events in the Midwest. The 84 events attracted 21,500 tourists, generated \$9.4M in new spending and created 60 new FTE jobs. These impacts exceed Geraldton cruise ship tourism and initial Abrolhos Islands tourism projections.

## PROGRESS SNAPSHOT

### FOCUS AREA: GROWTH ENGINE: MARINE TRADE AND SUPPORT SERVICES CLUSTER

PROJECTS & PROGRESS	DESCRIPTION
Geraldton Marine Precinct Development Plan <i>Completed</i>	This plan, developed as part of the research on the potential for the Geraldton Port, is one of the key informing documents for the newly released Geraldton Port Masterplan.
MWPA Draft Port Masterplan <i>Ongoing</i>	The Geraldton Draft Port Master Plan was released in the latter part of 2019 for public consultation. The Plan outlines priority projects for the port over the next five years to accommodate growth, including tourism development opportunities in the Fishing Boat Harbour. <a href="https://www.midwestports.com.au/geraldton-port-master-plan.aspx">https://www.midwestports.com.au/geraldton-port-master-plan.aspx</a>
Geraldton Maritime Services Network <i>Completed</i>	Developed in conjunction with the Mid West Chamber of Commerce and Industry this marketing brochure showcases Geraldton's Marine Services Capability. <a href="https://www.growinggreatergeraldton.com.au/Profiles/progressmidwest/Assets/ClientData/26572_GMN_14_June.pdf">https://www.growinggreatergeraldton.com.au/Profiles/progressmidwest/Assets/ClientData/26572_GMN_14_June.pdf</a>

PROJECTS & PROGRESS	DESCRIPTION
Australian Marine Complex (AMC) Visit	Led by the Mid West Chamber of Commerce and Industry, a delegation of our Marine Services Industry visited the Australian Marine Complex to discuss opportunities for maintenance and repair sub-contracting through Geraldton and Midwest based companies.

**PROGRESS SNAPSHOT**  
**FOCUS AREA: GROWTH ENGINE: AGRICULTURE AND FOOD**

PROJECTS & PROGRESS	DESCRIPTION
Establishment of the Horticulture Growers Group	This group is industry led incorporated body that has been working collaboratively on solutions for the barriers to growth for the Horticulture Industry specifically based around Geraldton. Barriers include reliable access to water, market research into high value food, achieving scale in exports and developing competition opportunities with other regions with the Gascoyne region. Facilitated by the Mid West Development Commission, the group has successfully worked with the state government to negotiate short-term reductions in fees and charges.
"A Taste of Greater Geraldton"	Together with the Department of Primary Industries and Regional Development, the City of Greater Geraldton facilitated the development of this brochure displaying our regional produce and producers. The brochure was distributed at the 2019 Perth Royal Agricultural Show. Hard copies are available at various outlets in the region and an e-version can be found at: <a href="https://www.growinggreatergeraldton.com.au/taste">https://www.growinggreatergeraldton.com.au/taste</a>
Perth Agricultural Royal Show Midwest Stand 2019 <i>Completed</i>	Around 300,000 visitors attended the Show where the Midwest displayed the region's products, producers and tourism opportunities. The stand was facilitated by the City of Greater Geraldton in partnership with the Midwest Affiliated Agricultural Societies.
Mid West Food Industries Cluster <i>Ongoing</i>	Supported by the Mid West Development Commission, the Mid West Chamber of Commerce and Industry, and the City of Greater Geraldton, a Mid West Food Industries Cluster has been formed. The Cluster is considering the hosting of a Mid West Food Industries Forum to: <ul style="list-style-type: none"> <li>• Identify the issues that you all have in common issues</li> <li>• Recruit support to work on and solve the problems</li> </ul>

**PROGRESS SNAPSHOT**  
**FOCUS AREA: STRONG HEART: CITY CENTRE REVITALISATION**

PROJECTS & PROGRESS	DESCRIPTION
City Centre Revitalisation Plan 2017 <i>Completed</i>	The City Centre Revitalisation Plan identified several projects identified that have since been funded and implemented. <a href="https://www.growinggreatergeraldton.com.au/Profiles/progressmidwest/Assets/ClientData/Documents/GGG_Library_2019/Growth_Plan_Documents/Geraldton_City_Centre_Revitalisation_Plan__April_2017_.pdf">https://www.growinggreatergeraldton.com.au/Profiles/progressmidwest/Assets/ClientData/Documents/GGG_Library_2019/Growth_Plan_Documents/Geraldton_City_Centre_Revitalisation_Plan__April_2017_.pdf</a>
Extended Trading Hours Reform <i>Completed</i>	Extended trading hours received official sign off by WA Minister for Commerce Hon Bill Johnston MLA in November 2018. The application to adopt extended trading hours was officially approved after Council unanimously resolved to continue the trialled hours. Successful trading hours reform now brings Geraldton trading hours on a par with Perth.

PROJECTS & PROGRESS	DESCRIPTION
<p>Rocks Laneway project and Place Management Project <i>Ongoing</i></p>	<p>The Rocks Laneway project is the first cab off the rank in the revitalisation of the city centre. The project not only creates a major new pedestrian connection between the CBD and the Foreshore, it features spaces for year round community events and activities, including opportunities for local artists to exhibit and perform. Formerly a traditional retail building that fronts Marine Terrace and Foreshore Drive, the building is converted into a pedestrian laneway. This new laneway enables easy pedestrian movement between the Foreshore and the retail heart of Marine Terrace.</p> <p>Along with the infrastructure, a Rocks Laneway Place Management Plan was completed and the implementation has been awarded to The Geraldton Project – a community group known for its experience in revitalising town centres in the Midwest. Since its opening on September 20, eight themed activities in the space has generated 4,680 participants and spectators to the Laneway (as at November 9 2019).</p>

<p>Alfresco Dining reform</p>	<p>The City of Greater Geraldton has cut red tape through its Alfresco Dining Reform making it easier for businesses in the city centre to offer alfresco dining.</p>
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**PROGRESS SNAPSHOT**  
**FOCUS AREA: STRONG HEART: HEALTHY CIRCULATION**

PROJECTS & PROGRESS	DESCRIPTION
<p>Greater Geraldton Expenditure Leakage Analysis <i>Ongoing</i></p>	<p>This report was undertaken to understand the opportunities to reduce minor leakage helping to diversify the local economy. The report calculated that there was a leakage factor of around \$329 million. Both the Mid West Chamber of Commerce and Industry and the City of Greater Geraldton are working on a number of key strategies to help address this leakage.</p> <p><a href="https://www.growinggreatergeraldton.com.au/Profiles/progressmidwest/Assets/ClientData/Documents/Greater_Geraldton_Expenditure_Leakage_Study.pdf">https://www.growinggreatergeraldton.com.au/Profiles/progressmidwest/Assets/ClientData/Documents/Greater_Geraldton_Expenditure_Leakage_Study.pdf</a></p>

**PROGRESS SNAPSHOT**  
**PLATFORM FOR SUCCESS: QUALITY INFRASTRUCTURE**

PROJECTS & PROGRESS	DESCRIPTION
<p>Greater Geraldton Infrastructure Assessment <i>Completed</i></p>	<p>The Greater Geraldton Infrastructure Assessment Report is a review of existing infrastructure within the Greater Geraldton Area and considers the potential to allow for growth in specific areas of the City of Geraldton and the greater area. Through close liaison between the City of Greater Geraldton, Mid West Development Commission, LandCorp and other relevant Stakeholders, the research looked into the current capacity of the infrastructure and services within the Greater Geraldton area.</p> <p>The challenges identified the increased demand for; energy, transport, digital communication, water and wastewater services will be driven by population growth, tourism, agriculture, mining and business demand. Existing infrastructure such as electricity assets are currently constrained and infrastructure networks serving Greater Geraldton needs significant public and private investment. The City of Greater Geraldton and the Mid West Development Commission are working together to facilitate this.</p> <p><a href="https://www.growinggreatergeraldton.com.au/Profiles/progressmidwest/Assets/ClientData/Documents/GGG_Library_2019/Growth_Plan_Documents/Greater_Geraldton_INFRASTRUCTURE_ASSESSMENT-FINAL.pdf">https://www.growinggreatergeraldton.com.au/Profiles/progressmidwest/Assets/ClientData/Documents/GGG_Library_2019/Growth_Plan_Documents/Greater_Geraldton_INFRASTRUCTURE_ASSESSMENT-FINAL.pdf</a></p>

PROJECTS & PROGRESS	DESCRIPTION
Geraldton Airport Runway and Apron Extension <i>Completed</i>	<p>This \$24 million project was the result of the collaboration between the City of Greater Geraldton, state and federal government. The expansion project included the renewal and upgrade of the existing runway, taxiway and apron pavements as well as extension of the main runway to 2,400 metres and expansion of the main apron to accommodate larger aircrafts such as an A330 and B787.</p> <p>The expansion enables the development of direct interstate and international services for tourism and airfreight, and greater confidence for the private sector to invest in Geraldton.</p>

**PROGRESS SNAPSHOT  
PLATFORM FOR SUCCESS: INNOVATION AND ENTREPRENEURSHIP**

PROJECTS & PROGRESS	DESCRIPTION
Mid West Innovation Agenda <i>Ongoing</i>	<p>Developed by the Mid West Development Commission, this Agenda presents a framework and concepts to enable collaboration on growing an innovation culture. Implementation is led by Pollinators Inc.</p>

**PROGRESS SNAPSHOT  
PLATFORM FOR SUCCESS: ECONOMIC PARTICIPATION**

PROJECTS & PROGRESS	DESCRIPTION
North by Mid West <i>Ongoing</i>	<p>The Mid West Chamber of Commerce and Industry in conjunction with the Mid West Development Commission are leading discussions with a number of high profile companies to explore opportunities for the servicing of the north west mining operations.</p>
Aboriginal Economic Development <i>Ongoing</i>	<p>The Mid West Chamber of Commerce and Industry is working in partnership with the local Aboriginal Workforce Development Centre, to help local companies become a workplace of choice, to attract and retain Aboriginal employees.</p> <p><a href="https://mwcci.com.au/working-together/">https://mwcci.com.au/working-together/</a></p>

**PROGRESS SNAPSHOT  
PLATFORM FOR SUCCESS: POSITIVE REPUTATION**

PROJECTS & PROGRESS	DESCRIPTION
#Makethemove video	<p>In response to calls from local companies seeking promotional materials to attract works to Geraldton for jobs, the City of Greater Geraldton with the support of the Mid West Chamber of Commerce and Industry produced a #makethemove Geraldton lifestyle video that is being used by local businesses and agencies in recruitment campaigns.</p>

**PROJECTS & PROGRESS**

**DESCRIPTION**

Geraldton Marketing and Promotion program

The City of Greater Geraldton has implemented a number of marketing and promotional activities highlighted in the Growing Greater Geraldton Destination Marketing Plan including:

- Increased social media activities
- Industry co-branding support – the development of the Geraldton Brand Book and sharing of logo artwork for tourism businesses to use in their marketing
- Place branding through the installation of the Wayfinding Project
- Geraldton billboards – repurposing of existing infrastructure at on Brand Highway; North West Coastal Highway and Mullewa Mount Magnet Road
- State-wide Orana Cinema advertising for the next 12 months
- Perth bus back campaign ( July to October 2019)
- Upgrade of the Visit Geraldton website
- Delivery of a familiarisation and influencer program for December/January 2018/19

# 4. Our growth scenario

It is 2036 Geraldton has.....

## A POWERFUL ECONOMY:

It is a global "go to" place for sought after niche food from the 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 – Geraldton is a beacon of entrepreneurship. It is a test bed for new technology in the horticulture, fishing, wind-related, tourism and the resources industry.

It is Western Australia's undisputed second capital.



# 5. Vision, purpose and guiding principle

## VISION

**Geraldton – a diverse and globally connected regional capital.**

## PURPOSE

**To co-ordinate a collaborative solution-based approach to drive jobs, population and economic growth.**

## GUIDING PRINCIPLE

**The guiding principle of the Geraldton Jobs and Growth Plan is to bring more wealth in through growing the export economy, which is the amount of goods and services we sell to customers outside of our region.**

**A proven way of achieving this is by means of developing and supporting the best performing existing clusters in our region.**

**Clusters are groups of firms in and around a traded specialisation that have (1) growth potential and (2) the ability and appetite to grow faster through collaboration with each other.**



"VISIT GERALDTON" PERTH BUS CAMPAIGN

# 6. A region of global significance

The Geraldton Jobs and Growth Plan exists within a strategic landscape of federal, state, local government and industry strategies at industry, regional and city level. For example, the state government has a priority to build a more prosperous regional WA through partnerships with local government, industry and local businesses to plan for, and promote, sustainable growth. The government anticipates these partnerships will leverage regional WA's strengths, and transform our regional cities and towns into vibrant places to work, play and learn.

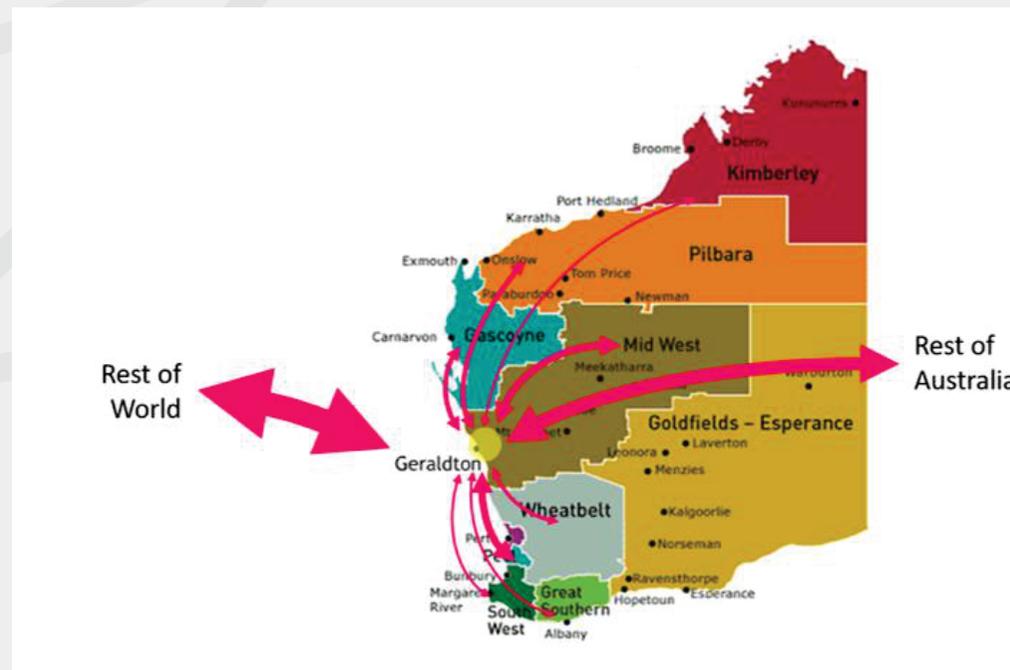
## 6.1. Defining the Region: Our economic activity area

The focus of this plan is Geraldton as a regional capital city. However, the regional capital is not an economy in isolation from the wider region, metropolitan Perth, other regions in the State, other parts of Australia and other parts of the world. It is an integral part of value and supply chains at all of these levels in various degrees of strength and importance, as reflected in the map below.

Geraldton's immediate economic activity area is characterised by a high degree of economic inter-dependence across the regional centre and the Midwest 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 trade and support services in Dongara) and with other regions (for example, horticulture and mining in the Gascoyne). Slightly further afield, there is a developing trade and education relationship with the Pilbara.

The 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 Midwest region and beyond where relevant. In this context, Geraldton is a significant hub, inside an economic capture zone for export trade. Collaboration will be highly targeted towards finding and exploiting untapped opportunities for export growth.

Figure 1: Geraldton has economic links with the region, state, nation and world



## 6.2. Geraldton's place on the global stage

The plan is based on considerable research and reflection on Geraldton's place in the world – on home ground, in the wider region and in the global marketplace. It involved looking at Geraldton through the eyes of not only its own citizens- but also potential migrants, visitors and investors.

It also involved taking a close look at the state of the economy, mega-trends, trade advantages, niche specialisations, and strengths and weaknesses.

A key outcome of this work was to clarify Geraldton's strategic position and identity, as shown in Figure 2 below. This will continue to evolve as the regional centre's leaders continue to test and refine their understanding.

**Figure 2: Strategic position and identity**

**IN THE GLOBAL MARKETPLACE**

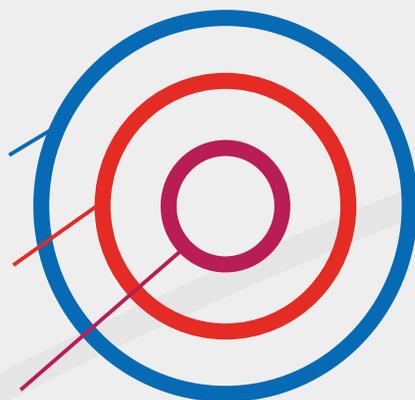
A hotspot for resources, safe food, maritime heritage and marine trade and support services.

**IN THE WIDER REGION**

In the wider region A regional hub for good and services, accommodation, heritage, events, transport and logistics.

**LOCALLY**

A prosperous and desirable place to live, work, invest and play.



### 6.3. Key characteristics

Geraldton is a regional capital city just over 400km north of Perth, overlooking the Indian Ocean. It is the service centre for the Midwest region and has all the major services, cultural, shopping and sporting facilities expected in a city, yet a more relaxed pace and enviable lifestyle.

There is significant capacity for further population and business growth. Land availability is high and housing prices remain reasonably affordable. 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.<sup>1</sup> There are significant investment opportunities, a strong culture of innovation and entrepreneurship, and capacity in the workforce.

Geraldton has considerable industry strengths:

- 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 trade and support services

- The Abrolhos Islands, 60km west of Geraldton, the world’s southernmost coral reef system and one of five global biodiversity hotspots, with significant fishing resources, protected islands, and coral atolls offering opportunities for world class tourism
- A wealth of other coastal and inland regional tourism attractions
- Well-developed transport and logistics industry – an intermodal hub with a significant seaport and airport, and the second largest grain terminal in Western Australia situated in nearby Mingenew
- Strong construction and manufacturing industries
- Strong business services industry, including a supportive financial services industry
- An Aboriginal business community that, while small, has strength and growth potential
- An emerging renewable energy sector with high potential for solar, wind, wave, geothermal and biomass generation

There are also some unique innovation assets:

- The Australian Defence Satellite Communications Ground Station (Kojarena), 30km from Geraldton, which is a major Australian signals interception facility, part of the Echelon worldwide system of satellite communications keyword monitoring<sup>2</sup>
- A ‘Smart City’ approach, supported by the establishment of the National Broadband Network (NBN) ‘fibre to the premises’ platform
- Strong and diverse research and educational institutions including the Geraldton Universities Centre (GUC), CSIRO’s (Square Kilometre Array) Murchison Support Facility, Western Australian Centre for Rural Health (WACRH), Batavia Coast Maritime Institute and TAFE

<sup>1</sup> City of Greater Geraldton, *Greater Geraldton Economic Development Strategy (2013-2023)* (Geraldton: City of Greater Geraldton, 2013) accessed 26 October 2016, [http://www.cg.gov.au/Profiles/cgg/Assets/ClientData/Document-Centre/Council/Strategic/Greater\\_Geraldton\\_Economic\\_Development\\_Strategy\\_2013-2023.pdf](http://www.cg.gov.au/Profiles/cgg/Assets/ClientData/Document-Centre/Council/Strategic/Greater_Geraldton_Economic_Development_Strategy_2013-2023.pdf)

<sup>2</sup> *Mid West Regional Blueprint*, 16, 17, 48.

## 6.5. What are we good at?

The key to regional growth is building on various types of economic advantage 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 Geraldton, the factors that have been assessed as creating comparative advantage are<sup>6</sup>:

- Access to Port infrastructure, the closest general cargo port to the key Asian markets
- Well-developed road and industrial rail infrastructure
- First port south of the cyclone free zone
- Well-developed traded industry activity in:
  - horticulture produce particularly during winter season
  - 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
- The presence of strong social capital in traded sector clusters

### 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. A country can produce relatively efficiently.

Geraldton was part of a 2016 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 averages<sup>7</sup>. 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 state-wide economy."<sup>8</sup>

### 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 Geraldton, there is strong evidence of collaborative advantage. Pollinators Inc., the most developed innovation ecosystem in regional Western Australia best demonstrates this. In addition, 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 are all examples.

## 6.6. Our best performing clusters

The following tables show the state and regionally significant traded clusters for the Midwest – the first ranked by Employment Concentration Factor (ECF) and the second ranked by output.<sup>9</sup>

These reflect the dominance of the resources and agriculture sectors in the Midwest 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"<sup>10</sup>.

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

<sup>6</sup> Pracsys Regional Centres Cluster Analysis Phase 3 Final Report, 2016, 91

<sup>7</sup> Pracsys Regional Cluster Analysis Phase 5 Report, 2016, 4

<sup>8</sup> Pracsys Regional Cluster Analysis Phase 5 Report, 2016, 4

<sup>9</sup> Pracsys Regional Centres Cluster Analysis Phase 3 Final Report, 2016, 89

<sup>10</sup> Pracsys Regional Centres Cluster Analysis Phase 3 Final Report, 2016, 2

## 6.4. Factors that impacts on our future

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 Midwest food products (lobster, wheat, lupins, beef, and sheep) and there is growing demand for product specialisation such as "noodle wheat"<sup>3</sup>. This creates an opportunity for tailored value chains to develop and the possible creation of Geraldton/Midwest 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 Geraldton and Midwest 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 Midwest so they can also wind or kite surf during Geraldton's abundant wind season<sup>4</sup>. The Wind on Water Festival is reinforcing this Geraldton association.

Ageing populations will have a significant effect on the Midwest 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 Midwest tourism economy.

The State of the Climate (2018) report by the Bureau of Meteorology and Commonwealth Scientific and Industrial Research Organisation (CSIRO)<sup>5</sup> suggests a range of climate changes are occurring, some of which are likely to affect the Geraldton and the surrounding Midwest. These changes include an increase in the frequency of extreme weather, an increase in the temperature, sea level rises and ocean acidification. The Midwest 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 Midwest 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. This may also be an advantage in achieving climate-friendly trade flows under Free Trade Agreements.

<sup>3</sup> *Mid West Regional Blueprint*, 38.

<sup>4</sup> *Mid West Regional Blueprint*, 39.

<sup>5</sup> <https://www.csiro.au/en/Showcase/state-of-the-climate>, accessed 15 May 2018

**Table 1: State and regionally significant traded clusters for the Midwest (ranked by Employment Concentration Factor)**

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	25	32	31	59
Agricultural Inputs and Services	4 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				

**Table 2: State and regionally significant traded clusters for the Midwest (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
Business Services	886	240	33	441
Downstream Metal Products	278	69	14	169
Hospitality and Tourism	689	60	12	143
Fishing and Fishing Products	169	66	44	121
Water Transportation	176	26	13	63
Non-Metal Mining	254	32	31	59
TOTAL				



ABROLHOS ISLANDS

# 7. Our preferred future

The 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 plan and outlined in more detail in Section 8.

Responsibility for driving efforts to grow the local and regional economy sits with the Progress Midwest – an innovative vehicle that oversees delivery of the plan, shares information, supports coordination, and facilitates ongoing strategic collaboration amongst the key players across the private sector, research and education, and public sector, with strong business leadership.

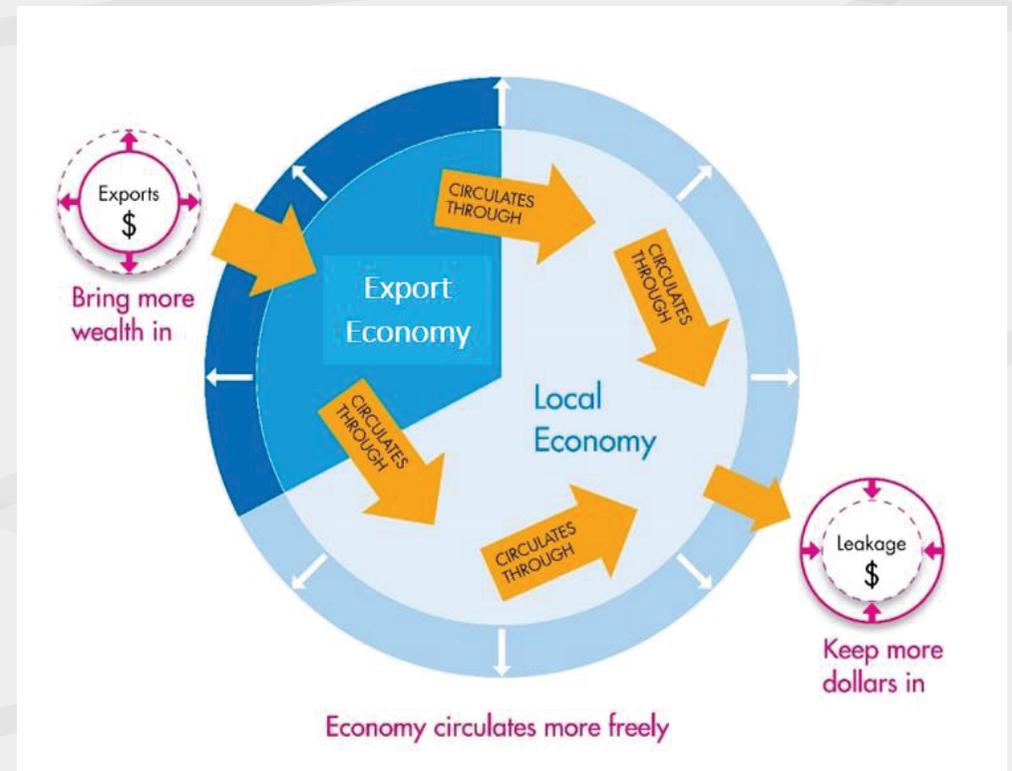
The plan is based on the premise that companies will generally identify and pursue profitable opportunities on an individual basis, competing for market share. However, when it comes to exporting, a strategy of purely individual competition amongst relatively small companies is a low growth recipe. Co-operation 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, and then competing for their share.

## 7.1. Growing the export economy

The plan is driven by the need for amplified economic growth based on comparative and competitive advantage in the export economy (goods and services that we sell to customers outside our region). This is also supported by plugging leaks in the local economy where there are business opportunities to meet local needs locally.

As seen in Figure 3, accelerating growth of the export (traded) economy brings wealth in to the local economy. There are fewer jobs in the export 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 plan and weaves through the strategies.

Figure 3: How does the local economy grow?



## 7.2. Targeting jobs, population and economic growth

The plan aspires to transform the region into an economic powerhouse and position Geraldton as a model regional capital by amplifying economic growth despite regional challenges.

The table below outlines the initial state (estimated) for population, jobs and the measure for economic growth, Gross Regional Product. It then gives the actual census position in 2016, followed by a 2018 update. The next column gives the base case estimate – in other words, the expected outcomes on a "business as usual" scenario without the plan. The final column presents the growth case targets – the outcomes associated with success of the Geraldton Jobs and Growth Plan. The targets are conservative and have been rigorously assessed for plausibility. The assessment has been updated for the revised plan and is outlined in more detail in section 4. The update has confirmed that the original targets remain relevant and that progress is tracking well against the targets overall.

**Table 3: Geraldton current state, base case expectations and growth case targets**

	INITIAL STATE 2016 <sup>11</sup> (EST.)	CENSUS 2016 (ACTUAL)	CURRENT STATE 2018 (EST.)	BASE CASE (EST.) 2036	GROWTH CASE TARGET 2036
POPULATION	41,430	38,634	38,738	56,103	65,246
JOBS	14,321	16,704	16,653	21,456	25,384
GROSS REGIONAL PRODUCT (GRP)	\$2.88B	\$3.06B	\$3.09B	\$5.00B	\$5.90B

The Geraldton Jobs and Growth Plan has three focus areas, underpinned by five Platforms for Success (outlined in detail in later sections).

The focus areas are:

- **GROWTH ENGINE: Clustering for growth**
- **STRONG HEART: City revitalisation**
- **HEALTHY CIRCULATION: Leakage reduction**

The Platforms for Success are:

- **QUALITY INFRASTRUCTURE**
- **INNOVATION AND ENTREPRENEURSHIP**
- **INVESTMENT ATTRACTION**
- **ECONOMIC PARTICIPATION**
- **POSITIVE REPUTATION**

Effects on employment and Gross Regional Product of the focus areas are the anticipated impacts of the Geraldton Jobs and Growth Plan implementation, shown in the table below. Measurements concentrate on the focus areas as they are directly connected to changes in the key indicators.

The platforms for success feed into those changes via their impact on the focus areas. The overall approach to the plan is premised on the dependence of the focus areas on the platforms. In other words, meeting the targets for the focus areas will require that the platform strategies are effective.

**Table 4: Indicative impact of selected plan activities<sup>12</sup>**

	2026		2036	
	LOW IMPACT	HIGH IMPACT	LOW IMPACT	HIGH IMPACT
CLUSTER FOR GROWTH INITIATIVESCITY	38	209	107	611
REVITALISATION INITIATIVES	55	111	74	148
LEAKAGE REDUCTION INITIATIVES	68	137	137	275
TOTAL EMPLOYMENT IMPACT	161	457	318	1,034
TOTAL GROSS REGIONAL PRODUCT (GRP) IMPACT	\$18.3 M	\$55.6 M	\$36.5 M	\$126.0 M

<sup>11</sup> Source: City of Greater Geraldton Economic Profile, retrieved September 2016. Note that these were estimates at the time. The 2016 Census showed that population was slightly lower and jobs slightly higher than the estimates.

<sup>12</sup> Pracsyp 2019, Briefing Note, Greater Geraldton Plan Economic Analysis, 31.

### 7.3. Game changers

The plan reflects strategic alignment across the Progress Midwest partners and their individual organisations/agency plans. All agree that the following game changers are:

GAME CHANGER	CONTRIBUTION TO GERALDTON JOBS AND GROWTH PLAN
Mid West supply chain infrastructure	<p>Investment in supply chain infrastructure will reduce barriers and create opportunities for substantially more efficient freight and people flows throughout the region, helping to unlock the full potential of primary and resources sector industries as well as tourism.</p> <p>Midwest supply chain infrastructure priorities:</p> <p>Carnarvon to Muchea Heavy Freight route incorporating Dongara to Northampton</p> <ul style="list-style-type: none"> <li>• Northampton Corridor Bypass</li> <li>• Oakajee Narngulu Infrastructure Corridor</li> <li>• Midwest Port Authority maximisation</li> <li>• Geraldton Narngulu Infrastructure Corridor</li> </ul> <p>Secondary grain freight routes</p> <p>Sealing of Goldfields Highway</p>
New water scheme for Horticultural expansion	<p>A new water scheme for the Geraldton-Greenough area would address the availability and quality of water, which is restricting expansion. Intensive agricultural development is supported by existing Vietnamese growers with aspiration for growth, however they are held back by water constraints.</p>
Expansion of energy transmission and renewable energy development, including green hydrogen	<p>The expansion of energy transmission capacity to and from the region will underpin the development of innovative and renewable energy and increase the reliability of power supply which is essential to enable the full development of industry, agriculture and mining operations.</p>
City centre headworks and land development and revitalisation	<p>Inactive property is a significant handbrakes on city centre revitalisation, which is a foundation of Geraldton as a high performing regional centre. The cost of headworks is a barrier to realising the potential of currently inactive properties. Addressing the provision of headworks and progressing the Batavia Coastal Marina development and Lot 601 are lynchpins for revitalisation and activating private investment in the City Centre.</p>

GAME CHANGER

CONTRIBUTION TO GERALDTON JOBS AND GROWTH PLAN

<p>Tourism attractions and infrastructure</p>	<p>Geraldton and the Midwest hinterland is replete with unrealised tourism potential. The development of natural, heritage, adventure, astrology, arts and cultural assets into tourism attractions, with adequate visitor infrastructure is essential to realise this potential.</p> <ul style="list-style-type: none"> <li>• Museum of Geraldton redevelopment</li> <li>• Abrolhos Islands tourism (stage 2) and telecommunications infrastructure</li> <li>• Dedicated berth and cruise ship terminal</li> <li>• Fast speed jetty at the Batavia Coast Marina</li> <li>• Pink Lake infrastructure</li> <li>• Murchison geo-tourism (stage 2)</li> <li>• Develop Sports Tourism</li> <li>• Point Moore Lighthouse Precinct</li> <li>• Develop new attractions:             <ul style="list-style-type: none"> <li>• Astro tourism</li> <li>• Aboriginal tourism experiences</li> <li>• Regional film friendly attraction</li> </ul> </li> </ul>
<p>Implementation of the Port Master Plan for the Port of Geraldton</p>	<p>An efficient and sustainable Port is critical to support growth in existing trade sectors, as well as to enable the introduction of new and potential sectors such as aquaculture, oil and gas industry, breakbulk and container handling. Opportunities also exist to move trade from congested metropolitan areas to regional ports, which will help to maintain strong and sustainable regional communities.</p>
<p>Investigate opportunities to make Geraldton Airport more viable:</p> <ul style="list-style-type: none"> <li>• Alternate airport</li> <li>• Pilot training school</li> <li>• Freight handling</li> </ul>	<p>Geraldton is an important asset for the region and this initiative will explore opportunities to make this asset more profitable.</p>
<p>Expansion of inter regional aviation network</p>	<p>Enabling inter-regional connectivity is essential to growing trade between Greater Geraldton/Midwest region and other regions, particularly to the North.</p> <ul style="list-style-type: none"> <li>• Milk run to the North West</li> <li>• Inter-regional connectivity</li> </ul>
<p>Geraldton Hospital redevelopment</p>	<p>Upgrading Geraldton Hospital has been identified as a game changer in the liveability in the region as a key factor in the attraction and retention of population and a skilled workforce. It will also create a facility with sufficient critical mass to achieve a platform for industry development in the health sector.</p>
<p>Oakajee Narngulu Infrastructure Corridor</p>	<p>Regarded as fundamental and critical to the region's future development, the ONIC is a 34km long, 250m wide infrastructure and utility services corridor running north from the Narngulu Industrial Estate. An integral part of the larger Geraldton Heavy Freight Bypass, the corridor will provide connectivity between the Oakajee Industrial Estate, the Narngulu Industrial Estate and exporting infrastructure in Geraldton.</p>



BERESFORD FORESHORE URBAN UPGRADE

# 8. The roadmap to our preferred future

## 8.1. Purpose

The Geraldton Jobs and Growth Plan outlines the strategies for the economic activity area of the regional centre. The plan is 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. It is based on a collaborative and business-led approach across the private, public and academic sectors, to identify and act on growth opportunities in a way that would not otherwise be possible.

## 8.2. Challenges

The plan will address the following challenges and issues:

- Underperformance of the traded economy relative to the depth of specialisation
- An under-performing city centre as the commercial, retail, hospitality and civic heart
- Under-developed unique tourism offerings such as Abrolhos Islands and Aboriginal art and culture, and sport tourism
- Ageing sports infrastructure
- Stagnant population growth
- Leakage from the local economy
- Remaining gaps for growth-critical enabling infrastructure
- Relatively high Aboriginal unemployment and persistent labour market disadvantage
- Multiple competing marketing messages in the absence of strong and cohesive regional brand
- Need for improved coordination in planning and action amongst agencies

## 8.3. Governance

The Geraldton Jobs and Growth Plan is governed by a group that facilitates ongoing collaborative and strategic leadership for economic growth in the regional centre.

As previously mentioned, Progress Midwest:

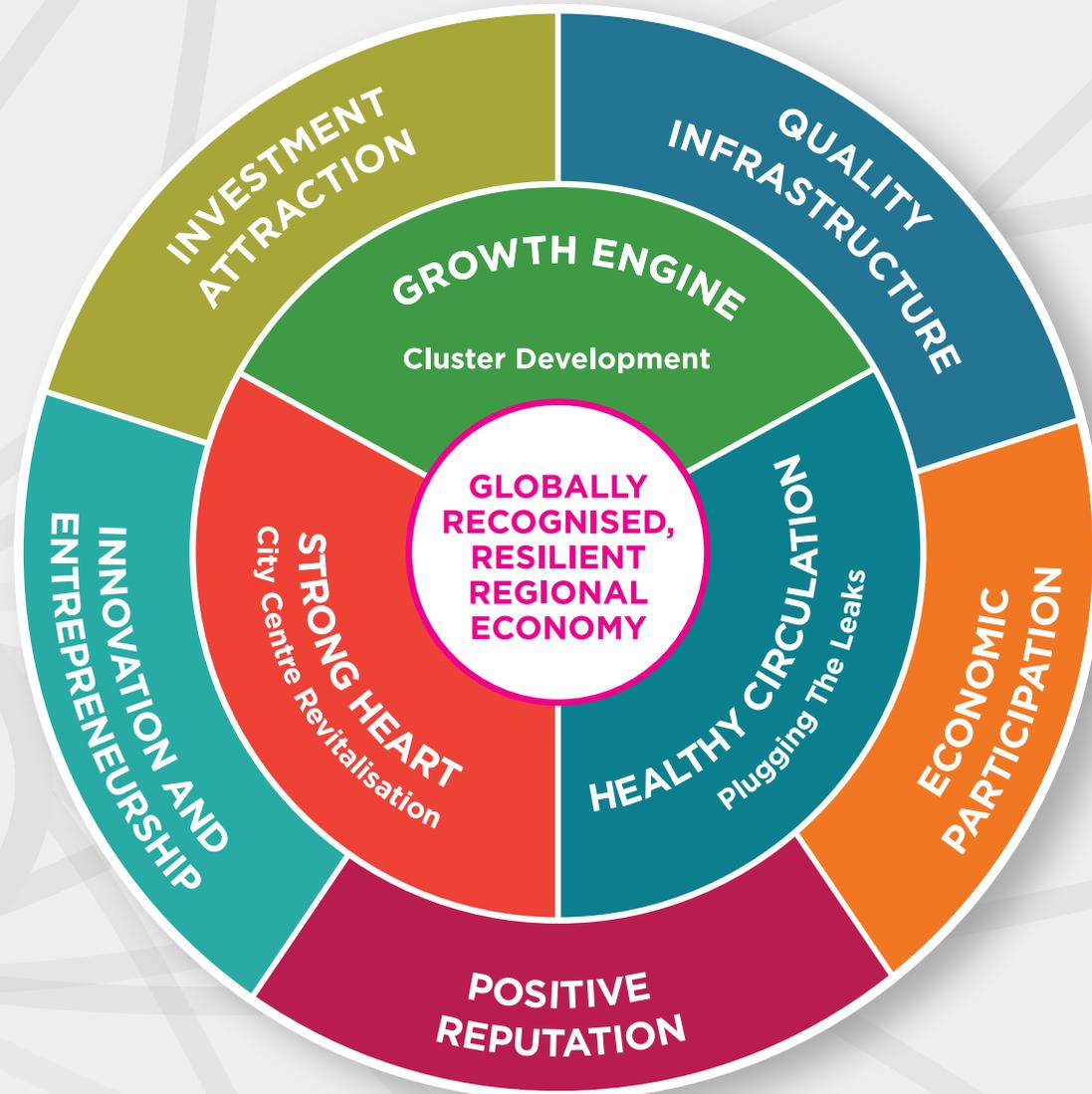
- Has a dedicated focus on economic growth
- Identifies and prioritises constraints and opportunities
- Enables a business-led approach to cluster development
- Facilitates collaborative and strategic leadership across the "triple helix" of private sector, research and education, and government
- Facilitates private sector commitment of resources to growth initiatives
- Advocates across the agency landscape in pursuit of more integrated and streamlined cluster and business support, including investor attraction and support
- Enables delivery of specific initiatives and projects to be undertaken by the best equipped public and/or private sector parties, while retaining an overview and enabling coordination, effective information sharing and joint action where desirable
- Acknowledges and celebrates achievement

Progress Midwest comprises representatives of the horticultural industry, tourism industry, City of Greater Geraldton, Mid West Development Commission, Midwest Chamber of Commerce of Industry, Pollinators, Regional Development Australia Midwest and Gascoyne, Geraldton Universities Centre, and Mid West Ports Authority. The group is administered by the City of Greater Geraldton. The Plan reflects alignment across the partners and their individual strategic plans.

## 8.4. Focus areas and platforms for success

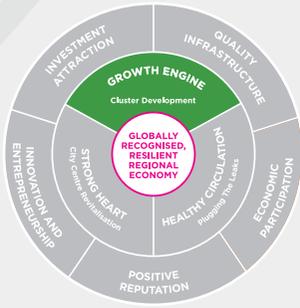
To help deliver the vision, the plan will consist of a series of strategies falling under three focus areas and five platforms for success, depicted in Figure 4. These are summarised below.

**Figure 4: Focus areas and platforms for success**



## 8.5. Core strategies

The core strategies of the Geraldton Jobs and Growth Plan for each of the focus areas and platforms for growth have been updated from the Growing Greater Geraldton 2017 plan. The strategies are inter-dependent and mutually reinforcing. A number of activities to progress these strategies have already been successfully implemented. A new program of action has been established.



### 8.5.1 Focus area: **Growth engine - Clustering for growth**

#### GOAL

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

#### STRATEGIES

- I. Continue cluster development within food, marine trade and support services and tourism, using the Cluster Development 12 Step Process<sup>13</sup>
- II. Identify and pursue growth opportunities with China and arising from new Free Trade Agreements
- III. Expand the cluster development approach, incorporating lessons from the initial clusters

#### 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.<sup>14</sup>

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 mentioned previously, Geraldton is associated with several clusters<sup>15</sup>. A small number of pilots were chosen to start with, and cluster development in these areas will continue, with the potential for further expansion:

- Horticulture and aquaculture niches
- Marine trade and support services
- Tourism (including Wind and Water Project and Sports Tourism)

These initiatives broadly reflected potential 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..."<sup>16</sup>

<sup>13</sup> 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

<sup>14</sup> 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

<sup>15</sup> Pracsys Regional Cluster Analysis Phase 5 Report, 2016, 65

<sup>16</sup> Pracsys Regional Cluster Analysis Phase 5 Report, 2016, 65

A broader specialisation of food production and processing activities were also identified and this has strengthened over the initial period. Where it makes sense, there will be joined up cluster development activity (e.g. regional food branding).

To confirm that the selected areas are demonstrating competitive advantage, a shift share analysis was undertaken for this plan<sup>17</sup>. Shift-share analysis is a technique that uses employment growth, both at a national and local level, to identify industries that are most competitive within the region (i.e. punching above their weight).

Employment growth is broken down into different components to determine what share of growth is attributed to growth in the national economy and specific industry, with the remainder then assumed to result from particular competitive strengths developed in the region.

Shift-share analysis was conducted for the food, maritime trade and support services and tourism clusters within Geraldton, and are summarised below. Note that the analysis applies to broad clusters (as identified in the analysis for the first Plan), so do not enable comparisons in more narrow niches (e.g. horticulture vs aquaculture), however they give a reasonable indication of the strength of Geraldton's selected clusters<sup>18</sup>. The results show that, predominantly, all clusters are outperforming on a relative basis, which is a very positive sign and supports the initial formation of cluster development efforts to support growth within Geraldton.

Shift-share results are categorised as where local employment growth is:

- Underperforming in a nationally low growth industry
- Underperforming in a nationally high growth industry
- Outperforming in a nationally low growth industry
- Outperforming in a nationally high growth industry

The results are as follows:

**Table 5: Results of shift-share analysis**

CLUSTER	RESULT OF SHIFT-SHARE ANALYSIS
FOOD	SIGNIFICANTLY OUTPERFORMING (ALTHOUGH NATIONAL GROWTH IS SUB-OPTIMAL)
MARINE TRADE AND SUPPORT SERVICES	SIGNIFICANTLY OUTPERFORMING (IN CONTEXT OF HIGH NATIONAL GROWTH)
TOURISM	SIGNIFICANTLY OUTPERFORMING (ALTHOUGH NATIONAL GROWTH IS SUB-OPTIMAL)

The cluster development process follows Cluster Navigators' 12 steps<sup>19</sup> 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 1,000 clusters and uses the initial cluster framework developed by Professor Michael Porter as its starting point.

It is now planned to expand this approach to cover more of the traded economy, such as other areas of specialisation within the broader category of food.

#### TARGET RESULTS

The economic assessment<sup>20</sup> undertaken for Growing Greater Geraldton 2017 has indicated that the following results for the cluster developments are plausible. They reflect a rigorous re-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:

<sup>17</sup> Pracsys (2019), *Briefing Note: Greater Geraldton Plan Economic Analysis*

<sup>18</sup> Mining was not included as there were no identified export benefits of facilitated collaboration in that sector

<sup>19</sup> "Cluster Development," Cluster Navigators, accessed October 26, 2016, <http://www.clusternavigators.com/>.

<sup>20</sup> Pracsys (2019), *Briefing Note: Greater Geraldton Plan Economic Analysis*

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.

TABLE 6: 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	29	342	38	372	8	30
GVA PER ANNUM	\$2.6 M	\$64.9M	\$3.2 M	\$70.4M	\$0.7 M	\$5.6 M
GVA PV (10 YEARS)	\$12.3 M	\$311.4M	\$14.3 M	\$326.2M	\$2 M	\$14.8 M

TABLE 7: MARINE TRADE AND SUPPORT SERVICES CLUSTER RESULTS SUMMARY (2026)

FTE EMPLOYMENT	17	127	20	140	3	13
GVA PER ANNUM	\$1.7 M	\$15.4 M	\$2.1 M	\$16.9 M	\$0.4 M	\$1.4M
GVA PV (10 YEARS)	\$7.9 M	\$72.3M	\$9.1 M	\$76.3 M	\$1.2 M	\$4M

TABLE 8: 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	209	1,892	236	2,058	27	166
GVA PER ANNUM	\$6.6 M	\$167.6 M	\$9.6 M	\$183 M	\$ 3 M	\$15.4 M
GVA PV (10 YEARS)	\$15.8 M	\$789 M	\$25 M	\$831 M	\$9.2 M	\$42 M

TABLE 9: FOOD CLUSTER RESULTS SUMMARY (2036)

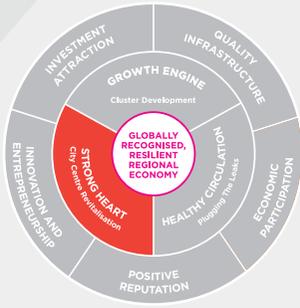
FTE EMPLOYMENT	68	480	90	569	23	88
GVA PER ANNUM	\$4.6 M	\$89.8 M	\$6.4 M	\$106 M	\$1.8 M	\$16.3 M
GVA PV (10 YEARS)	\$24 M	\$544.9 M	\$29.9 M	\$594 M	\$5.9 M	\$49.2 M

TABLE 10: MARINE TRADE AND SUPPORT 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	39	184	48	221	9	37
GVA PER ANNUM	\$3.1 M	\$21.9 M	\$4.2 M	\$26.1 M	\$1.1 M	\$4.2 M
GVA PV (10 YEARS)	\$15.7 M	\$124.7 M	\$19.24 M	\$137.6 M	\$3.6 M	\$12.9 M

TABLE 11: TOURISM CLUSTER RESULTS SUMMARY (2036)

FTE EMPLOYMENT	484	2,684	558	3,170	75	486
GVA PER ANNUM	\$17 M	\$240.4 M	\$25 M	\$284.5 M	\$8.3 M	\$44.1 M
GVA PV (10 YEARS)	\$54 M	\$1391.5 M	\$81 M	\$1,527.4 M	\$27 M	\$135.9 M



## 8.5.2. Focus area: **Strong heart – City Centre revitalisation**

### GOAL

To revitalise the 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. Enable the ongoing collaboration of key entities that invest in/contribute to the City Centre
- II. Create a lively and active City Centre and streets through the day into the evening
- III. Redesign streets, spaces and places for people
- IV. Promote Geraldton's maritime history, industry attractions and sporting culture
- V. Develop the City Centre as a leading Midwest destination with diverse uses and occupants
- VI. Develop the Geraldton Foreshore as a key leisure attraction
- VII. Grow and develop the City Centre while minimising infrastructure headworks cost to developers and identifying and addressing other barriers to private investment activation
- VIII. Improve ease and functionality of connectivity within and around the City Centre
- IX. Improve and consolidate car parking
- X. Deliver staged and ongoing activation of the City Centre
- XI. Target underdeveloped CBD areas with legacy infrastructure requiring investment and renewal

### RATIONALE

A successful City Centre for retail, commerce, hospitality, community, and civic life, will provide a strong heart for 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 remains constrained by land banking<sup>21</sup> 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 sold, leased or redeveloped. These key sites are potentially high activity generators in the CBD with many in key strategic locations.

Key private, public and third sector investments have left the CBD looking in better health and more connected to the City's maritime environment and history. This reinforces the considerable investment in the foreshore in recent years. The revised plan will see further work on the CBD, including improved connectivity from the city centre to the foreshore, as the city centre continues to re-orient itself to face the sea.

### APPROACH

Implementation of city centre revitalisation will continue, with strong involvement by the central city property owners and businesses. The next phase will see planning, design and costing for completion of the City Centre Revitalisation project and business case development to seek private and public investment support to delivery of the final plan.

Further work will also be undertaken to address inactive property in the CBD. It is important to gain a better understanding of why some current property owners with inactive property are reluctant to invest over considerable time periods and economic cycles. A key strategy is the pursuit of options for head works at lower cost for developers which is expected to lower the hurdle rate for investment activation. However, there may be other issues and options to consider, which will be included in this phase of the plan.

<sup>21</sup> 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.

Lot 601 and BCM2, released by the State Government, is a key element of the future of the central city. These remain 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 of Greater Geraldton is also working to free up and activate any currently underutilised state and federal land in the city centre.

The City is continuing to recalibrate traditional thinking from the Central Business District being business and commercial focused to encompass an activity and resident focus. It continues to work towards a diversity of accommodation options and adding much needed vibrancy to the area. Furthermore, with the change in retail trading hours to support revitalisation and activation, Greater Geraldton is becoming a more attractive regional centre for tourists and locals alike.

#### City Centre revitalisation area



<sup>22</sup> Pracsys (2019), *Briefing Note: Greater Geraldton Plan Economic Analysis*

#### TARGET RESULTS

It is difficult to estimate the economic impact of revitalisation. For this reason, the economic assessment<sup>22</sup> has used the impact on tourism as a conservative proxy. The analysis assumes that the percentage of Midwest tourists visiting Geraldton will increase as a result of the city centre revitalisation efforts.

To determine the impact that city revitalisation efforts may have, tourism demand and spending was estimated. The current proportion of Midwest tourists visiting Geraldton is approximately 54%. The low case assumes a 2% increase to 56%. The high case assumes a 4% increase to 58%. The latter 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.

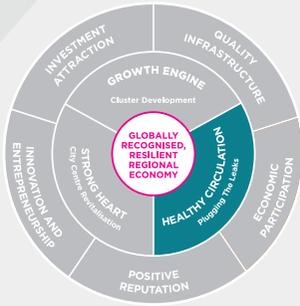
**Table 12: 2016 Tourism impact**

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	8,596	424,162	\$99.6	\$ 42,264,371
4% INCREASE IN VISITORS	136,447	439,311	\$99.6	\$ 43,773,812

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

**Table 13: Greater Geraldton tourism employment impact**

IMPACT YEAR	BASE EMPLOYMENT	LOW GROWTH	HIGH GROWTH
2016	1146	1189	1231
2026	1511	1566	1622
2036	1991	2065	2139



### 8.5.3. Focus area: **Healthy circulation**

#### GOAL

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

#### STRATEGIES

- I. Encourage local procurement by businesses, public sector, and local community
- II. Ensure Geraldton's satellite sub-centres are included
- III. Better connect resources sector into local economy e.g.: Geraldton as a FIFO centre for new mining operations
- IV. Support Aboriginal business development and implement the Morrgul Aboriginal Procurement Advisory Service
- V. Attract/create more music and sporting events and maximise the opportunities from existing sports tourism

#### RATIONALE

The 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 expenditure<sup>23</sup> found total leakage of \$1.24 billion, which represents 22% of local output (estimated \$5.5 billion), mostly to major industry suppliers such as oil and gas refineries, smelters and heavy construction.

An analysis of consumer expenditure shows leakage of \$299 million, representing 19% of total household expenditure (estimated \$1.59 billion), with a further \$138 million 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 businesses to improve their appeal to the local market, and to scale up to enter regional, national, and international markets<sup>24</sup>.

#### APPROACH

Business to business and business to government strategies are a fruitful area. 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 – which may lead to the development of export capability. 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 the desires and expectations of their customers.

Progress Midwest supports the preparation of a Midwest Aboriginal Economic Development Strategy through a recognised body such as the Midwest Aboriginal Organisations Alliance (MAOA). Such a strategy could tap into the considerable and unique economic potential of the Aboriginal communities of the regional centre and the region.

The Morrgul Aboriginal Procurement Advisory Service will be implemented through the Department of Primary Industries and Regional Development, supported by Progress Midwest. Morrgul helps Aboriginal business owners understand how to access opportunities to supply goods and services to Local and State Government, how to complete tender documents, and demonstrate their business capability and capacity to potential buyers.

#### TARGET RESULTS

The economic assessment<sup>25</sup> has identified the employment of impact of reducing the leakage in line with the Greater Geraldton Expenditure Leakage Study. This is shown in the table below.

<sup>23</sup> Geografia Pty Ltd., *Greater Geraldton Expenditure Leakage Study* (Perth: LandCorp, 2016).

<sup>24</sup> *Greater Geraldton Expenditure Leakage Study*, 34.

<sup>25</sup> Pracsys (2019), *Briefing Note: Greater Geraldton Plan Economic Analysis*

**Table 14: Leakage reduction employment impact**

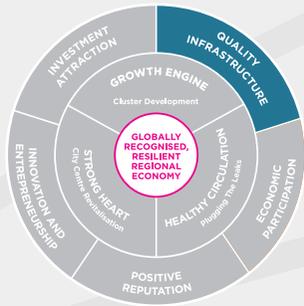
SECTOR	LEAKAGE REDUCTION OPPORTUNITIES	VALUE (\$)	OUTPUT (\$)	JOBS
MANUFACTURING	OTHER FABRICATED METAL PRODUCTS	3,000,000	317,253	9
	PROFESSIONAL, SCIENTIFIC AND TECHNICAL SERVICES	2,100,000	235,407	9
	PROFESSIONAL SERVICES	1,200,000	235,407	5
	POLYMER PRODUCTS	2,100,000	306,219	7
CONSTRUCTION	POLYMER 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 AND 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
<b>T O T A L</b>				<b>275</b>

Independent assessments were undertaken to quantify leakages in the Tourism, Higher Education and Medical Services Sectors.

Assessing the leakage from Australia's Coral Coast tourism sector was done by comparing the Midwest region with Australia's South West. The reasoning for this comparison is that both of these regions are equally accessible for tourists from outside the state, but the South West may have higher visitation figure due to the range and density of tourist experience in the region.

The difference in domestic and international tourist revenue between Australia's South West and Australia's Coral Coast for the year end 2019 amounts to \$1,068 million.

Figures provided by Geraldton Universities Centre (2019) indicates that the leakages from the Tertiary Education Sector, as a result of students attending institutions outside Geraldton, or institutions not accredited with the Geraldton Universities Centre amount to \$2 million annually.



### 8.5.4. 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. Continue to address infrastructure constraints in the City Centre
- II. Upgrade port facilities and capacity, including dedicated Cruise Ship Berth and visitor terminal
- III. Improve access across agricultural areas in the region to high-speed, high-bandwidth internet
- IV. Further planning and innovative solutions for 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 innovative and renewable energy and secure power supply
- VI. Leverage the Geraldton Airport upgrade for interstate and international tourism and trade
- VII. Mid West supply chain priorities:
  - Carnarvon to Muchea Heavy Freight route incorporating Dongara to Northampton
    - Northampton Corridor Bypass
    - Oakajee Narngulu Infrastructure Corridor
  - Midwest Port Authority maximisation
    - Geraldton Narngulu Infrastructure Corridor
  - Secondary grain freight routes
  - Sealing of Goldfields Highway
- VIII. Geraldton Hospital Redevelopment

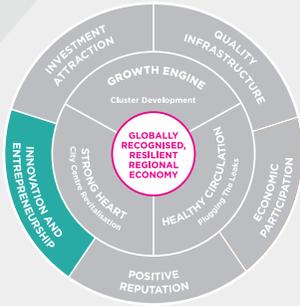
#### **RATIONALE**

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 growth 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.

Note that while the quality infrastructure strategies are focused on economic infrastructure, this plan also recognises the importance of social infrastructure and lends weight to key investments in improving the wider wellbeing of residents, for example in health, recreation, arts and culture, etc. The highest priority investment in social infrastructure from the perspective of growing Geraldton at this time is the redevelopment of Geraldton Hospital, as it will not only improve health outcomes but improve liveability which is essential to the region's ability to attract and retain new residents.



### 8.5.5. Platform: **Innovation and entrepreneurship**

#### **GOAL**

To grow the culture and eco-system that supports innovation and entrepreneurship in clusters, businesses and the community.

#### **STRATEGIES**

- I. Pursue implementation of the Midwest Innovation Agenda to assist in further developing the regional innovation ecosystem
- II. Leverage the National Broadband Network (NBN) for business participating in the Digital economy
- III. Improve access and knowledge to key regional economic data

#### **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 system of innovation in a region can be enhanced, for example through interventions to improve connections across the relevant organisations.

#### **APPROACH**

The plan seeks to support and drive innovation across all sectors of the traded economy and beyond. The 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 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.

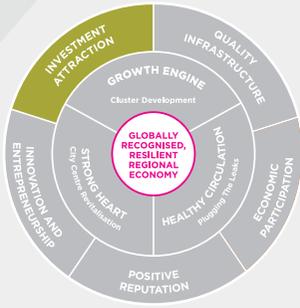
The plan also seeks to improve integration between students/research and the actual needs of the region and businesses, particularly around attracting post graduate research in the clusters of focus. Existing networks, such as through Scinapse (Midwest Science Engagement) and the Midwest Research & Development Network can provide means to grow these connections and integrations.

A Midwest Innovation Agenda<sup>26</sup> ("the Agenda") and related pilot initiatives were developed by Pollinators (a locally based social enterprise) in collaboration with the Mid West Development Commission and the original version of Growing Greater Geraldton 2017. It developed a framework to deepen the culture of innovation in the Midwest, recognising that the commercial sector, community and public sector all have vital roles to play. The Agenda has given a boost to programs (e.g. Catalyst pre-accelerator), networks, events (e.g. GovHack) and services (e.g. KickStart) that has Greater Geraldton and the Midwest region leading the State in these approaches to innovation. It also includes a focus on less well represented groups in the population, such as women, young people and seniors.

Progress Midwest supports the establishment of a new Midwest Innovation and Business Enterprise Hub, which will enable the co-location of Pollinators and the Mid West Chamber of Commerce and Industry.

Greater Geraldton placed itself to attract future regional innovation activities for research and development, and develop new expertise to advance the region's knowledge economy in areas such as radio astronomy and space research, biodiversity, water use and efficiency, renewable energy, agriculture, hydroponics, aquaculture, regional health, education, and economic, social and environmental development. An example of this is the state government's recent (at the time of writing) investment of \$7 million to establish a finfish hatchery at the Batavia Coast Marine Institute.

<sup>26</sup> Mid West Development Commission, *Mid West Innovation Agenda* (Geraldton: Mid West Development Commission, 2016).



### 8.5.6. 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 traded sector clusters and businesses, focusing on leveraging existing Sister Relationships whilst scanning for new opportunities emerging from new Free Trade Agreements and cooperative agreements
- II. Maintain an online and published investment prospectus
- III. Present investment opportunities to potential investors through showcases of investment ready business proposals in partnership with the Mid West Chamber of Commerce and Industry
- 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 Geraldton's aspirational position as an attractive investment location for regional, national and international investors. This is an area will benefit from a high standard of service for potential investors, a proactive "matchmaking" approach, and development of business skills to develop and present investment opportunities. There will be a focus within this platform that specifically supports investment opportunities relating to the cluster developments.

#### APPROACH

The plan strives to promote investment in Geraldton and the Midwest region. 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.

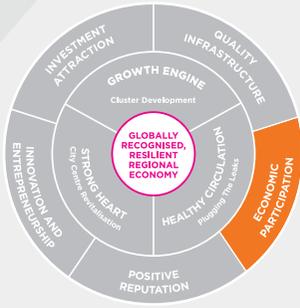
To attract these new investments, local businesses need to have investment-ready proposals, and potential investors need to be informed of the opportunities. In addition, investors need to be drawn to Geraldton as an investment friendly location, where investors are welcomed.

The 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 which 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, there will be the ability for the Progress Midwest to assume an advocacy role.

This 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). Opportunities arising from Free Trade Agreements will also be pursued.

<sup>26</sup> Mid West Development Commission, *Mid West Innovation Agenda* (Geraldton: Mid West Development Commission, 2016).



### 8.5.7. 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 traded sector clusters
- II. Employer engagement to expand job 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.

Overcoming labour market barriers for groups in the population such as young people and Aboriginal people will help to harness the full potential of talent and skills in the community.

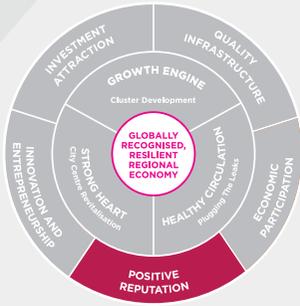
#### APPROACH

The early work on the 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 job opportunities for Aboriginal people in Greater Geraldton and the Midwest region.

The plan supports the Mid West Workforce Development Plan<sup>27</sup> in its aim to improve youth transitions. The plan identifies the Midwest'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.

<sup>27</sup> Department of Training and Workforce Development, 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](http://www.dtwd.wa.gov.au/workforceplanninganddevelopment/regionalworkforcedevelopmentplans/Documents/MidWest_ExecSummary_web.pdf).



### 8.5.8. Platform: **Positive reputation**

#### GOAL

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

#### STRATEGIES

- I. Cohesive and integrated branding and marketing of Geraldton, which is well-researched and executed
- II. Engage the citizens of Geraldton as "40,000 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, study and do business
- III. Celebrate our First Peoples

#### RATIONALE

Building Geraldton's reputation as an attractive place to live, work, visit, study and invest is a key 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 Geraldton's reputation among visitors<sup>28</sup> and potential migrants pointed to the need for greater efforts in building Geraldton's reputation as an attractive tourism and migration destination. In addition, identifying that employment opportunities are the primary barrier<sup>29</sup> 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 Midwest 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 plan has identified various activities to promote Geraldton's reputation.

#### APPROACH

Most of the efforts to improve the branding and marketing of 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 Geraldton is brought together. It is vital that different efforts don't create the next generation of fragmented messages in the market place.

<sup>28</sup> Geraldton Perceptions: Report 2017.

<sup>29</sup> Painted Dog Research, *Migration in Regional WA, Primary Research Results – Geraldton* (Perth: LandCorp, 2016).

# 9. Working together: A program of actions 2020 - 2023

The partners in Progress Midwest are committed to working collaboratively to create improved conditions for jobs and economic growth.

The following is the program of actions to be implemented over the period 2020–2023. It identifies who takes the lead and provides the performance indicators for success.

Note that these actions range from those known today and are ready for implementation, with budgets/funders identified, right through to those that have yet to be fully assessed and prioritised.

Some of the actions are included in order to investigate further to enable a full assessment to be undertaken.

ACRONYM/ ABBREVIATION	ORGANISATION
ACAAR	Australian Centre for Applied Aquaculture Research
ACC	Australia's Coral Coast
ADZ	Abrolhos Development Zone
BCMI	Batavia Coast Marine Institute
CCAG	City Centre Activation Group
CGG	City of Greater Geraldton
DIIS	Department of Industry, Innovation and Science (Federal)
DLGSC	Department of Local Government, Sport and Cultural Industries (State)
DPIRD	Department of Primary Industries and Regional Development (State)
FIFO	Fly-in, Fly-out
GUC	Geraldton Universities Centre
IOFA	Ocean Fresh Australia
JTSI	Department of Jobs, Tourism, Science and Innovation (State)
MAOA	Mid West Aboriginal Organisations Alliance

ACRONYM/ ABBREVIATION	ORGANISATION
MWGAAS	Midwest Group of Affiliated Agricultural Societies
MWCCI	Midwest Chamber of Commerce and Industry
MWDC	Mid West Development Commission
MWHGG	Midwest Horticulture Growers Group
MWPA	Mid West Ports Authority
MWSF	Mid West Sports Federation
MWWDA	Mid West Workforce Development Alliance
NMEITA	City of Greater North Midlands Education, Industry and Training Alliance
POL	Pollinators
RDAMWG	Regional Development Australia Midwest Gascoyne
RDCo	Regional Development Council
SKA	Square Kilometre Array
TAFE	Central West TAFE
TG	Tourism Geraldton
WACHS	Western Australia Country Health Service

## Focus Area: Growth Engine

Actions	Status November 2019	Lead	Partners	Measuring progress
Progress Midwest liaison and coordination				
Concierge and liaison services	Ongoing	CGG	All	<ul style="list-style-type: none"> <li>Number of enquiries</li> </ul>
Facilitate and provide managerial support to Progress Midwest	Ongoing	CGG	All	<ul style="list-style-type: none"> <li>Management in accordance with the Associations Incorporation Act 2015</li> </ul>
<p>Ongoing refinement and maintenance of the Progress Midwest website:</p> <p>Ensure consistency across all stakeholder websites</p>	Ongoing	CGG	All	<ul style="list-style-type: none"> <li>Required updates to website</li> <li>Stakeholder website consistency</li> </ul>
<b>Agriculture and food</b>				
<p>Food Cluster Development: Consider development of a Midwest food brand Ongoing facilitation of the Horticulture Cluster. Key priorities include:</p> <ul style="list-style-type: none"> <li>Reliable access to water (see infrastructure)</li> <li>Market research into demand for high value foods (e.g. Shanghai Hotels)</li> <li>Development of summer crops</li> <li>Potential for 'co-opetition' with other regions (e.g. Gascoyne for exporting; Northern Australia for bringing in exotic foods to combine with local produce for Asian tourists locally)</li> <li>Potential for achieving scale for exporting through port or airport</li> <li>Migrant labour</li> <li>Identify Food Industry priorities for export development, capacity building and reputation growth</li> </ul>	Ongoing	MWDC, DPIRD, RDA	MWCCI / MWHGG	<ul style="list-style-type: none"> <li>Project milestones reached</li> <li>Food cluster progress:                             <ul style="list-style-type: none"> <li>Number of businesses actively involved</li> <li>Type of engagement: Cluster process steps</li> <li>Number of exporting                                     <ul style="list-style-type: none"> <li>firms and level of exports</li> </ul> </li> </ul> </li> </ul>

Actions	Status November 2019	Lead	Partners	Measuring progress
<b>Agriculture and food</b>				
<p>Provide support the following initiatives for aquaculture development:</p> <ul style="list-style-type: none"> <li>• Support growth and expansion of Indian Ocean Fresh Australia (IOFA) finfish operations</li> <li>• Support Huon Aquaculture introduction into the Midwest via the Abrolhos Aquaculture Development Zone</li> <li>• Support establishment of an Australian Centre for Applied Aquaculture Research (ACAAR) led finfish hatchery at the Batavia Coast Marina Institute</li> <li>• Establish a Midwest Aquaculture Cluster of interested finfish, shellfish and related parties</li> </ul>	TBC	MWDC	Industry	<ul style="list-style-type: none"> <li>• Project milestones reached: <ul style="list-style-type: none"> <li>• Cluster established</li> <li>• ACAAR establishment at BCMI</li> </ul> </li> </ul>
<p>Southern Rangelands Revitalisation and Diversification- explore feasibility of establishing optimum station cells and support the establishment of a general purpose lease for pastoral station activities</p> <p>Promote local food manufacturers and producers through the ongoing updating of “A taste of Greater Geraldton” and other promotional opportunities (i.e: Perth Royal Agricultural Show)</p>	In progress	MWDC	Southern Rangeland Pastoralists	<ul style="list-style-type: none"> <li>• Feasibility study completed and endorsed</li> <li>• General purpose lease developed</li> </ul>
	In progress	CGG	DPIRD MWDC MWCCI MWGAAS	<ul style="list-style-type: none"> <li>• Local producers experience increased sales of local products</li> </ul>

Actions	Status November 2019	Lead	Partners	Measuring progress
<b>Tourism cluster development</b>				
To facilitate tourism businesses in product development to gain exposure to international markets	In progress	CGG	Tourism Council WA	<ul style="list-style-type: none"> <li>• Courses run</li> <li>• Businesses engaged</li> <li>• Number of accreditations</li> </ul>
Work with the Wind and Water Cluster to develop Geraldton as a Wind Sport destination	In progress	MWSF, Wind and Water Project	CGG MWDC Industry	<ul style="list-style-type: none"> <li>• Business case for the 2021 Professional Windsurfing Association International Classic completed and event secured</li> </ul>
Support tourism product development such: <ul style="list-style-type: none"> <li>• AstroTourism</li> <li>• Aboriginal tourism experiences</li> </ul>	In progress	MWDC	TG	<ul style="list-style-type: none"> <li>• Product developed and marketed</li> </ul>
Identify tourism data gaps and explore options to gather and collate the data	In progress	CGG	TG	<ul style="list-style-type: none"> <li>• Gaps identified and data collected</li> </ul>
Create new entry statements to Geraldton	TBC	Tourism Geraldton		<ul style="list-style-type: none"> <li>• Entry statements erected</li> </ul>
Engage the citizens of the region as “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	In progress	Tourism Geraldton	MWDC	<ul style="list-style-type: none"> <li>• Workshops conducted</li> <li>• Number of trained “ambassadors”</li> </ul>
Review the Geraldton Visitor Centre’s role	In progress	CGG	Tourism Geraldton	<ul style="list-style-type: none"> <li>• Council decision made</li> </ul>
Scope and complete a unified regional Midwest Tourism Action Plan with business cases for government funding to develop additional tourism product	TBC	MWDC	Tourism Geraldton	<ul style="list-style-type: none"> <li>• Scope and action plan completed</li> <li>• Funding request submitted</li> </ul>
Pursue funding and advocate for the Geraldton Museum Extension Project	In progress	MWDC	Geraldton Museum, CGG	<ul style="list-style-type: none"> <li>• Funding requests submitted</li> <li>• Project completed</li> </ul>

Actions	Status November 2019	Lead	Partners	Measuring progress
<b>Tourism cluster development</b>				
Liaison with Qantas regarding capacity and frequency of regional flights and global connections	In progress	CGG		<ul style="list-style-type: none"> <li>Liaison completed</li> <li>Capacity and frequency</li> </ul>
Abrolhos Islands Tourism Stage Two <ul style="list-style-type: none"> <li>Advocate for Abrolhos Islands access and sustainable tourism development</li> <li>Support the establishment of an Abrolhos Islands cluster</li> <li>Pursue funding and advocate for a jetty for high speed vessels from Geraldton to the Abrolhos Islands</li> </ul>	In progress	MWDC	CGG, Tourism Geraldton	<ul style="list-style-type: none"> <li>Project milestones reached</li> <li>Project completed</li> </ul>
Work to secure an ongoing supply commitment of crayfish into the regional tourism market	In progress	MWDC	Industry	<ul style="list-style-type: none"> <li>Crayfish available in regional market</li> </ul>
Facilitate the further development of suitable and marketable tourism products through packaging. Consider other emerging niches e.g. First Nations, post-colonisation history, culture, nature – tell our unique and compelling stories	In progress	Tourism Geraldton	Industry	<ul style="list-style-type: none"> <li>New products and packages developed</li> <li>Narrative and niches completed</li> </ul>
Raise awareness of Geraldton and the experiences on offer to grow visitation and extend stays in partnership with Australia's Coral Coast; Wildflower Country; Tourism WA and Australian Tourism	In progress	CGG	Tourism Geraldton	<ul style="list-style-type: none"> <li>Visitor figures</li> <li>Increased visitation</li> </ul>
Implement the Tourism Marketing Strategy to increase visitation and extend stays through cohesive and integrated branding and marketing of Greater Geraldton	In progress	Tourism Geraldton	CGG	<ul style="list-style-type: none"> <li>Marketing Strategy implemented</li> </ul>
Become Japan ready through delivery of cultural awareness workshops	In progress	CGG	Tourism Council	<ul style="list-style-type: none"> <li>Workshop attended</li> <li>Number of businesses attending the training</li> </ul>
Fisherman's Harbour Carbon Neutral Tourism Attraction Development Project	TBC	Geraldton Fisherman's Co-op	MWPA, Tourism Geraldton	<ul style="list-style-type: none"> <li>Project proposal completed</li> <li>Project funding secured</li> <li>Project completed</li> </ul>
Regional Tourism Conference 2021 Expression of Interest		CGG	Tourism Geraldton	<ul style="list-style-type: none"> <li>Successful bid</li> </ul>

Actions	Status November 2019	Lead	Partners	Measuring progress
<b>Tourism cluster development</b>				
Implement the Eco Tourism Incubator Program	In progress	Pollinators	Industry	<ul style="list-style-type: none"> <li>• Project completion</li> <li>• Number of businesses which completed the program</li> </ul>
Develop opportunities from sports tourism with Department of Local Government, Sport and Cultural Industries (DLGSC)	In progress	MWDC	DLGSC	<ul style="list-style-type: none"> <li>• Number of new opportunities created</li> </ul>
Develop an Events Strategy for the City of Greater Geraldton	In progress	CGG		<ul style="list-style-type: none"> <li>• Event strategy completed and endorsed</li> </ul>
Implement the Midwest Outdoor Recreation Strategy; Sports Tourism Strategies and other relevant plans	In progress	Midwest Sports Federation	DLGSC, MWSF, Wind & Water Project, Geraldton Cycling Plan Working Group	<ul style="list-style-type: none"> <li>• Strategy implementation.</li> <li>• Number of businesses actively involved</li> </ul>
<b>Emerging clusters</b>				
Support and facilitate opportunities with emerging industries to form clusters (e.g. niche manufacturing and suppliers to resources sector) with a view to possible expansion incorporating lessons from the pilot clusters	In progress	MWDC	Industry	<ul style="list-style-type: none"> <li>• New clusters established: <ul style="list-style-type: none"> <li>• Number of businesses actively involved</li> <li>• Type of engagement: Cluster process steps</li> <li>• Number of exporting firms and level of exports</li> </ul> </li> </ul>

## Growth engine platform for success – Quality infrastructure

Actions	Status November 2019	Lead	Partners	Measuring progress
Game changer: Expansion of energy transmission and renewable energy	TBC	CGG	MWDC	<ul style="list-style-type: none"> <li>• State Government commitment</li> </ul>
Game changer: Water scheme for horticulture	Unconfirmed	MWDC	MWHGG	<ul style="list-style-type: none"> <li>• Project proposal completed and endorsed</li> <li>• Funding secured</li> <li>• Project completed</li> </ul>
Carnarvon to Muchea Heavy Freight route incorporating Dongara to Northampton <ul style="list-style-type: none"> <li>• Northampton Corridor Bypass</li> <li>• Oakajee Narngulu Infrastructure Corridor</li> </ul> Midwest Port Authority maximisation <ul style="list-style-type: none"> <li>• Geraldton Narngulu Infrastructure Corridor</li> </ul> Secondary grain freight routes Sealing of Goldfields Highway	TBC	MWDC, MWPA,		<ul style="list-style-type: none"> <li>• State and Federal Government to prioritise</li> </ul>
Game changer: City Centre headworks, land development and revitalisation	TBC	MWDC	CGG	<ul style="list-style-type: none"> <li>• Project proposal completed and endorsed</li> <li>• Funding secured</li> <li>• Project completed</li> </ul>
Game Changer: Implementation of the Port Master Plan for the Port of Geraldton	TBC	MWPA		<ul style="list-style-type: none"> <li>• Project proposal completed and endorsed</li> <li>• Funding secured</li> </ul>
Game changer: Investigate opportunities to make Geraldton Airport more viable <ul style="list-style-type: none"> <li>• Alternate Airport</li> <li>• Pilot Training School</li> <li>• Freight Handling</li> </ul>	In progress	CGG		<ul style="list-style-type: none"> <li>• Scope and design completed</li> </ul>
Game changer: Expansion of inter regional aviation network	TBC	Regional Airlines/ Qantas		<ul style="list-style-type: none"> <li>• Project proposal completed and endorsed</li> <li>• Funding secured</li> <li>• Project completed</li> </ul>

## Growth engine platform for success – Quality infrastructure

Actions	Status November 2019	Lead	Partners	Measuring progress
Facilitate the development of the game changer tourism attractions and infrastructure projects: <ul style="list-style-type: none"> <li>• Museum of Geraldton redevelopment</li> <li>• Dedicated berth and cruise ship terminal at the Mid West Port Authority</li> <li>• Pink Lake infrastructure</li> <li>• Murchison geo-tourism (stage two)</li>   <li>• Point Moore Lighthouse Precinct</li> </ul>		MWDC, MWPA, MWDC, MWDC,  CGG	Various	<ul style="list-style-type: none"> <li>• Business Case completed</li> <li>• Funding secured</li> </ul>
Game changer: Geraldton Hospital redevelopment	In progress	Health	MWDC, MWCCI, RDAMWG	<ul style="list-style-type: none"> <li>• Project proposal completed and endorsed</li> <li>• Funding secured</li> <li>• Project completed</li> </ul>
Facilitate a coordinated approach to the development of an "Import and Export Logistics Hub" through collaboration with relevant agencies, proponents and logistics companies	TBC	MWPA	MWDC, MWCCI, RDAMWG	<ul style="list-style-type: none"> <li>• Project proposal completed and endorsed</li> <li>• Funding secured</li> </ul>
Staged development of Oakajee Industrial Estate	TBC	MWPA	DevelopmentWA JTSI	<ul style="list-style-type: none"> <li>• Project proposal completed and endorsed</li> <li>• Funding secured</li> <li>Foundation customer</li> </ul>

## Growth engine platform for success – Quality infrastructure

Actions	Status November 2019	Lead	Partners	Measuring progress
Inland Port Narngulu and associated infrastructure		MWPA	CGG, JTSI	<ul style="list-style-type: none"> <li>Project proposal completed and endorsed</li> <li>Funding secured</li> </ul>
Support Midwest metal mining and non-metal mining proponents to establish the commercial feasibility of respective projects for export from the Midwest	In progress	MWDC		<ul style="list-style-type: none"> <li>Project proposal completed and endorsed</li> <li>Private Funding secured</li> </ul>
Midwest DigiFarms Project- Support deployment of enterprise grade internet connectivity via a wireless network throughout Midwest grain growing areas	In progress	MWDC	CGG	<ul style="list-style-type: none"> <li>Project proposal completed and endorsed</li> <li>Funding secured</li> <li>Project completed</li> </ul>
Data Fibre Backhaul- Scope project to roll out digital fibre across the main highway network in regional WA	TBC	MWDC		<ul style="list-style-type: none"> <li>Project proposal completed and endorsed</li> <li>Funding secured</li> <li>Project completed</li> </ul>
Engage with state government planning agencies to advocate for an east west corridor for future Midwest regional freight movements	TBC	MRWA	CGG, MWDC	<ul style="list-style-type: none"> <li>Project proposal completed and endorsed</li> </ul>

## Growth engine platform for success – Quality infrastructure

Actions	Status November 2019	Lead	Partners	Measuring progress
Enable development of renewable energy and secure power supply: <ul style="list-style-type: none"> <li>• Energy green hydrogen emerging as a high government priority- potential to create opportunities for the Midwest</li> <li>• Advocacy around green energy production, storage; transmission and export capacity</li> <li>• Community energy (note this has potential to also reduce leakage out of the local economy)</li> </ul>	In progress	MWDC		<ul style="list-style-type: none"> <li>• Project proposal completed and endorsed</li> <li>• Funding secured</li> <li>• Project completed</li> </ul>
Pursue the Mullewa Hospital Development	In progress	CGG	MWDC	<ul style="list-style-type: none"> <li>• Confirmation by State Government</li> </ul>

## Growth engine platform for success – Investment attraction

Actions	Status November 2019	Lead	Partners	Measuring progress
Proactively match markets and investors with local clusters and businesses, focusing on China whilst scanning for new opportunities through the China Connect website	In progress	CGG	MWPA, MWDC	<ul style="list-style-type: none"> <li>• Investors approached</li> <li>• Number of investments secured</li> <li>• Number of new businesses in the region</li> </ul>
Investigate opportunities for new strategic relationships	Unconfirmed	CGG	MWPA	<ul style="list-style-type: none"> <li>• New strategic relations established</li> </ul>
Liaise with private and government organisations to provide support to projects that result in wide reaching economic benefits and attract trade and investment	Ongoing	CGG	MWCCI, MWDC, RDAMWG MWPA	<ul style="list-style-type: none"> <li>• Number of investments secured</li> <li>• Number of new businesses in the region</li> </ul>
Leverage the Department of Primary Industries and Regional Development "Living in the Regions" campaign to promote Geraldton	Unconfirmed	CGG	MWPA	<ul style="list-style-type: none"> <li>• Social Media engagement</li> </ul>
Identify, promote and activate economic development opportunities through existing sister city and strategic partner relationships	In progress	CGG		<ul style="list-style-type: none"> <li>• Healthy relationships maintained</li> </ul>
Facilitate and coordinate (in collaboration with other agencies) inbound business delegations to Geraldton and the Midwest with an emphasis on those delegations considering potential investment and/or trade opportunities	In progress	CGG	MWPA, MWDC	<ul style="list-style-type: none"> <li>• Business delegations secured</li> <li>• Number of investments secured</li> <li>• Number of new businesses in the region</li> </ul>

### Growth engine platform for success – Investment attraction

Actions	Status November 2019	Lead	Partners	Measuring progress
Participate in/present at relevant investment forums, trade shows and conferences	In progress	CGG		<ul style="list-style-type: none"> <li>• Trade shows and conferences attended</li> <li>• Number of new businesses in the region</li> </ul>
Identify and promote potential sites and opportunities within the Midwest with higher use investment potential (i.e. Geraldton Airport Technology Park)	In progress	CGG	MWDC, MWCCI, RDAMW, MWPA	<ul style="list-style-type: none"> <li>• Investors approached and number of investments secured</li> <li>• Number of new businesses in the region</li> </ul>

### Growth engine platform for success – Innovation and entrepreneurship

Actions	Status November 2019	Lead	Partners	Measuring progress
Expand and leverage the region's considerable knowledge assets in higher education, research and technology: <ul style="list-style-type: none"> <li>• Research and development network</li> <li>• GUC expansion and development of universities partnership</li> <li>• Possible global GUC partnerships</li> <li>• Establish SKA Regional Benefits Package to leverage SKA infrastructure investment</li> </ul>	In progress	GUC, MWDC	MWPA	<ul style="list-style-type: none"> <li>• GUC expansion proposal complete and endorsed</li> <li>• Domestic and international university partnerships established</li> </ul>
Pollinators Base Camp Incubator	In progress	POL		<ul style="list-style-type: none"> <li>• Project milestones</li> <li>• Number of businesses that participated in the incubator program</li> </ul>
Implementation of Midwest Innovation Agenda	In progress	POL		<ul style="list-style-type: none"> <li>• Project plan completed and endorsed</li> <li>• Number of businesses that participated</li> <li>• Number of innovation projects delivered</li> </ul>

### Growth engine platform for success – Innovation and entrepreneurship

Actions	Status November 2019	Lead	Partners	Measuring progress
Ongoing collaboration with Meshpoints	In progress	POL		<ul style="list-style-type: none"> <li>Project plan completed and endorsed</li> <li>Number of businesses that participated</li> <li>Number of collaboration events and initiatives delivered</li> </ul>
Pursue the establishment of a new Midwest Innovation and Business Enterprise Hub (including co-location of Pollinators and the Mid West Chamber of Commerce and Industry) to further grow the regional innovation eco-system	In progress	POL		<ul style="list-style-type: none"> <li>Project proposal complete</li> <li>Project completed</li> </ul>

### Growth engine platform for success – Economic participation

Actions	Status November 2019	Lead	Partners	Measuring progress
Support the establishment and development of local Aboriginal businesses	TBC	MWDC	MWCCI	<ul style="list-style-type: none"> <li>Growth in the number of local Aboriginal businesses operating in the region</li> </ul>
Skills development for clusters with a focus on food (horticulture and aquaculture), marine trade and support services, and tourism and any clusters added	TBC	GUC	TAFE, MWDC, Industry	<ul style="list-style-type: none"> <li>Skills development program implemented</li> </ul>

### Growth engine platform for success - Positive reputation

Actions	Status November 2019	Lead	Partners	Measuring progress
Assist with business retention and growth	In progress	CGG	MWCCI	<ul style="list-style-type: none"> <li>Businesses assistance provided</li> </ul>
Create a Geraldton identity and promote Geraldton as one of Australia's most desirable places to live, work, study and play to overcome lack of profile or negative profile. (Relocation guide and #makethemove campaign)	In progress	CGG		<ul style="list-style-type: none"> <li>Campaign developed</li> <li>Number of new residents</li> <li>Number of new businesses</li> </ul>

## Growth engine platform for success - Positive reputation

Actions	Status November 2019	Lead	Partners	Measuring progress
Attract and support the establishment of new businesses or the relocation of existing businesses from other areas (i.e.: working with Franchise Council Australia)	In progress	CGG		<ul style="list-style-type: none"> <li>• Growth in the number of small businesses</li> </ul>

## Focus area – Strong heart

Actions	Status November 2019	LEAD	Partners	Measuring progress
Develop Place Management Plan for Rocks Laneway and support activation of the Laneway	In progress	CGG	The Geraldton Project	<ul style="list-style-type: none"> <li>• Events staged at Rocks Laneway</li> <li>• Visitors to Rocks Laneway</li> <li>• New business in the City Centre</li> </ul>
Finalise the Vibrancy Policy and Strategy for the City Centre	In progress	CGG		<ul style="list-style-type: none"> <li>• Visitors to the city centre</li> <li>• New businesses in the city centre</li> </ul>
Create a City-led initiative to encourage landowners that back onto Foreshore Drive to redevelop or re-orient their buildings to face the Geraldton Foreshore	In progress	CGG	Landowners /CCAG	<ul style="list-style-type: none"> <li>• CBD revitalisation plan endorsed by Council</li> </ul>
Introduce interim pop-up uses to activate vacant areas and buildings to encourage innovation and entrepreneurship- subject to land owners' expectations	Ongoing	CGG	The Geraldton Project	<ul style="list-style-type: none"> <li>• Number of pop-up initiatives established</li> </ul>
Develop and introduce a city centre Marine Terrace brand ("The Terrace" concept)	In progress	CGG	CCAG/ The Geraldton	<ul style="list-style-type: none"> <li>• Visitors to the city centre</li> <li>• New businesses in the city centre</li> </ul>
Advocate for funding for the Geraldton Gateway Project	In progress	CGG		<ul style="list-style-type: none"> <li>• Funding committed</li> </ul>

## Focus area – Healthy circulation

Actions	Status November 2019	Lead	Partners	Measuring progress
<p>Support the expansion of the Geraldton Hospital and the development of medical and educational facilities in the region (ප්ලේෂර් සහ අධ්‍යාපන)                       'ආරක්ෂා සහ වෛද්‍ය සහ ප්‍රවර්ධන ප්‍රවෘත්ති පිළිබඳව විද්‍යාත්මක ප්‍රවෘත්ති'</p>	TBC	MWDC	WACHS, NMEITA	<ul style="list-style-type: none"> <li>• Project completed</li> <li>• Service levels expanded</li> </ul>
<p>Re-promote the “Leakage Study” findings within the business community</p>	Confirmed – yet to commence	CGG	MWCCI	<ul style="list-style-type: none"> <li>• Promotion of Leakage Study findings</li> <li>• New business established</li> </ul>
<p>Investigate migration attraction/visa programs</p>	In progress	RDAMWG	CGG, MWCCI, MWDC	<ul style="list-style-type: none"> <li>• Programs Implemented</li> </ul>
<p>Improve youth transitions from school to training, further education or work, including 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</p>	TBC	GUC	MWPA	<ul style="list-style-type: none"> <li>• Number of successful transitions as a result of the apprenticeship and trainee system</li> </ul>

## Focus area – Healthy circulation

Actions	Status November 2019	Lead	Partners	Measuring progress
Develop and implement a “Buy Local” campaign, which includes focus on quality of products and	Confirmed – yet to commence	CGG	WMCCI	<ul style="list-style-type: none"> <li>• Buy Local campaign rolled out</li> </ul>
Business events and facilitation to better connect Geraldton businesses to each other to increase local	In progress	MWCCI	All Stakeholders	<ul style="list-style-type: none"> <li>• Events organised to establish procurement</li> <li>• Number of successful procurement deals</li> </ul>
Development of a Mine Resourcing Policy	Completed	CGG		<ul style="list-style-type: none"> <li>• Policy completed</li> <li>• Successful local resourcing projects</li> </ul>
Mining procurement project to better link local suppliers and workforce (Geraldton and across the region) with the needs of the resources sector	TBC	RDAMWG	MWCCI, CGG, MWDC	<ul style="list-style-type: none"> <li>• Procurement information and processes workshop with local businesses and workforce</li> <li>• Successful local resourcing projects</li> </ul>
Engage Murchison Local Government Authorities and new/expanding Midwest miners on opportunities to use Geraldton as a FIFO Hub, whilst maximising economic and social opportunities for host communities	Confirmed – yet to commence	MWDC	MWCCI, CGG	<ul style="list-style-type: none"> <li>• Number of companies using Geraldton as a FIFO hub</li> </ul>
Develop a Midwest Regional Benefits Package (in business case format) to leverage SKA infrastructure investment to maximise economic development opportunities (including Aboriginal economic development opportunities) in the space economy	Confirmed – yet to commence	DIIS	MWDC	<ul style="list-style-type: none"> <li>• Benefits package developed</li> </ul>
Develop and implement a “buy local campaign” which includes a focus on product quality and customer service	Confirmed – yet to commence	CGG	MWCCI	<ul style="list-style-type: none"> <li>• Campaign rolled out</li> </ul>
Develop an MOU between Chamber of Minerals and Energy and Progress Midwest to provide partnerships, collaboration and procurement opportunities for local Midwest businesses through mining companies	In progress	RDAMWG	CGG, MWDC, MWCCI	<ul style="list-style-type: none"> <li>• MOU established</li> </ul>
Establish Geraldton and the Midwest Region as a rebuilt and refit centre for supporting mining operations in the Northwest – Midwest Equipment Repair and Rebuild Project (METS)	In progress	MWDC	CGG, MWDC, MWCCI, RDAMWG,	<ul style="list-style-type: none"> <li>• Increased use of local businesses for refit and rebuild contract work</li> </ul>



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**Pollinators**



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