# Broome Growth Plan – Background and Context

# Draft – 28 October 2016

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# 1. Partnership and Process

The Broome Growth Plan (Growth Plan) is a key component of the Western Australian (WA) State Government's Regional Centres Development Program (RCDP) which aims to bring sustainable, long-term growth to regional centres by stimulating business and innovation in key regional towns. The Growth Plan was made possible through Royalties for Regions funding.

The overarching vision for the RCDP is to develop a network of competitive, growing and resilient regional centres. Phase 2 of the RCDP supports the establishment of Growth Plan Partnerships and the development of Growth Plans in the nine Regional Centres identified in the State Planning Strategy, of which one is Broome.

Broome's Growth Planning Partnership (GPP) comprises the Shire of Broome, the Kimberley Development Commission, Yawuru, LandCorp, the Department of Planning and the Department of Regional Development. Taking place at a crucial point in Broome's economic development, the Growth Plan brought together the town's various stakeholders to develop a unified vision and plan for the future. The project focused on identifying the best opportunities to attract business, investment and a skilled workforce, as well as positioning the local community and economy to realise these aspirations.

Developing an understanding of these opportunities required an alignment of interests across eight industry clusters, service providers, residents, community groups, the Shire of Broome, government departments and traditional owners. The *Broome Growth Plan: Stakeholder Engagement and Communication Plan* (Creating Communities Ltd, 2016a) was produced in March 2016 to outline and guide the implementation of a best practice approach for how to engage and communicate with stakeholders in order to achieve the buy-in and alignment that a robust plan needs.

Engagement was backed up by an extensive process of collating and commissioning research to analyse the evidence base and develop a clear picture of Broome's current economic, social and environmental context. From this process, opportunities and challenges began to emerge that provided a basis for conversation around where the stakeholders and the community see Broome's future.

A range of scenarios for Broome's future were considered that took into account a set of guiding principles tested throughout the process. On the basis of those growth scenarios and their implications, strategies, program and potential projects/ initiatives were identified and assessed through a range of multi- criteria assessment processes. The result is a Growth Plan which is both aspirational and grounded in reality, has clear pathways for implementation, contains relevant measures of success, is linked to the prevailing State and regional level development strategies, and strongly reflects the priorities of the community.

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## 2. Background - A Network of Resilient and Prosperous Centres

The Broome Growth Plan is part of the State Government's RCDP. The RCDP is an integral part of the State's regional development strategic approach and aims to bring sustainable, long-term growth to regional centres by stimulating business and innovation, harnessing community effort and enthusiasm, and leveraging investment in key Western Australian regional towns, including Broome. These towns have a crucial role as hubs for business, community and essential services, and their growth will bring ongoing benefits and opportunities to the surrounding regional areas.

The *State Planning Strategy 2050* (Western Australian Planning Commission (WAPC), 2014) sets out Western Australia's network of regional centres and sub-regional centres. The RCDP Framework addresses the twenty centres in the network that are recognised and supported through the Regional Centres, SuperTowns and Pilbara Cities initiatives as the most strategically important to the State's economy and regional communities.

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

The Department of Regional Development (undated, a) identifies 11 regional centres under the Regional Centres and Pilbara Cities initiatives, of which Broome is one.

**Figure 1**: The regional development framework
Source: DRD, undated a

## 2.1 Regional Centres

Historically, Western Australia's settlements have grown in response to the location of natural resources, with a network of cities and towns, including Broome, the result. According to the Department of Resources Development (undated, a), 20 regional centres:

- are home for approximately 60% of Western Australia's regional population
- responsible for approximately half of Western Australia's gross regional product (GRP)
- provide 25% of the State's jobs
- occupy geographically and logistically advantageous locations
- provide a local labour force, a diverse range of services, amenities and infrastructure
- provide lifestyle diversity
- provide critical services to dispersed industries and communities
- are essential gateways to state, national and global supply chains and markets
- population projections indicate a doubling to 1.2 million by 2050
- will be key population and economic growth centres.

Accordingly, if Western Australia, and specifically Broome, is to be globally competitive, then its development as a resilient and sustainable regional centre is essential. Preparation and implementation of this Growth Plan will provide the foundation for that to happen.

## 2.2 Growth Possibilities

This Growth Plan outlines how Broome will position itself, within its region of influence, to engage in the modern, competitive global economy and build upon its reputation as a desirable place to live and invest. In so doing, it will be able to sustain ongoing positive growth and development that supports intergenerational communities, underpin State productivity, and relieve growth pressure in the Perth metropolitan region.

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# 3. Developing a Growth Plan

## 3.1 The Time Was Right

Identified in the State Planning Strategy as one of Western Australia's critical Regional Centres, the time was right for Broome to develop a unified vision for its future and a roadmap for how to achieve this. Broome has been the Kimberley's major growth centre since the late 1980s when the tourism industry grew significantly, port and airport operations expanded to support the growth of more industry and infrastructure and government services began to gravitate to the town. This prosperity drove confidence and further economic and population growth.

In previous years, public debate regarding a number of potential development opportunities, including the Woodside Project at James Price Point (JPP), had revealed that there was not a common view of development amongst the Broome community. However, in the post-JPP environment, it was recognised that the time was right to reframe the view of the future. Informed by the challenges, there are many opportunities to create Broome as a thriving regional city in northern Australia. In short, Broome is 'open for business'.

Local leadership embraced a willingness to be engaged in the program by successfully demonstrating to the State Government that the town is well positioned to make rapid progress as a result of the documented economic opportunities in the region, with a constant and expanding wave of proponents seeking to invest in Broome and its surrounds. This willingness from leadership, a growing community sentiment that the time was right to reignite a conversation about growth and development, and with significant preparatory and complimentary work already completed, Broome was selected in the first round of towns to participate in the preparation of a Growth Plan.

### 3.1.1 A Pathway Forward

The development of the Broome Growth Plan involved a rigorous process aimed at ensuring key stakeholders were consulted and involved, and that suitable supporting information was available to provide the foundation from which growth could and will occur. The Growth Plan Toolkit (Department of Regional Development, undated b) outlines the 10 major stages of Growth Plan development (Table 1), and which was applied to this Plan.

**Table** 1: Growth Plan development stages

| Stage | | Description |
|---|---|---|
| 1 | Setting up the Growth Plan Partnership | Established the Growth Plan Partnership and building the team |
| 2 | Setting up the Growth Plan Development Process | Identified capacity and set the development process objectives |
| 3 | Situation Analysis | Gathered information on Broome and its global, national, state and regional context |
| 4 | Opportunities and Constraints | Developed an understanding what can be achieved and any barriers to achieving it |
| 5 | Scenario Planning | Set direction and goals |

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| Stage | | Description |
|---|---|---|
| 6 | Vision and Strategic Positioning | Determined competitive identity and positions for Broome |
| 7 | Strategy and program of action formulation | Prepared strategies and how they will be implemented |
| 8 | Deliverability | Tested deliverability of the Growth Plan and identified implementation partners |
| 9 | Finalise governance and implementation framework | Confirmed mechanisms to support Growth Plan implementation |
| 10 | Setting up Growth Plan for implementation | Formalise and embed the Growth Plan |

Source: DRD, undated b

### 3.1.2 Partnership Development

The dynamic GPP partnership comprising the Shire of Broome, Kimberley Development Commission, LandCorp, Yawuru Registered Native Title Body Corporate, the Department of Regional Development and the Department of Planning, provides Broome with a new driving force to unlock its development potential and achieve above trend growth. Furthermore, this proactive, broad sector approach to collaborative partnerships provides a clear signal to the market that Broome is 'open-for-business,' where everyone has the opportunity to help shape and deliver innovative and forward looking regional and local policy interventions that support growth.

The GPP was responsible for decision making around the Broome Growth Plan and its objectives at a local level. A project control group (PCG) comprising officers from the Shire, KDC, LandCorp, Yawuru, and the Lead Consultant, Creating Communities Australia, was established to coordinate the day to day operations of the project.

## 3.2 Defining an Approach for Broome

The initial phase of the project considered Broome's context in relation to its history, people and major industries, alongside the role it plays as a regional centre to inform a 'Broome-centric' approach to developing a Growth Plan. While a number of documents supported development of the Growth Plan, such as *2036 and Beyond – A Regional Investment Blueprint for the Kimberley* (Kimberley Development Commission, 2015), *Strategic Community Plan 2015 – 2025* (Shire of Broome, 2015), *Planning for the Future: Yawuru Cultural Management Plan* (Yawuru Registered Native Title Body Corporate, 2011), *Kimberley Regional Planning and Infrastructure Framework, Parts A and B* (Department of Planning (DoP) and the Western Australian Planning Commission (WAPC), 2015), and *Unlocking the Door – A Study into the Feasibility of Broome as a Commercial and Logistics Hub for the Kimberley Region* (Australian Venture Consultants Ltd, 2015), further data gathering and analysis was required. This resulted in the commissioning and preparation of several reports that investigated key aspects associated with growth planning, including:

- community and stakeholder views on the way forward
- economic analysis
- education and training
- health and wellbeing
- infrastructure

- investor analysis
- migration and perception
- natural environment
- social aspects.

### 3.2.1 Transformational, yet Realistic and Credible

Through this work, it was identified that the Broome Growth Plan needed to be transformational yet also realistic and credible, i.e.: it is essential that it is grounded in a strong understanding of the opportunities and challenges facing Broome. The following objectives were set by the GPP and align with the overarching RCDP vision, objectives and principles as outlined in the Growth Plan Toolkit (DRD, undated, b):

- identify and develop strategies to grow community capacity and resilience to be able to participate in both the social and economic development of Broome
- establish and foster trust and collaboration between government, not-for-profit organisations, industry, and the general community, embedding a partnership approach to progress economic growth founded on a shared vision for the future
- develop a Growth Plan that whilst grounded in reality, is aspirational and will provide the framework through which future economic opportunities can be progressed
- identify priorities for investment over the coming ten years
- demonstrate a strong commitment to Broome becoming a regional city and build momentum through the early implementation of identified 'ready to go' projects
- identify and enable local and emerging leaders, at all levels, to drive the implementation of the Growth Plan and change within the community.

It was recognised that in order for the Growth Plan to be successful it must consider both economic and social drivers and trends whilst establishing a shared purpose and commitment for the development of Broome into a thriving regional centre. Ultimately, the process needed to develop a sense of 'economic wisdom' in the community, embedding an ethos of economic and social development that is reflective of Broome's distinctive character, spirit and strengths, and provides robust pathways to engage in and achieve innovation and positive change in the community.

### 3.2.2 Approach

A systematic approach to the development of the Growth Plan was implemented. This included:

- consideration of Broome's character and values
- identification of all elements necessary for Growth Plan development
  - how we work
  - what we work on
  - what we take into account
- recognising the relationships between the various partners, stakeholders and the community.

(Figure 2, Table 2)

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Table 2: Approach elements

| Core Element | Description |
|---|---|
| How we work | Building a common purpose to economic development opportunities, providing a clear demonstration of how the Broome community can collaborate to drive economic and social development based on a shared set of values or guiding principles for Broome's future development. It was crucial that the community were engaged appropriately and effectively as part of this process. |
| Human capacity development | Focusing on developing economic opportunities which strengthen people, community and their society through the development of the quality of the lifestyle of the community, along with the need to address disadvantage in the town and region. |
| Business and industry development | Clearly understanding and articulating the opportunities for growth as a result of Broome's competitive and comparative advantage. Developing 'filters for decision making' that enable the custodians of Broome's future development to ensure that strategies and projects are both a good community and economic fit for Broome. |
| Place development | Understanding the impact of an absence of or deficiencies in physical and social infrastructure on the development of business and industry in Broome. |
| Enablement | Establishing a collaborative approach to economic and social development which build momentum and considers how to ensure strategies and opportunities come to fruition through quality governance, investment attraction, ease of doing business, and effective policy streamlining/enablement. |

### 3.2.3 Guiding Principles

The following principles were embedded throughout the entire growth planning process and are reflected in the Growth Plan:

| NEW AND CHANGING PRIORITIES |
|---|
| Economic and social development is not a linear process. A strong vision for the future must be developed in collaboration with the community and key stakeholders, however flexibility and opportunism were promoted. |
| **COMMUNICATIONS** |
| To build trust and generate excitement a transparent, ongoing, and consistent communications program was developed and implemented. The program had a focus on the project's purpose and through a variety of channels, demonstrated the intent of the key stakeholders and leaders in the town to provide the opportunity for all members of the community to be involved as well as communicating the planning process and outcomes as they evolve. |
| **ENGAGEMENT** |
| Using a Collective Impact approach, which ensures that the combined influence of all important elements are synthesized, key stakeholders were brought together to develop a common agenda and support each other in their endeavours. |

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| LEADERSHIP |
| --- |
| Support and development of a larger pool of strong local leaders who can drive the implementation of the Growth Plan moving forward was considered critical to achieving a successful outcome. |
| **INDIGENOUS CULTURAL ALIGNMENT** |
| The region has an extensive and highly significant Aboriginal history and culture that is an important part of its fundamental character and comparative economic and social advantage. This fundamental characteristic is woven through important elements of the Growth Plan to ensure the success of the development of Broome into a dynamic regional city in northern Australia. |
| **NATURAL ENVIRONMENT STEWARDSHIP** |
| The natural environment is considered one of the major assets of the lifestyle of Broome for both residents and tourists alike. Ensuring that this asset is taken into appropriate consideration in the decision-making processes that impact Broome will continue to be considered important. |
| **CHARACTER & SPIRIT** |
| Analysis and engagement of stakeholders was conducted to understand the dynamic nature of Broome's population. The Growth Plan aims to capture and reinforce the character and spirit of Broome, now and into the future. |

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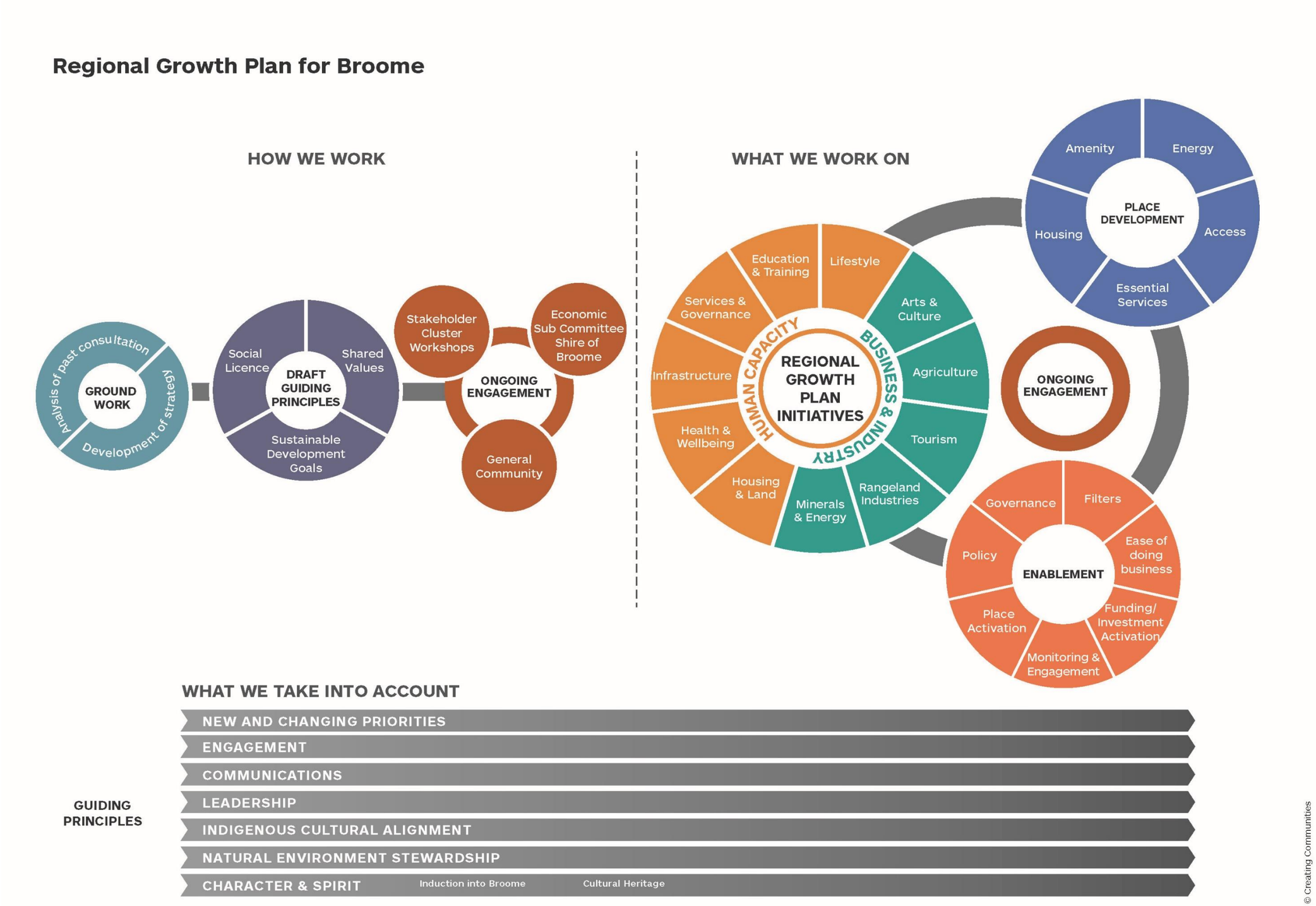


Figure 2: How we work

## 3.3 Consultant Team

While there was information available within the region to support development of the Broome Growth Plan, there was a need to research additional topics. A number of specialist consultants (Table 3) were engaged through LandCorp to undertake the research on behalf of the Growth Plan Partnership.

Table 3: Consultant Team

| Specialist Area | Organisations |
|---|---|
| Lead Consultant | Creating Communities Australia |
| Agriculture | AgKnowledge |
| Arts and Culture | Mr Lockie McDonald |
| Economic Cluster Analysis | Pracsys |
| Economist | Urbis |
| Education Assessment and Strategy | Carpe Diem Consulting |
| Environmental Impact Assessment | RPS Consulting |
| Growth Plan Collation | Natural Area Consulting Management Services |
| Health and Wellbeing Strategy | Marella Health Consulting |
| Investment Analysis | Ernst and Young |
| Infrastructure Assessment | GHD |
| Migration and Perceptions Survey | Painted Dog Research |
| Scenario Modelling | Curtin University Integrated Futures |
| Scenario Planning | AEC Consulting |
| Stakeholder Engagement and Communications | Creating Communities<br>Nathan Dines<br>Goolarri Media |
| Tourism | Haeberlin Consulting |

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# 4. About Broome

The growth and development of Broome will build upon the current characteristics, attributes, strengths and drivers of the economy, community and environment. This profile outlines key demographic and economic features and trends of Broome, in comparison with the Kimberley and Regional Western Australia and in the context of global and local drivers. Together they provide a picture of the economic challenges and opportunities in Broome.

## 4.1 Location

Broome (Figure 3):

- is located in the Kimberley region of Western Australia
- is 2,240 km by road north of Perth, 1,870 km west of Darwin, 1,280 km south of Indonesia and 3,000 km south of Singapore
- is situated within the Shire of Broome, which is 56,000 km$^2$ in area
- shares its time zone with approximately 1.5 billion people, including those in China, the Philippines, Singapore and Indonesia.

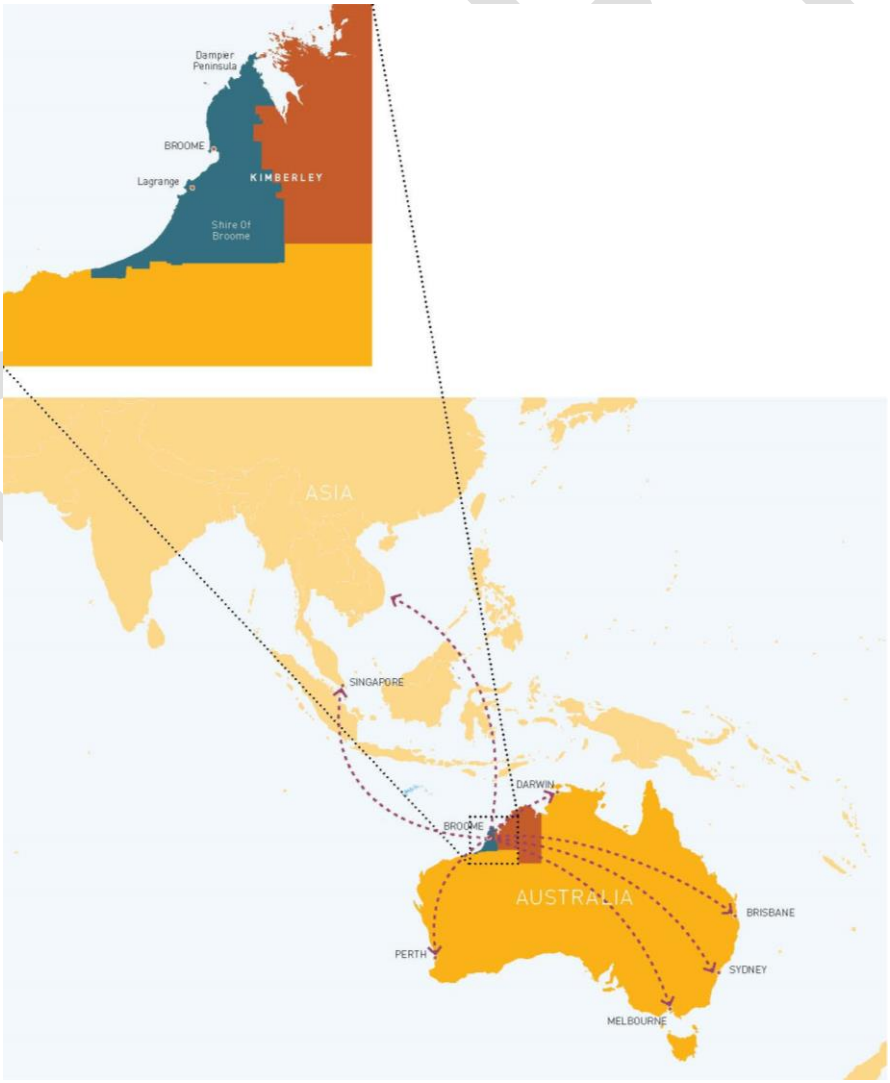


Figure 3: Broome Growth Plan area and regional context

## 4.2 Demographics

While the Broome population has grown by approximately 20% between 2006 and 2013, the region has a high population turnover with many leaving on a regular basis (Urbis, 2016). A large proportion of Broome residents are in the 25 – 44 age range, with a low proportion of those aged 65 and over (retirement age) (AEC Group, 2012). The number of males (50.6%) is slightly higher than the number of females (49.4%) (AEC Group, 2012). (Table 4)

Table 4: Shire of Broome demographics

| | Broome | Kimberley | Australia |
|---|---|---|---|
| Population | 17,308 | 38,801 | 23.8 million |
| Median age | 32.1 | 31.4 | 37.3 |
| Working age | 71.2% | 71.5% | 66.5% |
| Aboriginal | 29.1% | 40.0% | 2.6% |
| Migrant | 22.8% | 23.1% | 30.2% |

Note: Population as of 2015. All other statistics correct as of 2014.
Source: Australian Bureau of Statistics 2016 a and b, cited in Urbis, 2016

### 4.2.1 Education

Broome has a high proportion of individuals that have completed year 12 (48.4%). These attributes mean that local employers have access to a relatively skilled workforce, but this is offset by the lack of stability in their employee base. While a large percentage have completed a tertiary qualification (certificate or higher), there is a disparity between Aboriginal and non-Aboriginal sectors of the community. (Table 5).

Table 5: Broome qualifications comparative to the Kimberley region and Australia

| Qualification | Broome | | Kimberley | Australia |
|---|---|---|---|---|
| | Non-Aboriginal | Aboriginal | | |
| Postgraduate Degree | 3.6% | 0.2% | 4.1% | 6.4% |
| Graduate Diploma and Graduate Certificate | 3.7% | 0.2% | 4.2% | 3.6% |
| Bachelor Degree | 21.1% | 1.6% | 25.5% | 28.9% |
| Advanced Diploma and Diploma | 15.0% | 1.9% | 16.1% | 18.0% |
| Certificate | 39.4% | 8.9% | 50.0% | 43.1% |

As in the rest of the Kimberley, these Figures show a lower educational attainment and employment outcome for the Aboriginal community versus their non-Aboriginal peers. This attribute has implications for some of the key recommended goals and initiatives in this Growth Plan.

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## 4.3 Economic Setting

According to Urbis (2016), the Broome region has a Gross Regional Product (GRP) of $1.06 billion, and accounts for approximately 34% of the Kimberley regional economy but only 0.44% of the State's economic activity. Income is earned from a diverse range of industries (Figure 4).

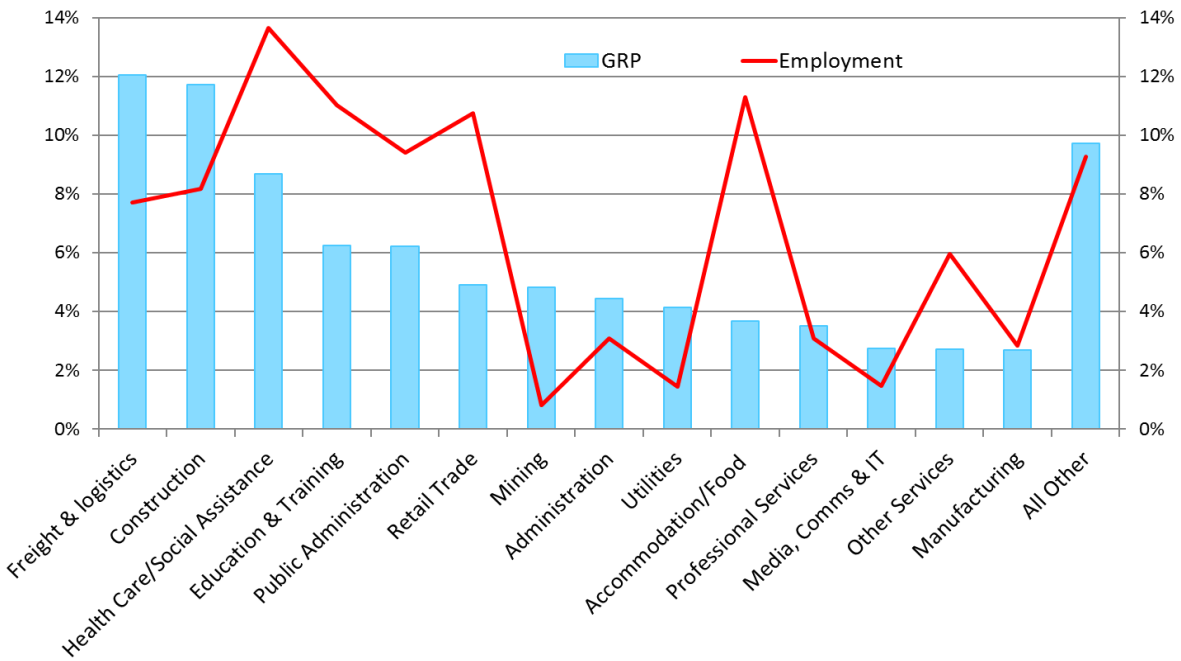


Figure 4: Broome industry contribution to GRP and employment
Source: Urbis, 2016

Key traded industry clusters include agriculture, minerals and energy, aquaculture and tourism. Of these, minerals and energy generate the greater income, while the tourism sector employs the most people (Urbis, 2016).

## 4.4 Employment

Broome is home to half of the regional workforce, which was around 9,900 in March 2016, down from around 10,200 in June 2015 (Figure 5) (Department of Employment, 2016). This coincides with the widespread decline in the minerals and energy sector and the corresponding increase in the unemployment rate.

Tourist visitation peaks in Broome in the dry season (April – October). Accompanied with that is a spike in seasonal employment primarily in the tourism and hospitality sectors. This volatility in the demand and supply of labour is a significant challenge for employers and employees.

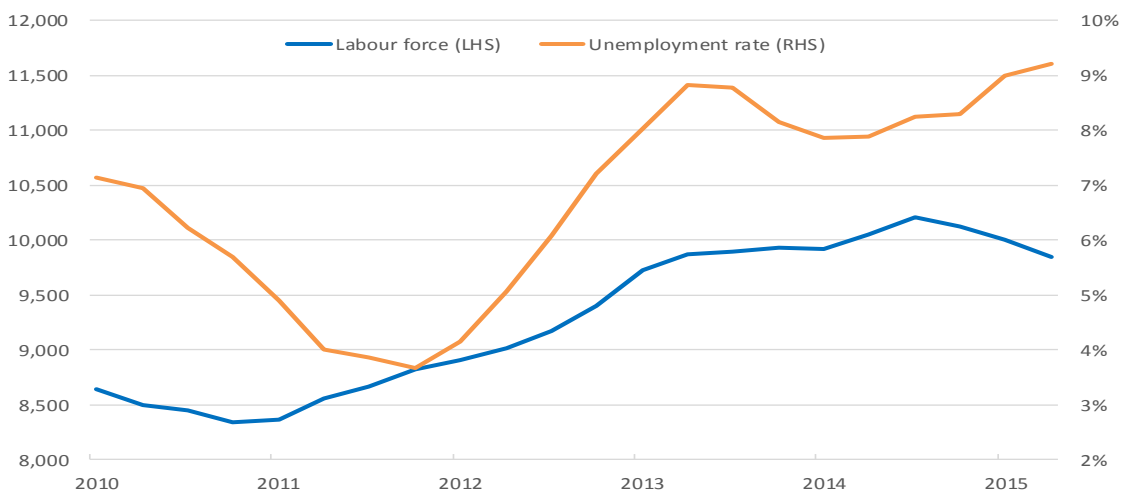


Figure 5: Broome labour force and unemployment rate
Source: Department of Employment, 2016

Within Broome, the majority of the population is employed in either a full-time or part-time basis (Table 6). However, there is disparity in the level of Aboriginal versus non-Aboriginal participation levels. Increasing Aboriginal participation is an aspiration of the Growth Plan.

Table 6: Broome employment

| | Non-Aboriginal | Aboriginal |
|---|---|---|
| Unemployed | 2.3% | 16.3% |
| Employed | 97.7% | 83.7% |
| Part-time | 27.9% | 32.8% |
| Full-time | 69.8% | 50.9% |

Note: People that were employed but did not state their hours of employment were categorised as part time employed. Excludes 'inadequately described' and 'not stated'.
Source: Australian Bureau of Statistics, 2011, Census of Population and Housing (Tablebuilder)

## 4.5 Physical and Environmental Setting

Broome is located in the tropical north of Western Australia but has a semi-arid climate, which is characterised by two major seasons – the 'wet' (November to April) and the 'dry'. The majority of rainfall occurs during the wet, characterised by erratic infrequent tropical downpours, and hot, humid temperatures (40+ °C).

A variety of landscapes are present throughout the Shire, including:

- rocky cliffs (e.g.: Gantheaume Point, Figure 6a)
- mudflats (e.g.: Roebuck Bay, Figure 6b)
- sandy beaches (e.g.: Cable Beach)
- ocean, creeks and wetlands (e.g.: Willie Creek Wetlands)
- pindan sands
- Eucalyptus and Acacia woodlands (e.g.: Minyirr Park)

- mangroves (e.g.: Roebuck Bay)
- vine thickets (e.g.: Minyirr Park)
- spinifex and hummock grasslands.

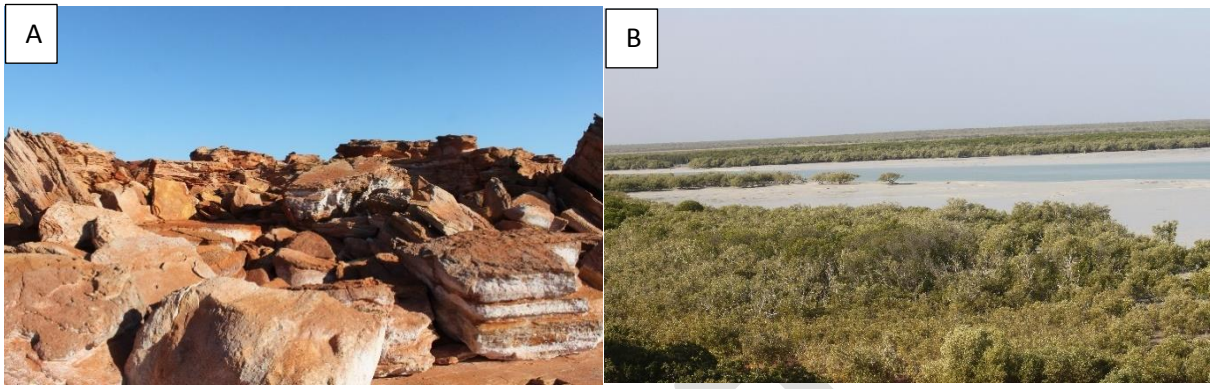


Figure 6: Broome landscapes
Photographs: S. Brand, 2015

These features contribute to the region's natural beauty, which is renowned nationally and internationally. They support a range of flora and fauna species, a number of which are found nowhere else. These landscapes also contribute to the regional economic values through agriculture, aquaculture, resource extraction, for example.

## 4.6 Culture and Community

Broome is home to one of the oldest human cultures. The Broome population has expanded over time to include a mix of races and cultures as a result of its Aboriginal and pearling history, including Aboriginal, settler Australians, Chinese, Japanese, Sri Lankans, Filipinos, Malays, Roumah, Koepangers and the Ambonese.

A total of 84 Aboriginal communities are located within the Shire, of which 78 are classified as remote (Local Government Advisory Board, 2008). Strong traditional ties to land have created a significant range of native title claims and determinations within the Shire (Shire of Broome, 2015), including:

- Bardi Jawi
- Karajarri A and B
- Nyikina
- Ngurrara
- Nyangumarta
- Nyangumarta
- Rubibi (Yawuru).

Native title determinations still to be decided include:

- Bindunbur
- Goolarabooloo
- Jabirr Jabirr
- Mangalaand Yi-Martuwarra Ngurrara

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- Nyul-Nyul.

Broome boasts a strong sense of community, with high levels of volunteering, along with participation in clubs, associations, community, cultural programs and other activities (Shire of Broome, 2015). This sense of community was also reflected in the Growth Plan engagement and consultation process.

## 4.7 Advantages and Disadvantages

Broome and the Kimberley region have a number of comparative advantages and competitive disadvantages that have been considered during the development of the Growth Plan. A comparative advantage is one that provides a strong value to competitive markets such that competitive disadvantages are less important in establishing markets. For example, Broome's natural beauty makes it a desirable tourist destination, despite its remoteness. The comparative advantages and competitive disadvantages for Broome and its surrounds are provided in Figure 7.

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| | COMPARATIVE ADVANTAGES | KEY CHALLENGES |
|---|---|---|
| INDUSTRIES AND HOW THE REGION USES ITS ASSETS | • Agriculture and Food<br>• Rangeland Industries<br>• Tourism<br>• Minerals and Energy | • Efficient access to fit-for-purpose common user infrastructure<br>• Capturing regional economic benefit<br>• Building the capacity of supporting industries such as retail and construction |
| PEOPLE AND THEIR CAPABILITIES | • Resourcefulness<br>• Diversity<br>• Culture | • Access to adequate and affordable housing<br>• Access to high quality education and training<br>• Improved access to and effectiveness of health and wellbeing services |
| NATURAL RESOURCES AND ENVIRONMENT | • Location/proximity to Asia<br>• High environmental value<br>• Strong biodiversity<br>• Climate for food production<br>• Mineral & energy endowment | • Geographical dispersal and remoteness<br>• Maintaining high environmental value and biodiversity as development occurs |
| HOW PEOPLE INTERELATE AND INTERACT | • Strong sense of community<br>• Strongly networked leadership | • Developing better fit-for-purpose regional development governance processes<br>• Building regional leadership capacity<br>• Building sustainable communities and settlements<br>• Stronger recognition of culture and the arts/sport and recreation |

Figure 7: Comparative advantages and key growth challenges

Source: Kimberley Development Commission, 2015

# 5. Context and Analysis

The Broome Growth Plan has its foundation in a variety of informing, program and consultant reports that investigate and document the current situation in and around Broome and from which the Growth Plan will guide future growth. This section summarises the key findings of the each of the reports; interested parties can obtain supporting documents from the Shire, LandCorp or the KDC. After the finalisation of the Growth Plan, a central location from which these documents can be obtained will be developed.

## 5.1 Informing Documents

Informing documents are high level government documents and research reports that explore aspects of Broome and its future growth that have been considered in the Growth Plan.

### 5.1.1 2036 and Beyond: A Regional Investment Blueprint for the Kimberley

The Kimberley Development Commission finalised the *2036 and Beyond: A Regional Investment Blueprint for the Kimberley* in 2015. The concepts on which the document is based are:

- it is an aspirational plan supported by a strong body of evidence
- development opportunities provide the most practical solutions to some of the pressing social challenges faced in the region; without proactive solutions, the development of the entire region may be compromised
- regional leadership will be essential
- the investment strategy needs to have a clear purpose with 'buy-in' from government, industry and the community.

Preparation of the Growth Plan considers the vision elements of *People*, *Place* and *Prosperity*, along with the current early development stage, diversity, and challenges within the region. These vision elements coincide with the Shire's strategic planning, the KDC's Regional Blueprint, and are strongly reflected in the Yawuru's Cultural Management Plan.

With an anticipated upper aspirational population forecast of 93,000 by 2036, economic growth to support and sustain that number of people will require an additional 34,000 jobs, of which 18,000 would necessarily involve Aboriginal people (Figure 8) (KDC, 2015).

Six Transformational Agendas have been identified (Table 7) to guide and assist the process in eight industry clusters of minerals and energy, agriculture and food, tourism, rangeland industries, housing, education and training, health and wellbeing, and infrastructure services and government. The document is aspirational and achievable, but also recognises there are some difficult challenges that will need to be overcome.

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Table 7: Transformational agendas identified by the KDC

| | Agenda | Description |
|---|---|---|
| 1 | Regional leadership and development-readiness | Develop a culture of strong local leadership that is maturely and proactively engaged in achieving regional and people potential |
| 2 | Enhancing the capability services sector | Constructively engage with government and key service delivery agencies to ensure they are development enablers rather than barriers |
| 3 | Aboriginal advancement | Recognising that Aboriginal people are an integral component of the regions development, and ensuring they have the capability, opportunity and incentive to reach their potential |
| 4 | Industry and resources development | Sustainable development of natural resources within the region |
| 5 | Developing our regional centres | Recognising that vibrant and viable regional centres are essential to population and economic growth |
| 6 | Infrastructure for driving growth | Acknowledging that the develop of key infrastructure will be required to stimulate regional development |

Source: KDC, 2015

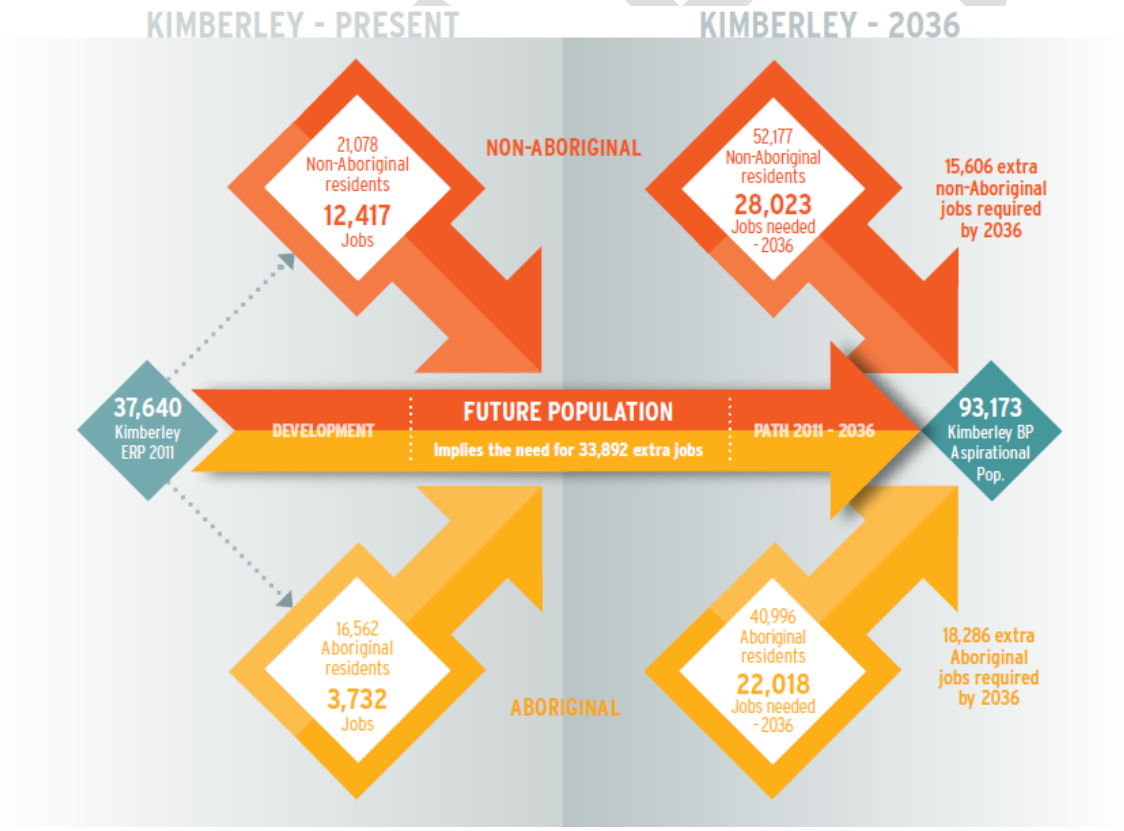


Figure 8: The Kimberley's future labour market analysis 2036
Source: KDC, 2015

### 5.1.2 Strategic Community Plan 2015 – 2025

The Shire of Broome (2015) prepared the *Strategic Community Plan 2015 – 2025* to guide the delivery of services to the community. The Strategic Community Plan documents:

- the community engagement process undertaken during the Broome 2040 visioning project, perceptions about what was good about Broome, along with challenges that are present and how they could be overcome
- Shire profile and key geographic, population, economic, and financial statistics
- assessment to identify, monitor and/or address those areas that pose the greatest risk to the community, such as resource allocation, development and planning, as well as key external risks such as economic development, housing affordability and land availability
- recognition of the strategic goals of people, place and prosperity, along with strategies and performance indicators to guide implementation and measure success.

The Shire of Broome vision is:

> A thriving and friendly community that recognises our history and embraces cultural diversity and economic opportunity, whilst nurturing our unique natural and built environment.

Four strategic goals that will contribute to achieving the vision are outlined, namely our people, our place, our prosperity, and our organisation (Figure 9); all are supported by a range of outcomes, strategies and actions to assist with achieving them.

Figure 9: Strategic goals – Shire of Broome Strategic Community Plan, 2015

### 5.1.3 Planning for the Future – Yawuru Cultural Management Plan

The *Pathway to the Future - Yawuru Cultural Management Plan* (Cultural Management Plan) was developed by the Yawuru people to provide a foundation document to guide planning and management of the Yawuru Conservation Estate. The plan addresses Yawuru customs, practices and customary law, and provides detail on Yawuru policies, visions and requirements to be taken into account during management of the Yawuru Conservation Estate.

The Cultural Management Plan provides a comprehensive articulation of the aspirations and responsibilities of the Yawuru native title holders and is an authoritative information source for the wider community. It describes the complex interrelationship that Aboriginal people have to the land, how it is used, preserved and managed, and which is expressed as mabu (good) liyan (feeling associated with connection to country, ancestors and way of life), mabu buru (healthy country) and mabu ngarrungunil (healthy community). This interrelationship is closely aligned with the Growth vision of people, place and prosperity (Figure 10).

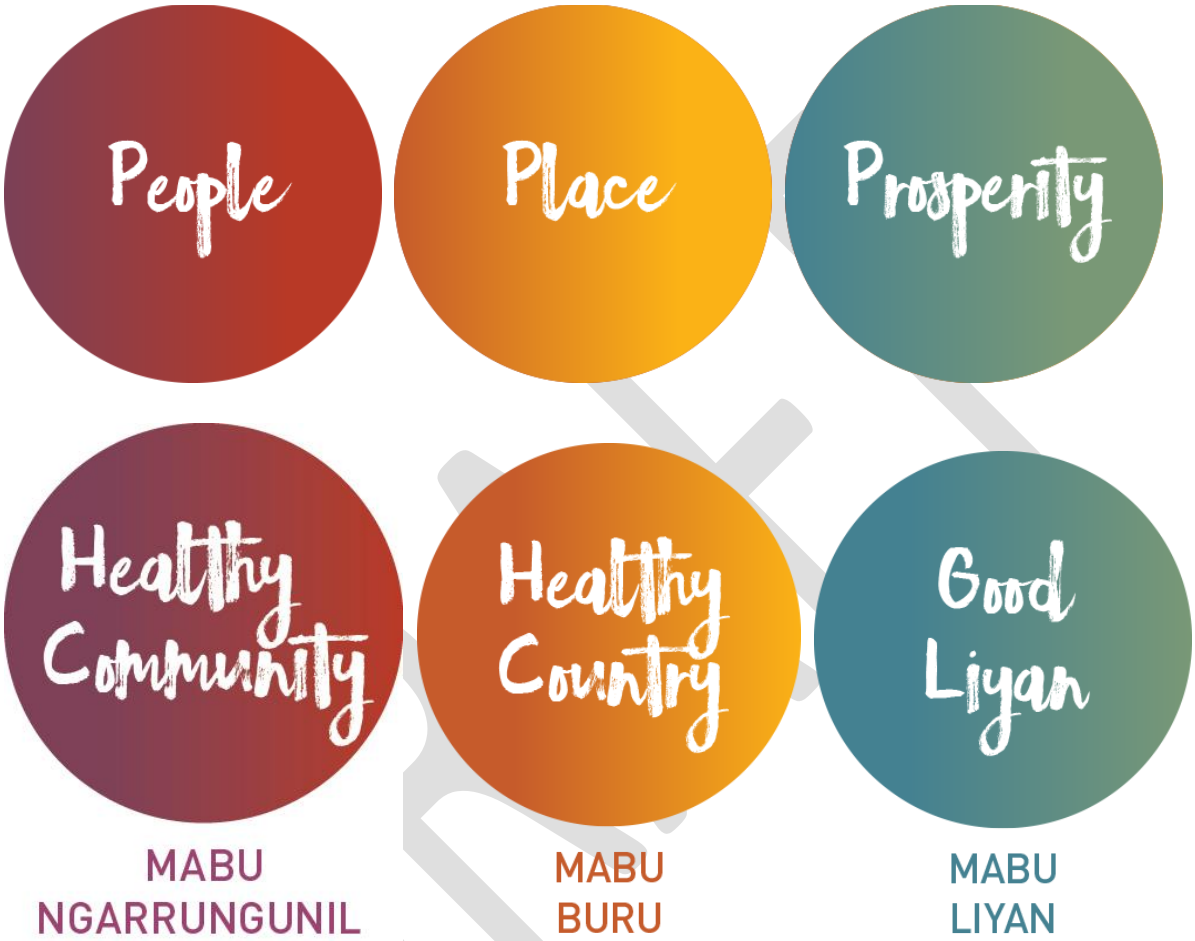

Figure 10: Shared vision

### 5.1.4 Kimberley Regional Planning and Infrastructure Framework

The *Kimberley Regional Planning and Infrastructure Framework* (KRPIF) was prepared by the Department of Planning and the Western Australian Planning Commission in December 2015, and includes Part A: Regional Strategic Planning and Part B: Regional Infrastructure Planning. Table 8 outlines the vision, purpose, and key messages.

Table 8: KRPIF Summary

| Aspect | Summary |
|---|---|
| **Vision** | In the long term, the Kimberley will become one of the most successful and sustainable regions, with success measured in part by:<br>▪ people that are well-housed, highly educated and healthy<br>▪ a place with infrastructure, services and governance within a well-conserved natural environment<br>▪ shared prosperity arising from key economic opportunities. |
| **Purpose** | Define a strategic direction for the future development in the Kimberley region for the next 25 years whilst giving consideration to the natural environment, heritage and culture. This includes the identification of infrastructure projects aimed at ensuring a stronger and more robust economy and community enhancement. |
| **Key messages** | The document outlines:<br>▪ goals opportunities and planning initiatives that are presented in each chapter<br>▪ assigned responsibilities to each initiative to assist with directing implementation.<br><br>Each chapter outlines the strategic direction, goals, the relationship the State Planning Strategy, values, issues, and impacts and how they can be addressed, along with planning initiatives. Chapter summaries:<br>▪ *cultural and natural heritage* – the cultural diversity and heritage provides a unique 'sense of place'<br>▪ *environment* – the region includes a variety of marine and terrestrial ecosystems in rugged and remote landscapes, with high levels of recorded biodiversity<br>▪ *settlement* – locations such as Broome are likely to expand to accommodate expected growth, which will need to be managed in a manner that provides housing that is sensitive to culture and the environment but contributes to enhanced liveability, walkability and place making<br>▪ *economic development* – recognises that future growth will be based on identifying and implementing opportunities for diversification in industries such as agricultural, horticulture, pastoral, oil and gas, and tourism<br>▪ *implementing a sustainable framework* – comes through understanding the issues, identifying opportunities to address them and developing initiatives to guide implementation; issues include engaging with Aboriginal people, native title, services to remote Aboriginal towns and settlements, climate change and basic raw materials<br>▪ *governance* – recognises the need for a cross-agency approach, effective partnerships and collaborative consultation |

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| Aspect | Summary |
|---|---|
| | ▪ *infrastructure* – reviews current infrastructure capacity and future requirements that will be needed to support the desired growth within the region<br>▪ *utility infrastructure* – includes key services such as water, power, wastewater, telecommunications and power, all of which are driven by population and economic requirements<br>▪ *community services infrastructure* – with growth will come the need for establishing addition community facilities and services that are expected to contribute to population retention<br>▪ *transport infrastructure* – recognised that this will play a crucial role in facilitating economic growth through the provision of connections to state, interstate, and overseas markets<br>▪ *monitoring and review* – the KRPIF is intended to be a 'living' document that is regularly reviewed and updated according to changing needs and information. |

### 5.1.5 Broome Future – Unlocking the Door

The lack of cost effective logistics system incorporating road, air and sea is seen as a barrier to the sustainable development of the Kimberley region, hence the need to review and assess the current situation and suggest solutions. Broome Future Limited commissioned Australian Venture Consultants Pty Ltd (AVC) to investigate this, with outcomes documented in their report *Unlocking the Door – A Study into the Feasibility of Broome as a Commercial and Logistics Hub for the Kimberley Region* (AVC, 2015). Key components of the report are summarised in Table 9.

Table 9: Unlocking the Door document summary

| Section | Description |
|---|---|
| Demographic and economic profile | Analysis of key demographic and economic trends to contextualise discussion within the report |
| Environmental values | Overview of the main terrestrial and marine environmental values, their associated opportunities and constraints to development, and how they can be conserved |
| Aboriginal people | History with respect to economic engagement and their role in future economic development |
| Government services | The nature of State and Commonwealth government services, including logistics and challenges |
| Private industry | Status, opportunities and challenges in various industry sectors |
| Indian Ocean strategic interests | The emerging strategic importance of the Indian Ocean Rim to economics and Australian defence policy |
| Improved logistics opportunity | Outlines the importance of logistics in achieving economic growth |
| Existing Broome logistics | Existing capability of air, road and marine transportation network in and around Broome |

| Section | Description |
|---|---|
| Utilities infrastructure | Current situation and its role in supporting logistics functionality |
| Broome as the hub | Opportunities and constraints that could hinder the development of Broome into a logistics hub |
| Action plan | Suggestions for stakeholder engagement to refine the study and develop implementation recommendations |

### 5.1.6 Community Wellbeing from the Ground Up – A Yawuru Example

A joint study by Mandy Yap and Eunice Yu (2016) explores the differences in measuring community wellbeing in western and Aboriginal society using the Yawuru people as the example. The document emphasises that connections to family, community, the land, culture and traditions are fundamental to Yawuru 'wellbeing', yet these values are often not recognised as indicators of social and economic development in western society. Key findings indicated that good *liyan* (Figure 11) included:

- connectedness to family, community and country
- good health and a basic standard of living
- self-determination, such as having the ability to have a say on things affecting the Yawuru people and being respected and free from discrimination.

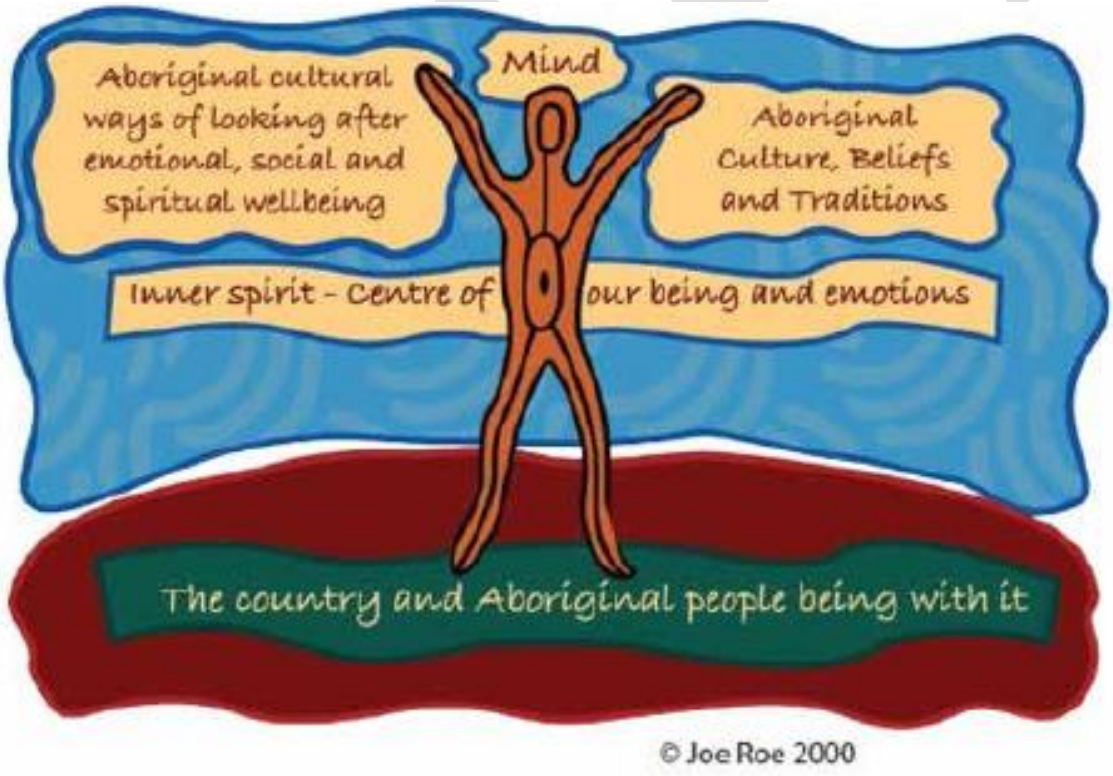


Figure 11: Aboriginal 'inner spirit' model
Source: Roe, 2000, cited in Yap and Yu, 2016

## 5.2 Program Level Reports

RCDP Program level reports were produced by the Department of Regional Development and LandCorp to support the broader growth planning process, and to place higher order context around the Broome Growth Plan. Documents include those relating to an investment analysis, regional migration and industry cluster analysis.

### 5.2.1 Regional Investment Analysis

Ernst and Young (2016) carried out an analysis of regional investment that considered investment attraction, developing investment pipelines and profiling the investor community, and applied the findings to the four nominated regional growth centres (Broome, Bunbury, Geraldton and Kalgoorlie). The investment attraction component of the project involved an assessment of four agencies operating in Australia and overseas. The assessment indicated that home market activity, knowledge of potential investment opportunities, and the formation of partnerships with potential investors and companies were keys to success. It was also recognised that investment attraction is influenced by a range of economic, political, social, and financial factors.

The review of investment pipelines was aimed at identifying specific investment opportunities in a particular region through a desktop review and targeted stakeholder consultation. Options identified included those that would be of interest to the private sector and those with tangible outcomes as opposed to research and planning projects. Outcomes also had broad alignment identified to the various industry clusters. Nine potential opportunities were identified for Broome, including those relating to infrastructure (e.g.: relocate and redevelop the airport, develop the Broome Road industrial area), development (e.g.: Broome foreshore) and building (e.g.: Aboriginal cultural centre, tropical agriculture research campus).

Profiling the investor community involved the development of a targeted profile of investor communities active in the identified industry sectors, with those relating to agribusiness, infrastructure, mining and property likely to be the most beneficial. Findings indicated that:

- funds are available for investment within Western Australia
- industry sectors, the credit profile of the operator/business, and debt sizing metrics were important investment considerations
- with the exception of mining services and the Pilbara region for property-specific investors, there was no preference for or against investing in Western Australia.

Table 10 indicates the type of investment opportunities that are considered to have the highest likelihood of progression.

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Table 10: Investment opportunities with high progression likelihood

| Industry Sector | Suggested features |
|---|---|
| Agribusiness | Large-scale operations with considerable assets (land and/or livestock), earnings stability, solid history of local and/or offshore demand |
| Infrastructure | Fixed price turnkey contracts and experienced high quality stakeholders for any construction requirements.<br>Long-term contracted revenues from high quality counterparties and/or Public Private Partnerships ("PPPs") with little/no patronage risks or alternatively Government supported |
| Mining | Strong offtake agreement with high credit quality counterparties, large scale and/or low cost producer |
| Property | Existing sites – high quality tenants with long-term committed leases and appropriate yields Development sites – significant pre-sales (in many cases 100% cover for debt investors) and A-grade developer with strong experience and balance sheet. |

Source: Ernst and Young, 2016

### 5.2.2 Migration

Painted Dog Research Consultants reviewed migration in Western Australia to identify the factors that affect migration to regional areas, and particularly regional migration with a focus on the current localities preparing growth plans in two reports. In *Migration in Regional WA: Desktop Research Opportunities and Constraints* (Painted Dog Research Consultants, 2016a), key reasons for migration to regional centres included:

- lifestyle
- family
- social and community connectedness
- overall happiness
- employment prospects
- climate
- happiness with aspects such as community, safety, health, education and training.

Reasons why people leave include (Painted Dog Research Consultants, 2016a):

- high cost of living
- employment
- crime/antisocial behaviour
- better shopping
- appropriate education
- access to medical facilities
- availability and affordability of housing.

In *Migration in Regional WA: Primary Research Results – Broome* (Painted Dog Research Consultants, 2016b), the focus of the report was to review the factors that contribute or detract from liveability as they impact on the economic development of a centre through retention of skilled workers or act as a barrier to retaining migrants. Key questions explored during the survey activities were:

- How many potential migrants are considering moving to regional WA and Broome specifically?
- When was the move likely to occur?
- What could prompt the move earlier, if anything?
- Is the move likely to be permanent or temporary? Why?
- What were the reasons for the move?
- What barriers are preventing the move?
- What are their perceptions of Broome?
- Who are the potential migrants?

The results of the Broome-specific research were consistent with the findings of the general research of the nominated regional centres undertaken by Painted Dog Research.

### 5.2.3 Regional Cluster Analysis

Pracsys (2016) undertook the cluster analysis for each of the regional centres preparing growth plans on behalf of LandCorp, with outcomes documented in the Regional Cluster Analysis – Phase 5 report.

Clusters are based on ANZSIC industry classifications. They are broadly characterised as traded and local to enable distinction between clusters driven by the local population from those driven by wider markets subject to external competition.

The report documents:

- cluster identification, with a concentration on the traded cluster as a driver for economic growth and consideration of workforce and supply chain considerations
- potential areas of specialisation and weaknesses of Broome clusters
- opportunities and constraints for consideration during development of cluster-related initiatives.

Analysis was undertaken for ten Broome regionally significant clusters, namely:

- agriculture inputs and services
- construction products and services
- education and knowledge creation
- fishing and fishing products
- hospitality and tourism
- metal mining
- non-metal mining
- transportation and logistics
- water transportation.

The aim of the analysis was to assist Broome to understand State and regionally significant clusters and the role they play in the broader network. This process contributed to the identification of

regionally significant clusters that could become the focus of investment, growth areas, and existing regional strengths to allow Broome to build on what it has.

Based on the analysis carried out, Pracsys (2016) identified the following potential opportunities for Broome:

- defined role in food export supply chains, such as agriculture, fishing, food and livestock processing and manufacturing, and transportation
- continued development of the tourism sector
- development of regional traded activities out of existing high-performing local clusters.

Potential development constraints indicated by Pracsys (2016) include:

- a high turnover of professional labour (e.g.: engineers, scientists, health professionals), with 37% retention of workers between the 2006 and 2011 census points
- port-focus on offshore oil and gas rather than accommodating other goods and services
- uncertain and slow road network that is subject to seasonal inundation which can impact on the feasibility of export projects.

## 5.3 Sub-consultant Reports

In addition to the informing and program documents, specific analytical research into several topics was commissioned by the GPP to support the growth plan process was undertaken, including:

- agriculture
- arts and culture
- economic position
- education and training
- environment
- health and wellbeing
- infrastructure audit and needs assessment
- stakeholder engagement
- tourism.

### 5.3.1 Agriculture

An analysis of the economic rationale associated with the agriculture sector was carried out by AgKnowledge (2016). Key findings include:

- the rationale is built on the concept that existing agricultural operations within the Shire boundaries and within its economic activity area provide a basis for determining a 'unit of production' that is approximately analogous to 500 ha of land with soil types representative of those found in the Skuthorpe allotments and commensurate water resources and allocations
- the variety of crops that could be viable is very broad, this means an extremely broad range of required inputs both to bring these notional units of production into operation (capital expenditure), but also to operate them (operating expenditure) once operational status has been achieved
- difficulties associated with the analysis include:

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  - narrowing the range of reasonable assumptions further than is justified by the currently available level of science, data and experience
  - making significant investment decisions prior to the application of experience and risk management skills of private sector proponents being applied to the real world operating environment
- despite these difficulties, it is valid to establish at least one viable set of assumptions within a range of probable outcomes
- the strength of using the 500 ha unit of production is that this relatively small area is an appropriate unit that can be assumed to be 'replicable' at many possible locations within the Shire boundaries, with the exact location and number of these units relatively unimportant as the calculation has been performed at a level that is validly scalable; improved data will result of additional funding and scientific advancement.

Specific findings of the process indicate:

- each 500 ha 'unit of production' has capacity to generate up to $58.96 million in net present value (NPV).
- The value of crops grown can and will introduce and enormous variation in this NPV; for example, if fodder is grown versus an intensive horticulture operation growing spices or vegetables, $58.96 million represents a low to medium midpoint between the NPVs.
- At this early stage, it seems likely the economic catchment area of the Broome Shire (which extends beyond the Shire of Broome) could support at least five 500 ha units, and perhaps many more in the broader economic zone.
- Employment is similarly highly variable with the added complexity that most is subject to significant seasonal variations. At this stage, these various complexities have been calculated through to a full-time employment (FTE) equivalent of 22 up to a peak of 120. Again, the type of operation implemented will introduce significant variation and it is expected that in the longer run any local agricultural industry will follow the well-established trend to mechanisation and automation and gradually reduce large numbers of low paid jobs with a smaller number of more skilled roles.

Whilst these findings may seem modest, a new industry of approximately $294 million would constitute nearly a 30% increase in the current economy of Broome. Further, this industry is likely to be highly sustainable and operate on different economic cycles to other regional industries thereby improving the resilience of the Broome economy.

### 5.3.2 Arts and Culture

An arts and cultural analysis of Broome was undertaken by Mr Lockie McDonald (Broome a Window to the Kimberley, 2016). Broome has a rich cultural and creative community, with a number of Aboriginal organisations, arts organisations and festivals, including:

- Shinju Matsuri Festival
- Nyambu Buru Yawuru Ltd
- Magabala Books
- Marrugecku Theatre
- Goolarri Media
- Corrugated Lines Writers Festival

- Nungala Jandu Women's Resource Centre.

This background provides a basis for Broome becoming the cultural access point for the Kimberley region, and underpins the concept that Broome provides a 'gateway to the Kimberley'.

Outcomes of the consultation process with various representatives with an interest in Broome's art and culture are summarised in Table 11.

Table 11: Ideas for the growth of Broome art and culture

| Ideas | | Description |
|---|---|---|
| 1 | Local collaborative cultural leadership | Broome needs to play a leadership role and invest in developing and implementing, culture and arts policies and partnerships |
| 2 | Unveil Broome's visual stories | The visual public profile of the culture and arts in the community (public art) presents an economic opportunity for Broome:<br>▪ the need for the Shire of Broome to develop and implement a community cultural plan that links with a public arts strategy<br>▪ undertake a feasibility study to establish the Cultural/Interpretive Centre in Broome |
| 3 | Establish international platforms for Aboriginal arts and culture | This could be achieved through:<br>▪ enhancing marketing and pathways for Aboriginal arts centres and commercial galleries in Broome and the Kimberley<br>▪ establishing the Kimberley Arts Fair to launch off the back of the Northern Territories Telstra National Aboriginal and Torres Strait Art Award and North Arnhem Lands Garma Festival<br>▪ establishing the Cultural/Interpretive Centre as a place to celebrate the rich heritage, cultures and arts practices of the region |
| 4 | Monetising creative intellectual property linkages to markets | An audit of the creative industries will reveal gaps and opportunities that will lay the foundations to link creative industry players in Broome and the region to other regions and markets, and could include:<br>▪ creative Industries audit and gap analysis<br>▪ capacity building workshops for the creative industries in digital production<br>▪ creation of linkages to other regions, forums and markets |
| 5 | Audit and update cultural infrastructure | An audit of Broome venues would identify current and gaps in cultural infrastructure, particularly in the performing and visual arts, and giving consideration to opportunities for shared resources in terms of technical equipment and venues |

Source: McDonald, 2016

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Pathways to achieving these goals include building small enterprises, governance and policy implementation, and connecting enablers such as creating partnerships and identifying market opportunities.

### 5.3.3 Economics

Urbis (2016) prepared the *Broome Economic and Situational Analysis* report that outlines the current situation and trends that are expected to influence Broome's growth over the coming decades. The document outlines:

- catchment area
- socio-demographic profile
- current economic structure
- markets
- growth opportunities in export and domestic markets
- growth barriers
- regional strengths and weaknesses
- case studies and modelling, such as upgrading the Cape Leveque Road and aquaculture.

Regional strengths include Broome's proximity to Asian markets, port and air infrastructure, extensive water resources and an educated workforce. Weaknesses include remoteness, availability of a large and stable workforce, affordability, land ownership, internet access and Aboriginal disadvantage.

Growth recommendations include:

- tailor growth to future regional objectives (e.g.: improved liveability, employment)
- provide high quality economic and social infrastructure that will increase the attractiveness of regional investment
- assess growth options opportunistically on a case by case basis
- consider growth opportunities in international tourism, aquaculture, agriculture and horticulture (activating the traded economy)
- ensure growth of an appropriately skilled workforce, such as through migration and increased participation (activating pathways to transforming services).

Urbis summarised projects identified during development of the Growth Plan, providing a description, indicative funding requirements, indication if it is within the GPP's capacity to control or influence, and relationship to industry clusters. A multi-criteria analysis was also developed by Urbis under the guidance of the GPP. It was applied to assist with prioritising potential projects. As the Growth Plan focusses on multi-project strategic initiatives rather than individual projects, the multi-criteria analysis tool was ultimately not a significant component of the Growth Plan. However, the tool is available and will be of value during the implementation process.

### 5.3.4 Education and training

Education and training has been identified as a key regional growth strategy (Kimberley Development Commission, 2015; Department of Planning and the Western Australian Planning Commission, 2015b). Carpe Diem Consulting reviewed this topic to support the Broome Growth Plan and identified 12 strategies that could contribute labour market growth in coming years, including:

- establishing a regional universities centre
- establishing industry, education and employment alliances aligned to the industry clusters that will promote training and education career pathways
- develop and implementing an employer's compact that promotes and monitors progress with Aboriginal employment
- establishing an Aboriginal mentoring support service that provides on-going holistic assistance from school to the workplace
- creating a centre for excellence for remote community school education
- consider negotiating an interim designated area migration agreement
- establishing an Aboriginal small business centre
- establishing an ex-prisoner employment and training offer
- co-locating relevant health, community and childcare services within existing school precincts
- enable accredited vocational education and training (VET) to be available in schools from Year 9 onwards
- establishing a centre for adult education, with a focus on literacy and numeracy
- investigate the feasibility of establishing a national centre for Aboriginal heritage, research and education.

### 5.3.5 Environment

RPS developed and applied an environmental multi-criteria assessment to assist the GPP understand and manage the various environmental values, benefits and risks that are likely to be associated with the implementation of initiatives and projects that will contribute to the success of the Growth Plan. The analysis considered the following broad activation strategies:

- activating the Dampier Peninsula
- activating aquaculture development in Roebuck and Cone Bays
- activating the precincts of Broome
- activating land based agriculture.

The outcomes of the assessment process included:

- identification and ranking of key environmental impacts (risk assessment), particularly within the four activation strategies
- environmental constraints that will require further detailed investigation and assessment
- opportunities where land or other areas where development is likely to have minimal environmental impact, meaning less approval constraints
- the development of a GIS analysis model
- indication that activating the Dampier Peninsula, increased agriculture and aquaculture present the higher environmental 'risks' and thus are likely to require formal approvals, while activating the precincts of Broome represents a lower risk
- providing an indication of likely approvals pathways for those locations where a formal approval is likely, with approvals considering both State and Commonwealth requirements.

Depending on the area under consideration, the key environmental values that are likely to need assessment and potentially environmental approvals include:

- the presence of declared rare terrestrial and marine flora and fauna

- the presence of threatened ecological communities
- the presence of migratory bird species that are the subject of various international agreements
- heritage listed places
- environmentally sensitive areas, such as marine and terrestrial parks, and RAMSAR wetlands.

### 5.3.6 Health and Wellbeing

Marella Health Consulting investigated the influence of health and wellness on growth (*Growth Planning for Broome: Through the Lens of Health and Wellness*, 2016). Key messages include:

- Aboriginal advancement will assist with overcoming prevailing problems such as poverty, violence, welfare dependency, substance abuse, disease burden, and shorter life expectancies
- changes to service and funding structures will improve effectiveness
- growth is expected to bring a greater range of specialist medical, diagnostic and secondary treatment services
- modern health technologies are expected, such as the availability of chemotherapy, MRI, breast screening, palliative care mental and social health services
- increased aged care services and infrastructure, including encouraging retirees to continue living in Broome
- benefits will accrue from health and schools working together
- enhancing workforce and education that contribute to a variety of career offerings.

### 5.3.7 Infrastructure

Improved infrastructure is a key driver for growth in regional centres, with Broome no exception. GHD was commissioned to undertake an infrastructure audit (2016b) and assessment (2016a) to identify the type of physical and social infrastructure required to support planned growth in Broome.

The *Broome Infrastructure Assessment: Infrastructure and Services Audit Paper* (GHD, 2016b) documents the audit of the current physical and social infrastructure. The audit considered the Broome town site and its immediate surrounds (i.e.: within 30 km); the towns of Beagle Bay, Bidyadanga, Djarindjin, Lombadina and Ardyaloon; and the communities of Goolarabooloo, Millinbinyarri (Coconut Wells) and Bobieding. Infrastructure relating to aviation, marine, power and communications, transport, water and wastewater, waste management and land availability were audited and documented, with advantages and constraints for each category outlined.

The social infrastructure audit considered the capacity of current service delivery and expansion plans for the following categories:

- health (hospitals and community centres)
- education (tertiary, secondary and primary)
- recreation and community (parks, community recreation centres, public swimming pools, sport courts/ovals, private facilities (golf course)
- emergency services (police, fire, ambulance, Royal Flying Doctor Service, State Emergency Services)
- community services and organisations (civic centres, community group centres, library).

The *Broome Infrastructure Assessment: Assessment of Infrastructure Required for Economic Development* (GHD, 2016a) considered the outcomes of the audit process to examine infrastructure needs for four case studies. The two population based case studies considered the need for physical and social infrastructure (including an indication of recommendation ratios), and the two industry case studies (tourism and agriculture) considered only the essential physical infrastructure needed to create investment ready sites. Indicative costs of additional infrastructure requirements for the various case studies are also provided.

### 5.3.8 Scenario Planning

This report (AEC, 2016) presents the outcome of a workshop facilitated by AEC Group Ltd and attended by the GPP and PCG on 15 July 2016. The purpose of the workshop was to explore future drivers that have the potential to impact on the sustained growth of the region, along with the identification of opportunities, and solutions to assist with future decision making.

The GPP utilised AEC's input and a planning workshop format to assist with exploring scenarios. However, it is worth noting that there were several significant limitations associated with that process, with the GPP developing alternative scenarios which are used in this document.

### 5.3.9 Stakeholder Engagement

An extensive stakeholder and communications program was designed and implemented to ensure that the broad Broome community could access the project to receive information and participate in the development of the Broome Growth Plan. Aims of the communication program were to:

- bring stakeholders and the community together to develop trust, alignment and a shared understanding of growth aspirations and opportunities
- deliver consistent, accessible and transparent communications in order to achieve broad participation
- plan and employ communications that connect with all demographics
- demonstrate transparent and accountable engagement and planning processes
- use engagement processes to help build local capacity and stimulate development of new enterprise opportunities
- create and sustain the perception that the Growth Plan process will bring tangible value to developing business opportunities and fostering economic growth in Broome.

The program was branded *Broome Makers* to encourage and reaffirm that individuals are the 'makers' of their own future. Consultation activities included:

- ongoing engagement with key decision-makers including the Broome Growth Plan Partnership
- a youth entrepreneurship project
- an entrepreneurship competition
- surveys
- one-on-one meetings
- industry workshops
- a major community Broome Makers event
- a dedicated Broome Makers website

- media and press releases
- brochure.

Given the complex nature of the Growth Plan, it was deemed important to recognise different tiers of stakeholders and use engagement methods appropriate to each, with three broad approaches to four tiers of stakeholder groups (Figure 12). The categorisation of stakeholders and the subsequent level of engagement selected was informed by best practice methods of engagement.

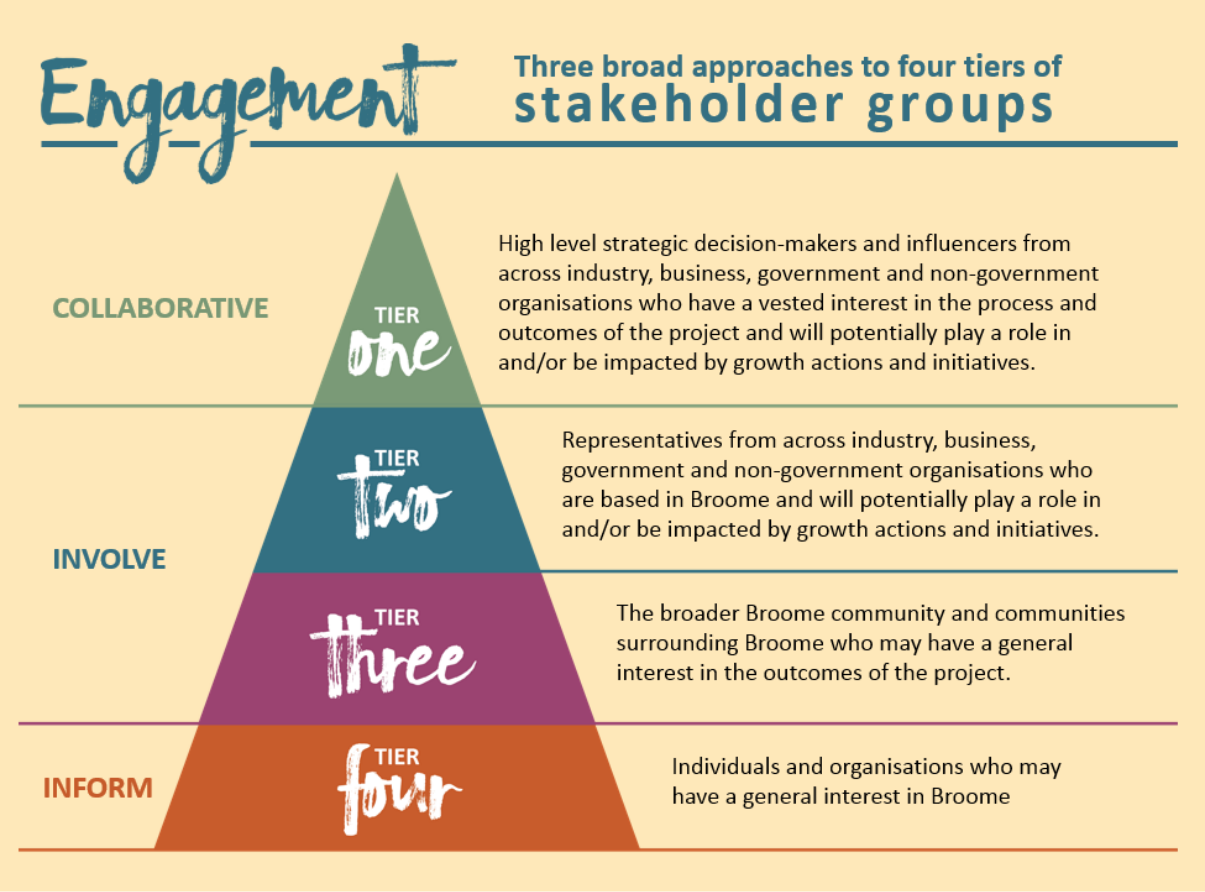


Figure 12: Growth Plan stakeholder engagement tiers

**Outcomes**

During the engagement process stakeholders, community members and potential investors were encouraged to discuss the strengths and challenges of the Broome economy as well as their aspirations and ideas. Participants also had the opportunity to contribute to the project planning and decision-making at the Cluster Muster community planning forum event.

A high level of engagement was achieved across a broad demographic, with outcomes including (Creating Communities Ltd, 2016b):

- over 4,600 website page views
- videos broadcast on Goolarri Television
- 71 attended industry cluster workshops
- 100 attended the Cluster Muster community event

- 53 one-on-one meetings with a broad range of stakeholders including Heads of State Government departments.

Stakeholders from across government, non-government, business and community demonstrated a strong desire to work together to build a strong economy in Broome. Key messages from the engagement process included:

- Broome is 'open for business', but growth should be 'on their own terms'
- ensuring Broome's environment, Aboriginal and multi-cultural heritage, character and spirit are enhanced
- suggestion of projects/initiatives that could contribute to growth, including infrastructure, and social developments
- collaboration methods aimed at overcoming challenges associated with living and doing business in Broome
- economic development needs to be equitable, requiring an investment focus in the traded and domestic economies, as well as support services
- approvals process associated with development can be complicated, long and costly.

Early engagement with stakeholders and a review of existing economic and social analysis led to the identification of eight clusters for future development (Table 12). While providing only a broad impression of Broome's complex economic landscape, these clusters offered valuable reference points for discussion, engagement and the development of growth strategies. The people working in these industry Clusters are already 'champions' for the opportunities and challenges of their respective industries. The Growth Plan aimed to bring them together to contribute to the development of future pathways and for other mutual benefits.

Table 12: Future development clusters

| **Cluster** | **Description** |
|---|---|
| Arts and culture | The creative minds who explore the beauty of Broome in story, song and culture |
| Broome business | The building blocks of our township and the heart of our community |
| Education and training | There is no greater investment than education and training, and no greater necessity for the growth of our community |
| Food bowl | Aquaculture, agriculture and rangelands are just the beginning of an industry that brings vital wealth to the region |
| Health and wellbeing | Building the ability of people to participate fully by increasing health and wellbeing across the Shire |
| Minerals and energy | The powerhouses of the Western Australian economy have helped shape the Broome community, and they offer incredible potential for its future development |
| Tourism | Sharing the magic of the magnificent Kimberley with visitors from near and far |
| Youth | The future of Broome will ultimately be handed to the next generation, and they're ready to start shaping it |

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### 5.3.10 Tourism

Haeberlin Consulting (2016) investigated potential projects and programs to expand the tourism component of Broome's economy. A review of market perceptions, motivations and barriers to visiting Broome indicated:

- Broome and the Kimberley have a strong appeal to visitors
- barriers to visits and repeat visits include:
  - knowledge and awareness of the linkage between Broome and the Kimberley
  - travel expense
  - experience isn't up to expectation
  - insufficient options to warrant extended or repeat visits.

To overcome these barriers, the following was suggested:

- leverage the broader range of imagery and experience to build a more compelling reason to visit
- improve ease of visits, such as through greater access for cruise, fly, and drive markets
- deliver a world class experience.

Opportunities associated with the tourism sector include:

- aviation linkage to China
- increased product packaging
- better linkage with the Kimberley
- leveraging Broome's unique multi-cultural history
- broader calendar of iconic events
- increased product innovation
- better activation of spaces and places around Broome.

Challenges facing the tourism sector include:

- defining the brand of Broome
- tackling the perception of lack of product and experience density
- lack of refreshed infrastructure
- cost of getting to Broome – flights and fuel
- cost of accommodation and hospitality
- flight schedules in off peak season
- competition from other 'value for money' destinations
- finding the right staff that are customer focused.

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# 6. Strategic Position and Future Scenarios

## 6.1 A Vision for Broome

The vision for Broome presented through the Growth Plan is shown in Figure 13.

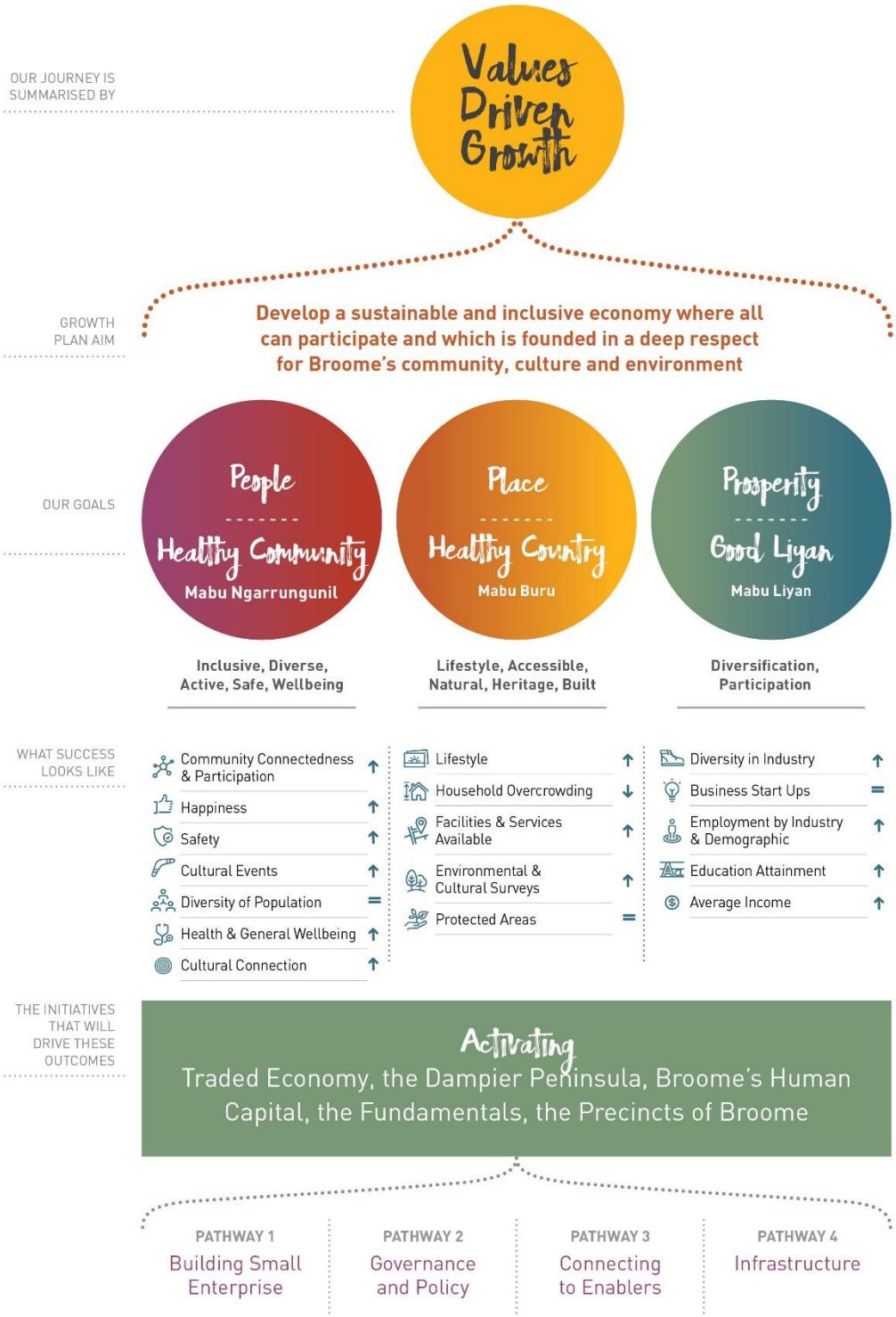


Figure 13: Growth Plan Vision

Broome's future success will be dependent on harnessing and enhancing this identity through appropriate, community endorsed development. The Guiding Principles endorsed by the community (Table 13) reflect the community's priorities and represent the town's character and spirit. They are also an important tool in ensuring the success of all growth scenarios.

Table 13: Community endorsed growth guiding principles

| **Principle** | **Explanation** |
|---|---|
| Honouring the Natural Environment | Broome boasts a rare natural environment, characterised by distinctive landscapes, habitats, flora and fauna. This aspect of Broome is considered a significant asset to the local, national and global community, and is central to both the rich cultural and economic resources of the region. As a result, conservation and management of the natural environment to ensure its long-term sustainability is considered a high priority for the Broome community. |
| A Connected Community | A strong sense of community is something that is highly valued by the broad spectrum of Broome residents. Cultivating a place that continues to offer a welcoming and friendly feel with high levels of community engagement and participation is considered paramount to Broome's success as a town. Community members are eager and willing to come together to create a vibrant, safe, inclusive and self-reliant community that embeds a strong sense of belonging. |
| Strong and Diverse Economy | Broome, as part of the wider Kimberley region, is currently undergoing significant shifts in industry and employment sectors. An emphasis has been placed on the support of new industries and economic activity to create and sustain region-wide wealth. Trade, investment, innovation and local employment have each been highlighted as areas of focus for the community's economy. |
| Broome as an International Hub | Broome is home to a number of special assets and features that draw visitors, investors and industry from around the world. Tourism, in particular, is a considerable driver of population and economy throughout the peak season. Building the competitive and collaborative advantages of the region is seen as a key factor in attracting further resources into the area to strengthen the community's development. |
| Quality Infrastructure and Built Form | As Broome continues to expand, it is crucial to ensure that the infrastructure and built form continues to support both the existing and expected population. Effective provision for improved transport, communications, community and essential services are seen as critical steps to assist in facilitating Broome's development into the future. |
| Cultural and Heritage Preservation | One third of Broome's population is Aboriginal. As such, the associated cultural practices, traditions and connection to country |

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| Principle | Explanation |
|---|---|
| | remain at the heart of Broome's character and spirit. Continuing to honour and celebrate these values while embracing the multiculturalism borne from Broome's wartime, pastoral, pearling and tourism history is considered paramount to Broome's success as a community. |
| Robust Governance and Local Capacity | A strong community requires strong governance. It is important that Broome's representative bodies are working to service the needs of the growing community whilst building community confidence in an open and accountable manner. The key is for governance and local capacity to be developed through customer focused, on-the-ground service delivery. |
| Lifestyle | Located in the distinctive Kimberley, Broome residents connect strongly with the relaxed pace of life and laid back atmosphere of the town. The community has noted that living in the 'great outdoors' and enjoying the diversity, proximity and seclusion of natural landscapes is one of the key drawcards to residing in Broome. |

## 6.2 Scenarios

Without a targeted Growth Plan strategy, Urbis (2016) indicated that Broome is likely to achieve a below optimum economic growth. However, with a targeted approach, the region could continue to improve its economic position and improve the standard of living for all its citizens. In order to achieve that growth, the conditions would need to be created that enhanced the attractiveness of investment in the region from the widest range of sources, and enabled the provision of quality economic and social infrastructure.

Four scenarios were identified for Broome which investigated:

- 'business as usual' (Scenario 1)
- activation of agriculture and tourism industries (Scenario 2)
- scenario 2 with the addition of increased Aboriginal participation and advancement (Scenario 3)
- aspirational growth (Scenario 4).

Development of the scenarios brought into focus a desire to understand the implications of various development trajectories. It also allowed the GPP and the community to test options in a planning rather than a 'real world' environment, and consequently to make more informed decisions about the future as well as work together to identify opportunities and solutions.

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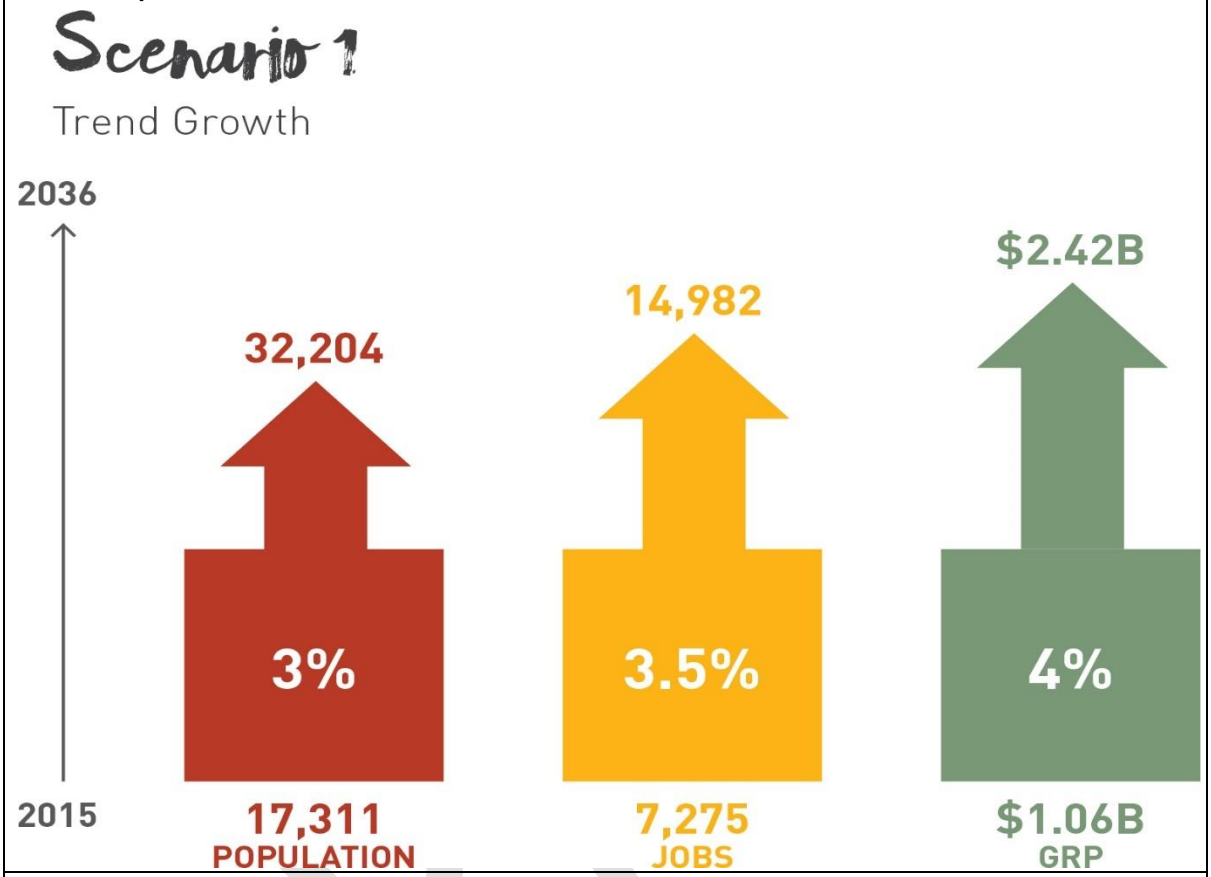
### 6.2.1 Scenario 1 - Trend Development

**Description:** Represents the likely outcome of Broome in 25 years with growth continued at trend rates.

**Indicators/ Features:**




**Drivers**

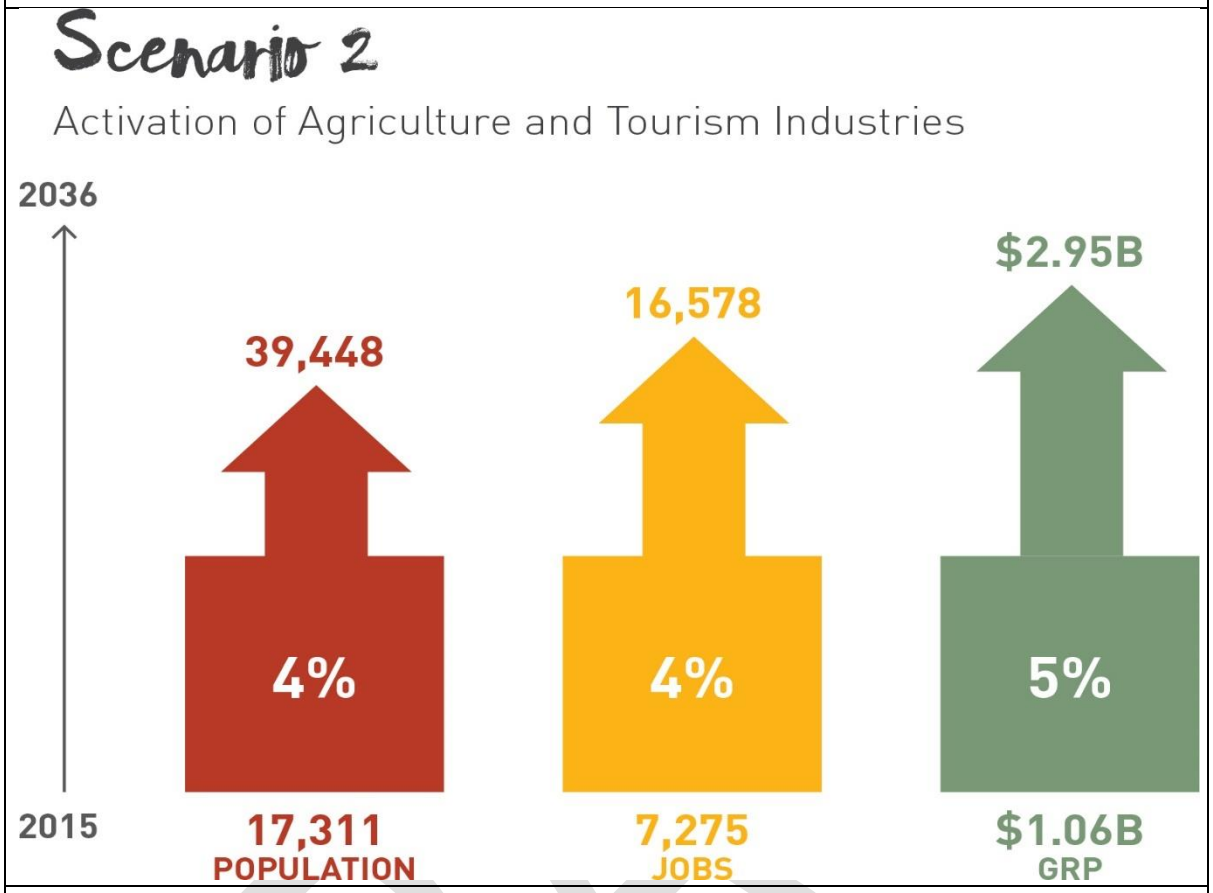
- 'Business as usual'

**Summary**

Trend growth delivers a doubling of population but does not provide the jobs growth that the population of the future needs.

### 6.2.2 Scenario 2 - Activation of Agriculture and Tourism Industries

**Description:** Targets readily achievable growth in the agriculture and tourism industry clusters




**Features and Characteristics**

**Dynamic, Thriving Economy**

- The tourism and resort industry is thriving as Broome capitalises on the growing middle class and ageing market for authentic wilderness and cultural (Aboriginal) experiences.
- Global tourism is an ultra-competitive industry and Broome's success is due to taking a deliberate position to deliver premium/niche/'iconic' experiences.
- There is an increased desire for the iconic experiences Broome can deliver including Cable Beach and local Aboriginal culture.
- Tourism and food opportunities are tied together, and unlike other regions, Broome has never aspired to become the 'food bowl' of Asia, preferring to play to its strengths in more 'high end' food offerings.
- International flights are re-established at Broome airport, particularly with Asian destinations.
- Regional exports of gourmet beef and seafood products are booming, as the Broome economy benefits from upgrades to its port and airport facilities.
- Professionalism within the hospitality and services industry has improved markedly.
- The Aboriginal participation and all other industries remain on trend.
- This Scenario implies that high social cost to some important sectors of our community, as it continues to generate fiscal and policy challenges for Government that will go to reduce the net benefit of the growth.

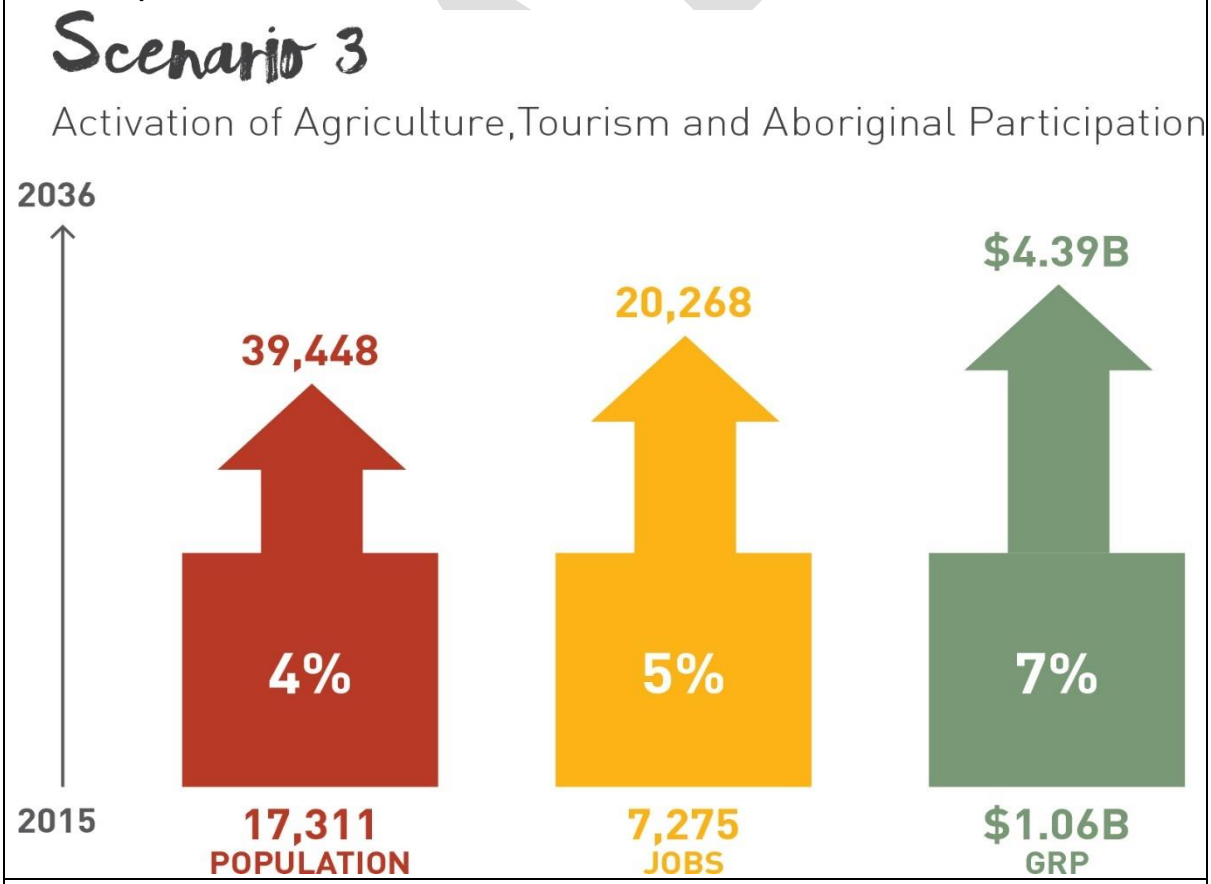
| Challenges | Enablers |
|---|---|
| ▪ Lack of free-hold land<br>▪ Infrastructure<br>▪ Government budgetary pressures<br>▪ Development in line with Guiding Principles<br>▪ Economic leakage<br>▪ Underdeveloped capacity | ▪ United in its vision and voice - premium/ niche/'iconic' experiences<br>▪ State - led tenure reform releasing land as a useable asset<br>▪ Coordinating strategies with long - term investors, particularly around local employment programs |
| **Summary**<br>Driving comparative advantage industry sectors above the existing trend is potentially possible and creates a significant increase in economic value and employment; however, without driving Aboriginal participation, much opportunity is missed. | |

### 6.2.3 Scenario 3 – Targeted Industry Activation and Aboriginal Participation

**Description:** Assumes:

- Tourism and agricultural/aquaculture industries grow at a high rate
- Aboriginal participation and advancement increases
- All other industries remain on trend

**Indicators/ Features:**




**Features and Characteristics**

As scenario 2, with the addition of:

- Engaging Aboriginal people results in almost 4,000 additional jobs and $2.15 Billion in 2036, this occurs through increased productivity, output and income.

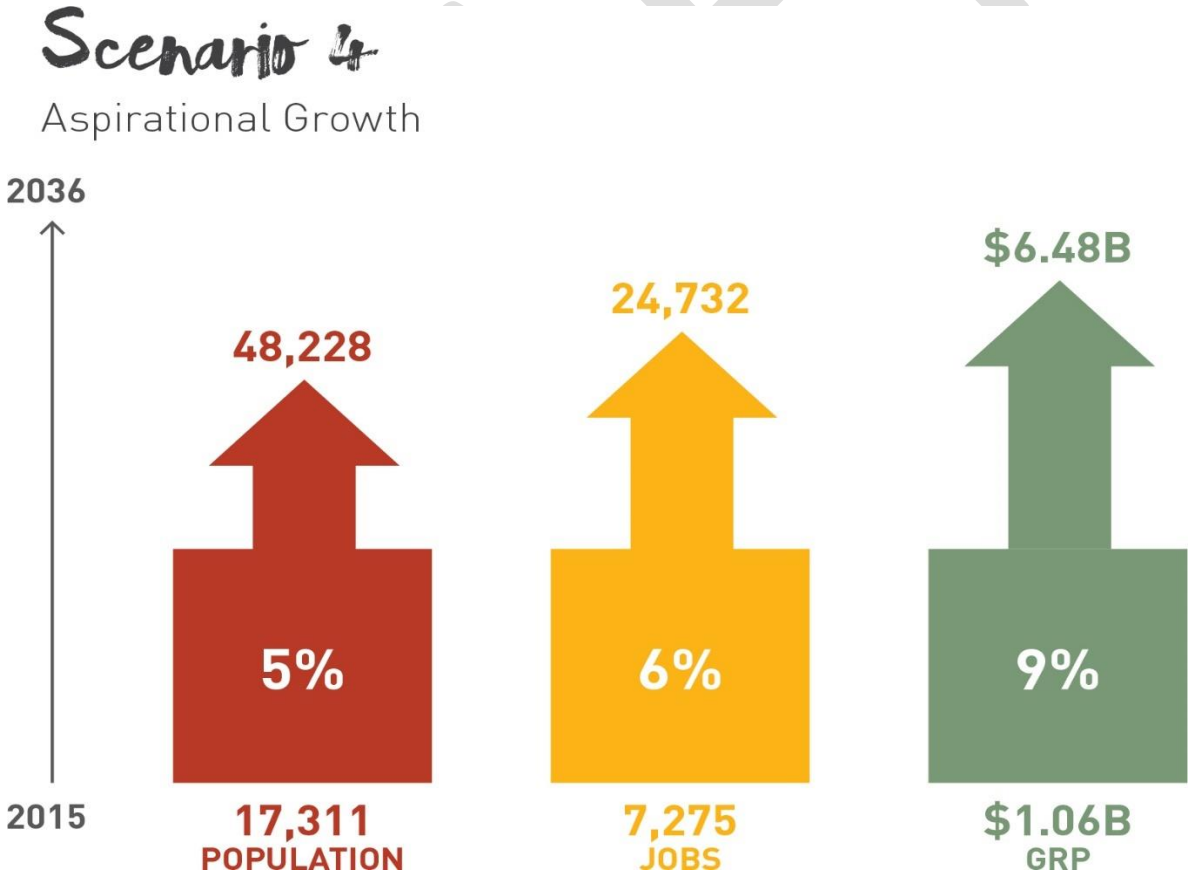
| | |
|---|---|
| ▪ Also results in large increases in social wellbeing and self-determination in the community.<br>▪ Local capture of economic benefit is maximised. | |
| **Challenges**<br>As scenario 2, with the addition of:<br>▪ Overcoming welfare dependency and disadvantage<br>▪ Tastes of domestic and other target markets | **Enablers**<br>As scenario 2, with the addition of:<br>▪ Access to education, training<br>▪ Career path options<br>▪ Trade facilitation |
| **Summary**<br>Driving the comparative advantage industries above trend and capturing the opportunity of Aboriginal participation delivers the highest return for the Broome area and its people and prepares the area for any high order aspirations. | |

### 6.2.4 Scenario 4 - Aspirational Growth

**Description:** Assumes:

- Aboriginal engagement in the economic sector of society
- High growth within the tourism and agricultural / aquaculture industries
- Growth of the oil and gas sector or emergence of a new significant industry

**Indicators/ Features:**




**Drivers**

As Scenario 3, with the addition of:

- aspirational growth
- enhanced social conditions, including liveability and access to services
- sustainable, stable population

| Challenges | Enablers |
|---|---|
| As Scenario 3, with the addition of:<br>▪ Finding strong leadership that can help to engage the community effectively.<br>▪ Getting the public and private sector on board to deliver local and sustainable employment outcomes that are driven by identified and commonly agreed targets.<br>▪ Getting the broader community and key stakeholders across the community on board and supportive of the community direction.<br>▪ Environmental risks associated with mining and managing controversial development negotiations associated with this industry.<br>▪ Settlement of native title and resolution of land tenure.<br>▪ Access to technology and education to facilitate opportunities.<br>▪ Resolving social and economic inequities. | As Scenario 3, with the addition of:<br>▪ Targeted improvements in infrastructure<br>▪ External economic settings |
| **Summary**<br>A high order growth scenario is possible but involves many factors beyond the influence of the Broome community, such as a world scale offshore gas industry heavily utilising a Broome labour market and/or a new or 'surprise' industry that creates significant economic activity. In this Scenario it will be critical that development occurs in a way which reflects the Guiding Principles of the Broome community and a strong social license to operate is achieved. This scenario represents the top growth trajectory, the full benefits of which the will only be captured if the scenario 3 outcomes are achieved as a foundation. | |

## 6.3 Preferred Scenario

The Growth Plan Partnership and Growth Plan aim focusses on achieving Scenario 3 – activation of agriculture and tourism with increased Aboriginal participation and advancement, with the additional aim of putting in place conditions that best prepare Broome to benefit from Scenario 4 should it occur. Desired outcomes will be achieved through ensuring all the necessary requirements are in place for economic growth and investment, as well as maximising community participation.

The Growth Plan includes performance indicators to measure whether Scenario 3 has been achieved. These measurement targets are used to make an estimate of the contribution each of the initiatives will make to its high level targets. Importantly, improvements in social capacity also have targets that are necessary to achieve the outcomes of Scenario 3.

Regional development in remote regional centres in Western Australia, with explicit and measurable linkages between economic outcomes and human capability develops new conceptual ground. Establishing the methodology to measure both economic outcomes and human capability will

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inextricably link the Broome Growth Plan to the overarching Regional Development Strategy that governs the investment of State regional development effort.

In summary, the Growth Plan is driven by a high order vision that is built upon an evaluation of possible scenarios and their impacts. The impacts of the chosen scenario are estimated and contributing targets for each initiative are central to the Growth Plan.

The KDC has been working with ALCES on a system to simulate the impacts and feasibility of a range of scenarios. This capability will significantly enhance the ability to simulate options and their impacts as part of the implementation of the Growth Plan.

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# 7. Glossary

| | |
|---|---|
| ABS | Australian Bureau of Statistics |
| ADZ | Aquaculture Development Zone |
| ANZSIC | Australia New Zealand Standard Industrial Classification |
| BGP | Broome Growth Plan |
| $^{0}$C | Degrees Celsius |
| CEO | Chief Executive Officer |
| DAFWA | Department of Agriculture and Food WA |
| DEEWR | Department of Employment, Education and Work Relations |
| DER | Department of Environment Regulation |
| DoF | Department of Fisheries |
| DoP | Department of Planning |
| DoW | Department of Water |
| DPaW | Department of Parks and Wildlife |
| DRD | Department of Regional Development |
| EPA | Environmental Protection Authority |
| FTE | Fulltime equivalent (i.e.: fulltime employee) |
| GIS | Geographic information system |
| GL | Gigalitre |
| GP | General Practitioner |
| GPP | Broome's Growth Plan Partnership |
| GRP | Gross Regional Product |
| ha | Hectare |
| JPP | James Price Point |
| KADZ | Kimberley Aquaculture Development Zone |
| KAMS | Kimberley Aboriginal Medical Service |
| KDC | Kimberley Development Commission |
| KLC | Kimberley Land Commission |
| km | Kilometre |
| LAA | *Land Administration Act 1997* (WA) |
| LTPIA | Land Tenure Pathway for Irrigated Agriculture |
| m | Million |
| MPA | Marine Fish Produce Australia |
| MRI | Magnetic resonance imaging |
| NGO | Non-government organisation |
| NT | Northern Territory |
| PCG | Project Control Group |
| QLD | Queensland |
| RCDP | Regional Centres Development Plan |
| SEIFA Score | Socio-economic indices for areas, with higher scores indicating more advantaged areas and lower scores less advantaged areas |
| SoB | Shire of Broome |

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| | |
|---|---|
| VET | Vocational education and training |
| WA | Western Australia |
| WAPC | Western Australian Planning Commission |

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# Appendix 1: Document List

The attached list is provided for those interested in reviewing documents that support/contribute to the Growth Plan.

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| LANDCORP BROOME - RCDP1 DOCUMENT REGISTER | | | | |
|---|---|---|---|---|
| | | | | |
| **Name of Document** | **Author** | **Date** | **Type** | **Relevant detail** |
| **Background Documents** | | | | |
| Joint Kimberley, Pilbara & Northern Territory Forum : The Next Port of Call - Outcomes Report | Will and Bevan Bessen Tuna Blue Facilitation | May 2015 | Forum Outcomes Report | Kimberley, Zone of WALGA - Regional Collaborative Group. Aim of the forum was to bring together strategic perspectives on a range issues and collaborations relevant to Local Government Areas across Northern Australia. Six priorities identified for next 12 months: connectivity and supply chain; set key themes; standardised project pipeline; advocacy; Aboriginal business and bushfire management. |
| Kimberley Strategic Plan 2014 - 2024 | Kimberley Regional Group | 2014 | Strategic Plan | Identifies aspirations and sets priorities for communities at a Kimberley wide level. Plan strives to identify commonalities shared by the four Kimberley Councils. |
| Kimberley Regional Business Plan 2014 - 2018 | Kimberley Regional Group | 2014 | Regional Business Plan | The RGP Regional Business Plan is driven by the outcomes and strategies of the 10 year Kimberley Strategic Community Plan and identifies the priority actions to be undertaken by the Kimberley Regional Group. |
| Kimberley Regional Planning and Infrastructure Framework December 2015 | Western Australian Planning Commission | 2015 | Strategic Framework | The Kimberley Regional Planning and Infrastructure Framework (KRPIF) defines a strategic direction for the future development of the region over the next 25 years. The KRPIF has been developed in response to the desire by the community, stakeholders and government (at all levels) for a stronger decision making context across the region, particularly the need for greater coordination of activities and management relating to existing and emerging land use patterns. The Framework identifies a range of strategic initiatives to help achieve comprehensive regional planning whilst having due regard to the region's natural environment, heritage and culture. |
| Dampier Peninsula Planning Strategy April 2015 | Western Australian Planning Commission | 2015 | Sub-Regional Planning Strategy | The Dampier Peninsula Planning Strategy has been developed to provide a sub-regional planning perspective directed at achieving an agreed vision for the peninsula over the next 25 years. The Strategy outlines the high-level principles against which future plans for, and development of, the Peninsula will be assessed by the Western Australian Planning Commission, providing certainty for long-term planning and encouraging investment in the area. |
| Unlocking the Door Consultation Project: Resources Sector Workshop Outcomes | Australian Venture Consultants on behalf of Broome Future Limited | 2016 | Workshop Summary Report | This workshop was conducted by Broome Future Limited in collaboration with the Chamber of Minerals and Energy of Western Australia (CME) and the Australian Petroleum Production and Exploration Association (APPEA). Representatives of both the CME and APPEA, as well as several members of those organisations, participated in the workshop. The purpose of this workshop was to facilitate a candid discussion around some of the key logistics and other issues (including social license to operate issues) that face proponents and operators of resources industry projects in the Kimberley .This report reflects the nature of the discussion that took place at that workshop and nothing in this report should be interpreted explicitly or implicitly as being the opinion or view of CME, APPEA or their respective members. |
| Unlocking the Door: A study into the feasibility of Broome as a commercial and logistics hub for the Kimberley Region | Australian Venture Consultants on behalf of Broome Future Limited | 2015 | Feasibility Study | The purpose of this report is to examine the key forces that determine the development context in Broome and explore a present opportunity to enhance logistics capability in the Region, improving productivity and creating opportunity for sectors. |
| Unlocking the Door: Kimberley Local Government Sector Workshop Outcomes | Australian Venture Consultants on behalf of Broome Future Limited | 2016 | Workshop Summary Report | The purpose of this workshop was to:<br>- Explore the degree to which regionalism is beneficial and destructive across the Kimberley;<br>- Better understand the specific challenges and opportunities facing the sustainable economic, social and cultural development of each of the Kimberley Local Government Areas;<br>- Commence a dialogue exploring in what areas and how the Kimberley local governments can optimise collaboration around mutual interests; and<br>- Explore what role, if any, Broome Future can play in a broader Kimberley regional development dialogue. |
| Unlocking the Door Consultation Project: Tourism Sector Workshop Outcomes | Australian Venture Consultants on behalf of Broome Future Limited | 2016 | Workshop Summary Report | This workshop was held collaboratively between Broome Future Limited, Broome Tourism Leadership Group and the Broome Chamber of Commerce and Industry. Its purpose was to ascertain the perspectives of the Broome and West Kimberley tourism sector, identify priority projects to be introduced as part of the development plan that will result from the Unlocking the Door Consultation Project, and form the basis for developing a framework that will guide tourism development decisions. |
| Unlocking the Door Consultation Project: Small Business Workshop Outcomes | Australian Venture Consultants on behalf of Broome Future Limited | 2016 | Workshop Summary Report | This workshop was held collaboratively between Broome Future Limited and the Broome Chamber of Commerce and Industry. Its purpose was to ascertain the perspectives of the small business sector in the West Kimberley and clearly articulate the challenges that small businesses face in Broome, West Kimberley and the wider Kimberley Region. |

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| LANDCORP BROOME - RCDP1 DOCUMENT REGISTER | | | | |
|---|---|---|---|---|
| | | | | |
| **Name of Document** | **Author** | **Date** | **Type** | **Relevant detail** |
| Regional Capitals in the WA Settlement Hierarchy: Population | Paul Plummer, Kirsten Martinus and Matthew Tonts<br>Centre for Regional Development, School of Earth and Environment, UWA | 2013 | Briefing Paper | This report is the first in a series of reports that are intended to enhance understanding of the growth potential and local competitiveness of the members of the Western Australian Regional Capitals Alliance (WARCA) both now and into the future. It provides an overview of the population dynamics of Western Australia over the past decade, situating the members of WARCA within this broader geographical context. |
| Regional Capitals in the WA Settlement Hierarchy: Employment Change and Job Creation | Paul Plummer, Kirsten Martinus and Matthew Tonts<br>Centre for Regional Development, School of Earth and Environment, UWA | 2013 | Briefing Paper | This report is the second in a series of reports that are intended to enhance understanding of the growth potential and local competitiveness of the members of the WARCA both now and into the future. It provides an overview of the employment dynamics of Western Australia over the past decade, situating the members of WARC within this broader geographical context. |
| Regional Capitals in the WA Settlement Hierarchy: Employment Diversity and Growth | Paul Plummer, Kirsten Martinus and Matthew Tonts<br>Centre for Regional Development, School of Earth and Environment, UWA | 2013 | Briefing Paper | This report is the third in a series of reports that are intended to enhance understanding of the growth potential and local competitiveness of the members of the WARCA both now and into the future. It examines employment diversity and specialisation amongst members of the WARCA and the extent to which this relates to growth and resilience. It further considers these relationships relative to Western Australia as a whole, the Perth metropolitan area, and the remainder of regional WA. |
| Regional Capitals in the WA Settlement Hierarchy: Endogenous Growth and Local Competitiveness | Paul Plummer, Kirsten Martinus and Matthew Tonts<br>Centre for Regional Development, School of Earth and Environment, UWA | 2013 | Briefing Paper | This report is the fourth in a series of reports that are intended to enhance understanding of the growth potential and local competitiveness of the members of WARCA both now and into the future. It provides a detailed examination of the role of broader scale socio-economic processes and place-based competitiveness in accounting for local employment growth for members of the WARCA over the period 2001- 2011. |
| Regional Capitals in the WA Settlement Hierarchy: Identifying Regional Capitals | Paul Plummer, Kirsten Martinus and Matthew Tonts<br>Centre for Regional Development, School of Earth and Environment, UWA | 2014 | Briefing Paper | This report is the fifth in a series of reports that are intended to enhance understanding of the growth potential and local competitiveness of the members of WARCA both now and into the future. It identifies the regional capitals of Western Australia based upon a conceptually meaningful regionalisation, where regions are defined by the Western Australia Regional Development Commissions and functional economic regions. |
| Local Competitiveness in Historical Context: Growth and Employment in Pilbara - Kimberley 1980 - 2010 | Paul Plummer, University of WA | | Powerpoint Presentation | This presentation described modelling of demographic, social and economic indicators for the region and how this information can be used to understand drivers of economic competitiveness. |
| Statistics for Community Governance: The Yawuru Indigenous Population Survey of Broome | J. Taylor, B. Doran, M. Parriman and E. Yu, Centre for Aboriginal Economic Policy Research, ANU College of Arts and Cultural Sciences | 2012 | Case Study | A case study of an exercise in Aboriginal community governance, specifically the launching and administering of the 'Knowing our Community' household survey in Broome. It sets out the background events that led to the Yawuru Native Title Holders Aboriginal Corporation to secure information for its own needs as an act of self determination and essential governance, and it presents some of the key findings of that exercise. |
| Broome Community Profile, Final Draft Report 2012 | AEC Group for the Shire of Broome | 2012 | Community Profile | This profile was prepared to inform the drafting of the Shire's Local Planning Strategy. It contains relevant demographic statistics, introduces four population growth scenarios and considers key issues and opportunities associated with population growth. |
| Broome Economic Profile, Final Draft Report 2012 | AEC Group for the Shire of Broome | 2012 | Economic Profile | This profile was prepared to inform the drafting of the Shire's Local Planning Strategy. It examines key sectors of the economy, and considers key issues and opportunities associated with economic growth, particularly in the resources sector. |
| Broome Environmental Profile | Essential Environmental for the Shire of Broome | 2012 | Environmental Profile | This profile was prepared to inform the drafting of the Shire's Local Planning Strategy. It provides an overview of environmental assets and issues within the context of the future growth and development of the Shire at the broad landscape scale. |
| Shire of Broome Corporate Business Plan 2016 - 2020 | Shire of Broome | 2016 | Business Plan | In accordance with section 5.56 of the *Local Government Act 1995,* the Shire's Corporate Business Plan:<br>a) sets out, consistently with any relevant priorities set out in the strategic community plan for the district, the Shire's priorities for dealing with the objectives and aspirations of the community in the district; and<br>b) governs the Shire's internal business planning by expressing its priorities by reference to operations that are within the capacity of the Shire's resources; and<br>c) develops and integrates matters relating to resources, including asset management, workforce planning and long-term financial planning. |
| Shire of Broome Local Planning Strategy - Parts 1 & 2 | Shire of Broome | 2014 | Local Planning Strategy | Each local government in Western Australia is required to prepare a Local Planning Strategy under the Planning and Development (Local Planning Schemes) Regulations 2015. The Shire of Broome Local Planning Strategy sets out medium to long term planning directions for the Shire over the next 10-15 years, applies state and regional planning policies and provides the rationale for the zones and other provisions of the Shire's Local Planning Scheme No. 6. |

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| **Name of Document** | **Author** | **Date** | **Type** | **Relevant detail** |
| Shire of Broome Local Planning Scheme No. 6 | Shire of Broome | 2015 | Local Planning Scheme | Local Planning Scheme No. 6 establishes the statutory planning framework for the Shire of Broome. The Scheme spatially divides the local government area into zones to identify areas suitable for particular land uses and establishes reserves for various public purposes. The Scheme controls the types of land uses and forms of development allowed in different zones and reserves. It further sets out the requirements and process for obtaining development approval and contains enforcement and administrative provisions . |
| Shire of Broome Strategic Community Plan 2015 - 2025 | Shire of Broome | 2015 | Community Development Plan | The Strategic Community Plan (SCP) is the highest level document in the Integrated Planning and Reporting Framework. The SCP is designed to be a 'living' plan that guides the development of the Shire of Broome community for the next ten years plus. It sets out four strategic themes and details the desired outcomes to be achieved for each goal and the strategies to help realise these objectives. |
| Shire of Broome Economic Profile 2014 | Geografia for Shire of Broome, Kimberley Development Commission and LandCorp | 2014 | Economic Profile | This profile was the first stage in a two-part project to prepare an economic development strategy for the Shire of Broome. It documents the local economic and demographic conditions and emerging opportunities in the context of global and regional trends. |
| Aquaculture Industry in Broome and the West Kimberley | John Hutton, Managing Director, Maxima Opportunity | 2015 | Slideshow Presentation | This presentation describes the unique attributes of rthe Kimberley coast that make it the ideal location for tropical aquaculture production and as a research hub for the Indo Pacific region:<br>•Close proximity to Asian Markets<br>•Strong environmental protection legislation<br>•Massive tidal movements to ensure water flow and nutrient flushing.<br>•Deep water in close proximity to land.<br>•Limited urban development and human impact on production. |
| Growing the North: Market opportunities for irrigated agricultural produce from northern Western Australia | Coriolis Research for the Department of Agriculture and Food WA | 2015 | Business Plan | This plan provides an understanding of the different agricultural options to DAFWA and stakeholders in order to make the best decisions for the regions. It considers the scale requirements and capacity needed to meet demand, what is WA's competitive advantage and the potential for adding value. |
| Positioning for Prosperity? Catching the Next Wave (Vol. 3 of Building the Lucky Country: Business Imperative for a Prosperous Australia) | Deloitte | 2014 | Strategic Business Plan | This plan analyses the intersections between global opportunity and Australian advantage, and identifies 19 further potential Growth Pockets with major implications for Australia. |
| Northern Australia Audit: infrastructure for a Developing North, January 2015 | Infrastructure Australia | 2015 | Regional Infrastructure Audit | The audit highlights that there are significant challenges to further development of Northern Australia. It concludes that there are infrastructure inadequacies but notes, without being prescriptive, that there are positive responses that will provide economic and social benefit. The report also emphasises that infrastructure development and maintenance requirements are best achieved by collaboration between government and the private sector and, wherever possible, progress on the basis of analysis of costs and benefits. |
| Kimberley Economic Forum 2015 | Broome Chamber of Commerce and Industry | 2015 | Economic Forum | New economic conditions mean that most stakeholders are operating in a dynamic new business environment. What business operators now need is grass roots input, the opportunity to have questions answered and discuss possibilities with other successful operators. This year the forum promises to shoot straight to heart of issues facing our nation's regional businesses. Devised entirely of interactive panel sessions the attendees can steer discussions on various topics with some of the nation's leading experts. |
| Find Your Future in Broome, Western Australia | Love Broome with Nyamba Buru Yawuru Ltd., LandCorp, Shire of Broome, Broome Chamber of Commerce and Industry | N.D | Investment Prospectus | This prospectus identifies investment strategies based upon key strengths and opportunities: 1) Global Proximity and Connection, 2) Key Economic Role, 3) Land Availability and 4) Culture and Community. |
| Find Your Future in Building and Construction, Broome, Western Australia | Love Broome | N.D | Investment Prospectus | Continuing growth, investment projects and key industries such as oil and gas, health and community services and government housing initiatives plus high industrial and residential land availability will ensure ongoing investment in Construction. |
| Dampier Peninsula Plan: Land Use Planning & Land Tenure Reform | Christine Robinson, Wayne Barker, Ari Gorring, Tiffany Lubac Garstone, Chad Creighton, Justine Toohey, Jeremiah Riley and Mala Fairborn | 2012 | Strategic Plan Reform | |
| Browse Liquified Natural Gas Precinct: Strategic Assessment Report Part 1 - Executive Summary (draft for public comment) | Government of Western Australia | 2010 | Executive Summary | |
| Browse LNG Development: Social Impact Management Plan | Woodside Energy | 2013 | Social Impact Management Plan | |

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| **Name of Document** | **Author** | **Date** | **Type** | **Relevant detail** |
| Search: Native Title Applications, Registration Decisions and Determinations | Native Title Tribunal | 2016 (viewed) | Website Search Result | Lists all active and determined Native Title Applications, Registration Decisions and Determinations in Shire of Broome and Shire of Derby/West Kimberley. |
| Regional Investment Analysis Case Studies for LandCorp | Ernst and Young | 2016 | Briefing Paper | Four case studies were prepared to examine economic development agencies that are tasked with attracting investment for a particular area (regional or other). This briefing note succinctly documents the research and findings of the case studies, specifically:<br>• The structure, governance and activities undertaken by each of the four agencies;<br>• Indicators of success (qualitative and quantitative measures); and<br>• Findings and lessons learned with particular regard to options that may have merit for Western Australia. |
| Migration in Regional WA: Desktop Research Opportunities & Constraints | Painted Dog Research Consultants for LandCorp | 2016 | Research Report | The overall aim of the project is to identify the factors that affect migration to Regional WA and understand perceptions of potential migrants, in order to assist in the finalisation of Growth Plans for the key target Regional Centres. |
| Now Opportunities for Tropical and Pastoral Agricultural Project (NOPTA): Summary of a Stakeholder Survey Throughout the West Kimberley and Pilbara Regions | Department of Agriculture and Food , NOPTA | 2007 | Stakeholder Survey Report | The survey was undertaken between April and May 2007. The purpose of the survey was to create a snapshot at a point in time, which will assist with tracking changes in perspective over time and inform the project's direction. The Project Direction is to develop new scenarios for sustainable agricultural development in the West Kimberley and Pilbara regions, in close consultation with stakeholders including Indigenous communities, pastoralists, horticulturalists, the business sector and community groups. |
| Now Opportunities for Tropical and Pastoral Agricultural Project (NOPTA): Benchmarking Study Part A – Community and Industry Issues that may Influence NOTPA: The NOTPA Synthesis Report | QualDATA, NOPTA | 2007 | Stakeholder Survey Report | This NOTPA Benchmarking Study is designed to create a Checkpoint in the life of the New Opportunities for Tropical and Pastoral Agriculture (NOTPA) project. This will allow the success of NOTPA to be subsequently gauged from a baseline position, through an on-going Monitoring and Evaluation Strategy, over the life of the project. It will provide data to inform the NOTPA personnel and assist in decision making, and provide information to guide specific project actions, such as the development of communication strategies for NOTPA. |
| Now Opportunities for Tropical and Pastoral Agricultural Project (NOPTA): Benchmarking Study Part B: Stakeholder Surveys and Consultations | QualDATA, NOPTA | 2007 | Stakeholder Survey Report | These surveys and consultations form a component of a benchmarking study undertaken for the NOTPA project. They are primarily designed to supplement an extensive review of available literature and reports related to the development of the pastoral, agricultural and horticultural industries in the West Kimberley and Pilbara regions of Western Australia. |
| Cable Beach Development Strategy | Shire of Broome | 2016 | Development Strategy | The Cable Beach Development Strategy (the Strategy) is an Area Specific Strategy for the Shire of Broome which will function as an Informing Strategy under the Shire's Integrated Planning and Reporting Framework. As an Informing Strategy, it will be considered in the future reviews of the Strategic Community Plan and Corporate Business Plan. The Strategy is also referenced in the Shire of Broome's Local Planning Scheme No. 6, and it contains land use planning provisions which will guide new development in the Cable Beach Tourist precinct. |
| State Planning Strategy 2050 | Government of Western Australia | 2014 | State Planning Strategy | The purpose and function of this document is to provide a credible State strategic context and basis for the integration and coordination of land-use planning and development across state, regional and local jurisdictions. |
| Broome Coastal Vulnerability Study | Cardno for Shire of Broome | 2015 | Environmental Report | This report has been prepared to examine the combined effects of storm surge, coastal inundation, tidal movement, shoreline stability, stormwater drainage and the interactions of surface and groundwater on the coastline and township of Broome, incorporating the potential impacts of climate This study will assist the Shire in meeting its statutory obligations under State Planning Policy 2.6 – State Coastal Planning Policy, help identifythe development constraints and opportunities within the coastal zone, and provide a better understanding to developers and external agencies in regards to water management and investment decisions. |
| Report of Economic Development on the Dampier Peninsula, Western Australia | Tyronne Garstone, Kimberley Land Council | 2012 | Economic Report | The purpose of this report is to provide the Kimberley Land Council ("KLC") with a description of the current status of economic development on the Dampier Peninsula from a 'grassroots' perspective. This report provides an overview of existing businesses operating on the Dampier Peninsula as well as mapping the economic aspirations of Dampier Peninsula stakeholders. This information will assist the KLC in the development of the Dampier Peninsula Plan ("DPP") to make sure that planning and future land use is based on the needs and interests of Traditional Owners ("TOs") and other Indigenous people who live on or are a part of the Dampier Peninsula. |

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| **Name of Document** | **Author** | **Date** | **Type** | **Relevant detail** |
| The Broome Model: Designing and implementing an innovative model for community impact investing | Kimberley Institute | 2015 | Powerpoint Presentation | The social change that the Broome Model seeks to address is a wide range of Indigenous socio-economic disadvantage that manifest amongst Aboriginal people in the Broome Region as symptoms of societal dysfunction.<br><br>The Kimberley Institute with financial support from Shell and advisory services from EY has been collaborating with multiple community partners in the search for a new model of delivering community services that result in positive outcomes for those living in the Kimberley region. |
| Developing the Broome Model – Social Investment in the Community Organisations of Broome | Kimberley Institute | 2015 | Social Impact Management Plan | The Kimberley Institute in partnership with other Community based service providers in Broome have been working on the development of the a Social Investment Partnership model for long term funding sustainability focused on Broome and the Dampier Peninsula.<br><br>The initial targeted focus has been on Family Restoration approach for adult offenders and Juvenile Justice Diversion strategies with the goal of lowering imprisonment rates and recidivism using a culture-based employment and training model that provides real employment opportunities coupled with social management strategies around the lifestyles of those people who come into contact with the Justice System. (Substance abuse, low literacy and educational skills etc)<br>The task that the Institute has set is to develop a Collaborative Investment Partnership that joins Corporate and Philanthropic investors with community based organisations and in outcomes that are underwritten by Governments. |
| Gubinge Hub Model | Unknown | N.D. | Powerpoint Presentation | Draft model for the West Kimberley Hub for production and sale (harvest to market) of Gubinge (Kakadu Plum) |
| T.H.E. Kakadu Plum Company : Traditional Homeland Enterprise: from Harvest to Market | T.H.E. Kakadu Plum Company | N.D. | Powerpoint Presentation | Business plan for harvest to market of Gubinge (Kakadu Plum) |
| Community Wellbeing from the Ground Up: A Yawuru Example - BCEC Research Report No. 3/16 | Mandy Yap & Eunice Yu | 2016 | Wellbeing Research Report | Wellbeing can mean many things to many different people. For Yawuru people, *mabu liyan* is at the heart of what it is to have and to know a good life.<br>Using *mabu liyan* as the foundation, the Yawuru Wellbeing Project has sought to understand wellbeing in the context of Yawuru culture, the historical and contemporary challenges faced by Yawuru people and the strengths and capabilities of Yawuru.<br>This report outlines the development of Yawuru wellbeing indicators from the ground up, working with the Yawuru in Broome. In doing so, the report's research findings prioritise the voices and inputs of Yawuru women and men in the conception and measurement of wellbeing. |
| Peter Yu's Keynote Address to Notre Dame University, Association of South Asian and South East Asian Universities and Colleges Conference | Peter Yu | 2016 | Keynote Address | Indigenous Perspective on Laudato Si (The Pope's Papal Encyclical):<br>"At a time of impending global crisis which some informed commentators describe as an emerging perfect storm – global warming, mass refugee population movements, widespread mental illness, sporadic wars and a global economy that concentrates wealth in the hands of a few – the Papal Encyclical inspires us to "enter into a dialogue with all people about our common home."<br>Although I have grown up in the Catholic community of Broome with an outlook on life which has been largely shaped by Catholic traditions of social justice I am not a theologian and will not presume to provide religious or spiritual commentary about the connection between Laudato si and the Indigenous world.<br>My objective in this address is to leave you with some challenging thoughts and ideas." |
| District Traffic Study | Jacobs for Shire of Broome | 2016 | Traffic Study | The District Traffic Study was undertaken to consider the potential traffic generation resulting from new development in the Shire of Broome to 2031 and 2051. It comprised traffic modelling which identified potential areas of congestion and the network improvements that will be required to address this. The outcomes of the District Traffic Study will be used to identify key road infrastructure projects in the Shire's Development Contributions Plan. |

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| **Name of Document** | **Author** | **Date** | **Type** | **Relevant detail** |
| Ageing in the Bush: An Ageing in Place Strategy for Regional Western Australia | Regional Development Council | N.D | Ageing in Place Report | The State Wide Ageing in the Bush project was an initiative of the Regional Development Council of Western Australia with the objective to "identify aged care models for regional WA that will enable residents to age in their community". Overall, WA non-metropolitan regions have an older population profile than the state as a whole and are consequently further advanced in encountering increasing needs for aged care. Common concerns in regional WA include:<br>• Sparse and geographically dispersed ageing populations;<br>• Aged services under pressure;<br>• Aged and home care workforce issues; and<br>• Significant sustained growth in demands for aged and home care services. |
| **Maps** | | | | |
| Dampier Peninsula Planning Project (DRAFT): Existing Economic Enterprise | Kimberley Land Council | N.D | Map - Economy | |
| Dampier Peninsula Planning Project (DRAFT): Economic Development Aspirations (concept diagram) | Kimberley Land Council | N.D | Map - Economy | |
| Kimberley Region Land Tenure | Department of Agriculture and Food Western Australia | 2014 | Map - Land Tenure | |
| Kimberley Region Land Tenure - part 2 (close-up) | Department of Agriculture and Food Western Australia | 2014 | Map - Land Tenure | |
| Figure 2: Land Use Planning Strategy, in | GeoSpatial Planning Support, Department of Planning WA on behalf of WAPC | 2014 | Map - Land Use | |
| Figure 3: Land Tenure | GeoSpatial Planning Support, Department of Planning WA on behalf of WAPC | 2014 | Map - Land Tenure | |
| Figure 4: Settlement and Access | GeoSpatial Planning Support, Department of Planning WA on behalf of WAPC | 2014 | Map - Transport and Logistics | |
| Figure 5: Existing and Potential Tourism Enterprise | GeoSpatial Planning Support, Department of Planning WA on behalf of WAPC | 2014 | Map - Economy | |
| Map 1: Local Planning Strategy - Shire, in Shire of Broome Local Planning Strategy Part 1 | GeoSpatial Planning Support, Department of Planning WA on behalf of WAPC | 2015 | Map - Local Planning Strategy | |
| Map 2: Local Planning Strategy - Broome townsite surrounds, in Shire of Broome Local Planning Strategy Part 1 | GeoSpatial Planning Support, Department of Planning WA on behalf of WAPC | 2015 | Map - Local Planning Strategy | |
| Map 3: Local Planning Strategy - Broome townsite, in Shire of Broome Local Planning Strategy Part 1 | GeoSpatial Planning Support, Department of Planning WA on behalf of WAPC | 2015 | Map - Local Planning Strategy | |
| Figure 14: Existing and Future Transport Infrastructure - Shire [of Broome], in Shire of Broome Local Planning Strategy Part 1 | GeoSpatial Planning Support, Department of Planning WA on behalf of WAPC | 2015 | Map - Local Planning Strategy | |
| Figure 15: Existing and Future Transport Infrastructure - Broome townsite and surrounds, in Shire of Broome Local Planning Strategy Part 1 | GeoSpatial Planning Support, Department of Planning WA on behalf of WAPC | 2015 | Map - Local Planning Strategy | |
| Map 1: Shire of Derby/West Kimberley Locality Map, in Shire of Derby/West Kimberley Local Planning Strategy | Mapping & GeoSpatial Data Branch, Department of Planning WA on behalf of WAPC | 2013 | Map - Transport and Logistics | |
| Kimberley: Native Title Applications and Determination Areas | Native Title Tribunal | 2015 | Map - Native Title | |
| Kimberley: Native Title Applications and Determination Areas - part 2 (close-up) | Native Title Tribunal | 2015 | Map - Native Title | |
| Local Planning Scheme No. 6 | Mapping & GeoSpatial Data Branch, Department of Planning WA on behalf of WAPC | 2014 | Scheme Map | |

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# Appendix 2: Project and Programs – Growth Plan Initiatives

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During Growth Plan development, a number of concepts, potential projects and programs were identified by the Growth Plan Partners or stakeholders during an extensive consultation processes. These have been organised according their relevance to the five major initiatives, and are outlined in the following tables. Note that:

- this information is 'living' and a sample of the concepts raised; inclusion or omission does not imply anything in relation to the status of the concept
- this list will continuously change over time as the status of concepts change, new ideas emerge or more information is sourced
- all concepts have been listed against the initiative to which they align, thus they align with more than one will appear in all relevant tables
- all potential projects and programs will need to undergo normal processes associated with investigating their viability (fatal flaw analysis, pre-feasibility, feasibility, business case development, identification of funding sources and similar).

**Tables for Growth Plan**

| **Activating the Traded Economy** | | |
|---|---|---|
| **Project or Program** | **Description** | **Links to other initiatives** |
| All Tides Boat Launching Facility | An all tides boat launching facility for recreational and commercial operators. | ▪ Precincts of Broome<br>▪ Economic Fundamentals |
| Airport based cold storage/ container handling infrastructure | Airport based container receival and cold storage facility for outward bound primary produce and value added product. | ▪ Precincts of Broome |
| Alternative Power | Investigating the use of alternative energy sources in Broome. | ▪ Dampier Peninsula<br>▪ Human Capital<br>▪ Economic Fundamentals |
| A new museum for Broome | The current Broome museum is small, aging and has limited space. A new and improved facility is required. | ▪ Precincts of Broome<br>▪ Economic Fundamentals |
| Aquaculture Development zone extension program | Extension of or addition to the Kimberley Aquaculture Zone to allow for the expansion of the aquaculture industry. | ▪ Human Capital<br>▪ Economic Fundamentals |
| Aquaculture Supply Centre | An import facility for feed stock and other process inputs for aquaculture providers. | |
| Arts and Culture Makers hub | Similar to the Entrepreneurs business hub Spacecubed model, but focused on culture and the arts. | ▪ Precincts of Broome<br>▪ Economic Fundamentals |

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| Activating the Traded Economy | | |
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| **Project or Program** | **Description** | **Links to other initiatives** |
| Audit and update cultural Infrastructure | A full audit of Broome's cultural infrastructure is needed to complete a gap analysis of existing cultural infrastructure, particularly in the performing and visual arts. | ▪ Dampier Peninsula<br>▪ Precincts of Broome<br>▪ Human Capital<br>▪ Economic Fundamentals |
| Broome Cultural/Interpretive Centre | The concept for the cultural centre was outlined in the Chinatown Revitalisation Business Case. The centre could comprise:<br>▪ An indigenous culture and heritage facility which enables the sharing of local stories of the Aboriginal inhabitants of the land before white settlement.<br>▪ A history of pearling and the multicultural heritage of the town, including the Chinese and Japanese amongst others.<br>▪ The ability to curate art and cultural exhibitions<br>▪ Potential co-location of existing complimentary activities (e.g. museum, the Broome Visitors Centre).<br>▪ An iconic architectural showcase of the region which is both an attractor and a wayfinding opportunity. | ▪ Dampier Peninsula<br>▪ Precincts of Broome<br>▪ Economic Fundamentals<br>▪ Human Capital |
| Broome to Dampier Gas Pipeline | Land based pipeline to transport onshore gas production to processing facilities. | |
| Broome Port Cruise Liner Capacity | Upgrades to port infrastructure and operations to enable cruise ship entry on low tide, and an all tide gangway to enable passengers to safely disembark. | ▪ Precincts of Broome<br>▪ Economic Fundamentals |
| Centre for Applied Collaborative Research in Food Production | This concept mirrors the CRC models in operation elsewhere around Australia. The focus for this CRC model would be on the intersection of food production across multiple areas but with an applied research capacity that seeks to combine research with improved productivity outcomes and broader scale industry development. | ▪ Human Capital<br>▪ Economic Fundamentals |
| Chinatown Revitalisation Project | Suite of development opportunities as outlined in the Chinatown Revitalisation Business Case. | ▪ Precincts of Broome<br>▪ Economic Fundamentals |

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| Activating the Traded Economy | | |
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| **Project or Program** | **Description** | **Links to other initiatives** |
| Combined Universities Kimberley Health Applied Research Centre | A Combined Universities Kimberley Applied Health Research Centre would be similar to the Geraldton Centre for Rural Health but with clear linkages between the research programs and the application of that research to improve service delivery. | ▪ Human Capital<br>▪ Economic Fundamentals |
| Commercial/ recreational Boating Marina | The marina is considered important to the recreational boating sector in Broome, for commercial operators in the charter boat / tourism sector and to the fishing and aquaculture industry sectors. Future servicing of offshore oil and gas fields by smaller vessels may also occur. The marina could be a destination in its own right and stimulate commercial, retail and residential property development as well as hosting a range of marine services and chandlery support industries. | ▪ Precincts of Broome<br>▪ Economic Fundamentals |
| Developing Broome as a hub for international university students | Encouraging development of university facilities targeting international students including resident students from Asian markets. | ▪ Human Capital<br>▪ Economic Fundamentals |
| Development of Iconic Events | Development of a calendar of iconic events in Broome, with linkages to Kimberley events. | ▪ Precincts of Broome<br>▪ Economic Fundamentals |
| Environmentally compliant slipways and storage facilities with hard surfacing and WWTP | Environmentally compliant slipway and storage facilities with extended hard surfacing and waste water management treatment systems. | ▪ Dampier Peninsula<br>▪ Precincts of Broome |
| Establish a Regional Universities Centre in Broome | Based on the Geraldton University Centre and meeting the needs of International students and accommodation requirements | ▪ Human Capital<br>▪ Economic Fundamentals |
| Establish International Platforms for Aboriginal Arts and Culture in Broome | Enhance the presence of marketing collateral and pathways to experience Aboriginal art from Broome and the Kimberley in centres and commercial galleries in Broome. | ▪ Dampier Peninsula<br>▪ Human Capital<br>▪ Economic Fundamentals |

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| Activating the Traded Economy | | |
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| **Project or Program** | **Description** | **Links to other initiatives** |
| Establish the Kimberley Arts Fair | Establish the Kimberley Arts Fair aligned and integrated with the Northern Territory's Telstra National Aboriginal and Torres Strait Art Award and North Arnhem Lands, Garma Festival. | ▪ Dampier Peninsula<br>▪ Human Capital<br>▪ Economic Fundamentals |
| Extended Port Facilities | There is a need to develop separate servicing facilities at a future time when oil and gas, tourism, livestock etc. have increased throughput so all functions can be accommodated simultaneously if required while safeguarding quality control of all sectors. | ▪ Precincts of Broome |
| Facilitating flights between Asia and Broome, and between East Coast destinations and Broome | Direct flights to facilitate the regional export capacity and tourism, and provide the avenue for direct import of goods. | ▪ Dampier Peninsula<br>▪ Precincts of Broome<br>▪ Economic Fundamentals |
| Gray Street Extension | Feasibility assessments for this project are being undertaken as part of the Chinatown Revitalisation Project. The Gray Street extension is a significant, stand alone, capital project which has the potential to expand the footprint of Chinatown and provide protection to Chinatown from coastal hazards. | ▪ Precincts of Broome<br>▪ Economic Fundamentals |
| Groundwater extraction infrastructure and pilot development project | Entry level 'proof of concept' but commercial scale development program as proof of the economic viability of the resource for agricultural applications. This will require site identification, crop identification, investment partner identification, water extraction and irrigation infrastructure. | ▪ Human Capital<br>▪ Economic Fundamentals |
| Industry, Education and Employment Alliances | To create and promote education, training and career pathways, including apprenticeships, traineeships and possibly internships related to the future needs of Broome's industry clusters | ▪ Human Capital<br>▪ Economic Fundamentals |
| Investigate the establishment of the Broome National Centre for Aboriginal Heritage, Research and Education | To preserve and promote the Kimberley Aboriginal languages and culture throughout Australia and internationally | ▪ Human Capital |

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| Activating the Traded Economy | | |
|---|---|---|
| **Project or Program** | **Description** | **Links to other initiatives** |
| In water training/HUET Training Simulator | Extension of the helicopter underwater escape training simulator (HUET) along with the construction of a pool and associated infrastructure suitable for the purpose. | ▪ Human Capital |
| Marine Studies Research Institute | Similar to the Combined Universities Applied Health Research Facility model, this facility would function as a cross discipline marine research facility to attract researchers across a variety of industry areas including oil and gas, aquaculture, tourism and environmental management. | ▪ Human Capital<br>▪ Economic Fundamentals |
| Negotiate an interim Designated Area Migration Agreement for the Region | The seasonal nature of Broome's tourism industry and the possible future emergence of a major resource sector development may necessitate the need for special arrangements for the use of migrant labour to meet the immediate and short-term workforce requirements. | ▪ Economic Fundamentals |
| Oil and Gas Service Centre | Service and logistics supply base to provide high throughput consumables and quick turn- around maintenance for offshore oil and gas developments. | |
| Port based cold storage/ container handling infrastructure | Sea port based container receival and cold storage facility for outward bound primary produce and value added product. | ▪ Precincts of Broome |
| Public Transport | A growing and spread out community will need a reliable public transport system. | ▪ Precincts of Broome<br>▪ Human Capital<br>▪ Economic Fundamentals |
| Sealing of the Cape Leveque Road | This project focuses on sealing the presently unsealed 77.6 km southern stretch of the road to heavy freight carrying standard. | ▪ Dampier Peninsula<br>▪ Human Capital<br>▪ Economic Fundamentals |
| Strategic Agricultural Development Support team | The establishment of a strategic development team that would be responsible for the coordination of pilot agricultural development programs focusing on different crop and produce development. The role of the Strategic Agricultural Support team would span multiple agencies and have the delegated authority to negotiate with the private sector. | ▪ Human Capital<br>▪ Economic Fundamentals |

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| Activating the Traded Economy | | |
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| **Project or Program** | **Description** | **Links to other initiatives** |
| Telecommunications Upgrade | Telecommunications infrastructure and services equal to or better than that available in Australian capital cities are required. | ▪ Dampier Peninsular<br>▪ Precincts of Broome<br>▪ Human Capital<br>▪ Economic Fundamentals |
| Town Beach Revetment/ Jetty to Jetty walk infrastructure | The Town Beach revetment is required to buttress the coastal cliffs adjacent to Town Beach. While the project is important to secure the coastal area, the revetment can also be one stage of the Jetty to Jetty walk. | ▪ Precincts of Broome<br>▪ Economic Fundamentals |
| Tug Training Simulator | The tug training simulator is a Class 1 navigational simulator that can train 4 people per week. | ▪ Human Capital |
| Upgrades of key lateral roads of Great Northern Hwy | Improved road conditions near Broome to facilitate the mining, pastoral and agricultural industries as well as for the provision and distribution of a broad range of commercial and government services in the Kimberley. | |
| Upgrade of port facilities to include all tide gangways and replacement of fendering systems | Design and implementation of an all tide gangway facility and replacing of fendering systems to increase accommodation capacity to 70,000 tonne deadweight vessels. | ▪ Precincts of Broome |

| Activating the Dampier Peninsula | | |
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| **Project or Program** | **Description** | **Links to other initiatives** |
| Alternative Power | Investigating the use of alternative energy sources in Broome. | ▪ Traded Economy<br>▪ Human Capital<br>▪ Economic Fundamentals |
| Approvals and regulatory support | Many of the tourism activities on the Dampier Peninsula lack some or all of the regulatory approvals required under State legislation which apply to planning, building, caravan parks and camping facilities, food premises and ablution facilities. In most cases, the operators of these facilities will need significant assistance and support in negotiating the regulatory framework. | ▪ Human Capital<br>▪ Economic Fundamentals |

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| Activating the Dampier Peninsula | | |
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| **Project or Program** | **Description** | **Links to other initiatives** |
| | Without this assistance and support, there is a risk to public health and safety arising from the projected increase in visitation to these tourism offerings. | |
| Broome Cultural/Interpretive Centre | The concept for the cultural centre was outlined in the Chinatown Revitalisation Business Case. The centre could comprise:<br>▪ An indigenous culture and heritage facility which enables the sharing of local stories of the Aboriginal inhabitants of the land before white settlement.<br>▪ A history of pearling and the multicultural heritage of the town, including the Chinese and Japanese amongst others.<br>▪ The ability to curate art and cultural exhibitions<br>▪ Potential co-location of existing complimentary activities (e.g. museum, the Broome Visitors Centre).<br>▪ An iconic architectural showcase of the region which is both an attractor and a wayfinding opportunity. | ▪ Traded Economy<br>▪ Precincts of Broome<br>▪ Economic Fundamentals<br>▪ Human Capital |
| Economic development support | Support the communities on the Dampier Peninsula to identify and take advantage of the tourism and other business opportunities sealing Cape Leveque Road offers. Most of the community residents have not had an opportunity to establish or run a business. They will need to support to take a proposal from idea to reality. | ▪ Traded Economy<br>▪ Human Capital<br>▪ Economic Fundamentals |
| Emergency Management | The requirement for additional support in planning for and managing emergency situations given the projected increase in visitors to the area will need to be assessed. Evacuation plans need to be in place in case of bushfires or cyclones affecting the area. Personal to effect these plans as well as respond to emergency situations as they arise will need to be available. | ▪ Human Capital<br>▪ Economic Fundamentals |
| Environmentally compliant slipways and storage facilities with hard surfacing and WWTP | Environmentally compliant slipway and storage facilities with extended hard surfacing and waste water management treatment systems. | ▪ Traded Economy<br>▪ Precincts of Broome |

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| Activating the Dampier Peninsula | | |
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| **Project or Program** | **Description** | **Links to other initiatives** |
| Establish International Platforms for Aboriginal Arts and Culture in Broome | Enhance the presence of marketing collateral and pathways to experience Aboriginal art from Broome and the Kimberley in centres and commercial galleries in Broome. | ▪ Traded Economy<br>▪ Human Capital<br>▪ Economic Fundamentals |
| Establish the Broome Aboriginal Mentoring Support Service | Provides on-going holistic assistance, where needed, throughout the continuum from school to the workplace. | ▪ Human Capital |
| Establish the Kimberley Arts Fair | Establish the Kimberley Arts Fair aligned and integrated with the Northern Territory's Telstra National Aboriginal and Torres Strait Art Award and North Arnhem Lands, Garma Festival. | ▪ Traded Economy<br>▪ Human Capital<br>▪ Economic Fundamentals |
| Facilitating flights between Asia and Broome, and between East Coast destinations and Broome | Direct flights to facilitate the regional export capacity and tourism, and provide the avenue for direct import of goods. | ▪ Traded Economy<br>▪ Precincts of Broome<br>▪ Economic Fundamentals |
| Governance | A variety of stakeholders currently share responsibility for different aspects of management of land on the Dampier Peninsula. These include Commonwealth, State, and local government, Community Councils established under the *Aboriginal Communities Act 1979*, Native Title Prescribed Bodies Corporate and other for-profit and not-for-profit organisations. A coordinated approach to governance will be required which will clearly delineate the roles and responsibilities of stakeholders to avoid duplication of resources and ensure streamlined service delivery. | ▪ Traded Economy<br>▪ Human Capital<br>▪ Economic Fundamentals |
| Land management | An increase in visitors will require an increased management of access to protect sites of environmental and cultural significance. In addition, issues | ▪ Human Capital<br>▪ Economic Fundamentals |

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| Activating the Dampier Peninsula | | |
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| **Project or Program** | **Description** | **Links to other initiatives** |
| | such as increased litter and the introduction of weeds and invasive species will need to be managed. | |
| Lateral Roads | All lateral roads coming off Cape Leveque Road are unsealed. Sealing of Cape Leveque Road will attract caravaners and 2wheel drive visitors. If the lateral roads are not sealed, many of these visitors will be frustrated at being close to but unable to access most tourist spots and camping grounds. Without that access, many potential benefits of sealing Cape Leveque Road will not be realised. | ▪ Traded Economy<br>▪ Human Capital<br>▪ Economic Fundamentals |
| Sealing of the Cape Leveque Road | This project focuses on sealing the presently unsealed 77.6 km southern stretch of the road to heavy freight carrying standard. | ▪ Traded Economy<br>▪ Human Capital<br>▪ Economic Fundamentals |
| Social impact support | The sealing of Cape Leveque Road is likely to see a significant increase in the number of visitors to the Damper Peninsula. It is possible that many communities' members will be concerned and stressed by this increase in visitors and are likely to need some level of individual support to cope. | ▪ Human Capital |
| Telecommunications Upgrade | Telecommunications infrastructure and services equal to or better than that available in Australian capital cities are required. | ▪ Traded Economy<br>▪ Precincts of Broome<br>▪ Human Capital<br>▪ Economic Fundamentals |
| Utility and Services | An audit of existing utility and services infrastructure capacity will be required to identify where upgrades are required to cope with additional visitors. Where shortfalls are identified upgrades will be required. | ▪ Human Capital<br>▪ Economic Fundamentals |

| Activating the Precincts of Broome | | |
|---|---|---|
| **Project or Program** | **Description** | **Links to other initiatives** |
| Airport based cold storage/ container handling infrastructure | Airport based container receival and cold storage facility for outward bound primary produce and value added product. | ▪ Traded Economy |

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| Activating the Precincts of Broome | | |
|---|---|---|
| **Project or Program** | **Description** | **Links to other initiatives** |
| All Tides Boat Launching Facility | An all tides boat launching facility for recreational and commercial operators. | ▪ Traded Economy<br>▪ Economic Fundamentals |
| A new museum for Broome | The current Broome museum is small, aging and has limited space. A new and improved facility is required. | ▪ Traded Economy<br>▪ Economic Fundamentals |
| Arts and Culture Makers hub | Similar to the Entrepreneurs business hub Spacecubed model, but focused on culture and the arts. | ▪ Traded Economy<br>▪ Economic Fundamentals |
| Audit and update cultural Infrastructure | A full audit of Broome's cultural infrastructure is needed to complete a gap analysis of existing cultural infrastructure, particularly in the performing and visual arts. | ▪ Traded Economy<br>▪ Human Capital<br>▪ Economic Fundamentals |
| Broome Cultural/Interpretive Centre | The concept for the cultural centre was outlined in the Chinatown Revitalisation Business Case. The centre could comprise:<br>▪ An indigenous culture and heritage facility which enables the sharing of local stories of the Aboriginal inhabitants of the land before white settlement.<br>▪ A history of pearling and the multicultural heritage of the town, including the Chinese and Japanese amongst others.<br>▪ The ability to curate art and cultural exhibitions<br>▪ Potential co-location of existing complimentary activities (e.g. museum, the Broome Visitors Centre).<br>▪ An iconic architectural showcase of the region which is both an attractor and a wayfinding opportunity. | ▪ Traded Economy<br>▪ Dampier Peninsula<br>▪ Economic Fundamentals<br>▪ Human Capital |
| Broome Port Cruise Liner Capacity | Upgrades to port infrastructure and operations to enable cruise ship entry on low tide, and an all tide gangway to enable passengers to safely disembark. | ▪ Traded Economy<br>▪ Human Capital<br>▪ Economic Fundamentals |
| Chinatown Revitalisation Project | Suite of development opportunities as outlined in the Chinatown Revitalisation Business Case. | ▪ Traded Economy<br>▪ Economic Fundamentals |

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| Activating the Precincts of Broome | | |
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| **Project or Program** | **Description** | **Links to other initiatives** |
| Commercial/ recreational Boating Marina | The marina is considered important to the recreational boating sector in Broome, for commercial operators in the charter boat/tourism sector and to the fishing and aquaculture industry sectors. Future servicing of offshore oil and gas fields by smaller vessels may also occur. The marina could be a destination in its own right and stimulate commercial, retail and residential property development as well as hosting a range of marine services and chandlery support industries. | ▪ Traded Economy<br>▪ Economic Fundamentals |
| Create the Centre of Excellence for Remote Community School Education | The Centre of Excellence would be able to collaborate with existing Broome based Aboriginal media organisations and government distance education agencies to provide remote schools with high quality, culturally appropriate teaching and learning resources. | ▪ Human Capital |
| Development of Iconic Events | Development of a calendar of iconic events in Broome, with linkages to Kimberley events. | ▪ Traded Economy<br>▪ Dampier Peninsula<br>▪ Human Capital<br>▪ Economic Fundamentals |
| Entrepreneurs/ start up business hub (Spacecubed/ Flux model) | Collaborative office space in a centralised location (e.g. Chinatown) to appeal to entrepreneurial start up and small business. The emphasis is on a membership model where members can engage with the facility at variable rates and who can enjoy supportive environment of a collaborative, innovation friendly and creative workspaces. | ▪ Economic Fundamentals |
| Environmentally compliant slipways and storage facilities with hard surfacing and WWTP | Environmentally compliant slipway and storage facilities with extended hard surfacing and waste water management treatment systems. | ▪ Traded Economy<br>▪ Dampier Peninsula |
| Establish the Broome Indigenous Small Business Centre | The future development of the Broome economy will provide opportunities for start-up Indigenous small businesses. Education and training through a dedicated small business centre would assist these businesses achieve viability and hence create sustainable employment | ▪ Dampier Peninsula<br>▪ Human Capital<br>▪ Economic Fundamentals |

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| Activating the Precincts of Broome | | |
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| **Project or Program** | **Description** | **Links to other initiatives** |
| Extended Port Facilities | There is a need to develop separate servicing facilities at a future time when oil and gas, tourism, livestock etc. have increased throughput so all functions can be accommodated simultaneously if required while safeguarding quality control of all sectors | ▪ Traded Economy |
| Extended sporting/ community facilities | Improvement and extension of these existing community facilities to service a growing population. | ▪ Human Capital<br>▪ Economic Fundamentals |
| Facilitating flights between Asia and Broome, and between East Coast destinations and Broome | Direct flights to facilitate the regional export capacity and tourism, and provide the avenue for direct import of goods. | ▪ Traded Economy<br>▪ Dampier Peninsula<br>▪ Economic Fundamentals |
| Gray Street Extension | Feasibility assessments for this project are being undertaken as part of the Chinatown Revitalisation Project. The Gray Street extension is a significant, stand alone, capital project which has the potential to expand the footprint of Chinatown and also provide protection to Chinatown from coastal hazards. | ▪ Traded Economy<br>▪ Economic Fundamentals |
| Lighting for sporting ovals (extend usability) | Improvement of these existing community facilities. | ▪ Human Capital<br>▪ Economic Fundamentals |
| Port based cold storage/ container handling infrastructure | Sea port based container receival and cold storage facility for outward bound primary produce and value added product. | ▪ Traded Economy |
| Public Transport | A growing and spread out community will need a reliable public transport system. | ▪ Traded Economy<br>▪ Human Capital<br>▪ Economic Fundamentals |
| Skate Park | New community facility for Broome's youth and also for event attraction. | ▪ Economic Fundamentals |
| Telecommunications Upgrade | Telecommunications infrastructure and services equal to or better than that available in Australian capital cities are required. | ▪ Traded Economy<br>▪ Dampier Peninsular<br>▪ Human Capital<br>▪ Economic Fundamentals |

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| Activating the Precincts of Broome | | |
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| **Project or Program** | **Description** | **Links to other initiatives** |
| Town Beach Revetment/ Jetty to Jetty walk infrastructure | The Town Beach revetment is required to buttress the coastal cliffs adjacent to Town Beach. While the project is important to secure the coastal area, the revetment can also be one stage of the Jetty to Jetty walk. | ▪ Traded Economy<br>▪ Economic Fundamentals |
| Upgrade of port facilities to include all tide gangways and replacement of fendering systems | Design and implementation of an all tide gangway facility and replacing of fendering systems to increase accommodation capacity to 70,000 tonne deadweight vessels. | ▪ Traded Economy |

| Activating Broome's Human Capital | | |
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| **Project or Program** | **Description** | **Links to other initiatives** |
| Allow suitable accredited vocational education and training (VET) to be available and accessible to Broome's school students from Year 9 onwards | This would assist with school retention and Year 12 completion rates and provide pathways to employment for those students that are not seeking an ATAR or university entry | ▪ Economic Fundamentals |
| Alternative Power | Investigating the use of alternative energy sources in Broome. | ▪ Traded Economy<br>▪ Dampier Peninsula<br>▪ Economic Fundamentals |
| Ambulatory care – in the home | Palliative, dressings service, post discharge and ancillary services. | |
| Aquaculture Development zone extension program | Extension of or addition to the Kimberley Aquaculture Zone to expand the aquaculture industry. | ▪ Traded Economy<br>▪ Economic Fundamentals |
| Audit and update cultural Infrastructure | A full audit of Broome cultural infrastructure needed to complete a gap analysis of existing cultural infrastructure particularly in the performing and visual arts. | ▪ Traded Economy<br>▪ Dampier Peninsula<br>▪ Precincts of Broome<br>▪ Economic Fundamentals |

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| Activating Broome's Human Capital | | |
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| **Project or Program** | **Description** | **Links to other initiatives** |
| Broome Cultural/Interpretive Centre | The concept for the cultural centre was outlined in the Chinatown Revitalisation Business Case. The centre could comprise:<br>▪ An indigenous culture and heritage facility which enables the sharing of local stories of the Aboriginal inhabitants of the land before white settlement.<br>▪ A history of pearling and the multicultural heritage of the town, including the Chinese and Japanese amongst others.<br>▪ The ability to curate art and cultural exhibitions<br>▪ Potential co-location of existing complimentary activities (e.g. museum, the Broome Visitors Centre).<br>▪ An iconic architectural showcase of the region which is both an attractor and a wayfinding opportunity. | ▪ Traded Economy<br>▪ Dampier Peninsula<br>▪ Precincts of Broome<br>▪ Economic Fundamentals |
| Cancer services (chemotherapy) | Prevents patients from having to travel to Perth for treatment. | |
| Centre for Applied Collaborative Research in Food Production | This concept mirrors the CRC models in operation elsewhere around Australia. The focus for this CRC model would be on the intersection of food production across multiple areas but with an applied research capacity that seeks to combine research with improved productivity outcomes and broader scale industry development. | ▪ Traded Economy<br>▪ Economic Fundamentals |
| Co-locate relevant health, community and childcare services as part of the existing education cluster | The co-location of these services within a school precinct would improve accessibility by parents and educators and contribute to enhanced student attendance and health outcomes. | |
| Combined Universities Kimberley Health Applied Research Centre | A Combined Universities Kimberley Applied Health Research Centre would be similar to the Geraldton Centre for Rural Health but with clear linkages between the research programs and the application of that research to improve service delivery. | ▪ Traded Economy<br>▪ Economic Fundamentals |

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| Activating Broome's Human Capital | | |
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| **Project or Program** | **Description** | **Links to other initiatives** |
| Create the Centre of Excellence for Remote Community School Education | The Centre of Excellence would be able to collaborate with existing Broome based Aboriginal media organisations and government distance education agencies to provide remote schools with high quality, culturally appropriate teaching and learning resources. | ▪ Dampier Peninsula<br>▪ Precincts of Broome |
| Developing Broome as a hub for international university students | Encouraging development of university facilities targeting international students including resident students from Asian markets. | ▪ Traded Economy<br>▪ Economic Fundamentals |
| Drug and Alcohol Rehabilitation Centre | There is no drug and alcohol rehabilitation centre in Broome, except for some limited services for Aboriginal persons. | |
| Enhance and/or implement adult education facilities | Facilities would focus on the teaching of numeracy and literacy skills and should operate using suitably skilled volunteers and in a non-institutional way by providing home based tutoring, when necessary, due to the likely 'shame' associated with poor literacy and numeracy skills. | ▪ Economic Fundamentals |
| Establish a Regional Universities Centre in Broome | Based on the Geraldton University Centre and meeting the needs of International students and accommodation requirements. | ▪ Traded Economy<br>▪ Economic Fundamentals |
| Establish International Platforms for Aboriginal Arts and Culture in Broome | Enhance the presence of marketing collateral and pathways to experience Aboriginal art from Broome and the Kimberley in centres and commercial galleries in Broome. | ▪ Traded Economy<br>▪ Dampier Peninsula<br>▪ Economic Fundamentals |
| Establish the Broome Aboriginal Mentoring Support Service | Provides on-going holistic assistance, where needed, throughout the continuum from school to the workplace. | ▪ Dampier Peninsula |
| Establish the Broome Ex-prisoners Employment and Training Offer | There are a significant number of offenders in the Broome Regional Prison, particularly Aboriginal male offenders, who have committed low level crimes. If these individuals, on release from prison, were to be offered employment and/or further vocational training, together with mentoring support, it would contribute to reducing the likelihood of their reoffending and allow them to make a contribution to Broome's future labour force. | ▪ Dampier Peninsula<br>▪ Economic Fundamentals |

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| Activating Broome's Human Capital | | |
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| **Project or Program** | **Description** | **Links to other initiatives** |
| Establish the Broome Indigenous Small Business Centre | The future development of the Broome economy will provide opportunities for start-up Indigenous small businesses. Education and training through a dedicated small business centre would assist these businesses achieve viability and hence create sustainable employment. | ▪ Precincts of Broome<br>▪ Economic Fundamentals |
| Establish the Kimberley Arts Fair | Establish the Kimberley Arts Fair aligned and integrated with the Northern Territory's Telstra National Aboriginal and Torres Strait Art Award and North Arnhem Lands, Garma Festival. | ▪ Traded Economy<br>▪ Dampier Peninsula<br>▪ Economic Fundamentals |
| Extended sporting/ community facilities | Improvement and extension of these existing community facilities to service a growing population. | ▪ Precincts of Broome<br>▪ Economic Fundamentals |
| Family birthing centre | Midwife led and enabling interagency maternity care in Broome. | |
| Groundwater extraction infrastructure and pilot development project | Entry level 'proof of concept' but commercial scale development program as proof of the economic viability of the resource for agricultural applications. This will require site identification, crop identification, investment partner identification, water extraction and irrigation infrastructure. | ▪ Traded Economy<br>▪ Economic Fundamentals |
| Health Services Hub | A health services hub would require a fit for purpose building (new or repurposed) that would allow an operator to provide multiple service incident to the client base in one visit. This may extend to service incidents over and above GP services and include elements like diabetes management, renal health, physiotherapy, dietitian, occupational therapy etc. | ▪ Economic Fundamentals |
| Implement a Broome Employers Compact | Promotes and monitors progress with Aboriginal employment, with the objective of achieving Aboriginal workforce participation equal to the Broome non-Aboriginal workforce participation level. | ▪ Economic Fundamentals |
| Improved aged care facilities and infrastructure | Broome has limited aged care facilities and infrastructure to encourage people to age in Broome, rather than relocate to Perth. | ▪ Economic Fundamentals |
| Industry, Education and Employment Alliances | To create and promote education, training and career pathways, including apprenticeships, traineeships and possibly internships related to the future needs of Broome's industry clusters. | ▪ Traded Economy<br>▪ Economic Fundamentals |

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| Activating Broome's Human Capital | | |
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| **Project or Program** | **Description** | **Links to other initiatives** |
| In school education centres of excellence/extended service program | This concept crosses over with the idea of the Combined Universities Kimberley Health Applied Research Centre. The aim is to establish selected centres of excellence in schools aimed at early intervention education and vocational pathways for Broome school students. | ▪ Economic Fundamentals |
| Investigate the establishment of the Broome National Centre for Aboriginal Heritage, Research and Education | To preserve and promote the Kimberley Aboriginal languages and culture throughout Australia and internationally. | ▪ Traded Economy<br>▪ Dampier Peninsula<br>▪ Economic Fundamentals |
| In water training/HUET Training Simulator | Extension of the helicopter underwater escape training simulator (HUET) along with the construction of a pool and associated infrastructure suitable for the purpose. | ▪ Traded Economy |
| Itinerant camping area for transient Broome residents | Facility for itinerant visitors to Broome from outer lying areas. | |
| Lighting for sporting ovals (extend usability) | Improvement of these existing community facilities. | ▪ Precincts of Broome<br>▪ Economic Fundamentals |
| Marine Studies Research Institute | Similar to the Combined Universities Applied Health Research Facility model, this facility would function as a cross discipline marine research facility to attract researchers across a variety of industry areas including oil and gas, aquaculture, tourism and environmental management | ▪ Traded Economy<br>▪ Economic Fundamentals |
| Medical Imaging Technologies | Including breast screening service and allowing for a much expanded range and volume of diagnostic services. | |
| More inpatient psychiatric beds and mental health infrastructure and services | Facilities and service models adopting a contemporary approach, focusing on prevention and early intervention. | |
| Orthopaedic surgery | Trauma management, sporting injuries and joint replacement surgery. | |
| Palliative care | Need for palliative in home and hospice styled respite and final care solutions suited to Aboriginal and non-Aboriginal cultures. | |

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| Activating Broome's Human Capital | | |
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| **Project or Program** | **Description** | **Links to other initiatives** |
| Public Transport | A growing and spread out community will need a reliable public transport system. | ▪ Traded Economy<br>▪ Precincts of Broome<br>▪ Economic Fundamentals |
| Resident nephrologist | Identified as required by regional renal providers as the number and clinical complexity of existing and prospective renal failure cases increases. | |
| Sealing of the Cape Leveque Road | This project focuses on sealing the presently unsealed 77.6 km southern stretch of the road to heavy freight carrying standard. | ▪ Traded Economy<br>▪ Dampier Peninsula<br>▪ Economic Fundamentals |
| Strategic Agricultural Development Support team | The establishment of a strategic development team that would be responsible for the coordination of pilot agricultural development programs focusing on different crop and produce development. The role of the Strategic Agricultural Support team would span multiple agencies and have the delegated authority to negotiate with the private sector. | ▪ Traded Economy<br>▪ Economic Fundamentals |
| Telecommunications Upgrade | Telecommunications infrastructure and services equal to or better than that available in Australian capital cities are required. | ▪ Traded Economy<br>▪ Dampier Peninsular<br>▪ Precincts of Broome<br>▪ Economic Fundamentals |
| Tug Training Simulator | The tug training simulator is a Class 1 navigational simulator that can train 4 people per week. | ▪ Traded Economy |
| Youth Services hub | A centralised youth services facility that could provide youth focused health, mental health, career guidance, counselling, accommodation and refuge services as well as some recreational options. Not just a drop in centre but a comprehensive youth services hub | |

| Activating the Economic Fundamentals | | |
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| **Project or Program** | **Description** | **Links to other initiatives** |
| All Tides Boat Launching Facility | An all tides boat launching facility for recreational and commercial operators. | ▪ Traded Economy<br>▪ Precincts of Broome |

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| Activating the Economic Fundamentals | | |
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| **Project or Program** | **Description** | **Links to other initiatives** |
| Alternative Power | Investigating the use of alternative energy sources in Broome. | ▪ Traded Economy<br>▪ Dampier Peninsula<br>▪ Human Capital |
| A new museum for Broome | The current Broome museum is small, aging and has limited space. A new and improved facility is required. | ▪ Traded Economy<br>▪ Precincts of Broome |
| Aquaculture Development zone extension program | Extension of or addition to the Kimberley Aquaculture Zone to expand the aquaculture industry. | ▪ Traded Economy<br>▪ Human Capital |
| Arts and Culture Makers hub | Similar to the Entrepreneurs business hub Spacecubed model, but focused on culture and the arts. | ▪ Traded Economy<br>▪ Precincts of Broome |
| Audit and update cultural Infrastructure | A full audit of Broome's cultural infrastructure is needed to complete a gap analysis of existing cultural infrastructure, particularly in the performing and visual arts. | ▪ Traded Economy<br>▪ Dampier Peninsula<br>▪ Precincts of Broome<br>▪ Human Capital |
| Broome Cultural/Interpretive Centre | The concept for the cultural centre was outlined in the Chinatown Revitalisation Business Case. The centre could comprise:<br>▪ An indigenous culture and heritage facility which enables the sharing of local stories of the Aboriginal inhabitants of the land before white settlement.<br>▪ A history of pearling and the multicultural heritage of the town, including the Chinese and Japanese amongst others.<br>▪ The ability to curate art and cultural exhibitions<br>▪ Potential co-location of existing complimentary activities (e.g. museum, the Broome Visitors Centre).<br>▪ An iconic architectural showcase of the region which is both an attractor and a wayfinding opportunity. | ▪ Traded Economy<br>▪ Precincts of Broome<br>▪ Dampier Peninsula<br>▪ Human Capital |
| Broome Port Cruise Liner Capacity | Upgrades to port infrastructure and operations to enable cruise ship entry on low tide, and an all tide gangway to enable passengers to safely disembark. | ▪ Traded Economy<br>▪ Precincts of Broome |

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| Activating the Economic Fundamentals | | |
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| **Project or Program** | **Description** | **Links to other initiatives** |
| | | ▪ Human Capital |
| Centre for Applied Collaborative Research in Food Production | This concept mirrors the CRC models in operation elsewhere around Australia. The focus for this CRC model would be on the intersection of food production across multiple areas but with an applied research capacity that seeks to combine research with improved productivity outcomes and broader scale industry development. | ▪ Traded Economy<br>▪ Human Capital |
| Chinatown Revitalisation Project | Suite of development opportunities as outlined in the Chinatown Revitalisation Business Case. | ▪ Traded Economy<br>▪ Precincts of Broome |
| Combined Universities Kimberley Health Applied Research Centre | A Combined Universities Kimberley Applied Health Research Centre would be similar to the Geraldton Centre for Rural Health but with clear linkages between the research programs and the application of that research to improve service delivery. | ▪ Traded Economy<br>▪ Human Capital |
| Commercial/recreational Boating Marina | The marina is considered important to the recreational boating sector in Broome, for commercial operators in the charter boat/tourism sector and to the fishing and aquaculture industry sectors. Future servicing of offshore oil and gas fields by smaller vessels may also occur. The marina could be a destination in its own right and stimulate commercial, retail and residential property development as well as hosting a range of marine services and chandlery support industries. | ▪ Traded Economy<br>▪ Precincts of Broome |
| Developing Broome as a hub for international university students | Encouraging development of university facilities targeting international students including resident students from Asian markets. | ▪ Traded Economy<br>▪ Human Capital |
| Development of Iconic Events | Development of a calendar of iconic events in Broome, with linkages to Kimberley events. | ▪ Traded Economy<br>▪ Dampier Peninsula<br>▪ Precincts of Broome<br>▪ Human Capital |
| Drug and Alcohol Rehabilitation Centre | There is no drug and alcohol rehabilitation centre in Broome, except for some limited services for Aboriginal persons. Persons seeking treatment have to | ▪ Human Capital |

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| Activating the Economic Fundamentals | | |
|---|---|---|
| **Project or Program** | **Description** | **Links to other initiatives** |
| | receive treatment while remaining in their own homes, while awaiting treatment options to become available in Perth | |
| Enhance and/or implement adult education facilities | Facilities would focus on the teaching of numeracy and literacy skills and should operate using suitably skilled volunteers and in a non-institutional way by providing home based tutoring, when necessary, due to the likely 'shame' associated with poor literacy and numeracy skills. | ▪ Human Capital |
| Entrepreneurs/start up business hub (Spacecubed/ Flux model) | Collaborative office space in centralised location (e.g. Chinatown) to appeal to entrepreneurial start up and small business. The emphasis is on a membership model where members can engage with the facility at variable rates and who can enjoy supportive environment of a collaborative, innovation friendly and creative workspaces. | ▪ Precincts of Broome |
| Establish a Regional Universities Centre in Broome | Based on the Geraldton University Centre and meeting the needs of International students and accommodation requirements. | ▪ Traded Economy<br>▪ Human Capital |
| Establish International Platforms for Aboriginal Arts and Culture in Broome | Enhance the presence of marketing collateral and pathways to experience Aboriginal art from Broome and the Kimberley in centres and commercial galleries in Broome. | ▪ Traded Economy<br>▪ Dampier Peninsula<br>▪ Human Capital |
| Establish the Broome Indigenous Small Business Centre | The future development of the Broome economy will provide opportunities for start-up Indigenous small businesses. Education and training through a dedicated small business centre would assist these businesses achieve viability and hence create sustainable employment. | ▪ Dampier Peninsula<br>▪ Precincts of Broome<br>▪ Human Capital |
| Establish the Broome Ex-prisoners Employment and Training Offer | There are a significant number of offenders in the Broome Regional Prison, particularly Aboriginal male offenders, who have committed low level crimes. If these individuals, on release from prison, were to be offered employment and/or further vocational training, together with mentoring support, it would contribute to reducing the likelihood of their reoffending and allow them to make a contribution to Broome's future labour force. | ▪ Dampier Peninsula<br>▪ Human Capital |

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| Activating the Economic Fundamentals | | |
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| **Project or Program** | **Description** | **Links to other initiatives** |
| Establish the Kimberley Arts Fair | Establish the Kimberley Arts Fair aligned and integrated with the Northern Territory's Telstra National Aboriginal and Torres Strait Art Award and North Arnhem Lands, Garma Festival. | ▪ Traded Economy<br>▪ Dampier Peninsula<br>▪ Human Capital |
| Extended sporting/ community facilities | Improvement and extension of these existing community facilities to service a growing population. | ▪ Precincts of Broome<br>▪ Human Capital |
| Facilitating flights between Asia and Broome, and between East Coast destinations and Broome | Direct flights to facilitate the regional export capacity and tourism, and provide the avenue for direct import of goods. | ▪ Traded Economy<br>▪ Dampier Peninsula<br>▪ Precincts of Broome |
| Gray Street Extension | Feasibility assessments for this project are being undertaken as part of the Chinatown Revitalisation Project. The Gray Street extension is a significant, stand alone, capital project which has the potential to expand the footprint of Chinatown and also provide protection to Chinatown from coastal hazards. | ▪ Traded Economy<br>▪ Precincts of Broome |
| Groundwater extraction infrastructure and pilot development project | Entry level 'proof of concept' but commercial scale development program as proof of the economic viability of the resource for agricultural applications. This will require site identification, crop identification, investment partner identification, water extraction and irrigation infrastructure. | ▪ Traded Economy<br>▪ Human Capital |
| Health Services Hub | A health services hub would require a fit for purpose building (new or repurposed) that would allow an operator to provide multiple service incident to the client base in one visit. This may extend to service incidents over and above GP services and include elements like Diabetes management, renal health, physiotherapy, dietitian, occupational therapy etc. | ▪ Human Capital |
| Implement a Broome Employers Compact | Promotes and monitors progress with Aboriginal employment, with the objective of achieving Aboriginal workforce participation equal to the Broome non-Aboriginal workforce participation level. | ▪ Dampier Peninsula<br>Human Capital |
| Improved aged care facilities and infrastructure | Broome has limited aged care facilities and infrastructure to encourage people to age in Broome, rather than relocate to Perth. | ▪ Human Capital |

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| Activating the Economic Fundamentals | | |
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| **Project or Program** | **Description** | **Links to other initiatives** |
| Industry, Education and Employment Alliances | To create and promote education, training and career pathways, including apprenticeships, traineeships and possibly internships related to the future needs of Broome's industry clusters. | ▪ Traded Economy<br>▪ Human Capital |
| In school education centres of excellence/extended service program | This concept crosses over with the idea of the Combined Universities Kimberley Health Applied Research Centre. The aim is to establish selected centres of excellence in schools aimed at early intervention education and vocational pathways for Broome school students. | ▪ Human Capital |
| Lighting for sporting ovals (extend usability) | Improvement of these existing community facilities. | ▪ Precincts of Broome<br>▪ Human Capital |
| Marine Studies Research Institute | Similar to the Combined Universities Applied Health Research Facility model, this facility would function as a cross discipline marine research facility to attract researchers across a variety of industry areas including oil and gas, aquaculture, tourism and environmental management. | ▪ Traded Economy<br>▪ Human Capital |
| Negotiate an interim Designated Area Migration Agreement for the Region | The seasonal nature of Broome's tourism industry and the possible future emergence of a major resource sector development may necessitate the need for special arrangements for the use of migrant labour to meet the immediate and short-term workforce requirements | ▪ Traded Economy |
| Public Transport | A growing and spread out community will need a reliable public transport system. | ▪ Traded Economy<br>▪ Precincts of Broome<br>▪ Human Capital |
| Regional Resource Recovery Park | The current Broome landfill will reach capacity in 2020. The Resource Recovery Park is required to meet the waste disposal needs of Broome and the surrounding region into the future. | |
| Sealing of the Cape Leveque Road | This project focuses on sealing the presently unsealed 77.6 km southern stretch of the road to heavy freight carrying standard. | ▪ Traded Economy<br>▪ Dampier Peninsula<br>▪ Human Capital |
| Skate Park | New community facility for Broome's youth and also for event attraction | ▪ Precincts of Broome |

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| Activating the Economic Fundamentals | | |
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| **Project or Program** | **Description** | **Links to other initiatives** |
| Strategic Agricultural Development Support team | The establishment of a strategic development team that would be responsible for the coordination of pilot agricultural development programs focusing on different crop and produce development. The role of the Strategic Agricultural Support team would span multiple agencies and have the delegated authority to negotiate with the private sector. | ▪ Traded Economy<br>▪ Human Capital |
| Telecommunications Upgrade | Telecommunications infrastructure and services equal to or better than that available in Australian capital cities are required. | ▪ Traded Economy<br>▪ Dampier Peninsular<br>▪ Precincts of Broome<br>▪ Human Capital |
| Town Beach Revetment/ Jetty to Jetty walk infrastructure | The Town Beach revetment is required to buttress the coastal cliffs adjacent to Town Beach. While the project is important to secure the coastal area, the revetment can also be one stage of the Jetty to Jetty walk. | ▪ Traded Economy<br>▪ Precincts of Broome |

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