



# Regional Centres Development Plan (SuperTowns) Framework 2011 – 2012

*Another  
Royalties for  
Regions Initiative*



# Sections

Message from the Minister

SuperTowns Vision, Principles, Strategic Objectives, Key Focus Areas

## **SuperTowns 2011**

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# Message from the Minister

SuperTowns is a Royalties for Regions initiative aimed at encouraging regional communities located in the southern half of Western Australia to plan and prepare for what is predicted to be a doubling of the State's population over the next 40 years, to almost 4.5 million people.

Latest trends indicate metropolitan Perth will have an estimated 3.2 million people by 2050, and be under pressure to absorb the bulk of the State's population growth. Western Australia's regional population would have climbed from its current 570,000 people to an estimated 1.14 million over the same period.

As a responsible Government we must accelerate our planning, and the process of examining how regional population expansion will be distributed and serviced.

Boddington, Collie, Esperance, Jurien Bay, Katanning, Manjimup, Margaret River, Morawa and Northam have been chosen as the nine inaugural SuperTowns which this government believes can play a pivotal role in decentralising the forecast population growth.

The aim of SuperTowns is to prepare these communities not only for their own natural population expansion but also to give them the capacity, vibrancy, and commercial and industry base that will provide an attractive choice for people wanting to live in regional towns, especially as metropolitan density rises.

The aim is to build on the unique character and economic drivers of nominated project towns, and put in place funding structures and planning support for sustainable industry, development, services and infrastructure.

A total of \$5.5 million has been allocated in 2011-12 through Royalties for Regions for the development of SuperTowns Growth Plans, which will be consistent with the Western Australian Planning Commission's State and regional planning frameworks.

An additional \$80 million has been allocated to help kick-start transformational SuperTowns projects.

The Liberal-National Government believes the SuperTowns initiative represents a great opportunity for Regional Development Commissions and relevant Local Governments in the southern half of the State to work together to improve amenity, infrastructure and services, not only in the nominated project towns but also in surrounding smaller communities.

The nine inaugural SuperTowns were nominated by Regional Development Commissions, endorsed by an intra-governmental SuperTowns Steering Committee and Regional Development Council, and approved by State Cabinet.

Local Government and Regional Development Commissions, with support from the Department of Regional Development and Lands, Department of Planning and the Western Australia Planning Commission, will play a leading role in the delivery of this program. I encourage robust and visionary thinking by all community leaders and residents, because their contribution is central to the success of the SuperTowns program.

Brendon Grylls MLA  
Minister for Regional Development; Lands

## SuperTowns Vision

To have balanced, well-connected regional communities, with lifestyle options and access to services – SuperTowns will have affordable, quality housing and a growing and diverse range of job opportunities. They will offer more choices for people living in regional areas and an attractive alternative to living in the metropolitan area.

### Principles

Strategic alignment, coordination and collaboration

Sustainable development

Place-making – strong community engagement

Those communities, including surrounding communities, affected by decisions should be a key part of decision-making processes

Shared and owned processes and outcomes

Proactive, implementation focus

### Strategic Objectives

To target sustainable regional economic development and stimulate diverse employment and investment opportunities

To assist in managing the State's projected population expansion in key regional towns

To plan and invest in town development and growth within an integrated strategic planning and implementation framework

### Key Focus Areas

1. Governance, strategic planning and community engagement
2. Development of healthy, attractive and well-planned communities
3. Sustainable communities
4. Economic activity and employment opportunities
5. Community engagement and more specifically Aboriginal involvement
6. Maximisation of the benefits of technology and innovation
7. Asset and infrastructure management
8. Integrated transport and key infrastructure linkages
9. Marketing and strengthening of identity

# SuperTowns 2011

- ⊙ Boddington
- ⊙ Collie
- ⊙ Esperance
- ⊙ Jurien Bay
- ⊙ Katanning
- ⊙ Manjimup
- ⊙ Margaret River
- ⊙ Morawa
- ⊙ Northam

# Glossary of Terms and Acronyms

## Communities

Communities is the term used for the populations directly affected by SuperTowns. Depending on local circumstances this may extend to a particular town, a wider town network or be at the sub-regional level. Towns will be selected centrally, but the coverage of the SuperTown Growth Plan will be locally determined. It is expected that communities will be viewed both in regional and regional centre contexts.

## Economic Development

Economic development is a broad term that generally refers to the sustained, concerted effort of policymakers and communities to promote standard of living and economic health in a specific area. Such effort can involve multiple areas including development of human capital, critical infrastructure, regional competitiveness, environmental sustainability, social inclusion, health, safety and literacy, among other initiatives. It should be noted that economic development differs from economic growth.

## FIP

Feasible Implementation Programs (FIP) will form part of a SuperTown Growth Plan. A FIP will include project schedules that identify those initiatives needed to unlock growth potential, achieve the local vision and drive progress for population expansion. These should reflect a 'development pipeline' approach, whereby a schedule of projects identified through strategic planning processes will, over time, build towards achieving a town's population potential. The format for FIPs will be consistent across all SuperTowns to assist with prioritising projects and assessment of the funding applications for Royalties for Regions. Project schedules should, over time, illustrate investment requirements and must address:

- key population growth and infrastructure, and service provision thresholds
- project descriptions
- staging and timing
- scope, cost and funding sources
- contingencies
- roles and responsibilities
- delivery mechanisms
- outcomes
- performance and monitoring requirements

## SuperTown Growth Plan

The SuperTown Growth Plan builds on, without replacing, existing statutory requirements and sets the direction for community population expansion for each community. It will:

- be an adaptive project plan, as well as an implementation plan to facilitate the growth of the town
- build on existing statutory requirements for Local Governments to develop integrated strategic planning frameworks, aligned with Strategic Community Plans – this will set up a distinctive vision with objectives for growth and development within the Local Government area, and prepare local planning strategies as part of town planning scheme reviews
- incorporate population growth opportunities – social, economic, man-made and natural environment, and spatial growth strategies – and FIPs
- address the Key Focus Areas (detailed in this document)
- provide a common action agenda for all SuperTowns delivery partners

## SuperTown

A SuperTown is a selected community that has been chosen to play a critical role in absorbing some of the State's predicted population growth. This requires a SuperTown Growth Plan to be developed and, over the next twelve months, to put in place:

- a SuperTown Growth Plan which has been endorsed by the Local Government, WAPC, relevant RDC, SuperTowns Steering Committee
- project opportunities which have been identified and prioritised as part of a FIP
- business cases and funding proposals
- project/funding proposal(s) endorsed by the Minister for Regional Development; Lands
- project and funding proposals approved by State Cabinet
- committed funds through a Financial Assistance Agreement with the Department for Regional Development and Lands
- a project commencement timeframe

# Introduction

## SuperTowns

SuperTowns is a program for the selection of towns that meet set criteria, chosen to develop a SuperTown Growth Plan within the Regional Centres Development Plan Framework. The term is used interchangeably with the Regional Centres Development Plan.

RDC – Regional Development Commissions  
WAPC – Western Australian Planning Commission  
Minister – Minister for Regional Development; Lands  
RDA – Regional Development Australia

### 1. Introduction

This framework provides guidance for those involved in implementing Regional Centres Development Plans (SuperTowns). It details:

- the background and rationale to SuperTowns policy
- linkages to the statutory land use planning, regional development framework and approval processes
- a local and community focus
- the wider sub-regional, regional and cross-regional contexts
- governance arrangements, including principles, strategic objectives and key focus areas
- roles and responsibilities of stakeholders and teams
- project phases

SuperTowns is an initiative of the Liberal-National Government aimed at promoting the growth of regional centres in the southern half of Western Australia. The doubling of the State's population to 4.9 million by 2050 will create opportunities to attract people to live and invest in regional areas. SuperTowns encourages regional communities to plan for this future, whilst providing a catalyst to stimulate their growth potential.

## SuperTowns:

- are strategically located with strong growth potential and supportive communities. Once selected, communities will need to ensure their vision for the future corresponds to SuperTowns' objectives, and the opportunities created through the initiative.
- have a community and a town focus, and are important in regional, sub-regional, and regional centre contexts. Planning should be considered from the local community aspect, with the participating town determining how this is defined in terms of area covered.
- are funded by Royalties for Regions. The Liberal-National Government is providing a focus on building regional communities through the fund's six regional development objectives:
  - building capacity in regional communities
  - retaining benefits in regional communities
  - improving services to regional communities
  - attaining sustainability
  - expanding opportunity
  - growing prosperity.
- set a new direction for regional communities in the southern half of the State, providing a funding stream to modernise and transform towns.

Through Royalties for Regions, \$85.5 million will be available for SuperTowns in 2011/12. This will assist in preparing a SuperTown Growth Plan and bringing regional and local strategic planning frameworks into line with the SuperTowns program, whilst getting transformational projects on track and attracting funding from other sources.



## Case Study – Pilbara Cities Model

In November 2009, the Premier and Minister Grylls announced the Pilbara Cities vision. This vision aimed to transform both Karratha and Port Hedland into vibrant, attractive sustainable cities. A population target of 50,000 people per city was set for each proposed new City. At that time, the population of both towns was approximately 15,000. In addition to developing cities in Karratha and Port Hedland, the government indicated a desire to grow Newman as a major hub town with a population target of 15,000 and Stated that it wanted to grow and develop all other Pilbara towns into more sustainable, diverse communities.

While the Pilbara is the engine room of the nation's economy, settlements in the region face a range of challenges to liveability and growth. The Pilbara Cities vision required action at State, regional and local levels to counteract a transient, fly-in fly-out mentality and to elevate population growth. Prior to the announcement of Pilbara Cities, substantial planning work had been undertaken regarding the potential future development of the various Pilbara townships. This included:

- The Pilbara Plan – An Infrastructure Plan prepared by the RDA in conjunction with State and Local Government agencies which outlined the critical infrastructure needs of the region.
- Karratha 2020 Plan – A Strategic Plan for the delivery of services and facilities for the Karratha region to the year 2020.
- Hedland Tomorrow – A community infrastructure plan for the Port Hedland locality.
- Hedland Land Use Master Plan – A strategic land use plan for the growth of the Town of Port Hedland that served as the Town's Local Planning Strategy.
- Newman Tomorrow – A community infrastructure plan for the Newman township.

While all of these plans provided significant context in terms of the infrastructure needs and priorities for the region, none of the plans had been preparing for the type and nature of growth projected through the Pilbara Cities vision. A key activity post the announcement of the Pilbara Cities vision has been 'ground-truthing' the vision by aligning State Government and Local Government planning to the overall vision. Clear, consolidated plans have now been developed on what the Pilbara Cities vision means and what needs to be done to achieve the vision. The most relevant plans are:

- The Pilbara Planning & Infrastructure Framework – This document is the 'blueprint' for the development of Pilbara Cities. It has been adopted by WAPC and details how townships will grow from a population settlement perspective and what that growth means in terms of infrastructure (power, water, sewer, roads, etc), community facilities, economic diversification, heritage, culture and the environment.
- Karratha City of The North Plan – Details how and where Karratha will grow, including details on infrastructure trigger points and opportunities for both government and private sector investment.
- Hedland Growth Plan (under development) – Is updating the previous Land Use Master Plan to reflect new growth projections and implications for the township in a similar view to the Karratha City of the North Plan.
- Newman Revitalisation Plan – Details the land use footprint for the Newman Township to meet the target population of 15,000 people.

All of the above plans are statutory in nature (ie have WAPC approval) and they now provide information for operational planning and a common agenda aligning delivery partners at all levels of government.

In July 2010 the Pilbara Cities Office was established to oversee the implementation of the vision and significant funds have been allocated through Royalties for Regions to implement the Pilbara Cities vision. The Pilbara Cities office acts as the 'vision keeper' and prioritiser of projects with other agencies including LandCorp, the Local Government, Pilbara Development Commission, Water Corporation, Department of Housing and the private sector implementing various elements of the vision. The Pilbara Cities office ensures that government, industry, business and community objectives are aligned and uses both Royalties for Regions funding and the provisions of the Land Administration Act to lever the outcomes that will lead to achievement of the Pilbara Cities vision.

Although the Pilbara faces many unique challenges, the approach applied under the Pilbara Cities model is applicable elsewhere, and is a useful example for the SuperTowns initiative. The key premise for the Pilbara townships is that 'We've got the towns that we've got today as we've acted a certain way. If we're to deliver a different future we collectively need to change the way we do business.' A similar paradigm may exist in SuperTowns.

## 1.1 What is SuperTowns?

For our purposes a SuperTown is defined as:

a selected community that has been chosen to play a critical role in absorbing some of the State's predicted population growth. This requires a SuperTown Growth Plan to be developed.

SuperTowns is based on the alignment of the State's strategic interest in addressing predicted population growth, with the aspirations of communities in regional areas having a strong future based on investment and growth.

SuperTowns will result in expansion of a network of attractive regional towns across the Mid West, Wheatbelt, Goldfields-Esperance, Peel, Great Southern and South West regions of Western Australia.

To pursue this growth potential, SuperTowns is deliberately aspirational. Its success rests on a future-orientated mindset and the readiness by communities and stakeholders to innovate, generate new opportunities and proactively drive change. Communities will be encouraged to set new benchmarks, consider how they can realise under-utilised resources and capabilities, and become more self-sufficient. SuperTowns will support communities that are motivated to achieve their vision for the future.

SuperTowns recognises the role and importance of regions and towns to the Western Australian economy, and that regional economic development is essential to the growth and functionality of sustainable communities.

SuperTowns acknowledges this dynamic by addressing regional, sub-regional and town synergies (see Figure 1 below). This will enable the full range of factors and issues that have a major influence and impact on town growth to be taken into account.

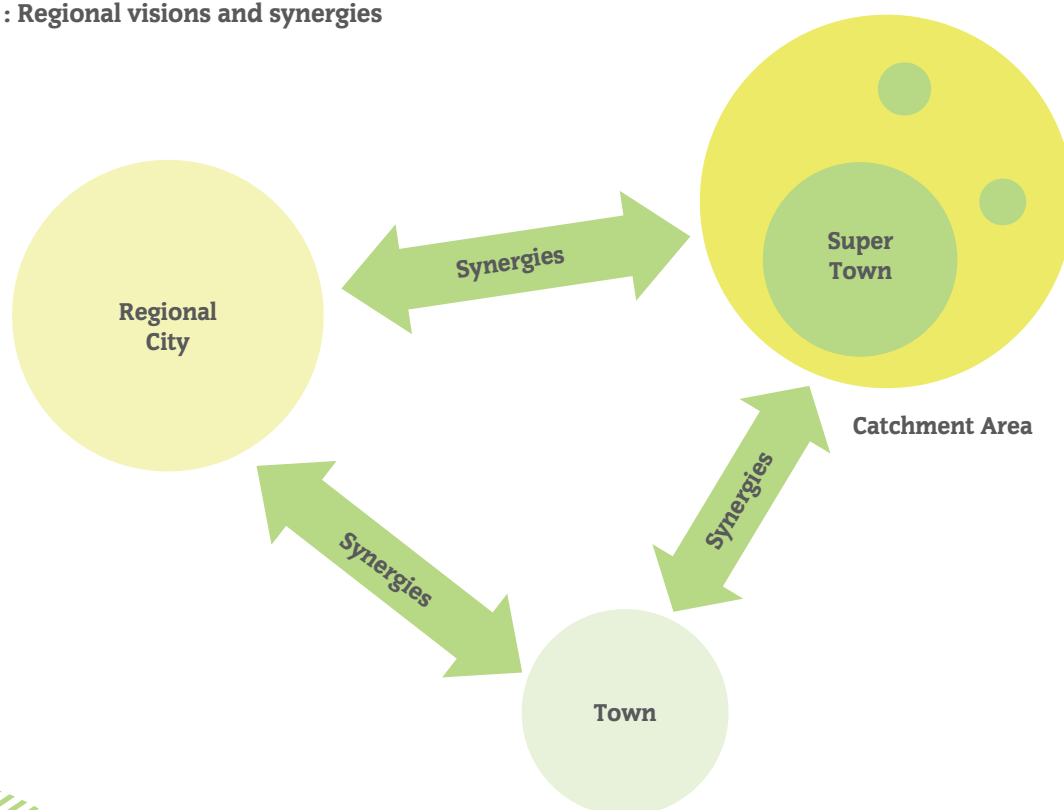
These include:

- consistent and integrated approaches across regions and between regional communities
- responding to issues, trends and opportunities, and identifying economic and infrastructure projects that are major employment drivers
- attracting international and inter-State businesses and residents, and marketing initiatives.

This approach will ultimately generate benefits for all regional communities.

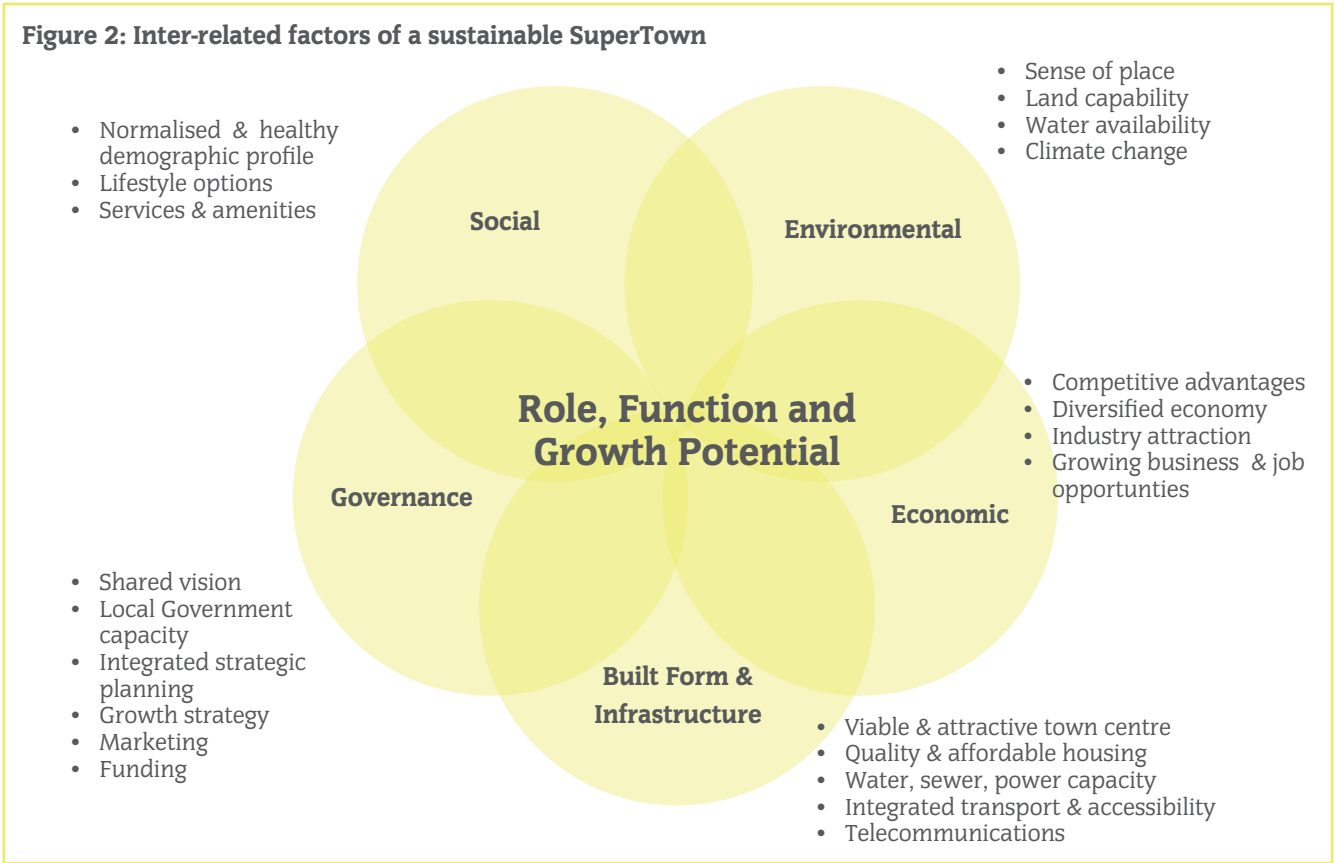
As they define this, it will prioritise existing towns and their communities with restricted growth potential. An important aspect will be realising the potential of utilising untapped resources and capabilities.

**Figure 1: Regional visions and synergies**



To respond to local aspirations, and ensure each town is uniquely positioned within the broader network, a place-based approach has been adopted. This requires strategic planning to be locally led and to address the broad spectrum of inter-related factors that make up a distinctive, sustainable community (as illustrated in Figure 2 below).

**Figure 2: Inter-related factors of a sustainable SuperTown**

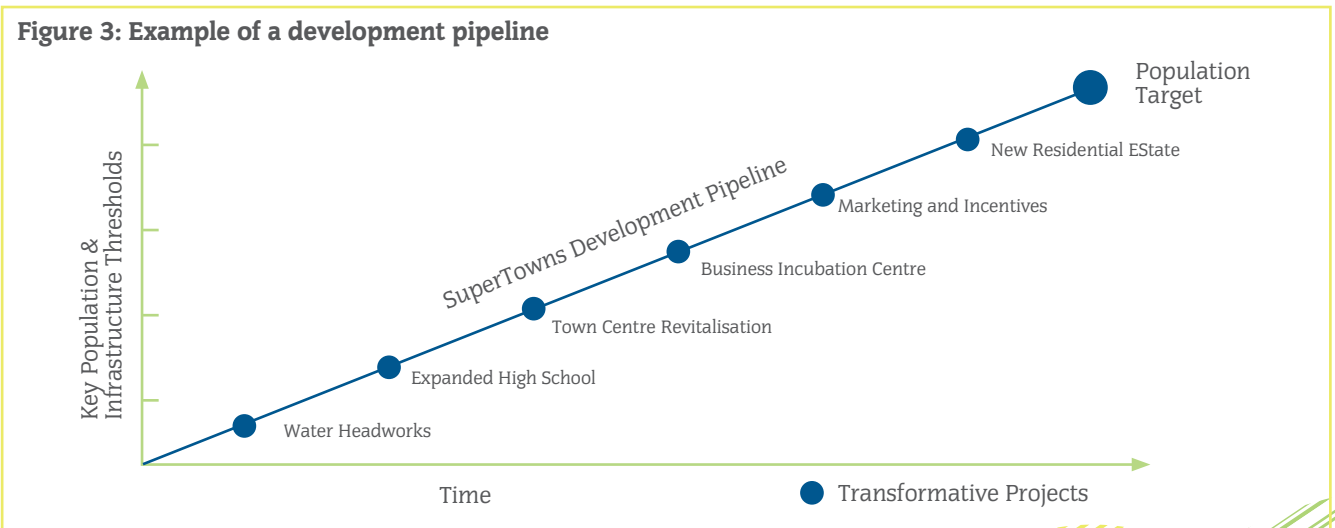


It also provides a forum for communities to address challenges and tailor responses to their needs. This approach also highlights the breadth and diversity that communities and stakeholders will need to examine, and the scope of strategic planning required.

Under SuperTowns, local planning frameworks, transformational projects, and the resources required

to achieve them, will come together through a local SuperTown Growth Plan. Such a plan can set out FIPs, which illustrate the ‘development pipeline’ – initiatives that will unlock growth potential and drive progress to achieving the shared visions (see Figure 3 below that illustrates an example of transformative projects).

**Figure 3: Example of a development pipeline**



Reflecting agreed visions, FIPs will provide a common investment and delivery agenda for all stakeholders, and gear them towards implementation.

To overcome challenges and drive change, SuperTowns is implementation-orientated. This calls for project management techniques to be applied to coordinate and direct town growth. This will focus on SuperTown Growth Plans, which will incorporate FIPs that sustain infrastructure provision thresholds, and include the schedule of projects that will transmit towns from where they are now to where they aim to be in the future.

Responding to an initiative of this scale requires a whole-of-government response, with the capacity to provide new levels of support, and take coordinated and timely action with investment and approvals at State, regional and local levels. This requires strong alignment with strategic planning at these levels, and with stakeholders responsible for delivery.

A governance structure has been put into place that brings together stakeholders from all levels of Government and the community. This will promote new alliances, strengthen partnerships at State, regional and local levels, and move beyond a 'business-as-usual' approach.

## 1.2 A Strategic Response to Regional Development and Population Growth

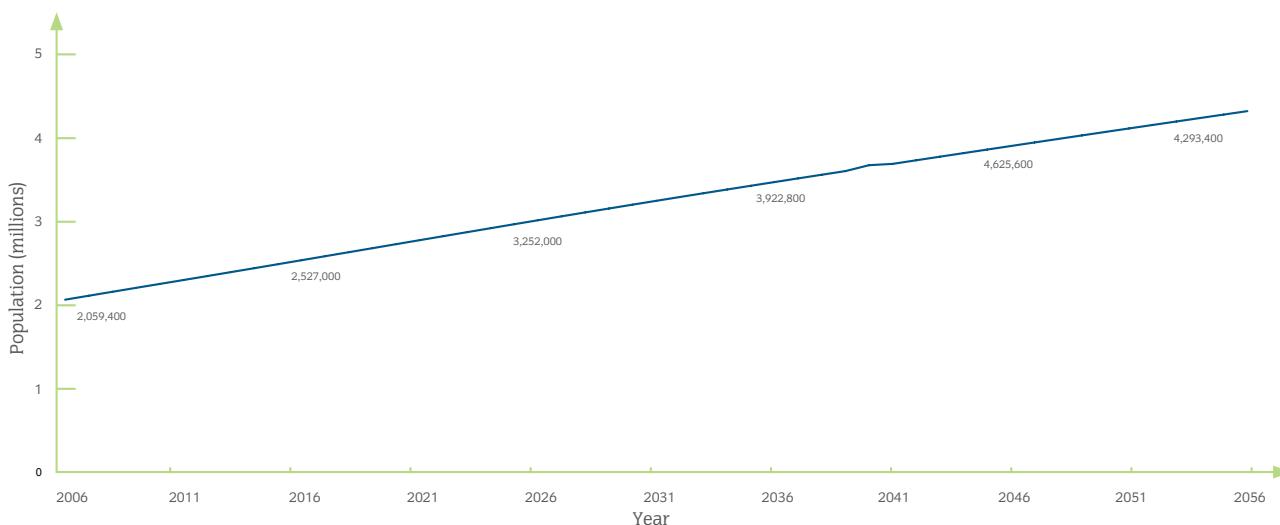
In a global context, Australia has 0.3% of the world's population and is ranked 55th in size. We are a large, low-density country with significant reserves of natural resources. On the downside, we have the driest inhabited continent, large borders to secure and protect, and major issues of food security and natural disasters that must be regularly faced.

SuperTowns will provide targeted and significant outcomes through regional and local strategic planning and implementation frameworks. Such plans will contribute to the strategic responses of the State in managing and planning for projected population growth and will enhance communities' economic and social capacity.

Planning for population growth, and addressing associated issues, will result in:

- economic impacts –
  - ▶ expanded skilled and unskilled labour pools
  - ▶ labour shortages addressed
  - ▶ improved employment and business opportunities enhancing economic activity levels
  - ▶ increased diversity and resilience
  - ▶ increased aggregate income.

**Figure 4: Estimated Population Projection of Western Australia**



*This graph is an illustration of the population growth and change by the Australian Bureau of Statistics (2008). It represents assumptions about future. Note that official forecasts are to be released by the Department of Planning in September/October 2011.*

- social impacts –
  - maximised opportunities for an ageing population
  - lessened impact of number of dependents per worker
  - increased workforce to fund pensions, health and other services.
- national responsibilities –
  - defence and border security
  - food and resource security
  - stewardship of natural environment.

The impact of the decline and de-population of many regional towns is well known, but is not the total focus or drive of SuperTowns. This is because the program is a positive one, building on the attributes, resources, capabilities and potentials of regional communities and how they meet challenges and respond to opportunities from the State’s projected population growth.

Regional communities have, in many cases, under-utilised resources which can improve population growth. These resources include, but are not limited to:

- social and economic infrastructure (schools, hospitals, culture and the arts and recreation facilities)
- social capacity
- under-employment.

SuperTowns provide a timely opportunity to determine how these under-utilised resources can be better used for the State’s benefit.

Addressing population growth and town development will present diverse problems that include wide-ranging public policy issues and are far-reaching in nature.

### 1.3 Local Conditions

Not all towns will have the optimum conditions for growth into sub-regional centres, and so will not be selected under the SuperTowns program. Towns with immediate growth potential will be considered for selection under initial funding rounds.

It is important that the SuperTowns program’s strategic objectives, and local conditions and capacity, coalesce to provide a firm footing for economic and social investment.

Considerable local work and commitment will be required of the selected towns and their communities, particularly as dedicated resources and strong championing and support will be required to drive the program.

Optimum conditions will require selected regional towns to have:

- potential for population expansion
- potential for economic expansion and diversification
- strong local governance capabilities
- the ability to generate net benefits to Western Australia.

Other relevant considerations may include:

- established transportation linkages
- planning maturity and capacity
- committed or current capital expenditure or investment linkages to other major infrastructure projects or strategies.

### 1.4 Sustainability

Sustainability is generally not well understood or defined, but it is an important part of the SuperTowns initiative that should be reflected as a core part of implementation, planning and project rationale.

Some ideas and projects that will be discussed and examined within the SuperTowns context may take decades to develop. These need to be based on thinking about planning now, in preparation for the changes that need to come.

Sustainability within the SuperTowns context is about meeting the needs of the current generation without compromising the ability of future generations to meet their own needs. Underpinning this is the obligation to future generations to focus on sustainability.

Sustainability is an outcome that should be appropriately reflected in Feasibility Implementation Programs. The consequences of decisions made, and actions planned for, must be considered within the broad aim of ensuring the longer term future.

SuperTowns Growth Plans should consider what is needed over the next 30 – 40 years that will better prepare towns for a sustainable, expanded, future. Such a future needs to encompass a broad range of sustainability themes, such as population, environment, workforce, infrastructure and culture.

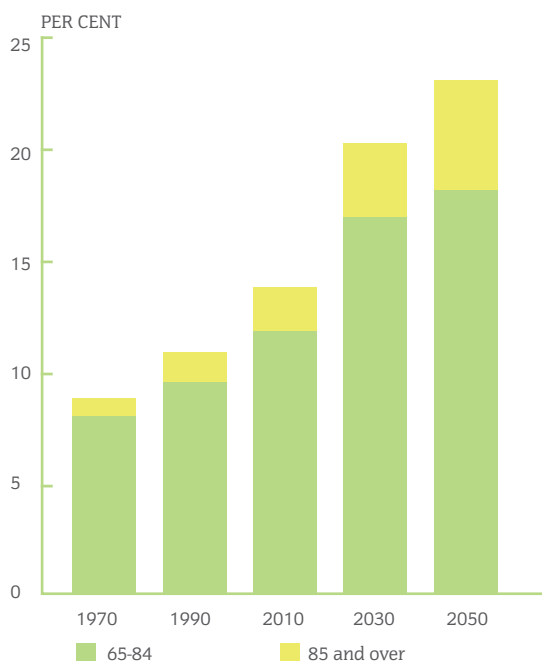
# 2. Project Background

## 2. Project Background

### 2.1 Projected Population Expansion

Australia has one of the most urbanised populations of any country and the challenges for all cities are well recognised as part of the trend of an ageing and decreasing population growth rate.

**Figure 5: Australian growth – Proportion of the Australian population aged 65+**



Source: ABS cat. no. 3105.0.65.001 (2008) and Treasury projections quoted in the 2010 Intergenerational report

These challenges will include:

- fiscal sustainability
- providing social and economic infrastructure to support a larger population
- ensuring environmental sustainability
- equitably distributing benefits of a growing economy – improving access in areas such as education, health and employment.

How we will grow, and to what extent, has been part of the nation-wide ‘population debate’. One side of the debate stresses the challenges that have to be addressed, such as productivity and ageing populations, and on the other side, the ability of our cities to cope with expanded populations.

A clear message that has come through this debate is the major role of regional towns as a sustainable pathway to a strategic approach for managing population expansion and distribution. Hence, SuperTowns’ focus is not related solely to Perth expansion issues, and the investments in regional communities should be viewed as part of an overall response to the State’s population growth.

SuperTowns’ approach to population strategy is similar to that recently espoused by the Australian Government in its publication ‘Sustainable Australia – Sustainable Communities’, designed to encourage growth in regional areas.

Western Australia needs to plan and prepare for what is predicted to be a doubling of the State’s population over the next 40 years, to more than 4.5 million people. The population distribution predictions are that the Perth metropolitan area will expand to 3.5 million people and the regions to one million people.

*The Commonwealth Government, State of Australian Cities 2010 report refers to the ABS population forecasts which project that the population of Australia will grow to 35.5 million by 2056 and that Perth will reach a population of 3.5 million by 2056. The Commonwealth Government Intergenerational Report 2010 forecasts a slightly higher rate of growth suggesting that Australia’s population will be 35.9 million by 2050. The connected city medium-growth scenario suggests that the population of Perth will reach 3.5 million around 2050 and this is currently considered the most likely medium to long-term outcome.*

*Directions 2031 and Beyond: Metropolitan Planning Beyond the Horizon*

### 2.2 Key Trends and Challenges

There are a range of trends and opportunities opening up new prospects for Western Australia and its regions, some of which include:

- increasing levels of migration from across the globe
- strong economic growth and expanding markets in Asia – global opportunities in China, India, expanding middle classes, food security, etc
- growing awareness of the importance of regional areas to the State and national economy
- Aboriginal participation in society – closing the gap
- need for sustainable development and innovation creating new business opportunities
- desire for a more collaborative relationship between local, State and Federal levels
- telecommunications and transport – internet, National Broadband Network, digital TV, mobile phones, air travel, rail and road infrastructure
- private sector opportunities
- major public and private infrastructure projects
- utility cost and availability (water and power).

There are a number of immediate and emerging challenges facing Western Australia, some of which include:

- projected population growth
- need to relieve pressure on Perth and address accelerating cost of expanding infrastructure
- need for localised workforce to sustain expanding resources sector maintaining competitive advantage
- ability to pursue opportunities nationally/globally
- optimised performance for all areas of the economy to counteract 'patchwork economy'
- optimised use of infrastructure, services and facilities
- effective and efficient governance
- creation of commercially viable activity centres in a metropolitan and regional context which have sufficient critical mass to attract services and infrastructure
- lasting legacy and life beyond resources.

### 2.3 A Regional Response

Anticipating these trends and changes, it is necessary for regional strategic and implementation frameworks to be able to direct action and investment, so that towns and their connected communities can be positioned, enabling expansion of their populations.

Acknowledging that regions and towns operate as integrated systems, the design of the SuperTowns

program should facilitate strategic planning and implementation frameworks. Importantly, selected towns need to be capable of providing the economic and social base required to successfully retain existing populations. Communities also need to be able to attract and sustain new foreign migration, movement from other States/territories within Australia, as well as out-migration from Perth.

This will involve concurrent delivery of a range of initiatives, such as building on amenities, generating job growth through business attraction and marketing the benefits of living in regional communities.

SuperTowns will be a long-term Government commitment that will take a number of years to complete, recognising that initiatives may take time to have an effect. Different towns will be selected to become part of the program over the coming years.

SuperTowns will also build on the existing and proposed roles and responsibilities of the RDCs, and will align with the WAPC's State and regional planning frameworks and strategies.

FIPs will take into account regional and local priorities. This will enable direction to be set on matters that must be progressed at a State or regional level.







# 3. General Approach

## 3. General Approach

The population and development challenges to which the SuperTowns program is responding are different from those being faced in the Pilbara and Kimberley, particularly the economic drivers and working and commuting practices. Thus the focus is more on strong future planning and long-term outcomes, and less on addressing short-term or acute problems of development.

*Beyond our cities, there is a mixture of growth and decline in regional and remote areas. Regional, coastal communities are generally undergoing significant growth, particularly those in proximity to urban centres, as are selected pockets of inland and remote Australia on the opportunities. Development in inland Australia has historically been driven by patterns of agriculture and resource extraction. Current trends show regional centres...expanding, while the population of some smaller inland towns declines.*

*Sustainable Australia – Sustainable Communities: A Sustainable Population Strategy for Australia. Australian Government 2011*

### 3.1 Building Local Capacity in Selected Towns

A major focus for SuperTowns is to build administrative and management resources in selected towns so that:

- they are guided by an up-to-date, endorsed and relevant strategic framework
- there is capacity to promote and run their expanded town
- experts and professionals who can contribute to local decision-making are made available
- they are directed towards change and renewal
- they have a willingness to exchange and debate ideas for a future local vision
- they have a commitment to develop home-grown leadership
- they are well engaged with public and private sector delivery partners through an effective implementation framework

Selected towns will have positive energy and optimism for the future, with expansion in mind and a focus on liveability for existing and new communities.

They will demonstrate their resilience and work towards growth by offering their communities future alternative income sources, strong local economies and sound social infrastructure.

### 3.2 The Regional Context

This framework acknowledges that each region has specific issues and circumstances that impact planning and funding outcomes that may not necessarily be common across regional WA. To ensure consistency, it is recommended State, regional and sub-regional planning frameworks be used to guide and drive the

development of a suitable growth plan.

One thing that all towns and communities will have is a connectedness to other towns and communities, a region and a regional city, as part of a geographic, social and economic network. These links will shape the environment of a town and its community, and consequentially, its strategic planning contexts. It is important that these relationships and contexts are fully reflected in SuperTowns' strategic planning and development activity, and that a consultative and open approach is taken.

SuperTowns must work alongside existing statutory land use planning schemes and strategies, Regional Investment Blueprints by the RDCs, strategic planning by Local Governments and approval processes, including those linked to the environment. This puts the RDCs, the WAPC and Local Governments as key contributors for the SuperTowns program at the town level.

It is important that town engagement and any subsequent SuperTown Growth Plan reference, reflect and build on these wider planning and investment frameworks.

SuperTowns must, where relevant at regional and local levels, make contribution to, and gain from, other leading Government(s) initiatives, such as the Albany-Bunbury Gas Pipeline, the Regional Freight Strategy, the Skilling WA – A Workforce Development Plan, the Southern Inland Health Initiative, the Regional School and Residential College Plan and the National Broadband Network .

### 3.3 Legislative and Other Basis for SuperTowns

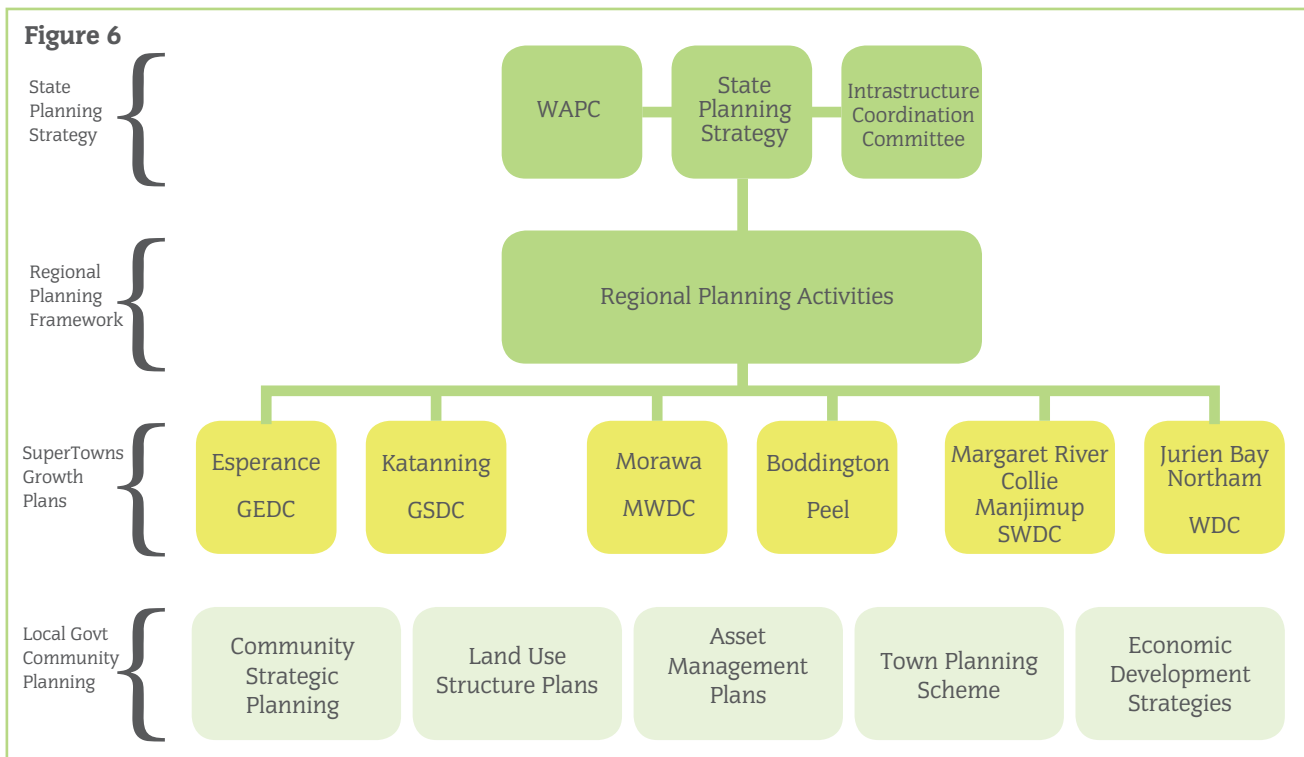
The Royalties for Regions Act 2009\* is the overarching legislative basis for funding arrangements for SuperTowns. There will be targeted funding for planning and development for SuperTowns through the Act, and consequently there must be recognition and linkages to its objectives and legislation and any other relevant proposed or existing Royalties for Regions initiatives.

SuperTowns will take account of existing State agencies' key strategies, plans and commitments. This is needed to ensure the efforts of all Government bodies and planning systems are directed towards a common objective.

*\* Royalties for Regions Act 2009 Section 9. Application of Fund (1)The Minister, with the Treasurer's concurrence, may authorise the expenditure of money standing to the credit of the Fund for the following purposes –*  
*(a) to provide infrastructure and services in regional Western Australia;*  
*(b) to develop and broaden the economic base of regional Western Australia;*  
*(c) to maximise job creation and improve career opportunities in regional Western Australia.*

# 4. Strategic Planning Framework

## 4. Strategic Planning Framework



### 4.1 The Strategic Planning Context

In line with the SuperTowns approach, delivery will occur at a number of levels and through a range of partners. This calls for a strategic planning and implementation framework that aligns delivery partners with SuperTowns, and facilitates action and investment required to achieve local visions. This framework builds on existing and proposed responsibilities of key partners in regional development and growth.

SuperTowns will operate within this broader regional context and it is important that this is acknowledged and reflected in a SuperTown Growth Plan.

At a regional level, a portfolio of documents will be relevant to a SuperTown Growth Plan, including:

- Regional Investment Blueprints and implementation programs (RDC),
- Regional Economic Development strategies (RDC), and
- Regional Planning and Infrastructure Frameworks or regional and sub-regional strategies (WAPC).

These documents will set the direction for transformation and growth.

This approach acknowledges and builds on existing and proposed responsibilities and the partnership approach required for regional growth.

This framework will enable regional issues to be explored, such as synergies between regional communities, major economic and infrastructure projects, and business attraction and marketing.

The centrepiece for selected towns and their catchment areas will be an adaptive SuperTown Growth Plan. These adaptive growth management plans will be prepared by Local Government in partnership with the RDCs, and with the support of State Government agencies. These will build on existing statutory requirements for Local Governments to:

- develop integrated strategic planning frameworks, aligned with Strategic Community Plans which set a distinctive vision and objective for growth and development
- prepare local planning strategies as part of town planning scheme reviews.

A SuperTown Growth Plan will incorporate:

- population growth opportunities
- social, economic, man-made and natural environment, and spatial growth strategies
- FIPs.

Importantly, Feasibility Implementation Programs forming part of a SuperTown Growth Plan will provide business cases and funding opportunities, and will be prerequisites for project funding under the SuperTowns program.

If Local Governments have addressed any or all of the matters required in a SuperTown Growth Plan through other plans or strategies, there will be no requirement to repeat this work. Rather, the document should reference or include the previously completed plan or strategy.

*Vision for Regional Development in Western Australia*

*Regional Western Australia will continue to be a key contributor to the nation's well being. The future success of rural and regional areas will depend on attracting investors and visitors, encouraging new residents to settle, and enabling existing residents to remain. The facilities and services in rural and regional areas of the State will provide good opportunities for accommodation and employment, high standards of health and education, and offer a lifestyle that is safe and enjoyable. People living in regional Western Australia will have opportunities to be involved in local decision making to set the direction of their communities.*

*Regional Development Policy Framework – An Action Agenda for Regional Development Regional Development Council*

#### 4.2 An Integrated Approach

SuperTowns recognises that for effective change to occur there is a need for an integrated strategic and implementation framework, comprising sufficient capacity and resources, to be in place to meet the SuperTowns strategic objectives. The strategic framework builds on existing and proposed planning initiatives, and acknowledges that they need to work together.

The key planning elements of State, regional and local frameworks that will set the direction for SuperTowns are covered below at these levels.

Successfully implementing an integrated and 'whole of Government' approach will be a complex and challenging task, requiring approvals, policy and planning expertise, strong negotiation skills and knowledge of and familiarity with public and private sectors, as well as the ability to work and communicate effectively with regional communities.

SuperTowns is intended to be a streamlined and 'light-handed' process. Local communities should be focused on developing strategic plans that generate growth opportunities, translating those plans into

project proposals and then prioritising and selecting options for project funding.

To assist with this a SuperTowns Implementation Unit (within the Department of Regional Development and Lands) will act as a bridge between the participating communities and the large number of partner groups involved in a broad range of activities. The Unit will ensure that appropriate technical expertise and resources will be available.

#### State Level Strategic Framework

- Royalties for Regions sets out the Western Australia Government's policy for regional development and provides a funding stream to invest in regional development initiatives.
- The Regional Development Council's Action Agenda is structured around six key priority areas for investment:
  - housing and services
  - employment, infrastructure and skills
  - health
  - education
  - social and environmental amenity
  - leadership and decision making.

- The State Planning Strategy sets out the development priorities for the State, and provides a spatial plan for growth and development. It will set the supra-regional spatial context for regions under the SuperTowns program, including infrastructure corridors and economic zones that often cross regional boundaries.

- The WAPC Infrastructure Coordination Committee advises on planning for the provision of physical and community infrastructure throughout the State, including on plans for the provision of infrastructure. It has the power to coordinate the Urban Development Program and the provision of infrastructure for land development.

#### Regional Level Strategic Framework

- The Government's response to the review of the roles and responsibilities of RDCs, supports preparing (future) Regional Investment Blueprints, which address economic and community development, and set out the region's conditions, vision and priorities.

- The WAPC has prepared regional and sub-regional planning strategies since the 1980s. At present, Regional Planning and Infrastructure Frameworks are being prepared for the Pilbara, Wheatbelt, Kimberley, Mid West and Gascoyne regions. There is a strategy in place for the South West and Goldfields-Esperance. A sub-regional strategy is in place for the Great Southern – the Lower Southern Strategy – which is in the early stages of being reviewed and reformed as a regional planning framework to cover the entire Great Southern region.
- To inform Regional Investment Blueprints and Regional Planning and Infrastructure Frameworks, it is proposed that RDCs be required to prepare Regional Economic Development Strategies, with subsidiary economic development strategies at the local level. These plans will provide economic analysis and set out economic priorities, zones, strategies and projects to address objectives and drive economic and job growth to achieve population targets. Importantly, that will set out economic growth initiatives specifically directed at the growth of SuperTowns, and the economic context for selection of future SuperTowns. They will be key inputs to the (future) Regional Investment Blueprints and Regional Planning and Infrastructure Frameworks.

### Local Level Strategic Framework

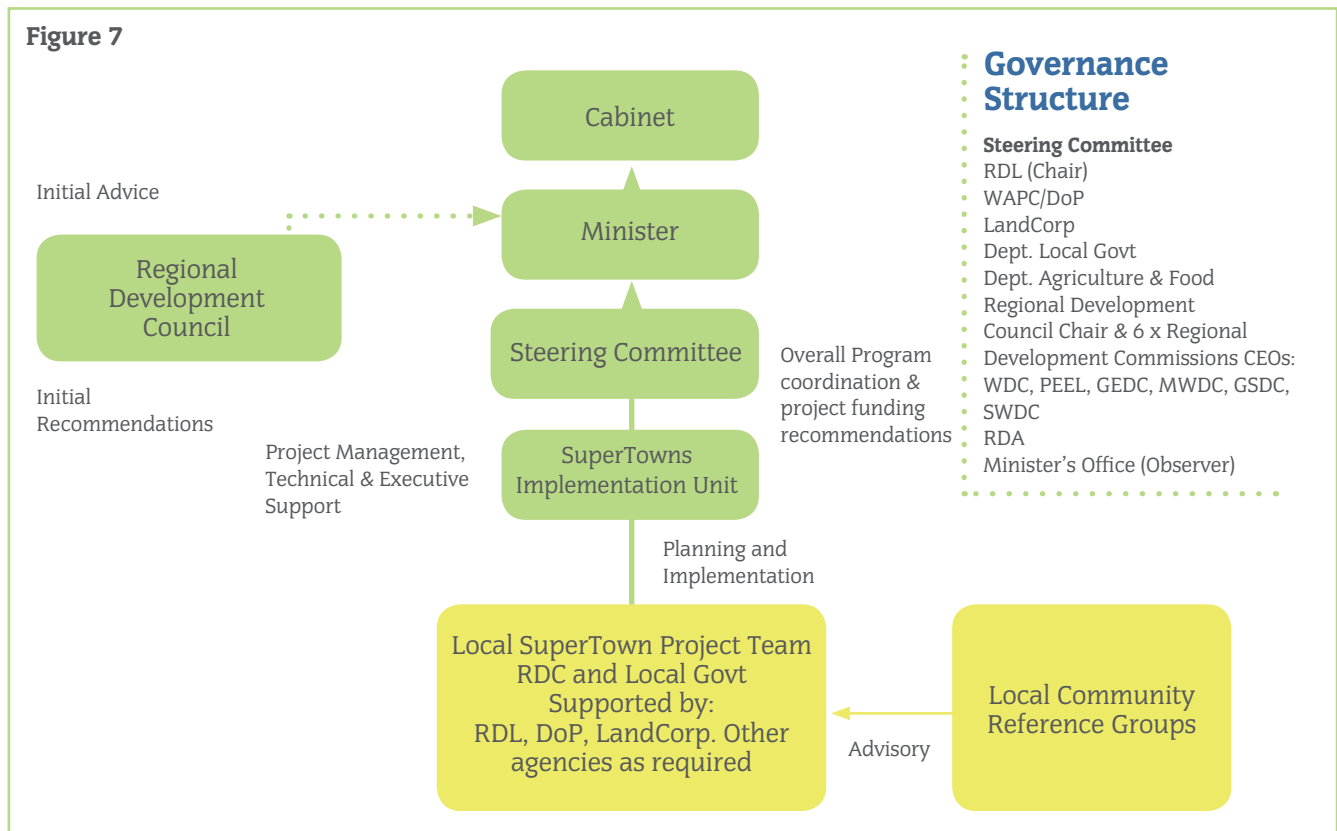
- The Department of Local Government has put in place a new integrated strategic planning framework for Local Governments – central to which are Strategic Community Plans – which must be complete by mid 2013. The SuperTowns program proposes to fast-track the delivery of these plans for selected SuperTowns to ensure a vision is in place enabling consideration of organisational change issues in tandem with the strategic planning process.
- Local Governments are also required to prepare local planning strategies. These strategies may be capable of meeting the requirements of a SuperTowns Growth Plan for a specified SuperTowns catchment area (this may be different to a Local Government boundary), to address a broader scope.
- SuperTown Growth Plans will reflect the aspirational vision of the local community, and provide an ‘investment blueprint’ to attract private investment and direct sustainable growth. FIPs will form

part of the SuperTown Growth Plans, and will be prerequisites for project funding.

- Local economic development strategies will support the local agenda for place-making, business attraction and job growth, and will be prepared as part of SuperTown Growth Plans tying in with regional economic development strategies.
- Importantly, it is acknowledged that the process to prepare SuperTown Growth Plans will need to be tailored to local circumstances. However plans of this nature usually adopt an integrated and iterative approach, following these key steps:
  - undertaking context analysis to identify the baseline situation, issues, opportunities and potential options for growth and change. A key element will include ‘due diligence’ investigations and gap analysis for the catchment area
  - preparing vision and objectives; setting targets and indicators
  - preparing strategies and identifying initiatives and projects required to achieve the vision and objectives
  - preparing spatial plans that respond to the strategies, initiatives and projects
  - identifying growth staging and consequent population growth and infrastructure, and services requirements and thresholds – breaking these down into specific projects, such as facilities or property development opportunities
  - compiling the SuperTown Growth Plans, including the FIP (project schedule)
  - defining governance requirements to implement, monitor and review the SuperTown Growth Plans
- If Local Governments have addressed any or all of the matters required in SuperTown Growth Plans through other plans or strategies, there will be no need to repeat this work. Rather, these documents should be compiled within the SuperTown Growth Plan and FIP.

# 5. Governance

## 5. Governance



### 5.1 Structure

#### Minister and Cabinet

- All project funding proposals will be referred to the Minister for endorsement.
- All actions and funding proposals will be referred to Cabinet for consideration of funding approval.

#### State Coordination

- Regional Development Council (advice role at the request of the Minister for Regional Development; Lands)
- SuperTowns Steering Committee (including providing advice to the Regional Development Council)
- SuperTowns Implementation Unit (located within the Department of Regional Development and Lands).

#### Towns

- SuperTowns Project Teams (coordination to be undertaken by the Local Government and RDCs, and supported by the SuperTowns Implementation Unit)
- Local Community Reference Groups

### 5.2 Principles

There are principles that should direct SuperTowns:

- The approach should be one that stresses strategic alignment, coordination and collaboration. This seeks to “join the dots” and overcome silo approaches. Relevant stakeholders who can make a difference should be involved at the town, regional and State levels. This requires strong links to existing plans and initiatives at all levels.
- Sustainable development, which ensures that strategic planning processes provide a common and coherent basis whereby information gathered on all the relevant issues is assessed and reviewed. Options and scenarios should be considered, and feasible plans, strategies and implementation programs developed in a holistic, integrated and multi-disciplinary way. This acknowledges that regions and towns act as systems, and that action needs to be undertaken simultaneously, and on multiple fronts, to achieve desired outcomes.

- Place-making, which is strongly underpinned by sustainability and community engagement principles. This place-based approach moves beyond superficial responses to encompass the development of all elements that make up a place through strong community engagement, to create communities with distinctive identities and foundations for sustainable economic growth.
- Local decision-making for the program should reflect that those closest to the communities affected by decisions be a key part of decision-making processes. This is the subsidiarity principle, and necessitates engagement of Local Government, RDCs and relevant State agencies at the local community level.
- Community engagement will make for shared and owned processes and outcomes. It is important that an open and transparent process is followed for engagement and involvement at all stages. This should include all communities, particularly reflecting culturally sensitive approaches for Aboriginal communities.
- A proactive, implementation focus is required to drive change and achieve outcomes.

Regional towns have their own histories, unique opportunities, challenges and maturity of their planning systems. These will need to be factored into any subsequent strategic planning process and development.

It is therefore important that a localised, place-based approach is followed, so that those who best know and understand can set the agenda on how to tackle development and lifestyle issues.

Each town selected for participation in the SuperTowns program will therefore require an individually tailored response. However, there is a common and overarching framework within which these responses will be developed and implemented.

### 5.3 Strategic Objectives

#### Strategic Objective 1

To target sustainable regional economic development to stimulate diverse employment and investment opportunities

#### Strategic Objective 2

To assist in managing the State's projected population expansion in key regional towns

#### Strategic Objective 3

To plan and invest in town development and growth within an integrated strategic planning and implementation framework

### 5.4 Key Focus Areas

The strategic objectives of the program at regional and local levels must be addressed through the following key focus areas:

#### Key focus area 1

Governance, strategic planning and community engagement

#### Key focus area 2

Development of healthy, attractive and well-planned communities – including streetscape, business and revitalisation programs

#### Key focus area 3

Sustainable communities

#### Key focus area 4

Economic activity and employment opportunities – including industry attraction, workforce planning, skills development and technology and innovation

#### Key focus area 5

Community engagement and more specifically Aboriginal involvement

#### Key focus area 6

Maximisation of the benefits of technology and innovation

#### Key focus area 7

Asset and infrastructure management

#### Key focus area 8

Integrated transport and key infrastructure linkages

#### Key focus area 9

Marketing and strengthening of identity

These key focus areas must be reflected as part of the main elements covered in a SuperTown Growth Plan.



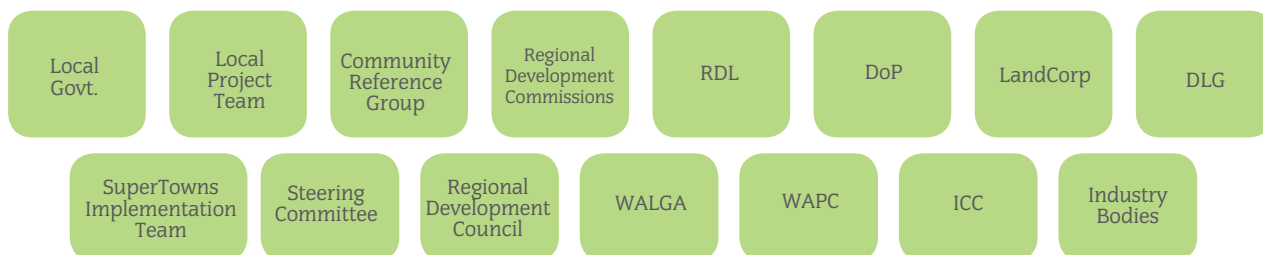
# 6. Stakeholders, Roles and Monitoring

## 6. Stakeholders, Roles and Monitoring

### 6.1 Partnerships

Figure 8: A Partnership Approach

#### Partners



SuperTowns involves a large number of partner groups consisting of State government agencies and industry and community bodies, which are engaged in a very broad set of activities ranging from policy, planning and governance frameworks to community consultation and project delivery.

#### SuperTowns Steering Committee Membership

Director General, Department of Regional Development and Lands (Chair)  
Director General, Department of Agriculture and Food  
Director General, Department of Planning  
Chair, Western Australian Planning Commission  
Director General, Department of Local Government  
Chief Executive Officer, LandCorp  
Chair, Regional Development Council  
Relevant Regional Development Commission's Chief Executive Officers  
Representative, Australian Government  
Representative, Office of the Minister for Regional Development; Lands (Observer)

#### SuperTowns Implementation Unit

Department of Regional Development and Lands

#### Local SuperTown Project Team Membership

Local Government  
Regional Development Commission  
Local Government planning staff  
Community representation  
Department of Planning  
Department of Regional Development and Lands  
LandCorp



## 6.2 Stakeholders

Key Stakeholders	Interest	Requirements
Western Australian Government	Vision for SuperTowns, to improve quality of life for residents and support major economic activity.	<ul style="list-style-type: none"> <li>• Blueprint for achieving this vision, which will require a proactive approach to meeting growth aspirations.</li> <li>• Meet requirements of Royalties for Regions and other funding sources.</li> </ul>
Federal Government	Support major economic activity in the region which is in the national interest.	<ul style="list-style-type: none"> <li>• Plan which informs Infrastructure Australia bids, and addresses sustainability criteria.</li> </ul>
State Government Agencies	Meet requirements of the State Government, and deliver services and infrastructure to meet State needs.	<ul style="list-style-type: none"> <li>• Sustainable growth plan for the town, setting out responsibility and timing of key projects and infrastructure requirements.</li> <li>• Coordinated delivery of infrastructure.</li> <li>• Strategic direction on projects.</li> </ul>
Regional Development Commissions	Meet requirements of the State Government, and deliver services and infrastructure to meet State and regional needs.	<ul style="list-style-type: none"> <li>• Agreed buy in from all relevant agencies to regional and local plans.</li> <li>• Appropriate resourcing to deliver in a timely manner.</li> </ul>
Local Governments	Achieve economic growth and development and improve quality of life for residents.	<ul style="list-style-type: none"> <li>• Integrated Local Government Planning Frameworks.</li> <li>• Sustainable growth implementation plan for the town.</li> <li>• Meet requirements of Royalties for Regions and other funding opportunities.</li> </ul>
Private Sector	Support economic development in the region by supporting growth and improving quality of life in order to attract and retain staff.	<ul style="list-style-type: none"> <li>• Sustainable growth plan for the town.</li> <li>• Plan which informs investment decisions in community infrastructure.</li> <li>• Provide private sector opportunities.</li> </ul>

## 6.3 Roles and Responsibilities

The way forward for SuperTowns is through multi-level governance for enduring place-based planning and strategy development. The place-based approach must be supported by coordinated whole-of-government workings, operating on a model that ensures resources are provided based on the selection of the best-suited towns, and that outcomes and goals are locally determined, but ranked by resource prioritisation.

Coordination at the whole-of-government level is important to the program's success. The following are the main agencies' roles for the program:

### Key Contributors

#### Regional Development Council

- Advice to the Minister on initial selection of towns for SuperTowns
- Advice to the Minister on the roll out of SuperTowns where requested

#### Regional Development Commissions

- Co-chair and provide joint executive support for local SuperTown Project Teams, with Local Government
- Chair regional agency technical support group meetings

- With Local Government, develop community engagement strategies for community-owned SuperTown Growth Plan
- Develop and scope proposals for SuperTown funding approval
- Engage regional State Government agencies for the achievement of SuperTown objectives
- Commission Boards approval of SuperTown Growth Plan to be forwarded for funding consideration by Government
- Take responsibility with Local Government for the delivery of economic and community outcomes identified in the SuperTown Growth Plan
- Work with the Local Government and other relevant Government agencies to ensure alignment of SuperTown Growth Plan with other planning frameworks
- With Local Government, lead the delivery of place-making and revitalisation across towns and coordinate other State agencies in the process
- Promote a culture of community participation
- Ensure the program is delivered on a whole-of-government basis, leveraging private sector and government resources as appropriate, and
- Engage with and brief Regional Development Australia (RDA) at a regional level on the program

#### **Local Governments**

- Co-chair local SuperTowns committees with RDCs
- Develop Strategic Community Plans and Corporate Business Plans to support SuperTowns objectives in conjunction with local RDCs
- Assist in planning approvals for projects identified in town SuperTown Growth Plan
- Assist with implementation of projects on an agreed basis
- Work with local RDCs on community engagement and communication strategies
- Approve final SuperTown Growth Plan for consideration by Government
- Provide executive and support and other technical assistance as agreed

#### **Department of Regional Development and Lands**

- Administer the SuperTowns program at a State-wide level, through the SuperTown Implementation Unit
- Provide support for the development of individual SuperTown Growth Plans
- Coordinate advice to the Minister for Regional Development; Lands and to the Regional Development Council as required
- Engage with and brief Commonwealth representatives of Regional Development Australia organisations (Commonwealth) at a State level on the program
- Manage the SuperTowns budget and develop financial assistance agreements as required for projects and planning
- Analyse and support assessment of all funding proposals
- Coordinate approval for funding through the Minister for Regional Development; Lands and State Cabinet
- Be responsible for program governance and accountability
- Chair, advise and provide executive support to the SuperTowns Steering Committee

#### **Department of Planning**

- Provide strategic planning advice about proposals for SuperTowns funding to the SuperTowns Steering Committee and the Local SuperTown Project Teams
- Ensure alignment of program outcomes with the State Planning Strategy, and regional plans and frameworks
- Lead the development of statutory planning and strategic planning at a regional and sub-regional level

#### **LandCorp**

- Provides support or advice when engaged by the Local Government or through the Local SuperTown Project Teams
- Provide advice / facilitation in project management/ growth planning
- Provide advice on land assembly / development
- Manage land delivery
- Assist with place-making activities

## Teams

### SuperTowns Implementation Unit

(Department of Regional Development and Lands to Lead)

- Coordinate State agencies and industry and community groups
- Develop a partnership approach with key agencies such as the Department of Planning
- Ensure that participating communities are appropriately resourced in a timely manner – this could be funding, technical expertise or human resources
- Develop operational frameworks for SuperTowns processes
- Ensure consistency and compatibility with State and regional planning frameworks
- Develop governance framework
- Monitor and report on program and project progress
- Provide advice to SuperTown Steering Committee on funding proposals and recommendations, and
- Provide communications services to Ministers and the SuperTowns Steering Committee

### SuperTowns Steering Committee

(Department of Regional Development and Lands to lead)

- Provide advice to the Regional Development Council on nominated SuperTowns received from RDCs
- Provide advice to the Minister on overall program design, administration and funding arrangements
- Ensure alignment of town selection, growth strategies and project funding proposals with the State Planning Strategy and the relevant regional planning committee plans and investment plans
- Oversee SuperTowns initiative generally
- Endorse SuperTown Growth Plans
- Assess proposals for project funding under the SuperTowns initiative against the funding criteria and advises the Minister for referral to Cabinet
- Provide regular reports on the status of the initiative to the Minister

### Local SuperTowns Project Teams

(RDCs and Local Governments to lead)

- Develop and implement the SuperTown Growth Plan

### Local Community Reference Groups

(Local Governments to lead)

- Be the conduit between the Local SuperTown Project Teams member organisations and the broader community for the development and implementation of SuperTown Growth Plans
- Encourage participation in wider community engagement processes

## 6.4 Monitoring and Evaluation

The Department of Regional Development and Lands will have overall responsibility for the monitoring and evaluation of the SuperTowns program.

Monitoring and evaluation is to be based on process and outcomes. Outcomes must be decided locally and reflect local conditions and circumstances.

Monitoring to include:

- SuperTown Growth Plan is developed within specified timeframes
- SuperTown Growth Plan meets guidelines that will address strategic objectives, key focus areas and advice on other planning regimes
- Consultation and stakeholder processes are followed
- Sign-off by local stakeholders

Evaluation to include:

- SuperTown Growth Plan meets objectives and legislation for Royalties for Regions
- SuperTown Growth Plan aligns with other State plans and acknowledges technical input



# 7. Project Phases

## 7. Project Phases



Implementation of SuperTowns will be rolled out over three key phases, with the initial phase focusing on establishing the program and the selection of Round 1 SuperTowns. Selection of a town qualifies it for strategic planning and transformative project funding, placing it in the development pipeline for further Royalties for Regions funding.

It is acknowledged that each town will have a different starting point, which will pinpoint the level of strategic planning required and readiness for further funding.

The next phase will involve putting the strategic planning and implementation framework into place. This will provide the context for the last phase – delivery of the projects, selection of the next round of SuperTowns, and monitoring and review of this long-term initiative. Figure 10 below provides an overview of these phases.



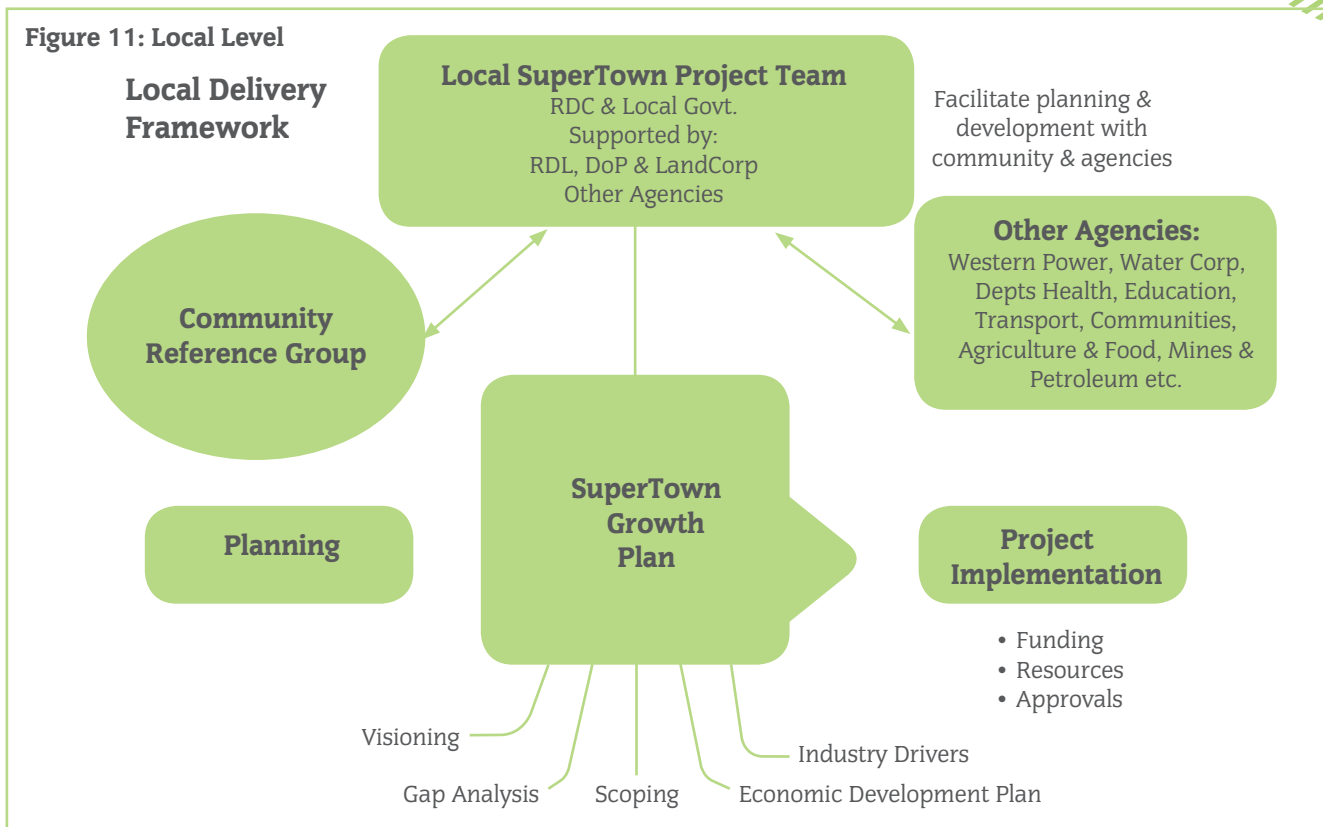
## Phase 1 – Establishment

- Program Planning
  - ▶ Minister’s announcement of developing a SuperTowns program
  - ▶ Funding allocation in 2011/12 State Budget
  - ▶ Preparation of program plan and schedule
  - ▶ Establishment of program governance framework (including roles and responsibilities)
  - ▶ Development of program strategic objectives
  - ▶ Preparation of communications strategy
- Selection of Towns
  - ▶ Development of eligibility criteria to select towns
  - ▶ Invitation for nominations for SuperTowns
  - ▶ Selection of towns
  - ▶ Endorsement by Cabinet
  - ▶ Minister’s announcement of selected towns
- Program launch
  - ▶ Introduction briefing (by Minister)
  - ▶ Launch of SuperTowns initiative in selected towns (by Minister)
- Establishment of Project Governance
  - ▶ Set up SuperTowns Steering Committee
  - ▶ Set up SuperTowns Implementation Unit
  - ▶ Set up SuperTown Local Project Teams
  - ▶ Set up Community Reference Groups
- Detailed Program Scoping
  - ▶ Preparation of scope of work checklist
  - ▶ Scoping meetings to be held
  - ▶ Preparation of scope of works
- Planning Funding Allocation
  - ▶ Individual funding applications for the planning phase for each town are to be considered by the SuperTowns Steering Committee, and recommendations made to the Minister via RDL.

## Phase 2 – Strategic Planning

- Regional level
  - ▶ Project planning, service agreement/MOU and consultant briefs to be prepared
  - ▶ Consultants appointed
  - ▶ Development of communication strategy and documents/materials
  - ▶ Community coordination to be undertaken, including meetings/ workshops
  - ▶ Ongoing liaison with SuperTowns Implementation Unit
  - ▶ Engagement of key local stakeholders
  - ▶ Identification of strategic issues
  - ▶ Ongoing consultation on process with community and stakeholders
  - ▶ Preparation of Regional Investment Blueprints, Economic Development Strategies and Planning and Infrastructure Frameworks
  - ▶ Launch of SuperTowns initiative in selected towns (by Minister where possible)
  - ▶ Organisation of local governance structures, with coordination role to be undertaken by the RDC in partnership with Local Governments
  - ▶ Creation of Local SuperTown Project team to undertake project
  - ▶ Development of recommendations and proposals to be submitted as draft SuperTown Growth Plan to community
  - ▶ Specific consultation on findings and conclusions, including with SuperTowns Implementation Unit
  - ▶ Local endorsement of SuperTown Growth Plan with submission to SuperTowns Steering Committee

**Figure 11: Local Level**



**Phase 3 – Implementation and Operation**

- SuperTowns Steering Committee to provide advice to Regional Development Council on SuperTown Growth Plan and associated planning and investment recommendations
- SuperTowns Steering Committee to make recommendations to Minister/Cabinet

**Implementation Coordination**

- The SuperTowns Implementation Unit will take the lead role on coordination
- Implementation will inevitably occur through a number of mechanisms, which should be identified in the SuperTown Growth Plan
- The Local SuperTown Project Team will be responsible for coordinating the local implementation of the SuperTown Growth Plan
- The SuperTown Steering Committee will be responsible for facilitating delivery through Government, including the Infrastructure Coordination Committee and the Directors General Royalties for Regions Group.

**8. Who can I contact for more information?**

The SuperTowns Implementation Unit has been set up to coordinate the initiative. If you have any questions on this Framework or the SuperTowns initiative you can contact the following officers:

- Lynette O’Reilly  
General Manager.....6552 4487
- Anita Shah-Jenner  
Principal Project Officer.....6552 4431
- Katie Bawden  
Project Officer .....6552 4472

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