

# Economic Development Strategy

2026-2031



### **Report Acknowledgments**

The Shire of Murray Economic Development Strategy was prepared by Urban Enterprise in collaboration with Council. The report was authored by Jonathan Rochwerger (Director) and Tayler Neale (Associate).

### **Acknowledgment of Traditional Custodians**

The Shire of Murray acknowledges the Bindjareb and Wilman Noongar people as the Traditional Owners of the lands and waters where the Shire of Murray is situated today and on whose land we meet, share and work. The Shire of Murray pays its respect to Elders past, present and emerging.



Level 1, 302-304 Barkly St, Brunswick VIC 3056  
+61 3 9482 3888 | [www.urbanenterprise.com.au](http://www.urbanenterprise.com.au)

## Economic Development Strategy 2026-2031

# Contents

<b>Executive Summary</b>	<b>3</b>
<b>Part A Background and Context</b>	<b>8</b>
<b>1. Introduction</b>	<b>9</b>
1.1 Understanding Local Economic Development	9
1.2 Strategy Development	10
1.3 Local Insights	11
1.4 Strategic Context	12
<b>2. Shire of Murray</b>	<b>14</b>
2.1 Overview	14
2.2 Economic Assets and Attributes	15
2.3 Regional Context	17
2.4 Shire of Murray Profile	18
2.4.1 Population and Workforce Profile	18
2.4.2 Economy and Industry Profile	19
<b>3. Strategic Considerations</b>	<b>27</b>
3.1 Overview	27
3.2 Successful Economic Development	28
<b>Part B Economic Development Framework</b>	<b>29</b>
<b>4. Framework Overview</b>	<b>30</b>
4.1 Economic Development Vision	30
4.2 Economic Development Themes	30
<b>Theme 1: Industry Development and Economic Diversification</b>	<b>31</b>
<b>Theme 2: Targeted Infrastructure Investment Attraction</b>	<b>35</b>
<b>Theme 3: A Thriving Local Population and Workforce</b>	<b>39</b>
<b>Theme 4: A Successful Visitor Destination</b>	<b>43</b>

# Executive Summary

## Overview

The Shire of Murray *Economic Development Strategy 2026-2031* (EDS or Strategy) has been prepared to set the directions and priorities for the **growth** and **development** of the local economy and community.

The Strategy responds to the broader macroeconomic conditions and local context and includes a set of targeted project and initiatives for Council to deliver over the next five years – with support from stakeholders from the public and private sectors.

*The information in this document is informed by independent research and analysis, as well as consultation with industry representatives, local businesses, Council and Government stakeholders.*

# Shire of Murray

The Shire of Murray is a diverse and rapidly evolving region, where community, enterprise and environment come together to shape a bold future. Located at the junction of Perth's southern peri-urban fringe and Regional Western Australia, Murray offers the best of both worlds: the vibrancy of expanding townships, and the tranquility of forests, rivers and rural landscapes.



Murray is home to a network of distinctive communities, including Pinjarra, Ravenswood, North and South Yunderup, North Dandalup, Coolup, Dwellingup, Barragup and Stake Hill – Murray's character is shaped by its diversity. Each township contributes to a rich social, cultural and economic fabric that underpins the Shire's identity.

Pinjarra, recognised as the Peel region's Secondary Centre, is emerging as a vibrant hub for economic and social activity – evolving into a key node for regional development with growing commercial capacity, expanding services, and strategic transport connections linking it to the broader region. Dwellingup, named Australia's Top Tiny Tourism Town, has gained national and international recognition for its world-class nature-based experiences and trails. Meanwhile, employment and industrial nodes such as the Peel Business Park, Pinjarra Industrial Park and Barragup commercial corridor underpin the Shire's evolving economic base, unlocking new opportunities in agribusiness, advanced manufacturing and other emerging industries.

Murray is also well-known for its strong and proud equine sector, which is a vital contributor to the local economy and community – supporting jobs, tourism and local identity.

While Murray boasts significant strengths – its location, natural beauty, community connection, tourism appeal and growing economy – it also faces critical challenges. Population growth continues to outpace local job creation, with many residents commuting outside the Shire for work and services. As a result, much of the region's economic activity and retail spend is currently captured by neighbouring centres. Without intervention, this trend could limit the Shire's ability to realise its full potential.

In addition, the economic reliance on the alumina mining industry, with output, jobs and exports concentrated across a few sectors (e.g. mining and manufacturing), exposes the economy to market conditions. Therefore, supporting a more diverse economy and expanded industry base will help create economic resilience and foster long-term economic sustainability.



The EDS seeks to harness Murray's strengths, respond to challenges, and guide the Shire toward a more self-sustaining, resilient and inclusive local economy — **one that provides greater local opportunity, supports community aspirations, and positions Murray for long-term, sustainable prosperity.**

# Strategic Considerations

The following strategic considerations – which reflects Murray’s profile, attributes and opportunities – informs the framework for the EDS and subsequent focus areas for the Shire.

These considerations respond to the Shire’s competitive advantages, which includes its strategic location, natural assets and activated employment land, as well as mitigate barriers to growth (including ageing infrastructure and limited accessibility). This helps to identify and realise economic opportunities – such as attracting infrastructure investment, creating local jobs, growing traditional and emerging industries and strengthening the visitor economy.

## Strategic Considerations for Economic Development



### Leverage the Shire of Murray’s strategic location

The Shire’s proximity to the metropolitan and urban centres of Perth and Mandurah, combined with its dual ‘regional’ and ‘peri-urban’ classifications, should be leveraged to attract investment and benefit (current and future) residents, workers and visitors.



### Ensure future growth is sustainable

Balance economic growth with achieving positive community and environmental outcomes to create sustainable, long-term growth that benefits all stakeholders.



### Economic and industry diversification is essential to future growth

A more diverse industry base will help meet the needs of the growing economy, population and labour force – through increased investment and creation of local employment opportunities – as well as minimise the economy’s exposure to external shocks.



# Economic Development Framework

The strategic framework guides future economic prosperity in the Shire over the next five years. This includes the vision, objectives, key themes and directions for the economy, informing future project priorities. The role of Council and other stakeholders in the delivery and implementation of this framework and identified project and actions is detailed later in this document.

## Vision

The following vision for economic development in the Shire aligns with the Council Plan and Peel Development Commission's 2050 Vision:

**The Shire of Murray is home to a diverse and innovative economy, underpinned by business and infrastructure investment, a strong local job market and a flourishing visitor economy.**

## Shire of Murray Economic Development Themes

The economic development themes and strategic directions for the Shire are outlined below, which is used to identify the project opportunities (including transformative projects). These are based on a combination of stakeholder consultation and background research, as well as alignment to the vision and strategic considerations for economic development in the Shire.

The list of transformative and other projects, as well as future actions to implement the Strategy, are detailed in Part B of this report.



**Theme 1**  
**Industry Development and Economic Diversification**

**Goal**  
*Develop a diverse, resilient and productive industry base*

**Strategic Direction**  
1A. Population-Based Industry Attraction  
1B. Engaged and Capable Business Community  
1C. Business Innovation and Competitiveness

**Transformative Project**  
Peel Business Park Development (Stages 2 and 3)



**Theme 2**  
**Targeted Infrastructure Investment Attraction**

**Goal**

*Enable and attract investment in key capital projects that drives economic and community outcomes*

**Strategic Direction**

- 2A. Funding Advocacy and Collaboration
- 2B. A Conducive Environment for Infrastructure Investment

**Transformative Project**

Western and Pinjarra Heavy Haulage Deviation project



**Theme 3**  
**A Thriving Local Population and Workforce**

**Goal**

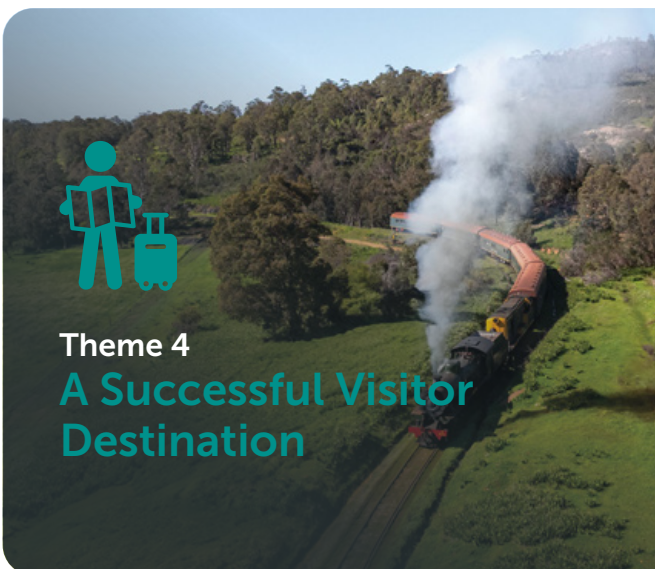
*Support resident attraction and workforce growth through provision of services, amenity and infrastructure*

**Strategic Direction**

- 3A. High-Amenity Townships
- 3B. Workforce Training and Skills Development

**Transformative Project**

Murray Health Hub



**Theme 4**  
**A Successful Visitor Destination**

**Goal**

*Create a well-established and unique visitor economy*

**Strategic Direction**

- 4A. High-Quality Visitor Products, Assets and Infrastructure
- 4B. A Diverse Calendar of Tourism Events
- 4C. Expand the Reach of Destination Marketing and Promotion

**Transformative Project**

Murray Heritage Railway Precinct

## Part A

Economic Development Strategy

# Background and Context

➤ *The following outlines the research, data analysis and consultation with Council, community and industry that informed this strategy, ensuring an evidence-based approach that reflects local values and the Shire's unique challenges and opportunities.*



# 1. Introduction

## 1.1 Understanding Local Economic Development

### What is Economic Development?

The World Bank defines Economic Development as:

Building the economic capacity of a local area to improve its economic future and the quality of life for all. It is a process by which public, business and non-government sector partners work collectively to create better conditions for economic growth and employment generation.

This definition informs the preparation of this Economic Development Strategy (EDS).

### What is an Economic Development Strategy?

An EDS is designed to guide the internal decision making of Local Government, reflecting the area's values and aspirations. It provides an overarching vision for a local area and includes objectives and targeted actions to achieve **growth** and **development** outcomes for the economy and community.

### What is the role of Local Government in Economic Development?

#### Enable

Focus on addressing market failures rather than competing with businesses. Create the conditions for private sector success by fostering a business-friendly environment that supports innovation, competition and productivity.

#### Deliver

Embed economic development within a broader, integrated strategy that aligns with regional priorities and leverages the community's unique competitive advantages. Economic development should be a core consideration across all Local Government functions and decision-making.

#### Collaborate

Work in partnership across all levels of government, business, and the community. Strong relationships and coordinated efforts are essential to achieving sustainable and impactful economic development outcomes.<sup>1</sup>

#### Advocate

Represent the needs of the local economy by championing investment, strategic reforms and policy settings that support growth, resilience and long-term community benefit.<sup>2</sup>

A local EDS is prepared within the context of Local Government's core service offerings and are often implemented across Council departments (in partnership with the public and private sector).

<sup>1</sup> Involves partnerships with key stakeholders at a federal, state, regional and local level. This includes government agencies, funding bodies, business representatives and community groups.

<sup>2</sup> Western Australia Local Government Association, An Economic Framework for Local Government in Western Australia, 2023.

# 1.2 Strategy Development

This EDS is informed by background research, data analysis and consultation with key stakeholders to ensure it was developed through an evidence-based and collaborative approach (refer below).

## Strategy Process

STAGE 1	STAGE 2	STAGE 3	STAGE 4
<b>Strategic Context</b>	<b>Background Research and Analysis</b>	<b>Stakeholder Consultation</b>	<b>Strategy and Action Plan Development</b>
<ul style="list-style-type: none"> <li>› Strategic Context Review</li> <li>› Macroeconomic and Regional Context</li> </ul>	<ul style="list-style-type: none"> <li>› Population and Demographic Profile</li> <li>› Economic Profile</li> <li>› Visitor Economy Profile</li> <li>› Detailed Key Sector Analysis</li> </ul>	<ul style="list-style-type: none"> <li>› Council Staff and Executive Team</li> <li>› Industry Workshops</li> <li>› External Regional and Industry Stakeholders</li> <li>› Business Survey (220 responses)</li> </ul>	<ul style="list-style-type: none"> <li>› Economic development framework</li> <li>› Identification of projects, initiatives, investment opportunities</li> <li>› Action Plan</li> </ul>



# 1.3 Local Insights

This Strategy was prepared in close consultation with Council, community and industry, to reflect local values and identify the unique challenges and opportunities for the Shire. The consultation activity is summarised below.

## Consultation Summary

Stakeholder Group	Activity	Stakeholders
Council	Workshop <b>1</b>	Representatives from a cross-section of Council
Industry	Workshops <b>2</b>	Representatives from the following sectors: <ul style="list-style-type: none"> <li>› Regional Development; and</li> <li>› Visitor Economy.</li> </ul>
Government agencies and referral authorities	Interviews <b>4</b>	<ul style="list-style-type: none"> <li>› Peel Development Commission</li> <li>› Regional Development Australia</li> <li>› Tourism WA</li> <li>› Development WA</li> <li>› Destination Perth</li> </ul>
Other External	Interviews <b>3</b>	<ul style="list-style-type: none"> <li>› Peel Chamber of Commerce</li> <li>› Local business owners</li> </ul>
Industry and Community Survey	Online survey <b>220 responses</b>	Local business owners and residents

Overall, Consultation with key stakeholders revealed a **shared ambition** to grow the Shire’s economy while retaining its rural character and natural assets.

**Challenges** identified include ageing infrastructure, limited connectivity (inc. digital and transport), planning and environmental constraints, skills gaps, and a lack of short-stay accommodation.

However, there is strong alignment on Murray’s **competitive advantages** – its strategic location, natural environment, and supportive Council – and clear **growth opportunities** to activate employment and residential land, improve infrastructure and service delivery, and grow key sectors such as tourism, agribusiness, equine and renewables.

In addition, Stakeholders emphasised the importance of **strategic partnerships, advocacy, and coordinated investment** to support sustainable growth, create local jobs and benefit the community.

These views and aspirations were critical to Strategy development and have been imbedded in the identified actions and priorities.

# 1.4 Strategic Context

The Shire of Murray EDS supports the broader strategic and policy landscape at a local, regional and state level. The following page lists the key documents reviewed to inform strategy development and support strategy outcomes, common goals and objectives are achieved across the various layers of government.

The key strategic documents influencing the future of economic development in the Shire include the *Council Plan and Local Planning Strategy*, as well as the broader *Peel Regional Investment Blueprint*, which are detailed as follows:

## Shire of Murray Council Plan 2023-2033

The Shire of Murray's Council Plan supports the development of a thriving, connected, and sustainable community, with a strong focus on 'people', 'planet', 'place' and 'prosperity'. This is articulated in the Council Plan vision to create *"An outstanding place for community, lifestyle and opportunity."*, with the plan focusing on economic diversification, infrastructure investment, and protecting the region's unique natural and rural character.

In particular, the Shire seeks to achieve economic prosperity by supporting 'diverse business, tourism and job opportunities'. The EDS responds to the Council Plan and aspiration for prosperity by identifying targeted actions and opportunities to strengthen the local economy, create jobs and promote a resilient community and business base.

## Local Planning Strategy 2025

The Shire of Murray's Local Planning Strategy provides a 15-year vision for how land use change and development will occur within Shire of Murray and help create: *"An outstanding place for community, lifestyle and opportunity."*

Its guiding principles closely align with the EDS and underpin the strategic framework and subsequent actions included in the Strategy. These range from the creation of a consolidated urban structure and integrated transport planning to diverse employment land and housing/lifestyle choice – all while maintaining rural character and protecting the natural environment. This is designed to create the spatial and policy foundation for sustainable economic growth.

The EDS aligns with and supports these principles by identifying strategic opportunities to promote sustainable development, attract investment, support employment, and enhance liveability across the Shire's activity centres, employment precincts, and rural areas. Further, delivery of the actions identified in the Local Planning Strategy – which relate to housing, industrial land use, urban centres, job creation, tourism and key infrastructure, will serve to complement and support the outcomes of the EDS.

## Peel Regional Investment Blueprint 2015-2050

The Peel Regional Investment Blueprint provides a regional framework to guide long-term economic and social development across the Peel region. The document sets a vision for the Peel Region to 2050 as a *"progressive, prosperous, and dynamic region with a culture of care to all levels of government, industry, and the broader community."*

As such, it focuses on achieving a more diversified economy, resilient communities, and sustainable development, which closely aligns with the Murray EDS. The EDS builds on the Blueprint's priorities such as industry diversification, workforce development, and improved infrastructure, by identifying local actions and investment opportunities that position Murray to contribute to, and benefit from, broader regional growth.



*“An outstanding place for community, lifestyle and opportunity.”*

## Key Strategies and Policies

### State Documents

- › Western Australia State Planning Strategy 2050
- › WA Housing Strategy 2020-2030
- › Western Australia State Infrastructure Strategy 2022
- › Western Australia Visitor Economy Strategy 2033
- › Industrial Lands Steering Committee 10-year Industrial Land Strategy 2021

### Regional Documents

- › Perth and Peel @ 3.5 million 2018
- › South Metropolitan Peel Sub-Regional Planning Framework 2018
- › Peel Equine Strategy 2017
- › Peel Regional Investment Blueprint 2015-2050
- › Peel Development Commission Strategic Plan 2023-2025
- › People of Peel Human Capital Roadmap 2022-2027
- › Murray Economic Opportunity Analysis Report 2025 (DRAFT)

### Local Documents

- › Shire of Murray Economic Development Strategy 2018-2022
- › Shire of Murray Council Plan 2023-2033
- › Shire of Murray Advocacy Strategy 2024
- › Dwellingup Futures Roadmap 2021-2036
- › Shire of Murray Public Health Plan 2021-2025
- › Pinjarra Town Centre Revitalisation Strategy 2017
- › Local Planning Strategy 2025
- › Shire of Murray Tourism Marketing and Communications Plan 2020-2023
- › Marketing and Communications Plan 2024-2028
- › Dwellingup Trails Town Short Stay Accommodation Study 2023

# 2. Shire of Murray

## 2.1 Overview

The Shire of Murray is a rapidly growing peri-urban and regional municipality located between Perth and the Peel region's major centres, including Rockingham, Mandurah and Bunbury (see Figure 1).

The Shire possesses several advantages and attributes that contribute to economic growth and development. It is situated in a highly strategic location, with access to major road and rail infrastructure, providing efficient links to labour, visitor and freight markets. More recently, the Shire has experienced rapid population growth, particularly among families and working-age residents, which has strengthened the local labour force and expanded the consumer base. When combined with established economic anchors (e.g. the Alcoa alumina refinery, industrial precincts, equine industry and the Food Innovation Precinct Western Australia), as well as distinctive nature-based visitor assets in Dwellingup, the building blocks are in place to create an innovative and productive economy.

However, despite these advantages, there are challenges that constrain the Shire's economic potential. Current population growth is outpacing local job creation, resulting in low job containment, high levels of commuting, and significant escape expenditure to other urban centres. This limits local business growth, reduces economic resilience, and constrains the Shire's ability to translate population growth into sustained local prosperity.

At the same time, the economy remains highly concentrated in a small number of industries, most notably alumina mining and associated manufacturing. While these sectors are critical economic anchors, this level of reliance exposes the Shire to external market and industry shocks and limits the breadth of employment opportunities available locally.

Subsequently, opportunities to address these challenges and achieve long-term and sustainable growth need to be identified and pursued. This includes increasing job containment through creation of local jobs across a diverse range of industries, including population services, hospitality and value-adding to established manufacturing, mining and equine sectors.

This will be achieved through leveraging existing economic assets, as well as unlocking strategic infrastructure investment to enable business growth, enhance liveability and expand the visitor economy.

**This Strategy is therefore focused on directing the economic trajectory of the Shire from a predominantly residential and resource-dependent economy to one that is more diverse, employment-generating, self-sustaining and resilient.**



Figure 1. Shire of Murray

## 2.2 Economic Assets and Attributes

The figure overleaf illustrates the key economic and employment areas across the municipality. These areas provide key services and amenity to residents, workers and visitors, as well as supporting business activity, local consumption and economic development opportunities. This includes:



### Industrial precincts

Including Peel Business Park and Pinjarra Light Industrial Area, which supports heavy industry, agri-innovation, manufacturing, as well as light industrial services.



### Urban residential land

In the key towns of Pinjarra, Ravenswood, North and South Yunderup, North Dandalup, Dwellingup and others, accommodating residents and workers in the Shire.



### A Food Innovation Precinct of Western Australia (FIPWA)

Located in Peel Business Park, which fosters an ecosystem of innovation through research and development, production and food technology. The precinct is co-located with Murdoch University, providing research and skills training capabilities.



### A network of Activity Centres

Including a designated secondary centre in Pinjarra (servicing the Shire and Peel Region) and district centre in Ravenswood, complemented by a range of neighbourhood and local centres. These areas largely support retail and hospitality businesses to service residents, employees and visitors.



### Cultural assets

Including Edenvale Heritage Precinct, Murray Town Square and River Amphitheatre, the Pinjarra Massacre Site, and Bindjareb Park contribute to local vibrancy by supporting events, tourism, entertainment, and the recognition of heritage and culture.



### Key transport infrastructure

Supporting accessibility and connectivity to the Shire (e.g. Kwinana Freeway, Forrest Highway, South Western Freeway, Australind Rail line), as well as Murrayfield Aerodrome.



### Ample rural farming land

That supports food production for local processing and exporting.



### The Alcoa alumina refinery and Huntly bauxite mine east of Pinjarra

Which provide significant value to the local economy and are drivers of employment in the region.



### Equine assets

Including Pinjarra Park, Pinjarra Paceway and the Murray Regional Equestrian Centre in Coolup.



### Nature-based tourism assets

Including established walking and mountain bike trails (Dwellingup Adventure Trails network, Munda Biddi and Bibbulmun Track).



### Natural assets (forests and waterways)

That provide amenity to residents and visitors, including Dwellingup State Forest, Marrinup State Forest, Lane Poole Reserve and the Murray River. The Peel-Harvey Waterways is an iconic system of rivers and estuaries and is an internationally listed Ramsar Wetland that provides significant community and economic value <sup>4</sup>. Economically, the PHW is a significant contributor, with an estimated asset value of \$20.8 billion.



### Dwellingup Trails and Visitor Centre precinct

Provides world class amenity to visitors including toilets, showers, laundry, information, and equipment hire services, as well as a pump track/skate park.

Recognising the varying needs across the Shire, as well as harnessing these attributes, are critical to achieving economic development outcomes.

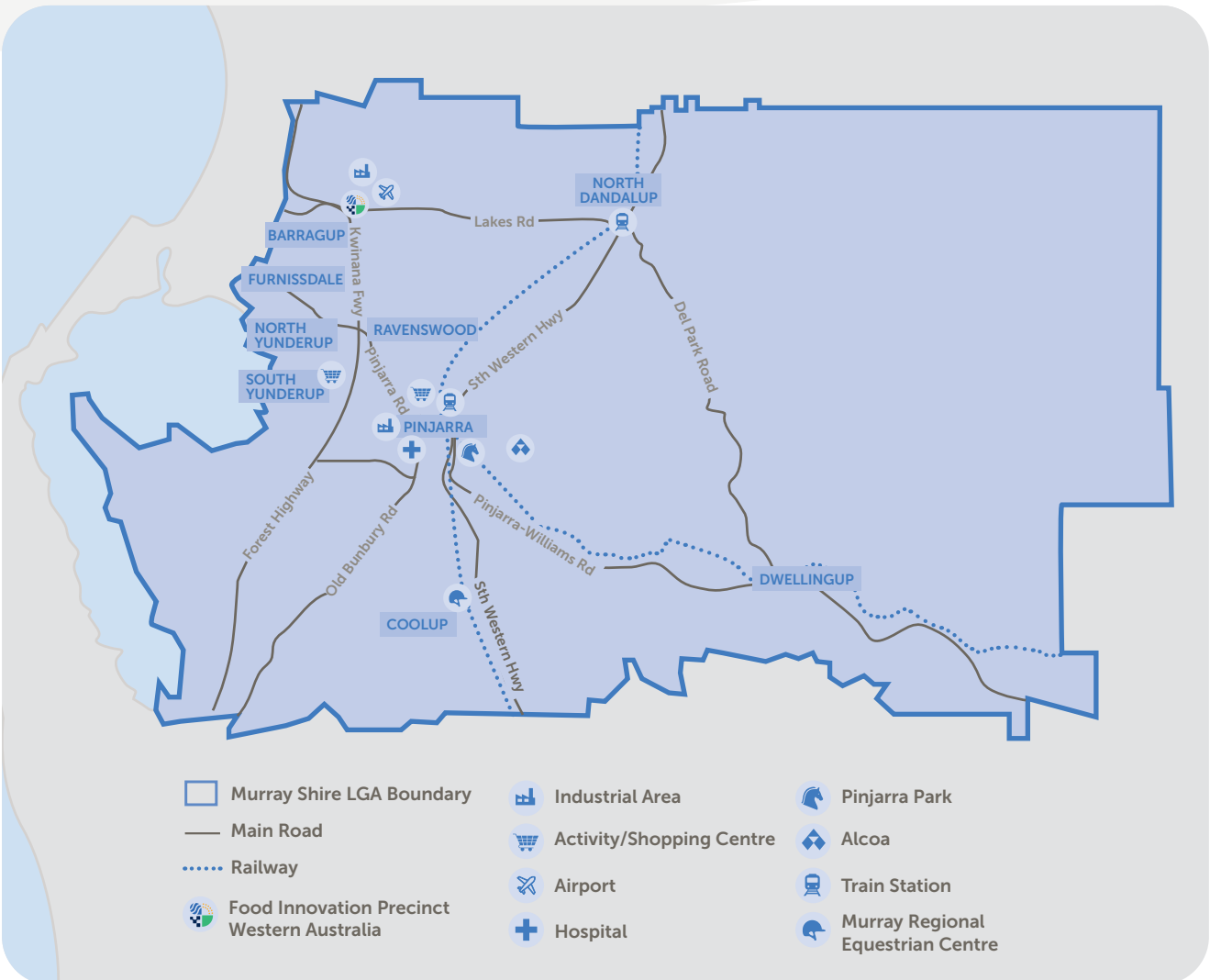


Figure 2. Shire of Murray Economic Assets and Attributes

<sup>4</sup> Economically, the Peel-Harvey Waterways has an estimated asset value of \$20.8 billion

## 2.3 Regional Context

The Shire of Murray is located in the Peel Region (between the Perth CBD and Bunbury) and proximate to the cities of Rockingham of Mandurah (see Figure 3). This provides both opportunities and challenges for growth, including:

**Competing for** business and infrastructure investment, service providers, as well as visitor and worker attraction; and

**Capitalising on** access to export, labour and visitor markets in surrounding urban and metropolitan centres.

**The Shire has the opportunity to leverage its economic and social relationship with surrounding areas to support growth and investment outcomes for the economy and community.**



Figure 3. Regional Context



## 2.4 Shire of Murray Profile

The following examines the Shire of Murray's 'Population and Workforce', 'Economy and Industry' and 'Visitor Economy' profile – all vital components for economic development. This includes a review of key macroeconomic influences, data indicators and trends, as well as a SWOT<sup>6</sup> analysis, which is designed to inform the strategic framework in subsequent sections of this report.



### 2.4.1 Population and Workforce Profile

The Shire is a dynamic region where metropolitan accessibility meets rich natural and rural landscapes. Its diverse communities, from growing townships to equine, agricultural and forested areas, offer a high-quality lifestyle that continues to attract new residents. However, this growth has not yet translated into a commensurate increase in local employment, with many residents commuting outside the Shire for work and services.

Central to Murray's economic future is better aligning population growth with local job creation. Low job containment and high levels of escape expenditure limit the capacity of the local economy to fully benefit from population growth, constraining business growth, town centre activation and long-term economic resilience. Addressing this imbalance requires a focus on expanding local employment opportunities alongside continued residential growth.

Providing quality housing, infrastructure and services, including health, training and employment generating investment, will be critical to retaining a skilled workforce and supporting businesses to grow locally. By strengthening employment precincts, supporting population servicing industries and improving access to services and amenity, the Shire can increase job containment and capture more economic activity locally.

By aligning population and workforce growth, the Shire will strengthen its economic base, support existing businesses and attract new investment. Building a skilled, locally employed workforce is fundamental to achieving sustainable economic growth, enhancing community wellbeing and ensuring Murray's growth delivers long term economic benefit for residents and businesses across the Shire.

<sup>6</sup>Strengths, Weaknesses, Opportunities, Threats.

## Macroeconomic Influences

There are several external factors that will impact the population and workforce in the Shire, as well as influence decision-making across government and industry.

**Cost of living pressures** impacting consumption rates and commercial business activity.

**Housing shortages** constraining the ability to attract and retain both residents and workers.

**Increasing migration** from urban and metropolitan centres to regional Australia.

**Transition to remote working arrangements** allowing flexibility in place of residence workers.

## Key Trends and Indicators

The population and workforce trends, outlined below, illustrates the issues and potential opportunities for the Shire (with regard to economic and community outcomes) and are reflected in the SWOT analysis.



Source: This data has been compiled by Urban Enterprise from a combination of sources, including: Profile ID, Forecast ID and Australian Bureau of Statistics. Data reflects 2021 unless specified otherwise.

## SWOT Analysis

The following SWOT analysis for the Shire's population and workforce draws from the consultation and background research and is used to inform the project opportunities identified in this Strategy.

### Strengths

- › Proximity to Mandurah and Perth provides the community with access to services, employment and amenity.
- › High levels of projected population growth across young families and worker demographic groups will generate local economic activity, grow the workforce and increase consumption rates.
- › Expected growth in residential development pipeline across several townships (inc. Ravenswood, Yunderup) to cater to future population.
- › Pinjarra as a designated Secondary Activity Centre for the Peel region provides important amenity and access to local services.
- › Low density housing is more attractive for future residential developments.

### Weaknesses

- › Proximity to Mandurah and Perth makes it challenging to attract and retain local services. As such, there is limited access to local health services, aged care and education/training facilities within the Shire, with many residents having to travel to Mandurah and further afield.
- › The relatively small population and workforce base currently constrains economic and business activity, which is exacerbated by relatively high-levels of resident disadvantage (including lower education, workforce participation and health outcomes for residents).
- › An older age – one-third of residents aged over 60 years – places pressure on health and social services.
- › Poor public transport connections (to and within the Shire) and access to services like Uber impacts movements for residents and workers.
- › Limited amenity and activation in Pinjarra, Dwellingup and urban centres constrains community engagement and local consumption, particularly for retail and hospitality businesses.
- › Lack of nighttime economy and spend opportunities outside work hours.
- › Poor digital and telecommunications infrastructure in some areas affecting residents and businesses.
- › Limited housing diversity (mostly low density) does not cater to a range of resident markets seeking medium- high density dwellings, inc. elderly and young couples.
- › Limited supply of worker and resident accommodation in Dwellingup.

- › Lack of infrastructure services, including reliable telecommunications, water, and transport connectivity, affects areas such as Dwellingup, Coolup, and North Dandalup.

### Opportunities

- › Activate and revitalise Pinjarra, Dwellingup and key urban centres to enhance local amenity and services.
- › Support placemaking initiatives across key towns to improve the 'sense of place', promote local pride and increase utilisation of town centres.
- › Promote workforce attraction, skills development and employment pathways for young workers to foster youth retention, grow the local workforce and support businesses.
- › Enable future residential developments to increase housing stock and meet future demand.
- › Improve connectivity to strategic locations for residents, visitors, workers and freight (inc. access to Mandurah, Bunbury and Perth).

### Threats

- › Population growth will be unsustainable without sufficient services, infrastructure and housing
- › Ongoing disadvantage, with regards to the socio-economic status of residents, will impact economic outcomes for residents and contribute to inequity.
- › Town centre inactivity will impact local jobs growth, liveability, as well as population and workforce growth.
- › Poor public transport will constrain liveability and economic outcomes for residents through lack of access to services, amenity and employment areas.



## 2.4.2 Economy and Industry Profile

The Shire of Murray's economy is underpinned by a mix of traditional and emerging industries, with manufacturing and alumina mining playing a dominant role in driving local output, employment and exports. The region benefits from strong transport connectivity and proximity to the labour and consumer markets of Mandurah and Perth, which supports business operations and access to supply chains. Established sectors such as equine services and agriculture further contribute to the economic base and support lifestyle driven enterprise.

While these strengths provide a solid foundation, the local economy remains highly concentrated in a small number of industries, particularly mining and manufacturing. This concentration exposes the Shire to external market and commodity cycles and limits the diversity of employment opportunities available locally. In addition, the agricultural sector faces growing pressure from climate variability, water security constraints and rising input costs, which challenge long term productivity and resilience without targeted investment and innovation.

The Shire is home to the state significant Peel Business Park and the Pinjarra Industrial Precinct, which provide strategic opportunities to broaden the economic base through new and complementary industries. Anchoring this potential is the Food Innovation Precinct Western Australia, which supports research, skills development and value adding activity in food and related industries. These assets present a pathway to diversify beyond traditional production, strengthen supply chains and grow higher value employment.

To address these challenges, the Shire of Murray is focused on unlocking investment across its industrial precincts, supporting industry collaboration and innovation, and enabling more productive and resilient use of rural land. By leveraging its infrastructure, innovation ecosystem and sectoral strengths, the Shire aims to reduce reliance on a narrow set of industries, adopt more environmental-friendly practices, and build a more diverse, sustainable and resilient economy for current and future generations.



# Macroeconomic Influences

There are several external factors that will impact the population and workforce in the Shire, as well as influence decision-making across government and industry.

**Skills and workforce shortages** are being experienced across most industries, including primary industries and service industries, constraining business activities.

**Increasing adoption** of environmentally sustainable practices and investment in renewable energy.

**Promotion of** emerging technologies and innovation in production and processing of commodities (e.g. food and fibre manufacturing) to improve productivity and increase industry competitiveness.

**Volatility of mining** sector due to external factors impacting prices, demand and export value.

# Key Trends and Indicators

## Economic Indicators and Industry Strengths 2023/24



**Output**  
**\$8B**

Manufacturing  
**\$4.5B (55%)**  
Mining  
**\$1.9B (24%)**



**Exports**  
**\$7.1B**

Manufacturing  
**\$5.2B (74%)**  
Mining  
**\$1.6B (23%)**



**Local Jobs**  
**8,837**

Manufacturing  
**2,260 (26%)**  
Mining  
**918 (10%)**  
Education  
**777 (9%)**



**Businesses**  
**1,266**

Construction  
**271 (21%)**  
Agriculture  
**195 (15%)**  
Rental, Hiring and Real Estate  
**118 (9%)**

## Sub-Sector Strengths 2023/24



**Manufacturing**  
Primary Metal and Metal Product Manufacturing

Output  
**\$4.3B (53%)** of total economy  
Exports  
**\$5.2B (73%)**  
Local Jobs  
**1,879 (21%)**



**Mining**  
Metal Ore Mining

Output  
**\$1.9B (24%)** of total economy  
Exports  
**\$1.6B (23%)**  
Local Jobs  
**750 (8.5%)**

## Jobs Growth +1,976

2018/19 to 2023/4

Education and Training  
**+308**  
Construction  
**+166**  
Manufacturing  
**+438**  
Mining  
**+180**

**Business Base** 2023  
Non Employing  
**64%**  
SME  
**33%**

Source: The data included in this section has been compiled by Urban Enterprise from a combination of sources, including Economy ID, Australian Bureau of Statistics, and the Australian Business Register. Data reflects the 2023-24 financial year, unless specified otherwise.



## SWOT Analysis

### Strengths

- › The economy specialises in the Manufacturing and Mining of alumina, which drives output, employment and exports in the region.
- › The presence of Alcoa as a major employer supports direct and indirect economic activity across a range of sectors – through use of local and regional supply chains. This has contributed to jobs growth in the Shire.
- › Industry has access to labour and consumption markets in nearby Mandurah and Perth.
- › A strong equine industry facilities support businesses, as well as tourism and community recreation.
- › Available industrial land via the regionally and state-significant Peel Business Park and Pinjarra Industrial Precinct, which supports business investment and employment.
- › FIPWA is a unique asset that supports research, innovation and investment in new technologies and future industries.
- › Established road transport (forest, southwest highways) and rail (Australind) corridors supports commuters and freight.

### Weaknesses

- › Competing with Mandurah and Perth for investment, employment and consumption results in economic and workforce leakages outside the Shire.
- › Lack of industry diversity – through a reliance on mining and manufacturing – exposes the economy to external shocks and impacts its long-term sustainability.
- › High proportion of ‘non-employing’ and small-medium businesses requires ongoing support to ensure business development and resilience.
- › Freight linkages (including road and rail) are limited – constraining export value.
- › Poor local industry representation limits opportunities for business development, collaboration and advocacy efforts.

### Opportunities

- › Attract diverse industries suited to the Shire (including new and complementary businesses) to create a more sustainable economy.
- › Maintain the competitiveness of the manufacturing and mining sectors to ensure this remains a key competitive strength of the economy.
- › Leverage the FIPWA asset to attract investment in innovative and future industries.
- › Support local food growers and generate primary production in food and related commodities, leveraging the integrated supply chain with food manufacturers at Peel Business Park and food innovation at FIPWA.
- › Advocacy for major capital projects (health investment, transport infrastructure, tourism investment).
- › Unlock investment (and expansion of) industrial precincts to foster business and employment growth.
- › Collaboration with industry and government to realise economic opportunities for the Shire.
- › Leverage Murray field Aerodrome to generate business investment and realise commercialisation potential.
- › Generate more efficient and productive uses for rural land.
- › Support capacity building and development of small businesses to increase its economic contribution.

### Threats

- › Concentration of output and employment in few industries exposes the economy and impacts its resilience against future shocks.
- › Rise of automation will impact employment growth in key production and processing sectors, creating the need to diversify in employment-generating industries.
- › Without ongoing investment and planning, FIBWA will not achieve its economic and strategic outcomes.
- › Lack of funding for development infrastructure in industrial precinct will constrain further expansion and limit business investment.
- › Lack of investment in services and amenity will result in consumption leakages outside Shire.
- › Limited transport connectivity impacts workforce attraction, as well as business activity and investment.



### 2.8.3 Visitor Economy Profile

With its forests, rivers and bushland landscapes, the Shire of Murray offers a compelling nature based visitor experience within proximity to Perth and Mandurah. The region's waterways, including the Murray River and Lane Poole Reserve, and surrounding state forests provide the foundation for a visitor economy centred on outdoor recreation and connection to nature. Visitation is driven by daytrip markets, attributed to the Shire's current location to nearby urban centres and transport linkages.

As such, the visitor economy is characterised by low yield relative to visitation, with a large proportion of visitors staying for short periods and limiting the capture of visitor expenditure. This is due to a combination of lack of short stay commercial accommodation, limited diversity of paid experiences and strong competition from more established destinations across the South West, Perth Hills and Peel region. Without targeted intervention, these factors will continue to limit the economic contribution of tourism to the local economy.

Dwellingup is the cornerstone of the Shire's visitor appeal and plays a critical role in addressing these challenges. Its national recognition as Australia's Top Tiny Tourism Town and accreditation as one of only two official Trails Towns in Western Australia highlight its strong market positioning. An extensive trail network, including the Bibbulmun Track and Munda Biddi Trail, supported by a high quality Trails and Visitor Centre and an expanding events calendar, positions Dwellingup as a regional hub for

outdoor recreation. However, realising the full economic benefit of this profile requires greater investment in accommodation, experiences and supporting services.

Looking ahead, the Shire seeks to increase visitor yield by converting strong daytrip demand into longer stays and higher value visitation. This will be achieved through attracting investment in a broader range of short stay accommodation in key locations such as Dwellingup and Pinjarra, expanding camping and caravan infrastructure, growing the events calendar and activating natural and waterway assets in a managed and sustainable way. By strengthening product depth, improving destination competitiveness and increasing local spend, the visitor economy can play a more significant role in supporting local businesses, employment and long term economic resilience across the Shire.



## Macroeconomic Influences

There are several external factors that will impact the population and workforce in the Shire, as well as influence decision-making across government and industry.

**Increasing utilisation** of digital platforms to access visitor information is impacting how visitors are targeted and serviced by the tourism industry, as well as influencing how and where visitors decide to travel.

**Growth in** sustainable and accessible tourism, with expectations that visitors of all abilities can experience a destination and that undertaking activities will not adversely impact a destination in the long-term.

**Desire for** authentic cultural experiences that provide opportunities for visitors to learn and immerse themselves within a region.

**Increasing competition** from regional destinations to attract domestic and international visitors, creating the need to establish high-quality, distinct and unique experiences.

## Key Trends and Indicators



### Visitation and Visitor Type

**625k Visitors**

Daytrip	<b>63%</b>
Domestic Overnight	<b>37%</b>
International	<b>&lt;1%</b>



### Purpose of Visit

Event Visitors	<b>7%</b>
Holiday	<b>52%</b>
Visiting Friends and Relatives	<b>26%</b>
Business	<b>14%</b>
Other	<b>2%</b>



### Visitor Trends 2019/20 to 2023/4

**Total Visitors  
+6.5%**



### Economic Contribution

Output	Local Jobs
<b>\$37M</b>	<b>320</b>



### Visitor Expenditure

**\$173M**



### Visitor Origin

Perth	Sth West WA	Other
<b>93%</b>	<b>4%</b>	<b>3%</b>



### Accommodation Type

Private/Non-Commercial	<b>61%</b>
Commercial	<b>39%</b>

Source: The data included in this section has been compiled by Urban Enterprise from a combination of sources, including Economy ID and Tourism Research Australia. Data reflects the 2023-24 financial year unless specified otherwise. Please note visitation data has been collected using Statistical Area 2 data areas, thus the data covers a small area outside the Murray LGA.



# SWOT Analysis

### Strengths

- › Dwellingup is nationally recognised as Australia's Top Tiny Tourism Town in 2023 and one of only two accredited "Trails Towns" in WA – which has contributed to visitor growth in recent years.
- › Dwellingup has a state-of-the-art Trails and Visitor Information Centre with a range of services that support trail users.
- › Dwellingup has direct access to an extensive trail network including the Bibbulmun Track, the Munda Biddi and the 125km Dwellingup Adventure Trail network (paddle, hiking and MTB).
- › The Shire of Murray has access to nearby visitor markets in key tourism regions such as Destination Perth (inc. Mandurah) – which accounts for almost all visitation – as well as 'Australia's South West'.
- › Visitation is largely driven by intrastate holidaymakers, which are typically higher-yielding than other domestic visitor types such as VFR or business travellers.
- › Visitor growth experienced in recent years post-COVID, reflecting the overall rise in regional domestic tourism.
- › Established partnerships and collaboration with Destination Perth (Regional Tourism Organisation) and Tourism WA (State Tourism Organisation) increase destination awareness and reach of tourism brand.
- › High-quality natural assets, including forests, reserves and waterways, caters to nature-based visitors.
- › Equine experiences that attract regional and urban markets, as well as numerous racing events at Pinjarra Park, and Pinjarra Paceway that attracts visitors across the calendar year.
- › Annual Pinjarra Festival event attracting more than 20,000 attendees, distinct events such as the Dwellingup 100 Mountain Bike event of national recognition and a growing all-year event program.

### Weaknesses

- › Competing for visitor markets and tourism-focused investment with surrounding tourism destinations (Mandurah, South-West) and Trail Destinations (Collie, Perth Hills).
- › Limited capacity and range of short stay commercial accommodation options constrains destination appeal outside existing core markets current stock is dominated by budget facilities, mostly camping and caravan accommodation.
- › DBCA land ownership and planning restrictions limit tourism accommodation development in Dwellingup.
- › Lack of general access to Murray River foreshore (and general activation of nature-based assets) constrains the visitor experience.
- › Limited range of commissionable products and experiences impacts visitor yield opportunities.

- › Out-dated digital marketing infrastructure limits Destination Awareness of the region (inc. Pinjarra and Dwellingup) in domestic, intrastate and international markets.
- › The Shire is an emerging tourism destination, with key product, experience and service gaps – across dining, arts and culture and wellness tourism – that limits its appeal to some visitor markets and constrains the value of the visitor economy.
- › Absence of trade-ready product limits the destinations appeal to interstate and international markets.

### Opportunities

- › Attract investment in a diverse range of contemporary of short-stay accommodation in key locations (e.g. Dwellingup and Pinjarra) to convert the high volume of daytrips into high-yielding overnight visits.
- › Invest in camping and caravan infrastructure to cater to the high demand from mobile travellers in regional areas.
- › Grow and diversify the tourism events calendar, focusing on events that align with existing and emerging product strengths.
- › Activate the existing nature-based and waterway assets to support visitor utilisation and generate yield.
- › To capture the growing domestic market, develop new and enhance existing tourism products and experiences, focusing on paid activities and investment that meets product gaps (e.g. wellness, arts and culture, heritage, food and beverage, equine, agritourism, etc.).
- › Identify local and regional product packaging and tourism itineraries to encourage dispersal from nearby visitor markets.
- › Improve destination awareness and expand market reach (domestic, intrastate and international) through investment in digital marketing infrastructure.

### Threats

- › Underutilised and inactivated natural assets impact the visitor experience, as well as constrain visitation and visitor spend.
- › Lack of diversity in tourism products and experiences limits the range of target markets attracted to the Shire.
- › Lack of product and infrastructure investment in tourism will diminish the appeal of the Shire in an increasingly competitive domestic tourism market.
- › Poor destination awareness will continue without effective and consistent marketing and branding.
- › On going cost of living crisis limits discretionary income available for leisure.

# 3. Strategic Considerations

## 3.1 Overview

The following strategic considerations – which draws on the consultation findings and SWOT analysis – reflect the underlying principles for Council that frame the directions of the EDS.

### Strategic Considerations for Economic Development



#### Leverage the Shire of Murray's strategic location

The Shire's proximity to the metropolitan and urban centres of Perth and Mandurah, combined with its dual 'regional' and 'peri-urban' classifications, should be leveraged to attract investment and benefit (current and future) residents, workers and visitors.



#### Ensure future growth is sustainable

Balance economic growth with achieving positive community and environmental outcomes to create sustainable, long-term growth that benefits all stakeholders.



#### Economic and industry diversification is essential to future growth

A more diverse industry base will help meet the needs of the growing economy, population and labour force – through increased investment and creation of local employment opportunities – as well as minimise the economy's exposure to external shocks.



## 3.2 Successful Economic Development

The following demonstrates how Council will undertake economic development and growth in the Shire, including through maximising its key strengths, addressing barriers to development and identifying effective and sustainable opportunities for growth.

### Capitalising on the Shire's Economic Strengths

The following strengths will be leveraged and maximised to achieve economic growth and development:

- › Strategic location and connectivity, with proximity to Perth, Mandurah and Bunbury, access to major road and rail infrastructure, and strong links to labour, visitor and freight markets.
- › Strong population growth, particularly among families and working-age cohorts, which provides a growing local labour force and expanding consumer base.
- › Established economic anchors, including Alcoa's refinery and mine, Peel Business Park, the Pinjarra Industrial Precinct, and the Food Innovation Precinct Western Australia (FIPWA), which collectively support employment, exports and innovation.
- › Distinctive visitor assets, particularly in Dwellingup, supported by nationally recognised trails, forests, waterways and nature-based experiences.
- › A strong equine sector, with regional-scale facilities and events that support employment, tourism and local identity.
- › Availability of employment and rural land, providing capacity for industrial expansion, agribusiness, value-adding activities and future investment.

### Addressing Challenges and Barriers to Economic Growth in the Shire

To help capitalise on the Shire's attributes and achieve growth outcomes, several challenges and barriers to economic growth need to be considered and resolved:

- › Low job containment and high escape expenditure, with a significant proportion of residents commuting outside the Shire for work and services, weakening local business viability and town centre activation.
- › Population growth outpacing employment growth, creating pressure on infrastructure, services and amenity without corresponding increases in local jobs.
- › High reliance on a narrow industry base, particularly alumina mining and manufacturing, limiting economic resilience and employment diversity.

- › Under-activated town centres, particularly outside peak periods, reducing opportunities for local spending, hospitality growth and a night-time economy.
- › Infrastructure and service gaps, including transport, digital connectivity, health services and short-stay accommodation, which affect liveability, workforce attraction and business investment.
- › Competition from nearby centres, particularly Mandurah and Perth, which capture a disproportionate share of retail, employment and investment activity.

### Pursuing Clear Economic Opportunities to Promote Long-Term Growth Outcomes

The Shire's growth trajectory presents clear opportunities to address these challenges and pursue economic development outcomes, including:

- › Increasing job containment by attracting population-servicing industries, health, education, professional services, light industry and value-adding activities that align with population growth.
- › Diversifying the industry base through targeted investment attraction in agribusiness, food processing, advanced manufacturing, equine industries, renewables and emerging sectors.
- › Leveraging Peel Business Park and FIPWA to drive innovation, value-adding, supply-chain development and higher-value employment.
- › Strengthening town centres and placemaking, particularly in Pinjarra and Dwellingup, to boost local consumption, business confidence and private investment.
- › Expanding the visitor economy, by converting strong day-trip visitation into higher-yield overnight stays and broadening the range of experiences, events and accommodation.
- › Using major capital projects and advocacy to unlock infrastructure investment that supports both economic growth and community liveability.

## Part B

Economic Development Strategy

# Economic Development Framework

> *The following outlines the strategic framework – including the vision, themes, goals and strategic directions – to guide economic development in the Shire of Murray.*



# 4. Framework Overview

## 4.1 Economic Development Vision

The vision for economic development is informed by the Shire's Council Plan and Peel Development Commission's 2050 Vision (outlined in the Peel Regional Investment Blueprint).

“The Shire of Murray is home to a **diverse and innovative economy, underpinned by business and infrastructure investment, a strong local job market and a flourishing visitor economy.**”

## 4.2 Economic Development Themes

The economic development themes for the Shire are outlined below. These themes, which are derived from the consultation and background research, have been developed within the broader strategic context and align with the *Peel Regional Investment Blueprint*<sup>7</sup> priorities.



### Theme 1 Industry Development and Economic Diversification

*Goal - Develop a diverse, resilient and productive industry base*



### Theme 2 Targeted Infrastructure Investment Attraction

*Goal - Enable and attract investment in key capital projects that drives economic and community outcomes*



### Theme 3 A Thriving Local Population and Workforce

*Goal - Support resident attraction and workforce growth through provision of services, amenity and infrastructure*



### Theme 4 A Successful Visitor Destination

*Goal - Create a well-established and unique visitor economy*

The following describe this framework in greater detail, identifying the **existing** and **new** projects for Council to deliver (through either a *leading*, *partnering* or *supporting* role<sup>8</sup>), implementation actions, as well as the performance measures to be achieved and over the next five years.

<sup>7</sup>The themes included in the Peel Regional Investment Blueprint includes: *Thriving Industry; Agriculture and Food Innovation, Tourism Excellence, Capable People and Strong and Resilient Communities.*

<sup>8</sup>**Lead** = Council has direct responsibility and accountability

**Partner** = Council can help shape through working with a partnering stakeholder

**Support** = Council advocates and/or supports other stakeholders to take action



## Theme 1

# Industry Development and Economic Diversification

Supporting existing businesses, as well as attracting new business investment to expand and diversify the economy, is critical to achieving long-term economic development outcomes for the Shire. This will enable business growth and development, expand the industry (and jobs) base, as well as build economic resilience.

**Goal**    Develop a diverse, resilient and productive industry base

### Strategic Directions

#### 1A. Population-Based Industry Attraction

- › Leverage projected population growth in the Shire to attract investment in key services, amenity and population-driven industry to cater to future population and workforce. This will also promote liveability and stimulate activity as well as local consumption and investment in key urban centres.

#### 1B. Engaged and Capable Business Community

- › Create opportunities for the business base to develop, collaborate, learn new skills and share knowledge. This will help ensure businesses have the tools and mechanisms in place to achieve long-term growth and support economic and employment outcomes for the municipality.

#### 1C. Business Innovation and Competitiveness

- › Target diverse industry sectors that are suited to the Shire to support investment, employment growth and create a more diverse economy. Consideration of global trends, as well as unique, innovative industries will help to attract high-value businesses that can compete across domestic and international markets.

### Measuring Success

*(and monitoring tools)*

The following performance indicators measure Strategy progress and success of projects. This includes a set of tools Council will use to monitor outcomes of each project.

- ✓ Increase in number of business enquiries received by Council (*Council databases*)
- ✓ Growth in the business base (*Economic databases – Economy ID, ABS*)
- ✓ Increase in the number of business training sessions and business engagements (*Council databases*)



### Projects and Initiatives

The relevant projects and initiatives for Theme 1 are outlined below, which were developed through a combination of stakeholder insights and background research. This includes 'transformative projects', which reflects the Shire's ambition to achieve significant growth to support the local economy, community and industry.

#### Transformative Project/s



### Peel Business Park Development

The Peel Business Park is a fully serviced and sustainably designed industrial precinct (120ha), targeting agri-food and agri-processing operators, as well as ancillary light, general transport and logistic industries. The precinct has a focus on creating local job opportunities and attracting industry investment, as well as facilitating the economic transformation of the broader Peel Region.

Growth of the Peel Business Park, through development of additional lots for sale, will help establish the precinct into a fully functional business park that supports food production, associated agri-business operations, as well as supporting industrial uses. Once complete, the precinct will be a key economic driver for the Shire of Murray and Peel Region and contributing to investment attraction and jobs growth.

As a key partner of the precinct (including FIPWA), Council plays a crucial role in supporting the future staged development of the Peel Business Park – including advocating for future investment and attraction of industries and future jobs that align with precinct objectives.



#### Action Plan

The transformative projects, as well as 'other' projects identified, are included in a detailed Action Plan (see over page), which guides project delivery and implementation – including an overview of key action/s, relevant external stakeholders, indicative resource requirements (e.g. using 'existing' budgets or requiring 'additional' budget support) and timeframes as follows:

1-2 years	short-term actions
2-3 years	medium-term actions
4+ years	long-term actions
Ongoing actions	

## Action Plan

#	Project Name	Project Description and Actions	Link to Strategic Directions	Timeframe	Relevant Council Department/s	Relevant External Stakeholder/s	Indicative Resource Requirements
Council Lead	1.1 <b>Business training and development program</b>	Deliver an ongoing program of business training, mentoring and networking activities across the Shire, focusing on the growth and development of small businesses.	1B	Ongoing	<ul style="list-style-type: none"> <li>› Economic Development</li> <li>› Food Innovation Precinct</li> </ul>	<ul style="list-style-type: none"> <li>› PCCI</li> <li>› PDC</li> <li>› SBDC</li> </ul>	Existing
	1.2 <b>Stage 2 of Food Innovation Precinct</b>	Provide services to land and consider a private commercial arrangement with agrifood related enterprises to activate the land.	1C	1-2 years	<ul style="list-style-type: none"> <li>› Infrastructure</li> </ul>		Additional
	1.3 <b>Pinjarra Industrial Area expansion</b>	Facilitate the expansion and development of the Pinjarra Industrial Area to promote business investment, job creation and economic activity.	1C	1-2 years	<ul style="list-style-type: none"> <li>› Planning</li> <li>› Economic Development</li> </ul>		Existing
	1.4 <b>Develop an industry attraction prospectus</b>	Prepare a Shire-wide Industry Investment Prospectus that focuses on the attraction of key industries, as well as growth and emerging sectors suited to the Shire (e.g. service-industrial, agribusiness, equine, retail, hospitality, professional services, etc.)	1A, 1C	1-2 years	<ul style="list-style-type: none"> <li>› Economic Development</li> </ul>		Existing
	1.5 <b>Customer Relationship Management (CRM) database</b>	Investigate development and delivery of a CRM database that identifies all registered businesses in the Shire, facilitates ongoing communication and tracks the frequency of engagement with local businesses.	1B	1-2 years	<ul style="list-style-type: none"> <li>› Governance</li> <li>› Economic Development</li> </ul>		Additional
	1.6 <b>Council business concierge enhancement</b>	Enhance role of the business concierge service to support business attraction and investment in the Shire, acting as a central point of contact to assist new and prospective businesses.	1A, 1B, 1C	1-2 years	<ul style="list-style-type: none"> <li>› Economic Development</li> <li>› Planning</li> </ul>		Existing
	1.7 <b>Business attraction incentive program</b>	Develop an investment incentive package to attract new businesses to the Shire, which may include financial, planning and resource support.	1A, 1C	2-3 years	<ul style="list-style-type: none"> <li>› Economic Development</li> </ul>		Existing
	1.8 <b>Business attraction brand development</b>	Develop an investment attraction brand for the Shire (e.g. 'Invest Murray') that promotes the benefits of investing and doing business in the Shire and demonstrates the Shire is 'open for business'.	1A, 1C	4+ years	<ul style="list-style-type: none"> <li>› Economic Development</li> </ul>		Additional



## Industry Development and Economic Diversification

#	Project Name	Project Description and Actions	Link to Strategic Directions	Timeframe	Relevant Council Department/s	Relevant External Stakeholder/s	Indicative Resource Requirements
Council Lead	1.9	<b>Agricultural productivity and innovation</b>	Support the growth and value of the agricultural sector through productivity improvements – including more efficient use of farming land, identifying innovative production methods, as well as adopting new technologies and efficient use of energy/water that helps safeguard and expand production.	1C	4+ years	FIPWA	Existing
Council Partner	1.10	<b>Establish and support trader groups/ business associations / networking opportunities</b>	Engage with local businesses to help establish local trader groups/business associations in key activity centre locations (e.g. Pinjarra, Dwellingup), ensuring businesses are better supported, connected and promoted.	1B	1-2 years	› Economic Development › FIPWA	› PCCI Existing
	1.11	<b>Support Peel Business Park Development*</b>	Continue to advocate for funding to support the staged development of Peel Business Park, helping to establish the industrial area, activate existing landowners and attract business investment – focusing on suitable industries that align with the precinct objectives (e.g. food innovation and research, advanced manufacturing, etc.)	1C	4+ years	› Chief Executive Officer › Planning › Economic Development	› Development WA › PDC Existing
Council Support	1.12	<b>FIPWA Research and Development opportunities</b>	Collaborate with precinct partners and users to support and advocate for innovative and emerging opportunities for the food innovation sector at FIPWA.	1C	Ongoing	› Chief Executive Officer › FIPWA	› Murdoch University Existing
	1.13	<b>Export and trade partnerships</b>	Collaborate with Government and industry to engage with new and existing trade partners and expand access of locally produced commodities and services to export markets.	1C	Ongoing	› Chief Executive Officer › FIPWA	› PDC › WA Government Existing
	1.14	<b>FIPWA Enterprise Support Program*</b>	Advocate for funding to continue the Enterprise Support Program – in collaboration with the WA Government – to attract small-medium agri-businesses at FIPWA.	1C	1-2 years	› Chief Executive Officer	› DPIRD Additional
	1.15	<b>Development of a 'Food Town' in the Shire</b>	Leveraging the food processing industry across FIPWA and the Peel Business Park, investigate opportunities to create an integrated 'Food Town' that produces and processes food commodities for consumption and export – include connecting local suppliers into the food production supply chain and attracting food processors.	1C	4+ years	› FIPWA	› PDC › DPIRD Existing

**Transformative Project** \*Existing project delivered and/or supported by Council



## Theme 2

# Targeted Infrastructure Investment Attraction

Attracting investment in strategic infrastructure and major capital projects is essential to economic development in the Shire and will provide ongoing benefits to the economy, the community and businesses base. This will help create economic opportunities and support liveability, business activity and jobs growth.

**Goal** Enable and attract investment in key capital projects that drives economic and community outcomes

### Strategic Directions

#### 2A. Funding Advocacy and Collaboration

- › Attract investment in strategic infrastructure and capital projects, which requires a collaborative approach with industry and government partners, as well as ongoing advocacy to obtain project funding and support.

#### 2B. A Conducive Environment for Infrastructure Investment

- › The ability to create a conducive environment for infrastructure investment is critical to achieving economic development outcomes. This includes having appropriate settings to enable investment, through strategic planning and land use mechanisms.

### Measuring Success

*(and monitoring tools)*

The following performance indicators measure Strategy progress and success of projects. This includes a set of tools Council will use to monitor outcomes of each project.

- ✓ Increase in infrastructure funding received from the public sector *(Council databases)*
- ✓ Increase in investment inquiries for commercial, industrial and residential development *(Council databases)*

## Projects and Initiatives

The relevant projects and initiatives for Theme 2 are outlined below, which were developed through a combination of stakeholder insights and background research. This includes ‘transformative projects’, which reflects the Shire’s ambition to achieve significant growth to support the local economy, community and industry.

### Transformative Project/s



## Western and Pinjarra Heavy Haulage Deviation Project

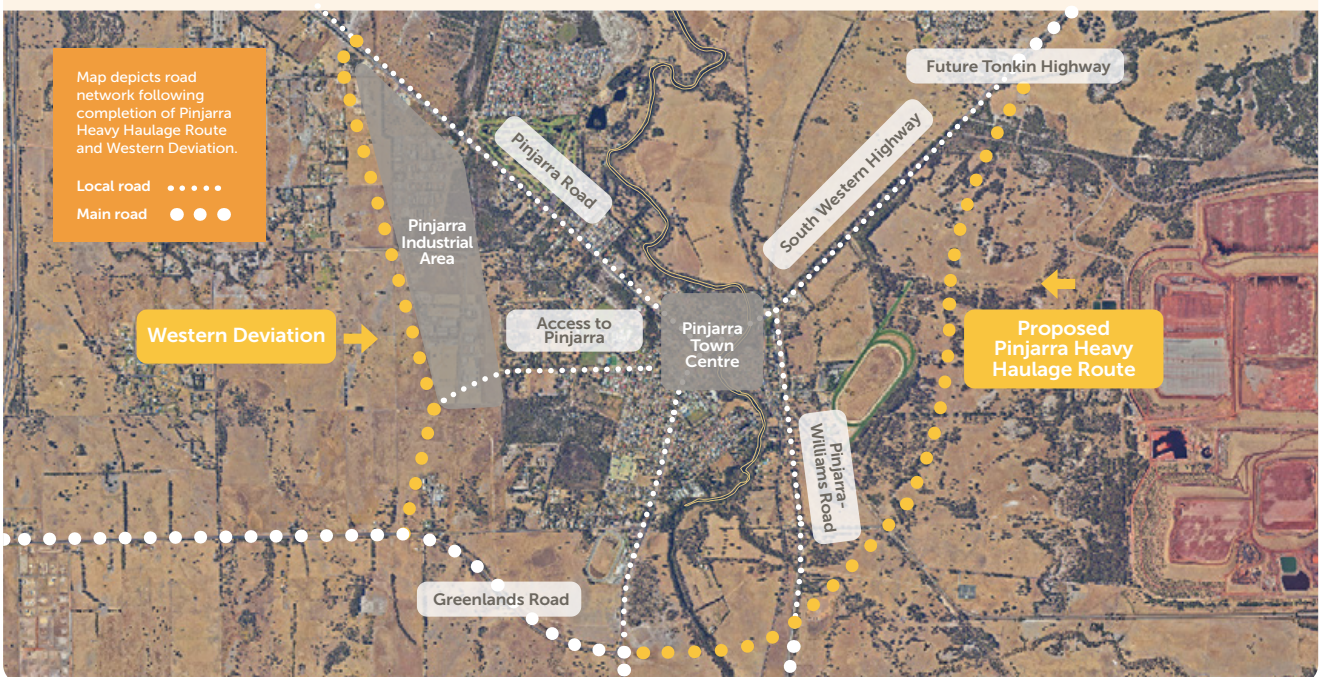
The Pinjarra Western Deviation and Pinjarra Heavy Haulage Deviation are critical infrastructure priorities for the Shire. Together, they are designed to remove heavy freight movements from the Pinjarra town centre and improve connectivity with the regional freight network.

The Western Deviation will improve connectivity between the Pinjarra Industrial Area and key regional transport routes, supporting industrial growth and improving freight efficiency. The Heavy Haulage Deviation will redirect heavy vehicles currently travelling along South Western Highway through the Pinjarra town centre, significantly reducing freight traffic within the town centre.

Growth in Pinjarra and the industrial area has led to increased heavy vehicle volumes, contributing to congestion, accelerated road wear and safety concerns for pedestrians and local traders. These pressures will intensify as the region’s population and economy continue to grow, and as Pinjarra strengthens its role as the Secondary Centre of the Peel Region. Without intervention, these constraints will continue to limit commercial development and undermine the amenity of the town centre.

Delivery of both deviations will remove freight traffic from the CBD, enable the downgrade and activation of Pinjarra Road, and create the conditions necessary for town centre revitalisation, safety and private investment. The projects will generate broader economic benefits, including increased business investment, job creation and higher local expenditure within the Shire.

Strong and coordinated Council advocacy is essential to secure State and Federal funding and unlock these long-term economic and liveability outcomes for Pinjarra and the wider community.



## Action Plan

	#	Project Name	Project Description and Actions	Link to Strategic Directions	Timeframe	Relevant Council Department/s	Relevant External Stakeholder/s	Indicative Resource Requirements
Council Lead	2.1	<b>Annual development of election advocacy priorities*</b>	Ongoing preparation of 'Election Advocacy Priorities' document to identify and prioritise major infrastructure projects in the Shire to foster economic development outcomes (e.g. transport, digital, public utility, public works, energy, community, etc.)	2A	Ongoing	› Chief Executive Officer		Existing
	2.2	<b>Integrated transport strategy and action plan</b>	Prepare an Integrated Transport Strategy that identifies current gaps and opportunities to improve accessibility and connectivity in the Shire (with consideration of all transport types).	2B	2-3 years	› Infrastructure	› PDC › WA Government	Additional
Council Partner	2.3	<b>Murray Integrated Water Initiative</b>	Develop local plan for investment to advance water initiatives to meet the needs of future development and industry.	2B	1-2 years	› Infrastructure	› PDC › WA Government › Water Corporation	Existing
Council Support	2.4	<b>Public transport advocacy</b>	Advocate to State Government for more regular train and bus services between Pinjarra and Mandurah/Perth/Bunbury, supporting access for residents, workers and visitors.	2A	1-2 years	› Chief Executive Officer › Economic Development	› WA Government › PDC	Existing
	2.5	<b>Funding advocacy for Western and Pinjarra Heavy Haulage Deviation project*</b>	Advocate for government funding to support the development of the 'Western Deviation' – designed to divert heavy vehicles away from the Pinjarra Town Centre (and reduce congestion), as well as improve accessibility to the Pinjarra Industrial Precinct.	2A	2-3 years	› Chief Executive Officer	› WA Government › Federal Government	Additional
	2.6	<b>Advancement of Murrayfield Airport masterplan*</b>	Support Royal Aero Club of WA with the development and implementation of a masterplan for Murrayfield Airport/	2B	2-3 years	› Economic Development › Planning	› Royal Aero Club of WA › PDC › WA Government	Existing



## Targeted Infrastructure Investment Attraction

#	Project Name	Project Description and Actions	Link to Strategic Directions	Timeframe	Relevant Council Department/s	Relevant External Stakeholder/s	Indicative Resource Requirements
Council Support	2.7 <b>Pinjarra Paceway masterplan development</b>	Advocate for the implementation of the masterplan for Pinjarra Paceway, focusing on future development of the site and activation opportunities to attract investment and expand the equine industry (for businesses, residents and visitors).	2A	4+ years	<ul style="list-style-type: none"> <li>Chief Executive Officer</li> <li>Economic Development</li> </ul>	<ul style="list-style-type: none"> <li>Pinjarra Paceway</li> <li>WA Government</li> </ul>	Additional
	2.8 <b>Funding advocacy for Murray Regional Equestrian Centre project*</b>	Advocate for State and Federal funding to support development of the Murray Regional Equestrian Centre to grow the value of the equine industry.	2A	4+ years	<ul style="list-style-type: none"> <li>Chief Executive Officer</li> <li>Community Development</li> </ul>	<ul style="list-style-type: none"> <li>WA Government</li> <li>Federal Government</li> </ul>	Additional

### Transformative Project

\*Existing project delivered and/or supported by Council



## Theme 4

# A Thriving Local Population and Workforce

Establishing a thriving population and workforce within the Shire will help achieve economic development outcomes, as it supports the business base and helps generate local economic activity. This is achieved through the development of liveable communities (via the provision of key services and infrastructure) that facilitates resident wellbeing and employment outcomes.

### Goal

Promote resident attraction and workforce growth through provision of services, amenity and infrastructure

### Strategic Directions

#### 3A. High-Amenity Townships

- › Develop high-amenity townships that supports liveability outcomes will encourage the attraction and retention of residents and workers to the Shire. This will increase the local workforce supply, to benefit businesses, as well as generate greater economic activity (e.g. local consumption) from an increased population.

#### 3B. Workforce Training and Skills Development

- › Attract and create a skilled local workforce to foster positive outcomes for businesses and residents. This provides the business base with access to 'job ready' workers (and promoting business operations), as well as enhancing employment opportunities for residents.

### Measuring Success

*(and monitoring tools)*

The following performance indicators measure Strategy progress and success of projects. This includes a set of tools Council will use to monitor outcomes of each project.

- ✓ Increases in number of local commercial businesses (*Council databases; Economic databases – Economy ID, ABS*)
- ✓ Growth in local population and workforce (*Economic databases – Economy ID, ABS*)
- ✓ Increase in community satisfaction (*Community surveys*)
- ✓ Increases in local consumption (*Economic databases – Economy ID*)

## Projects and Initiatives

The relevant projects and initiatives for Theme 3 are outlined below, which were developed through a combination of stakeholder insights and background research. This includes 'transformative projects', which reflects the Shire's ambition to achieve significant growth to support the local economy, community and industry.

### Transformative Project/s



## Murray Health Hub

In response to increasing demand for health care, projected population growth, as well as poor health indicators for the local population, the development of a Health Hub in Pinjarra was identified as a 'game changing' project for the region.

This project is a health precinct - co-located with the Murray District Hospital – designed to service the Shire of Murray's (and Peel's) population. The Murray Health Hub will deliver coordinated primary, allied and community health services, providing a range of infrastructure and services to meet current and future needs – including general practice, mental health services, Allied and community health services, as well as complementary services (e.g. pharmacy, pathology) and amenity (e.g. café, retail).

The hub, which will contribute to resident health and wellbeing, will promote population retention and attraction. In addition, it will support economic growth outcomes through job creation and attracting business investment – as the precinct and surrounding area is activated by the new developments and services.

Council support is key to project development. Following preliminary investigations and development of a business case, continual advocacy and promotion of the project is key, as it involves co-contributions across State and Federal Government. Council actions to obtain required funding and facilitate construction are critical to progress the project and achieve identified outcomes.



## Action Plan

#	Project Name	Project Description and Actions	Link to Strategic Directions	Timeframe	Relevant Council Department/s	Relevant External Stakeholder/s	Indicative Resource Requirements
Council Lead	3.1 <b>Prepare and deliver local structure plans*</b>	Implement local structure plans for key townships in the Shire – including for North Dandalup, North/South Yunderup, Ravenswood – providing direction for new residential, industrial and commercial development.	3A	Ongoing	<ul style="list-style-type: none"> <li>› Planning</li> <li>› Infrastructure</li> </ul>		Additional
	3.2 <b>Community infrastructure audit and needs assessment</b>	Undertake an audit of existing community infrastructure in the Shire, identifying the gaps and needs to support the projected increase in population and promote future community wellbeing and liveability (and capital works required).	3A	1-2 years	<ul style="list-style-type: none"> <li>› Planning</li> </ul>		Additional
	3.3 <b>Prepare Developer Contribution Plans for implementation of Community Infrastructure Plan</b>	Investigate and determine developer contributions to support funding of essential and public infrastructure in the Shire, which will support community and liveability outcomes.	3A	1-2 years	<ul style="list-style-type: none"> <li>› Planning</li> <li>› Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>› Private sector</li> </ul>	Additional
	3.4 <b>Pinjarra and Dwellingup place plans</b>	Building on the Pinjarra Revitalisation Strategy and Dwellingup Futures Roadmap, create place plans for Pinjarra and Dwellingup to enhance the town centres. These plans will include a clear vision, as well as programs, projects and investment requirements to increase utilisation, local consumption and support investment.	3A	1-2 years	<ul style="list-style-type: none"> <li>› Economic Development</li> </ul>		Additional
Council Partner	3.5 <b>Promote employment pathways and skills development</b>	Support workforce attraction and retention by promoting pathways for education, training and careers, in collaboration with schools, tertiary institutes and employment providers.	3B	Ongoing	<ul style="list-style-type: none"> <li>› Economic Development</li> <li>› Community Development</li> </ul>	<ul style="list-style-type: none"> <li>› PCCI</li> <li>› Local industry</li> <li>› Schools</li> <li>› Employment providers</li> </ul>	Existing



## A Thriving Local Population and Workforce

#	Project Name	Project Description and Actions	Link to Strategic Directions	Timeframe	Relevant Council Department/s	Relevant External Stakeholder/s	Indicative Resource Requirements
Council Partner	3.6 <b>Regional Jobs Expo</b>	Partner with industry to deliver a 'Jobs Expo' that showcases employment opportunities in the Shire (targeting the local and regional workforce), designed to facilitate employment outcomes and support businesses.	3B	1-2 years	<ul style="list-style-type: none"> <li>› Economic Development</li> <li>› Community Development</li> </ul>	<ul style="list-style-type: none"> <li>› PDC</li> <li>› PCCI</li> <li>› Local industry</li> </ul>	Additional
	3.7 <b>Skills and workforce audit</b>	Prepare a skills and workforce audit, in collaboration with industry, education institutes and employment providers, that identifies employment and skills gaps by industry, job type and location (for the purposes of meeting current industry and workforce needs).	3B	4+ years	<ul style="list-style-type: none"> <li>› Economic Development</li> </ul>	<ul style="list-style-type: none"> <li>› PDC</li> <li>› PCCI</li> <li>› Local industry</li> <li>› Employment providers</li> </ul>	Additional
Council Support	3.8 <b>Funding advocacy for other community priorities*</b>	Advocate for State and Federal funding to support development of community facilities such as Pelicans Park, refurbished Murray Leisure and Aquatic Centre and Murray Library	3A	Ongoing	<ul style="list-style-type: none"> <li>› Chief Executive Officer</li> <li>› Economic Development</li> </ul>	<ul style="list-style-type: none"> <li>› Private sector</li> </ul>	Additional
	3.9 <b>Funding advocacy for Murray Health Hub*</b>	Advocate for funding to support development of the Murray Health Hub – providing a to provide a central location for a range of health services and designed to improve residents' health, wellbeing and quality of life.	3A	4+ years	<ul style="list-style-type: none"> <li>› Chief Executive Officer</li> <li>› Economic Development</li> <li>› Planning</li> </ul>	<ul style="list-style-type: none"> <li>› WA Government</li> <li>› Federal Government</li> </ul>	Additional

### Transformative Project

\*Existing project delivered and/or supported by Council



## Theme 4

# A Successful Visitor Destination

Creating a more desirable – and ultimately successful visitor destination – that supports growth in visitation and visitor spend, will not only increase the value of the visitor economy but also contribute to broader economic and employment growth. The benefits of tourism, which are derived through visitor yield and increases in local consumption, flows through the economy and impacts a range of sectors both directly and indirectly, including hospitality, retail, personal services and transport (amongst others).

### Goal Create a well-established and unique visitor economy

#### Strategic Directions

##### 4A. High-Quality Visitor Products, Assets and Infrastructure

- › Attract new visitor markets and generate yield through provision of contemporary and high-quality products and experiences that leverages existing strengths as well as fills identified 'gaps' to meet demand.

##### 4B. A Diverse Calendar of Tourism Events

- › Ongoing delivery of major tourism events in the Shire – across a diverse range of categories – will attract new and repeat visitor markets, support the visitor experience and help increase the profile of the Shire as a visitor destination.

##### 4C. Expand the Reach of Destination Marketing and Promotion:

- › Targeted investment in Destination Marketing to optimise the performance of existing and emerging marketing channels in delivering improved destination awareness across interstate, intrastate and international markets (in collaboration with external tourism partners).

#### Measuring Success

(and monitoring tools)

The following performance indicators measure Strategy progress and success of projects. This includes a set of tools Council will use to monitor outcomes of each project.

- ✓ Visitor and visitor spend growth (*Economic databases – TRA, Economy ID*)
- ✓ Increase in visitor satisfaction (*Visitor surveys*)
- ✓ Increase in number of tourism events (*Council databases*)
- ✓ Increase in destination awareness (*Market research*)
- ✓ Increase in brand engagement (*online/digital traffic*)



## A Successful Visitor Destination

### Projects and Initiatives

The relevant projects and initiatives for Theme 4 are outlined below, which were developed through a combination of stakeholder insights and background research. This includes 'transformative projects', which reflects the Shire's ambition to achieve significant growth to support the local economy, community and industry.

#### Transformative Project/s



### Murray Heritage Railway Precinct

This project is designed to grow the visitor economy through development of unique railway experiences that capitalise on the region's heritage, attract visitor markets and generate visitor yield. The precinct involves development of two components:

**The Pinjarra Heritage Railway Precinct** – redevelopment of the historic railway station into a precinct with attractions for tourists, community amenities, as well as accommodation and dining options.

**The Pinjarra to Dwellingup Rail Link** – re-establishment of journeys between Pinjarra and Dwellingup on the Hotham Valley Tourist Railway

This is a significant project for the tourism sector, which will help improve destination awareness and achieve economic growth through job creation, growth in visitor yield and supporting investment in businesses across the supply chain.

Council's role in delivering this transformative project is to advocate for State and Federal funding, support operation of the precinct and promote investment opportunities.





## Action Plan

#	Project Name	Project Description and Actions	Link to Strategic Directions	Timeframe	Relevant Council Department/s	Relevant External Stakeholder/s	Indicative Resource Requirements
Council Lead	<b>4.1 Edenvale Heritage Precinct Activation Plan*</b>	Implement the Edenvale Heritage Precinct Activation Plan and undertake a program that supports and promotes the ongoing activation and development of this key heritage asset in the region.	4A, 4B	Ongoing	› Economic Development		Additional
	<b>4.2 Accommodation audit and investment plan</b>	Undertake a commercial accommodation audit for the Shire, identifying gaps in stock and opportunities for future accommodation investment (that aligns with regional attributes and target markets), to be supported by investment prospectus for private investors.	4A	1-2 years	› Economic Development		Additional
	<b>4.3 Renew the Tourism Marketing and Communications Plan</b>	Review and update the Tourism Marketing and Communications Plan to ensure the tourism brand and communication activities are fit-for-purpose, align with market preferences and reach target markets.	4C	1-2 years	› Economic Development	› Visit Mandurah › Destination Perth	Additional
	<b>4.4 Renew digital infrastructure for destination websites</b>	Renew tourism websites to ensure digital infrastructure is fit-for-purpose and competitive, supporting visitor experiences in the region.	4C	1-2 years	› Economic Development		Additional
	<b>4.5 Tourism events audit and action plan</b>	Undertake an audit of the tourism events calendar – including event types, location and infrastructure – to identify gaps and opportunities to enhance the sector.	4B	1-2 years	› Economic Development	› Visit Mandurah › Destination Perth › Tourism WA	Additional
	<b>4.6 Develop a masterplan for Ravenswood tourism and recreation space</b>	Develop a masterplan for Ravenswood that enhances public interaction with the river, including the provision of an all-abilities paddle launch, which will support foreshore utilisation and appeal to nature-based visitors.	4A	1-2 years	› Economic Development › Planning		Additional
	<b>4.7 Establish Dwellingup as a 'Recreational Vehicle Friendly Town' (RVFT)</b>	Support the domestic caravan and camping market by establishing Dwellingup as an RVFT, providing key infrastructure and amenity that supports existing mobile travellers and attracts new visitors from this growing market.	4A, 4C	1-2 years	› Economic Development	› Destination Perth › CMCA	Existing



## A Successful Visitor Destination

#	Project Name	Project Description and Actions	Link to Strategic Directions	Timeframe	Relevant Council Department/s	Relevant External Stakeholder/s	Indicative Resource Requirements	
Council Lead	4.8	<b>Major event attraction program</b>	Develop a dedicated and targeted approach that focuses on attracting major tourism events to the region	4B	1-2 years	› Economic Development	› Destination Perth › Tourism WA › Event operators	Additional
	4.9	<b>Visitor Economy Strategy</b>	Prepare a visitor economy strategy for the Shire, designed to address product/experience gaps and identify investment requirements to meet the needs of current and future markets.		2-3 years	› Economic Development		Additional
	4.10	<b>Visitor signage and wayfinding audit</b>	Audit the existing wayfinding and signage across key towns in the Shire, which will identify gaps and opportunities to improve and streamline signage, help direct/disperse visitors, create a sense of arrival and connect destinations.	4A, 4C	2-3 years	› Economic Development › Infrastructure	› Department of Transport › Main Roads	Additional
	4.11	<b>Tracks and trails development program</b>	Leverage Dwellingup's role as an accredited 'Trails Town' and identify opportunities to enhance and activate the track and trail product in the Shire – focusing on a range of multi-use experiences.	4A	1-2 years	› Economic Development	› Destination Perth › DBCA	Additional
	4.12	<b>Nature-based activation program</b>	Undertake a program that supports and promotes the ongoing activation and development of key nature-based assets in the region (e.g. state parks, foreshore areas), to enhance the user experience, increase visitor utilisation and generate yield.	4A	4+ years	› Economic Development	› Destination Perth	Additional
Council Partner	4.13	<b>Targeted destination marketing campaigns</b>	Raise destination awareness of Dwellingup ('Top Tiny Tourism Town', Accredited Trail Town) and Pinjarra (heritage and culture) through targeted promotional campaigns to reach intra and interstate and markets (via multiple communication channels).	4C	Ongoing	› Economic Development	› Destination Perth	Additional
	4.14	<b>Governance framework for trail maintenance</b>	Engage with DBCA to confirm governance arrangements, including roles and responsibilities, for ongoing trail maintenance.	4A	2-3 years	› Economic Development	› DBCA	Existing



## A Successful Visitor Destination

	#	Project Name	Project Description and Actions	Link to Strategic Directions	Timeframe	Relevant Council Department/s	Relevant External Stakeholder/s	Indicative Resource Requirements
Council Partner	4.15	<b>Local and regional product packaging and touring itineraries</b>	Identify, create and promote regional product packages and supporting itineraries (in collaboration with regional partners) to capture/disperse visitors from surrounding destinations, increase visitation and spend.	4A, 4C	2-3 years	› Economic Development	› Visit Mandurah › Destination Perth	Existing
Council Support	4.16	<b>Funding advocacy for Murray Heritage Railway Precinct*</b>	Advocate for State and Federal funding to support development of the Murray Heritage Railway project (e.g. Pinjarra Heritage Railway Precinct and Pinjarra to Dwellingup Heritage Rail Link).	4A	4+years	› Chief Executive Officer › Economic Development	› WA Government › Federal Government	Additional

### ● Transformative Project

\*Existing project delivered and/or supported by Council

## Administration Office

1915 Pinjarra Road,  
Pinjarra WA 6208  
PO Box 21, Pinjarra WA 6208

---

T: 08 9531 7777

E: [mailbag@murray.wa.gov.au](mailto:mailbag@murray.wa.gov.au)

[murray.wa.gov.au](http://murray.wa.gov.au)

[!\[\]\(121c996de73948f037b88126d1f67074\_img.jpg\)](#) [!\[\]\(e109d51fe0ae4a4d3f26908db9e9c1f6\_img.jpg\)](#) [!\[\]\(7d68599fe9b3a40074effd9008b9f29c\_img.jpg\)](#) @ShireofMurray

# Shire of Murray