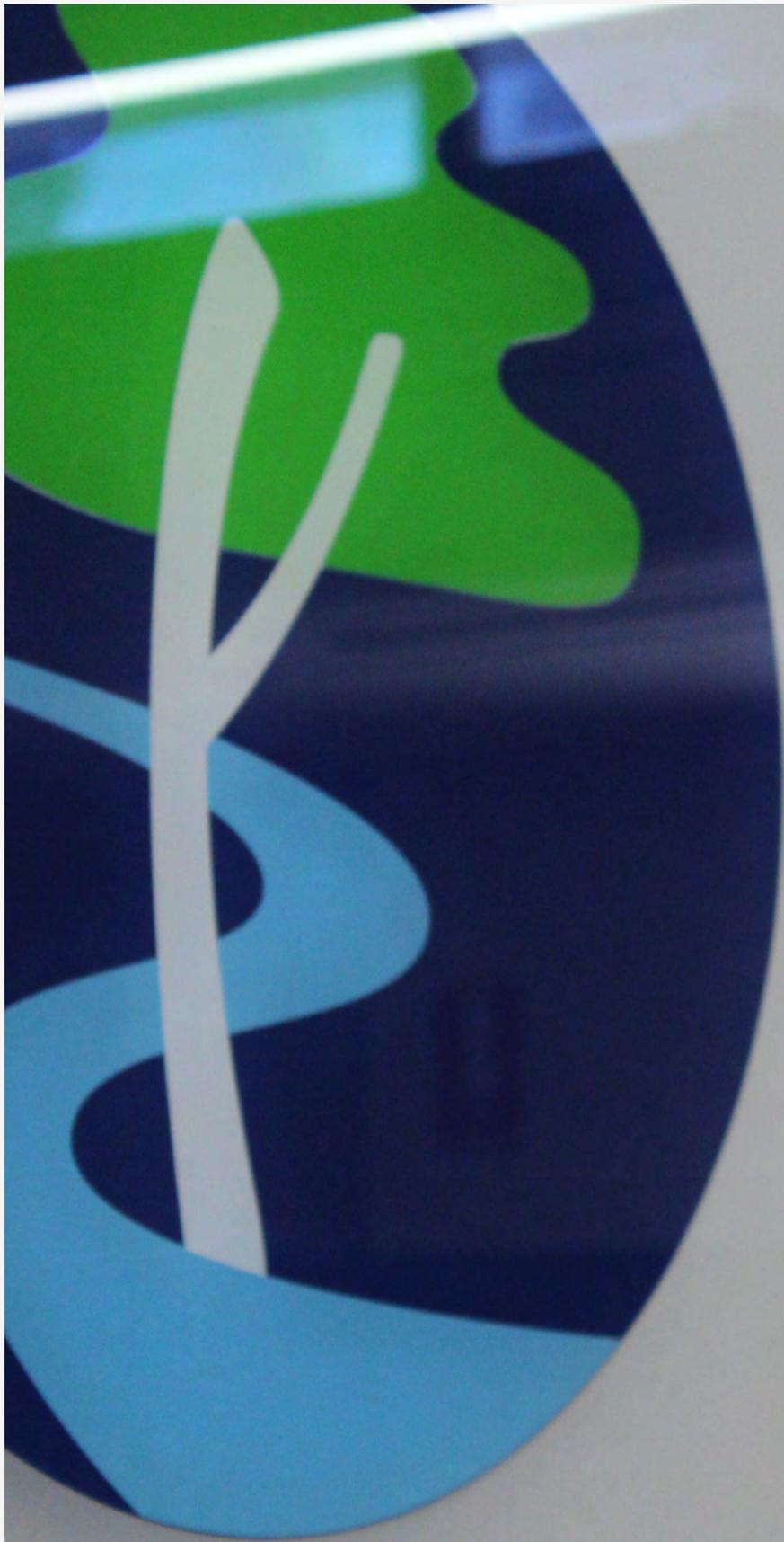




Shire of Serpentine Jarrahdale
Economic Development Strategy
2018 - 2023





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SHIRE PRESIDENT'S MESSAGE

CR MICHELLE RICH

The Shire of Serpentine Jarrahdale is undergoing a transformation. While our roots are steeped in agricultural and forestry heritage (and while we proudly wave the banner of those beginnings today), there's no denying that the face of our community is changing. We are seeing a greater number of young families moving into the area, all of whom are looking for the relaxed and community-based vibes they remember fondly from their own childhoods while maintaining a close connection to city conveniences. We are passionate about protecting the environment and our heritage in line with the values of our older generations, but understand that we must do so in accordance with the age of digital transformation that is upon us.

Our plan for the future includes a vision of Serpentine Jarrahdale that caters for the diverse needs of an ever-changing community, while staying true to our identity as a location. We need to develop housing for our rapidly growing community that also promotes a healthy and active lifestyle that makes the most of our stunning natural surroundings. We must provide for amenities that service the requirements of a modern community, while ensuring that commercial developments don't spoil the environmental conservation that we continually strive to maintain. And it's essential that we develop industrial growth in innovative, sustainable ways that will help provide employment opportunities for our residents and drive our local economy as we journey together into the future.

This document aims to provide a road map for that journey, by outlining possible new industries that could be developed to suit our needs. It also explains how we can leverage existing industries to better provide for our community and align with our core values. And, perhaps more importantly, it suggests a way forward to navigate the challenges we face while keeping an eye on the opportunities that are on the horizon. In this way, we can look forward to tomorrow – together.



CEO'S MESSAGE

MR KENN DONOHOE

An exciting time exists for the Shire of Serpentine Jarrahdale as we seek to prepare the district for future growth opportunities that show real potential for our community.

The Shire has remained for some years the fastest growing local government in Australia and growth challenges are facing us at this very moment. With the anticipated size of the population to be in excess of 100,000 people in the medium term, it is incumbent upon us to strive to develop resilient industries in our district for the future workforce.

Moreover, rapid development in global technology will create new advances in robotics and artificial intelligence, with significant impacts on the national workforce in the near future. This should encourage us to roll up our sleeves and meet these changing dynamics as opportunities, then engage to forge our community's ability to meet this technological revolution.

While planning for the future changes, we should be grateful for our resilient agricultural industry, with our high quality soils and quality agricultural produce having the capacity to expand and develop to serve new domestic and international markets. The potential of our agribusiness sector should not be underestimated when considering where technology can lead us and how quality sustainable produce can support our growing community economically while ensuring the

future wellbeing of our community.

The Shire is working hard with the community to plan for what the future is bringing and to provide future opportunities for our children. While this document is about broad economic development opportunities, we should not lose sight of the environmental values the community hold so dear and keep the balance of development and environmental sustainability in equilibrium.

We see great opportunities in the fields of tourism, agriculture, aquaculture, heritage conservation, trail development, renewable energy, commerce, and rail and Inter-Modal development due to our close proximity to Perth and transport linkages through to Fremantle, Kwinana, and the newly proposed WestPort development. These geo-strategic benefits will provide the Shire with a significant competitive advantage along with the 440 ha West Mundijong Industrial Area proposal now operational and ready for investment as we move forward.

Milton Friedman was quoted as saying that 'The greatest advances of civilization, whether in architecture, industry or agriculture, have never come from centralized government'. It is with this in mind that I challenge you to look at the abundant opportunities within our district and partner with our community as we rise to meet the challenges of the future.

Figure 1.1 Shire of Serpentine Jarrahdale Map



Source: Shire of Serpentine Jarrahdale

1. INTRODUCTION

The Shire of Serpentine Jarrahdale is on the cusp of the single largest transition the area will ever see. The next 30 years will see unprecedented growth and opportunity, and if managed appropriately will usher in a new era of vibrancy and wealth for the region. The Shire is ideally placed in terms of its geographic position, competitive advantages and major industry trends. The Shire will not only grow based on population, but has an opportunity to become a leading business and investment hub within Perth and the Peel Region.

With its good soils and access to markets, the Shire of Serpentine Jarrahdale has traditionally been home to agriculture, timber and orchards. With recent population growth, the area is dramatically changing and transitioning into a major growth area with considerable future opportunity. The Shire of Serpentine Jarrahdale is the fastest growing Local Government Area (LGA) in the nation (ABS, 2017) and this high level of growth is expected to continue into the future.

The Shire seeks to encourage responsible and ongoing economic development and growth by maximising the capacity of existing resources, as well as working to introduce new business, community and tourism investment and infrastructure. These efforts will assist in meeting the economic, social, cultural and environmental needs, expectations and aspirations of the whole community.

This Economic Development Strategy provides the overall direction as well as a tactical action plan to achieve the community's aspirations of "An innovative, commercially diverse and prosperous economy (pg 31)" as expressed in the Strategic Community Plan 2017-2027 and SJ 2050.

SJ 2050

- Long-term future visioning document for the community
- Process included considerable community engagement and input
- Key themes for the future identified by the community including:
 - People
 - Place
 - Prosperity

Strategic Community Plan 2017-2027

- 10 Year Plan building on SJ 2050
- Provides a broad plan for the Shire to achieve the aspirations and goals in SJ 2050
- Provides specific strategies for the key themes of People, Place and Prosperity
- Defines 'Prosperity' as 'An innovative, commercially diverse and prosperous economy', describing the community's goal for the economic development

Economic Development Strategy 2018 - 2023

- 5 year strategy and action plan to guide economic development activities
- Identifies specific competitive advantages, clusters and growth opportunities
- Provides strategies and detailed actions to deliver on the community's aspirations and goals for the future economic growth

Figure 1.2 Strategic Planning Progression



ECONOMIC CLUSTERS

A business or industry cluster can be defined as a concentration of companies and institutions that are connected to each other through a matrix of market and non-market linkages. Clusters are usually associated with a geographic region and characterised by the intermingling of products, services, innovation, knowledge and people.

According to Michael Porter, an Economics and Management professor at Harvard Business School, clusters are a “geographic concentrations of interconnected companies, specialized suppliers, service providers, firms in related industries, and associated institutions (e.g., universities, standards agencies, trade associations) in a particular field that compete but also cooperate.” (Porter, 2000). The dynamic nature of clusters, he suggests, is based upon inter-firm local competition, the supply of equipment and services, input factors (e.g. human capital, knowledge infrastructure, access to venture capital) and demand factors (e.g. sophisticated local users). In this context, clusters are tightly linked input-output systems.

Clusters reach far beyond the physical location and geographic proximity. While cost savings from lower transport through the supply chain is important, clusters are more about the sharing of ideas, innovation and access to specialised services and skills. Clusters allow firms to easily engage with suppliers and customers and creates a business environment that attracts ancillary businesses and organisations. These can be specialised financial and legal services, universities and education organisations, government agencies and industry bodies. Clusters essentially relate to creating and leveraging linkages within an industry rather than simply locating in the same physical location. By their nature, clusters are export-oriented as well as value-intensive and knowledge based.

This strategy will take a cluster-based approach to economic development.

2. SETTING THE SCENE

The Shire of Serpentine Jarrahdale has a once in a lifetime opportunity to evolve, grow and progress.

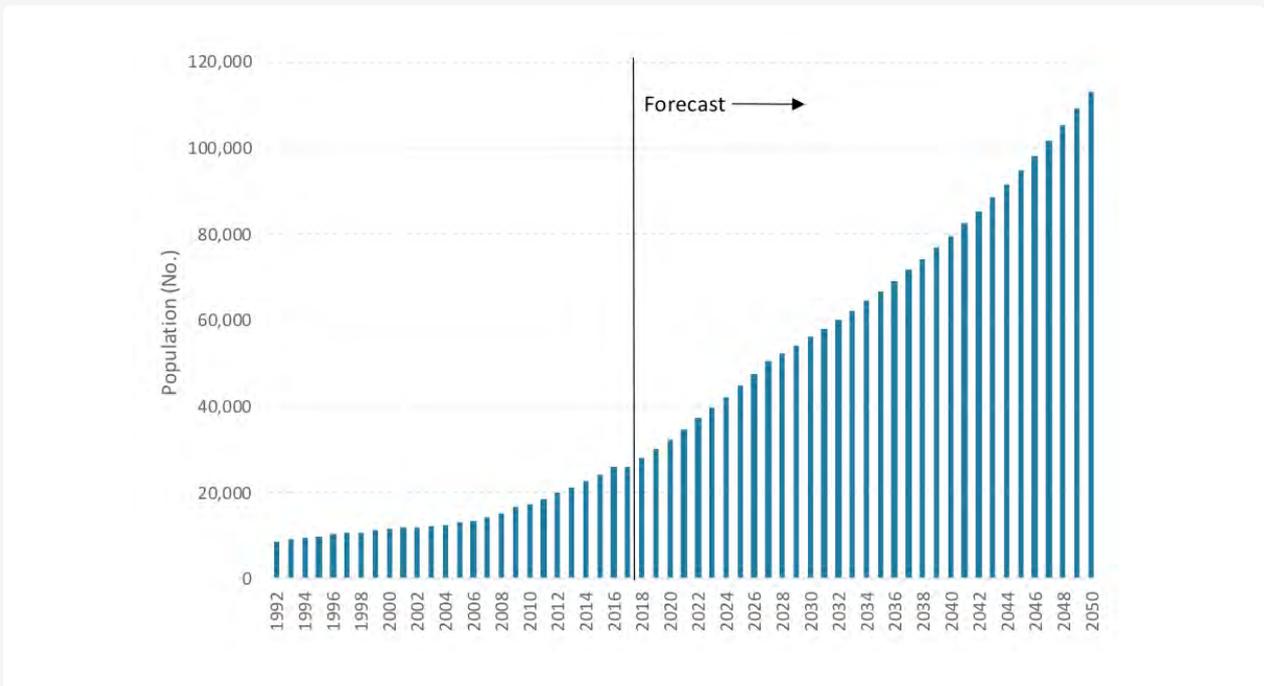
2.1 POPULATION GROWTH

The Shire of Serpentine Jarrahdale is changing. Continued population growth is adding people to the area faster than anywhere else in the country (Figure 2.1). Based on information from the Australian Bureau of Statistics (ABS), forty people per week are moving into the area, which is changing the dynamics of the local population. While the median age for the Greater Perth Region and Western Australia has been 36 since 2006, the median age in the Shire of Serpentine Jarrahdale has fallen from 37 in 2006 to 32 in 2016 (ABS, 2017b).

The local population will almost double in the next ten years and more than quadruple by 2050, presenting incredible opportunities for the economy to grow.

As the population continues to grow and change, there will be a multitude of services that the population will require, including retail, healthcare, education, etc.

Figure 2.1 Serpentine Jarrahdale Population



Source: Shire of Serpentine Jarrahdale

As the population continues to grow and change, the future age structure will change. The aging of the population will drive higher numbers of older residents, however, given the significant expected growth in population, the majority of the future population will be in younger demographics.

Table 2.1 Future Age Structure, Shire of Serpentine-Jarrahdale

	2016	2023	2026	2029	2032
0 to 4	2,317	3,446	4,041	4,385	4,781
5 to 9	2,120	3,650	4,116	4,397	4,719
10 to 14	1,789	3,497	4,193	4,453	4,746
15 to 19	1,642	3,187	3,950	4,365	4,775
20 to 24	1,800	3,325	4,165	4,698	5,201
25 to 29	2,225	3,543	4,450	4,957	5,457
30 to 34	2,206	3,568	4,258	4,732	5,223
35 to 39	1,815	3,537	4,039	4,354	4,745
40 to 44	1,745	3,282	3,895	4,152	4,443
45 to 49	1,828	2,845	3,538	3,977	4,340
50 to 54	1,693	2,660	3,054	3,398	3,873
55 to 59	1,390	2,394	2,837	3,079	3,322
60 to 64	1,082	1,998	2,448	2,660	2,988
65 to 69	917	1,425	1,773	2,043	2,289
70 to 74	596	1,040	1,238	1,428	1,645
75 to 79	408	748	856	874	1,015
80 to 84	198	396	492	601	645
85 and over	172	309	418	440	533

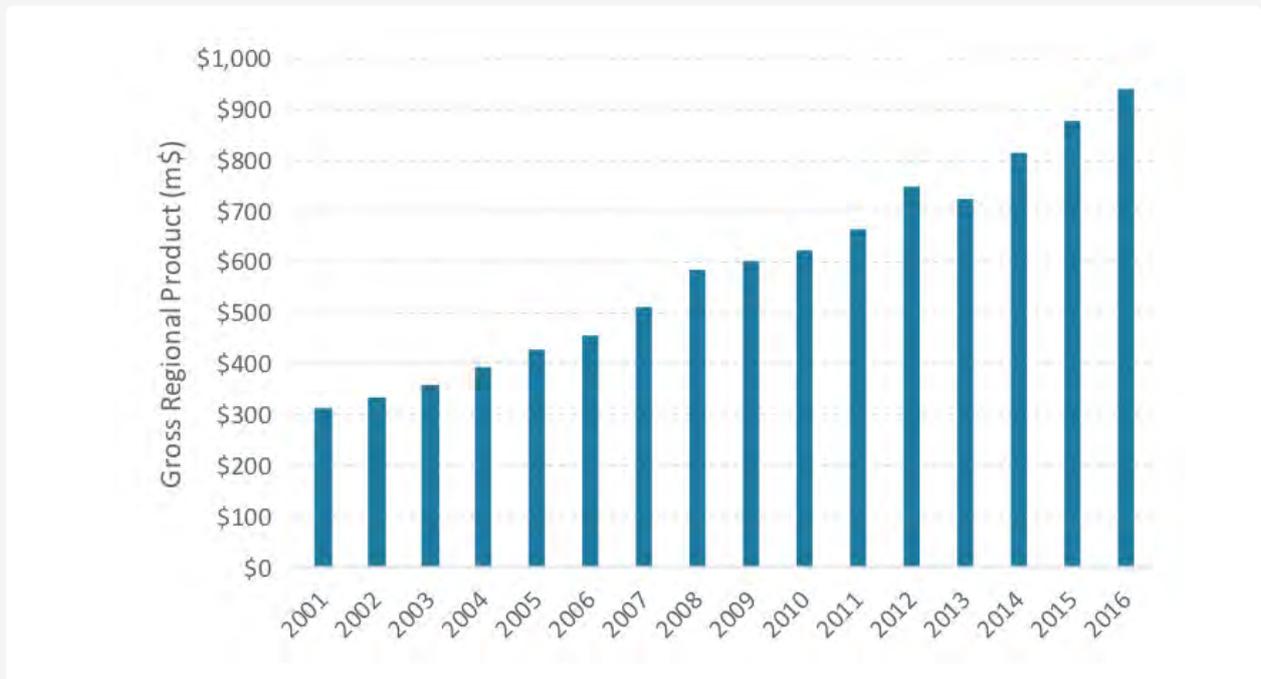
Source: ABS (2017a); WA Tomorrow (2015); ID (2017); Lucid Economics

2.2 ECONOMIC GROWTH

The growth in population over the last decade has fuelled considerable economic growth across the Shire, with the local economy effectively tripling since 2001 (Figure 2.2). The pace of economic growth in the Shire has outperformed growth across the State, growing at an average annual rate of 7.7% compared to the 5.0% for the State (Figure 2.3). Unsurprisingly, construction is the single largest sector in the local economy, contributing \$259 million (28% of total Gross Regional Product) and 833 jobs (17% of total jobs) to the local economy. The sector's importance has also been growing, from 20% of the total economy five years ago to 28% in 2015-16 (ID, 2017). The Shire of Serpentine Jarrahdale's economy must become more diverse in order to become more sustainable and meet community aspirations.

Through the various drives and economic dynamics, the Shire has a tremendous opportunity to grow and evolve over the next 30 years, unlike any other period in history. This immense opportunity must be embraced, nourished and facilitated. It will not 'just happen', but through direct and focussed economic development, the Shire can become the hub of investment and job growth in Perth and the Peel Region.

Figure 2.2: Gross Regional Product, Serpentine-Jarrahdale



Source: ABS (2016); ID (2017)

Figure 2.3: Economic Growth, Serpentine-Jarrahdale and Western Australia



Note: Economic downturn in 2013 was due to a decrease in construction activity in that year.
 Source: ABS (2016); ID (2017)

2.3 JOBS DEFICIT

Despite the strong population and economic growth, many residents have to leave the Shire every day to go to work. Based on the 2016 Census data, 79% of local resident workers (10,181 people) seek employment outside of the Shire. This outflow of workers costs the local economy \$31 million in local expenditure and 411 jobs. This cost will continue to increase until more local jobs are provided.

While many local residents work in adjoining LGAs, many more travel north to Perth for work. Analysis of recent Census data shows that there are 12,871 local resident workers that live in the Serpentine Jarrahdale Shire and at the same time only 4,569 local jobs in the Shire, creating a deficit of 8,302 local jobs. **Based on the 2016 Census data, there is only one local job per every three local resident workers.**

More local employment opportunities are needed,
45,000 new jobs by 2050.

Without additional local jobs, the Shire risks becoming a dormitory suburb, which would create future issues around traffic congestion and numerous negative economic and community impacts. Challenges exist and must be overcome, the path will be difficult but can be travelled and the opportunity for future economic wealth, vibrancy and a better standard of living for every family is clear and worthy of the task.

2.4 COMPETITIVE ADVANTAGES

The Shire of Serpentine Jarrahdale is fortunate to have numerous competitive advantages that will support future economic growth, including:

- **Growing Population:** a local resident population that will double over the next decade and quadruple by 2050, providing considerable demand for services and opportunities across the economy (WA Tomorrow, 2015; SJ 2050, 2016). The Shire of Serpentine Jarrahdale is the fastest growing LGA in the country and will remain one of the fastest growing Local Government Areas for the foreseeable future.
- **Large Workforce Catchment:** Serpentine Jarrahdale has access to a workforce catchment of almost 270,000 people within a 30-minute drive, providing an incredible pool of potential labour for any business looking to relocate into our Shire (DOE, 2017).
- **Pro-business investment environment:** the Shire of Serpentine Jarrahdale provides a business friendly environment where the local government seeks to work in partnership with major business investors.





- **Affordable Land:** industrial land that costs 46% less than the traditional industrial areas of Perth (i.e. Kewdale, Canning Vale, Welshpool, etc.).
- **Transportation Links:** the Shire is well placed geostrategically, providing an ease of access to Perth, the Perth Airport as well as the industrial facilities of Kwinana Industrial Area and a future potential Westport. While some major improvements to the local transport network are required (including the extension of the Tonkin Highway south to Mundijong and better east-west arterials), the existing network and current geographic location of the Shire creates local advantages.
- **Utilities gas, power, water, waste water capacity:** all major utilities are available within the Shire of Serpentine Jarrahdale, particularly for all future potential commercial and industrial users, including reticulated gas, power, water and waste water infrastructure.
- **Strong Natural Amenity:** roughly half of the Shire is made up of National Parks, State Forests and nature reserves, providing considerable pristine nature areas. Serpentine Falls, numerous trails, historical sites and other attractions already provide opportunities for swimming, mountain biking, hiking and other outdoor activities, attractive for residents and visitors alike.
- **Emerging Tourism Markets:** almost 200,000 people visit the Shire on an annual basis to enjoy its numerous natural attractions (TRA, 2017). The Shire also has access to a potential visitor market of 1.9 million people from the surrounding Perth Metropolitan region, which will continue to grow into the future (ABS, 2017b).

Figure 2.4: Equine Industry Map, Peel Region



Source: AEC (2016)

- Existing Equine Industry:** the Shire of Serpentine Jarrahdale has a well-established equine industry, including trotting and the training of pacers, as well as a variety of support industries and numerous recreational opportunities. Combined, the local equine industry supports an estimated 548 jobs locally and contributes \$72 million to the local economy (8% of total Gross Regional Product). The equine industry would be the third largest sector (in GRP terms) and the fourth largest employer in the local economy, if it stood as an individual industry. A survey of 2010 found that there was \$820 million in property and equine assets in the Shire.
- Existing Agricultural Sector:** the Shire of Serpentine Jarrahdale has a strong tradition of agriculture, which continues to grow and add value to the local economy today. Agriculture contributes \$95 million to the local economy (10% of total Gross Regional Product), the second most of any sector. Agriculture also provides 13% of total jobs in the Shire (total of 5,032) (ID, 2017). Key areas of agriculture are chicken/poultry, nurseries, hay and a variety of fruit and vegetables. The Shire currently produces an estimated 3.2 million chickens (61% of the total estimated production for the State) and generates almost 1 million tonnes of agricultural

produce (excluding livestock and nurseries) (ABS, 2017c). Agriculture is by far the largest export sector for the Shire, producing \$144 million worth of goods for export beyond the Shire borders (ID, 2017).

- **Soils and Water:** the Shire is fortunate to have a range of good soils and access to water for a diverse variety of agricultural crops. In total, there is over 15,000 hectares of agricultural holdings within the Shire, making up 17% of the Shire's total area (ABS, 2017c). The Shire also received a stable annual rainfall of approximately 1 metre per year (BOM, 2017).

2.5 LOCAL CLUSTER ANALYSIS

In order to analyse local clusters in the Shire of Serpentine Jarrahdale, a detailed industry analysis was carried out and found evidence of the strong existing agriculture cluster, including the niche equine cluster.

The figure to the right (Figure 2.5) shows that the agriculture sector is the only significant export industry in the Shire.

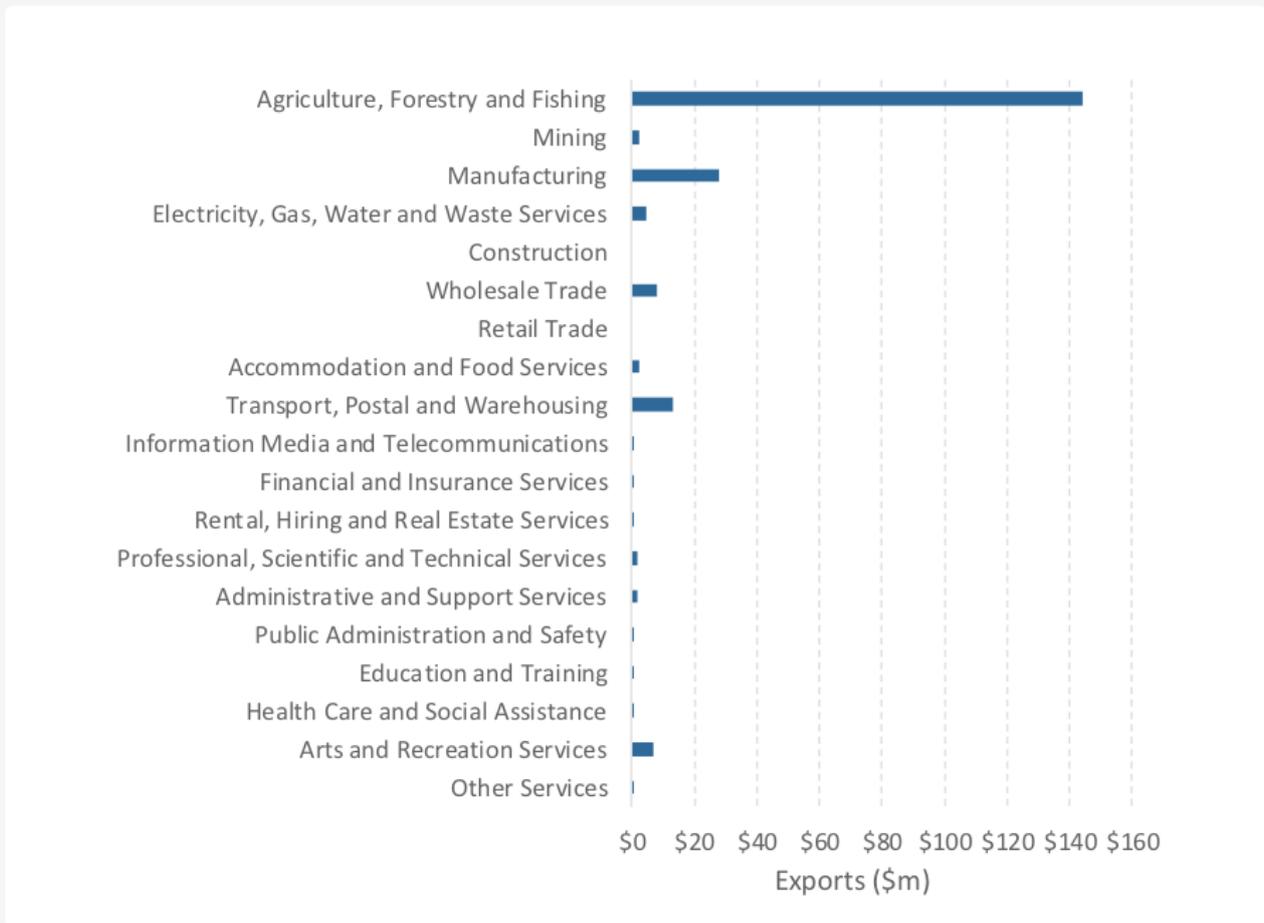
Cluster mapping is an analytical tool to consider future economic growth opportunities and to show the importance and growth opportunities for various clusters or industries within the economy. The cluster maps for Serpentine Jarrahdale (Figure 2.6 and Figure 2.7) show the significance and importance of the existing agricultural cluster. The mapping also shows the growth potential of various other clusters such as transport and logistics, tourism (retail and accommodation) and others.

INTERPRETING THE CLUSTER MAP

Cluster mapping is an analytical tool that can simultaneously present the size and scale of a location's competitive advantages with future anticipated growth trends by industry. In cluster mapping, a location's competitive advantage is viewed through labour specialisation (i.e. the relative scale of employment in specific industries). There are three main components to the cluster map:

- **Location Quotient:** the community's location quotients are presented along the vertical axis. These points represent the proportional employment in the community vs. a comparison, in this instance the State of Western Australian (i.e. compared to WA, how many people are employed in the sector; 1 = the same, 1.2 = 20% more than the State, etc.).

Figure 2.5 Serpentine Jarrahdale Exports, by Industry

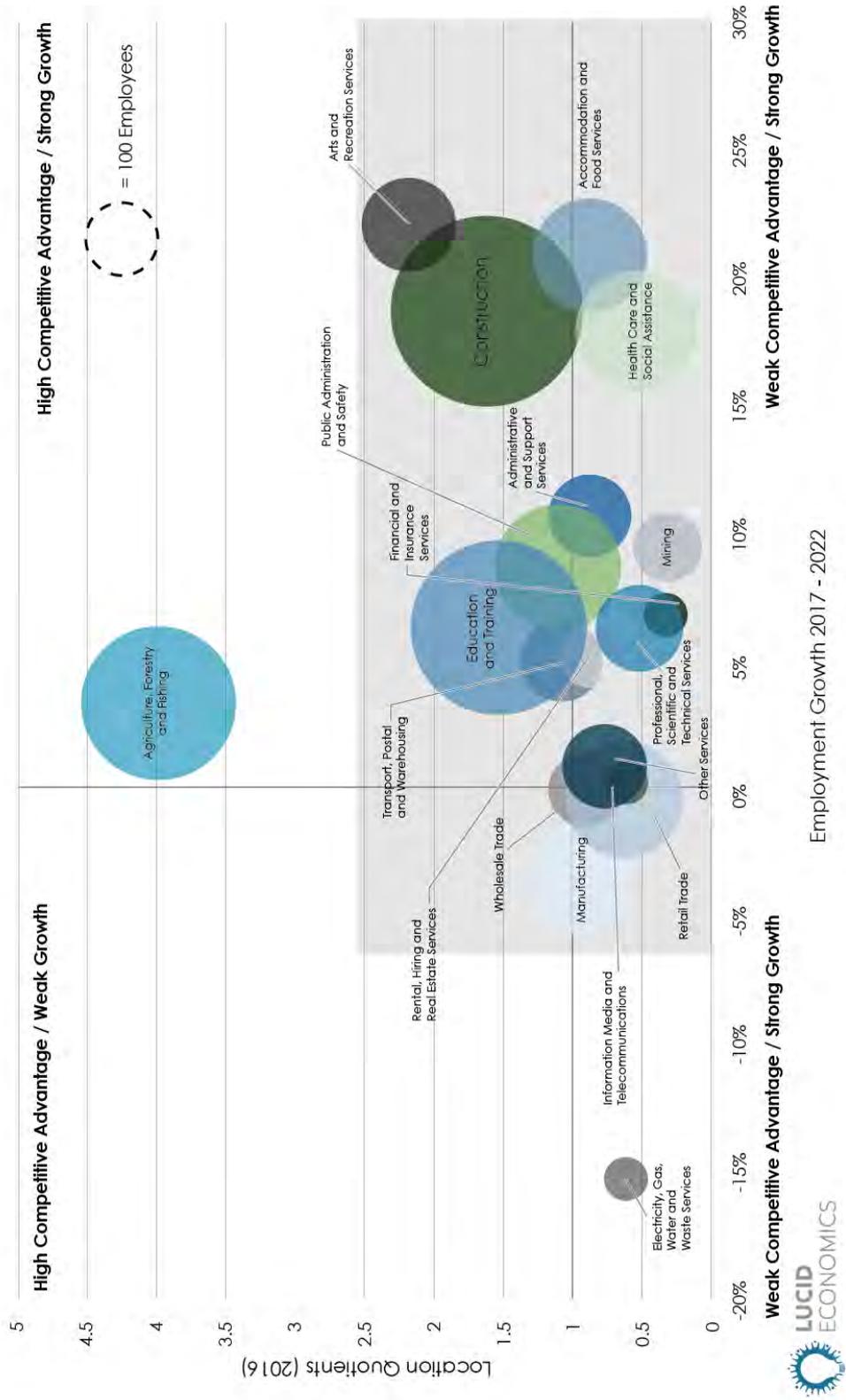


Source: ID (2017)

- **Employment Growth:** future employment growth expectations per industry, from 2017 to 2022, form the horizontal axis and change the percentage growth expected for a sector. In this instance projections from the Department of Employment for the Perth Southeast Region have been used.
- **The Cluster:** or the ‘bubble’ represents the size of local employment in that given sector, which shows the significance of the sector locally.

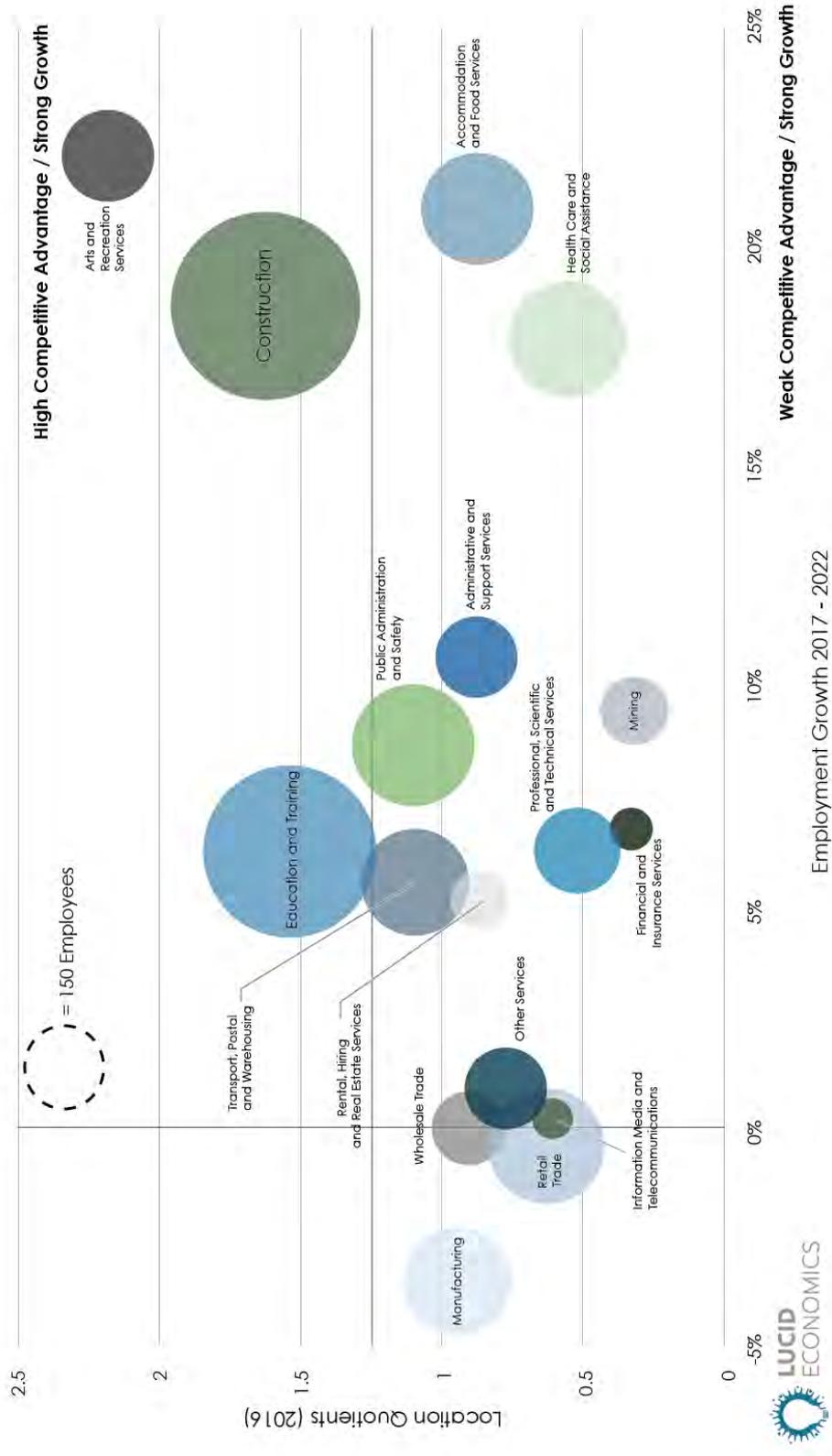
Overall, cluster mapping helps to identify industry areas of focus for further development in the future.

FIGURE 2.6: CLUSTER MAP, SERPENTINE-JARRAHDAL



Source: Lucid Economics; ABS (2017b); DOE (2017)

FIGURE 2.7: CLUSTER MAP, SERPENTINE-JARRAHDAL

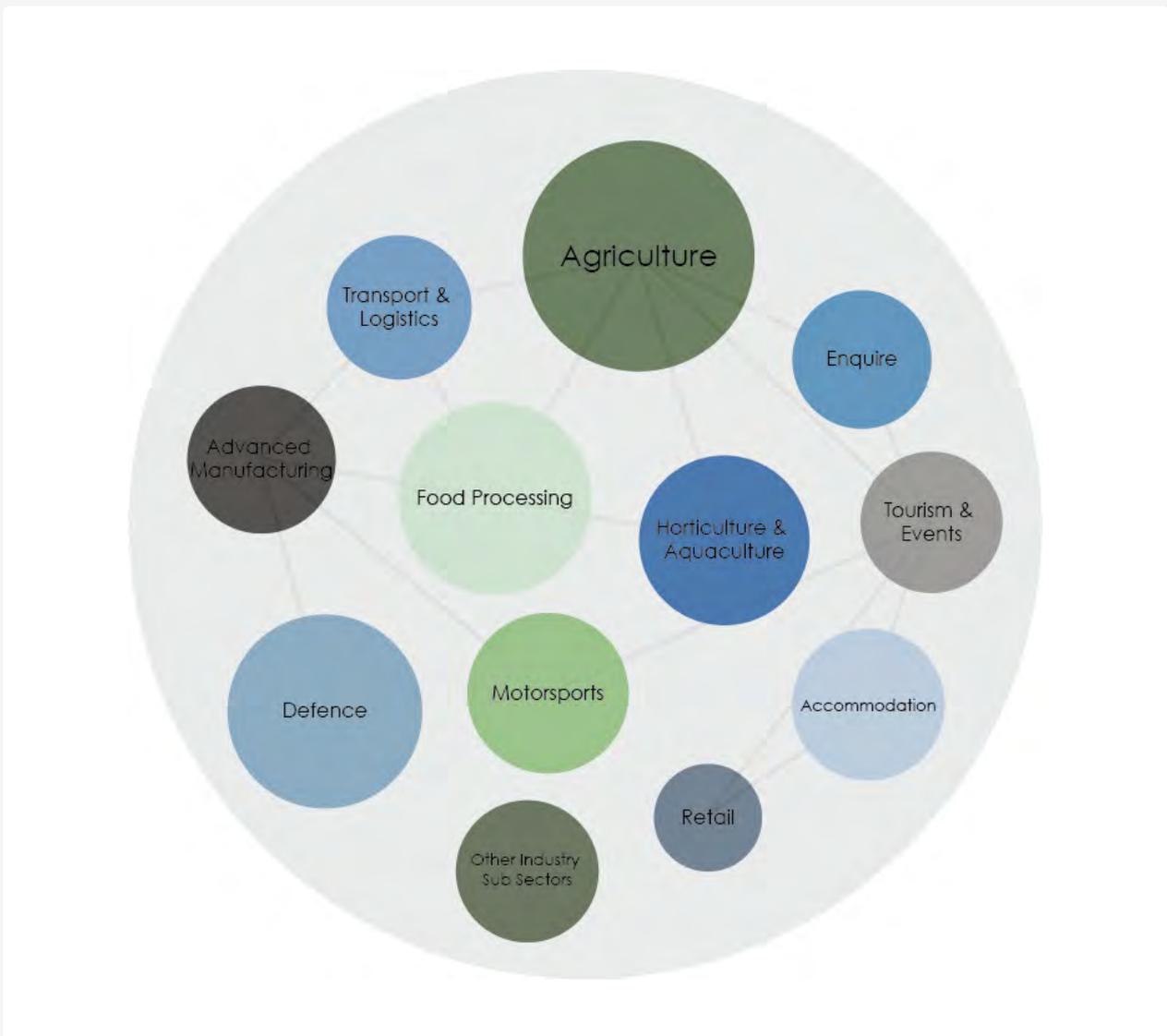


Source: Lucid Economics; ABS (2017b); DOE (2017)

Given the numerous competitive advantages and existing economic trends, there are many emerging clusters in the Shire to build on the strength of the existing agricultural cluster.

The following figure (Figure 2.8) highlights both the existing and emerging clusters within the Serpentine Jarrahdale economy as well as the various connections between the clusters. As the system continues to grow and evolve, the various individual clusters will become more specialised and niche. At the same time, their importance to the economy will also grow, contributing investment, value and jobs to the local economy. As the figure describes, the future economy is more diverse in nature and more connected, as various businesses in each cluster trade with local suppliers and other businesses locally.

Figure 2.8 Serpentine Jarrahdale Cluster Eco-System



Source: Lucid Economics

3. SWOT ASSESSMENT

STRENGTHS

- Growing population to drive demand for products and services
- Large workforce catchment of almost 270,000 people
- Pro-business investment environment
- Affordable land offering cost savings for business start-up
- Strong transport links facilitating strong access to markets and products
- Access to utilities
- Strong natural amenity
- Emerging tourism markets
- Strong existing agriculture industry
- Good soils and water
- Existing equine industry

WEAKNESSES

- Significant and growing jobs deficit
- Under-developed clusters of economic activity
- Lack of anchor tenant/user for West Mundijong
- No direct access to Tonkin Highway from West Mundijong
- No Inter-Modal facility
- Lack of established tourism products / experiences
- Lack of established tourism products/ experiences
- Other regional and industrial and business parks
- No significant tourism accommodation

OPPORTUNITIES

- Food processing
- Advanced manufacturing
- Warehouse and logistics
- WestPort/Inter-Modal hub
- Agriculture and livestock
- Horticulture and aquaculture
- Equine
- Tourism, trail and events
- Automotive and recreational vehicles
- Multi motorsports complex
- Health, aged care and retirement living
- High tech and innovation industry development
- Renewable energy
- Defence

THREATS

- Becoming a dormitory community
- Insufficient local jobs and clusters leading to a lack of economic diversity and sustainability
- Lack of sufficient resources
- Government policy changes/ challenges
- Neglecting to take full advantage of opportunities
- Globalisation and importation of goods from low cost countries
- Future economic shocks
- Unstable and/or indecisive political leadership

Based on its competitive strengths, cluster analysis and a range of market drivers, there are a range of specific economic growth opportunities that require concerted effort over many years in order to attract the requisite investment from both public and private sectors.

Table 4.1 Future Economic Growth Opportunities, Serpentine Jarrahdale

OPPORTUNITY	DESCRIPTION
FOOD PROCESSING	Value-adding processing of local agricultural products including chickens and other livestock as well as fruit and vegetables
ADVANCED MANUFACTURING	Modern and innovative manufacturing companies creating products required locally and across the state including building materials, machinery and equipment as well as other high-end products
WAREHOUSE AND LOGISTICS	Companies engaged in the transport, warehousing and logistics of goods with a relatively low to moderate logistics requirement (up to 2,000 containers per year)

4. OPPORTUNITIES

4.1 ECONOMIC GROWTH OPPORTUNITIES

economic growth opportunities (Table 4.1). While these opportunities exist for the Shire, they will require concerted

VALUE PROPOSITION

- Available land in West Mundijong Industrial Area and Cardup Business Park
- 45% cost savings on industrial land over other parts of Perth, greatly reducing investment costs
- Labour pool of 270,000 potential workers (within a 30 minute drive)
- Strong transport links via rail and road (offering access to major domestic and international markets via the Tonkin Highway)
- 3.2 million chickens and 1 million tonnes of agricultural produce locally

- Rapidly growing population that will double over the next decade and quadruple by 2050
- Available land in West Mundijong Industrial Area and Cardup Business Park
- 45% cost savings on industrial land over other parts of Perth, greatly reducing investment costs
- Labour pool of 270,000 potential workers (within a 30 minute drive)
- Strong transport links via rail and road (offering access to major domestic and international markets with just one stop light via the Tonkin Highway)

- Available land in West Mundijong Industrial Area and Cardup Business Park
- 45% cost savings on industrial land over other parts of Perth, greatly reducing investment costs
- Labour pool of 270,000 potential workers (within a 30 minute drive)
- Strong transport links via rail and road (offering access to major domestic and international markets with just one stop light via the Tonkin Highway)
- Future extensions to the Tonkin Highway and potential for intermodal hub

OPPORTUNITY	DESCRIPTION
WESTPORT - INTERMODAL HUB	The proposed new Westport Harbour Complex will provide a catalyst for advanced industrial development within our fast growing Shire. The proposed Intermodal Hub will provide transshipping capabilities between road and rail freight transport and could be added by 2029
AGRICULTURE AND LIVESTOCK	Growing of a range of agricultural produce (hay, nuts, fruit, vegetables) and livestock (including chickens, cattle and pigs)
HORTICULTURE AND AQUACULTURE	Intensive horticulture and aquaculture operations growing a range of fruit and vegetables
EQUINE	Range of equine activities including breeding, training and recreational uses as well as associated servicing activities
TOURISM, TRAILS AND EVENTS	Further development of local tourism industry including accommodation, trails and other nature-based/adventure tourism products/experiences, including wellness tourism as well as events

VALUE PROPOSITION

- Future intersection of Tonkin Highway and major southern rail corridor
 - Available industrial land (and surrounding land for associated industrial uses)
 - Rapidly growing population that would double over the next decade and quadruple by 2050
 - Labour pool of 270,000 potential workers (within a 30 minute drive)
 - Strong inter-regional road linkages (north/south and east/west)
-
- Strong existing agricultural cluster and supply chains
 - Over 15,000 ha of existing growing areas
 - Strong transport links via rail and road (offering access to major domestic and international markets with just one stop light via the Tonkin Highway)
 - Availability of water (annual average rainfall of 1 metre)
 - Availability of good soils for growing
-
- Available land in West Mundijong Industrial Area and Cardup Business Park
 - 45% cost savings on industrial land over other parts of Perth, greatly reducing investment costs
 - Labour pool of 270,000 potential workers (within a 30 minute drive)
 - Strong transport links via rail and road (offering access to major domestic and international markets with just one stop light via the Tonkin Highway)
 - Strong existing agricultural cluster and supply chains
-
- Strong existing equine cluster and supply chains
 - 820 established equine properties and support businesses
 - \$820 million in existing equine property/assets
-
- 200,000 existing visitors per year
 - Potential pool of 1.9 million visitors in immediate region
 - Attractive existing amenity and natural attractions
 - Potential national and international reach

OPPORTUNITY	DESCRIPTION
AUTOMOTIVE AND RECREATIONAL VEHICLES	An integrated automotive and recreational vehicles precinct that includes car, truck and caravan dealerships. These will be supported by specialised cluster builders such as panel and paint shops, parts and accessories stores, specialist repairers and suppliers.
MULTI MOTOR SPORTS COMPLEX	Complex capable of catering for a wide variety of motorsports uses including major domestic and internationally sanctioned races as well as local races and recreational tourism uses
HEALTH, AGED CARE AND RETIREMENT LIVING	Range of health, aged care and retirement living facilities catering for various phases of community and seniors living plus lifestyle village options
HIGH TECH AND INNOVATION	High technology oriented businesses that are engaged in innovation and the creation of new products and services (e.g. aerial drones, agricultural innovations, etc.)
RENEWABLE ENERGY	Range of renewable energy projects, including planned Westgen 30MW solar farm, that can work in tandem with local industrial users to create an environment of using renewable power for industry and by doing so create a stable, cost efficient energy pricing environment for business
DEFENCE	Defence training facilities and defence oriented manufacturing companies and service providers

VALUE PROPOSITION

- Strong and visible automotive and RV precinct
 - Perfect cluster formation
 - Large local employer of tradespeople, apprentices and support labour
 - Large and consistent investors
 - Strong local business identifier
- Growing population locally and regionally
 - Central location in the Perth and Peel Region with strong transport access
 - Aging existing infrastructure in the state that doesn't offer an attractive experience or visitor offer
- Affordable land offering cost advantages over other areas
 - Growing retail amenity and healthcare infrastructure
 - Excellent transport links and proximity to other parts of Perth
- Access to 15,000 ha of agricultural growing areas and good growing conditions
 - Strong transport links and proximity to major Universities and research centres in Perth
 - Affordable land, offering 45% cost savings over other parts of Perth
- Proximity to major population
 - Existing infrastructure
 - Future industry and business
- Proximity to major military installations (30 minutes)
 - Sufficient areas for defence force training
 - Numerous competitive advantages for advanced manufacturing



In order to leverage the growth opportunities above and continue to service the local population, a wealth of new infrastructure will be required, including:

- **Extension of the Tonkin Highway:** The extension of the Tonkin Highway will be critical for unlocking the opportunities associated with the West Mundijong Industrial Area and ensuring that local transportation infrastructure increases in line with local population growth. The \$367 million project could be completed by 2024.
- **Freight Rail Realignment:** Mundijong Freight Rail Realignment is complimentary to the Tonkin Highway extension and will allow for further industrial development in the West Mundijong precinct, including a potential Inter-Modal Transport hub. The \$60 million project could be completed by 2024.
- **Digital Infrastructure:** Ensuring that local businesses have access to high-speed, broadband internet will be important for their on-going competitiveness in an ever-increasing digital business world. Enabling this infrastructure could cost approximately \$5.8 million and take place over the next four years.
- **Innovation Centre:** An innovation centre would provide numerous functions within the local economy, supporting entrepreneurs, business start-ups and small to medium sized enterprises



(SME) as well as assisting local workers to gain new skills and adapt to changes in the economy. An innovation centre would provide a focal point for business and innovation and create an environment to foster innovation and open dialogue and collaboration across firms. The project would require \$5-\$15 million and could be delivered as early as 2022.

- **Healthcare Facilities:** As the population continues to increase, increased healthcare services will be required. Based on population growth, the Shire will require a local hospital of approximately 150 beds by 2023 and will need 112 additional general practitioners (GPs) over the next decade. A new hospital could cost a minimum of \$112 million.
- **Education Facilities:** As the local population continues to grow and evolve, providing access to a range of education facilities locally will become more important. The Shire will require one additional high school and four additional primary schools over the next decade. Anecdotally, the demand for education is so strong that every time a new school opens, it reaches maximum capacity on the day it opens. Investments in these facilities will represent \$20 million in investment and hundreds of new jobs.

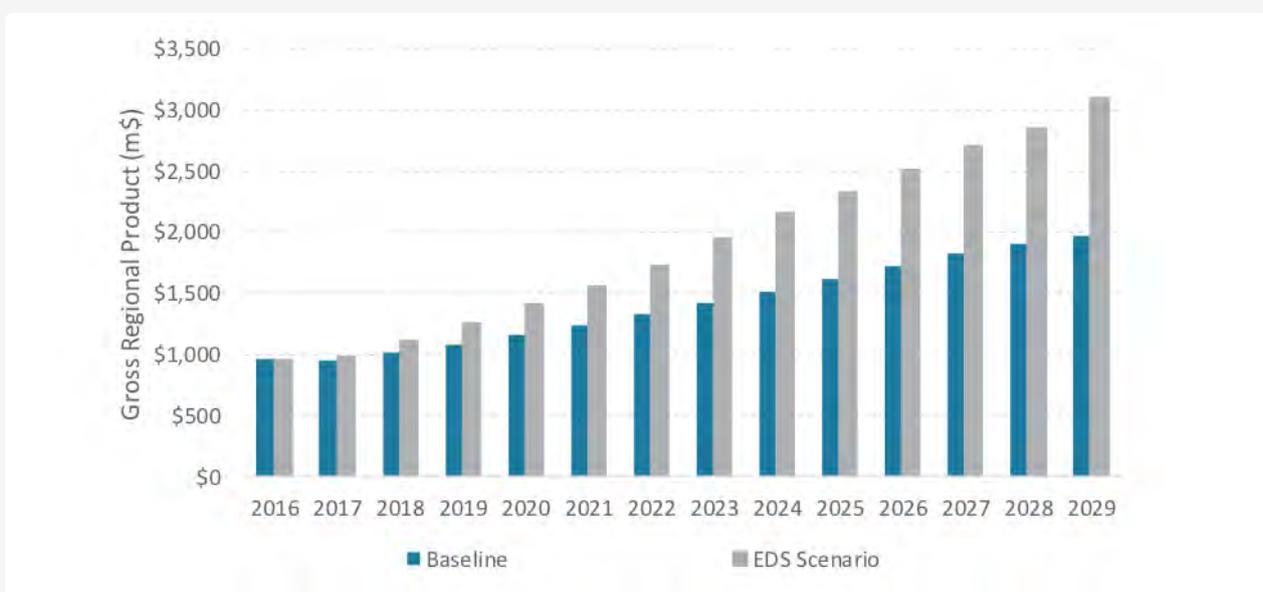
4. OPPORTUNITIES

4.2 FUTURE POTENTIAL ECONOMY

As the Shire of Serpentine Jarrahdale continues to grow and evolve, the future economy will continue to grow. Parts of the economy will grow naturally as the population increases and creates increased demand for services (i.e. retail, restaurants, etc.). The Shire will not have to become pro-active and encourage or facilitate growth in these sectors, but will need to make the correct allowances in the planning scheme to ensure suitable areas are available and permits and licenses are delivered efficiently. Proactive economic development initiatives that can deliver the opportunities and infrastructure highlighted above can create greater levels of economic growth above the level that will be delivered through population growth alone. Delivery of the opportunities and infrastructure discussed previously will help to ensure valuable local employment opportunities, providing greater local economic diversity and helping to reduce the number of local residents that must leave the Shire for work.

The figure below (Figure 4.1) shows the future expected growth in the economy (in GRP terms) under a 'baseline' scenario, which considers the future population growth and future expected economic growth (based on historic trends). The figure also includes future expected growth in the economy as a result of population growth as well as leveraging the opportunities and infrastructure highlighted above (i.e. EDS Scenario). As the figure indicates, the economy is expected to double over the next decade based solely on population growth and existing trends in the economy. However, if the area can take advantage of the opportunities highlighted, the economy could triple in size during the same time period.

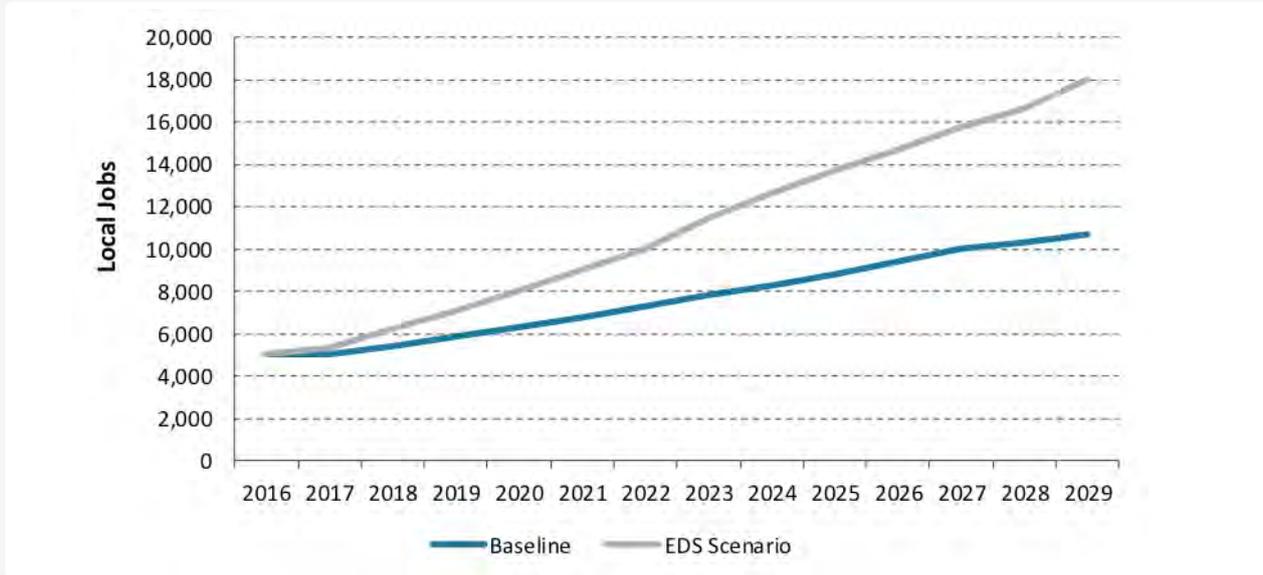
Figure 4.1: Future Economic Growth, Serpentine Jarrahdale



Source: Lucid Economics

Figure 4.2: Future Local Jobs Growth, Serpentine Jarrahdale

Source: Lucid Economics



As highlighted earlier (Section 2), there are currently only 4,569 local jobs in the Shire for 12,871 resident workers. The figure below (Figure 4.2) shows the growth of local jobs based the 'baseline' as well as under the scenario where potential future economic opportunities are leveraged and brought to fruition (i.e. EDS Scenario). As highlighted, based on population alone, local jobs are expected to more than double over the next decade (similar to population). Under the EDS Scenario, local jobs can grow by three and a half times the current level, providing 7,200 additional local jobs over the baseline scenario.

The future of the Serpentine Jarrahdale economy is very bright and significant economic growth can be achieved, so long as adequate planning is conducted, and efficiently implemented and proactive economic development initiatives are applied.

Each one of the opportunities highlighted above has the potential to significantly add to the local economy, providing considerable value, contributing to industry cluster development and generating valuable local jobs. The following table (Table 4.2) highlights the potential future economic benefits from fully leveraging the highlighted opportunities over the next decade.

Opportunity	Local Jobs (No.)	Gross Regional Product
Food Processing	1192	\$127.7m
Advanced Manufacturing (including Defence)	1788	\$191.6m
Warehouse and Logistics	1987	\$224.5m
Inter-Modal hub	500	\$66.7m
Agriculture and Livestock (including Equine)	444	\$65.3m
Horticulture and Aquaculture	200	\$29.4m
Tourism (including Events)	325	\$24.9m
Multi motorsports complex	79	\$3.4m
Aged Care and Retirement Living	76	\$6m
Total	6592	\$739.6m

Table 4.2 Future Economic Value of Growth Opportunities (in 2029), Serpentine Jarrahdale

Source: Lucid Economics

5. VISION AND OBJECTIVES

The purpose of this Economic Development Strategy is to fulfil the community's aspirations for "An innovative, commercially diverse and prosperous economy" as highlighted in the Strategic Community Plan 2017-2027.

The vision for this Economic Development Strategy aligns to the Strategic Community Plan and other corporate planning documents and describes the future desired outcome for the economy:

By 2023, Serpentine Jarrahdale will be the economic hotspot of The Peel Region, a premier location of diverse and innovative industries that supports entrepreneurial leaders and investors as well as a dynamic, skilled and fast growing workforce. Shire of Serpentine Jarrahdale will become the regional leader of employment growth and diversity.

The vision embodies a range of desired objectives for the future economy, which have been highlighted through a range of community engagement, business consultation and engagement with elected officials.

The key identified objectives for the Economic Development Strategy include:

- **Investment:** attract a wide range of public and private sector investment to diversify and grow the local economy.
- **Jobs:** support and facilitate new business growth and deliver more employment opportunities, valuable local employment opportunities, delivering an additional 6,500 new jobs by 2023 and a total of 13,000 new jobs by 2029.
- **Productivity and Competitiveness:** assist local businesses to increase productivity and improve competitiveness through a range of programs and partnerships, adding \$60 million to the economy by 2029.
- **Connected economy:** ensure that the local business community has access to all required digital, transport and supporting infrastructure to effectively compete in the modern economy.

The vision and objectives provide a clear and straightforward path for future economic development activities.

6. ECONOMIC DEVELOPMENT FRAMEWORK

6.1 LOCAL GOVERNMENT AND ECONOMIC DEVELOPMENT

The Local Government Act 1995 provides local governments the responsibility for a wide range of infrastructure and service provision to their local communities. Local governments are elected by their residents to act on behalf of and in the community's best interest. The linkages between infrastructure, service provision, community wellbeing and the local economy are strong. Many businesses leverage local infrastructure and provide employment opportunities for residents, from which residents derive their standard of living. Economic development is an important and intrinsic core function of local governments.

This perspective is further supported by the Australian Local Government Association in their defined role of a local government:

[Local government services and infrastructure play an important role in supporting the social and economic development of Australia's local and regional communities \(ALGA, 2017\).](#)

Competition in local, national and global economies continues to increase, and as economic iterations and challenges are becoming more complex, it is fast becoming more important for Australian local governments to be proactive in promoting sustainable economic outcomes for their developing communities.

Sustainable economic outcomes can be achieved through the attraction and expansion of local business, which leads to the growth in employment opportunities across the community, supporting the local standard of living and community wellbeing.

Business growth also results in a consistent lift in local government commercial and industrial rates, which generates additional revenue that can be utilised to



further support the community.

Similarly, a sustained growth in new business investment adds to the growth in residential housing as more people seek to live closer to their place of work, which is another driver of rates base growth and benefits the local government and the community.

The Shire of Serpentine Jarrahdale faces tough competition from other communities for investment (both public and private), skilled labour and critical infrastructure. Local governments that are not well prepared in terms of planning strategy, strategic land availability, labour skills diversity, critical infrastructure provision, supportive businesses and community facilities and services are likely to struggle to compete in the attraction of new jobs and investment. Without these elements for sustained success, significant economic growth will be difficult to establish and maintain.

Proactive economic development is important for the future growth of the Shire.

6.2 ECONOMIC DEVELOPMENT LEVERS AVAILABLE TO LOCAL GOVERNMENT

It's important to clarify what any local government can realistically do to influence positive economic outcomes across the community. Many investment decisions will be out of the control of the local government, however, there are numerous avenues that the Shire of Serpentine Jarrahdale can pursue to create an environment conducive to investment attraction, economic growth and exert influence for positive change across the economy.

The following are the primary roles for the Shire of Serpentine Jarrahdale in the execution of this strategy:

- Create an efficient regulatory environment (including an up to date Town Planning Scheme) which provides certainty and direction for businesses and investors
- Identify the most appropriate development areas or zones likely to accommodate appropriate new business and commercial investment, which will generate new and diverse local employment opportunities
- Maintain an efficient and business friendly operating environment in relation to planning and development and the review of development applications and licensing requests
- Manage and maintain key facilitating infrastructure as well as identifying the need for new infrastructure to enable business and industry to grow and develop
- Conduct research to identify new markets and business and industry trends that will influence and assist potential investors and business leaders in their strategic and tactical decision making
- Conduct marketing initiatives that promote the advantages and opportunities of the Shire to potential investors
- Continue to develop strong and beneficial relationships and networks between all levels of government, business, public institutions and the local community
- Promote and assist the development of educational institutions and infrastructure across all levels to help drive education and skills development in collaboration with the business and investment community

- Work collaboratively with developers and government agencies to build and improve the functionality and appearance of the local area (town centres, business parks and activity and recreation areas).
- Develop support networks for economic clusters and facilitate meetings, workshops and regular interaction to ensure these networks function across industry, education, finance, government, supporting industries etc.
- Set up Advisory Committees to oversee and promote the local government’s efforts in economic development.

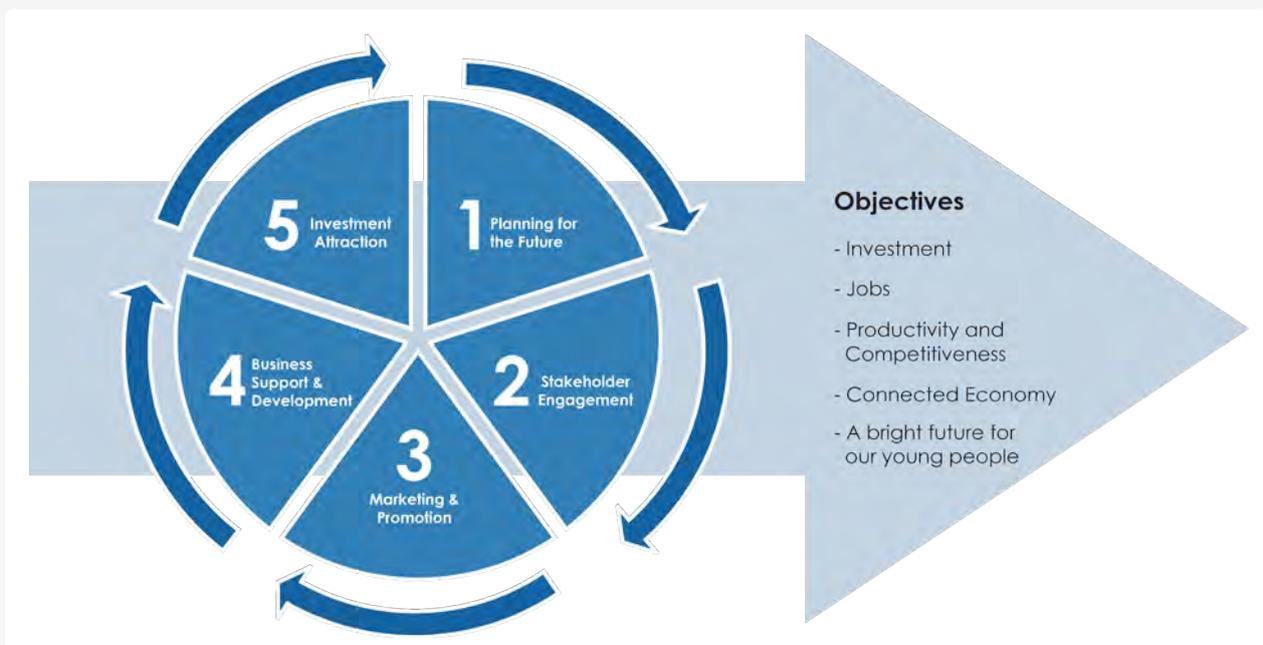
6.3 ECONOMIC DEVELOPMENT FRAMEWORK

The following economic development framework has been designed to guide the Shire’s future economic development initiatives (Figure 6.1) and will support future cluster development in the Shire.

VISION

By 2020, Serpentine Jarrahdale will be the economic hotspot of the Peel region, a premiere location of diverse and innovative industries that support entrepreneurial leaders and investors as well as a dynamic, skilled and fast growing workforce. Serpentine Jarrahdale will become the regional leader of employment, growth and diversity

Figure 6.1: Economic Development Framework, Serpentine Jarrahdale



Source: Lucid Economics



6.3.1 PLANNING FOR THE FUTURE

Rationale

Planning is a central responsibility for local government and the local planning tools, including the local planning scheme are one of the most powerful economic development tools available to local governments. Local governments can gain competitive advantage through an efficient development approval process and other regulatory processes.

Description

The Shire of Serpentine Jarrahdale will proactively plan for and manage future growth. Considerable population growth can create a number of pressures on local infrastructure and services as well as the local economy. The Shire of Serpentine Jarrahdale will ensure that there are a number of processes in place to support developers and investors contemplating major business investments into the community. The Shire will also work to facilitate the delivery of industrial and commercial land to market in an accelerated fashion to shorten the term before economic benefits can be realised. The Shire will also evaluate and consider its infrastructure charging regime in order to ensure it does not create barriers to development. The Shire will also research, evaluate and identify when critical infrastructure is required, particularly when considering large-scale publicly funded infrastructure.

Key Initiatives

The following key initiatives will be required:

- **Proactive planning to encourage investment:** Manage and maintain an effective strategic and statutory planning system to encourage investment and development.
- **Accelerate commercial and industrial land release:** Ensure commercial and industrial land is available to the market as efficiently

as possible, exploring a variety of options to ensure infrastructure charges are fair and reasonable and do not create barriers to investment.

- **Ensure infrastructure supports the economy and community:** Regularly monitor and evaluate the changing needs of the local economy and community in terms of required infrastructure, conducting research and evaluation into various infrastructure requirements for various government grant programs.

6.3.2 STAKEHOLDER ENGAGEMENT

Rationale

Engage with a range of stakeholders is necessary in order to create meaningful relationships with businesses and investors. Strong relationships with local businesses will help to create an environment to support their ongoing growth and investment. Equally, engaging with external businesses and investors will lead to increased investment and jobs in the Shire. Liaising with external partners and stakeholders in the public and private sectors will create relationships which can be leveraged to create greater levels of investment and jobs within the Shire.

Description

Stakeholder engagement is about maintaining strong connections with stakeholder through regular contact and dialogue. Creating an environment on continual dialogue will help to create strong relationships. It will be necessary to meet and engage regularly with a range of stakeholders.

Key Initiatives

The following key initiatives will be required:

- **Maintain strong relationships with a range of stakeholders:** Meet regularly with a diverse range of stakeholders.

6.3.3 MARKETING AND PROMOTION

Rationale

To achieve community aspirations for the economy a range of marketing and promotional activities are required. To achieve the aspirations of the local community in terms of the future economy, proactive initiatives to raise the profile of the Shire as a business and investment destinations will be required. Competition is increasing and the Shire must have a strong marketing and promotion program to build awareness and attract new business, investment and jobs.

Description

The Shire of Serpentine Jarrahdale will proactively market and promote the Shire across a range of mediums and networks. Focusing across the private and public sectors as well as including a diverse mix of contacts and networks will ensure the highest level of exposure to potential markets.

The marketing and promotional activities must work in tandem with investment attraction activities to assist investors to ensure the Shire is seen as an ideal investment destination.

Key Initiatives

The following key initiatives will be required:

- Promote the Shire for business and industry: promote and market the Shire for investment across broad mediums as well as on an individual investor level. Investigate numerous market opportunities to grow individual identified opportunities.
- Advocate and lobby state and federal government: Proactively advocate and lobby State and Federal Government for funding of critical infrastructure, including submission of funding applications across various government grant programs.

6.3.4 BUSINESS SUPPORT AND DEVELOPMENT

Rationale

Existing businesses (mostly small to medium enterprises and micro businesses) are the cornerstone of any economy, so ensuring their on-going competitiveness and productivity is important. Through a range of information provision, training and other business support mechanisms, the Shire can effectively assist and support local businesses. At this micro level, assisting local entrepreneurs and start-up businesses can also facilitate local business growth.

Description

The Shire will facilitate a range of information and business support programs through strategic support partnerships to assist existing and small business, including entrepreneurs. There is a range of existing programs from State and Federal Government agencies for on-going business support and training, which will allow the Shire to facilitate partnerships with various agencies for the provision of timely and valuable training and informative workshops for local businesses. The Shire will also evaluate and consider if there is need for support infrastructures, such as a Business Incubator/ Innovation Centre with suitable partners.



Key Initiatives

The following key initiative will be required:

- **Support existing micro and SME businesses through training and information:** facilitating a range of information, training opportunities and infrastructure to support existing, SME and micro businesses in the Shire.

6.3.5 INVESTMENT ATTRACTION

Rationale

To attract public and private sector investment (and new jobs) a range of business development and facilitation activities are required. To truly leverage economic development opportunities, concerted business development activities must be carried out that target specific investors for specific opportunities. Equally, these potential investors will require support and facilitation in order to recruit businesses to the Shire (and their investment and jobs).

Description

The Shire of Serpentine Jarrahdale will proactively engage with prospective investors in various targeted and identified opportunities. The marketing and promotional activities must work in tandem with facilitation activities to assist investors to relocate to the Shire. The seamless process of investment attraction from marketing and promotion to facilitation will bring new business, investment and jobs to the Shire.

Key Initiatives

The following key initiatives will be required:

- **Business Development:** Proactive and direct engagement with prospective investors regarding potential investment opportunities.
- **Facilitate investment and jobs into the Shire:** Facilitate investment into the Shire through working proactively and cooperatively with investors on major business and industry projects.



7. ACTION PLAN

In order to implement the Economic Development Strategy, a detailed action plan has been developed. The action plan should be regularly reviewed to ensure that specific actions and tasks are relevant as well as adopting new actions and tasks as the local economy continues to evolve.

Table 7.1 Economic Development Action Plan, Serpentine Jarrahdale

STRATEGIC THEME/INITIATIVE/TASK	KPI
1. PLANNING FOR THE FUTURE	
1.1 Proactive planning to encourage investment	
1.1.1 Hold monthly strategic discussions with key stakeholders, including land owners and developers to communicate updates on the development process	12
1.1.2 Review development approval process and benchmark to ensure efficiency	1
1.1.3 Review Strategic options to facilitate viable new enterprises and support potential agri-tourism opportunities	4
1.1.4 Hold regular tactical meetings between economic development and planning staff	52
1.2 Accelerate commercial and industrial land release	
1.2.1 Work to facilitate the rapid release of commercial and industrial land to accelerate the take up in both West Mundijong and Cardup.	4
1.2.2 Consider ways to maximise developer contributions and similar infrastructure instruments in high growth areas	1
1.2.3 Examine the possibility of using Land Value Capture as a means of funding major infrastructure services	1
1.3 Ensure infrastructure supports the economy and community	
1.3.1 Explore funding opportunities available from State and Federal government for projects that support local economic development	4
1.3.2 Conduct ongoing research, analysis and project evaluation to support public infrastructure proposals	4

STRATEGIC THEME/INITIATIVE/TASK	KPI
2. STAKEHOLDER ENGAGEMENT	
2.1 Maintain strong relationships with a range of stakeholders	
2.1.1 Meet regularly with local businesses	50
2.1.2 Meet regularly with targeted businesses and industry	50
2.1.3 Meet regularly with State and Federal Government agencies (and elected members)	25
3. MARKETING AND PROMOTION	
3.1 Promote the Shire for business and industry	
3.1.1 Conduct a branding exercise to assist with marketing the Shire for business and investment	1
3.1.2 Develop and maintain a suite of marketing materials to promote investment and economic growth in the Shire	6
3.1.3 Work cooperatively with other local government of the Perth Hills on cooperative marketing initiatives	6
3.1.4 Proactively promote and market the area for new tourism accommodation development	20
3.1.5 Develop a specific strategy to guide future initiatives for tourism development	1
3.1.6 Visit trade shows and exhibitions in targeted industry sectors	6
3.1.7 Participate in business networking events in the Perth region	24
3.1.8 Work with industry partners to help support and promote tourism marketing and promotions	4
3.1.9 Investigate the opportunity to attract State and Federal Government agencies to locate operations to the Shire	2
3.2 Advocate and lobby state and federal government	
3.2.1 Develop and maintain an advocacy booklet highlighting critical projects for State and Federal Government support	4
3.2.2 Work collaboratively with surrounding LGAs on lobbying efforts	12
3.2.3 Develop and submit funding submissions and business case documents to government for funding	2

STRATEGIC THEME/INITIATIVE/TASK	KPI
4. BUSINESS SUPPORT AND DEVELOPMENT	
4.1 Support existing micro and SME businesses through training and information	
4.1.1 In conjunction with Business Training Partners explore the feasibility of developing a 'New Business Starter Kit'	1
4.1.2 In conjunction with Business Training Partners develop a series of training workshops and seminars for local businesses and start-ups	6
4.1.3 Explore opportunities under Regional Assistance Schemes for investing in skills development for young people	4
4.1.4 Provide up to date socio-economic data to assist existing and potential new business investors	4
4.1.5 Undertake a study into the viability of setting up a Business Incubator/Innovation Centre (in conjunction with partners)	1
4.1.6 Work cooperatively across Shire functions to assist business owners looking to expand or invest	50
4.1.7 Consider facilitating a 'Shop Local, Buy Local' campaign to retain spending within the Shire	1
4.1.8 Work with EDAC to provide ongoing strategic and tactical advice on economic development and tourism outcomes	6
4.1.9 Proactively develop trails for mountain biking, motor cycle, horseback riding and hiking to promote tourism	1

STRATEGIC THEME/INITIATIVE/TASK	KPI
5. INVESTMENT ATTRACTION	
5.1 Business Development	
5.1.1 Identify potential investors in targeted sectors and opportunities	100
5.1.2 Engage directly with potential investors regarding investment opportunities	100
5.1.3 Examine the possibility of developing a Motorsports Complex to support tourism and recreation	1
5.1.4 Proactively consider how to advance the niche equine industry locally, including investigation into a State Equestrian Centre	1
5.2 Facilitate investment and jobs into the Shire	
5.2.1 Host prospective investors/businesses considering investing in the Shire	50
5.2.2 Hold pre-lodgement meetings with proponents of major business developments/investments	10
5.2.3 Make introductions to various required agencies for project proponents	20
5.2.4 Consider the development of an 'Industry Incentives Policy' to recruit new business investment into the Shire	1

8. MONITORING AND REPORTING

As with any strategy, it will be critical to monitor and report on the results achieved, which should be done in two distinctly different but connected ways:

- Monitor the progress of the Action Plan
- Monitor the progress of the economy

It is important to monitor progress across both avenues as no local government can control what takes place in the economy and should not be held accountable for it. To track the progress of the Economic Development Strategy, the detailed action plan can be regularly monitored. While local governments do not control the economy, it should be monitored to identify its progress and evolution. The combination of the two methods will be able to identify the effectiveness of the Economic Development Strategy.

Table 8.1 Economic Indicators for EDS

INDICATOR	WHAT IT MEASURES
Gross Regional Product (GRP)	The value added contribution made by the local economy. This value is most closely associated with GSP or GDP at the state/national level.
Unemployment	The unemployment rate (together with labour force and employment data) can track the progression of the labour market, including the net gain/loss of local jobs.
Growth of Key Economic Sectors	Both GRP and employment data can be used to track the progression of identify economic opportunities
Building Approvals	Both residential and non-residential building approval data can be used to track local investment into the Shire.

Note: Building approval data does not track major investments that do not go through the local government planning approval process, Source: Lucid Economics

Beyond a comprehensive review on an annual basis, there should be quarterly updates to the Shire management and elected officials regarding the progress on the Action Plan, as well as any successes.

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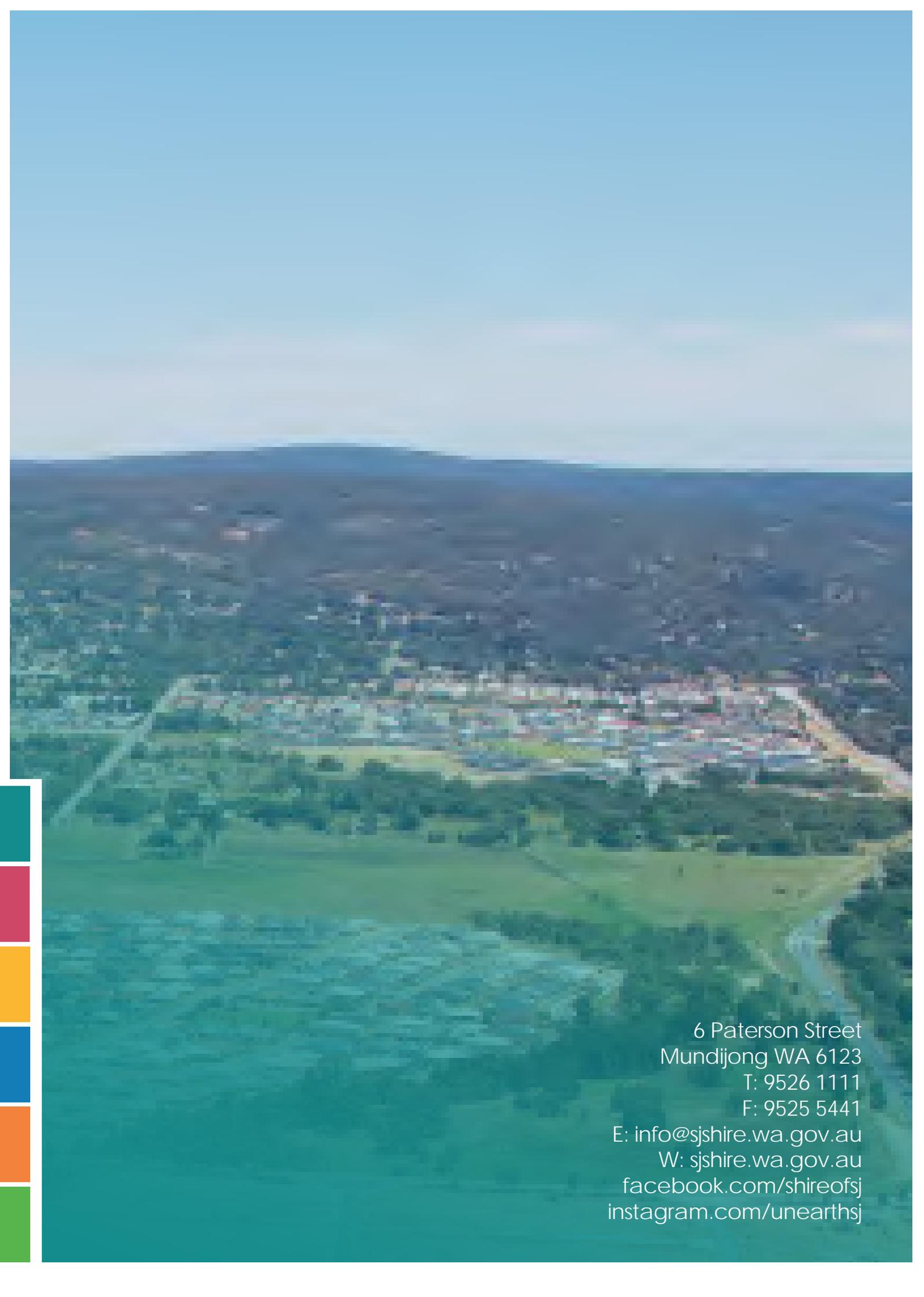
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<p>Major Projects Team</p> <ul style="list-style-type: none"> <input type="checkbox"/> EDAC <input type="checkbox"/> MPT to facilitate seamlessly from DA to completed project 	<p>West Mundijong Business Park</p> <ul style="list-style-type: none"> <input type="checkbox"/> Large Developer? <input type="checkbox"/> Pioneer Businesses 	<p>Agri-Business</p> <ul style="list-style-type: none"> <input type="checkbox"/> Industrial Hemp <input type="checkbox"/> Mushroom production <input type="checkbox"/> Beef, pork, lamb <input type="checkbox"/> Horticultural production <input type="checkbox"/> Poultry – meat and eggs
<p>Motorsports Complex</p> <ul style="list-style-type: none"> <input type="checkbox"/> Attraction to the Shire <input type="checkbox"/> Major tourism and events venue <input type="checkbox"/> Investment flagship? 	<p>Cardup Business Park</p> <ul style="list-style-type: none"> <input type="checkbox"/> Established and functioning <input type="checkbox"/> Service commercial precinct 	<p>Innovation Strategy</p> <ul style="list-style-type: none"> <input type="checkbox"/> Innovation hub <input type="checkbox"/> Technology centre <input type="checkbox"/> Universities collaboration
<p>Tourism – Signage / Entry Statements</p> <ul style="list-style-type: none"> <input type="checkbox"/> Landmark features <input type="checkbox"/> Public art <input type="checkbox"/> Tourism information boards 	<p>Tourism - Jarrahdale</p> <ul style="list-style-type: none"> <input type="checkbox"/> Visitor centre <input type="checkbox"/> Major accommodation facility <input type="checkbox"/> Glamping <input type="checkbox"/> Adventure tourism 	<p>ECON DEVELO INVEST OPPORTUN TOURISM A STRAT</p>
<p>Tourism – Events</p> <ul style="list-style-type: none"> <input type="checkbox"/> Spartan race <input type="checkbox"/> Motorsports events <input type="checkbox"/> Perth symphony orchestra <input type="checkbox"/> Log chop 	<p>Tourism - Trails</p> <ul style="list-style-type: none"> <input type="checkbox"/> BMX <input type="checkbox"/> Equine <input type="checkbox"/> Walking <input type="checkbox"/> Adventure <input type="checkbox"/> ORV 	
<p>State Government Collaborators</p> <ul style="list-style-type: none"> <input type="checkbox"/> Ministers <input type="checkbox"/> Local member <input type="checkbox"/> Directors General <input type="checkbox"/> PDC 	<p>Federal Government Collaborators</p> <ul style="list-style-type: none"> <input type="checkbox"/> WA based Ministers <input type="checkbox"/> Local member <input type="checkbox"/> Key ministries <input type="checkbox"/> Key agencies <input type="checkbox"/> Infrastructure Australia 	<p>Regional Collaborators</p> <ul style="list-style-type: none"> <input type="checkbox"/> PRLF <input type="checkbox"/> PDC <input type="checkbox"/> RDA Peel <input type="checkbox"/> RDA Perth <input type="checkbox"/> MAPTO <input type="checkbox"/> Freight Logistics Council
<p>Droneport</p> <ul style="list-style-type: none"> <input type="checkbox"/> RDA Perth <input type="checkbox"/> Murdoch University <input type="checkbox"/> Defense industries <input type="checkbox"/> PDC 	<p>Technical Trades</p> <ul style="list-style-type: none"> <input type="checkbox"/> Local high schools <input type="checkbox"/> Southwest TAFE 	<p>Aged Care</p> <ul style="list-style-type: none"> <input type="checkbox"/> Location identification <input type="checkbox"/> Provider qualification <input type="checkbox"/> Stand-alone or complex <input type="checkbox"/> Associated services

<p>Major Retail</p> <ul style="list-style-type: none"> <input type="checkbox"/> Woolworths <input type="checkbox"/> Aldi <input type="checkbox"/> Bunnings <input type="checkbox"/> KMart 	<p>Food Processors</p> <ul style="list-style-type: none"> <input type="checkbox"/> Chicken meat producers <input type="checkbox"/> Dairy goods processing <input type="checkbox"/> Beef, pork lamb processing 	<p>Equine Industry</p> <ul style="list-style-type: none"> <input type="checkbox"/> Brigadoon? <input type="checkbox"/> Showjumping, dressage <input type="checkbox"/> Equine support services
<p>Strategic Documents</p> <ul style="list-style-type: none"> <input type="checkbox"/> Economic development strategy <input type="checkbox"/> Tourism strategy <input type="checkbox"/> Planning framework 	<p>Critical Infrastructure</p> <ul style="list-style-type: none"> <input type="checkbox"/> Tonkin highway <input type="checkbox"/> Freight rail re-alignment <input type="checkbox"/> West Mundijong services <input type="checkbox"/> Cardup services 	<p>Community Advantages</p> <ul style="list-style-type: none"> <input type="checkbox"/> Development contributions <input type="checkbox"/> Place activation <input type="checkbox"/> Employment retention
<p>ECONOMIC DEVELOPMENT, INVESTMENT OPPORTUNITIES AND ATTRACTION STRATEGIES</p>	<p>Tourism - Byford</p> <ul style="list-style-type: none"> <input type="checkbox"/> Tourism entry statement <input type="checkbox"/> Tourism info bay <input type="checkbox"/> Byford statues <input type="checkbox"/> Cohonu wildlife park 	<p>Tourism – Serpentine / Keysbrook</p> <ul style="list-style-type: none"> <input type="checkbox"/> Visitor centre <input type="checkbox"/> Museums <input type="checkbox"/> Serpentine falls <input type="checkbox"/> Turners cottage etc.
	<p>Capital and Investors</p> <ul style="list-style-type: none"> <input type="checkbox"/> Federal government <input type="checkbox"/> State government <input type="checkbox"/> PDC <input type="checkbox"/> Major banks <input type="checkbox"/> Private capital 	<p>Marketing and Communications</p> <ul style="list-style-type: none"> <input type="checkbox"/> Economic development strategy <input type="checkbox"/> Business forums <input type="checkbox"/> Brochures and flyers <input type="checkbox"/> Social media <input type="checkbox"/> Networking
<p>Advocacy Strategy</p> <ul style="list-style-type: none"> <input type="checkbox"/> Political lobbying <input type="checkbox"/> Communication strategy <input type="checkbox"/> Critical networking <input type="checkbox"/> Funding for Priority projects 	<p>Tertiary Education</p> <ul style="list-style-type: none"> <input type="checkbox"/> Murdoch University <input type="checkbox"/> Curtin University <input type="checkbox"/> UWA <input type="checkbox"/> Southwest TAFE 	<p>Youth Centres</p> <ul style="list-style-type: none"> <input type="checkbox"/> YMCA <input type="checkbox"/> Australian Concept Centre <input type="checkbox"/> Makeplace
<p>Medical</p> <ul style="list-style-type: none"> <input type="checkbox"/> Department of Health <input type="checkbox"/> Major Health service providers <input type="checkbox"/> Location identification <input type="checkbox"/> Stand-alone or complex <input type="checkbox"/> Associated services 	<p>Services</p> <ul style="list-style-type: none"> <input type="checkbox"/> Energy <input type="checkbox"/> Water <input type="checkbox"/> Sewerage <input type="checkbox"/> Road infrastructure <input type="checkbox"/> Rail infrastructure <input type="checkbox"/> Public transport 	<p>Regional Airport</p> <ul style="list-style-type: none"> <input type="checkbox"/> Freight only? <input type="checkbox"/> Location <input type="checkbox"/> Associated services <input type="checkbox"/> Required partnerships <input type="checkbox"/> Funding sources



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