

Shire of Serpentine Jarrahdale **Economic Development and Tourism Strategy**

2024 - 2034



Acknowledgment of Country

The Shire of Serpentine Jarrahdale acknowledges that the land of the district is the traditional country of the Noongar people. We recognise their cultural heritage, beliefs, and continuing relationship with the land, and pay our respects to Elders past, present and emerging.

CONTENTS

PRESIDENT'S MESSAGE	
INTRODUCTION	
SETTING THE SCENE	
SWOT ASSESSMENT	
OPPORTUNITIES	
VISION AND OBJECTIVES	
ECONOMIC DEVELOPMENT FRAMEWORK	
ACTION PLAN	
MONITORING AND REPORTING	
REFERENCES	

President's message

President Rob Coales

(TBA)



STRATEGY OVERVIEW

This Economic Development and Tourism Strategy 2024 - 2034 provides the overall direction, strategies and action plan to achieve the Council Plan vision for a welcoming community where everyone feels at home. This feeling of home influences the objectives for building the economic and enterprise capacity of the district, which focusses on efforts of advocacy, infrastructure delivery, education partnerships and business incubation.

The Council Plan Pillars

- Thriving - A well-planned Shire which supports our community to flourish through sustainable growth, partnerships and leadership.
- Liveable - A protected, enhanced and safe natural and built rural environment, with access to services and facilities.
- Connected - Connected and vibrant neighbourhoods, celebrating our history and diversity.

Council Plan and Economic Development

- Evidence based - Strategic priorities and long-term vision, shaped through 600 community members via workshops surveys, and the your say SJ platform.
- Intersection to economic development - Addresses the challenges of growth whilst maintaining a high level of service structured around the three key pillars.
- Emphasises the importance of partnerships and advocacy.

Economic Development and Tourism Strategy 2024- 2034

- 10-year strategy and action plan to guide economic development and tourism activities.
- A clear focus on infrastructure advocacy and delivery - removing current barriers to growth and preventing future constraints.
- Identifies other specific competitive advantages and growth opportunities.
- Provides strategies and detailed actions to deliver on the community's aspirations and goals for the future economic growth of the district.

Figure 1.2 Strategic Planning Progression

1. INTRODUCTION

The Shire of Serpentine Jarrahdale is entering a new phase of opportunities. The Shire has an exciting future, with major growth supported through a range of infrastructure investments maintaining the Shire as gateways to the Perth and Peel regions. As the population continues to grow at a rapid rate, it is imperative that our local infrastructure, facilities and services develop to support and leverage the opportunities provided by such growth. The Byford Metronet Rail extension, Hyper-Growth Road Upgrades, Tonkin Highway extension and Byford Health Hub, all represent the foundations of effective advocacy and partnerships that has come to represent the Shire's commitment to the sustainable management of growth and expansion of its local economy. The Shire continues to endeavour towards a diverse, resilient and robust economy, to ensure jobs are created within the Shire that will secure the success of our economic future.

The Shire of Serpentine Jarrahdale Economic Development and Tourism Strategy 2024-2034 sets the direction for how the Shire will work with government, local business, industry groups and the community to realise even greater opportunities over the next 10 years. This strategy needs to be agile and responsive to the rapid changing needs of the Shire, and focus on leveraging the strengths that the Shire has created. The strengths of available land for development, the connectivity into current and future economic markets and the need to continue managing growth, all point to the particular importance of certain directions being taken. These are specifically infrastructure provision; infrastructure timing; business incubation; education partnerships and; brand promotion.

This strategy also recognises that industries and jobs of the future are dynamic and are required for the Shire to take advantage of the investment and emerging opportunities which arise. The Shire itself has a unique set of advantages also, that are desirable for economic development. An enviable rural lifestyle; close proximity to Perth and Peel regions; an enormous and nearly endless construction industry tied to new residential development; a successful and mature primary productivity sector and; continually growing laborforce - all these are strengths that place the Shire in a competitive position to grow its future economy at a rate which out performs state and national economic growth indicators.

THE SHIRE'S VISION

A welcoming community where everyone feels at home.

In an economic context, the Shire's Council Plan 2022 - 2033 endeavours to ensure a well- planned Shire that supports the community in flourishing through sustainable growth, partnerships and leadership. The vision sets out objectives, which include planning for the Shire's sustainable growth, advocating and attracting businesses to grow and thrive, increasing employment opportunities for local people, strengthening and growing the local tourism industry and ensuring the sustainable and optimal use of Shire resources and finances.

THE SHIRE'S ROLE IN ECONOMIC DEVELOPMENT

Why have an Economic Development and Tourism Strategy?

This Economic Development and Tourism Strategy outlines the priorities that facilitate the economic growth of the Shire's economy. This strategy outlines how the Shire can ensure that growth is planned and sustainable and that long-term economic resilience is achieved.

The 10 year Economic Development and Tourism Strategy is a fundamental component for the Shire to foster sustainable growth, enhance quality of life and drive economic vitality. It is an important tool in shaping how the Shire can influence the growth of the local economy from both direct and indirect actions which precipitate interventions that affect the business environment.

Our role:

Advocate

Advancing economic development priorities to key decision-makers

Partner

Forging partnerships and strategic alliances with external entities to advance economic development initiatives.

Facilitate

Foster collaboration, supporting businesses, and creating an enabling environment for growth and investment

Shape

Shape the pipeline of essential public infrastructure (utilities, road, rail, digital, education and community) in a manner that reassures current and new business ventures that the Shire is growth ready

WHAT'S CHANGED?

Since the Shire released the five year Economic Development and Tourism Strategy in 2018, rapid residential growth has occurred. This growth has started to precipitate the intended concurrent uplift in new business investment, to the point that the range of services available, and rate of economic productivity, are now growing well. The Shire aimed to ensure responsible, ongoing economic development and growth, by maximising the capacity of existing resources to assist in meeting the identified needs. Some of these most immediate needs were associated with the critical lack of enabling infrastructure, and the advancement of a new planning framework that set the parameters for how growth could occur especially around industry, construction and manufacturing.

Key changes significant to Serpentine-Jarrahdale include several major projects being secured, and beginning. Notably, over **\$2 billion** was secured through strategic advocacy efforts for major infrastructure associated with the Byford Rail Extension Project and Tonkin Highway Extension.

Committed projects for SJ



Tonkin Highway extension

A key transport project for the Shire is the planned 14km extension of the Tonkin Highway from Thomas Road to South West Highway.



WestPort

A key program to investigate, plan and build a future port in Kwinana, supported by a road freight corridor along Anketell Road and Thomas Road. This will be a central opportunity for the Shire to pursue development of its strategic industrial areas through promotion for freight handling and logistical support.



METRONET

A large investment into Perth's public transport system, which includes Byford Metronet which will deliver an 8km rail extension from Armadale and a new train station in Byford. This will help unlock investment opportunities in the Byford Town Centre and provide improved access to public transport options.



Byford Health Hub

In February 2021 the State Government made an election commitment to support the delivery of a Byford Health Hub, which will support residents to access primary healthcare services closer to their home. East Metropolitan Health Service is responsible for coordinating its planning and delivery.

Economic Snapshot

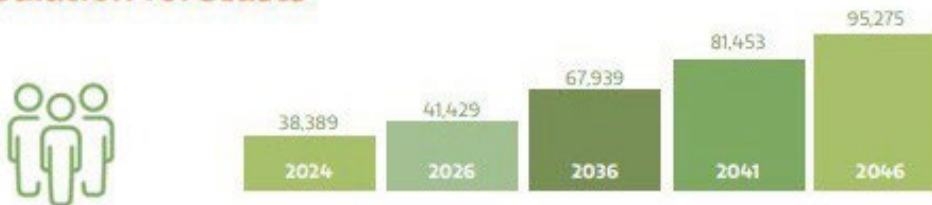
Community profile



Economic snapshot



Population forecasts



Tourism Snapshot

Year-on-Year Growth

Serpentine - Jarrahdale is a growing destination with an increased visitor economy and an important channel for economic development across the region since the COVID-19 Pandemic.

The proximity of Serpentine-Jarrahdale to the capital city of Perth, the international airport, major access routes, and the increase in emerging and major population will help ensure the growth of tourism in the Shire.

Tourism is especially popular with day visitation, with a range of destinations that combine to facilitate a range of activities to support full day stays.

Local accommodation remains a barrier to overnight and extended stays, and needs particular attention given the strategic commitments made for the Shire as a Trails Town Destination at Jarrahdale, and partner of the Perth Hills Tourism Alliance.

Current Annual Visitation Serpentine-Jarrahdale

International overnight = 5,000

Domestic overnight = 42,000

Domestic Day Visitors = 258,000

Total Visitation = 305,000

Value Spend - Accommodation & Food

2018 = \$41.2M

2023 = \$64.7M

Key Major Tourism Assets

The Munda Biddi Trail is recognised as Australia's premier long-distance off-road trail, attracting local, national, and international visitors.

Serpentine National Park: The Main attraction within the park is Serpentine Falls, a large waterfall that features multiple trails and Serpentine Dam.

Millbrook Winery: An award-winning boutique winery and restaurant located in Jarrahdale.

Key Local Tourism Assets

1. Serpentine Sport Aircraft Builders Club. A facility with a range of research and development in the space of self-designed / self-built aircraft. <https://www.sabc.org.au/>
2. King Road Brewing Co. Popular, award winning facility. <https://kingroadbrewery.com/>
3. Mundijong tavern. This heritage building has an amazing presence in the main street of the rural village that Mundijong forms.
4. Bright tank brewing has secured approval for its craft brewery and restaurant in Serpentine. <https://www.brighttankbrewing.com.au/>
5. The Food and Farm Fest are a cooperative of local farmers, who run a series of events during the year including the Food and Farm Fest. This attracts 10,000 plus visitors, and is a major highlight for local producers. Also they run the SJ Farmers Markets which occur every Saturday in Mundijong. <https://www.foodandfarmfest.com.au/>
6. Jarrahdale Trails Town and trail experiences.
7. Jarrahdale Heritage Town itself.
8. St Paul's Church - an emerging wedding ceremony venue. https://www.tripadvisor.com.au/Attraction_Review-g1235408-d9773254-Reviews-St_Paul_s_Anglican_Church-Jarrahdale_Greater_Perth_Western_Australia.html
9. A range of reception venues of note:
 - a. <https://www.yoothamurra.com.au/>
 - b. <https://www.millbrook.wine/>
 - c. <https://www.quarryfarm.com.au/>
 - d. <http://thebarnhopeland.com.au/>
 - e. <https://mardellameadows.com.au/>
10. The natural landscape with amazing lookouts, city views and waterfalls to discover.
11. Cohuna Koala Park, a much loved family destination.
12. Various art studios, scattered throughout the district.
13. The Bodhinyana Monastery <https://bswa.org/location/bodhinyana-monastery/>
14. Gurudwara Sahib Oldbury WA and new temple under construction.
15. There is a strong local presence of John Calvinist Faith, with a school, and churches across the landscape.
16. There is a State Development Assessment Application currently being progressed, for the Keysbrook Motorsport Complex. This would rival the northern race track and be able to host the supercars as an accredited international FIA track. <https://statigroup.com.au/index.php/current-projects>
17. Historic Serpentine Townsite, with an array of heritage buildings, clustered around the bridge and river at SW Hwy.
18. Mundella Foods. <http://mundellafoods.com.au/ederlla>
19. Borello Cheese. <https://borrellocheese.com.au/>
20. Cardup Nature Reserve; Briggs Park Nature Reserve.

2. SETTING THE SCENE

2.1 POPULATION GROWTH

The Shire of Serpentine Jarrahdale is changing. Continued population growth is adding people to the area faster than any other outer metropolitan plan in WA (refer Figure 2.1). Between 2021 and 2046, the population for the Shire of Serpentine Jarrahdale is forecast to increase by 61,920 (185.64% growth), at an average annual change of 4% to 5%.

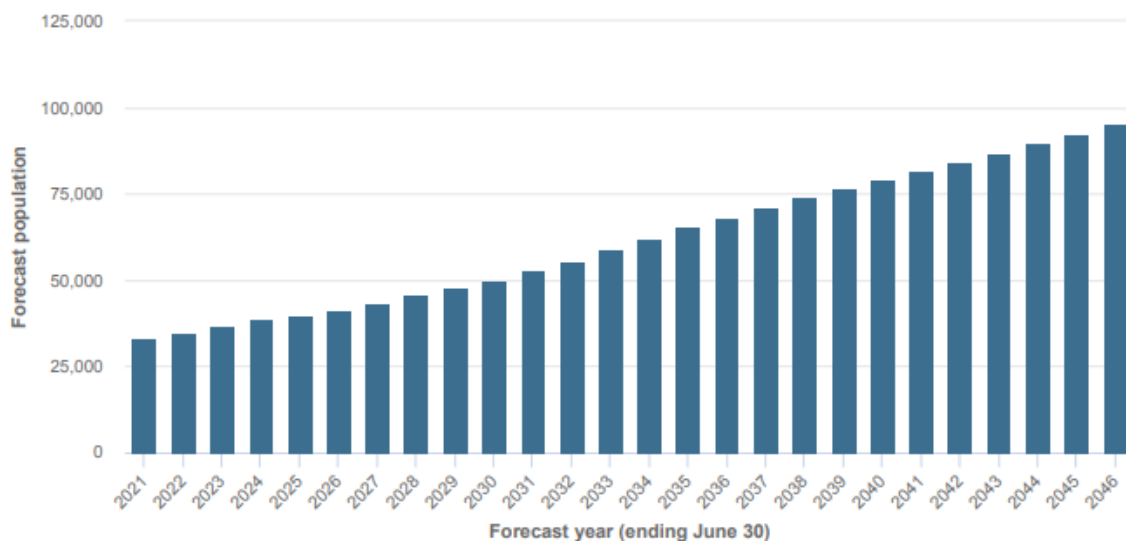
The Shire of Serpentine Jarrahdale forecast for end of 2024 is 38,389, and is forecast to grow to 95,275 by 2046.

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

Figure 2.1 Serpentine Jarrahdale Population

Forecast population

Shire of Serpentine Jarrahdale

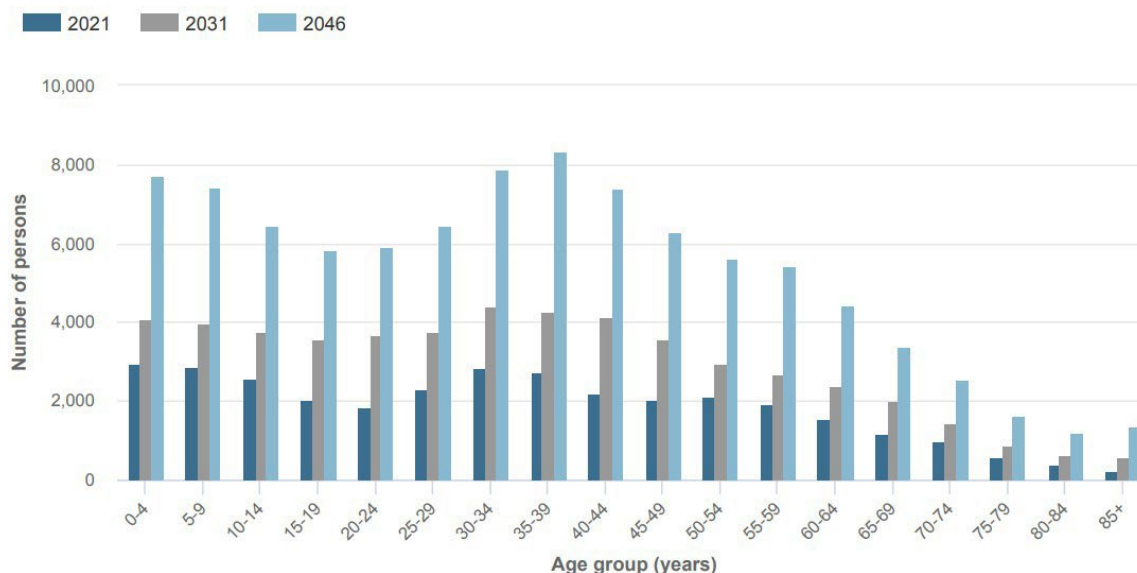


Source: Shire of Serpentine Jarrahdale

As the population continues to grow and change, the future age structure will change. Whereas Australia is experiencing trends in the aging of the population, the Shire uniquely will grow its younger family demographic, delivering a huge supply of laborforce ready residents who will bare important economic and employment roles.

Table 2.1 Future Age Structure, Shire of Serpentine-Jarrahdale

Shire of Serpentine Jarrahdale - Total persons



2.2 ECONOMIC GROWTH OF WESTERN AUSTRALIA

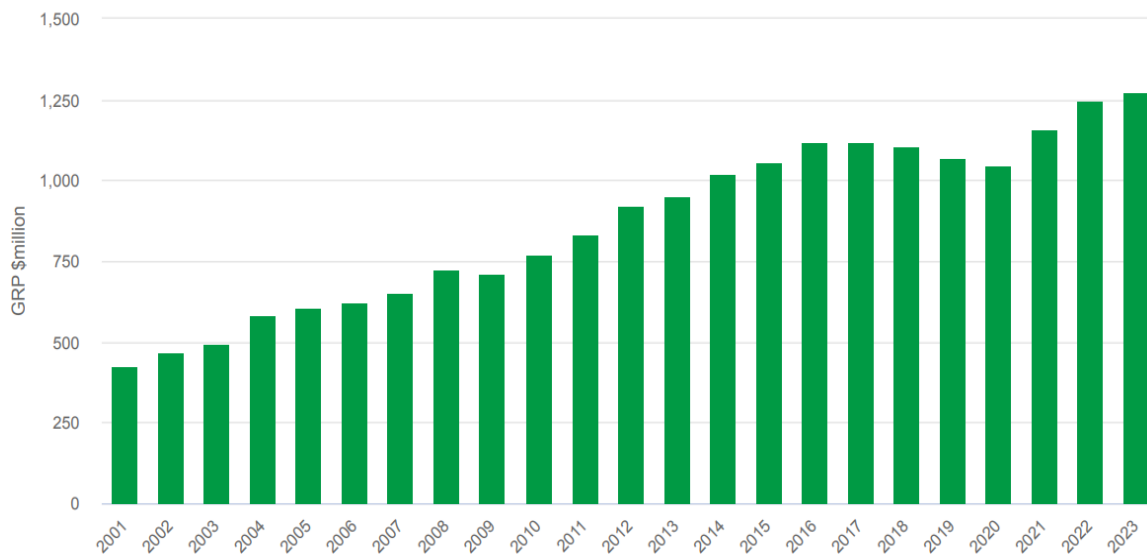
Western Australia has continued to exhibit strong economic growth, outperforming the national economy in several key metrics. The state's domestic growth rate was reported at 4.7% which is more than double the national growth rate. This is attributed to several factors, including a surge in business investment, record infrastructure spending, and unprecedented population growth, with 94,000 new residents within the year (compared to the long term average of around 30,000 people per year). Western Australia contributed almost \$260,00 billion in wealth, accounting for nearly half of the nation's exports.

The Shire has a unique opportunity to sustain economic growth, driven by its strategic location, increasing population and diversifying economic activities. The region's significant infrastructure projects will continue to contribute to economic growth and result in fresh investment particularly in tourism, large format retail and commercial development which will diversify the economic base and create job opportunities for the Shire's residents.

Figure 2.2: Gross Regional Product, Serpentine-Jarrahdale

Gross Regional Product

Shire of Serpentine Jarrahdale



Source: Economy ID (2023)

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



Note: Source: National Institute of Economic and Industry Research

2.3 JOBS DEFICIT

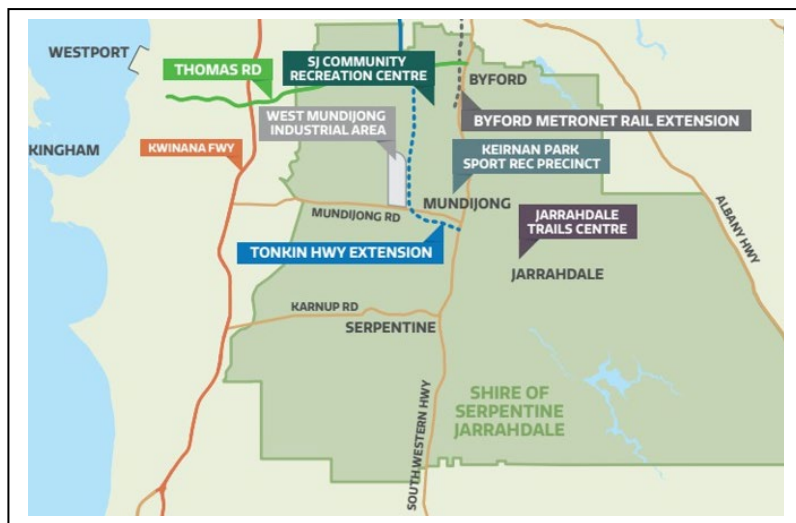
The Shire of Serpentine Jarrahdale is confronted with a high jobs deficit, a common challenge in rapidly expanding regions. Despite the area's appealing lifestyle and residential population, local job prospects have failed to match the rate of population growth. Consequently, a significant portion of the workforce commutes to nearby metropolitan areas, notably Perth, for employment opportunities. This not only places daily strain on regional transportation infrastructure but also diminishes the economic and social vitality of the community.

Without additional local jobs, the Shire risks becoming a dormitory suburb, which would create future issues around traffic congestion and negative economic and community impacts. Challenges exist and must be overcome, and the opportunity for future economic wealth, vibrancy and a better standard of living is a key opportunity that can be pursued.

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 15 years and nearby triple by 2050, providing considerable demand for services and opportunities across the economy.
- **SUPPORTIVE BUSINESS ENVIRONMENT:** the Shire of Serpentine Jarrahdale provides a business friendly environment where the local government seeks to work in partnership with the private sector; major business investors; the peak body for local businesses in SJ (Business SJ) and; the Peel CCI.



- **STRATEGIC INDUSTRIAL LAND:** Strategic industrial land with significant landholdings are available, with maximum flexibility to accommodate a diverse range of industrial developments. With initial dry industry underway, there is capacity for successive phases of industrial development to occur within the Shire in an unconstrained manner.

- **CONNECTIVITY:** The Shire is well placed geo-strategically, providing an ease of access to Perth CBD, the Perth Airport as well as the industrial facilities of Kwinana Industrial Area, future Westport and the transformative AUKUS naval presence. Major improvements to the local transport network are being undertaken (including the extension of the Tonkin Highway).

EMERGING TOURISM OPPORTUNITIES:

Nature-based tourism contributed to \$23 billion to the Australian economy, with 68% of international visitors engaged in some kind of nature based activity. The Shire is developing Jarrahdale as a trails tourism destination, realising a goal of gaining Trail Town Accreditation. With an increasing growth in trail-related activities, Jarrahdale can build upon its existing trail network and attract visitors seeking outdoor adventure experiences.

Figure 2.4: Equine Industry Statistics, Shire of Serpentine Jarrahdale



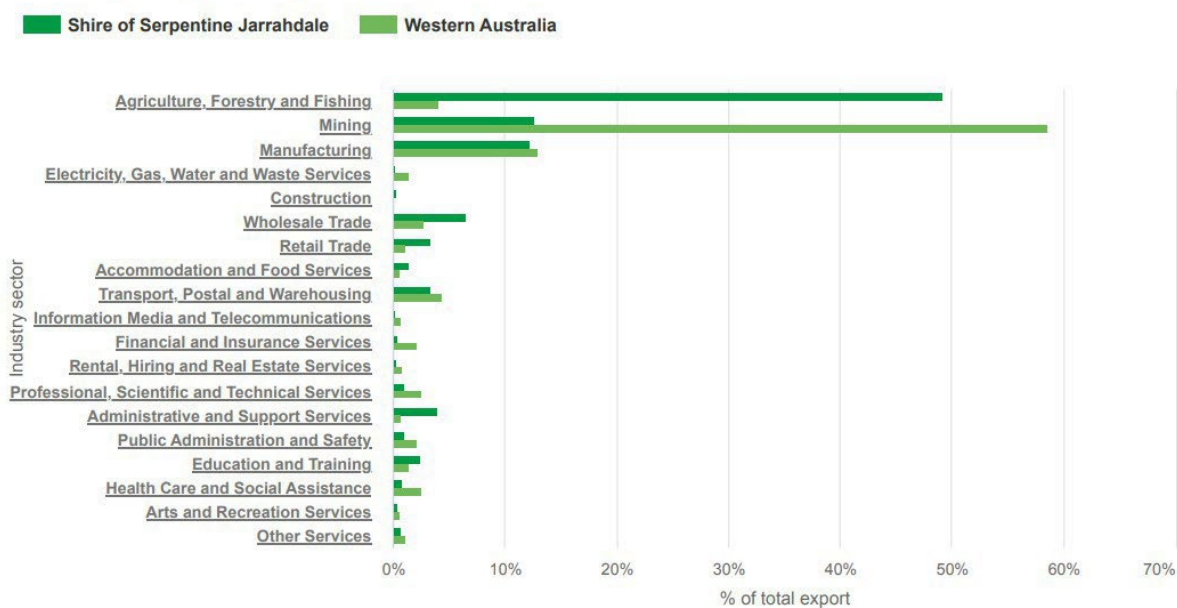
- **Existing Equine Industry:** the Shire of Serpentine Jarrahdale has a well-established equine industry, including trotting and the training of pacers, as well as a variety of support industries and numerous recreational opportunities. The Shire's strategic investment in equine infrastructure, such as the development of extensive trail networks, will continue to enhance the appeal of the region for both recreational riders and competitors. The Shire is continuing to implement the Equine Trails Master Plan and Equine Facilities Master Plan, that highlight the potential for growth in this sector which is substantial.
- **Existing Agricultural Sector:** The agricultural sector in the Shire is a significant contributor to the local economy. The total value of agricultural output in the Shire was \$31 million for the 2023 period. (ID, 2023). The Shire's agricultural landscape is characterised by both broadacre and specialised farming, reflecting its important role in both local and broader regional economies.

Source: Equine Trails Master Plan (2022)

Source: Economy ID (2023)

The Shire's agricultural industry not only supports local employment but also contributes substantially to the region's economic stability. The area's commitment to agriculture is further enhanced by the presence of equine activities and integration of rural land use with conservation efforts.

Total exports by industry sector 2022/23



Source: Economy ID(2023)

MARKET DEMAND AND GAP ANALYSIS

STRENGTHS

- Growing population to drive demand for products and services
- Pro-business investment environment
- Affordable land
- Strong transport links facilitating strong access to markets and products
- Strong natural amenity
- Emerging tourism markets in Jarrahdale
- Strong existing agriculture industry
- Existing equine industry
- Growing laborforce of the key bearing age brackets

WEAKNESSES

- Significant and growing jobs deficit
- Under-developed clusters of economic activity
- Lack of established tourism products / experiences
- Economic diversification, reliance on certain sectors
- No significant tourism accommodation

OPPORTUNITIES

- Advanced manufacturing
- Construction particularly tied to residential sector
- Trade supplies, warehousing and logistics associated with construction sector
- Westport and AUKUS linkages
- Education advancement and investment beyond secondary
- Equine infrastructure expansion and renewal
- Tourism opportunities related to trail and natural environment experiences
- Creation of non food based retail services, including large format retail
- Health, aged care and retirement living
- Carer support especially tied to the NDIS and people living with complex high care needs
- Co-working opportunities
- Renewable energy opportunities associated with wide open spaces directly near existing transmission infrastructure
- Food market security

THREATS

- Infrastructure which is beyond capacity or which is yet to be specifically provided
- 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 and challenges
- Lack of seed capital investment into industrial areas
- Developer contribution arrangements
- Future economic shocks
- Unstable or unplanned growth which impacts other economic sectors

3. Key Economic Challenges

The Shire of Serpentine Jarrahdale faces economic challenges; in which employment creation has lagged well behind population growth. But the advancement of growth itself is increasing the range and magnitude of employment generating development, a trend which is expected to continue given the concurrent improvements in infrastructure that can grow the local economy.

JOBS

As the Shire's population grows, there is an increase in need for local employment, affordable housing and appropriate services, in order to provide a high quality of life for residents. The percentage of Shire residents that work in the Shire remains low, forcing the majority of residents who are part of the laborforce to travel long distances to seek employment.

SUSTAINABILITY

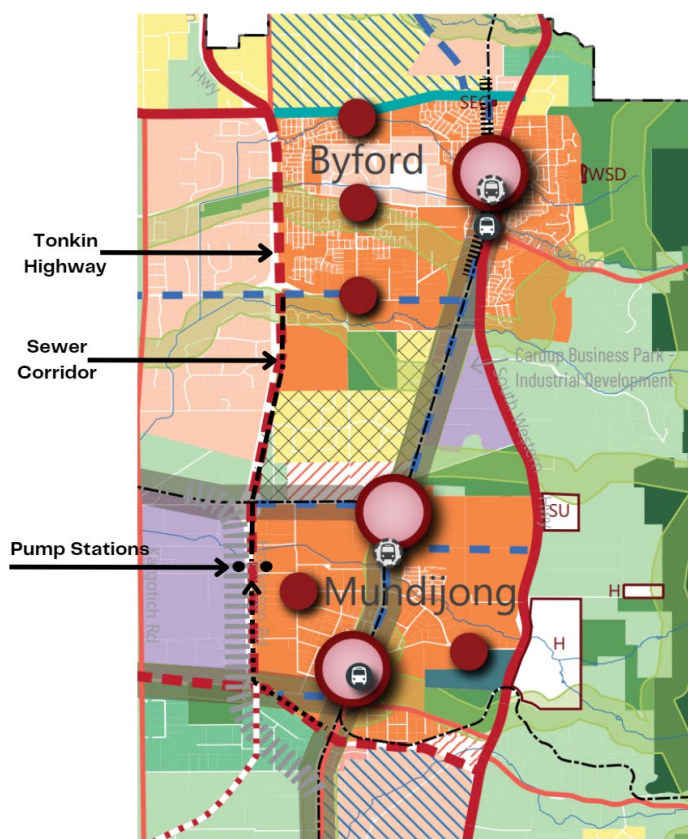
Evidence shows that climate change is occurring and this change will continue to have significant effects on the Western Australian society and economy, and the Local Government sector. Key economic challenges include managing the cost of energy and transition to a carbon neutral economy. In terms of the Shire's position, it faces significant risk in respect of changing climate, particularly periods of time where the high fire threat exists. Growth of the local economy grows the Shire's municipal budget, which provides positive feedback into interventions such as mitigation and preparedness for bushfire, that are critical to demonstrate that growth can safely occur in the Shire. The success also in securing the Shire's first career fire station, builds new preparedness capabilities to be able to respond to emergencies and further show an economy that can be safely invested in.

INFRASTRUCTURE

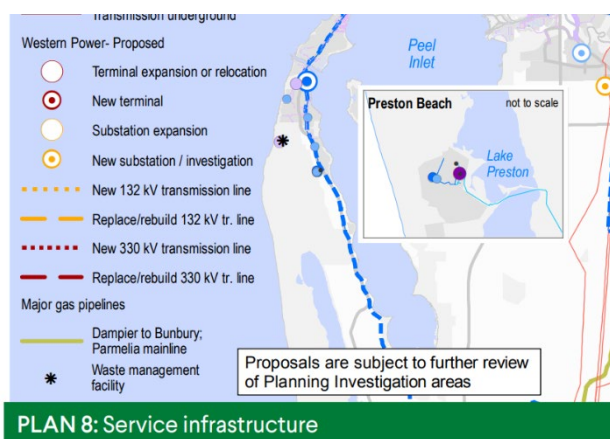
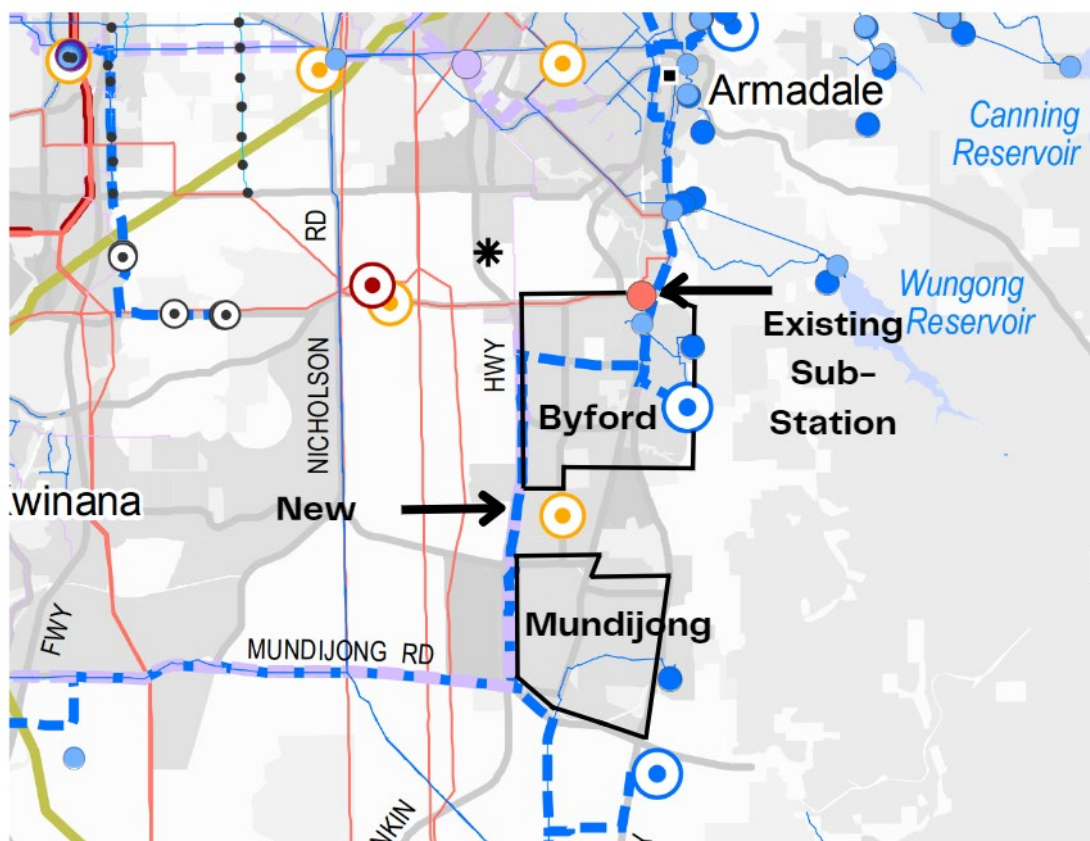
The Shire has identified a number of critical infrastructure gaps, which are supported through evidence and aligned with the needs of its broad range of development stakeholders. These are identified following:

The image right shows the Tonkin Hwy project, which is currently released for market procurement. Next to this corridor is the Mundijong sewer corridor, which provides the planned sewer solution (pressure main extension from Byford and 2 x Mundijong pump stations) to enable Mundijong's planned growth from 990 dwellings (2023) to 12,000 dwellings (2046) and ultimately 20,000 dwellings (2060).

This solution, however, represents a cost of circa \$20m which is not reasonably or practically reflective of the traditional headworks / prefund / refund model that Water Corporation has followed in new development servicing.



The image right shows how Perth and Peel identified the need for proactive power infrastructure planning and delivery for SJ, in order to meet power infrastructure needs that hypergrowth is driving. However, the latest State Government power infrastructure results show the 'red lining' of the Byford substation and the need for an urgent transformer upgrade in order to lift its safe design operation capacity (2025/26). This points to a permanent power solution needing to commence investigations in the short term, given substation planning has an associated lead in time of around 10 years from commencing project to bringing project online. With the space constraints associated with the Byford substation, there appears limited further space to add more transformers



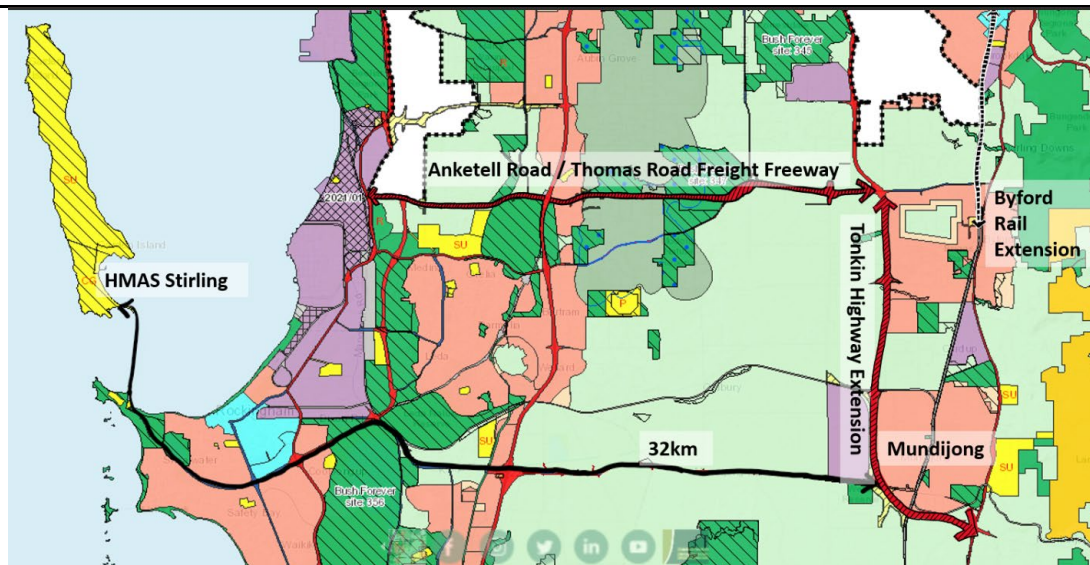
beyond that planned in the coming 18 months.

Table 29: Metro South Region Zone Substation utilisation heat map

Substation	Capacity	Actual	Forecast Utilisation (%)																				Mitigation
		Utilisation (%)																					
	MVA	2023	2024		2025		2026		2027		2028		2029		2030		2031		2032		2033		
			PoE 10	PoE 50	PoE 10	PoE 50	PoE 10	PoE 50	PoE 10	PoE 50	PoE 10	PoE 50	PoE 10	PoE 50	PoE 10	PoE 50	PoE 10	PoE 50	PoE 10	PoE 50	PoE 10	PoE 50	
Amherst	85	76	83	70	83	70	84	70	84	71	85	72	86	74	87	75	87	75	88	76	90	78	
Australian Paper Mills	46	53	69	65	70	66	71	67	72	68	73	69	74	70	75	71	76	72	77	74	79	75	
Belmont	72	62	70	63	71	64	71	64	72	65	71	64	71	64	71	64	71	64	71	64	72	65	
Bentley	56	62	69	50	70	51	71	52	74	55	78	59	81	62	83	64	86	67	88	69	92	73	Load transfer from TT (completed)
Bibra Lake	56	106	107	92	109	94	111	96	112	97	114	99	116	101	118	103	119	104	121	106	124	109	Managed by distribution transfers Additional transformer option to be investigated
Byford ⁴²	77	106	116	105	118	107	121	110	124	114	129	118	133	122	136	125	139	128	142	131	147	136	Additional transformer (estimated in service by FY2025/26)
Cockburn Cement	77	65	65	59	66	60	67	61	67	62	68	63	69	63	70	64	71	65	72	66	73	68	
Clarence St	43	68	71	64	70	63	69	62	68	61	69	61	70	61	71	61	72	62	73	63	75	64	
Collier	69	65	75	63	74	62	73	61	72	60	72	61	73	61	73	61	72	60	72	60	73	61	
Canning Vale	93	66	71	68	73	70	75	72	76	73	77	74	79	76	81	78	83	80	85	82	87	84	
Edmund St	43	59	71	63	71	63	71	63	71	62	70	62	70	62	70	62	70	62	71	62	71	63	
Gosnells	77	87	89	82	90	83	90	84	91	84	92	86	93	87	95	89	96	90	98	92	100	94	
Kewdale	56	59	75	62	76	62	75	61	74	60	73	59	73	59	73	59	73	59	73	59	73	59	Load transfer from TT (completed)
Maddington	26	115	107	95	108	95	108	96	109	97	111	99	113	101	115	102	116	104	117	105	120	107	Managed by distribution transfers

⁴² Western Power is developing contingency plans to manage the substation capacity shortfall risks prior to the installation of an additional transformer

Road infrastructure coordination (specifically to request that Mundijong Road be taken over now by State Government as a critical road), is essential to learning from the experiences of Byford's rapid urbanisation. In respect of Byford, only in the last 12 months has State Government taken over responsibility for the full length of Thomas Road, and committed upgrades to this road. This is despite Thomas Rd exceeding its safe



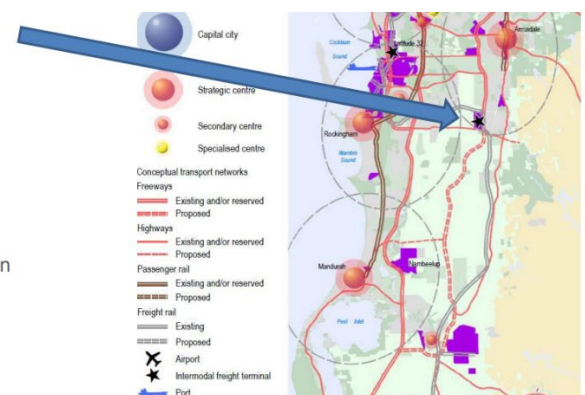
operating capacity some years prior, which from the perspective of the Shire, should have been foreseen given Thomas Rd linking between Kwinana Freeway, Tonkin Highway, SW Highway and a major urban node of Byford.

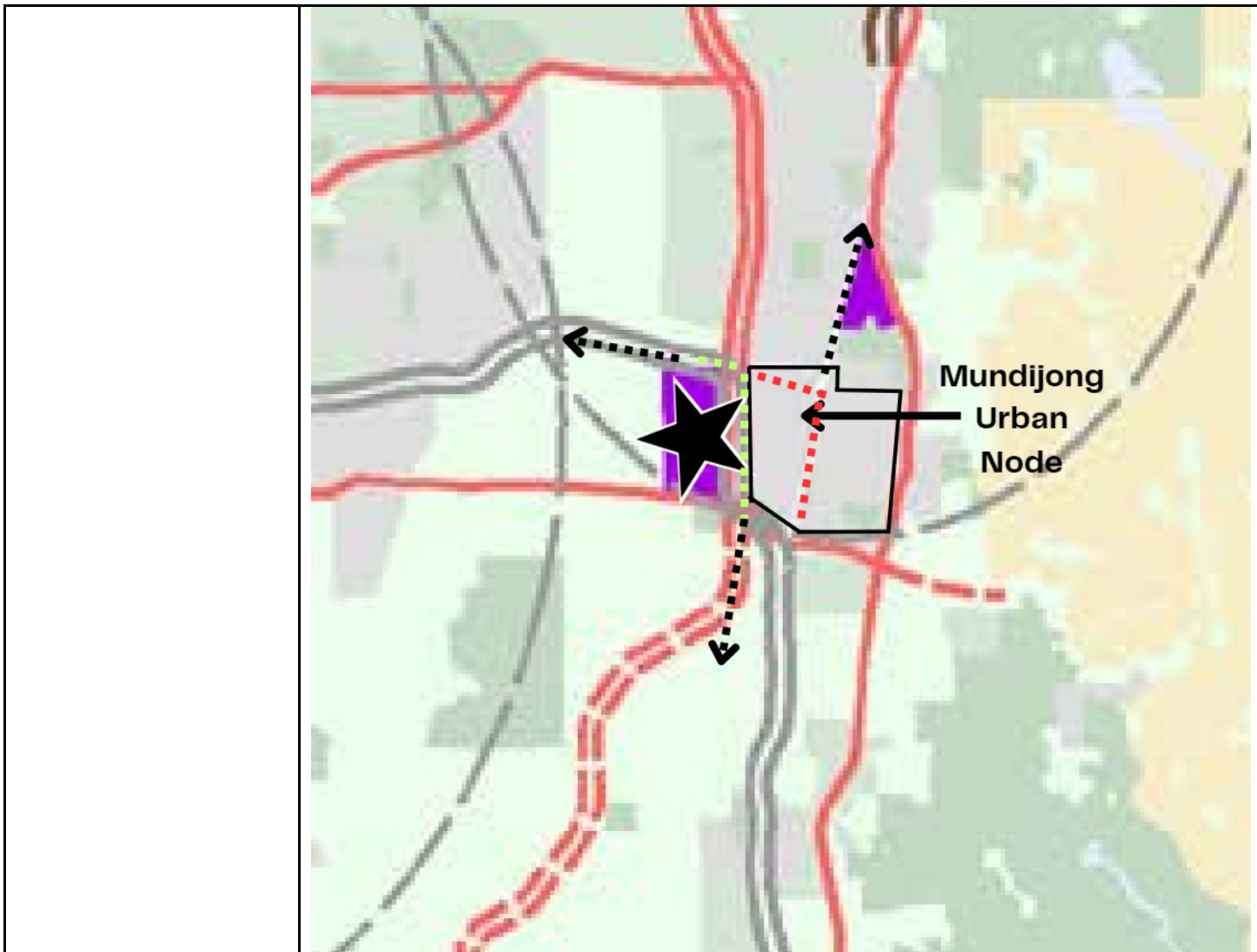
The Shire foresees a similar situation for Mundijong, which will see Mundijong Rd linking between the same freeways and highways mentioned above, and between major defence naval, urban and industrial development nodes. These include:

- HMAS Stirling Naval Base
- Mundijong = 7,500 dwellings next 10 years, 20,000 dwellings next 30 years
- West Mundijong = 440ha industrial land next 10 years
- NE Baldivis = 6,000 dwellings next 10 yrs

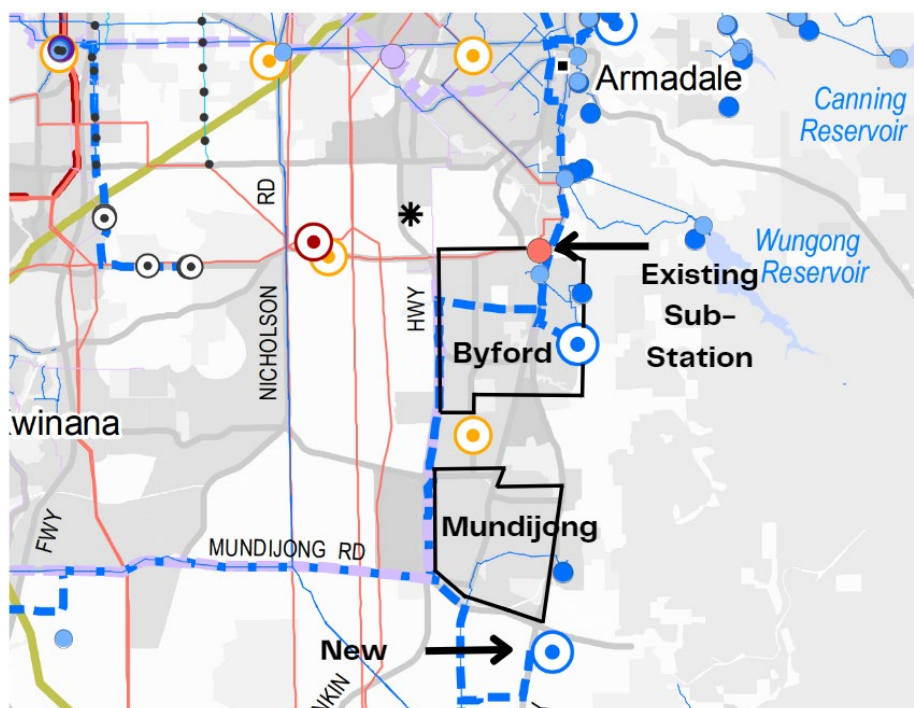
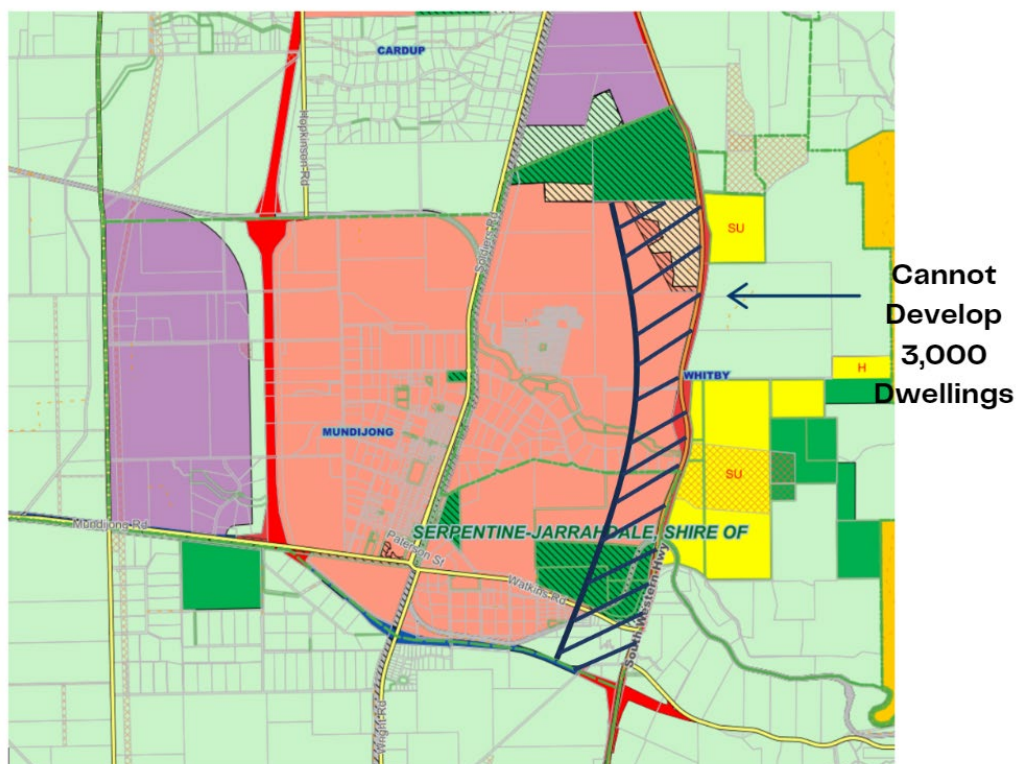
The image right shows how Perth and Peel identified the planned Mundijong freight rail deviation, in order to liberate the Mundijong urban node from the impacting freight train traffic that currently runs through the centre of the area. Similar to point 1 above, the freight rail deviation has now been committed to in respect of a finalised route, which runs parallel to the Tonkin Hwy corridor.

- \$60m to realign Freight Rail but with significant infrastructure saving
- Realignment can occur as part of Tonkin Highway Extension to:
 - Save costs
 - Allow for development of Mundijong City
 - Facilitate development of West Mundijong Industrial Area
 - Allow for extension of Metronet to Mundijong in future





Despite being zoned urban, the Mundijong cell at level 65AHD and above is unable to be serviced by potable water supplies until the Perth and Peel @3.5 infrastructure requirement is met by Water Corporation. This is specifically an elevated water reservoir in the escarpment behind Mundijong, that will supplement the current water trunk spine running north south along Paterson Street.



Attracting investment in the current economic environment presents significant challenges due to global uncertainties, high interest rates, high inflation especially in the construction sector and fluctuating market conditions. The Shire is aware of investors seeking stable returns, which makes it important for capacity constraints and infrastructure coordination to reassure investors for the prosperous future of the Shire.

4. Key Economic Strengths

There are a range of economic strengths and opportunities for the next decade. Serpentine Jarrahdale is growing into a metropolitan hub with hyper-population growth occurring in the suburbs of Byford, Whitby and Mundijong, which is bringing new opportunities. As the population continues to grow rapidly, it is imperative that local infrastructure, facilities and services develop at the same pace.

POPULATION GROWTH

The Shire is one of the fastest growing Local Government areas in the nation with nearly two families moving into the Shire everyday. The population is will almost double by 2036 to nearly 70,000 residents, and triple to over 100,000 by 2050.

INVESTMENT-READY

In the last 5 years, over \$2 billion has been secured in public infrastructure to deliver key economic infrastructure across the region. This makes now a perfectly aligned time for investment in the Shire, **with the support of utility providers to ensure such investment can occur in an unconstrained manner.** The region offers diverse investment opportunities for local, national and international investors.

EMERGING INDUSTRIAL LAND AND BUSINESS HUBS

The Shire provides an attractive base for new businesses to secure strategic land in the Shire's emerging industrial business hub of the West Mundijong Industrial Area. The industrial market is gathering momentum in Western Australia and there is prime opportunity to acquire land holdings within this Industrial area.

TOURISM OPPORTUNITIES

The Shire offers an incredible chance for tourism with ready-investment into Jarrahdale with half of the Shire comprising National Parks, State Forests and nature reserves. 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.

AFFORDABLE LAND

The Shire has high-quality and affordable land available for business and residential growth opportunities. The region's land is strategic and offers substantial industrial, commercial, and residential landholding assets.

5. VISION AND ECONOMIC INITIATIVES

The Shire's vision defines the long-term aspiration of the Shire of Serpentine Jarrahdale community.

The vision for this Economic Development and Tourism Strategy 2024-2034 aligns with the Shire's Council Plan 2023-2033 and other corporate planning documents and describes the future desired outcome for the economy:

Over the next decade, we envision a welcoming community where economic prosperity is shared by all. We are committed to ensuring every resident feels at home with access to high-quality jobs, education and opportunities for advancement.

The key identified objectives for the Economic Development and Tourism Strategy include:

Utility investment: Ensure that critical gaps in power, sewer, infill sewer, water and road infrastructure are identified, agreed, resourced and fixed to remove constraints to growth occurring.

Strategic Economic Investment: Attract a broad spectrum of public and private sector investments to foster diversity and expansion within the local economy.

Job Creation: Facilitate and support the growth of new businesses, thereby creating additional job prospects and enhancing the local employment landscape.

Productivity and Competitiveness: Aid local businesses in boosting productivity and enhancing competitiveness by fostering partnerships.

Innovation: Drive innovation in economic development by prioritising solutions, fostering entrepreneurship, and embracing new technologies to enhance economic growth and resilience.

6. ECONOMIC DEVELOPMENT FRAMEWORK

6.1 LOCAL GOVERNMENT AND ECONOMIC DEVELOPMENT FRAMEWORK

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.

Business is the driver of economic development through the creation of wealth, jobs and other opportunities. While the Shire supports the role of the private sector and other levels of government in driving economic development, increasingly the Shire seeks its normal activities and other proactive interventions, contributing significantly to economic outcomes.

The Shire's focus in this Economic Development and Tourism Strategy is considered to align with the WALGA framework for best practice principles for economic development:

- Regional collaboration
- Functional Integration
- Strategic Alignment
- Current and emerging competitive advantage

Source: WALGA Economic Development Framework (2024)

The Shire of Serpentine Jarrahdale continues to compete 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. This is a hallmark to the Shire's commitments in local economic development.

6.2 ECONOMIC DEVELOPMENT LEVERS AVAILABLE TO LOCAL GOVERNMENT

It is important to also 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:

- Ensure acute awareness of the infrastructure needs and gaps, and collaborate with providers to address these as soon as possible;
- 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 functionally 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.

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.

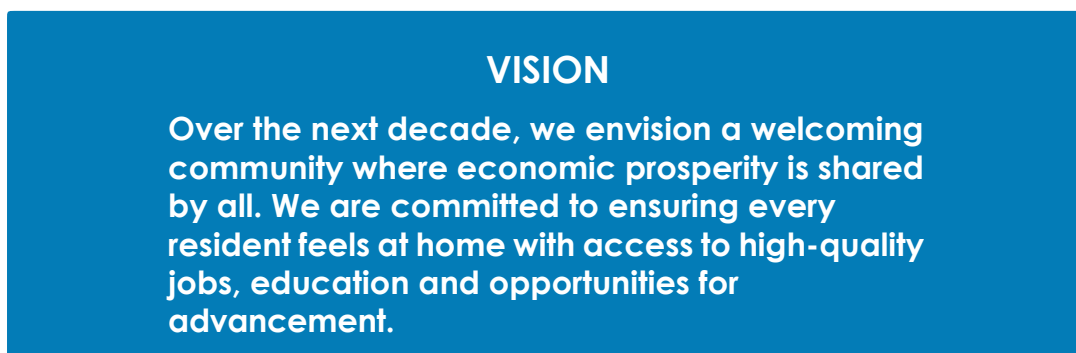
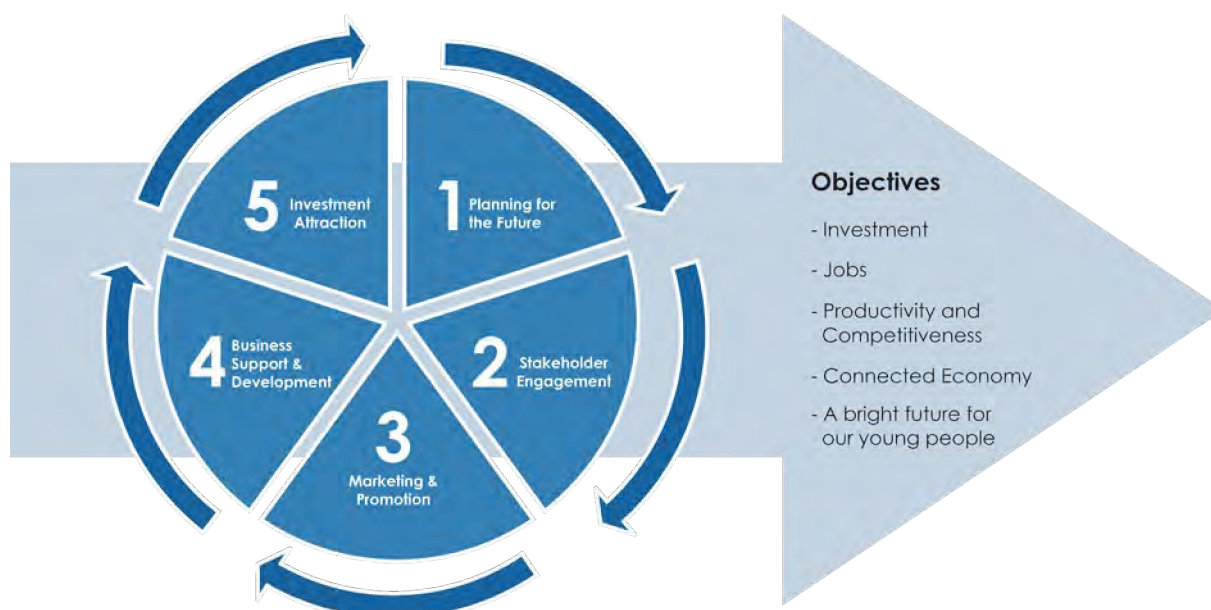


Figure 6.1 Economic Development Framework, Serpentine Jarrahdale



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, supply of zoned land, and supporting regulatory processes that are efficient and effective.

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 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.
- **Plan for Growth** Flexible planning approach, balances sensitive land uses with economic outcomes, optimising the activation of key employment areas.

- **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

Engaging 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 stakeholders 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 destination will be required. Competition is increasing and the Shire must have a strong marketing and promotional 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 channels as well as on an individual investor level. Investigate 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 INNOVATION

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.

Key Initiatives

The following key initiatives 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 and Tourism 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. These actions will be delivered across three time frames and actions currently ongoing:

Immediate - next 24 months; **Medium Term** - next five years; **Long Term** - beyond five years; **Ongoing**

STRATEGIC THEME/INITIATIVE/TASK	TIMEFRAME
1. PLANNING FOR THE FUTURE	
1.1 Proactive planning to encourage investment	
1.1.1 Promote among key stakeholders, including landowners and developers, updates in the planning framework so they can stay up to date with development potential of land within the Shire.	Medium Term
1.1.2 Review development approval processes as part of Property and Rating Onecomm Phase 3, and benchmark with other local governments to ensure efficiency and effectiveness.	Immediate
1.1.3 Investigate opportunities to facilitate new enterprises and employment generating uses, such as those offered through major public services and facilities.	Medium Term
1.1.4 Facilitate a positive investment outlook in the market through establishment of Invest SJ website and ongoing advocacy.	Ongoing
1.2 Attract and Accelerate Development	
1.2.1 Work with landowners and stakeholders to facilitate the rapid release of commercial and industrial land to accelerate the take up in West Mundijong Industrial Area.	Immediate
1.2.2 Seek support for infrastructure (utilities) to unlock investment, ensuring a more attractive environment for development. Engage with responsible Ministers, Infrastructure WA, the Housing Supply Unit in Department of Finance and local member, to identify the solutions needed for infrastructure with a focus on: - power for Mundijong; - water, sewer and infill sewer for Mundijong; - Mundijong Road handover to State Government and upgrade.	Immediate
1.2.3 Enhance and incrementally improve infrastructure and amenities to support tourism, with a particular focus on the Jarrahdale trails town and overnight visitation.	Immediate
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, with a particular focus on infrastructure investment and tourism infrastructure expansion.	Immediate
1.3.2 Conduct ongoing research, analysis and project evaluation to demonstrate business case for public infrastructure investment within the Shire.	Immediate

STRATEGIC THEME/INITIATIVE/TASK	TIMEFRAME
2. STAKEHOLDER ENGAGEMENT	
2.1 Maintain strong relationships with a range of stakeholders	
2.1.1 Maintain corporate memberships with Business SJ and the Peel CCI, and attend at least one event for each organization per quarter. Undertake annually a combined Peel CCI and SJ Shire Business Breakfast.	Ongoing
2.1.2 Meet with a number of small to medium sized local businesses each year, from across the Shire, to identify any current issues and what solutions the Shire can offer to assist SMEs to grow within the Shire.	Ongoing
2.1.3 Meet with a number of large local businesses each year, defined through a minimum FTE base of 50 employees, to identify any current issues and what solutions the Shire can offer to assist large businesses to grow within the Shire.	Ongoing
2.1.4 Meet with a number of State and/or Federal Government agencies each year, which link to business and economic development within the Shire, to raise their awareness about the infrastructure needs of the Shire as a hypergrowth region.	Ongoing
3. MARKETING AND PROMOTION	
3.1 Promote the Shire for business and industry	
3.1.1 Maintain Invest SJ webpage to assist with marketing the Shire for business and investment.	Immediate
3.1.2 Develop and maintain a suite of marketing materials to promote investment and economic growth in the Shire, particularly through use of the website and social media platforms.	Ongoing
3.1.3 Work cooperatively with other local governments of the Perth Hills Tourism Alliance on marketing initiatives, and maintain annual membership of the Alliance. Host at least one alliance event within the Shire annually.	Ongoing
3.1.4 Proactively promote and market the Shire for new tourism accommodation development potential, through a policy friendly environment that can facilitate nature based accommodation options.	Medium Term
3.1.5 Work with industry partners to help support and promote tourism marketing and promotions, through maintaining membership of Destination Perth and ensuring the online presence within that service is focused upon attracting visitation.	Ongoing
3.1.6 Undertake redevelopment of the RV Park at Jarrahdale as an urgent priority, to incrementally build market potential for an eventual caravan park and nature based tourism presence for the Jarrahdale Trails Town.	Immediate
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, with this adopted by Council in the lead up to all state and federal elections.	Ongoing
3.2.2 Work collaboratively with surrounding LGAs on joint lobbying efforts with a particular focus on key road and infrastructure upgrades.	Ongoing
3.2.3 Develop and submit funding submissions and business case documents to government for funding of utility and tourism related infrastructure within the Shire.	Ongoing

STRATEGIC THEME/INITIATIVE/TASK	TIMEFRAME
4. BUSINESS SUPPORT AND INNOVATION	
4.1 Support existing micro and SME businesses through training and information	
4.1.1 Meet with a number of small to medium sized local businesses each year, from across the Shire, to identify any current issues and what solutions the Shire can offer to assist SMEs to grow within the Shire.	Ongoing
4.1.2 Meet with a number of large local businesses each year, defined through a minimum FTE base of 50 employees, to identify any current issues and what solutions the Shire can offer to assist large businesses to grow within the Shire.	Ongoing
4.1.3 Support entrepreneurial and innovation opportunities as part of major State Government projects within the Shire, particularly the Byford Health Hub.	Ongoing
4.1.4 Expand digital, mobile telecommunication and smart infrastructure technologies within the Shire, with a focus upon activity centres, new growth areas and Jarrahdale Trails Town.	Medium Term
4.1.5 Provide up to date socio-economic data to assist existing and potential new business investors within the Shire, via web based platform information.	Ongoing
4.1.6 Work with Tourism WA to provide ongoing strategic and tactical advice on economic development and tourism outcomes, with a specific focus on seeking joint funding of initiatives which expand the potential for Jarrahdale Trails Town.	Ongoing
4.1.7 Proactively develop trails for mountain biking, ORVs, equestrian, 4x4 and hiking which align to State Government trails strategy documents and which specifically promote tourism in accordance with the Jarrahdale Trails Town Business Case.	Ongoing
4.1.8 Work with local destinations of interest within the Shire on a Shire tourism trails, which seeks to encourage multiple destination trips to occur.	Medium Term

STRATEGIC THEME/INITIATIVE/TASK	TIMEFRAME
5. INVESTMENT ATTRACTION	
5.1 Facilitate investment and jobs expansion into the Shire	
5.1.1 Host prospective investors/businesses considering investing in the Shire, with a key focus upon major commercial, industrial and tourism related investment.	Ongoing
5.1.2 Ensure investors and applications have the opportunity to access pre-lodgement meetings on proposals, to enable assistance in the provision of information pertaining to the planning framework.	Ongoing
5.1.3 Consider how the Shire's freehold land can be made available for large government or privately funded business opportunities, which comprise a large number of jobs and supply chain relationships with local business.	Medium Term

8. TRACKING ECONOMIC VITALITY

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. To track the progress of the Economic Development and Tourism 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 help identify the effectiveness of the Economic Development and Tourism 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
Planning and Building Approvals	Both residential and non-residential building approval data can be used to track local investment into the Shire. Reports which highlight the value of planning and building applications can also reveal the levels of investment and trends of different investment types.

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

The Economic Development and Tourism Strategy is a 10 year strategy and will be reviewed and updated after 5 years (2029).



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