

Economic Strategy 2018-2022



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Executive Summary

The Shire of Murray Economic Strategy describes the Shire's vision, mission and strategic objectives for achieving prosperity via long term economic growth and industry diversification

The economic growth initiatives in this Strategy expand on the essential economic elements of the community's vision for 'quality lifestyle' as captured in the Murray 2030 Strategic Community Plan.

This first four year Economic Strategy sets the framework for economic development and capacity building in the Shire, to deliver strong investment flows, employment, growth in export oriented income, knowledge generation, economic diversification and a strong local brand. The successful achievement of these goals can disrupt the 'business as usual' path of the local economy to bring about real economic growth and transformative change.

Four key factors for success have been identified - **knowledge and innovation, export income and investment, capacity and infrastructure, and identity and communication**. Strong results in these areas will ensure significant expansion in economic activity. These success factors will be targeted through seven key priority program areas - **tourism and visitation, centres and place making, science and research, food and agri-business, arts, culture and events, energy and resources and community building**. The Shire of Murray is well positioned in each of these areas to deliver favourable outcomes for the local economy and community.

Further articulation and implementation of projects across the seven priority program areas will be given high priority through a structured program evaluation framework. The Shire of Murray will collaborate with the City of Mandurah to deliver high quality development projects and programs across the entire Mandurah-Murray sub-region.

Winning Aspiration

Vision

The Shire of Murray economy will have centre-stage in the wider Peel Region economy, and position itself as a centre for development and activity. Local competitive advantages will attract business, drive high levels of employment growth, export oriented income, knowledge and innovation, economic diversification and a strong local brand valued by visitors and residents alike.

Mission

The Shire of Murray will collaborate with business, government, the local community and it's regional partners to improve business retention and attractiveness, economic growth and local export opportunities.

Values and Principles

- Raising awareness of the importance of local and regional economic development
- Collaboration and coordination resulting in optimised economic outcomes
- Efficient use of local economic resources and infrastructure
- Inclusiveness and transparency
- Strengthening the Shire's business community

Objectives

The Shire will achieve strong investment flows, employment, growth in export oriented income, knowledge generation, economic diversification and a strong local brand, through:

- Understanding local and regional business as well as the community's felt needs and aspirations
- Acting as a central economic development coordinator to strengthen networking and collaboration between these key stakeholders
- Establishing a central landing point for economic projects within the Shire of Murray, which will assist key stakeholders with understanding their project requirements in the local planning context
- Concentrating on the Shire of Murray's key competitive advantages within each program area to development a range of projects and initiatives which collectively achieve the Shire's vision and core objectives
- Coordinating with the City of Mandurah on a 'jobs and investment' program for the Mandurah-Murray sub-region
- Coordinating a project evaluation framework which will systematically evaluate and prioritise potential projects both in the Mandurah-Murray sub-region and the Shire of Murray
- Supporting the creation of high quality employment and export income opportunities
- Promoting the Shire of Murray as a destination for business, investment and commercial activity

About

Shire of Murray

The Shire of Murray is strategically located in the Perth metropolitan peri-urban zone, close enough to play a key role in the provision of critical services to the metropolitan region (housing, employment, recreation, water, energy and food), and sufficiently separate to enable retention of natural assets and qualities that define its strengths and comparative advantages (proximity, land and landscape, key natural assets, history and culture, quality of life).

The strong natural asset base is a feature unique to the Shire of Murray, providing potential to develop across a wide range of sectors and to play a substantial role in the provision of sustainable development.

Future development in the Shire of Murray needs to be carefully planned for and managed. The Perth and Peel @ 3.5 million Strategic Plan indicates a future Shire population of nearly 165,000 residents in 2050 (from its current 18,000) and a future sub-regional population together with the City of Mandurah of over 310,000 by 2050. This combined sub-regional population will represent 17% of the overall Perth metropolitan population by 2050.

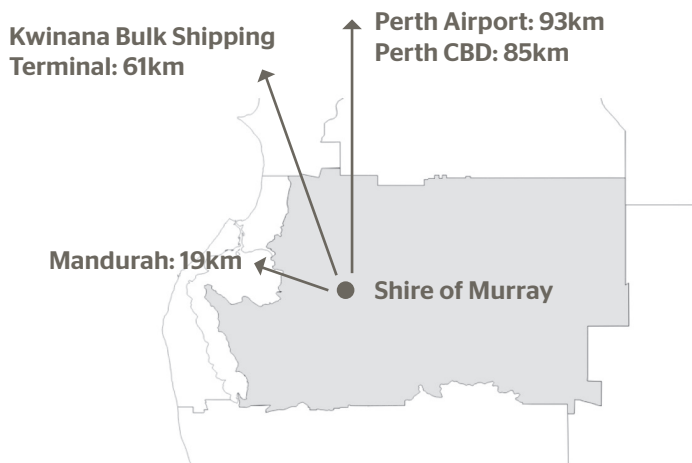
Economic development in the Shire will need to be carefully focused and managed. In particular, economic programs need to produce essential elements that drive economic growth, whilst maintaining and even improving the natural asset base. Science, innovation and technology will be a key future economy feature.

This Strategy will bring about change, requiring high levels of support for the community.



Shire of Murray Economy at a Glance

Distances to Neighbouring Economic Centres



Socio-Economic Indicators



Total Population: 18,036

forecast.id, 2018



Total Employment: 5,404

ABS, June 2016



Unemployment Rate: 6.8% (WA 5.8%)

forecast.id, 2017 December Quarter



Number of Businesses: 1,106

ABS, June 2016



Employment Self-Containment: 37%

ABS, June 2016

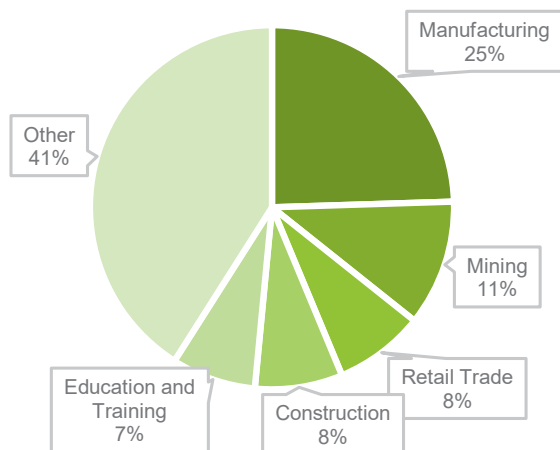


SEIFA Rank: 44/137 in WA

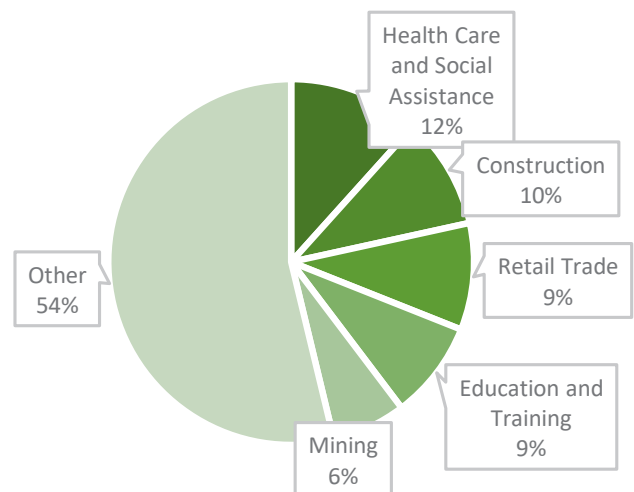
Relative Social Disadvantage, ABS June 2016

Employment by Industry

Shire of Murray


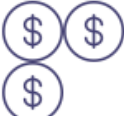










Western Australia



Shire of Murray Economy at a Glance

Shire of Murray overview of employment quality and land use requirements

	Employment Type	Employment (FTE p.a.)	Gross Value Added (p.a.)*	Key Industries in the Shire of Murray	Local Land Use Requirements
Export Oriented ↑	Export	1,488 	\$445m 	Mining Manufacturing Agriculture, Forestry and Fishing	Proximity to logistics e.g. freight routes, ports and storage facilities Buffer/exclusion zones Large/specialised lot formats
	KIPS	325 	\$55m 	Agricultural Services Professional, Scientific and Technical Services	Proximity to other business (incl. export oriented businesses) Proximity to residential workforce
	Producer Services	1,522 	\$287m 	Construction Transportation Waste Services	Office space Industry Parks Tech Parks
Population Driven ↓	KICS	331 	\$32m 	Education and Training Health Care and Social Assistance	Activity centres or public use zones Proximity to residential zones
	Consumer Services	1,291 	\$124m 	Retail Trade Personal Services	Proximity to public transport

Sources: ABS Census 2016, ABS Input-Output Tables 2015,

*Estimate only, based on national average Gross Value Added per employee by industry category

Focus Areas

Strategic Platform

The Shire of Murray is focusing on four key success factors that provide the platform for targeted program areas. Each of these factors is important to economic development in different ways and collectively guide necessary outputs in order to achieve significant expansion in economic activity, including strong investment flows, employment, growth in export oriented income, knowledge generation, economic diversification and a strong local brand.

There are a number of actions that can be implemented to activate and maximise the potential of these success factors. The monitoring of progress against each of the factors will be critical in the implementation of this Economic Strategy.

The four key success factors for growth in the Shire of Murray economy are:

1. Knowledge and Innovation

2. Export Income and Investment

3. Infrastructure and Local Capacity

4. Identity and Communication

Knowledge and Innovation		
Success Factor	Strategic Goals	Current Process ¹
<p>Knowledge contributes to development in many different ways. The move to knowledge based economies opens vast opportunity to accelerate the pace of development.</p> <p>Innovation is essential for development. It is a process of changing from old to new. Often just associated with digital technology, it is a broader concept describing things such as new products, new methods of production and new trade relationships that collectively provide a local economy with important competitive advantages.</p>	<ul style="list-style-type: none"> • Activate knowledge through literacy, education, technology, research and development • Promote innovation and the digital economy as key enablers of economic growth • Develop, attract and retain high knowledge professions to the Shire of Murray • Coordinate knowledge sharing and spillovers between businesses • Monitor ongoing trends within the Shire of Murray economy • Encourage and support the development and commercialisation of intellectual property and work closely with secondary and tertiary educational institutions • Compile a central knowledge base to assist with business in Murray 	<p>The following are some of the major initiatives currently underway:</p> <ul style="list-style-type: none"> • A wireless tower in Pinjarra to supplement the ongoing NBN rollout • Possible development of research facilities in North Dandalup (agricultural production related) and the Peel Business Park (food provenance, nutrition, packaging) • Possible introduction of food production and food processing technologies from the ASEAN Region into the Peel Business Park • Possible development of an eco-industrial precinct to co-locate synergistic intensive food production and waste management facilities • Hosting of events to unify businesses to share information and knowledge • Development of two major mining research and development projects by the Shire of Murray's private sector - looking to move to prototypes

¹Reporting on progress with key drivers will be actioned every three months - this column will be updated annually to indicate what has been achieved in the past year and what priorities are instore for the coming year.

Export Income and Investment

Success Factor	Strategic Goals	Current Process ¹
<p>Export income is important to development as it brings external income into the local economy, creates jobs and contributes to an increased standard of living for the local population.</p> <p>Investment is important for improving productivity and increasing the competitiveness of the local economy - typically associated with the growth of export related industries.</p>	<ul style="list-style-type: none"> • Encourage growth and retention of new and existing export related industries • Assist local businesses with entering new export markets and industries • Increase the number of local export oriented jobs available within the Shire of Murray • Disseminate information relating to market trends and opportunities • Coordinate program areas of mutually beneficial project works between stakeholders • Assist in prioritisation of project works in line with their sub-regional economic development potential • Facilitate external investment in the Shire of Murray • Facilitate access to capital 	<p>The following are some of the major initiatives currently underway:</p> <ul style="list-style-type: none"> • A coordinated investor attraction program for the Transform Peel program • The Shire of Murray and the City of Mandurah have joined forces on a 'jobs and investment' initiative for the sub-region. This will develop a project assessment tool and drive priority projects through to business cases • The Shire is engaged in discussions with retail and wholesale finance institutions as well as venture capital • The Shire has commenced developing an investment prospectus • Work is underway with international investors, including the development of new markets in the ASEAN Region for agriculture and food products

Infrastructure and Local Capacity

Success Factor	Strategic Goals	Current Process ¹
<p>Endogenous development recognises the importance of an increasing population, an increasing share of the workforce in export jobs and the development of local 'institutional thickness' through building local structures, strengthening local leadership and advancing local entrepreneurship.</p> <p>Productive capacity is the maximum level of production that can be generated given an areas resource endowments, physical capital stock, population, labour force and technology. Improving utilisation efficiencies of existing capacity is crucial, as is investment in new capacity.</p> <p>Infrastructure is an enabler, enhancing productivity and efficiency in an economic system. Infrastructure investment operates on both the demand and supply side of the economy and has potentially strong fiscal multiplier effects. Infrastructure extends from 'hard' infrastructure to 'soft' infrastructure and also includes the land use planning system.</p>	<ul style="list-style-type: none"> • Work collaboratively with local institutional structures and assist capacity building in those structures • Coordinate economic projects to efficiently increase local industry's productive overall capacity rather than individual productive capacities • Identify key infrastructure requirements and prioritise integrated infrastructure/enterprise projects in order to enhance essential facilities and remove local bottlenecks • Encourage innovative forward thinking for future land use planning and decision making in the Shire and the Peel Region • Work collaboratively with WAPC and DoP to identify and plan for new urban development areas • Monitor and apply for current and upcoming State and Federal funding grants for infrastructure development • Increase the Shire's capacity to own and manage infrastructure and assets, utilising internal technical capacity to increase revenue • Encourage the development of alternative energy supplies and the development of new water sources 	<p>The following are some of the major initiatives currently underway:</p> <ul style="list-style-type: none"> • Local institutional capacity is growing in the Shire through organisations such as the Murray Business Group, Pinjarra Connect and the Dwellingup Community Compact. There is also an extensive network of private sporting clubs/committees and not-for-profit organisations providing a range of social services throughout the Shire. Various initiatives are underway to strengthen local institutional capacity • The Shire continues to lobby for major infrastructure elements that will impact the future economic development of the Shire • The Shire is the proponent for four major infrastructure projects with funding applications to the State and Commonwealth Governments • The Shire has commenced preparation of a new Local Planning Strategy and the review of its Town Planning Scheme. The Shire is also engaging with State authorities to identify new urban development areas throughout the district

Identity and Communication

Success Factor	Strategic Goals	Current Process ¹
<p>Economic identity has become a major issue for local governments and regions in the global competition for business investment. Identity can be established through logos and slogans to a broader range of policy approaches including character of built and natural environments, quality of infrastructure and the actions and attitudes of local government and key stakeholders.</p> <p>Communication has evolved away from the traditional monologic model to the more interactive dialogic model, where both the message and the means of delivery are crucial.</p>	<ul style="list-style-type: none"> • Establish strong internal and external business networks • Convey to the market that the Shire of Murray is a prosperous area for business and investment • Leverage the Shire's comparative advantages, including its geography, resources, waterways and climate • Advocate for sustainable and socially responsible economic growth • Develop the Shire of Murray's town centres to represent the region's character and values • Connect with external stakeholders to assert the significance of the Shire of Murray within the wider regional economy • Maintain a track record for successfully assisting with the implementation and oversight of economic development projects 	<p>The following are some of the major initiatives underway:</p> <ul style="list-style-type: none"> • Branding of Dwellingup, Pinjarra and the wider Shire of Murray is underway • Signage associated with branding • Continuous improvement of current communication means – including Facebook, media releases, Twitter, Shire website, monthly eNews, quarterly Murray Focus, Local Government News articles, radio segments, Online Community Directory, and special community meetings • Investigate additional mechanisms for communication, including project portals, video production, dedicated YouTube channel, tourism website, and content calendars

Target Program Areas

The Shire of Murray will focus on a set of priority interconnected program areas, through which to achieve the critical outcomes described in the section prior. These program areas are matched to local strengths and advantages and are therefore deemed most likely to deliver sustainable economic growth to the Shire of Murray.

The seven target program areas are:

- | | |
|--|------------------------------------|
| 1. Tourism and Visitation | 5. Arts, Culture and Events |
| 2. Centres and Place Making | 6. Resources and Energy |
| 3. Science, Research and Technology | 7. Community Building |
| 4. Food and Agri-Business | |

Reporting on progress with priority actions and opportunities will be conducted every three months and updated annually.

Tourism and Visitation		
Rationale and Drivers	Priority Actions	Project Opportunities
<p>The Shire of Murray has considerable competitive advantage in this program area, including proximity to the Perth metropolitan market and international airport, as well as a substantial and varied natural asset base. These advantages have already seen the development of substantial tourism enterprise, with a clear capacity to further expand this program area.</p> <p>The tourism industry is beneficial to the Shire of Murray because of its ability to attract expenditure from outside visitation, increasing the wealth of the local economy.</p> <p>The Shire of Murray will prioritise projects directly related to tourism industry invigoration.</p>	<ul style="list-style-type: none"> • Development of a tourism strategy and action plan for the Shire of Murray • Branding Dwellingup as a nature based adventure tourism destination with world class tourism products • Branding Pinjarra as a destination of historical and cultural significance with a strong emphasis on modern amenity, food provenance, arts and entertainment • Branding the wider district as a tourism destination featuring a range of tourism products including equine activity, food provenance, water and related activities • The coordination of existing tourism enterprise into a range of product offerings for tourists • Development of a marketing mechanism to market coordinated tourism offerings • Development of additional tourism product ideas including expansion of existing events and the potential for a coordinated equine industry event, Aboriginal history and culture, and sports tourism 	<p>A number of key project opportunities have been identified including:</p> <p>1. Development of Dwellingup into a tourism town of national and international significance with an emphasis on nature-based and adventure tourism, including the following:</p> <ul style="list-style-type: none"> • Precinct with major skate park, pump track, adventure playground and bbq facilities currently being developed (funding secured) • Construction of a trails centre to service surrounding trails. Commercial enterprises to be included in centre (funding secured) • Development of new trails. DPAW, Shire of Collie and Shire of Murray to put in a joint RGF application to build new mountain bike trails • Expansion of Hotham Valley Tourist Railway in Dwellingup, including the relocation of their turn table and pedestrian rail bridge from the Pinjarra depot (project initiated)

Tourism and Visitation - Cont.

Rationale and Drivers	Priority Actions	Project Opportunities
	<ul style="list-style-type: none"> • Identification of additional tourism infrastructure to support the sector including accommodation • Attraction of new tourism enterprise and investment 	<p>2. Development of Pinjarra as a significant tourism destination focusing on its historical and cultural significance, modern amenity, food provenance and entertainment through projects such as:</p> <ul style="list-style-type: none"> • Town centre revitalisation, tourism product development, support to local existing business to grow market share, fresh investment into Pinjarra and marketing of the product <p>3. Development of the wider Murray District as a tourism destination featuring a range of tourism products including equine activities, food provenance, water and related activities</p> <p>4. Consideration of new events for Murray and the Peel region including an annual equine event</p> <p>5. Work collaboratively with the Bindjareb Committee to advance projects of historical and cultural significance</p>

Centres and Place Making

Rationale and Drivers

As the Shire move towards a knowledge economy, economic strategies must incorporate the importance of place. Investment and people are now more mobile where quality places attract investment as well as skilled and talented people. Place making is a critical strategy for smaller urban centres.

Amongst the major projects likely to contribute to the success of centres, will be creating space for new business and workers, focusing on economic specialisations that are credible (such as big data, climate change, water and soils science, health and agtech), attracting an acclaimed education sector, maintaining connectivity to larger centres, developing strong local leadership, and a business friendly local administration.

Priority Actions

- As a priority, the Shire will continue to work with Pinjarra Connect in place making activities for Pinjarra
- As a priority, the Shire will engage Dwellingup Community Compact to discuss a place making program, given the imminent development of major tourism facilities and infrastructure in Dwellingup
- The Shire will also look at identifying place making opportunities in other centres - for example in North Dandalup as the Centre for Excellence in Agriculture project gains traction

Project Opportunities

A number of key project opportunities have been identified including:

1. Pinjarra

- Murray River Square and Foreshore Redevelopment, including amphitheater and town square
- Revitalisation of the Exchange Hotel
- Planning for use of the Pinjarra Courthouse building, and potential for incubator/ accelerator facilities for start-ups
- Relocation of the Murray River weir to increase navigability in the foreshore area

2. Dwellingup

- Place making program to be developed in consultation with the community

3. Other centres

- Place making activities to be developed in consultation with the community

Science, Research and Technology

Rationale and Drivers

Scientific advances through research and subsequent technological change are important drivers of economic development. The creation, distribution and use of knowledge is a major source of competitive advantage. The key features of this transformation include the growing impact of information and communication technologies, the rapid application of scientific advances in new products and processes, a shift to knowledge based industries and services, and rising skill requirements.

Science and research efforts in the Shire of Murray have a comparative advantage in key areas including mining and engineering, agricultural science, water science and veterinary medicine. Existing strong links to universities strengthens this advantage.

The Shire of Murray can act as a facilitator for scientific research efforts, encouraging idea generation and joint ventures between various stakeholders in the local area and broader academic community.

Priority Actions

The Shire of Murray can encourage science, research and technology through:

- Encouraging the services sector (including business, wholesale and retail trade) to take up ICT services
- Encouraging and supporting businesses engaged in research and development and technology change, through skills development, access to government grants and venture capital
- Encouraging entrepreneurs and business start-ups through the provision of space, management support and access to finance
- Encouraging cooperation and networking between businesses both within and beyond the Shire
- Encouraging increased interaction between universities and industry
- Engagement with primary and secondary schools to encourage science, research and technology
- Establishing strong working links with Peel Bright Minds
- Supporting Alcoa in securing approval for the use of 'red sands' in various development applications
- Working closely with Mineral Resources to support the BOSS Project
- Working closely with Murray Engineering to support their Research and Development initiatives

Project Opportunities

A number of key project opportunities have been identified including:

1. Centre for Excellence in Agriculture. A joint venture between the CYO Foundation, Murdoch University and the State to establish a research facility at North Dandalup - focusing on animal genetics, pastures, water and soils
2. Establish common use facilities in the Agri-Innovation precinct within the Peel Business Park - including research and development, food processing, cold storage and logistics. Research and technology development focus to be in food production and processing technology, food nutrition and food branding and packaging
3. ARC-Linkage water science research ongoing in the City of Mandurah and Shire of Murray
4. Peel Integrated Water Initiative (provide support):
 - Hydro-Geological survey completed to determine water flows and resources across the Peel Food Zone
 - MAR test hole drilled in the Business Park. Results for substantial MAR look promising
 - Work underway together with MZI Mining to look at post-mining soil amendment and soils profiling to enhance nutrient retention and increased water availability

Food and Agri-Business

Rationale and Drivers

Food, nutrition and food security are issues which concern not just Perth and Western Australia, but the rest of Australia, Asia and the world. The world cannot keep producing food the way it always has through extensive use of resources. New technologies need to underpin food production. Greater efficiencies are required from less resources.

The Shire of Murray has a long tradition as an agricultural, horticultural, pastoral and equine centre. It has competitive advantages to become a substantial food producing area, but it also has environmental challenges to manage. The latter can be substantially managed with new technologies, which can also dramatically improve food production efficiencies.

Upcoming projects will help to enhance the productivity of local agricultural lands, the commercialisation and upscaling of production processes and the take-up of new technology. Celebration of local regional food produce is also expected to continue.

Priority Actions

The Shire of Murray can support development in Food and Agri-Business through:

- Encouraging strategic land use (as opposed to purely residential in fill)
- Encouraging sustainable land use and agricultural practices to ensure the continued productivity of Shire of Murray land
- Encouraging development of high technology and high knowledge agricultural enterprises through environmental leadership
- Encouraging self sufficient agricultural processes that minimise waste and maximise reuse and recycling
- Providing assistance to Agri-Business enterprises in negotiating regulatory and planning approvals processes

Project Opportunities

A number of key project opportunities have been identified including:

1. Agri-Innovation precinct currently being planned for Lot 600. Showcasing new food production and processing technologies.

Discussions underway with international investors to develop and operate the precinct. The Shire has made an application to the Regional Growth Fund for a grant to develop a set of common use facilities – specifically research and development, food processing, cold storage, packaging and training/ learning facilities

2. Peel Food Zone initiatives include:

- Land use capability mapping completed for the Peel Food Zone.
- Establishment of the Peel Food Zone potentially to be incorporated into the Shire of Murray Local Planning Strategy
- Eco-Industrial precinct currently being investigated in various locations

3. Development of the honey industry in the Peel Region, including processing facilities in the Agri-Innovation precinct

4. Expansion of pig and chicken industries to meet export market demand

5. Development of abattoir facilities including the prospects of mobile processing units

Arts, Culture and Events

Rationale and Drivers	Priority Actions	Project Opportunities
<p>Cultural and creative industries play a direct role in the economy through job creation, contribution to the GDP and retention of businesses and talented people, as well as indirectly through the intrinsic values that they generate, helping to shape community and build social cohesion.</p> <p>History, culture, location, people and talent combine to give the Shire of Murray a competitive advantage in developing a strong cultural and creative industry sector.</p>	<p>The Shire of Murray can support the development of a strong cultural and creative industry sector through:</p> <ul style="list-style-type: none"> • Encouraging community engagement in arts and cultural activities • Establishing relationships with arts and culture focused businesses, promoting skills development • Continuing the expansion of place making activities • Considering innovative ways to attract artists from outside the Shire to live and work within the district 	<p>A number of key project opportunities have been identified including:</p> <ol style="list-style-type: none"> 1. Develop and network a calendar of events in Murray that include arts and culture 2. Build momentum with the Bindjareb Reference Group 3. Liaise closely with primary and secondary schools to promote arts, culture and events 4. Establish a range of venues to promote arts and culture including public and community facilities (such as library, sports venues and health facilities) 5. Build arts and culture into place making activities

Resources and Energy

Rationale and Drivers	Priority Actions	Project Opportunities
<p>At a macro-level, mining and metals manufacturing is an important source of foreign exchange and fiscal receipts, and a critical component of economic growth. Mining also contributes significantly to job creation and skills development, as well as to wider commerce and industry through capital and operational expenditure.</p> <p>At a local level, mining has the ability to contribute significantly to social and environmental outcomes, providing direct benefits to the local economy where strong supply and service agreements are in place.</p>	<p>The Shire of Murray can support the development of the resources and energy sector through:</p> <ul style="list-style-type: none"> • Facilitating and maintaining a strong government, industry and community dialogue regarding resource development benefits and community issues • Facilitating dialogue between mining and metals industry and local commerce to encourage local content and local jobs 	<p>A number of key project opportunities have been identified including:</p> <ol style="list-style-type: none"> 1. Supporting Alcoa on their pathway to approval of 'red sands' use 2. Working closely with Alcoa to explore economic opportunities from wood wastes, marri wood residue and nursery operations for the rehabilitation of mine sites 3. Supporting the work underway at the MZI mine site to improve soils and amend the landscape for improved water capture 4. Working with industry to develop community based development programs, with a focus on community needs and economic development

Community Building

Rationale and Drivers

Significant change, anticipated as a result of this Economic Strategy, will require considerable support to stimulate enterprise and build social and community capital.

Targeted capacity building initiatives and facilities are required to link the community to broader opportunities. A healthy and highly trained workforce provides a comparative advantage for the region and supports the retention and attraction of businesses.

Priority Actions

The Shire of Murray can support community building through:

- Ongoing engagement with the community
- Access to business information and services
- Providing links to targeted skills development and business acumen programs
- Monitoring and working with key stakeholders to ensure health services are accessible and meet the needs of the community

Project Opportunities

A number of key project opportunities have been identified including:

1. Continuation with the Asset Based Community Development model
2. Continuation of community dialogue through strategic reference groups, progress associations and sporting groups
3. Facilitating access to small business support, entrepreneurship training and development as well as workforce development for businesses



Winning Strategy



Implementation and Management

The following will be undertaken to give effect to this Economic Strategy:

1. The Shire of Murray has joined forces with the City of Mandurah in a 'jobs and investment initiative'. The larger sub-region increases the area of opportunity and the ability to develop programs and projects of substantial size and impact.
2. A project evaluation framework will be developed under the ongoing Mandurah-Murray initiative, to identify and profile priority economic development projects for the sub-region, under the guidance of a joint advisory committee (to be established).
3. A comprehensive action plan will be developed for each targeted program area outlining specific initiatives, relevant grant programs, sector contacts and steps forward.
4. High value and feasible major projects will be identified and progressed to business cases by the joint advisory committee to deliver a set of strategic and bankable projects for public and private investment consideration.
5. The Shire of Murray will simultaneously establish an advisory committee for the Shire, to progress projects beyond sub-regional projects. These initiatives will use the project evaluation framework established above to identify and prioritise economic development opportunities and be managed by the Shire.
6. Reporting on the progress of the Economic Strategy and action plans will be assessed every three months and presented to both the Shire and Mandurah-Murray sub-region's advisory committees, as well as Council. Communication with the community will follow endorsement of those reports.
7. The Shire's Economic Strategy will be reviewed annually and amended accordingly.

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