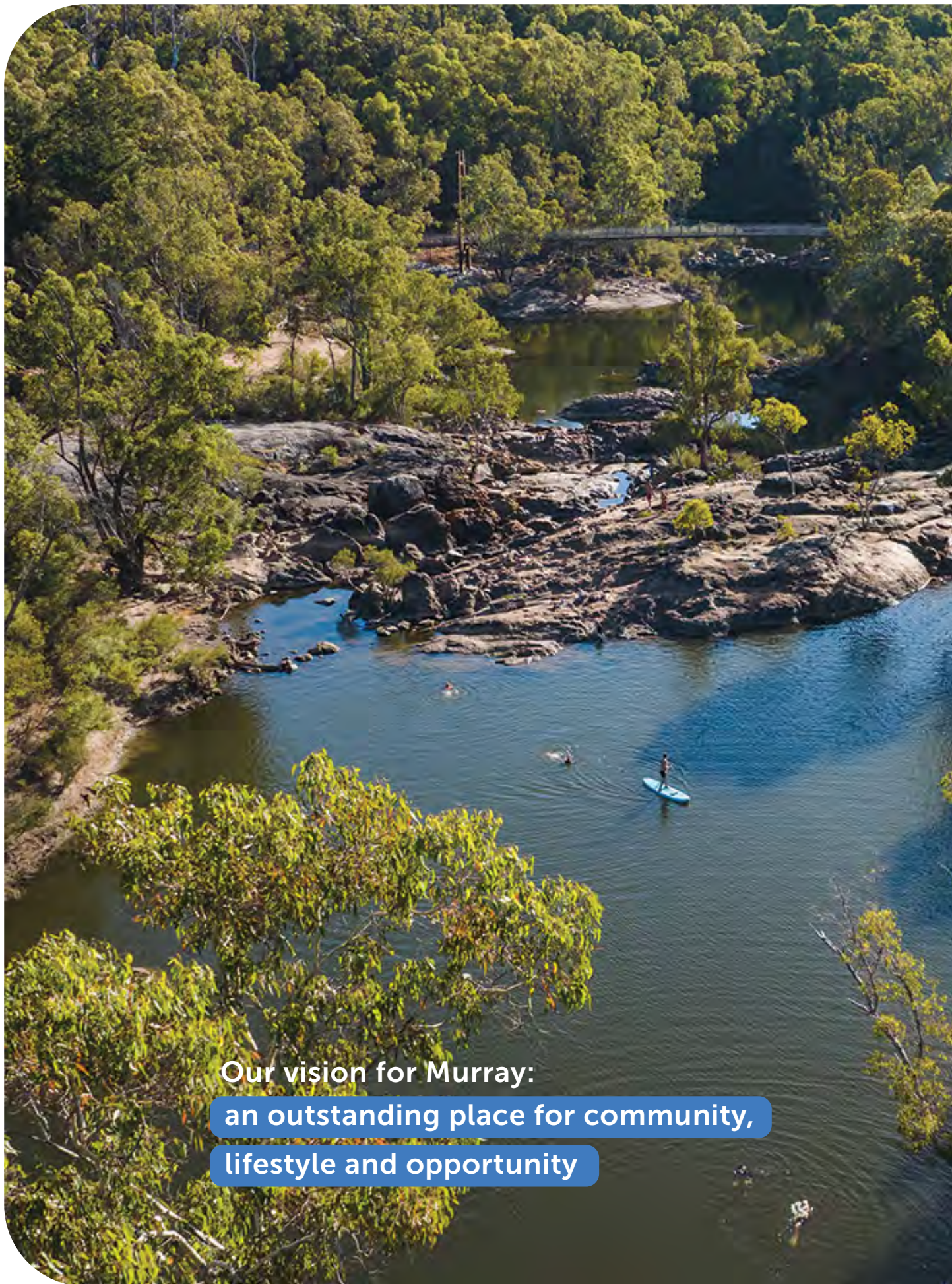




Advocacy Plan

Our transformational projects







Our vision for Murray:
an outstanding place for community,
lifestyle and opportunity



Advocacy Plan

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Overview

Murray's rapidly growing population, diversifying economy and increasingly popular tourism scene, offers the opportunity to deliver transformational outcomes that will deliver significant value and address Murray's complex socio-economic challenges.

Murray provides a relaxed lifestyle, exciting tourism experiences and is an important economic and social centre within the Peel Region. It is known for its natural beauty and has a growing reputation for adventure and wellbeing.

The Murray River winds through the shire, providing a lifeblood for Australia's 2023 Top Tiny Tourism Town (Dwellingup) and the Peel Region's Secondary Centre (Pinjarra).

State forest covers large parts of the area with magnificent, tall and ancient trees, and an abundance of native fauna and wildflowers. The Peel-Yalgorup wetland system extends over remaining parts of the shire and has international importance.

As a result, Murray has become a popular destination for camping and fishing, canoeing, kayaking and white-water rafting, hiking, mountain biking and horse riding on numerous scenic trails. Add to this a local love of horses, and the area is a premium destination for horse breeding, training, racing, trotting and recreational equine pursuits.

Home to one of the oldest towns in Western Australia (Pinjarra), Murray is the proud custodian of some of the State's finest heritage buildings and precincts, with many infused with a vibrant blend of arts, culture and culinary experiences.

A memorable way to experience the region's rich heritage is by hopping aboard the lovingly preserved steam engines of the Hotham Valley Railway. The nostalgic ride roams the old timber milling route and into the world's only naturally occurring Jarrah Forest.

Murray serves an important role in the region's economy, including employment and essential services. There is a well-established presence of the mining and manufacturing industry, and all tiers of government have invested in the Peel Business Park and Food Innovation Precinct Western Australia to create more jobs for the future.

However, the Murray Region still experiences high levels of socio-economic disadvantage.

While there is a large volume of manufacturing, agriculture and mining jobs, there are far less jobs in business, tourism and other vital services. The lack of diversity renders the economy more vulnerable to

external shocks than metro local governments where growth in some industries can compensate for losses in others.

In addition, Murray has a large commuting population, which further confirms the area doesn't meet resident workers' needs - and this gap is growing.

On average, the Murray population is older in age, experiencing more long-term health conditions, has fewer tertiary qualifications and a lower household income. This disadvantage demands increased support and investments in community infrastructure.

With almost 800km of sealed and unsealed roads, much of the Shire's annual budget is allocated to ongoing maintenance and upgrades. With a large commuting population, and reliance on industrial areas to Murray's economy, addressing the issue is critical.

Compounding these challenges is a projected substantial growth in the Peel Region's population over the next 20 years, and a significant portion being expected to be accommodated within Murray.

As such, we must deliver innovative solutions that will address complex challenges now and into the future.

Through this Advocacy document, we have listed opportunities presented by Murray's unique characteristics that will strengthen our identity, address disadvantage and support catalytic change for the Peel Region.

However, we cannot achieve this alone. We need support from both the State and Federal Governments to realise Murray's potential and deliver important projects under the banners of:

- Tourism
- Health
- Connectivity
- Community
- Jobs.

By advocating to both State and Commonwealth, we are voicing key issues on behalf of the local community in the broader political landscape. This allows us to work alongside other levels of government to deliver critical infrastructure for our community, and region more broadly.



Strategic alignment

Our advocacy efforts align with critical local, regional and State strategies and goals.

Specifically:

Australian Government

- Thrive 2030.

Western Australian Government

- State Planning Strategy 2050
- Perth and Peel @3.5million
- Diversify WA: Future State
- WA Regional Development 2023 Framework.

Peel Development Commission

- Peel Regional Investment Blueprint.

Shire of Murray

- Council Plan 2023-2033
- Pinjarra Revitalisation Strategy 2017
- Murray Economic Development Strategy
- Murray Tourism, Marketing and Communications Plan 2020-2023.



How we advocate

Our advocacy efforts include:

- ✓ Making representations to State and Australian Government Ministers
- ✓ Meeting with local Members of Parliament
- ✓ Engaging with candidates participating in State and/or Federal elections
- ✓ Engage with local and State media
- ✓ Partnering with relevant organisations and agencies
- ✓ Participating in industry advocacy efforts
- ✓ Making submissions to grants and funding opportunities.

Murray snapshot

Area



19,637

Population 2024³



1,787 km²

Land area

8.2%

Population growth since 2016¹

71,000

Population 2051



8,191

Dwellings and homes¹



83 km

Distance to Perth

2%

Aboriginal and/or Torres Strait Islander residents

Economy



\$3.22 billion

Gross Regional Product²



7,449

Number of jobs²



1,136

Number of businesses¹



8,422

Number of employed residents²

¹ Australian Bureau of Statistics

² NIEIR 2022

³ Forecast.id





Largest industries

(by employment)



Manufacturing
24.9%



Retail trade
6.8%



Mining
13.2%



Accommodation and food services
6.4%



Construction
8%



Health care and social assistance
5.9%



Education and training
7.1%



Agriculture, forestry and fishing
4.2%

Western Australian comparisons

	Murray	Perth	Western Australia
SEIFA score (Socio-Economic Indexes for Areas)	963	1,037	959
Median equivalised household income	\$875	\$1,307	\$950
Residents aged 15+ held a tertiary degree	9%	35%	13%
Median age	44	39	44
Proportion of residents with a long-term health condition	37%	30%	-
Proportion of residents experiencing high or very high psychological distress	14.8%	-	10.4%



**Murray
Health**

Estimated cost
\$50 million

The **outcome**

An integrated, community-based care model that includes short and long-term solutions to reduce the health gap within Murray and improve residents' health, wellbeing and quality of life.

Overview

Statistics show, people living in Murray have more long-term health conditions – such as arthritis, heart disease and lung conditions – when compared to Greater Perth.

Sadly, 37 per cent of Murray residents have a long-term health condition, compared to 30 per cent in Greater Perth. Additionally, 83 per cent of adults are overweight (vs 66 per cent in WA), 23 per cent have high blood pressure (vs 17 per cent in WA) and 14.8 per cent have high or very high psychological distress (vs 10.4 per cent in WA).

Adding to the burden of disease is a higher prevalence of a number of lifestyle risk factors, including 40.2 per cent of adults consuming more than two standard drinks on any day, 29 per cent eating fast food weekly and 45.1 per cent undertaking insufficient physical activity.

With Murray's expected rapid population growth – comprising a higher proportion of older residents than Perth – now is the time to identify a suitable long-term solution that will ensure future generations can access the care they need, when they need it.

As such, the Shire established a Steering Committee to undertake a health and social needs analysis and identify a long-term solution to health care service provision in Murray. The Murray Health Futures Steering Committee includes representatives from the Shire, South Metropolitan Health Service, WA Primary Health Alliance and Peel Development Commission.

The Murray Health Futures Committee has completed a thorough Health and Social Needs Analysis. The 62-page report was the culmination of significant research that provides independent, robust data about current and future needs for health services in Murray.

During the project, the Shire invited the community to have a say on health services. Sadly, only 35.3% of respondents could always get access to health care when needed. They also identified the following as desirable outcomes that would help them get better access health care services:

74% More available appointments

53.4% Evening or weekend appointments

50% Lower out of pocket costs

34.8% Services closer to where I live

31.4% Multiple services in the same location

The Shire's task now is to take the findings of the report and develop a business case that details the required strategies and infrastructure to address the issue. The Shire estimates \$50 million will be required to deliver a health hub in Murray, to provide a central location for a range of health services.



Project benefits

- ✓ Ease pressure on Peel Health Campus
- ✓ Improved access to health care services
- ✓ Increased appointment availability
- ✓ Preventative health programs reduce long-term health issues.

Potential funding strategy

Federal election commitment

Up to
\$50 million

State election commitment

Up to
\$50 million



Murray Heritage Railway

Cost
\$60.49 million

The outcome

World-class heritage railway experiences that significantly contribute to the State and Peel Region's tourism sector and broader economy.

Overview

Murray's locality, rich heritage and natural charm offer an advantage that present unique tourism prospects. The area is home to one of the oldest train stations in Western Australia, making Murray the perfect setting for nostalgic railway heritage experiences.

An extensive engagement process involving the Shire of Murray, Hotham Valley Railway, Alcoa Australia, Arc Infrastructure, Public Transport Authority, Main Roads WA, the local community, together with funding support from Tourism WA and the Peel Development Commission enabled development of a shared vision to maximise railway heritage opportunities in Murray.

From this vision, the Murray Heritage Railway Project was established. The project will revitalise existing landmark sites and heritage assets within Murray to stimulate visitation, create jobs and attract significant new investment.

The project comprises two major components – the Pinjarra Heritage Railway Precinct and Pinjarra to Dwellingup Rail Link. Together, components will deliver the redevelopment of the historic railway station into a precinct with attractions for tourists and community amenities, and the re-establishment of journeys between Pinjarra and Dwellingup on the Hotham Valley Tourist Railway.

Pinjarra Heritage Railway Precinct

A key historic site, Pinjarra Railway Station is the perfect location to create a nationally iconic tourism product. Once the epi-centre of the historic town of Pinjarra, the station played an important role in early settlement of the State.

Through the Pinjarra Heritage Railway Precinct Master Plan, the Pinjarra Railway Station Precinct will be revived as a thriving regional culture, arts and heritage destination.

Inclusive of a heritage railway museum, visitor centre and café, event spaces, destination play space and community facilities, the precinct will celebrate and pay respect to the past whilst enabling contemporary activities, legacies and stories to be created.

New life will be breathed in to heritage railway barracks, 13 heritage carriages and three carriages from the old Australind (already secured by the Shire of Murray) when they are lovingly converted into short-stay accommodation and food and beverage experiences.

Pinjarra to Dwellingup Rail Link

Reconnecting the former Pinjarra to Dwellingup Heritage Rail Link will allow Pinjarra to become a must-see national destination, and will connect Australia's 2023 Top Tiny Tourism Town (Dwellingup) with WA's capital city, Perth.

The vision is to enable product offerings that rival the likes of the Puffing Billy in Victoria.

On-board steam and diesel locomotives, visitors will meander ancient forests as they take in the stunning views of the Darling Scarp and world's only naturally occurring Jarrah forest. Added to the experience will be premium food and beverage offerings ranging from fine-dining to premium picnic hampers. Guided tours will provide further opportunities for explorers to immerse themselves in the area's natural beauty and rich history.





Project benefits

- ✓ Forecasted \$47.4 million in direct and indirect output during construction
- ✓ Forecasted \$134.1 million value added economic and social impacts
- ✓ Forecasted \$71.1 million increased tourism expenditure
- ✓ 176,000 visits and 7,300 accommodation nights annually
- ✓ 160 direct and indirect jobs created (post construction) and economic activation of tourism industries
- ✓ Net Present Value of approximately \$75.8 million will result in a Cost Benefit Ratio of 2.30
- ✓ World-class heritage railway experiences providing Regional and State Tourism asset, anticipated to rival Victoria's Puffing Billy
- ✓ Provide diversified and quality short-stay accommodation options to increase overnight stay in the Peel Region
- ✓ Preservation, celebration and enhancement of important State heritage assets
- ✓ Rail network efficiency enabling direct rail connection between the Perth and Bunbury metro areas via the Australind through to Australia's 2023 Top Tiny Tourism Town (Dwellingup)
- ✓ Fostering and enhancing volunteerism and social capital.

Potential funding strategy

Pinjarra Heritage Railway Precinct
State election commitment

\$28.64 million

Pinjarra to Dwellingup Rail Link
Federal election commitment

\$31.85 million



Murray Regional Equestrian Centre

Cost
\$10.85 million

The outcome

Secure the Murray Regional Equestrian Centre's reputation as one of the top equestrian centres in Western Australia through the construction of new clubrooms and a covered arena. In turn, providing a high-quality venue that supports the equestrian needs of the Peel Region and beyond, drawing visitors from throughout the State and providing a central point for equestrian recreation in WA.

Overview

The equine industry is very important to the Peel Region with substantial economic impact. With a local love of horses, rapid population growth, continued availability of land and existing equine facilities, Murray has become a key location driving growth in this increasingly popular sector.

Murray Regional Equestrian Centre (MREC) is located in the heart of Murray. Thanks to an active community of volunteers and continual upgrades to grounds, MREC has been ranked as the top Equestrian Centre in the Peel Region.

MREC is a key regional sporting facility that predominantly caters for non-racing equine activities and equestrian events. The facilities are managed by the Murray Equestrian Association through a lease agreement with the Shire of Murray.

The redevelopment of the MREC is a project that the Shire of Murray has been investigating and planning for over ten years.

In 2012, a Masterplan was completed and recommended a staged implementation, dependent upon funding opportunities. Stages 1 and 2 have been complete, which included new polocrosse fields, cross country course, large sand arena, installation of approximately 100 horse stalls, a wash down area, improved drainage, and user group storage.

Currently, eight equestrian disciplines operate at MREC. The grounds can also be hired for equestrian events of all sizes and disciplines.

To reflect current user needs and future aspirations, the Shire of Murray is now planning Stage 3, which includes the construction of a covered multipurpose equestrian arena and new clubrooms.

In addition, there will be new connecting roads and pathways, an upgrade of the electrical supply from single phase to three phase, and the addition of more water tanks on the site and a storm water harvesting system from the covered arena will support reduction on reliance on volunteers to manually water the arena's prior to use, providing a more sustainable approach.





Covered multipurpose equestrian arena

The MREC will incorporate the region's only multipurpose covered arena, making it one of the most versatile equestrian facilities in Western Australia.

Features will include:

- Covered arena with transparent panels to ensure dispersed natural light during daylight hours. Arena (80m x 40m)
- Lighting system for evening use
- Built in irrigation system for the arena surface
- Ground surface suitable for use by multiple equestrian disciplines
- Permanent seating along the east and west sides of the arena
- Bucking shoots to support events
- Secure railing.

Clubhouse

A contemporary sport-centric clubhouse will support the operations and development of Murray Equestrian Association and the eight resident equestrian clubs, and the wider equestrian community. It will be fully accessible and located adjacent to the covered multipurpose arena and will support the activities of the clubs and support further development of events at the venue.

Features will include:

- Club room with large function/meeting area with viewing to the covered arena
- Kitchen
- Food and beverage servery to both the indoor function room and the external viewing platform for the arena
- Club storage x 4
- Storage room for the function/meeting space
- Office and small committee meeting room
- Event management office
- Public toilets, including universal access toilet
- Cleaners room
- Covered veranda overlooking the arena.

This project will improve amenity for the equestrian community through the creation of multipurpose spaces that will encourage greater use of the precinct, thereby improving the sustainability of the existing equestrian disciplines based at the precinct and enabling access for additional users.

This project strategically aligns with the Shire's Plan for the Future and the Peel Region's Strategies for Regional Development.



Project benefits

- ✓ Forecasted \$18.58m in direct and indirect output during construction
- ✓ Forecasted \$5.92m value added to the economy
- ✓ 22 jobs per annum of the life of the construction
- ✓ NPV (net present value) of approximately \$73.4 million will result in a Cost Benefit Ratio of 6.73
- ✓ Expand event tourism in Murray
- ✓ Increased volunteerism opportunities
- ✓ Increased club capacity and long-term viability
- ✓ Improved equine recreation experience
- ✓ Increased participation in and attraction of high-level competition and events
- ✓ Stimulation of further investment in equine facilities
- ✓ Growth of the Peel Region's equestrian sector and compatible commercial and service enterprises such as veterinary clinics and stock feed supplies
- ✓ Provision of a community events venue that has capacity to increase participation in community life leading to increased community wellbeing.

Potential funding strategy

	Shire of Murray	Federal election request	State election commitment	Total
Full project	\$1.27 million	\$5 million	\$4.58 million	\$10.85 million
Stage one only (undercover arena)	\$800k	\$4 million	\$3 million	\$7.8 million
Stage two (clubrooms)	\$200k	\$3 million	\$1.5 million	\$4.7 million



Western Deviation

Cost
\$30.04 million

The outcome

The Western Deviation is the missing piece of the Pinjarra Heavy Haulage Deviation puzzle. It will link heavy trucks from Pinjarra Road and the Pinjarra Industrial Area onto the Heavy Haulage route. This will then allow important development within the town centre of George Street and Pinjarra Road, which is important for Pinjarra's future economic prosperity.

Overview

Pinjarra is the Peel Region's Secondary Centre and serves an important role in the region's economy, including employment and essential services.

With the town's population and industrial growth continuing to climb, Pinjarra has reached a critical point whereby action is needed to ensure industry can thrive, while the lifestyle and character of one of WA's oldest towns is preserved.

Over the last two decades, the renewal of the town centre and industry expansion has seen increases in local and heavy vehicle movements through Pinjarra, and it continues to grow.

In 2009, the South Western Highway through Pinjarra carried nearly 10,000 vehicles per day (VPD). In February 2022, traffic recorded at the intersection of South Western Highway and Pinjarra Road (traffic light signals) averaged 15,852 vehicles per day during weekdays.

This puts a major strain on Pinjarra town centre, impacts safety and causes a vast amount of ongoing maintenance. Add to this the fact that Pinjarra's population is expected to grow from 5,000 to 16,000 by 2036, and the need for a comprehensive solution is all the more apparent.

For many years, the Shire has sought to address this growing problem. This has included a three-phase project comprising deviation and traffic route links.

Main Roads WA recently realigned Greenlands Road, which built the initial phase of a deviation around Pinjarra. The Pinjarra Heavy Haulage Deviation is also be coordinated by Main Roads WA and will provide an alternative route for heavy vehicles to travel around Pinjarra town centre, linking South Western Highway to Pinjarra-Williams Road. This will complete phase 2.

The final piece of the puzzle is the Western Deviation. This will link heavy trucks from Pinjarra Road and the Pinjarra Industrial Area onto the Heavy Haulage route. It will formalise a complete ring road around Pinjarra, which will in turn ensure connectivity for local and

State industry while enabling the town centre's main streetscape to become more pedestrian friendly, vibrant and attractive.

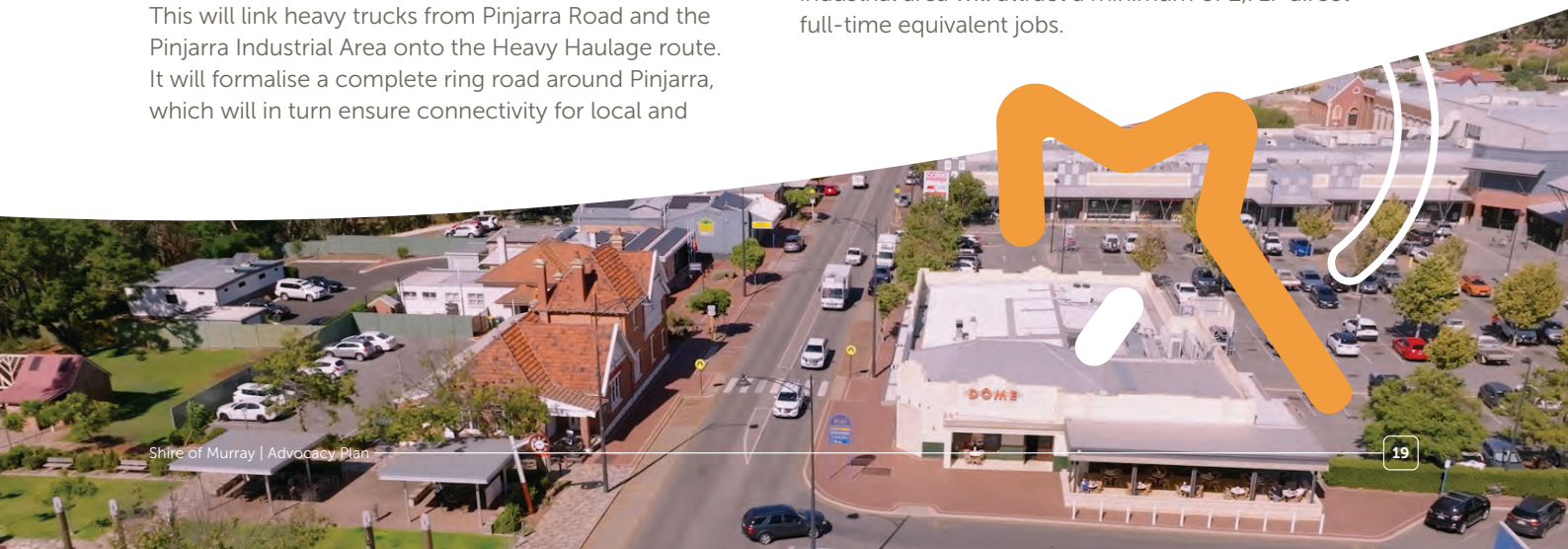
The Shire is in the design phase for the southern portion of the Western Deviation to initially link the Pinjarra Industrial Area to Greenlands Road only, this is a small part of the greater project and will align to the ultimate Western Deviation. This third phase will provide the full connectivity from Pinjarra Road to Greenlands Road.

Without the construction of the Western Deviation the downgrade of Pinjarra Road and other State roads within the Pinjarra town centre can't be progressed as the links through the town centre need to be maintained.

The Western Deviation, once constructed in parallel with the Pinjarra Heavy Haulage Deviation, will form part of the overarching Main Roads transport network. This will enable the downgrading of the Main Roads transport network within the Pinjarra Town Centre.

The re-direction of traffic enabled by the Western Deviation serves as a precursor to the planned Pinjarra Road enhancements, which will help to stimulate the development and intensification of commercial and retail land uses within the town centre. This in turn will generate a range of transport benefits and provide direct freight access to the Pinjarra Industrial Area, which is expected to expand significantly over the coming years.

The combined effect of the project will support the continued generation of local employment opportunities within Murray, increasing the region's contribution to Gross State Product and playing a critical role in attracting new residents to the area. At capacity the industrial area will attract a minimum of 2,717 direct full-time equivalent jobs.





Project benefits

- ✓ Provide alternative route for heavy vehicles
- ✓ Improve safety for pedestrians and local drivers
- ✓ Reduce congestion in Pinjarra
- ✓ Improve accessibility to Pinjarra Industrial Area
- ✓ Downgrade of Pinjarra Road and development of an activated town centre.

Potential funding strategy

Federal election commitment

Up to

\$30.04 million

State election commitment

Up to

\$30.04 million

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