



**CITY OF  
MANDURAH**

# **Economic Development Strategy**





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# Acknowledgement of Country

The City of Mandurah would like to acknowledge the Bindjareb people, the traditional custodians of this land and pay respect to all Elders, past and present.

We wish to acknowledge and respect their continuing culture and the contribution they make to the life of this City and the region.









# Message from the Mayor

It is my pleasure to present the City's Economic Development Strategy, a blueprint for our future growth and prosperity. Mandurah is Western Australia's largest city outside of the Perth metropolitan area, a position we've achieved thanks to remarkable population growth over the past three decades. What was once a small fishing village has transformed into a thriving regional hub, attracting new residents and businesses from across the country. This inward migration is a testament to Mandurah's desirability as a place to live, work, and grow.

While our growth is a source of pride, it also brings with it a set of challenges. Like many growing cities, we must address pockets of entrenched disadvantage, ensure that job creation keeps pace with our expanding population, and provide public services that meet the evolving needs of our community. Our strategy is to make the most of our resources and to work in partnership with other stakeholders to deliver the vision of creating a sustainable, competitive economy and eliminate structural disadvantage.

At its core, this strategy adopts a new approach to managing Mandurah's economy, one that places people at the centre. By focusing on building on our existing strengths, we aim to tackle longstanding challenges and create opportunities for all.

The action plan reflects over 12 months of in-depth research and consultation. Our priorities are rooted within the focus areas identified by the community:

- create local jobs to retain our people and attract skilled workers
- diversify the economy to support growth sectors
- well-planned, sustainable urban development
- a thriving city that residents are proud to call home and people want to visit
- encourage investment and entrepreneurship
- create strong education and training opportunities.

The projects and programs outlined here are designed to ensure that every resident, no matter where they live, has the chance to share in the benefits of our city's growth.

Mandurah's future is bright, and together we will make sure it remains a vibrant, inclusive, and prosperous place for generations to come.

**Rhys Williams**  
Mayor, City of Mandurah





# Executive summary

## Our economy

### Strengths:

- Size: Mandurah's economy generated \$3.6bn in 2022, sustaining in excess of 24,000 jobs.
- Independent: Mandurah's economy is relatively self-contained. Just under half of all employed residents work in Mandurah.
- Location: Proximity to Perth, natural amenity and the relatively cheap cost base make it an attractive location for workers/business/residents looking for lifestyle aspects.

### Challenges:

- Structural disadvantage: Mandurah's residents face structural economic disadvantage with an average unemployment rate two to three percentage points higher than the WA average over the past 30 years.
- Ineffective State/Federal service model: Perth based provision does not align with the economic geography of the Peel regions often leaving Mandurah underserved.

## Our aspiration

### Community focus areas:

1. Local jobs to retain our people and attract skilled workers.
2. A diversified economy that supports growth sectors.
3. Well-planned, sustainable urban development.
4. A thriving city that residents are proud to call home and people want to visit.
5. A supportive business environment where investment is encouraged, and entrepreneurship prospers.
6. A highly skilled workforce supported by strong education and training opportunities.

**Strategic Goal:** Create a sustainable, competitive economy and eliminate structural disadvantage.

### Mandurah's economic opportunities:

1. Capitalise on Mandurah's lifestyle offering.
2. Develop Mandurah into a world class hospitality training precinct.
3. Build the nation's aged care workforce of the future.
4. Mandurah as a hub of 'Blue Collar Tech' training and industries.
5. Innovation in healthcare delivery with a focus on telehealth.
6. Innovative social interventions to support Mandurah's structurally unemployed.
7. A hub for decarbonisation, climate resilience and adaptation strategies.
8. Increase the base of professional workers in Mandurah.

## Our commitments

### 1. Local Jobs to retain our people and attract skilled workers

- Key Worker/Student Accommodation
- Government Office Accommodation
- Housing Density Reform
- Local Jobs for Local People

### 2. A diversified economy that supports growth sectors

- Eco Tourism Development
- Excellence in Aged Care
- Waterways Research and Investment
- Investment Attraction Campaign

### 3. Well-planned, sustainable urban development

- City Centre Master Plan
- Western Foreshore Leisure Precinct
- Integrated Transport Strategy
- Community Infrastructure Plan
- Property Strategy

### 4. A thriving city that residents are proud to call home and people want to visit

- Waterfront Redevelopment
- Giants of Mandurah
- New Tourism Offering

### 5. A supportive business environment where investment is encouraged, and entrepreneurship prospers

- Entrepreneurial Capacity Building Program
- City Centre Liaison and Activation
- Business Support Program
- Digital Technology Improvements

### 6. A highly skilled workforce supported by strong education and training opportunities

- Literacy Strategy
- Expand Education Offerings
- Human Capital Development
- Mandurah Library and Learning Hub

## Our progress

### 1. Reduction in Mandurah's structural rate of unemployment

Measure: Reduction in the difference between the WA and Mandurah 12 monthly rolling average unemployment rate.

### 2. Increase in the percentage of workers employed in high paying jobs

Measure: Percentage of workers employed in top quartile occupations.

### 3. Diversification of the economy

Measure: Worker concentration ratio for Mandurah's largest five sectors.



An aerial photograph of a coastal town, likely Mandurah, Australia, at sunset. The image is split vertically. The left half is dark and moody, showing a residential area with houses and a road. The right half is bright and colorful, showing a large body of water with many houses along the shore, a boat moving through the water, and a long bridge in the distance. The sun is low on the horizon, creating a strong reflection on the water.

# Strategic framework

Mandurah's Economic Development Strategy and its contribution to the delivery of the Strategic Community Plan.



# Overview

Mandurah is Western Australia's largest city outside of the Perth metropolitan area. It covers an area of 173.5km, located between the Indian Ocean and the expansive waterways of the Peel-Harvey Estuary. It is home to more than 100,000 people and is expected to grow to almost 120,000 by 2036 (an increase of approximately 20 per cent).

Mandurah is the capital of the Peel Region, located just one hour's drive from Perth and lying between the metropolitan area and the South West Region.

The City of Mandurah's Economic Development Strategy sets out the key actions the City will undertake to realise the Community's vision for a strong economy that creates opportunity for all.

## Our vision:

***Woven by waterways; a city that is thriving and connected to its people and nature.***

## City of Mandurah's approach to economic development

The City's Economic Development Strategy has been developed to ensure a comprehensive approach to delivering the community's economic aspirations. This is set out in the following sections:

1

**Our economy:** Review of Mandurah's economy to identify key challenges and opportunities facing the City over the next 10 years.

2

**Our aspiration:** Combined economic analysis and community feedback to identify the key goals of the Economic Development Strategy.

3

**Our commitments:** Evidence based actions for each opportunity to be achieved through advocacy, development of partnerships or City of Mandurah led activities.

4

**Our progress:** The resources required for delivery and Key Performance Measures to monitor progress.





# Our economy

Analysis of trends, strengths and challenges.



# Our economy

**Mandurah is the largest City outside of Perth. Its population continues to grow at a faster rate than employment.**

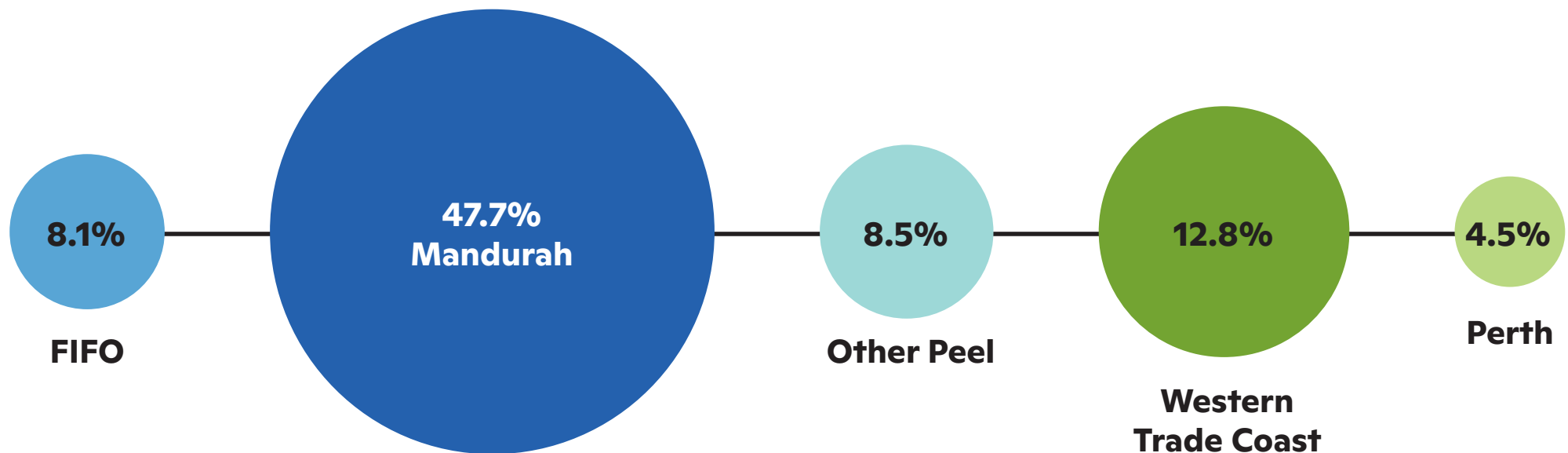
Mandurah is WA's largest regional city. Its economy generated \$3.6bn in 2022, sustaining in excess of 24,000 local jobs.

The City's economy is orientated around Construction, Mining, Retail and Tourism. All of these represent examples of the strong, productive businesses that have enabled the economy to continue to grow. The number of businesses in Mandurah has grown by just under 10 per cent since early 2015, with the total number of businesses now standing at over 5,300.

Mandurah's economy is relatively self-contained. Just under half of all employed residents work in Mandurah.

Mandurah's population has grown strongly in recent years, but employment growth has lagged behind, which is partly due to the region's age profile. The age profile is also partly a driver of Mandurah's enduring high unemployment rate relative to Greater Perth.

*Figure 1: Where Mandurah residents work (2021)*



Source: 2021 Census, ABS (Other Peel: includes Shires of Murray, Serpentine Jarrahdale, Waroona and Boddington. Western Trade Coast : includes Cities of Rockingham, Kwinana, and Cockburn.



# Historic disadvantage

Mandurah’s unemployment rate is, on average, two to three percentage points higher than the WA average for the past 30 years. This structurally higher rate is the result of a number of factors, including lack of jobs, low qualifications and a comparatively older population.

As at the 2021 census, the Mandurah SA4 region was home to just over 3,200 unemployed people, with the unemployment rate in

the Mandurah SA2 area (Central Mandurah) being 10.6 per cent. Mandurah’s unemployed are largely concentrated in and around the city centre.

20 per cent of residents in central Mandurah are dependent on rent assistance payments compared to less than five per cent of residents elsewhere in Greater Perth.

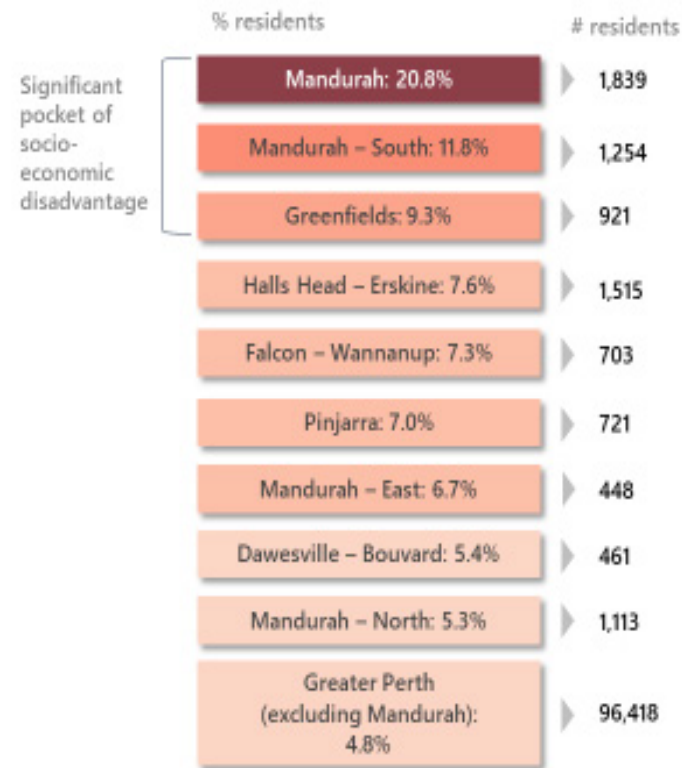
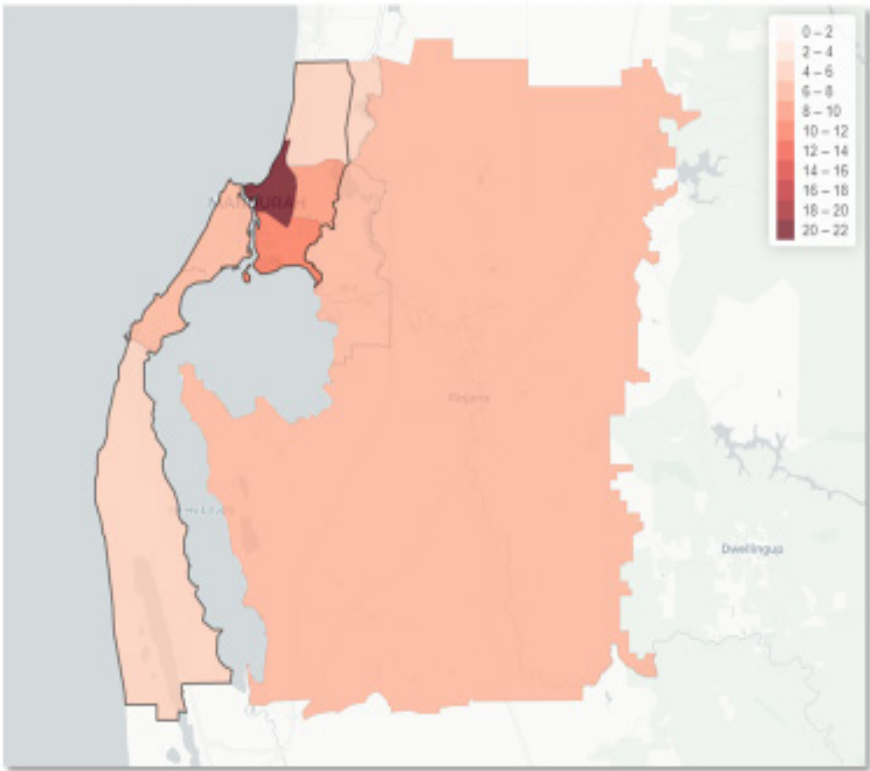


Figure 4: Share of residents receiving Commonwealth Rent Assistance payment, June 2021





# Our economy

## Mandurah's distance to Perth limits accessibility to key services

Mandurah's labour force participation has remained lower than Greater Perth over time. This is accentuated by the older demographic of residents, although female and youth participation are key challenges.

Mandurah's existing education and training system is geared towards non-university pathways. Almost 60 per cent of Year 12 students at Mandurah schools opted for a VET pathway in 2020.

Attainment of qualifications by Mandurah's population lags behind the rest of Perth. Only one in 10 Mandurah adults has a bachelor degree or higher qualification, compared to 27 per cent across the rest of the Greater Perth area.

The region's occupational mix also reflects the nature of its education pathways. Mandurah has a substantially lower share of professionals and a higher share of machinery operators and drivers, and sales workers relative to Greater Perth.

The low take-up of tertiary education is reflected in the nature of employment by industry. Mandurah's employment is more concentrated in the mining and construction industries relative to Perth, with a substantially lower proportion of professional, scientific and technical service workers.

### Unique challenges

Mandurah residents are assumed to have access to State services through a Perth Metro delivery model, but this often fails to provide adequate service levels.

As a consequence of this Perth-based approach, Mandurah residents are affected by a lack of local decision-making on service delivery such as that which occurs in the South West or Pilbara.

The perception is that Mandurah's socioeconomic challenges have not been recognised due to their long-term, slow burn nature, distinct from (e.g.) short-term, sharp 'jobs cliff' situations in other regions.

Unlike some parts of regional WA, entrenched poverty and inter-generational disadvantage in Mandurah are not linked to a population with a large Indigenous cohort.

Mandurah's economy is heavily dependent on population-driven services and it lacks proximity to strategic white collar job hubs. This restricts Mandurah's population from accessing jobs with higher skill requirements.

In addition, a lack of education and training aligned to those hubs means the current population is unlikely to be able to acquire the skills necessary to access those jobs in the future.

### Unique solutions

Human capital investment is essential to realising the full value of other, transformational economic development investments taking place in the Peel region.

Peel's urban centre, Mandurah, is WA's largest regional city with a population of ~100,000. This enables new initiatives to not only be tested for effectiveness but also how they perform when applied at scale.

Mandurah has a solid foundation of strong regional working relationships built by collaborative Federal, State and Local Government and not for profit representatives.





# Our Strategic Goal

Mandurah's economic goals.



# Our Strategic Goal

## Mandurah Matters and a focus on the economy

The City undertook the largest community consultation in Mandurah's history as part of the development of the 2020-2040 Strategic Community Plan: Mandurah Matters. Community feedback placed the economy at the heart of the Mandurah Matters Vision. The most recent review of the Strategic Community Plan in 2023/24 has now refined the community outcomes.

The six key economic outcomes identified by the community are the foundations of the City's Economic Development Strategy.

## Strategic Economic Goal

Realising the community's aspirations for the economy would also result in a positive change in the level of social disadvantage within Mandurah. This is combined with community feedback broadly summarised in the following Strategic Goal:

**Create a sustainable, competitive economy and eliminate structural disadvantage.**

## Mandurah's economic strengths and opportunities

Successful economic development strategies are directly aligned to regional competitive advantages. Local Government can play a role in providing opportunities for our community to thrive through delivery, partnering and facilitation. The City of Mandurah, in conjunction with the Peel Development Commission (PDC) engaged Deloitte Access Economics to undertake a review of Mandurah's economic strengths, weaknesses and global trends to identify economic opportunities that offer the best chance of success. These are set out on the following page.

## Community Outcomes for Mandurah's economy

- 1.1. Local Jobs to retain our people and attract skilled workers.** Eliminating the gap between the Mandurah and WA unemployment rate will require doubling the rate of job growth over the next 10 years. The distance to Perth means many talented residents are required to leave to pursue their career prospects. This leads to approximately 3,400 more jobs that need to be created in different industries, with a focus on increasing the proportion of higher income jobs.
- 1.2. A diversified economy that supports growth sectors.** Competitive, and productive businesses create jobs. Residents fill approximately 70 per cent of employment within Mandurah. Local business play an important role in creating a vibrant community.
- 1.3. Well-planned, sustainable urban development.** Mandurah's natural amenity is one of its greatest strengths, and a well-planned, sustainable urban development is key to maintaining this. At the same time, the City is expected to grow over the next 10 years to accommodate this growth.
- 1.4. A thriving city that residents are proud to call home and people want to visit.** Tourism is a key driver of the City's economy. This success is driven, in part, by the pride residents have for the City. The City should undertake focussed efforts to ensure the City remains vibrant and attractive place to live and visit.
- 1.5. A supportive business environment where investment is encouraged, and entrepreneurship prospers.** Private investment is a key component of growth and many assets in Mandurah require renewal. The City should provide an investment friendly environment and champion new opportunities to achieve this objective while supporting entrepreneurial activity.
- 1.6. A highly skilled workforce supported by strong education and training opportunities.** Human capital is a key driver of long-term rates of growth. Mandurah's residents are limited by the training options available in the City and surrounding region. The City should focus on enhancing local opportunities and support social infrastructure to improve the training, skill development and qualifications of its residents.

Source: Mandurah Matters

# Opportunities Identified

**Realising Community aspirations means focussing on opportunities that play to Mandurah's strengths.**

The role of local government will vary by Project. New and existing partners will be central to achieving the strategic goal.

## OPPORTUNITY 1

### **Capitalise on Mandurah's lifestyle offering**

Mandurah offers highly appealing lifestyle opportunities, combining proximity to the coast and waterways, open and green spaces, and relatively affordable living. Mandurah can leverage its lifestyle offering to accelerate other economic opportunities – such as attracting a larger white-collar workforce – but this will require investment in enabling infrastructure.

## OPPORTUNITY 2

### **Develop Mandurah into a world class hospitality precinct**

The hospitality sector is often viewed as a stepping-stone to a career rather than a career in itself. This creates a transient national hospitality workforce, resulting in skills and labour shortages. Mandurah has an opportunity to build a hub of world class training and education providers, leveraging its existing workforce and tourism assets to train locally as well as coordinating learning and skills development across the Peel and South West regions.

## OPPORTUNITY 3

### **Build the nations aged care workforce of the future**

Mandurah's lifestyle attraction means it has one of the oldest populations in WA. Mandurah can capitalise on its older population, its existing presence of aged care services providers and aged care training specialism at the Mandurah TAFE campus to train the aged-care workforce of the future. There is strong alignment with the hospitality centre of excellence, with the potential for an education and training precinct dedicated to future roles requiring 'work of the heart'.

## OPPORTUNITY 4

### **Mandurah as a hub of 'Blue Collar Tech' training and industries**

WA's METS and PETS\* sectors are key drivers and enablers of innovation in the resources sector, giving the state an advanced technology base in mining. WA hosts almost a quarter of national METS businesses. As the resources sector accelerates its adoption of technology, there is a growing need for 'blue tech' or Digital Trades workers (technology-intensive jobs requiring sub-degree level qualifications) and related service providers.

## OPPORTUNITY 5

### **Innovation in healthcare delivery with a focus on telehealth**

The use of telemedicine enabled e-visits, Health, and tele-mentoring may take pressure off the healthcare system, while creating opportunities to improve the quality of care. COVID-19 in particular has led to a rise in telehealth, allowing medical professionals to interact with patients remotely. This creates new opportunities for the delivery of healthcare to vulnerable and remote groups.

## OPPORTUNITY 6

### **Innovative social interventions to support Mandurah's structurally unemployed.**

There is an opportunity to attract State, Commonwealth and / or private funding to trial innovative social intervention programs aimed at supporting these individuals. This could be led by the private sector; or by the State Government, by bringing together relevant agencies to develop a cross-agency solution that is fit-for-purpose for Mandurah's social challenges; and thereby developing a model to deploy in other low socio-economic regions of the State.

## OPPORTUNITY 7

### **A hub for decarbonisation, climate resilience and adaptation strategies**

The Mandurah and the Peel region has climate credentials. The region has significant wind resources and access to treated wastewater. The Nambeelup Business Park hosts a renewable energy industrial microgrid. The Bushfire Centre of Excellence is helping the State build capacity to deal with the rising bushfire risk posed by climate extremes. Multiple other strands exist to help the economy to adapt and build resilience.

## OPPORTUNITY 8

### **Increase the base of professional workers in Mandurah**

The Peel region currently hosts several government agencies and institutions at both Local, State and Commonwealth level. An opportunity exists to initially co-locate public sector staff in the region in a central precinct. This would help revitalise the Mandurah City Centre and complement existing investment. Importantly, the availability of high quality commercial premises could also serve to attract the private sector to locate offices in the region.

\*METS: Mining Equipment, Technology and Services. PETS: Petroleum Equipment, Technology and Services.



# Our aspirations

Feedback from consultation with key stakeholders helped inform the concepts.

## Peel Chamber of Commerce and Industry:

- Blue collar tech, and professional jobs could and should be a focus for the new City of Mandurah / Peel Chamber of Commerce and Industry Partnership.

## Visit Mandurah:

- A new Tourism park would add to the City's product offering.
- Key worker accommodation would ease the labour shortages felt by operators and add vibrancy.

## Murdoch University:

- International students are a key growth area, but accommodation is currently very limited.
- A city centre presence would help make the campus and courses more attractive.

## Federal Government:

- The approach is strong and in line with other existing regional deals.
- Important to align with State and Federal government objectives.

## Property Sector:

- Housing density reform should be undertaken on a precinct-by-precinct basis.
- Demand needs to be there first, but an incentive package would also be needed to get the scale.

## Strategic Economic Advisory Group:

- Project catalogue makes sense and focus areas are correct.
- Urgency is to define them more to make sure everyone is on the same page.

## Youth Advisory Group:

- Strong support for training and skills interventions.
- Lack of student accommodation and housing is a current barrier.

## South Metro TAFE:

- Need to build on existing development to maximise success.
- Very keen to be part of any partnership opportunities.

## Peel Development Commission:

- Projects represent the aligned targets for the State and Local government.
- Business cases need to be developed for State funding.



# Our aspirations

## Delivering this ambition will require the creation of approx. 3,500 new jobs over and above current projections

Analysis commissioned by the City indicates that successful realisation of projects under each of the opportunities would lift levels of growth of Mandurah's economy, and, on balance, contribute to eliminating levels of disadvantage.

Estimates indicate that Mandurah's Gross Regional Product would need to increase by around \$500m over the course of the next decade, over and above the standard rate of growth. This will involve the careful prioritisation of City resources. The City's economic development budget stands at around \$5m per year.

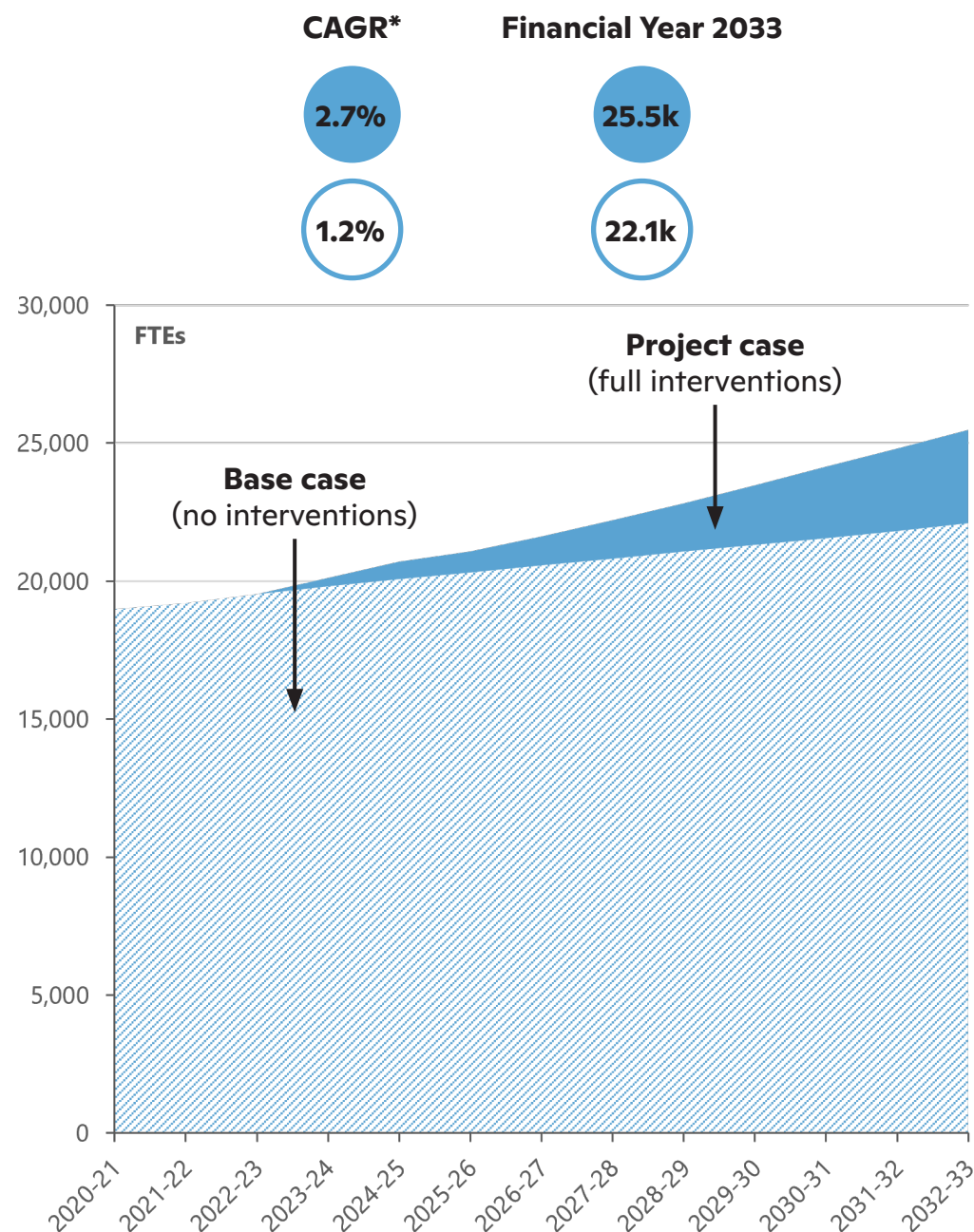
In the period to 2033, the creation of an additional 3,500 full time equivalent (FTE) jobs within the Mandurah economy is ambitious, but possible. Under a conservative assumption that 50 per cent of the new FTE's created are filled by Mandurah residents, the additional 1,750, roles would significantly support the reduction in structural unemployment.

The City's ambition would also result in:

- Mandurah's population increasing to 143,000 by 2032. This is above the 132,000 projected by the State government for the SA4 area.
- Significant FTE growth within key sectors:
  - Aged Care and Health: +1,100 FTE (+31 per cent)
  - Recreation and Hospitality: +520 FTE (+33 per cent)
  - Business Services: +500 FTE(+26 per cent)

Analysis has identified a number of potential projects that would contribute to the delivery of the strategic goal.

Figure: Mandurah FTE Employment added (working in Mandurah)



Source: Transform Mandurah Phase 2, Deloitte Access Economics  
\*Compound Annual Growth Rate







An aerial photograph of a golf course and surrounding residential area. The left side of the image is dark and shadowed, while the right side is brightly lit. A large body of water is visible in the background. The text "Our commitments" is overlaid on the dark left side.

# Our commitments

Realising our Strategic Goal.



# Our Commitments

## Proposed actions in this strategy have been prioritised to maximise the potential impact on the economy

### Prioritising resources to realise objectives

A Multi Criteria Assessment (MCA) tool has been developed to allow potential projects to be scored by how well they meet the needs and aspirations of the community and the likely economic impact.

The MCA is split into two sections. Themes one to three cover the expected economic impact of the project, while Theme four assesses the ease of delivery - how likely the project is to come to fruition given constraints and dependencies. The results were then refined further via internal and external consultation.

The 'long list' of proposals that offer the greatest impact are prioritised and if agreed to proceed in principle by Council will move to the project initiation stage of the City's Project Management Framework. The City's primary role in the development of individual projects is outlined below;

- **Deliver:** The City is the main delivery agency. The project sits within the Local Government remit under the Local Government Act or Council has decided to resource and deliver the project.
- **Partner:** The City seeks to incentivise the project through the use of its resources with other agents actively engaged in the delivery of the project including the private sector, not for profit's and State and Federal government.
- **Advocate:** The project sits beyond the remit and resource capability of the City and is therefore considered a priority under the City's Advocacy Framework.

### Adapting to changes in the economy

The ability to adapt plans is essential for the City and its partners to realise the City's economic ambitions over the next 10+ years. New opportunities will arise and existing projects can become unviable.

The MCA serves as a useful benchmark should new opportunities arise. New and existing proposals will be put forward and assessed on an annual basis. They will be progressed for consideration by the City's executive team, Council and Peel Development Commission (PDC) staff should they score the following:

### Multi Criteria Assessment Tool

The Multi Criteria Assessment (MCA) tool was developed by City and PDC staff based on examples used elsewhere in State and Federal government.

#### Theme 1: Level of Investment

- 1a. Is of a significant size / scale that it could change the investment case for Mandurah?
- 1b. Has potential to attract significant public funding?
- 1c. Has the potential to attract private investment?

#### Theme 2: Fostering Capable People

- 2a. Improve the education pathways for residents and / or attract skilled knowledge workers?
- 2b. Create opportunity for local people

#### Theme 3: Industry Diversification

- 3a. Builds on a comparative advantage?
- 3b. Attracts new industry?
- 3c. Has sustainable impact on environment and people?

#### Theme 4: Ease of delivery

- 4a. Does the project currently have funding
- 4b. Can the project be delivered in 12-18 months
- 4c. Are partners adequately incentivised to deliver the project
- 4d. State Government priority



## Community Outcome 1: Local Jobs to retain our people and attract skilled workers.

The City's role: (D) Deliver (P) Partner (A) Advocate

Projects / Initiatives	Role	Project Stages	Resourcing	2024/25	2025/26	2026/27	2027/28	Measures of Success	Estimated Economic Impact *
<b>1.1 Key Worker/Student Accommodation</b> Facilitate the development of cost-effective accommodation options dedicated to attracting and retaining students and key industry workers to Mandurah.	P	<ul style="list-style-type: none"> <li>Feasibility Study</li> <li>Project Planning</li> </ul>	<ul style="list-style-type: none"> <li>Internal staff resources</li> <li>Consultancy support</li> </ul>	\$25k (Existing Operating Budget)	Subject to consideration at next LTFP review			<ul style="list-style-type: none"> <li>Increased private investment</li> <li>Increase in tourist visitation</li> <li>Improved business sustainability</li> </ul>	Construction Phase: \$10m construction +\$20.62m +62 Jobs (31 p.a.)
<b>1.2 Government Office Accommodation</b> Advocate for the co-location and relocation of State and Commonwealth Government department offices to Mandurah.	A	<ul style="list-style-type: none"> <li>Project Planning</li> <li>Stakeholder Engagement</li> </ul>	<ul style="list-style-type: none"> <li>Internal staff resources</li> <li>Consultancy support</li> </ul>	Staff hours	Subject to consideration at next LTFP review			<ul style="list-style-type: none"> <li>Increased public and private investment</li> <li>Increase in employment opportunities</li> </ul>	Construction Phase: \$15m over 2 years +\$20.31m +40 jobs (20 p.a.)
<b>1.3 Housing Density Reform</b> Undertake a review of potential measures to improve housing density to support economic growth in Central Mandurah.	P / A	<ul style="list-style-type: none"> <li>Project Planning</li> <li>Advocacy</li> </ul>	<ul style="list-style-type: none"> <li>Internal staff resources</li> <li>Consultancy Support (housing needs analysis)</li> </ul>	\$65k (Existing Operating Budget)	Subject to consideration at next LTFP review			<ul style="list-style-type: none"> <li>Completion of Housing Density advocacy position paper</li> </ul>	Estimated 3,750 new dwellings over 30 years +\$2.32b direct and indirect economic impact +6,900 Jobs (230 p.a.)
<b>1.4 Local Jobs for Local People</b> Develop a business case to improve employment outcomes for Mandurah residents through the promotion of local job opportunities that link employers to job seekers.	P	<ul style="list-style-type: none"> <li>Stakeholder Engagement</li> <li>Business Case</li> <li>Project Planning</li> </ul>	<ul style="list-style-type: none"> <li>Internal staff resources</li> <li>Consultancy support</li> </ul>	Existing Operating Budget – Human Capital Development	Subject to outcomes of Business Case			<ul style="list-style-type: none"> <li>Increased awareness of local employment opportunities</li> <li>Reduction in Mandurah's unemployment rate</li> <li>Improvement in jobs to workers ratio and employment self-containment</li> </ul>	Impact – direct and indirect: \$1.82m increase in GRP Reduction in hard to fill vacancies Improved employment prospects for residents

## Community Outcome 2: A diversified economy that supports growth sectors.

The City's role: (D) Deliver (P) Partner (A) Advocate

Projects / Initiatives	Role	Project Stages	Resourcing	2024/25	2025/26	2026/27	2027/28	Measures of Success	Estimated Economic Impact *
<b>2.1 Eco Tourism Development</b> Detailed planning for the activation of Yalgorup National Park as an eco-tourism destination and development of the City's urban and nature trails network.	P	<ul style="list-style-type: none"> <li>Project Planning – in progress</li> <li>Business Cases</li> </ul>	<ul style="list-style-type: none"> <li>Internal staff resources</li> <li>Consultancy support</li> </ul>	Yalgorup: \$1.65 million Trails: \$323K	Yalgorup: \$1 million Trails: \$1.705m	Future costs subject to LTFP review process		<ul style="list-style-type: none"> <li>Creation of public access to Yalgorup National Park</li> <li>New tourist accommodation offerings available</li> <li>Improved local health and wellbeing outcomes</li> <li>Increased use of active transport connections</li> </ul>	Construction Phase: +\$32.08m +8 jobs (27p.a.) Operation Phase +23.5m p.a. + 204 jobs
<b>2.2 Excellence in Aged Care</b> Facilitate the development of a State-Wide Aged Care Training and Workforce Centre of Innovation in Mandurah.	A/P	<ul style="list-style-type: none"> <li>Needs Analysis</li> <li>Feasibility Study - competed</li> <li>Business Case</li> </ul>	<ul style="list-style-type: none"> <li>Internal staff resources</li> <li>Consultancy support</li> </ul>	\$120k (Transform Mandurah Initiative)	Subject to consideration at next LTFP review			<ul style="list-style-type: none"> <li>Increase in local training and skill development opportunities</li> <li>Increase in local job opportunities</li> </ul>	Per 100 bed facility: +66.61m direct and indirect economic impact +198 jobs (99 jobs p.a.) +Operating impact
<b>2.3 Waterways Research and Investment</b> Advocate for increased research and State/Federal Government investment to improve the health and sustainability of Mandurah's Waterways and Estuary system.	A	<ul style="list-style-type: none"> <li>Stakeholder Engagement</li> <li>Feasibility Study</li> <li>Project Planning</li> </ul>	<ul style="list-style-type: none"> <li>Internal staff resources</li> <li>Consultancy Support</li> </ul>	\$100k (Transform Mandurah Initiative)	Subject to consideration at next LTFP review			<ul style="list-style-type: none"> <li>Increase in public and private investment</li> <li>Increase in local job opportunities</li> <li>Improved health of the estuary</li> </ul>	Construction Phase: +\$82.49m direct and indirect economic impact +122 jobs
<b>2.4 Investment Attraction Campaign</b> Develop a strategic campaign to promote Mandurah and encourage investment opportunities that support new business/industry development and growth including Aged and Health Care Services, Blue Collar Technologies and Decarbonisation initiatives.	D	<ul style="list-style-type: none"> <li>Project Planning</li> <li>Campaign Delivery</li> </ul>	<ul style="list-style-type: none"> <li>Internal staff resources</li> </ul>	\$74k (Existing Operating Budget)	Subject to consideration at next LTFP review			<ul style="list-style-type: none"> <li>Increased private investment</li> <li>Population growth</li> <li>&gt; projections</li> <li>Enhancement of City brand</li> </ul>	This project will support the private investment to be realised under other projects presented within the strategy.



## Community Outcome 3: Well-planned, sustainable urban development.

The City's role: (D) Deliver (P) Partner (A) Advocate

Projects / Initiatives	Role	Project Stages	Resourcing	2024/25	2025/26	2026/27	2027/28	Measures of Success	Estimated Economic Impact *
<b>3.1 City Centre Master Plan</b> High level strategic planning tool to guide the growth and development of the City Centre (inc. Parking Plan, Wayfinding Strategy and Place Design Guide).	D/A	<ul style="list-style-type: none"> <li>Project Planning – in progress</li> <li>Business Cases</li> </ul>	<ul style="list-style-type: none"> <li>Internal staff resources</li> <li>Consultancy support</li> </ul>	Existing Operating Budget	Subject to consideration at next LTFP review			<ul style="list-style-type: none"> <li>Increased private investment</li> <li>Successful advocacy for development of Civic and Cultural precinct</li> <li>Improved active transport connections</li> </ul>	Estimated \$200m construction over 15 years +\$412.45m direct and indirect economic impact +1,230 Jobs (82 p.a.)
<b>3.2 Western Foreshore Leisure Precinct</b> Major upgrades to the Western Foreshore including skate park, play space, car parking, local road network improvements, recreation / event spaces and commercial activation.	D/P	<ul style="list-style-type: none"> <li>Master Planning completed</li> <li>Detailed planning – in progress</li> <li>Expression of Interest and Business Cases pending</li> </ul>	<ul style="list-style-type: none"> <li>Internal staff resources</li> <li>Consultancy support</li> </ul>	\$200k (Existing Operating Budget)	\$1 Million New Capital	\$2.25 Million New Capital	Internal staff costs Future costs subject to LTFP review process	<ul style="list-style-type: none"> <li>New commercial activations launched</li> <li>Increase in employment opportunities</li> </ul>	Construction phase: +\$58.77m direct and indirect economic impact + 174 jobs Operation phase: +\$22.48m output p.a. + 221 jobs
<b>3.3 Integrated Transport Strategy</b> Develop a strategy that integrates Mandurah's future road network, active transport and public transport needs.	D/A	<ul style="list-style-type: none"> <li>Project Planning – in progress</li> </ul>	<ul style="list-style-type: none"> <li>Internal staff resources</li> </ul>	Staff hours	Subject to consideration at next LTFP review			<ul style="list-style-type: none"> <li>Increased public investment</li> </ul>	+\$24.52m +129 jobs (43 jobs p.a.)
<b>3.4 Community Infrastructure Plan</b> Develop a plan to guide the future planning and provision of community infrastructure for Mandurah.	D/A	<ul style="list-style-type: none"> <li>Project Planning – in progress</li> </ul>	<ul style="list-style-type: none"> <li>Internal staff resources</li> <li>Consultancy support</li> </ul>	\$95k (Existing Operating Budget)	Subject to consideration at next LTFP review			<ul style="list-style-type: none"> <li>Increased public investment</li> <li>Improved local health and wellbeing outcomes</li> </ul>	\$80m construction over 10 years +\$164.98m +490 Jobs (49 p.a.)
<b>3.5 Property Strategy</b> Develop a strategy to guide the City's future property investment decisions.	D	<ul style="list-style-type: none"> <li>Project Planning – in progress</li> </ul>	<ul style="list-style-type: none"> <li>Internal staff resources</li> <li>Consultancy support</li> </ul>	Staff hours and valuation budget	Subject to consideration at next LTFP review			<ul style="list-style-type: none"> <li>Increased public and private investment</li> <li>Increase in employment opportunities</li> </ul>	\$50m construction over 20 years +\$103.11m +300 Jobs (15 jobs p.a.)

## Community Outcome 4: A thriving city that residents are proud to call home and people want to visit.

The City's role: (D) Deliver (P) Partner (A) Advocate

Projects / Initiatives	Role	Project Stages	Resourcing	2024/25	2025/26	2026/27	2027/28	Measures of Success	Estimated Economic Impact *
<b>4.1 Waterfront Redevelopment</b> Major upgrades to public spaces within the City Centre including Western Foreshore, Eastern Foreshore and Smart Street Mall.	D	<ul style="list-style-type: none"> <li>Project Planning - in progress</li> <li>Business Cases</li> </ul>	<ul style="list-style-type: none"> <li>Internal staff resources</li> <li>Consultancy support</li> </ul>	\$6.38 million (existing capital budget)	Future costs subject to LTFP review process			<ul style="list-style-type: none"> <li>Increased investment attraction</li> <li>Improved access to public spaces</li> </ul>	Remaining \$5.32m construction over 1 year +\$10.97m direct and indirect economic impact + 33 jobs
<b>4.2 Giants of Mandurah</b> Major public art installation within Mandurah's natural environment to drive visitation (tourism) and community education.	P	<ul style="list-style-type: none"> <li>Project Planning - Completed</li> <li>Project Delivery – exhibition in progress</li> </ul>	<ul style="list-style-type: none"> <li>Internal staff resources</li> <li>Consultancy support</li> </ul>	\$90k (existing operating costs)	\$90k (existing operating costs)	\$90k (existing operating costs)	\$90k (existing operating costs)	<ul style="list-style-type: none"> <li>Growth of local Arts sector</li> <li>Improved local health &amp; wellbeing outcomes</li> </ul>	150,000 visitors p.a. +\$35.13m p.a. direct and indirect economic impact +276 Jobs
<b>4.3 New Tourism Resort Offering</b> Work with Department of Lands on potential sites for new tourism resort offerings in Mandurah.	A/P	<ul style="list-style-type: none"> <li>Needs Analysis</li> <li>Feasibility Study</li> <li>Expression of Interest</li> </ul>	<ul style="list-style-type: none"> <li>Internal staff resources</li> <li>Consultancy support</li> </ul>	\$30k (Existing Operating Budget)	Subject to consideration at next LTFP review			<ul style="list-style-type: none"> <li>Increased private investment</li> <li>Increase in local job opportunities</li> </ul>	Construction phase: +10.31m direct and indirect economic impact +31 Jobs Operation phase: +\$21.43m p.a. direct and indirect economic impact +167 Jobs



## Community Outcome 5: A supportive business environment where investment is encouraged, and entrepreneurship prospers.

The City's role: (D) Deliver (P) Partner (A) Advocate

Projects / Initiatives	Role	Project Stages	Resourcing	2024/25	2025/26	2026/27	2027/28	Measures of Success	Estimated Economic Impact *
<b>5.1 Entrepreneurial Capacity Building Program</b> Facilitate the delivery of programs and initiatives that promote and support small business entrepreneurship in Mandurah.	D/P	<ul style="list-style-type: none"> <li>Annual Project Planning</li> <li>Program Administration &amp; Management</li> <li>Program Evaluation</li> </ul>	<ul style="list-style-type: none"> <li>Internal staff resources</li> <li>Consultancy support</li> </ul>	\$100k Existing Operating Budget	\$100k Existing Operating Budget	\$100k Existing Operating Budget	\$100k Existing Operating Budget	<ul style="list-style-type: none"> <li>Increase in the number of new local businesses</li> <li>Improved business sustainability</li> </ul>	Input: Creation of 20 direct local jobs p.a. Impact – direct and indirect: 25 local jobs, \$ 2.88m in total value of goods and services produced and \$1.82m in GRP
<b>5.2 City Centre Liaison and Activation</b> Support for businesses within the City Centre including City and business led activations and grants program.	D/P	<ul style="list-style-type: none"> <li>Implementation</li> </ul>	<ul style="list-style-type: none"> <li>Internal staff resources</li> <li>Consultancy support</li> </ul>	\$484k Existing Operating Budget	\$484k Existing Operating Budget	\$484k Existing Operating Budget	\$484k Existing Operating Budget	<ul style="list-style-type: none"> <li>City centre spending</li> <li>Footfall in central areas</li> <li>Business survival rate</li> </ul>	Assumptions and modelling to be developed Input: \$484k activation spend p.a. Impact – direct and indirect: 4 local jobs, \$710k in total economic output
<b>5.3 Business Support Program</b> Support Mandurah businesses to start up, grow and thrive.	D/P	<ul style="list-style-type: none"> <li>Implementation</li> </ul>	<ul style="list-style-type: none"> <li>Internal staff resources</li> <li>Consultancy support</li> </ul>	\$83k + in-kind Existing Operating Budget	\$83k + in-kind Existing Operating Budget	\$83k + in-kind Existing Operating Budget	\$83k + in-kind Existing Operating Budget	<ul style="list-style-type: none"> <li>Improved business capacity and capability</li> <li>Business survival rate</li> </ul>	Assumptions and modelling to be developed Improved business survival and growth Improved employment prospects for residents
<b>5.4 Digital Technology Improvements</b> Advocate for continued connectivity enhancements and infrastructure to attract new businesses, support the growth in high skilled roles and improve education and remote working opportunities.	A	<ul style="list-style-type: none"> <li>Project Planning</li> <li>Stakeholder Engagement</li> </ul>	<ul style="list-style-type: none"> <li>Internal staff resources</li> <li>Partner resources</li> </ul>	Staff hours	Subject to consideration at next LTFP review			<ul style="list-style-type: none"> <li>Improved digital connectivity</li> <li>Attraction of new digital businesses to Mandurah</li> </ul>	100 jobs – Professional/Scientific and Technical services +\$33.07m p.a. +165 Jobs

## Community Outcome 6: A highly skilled workforce supported by strong education and training opportunities.

The City's role: (D) Deliver (P) Partner (A) Advocate

Projects / Initiatives	Role	Project Stages	Resourcing	2024/25	2025/26	2026/27	2027/28	Measures of Success	Estimated Economic Impact *
<b>6.1 Literacy Strategy</b> Develop a Literacy Strategy to guide advocacy and investment in improved learning outcomes for Mandurah.	D/P/A	<ul style="list-style-type: none"> <li>Project Planning</li> <li>Stakeholder Engagement</li> <li>Partnership Development</li> </ul>	<ul style="list-style-type: none"> <li>Internal staff resources</li> <li>Consultancy support</li> </ul>	\$50k (Existing Operating Budget)	Subject to consideration at next LTFP review			<ul style="list-style-type: none"> <li>Improvements in SEIFA index ranking</li> <li>Increase in education attainment levels</li> </ul>	Improved early academic and non-cognitive skills  Improved lifetime outcomes including employment, income and health
<b>6.2 Expand Education Offerings</b> Advocate and support tertiary education providers to expand course offerings to upskill the workforce towards emerging industries with skills shortages and job opportunities.	A	<ul style="list-style-type: none"> <li>Project Planning</li> <li>Stakeholder Engagement</li> </ul>	<ul style="list-style-type: none"> <li>Internal staff resources</li> <li>Partner resources</li> </ul>	Staff hours	Subject to consideration at next LTFP review			<ul style="list-style-type: none"> <li>Reduction in Mandurah's unemployment rate</li> <li>Increase in local training and skill development opportunities</li> </ul>	Reduction in hard to fill vacancies  Improved employment prospects for residents
<b>6.3 Human Capital Development</b> Promote and support local education pathways and training and skill development programs and initiatives.	A/P/D	<ul style="list-style-type: none"> <li>Project Planning</li> <li>Stakeholder Engagement</li> <li>Partnership Development</li> </ul>	<ul style="list-style-type: none"> <li>Internal staff resources</li> <li>Consultancy support</li> <li>Partner resources</li> </ul>	\$100k (Existing Operating Budget)	\$100k (Existing Operating Budget)	\$100k (Existing Operating Budget)	\$100k (Existing Operating Budget)	<ul style="list-style-type: none"> <li>Reduction in Mandurah's unemployment rate</li> <li>Increase participation rate</li> </ul>	Reduction in unfilled vacancies  Increased productivity for local employers / businesses
<b>6.4 Mandurah Library and Learning Hub</b> Undertake a needs analysis and business case for the development of a new central Library and Learning Hub.	D/P/A	<ul style="list-style-type: none"> <li>Project Planning</li> <li>Stakeholder Engagement</li> <li>Partnership Development</li> </ul>	<ul style="list-style-type: none"> <li>Internal staff resources</li> <li>Consultancy support</li> </ul>	\$160k (Existing Operating Budget and Transform Mandurah Initiative)	Subject to consideration at next LTFP review			<ul style="list-style-type: none"> <li>Improvements in SEIFA index ranking</li> <li>Increase in education attainment levels</li> </ul>	Improved early academic and non-cognitive skills  Improved lifetime outcomes including employment, income and health





# Our progress

The monitoring measures to the track progress.

# Our progress

## Progress will be monitored against three specific economy wide measures

The City's Economic Development Strategy aims to deliver outcomes that create economy wide impacts. Delivery of the specific projects in line with the economic opportunities and community priorities would deliver change in three specific, measurable areas:



### 1. Reduction in Mandurah's structural rate of unemployment

#### Indicator:

Reduction in the difference between the WA and Mandurah 12 monthly rolling average unemployment rate.

Source: ABS labour force survey  
Frequency: Monthly

#### Sub measures:

- Job growth
- Participation rate
- Population growth



### 2. Increase in the percentage of residents employed in high paying jobs

#### Indicator:

Percentage of residents employed in top salary quartile occupations.

Source: ABS detailed labour force survey  
Frequency: Quarterly/Annual

#### Sub measures:

- Supply of commercial floorspace
- Household income
- Resident qualification levels



### 3. Diversification of the economy

#### Indicator:

Worker concentration ratio for five largest sectors.

Source: Census  
Frequency: 5 yearly

#### Sub measures:

- Sectoral business registrations
- Business survival rates
- Supply and utilisation of floorspace





**CITY OF  
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