

Economic Development and Tourism Strategy 2023 - 2028



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Foreword

Shire of Mundaring is situated within close reach of metropolitan Perth and is fortunate to have many points of difference with its local beauty and splendour and sites of historical and cultural significance. The overarching vision for the Shire is to be; 'The place for sustainable living'.

Truly sustainable development integrates social, economic and environmental outcomes to meet the needs of the community without compromising existing natural systems to ensure that the needs of future generations are able to be fulfilled. With the above in mind, I am pleased to present the Shire of Mundaring Economic Development and Tourism Strategy 2023 - 2028.

To assist the Shire in preparation for this important Strategy, the Shire engaged closely with local business, tourism and enterprise including the Mundaring and Swan Chambers of Commerce. In late 2021, a Strategy Reference Group (SRG) was established which was comprised of local businesses, enterprise and tourism representatives. Thank you to the SRG who have provided their feedback throughout the process which has been highly valued and incorporated into this Strategy.

This Strategy will guide the Shire over the next five years towards sustainable population and business growth; enhancement of infrastructure; grow a vibrant and sustainable visitor economy; and grow employment opportunities in a sustainable manner.



Cr James Martin
Shire President





The Shire of Mundaring is a welcoming, connected and sustainable lifestyle destination celebrated for its natural beauty, rich heritage, vibrant culture and prosperous economy.



Rocky Hill Top by Paul Bastian
Greenmount National Park

Acknowledgement of Country



Mundadjalina-k ngala kaditj Noongar moort nidja Wadjak boodjar-ak kalyakool moondang-ak kaaradj-midi. Ngala Noongar Moort wer baalabang moorditj kaadidjiny koota-djinanginy. Ngala Noongar wer Torres Strait Moort-al dandjoo koorliny kwaba-djinanginy. Koora, yeyi wer kalyakool, ngalak Aboriginal wer Torres Strait birdiya wer moort koota-djinanginy.

Shire of Mundaring respectfully acknowledges the Whadjuk people of the Noongar Nation, who are the traditional custodians of this land. We acknowledge Elders past, present and emerging and respect their continuing culture and the contribution they make to the region.

Image: Mundaring Weir, 2022
by Rohin Kickett

Executive Summary

This Shire of Mundaring Economic Development and Tourism Strategy 2023-2028 is a blueprint to support the vibrancy, diversity and sustainability of the communities of the Shire of Mundaring. Defined by a well-considered plan of action, the strategy guides Shire of Mundaring in its capacity as a supporter of economic development and tourism, to encourage economic activity that capitalises on the special character and attractions of the shire, including its distinctive arts, food, culture and natural environment.

Strategy themes and actions are designed to fulfill the vision for the Shire of Mundaring as a **welcoming, connected and sustainable lifestyle destination celebrated for its natural beauty, rich heritage, vibrant culture and prosperous economy**. Consistent with the aspirations and priorities of the community, the strategy guides the Shire towards achieving the vision through the realisation of five key strategy outcomes. These desired outcomes align with the Shire of Mundaring's Strategic Community Plan 2020-2030 and reflect the findings of the research, consultation and analysis undertaken to inform this strategy. They are:

- **Sustainable population growth** which aligns with the community's aspirations for the shire as the place for sustainable living;
- The delivery and / or enhancement of **enabling infrastructure** and services to facilitate economic activity;
- Visitor attraction to grow a **vibrant and sustainable visitor economy**;
- **Sustainable business growth and development** in a diversity of industries including the professional services, the arts and creative industries and businesses operating in the visitor economy; and
- **Employment opportunities** for the Shire of Mundaring's resident workforce.

These strategy outcomes will be delivered through the prioritisation and implementation of a series of actions presented across three key areas, focussed on **Our Businesses; Our Communities;** and **Our Visitors**. Some of the recommended actions seek to build on or continue initiatives already in place, some are already resourced, while others require additional resourcing.

Prepared in the context of the Shire's Corporate Business Plan and its broader program of work and strategic objectives, as well as key local and regional strategies, the Shire of Mundaring Economic Development and Tourism Strategy 2023-2028 will be implemented in line with determined priorities as well as the availability of resources and the capacity of Shire of Mundaring to progress the initiatives identified. Importantly, it will be used by Shire of Mundaring to assess and prioritise funding needs and to inform key advocacy and partnership initiatives to secure funding support for key initiatives from the other levels of government.

Strategy implementation progress will be monitored and evaluated using a combination of output measures related directly to the recommended actions and their implementation as well as some broader outcome targets (metrics). The Shire of Mundaring Economic Development and Tourism Strategy 2023-2028 will be reviewed annually with an update anticipated in five years.



1. Our Vision and Values

Strategy, Purpose and Context

Shire of Mundaring is committed to coordinating a business-led and Council-supported approach to deliver a vibrant, diverse and sustainable economy in line with the community's aspirations for the Shire as the place for sustainable living.

Located on the eastern edge of metropolitan Perth, the Shire of Mundaring, with a population of 39,166 and comprising 22 unique village-based localities with Mundaring at its core, is characterised by a blend of rural, bush and more urbanised environments. The name 'Mundaring' derives from an Aboriginal word meaning "a high place on a high place" or "the place of the grass tree leaves".

Covering some 644 square kilometres, nearly half of which is National Park, State Forest or water catchments, the Shire of Mundaring's unique natural setting dictates an integrated and balanced consideration of social, environmental, economic and governance issues to deliver improved outcomes for the Shire's businesses and the community, now and into the future.

With a gross regional product (GRP) of \$1.85 billion, the Shire of Mundaring is home to 2,860 businesses and around 8,825 jobs. The Shire's economy is underpinned by employment in the services sector, including education (schools), health care (medical services, residential care and social assistance), retail, hospitality, construction, exploration and mining support services, and public administration.

The Shire's unique setting and the value the community places on its natural environment and village character precludes large-scale urban and industrial development, meaning a tailored approach to growing the local economy is required.

The Shire of Mundaring is an attractive location for the professional services, while tourism, which cuts across the retail, accommodation and food services, food and beverage production, arts and recreational service industries, is a growing sector with potential to mature in a manner that leverages the Shire's assets while ensuring the natural environment is protected and enhanced for future generations.

Informed by research, consultation and analysis, this strategy guides Shire of Mundaring in its capacity as a supporter of economic development and tourism, to encourage economic activity that capitalises on the special character and attractions of the Shire, including its distinctive arts, food and wine, culture and natural environment.

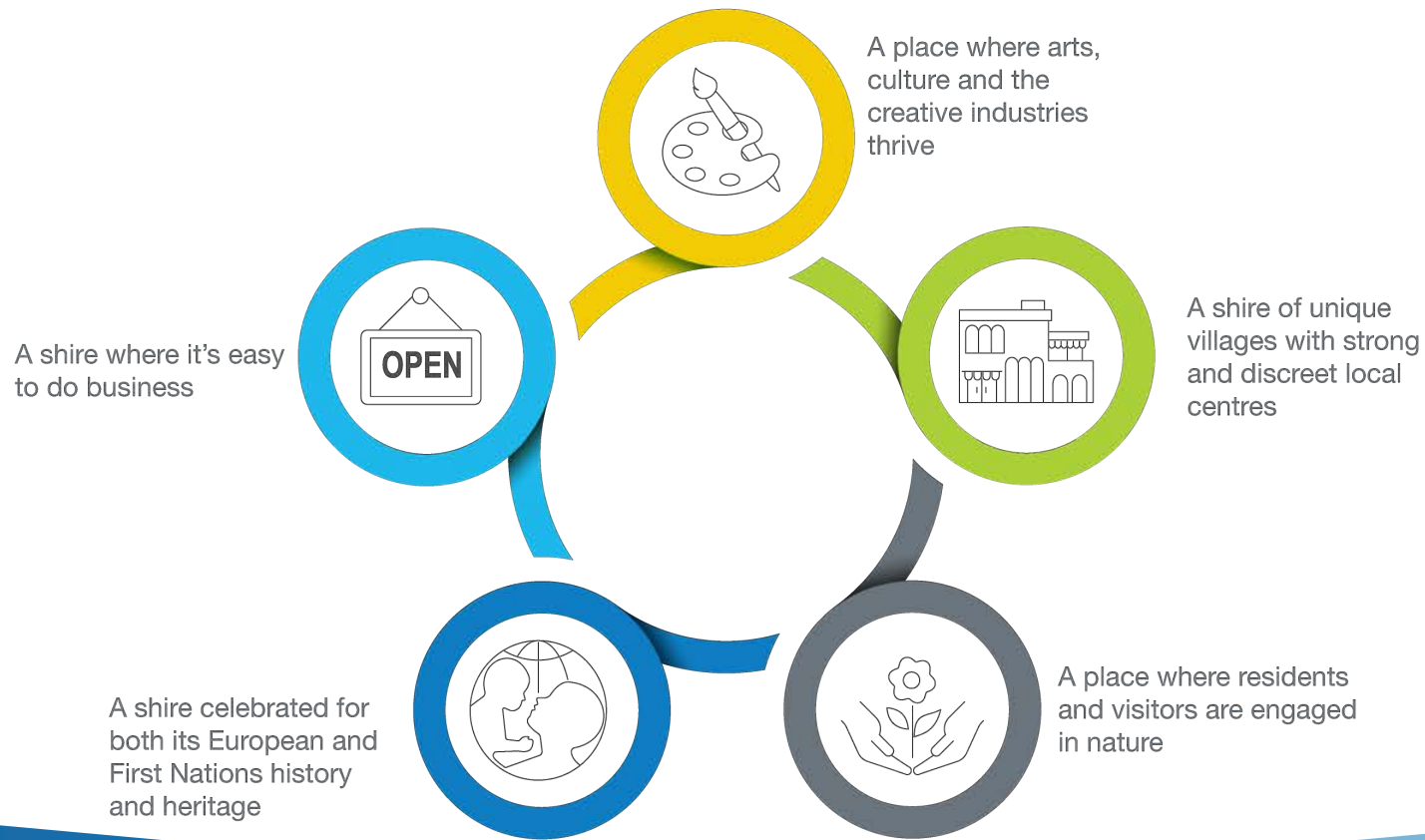
The strategy themes and actions are framed to help fulfill the vision for the Shire of Mundaring as a welcoming, connected and sustainable lifestyle destination celebrated for its natural beauty, rich heritage, vibrant culture and prosperous economy.

Our Vision

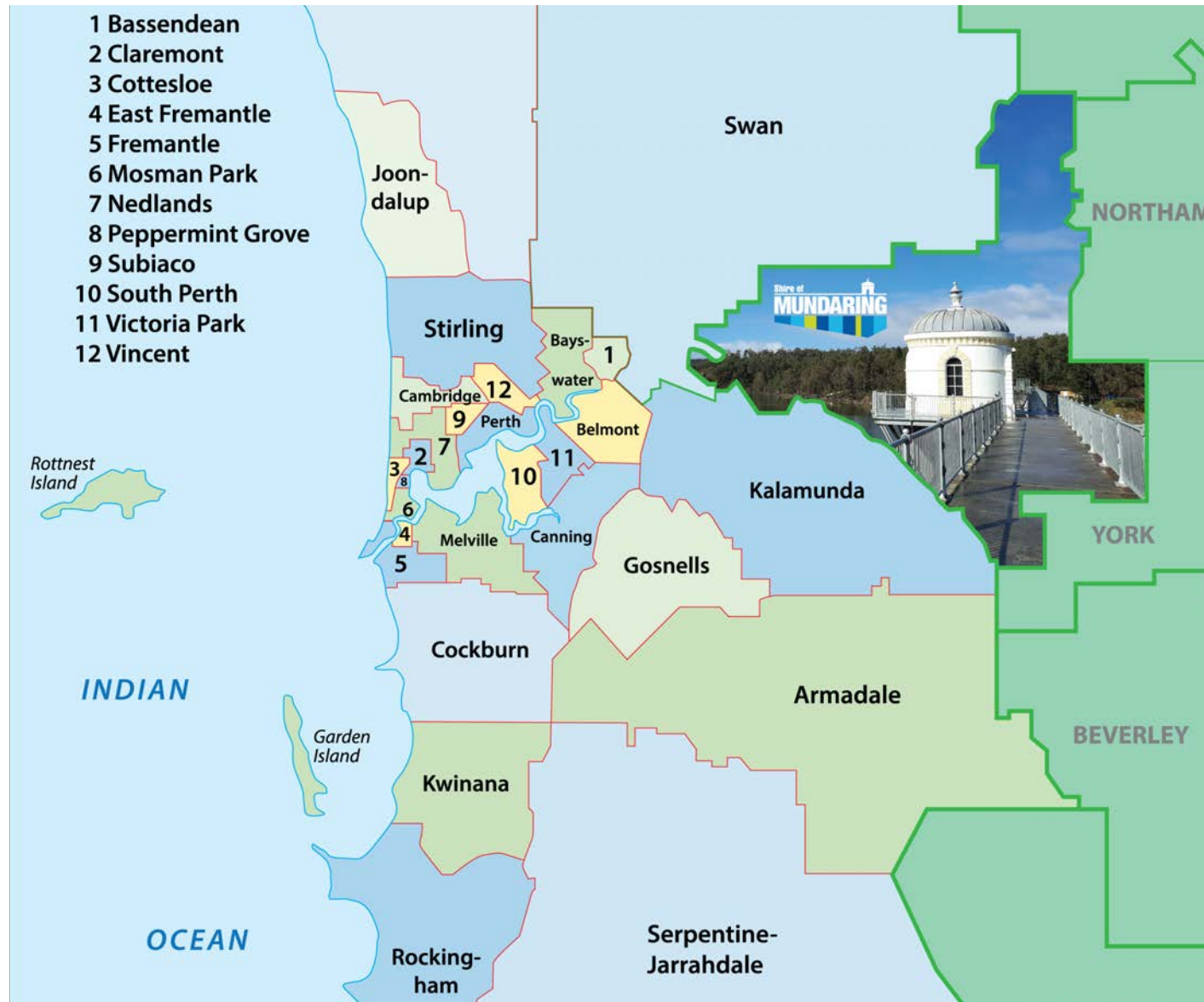
The Shire of Mundaring is a welcoming, connected and sustainable lifestyle destination celebrated for its natural beauty, rich heritage, vibrant culture and prosperous economy.

Our Values

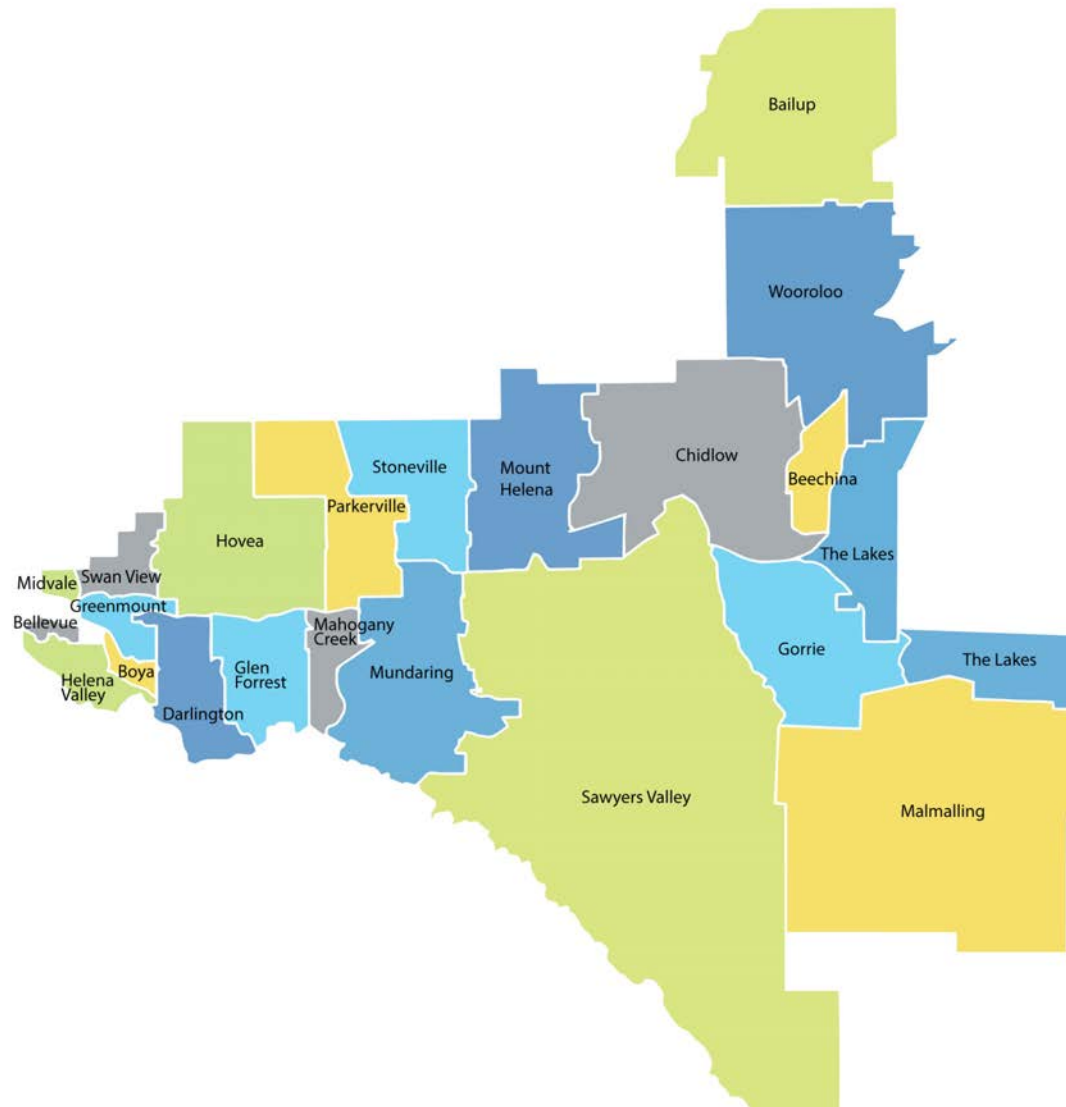
The vision informs Shire of Mundaring's approach to economic development and tourism as one which encourages a sustainable level of investment, income and employment generation that is underpinned by a healthy natural environment, strong cultural expression and a unique and valued sense of place. This approach is informed by the following values, that guide how the vision will be pursued through the actions presented in this strategy.



Shire of Mundaring Context Map



Shire of Mundaring's Towns and Villages Context Map



The Shire of Mundaring, covering 644 square kilometres, nearly half of which is National Park, State Forest or water catchments, comprises 22 distinct villages or town sites across rural, bush and more urbanised environments, each with their own unique charm.

They are Bailup, Beechina, Bellevue, Boya, Chidlow, Darlington, Glen Forrest, Gorrie, Greenmount, Helena Valley, Hovea, Mahogany Creek, Malmalling, Midvale, Mount Helena, Mundaring, Parkerville, Sawyers Valley, Stoneville, Swan View, The Lakes and Wooroloo.

2. Strategy Outcomes

Desired Economic Development and Tourism Strategy Outcomes

Consistent with the aspirations and priorities of the community, the Shire of Mundaring Economic Development and Tourism Strategy 2023-2028 guides Shire of Mundaring towards achieving the vision through the realisation of five key strategy outcomes.

These desired outcomes align with the Shire of Mundaring Strategic Community Plan 2020-2030 and reflect the findings of the research, consultation and analysis undertaken to inform this strategy. They are:

- **Sustainable population growth**, that is, growth in population and housing of a suitable scale and in appropriate town and village locations to meet the community's aspirations for the Shire as the place for sustainable living, where social, economic and environmental needs are met without compromising the ability of the Shire's future generations to meet their needs;
- The delivery and / or enhancement of **enabling infrastructure** and services to facilitate economic activity of an appropriate scale and nature;
- Visitor attraction to grow a **vibrant and sustainable visitor economy** that capitalises on and enhances the Shire's natural assets without compromising its highly-valued and unique natural environment;
- **Sustainable business growth and development** in a diversity of industries including the professional services, personal and community services including health care and education and businesses operating in the visitor economy, including those in accommodation, food services, arts and culture, recreational services and retail trade; and
- **Employment opportunities** for the Shire of Mundaring's resident workforce.

Strategic Infrastructure to Enable Economic Development



Local Employment Opportunities for Resident Workers




A Vibrant and Sustainable Visitor Economy



Local Business Growth and Development



Sustainable Population Growth



These desired outcomes will be met through the implementation of initiatives presented under the three Strategy Action Areas.

3. We listened

A Consultative and Informed Approach

In 2022 Shire of Mundaring undertook a formal consultation process with the community and businesses to ascertain the needs, goals, opportunities, and aspirations relating to the growth and sustainability of our local economy.

The consultation findings provide critical input to the strategy findings and recommendations, ensuring its underlying themes and directions reflect stakeholder views regarding the Shire of Mundaring's issues, challenges and opportunities for economic development and tourism.

Throughout the course of the strategy development process, considered input was provided by the Economic Development and Tourism Strategy Reference Group.

This group has representation from Shire of Mundaring at both the operational and political levels as well as a mix of local business and community representation, including people with small business, residents with a lifetime of local knowledge and industry leaders with global experience.

The consultation process also included direct engagement with a diversity of key stakeholders including Mundaring Chamber of Commerce; Swan Chamber of Commerce; Eastern Metropolitan Regional Council; WA Parks and Wildlife Services; WA Department of Primary Industries and Regional Development;

Regional Development Australia (RDA) Perth; Shire of Mundaring Cultural Advisory Group; Mundaring & Hills Historical Society; Mundaring Arts Centre; Perth Hills Tourism Alliance; Perth Hills Events; and Perth Hills Future. Broader business and community consultation input was received via an online survey. The survey received strong interest with a total of 121 completed responses from business-owners and residents of the towns and villages throughout the Shire of Mundaring.

It was clear from the consultations that location, lifestyle and liveability, the natural environment, history and heritage, arts and culture are key drivers in attracting people to live work and play in the Shire of Mundaring.



The key challenges identified through the consultation process included a need to better articulate and support the Shire's tourism offer; road transport and communications infrastructure constraints; housing availability and affordability; sustainable population growth; and the availability of local jobs.

Identified opportunities included further investment in town/village infrastructure and amenity; support for festivals and events; small business support; leveraging the Shire's location and natural assets to boost visitation; and targeted promotion tailored to the local tourism offer.

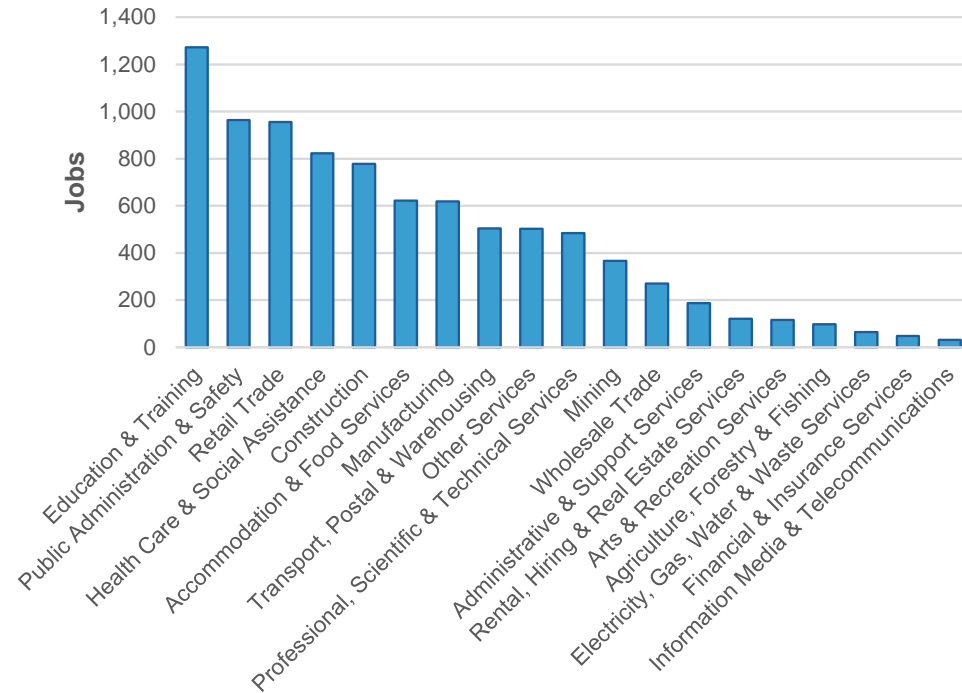
The Strategy Consultation Process



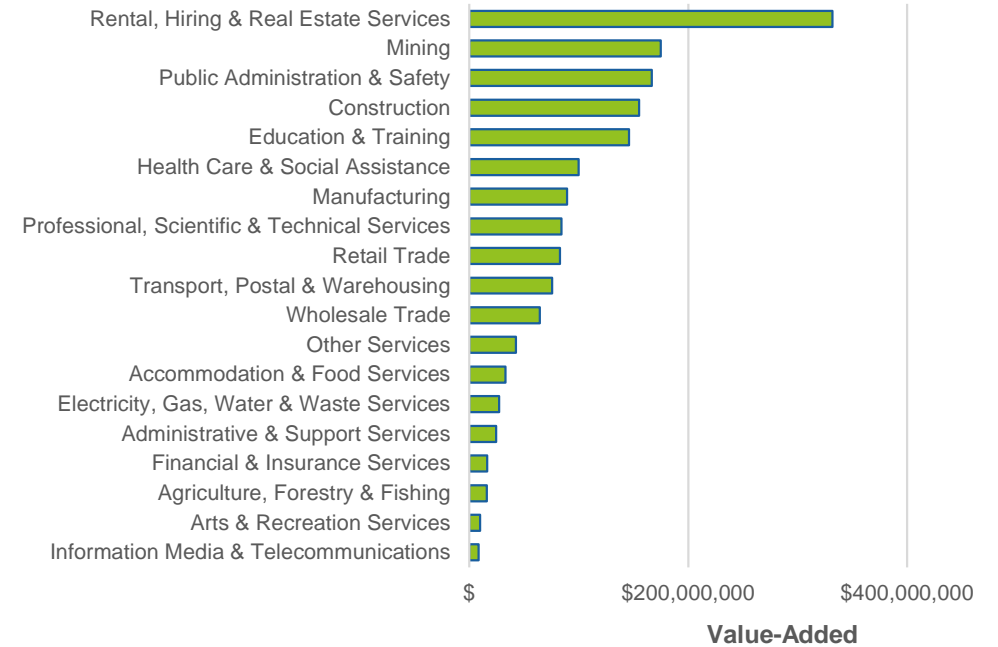
4. Our Economy

Economic Snapshot

Employment by Industry, Shire of Mundaring - 2021



Value-Added by Industry, Shire of Mundaring - 2021



Source: REMPLAN using ABS Census and National Accounts data, 2022

Population
39,166
(ABS Census, 2021)

Local Jobs
8,824
(ABS Census, 2021)

Working Residents
18,400
(ABS Census, 2021)

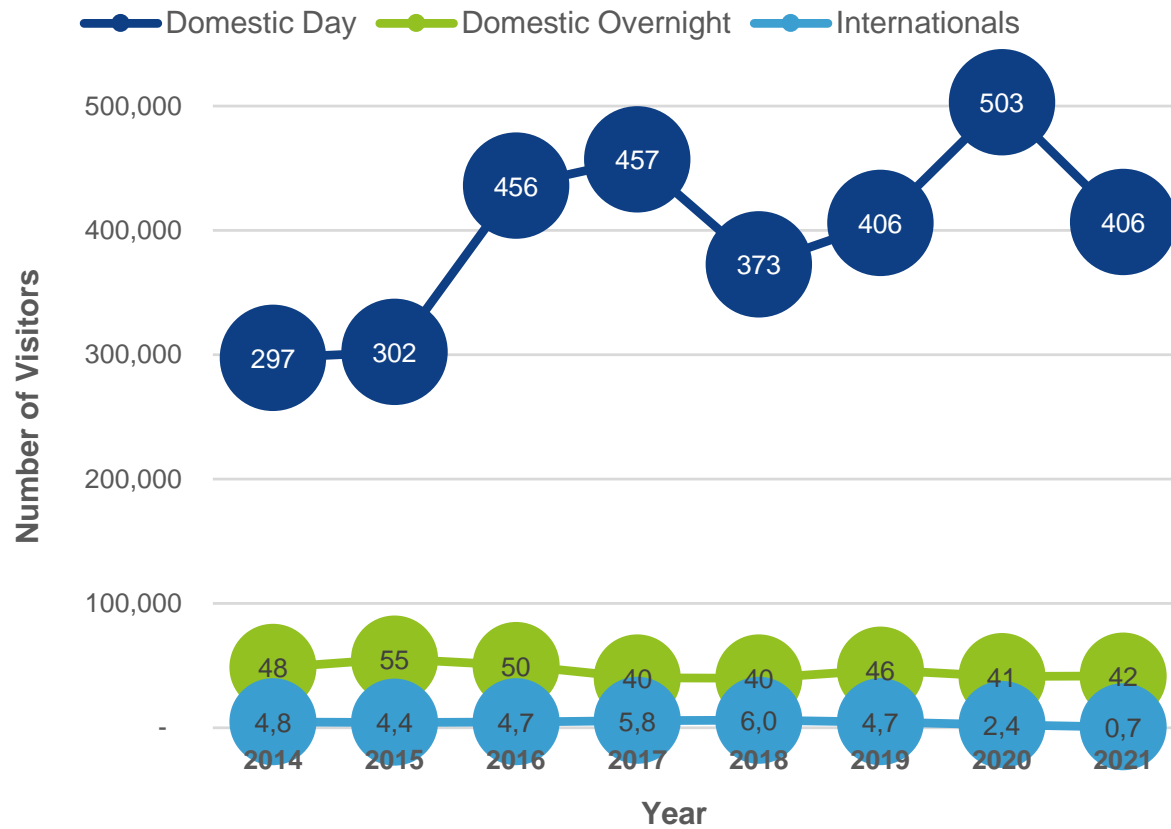
Unemployment
2.6%
(National Skills Commission, Sep 2022)

Businesses
2,860
(REMPAN, Dec. 2022)

Gross Regional Product (GRP)
\$1.85 billion
(REMPAN, Dec. 2022)

Economic Snapshot

Visitor Profile and Trend, Shire of Mundaring 2014 - 2021



5. Our Competitiveness Profile

People and Place

Strengths and Attributes

- Strong sense of community and sense of place defined by the Shire's well-connected villages, each with their own identity, and with Mundaring at its core.
- Strong environmental focus of the community.
- Natural environment - the Shire of Mundaring is in a global biodiversity hotspot.
- Natural features/the hills landscape and unique flora (wildflowers) and fauna.
- Access to world-class environmental recreational assets (John Forrest National Park, Mundaring Weir, the Bibbulmun Track, the Golden Pipeline Heritage Trail and the Munda Biddi (offroad cycle trail).
- A skilled and capable local workforce.
- Strong arts and culture profile (including renowned artists).
- Strong European and First Nations history and heritage.

Challenges and Constraints

- A relatively older population with a median age of 44 compared to 37 for Greater Perth and 38 for Western Australia.
- Limited opportunities for employment locally (requiring many working residents to commute to Perth).

- Population and land development pressures (threat of inappropriate development) that is in conflict with community aspirations for sustainable living.
- Shortage of a diversity of quality, affordable housing to cater to different demographics (including ageing in place).
- High bushfire risk and impacts of climate change.
- Urban amenity including potential for improved Mundaring town centre functioning and appearance (Great Eastern Highway cuts through the middle of town/heavy traffic).
- Living costs, including food, fuel, power and water.
- Mining encroaching into surrounding forests.



Enabling Infrastructure and Services

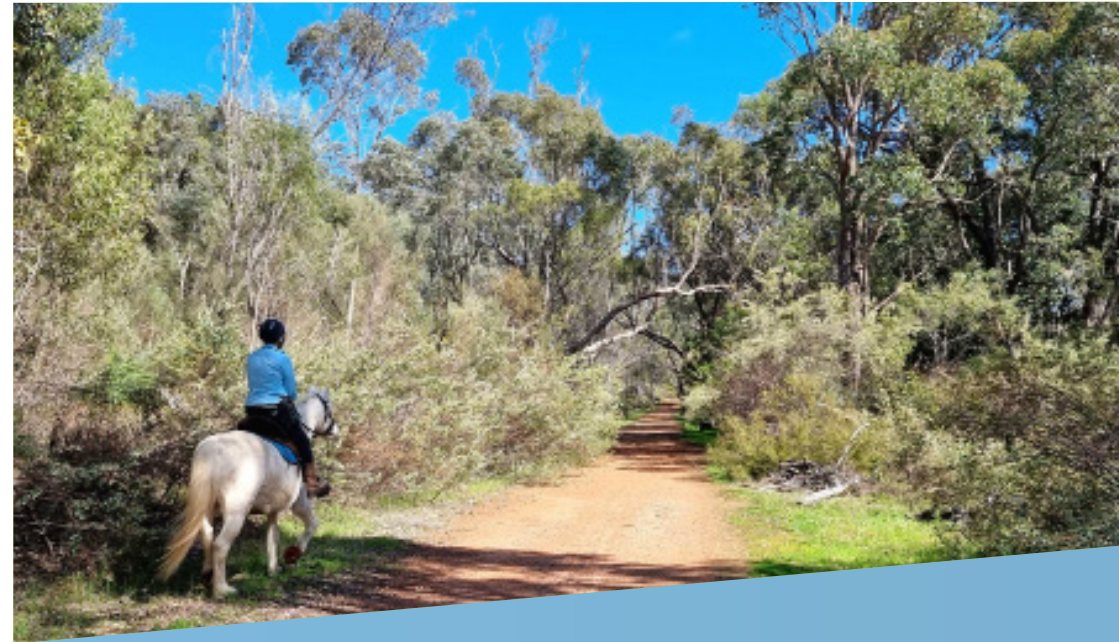
Strengths and Attributes

- Proximity to the Perth CBD by road.
- Location on the Great Eastern Highway as a conduit for promotion of local business and tourism with direct access to Australia's national highway system.
- Proximity to Perth Airport (just 25 minutes' drive).
- Network of recreational and interpretive trails for walking, cycling and horse riding.
- Recreational assets including Lake Leschenaultia, the Mundaring Arena, various sporting facilities, aquatic centres, parks and gardens and Mundaring Weir.
- Quality health care services.
- Quality pre-schools, primary and secondary schools.
- Provision for low-impact industry in commercial nodes in Midvale.

Challenges and Constraints

- Telecommunications (mobile phone and Internet) and power infrastructure/services disruptions and shortfalls.
- Public transport service limitations.

- Access to Mundaring Weir is limited due to government restrictions on recreational use of water catchments.
- Surrounding groundwater protection area limits recreational land use and access.
- Fire mitigation constraints on land with development potential.
- Sewerage/wastewater infrastructure capacity constraints, especially within Mundaring Town Centre.
- Tourism infrastructure shortfalls (visitor accommodation including hotels, signage, rest stop facilities, EV charging stations) and some customer service shortfalls.
- Small business infrastructure support services are limited (e.g. business hub/s).



Business and Industry

Strengths and Attributes

- A services-driven 'lifestyle economy' including health and wellness, trade services, food and hospitality, hobby farming and the arts.
- Innovative and capable small businesses.
- A strong hospitality scene with heritage-listed hotels and quality cafes.
- A small number of high-quality visitor accommodation providers.
- An emerging visitor economy with growing visitor numbers focussed on arts and culture, history and heritage and nature-based activities.
- An export-oriented food and beverages sector including artisan food production and processing as well as viticulture/wineries.
- A diversity of arts-based attractions and events (e.g. Mundaring Arts Centre, Sculpture Park, Mundaring Open Studios, home galleries, Darlington Arts Festival, Hills Billy Cart Festival).
- Growing market scene (including Perth Hills Artisan Markets, Rotary Sunday Markets, Mundaring Garden and Farmers Market and others).
- A strong mix of natural and built tourism attractions (John Forrest National Park, Lake Leschenaultia, Mundaring Weir (and the National Trust-listed No. 1 Pump Station), the Bibbulmun Track (walking track), Golden Pipeline Heritage Trail (drive trail) and Munda Biddi Trail (off-road cycle trail).
- A strong and supportive Mundaring Chamber of Commerce.

Challenges and Constraints

- No Shire of Mundaring position dedicated to business engagement.
- Many micro and small businesses have limited capacity to invest in marketing and business development in order to grow.
- Limited access to natural assets for business and tourism activity.
- Balancing environmental values with economic opportunity.
- Limited retail offer and trading hours/night-time economy.
- Lack of entry statement and directional signage for visitors.
- Scope to improve visitor information dissemination.
- Lack of community understanding of the benefits of tourism.
- Limited tourism product and length of stay.
- Scope to attract more interstate and international visitors.
- Limited resources for tourism marketing and promotion.



6. Our Opportunities

Creating Vibrant Places

The town of Mundaring and the Shire's unique village communities all have a strong sense of individual identity coupled with a collective vision for sustainable living. This network of vibrant village communities offers a variety of shopping, art, culture, food, recreation, leisure and entertainment.

To realise its vision for a thriving village lifestyle, Shire of Mundaring is investing in the revitalisation of the Mundaring Town Centre through the creation of a new 'civic and cultural heart'.

This urban renewal investment will serve to position the appeal as a location of choice for businesses and for residents who value the area's relaxed hills lifestyle in a beautiful natural setting underpinned by a vibrant retail sector, arts and culture, sport and recreation, health care and education and access to jobs and a diversity of housing.

The catalyst for Mundaring's revitalisation is the proposed Multi-purpose Community Facility with a new library, cultural and art spaces and multi-function spaces, as well as further improvements to the Mundaring Town Centre to ensure that it is an enviable place to recreate, reside and visit.

Investment in the Mundaring Town Centre presents a longer-term opportunity to plan for and invest in the shire's network of villages to secure and enhance their roles as important business, employment and lifestyle hubs while protecting and enhancing the natural environment within which they are set.

Sustainable Living through Housing Diversity

As the Shire of Mundaring's population changes, so too does its need for a diversity of housing in appropriate locations. While peri-urban living on large blocks is a feature which defines the lifestyle appeal of the communities of the shire, there is a need to consider how the emerging needs of a changing (and older) demographic can best be accommodated to allow people to age in place.

As population growth pressures across the wider Perth metropolitan area mount and the region's population continues to evolve, there will be a growing demand for high-end housing to attract professionals, business-people and other higher income earners; mid-range housing to attract those who are starting out; and housing for lower income households. Accommodating these diverse household types will require an assortment of housing densities.

While proposals to address housing needs and opportunities in the Shire of Mundaring have been put forward, it is considered that any 'standard' and arguably 'monocultural' urban residential developments do not fit with the character and environmental values of the shire, associated challenges of bushfire threat and climate change, the community's principles for sustainable living and the vision that the Shire of Mundaring be defined by its thriving village lifestyle with a strong town centre.

This provides an opportunity to explore alternative solutions to the shire's housing needs, to deliver sustainable living which respects and enhances the shire's natural environment through greater housing diversity.

Investing in Infrastructure to Enable Growth

Housing delivery needs to be supported by appropriate infrastructure and service provision. The consultations undertaken to inform this strategy identified a number of critical infrastructure shortfalls throughout the communities of the shire. This includes a lack of transport options beyond the private motor vehicle as well as power and digital connectivity shortfalls (mobile phone and Internet connections).

Ensuring Shire of Mundaring residents and businesses are connected with quality communications infrastructure will build the shire's capacity to house more 'knowledge workers' including creative service providers and other professionals, including those who work in 'green industries' that produce goods or services that contribute directly to preserving and enhancing the quality of the natural environment (e.g. renewable energy, energy-efficient materials design and manufacture; waste management).

Together with quality physical infrastructure, community infrastructure, including the Shire of Mundaring's cultural, recreational, leisure and entertainment facilities and services is a vital enabler of economic development for the role it plays in enhancing the shire's lifestyle and liveability appeal.

The area's area's natural attributes and prominent features such as John Forrest National Park, Lake Leschenaultia and Mundaring Weir, as well as the shire's network of trails - the Railway Reserves Heritage Trail, the Bilgoman Well Heritage Trail, Lake Leschenaultia Trails and heritage walk series - together contribute to the shire's unique lifestyle and liveability advantage.

Continued strategic investment in these assets will ensure that a more diverse and higher quality recreational experience is provided for the benefit of residents as well as protecting the environment and enhancing the appeal of the shire as a destination for day trippers and overnight stays.



Unlocking our Recreational Assets

The natural environment is one of the Shire of Mundaring's greatest economic assets. Approximately half of the shire's land area comprises National Park, State Forest, Regional Parks and other reserves.

The area's prominent features such as John Forrest National Park, Lake Leschenaultia, Mundaring Weir, the Railway Reserves Heritage Trail and network of other local and regional trails, the shire's strong arts and creative industries profile, as well as its European history and First Nations cultural heritage collectively play a key role in defining the Shire of Mundaring's point of difference as a place to live, to work and invest and to visit.

Some of the area's natural assets, such as Mundaring Weir and large parcels of land, are limited in their capacity to accommodate recreational activities for locals and visitors due to State Government water catchment policies.

There is potential to open up the Weir and surrounding land for recreational use and for tourism including non-fuel related water activities such as kayaking and paddleboarding as well as hiking. This requires engagement with Water Corporation WA to support visitation to Mundaring Weir.

There is an opportunity to capitalise on the shire's comparative advantages including its neighbouring location to the head of the Bibbulmun Track (from Kalamunda to Albany), the Golden Pipeline Heritage Trail to Kalgoorlie and the Munda Biddi Trail (which extends from Mundaring to

Albany) by articulating, in marketing and branding, these attributes as part of a wider regional tourism offer with a reach that could extend into interstate and international markets.

The area's natural assets and built infrastructure also presents an opportunity to establish the Shire of Mundaring as an accredited WA Trail Town through focussed improvements to the destination across a range of parameters including level of community engagement, strategic governance, trail management processes, availability of attractions and accommodation.

This would allow the Shire of Mundaring, in partnership with others, to develop a comprehensive destination-development guide targeting both existing and potential trail users from throughout Australia and overseas, including the growing hiking market.

Supporting more people to work from home (and in dedicated commercial precincts) will drive new opportunities and demand for services throughout the shire, helping to increase local spend with flow-on benefits for all sectors of the local economy.

The shire's lifestyle attributes can also be leveraged to promote new business investment through a strategic and coordinated approach to business support and investment attraction, beginning with those sectors which have a strong profile such as health and wellbeing, professional and trade services, food and beverage production and retailing.

Building our Lifestyle Economy

One of the most significant workforce trends in recent years has been the pace with which businesses and workers have transitioned to more flexible work-life arrangements. Working from home has become more common, especially for professionals working in knowledge-intensive sectors such as the creative industries. According to the latest ABS Census, the most prominent occupational categories of working residents in the Shire of Mundaring are professionals, technicians and trade workers and community and personal service workers. A large number of these workers commute to Perth every day.

The Shire of Mundaring's appeal as a location for professionals to live, work and play presents an opportunity to support this demographic with appropriately located shared / co-work space which would help improve the balance between those who leave the shire every day to work elsewhere and those who stay in the shire to develop their business and engage with local supply chains.

Supporting more people to work from home (and in dedicated commercial precincts) will drive new opportunities and demand for services throughout the Shire, helping to increase local spend with flow-on benefits for all sectors of the local economy. The Shire's lifestyle attributes can also be leveraged to promote new business investment through a strategic and coordinated approach to business support and investment attraction, beginning with those sectors which have a strong profile such as health and wellbeing, professional and trade services, food and beverage production and retailing.

Embracing the Circular Economy

The communities of the Shire of Mundaring are environmentally conscious, presenting an opportunity to explore new 'green' industries like renewable energy, energy-efficient materials design and production and resource recovery, consistent with the principles of a circular economy.

A circular economy reduces material use, redesigns products and services to be less resource intensive, and re-captures 'waste' as a valuable resource to manufacture new materials and products. Moving towards a more circular economy would deliver benefits to the Shire of Mundaring, including reducing pressure on the highly-valued natural environment, stimulating innovation, boosting economic activity and creating local jobs.

At the grass roots level, the Shire can take a lead, working in collaboration with Eastern Metropolitan Regional Council, businesses and others to promote a formalised approach to 'plastic-free' commerce through initiatives such as the Plastic Free Places Program, which is in operation in other areas throughout Australia.

As well as delivering direct environmental benefits, such a program can serve to grow visitation sustainably by attracting the conscious traveller who places a premium on destinations with strong environmental credentials. Formalising the Shire's eco-credentials through appropriate accreditation will also help to grow the local visitor economy.

Tourism Product Development

The Shire of Mundaring's tourism sector is an emerging area of economic activity with the potential to diversify and grow the local economy. According to Tourism Research Australia, visitation to the Shire of Mundaring grew from 350,732 in 2014 to 457,065 in 2019, a healthy average annual rate of growth of 5.4%. During the same period, visitation to the Perth Hills increased by 5.3% per annum and the Destination Perth region, 4.6%.

Tourism Research Australia data reveals that domestic day trippers overwhelmingly account for the largest share of visitors to the Shire of Mundaring (90% of the total). Domestic overnight visitors account for 9% of all visitors while 1% of visitors come from overseas. Visitor accommodation options, while of a high quality, are limited in breadth and depth, presenting an opportunity to encourage a greater diversity of accommodation to help grow the overnight visitor market.

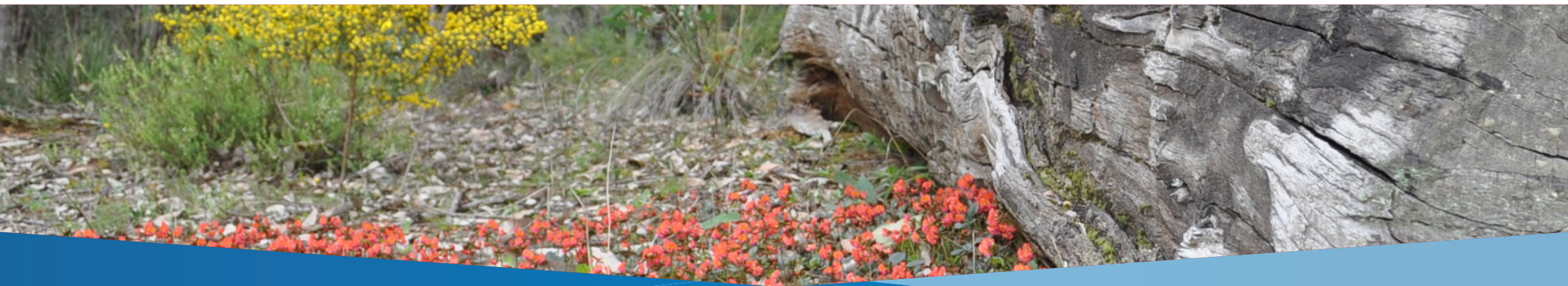
Of the main activities that domestic day trip visitors to the Shire of Mundaring participate in, 85% engaged in social activities; 42% in outdoor/nature activities, and 17% in active outdoor activities. Only 8% of domestic day trippers visited local attractions / tourist activities. In comparison, 15% of visitors to the surrounding Perth Hills region engaged in visiting local attractions / tourist activities.

This suggests there is scope to build the profile of the shire's nature-based attractions through strategic product development and marketing (including to high-value eco-tourists) and through the design, promotion and delivery of a coordinated calendar of events.

The Shire of Mundaring is home to a number of events built on the area's strong arts and cultural profile, including the Mundaring Hills Open Studios and Darlington Arts Festival. There are various markets including the Mundaring Garden and Farmers Market, Perth Hills Artisan Markets and others.

The Shire could combine the strength of its profile and assets to enhance its tourism offer. For example, while some interpretive signage and sculptures are already in place, visitors' experiences using the Railway Reserves Heritage Trail could be further enhanced by utilising new technologies and drawing on local creative expertise to elevate the trail's status as a heritage-listed 'nature trail'.

The shire's First Nations culture and heritage could also be illuminated as an integral component of the local tourism offer, and Aboriginal and Torres Strait Islander cultural tourism experiences could be explored in consultation with Traditional Owners (e.g. camping with custodians, bush tucker tours and First Nations art).



Investing in the Enablers of a Vibrant Visitor Economy

Developing the Shire of Mundaring's tourism offer requires a continual focus on the 'enablers of a vibrant visitor economy', which includes a conducive natural, built and social/cultural environment; quality infrastructure; effective, coordinated marketing and information management; and purposeful and collaborative governance.

Some infrastructure shortfalls have been identified as being critical to the Shire's capacity to attract and retain visitors (and visitor spend). For example, there are no rest stop facilities (including dump points for RVs) in the Shire. This means drive tourists travelling to Perth and beyond from the eastern states, who might otherwise stop and stay a while in the Shire, are a missed opportunity. Investment in new technologies, such as electric vehicle charging stations, would also serve to encourage more visitors to stop and stay in the Shire of Mundaring.

The Visitor Information Centre in Mundaring Town Centre, while visible from the highway, is not well-located in terms of accessibility and the building is small. Some stakeholders believe the traditional VIC model is preferred (though an alternative location may be warranted) while others support a more decentralised 'hubs' model including the use of digital information kiosks. Further research is warranted, including into visitors' information needs / preferred methods of sourcing information, to determine which information delivery model will work best moving forward. A modern approach to visitor information delivery which responds to user preferences should be pursued.

Promoting the Shire of Mundaring's 'Personality Brand'

The development of a strong and sustainable visitor economy requires Shire of Mundaring to continue to embrace its connections with the wider Peth Hills region while ensuring the 'Shire of Mundaring brand' is not lost.

This means leveraging the marketing and promotional power of the Shire's location within the Perth Hills, its proximity to key visitor markets and its relationship with its neighbours including the Toodyay and Northam Shires through the Perth Hills Tourism Alliance. If opportunities for tourism product development, destination management, promotion and resourcing are addressed, the Shire of Mundaring's visitor economy is poised to further develop its profile and enhance its contribution to local economic activity and employment.

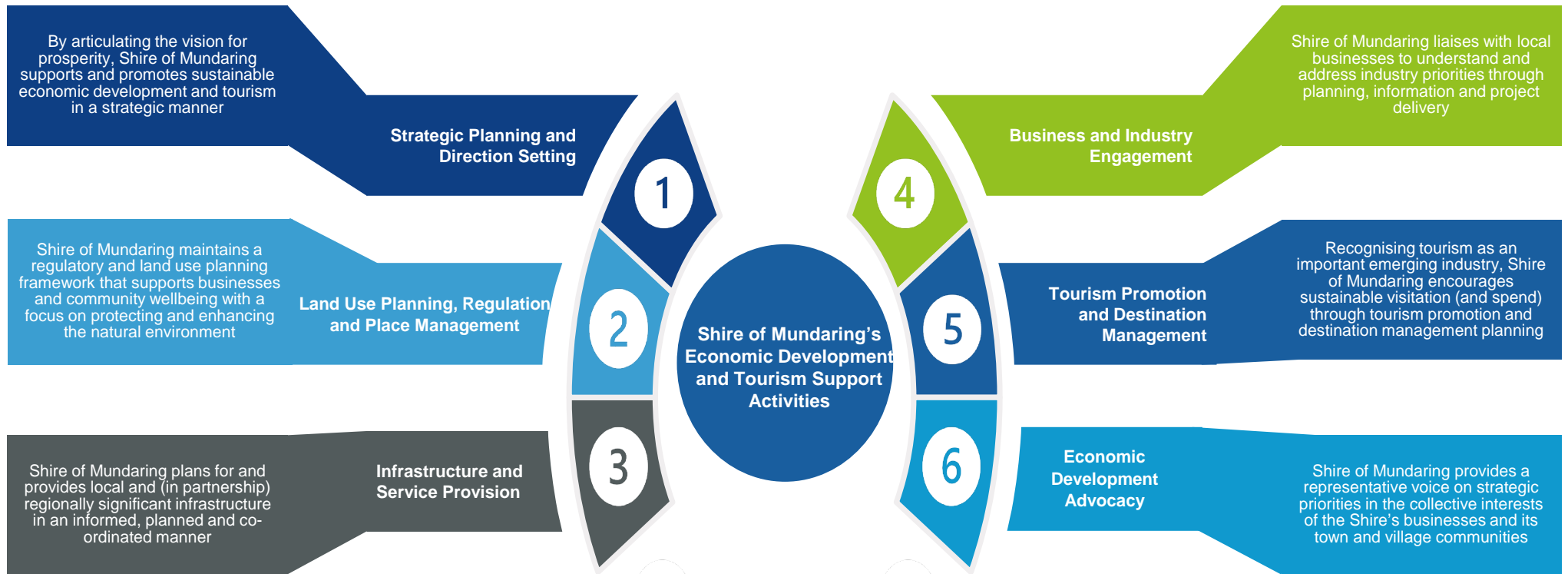




7. Shire of Mundaring's Role in Economic Development and Tourism

Shire of Mundaring's Economic Development and Tourism Support Activities

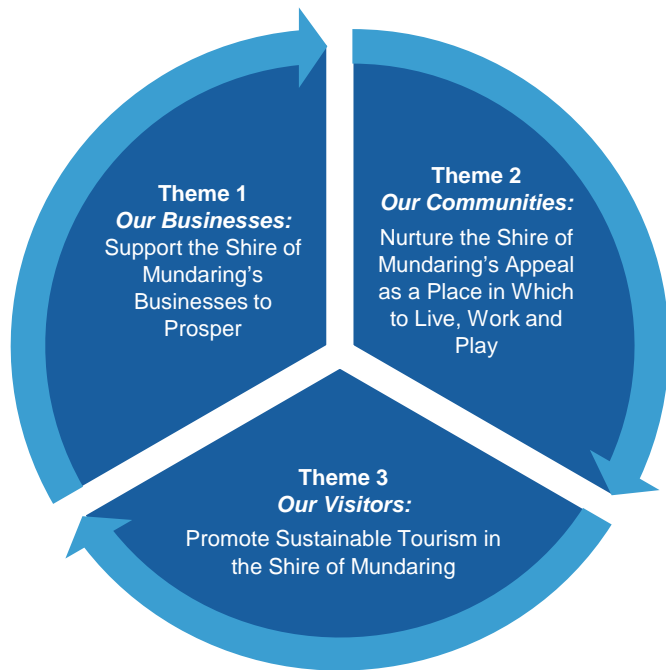
Shire of Mundaring is committed to providing the foundations for sustainable economic development and tourism by working within its remit as a local government authority to strike a balance between lifestyle, natural environmental sustainability and economic opportunity for the shire's almost 40,000 residents. The Council (Council Members) is responsible for strategy and policy. The Administration (CEO and employees) is responsible for advice, implementation and operations.



8. Strategy Themes

Strategy Action Areas

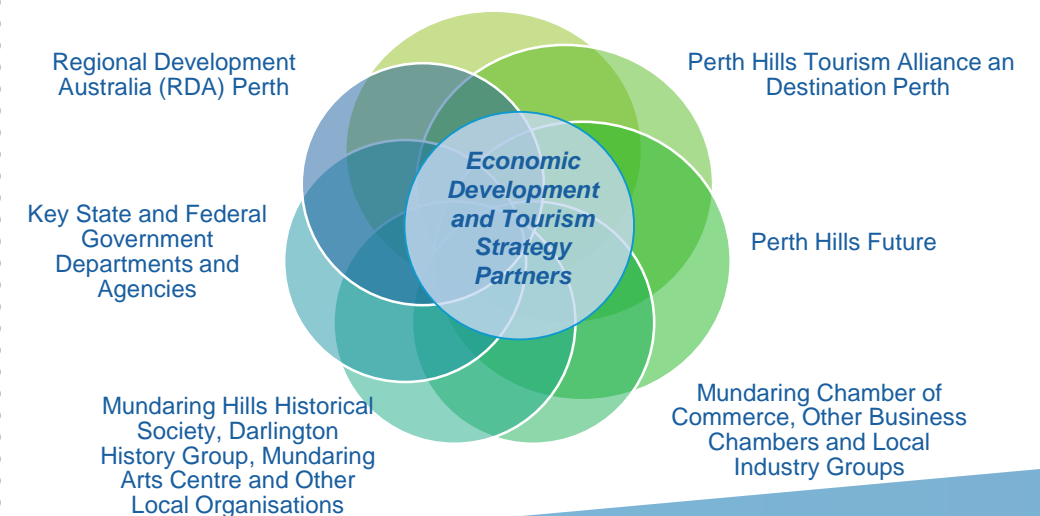
Our community's aspirations, the vision and values and the Shire of Mundaring's attributes, challenges and opportunities for economic development and tourism, inform a strategic approach to implementing initiatives to support a prosperous economy. This strategy contains 37 individual actions across three Strategy Action Areas that are designed to deliver prosperity for **Our Businesses; Our Communities;** and **Our Visitors**. These strategic themes and the actions that sit under them, are presented in detail in Section 9.



Strategic Alignment

Shire of Mundaring's commitment to supporting economic development and tourism does not occur in isolation, and key to the growth of the local economy is the development of connections across departments within the organisation and partnerships with the other tiers of government, non-government and industry stakeholders and the community to help realise the vision for a prosperous economy and a sustainable future.

Prepared in the context of the Shire of Mundaring's Strategic Community Plan 2020-2030 and aligned with key planning, advocacy and informing documents including the Eastern Metropolitan Regional Economic Development Strategy, the Perth Hills Tourism Alliance Marketing Plan, the Perth Hills Strategic Visioning document, the Shire of Mundaring Local Biodiversity Strategy and the Shire of Mundaring Reconciliation Action Plan, Shire of Mundaring encourages a partnership approach to addressing the shire's economic development and tourism priorities.



9. Action Plan

Strategy Delivery Framework

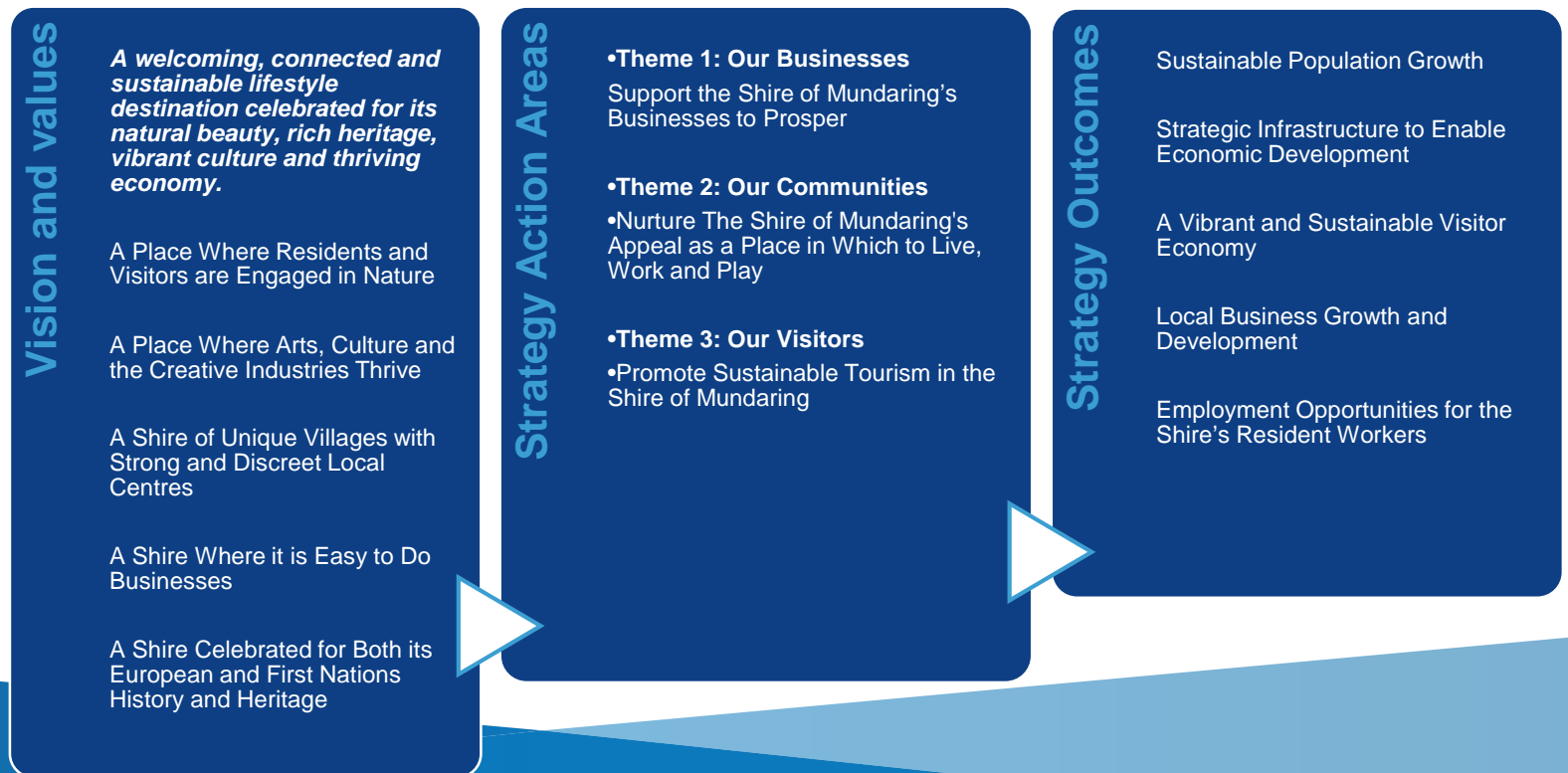
Our community’s aspirations, the vision and values and the Shire of The Shire of Mundaring Economic Development and Tourism Strategy 2023-2028 contains 36 individual actions across three themed Action Areas. Informed by the vision and values, the initiatives are designed to deliver prosperity for **Our Businesses; Our Communities;** and **Our Visitors.**

Each action is categorised according to whether it is focussed on:

- **Planning** a course of initiatives to realise desired outcomes.
- **Enabling** economic activity through infrastructure and service provision, either directly or through engagement with key infrastructure and service providers.
- **Supporting** economic development through engagement with local business and industry and other key agents of change including government agencies, tourism bodies and economic development organisations.

- **Promoting and Advocating** prosperity through investment attraction, promotion and advocacy.

For each action, implementation partners are identified and desired outcomes are highlighted. Each action is also assigned a **level of priority** according to whether it is considered to be a high, medium or low priority.



Theme 1: Our Businesses

Support the Shire of Mundaring's businesses to prosper

Action		SOM's Role	Potential Collaborators	Priority	Outcomes Addressed
1.1	Investigate options for resourcing an economic development officer role within Shire of Mundaring to pro-actively engage with and support local businesses and to encourage sustainable business investment and re-investment in the Shire.	Plan; Support	State / Federal Government Departments; Mundaring Chamber of Commerce	High	<ul style="list-style-type: none"> Local Business Growth and Development Employment Opportunities for Resident Workers
1.2	Continue to support development of low-impact home-based businesses and provide advice to residents on how to navigate the necessary approval processes.	Support	State Government	High	<ul style="list-style-type: none"> Local Business Growth and Development
1.3	Work with businesses and not-for-profits organising festivals and events to make it easier to do business by assisting them through the regulatory and approval process.	Support; Enable	Mundaring Chamber of Commerce	High	<ul style="list-style-type: none"> Local Business Growth and Development A Vibrant and Sustainable Visitor Economy
1.4	Invest resources in a Shire-wide business data base utilising published data, existing networks and regular business surveys to inform ongoing engagement and support.	Plan	Mundaring Chamber of Commerce	High	<ul style="list-style-type: none"> Local Business Growth and Development
1.5	Hold information sessions on the Shire's Purchasing Policy to inform local businesses (including Aboriginal and Torres Strait Islander enterprises) of opportunities to supply goods and services to the Shire.	Support	Mundaring Chamber of Commerce	Medium	<ul style="list-style-type: none"> Local Business Growth and Development Employment Opportunities for Resident Workers
1.6	Investigate the business case for a Shire of Mundaring Business Hub to support fledgling and home-based businesses requiring a professional work space to develop and expand.	Plan; Support	Mundaring Chamber of Commerce; RDA Perth	Medium	<ul style="list-style-type: none"> Local Business Growth and Development Employment Opportunities for Resident Workers
1.7	Develop a strategy to identify and support emerging 'green industries' including renewable energy, resource recovery and associated professional services.	Plan; Support	State and Federal Governments	Medium	<ul style="list-style-type: none"> Local Business Growth and Development Employment Opportunities for Resident Workers
1.8	Work with Whadjuk Nyungar/Noongar Traditional Owners to connect First Nations businesses with government programs designed to build Aboriginal and Torres Strait Islander business capacity in the Shire of Mundaring.	Support	Whadjuk Nyungar/Noongar Elders; WAITOC; NIAA	Medium	<ul style="list-style-type: none"> Local Business Growth and Development Employment Opportunities for Resident Workers
1.9	Support waste management and economic development by promoting the principles of the 'circular economy' through local business engagement and support (e.g. work with retailers, café owners and others to establish a 'plastics free places' program).	Plan; Support; Enable	EMRC	Medium	<ul style="list-style-type: none"> Local Business Growth and Development Employment Opportunities for Resident Workers
1.10	Work with local traders to participate in available best-practice retail service delivery workshops and programs to support the vitality of the Mundaring town centre and the Shire's village retail precincts.	Support; Enable	Mundaring Chamber of Commerce	Low	<ul style="list-style-type: none"> Local Business Growth and Development A Vibrant and Sustainable Visitor Economy
1.11	Engage with the Shire's food and beverage producers and sellers (including hobby farmers, wineries, cafes and retailers) to develop the Shire-wide market town concept.	Plan; Support	Mundaring Chamber of Commerce	Low	<ul style="list-style-type: none"> Local Business Growth and Development A Vibrant and Sustainable Visitor Economy

Theme 2: Our Communities Nurture the Shire of Mundaring's appeal as a place in which to live, work and play

Action		SOM's Role	Potential Collaborators	Priority	Outcomes Addressed
2.1	Progress the Mundaring Town Centre Cultural Precinct and Multi-Purpose Community Facility to the next stages of design and development.	Plan	State and Federal Government Departments	High	<ul style="list-style-type: none"> Sustainable Population Growth Strategic Infrastructure to Enable Economic Development
2.2	Prepare the business case and lobby for an upgrade to wastewater capacity in support of the Mundaring Town Centre Cultural Precinct and Multi-Purpose Community Facility.	Plan; Promote and Advocate	State and Federal Government Departments	High	<ul style="list-style-type: none"> Sustainable Population Growth Strategic Infrastructure to Enable Economic Development
2.3	Revisit the Draft Lake Leschenaultia Master Plan with a view to enhancing this signature nature-based recreational asset for the community and for sustainable visitation.	Plan	State Government	High	<ul style="list-style-type: none"> Sustainable Population Growth A Vibrant and Sustainable Visitor Economy
2.4	Investigate digital telecommunications connectivity enhancement opportunities and potential Shire-wide cost-effective solutions, and advocate for telecommunications and related power infrastructure funding support.	Plan; Promote and Advocate	State and Federal Government Departments; Energy Providers; NBN Co.	High	<ul style="list-style-type: none"> Strategic Infrastructure to Enable Economic Development
2.5	Review buffers to water course protection zones to inform opportunities for low-impact commercial and residential development that supports the principles of sustainable living.	Plan	State Government	High	<ul style="list-style-type: none"> Sustainable Population Growth Strategic Infrastructure to Enable Economic Development
2.6	To inform the next Planning Scheme Review, commission a Village Centres Business and Employment Land Study to address zoning, regulations and infrastructure requirements to ensure appropriate development is accommodated in designated town/village centres.	Plan	State Government	Medium	<ul style="list-style-type: none"> Sustainable Population Growth Local Business Growth and Development A Vibrant and Sustainable Visitor Economy
2.7	Undertake a housing needs, opportunities, (environmental) constraints and options analysis, to develop the Shire of Mundaring as an 'age friendly' location across all demographics. Use the study findings to inform the next Planning Scheme Review.	Plan; Enable	State Government	Medium	<ul style="list-style-type: none"> Sustainable Population Growth Strategic Infrastructure to Enable Economic Development
2.8	Promote the Shire of Mundaring's profile as a 'market town' to encourage greater retail spend in the Shire, by residents and visitors.	Promote and Advocate	Mundaring Chamber of Commerce	Medium	<ul style="list-style-type: none"> Local Business Growth and Development A Vibrant and Sustainable Visitor Economy
2.9	Engage First Nations expertise to provide the Shire's residents and businesses with awareness training in bushfire management and prevention.	Plan; Enable	Whadjuk Nyungar/Noongar Elders	Low	<ul style="list-style-type: none"> Sustainable Population Growth Employment Opportunities for Resident Workers
2.10	Working in collaboration with community stakeholders, explore funding opportunities to invest in Strategic Village Place Making and Activation Plans to promote and support sustainable business and tourism activity throughout the Shire of Mundaring.	Plan; Support; Enable	Community Representatives; Perth Hills Future	Low	<ul style="list-style-type: none"> Sustainable Population Growth Strategic Infrastructure to Enable Economic Development Employment Opportunities for Resident Workers
2.11	Investigate the feasibility and economic return on investment in 'smart mobility' such as E-bikes (including for use on the Shire's railway reserves) and low-carbon mini-buses to provide environmentally friendly transport options for residents and visitors.	Plan; Enable	State Government	Low	<ul style="list-style-type: none"> Strategic Infrastructure to Enable Economic Development Sustainable Population Growth A Vibrant and Sustainable Visitor Economy

Theme 3: Our Visitors

Promote sustainable tourism in the Shire of Mundaring

Action		SOM's Role	Potential Collaborators	Priority	Outcomes Addressed
3.1	Produce a Mundaring Tourism Marketing Strategy which leverages the Experience Perth Hills brand to highlight the Shire's unique tourism offer.	Plan	Perth Hills Tourism Alliance; Destination Perth	High	<ul style="list-style-type: none"> A Vibrant and Sustainable Visitor Economy
3.2	Implement the town/village entry enhancement and interpretive signage strategy to elevate the presentation of the Shire of Mundaring as a welcoming visitor destination.	Plan; Enable	Mundaring Chamber of Commerce	High	<ul style="list-style-type: none"> Strategic Infrastructure to Enable Economic Development A Vibrant and Sustainable Visitor Economy
3.3	Advocate for the Perth Hills to be formally recognised by the State Government as a tourism region distinct from the neighbouring Swan Valley.	Promote and Advocate	Perth Hills Tourism Alliance; Destination Perth	High	<ul style="list-style-type: none"> A Vibrant and Sustainable Visitor Economy
3.4	Investigate rest stop facilities site options and prioritise investment in a suitable location for a facility (including a dump point and EV charging station) to service drive tourists.	Plan; Enable	Caravan Industry Association WA	High	<ul style="list-style-type: none"> Strategic Infrastructure to Enable Economic Development A Vibrant and Sustainable Visitor Economy
3.5	Review Shire of Mundaring's visitor information delivery model to ensure resources devoted to visitor information services are being used effectively for maximum benefit.	Plan; Enable	Perth Hills Tourism Alliance	High	<ul style="list-style-type: none"> Strategic Infrastructure to Enable Economic Development A Vibrant and Sustainable Visitor Economy
3.6	In collaboration with Whadjuk Nyungar/Noongar Traditional Owners, explore and encourage new opportunities for Aboriginal and Torres Strait Islander cultural tourism and events in the Shire of Mundaring.	Support	Whadjuk Nyungar/Noongar Elders; WAITIOC	High	<ul style="list-style-type: none"> A Vibrant and Sustainable Visitor Economy Employment Opportunities for Resident Workers
3.7	Work with Art Organisations to assess the full value of Open Studios to the local economy and encourage more Open Studios in the Shire of Mundaring.	Support	Mundaring Hills Open Studio	High	<ul style="list-style-type: none"> A Vibrant and Sustainable Visitor Economy
3.8	Undertake a visitor and short-stay accommodation audit and opportunities study to inform options for new accommodation of an appropriate scale in locations throughout the Shire.	Plan; Enable	Perth Hills Tourism Alliance	Medium	<ul style="list-style-type: none"> Strategic Infrastructure to Enable Economic Development A Vibrant and Sustainable Visitor Economy
3.9	Identify opportunities for existing and emerging events to become part of a Shire of Mundaring-promoted coordinated calendar of events.	Plan; Enable	Perth Hills Tourism Alliance; Destination Perth	Medium	<ul style="list-style-type: none"> Strategic Infrastructure to Enable Economic Development A Vibrant and Sustainable Visitor Economy
3.10	Curate an App-based Shire of Mundaring digital heritage trail (using QR codes) to highlight points of historical significance, local flora and fauna and First Nations culture.	Plan	Destination Perth; Whadjuk Nyungar/Noongar Elders	Low	<ul style="list-style-type: none"> Strategic Infrastructure to Enable Economic Development A Vibrant and Sustainable Visitor Economy
3.11	Investigate the steps required and gaps to be addressed (e.g. infrastructure, information, management) for the Shire of Mundaring to achieve accreditation as a WA Trail Town.	Plan	Department of Biodiversity, Conservation and Attractions	Low	<ul style="list-style-type: none"> A Vibrant and Sustainable Visitor Economy
3.12	Collaborate with regional tourism organisations, visitor information centres and other Local Government Authorities to promote the Bibbulmun Track, the Golden Pipeline Heritage Trail and the Munda Biddi Trail as key features of the Shire's tourism offer.	Plan	Tourism WA; tourism organisations; Local Government Authorities	Low	<ul style="list-style-type: none"> Strategic Infrastructure to Enable Economic Development A Vibrant and Sustainable Visitor Economy
3.13	Engage with Water Corporation WA to support eco-visitation to Mundaring Weir for low-impact land and water-based leisure and recreational activities.	Promote and Advocate	Water Corporation WA; Tourism WA	Low	<ul style="list-style-type: none"> Sustainable Population Growth A Vibrant and Sustainable Visitor Economy
3.14	Investigate options to enhance the Shire's eco-tourism status including recognition as a UNESCO Biosphere Reserve or Certified Eco Destination with Eco Tourism Australia.	Plan	UNESCO; Eco Tourism Australia	Low	<ul style="list-style-type: none"> A Vibrant and Sustainable Visitor Economy



10. Strategy Implementation and Resourcing

A practical and achievable plan of action

The Shire of Mundaring Economic Development and Tourism Strategy 2023-2028 has been prepared in the context of the role of economic development and tourism promotion and facilitation in Shire of Mundaring's broader program of work and strategic objectives. The strategy will be implemented in line with determined priorities as well as the availability of resources and the capacity of Shire of Mundaring, in partnership with others, to progress the initiatives identified.

The initiatives presented in this document represent a prioritised plan of action to help support the development of a diverse, resilient, sustainable and prosperous economy. It contains a combination of:

- Catalyst project planning and development initiatives which require action combined with a well-planned course of project implementation for the desired outcomes to be realised over time; and
- Initiatives focussed on strategic program implementation that can be addressed as part of Shire of Mundaring's day-to-day tourism promotion, business support and advocacy functions in a strategic and targeted manner.

Some of the recommended actions seek to build on or continue initiatives already in place. Some are already resourced while others require additional resourcing (depending on implementation priorities).

The majority of actions will be 'Shire of Mundaring-led' in that they involve specific tasks and an allocation of human, physical and financial resources. Other initiatives refer to 'Shire of Mundaring-supported' activities and these are advocacy or support initiatives where implementation relies a partnership approach.

The contents of this strategy will be used to assess and prioritise funding needs and to inform key advocacy and partnership initiatives to secure funding support from all levels of government.



11. Strategy Targets, Monitoring and Evaluation

Measuring and monitoring strategy outcomes

This strategy contains a range of initiatives, which are designed to support economic development and tourism in the Shire of Mundaring through:

- Sustainable population growth;
- Strategic infrastructure to enable economic development;
- A vibrant and sustainable visitor economy;
- Local business growth and development; and
- Employment opportunities for the Shire's resident workers.

Shire of Mundaring will monitor the strategy's implementation progress with a view to realising these desired outcomes in line with the vision for the Shire of Mundaring as a welcoming, connected and sustainable lifestyle destination celebrated for its natural beauty, rich heritage, vibrant culture and prosperous economy.

Means of monitoring and evaluating implementation progress will include the use of both **'output' measures** related directly to the recommended actions and their implementation as well as some broader **'outcome' targets (metrics)**.

The Shire of Mundaring Economic Development and Tourism Strategy 2023-2028 will be reported on annually with a review anticipated in five years.



Key performance measures

Strategic planning **outcome targets** include the following:

- A sustainable population (as measured by population and housing growth rates).
- Employment creation (an increase in local jobs).
- An increase in employment self-sufficiency (a balanced ratio of local jobs to (for) resident workers).
- New businesses (as measured by net change in local business registrations).
- Construction activity (as measured by building approvals data).
- Greater economic diversity (as measured by industry diversity indices).
- Economic activity and growth (as measured by GRP value).
- Increased tourism activity (and value) (as measured by visitor numbers, expenditure and yield/value).

These desired outcomes will be monitored and measured using data sourced from the Australian Bureau of Statistics and Tourism Research Australia.

Economic Development and Tourism Strategy **output measures** that will be used to monitor progress on set tasks include:

- Tracking progress of prioritised actions – implementation rates (ongoing).
- Local business and investor feedback captured through targeted engagement and discussion (ongoing).
- Success in retaining and assisting local businesses (including home-based businesses) as well as supporting business start-ups, captured through targeted business and industry engagement (ongoing).
- Regular business confidence and community satisfaction surveys on Shire of Mundaring's approach to promoting and supporting economic development and tourism in line with this strategy and identified priorities.



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