



SHIRE OF  
**HARVEY**  
*A Breath of Fresh Air*



# Shire of Harvey Economic Development Strategy

2020 - 2025

## **SHIRE OF HARVEY**

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# Message from the Shire President and CEO



Cr. Paul Gillett  
**President**

The Shire of Harvey is entering an exciting growth stage and is committed to creating a strategic agenda that promotes sustainable social and economic growth.

Rapid population growth of 3.24% per annum over the past ten years is set to continue within the Shire creating challenges as the community adjusts to a new level of demand for services and infrastructure. Our sustained growth is linked closely to derived community benefit, with the district providing not only desirable places to live but employment for local people by local industry and commerce.

Extensive consultation with industry leaders in the business sector and other local stakeholders was undertaken to identify actions and priorities for the next five years. This aligns with the strategic direction laid out in the Bunbury Geopraphe Regional Growth Plan (2016), the State Planning Strategy 2050 and will influence the development of economic growth for the community.



Annie Riordan  
**Chief Executive Officer**

The Strategy provides a dynamic plan for future development across the Shire of Harvey which promotes innovation, investment, and the development of infrastructure to support the continued growth of the Shire's key industries, including agriculture, retail, tourism and industrial development.

Planned initiatives set out a proactive framework and fosters collaboration between our community, the environment and industry. We recognise the significance of engaging with regional partners to support stakeholders and pursue positive development and growth for the region.

This Economic Development Strategy aims to stimulate the economy and we welcome you to share our aspirations for a vibrant and sustainable future.







# Background

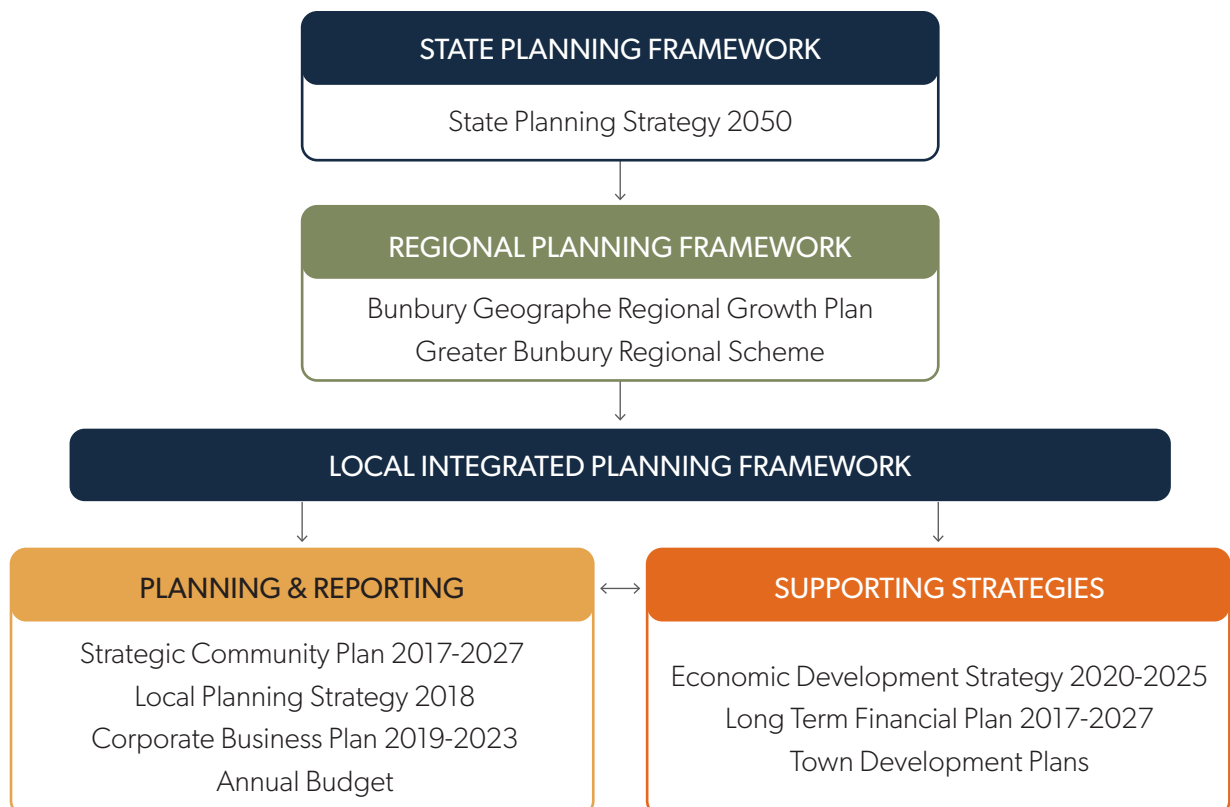
## Purpose

The Shire of Harvey Economic Development Strategy (the Strategy) has been prepared to establish the guiding principles, focus areas and actions that will be applied to encourage growth in the Shire's diverse range of industries, supporting the success of local businesses and delivering economic and social benefits for the community.

The Strategy establishes a sound framework for the ongoing consideration of economic impact across all Shire activities and interactions and guides the allocation of limited resources in a way that creates measurable benefits for residents and businesses.

## Strategic Planning Framework

The Strategy builds on the significant body of strategic planning undertaken at the local, regional and state levels. In doing so, it lays out the Shire's role in achieving an integrated approach to economic development in the context of broader strategic planning frameworks.



## Development Process

The Strategy has been informed by a thorough development process including a detailed review of the current socio-economic performance of the Shire and consultation workshops conducted with local businesses and stakeholders. Two economic development workshops were held in Australind and Harvey in May 2019. This consultation has provided an understanding of the current opportunities, constraints and potential growth drivers for the Shire and has guided the development of the Strategy's focus areas and actions.

## Strategy Structure

The Strategy considers the Shire's role in supporting local economic development and seeks to leverage current economic strengths to achieve a clear future vision. The core elements of the Strategy are:



### LOCAL ECONOMIC DEVELOPMENT

*Role of the Shire of Harvey in local economic development*



### WHERE WE ARE NOW

*A review of recent trends across a range of socio-economic indicators*



### OUR FUTURE

*Opportunities and challenges for the Shire of Harvey in achieving success*



### OUR STRATEGY

*Defining our aspirational future, actions and measures of success*





# Local Economic Development

***Local Economic Development is a way to build up the economic capacity of an area in order to improve quality of life.***

***World Bank***

Local economic development is a transformative process that focuses on job and wealth creation to improve quality of life outcomes for the local community. It therefore encompasses much broader goals than narrow economic growth or simply growing the size of the economy.

In defining the future goals and actions of the Shire it has been recognised that economic development is an industry-led process. Decisions made by Local Government can influence the local economy and business operating environment and it is the responsibility of the Shire to ensure that its actions improve economic outcomes for the benefit of the local community.

In any Local Government activity, there must be a clear justification for active participation or intervention that is guided by the needs of businesses and the broader community. Successful economic development creates significant benefits for the local community through job creation, skills development and the creation of vibrant places.

## **KEY BENEFITS OF A STRONG LOCAL ECONOMY**

- + A diverse range of employment opportunities for local residents
- + Population attraction and retention
- + Improved amenities, community services, and local offerings
- + Higher levels of skills and wages
- + Improved land values
- + Increased resilience to external shocks

## Economic Development Principles

The Strategy is based on the following principles established to ensure strategically aligned and measurable outcomes:

- 1) Activities should create outcomes that link to long term strategic goals of the Shire of Harvey, described in the Strategic Community Plan 2017-2027.
- 2) Activities should be prioritised based on the sound assessment of business needs and value for money, considering both economic and social benefits.
- 3) Activities should be supported by collaboration and partnerships with local businesses and other regional stakeholders.
- 4) The value of activities should be measurable using defined metrics.

### ECONOMIC OBJECTIVES AND OUTCOMES FROM THE STRATEGIC COMMUNITY PLAN 2017-2027

To be a diverse and innovative economy supporting a range of local employment opportunities.

Develop the Shire as a tourist destination based on the Shire's distinct characteristics, natural assets and qualities.

A range of employment, education and training opportunities that will attract a diverse workforce.

Essential services and infrastructure are required to support the growing community and local economy.

Irrigation areas and water supplies need to be protected, preserved and strategically enhanced.

## The Role of the Shire of Harvey

The role of regional Local Governments within the economic development process is to provide enablers for growth and diversification. Central to local economic development activities should be a focus on creating a positive and supportive local business environment and improving productivity – which is essential to delivering sustained improvements in standards of living.

It is important to recognise that Local Governments have a limited sphere of influence in shaping economic outcomes and must work within these limitations, such as available resources, to achieve targeted outcomes. The levers available to local government can be described under the following hierarchy:

- **CONTROL**

Establishing local policy and regulation, directing internal resources, utilisation of Local Government controlled land and assets, implementing programs and events, and supporting projects with seed funding.

- **INFLUENCE**

Facilitating the strengthening of networks that encourage the sharing of knowledge and creation of investment opportunities, and supporting communication with State and Federal governments regarding the influence of wider policy, projects or funding decisions.

- **MONITOR**

Tracking economic performance indicators and collecting feedback from businesses regarding current issues or opportunities.

Examples of key avenues for economic development available to the Shire therefore include:

- Through planning, infrastructure and service delivery functions, the Shire can have an impact on economic activity. This includes access to public transport, growing service infrastructure and increasing 'smart' technology.
- The Shire can influence the economic environment through the creation of vibrant and liveable communities including the development of public facilities and community centres essential to encourage community and tourism growth.
- Creating a positive and enabling local business environment and acting as a catalyst for economic development projects.
- Facilitating design and build developments on Shire land with lease and lease-back contracts.
- Creating a business friendly culture – integrating economic development into the Shire's 'business-as-usual' activities with support from the wider organisation.
- Collaboration – working in partnership with the community and business to create a clear direction for the future. Working in a collaborative way with surrounding areas and regional players.





# Where we are now

## Economic Overview

The Shire has a vibrant local economy with a high proportion of export activity that makes a significant contribution to the regional and state economy as demonstrated through the key following key statistics.

**27,798**



Estimated Residential  
Population in 2018

**\$4 billion**



Output

**14%**

Of South West output

**3.1%**



Annual average growth rate

**3rd largest**



Contributor to regional output after  
Bunbury and Busselton

**\$2.4 billion**



Value of exports

**1,579**



Businesses

**8,627**



Local jobs in 2018

**23%**



Of South West exports

Top employing industries:



Manufacturing (mining & food)



Education (primary & secondary)



Agriculture (fruit & vegetable, dairy & beef)

## REGIONAL CONTEXT MAP

### Legend

- Shire of Harvey boudary
- Roads
- Rail
- Industrial Areas
- Urban Development
- Parks and Open Space
- Rural





## Advantages & Opportunities

***Understanding the characteristics of the local economy is a critical step for local economic development and ensures that resources are targeted towards activities that will deliver the greatest benefit to the community.***

The review process has identified a number of key findings that highlight the unique opportunities, constraints, and aspirations for the Shire. These are summarised below:

- The Shire has a steadily growing population, which creates demand for population-driven industries and increases the pool of labour available to the local economy.
- The Shire's ideal geographic location provides easy linkages to Perth and strategic infrastructure including the Port of Bunbury and the new Busselton Margaret River Airport currently being developed, thus enabling export activities.
- Over the last ten years, employment growth has outpaced population growth, resulting in increased employment self-sufficiency in the Shire.
- The Shire has highly developed export industries and integrated value-chains that form the foundation for a higher level of prosperity for local residents.

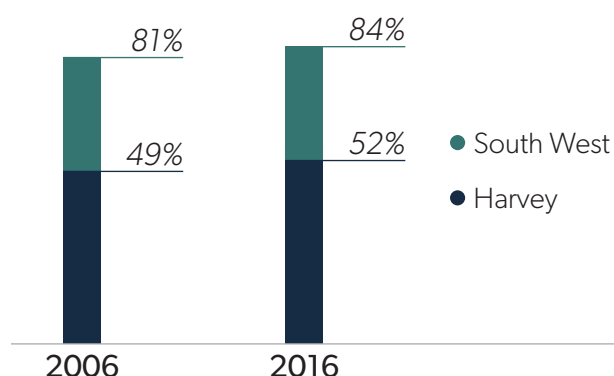
- The Shire's agricultural, horticultural, mining and associated manufacturing activities have significantly outpaced background growth in the State, adding high-quality employment opportunities in the area.
- A deficit in local professional services, working-aged and tertiary education aged adults has led to undersupply of local labour in some industries.
- The Shire's tourism industry is currently underperforming, indicating there is an opportunity to capitalise on the natural attractions of the Shire pending strong tourism attraction strategies.

The demographic and socio-economic indicators discussed over-page provide additional insights into the current and recent trajectory of the local economy, highlighting key strengths and potential opportunities for capacity building and industry growth in the Shire.

## EMPLOYMENT SELF-SUFFICIENCY (ESS)

Over the last ten years, employment growth has outpaced population growth, resulting in increased employment opportunities and employment self-sufficiency in both the Shire and the broader South West. Increasing local employment opportunities can ease pressure on transport infrastructure and services while providing enhanced liveability for residents

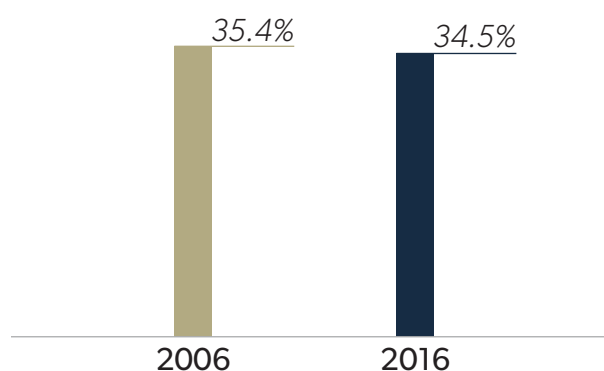
### **Strength: Increasing ESS**



## EMPLOYMENT SELF-CONTAINMENT (ESC)

Shire of Harvey has a relatively low ESC ratio, which reflects the proportion of local residents holding local jobs. This indicates a degree of misalignment between local skills and job requirements, with many residents currently travelling beyond the Shire for work.

### **Opportunity: Alignment of local skills to local industry requirements**



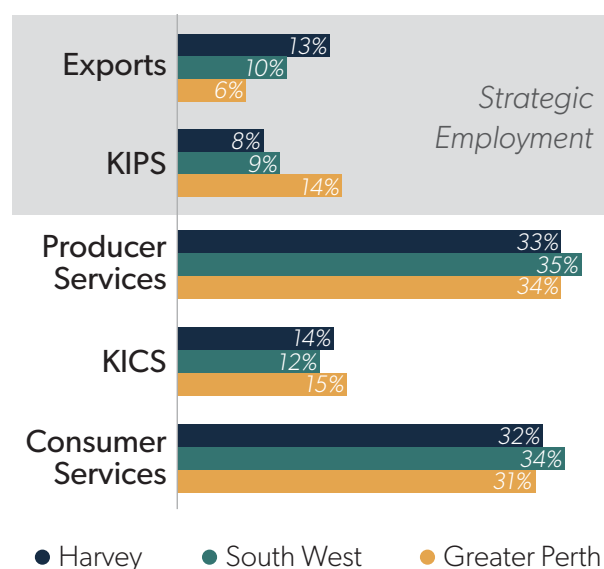
## EMPLOYMENT QUALITY

The Shire has a number of well-established export industries and integrated value-chains that form the foundation for higher levels of prosperity for local residents, as indicated by a high proportion of strategic employment.

There is a slight deficit in local Knowledge Intensive Producer Services (KIPS) employment (e.g. professional services), reflecting the influence of Greater Perth, Bunbury, and external supply chains.

### **Strength: High proportion of exports**

### **Opportunity: Increase knowledge-intensive business-to-business capabilities**

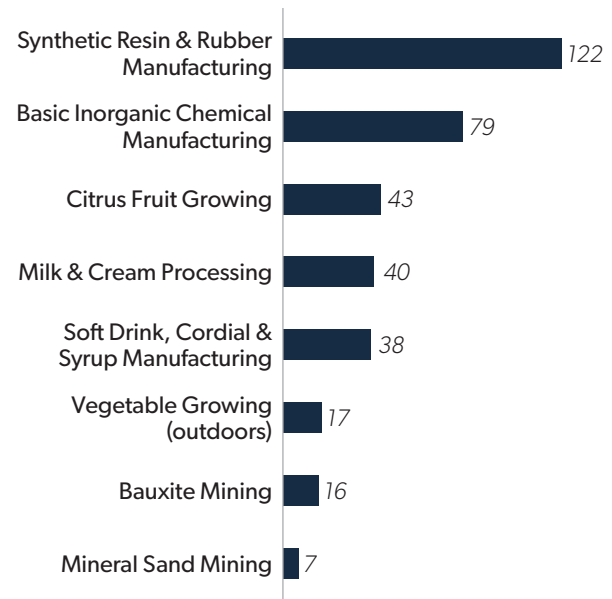


## SPECIALISED INDUSTRIES

The presence of these local industry specialisations is indicated by high employment concentration factors (ECFs) across a range of export-oriented industries, where a value of one represents the state average for each industry.

Particular industry specialisations in the Shire include agricultural (citrus and vegetable growing), mining (bauxite mining and mineral sand mining) and associated manufacturing activities (food and mining products processing).

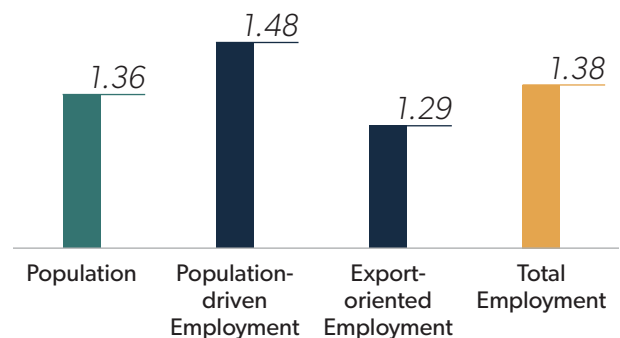
**Strength: Specialisation in agriculture, mining and associated manufacturing**



## GROWTH DRIVERS

While population-driven employment has outpaced population growth, total export-oriented employment generation has slightly lagged. This is a natural consequence of increasing urbanisation, however it will be important for the Shire to continue to capture opportunities created through the growth of export-oriented activity to maintain low levels of unemployment and high general levels of prosperity.

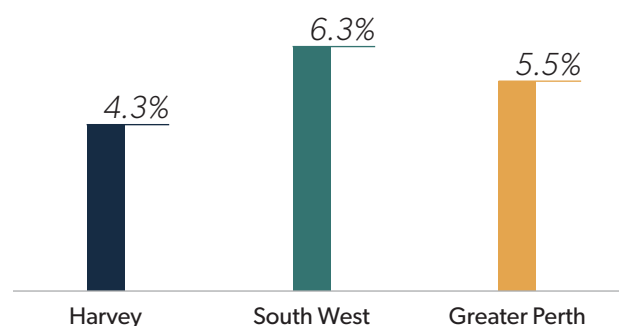
**Opportunity: Maintain growth in export-oriented industries**



## TOURISM INDUSTRY

The Shire's tourism industry is currently underperforming when compared to the South West, indicating there is an opportunity to further develop attractions and accommodation stock with the Shire.

**Opportunity: Strengthen local tourism capacity**





## Consultation Outcomes

Achieving the desired economic and employment outcomes requires ongoing communication and cooperation between the Shire, local businesses and the broader community. A workshop-based consultation process was used in developing the Strategy to ensure industry needs and concerns are understood and addressed. The two Economic Development Workshops involved local businesses from a broad array of industries and focused on:

- Understanding business location preferences and key factors influencing the local business operating environment.
- Establishing priorities and opportunities for the local business development.
- Identifying local government activities that could contribute to the development of the Shire's economy.

The workshops identified a set of high importance factors influencing local businesses in the Shire. Factors within the labour market and local infrastructure provision were universally highlighted as critical to local business success with tourism and resident-oriented businesses also emphasising the quality of local places and spaces.

Participants rated the current performance of high importance factors, providing insight into whether or not these factors were considered a positive or negative influence. While many factors are outside the direct control of the Shire, the results highlighted areas where economic development actions can be best targeted to support businesses.

The success factors were prioritised based on their relative importance and current performance. High priority factors are those with high importance and poor current performance.

PRIORITY		SUCCESS FACTORS	
1	Internet speed and reliability	Passing Trade	
	Access to specialised services or know-how	Access to skilled labour	
2	Quality training & development	Affordability of land / premises	
	Availability of land / premises	Access to networking opportunities	
	Local residential development	Quality streetscapes	
3	Natural attractions	Quality local road network	
	Retention of employees	Access to services (power, water, sewer & gas)	
	Community facilities		

The consultation process has highlighted key areas where local government could work with local businesses to ensure the Shire's economy continues to thrive. These included:

- Supporting the Australind LIA and other industrial areas development particularly through the provision of critical infrastructure such as high-quality roads, services and reliable internet.
- Promoting local businesses, local employment and local Harvey brand.
- Improving business communication and planning approvals process.
- Facilitating tourism development through provision of quality facilities for tourists and improving streetscapes.
- Improving public transport connections and accessibility to town centres and major employment centres.
- Working towards attracting skilled employees to the area and improving local training.



# Our Future

With important locational advantages and a range of established high-quality industries, the Shire can approach economic development from a position of strength. The Shire's growing population presents both opportunities and challenges. If the Shire is to maintain and enhance the current quality of life for its residents, new economic development activities and the creation of local employment opportunities will be required.

## INCREASING POPULATION AND EMPLOYMENT

**2,100** Additional local jobs required by 2031 

Under current State Government planning, the population of the Shire of Harvey is projected to increase by more than 30% from the current 26,550 to 35,000 residents by 2031. Population growth is associated with a number of challenges and opportunities, including the increasing demand for local population services and the need for additional employment opportunities. At current participation rates, this will generate a labour force of 16,690 that will require additional 2,100 local jobs assuming ESS stays unchanged.

## EMPLOYMENT QUALITY

**1,000** Additional strategic local jobs 

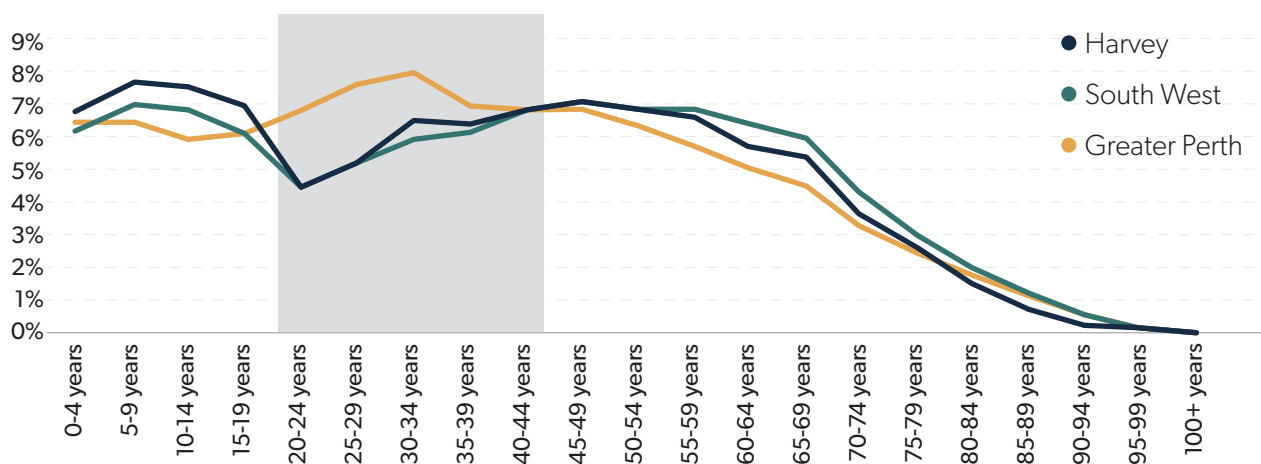
Many of the required jobs will be created naturally through planned population growth, attracting retail development in line with resident's demands. However, if the Shire's economic strength is to be maintained, it will be necessary to support businesses in expanding and creating further high-quality employment opportunities. If the current quality of life is to be maintained, at least 1,000 additional local jobs should be created within strategic industries.




## SKILLED LABOUR

A deficit in young working and tertiary education aged adults resulting from limited education and professional services opportunities currently leads to undersupply of local skilled labour. This is also reflected in the low ESC indicator – the level at which resident workers meet the labour requirements of the local industries.

The Shire is ideally placed to encourage possible student sponsorship and employment incentives, as well as to support the upskilling of the local workforce, through the development of partnerships with local education providers.



## TOURISM DEVELOPMENT

**150** Additional jobs  
in tourism by 2031 

Further integration of the local tourism offering and marketing approach with other popular destinations within the South West will assist local businesses to grow, contributing the Shire's employment targets. Bridging the gap in the local tourism industry will result in the creation of over 150 new export-oriented jobs within the Shire.









# Our Strategy

## **The Economic Vision:**

### ***An environment where businesses and residents prosper***

The overarching vision of the Shire's economic development activities is to create a positive influence on the local business operating environment, implementing capacity building and business-friendly initiatives that will assist businesses to grow and residents to connect with local employment opportunities. Four focus areas have been developed to guide the Shire's actions in working towards this goal.



#### **STRATEGIC COMMUNITY PLAN VISION**

*Together towards a better lifestyle*



#### **ECONOMIC VISION**

*An environment where businesses and residents prosper*



**Focus Area 1** – Strategic Industries



**Focus Area 2** – Business Support



**Focus Area 3** – Tourism



**Focus Area 4** – Towns and Infrastructure



## Focus Area 1 - Strategic Industries

Strategic industries are key in providing the drivers and capacity for local economic growth. The Shire of Harvey's historic success has largely been generated through its highly successful agricultural base, and more recently, mining and manufacturing activity. Future success will be reliant on the balanced growth and diversification of export industries, business support services and critical population services. The Shire can play a role in monitoring this balance and working to attract and support the growth of targeted strategic industries, including mining, agriculture, higher education, construction and development, and health and aged care. The Shire has an important role to play in advocacy, attracting investment and helping to support the identification and communication of industry needs.

ACTIONS	TIMEFRAME
1.1 Lobby the State Government to upgrade the power and construct a rail spur line into the Kemerton Industrial Park to encourage new users and industry.	1-3 yrs
1.2 Lobby the State Government to provide adequate funding for the Water for Food project and ongoing protection of the Shire's irrigation water supply.	1-3 yrs
1.3 Support food bowl marketing of the Shire and the Region.	1-3 yrs
1.4 Develop a long term sustainable investment prospectus for the Shire.	1-3 yrs
1.5 Lobby for increased capacity and use of the Bunbury Port including provisions for container facilities.	1-3 yrs
1.6 Continue to support the Bunbury Geopraphe Economic Alliance and encourage the State and Regional strategies to align with the Shire's Strategic plans.	Ongoing
1.7 Encourage state government agencies to purposefully engage with local government regarding major projects within the Shire and the Greater Bunbury Region.	Ongoing
1.8 Continue to support major projects that align with the growth and prosperity of the Shire and create employment opportunities within the Shire.	Ongoing
1.9 Advocate on behalf of local export orientated businesses to facilitate reliable and economically viable export activities via road, rail, air and sea.	Ongoing
1.10 Lobby the State Government to formally recognise Bunbury as the State's second major city in Western Australia and its surrounding local governments as major contributors to the State's current and future prosperity.	Ongoing

## METRICS

- Number of projects under investigation or development (project register)
- Employment in targeted strategic industries:
  - Total employment
  - Ratio of employment to resident labourforce

## EXISTING OR POTENTIAL PARTNERS

South West Development Commission · Bunbury Geopraphe Economic Alliance · Bunbury Geopraphe Chamber of Commerce · AusIndustry · Department of Primary Industries and Regional Development · Department of Mines, Industry Regulation and Safety · Department of Jobs, Tourism, Science and Innovation · Landcorp · Members of State and Federal Parliament · Private land developers · Neighbouring Local Governments · Industry peak bodies and major local employers

## Focus Area 2 – Business Support

Small businesses with less than 20 employees make up 98% of the Shire’s businesses and employ almost 50% of the total workforce. With limited resources, small businesses will benefit the most from Shire support. Business growth is also likely to flow on to direct benefits for Shire residents. To support small businesses the Shire can play central facilitation role in connecting local businesses with required resources in a cost-effective manner and by encouraging local supply chain connections.

ACTIONS		TIMEFRAME
2.1	Develop Business Incentive and Small Business friendly policies.	1-3 yrs
2.2	Promote and support a ‘Buy Local’ campaign.	1-3 yrs
2.3	Upgrade the Shire’s Website to facilitate online lodgement of applications and payments.	1-3 yrs
2.4	In partnership Community Resource Centres, host regular sundowners for local businesses to provide opportunities for networking and building collaborative relationships between local businesses.	1-3 yrs
2.5	Introduce local content briefings for major projects.	1-3 yrs
2.6	Investigate the potential to create the role of a Shire Liaison Officer to assist small business.	1-3 yrs
2.7	Develop regional price preference policy.	1-3 yrs
2.8	Liaise with neighbouring Local Governments to develop consistent processes and procedures.	1-3 yrs
2.9	Investigate the development of a Small Business Grant Program.	1-3 yrs
2.10	Develop an “Information Pack” to assist small business understand local planning and approval processes.	1-3 yrs
2.11	Investigate the feasibility of a Business Incubator, including meeting and “make-it” spaces.	4-6 yrs
2.12	Continue to support Business South West and/or other agencies that provide professional support and advice to small business.	Ongoing
2.13	Continue to lobby for improved mobile telephone coverage throughout the Shire.	Ongoing

## METRICS

- Number of small to medium businesses of less than 20 employees (released annually by Australian Bureau of Statistics)
- Number of business-oriented events
- Number of building licences issued (existing KPI under Strategic Community Plan Report on Performance)
- Number of development applications (existing KPI under Strategic Community Plan Report on Performance)

## EXISTING OR POTENTIAL PARTNERS

· Community Resource Centres · Bunbury Geographe Chamber of Commerce · Business South West · Business Advisory South West and Peel · Australian Trade Commission · Small Business Development Corporation · Department of Education · Department of Training and Workforce Development · Edith Cowan University South West Campus · Industry associations and large local operators and/or co-operatives e.g. Alcoa, Albemarle and Harvey Water

### Focus Area 3 – Tourism

Tourism can play an important role in boosting the local economy by providing an external source of income. Tourism has a broad impact that benefits specific tourism providers, but also other general retailers. Its activities are predominantly service-based and are therefore employment-intensive, providing a range of opportunities in related industry. As part of the popular South West region, the Shire of Harvey has the opportunity to further develop its visitor economy through a range of initiatives. A structured approach to identifying and improving the region's key attractions and visitor amenities will assist the sector, which is made up of a large number of small business.

ACTIONS		TIMEFRAME
3.1	Develop a local Tourism Development Plan that builds on and leverages regional tourism development strategies.	1-3 yrs
3.2	Develop a strategy for tourist information bays and signage.	1-3 yrs
3.3	Investigate the development of camping grounds within the Shire.	1-3 yrs
3.4	Develop and/or update townscape plans for the Shire's main towns.	1-3 yrs
3.5	Develop a strategy to activate vacant Shire land.	1-3 yrs
3.6	Develop a strategy for marketing of attractions within the Shire.	1-3 yrs
3.7	Work with the South West Development Commission and Department of Biodiversity, Conservation and Attractions to progress the Munda Biddi Trail extension to Harvey.	1-3 yrs
3.8	Provide free Wi-Fi at strategic locations within the Shire.	1-3 yrs
3.9	Develop a video and advertisements to market the Shire in multiple languages.	1-3 yrs
3.10	Develop a Playground Strategy that includes strategically located "destination" playgrounds to attract families from outside the Shire.	1-3 yrs
3.11	Investigate the potential to develop historical precincts in Harvey and Brunswick Junction.	1-3 yrs
3.12	Progressively establish Recreation Vehicle (RV) friendly towns and stops throughout the Shire including dump points.	4-6 yrs
3.13	Upgrade and promote internment cells at the Harvey Memorial Camp Internment Shrine.	4-6 yrs
3.14	Investigate the feasibility of developing a cycle trail between Harvey and Myalup.	4-6 yrs
3.15	Continue to support existing major events that attract visitors to the Shire and attract new events where opportunities present.	Ongoing
3.16	Lobby for reliable public transport with the Shire of Harvey.	Ongoing
3.17	Continue to work with Bunbury Geographe Tourism Partnership to promote tourism in the region.	Ongoing
3.18	Continue to support Visitor Centres at Harvey and Australind.	Ongoing
3.19	Progress international Friendship City relationships.	Ongoing
3.20	Support home based tourist accommodation in coastal towns.	Ongoing
3.21	Support eco-tourism development opportunities north of Myalup.	Ongoing
3.22	Assist in reducing fire risk in remote locations to increase the tourism potential of these locations.	Ongoing
3.23	Support tourism along the South Western Highway in conjunction with Tourism WA and other Local Governments.	Ongoing

## **METRICS**

- Tourism related employment (using ABS Tourism Satellite Account)
- Harvey Visitor Centre website and visitor statistics

## **EXISTING OR POTENTIAL PARTNERS**

Harvey Visitors Centre · Tourism WA · Department of Biodiversity, Conservation and Attractions · Department of Local Government, Sport and Cultural Industries · South West Development Commission · Bunbury Wellington Economic Alliance · Community Resource Centres · Peron Naturaliste Partnership · Neighbouring Local Governments · Local tourism operators and accommodation providers



## Focus Area 4 – Towns and Infrastructure

Provision of high-quality infrastructure is critical to economic development. Limited infrastructure results in missed economic opportunities and lost productivity. It affects both business operations as well as liveability and population retention. Quality infrastructure enables expansion of local production capacity that leads to increased wealth, business growth and access to opportunities for employees. The Shire can play a major role in helping to drive infrastructure planning and development, town improvement projects, and working to attract larger government investment to enable the growth of the region.

ACTIONS	TIMEFRAME
4.1 Complete Kingston Drive extension.	1-3 yrs
4.2 Progress the redevelopment of the Yarloop Workshops site.	1-3 yrs
4.3 Investigate the feasibility of a micro-brewery/restaurant and caravan park in Yarloop.	1-3 yrs
4.4 Progress the development of a café/restaurant on the Ridley Place Foreshore, Australind.	1-3 yrs
4.5 Progress the development of a Community and Civic Centre in Harvey including the creation of a link between the Harvey Town Hall and War Memorial.	1-3 yrs
4.6 Investigate a Developer contribution scheme for the whole of the Shire.	1-3 yrs
4.7 Develop plans to upgrade facilities at the Brunswick Junction Caravan Park and river foreshore.	1-3 yrs
4.8 Investigate opportunities to activate vacant shops in towns.	1-3 yrs
4.9 Investigate funding opportunities for providing underground power on Uduc Road west from the South Western Highway to the railway crossing in Harvey.	1-3 yrs
4.10 Provide additional parking at the Binningup Foreshore.	4-6 yrs
4.11 Support further expansion of the Brunswick River Cottages development subject to need.	4-6 yrs
4.12 Promote the development of a retirement village in Harvey.	Ongoing
4.13 Protect the availability of industrial land in Australind.	Ongoing
4.14 Identify opportunities for land purchases that align with the Shire's strategic priorities.	Ongoing
4.15 Lobby for public transport improvements between towns and to Bunbury.	Ongoing
4.16 Continue to improve the liveability of the Shire's towns to attract and retain a quality workforce including: <ul style="list-style-type: none"> <li>· Provision of sporting and community facilities;</li> <li>· Support a range of housing developments;</li> <li>· Adequate provision of community services; and</li> <li>· Progressively implementing townscape plans.</li> </ul>	Ongoing

## METRICS

- Number of infrastructure and community facility projects under investigation or development (project register)
- Area of available developable land (residential, commercial and industrial)
- Vacancy rate in selected key areas and main streets
- Number of bus routes and/or public transport connections

## EXISTING OR POTENTIAL PARTNERS

Department of Infrastructure, Transport, Cities and Regional Development · Department of Transport · Main Roads WA  
· Department of Local Government, Sport and Cultural Industries · Department of Planning, Lands and Heritage  
· Infrastructure Australia · Bunbury Port · South West Development Commission · Bunbury Wellington Economic Alliance · Major local employers and utilities supply companies



# Glossary

## Employment Self-Sufficiency (ESS)

ESS is a key indicator used in State Government planning. The indicator describes the ratio of available jobs to resident labour force. High ESS levels are desirable as they reflect greater access to local employment opportunities.

## Employment Self-Containment (ESC)

Employment Self-Containment (ESC) describes the ratio of local residents employed within the Shire to total number of jobs available within the Shire. It indicates the level at which the resident workers meet the labour requirements of the local industries.

## Employment Quality & Strategic Employment

Employment quality can be described by considering industry uses and the required level of knowledge. Strategic employment combines exports and supporting knowledge intensive producer services (KIPS), which serve the needs of businesses rather than consumers. Strategic employment is typically sustained by income sources outside the local economy and thus are important to growing the share of employment relative to population within a region.

## Employment Concentration Factor (ECF)

Employment Concentration Factors have been used to identify industries that are likely to export goods and services outside of the area, or serve catchments broader than the local area. ECFs are a measure of the concentration of industry employment relative to the state average concentration, with a value of one representing the state average. An ECF of two indicates that employment in a particular industry is twice as high in the local areas compared to the state average. High ECFs indicating particular local specialisations.



