



PEEL DEVELOPMENT
COMMISSION
**STRATEGIC
PLAN**
2026-30





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December 2025

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Disclaimer: This document has been prepared using a range of evidence to provide stakeholders with a clear understanding of the Peel Development Commission's approach to delivering a progressive, prosperous and dynamic region with a culture of care by 2050. All information is provided to the best of our ability and within the limits of our knowledge and resources. All proposals resulting from this document will be further detailed and agreed to by relevant parties.

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"djerpin yarken djibadjoboliny"

Fresh water turtles swimming happy through healthy waters by Noongar Aboriginal artist, Bianca Wilder.

Acknowledgement of Country

The Peel Development Commission would like to acknowledge the Bindjareb, Wilman, and Wadjuk people the traditional custodians of this lands on which we operate and pay respect to all Elders, past and present. We wish to acknowledge and respect their continuing culture and the contribution they make to the life of this region.

Kaya wer Wandjoo baalap, ngaalang Bindjareb, Wilman wer Waadjak baalap, nidja koorliny Noongar boodja koora Nyittiny yey.

Hello and Greetings people, our Bindjareb, Wilman and Waadjak people have been living here in the Southwest of Western Australia for over 60,000 years ago.

Ngalang Bindjareb, Wilman wer Waadjak kaadadjan-wonga, nidja boodja wer gabi, nidja baalap, nidja worl, wer ngalang Woggaal kaadadjan Wonga.

Our Bindjareb, Wilman and Waadjak knowledge story is about the land and waterways, the people, the sky and our Woggaal Belief System Story. Ngalak baariny dandjoo.

1 | Message from the Chair

I am pleased to share with you the Peel Development Commission's Strategic Plan for 2026–30, which sets a confident and collaborative direction for the future of the Peel region.

Guided by the *Regional Development Commissions Act 1993* and aligned with the objectives of the Western Australian Regional Development Framework, we continue to play a vital role in facilitating, advocating, and activating initiatives that create long-term impact for our region.

Our priorities in this document are grounded in a clear understanding of our regional economy, which boasts an output of \$29.02B¹, led by the robust sectors of mining, manufacturing, construction, and a strong services base. Over the recent past, we've seen our economy becoming increasingly resilient, but we recognise there is still room for further development in key sectors. The Strategic Plan reflects these aspirations.

Firstly, the Plan emphasises economic development and diversification. The realisation of the Transform Peel vision means enabling food innovation, ag-tech, and value-added production, building on world-class assets such as the Peel Business Park and the Food Innovation Precinct of WA. Our strategic location, close to freight routes, combined with our rich agricultural production base, positions us well for future growth.

Additional focus areas for the Commission include:

Environment: our Plan acknowledges the importance of our environment to both life in the Peel and our economy. The deep connection of Traditional Owners to the land and the present-day significance of the waterway lifestyle to locals are integral to our identity. However, these systems are under increasing pressure, which is why protecting Peel's iconic waterways and advocating for funding to support this is a core strategic priority.

World class Tourism: we recognise that Peel is ideally placed to benefit from tourism development, given its natural beauty and proximity to Perth. We support sustainable growth in Peel's visitor economy and accompanying tourism development, building on the great work already delivered in this sector.



Regional Liveability: the Commission plays a vital role in enhancing the region's liveability by building community capacity and capability. Its commitment to supporting Aboriginal empowerment is especially important, ensuring inclusive development and fostering stronger, more resilient communities across Peel. The Plan also addresses housing and services availability. It advocates for strategic interventions that support increasing housing stock and ancillary support services, ensuring that the quality of life in Peel is as vibrant as that in the metropolitan region.

Lastly, the Strategic Plan includes a strong focus on Organisational Excellence. We are committed to maintaining a high-performing board, capable staff, and robust internal systems. We are proud of our record and remain focused on delivering excellence for Peel.

The momentum is real, and the Peel region is ready to embrace it. Let's continue to work together to achieve our shared goals.

Myrianthe Riddy
Chair

¹ Remplan 2024

2 | CEO's foreword

The Peel Development Commission (the Commission) is driving regional prosperity through purpose, partnership and progress.

The Peel Development Commission's Strategic Plan 2026–30 sets out a clear and practical roadmap for advancing regional development across the Peel region. It reflects our commitment to building a progressive, prosperous, and dynamic region with a culture of care — one that is inclusive, resilient, and future-focused.

Our plan directly supports the WA Government Priorities 2025-2029 of Jobs; Health; Housing; Community; Environment; and Infrastructure and Services. It also aligns with the strategic themes outlined in the Western Australian Regional Development Framework.

Our five focus areas that respond to regional needs, our legislative mandate and the governments' priorities include:

1. Regional Liveability, Healthy Communities & Housing
2. Jobs, Economic Development, Diversification, Innovation and Infrastructure
3. Climate Resilience, Decarbonisation and the Environment
4. Aboriginal Empowerment and Prosperity
5. Organisational Excellence

Through our active promotion, facilitation and advocacy, we support economic diversification and the development of essential social infrastructure.

To boost regional liveability, we are focussed on accelerating housing availability and essential service provision, with particular focus on economic activation infrastructure and healthy communities.

We're also busy driving economic diversification through food innovation, food security and the pursuit of more world class tourism attractions and visitor infrastructure.

To increase our resilience to climate change, facilitate decarbonisation and care for our environment, we will seek opportunities to collaborate with industry and the community to secure investment in the rehabilitation and restoration of Bindjareb Djilba.



At the heart of all of this is our commitment to walk alongside our Bindjareb and Willman Noongar Aboriginal communities to realise opportunities for employment, self-determination and reconciliation.

Organisational excellence drives our success. We are committed to building a capable and healthy workforce, strengthening governance, and delivering high-quality services. Our strategic initiatives aim to create a unified voice across the portfolio, foster trusted partnerships, and ensure our operations are aligned with best practice.

Collaboration is fundamental to our approach. We work closely with all levels of government, industry, Aboriginal communities, and local stakeholders to deliver meaningful outcomes. Our regional intelligence and strategic advice equip decision-makers with the insights needed to shape a thriving future.

I acknowledge the leadership of our Board and the dedication of our staff. Their professionalism and commitment continue to shape a brighter future for the Peel region.

Together, we are building a region that is economically strong, socially connected, and environmentally sustainable.

Andrew Ward
CEO

3 | Our vision

Our vision

Our vision for the Peel is a progressive, prosperous, and dynamic region with a culture of care.

Our mission

Connecting communities, the environment and industry to generate innovative solutions and promote sustainable economic and social development.

The vision for regional development in Western Australia is:

“A strong, inclusive and sustainable WA — where vibrant regional communities provide great places to live, quality jobs and access to essential services for all.”



4 | About us

4.1 Our purpose

The purpose of the Peel Development Commission is to coordinate and promote the economic and social development of the region.

The Peel Development Commission is one of nine statutory authorities established by the *Regional Development Commissions Act 1993 (WA)*. The Commission reports directly to the Minister for Regional Development and is part of the Regional Development Portfolio that aims to measurably improve regional development in Western Australia.

The Peel Development Commission is made up of a Board of Management and staff whose role is to encourage, promote, facilitate, and monitor the development of the Peel region.

Our purpose is to coordinate and promote the economic and social development of the Peel. We work to make Peel an even better place to live, work and invest by partnering with government, communities, business and industry to identify and support projects that stimulate job growth, increase industry innovation and to ensure that our economy remains competitive over the long term.

4.2 Our role

The statutory objectives of the Commission are to:

- Maximise job creation and improve career opportunities in the region
- Develop and broaden the economic base of the region
- Identify infrastructure services to promote economic and social development within the region
- Provide information and advice to promote business development within the region
- Seek to ensure that the general standard of government services and access to those services in the region is comparable to that which applies in the metropolitan area
- Take steps to encourage, promote, facilitate and monitor the economic development in the region

4.3 Our services

- Steward regional vision, objectives and strategic initiatives
- Promote, facilitate, monitor and advocate for economic diversification and social infrastructure
- Facilitate government and private investment and grants
- Provide regional intelligence and strategic advice

4.5 Our values

Our core values help us achieve our purpose.

The Commission is a values-driven agency, which promotes a positive working environment making it a partner of choice.

We demonstrate our values in all of our interactions with our communities, stakeholders, partners and co-workers. We do this knowing that it is our responsibility to make decisions for the future, not just for today.

Our core values are:



Leadership

We lead by example through our courage, integrity and a vision that inspires and motivates.



Collaboration

Collaboration is the primary way in which we operate, working respectfully with each other and our stakeholders.



Integrity

We act with openness, honesty and integrity.



Innovation

We value and learn from the past to build the future, actively seeking opportunities to generate creative and sustainable solutions.



Regional Development Portfolio

4.6 How we work

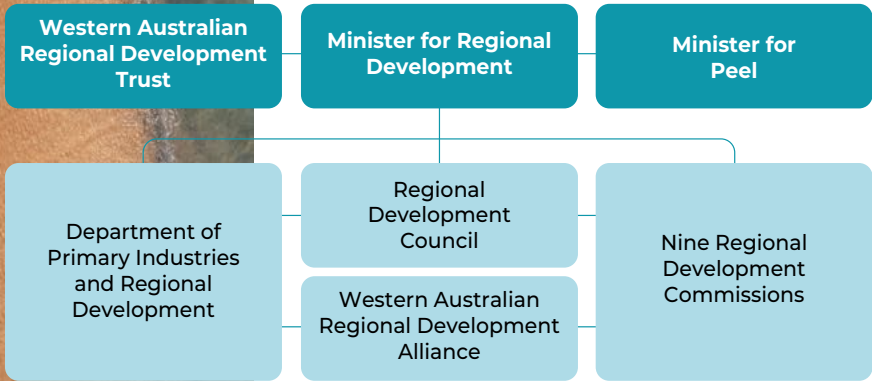
According to the Western Australian Regional Development Council, successful regional development is a collaborative endeavour that is most effective when it focusses on important opportunities and barriers to development both at a regional level and at a state-wide level.

The WA Regional Development Framework establishes a high-level set of priorities to coordinate the work of the regional development portfolio.

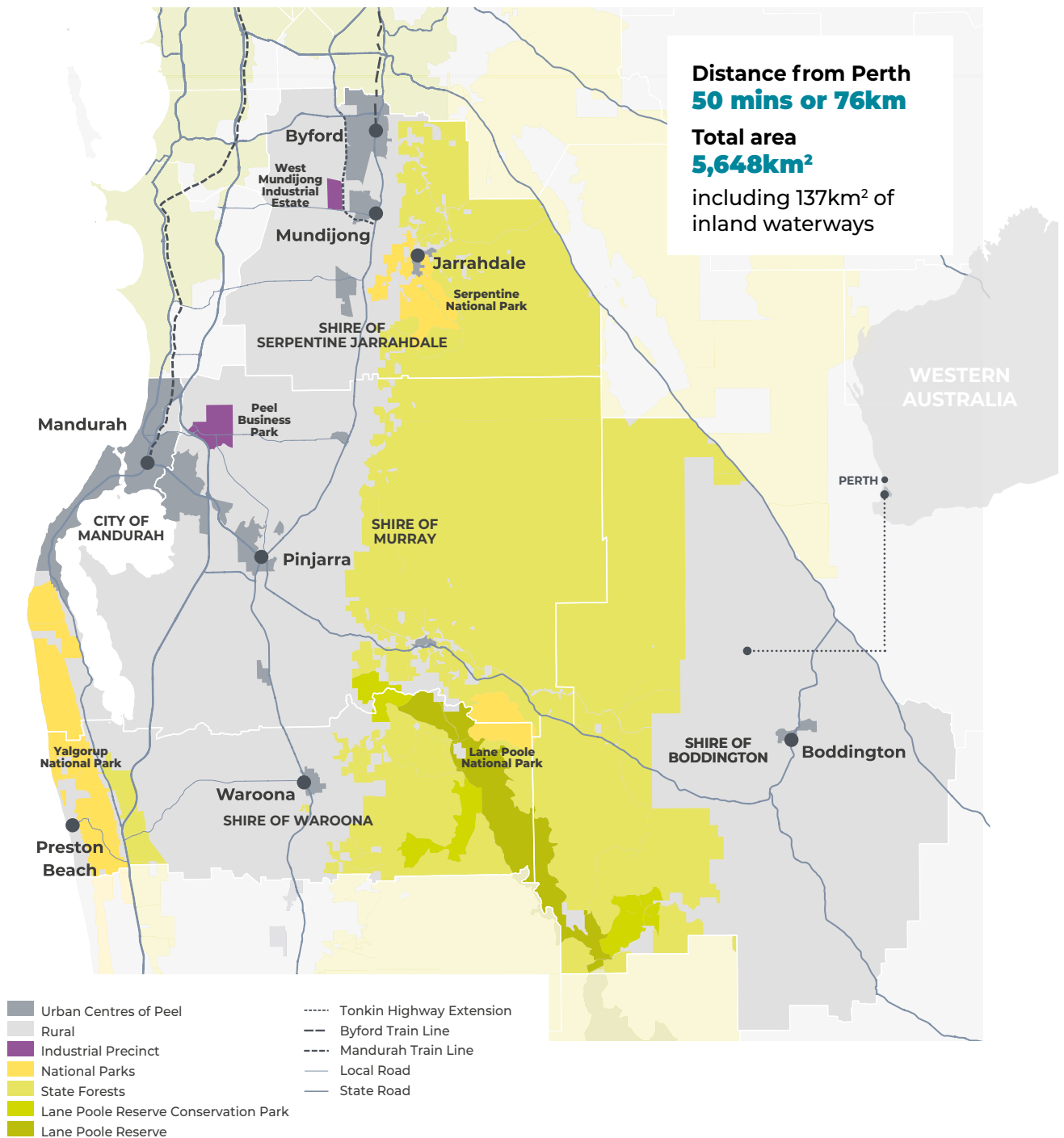
The Commission, as part of the Regional Development Portfolio, works closely with the other eight Regional Development Commissions and the Department of Primary Industries and Regional Development to progress strategic initiatives for regional Western Australia.

The Peel Strategic Plan is consistent with and aligned to the statewide framework, while incorporating objectives and strategies specific to our regional context.

The Commission is a regionally based agency that seeks to work across portfolios, agencies and industry to achieve wider regional benefits. The Commission takes a lead role in facilitating key initiatives and priorities, identifying local strengths and solutions and by providing an on the ground connection to the work of the State Government.



4.7 Our location



5 | Our strategic context

5.1 Regional development levers

Working within the Regional Development Portfolio, the Commission uses several levers to drive development in the Peel region.



5.2 Peel snapshot



Population

Population size
168,461
(2024)

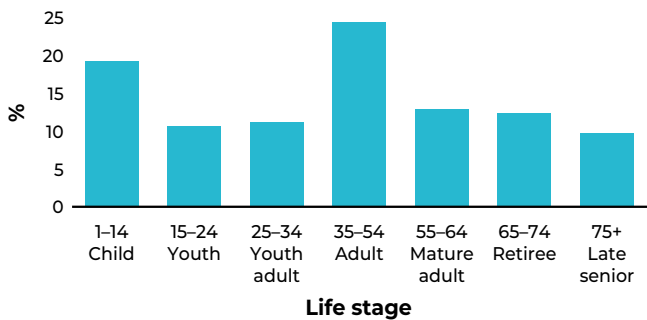
Growing
2.5%
(2019–23)

Forecast to grow to
440,000
by 2050

Medium age
42

Majority of the Peel's population is located in the City of Mandurah (60.49%), followed by the shires of Serpentine-Jarrahdale (22.39%), Murray (12.08%), Waroona (2.72%) and Boddington (1.09%).

Life stages²



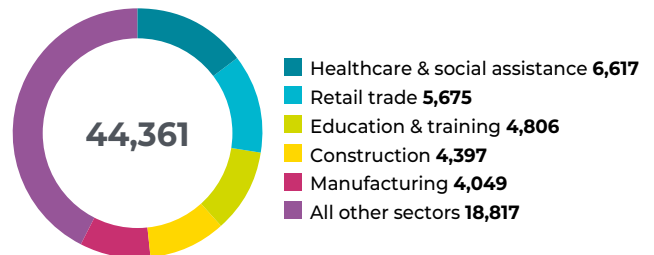
Employment

Labour force
44,361

Unemployment rate
2.98%
(June 2025)

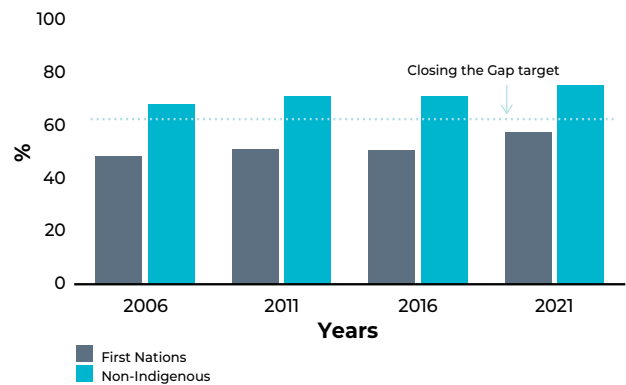
Median weekly income
\$680

Employment by key sectors³



Closing the Gap

By 2031, increase the proportion of Aboriginal and Torres Strait Islander people aged 25–64 who are employed to 62%.⁴



² ABS (2022) Census Of Population 2021

³ Census (2021)

⁴ Table CtG8A.1, Census of Population and Housing, derived from ABS (unpublished)

5.2 Peel snapshot (cont.)



Economics

GRP
\$10.892B⁵

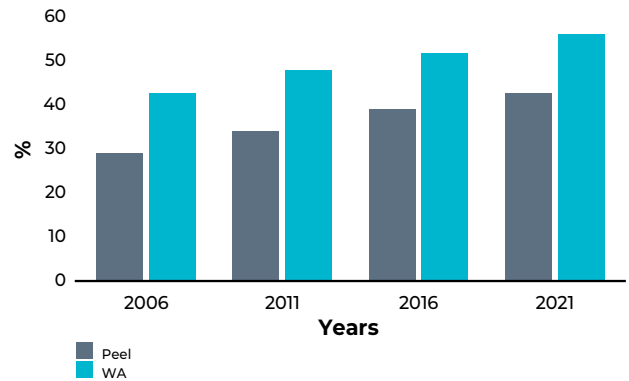
Emerging industries
Food manufacturing,
renewable energy,
technology and creative
industries

Local businesses
9,764
(June 2025)
sole traders, less than four
employees

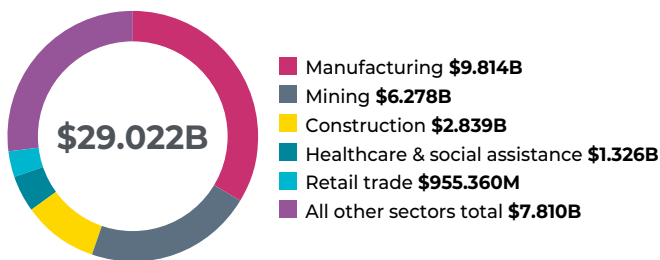


Education

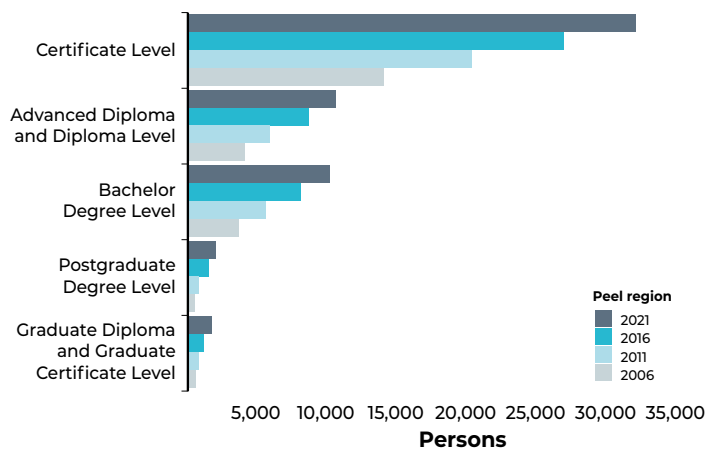
Peel and WA Year 12 education attainment⁷



Key sectors by economic output⁶



Peel Tertiary education attainment⁸



5 Remplan 2024
6 Remplan 2024
7 Remplan 2022
8 ABS Census 2021

5.3 Comparative advantages for Peel



Proximity

Close to Perth; freight corridors; Westport; Australian Marine Complex; gateway to South West; and South East Asia.



Strong infrastructure base

Transport systems; available commercial and industrial land; access to strategic infrastructure, such as affordable natural gas, electricity and reticulated water and wastewater services.



Liveability and natural assets

Attractive lifestyle offering for skilled workers and unique biodiversity such as internationally significant Peel-Yalgorup Ramsar wetland which holds significant ecological and recreational value, contributing \$605.7M annually to the Peel economy.



Growing population

Fast growing population and opportunity to leverage Peel's labour force through increasing skills, workplace participation and employment.



Strong relationships

Strong industry networks and collaborations through industry groups, cross-sectoral and inter-governmental alliances and Peel Chamber of Commerce and Industry.



Production

Diverse food manufacturing and agri-innovation ecosystem.



Tourism

Strong nature-based tourism market and well established visitor experiences with many accommodation and hospitality options.



Land

Affordable serviced industrial land to host industry, businesses and workers.



Industry

Strong existing manufacturing industry with growing specialisation.

5.4 Strategic industry sectors with comparative advantage



Education

Established VET and tertiary education providers and infrastructure across many sectors.



Aged care

Relative workforce specialisation in residential care and social assistance supporting an aging population.



Transport

Well connected region — including digital connectivity, freight corridors, road infrastructure and public transport options to Perth.



Energy

Abundant natural resources and enabling existing heavy industrial electricity demand infrastructure for decarbonisation.

5.5 Strategic challenges



Urban growth pressures

- Growing population needing more enabling infrastructure
- Focus on strategic industry growth, versus population driven industries demands



Environmental constraints

- Water scarcity, declining waterway health and climate change
- Environmental and planning regulations



Social inequality

- Inequality in education, health and income deepening social divides

6 | Strategic focus areas

The Commission’s Strategic Plan 2026–30 has five areas of focus which respond to regional needs and align with WA Government Priorities 2025–2029, our legislative framework and the WA Regional Development Framework.

The Commission will impact these areas through collaborative, coordinated and aligned actions that draw on our expertise and are tailored for the uniqueness and aspirations of the Peel region.

The table overleaf outlines the Peel Development Commission’s strategic objectives and details strategies to drive our actions over the five year period. Specific initiatives will be prioritised during the period in partnership with key stakeholders and the Board.

Our areas of focus are:

 <p>REGIONAL LIVEABILITY, HEALTHY COMMUNITIES & HOUSING</p>	 <p>JOBS, ECONOMIC DEVELOPMENT, DIVERSIFICATION, INNOVATION AND INFRASTRUCTURE</p>	 <p>CLIMATE RESILIENCE, DECARBONISATION AND THE ENVIRONMENT</p>	 <p>ABORIGINAL EMPOWERMENT AND PROSPERITY</p>	 <p>ORGANISATIONAL EXCELLENCE</p>
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PEEL DEVELOPMENT
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**STRATEGIC
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2026–30**


OUR PURPOSE:

To coordinate and promote the economic and social development of the Peel. We work to make Peel an even better place to live, work and invest by partnering with government, communities, business and industry to identify and support projects that benefit the region.

OUR SERVICES:

- Steward regional vision, objectives and strategic initiatives
- Promote, facilitate, monitor and advocate for economic diversification and infrastructure investment
- Facilitate public and private investment and administer grants
- Facilitate equitable access to services
- Provide regional intelligence and strategic advice

 <p>Regional Liveability, Healthy Communities & Housing</p>	 <p>Jobs, Economic Development, Diversification, Innovation and Infrastructure</p>
<p>Objective: A strong, vibrant, resilient and healthy community underpinned by a skilled and adaptable workforce with best practice social infrastructure and services.</p>	<p>Objective: Diverse and globally competitive industries and businesses that create opportunities for all.</p>
<p>Strategies:</p> <ol style="list-style-type: none"> 1. Build and maintain partnerships to represent community interests, and improve social infrastructure and services. 2. Use data and research to identify service gaps and inform priority initiatives (including existing research such as People of Peel and Peel Away the Mask). 3. Support ideas and attract investment to address the socioeconomic challenges. 	<p>Strategies:</p> <ol style="list-style-type: none"> 1. Identify and advance opportunities to modernise and diversify Peel's economic base and skills, leveraging existing industry strengths. 2. Explore and enable investment attraction mechanisms for tenure in priority economic precincts. 3. Increase local business participation in government contracts. 4. Work with stakeholders to understand and fill capability gaps limiting business growth or diversification.
<p>Board priority:</p> <ul style="list-style-type: none"> • Accelerate housing availability and services for housing infrastructure and essential activation infrastructure. 	<p>Board priority:</p> <ul style="list-style-type: none"> • Food innovation and food security. • World class tourism infrastructure and attraction development.
<p>Indicators of success:</p> <p>For the Peel DC:</p> <ul style="list-style-type: none"> • Engaged membership and representation in the District Leadership Group • Involvement in regional networks, consultations and initiatives supporting these strategies • % of Peel DC funding and resourcing aligned with strategies <p>For the region:</p> <ul style="list-style-type: none"> • Increasing availability of housing (Housing and Land Snapshot) • Increasing Year 12 and tertiary education attainment • Sustained engagement in the labour market 	<p>Indicators of success:</p> <p>For the Peel DC:</p> <ul style="list-style-type: none"> • Stakeholder satisfaction with the Commission's support for businesses and facilitation of economic growth • State government procurement spend on local suppliers • Government investment in local supplier capability • % of Peel DC funding and resourcing aligned with strategies <p>For the region:</p> <ul style="list-style-type: none"> • Increased representation of business in the food innovation and/or security sector • Economic snapshot • Increased visitation, tourism and cultural experiences • Delivery of world class tourism infrastructure and/or attraction project • Increased diversity in employing sectors • Increased diversity in output by industry sector

Focus areas		
 <p>Climate Resilience, Decarbonisation and the Environment</p>	 <p>Aboriginal Empowerment and Prosperity</p>	 <p>Organisational Excellence</p>
<p>Objective: Sustainable development that restores ecosystems and lowers carbon emissions.</p>	<p>Objective: Aboriginal people, families and communities are empowered to participate in the regional economy and society.</p>	<p>Objective: An organisation that is recognised for outstanding governance and innovation in delivering regional outcomes.</p>
<p>Strategies:</p> <ol style="list-style-type: none"> 1. Explore sustainable and cost effective infrastructure options to deliver water for industry, community, ecosystem balance and population growth. 2. Support research and investment to restore the Peel Harvey waterways. 3. Assist regional industries to understand and reduce their carbon footprint. 	<p>Strategies:</p> <ol style="list-style-type: none"> 1. Build and maintain strong collaborative relationships with Traditional owner groups. 2. Support economic development opportunities arising from South West Native Title agreement. 3. Support Aboriginal people activating their capital through interests in land, culture and skills. 4. Support Aboriginal workforce participation, career growth and business ownership. 	<p>Strategies:</p> <ol style="list-style-type: none"> 1. Steward a vision for the Peel's economic, social and environmental development. 2. Build and maintain collaborative, effective and trusted relationships and partnerships. 3. Regular provision of accurate and timely regional intelligence. 4. Contribute to the Regional Development Portfolio on shared regional development objectives. 5. Build and retain a capable and healthy workforce. 6. Embed appropriate governance practices.
<p>Board priority:</p> <ul style="list-style-type: none"> • New funding sources for rehabilitation and restoration of the Peel Harvey waterways. 	<p>Board priority:</p> <ul style="list-style-type: none"> • Aboriginal employment opportunities. 	<p>Board priority:</p> <ul style="list-style-type: none"> • Effective and trusted governance and relationships.
<p>Indicators of success:</p> <p>For the Peel DC:</p> <ul style="list-style-type: none"> • Cash investment to implement Healing Bilya • Carbon reduction programs assisted by Commission • % of Peel DC funding and resourcing aligned with strategies <p>For the region:</p> <ul style="list-style-type: none"> • Water quality improvement of the Peel Harvey catchment • Project initiation and investment in water infrastructure 	<p>Indicators of success:</p> <p>For the Peel DC:</p> <ul style="list-style-type: none"> • Number of Aboriginal owned and operated businesses • Engagement with Aboriginal organisations • % of Peel DC funding and resourcing aligned with strategies <p>For the region:</p> <ul style="list-style-type: none"> • Number of local ACCOs or ACCHOs delivery services • Regional level improvement in Closing the Gap targets 	<p>Indicators of success:</p> <p>For the Peel DC:</p> <ul style="list-style-type: none"> • Stakeholder satisfaction with our services • Sound governance practices • Positive staff retention and staff sentiment survey • Investment in staff professional development • Audit results • Stakeholder mapping

7 | Implementation, monitoring and evaluation

7.1 Our approach to implementation is collaborative

We work with others to achieve the Commission's vision. This Plan is intended to provide stakeholders with a clear understanding of where we are headed, our objectives, and the areas where we will concentrate our efforts. The Plan also creates a framework for measuring our impact.

The Board of the Commission is accountable for the delivery of the activities within this strategy and delegates responsibility for them to the CEO and Commission staff.

The outcomes we are seeking from the plan are a shared responsibility with key stakeholders across the region. We are committed to building connections and collaborating with our stakeholders to ensure the outputs and outcomes are delivered to meet our vision of the Peel as a progressive, prosperous, and dynamic region with a culture of care.

Key stakeholders to engage with while implementing strategic initiatives will vary but are likely to include:

- Local governments
- Business and industry
- Peak bodies
- Not-for-profit organisations
- State and Federal Government agencies
- Government Trading Enterprises

7.2 Monitoring and evaluation is fundamental to success

Monitoring and measuring the progress towards achieving the strategic initiatives is embedded into the governance and structure of the Commission.

It is important for the Commission to measure and evaluate its progress in relation to objectives, strategies and actions. Measures of success are included throughout the Plan against each of the themes.

Performance monitoring and evaluation will be enabled through:

1. Annual reporting to the Government and Minister including progress towards strategic objectives.
2. Internal monitoring through business planning processes.
3. Annual client satisfaction survey conducted by independent market researcher to interview stakeholders, the results of which will be published in the Annual Report.
4. Regular reporting to the Board.
5. Audits of governance arrangements.

**Monitoring and
evaluation is
fundamental to
success.**



Peel Development Commission

45 Mandurah Terrace (PO Box 543)
Mandurah, Western Australia 6210

Phone: (08) 9535 4140

Fax: (08) 9535 2119

Email: peel@peel.wa.gov.au

peel.wa.gov.au