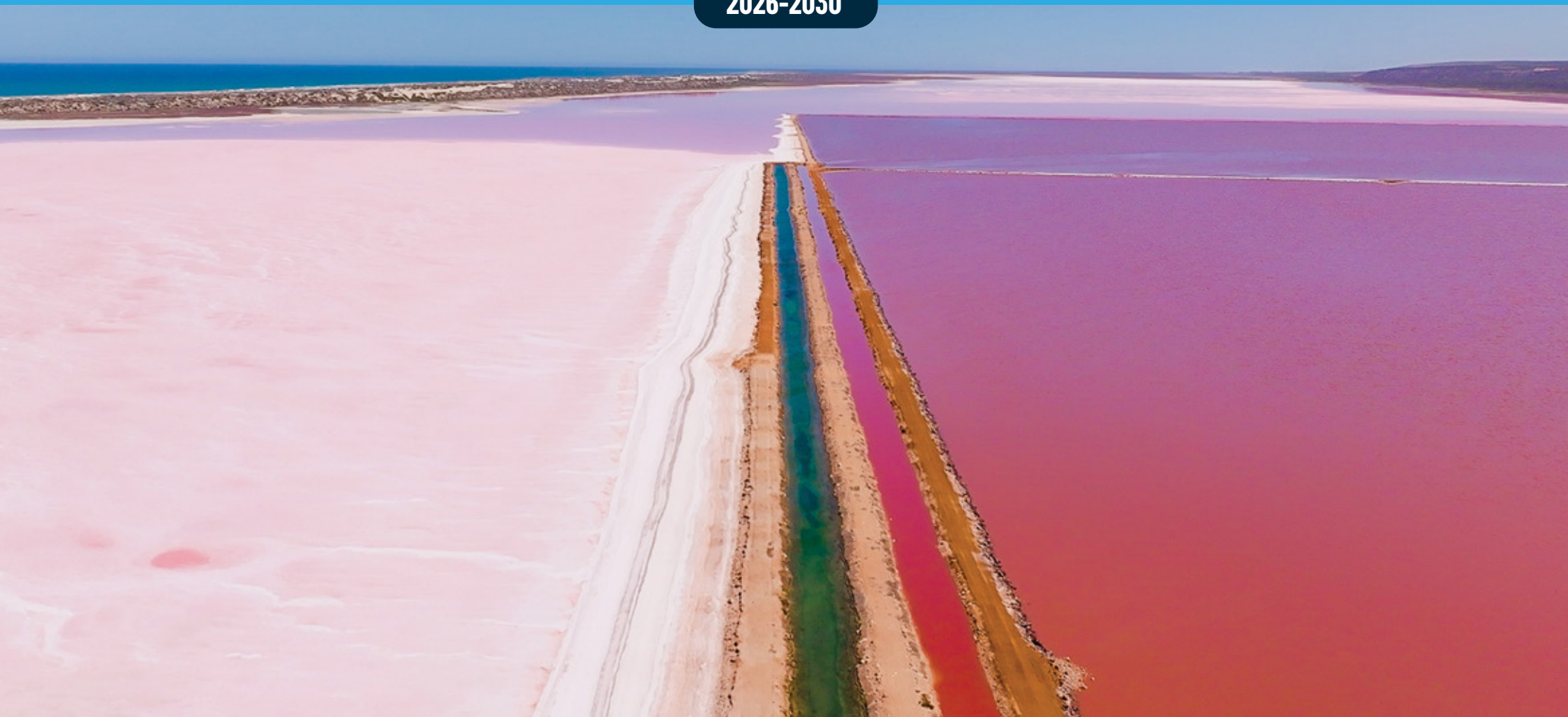




MID WEST
DEVELOPMENT
COMMISSION

MID WEST DEVELOPMENT COMMISSION STRATEGIC PLAN

2026-2030





Acknowledgement of Country

Mid West Development Commission acknowledges the Yamatji people as the Traditional Owners of the Mid West region, which includes the Amangu, Nhanhagardi, Wilinyu, Naaguja, Badimia, Widi, Nanda, Mullewa Wadjarri and Wajjarri people. The Commission also acknowledges the Yugunga-Nya people near the Western Desert and the Yued people to the south.

We recognise their continuing connection to land, waters and community and pay our respects to them and their cultures; and to Elders; past, present and emerging.

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CHAIR'S FOREWORD

I am very pleased to present the Mid West Development Commission's Strategic Plan 2026-2030.

Having joined the Board last year as its Chair, I have been struck by the strength, ambition and generosity of the Mid West. This is a region that backs itself. It is innovative, collaborative and practical, with communities and industries that understand the scale of the opportunity ahead and the work required to realise it.

The future is no longer something on the horizon. In many ways, it is already taking shape around us.

Across the Mid West, we are seeing strong momentum in major projects, renewable energy, resources, agriculture, tourism, digital connectivity, space and other emerging industries. Our region has the key advantages to play a significant role in the Western Australian and Australian economies, while continuing to supply our global partners with high quality, sustainable products and commodities.

The opportunity before us is to ensure that as the Mid West grows, more of that growth is captured here in the region. That means more local jobs, stronger local businesses, better pathways for young people, and greater participation for Aboriginal people, businesses and organisations.

It also means ensuring that development strengthens our communities, rather than simply passing through them.

For me, one of the most important measures of success will be whether people see a future for themselves and their families here. We want the Mid West to be a place where people come for work and opportunity, but choose to stay because they feel connected, supported and proud to call it home.

That relies on more than economic activity alone. It relies on confident towns, active communities, strong local leadership, and the everyday services and infrastructure that help people build good lives in the places they love.

This Strategic Plan recognises the diversity of the Mid West. Our coastal communities, inland towns, agricultural districts, pastoral areas and remote communities each have different strengths, needs and aspirations. A strong regional strategy must understand those differences and work with them for mutual gain.

The Commission's role is to bring people together, to advocate, to facilitate, to support and to help unlock opportunities that deliver lasting benefit. We cannot do this work alone, and nor should we. The strength of the Mid West has always been found in partnership; between community, industry, Aboriginal organisations, local governments, State and Commonwealth agencies, and the many people who contribute their time, energy and ideas to the future of this region.

This Plan provides a clear roadmap for the years ahead. It is ambitious, but grounded in the real strengths of the Mid West and the practical role the Commission can play.

I am excited to be Chair at such a dynamic time for our region. I encourage everyone with an interest in the Mid West's future to get involved, stay connected and help us turn these boundless opportunities into lasting outcomes for our communities.

Lara Dalton
Chair



MESSAGE FROM THE CEO

It is a privilege to introduce the Mid West Development Commission's Strategic Plan 2026-2030.

This is the second strategic plan I have had the opportunity to help shape as CEO, and it comes at a pivotal moment for the Mid West.

Over the life of the previous plan, we have seen how important collaboration, facilitation and influence are to achieving regional outcomes. Those ways of working will continue to define the Commission's purpose and the way we support the region's shared future.

The Mid West has a huge role to play in the emergence of the low-carbon economy, while continuing to support the strength of our traditional economic drivers in resources, agriculture, fisheries and other established industries. At the same time, new opportunities are evolving across green energy, downstream processing, digital infrastructure, tourism, aquaculture, space, manufacturing and other sectors that can help diversify and strengthen the regional economy.

This strategy is focused on being ready for those opportunities, while being clear-eyed about how regional development happens. The future of the Mid West will not be shaped solely by major global trends or external investment decisions. It will also be shaped from within — by the ambitions of local communities, the capability of local businesses, the leadership of Aboriginal organisations, the priorities of local governments, and the willingness of partners to work together on the issues and opportunities that matter.

The Commission's role is to enable and activate. We bring regional intelligence, relationships and a practical understanding of local conditions. We help connect proponents with government, support investment attraction, advocate for enabling infrastructure, facilitate partnerships, and provide the evidence needed to make better decisions.

We are not the sole deliverer of the region's development, but we are committed to being an active and useful partner to make it happen.

This plan has been developed with regional stakeholders and focuses on enhancing the Mid West's strengths and advantages. It recognises that we are not one single economy, but a region of different economies, communities and opportunities. The lived reality of a coastal growth centre is different to that of an inland agricultural town, a remote Murchison community or a fast-growing industrial precinct. Our approach must be practical, place-based and responsive to those differences.

A key focus of this strategy is capturing more value for the Mid West from growth, trade and investment. That means supporting local procurement, Aboriginal business participation, workforce development, housing solutions, industrial land activation and infrastructure planning, so that major projects and regional growth translate into lasting benefits for the people who live here.

The plan also recognises the enabling conditions that regional growth depends on. Energy, water, transport, industrial land, digital infrastructure, housing and workforce capability are all central to the Mid West's ability to attract investment, support communities and compete for future opportunities. Our role is to help align these priorities, highlight constraints, and work with the right partners to unlock progress.

The Strategic Plan 2026-2030 aligns closely with State Government priorities and the broader goal of building a strong, resilient regional Western Australia. It positions the Mid West as investment-ready, connected and capable of contributing to the State's future prosperity.

Most importantly, this is a strategy that others can use. It is intended to guide the Commission's work, but also to support the strategic goals of our partners across government, industry and community.

The future of the Mid West belongs to the people and organisations willing to help shape it. The opportunities are boundless. Our challenge is to help the region turn those prospects into real outcomes.

Nils Hay
Chief Executive Officer

OUR VISION

Boundless opportunities power a diverse Mid West region that is connected, collaborative and investment-ready, driving strong growth, jobs and liveable communities.

OUR PURPOSE

To enable and activate the opportunities that drive sustainable growth and regional liveability for the Mid West.

OUR VALUES



COLLABORATIVE



INFLUENTIAL



FORWARD THINKING



STRATEGIC



AGILE



DEFINING OUR REGION

The Mid West covers a large and geographically diverse part of Western Australia, spanning about 285,000km² and is anchored by Geraldton as the main regional centre. It sits within a broader State context in which regional WA remains economically significant: the areas outside Perth are home to around one quarter of the State's population and generate about 40% of gross state product.

The region includes three subregions and 16 Local Government Areas, shown by this map.

Employment in the Mid West reflects a relatively balanced industry structure, with strong representation across primary, secondary and service-based sectors. Mining is the largest employer (3,921 jobs), followed by Health Care and Social Assistance (3,416), Education and Training (2,552), and Retail Trade (2,418), indicating a mix of export-oriented industries and population-serving services. Agriculture and Construction also contribute significantly, reinforcing the region's reliance on both resource and land-based industries alongside ongoing development activity.

There is a secondary concentration in sectors such as Accommodation and Food Services, Public Administration and Safety, and Transport, Postal and Warehousing, which support tourism, government functions and regional logistics. This diversity of industry is a notable strength of the Mid West economy. Unlike some other regions dominated by single industries or commodities, critical healthcare, education, public administration and hospitality sectors have kept pace in the Mid West to reflect a more balanced social and economic base.

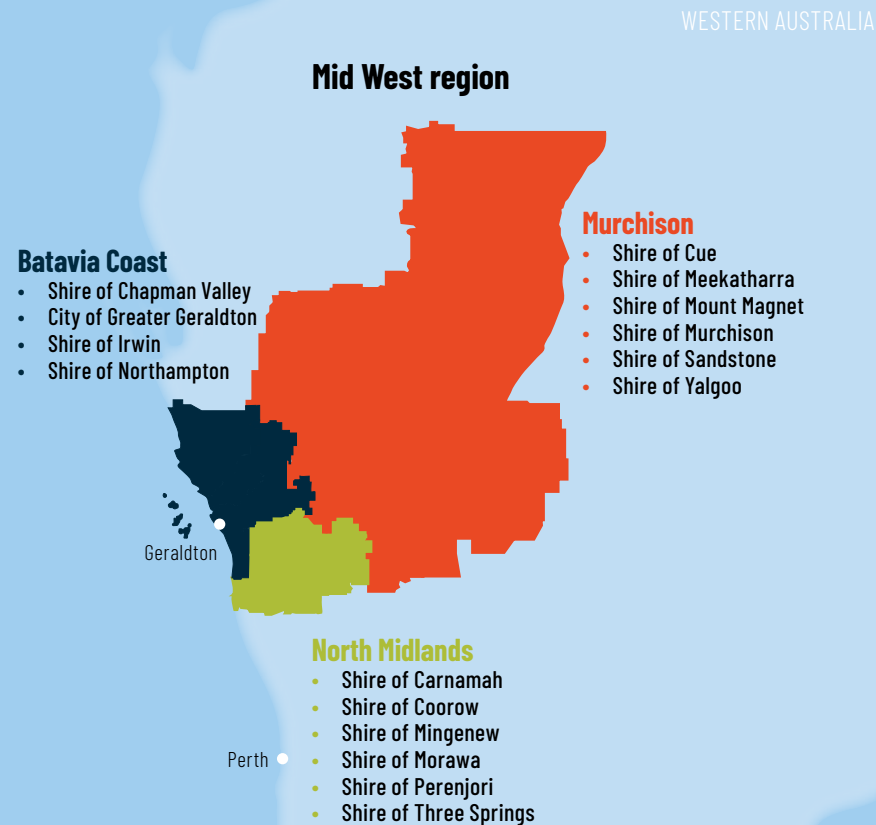


Figure 1 Critical mass - Mid West key metrics

~60,000

Population

~5,000

Businesses

400,000+

Overnight Visitors

325M+

Tourism Spend

~\$9Bn

GRP

~\$10Bn

Regional Exports

MID WEST REGIONAL ADVANTAGE

The Mid West's regional advantage lies in the way its economic, natural, infrastructure and cultural assets combine.

Few regions bring together mineral diversity, renewable energy potential, gas resources, strategic industrial land, port and logistics capability, space infrastructure, fibre connectivity, regional services, tourism assets, primary industries and distinctive cultural landscapes in one place.

The Mid West's advantage lies in how these strengths interact: established industries create demand, infrastructure provides capacity, and emerging sectors create new pathways for investment, innovation and regional growth.

The result is a practical development proposition: a region with the land, infrastructure, capability and identity to support industries that need scale, reliability, connectivity and a strong regional workforce.

The task ahead is to give that breadth a sharper focus, building the infrastructure, skills, partnerships and investment conditions that allow the region's advantages to reinforce each other.

A productive, export-facing economy

The Mid West has one of Western Australia's most diverse regional production bases.

Mining remains one of the region's strongest investment propositions, supported by gold, iron ore, mineral sands, base metals, rare earths, critical and strategic minerals and onshore gas.

This diversity gives the region resilience because it is not dependent on a single commodity, and it provides future upside as global demand grows for critical minerals, clean-energy inputs and secure supply chains.

The region's resources sector is reinforced by practical enabling infrastructure. Geraldton Port, established road and rail links, industrial land, manufacturing and service capability, and planned capacity improvements support both current production and future development.

The Mid West also has an important mining equipment, technology and services base. Local surveyors, drillers, engineers, transport operators, maintenance providers and professional services already support mines across the region and beyond.

This capability is more than a support function; it is a platform for business growth, innovation and local procurement, particularly where new projects connect more deeply with regional suppliers.

Primary industries are another core strength of the regional economy.

Broadacre crops, livestock, rock lobster and emerging aquaculture opportunities provide a strong production base, established skills and export-facing supply chains.

Agriculture is central to the inland economy, with grains, livestock and mixed farming supported by local service businesses and Geraldton Port.

Operating in a challenging environment has also driven innovation in water-use efficiency, productivity and climate adaptation, creating skills and practices that are increasingly valuable in a changing climate.

The coast and islands add a premium marine proposition. Rock lobster is a recognised regional strength, supported by the Geraldton Fishermen's Co-operative and export-oriented seafood supply chains.

Around the Abrolhos Islands, smaller fisheries and aquaculture trials provide future growth options for sustainable marine production, regional provenance and higher-value food products.

Across both resources and primary industries, the opportunity is to move beyond extraction and production alone.

The Mid West can build greater value through downstream processing, regional provenance, agricultural innovation, sustainable aquaculture, competitive supply chains, climate-adapted production and stronger links between major projects and local businesses.

An energy and industrial growth platform

The Mid West is one of Australia's most compelling regional energy and industrial prospects because it combines high-quality wind and solar resources, onshore gas supply and infrastructure, industrial land, port access and proximity to major resource and processing loads.

The significance of this combination is that renewable energy potential is matched by the industrial conditions needed to convert it into economic activity, including mineral projects, industrial land, logistics infrastructure, gas firming and export pathways.

This gives the region a practical pathway from natural resource potential to bankable energy and industrial development.

Planned transmission investment, including Western Power's Clean Energy Link – North, will strengthen the grid connection into the Mid West and improve the region's ability to host new renewable generation and connect future energy-intensive industries.

As this capacity grows, the region will be better positioned to support clean energy projects, industrial loads and downstream processing opportunities.

Gas also gives the Mid West a credible energy security proposition.

North Perth Basin gas resources and proposed developments can support mining, minerals processing, power generation and firming as renewable generation scales up.

This gives the region a balanced transition story: renewables for growth, gas for reliability and firming, and industrial land for downstream opportunities.

The strongest industrial proposition is in activities that need power, land, logistics and proximity to resources.

Oakajee, Arrowsmith and related industrial areas have the potential to support hydrogen, ammonia, critical minerals processing, computing infrastructure and other energy-intensive investment over the long term.

The opportunity is not simply to generate energy, but to use energy as the basis for new industry, supply-chain depth and regional employment.

A distinctive visitor and creative economy

The Mid West has a distinctive visitor economy built around coast, outback, wildflowers, national parks, Aboriginal culture, heritage, marine recreation and self-drive touring.

Geraldton, the Abrolhos Islands, Kalbarri National Park, the Murchison, wildflower country and inland heritage towns can be presented as part of one connected regional experience.

The Mid West's tourism proposition is strongest where it focuses on higher-value, experience-led visitation, drawing on the region's nature, marine environments, Aboriginal culture, heritage, trails, events and self-drive journeys rather than competing as a mass tourism destination.

Coastal attractions provide the highest-profile drawcards, while inland landscapes, dark skies, pastoral heritage, wildflowers and cultural experiences can extend length of stay and spread visitor spend across more communities.

Targeted investment can convert strong natural and cultural assets into more year-round visitor activity and stronger regional business outcomes.

Priorities include accommodation, guided products, Aboriginal cultural tourism, marine experiences, events, trails and self-drive infrastructure.

The region's emerging creative economy strengthens this proposition.

The Mid West has an authentic sense of place shaped by visual landscapes, heritage towns, Aboriginal culture, coastal and outback settings, local arts leadership, festivals, writers, galleries and screen-friendly locations.

The WA Museum Geraldton, regional museums, Geraldton Regional Art Gallery, local festivals and competitions, Aboriginal art centres and grassroots creative projects provide a base for cultural development.

Recent screen activity, including *Invisible Boys* and *Shipwreck Hunters Australia*, has shown that the region can attract production interest and turn local stories and locations into wider promotional value.

Creative industries are developing, but they have clear strategic relevance.

They can strengthen tourism, place branding, youth retention, Aboriginal enterprise, events and digital content.

The opportunity is to build a stronger cultural and production ecosystem around the region's landscapes, stories and identity.

A space, data and secure communications region

The Mid West has a distinctive and increasingly valuable position in space, data and secure communications. Its combination of radio quiet zones, clear skies, low light pollution, restricted airspace, fibre connectivity and large, stable land areas creates operating conditions that are difficult to replicate.

The region already hosts nationally and globally significant space-ground and radio-astronomy infrastructure. The Mingenew Space Precinct and Yarragadee facilities support satellite laser ranging, tracking, communications and emergency beacon detection, with proponents including the Australian Maritime Safety Authority, Capricorn Space, Geoscience Australia and Swedish Space Corporation.

The Murchison Radio-astronomy Observatory, established by CSIRO on Wajarri Yamaji Country, is globally significant. It hosts ASKAP, the Murchison Widefield Array, EDGES and the SKA-Low telescope, which is currently under construction.

Together with Kojarena, Mullewa and Geraldton facilities, these assets give the Mid West a credible and distinctive space, data and radio-astronomy proposition. This capability is also translating into commercial opportunity.

Starsite Australia, a Geraldton-founded ground station hosting company, is supporting the Australian space sector through ground-station services. Kongsberg Satellite Services' selection of Starsite to host, maintain and operate a new lunar communications site at Mullewa demonstrates the region's potential to support specialised space operations and global missions.

The same attributes that support space activity also strengthen the region's data proposition.

Mining automation, energy systems, space and radio astronomy, port logistics, agriculture technology, health service delivery and defence communications all generate large, valuable and increasingly time-sensitive data requirements.

The Mid West is not starting from zero; it already supports specialised, globally connected data activity in a remote operating environment.

For data centres and related digital infrastructure, the region's investment story is focused on power, land, connectivity and reliability. Large land areas, separation from congested metropolitan precincts, proximity to renewable energy potential, planned transmission upgrades and gas firming can all support targeted data infrastructure.

This is particularly relevant as artificial intelligence, cloud services, high-performance computing and industrial data processing increase demand for secure, energy-reliable locations.

The Mid West also has assets relevant to national security and defence activities.

The Australian Defence Satellite Communications Station at Kojarena is a nationally significant communications facility, while the region's ground stations, fibre networks, port, airports and logistics infrastructure support a broader enabling role.

The Mid West should not be positioned as a major defence manufacturing centre. Its stronger proposition is as an enabling location for communications, surveillance, space-ground services, logistics, training support, maintenance and technical workforce development.

Regional services, skills and liveability

Economic growth in the Mid West depends not only on projects and infrastructure, but also on the services, skills and liveability needed to attract and retain people.

Health, education, care services and workforce development are therefore central to the region's long-term investment proposition.

The Mid West's health and care sector is a major regional service and workforce opportunity.

Geraldton Health Campus, the planned regional Radiation Oncology Unit, Aboriginal community-controlled health services, aged care, telehealth, rural clinical training and hospital redevelopments all strengthen the region's capacity to deliver care closer to home. Continued investment in health infrastructure across the region will support liveability and improve access to services outside Geraldton.

Health infrastructure is also an economic development driver. It supports construction, local procurement, specialist attraction, training, workforce retention and family liveability. Better health services make the region more attractive for workers and investors across all industries.

Growth opportunities include regional service delivery, telehealth, Aboriginal health, aged care, clinical placements, allied health, rural workforce development and service innovation.

Education and training are equally important. Geraldton Universities Centre and Central Regional TAFE give the Mid West a useful education platform.

The region is not positioned to compete with Perth on university scale, but it can offer something different: industry-linked, place-based learning in a regional setting.

The strongest education opportunities are likely to be specialised and partnership led. Marine science, biodiversity, agriculture, clean energy, Aboriginal culture, regional health, mining services, space science, data science and environmental management all connect to real regional assets.

These fields can support short courses, study tours, research placements, vocational pathways and niche export programs. The opportunity is to align education, health, industry and regional development more deliberately. A stronger regional skills system can support major projects, improve local employment pathways, strengthen service delivery and help retain young people in the region.

The Mid West proposition

The Mid West has diversity, scale, supply-chain capability, connectivity and long-term growth potential. Its advantage is not that it has many separate assets, but that those assets can be connected.

Resources create demand for energy, logistics, services and technology.

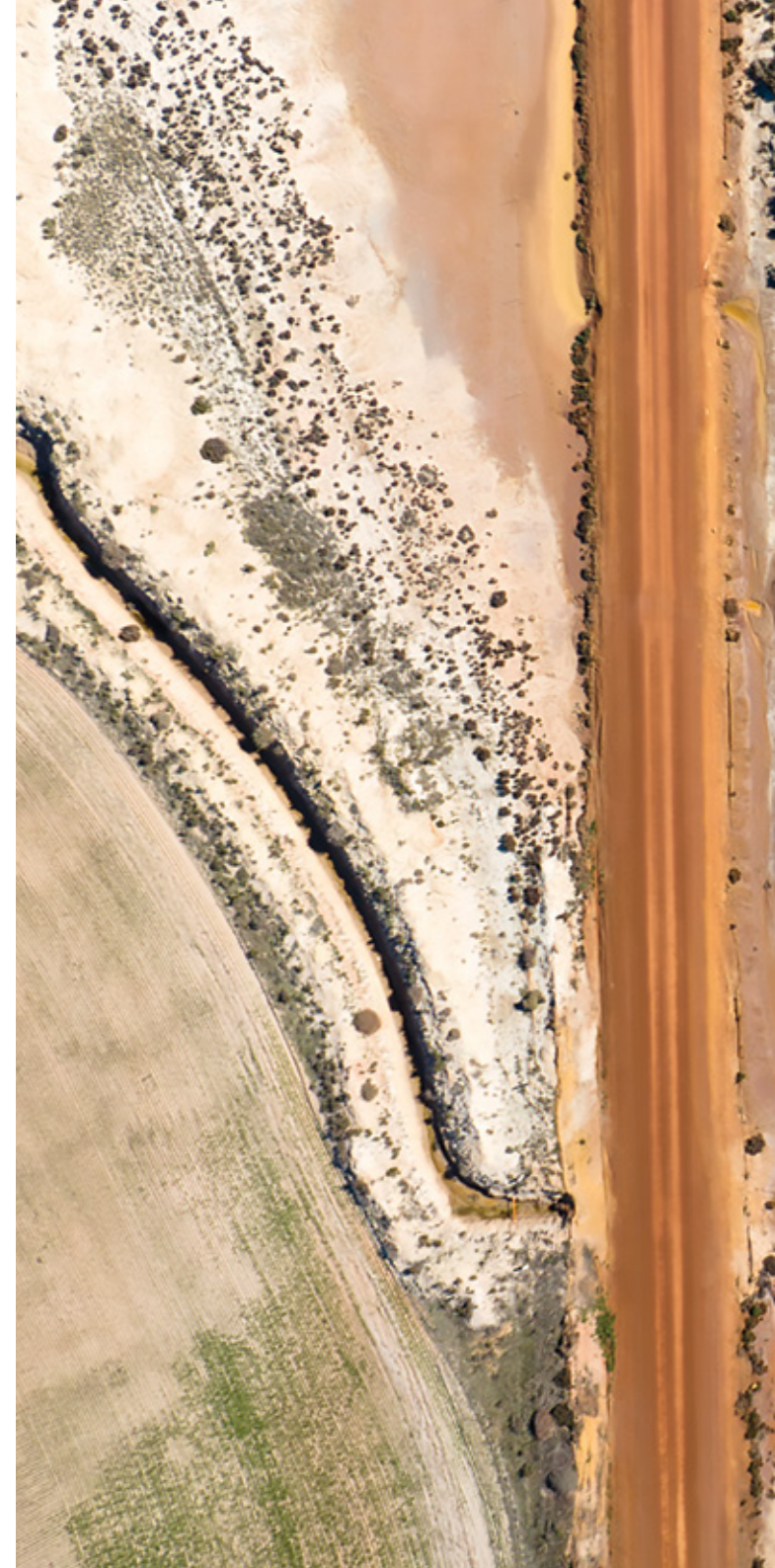
Energy and land create pathways for downstream processing and other energy-intensive industries.

Health, education, tourism and culture strengthen liveability, workforce attraction and regional identity.

Space, data and communications infrastructure position the region for specialised digital and national-security opportunities.

This is the Mid West's strategic advantage: a region with the assets, infrastructure and identity to support practical development opportunities across established industries and emerging sectors.

The next phase is to focus investment, partnerships and advocacy on the connections that will turn regional potential into lasting economic and community benefit.



MAJOR PROJECTS AND KEY INFRASTRUCTURE MAP

The Mid West is entering a period of significant project activity, with investment interest spanning resources, critical minerals, renewable energy, downstream processing, ports, logistics, space, digital infrastructure, hydrogen and regional services.

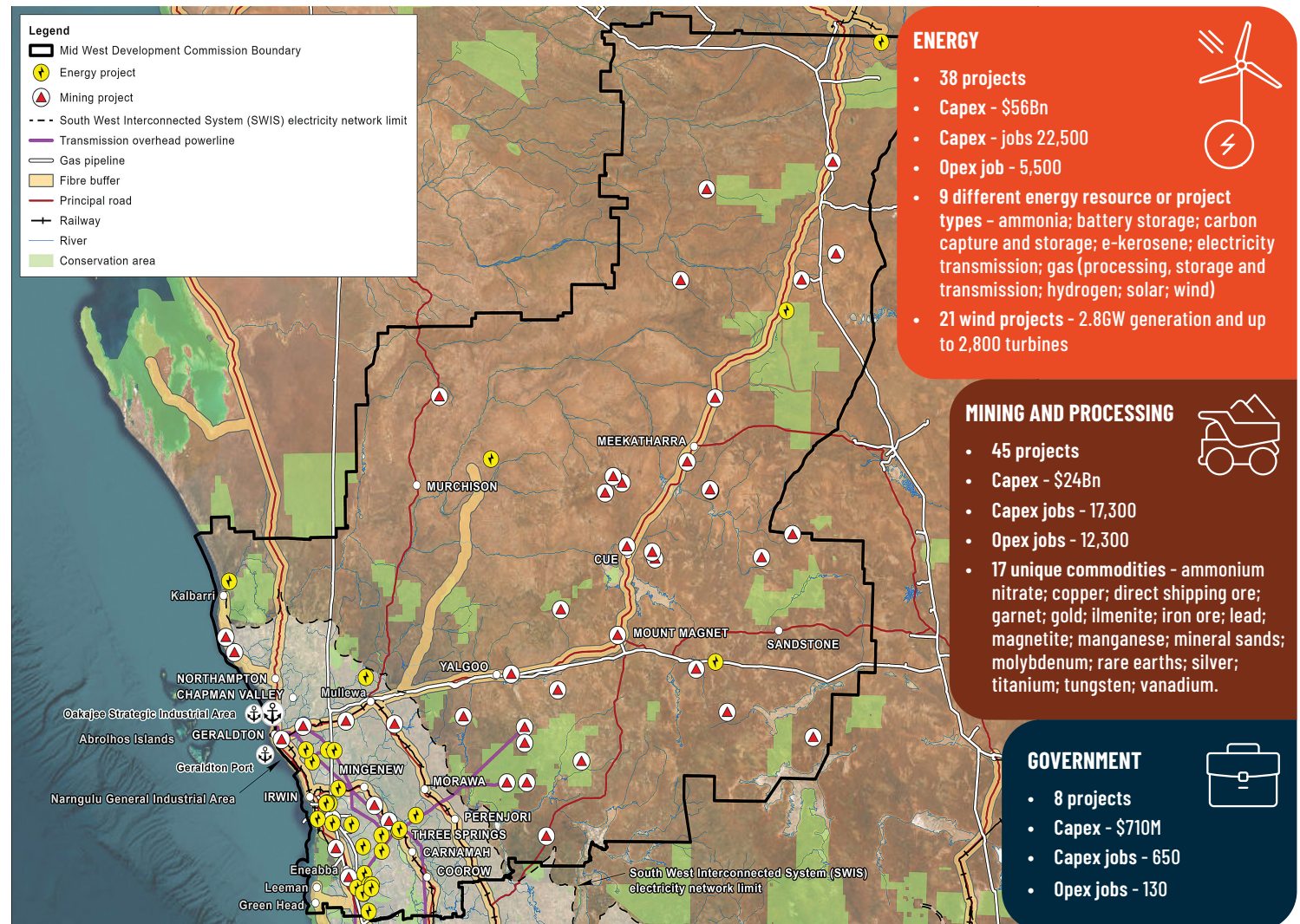
This map contains many recently commissioned project as well as those planned over the next 10-year horizon. Not all these planned projects will progress to a final investment decision in their proposed form, but projects shown on this map reflect the region's growing national and global relevance, and the scale of opportunity created by its resource diversity, energy potential, industrial land, export infrastructure and strategic location.

Existing and planned mining, energy and government projects combined account for up to \$80Bn in capital expenditure, and cumulatively represent up to 40,000 construction jobs and 18,000 ongoing operational roles. While these projections are high-level estimates, they help to underscore the significant development interest in the Mid West and the opportunity that exists in the region. Even a modest number of these projects proceeding represents large-scale growth.

Nevertheless, the upside for the Mid West is substantial, but it is not automatic.

Major projects need the right enabling conditions to succeed, including energy, water, land, freight, port capacity, housing, workforce, digital connectivity, approvals pathways, local supplier capability and community support.

The Commission's role is to help connect these pieces – supporting proponents, informing government, strengthening investment readiness and working with regional partners so that major project activity translates into jobs, local business growth, stronger infrastructure and lasting regional value.



Mid West regional comparative advantage

Comparative advantage is an economy's ability to produce a particular good or service at a lower opportunity cost than its trading partners. Comparative advantage is used to explain why companies, countries, or individuals can benefit from trade. This is explained through location quotients, which are the ratio of an industry's share of employment in a region compared to the state or Australia.

What does this mean for the Mid West?

- **It is externally focused** – it assesses attributes of a region that provide benefits in terms of trade and exports.
- **They are comparative** – the advantages are defined based on comparison with other economies and regions.
- **Opportunity costs** – the comparative advantages represent those parts of a regional economy to where scarce resources can be best allocated.

Mid West regions key sector have been assessed by their location quotient and growth potential, and are shown in Figure 2.

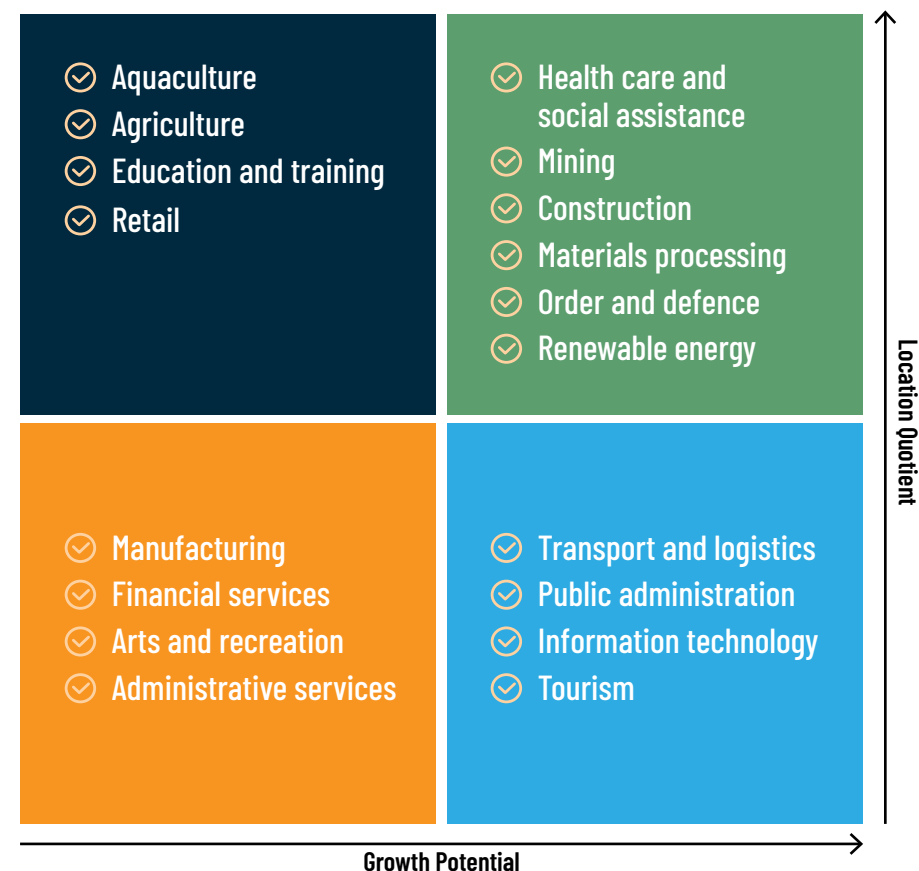
The location quotient analysis confirmed the overwhelming regional comparative advantages of the Mid West in Agriculture, Forestry and Fishing and Mining sectors. The Mid West has location quotient scores of 3.25 and 9.27 for these sectors respectively when compared to the Australian economy. This means that Agriculture, Forestry and Fishing contributes over 3 times more and Mining over 9 times more to the Mid West economy than these sectors do nationally.

Other clusters of comparative advantage include:

- **Population services** – namely health, education, public administration and retail and other services.
- **Public Order, Safety and Defence** – reflected in public order, safety and regulatory services, which show a modest but notable concentration in the region relative to WA.
- **Tourism and Visitation** – reflected in retail, transport and accommodation and food sectors.
- **Transport and Supply Chain Logistics** – reflected in transport and wholesale sectors.

While the location quotient analysis provides a stable baseline of the Mid West's comparative advantages, more recent data indicates that the way these advantages are expressed in the regional economy is evolving. This reflects changes in business activity, labour markets, investment patterns and external demand conditions, rather than a fundamental shift in the underlying industry structure.

Figure 2 Comparative advantage of Mid West sectors



To 2030, the priority is to strengthen sectors with high growth potential and help them build comparative advantage and move into the top-right quadrant of the matrix. At the same time, sustaining investment in sectors already positioned in the top half of the matrix will protect and deepen the region's existing areas of competitive strength.

Comparative Advantage continued

Reinforcing advantages

The Mid West's core economic strengths in mining and agriculture remain clearly evident and continue to underpin regional output, exports and business activity.

These established industries provide the foundation for the region's next phase of growth.

The major project pipeline points to a further deepening of mining-related activity, particularly in critical minerals, magnetite and emerging downstream processing.

This includes not only extraction, but also the potential for greater value-adding, export-oriented processing and stronger regional supply-chain participation.

Agriculture also remains a foundational regional strength, supported by high levels of production, exports and local business activity.

As the industry continues to adapt to changing markets, climate conditions and technology, there is potential to drive further productivity, innovation and efficiency gains across the broader regional economy.

Together, mining and agriculture provide the Mid West with a strong productive base.

The strategic opportunity is to build on these strengths in ways that increase regional value, deepen local business capability and support long-term economic resilience.

Expanding and adjacent advantages

Several areas of regional advantage are expanding beyond their traditional definitions.

Transport, logistics and port activity continue to benefit from the Mid West's central coastal location and established export infrastructure.

The Geraldton Port Maximisation Project and broader supply-chain investments are expected to improve capacity, efficiency and the region's ability to support future project activity.

Energy is also emerging as a significant adjacent advantage.

The scale of proposed renewable energy, hydrogen and transmission projects points to the potential development of a new energy economy, building on the region's land availability, resource endowment, infrastructure corridors and proximity to major industrial loads.

These opportunities do not replace the Mid West's traditional strengths; they build on them.

Resources, agriculture, logistics, energy and industrial land are increasingly connected, creating the potential for new investment, downstream processing, supply-chain development and export-oriented growth.

Shifting sector dynamics

The Mid West's economy is also being shaped by growth in population-serving and enabling sectors.

Recent growth in business registrations in Health Care and Social Assistance, alongside continued expansion in Construction, points to the increasing importance of services that support both residents and major project activity.

This aligns with population growth in Greater Geraldton and broader labour market projections for Western Australia.

Employment growth is expected to be strongest in Health Care and Social Assistance, Education and Training, and Professional, Scientific and Technical Services, suggesting rising demand in population-serving and higher-skill sectors.

Mining and Public Administration and Safety are also forecast to grow, while Construction is expected to continue expanding more modestly.

These shifts suggest that the region's future economy will be broader than its traditional production base.

Mining, agriculture and logistics will remain central, but future growth will also depend on health, education, professional services, construction and other enabling sectors that support workforce attraction, liveability and investment readiness.

Tourism remains an important place-based opportunity, supported by the region's natural landscapes, coastal and marine assets, heritage, Aboriginal culture and visitor experiences.

However, distance, cost and accommodation capacity mean tourism growth is likely to depend on targeted, higher-value opportunities rather than volume-led expansion.

CRITICAL ENABLERS OF DEVELOPMENT

Consultation undertaken through the Strategy process identified a consistent message: the Mid West has significant development potential, but that potential will only be realised if a relatively small number of critical enabling conditions are addressed in a coordinated way.

Stakeholders across industry, Aboriginal organisations, government, infrastructure, education, tourism, natural resource management and the private sector pointed to the same core issues: water, power, transport, port capacity, housing, telecommunications, serviced industrial land, workforce availability and community infrastructure are not isolated constraints.

They are the practical conditions that will determine whether the region's project pipeline can translate into lasting economic and community benefit.

This makes the enabling agenda central to the Commission's strategy.

The Mid West's comparative advantages in renewable energy, critical minerals, industrial land, tourism, Aboriginal economic development, data infrastructure and value-adding industries will only be fully realised if the region has the infrastructure, services and coordination needed to support growth.

Enabling infrastructure

One of the clearest priorities is the need to strengthen enabling infrastructure.

Water, power, freight, port capacity, telecommunications and serviced industrial land were all identified as constraints that cut across multiple sectors.

Water is among the most critical. Secure and scalable water supply is fundamental to housing growth, tourism expansion, industrial development, horticulture and major project activation. Existing supply systems are under pressure, groundwater has limits, and new sources such as desalination require long lead times.

Water supply is therefore not only a service issue; it is a primary economic development issue.

The same pattern applies to power and transmission.

Limited network capacity and uncertainty about sequencing, particularly around Oakajee and major renewable energy proposals, affect the region's ability to attract and activate investment. As project demand grows, shared planning assumptions and coordinated infrastructure sequencing will become increasingly important.

Roads and freight routes are also critical to regional growth.

Freight corridors, bypasses and heavy-haulage planning will need to keep pace with major project activity, port demand and regional supply-chain development.

Addressing these infrastructure needs will require whole-of-government coordination and potential co-investment from industry partners.

The Commission and its partners have an important role in mapping demand across major projects, identifying shared constraints, supporting agreed planning assumptions and advocating for a coordinated pipeline of enabling infrastructure as a regional package.

Housing, workforce and community infrastructure

A second critical enabler is the availability of housing, workforce and broader community infrastructure.

Stakeholders consistently identified the region's ability to attract and retain people as a central condition for growth. This is not simply a workforce training issue.

Workforce availability depends on a wider set of liveability conditions: affordable and available housing, childcare, schools, health services, transport connections, community facilities and partner employment opportunities.

Without these conditions, the region risks defaulting to a fly-in fly-out model that captures less long-term economic and social benefit.

Housing is a particularly important constraint. In many places, land may technically be available, but homes are not being delivered because of high construction costs, limited contractor availability, finance barriers and servicing constraints.

This makes housing a form of enabling infrastructure for industry, not simply a population or social policy issue.

A coordinated growth approach is needed. Housing, workforce development, local procurement, Aboriginal employment, youth participation and community infrastructure should be linked directly to real project pipelines and regional growth priorities.

Addressing these critical enablers will provide a practical development agenda that is investable, inclusive and regionally grounded.

For the Commission, the focus is to help align partners, identify constraints, strengthen investment readiness and support the infrastructure, services and coordination needed to turn regional opportunity into lasting benefit.

STRATEGIC PLAN ON A PAGE

VISION

Boundless opportunities power a diverse Mid West region that is connected, collaborative and investment-ready, driving strong growth, jobs and liveable communities.

PURPOSE

To enable and activate the opportunities that drive sustainable growth and regional liveability for the Mid West.

VALUES

Collaborative, Influential,
Forward thinking,
Strategic, Agile



STRATEGIC THEMES



Jobs

Multisector economic development strategy that captures and builds long-term employment growth for the region.



Health

Advocacy and support for development of health infrastructure that meets the needs of current and future generations.



Housing

Flagship initiatives to build the regions housing supply, affordability and workforce accommodation.



Safe and inclusive communities

Support efforts to strengthen care sector workforces and infrastructure, foster the creative economy and enhance the liveability of Mid West communities.



Environment

Brings together tourism development, research partnerships and decarbonisation agenda.



Quality infrastructure and services

Building and advocating for foundational physical infrastructure that underpins liveability and economic growth.



Regional impact and delivery

Strengthening the internal capabilities of the Commission to maximise delivery and build collaboration with key stakeholders.



FLAGSHIP STRATEGIC INITIATIVES

- S1:** Facilitate major project opportunities by coordinating engagement between proponents and key government agencies.
- S2:** Capture greater value from major projects.
- S3:** Support the unlocking and activation of general and strategic industrial land across the region.
- S4:** Support and expand manufacturing, mining, METS and downstream processing opportunities.
- S15:** Support innovative place-based housing solutions and funding models to facilitate housing provision.
- S16:** Position housing as a compelling investment opportunity by leveraging Invest Mid West to attract capital, drive supply-side solutions and build a sustainable, scalable housing delivery supply chain.
- S17:** Engage with DevelopmentWA to support delivery of new residential developments including Station Square.
- S18:** Support development of purpose-built housing solutions that reduce major project risk and improve workforce accommodation access.
- S19:** Partner with Mid West Aboriginal Corporations to unlock land and develop housing solutions.
- S29:** Advance the strategic partnership with Mid West Ports Authority.
- S30:** Advocate for priority road and rail infrastructure to support freight efficiency, connectivity and economic value capture.
- S31:** Support implementation of the Mid West Digital Economy Strategy.
- S32:** Support the expansion and improvement of water infrastructure, including development of new water sources.
- S36:** Further develop a structured investment program to promote the Mid West region.
- S37:** Build a robust data and insights capability that delivers accurate, timely and actionable regional intelligence.
- S38:** Develop and amplify a compelling regional narrative that showcases Mid West people, projects, regional advantages and potential.
- S39:** Drive regional growth and impact by cultivating intentional relationships with key stakeholders, forging active partnerships and positioning the organisation as a facilitator of State and Federal funding partnerships.

PILLAR 1: JOBS



Description

The Jobs Pillar represents a comprehensive, multi-sector economic development strategy for the Mid West region, designed to build long-term employment and industry growth.

At its core, the pillar focuses on maximising the region's participation in major projects, from facilitating government engagement with project proponents and unlocking shovel-ready industrial land, to developing local procurement networks and upskilling the regional workforce.

Flagship initiatives span a wide range of high-growth sectors including mining, energy, digital economies, manufacturing, downstream processing and space industry development, reflecting an ambition to diversify the region's economic base well beyond its traditional strengths.

Underpinning the pillar is a clear recognition that sustainable job creation requires coordinated effort across industry, government and community. In the Mid West there is a strong recognition that strength in one part of the region, benefits others – and a clear desire to collaborate and pursue mutually beneficial results.

MWDC plays a central role throughout, primarily as a facilitator and connector rather than sole deliverer or problem-solver, working alongside a broad network of partners including all tiers of government, and industry and peak bodies to align regional capability with emerging economic opportunities.

#	STRATEGIC INITIATIVE	PRIORITY	MWDC ROLE	PARTNERS*
S1	Facilitate major project opportunities by coordinating engagement between proponents and key government agencies and providing valued regional intelligence and connections.	Flagship	Facilitate	DEED, DPLH, DWER, DevWA, MWPA, Water Corporation, Western Power
S2	Capture greater value from major projects by understanding proponents' priorities and creating regional and Aboriginal business supply procurement, supported by local business capability development.	Flagship	Facilitate	AMGC, AusIndustry, Local businesses, MWCCI, project proponents
S3	Support the unlocking and activation of general and strategic industrial land across the region, creating a robust, shovel-ready land supply pipeline that directly enables and accelerates major project development.	Flagship	Support	DEED, DevWA, DPLH, Local Governments
S4	Support and expand manufacturing, mining, METS and downstream processing opportunities for the region.	Flagship	Deliver	AusIMM, AustMINE, AMGC, DMPE, mining proponents, MRIWA
S5	Support skilled local workforce development, capable of meeting the demands of major projects and associated community growth and advocate for fit-for-purpose training facilities for the region.	High	Support	DEWR, DTWD, CR TAFE, GUC
S6	Support the development of private sector investment in hospitality infrastructure by attracting internationally recognised hotel and resort operators – positioning the region as a world-class tourism destination.	High	Support	Local Governments, TWA
S7	Support coordinated regional tourism development and promotion through strengthened collaboration between the tourism industry, local governments and communities.	High	Facilitate	ACC, AGO, Local Governments, TWA, WAITOC
S8	Support the development and implementation of RDRP – driving long-term resilience and diversification of the agricultural sector through innovation, agtech adoption and applied R&D outcomes for the farming sector.	High	Support	GGA, Grower Groups, NACC, MWFA, Rangelands NRM, RDRP Project Advisory Groups, SRPA
S9	Drive strategic expansion of the Mid West aquaculture sector by supporting industry diversification efforts and the implementation of growth plan priorities, as well as coral restoration and related blue economy initiatives.	High	Support	Abrolhos Islands aquaculture growers, ACWA, BCMI, DPIRD
S10	Support further space, radio astronomy and defence industry growth and development.	High	Facilitate	AROSE DEED, DefenceWest, project proponents
S11	Support sustainable data centre investigations and development within the region.	Med	Facilitate	DEED, GreenTech Hub, YSRC

* Refer to glossary.

MEASURING PROGRESS



- Successful introductions between major projects and government agencies.
- Regional and Aboriginal business procurement is increased.
- Level of local workforce participation in projects.

PILLAR 2: HEALTH



Description

The Commission recognises that access to quality healthcare is fundamental to the liveability, productivity and long-term sustainability of the region.

Attracting and retaining residents, workers and businesses depends significantly on the availability of fit-for-purpose health services and facilities across the region, and the Mid West is fortunate to have significant investment confirmed for hospital redevelopments in several locations.

MWDC will advocate for and support the development of health infrastructure that meets the current and future needs of regional communities. This includes working alongside WACHS and relevant stakeholders to ensure that planning and investment decisions reflect the unique challenges of regional service delivery.

Attracting and retaining skilled healthcare professionals requires more than competitive employment conditions — it also demands access to stable, affordable housing. The Commission will support solutions that address this barrier and ensure that a capable and committed health workforce continues to grow in parallel with other industrial growth.

The Commission's role is to support solutions that ensure a capable and committed health workforce is attracted and retained in the region.

#	STRATEGIC INITIATIVE	PRIORITY	MWDC ROLE	PARTNERS*
S12	Support construction of fit-for-purpose health infrastructure across the region to improve community health outcomes.	High	Support	WACHS
S13	Support Mid West health providers to attract, develop, and retain healthcare professionals across the Mid West by supporting stable housing solutions (including FIFO accommodation for specialist staff), effective transport connections and community liveability.	High	Support	WACHS
S14	Support development of the Geraldton RFDS base.	Med	Support	Local Governments, RFDS

* Refer to glossary.

MEASURING PROGRESS



- Regional health workforce has improved access to affordable and available housing.

PILLAR 3: HOUSING



Description

The Housing Pillar is designed to tackle the region's housing supply, affordability and workforce accommodation challenges from multiple angles.

These initiatives span private investment attraction through Invest Mid West, supporting major residential developments such as Station Square, partnering with Development WA and Keystart and engaging housing industry advisory groups to drive innovative supply-side solutions including invest-to-lease models.

The Commission will work to ensure there is a commitment to coordinated regional planning, with local governments aligned around shared infrastructure investment.

The Commission is an important interface between industry, community and government locally and plays a key enabling role to unlock new housing delivery, particularly in support of key workers necessary to support regional growth and opportunity.

#	STRATEGIC INITIATIVE	PRIORITY	MWDC ROLE	PARTNERS*
S15	Support innovative place-based housing solutions and funding models to facilitate housing provision.	Flagship	Support	Federal Government, HIA, Keystart, MBA, State Government
S16	Position housing as a compelling investment opportunity by leveraging Invest Mid West to attract capital, drive supply-side solutions and build a sustainable, scalable housing delivery supply chain.	Flagship	Facilitation	DevWA, DPLH, Keystart, Local Governments
S17	Engage with DevWA to support delivery of new residential developments including Station Square, driving urban density and activation and community-focused development outcomes.	Flagship	Partner	DevWA, Local Governments
S18	Support development of purpose-built housing solutions that reduce major project risk and improve workforce accommodation access, strengthening competitive advantage in project delivery.	Flagship	Support	DHW, DPLH, Local Governments, project proponents
S19	Partner with Mid West Aboriginal Corporations to unlock land and develop housing solutions across the Mid West region.	Flagship	Support	Aboriginal Corporations, construction industry, DPLH, DevWA, Local Governments
S20	Facilitate a coordinated, evidence-based regional growth analysis that aligns the coastal local governments of the Mid West region around shared infrastructure investment, economic diversification, population attraction and activation of population centres.	High	Facilitate	Local Governments
S21	Facilitate meaningful engagement with housing industry advisory groups to drive increased housing supply including invest-to-lease options.	High	Support	GHAG, GHIWG
S22	Support innovative construction methodologies and workforce development to diversify housing types / formats, accelerate delivery timelines and align with apprenticeship targets — fostering structured collaboration between industry and government.	High	Facilitation	Mid West construction industry

* Refer to glossary.

MEASURING PROGRESS



- Local construction workforce support boosts staff retention.
- Land is available for housing needs.
- Place based housing solutions developed for all parts of the region.

PILLAR 4: SAFE AND INCLUSIVE COMMUNITIES



Description

The Commission will support local efforts to strengthen key social service and care sector workforces and infrastructure across the Mid West region.

Recognising the essential synergy between economic participation and liveability, the focus will be on supporting regional interventions that build local capacity and capability to address key service and infrastructure gaps that constrain service delivery and growth while ensuring an enviable way of life.

The Commission will support coordinated planning and advocacy efforts to ensure the region has the facilities, systems and support structures needed to attract and retain workers in these essential industries.

The Commission will also support investment in community wellbeing through local networking, grants and sponsorship.

#	STRATEGIC INITIATIVE	PRIORITY	MWDC ROLE	PARTNERS*
S23	Support critical infrastructure for aged care and childcare industry workforces in the region.	High	Facilitate	Aged care sector, DoC, Local Governments, WACHS
S24	Cultivate a thriving Mid West creative economy by supporting regional arts and Aboriginal arts organisations by assisting collaboration and capability development.	Med	Support	Cultural organisations, DCITS, Regional Arts WA
S25	Invest in community wellbeing through targeted support for programs and initiatives that empower local organisations and foster more liveable, connected communities.	Med	Support	Community organisations

* Refer to glossary.

MEASURING PROGRESS



- **Creative industries supported through collaboration and capability building activities.**
- **Childcare and aged care housing needs are supported.**

PILLAR 5: PROTECTING AND RESTORING OUR ENVIRONMENT



Description

This Pillar brings together nature-based tourism, industry decarbonisation and research partnerships to support a more sustainable future for the region.

Key focus areas include developing a portfolio of nature-based tourism infrastructure investments across iconic locations in the region. It also seeks to advance a decarbonisation agenda that positions the Mid West for a lower-carbon future while leveraging the region's biodiversity to strengthen links between the environment, tourism, and research.

The Commission will support tourism industry leaders and key stakeholders to deliver priority outcomes across the visitor economy, particularly those places that leverage regional strengths and points of difference.

We will champion efforts to move to a lower carbon economy and enable partnerships between industry, research institutions, and government across the region.

The Commission will support tourism industry leaders and key stakeholders to deliver priority outcomes across the visitor economy, particularly those that leverage regional strengths and points of difference.

#	STRATEGIC INITIATIVE	PRIORITY	MWDC ROLE	PARTNERS*
S26	Pursue investment in a portfolio of high-impact tourism infrastructure and experiences across the Mid West region, targeting priority natural assets.	High	Support	Aboriginal Corporations DBCA, TWA, WAITOC
S27	Support and assist regional businesses and project proponents to invest in decarbonisation opportunities.	High	Support	Industry proponents, NACC, Rangelands NRM
S28	Forge strategic alliances with leading universities and research institutions to capture and translate regional scientific outputs for regional gain.	Med	Support	BCMI, CR TAFE, GUC, Museum of Geraldton, NACC, Pollinators, research institutions

* Refer to glossary.

MEASURING PROGRESS



- **New nature-based tourism assets develop.**
- **Investigation of decarbonisation opportunities occurs by businesses and industries.**
- **Partnership with research bodies developed for the region.**

PILLAR 6: DELIVERING QUALITY INFRASTRUCTURE AND SERVICES



Description

This Pillar focuses on advocating for and supporting the delivery of the foundational physical infrastructure that underpins the Mid West region's economic growth and liveability.

It encompasses priorities such as the development of strategic industrial areas, port maximisation, road freight corridors and the establishment of frameworks to manage community benefits from renewable energy developments. Together, these initiatives are designed to improve regional connectivity, attract investment and maximise the value of existing assets.

Equally important is securing long-term service reliability across utilities. The Pillar seeks to proactively align water and power infrastructure planning with growth demands through partnerships with utility providers to deliver innovative and diversified solutions.

The Commission will work proactively with partner agencies, infrastructure providers, project proponents, utilities and communities to deliver fit-for-purpose infrastructure solutions that leverage the region's natural assets and position the Mid West as a key investment destination and trade partner.

#	STRATEGIC INITIATIVE	PRIORITY	MWDC ROLE	PARTNERS*
S29	Advance the strategic partnership with Mid West Ports Authority to support timely delivery of export infrastructure essential to the long-term competitiveness of regional industries.	Flagship	Support	MWPA
S30	Advocate for priority road and rail infrastructure to support freight efficiency, connectivity and economic value capture. Pursue innovative delivery models with public and private sector stakeholders.	Flagship	Advocate	Local Governments, MRWA, project proponents
S31	Support implementation of the Mid West Digital Economy Strategy.	Flagship	Coordinate	DEED, Pollinators, WA Tech Hubs
S32	Support the expansion and improvement of water infrastructure, including development of new water sources, to enhance regional water security and meet community and industry demands.	Flagship	Support	DWER, Water Corporation, Yamatji Water
S33	Support the delivery of Community Benefits from renewable energy projects.	High	Deliver	Community organisations, Local Governments, Powering WA, project proponents
S34	Support key utility providers to proactively undertake water and power infrastructure planning across all development pipelines to align with growth demands.	High	Support	Utility providers
S35	Support regional airport enhancements to improve connectivity, improve connectivity and carrier services to meet industry and community expectations.	Med	Support	Carriers, Department of Transport, Local Governments

* Refer to glossary.

MEASURING PROGRESS



- Advocacy for priority road, rail and water infrastructure occurs.
- Strategic partnership further deepened with MWPA.
- Mid West Digital Strategy key projects implemented.
- Community benefits flow from renewable projects.

PILLAR 7: REGIONAL IMPACT AND DELIVERY



Description

The Commission is committed to strengthening its internal capabilities to maximise its effectiveness as a regional delivery partner. By building robust data and intelligence functions, amplifying a compelling regional narrative, and cultivating intentional relationships across government, industry, and community, the Commission will cement its role as the go-to facilitator for economic growth and investment in the Mid West.

Central to this pillar is the recognition that regional impact is a shared endeavour. Key stakeholders across the Mid West are not only willing but eager to collaborate — supporting one another's ambitions, backing each other's initiatives, and working collectively to unlock the region's significant potential.

The Commission will leverage this spirit of mutual investment to forge active partnerships, attract State and Federal resources, and drive meaningful, on-the-ground outcomes that benefit the entire region.

#	STRATEGIC INITIATIVE	PRIORITY	MWDC ROLE	PARTNERS*
S36	Further develop a structured investment program to promote the Mid West region including Invest Mid West as a key platform to attract investors.	Flagship	Deliver	AMGC, AusTrade, CCIWA, DEED
S37	Build a robust data and insights capability that delivers accurate, timely and actionable regional intelligence that positions the Commission as a reliable source for evidence-based investment decision-making.	Flagship	Deliver	
S38	Develop and amplify a compelling regional narrative that showcases Mid West people, projects, regional advantages and potential through robust and detailed investment attraction materials.	Flagship	Deliver	Key industry and businesses
S39	Drive regional growth and impact by cultivating intentional relationships with key stakeholders, forging active partnerships and positioning the organisation as a facilitator of State and Federal funding partnerships for direct investment and on-the-ground engagement.	Flagship	Deliver	State Government, Federal Government
S40	Provide regional leadership and facilitation support to bring the right people together to drive action in industries and issues of highest priority.	High	Deliver	Regional organisations
S41	Continue to deliver a governance framework that strengthens accountability, and drives inclusive regional growth through transparent decision-making, collaborative partnerships, and evidence-based decision making within the Commission.	High	Deliver	State and Federal funding bodies
S42	Promote and raise awareness of available funding programs and opportunities, and support Mid West stakeholders in these resources.	High	Facilitate	State and Federal funding bodies

* Refer to glossary.

MEASURING PROGRESS



- **Invest Mid West used by 90% of investors.**
- **Compelling narrative for region builds investment interest.**
- **Annual survey: >50% indicate the Commission has contributed to the growth of their business.**
- **Annual survey: >70% indicated Commission has contributed to the development of new business opportunities.**
- **Annual survey: >85% rate MWDC Staff performance as good or very good.**

GLOSSARY

ACC	Australia's Coral Coast
AGO	Australia's Golden Outback
AMGC	Advanced Manufacturing Growth Centre
AROSE	Australian Remote Operations for Space and Earth
AusIMM	Australasian Institute of Mining and Metallurgy
BCMI	Batavia Coast Maritime Institute
CCIWA	Chamber of Commerce and Industry WA
CGG	City of Greater Geraldton
CR TAFE	Central Regional TAFE
DBCA	Department of Biodiversity, Conservation and Attractions
DCITS	Department of Creative Industries, Tourism and Sport
DEED	Department of Energy and Economic Diversification
DevWA	DevelopmentWA
DHW	Department of Housing and Works
DoC	Department of Communities
DMPE	Department of Mines, Petroleum and Exploration
DPIRD	Department of Primary Industries and Regional Development
DPLH	Department of Planning, Lands and Heritage
DTWD	Department of Training and Workplace Development
DWER	Department of Water and Environmental Regulation

EPWA	Energy Policy WA
GGA	Grower Group Alliance
GUC	Geraldton Universities Centre
HIA	Housing Industry Association
METS	Mining equipment, technology and services
MBA	Master Builders Association
MRIWA	Minerals Research Institute of Western Australia
MWCCI	Mid West Chamber of Commerce and Industry
MWFIA	Mid West Food Industries Alliance
MWPA	Mid West Ports Authority
NACC	Northern Agricultural Catchments Council
RFDS	Royal Flying Doctor Service
SBDC	Small Business Development Corporation
SRPA	Southern Rangelands Pastoral Alliance
TWA	Tourism Western Australia
WACHS	WA Country Health Service
WAITOC	WA Indigenous Tourism Operators Council
YSRC	Yamatji Southern Regional Corporation

An aerial photograph of a coastal landscape. In the foreground, a large body of water with a vibrant pinkish-red hue dominates the left side. To its right, a narrow strip of land with low-lying green vegetation separates the pink water from a turquoise ocean. Further inland, there are smaller, irregularly shaped pools of water in shades of blue and purple. The background shows a clear blue sky and distant landmasses.

PHOTO SOURCES

The Mid West Development Commission would like to acknowledge the following individuals and organisations for the use of their photography within the Commission’s Strategic Plan:

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