



TOWN OF
VICTORIA PARK

TOWN OF VICTORIA PARK ECONOMIC DEVELOPMENT STRATEGY: PATHWAYS TO GROWTH 2018 – 2023



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EXECUTIVE SUMMARY A TIME TO GROW

The Town of Victoria Park (the Town) is one of Perth's most popular places, renowned for its vibrant and culturally diverse lifestyles and home to Perth's premier sports and entertainment precinct.

Like many inner-city economies however, the Town is influenced by global megatrends and the broader dynamics of the Western Australian economy.

Acknowledged as one of the world's most isolated cities over the past 70 years, Perth, and Western Australia, used minerals and energy and agricultural resources to transform into an economic powerhouse, contributing more per capita than the other Australian cities¹. The rapid industrialisation of China fuelled Western Australia's recent resource boom which resulted in investment, population growth, changes to Perth's urban landscape, the geographical spread of firms and employment and importantly, increased global connections.

Like many Western Australian communities, the Town has benefited from this growth and also experienced the volatility of its end. This has inspired local leaders to look at the opportunities that will deliver a stronger and more diverse economy for the Town, and create a more prosperous community.

The Town of Victoria Park's Economic

Development Strategy: Pathways to Growth 2018 – 2023 (the Strategy) provides a 5-year vision and blueprint for sustainable economic growth in the Town. The Strategy has been developed in conjunction with the Town's Economic Development Committee and informed through valuable contributions from local businesses. It brings together bold thinking supported by evidence-based plans with a series of quick wins, short term actions and medium to long-term strategies that provide a blueprint to guide our partners and stakeholders.

The Strategy will contribute to the Town building on its unique identity as a dynamic and highly liveable collection of neighbourhoods in Perth's inner east with a diverse and resilient local ecosystem.

To deliver a stronger and more sustainable local economy requires commitment, leadership and collaborative efforts from local business, industry, community organisations and all levels of government.

Council is committed to positioning the Town as a place where business can prosper. The Town's Administration will apply a more nuanced planning and policy environment, assisting businesses to become more sustainable and provide leadership that supports new investment.

To achieve this the Town will follow seven central pathways:

- 1 Pathway 1: **Leadership**
- 2 Pathway 2: **Identity**
- 3 Pathway 3: **Local to Global Connections**
- 4 Pathway 4: **Smart Town – Digital Innovation**
- 5 Pathway 5: **Competitive Business Environment**
- 6 Pathway 6: **High Value Precincts**
- 7 Pathway 7: **High Value Sectors**

¹ Perth as a resilient economy, a FACTBase Special Report, Committee for Perth & The University of Western Australia (November 2017, p9).

The Strategy seeks to enhance the importance of the entertainment, leisure, education, retail and hospitality precincts within the Town. These precincts contribute to the growth and distinctiveness of the Town's neighbourhoods and are an essential part of the future local economy.

The Strategy also focuses on the bright lights of the emergent sectors which are important to the Town because of the contribution they make to the cultural vitality of the broader Perth region.

The emergent growth sectors include:

- tourism, sport, leisure and events
- knowledge industries and biopharmaceuticals
- retail and hospitality

The Strategy includes an Implementation Framework with each of the actions identified as either quick wins, ongoing practices, short-term, medium-term or long-term projects.



AT A GLANCE



Growing population – In 2011, the population was 34,718. In 2017 it is estimated the Town's population was 36,549.



Young(ish) population – The largest age cohort in the Town is the 25 to 34 demographic (23.4%). The second largest age grouping in the Town is the 35 to 49 demographic (20.8%). (2016)



Increasingly multicultural – The Town is becoming more and more multicultural. 26.9% of people speak a language other than English at home. Mandarin, Italian and Cantonese are the top three of these languages. (2016)



Well educated – Compared to the rest of Greater Perth there is a higher proportion of people in the Town holding formal qualifications (Bachelor or higher degree, Advanced Diploma or Diploma, or vocational qualifications), and a lower proportion of people with no formal qualifications. (2016)



One or two people households dominate – Over 67% of people living in the Town live in a one or two person household. (2016)



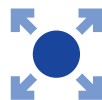
Live relatively closely together – In the Town, 47.8% of the dwellings were medium or high density, compared to 24.7% in Greater Perth. (2016)



Likely to work as either a professional, in administrative work or as a technician or trade worker – 54.9% of Town residents work in one of these occupations. (2016)



The Town's Gross Regional Product – \$6.28 billion which represents 2.6% of the State's Gross State Product. (2018)



Likely to work outside of the Town and drive to place of employment – 77.3% of the Town's working residents travel outside of the Town to work. (2016)

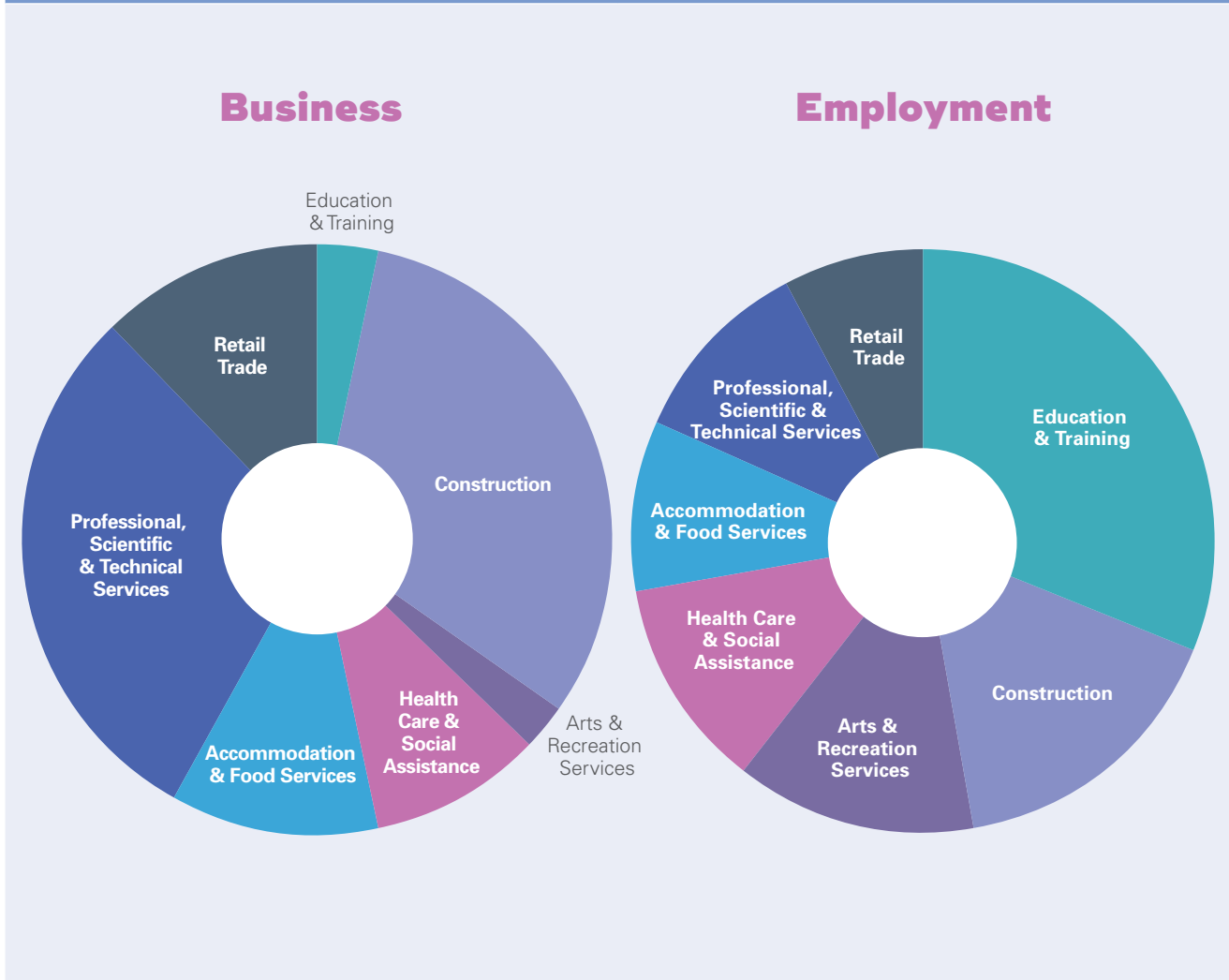


Local businesses generating local jobs – The town has 4,508 local businesses and generates 34,792 jobs locally. (2017)



BUSINESSES AND EMPLOYMENT

Economic Profile* – Town of Victoria Park



Businesses (2017)

Education & Training	74
Construction	691
Arts & Recreation Services	52
Health Care & Social Assistance	207
Professional, Scientific & Technical Services	648
Accommodation & Food Services	254
Retail Trade	266

Employment (2017/18)

Education & Training	8,370
Construction	4,341
Arts & Recreation Services	3,546
Health Care & Social Assistance	3,140
Professional, Scientific & Technical Services	2,862
Accommodation & Food Services	2,549
Retail Trade	2,037

*figures from Town of Victoria Park economy.id

INVESTMENTS AND NEW OPPORTUNITIES

Riversdale Road

\$22.5 million | 89 apartments and offices

Albany Highway

\$37 million | Mixed use development including, 108 residential units, restaurants, retail, offices & tavern

Goddard Street

(West Coast Eagles)

\$41.5 million | Administration, training and community facility

Great Eastern Highway

(Residential)

\$30 million | 141 dwellings

Hill View Terrace

\$14 million | Aged care and ancillary restaurant

Curtin University

\$40 million | Educational building



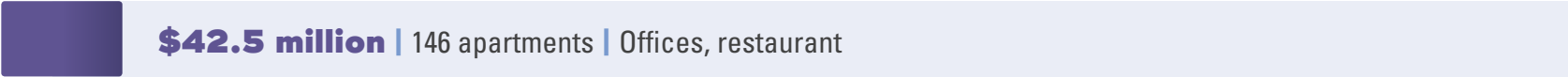
Riversdale Road
(Residential)



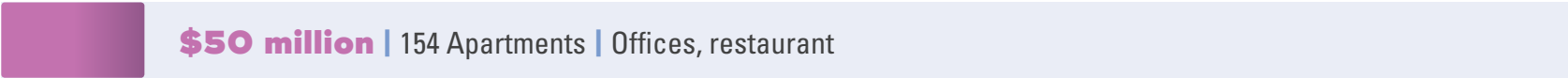
Riversdale Road



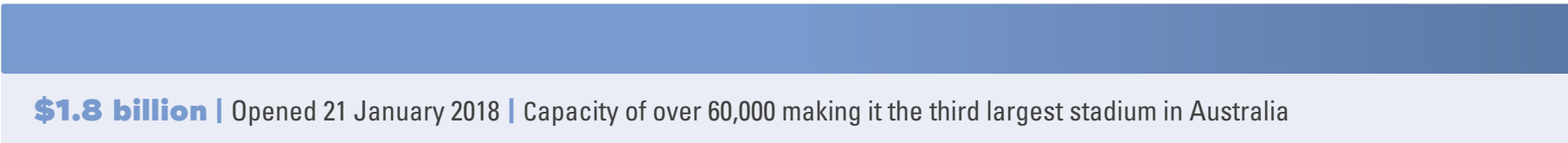
Hawthorne Place



Burswood Road



Perth Optus Stadium





Place Legend

- Burswood Peninsula
- Lathlain
- Causeway
- Victoria Park
- Carlisle & Welshpool
- East Vic Park & St James
- Curtin University & Bentley



PATHWAYS TO GROWTH



Over the past two decades Western Australia has emerged as a very strong contributor to the Australian economy overall and Perth has become an attractive place to live, work, do business and to visit. The end of the 2000s boom, preceded by a decrease in global commodity prices, signalled a transition to an economy that has now given greater visibility to industries outside the more traditional primary minerals and energy and agricultural sectors.

Perth and therefore the Town must diversify its economy.

The Town is very unusual for a small inner city local government. Businesses that provide services to the immediate and surrounding communities sit alongside some very influential industries that serve markets well beyond the Town's borders.

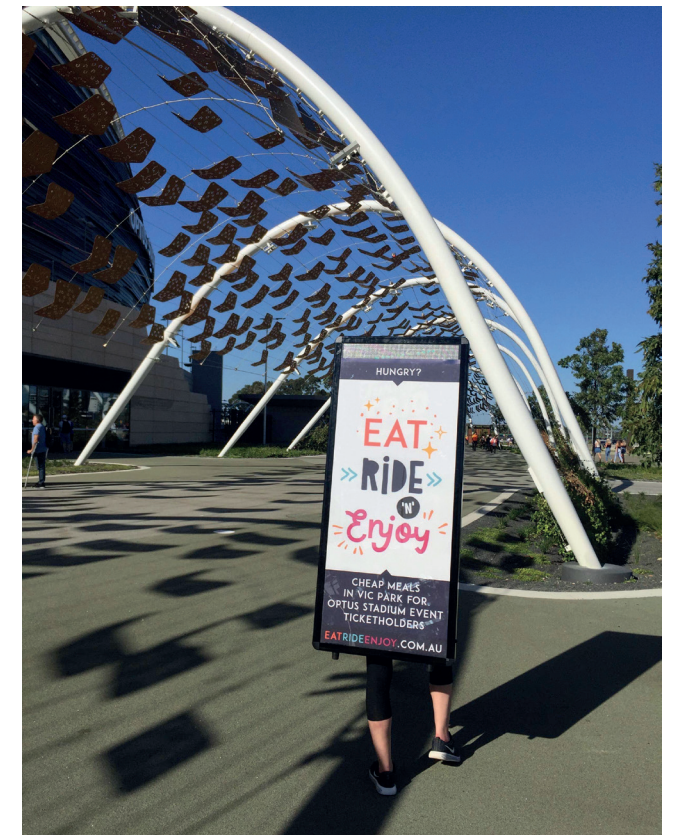
Billions of dollars have been invested in the recently completed 60,000 seat Optus Stadium, the expansion and redevelopment of Crown Perth and the Belmont Park Racecourse redevelopment. These venues will be supported by new rail and bus transit systems which will help to shape the Burswood Peninsula into a world class entertainment precinct and strengthen Perth's role as the Western Gateway to Australia.

The projected population growth is a compelling opportunity with the potential for mixed-use developments on the Burswood Peninsula, adjacent to railway stations and within the Albany Highway precincts.

The expansion of the Burswood entertainment precinct has already seen the creation of thousands of jobs, with more expected as planned higher density, transit-oriented residential developments come to fruition. The construction itself is a boost to the skilled trades sector with entertainment and residential development driving longer-term demand for jobs in the tourism and service industries.

The growth of Curtin University alongside Bentley Technology Park and South Metropolitan TAFE

will create the foundations for job growth and support the growing ecosystem of innovators and entrepreneurs choosing to locate within the Town. The Curtin University and Bentley Technology Park precinct is at the forefront of Western Australia's knowledge economy with plans to develop a major innovation precinct that already houses more than 100 technology-based, research, academic and support organisations.



The precinct will attract knowledge-based companies, allow business to respond to technological innovation and offer opportunities for national and global engagement.

Over the past few years the Town has experienced many of the changes that can be expected from an inner city local government area, only six kilometres from the Perth CBD.

The Town has a young, educated workforce and a multicultural population that could exceed 75,000 by 2050. Covering only 17.6 square kilometres, high density living is a feature of its current and future cosmopolitan, inner city lifestyle².

Meeting the demand from the projected population growth is a compelling opportunity for the Town with the prospect of creating truly mixed-use developments, particularly on the Burswood Peninsula, adjacent to railway stations and within the Albany Highway retail precinct.

Goals for growth

Enhancing the vibrant core

This strategy recognises that small business will remain at the heart of the economy and a high value will be placed on supporting business capability, innovation and access to talent.

The Town will continue to adopt an outcomes-based approach to the growth and development of its centres, working closely with the community to ensure they are vibrant, safe



and accessible. A high value will be placed on integrating the Town's expertise to ensure the delivery and ongoing management of great place outcomes.

Capitalising on our stars

The Town will take full advantage of the expanding educational sector, the opportunities offered by access to leading edge research institutions, innovation, vocational learning and knowledge transfer. Transitioning the Bentley campus of Curtin University into an Innovation City through the co-location of learning and research, businesses and student accommodation will create a university of national significance.

The recent completion of Optus Stadium preceded by the completion of Crown Towers in 2016 has elevated the Town's contribution to Perth's emergence as a sophisticated, liveable and global city. Sport, entertainment and cultural activities are on a growth-trajectory attracting local, national and international events and the potential to draw millions of visitors on an annual basis.

The Town can increase prosperity and amenity through the attraction of further investment in residential, business, sport and leisure, health and wellbeing opportunities along with innovative digital infrastructure in the surrounding Burswood Peninsula precinct.

² See Economic Profile, Town of Victoria Park, economy.id <https://economy.id.com.au/Victoria-park> | ³ Greater Curtin Drivers for Change. Part A: Creating a City of Innovation (Curtin City Project group)

PATHWAYS TO GROWTH (CONTINUED)

A sound plan

The Town recognises the need to maintain resilient partnerships that are founded on a shared vision for growth and prosperity.

The Town is planning and delivering the projects that will grow the local economy and support the Town's contribution to the Perth Metropolitan Region. This includes

- taking a place management approach to the development of key precincts
- a focus on business development and improvement
- a more strategic and entrepreneurial view of the Town's assets
- a partnership and facilitative approach with the business and local community in the development of great places.

These initiatives along with the broader program of actions described in the Strategy's Implementation Framework will enable the Town to:

- support the partnerships that will bring the key stakeholders together
- attract the investments that fit the character of the Town and offer opportunities to entice and grow the best talent
- deliver the infrastructure that supports business and the community

- enhance the Town's vibrant, safe and culturally diverse lifestyle.

The pathways

Local Government has a significant role to play in nurturing the economic, social, environmental and local conditions necessary for the community to thrive.

The Town is responsible for ensuring its governance arrangements, infrastructure, services and advocacy activities provide the best possible environment for business success. Existing businesses form the backbone of the Town's economy and fundamentally shape the strength and resilience of the economy.

The Town has an important role to play in creating an environment where business feels confident to invest and generate new jobs. While it is the private sector that creates jobs and drives economic growth, the public sector has an important role in setting and managing the conditions in which this occurs.



Economic growth will be driven through the following seven pathways:



PATHWAY 1: LEADERSHIP

The Town must view itself, local businesses, partners and the community as part of a national and global community. The Town is not just a collection of distinctive inner city neighbourhoods but potentially Perth’s most welcoming investment location supporting and harnessing innovation that brings prosperity and community wellbeing.

The Town’s achievements will be based on its willingness to collaborate with the private sector and all levels of government to strengthen the education, research, sport, leisure and tourism sectors and to support new knowledge-based opportunities. It must be more responsive to the cost of compliance through smarter regulation to create conditions that reduce risk and build confidence with investors.

This Strategy recognises the requirements of small to medium-sized firms that service the local economy as well as the industries that have national and global capability. The Town will become more diverse and self-sustaining and less reliant on the industries that are shaped by the broader Perth economy.

Partnered approach

Delivering this Strategy requires the commitment and leadership of the Town of Victoria Park, local business, community organisations and all levels of government.

Collaboration and partnerships between business, government and key stakeholders will be essential in conveying the clear messages of the Town and its competitive advantages. Cultivating resilient and transparent relationships with these parties is vital to creating strong awareness of the unique identity of the Town, the opportunities that are presented and the investment required to bring them to fruition. Strong partnerships with all levels of government, local, state and federal in particular will be a hallmark of future success.

This will involve being clear about priorities and working to put in place the elements that are essential to achieving these goals. Business confidence and investment decisions are influenced by the perception of infrastructure, facilities, business networks and utilities. The Town will ensure that the policies, strategies,

local laws and projects relevant to business investment support the goals and aspirations of this Strategy. Strong leadership and teamwork is required to ensure the high level aspirations of this Strategy are integrated across the Town, namely in the preparation and then delivery of Place Plans.

The Economic Development Committee (EDC) will be the key vehicle to ensure the aspirations of this Strategy are embedded in the delivery of the Town’s projects and services. The EDC will also help identify the business and community leaders essential to the realisation to the key aspirations of this Strategy.

Many of the actions in the Implementation Framework will be delivered in partnership with the private and public sector with clear guidelines and timeframes for delivery.

Pathway 1 – Leadership: Actions for 2018–2023		
1.1	Confirm the role of the Economic Development Committee in guiding and driving the implementation of the Strategy.	Quick Win
1.2	Report annually to Council and community on the delivery of actions contained within the Strategy.	Ongoing
1.3	Incorporate the priority actions into relevant plans and projects to ensure an integrated approach to Economic Development.	Short Term
1.4	Identify and promote all opportunities for a public and private partnerships involving the Town.	Short Term

PATHWAY 2: IDENTITY



The Town is a vibrant and diverse urban community with a thriving café culture and growing investment in mixed-use developments. Curtin University, Crown Perth and the new Optus Stadium are shaping the future of the Town as an education, entertainment and

cultural giant with the potential to unlock new investment and infrastructure opportunities.

The Town's role in facilitating partnerships and providing an enabling environment must challenge commonly held perceptions about the difficulties of working with local

government. There is an opportunity for the Town to demonstrate how local government can influence the conditions under which private firms invest and operate and thereby stimulate innovation and competitiveness.

It is critical that the Town and its partners capture and then market this emerging identity of distinct neighbourhoods, beautiful and inviting public spaces, high-levels of liveability and importantly a welcoming and friendly approach to new cultures.

The Town must broaden its focus to develop national and international partnerships to attract investment that can deliver jobs, attraction of tourists and generate sustained footfall in the Town's centres.

Equally important is that a greater national and global awareness of a safe and high value investment location will help to create greater resilience and opportunities for the education and knowledge, sport and leisure and entertainment industries in the Town.

Pathway 2 – Identity: Actions for 2018 – 2023

2.1	Support actions within the Tourism Western Australia, Tourism Action Plan focusing on target audiences that have a high propensity to visit Western Australia and align with the competitive strengths of the Town.	Quick Win
2.2	Develop an understanding of the investment attraction process and translate it to the high value precincts and sectors.	Medium Term

PATHWAY 3: LOCAL TO GLOBAL CONNECTIONS

Australia today is part of the global marketplace and we live in an increasingly interconnected world. Ideas, people, goods and services move more quickly, more often and in larger quantities than ever before.

Today the community benefits from the connections that residents, the workforce, students, schools and universities cultivate on a day-to-day basis. In the context of Perth overall, the Town has a comparative advantage in the education, leisure and sporting industries that have huge global markets and international appeal.

The interconnections that come with global trade are broader than strengthening the business base

alone. As people communicate with friends, family and colleagues from other places, there is a natural sharing and exchange that occurs. This enriches our cultural landscape, as aspects of life like religion, language, art and food are shared and integrated.

Perth is Australia’s closest and most accessible state capital to the world’s strongest economic growth regions enjoying the shortest travel time of any Australian capital city and a time zone (plus or minus two hours) within sixty percent of key markets in the Indo-Pacific region.

These markets already offer valuable opportunities in areas of established capability within our

Town’s existing industries and sectors and there is potential for more. Growing the Town’s connection with national and international markets is a vital part of supporting the role of Perth’s visitor gateway. Connecting to global markets will also develop the ‘Town of Victoria Park’ brand and ensure that the Town’s suite of strategies and plans are delivering improvements that meet the needs of international students, business and visitors.

Enhancing the Town’s international connectedness will require a clear and focused approach with all levels of government, productive connections with the business community and strong relationships with organisations that have experience in facilitating international business.

Pathway 3 – Local to Global Connections: Actions for 2018–2023

3.1	Create a regional network and inventory of existing international expertise and relationships to help forge stronger commercial linkages outside the region and leverage new business, trade, clients and public and private investment.	Long Term
3.2	Ensure Western Australian Government Trade Commissioners have access to up-to-date information on the strengths and competitiveness of the Town’s business and cultural strengths.	Medium Term
3.3	Strengthen the Town’s image as a smart and innovative place through all relevant promotion and destination branding channels including Tourism Western Australia.	Short Term
3.4	Host in conjunction with Austrade and Ausindustry a coordinated schedule of export readiness workshops and seminars to local companies looking to develop their international business awareness and awareness.	Medium Term
3.5	Undertake a preliminary review of the economic, cultural, civic benefits associated with international Sister City or partnering relationship.	Long Term

PATHWAY 4: SMART TOWN – DIGITAL INNOVATION

In April 2016 the Australian Government launched its Smart Cities Plan signalling the importance of productive, accessible and liveable smart cities that attract talent, encourage innovation and create jobs and growth. The plan recognises the importance of leveraging technology to improve urban operations and better serve residents and the community.

The Town has commenced its Smart City journey by providing public Wi-Fi in the Albany Highway precinct. The Town will begin to consider how

‘smart city concepts’ can be integrated into lighting, road infrastructure, parking, digital signage and wayfinding to name a few.

New technology can be used to improve liveability, sustainability and economic diversity, develop local innovation, build the Town’s international profile and attract visitors, talent and investment. Smart cities are more than places with an abundance of technology, they are about people and the way that technology supports the development of our places.

Technology can be used to collect key data that the Town and local businesses can use to improve decision making and place outcomes.

Many of our future industries will be built around knowledge and this itself attracts creativity and innovation, enticing investment and talented and skilled labour and citizens. Local government is not a lead player in the provision of education and knowledge but it is in a position to advocate approaches that support innovation and create opportunities for collaboration.

Pathway 4 – Smart Town – Digital Innovation: Actions for 2018–2023

4.1	Develop partnering frameworks that create opportunities for the Town and industry stakeholders to partner effectively and efficiently across a range of smart and innovative initiatives.	Short Term
4.2	Seed the creation of a digitally connected innovation district in the Burswood Peninsula and Causeway Precinct to attract businesses and industries working in the digital economy and creative industries.	Medium Term
4.3	Enable strategic interaction with start-ups, entrepreneurs and innovators to leverage and promote entrepreneurial thinking within Council.	Short Term
4.4	Invite technology, research partners and start-ups to collaborate on prototypes, pilot and evaluate new technologies and urban infrastructure and services that address local, state and national level urban challenges and priorities.	Short Term
4.5	Actively develop the regional innovation ecosystem's capacity to nurture businesses, artists, creatives and innovators and generate economic growth in key industry sectors.	Long Term
4.6	Review and update relevant policy frameworks to support the adoption of innovative proposals and fast-track pilot technology deployments in tender and procurement processes.	Ongoing
4.7	Prepare a Place Performance Measurement Manual to identify the key data that should be collected (including by new technologies) to improve decision making.	Short Term

PATHWAY 5: CREATING AN ENABLING BUSINESS ENVIRONMENT

The Town has an important role to play in creating the conditions that promote existing and new business owners to invest in the Town’s economy. By offering highly attractive investment locations the Town can influence the confidence and certainty of the business sector. Essential to competitive business environment

are the policies, laws and regulations that govern business activity. These regulations can create or hinder the conditions for growth, investment in innovation and productivity.

The Town will create a dynamic and competitive business environment that

encourages investment and growth.

This Strategy is a road map for Council decision making. This Strategy establishes the context for broader dialogue, advocacy and partnerships with business, other tiers of government, educational institutions and the local community.

Pathway 5 – Creating an Enabling Business Environment – Actions for 2018–2023		
5.1	Ensure the Town’s regulatory framework remains at the forefront of best practice in relation to other regions of Perth.	Ongoing
5.2	Adopt a ‘Priority Planning’ program that facilitates developments which contribute significant value to the Town.	Medium Term
5.3	Initiate an integrated place-based approach across the organisation to achieve outcomes for the Town’s significant precincts.	Short Term
5.4	Remove unnecessary regulatory barriers, simplify application processes and actively promote improvements to the local business community.	Ongoing
5.5	Engage with the Western Australian and Federal Government agencies to leverage grants and assistance and training programs.	Ongoing
5.6	Support and build networks of information and ideas sharing between public sector, research organisations and the private sector, including: <ul style="list-style-type: none"> • Convening an annual program of events to connect firms with each other and the broader community. • Working with start-ups to link them with industry and research networks to assist commercialisation and funding. • Linking knowledge based firms to innovation, training, master classes and mentoring programs. 	Short Term
5.7	Build the reputation of the Town as a great place for investment by identifying and promoting its business success stories.	Short Term
5.8	Develop an ongoing business engagement program for broader business consultations throughout the sector.	Short Term

PATHWAY 6: HIGH VALUE PRECINCTS



The Town has four significant and contemporary economic growth precincts, supported by a number of secondary or emergent precincts. The precincts are each part of the shared vision for the Town, allowing a unique place-based approach

to managing the partnerships and infrastructure that supports the growth of each precinct.

Burswood Peninsula Innovation Precinct

The Burswood Peninsula has the potential to become the single largest planning, investment and delivery partnership for Perth over the next decade.

It has genuine potential to counterbalance the pull of the Perth Central Business District as an entertainment and visitor hub and place to live. Comprising 285 hectares of land just three kilometres from the CBD, this precinct is a real game changer. Already home to Crown Perth, Optus Stadium, the Camfield, Belmont Park Racecourse and the State Tennis Centre it will absorb much of the Town's population growth.

It is expected that up to 100,000 people will

frequent the precinct during major stadium event days, with up to 30,000 on non-event days.

The precinct has the potential to be underpinned by state-of-the-art digital infrastructure that supports the visitor experience and integrates key assets and public places.

The precinct should be positioned to attract employment in the growth sectors of events and creative industries and be a smart innovation precinct. Smart city apps, interactive kiosks, digital street furniture, digital wayfinding, precinct Wi-Fi and people counting technology can be used to find out what's on, book venues, provide information on how to get to places, provide real time transport information and link together all forms of transport. Data could be provided to a smart innovation hub where entrepreneurs, start-ups and students can collaborate with the Town and its partners on new ideas.

Pathway 6 – High Value Precincts – Burswood Peninsula – Actions for 2018–2023

6.1	Lead the establishment of the Burswood Peninsula Steering Committee that will provide strategic impetus to planning and investment in the precinct areas including areas of mutual interest such as events, marketing, accessibility and the overall user experience.	Short Term
6.2	Progress a Terms of Reference for Burswood Peninsula Steering Committee.	Quick Win
6.3	Prepare a Place Plan that identifies and prioritises the improvements required for the Peninsula to reach its potential. This includes, but is not limited to, short and long term ambitions, improving accessibility, profiling innovative technologies and improving the overall place experience.	Medium Term

Knowledge Creation Precinct (Curtin/Bentley)

Education is an important employment industry and it is expected that this sector will be a major contributor to Perth's future growth. International education and training contributes in excess of \$1 billion per annum to the Western Australian economy⁴ and supports the growth of start-ups and knowledge-based companies.

Supporting an engaged and globally connected tertiary education sector is critical to the development of a skilled and flexible workforce. The Town's Knowledge Creation Precinct should stand out in today's globally competitive landscape generating inventors, innovation, global supply chain managers and service provision.

Curtin University has the highest number of enrolments of any Western Australian university and while it is recognised that access to quality education helps retain people in the community, it also attracts international students who add to the lifestyle, diversity and local economy of the Town. The quality of the student experience is important in the selection of study destinations and ultimately the value that international students add to the social and cultural capital of the community.



Education & training

8,370
jobs in 2017/18

Curtin University will employ

6,700
staff by 2031



Education and training is the greatest employer in the Town, generating 8,370 jobs in 2017/18. Curtin University is the largest educational employer anticipating to employ 6,700 staff by 2031. The Curtin Master Plan aims to transform the campus into an urban city centre that will become a hub of culture, urban living, innovation and research. The evolving urban centre will build upon the largest concentration of innovative industry and research in the State to become a knowledge hub defined by the synergies of research, business and entrepreneurial enterprise.⁵

There are significant opportunities for the Town as this new urban centre will require much greater interaction between the university and business. A new urban centre will co-locate functions and potentially streamline relationships with secondary schools, the workplace and industry experts involved in the education process. Greater opportunity also exists for business and universities to work with the Council on planning, environmental, public transport, waste and energy solutions.

There are a range of opportunities and challenges for this precinct. Although universities are driven to compete in the global environment and Local Governments focus on local matters, there is a common interest in place making, capacity-building and strategic planning. There is the opportunity to explore the interplay of research capacity on urban management, learning and knowledge transfer, local action research and the management of key strategic priorities around issues of strategic planning, place management, marketing, use of technology and sustainability.

Pathway 6 – High Value Precincts – Curtin/Bentley – Actions for 2018–2023		
6.4	Establish a leadership-based agreement with Curtin University targeting the development of a long term partnership that supports broader growth objectives of the Curtin City Centre and the managed growth of the Town community, in the context of place making, capacity building and strategic planning.	Short Term

⁴Perth as a resilient economy, a FACTBase Special Report, Committee for Perth & The University of Western Australia (November 2017, p10). | ⁵ Greater Curtin Drivers for Change. Part A: Creating a City of Innovation (Curtin City Project group)

Albany Highway Precincts

Extending for around 3.5 kilometres, the vibrant Albany Highway is the retail and commercial centre of the Town.

Albany Highway has two broad economic areas: Albany Highway (Victoria Park), the northern end of the main street extending from McCallum Park to Kent Street, and Albany Highway (East Victoria Park), extending from Kent Street to Welshpool Road.

Both precincts benefit from a 40km speed zone, excellent access to public transport and a good pedestrian environment allowing local people to walk to the shops, cafes and businesses. It is this environment that plays a huge part in making the Town attractive to residents and visitors.



Both precincts attract a vibrant night time and day time economy and boast a diverse mixture of cafes, restaurants, bars, gift, clothing and book stores, supermarkets, car yards, gymnasiums and historic hotels, including the Broken Hill Hotel which dates back to the late 1880's.

Maintaining and growing the competitiveness of the Albany Highway precincts is an important element of this Strategy. The precincts will see higher density mixed-use and residential development in coming years which will support the diversity of the local economy and street life.

The Albany Highway precincts:

- are employment centres with large proportions of office and retail workers
- have direct highway and public transport access and public amenity
- are a destination retail and hospitality precinct
- have excellent pedestrian and transit access and flexible parking structures
- have a diverse range of stores, historic landmarks and buildings
- are visitor and tourist locations, with direct access to Optus Stadium, the Burswood Entertainment Precinct and the Perth Central Business District.

The Albany Highway precincts require an integrated focus on infrastructure investment, urban form, marketing and branding, business advice and support, enhancements to the public realm, event programming, ground floor improvements, signage minimisation and the development and delivery of transport and planning strategies.

Emergent precincts

Emergent precincts reinforce the capacity of the Town and the potential for new and diverse growth.



Pathway 6 – High Value Precincts – Albany Highway – Actions for 2018–2023		
6.5	Prepare a Place Plan that identifies and prioritises the improvements required for the Albany Highway Precincts to grow. This includes, but is not limited to, short and long-term ambitions, urban form, historic context, civic life and community, commercial activity, accessibility and movement.	Medium Term

Lathlain Sports and Recreation Precinct

The Lathlain Precinct Redevelopment Project is a priority project for the Town. It is comprised of eight project zones to undergo redevelopment or revitalisation; Perth Football Club, Community Activity, West Coast Eagles, Lathlain Place, Rayment Park, Community Building, Equitable Access and Scouts.

Importantly the project will be delivered by the Town in partnership with the West Coast Eagles and Perth Football Club.



Welshpool Industrial Precinct

Welshpool is encompassed within the municipal boundaries of City of Belmont, City of Canning and the Town of Victoria Park and is acknowledged as one of Perth's core industrial precincts. Overall the Welshpool Industrial Zone takes up nearly 8.2km², with nearly 700 businesses providing 13,000 jobs. Most firms are in the manufacturing sector, with a growing share in transport and warehousing.

The Perth economy is highly dependent on sea and road transportation and the Welshpool area makes a significant contribution through the network of warehouse and logistics businesses and transport depots.

Future strategies and engagement will include collaboration with local government partners and the Westport Port and Environs Strategy that will provide guidance to the Government on the future of the inner and outer harbours.

Carlisle

Archer St is the heart of the Carlisle community running north from the Carlisle Train Station. It is a traditional main street with a variety of businesses in small scale traditional shopfronts. Archer St has the potential to become an attractive local centre that services the Carlisle community and houses unique, independent, boutique businesses.

Oats Street train station and surrounds have been marked for significant improvements being an area of importance to the broader METRONET project. With the area already providing access to tertiary education, employment, a leisure centre, child care and retail services, it has vast opportunity for economic and urban development. With these opportunities now being recognised by government, businesses and the community, the area is likely to increasingly attract attention as a safe, vibrant and attractive station precinct.

Pathway 6 – Emergent Precincts - Lathlain, Welshpool, Carlisle & the Causeway – Actions for 2018–2023

6.6

Prepare Place Plans for Lathlain, Carlisle, Welshpool and the Causeway Precinct that identifies and prioritises the improvements required for each precinct to grow. This includes, but is not limited to, short and long-term ambitions, urban form, historic context, civic life and community, commercial activity, accessibility and movement.

**Medium
Term**

PATHWAY 7: HIGH VALUE SECTORS

Retaining and growing the competitiveness of sectors that have the greatest potential to create employment, generate skills and contribute to local and global value chains is a critical element in a competitive economy. The Town’s high growth sectors are looking to the future and responding to global developments and technological innovation.



Pathway 7 – High Value Sectors – Tourism, Sports, Leisure and Events – Actions for 2018–2023

7.1	Promote and position the Town as Perth’s and WA’s sports and events capital.	Short Term
7.2	Investigate an events and tourism governance model with the aim of improving coordination across the stakeholders (particularly Tourism WA) with regards to marketing, visitor servicing and product development.	Medium Term
7.3	Prepare a business case framework that guides Council’s approach to the selection, management and evaluation of tourism and events through to 2023.	Medium Term
7.4	Taking into account the Tourism Western Australia, Tourism Action Plan, prepare a targeted destination marketing plan to promote the Town to priority markets, including criteria to guide the assessment of priority or premium events.	Medium Term
7.5	<p>Profile a major events calendar as a key economic and visitation stimulator highlighting the broad events program to a state and national level. Including:</p> <ul style="list-style-type: none"> • Focus on the Town’s major visitation event attraction on participatory sports such as AFL games, national and state championships and mass participation that extend over multiple days. • A targeted events program to maximise the use of ‘riverside precincts’ including exhibitions, music shows, lifestyle and arts events. • Continue to support community and civic events and celebrations as part of the overall events program via grant programs, sponsorship, and Town-run events. These include: Australia Day, Carols by Candlelight, outdoor film festivals, Anzac Day. 	Medium Term



Tourism, sports, leisure and events

Tourism has been identified as one of the five 'super growth' industries for Perth with the capacity to drive new jobs and economic expansion. The Burswood Peninsula will become a significant feature of the Perth visitor experience, leveraging the world class facilities in their own right and the capacity to stage events that have both international and local appeal.

Taking into account the Albany Highway precincts, Curtin University, Crown Perth, the Belmont Park development and Optus Stadium, total annual visitors are expected to increase from a base of 5 million per annum to in excess of 20 million.

The key drivers for visitors to the Town are expanding and now include education, large sports and entertainment events, business events, food and beverage, the natural environment and gaming.

There are a variety of marketing and visitor services being deployed by various tiers of government and private organisations. This leads to an overlap in services and mixed messaging in the marketplace. There is an opportunity to streamline the resources dedicated to tourism and direct resources more effectively in promotion to key markets, visitor information services targeted to visitor need and product development which will attract more visitors, grow synergies across events and offerings.

Knowledge industries and biopharmaceuticals

Identified as the driver of productivity and economic growth, knowledge-based industries are recognised as being the most dynamic in terms of output and employment growth as well as being considered the backbone of the 'new economy'. Typically, firms involved in pharmaceuticals, health biotech, new material, telecommunications, information technology, media and telecommunications, education and training, software, and medical equipment industries are considered to be in this industry sector.

From a local economic development perspective, innovative knowledge-based businesses and industries are desirable because they:

- generate a high proportion of skilled and well-paid jobs
- have skills that are often transferable
- have a degree of local ownership and control
- create inflow of capital, resources and knowledge that can create benefits for other sectors.



Driven by an ageing population, the health industry and high value medical capabilities are an important part of the new and emerging economy. Importantly a number of firms within the human biopharmaceuticals and medical product manufacturing sector are located within the Town. It is also noted that Curtin University is the only Western Australian university that has a pharmacy program.

Important within itself, the biopharmaceuticals cluster shows the propensity of knowledge-based firms to locate and invest in a locality. Knowledge based industries and entrepreneurs are attracted to the Town to access:

- local talent (which includes the highly skilled students graduating from Curtin university)
- the diverse and inclusive culture (which already sees people across social enterprise)
- academia and corporations openly working and partnering together
- liveability, which includes the Town's high-quality food and coffee, green spaces, arts and sports scenes, and convenient inner city transport networks.

Places that attract strong and diverse knowledge industries have the spaces required to contain high-tech companies and educational institutions. They provide living facilities that promote creativity, cater for emerging lifestyle choices

and celebrate the experience of place. They need to be guided and managed by partnerships between governments, real estate developers, educational institutions and technology and business companies.

The Town's role in the knowledge-based economy is important. The Town can perform an incubator role, nurturing the development and growth of new small and medium-sized enterprises, facilitating the transfer of knowledge to new companies, encouraging the development of university-based spin-offs and stimulating the development of innovative products and processes.

As drivers of growth in the new economy, knowledge industries enhance prospects for future growth by creating opportunities for government and industry to work together to develop the strategies to create and sustain local

competitiveness. They require the support of cooperative partnerships between all tiers of government, the research and education community, private sector operators, highly talented professionals and the public.

Government policy in this area is primarily the concern of the Department of Industry, Innovation, Science, Research and Tertiary Education (Australian Government) and the Department of Jobs, Tourism, Science and Innovation (Western Australian Government). Importantly public/private collaboration is essential for the knowledge economy and innovation to thrive and it requires governance structures to facilitate this.

Overall, the Town's most important task is to act as a broker between government, not-for-profits, the private sector and major research and education institutes.



Pathway 7 – High Value Sectors – Knowledge Industries and Biopharmaceuticals – Actions for 2018–2023

7.6	Develop a place-based investment facilitation strategy for each of the high-value sectors giving attention to the role of local government in providing a competitive environment, partnerships and measurable returns to the community.	Medium Term
7.7	Plan for the location of knowledge-based industries including appropriate land use, and identifying a city competitive advantages and incentives framework, and a coordinated business attraction strategy.	Medium Term
7.8	<p>Coordinate a strategic approach to the development of knowledge and innovation industries in the town by:</p> <ul style="list-style-type: none"> • Supporting greater access to affordable and new forms of meeting and working spaces, labs, shop fronts and open spaces, including Council-owned and private sector spaces. • Supporting the location of business incubators and shared space facilities that encourage entrepreneurship and employment opportunities. • Working with the State Government and developers, around affordable spaces for start-ups. 	Short Term
7.9	Make it easier for the Town to appropriately engage knowledge-based firms as suppliers via procurement innovation to cut down on red tape and advocate for other organisations to do the same.	Short Term





Retail and hospitality

The boutique retail and hospitality businesses within the vibrant Albany Highway precincts, Crown Perth, Optus Stadium and the neighbouring Camfield is a core part of the Town's economic future. This sector will maintain its appeal and grow in response to place-based strategies and programs that provide partnership, infrastructure and a modern regulatory environment.

The retail and hospitality sectors are crucial in supporting the Town's unrivalled year-round calendar of events and festivals and play an integral role in supporting the tourism, sports and recreation sectors.

The Albany Highway precincts are highly accessible with well-developed public transport, car parking, cycling and pedestrian options and consumer-friendly trading hours.

To continue building on this success it is

important that local businesses understand the current and future global trends in retail and hospitality. The Town can perform a role in educating local retail and hospitality businesses on these trends so the overall offer remains relevant and successful.

In the Town alone, 27% of the population speak a language other than English at home and with this in mind, the way in which businesses react and maximise opportunities through initiatives such as bilingual communications and staff, or accessibility to visitor information in multiple languages, will be vital to their future growth.

The rise of the online world is leading to a change in the retail sector and its offer, with Australian consumers increasingly using mobile devices while they are shopping to compare prices, locate retailers, read reviews and check product availability. Consumers are more savvy, price-conscious and value-driven than they have ever been, although they still rate the customer service they receive highly in their purchasing decisions. Retailers are now giving more prominence to online channels in their marketing efforts. Many have made major investment in supporting technology, infrastructure and their online marketing and sales teams. Cafes, restaurants and bars can now offer customers cashless and cardless payment options. These are some of the key challenges facing the retail and hospitality sector.

The retail and hospitality sectors are also exposed to current trends in sustainability and green marketing. Sustainability is important for businesses because customers and employees wish to buy from and work for companies that reflect their values and interests, including reducing negative social and environmental impacts.

Pathway 7 – High Value Sectors – Retail and Hospitality – Actions for 2018–2023		
7.10	Work with Optus Stadium and Crown Perth to facilitate opportunities to leverage event patronage spend in the areas of activity throughout the Town.	Short Term
7.11	Explore and promote programs, including workshops and webinars, to help businesses integrate technology into the retail and hospitality offering.	Quick Win
7.12	Collaborate with businesses to introduce Wi-Fi hotspots and identify opportunities to promote specific offers through digital avenues.	Medium Term
7.13	Promote business development programs (Ausindustry) and engagement with the Small Business Mentoring Service through the Small Business Development Corporation.	Quick Win
7.14	Support Town marketing campaigns and business initiatives to incorporate and promote the retail and hospitality offer across all precincts.	Quick Win
7.15	Through Tourism Western Australia, promote the Town in key interstate and international markets as a place with a diverse range of authentic experiences including premium retail and hospitality offerings.	Short Term
7.16	Explore new and further seasonal trading opportunities for start-up businesses, pop-ups and short-term operators, enabling the testing of business models and locations and assisting the sector to constantly evolve and provide unique experiences.	Ongoing
7.17	Identify opportunities to activate vacant spaces within precincts, and engage with leasing agents, property owners and innovative retail and hospitality start-up businesses to promote and activate these spaces.	Ongoing
7.18	Implement a Shopfront Improvement Grant Scheme.	Short Term

⁶ See <https://profile.id.com.au/victoria-park/about>

MONITORING AND REVIEW



Actions within the Economic Development Strategy are either stand-alone projects or actions to be incorporated through other projects planned or underway at the Town.

The Town’s Place Planning area is responsible for ensuring the Economic Development Strategy and its seven pathways to growth are embedded and adhered to throughout the Town’s administration.

Progress reporting to Council will occur on an annual basis via the Annual Report. The Economic Development Strategy is a living document and will be subject to an annual review that will include:

- A review of the Town’s local economy and any new mega and micro trends that are or could affect prosperity.
- Any new regulatory improvements that should be an area of focus for the Town.
- Internal consultation.
- Changes to the direction of the organisation via the Strategic Community plan or Corporate Business Plan.

FIVE YEAR IMPLEMENTATION FRAMEWORK

Priorities	No.	Actions	Timeframe
Leadership and partnerships	1.1	Confirm the role of the Economic Development Committee in guiding and driving the implementation of the Strategy.	Quick Win
	1.2	Report annually to the Council and Community on the delivery of actions contained within the Strategy.	Ongoing
	1.3	Incorporate the priority actions into relevant plans and projects to ensure a whole-of-Council approach.	Short Term
	1.4	Develop a Partnering Framework to identify and promote all opportunities for partnering with the Town and the conditions under which the Town would support a partnership.	Short Term

Priorities	No.	Actions	Timeframe
Identity	2.1	Support actions within the Tourism Western Australia, Tourism Action Plan focusing on target audiences that have a high propensity to visit Western Australia and align with the competitive strengths of the Town.	Quick Win
	2.2	Develop an understanding of the investment attraction process and translate it to the high value precincts and sectors.	Medium Term

Priorities	No.	Actions	Timeframe
Local to Global Connections	3.1	Create a regional network and inventory of existing international expertise and relationships to help forge stronger commercial linkages outside the region and leverage new business, trade, clients and public and private investment.	Long Term
	3.2	Ensure Western Australian Government Trade Commissioners have access to up-to-date information on the strengths and competitiveness of the Town's business and cultural strengths.	Medium Term
	3.3	Strengthen the Town's image as a smart and innovative place through all relevant promotion and destination branding channels including Tourism Western Australia.	Short Term

Priorities	No.	Actions	Timeframe
Local to Global Connections (continued)	3.4	Host in conjunction with Austrade and Ausindustry a coordinated schedule of export readiness workshops and seminars to local companies looking to develop their international business awareness and awareness.	Medium Term
	3.5	Undertake a preliminary review of the economic, cultural, civic benefits associated with international Sister City or partnering relationship.	Long Term

Priorities	No.	Actions	Timeframe
Smart Town – Innovation and Digital	4.1	Develop partnering frameworks that create opportunities for stakeholders to partner effectively and efficiently with the Town across a range of smart and innovative initiatives.	Short Term
	4.2	Seed the creation of a digitally connected innovation district in the Burswood Peninsula and Causeway Precinct to attract businesses and industries working in the digital economy and creative industries.	Medium Term
	4.3	Enable strategic interaction with start-ups, entrepreneurs and innovators to leverage and promote entrepreneurial thinking within the Town.	Short Term
	4.4	Invite technology, research partners and start-ups to collaborate on prototypes, pilot and evaluate new technologies and urban infrastructure and services that address local, state and national level urban challenges and priorities.	Short Term
	4.5	Actively develop the regional innovation ecosystem's capacity to nurture businesses, artists, creatives and innovators and generate economic growth in key industry sectors.	Long Term
	4.6	Review and update relevant policy frameworks to appropriately support the adoption of innovative proposals, fast-track pilot technology deployments, and local economic development in tender and procurement processes.	Ongoing
	4.7	Prepare a Place Performance Measurement Manual to identify the key data that should be collected (including by new technologies) to improve decision making.	Short Term

Priorities	No.	Actions	Timeframe
Creating an Enabling Business Environment	5.1	Ensure the Town's regulatory framework remains at the forefront of best practice in relation to other regions of Perth.	Ongoing
	5.2	Adopt a 'Priority Planning' program that facilitates developments which contribute significant value to the Town.	Medium Term
	5.3	Initiate an integrated place-based approach across the organisation to achieve outcomes for the Town's significant precincts.	Short Term
	5.4	Remove unnecessary regulatory barriers, simplify application processes and actively promote improvements to the local business community.	Ongoing
	5.5	Engage with the Western Australian and federal government agencies to leverage grants and assistance and training programs.	Short Term
	5.6	Support and build networks of information and ideas sharing between public sector, research organisations and the private sector. <ul style="list-style-type: none"> • Convene an annual program of events to connect firms with each other and the broader community. • Work with start-ups to link them with industry and research networks to assist commercialisation and funding. • Link knowledge based firms to innovation, training, master classes and mentoring programs. 	Short Term
	5.7	Build the reputation of the Town as a great place for investment by identifying and promoting our business success stories.	Short Term
	5.8	Develop an ongoing business engagement program for broader business consultations throughout the sector.	Short Term

Priorities	No.	Actions	Timeframe
High Value Precincts – Burswood Peninsula	6.1	Lead the establishment of the Burswood Peninsula Steering Committee that will provide strategic impetus to planning and investment in the precinct areas including areas of mutual interest such as events, marketing, accessibility and the overall user experience.	Short Term
	6.2	Progress a Terms of Reference for Burswood Peninsula Steering Group Committee.	Quick Win
	6.3	Prepare a Place Plan that identifies and prioritises the improvements required for the Peninsula to reach its potential. This includes, but is not limited to, short and long term ambitions, improving accessibility, profiling innovative technologies and improving the overall place experience.	Medium Term

Priorities	No.	Actions	Timeframe
High Value Precincts – Curtin/Bentley	6.4	Establish a leadership based agreement with Curtin University targeting the development of long-term partnership that supports broader growth objectives of the Curtin City Centre and the managed growth of the Town’ community, in the context of place making, capacity building and strategic planning.	Short Term

Priorities	No.	Actions	Timeframe
High Value Precincts – Albany Highway	6.5	Prepare a Place Plan that identifies and prioritises the improvements required for the Albany Highway Precincts to grow. This includes, but is not limited to, short and long-term ambitions, urban form, historic context, civic life and community, commercial activity, accessibility and movement.	Short Term

Priorities	No.	Actions	Timeframe
Emergent Precincts	6.6	Prepare Place Plans for Lathlain, Carlisle, Welshpool and the Causeway Precinct that identifies and prioritises the improvements required for each Precinct to grow. This includes, but is not limited to, short and long-term ambitions, urban form, historic context, civic life and community, commercial activity, accessibility and movement.	Medium Term

Priorities	No.	Actions	Timeframe
High Value Sectors – Tourism, Sports, Leisure and Events	7.1	Promote and position the Town as Perth’s and WA’s sports and events capital.	Short Term
	7.2	Investigate an events and tourism governance model with the aim of improving coordination across the stakeholders (particularly Tourism WA) with regards to marketing, visitor servicing and product development.	Medium Term
	7.3	Prepare a business case framework that guides the Town’s approach to the selection, management and evaluation of tourism and events through to 2023.	Medium Term
	7.4	Taking into account the Tourism Western Australia, Tourism Action Plan, prepare a targeted destination marketing plan to promote the Town to priority markets, including criteria to guide the assessment of priority or premium events.	Medium Term

Priorities	No.	Actions	Timeframe
High Value Sectors – Tourism, Sports, Leisure and Events (continued)	7.5	Profile a major events calendar as a key economic and visitation stimulator highlighting the broad events program to a state and national level. Including: <ul style="list-style-type: none"> • Focus on the Towns major visitation event attraction on participatory sports such as AFL games, national and state championships and mass participation that extend over multiple days. • A targeted events program to maximise the use of ‘riverside precincts’ including exhibitions, music shows, lifestyle and arts events. • Continue to support community and civic events and celebrations as part of the overall events program via grant programs, sponsorship, and Town-run events. These include: Australia Day, Carols by Candlelight, outdoor movie festivals, Anzac Day. 	Short Term

Priorities	No.	Actions	Timeframe
High Value Sectors – Knowledge Industries and Bio-pharmaceuticals	7.6	Develop a place-based investment facilitation strategy for each of the high value sectors giving attention to the role of local government in providing a competitive environment, partnerships and measurable returns to the community.	Short Term
	7.7	Plan for the location of knowledge based industries including appropriate land use, and identifying a city competitive advantages and incentives framework, and a coordinated business attraction strategy.	Medium Term

Priorities	No.	Actions	Timeframe
High Value Sectors – Knowledge Industries and Bio-pharmaceuticals (continued)	7.8	<p>Coordinate a strategic approach to the development of knowledge and innovation industries in the town.</p> <ul style="list-style-type: none"> • Support greater access to affordable and new forms of meeting and working spaces, labs, shop fronts and open spaces, including Council-owned and private sector spaces. • Support the location of business incubators and shared space facilities that encourage entrepreneurship and employment opportunities. • Work with the State Government and developers around affordable spaces for start-ups. 	Short Term
	7.9	<p>Make it easier for the Town to appropriately engage knowledge based firms as suppliers via procurement innovation to cut down on red tape, and advocate for other organisations to do the same.</p>	Short Term

Priorities	No.	Actions	Timeframe
High Value Sectors – Retail and Hospitality	7.10	Work with Optus Stadium and Crown Perth to facilitate opportunities to leverage event patronage spend in the areas of activity throughout the Town.	Short Term
	7.11	Explore and promote programs, including workshops and webinars, to help businesses integrate technology into the retail and hospitality offering.	Quick Win
	7.12	Collaborate with businesses to introduce Wi-Fi hotspots and identify opportunities to promote specific offers through digital avenues.	Medium Term
	7.13	Promote business development programs (Ausindustry) and engagement with the Small Business Mentoring Service through the Small Business Development Corporation.	Quick Win
	7.14	Support Town marketing campaigns and business initiatives to incorporate and promote the retail and hospitality offer across all precincts.	Quick Win
	7.15	Through Tourism Western Australia, promote the Town in key interstate and international markets as a place with a diverse range of authentic experiences including premium retail and hospitality offerings.	Short Term
	7.16	Explore new and further seasonal trading opportunities for start-up businesses, pop-ups and short-term operators, enabling the testing of business models and locations and assisting the sector to constantly evolve and provide unique experiences.	Ongoing
	7.17	Identify opportunities to activate vacant spaces within precincts, and engage with leasing agents, property owners and innovative retail and hospitality start-up businesses to promote and activate these spaces.	Ongoing
	7.18	Implement a Shopfront Improvement Grant Scheme.	Short Term



TOWN OF
VICTORIA PARK

**Town of Victoria Park
Administration Centre
99 Shepperton Road, Victoria Park**

f   9311 8111

admin@vicpark.wa.gov.au

victoriapark.wa.gov.au

**This information is available in an alternative format
to people with a disability on request to 9311 8132**