

appendices

Economic Development Committee



Economic Development Committee
2 August 2018

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8.1 180705 Economic Development Committee Minutes – Amended



Please be advised that an **Economic Development Committee** Meeting commenced at **5.30pm** on **5 July 2018** in Meeting Room 1 at the Administration Building, 99 Shepperton Road, Victoria Park.

A handwritten signature in black ink, appearing to read "A Vuleta".

ANTHONY VULETA
CHIEF EXECUTIVE OFFICER

9 July 2018

(To be confirmed 2 August 2018)

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(To be confirmed 2 August 2018)

1 OPENING

Cr Vernon opened the meeting at 5.33pm and welcomed Mr Callum Prior to the Economic Development Committee.

2 ATTENDANCE

Members:	Cr J (Julian) Jacobs Cr K (Karen) Vernon (Deputy Presiding Member)
Jarrah Ward:	Cr B (Brian) Oliver
Independent Member:	Mr C (Callum) Prior
Chief Operations Officer	Mr B (Ben) Killigrew
Chief Planning Officer	Ms N (Natalie) Martin Goode
Manager Place Planning	Mr D (David) Doy
Secretary	Ms G (Gaye) Last
Guests	Nil

2.1 Apologies

Manager Community	Mrs K (Kaitlyn) Griggs
Independent Member	Mr S (Steven) McCabe

2.2 Approved Leave of Absence

Jarrah Ward:	Cr J (Jennifer) Ammons Noble Cr B (Bronwyn) Ife
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3 DECLARATIONS OF INTEREST

Declarations of interest are to be made in writing prior to the commencement of the Meeting, (a form to assist Elected Members and Staff is attached at the end of this Agenda).

Declaration of Financial Interests

Nil

Declaration of Proximity Interest

Nil

Declaration of Interest affecting impartiality

Nil

4 TERMS OF REFERENCE**1. NAME**

The name of the Committee shall be the Economic Development Committee.

2. PURPOSE

The Town's Strategic Community Plan notes four components of the Mission Statement, namely –

- Social – To promote sustainable connected, safe and diverse places for everyone.
- Economic – To promote sustainable diverse, resilient and prosperous places for everyone.
- Environment – To promote sustainable liveable, healthy and green places for everyone.
- Civic Leadership – To show leadership by communicating with, empowering and supporting people in the community.

The primary purpose of this committee shall be the Economic component of the Town's Mission Statement, which is to promote sustainable diverse, resilient and prosperous places for everyone.

3. SCOPE

The Committee will primarily focus on the following key Economic Strategic Outcomes –

- A desirable place for commerce and tourism that supports equity, diverse local employment and entrepreneurship.
- A clean, safe and accessible place to visit.

Wherever possible, the Committee will seek opportunities to address the following additional Strategic Outcomes –

- Everyone receives appropriate information in the most efficient and effective way for them.
- Appropriate devolution of decision making and service provision to an empowered community.
- People have positive exchanges with the Town that inspires confidence in the information and the timely service provided.
- A community that is authentically engaged and informed in a timely manner.

4. DELIVERABLES

The Committee will –

- Provide strategic leadership in the development and regular review of policies and strategies that are inclusive, empowering and build capacity of the Town of Victoria Community.
- Support and promote local business.
- Develop the Town as the event destination of choice.

(To be confirmed 2 August 2018)

- Exploit the Town's geographical location and natural assets.
- Improve the standard and effectiveness of sustainable economic development and activity across the District in partnership with key stakeholders.

Specifically the Committee will ensure delivery of the following –

- Annual review of policies, strategies and plans related to the Scope of the Committee.
- Economic Development Needs Assessment and Analysis.
- Economic Development and Tourism Strategy.
- Events and Activation Strategy.

5. REPORTING

Although any Service Area of the Town may report through this Committee on matters associated with the Primary Purpose and Scope, the following Service Areas of Council are likely to predominantly feature –

- Economic Development
- Environmental Health
- Parking Management

6. GOVERNANCE

The Committee is a Council-created Committee formed under Subdivision 2 (Committees and their meetings) of the Local Government Act 1995 and is governed by the provisions of the Town of Victoria Park Standing Orders Local Law 2011 and the Local Government Act 1995 and its Regulations.

The Committee will comprise a maximum of four (4) Elected Members (being two (2) Elected Member representatives from each of the Town's two (2) wards with five (5) Elected Members being appointed in a hierarchical order as alternate deputy members) and up to two (2) other persons (that may be co-opted from time-to-time for such period, or in relation to such matters, as determined, where that person's experience, skills or qualifications would enable him or her to make a contribution to the Committee's functions).

In accordance with section 5.19 of the Local Government Act 1995, the quorum for a meeting of the Committee is at least 50% of the number of offices (whether vacant or not) of members of the Committee.

7. MEETING ARRANGEMENTS

The Committee shall convene in accordance with the annual adopted meeting schedule.

8. AUTHORITY

The Committee has no delegated power. The Committee may only make recommendations to Council for a decision.

9. REVIEW

The Committee and Committee Terms of Reference will be reviewed from time-to-time and immediately following each local government election.

5 CONFIRMATION OF MINUTES

RESOLVED:

Moved: ~~Cr Ife~~ Cr Vernon

Seconded: Cr Jacobs

That the Minutes of Economic Development Committee Meeting held on 7 June 2018 be confirmed.

The Motion was Put and

CARRIED (4-0)

In favour of the Motion: Cr Vernon; Cr Jacobs; Cr Oliver and Mr C Prior.

6 METHOD OF DEALING WITH AGENDA BUSINESS

Moved: Cr Jacobs

Seconded: Cr Oliver

RECOMMENDATION:

That clause 6.10 *Speaking Twice of the Town of Victoria Park Standing Orders Local Law 2011* be suspended for the duration of this meeting.

The Motion was Put and

CARRIED (4-0)

In favour of the Motion: Cr Vernon; Cr Jacobs; Cr Oliver and Mr C Prior.

7 PRESENTATIONS

7.1 Petitions

Nil

7.2 Presentations (Awards to be given to the Town)

Nil

7.3 Deputations

Nil

(To be confirmed 2 August 2018)

8 REPORTS**8.1 Telstra Perth Fashion Festival 2017 Sponsorship Evaluation Update**

File Reference:	CRM/25/17
Appendices:	No
Attachments:	No

Date:	20 February 2018
Reporting Officer:	K. Griggs
Responsible Officer:	N. Martin Goode
Voting Requirement:	Simple Majority

Executive Summary:**Recommendation/s – For the Economic Development Committee to:**

Recommend whether the Council approves the Supporting Partner proposal with Fashion Council WA for the Town, at nil cost, is an acceptable outcome based on the original agreed deliverables within the 2017/18 sponsorship agreement.

- The Town of Victoria Park (the Town) provided cash sponsorship of \$57,000 to the Telstra Perth Fashion Festival (TPFF) in 2017/18 financial year to Fashion Council WA.
- Council deemed the outcomes of the sponsorship unsatisfactory.

TABLED ITEMS:

- Ordinary Council Minutes 10 April 2018 Item 14.3.

BACKGROUND:

In July 2017, Fashion Council WA (FCWA) invited the Town to sponsor the 2017 Telstra Perth Fashion Festival's 'Town of Victoria Park' program.

FCWA is a not-for-profit organisation which was established in 2008 as a peak industry body to represent the fashion and creative industries in WA. Over the past decade, FCWA has delivered on its vision to promote, champion and represent the WA fashion and creative industries through an integrated program of events and services. The organisation's current program includes the event platforms:

- Telstra Perth Fashion Festival;
- Swim + Resort Series; and
- WA Fashion Awards.

Historically TPFF has comprised two major events – Fashion Central and Fashion Paramount, which have both been located within the City of Perth. In 2017 the format of the event changed so that Fashion Central ran in the City of Perth, and Fashion Paramount moved to a new location the Crown Pyramid within the Town of Victoria Park. FCWA approached the Town with a proposal to sponsor elements of the Fashion Paramount event including the 'Future Runway' and 'International Runway' events with a cash contribution of

(To be confirmed 2 August 2018)

\$57,000 as well as in-kind support via promotion of the TPF.

At the Ordinary Council Meeting (OCM) held on 10 April 2018 Council concluded that the investment in TPF did not deliver the proposed outcomes within the sponsorship agreement and resolved that the Chief Executive Officer:

1. Advise TPF (Fashion Council WA) that the Town is not satisfied with the outcome of the sponsorship;
2. Negotiate an acceptable outcome pertaining to the original agreed deliverables within the sponsorship agreement; and
3. That a report be provided to the Economic Development Committee once an outcome has been determined.

DETAILS:

Resulting from the outcome of the OCM on 10 April 2018, FCWA has presented the following 'Supporting Partner' proposal for consideration by the Town.

The Town of Victoria Park to be recognised as a Supporting Partner of the TPF 2018 Future Runway and International Runway events at Fashion Paramount, which will take place in September 2018 at the Burswood Peninsula Precinct, at nil cost to the Town.

Future Runway

An assembly of the states most gifted design students from WA's top fashion institutions will showcase their designs across six categories, including Ready-to-wear Menswear and Womenswear, Evening, Costume and Eco Design and Wearable Technology.

International Runway

Premium runway showcasing the Australian debut of acclaimed international designer.

1. Rights of Association
 - 1.1 FCWA grants Town of Victoria Park the right to utilise the following terms:
 - a) Supporting Partner of the Telstra Perth Fashion Festival 2018 Future Runway;
 - b) Supporting Partner of the Telstra Perth Fashion Festival 2018 International Runway (working title); and
 - c) Or other terms as agreed by TPF and QT Perth.
 - 1.2 Access to royalty free content:
 - a) Town of Victoria Park will receive access to the FCWA and Event trademarks including TPF to use to promote association with the Events (e.g. social media, newsletters);
 - b) Access to non-exclusive use of TPF campaign, runway and back of house images; and
 - c) Town of Victoria Park understands that FCWA approval must be sought prior to publication of any marketing collateral featuring the FCWA logos, trademark, trade names and other intellectual property registered or unregistered, owned by, or licensed to FCWA and PPF including Telstra Perth Fashion Festival Logo and campaign images.

(To be confirmed 2 August 2018)

2. Tickets

- 2.1 FCWA will provide Town of Victoria Park with a package of 60 x tickets (30 x general access double passes) to TPF 2018 International Runway at Fashion Paramount. Town of Victoria Park may choose to use tickets for constituent competition; and
- 2.2 10% partner discounted code for Town of Victoria Park business and residential constituents to purchase TPF tickets.

3. Advertising and Promotion

3.1 Town of Victoria Park will receive:

- a) Brand logo recognition on the TPF and FCWA website with a hyperlink to Town of Victoria Park preferred website;
- b) Brand logo recognition on all marketing collateral related to the Future Runway and International Runway event including:
 - Future Runway and International Runway media wall;
 - Digital logo reels at both Future Runway and International Runway; and
 - Invitations, signage etc relating to Future Runway and International Runway.

3.2 Digital Media

- a) Minimum of 1 Town of Victoria Park fashion related feature in Front Row EDM (4,500+ data base);
- b) Minimum of 1 dedicated Town of Victoria Park post/story on TPF and FCWA social media channels. Post to include Town of Victoria Park businesses / assets venue or merchandise etc;
- c) Minimum 3 social media posts on TPF channels including Town of Victoria Park handles, hashtag (combined 56,000 followers); and
- d) Town of Victoria Park acknowledges that FCWA has final content approval for marketing content featured on FCWA and TPF online channels including e-Newsletter and social media.

3.3 Product Placement

- a) Town of Victoria Park will have the opportunity to promote Town of Victoria Park businesses by inviting them to provide relevant product / merchandise for VIP gift bags at events (minimum multiples of 250 per show);
- b) Participating businesses contribution will be recognised with an image of the gift bag from each night's show featuring the product will be posted to TPF social media with the business tagged in the image; and
- c) All gift bag merchandise to be delivered to address below by 3 September:
Gift Bags Coordinator
Telstra Perth Fashion Festival
Level 9, Carillon Office Tower
207 Murray Street Perth
WA 6000

(To be confirmed 2 August 2018)

4. Dedicated Account Manager

- 4.1 A dedicated and experienced account manager will be responsible for the delivery of Town of Victoria Park sponsorship assets.

Legal Compliance:

Nil as no Town funds will be expended.

Policy Implications:

REC5 SPONSORSHIP – not applicable as nil funds will be expended.

Risk Management Considerations:

The risks identified prior to acceptance of the sponsorship related to the missed opportunity in sponsoring the event, notwithstanding evaluating the return to the Town on its investment.

Risk & Consequence	Consequence + Rating	Likelihood = Rating	Overall Risk Analysis	Mitigation/Actions
Fashion Council WA do not deliver on the proposal submitted to the Town.	Unlikely	Unlikely	Moderate	FCWA is seeking to strengthen the relationship with the Town. Town staff to monitor the deliverables and maintain contact with FCWA.

Strategic Plan Implications:

Our vision for the future: The Town of Victoria Park: A dynamic place for everyone.

We are Perth's premier place for entertainment and entrepreneurship – The Town is the leading place in Perth where people look to be entertained or to design, launch and run their own small business. As a part of this, the Town's education establishments are contributing to fostering a feeling of entrepreneurship.

Strategic Outcomes:

Social – To promote sustainable, connected, safe and diverse places for everyone.

- S4 - A place where all people have an awareness and appreciation of arts, culture, education and heritage.

Economic - To promote sustainable, diverse, resilient and prosperous places for everyone.

- Ec1 – A desirable place for commerce and tourism that supports equity, diverse local employment and entrepreneurship.

Financial Implications:Internal Budget:

Nil

Sustainability Assessment:

Nil

(To be confirmed 2 August 2018)

Economic Outcomes:

The economic benefits to Town branding and local businesses is estimated by FCWA to be between \$20,000- \$30,000.

Cultural Outcomes:

Nil

CONCLUSION:

FCWA has been proactive in addressing the concerns as raised by Council in regards to the 2017/18 Sponsorship agreement; and has proposed the Supporting Partner of the TPF 2018 Future Runway and International Runway proposal as outlined above, at nil cost to the Town.

RECOMMENDATION/S:

For the Economic Development Committee to:

Recommend whether the Council approves the Supporting Partner proposal with Fashion Council WA for the Town, at nil cost, is an acceptable outcome based on the original agreed deliverables within the 2017/18 sponsorship agreement.

ALTERNATE MOTION:

Moved: Cr Oliver

Seconded: Cr Jacobs

For the Economic Development Committee to recommend that the Council:

- 1. Approves the Supporting Partner proposal as detailed in the report with Fashion Council WA for the Town, at nil cost, to be an acceptable outcome based on the original agreed deliverables within the 2017 sponsorship agreement;**
- 2. Requests the Administration to prepare documentation to legally formalise the following terms of the Supporting Partner proposal:**
 - 2. Rights of Association**
 - 2.1 FCWA grants Town of Victoria Park the right to utilise the following terms:**
 - a) Supporting Partner of the Telstra Perth Fashion Festival 2018 Future Runway;**
 - b) Supporting Partner of the Telstra Perth Fashion Festival 2018 International Runway (working title); and**
 - c) Or other terms as agreed by TPF and QT Perth.**
 - 2.2 Access to royalty free content:**
 - a) Town of Victoria Park will receive access to the FCWA and Event trademarks including TPF to use to promote association with the Events (e.g. social media, newsletters);**
 - b) Access to non-exclusive use of TPF campaign, runway and back of house images; and**

(To be confirmed 2 August 2018)

- c) **Town of Victoria Park understands that FCWA approval must be sought prior to publication of any marketing collateral featuring the FCWA logos, trademark, trade names and other intellectual property registered or unregistered, owned by, or licensed to FCWA and PFF including Telstra Perth Fashion Festival Logo and campaign images.**
- 3. Tickets**
- 3.1 FCWA will provide Town of Victoria Park with a package of 60 x tickets (30 x general access double passes) to TPF 2018 International Runway at Fashion Paramount. Town of Victoria Park may choose to use tickets for constituent competition; and**
- 3.2 10% partner discounted code for Town of Victoria Park business and residential constituents to purchase TPF tickets.**
- 4. Advertising and Promotion**
- 4.1 Town of Victoria Park will receive:**
- a) **Brand logo recognition on the TPF and FCWA website with a hyperlink to Town of Victoria Park preferred website;**
- b) **Brand logo recognition on all marketing collateral related to the Future Runway and International Runway event including:**
- **Future Runway and International Runway media wall;**
 - **Digital logo reels at both Future Runway and International Runway; and**
 - **Invitations, signage etc relating to Future Runway and International Runway.**
- 4.2 Digital Media**
- a) **Minimum of 1 Town of Victoria Park fashion related feature in Front Row EDM (4,500+ data base);**
- b) **Minimum of 1 dedicated Town of Victoria Park post/story on TPF and FCWA social media channels. Post to include Town of Victoria Park businesses / assets venue or merchandise etc;**
- c) **Minimum 3 social media posts on TPF channels including Town of Victoria Park handles, hashtag (combined 56,000 followers); and**
- d) **Town of Victoria Park acknowledges that FCWA has final content approval for marketing content featured on FCWA and TPF online channels including e-Newsletter and social media.**
- 4.3 Product Placement**
- a) **Town of Victoria Park will have the opportunity to promote Town of Victoria Park businesses by inviting them to provide relevant product / merchandise for VIP gift bags at events (minimum multiples of 250 per show);**
- b) **Participating businesses contribution will be recognised with an image of the gift bag from each night's show featuring the product will be posted to TPF social media with the business tagged in the image; and**
- c) **All gift bag merchandise to be delivered to address below by 3 September:**

(To be confirmed 2 August 2018)

**Gift Bags Coordinator
Telstra Perth Fashion Festival
Level 9, Carillon Office Tower
207 Murray Street Perth
WA 6000**

5. Dedicated Account Manager

5.1 A dedicated and experienced account manager will be responsible for the delivery of Town of Victoria Park sponsorship assets.

The Motion was Put and

CARRIED (4-0)

In favour of the Motion: Cr Vernon; Cr Jacobs; Cr Oliver and Mr C Prior.

9 MOTION FOR WHICH PREVIOUS NOTICE HAS BEEN GIVEN

Nil

10 NEW BUSINESS OF AN URGENT NATURE

Nil

11 CLOSURE OF COMMITTEE MEETING

There being no further business, Cr Vernon closed the meeting at 6.02pm.

I confirm these Minutes to be true and accurate record of the proceedings of the Council.

Signed:.....Cr Vernon

Dated this:.....Day of.....2018

(To be confirmed 2 August 2018)

12 WORKSHOP TOPICS AND PRESENTATIONS

- 12.1 The Committee discussed the possible development of a Regular Business Awards Event for the Town, with nominations sought in a number of categories, with winners selected and presented with an award at a ceremony held by the Town. Some categories of Awards might include:

Entrepreneur of the Year
Green Business of the Year
Innovative Business of the Year
Social Impact/Enterprise Business of the Year
Hall of Fame inductee

ACTION:

The Administration to investigate and prepare a presentation for the Economic Development Committee (EDC) by November 2018.

- 12.2 Burswood Peninsula Project Update
Natalie Martin Goode and David Doy provided the Committee with an update on the work occurring in the Burswood Peninsula Precinct.

ACTION:

Update to EDC every two months.

- 12.3 Economic Development Strategy
Natalie Martin Goode provided the Committee with an overview and facilitate a discussion of the actions that have been identified in the draft Economic Development Strategy.

ACTION:

Administration to prepare a report to the EDC for August 2018.

- 12.4 Economic Development Outputs and Outcomes Measurements
Administration asked the EDC what their expectations for this item are?

ACTION:

Administration to make a presentation on progress to EDC November 2018.

- 12.5 What Place Planning can do for Economic Development?
David Doy provided an overview of the Town's new Place Planning team and how it will contribute to the growth of the local economy.

ACTION:

No further action at this time.

(To be confirmed 2 August 2018)

13 REQUEST FOR REPORTS FOR FUTURE CONSIDERATION

Forthcoming Agenda Items		
Reports		
Economic Development and Tourism Strategy	August 2018	Economic Development Officer
Eat, Ride N Enjoy – Quarterly Update Report (2 of 4)	September 2018	TBC and C Parsons
Eat, Ride N Enjoy – Quarterly Update Report (3 of 4)	December 2018	TBC and C Parsons
Eat, Ride N Enjoy – Quarterly Update Report (4 of 4)	March 2019	TBC and C Parsons
Telstra PFF 2017 – Closure report	TBC	TBC
Workshop Topics and Presentations		
Business Networking Calendar of Events	August 2018	David Doy
Criterion Cycling Event (update on progress)	August 2018	(External) B Killigrew
Billycart Race Event	August 2018	Mayor T Vaughan
Burswood Peninsula Project Update	Sept 2018	Natalie Martin Goode
Economic Development Outputs and Outcomes Measurements	Nov 2018	David Doy
Innovation Fund	Sept 2018	(TBD)

There being no further business, Cr Vernon closed the Workshop at 7.48pm.

8.2 Draft Economic Development Strategy – Pathways to Growth 2018 - 2023

**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 Victoria Park's Economic Development Strategy 'Pathways to Growth 2018 – 2023' (the Strategy) provides a 10-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.

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

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. Administration will apply a more nuanced planning and policy environment, assisting businesses to become more environmentally sustainable and provide leadership that supports new investment.

To achieve this the Town will follow seven central pathways:

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

The Strategy seeks to enhance the importance of the entertainment and leisure, education, retailing 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 focusses on the bright lights of the emergent sectors which are important to the Town because of the contribution that 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 in 2018

Final report will include a repeat of page 15 of the Strategic Community Plan and the economic profile information

The Town's Gross Regional Product - \$4.834 Billion which represents 2% of the States Gross State Product

Local Jobs – 34,257

Local Businesses – 4,508

Population – 38,440

Population density – 20.47 persons per hectare

- 25 to 34 (Young Workforce) 27.8%
- 35 to 44 (parents & homebuilders) 22.4%

English not first language – 27%

- India
- China
- Malaysia

Land area – 18 Km²

Businesses and Employment				
(ID Community Economic Profile – Town of Victoria Park 2017)				
	Employment	Cumulative Percentage	Businesses	Cumulative Percentage
Education & Training	5,809	17.0	74	1.6
Construction	4,465	30.0	691	16.9
Arts & Recreation Services	4,143	42.0	52	18.1
Health Care & Social Services	3,119	51.1	207	22.7
Accommodation & Food	2,804	59.3	254	28.3
Professional Scientific & Technical Services	2,013	67.8	648	33.9
Retail trade	2,062	73.8	266	48.6

Investments and New Opportunities

Perth Optus Stadium

- \$1.8 billion
- Opened 21 January 2018
- Capacity of over 60,000 making it the third largest stadium in Australia

Rivervale Road

- \$22.5 million
- 89 apartments and offices

Albany Highway

- \$37 million
- Mixed use development including, 108 residential units, restaurants, retail, offices and 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

Rivervale road - Residential

- \$318 million
- 28 storeys and 150 apartments.

Rivervale Road

- \$50 million
- 150 apartments

Hawthorne

- \$42.5 million
- 146 apartments
- Offices, restaurant

Burswood Road

- \$50 Million
- 154 Apartments
- Offices, restaurant

Pathways for 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 of Victoria Park 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 Casino and the Belmont Park Racecourse. 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 into Australia.

The projected population growth is a compelling opportunity with the potential for mixed use developments on the Burswood Peninsula, adjacent to railways 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 sectors 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 in 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 one hundred 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 6 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 significance³.

The recent completion of the 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.

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)

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.

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; and
- 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. Whilst 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 7 pathways:

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

Pathway 1 - Leadership

The Town must view itself, local businesses, partners and the community as part of a national and global community. The Town of Victoria Park 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 and research, sport and 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 national 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.

<i>Pathway 1 - Leadership: Actions for 2018 – 2023</i>		
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 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 Perth 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 Administration to demonstrate to 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 Towns 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.

<i>Pathway 2 - Identity: Actions for 2018 – 2023</i>		
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.

Globalisation processes and greater interest in city-to-city and region-to-region economic and business relationships have encouraged many councils to be more active on the international stage (ACELG sister cities and international alliances)

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, mobility, the environment, digital signage and wayfinding security, data and information management 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. It is also probable that civic facilities like libraries will play an important role in the provision of smart services for the community.

<i>Pathway 4 – Smart Town: Actions for 2018 - 2023</i>		
4.1	Develop partnering frameworks that create opportunities for Town and industry stakeholders to partner effectively and efficiently with Council 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 participate in 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 an Activity Centre Performance Measurement Strategy 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.

The Town's local laws and regulatory instruments will be geared to stimulate investor certainty and confidence, providing a realistic and proportional response to the situations they are designed to address. A balanced and more streamlined approach will allow private investors to focus on the investment side of their business rather than the time and cost associated with compliance. Online application systems will allow business to submit and manage approvals in any time zone or from any global location. Smart regulation will be easy to understand (graphic design) and easy to access (an organised and intuitive website). It will create conditions that encourage existing business to stay and expand and entice new investors.

Partnerships, collaboration and advocacy are the cornerstone of Local Government practice and reflect the leadership role that will be taken to allow dialogue between council and the local business community. By taking a whole of Town perspective, the Town can mediate local interests and work with any sector of the community or government to solve complex situations that require multiple inputs. A facilitative approach and outcomes mindset can retain investment and support sustainable growth.

<i>Pathway 5 – Enabling Business Environment - Actions for 2018 - 2023</i>		
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

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 Racecourse and the State Tennis Centre it will absorb much of the Town's population growth.

It is expected that 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 is on, to 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.

<i>Pathway 6 – High Value Precincts – Burswood Peninsula - Actions for 2018 – 2023</i>		
6.1	Lead the establishment of the Burswood Peninsula Project Owners Steering Group (Perth Racing, Venues Live, Tennis West, The Camfield, Crown) 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 Project Owners Steering Group.	Quick Win

6.3	Prepare a Place Plan in collaboration with project partners 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
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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 economy ⁴ 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 and Training is the greatest employer in the Town, generating 5,800 jobs in 2016/17. 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

⁴ Perth 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)

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.

<i>Pathway 6 – High Value Precincts – Curtin/Bentley - Actions for 2018 – 2023</i>		
7.1	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

Albany Highway Precincts

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

The 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 40Kkm 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 and clothing stores, 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; and
- 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 floors improvements, signage minimisation and the development and delivery of transport and planning strategies.

<i>Pathway 7 – Albany Highway Precincts - Actions for 2018 – 2023</i>		
8.1	Prepare a Place Plan in collaboration with key stakeholders 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

Emergent Precincts

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

Lathlain Sports and Recreation Precinct

The Lathlain Precinct is a priority project for the Town. It is comprised of eight project zones which include Perth Football Club, Community Activity, West Coast Eagles, Lathlain Place, Raymont Park, Community Buildings, 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.⁶

The Perth economy is highly dependent on sea and road transportation and the Welshpool estate 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 housing unique, independent boutique businesses.

<i>Pathway 7 – Emergent Precincts - Actions for 2018 – 2023</i>		
9.1	Prepare Place Plans for Lathlain, Carlisle and Welshpool in collaboration with key stakeholders that identifies and prioritises the improvements required for each Precinct to grow. This includes, but is not limited to, short and long-term	Medium Term

⁶ Planning and Transport Research Centre: Technical Report, Understanding Freight in Perth, (2017, p90)

	ambitions, urban form, historic context, Civic Life and community, commercial activity, accessibility and movement.	
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Pathway 7 - High Value Sectors

Retaining and growing the competitiveness of sectors that have 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.

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, Belmont Park development and Optus Stadium, total annual visitors are expected to increase from a base of five million per annum to in excess of twenty 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 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 market place. There is 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.

<i>Pathway 7 – Tourism, sports, leisure and events - Actions for 2018 – 2023</i>		
10.1	Promote and position the Town as Perth's and WA's sports and events capital.	Short Term
10.2	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
10.3	Prepare a business case framework that guides Councils approach to the selection, management and evaluation of tourism and events through to 2023.	Medium Term
10.4	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

10.5	<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 ‘river side 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 council operated and run events. These include: Australia Day, Carols by Candlelight, outdoor film festivals, Anzac Day 	Medium Term
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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, and
- create inflow of capital, resources and knowledge that can create benefits for other sectors.

Driven by an aging 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 and 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; and
- 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 Council’s most important task is to act as a broker between government, not-for-profits the private sector and the major research and education institutes.

<i>Pathway 7 – Knowledge Industries and Biopharmaceuticals - Actions for 2018 – 2023</i>		
11.1	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
11.2	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

11.3	Engage with the Western Australian and Federal Government agencies to leverage grants and assistance and training programs.	Ongoing
11.4	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
11.5	Coordinate a strategic approach to the development of knowledge and innovation industries in the town by: <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
11.6	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
11.7	Build the reputation of the Town as a great place for investment by identifying and promoting its business success stories	Short Term

Retail and Hospitality

The boutique retailing 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% ⁷ 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.

<i>Pathway 7 – Retail and Hospital - Actions for 2018 to 2023</i>		
11.1	Develop an ongoing business engagement program for broader business consultations throughout the sector.	Short Term
11.2	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
11.3	Explore and promote programs, including workshops and webinars, to help businesses integrate technology into the retail and hospitality offering.	Quick Win
11.4	Collaborate with businesses to introduce Wi-Fi hotspots and identify opportunities to promote specific offers through digital avenues.	Medium Term
11.5	Promote business development programs (Ausindustry) and engagement with the Small Business Mentoring Service through the Small Business Development Corporation.	Quick Win
11.6	Support council marketing campaigns and business initiatives to incorporate and promote the retail and hospitality offer across all precincts.	Quick Win
11.7	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 See <https://profile.id.com.au/victoria-park/about>

11.8	Explore new and further opportunities through for 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
11.9	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
11.10	Support sustainability projects that fit small business community needs, by assisting businesses to implement initiatives in cost-effective ways.	Short Term

Monitoring and Review

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

Place Planning is responsible for ensuring the Economic Development Strategy and its 7 pathways for growth are embedded and adhered to throughout Administration.

Progress reporting to Council will occur on annual basis as part of 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.

5 Year Implementation Framework

Priorities	No.	Actions	Timeframe (years)
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
	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
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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 Council 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 participate in 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 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 an Activity Centre Performance Measurement Strategy 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 Towns significant precincts.	Short Term
	5.4	Remove unnecessary regulatory barriers, simplify application processes and actively promote improvements to the local business community	Ongoing

Priorities	No	Actions	Timeframe
Burswood Peninsula	6.1	Lead the establishment of the Burswood Peninsula Project Owners Steering Group (Perth Racing, Venues Live, Tennis West, The Camfield, Crown) 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 Project Owners Steering Group.	Quick Win
	6.3	Prepare a Place Plan in collaboration with project partners 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
Knowledge Creation Precinct (Curtin/Bentley)	7.1	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
Albany Highway Precincts	8.1	Prepare a Place Plan in collaboration with key stakeholders 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

Priorities	No.	Actions	Timeframe
Emergent Precincts	9.1	Prepare Place Plans for Lathlain, Carlisle and Welshpool in collaboration with key stakeholders 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
Tourism, sports, leisure and events	10.1	Promote and position the Town as Perth's and WA's sports and events capital.	Short Term
	10.2	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
	10.3	Prepare a business case framework that guides Councils approach to the selection, management and evaluation of tourism and events through to 2023.	Medium Term
	10.4	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
	10.5	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 'river side 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 council operated and run events. These include: Australia Day, Carols by Candlelight, outdoor movie festivals, Anzac Day. 	Medium Term

Priorities	No.	Actions	Timeframe
Knowledge Industries & Biopharmaceuticals	11.1	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
	11.2	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
	11.3	Engage with the Western Australian and Federal Government agencies to leverage grants and assistance and training programs.	Quick Win

	11.4	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
	11.5	Coordinate a strategic approach to the development of knowledge and innovation industries in the town. <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
	11.6	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
	11.7	Build the reputation of the Town as a great place for investment by identifying and promoting our business success stories	Short Term

Priorities	No.	Actions	Timeframe
Retail and Hospitality	12.1	Develop an ongoing business engagement program for broader business consultations throughout the sector.	Short Term
	12.2	Work with Optus Stadium and Crown Casino to facilitate opportunities to leverage event patronage spend in the areas of activity throughout the Town.	Short Term
	12.3	Explore and promote programs, including workshops and webinars, to help businesses integrate technology into the retail and hospitality offering.	Quick Win
	12.4	Collaborate with businesses to introduce wi-fi hotspots and identify opportunities to promote specific offers through digital avenues.	Medium Term
	12.5	Promote business development programs (Ausindustry) and engagement with the Small Business Mentoring Service through the Small Business Development Corporation.	Quick Win
	12.6	Support council marketing campaigns and business initiatives to incorporate and promote the retail and hospitality offer across all precincts.	Quick Win
	12.7	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

	12.8	Explore new and further opportunities through for 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
	12.9	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
	12.10	Support sustainability projects that fit small business community needs, by assisting businesses to implement initiatives in cost-effective ways.	Short Term