



Please be advised that an **Economic Development Committee** meeting commenced at **5.30pm** on **2 August 2018** in Meeting Room 1 at the Administration Building, 99 Shepperton Road, Victoria Park.

A handwritten signature in blue ink that reads "Goode".

NATALIE MARTIN GOODE
ACTING CHIEF EXECUTIVE OFFICER

8 August 2018

(To be confirmed 6 September 2018)

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1 OPENING

Cr Ammons Noble opened the meeting at 5.30pm.

2 ATTENDANCE

Banksia Ward:	Cr J (Julian) Jacobs Cr K (Karen) Vernon
Jarraah Ward:	Cr J (Jennifer) Ammons Noble (Presiding Member) Cr B (Bronwyn) Ife
Independent members:	Mr S (Steven) McCabe
Chief Operations Officer	Mr B (Ben) Killigrew
Chief Planning Officer	Ms N (Natalie) Martin Goode
Manager Place Planning	Mr D (David) Doy
Secretary	Ms A (Amy) Noon
Guests	Nil

2.1 Apologies

Mr C (Callum) Prior
Mrs K (Kaitlyn) Griggs

2.2 Approved Leave of Absence

Nil.

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.

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Declaration of Interest affecting impartiality

Nil.

4 CONFIRMATION OF MINUTES

RESOLVED:

Moved: Cr Vernon

Seconded: Cr Jacobs

That the minutes of Economic Development Committee meeting held on 5 July 2018, as amended in Appendix 1, be confirmed.

The Motion was Put and

CARRIED (5-0)

In favour of the Motion: Cr Ammons Noble; Cr Vernon; Cr Jacobs; Cr Ife; and Mr S McCabe.

5 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.

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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.
- 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).

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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.

6 PRESENTATIONS

6.1 Deputations

Nil.

7 METHOD OF DEALING WITH AGENDA BUSINESS

RESOLVED:

Moved: Cr Ife

Seconded: Cr Jacobs

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 (5-0)

In favour of the Motion: Cr Ammons Noble; Cr Vernon; Cr Jacobs; Cr Ife; and Mr S McCabe.

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8 REPORTS**8.1 Draft Economic Development Strategy – Pathways to Growth 2018 - 2023**

File Reference:	ECO/10/2
Appendices:	Economic Development Strategy – Pathways to Growth 2018 - 2023
Attachments:	No

Date:	24 July 2018
Reporting Officer:	D. Doy
Responsible Officer:	N. Martin Goode
Voting Requirement:	Simple Majority

Executive Summary:**Recommendation – Recommend to Council that the Draft Economic Development Strategy be endorsed for the purpose of public advertising.**

- The Draft Economic Development Strategy sets out a high level, long-term direction for the growth of the Town's local economy.
- The Draft Economic Development Strategy has been informed by research, a literature review and consultation with internal stakeholders and the business community.
- The Draft Economic Development Strategy provides seven (7) pathways for growth, with each pathway providing actions that can be embedded in the projects and plans being undertaken across the entire organisation.
- Endorsement of the Draft Economic Development Strategy will allow further engagement with the local community about the Town's role in developing the local economy.

TABLED ITEMS:

Nil

BACKGROUND:

The Town's Economic Development Strategy 'Pathways to Growth 2018 - 2023' (the Draft Strategy) has been developed to guide economic growth in the Town of Victoria Park.

The Town's Corporate Business Plan identifies the development of a new Economic Development Strategy as a key deliverable for 2019.

The development of the Draft Strategy has been informed by:

- Research undertaken by the Town in collaboration with consultants using a variety of data sources;
- A comprehensive literature review;
- Internal stakeholder consultation; and
- Information gathered from the local business community during 'Evolve', an extensive and intensive consultation process that included one-on-one business consultation

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with approximately 100 businesses and a subsequent business survey which was completed by seventy local businesses.

The Draft Strategy is a high level document that provides a roadmap for the Town to capitalise on its significant economic drivers, while also focusing on the retention and growth of existing small to medium enterprises, which are (and will remain) the backbone of the local economy.

The Draft Strategy provides seven (7) pathways for economic growth. These pathways have been designed to influence and be embedded in the suite of operations and projects currently in action across the organisation.

The Town's Place Planning team will be responsible for embedding these across the relevant plans and projects being undertaken by the Town.

DETAILS:

It is important that the Town has a strategy to grow the local economy. It is the entire organisations responsibility to develop the local economy, with many of the services and projects delivered by the Town having a direct impact on economic growth.

The Draft Strategy showcases the opportunities to grow and diversify the Town's local economy and has been designed to be embedded into the Town's suite of services and projects and therefore deliver a more integrated approach to economic development.

The Draft Strategy provides a background of the Town's local economy in the context of the State's economy and other broader economic trends at play. The Draft Strategy commits to positioning the Town as a place where business can prosper through advocacy, promotion, leadership, smart regulation and an entrepreneurial mindset. The Draft Strategy sets out a roadmap for growth via the following seven (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; and
- Pathway 7: High Values Sectors.

Each pathway includes a suite of actions with an accompanying timeframe. These actions are summarised in the 5 year Implementation Framework section of the Draft Strategy.

Legal Compliance:

Nil

Policy Implications:

The Draft Strategy recommends that all Local Policies and Local Laws be reviewed in the context of the aspirations of the Draft Strategy.

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The Draft Strategy identifies the need for smart regulation, exploring opportunities to digitise application forms and constantly review the impact of policy decisions that are made by the Town and other Local Governments.

Risk Management Considerations:

Risk & Consequence	Consequence + Rating	Likelihood = Rating	Overall Risk Analysis	Mitigation/Actions
Reputational. Negative public perception towards the Town may result from some elements of the Draft Strategy	Minor	Unlikely	Low	Community consultation is undertaken regarding the draft strategy.

Strategic Plan Implications:

The content of the draft LPS has been informed by the values, vision, mission and strategic outcomes detailed the Strategic Community Plan namely:

- **EC1** *A desirable place for commerce and tourism that supports equity, diverse local employment and entrepreneurship.*
- **EC2** *A clean, safe and accessible place to visit.*

Financial Implications:

Internal Budget:

Sufficient funds are set aside in the Economic Development service unit budget to progress the Draft Strategy to finalisation, including the required community consultation phase and ultimate publication.

Total Asset Management:

Nil

Sustainability Assessment:

External Economic Implications:

Promotion of economic growth opportunities for the Town is the key purpose of the Draft Strategy.

Social Issues:

Nil

Cultural Issues:

The Draft Strategy provides impetus to the attraction of major events and activities and identifies the need to seed creative industries.

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Environmental Issues:

Nil

COMMENT:

The Draft Strategy provides a roadmap to deliver on the Town's strategic economic aim in the Strategic Community Plan, which is to *'promote sustainable, diverse, resilient and prosperous places for everyone.*

At a glance, the Town is poised for significant growth and investment across a diverse range of sectors in its diverse and distinct neighbourhoods. The Town has some large major employers, namely Curtin University and Crown Perth. These major employers provide a large proportion of local jobs, while the balance of jobs provided by a large and diverse pool of local business across the construction, health care and social services, accommodation and food, professional scientific and technical services, and retail sectors.

The development of the Perth Stadium, redevelopment of Crown Perth and Lathlain Oval and the continued emergence of Albany Highway as a destination of high value has created demand and driven the delivery of a number of large scale mixed use developments. This demand is expected to continue and represents a significant opportunity for the Town to proactively grow the local economy.

The Town's proactive involvement in the growth of the local economy is directed by the Draft Strategy into the following seven (7) pathways.

Pathway 1: Leadership

The Draft Strategy outlines the importance of the Town committing to leading a partnered approach with local business, community organisations and all levels of government. It is this partnered approach that enables the competitive advantages and unique identity of the Town to be clearly conveyed.

Key actions relating to Pathway 1 include (but are not limited to):

- Confirming the Economic Development Committee's role in driving and guiding economic growth in the Town; and
- Integrating the aspirations of the Draft Strategy across the relevant plans and projects to ensure an integrated approach to economic development.

Pathway 2: Identity

The Town must understand and develop its own unique identity. It is the diversity of the Town's offer that will form the cornerstone of its message to existing and future local business and investors.

Key actions relating to Pathway 2 include (but are not limited to):

- Providing clear messaging to Tourism WA and work through their established Tourism channels and recently released Tourism Action Plan; and
- Capitalise on the distinct 'Town of Victoria Park brand' in the process of attracting investment.

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Pathway 3: Local to Global Connections

The Draft Strategy recognises that the local economies of the Town are operating in a global market and that there is an opportunity for the Town to take a broader view. This is especially relevant with Perth being Australia's closest and most accessible state capital to the world's strongest economic growth regions. In this context the Town has an advantage in the education, leisure and sporting industries.

Key actions relating to Pathway 3 include (but are not limited to):

- Ensuring Western Australian Trade Commissioners have access to up-to-date information on the strengths and opportunities in the Town; and
- Host in conjunction with Austrade and Ausindustry a coordinated schedule of export readiness workshops to local businesses.

Pathway 4: Smart Town – Digital Innovation

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.

Digital infrastructure can collect data sets that help the Town and its local businesses make better decisions.

Key actions relating to Pathway 4 include (but are not limited to):

- 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; and
- Review and update relevant policy frameworks to support the adoption of innovative proposals and fast-track pilot technology deployments in tender and procurement processes.

Pathway 5: Competitive Business Environment

The Town has an important role to play in creating a competitive business environment. Progressive and easy to use policies, laws and regulations can improve the conditions for growth, investment in innovation and productivity.

Key actions relating to Pathway 5 include (but are not limited to):

- Ensure local laws and regulations relating to the development of high value sectors remain at the forefront of best practice in relation to other regions of Perth;
- Initiate an integrated place-based approach across the organisation to achieve outcomes for the Town's significant precincts; and
- Remove unnecessary regulatory barriers, simplify application processes and actively promote improvements to the local business community.

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Pathway 6: High Value Precincts

The Draft Strategy scrutinises the future opportunities on the Burswood Peninsula, Curtin University and Albany Highway and is consistent with the draft Local Planning Strategy's approach to intense development around the Town's centres. The Draft Strategy provides an outline of the opportunities and necessary actions for the following precincts:

- Burswood Peninsula Innovation Precinct:
- Knowledge Creation Precinct (Curtin/Bentley);
- Albany Highway Precincts ; and
- Emergent Precincts:
 - Lathlain Sports and Recreation Precinct;
 - Welshpool Industrial Precinct; and
 - Carlisle – Archer Street.

Pathway 7: High Value Sectors

The Draft Strategy identifies a number of 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 Draft Strategy provides an outline of the opportunities and necessary actions for the following high value sectors:

- Tourism, Sports, Leisure and Events;
- Knowledge Industries and Biopharmaceuticals; and
- Retail and Hospitality.

CONCLUSION:

The Economic Development Strategy sets out a high-level, long term direction for the growth of the Town's economy. The Draft Strategy has been informed by research undertaken by the Town in collaboration with consultants using a variety of data sources; an extensive literature review and information gathered from the local business community during the 'Evolve' process.

The Draft Strategy provides seven (7) pathways for growth with high level actions that will be delivered over a variety of timeframes. The intent of each pathway will be embodied and embedded within the projects and plans across Administration, and this will be led by the Town's Place Planning team.

Administration is recommending that the Economic Development Committee recommends to Council to endorse the Draft Economic Development Strategy – Pathways to Growth 2018 - 2023 for the purpose of public advertising.

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RESOLVED:

Moved: Cr Ife

Seconded: Cr Vernon

That the Economic Development Committee recommends that Council, endorse the draft Economic Development Strategy – Pathway to Growth 2018-2023 for the purpose of public advertising.

The Motion was Put and

CARRIED (5-0)

In favour of the Motion: Cr Ammons Noble; Cr Vernon; Cr Jacobs; Cr Ife; and Mr S McCabe.

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9 MOTION FOR WHICH PREVIOUS NOTICE HAS BEEN GIVEN

Nil.

10 MEETING CLOSED TO PUBLIC

Nil.

11 CLOSURE OF COMMITTEE MEETING

There being no further business, Cr Ammons Noble closed the meeting at 5.41pm.

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

Signed:.....Cr Vernon

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