Economic Development Strategy

Quarterly Reporting Table

July 2020

25 YEARS OF LOVING VIC PARK

Town of VICTORIA PARK

	Action	Action progress
Pathway 1: Leadership		
1.1	Confirm the role of the Economic Development Committee in guiding and driving the implementation of the Strategy.	Economic Development Committee ceases to exist. A Business Advisory Group is currently being formed and
1.2	Report annually to Council and community on the delivery of actions contained within the Strategy.	Quarterly reporting to take place on the progress of the *Economic Development Strategy: Pathways to Growth 2018-2023* from October 2019 onwards.
1.3	Incorporate the priority actions into relevant plans and projects to ensure a whole-of- Council approach.	Actions from the *Economic Development Strategy: Pathways to Growth 2018-2023* continue to be incorporated into relevant projects and plans, including: • The Town's Place Plans; • The Town's economic development campaigns; • The Town's business events and training, including the Vic Park Business Awards; • The Town's investment presence: Invest Vic Park; • The Town's interactions with external stakeholders, including those on the Burswood Peninsula Alliance and those from the Inner City Councils.
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.	Partnered with a number of external stakeholders, including: • Ongoing partnership with Morawa to provide assistance to each other on issues of common interest; • Ongoing work with the inner city Councils to achieve greater outcomes across the whole inner Perth region; • Terms of Reference, Charter and Governance structure agreed upon for the Burswood Peninsula Alliance (group of interested stakeholders on the Peninsula); • Partnership with Cities of Canning, Gosnells and Armadale on an advocacy platform for the South East corridor, as well as collaborative economic development projects. Work has progressed on developing a Business Advisory Group within the Town, consisting of local businesses, EMs and Town staff, that can provide key input and advice into already identified projects as they are planned and then delivered.

Pathway 2: 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.	Work continues with the Inner Perth Marketing Collective (the collective of inner city local governments working on wider destination marketing) on the 'Visit Perth' website. City of Perth branding has mostly been removed, and venues, restaurants, street art etc have been uploaded for each of the neighbourhoods. Several campaigns were completed before COVID-19 hit, at which point they were put on hold due to businesses closing and social distancing measures. Work is almost complete on the Town's tourist map, Explore More Vic Park, which will be the first piece of destination marketing collateral that can be used to promote all the key attractions within the Town to local, interstate and intrastate tourists. The Town continues to work with stakeholders across the Peninsula to ensure achieved partnership approach to the delivery of great place outcomes. This includes ongoing discussions around the proposed zipline and other tourism offerings from Matagarup Bridge (supporting Tourism Action Plan action '3c') and the coordination of events across the Peninsula.
2.2	Develop an understanding of the investment attraction process and translate it to the high value precincts and sectors.	The Town's investment prospectus Invest Vic Park was launched in December 2019. This prospectus highlights the strengths and opportunities of each of the Town's places and promotes the Town's high value sectors. Work is almost complete on dedicated website which will provide more information for investors, developers and businesses in the Town. This will be fully launched next financial year with a supporting Invest Vic Park campaign to promote it to our target audience.

Pathway 3: 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.	The Town is involved in a number of regional networks, including: • MOU with the inner city Councils to achieve greater outcomes across the whole inner Perth region. This includes dedicated groups that discuss and work collaboratively on topics including planning, transport and economic development; • Inner Perth Marketing Collective and ongoing discussions with Tourism WA and Destination Perth;

		• South East CEO group- partnership with Cities of Canning, Gosnells and Armadale on an advocacy platform for the South East corridor, as well as collaborative economic development projects. Once the second stage of the Town's investment prospectus is launched (the website), progress towards increased international relationships will commence.
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.	Once the second stage of the Town's investment prospectus is launched (the website), progress towards increased international relationships will commence.
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.	Work continues with the Inner Perth Marketing Collective (the collective of inner city local governments working on wider destination marketing) on the 'Visit Perth' website. City of Perth branding has mostly been removed, and venues, restaurants, street art etc have been uploaded for each of the neighbourhoods. Several campaigns were completed before COVID-19 hit, at which point they were put on hold due to businesses closing and social distancing measures. Work is almost complete on the Town's tourist map, Explore More Vic Park, which will be the first piece of destination marketing collateral that can be used to promote all the key attractions within the Town to local, interstate and intrastate tourists.
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.	Once the second stage of the Town's investment prospectus is launched (the website), progress towards increased international relationships will commence.
3.5	Undertake a preliminary review of the economic, cultural, civic benefits associated with international Sister City or partnering relationship.	Once the second stage of the Town's investment prospectus is launched (the website), progress towards increased international relationships will commence.
Pathway 4: Smart Town - Digital Innovation		
4.1	Develop partnering frameworks that create opportunities for stakeholders to partner effectively and efficiently with the Town across a range of smart and innovative initiatives.	The Town is working effectively in the following partnering frameworks: • Inner City Local Government MoU (destination marketing, statutory planning, transport, strategic planning/economic development/culture, place management)

		- Burswood Peninsula Alliance; - Curtin University; and - Trackless Tram Investigation Consortium Work has progressed on developing a Business Advisory Group within the Town, consisting of local businesses, EMs and Town staff, that can provide key input and advice into already identified projects as they are planned and then delivered. This includes discussions around opportunities for stakeholders to partner with Town more effectively.
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.	The Town is in the process of developing a wayfinding plan with a consultant for the Burswood Peninsula. The plan will dictate where and what kind of wayfinding is required on the Peninsula, including the opportunity for digital wayfinding. Ongoing discussions are being held with the Burswood Peninsula Alliance around ways to use innovative technologies on the Peninsula.
4.3	Enable strategic interaction with start-ups, entrepreneurs and innovators to leverage and participate in entrepreneurial thinking within Council.	The Town has acquired an online business platform, Localised, which allows local businesses to interact with one another and engage with the Town in a more timely manner. The platform will enable local businesses to share ideas, events and articles and for the Town to engage with the business community when opportunities arise. The platform will launch soon as part of the recovery efforts.
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.	
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.	The Town sponsors two delegates within the Town to attend Curtin University's Ignition Program. Curtin Ignition is an intensive training program for aspiring entrepreneurs, academics and corporate innovators to trial and then prepare business ideas for the commercial environment.
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.	

4.7	Prepare a Place Performance Measurement Manual to identify the key data that should be collected (including by new technologies) to improve decision making.	Work is being conducted on a report outlining pedestrian counting technology and a business case as to which technology we should be using. This will feed into the Place Performance Measurement Manual. This project is now on hold due to the current environment, so resources can be committed elsewhere. Economic data is now being collected by the Covid-19 Economic Recovery Taskforce and reported to the Covid-19 Response Working Group.

Pathway 5: 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.	Council adopted a Local Planning Policy (at its meeting held 21 April 2020) to make it easier for businesses to adapt during the declared emergency period and beyond. Local Planning Policy No. 41, exempts certain changes of use within existing buildings located within the Town's local centre zones and the Albany Highway precinct from the need to obtain development approval. By exempting a range of compatible land uses, the Town aims to make it easier for businesses to adapt while supporting economic recovery and local employment.
5.2	Adopt a 'Priority Planning' program that facilitates developments which contribute significant value to the Town.	
5.3	Initiate an integrated place-based approach across the organisation to achieve outcomes for the Town's significant precincts.	Work continues on a number of projects across the organisation in a place focused way to deliver high quality outcomes in the Town's neighbourhoods. Projects underway include (but are not limited too): • Etwell Street Revitalisation • Edward Millen House Masterplan and Heritage Re-Adaption • Burswood Station East Scheme Amendment, supporting Local Planning Policy and Public Realm Upgrades • Local Planning Strategy and Place Specific Planning Framework Updates • GO Edwards Park Upgrade • Higgins Park and Playfield Reserve Masterplan • John MacMillan Masterplan • Archer and Mint Street Streetscape Improvement Plan The preparation of Place Plans is an ongoing process and includes a whole of organisation focus on a more collegial approach to the development of the Town's places. The Place Plans were endorsed for public advertising in the June OCM.

5.4	Remove unnecessary regulatory barriers, simplify application processes and actively promote improvements to the local business community.	Work has recommenced with other local government to reduce red tape when it comes to Environmental Health approvals and permits. Council adopted a Local Planning Policy (at its meeting held 21 April 2020) to make it easier for businesses to adapt during the declared emergency period and beyond. Local Planning Policy No. 41, exempts certain changes of use within existing buildings located within the Town's local centre zones and the Albany Highway precinct from the need to obtain development approval. By exempting a range of compatible land uses, the Town aims to make it easier for businesses to adapt while supporting economic recovery and local employment.
5.5	Engage with the Western Australian and federal government agencies to leverage grants and assistance and training programs.	The Small Business Development Corporation and Australian Taxation Office training and workshops are currently being delivered virtually due to the COVID-19 situation. The workshops continue to be promoted on our website. The Town is also cataloguing relevant funding opportunities at a Federal and State level and linking them to major projects to reduce the burden on rate payers and ensure delivery occurs.
5.6	Support and build networks of information and ideas sharing between public sector, research organisations and the private sector. • 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.	The business events and training calendar continues to promote upcoming training and events for local businesses. Where appropriate, the Vic Park Biz News e-newsletter also promotes opportunities available to local businesses.
5.7	Build the reputation of the Town as a great place for investment by identifying and promoting our business success stories.	As part of the COVID-19 response efforts, the Town undertook a #StillOpenForBusiness campaign, which involved both an online business directory, but also the promotion of businesses through social media, including promoting blogs that local businesses had made it into.
5.8	Develop an ongoing business engagement program for broader business consultations throughout the sector.	The Town has acquired an online business platform, Localised, which allows local businesses to interact with one another and engage with the Town in a more timely manner. The platform will enable local businesses to share ideas, events and articles and for the Town to engage with the business community when opportunities arise. The platform will launch soon as part of the recovery efforts.

		Work has progressed on developing a Business Advisory Group within the Town, consisting of local businesses, EMs and Town staff, that can provide key input and advice into already identified projects as they are planned and then delivered.
Pathway 6: High Value Precincts		
Burswood Peninsula		
6.1	Lead the establishment of the Burswood Peninsula Steering Committee that will provide strategic impetus to planning and investment in the precinct areas including areas of mutual interest such as events, marketing, accessibility and the overall user experience.	At the last meeting (February 2020) the Burswood Peninsula Alliance Steering Committee, endorsed the Peninsula vision, and was provided an update on key projects and progress. The next meeting is scheduled for July 2020. Monthly Operations and Infrastructure Project Control Group (PCG) meetings of the stakeholders on the Peninsula continue and are currently operating virtually due to the COVID-19 situation.
6.2	Progress a Terms of Reference for Burswood Peninsula Steering Group Committee.	At the September 2019 meeting of the Burswood Peninsula Alliance Steering Committee, both the Terms of Reference and Charter were agreed upon, and the new governance structure was endorsed to be implemented.
6.3	Prepare a Place Plan that identifies and prioritises the improvements required for the Peninsula to reach its potential. This includes, but is not limited to, short and long term ambitions, improving accessibility, profiling innovative technologies and improving the overall place experience.	The preparation of Place Plans is an ongoing process and includes a whole of organisation focus on a more collegial approach to the development of the Town's places. The Place Plans were endorsed for public advertising in the June OCM.
Curtin/Bentley		
6.4	Establish a leadership based agreement with Curtin University targeting the development of long-term partnership that supports broader growth objectives of the Curtin City Centre and the managed growth of the Town' community, in the context of place making, capacity building and strategic planning.	
Albany Highway Precinct		

6.5	Prepare a Place Plan that identifies and prioritises the improvements required for the Albany Highway Precincts to grow. This includes, but is not limited to, short and long-term ambitions, urban form, historic context, civic life and community, commercial activity, accessibility and movement.	The preparation of Place Plans is an ongoing process and includes a whole of organisation focus on a more collegial approach to the development of the Town's places. The Place Plans were endorsed for public advertising in the June OCM.

Emergent Precincts – Lathlain, Welshpool and Carlisle

6.6	Prepare Place Plans for Lathlain, Carlisle, Welshpool and the Causeway Precinct that identifies and prioritises the improvements required for each Precinct to grow. This includes, but is not limited to, short and long-term ambitions, urban form, historic context, civic life and community, commercial activity, accessibility and movement.	The preparation of Place Plans is an ongoing process and includes a whole of organisation focus on a more collegial approach to the development of the Town's places. The Place Plans were endorsed for public advertising in the June OCM.

Pathway 7: High Value Sectors

Tourism, sports, leisure and events

7.1	Promote and position the Town as Perth's and WA's sports and events capital.	Work continues with the Inner Perth Marketing Collective (the collective of inner city local governments working on wider destination marketing) on the 'Visit Perth' website. City of Perth branding has mostly been removed, and venues, restaurants, street art etc have been uploaded for each of the neighbourhoods. Several campaigns were completed before COVID-19 hit, at which point they were put on hold due to business closing and social distancing measures. Work is almost complete on the Town's tourist map, Explore More Vic Park, which will be the first piece of destination marketing collateral that can be used to promote all the key attractions within the Town to local, interstate and intrastate tourists.
7.2	Investigate an events and tourism governance model with the aim of improving coordination across the stakeholders (particularly Tourism WA) with regards to marketing, visitor servicing and product development.	Work continues with the Inner Perth Marketing Collective (the collective of inner city local governments working on wider destination marketing) on the 'Visit Perth' website. City of Perth branding has mostly been removed, and venues, restaurants, street art etc have been uploaded for each of the neighbourhoods. Several campaigns were completed before COVID-19 hit, at which point they were put on hold due to businesses closing and social distancing measures.

		With the formation of the Burswood Peninsula Alliance, and associated Project Control Groups (PCGs), ongoing discussions are being had around promoting the wider Peninsula collectively and the sharing of resources for promotion purposes. An internal events calendar for all Peninsula stakeholders has been created to ensure cross promotion of events where possible and to continue collaborative operational discussions.
7.3	Prepare a business case framework that guides Council's approach to the selection, management and evaluation of tourism and events through to 2023.	
7.4	Taking into account the Tourism Western Australia, Tourism Action Plan, prepare a targeted destination marketing plan to promote the Town to priority markets, including criteria to guide the assessment of priority or premium events.	Ongoing internal discussions are being held around the future directions of tourism within the Town to ensure we have a consolidated destination marketing presence and are promoting the Town to key markets and capitalising on key events. Work is almost complete on the Town's tourist map, Explore More Vic Park, which will be the first piece of destination marketing collateral that can be used to promote all the key attractions within the Town to local, interstate and intrastate tourists.
7.5	Profile a major events calendar as a key economic and visitation stimulator highlighting the broad events program to a state and national level. Including: • Focus on the Towns major visitation event attraction on participatory sports such as AFL games, national and state championships and mass participation that extend over multiple days. • A targeted events program to maximise the use of 'riverside precincts' including exhibitions, music shows, lifestyle and arts events. • Continue to support community and civic events and celebrations as part of the overall events program via grant programs, sponsorship, and Town-run events. These include: Australia Day, Carols by Candlelight, outdoor movie festivals, Anzac Day.	Given the COVID-19 situation, majority of external events are still been cancelled or are just in the process of being rescheduled. Town grants and sponsorships are still running as per normal. Town run events have been cancelled or postponed. There have been a number of community events that have been previously recorded by the Town and streamed on social media during the last few months, in lieu of having in person events.

Knowledge Industries and Biopharmaceuticals

7.6	Develop a place-based investment facilitation strategy for each of the high value sectors giving attention to the role of local government in providing a competitive environment, partnerships and measurable returns to the community.	The Town's investment prospectus Invest Vic Park was launched in December 2019. This prospectus highlights the strengths and opportunities of each of the Town's places and promotes the Town's high value sectors. Work is almost complete on dedicated website which will provide more information for investors, developers and businesses in the Town. This will be fully launched next financial year with a supporting Invest Vic Park campaign to promote it to our target audience.
7.7	Plan for the location of knowledge-based industries including appropriate land use, and identifying a city competitive advantages and incentives framework, and a coordinated business attraction strategy.	
7.8	Coordinate a strategic approach to the development of knowledge and innovation industries in the town. • 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.	As part of the DA for the new Vic Quarter development along Albany Hwy, the Town has been provided a space for community use. Once launched, this space will provide both non-profits, community and businesses access to a free co-working space and meeting room.
7.9	Make it easier for the Town to appropriately engage knowledge based firms as suppliers via procurement innovation to cut down on red tape, and advocate for other organisations to do the same.	
Retail and Hospitality		
7.10	Work with Optus Stadium and Crown Perth to facilitate opportunities to leverage event patronage spend in the areas of activity throughout the Town.	With the formation of the Burswood Peninsula Alliance, and associated Project Control Groups (PCGs), ongoing discussions are being had around promoting the wider Peninsula collectively and the sharing of resources for promotion purposes. An internal events calendar for all Peninsula stakeholders has been created to ensure cross promotion of events where possible and to continue collaborative operational discussions.

| 7.11 | Explore and promote programs, including workshops and webinars, to help businesses integrate technology into the retail and hospitality offering. | The business events and training calendar continues to promoting upcoming training and events for local businesses, including through the Small Business Development Corporation's Business Local program, and the ASBAS digital training program. Where appropriate, the Vic Park Biz News e-newsletter also promotes opportunities available to local businesses.

As part of the business support response to the COVID-19 situation, an online business register has been created showcasing ways businesses are adapting to the crisis, including shifting to online and digital modes of sales. There is also information on how to consider shifting to digital platforms. The Town has engaged Business Foundations to provide a one on one business advisory service (over the phone or video call) during this time to assist businesses in continuity planning, but also how to shift to digital modes of sales and advertising. |
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| 7.12 | Collaborate with businesses to introduce Wi-Fi hotspots and identify opportunities to promote specific offers through digital avenues. | The Town has acquired an online business platform, Localised, which allows local businesses to interact with one another and engage with the Town in a more timely manner. The platform will enable local businesses to share ideas, events and articles and for the Town to engage with the business community when opportunities arise. The platform will launch soon as part of the recovery efforts. |
| 7.13 | Promote business development programs (Ausindustry) and engagement with the Small Business Mentoring Service through the Small Business Development Corporation. | The business events and training calendar continues to promoting upcoming training and events for local businesses, including through the Small Business Development Corporation's Business Local program, and the ASBAS digital training program. Where appropriate, the Vic Park Biz News e-newsletter also promotes opportunities available to local businesses. |
| 7.14 | Support Town marketing campaigns and business initiatives to incorporate and promote the retail and hospitality offer across all precincts. | The 'Visit Perth' website provides the platform to promote retail and hospitality offerings. Individual businesses are listed on this website, as well as a number of blog posts (such as the Mother's Day blog), which promotes businesses within the Town.

As part of the COVID-19 response efforts, the Town undertook a #StillOpenForBusiness campaign, which involved both an online business directory, but also the promotion of businesses through social media, including promoting blogs that local businesses had made it into. |
| 7.15 | Through Tourism Western Australia, promote the Town in key interstate and international markets as a place with a diverse range of | Work continues with the Inner Perth Marketing Collective (the collective of inner city local governments working on wider destination marketing) on the 'Visit Perth' website. City of Perth branding has mostly been removed, and venues, restaurants, |

	authentic experiences including premium retail and hospitality offerings.	street art etc have been uploaded for each of the neighbourhoods. Several campaigns were completed before COVID-19 hit, at which point they were put on hold due to businesses closing and social distancing measures. Work is almost complete on the Town's tourist map, Explore More Vic Park, which will be the first piece of destination marketing collateral that can be used to promote all the key attractions within the Town to local, interstate and intrastate tourists.
7.16	Explore new and further seasonal trading opportunities for start-up businesses, pop-ups and short-term operators, enabling the testing of business models and locations and assisting the sector to constantly evolve and provide unique experiences.	
7.17	Identify opportunities to activate vacant spaces within precincts, and engage with leasing agents, property owners and innovative retail and hospitality start-up businesses to promote and activate these spaces.	
7.18	Implement a Shopfront Improvement Grant Scheme.	