



Economic and Tourism Development Strategy 2021 – 2025



Acknowledgement of Country

Ngalak kaadatj Nyoongar nedingar
wer birdiya, baalap barn boodja-k wer
kaaratj boodja-k koora wer yeyi.
Ngalak kaadatj baalabang malayin wer
nakolak baalap yang ngalany-al City
of Stirling dandjoo Nyoongar moort-al
kolbang koorliny.
City of Stirling kaadatj Nyoongar
moort Nyoongar boodja-k Wadjak
boodja-k, Mooro boodja-k.

The City of Stirling acknowledges
the Wadjak people of the Nyoongar
nation as the traditional custodians of
Mooro country. We pay our respects
to Aboriginal and Torres Strait Islander
Elders past and present, for they hold the
memories, the traditions, the culture and
the hopes for Aboriginal Australia.

The City is committed to forging stronger
relationships and a deeper respect for
Aboriginal and Torres Strait Islander
Australians. By acknowledging and
respecting the diversity and history of
our Aboriginal and Torres Strait Islander
community, we will continue to realise
our vision for reconciliation.

Executive summary

Introduction

The City of Stirling (the City) is the largest local government area in Western Australia by population. It has an economy of \$15.6 billion and is home to the largest employment hub in the state outside of the Perth CBD. The City is a diverse area that has considerable opportunities for further economic and tourism development.

This strategy seeks to harness the potential of the City and guide the City to achieve economic and tourism growth through initiatives and actions during the four-year period 2021 - 2025.

This strategy aligns and supports the City's Strategic Community Plan 2018 - 2028 as well as the City's Local Planning Strategy.

The strategy is being produced during a time of great change. The COVID-19 pandemic will have far reaching economic and social impacts. Therefore, in implementing the strategy there will be a need for flexibility as economic conditions evolve.

This strategy was developed through a thorough process of detailed review (of the previous strategy), rigorous analysis of economic and tourism data as well as considerable engagement with local businesses (including over 200 stakeholders).

Backdrop for action

The City's economy has changed dramatically over the last two decades and will continue to evolve amongst numerous local and macro-economic drivers.

This strategy was developed in and amongst the COVID-19 pandemic, so it has already demonstrated flexibility and agility to adapt to change. Amongst the set of a new Local Planning Strategy, considerable planning into various centres and corridors, the City is poised to rebound strongly from the COVID-19 pandemic.

While international borders remain closed and various COVID-19 clusters still emerge requiring various border closures, the local economy and tourism sector is learning to adapt, change and overcome.

The area has benefited from positive growth, population increases, investment and economic and tourism progress.

At the same time, the City realises that, while it cannot control economic or tourism outcomes, it can have an impact and influence upon them. As such, the City seeks to create an even brighter future than the past growth it has experienced.

We want to create a modern, global City providing vibrant places for businesses to invest, jobs to flourish and visitors to enjoy.

To achieve this outcome, we will aspire to go beyond current trends and the status quo. Through this strategy, we seek to deliver a number of aspirational goals by 2041:

- Over \$200 million more investment
- Over 10,000 more jobs
- Over 700,000 more visitors

Through achieving these goals, we seek to deliver a more equitable and vibrant local community. We seek to enhance the prosperity and economic wellbeing of our community.

We know that through our policy development and actions, the City alone cannot deliver these outcomes. We seek to create an environment that allows our business community to flourish, so that they can propel our economy and tourism sector forward into the future.

Through this strategy we seek to enable and facilitate outcomes through implementing a variety of targeted and intentional strategies, initiatives and activities as outlined in this strategy.

The City looks forward to partnering with local businesses, stakeholders and various government departments to achieve our aspirational goals.

Economic and Tourism Development Strategy

The City of Stirling Economic and Tourism Development Strategy is outlined below. The strategy has identified aspirational goals and has created three key pillars that reflect specific strategies and initiatives to achieve these goals. The strategy was designed in conjunction with feedback from over 200 stakeholders in the local community, Councillors and City employees and considers various local and macro-trends.

Our desired future...

Creating a modern, global City providing vibrant places for business to invest, jobs to flourish and visitors to enjoy

Our aspirational goals



Over \$200 million in investment



Over 10,000 new jobs



700,000 new visitors

Our key industries and focus areas

- Professional services
- Small business

Our strategy to get there...

1. Encouraging investment

- Provide effective planning to support investment
- Attract catalytic investment into urban regeneration
- Market and promote the City as a premier investment destination
- Advocate for greater State and Commonwealth investment.

2. Supporting new jobs

- Support local businesses
- Ensure vibrant centres through place activation
- Continue to plan for development of corridors and centres.

3. Attracting more visitors

- Support existing and new events
- Develop destination marketing and promote the City for tourism
- Encourage tourism infrastructure development
- Support accommodation development.

Implementing the Strategy

A detailed annual implementation plan accompanies this strategy and will function as the program of work for the City to support economic and tourism development. It will be reviewed annually to monitor actions and results as well as to adjust to changing market conditions.

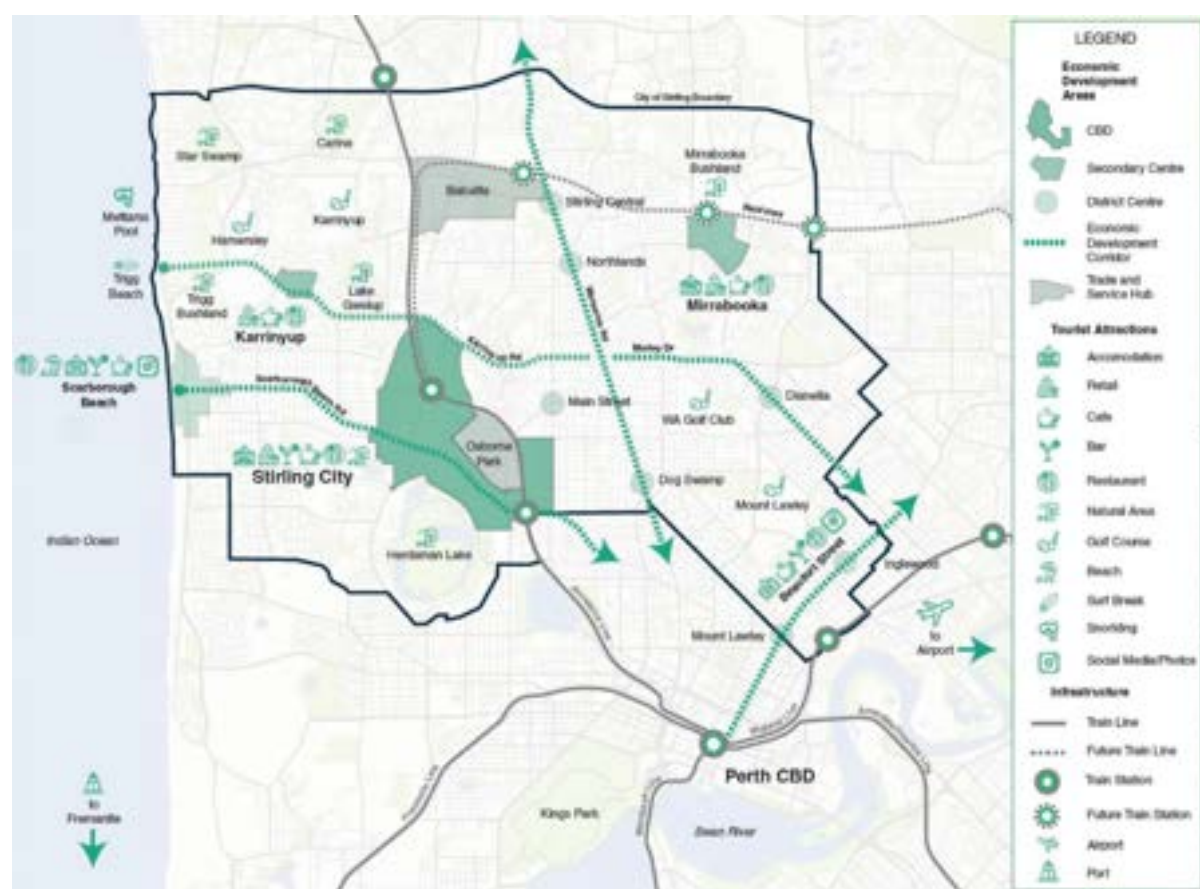
The identified aspirational goals will also be tracked on an annual basis to better understand how the area is progressing.

Additionally, an annual economic and tourism scorecard will be prepared (in March/April) to consider various data sets and trends, which will inform how the strategy needs to adapt to changes in the economy.

It should be noted that the economic and tourism scorecard reflects the overall health of the economy and progress towards the identified aspirational goals. It does not reflect the City's contribution to economic and tourism development, which will be measured by the implementation plan. It is important to recognise that the City, through this strategy, is seeking to create an environment that is conducive to economic and tourism development.

A formal review of the Strategy should be undertaken after five years to ensure the overarching direction remains relevant and is producing the desired effects.

Figure E.1. City of Stirling, precincts and corridors



COVID-19 pandemic

The coronavirus pandemic (COVID-19) emerged during the development of this strategy and has had immediate and significant impacts for many businesses across the City. The City has already implemented various support programs and developed an overarching COVID-19 Economic Stimulus and Community Recovery Package.

This strategy appreciates the immediate need to support businesses and provide a strong foundation for the recovery from the circumstances created by the pandemic. The immediate phases of the strategy will include the recovery efforts, which will then be followed by the implementation of tasks and activities to support long-term growth that is the focus of this strategy.

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1. Introduction

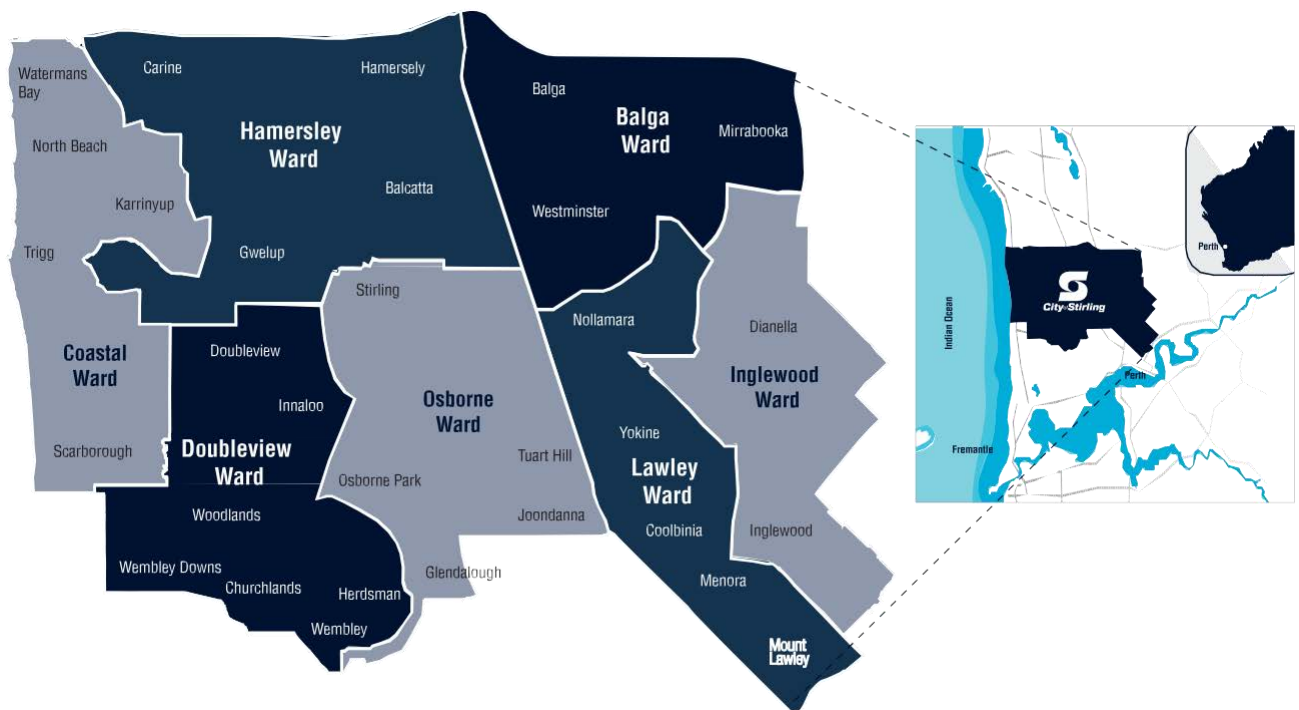
This Economic and Tourism Development Strategy has been developed to position the City of Stirling into the future while providing initiatives and actions to support economic and tourism growth during the four-year period 2021 – 2025.

The City is located in the central area of the Perth metropolitan region. It is strategically located 8km north of the Perth CBD. It is well- serviced by the north-south freeway running through the region and heavy rail. It has a diverse population with areas of

high and low socio- economic status and its workforce is generally well educated. It is the largest local government area (LGA) in Western Australia by population and has the largest employment area outside of the Perth CBD (Osborne Park and Herdsman/Glendalough).

The City encompasses 105 square kilometres, with its coastal location (which includes 6.5 kilometres of coastline) making it popular with day trippers and national and international tourists.

Figure 1.1 City of Stirling



The City adopted its current Economic and Tourism Development Strategy in 2013.

Given the significant changes to local, state, national and global economies since that time, an updated strategy is required. The strategy should provide organisation-wide direction for future economic and tourism development effort. The Strategy needs to appreciate the area's unique competitive advantages, challenges and future growth opportunities.

This strategy was developed through a robust process of review, analysis and consultation, as highlighted in Figure 1.2.

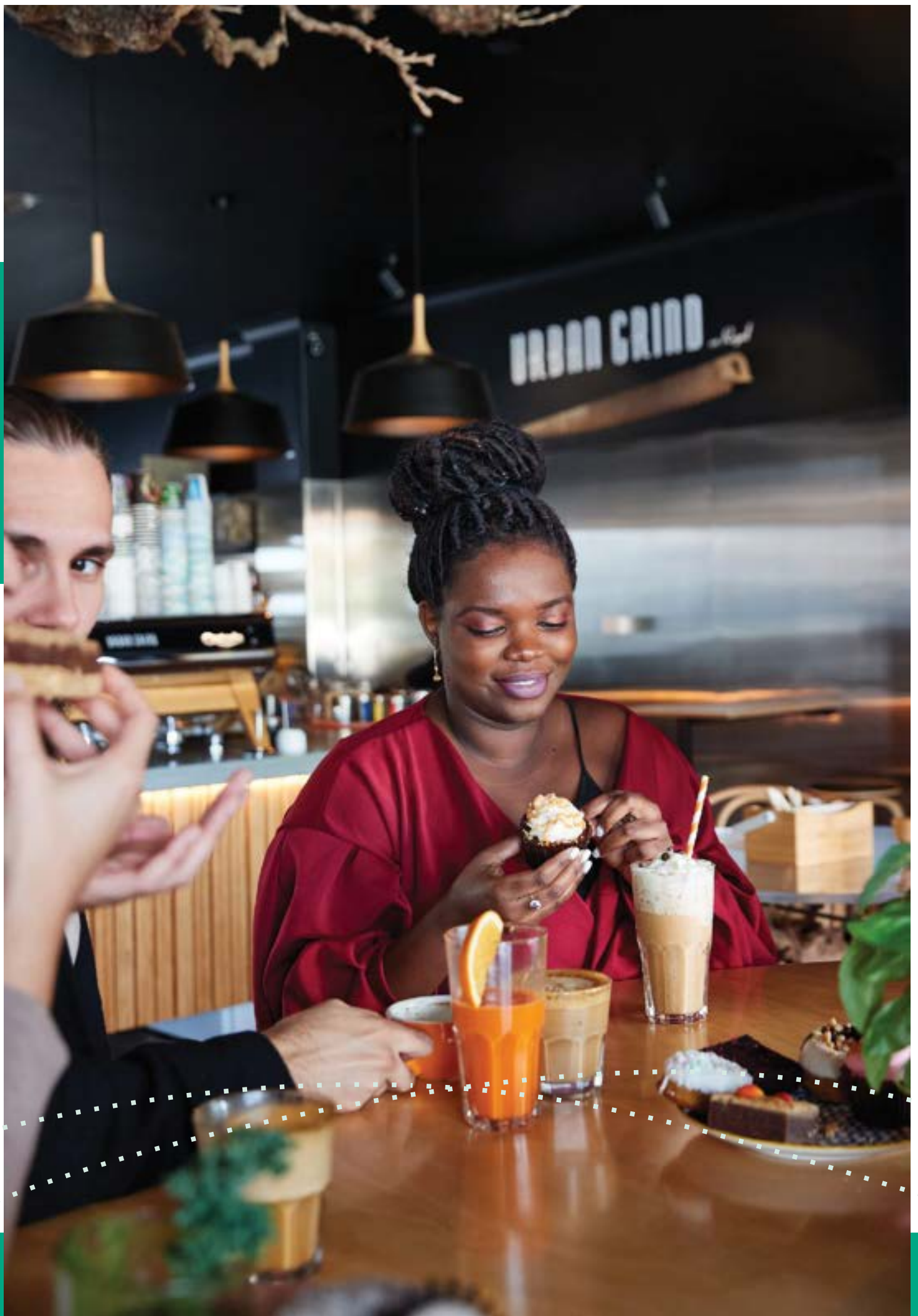
This strategy further supports the City of Stirling Strategic Community Plan 2018 – 2028 as well as the Local Planning Strategy and Corporate Business Plan as indicated in Figure 1.2.

Figure 1.2. Economic and tourism development strategy review and update process



Figure 1.3. Strategic Alignment for the Economic and Tourism Development Strategy





2. What is economic and tourism development?

Economic development defined

Economic development can be difficult to understand and may have different meanings to various stakeholder groups across business, community and government. While most would agree that the end goals of economic development relate to employment and prosperity, the activities involved in economic development may be considerably varied across the different stakeholder groups.

The International Economic Development Council (IEDC) is the international peak industry body for economic development, with over 5,000 members globally. IEDC provides the following definition for economic development:

Economic development is the intentional practice of improving a community's economic well-being and quality of life. It includes a broad-range of activities to attract, create, and retain jobs, and to foster a resilient, pro-growth tax base and an inclusive economy. The practice of economic development comprises of a collaborative effort involving industry, government and myriad community stakeholders.

In 2019, the Western Australian Local Government Association (WALGA) developed an Economic Development Framework. In this work, WALGA provided some observations on the aims of Economic Development:

Although there is no consistent definition of economic development, most definitions refer to the process of building the economic capacity of an area in order to deliver better social and environmental outcomes.

There is often confusion between economic development and economic growth. Economic development is a sub-discipline of economics and while related to economic growth, is quite different. Economic development is usually transformative and focuses on job and wealth creation to improve quality of life outcomes. Economic growth however focuses on growing the size of an economy. The two are not necessarily mutually exclusive.

These perspectives on economic development provide a foundation of understanding for this strategy and how the City seeks to influence and support an environment that is conducive to quality economic and tourism outcomes.

The 2019 WALGA Economic Development Framework provided an outline of the role of local government in economic development:

- Local Governments should focus on **enabling and facilitating**, i.e. addressing areas of market failure, not competing against businesses
- Economic development activities should form **part of a larger, integrated strategy** which is aligned to the broader regional context and is linked to a community's unique competitive advantages
- **Collaboration** between different levels of government, business and the community is critical to the success of local economic development initiatives
- **Economic development should not be undertaken in isolation** – it is a lens for all local government activities
- Local governments should **foster a business-friendly environment, encouraging competition and productivity**.



3. Economic and tourism context

The **economy has changed considerably over the last decade**, as a number of trends continue to shape the local region and its economy continues to evolve.

Population growth, which was once booming and driving considerable economic expansion, took a downturn after the end of the mining investment boom (consistent with the rest of Perth). While it has recently returned to growth, slowing (and negative) population growth has had an adverse impact on the local economy. **Population growth is much lower than the Perth metropolitan region** and the state and future projections are also lower, which could have flow-on impacts for the future.

Like most regions in Australia, the City's population is ageing and is expected to age rapidly into the future. These demographic shifts will not only provide challenges and opportunities for the future in terms of infrastructure requirements and service provision; they will also change the local population's expenditure pattern, generally reducing overall local expenditure, relative to the population. **The local population is also diverse.** While the City as a whole has similar levels of income, education and unemployment to the broader Perth region and the state, there are pockets of socio-economic disadvantage across the City.

The economic structure of the City has changed. Retail and manufacturing, traditionally two of the largest sectors in the economy, have declined in their overall importance, making way for other sectors such as healthcare, construction and professional services. Over the last year, healthcare has become the largest sector (in terms of contribution to gross regional product), over construction. Construction, retail trade and healthcare are the most important sectors for local jobs.

The City's economy has a jobs deficit (i.e. there were 98,600 resident workers in 2016, but only 80,350 jobs in the City). **Given the location of the City, it is not surprising that 71 per cent of local resident workers leave every day for work**, with the largest majority travelling to the City of Perth.

Interestingly, even large employment sectors within the City experience a large migration of workers every day. One of the reasons behind this migration is the **skills disconnect between local jobs and the local workforce**, particularly for professional business services. Additionally, many of the jobs in the Perth CBD are higher paid than the jobs available in the City.

Directly, **tourism represents 2.3 per cent of the City's gross regional product and 3.7 per cent of all jobs in the City.** While small, tourism provides an important injection of \$686 million into the local economy through visitor expenditure. Much of this expenditure goes to locally owned small businesses, making an important contribution to the local economy, particularly in Scarborough.

In terms of tourism, **visitation had been increasing until the COVID-19 pandemic**, principally due to increases in day-trip visitors, likely drawn to the redeveloped Scarborough Beach foreshore. Domestic overnight visitors have declined, and the number of international visitors has remained stagnant (until the COVID-19 border closure). During this period, visitor nights have been falling. Leisure visitors and the visiting friends and relatives (VFR) market are equally dominant, contributing a combined 75 per cent of all visitors.

The City has a variety of economic precincts (Figure 3.1) that all provide a basis for future growth. The Stirling City Centre and Herdsman precinct forms the major employment area in the City (and **will become Perth's second CBD**), supported by secondary hubs in Karrinyup and Mirrabooka. Balcatta and Osborne Park form major **trade and service hubs** and Scarborough is the main tourist destination. **There are a variety of economic corridors** (e.g. Scarborough Beach Road, Beaufort Street, Wanneroo Road and Morley Drive) that provide connectivity across the City as well as with other parts of the Perth metropolitan region. There is also a wide range of local community hubs and numerous natural areas that provide local services and amenity. **This tapestry of different economic precincts provides a strong foundation for future economic growth.**

Where we are now

Largest LGA in WA (and still growing)

Second largest concentration of jobs outside Perth CBD

Home to WA's media industry

One of Perth's major tourism destinations

The City has a jobs deficit

Lack of available greenfield land for new development

Pockets of socio-economic disadvantage

Reliance on day trip visitors

Lack of key transport infrastructure

Population

Largest LGA in Western Australia



2020
223,743

SOURCE: ABS (2017)



2031
244,400

SOURCE: WA TOMORROW (2018)

Small business

SOURCE: ABS (2017)



98%

of all local businesses are small businesses (<20 employees)

Jobs deficit

23%

SOURCE: ABS (2017)

71%

of resident workers leave the area



Job growth 2019 - 2024

SOURCE: DEW (2019)



Professional services **19%**



Mining **18%**



Healthcare **17%**



Other services **11%**



Accommodation and food services **9%**

Top 5 industry sectors

Industry contribution \$m 2020



Construction **\$2,220 14%**



Health care and social assistance **\$1,276 8%**



Education and training **\$1,084 7%**



Professional services **\$1,076 7%**



Retail trade **\$1,036 6%**

Top 5 industry sectors

Jobs 2016



Construction **12,242 15%**



Retail trade **10,891 14%**



Health care and social assistance **10,355 13%**



Education and training **8,118 10%**



Professional services **5,764 7%**

SOURCE: REMPLAN (2021)

Tourism



Day trip

600,000



Domestic overnight

182,000



International

64,000

846,000

total visitors



SOURCE: TRA (2019)

71%
of all visitors are from Perth



SOURCE: TRA (2019)

14%
of visitors are from outside of Western Australia

Tourism economic contribution

SOURCE: REMPLAN (2021)



Jobs

3.7%

Gross regional product

2.3%

Average length of stay

SOURCE: TRA (2019)



Domestic

International



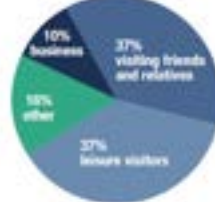
Visitor nights

SOURCE: TRA (2019)



Domestic 1.7 million

International 730,000



Accommodation

SOURCE: REPTURISM (2019), STRAIGHT-TOO (2019), AIRBNB (2019)



700

short-stay accommodation rooms



845

Airbnb listings

Figure 3.1. City of Stirling, precincts and corridors



Impact of the COVID-19 pandemic

To curb the spread of the COVID-19 virus and manage the pandemic, severe restrictions were implemented, including forced lockdowns, closure of non-essential businesses, patronage restrictions based on floorspace, border closures and others. Fortunately, Australia (and Western Australia) has coped with the pandemic far better than many other jurisdictions around the world.

Analysis of payroll data published by the Australian Bureau of Statistics (ABS) shows that at the peak of the crisis in Western Australia (week of 25 April 2020), the City's economy lost 7.9 per cent of jobs. Fortunately, by mid-July 2020, employment returned to pre-COVID levels.

While the long-term effects of the COVID-19 pandemic on the economy are currently uncertain, there are a number of potential trends, including an increase in people working remotely and potentially less demand for commercial office space. Additional trends could include a re-establishment of some industrial and manufacturing activities locally as well as increases in a variety of healthcare and related fields. As this strategy is implemented, these trends will need to be followed closely and activities adjusted to account for them if they prove long-lasting.

4. What stakeholders said

Extensive consultation with a range of local businesses and stakeholders was conducted as part of the strategy development process. Engagement included individual interviews, a tourism forum, a business forum and an online business survey. Key discussion points included the advantages and disadvantages of operating a business in the City, future growth opportunities for Stirling and the role of the City in economic and tourism development.

4.1. City of Stirling strengths

“Stirling offers great access to very large consumer market in Perth and the northern suburbs.”

A number of key themes emerged regarding the advantages of operating in Stirling, including the City’s strategic location, providing proximity to Perth and being well-connected to the Perth Airport and all northern suburbs.

“The Scarborough foreshore redevelopment has been a game changer.”

The City’s coastline, including Scarborough Beach, provides considerable amenities and attractions for visitors and residents alike.

“There are a wide variety of industries offering employment opportunities in Stirling.”

Stakeholders also identified that there is a great mix of businesses spread across the City, in key precincts including Osborne Park, Stirling City Centre, Scarborough, Karrinyup, Mirrabooka, Balcatta and Mount Lawley. Stirling offers size and critical mass in terms of a large population and workforce.

“I think one of the best things about our area is our multicultural community.”

Stakeholders said...



4.2. Areas for improvement

During consultation, the following key themes emerged as being areas for improvement for doing business in City.

“Many of our businesses are afraid of digital technology and don’t understand it.”

There is a need to leverage digital and ‘smart’ technologies as well as embrace innovation across the economy. Ensuring all local businesses are taking advantage of technology will be important to achieving future goals. Specific activities to support the City as a ‘smart’ city would help to address these challenges.

“Becoming a technology start-up hub would provide so much to the region.”

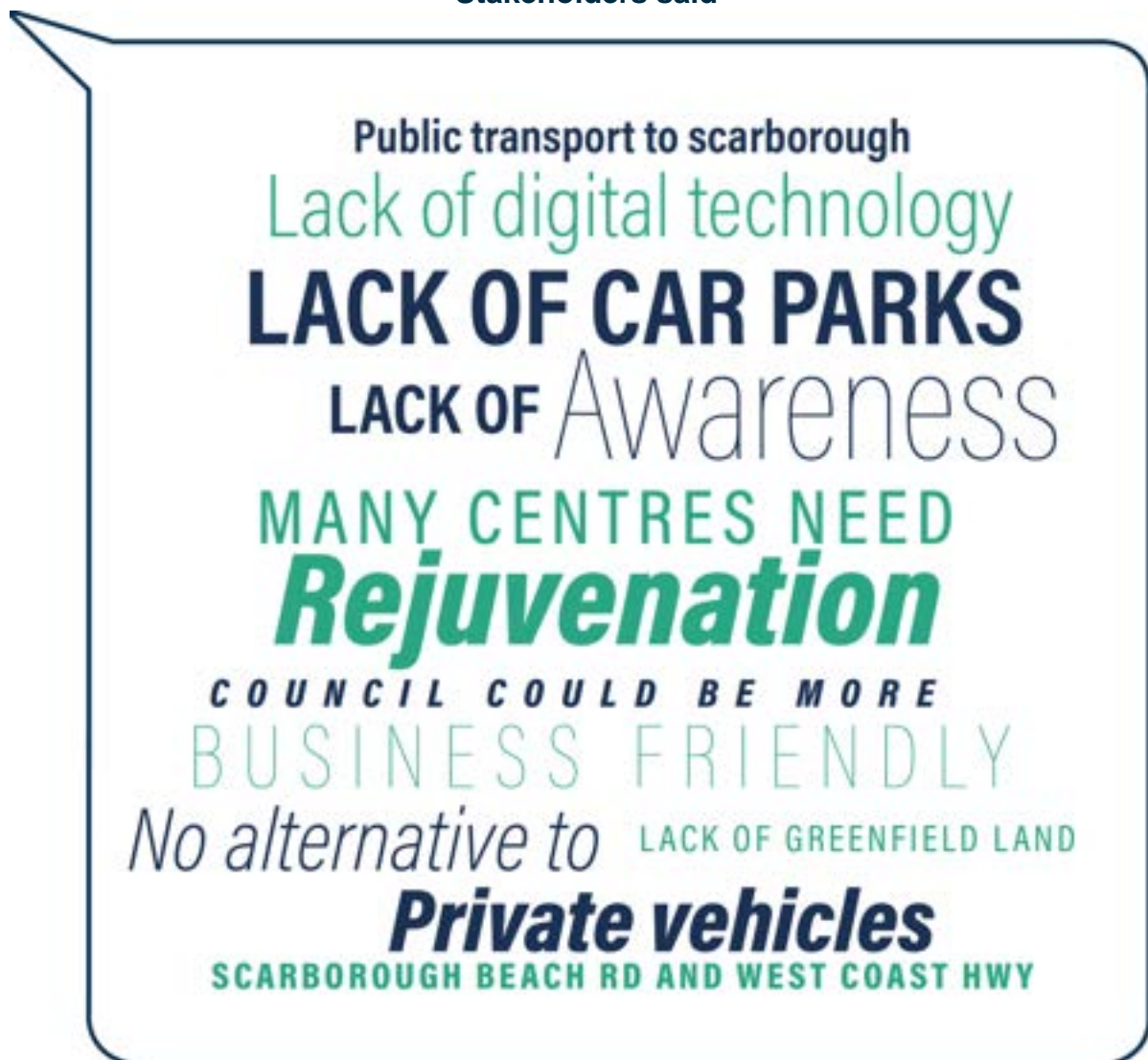
“There is no way to travel up and down the coast if you don’t own a car. It would be great to have a hop-on/hop-off bus to go beach and bar hopping.”

Public transport is available in and out of Stirling but usually requires using both a bus and train to get to Scarborough, and car drivers noted a lack of car parking across all centres.

Some stakeholders reported difficulties in dealing with the City’s planning and building works department.

There is a lack of awareness regarding the tourism offer. People who have not been to Stirling or Scarborough Beach for more than a year still retain old perceptions and there are numerous national and international visitor markets that do not know what the area has to offer.

Stakeholders said



4.3. Role of the City in economic and tourism development

Engagement with stakeholders confirmed that the City has an important role to play in economic and tourism development. This role is about creating a local environment that is conducive and inviting to both business and visitor growth. As the local government, the City should seek to facilitate outcomes and influence the future growth and development that is required. This includes event attraction, encouraging innovation, urban regeneration, streamlining processes, identifying conditions for growth of key sectors, and providing these (where possible). These efforts would also include providing training, support and network opportunities for small business and start-ups, as well infrastructure, quality places and spaces, integrated land uses and transportation.

Figure 4.1. Key roles for the City of Stirling



5. Our future growth opportunities

5.1. Our future growth areas

In alignment with the Local Planning Strategy, the following growth areas have been identified to structure future economic growth and investment across the City (see Figure 3.1).

1. Perth's second CBD: the Stirling City Centre and Herdsman precinct is already the second largest employment hub outside of the Perth CBD, acting as a major tourism and employment hub (major retail hub, Australia's largest bulky goods area, government services, education, health and the largest cluster of building and construction business headquarters). There is further scope for employment and business growth in the precinct.

2. Secondary employment, retail and service hubs: Karrinyup is a retail hub and Mirrabooka is a retail and government services hub. Mirrabooka will become an important medical precinct. Both precincts can provide not only expanded residential services but new jobs as well.

3. Major trade and service hubs: Balcatta and Osborne Park provide core trade and service facilities for the northern central sub-region of Perth. These areas have already undergone significant evolution, including becoming the media hub for Western Australia, and can support further innovation, employment and business.

4. Employment and tourism corridors: Scarborough Beach Road, Beaufort Street, Wanneroo Road and Morley Drive provide the main employment and tourism corridors across the City and would benefit from more intense public transport (i.e. light rail). These corridors can support a range of industries from professional services and ICT businesses to tourism and more.

5. Stirling's main tourist destination:

Scarborough Beach and the redeveloped foreshore has re-energised the precinct, attracting significant new investment and jobs. The redevelopment can be further leveraged to attract more jobs and investment, particularly with improved transport connections.

6. Local activity centres: Neighbourhood and district centres provide local scale-employment and tourism opportunities.

7. Natural areas: the City is fortunate to have a range of natural areas including the coastline, Herdsman Lake, Lake Gwelup, Trigg Bushland Reserve and others. These natural attributes can be used to enhance the City's attractiveness as a visitor destination.

These growth areas establish a framework for future economic expansion and will be further supported by the identified key growth industries (see Section 5.2). The areas provide the foundation to guide future economic growth and an industry focus that can include a high-value-adding and export emphasis for the economy. These are areas that can not only provide jobs, but also build value across the economy.

Our major infrastructure need: Trackless trams / light rail.

The City has identified in its Scarborough Beach Road activity corridor, the need for rapid transit from Glendalough Train Station to Scarborough Beach. The City is currently developing a business case to identify the planning and funding options required to implement a trackless tram (or other rapid transit solution).

This project is critical to capitalise on the tourism potential of Scarborough Beach and resolve traffic congestion and parking availability within the corridor.

5.2. Future key growth industries

Table 5.1 shows the key industries that can generate valuable economic growth across the City in the future. These industries were identified through the background research as well as through engagement with stakeholders.

Table 5.1. Future economic growth industries

Industry type	Opportunity	Competitive advantages
Tourism	<ul style="list-style-type: none"> • More events and festivals (e.g. sporting events/festivals/international standard events/business events) • Streamlined events permit process • More outdoor/foreshore active experiences and products (e.g., extended trail along the entire coastline, new east-west trails, more equipment hire) • Increased marketing and promotion • More short-stay accommodation development • Bespoke tourism infrastructure in Scarborough (entry statement, 'Instagramable' signage, public art) 	<ul style="list-style-type: none"> • Proximity to Perth and northern suburbs (large population/customer base) • Scarborough Beach and Trigg Beach • Other secondary tourism hubs • Good accessibility • Good visitor infrastructure and shopping centres • Multiculturalism • Existing brand and visitation trends • Scarborough Beach foreshore • Future expected industry growth
Small business	<ul style="list-style-type: none"> • Upskilling existing businesses (workshops, seminars, mentoring, etc.) • Business networking and helping to connect local businesses with local customers • Maximising the City's local procurement from local businesses 	<ul style="list-style-type: none"> • Proximity and access to Perth CBD, northern suburbs and key infrastructure (including transport) • Transport infrastructure provides quick, easy access to the region • Diverse range of businesses and precincts • Size and critical mass (population, workforce, markets)
Professional business services	<ul style="list-style-type: none"> • Support a range of local professional services (i.e. engineers, finance, accountants, etc.) • Attract technology-oriented businesses • Support and encourage the creative industries 	<ul style="list-style-type: none"> • Stirling City Centre and Herdsman precinct (Perth's second CBD) • Proximity to Perth CBD • Large, local workforce (currently commuting out of the City) • Increased opportunities to work from home or close to where one lives • Large local economy and diverse range of businesses • Future expected industry growth
Innovation and entrepreneurship	<ul style="list-style-type: none"> • Support growing culture of business start-ups • Encourage local businesses to innovate 	<ul style="list-style-type: none"> • Large local economy and diverse range of businesses • Large, educated and highly skilled resident workforce

6. Where we want to go

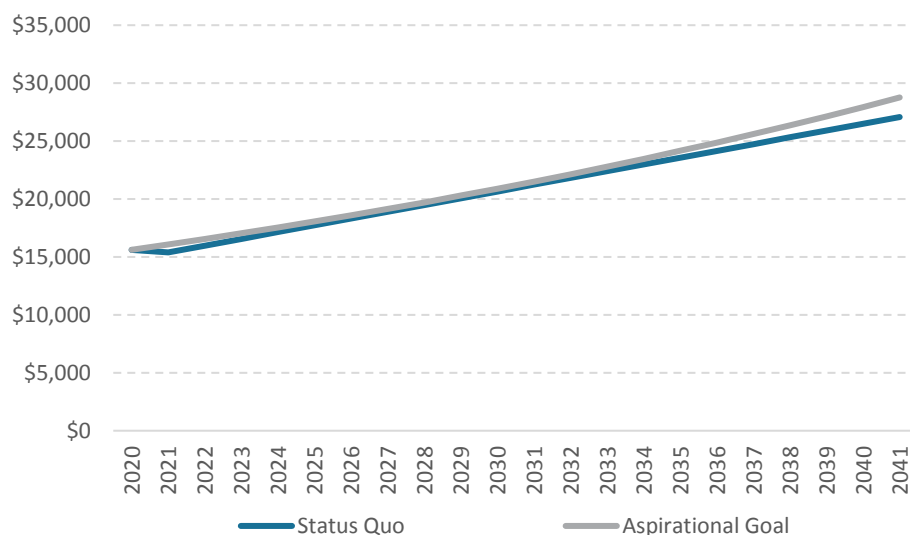
The City's economy and tourism sectors have grown over time and the economy has already begun to show signs of an on-going transition and evolution to a more sophisticated and knowledge-based set of industries. Local businesses have evolved, and many have embraced new technology and innovation. The Scarborough Foreshore redevelopment has significantly increased the appeal of the destination and generated an increase in visitation to the City as well as attracted numerous new businesses to the area.

However, we can go further, we can achieve more into the future. Through intentional action in targeted areas, the City of Stirling can increase the pace of the on-going economic transformation, attract more investment and create new jobs. There are numerous opportunities for our tourism sector to grow beyond its current reach, to support a greater number of events across the City and increase the value contribution of tourism.

We want to create a modern, global City providing vibrant places for businesses to invest, jobs to flourish and visitors to enjoy.

As highlighted below, on current trend, the economy will continue to grow over the next twenty years. However, we aspire to reach beyond the status quo. Through this economic and tourism development strategy, we wish to support the creation of a modern and global City. We believe we can work together with businesses and other stakeholders to create a variety of vibrant places for businesses across our City. These places will attract new residents and visitors alike as well as produce new jobs. Combined, we seek to add an additional \$2 billion to our economy (above the status quo).

Figure 6.1. Status quo vs. aspirational growth, City of Stirling (Gross Regional Product, \$m)



Source: Lucid Economics

Through this economic and tourism development strategy we believe we can have a material impact on the future and contribute to achieving significant results, including:

- Over \$200 million more investment
- Over 10,000 more jobs
- Over 700,000 more visitors

7. Economic and tourism development strategy

7.1. Strategy overview

The following diagram provides an overview of our Economic and Tourism Development Strategy, which has been based on input from local businesses and stakeholders. The strategy provides long-term direction for economic and tourism development over the next twenty years and is based around achieving the three aspirational goals of over \$200 million more in investment, over 10,000 new jobs and 700,000 new visitors by 2041. Under each key pillar, there is a range of strategic initiatives to drive the activities of the City to drive economic and tourism development across the region. The strategy is supported through a detailed 5-year action plan and will be reviewed on an annual basis through an economic and tourism development scorecard. The scorecard will not only track progress towards the identified aspirational goals but will also monitor the health of the economy and tourism sector as well as identify emerging trends and areas for new focus.

Our desired future...

Creating a modern, global City providing vibrant places for business to invest, jobs to flourish and visitors to enjoy

Our aspirational goals



Over \$200 million in investment



Over 10,000 new jobs



700,000 new visitors

Our key industries and focus areas

- Professional services
- Small business

Our strategy to get there...

1. Encouraging investment

- Provide effective planning to support investment
- Attract catalytic investment into urban regeneration
- Market and promote the City as a premier investment destination
- Advocate for greater State and Commonwealth investment.

2. Supporting new jobs

- Support local businesses
- Ensure vibrant centres through place activation
- Continue to plan for development of corridors and centres.

3. Attracting more visitors

- Support existing and new events
- Develop destination marketing and promote the City for tourism
- Encourage tourism infrastructure development
- Support accommodation development.

COVID-19 Economic Stimulus and Community Recovery Package

The City adopted a COVID-19 Economic Stimulus and Community Recovery Package totalling \$43.7 million for the 2020/21 financial year.

The package provided a wide variety of support to businesses, the community and individual households. This package is in addition to the \$2.1 million in measures that were already implemented as an immediate response to the crisis. The package included the following:

- **Ratepayer Financial Relief Package:** \$4.9 million in support, including a rate freeze for 2020/21, removal of interest, instalment and arrangement fees, flexible payment options and suspension of debt collection activity.
- **Business and Activation Package:** \$7 million in support, including a range of business assistance, marketing and specific funds to support local businesses.
- **Community Package:** \$2.9 million in support, including the reduction of a number of fees (e.g., Meals on Wheels, library fees, animal registration, facility hire), grants for sporting clubs and community groups.
- **Capital Investment Package:** \$28.9 million in support, in terms of capital expenditure across a wide range of projects (e.g., acceleration of Recycling Centre Balcatta redevelopment, major refurbishment of the Stirling Leisure Centres - Terry Tyzack Aquatic Centre - Inglewood, upgrade to the Hamersley Public Golf Course, park upgrades and refurbishment to sporting facilities and cycleways). There are also over 400 projects under \$500,000 to provide opportunities for small businesses.

Table 7.1. City of Stirling COVID-19 Economic Stimulus and Community Recovery Package

Package/ program	
Ratepayer financial relief package	
Remove arrangement fees	Rates freeze
Remove instalment interest	Suspension of debt collection
Remove late payment fees	Reduction in domestic bin charges
Business and activation package	
Business counselling service	RMS implementation
Small business activation grants	Major event sponsorship
Business mastermind program	Town team activation fund
Business connect subsidised membership	Minor event sponsorship
Economic development marketing	Community arts & events fund
Holiday at home	City delivered place activations
Stirling business centre grant	Arts & events professional development programs
Rent abatement for small business	Sports marketing australia audit
Exemption of statutory planning fees	Place activation grants
Small business friendly approval projects	Artist residences &/or ephemeral art
Personal trainer permit fees	Community creativity fund
Neighbourhood events	
Community package	
Community group assistance fund	Reduction in animal fees
Reduction in fees - facility hire	Reserve hire fee reduction
Reduction in fees - facility hire	Floodlight fees reduction
Reduction in men's shed fees	Tenancy relief action plan
Job readiness program	Turf curation subsidy
Reduction of home support fees	Community grant - sporting clubs
Reduction of meals on wheels fees	Reduced hire fees
Reduction in community group fees	Financial counselling
Reduction in library fees	Waiver of rates
Capital investment package	
Capital investment projects across the city	

7.2. Encouraging investment

Encouraging investment can provide increased levels of expenditure into the area, which directly supports the construction industry and many local businesses. New investment also provides new residences, new hotel rooms, new commercial offices and other business premises, which deliver added capacity for the economy to grow. New investment can also bring innovation, technology transfer and economic diversity to the City.

Stakeholders consulted identified encouraging investment as part of the City's role in economic and tourism development. This is further supported by WALGA's Economic Development Framework for local government which recommends enabling and facilitating outcomes.

Planning is a statutory function of local governments and probably the most significant tool that local government has to support economic development.

Having a specific process in place to accommodate and efficiently review commercial development applications is important to create an environment conducive to business and investment growth. Businesses and developers will actively look to invest in areas where the local government planning process is well regarded.

There are a number of ways the City can encourage investment:

- Provide effective planning to support investment
- Attract catalytic investment into urban regeneration
- Market and promote the City as a premier investment destination
- Advocate for greater State and Commonwealth investment

7.3. Supporting local jobs

Supporting new local jobs can assist in addressing the identified jobs deficit in the City and could allow more residents to work closer to home. New jobs in the economy can support existing residents (to access employment) as well as provide new residents with employment opportunities. By bringing new skills to the area, the City will assist in increasing innovation and entrepreneurship as well

as growing the diversity and depth of the local workforce. Supporting local jobs also means supporting local businesses (to create these new jobs).

New technology and the evolution of the City to become a 'Smart City' can also support local jobs. For example, the development of a tech start-up hub into the City's Smart City Strategy could encourage new businesses and entrepreneurs, creating local jobs.

Stakeholders identified that the City has a role to play in supporting local businesses and creating places that are attractive to businesses, customers and their employees.

The City can support local jobs several of ways:

- Support local businesses
- Ensure vibrant centres through place activation
- Continue to plan for development of corridors and centres

7.4. Attracting more visitors

Attracting more visitors to the area can better leverage many of the City's existing tourism assets and provide an increase in visitor expenditure, which largely goes to locally owned small business. Tourism is one of the City's largest export-oriented industries that provides a significant boost to local businesses. As many border restrictions remain in place, targeting and catering to local visitors will be important to support many local businesses. The focus can shift as the tourism sector slowly re-emerges from the COVID-19 pandemic with interstate and international visitation to increase in the latter half of 2022.

Stakeholders support the important role that the City has in attracting events, destination marketing and encouraging new tourism infrastructure development, including new accommodation.

- Support existing and new events
- Develop destination marketing and promote the City for tourism
- Encourage tourism infrastructure development
- Produce a Parking Plan for Scarborough Beach District Centre
- Support accommodation development

8. Implementation plan

The following plan represents the implementation of this strategy.

Table 8.1. Stirling Economic and Tourism Development Strategy Implementation Plan 2021-25

Strategy/task	2021 -22	2022 -23	2023 -24	2024 -25
1. Encouraging investment				
1.1. Provide effective planning to support investment				
1.1.1. Implement the Small Business Friendly Approvals Action Plan				
1.1.2. Ensure an efficient and value-adding approval and permitting process				
1.1.3. Create planning frameworks to allow greater intensity of development to enable urban regeneration in growth areas				
1.1.4. Provide pre-development advice on specific proposals in growth areas				
1.1.5. Create a dedicated group within the City to facilitate large, complex developments				
1.2. Attract catalytic investment into urban regeneration				
1.2.1. Identify and attract infrastructure that can catalyse development				
1.2.2. Continue to support and progress major projects (such as Stirling City Centre)				
1.2.3. Ensure infrastructure, capital investment and the design of infrastructure supports urban regeneration				
1.2.4. Construction of Stephenson Avenue in Stirling City Centre				
1.2.5. Prepare specific infrastructure funding and delivery strategies for complex growth areas to enable urban regeneration				
1.2.6. Provide a dedicated project manager for large, complex developments				
1.2.7. Undertake a cluster study to better understand the specific drivers for various industries and the support they require				
1.3. Market and promote the City as a premier investment destination				
1.3.1. Create a range of marketing materials and an investment prospectus (including online presence)				
1.3.2. Promote the City as a business and investment location across identified growth opportunities				
1.3.3. Conduct a business location marketing campaign				
1.3.4. Meet with key property developers regarding specific investment opportunities in growth areas				
1.3.5. Consider a range of investment incentives that the City can offer for strategic, catalytic projects				
1.3.6. Participate in industry networking events (i.e. PCA events, TCWA events, etc)				

Strategy/task	2021 -22	2022 -23	2023 -24	2024 -25
1.4. Advocate for greater State and Commonwealth investment				
1.4.1. Meet with and host relevant Ministers (State and Commonwealth) to drive key infrastructure projects				
1.4.2. Development business cases for relevant key infrastructure projects and submit for Government funding				
1.4.3. Produce trackless tram business case				
2. Supporting new jobs				
2.1. Support local businesses				
2.1.1. Track and publish the City's annual local expenditure				
2.1.2. Work with Stirling Business Centre to deliver training programs for local businesses				
2.1.3. Providing funding for innovation and entrepreneurship				
2.1.4. Develop and implement a Smart City Strategy and encourage a Start-Up Tech Hub				
2.1.5. Conduct annual events (Business Awards)				
2.1.6. Conduct business survey				
2.1.7. Continue to implement the Small Business Friendly Local Government initiative				
2.2. Ensure vibrant centres through place activation				
2.2.1. Ensure vibrant centres across the City through place making initiatives				
2.2.2. Continue to support Town Teams and engagement directly with the community				
2.3. Continue to plan for development of corridors and centres				
2.4. Continue to plan for development of corridors and centres				
2.5. Finalise Local Development Plan for Osborne Park Precinct of Stirling City Centre				
3. Encouraging and supporting tourism				
3.1. Support existing and new events				
3.1.1. Continue to support events that attract visitors to the City				
3.1.2. Develop business cases for relevant major events and submit for Government funding				
3.1.3. Encourage new, large-scale events across the City through marketing and engagement with event organisers				
3.1.4. Investigate opportunities to expand events at Scarborough beyond 5,000 participants				
3.1.5. Ensure an efficient permitting process for events (Event Organiser Toolkit)				
3.2. Develop destination marketing and promote the City for tourism				
3.2.1. Continue to support destination marketing together with industry and other partners				

Strategy/task	2021 -22	2022 -23	2023 -24	2024 -25
3.3. Encourage tourism infrastructure development				
3.3.1. Develop and implement a Destination Plan including review of tourism infrastructure requirements in the City's natural areas and increasing promotion of natural attractions				
3.3.2. Create unique entry statement and other 'recognisable' features for Scarborough				
3.3.3. Support public art along the Scarborough Foreshore				
3.3.4. Support development of trails along coast as well as east-west into other parts of the City				
3.3.5. Improve public transport access to the beach				
3.3.6. Produce a Parking Plan for Scarborough Beach District Centre				
3.4. Support accommodation development				
3.4.1. Promote opportunities for short-stay accommodation development				
3.4.2. Work with proponents to deliver iconic visitor accommodation				

9. Monitoring Progress

The City's activities over the past year have been undertaken to directly support the recovery from the COVID-19 crisis. The strategy will be implemented starting in the 2021-22 financial year, as per the implementation table above.

The implementation plan should be reviewed annually to track activities undertaken by the City as well as to adjust to market conditions.

An annual economic and tourism evaluation should be conducted to identify how the local economy and tourism sector is progressing against the identified aspirational targets. The following metrics should be used to track these aspirational goals overtime:

- Non-residential building approvals (provided by the ABS)
- Number of total jobs in the City
- Number of annual visitors to the City

Tracking progress against these aspirational goals should be done in combination with the development of an annual economic and tourism scorecard. While the above indicators will track progress against stated aspirations, the annual economic and tourism scorecard will track progress across the economy and tourism sector, to identify emerging trends as well as how the economy and tourism sector are performing in general. The scorecard should be prepared annually (in March/April) to consider various data sets including:

- Job numbers and self-sufficiency levels against population numbers
- Gross Regional Product (GRP) and industry contribution to GRP (overall value of economy)

- Employment and unemployment (local employed residents and unemployment)
- Building approvals (investment in the City)
- Visitation (overall visitor numbers and events as well as type, source market and nights from visitors)
- Visitor expenditure (value of visitation to the City)

It should be noted that the below economic and tourism scorecard reflects the overall health of the economy and tourism sector. It does not reflect the City's performance in economic and tourism development, which will be measured by the implementation plan. It is important to recognise that the City, through this strategy, is seeking to create an environment that is conducive to economic and tourism development, but private businesses will have to be the ones to invest and create new jobs, something that is out of the control of the City.

A formal review of the strategy should be undertaken after five years to ensure the overarching direction remains relevant and is producing the desired affects. A comprehensive economic report should be conducted in 2022 after the release of the 2021 Census data, which will help to better understand a wide variety of economic indicators. This analysis may inform potential changes that are required in the strategy or initiatives.

The current economic and tourism scorecard is set out in Table 9.1.

Table 9.1. Stirling Economic and Tourism Scorecard

Metric	Value	Reference Period	Source
Jobs	80,350	2016	REMPPLAN
Self-sufficiency	29%	2016	REMPPLAN
GRP (\$b)	\$15.7	2019	REMPPLAN
Employed persons	119,904	June 2020	DESE
Unemployment rate	6.1%	June 2020	DESE
Building approvals	1041	November 2020	ABS
Visitation ('000)	765	June 2020	TRA
Visitor expenditure (\$m)	\$686	2019	REMPPLAN

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Administration Centre 25 Cedric Street Stirling WA 6021
Telephone (08) 9205 8555

Enquiries www.stirling.wa.gov.au/enquiries

Web www.stirling.wa.gov.au |    /citystirlingwa

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