



Economic & Tourism Development Strategy 2013-2023



The following Stirling Economic & Tourism Development Strategy 2013-2023 report was developed prior to the announcement of Local Government Reform by the Minister for Local Government on the 30 July 2013. The State Government plans to reduce the number of Councils in the Perth Metropolitan area from 30 to 14.

The proposed mergers would impact the boundaries of Stirling and thus may have implications to the Strategy. In response to this the consultant, AEC Group, was instructed to analyse what impact the proposed boundary changes may have to the Strategy. This has been summarised in the following correspondence. This additional information on the potential impact of proposed Local Government Reform should be considered when reviewing the Strategy.



11 October 2013

Julia Speight
Economic Development Officer
City of Stirling
25 Cedric St
Stirling WA 6021

Dear Julia,

RE: POTENTIAL IMPLICATIONS OF THE PROPOSED CITY OF STIRLING BOUNDARY CHANGE ON THE CITY OF STIRLING ECONOMIC AND TOURISM DEVELOPMENT STRATEGY

This letter outlines the findings of analysis undertaken by AECgroup to identify the potential implications of the proposed local government boundary revisions for the City of Stirling Economic & Tourism Development Strategy prepared by AECgroup.

The analysis contained in this letter examined the Activity Centres identified in State Planning Policy 4.2 that would be gained and lost should the boundary revision occur, and the implications of this for the strategies outlined in the City of Stirling Economic & Tourism Development Strategy.

A map of the proposed boundary changes for the City of Stirling, highlighting the areas that would be gained and those that would be lost, is provided in **Attachment A**.

KEY FINDINGS

Analysis of the key changes to City of Stirling from the proposed boundary change highlighted the following:

- The City of Stirling would gain the Activity Centres of Mount Hawthorn, Leederville and Fitzgerald Street.
- City of Stirling would lose the Activity Centres of Dianella, the majority of Mount Lawley, Mount Lawley ECU (Edith Cowan University) and Inglewood from within their municipal boundary.
- Based on 2011 Census data (place of work employment), the City of Stirling would gain approximately 6,450 jobs through the boundary change, and lose approximately 7,700 jobs (for a net loss of approximately 1,250 jobs). This net loss may be higher in reality, as the Australian Bureau of Statistics' Destination Zone boundaries do not align perfectly with the revised boundary change (i.e. some of the key employment areas in the Destination Zones that cross the proposed boundary revision are actually outside the revised boundary for City of Stirling (e.g., Leederville TAFE, Water Corporation)). Please see **Attachment B** for details of potential employment change by sector.
- The key industry impacted would be education and training. The City of Stirling would lose Edith Cowan University as well as two senior high schools and two primary schools from within their municipal boundary should the proposed boundary revision proceed.



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IMPLICATIONS FOR THE ECONOMIC & TOURISM DEVELOPMENT STRATEGY

The Economic & Tourism Development Strategy would be impacted by the proposed boundary revision for City of Stirling in the following ways:

- The Economic & Tourism Development Strategy presents strategies to improve linkages between education institutions (transport, local business, and local community linkages) – these strategies are based on the presence of Edith Cowan University within the City of Stirling boundary. Notwithstanding, there would be opportunities to still leverage the presence of a strategic asset such as Edith Cowan University should the proposed boundary change be implemented. However, the strong premise of contact and engagement would be diminished, and the Edith Cowan University would no longer fall within the City of Stirling’s planning auspice and influence.
- Strategies for retail development (revitalisation and expansion) identifies Dianella as a key retail precinct, however, this Activity Centre would be outside the revised boundary and would no longer fall within the City of Stirling’s planning auspice and influence. The proposed boundary realignment would also result in the loss of Beaufort Street in Mount Lawley/Inglewood (entertainment, café and shopping strip) from within the City of Stirling.
- Dianella and Mount Lawley are identified as key locations for fresh food and retail street side markets, however, both areas would be outside the revised boundary and would no longer fall within the City of Stirling’s planning auspice and influence.

IMPLICATIONS FOR RESOURCING

Whilst the proposed realignment of local government boundaries would affect a change in the number of jobs within sectors in the City of Stirling catchment, and some activity centres outlined in the Economic & Tourism Development Strategy would be located outside the revised City of Stirling boundary, it would not be expected to change the way the physical economy works or functions. The same broad opportunities will be present regardless of the proposed boundary realignment – the City of Stirling would just have less direct influence on specific locations identified in the Economic & Tourism Development Strategy that lie outside the revised boundary.

There may be some need for slight alterations in the specifics of some opportunities (e.g., focus points for opportunities in terms of key locations), and potentially a moderate increase in budget (i.e., Council resources) should additional effort be required to facilitate opportunities where the City has somewhat less ability to directly affect change, however, it is unlikely to be significant unless the desire to pursue the original opportunities were to dissipate as a result of the proposed boundary change.

If you have any queries regarding the above findings and implications, please give either Kieron Lacey or myself a call on 07 3831 0577.

Yours sincerely



Ashley Page
Senior Economist & General Manager – Economics
AEC Group Limited

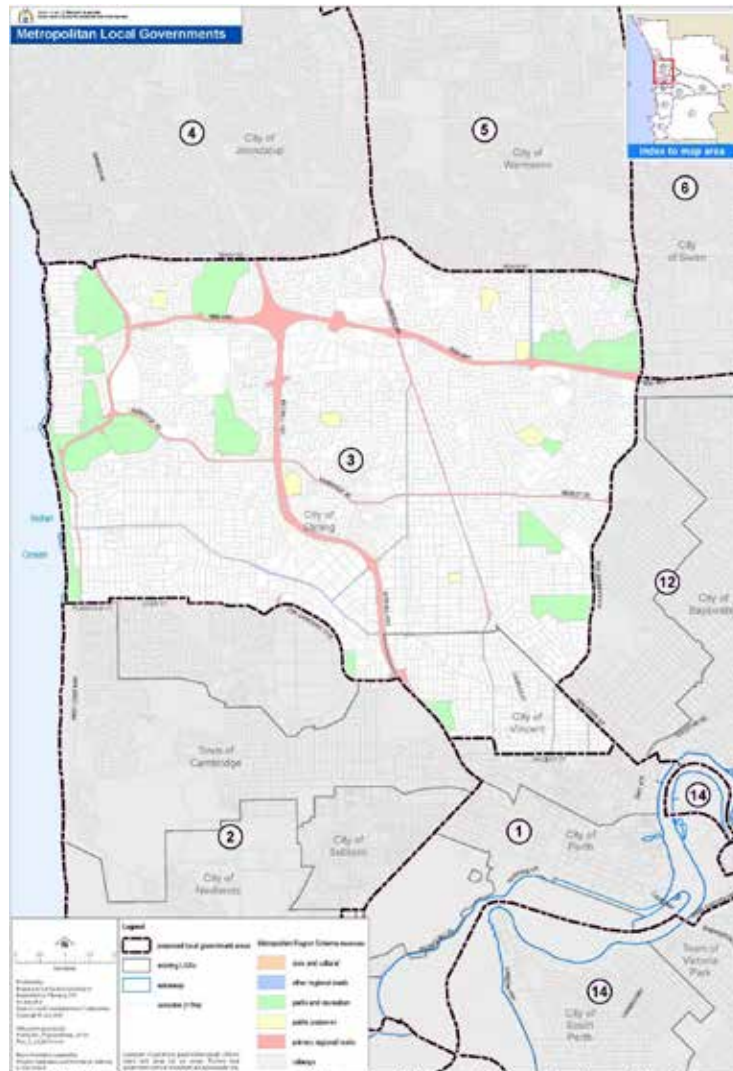
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Attachment A



ATTACHMENT A: MAP OF PROPOSED BOUNDARY CHANGE FOR CITY OF STIRLING



3. Modified City of Stirling incorporating part of the City of Vincent, with modified southern and eastern boundaries



Attachment B



ATTACHMENT B: INDICATIVE CHANGE IN EMPLOYMENT BY INDUSTRY

The following table provides a summary of employment by industry in 2011 in the City of Stirling, as well as an indicative estimate of employment by industry in 2011 within the proposed revised boundary, and the change.

Table B.1. Indicative Estimates of Change in Employment from Proposed Boundary Change, 2011

Industry	Current Boundary	Proposed Boundary	Change
Agriculture, Forestry and Fishing	241	239	-2
Mining	499	491	-8
Manufacturing	4,587	4,617	31
Electricity, Gas, Water and Waste Services	678	665	-12
Construction	7,366	7,221	-146
Wholesale Trade	4,291	4,342	50
Retail Trade	9,047	9,036	-11
Accommodation and Food Services	3,624	3,668	43
Transport, Postal and Warehousing	1,240	1,253	13
Information Media and Telecommunications	1,888	1,889	1
Financial and Insurance Services	1,970	1,933	-37
Rental, Hiring and Real Estate Services	1,258	1,235	-23
Professional, Scientific and Technical Services	5,515	5,657	142
Administrative and Support Services	2,203	2,207	4
Public Administration and Safety	3,020	3,310	290
Education and Training	6,459	4,890	-1,570
Health Care and Social Assistance	7,035	6,870	-165
Arts and Recreation Services	1,109	1,172	63
Other Services	3,050	3,130	80
Total	65,080	63,824	-1,256

Note: The employment estimates for the proposed revised boundary are indicative only as the Destination Zones used are not an exact match for the revised boundary.

Source: Australian Bureau of Statistics' Census of Population and Housing, 2011.





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ROAD WORK AHEAD

Executive Summary

Background & Purpose

The City of Stirling local government area (the City) is a high-amenity, lifestyle region close to the Perth city centre. The City has a number of economic strengths and development opportunities that can be leveraged by local economic development activities to promote business and tourism growth. Economic development activities can assist in not only supporting the existing economic base, but also attracting new business activities into the region. Through these activities, new jobs and skills can be delivered to the region.

There are a number of changes and key developments planned for the City that will contribute to economic and tourism growth. Planning for future developments will ensure the full spectrum of economic opportunities is assessed and pursued.

The Stirling Edge

The City is a sprawling hub of diverse economic activity located in close proximity to the Perth CBD. The City is the second largest employment area outside of the Perth CBD. The City is home to a broad variety of tourism, industrial and commercial developments which are well connected by road infrastructure. Plans are underway to further support this interconnectivity through light rail.

The City benefits from a well-established industrial area in Osborne Park. This area also contains significant commercial space which has expanded by over 55,000m² in the last five years. The City's main commercial centre is the neighbouring Herdsman/ Glendalough area which accommodates a large variety of businesses including the West Australian Newspaper headquarters. Together, these areas have the potential to continue to grow into a second CBD for the Perth area. This transformation is likely to be supported by the City of Stirling Centre development which is currently in draft form.

The City has a business incubator in operation in the Balcatta area – a key industrial area for the region. Retail provision in the City is strong with key centres located in Balcatta, Karrinyup, Innaloo and Mirrabooka.

Tourism is a key economic activity in the region. Over 450,000 visitors come to the area each year - predominantly attracted by Scarborough Beach (commonly regarded as one of the best beaches in Western Australia) but also the broad variety of other ecological attractions. Plans are currently in place for the Scarborough area to receive further investment in retail and accommodation offerings.

Executive Summary

continued

Economic Development Opportunities

A number of specific development opportunities have been identified for implementation and delivery by the City of Stirling Council. These opportunities have been prioritised to facilitate a staged approach to the delivery of the Economic and Tourism Development Strategy, and are outlined in the table below.

Table ES. 1: Economic and Tourism Development Opportunities, Stirling.

Theme	Description	Focus Area(s)	Priority
Commercial	Commercial Development	Herdsmen and Glendalough	High
	Professional and Business Services Industries	Herdsmen and Glendalough	Medium
Industrial	Industrial Development	Osborne Park and Balcatta	High
	Manufacturing Industry Redevelopment	Osborne Park and Balcatta	Medium
Retail	Development of a second CBD	Osborne Park, Herdsmen, Stirling Centre	Medium
	Retail Product Diversification	Karrinyup and Innaloo	Medium
	Retail Product Revitalisation and Expansion	Mirrabooka and Dianella	High
	Fresh Food and Retail Street-Side Markets	Scarborough, Karrinyup, Dianella, Mirrabooka and Mount Lawley	Low

Executive Summary

continued

Theme	Description	Focus Area(s)	Priority
Tourism	Business Visitor Accommodation Development	Herdsmen and Glendalough	Medium
	Scarborough Precinct Redevelopment	Scarborough	High
	Tourism-Related Activities and Events	Scarborough	Medium
	Increase Awareness of Scarborough and Scarborough Beach Offerings	Scarborough	Medium
Residential	Affordable Apartment-Style Accommodation Development	Herdsmen, Glendalough, Stirling, Mirrabooka and Mount Lawley	Low
	Contemporary Age and Retirement Village Development	Herdsmen, Glendalough, Stirling, Mirrabooka and Mount Lawley	Low
	Student Accommodation Development	Herdsmen, Glendalough, Stirling, Mirrabooka and Mount Lawley	Low
Mixed-Use Development	Mixed-Use Development across the City	The City of Stirling	High

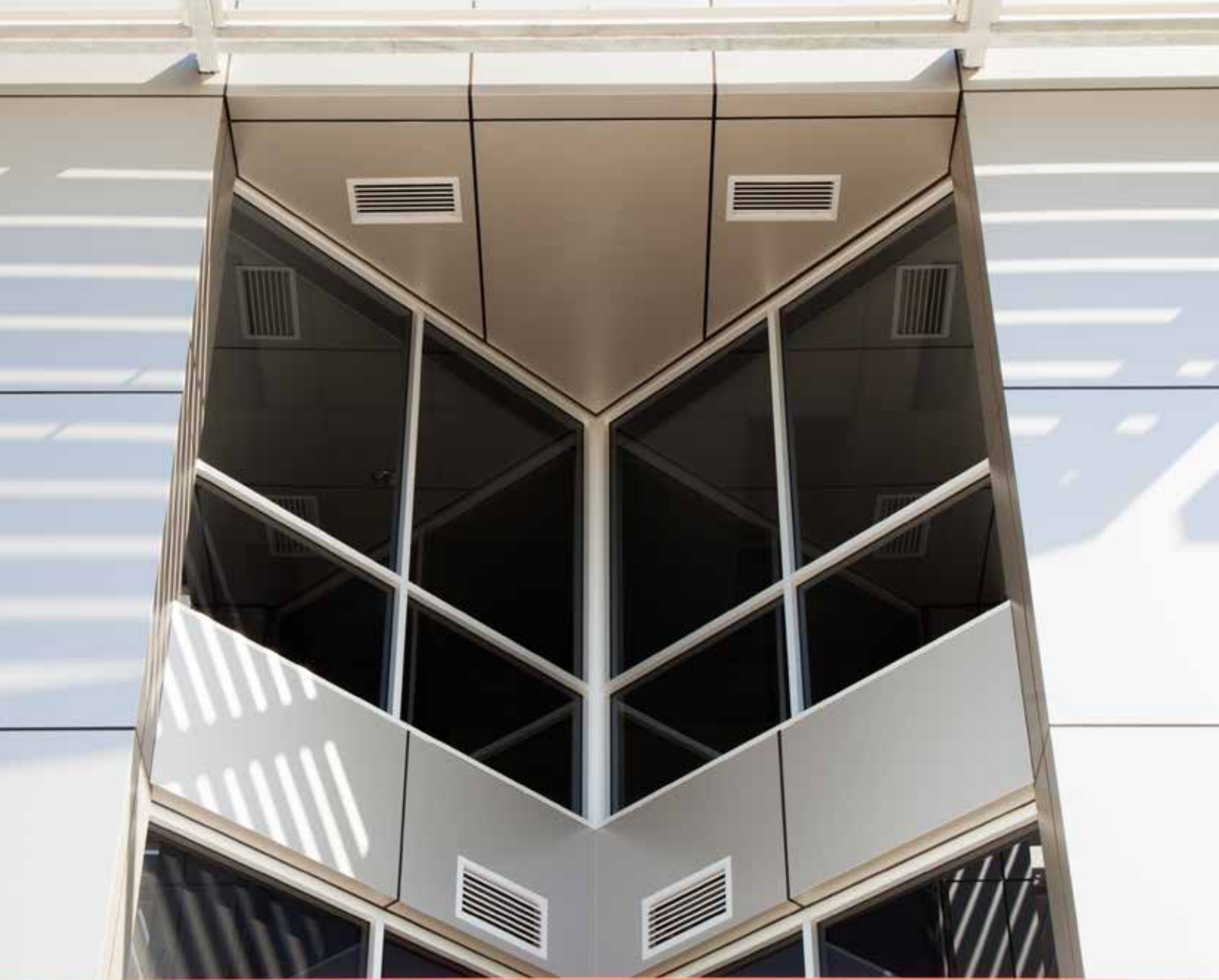
Executive Summary

continued

Theme	Description	Focus Area(s)	Priority
Community Aesthetics	Community Safety and Crime Reduction	Balga, Mirrabooka, Nollamara and Westminster	Medium
	Improve the Visual Amenity/ Urban Design of the Area	The City of Stirling	Medium
Education	Linkages Between Industry and Education Providers	Polytechnic West (Balga Campus), Tuart College and Edith Cowan University (Mount Lawley)	Medium
	Integration Between the Student Body and the City	Polytechnic West (Balga Campus), Tuart College and Edith Cowan University (Mount Lawley)	Medium
Small Business Development	Small Business Development	The City of Stirling	High
Transport	Arterial Road Development and Linkage to Activity Centres	The City of Stirling	High
	Improve Public Transport Linkages to Edith Cowan University	Edith Cowan University (Mount Lawley)	Low

Source: AECgroup





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Economic and Tourism Development Strategy

The Economic Development and Tourism Strategy has been developed to align with the key functions of Council. These functions are the day-to-day activities Council undertakes in its capacity as a local government. These are also the functions available to Council to support economic development.

Each of the three economic and tourism development strategies is able to support and promote growth in the City. Resources and budgets are required to deliver these strategies and each has a range of goals and associated actions to ensure its effective delivery. Each action has been categorised into one of the five roles/ functions of local government.

Figure ES. 1: City of Stirling Economic and Tourism Development Strategy Framework



Source: AECgroup

Strategy Implementation

In order to deliver the Economic and Tourism Strategy Framework, a series of targeted goals has been developed. Each of these goals is aligned with a strategy and each goal has been allocated a measurable target which will assist the Council to track their delivery of the strategy.

By delivering the Economic and Tourism Strategy, economic and tourism outcomes will improve for the region and it is recommended a range of broader indicators are tracked to measure the outcomes resulting from the implementation process.

Resource Requirements

The allocation of adequate resources will ensure the economic development initiatives are effectively pursued and facilitated. The activities outlined in this strategy are identified to require between two and three full-time equivalent staff (plus auxiliary and on-costs). The total cost to Council (including staff and on-costs) for the implementation of this strategy is estimated to be \$920,000 annually for full implementation. This represents a \$230,000 increase in the current Economic Development Budget.

It is expected a 'ramp-up' period of funding and resources would be appropriate to ensure efficient and effective management and coordination of the City of Stirling Economic and Tourism Development Strategy. It is noted that key activities for Preparing For Growth are already underway in the region.

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1. Introduction

1.1 Background

The City of Stirling (the City) is located approximately eight kilometres north of the Perth Central Business District. The City is serviced by several major arterial roads, including links to the Mitchell Freeway, the Perth Central Business District, Perth Airport and Fremantle Port. The City contains over 200,000 residents, 29 suburbs, approximately 18,180 businesses and a diverse mix of industries. The City currently has a number of key economic and tourism development projects underway, including the Stirling City Centre project, the Mirrabooka Regional Centre Improvement Strategy and the Scarborough Beach Redevelopment.

In addition to these economic and tourism development projects, the City has the potential to redevelop a number of existing activity centres including centres such as Osborne Park, Balcatta, Herdsman/Glendalough, Karrinyup, Innaloo, Mirrabooka and Scarborough. Important activity corridors linking these centres include Scarborough Beach Road, Wanneroo Road, Main Street and Beaufort Street. These activity centres and corridors have been, and will continue to be, vital towards driving economic development, tourism and employment growth within the area.

1.2 Project Overview

Economic development provides economic stimulus, jobs and investment opportunities to a local region. Tourism development can be a key area of economic development given the economic impacts tourism activity can have on a region.

As part of the City's Strategic Community Plan, the Economic and Tourism Development Strategy provides information about current economic and tourism development activities and future opportunities within the City. The Economic and Tourism Development Strategy provides guidance regarding how activity centres fit together to provide for economic and tourism development in the future. It considers community aspirations, financial and resource management capacity and asset management with the goal of sustainably increasing the degree of choice, opportunity and prosperity of the City. Furthermore, it targets the City's competitiveness as a residential location and visitor destination through its social, economic and environmental strengths.

1. Introduction

continued

1.3 Project Process

This project has been carried out in three distinct sections:

- Stage 1 - Analysis of the City.
- Stage 2 - Communication and Consultation Strategy.
- Stage 3 - Economic and Tourism Development Strategy.

Stages 1 and 2 present a detailed literature review and data analysis process informed by an extensive engagement and consultation program with key local and regional stakeholders. A list of those organisations consulted during the development of this strategy is contained in **Appendix A**.

The detailed consultation and engagement process identified the City of Stirling's strengths that should be leveraged, as well as those areas of weakness that should be mitigated or guarded against. A detailed consultation process with local stakeholders was used to identify those initiatives most likely to significantly contribute to the development of the City of Stirling's economy and tourism sector.

This document presents the final output (Stage 3) of the project and forms the *Economic and Tourism Development Strategy* for the City of Stirling.

2. Regional Context

This chapter provides an overview of the socio-economic environment and economic geography of the City of Stirling.

2.1 Socio-Economic Overview

A review of the most recent¹ socio-economic statistics has been undertaken for the City of Stirling. Key data sets analysed and presented in this section are outlined in more detail in **Appendix B** as well as the supporting **Background Report**.

Key findings from the socio-economic analysis include:

- The City is **experiencing slower population growth** than the Perth Statistical Division (SD) and Western Australia at 2.4% per annum over the past four years. The population has a higher average age at 38.2 years than comparison areas (36.7 years in the Perth SD and 36.8 years in Western Australia), driven by higher proportions of residents aged over 60 years. However, the region has a high proportion of 15-40 year olds.
- The **local population is well educated** in comparison to the Perth SD and Western Australia. Almost 62% of residents aged over 15 years have a high school diploma and over 27% have a university degree (compared to 57% and 22.6% of the Perth SD population, respectively). **Overall, 55.3% of residents have a non-school qualification** (compared with 53% and 51% in Perth SD and Western Australia, respectively).
- The City has a **culturally diverse population** with almost 40% of residents born overseas and over 17% speaking a language other than English at home. This is higher than the Perth SD where 37.8% of residents were born overseas and 11.4% speak a language other than English at home. In Western Australia as a whole, 33.3% of the population were born elsewhere and 9.5% speak a language other than English at home.
- **Rental stress** is problematic in the City - as it is across most areas of Australia. Over a quarter of renting households in the area are experiencing rental stress, which is in line with Perth SD and slightly above Western Australia.
- The City has experienced **strong economic expansion** in recent years with Gross Regional Product (GRP)² growing at an average annual rate of 4.3% between 2006-07 and 2010-11 (in chain volume terms) to reach a total of \$10.8 billion in 2010-11. The pace of growth in the City of Stirling has exceeded that of Perth SD (3.4%) and Western Australia (3.7%).

¹ Due to the release of the 2011 Census of Population and Housing in late 2012, some information contained and reported in this strategy document has been updated and, as a result, may not correspond with somewhat older data reported in the Background Report.

Regional Context

continued

- **Key industries in the City include:**
 - Construction contributed to 23.1% of Industry Value Add (IVA)³ in 2010, and 14.1% of jobs (by place of work) in 2011.
 - Professional, scientific and technical services contributed to 8.0% of IVA in 2010, and 7.7% of jobs in 2011.
 - Retail trade contributed to 7.8% of IVA in 2010, and 14.6% of jobs in 2011.
- Across IVA and employment, **population-dependent sectors have a high prominence**. However, manufacturing and professional, scientific and technical services are also strong.
- Total tourism expenditure within the City over 2011 is estimated to be equal to \$209.07 million (\$84.48 million for domestic visitors and \$124.59 million for international visitors).
- **Local workers are most likely to be professionals** (19.7% of the workforce, by place of work) **and technicians and trades workers** (17.1%). However, the local workforce has a fairly even distribution across the occupational groups - particularly in comparison with Perth SD and Western Australia.
- **The City exported approximately \$4.4 billion in goods and services in 2007-08³**. Key exports for the region include residential building construction (approximately 15.5% of all exports), wholesale trade (10.7%), retail trade (9.1%) and publishing (5.7%).

2 Gross Regional Product (GRP) is equal to the sum of the value of all goods and services produced in an economy in a set period of time, in this case, 2010-11. Gross Regional Product is the localised equivalent of Gross Domestic Product.

3 Industry Value Add (IVA) is defined as the value of output at basic prices minus the value of intermediate consumption at purchasers' prices. The term is used to describe gross product by industry and by sector. IVA is the industrial component of GRP. IVA plus ownership of dwellings and taxes less subsidies equals GRP.

4. Note that these exports may be to other locations within Australia.

2.2 Economic Geography

The City covers a large land area and includes many (29) suburbs. Each of these suburbs can be defined by their major activities. That is, particular suburbs specialise in providing different products or services (e.g. retail, industrial or commercial activities) and characteristics and, as a result, each will have a different development potential and focus into the future. In many cases, future development initiatives will need to be cognisant of current and surrounding uses which may require some management or mitigation to ensure broader strategic development for the City. Although many of the centres are single-use according to their form of development specialisation, this should not preclude other types or forms of complementary development.

Planning Report Directions 2031 and Beyond (Planning Western Australia, 2010) identifies many of the City suburbs as activity centres. These centres should provide a mix of high-activity generating land uses such as retail, commercial and high-density housing. However, the development of each activity centre should be driven by a development 'catalyst' which is able to capture and leverage the benefits of an area's current development focus.

Regional Context

continued

Key activity centres for the region include:

- **Commercial** (primarily office space and professional services):
 - Herdsman and Glendalough
- **Industrial** (including heavy and light manufacturing, warehousing and transport):
 - Osborne Park
 - Balcatta
- **Retail** (shopping centres and other retail provision):
 - Karrinyup
 - Innaloo
 - Mirrabooka
- **Tourism** (tourism destinations and accommodation) in Scarborough. The major transport corridors which service these activity centres include:
 - Scarborough Beach Road
 - Beaufort Street
 - Wanneroo Road
 - Main Street

Further details on these centres are provided in **Appendix C** and supported by discussion in **Appendix D**.

In addition to the precincts mentioned above, the planned Stirling City Centre development will bring new retail and entertainment spaces to the region.



3. Economic Development Objectives

This chapter provides an overview of the key objectives for the Economic Development and Tourism Strategy. It includes a description of the regional vision for economic development and how this sits within the Strategic Community Plan. It also covers the competitive edge and challenges for the City to achieve the outcomes targeted by the strategy. Importantly, this section also includes an overview of the role the City of Stirling Council will play in delivering the plan.

3.1 Deliver on the Economic Development Vision

The following vision has been identified based on information contained in the City of Stirling Community Plan.

The City of Stirling will be recognised as a great place to invest and do business. It will offer lots of jobs locally. The City of Stirling will make the most of its great tourism potential.

3.2 Integrate with the Strategic Community Plan

The Integrated Planning and Reporting Guidelines released by the Department of Local Government (2010) define integrated planning and reporting as ‘a framework for establishing community priorities and linking this information into different parts of a local government’s functions.’ Integration requires all strategies and actions of a local government to be aligned and linked with community priorities. For strategies and plans to be aligned, they must tell the same story, be consistent and efficiently leverage available resources toward common targets/outcomes.

The Economic and Tourism Development Strategy will integrate with the City of Stirling’s Strategic Community Plan. Integration will ensure the responsible use of resources and a focused approach towards the achievement of those community goals and aspirations most dependent on economic outcomes. It is also important to ensure the planning framework is in place so that external funding is more readily obtained from the state and commonwealth governments.

The Economic and Tourism Development Strategy will assist the City of Stirling plan and implement available internal (i.e. assets, finances, and workforce) and external (i.e. state and commonwealth government and the private sector) resources in the pursuit of economic and tourism development initiatives that are aligned with the community’s long-term priorities.

3. Economic Development Objectives

continued

3.3 Leverage the Local Competitive Edge

The City of Stirling has a number of development opportunities and factors that support economic and tourism growth as well as a number of challenges to be either overcome or mitigated against. Key competitive advantages of the City to be leveraged in the pursuit of this vision include:

- **Strong local economic growth:** supporting demand for a local supply chain which is already well established for key local industries.
- **Skilled workforce of professionals:** which can meet the labour demands of a growing professional sector.
- **Proximity to Perth and surrounding infrastructure:** proximity to Perth's strong population and business base as well as transport infrastructure (airport, port, railway) are benefits to local businesses.
- **Strong economic climate in Western Australia: particularly within the mining services sector which will provide support to the local economy.**
- **High lifestyle amenity:** including what many refer to as "...the best beach in Western Australia" with a broad range of activities on offer and a number of parks and open spaces - which also attract visitors to the region.
- **Plans in place to extend the provision of infrastructure to the region:** particularly passenger transport with light rail.

Challenges to be addressed or overcome include:

- **Lack of a clearly defined city centre:** which reduces the ability for local businesses to form clusters and networks and slows the expansion of the professional services sector. Segregated and dispersed land uses across the region and difficulties in attracting commercial investment.
- **Poor transport connectivity to the Herdsman, Glendalough, Osborne Park, Innaloo and Scarborough precincts:** which provides barriers to tourists and local workers and results in increased dependency on cars.
- **Pockets of socio-economic disadvantage:** which can be a deterrent to tourists, potential residents and investors.
- **High dependency on population-driven industries:** for both employment and economic growth.

Additional detail surrounding the competitive advantages and challenges to be overcome is available in the SWOT analysis contained in section 3.4 of the Background Report.

3. Economic Development Objectives

continued

3.4 Understand Council's Role in Economic Development

Local governments have a defined role and function. They are able to influence key drivers of economic growth through the effect their day-to-day activities and functions have on the broader business and investment environment. Alignment of functions across all areas of Council would facilitate and support economic development activities. These key functions are outlined in Table 3.1.

Table 3.1: Key Functions of Local Government

Key Function	Influence on Economic Development
Plan	Plan for the types of economic activities undertaken in the region. The strategic direction of Council's Strategic Community Plan, Corporate Business Plan and other supporting plans drive economic development of specific industries whilst local land planning is instrumental in guiding the location of these activities.
Regulate	Local laws provide Council with a mechanism to regulate certain activities in the community and influence economic activity.
Advocate	Engage with the local community and state and federal leaders to build a commitment and enthusiasm for local economic development. Lobby for investment or resources to build local capacity and capture economic opportunities.
Facilitate	Facilitate greater investment and information flow in the region through partnerships with investors, provision of incentives (monetary and otherwise) promotion of the region and facilitation of networking activities for local industry.
Provide Services	Service provision and access is one of the major functions of local government. A reliable supply of traditional and newly required services can support development opportunities.

Source: AECgroup

4. Economic & Tourism Development Opportunities

The competitive edge of the City can be leveraged and challenges mitigated and overcome through conscious and applied effort and focus on the facilitation and delivery of key economic development opportunities. The City is fortunate to have a number of short-term and longer-term opportunities for development. The following section highlights those opportunities identified through desktop research and confirmed and refined through detailed consultation with key industry stakeholders and Council staff.

Broad areas of opportunity identified as being worthy of pursuit include tourism development and awareness, a range of property developments focussing on retail, industrial and commercial land, community amenity and increased educational attainment.

To identify specific opportunities for development, detailed consultation was conducted with key community members, small and large businesses (over a variety of industries), local government representatives (including City councillors), state government representatives and government agencies (e.g. Tourism WA). The ten specific areas of opportunity identified through this detailed consultation process to be targeted through the *Economic and Tourism Development Strategy* are:

- Commercial
- Industrial
- Retail
- Tourism
- Residential
- Mixed-Use Development
- Community Aesthetics
- Education
- Small Business
- Transport Infrastructure.

These opportunities, their key focus areas, and the outcomes to be achieved if they are realised are outlined in the table below and discussed in further detail in **Appendix E**.



4. Economic & Tourism Development Opportunities

continued

Table 4.1: Economic and Tourism Development Opportunities, Stirling

Focus	Priority	Why	Outcome
1. Commercial			
1a. Commercial Development in Herdsman and Glendalough	High	<ul style="list-style-type: none"> Providing adequate commercial space is essential to attracting new business to the region. Professional and business services are considered to be growth sectors over the coming five years and are currently key imports into the region (particularly professional, scientific and technical services, finance and insurance and real estate services). Could assist in leveraging the existing skill sets of local residents (22% are professionals) and building local employment self-containment. 	<ul style="list-style-type: none"> New office complexes available in close proximity to Glendalough Train Station will minimise burden on existing transport (i.e. road) network. Improved linkages between Glendalough Train Station, Glendalough/ Herdsman Business Park and surrounding areas.
1b. Professional and Business Services Industries in Herdsman and Glendalough	Medium	<ul style="list-style-type: none"> The geographical location of the region and its connectivity to Perth CBD will assist in supplying additional workforce and dampen potential psychological barriers to housing these industries outside of the traditional CBD. Decentralisation of government departments can assist in building a stable base of commercial tenants in a local area. 	<ul style="list-style-type: none"> Established professional and business service industries reducing leakage of business outside the local region.

4. Economic & Tourism Development Opportunities

continued

Focus	Priority	Why	Outcome
2. Industrial			
2a. Industrial Development in Osborne Park and Balcatta	High	<ul style="list-style-type: none"> Manufacturing is a high value-add sector and it has the capacity to provide a high contribution to GRP with a small workforce. 	<ul style="list-style-type: none"> High-density industrial areas within Osborne Park and Balcatta with a larger employment base.
2b. Manufacturing Industry Redevelopment in Osborne Park and Balcatta	Medium	<ul style="list-style-type: none"> Niche market manufacturing is expected to expand over the coming five years - in terms of both IVA and employment. Existing manufacturing clusters (such as machinery and equipment manufacturing and food and beverage manufacturing) have built a good supply of experienced labour in the region. Osborne Park's access to the Mitchell Freeway is potentially attractive to manufacturers due to the transport access to Perth (airport, port and rail). 	<ul style="list-style-type: none"> Greater number of industrial, knowledge-intensive, export oriented industries and manufacturing industries. Transition to and consolidation of high-value/knowledge based processing and manufacturing. Opportunities to integrate with and create centres of research, development and innovation in conjunction with the university and other education institutions which do not have to be within the City boundary. Retained and enhanced industrial support services and supply chain clusters in Osborne Park/ Balcatta.

4. Economic & Tourism Development Opportunities

continued

Focus	Priority	Why	Outcome
3. Retail			
3a. Support of a second CBD in and around the Stirling Regional Centre	Medium	<ul style="list-style-type: none"> Population growth in the City provides underlying support to and demand for local retailers. The population is expected to expand by an average annual rate of 1.3% between 2011 and 2026. Supplementing this demand is tourism which brings approximately 460,000 visitors to the region each year. Diversifying the types and nature of the local retail provision will assist in capturing greater visitor expenditure. 	<ul style="list-style-type: none"> Diverse and unique retail product offering at Karrinyup. Improved active and public transport connectivity at Mirrabooka Square and Centro Dianella supported by the light rail. Greater rates of visitation to Mirrabooka Square. Strengths and unique offerings of Centro Dianella are promoted and clearly differentiated. Unique and exciting atmosphere created as a result of street-side markets in suburbs such as Scarborough, Karrinyup, Dianella and Mount Lawley (these become a must do for locals and visitors). Increased tourism activity in Mount Lawley and Inglewood.
3b. Retail Product Diversification in Karrinyup	Medium		
3c. Retail Product Revitalisation and Expansion in Mirrabooka and Dianella	High		
3d. Fresh Food and Retail Street-Side Markets in Scarborough, Karrinyup, Dianella, Mirrabooka and Mount Lawley	Low		

4. Economic & Tourism Development Opportunities

continued

Focus	Priority	Why	Outcome
4. Tourism			
4a. Investigate the Viability/ Investment Appetite for Short Stay Accommodation in the Herdsman/ Glendalough Area	Medium	<ul style="list-style-type: none"> The City is an existing tourism destination attracting approximately 460,000 visitors each year. The City benefits from favourable geographic features including beaches, parks and gardens which attract tourists to the area. Scarborough Beach and the surrounding area is a recognised tourism destination. 	<ul style="list-style-type: none"> Additional supply of accommodation focussed on business tourism accommodation in the Herdsman/ Glendalough area leading to reduced leakage and reduction in deferred visitors.
4b. Scarborough Precinct Redevelopment Under the Planning Authority of the Metropolitan Redevelopment Authority	High		<ul style="list-style-type: none"> Scarborough Beach precinct redeveloped in line with the Metropolitan Redevelopment Authority recommendations in the revised Master Plan currently being prepared.
4c. Tourism-Related Activities and Events in Scarborough	High		<ul style="list-style-type: none"> Event-based activities in Scarborough expanded to include non-beach attractions and business events and associated infrastructure to support these. Scarborough Beach's existing reputation is enhanced and further expanded and promoted to intrastate, interstate and overseas visitors.
4d. Increase Awareness of Scarborough and Scarborough Beach Offerings	High		



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10 MINUTE

4. Economic & Tourism Development Opportunities

continued

Focus	Priority	Why	Outcome
5. Residential			
5a. Affordable Apartment-Style Accommodation Development in Herdsman, Glendalough, Stirling, Mirrabooka and Mount Lawley	Low	<ul style="list-style-type: none"> Population growth in the City will result in increased demand for housing. Providing a diverse range of housing options in the City will assist in retaining the existing population (through various life stages) and attracting new residents. 	<ul style="list-style-type: none"> Increased densification with residential, multistorey, single bedroom apartments available in close proximity to key retail and commercial activity centres. Greater mixture of accommodation offerings in the region that are in close proximity to, or are well integrated with, public transport and activity centres focussing on different markets, for example: <ul style="list-style-type: none"> Older persons Student-style accommodation available that has very strong transportation linkages to universities in WA and other amenities that attract student spending.
5b. Contemporary Age and Retirement Village Development in Herdsman, Glendalough, Stirling, Mirrabooka and Menora	Low	<ul style="list-style-type: none"> Healthcare services at retirement villages can assist overall local service provision and build upon the existing supply (in Gwelup and Dianella) and focus on servicing existing and increasing future demand. 	
5c. Student Accommodation Development in Herdsman, Glendalough, Stirling, Mirrabooka and Mount Lawley	Low		

4. Economic & Tourism Development Opportunities

continued

Focus	Priority	Why	Outcome
6. Mixed Development Use			
6a. Mixed-Use Development across the City	High	<ul style="list-style-type: none"> Economic growth will drive demand for a broad range of land uses across the City. Increasing the diversity of the local economy base will also drive this demand. Economics of land and property development mean a mixed-use focus will likely realise a greater commercial return. Mixed-use development supports a range of desirable planning and social outcomes. Consolidation of growth areas will improve utilisation of existing infrastructure and lessen the demand for new capital works. 	<ul style="list-style-type: none"> Activity centres supplemented with alternative products to encourage mixed-use developments that facilitate area adaptability as market demands shift. Reduced cost of infrastructure/service provision per unit of growth (i.e. per job or per resident, etc.) Greater commercial returns driving more investment and construction activity. Proactive and engaged Council that supports and embraces growth and development.

4. Economic & Tourism Development Opportunities

continued

Focus	Priority	Why	Outcome
7. Community Aesthetics			
7a. Community Safety Programs and Crime Reduction Strategies in Balga, Mirrabooka, Nollamara and Westminster	Medium	<ul style="list-style-type: none"> High crime rates can be a deterrent to potential residents and can be a driver of outward migration. High crime rates can have a significant and negative impact on the social wellbeing of local residents. 	<ul style="list-style-type: none"> All new developments embrace the principles of crime reduction and safety through environmental design (i.e. new spaces in and around high-risk areas promote safety and security and maximise passive surveillance opportunities).
7b. Improve the Visual Amenity/ Urban Design of the Area	Medium	<ul style="list-style-type: none"> Improving the visual amenity and design of the area can assist in reducing the opportunity for crime (such as increased street lighting). Increased population and mixed-use developments have the potential to decrease crime and antisocial behaviour. 	<ul style="list-style-type: none"> Attractive and affordable youth engagement activities are available that reduce antisocial behaviours. Disengaged youth presented with career pathways and exposed to employment opportunities (key in this is changes in expectations regarding the 'reality' of employment). Quality public spaces and streetscapes developed to improve the aesthetics of the City for residents and visitors alike.

4. Economic & Tourism Development Opportunities

continued

Focus	Priority	Why	Outcome
8. Education			
8a. Linkages between Industry and Education Providers in Polytechnic West (Balga Campus), Tuart College and Edith Cowan University (Mount Lawley)	Medium	<ul style="list-style-type: none"> Over 23% of the local population is aged between 15 and 29 years. Providing linkages between industry and education providers can assist in alleviating skills shortages and reducing local unemployment rates. These activities could also assist in improving local employment self-containment rates. 	<ul style="list-style-type: none"> Strong linkages between the local education institutions and local businesses. Greater variety of cultural, entertainment and educational event opportunities around Edith Cowan University (Mount Lawley), Tuart College and Polytechnic West (Balga Campus) through greater critical mass of likely demographic seeking such opportunities.
8b. Integration between the Student Body and the City in Polytechnic West (Balga Campus), Tuart College and Edith Cowan University (Mount Lawley)	Medium	<ul style="list-style-type: none"> Education and skills mix of the resident population is linked to enhanced levels of community engagement and diversification. 	<ul style="list-style-type: none"> Higher local resident skill and income levels.





4. Economic & Tourism Development Opportunities

continued

Focus	Priority	Why	Outcome
9. Small Business			
9a. Small Business Development	High	<ul style="list-style-type: none"> Over 95% of businesses in the City are small - with fewer than 20 employees. Small businesses face higher barriers to activity than other businesses (through relatively higher insurance costs, taxes and borrowing costs). Many small businesses do not have sufficient/efficient management systems in place, which help drive efficiency and growth (quite often this is due to limited capability, understanding of and access to knowledge/information sources). 	<ul style="list-style-type: none"> Strong partnerships between the City, local businesses and organisations that support business development by delivering quality training and development opportunities to small business owners in the City. Mentoring programs for engaged small businesses. Effective networking events promoting knowledge transfer and engagement/communication between small business owners. Increased understanding and ability to access information.

4. Economic & Tourism Development Opportunities

continued

Focus	Priority	Why	Outcome
10. Transport			
10a. Arterial Road Development and Linkage to Activity Centres	High	<ul style="list-style-type: none"> Transport connectivity is essential to businesses - particularly those who export out of or import into the region. 	<ul style="list-style-type: none"> A City planned for growth, with infrastructure supporting public transport networks and access. Activity corridors with accessible car, cycle and public transportation options linking high-amenity activity centres. Active transport options and end-use facilities at Edith Cowan University. Stage 1 of the Public Transport for Perth in 2031 Strategy implemented. Connectivity between Scarborough Beach, Fremantle and Hillarys Boat Harbour is improved which enhances day and overnight tourism visitation.
10b. Improve Public Transport Linkages to Edith Cowan University (Mount Lawley)	Low	<ul style="list-style-type: none"> Improving transport connectivity with the universities will improve linkages between the universities and the City and promote additional activity (e.g. student accommodation/spend, engagement with industry, research and development initiatives, etc.) 	
10c. Improve Coastal Public Transport Linkages in Scarborough	High	<ul style="list-style-type: none"> The vast majority of visitors to the City are domestic day trip visitors from Perth. Increasing the public transport linkages of Scarborough to Perth will support increased visitation to the region. 	

Source: AECgroup

5. Economic & Tourism Development Strategies

In addition to clearly defining a set of long-term outcomes, a successful economic and tourism development strategy needs to logically define key strategies and associated initiatives to invest time, effort and resources in delivering on agreed objectives.

This section provides a set of strategies with associated initiatives to deliver the specific development opportunities identified for the region. Strategies and associated initiatives are prescribed around a 10-year timeframe. Each strategy is given an initiation year and has its initiatives carried through to year 10 after initiation.

5.1 Strategic Framework

Consultation with key stakeholders identified it will be critically important in the delivery of the Economic and Tourism Development Strategy for Council to:

- Develop and leverage partnerships (i.e. the City will seek to deliver economic and tourism development outcomes in collaboration with both public and private stakeholders).
- Constantly maintain communication with local industry, business and community regarding the progress and implementation of the strategy.
- Be flexible and proactive in planning and implementation, including consideration of activity focus areas to encourage economies of scale, clustering and competitiveness.
- Be constantly aware of how all aspects of Council's day-to-day business influences growth and investment.
- The following economic and tourism development framework highlights the links between key day-to-day functions of Council (See Table 3.1 for additional detail) and the strategies.



5. Economic & Tourism Development Strategies

continued

Figure 5.1: City of Stirling Economic and Tourism Development Strategy Framework

Source: AECgroup

Budget and resource constraints may limit the ability of the Council to implement the full Economic and Tourism Development Strategy across all identified opportunities. Therefore it is recommended a staged approach be adopted which will focus on the development opportunities (outlined in Section 4) prioritised as 'high' through consultation.

5. Economic & Tourism Development Strategies

continued

5.2 Strategy 1: Preparing for Growth

Objective: Ensure the City of Stirling is prepared for and can facilitate future growth.

Before economic development can be achieved, measures must be taken to ensure the region is prepared for growth. A large part of this preparation centres on the collection and analysis of data related to the City's current economic environment. Systems and strategies need to be developed in order to gauge business composition within the region, the availability and status of developable land, as well as current and future economic development opportunities and their relevance to state planning.

Council has already made progress towards achievement of many of these outcomes. It tracks available developable land which is Council owned and managed, and is ensuring that local planning policies are integrated with broader state planning policies.

The Economic and Tourism Development Strategy also provides definition around the current core function of each activity centre depending on majority land-use in section 2.2, and provides a set of economic and tourism development opportunities based on the competitive advantages of each centre and the broader macroeconomic issues facing economic and tourism development within the City (see section 4).

In addition to continuing established economic preparation practices, focus should be geared towards allocating and planning for resources to execute the Economic and Tourism Development Strategy, ensuring adequate and appropriate land is available in the local area for development, maintaining a database of information which will inform planning and investment activities and collating and communicating applicable components of the strategy with relevant stakeholders.

High-Priority Focus Opportunities:

The high-priority focus opportunities identified in section 4 most dependent on this strategy include:

- 1a: Commercial - Commercial development in Herdsman and Glendalough.
- 2a: Industrial - Industrial development in Osborne Park and Balcatta.
- 3b: Retail - Retail product revitalisation and expansion in Mirrabooka and Dianella.
- 4b: Tourism - Scarborough precinct redevelopment.
- 6a: Mixed development use - Mixed-use development across the City.
- 10a: Transport - Arterial road development and linkage to activity centres.
- 10c: Transport - Improve coastal public transport linkages in Scarborough.

5. Economic & Tourism Development Strategies

continued

5.3 Strategy 2: Assisting Existing Businesses Develop

Objective: Assist existing local businesses to grow and prosper.

Existing businesses within the City will provide a great source of new investment opportunities and new jobs. The City has businesses across a variety of industries and sizes, including manufacturing, retail and professional and business development services. Focusing on ways to assist existing local businesses, particularly small and medium sized businesses, will be critical in generating opportunities for these businesses to grow and expand and in doing so generate new jobs and investment locally. Assisting existing local businesses to grow will also improve the local skill set and increase innovation in the region.

To assist local businesses, communication between local government and businesses should be a key focus so the needs and concerns of local business are identified and addressed as efficiently as possible. This communication should be facilitated over a number of media, including direct consultation, new media communication technologies, and through facilitating a range of business networking and regular economic development forums.

Developing partnerships with organisations that provide resources and support for local businesses is essential towards bridging the link between business needs and skill/capability development. Currently, Council actively engages with Stirling Regional Business Centre and Small Business Centre Stirling to facilitate communication. The City also has close ties with the Stirling Alliance through its partnership arrangement which involves the City of Stirling CEO and Mayor placed on the Alliance board. City staff are located in the Alliance Project Management Office and managers, directors and councillors are regularly involved in lobbying state and federal government for Alliance support as required.

To build on these networks, the City should focus on understanding the needs and requirements of local businesses, developing local supply chain connections and facilitating business networking events in the area.

5. Economic & Tourism Development Strategies

continued

High-Priority Focus Opportunities:

The high-priority focus opportunities identified in section 4 most dependent on this strategy include:

- 2a: Industrial - Industrial development in Osborne Park and Balcatta.
- 3b: Retail - Retail product revitalisation and expansion in Mirrabooka and Dianella.
- 4b: Tourism - Scarborough precinct redevelopment.
- 9a: Small Business - Small business development.
- 10a: Transport - Arterial road development and linkage to activity centres.
- 10c: Transport - Improve coastal public transport linkages in Scarborough.

5. Economic & Tourism Development Strategies

continued

5.4 Strategy 3: Marketing and Investment Attraction

Objective: Market the City of Stirling and facilitate business investment.

In order to secure investment (i.e. business, infrastructure, tourism facilities) and drive growth, a proactive business development and investment attraction program will need to be developed. The primary objective of marketing and investment attraction is to identify and engage with prospective business and industry investors and to ensure the state and commonwealth governments are sufficiently informed so as to provide appropriate and timely funding and provision of infrastructure. Marketing and investment attraction activities involve generating and managing a variety of relationships that create a network of stakeholders focussed on common goals.

In general, the business development program should be geared toward personal engagement, leveraging partnerships/relationships and informing government. The program should actively market the City as a proactive region with strong investment options and a clear and achievable future goal/vision.

Providing relevant and informative data to potential investors and a solution-focussed attitude from all relevant stakeholders will assist in delivering a final investment decision. The development-specific business plans targeting funding from state and commonwealth governments, as well as the development of industry and opportunity-specific marketing collateral, is vital in driving business and infrastructure investment decisions. Clearly outlining the role and function of each activity centre (highlighted in Section 2.2), with an emphasis on the defined development opportunities as highlighted in Section 4 will provide clear messaging around the investment opportunities locally and the infrastructure required to deliver/realise them, thereby maximising development potential. A pilot business case should be developed for a priority Local Area Plan in the region to test its potential and market feasibility. This would likely increase its marketability to investors and encourage investment in the area. Encouraging business to participate in the development of the region and its placemaking evolution through the provision of funding partnerships/grants may also assist in generating investment and local input into the strategy. In order for this to be effective, sufficient funding will need to be available through the Cultural Development Fund.

5. Economic & Tourism Development Strategies

continued

High-Priority Focus Opportunities:

The high-priority focus opportunities identified in section 4 most dependent on this strategy include:

- 1a: Commercial - Commercial development in Herdsman and Glendalough.
- 2a: Industrial - Industrial development in Osborne Park and Balcatta.
- 3b: Retail - Retail product revitalisation and expansion in Mirrabooka and Dianella.
- 4b: Tourism - Scarborough precinct redevelopment.
- 6a: Mixed-use development – Mixed-use development across the City.
- 9a: Small Business - Small business development.
- 10a: Transport - Arterial road development and linkage to activity centres.
- 10c: Transport - Improve coastal public transport linkages in Scarborough.

5. Economic & Tourism Development Strategies

continued

5.5 Strategy Implementation

It is critical to monitor and measure the success of the Economic and Tourism Development Strategy. A structured, task-based approach will allow appropriate planning, budgeting and implementation of actions. Depending on the resources available a staged approach to implementation may be appropriate. Table 5.1 provides an overview of the timing for the different components of each strategy.

Significant portions of Strategy 1., Preparing For Growth are already underway. However, all strategies, once commenced, should continue over the life of the strategy.

Table 5.1: Economic and Tourism Development Strategy

Economic Development Initiatives	Goal	Timeframe (Years)									
		1	2	3	4	5	6	7	8	9	10
S1. Preparing For Growth	1. Establish work plans and resource allocation to execute strategies and initiatives.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	2. Ensure adequate land and zoning provisions for activity centre development.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	3. Communicate and disseminate strategy opportunities and regular updates to key stakeholders.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	4. Collate and maintain data to inform planning and investment activities.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
S2. Assisting Local Businesses to Develop	1. Engage with businesses to assess their needs, concerns and requirements.			✓	✓	✓	✓	✓	✓	✓	✓
	2. Host networking events/forums.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	3. Understand the training needs of local business and industry.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	4. Develop local supply chain linkages.			✓	✓	✓	✓	✓	✓	✓	✓

5. Economic & Tourism Development Strategies

continued

Economic Development Initiatives	Goal	Timeframe (Years)									
		1	2	3	4	5	6	7	8	9	10
S3. Marketing and Attracting Investment	1. Develop marketing and investment attraction collateral leveraging existing socioeconomic information.				✓	✓	✓	✓	✓	✓	✓
	2. Identify target markets and disseminate.				✓	✓	✓	✓	✓	✓	✓
	3. Attend and present at industry networking events.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	4. Provide a single point of contact in Council for development/ investment inquiries.				✓	✓	✓	✓	✓	✓	✓
	5. Develop business case for major projects and investment precincts.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Source: AECgroup

5. Economic & Tourism Development Strategies

continued

5.5 Strategy Implementation

Table 5.2 provides an overview of the specific activities which should be undertaken in the implementation of the Economic and Tourism Development Strategy. Each activity has been allocated an activity measure which refers to the number of times this activity should be undertaken in the timeframe. For example, it is recommended that a budget is prepared for the Operational Plan once each year.

Table 5.2: Economic Development Activity Targets

Economic Development Initiatives	Goal	Activities	Target	Timeframe	Local Government Role
S1. Preparing for Growth	1. Establish work plans and resource allocation to execute strategies and initiatives.	Develop budget and activities for Operational Plan.	1	Annually	Plan
	2. Ensure adequate land and zoning provisions for activity centre development.	Review land demand/supply balance.	1	Annually	Plan
		Develop available land database.	1	Annually	Plan
	3. Communicate and disseminate strategy opportunities and regular updates to key stakeholders.	Prepare monthly briefing note for Council regarding economic and tourism health of the city (1-2 pages).	12	Annually	Advocate
		Prepare regular economic and tourism development newsletter (4 pages).	4	Annually	Advocate
		Prepare 1 page overviews on key infrastructure or development projects for lobbying.	6	Annually	Advocate
		Conduct regular briefings/ meetings with state and federal departments regarding projects.	24	Annually	Advocate

5. Economic & Tourism Development Strategies

continued

Economic Development Initiatives	Goal	Activities	Target	Timeframe	Local Government Role
S1. Preparing for Growth	3. Communicate and disseminate strategy opportunities and regular updates to key stakeholders.	Meet with internal and external stakeholders regarding economic and tourism development.	26	Annually	Advocate
	4. Collate and maintain data to inform planning and investment activities.	Socio-demographic profile.	1	Annually	Plan
		Economic profile.	1	Annually	Plan
		Tourism profile.	1	Annually	Plan
		Local business register.	1	Annually	Plan
		Available land database.	1	Annually	Plan

5. Economic & Tourism Development Strategies

continued

Economic Development Initiatives	Goal	Activities	Target	Timeframe	Local Government Role
S2. Assisting Existing Businesses to Develop	1. Engage with businesses to assess their needs, concerns and requirements.	Meetings with local businesses.	52	Annually	Facilitate
	2. Host networking events/forums.	Economic development forums/conferences.1	1	Annually	Facilitate
		Local business forums/meetings.	4	Annually	Facilitate
	3. Understand the training needs of local business and industry.	Meetings with local businesses.	52	Annually	Facilitate
		Meetings with local training providers.	6	Annually	Facilitate
		Liaise with TAFE and universities regarding course provision.	4	Annually	Advocate
	4. Develop local supply chain linkages.	Work with local business organisations to identify local supplier database/resource guide.	1	Year 1	Plan
		Through local business organisations, maintain database/resource guide.	1	Annually	Facilitate

Note: 1: E.g. EDA, SEGRA, RDA, others.

Source: AECgroup

5. Economic & Tourism Development Strategies

continued

Economic Development Initiatives	Goal	Activities	Target	Timeframe	Local Government Role
S3. Marketing and Attracting Investment	1. Develop marketing and investment attraction collateral leveraging existing socioeconomic information.	Local investment profile.	1	Annually	Facilitate
		Activity centre profiles.	8	Year 2	Facilitate
		SocioEconomic profile/flyer.	1	Annually	Facilitate
		Tourism profile.	1	Annually	Facilitate
		Investment attraction website.	1	Year 4	Facilitate
	2. Identify target markets and disseminate.	Conduct market research to identify prospective investors.	1	Annually	Facilitate
	3. Attend and present at industry networking events.	Property.	12	Annually	Facilitate
		Manufacturing.	2	Annually	Facilitate
		Tourism conferences.	2	Annually	Facilitate

5. Economic & Tourism Development Strategies

continued

Economic Development Initiatives	Goal	Activities	Target	Timeframe	Local Government Role
S3. Marketing and Attracting Investment	4. Provide a single point of contact in Council for development/investment enquiries.	Provide a project manager for investment enquiries.	1	Year 4	Provide Services
	5. Develop business case for major projects and investment precincts.	Identify and prioritise major projects.	As Required	As Required	Facilitate
		Commercial feasibility assessment.	As Required	As Required	Facilitate
		Identify funding sources.	As Required	As Required	Facilitate
		Extend to market and key stakeholders.	As Required	As Required	Facilitate
		Encourage local placemaking investment	As Required	As Required	Facilitate
		Investigate opportunities to expand the Cultural Development Fund	As Required	As Required	Facilitate
		Develop a pilot business case for one Local Area Plan.	As Required	As Required	Facilitate

5. Economic & Tourism Development Strategies

continued

5.6 Resource Allocation

The allocation of adequate resources will ensure the economic development initiatives are effectively pursued and facilitated. The activities outlined in this strategy are identified to require between two and three full-time equivalent staff (plus auxiliary and on-costs). The total cost to Council (including staff and on-costs) for the implementation of this strategy is estimated to be \$920,000 annually for full implementation. This represents a \$230,000 increase in the current Economic Development Budget.

It is expected a 'ramp-up' period of funding and resources would be appropriate to ensure efficient and effective management and coordination of the City of Stirling Economic and Tourism Development Strategy. It is noted that key activities for Preparing For Growth are already underway in the region.

5.7 Monitoring and Measuring Success

In order for the strategy to be assessed on a regular basis for its efficacy and relevance, the implementation of the strategy and the outcomes realised from the economic and tourism development activities should be monitored.

The implementation of the strategy can be measured through the use of the activity measures outlined in Table 5.2. Performance against these measures should be assessed regularly (ideally quarterly) and activities adjusted accordingly.

Whilst Council is unable to directly influence the economic and tourism outcomes of the City, the implementation of the Economic and Tourism Development Strategy will contribute to these outcomes. These outcomes can be measured through a range of broader socioeconomic indicators, including those outlined in Table 5.3. Performance should be assessed in consideration of these economic and tourism statistics, as well as the delivery of day-to-day activities (highlighted in Table 5.1).

5. Economic & Tourism Development Strategies

continued

Table 5.3: Economic and Tourism Indicators

Data	What it Measures
Economy	
Employment (number)	The number of persons employed
Unemployment Rate	The percentage of persons in the labour market who are unemployed
Employment by Occupation	The number of workers in specific occupational groupings
Gross Regional Product	The value of economic activity
Non-Commercial Building Approvals	The number and value of building approvals
Business Counts by Industry	The number of businesses in each industry
Data	What it Measures
Tourism	
Visitors by Visitor Type	The number of domestic day trip, domestic overnight and international overnight visitors coming to the City
Visitors by Source Market	The number of visitors coming to the City by the place they came from
Tourism Expenditure	The total value of expenditure from tourists into the City
Average Length of Stay	The average number of nights each tourist spends in the City on their visit

Source: AECgroup

These should all be examined and evaluated on an annual basis to inform each new work program. It is important that resources are allocated for appropriate periods of time rather than annual allocations as economic development initiatives are not delivered in budget cycles, but are quite often the outcome of many longer-term foundation tasks.

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