



City of  
Joondalup

# Investment Attraction Framework





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## Acknowledgement of Country

The City of Joondalup acknowledges the Traditional Custodians of this land, the Whadjuk people of the Noongar nation.

We recognise the culture of the Noongar people and the unique contribution they make to the Joondalup region and Australia.

We pay our respects to Elders past, present and emerging, and all Aboriginal and Torres Strait Islander peoples.

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*Aboriginal and Torres Strait Islander peoples should be aware that this document may contain images and names of people who have passed away.*

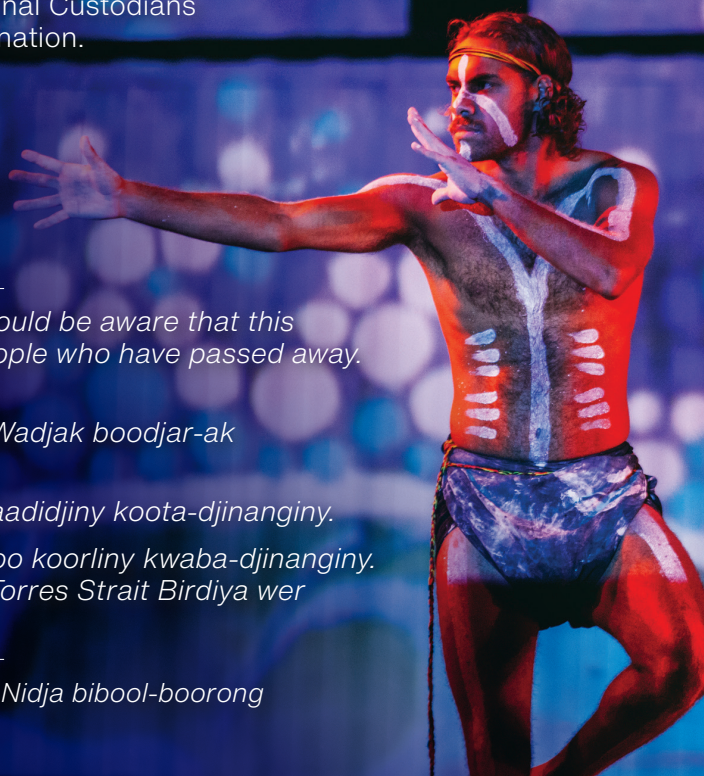
*Joondalup-ak ngala kaditj Noongar moort nidja Wadjak boodjar-ak kalyakool moondang-ak kaaradj-midi.*

*Ngala Noongar Moort wer baalabang moorditj kaadidjiny koota-djinanginy.*

*Ngala Noongar wer Torres Strait Moort-al dandjoo koorliny kwaba-djinanginy. Koora, yeyi wer kalyakool, ngalak Noongar wer Torres Strait Birdiya wer moort koota-djinanginy.*

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*Aboriginal wer Torres Strait Islander moorta balatj. Nidja bibool-boorong djinang wer kwela moort ngiyan noyintj.*



## Introduction

Joondalup is a dynamic and rapidly growing city in Western Australia, boasting significant economic potential. Strategically positioned as the Central Business District of Perth's Northwest Corridor, Joondalup is in a position to serve as a hub for innovation and commerce and is well-equipped to attract new investment and propel economic development across the region. To capitalise on this exciting opportunity and achieve its full potential, the City of Joondalup (the City) requires a comprehensive investment attraction framework that seamlessly integrates with, and complements, our broader planning and economic development strategies.

The City takes a proactive approach to investment attraction and has developed the Investment Attraction Framework (the IAF) to serve as a roadmap for securing, facilitating, and fostering high-value investment. The IAF outlines the key pillars, objectives, and targeted initiatives that will guide our investment attraction efforts for the foreseeable future. Designed to function in concert with our advocacy strategy and other investment-conducive policies and plans, the IAF fosters a synergistic and multifaceted approach to achieving sustainable, long-term economic growth.

The IAF will empower us to unlock Joondalup's full economic potential and achieve long-term prosperity by strategically aligning investment attraction activities with our overarching strategic priorities. We can solidify Joondalup's position as a premier destination for investment by leveraging Joondalup's comparative and competitive advantages, including its pro-business environment, highly skilled and qualified workforce, world-class environment and infrastructure, and exceptional quality of life.

## Why investment attraction

Local governments play a pivotal role in fostering economic vitality and community well-being through strategic investment attraction activities.

There are four key processes that influence investment attraction:

**Target Sector Engagement:** Proactively engaging with priority industries that align with our long-term economic goals.

**Investor Outreach and Facilitation:** Streamlining the investment journey, providing targeted support, and fostering connections with our key stakeholders.

**Business Retention and Expansion:** Cultivating a supportive environment for existing businesses to thrive and expand their operations within Joondalup.

**Enabling Infrastructure and Ecosystem Development:** Investing in infrastructure and fostering an ecosystem that attracts and retains high-value investment.

The IAF will support the economic vision laid out in Expanding Horizons 2033, the City's Economic Development Strategy. Investment attraction is foundational to delivering a vibrant and flourishing future for Joondalup. By proactively attracting new businesses and capital, we will position Joondalup for robust economic development, propelling long-term prosperity and community well-being. Attracting new and innovative companies can foster a culture of entrepreneurship and technological advancement, positioning the community as a hub for talent and high-skilled employment. Our approach to investment will support futureproofed industry skills in Joondalup's workforce, ensuring long-term employability.

Increased investment will result in increased employment opportunities for our residents, a wider talent pool for our local businesses and a more inclusive and prosperous local economy. The associated growth translates into a virtuous cycle, generating additional tax revenue that we will strategically reinvest into critical community services and infrastructure, further enhancing Joondalup's overall appeal. We will use the IAF to identify and prioritise strategic community projects to ensure the greatest benefit is achieved. We will also target external public and private investment to equitably fund infrastructure that supports regionally significant amenity and employment opportunities.

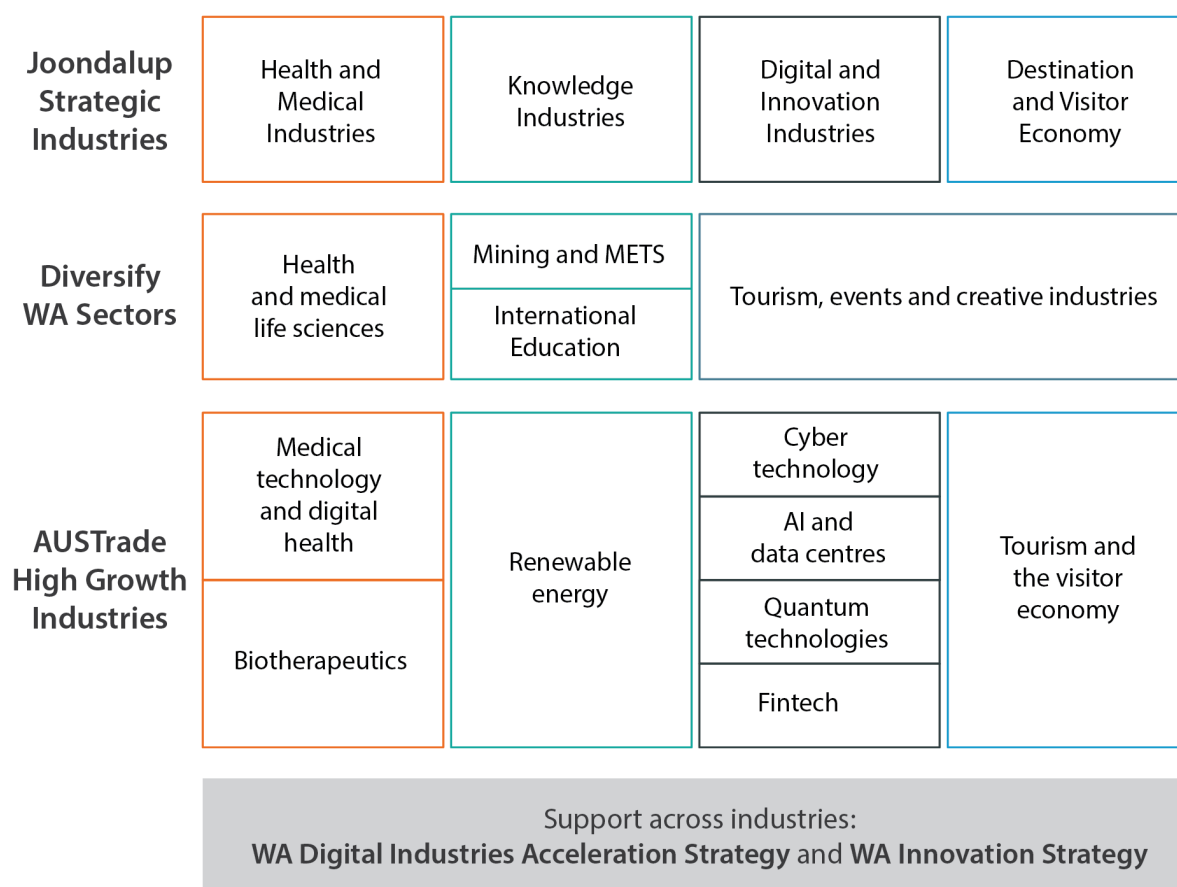
## Purpose of this framework

### Strategic context

The IAF is aligned with local planning framework objectives and broader government objectives that influence investment. We will use the IAF to link priority projects with Local, State and Federal government priorities, supporting collaboration and access to funding.

The City's Economic Development Strategy – Expanding Horizons 2033 identifies strategic industries that guide the IAF. These industries align with key priority sectors at State and Federal levels that will see significant investment in the short – medium term. We will communicate our strengths in these priority industries to ensure State and Federal governments invest in Joondalup's strategic advantages, supporting local, regional and State prosperity.

Figure 1. Strategic Industry Alignment



## **Economic context**

- 17km of pristine coastline, world class wetlands and over 300 parks and reserves
- Strategic economic centre of Perth's northern corridor servicing over 500,000 living within 20-mins of the Joondalup City Centre
- Leading cyber security hub and home to the WA Cyber Security Innovation Hub, CyberWest
- A leading education precinct including Edith Cowan University, North Metropolitan TAFE, and the WA Police Academy.
- ECU Joondalup a commercialisation and cyber security leader, producing 20% of cyber graduates nationally.
- The rapidly expanding Joondalup Health Campus in the centre of a Joondalup health and medical precinct.
- Retail and leisure opportunities including one of WA's largest shopping centre precincts, Lakeside Joondalup, and coastal shopping centre Westfield Whitford City.
- Significant tourism infrastructure including the established Hillary's Boat Harbour and worldclass iconic waterfront development, the Ocean Reef Marina precinct.
- Resident statistics
  - 165,000 residents
  - Household income 20% higher than State average
  - +200,000 new residents in the area and surrounds by 2046
- Industry and Workforce statistics
  - 13,000 businesses
  - 57,000 jobs
  - \$10 billion in total output
  - 25% professional occupations
  - 33% have bachelor's degree or higher
  - 24% work in health or education

Joondalup's economy is diverse, resilient, and strategically positioned for growth, generating \$10 billion in total output and supporting over 57,000 jobs across 13,000 businesses. It is underpinned by the four strategic industry clusters, which collectively contribute over \$3 billion in economic activity:

**Knowledge Industries:** Joondalup's education sector is anchored by major institutions including Edith Cowan University and North Metro TAFE. It supports over 9,500 jobs, 60,000 students and develops talent critical to WA's future, particularly in health, policing, and cyber security education.

**Digital and Innovation Industries:** As home to WA's first State-funded CyberWest Hub, Joondalup is advancing as a national leader in cyber security and digital innovation, enabling regional economic diversification and resilience.

**Health and Medical Industries:** Joondalup's health sector is built around the major public-private Joondalup Health Campus and supports nearly 12,000 jobs, generating approximately \$987 million in economic output every year. The health sector is now reaching a critical mass that can attract investment into medical research and innovation.

**Destination and Visitor Economy:** Supporting over 15,000 jobs, Joondalup's visitor economy thrives on its natural assets, multicultural vibrancy, and iconic destinations like Hillary's Boat Harbour and the developing Ocean Reef Marina.

Joondalup businesses benefit from strong population growth, an educated workforce, and significant regional connectivity, attracting both residents and external workers. With a focus on transforming the City Centre, leveraging global partnerships, and enabling entrepreneurship, we are positioning Joondalup as a major hub for education, healthcare, innovation, and tourism in Western Australia.

Engagement with stakeholders has identified key opportunities and challenges facing economic development in Joondalup that inform our Economic Development Strategy – Expanding Horizons 2033. These opportunities establish the foundation for investment attraction initiatives that will deliver the greatest benefit to our economy and community.

Figure 2. Identified Opportunities to Support Investment Attraction

Opportunities	Description	Challenges
Strategic Industries	<p>Focused development of knowledge, health, digital, and visitor economy industries offers high-value job creation and alignment with State and Federal priorities.</p> <p>Joondalup CBD is developing as an innovation precinct, designed to nurture high-growth potential within Joondalup's priority industries. Strategic industry investment opportunities should build on existing and planned infrastructure assets, including robust public transportation access, major visitor attractions, major health and educational institutions, the cyber innovation hub, and the forthcoming digital innovation centre.</p>	<p>These clusters are maturing in isolation, limiting spillover benefits into the broader local economy and missing cross-sector innovation opportunities.</p>
Innovation Ecosystem Development	<p>With the CyberWest Hub and ECU's cyber security credentials, Joondalup is positioned to lead WA in digital innovation and attract global talent.</p> <p>Investment opportunities should aim to identify, understand and support the City's entrepreneurs and start-ups, and the types of infrastructure and programs they want and need to create a thriving ecosystem</p>	<p>Joondalup currently lacks the specialised infrastructure (shared spaces, curated networks and communities) required to unlock innovation potential within the economy, especially within the strategic industries.</p>



Opportunities	Description	Challenges
City Centre and Place Activation	The City Centre is poised for transformation into a vibrant, mixed-use precinct that drives economic identity and investment. With a relatively blank slate, we are ready for investment to play a key role in developing Joondalup's strategic industries, identity and visitor economy.	The City Centre is currently perceived as under-activated, disconnected and low in vibrancy, lacking the density, nightlife, and mixed-use amenities needed to support its economic vision.
International Education and Medical Potential	Joondalup attracts large numbers of international students and presents a growing opportunity for medi-tourism, especially with the recent \$256 million health campus expansion. Resources have been invested into a city-wide brand which the City can now empower businesses to use. It will take time and collaboration, but there is momentum and a real desire to see improvement in this space	Joondalup has a fragmented identity and perception. Without a coherent city brand or strong identity, Joondalup may struggle to compete globally as a preferred destination for students, patients, and investors.
Supportive Local Government	The City's leadership in advocacy, streamlined approvals, and business engagement provides a critical foundation for private sector growth.	A young City that is still working on defining itself. Local businesses feel that the lack of identity and character are constraining investment and opportunities. Despite strong governance, coordination is still needed to guide customers between multiple precincts and attractions, to create a more cohesive economy.
Proximity to a Large and Growing Population	A 470,000-strong catchment population within 20 minutes' drive creates demand for services and access to a deep labour pool.	Local resident growth and talent attraction are constrained by housing availability and amenity. While population growth in surrounding areas is an opportunity, Joondalup must provide sufficient and suitable housing with activated centres to fully capitalise on population-driven opportunities and prevent leakage to other centres.

Opportunities	Description	Challenges
Youth Retention	There is an opportunity to show young people of Joondalup that there is a bright future full of meaningful work within the industries of their future right on their doorstep.	Young people are grappling with an uncertain future and rapidly evolving technologies.
Tourism Potential	<p>Joondalup's natural coastline, cultural diversity, and major developments like Ocean Reef Marina create strong potential to continue growing a distinctive, experience-based visitor economy that connects nature, lifestyle, and innovation.</p> <p>Investment attraction opportunities need to leverage these assets and enable greater connection between them.</p>	Encouraging visitors to explore beyond single destinations (e.g. Hillary's Boat Harbour) remains a challenge, compounded by the city's dispersed attractions and need for a stronger overarching narrative.

## Joondalup investment vision

The IAF directly supports the vision for the local economy laid out by the community in the *Strategic Community Plan – Joondalup 2032*: “We are a global facing city with a prosperous and resilient economy. Our City is home to diverse industries that generate a wide range of local job opportunities. We encourage creativity and innovation, and we support opportunities to build the City’s brand as a popular business and tourism destination.”

Economic development priorities were developed to reflect the themes that emerged from research and engagement. To deliver on our community’s vision, and unlock the potential of our economy, we will focus on the following priorities when attracting investment:

- high performing city centre and precincts
- global facing innovation ecosystem
- empowered local businesses and community.

The IAF is critical to delivering the local economic vision. It provides a well-defined process to identify, prioritise and deliver key opportunities that can attract targeted public and private investment to Joondalup. We will integrate this process within the current local planning framework and with the Advocacy Framework to communicate investment attraction opportunities.

Figure 3. Investment Attraction in the Local Planning Framework



The Joondalup CBD will be a focal point for investment, fostering rapid business growth through targeted support for startups and collaborative cross-sectoral projects. High investment attraction areas typically evolve through distinct stages, each demanding a nuanced understanding of the level of involvement and initiatives required from both the City and our key stakeholders. Currently, we are actively engaged in the establishment phase of investment attraction, laying the groundwork for a vibrant ecosystem that provides amenity, stimulates cutting-edge ideas and propels economic prosperity.



Figure 4. Investment Attraction Stages



## Guiding principles

The IAF will be influenced by our current planning and economic development framework, and emerging challenges and opportunities. The following principles and themes underpin our approach to investment attraction:

**Leadership:** Take a leadership approach in attracting investment that aligns with the City's strategic priorities and economic goals.

**Evidence-based:** Investment attraction activities will be based on a comprehensive assessment process that is supported by research, evidence and data.

**Community focused:** Engage with the local community and businesses to understand their needs and aspirations. Seek input from local Aboriginal people to inform decisions and gain support for projects. Inform and consult with the local community and businesses about investment activities.

**Strategic partnerships and alignment:** Seek strategic industry and government partnerships to deliver aligned investment attraction priorities.

**Innovation:** Take an innovative approach to developing solutions in consultation with strategic partners and the community.

**Transparency:** Be transparent in investment attraction objectives and priorities and provide equitable access to investment opportunities

**Value for Money:** Consider the return on investment and look for projects that deliver multiple benefits to the community.

**Environment:** Demonstrate best practice in sustainability and environmental management to ensure conservation of natural assets.

**Place:** Support opportunities for investment that supports connected and accessible urban landscapes that deliver a high standard of liveability and community connectivity.

## Investment attraction priorities

Investment activities should contribute towards the following strategic outcomes to achieve the City's investment vision. These outcomes inform the Multi-Criteria Assessment (MCA) objectives used to prioritise investment attraction opportunities.

Figure 5. Investment Attraction Strategic Outcomes

Strategic Outcomes	Statement
The City is the first stop for business wanting to locate or expand in Joondalup	The City of Joondalup provides effective and efficient support services to businesses looking to invest in Joondalup. Local businesses are supported to expand and increase investment from within the Joondalup economy.
Joondalup is seen as an innovation precinct that attracts local, national and international investment	The City as an innovation precinct is founded on competitive advantages that align with strategic industry needs to attract investment.
Key infrastructure is designed to meet and adapt to the needs of businesses	Infrastructure is delivered with key stakeholder and private sector input to ensure it supports commercialisation and innovation opportunities. Shared infrastructure is particularly important for start-ups and emerging business ideas.
Precincts in the City promote collaboration and partnership between stakeholders	Places in the City are designed to support high levels of social interaction between different users. This supports more formal, established networks that generate investment opportunities.
Amenity and activation make the City Centre a great place to live, work and visit	A vibrant City centre supports local business viability and attracts the residents, workers and businesses that will enable accelerated economic development
Attracting global talent to become a cosmopolitan centre built on a diverse knowledge hub	Making sure that the City attracts and develops local and global talent to be a destination for future workforce, innovators and entrepreneurs
The City is the destination of choice (consumer focused)	To grow a strong visitor economy and position Joondalup as a destination of choice
The City's is known as a strategic centre for business activity (business focused)	To build a strong brand that positions Joondalup as a highly suitable location for businesses in the City's strategic industries
The City's strategic industries are prioritised	A collaborative governance model provides a curated approach to the innovation precinct that ensures activities align with desired investment outcomes.

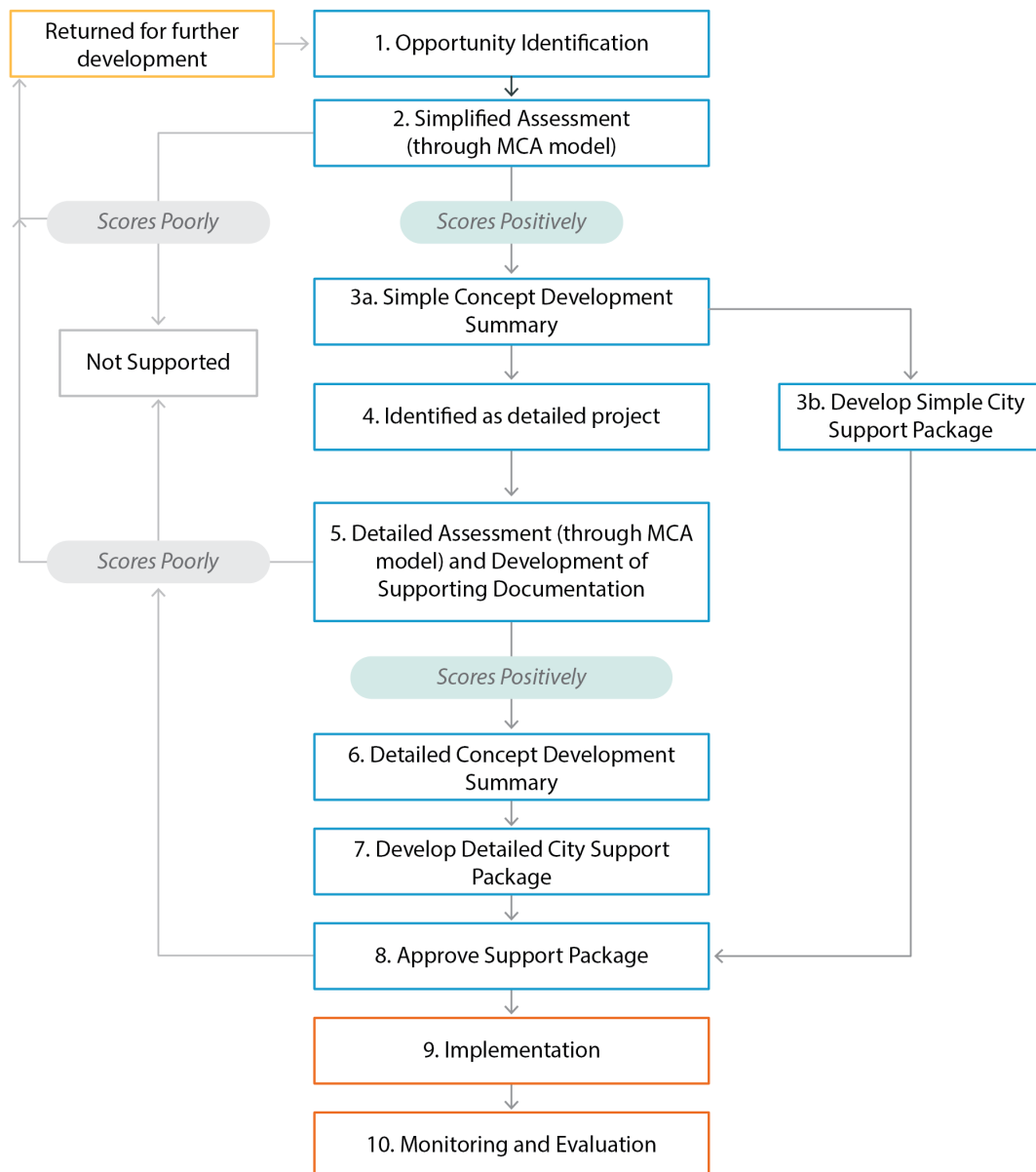
## Implementation process

### Implementation process overview

The implementation process provides us with a guide to identifying, progressing and implementing investment attraction proposals.

This ensures a consistent procedure is undertaken to assess internal and external proposal alignment with Joondalup's Investment Priority Framework Criteria. Plans and documentation are then be developed for aligned proposals with details regarding the City's intention to support and provide resources to progress proposals to the implementation stage.

Figure 6: Implementation Process





The steps in Figure 6 fall into two distinct categories: Process Steps and Decision Pathways.

The summary of the Implementation Process is ordered as follows:

- Process Steps: The steps that we follow to assess, prioritise and support investment attraction projects and initiatives. Each step provides an understanding of the activities, required documentation and progression for a project.
- Decision Pathways: Outlines the resulting action to be taken from at key decision points
- Measuring Success: The indicators used to measure the ongoing outcomes and impact of the Investment Attraction Framework, and how we measure them.

## Process steps

The Process Steps support our team in developing the required evidence-base to justify investment attraction decision making. Our Investment Attraction Framework provides a unified approach for assessing and prioritising projects across all of Joondalup's teams and business functions.

Investment opportunities can be progressed by our Economic Development team, who also support our other departments and external proponents with developing initiatives and projects through these Process Steps.

#1 Opportunity identification	
Purpose	
Joondalup welcomes, actively generates and seeks investment opportunities, both internally and externally for projects, investments and advocacy opportunities of all sizes.	
Description	
This step involves identification of projects from internal and external sources that are investment opportunities. Investment attraction opportunities are progressed through the IAF to be considered for support by the City.	
Key Activities	
We actively generate and seek investment opportunities through internal research, stakeholder engagement and investment promotion. When an opportunity is identified internally or we are contacted by a suitable external proponent, the details are recorded in the Proposal and Project Register, which serves as the central database for all investment-related information in Joondalup. The Project Form is available for internal stakeholders to complete and to be provided to proponents to complete. The Project Form captures the necessary details to understand and assess an opportunity at a high level, including information on the internal or external proponent, scope, timing, community of interest and level of investment required or generated.	
Relevant Documents	
Project Form	
Proposal and Project Register	
Outcome	Next Step
Initiative/Project Identified	Logged in Proposal & Project Register Proceed to Step #2 <i>Simplified Assessment</i>

## #2 Simplified Assessment

### Purpose

To ensure investment opportunities align with Joondalup's Priority Objectives and determine whether they should proceed for further development.

### Description

We will evaluate investment opportunities to understand their alignment with Joondalup's Priority Objectives. Projects that align with the Priority Objectives will be progressed to the Project Concept Summary step; others will either not be supported or be returned for further development to support re-assessment.

### Key Activities

We will use the Prioritisation Framework, Simple Multi-Criteria Analysis (MCA) and Risk Assessment criteria, to make a high-level evaluation of an investment opportunity against our Priority Objectives. The level of alignment and potential risk associated with an investment opportunity will inform our decision whether a project or proposal should be advanced.

A Simplified MCA Assessment is produced, clearly outlining the investment opportunity's compatibility with Joondalup's priorities and recommending whether to progress, not support or return for further development the opportunity.

### Relevant Documents

#### Simplified MCA Assessment

Outcome	Next Step
Project endorsed for progression	Proceed to Step #3 – <i>Simple Concept Development Summary</i>
Insufficient information for assessment	Allocated to Decision Pathway – <i>Return for further development.</i>
Not supported	Allocated to Decision Pathway – <i>Not Supported</i> and logged as 'Not Supported' in Proposal & Project Register

### #3A Simple Concept Development Summary

#### Purpose

Provide a concise summary of investment with high level justification and resource descriptions, to inform the level of support provided by the City.

#### Description

Projects that demonstrate alignment through the Simplified Assessment undergo further development to produce a Simple Concept Development Summary (the Summary) in alignment with WA Treasury Strategic Asset Management Framework guidelines and Joondalup's Project Philosophy Parameters (PPP). We use the Summary process to determine the level of support from the City that is appropriate for an investment opportunity.

#### Key Activities

We develop Summary reports for suitable investment opportunities. The Summary records the project and proponent (where applicable) details, summarises the justification for our involvement, and includes a high-level understanding of the resources and investment required for project implementation. We will use the Summary to provide a recommendation whether a project is appropriate for a detailed assessment or if a Simple City Support Package is sufficient.

#### Relevant Documents

##### Simple Concept Development Summary

Outcome	Next Step
Support summary – Simple City Support Package recommended only	Proceed to Step #3B – <i>Develop Simple City Support Package</i>
Support summary – Simple Support Package recommended & Appropriate for a detailed assessment	Proceed to Step #3B – <i>Develop Simple City Support Package</i> & Proceed to Step #4 – <i>Identified as Detailed Project</i>



### #3B Develop Simple City Support Package

#### Purpose

To identify and outline the support a project will receive from our Economic Development Team and other relevant Joondalup departments.

#### Description

Simple City Support Packages define the type of support a project will receive, either directly from the Economic Development Team or by referral to another department for additional assistance and implementation. Simple Packages define support and activities that are within the remit of City officers including but not limited to, information sharing, advice, and monitoring projects.

#### Key Activities

We use the SCDS to determine the support that is suitable for an investment opportunity. This includes the City's role in the project (i.e. control – a planning decision, influence – advocating for a project, monitor – maintain contact with a proponent) and the type of support required (i.e. land, capital, information, etc.). A Simple City Support Package is then summarised in the project SCDS identifying responsible stakeholders from the Development Team or other City departments as appropriate.

#### Relevant Documents

Simple Concept Development Summary (Updated)

#### Outcome

Support Package Summarised in SCDS

#### Next Step

Proceed to Step #8 – *Approve Support Package*

#### #4 Identified as Detailed Project

##### Purpose

To formally escalate investment proposals that require further analysis, stakeholder input, or resource commitment beyond the scope of a Simple City Support Package, ensuring the appropriate rigour is applied before progressing.

##### Description

Following the development of a Simple Concept Development Summary (SCDS), the City assesses whether the proposed project warrants a more thorough investigation and higher level of resourcing. A project is identified as a "Detailed Project" when it meets one or more of the following criteria:

- It exceeds the complexity, cost, or risk thresholds that can be managed through simplified processes.
- It involves multiple stakeholders, cross-sectoral partnerships, or a requirement for external funding or advocacy.
- It aligns strongly with strategic priorities but requires further development, including a business case or detailed technical, financial, or social analysis.

Designation as a Detailed Project signals that the opportunity has strategic merit but must undergo a more robust assessment in Step #5 to ensure viability, value for money, and alignment with Joondalup's objectives and available resources.

##### Key Activities

Internal endorsement to advance the project into a detailed development phase.  
Identification of relevant departments and external stakeholders required to contribute to the project's next phase. Preliminary scoping of documentation needs, including business cases, technical assessments, feasibility studies, or formal partnership mechanisms.  
Update of the Proposal & Project Register to reflect the project's reclassification and trigger Step #5 development activities.

##### Relevant Documents

Proposal & Project Register

##### Outcome

##### Next Step

Identified as Detailed Project

Update Proposal & Project Register and proceed to Step #5 – *Detailed Assessment & Development of Supporting Documentation*

## #5 Detailed Assessment & Development of Supporting Documentation

### Purpose

To evaluate whether complex investment proposals warrant further development, and, where appropriate, undertake engagement and develop robust documentation that supports decision-making and funding.

### Description

This step applies a two-stage process for advancing Detailed Projects. In the first stage, we prepare comprehensive documentation that justifies the investment and supports formal assessment and decision-making. This includes the development of business cases, feasibility studies, and partnership frameworks in accordance with the City's Project Management Framework, WA Treasury's Strategic Asset Management Framework (SAMF), and relevant Federal funding standards. These documents are used to demonstrate project feasibility, alignment with strategic objectives, value for money, and investment readiness.

The second stage involves applying the Priority Framework's Detailed Multi-Criteria Assessment (MCA) and Risk Assessment to evaluate the proposal's alignment with the City's strategic priorities and its capacity to deliver outcomes. This assessment determines whether a project is high priority and should proceed, is low-to-medium priority and requires further refinement or is not suitable to progress. This structured assessment ensures that the City's investment decisions are underpinned by robust evidence and transparent evaluation.

It is possible for a project to be identified as 'Not Supported' in the documentation stage. For example, if a feasibility study demonstrates the project is not viable.

### Key Activities

For proposals that have been endorsed as Detailed Projects, we begin by validating the case for investment through data analysis, feasibility studies, and documented stakeholder engagement. We prepare the required supporting documents, including business cases that outline strategic alignment, delivery models, governance structures, and funding strategies. Risk profiles and implementation pathways are also defined. Technical analysis / report findings are considered as documentation are assessed as developed and can result in an investment opportunity being discontinued before assessment.

Once the documentation is complete, we apply the Detailed MCA and Risk Assessment to determine the proposal's alignment with Joondalup's objectives, its strategic merit, and its level of risk. The assessment informs whether the project should proceed, be revised, or be discontinued.

### Relevant Documents (examples)

Draft Business Case and Technical reports

Letters of support

Formal agreements / Memoranda of Understanding (MOU)

Project & Proposal Register and City Support Package (updates)

Outcome	Next Step
Project is identified as high priority and suitable for further documentation	Develop documentation and proceed to Step #6 – <i>Detailed Concept Development Summary</i>
Project is identified as low-medium priority and requires more input e.g.	Allocated to Decision Pathway – <i>Return for further development.</i>
Project is identified as a low priority and is Not supported as a Detailed Project	Allocated to Decision Pathway – <i>Not Supported</i> and logged as 'Not Supported' in Proposal & Project Register



## #6 Detailed Concept Development Summary

### Purpose

To consolidate all documentation, assessments, and stakeholder input into a single, decision-ready summary that outlines the investment proposal's strategic alignment and delivery pathway.

### Description

This step serves as the formal integration point between strategic planning, technical evidence, and implementation. The Detailed Concept Development Summary (DCDS) synthesises outputs from the previous step, providing a high-confidence assessment of a project's value, feasibility, risks, and expected outcomes. It articulates the resources required to deliver the project to inform the City's proposed role in implementation.

### Key Activities

We summarise all documentation, such as the detailed MCA, business case, technical reports, and stakeholder agreements, within the DCDS. We clearly define the project's purpose, target outcomes, capital and operational requirements, implementation timeframes, governance model, and dependencies. Quantified benefits (e.g. economic impact, job creation, innovation potential) are detailed alongside specific risks and mitigation measures. We make recommendations for developing the Detailed City Support Package and to guide the investment decision by Council.

### Relevant Documents

#### Detailed Concept Development Summary

#### Outcome

DCDS completed

#### Next Step

Proceed to Step #7 – *Develop Detailed Support Package*

## #7 Develop Detailed City Support Package

### Purpose

To formalise the City of Joondalup's role in project delivery through a tailored, transparent support package that defines the level and type of assistance to be provided.

### Description

The Detailed City Support Package (DCSP) is a comprehensive articulation of how the City will engage with and support a project, whether through direct investment, financial contributions, in-kind resourcing, land or infrastructure coordination, regulatory assistance, or advocacy. It provides a clear commitment pathway that ensures transparency, aligns with internal capabilities and policy frameworks, and sets the foundation for formal approval and implementation, including ongoing evaluation and monitoring.

### Key Activities

The Economic Development Team works with relevant departments and stakeholders to finalise the support package structure. This includes funding or in-kind contributions from the City, timeframes, and governance roles. External agreement requirements (MOUs, funding contracts) are identified. Risk-sharing arrangements and implementation sequencing are clarified, and performance indicators and reporting requirements are embedded to enable future monitoring and evaluation. Performance indicators should be drawn from the Proposal & Project Register which contains the Priority Framework criteria and an outcome framework to measure investment attraction. The Detailed City Support Package is then summarised in the Detailed Concept Development Summary.

### Relevant Documents

#### Detailed Concept Development Summary (Updated)

#### Outcome

#### Next Step

Support Package developed

Proceed to Step #8 – *Approve Support Package*

## #8 Approve Support Package

### Purpose

To formally assess and authorise the City's proposed level of support for an investment proposal, ensuring alignment with strategic priorities, due diligence requirements, and appropriate governance pathways.

### Description

This step is the formal decision point at which the City endorses, amends, or declines the recommended Support Package. It ensures that the defined resources allocated to investment proposals are only progressed where they have been clearly defined and justified, with a clear implementation pathway. The evidence-base required for approval of Simple City Support Packages and Detailed City Support Packages is proportionate to the level of resource allocation.

The approval process is underpinned by documentation developed through previous steps, particularly the Simple and Detailed Concept Development Summaries (DCDS) and other supporting documentation for Detailed Projects. Approved projects proceed to be implemented with monitoring and evaluation processes initiated.

### Key Activities

Simple City Support Packages are typically low-risk, low-resource commitments that fall within standard operational parameters (e.g. information provision, monitoring, basic planning support). These are approved under delegated authority, often following internal coordination with relevant service units.

Detailed City Support Packages involve more significant commitments, such as co-funding arrangements, infrastructure enablement, regulatory facilitation, or formal partnerships. These require cross-departmental review and are escalated to the Executive Team and/or Council for endorsement, depending on scale, financial implications, and strategic significance.

### Relevant Documents

#### Detailed Concept Development Summary (Updated)

Outcome	Next Step
City Support Package Approved	Progress to Decision Pathway Step#9 – <i>Implementation</i>
Further alignment required	Returned to Step #5 for revision
Package not endorsed	Logged as 'Not Supported' in Proposal & Project Register

## Decision pathways

Decision Pathways include Implementation and Monitoring and Evaluation steps. These follow on from process steps to deliver approved investment opportunities. The Not Supported and Return for Further Development Decision Pathways are not numbered as there are a number of points in the Implementation Process where they may be triggered.

#9 Implementation	
<b>Purpose</b> To deliver the project or initiative in accordance with the approved City Support Package, ensuring accountability, coordination, and measurable outcomes.	
<b>Description</b> This step operationalises the City's commitments and support activities. Approved support packages are moved into delivery, with responsibilities allocated, resourcing confirmed, and project monitoring systems activated. Implementation will occur either through the City's internal project management protocols or through formal collaboration with external proponents.	
<b>Key Activities</b> Implementation roles and timeframes are confirmed with internal teams and external stakeholders. Where necessary, the City finalises contractual arrangements, begins advocacy or planning approvals, and allocates resources as outlined in the support package. The project is entered into the Proposal & Project Register for ongoing monitoring, and performance assessment.	
<b>Relevant Documents</b>	
Proposal & Project Register	
Outcome	Next Step
Project delivered as planned	Enter post-implementation monitoring and reporting
Variations required	Project reviewed and updated within Register
Project discontinued or re-scoped	Reassess project value, document lessons learned

## #10 Monitoring and Evaluation

### Purpose

To ensure continuous, evidence-based evaluation of Investment Attraction initiatives, enabling the City of Joondalup to measure progress, demonstrate impact, and refine strategies over time.

### Description

Effective investment attraction relies on sustained monitoring and evaluation to assess whether projects are delivering the intended economic, social, and strategic outcomes. This step embeds ongoing performance evaluation into the entire lifecycle of an initiative, from initial support through to post-implementation. The aim is to establish a feedback loop that not only tracks delivery but also informs decision-making, enhances transparency, and strengthens stakeholder confidence.

A key focus is on demonstrating impact and how investment initiatives contribute to the City's strategic priorities, including job creation, business growth, innovation ecosystem development, and infrastructure utilisation. Monitoring is not a one-off activity—it is a structured, iterative process that captures outcomes over time, allowing for course correction and evidence-based advocacy.

### Key Activities

Embed evaluation throughout the entire lifecycle of investment initiatives. Performance measures integrated into City Support Packages are assessed with updates to the Proposal & Project Register to track implementation progress, resource allocation, and interim results. Projects—particularly those involving enduring infrastructure, programs, or policies—are monitored at regular intervals to assess ongoing impact. Quantitative and qualitative data are analysed using logic models and key metrics (as outlined in Appendix) to demonstrate the connection between activities, outcomes and future funding opportunities. Where appropriate, post-implementation reviews are conducted to evaluate effectiveness, capture lessons learned and refine future project assessment processes. Regular engagement with stakeholders complements this process, ensuring that outcomes are validated, insights are shared, and initiatives remain aligned with Joondalup's community and strategic objectives.

### Relevant Documents

#### Proposal & Project Register

##### Outcome

Record resources allocated and outcomes over the duration of a Simple or Detailed City Support Package. Where the outcome of a City Support Package is an ongoing policy, program or infrastructure, monitoring should continue for the lifetime of the policy, program or infrastructure at reasonable intervals.

##### Next Step

Continued entry of information into the Proposal & Project Register through implementation and operational (where relevant) phases of the relevant investment initiative.

Returned for Further Development	
<p><b>Purpose</b> To support stakeholders where projects do not sufficiently meet Priority Framework criteria but may be found suitable for progression with further information.</p>	
<p><b>Description</b> Projects that do not sufficiently address Priority Framework criteria in the Simplified or Detailed Assessment stages (see Section for Prioritisation Framework criteria) or the Approve Support Package step, particularly in terms of alignment with Joondalup's objectives or risk criteria, may be returned for further development. This occurs when the project is identified as having the potential for meaningful social or economic impact but there is insufficient information to adequately assess a project to justify a City Support Package.</p>	
<p><b>Key Activities</b> An investment opportunity is assessed at the relevant Process Step and found to have potential benefits but a lack of sufficient information to justify progression. The findings are then communicated to the relevant stakeholder(s) to support them in compiling the relevant information. The relevant stakeholder then chooses to provide (or not provide) the required information and the investment opportunity is re-assessed at the relevant Process Step.</p>	
Relevant Document	
All documents	
Outcomes	Next Step
Further information supports project advancement	Project continues through Implementation Process from the relevant Process Step.
Further information does not support project advancement	Allocated to Decision Pathway – <i>Not Supported</i> and logged as 'Not Supported' in Proposal & Project Register

## Not Supported

### Purpose

Record projects which do not align with Joondalup's Objectives or Risk Criteria and are not supported by the City.

### Description

Projects that do not meet Joondalup's strategic objectives or risk criteria are not supported by the City. This ensures that resources are dedicated to initiatives that align with the City's priorities and can be effectively managed within acceptable risk thresholds. Communicating these decisions clearly to proponents is important to maintain transparency and trust, and to provide constructive feedback that could help them refine or adjust their proposals for future consideration. This builds stronger relationships with stakeholders and supports re-engagement on future projects.

### Key Activities

Projects that are not supported are included in the Proposal & Project Register with a summary of the decision and its justification. The outcome and underlying justification are then communicated to internal stakeholders and / or project proponents where relevant.

### Relevant Documents

#### Proposal & Project Register

##### Outcome

Summary of decision and justification

##### Next Step

Communicate with relevant stakeholder(s).



## Measuring success

The City will track key indicators that help us understand how our local economy is developing:

Theme	Measure
1. Our businesses are growing	Grow business count by employee size in each five-year census period to 2033. Sustained net increase in the number of new businesses registering the City of Joondalup as their place of business.
2. More residents are employed locally	Exceed the 2013 Census based employment self-containment measure of 30 per cent in subsequent census periods to 2033
3. More businesses are locating to our City Centre	Sustained yearly increase in the number of new businesses registering the City Centre as their place of business.
4. We have more high value jobs in Joondalup	Sustained yearly growth in jobs in strategic industries. Sustained yearly growth in professional services.
5. Our innovation ecosystem is growing	Sustained yearly increase in new business entrants in Joondalup's strategic industries.
6. Our local Gross Regional Product continues to grow	Exceed yearly regional growth trend in Gross Regional Product in five-year periods to 2033.
7. There are more local jobs	Local jobs created each five-year Census period to achieve employment self-sufficiency of 60 per cent by 2033.

The City will continually review investment attraction projects and proposals and the outcomes they are delivering. This will include:

- regular stakeholder engagement
- proponent acquittal data where appropriate
- monitoring residential and commercial development data
- monitoring broader employment trends (i.e. ABS Census data).

Additional performance indicators can be used to support the City in communicating the impact of its investment initiatives and support future funding opportunities.

## Framework documentation and tools

This Framework is supported by a set of documents and tools for: recording information on projects and initiatives; enabling assessment of projects against framework criteria; and, communicating investment attraction activities and outcomes internally and externally in a clear and concise manner.

Figure 7: Summary of Documentation

Documentation	Relevant Steps	Purpose in Process
Proposal & Project Register (including Monitoring and Evaluation)	All	Provides central source of information for projects and investment attraction initiatives. Allows for evaluation and monitoring of contribution of Investment Framework to Strategic Objectives.
Investment Attraction Framework	2, 5	Provides a clear and consistent process for assessing projects and initiatives against framework objectives, prioritising projects accordingly.
Project concept development <b>summary</b>	3A,3B, 6,7	Summarises specific projects and initiatives into a concise format demonstrating their contribution to framework objectives.
City support packages	3B, 7	Provides understanding and examples of how Joondalup advocates for, supports and implements projects that support Strategic Objectives.

## Simple and detailed proposal & project register (including monitoring and evaluation)

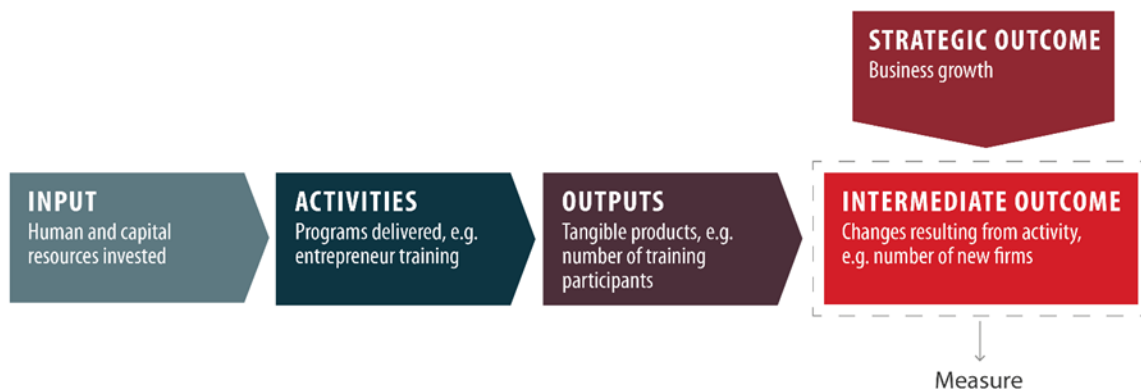
Project monitoring and performance measurement is a systematic approach that allows for clear demonstration of value created through the City's economic development and investment attraction efforts. It allows us to monitor progress toward the goal of a program or project and to demonstrate value to stakeholders.

The EDA Performance Evaluation Toolkit was designed to provide local governments with an objective and robust method for monitoring and assessing the outcomes of multiple investment projects, contributing to efficient resource allocation and driving economic development.

The benefits of performance measurement include:

- Assessing the effectiveness of your program or project
- Demonstrating value and achieving buy-in from stakeholders
- Prioritising high-value activities
- Supporting evidence-based decision-making
- Demonstrating success and progress
- Ensuring projects are on target and stakeholder responsibilities are met.

The below logic model is a visual representation of how activities contribute to the ultimate outcome.



The logic model provides a robust evidence-base for a project showing the connections between investment, actions and outcomes. It summarises the program or project logic and supports communication to our stakeholders.

The framework will be used as the Proposal & Project Register to monitor proposals, compile project information, evaluate their impact and measure progress towards the objectives of the Investment Attraction Framework. The following interactions with the Proposal and Project Register are expected through the implementation process:

- Step 1: record proposals – name, type, proponent, relevant stakeholders, commencement date, other relevant information
- Step 3: provide specific description of the City's role, expected outcomes and high-level resource requirements (i.e. capital costs, in-kind contribution, etc.) and the results of the Simplified MCA assessment
- Step 6: refined outcome alignment, detailed impacts, expected capital and operating costs, expected value for money and results of detailed MCA assessment.
- Steps 9 & 10: ongoing updates through implementation and operational phases to record actual outcomes / costs and information on project outcomes.

## Prioritisation framework

The Prioritisation Framework considers projects at two points in the implementation process. A high-level assessment is used in Step 3 to prepare the Simple Project Concept Summary and identify Joondalup's role in advocating, supporting in delivering a project. Projects which progress to the Detailed Assessment in Step 5 are assessed using more specific qualitative and quantitative information and data according to project type, and the results of detailed documentation and analysis. The Prioritisation Framework includes a Multi-Criteria Assessment and a Risk Assessment to determine the level of support that is appropriate for an investment proposal. The following sections summarise these assessment tools and the interpretation of their results.

## Multi-criteria assessment

The IAF Multi-criteria Assessment (MCA) is used to determine the alignment of a project with our objectives and desired outcomes. The MCA includes objectives linked to the City's local planning framework, State economic development framework and Federal industry priorities.

Figure 8. MCA Objectives and Weighting

Objectives	Description	Weighting
Financial Sustainability	A score that measures a project's impact against the City's financial sustainability objectives	15%
Economic Benefit	A score that combines both the importance and scale of ongoing economic impacts	25%
Social Benefit	A score that considers the social benefits of a proposed investment	13%
Value for Money	A score that considers the value proposition to the Joondalup community by comparing relevant costs and benefits	10%
Community Support	A score that aggregates community support across key stakeholders	13%
Viability	A score that considers the funding available, demand for and sustainability of commercial uses associated with a project	8%
Planning Principles	A score that considers the alignment of a project with planning and place principles associated with business and investment attraction	8%
Project Readiness	A score that represents the 'shovel readiness' of a project including required approvals, proponent and documentation.	5%

Assessments undertaken at Step 3 of the implementation process will be developed using the overarching objectives shown in Figure 8. Step 6 assessments will assess projects based on detailed measures within each objective to provide a thorough justification for detailed assessments.

## Risk assessment

The Risk Assessment matrix is used to determine the level of certainty with which we can expect an investment proposal to deliver on the identified objectives and outcomes scored in the MCA. A proposal may be identified as a high risk if there is a lack of information; in this situation it is acceptable for proposal risk assessments to be reviewed as project documentation is developed.

The overarching risk objectives include investment likelihood, communication risk and delivery risks (Figure 9). Specific measures been developed for detailed assessments as per the implementation process (Step 6).

Figure 9. Risk Assessment Objectives and Weighting

Objectives	Description	Weighting
Implementation	A score that reflects the risk associated with delivery of the project itself, including Joondalup's level of control, competition and market forces, formal agreements in place for delivery.	50%
Proponent	A score that represents the level of documented support for a proposed investment opportunity from key stakeholders and / or appetite to invest from potential proponents and the track record of proponents in project and investment delivery.	25%
Reputation	A score that represents the level of responsibility between Joondalup and the proponent, the level of responsibility for risk mitigation and the support for a project from Joondalup's community and key stakeholders.	25%

## Project prioritisation

Projects will be assessed through the MCA and Risk Assessment. These two elements inform both the priority of a project and the level / type of intervention (City Support Package) appropriate for the City to apply (see 0). Projects that score highly in the MCA are classified as high priority; where these projects are deemed low risk, the City should consider all potential initiatives associated with the project including funding of the project if relevant. Where a project scores low in the MCA and has a high risk, it should not be included as a priority project. More complex projects can be reassessed as they move through the Steps of the implementation process when information is provided that may increase alignment with key MCA Objectives, reduce risk or allow for more detailed assessment against criteria with further information. They can be reassessed in terms of priority and level of City support.

Figure 10. Prioritisation Rubric

Risk Level	Low	Medium	High
Priority Level			
High	Consider funding / investment	Advocate / consider funding / investment	Consider Advocacy
Medium	Advocate	Consider Advocacy	Support only
Low	Consider Advocacy / Support	Support only	Not a priority

This matrix guides how Joondalup will advocate for, support or invest in a project or initiative identified by the framework.



## Detailed MCA and supporting documentation

Detailed projects require robust evidence to support Council investment decisions and to access funding from the State and Federal Government. Detailed MCAs are critical to major projects where we are seeking funding from external sources, particularly through Infrastructure WA and Infrastructure Australia (a list of potential funding sources has been identified in Appendix). Detailed Concept Development Summaries can also be used internally for major projects that require a significant contribution (financial or in kind) from the City.

Supporting documentation is required to demonstrate that projects are ready to be delivered, represent high value for money and will deliver against strategic community and economic objectives. The relevant level of assessment, key project documentation required and potential sources at relevant steps in the implementation process have been summarised below.

Figure 11. Detailed Concept Development Summary and Supporting Documentation Requirement Overview

Proposal Stages	Level of assessment / Documentation	Sources
Steps 3A & 3B: Simple Concept Development Summary & Support Package	Level of Assessment Anecdotal evidence provided by discussions with a proponent / key stakeholder Desktop research Informed subjective assessment Key Documents Simple Project Concept Summary	Informal Engagement ABS Census Internal records High-level desktop research
Step 5 Detailed Assessment	Level of Assessment Detailed desktop analysis and assessment Specialist input (i.e. economic, engineering, environmental specialists, etc.) Formal engagement findings Demand analysis Feasibility assessment including financial viability Quantified community benefits Options assessment Proponent information Key Documents Needs Assessment	Specialist reports Formal engagement process Proponent documentation Detailed desktop research Engagement with stakeholders and funding partners

Proposal Stages	Level of assessment / Documentation	Sources
	Feasibility Assessment Draft Business Case Draft Cost Benefit Analysis Technical Reports Letters of support Documented support from stakeholders Project & Proposal Register (update) City Support Package (update)	
Step 8: Approve Support Package	Level of Assessment Final concept designed and costed Detailed financial analysis of preferred option Detailed project delivery schedule developed Funding sources identified Engaged with key stakeholder i.e. Ministers, government Directors, etc.) Agreements with proponents formalised Key Documents Final business case (Project Definition Plan under the SAMF framework) Final cost benefit analysis Project management plan (i.e. implementation plan, risk management plan, etc.) Project summary for circulation with key stakeholders	Quantity Surveyor Detailed business case / cost benefit analysis Formal engagement process Contracts, Memoranda of Understanding, etc.

## **Project concept development summary**

The structure of the Project Concept Development Summary (PCDS) builds upon the Application for Concept Approval outlined in the WA Treasury SAMF ensuring that internal and external investment proposals we consider are aligned to State government policy and best practices. It also aligns with the City's Project Philosophy Parameters (PPP), providing decision makers with an overview of an investment proposal and sufficient evidence to support implementation of small proposals and approval of detailed proposal development.

The Project Concept Development Summaries contains at minimum:

- Project purpose and scope – this should summarise the investment proposal and its Prioritisation Framework scores
- Problem definition – this should summarise the local challenge / opportunity that is being addressed by the investment proposal
- Evidence-base – summary of evidence demonstrating the problem (i.e. engagement findings, technical reports. This section should relate to the identified problem not the proposal / solution)
- Rationale for investment – this section should summarise:
  - The proposed role of the City in the project's funding and or implementation (e.g. the City Support Package)
  - Justification for intervention by the City (i.e. the intervention addresses strategic objectives, statutory requirements, policy changes, market failure, etc.)
- Next steps for progressing the project

The Project Concept Development Summary is an important document to ensure that we have a clear and concise pathway to demonstrate that an investment proposal aligns to our objectives, is evidence-based and that our role is clearly defined in delivery and implementation.

## City support packages

Our role in investment attraction differs across projects, according to type, scale and risk. Often the focus for LGAs in investment attraction is to influence and monitor in a supporting role, rather than directly controlling the conditions that make investment possible. Processes we can apply to support investment attraction include:

**Target Sector Engagement:** Proactively engaging with priority industries that align with our long-term economic goals.

**Investor Outreach and Facilitation:** Streamlining the investment journey, providing targeted support, and fostering connections with our key stakeholders.

**Business Retention and Expansion:** Cultivating a supportive environment for existing businesses to thrive and expand their operations within Joondalup.

**Enabling Infrastructure and Ecosystem Development:** Investing in infrastructure and fostering an ecosystem that attracts and retains high-value investment.

We need to consider factors that contribute to business operation when determining the appropriate intervention to support investment in any given instance. Four overarching factors include:

- land and infrastructure
- workforce and skills
- funding and investment
- entrepreneurship.

These four factors provide a framework for grouping the potential activities we can undertake to support investment attraction opportunities. We can use these factors to assess our activities within a commercial frame of reference and align them with business requirements and preferences. The following table aligns the levers we can act on with factors that contribute to business success, providing examples of the activities that we can implement to support businesses. We can use this table to inform City Support Packages when external proposals are identified as a priority.

Figure 12. Investment Attraction and Business Success Matrix

Level of intervention	Land & Infrastructure	Workforce & Skills	Funding & Investment	Entrepreneurship
Control	Provide land Approve development / proposed use / zoning	Business training Facilitate introductions between proponents and stakeholders	Build facilities Fund a program Co-fund a facility / program Fund business case / documentation Make funding submission	Provide a grants program to support start-ups in strength industries Activate spaces to support business viability
Influence	Liaise with landowner on behalf of proponent Support proponent through State approvals process	Work with stakeholders to create workforce / training pathways	Connect proponents to potential investors Connect proponents with relevant funding programs Introduce proponents to state, federal government (officers and representatives)	Establish a collaborative governance model for the innovation precinct Review proponent business cases and provide feedback Advocate for a project
Monitor	Inform proponent when suitable land becomes available Inform landowner when a proponent contacts the City	Maintain regular dialogue with key stakeholders to understand skill requirements and communicate to education stakeholders	Identify and develop networks with investors relevant to the City's strength industries Funding rounds aligned with strategic industries and their funding criteria	Deliver networking events in strength industries and monitor interest from new businesses Monitor strength industry trends

When assessing projects and proposals we should consider the appropriate business success factors and control levers that can be used to deliver, support and advocate for a project or proponent. Clearly communicating how we support and deliver internal and external projects is key to successful investment attraction.

City support packages are expected to be developed at the following steps in the implementation process:

**Simple Support Packages:** determined in step 3B of the process based on the Simplified MCA process. Simple support packages are activities and resources that are within the scope of Joondalup's Economic Development team and other business functions. A summary of the Simple Support Package a project or initiative will receive is reflected in the updated concept development summary.

**Detailed Support Packages:** Projects that are identified as requiring detailed support in Step 4 of the process require additional activities and resources in order to develop from the concept to implementation stage. Undergoing the Detailed Assessment process requires inputs from technical experts, desktop research, partnerships and more detailed stakeholder engagement and other qualitative and quantitative information. As a result, Detailed Support Packages are comprehensive and provide a clear rationale for support, advocacy and investment by Joondalup, through demonstrating how economic, social and community benefits will be realised based on the evidence base developed.

A summary of the Detailed Support Package is reflected in the updated concept development summary.

## Appendices

These appendices provide supporting information for Joondalup to implement the Investment Attraction Framework and achieve its Strategic Objectives. Figure 13 outlines the content and purpose of each appendix and how this information is linked to the implementation process steps.

**Figure 13: Summary of Appendices**

Appendix	Content Summary	Linked Step(s)	Implementation Purpose in Process
<b>1 – Benchmark Investment Initiatives</b>	Examples of successful investment approaches from other jurisdictions	Steps 1, 3A, 5, 7	Informs ideation, supports concept development and strengthens support package design
<b>2 – Investment Initiatives by Investment Attraction Stage</b>	Aligns activities to the maturity stage of investment attraction in a jurisdiction	Steps 1, 3A, 5	Contextualising project relevance and timing in the City's growth cycle
<b>3 – Example Funding Sources</b>	List of potential external funding bodies and programs to support projects and initiatives	Steps 5, 6, 7	Supports preparation of business cases, funding strategies for Detailed CSPs. Supports concept development and alignment to investment priorities of state and federal govt.
<b>4 – Common Funding Outcomes and Metrics</b>	Key metrics used by funding bodies to assess and evaluate performance and impact	Steps 6, 7, 10	Helps define evaluation criteria, impact metrics, and performance indicators. Supports design of measurement and evaluation.

Appendix	Content Summary	Linked Step(s)	Implementation	Purpose in Process
<b>5 – Successful Investment Attraction Factors</b>	Attributes of high-performing economies conducive to investment attraction	Steps 3A, 5, 6		Informs concept and project planning and adds depth to concept summaries and strategic alignment
<b>6 – Broader Government Priority Sectors</b>	Lists priority sectors across State and Federal levels	Steps 2, 5, 6		Ensures alignment with broader policy priorities for stronger funding and strategic fit
<b>7 – Business Decision Making Factors</b>	Insights into what businesses consider when choosing investment locations	Steps 3A, 5, 7		Supports CSP design to align with business expectations and improve project attractiveness
<b>8 – Investment Attraction Indicators</b>	Suggested indicators to track investment attraction outcomes	Step 10		Forms the basis for outcome measurement and evaluation frameworks
<b>9 – Detailed MCA Measures</b>	Expanded scoring criteria for each objective in the MCA	Steps 5, 6		Supports robust, standardised project evaluation for detailed or complex proposals
<b>10 – Detailed Risk Assessment Measures</b>	Specific risk metrics aligned to assessment objectives	Steps 5, 6		Enables detailed and consistent risk evaluation to inform decision-making



## Appendix 1: Benchmark investment initiatives

The following section provides information on investment attraction, funding opportunities, strategy and policy that may inform the City's investment attraction activities and incentives.

This information should be updated periodically as new funding opportunities become available, sectors develop, and examples of investment attraction are identified. An annual update of policy and benchmark opportunities is recommended, while funding opportunities and grant programs should be scanned bi-annually.

Figure 14 contains benchmark investment attraction opportunities and initiatives from other jurisdictions identified through desktop research. The purpose of outlining these initiatives is to provide examples of activities, policy or incentives the City may consider adapting and implementing in a local context; however, all opportunities should be assessed using the Multi-Criteria-Analysis and Risk Assessment process.

**Figure 14: Example Investment Attraction Initiatives**

Initiative Type	Applicable Concept	Benchmark Activity	Relevant Source
<b>Planning &amp; governance</b>	Streamlining construction, development approval and permitting process with the aim of increasing development activity and lowering waiting periods.	Through consultation with private sector, the Kigali government determined that lengthy delays in receiving construction permits was stifling development. Solution was to establish a 'one-stop-shop' for construction permit approval, bringing together all agencies required and made it available through an online portal. This process was funded from the municipal budget in order to drive development.	<b>International</b> : Gashi, D., Watkins, J., (2015), <i>A User's Guide to Implementing City Competitiveness Interventions</i> , World Bank Group, <a href="#">Link</a> . <b>International</b> : Cech et al, (2015), <i>Competitive cities for jobs and growth: appendices to six case studies of economically successful cities</i> , World Bank Group, <a href="#">Link</a>
<b>Business service provision</b>	Recruitment and workforce development assistance for businesses, based on industry needs.	Louisiana Economic Development provides a dedicated workforce training initiative, 'FastStart' to support inward investment. Resources are dedicated to understanding a company's skills and training needs, which are signed off by the investor. The agency then provides recruitment and training programs to help supply the workforce needed for that business type.  Provides links to graduates and academia, communicates the kind of person & skills required for employment with new or existing businesses in an easy-to-understand way, helping new businesses to get access to the human resources they need locally.	<b>International</b> : Louisiana Economic Development, <i>Setting the Standard – LED FastStart</i> , <a href="#">Link</a> <b>International</b> : Loewendahl, H., (2018), <i>Innovations in Foreign Direct Investment Attraction</i> , Inter-American Development Bank, <a href="#">Link</a>

Initiative Type	Applicable Concept	Benchmark Activity	Relevant Source
<b>Business service provision, planning &amp; governance</b>	Incentive management web platform for businesses and other stakeholders to access information and monitor processes.	Louisiana Economic Development provides a web platform to manage business incentive programs. The system allows businesses or managers to access a modern one-stop-shop for providing documents, data and tracking for the incentives and programs they apply for and take part in. The platform was developed by a Louisiana software company.	<b>International:</b> Louisiana Economic Development, <i>FastLane NextGen</i> , <a href="#">Link</a> <b>International:</b> TEI Software Development, <i>FastLane</i> , <a href="#">Link</a>
<b>Planning &amp; governance</b>	Innovation Precinct Governance, Start-Up incubation and innovation pathways with agreed success criteria.	Tonsley in South Australia operates in what was previously an automotive manufacturing plant. The site was purchased by the South Australian State government to form a high-value manufacturing hub, with industry, research and education interaction.  Tonsley encourages students from university partners being embedded in industry and provides networking assets and physical infrastructure that fosters interaction between groups.  The network maintains a feedback loop where successful entrepreneurs engage with startups within the ecosystem.  Tonsley identifies key industries & aims to not 'dilute' the purpose of the district by deviating away from target industries.  Start-ups located within the precinct are time-limited in their use of spaces and infrastructure, with a limited term lease provided for them to scale.  The plant provides shared use infrastructure and advanced technology to support manufacturing businesses.	<b>Australia:</b> Tonsley, <i>Vision</i> , <a href="#">Link</a> <b>Australia:</b> Dean, M., (2018), <i>Evaluating the efficacy of policy making for Tonsley: a hub driving regional innovation?</i> , <a href="#">Link</a> . <b>Australia:</b> Rampersad, G., Roddick, J.F., (2015), <i>Building effective innovation clusters: An Australian case study of Tonsley</i> , <a href="#">Link</a> .
		Lund, Sweden's innovation district 'Future by Lund' is governed by a board with representatives from academia, the city council and representation from the largest research centre in the town, European Spallation Source. This coordinated approach focuses on ensuring that academics, research firms and SMEs goals are aligned, and aim to create a great place to live and interact for start-ups & employees.	<b>International:</b> Future by Lund, <i>Lund Innovation District</i> , <a href="#">Link</a> .

Initiative Type	Applicable Concept	Benchmark Activity	Relevant Source
<b>Investment promotion</b>	Outward-facing Investment Information and Requirements aimed at helping businesses to understand the Council's aims and capability for supporting investment.	<p>The sunshine coasts' investment incentive scheme clearly outlines the process, eligibility criteria and functions the council will (&amp; won't) do for investors.</p> <p>The criteria ensure that firms seeking investment are financially healthy, have a genuine need for investment to overcome a barrier and won't negatively compete with existing local industry.</p> <p>Incentives are paid over a 2–5-year time horizon and tied to incentives and reporting requirements, with non-performance resulting in withdrawal of support.</p>	<p><b>Australia:</b> Invest Sunshine Coast, <i>Investment Incentive Scheme: A guide for businesses investing in the region</i>, <a href="#">Link</a></p> <p><b>Australia:</b> Invest Sunshine Coast, <i>Toolkit: Incentives and Funding</i>, <a href="#">Link</a></p>
<b>Planning &amp; governance</b>	Easy to access site selection tools that highlight available land, property and floorspace.	<p>Multiple US &amp; Canadian development agencies have interactive real estate and site selection tools for investors, providing a clear view of available land and facilities within the local area.</p> <p>In Australia the investment prospectuses of some local governments include available or planned commercial tenancies.</p>	<p><b>International:</b> Invest Brampton, <i>Site Selection</i>, <a href="#">Link</a></p> <p><b>International:</b> Raleigh Economic Development, <i>Site Selection</i>, <a href="#">Link</a></p> <p><b>Australia:</b> Liverpool City Council, <i>Commercial Office Prospectus</i>, <a href="#">Link</a></p>
<b>Business service provision</b>	Support for businesses in preparing funding applications for state and national funding opportunities.	The Bucaramanga chamber of commerce in Colombia worked with business, academia and government to promote new growth areas in the economy. The chamber offered assistance to firms to apply for national funding programs, by identifying opportunities and streamlining the application process using dedicated resources who supported businesses in completing and submitting applications.	<p><b>International:</b> Gashi, D., Watkins, J., (2015), <i>A User's Guide to Implementing City Competitiveness Interventions</i>, World Bank Group, <a href="#">Link</a>.</p> <p><b>International:</b> Cech et al, (2015), <i>Competitive cities for jobs and growth: appendices to six case studies of economically successful cities</i>, World Bank Group, <a href="#">Link</a></p>
<b>Business service provision, communications</b>	Proactive and ongoing communication with investors and related stakeholders, including 'after-care' and clearly defined internal processes for handling enquiries.	<p>Changsha in China out-competed other cities to secure investment, through proactive and continued communication with investors. The city's economic development staff were perceived as attentive and coordinated and kept stakeholders aware of progress and planning.</p> <p>Prompt and continuing communication with investors, including aftercare following investment is valuable in increasing the conversion rate of leads in foreign direct investment activities.</p>	<p><b>International:</b> Gashi, D., Watkins, J., (2015), <i>A User's Guide to Implementing City Competitiveness Interventions</i>, World Bank Group, <a href="#">Link</a>.</p> <p><b>International:</b> Cech et al, (2015), <i>Competitive cities for jobs and growth: appendices to six case studies of economically successful cities</i>, World Bank Group, <a href="#">Link</a></p> <p><b>International:</b> Loewendahl, H., (2001), <i>A framework for Investment Promotion</i>, <a href="#">Link</a></p>

Initiative Type	Applicable Concept	Benchmark Activity	Relevant Source
<b>Business service provision</b>	Supply chain development and facilitating business-to-business networking.	CzechInvest offers a wide range of investment services and has successfully secured a large volume of foreign investment into Czechia. A service they offer is events where major enterprises have the opportunity to interact with potential suppliers and understand their products and services and facilitates meetings between suppliers and investors. CzechInvest also maintains a database of suppliers categorized by key sector.	<b>International:</b> Loewendahl, H., (2018), <i>Innovations in Foreign Direct Investment Attraction</i> , Inter-American Development Bank, <a href="#">Link</a> <b>International:</b> CzechInvest, <i>Sectoral Database of Suppliers</i> , <a href="#">Link</a>
<b>Financial incentives</b>	Low-impact infill incentivization with the aim of decreasing vacancy and increasing activation in the City centre.	Logan Office of Economic Development provides infrastructure charge incentives for non-residential development within the city that makes use of existing buildings, with the aim of minimizing vacancy and promoting employment and infill.	<b>Australia:</b> Logan Office of Economic Development, <i>Incentives</i> , <a href="#">Link</a>
<b>Financial incentives</b>	Discretionary investment attraction funding/waiving of charges for investment or development	Many local governments in Australia offers incentive funding for business investment that creates employment, catalyses further investment or supports key strategic industries. Generally, these funds are open for businesses to submit applications and are assessed according to City strategic objectives and the business fundamentals of the project. Incentive payments are tied to achievement of milestones and require ongoing reporting against performance metrics.	<b>Australia:</b> Logan Office of Economic Development, <i>Incentives</i> , <a href="#">Link</a> <b>Australia:</b> Invest Sunshine Coast, <i>Investment Incentive Scheme: A guide for businesses investing in the region</i> , <a href="#">Link</a> <b>Australia:</b> City of Gold Coast, Investment & business attraction program, <a href="#">Link</a>

**Figure 15** provides additional resources on the topic of investment attraction and governance that have informed the development of the Framework. They are included to provide additional information for City officers to draw on when developing potential investment attraction initiatives and processes.

**Figure 15: Investment Attraction Resources**

Description of Content	Relevance	Relevant Source
A selection of case studies on how United States universities have developed their capacity for innovation and commercialisation, particularly in the formation of industry partnerships.	Provides an understanding of how universities can harness partnerships with industry and other stakeholders to drive economic growth.	Tornatsky, L.G., Rideout, E.C., (2014), <i>Innovation U 2.0</i> , <a href="#">Link</a>
Provides advice on the effective allocation of public funds to inefficient allocation and adverse externalities.	Discussion contained within may provide value to City officers when considering providing financial incentives or investment for projects.	Columbia Centre on Sustainable Investment, (2022), <i>Investment Incentives: A survey of policies and approaches for sustainable investment</i> , <a href="#">Link</a>
Outlines a framework for promoting foreign direct investment, with an understanding of how firms make investment decisions and how investment promotion agencies can improve their effectiveness.	While the resources is focus on foreign investment, the content may be of use in a domestic context when assessing the internal capability and activities of the City.	Loewendahl, H., (2001), <i>A Framework for Investment Promotion</i> , <a href="#">Link</a> Loewendahl, H., (2018), <i>Innovations in Foreign Direct Investment Attraction</i> , Inter-American Development Bank, <a href="#">Link</a>
Outlines actions taken by cities that successfully increased competitiveness to growth economic activity and productivity, providing a summary output of many of the case studies that informed the initiatives outlined.	Provides information on how cities have motivated economic growth, and frameworks for understanding business preferences, factors required for growth and how cities can make use of comparative advantage. The recommendations and discussion within are aimed at cities on the whole, rather than local governments.	Kilroy, A.F.L, Mukim, M., Negri, S., (2016), <i>Competitive cities for jobs and growth: what, who and how</i> , World Bank Group, <a href="#">Link</a>
Provides examples of effective business attraction initiatives measures for assessing the efficiency or value of investment attraction activities.	Provides recommendations on how an economic development or investment attraction business function can be effective and measure its outcomes.	Gonzales, C. et al, (2019), <i>How state and local governments win at attracting companies</i> , McKinsey & Company, <a href="#">Link</a>

## Appendix 2: Investment attraction initiatives by stage

Figure 16 provides an example table that reshapes the above information as an opportunity plan with the addition of potential partners and strategic industry alignment to be considered.

**Figure 16: Investment Attraction Concepts**

Development Stage	Level of Influence	City Role	Applicable Investment Attraction Concept
Establishment	Control	Process, Planning, infrastructure	Streamlining construction, development approval and permitting process with the aim of increasing development activity and lowering waiting periods.
Establishment	Influence	Information, infrastructure, economic development	Precinct and Infrastructure Governance, Start-Up incubation and innovation pathways with agreed success criteria.
Establishment	Control	Information, Marketing. Economic development	Outward-facing Investment Information and Requirements aimed at helping businesses to understand the Council's aims and capability for supporting investment.
Growth	Influence	Labour, process, information, connection	Recruitment and workforce development assistance for businesses, based on industry needs.
Growth	Control	Infrastructure, space, communications	Easy to access site selection tools that highlight available land, property and floorspace.
Growth	Influence	Process, information, economic development	Support for businesses in preparing funding applications for state and national funding opportunities.
Growth	Influence	Connection, economic development	Supply chain development and facilitating business-to-business networking.
Growth	Influence	Space, infrastructure, marketing	Low-impact infill incentivization with the aim of decreasing vacancy and increasing activation in the City centre.
Sustainment	Influence	Information, connection	Incentive management web platform for businesses and other stakeholders to access information and monitor processes.
Sustainment	Influence	Process, information, marketing	Proactive and ongoing communication with investors and related stakeholders, including 'after-care' and clearly defined internal processes for handling enquiries.
Sustainment	Control	Process, infrastructure, economic development	Discretionary investment attraction funding/waiving of charges for investment or development

### Appendix 3: Example funding sources

Figure 17 outlines a set of potential funding sources for the City, project proponents or stakeholders when seeking support for projects or initiatives that are identified and developed through the framework process.

**Figure 17: Example funding sources**

Funding Source	Purpose/Audience	Criteria for Eligibility	Relevant Information
<b>Western Australia Government Infrastructure Development Fund</b>	Applicable to developers, landowners and local government. Funding is available across multiple streams to alleviate cost restrictions in accessing water, wastewater and electricity infrastructure for provision of new housing.	Varied across multiple streams, currently available streams require the preparation of a business case by applicants, with infrastructure costs provided by a quantity surveyor or similar.	<a href="#">Link</a>
<b>Thriving Suburbs Program</b>	Applicable to local governments and not-for-profit entities for capital works that will enhance liveability, bolster social cohesion and support local amenity.	<a href="#">Eligibility checklist</a> includes preparation of a business case, evidence of co-funding from another source, cost-benefit analysis and risk assessment.	<a href="#">Link</a>
<b>Urban Precincts and Partnerships Program</b>	Focused on partnerships between governments, businesses and communities to deliver place-based projects based on community needs. Funding is available for both planning and development phases and for the delivery of projects.	Requires a partnership between organisations, however the definition is intentionally broad. Applications require evidence of a governance structure, involvement of state and local government and Traditional Owners.  Projects must be aligned with relevant policy and strategy, have a defined need or address an existing gap in infrastructure, and involve community engagement and partnership.	<a href="#">Link</a>
<b>Australian Business Growth Fund</b>	The Australian Business Growth fund provides venture capital for Australian SMEs through a partnership model between the federal government and Australian banks.	To be eligible a business must be headquartered in Australia with a turnover of \$2-100m, a three-year history of profitability and a prepared growth strategy. Eligibility does not guarantee investment; investment is made following a due diligence process and in discussion with investors.	<a href="#">Link</a>
<b>Invest &amp; Trade Western Australia – Investment Attraction Fund</b>	The fund is administered by the Dept. Jobs, Tourism, Science and Innovation to encourage new investment that creates employment, provides scale to local businesses and diversifies the economy.	Projects must align to priority sectors identified in Diversify WA & Future State diversification opportunities. Evidence of co-investment from private entities that matches the state's investment is required, alongside evidence of the economic benefit to the state.	<a href="#">Link</a>
<b>Medical Research Future Fund</b>	The fund provides annual opportunities for investment in medical research initiatives, in line with the fund's strategies and priorities.	The fund is available to research institutions for projects and research that support the Australian Medical Research and Innovation Strategy, which is reviewed every five years.	<a href="#">Link</a>
<b>National Reconstruction Fund</b>	The fund corporation provides debt, equity and guarantees for project or opportunities across seven priority areas.	Opportunities are considered against the relevant act and investment mandate, aiming to achieve positive policy outcomes. These outcomes include creating employment,	<a href="#">Link</a>



Funding Source	Purpose/Audience	Criteria for Eligibility	Relevant Information
		commercialising innovation and technology and improving economic diversity.	
<b>Clinical Trials Activity Initiative</b>	Administered by the Medical Research Future Fund, the initiative aims to support clinical trials addressing rare conditions and unmet needs in Australia, including bringing international clinical trials to Australia with a focus on effective health interventions.	Eligibility differs according to the availability of grants and programs at a given time.	<a href="#">Link</a>
<b>Western Australia Innovation Booster Grant</b>	The grant aims to assist WA-based startups to commercialise and overcome barriers to growth in sectors aligned with the state innovation strategy.	The grant can fund a maximum of 80% of project up to a maximum of \$40 thousand, for projects with a total budget below \$100 thousand. Grants are available for R&D, product development, technology transfer and IP protection and commercialisation.	<a href="#">Link</a>
<b>Dept. Industry, Science and Resources business innovation grants</b>	The initiative encourages Australian startups and SMEs to develop solutions to government challenges, identified by government agencies in either public policy or service delivery.	Eligibility and assessment differ according to grant rounds but is broadly assessed on the extent to which a proposed solution addresses the challenges identified by government agencies, and the market opportunity of the solution.	<a href="#">Link</a>
<b>Cooperative Research Centres Grants</b>	Provides up to 50% of project costs for industry-led research collaborations with research organisations. Initiatives must aim to solve industry-identified challenges and increase the competitiveness, productivity or sustainability of Australian industry.	Grants are open to all disciplines and sectors, requiring industry-research organisation partnership with evidence of match-funding for grants. Collaboration must be medium to long term and industry focused education and training.	<a href="#">Link</a>
<b>Housing Affordability Future Fund</b>	The fund provides funding and support to increase social and affordable housing and address other housing needs.	Funding is open to charities, state and territory and local governments and other specially identified entities. Projects include the construction or purchase of new homes, the renovation of existing homes or the conversion of non-residential property to residential dwellings.	<a href="#">Link</a>
<b>Biomedical Translation Fund</b>	The fund provides venture capital to translate biomedical research into products, services and outcomes.	The fund is aimed at early-stage biomedical companies (revenue below \$25 million) that are majority based in Australia. Capital is provided through fund managers who have authority to make investment decisions.	<a href="#">Link</a>
<b>Critical Technologies Challenge Program</b>	The program invites solutions to market-led challenges in using quantum technologies, in line with the National Quantum Strategy.	Applications must be made by joint collaborators, demonstrating alignment to challenges identified in relevant strategy and demonstrating a quality approach to delivering the project.	<a href="#">Link</a>



## Appendix 4: Common funding outcomes and metrics

Figure 18 outlines common funding outcomes and metrics for quantifying and communicating the impact or success of projects, either in the preparation of a funding proposal or business case, or when promoting the success of a project that has been undertaken. These measures are included to demonstrate how the City can assess the impact of a potential project or initiative and is not exhaustive. The Proposal and Project Register contains a more detailed set of outcomes and metrics

**Figure 18: Common Funding Criteria**

Outcome / Output	Purpose	Potential Measurement Metrics
Direct Economic Output	Demonstrate the direct impact on the economy of a project.	Financial costs of project delivery spent with local businesses, service providers and individuals.
Indirect Economic Output	Demonstrate the flow-on effect of project spending in the wider economy, as economic activity is motivated by direct spending.	Measured using input-output modelling.
Direct jobs created (FTE)	The number of full-time-equivalent employment opportunities generated by the project directly.	Derived from operation model, financials or input-output modelling.
Indirect jobs created (FTE)	The number of full-time-equivalent employment opportunities supported by the flow-on effects of a project.	Derived using input-output modelling.
Jobs (FTE) created for Aboriginal people	Demonstrate the number of full-time-equivalent employment opportunities for Aboriginal and Torres Strait Islander people provided by the project directly and indirectly.	Derived from operation model, financials or input-output modelling.
New businesses created	Demonstrate that a project motivated entrepreneurship, new business formation and economic growth in a local area.	Assessed using ABS data or business surveys.
Growth in visitation	Demonstrate that a project attracted visitation from domestic, interstate or international visitors.	Visitor surveys.
Improved wellbeing for residents (i.e. improved physical and mental health)	Demonstrate that a project had a positive impact on life outcomes for residents.	Community surveys, ABS data, anonymised healthcare provider data
Increased social capital (i.e. increased social interaction, community pride, etc.)	Demonstrate that a project had a positive impact on life outcomes for residents	Community surveys
Increased liveability (i.e. additional amenity, improved access to goods and services, etc.)	Demonstrate that a project had a positive impact on life outcomes for residents. Demonstrate that a project contributed to perceptions of the City as a place to live and work.	Community surveys
Multiple year track record of profitable operations / willingness to provide historic financials	For industry or private sector proponents. Demonstrates that a project proponent	Financial statements

Outcome / Output	Purpose	Potential Measurement Metrics
Preparation of business plan / growth strategy	Demonstrate to funding bodies that there is a coherent plan for the delivery of a project, use of funding and path to return on investment.	Assessed by City officers with relevant experience or consultant industry professional
Financing structure of project - secured, unsecured and schedule	Demonstrate that a project is financially viable through its lifecycle and can be sustainably delivered.	Assessed by City officers with relevant experience or consultant industry professional
Matched funding or contribution from proponent, private sector or other funding sources	Ensures a project's risks are shared by proponent or other stakeholders, and that there is buy-in from multiple sources.	Financial statements, Memorandums of understanding
Track record of senior management in governance, project delivery.	Demonstrates a project proponent has the skills and experience to deliver a project, measures the risk in implementation of a project.	Assessed by City officers with relevant experience or consultant industry professional
Market analysis indicating sufficient demand for project or proposal	Demonstrates a project is viable in the long term and will create lasting benefit. Evidences a need for a project or business.	Assessed by City officers with relevant experience or consultant industry professional
Preparation of competitor and sector analysis	Demonstrates a project is viable in the long term and will create lasting benefit. Evidences a need for a project or business. Contributes to risk analysis	Assessed by City officers with relevant experience or consultant industry professional
Attraction of high-quality skills to WA	High-quality skills being skills that are in demand, attract high remuneration and high productivity demonstrate that a project adds value and economic activity to the City and the State	Identified against state and federal priority sectors, skills shortage lists.
Quality of employment generated (salaries)	Demonstrates that a project provides knowledge and skill intensive employment.	Salary value of employment opportunities
Clearly outlined role of SMEs & Local businesses in supply chain	Evidence that a project will add upstream and downstream value for other businesses in the City or state, enhancing the value of investment.	Assessed by City officers with relevant experience or consultant industry professional
Project or initiative does not crowd out existing businesses or projects	Evidence that a project will not detract market share, funding or resources from existing businesses in the City or state. New economic activity or investment that erodes existing economic activity may be a negative externality associated with a project. Note that providing competition in an existing market is not a negative externality.	Assessed by City officers with relevant experience or consultant industry professional
Timeframe for inception (e.g. fewer than 2 years from agreement to execution)	Projects with long lead times may 'tie-up' invested capital or resources which could have been used in other productive ways.	Assessed by City officers with relevant experience or consultant industry professional
Evidence of funding enhancing opportunity (increases scale, expedites delivery, secures other funding sources)	Demonstrates that stakeholder or City investment is adding value to a project and increasing benefits that accrue.	Assessed by City officers with relevant experience or consultant industry professional
Relocates corporate headquarters to Australia, WA or Joondalup	Relocation of premises to the City provides local employment opportunities and generates economic activity.	Assessment of business plan and strategy.

Outcome / Output	Purpose	Potential Measurement Metrics
Commercial viability in the absence of incentives	<p>A project that is unviable without funding from the City or other proponents may indicate a poor business model that could lead to a proponent or project become costly to run in the long term or collapse entirely.</p> <p>Conversely, a project that creates positive benefit for the community that requires contributions from state or local government to be viable may be a worthwhile investment where the benefit to community outweighs government cost.</p>	Assessment of business plan and strategy.

## Appendix 5: Successful investment attraction factors

Figure 19 outlines factors that contribute to successful investment attraction. These are included for consideration when assessing how a project or initiative supports the City's aim of becoming a prominent location for investment and economic development.

**Figure 19: Innovation Success Factors**

Factor	Description
Amenity	Amenity is crucial for innovation precincts because it directly impacts the ability to attract and retain talent, foster collaboration, and enhance overall productivity and creativity. Opportunities for good work life balance, collaboration and networking, community building and creating attractive spaces contribute to the appeal and functionality of an economy and its community.
Culture	A culture of innovation supports investment attraction because it shapes how people interact, collaborate and approach problem-solving.
Infrastructure	Key infrastructure includes common-use research and development facilities, high-speed internet connectivity, flexible workspaces, and conferencing facilities. The physical infrastructure of an economy should be adaptable and flexible for multiple users to collaborate and make use of facilities.
Collaboration	Collaboration between government agencies, research institutions and private industry is core for successful investment attraction and innovation, as part of the focus of investment attraction is driving cutting edge research which can be commercialised into goods and services that address market gaps or unmet needs. To build collaboration, successful investment attraction may involve supplying a governing organisation or concierge service that facilitates networking and interaction between organisations.
Leadership	Successful investment strategies outline a clear vision for what outcomes they are seeking to achieve and put in place transparent and independent governance models that foster collaboration, curate tenancies and activities and monitor and evaluate progress toward strategic goals.
Competitive advantage	Competitive advantage differentiates a local government from other areas, and should be communicated outwardly to investors, businesses and government agencies. Factors that shape competitive advantage for individual areas are common user facilities and infrastructure and major anchor tenants and businesses.
Market drivers	Market drivers shape the demand for new technologies and services, influencing investment decisions and guiding government strategy. Changes in industry trends, economic conditions and consumer sentiment can determine which sectors and local governments are successful. Adapting to changes in markets requires flexibility and strong leadership for successful investment attraction.

## Appendix 6: Broader government priority sectors

Diversify WA is the state's economic development framework, which sets out initiatives and strategies that the State Government will undertake or support in achieving economic development and diversification. Diversify WA outlines priority sectors and activities that align with the State's economic goals (Figure 20). These are included for consideration when assessing whether a project may be eligible for support or funding from the State government.

**Figure 20: Diversify WA Sectors**

Sectors	Description
Energy	The state's energy sector is transitioning toward cleaner energy sources, developing and implementing technology to reduce long term emissions. WA intends to be a significant producer, exporter and user of renewable hydrogen, future batteries and critical minerals.
Tourism, events and creative industries	The state government in consultation with the tourism industry has produced an intrastate tourism campaign to promote regional and indigenous tourism operators and experiences.
International education	The state government is committed to enhancing WA's reputation and ranking as a world-class international education destination, increasing international enrolments at WA educational institutions and promote the state as a destination to study.
Defence	The state government has invested in WA's key comparative strengths to leverage opportunities in other priority sectors as part of defence supply chains.
Mining and METS	The mining sector is integral to the state economy, with Diversify WA focusing on support for exploration, research and development and new industry growth.
Space	The space sector is growing rapidly and presents opportunities for WA in radio-astronomy, robotics, communications, artificial intelligence and education.
Health and Medical Life Sciences	The state government is committed to continuous improvements in health outcomes for the state, and funding research and development of new products, technologies and treatments in medicine, pharmaceuticals and med and bio technology.
Primary industries	Primary industries are a key export for WA, with Diversify WA aiming to increase the complexity and value-add of WA's agricultural products and supply chains. The food industry and food science in WA are opportunities for growth and innovation for the state.
<b>Cross-sector activities</b>	
Science, innovation and technology	Investments in research and development support WA industries and businesses to innovate and gain a competitive edge in the national and global economies and attract highly skilled workers to WA.
Advanced manufacturing	The state government is committed to scaling up advanced manufacturing capabilities in priority sectors, with funding available for businesses that are seeking to accelerate the development of supply chains for complex export-oriented products.
Supply chain development	Developing local supply chains in priority sectors to increase resilience and scalability of supply chains.
Environmental, social and governance frameworks	ESG credentials are strongly factoring into investor decision-making, the WA government is committed to environmentally and socially responsible production processes, placing an importance on emissions, clean energy and engagement with Aboriginal and Torres Strait Islander native title groups.

AusTrade is Australia's national foreign investment promotion agency, providing dedicated resources and information for investors seeking opportunity in Australia. Specific high growth sectors are targeted for investment by AusTrade (Figure 21). These sectors are included for consideration when assessing how a project may attract further investment from private industry, venture capital or overseas sources. AusTrade provide valuable information on federal funding opportunities and grants that projects or project proponents may be eligible for.

**Figure 21: AusTrade High Growth Sectors**

Factor	Description
Energy and resources	Facilitates investment into renewable energy, critical minerals and hydrogen projects, connecting foreign investors with trade specialists to generate investment into Australia companies and projects.
Technology	Focuses on cyber, quantum, agrifood, AI, data centres and fintech with the aim of diversifying Australia's workforce, building technology companies and promoting Australian universities as world-leading research bodies. The <a href="#">Australian Dealroom Ecosystem</a> is a resource that provides information on technology businesses across Australia.
Infrastructure	Austrade is seeking investment partners for developing green transport solutions, including autonomous vehicles and low carbon liquid fuels.
Agrifood	Seeks to diversify and increase resilience in Australia's agricultural sector through technology, supply chain development and value-added products.
Health and life sciences	Provides information on the <a href="#">capabilities</a> of Australia's health sector and funding and grant opportunities for commercialisation, research and trials of new technologies in health and research.
Defence	Provides information on funding and networking events available for defence supply chains and promotes involvement and investment for Australia's growing defence capabilities and technological development.
Space	Promotes Space as a growing sector in Australia with information on industry partnerships, supply chains and research and development capabilities.
Tourism	Promotes both domestic and international tourism focusing on Australia's natural environment as the lead agency for tourism policy including providing tourism statistics and promotion campaigns.

## Appendix 7: Business decision making – targeting investment

Investment attraction decisions from the perspective of business are based on locational preferences relating to their relevant market drivers. Population related uses (i.e. retail, entertainment, etc.) will consider different criteria to strategic industries that are export orientated (i.e. medical research, cyber security, etc.). When identifying opportunities to support investment attraction the following criteria should be assessed with regards to their current performance and how the City can change or influence change on relevant criteria.

**Figure 22. Business Preferences**

Preference Type	Relevance
Suitability of premises	<b>Population:</b> high pedestrian traffic, permissible land uses, etc. <b>Strategic:</b> specialised equipment, proximity to suppliers, etc.
Affordability of premises	<b>Both:</b> low / affordable cost rent and purchase
Population base	<b>Population:</b> large consumer catchment, appropriately skilled workforce, etc. <b>Strategic:</b> high skilled workforce, public and active transport, etc.
Key Services and Infrastructure	<b>Population:</b> Road infrastructure, Parking, etc. <b>Strategic:</b> high speed reliable internet access, networking and business support
Substitutability	<b>Population:</b> planning approvals process, comparable locations <b>Strategic:</b> competitive advantages, grant / funding options

## Appendix 8: Investment attraction indicators

Indicators that are used to measure the impact of actions and progress towards the strategic goal of attracting business and investment should be aligned to the strategic industries and the levers used. It is important to acknowledge the positive and negative impact of factors external to the City's investment attraction activities that may have influence on the outcome, for example, government subsidy, market forces and macro-economic trends.

Example indicators are provided below:

- Value of inward investment attracted per annum (overall and for strategic industries)
- Number of additional jobs created in target industries per annum
- Number of new registered businesses in target industries
- Concentration factor of supply chains (change in proportion of local businesses in targeted industries that have local supply chains e.g. breweries using locally produced hops; restaurants using local produce)
- Reduction in local expenditure leakage on entertainment
- Improved internet speed in key business locations
- Increased number of local students enrolled in priority industry subjects
- Increased number of local residents with in-demand skills for the key opportunities (health sciences, digital / cyber studies, tourism, etc.)
- Business feedback on improvements in government process, information support and working with the local government (through a survey)
- Number of new or strengthened business, education and government partnerships associated with strategic industries



## Appendix 9: Detailed MCA measures

Multi-Criteria-Analysis Scoring Guide					Supporting Information			Scoring				
This sheet is for informational purposes, to support scoring against					Assessment Metric	Assessment Source	Qualitative / Quantitative	Very Poor	Poor	Moderate positive	Highly Positive	Very highly positive
Investment Attraction Objective	MCA Objective	Criteria No.	Criteria Description	Measures				1	2	3	4	5
Economic Benefit	Economic Benefit	1	A) KEY SECTORS: Growth in key employment sectors	Count of current relevant industry employment	No. of jobs in relevant industry	ABS Census Data Jobs and Skills Australia Small Area Labour Markets	Quantitative	< 100	100 to 499	500 to 999	1,000 to 2,499	2,500 plus
	Economic Benefit	2	B) LOCAL EMPLOYMENT: Project impact on local employment (direct)	Direct ongoing jobs supported through project	No. of new ongoing direct jobs (not construction)	ABS Census Data Jobs and Skills Australia Small Area Labour Markets	Quantitative	<2	2 to 5	6 to 19	20 to 199	200+
	Economic Benefit	3	C) DIVERSITY: Support a high diversity of employment opportunities with a focus on strategic jobs (direct)	Expected level of low vs high skilled employment (See Employment Quality in Supporting Information sheet for Subjective assessment of contribution to innovation precinct (see Supporting Information sheet for guidance)	% of high skilled direct employment	ABS Census Data Jobs and Skills Australia Small Area Labour Markets	Quantitative	All low skill employment	Some high skill employment	Equal low and high skill employment	Predominantly high skill employment	All high skill employment
	Economic Benefit	4	D) INNOVATION PRECINCT: Project contribute to growing the City's innovation precinct	Subjective assessment of contribution to innovation precinct (see Supporting Information sheet for guidance)	Alignment with Innovation Criteria	ABS Census Data Jobs and Skills Australia Small Area Labour Markets	Quantitative	Does not align with innovation criteria / is not relevant to innovation	Poorly aligns with innovation criteria	Aligns with some innovation criteria	Aligns well with innovation criteria and / or aligns very well with specific criteria	Aligns very well with multiple innovation criteria
	Economic Benefit	5	E) NEW BUSINESS: Project contribution to new business development in the City	Estimated new start-ups	No. of additional new businesses	ABS Census Data Jobs and Skills Australia Small Area Labour Markets	Quantitative	Creates a barrier to new businesses	Favours current businesses over new start-ups	Does not affect new business startups	Indirectly supports startups (i.e. creates demand for services)	Actively supports new start-ups
	Economic Benefit	6	F) TOURISM: Project contribution to tourism in the City	Additional visitation generated through the project	Subjective assessment of tourism activity AND / OR No. additional visitor days / nights	ABS Census Data Jobs and Skills Australia Small Area Labour Markets	Quantitative	Creates a barrier to tourism activity	Does not affect tourism	Supports a small increase in tourism activity	Supports a medium increase in tourism activity	Supports a high increase in tourism activity
	Economic Benefit	7	G) EXISTING BUSINESS: Project effect on the viability of current local businesses	Estimated impact on local business	Subjective assessment on local business impact	ABS Census Data Jobs and Skills Australia Small Area Labour Markets	Quantitative	Will negatively affect demand for local business	Has the potential to compete with local business	Does not affect local businesses	Indirectly supports local businesses	Directly supports growth in local businesses
Financial Sustainability	Financial Sustainability	8	A) OPERATING RESULTS: Maintain strong operating position - How does the project affect the City's operating (profit / Loss)	Expected annual net operating position (profit / Loss)	Pre-tax net operating surplus / loss (\$)	ABS Census Data Jobs and Skills Australia Small Area Labour Markets	Quantitative	< (\$0.5m)	(\$0.1m) to (\$0.5m)	Minimal or B/E	\$0.1m to \$0.5m	> \$0.5m
	Financial Sustainability	9	B) CAPEX: Capital expenditure - How much capital is required	Capital cost	Total project cost (\$)	ABS Census Data Jobs and Skills Australia Small Area Labour Markets	Quantitative	\$10m +	\$10m to \$7.5m	\$7.5m to \$5m	\$5m to \$2.5m	<\$2.5m
	Financial Sustainability	10	C) COJ FS: Meets financial sustainability requirements	Scored against the City's financial sustainability criteria	Financial Sustainability Score	ABS Census Data Jobs and Skills Australia Small Area Labour Markets	Quantitative	Scores very poorly against the Financial Sustainability Criteria	Scores poorly against the Financial Sustainability Criteria	Scores moderately well against the Financial Sustainability Criteria	Scores well against the Financial Sustainability Criteria	Scores very well against the Financial Sustainability Criteria
Social Benefit	Social Benefit	11	A) ATTRACTIVENESS: Additional amenity and services to improve the attractiveness of the City as a place to live, work and visit	Contribution to the City's place making priorities	Alignment with placemaking priorities	ABS Census Data Jobs and Skills Australia Small Area Labour Markets	Quantitative	Does not align with place making priorities	Poor alignment with place making priorities	Aligns with some place making priorities	Aligns well with place making priorities and / or aligns very well with specific priorities	Aligns very well with multiple place making priorities
	Social Benefit	12	B) HEALTH: Contribution to improved physical and mental health	The level to which the project contributes to improved physical and / or mental health benefits	Qualitative assessment of health benefit	ABS Census Data Jobs and Skills Australia Small Area Labour Markets	Quantitative	Significant negative effect on health outcomes	Marginal negative effect on health outcomes	No effect on health outcomes	Marginal positive effect on health outcomes	Significant positive effect on health outcomes
	Social Benefit	13	C) SKILLS: Contribution to individual skills development and education	The level to which the project contributes to skill development and / or educational opportunities	Qualitative assessment of skill development	ABS Census Data Jobs and Skills Australia Small Area Labour Markets	Quantitative	No skill development opportunities	Limited education component / low skill orientated opportunities	Moderate education component / mix of low- and high-skill orientated training	Significant education component / majority high-skill orientated training	Education focussed / high-skill orientated training only
	Social Benefit	14	D) VOLUNTEERING: Contribution to increased levels of volunteering	The level to which the project enhances volunteer attraction, training and development, and retention?	Contribution of project to volunteering	ABS Census Data Jobs and Skills Australia Small Area Labour Markets	Quantitative	Reduces volunteering opportunities	No volunteering opportunities	Minimal contribution to volunteer participation, retention	Moderate contribution to volunteer participation, retention	Significant contribution to volunteer participation, retention
	Social Benefit	15	E) SOCIAL CAPITAL: Contribution to social capital	The level to which the project contributes to developing increased community connectivity, social inclusion, social interaction and / or community pride	Qualitative assessment of social capital, social interaction and community interaction	ABS Census Data Jobs and Skills Australia Small Area Labour Markets	Quantitative	Erodes social capital	No impact on social capital	Minimal social capital contribution	Moderate social capital contribution	Significant contribution to social capital
	Social Benefit	16	F) MULTI-USE: Multi-use infrastructure / programming	The level to which the project supports capacity for multiple community uses	Qualitative assessment of the contribution towards multi-use functionality (infrastructure and / or programming)	ABS Census Data Jobs and Skills Australia Small Area Labour Markets	Quantitative	Modifies multi-use infrastructure to single use infrastructure	New single use infrastructure	Modifies single use infrastructure to multi-use	Increases capacity of multi-use infrastructure	New multi-use infrastructure
	Social Benefit	17	G) SAFETY: Contribution to safety	Improved safety / perceived safety	Contribution to safety & perception of safety	ABS Census Data Jobs and Skills Australia Small Area Labour Markets	Quantitative	Decreases safety and/or perception of safety	No impact on safety	Minimally improves safety or perception of safety	Moderately improves safety or perception of safety	Significantly improves safety and/or perception of safety
	Social Benefit	18	H) CO-LOCATED: Co-located facilities	The level to which the project supports co-location of sport / community / commercial uses	Qualitative assessment of the contribution towards co-location of appropriate uses	ABS Census Data Jobs and Skills Australia Small Area Labour Markets	Quantitative	Proposed site is not suited to the proposed use and is isolated	Proposed site is suited to the proposed use but is isolated	Proposed site is suited to the proposed use and is near complementary uses	Proposed site is suited to the proposed use and is co-located with complementary uses	Proposed use is strategically co-located with highly aligned uses.
	Social Benefit	19	I) ENVIRONMENT: Potential environmental impacts associated with the precinct	Estimated environmental impact	assessment of the environmental impacts of a precinct	ABS Census Data Jobs and Skills Australia Small Area Labour Markets	Quantitative	Severe environmental impact	Moderate environmental impact	Minimal environmental impact	Small positive impact	Major positive impact
	Social Benefit	20	J) CITY SERVICES: Project impact on City's amenity and services	Strain on amenity for users	% improvement to amenity in relevant precinct	ABS Census Data Jobs and Skills Australia Small Area Labour Markets	Quantitative	Places significant additional strain on current amenity	Places moderate additional strain on current amenity	Maintains current level of amenity as users increase	Somewhat improves the level of amenity for current and future users.	Significantly improves the level of amenity for current and future users.
Community Support	Community Support	21	A) BUSINESS: The business community has been engaged with the precinct	Level of support from business community	% in favour of project	ABS Census Data Jobs and Skills Australia Small Area Labour Markets	Quantitative	Very unpopular	Unpopular	Indifferent or no information	Popular	Very popular
	Community Support	22	B) ELECTED MEMBERS: Elected members have been engaged with the precinct	Level of EM support	% in favour of project	ABS Census Data Jobs and Skills Australia Small Area Labour Markets	Quantitative	Very unpopular	Unpopular	Indifferent or no information	Popular	Very popular
	Community Support	23	C) GOVERNMENT: Relevant government stakeholders have been engaged with the precinct	Level of government stakeholder support	% in favour of project	ABS Census Data Jobs and Skills Australia Small Area Labour Markets	Quantitative	Very unpopular	Unpopular	Indifferent or no information	Popular	Very popular
	Community Support	24	D) COMMUNITY: The broader community has been engaged with regards to the project	Level of support from residential community	% in favour of project	ABS Census Data Jobs and Skills Australia Small Area Labour Markets	Quantitative	Very unpopular	Unpopular	Indifferent or no information	Popular	Very popular
	Community Support	25	E) ABORIGINAL: The Aboriginal community has been engaged with regards to the project	Level of support from local Aboriginal community	% in favour of project	ABS Census Data Jobs and Skills Australia Small Area Labour Markets	Quantitative	Very unpopular	Unpopular	Indifferent or no information	Popular	Very popular

## Appendix 9: Detailed MCA measures

Value for Money	Value for Money	26	A) EVIDENCE BASED: Decisions are made based on a robust evidence-base that justifies government expenditure. This evidence-base considers social, economic and environmental benefits and costs to provide a holistic assessment of value.	NPV	Estimate of Net Present Value	ABS Census Data Jobs and Skills Australia Small Area Labour Markets	Quantitative	Negative NPV	\$2m or less	\$2m to \$10m	\$10m to \$25m	\$25m or greater
	Value for Money	27		BCR	Estimated BCR	ABS Census Data Jobs and Skills Australia Small Area Labour Markets	Quantitative	1.5 or less	1.5 to 3.0	1.5 to 3.0	> 3.0	> 3.0
Viability	Viability	28	A) UNMET DEMAND (local): Project addresses unmet local demand	Local demand for the relevant businesses	Subjective assessment of demand Measure of demand (i.e. \$ spend available, service ratio - <i>flourshare.net.nelson, etc.</i> )	ABS Census Data Jobs and Skills Australia Small Area Labour Markets	Quantitative	Little to no local demand / no growth	Local supply addresses demand / no growth	Only future unmet demand	Minor unmet demand / expected growth	High unmet demand / expected growth
	Viability	29	B) LOCAL SUPPLY CHAIN: The project grows the local supply chain	Link to major anchor businesses in the City	Alignment with anchor businesses	ABS Census Data Jobs and Skills Australia Small Area Labour Markets	Quantitative	No	0	0	0	Yes
Viability	Viability	30	C) EXISTING BUSINESS: The project effect on market share of current businesses in the City	Level of competition with current businesses	Subjective assessment	ABS Census Data Jobs and Skills Australia Small Area Labour Markets	Quantitative	Will totally cannibalise local market share	Will significantly cannibalise local market share	Will have little impact on other local businesses	Likely to grow the pool of relevant activity	Highly complementary / increases viability of businesses in the City
	Viability	31	D) KEY SECTORS ALIGNMENT: The project alignment with CoJ key sectors	The level to which the project aligns with key sectors	Alignment with CoJ key sectors	ABS Census Data Jobs and Skills Australia Small Area Labour Markets	Quantitative	The project constrains a key sector	The project is not related to a key sector	The project is somewhat aligned to a key sector	The project is significantly aligned with a key sector	The project is critical to a key sector
	Viability	32	E) BENCHMARK OPPORTUNITIES: The project alignment with identified CoJ benchmark opportunities	The level to which the project supports an identified investment attraction initiative	Alignment with IAF benchmark opportunities	ABS Census Data Jobs and Skills Australia Small Area Labour Markets	Quantitative	The project may constraint a benchmark opportunity	The project is not related to a benchmark opportunity	The project is indirectly related to a benchmark opportunity	The project is a sub-component of a benchmark opportunity	The project is / is highly aligned with a benchmark opportunity
	Viability	33	F) UNMET DEMAND (export): Project captures existing / unmet demand from a relevant export market	Export demand for the relevant businesses	Estimated exports for industry currently (\$)	ABS Census Data Jobs and Skills Australia Small Area Labour Markets	Quantitative	There is no export demand	There is limited export demand	There is export demand but no current market access from the City	There is export demand and some existing market access	There are high levels of export demand and market access
	Viability	34	G) POPULATION INCREASE: Project addresses increasing population demand	Growth in population demand	Population growth for relevant catchment	ABS Census Data Jobs and Skills Australia Small Area Labour Markets	Quantitative	Demand is expected to decline	Demand is expected to be maintained	Demand to grow at lower than average market rate	Demand to grow at average market rate	Demand to grow at higher than average market rate
	Viability	35	H) DEMAND EXPORT: Project captures demand from a growing relevant export market	Expected export industry growth	Estimated export market growth (\$)	ABS Census Data Jobs and Skills Australia Small Area Labour Markets	Quantitative	Demand is expected to decline	Demand is expected to be maintained	Demand to grow at lower than average market rate	Demand to grow at average market rate	Demand to grow at higher than average market rate
	Viability	36	I) FUNDING OPPORTUNITIES: There are available funding opportunities	Expected funding	Likelihood of funding from other sources	ABS Census Data Jobs and Skills Australia Small Area Labour Markets	Quantitative	The project will require 100% City funding	Funding opportunities are available but highly competitive / low likelihood	Funding opportunities are available and aligned with the correct / medium likelihood	The project aligns with a number of funding platforms / high likelihood	The project has stakeholder support that have indicated it will receive funding
	Viability	37	J) STAGED OPPORTUNITY: The project can be staged to meet growing demand	Stageability	Yes / No	ABS Census Data Jobs and Skills Australia Small Area Labour Markets	Quantitative	No	0	0	0	Yes
	Planning Principles	38	A) EASE: Ease of development	Degree of alignment to LPS Objectives	Alignment with LPS objectives	ABS Census Data Jobs and Skills Australia Small Area Labour Markets	Quantitative	Does not align with planning objectives	Poorly aligns with planning objectives	Aligns with some planning objectives	Aligns well with planning objectives and / or aligns very well with specific planning objectives	Aligns very well with multiple planning objectives
	Planning Principles	39	B) CITY CENTRE OBJECTIVES: Alignment with key City Centre objectives	Degree of alignment to City centre objectives	Alignment with Joondalup Activity Centre Plan objectives	ABS Census Data Jobs and Skills Australia Small Area Labour Markets	Quantitative	Does not address ACP objectives	Minor contribution to ACP objectives	Moderate contribution to ACP objective(s)	High importance to ACP objective(s)	Critical to ACP objective(s)
Planning Principles	Planning Principles	40	C) ENVIRONMENT: Proposed location does not raise environmental concerns	Potential environmental constraints (locational)	Level of site constraint	ABS Census Data Jobs and Skills Australia Small Area Labour Markets	Quantitative	Significant environmental constraints that may not be avoidable	Significant environmental constraints that require specialist input to manage	Some moderate environmental constraints that require management	Minor environmental constraints that can be managed	No environmental constraints
	Planning Principles	41	D) TENURE: The project can be delivered in a location that has suitable land tenure	Land ownership over relevant site(s)	Number and type of owners	ABS Census Data Jobs and Skills Australia Small Area Labour Markets	Quantitative	Highly fragmented ownership	Areas of fragmented ownership and some large lots	Mostly large private land holdings	Few large private lots with some government and City owned land	City owned land
	Planning Principles	42	E) COMPATIBILITY AREA: The project is compatible with surrounding uses	Degree of conflict with surrounding uses based on zoning and existing uses	Level of conflict	ABS Census Data Jobs and Skills Australia Small Area Labour Markets	Quantitative	High level of conflict	Medium level of conflict	Low level of conflict	Compatible	Highly compatible
	Planning Principles	43	F) ACCESS: The project provides suitable access to employees, customers and suppliers	Suitable accessibility is available for proposed uses	Site accessibility	ABS Census Data Jobs and Skills Australia Small Area Labour Markets	Quantitative	Proposed site does not align with access objectives	Proposed site is isolated, uses private parking but is near public transport	Proposed site is near other businesses and public transport but relies predominantly on private vehicle access	Proposed site is located in a defined activity centre	Proposed site is within the City Centre
	Strategic Alignment	44	A) OTHER INVESTMENT SYNERGY: The project builds on other investment initiatives	Importance of project to program objectives	Importance of project to City's program objectives	ABS Census Data Jobs and Skills Australia Small Area Labour Markets	Quantitative	Not relevant	Low importance to program	Moderately important to program	High importance to program	Critical to program
Strategic Alignment	Strategic Alignment	45	B) EXISTING INITIATIVES: There are other current / planned investment attraction opportunities that will benefit	Rating of importance towards the success of other projects	Rating of importance towards the success of other projects	ABS Census Data Jobs and Skills Australia Small Area Labour Markets	Quantitative	Negatively affects future projects	Minor negative effect on future projects	No effect	Positive effect on future projects	Critical to future projects
	Strategic Alignment	46	C) ATTRACT OTHER BUSINESS: The proponent has the ability to attract other businesses	Attractiveness of proponent as an anchor	Attractiveness of proponent as an anchor	ABS Census Data Jobs and Skills Australia Small Area Labour Markets	Quantitative	Not relevant	Attracts high visitation that supports surrounding business	Anchor business that attracts specialty retail businesses	Strategic business that creates potential synergies within a target sector supply chain	Strategic anchor within a target sector that attracts businesses
	Strategic Alignment	47	D) STATE GOV'T ALIGNMENT: The project aligns with broader State Government objectives for economic	Project alignment with a Diversity WA target sector or supply chain	Project alignment with a Diversity WA target sector or supply chain	ABS Census Data Jobs and Skills Australia Small Area Labour Markets	Quantitative	Does not fit within Diversity WA Sectors	Competing business / infrastructure within a Diversity WA sector	New business / infrastructure within a Diversity WA sector	Fills an important gap in a Diversity WA sector	Critical new opportunity within a Diversity WA sector(s)
	Strategic Alignment	48	E) FEDERAL GOV'T ALIGNMENT: The project aligns with broader Federal Government objectives for economic	Project alignment with an Aus Trade growth sector	Project alignment with an Aus Trade growth sector	ABS Census Data Jobs and Skills Australia Small Area Labour Markets	Quantitative	Does not fit within AusTrade Sectors	Competing business / infrastructure within an AusTrade sector supply chain	New business / infrastructure within an AusTrade sector	Fills an important gap in an AusTrade sector	Critical new opportunity within an AusTrade sector(s)
	Strategic Alignment	49	F) FUNDING ALIGNMENT: The project aligns with general funding criteria (see Supporting Information sheet for	Does the project meet common funding criteria	Does the project meet common funding criteria	ABS Census Data Jobs and Skills Australia Small Area Labour Markets	Quantitative	Does not align with funding criteria	Poorly aligns with funding criteria	Aligns with some funding criteria	Aligns well with funding criteria and / or aligns very well with specific criteria	Aligns very well with multiple funding criteria
Project Readiness	Project Readiness	50	A) PROPONENT READY: There is a proponent ready to invest based on completion of the project	Investor readiness	Investor readiness	ABS Census Data Jobs and Skills Australia Small Area Labour Markets	Quantitative	No	0	0	0	Yes
	Project Readiness	51	B) APPROVALS READY: The project has the necessary approvals to progress	Current status of required approvals	Current status of required approvals	ABS Census Data Jobs and Skills Australia Small Area Labour Markets	Quantitative	Not investigated	Approvals known, no actions taken	Simple approvals addressed, complex approvals TBD	Most approvals addressed, underway	All approvals addressed
	Project Readiness	52	C) BUSINESS CASE: The project has a business case with all required supporting documentation complete	Level of supporting documentation	Level of supporting documentation	ABS Census Data Jobs and Skills Australia Small Area Labour Markets	Quantitative	No documentation developed	Needs assessment and stakeholder engagement	Options Assessed	Feasibility Assessment	Business Case and CBA

## Appendix 10: Risk assessment measures

Cover Page	MCA Scoring Guide	Risk Scoring Guide	Supporting Information
Project Outcome Summary	Simplified Assessment Input	Detailed Assessment Input	Detailed Risk Assessment Input

Risk Criteria Scoring Guide						Supporting Information				
					Assessment	Qualitative / Quantitative		Strong, negative impact	Moderate, negative impact	
This sheet is for informational purposes, to support scoring against Risk Criteria	Select Project Type to check relevance of criteria ->		Commercial / Business		Assessment Metric	Assessment Source	Qualitative / Quantitative	Relevance	Very Poor	
Investment Attraction Objective	Risk Criteria	Criteria No.	Criteria Description	Measure No.	Measures				1	
Project Risk	Implementation	1	The City's level of control over the desired investment	1	Assess between monitor to control	Level of control	Subjective assessment	Qualitative	Relevant	Monitoring only
	Implementation	2	Develop leads for investment opportunities	2	Indicated suport from potential funders	Level of support	Engagement	Quantitative	Relevant	No engagement has occurred
	Implementation	3	Develop buy in from key stakeholders	3	Project financial viability	NPV, IRR, ROI	Subjective assessment Engagement	Qualitative	Relevant	The project will not achieve a positive return
	Implementation	4	Engagement with potential funding bodies	4	Locations competing for investment	No. potential competing locations	Subjective assessment Engagement	Qualitative	Relevant	Joondalup is not the favoured location
	Implementation	5	Develop partnerships to deliver projects	5	Formal agreement	Yes / no	Engagement Documentation	Both	Relevant	No
	Proponent	6	Track record of a proponent	6	Engagement with investors	No. of potential investors	Engagement	Both	Relevant	There are no known proponents
	Proponent	7	Business plan and financial history	7	Partnership opportunities	No. of potential partnerships Letters of Support	Engagement	Qualitative	Relevant	There are no known partnership opportunities
	Proponent	8		8	Number of previous similar projects delivered	Rate of success	Engagement	Qualitative	Relevant	Failed to delivery similar project / no experience
	Proponent	9		9	Age of company	Years of operation	Engagement	Qualitative	Relevant	< 1 year
	Proponent	10	Demonstrating viability without financial incentives	10	Size of company	No. of employees	Engagement Financial analysis	Qualitative	Relevant	<2
	Proponent	11	Potential competing locations (evidence of competition)	11	Financial Sustainability	Current ratio Profitability Liquidity Serviceable debt	Subjective assessment Engagement	Qualitative	Relevant	The proponent has not provided financial details
	Proponent	12	Does the investment result in ongoing responsibility for the City	12	Proponent's share of capital costs	% of project capital from City	Subjective assessment Engagement Financial analysis	Qualitative	Relevant	0% of capital costs
	Proponent	13	What are the risks associated with ongoing contracts with the proponent	13	Source of proponent funding	Level of confidence	Subjective assessment Financial assessment (i.e. based on share of operating / maintenance costs, ability for the proponent to end contract, etc.)	Both	Relevant	Funding sources are not known / confirmed
	Reputation	14	Level of proponent investment	14	Support from key stakeholders	Level of support	Engagement	Quantitative	Relevant	No engagement has occurred
	Reputation	15	Transparency of funding sources	15	Level of responsibility	Governance Type	Subjective assessment Engagmeent	Qualitative	Relevant	City ownership and management
	Reputation	16	The proponent is willing to sign an MOU	16	Share of risk between City and Proponent	% risk borne by City	Engagement	Qualitative	Relevant	The proponent is not willing to take on risk or responsibility





City of  
Joondalup

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formats upon request.*