

ATTACHMENT A

CITY OF JOONDALUP COMMENT ON THE CITY OF WANNEROO'S DRAFT ECONOMIC DEVELOPMENT STRATEGY

The City of Wanneroo's draft economic development strategy is welcomed by the City of Joondalup. The North West Metropolitan region's success as a desirable lifestyle location for residents has not been accompanied by a commensurate growth in either business or employment generation.

The City of Joondalup can see enormous opportunity for sustainable growth in the North West metro region. The key to achieving this vision is to work in collaboration with regional neighbours and the state government. The draft Economic Development Strategy and associated policies of the City of Wanneroo provide the basis for establishing sound economic leadership.

Through effective collaboration and partnership effort between the two cities and the state government; an aligned economic development strategy could produce greater efficiencies and benefit to the region. The City of Joondalup presents a submission that further encourages the development of an aligned and regionally focused economic development strategy.

The City of Joondalup is also grateful for the opportunity to comment on the draft development strategy and the following are submitted for the City of Wanneroo's consideration. The City of Joondalup's comments will address each ACTION area as contained in the draft strategy:-

ACTIONS 4.2 INTERNAL MONITORING & SUPPORT: THE ECONOMIC DEVELOPMENT PORTFOLIO

The City of Joondalup congratulates the City of Wanneroo on its strategic approach to ensuring Economic development is driven from within the City. The formation of the Economic Development Portfolio (EDP) is an important component of driving strategy to action and the membership of this group should also be applauded given that key decision makers such as Councillors are involved in this critical aspect of Local Government responsibility.

The City of Joondalup would welcome the opportunity to present to this group knowledge of initiatives occurring across Joondalup and to identify synergies that could produce benefits across the region.

ACTION 4.3 ENHANCING PUBLIC & PRIVATE PARTNERSHIPS

The City of Joondalup supports the principle of public private partnerships as key strategy for achieving defined outcomes. The challenge of managing more with ever decreasing resources is upon all Local Governments while demand for infrastructure is ever increasing. In balancing the competing forces, Local Government will only have success in the future through developing, maintaining and enhancing public/private partnerships that evolve from within a business – friendly environment.

The City of Joondalup would welcome the opportunity to work collaboratively with City of Wanneroo so that the North West Metropolitan region could maximise its opportunities for public private partnerships. The advantages of taking a regional strategic approach to Public Private Partnerships may include a more attractive market for larger private investors. Furthermore it could provide savings to Local Government by reducing duplication including time and costs associated with brokering partnerships.

The City of Joondalup would welcome the opportunity to further discuss strategic regional directions in relation to public private partnerships.

ACTION-4.4 INNOVATION & ENTREPRENEURSHIP

Wanneroo's acknowledgement of the City of Joondalup's pursuit of its "Learning City" as a key element of the region's strengths (Actions 4.4) is welcomed. Joondalup's Learning City project includes:

- 1) The provision of executive support for the City of Joondalup's ex-Officio membership of the Joondalup Learning Precinct (JLP) Board, which meets every two months. The City of Joondalup's CEO leads that ex-Officio membership on the JLP and the Board's 2002-03 Strategic Objectives, the CEO's role on the board includes reporting on the City's initiatives that 'contribute to the economic and social development of the Joondalup region'.
- 2) Facilitating and supporting networks through which the City of Joondalup can manage and coordinate a range of relationship with its broader lifelong-learning stakeholders in the region, beyond the Joondalup Learning Precinct. These include the region's schools, other tertiary institutions, the WA Department of Education and Training, the 'Job Network', employability assistance and adult community learning sectors based in Joondalup and the North West Metropolitan region.
- 3) Facilitating the development of globally recognised thinking, teaching and learning communities across Joondalup and the North West Metropolitan Region to enable capacity building and partnerships through effective and accessible learning pathways. Developing skills and knowledge levels of community is seen as important vehicles through which sustainability and the City's 2003-08 Strategic Plan can be achieved.
- 4) Facilitating the promotion and marketing of Joondalup's identity, locally, nationally and globally as a 'Learning City and learning region. This component of the project also seeks to promote Joondalup and its region as 'a community that values and facilitates lifelong learning'. The Learning City concept will enable Joondalup to be recognised as innovative, unique and diverse.
- 5) Develop The City of Joondalup to be a learning organisation that models sustainability and good management through its Employer of Choice Strategy.

The City of Joondalup recognises that the concept of a Learning City is only feasible in the broader context of the growing North West Metropolitan region encompassing the Cities of Joondalup and Wanneroo.

It is proposed that the two cities begin negotiations on how the City of Wanneroo's final Economic Development Strategy can be more systematically integrated into the City of Joondalup's Learning City project to ensure future benefits flowing from the Learning City concept can be better delivered across the north-west metro region.

The City of Joondalup also concurs with City of Wanneroo's aims of significantly improving the North West Metropolitan Region's employment self-sufficiency and self-containment. In particular the City of Joondalup is fully supportive of the City of Wanneroo's proposal to:

"Work with regional employers and local training and further education providers to develop industry-specific job training and placement" (Actions 4.4.9).

Furthermore the City of Joondalup is most welcoming of the City of Wanneroo's proposed plan to:

“Develop partnerships with other local governments, eg the City of Joondalup and Swan and others to capitalise on the strengths of the region.” (Action 4.4.10)

It is suggested that an additional proposed action be added to the City of Wanneroo’s Economic Development Strategy:

“Explore opportunities for regional research collaboration projects that leverages the region’s research strengths and exploits opportunities at the regional level.”

ACTION 5.1 BROADBAND USE AND BENEFITS IN NORTH METROPOLITAN PERTH

The City of Joondalup has been aware of the importance of broadband access for residents of the region to access the knowledge economy as well as an essential infrastructure for the facilitation of employment, small and home-based business development. Furthermore Joondalup is fully supportive of the City of Wanneroo’s proposal to:

“Educate the community and business on broadband benefits and its issues through workshops and forums.” (Action 5.1.15)

It is further suggested that a partnership be developed between the Cities of Joondalup and Wanneroo together with research and teaching expertise in information technology at Edith Cowan University to map, if possible, the broadband infrastructure in the North West Metropolitan region.

ACTION 5.2 PROMOTION COMMERCIAL AND INDUSTRIAL INVESTMENT OPPORTUNITIES

The City of Joondalup also concurs with the priority of the City of Wanneroo to further facilitate local employment growth and opportunities in its commercial and industrial precincts including Wangara, Landsdale and Neerabup. The partnership between the two cities in promoting the region as a location to do business has been developed in the successful joint cities booth during the Western Australian 2003 Small business Expo.

The City of Joondalup is fully supportive of another joint promotional effort with the City of Wanneroo during the WA Business Opportunities Expo to be held in June 2004.

In the area of commercial and business development, the City has also been developing partnerships with Edith Cowan University’s Small and Medium Enterprise Research Centre (SMERC) on a range of collaborations. It is suggested that both Cities establish closer collaborations in partnership with ECU to:

- **Facilitate and support networking, business to business transactions and other linkages across the region commercial and industrial sectors; and**
- **Provide gap analysis data to commercial and industry sectors through cross-regional research partnerships.**

The Federal Department of Immigration has recently endorsed a policy statement to attract migration away from New South Wales to other regions throughout Australia. To this end they have produced a promotional document and website that highlights the benefits of other regions. Western Australia is under-represented in this initiative; with the Peel region and Albany region being the two prominent users of the document and the website. The document is produced in two languages being Chinese and English and widely distributed overseas by the Federal Government. The Cities of Wanneroo, Stirling and Joondalup could share resources to produce joint marketing content under the banner of the ‘Sunset Coast’ as a premier region to attract overseas business and tourists.

The City of Joondalup would welcome support from City of Wanneroo to further evolve the opportunity to attract more business migrants to invest and live in the North West Metropolitan region.

ACTION 5.3 AGRICULTURAL HERITAGE AND LOCAL CONSUMPTION OF REGIONAL PRODUCE

The City of Joondalup recognises the value of the region’s agricultural heritage as well as its current contribution to the supply of Metropolitan Perth’s consumption of horticulture produce. In particular, the City of Joondalup is supportive of Wanneroo’s proposal to:

“Promote the natural advantage of Wanneroo as an Agricultural Cluster.” (Actions 5.3.26)

It is suggested that the Cities of Wanneroo and Joondalup cooperate to ensure that more of region horticulture produced are consumed by North West Metropolitan residents, such as an extension of the current Wanneroo farmers’ market in the Joondalup City centre.

ACTION 5.4 HOME-BASED BUSINESS

The City of Joondalup also recognises the value of home-based businesses in contributing to increased employment self-sustainability in the region. Joondalup is also fully supportive of the City of Wanneroo’s proposed actions to:

Assist with the appropriate social and economic infrastructure, including telecommunications connections (broadband). (Action 5.4.29)

Facilitate mentoring, information and training and networking opportunities. (Action 5.4.31)

Provide opportunities for collaboration, distribution and exhibition of products and services, eg Small Business Expo or Small Business Awards. (Action 5.4.32)

Provide links to existing support networks such as business associations and the Small Business Development Corporation. (Action 5.4.33)

To date, the two cities have informally collaborated in the support of home based businesses in the region. The City of Joondalup has been a financial contributor to the Small and Medium Enterprise Research Centre (SMERC), Edith Cowan University in its investigation into the needs of Home Based Business (HBB) operators in the region with the following objectives:

- To identify the needs of HBB operators.
- To facilitate peer mentoring networks.
- To develop business growth plans.

- To support and encourage innovation, creativity and entrepreneurship for HBB operators.

The study, which is still continuing, involves an action research methodology driven by the needs of the participants in each group. Two groups of approximately 12 participants from the City of Joondalup are involved in six sessions of two hours duration that span 9 months. There will be two networking sessions where participants from all groups will be included. At the end of each session and at the end of the program, participants will be provided with a means to evaluate their participation in terms of meeting their business needs and also be able to determine if participation in the program provides ongoing opportunities for their business growth and sustainment.

The City of Joondalup is keen to further intensify the above partnership with ECU and City of Wanneroo as key partners in the project.

ACTION 5.5 TOURISM DEVELOPMENT

The City of Joondalup also concurs with the City of Wanneroo's view that Local Government can lead the way by elevating the economic importance of tourism and adding to the quality of the tourism product and message. The City of Joondalup also welcomes the City of Wanneroo's acknowledgement that the Sunset Coast Tourism Association (SCTA) is the key organisation that promotes tourism in both the City of Wanneroo and the coast stretching from City Beach in the south and Yanchep/Two Rocks in the north.

The Western Australian Tourism Commission has also, in the last year, significantly restructured the marketing of Western Australian tourism destinations with the Perth and surrounding "Orange Zone". Since the announcement of the restructure in late 2002, City of Joondalup has worked very closely with the Executive Committee of the SCTA to ensure its prominent representation on the new zone. This effort has borne fruit with the SCTA President now representing the Sunset Coast Tourism Precinct (comprising Cambridge, Claremont, Cottesloe, Joondalup, Mosman Park, Stirling, Wanneroo, Gingin) on the interim Management Committee.

The Federal Government of Australia through its recently released "White Paper" further strengthens the support from the national level toward tourism growth. The White Paper offers the potential for securing significant funding to promotional and other activities but also emphasises the need for a regional approach to tourism.

In the light of potential for significant additional resources being made available by the Federal Government together with the WA Tourism Commission commitment to the marketing of the Metropolitan Perth and regional areas, it may transpire that City of Wanneroo's approach, in establishing the Wanneroo Tourism Committee in isolation of a regional approach, may have the potential to dilute the efforts so far being made to maximise the gains for the Sunset Coast Precinct through the SCTA. The City of Wanneroo's proposal, in the above context, to "*Develop a Wanneroo Brand and identity. (Action 5.5.35)*" may be at odds with its other proposals to:

Collaborate with the Sunset Coast Tourism Association (SCTA), the North Wanneroo Rural Focus Group and the West Australian Tourism Commission to achieve complimentary growth in the region. (Action 5.5.36)

The Sunset Coast Tourism Association and its Management Committee is disproportionately represented by tourism businesses that are located in either Wanneroo or Joondalup. The City of Joondalup suggests that it would be more effective for both cities to collaborate in the promotion of its tourism destinations under the "Sunset Coast" banner.

Currently, the City of Joondalup has embarked on the development of its own tourism strategy with the following objectives:

- To develop the future direction for sustainable tourism in the City of Joondalup and its associated region.
- To maximize the effective use of tourism marketing and development resources through their better coordination and linkage to target markets.
- To increase the value of tourism in terms of visitor numbers, expenditure, infrastructure investment and growth in employment.
- To protect and enhance the City's natural and cultural heritage.
- To maintain the resource base of the region's tourism product by increasing the capacity to generate wealth in a way that is linked to long-term investment in environmental and associated infrastructure.
- To maximize quality employment opportunities, in an expanding tourism industry for existing and new residents.
- To provide a blueprint for the development of maximizing sustainable tourism in the City of Joondalup into the future, with consideration of:
 - Community expectations
 - What the City of Joondalup and its region can offer
 - Global and national and state trends
 - Protection of the City's natural and cultural heritage
 - Funding opportunities

The City of Joondalup has also appointed specialist tourism consultants who have been given the following scope for the development of the Tourism Development Plan:

"The Tourism Development Plan (TDP) will identify ways in which the City can create an effective, efficient and sustainable tourism industry with an ecotourism focus.

The TDP will include the review of relevant reports and documents from other organisations to ensure integration between Commonwealth, State and Local Government activities in program delivery in the City of Joondalup, lead the community through a strategic planning process, identify benchmarks and partnerships for best practice sustainable tourism, develop key performance indicators, and produce an implementation plan detailing short term, medium term and long term actions."

It is also recommended that the City of Joondalup Consultants be requested to meet with the Wanneroo Tourism Committee to ensure that there is a measure of complementarity between the two Cities' tourism development plans.

In progressing its TDP the City of Joondalup has formed a Tourism Advisory Group. The group's Terms of Reference will be to provide advice to the City's consultants in the development of the TDP to ensure complementarity occurs across the region. The City of Wanneroo has been invited to participate in this group and we would like to thank the City of Wanneroo for agreeing to provide a representative to the group. Other members who have agreed to participate in this group will include:

- The City of Stirling
- The Western Australian Tourism Commission
- Edith Cowan University – School of Hospitality and Tourism
- The Sunset Coast Tourism Association
- Tourist operator - AQWA – Hillarys
- Joondalup Business Association

The City of Joondalup will also seek advice and support from the region's Indigenous people in order to be inclusive and to ensure the authentic promotion of the rich indigenous cultural heritage of this region they call 'the Moora Country'.

It is recommended that the City of Wanneroo and the City of Joondalup explore the feasibility of combining efforts in the pursuit of regional tourism development.

The cultural and other social activities of local government are such that these are tourism attraction events in their own right that can be further promoted via a coordinated effort through the Sunset Coast Precinct and the Perth Region Tourism Zone Association.

It is also suggested that the Cities of Wanneroo, Joondalup and Stirling establish a more formalised forum for cultural events planning to:

- **Minimise the potential of events clashing and dissipate the potential audience of regional residents to these events;**
- **More effectively promote these activities through the Sunset Coast Tourism Association and Perth Region Tourism Zone; and**
- **Pool resources to provide more year round events and other activities, particularly during winter.**
- **Support the further growth of Twin Cities FM radio as a local tourism information provider.**

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MOVED Cr Baker, **SECONDED** Cr Kenworthy that Council **AUTHORISES** the renewal of the Chubb Protective Services' contract for provision of Security and Patrol Services (Contract 018-00/01) on a month by month basis, pending the outcome of calling of tenders and implementation of the service.

Discussion ensued.

The Motion was Put and

CARRIED

MOVED Cr Baker **SECONDED** Cr Patterson that Council **AUTHORISES** that a tender be called for the provision of Security Patrol Services for the City of Joondalup and that the 'in-house' team be invited to apply.

Discussion ensued.

The Motion was Put and

CARRIED

MOVED Cr Kimber **SECONDED** Cr Baker that Council **AUTHORISES** the tender process based on the status quo of the current format of Security Patrol Services.

The Motion was Put and

CARRIED

Appendix 15 refers

To access this attachment on electronic document, click here: [Attach15ag120601.pdf](#)

Cr O'Brien declared an financial interest in Item CJ175-06/01 – Creating the Learning, Online and Living City of the Future – An Economic Development Strategy for the City of Joondalup as his son has a commercial interest in the IT industry.

Cr O'Brien left the Chamber, the time being 2026 hrs.

**CJ175 - 06/01 CREATING THE LEARNING, ONLINE AND LIVING
CITY OF THE FUTURE - AN ECONOMIC
DEVELOPMENT STRATEGY FOR THE CITY OF
JOONDALUP (2001-2005) – [43458]**

WARD - All

CJ010605_BRF.DOC:ITEM 10

SUMMARY

Joondalup's current business profile and local employment generation rests on the two pillars of construction and retail. Finance, sales and clerical services are also key 'exports' (outside of Joondalup) sustaining employment among the City's dormitory workforce.

The City's construction-related local employment base is experiencing a longer-term structural decline while also feeling the shorter-term effect of a more generalised downturn in

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the housing industry. It is also unlikely that the local retail industry, the region's largest employer, will be able to take up the rising unemployment 'slack' that is also being experienced.

A short-to-medium term need to diversify the skill base of Joondalup's workforce is combined with the medium-to-longer term issues centred on the ageing of Joondalup's population. Accordingly, the economic development strategy outlined in the paper seeks to activate key elements of the City of Joondalup's Strategic Plan (2001-2005) in order to:

- Accelerate the development of Joondalup as a Learning City so as to enhance and diversify the knowledge and value-added skill base among Joondalup's current students and school leavers aged between 15 and 19 years of age, and to expand the career and lifestyle choices of those aged between 40 and 54.
- Facilitate flow-on, knowledge-based, local and regional employment through the establishment of Joondalup as an onLine City with the specific aim of maximizing business and resident access to a diverse range of competitively priced connection to high-speed, broad band, digital networks.
- Assist with the development of Joondalup as a Living City with a focus on flow-on localized employment, that capitalizes on the Learning and onLine City strategies into industries including health, tourism, hospitality, leisure, recreation and personal services.

This economic development strategy will also capitalise on the counter-traffic surplus capacities that characterise the region's freeway and rail transport system and seeks to create a self-sustained regional 'employment soak' centred on Joondalup being cross-promoted and developed in synergy as a Learning, an onLine and Living City.

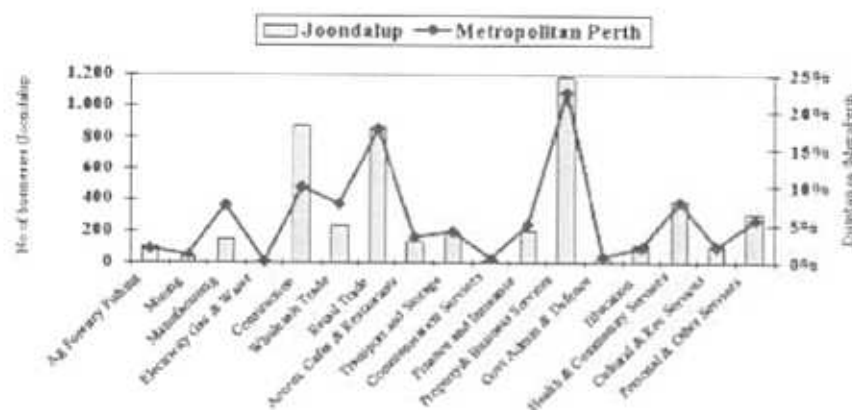
BACKGROUND

1 Joondalup's Existing Business & Workforce Profile

The North Metropolitan Region's 'construction front' remains a key pillar of the local Joondalup business profile. In 1998, construction represented 18 percent of Joondalup's business registrations compared to 10 percent for metropolitan Perth. The important role played by this cluster of activities to Joondalup's local economy is further highlighted by property related business services representing another 24 percent of Joondalup's registered businesses (in comparison to 23 percent for metropolitan Perth).

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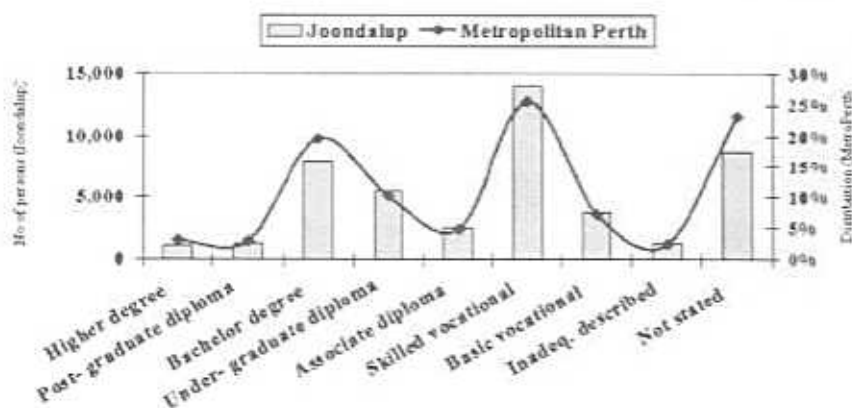
1 Registered Business by Industry (1998)



Source: ABS

The significance of the construction to the local business profile is also reflected in the over-representation of skilled vocational qualifications within the Joondalup workforce. Skilled vocational qualifications account for 30 percent of formal qualifications recorded while the corresponding number for Metropolitan Perth is 26 percent. Again, this characteristic profile reinforces the significance of construction (and office administrative) occupational base of Joondalup's resident population.

2 Workforce Distribution by Qualification (1996)

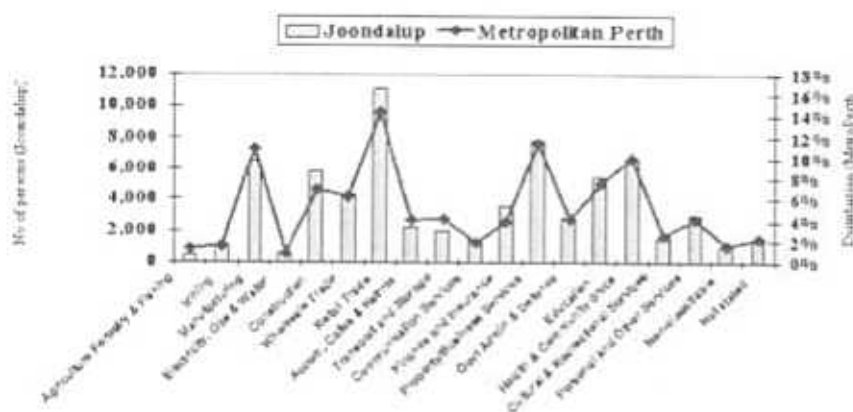


Source: ABS

The significance of building and construction to Joondalup's local economy is also reflected in the sectoral distribution of its resident workforce. While construction accounts for 7 percent of Metropolitan Perth's workforce, the corresponding proportion is 8.5 percent for Joondalup. Retail trade is, however, the largest local employer of accounting for 16 percent of Joondalup's resident workforce in contrast to the 14 percent for Metropolitan Perth.

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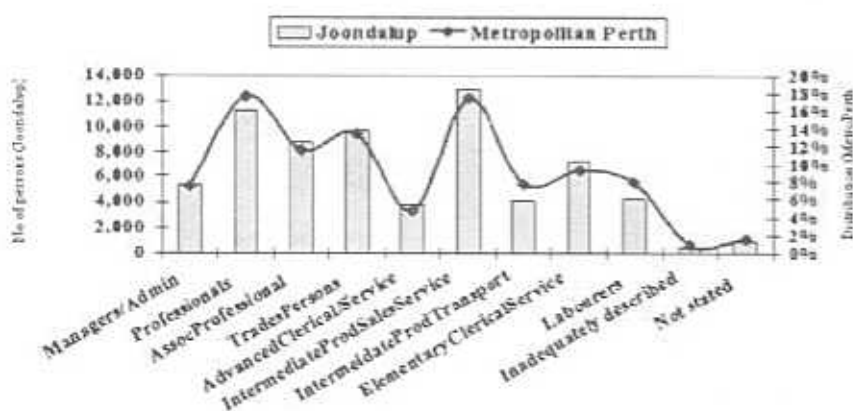
3 Workforce Distribution by Industry (1996)



Source: ABS

The significant representation of the finance and insurance industry as an employer of Joondalup's workforce, relative to that of Metropolitan Perth, is also reflected in this workforce's occupational profile. While intermediate production/sales services highlight the importance of Joondalup's retail industry, the significant representation of elementary clerical services is also characteristic of the City's 'export' of such services from its dormitory population base to the Perth CBD.

4 Workforce Distribution by Occupation (1996)

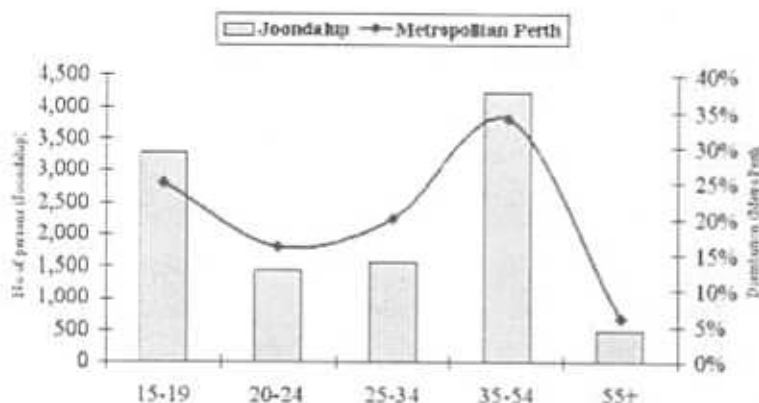


Source: ABS

When examining the largest employer of the Joondalup workforce, it is clear that retail is a key employer of those aged between 15 to 19 within the City. Among those employed in retail, 30 percent are aged between 15 and 19 in comparison to 25 percent for Metropolitan Perth. This profile also points to a relatively higher concentration of outlets being operated by the larger supermarket, hardware, department store and fast-food chains that combine the employment of young casual workers of both gender, on the one hand, with older supervisory (female) workers and (male) managers, on the other.

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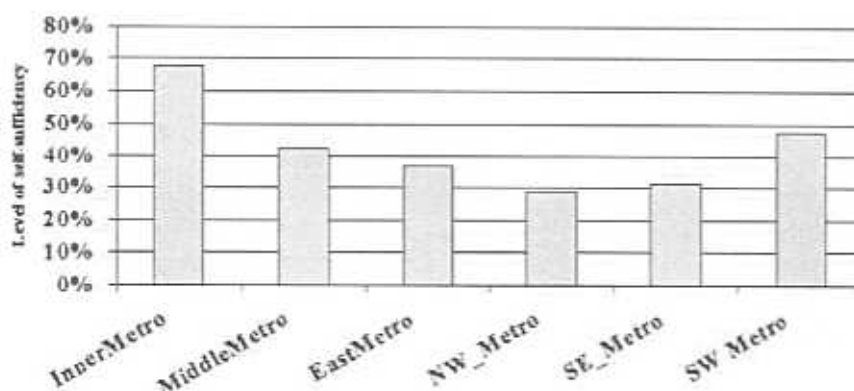
5 Distribution of Retail Industry Workforce by Age (1996)



Source: ABS

Clearly, the development of Joondalup has been led by the twin pillars of construction and retail as drivers of local employment while clerical and sales related occupations outside of Joondalup – particularly in or near the Perth CBD - have also been significant employers of Joondalup residents. This pattern of 'employment export' also corresponds with the North West Metropolitan sub-region's low (29 percent) level of employment self-sufficiency.

6 Employment Self Sufficiency in Metropolitan Perth (1996)

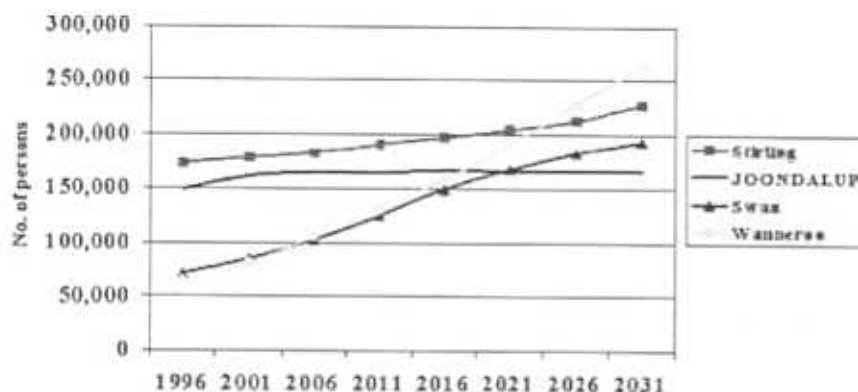


Source: Ministry of Planning

While the retail industry will continue to expand to service the still rapidly growing north and north-east metropolitan region of Perth, retail itself will not be sufficient to reduce Joondalup (and the North West metropolitan) low level of employment self-sufficiency. As can be seen from Chart 5, the casualised nature of retail jobs provide constricted pathways for continued employment once workers progress beyond 19 years of age. This employment slow-down will be compounded by Joondalup's stabilising population, as well as the consequent movement of the 'construction front' to Joondalup's north and east.

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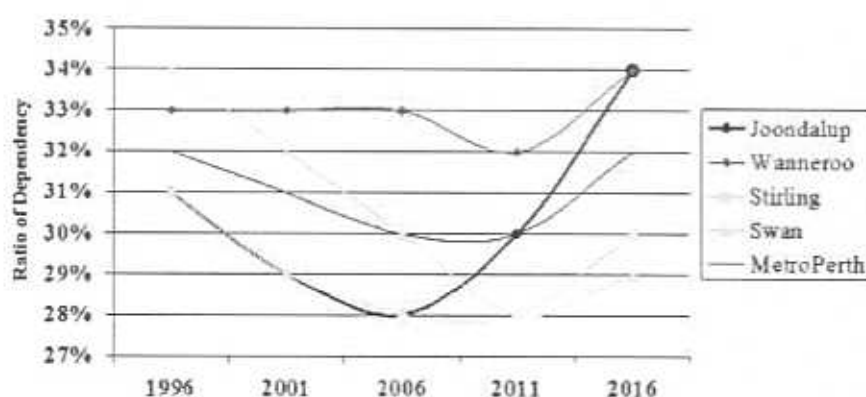
7 Stirling, Wanneroo, Swan & Joondalup Population Growth



Source: Ministry of Planning

The stabilisation in Joondalup's population growth combined with the ageing of its resident population relative to the rest of Metropolitan Perth, is another issue that requires addressing. From 2011 Joondalup's resident population dependency ratio (that proportion of the population aged 14 years and younger combined with those aged 65 years and older) is expected to exceed that of Metropolitan Perth as a whole.

8 Population Dependency Ratio by Selected Local Government Authorities



Source: Ministry of Planning

Apart from increasing residential densities to accommodate greater rate of population growth, one strategy to retard the economic impact of an ageing population is to increase its ratio of knowledge-based workers. Knowledge-based (and some service-industry) workers are more likely to have the capacity to extend their working life beyond the current retirement age of 65.

Before outlining the strategies to facilitate the development of a more diversified knowledge-based workforce beyond the current pillars of construction, retail and administrative/clerical

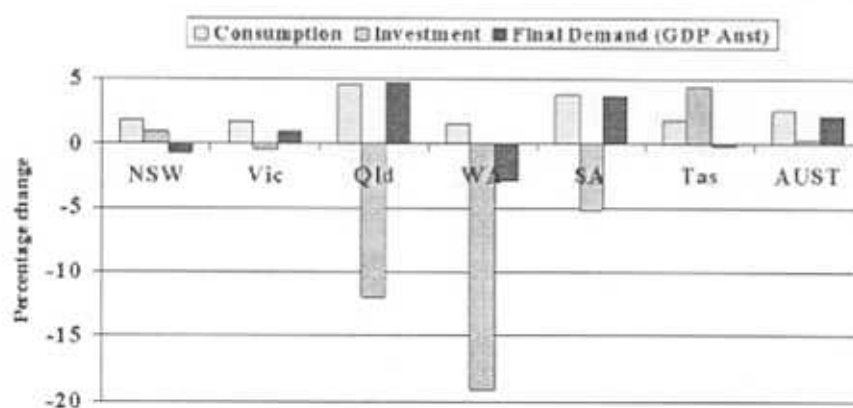
occupations, the next chapter will examine the more immediate outlook facing Joondalup's working population.

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1 Regional Structural Economic & Employment Outlook

In addition to the movement of the 'construction front away to its north and east, a broader context for the City of Joondalup is the significant downturn experienced in the Western Australian economy. At the broadest level, this includes a recent downturn in the local, interstate and international investments that have underpinned Western Australia's mineral, oil and gas boom over the last decade.

9 Key Indicators from December Quarter 1999 to December Quarter 2000

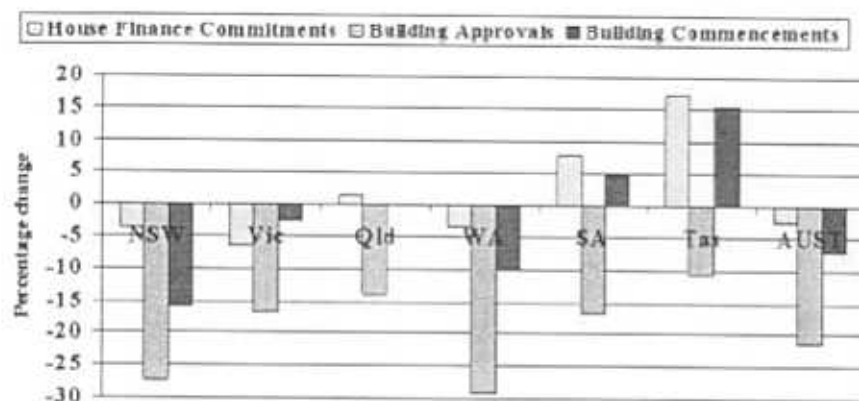


Source: IRIC

More specifically, in the residential housing industry, Western Australia experienced a significant percentage downturn for building approvals and commencements compared to the remainder of Australia, particularly for building approvals. This condition in the industry has been exacerbated by the pre-GST building boom, and subsequent post-GST building 'bust', the consequences of which are still being felt across Australia.

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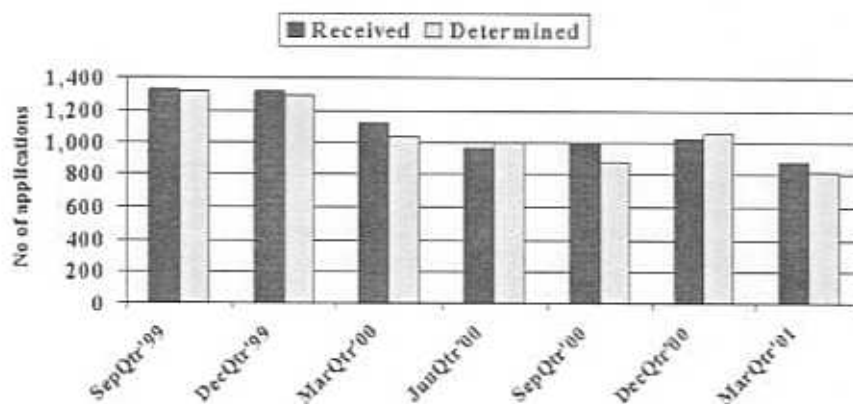
10 Dwelling Industry Indicators in the Year to January 2001



Source: WA Treasury

The current downturn is also directly felt within the City of Joondalup. For example, the number of building applications decreased by 29 percent in the three-quarters to March 2001 in comparison to the three-quarters to March 2000. With the movement of the 'construction front' to Joondalup's north and east (as well as retro-fitting and residential infilling in the City of Stirling to the south) Joondalup's construction-related industries are also likely to experience a structural decline as generators of local employment.

11 Joondalup Building Applications September Qtr 1999-March Qtr 2001

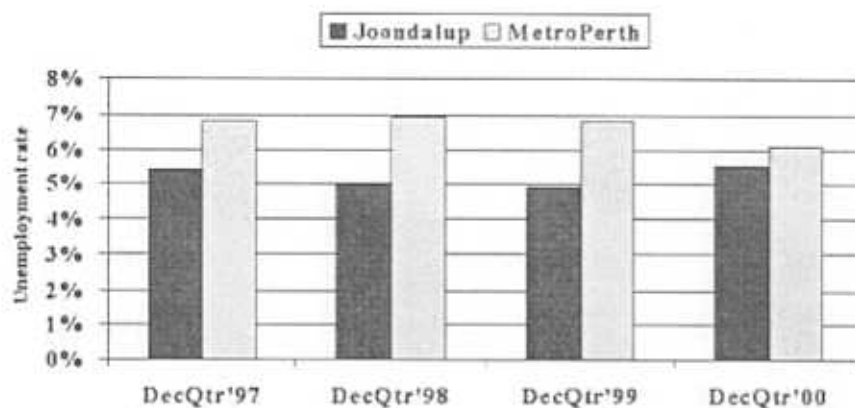


Source: City of Joondalup

A cyclical and structural downturn in the City's construction industry has also resulted in a noticeable increase in the level of Joondalup's rate of unemployment relative to that of Metropolitan Perth. Again, it would be unrealistic to expect the retail sector to take up the unemployment 'slack' given both construction and retail industries are themselves vulnerable to broader economic swings elsewhere in the general economy.

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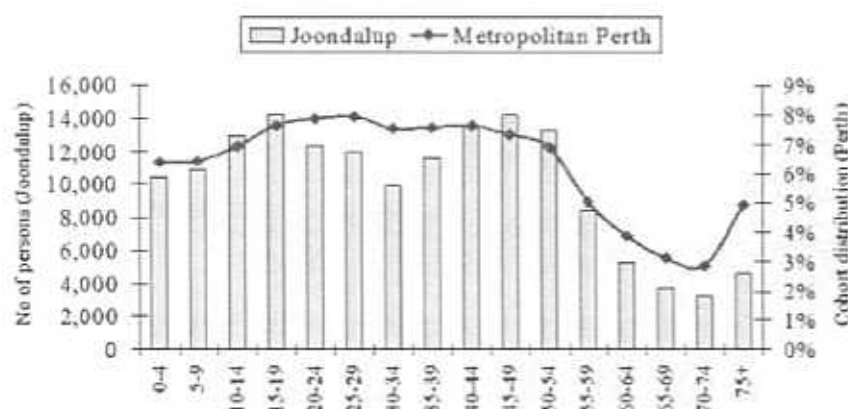
12 Unemployment Rate for December Quarters 1997 to 2000



Source: DEWR38

In the short to medium term, the economic downturn will directly impact the two significant age cohorts that comprise the current Joondalup resident population. The first include those students and school leavers currently aged between 15 and 19 years of age, for whom the retail sector is a key pathway into the workforce. The second group encompasses those currently aged between 40 and 55, vulnerable to structural unemployment, and who may be seeking to expand their career, life skills or lifestyle choices.

13 Population Distribution by Age Cohort as at 2001

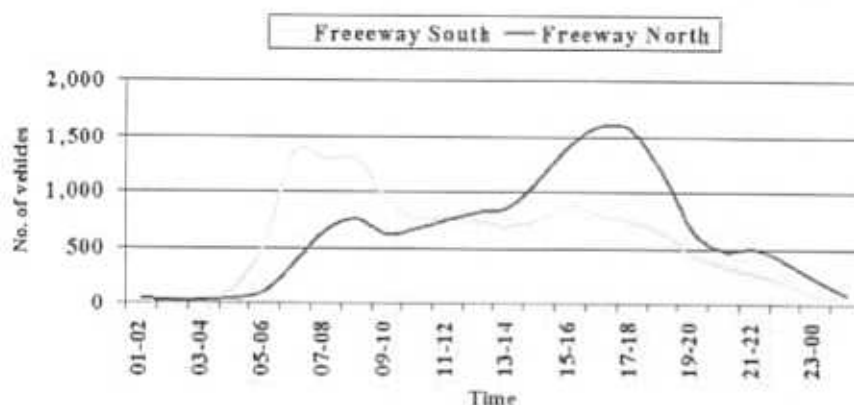


Source: Ministry of Planning

In addition to reversing the north west metropolitan region's low level of self sufficiency, a strategy to generate employment centred on the Joondalup CBD also seeks to utilise the 'counter traffic' surplus capacity that is a chronic feature of the North Metropolitan's rail and freeway transport infrastructure.

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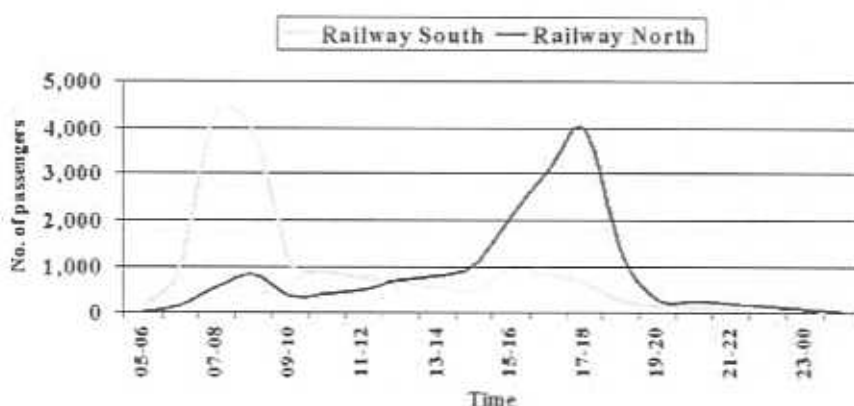
14 Weekday Freeway Traffic Flow by Time/Direction (1998)



Source: WIA Dept of Main Roads.

The creation of a knowledge-intensive and services-based 'employment soak' in the Joondalup Strategic Regional Centre is also designed to take advantage of a new range of new information technologies that will make possible the establishment of post-industrial 'recombinant' workplaces. These are workplaces that are both geographically and technologically re-constituted to take advantage of given technologies and access to skilled workers.

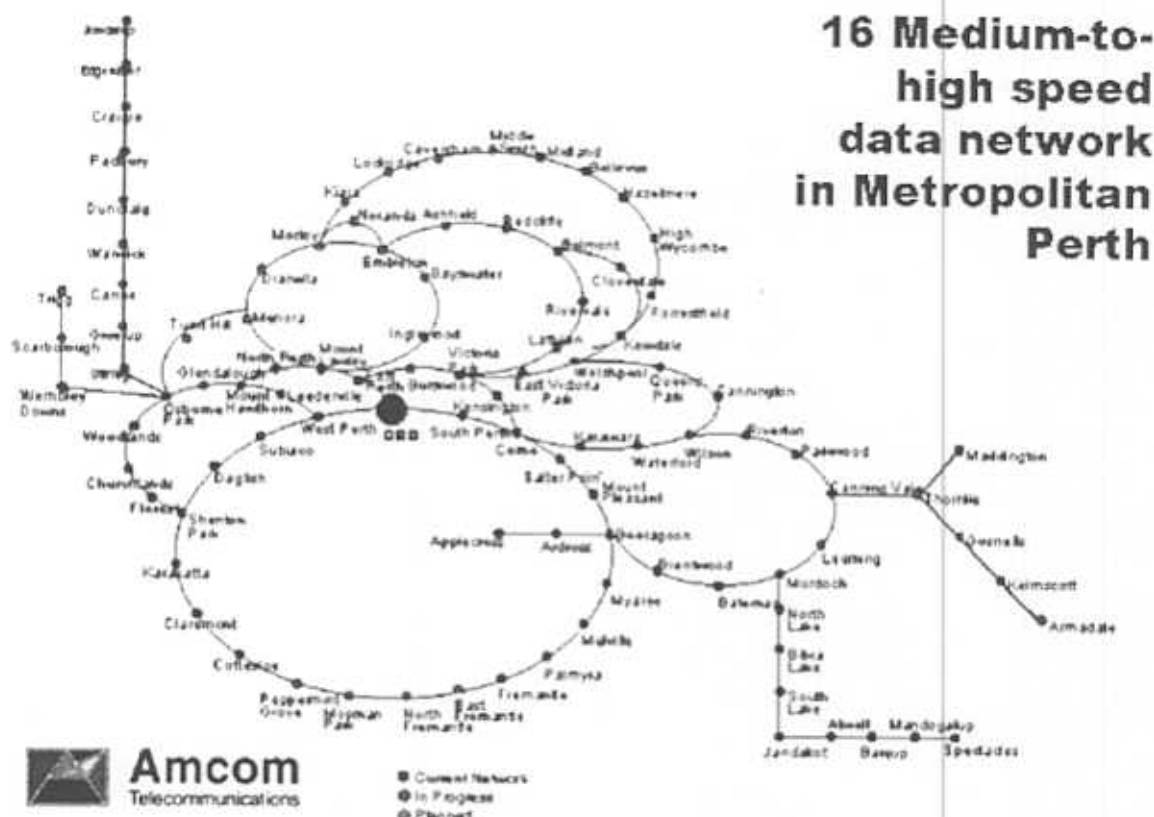
15 Weekday Train Passenger Flow by Time/Direction (1998)



Source: WIA Dept of Transport.

In addition to the expansion and consolidation of globalized networks of production, new digital technologies will also have local and regional effects. One consequence will be geographical re-organisation of corporate offices, call centres or professional works places across urban areas such as Metropolitan Perth to maximise access to cost-effective high-

bandwidth communications infrastructure, the availability of a skilled (and re-skilable) workforce which in turn is attracted to a location's physical or social uniqueness.



This trend, including the possibilities for 'recombinant' Government departments affords opportunities for the City of Joondalup to re-assert its role and rationale as a Strategic Regional Centre within a digital global economy. The existing and likely medium term rollout of Perth's fibre optic backbone (with Joondalup as the 'end of the line') also cements Joondalup's position as an onLine gateway to the rest of northern outer metropolitan Perth.

DETAIL

3 A Practical Vision for Joondalup's Development as a Learning, onLine and Living City (2001-05)

This economic development strategy being pursued is a subset of the broader City of Joondalup Strategic Plan (2001-2005) which was endorsed by Council on 24 April 2001 under the Strategy for Economic Vitality. Elements of this Strategy include the commitment to:

- 3.1 Establish alliances with key stakeholders to identify opportunities to encourage and promote economic growth;
- 3.2 Work with specific industry sectors, such as health, education, technology, retail services, tourism and recreation, to progress economic development;
- 3.3 *Develop and implement the concept of Joondalup as a Learning City as a means of integrating the economic, social and cultural development of the City.*

Within the timeframe defined by the Strategic Plan (2001-2005), this Economic Development Strategy seeks to:

- Accelerate the development of a Learning City to enhance and diversify the knowledge and value-added skill base among Joondalup's current students and school leavers aged between 15 and 19 years of age, and to expand the career and lifestyle choices of those aged between 40 and 54.
- Facilitate flow-on knowledge-based local and regional employment through the establishment of an onLine City with the specific aim of maximising business and resident access to a diverse range of competitively priced connection to high-speed, broad band, digital networks.
- Assist with the development of Joondalup as a Living City with a focus on flow-on localized employment, capitalizing on the Learning and onLine City strategies into industries including health, tourism, hospitality, leisure, recreation, personal, community services, environment and waste management.

3.1 Joondalup as a Learning City

The Learning City will target the two significant demographic cohorts within Joondalup's resident population (see Chart 13) facing short term rising unemployment and a longer-term structural decline in the City's construction industry base. It also seeks to consolidate the relocation of Edith Cowan University's main campus to Joondalup as well as capitalize on Joondalup's education precinct, with the opening of the WA Police Academy in 2002.

A Learning City Working Group has already been established with representation from education stakeholders, local business and community groups. Proposals for consideration as key enablers underpinning Joondalup as a Learning City include:

- A Learning City Internet Portal to promote and bring together Joondalup's learning stakeholders as well as showcase developments in onLine learning. It is further intended that the Learning City portal will be an 'anchor tenant' on the North Metropolitan (www.2cities.com) regional portal, a joint development involving the Cities of Joondalup and Wanneroo, their respective business associations and Edith Cowan University.
- A Lifelong Learning Centre comprising a physical space within the CBD that will provide multiple functionality of:
 - Promoting lifelong learning and other offerings from Learning City stakeholders to Joondalup residents;
 - Providing learning space for adult education and small group seminars;
 - Show casing and providing demonstrations for online learning and related technologies.
- Employment of a Learning City Co-ordinator to manage the Lifelong Learning Centre and co-ordinate its use and maintenance among Joondalup's various community-based learning associations.
- Networking affiliation by Joondalup to an emerging national and global network of learning cities and towns. This includes the Learning Towns network in Victoria, the Learning Towns and Cities network in the United Kingdom and the European Union.

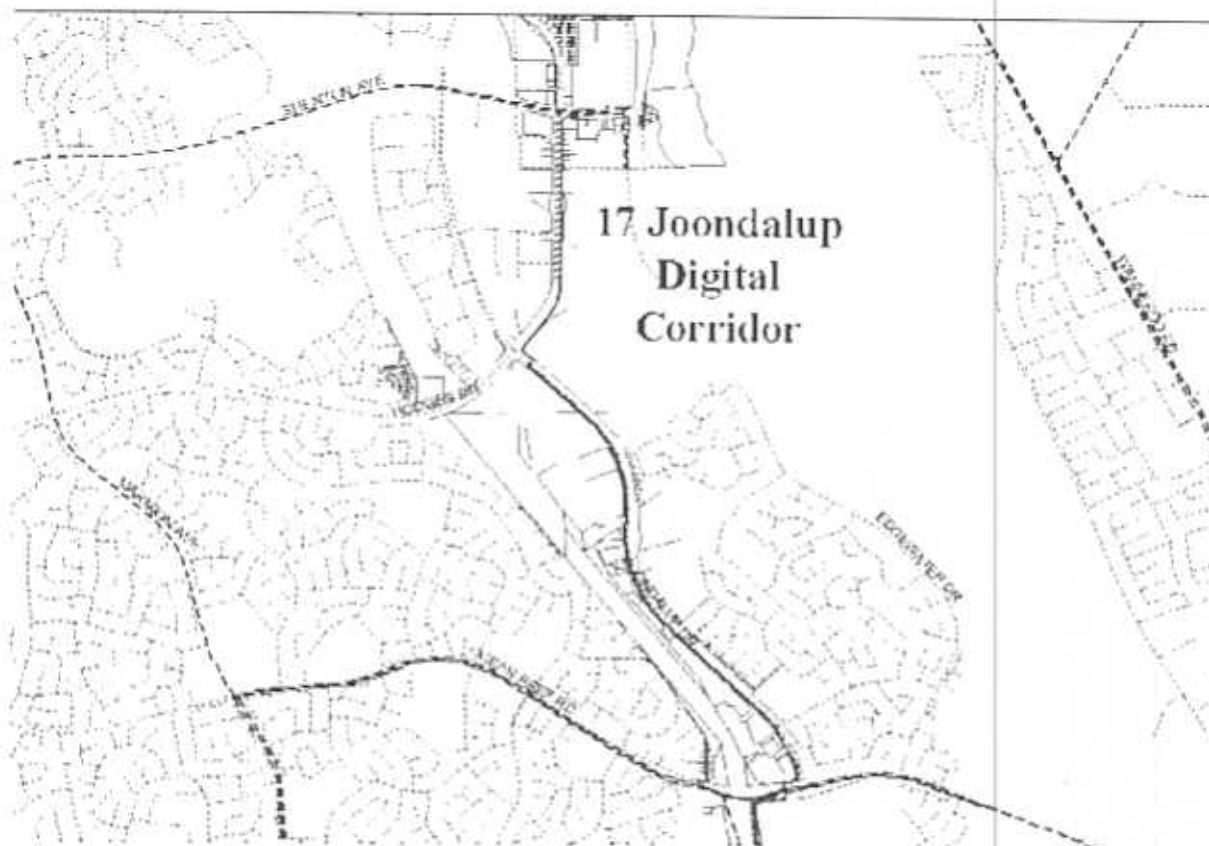
- A 'Learning Council' and 'learn locally' policy where staff training by the City of Joondalup administration include Learning City stakeholders as the 'first port of call'.
- The establishment of Business Networking Groups designed to link graduate skills with local business experience and requirements in priority sectors encompassing, information and communication technologies, health, tourism, hospitality, leisure, recreation, personal and community services, environment and waste management.
- Examine ways in which a network of Lifelong Learning Centres may be developed as key components of neighbourhood centres outside of the Joondalup CBD.

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3.2. Joondalup as an onLine City

In addition to facilitating employment opportunities demanded by Learning City graduates, the development of Joondalup as an onLine City seeks to capitalise on the existing surplus capacities of available high bandwidth telecommunication infrastructures. Focussing on the high-bandwidth fibre-optic cabling already laid, this strategy will seek to establish a 'digital corridor' within the existing commercial zone along Joondalup Drive. Proposed mechanisms to be examined to underpin Joondalup as an onLine City include:

- A 'digital corridor; planning zone and 'smart building' code that will have the effect of publicising to land and building owners, or developers, the advantages of 'pre-wiring' and connecting to nearby high-bandwidth communication infrastructure.
- Working with key telecommunications carriers, and consulting with Joondalup's key education and medical users of high bandwidth networking, to develop optimal means of lowering the cost of access and connectivity by small business and residents.
- Utilising the City of Joondalup Administration's own future connection as a leverage to reticulate high bandwidth connectivity throughout the CBD using ducting already laid by Landcorp.
- Examine ways in which businesses and residents outside of the Joondalup CBD may benefit from high-bandwidth connectivity.
- Working with the Department of Commerce and Trade to establish a demonstration project for a 'recombinant workplace' to be trialled for the WA public service.
- Utilizing Joondalup CBD's high bandwidth access as a key geographical hub to demonstrate online business and community networking for the North Metropolitan www.2cities.com regional portal.
- The linking of the Business Networking Groups established as part of the Learning City project to examine synergies to be created through the onLine City for priority sectors encompassing, health, tourism, hospitality, leisure, recreation, personal and community services, environment and waste management.
- Examining the feasibility of strategic neighbourhood centres of onLine excellence outside of the Joondalup CBD incorporated within the City's Precinct Planning exercise.



3.3 Joondalup as a Living City

Apart from maximizing the services-based employment potential of the skills generated from the Learning and connectivity created by the onLine City, Joondalup as a 'Living City' is also consistent with the vision of the Strategic Plan (2001-2005) seeking to:

"Develop a unique City Centre which is:

- A vibrant, living place, filled with people day and night, with employment, entertainment, shopping, restaurants, arts, culture and university life
- A high technology business environment, taking advantage of leading-edge opportunities to stimulate economic growth
- A viable alternative to CBD Perth."

Underpinning the development of the Living City will be the adoption of relevant parts of the WA Government's Project Mainstreet in the Joondalup CBD (bordered by Boas Ave, McLarty Avenue, Shenton Way and Lakeside Drive) as an already established 'tool-kit' to engage local business stakeholders to jointly fund and employ a Promotions Manager to:

- Develop a marketing identity for the area, including online and direct customer promotion for local entertainment, recreational and retail dollars that currently 'leak' to other parts of Metropolitan Perth;
- Co-ordinate with City of Joondalup's scheduled events and festivals to maximise stakeholders' capture of event participants and to further develop customer loyalty;
- Co-ordinate a program of small business development training for stakeholders through the Joondalup Business Enterprise Centre (BEC);

- Develop a business plan to fund the Promotions Manager and marketing program on an on-going basis beyond the first year of (Federal Government and City of Joondalup) seed funding;
- Utilise the on-going networking support and resources afforded by the Department of Commerce and Trade's Mainstreet Project training program; and
- Where appropriate provide stakeholder input into a proposed plan for streetscape design and improvement focussed on the area's Central Walk.

If successful, it is envisaged that the CBD commercial promotions project will be utilised as both a demonstration and networked resource to be deployed, where appropriate, for the development of neighbourhood centres outside of the Joondalup CBD as part of the Neighbourhood Precinct project.

It is anticipated that the success of the CBD Promotions Manager project will be the key leverage for the Living City to attract the development of a major department store and specialist boutiques to complement the Lakeside shopping centre, and the Central Walk entertainment/hospitality precinct.

Finally it is envisaged that the proposed Performing Arts Complex in the Joondalup CBD would be a key component of the Living City. Cultural industries will increasingly become important economic and employment generators for Joondalup as the "City of the Future".

COMMENT

The information contained in this report will provide the basis for the City's promotion, development and economic opportunities in the City of Joondalup. The information will be made available on the web site and by publishing brochures/leaflets, and in promotional articles in the City's publications.

MOVED Cr Kadak, **SECONDED** Cr Mackintosh that Council **ENDORSES** the economic development strategies for promoting Joondalup as a Learning, On-Line and Living City.

The Motion was Put and

CARRIED

Cr O'Brien entered the Chamber, the time being 2027 hrs.

City of Wanneroo
ECONOMIC DEVELOPMENT STRATEGY

Wanneroo:
Open for business 2020

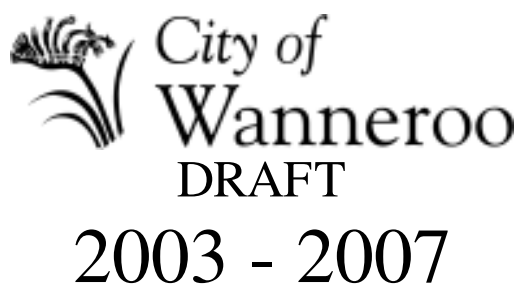


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Mayor's Message

It is with pleasure that I present the City of Wanneroo's first economic development strategy. This four year plan outlines the key goals and future direction of the City's developing economy and is the first step of a broader 20 year process of achieving sustainable development in the north west region of Perth.

As one of the fastest growing local government areas in Australia, the City of Wanneroo is set to become a leading example of sustainable development. I am proud to be involved in this process and see many opportunities and great potential for the future of Wanneroo and the region.

The realm of economic development penetrates and affects most activities within the City of Wanneroo, and it will integrate with the City's Smart Growth vision as it relates to local employment generation and investment attraction. Smart Growth seeks to provide a greater understanding and coordination of the economic, environmental, social and cultural factors affecting the growth & development of Wanneroo. This will ultimately affect the quality of life of the citizens in the region.

Primary goals of the Economic Development Strategy relate to attracting investment to the Wanneroo region and generating employment opportunities within the City's growing commercial and industrial areas as well as capitalising upon existing industry clusters. The strategy extends economic development within a regional context where there is an interdependence of people, resources, institutions and business in the northern region. The aim is to bring economic prosperity to suburbs currently experiencing high unemployment rates, creating better local job opportunities and subsequently increasing household earnings.

Economic development within the City of Wanneroo over the coming years will play an important role in shaping how the City will grow. I believe that the Economic Development Strategy will establish a solid foundation to build upon and is a step in the right direction to a achieving a sustainable future for the northern region of Perth. This is an exciting stage in the City of Wanneroo's development and I look forward to seeing the City evolve and prosper as we continue to grow.

1. Introduction

The City has recently prepared a Strategic Plan to identify those matters requiring priority attention, and also establish the goals and strategies that will form the basis of the City's activities between 2002-2005. Similarly the preparation of Directorate and Business Unit Plans by each Directorate and Business Unit is intended to ensure that the Strategic Plan is implemented. The Strategic Plan has identified 5 Key Success Factors to enable the City to measure its long-term success and ensure its continual improvement. The Key Success Factors are:

- Environment
- Community
- Economic Management
- Development, and
- Organisational Management

The City of Wanneroo is facing one of the toughest periods of its economic history. There is consensus that the rapid urbanisation of the northern corridor cannot rely on the planning principles that formed the frontier north of Perth. Wanneroo is faced with having to work hard to come up with timely solutions that incorporate adequate provision for local employment opportunities and investment attraction. The City's primary economic goal is to decrease the amount of people having to travel out of the region to access suitable employment opportunities. This is intended to be achieved through the implementation of an Economic Development Strategy.

The Economic Development Strategy for the City of Wanneroo is designed to build upon the project initiatives already in place and being pursued by the City and introduce new initiatives in line with the Strategic Plan.

The promotion of Wanneroo as an investment and employment destination can only occur if it is understood that everybody can contribute to growing the economic base of the region through their actions.



City of Wanneroo – Strategic Plan 2002 – 2005

Our People – Our Future

Mission Statement

The City of Wanneroo provides these services and facilities to meet the changing needs of our community through:

- Visionary leadership
- Community consultation & involvement
- Responsible resource management

- Vision Statement

By the year 2007 –

The City of Wanneroo will be a vibrant centre of creative growth known for the quality of lifestyle choices and development patterns which enhance sustainability. This will be achieved through:

- Organisational culture
- Community well being
- Infrastructure and service provision
- Planning for a balanced environment

Values

- Commitment and proactive approach
- Innovative and creative thinking
- Courtesy, honesty and respect
- Quality service

Key Success Factors

- Environment
- Community
- Economic Management
- Development
- Organisational Management

1. Environmental Sustainability	2. Healthy Communities	3. Economic Development	4. Corporate Management and Development
<i>To value, protect and enhance our natural environment in harmony with the growth and progress of our city</i>	<i>To foster an identity that promotes lifestyle choices and provision of quality services and infrastructure</i>	<i>To maximise opportunities for balanced economic growth and development within the city</i>	<i>To create a culture that is committed to corporate learning, evolution and proper management of our natural, financial and human resources</i>
1.1 Conserve and enhance environmental assets 1.2 Develop sustainable waste management options 1.3 Support efficient use of water, energy and other resources 1.4 Foster a culture of environmental awareness, ownership and action within the community and the organisation	2.1. Achieve an understanding of our community's needs – present and future 2.2. Provide a cohesive system of integrated land use planning 2.3. Support and encourage the delivery of a safe and effective transport network 2.4. Support safe and secure communities 2.5. Foster a community that finds strength in its diversity 2.6. Provide and manage infrastructure to meet the needs of our community 2.7. Provide community focussed services and lifestyle opportunities	3.1. Create an economic development strategy 3.2. Identify, support and respond to the needs of existing and new industries 3.3. Encourage employment growth within the community 3.4. Support a viable rural industry 3.5. Develop the tourism industry 3.6. Develop a Wanneroo Brand	4.1. Review and develop policies covering governance and management of our city 4.2. Create harmony and unity through open communication, participation and ownership 4.3. Establish an organisation that is open, accountable and committed to customer service

Key Generic Actions:

1. **Redressing the balance** so that Wanneroo has desirable centres of employment. Employment opportunities have to be across the range from the very big to the very smallest business unit. Wanneroo has to provide range of desirable areas in which to live, invest and work.
2. **Investing for the future** – increased collaboration with the State government and other key stakeholders is needed to map the strategic activities for the northwest metropolitan economic region. Wanneroo will emerge as a major service hub responsible for the economic vitality and wellbeing of the region. The economic outputs will need to be significant in order to enhance the northern economies commencing at Beach Road in the south and extending into Gingin in the north. Alignment of both public & private expenditure will only occur if the region is considered to be regionally significant.
3. **Generating wealth through jobs** to create a new economic base, which integrates the community into the wider regional economy. A regionally significant area has to produce enough economic activity so that it becomes a place where businesses *have* to locate. Matching local skill sets to local opportunities is key.
4. **Basic Infrastructure** has to be in place to allow businesses to prosper and grow. The minimum preconditions of transport access, telecommunications and water need to be strategically worked out before major development occurs. Retrofitting is unacceptable and destructive.

2. Executive Summary

It is acknowledged that economic development is only one part of the complex strategic network of the City. Interwoven within the fabric of Wanneroo is the importance of environmental challenges and community needs. These can manifest themselves in open space allocations, adequate green amenity, parking and other infrastructure requirements and access to facilities. The challenge for all areas of council is for all elements to be complimentary to one another while delivering the best results for the community; current and future.

Regional Economic Development as a connector of people, ideas and resources. The integration of these makes solutions more possible.

What is contained within this economic development strategy is the collection of consultative work with business and government stakeholders through workshops, forums, seminars, interviews, questionnaires and written evaluations of the pressures of growth, development and possible solutions.

A feature of this strategy is the presentation of data gathered over the past 12 months (examined in section 4.1) that includes open consultation with other organisations and local businesses, including the Perth Area Consultative Committee, land developers, the taxation department, business associations, the Small Business Development Corporation. The data gathering exercise involved a sample of over 50 stakeholders, most of which were small to medium enterprises, who are considered the backbone of the local economy.

The strategy acknowledges the job creation successes of the previous four years and the lessons learned through having economic development 'in-house'. It recognises additional challenges and opportunities including the need to increase average incomes, raise levels of learning and manage population pressures.

Key geographically significant areas of focus for the City are:

- The Wanneroo Central town site – a key catalyst for commercial development
- Wangara and Landsdale Industrial Estates – maximising opportunities within these expanding developments
- Neerabup – ensuring the potential of this developable land area of 5000 hectares and the creation of adequate employment opportunities
- Yanchep/Two Rocks – which is targeting 1000 new employment opportunities over the life of this plan, and 50,000 by 2025
- The population intensive southern areas of Alexander Heights, Girrawheen and Marangaroo – which currently have strong small business representation

The City of Wanneroo is prioritising projects and resource allocation for the greatest return on investment whilst also laying the foundations for a sustainable economic future. Certain themes, however, such as business support and assistance, tourism development, internal investment promotion, employment generation and skill enhancement for the local workforce are a key focus.

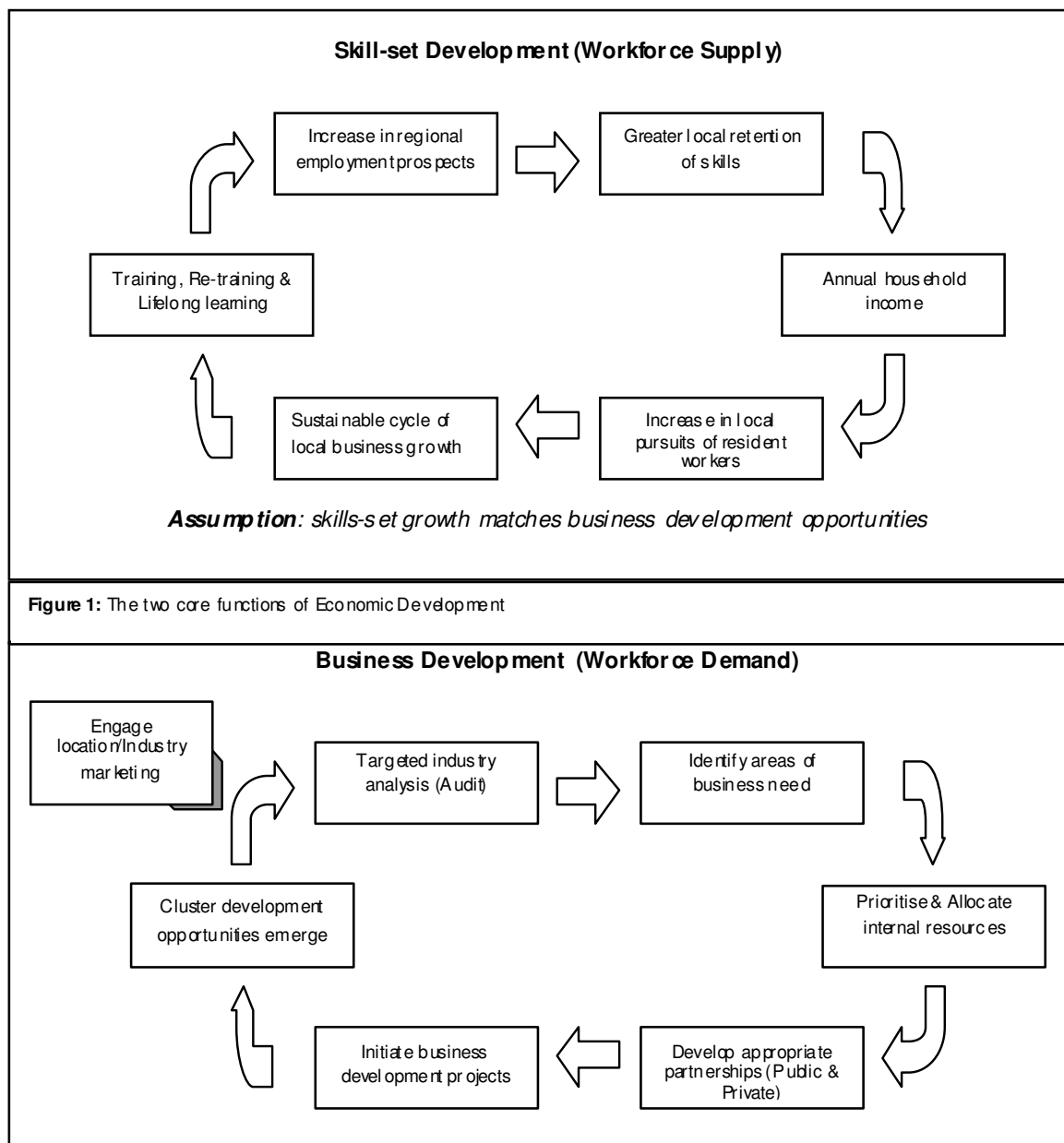
Business support will include an emphasis on:

- Development of existing small to medium enterprises and fostering a culture of entrepreneurship and self-determination (including Home-Based Businesses)
- Expanding the business relocation services to strategically place business and agencies
- Add support to the strengthening of key business support options such as the Small Business Development Corporation (SBDC), the Wanneroo Business Association, the Suncity Business and Technology Association and the Business Enterprise Centre (BEC) network.

Redressing the Balance

The South & Alexander wards (including the suburbs of Girrawheen, Koondoola, Alexander Heights & Marangaroo) contribute a large proportion of the Wanneroo workforce. Paradoxically, these areas have some of the highest unemployment rates within the City and within Perth metropolitan. The City will provide solutions in two ways.

- The City will endeavour to build demand to suit the skill sets of the local workforce. By accessing appropriate funding to establish and continue employment generation projects
- Partner with groups and organisations that can re-skill and up-skill the willing participants
- Encourage employment agencies to provide opportunities such as training and mentoring. They are also encouraged to set up satellite services in Wanneroo or relocate their headquarters.



The partnership approach with all key stakeholders will drive a universal commitment that addresses growth opportunities in all parts of the City. The strategic process must be mindful of achieving balance with all stakeholders as they strive for personal and universal goals. Disequilibrium will occur when stakeholders vigorously pursue their own ends to the detriment of the interests of the whole. Long-term sustainability is easy to prescribe, but harder to achieve in an environment where there is little consensus and shared vision among key stakeholders.

The City is hoping to promote the recognition that training and lifelong learning play a crucial role in helping the local economy to achieve a virtuous cycle of sustainable business growth, an increase in average incomes for households, retention of skills locally and an increase in learning pursuits of residents.

Broader targets 2003-2007 targets:

- Reduction of the local unemployment rate (currently at 9.0%*) closer to the Perth metropolitan average (currently 6.1%*)
- Increase participation in the workforce (the measure of social inclusion)

* Small Area Labour Markets March Quarter 2003 - DEWR

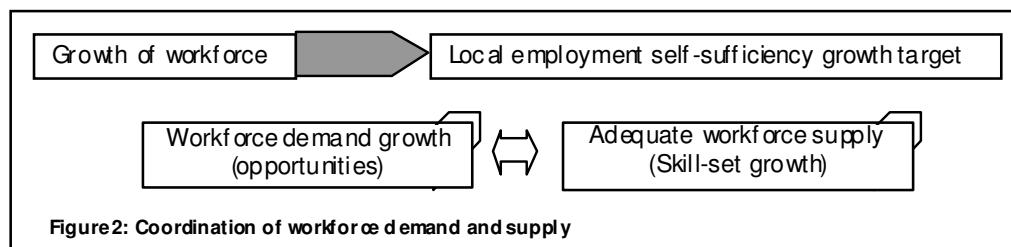
The economic development strategy aims to capture the City's desire for workforce opportunities within our local government area through the reduction of out-of-area commuting for the local workforce. Coupled with that is the desire to increase the overall participation rate to bring the City of Wanneroo's employment rates to be more in line with the Perth average.

Social inclusion leads to numerous benefits for all concerned, including cash flow implications for the local economy as the multiplier effect aids in the recycling of money earned locally to be spent locally. This creates increased flows internally as the cycle continues. Support of local employment opportunities can also have a positive environmental impact. Two such examples could be the reduction of hydrocarbon emissions due to decreased car dependency and the social benefits of greater safety due to decreased 'suburban drainage' between the hours of 9AM and 5PM.

These endeavours signal the City of Wanneroo's commitment to sustainable growth, which can only begin to be achieved with the support of the relevant stakeholders.

The City of Wanneroo is looking to redress the effects of the problems caused by vertical fiscal imbalance (VFI). The fair distribution of taxation dollars can greatly benefit regions requiring assistance as they grow. The lack of infrastructure within the City of Wanneroo at present underlines the possible problems to be faced in the near future as population pressures cause premature cracks in our critical infrastructure, both social and physical.

The population projections¹ for the City of Wanneroo for 2007 show an increase from 88,000 to 112,000 people. The employment required for an additional workforce¹ of over 11,000 needs to be in areas that will provide value-added opportunities. If the current situation remains where 3 out of 4 workers leave the area, then the increased burden of major routes south to employment destinations will mean infrastructure problems for the Mitchell Freeway, Wanneroo Road and Marmion Avenue, and the tributary roads connecting commuters to these main routes. If the City were able to increase local employment opportunities from 25% to 40% for this increase in workforce, an extra 1,350 local employment opportunities would need to be created. However, it is not sufficient to provide for the creation of new employment opportunities, unless the local workforce has the necessary skill base to take up the new job opportunities (see figure 2). It is understood that out of area applicants will secure many positions if the local workforce has mismatched skills.

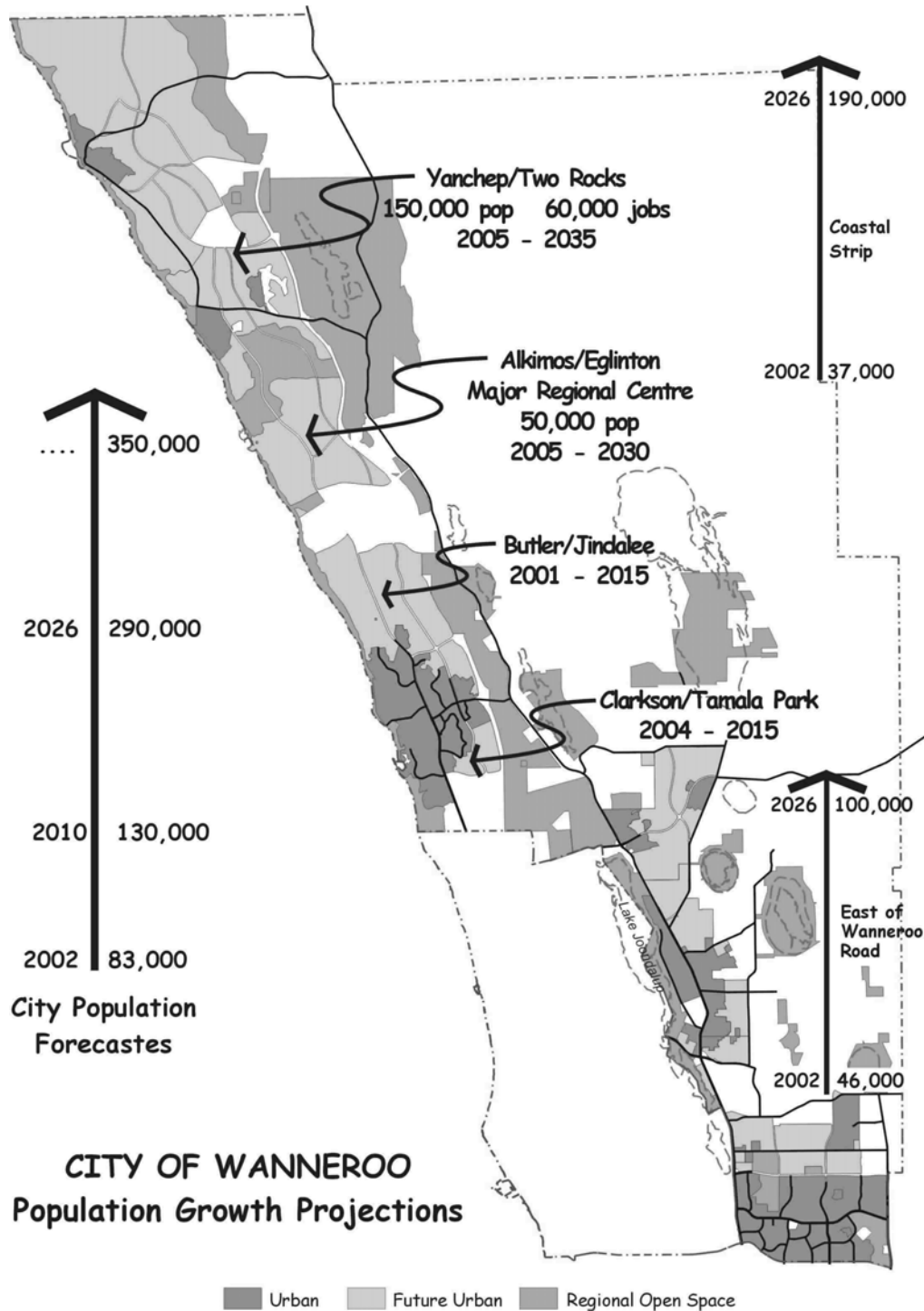


All of the strategies outlined within this document therefore recognise that the local workforce skill levels will need to compete equally with any new employment opportunities that are created within the City.

¹ Population projections and workforce projections assume a constant 4.88%pa population growth, which is determined from census 2001 and Estimated Residential Population (ERP) 2002 and a constant participation rate for total labour force based on 2001 census.

Figure 3 shows the rapid increase in population numbers overtime that greatly burden social and physical infrastructure requirements and services. The pressure to create strong local employment nodes and opportunities is paramount.

Figure 3: City of Wanneroo Population Growth Projection



ACTION ITEMS

The following is a summary of all the actions contained in this economic strategy:

ACTIONS – 4.2 Internal Monitoring & Support: The Economic Development Portfolio

1. Continue to use the EDP as a forum for the development of ideas and projects that will enhance the economic development of the City. Use the forum to evaluate opportunities that have investment attraction and employment generation possibilities
2. Promote the support services and assistance through business forums, breakfasts, seminars, expos and workshops that the City runs
3. Actively participate in any form of communications that markets the City's services to the wider market specific to investment attraction and employment generation opportunities
4. Further develop the role of economic development as a part of each City of Wanneroo employee's job to market the City as an investment destination

ACTIONS: 4.4 Innovation & Entrepreneurship

5. Work with land developers, business associations and other relevant stakeholders to implement the City's Employment Policy
6. Use employment generation as a catalyst for the consideration of new visions of urban design including transit-oriented development which connects communities
7. Network the largest investors/supporters together in the Wanneroo region in public/private initiatives
8. Address the issue of long-term regional prosperity by investigating inequality in and between the suburbs of Wanneroo
9. Work with regional employers and local training & further education providers to develop industry –specific job training and placement
10. Develop partnerships with other local governments, eg the City's of Joondalup and Swan and others to capitalise on the strength of the region
11. Investigate options for assisting non-English speaking residents transition into suitable local employment

ACTIONS: 5.1 Broadband

12. Develop a broadband policy and strategy for the City of Wanneroo
13. Encourage State government to improve broadband services in Wanneroo
14. Work with land developers and other regional stakeholders to improve broadband accessibility, availability and affordability and develop solutions for business
15. Educate the community and business on broadband benefits and its issues through workshops and forums

ACTIONS: 5.2 Commercial/Industrial

16. Work with Landcorp and other developers to maximise the number of businesses locating within Wangara, Landsdale and Neerabup to maximise local employment opportunities
17. Work with Associations such as the Wanneroo Business Association and the Suncity Business and Technology Association to address any issues and challenges in relation to hard and soft infrastructure in the industrial areas
18. Continue to promote these industrial/commercial areas through the City's economic development business relocation services
19. Co-ordinate and lead a group (internal & external membership) investigating Neerabup-specific issues and identifies solutions
20. Provision of essential services into Neerabup to facilitate development

ACTIONS: 5.3 Rural Economy

21. Support Wanneroo and regional farming activities that allow greater interaction between the farmer and the residents of the City of Wanneroo and surrounds.
22. Support new innovative methods and solutions of dealing with problems associated with pests, increasing food production, & odour.
23. Work with planning agencies and other relevant agencies to work out a sustainable balance between urban and rural land uses.
24. Liaise with agencies such as Austrade who offer business development funding in Agriculture through Export Market Development Grants
25. Investigate the value of providing network opportunities for representatives of local growers associations
26. Promote the natural advantage of Wanneroo as an Agricultural Cluster
27. Promote the agricultural-tourism opportunities of the region

ACTIONS: 5.4 Home-Based Business

28. Identify internal and external impediments to the expansion of HBBs in Wanneroo and offer solutions (through actions, policies and programs of the City)
29. Assist with the appropriate social and economic infrastructure, including telecommunications connections (broadband)
30. Assist City of Wanneroo Planning & Development to monitor and review regulations regarding HBBs
31. Facilitate mentoring, information and training and networking opportunities
32. Provide opportunities for collaboration, distribution and exhibition of products and services, e.g. Small Businesses Expo or Business Awards
33. Provide links to existing support networks such as business associations and the Small Business Development Corporation

ACTIONS: 5.5 Tourism Development

34. Build and use the Wanneroo Tourism Committee as a point of focus for the unique Wanneroo Tourism product
35. Develop a Wanneroo Brand & identity.
36. Collaborate with the Sunset Coast Tourism Association (SCTA), the North Wanneroo Rural Focus Group and the West Australian Tourist Commission to achieve complimentary growth in the region.
37. Develop a Tourism Strategy for the City of Wanneroo, incorporating eco-tourism, cottage industries and 'experience attractions' within the day-trip framework.
38. Build relationships with research institutions in the local area to provide valuable case study input into areas of tourism development potential
39. Use partnerships and apply for strategic funding to deliver on tourism objectives
40. Investigate issues such as facility maintenance, signage and road networks that facilitate tourism
41. Provide links to existing support networks such as business associations and the Small Business Development Corporation

3. Strategic Context: Wanneroo: Open for Business 2020

Economic Development at a local level needs to be thought of as benefiting the greater region in order to have maximum impact. The City of Wanneroo is a high growth area needing to work in a complementary way with its surrounding local government regions. In order to collaborate most effectively, economic development can be broken down into four key areas. They are:

1. **Traditional projects** – these initiatives may be typical of what business and community want. The risk level associated with these should be minimal, and the preparation time should be relatively short
2. **Policy** – these are developed to produce a core of responsibility within the field of economic development. They are developed in accordance with demand and consensus of their need. They may take a longer time frame to develop and implement
3. **Next Generation Projects**- these initiatives should be at the edge of what economic development does. Typically of higher risk, they should be trialled if possible and investments should be incremental. Their reward rate of return is possibly exponential.
4. **Opportunistic** – also in the medium to high-risk category, these initiatives should be backed up by either demonstrated demand or valid research. They also offer a high rate of reward if chosen carefully.

The City of Wanneroo spreads the workload within each of these four categories by calculating demands on resources with the likelihood of achieving positive employment outcomes. Balance occurs as each area is evaluated in the context of the timing of achievements. The City is also mindful of global developments, and bases its strategies within the federal, state and metropolitan context.

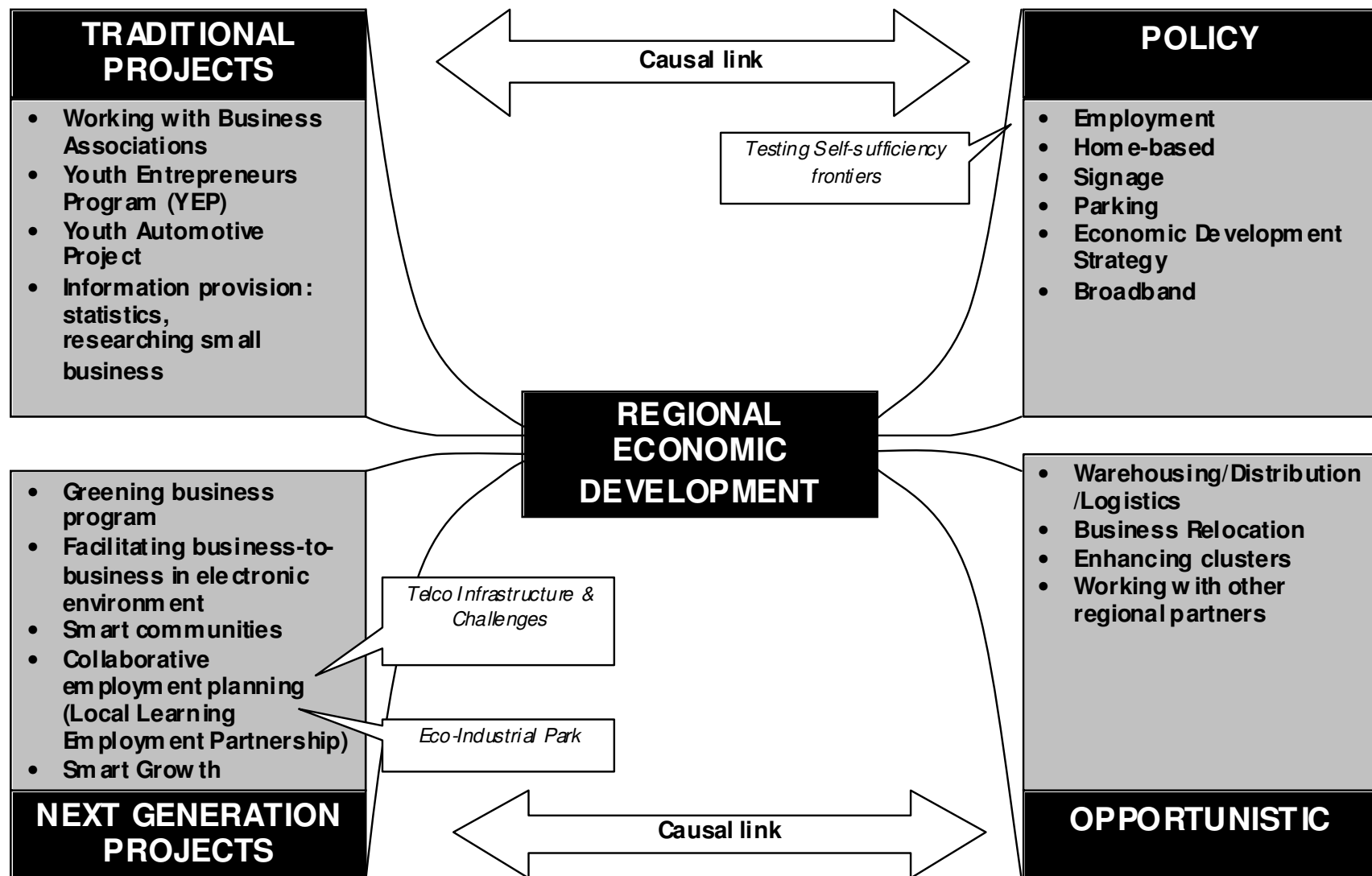


Figure 4: The relational interdependencies of Regional Economic Development

National, State & Perth Metropolitan Context

The City of Wanneroo is well placed to capitalise on federal, state and metropolitan developments due to the enormous growth levels likely beyond 2020. A large percentage of national and state trends will affect the City of Wanneroo and its planning. An example of this is the short to medium term trend of dwelling and commercial/industrial type building development. Immediate effects include the demand for certain skills and competencies in certain industry sectors.

No strategy can sit in isolation and as such the 2003-2007 strategy will reflect the national, regional, sub-regional and local context with emerging opportunities and effects noted.

3.1 The National Context

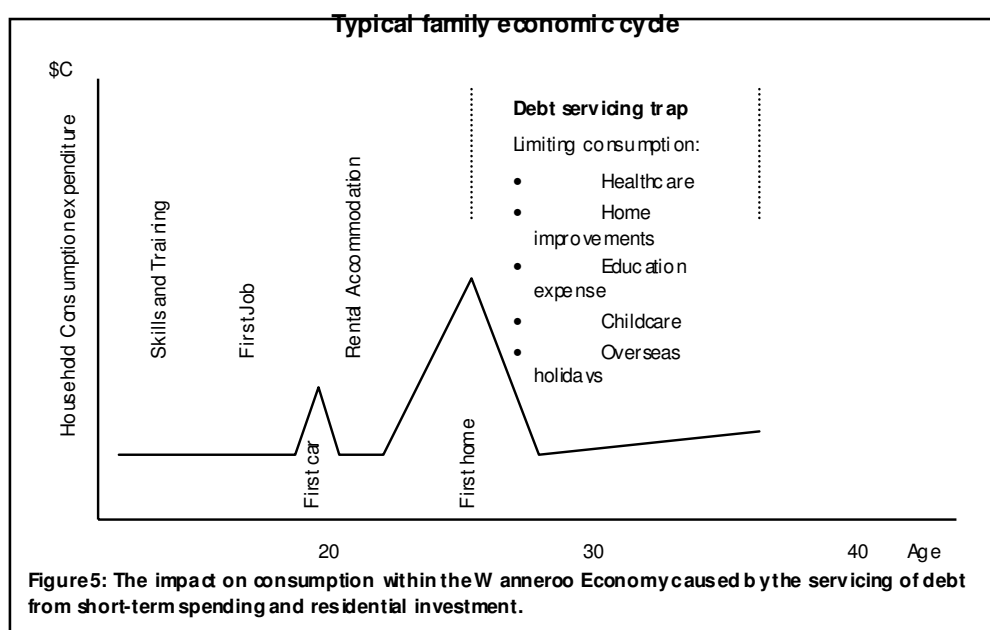
The Australian economy is expected to enjoy solid growth in the short run in a very difficult international environment. Unemployment has been steady at around 6 per cent, and is expected to remain low. Despite this, the Australian economy has to presently deal with the peculiar phenomena of disinflation and possibly deflation.

The flow-on into state and local economies may not be promising as “shop till you drop” encouragement will cause higher household debt levels. With cheap money being put into the cycle by aggressive lending institutions, Australians and overseas investors have been tempted by conditions in the booming real estate markets across the country. Interest rates, while low, attempt to promote spending that can add multiplier benefits to local economies. The danger is rising levels of debt and long term debt servicing as a result of large singular investments reduces any available disposable income that households could use for other things. This phenomenon is illustrated in Figure 5 (page 21).

Wanneroo has to be mindful of all aspects of the triple bottom line (economic, social/cultural, environmental) when planning new suburban areas. The charrette process involving multiple public and private stakeholders needs to be balanced with realistic future goals.

The federal government is committed to heavy spending in the State and Territory governments for public hospitals under the new Australian Health Care Agreement.

Health care affordability is a primary project for federal government. The implication is in line with the ageing Wanneroo population who will demand greater levels of healthcare service in the near future.



Slower employment growth is expected in the **retail sector** and in the **labour-intensive construction industries**, where employment growth has surged over the past year. The farm sector produces around 3% of the economy's output, and both rural employment and production should see some improvement in the drought break. Wanneroo's agricultural output, while significant, has been in decline for several years and faces continuing urban development pressures.

Dwelling investment is expected to weaken in the short-term following a period of strong growth. While the low interest rate environment remains supportive of dwelling construction, oversupply in some markets and easing expectations of capital gains from housing investment should see a return to more sustainable levels.

Although investment intentions have eased a little in recent months, businesses still plan a solid increase in plant and equipment investment in 2003-04.

Export growth should pick up in 2003-04, due to continued, but weak, economic growth in Australia's major trading partners. A rebound in rural exports is expected as rural conditions begin to recover. Import growth is likely to remain solid in the short

run, but should slow as domestic demand growth eases. The terms of trade is likely to continue to rise, benefiting from falling prices of imported manufactured goods, including information and communication technology goods.

Federal funds are allocated to facilitate forward planning for longer-term research and development projects. Major urban development projects, such as being led by Tokyu Corporation for the Yanchep/Two Rocks area will need to access available federal R&D funding in order to produce the 50,000 jobs it aims for.

Source: . Accessed June 17, 2003

What it means to Wanneroo

These national forecasts have certain implications to the local economy. Retail and construction are two of the biggest revenue earners and employment producers within the City of Wanneroo. With over 7,700 people employed directly and indirectly within the construction industry, construction is a significant contributor to the local economy. It could be argued that there is an over-reliance on construction-related employment created by the aggressive corridor growth plans. A downward shift in the robust construction industry could potentially cause structural unemployment. Natural downturns that may have occurred have been held at bay by the introduction and continuance of federal schemes such as the First Homebuyers Grant.

Wanneroo needs to begin diversifying its sources of employment and build on emerging industry sectors. To ensure a healthy level of “live local/work local”, the various commercial/industrial nodes within Wanneroo (and the region) will need to attract adequate industries. Within the context of the Perth metropolitan area, this can occur in two ways:

1. Capitalise on existing industries already in our region through cluster analysis and supply chain development.
2. Attract new industries to the area.

Efforts by the City to achieve short-term wins through its Smart Growth platform could also benefit from the federal government’s commitment to increase research and development funding. Projects that incorporate the themes of the triple bottom line will provide smart growth benchmarks for Wanneroo.

Economies of scale and scope will be achieved in industrial areas by working with appropriate parties to roadmap suitable areas of industrial development. The objective is to attract appropriate industries to appropriate sites. Much has been mentioned of the power of business clusters, where synergistic businesses, large and small locate near one another. Wanneroo has a clear competitive advantage in the availability of prime sites with potentially very good transport and telecommunications access.

3.2 Western Australia

The State is also projecting increasing surpluses in the short term, but is pushing significant projects in the areas of public transport, education, health, port infrastructure, electricity and water, and industrial development.

Investment in economic and social infrastructure is a priority with an increase in education and training provision aiming to create more apprentices and trainees. Also included is an allocation for early intervention and support for students at risk of not meeting minimum education standards.

The significant increase in health services expenses includes the recruitment of additional doctors, nurses and health professionals. The Tokyo project seeks to benefit from the demand for aged care facilities and related health services.

Solid growth of 4.25% in Gross State Product (GSP) is expected in the short run, despite the impact of the drought on agricultural production. An increase in net exports has been driven mainly by a buoyant domestic economy, with strong growth in business and dwelling investment a prominent feature. Reflecting the strong domestic economy, robust employment and wages growth is predicted.

A return to normal seasonal conditions in the agricultural sector is expected, but a cooling of domestic demand is projected, particularly in dwelling investment. However, continued strong growth in business investment is anticipated, due to ongoing construction of existing projects. Employment prospects should be good, resulting in real wages growth in the short run.

What it means to Wanneroo

The State's priority on transport solutions is encouraging for Wanneroo as it works toward an integrated transport strategy. Much of Wanneroo, present and future will be

reliant on a network that can cater for heavy north-south and east-west use. Business development will be severely hamstrung if transport opportunities are poor.

Education and training is also a priority for the City, as it has to seek to match the current and future business and industry demands and the skills base of the regional workforce. As more and more workers commute into the industrial developments mainly from the west in Joondalup and east from Swan, the total employment solution will need state government collaboration and assistance.

Wanneroo will need to be a net provider of employment opportunities in the future to balance population with adequate job prospects.

There needs to be a strong strategic alignment between the state and local government to carefully consider the strategic implications of industrial development zones. The implications of the 1992 North West Corridor Structure Plan identified potential future zoning. The percentage of the region zoned for commercial/industrial land use may need to be considered in the context of the provision of adequate employment nodes.

3.3 Perth – North Metropolitan Region

The North Metropolitan region will benefit from a wide range of new and continuing capital works projects in the areas of health, education, water management, and main roads in the short term.

Spending on schools and training centres within the region will exceed \$34 million, including completion of new primary schools at Brighton and the commencement of new or replacement primary schools at Carramar, East Marangaroo, Landsdale (Ashdale Gardens) and Wanneroo.

What it means to Wanneroo

This region will benefit with many developments to the east of Wanneroo where multiplier impacts will be felt. These include the City of Swan developments that include the Police Operations Support Facility, education developments and a forensic facility.

The increasing need for schools and training facilities shows that only forward planning can strategically overcome population-based development demands. The region will only benefit from a higher-level approach of mapping the needs of the entire region, and not just pockets of demand and pressure.

The Local Learning Employment Partnership (LLEP) launched by the Mayor of the City of Wanneroo in 2003 for the Wanneroo and Joondalup region symbolises the type of approach needed that brings a diverse group of stakeholders together to plan the future of learning and training needs for 15-64 year olds.

The City of Wanneroo has made substantial commitments to invest in infrastructure such as libraries, community and sporting facilities/buildings & road network upgrades. This demand for this type of investment is expected to continue indefinitely.

FEDERAL	STATE	PERTH – North Metropolitan	Wanneroo
SOLID GROWTH FORECAST <ul style="list-style-type: none"> • Steady unemployment • Deflationary pressure • Disinflation • Despite world economy 	STRONG GROWTH ‘Gross state product’ (GSP) <ul style="list-style-type: none"> • Buoyant domestic economy • Robust employment • Wages growth 	STRONG CAPITAL WORKS COMMITMENT	<ul style="list-style-type: none"> • Continued developer lead demand for new subdivisions • Strong and sustained demand for building approvals
‘SHOP TILL YOU DROP’ <ul style="list-style-type: none"> • Encouragement to spend • Cheap money in cycle • Low interest rates • Creeping interest rates 	STRENGTHENING AGRICULTURAL SECTOR	<ul style="list-style-type: none"> • Health • Education • Water management • Main roads 	<ul style="list-style-type: none"> • Govt. Service providers looking at Wanneroo corridor • Unmet need and future demand frontiers
HEAVY SPENDING IN HEALTH	SIGNIFICANT PROJECTS <ul style="list-style-type: none"> • Public transport • Education • Health • Industrial development 	SPENDING IN SCHOOLS AND TRAINING CENTRES (Emphasis Wanneroo)	<ul style="list-style-type: none"> • Balancing agricultural yields and changing land-use in urban corridor
<ul style="list-style-type: none"> • Rural rebound predicted • Some R&D funds available • Slowing of retail/construction • Housing sector trending to over supply 	<ul style="list-style-type: none"> • Continued growth in business and Dwelling investment despite cooling 	<ul style="list-style-type: none"> • Wanneroo police station facility • LLEP program • City of Wanneroo investment in new infrastructure and refurbishments • Department of Education and Training – Local Learning Community Survey 	<ul style="list-style-type: none"> • Challenge of integrating transport for live/work access • Telecommunications access • Mapping industrial/Commercial Development to maximise clustering opportunities • Increasing local job stock

Figure 6: National, State and Local context for Economic Development.

4. Agenda for Change: Achievements against Targets

4.1 Consultation: Results from sample and implementation

Over a 9-month period from late 2002 to mid 2003, over 50 interviews and 2 focus groups were carried out. The objective was to use qualitative research to draw out opinions from local small business and other key stakeholder groups that have direct or indirect dealings with the City of Wanneroo and its strategies.

The views of the stakeholders on the issues canvassed have been aggregated. Some of the stakeholders had difficulty in expressing opinions on some areas, such as potential business attraction industries, indicating that they did not have a deep understanding of economic development in general and therefore were even less qualified to make judgment on a specific geographic area.

Economic development (ED) is not very well understood in the community, especially by local businesses. For that reason there is an opinion that council should not be involved in economic development and that it is the responsibility of the other two spheres of government and not local government.

A Whole of Government approach to economic development is difficult to achieve as in reality all parties have their own agendas. This leads to a real duplication of services and the community being confused about whose role it is to assist in business development. Local government is certainly well placed as being close to the action but still suffers from the R³ (Rates/Roads/Rubbish) perception.

The economic development achieved within the City has been largely well received by the business community, but strategic direction is considered vital for the next phase of rapid growth. It was noted that most businesses focus less on global strategy development and more on day-to-day survival.

Local businesses and other stakeholders would like to see the recognition from government agencies that Wanneroo will become a significant player in economic development in the near future.

The view of Wanneroo as being an agricultural area may well be a 'romantic' position in the sense that whereas it is currently true that Wanneroo has significant primary produce utilisation and capacity, it is not necessarily going to continue to be so. No

combined marketing or badging strategy exacerbates this image. Wanneroo primary producers appear to view themselves as individual businesses; there is no “Wanneroo Brand”.

The overwhelming response from small businesses was the acknowledgement of how important local networks were to them. Local supply was favoured by the majority (92.5%), with many citing that reciprocal relationships build lasting partnerships and mutual trade opportunities. While price was not a determinant for most, some acknowledged that a trade off for paying a little higher price meant that delivery times were shorter, and that there were better guarantees of timely delivery.

Government support through targeted and well-developed training assistance was favoured by small business. Discounted services with a better range of delivery options were popular. This included workshops and seminars on site at the business, through the local BEC, at the City of Wanneroo, and other easily accessible locations.

Comments from Business

A question was asked about government support through training assistance. In many cases, businesses liked the idea of discounted training. Business self motivation rated highly as it was felt that some part of the onus was on the small business to seek out services, pay for services, or embark on learning, whether it be government offered or privately run.

“People need to be self-motivated & resourceful. Government assistance can help if training is targeted and well developed.”

Greater delivery options and outlets were called for. This also included workshops and seminars on site at the businesses.

The topic of innovation was discussed with one response showing that innovation should be company-wide and not only driven from the shop floor.

“...Need thick-headed MD (managing director) to push the value of the innovation.”

Telecommunications service is a popular topic in Wanneroo. Businesses located in Wangara Industrial Park, which was developed in the 1980's experienced offered comments ranging from frustrated to vitriol:

“It is appalling at present narrowband gives shocking service”

“Wangara area is appalling for Telco. We have heard that there is a petition into government lobbying for better quality service”

“Takes 13/14 minutes (in Wanneroo Central business district location) to log into banking page to use Internet banking facility online”

The topic of being located in a remote business location had mixed responses with some acknowledgement that the development frontier northward is easing some of the historical problems of dislocation:

“Even 3 years ago, couriers would only ever make Friday afternoon runs, and only to a certain point. We used to have to overcome the problem of delivery with overnight bags. Does delivering something within Perth metropolitan have to be that laborious?”

“Faster IT networks can actually create new demands/new needs.” Need better Telco bec. of time it takes to download drivers.” “It would be a welcome improvement; our business relies more and more on shifting large data files including video images and complex diagrams.

4.2 Internal Monitoring & Support: The Economic Development Portfolio

The City of Wanneroo recognises the important role economic development will have in shaping the growth of the City. As a result, in 1999 the council established the Economic Development Portfolio (EDP) to provide Council with strategic direction and advice on ED matters affecting the region. The members of this group include the Mayor, Deputy Mayor & nominated councillors, CEO, key executive and senior administration staff, including the Director of Planning & Development.

Objective of Economic Development Portfolio Group: The group meets to align the long-term strategic view of the City with current and potential corporate projects. Internal group critique guarantees achievements against targets and accountabilities.

EDP extends an invitation to key players and project partners to present their case and further develop strategies, products or service offerings. The transparency of this collaboration informs all parties of intentions and projects which aim to have a positive economic development outcome for the City of Wanneroo.

The inter-relationships (refer figure 7) vital to achieving the economic development objectives as laid out in the strategic plan look at the capacity of each partner to achieve against targets. The EDP is just one input that, along with other crucial components such as working with business associations and other key agencies, leads to the desired outputs. Those outputs include the region eventually becoming a net exporter of goods and services and employment opportunities.

The EDP is one player providing inputs along with a diverse stakeholder group contributing to employment generation and investment attraction. Inputs include:

1. Smart Growth team at the City of Wanneroo: They offer a balanced approach to development emphasising economic prosperity with social equity and environmental quality
 2. Land developers: Actively promote employment options & opportunities through their early provision of infrastructure and industry attraction partnerships
 3. Business Association Networks: Work with the City to identify issues and solutions from an industry perspective
 4. Government Agencies: Seek to understand the economic drivers of the Wanneroo economy and work with the City to offer solutions (both practically and through policy)
 5. Large Anchor businesses: Within specific industries, help the local economy attract new business through their presence and size (eg. Service industrial/Manufacturing – Wangara, Agriculture/Horticulture – East Wanneroo/Carabooda)
 6. Social Entrepreneurs – Predominantly not-for-profit agencies providing training and skills development options (eg. BJL Connecting Communities, JobsWest)
-

The Outputs occurring as a result of the collaboration among inputs include:

1. Net Exporter of Goods & Services: due to the increased entrepreneurial activity matched to industry development opportunities
 2. Regional Strengthening: A stronger Wanneroo economy has flow-on effects to the wider local economy. Greater creative output increases productivity and creates and attracts new businesses
 3. Government Policy Change: The key inputting agencies lobby and raise the awareness of policy makers to local needs.
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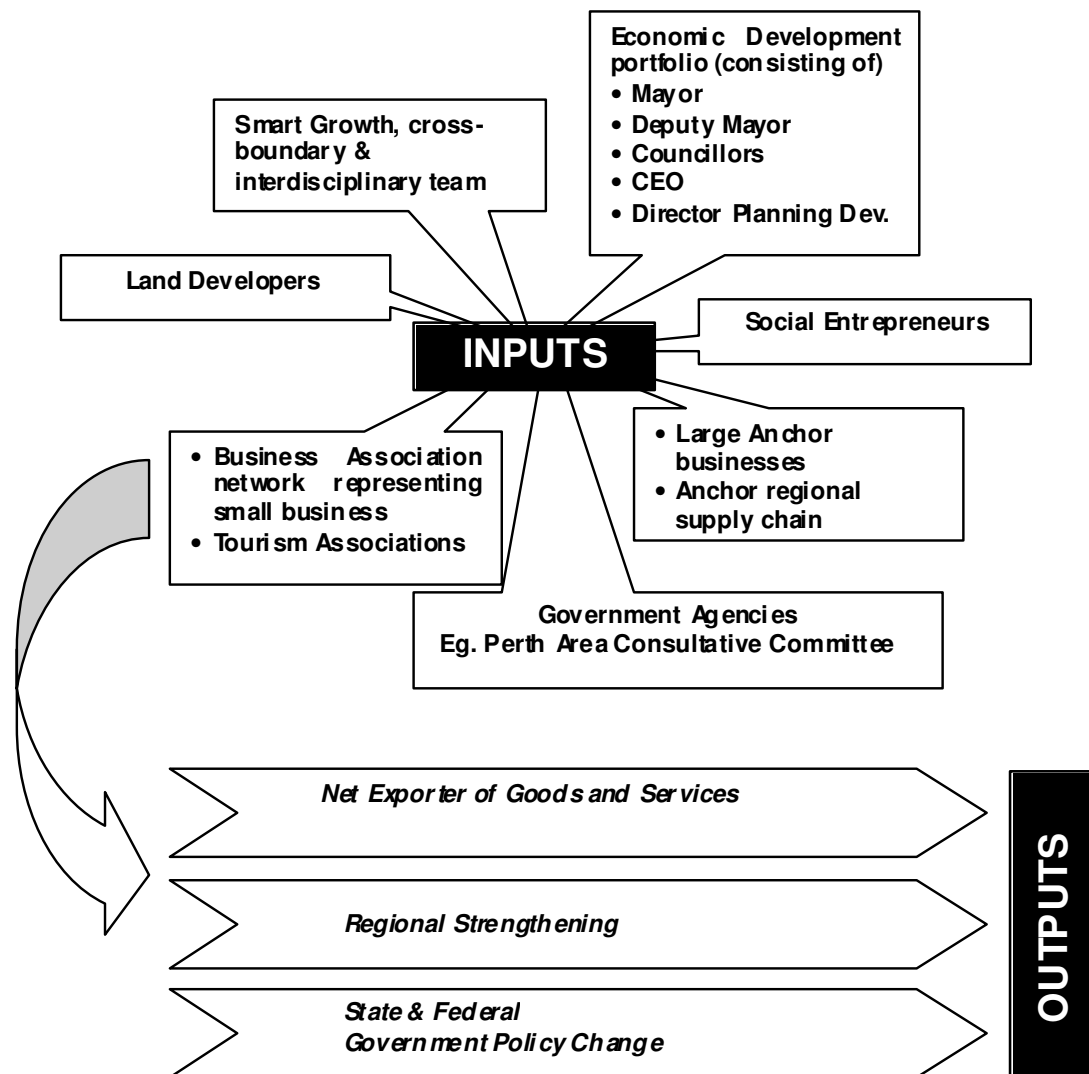


Figure 7: Inter-relationship model for regional stakeholders

Whilst economic development relies on a broad spectrum of agencies, the City also attempts to maximise networks within its own organisation.

Every City of Wanneroo Staff Member as an Economic Development Advocate

The City's Economic Development business unit extends an introduction of its role to every new staff member joining the City. It does this through regular presentations at orientation sessions. The purpose is to promote to all employees that their role and actions can directly or indirectly generate economic development for the City. This

venture has led to a number of ideas and opportunities that have resulted in business relocations and more local jobs.

Marketing the Economic Development Support Services of the City

Awareness of services and assistance is only possible when it disseminated in the right areas and in the right quantities. The potential to offer support services and assistance across a range of areas can only be achieved if small business knows of the programs. Business breakfasts, seminars, expos, targeted workshops and other sessions need to extend their reach and appeal to the widest possible audience.

Economic Development: 1999-2003

It is important to list some of the key achievements of the past 4 years to show the depth and breadth of services and assistance available. This also helps frame the strategic direction for the next 4 years.

Business Relocation

Assisting businesses wishing to relocate to suitable commercial premises within the City of Wanneroo. Provision of a comprehensive business relocation search report.

Business Statistics

Providing local businesses with key statistics and indicators to aid business planning and decision-making.

City of Wanneroo: Internal Advocacy

Representing the needs of local businesses within Council. For example, representing the needs of Wangara businesses throughout the development a Parking Policy for the Wangara Industrial area.

Composting Project

In recognition of the stable fly & odour problem associated with poultry litter, the City teamed with a research & development group to work on the feasibility of testing a groundbreaking technique that can produce compost. The City has negotiated local inputs (local employment) to assist in the development of the infrastructure

2Cities Project (local electronic marketplace for small business)

Founding member of an electronic marketplace designed to allow local small to medium businesses to supply and purchase within the regional area

Home Based Business

Researched the needs of HBBs. Continuing to run a series of seminars and workshops. Involved in projects to help HBB grow networks & successful in using the “HBB Reach-Out” grant with ECU and Aus Industry to continue the assistance and service to this growing market sector

Funding Applications

Apply for external funding to help projects. Successful applications include: Small Business Grow (for micro-business start-ups); Youth Automotive; Electronic marketplace feasibility; Edith Cowan Collaboration Grants: Wangara Industrial Park; Technology Access Centre; Agricultural Tourism & Clusters

St. Andrews & IDEAS project

Helping plan the creation of 50,000 jobs in Yanchep/Two Rocks region over the next 25 years. The city works on employment generating opportunities within the Economic Development Group (EDG) specifically formed for employment outcomes

Wanneroo Tourism

Working with the Wanneroo Tourism Committee & Sunset Coast Tourism Association to grow tourism within Wanneroo. Tourism is the rising star for Wanneroo, and promotion at expos and events is occurring at a greater rate.

Employment Policy

Producing a plan with land developers to maximise local job opportunities in new residential communities. Issues of self-containment and local job self-sufficiency are included.

Employment Network

Working in the local area to develop training programs for employment, particularly among youth. This is an area that will expand exponentially in the next 5-10 years as

the skill set of the local job stock needs to keep pace with the rapidly changing nature of work.

Young Entrepreneurs Program (YEP)

Developed a program that gives young entrepreneurs a practical insight into establishing and operating a small business. Raising awareness of the available resources and assistance

Small Business Development Corporation Conference

Hosted the 2002 Annual State BEC Conference in Wanneroo. The 3-day event included the 'first ever' Small Business Safari showcasing three Wanneroo small businesses to the 100 delegates

Business Association support

Work with business associations to address the needs and concerns of local small business

Farmers Markets

Foundation work in the establishment of the first authentic metropolitan farmers markets that has secondary tourism benefits

Youth Automotive (Eco-Detour)

Created a pilot program that proceeded to secure federal funding support to encourage youth into local automotive employment. Emphasis on recycling and re-use to help the environment

Broadband Provision throughout the City of Wanneroo

The City has been working with local business associations, developers and telecommunications providers to commence planning for ongoing telecommunications requirements. This applies to Greenfield (still undeveloped) and established communities

ACTIONS – 4.2 Internal Monitoring & Support: The Economic Development Portfolio

1. Continue to use the EDP as a forum for the development of ideas and projects that will enhance the economic development of the City. Use the forum to evaluate opportunities that have investment attraction and employment generation possibilities
2. Promote the support services and assistance through business forums, breakfasts, seminars, expos and workshops that the City runs
3. Actively participate in any form of communications that markets the City's services to the wider market specific to investment attraction and employment generation opportunities
4. Further develop the role of economic development as a part of each City of Wanneroo employee's job to market the City as an investment destination.

Note:

Each set of actions relate specifically to that particular section.

4.3 Enhancing Public & Private Partnerships

A vibrant local economy relies on the continual development of progressive and proactive programs. Wanneroo focuses on developing, maintaining and enhancing public/private sector partnerships evolving within a business-friendly environment.

Wanneroo as an Innovative Region

Using population pressures to achieve positive outcomes, the City has the opportunity to become the leader in providing unique innovations for other regions to follow.

With the support of all major stakeholders, all of whom bring different opportunities, networks and partnerships, there is the chance to make use of this huge informal network.



Success will come if there are rich and flexible networks of solid working relationships between entrepreneurs, financial backers (including banks and investors), educational institutions, consultants, the skilled workforce and government agencies. The people asset will far outweigh the strength of the physical asset portfolio in producing innovations.

Case in Point: Bentley Tech Park

The reason for the success of Bentley's Technology Park in Perth becoming one of the World's Top 10 Science Parks is the fact that the informal and formal networks among people were utilised to the advantage of the park to attract and retain innovative companies. The asset of the land area alone is not enough to maintain market advantage. Wanneroo has at least three areas of innovation opportunity within its bounds: The Wangara Industrial Estate, Neerabup Industrial Area and the Tokyu development set to occur within the Yanchep/Two Rocks region.

The Power of Connecting People

We are entering into a critical period of growth that is driven by the need to connect private sector interest in liveable communities where the public sector has authority over the physical planning. It is essential that we understand the driver of reintegrating work and home life. The means of production need only be a personal computer.

4.4 Innovation & Entrepreneurship

Innovation is the act of making changes. It involves introducing new ideas and new ways of doing things. It consists of the purposeful search for changes and the opportunities that such changes might offer. Innovation and entrepreneurship skilfully connect assets. Strong regional networks can facilitate this. The City of Wanneroo's employment policy is an example of a mechanism that has to rely on the co-ordination of other local government area employment initiatives. The strength of the region and its networks make higher-level policies work at the local levels.

Creative ventures *have to be* developed at a regional level. Networks speed up the innovation process and connect people across boundaries, disciplines and mindsets. Wanneroo understands that:

“You can’t build a reputation on what you are going to do.”

The City of Wanneroo has the opportunity to expand its current networks by allowing information exchange to occur freely between all stakeholders, whether big or small. Innovation is place-based, and success will come when components are clustered geographically in one region. Talented and creative people, institutions and small business want to be located where their ideas are given a chance to make it to market.

Strength of Regional Innovation

In the ‘high growth’ phase of Wanneroo’s new economy, risk tolerant decisions will be needed to support a City that endeavours to be different in the way that it provides opportunities to its residents. In the case of economic development, that point of difference is the diversity of employment opportunities created and retained within its boundaries.

The ‘strength of the region’ is the fact that Wanneroo is ideally located in the heart of the northern growth corridor and able to tap into the synergies of other proactive local government areas. The strength of the region is boosted by Joondalup, the neighbouring local government area aggressively pursuing its learning city strategy that combines the unique attributes of a cluster of higher education facilities, a health campus, Police Academy and government agencies. The City of Swan is also actively marketing its economic development and tourism advantages through its Swan Valley Tourism precinct and its strategically planned and managed Midland re-development and re-vitalisation.

The Strength of the Region (Wanneroo/Swan/Joondalup) is due to the collective combination of natural assets (eg. tourism) people assets (skill base) & a supportive environment (local governments with dedicated economic development resources)

Local Business Associations

The City of Wanneroo is fortunate to have some proactive business support agencies working toward the objective of a stronger Wanneroo economy. The Wanneroo Business Association (WBA) and the Suncity Business & Technology Association (SCBTA) are greater supporters of all types and sizes of business within the City. They work with the City on behalf of all businesses in strategic and operational

matters. This can include any number of initiatives such as: Business Awards, help with signage and parking issues, tourism, business expos, seminars, funding submission support and small business projects.

Public/Private Partnerships in Action

Local government has the opportunity to skilfully connect entrepreneurial ventures and companies to assets. Working with land developers and business associations to make these connections is one way of combining strategic thinking to produce operational outcomes and benefits.

The current local workforce of 41,000 includes all City of Wanneroo residents who participate (or wish to participate) in the metropolitan-based workforce.

The City of Wanneroo's workforce will increase within the next 5 years to approximately 52,000², which means that economies of scale will only begin to occur for this city if local residents are able to obtain 20,800 jobs. If we assume a self-sustainability target of 40%, this means that 40% of the locally based workforce area is able to work within the City that they live in.

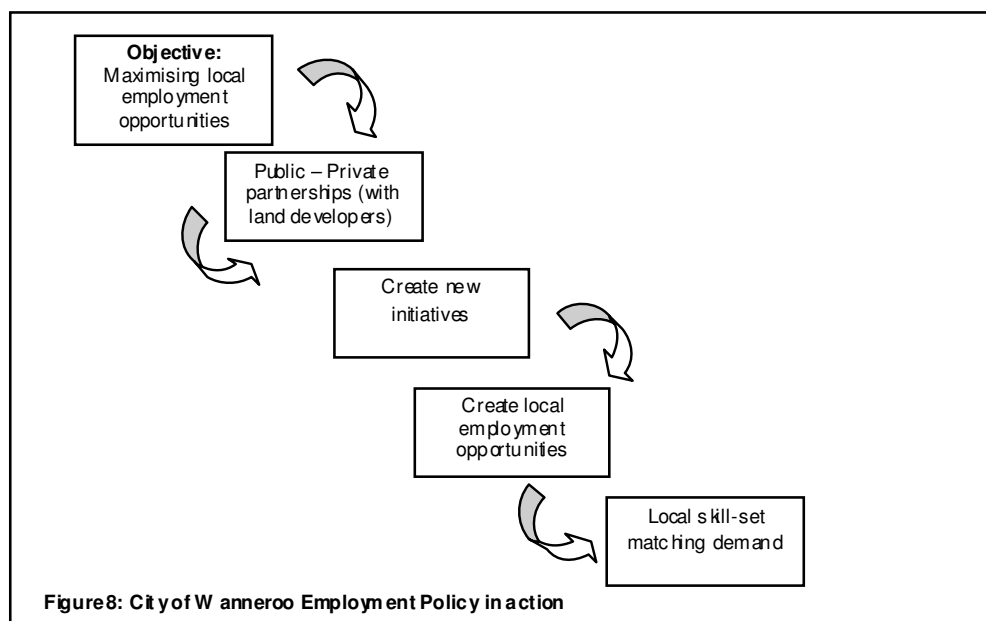
The City is attempting to redress the imbalance of matching local job opportunities to the local skill base.

We are entering into a critical period of growth that is driven by the need to connect private sector interest in liveable communities where the public sector has authority over the physical planning.

The City can address the issues of increasing the local job stock with its use of land-based assets. These assets are owned by a number of private interests as well as by the City of Wanneroo. The skill by which land uses are permitted and encouraged will to some extent redress the problem of low self-sufficiency rates within the City. The best way to achieve this outcome is for the network of key stakeholders to agree on how best to facilitate growth within Wanneroo. Decisions made by the network will greatly affect the way in which the City grows.

² Population projections and workforce projections assume a constant 4.88%pa population growth, which is determined from census 2001 and Estimated Residential Population (ERP) 2002 and a constant participation rate for total labour force based on 2001 census.

City of Wanneroo Employment Policy



In recognition of the fact that more than three quarters of City of Wanneroo residents have to leave Wanneroo for their employment every morning, the City has been working to find solutions to this problem.

Local Self-sufficiency and Containment by Metropolitan region					POTENTIAL	ACTUAL	DIFFERENTIAL
Origin	Local Job opportunities (held locally): Excluding non fixed workplaces	Local Job opportunities (held non-locally)	Total local job opportunities	Total workforce	Employment self-sufficiency ratio (2001) #	Employment self-containment ratio (2001) *	Employment self-containment gap ^
Perth City	1,712	102,694	104,406	3,126	3339.9%	54.77%	3285.16%
Inner-Remainder	33,397	71,318	104,715	88,011	119.0%	37.95%	81.03%
Middle	92,423	106,737	199,160	206,904	96.3%	44.67%	51.59%
Eastern	27,726	20,110	47,836	74,428	64.3%	37.25%	27.02%
North-West	37,111	10,941	48,052	111,078	43.3%	33.41%	9.85%
South-East	19,646	8,560	28,206	63,318	44.5%	31.03%	13.52%
South-West	29,877	16,089	45,966	65,661	70.0%	45.50%	24.50%

- | | |
|---|--|
| # | Self-sufficiency ratio: Indicates raw local employment opportunities potentially available to the local workforce. Note: This indicates the maximum possible self-containment for a local area. Sufficiency rates of 100% or greater indicates a raw surplus of jobs. |
| * | Self-containment ratio: Indicates the proportion of the local employed workforce, employed within the local area. Note: Maximum containment is 100% |
| ^ | Self-containment gap: Indicates the degree in which the local skill set of the employed workforce is 'matched' to the local job stock. |

Source: ABS Journey to Work 2001

The City of Wanneroo has been working collaboratively for a significant amount of time with consultants, developers, key stakeholders and other local government authorities within Australia to come up with a suitable model to encourage and retain local employment within new subdivisions and address this issue of self-containment.

A range of issues is created when dormitory suburbs are allowed to proliferate. These include security problems, pollution caused by transportation requirements associated with the work force and leakages out of the local economy. With the population of the City projected to continue to grow at a significant rate over the next 30 years and the high level of activity within the development industry at the present time, the City of Wanneroo will face compounding environmental, economic and social problems if the trend is not reversed.

This policy was designed to establish a framework to encourage and retain local employment within proposed structure plans and subsequent subdivisions within the City of Wanneroo. This policy will be applied at all levels of the structure planning process and will form an integral part in the evaluation process of both district and local structure plans proposed for any new development within the City of Wanneroo. In addition, this policy is also applicable in the evaluation of new subdivisions within these local structure plan areas.

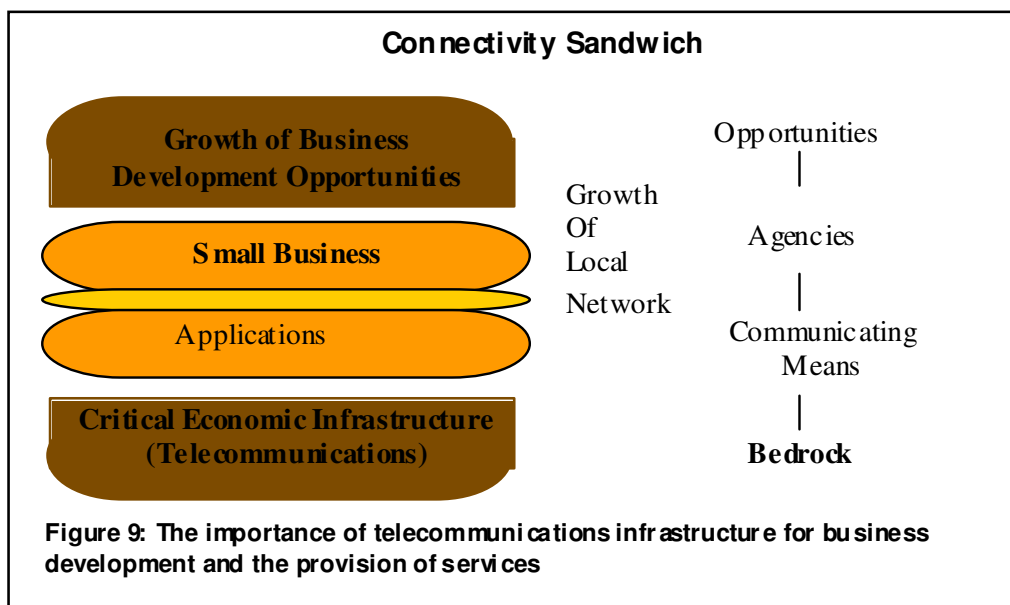
ACTIONS: 4.4 Innovation & Entrepreneurship

5. Work with land developers, business associations and other relevant stakeholders to implement the City's Employment Policy
 6. Use employment generation as a catalyst for the consideration of new visions of urban design including transit-oriented development which connects communities
 7. Network the largest investors/supporters together in the Wanneroo region in public/private initiatives
 8. Address the issue of long-term regional prosperity by investigating inequality in and between the suburbs of Wanneroo
 9. Work with regional employers and local training & further education providers to develop industry –specific job training and placement
 10. Develop partnerships with other local governments, eg the City's of Joondalup and Swan and others to capitalise on the strength of the region
 11. Investigate options for assisting non-English speaking residents transition into suitable local employment
-

5. Strategic Areas of Importance

5.1 Broadband

In order for a community to transition into the new economy, certain critical elements need to be in place. Economic development within the City of Wanneroo will be at a severe disadvantage if the bedrock of economic infrastructure is either lacking or inadequate. Broadband is one of the basic building blocks that will enable the transaction economy to move and grow. The strength of the region will be in jeopardy.



Broadband is typically in the form of cable Internet, DSL, satellite and wireless. Many of the more remote small businesses in Wanneroo, and even not so remote regions have to pay a higher price for the installation of satellite or wireless services. The majority must connect up to the Internet for their business purposes through dial-up. Dialling up to the Internet can mean the inconvenience and cost of installing another phone line, engaged signals, dropouts caused by poor connection, and bandwidth-use charges.

Broadband is a general term used to describe a range of services and technologies that provide consumers with high-speed data connections. The offering to customers is an “always on” dedicated digital service that is primarily used for fast Internet access. Broadband services include the fast transfer of voice, video and data. Small business needs the fast transfer of data, whether it is specific work such as drawings, tender documents, emails with attachments or any file with the use of graphics. Carrying

voice over the telecommunications network is the easy part, due to the ever-decreasing use of bandwidth it takes to deliver voice. The drain on the network is in the form of other applications such as data.

As more and more Wanneroo businesses demand a broadband service, the telecommunications infrastructure supporting these applications needs to be able to support what business wants. The situation in Wanneroo to date is poor, and the redress of business problem of access to fast connections is a priority of the City.

In early 2003, the State government review on broadband services in the metropolitan area met with Wanneroo small businesses to determine the extent of service provision within Wanneroo. The result was Wanneroo becoming a case study under the terms of the review. The City of Wanneroo also led a consortium that submitted a formal response to the West Australian Technology and Industry Advisory Council (TIAC) regarding the City of Wanneroo position regarding the lack of adequate broadband services for the City's business sector. The City made it clear that it has no hesitation in being at the forefront of a lobby to facilitate greater economic development for the Perth Metropolitan Area with regard to broadband.

Broadband Benefits

Broadband could potentially deliver impressive community benefits including wealth and job creation, and educational improvements. In order to keep up with the level of basic service from telecommunications networks, the City of Wanneroo has to take a lead role in making sure that its businesses do not suffer. The narrowband services that many businesses have to put up with currently are not only detrimental to their business, but also to the businesses that they try to communicate and transact with. Progressive land developers such as the Satterley Property Group, Urban Pacific Limited and the Tokyu Group have seen the benefits of broadband provisioning and have incorporated it into the planning of their greenfield sites understanding that retrofitting is hugely cost prohibitive.

ACTIONS: 5.1 Broadband

12. Develop a broadband policy and strategy for the City of Wanneroo
 13. Encourage State government to improve broadband services in Wanneroo
 14. Work with land developers and other regional stakeholders to improve broadband accessibility, availability and affordability and develop solutions for business
 15. Educate the community and business on broadband benefits and its issues through workshops and forums
-

5.2 Commercial/Industrial (including Small Business)

The City of Wanneroo is in the position to create new employment opportunities that will aim to address the imbalance between the local workforce and local job stock.

The self-containment challenge is to provide a suitable number of local work opportunities for the incumbent local job stock. The assumption is that, given a choice, people would prefer to work as close as possible to where they live.

Self-sufficiency / Self-containment challenge

Employed workforce residing within the City of Wanneroo (employed both in and outside of the City of Wanneroo)	=	LW
Locally employed workforce residing within the City of Wanneroo	=	LW(LE)
Local Job Stock (within the City of Wanneroo)	=	LJS
Employment Self-sufficiency (Potential Self-containment)	=	LJS/LW
Employment self-containment (Actual Self-containment)	=	LW(LE)/LW
Eg. LJS	=	200 Jobs
LW(LE)	=	100 employed workers
LW	=	400 employed workers

Employment self-sufficiency = $200/400 = 50\%$

Employment self-containment = $100/400 = 25\%$

The above statistics tell us that for every 1 job available within the local area there is 2 employed people residing in the same area (self-sufficiency). However, of those employed people residing within the area only 25% actually take up local opportunities (self-containment). For challenge for City of Wanneroo is to both create opportunities but also match these to the existing and future local workforce.

The only way to redress this imbalance is to create employment opportunities that can offer opportunities ranging from small, medium and large sized companies. There are a number of flagship areas within the City of Wanneroo that can produce a wide variety of job opportunities that can be accessed by the local Wanneroo workforce.

Neerabup Industrial Estate

The Neerabup complex is located 6km north of the town centre of Wanneroo in Neerabup. It is also approximately 30km north of the Perth CBD. To put its size into perspective, it should be noted that Canning Vale Industrial Area in the south has 470 hectares of land available, most of which is now developed and occupied. Neerabup has a potential 1000 hectares of land, the majority owned by a handful of owners. A number of preconditions need to be in place for Neerabup to achieve its employment potential.

1. It is vital that adequate east-west and north-south transport links are in place to ensure maximum accessibility to the businesses for workers and customers.
2. Water services have to be investigated and planned prior to industry attraction programs commencing.
3. Broadband provisions need to be available to entice business relocations

Take-up rates of Neerabup have been gradual, with the number of businesses established in the area increasing from 12 in 1993 to 30 in 1997 with employment increasing from 39 to 93 during the same period. Rapid growth is expected to occur with the larger anchor tenants such as the Laminated Veneer Lumber (LVL) project taking up recent residency in the area.

In accordance with the North West Corridor Structure Plan, industrial activity is concentrated in the Manufacturing and Storage & Distribution land uses. Most growth occurred in the Storage & Distribution category between 1993 and 1997 (5,095 m²).

In the long term this enormous site will become the major strategic industrial area to service expected industrial land demand in the northwest region. Demand is expected to have its origins in the corridor's fast-growing resident population and the proximity of the Joondalup Strategic Regional Centre. The only constraint to the future success

of this industrial site in relation to the location of large manufacturing enterprises is the current lack of major east-west transport links, water and broadband services.

Wangara Industrial Park

The Wangara and Landsdale complexes are located next to each other across Gnarara Road near Wanneroo Road. The 1997 survey shows these complexes separately, although the North West Corridor Structure Plan indicates that they may be merged in the future.

In 1997, the Wangara complex covered an area of 433 hectares, with 143 hectares (33%) vacant. This land area shows an increase of 222 hectares since 1993 as a result of recommendations in the structure plan. The amount of occupied land has also increased by an amount of 170 hectares since 1993.

Wangara has experienced solid growth since 1993. There was an increase in the number of establishments of 109 or 19%; in employment, 499 or 17%, and in occupied floor space, 62,362 m² or 29%, between 1993 and 1997.

Manufacturing land uses occupied the largest amount of floor space in 1997 with 73,744 m² (27%) and was also the largest employment category comprising 862 employees or 25% of the total employment.

During the period between 1993 and 1997, the Service Industry land uses showed the highest increase in activity. Employment increased by 368 positions to 777 and occupied floor space increased by 32,727 m² to 59,713 m².

Research undertaken by the City of Wanneroo to validate the size, type and needs of businesses in Wangara has highlighted some key features of the Park. Stage 1 of Wangara has been in existence for over 25 years, and Stage 2 and 3 are recent developments made by Landcorp, the major landholder and developer in Wangara. Research conducted by the Small Medium Enterprise Research Centre (SMERC) in 2001 revealed 5300 full-time workers, 800 part-time & 1000 casual workers employed within Wangara.

Landsdale

The strategic industrial area of Landsdale is situated along Gnangara Road east of Wanneroo Road and is adjacent to the Wangara complex. In 1997 the complex contained 106 hectares, 62 hectares of which were occupied.

There has been a steady increase in the number of establishments in this complex, from 42 in 1985 to 165 in 1997. Continuing with this upward trend, occupied floor space has shown an increase of 15,768 m² (17%) to reach 109,085 m² in 1997, while employment numbers increased by 44%, from 771 in 1993 to 1,109 in 1997.

The major land use in this complex in 1997 was the Manufacturing category, which occupied 44,419 m² and employed 417 people.

Highlights

Compared with the national percentage of less than 10% manufacturing, there is a natural clustering of manufacturing businesses at 40%.

Wangara & Landsdale employ over 8,000 people, with approximately 2/3rd coming from Wanneroo and surrounding areas.

Businesses have commented that their location will benefit in the coming years from the new subdivisions and population growth rates that Wanneroo will experience. The benefits are: growing markets, accessibility, synergy and wide variety of businesses in one location.

Nearly 50% of Wangara businesses have been there for between 5-15 years, with 40% of them moving from other premises to locate in Wangara.

With 42% of businesses stating that location is extremely important and with a greater number of businesses relying on retail than wholesale, the state of the park is of importance to them. This includes:

1. Landscaping and presentation
2. Public transport frequencies
3. Parking
4. Signage
5. General safety and security

6. Movement in/out of businesses

Nearly half of the businesses generate new business mainly through word of mouth or personal contacts. A quarter of them generate their business mainly through advertising, with only 3% from passing trade. The Wangara and surrounding areas are targeted by 30% of the businesses, with half of that amount choosing to concentrate solely on interstate and international markets and customers. Nearly 70% of the businesses do not do any business with government or the City of Wanneroo.

Quick Stats & Facts

- About 85% of businesses in Wangara were independently owned and operated with the rest (15%) being franchises or part of some national chain of businesses
- About 60% of businesses have 5 employees or less. 13% have more than 20
- Almost half of the businesses have been in operation for more than 5 years
- About 30% of businesses do not do any over-the-counter transactions
- 46% of businesses with turnover between \$100,000-\$1M. 34% between \$1M-\$5M

Local economies of scale can be achieved when local businesses do a majority of their procurement and supply within their local region. It has been suggested that local government facilitate this process and encourage the buying of local products and services. Environmental and economic gains can be made.

Nearly $\frac{3}{4}$ of the businesses felt that the rate of growth of their business since 1999 was average to good, with over 92% saying that they will either stay the same size or expand their operations. This will cause demand for larger premises for the more than half of those wanting to expand. 1 in 8 of Wangara businesses would consider moving their business out of the Industrial Park.

Four out of every five business in Wangara use computers everyday. In general, they are comfortable in using the Internet, and at least half of those regularly pay their bills or doing banking over the Internet. Some of the areas that need improvement include telecommunications issues. Connection to the Internet is the biggest concern through the quality of telecommunications provision and service provided to the area.

ACTIONS: 5.2 Commercial/Industrial

16. Work with Landcorp and other developers to maximise the number of businesses locating within Wangara, Landsdale and Neerabup to maximise local employment opportunities
17. Work with Associations such as the Wanneroo Business Association and the Suncity Business and Technology Association to address any issues and challenges in relation to hard and soft infrastructure in the industrial areas
18. Continue to promote these industrial/commercial areas through the City's economic development business relocation services
19. Co-ordinate and lead a group (internal & external membership) investigating Neerabup-specific issues and identifies solutions
20. Provision of essential services into Neerabup to facilitate development

5.3 Rural Economy – Agricultural Heritage: Wanneroo - The ‘Salad Bowl’ of Perth

Wanneroo is one of the State’s leaders in the wholesale and retail fresh produce market. Agriculture is one of the biggest industry sectors in the City of Wanneroo and there is a natural agricultural cluster here. The Gross Value of Agriculture Production (GVAP) was valued in 1999 at \$98M. Wanneroo is blessed with highly productive horticultural land east of Wanneroo road, quality groundwater, proximity to markets and a unique climate, allowing year round production.

Currently the range of opportunities within this industry includes: the supply of produce, re-processors/ value adding, logistics provision, and training provision to wholesale/retail marketplaces.

The Lack of Water Issue

Despite having good availability of rural land that is suitable for agricultural and horticultural usages, the problem of limited water supply is of concern. There are a finite number of water licences being issued, and this restricts the ability of some to cultivate their land. There are also environmental restrictions that do not allow the use of chemical fertilisers upstream of lakes. One option is allowing owners to subdivide their land if they are unable to cultivate it.

Highlights of Agriculture in the City of Wanneroo at a glance:

- Gross Value of Agricultural Product estimated at \$98M
- Total Value Added impact of agriculture estimated at \$239M.
- Largest agricultural producing local government area in the southwest.
- Fourth largest agricultural producer in the State
- 45% of southwest poultry production.
- 22% of southwest vegetable production.
- 30% of southwest nurseries, flowers & turf production.
- Huge potential for farming innovation projects like Asian vegetable production and value adding/ re-processing
- Opportunity for a Agriculture marketplace for the northern suburbs to capture local producers in the region and producers from the North

(Percentages based on GVAP figures. Source: Agriculture WA, 1999)

Growers Associations

A number of grower associations are located in Wanneroo and provide network opportunities for local growers. They highlight the diversity of available produce to other local producers, buyers, suppliers and wider industry players.

They include the:

- Avocado Association
- Nurseryman's Association of WA
- Market Gardeners Association of WA (Inc.)
- WA Vegetable Growers Association of WA (Inc.)
- Strawberry Growers Association of WA (Inc.)

ACTIONS: 5.3 Rural Economy

21. Support Wanneroo and regional farming activities that allow greater interaction between the farmer and the residents of the City of Wanneroo and surrounds.
22. Support new innovative methods and solutions of dealing with problems associated with pests, increasing food production, & odour.
23. Work with planning agencies and other relevant agencies to work out a sustainable balance between urban and rural land uses.
24. Liaise with agencies such as Austrade who offer business development funding in Agriculture through Export Market Development Grants
25. Investigate the value of providing network opportunities for representatives of local growers associations
26. Promote the natural advantage of Wanneroo as an Agricultural Cluster
27. Promote the agricultural-tourism opportunities of the region

5.4 Home-Based Business (HBB)

It is well recognised that the Small to Medium Enterprise sector is a key component of the Australian economy, with 85% of all Australian businesses fitting into this category. New developments within Wanneroo will need to encourage the establishment of more of these types of enterprises as the development frontier breaks the '40km from Perth' barrier.

Perth must recognise the importance of self-sustainable decentralised nodes. Within these nodes thrive micro and home-based businesses.

The importance to the Wanneroo economy

Recent ABS statistics indicate that 2/3rd of small businesses in Australia either operate at home or from home. (ABS, 2002). From this fundamental basis the assistance to home-based businesses within Wanneroo is of critical importance to the overall well being of the local economy.

The HBB sector provides a secondary economic benefit as it addresses the phenomena of dormitory suburbs. A home-based friendly community reduces the daily drain of people that would otherwise leave the area to work. These benefits

include improved community security, as more people remain to live and work within their community during day light hours.

Importantly, there is a local multiplier effect where a large proportion of the dollars earned locally are reinvested in the local community and continually recycled. This capturing of consumption expenditure further helps local employment self-sufficiency and local economic growth.

From a Wanneroo home-based business study conducted by the Small Medium Enterprise Research Centre (SMERC, 2002), HBBs in the City of Wanneroo work much longer hours than the West Australian average. Over 54% of them work between 41-60 per week on their business. The majority of these businesses provided the primary source of income for their household. Over half have been in business for more than 2 years. Nearly all have a dedicated business space at home, with 67% having a business email address and Internet connection. Wanneroo also has a higher proportion of men (72%) engaging operating a HBB compared to the State average of 68%. Over half are aged between 30-50 years of age. Over half had either a certificate, diploma or University degree, with most stating that they had received some formal training for the work they were now doing. Wanneroo HBBs share the common problem of isolation and lack of networks. Wanneroo HBBs have stated the following reasons for establishing their home operation:

- Incubation of a business concept until fully commercially viable
- No desire or need for commercial type premises
- Existing as part of a virtual organisation or consortia business model
- Reduced overhead
- Reliance on project-based work

Traditionally local government impact on HBBs has purely been from a regulatory point of view. The City of Wanneroo recognizes the power of this segment of business and its increasing contribution and importance within the local economy. The role of the City is to facilitate opportunities for this business group.

ACTIONS: 5.4 Home-Based Business

28. Identify internal and external impediments to the expansion of HBBs in Warneroo and offer solutions (through actions, policies and programs of the City)
29. Assist with the appropriate social and economic infrastructure, including telecommunications connections (broadband)
30. Assist City of Warneroo Planning & Development to monitor and review regulations regarding HBBs
31. Facilitate mentoring, information and training and networking opportunities
32. Provide opportunities for collaboration, distribution and exhibition of products and services, e.g. Small Businesses Expo or Business Awards
33. Provide links to existing support networks such as business associations and the Small Business Development Corporation

5.5 Tourism Development

The role of local government within tourism support and development is receiving greater attention. Local government is seen as a source of funding, as support for tourism bodies, giving support via planning approvals and as enhancing and maintaining key facilities that add to the overall tourism experience. This can include even things as road verges, footpaths, signage, and public restrooms.

Local government can lead the way by elevating the economic importance of tourism and adding to the quality of the tourism message. These things can be in addition to providing timely and critical funding

The Value of Heritage

The growth rates of an area boasting distinct heritage features allows the opportunity to create a unique environment that realises the dual objectives of growth and preservation. Within the bounds of tourism generation are inherent employment opportunities, preservation of natural assets and the provision of services and infrastructure to create community personality.

The growth of tourism possibilities within the City of Wanneroo depends on how the uniqueness of the product is preserved through policies such as the Local Rural Strategy. If agricultural and horticultural endeavours within East Wanneroo continue to flourish, then the product offering will be preserved.

Wanneroo: The Perfect Day Trip Destination

It is acknowledged that the sophistication of travellers has increased over the past couple of decades, and that certain segments, especially the Fully Independent Traveller (FIT) have become more dominant. These travellers typically research their destination over the Internet and customise an experience based around less common events and locations. Their search for something different offers an opportunity to regions such as Wanneroo to capture and capitalise on this growing segment of traveller. The eco-tourism and eco-adventure market is still in its infancy and great opportunities exist here.

The main focus for tourism development within the City of Wanneroo currently extends through rural localities east of Wanneroo Road (Carabooda, Nowergup), extending north to Yanchep and Two Rocks. The parcels of land within close proximity to the City's offices on Dundee Road also offer a unique opportunity to provide tourism points within close proximity to a new town centre that is in the process of re-vitalisation.

The natural attributes of the area are attractive in their own right, and with the added dimension of hospitality, tourism and attractors will become a community asset, preserved as a retreat within suburban growth areas.

It is proposed that natural attributes be protected and enhanced for the value-adding dimension of tourism potential to be realised. Landowners should be able to pursue unique uses of their land that will contribute to the overall vitality and local economy of this area, particularly its tourism, cultural and recreational opportunities.

There is pressure from non-agricultural uses such as rural-residential or rural smallholding subdivision that offer an economic development challenge. The City, in conjunction with a number of state government bodies is working to enhance the possibilities of balanced land use.

Currently tourism within the City of Wanneroo is represented by the Sunset Coast Tourism Association, which promotes tourism businesses located from City Beach in the south, through to Yanchep/Two Rocks in the north. The newly formed Wanneroo Tourism Committee is placed to become another key player in the drive for Wanneroo to achieve its potential within the tourist market.

Existing operations within the City of Wanneroo however, are not planned or co-ordinated and the maximum potential has therefore not been realised.

Existing operators include:

- Horse & camel riding,
- Botanic gardens & mini golf,
- Restaurants/tea houses,
- Wineries,
- Wanneroo Markets,
- Farmers Markets,
- Arts & crafts,
- Golf courses (Carramar, Lakelands, Marangaroo, Wanneroo & Yanchep),
- Yanchep National Park, Crystal Caves, Historic Yanchep Inn, Gloucester Lodge,
- Historic & heritage locations (Cockman House, Buckingham House, 10th Lighthouse Trail, Cooper's Lime Kilns),
- Agricultural producers (strawberries, avocados, market vegetables).
- Bed & Breakfast operators/Rural Retreats

The City of Wanneroo also encourages visitation to the area through the use of events and celebrations, both organised by the City as well as the local community. This aims to showcase the unique features of communities across the City, while also building identity, attracting interest and creating destinations. The focus of events occurs in spring, with hallmark events staged on significant dates throughout the year. 2002 saw the successful launch of the City of Wanneroo's 'Beach to Bush Festival.

Positive economic development outcomes can be achieved if the planning of tourism activities and their marketing occurs. Projects such as the East Wanneroo Clusters project have the objective of ascertaining the needs of agricultural and horticultural growers within designated areas, and the pursuance of value-adding opportunities. Projects need supportive networks to allow for better implementation. Crucial supportive networks for the City include the Department of Planning & Infrastructure, the Department of Agriculture, Conservation and Land Management and the Waters & Rivers Commission.

ACTIONS: 5.5 Tourism Development

34. Build and use the Wanneroo Tourism Committee as a point of focus for the unique Wanneroo Tourism product
35. Develop a Wanneroo Brand & identity.
36. Collaborate with the Sunset Coast Tourism Association (SCTA), the North Wanneroo Rural Focus Group and the West Australian Tourist Commission to achieve complementary growth in the region.
37. Develop a Tourism Strategy for the City of Wanneroo, incorporating eco-tourism, cottage industries and 'experience attractions' within the day-trip framework.
38. Build relationships with research institutions in the local area to provide valuable case study input into areas of tourism development potential
39. Use partnerships and apply for strategic funding to deliver on tourism objectives
40. Investigate issues such as facility maintenance, signage and road networks that facilitate tourism
41. Provide links to existing support networks such as business associations and the Small Business Development Corporation

6. Recommendations and Actions

The City of Wanneroo is facing the challenge of balancing population-driven demands and the highest return on services for its ratepayers. The solutions hinge on effective collaboration across all forms of public and private partnerships. The ability to deliver a superior quality of life to residents of the region does not happen in isolation.

The City's Smart Growth program will enable council to work seamlessly between the strategic and operational levels. Input from the cross-boundary & interdisciplinary team needs to be carefully considered. The output is better-integrated corporate projects producing superior results.

The consultation process pointed out that policy and project failure may come when trying to be all things to all people. The City of Wanneroo employees have to think of their role as enhancing and adding to the economic bottom line of Wanneroo and the region.

The Economic Development Strategy for the City of Wanneroo proposes a road map aiming to build upon the project initiatives already in place and being pursued at the City. With greater adherence to the strategic framework, internal work allocations are prioritised to maximise outcomes.

The City is encouraged by the willingness of a diverse range of stakeholders to want to come together to work out possible solutions. The State government's acknowledgement of the vitality of this important economic region is underlined by its commitment to developing the North West Metropolitan Economic Development Strategy. Alignment of any and all strategies will guarantee the right mix of resources and funding be allocated to achieve the desired economic results.

6.1 Key generic actions

- 1 **Redressing the balance** so that Wanneroo has desirable centres of employment. Employment opportunities have to be across the range from the very big to the very smallest business unit. Wanneroo has to provide range of desirable areas in which to live, invest and work.
- 2 **Investing for the future** – increased collaboration with the State government and other key stakeholders is needed to map the strategic activities for the northwest metropolitan economic region. Wanneroo will emerge as a major service hub responsible for the economic vitality and wellbeing of the region. The economic outputs will need to be significant in order to enhance the northern economies commencing at Beach Road in the south and extending into Gingin in the north. Alignment of both public & private expenditure will only occur if the region is considered to be regionally significant.

- 3 Generating wealth through jobs** to create a new economic base, which integrates the community into the wider regional economy. A regionally significant area has to produce enough economic activity so that it becomes a place where businesses *have* to locate. Matching local skill sets to local opportunities is key.
- 4 Basic Infrastructure** has to be in place to allow businesses to prosper and grow. The minimum preconditions of transport access, telecommunications and water need to be strategically worked out before major development occurs. Retrofitting is unacceptable and destructive.

7. Appendix

7.1 SWOT Analysis

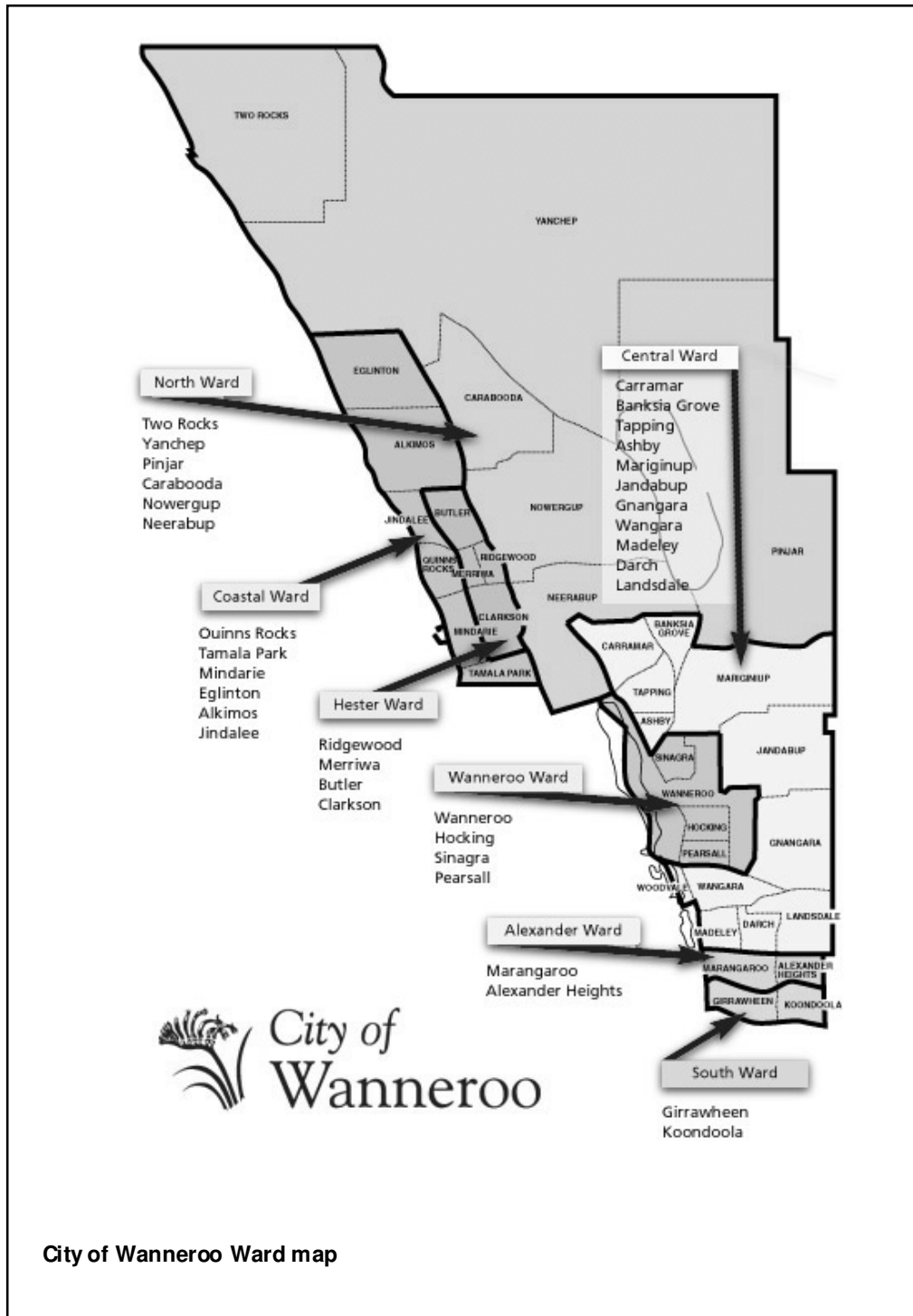
Strengths	Weaknesses
<ul style="list-style-type: none"> Land availability Coastal length Existing industrial clusters Smart growth interdisciplinary team Salad bowl of Perth Multicultural and multi-lingual workforce Beginnings of co-operative public/private collaboration Innovative approaches to community economic development Strategic approach to mapping needs first and then searching for partners Diverse land resources (zoned & natural resources) Desirable location to work/live (bush to beach factors) Economic Development Portfolio group consisting of administration, council and private industry committed to local employment generation and investment attraction Stakeholder participation (regional) 	<ul style="list-style-type: none"> Reliance on inherent employment opportunities (e.g. retail – fast-foods, fridges, mattresses) Low skill/low pay employment Lack of suitable telecommunications services e.g. Broadband Lack of professional services employment Lack of Future planning scenarios that engage public/private sector and key community groups Lack of State government and City integration Business support/logistics Lack of larger businesses relocating Lack of access to venture capital Little or no regionally-based planning with neighbouring regional centres Poor transportation routes to major industrial areas (accessibility issues) Poor public transport service network (compounding poor planning and decentralised spread of population)

<p>stakeholder groups)</p> <ul style="list-style-type: none"> Location adjacent to a regional employment centre <p>Opportunities</p> <ul style="list-style-type: none"> Planning department with strategic leadership Co-ordinated and cohesive approach to planning and employment centres Support from State government with economic development strategy for the north west corridor (eg. Subsidies, grants, other collaborative arrangements) Greater input into economic development from land developers (employment policy) Greater government agency presence (consultation, outreach agencies) Greenfield sites and the chance to do 'something completely different' – using new industry anchors with potentially strong local supply demands (supply chains) Heritage legacy Tourism potential combined with 'Salad Bowl' showcase (support to further develop these industries) Consolidation of industrial and manufacturing base Local youth employment initiatives & new partnerships Growth of Joondalup as a Learning City (diverse industry relying on Wanneroo supply; population driven demand for goods/services) 	<p>decentralised spread of population)</p> <ul style="list-style-type: none"> Dispersed population and scattered development <p>Threats</p> <ul style="list-style-type: none"> Urban development frontier includes a large percentage of Wanneroo Lack of Water Traditional planning techniques being continued in our developments Poor observation to harmony of environment and built form Lack of state government support Reliance on construction economy (limited life of multiplier and local input effects) Little investment into 'value-adding' new economy projects or ideas Degrading infrastructure (eg. Telecommunications) Increasing strain of number of people per unit of social and capital infrastructure Imbalance between urban development and strategic loss of traditional 'cash cows' of the local economy (eg. Agriculture/horticulture)
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Note:

Many of the points identified in the SWOT analysis have been raised in various discussion sections of the strategy. For more detail about any of the points, please contact the economic development team at the City of Wanneroo.

7.2 Statistics

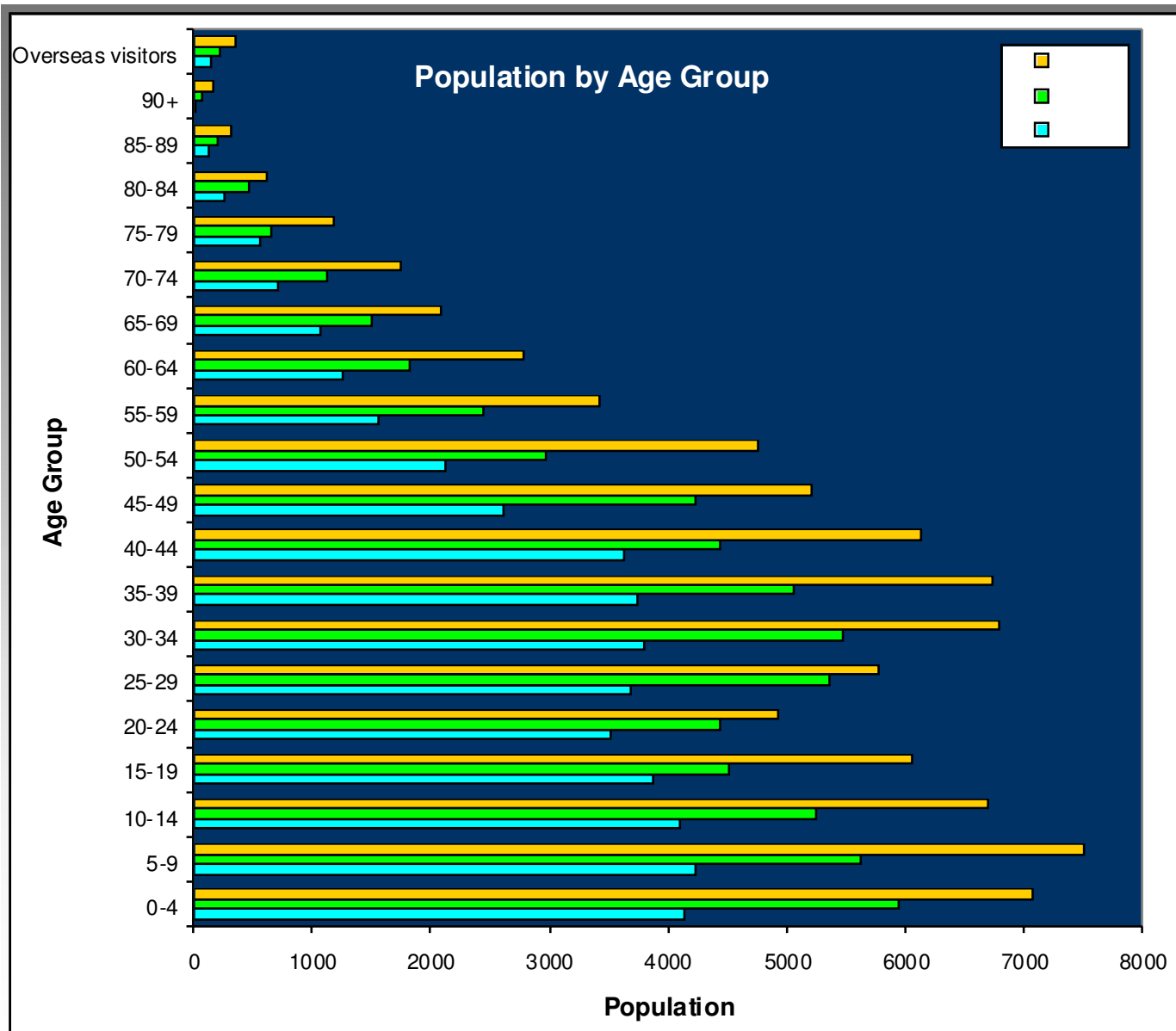


City of Wanneroo at a glance

Population :	83,000	Local Industries: Agriculture, Commercial/Retail, Building Construction, Light Industry, Tourism, Viticulture Council: 1 Mayor, 14 Councillors 7 Wards (2 Councillors per ward) Wards: Alexander, Central, Coastal, Hester, North, South, Wanneroo	
Area:	687.51sqkm		
Distance from CBD:	22km		
Rural Area:	310 km approx		
Industrial Area:	4 sqkm approx		
Urban/Residential Area:	40 sqkm approx		
No. Of Dwellings:	29277		
Average Household Size :	2.9 (2001)		
Length of Sealed Roads :	766 km		
Length of unsealed Roads :	22 km	Number of Employees: 469 Number of Electors 52,000 approx Operating Revenue \$87,222,000 approx	
Major Lakes	11		
		Tourism Features: Botanic Golf, Buckingham House, Cockman House, Community radio 89.7 Twin Cities FM, Gloucester Lodge Museum, Mindarie Keys, Perry's Paddock, Two Rocks Marina, Wanneroo Markets, Wanneroo Raceway, Wanneroo Show, Wineries, Yanchep National Park.	

Age Distribution

Age	1991	1996	2001
0-4	4146	5953	7081
5-9	4236	5618	7518
10-14	4102	5255	6703
15-19	3879	4509	6057
20-24	3518	4449	4930
25-29	3685	5361	5769
30-34	3807	5477	6794
35-39	3738	5059	6727
40-44	3625	4433	6131
45-49	2611	4235	5212
50-54	2122	2972	4757
55-59	1558	2449	3424
60-64	1263	1830	2792
65-69	1065	1511	2079
70-74	717	1123	1741
75-79	554	661	1191
80-84	254	473	619
85-89	121	209	320
90+	23	83	164
Overseas visitors	148	223	349
Total	45172	61883	80358



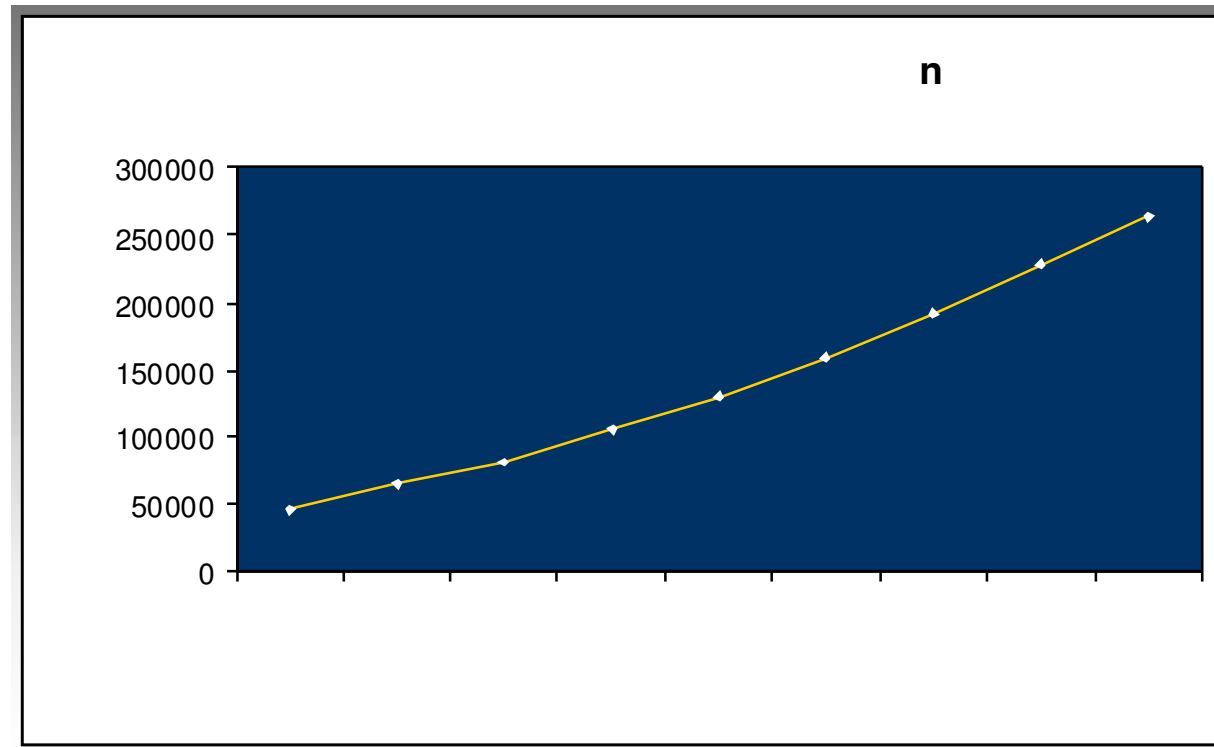
Population distribution by suburb

Suburbs	Male	Female	Total Person
Alexander Heights	3844	3977	7821
Ashby	370	371	741
Banksia Grove	550	586	1136
Carabooda	215	163	378
Carramar	1259	1256	2515
Clarks on	2905	2981	5886
Girraw heen	4323	4428	8751
Gnangara	545	558	1103
Hocking	909	947	1856
Jandabup	163	156	319
Koondoola	1988	1933	3921
Landsdale	1986	2025	4011
Madeley	207	195	402

Marangaroo	5221	5355	10576
Mariginiup	413	393	810
Merriwa	1943	2126	4069
Mindarie	2387	2332	4719
Neerabup	49	45	94
Nowergup	122	103	225
Pearsall	303	296	599
Pinjar	63	55	118
Quinns Rock	2960	3076	6036
Ridgewood	470	506	976
Sinagra	156	145	301
Two Rocks	771	740	1511
Wangara	64	59	123
Suburbs	Male	Female	Total Person
Wanneroo	4556	4530	9086

Estimated and projected population

Year	Person no.	Change no.	Figure %
1991	46631		
1996	64999	18638	39.4
2001	81500	16501	25.4
2006	105500	24000	29.4
2011	129700	24200	22.9
2016	158200	28500	22.0
2021	191000	32800	20.7
2026	228200	37200	19.5
2031	263200	35000	15.3
Yanchep	1020	1026	2046



EMPLOYMENT

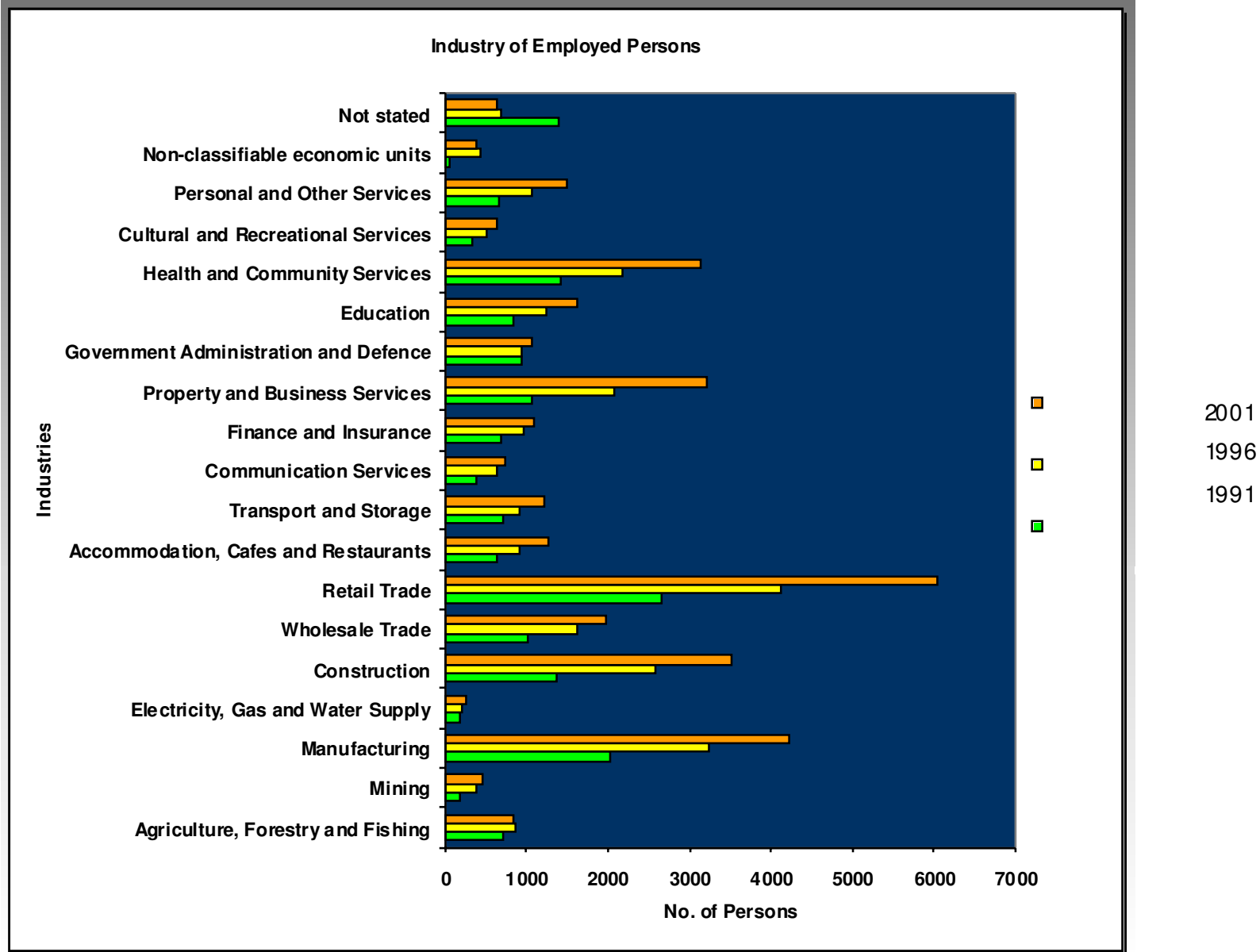
Employed persons by industry (excluding overseas visitors)

	1991	1996	2001
Industries			
Agriculture, Forestry and Fishing	709	861	855
Mining	193	387	472
Manufacturing	2024	3239	4,230
Electricity, Gas and Water Supply	200	216	258
Construction	1377	2573	3,513
Wholesale Trade	1012	1634	1,970
Retail Trade	2666	4123	6,032
Accommodation, Cafes and Restaurants	648	921	1,274
Transport and Storage	720	916	1,219
Communication Services	379	650	755
Finance and Insurance	691	968	1,091
Property and Business Services	1072	2071	3,219
Government Administration and Defence	938	941	1,079
Education	836	1251	1,628
Health and Community Services	1416	2189	3,136
Cultural and Recreational Services	331	516	649
Personal and Other Services	666	1060	1,505
Non-classifiable economic units	67	451	391
Not stated	1409	697	632
Total	17354	25664	33,908

(a) The Industry classification underwent a major review between the 1991 and 1996 Census.

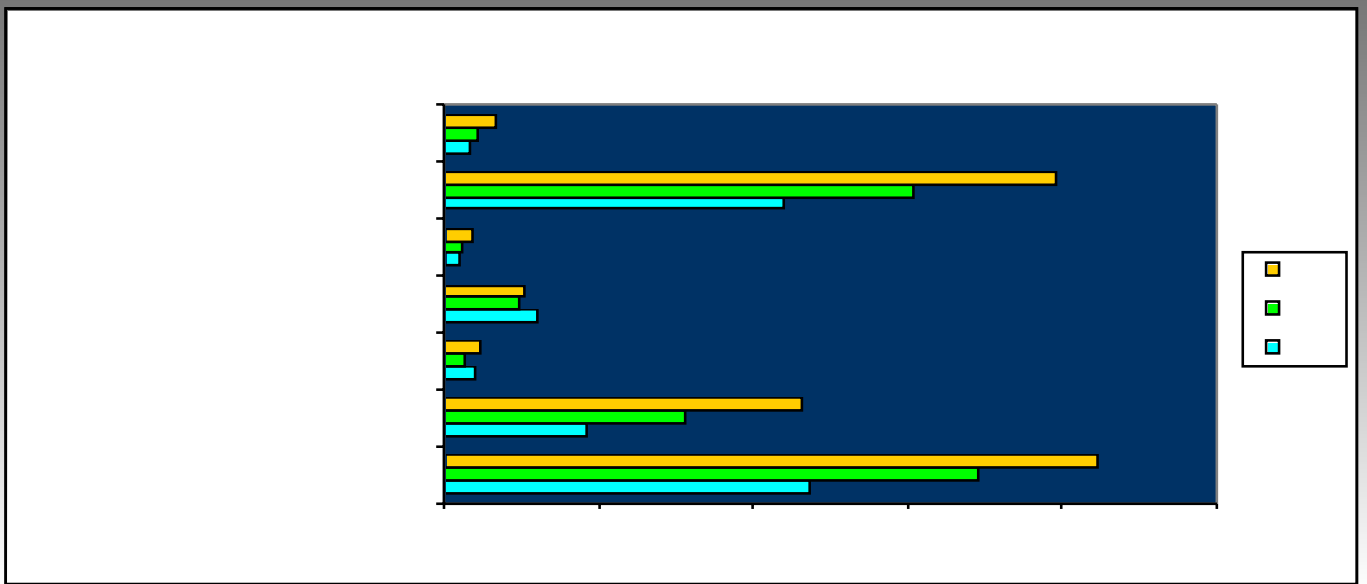
1991 Census data in this table should be used as an indicator only.

The Australian Bureau of Statistics Classifications and Data Standards Section can provide users with an ASIC to ANZSIC concordance file to assist with comparison of the Industry classification at a more detailed level.



Labour force status persons aged 15 years and over

	1991	1996	2001
Employed: Full-time (a)	11797	17293	21,165
Employed: Part-time	4577	7754	11,596
Employed: Not stated (b)	980	618	1,144
Employed: Total	17354	25665	33,905
Unemployed, looking for: Full-time work	2985	2400	2,536
Unemployed, looking for: Part-time work	492	583	895
Unemployed: Total	3477	2983	3,431
Total labour force	20831	28648	37,336
Not in labour force	10929	15133	19,746
Not stated(c)	780	1055	1,624
Total	32540	44836	58,706
Unemployment Rate	16.7%	10.4%	9.2%



DWELLING

Private dwellings 1991 and 1996

	1991 Occupied dwellings	1991 Unoccupied dwellings	1991 Total dwellings	1996 Occupied dwellings	1996 Unoccupied dwellings	1996 Total dwellings
Separate house	12195	1030	13225	18301	1280	19581
Semi-detached/row/terrace house/town house	1517	143	1660	1667	155	1822
Flat, unit or apartment	101	17	118	316	55	371
Other dwelling	389	10	399	349	3	352
Not stated	91	22	113	386	130	516
Total	14293	1222	15515	21019	1623	22642

(a) In 1991, 'Manufactured Home Estates' and 'Accommodation for the Retired or Aged (self-care)' have been excluded. These dwellings were Non-private dwellings in 1991.

(b) In 2001, Serviced Apartments and persons living in Serviced Apartments have been included. These dwellings were Non-private dwellings in 1991 and 1996.

2001

	Dwellings	Persons
Separate house	24616	74301
Semi-detached/row/terrace, house/town house	1783	3588
Flat, unit, apartment	472	864
Other dwelling	352	526
Not stated	143	392
Unoccupied private dwellings	1911	0
Total	29277	79671

Household type and family type (excluding overseas visitors) 1991 and 1996

	1991	1996
One family household: Total	39566	53437
Multi-family household	701	1276
Lone person household	1835	3320
Group household	774	1116
Total	42876	59149

(a) In 1991, 'Manufactured Home Estates' and 'Accommodation for the Retired or Aged (self-care)' have been excluded. These dwellings were Non-private dwellings in 1991.

(b) In 2001, includes persons living in 'Serviced Apartments'. These dwellings were Non-private dwellings in 1991 and 1996.

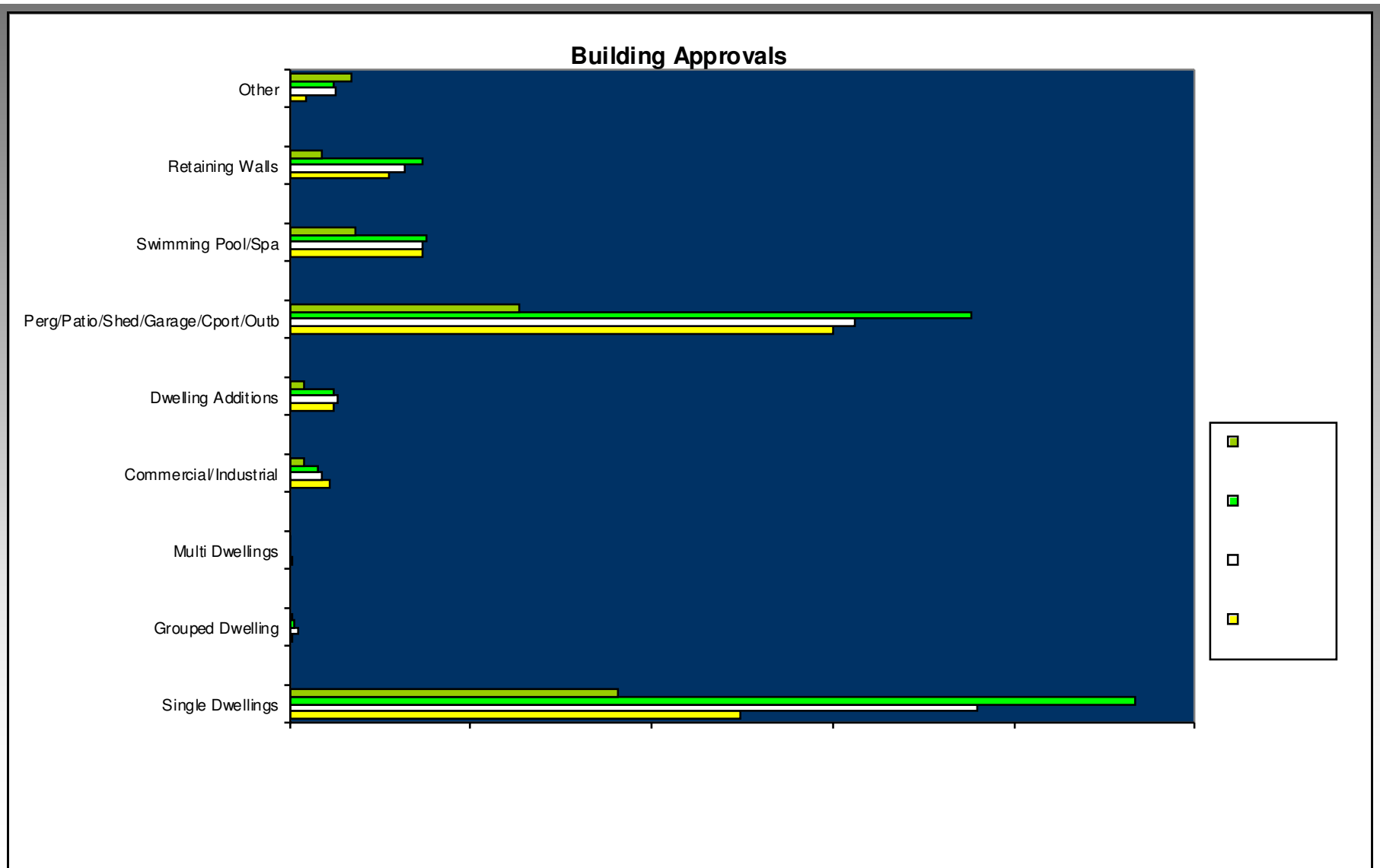
2001

	Families	Males	Females	Persons
Couple family: child <15 and non dep child	562	1384	1301	2685
Couple family: child <15 w/o non dep child	6730	13638	13400	27038
Couple fam: dep students (15-24) & non-dep child	521	1141	1105	2246
Couple family: dep stu/s (15-24) w/o non-dep child	570	957	1002	1959
Couple fam: child<15 & dep student & non-dep child	255	716	704	1420
Couple fam: child<15 & dep stu w/o non-dep child	1028	2442	2503	4945
Couple family: with non-dep child	1841	3270	2662	5932
Couple family: Total	11507	23548	22677	46225
Couple family w/o children	6887	6798	6890	13688
One parent fam: child<15 and non-dep child	192	332	385	717
One parent fam: child<15 w/o non-dep child	1865	2051	3293	5344
1 parent fam: dep student (15-24) & non-dep child	128	168	237	405
1 parent fam: dep stu (15-24) & w/o non-dep child	235	203	318	521
1 parent fam: child<15 & dep stu & non-dep child	52	105	129	234
1 parent fam: child<15 & dep stu w/o non-dep child	272	423	616	1039

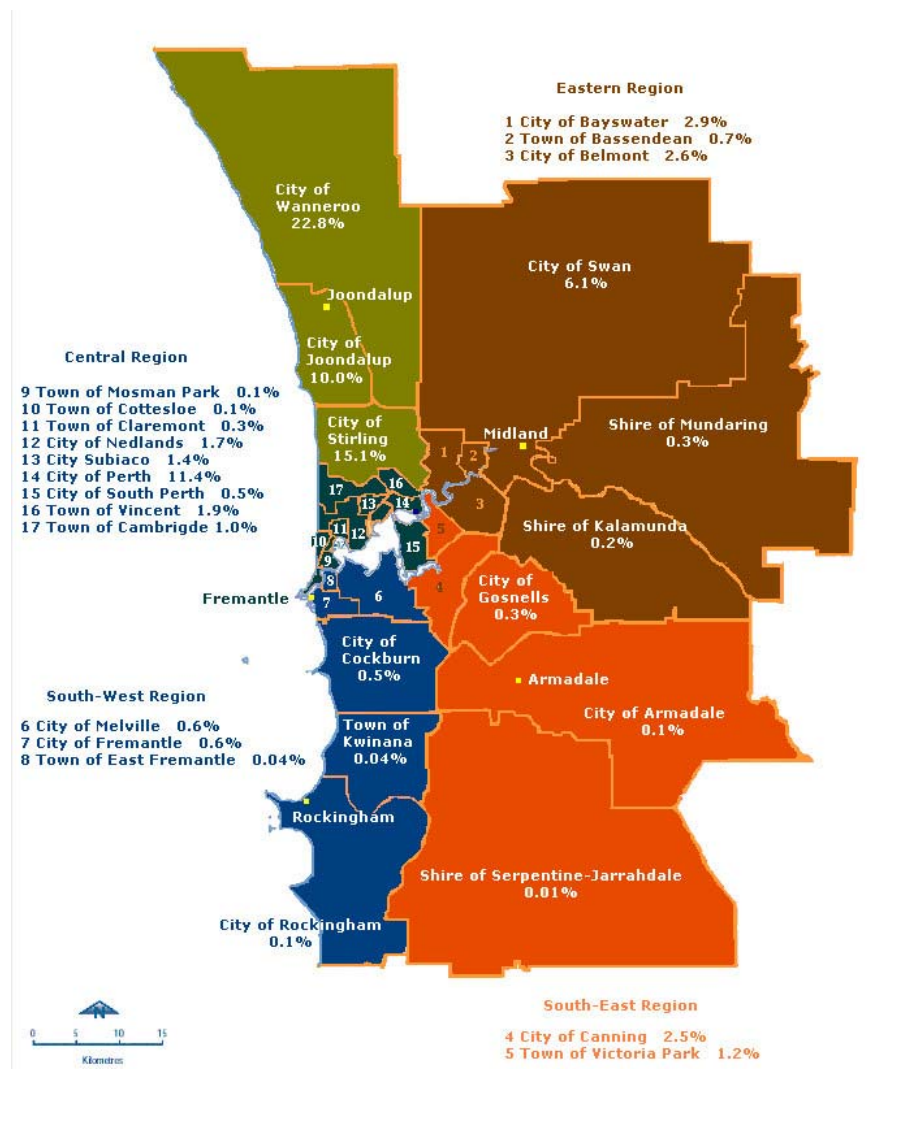
One parent fam: with non-dep child	898	920	1057	1977
One parent family: Total	3642	4202	6035	10237
Other family	240	308	196	504
Total	22276	34856	35798	70654
Average household size				
The Average household size is 2.9 persons				
Median age				
31yrs old				
Median income				
The individual median income is \$300-\$399 per week. The household median income is \$700-\$799 per week.				
Community facilities				
School	46 Schools			
Nursing homes	4 Nursing homes			

BUILDINGS

Building approvals				
	2000	2001	2002	2003 (JAN – APR)
Single Dw ellings	1243	1897	2334	905
Grouped Dw elling	8	24	12	5
Multi Dw ellings	8	2	3	2
Commercial/Industrial	112	89	80	39
Dw elling Additions	119	134	119	42
Perg/Patio/Shed/Garage/Cport/Outb	1501	1559	1884	633
Swimming Pool/Spa	366	366	380	180
Retaining Walls	273	317	369	90
Other	45	126	122	173
Total	3675	4514	5303	1973



Journey to work: Destination of employment for the metropolitan workforce residing within the City of Wanneroo



Journey to work

Origin Zones	Destination Zones (Metropolitan Regions)						Total
	Central	East	North	South-West	South-East	Country	
North Ward	140	79	974	12	21	22	1248
Coastal Ward	859	403	2508	81	181	31	4063
Hester Ward	603	368	2229	59	119	27	3405
Central Ward	885	620	2039	68	182	11	3805
Wanneroo Ward	956	547	2998	90	178	24	4793
Alexander Ward	1781	1502	3164	186	476	11	7120
South Ward	889	749	1651	85	229	3	3606
Undefined Area	172	97	672	13	17	0	971
Total	6285	4365	16235	594	1403	129	29011
Percentage	21.66%	15.04%	55.96%	2.04%	4.83%	0.44%	

2001 Census of Population & Housing

Journey to work – south-east metropolitan region

Origin Zones	Destination Zones (South East-Metropolitan Region)				
	Armadale (C)	Gosnells (C)	Serpentine-Jarrahdale (S)	Victoria Park (T)	Canning (C)
North Ward	0	0	0	4	17
Coastal Ward	3	11	3	46	118
Hester Ward	3	7	0	29	80
Central Ward	6	20	0	57	99
Wanneroo Ward	0	9	0	49	120
Alexander Ward	6	44	0	155	271
South Ward	0	22	0	72	135
Total	18	113	3	412	840

Journey to work – east metropolitan region

Origin Zones	Destination Zones (East Metropolitan Region)					
	Bassendean (T)	Bayswater (C)	Belmont (C)	Kalamunda (S)	Mundaring (S)	Swan (C)
North Ward	9	11	23	0	6	30
Coastal Ward	30	60	121	9	13	170
Hester Ward	27	82	85	17	11	158
Central Ward	29	138	124	11	16	302
Wanneroo Ward	31	127	123	3	11	272
Alexander Ward	76	386	287	22	18	713
South Ward	43	185	121	16	11	373
Total	245	989	884	78	86	2018

Journey to work – central metropolitan region

Origin Zones	Destination Zones (Central Metropolitan Region)										
	Cambridge (T)	Claremont (T)	Cottesloe (T)	Mosman Park (T)	Nedlands (C)	Peppermint Grove (S)	Perth (C) - Inner	Perth (C) - Remainder	South Perth (C)	Subiaco (C)	Vincent (T)
North Ward	9	0	0	0	13	0	45	45	7	11	10
Coastal Ward	41	16	7	6	65	0	285	286	24	71	58
Hester Ward	32	17	6	0	57	0	187	208	18	37	53
Central Ward	44	16	0	3	62	0	282	301	29	59	89
Wanneroo Ward	62	14	10	3	74	3	300	303	32	70	79
Alexander Ward	96	29	10	6	167	3	500	562	57	145	206
South Ward	56	17	8	3	122	0	206	263	15	83	116
Total	340	109	41	21	560	6	1805	1968	182	476	611

Journey to work – south-west metropolitan region

Origin Zones	Destination Zones (Central Metropolitan Region)						
	Cockburn (C)	East Fremantle (T)	Fremantle (C) - Inner	Fremantle (C) - Remainder	Kwinana (T)	Melville (C)	Rockingham (C)
North Ward	3	3	3	0	0	3	0
Coastal Ward	20	3	9	21	0	20	8
Hester Ward	16	3	9	12	6	10	3
Central Ward	17	3	3	17	0	28	0
Wanneroo Ward	26	0	7	22	0	35	0
Alexander Ward	46	0	19	45	6	67	3
South Ward	22	0	13	19	0	25	6
Total	150	12	63	136	12	188	20

Journey to work – north metropolitan region

Origin Zones	Destination Zones (North Metropolitan Region)							
	Joondalup (C) - North	Joondalup (C) - South	Stirling (C) - Central	Stirling (C) - Coastal	Stirling (C) - South-Eastern	Wanneroo (C) - North-East	Wanneroo (C) - North-West	Wanneroo (C) - South
North Ward	114	37	75	9	6	297	377	59
Coastal Ward	509	189	474	99	24	534	468	211
Hester Ward	464	202	452	99	25	368	375	244
Central Ward	294	177	521	76	13	383	40	535
Wanneroo Ward	386	277	614	101	16	1089	38	477
Alexander Ward	158	274	1300	189	82	125	14	1022
South Ward	74	133	703	83	44	78	12	524
Total	1999	1289	4139	656	210	2874	1324	3072

Journey to work – country region

Origin Zones	Destination Zones (Country Region)	
	Chittering (S)	Gingin (S)
North Ward	7	15
Coastal Ward	20	11
Hester Ward	14	13
Central Ward	8	3
Wanneroo Ward	13	11
Alexander Ward	6	5
South Ward	3	0
Total	71	58