

Economic Development Strategy

CITY OF ARMADALE | 2023 – 2028





Acknowledgement of Country

We acknowledge the Traditional Owners and Custodians of the land upon which we stand, work and play.

We acknowledge the Aboriginal People as the First Nation People and their connection to the land and waters, as the land and waters are a part of them; spiritually and culturally.

We acknowledge their ancestors, the Elders past and present, who have led the way for us to follow in their footsteps.

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Mayor's Message

Our city is brimming with opportunities. As a fast growing city in the South East Metropolitan Region, Armadale provides an essential business hub, servicing a diverse and expanding community.

Economic development plays an important role in local government and requires collaboration between economic experts, innovative thinkers, strategists, leaders of industry, local business owners, investors, planners and the wider community. Through a series of consultations, workshops and an online survey, we have developed and adopted a 'think big, and small' ideology.

The Armadale Economic Development Strategy 2023 – 2028 reflects the aspirations and needs of our businesses and our community, and has been created using the collective wisdom and shared vision for our local government area. It is the City's blueprint for economic growth, with a focus on sustainable job creation, as well as big and small opportunities for prosperity.

Central to our strategy is the empowerment of local businesses and entrepreneurs, easy access to large business parks and industrial areas, and affordable commercial land. By investing in our local talent and fostering an environment conducive to innovation, we unlock our potential to attract new investment.

From large industrial enterprises to small family-owned businesses, the City offers a range of opportunities, particularly within the tourism sector. Strengthening the visitor economy by encouraging exploration of the region's natural assets, showcasing our agricultural sector and supporting the development of cultural tourism, is a priority within the Strategy.

The Strategy builds on past achievements and provides the planning to guide the growth of a vibrant and sustainable economy that supplies a diversity of jobs and investment options. Our vision utilises the City's strengths and assets, and promotes the emerging opportunities for innovation and development.

A key focus for Council is to advocate for further investment to catalyse economic development. This will ensure that Armadale continues its role as a Strategic Metropolitan Centre, by providing the supporting infrastructure and employment, for the broader South East Metropolitan Region and beyond.

The City's Economic Development Strategy strikes the right balance between support, advocacy, innovation and aspiration. Together, we can create a thriving city that provides employment opportunities and offers a wide range of goods and services to our growing population.

It gives me great pleasure to present the City of Armadale's Economic Development Strategy 2023 – 2028.

Cr Ruth Butterfield
Mayor



Executive Summary

Armadale's population is rapidly growing, and our economy is more productive than ever. Armadale has momentum, exceptional advantages, and exciting opportunities to realise.

With a population of more than 100,000 residents and over 5,000 businesses supporting over 24,400 jobs, the City of Armadale (the City) has a clear role in working alongside business, community, and other partners to support Armadale's local economy. This Economic Development Strategy directly underpins the vision, aspiration and objectives set out in our Strategic Community Plan, with a focus on helping local industry, community and potential investors to realise and unlock the wealth of business and investment opportunities in the region.

Four priority focus areas and 12 objectives have been identified that if proactively and effectively championed, facilitated, and invested in, will unlock Armadale's economic potential, and realise strong benefits for local businesses and our community.



Our People and Businesses

1. **Champion** Armadale as a great place to visit, live, work and study to attract talent and skills and expenditure for local businesses.
2. **Engage** proactively with local businesses to share information and understand the needs, opportunities and support needed by the business community.
3. **Support** the development of local skills for local jobs.



Our City Centre

4. **Build** momentum for more investment in the City Centre based on transformative projects – proactively plan for the 'next steps' to ensure opportunities and benefits are realised.
5. **Encourage** and enable community and business activation initiatives in the City Centre.
6. **Invest** in the development and maintenance of high quality places and infrastructure that attracts enterprises and visitors to the City Centre.



Our Business Parks, Commercial Precincts and Employment Hubs

7. **Promote** the City's business parks, commercial precincts and employment hubs to attract major tenants that will bring investment and jobs to Armadale.
8. **Act** as a facilitator between industry and Government to progress transformative investment and industry development.
9. **Support** the maintenance of attractive commercial areas and business parks that build pride and encourage investment.



Our Visitor Economy

10. **Promote** the region as a unique and desirable destination for visitors and businesses alike.
11. **Facilitate** product and destination development through advocacy, support and connections.
12. **Build** a collective vision for the City's tourism region through engagement with Armadale's tourism businesses and stakeholders.

The City of Armadale Economic Development Strategy 2023 – 2028 includes key actions that are aligned with our Strategic Community Plan and our Corporate Business Plan, ensuring we are leveraging our existing resources where possible to deliver the best results for our community.

Our City

The City of Armadale has experienced some of the strongest population growth in Australia over the last decade, and in the last three years has grown at a significantly higher rate than the Greater Perth Metropolitan area in Western Australia.

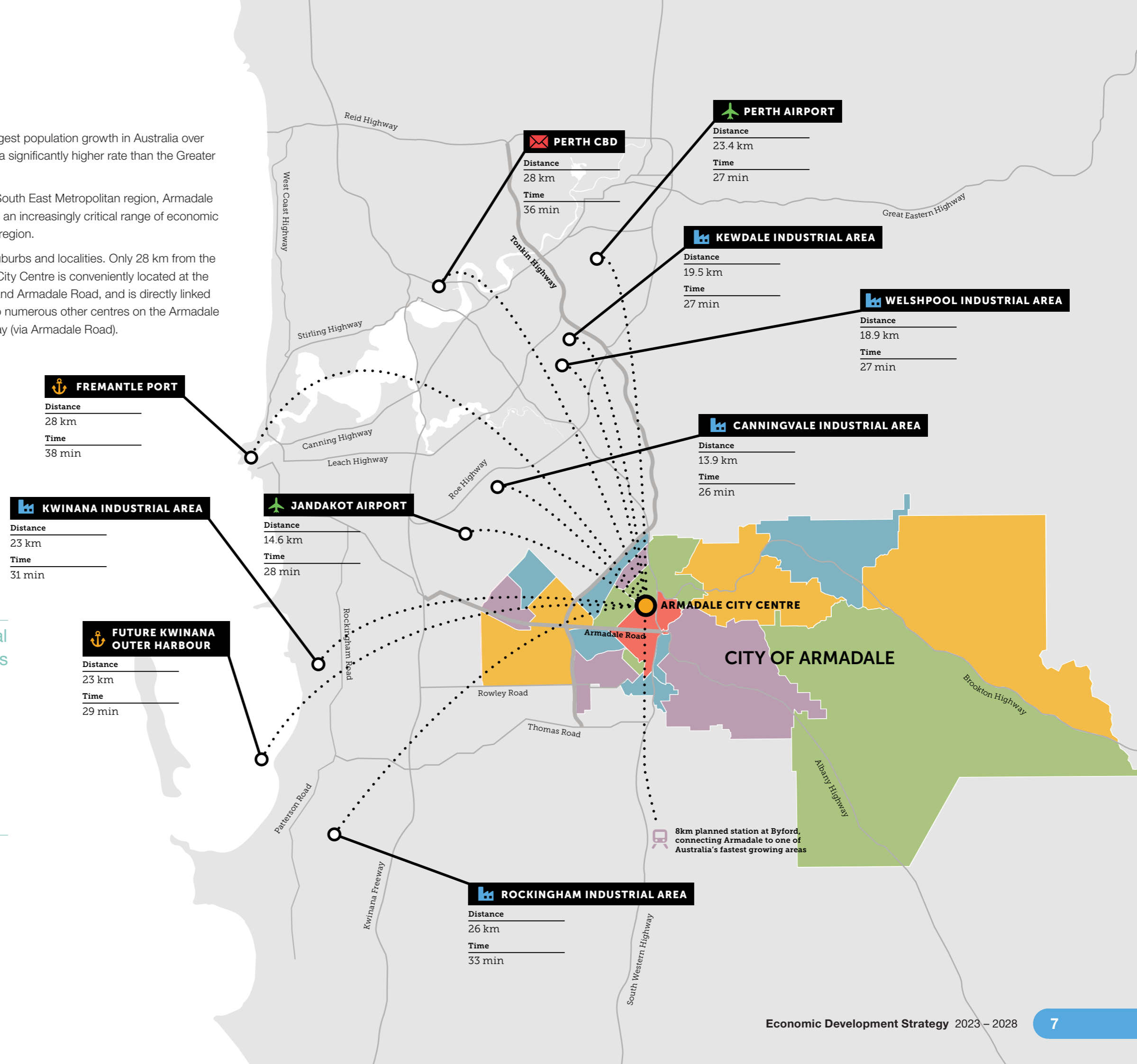
As the designated Strategic Metropolitan Centre for the South East Metropolitan region, Armadale services a diverse and growing community, and provides an increasingly critical range of economic and community services as the heart of the surrounding region.

The City covers an area of 560 km² and consists of 19 suburbs and localities. Only 28 km from the Perth CBD and 23 km from Perth Airport, the Armadale City Centre is conveniently located at the crossroads of the Albany and South Western Highways and Armadale Road, and is directly linked to the Perth CBD via the metropolitan rail network (and to numerous other centres on the Armadale railway line), the Tonkin Highway and the Kwinana Freeway (via Armadale Road).

Armadale is in close proximity to key economic infrastructure, including Perth and Jandakot Airports, Kewdale, Canning Vale and Welshpool industrial areas and the imminent Westport - Outer Harbour in Kwinana.

To service neighbouring Serpentine-Jarrahdale's population growth, the WA Government's METRONET Project will deliver an 8 km extension of the Armadale train line to Byford. This will help visitors, workers and residents from both Local Government areas connect with new services, jobs and experiences, bringing benefits to the regional economy.

Armadale has momentum, exceptional advantages, and exciting opportunities to realise. The City will champion our economy, facilitate development, and invest its resources alongside local businesses, community and stakeholders, to secure genuine and meaningful outcomes that enhance our local economy.



Our Community



Armadale’s population is developing rapidly. On average we’re earning significantly more and have higher levels of education than we did in 2011.



100,737 people call Armadale home*
This is an increase of 28,075 from 2013

Our population is relatively **young**, with **66%** of our residents aged **below 44 years old**

- Armadale median age: 35
- Greater Perth median age: 37
- Western Australia: 38

73% of our **employed** residents leave the area for **work**



72% of our residents drive their **car** to work
6% of our residents take **public transport**
1% ride a **bike or walked** to work

36% of Armadale’s households are **couples with children**
23% are **couples without children**
12% are **single parent households**
20% are **lone person households**

Our **population** is estimated to **grow** to **150,000** by 2041



Our **median weekly personal income** has **increased 31%** since 2011

- Armadale: \$815
- Greater Perth: \$859
- Western Australia: \$848

Our **median weekly household income** has **increased 30%** since 2011

- Armadale: \$1,774
- Greater Perth: \$1,865
- Western Australia: \$1,815



20% of our residents hold a hold a **Bachelor degree** or higher, compared with 11% in 2011

3% of residents identify as **Aboriginal** and or **Torres Strait Islander**
36% of our residents were **born overseas**
23% of our residents speak a **language other than English** at home

Our Economy



Armadale’s economy is growing. Its contribution to the regional economy has increased by \$0.5 billion since 2016, and the local economy has gained over 5,000 new jobs.



5,632 local businesses are providing **24,451** local jobs
This is an **increase of 5,187** jobs since 2016

66% of **residents** participate in the **labour force**



Our **major employers:**

- **Healthcare and Social Assistance** (4,700 jobs)
- **Education and Training** (3,600 jobs)
- **Retail Trade** (3,000 jobs)
- **Construction** (2,400 jobs)

\$3.33 billion

Gross Regional Product
Up 19% from \$2.8 billion in 2016



Our **unemployment rate** is higher, at **6.4%**, than the Greater Perth average of **5.3%**

Our **emerging industries**, driven by **new infrastructure** and **business parks:**

- Education and Training
- Wholesale Trade
- Construction
- Manufacturing and Transport
- Postal and Warehousing

Sources: Economy ID, City of Armadale Economic Profile, 2011 – 2021 data (including 2022 Health Check Report), Australian Bureau of Statistics Census, 2021.

Sources: ProfileID, City of Armadale Community Profile, 2011 – 2021 data.
*Estimated Residential Population (ERP) 2022.

Achievements

The City of Armadale has been focused on advocating for the local economy, facilitating economic development projects, and supporting business and community throughout the significant impacts of volatile global and local economic conditions. Armadale has strong wins on the board which will be critical in building and sustaining the momentum required to secure other key projects. Major achievements and successes since the development of the previous Economic Development Strategy (2018 – 2022) include:

- 01 Supporting businesses and community throughout unprecedented economic conditions**
 - Developed the City's COVID-19 Roadmap to Recovery.
 - Embraced online platforms to ensure service continuity and communication with residents and businesses.
 - Implemented a \$1.8 million rates freeze.
 - Adopted a Rates Assistance and Financial Hardship Policy.
 - Committed \$1.4 million to projects as part of local roads, community infrastructure and economic stimulus measures.
 - Delivered 40+ online business support workshops.
- 02 Construction of Armadale Courthouse and Police Complex commenced (by WA Government)**
 - By late 2023, the \$86 million Armadale Courthouse and Police Complex will open which will triple the number of court rooms and accommodate detectives, a district intelligence unit, district forensic investigation office and family violence unit. This development will bring additional jobs and workers into the City Centre.
- 03 Attraction of significant education, training and skills development infrastructure, services, and programs to the City**
 - Construction has now commenced on the \$33 million TAFE Campus in Armadale's City Centre. The campus will help deliver skilled workers to local industries while also activating the City Centre.
 - The WA Department of Education, Skills, and Employment announced the opening of the Industry Training Hub in Armadale to improve opportunities for youth to meet local employment demand.
 - The City delivered its Aspire Youth Development Program for four years, introducing high school students to tertiary education and employment opportunities.
- 04 Support for small business creation and development prioritised**
 - The City submitted a successful application for funding of the Small Business Friendly Approvals Program which is now operational. The City is currently implementing the program's Action Plan and reporting yearly to the WA Small Business Commissioner.
 - A 'Go Local at Christmas' campaign was delivered to encourage residents to buy presents and other items from local enterprises.
 - Ongoing sponsorship and support has been provided to the Business Armadale Chamber of Commerce.
 - The City sponsored the Business Armadale Minister Series, providing networking opportunities for local businesses to meet with State and Federal Ministers.
- 05 Strong performance on building and development application approvals**
 - A total of 2,766 development and building applications were received in 2021-22, with 97% of those applications determined within statutory timeframes.
 - 2,196 building applications were received, with 99.9% of those applications determined within statutory timeframes.
 - 506 development applications were received, with 87% of those applications determined within statutory timeframes.
 - The City received 64 subdivision referrals from the WAPC, 78% of those referrals were responded to within statutory timeframes.



- 06 Development of more business precincts, commercial areas and employment hubs across the City**
 - In 2021-22, 135 commercial applications were lodged with a total construction value of \$163,646,624.
 - Between 2021-22, the City approved \$42 million in development application approvals for Forrestdale Business Park specifically.
 - Development of Doobarda Business Park is a step closer to fruition with the Development Application being processed in 2023, and the building application expected to follow shortly.
- 07 City Centre rejuvenation projects progressed – City Investment Framework**
 - The City adopted a City Investment Framework and an Advocacy Strategy in 2022 that will guide the transformation of the Armadale City Centre into a Metropolitan Centre.
- 08 Increased focus on tourism sector to raise Armadale's profile and attract visitors**
 - The City administers Major Event Sponsorship to attract and secure events in the region.
 - The City partnered with the Perth Hills Tourism Alliance and created a series of 30 food and wine trails as part of Taste 2020 Food and Wine Tourism Strategy.
 - The City partnered on the development of the Perth Hills Armadale Regional Guide.
 - The City's Tourism Strategy was adopted in June 2023.
- 09 Advocacy Priorities Strategy endorsed and Business Investment Prospectus developed**
 - The City adopted an Advocacy Priorities Strategy (2022-2030) that outlines key projects and alliances needed to attract investment and accelerate development and growth.
 - A new Business Investment Prospectus has been released to support local area promotion and to advocate on behalf of its community across State and Federal Government, key industry leaders, and other businesses to discuss the opportunities available for investment and relocation to Armadale.
- 10 Active member of key regional economic networks**
 - The City is an active member of Local Government and stakeholder alliances who work together to advocate for social, environmental and economic outcomes for their region. These networks enable the City to proactively identify and realise opportunities to collaborate with regional partners on important economic development projects. These networks include:
 - NGAA – National Growth Areas Alliance
 - WALGA – WA Local Government Association
 - GAPP – Growth Areas Perth and Peel Councils
 - RDA – Regional Development Australia
 - SECCA – South East corridor Councils Alliance
 - The WA Westport Taskforce

We Heard You

To ensure the City of Armadale's Economic Development Strategy's success and relevance, a comprehensive approach was adopted to gather diverse perspectives and insights. By engaging our local business community and key stakeholders throughout the process, the Strategy not only benefits from their valuable expertise, but also fosters a sense of ownership and collective responsibility among all those involved. Ultimately, this collaborative approach ensures that the new Economic Development Strategy 2023 – 2028 reflects the shared vision and goals of all stakeholders, making it more effective in driving sustainable local economic growth and prosperity for the Armadale community as a whole.

We heard that our local business community wants Armadale's economic development to be underpinned by our advantages and strengths. They want the City to think big, be aspirational, while also focusing on delivering achievable, practical initiatives that make a difference to business and community on a day-to-day basis.



Local Business Survey

An online survey was completed by 45 respondents, representing a range of local businesses ranging from sole enterprises to those employing 50+ staff.



One-on-one interviews

The City conducted targeted interviews with key stakeholders including:

- Commercial and residential developers
- Service providers
- Local businesses and business networks



Workshops

The City conducted workshops with Business Armadale Chamber of Commerce members and key staff within the City of Armadale.

Strengths and advantages to leverage

Natural assets – The City's incredible natural environment and attractions, assets, open spaces, and proximity to key trail regions presents an opportunity to develop a thriving visitor economy as well as being a key attractor for new residents.

Growing population – Population growth, supported by the availability of affordable land and the extension of the railway, will increase access for visitors, customers, and workers to Armadale. It will also help underpin the development of future population services, infrastructure, and amenities.

Great lifestyle – The City's semi-rural hills lifestyle is attracting more and more people, particularly young families, who are looking for a more balanced and affordable way to live, closer to nature. Armadale welcomes new residents who will help build a diverse and thriving economy.

Major regional service centre – As the designated Strategic Metropolitan Centre for the South East Metropolitan region, Armadale services a diverse and growing community, and provides an increasingly critical range of economic and community services as the capital of the surrounding region.

Proximity and space to grow – The City has access to industrial and commercial land that is larger than most local government areas in the metro area can offer. The City is situated along key transport routes, connected to major infrastructure such as Jandakot Airport and Henderson Port. It is also close to key economic infrastructure, including Perth and Jandakot Airports, Kewdale, Canning Vale and Welshpool industrial areas and the proposed Westport (Outer Harbour).

Challenges to proactively manage

Perceptions of Armadale – Consultation indicates that perceptions of Armadale have not changed as the community and economy has evolved. This gap between local and external perceptions is decreasing, but there is more that can be done to let potential visitors, workers, residents, and investors know how great Armadale is.

Need vibrancy in the City Centre – There continues to be negative perceptions of Jull St Mall and the City Centre. Limited foot traffic, insufficient residential housing in the centre, vacant shops and safety concerns contribute to these negative perceptions and are potentially reinforcing a cycle of inactivity and need investment.

Impact of infrastructure projects on local business – The impact of major projects on residents, business and visitors will need to be proactively managed through forward planning, strong communications and ensuring that real gains are secured for local business and residents. In particular, the smaller businesses in and around the City Centre will need to be supported.

Lack of cohesion – There is a disconnect between the older suburbs in the east with a greater level of disadvantage and the newer developments in the west where there is better access to services and amenity. Economic development should consider how all communities can be included and benefit. This includes ensuring new infrastructure such as the South Metro TAFE Campus, and any future social infrastructure, are accessible to the whole community.

Challenging national and global economic context – Local businesses are grappling with staffing shortages (reinforced by lack of migration) and a limited supply of suitable and affordable office space, which is constraining growth potential. While these challenges are not unique to Armadale, they are significantly impacting local businesses that have already had to navigate the COVID-19 pandemic.

Opportunities to deliver impact for business and community

- Build a cohesive and positive identity for Armadale, where all members of the business community feel part of something 'bigger', and it has a strong role in the region.
- Advocate and develop networks that help attract investment and major tenants to the City's business parks.
- Continue to improve the City's systems, communications, and leadership to make Armadale a great place to establish and grow a business.
- Ensure business and residents are informed and supported through periods of change and disruption.
- Help clear bottlenecks with State Government agencies that delay development.
- Act innovatively and proactively. Ensure momentum is maintained around the construction of major projects so that positive impacts are secured for the economy.
- Explore and facilitate projects that make the City Centre bustling, safe and inviting to visitors, businesses, and residents.
- Invest in and promote the City's assets, infrastructure, and places to contribute to a thriving tourism economy.



Our Vision

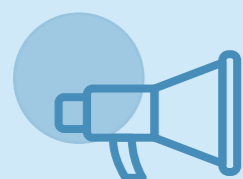
“Where City meets Country. A place of natural beauty, rich in heritage and respectful of culture, with diverse landscapes and lifestyles, and a wealth of business and investment opportunities.”

Our Economic Development Strategy will support the vision and goals described in our Strategic Community Plan, which was developed in close consultation with our residents and businesses and reflects the aspirations and expectations of our community. The City’s economic development focus will be on attracting and supporting local and new businesses to realise investment opportunities and to grow in our area.

Our Role

The City has a clear role in working alongside business, community, and other partners to develop Armadale’s economy. The City will focus on where it can have the best impact with its resources.

The City will:



Champion

The City will champion, promote, and advocate for Armadale to attract investment, game changer businesses, talent, and visitors.



Facilitate

The City will support community, industry, and government to deliver projects and infrastructure that will elevate Armadale’s economy and bring positive impacts to the community.



Invest

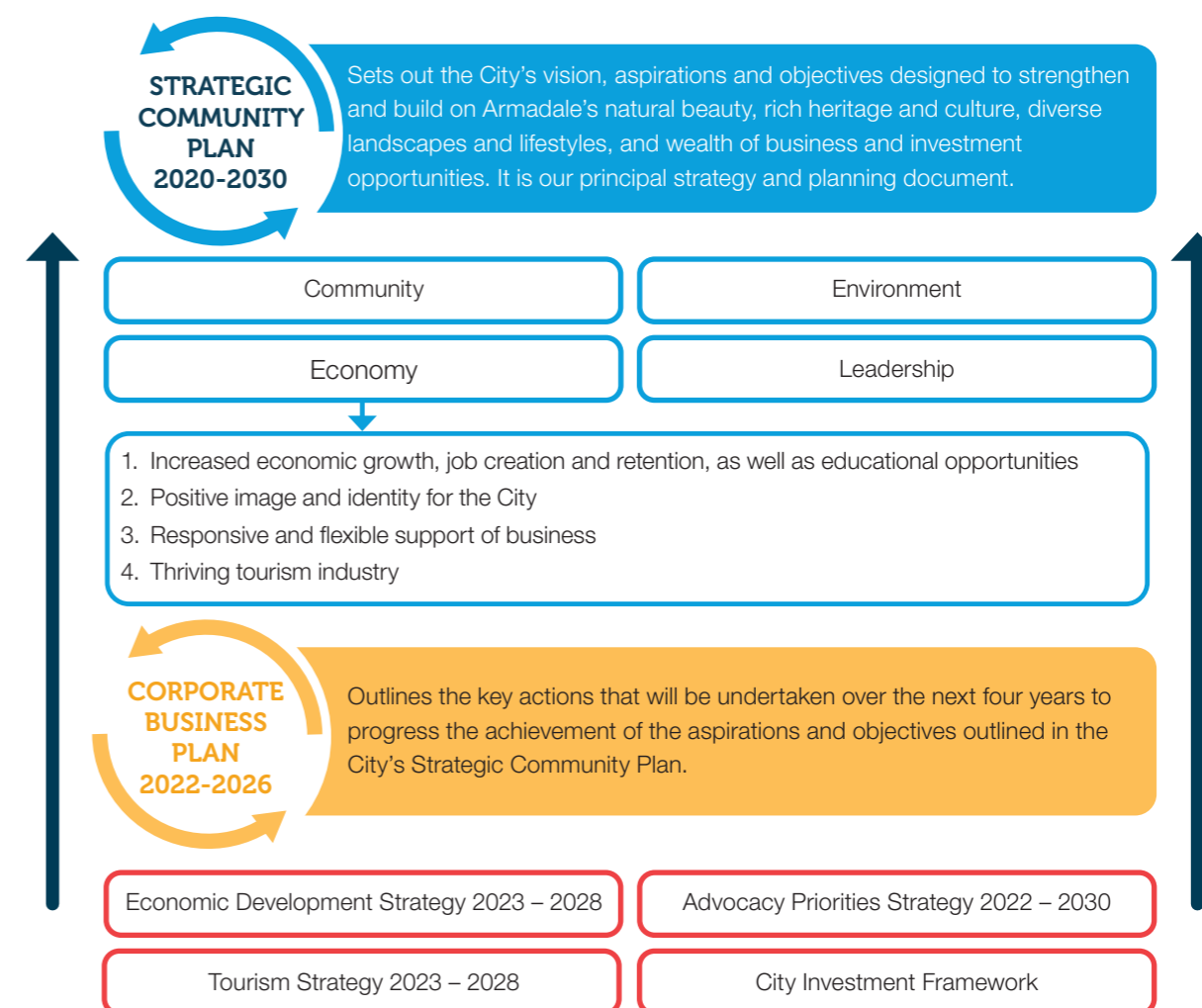
The City will utilise its resources (human, financial, land and assets) as leverage to realise social and economic development aspirations.



Our Approach

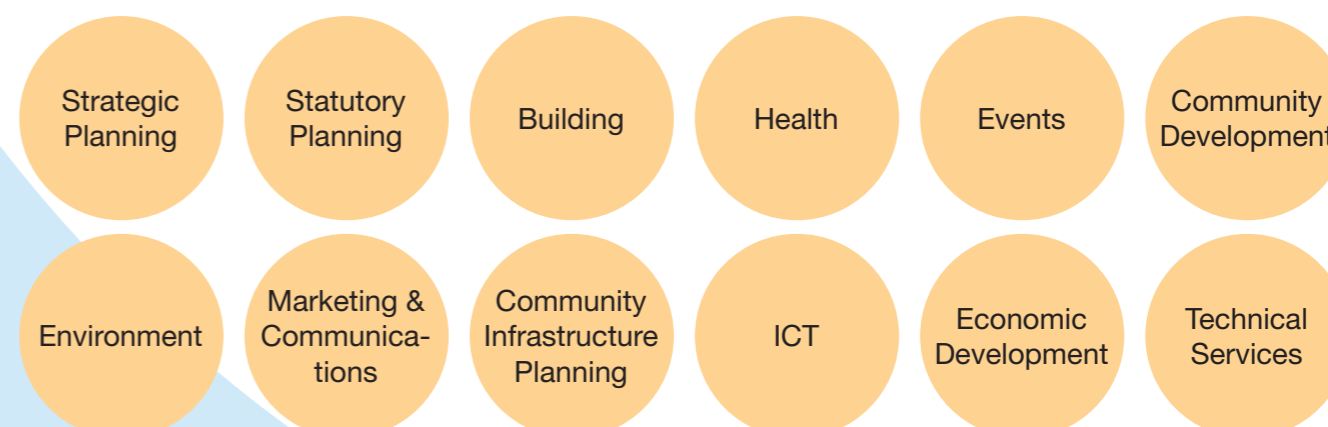
Working towards the City’s vision

The Economic Development Strategy directly supports the vision, aspiration and objectives set out in the Strategic Community Plan. It also aligns with the current Corporate Business Plan (which describes how the Strategic Community Plan will be implemented), while also informing future planning as economic priorities, opportunities and challenges evolve.



It’s a team effort

There are a broad range of teams within the City whose roles and functions will be important to champion, facilitate and invest in Armadale. A whole of government approach will be used to deliver this Strategy.



Our Priority Areas

Build on our strengths and momentum

Four priority focus areas have been identified that if championed, facilitated, and invested in, will unlock the potential of Armadale’s economy, and realise strong benefits for local businesses and our community. These priority areas build on Armadale’s existing strengths and natural advantages, as well as driving forward progress in areas where there is already momentum towards positive change.



Our People and Businesses

Our population is growing as more people realise that you can live the country life affordably, and be close to the city. We will continue to attract people and businesses to Armadale, while also supporting our existing residents and businesses to learn, grow and lead in our economy.



Our City Centre

As Armadale grows, and major projects are completed, the City Centre will look and feel very different. This will provide exciting opportunities for new, interesting, and unique operators to activate the area. We will champion our City Centre to attract investment and enhance vibrancy and safety.



Our Business Parks, Commercial Precincts and Employment Hubs

These are the engine rooms of the South East corridor’s economy. Our strategic location along major transport links, and the growing demand for large commercial spaces means we can attract major tenants to Armadale. We will help facilitate commercial and industrial areas that are vibrant, attractive, and creating employment opportunities.



Our Visitor Economy

The word is out – Armadale’s beautiful natural environment is ready to be explored and only a short drive away from Perth Airport. We will continue to promote and develop our tourism sector. By building a stronger link between our hills and city, we can ensure more businesses are benefiting from visitors to Armadale.



Our People and Businesses

The City will support our existing businesses and residents to learn, grow and lead in our economy.

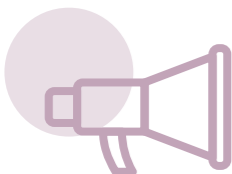
Armadale's economy is driven by our talented people and over 5,000 diverse businesses. Enterprises of all sizes are creating value for our local and regional economy and providing over 24,400 jobs for Armadale residents and people from outside our area.

Skills and labour shortages and ongoing economic instability are impacting the growth potential and resilience of many local businesses. The increasing cost of living challenges are putting a strain on household incomes. Armadale itself is also experiencing change, with major projects under development or construction across the local area, including the Courthouse and Police Complex, the Armadale TAFE campus, the ongoing growth of the Forrestdale Business Park, and the extension of the rail line to Byford as part of METRONET. Once completed, these projects will deliver significant benefits to Armadale's business and communities, as they help us attract more people, business, and investment.

The City is best placed to support our people and businesses by being a champion for our area, strengthening strategic networks, sharing information and resources, and working with stakeholders to ensure that local skills development aligns with the needs of our local businesses. This includes identifying and supporting opportunities for those who may be disengaged from the workforce to find local employment.

More and more people are realising that Armadale offers a great, affordable lifestyle close to nature and the city. We should be building on this momentum and continue to proactively attract new residents and businesses who can further strengthen our economy.

Objectives



1. Champion Armadale as a great place to visit, live, work and study to attract talent and skills and expenditure for local businesses.



2. Engage proactively with local businesses to share information and understand the needs, opportunities and support needed by the business community.



3. Support the development of local skills for local jobs.





Our City Centre

The City will champion our City Centre to attract investment and enhance vibrancy and safety.

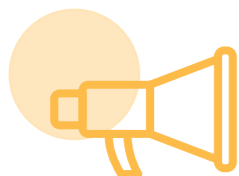
Armadale's City Centre is undergoing significant transformation. Strategic advocacy over the last five to ten years has resulted in the City realising several transformational infrastructure projects including:

- Construction (underway) of the Armadale TAFE campus.
- Construction of a new Courthouse and Police Complex.
- Removal of the (complete) level crossing at Kelmscott Station.

Guided by our Advocacy Framework, Activity Centre Structure Plan and Armadale City Investment Framework, the City continues to plan and advocate for the following projects which aim to increase vibrancy, safety and activation of the City Centre as well as delivering community infrastructure and services to the local population. Eleven rejuvenation projects planned for the City Centre have the potential to deliver 5,000 ongoing jobs, attract 5,400 new residents and attract \$1.5 billion in private investment.

In time and with proactive planning, the projects have the potential to transform and activate the City Centre, address many of the issues currently constraining the potential of the area (for example the under-utilisation and negative perceptions, and community experiences, of Jull Street Mall) and bring economic and social benefits to Armadale.

Objectives



4. Build momentum for more investment in the City Centre based on transformative projects – proactively plan for the 'next steps' to ensure opportunities and benefits are realised.



5. Encourage and enable community and business activation initiatives in the City Centre.



6. Invest in the development and maintenance of high quality places and infrastructure that attracts enterprises and visitors to the City Centre.

City Centre Rejuvenation Projects

01 CITY VIEWS – CIVIC PRECINCT

Estimated Budget: \$127M

City Views is a transformational project that will enhance the northern focal point of the City with a two-fold focus on consolidating civic services and enhancing the public realm. It includes a new Cultural/Civic Precinct and Community Hub.

02 STATION ACTIVATION Estimated Budget: \$5-10M

The Armadale Train Station will be elevated as part of METRONET's Byford Rail Extension project. The removal of the at grade station unlocks land for activation.

03 BUS INTERCHANGE METRONET

This project is part of the METRONET Byford Rail Extension. The bus interchange will be an integral connection to the Armadale City Centre for growth areas in the South-West Corridor.

04 ARMADALE WEST Estimated Budget: Dependent on development model

The 9 hectare West of Rail precinct will be a transit oriented development. The precinct will be characterised by high density development to fit its location as an inner-city development.

05 HEALTH PRECINCT Estimated Budget: \$20M+

A health precinct will provide community benefits to those utilising the services, as well as employment opportunities, all in a location conveniently accessible by public transport. Future development will expand the regional level public and private health and community services within the City Centre.

06 EDUCATION PRECINCT Estimated Budget: \$30M STAGE 2

Stage one of the TAFE expansion is funded by the State Government (\$22.6 million), with completion expected in 2024, bringing students into the City Centre. A future stage two expansion will see an increase in student capacity and course offering.

07 REGIONAL ACCESSIBILITY

Armadale is the strategic metropolitan centre servicing the growing South-East Corridor. Improving regional accessibility through the regional transport network will benefit local businesses and unlock private investment.

08 JULL STREET MALL Estimated Budget: \$3-6M

Upgrades to the Mall will create a sense of place in the heart of the City Centre. Development will support visitation through increased security, improved experience and new attractions.

09 STREETSCAPE ENHANCEMENTS (CBD)

Streetscape enhancements across the Armadale City Centre will contribute to improved wayfinding, public space activation, and safety as well as encourage private investment.

10 STRATEGIC DEVELOPMENT SITE

The site is located at the northern entrance to the City Centre and will be an entry statement for visitors arriving from the north and west.

11 PLACEMAKING INITIATIVES Estimated Budget: \$200-400K p.a. (net)

A coordinated placemaking approach will elevate and enhance existing efforts. Local events provide an opportunity to leverage positive experiences and link them with the Armadale City Centre.



Our Business Parks, Commercial Precincts and Employment Hubs

The City will act as a facilitator between industry and Government to progress transformative investment and industry development in our business parks, commercial precincts, and employment hubs.

With significant land parcels available or under development, and strategically located along key transport routes, Armadale's business parks and commercial precincts are the engine room of the South-East Corridor economy.

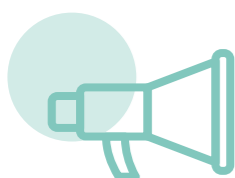
Forrestdale Business Park – 330 hectares strategically located at the intersections of Tonkin Highway and Armadale Road in Forrestdale, home to a growing range of commercial, mixed semi-industrial enterprise and general industry activity.

Doobarda Business Park (Rowley Road) – 354 hectares able to accommodate medium term non-heavy industry, with advantages including proximity to freight network connections linking with the new Outer Harbour, Western Trade Coast and Kewdale and West Mundijong intermodal transfer facilities.

South Armadale – 81 hectares with strong potential as a long term non heavy industrial site. South Armadale has good transport linkages, being adjacent to South Western Highway and having easy access to the Tonkin and Albany Highways.

Kelmscott – An established, mixed use commercial area servicing a range of strategic industries. Kelmscott also has good transport linkages, having easy access to the Albany Highway and the railway line.

Objectives



7. Promote the City's business parks, commercial precincts and employment hubs to attract major tenants that will bring investment and jobs to Armadale.



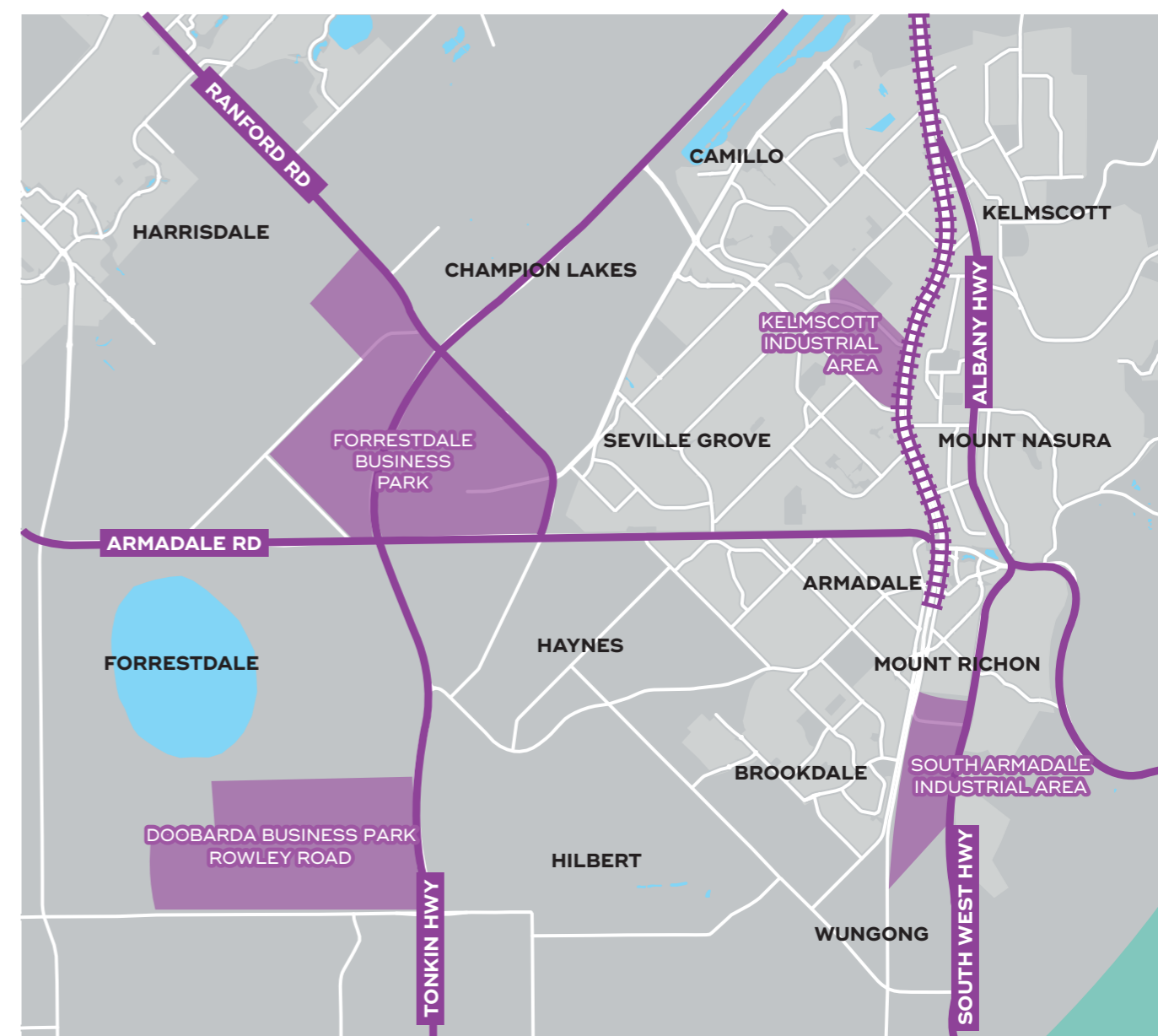
8. Act as a facilitator between industry and Government to progress transformative investment and industry development.



9. Support the maintenance of attractive commercial areas and business parks that build pride and encourage investment.

Industry's momentum is strong, with significant new tenants choosing Armadale including a Western Power new regional Depot in Forrestdale Business Park, that will bring approximately 500 jobs to the area. The City will play an important role as a facilitator and enabler of future investment, working with proponents, developers and State Government agencies to clear bottlenecks and keep projects progressing. The City also has an important role to play in ensuring City owned land and areas around precincts are well maintained and presented, helping to encourage all stakeholders to take pride in business parks and commercial precincts.

In 2020, the State Government endorsed a new port in Kwinana. Since then, Westport, together with Main Roads, has begun early planning on what the Anketell-Thomas Road freight corridor may look like. This corridor will connect the future terminal in Kwinana's Outer Harbour with Tonkin Highway and will support wider growth in Kwinana and the south-eastern suburbs. This presents further opportunities for Armadale's business parks and commercial areas to leverage.





Our Visitor Economy

The City will help unlock Armadale's tourism potential.

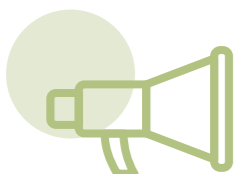
Armadale, which is recognised as a unique part of the Perth Hills region, is home to exceptional destinations, experiences, and tourism businesses, with major potential for growth. The City has been successful in attracting and delivering great events such as the 2023 Australian Rowing Championships, the Armadale Highland Gathering, the Dams Challenge (recognised as one of the top 50 cycling rides in the world) Perth Kilt Run, the Armadale Arts Festival and Minnawarra Art Awards. In the 2021-22 financial year alone, events attracted 41,000 people to the City.

The national tourism sector, and many businesses are still recovering and learning to operate in a complex and challenging economic climate. COVID-19 2021-22 presented opportunities for the local tourism sector to pivot and attract regional and intrastate visitors, with more people in Western Australia looking to explore local destinations.

A strong and cohesive vision, support for product and destination development and exceptional destination marketing will all be essential to realise Armadale's tourism potential. By fostering a positive and collaborative environment, the region's tourism industry will be better positioned to adapt to changing circumstances, build resilience, and drive sustainable growth that benefits everyone.

Through the implementation of its Tourism Strategy 2023 – 2028, the City will provide targeted assistance to grow tourism capacity and capability for the region.

Objectives



10. Promote the region as a unique and desirable destination for visitors and businesses alike.



11. Facilitate product and destination development through advocacy, support, and connections.



12. Build a collective vision for the City's tourism region through engagement with Armadale's tourism businesses and stakeholders.





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