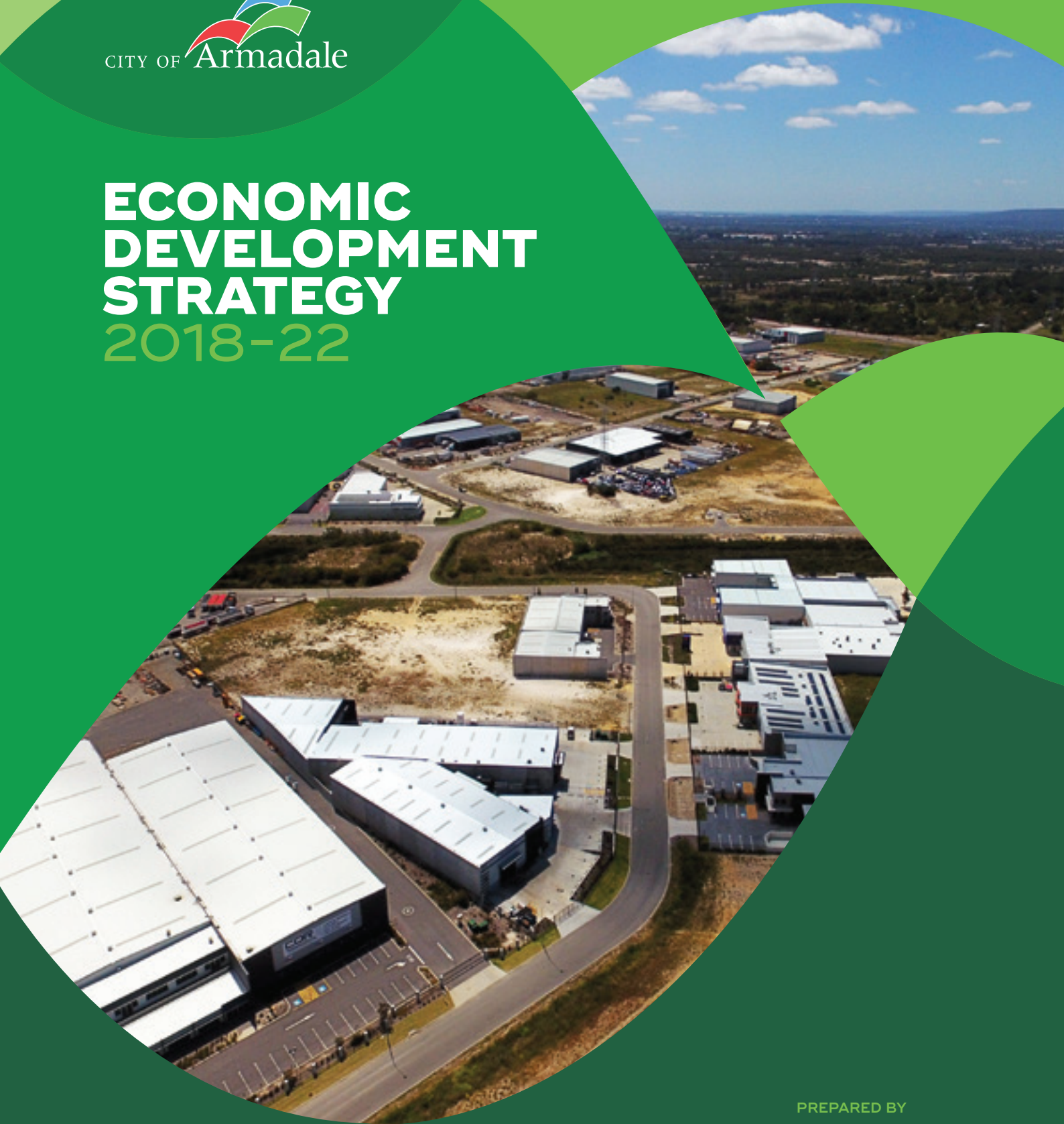




ECONOMIC DEVELOPMENT STRATEGY

2018-22



PREPARED BY



**LUCID
ECONOMICS**

DECEMBER 2017





FOREWORD

As our evolving community continues to take shape, the City of Armadale continues its commitment to economic development through our new Armadale Economic Development Strategy 2018-2022 and builds on the previous Strategy's economic successes.

The City's Economic Development Strategy is designed to provide clear direction for business growth and job generation and will guide sustainable growth throughout the City for many years to come.

The Strategy sets out a clear direction for the next five years to deliver and measure positive growth for local business, along with employment opportunities that will inevitably flow from this new level of collaboration. .

Rather than taking an ad hoc approach to economic development, the Strategy identifies health, education, tourism, culture, community wellbeing and the environment as key focus areas. It calls for close collaboration between businesses as the catalyst for reaping the greatest benefits – for business and for the Armadale community.

As we look towards 2022, by which time our population is estimated to grow to 105,000, the City will continue to foster relationships with key stakeholders such as the Metropolitan Redevelopment Authority, Landcorp, Tourism Council WA, Business Armadale, Master Builders Association, the Urban Development Institute of Australia and surrounding local governments.

We will engage with State and Federal Government to plan and advocate for a higher education multi-use facility. We will work to encourage the relocation of State and Federal departments to the Armadale Strategic Metropolitan Regional Centre and ensure the benefits from the State Government's Metronet Program can be maximised for Armadale and the surrounding region to enhance public transport and community wide benefits.

At a community level, the City will collaborate with local business and industry representatives to provide a range of online support tools and information and unite with training providers to deliver business workshops and seminars and implement a business grants program.

The future is bright for Armadale, and I am delighted to present this Economic Development Strategy, which will not only facilitate better business outcomes for our dynamic and evolving community but also put the City of Armadale on the map as the best place to live, work, do business and invest.

Henry Zelones OAM, JP
Mayor, City of Armadale

EXECUTIVE SUMMARY

Armadale is changing.

Over the last decade Armadale has transformed into a vibrant place to live, work and invest. At current growth rates, 61 people per week move to Armadale and the City is the third fastest growing in the State (16th in Australia). In the last five years there have been over \$2 billion worth of investment in the City.

As one of the fastest growing cities in Western Australia, and indeed Australia, there is a wealth of new opportunities – new housing, new business and new jobs. The City of Armadale economy has outpaced growth in the State and Perth Metropolitan Region over the last four years, and this growth is expected to continue. Armadale is continuing to change and evolve as an economic and business hub in the Perth Metropolitan region.

With this in mind, the Economic Development Strategy 2018–2022 has been developed, providing the opportunity to build on the success of the City's previous Strategy.

Consistent with Council's corporate and community planning objectives, this Strategy articulates a clear plan of action for the City to play its role in improving economic and social conditions, as well as helping to stimulate, attract and maintain business activity, investment and employment in the City of Armadale.

The City of Armadale Economic Development Strategy 2018–2022 is guided by its vision:

“To have a vibrant and sustainable economy that provides a diversity of jobs and investment opportunities.”

This vision builds on the City's and region's strengths and assets, acknowledges the many challenges and capitalises on emerging opportunities for growth and development.

This vision sets the tone for the Strategy Action Plan, which involves three major outcomes:

1. Encourage Infrastructure and Investment
2. Promote and Market Armadale
3. Support Businesses

This Strategy will help the City of Armadale manage and navigate the significant growth that the area is experiencing. With it, the City plans to continue its ongoing evolution to be the preferred location to live, work and invest in the Perth Metro region.



“

TO HAVE A VIBRANT
AND SUSTAINABLE
ECONOMY THAT
PROVIDES A
DIVERSITY OF JOBS
AND INVESTMENT
OPPORTUNITIES.

”

CONTENTS

FOREWORD	3
EXECUTIVE SUMMARY	4
TABLE OF CONTENTS	6
1. INTRODUCTION	8
1.1 CITY OF ARMADALE	9
1.2 ECONOMIC DEVELOPMENT AND THE COMMUNITY	11
2. ARMADALE- A CHANGING CITY	12
2.1 THE ARMADALE STORY	15
3. OPPORTUNITIES	16
UNIQUE VALUE PROPOSITION	18
3.1 COMPETITIVE ADVANTAGES	20
3.2 KEY ISSUES TO CONSIDER	22
3.3 GROWTH AREAS	23
3.4 GROWTH OPPORTUNITIES	26
3.5 ECONOMIC DEVELOPMENT LEVERS	27
3.6 VISION	27
3.7 OVERVIEW OF FRAMEWORK	28
4. ECONOMIC DEVELOPMENT FRAMEWORK	30
5. ECONOMIC DEVELOPMENT ACTION PLAN	34
APPENDIX A: CITY OF ARMADALE PROFILE- GRAPHS	40



1 INTRODUCTION



1.1 CITY OF ARMADALE

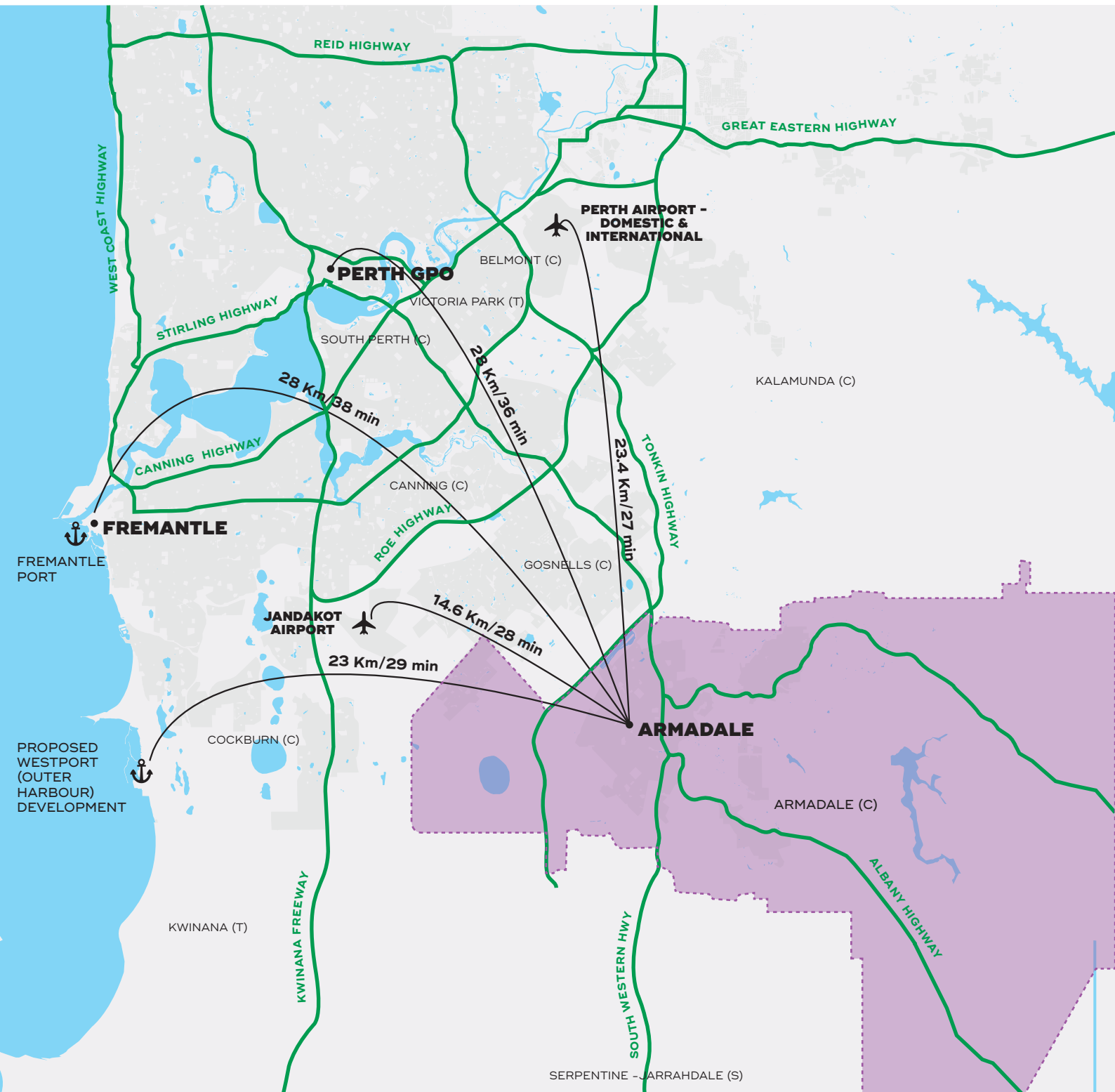
The City of Armadale has experienced some of the strongest population growth in Western Australia over the last decade. It currently has the third fastest growing population in the state and is one of the top growth areas in the nation. As the designated Strategic Metropolitan Centre for the South East Metropolitan Region, Armadale's role is not only to provide services and amenities to its diverse population of 87,248, but also provide a full range of economic and community services as the capital of the surrounding region.

The City covers an area of 560 square kilometres, and consists of 19 suburbs and localities. Only 28 kilometres from the Perth CBD, 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 Perth CBD via the metropolitan rail network (and to numerous

other centres on the line), the Tonkin Highway and the Kwinana Freeway (via Armadale Road). It is in close proximity to key economic infrastructure, including Perth and Jandakot Airports, Kewdale, Canningvale and Welshpool industrial areas and the proposed Westport (Outer Harbour) Development.



 ARMADALE LGA  AIRPORTS  PORT  HIGHWAY  INDICATIVE DRIVING TIME



1.2 ECONOMIC DEVELOPMENT AND THE COMMUNITY

Economic development can be defined as the sustained, concerted actions of policy makers and communities that promote the standard of living and economic health of a specific area.

The City recognises economic development is measured not only in terms of income and employment, but also in improvements in education, health, culture, community wellbeing and the environment. The City strives to achieve 'economic sustainability'; long term economic growth without compromising essential community, cultural and environmental attributes which are inextricably linked with the Armadale region's long term economic success.

Council has an important role to play in facilitating economic development and creating an environment where economic growth is supported. Many stakeholders agree that Council needs to continue showing leadership and champion and promote the local economy through economic development.

Consistent with Council's corporate and community planning objectives, this strategy articulates a clear plan of action for the City to play its role in improving economic and social conditions, as well as helping to stimulate, attract and maintain business activity, investment and employment in the City of Armadale.

The City's previous Economic Development Strategy 2013–2017 was highly successful, with key outcomes including:

- The attraction of investment in key industrial areas, including Forrestdale Business Park.
- Continued business training and support through the City's Small Business Development Program.
- Successful lobbying of the government, resulting in funding commitments for the City's much needed Justice Precinct.
- Successful lobbying for Federal and State funding for the dualling of Armadale Road and connection to new North Lake Road bridge to freeway.
- The running of the City's first youth career development program, Armadale Aspire, which saw multiple participants go on to secure employment opportunities.
- The development of the City's first Digital Strategy.

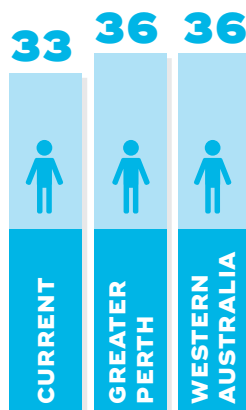
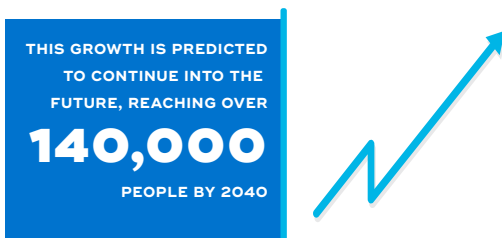
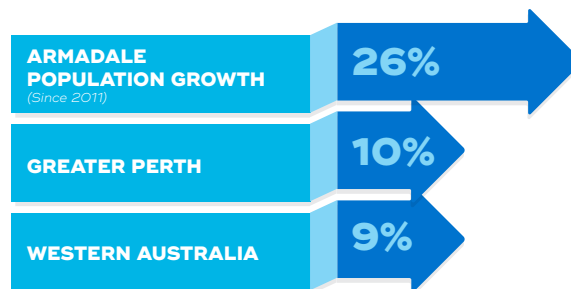
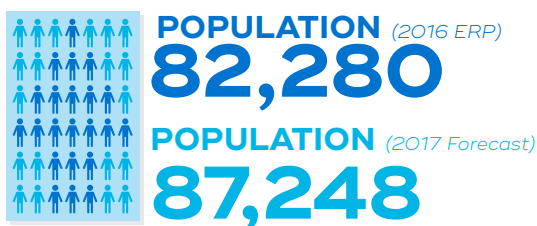
The Economic Development Strategy 2018–2022 provides the opportunity to build on the previous Strategy's economic and community successes. Armadale has changed considerably over the last decade and this Strategy provides the initiatives needed to ensure it continues to grow.



2

**ARMADALE -
A CHANGING
CITY**





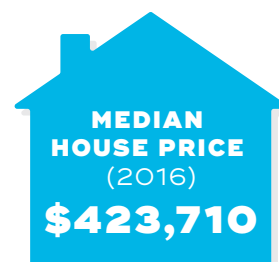
MEDIAN PERSONAL INCOME
(2016)



GREATER PERTH: **\$728 PER WEEK**
WESTERN AUSTRALIA: **\$724 PER WEEK**

MEDIAN AGE

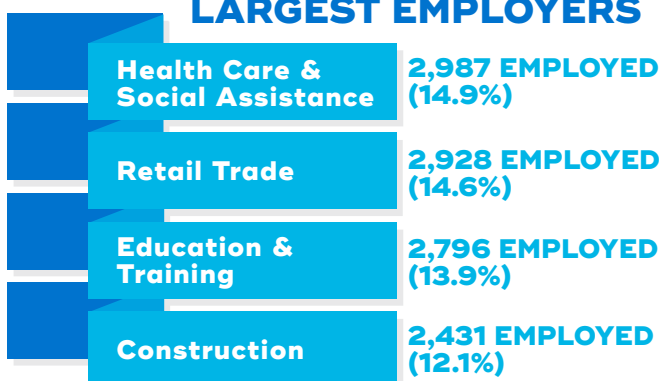
Armadale is one of the very few LGAs in the country where the median age is falling



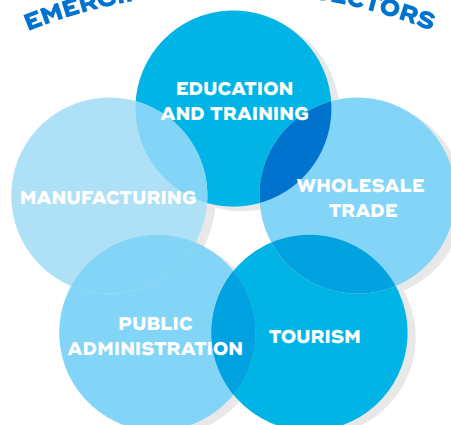
GREATER PERTH: **\$536,845**
WA: **\$500,225**



LARGEST EMPLOYERS



EMERGING INDUSTRY SECTORS



2.1 THE ARMADALE STORY

In the 1890s, the South West Railway was built, with a small collection of houses and shops built around the station. This later became the Armadale City Centre. The railway provided access and facilitated investment into a wide variety of fruit and vegetable grower businesses, which allowed the area to expand considerably.

As the region industrialised and manufacturing facilities began to be built around Kewdale and Welshpool, Armadale continued to provide fruit and vegetables to the region. Over time, as manufacturing grew, Armadale became home to many of the blue collar workers.

During the 2000s, as the population of the Perth region welled and the mining investment boom ensued, Armadale continued to grow.

Over the last decade, Armadale has been in a unique position to access and provide land for the continued expansion for the Perth Metropolitan region. In 2008, the rate of population growth started to rise well above the growth rates of the region and state. Investment into Armadale began to flow at the same time. As industrial development started to move south of the traditional Kewdale/Welshpool areas, investment into the Forrestdale Business Park began. In 2007 and 2008, Armadale Central was redeveloped.

The Forrestdale Business Park is now 25% developed and numerous shopping centres have opened within the district, providing increased convenience and amenity to the local communities. Over the last five years, over \$2 billion has been invested into Armadale in addition to the numerous Government announcements of major public infrastructure. The Armadale economy continues to grow at rates well above the region and state. New businesses and people continue to move into Armadale, adding to the existing diversity and vibrancy of the City. New industries are emerging, such as tourism, advanced manufacturing and public administration, and many other investment opportunities exist.

The new Armadale is a City of opportunity, a City for investment, a City for the future.

Population projections forecast continued high rates of growth. Given its location, lifestyle and affordability, Armadale has an abundance of opportunities when it comes to future growth and development. Current transport links, affordable land and housing, and a variety of different precincts, from the industrial areas to the Hills, all provide the opportunity for Armadale to reach its potential as a provider of key regional services, amenities and employment opportunities.





3

OPPORTUNITIES



UNIQUE VALUE PROPOSITION

The City of Armadale has positioned itself as the place to live, work and play.

Rapid population growth coupled with strong economic growth has seen Armadale transition into a diverse and vibrant economy. From the large tracts of industrial land in Forrestdale Business Park, to the current plans for City Centre activation, and the growing tourism in the Hills, Armadale has an offering for a diverse range of visitors, residents and investors. People from a range of backgrounds, ages and life stages have moved into community, leading to a demographic change in recent years.

Armadale offers affordable land for investment and development, suiting a range of needs. Local businesses are proactive, resulting in a strong businesses environment. The tourism industry is growing, bringing in an increasing number of visitors.



3.1 COMPETITIVE ADVANTAGES

The City of Armadale has a number of competitive advantages which attracts investment and businesses into the area.

GROWING POPULATION

The population growth of Armadale has exceeded state and national growth for almost 10 years. This has attracted both public and private investment into the region, resulting in improved amenities and infrastructure. **Growth is predicted to continue for at least another 20 years.**

Our diversifying population and changing demographics will positively influence our local economy.

STRONG TRANSPORT LINKAGES

Only 28 kilometres from the Perth CBD, the Armadale City Centre is conveniently located at the crossroads of the Albany and South Western Highways and Armadale Road. It is directly linked to Perth CBD via the metropolitan passenger rail network (and to numerous other centres on the line), the Tonkin Highway and the Kwinana Freeway (via Armadale Road), and the south west and great southern regions of WA by the Albany and Brookton Highways. The strategic location provides opportunities for businesses investing in the City, in particular in the industrial parks. The City is advocating the benefits that expanding the passenger railway line from Armadale to Byford will have on the Armadale Strategic Metropolitan Centre.

AFFORDABLE RESIDENTIAL, COMMERCIAL AND INDUSTRIAL LAND

The City of Armadale is a very affordable place to conduct business or establish a home. Unlike other areas which have run out of commercial and industrial land,

limiting the ability of local businesses to expand and for new investment to take place, Armadale has a diverse range of land offerings available for residential and industrial development.

Median housing prices in Armadale is well below the Greater Perth average. In 2016, the median house price in Armadale was \$423,710, compared to the Greater Perth average of \$536,840. This provides opportunities for people from diverse backgrounds who want to purchase affordable property close to Perth CBD.

WORKFORCE

The City of Armadale has a diverse workforce, with much of the recent growth in jobs a result of the rapid growth in population. Key employers include the health care, retail, education and construction industries. Armadale's position as the Strategic Metropolitan Centre for the south east region gives it a competitive advantage, as its role is also to be a primary employment centre. To do this, Armadale's future focus is on diversifying its workforce even further, with jobs not driven solely by population growth.

LIFESTYLE

The City's semi-rural hills lifestyle is appealing to many, providing an important pillar of future investment attraction, particularly efforts to attract a greater diversity of professional workers and businesses to the area. Armadale also offers affordable living, particularly for young families. It has an established sense of community and offers diversity of housing and lifestyle choice.





3.2 KEY ISSUES TO CONSIDER

Despite Armadale's strengths and unique offering, there are a number of issues that exist. Some are ongoing issues, while others are more recent and have positioned themselves as new challenges for the City to tackle.

THE PERCEPTION OF THE OLD ARMADALE

Despite Armadale changing significantly in the last decade, old perceptions of Armadale are slow and difficult to shift. This has an impact on both community and economic wellbeing of the region. As the local economy continues to grow, especially the tourism sector, perceptions will continue to change.

LOW EMPLOYMENT SELF-SUFFICIENCY

The City's current employment self-sufficiency sits at 0.50, meaning that there is only one job available for every two residents. This is a reflection of Armadale's historically relatively under-skilled labour force and rapidly growing population. In reality, the City cannot currently create enough jobs to match the high population growth. This situation strongly impacts on the local economy, as residents have to travel outside of the City to find employment.

CITY CENTRE

As a Strategic Metropolitan Centre for the South East Metropolitan Region, Armadale has a role providing a diversity of uses and a full range of economic and community services necessary for the community and region. Armadale's City Centre is currently underperforming in terms of intensity of activity, diversity of land uses, a mix of employment and accessibility. The development of the Armadale Strategic Metropolitan Centre Structure Plan will assist in providing a structured approach to addressing these issues.

LACK OF HIGHER EDUCATION FACILITY AND INFRASTRUCTURE

Armadale is the only Strategic Metropolitan Centre to not have a dedicated higher education campus. As such, people have to travel outside the area, often at great distances if they wish to pursue education after high school. The lack of this facility is a major gap in Armadale's economy, and remains a disadvantage to Armadale youth.

COMPETITION

Attracting residents, jobs and investment into the community is highly competitive in the current economy. With the downturn in the mining construction phase in WA, as well as sluggish growth in the Australian economy, every local government area is being proactive in the economic development space, and advocating for investment in their respective area. Armadale needs to distinguish itself from these other areas and highlight its advantages to remain competitive.

DIVERSE NATURE OF THE COMMUNITY

The Armadale community is diverse, with pockets of affluence as well as socioeconomic disadvantage. As the population is expected to continue to grow, the community is expected to become more diverse. This diversity makes it difficult when it comes to tackling unemployment issues, as well as from a service offering perspective, given the diverse needs of the different parts of the community.

RED TAPE (PERMITS AND APPROVALS)

There is a perception that there are high levels of red tape across all levels of government which can slow down and sometimes hinder investment and development in the area. The City will continue to work to streamline and improve its approval process providing improved outcomes for the industry.

The Economic Development Strategy and Action Plan seek to address these issues through local business and industry development, investment attraction and other proactive initiatives.

3.3 GROWTH AREAS

MAJOR URBAN CENTRES AND PRECINCTS

The City of Armadale has a number of major urban centres and precincts, all of which play an important role in shaping the City's community and economy.

ARMADALE CITY CENTRE

The City Centre is designated as a Strategic Metropolitan Centre in Directions 2031 and Beyond by the WA Planning Commission. It is a major retail and commercial centre, with a future focus on a greater mix of retail, office, community, entertainment, residential and employment activities.

KELMSCOTT

Kelmscott is designated as a District Centre in Directions 2031 and Beyond. It is a major retail and commercial town centre, as well as an established residential and industrial area.

HILBERT (WUNGONG)

Hilbert is designated as an emerging District Centre in Directions 2031 and Beyond. It is also one of the fastest growing suburbs, already growing 189% between 2011 and 2016.

HARRISDALE

Harrisdale is designated as an emerging District Centre in Directions 2031 and Beyond. It has grown rapidly in recent years, with a population increase of 138% between 2011 and 2016.

CHAMPION LAKES

The Champion Lakes Precinct contains a world class venue for a range of water sports and recreational activities, including the Aboriginal Interpretive Centre.

ROLEYSTONE

Roleystone is an established residential area, with substantial fruit orchards and native bushland.

MAJOR INDUSTRIAL ESTATES

Armadale has large tracts of industrial land available for occupation or development.

FORRESTDALE BUSINESS PARK

The Forrestdale Business Park (FBP) is a 330 hectare site strategically located at the intersections of Tonkin Highway and Armadale Road in Forrestdale. It comprises of two areas, East (190 hectares) and West (140 hectares). FBP can accommodate a range of commercial, mixed business industrial enterprise and general industry activity.

SOUTH FORRESTDALE – ROWLEY ROAD PRECINCT

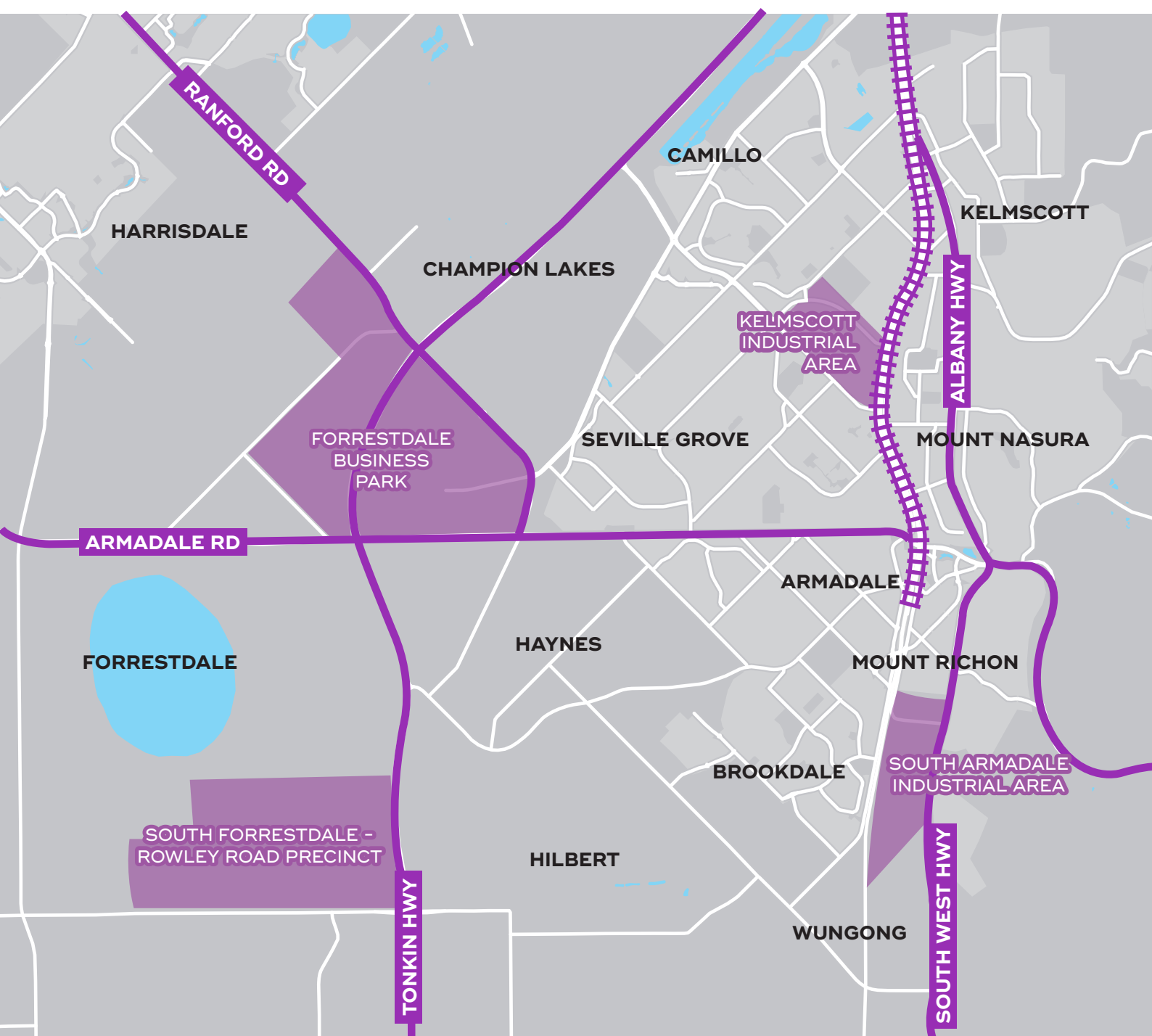
South Forrestdale – Rowley Road Precinct has been identified as a key industrial expansion zone in the southern metropolitan area. It is a 354 hectare, medium term non heavy industrial site, with advantages including proximity to freight network connections linking with the new Outer Harbour, Western Trade Coast and Kewdale and West Mundijong intermodal transfer facilities.

SOUTH ARMADALE INDUSTRIAL AREA

South Armadale is an 81 hectare, potential long term non heavy industrial site. It has good transport linkages, being adjacent to South Western Highway and having easy access to the Tonkin and Albany Highways.

KELMSCOTT INDUSTRIAL AREA

Kelmscott is an established, mixed use industrial area with service industries. It has good transport linkages, having easy access to the Albany Highway and the railway line.



3.4 GROWTH OPPORTUNITIES

Based on its competitive advantages and unique value proposition, the City of Armadale has a number of opportunities when it comes to future growth.

INDUSTRIAL

Armadale's emerging industrial strength, with firms engaged in industries including advanced manufacturing, logistics and building supplies, could provide a strong basis for future economic development as these sectors are valuable to the economy (over both the short and long term). This sector leverages numerous local competitive advantages including local workforce, infrastructure and proximity to all major transport routes and markets. **The City of Armadale also has a supply of much needed industrial land that will go some way to increasing the City's low employment self sufficiency.** This land will be prime for development as land further north around the traditional industrial precincts of Perth is fully developed.

SUPPORT SERVICES

Health Care and Social Assistance is our largest employing industry, closely followed by Education and Training. Given the rapidly growing population, the health care sector, including aged care, will only continue to grow. There are also a number of opportunities in the education industry, given Armadale has no dedicated tertiary/ higher education facility, and the continuing growth in the "youth" demographic. As the economy continues to evolve, there will be growing opportunities for a variety of business services, including accounting, financial planning and legal services.

CITY CENTRE

The current preparation of an Armadale City Centre Structure Plan is anticipated to examine an abundance of opportunities to diversify land use, attract a range of employment opportunities (including professional services) and increase residential density targets. These include opportunities resulting from major infrastructure projects, such as the Justice Precinct and complementary industries. The Economic Development Strategy and Action Plan will sit alongside the Armadale City Centre Structure Plan and will support the implementation of the Structure Plan where synergies exist.

TOURISM

Tourism is a growing industry in Armadale, contributing \$49.8 million to the economy in 2015/16. Tourism offerings in Armadale ranges from accommodation to restaurants and experience based services. Leveraging the Armadale region of the Perth Hills is a growth opportunity, with considerable potential for investment in tourism infrastructure and experiences. A new short stay accommodation product is urgently needed, and should remain a focus for the City to attract and facilitate development as soon as possible.

3.5 ECONOMIC DEVELOPMENT LEVERS

Local Government has an important role to play in economic development. It can directly influence the way in which the local and regional economy develops, and as such should play a leadership role when it comes to assisting local businesses and residents to address challenges and opportunities. Work should be complementary to private sector efforts, not competitive or duplicative.

The City of Armadale recognises that it has an important part to play in achieving ongoing sustainability of the area and its residents, businesses, jobs, facilities and services. It can do this through a number of roles:

- **Regulator:** Planning powers and schemes are the City's most powerful tool to create an environment conducive to economic growth. There needs to be continued improvement in the planning process and the City needs to continue working collaboratively with investors and developers (i.e. pre-lodgement meetings with council officers, explaining planning requirements, etc.) to encourage economic growth.
- **Facilitator:** The City needs to continue to foster relationships with key stakeholders, collaborate where positive outcomes can be achieved, and provide important data to the community to facilitate their decision making process. In certain respects, the City may need to intervene directly into the market.
- **Advocator:** The City needs to continue to advocate for funding commitment for key projects to State and Federal Government and work with other Local Government Areas to advocate for significant regional funding and infrastructure.

3.6 VISION

The City of Armadale Economic Development Strategy 2018-2022 is structured to reflect the strategic focus areas of the City's Strategic Community Plan. Under Focus Area 3 'Economic Growth', the desired community outcome is for a strong local economy which improves local employment opportunities and provides a broader range of services, facilities and infrastructure to the benefit of Armadale's business and residential sectors.

The City of Armadale Economic Development Strategy 2018-2022 is guided by a vision that builds on the City's and region's strengths and assets, acknowledges the many challenges and capitalises on emerging opportunities for growth and development.

“To have a vibrant and sustainable economy that provides a diversity of jobs and investment opportunities.”

This vision provides strong direction for the Economic Development Strategy and Action Plan. Vibrant economies connect people and encourage the community to work together to build an economy that is profitable, lively and attracts investment. This is also required to maintain a sustainable economy, one that continues to grow whilst not impacting negatively on community wellbeing. A sustainable economy is able to deal with social and economic challenges while creating new opportunities for local business and residents, and working cooperatively with State and Federal Government Departments and Agencies.

A diversity of jobs and investment opportunities is required for a vibrant, sustainable economy to operate. A diversity of jobs assists in improving employment self-sufficiency and reduces the burden on residents who currently have to travel outside of the area to find employment. A diverse range of investment opportunities will ensure future growth, supporting established industries and facilitating emerging ones.

3.7 OVERVIEW OF FRAMEWORK

The following diagram highlights the overarching economic development framework for the City of Armadale, which highlights its key outcomes (Encourage Infrastructure and Investment, Promote and Market Armadale and Support Businesses) as well as numerous key strategies under each of them. The Action Plan provides further detail in regards to how the City will address economic development in the future.

VISION

“to have a vibrant and sustainable economy that provides a diversity of jobs and investment opportunities.”

1. ENCOURAGE INFRASTRUCTURE AND INVESTMENT

- Advocate for infrastructure and policy developments
- Encourage and facilitate private sector investment
- Support deployment of digital infrastructure

2. PROMOTE AND MARKET ARMADALE

- Develop and maintain suite of marketing materials
- Broadly promote Armadale as a place of business
- Identify and engage with prospective investors

3. SUPPORT BUSINESSES

- Engage with local businesses
- Support local business development programs
- Encourage start-ups and entrepreneurship

OUTCOMES

JOBS

INVESTMENT

INCOME
GROWTH

CHANGE IN
PERCEPTION



4

ECONOMIC DEVELOPMENT FRAMEWORK

1. ENCOURAGE INFRASTRUCTURE AND INVESTMENT

WHAT

Advocacy by local government is critical to providing game changing infrastructure required for the community and businesses to grow. Developing relationships with State and Federal Government, as well as private sector investors, is an important step in the process. To do this requires taking a cross organisational approach to effectively facilitating investment.

Embracing new technologies and digital infrastructure will assist local business to be more innovative, as well as support a start-up culture, which works towards the vision of being a vibrant and sustainable economy.

WHY

By advocating for infrastructure and policy development, encouraging private sector investment and supporting the deployment of digital infrastructure, the following elements of the Community Strategic Plan can be addressed:

- 3.2.2 Facilitate and advocate for provision of a full range of education and training opportunities
- 3.3.1 Facilitate and advocate for efficient movement network connecting employment and business opportunities
- 3.3.2 Develop and maintain intergovernmental economic development relationships
- 3.3.3 Advocate appropriate Information and Communications Technology (ICT) infrastructure to support industry and business
- 3.3.4 Identify critical infrastructure needs to facilitate growth

2. PROMOTE AND MARKET ARMADALE

WHAT

To effectively promote Armadale as a destination to live, work and play, a suite of marketing materials must be developed, targeted to specific audiences. This material can be used to go out to investors, State and Federal Government to promote Armadale as a place of business. Almost all stakeholders consulted in the development of this Strategy stated that they felt it was the City's role to promote, market and attract investment to Armadale. Through engagement with investors a diversity of investment opportunities will be explored, and those that are most beneficial to the community can be pursued.

WHY

By developing a suite of marketing materials, broadly promoting Armadale and engaging with prospective investors, the following elements of the Community Strategic Plan can be addressed:

- 3.1.1 Promote Armadale and its potential business opportunities to facilitate targeted economic development
- 3.1.2 Investigate public and private capital opportunities in the South East Metropolitan Region
- 3.1.3 Develop, maintain and foster relationships with local and target industries
- 3.4.1 Promote the district and opportunities for visitors to the region
- 3.4.2 Leverage existing strengths to diversify and expand tourism product in the region

3. SUPPORT BUSINESSES

WHAT

Ensuring local businesses and industry remain sustainable and have the opportunity to grow is critical to building a solid foundation for the local economy. To do this requires engagement with the business community to determine their needs and concerns, and scope out the current economic conditions. The City can assist in local business development by facilitating business training, as well as promoting opportunities for local industry. Given 65% of businesses in Armadale are sole operators and 34.5% are small to medium enterprises, encouraging start-ups and providing support to small businesses where possible will support future growth of the Armadale economy.

WHY

The City's Community Strategic Plan lists a number of strategies to achieve their economic goals. By supporting existing business, through engagement, business development programs and through encouraging start-ups, the following elements of the Plan can be addressed:

- 3.1.3 Develop, maintain and foster relationships with local and target industries
- 3.2.1 Facilitate access to business skills enhancement and development opportunities



5

ECONOMIC DEVELOPMENT ACTION PLAN



The following industries have been identified as primary or emerging in the City of Armadale:

Primary: Health Care and Social Assistance, Retail Trade, Education and Training, and Construction.

Emerging: Education and Training, Manufacturing, Wholesale Trade, Public Administration and Tourism.

These industries will be the focus when it comes to implementing the tasks from the Action Plan.

The following tables highlight the Action Plan developed to implement the Economic Development Strategy. The City of Armadale has taken a leadership position and will be the lead organisation for the majority of the actions highlighted over the page. In some instances, the City will support other agencies and partners to complete various activities.

Progress on the Economic Development Action Plan will be reported annually against Key Performance Indicators.

1

ENCOURAGE INFRASTRUCTURE AND INVESTMENT

OUTCOME/STRATEGY/ACTION		ANNUAL KPIs
1.1	ADVOCATE FOR INFRASTRUCTURE AND POLICY DEVELOPMENTS	
1.1.1	Develop and maintain a priority projects overview for advocacy purposes (education facilities, health industry, infrastructure, community facilities)	1
1.1.2	Engage with State and Federal representatives	12
1.1.3	Together with regional partners, pro-actively lobby State and Federal Governments on key regional projects	2
1.1.4	Evaluate existing State and Federal Government funding programs and submit proposals	4
1.1.5	Continue to promote and explore opportunities for the development of a short-stay accommodation facility in the Armadale Strategic Metropolitan Centre	1
1.1.6	Continue to plan and advocate for a higher education (TAFE/ university) campus/ multi-use facility and health facilities	1
1.1.7	Explore opportunities and facilitate the attraction of investment for new public and private schools and expansion of existing schools	1
1.1.8	Work with State Government to secure the re-location of targeted State Government Department/s to the Armadale Strategic Metropolitan Centre (synergy with the region)	1
1.1.9	Work with State Government to maximise opportunities and outcomes through the METRONET program	1
1.2	ENCOURAGE AND FACILITATE PUBLIC AND PRIVATE SECTOR INVESTMENT	
1.2.1	Investigate opportunities for private sector development of Council held land	1
1.2.2	Host investor visits to Armadale	10
1.2.3	Develop tools to support real estate agents and developers to promote Armadale for business investment	1
1.2.4	Continue to support the City's Development Control Unit to continue effective engagement with potential investors/developers, for large/high impact projects of strategic importance to the City	1
1.2.5	Continue to pursue red tape reduction, including the improvement of Armadale's regulatory environment and make necessary modifications to streamline processes, to continue to build on the City's positive image with the building and development industries, in order to facilitate business attraction, investment and employment growth, whilst ensuring quality development outcomes	2
1.2.6	Actively promote opportunities for transit-orientated development (TOD) in the 'City West' precinct and Kelmscott, in partnership with the MRA	1
1.2.7	Grade separation/undergrounding of Armadale Train Station in conjunction with the METRONET team and broader State and Federal Governments	1
1.3	SUPPORT DEPLOYMENT OF DIGITAL INFRASTRUCTURE	
1.3.1	Investigate the feasibility and expand free WiFi program to other City precincts as required	2
1.3.2	Investigate development of beacons on Jull Street Mall (ie Push marketing/advertising)	1

2

PROMOTE AND MARKET ARMADALE

OUTCOME/STRATEGY/ACTION		ANNUAL KPIs
2.1	DEVELOP AND MAINTAIN A SUITE OF MARKETING MATERIALS	
2.1.1	Development of an investment profile (Business Investment Prospectus) of current opportunities	1
2.1.2	Develop individual industry investment profiles of current opportunities and business cases for special projects (industrial, services, tourism, city centre)	2
2.1.3	Conduct city centre events and placemaking	20
2.2	BROADLY PROMOTE ARMADALE AS A PLACE OF BUSINESS AND INVESTMENT	
2.2.1	Attend key industry networking functions in Perth (Tourism Council WA, PCA, CEDA, etc.)	12
2.2.2	Together with surrounding Local Governments conduct collaborative marketing initiative for tourism around Perth Hills (Short-stay accommodation, Hills boutique accommodation and tourism products, City Centre, etc.)	1
2.2.3	Provide media releases regarding economic successes	12
2.2.4	Provide economic updates reporting key local trends	4
2.3	IDENTIFY AND ENGAGE WITH PROSPECTIVE INVESTORS	
2.3.1	Identify and engage with potential investors/developers in targeted opportunity areas	100
2.3.2	Promote key industrial areas to market sectors (including Forrestdale Business Park and South Forrestdale- Rowley Road Precinct)	12

3 SUPPORT BUSINESSES

	OUTCOME/STRATEGY/ACTION	ANNUAL KPIs
3.1	ENGAGE WITH LOCAL BUSINESSES	
3.1.1	Regularly engage with local businesses and stakeholders to keep up-to-date with current opportunities and issues	50
* 3.1.2	Consider the potential of implementing a business grant program to support local businesses	5-10
3.1.3	Participate in local business events	12
* 3.1.4	Host an annual economic forum	1
3.1.5	Develop and distribute a 'Welcome Pack' for all new businesses established in City of Armadale	1 pack to every new ABN registered
3.2	SUPPORT LOCAL BUSINESS DEVELOPMENT PROGRAMS	
3.2.1	Continue to foster the relationship with Business Armadale, including sponsorship opportunities	1
3.2.2	Work with training providers to facilitate business workshops and seminars	6
3.2.3	Provide access to range of online tools and information for local business	2
3.2.4	Provide access to up-to-date statistics and information regarding Armadale	1
3.3	ENCOURAGE START-UPS AND ENTREPRENEURSHIP	
3.3.1	Together with partners, host a local entrepreneurs/start-ups workshop	2
3.3.2	Provide access to range of online support tools and information for start-ups	4
3.3.3	Investigate requirements/opportunities for a local business/ business support/ co-working centre	1

* Subject to budget approval



APPENDIX A: CITY OF ARMADALE PROFILE- GRAPHS



Figure 1.
Population Growth, 2006 to 2016



Figure 2.
Forecast Population Growth, 2016 to 2036

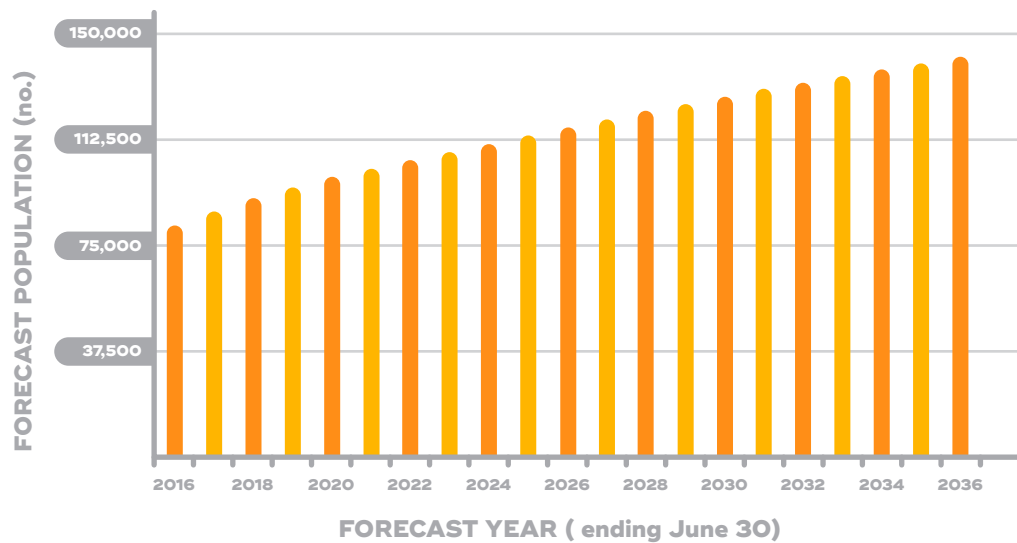


Figure 3.
Age Structure, Service Age Groups, 2016

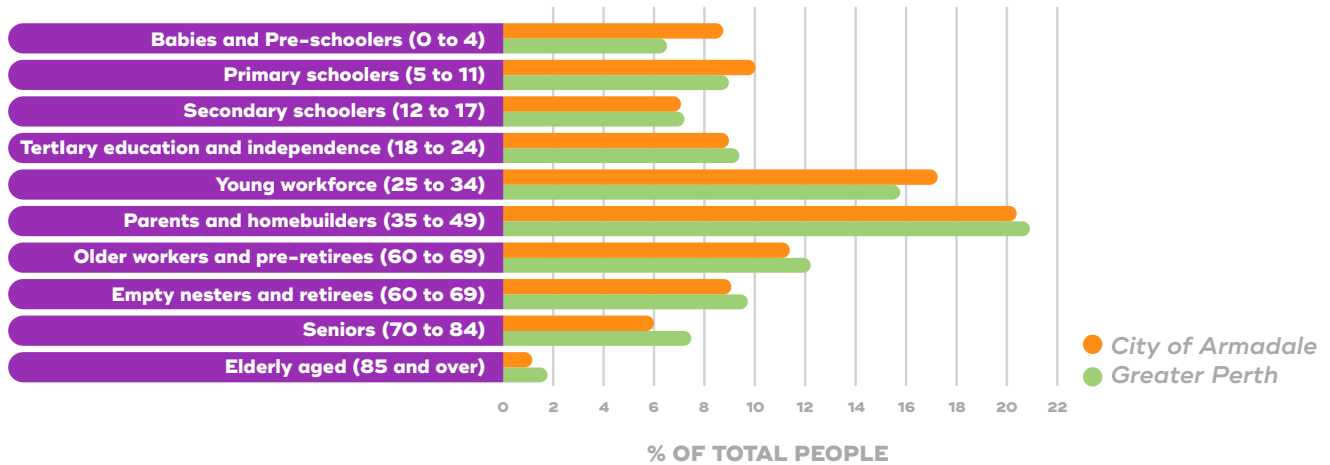


Figure 4.
Growth in GRP, 2001 to 2016



Figure 5.
Employment by Industry, City of Armadale, 2010/11 and 2015/16

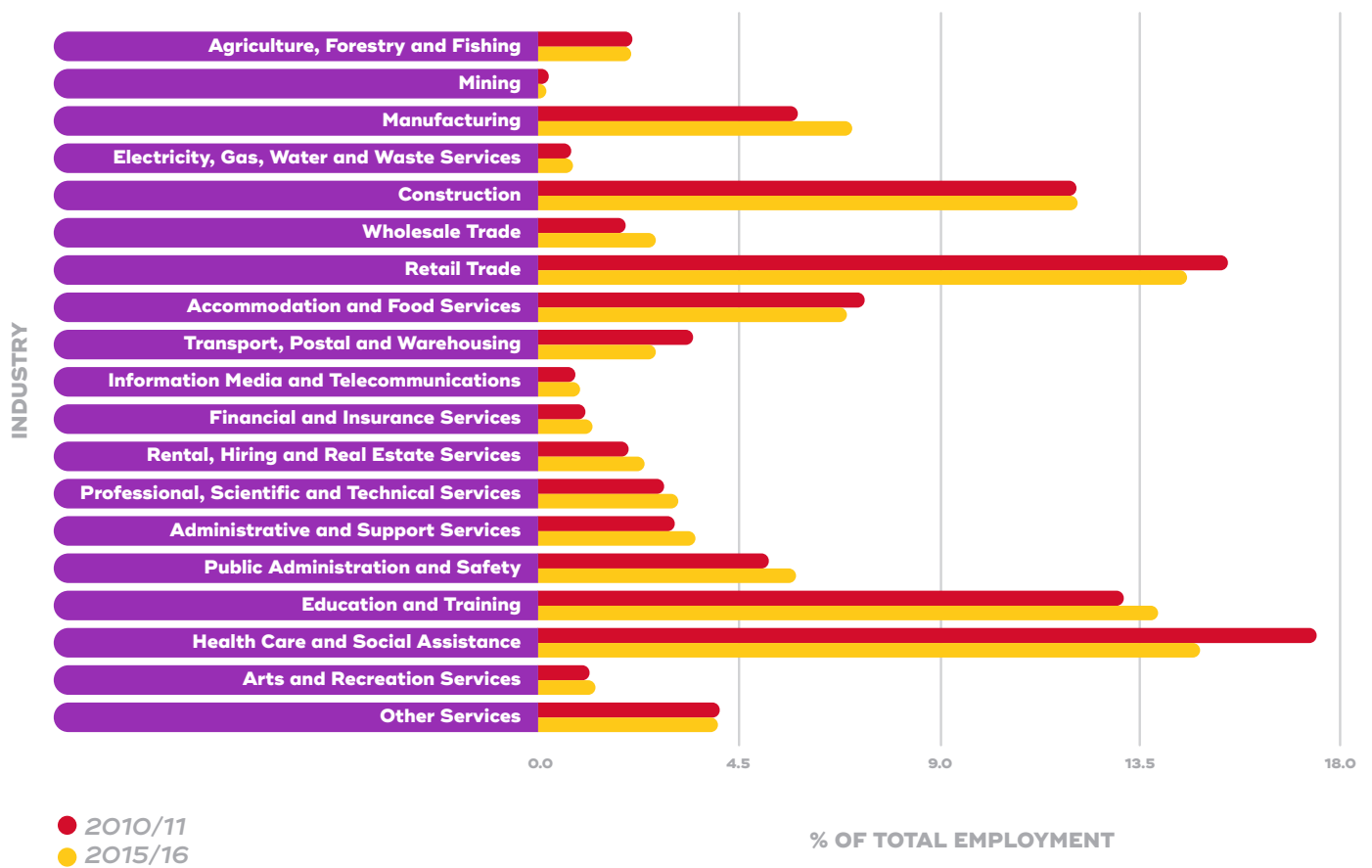


Figure 6.
Unemployment Rate by SA2, December Qtr 2010 to June Qtr 2017

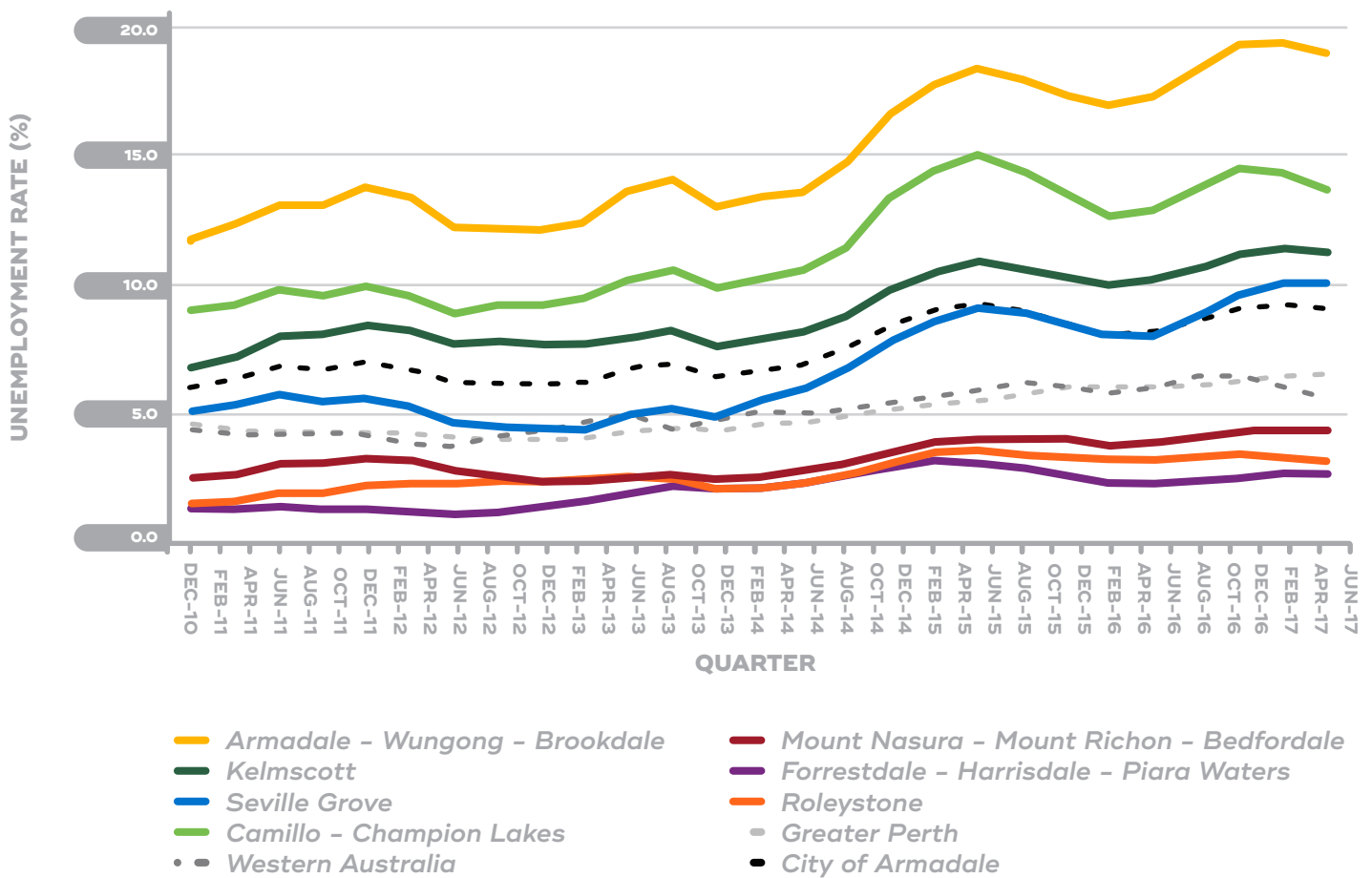


Figure 7.
Building Approvals, City of Armadale, 2006-07 to 2016-17

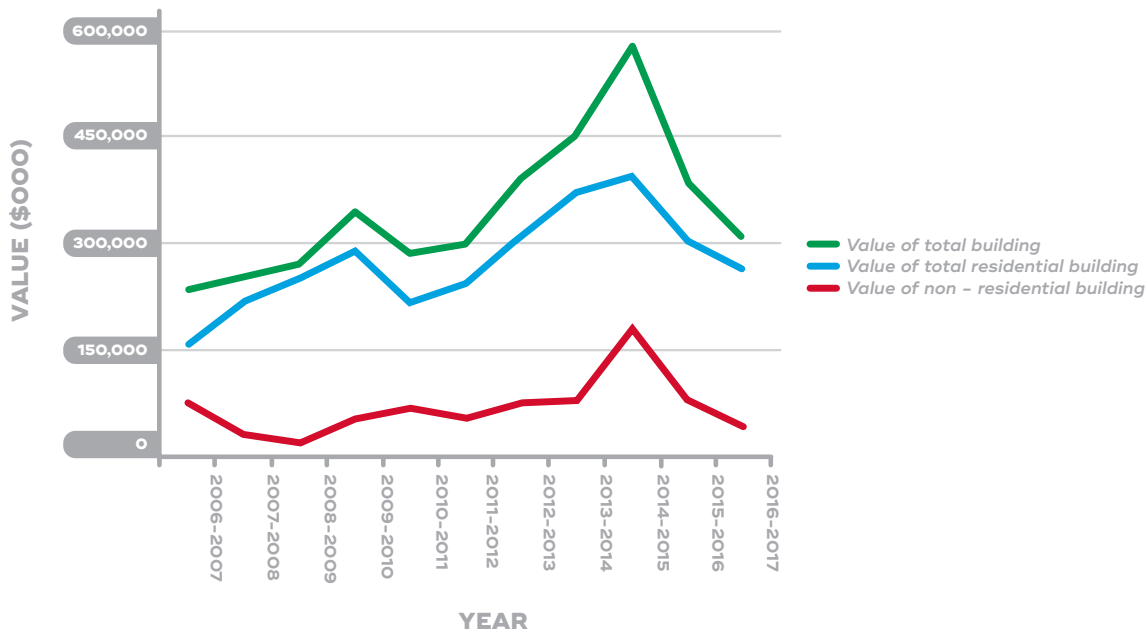


Figure 8.
Median Housing Value, 2011 to 2016

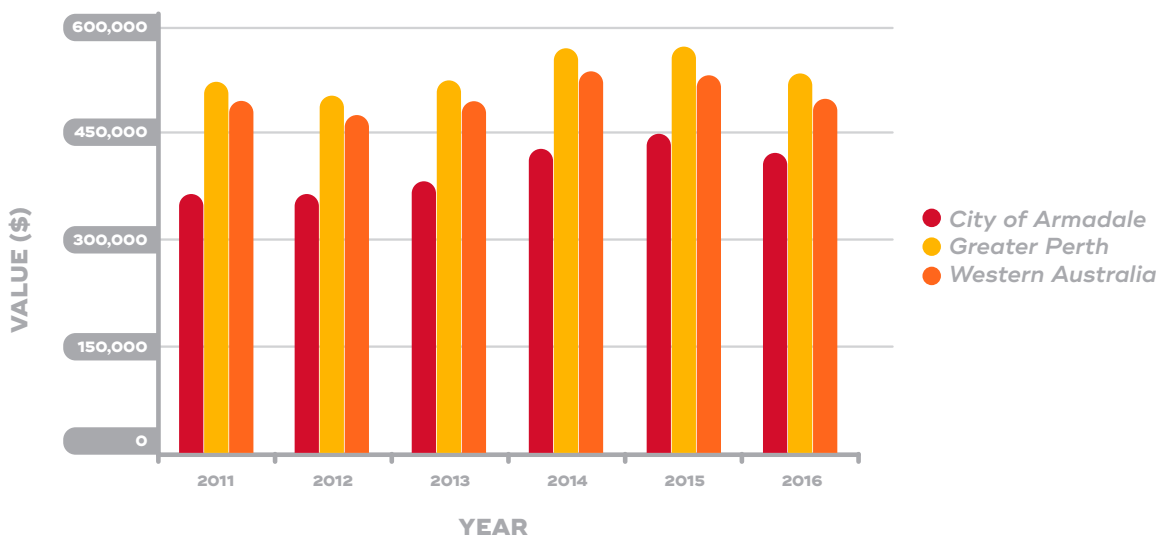


Figure 9.
Median Total Personal Income, 2006, 2011 and 2016

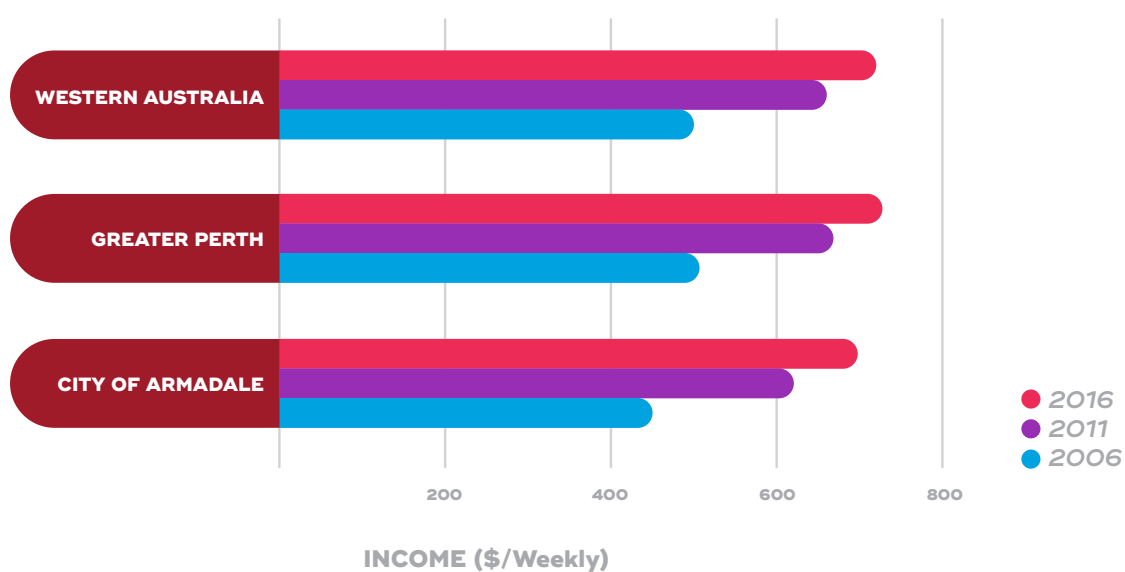


Figure 10.
Socio-economic Trends, 2016 (Change since 2011)

TREND	CITY OF ARMADALE		WESTERN AUSTRALIA	
Degree Qualifications	16.0%	(+5.4%)	20.5%	(+3.0%)
Trade Qualifications	23.6%	(-0.4%)	20.4%	(+0.9%)
No Qualifications	41.7%	(-6.2%)	38.9%	(-4.4%)
University Attendance	3.4%	(+0.8%)	4.3%	(+0.2%)
Unemployment Rate	9.2%	(+3.8%)	7.8%	(+3.1%)
Participation Rate	64.6%	(+0.3%)	62.9%	(-1.1%)
Part-time Work	35.0%	(+2.1%)	32.5%	(+3.0%)



PREPARED BY



LUCID
ECONOMICS

Disclaimer: The information contained within this publication is considered to be correct at the time of printing. The information has been compiled with care, but no warranty, expressed or implied, is given to the accuracy, correctness or completeness of the information, or for any advice given, or omissions.



**ECONOMIC
DEVELOPMENT
STRATEGY**
2018-22