



City of Rockingham

Economic Development Strategy 2020-2025

March 2020



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Alternative Formats

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Community Engagement

Admin use only: Please select all special interest groups that may be interested in this strategy. Groups selected will be notified using Rock Port.

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| <input type="checkbox"/> Aboriginal and Torres Strait Islanders | <input type="checkbox"/> Planning and Development |
| <input type="checkbox"/> Arts and Events | <input type="checkbox"/> Roads and Footpaths |
| <input type="checkbox"/> Coastal and Marine Environment | <input type="checkbox"/> Safety Bay / Shoalwater Foreshore Revitalisation Masterplan |
| <input type="checkbox"/> Community Development | <input type="checkbox"/> Seniors Facilities and Activities |
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| <input type="checkbox"/> Environmental Interests | <input type="checkbox"/> Tenders and Quotations |
| <input type="checkbox"/> Grants | <input type="checkbox"/> Tourism |
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Disability Access and Inclusion

Admin use only: Please consider identify the elements from the City's current Disability Access and Inclusion Plan (DAIP) and identifying those that are relevant to, or will be impacted by this strategy as per the table below. If you would like to discuss the impacts and relevance of the DAIP to your strategy, please contact the Manager Community Capacity Building.

The Seven Outcome Areas of the DAIP	Will the Key Element be impacted by this strategy? "Y" or "N"	If "Y", please explain how the actions under this element will be impacted by this strategy
1. Access to City services and events	N	
2. Access to City buildings and facilities (including outdoor spaces)	N	
3. Access to information	N	
4. Access to quality service from City staff	N	
5. Access to equal complaints procedures	N	
6. Access to participation in public consultation	N	
7. Access to City employment opportunities	N	

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1. Executive Summary

Aimed at achieving a long-term economic vision for Rockingham, this strategy reflects Council's ongoing commitment to addressing the needs of the local business community, attracting new and diverse investment and delivering increased economic and social benefits to our community. We aim to continue to grow a diverse, vibrant, resilient and balanced economy that will provide jobs growth and drive sustainable economic success for years to come.

The City's Strategic Community Plan 2019-2029 details our community's six visions for the future, one of which states the City will "prosper from investment that generates employment opportunities, created by a diverse and robust economic base including retail, services, tourism, education, defence, horticulture and light and heavy industrial activities".

The Strategic Community Plan identifies four aspirations and associated strategic objectives, with one solely dedicated to Economic Development and Tourism.

Aspiration 1: Actively Pursue Tourism and Economic Development

- Coastal destination: Promote the City as the premier metropolitan coastal tourism destination.
- Investment attraction: Attract local and international investment to the City to contribute to the local economy.
- Marketing and promotion: Develop and implement effective marketing approaches to promote the City as a destination of choice for the local community, visitors, investors and businesses.
- Attractions and events: Seek to host iconic community events and attractions that will entice residents and visitors throughout the year.
- Infrastructure investment – local, regional and state: Lobby local, state and federal stakeholders to establish infrastructure and development opportunities for the City.
- Business development: Support business development initiatives throughout the City.
- MICE (meetings, incentives, conferences and events): Identify and attract conferences and high profile business and sporting events to the City to develop its profile as a destination of choice for event organisers.

This strategy has been developed by the City of Rockingham, in partnership with local business, industry partners, government and other key stakeholders. Careful consideration has been given to the context in which this strategy sits, including its alignment with other Council policies and strategies, the local business community and the wider South West Metropolitan region of Perth.

To ensure this strategy accurately reflects the needs and priorities of the local business community, consultation was undertaken to explore the current economic climate, future priorities and key issues for local business. Desktop research from an international, national and state context has been conducted and relevant strategic City documentation has been reviewed to ensure organisational integration.

To engage a broad range of stakeholders from across Rockingham, the following methods of consultation were undertaken:

- over 20 meetings with individual business owners, staff, property owners, government representatives and other strategic stakeholders;
- three workshops with City of Rockingham Councillors, Executive and staff; and
- two online surveys, completed by more than 88 businesses and 150 residents.

This background information, research and consultation identified the following key findings that provide direction for the future:

1. The heavy reliance on the Retail sector, which provides 18% of all available jobs in the City of Rockingham (over twice the state average) is too high and the City needs to look at ways to diversify jobs and industries in the region.
2. Importance of the Defence sector, given the current size and substantial projected growth and development on Garden Island / HMAS Stirling, including staff numbers and infrastructure, over the next five to ten years.
3. Continued high population growth in Rockingham negatively affects our ability to sustain our current low employment self-sufficiency, which adds to high unemployment levels, especially for youths, given our population is getting younger.
4. Inequitable infrastructure funding from Federal and State Government compared with other similar communities and local governments in the South West Region and Greater Perth.
5. A lack of employment generating zoned land, which in turn restricts our ability to diversify the types of jobs and industries which we can attract to the area.
6. Lack of high quality office and business accommodation.
7. Lack of hotel (short stay) accommodation in the Waterfront Tourism Precinct.
8. Underutilised tourism assets with particular emphasis on Point Peron, which offers a wide variety of opportunities for development of formal infrastructure and amenity to support visitors to the area.

In line with the information gained during the research and consultation phases, the City has developed four key elements as follows:

Key Element 1	Investment Attraction
Key Element 2	Strategic Metropolitan Centre
Key Element 3	Local Business Development
Key Element 4	Advocacy and Lobbying

Over the next five years, the City of Rockingham will implement actions identified within this strategy. This will support and explore opportunities to increase industry development and diversification, job development and diversification and provide a range of stimulus to grow the local Rockingham economy.

2. Strategic Objective

The City of Rockingham's economic development vision is: "we are committed to developing and shaping a robust and resilient economy that supports the growth and sustainability of new and existing businesses, new and emerging industries and technologies, and creates a positive business environment whilst enhancing local lifestyle and providing a range of diverse employment opportunities".

3. Background

In September 2007 the City engaged SGS Economics and Planning Pty Ltd to undertake the development of an Economic Development Strategy (EDS). Elected members and staff oversaw the project, culminating in the Strategy being adopted in August 2008, with Council adopting its Economic Development Implementation Plan in April 2009.

The Plan provided for four key focus areas:

- Regional Leadership
- Marketing the City of Rockingham
- Major Projects
- Regional Opportunities.

In 2014, Council endorsed the EDS 2014-2017, which built upon the work of the previous strategy. The four focus areas contained in the EDS 2014-2017 were:

- Foreshore Redevelopment
- Investment Attraction
- Small Business Leadership
- Tourism and Events.

The key purposes of this strategy were identified as:

- Define the City's role in local economic development.
- Attract investment to facilitate major development within the Waterfront Village and City Centre Precincts.
- Identify and utilise the City's key competencies in facilitating local economic development.
- Identify the key areas of difference within the City that can create a comparative advantage over competing Local Governments also seeking to attract investment funds and economic development.
- Develop sustainable working relationships with key economic development stakeholders.

The EDS 2014-2017 served as a guide to decision making, resource allocation and program delivery during this period, but has now expired and the economic and demographic data and analysis used in developing this strategy needs to be updated.

The City's Strategic Community Plan 2019-2029 details our community's six visions for the future, one of which states the City will "prosper from investment that generates employment opportunities, created by a diverse and robust economic base including retail, services, tourism, education, defence, horticulture and light and heavy activities". The Strategic Community Plan identifies four aspirations and associated strategic objectives, with one solely dedicated to Economic Development and Tourism.

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3.1 Australian Economic Context

Following on from a 2.1% increase in 2016-17, Australia's Gross Domestic Product (GDP) grew by 2.9% in 2017-18. During 2018 and early 2019, the Australian economy continued to be driven by business and government spending, while households and the consumer sector struggled amid low wages growth (generally, consumer spending represents almost 60% of the economy).

In 2018, the inflation rate in Australia was 2.2%, a rate that is expected to grow to 2.3% in 2019 and 2.5% in 2020. The national unemployment rate remained quite low, estimated at 5.2% in August 2019. However, the Australian Bureau of Statistics (ABS) also reported that underemployment - defined as people who want to work more - was rising. Australia now has 1.1 million underemployed people, which is part of a global trend that is weighing on wage growth.

Despite some perceptions to the contrary, Australia's economy involves much more than mining and resources, with almost three-quarters of economic output generated by service sectors. The Financial Services industry is now the largest contributor to Australia's production generating 9.5% of the nation's total gross value added (GVA), followed by Construction (8.1%), Health Care & Social Services (7.9%) and Professional, Scientific and Technical Services sectors (7.4%), all of which are larger than our mining and manufacturing industries, at 6.4% and 6.3% of GVA respectively.

The agricultural and mining sectors are the most important for exports and Australia is a vast agricultural country and one of the world's main exporters of wool, meat, wheat and cotton. Australia is the world's largest producer of iron ore, gold and uranium, and will soon become the world's largest LNG exporter.

The median age (the age at which half the population is older and half is younger) of the Australian population remained steady at 37 years between 2017 and 2018. However, over the next several decades population ageing will have a range of implications for Australia, including health, size of the working-age population, housing and demand for skilled labour.

In the 12 months to 30 June 2018, the total number of children increased by 1.4% (63,100 people) compared with an increase of 1.5% (66,500 people) in the previous year. Over this period, the number of 0-4 year olds increased by 3,200 (0.2%), 5-9 year olds increased by 17,600 (1.1%), and those aged between 10-14 years increased by 42,400 (2.9%).

At 30 June 1998, two out of three Australians were aged between 15 and 64 years - usually referred to as the 'working-age population'.

3.2 Western Australian Economic Context

Western Australia's Gross State Product (GSP) of \$259.4 billion in 2017-18 represented 14% of Australia's GDP. Real GSP rose 1.9% in 2017-18, following six years of declining growth that ended in a contraction of 1.8 per cent in 2016-17.

In 2017-18 mining was still the largest industry in WA accounting for 30% of GSP, followed by Business and Property Services 9%, Construction 8%, Dwelling Ownership 6%, Retail and Wholesale 6% and Manufacturing at 5%.

WA is the main minerals and petroleum exporting region of Australia and produces a significant proportion of the world's minerals and petroleum commodities.

Iron ore accounted for 50% of minerals and petroleum sales in 2018, followed by:

- LNG (21%)
- Gold (9%)
- Alumina and bauxite (6%)
- Condensate (4%)
- Nickel (2%)
- Crude oil (2%)
- Lithium, tin and tantalum (1%)
- Base metals (1%)
- Natural gas (1%)

WA's population of 2.61 million in 2018 represented 10% of Australia's total population. WA also accounted for 10% of Australia's household consumption during the same period.

Population growth of 0.9% (23,961) in 2018 was above growth of 0.7% in 2017, but below average annual growth of 1.7% over the past ten years.

Natural population growth of 18,601 and a net overseas migration increase, up by 14,863, offset negative net interstate migration, down by 9,503, in 2018.

WA's total employment rose by 13,774 to 1.36 million in June 2019, with a fall in full-time employment (down 763 to 924,122) offset by a rise in part-time employment (up 14,537 to 434,758).

WA's unemployment rate of 5.8% in June 2019 was below the 6.2% in the previous month and 6.2% a year earlier.

WA accounted for 17% of Australia's business investment in 2018. Business investment accounted for 15% of GSP in 2017-18, however real business investment fell 7% in 2018, following a fall of 9% in 2017.

Perth's median established house price was unchanged at \$490,000 in the March quarter 2019. It fell 4% through the year to the March quarter 2019. Perth rents fell 1% in the March quarter 2019 and 5% through the year to the March quarter 2019.

WA had \$5.6 billion of building activity in the pipeline in the March quarter 2019, below the \$6.4 billion in the same quarter of 2018. Residential building approvals rose 15% to \$1.3 billion in the March quarter 2019. Residential building approvals typically lead building activity by one to two quarters. Non-residential building approvals rose 85% to \$1.3 billion in the March quarter 2019.

Tourism accounted for 2.5% (\$6.1 billion) of GSP and 5% (71,100) of total employment in 2016-17. Total overnight visitors rose 13% to 11.9 million in 2018, above average annual growth of 6% over the past ten years. Total visitor spending in 2019 rose 9% to \$10.4 billion.

3.3 Rockingham Profile

Rockingham is one of 10 designated Strategic Metropolitan Centres (SMC) in the Perth metropolitan region, located 40 kilometres south-west of the Perth CBD. As the designated SMC of the South West region, Rockingham's role is not only to provide services and amenities to its diverse population, but also provide a full range of economic and community services as the capital of the surrounding region.

The City has strong north-south linear divisions, with the western coastal strip predominantly developed with post Second World War residential areas. The City is traversed by the Kwinana Freeway and Mandurah train line, which provide important transport links into central Perth. East of the Kwinana Freeway is rural and rural-residential land, while the central areas are dominated by large nature reserves and lakes, as well as new residential development fronts in Baldivis. The City is also home to the Royal Australian Navy "Fleet Base West", situated on Garden Island.

Rockingham plays a vital role in servicing the highly skilled workforce employed at the Western Trade Coast and HMAS Stirling. Situated on Cockburn Sound, Rockingham is one of nine key tourism precincts in the metropolitan area, as identified by Destination Perth, renowned for its safe beaches, marine parks and a range of recreational and water based activities.

Key Statistics

GRP \$4.72 billion <small>NIEIR 2019</small>	Population 133,389 <small>ABS ERP 2018</small>	Local jobs 35,085 <small>NIEIR 2019</small>
Largest industry (by employment) Retail Trade <small>NIEIR 2019</small>	Local businesses 5,619 <small>ABS 2018</small>	Employed Residents 64,682 <small>NIEIR 2019</small>

Source: *Economy.id*. NIEIR - National Institute of Economic and Industry Research (NIEIR).
ABS – Australian Bureau of Statistics. ERP – Estimated Resident Population.

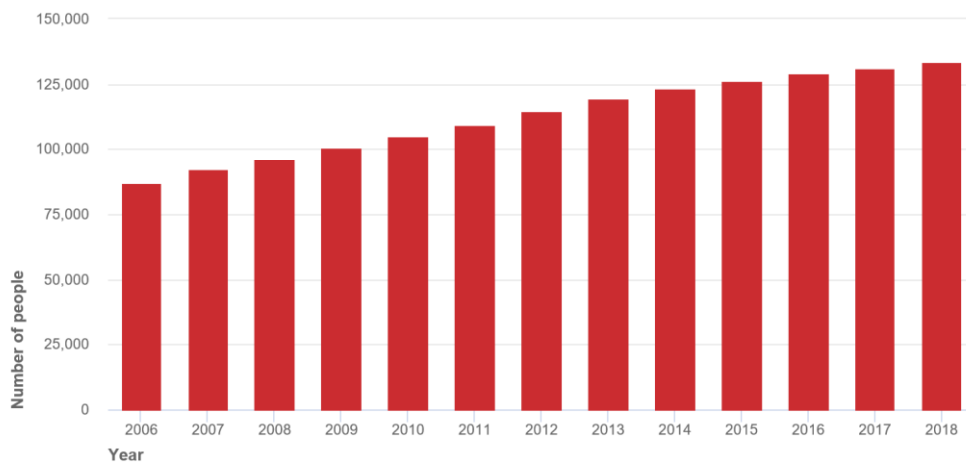
3.4 Population Growth

Rockingham has and continues to experience substantial population growth, with the resident population growing by 22% between 2011 (109,415) and 2018 (133,389). This represents an annual average growth rate of approximately 3,425 persons per year.

The City of Rockingham population grew by 1.82% in 2018, which was more than double the state average.

Estimated Resident Population (ERP)

City of Rockingham



Source: Australian Bureau of Statistics, Regional Population Growth, Australia (3218.0). Compiled and presented by .id the population experts

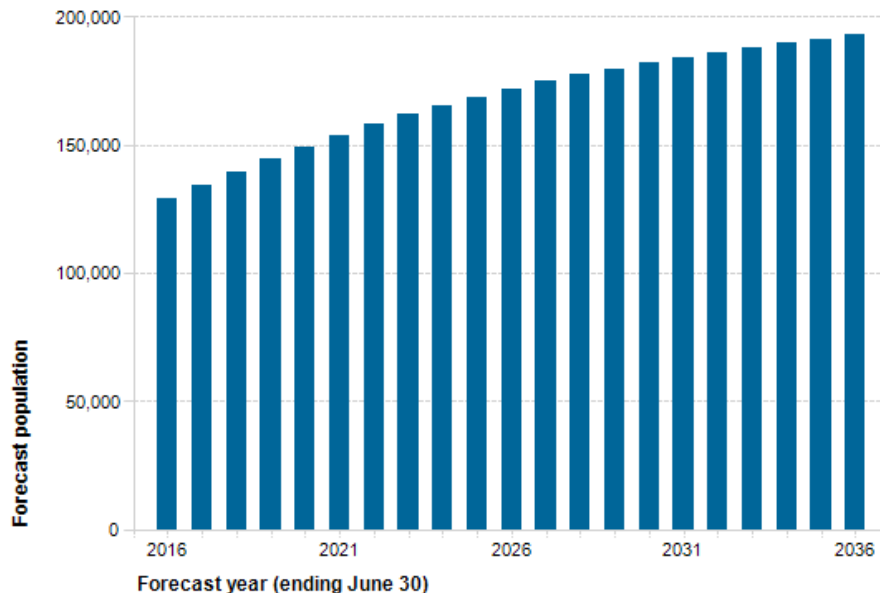
.id the population experts
Highcharts.com

Rockingham is the fifth largest local government in WA based on current population, and the 4th fastest growing by actual annual population increase (2018).

Based on current .id forecast projections, the Rockingham population is set to reach 200,000 by 2041. The WAPC South Metropolitan Peel Sub-Regional Planning Framework projects the City's population to reach 235,000 by 2050.

Forecast population

City of Rockingham



Population and household forecasts, 2016 to 2036, prepared by .id, October 2017.

.id the population experts

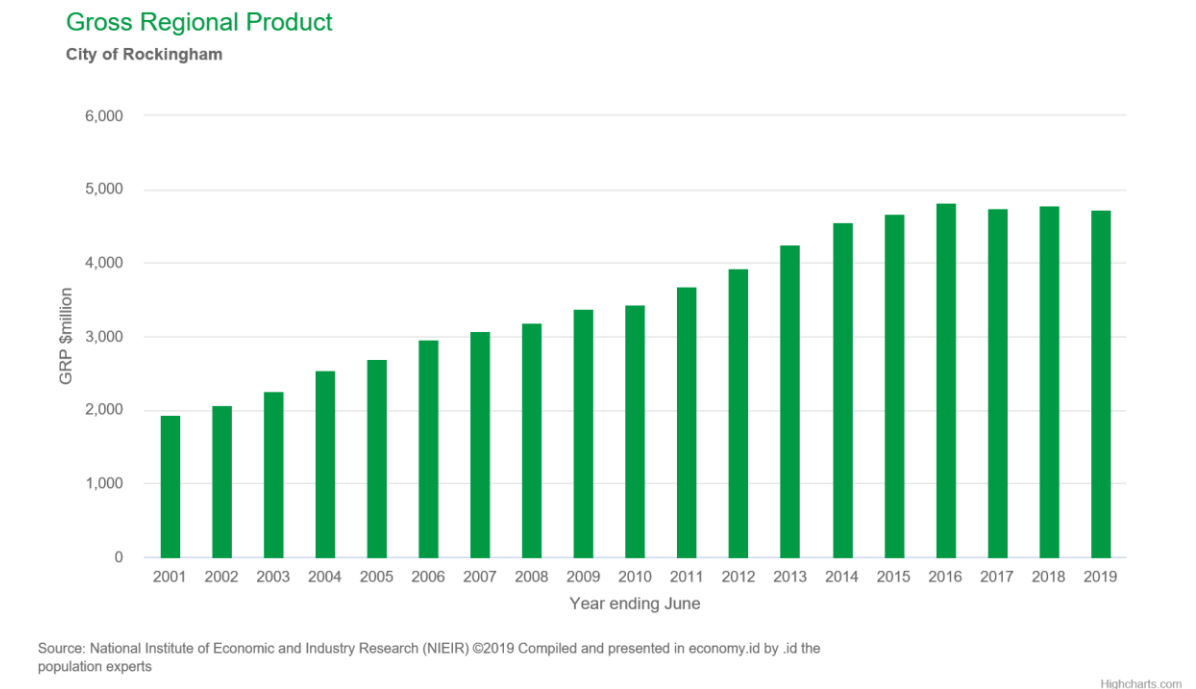
Rockingham is currently and will remain the most populous local government in the region, home to 32% of the total regional population in 2018, and projected to be 28% at 2036.

3.5 Local Economy

Rockingham's Gross Regional Product (GRP) was \$4.72 billion in the year ending June 2019. This represents a contraction of 1.16% since the previous year, compared to the WA GSP growth of 1.1% during the same period.

The contraction in Rockingham's GRP of 1.16% during 2018/2019 is significant, given our GRP grew by 0.81% in 2017/2018.

Rockingham GRP of \$4.72 billion represents 1.85% of WA's GSP, and makes it the 14th largest local economy in WA.



3.6 Local Businesses

Latest figures from the ABS showed there were 5,619 registered businesses operating in the City of Rockingham as at 30 June 2018.

This represents a 1% increase (+34) in the total number of businesses in Rockingham from 2016-2017 to 2017-2018. This low increase was affected by the loss of 85 construction businesses in the same period. While this contraction in the construction sector seems excessive, it aligned with the slowing of overall state population growth and new house production over the same time period.

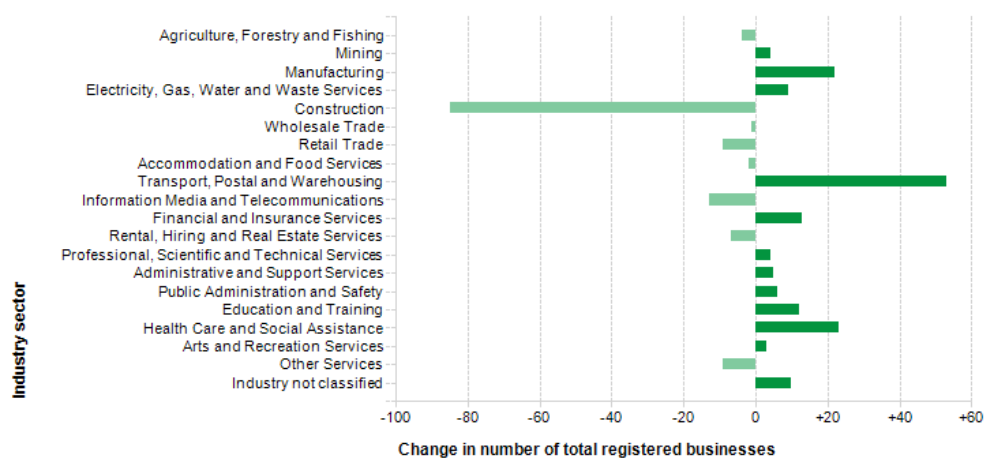
The top 5 growth industries by number of businesses in Rockingham during 2017-2018 were:

- Transport, Postal and Warehousing +53
- Health Care and Social Assistance +23
- Manufacturing +22
- Financial and Insurance Services +13
- Education and Training +12

Approximately 5,450 (97%) of the 5,619 businesses operating across the City are considered small businesses, categorized as businesses which employ less than 15 people.

Change in registered businesses by industry, 2017 to 2018

City of Rockingham - Total registered businesses



Source: Australian Bureau of Statistics, Counts of Australian Businesses, including Entries and Exits, 2016 to 2018 Cat. No. 816.1



3.7 Local Jobs

Local jobs in Rockingham reduced during the 2018/19 financial year. Despite having grown on average by 808 per year over the previous five years, ABS data indicates a net loss of 178 jobs (-0.5%) during 2018/2019. This is the first time the City of Rockingham has recorded negative job growth (or net job loss) in the past 20 years. This is particularly concerning as jobs growth during 2017-2018 was particularly strong, with 1,435 new jobs created in Rockingham. Moving forward, an average of 978 new jobs are required to be created every year for the next 17 years (a total of 16,626 new jobs) for Rockingham to simply maintain its current Employment Self Sufficiency (ESS) level of 0.57.

ESS is a measure of the number of local jobs in an industry, divided by the number of local residents employed (anywhere) in that industry. A figure over 1.0 means there are more jobs available than residents employed in that industry. Under 1.0 means there are more residents employed than jobs available in that sector.

Retail is currently the largest employer in the City, generating 6,872 local jobs in 2018/19.

Rockingham has a much lower total ESS than others Local Governments in the South West Metropolitan region, with a current overall ESS of 0.57. In comparison, Kwinana and Cockburn Local Government Authority's (LGA's) have an ESS of 0.78 and 0.88 respectively. This imbalance needs to be addressed as a matter of extreme importance.

3.8 Local Industry

Apart from the Defence Industry, the local Rockingham economy is not highly specialised. Recent job creation has increased through population driven industries like retail, education and residential construction.

The Defence Industry creates an estimated 2,928 jobs in Rockingham, representing 8.3% of total jobs in the City of Rockingham. 2,500 jobs are estimated as direct service personnel.

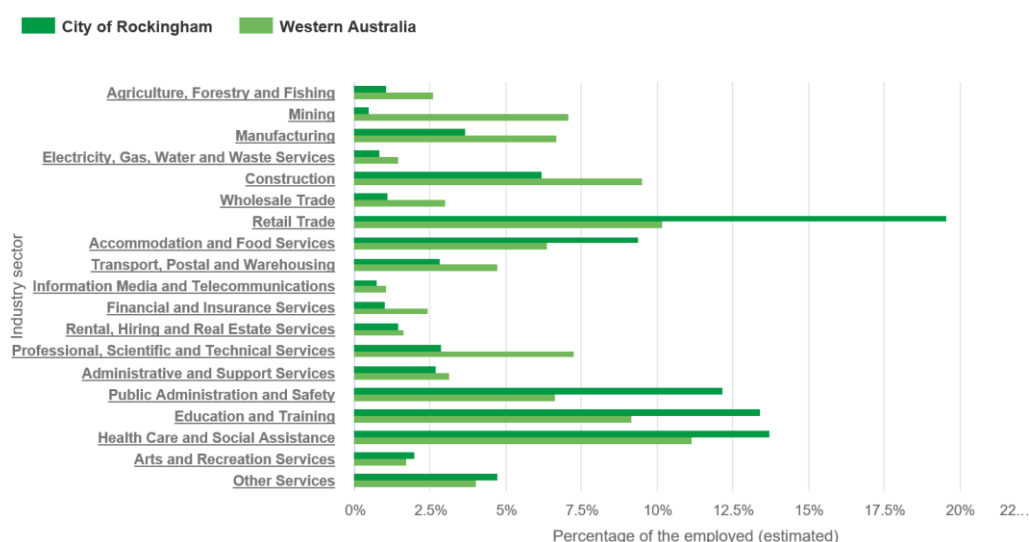
Defence is the largest industry by value added, generating \$719 million in 2018/19. Value added by industry is an indicator of business productivity in Rockingham. It shows how productive an industry sector is at increasing the value of its inputs. It is a more refined measure of the productivity of an industry sector than output (total gross revenue), as some industries have high levels of output but require large amounts of input expenditure to achieve that.

Major federal infrastructure spend on Defence, such as the \$367 million allocation to the redevelopment of HMAS Stirling, also has significant impact on the Rockingham economy, and provides opportunity for local firms and workers.

There is potential to attract key strategic businesses to the Rockingham Industry Zone (RIZ) given the potential of the Westport (Outer Harbour) project. Opportunity exists to work with the Industrial Lands Authority (Development WA) to actively promote RIZ to the key industries identified above and to work with land purchasers to activate Development Applications.

It is important to continue to develop our current emerging industries including Transport, Postal and Warehousing, Health Care and Social Assistance, Manufacturing and Education and Training, along with new and developing industries, to assist reducing the reliance on Retail as Rockingham's biggest employment sector, and also to diversify our economic base.

Employment (total) by industry 2018/19



Source: National Institute of Economic and Industry Research (NIEIR) ©2019 Compiled and presented in economy.id by .id the population experts.

Highcharts.com

Tourism in the Rockingham area continues to grow, with Destination Perth marketing Rockingham as one of the nine key tourism precincts in the metropolitan area. Rockingham is promoted as Perth's marine playground, just 45 minutes south of Perth, offering beautiful expanses of safe beaches, water sports, beach skydiving and environmental parks.

In 2018/19, Tourism businesses across the City of Rockingham employed 3,299 people, and generated total sales of \$266.5 million. Most visitors to the South West Metropolitan region are intra-state day trippers.

3.9 Regional Industry

The State Government released a report entitled "Diversify WA – Strong Economy, Creating Jobs, Diverse Industries" in July 2019, which is an Economic Development Framework that

matches global trends with WA's unique strengths and identified six priority sectors for development. This aim of this is to focus the State government's collective energies in order to grow and diversify the economy, create jobs and secure the state's future.

The six priority sectors identified are:

1. Energy
2. Tourism, Events and Creative Industries
3. International Education
4. Mining and Mining Engineering and Technical Services (METS)
5. Technology and Advanced Manufacturing (including Defence)
6. Primary Industries

The City of Rockingham is a member of the South West Group (SWG), a voluntary regional organisation of councils established in 1983 and comprising six member Councils in the South West Metropolitan Region including City of Cockburn, Town of East Fremantle, City of Fremantle, City of Kwinana and the City of Melville. The Vision for South West Metropolitan Region is to be the "Economic Gateway to the West."

The SWG GRP is estimated at \$28.69 billion, which represents 11.7% of the state's GSP.

An analysis of the jobs held by the local workers in the SWG Region in 2017/18 shows the three largest industries were:

- Health Care and Social Assistance (28,494 people or 15.1%)
- Retail Trade (22,077 people or 11.7%)
- Education and Training (21,717 people or 11.5%)

In combination, these three industries accounted for 72,289 people in total or 38.4% of local workers. In comparison, Western Australia employed 12.3% in Health Care and Social Assistance, 9.7% in Retail Trade and 9.6% in Education and Training.

The major differences between the jobs held by local workers of the SWG Region compared with Western Australia in general include a larger percentage of local workers employed in Manufacturing (8.6% vs 5.7%) and Health Care and Social Assistance (15.1% vs 12.3%)

The SWG publication "Investing in Perth's South West Metropolitan Region" March 2019 identifies the six Advanced Capabilities of the South West Metropolitan Region as:

1. Advanced manufacturing and defence
2. Agribusiness and food
3. International education
4. International health
5. Resources and energy
6. Tourism

Key industries and infrastructure in the SWG region include:

Western Trade Coast (WTC)

The Western Trade Coast is located centrally and adjacent to the coastal section of the region, and comprises the Kwinana Industrial Area, the RIZ (also known as the East Rockingham Industrial Park), Latitude 32 Industry Zone and the Australian Marine Complex.

These four primary estates within the Western Trade Coast form a 3,900 hectare industrial region with a location, facilities and infrastructure that make it the perfect option for business collaboration with China and South East Asia.

Located along Cockburn Sound, the Western Trade Coast has direct links to air, sea, road and rail network, making it the ideal place to locate for strategic businesses.

As a major economic driver for WA, the Western Trade Coast currently produces \$15 billion output annually and employs 11,000 people. The State Government's long-term aim is to increase the WTC's output to \$28 billion per annum and generate 22,000 jobs.

Defence

The Department of Defence has a major presence in the region with the HMAS Stirling naval base on Garden Island in the City of Rockingham. HMAS Stirling, also referred to as Fleet Base West, is the largest base in the Royal Australian Navy (RAN) and is home to more than 2,650 service personnel, 600 Defence civilians and 500 long-term contractors.

The SWG estimates that the Department of Defence is responsible for \$1 billion of investment in the region through its procurement and sustainment activities each year and provides employment for about 5,000 people in the region.

Tourism

The region hosts a number of frequently visited tourist destinations, with Fremantle being the most visited destination in WA outside of the Perth CBD / Kings Park and nominated by Lonely Planet as one of the "Top 10" cities in the world to visit in 2016.

Other key tourist attractions in the Rockingham region include Rockingham Beach and Foreshore, Penguin Island and the Wild Encounters experiences, kite and windsurfing at the Safety Bay foreshore and the beaches and walking trails around Point Peron.

Tourism in the region employs around 12,000 persons and produces sales of \$1.873 billion and a value added contribution of \$900 million to the regional economy.

Transport and Logistics

Road and rail freight networks feature prominently in the South West Metropolitan Region and play a major role in transporting freight to and from the Fremantle Inner Harbour and the Kewdale Freight Hub.

Intra-regional freight transport networks are also important and support the freight logistics supply chains in the importing and exporting of goods and commodities.

The main road, rail and intermodal features in the region will play an increasingly important freight transport function in the future as the pressure for more efficient and globally competitive port facilities increase over time.

The major highways and roads are controlled and managed by the State Government, however a number of important freight corridors in the region are managed by local government such as Russell Road, Beeliar Drive, Dixon Road and Kulija Road.

The Mandurah passenger rail line features most prominently in the region. Freight rail is dominated by the dual gauge Forrestfield to Spearwood line, Cockburn Triangle and rail spurs to the north (North Fremantle Intermodal Terminal) and south (CBH Kwinana and Kwinana Bulk Port). The narrow gauge South West Rail line extends from Mundijong Junction to Alcoa Kwinana and Kwinana Bulk Port via Kwinana Yard.

3.10 Themes arising from EDS Consultation Process

Throughout the consultation process, there were a range of important themes that emerged, including:

- Now is the time: the sentiment that the City of Rockingham has built a strong foundation and that proactive economic development efforts would assist optimising new opportunities and leverage on local competitive advantages.
- Need for more local jobs: more local jobs are required for local residents and any economic development effort(s) or initiative(s) should focus on delivering local jobs.
- Significance of HMAS Stirling and Garden Island: there is wide acknowledgement of the importance of HMAS Stirling (now and into the future) to the local economy. Its prominence in terms of the local economy should be embraced and supported strongly.
- The importance of a branded foreshore hotel and marina project: there is widespread support for a large scale hotel development in the Rockingham Foreshore Precinct as well as a marina off Rockingham Beach. Many local businesses see this type of infrastructure as catalytic and necessary in order to really grow the local economy into the future.
- The City has an important role to play in Economic Development: there was overwhelming feedback and support in the City playing an important and critical role in economic development.



New Rockingham Beach Foreshore - November 2019

3.11 City's Role in Economic Development – External Stakeholder View

The United Cities and Local Governments of America report of 2014 titled “The Role of Local Governments in Economic Development” highlights the important role local governments play in the economic development of their local region.

“Local economic development is a necessary complement to efforts at the national scale. National and supranational governments must address economic issues appropriate to their jurisdictions, such as fiscal and monetary policy, large infrastructural investments, and international trade agreements.

Just as national and supranational governments are best positioned to deal with those issues, LRGs are ideally situated to ensure active participation in development by all stakeholders in their communities, to tackle the problems and barriers specific to their local economies, and to foster integrated development initiatives across multiple, complementary economic sectors.

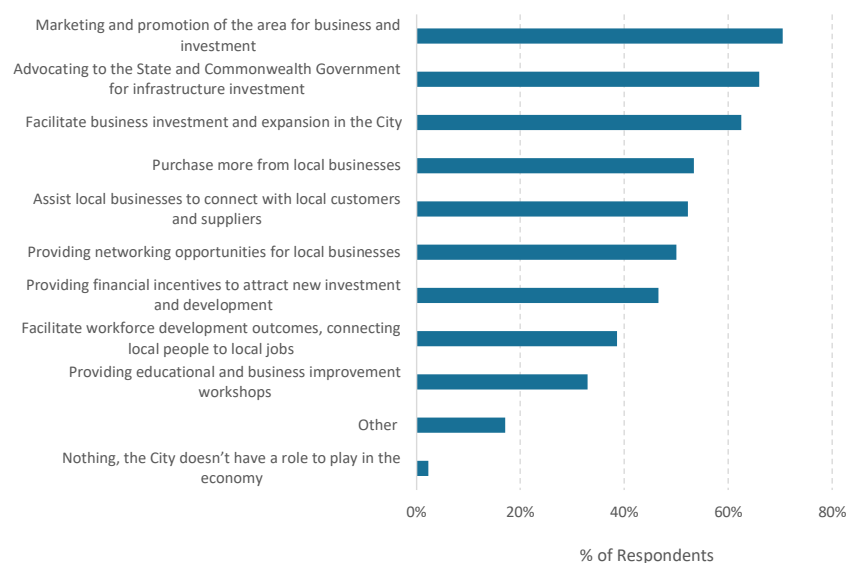
The strong, resilient communities that result are the building blocks of prosperous nations.”

The external consultation process conducted during the development of this strategy clearly identified that the City has an important role to play in terms of economic development. Both business and community surveys identified strong support for a variety of roles and functions that the City can play.

Those areas receiving the greatest responses in one or both surveys included:

- Marketing and promotion of the area for business and investment
- Advocating to the State and Commonwealth Government for infrastructure investment
- Facilitating business investment and expansion in the City
- Purchase more from local businesses
- Marketing and promotion of the City to tourists
- Assist local businesses to connect with local customers and suppliers
- Facilitate workforce development outcomes, connecting local people to local jobs
- Providing networking opportunities for local businesses
- Providing financial incentives to attract new investment and development
- Providing education and business improvement workshops

Figure 1. Role of City in Economic Development (Local Business Perspective)

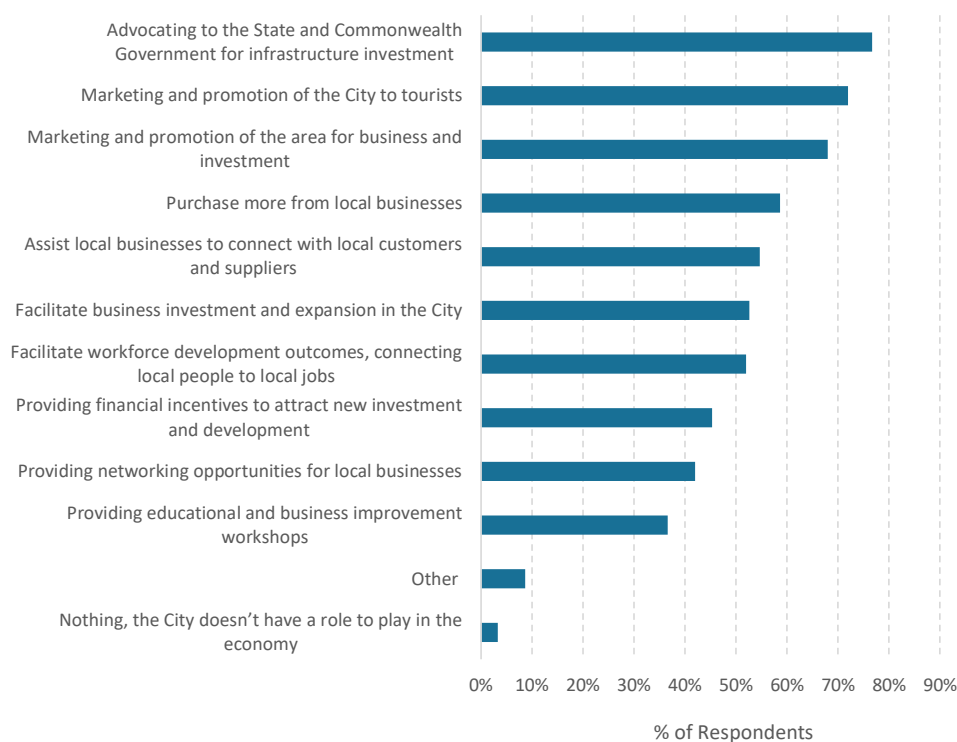


Source: Rockingham Business Survey

The stakeholder engagement process identified the following outcomes as priorities for the City to undertake:

- **Leadership:** provide leadership for the economic development and growth of the region.
- **Place-making and provision of community infrastructure:** provide community infrastructure to create vibrant places. Many stakeholders cited the recent foreshore redevelopment as an example of the right type of local investment into community infrastructure.
- **Marketing and promotion:** actively market the area, both as a place for business and investment as well promoting the area for tourists, and development opportunities whether on council owned land or private land.
- **Support local businesses:** through an active program of networking events as well as events to educate local businesses and help them to better their business. Stakeholders highlighted that it was not necessarily the role of the City to provide this training but to support the training program through funding and promotion.
- **Buy local:** support local businesses and the local economy through purchasing products and services locally was likely the easiest way to support local businesses (and the most meaningful way).
- **Proactive approach to planning:** adopt a proactive approach to planning and regulation. The City performs a number of regulatory functions, from the provision of licenses to the review and approval of development applications. Stakeholders highlighted the importance of being proactive and supportive of projects that can provide a range of economic and community benefits as well as projects that would be of strategic importance to the local economy.

Figure 2. Role of City in Economic Development (Local Resident Perspective)



Source: Rockingham Resident Survey

- Employment generating land planning: advocate for the rezoning of more employment generating land to create more jobs.
- Use incentives to attract strategic investments: use various incentives in the form of reduced charges, deferred charges or fees, rebates and/or using City owned land as a mechanism to encourage development and investment.
- Advocacy with Federal and State Governments: the City has a key role in advocacy to Federal and State Governments in terms of infrastructure funding. Stakeholders indicated that given the long traditional and dominance of the Labor Party locally, that the federal and state seats were considered ‘too safe’ or ‘not marginal enough’, so neither major party would commit infrastructure funding to the area and that numerous other ‘more marginal’ areas receive relatively much more Federal and State Government infrastructure funding.

Advocacy at a local government level is crucial, especially in outer metropolitan growth councils like Rockingham who deal with continued, high population growth and the associated pressures on infrastructure this brings. Although an ongoing political debate globally, at a local level, complex issues around the built, social, natural and economic environments place increasing demands on facilities, access to services, education and employment, as well as infrastructure – including social infrastructure.

Principal Writer and Editorial Director of *Bang the Table*, Australia, Sally Hussey, highlighted the important role of advocacy at a local government level in her 2019 report titled “Activating aspirations: Local Councils’ advocacy drives social and economic transformation”. She states:

“Local governments are uniquely placed in their relation to State and Federal governments. While they occupy a complex intersection between elected governments and their communities, local council’s decisions guide the efficacy of a local governments efforts to resolve – and realise – their communities aspirations. Not to mention, these decisions have substantial impacts on residents’ everyday lives well into the future. Local government led advocacy, then, works on behalf of residents to access and secure government funding – state and federal – to deliver infrastructure, facilities and services that are beyond their responsibility to fund.

Local government advocacy, at its most elemental, seeks to take action to influence stakeholders with government, political or funding power to implement public projects and policies that benefit individual communities.

Yet, advocacy strategies are not new to local governments. Indeed, local governments have a long – and recognisable – history of influencing state and federal government issues. Uniquely positioned at the coalface of social change, this influence dates back to advocating women to have the right to vote in 1902 and continues to be felt to the present-day.

Where advocacy seeks to empower communities, local governments seek to persuade decision makers and leaders in other levels of government to act in the best interests of their community. That is, through engaging their communities. For, in principal, local governments advocate to:

- *shape public policy and allocation of resources;*
- *increase visibility and understanding of issues impacting everyday lives; and*
- *participate in matters impacting community – that is, listen.*

Community Activation

As voters, communities have the power to make their voices heard. And elections represent a significant opportunity to drive change. Advocacy campaigns, ipso facto, are at their most effective when local governments activate communities, mobilising on issues that impact their everyday lives. This implies bringing the community into the conversation early in the determination of priorities so that they can actively drive advocacy campaigns.

The City of Casey's Commit to Casey campaign received \$1 billion in direct and \$3.6 billion in indirect election commitments and funding. This was preceded in the lead up to the 2018 Victorian State election with over 3000 residents signing petitions and emailing their locally elected Member of Parliament, calling on them to fix roads and extend the Cranbourne Rail – an effort council harnessed in successfully delivering on these community-identified projects.

This underscores the unique space local governments occupy at the intersection of state, federal politics and community needs, particularly when it comes to hot-button issues.”

3.12 The Rockingham Kwinana Chamber of Commerce Inc.

The Rockingham Kwinana Chamber of Commerce (RKCC) has existed for many years - sometimes along with other specific interest business groups such as the Rockingham Trade Centre Association Inc.

A strong, financially viable and strategic thinking local chamber of business owners is an important and relevant contributor to local and regional economic development and a positive asset to the local government area.

The City benefits by having a strong and unified voice on business matters as a key stakeholder with which it can engage, particularly when undertaking community consultation to inform important decision making processes. Business owners benefit by having an advocate and network of stakeholders with similar interests and concerns.

It follows that a strong and well-organised Chamber can have directly opposing views to the City on important issues. This diversity of opinion is a healthy and positive contributor to the local decision making process and should be welcomed and respected, notwithstanding that a consensus view will not always be achieved.

Chambers also play an important role in business training, skills development and facilitating networking opportunities for new and existing business stakeholders.

The RKCC has a range of priority tasks including the development of sustainable revenue streams and facilitating the membership growth, to establish a financially sustainable organisation.

The RKCC's website provides their mission as: *“The RKCC is the peak industry body representing the interests of the business community in the South-West Metropolitan corridor. We adopt a significant role in the economic development of the Rockingham, Kwinana and surrounding regions, using extensive local knowledge, resources and networking capabilities. The RKCC has a strong lobbying voice within Local, State and Federal governments advocating the benefits of utilizing member expertise, capabilities and resources to positively contribute to regional growth, development and employment.”*

RKCC can also assist in partnering in investment attraction seminars and other promotional activities, underpinning the continued development of the Waterfront Village and City Centre.

Given the continued membership growth and regional significance of the RKCC, it may be an opportune time to develop an annual fee for service agreement, whereby specific initiatives and activities are outsourced by the City to the RKCC, subject to the RKCC meeting predetermined reporting and outcome criteria.

3.13 City of Rockingham's Competitive Advantages

The Western Australian Local Government Association's (WALGA) report released in May 2019 titled "Collaboration, Integration, Alignment, Advantage - Economic Development Framework May 2019" provides context in relation to the concept of competitive advantages for a local government area.

"Understanding the characteristics of the local economy is a critical step for local economic development to ensure resources are targeted towards activities that will deliver the greatest benefit to the community."

"Each community has its own unique advantages and disadvantages which form an important context for any economic development strategy in order to make the most of emerging opportunities and to be prepared for any challenges."

"In creating economic development strategies, Local Governments should look to leverage their areas of strength – their comparative and competitive advantages – to ensure they are in the best position to compete for mobile investment in an increasingly competitive environment and make the most of their existing resources. These strengths are the areas where they are relatively more efficient at producing than others, or those which provide better value than its competitors. The types of factors that can contribute to comparative and competitive advantages include endowments of natural resources, land area, infrastructure, population and skills."

Rockingham is in a unique position and has a number of unique advantages over other local government areas, which can be leveraged for economic growth, including:

- Strategic Metropolitan Centre (one of 10 in Perth Metropolitan Area)
- Connectivity (Freeway Interchanges and two Passenger Rail Stations)
- High, stable population growth (Compared with state average)
- Educational Institutions (Kindergarten to University)
- HMAS Stirling / Garden Island (Defence Industry)
- Westport (proximity to proposed outer harbour in Cockburn Sound)
- Part of Western Trade Coast (Rockingham Industry Zone)
- Relatively affordable industrial land (up to 15-30% cheaper than greater Perth)
- Coastal Location – Natural attributes (Point Peron / Penguin Island / Mangles Bay)
- Political (current local members include the WA Premier and Minister for Tourism)



Submarine and Container Ships in Cockburn Sound

Additional attributes identified during the review and analysis of the region are outlined below.

- Local strength of the defence sector: overall, the local defence sector (i.e. HMAS Stirling on Garden Island) was seen as a real advantage of the local area. Often the local strength of the defence sector was also combined with the marine and defence capability in Henderson (Australian Marine Complex). The importance of the local defence sector was also expressed in terms of it providing well-paying jobs for many local residents, which means many residents have relatively high levels of disposable income (that could be spent locally).
- An attractive natural coastline: the coastline in Rockingham, including Penguin Island, various beaches and Point Peron were often cited by stakeholders as a key advantage, including the range of water-based activities including sailing, kite surfing as well as whale watching and swimming with the dolphins. The recent Rockingham Foreshore Redevelopment (Stage 1) was also highlighted by various stakeholders together with the coastline and as evidence of the positive lifestyle attributes that the area has to offer.
- Heavy industrial activity: the traditional heavy industry in Rockingham (as well as in Kwinana) is seen as a local advantage, given the economic significance of the activity as well as the high quality jobs that industry across the region offers.
- Good access and proximity: the Rockingham region is well connected to the network via road and rail, and our proximity to Perth, Fremantle, Henderson and Kwinana was a real strength.
- A growing area: on-going population growth of the area as is an advantage, as it creates on-going opportunities across the economy. The affordability of the area (particularly given the high quality lifestyle) for residential, employment generating and commercial land was seen as a key driver.

Interestingly, the proximity to the defence sector and the heavy industry did not rate highly by local businesses in terms of their reason for being located in Rockingham. Proximity to customers and availability of business premises and land ranked much higher as key location drivers. However, the majority of businesses have simply grown up in Rockingham and are likely to be long-term business residents of the area.

Figure 3. Reasons for Locating in Rockingham



Source: Rockingham Business Survey

3.14 Barriers and Perceptions to Overcome – External Stakeholder View

The consultation process identified a number of potential perceived disadvantages or issues (which should be considered in developing economic development initiatives), including:

- Traditional perceptions of Rockingham: the traditional perception or stigma of the area as 'rough' or 'bogan' are seen as a key disadvantage. Despite recent developments, including many new restaurants and the foreshore redevelopment, many stakeholders felt like the existing misperception of the area acted as a disincentive to business investment as well as a key distraction for visitors.
- Parking issues: businesses and residents highlighted issues involving parking, including a perceived lack of parking in certain areas of the Foreshore. The Cash-in-Lieu of Car Parking Policy was identified as a potential barrier for new businesses looking to setup in the region. Many businesses felt that this policy created a disincentive for investment and development as they felt the policy created an additional cost burden for which the businesses could not see any current or future benefit.
- Planning issues: local government planning regulations and process were cited by many as a disadvantage of the area in terms of business growth and investment attraction.
- Underutilised assets: while the City Centre, Murdoch University and the South Metro TAFE were all assets and good infrastructure to support the economy, these key assets are underutilised and could make a considerably larger contribution to the local economy than they are currently providing.
- Not enough local jobs: while the recent and continued forecast population growth was an advantage for the area, it creates an issue of not having a sufficient number of local jobs for local residents.
- High unemployment (and youth unemployment): the elevated unemployment rate (particularly for youth) is a large issue locally. This issue also relates to not having enough local jobs for local residents.

- Lack of employment generating land: there is an insufficient supply of employment generating zoned land in Rockingham to create jobs for our growing population, and more employment generating zoned land was needed as a matter of urgency.
- Lack of high quality office and business accommodation: a lack of modern, A-class office space in the City Centre, as well as a lack of high-end style 'business park' facilities, creates a negative perception of development in Rockingham. White-collar jobs that would be attracted to occupy such space would provide a high level of value to the local economy.
- Underutilised tourism assets: Rockingham has a range of very strong tourism assets that some consider are currently underutilised, including Point Peron, Waikiki hotel site, Safety Bay foreshore, as well as the Rockingham Regional Nature Centre, Naragebup and Lakes Cooloongup and Walyungup.
- Inaction of projects: a number of projects that have been mooted or proposed but have never been fulfilled (i.e. Waikiki hotel, marina development and others). The danger of inaction is seen as a disadvantage as it contributes to a negative perception of the area.

While many of the above are macroeconomic in nature and out of the control of the City, some local government charges, licensing and regulations, as well as some local planning policies, are all within the remit of the City of Rockingham. While it is acknowledged that project proponents have a responsibility to submit quality applications, survey feedback indicated some local government regulations were perceived to form a barrier to business.

It should be acknowledged and understood that the City's planning requirements in Town Planning Scheme No.2 and reflected in Policy must be consistent with the *Planning and Development (Local Planning Schemes) Regulations 2015* and State Planning Policy.

In August 2019, the State Government released its "Action Plan for Planning Reform – Better planning, better places August 2019".

The State Government has identified three goals for planning reform:

1. Planning creates great places for people
2. Planning is easier to understand and navigate
3. Planning systems are consistent and efficient

Many of the concerns from industry stakeholders raised above are reflected in the planning reform initiatives.

It would also seem premature to undertake a review of the City's current cash-in-lieu of parking requirements in the context of the following statement made in the Planning Reforms.

"A state-wide consistent policy with practical criteria, basic benchmarks and fair methodology for considering concessions and the use of cash-in-lieu of car parking will be developed and implemented for assessment of car parking requirements for small businesses in established town centres, retail/café corridors and other commercial and mixed-use centres.

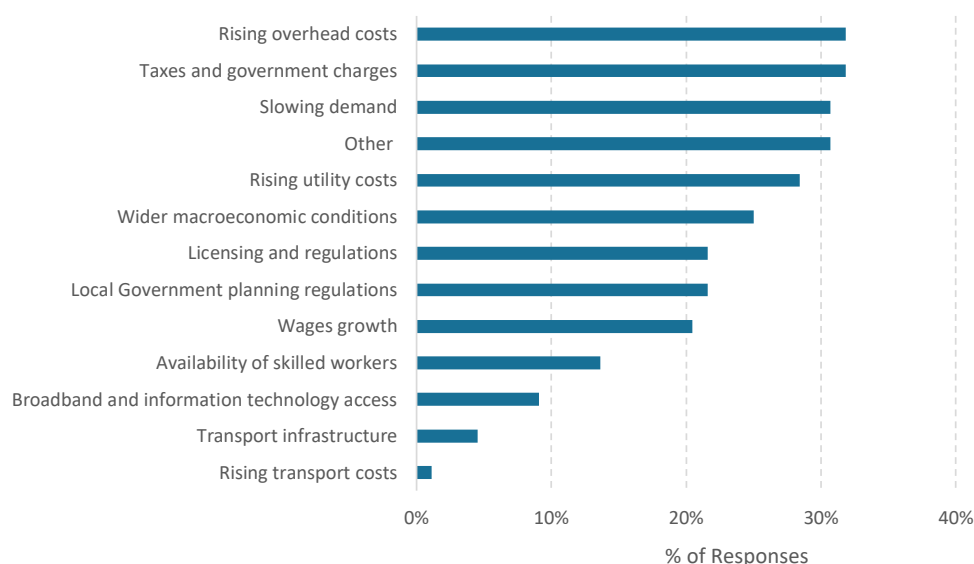
Following a pilot program, the criteria and methodology will be implemented state-wide and regulations amended as appropriate to give effect to changes."

WALGA recently released a discussion paper titled "Local Government Car Parking Discussion Paper – Is planning for parking more than just ratios?" October 2019.

This paper discusses potential synergies between the policy options and the planning reform actions. Collaboration between WALGA, Department of Transport (DoT) and the Department of Planning, Lands and Heritage (DPLH) planning reform team is on-going. The City provided a submission on the discussion paper to WALGA in November 2019.

WALGA will use submissions to prepare parking guidelines for Local Government, specifically to address issues associated with the use of minimum parking ratios outlined in Cardno's car parking research paper (2018). The guideline will be drafted by DoT and WALGA, in collaboration with the Local Government Car Parking Reference Group and the DPLH.

Figure 4. Perceived Barriers to Business Growth, Rockingham



Source: Rockingham Business Survey

3.15 Future Economic Growth Opportunities

The two major industries where there are most opportunities for development and which could have the most on-the-ground impact in the City of Rockingham are Defence and Tourism.

Defence

Many stakeholders highlighted the opportunity of the defence industry. There were numerous perspectives identified during the consultation process. It was felt that the primary defence contractors either have already located to Henderson or would in the future (depending on defence programming).

All stakeholders agreed that the local defence sector would grow and depending on how it grew, there will be a variety of development opportunities in the defence sector, including:

- **Defence Industry Hub:** given the proximity to Garden Island, Henderson and Fremantle (as well as Kwinana), the potential role for Rockingham in defence was seen as providing a potential business park or other similar defence hub that could provide opportunities for Tier 2 and 3 defence contractors to locate. There may be an opportunity to co-locate on the TAFE campus or Murdoch University campus and create a defence industry innovation hub. Overall, the hub could provide specialised research and training as well as creating a high quality business park campus to house a variety of defence companies.

- Growth of HMAS Stirling on Garden Island would present a lot of opportunity for Rockingham, both directly (i.e. create activity and the impetus for new businesses in Rockingham) as well as indirectly (i.e. more defence related jobs on Garden Island would create an increase in disposable income that could be spent locally).
- Full cycle docking: Attraction of full cycle docking of the Collins Class submarines would provide benefits for Rockingham, although the majority of the activity would take place in Henderson.



Defence Base West - HMAS Stirling on Garden Island

The importance of the Defence Industry to the local Rockingham, South-West Metropolitan Perth region, and the WA economies should never be underestimated, and the City needs to maximize Rockingham's unique geographical position in relation to HMAS Stirling and the opportunities it presents for the City, local businesses and residents.

The 2016 Federal Government Defence White Paper, released on 25 February 2016, delivers on the Government's commitment to the safety of the Australian people and to the defence our territory and national interests.

The Defence White Paper sets out a comprehensive, responsible long term plan for Australia's defence. The Government is investing in Defence to ensure that Australia has the armed forces needed to protect and to secure its interests in the coming decades, with increased investment through budget allocation to support this growth.

"The Federal Government's defence strategy is supported by increased defence funding, which will grow to two per cent of Australia's Gross Domestic Product by 2020-21, three years ahead of the Government's 2013 election commitment. The Government's funding plan provides \$29.9 billion more to Defence over the period to 2025-26 than previously planned, enabling approximately \$195 billion of new investment in our Defence capabilities in this period."

Tourism

Tourism is a key industry in the City of Rockingham. It has also been identified as an economic development activator and job creator in the region.

The City of Rockingham adopted its Tourist Destination Strategy 2019-2024 at the Ordinary Council meeting in May 2019. (GM-012/19)

The Tourist Destination Strategy outlines the City's strategic priorities and direction for marketing Rockingham to tourists. The key objective of the strategy is to effectively and measurably promote the Rockingham region as a premium coastal destination in Western Australia.

The strategy identifies and prioritises five key strategic elements to actively pursuing tourism:

- Destination marketing (targeting eco and adventure tourism)
- Visitor servicing (face-to-face and digital)
- Coastal development and activation
- Events activation (entertainment destination)
- Mid-tier MICE attraction (meetings, incentives, conferences and events)

The strategy was informed by the City's Tourism Strategy Development Advisory Group (TSDAG) which consisted of representatives from Destination Perth, Tourism WA, the Perth Convention Bureau, RKCC, Tourism Rockingham, the Rockingham Visitor Centre, the Department of Biodiversity Conservation and Attractions, local residents, the business community and council representatives.

Tourism development opportunities were also highlighted and identified during the consultation for the Economic Development Strategy, including:

- Tourist Accommodation: opportunities for additional, purpose-built, short-stay accommodation including quality, branded hotels as well as caravan parks and nature based eco-accommodation.
- Rockingham Marina: the proposed Port Rockingham marina project was identified by multiple stakeholders as a significant tourism opportunity for the City and a catalytic project that could transform the local tourism industry.
- Cape Peron Tourist Activation: outstanding natural attributes which provide a wide variety of opportunities to better activate Cape Peron for visitor activities including formal infrastructure and amenity to support walking trails, beach activities and water-based activities (which could include toilets and showers, as well as wide variety of retail, food and beverage opportunities). Additional opportunities could include the development of an eco-resort and/or caravan park as well as an environmentally sensitive resort development, including a wide variety of visitor amenities and tours (including snorkel, scuba diving, sailing, etc.). The goal would be to create a diversified visitor precinct.

In June 2019, the Department of Planning, Lands and Heritage (DPLH) announced that a Project Working Group was being established to consider land use options for the Cape Peron (including Mangles Bay) Planning Investigation Area.

The Project Working Group comprises representatives from relevant State Government agencies and the City of Rockingham. Further, the Project Working Group would be supported

by the establishment of a related Community Reference Group, which would provide input and feedback for the duration of the study.

DPLH advise that the Project Working Group would:

- Ensure that the project investigations include a review of all relevant previous work undertaken for the Investigation Area and surrounds, including information relating to the previous Mangles Bay Marina Metropolitan Region Scheme Amendment 1280/41 (withdrawn by the Minister for Planning March 2018).
- Provide technical expertise to inform the development of land use options.
- Identify and discuss matters relevant to the development of land use options and identification of preferred land uses including consideration of all relevant issues, opportunities and constraints.
- Ensure the development of land use options has due regard to landowner and community views and expectations through input and feedback from the Community Reference Group and appropriate further community consultation.
- Make strategic recommendations for consideration by the State Government.

It was also advised that the Community Reference Group would report directly to the Project Working group and provide:

- Input from the community into the consideration of land use options.
- Advice regarding community consultation processes, including the mechanism to provide approved information from the Project Working Group directly to the community.
- Feedback on outcomes and proposals of the Project Working Group.

While a range of ideas and opportunities for the Cape Peron area were raised during the Economic Development Strategy consultation process, it would be premature for the City to develop any specific actions prior to the completion of the work being undertaken on the Cape Peron (including Mangles Bay) Planning Investigation Area by the DPLH, which is forecast for completion in 2021.

Other tourism development opportunities highlighted and identified during the consultation process for the EDS include:

- Continuation of the Rockingham Foreshore Redevelopment: the foreshore redevelopment should continue as a key infrastructure project, including the installation of a lagoon/water play-park, resulting in additional private investment into retail and food and beverage offerings.
- Shoalwater Foreshore Master Plan: development of the Shoalwater Foreshore Master Plan would provide a basis to investigate and develop opportunities for enhancing access to, and the usability of, the foreshore and beach, and for improving facilities and amenities.
- Waikiki Hotel Site Redevelopment: the Waikiki hotel site has been vacant for a number of years. Although privately owned, the potential for a hotel/resort development on this site would greatly increase the attractiveness of the area for tourism, as well as become a significant drawcard for visitors.
- Iconic Events: the Rockingham Beach Cup was seen as an important tourism event for the City and one that brings considerable visitation, creating a unique Rockingham experience that profiles the Rockingham foreshore. This event supports tourism growth

and economic development, as well as contributes meaningfully to changing the perception of Rockingham.

- Wedding Market: the Rockingham foreshore could be promoted and developed into a popular wedding venue, which would attract high-yielding visitors to the region.
- Conference Market: Rockingham could develop the meetings, incentives, conference and events (MICE) market. Investigation into the need for any additional conferencing and events venues is suggested.



New Year's Eve fireworks at Rockingham Beach Foreshore

Other economic growth opportunities that could generate local jobs and contribute meaningfully to the economic development of the area are:

General and Heavy Industry

There are opportunities stemming from heavy industry, including lithium processing and other similar types of chemical processing (associated with the existing Rockingham Industrial Area). Stakeholders also identified the potential for general industrial activities in Rockingham. These opportunities would stem potentially from organic growth coming from Kwinana, defence related activities as well as other manufacturing and industrial activities. Stakeholders identified that additional employment generating land is required in order to take advantage of this opportunity.

The consultation process identified a shortage of employment generating land and the requirement to rezone more employment generating land within the City of Rockingham to create much needed jobs to support population growth. As part of preparations for a new Local Planning Strategy, the City has undertaken investigations into the capacity of current planning to accommodate future employment growth, which has similarly identified a shortfall of employment generating land in the City. In addition to already zoned employment generating land for future development in Rockingham and Port Kennedy, the City has identified potential opportunities for additional employment generating land in Baldivis (east of the Kwinana Freeway) and Karnup.

The City has commenced engagement with the State Government on planning for these areas and has engaged consultants to undertake further consultation on the preferred location, use, and suitable planning mechanisms for additional employment land. The City should continue

to advocate for the allocation of land for employment purposes as a primary consideration in strategic planning and investigations.

City Centre

The City Centre provides considerable opportunities for growth. Given that the City of Rockingham owns key strategic sites in the City Centre, this could be used as a catalyst for development, creating a variety of mixed use developments that can build density in the City Centre as well as create demand for a variety of residential services.

Aged Care and Retirement Living

The potential for aged care facilities as well as retirement villages. The increased “aging in place” population, as well as the growing amenity of the area, and its access to medical infrastructure, creates an environment that would be attractive for providers of aged care and retirement villages.

Restaurants, Cafes and Bars

The opportunity for additional restaurants, cafes, micro brewery’s and bars (particularly around the foreshore and City Centre) in order to increase the level of local amenity, for both residents and visitors.

Westport

The Westport (Outer harbour) project was identified as a game-changing piece of infrastructure for creating numerous opportunities for the City of Rockingham, despite taking place outside of the City. It was felt that continued support for the project should be provided by the City based on the flow-on benefits for Rockingham.

Specific individual development projects identified which should also be noted include:

Activation of Old Caravan Park Site at Palm Beach

Defence Force Housing Authority purchased the Palm Beach caravan park site a number of years ago. The Defence Force Housing Authority has plans to develop a diverse range of residential accommodation for defence personnel and other associated contractors.

Lark Hill Raceway

The concept of the City approaching the State Government and racing industry stakeholders regarding the potential closure of Ascot and Belmont Raceways to enable these precincts to redevelop given their proximity to the Central Business District (CBD) and land value. A new, state of the art racing facility could be developed at Lark Hill, including supporting transport infrastructure and the development of a new railway station and parking facility at Lark Hill on the Mandurah Rail Line. The government could use the proceeds of sale of the land at Ascot and Belmont to invest in Lark Hill.

3.16 Key Strategic Elements

Based on the findings presented in this document and the information and feedback gained during the stakeholder engagement process conducted in September 2019 by Lucid Economics and the City of Rockingham, four Key Strategic Elements were identified:

1. Investment Attraction
2. Strategic Regional Opportunities
3. Local Business Development
4. Advocacy and Lobbying



4. The Way Forward

City of Rockingham's Economic Development vision is *"committed to developing and shaping a robust and resilient economy that supports the growth and sustainability of new and existing businesses, new and emerging industries and technologies, and creates a positive business environment whilst enhancing local lifestyle and providing a range of diverse employment opportunities"*.

This Economic Development Strategy outlines how the City will support economic development by promoting investment and jobs creation, including identified key elements and actions that respond to key opportunities and challenges, both locally and regionally.

A major role of the City is to promote opportunities and provide connections between the business and investment communities, to create and foster economic development outcomes.

Our activation methods in the economic development space can be viewed as:

- Facilitating - connecting stakeholders to achieve an outcome.
- Supporting - collaborating with stakeholders through financial or resource assistance.
- Advocating - recommending a course of action to other levels of Government or private investors.
- Delivering - providing the outcome directly.

To achieve our economic development vision, move our economy forward and attract investment, create new jobs, diversify our industry base and create an environment for economic growth for existing businesses, the following key findings have been identified as strategic economic levers to achieve our desired outcomes.

1. Diversify jobs and industries in the region – consider and implement ways to diversify jobs and industries in the Rockingham region, given the current over-reliance on the

retail sector, which currently supplies 18% of all available jobs in the City of Rockingham (over twice the state average).

2. Leverage and maximize the strategic importance of the defence sector - given the substantial projected growth, including staff numbers, infrastructure development and increased vehicular activity in and out of current Garden Island / HMAS Stirling over the next five to ten years.
3. Impacts of high population growth in Rockingham – while population growth is a positive aspect for our City and the economy, it negatively affects our ability to sustain our current employment self-sufficiency (which is low when compared to other local government areas), which means there are not enough local jobs for local workers, and adds pressure on unemployment, especially youth unemployment given our population is getting younger.
4. Address inequitable infrastructure funding from State and Federal Government - compared with other similar communities and local governments in the South West Region and Greater Perth. (i.e. City of Cockburn and City of Armadale - Armadale Road Duplication and Armadale Road Bridge \$392M; City of Wanneroo – Metronet Yanchep Rail Extension \$520M; City of Bayswater, Shire of Chittering & City of Swan – NorthLink = \$1 billion).
5. Advocate for more employment generating zoned land – the current lack of employment generating land restricts our ability to create new jobs, and diversify the types of jobs and industries which we can attract to the area, and also negatively affects capacity to increase our employment self-sufficiency.
6. Underutilised land - both within the City Centre and along the coast there are underutilized land assets which could be activated for commercial or tourism development, which would create both jobs during the construction and operational phases.

In support of the City's competitive advantages (refer page 21 and 22) and economic growth opportunities identified during the development of this strategy, each of the four Key Strategic Elements will be addressed below.

4.1 Investment Attraction

Investment attraction can be defined as the act of facilitating growth to the local economy through encouraging expansion of the existing businesses and generating a flow of new capital into Rockingham from external sources.

Attracting investment is an essential part of economic development as it leads to new employment opportunities, utilisation of local resources and creates a stronger local economy. The purpose of developing investment attraction actions is to introduce a clear strategic plan for attracting new investments and encouraging established businesses to invest locally.

The City of Rockingham is one of Australia's fastest growing communities and with this comes an incredible opportunity across a range of growth related industries. While much of this growth is happening organically, driven by population growth, the City recognises that we must be actively involved in the process of attracting business to establish here and to support existing businesses to grow.

Our new and existing residents will also be looking for local job opportunities in a wide range of diverse occupations. Currently there is only one job for every two working residents in the Rockingham local government area. This leads to a high level of commuting outside the district with high costs for families, employers, community and the environment.

The City must take a proactive role in promoting and marketing the investment opportunities that exist in the region to assist in attracting new investment. This should encompass new businesses, industries and investment, along with providing support to existing businesses looking to grow and expand.

The City should review its policy position and consider incentives, both financial and non-financial, which may be activated to assist in investment attraction.

The City should build collaborative effort amongst all levels of government, by focussing and targeting outcomes which align with our competitive advantages and state and federal government policy outcomes.

Strategic Objective

Market and promote the City of Rockingham as a progressive, active and investment ready local government.

Actions incorporated into this Key Element include:

- Develop an Investment Prospectus that provides an overview of investment opportunities as well as other materials that support a singular investment opportunity (i.e. hotel) or an industry opportunity (i.e. aged care and retirement living) – printed and digital, and implement Search Engine Optimisation and social media activation:
 - Tourism
 - Defence
 - Aged care and retirement living
 - General and heavy industry
 - City Centre development – vacant council owned land
- Increase the profile and awareness of investment opportunities in Rockingham through marketing and promotion to key industry sectors.
- Investigate ways to assist promoting private investment projects and opportunities that provide considerable economic benefits and have strategic merit for the future [i.e. new hotel developments (Waterfront Village and Safety Bay Foreshore and Port Rockingham Marina)] in partnership with land owner or developers.
- Undertake Economic Impact modelling and assessments to assist with prioritisation of Major Infrastructure Priorities in the Corporate Business Plan.
- Assist in Economic Impact Modelling studies for major private or publically funded projects to assist with business case development.
- Liaise and work with key partners (i.e. Development WA, Department of Jobs, Tourism, Science and Innovation, Defence West and others) to attract investment into Rockingham.

- Continue and actively promote an investment facilitation program including pre-lodgement meetings with developers, consideration of financial and non-financial incentives, and other mechanisms to encourage development and investment.
- Coordinate and host an annual investor event to provide an update on the City and major projects.
- Undertake a review of the Cash-in-Lieu of Car Parking Policy once the guidelines drafted by Department of Transport and WALGA, in collaboration with the Local Government Car Parking Reference Group and the Department of Planning, Lands and Heritage, are released.
- Collaborate with the Department of Planning, Lands and Heritage on the delivery of the State Government Action Plan for Planning Reforms through a program of 19 reform initiatives, with its focus on fit-for-purpose processes, making the planning system easier to understand and support new ways to reduce red tape.
- Initiate discussions with the State Government and Perth Racing regarding opportunities around development of Lark Hill as a premier equine racing facility / course in Western Australia.

4.2 Strategic Metropolitan Centre

As one of only 10 designated Strategic Metropolitan Centres in the Perth metropolitan region, along with Armadale, Cannington, Fremantle, Joondalup, Mandurah, Midland, Morley, Stirling and Yanchep, Rockingham needs to provide services and amenities to its diverse population, and also provide a full range of economic and community services as the capital city of the South West Metropolitan region.

Continuation of the redevelopment of the Rockingham Beach foreshore area, the attraction of a major hotel, the development of a marina and a focus upon marketing and promoting the significant development potential that exists within the Waterfront Village and City Centre Precincts remain priorities to further activate and enhance the Rockingham Strategic Metropolitan Centre.

The City has two broad measures available to it to substantially increase local employment:

1. Continue programs to increase development of the Rockingham City Centre, in line with its status as the main regional strategic metropolitan centre and allow for a much greater, higher level jobs provision; or
2. Advocate to state government to increase the amount of employment generating zoned land (i.e. estates and industrial / business parks) in the City.

Strategic Objective

Establish Rockingham as the Capital City of the South West Metropolitan Corridor.

Actions incorporated into this Key Element include:

- Investigate opportunities and promote investment projects that provide considerable economic benefits and have strategic merit for the future (where the City can become a catalyst for these projects), including a Defence Industry Hub.

- Advocate to State and Federal Government for funding of catalytic infrastructure projects (i.e. Rockingham City Centre Transit System) within the City Centre.
- Undertake feasibility study and review financing options for the development of a new multistorey office development in the Rockingham City Centre, for private and public tenants.
- Undertake an evaluation of City owned land and how this land could be used to trigger catalytic investment through public private partnership mechanisms, and promote these opportunities to investors.
- Work with the State Government to secure the location or re-location of key State Government Departments / Offices to the Rockingham Strategic Metropolitan Centre.
- Allocate annual dedicated funding for Iconic Events which promote economic development and tourism development outcomes.

4.3 Local Business Development

Of the 5,619 businesses operating across the City, 5,450 are estimated to be small businesses (1 to 20 employees).

Small businesses contribute to the local economy by bringing growth and innovation to the community in which the business is established. Small businesses also help stimulate economic growth by providing employment opportunities to a range of local residents, some of whom may not have skills or qualifications to be employed by larger corporations. Small businesses tend to attract talent who invent new products or implement new solutions for existing processes. Many small businesses also possess the ability to respond and adapt quickly to changing economic climates. This is due to the fact that small businesses are often very customer-oriented and understand the needs of the community.

Therefore, supporting the needs of the local business community to assist with training and development, and providing information and assistance is considered essential to maintaining and growing the local economy.

Strategic Objective

Continue to support the growth and development of local businesses and industries.

Actions incorporated into this Key Element include:

- Enter into fee-for-service agreement with RKCC at the Gary Holland Community Centre for the provision of an annual Rockingham Business and Jobs Expo/Fair and an annual Defence Business / Industry Forum.
- Develop a Welcome Pack of information for new businesses establishing in the Rockingham region and distribute quarterly, based on new business registration data provided by the ABS Business Register.
- Develop an online system where local businesses can register their interest to be considered for upcoming quotations from the City, where there is no existing tender in place.

- Investigate development of a Business Innovation Grants program, to encourage the development of new and innovative practices and products in small businesses in the City.
- Conduct a Business Satisfaction survey every two years, in parallel with the City's Customer Satisfaction Survey.
- Work with Development WA to actively promote the RIZ.
- Investigate and evaluate benefits of becoming a member of the Small Business Friendly Local Government Program operated by the Small Business Development Corporation.
- Investigate ways the City can support local businesses through more localised purchasing, in accordance with requirements of the *Local Government Act 1995*.
- Collaborate with TAFE, Murdoch University and RKCC, to explore employment generation opportunities in new and emerging industries.

4.4 Advocacy and Lobbying

Advocacy is the process of influencing others to create change. It is often aimed at decision makers to make positive changes to public policy or resourcing for a community. Advocacy can be undertaken through a series of smaller actions or a larger, partnership approach.

Strong relationships are critical to our advocacy activities. Effective advocacy requires us all to have a clear understanding of the issue or challenge and ideas on how to address these that can be clearly communicated.

Rightly or wrongly, there is an overwhelming feeling throughout the community that the City of Rockingham does not receive its 'fair share' of infrastructure funding from State or Federal Governments, compared to many other local governments throughout Perth and regional Western Australia.

The City should take a lead role in actively advocating and lobbying for key regional infrastructure and services, with relevant business cases or fact-based data, to further enhance its position as the Capital City of the South-West metropolitan corridor.

Strategic Objective

Facilitate growth of the Rockingham region and economy through strategic advocacy and lobbying programs.

Actions incorporated into this Key Element include:

- Investigate and identify priority areas and key regional infrastructure projects (associated with Rockingham's designated role as a Strategic Metropolitan Centre – as per 'Directions 2031'), and develop an Advocacy Strategy for the City, including required investment from Federal and State Governments.
- Advocate to State Government that the WA Planning Commission expands the amount of employment generating land in Port Kennedy, Baldivis and Karnup as a matter of priority.

- Pending outcomes from the Cape Peron (including Mangles Bay) Planning Investigation Area, advocate for Federal and State Government funding to upgrade Point Peron Road, and connections to Safety Bay Road, to accommodate projected increased light and heavy vehicular traffic movements to and from HMAS Stirling.
- Strengthen our leadership role within the South West Group, ensuring outcomes provide clear benefits to the Rockingham region, given Rockingham's size and significance within the south west region.
- Publicly support strategic regional projects that will provide economic benefits for Rockingham.
- Maintain and strengthen relationships with HMAS Stirling Commander and key State and Federal Government Ministers and Opposition Spokespersons relating to Defence.

4.5 Ongoing Actions

Ongoing actions incorporated into this strategy include:

- Track key performance indicators to measure implementation success of the Economic Development Strategy.
- Review and maintain contract with Informed Decisions (.id) for provision of Economy id, Profile id, Atlas id and Forecast id for the City of Rockingham.
- Maintain City of Rockingham membership of South West Group and input into strategic advocacy and promotional documents and reports.
- Advertising and promotion of the City of Rockingham to the wider business community.
- Enhance economic development collaboration with other local governments in the South West Group and other regional local governments for specific projects.
- Maintain fee-for-service arrangement with RKCC at the Gary Holland Community Centre to provide Key Leaders in Business Breakfast Series, Business After-Hours event, Regional Business Awards and Platinum Membership.
- Establish and maintain relationships with key stakeholders in the Rockingham region.
- Maintain current level of support provided to the Rockingham Technopole, in line with Council resolution GMS-014/17, August 2017.
- Support eligible community groups to deliver meaningful benefits and outcomes for economic development through the City's Community Grants Program.

5. Measuring success

The implementation of new and ongoing actions will be measured by a range of data as outlined below, along with achievement of individual action items.

- Australian Bureau of Statistics Census and Economic Data
- .id Economic data and .id Profile data

- Budget
- Media Articles
- Annual non-residential investment
- Annual growth in business numbers
- Annual growth in local GDP
- Annual growth in visitor numbers
- Major projects attracted to the region

The outcomes of actions within the strategy will be measured and reviewed annually as part of the City's annual business planning process.

6. Risk Management

Risk description	Risk rating	Action required
N/A		

7. Actions

7.1 New Actions

1. Investment Attraction

Action	Cost	Team	Commence	Complete
7.1.1.1 Develop an Investment Prospectus that provides an overview of investment opportunities, as well as other materials that support a singular investment opportunity (i.e. hotel) or an industry opportunity (i.e. aged care and retirement living) – printed and digital, and implement Search Engine Optimisation and social media activation. <ul style="list-style-type: none"> • Tourism • Defence • Aged care and retirement living • General and heavy industry • City Centre development – vacant council owned land 	\$35K 2019 \$10K ongoing	ED&T PDS CD SMC	July 2020	June 2021
7.1.1.2 Increase the profile and awareness of investment opportunities in Rockingham through marketing and promotion to key industry sectors.	\$50K p/a	ED&T SMC	July 2020	June 2025
7.1.1.3 Investigate ways to assist promoting private investment projects and opportunities that provide considerable economic benefits and have strategic merit for the future i.e. New hotel developments (Waterfront Village and Safety Bay Foreshore and Port Rockingham Marina) in partnership with land owner or developers.	Office Time	ED&T PDS	July 2021	June 2025

Action	Cost	Team	Commence	Complete
7.1.1.4 Undertake Economic Impact modelling and assessments to assist with prioritisation of Major Infrastructure Priorities in the Corporate Business Plan as required.	<i>Officer Time</i>	<i>ED&T</i>	<i>July 2020</i>	<i>Ongoing</i>
7.1.1.5 Assist in Economic Impact Modelling studies for major private or publically funded projects to assist with business case development.	<i>Officer Time</i>	<i>ED&T</i>	<i>July 2020</i>	<i>Ongoing</i>
7.1.1.6 Liaise and work with key partners (i.e. Development WA, Department of Jobs, Tourism, Science and Innovation, Defence West and others) to attract investment into Rockingham.	<i>Officer Time</i>	<i>ED&T</i>	<i>July 2020</i>	<i>Ongoing</i>
7.1.1.7 Continue and actively promote an investment facilitation program including pre-lodgement meetings with developers, consideration of financial and non-financial incentives, and other mechanisms to encourage development and investment.	<i>Officer Time</i>	<i>PDS ED&T</i>	<i>July 2020</i>	<i>Ongoing</i>
7.1.1.8 Coordinate and host an annual investor event to provide an update on the City and major projects.	<i>\$15K p/a</i>	<i>ED&T SMC</i>	<i>March 2021</i>	<i>March 2025</i>
7.1.1.9 Undertake a review of the Cash-in-Lieu of Parking Policy, once the guidelines drafted by DoT and WALGA, in collaboration with the Local Government Car Parking Reference Group and the DPLH, are released.	<i>Officer Time</i>	<i>PDS</i>	<i>July 2020</i>	<i>March 2021</i>
7.1.1.10 Collaborate with the Department of Planning, Lands and Heritage on the delivery of the State Government Action Plan for Planning Reforms through a program of 19 reform initiatives, with its focus on fit-for-purpose processes, making the planning system easier to understand and support new ways to reduce red tape.	<i>Officer Time</i>	<i>PDS</i>	<i>July 2020</i>	<i>July 2025</i>
7.1.1.11 Initiate discussions with the State Government and Perth Racing regarding opportunities around development of Lark Hill as a premier equine racing facility / course in Western Australia.	<i>Officer Time</i>	<i>ED&T CD PDS</i>	<i>Jan 2023</i>	<i>Dec 2023</i>
7.1.1.12 Pending outcomes from the Cape Peron (including Mangles Bay) Planning Investigation Area, investigate ways to promote tourism based investment opportunities that provide considerable economic benefits and have strategic merit and alignment for the future.	<i>Officer Time</i>	<i>ED&T CD PDS</i>	<i>July 2021</i>	<i>Ongoing</i>

2. Strategic Metropolitan Centre

Action	Cost	Team	Commence	Complete
7.1.2.1 Investigate opportunities and promote investment projects that provide considerable economic benefits and have strategic merit for the future (where the City can become a catalyst for these projects), including a Defence Industry Hub.	\$50K	ED&T PDS CD EPS	June 2022	July 2023
7.1.2.2 Advocate to Federal and State Governments for funding of catalytic infrastructure projects (i.e. Rockingham City Centre Transit System) within the City Centre.	Officer Time	ED&T EPS CS LSGC	July 2020	June 2021
7.1.2.3 Undertake feasibility study and review financing options for the development of a new multistorey office development in the Rockingham City Centre, for private and public tenants.	\$25K	ED&T EPS CS LSGC	July 2020	June 2021
7.1.2.4 Undertake an evaluation of City owned land and how this land could be used to trigger catalytic investment through public private partnership mechanisms, and promote these opportunities to investors.	Officer Time	ED&T EPS CS LSGC	July 2021	June 2022
7.1.2.5 Work with the State Government to secure the location or re-location of key State Government Departments/Offices to the Rockingham Strategic Metropolitan Centre.	Officer Time	CEO EPS ED&T	Jan 2021	Dec 2021
7.1.2.6 Allocate annual dedicated funding for Iconic Events which promote economic development and tourism development outcomes.	\$300K p/a	ED&T CD	July 2020	June 2025

3. Local Business Development

Action	Cost	Team	Commence	Complete
7.1.3.1 Enter into fee-for-service agreement with RKCC at the Gary Holland Community Centre for the provision of a Rockingham Business and Jobs Expo/Fair and a Defence Business / Industry Forum.	\$35K p/a	ED&T	July 2020	June 2025
7.1.3.2 Develop a Welcome Pack of information for new businesses establishing in the Rockingham region and distribute quarterly, based on new business registration data provided by the ABS Business Register.	\$20K p/a	ED&T	Jan 2021	June 2025
7.1.3.3 Develop an online system where local businesses can register their interest to be considered for upcoming quotations from the City, where there is no existing tender in place.	\$5K	ED&T	July 2021	Dec 2021

Action	Cost	Team	Commence	Complete
7.1.3.4 Investigate development of a Business Innovation Grants program, to encourage the development of new and innovative practices and products in small businesses in the City.	Officer Time	ED&T CD	July 2021	June 2022
7.1.3.5 Conduct a Business Satisfaction survey every two years, in parallel with the City's Customer Satisfaction Survey.	\$5K 2021 \$5K 2023	ED&T SMC	Oct 2021	Oct 2023
7.1.3.6 Work with Development WA to actively promote the Rockingham Industry Zone.	Officer Time	CEO ED&T	Jan 2021	Ongoing
7.1.3.7 Investigate and evaluate benefits of becoming a member of the Small Business Friendly Local Government Program operated by the Small Business Development Corporation.	Officer Time	ED&T	July 2020	Ongoing
7.1.3.8 Investigate ways the City can support local businesses through more localised purchasing, in accordance with requirements of the Local Government Act 1995.	Officer Time	CS	July 2021	June 2023
7.1.3.9 Collaborate with TAFE, Murdoch University and RKCC, to explore employment generation opportunities in new and emerging industries.	Officer Time	ED&T CD	July 2021	June 2023

4. Advocacy and Lobbying

Action	Cost	Team	Commence	Complete
7.1.4.1 Investigate and identify priority areas and key regional infrastructure projects (associated with Rockingham's designated role as a Strategic Metropolitan Centre – as per 'Directions 2031'), and develop an Advocacy Strategy for the City, including required investment from Federal and State Governments.	\$25K	CEO CD EPS PDS CS LSGC ED&T	July 2020	Oct 2020
7.1.4.2 Advocate to State Government that the WA Planning Commission expands the amount of employment generating land in Port Kennedy, Baldivis and Karnup as a matter of priority.	Officer Time	PDS ED&T	July 2020	Ongoing
7.1.4.3 Pending outcomes from the Cape Peron (including Mangles Bay) Planning Investigation Area, advocate for Federal and State Government funding to upgrade Point Peron Road, and connections to Safety Bay Road, to accommodate projected increased light and heavy vehicular traffic movements to and from HMAS Stirling.	Officer Time	CEO PDS EPS ED&T	July 2021	Ongoing

Action	Cost	Team	Commence	Complete
7.1.4.4 Strengthen our leadership role within the South West Group, ensuring outcomes provide clear benefits to the Rockingham region, given Rockingham's size and significance within the south west region.	Officer Time	CEO EPS PDS ED&T	July 2020	Ongoing
7.1.4.5 Publicly support strategic regional projects that will provide economic benefits for Rockingham.	Officer Time	CEO	July 2020	Ongoing
7.1.4.6 Maintain and strengthen relationships with HMAS Stirling Commander and key Federal and State Government Ministers and Opposition Spokespersons relating to Defence.	Office Time	CEO ED&T	July 2020	Ongoing

Below are the team names of City of Rockingham teams that will be involved in the implementation of strategy actions.

Team Name	Abbreviation
<i>Economic Development and Tourism</i>	<i>ED&T</i>
<i>Strategy, Marketing and Communications</i>	<i>SMC</i>
<i>Chief Executive Officer</i>	<i>CEO</i>
<i>Community Development</i>	<i>CD</i>
<i>Corporate Services</i>	<i>CS</i>
<i>Engineering and Parks Services</i>	<i>EPS</i>
<i>Legal Services and General Counsel</i>	<i>LSGC</i>
<i>Planning and Development Services</i>	<i>PDS</i>

7.2 Ongoing actions

Task	Cost	Team
7.2.1 Track key performance indicators to measure implementation success of the Economic Development Strategy.	Officer Time	ED&T
7.2.2 Review and maintain contract with Informed Decisions (.id) for provision of Economy id, Profile id, Atlas id and Forecast id for the City of Rockingham.	\$54K p/a	ED&T
7.2.3 Maintain City of Rockingham membership of South West Group and input into strategic advocacy and promotional documents and reports.	\$117K p/a	ED&T
7.2.4 Advertising and promotion of the City of Rockingham to the wider business community.	\$25K p/a	ED&T
7.2.5 Enhance economic development collaboration with other local governments in the South West Group and other regional local governments for specific projects.	Officer Time	ED&T

Task	Cost	Team
7.2.6 Maintain fee-for-service arrangement with RKCC at the Gary Holland Community Centre to provide Key Leaders in Business Breakfast Series, Business After-Hours event, Regional Business Awards and Platinum Membership.	\$45K p/a	ED&T
7.2.7 Establish and maintain relationships with key stakeholders in the Rockingham region.	Officer Time	ED&T
7.2.8 Maintain current level of support provided to the Rockingham Renaissance Technopole, in line with Council resolution GMS-014/17, August 2017.	Officer Time \$250k p/a for two years	CEO
7.2.9 Support eligible community groups to deliver meaningful benefits and outcomes for Economic Development through the City's Community Grants Program.	\$546,000	CCB

8. Stakeholder Engagement

The consultation process included a combination of individual interviews, internal workshops and online surveys. Specifically, the process included:

- 21 interviews
Where required, each stakeholder was asked to describe their business and connection to the Rockingham area. Each interview included the following discussion points:
 - Review of the purpose of the interview
 - Advantages and disadvantages of the local economic environment
 - Opportunities for growth
 - Role of Council in Economic Development
- 3 internal workshops (Council, Executive and Staff)
Each workshop included the following discussion points:
 - Advantages and disadvantages of the local economic environment
 - Opportunities for growth
 - Role of Council in Economic Development
- 2 online surveys (Business and Resident)
Both surveys were conducted over a three week period from 6 September to 27 September 2019. Survey Monkey was used to conduct the surveys. The Rockingham Kwinana Chamber of Commerce and Tourism Rockingham were approached by the City and supported the business survey by distributing it to members and promoting participation in the survey. The resident survey was supported and promoted by the City of Rockingham through Rock Port, the City's main community consultation portal.

Key Stakeholders invited to participate	Contributed? (Yes/No)	Engagement method used
Mark McGowan MLA Member for Rockingham Premier of Western Australia; Minister for Public Sector Management; State Development, Jobs and Trade; Federal-State Relations	Yes	Meeting
Madeleine King Federal Member for Brand	Yes	Meeting
Reece Whitby MLA State Member for Baldivis Parliamentary Secretary to the Treasurer; Minister for Finance; Aboriginal Affairs; Lands, and; Parliamentary Secretary to the Minister for Environment; Disability Services; Electoral Affairs	Yes	Telephone Interview
City of Rockingham Councillors	Yes	Meeting / Workshop
City of Rockingham Executive	Yes	Meeting / Workshop
City of Rockingham Employees	Yes	Meeting / Workshop
Phil Kemp, Chief Executive and Amanda Hamilton, Learning and Development Manager Business Foundations	Yes	Telephone Interview
Rob McGavin, General Manager Rockingham Apartments	Yes	Meeting
Mr Ian Duperouzel, Sales Manager Estilo Group	Yes	Meeting
Jack Pleiter, Managing Director Genesis Homes	Yes	Meeting
Captain Ainsley Morthorpe, Commanding Officer HMAS Stirling	Yes	Telephone Interview
Lukarla McCready, Owner Impressions Catering	Yes	Meeting
Chris Oughton, Director Kwinana Industries Council	Yes	Meeting
Landcorp (Development WA)	Yes	Telephone Interview
Michael McCafferty, Managing Director Prestige Catering	Yes	Meeting
Mr Basil Paparone, President and Mr Tony Solin, CEO Rockingham Kwinana Chamber of Commerce	Yes	Meeting
Scott Goder and Mark Burrows Rockingham Hospital – South Metro Health Service	Yes	Meeting
Vanessa Phillipson, Owner Rusticos Tapas and Wine Bar	Yes	Meeting
Blair Marsh, General Manager Training South Metropolitan TAFE	Yes	Telephone Interview
Tom Griffiths, Director South West Group	Yes	Telephone Interview
Col Dutton, General Manager Residential, Stockland	Yes	Telephone Interview

Key Stakeholders invited to participate	Contributed? (Yes/No)	Engagement method used
John Syme Syme Marmion and Co	Yes	Telephone Interview
Adam Taylor, Managing Director TC Drainage	Yes	Meeting
Stacey Graham, President Tourism Rockingham	Yes	Meeting
Business Community	Yes 88 responses	Online survey
Residents Community	Yes 150 responses	Online survey
Paul Papalia MLA State Member for Warnbro Minister for Tourism; Racing and Gaming; Small Business; Defence Issues and Multicultural Interests	No	
Coogee Chemicals	Yes	Meeting
Murdoch University	Yes	Public Comment Submission
Westport	Yes	Public Comment Submission
Ace Copiers	No	
Cedar Woods	No	
Coastline Kitchens	No	
Defence West	No	
Department for Jobs, Tourism, Science and Innovation	No	
Kolbe College	No	
Raine & Horne Rockingham	No	
Rockingham Hotel	No	
Rockingham Park Pty Ltd	No	
Shelford Constructions	No	
Vicinity Rockingham Shopping Centre	No	

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