



CITY OF ROCKINGHAM

# Community Plan Strategy

**Draft Economic Development Strategy  
2025 - 2030**



rockingham.wa.gov.au

# Contents

|   |           |
|---|-----------|
| <b>Alternative Formats .....</b>  | <b>4</b>  |
| <b>Community Engagement .....</b>   | <b>4</b>  |
| <b>Disability Access and Inclusion .....</b>                                    | <b>5</b>  |
| <b>Acknowledgement of Country .....</b>   | <b>6</b>  |
| <b>1. Executive Summary .....</b>   | <b>7</b>  |
| <b>2. Strategic Objective .....</b>   | <b>10</b> |
| <b>3. Background .....</b>  | <b>11</b> |
| 3.1 Global Context .....  | 12        |
| 3.2 National Context .....  | 12        |
| 3.3 State Context .....   | 13        |
| 3.4 Regional Context .....  | 14        |
| 3.5 Local Context .....   | 19        |
| 3.5.1 Rockingham Economic Profile .....   | 24        |
| 3.5.3 Resident Worker Profile .....   | 31        |
| 3.5.4 Business Profile .....  | 33        |
| 3.5.5 Comparative Analysis .....  | 34        |
| 3.6 Stakeholder Consultation and Findings .....                                 | 36        |
| 3.6.1 Consultation Process .....  | 36        |
| 3.6.2 Consultation Themes and Outcomes .....                                    | 36        |
| 3.7 The City's Role in Economic Development .....                               | 50        |
| <b>4. Relevant Community Plan Strategies .....</b>                              | <b>52</b> |
| <b>5. The Way Forward .....</b>   | <b>53</b> |
| 5.1 Key Element 1: Rockingham Strategic Centre Vibrancy .....                   | 54        |
| 5.2 Key Element 2: Centre for the Defence Sector and Strategic Industries ..... | 56        |
| 5.3 Key Element 3: Investment Attraction and Advocacy .....                     | 57        |
| 5.4 Key Element 4: Local Business Network Support .....                         | 58        |
| 5.5 Key Element 5: Workforce Development and Liveability .....                  | 59        |
| <b>6. Measuring success .....</b>   | <b>60</b> |
| <b>7. Risk Management .....</b>   | <b>61</b> |
| <b>8. Strategic Actions .....</b>   | <b>63</b> |
| 8.1 Rockingham Strategic Centre Vibrancy .....                                  | 63        |
| 8.2 Centre for the Defence Sector and Strategic Industries .....                | 66        |
| 8.3 Investment Attraction and Advocacy .....                                    | 68        |
| 8.4 Local Business Network Support .....  | 70        |
| 8.5 Workforce Development and Liveability .....                                 | 72        |
| 8.6 Ongoing Actions .....   | 74        |

|           |                                     |           |
|-----------|-------------------------------------|-----------|
| <b>9</b>  | <b>Stakeholder Engagement .....</b> | <b>75</b> |
| <b>10</b> | <b>References.....</b>              | <b>78</b> |

DRAFT

## Alternative Formats

This publication is available in alternative formats on request from the City of Rockingham on 9528 0333 or at [customer@rockingham.wa.gov.au](mailto:customer@rockingham.wa.gov.au).

## 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.*

- |  |  |
|--|--|
| <input checked="" type="checkbox"/> Aboriginal and Torres Strait Islanders | <input checked="" type="checkbox"/> New Community Plan Strategies                                  |
| <input checked="" type="checkbox"/> Arts and Events                        | <input checked="" type="checkbox"/> New Infrastructure Projects                                    |
| <input checked="" type="checkbox"/> Coastal and Marine Environment         | <input checked="" type="checkbox"/> Planning and Development                                       |
| <input checked="" type="checkbox"/> Community Development                  | <input checked="" type="checkbox"/> Roads and Footpaths  |
| <input type="checkbox"/> Community Safety                                  | <input checked="" type="checkbox"/> Safety Bay / Shoalwater Foreshore<br>Revitalisation Masterplan |
| <input checked="" type="checkbox"/> Disability Access and Inclusion        | <input type="checkbox"/> Seniors Facilities and Activities   |
| <input checked="" type="checkbox"/> Economic Development                   | <input type="checkbox"/> Sporting Clubs and Facilities   |
| <input type="checkbox"/> Emergency Management                              | <input checked="" type="checkbox"/> Strategic Community Planning                                   |
| <input checked="" type="checkbox"/> Environmental Interests                | <input type="checkbox"/> Tenders and Quotations  |
| <input type="checkbox"/> Grants  | <input checked="" type="checkbox"/> Tourism  |
| <input type="checkbox"/> Heritage  | <input type="checkbox"/> Volunteering  |
| <input checked="" type="checkbox"/> Karnup District Structure Plan         | <input checked="" type="checkbox"/> Waste and Recycling  |
| <input type="checkbox"/> Libraries and Education                           | <input checked="" type="checkbox"/> Youth  |
| <input checked="" type="checkbox"/> Local Planning Strategy                |  |



## Disability Access and Inclusion

*Admin use only:* Please consider identify the elements from the City's current Disability and Inclusion Plan (DAIP) and identify 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.

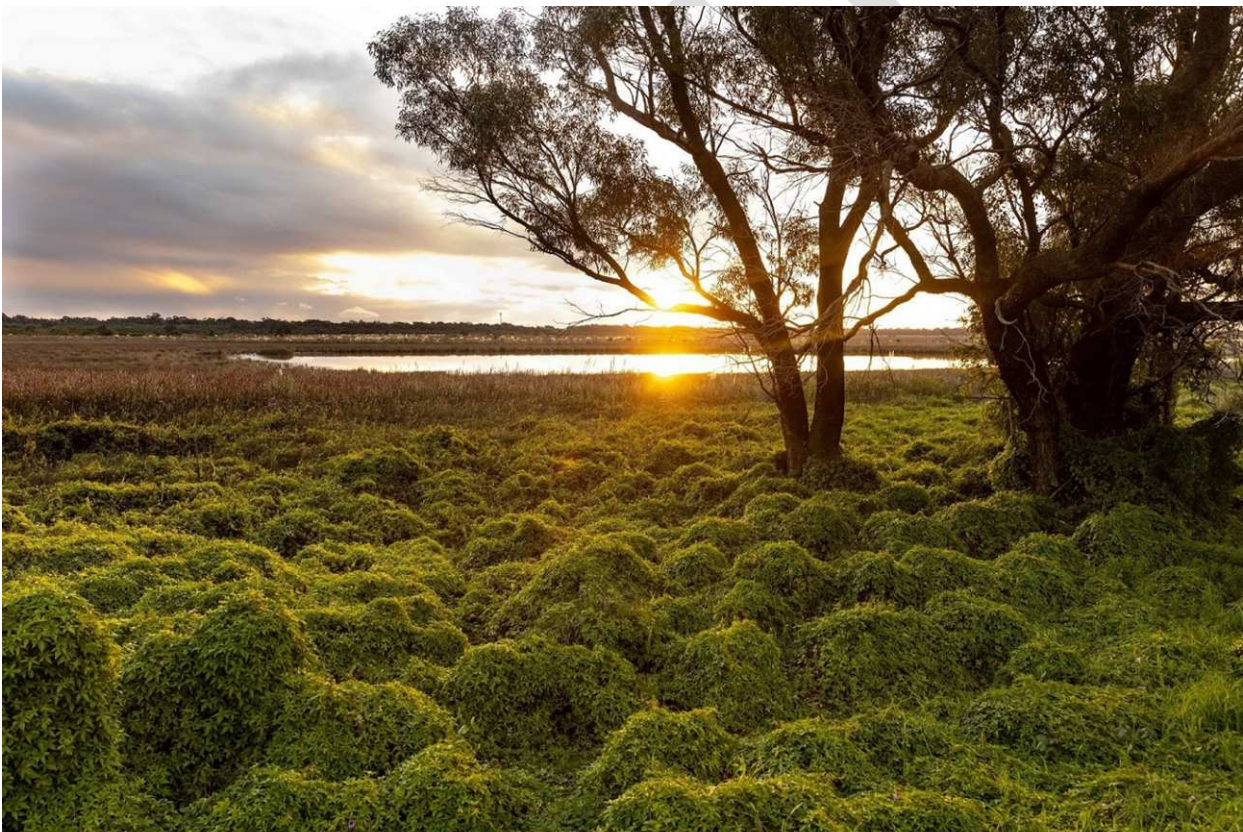
| The Seven Outcome Areas of the DAIP  | Will the Key Element be impacted by this strategy?<br>"Y" or "N" | If "Y", please explain how the actions under this element will be impacted by this strategy                                       |
|--|--|---|
| 1. <i>Access to City services and events</i>                                 | N  |   |
| 2. <i>Access to City buildings and facilities (including outdoor spaces)</i> | N  |   |
| 3. <i>Access to information</i>  | Y  | A range of communication tools and channels will be utilised.   |
| 4. <i>Access to quality service from City staff</i>                          | Y  | All City staff undergo professional development and awareness raising opportunities to be best placed to provide quality service. |
| 5. <i>Access to equal complaints procedures</i>                              | N  |   |
| 6. <i>Access to participation in public consultation</i>                     | N  |   |
| 7. <i>Access to City employment opportunities</i>                            | N  |   |

## Acknowledgement of Country

***Rockingham, ngala kaaditj moondang-ak kaaradjiny nidja boodja, Binjareb wer Whadjuk Nyoongar moort, wer baalabang kalyogool dandjoo boodja, kep wer moort.***

The City of Rockingham acknowledges the Traditional Owners and Custodians of this land, the Binjareb and Whadjuk Nyoongar peoples and their continuing connection to the land, waters and community. We pay our respects to all members of Aboriginal communities and their cultures, and to Elders past and present.

The City acknowledges that it sits on the boundary of the Whadjuk and Binjareb Nyoongar peoples territories. Given the many plentiful resources in the area particularly around the lakes system, the land and water has sustained many people over many thousands of years.



*Image: Lake Cooloongup, Rockingham*

## Stakeholder Acknowledgement

The City of Rockingham would like to record its appreciation to all stakeholders and community members who participated in the consultation process of the Strategy development, and acknowledge contributions from consultants of Urban Enterprise for their work on policy research and stakeholder consultation components of this project.

# 1. Executive Summary

The City of Rockingham (**the City**) Economic Development Strategy 2025-2030 (**the Strategy**) outlines a strategic way forward to drive sustainable economic growth, enhance local employment opportunities, and position the City as a premier location for development and investment in strategic industries. Built on the successful delivery of previous Economic Development Strategies, this new Strategy ties Rockingham's economic potential with its unique assets and competitive advantages, including its strategic location, dynamic population growth, and significant industrial and natural resources.

The purpose of this Strategy is to position Rockingham as a hub of innovation, opportunity, and community wellbeing through:

- Strengthening its position as a centre for defence and advanced industries
- Enhancing the vibrancy of its City Centre and tourism offerings
- Supporting local business networks to foster resilience and growth
- Building resilience across key industries through better training and workforce development
- Promoting high quality design, built form and place activation thereby strengthening social cohesion and enhancing liveability

Extensive consultation with key stakeholders, including government agencies, key industry representatives, local businesses and community members was undertaken in order to develop this Strategy. The findings from the consultation, as well as industry research, have resulted in 40 actions (23 new and 17 ongoing) that have been grouped into five key elements:

**Key Element 1: Rockingham Strategic Centre Vibrancy:** Develop a vibrant Rockingham Strategic Centre powered by sustainable urban development, place activation, integrated transport infrastructure and technology innovation.

**Key Element 2: Centre for the Defence Sector and Strategic Industries:** Promote and facilitate the development of the defence sector and strategic industries by capitalising on Rockingham's competitive advantages i.e. close proximity to HMAS Stirling, Western Trade Coast and (future) Westport.

**Key Element 3: Investment Attraction and Advocacy:** Position Rockingham and the region as a premier destination for public and private investment by showcasing unique opportunities, building strategic partnerships, and advocating for major infrastructure projects that support sustainable economic growth.

**Key Element 4: Local Business Network Support:** Empower local businesses by fostering a competitive and innovative environment through targeted support, streamlined processes, and initiatives that enhance productivity and growth opportunities.

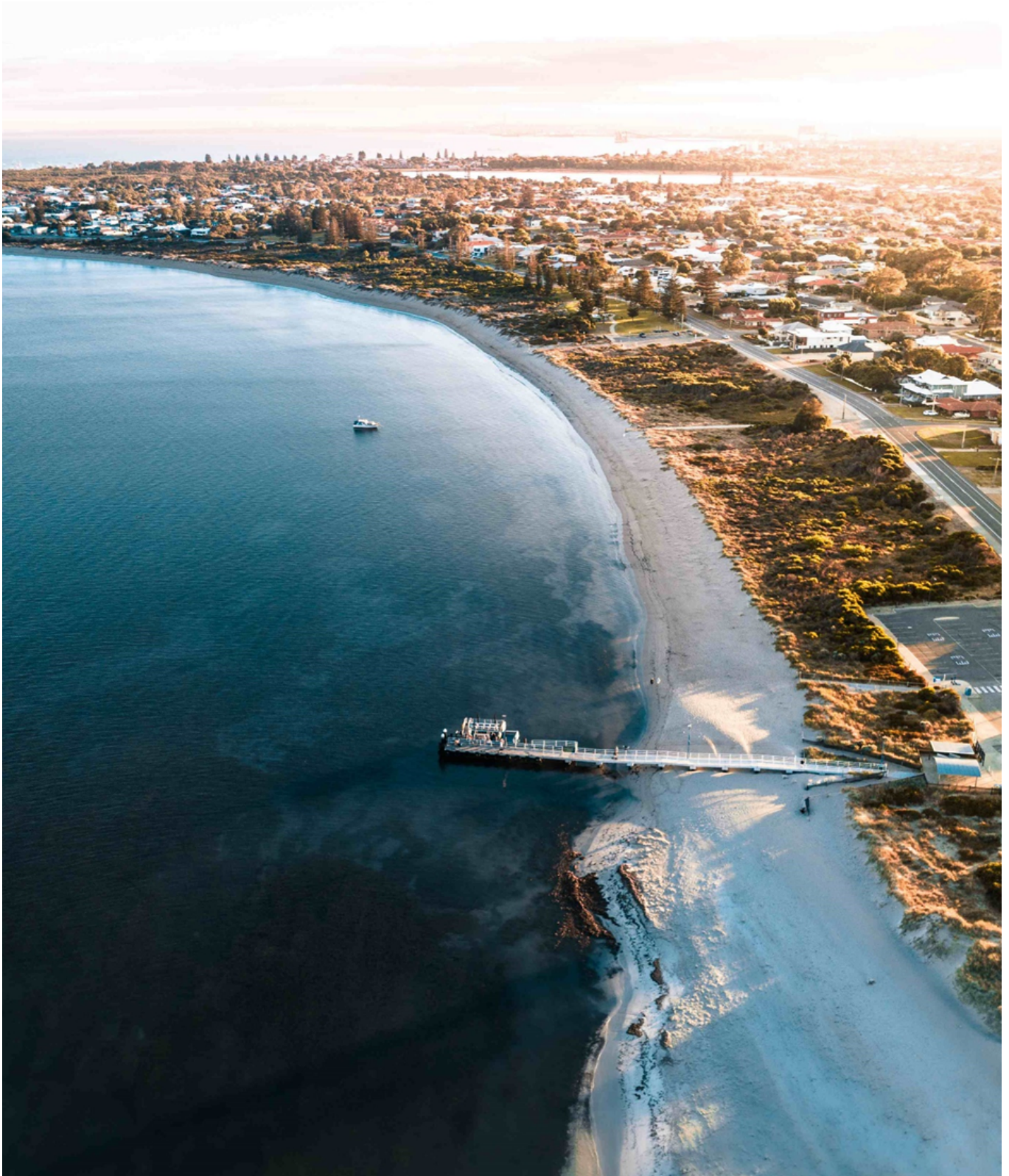
**Key Element 5: Workforce Development and Liveability:** Support programs and initiatives to equip the local community with skills for the future and create vibrant, well-connected spaces that attract talent, enhance quality of life, and support sustainable growth.

The total cost of implementing the Strategy is \$4,965,000 (includes \$1,500,000 that relates to the Iconic Event Sponsorship) over the course of the five year period, with the total cost of new actions being \$1,600,000.

Over the next five years (2025 – 2030), this Strategy will continue to serve as a roadmap for unlocking the City's economic development potential, while enhancing the quality of life for its local residents. Through targeted investment programs, strategic partnerships, and a focus on innovation and resilience, Rockingham will solidify its role as a thriving, future-ready economic hub in the Perth South West metropolitan region of Western Australia and beyond.

DRAFT





*Image: Shoalwater Bay, Rockingham*

## 2. Strategic Objective

The City of Rockingham's Economic Development Strategy 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".

The City's Strategic Community Plan (2023-2033) identified five key aspirations which shape the City's direction over the next 10 years:

1. Social: A family-friendly, safe and connected community
2. Natural Environment: A place of natural beauty where the environment is respected
3. Built Environment: A built environment carefully planned for today and tomorrow
4. Economic: A vibrant economy creating opportunities
5. Leadership: Transparent and accountable leadership and governance.

### Aspiration 4 – Economy:

#### A vibrant economy creating opportunities



| Outcome                      | Objective  |
|------------------------------|--|
| Growing the business economy | <ul style="list-style-type: none"><li>• Actively support and develop local business growth</li><li>• Attract and promote new businesses and investment opportunities</li></ul> |
| Local employment             | <ul style="list-style-type: none"><li>• Support existing and new businesses to increase employment opportunities</li></ul>   |
| A visitor destination        | <ul style="list-style-type: none"><li>• Promote the City as a place to visit</li></ul>   |

The Strategy aligns with the City's economic aspiration in the Strategic Community Plan 2023-2033 and aims to position Rockingham as a hub for innovation, opportunity, and community wellbeing by:

- Enhancing the vibrancy of its City Centre and tourism offerings;
- Strengthening its position as a centre for defence and advanced industries;
- Supporting local business networks to foster innovation and growth;
- Building resilience across key industries through better training and workforce development;
- Promoting high quality design, built form and place activation thereby strengthening social cohesion and enhancing liveability.

### 3. Background

The City of Rockingham continues to be one of the fastest growing local government areas in Western Australia with a population of approximately 149,000<sup>1</sup> residents. As the designated Strategic Metropolitan Centre of the South West metropolitan region, the City's role is not only to provide services and amenities to its diverse population but to also provide a full range of economic and community services, functioning as the capital city of the surrounding region.

The previous Economic Development Strategy 2020 – 2025 consisted of four Key Elements to guide the City to deliver on the above community aspiration, including:

- Investment attraction
- Strategic Metropolitan Centre
- Local business development
- Advocacy and lobbying

The City also has a [Tourist Destination Strategy 2024 - 2029](#) (TDS). Underpinning the TDS are four key elements:

- Destination and tourism product development
- Destination marketing
- Visitor servicing
- Event attraction and activation

In August 2024, Urban Enterprise was engaged by the City to undertake key stakeholder and community consultation, including 237 local business surveys, 174 community surveys, five online/telephone interviews and five workshops with a total 45 representatives in attendance. Insights gathered through this consultation supported the development of this Strategy.

---

<sup>1</sup> Source: Australian Bureau of Statistics, Regional Population Growth, Australia (3218.0), (June 2023). Compiled and presented in economy.id by .id (informed decisions)



### 3.1 Global Context

The global economy is expected to remain resilient in 2025 as it stabilises following disruptions caused by the pandemic and ongoing geopolitical tensions. According to the Organisation for Economic Co-operation and Development (OECD) latest [Economic Outlook](#), the global Gross Domestic Product (GDP) is forecasted to grow at 3.3% in 2025 and 2026, up from 3.2% in 2024<sup>2</sup>. Growth in advanced economies such as the United States is projected to remain steady, supported by easing inflation and resilient consumer spending. In contrast, the Eurozone and Japan face challenges like weak export demand and economic constraints, leading to slower growth. Among emerging markets, India stands out with expected growth of over 8%, driven by public investment and strong exports, while China's growth is set to slow to 4.8% due to a combination of long-term economic challenges and short-term pressures despite its fiscal efforts to stimulate the local property sector and household consumption<sup>3</sup>.

While inflation is stabilising in major developed economies, price pressures in goods and services remain a concern. In emerging markets, local factors such as rising food prices contribute to inflationary pressures. Central banks in several advanced economies are signalling that they may ease monetary policies, which could support growth towards 2025. Risks such as geopolitical tensions in the Middle East and Russia's invasion of Ukraine, trade fragmentation, and high debt levels, especially in vulnerable regions like Latin America and sub-Saharan Africa, continue to pose global growth challenges.

Despite the said challenges, opportunities for growth remain. Technological advancements, particularly in artificial intelligence, along with ongoing investment in infrastructure, are unlocking new potential. Additionally, the global transition to green energy and digitalisation offers potential pathways for economic recovery in the coming years.

### 3.2 National Context

The Australian economy, currently valued at approximately Australian Dollars (AUD) \$2.5 trillion, remains one of the world's top 15 largest economies, with a **GDP** growth of 0.2%, leading to an annual growth rate of 1.5% for the 2023-24 financial year<sup>4</sup>. Global market volatility following the COVID-19 pandemic in 2020 stabilised at around 2-3% demonstrating resilience and adaptability of the Australian economy<sup>5</sup>. Supported by a population of around 26 million and a low unemployment rate of 3.7%, Australia maintains a dynamic economic environment driven by globally competitive industries, including mining, agriculture, education, tourism, advanced manufacturing, and an expanding renewable energy sector.

Australia benefits from strong trade relationships, particularly with China, Japan, and the United States, with new efforts focused on diversifying exports to reduce reliance on any single market. Additionally, the country is undergoing a significant energy transition, investing heavily in renewable energy projects to achieve its net-zero emissions target by

---

<sup>2</sup> OECD, December 2024, [Economic Outlook: Global growth to remain resilient in 2025 and 2026 despite significant risks](#). (accessed: January 2025)

<sup>3</sup> EY, [2024 Mid-year Global Economic Outlook](#) (accessed: November 2024)

<sup>4</sup> Australian Bureau of Statistics, June 2024, [Australian National Accounts: National Income, Expenditure and Product](#) (accessed: November 2024)

<sup>5</sup> Reserve Bank of Australia, [Measures of Consumer Price Inflation](#) (accessed November 2024)



2050. The digital economy is thriving, with fintech (financial technology), e-commerce, and digital education emerging as high-growth sectors.

Despite these strengths, the Australian economy is not immune to global developments. Geopolitical tensions and trade dependencies highlighted earlier expose vulnerabilities, particularly regarding the Chinese demand for its resources. Moderating but high inflation and interest rates resulted in lower growth at a national level in 2023/2024 and the Government's cost-of-living tax cuts support a recovery in household consumption<sup>6</sup> in the coming years.

Climate change poses ongoing risks, with extreme weather events threatening agriculture, infrastructure and public health. Housing affordability remains a critical issue, particularly in major metropolitan cities and urban centres. Additionally, labour shortages, especially in the areas of construction, defence, healthcare, and technology, highlight a need for a more strategic approach to workforce planning and development to sustain growth.

### 3.3 State Context

Western Australia (**WA**) continues to be a cornerstone of the Australian economy, contributing more than 20% to the nation's GDP over the past five years<sup>7</sup>. The state's economy is driven by its resource-rich industries, particularly mining and energy, which account for a significant share of exports. With a population of around 2.8 million, WA has an unemployment rate near 3.4%, reflecting its role as a national leader in economic and employment growth. The state recorded annual economic growth of 2.2% in the 2023-24 period, bolstered by strong demand for its resources. Inflation in WA aligns closely with the national average, stabilising at approximately 3%<sup>8</sup>.

WA's economy is heavily export-oriented, with key trading partners including China, Japan, and South Korea. The state remains the world's largest exporter of iron ore, supplying more than 50% of global demand, and is a leading producer of Liquefied Natural Gas (**LNG**) and lithium, critical for the global energy transition. The diversification of WA's economy is evident through growth in agriculture, advanced manufacturing, and renewable energy projects, with significant investments in hydrogen production.

However, WA faces challenges tied to its reliance on global commodity markets and exposure to external economic shifts. Geopolitical tensions and potential fluctuations in demand for resources could impact export revenues. The state also confronts labour shortages, particularly in mining, construction, and healthcare sectors, alongside housing affordability pressures exacerbated by strong population growth. Infrastructure development is critical to meeting the needs of a growing urban and regional population.

Looking ahead, WA is well positioned to seize significant opportunities. The state is at the forefront of renewable energy development, leveraging vast land and resources to expand its capacity in solar, wind, and green hydrogen. Its critical minerals sector, producing lithium, nickel, and rare earths, positions WA as a global supplier for battery and clean energy

---

<sup>6</sup> [The Australian Government's Budget 2024-25, Cost of living help and a future made in Australia \(accessed: November 2024\)](#)

<sup>7</sup> [Western Australia's economy continues to lead the nation | Western Australian Government \(accessed: October 2024\)](#)

<sup>8</sup> [Western Australian State Budget 2024-25. Economic and Fiscal Outlook \(accessed: November 2024\)](#)

technologies. The defence and advanced manufacturing industries are expanding, supported by federal and state investments, with the naval base at HMAS Stirling being a focal point for defence-related developments. Tourism, primary industries, space industry, health and medical life science, and international education also present opportunities for the state's further economic diversification<sup>9</sup>.

### 3.4 Regional Context

The Perth South West metropolitan region is a dynamic growth area encompassing key localities such as Rockingham, Kwinana, and Cockburn. With a population exceeding 300,000, the region is home to the Western Trade Coast (**WTC**) which serves as a vital hub for WA's economy. The WTC (also referred as the Global Advanced Industrial Hub) supports growth of the state's strategic industries such as defence, advanced manufacturing, logistics, and renewable energy.

In the regional context, Rockingham is a pivotal economic hub that is characterised by its close proximity to key industrial areas, vibrant local communities, and access to both metropolitan Perth and major transport routes.

Below is a brief summary of Rockingham's advantages within the Perth South West metropolitan region:

- Rockingham benefits from its established transport connection to metropolitan Perth via the Kwinana Freeway and Mandurah train line – providing direct access for residents and businesses to Perth CBD and the broader metro area.
- The WTC comprises of four major industrial precincts: the Kwinana Industrial Area (**KIA**), Rockingham Industry Zone (**RIZ**), the Australian Marine Complex (**AMC**) and Latitude 32 General Industrial Area. Covering 3,900 hectares between the Perth suburbs of Munster and Rockingham, the WTC has supported industrial activity in WA for more than 60 years and hosts an array of industries that create some 42,900 jobs, and contribute \$14.8 billion to the WA economy<sup>10</sup>.
- Rockingham's proximity to the planned Westport within the KIA, a major port and supply chain infrastructure project, presents significant regional economic opportunities for the City. In WA, container trade is expected to grow from approximately 857,000 containers annually (as of 2024) to 2.9 million annually by 2070<sup>11</sup>. Westport is being planned to replace Fremantle Port and will be developed as a modern world-leading container port that will serve WA's needs for the next century.
- Rockingham is a member of the Perth South West Metropolitan Alliance (**PSWMA**), a collaborative alliance that includes six local governments (City of Cockburn, Town of East Fremantle, City of Fremantle, City of Kwinana, City of Melville and City of Rockingham) in Perth's South West metropolitan region. The alliance partners and collaborates with the State and Federal Government, industry, businesses, and community on activities that benefit and facilitate further economic development in the South West metropolitan region.

---

<sup>9</sup> Government of Western Australia, [Diversify WA 2024 Update](#) (accessed: November 2024)

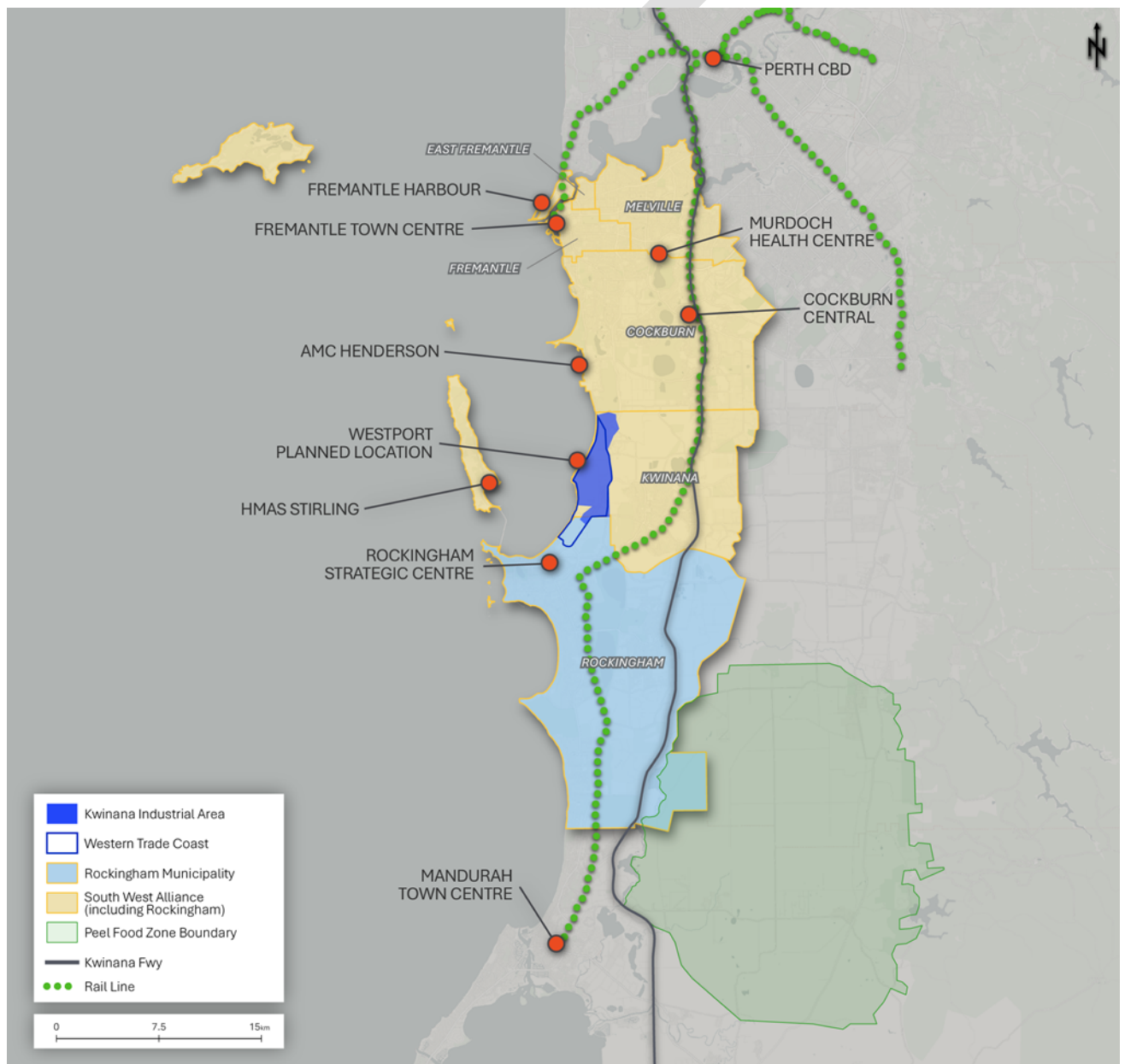
<sup>10</sup> Government of Western Australia, [Western Trade Coast Infrastructure Strategy Overview](#) (accessed: November 2024)

<sup>11</sup> Westport, [Importance of Container Trade](#) (accessed: November 2024)

- Rockingham serves as a gateway to the Peel region, which supports a variety of agricultural activities, including livestock farming, dairy production, fruit and vegetable cultivation, and viticulture. Mandurah and the broader Peel region are also considered key tourist destinations, known for their waterways, beaches, and wildlife.

Despite its many strengths, the Perth South West metropolitan region faces several challenges, including workforce development to address skills shortages, particularly in technical and trades professions. Sustainability remains a key focus as industrial expansion brings increased environmental responsibilities. Transport congestion also presents hurdles, necessitating investment in infrastructure to enhance freight and passenger movement.

**Figure 1: Perth South West Metropolitan Regional Context**



Source: Urban Enterprise, 2024

## Regional Population Growth

The Perth South West metropolitan region is forecast to experience significant population growth over the next 25 years, which will transform the region's demographic and economic profile.

Table 5 below shows dwelling and population projections for the region between 2021 and 2046. By 2046, the population is expected to reach nearly 680,000 residents, adding more than 220,000 people between 2021 and 2046. To accommodate this population growth, the region is expected to increase the dwelling stock by nearly 100,000 at an annual average growth rate of 1.7%.

Figure 2 shows residential development sites in the South West metropolitan region and highlights the important role that Rockingham will play in the region's future population growth. Significant residential development is planned in the eastern corridor of the municipality, headlined by Baldivis and Karnup. Overall, Rockingham is projected to add nearly 91,000 residents between 2021 and 2046, accounting for more than 40% of the South West region's population growth.

The forecast population growth in Rockingham and the broader region will stimulate demand for housing, services, and local businesses, creating new employment opportunities and fostering economic diversification. Additionally, growing populations strengthen the case for enhanced infrastructure investments, which further support regional integration and the area's appeal as a desirable place to live and work.

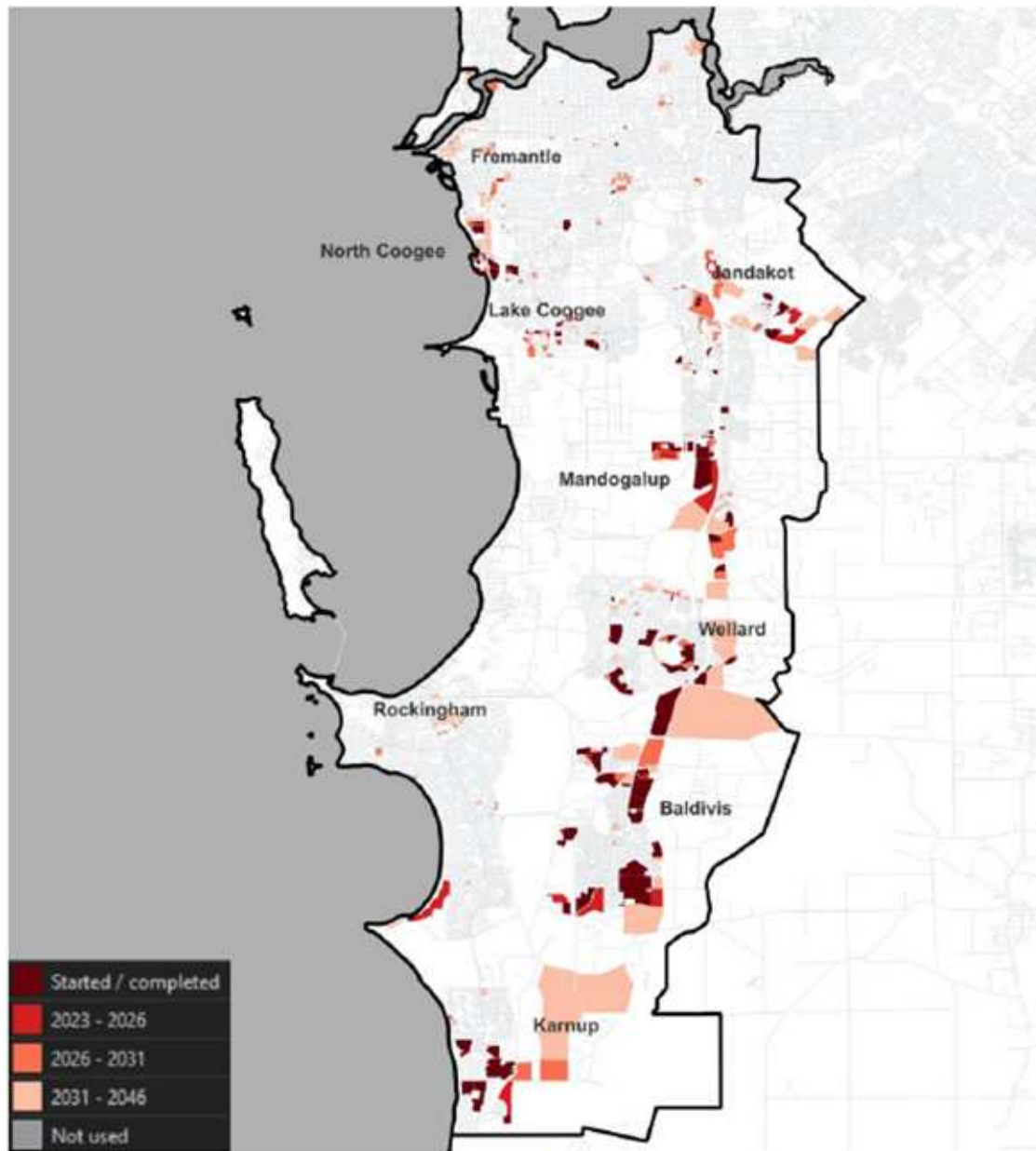
**Table 1:** Dwelling and Population Growth Perth South West Metro Region, 2021-2046

|                   | 2021    | 2046    | Change (#) | Change (AAGR) |
|-------------------|---------|---------|------------|---------------|
| <b>Population</b> | 458,455 | 679,065 | 220,610    | 1.6%          |
| <b>Dwellings</b>  | 182,962 | 282,054 | 99,092     | 1.7%          |

Source: Forecast id, 2024



**Figure 2:** Perth South West Metro Region Residential Development Sites, 2021-46



Source: Perth South West Metro Region, Forecast id, 2024

## Regional 'Game-Changing' Projects

Key economic transformation projects, commonly referred to as 'game changing' projects, are large-scale development projects and/or investments that have the potential to significantly alter the economic landscape of a city and/or region. Such projects often drive innovation, create substantial employment opportunities, and attract further investment, resulting in a long-term transformation of the local economy.

Key characteristics of 'game-changing' development projects include:

- **Scale and Impact** - projects are substantial in size and scope, with the capacity to reshape industries or entire regions. Examples include major infrastructure developments, industrial precincts, or large renewable energy projects.
- **Economic Diversification** – projects introduce or strengthen new industries, reducing reliance on traditional sectors. For instance, transitioning from a resource-based economy to one focused on technology, defence, or green energy.
- **Job Creation** - projects generate significant employment opportunities during both the construction and operational phases, boosting local workforce participation.
- **Catalytic Effects** - projects tend to attract complementary industries, leading to the creation of industry clusters or ecosystems. For example, a major shipbuilding facility could attract suppliers, training centres, and logistics companies.
- **Infrastructure Development** - projects involve the construction of critical infrastructure, such as ports, transportation networks, or energy facilities that enhances the region's connectivity and capacity for future growth.

Identified below are the major 'game changing', key transformation projects within the Perth South West metropolitan region:

**Table 2:** Regional Game Changing Projects

| Local Government Area | Strategic Transformational Project(s)   |
|-----------------------|---|
| City of Cockburn      | <ul style="list-style-type: none"> <li>• AMC-Henderson Ship Building and Defence Industry Precinct Development</li> <li>• Cockburn Gateway Development</li> </ul>   |
| City of Kwinana       | <ul style="list-style-type: none"> <li>• Westport</li> <li>• Kwinana Green Energy Hub</li> </ul>  |
| City of Melville      | <ul style="list-style-type: none"> <li>• Murdoch Health and Knowledge Precinct Development</li> <li>• Canning Bridge Activity Centre and Booragoon Precinct Development</li> </ul>  |
| City of Fremantle     | <ul style="list-style-type: none"> <li>• Future of Fremantle – Waterfront Urban Renewal and City Centre Development Project</li> </ul>  |
| City of Rockingham    | <ul style="list-style-type: none"> <li>• Rockingham Strategic Centre: <ul style="list-style-type: none"> <li>◦ Strategic Centre Dixon Road Development (<i>at advocacy stage</i>)</li> <li>◦ Port Rockingham Marina (<i>at advocacy stage</i>)</li> </ul> </li> <li>• HMAS Stirling infrastructure upgrades at Garden Island</li> </ul> |

It is worth noting that Rockingham is yet to secure any critical game-changing, transformational development projects capable of redefining its own economic landscape, in spite of its strategic location and significant economic potential. While Rockingham boasts strong growth in sectors such as defence, advanced manufacturing, and renewable energy, it remains poised for a major initiative that could unlock its full potential and catalyse long-term economic transformation. Two potential game-changing development projects identified and advocated for by the City are the Rockingham Strategic Centre Dixon Road Development (with the potential to include a Defence Training and Innovation Precinct), and the Port Rockingham Marina development at Wanliss Street, Rockingham Foreshore.

Other major infrastructure development projects included in the City's Advocacy Plan are:

- Karnup Train Station and associated infrastructure
- Resolve feasibility of Garden Island Highway
- Grade separation at Baldivis Road and Kulija Road intersection
- Cape Peron Master Plan implementation

### 3.5 Local Context

The City of Rockingham is a dynamic coastal municipality located in the south metropolitan area of Perth, which is well-connected via major arterial roads, including the Kwinana Freeway, and complemented by an extensive public transport network consisting of major train and bus services.

The City is located 45 km from Perth CBD and 51 km from Perth Airport. The port City of Fremantle is 30 km from Rockingham and the future Westport Outer Harbour is only 11 km away, with WA's shipyards at AMC Henderson 25 km away.

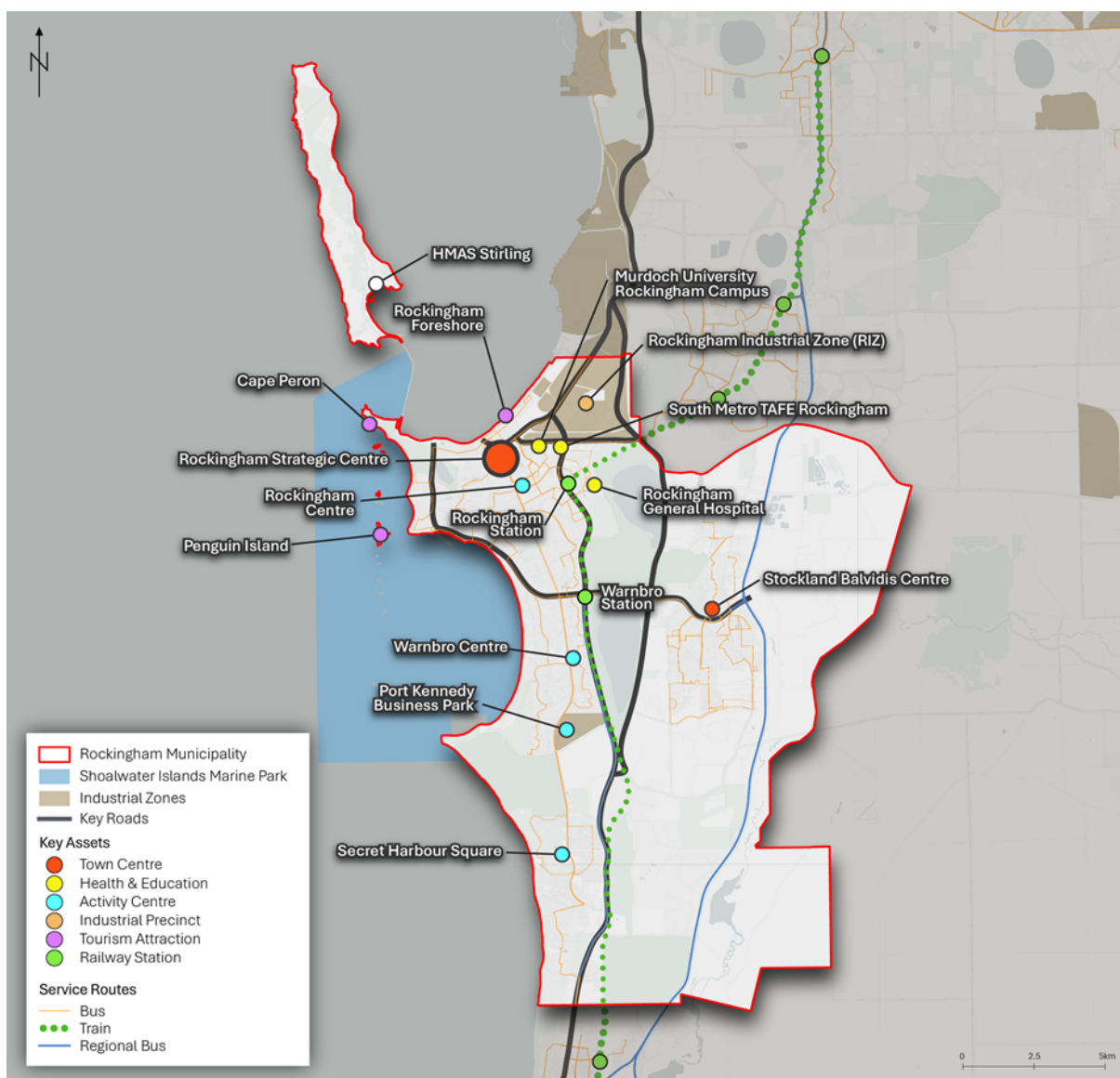
Rockingham is a gateway between the Perth metropolitan area and the Peel region, and serves as a hub for commercial and industrial activities in the Perth South West metropolitan region. Major activity centres like Rockingham City Centre, Secret Harbour, Baldivis Town Centre, Port Kennedy Business Park and the RIZ serve as focal points for local consumption, employment, business growth, and investment. The presence of HMAS Stirling, the largest naval base in Australia, further underscores Rockingham's strategic importance to the defence sector.

The City is home to a mix of established residential areas and growing communities, supported by a range of facilities, services and amenities.

Key assets and attributes that drive economic growth in Rockingham include:

- **Industrial zoned land** in Port Kennedy and East Rockingham Industrial Zone;
- **Key activity centres** including Rockingham Centre, Warnbro Centre, Stockland Baldivis Centre, Secret Harbour Square and Port Kennedy Business Park;
- Regional **health and educational institutions**, including South West Metropolitan TAFE, Murdoch University and Rockingham General Hospital;
- Key public **transport nodes** and major road corridors;
- **Tourism attractions** including Rockingham Foreshore, Cape Peron, Penguin Island and Shoalwater Islands Marine Park; and
- Fleet Base West **HMAS Stirling** at **Garden Island**.

**Figure 3: Rockingham's Key Assets**



Source: Urban Enterprise, 2024



With WA projected to experience steady growth, underpinned by its strong resource sector, advanced manufacturing, and burgeoning industries such as defence and renewable energy, Rockingham stands to benefit significantly due to its strategic location and growing industrial base. This aligns with the economic prospects for Rockingham, which is becoming a key hub for defence-related industries, advanced manufacturing, energy, mineral processing and infrastructure development.

The economic outlook for Rockingham over the next decade is expected to be strongly linked to the expansion of the defence and defence-related industries in WA. The Australia, the United Kingdom, and United States trilateral partnership agreement (AUKUS), which aims to strengthen Australia's defence capabilities, is expected to bring significant economic benefits to Rockingham. With Australia's plans to acquire nuclear-powered submarines (SSN-AUKUS), Rockingham will see further growth through increased government investment and strategic defence projects. Rockingham's close proximity to His Majesty's Australian Ship (HMAS) Stirling is central to its role as a growing hub for defence. The AUKUS agreement for defence cooperation and investment will play a pivotal role in defence infrastructure development, defence workforce training, and advanced defence technology research and innovation.

Rockingham has great potential to host an innovation precinct of national significance, and such potential development aligns with WA's broader economic diversification strategies, with particular emphasis on technology-driven defence industries (AUKUS Pillar II<sup>12</sup>), advanced manufacturing, and renewable energy. Once developed, this precinct provides Rockingham with substantial economic growth prospects in the coming decade, as the defence sector expands through the nation's Defence Strategy and Integrated Investment Program. As Rockingham continues to strengthen its defence and defence-related industries in line with AUKUS, its ability to attract investment and foster a skilled workforce in emerging sectors is crucial to its role in WA's long-term economic prosperity.

### **Key Advanced Capabilities - AUKUS Pillar II**

AUKUS Pillar II originates from '[The Technical Cooperation Program](#)' of the Five Eyes countries (Australia, Canada, New Zealand, the United Kingdom and the United States). It is organised under eight working groups – 'innovation', 'information-sharing', and the six 'advanced capabilities' listed in Australia's National Defence Strategy<sup>13</sup>.

The six advanced capabilities:





- [Undersea capabilities](#)
- [Quantum science](#)
- [Artificial intelligence \(AI\) and autonomy](#)
- [Advanced cyber](#)
- [Hypersonics](#) and [counter-hypersonics](#)

*Source: Parliament of Australia, AUKUS Pillar 2 by Dr Adam Broinowski.*





<sup>12</sup> Parliament of Australia, [AUKUS Pillar 2, Japan and South Korea, 15 August 2024](#) (accessed: November 2024)

<sup>13</sup> Australian Government (Defence), [National Defence Strategy 2024](#) (accessed: November 2024)

**Table 3:** An overview of macroeconomic trends influencing the Rockingham and wider WA economy:

|  <b>Workforce and Skills Shortages</b>  |  <b>Increased Cost of Living and Doing Business</b>   |  <b>Growth of Advanced Manufacturing</b>   |  <b>Growing Demand for Healthcare</b>   |
|--|--|---|--|
| <p>Australia's economy is expected to shift towards higher employment in service industries, with the largest projected growth to be led by healthcare (+257,000) professional services (+116,000) and education and training (+81,000). Workforce shortages remain an issue for many occupations in Australia, with almost half of technicians &amp; trades workers (50%) and professionals (48%) being in shortage in 2023. (National Skills Commission,2023)</p> <p>Ongoing workforce and skills shortages present a risk to business productivity and future investment in the municipality. Developing local skills and attracting skilled labour is increasingly important to support growth outcomes, particularly for high employing industries like manufacturing, construction and healthcare.</p> | <p>Higher interest rates above historic levels, caused by high inflation and supply chain shortages, are creating cost of living pressures for daily essentials, utilities and basic services. This has affected business activity, as well as local consumption, with the potential to constrain economic growth over the short to medium-term.</p> <p>Measures to control the effects of price increases will be important to maintain social and economic equity. In addition, local businesses will require ongoing support to be able to respond to economic shocks and economic downturns.</p> | <p>Manufacturing has been a key part of Australia's COVID-19 response, particularly due to the global supply chain impacts and the subsequent need to produce goods locally. As a result, manufacturing in Australia is moving toward a new era of localised, more advanced and sustainable manufacturing practices.</p> <p>Rockingham's strengths in manufacturing provide an opportunity for manufacturing businesses to scale up and become more competitive and resilient, through investment in more advanced and emerging manufacturing activities.</p> | <p>As the population ages, demand for health care will increase and significantly grow healthcare-related spending, demand for public health facilities and workforce requirements to meet demand.</p> <p>Health care is a high employing sector in Rockingham and is projected to make the largest contribution to Australian employment growth over the next five years. There is opportunity for Council to encourage skilled labour attraction to support this sector and service its residents.</p> |

**Table 3** (continued): An overview of macroeconomic trends influencing the Rockingham and wider WA economy.

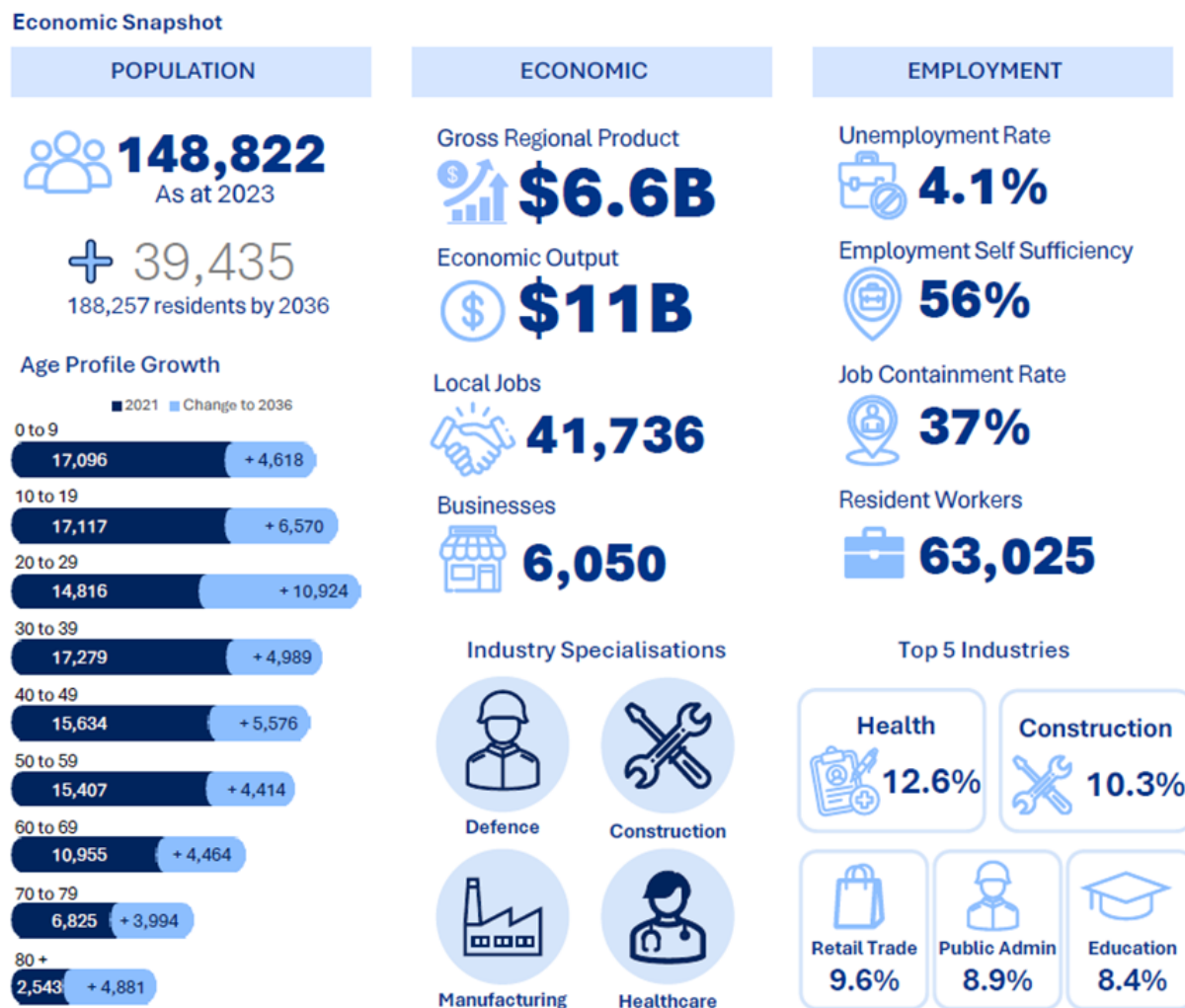
|  <b>Climate Resilience and Environmental Sustainability</b>   |  <b>Disruptions to the Retail Sector</b>   |  <b>Changing Work Patterns</b>  |  <b>Housing Market Pressures</b>  |
|--|---|--|--|
| <p>Given the recent government commitments to reducing emissions, environmental sustainability is playing an increasing role within the economy and influencing business and consumer decisions. As a result, there is increased demand for investment in new, clean energy technologies to increase energy efficiency and reduce emissions, as well as transition to more efficient practices to improve business productivity.</p> <p>The implementation of Government net zero and clean energy initiatives will impact the operation of local businesses in Rockingham, particularly the manufacturing base. There is an opportunity for Council to attract diverse industries and improve industrial energy and waste processes through strategic and policy support, engagement and advocacy, as well as financial incentives.</p> | <p>It is expected that the retail market in 2024 will be negatively impacted by low consumer confidence, high inflation and low household savings. The rising prevalence of digital and online retail presents major challenges to traditional 'brick and mortar' retail, emphasising the need to improve the shopping experience through placemaking and a greater focus on hospitality, entertainment and meeting places co-located with retailers.</p> <p>Given the challenging conditions and major disruptions to the retail sector, retail alone may no longer be sufficient to underpin the economic performance of activity centres. To ensure the activity centres continue to support economic growth in the municipality, there is opportunity for the City to promote placemaking and activation initiatives to support the centres to benefit local retailers.</p> | <p>The increased prevalence of working from home, as a result of COVID-19, has led to hybrid working arrangements for many office-based employees. This has redistributed mid-week retail spending away from the CBD toward local retail hubs, as well as shifting demand for more professional spaces in suburban areas.</p> <p>Working from home trends have likely caused an increase in demand for smaller retail businesses in Rockingham. The City could also explore opportunities for dedicated office/mixed-use to support the local population working from home. There is also expected to be an uplift in demand for shared workspaces as demand for service industries supporting the defence sector increases.</p> | <p>Market forces (such as high construction costs) have constrained housing supply and, together with increasing demand, have placed upward pressure on house prices (including rentals). The housing focus in Perth is shifting toward the delivery of new houses in established areas, close to transport, jobs, and essential services, to create sustainable neighbourhoods.</p> <p>It will be important for The City to ensure there is available and affordable housing to support residents. This should include consideration of current and future residential land supply, as well as higher density developments in activity centres.</p> |



### 3.5.1 Rockingham Economic Profile

Below is an overview of the Rockingham economy, including employment trends and industry specialisations, with the aim to understand the performance of the Rockingham economy over the past five years. The data has been compiled (in September 2024) from a combination of sources, including Economy ID and ABS Census Data.

**Figure 4:** Rockingham economic snapshot



Source: ABS / Forecast id / Economy ID – see following pages for detailed source information

### Key Findings

- The substantial forecast population growth in Rockingham and the broader region will stimulate demand for housing, services, and local businesses, creating new employment opportunities and fostering economic diversification.
- Rockingham possesses economic specialisations in the defence, health, construction and manufacturing industries. A comparative analysis against the broader region suggests the municipality also has a regional advantage in education and tourism-



related industries. These industries should be supported in future planning for the local economy.

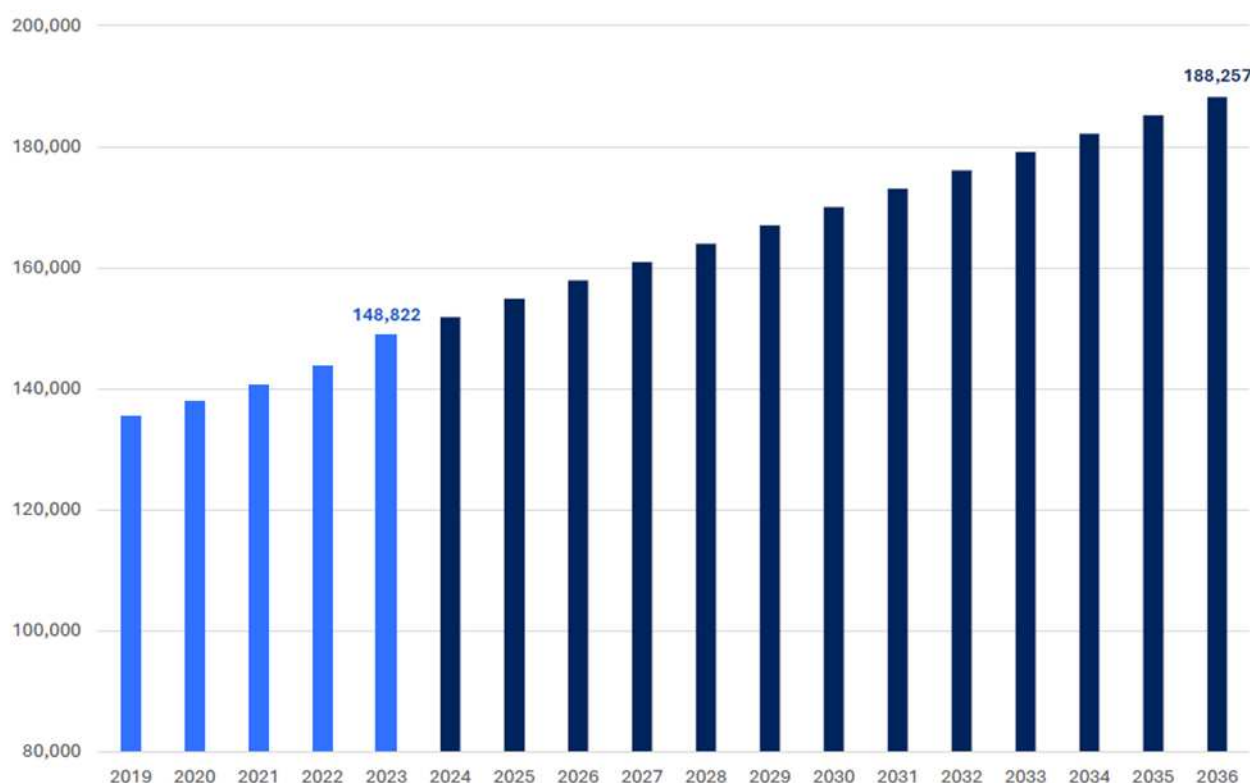
- Rockingham has a relatively low job containment and employment self-sufficiency rate, suggesting there is an opportunity to improve the share of local resident workers and the associated economic benefits.
- Resident workers have a relatively low skill and qualification profile when compared to the broader region, suggesting there is an opportunity to further improve local workforce training, education and skills development.

## Population Trends

As of 2023, the City of Rockingham was home to approximately 149,000 residents. Between 2019 and 2023, Rockingham's population grew by approximately 13,300 residents at a rate of 1.9% per annum. Forecast ID projects that Rockingham's population will reach approximately 188,000 by 2036. This represents an increase of over 37,000 residents from 2023 to 2036, with an annual growth rate of 1.5%.

With steady population growth expected to continue, Rockingham will need to plan for increased demand in infrastructure, housing, retail and social services.

**Figure 5:** Population growth, City of Rockingham 2019-2036



Source: ABS, Population estimates, 2019 to 2023 / Rockingham Forecast ID, Prepared Dec 2023

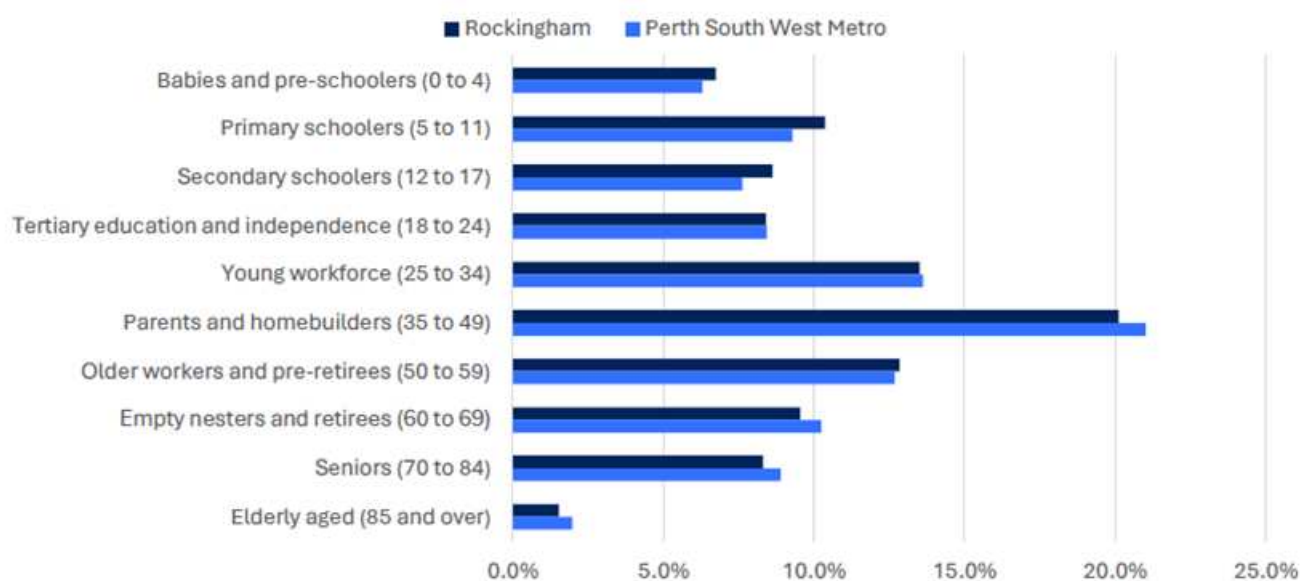
## Age Profile - Current

Service age group data indicates that Rockingham is home to a balanced mix of families with children, working age adults, and seniors.

The primary service age groups in Rockingham are parents and homebuilders, young professionals and older workers and pre-retirees, highlighting a substantial working-age population.

Rockingham has a slightly younger age profile than the broader Perth South West metropolitan region. This presents long term economic opportunities for Rockingham in the form of workforce sustainability, education and skills development.

**Figure 6:** Population by Service Age Groups, City of Rockingham and Perth South West Metro, 2021



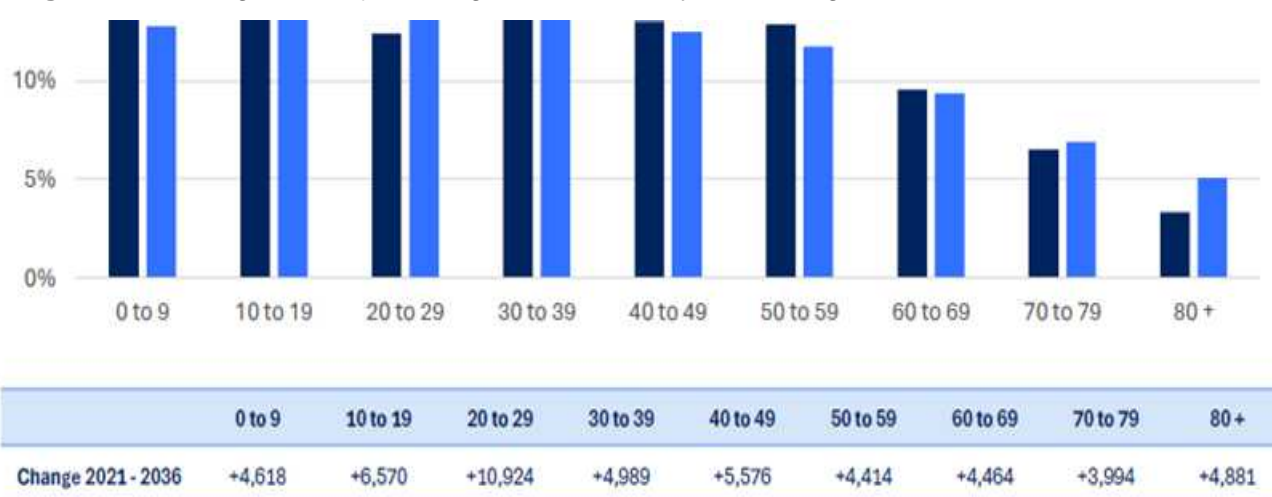
Source: Rockingham Profile ID, 2024

## Age Profile - Forecast

**Figure 7** on the following page illustrates the current (2021) and projected (2036) age profile of Rockingham. Key comments and implications include the following:

- The current population is projected to remain evenly distributed across young and middle-aged cohorts.
- Projections indicate an aging population by 2036, with higher proportions in the 70 to 79 and 80+ age groups.
- Despite this trend, Rockingham will maintain a substantial proportion of young to middle-aged workers, with a notable increase in the 20 to 29 age group.
- The 20 to 29 year age group will account for the highest proportion of total growth, with an increase of almost 11,000 residents.
- There is projected to be an increase of approximately 4,000 or more residents among all age brackets.

**Figure 7: Existing and Projected Age Structure, City of Rockingham, 2021-2036**



Source: Rockingham Forecast ID, Prepared Dec 2023

### Key Economic Indicators

Many of Rockingham's key economic indicators experienced growth over the period of 2019 to 2024. Key observations are:

- Gross Regional Product (**GRP**), grew by over \$1 billion to \$6.6 billion between 2019 and 2023.
- Total output increased to \$11 billion, representing a 24% increase on 2019.
- There was an increase of over 5,000 local jobs in Rockingham.
- Rockingham's business base grew steadily (+8%), reaching over 6,000 businesses in 2023.
- Rockingham's growth across GRP, local jobs and business all outpaced that of the Perth South West.

**Table 4: Key Economic Indicators, City of Rockingham and Perth South West Metro, 2019-2023**

|                        |        | GRP (\$m)                | Output (\$m)             | Local Jobs             | Businesses           |
|------------------------|--------|--------------------------|--------------------------|------------------------|----------------------|
| Rockingham             | 2019   | \$5,574                  | \$8,925                  | 36,316                 | 5,603                |
|                        | 2023   | \$6,578                  | \$11,039                 | 41,736                 | 6,050                |
|                        | Change | +\$1,004<br>(+4.2% p.a.) | +\$2,114<br>(+5.5% p.a.) | +5,420<br>(+3.5% p.a.) | +422<br>(+1.8% p.a.) |
| Perth South West Metro | Change | +2.8% p.a.               | n/a                      | +2.9% p.a.             | +1.5% p.a.           |

Source: Economy ID / ABS Business Counts, June 2023

\*Perth South West Metro Region comprises of the Cities of Cockburn, Fremantle, Melville, and Rockingham, and the Towns of East Fremantle and Kwinana.

## Industry Specialisations

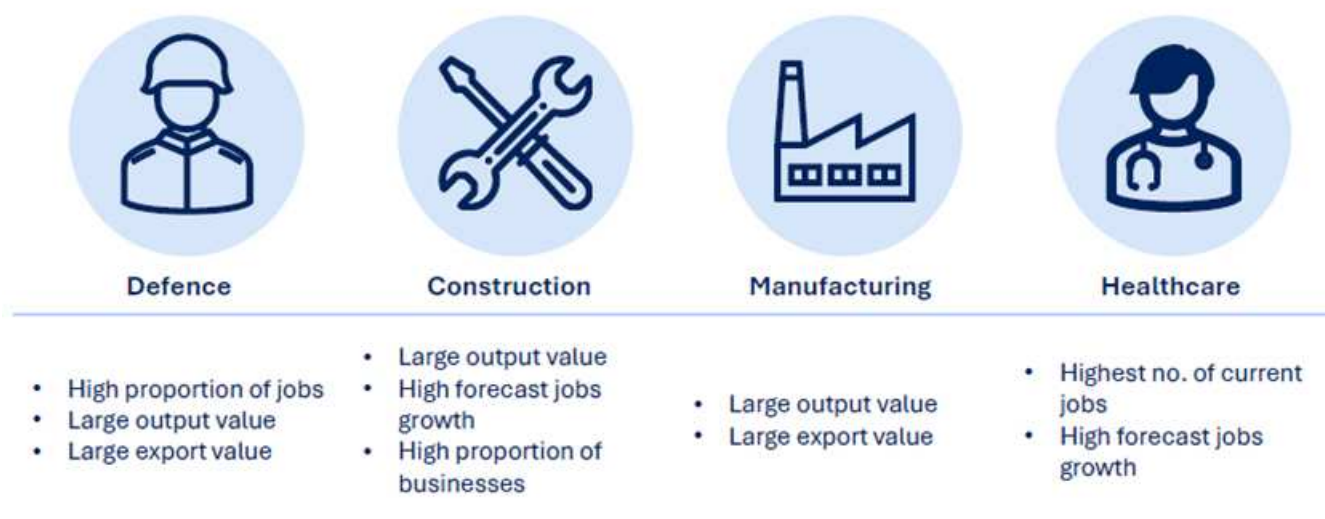
The defence sector, anchored by HMAS Stirling, is a major economic driver in Rockingham, providing significant employment and supporting local businesses through defence-related services like logistics, construction, maintenance, and engineering.

Construction is crucial due to ongoing residential and infrastructure development, meeting the demands of a growing population. This sector generates jobs in trades and engineering while stimulating other local industries such as retail and real estate.

The health sector, led by Rockingham General Hospital, plays an important role by providing stable employment and essential services to a growing and aging population, ensuring long-term economic resilience.

Manufacturing benefits from the region's proximity to the Kwinana Industrial Area, supporting industries like refining, chemical processing, and machinery production. This sector creates jobs and strengthens Rockingham's ties to WA's industrial economy.

**Figure 8:** Industry Specialisations, City of Rockingham



## Industry Summary

### Jobs

In 2023, Rockingham had over 41,700 local jobs, reflecting an increase of approximately 5,400 jobs (+15%) since 2019.

The population-servicing sector, which includes healthcare, education and training, and retail, dominated employment in Rockingham. Significant employment growth between 2019 and 2023 was seen across the construction, healthcare and social services, and education and training industries. Notably, the construction sector, along with transport, postal, and warehousing, experienced growth of over 50% during this period.



## Output

The City of Rockingham generated over \$11 billion in economy output in 2023, an increase of 23% since 2019.

The construction, public administration and safety (defence), along with manufacturing, are the primary sectors driving output in Rockingham, collectively contributing to 50% of the region's total output.

Between 2019 and 2023, all industries in Rockingham saw output growth. Notable increases occurred in the public administration and safety (+\$522 million), manufacturing (+\$362 million), and construction (+\$239 million).

Despite representing a smaller portion of total output, industries such as arts and recreation (+53%), mining (+49%), and administrative and support services (+40%) also demonstrated significant growth during this period.

**Table 5: Jobs, Output and Regional Exports by Industry, City of Rockingham, 2019-2023**

| Industry  | Jobs          |             |                | Output (\$ millions) |             |                 | Exports (\$ millions) |             |                |
|---|---------------|-------------|----------------|----------------------|-------------|-----------------|-----------------------|-------------|----------------|
|   | #             | %           | Change 2019-23 | \$                   | %           | Change 2019-23  | \$                    | %           | Change 2019-23 |
| Health Care and Social Assistance               | 6,877         | 16.5%       | +1,214         | \$816                | 7%          | +\$123          | \$42                  | 1%          | +\$6           |
| Education and Training                          | 5,599         | 13.4%       | +732           | \$575                | 5%          | +\$107          | \$48                  | 1%          | -\$35          |
| Retail Trade                                    | 5,498         | 13.2%       | -218           | \$800                | 7%          | +\$100          | \$150                 | 4%          | +\$22          |
| Public Administration and Safety                | 4,519         | 10.8%       | +384           | \$1,901              | 17%         | +\$522          | \$1,445               | 41%         | +\$443         |
| Construction                                    | 4,019         | 9.6%        | +1,382         | \$2,020              | 18%         | +\$239          | \$5                   | 0%          | +\$0           |
| Accommodation and Food Services                 | 3,866         | 9.3%        | +160           | \$422                | 4%          | +\$11           | \$79                  | 2%          | -\$17          |
| Other Services                                  | 2,046         | 4.9%        | +341           | \$373                | 3%          | +\$76           | \$122                 | 3%          | +\$48          |
| Transport, Postal and Warehousing               | 1,712         | 4.1%        | +597           | \$477                | 4%          | +\$187          | \$154                 | 4%          | +\$105         |
| Manufacturing                                   | 1,625         | 3.9%        | +198           | \$1,628              | 15%         | +\$362          | \$1,116               | 31%         | +\$40          |
| Professional, Scientific and Technical Services | 1,274         | 3.1%        | +182           | \$288                | 3%          | +\$28           | \$26                  | 1%          | +\$2           |
| Administrative and Support Services             | 1,228         | 2.9%        | +115           | \$293                | 3%          | +\$84           | \$36                  | 1%          | +\$17          |
| Arts and Recreation Services                    | 1,007         | 2.4%        | +149           | \$142                | 1%          | +\$50           | \$15                  | 0%          | +\$8           |
| Rental, Hiring and Real Estate Services         | 536           | 1.3%        | -12            | \$395                | 4%          | +\$41           | \$27                  | 1%          | +\$16          |
| Wholesale Trade                                 | 487           | 1.2%        | +56            | \$223                | 2%          | +\$38           | \$55                  | 2%          | +\$24          |
| Mining  | 393           | 0.9%        | +159           | \$235                | 2%          | +\$78           | \$155                 | 4%          | +\$63          |
| Information Media and Telecommunications        | 351           | 0.8%        | +63            | \$102                | 1%          | +\$17           | \$12                  | 0%          | +\$3           |
| Financial and Insurance Services                | 343           | 0.8%        | +25            | \$178                | 2%          | +\$12           | \$16                  | 0%          | +\$0           |
| Agriculture, Forestry and Fishing               | 247           | 0.6%        | -111           | \$113                | 1%          | +\$27           | \$38                  | 1%          | +\$17          |
| Electricity, Gas, Water and Waste Services      | 109           | 0.3%        | +2             | \$61                 | 1%          | +\$13           | \$8                   | 0%          | +\$3           |
| <b>Total industries</b>                         | <b>41,736</b> | <b>100%</b> | <b>+5,420</b>  | <b>\$11,039</b>      | <b>100%</b> | <b>+\$2,114</b> | <b>\$3,551</b>        | <b>100%</b> | <b>+\$764</b>  |

Source: Rockingham Economy ID, 2024

## Exports

The City of Rockingham recorded over \$3.55 billion in regional exports in 2023.

Public administration and safety (predominantly defence) and manufacturing are the key contributors to regional exports, accounting for a total of 72%.

The transport, postal and warehousing industry experienced a +213% rise in exports between 2019 and 2023. However, manufacturing exports grew by just 3.7% over this period.

### 3.5.2 Employment Profile

In March 2024, Rockingham's unemployment rate stood at 4.1%, a significant drop from 8.7% in 2019. However, it remains higher than the 3.5% unemployment rate in the Perth South West region.

Employment self-sufficiency is the ratio of jobs to worker residents, reflecting the region's ability to support local job creation and economic activity. Rockingham's employment self-sufficiency is relatively low at 56%, remaining relatively constant since 2016 (55%).

Increasing the number of locally provided jobs can boost local spending, improve quality of life and foster economic resilience by reducing reliance on external labour markets.

**Table 6:** Employment Profile, City of Rockingham

| Unemployment Rate<br>(Mar 24) | Employment Self Sufficiency<br>(2021) | Job Containment Rate<br>(2021) |
|-------------------------------|---------------------------------------|--------------------------------|
| 4.1%                          | 56%                                   | 37%                            |

Source: ABS, Small Area Labour Markets / ABS Census 2021

**Figure 9:** Employment by destination zone, 2021



Source: Urban Enterprise, 2024, based on ABS Census 2021

Job containment measures the proportion of resident workers who are employed within Rockingham. The municipality has a relatively low containment rate of 37%, with residents likely commuting outside the municipality for several reasons such as the availability of industry-specific jobs, the location of relevant industries, and commuting times. A higher rate of job containment is preferred, as it can indicate that there are sufficient and suitable jobs available locally to support the local labour force.

As shown in **Figure 9**, employment in Rockingham is heavily concentrated in the areas of:

- Garden Island Naval Base;
- East Rockingham Industrial Zone;
- Rural industry and residential growth areas in Baldivis; and
- Commercial & industrial areas in Port Kennedy & Secret Harbour.

### 3.5.3 Resident Worker Profile

The local resident workers include all employed people who reside in the municipality regardless of where they work. Rockingham municipality has more than 63,000 employed residents. Analysis of the key employment industries indicates local workers have a relatively diverse profile, with a significant share in publicly funded service sectors (health and education), while more cyclical private sector industries such as construction and retail also make a significant contribution.

**Table 7: Resident Worker Profile, City of Rockingham, 2021**

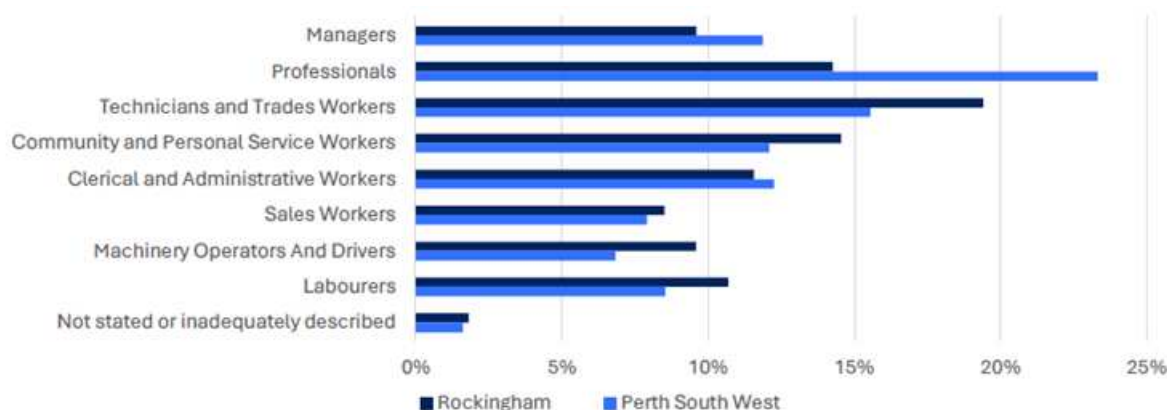


Source: Economy ID , 2021

Analysis of Rockingham's resident workers suggests workers have a relatively lower skills base than the broader region, with a lower level of high skilled occupations (e.g. professionals and managers) and a higher share of lower skilled occupations. Rockingham's resident workforce also possesses a much lower share of people who possess a bachelor or higher degree and a higher share of vocational qualifications.

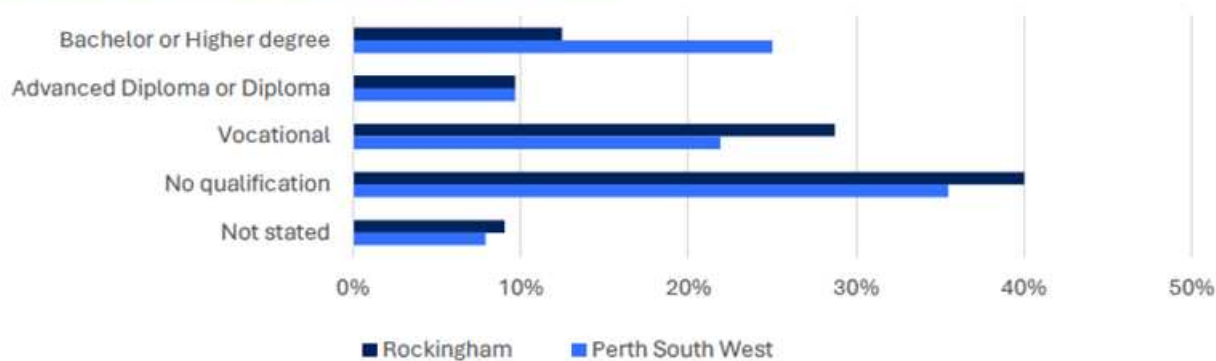
This analysis indicates that there should be a priority and focus on supporting industries that align to the resident workforce profile to improve job containment in Rockingham. Investment and development in training and education, as well as partnerships with local businesses and educational institutions to improve the skill level of the workforce should also be a priority.

**Figure 10: Occupations, City of Rockingham and Perth South West Metro, 2021**



**Figure 11: Qualifications, City of Rockingham and Perth South West Metro, 2021**

**Figure 10. Qualifications, City of Rockingham & Perth South West Metro, 2021**



Source: Economy ID , 2021



### 3.5.4 Business Profile

There were over 6,000 businesses based in the City of Rockingham in 2023. This is an increase of 422 (+7.5%) since 2019.

The construction industry represents the largest share of businesses within the municipality, accounting for 25%, followed by professional, scientific, and technical services (11%), and transport, postal, and warehousing services (9%).

A majority (62%) of businesses in Rockingham are non-employing, while the rest are small to medium enterprises (1–19 employees). Approximately 140 large employing businesses operate in the area, many of which are concentrated in the retail trade, accommodation and food services, and healthcare sectors.

The largest growth in businesses between 2019 and 2023 occurred in the other services (+115), construction (+99) and professional, scientific, and technical services (+96) industries. Conversely, the financial and insurance industry (-193), information media and telecommunications (-12), and the agriculture, forestry, and fishing industry (-10) were the only sectors to experience a decline in business numbers.

**Table 8:** Business Profile, City of Rockingham, June 2023

| Industry  | Non<br>employing | 1-19<br>Employees | 20-199<br>Employees | 200+<br>Employees | Total        | Change<br>2019 - 23 |
|---|------------------|-------------------|---------------------|-------------------|--------------|---------------------|
| Agriculture, Forestry and Fishing               | 74               | 27                | 0                   | 0                 | 101          | -10                 |
| Mining  | 22               | 7                 | 3                   | 0                 | 32           | +8                  |
| Manufacturing                                   | 165              | 123               | 9                   | 0                 | 297          | +59                 |
| Electricity, Gas, Water and Waste Services      | 7                | 19                | 0                   | 0                 | 26           | +3                  |
| Construction                                    | 920              | 597               | 13                  | 0                 | 1,530        | +99                 |
| Wholesale Trade                                 | 72               | 59                | 3                   | 0                 | 134          | +8                  |
| Retail Trade                                    | 192              | 172               | 26                  | 0                 | 390          | +18                 |
| Accommodation and Food Services                 | 56               | 144               | 28                  | 0                 | 228          | +5                  |
| Transport, Postal and Warehousing               | 464              | 97                | 6                   | 0                 | 567          | +64                 |
| Information Media and Telecommunications        | 25               | 7                 | 0                   | 0                 | 32           | -12                 |
| Financial and Insurance Services                | 95               | 49                | 0                   | 0                 | 144          | -193                |
| Rental, Hiring and Real Estate Services         | 350              | 75                | 7                   | 0                 | 432          | +23                 |
| Professional, Scientific and Technical Services | 387              | 260               | 6                   | 0                 | 653          | +96                 |
| Administrative and Support Services             | 180              | 98                | 5                   | 0                 | 283          | +56                 |
| Public Administration and Safety                | 3                | 8                 | 0                   | 0                 | 11           | +1                  |
| Education and Training                          | 59               | 37                | 4                   | 0                 | 100          | +3                  |
| Health Care and Social Assistance               | 315              | 138               | 15                  | 0                 | 468          | +69                 |
| Arts and Recreation Services                    | 51               | 51                | 10                  | 0                 | 112          | +10                 |
| Other Services                                  | 265              | 235               | 6                   | 0                 | 506          | +115                |
| <b>Total</b>                                    | <b>3,702</b>     | <b>2,203</b>      | <b>141</b>          | <b>0</b>          | <b>6,046</b> | <b>+422</b>         |

Source: ABS, Counts of Australian Businesses, including Entries and Exits, June 2023

### 3.5.5 Comparative Analysis

A comparative analysis of Rockingham's economy against the broader region has been undertaken to provide further depth and understanding regarding the municipality's economic specialisations.

Table 11 shows a proportional breakdown of Rockingham's key economic indicators (jobs, output and exports) benchmarked against the Perth South West metropolitan region.

Rockingham has a clear comparative advantage in the public administration and safety industry. As previously mentioned, this is primarily attributed to the presence of the naval base on Garden Island and represents an opportunity for the local economy to continue to strengthen.

The tourism-related industries of retail trade and accommodation and food services also represent a comparative strength for Rockingham, highlighting the municipality's potential to further leverage the visitor economy.

Rockingham's relative economic advantage in the education sector reflects its role as an educational hub within the region and the municipality's substantial population base.

Rockingham's growing residential population has also fuelled demand for construction activities. The higher output in this sector is indicative of the housing developments and infrastructure projects that have accompanied the City's rapid urban expansion.

The municipality also possesses a relative advantage in administrative and support services and other services.

For the purpose of the Strategy, focus will be placed on supporting the industries that Rockingham possesses a regional advantage in where possible.

**Table 9: Jobs, Output and Regional Exports by Industry, City of Rockingham and Perth South West metro, 2023**

| Industry  | Jobs* |       |       | Output |       |        | Exports |       |        |
|---|-------|-------|-------|--------|-------|--------|---------|-------|--------|
|   | RCC   | PSWM  | (+/-) | RCC    | PSWM  | (+/-)  | RCC     | PSWM  | (+/-)  |
| Agriculture, Forestry and Fishing               | 0.7%  | 0.8%  | -0.1% | 1.0%   | 1.5%  | -0.5%  | 1.1%    | 2.2%  | -1.1%  |
| Mining  | 1.3%  | 4.4%  | -3.1% | 2.1%   | 5.6%  | -3.5%  | 4.4%    | 10.8% | -6.4%  |
| Manufacturing                                   | 4.6%  | 10.7% | -6.1% | 14.7%  | 25.4% | -10.7% | 31.4%   | 46.0% | -14.6% |
| Electricity, Gas, Water and Waste Services      | 0.3%  | 2.2%  | -1.9% | 0.6%   | 3.5%  | -2.9%  | 0.2%    | 3.3%  | -3.1%  |
| Construction                                    | 11.7% | 11.4% | 0.3%  | 18.3%  | 14.6% | 3.7%   | 0.2%    | 0.1%  | 0.1%   |
| Wholesale Trade                                 | 1.4%  | 3.2%  | -1.8% | 2.0%   | 4.0%  | -2.0%  | 1.6%    | 4.5%  | -2.9%  |
| Retail Trade                                    | 11.3% | 8.4%  | 2.9%  | 7.3%   | 4.2%  | 3.1%   | 4.2%    | 2.1%  | 2.1%   |
| Accommodation and Food Services                 | 6.7%  | 5.2%  | 1.5%  | 3.8%   | 2.1%  | 1.7%   | 2.2%    | 1.1%  | 1.1%   |
| Transport, Postal and Warehousing               | 4.9%  | 5.7%  | -0.8% | 4.3%   | 6.6%  | -2.3%  | 4.3%    | 7.4%  | -3.1%  |
| Information Media and Telecommunications        | 0.7%  | 0.6%  | 0.1%  | 0.9%   | 0.7%  | 0.2%   | 0.3%    | 0.3%  | 0.0%   |
| Financial and Insurance Services                | 0.9%  | 1.0%  | -0.1% | 1.6%   | 1.7%  | -0.1%  | 0.4%    | 0.3%  | 0.1%   |
| Rental, Hiring and Real Estate Services         | 1.4%  | 1.7%  | -0.3% | 3.6%   | 4.0%  | -0.4%  | 0.8%    | 1.7%  | -0.9%  |
| Professional, Scientific and Technical Services | 3.4%  | 5.3%  | -1.9% | 2.6%   | 4.0%  | -1.4%  | 0.7%    | 1.1%  | -0.4%  |
| Administrative and Support Services             | 2.8%  | 2.2%  | 0.6%  | 2.7%   | 1.9%  | 0.8%   | 1.0%    | 0.4%  | 0.6%   |
| Public Administration and Safety                | 12.4% | 6.1%  | 6.3%  | 17.2%  | 5.4%  | 11.8%  | 40.7%   | 6.4%  | 34.3%  |
| Education and Training                          | 13.6% | 9.8%  | 3.8%  | 5.2%   | 3.9%  | 1.3%   | 1.4%    | 3.1%  | -1.7%  |
| Health Care and Social Assistance               | 15.1% | 15.3% | -0.2% | 7.4%   | 7.2%  | 0.2%   | 1.2%    | 6.3%  | -5.1%  |
| Arts and Recreation Services                    | 1.8%  | 1.6%  | 0.2%  | 1.3%   | 1.0%  | 0.3%   | 0.4%    | 0.8%  | -0.4%  |
| Other Services                                  | 5.1%  | 4.6%  | 0.5%  | 3.4%   | 2.7%  | 0.7%   | 3.4%    | 2.2%  | 1.2%   |

Source: Rockingham Economy ID, 2024 \*Note these proportions relate to FTE jobs

## 3.6. Stakeholder Consultation and Findings

### 3.6.1 Consultation Process

Key stakeholder and community consultation was undertaken during August and September 2024 by Urban Enterprise, an independent consulting agency specialising in economic development and tourism.

In total, there were 451 business, government and community participants involved in engagement activities, as shown in Table 12 below. Activities included workshops, one on one interviews, and local business and community surveys.

**Table 10:** Consultation Summary

| Activity                 | Description   | Participants |
|--------------------------|---|--------------|
| Focus Groups             | 4 focus groups with representatives from the local business and industry base | 35           |
| Internal Staff Workshops | 1 workshop with City officers   | 10           |
| 1:1 Interviews           | Interviews with local businesses and State Government stakeholders            | 5            |
| Local Business Survey    | 1 online survey open for 4 weeks  | 237          |
| Community Survey         | 1 online survey open for 4 weeks  | 174          |

### 3.6.2 Consultation Themes and Outcomes

Consultation with key industry stakeholders, government representatives, local businesses, and community members provided valuable insights into the challenges, opportunities, and aspirations of the Rockingham community and business sector. **Table 11** provides a summary of the key findings from the business and community surveys and consultation.



**Table 11: Survey Findings**

| Business Survey Findings  | Community Survey Findings   |
|---|---|
| <p><b>Main challenges to growth:</b></p> <p>Financial costs and challenges in attracting skilled employees were highlighted as major growth constraints. Other issues included local economic conditions and rising labour costs, suggesting a need for targeted economic support.</p>  | <p><b>Main concerns to growth:</b></p> <p>Respondents identified City Centre vibrancy, traffic congestion, and public safety as primary concerns. Issues such as affordable housing and lack of skilled workforce were also frequently noted, pointing to key focus areas.</p>            |
| <p><b>Satisfaction with City services:</b></p> <p>Businesses expressed varying satisfaction levels with City services, with room for improvement in areas such as business needs support and perceived value from business rates.</p>   | <p><b>Desirable City services:</b></p> <p>Community members expressed a strong interest in youth engagement, infrastructure improvements and local business development. Enhancing tourism and recreational offerings along the foreshore are also highly desirable.</p>                  |
| <p><b>City's role in economic development:</b></p> <p>Businesses see the City's key roles as supporting strategic industries, attracting investment, promoting affordable housing, and enhancing business networking opportunities, activating the City Centre, and supporting tourism and major events.</p>  | <p><b>City's role in economic development:</b></p> <p>The community prioritised advocating for state and federal investment, improving City Centre vibrancy, and attracting major events to stimulate local economic activity and enhance Rockingham's appeal.</p>                        |
| <p><b>Support for local businesses:</b></p> <p>Businesses prioritised attracting investment and promoting Rockingham as an industry hub, supporting small businesses through grants and networking, creating local job opportunities, enhancing tourism infrastructure (especially along the foreshore), and fostering strong community engagement and accessibility to City resources.</p> | <p><b>Support for local businesses:</b></p> <p>Community highlighted the importance of safety, advocating for enhanced public security measures and crime prevention. Support for local businesses and efforts to make Rockingham a desirable business location were also emphasised.</p> |

The following section provides a summary of the consultation outcomes compiled and consolidated under six major themes to drive economic resilience, job creation, and enhanced liveability in Rockingham.

### **Consultation Theme 1: Defence**

Rockingham is strategically positioned to enhance its role in the defence sector, thanks to its close proximity to Australia's largest naval base, HMAS Stirling at Garden Island. The forthcoming AUKUS pact presents significant opportunities for growth in defence infrastructure, training, and housing for personnel. Additionally, the availability of a skilled labour pool, particularly through the optimal pathways defence training programs at South Metro TAFE and Rockingham's established education sector, provides a strong competitive advantage for the region.



*Image: Rockingham and Garden Island are connected by a causeway*

Despite these strengths, Rockingham faces challenges that could impede its defence sector growth. Concerns about the availability of housing and accommodation for incoming defence personnel are exacerbated by pressure on the rental market. Furthermore, any potential complexities of the industry-specific policies and development planning processes need to be addressed and calibrated to effectively attract potential investors. Local training and education facilities (i.e. Murdoch University) are underutilised, limiting opportunities for defence-related training and workforce development.

Opportunities abound for Rockingham to capitalise on the AUKUS partnership by attracting investment in infrastructure and community services to support defence families. Investment in advanced manufacturing, renewable energy, and defence technologies can drive economic growth, while expanding local training facilities for defence personnel will support local workforce development. However, housing pressure resulting from increased demand due to AUKUS could lead to rising property prices and shortages, and competition from other regions striving for defence-related investment presents an ongoing challenge.

## Consultation Findings – Defence SWOT

### Strengths

- **Strategic location:** Rockingham's proximity to key naval installations, such as the Garden Island Naval Base, enhances its importance for defence-related industries.
- **AUKUS opportunity:** The upcoming AUKUS pact presents a unique opportunity for growth in defence infrastructure, training, research and development and housing for personnel.
- **Skilled labour pool:** Availability of skilled labour, particularly linked to defence training through South Metro TAFE and Rockingham's established education sector, is a strong competitive advantage.

### Weaknesses

- **Housing availability:** There are concerns about the availability of housing and accommodation for incoming defence personnel, especially due to pressure on the rental market.
- **Lack of investor engagement:** Issues related to red tape and planning barriers create a less attractive environment for defence-related investment.
- **Underutilisation of education assets:** Facilities like Murdoch University in Rockingham are currently underutilised, limiting potential for defence-related training.

### Opportunities

- **Supporting defence families:** Leveraging the AUKUS deal to attract investment in infrastructure, housing, and community services to support incoming defence personnel and their families.
- **Defence innovation hub:** Hosting an innovation district focused on defence related specialisations can be a significant driver for economic growth.
- **Training and workforce development:** Expanding training facilities for defence personnel locally rather than outsourcing to other areas (e.g. ANU, UniSA).

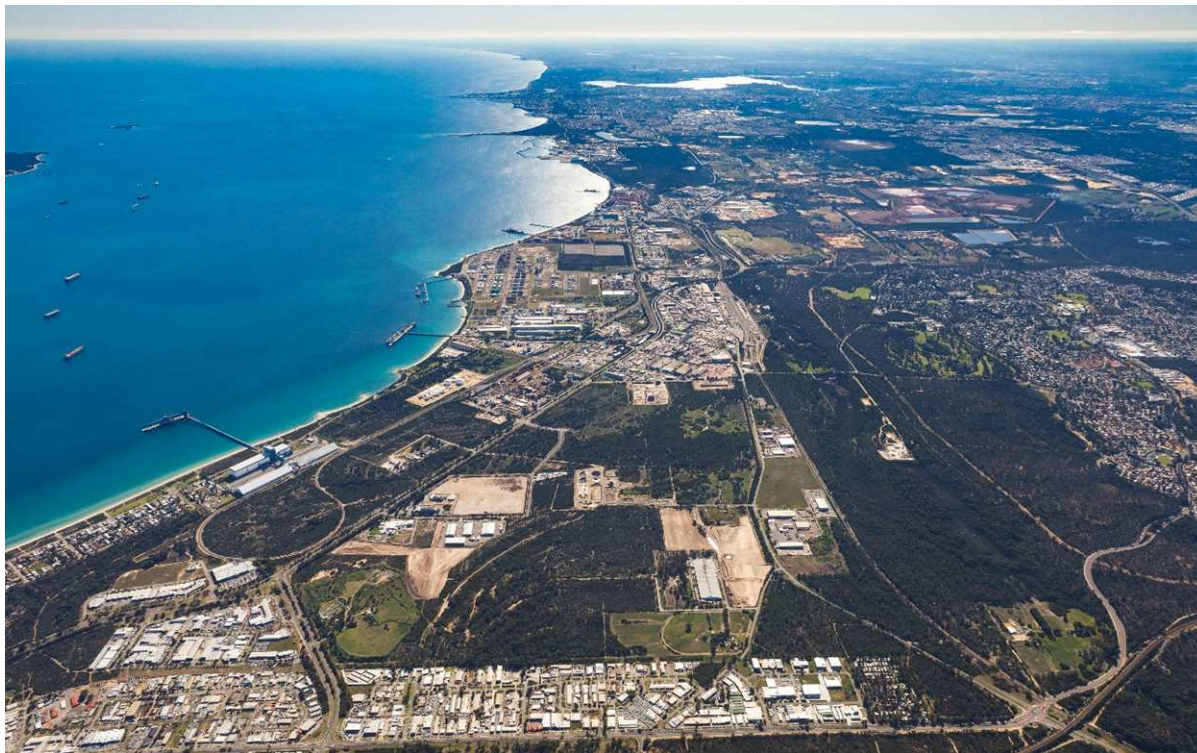
### Threats

- **Housing pressure:** The AUKUS deal is expected to create a significant demand for housing, potentially driving up property prices and leading to housing shortages.
- **Competition from other regions:** Other regions in WA and Australia are also vying for defence-related investment and infrastructure, creating competitive pressures.
- **Social licence:** Misinformation and lack of understanding of the potential opportunity and the importance of the defence industry to the local economy.



## **Consultation Theme 2: Heavy/Strategic Industry**

The RIZ, which is strategically located within the WTC, and directly adjacent to the KIA enhances its access to industry supply chains, infrastructure, and a skilled workforce. The forthcoming Westport project is expected to further bolster Rockingham's connectivity to global trade and stimulate industrial development. Additionally, competitive land prices and rates make Rockingham an attractive option for industrial expansion.



*Image: Rockingham Industry Zone and Western Trade Coast*

Despite these strengths, challenges persist that may hinder the growth of heavy industry in Rockingham and the region. Aged transport infrastructure within the WTC, Kwinana Freeway bottleneck (dual-lane traffic flows) between Russell Road and Safety Bay Road, and limited public transport options, hampers connectivity for heavy industries. There is also a significant shortage of skilled labour in key sectors, especially in manufacturing and professional services, which is critical for the success of heavy industries. Additionally, the lack of available commercial land limits the capacity for growth in professional services and manufacturing industries.

Opportunities for Rockingham include leveraging its industrial base to transition into advanced manufacturing, renewables, and defence industries (AUKUS Pillar II). The region also has potential in developing carbon capture, utilisation, and storage (**CCUS**) technologies as part of WA's strategy for economic diversification. Additionally, capitalising on the supply chain benefits associated with the Westport development could support industry and trade.

Nonetheless, Rockingham faces threats from global competition, particularly from manufacturing hubs in Asia that compete for large industrial projects and contracts. Stringent environmental regulations may also pose challenges, potentially limiting industrial expansion and increasing operational costs for businesses in the region.



## Consultation Findings – Heavy/Strategic Industry SWOT

### Strengths

- **Western Trade Coast:** The RIZ, which forms part of the WTC, one of the state's largest industrial zones, providing access to supply chains, infrastructure, and skilled workers.
- **Westport development:** The upcoming \$7.2\* billion Westport project is set to enhance Rockingham's access to global trade and industrial development.
- **Competitive land and rates:** Rockingham's land prices and rates are relatively more competitive compared to other metro LGAs, making it attractive for industrial expansion.

### Weaknesses

- **Infrastructure limitations:** Poor transport infrastructure (Kwinana Freeway bottleneck and limited public transport) hampers connectivity for heavy industries.
- **Labour shortages:** There is a noted shortage of skilled labour in key sectors, particularly in manufacturing and professional services, which is critical for heavy industries.
- **Lack of commercial space:** Insufficient availability of commercial land and quality office space for professional services and manufacturing industries, limiting the capacity for growth.

### Opportunities

- **Manufacturing transition:** Opportunities to leverage Rockingham's industrial base for the transition into advanced manufacturing, renewables, and defence industries.
- **Carbon capture and storage:** As part of WA's strategy to diversify, there is potential to develop CCUS technologies linked to heavy industry.
- **Westport's supply chain:** Capitalising on Westport's development to support industry and trade.

### Threats

- **Global competition:** Rockingham industries face competition from global manufacturing hubs, particularly in Asia, for large industrial projects and contracts.
- **Environmental regulations:** Stringent environmental regulations may limit industrial expansion and increase operational costs for businesses.

\*As per latest government announcement

### **Consultation Theme 3: Strategic Centre and Vibrancy**

Rockingham's foreshore serves as a vibrant hub, especially during the summer months, attracting significant foot traffic with its restaurants and events. Within the Strategic Centre, the presence of South Metropolitan TAFE enhances the region's appeal by providing a skilled workforce for various sectors, including construction, retail, and professional services. Additionally, the City's growing population and young families generate strong demand for services and amenities within the Strategic Centre.

Despite these strengths, Rockingham faces challenges that can hinder its vibrancy. Limited public amenities and perceptions of safety in certain areas may deter visitors and impact the overall appeal of the City Centre. Furthermore, facilities such as the Murdoch University campus remain underutilised, limiting the potential to establish Rockingham as a centre for education and innovation. The lack of consistent year-round events also hampers the activation of the Strategic Centre.

Opportunities for enhancing Rockingham's vibrancy include street-scaping and infrastructure improvements, such as new freeway upgrades that would enhance connectivity and visitation appeal, potentially increasing foot traffic. Developing a conference theatre/performing arts centre could potentially position Rockingham as a cultural destination, significantly boosting tourism. Additionally, increasing housing density and promoting build-to-rent developments in the City Centre could create a more vibrant, lived-in atmosphere.



*Graphic Image: for illustration purpose only*

Competition from nearby cities like Cockburn, Fremantle and Mandurah, however, poses a threat as these areas offer similar amenities and more developed event calendars that could draw visitors away from Rockingham. Moreover, high construction costs relative to sales prices limit investment in high rise residential and commercial development, impacting the City's growth potential.

## Consultation Findings – Strategic Centre Vibrancy SWOT

### Strengths

- **Bustling foreshore:** The Rockingham Foreshore is a vibrant hub, particularly during the summer months, with restaurants and events attracting high foot traffic.
- **Strong TAFE sector:** Rockingham TAFE is a key educational asset, providing a skilled workforce for various sectors, including tourism, retail, and professional services.
- **Large population:** Rockingham's growing population and young families create a strong demand for services and amenities within the City Centre.

### Weaknesses

- **Perception of safety:** Low perceptions of safety in certain areas of the city can deter visitors and reduce the appeal of the City Centre.
- **Underutilisation of facilities:** The Rockingham Murdoch University campus and other facilities remain underutilised, limiting the potential to develop Rockingham as an education and innovation hub.
- **Lack of year-round events:** There are not enough consistent events to activate the City Centre and create vibrancy throughout the year.
- **Limited public amenities:** Lack of public amenities and street scaping throughout the Strategic Centre.

### Opportunities

- **Freeway upgrades:** Infrastructure improvements, including a new freeway to enhance connectivity with Perth and Fremantle, could drive more foot traffic into the city.
- **Conference theatre/performing arts centre:** Developing a conference/performing arts centre and positioning Rockingham as a cultural destination could significantly enhance vibrancy and attract tourism.
- **Build-to-rent and housing density:** Increasing housing density and build-to-rent developments in the city centre to create a more vibrant, lived-in area.

### Threats

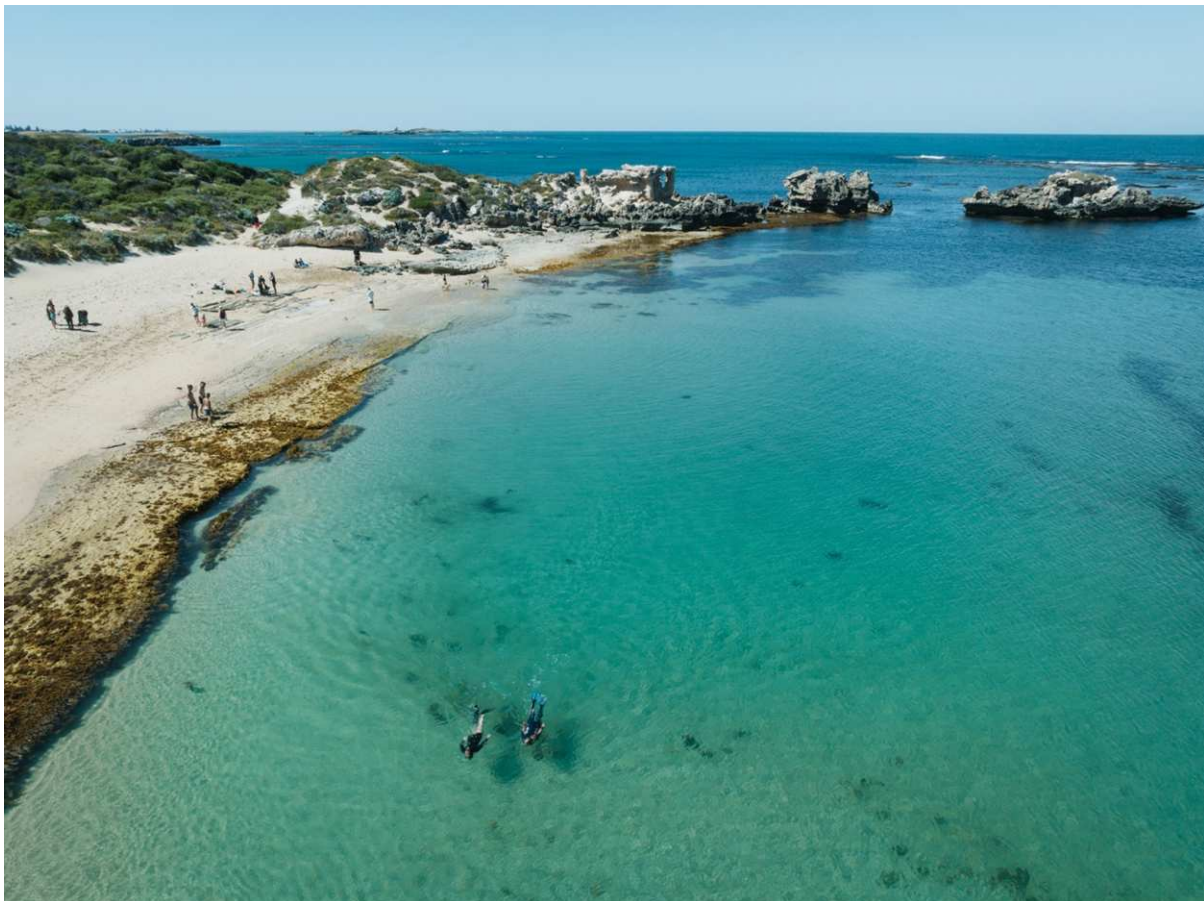
- **Competition from nearby cities:** Nearby centres like Cockburn, Fremantle and Mandurah offer similar amenities and have more developed event calendars, potentially drawing people away.
- **Economic viability of construction projects:** High construction costs relative to sales prices are limiting investment in residential and commercial development.

#### **Consultation Theme 4: Visitor Economy**

Rockingham offers a compelling tourism proposition, highlighted by its world-class beaches and unique attractions such as Penguin Island, which draw both eco-tourists and adventure seekers. The region's water-based assets, including Shoalwater Bay, provide opportunities for activities such as diving and marine exploration, making it an attractive nature-based destination for visitors, especially those from nearby Perth seeking alternatives to more crowded locations like Rottnest Island.

However, Rockingham faces challenges that could hinder its tourism growth. The lack of high-quality accommodation, particularly in the City Centre and foreshore area, limits the ability to attract overnight visitors. Additionally, the current event infrastructure is insufficient for hosting large-scale tourism events, and outdated perceptions of the area can detract from its appeal to upscale tourists.

Opportunities for enhancing tourism in Rockingham abound, including the potential development of a marina within the Waterfront Village precinct, which could attract high-value tourism and events. Positioning Rockingham as a nature-based alternative to Rottnest Island and creating family-oriented attractions could further elevate its status as a key destination for Perth-based families. However, the region must contend with competition from neighbouring areas and the risk of environmental degradation due to increased tourist activity, necessitating sustainable management of its natural assets.



*Image: Exploring Point Peron, Rockingham*



## Consultation Findings – Visitors Economy SWOT

### Strengths

- **World-class beaches:** Rockingham boasts some of the best beaches in WA, with unique attractions like Penguin Island.
- **Water-based assets:** Rockingham coast, with its marine life, water sports, and diving opportunities, provides unique natural attractions for eco-tourism and adventure tourism.
- **Proximity to Perth:** Being located near Perth, Rockingham can attract day-trippers and tourists looking for nature-based alternatives to more crowded destinations like Rottnest Island.

### Weaknesses

- **Lack of accommodation:** Insufficient high-quality accommodation, especially in the City Centre and foreshore area, limits the ability to capture overnight visitors.
- **Lack of event infrastructure:** Rockingham currently lacks the event infrastructure necessary to host large-scale tourism events year-round, limiting its tourism potential.
- **Perception issues:** Outdated perceptions of Rockingham as lacking vibrancy or sophistication can affect its appeal to higher-end tourists.

### Opportunities

- **Marina development:** Leveraging water-based assets by developing a marina or waterfront precinct that can attract high-value tourism, events, and accommodation.
- **Nature-based tourism:** Positioning Rockingham as a nature-based alternative to Rottnest Island, with a focus on eco-tourism, marine life experiences, and outdoor activities.
- **Family-oriented tourism:** Creating family-friendly attractions, leveraging the coastal assets and parks to position Rockingham as a key destination for Perth-based families.

### Threats

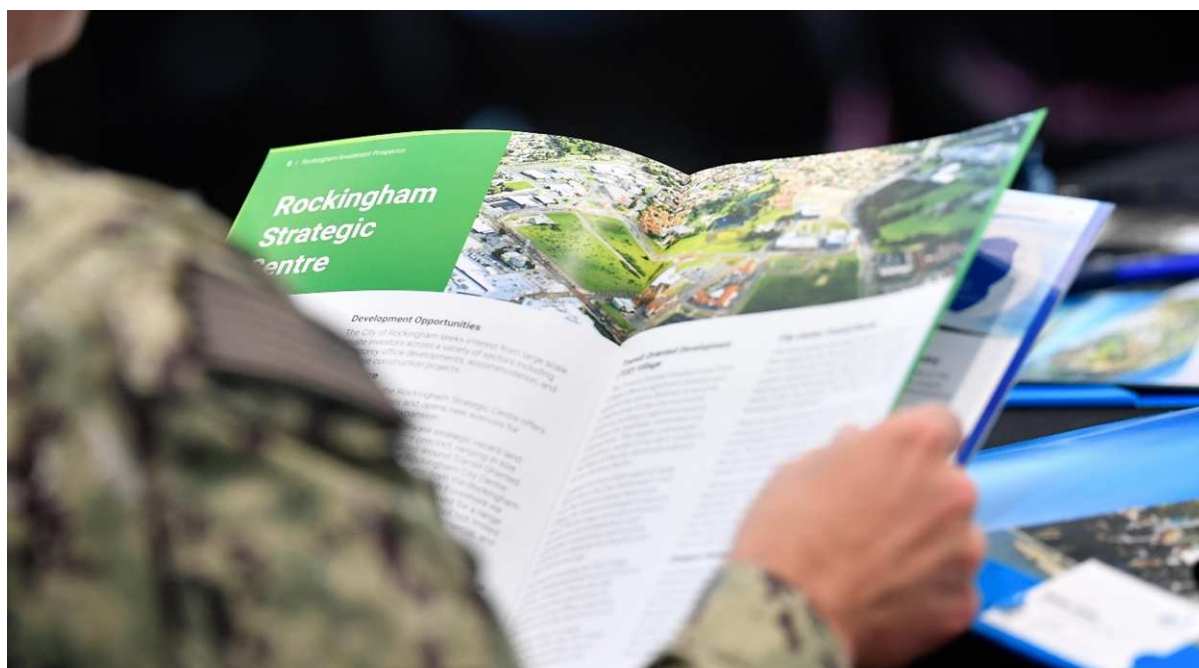
- **Competition from other regions:** Nearby areas like Fremantle, Rottnest, and Mandurah offer competitive tourism products, and Rockingham needs to differentiate itself to attract visitors.
- **Pressure on natural assets:** Increased tourism may put pressure on Rockingham's natural assets, leading to environmental degradation if not managed sustainably.

## **Consultation Theme 5: Investment Attraction and Advocacy**

Rockingham is strategically positioned as a prime location for investment, particularly in logistics, manufacturing, and heavy industry, thanks to its strategic location within the WTC, and close proximity to HMAS Stirling and the future Westport development. The region's alignment with WA state economic priorities – particularly in energy decarbonisation, healthcare, and defence – creates targeted opportunities for investment. Additionally, the availability of public and privately owned zoned vacant land further supports the attraction of large-scale investments.

However, Rockingham faces challenges that could hinder its investment potential. Labour shortages in professional services and skilled labour also present barriers, making it difficult for businesses to find the necessary workforce. Moreover, significant government-owned land remains underutilised, resulting in missed development opportunities.

Opportunities for Rockingham include leveraging the AUKUS agreement to attract national and international investment in defence and related infrastructure. Introducing incentives for investment, and streamlined approval processes could enhance its appeal as a leading investment destination. Furthermore, developing Rockingham as an innovation and technology hub for emerging industries, including defence (AUKUS Pillar II), renewable energy, advanced manufacturing, and critical mineral processing, could drive future growth with government support. However, the region must navigate competition from other areas in WA and across Australia vying for similar investments, as well as broader economic uncertainties that may affect investor confidence in large-scale projects.



*Image: Exploring development opportunities in Rockingham*

## Consultation Findings – Investment Attraction and Advocacy SWOT

### Strengths

- **Strategic location:** Rockingham's location within the WTC and in proximity to HMAS Stirling positions it as a prime location for investment, especially in logistics, defence, manufacturing, and heavy industry.
- **Government support for key sectors:** Rockingham's focus on sectors like energy decarbonisation, healthcare, and defence aligns with state-level economic priorities, creating opportunities for targeted investment.
- **Adequate land supply:** There is adequate supply of public and privately owned zoned vacant land, which can attract large-scale investment in industries.

### Weaknesses

- **Perception of red tape:** Perception of City planning processes as being rigid, which can deter new investment and cause delays for development projects.
- **Labour shortages:** Shortages in professional services and skilled labour are a barrier to new investment, as businesses face difficulties finding the necessary workforce.
- **Under-activated government land:** Significant state and local government-owned land remains underutilised, missing opportunities for development.

### Opportunities

- **Positioning with AUKUS:** The AUKUS agreement presents a unique opportunity to attract international investment in defence and related infrastructure.
- **Incentives for investment:** Introducing investment attraction incentives, and continuous improvement of current approval processes to help position Rockingham as a leading investment destination.
- **Innovation and technology hub:** Developing Rockingham as a hub for emerging industries such as defence, renewable energy, advanced manufacturing, and mineral processing with government support for innovation.

### Threats

- **Competition for investment:** Other regions in WA and across Australia are also vying for investment in key sectors like defence and manufacturing, increasing competitive pressures.
- **Economic uncertainty:** Broader economic challenges, including inflation and interest rate fluctuations, could dampen investor appetite for large-scale projects in the region.
- **Political landscape:** Rockingham has been a safe seat for a significant period and is not categorised as regional, resulting in limited potential state and federal government funding opportunities.

## **Consultation Theme 6: Local Business Support**

The City plays a pivotal role in fostering a supportive and dynamic environment for local businesses, driving economic growth and resilience through targeted support initiatives and partnerships.

A growing ecosystem of small and medium size enterprises (SMEs) and start-ups contributes to a vibrant business environment, supported by a series of business capacity building programs such as business grants and workshops, as well as partnerships with local chamber of commerce for business outreach, networking and collaboration. These initiatives build capacity, foster trust, and encourage business growth in the region.



*Image: Collaterals for supporting local businesses*

Some challenges, however, remain. Smaller businesses, or those in niche industries, may perceive inconsistencies in their access to tailored support. Additionally, limited resources on addressing local business needs, while gaps in workforce skills may restrict the growth of advanced or emerging industries.

Opportunities exist to enhance support through digital transformation, enabling businesses to adopt e-commerce and technology. Attracting investment in high-growth sectors, such as defence and maritime technology, renewable energy and advanced manufacturing, and establishing a co-working space and innovation hub can further diversify the economic base and encourage entrepreneurship.

To sustain this momentum, the City must address threats such as competition from neighbouring regions, limited capacity to meet growing demand for tailored support, and underutilisation of programs due to lack of awareness. Tackling these issues will strengthen the City's role in business support and economic development.



## Consultation Findings – Local Business Support SWOT

### Strengths

- **High satisfaction with City support:** Positive feedback from businesses on the effectiveness of existing support programs and responsiveness of the City fosters trust and engagement.
- **Growing business ecosystem:** An increasing number of SMEs and start-ups contribute to a dynamic business environment.
- **Established support frameworks:** Existing business programs, grants, and partnerships with local chambers of commerce encourage economic activity.

### Weaknesses

- **Perceived inconsistencies in support access:** Smaller businesses or those in niche industries may feel underserved or unable to access tailored support programs offered by the City.
- **Limited data on business needs:** A lack of comprehensive and up-to-date data on local businesses may hinder the development of targeted support strategies.
- **Lack of specialised skills:** Gaps in local workforce skills might hinder the growth of advanced or niche industries.

### Opportunities

- **Digital transformation:** Initiatives to support e-commerce, digital marketing, and tech adoption can enhance business resilience and competitiveness.
- **Targeted investment attraction:** Focus on attracting emerging industries (e.g. renewable energy, advanced manufacturing) to diversify the economic base.
- **Enhanced business hubs:** Development of co-working spaces, business incubators, and innovation hubs to foster collaboration and entrepreneurship.

### Threats

- **Competition from neighbouring areas:** Competing Local Government Areas or regions may offer more attractive incentives or infrastructure to draw businesses away.
- **Capacity constraints in support delivery:** Limited City resources or staffing may hinder the ability to meet the growing demand for tailored business support services.
- **Limited awareness of support programs:** Businesses may be unaware of the full range of support services and initiatives offered by the City, leading to underutilisation.

### 3.7. The City's Role in Economic Development

The City has played a proactive role in fostering economic development, acting as a facilitator of growth and enabler of community prosperity. Through supporting local businesses and industry growth, infrastructure planning and development, major projects advocacy, and investment attraction, the City delivers positive outcomes to the region's economic and social wellbeing.

Insights gathered from the local business consultation indicated that the City's role in economic development includes the following priorities:

- Supporting the growth of strategic industries
- Attracting investment to stimulate local growth
- Promoting the development of affordable housing
- Enhancing networking opportunities
- Activating the Rockingham City Centre

In addition, local community members highlighted their priorities for the City's future economic development, including:

- Advocating for investment in critical infrastructure
- Improving the City Centre to enhance its vibrancy and functionality
- Attracting major events to increase tourism and local engagement

These priorities align closely with the City's current and future role in fostering economic development.

The City has a role to deliver services to local businesses, including regulatory responsibilities through Building and Health Services, legislative responsibilities through Planning and Compliance, as well as maintaining local roads, footpaths, and public open spaces.

Through Economic Development, the City supports local businesses through the provision of training and networking opportunities, administering small business grants, funding major iconic events, and advocating for major infrastructure projects to generate local economic activity. In addition, the City also supports workforce development in collaboration with key stakeholders to facilitate partnerships with local schools, training providers and higher education institutions. Higher education opportunities for local residents are supported through the City's Community Grants Program through the Undergraduate University Scholarships and TAFE/VET Diploma Scholarships.

Beyond economic priorities, the City enhances liveability through investment in public spaces, cultural events, community safety initiatives, and recreational facilities. By creating vibrant, attractive public spaces, particularly within the City Centre and key neighbourhood centres, the City not only improves quality of life for its residents but also makes the region more appealing to new businesses, skilled workers, and tourists.

Through these key economic development roles, the City bridges local community needs with opportunities for development, laying the foundation for thriving, sustainable, and inclusive local economies.



*Image: Community event at the Waterfront Village Green, Rockingham*



## 4. Relevant Community Plan Strategies

The City has a number of Community Plan Strategies. Relevant strategies, plans and programs that will support economic development outcomes in line with the Key Elements of this Strategy include:

- Tourist Destination Strategy 2024 – 2029 which paves a pathway for the City to establish itself as a tourist destination by promoting Rockingham as a place to live, visit and invest in, including the following actions:
  - Work with key stakeholders to explore opportunities for short stay accommodation within the southern corridor (south of Safety Bay Road), including the formal 'eco-tourism' site within Kennedy Bay
  - Work with DBCA to maximise outcomes for the Cape Peron Master Plan and advocate to the State Government for its implementation, including opportunities for short stay accommodation such as caravan parks (including a public dump point with potable water) and appropriate facilities.
  - Continue to implement a MICE plan that attracts mid-tier conferences and business events in the medium to longer term
- Rockingham Strategic Centre Precinct Structure Plan (RPSP), which coordinates the current and future subdivision, zoning and development of the Rockingham Strategic Centre.
- Rockingham Beach Foreshore Master Plan, guiding the development of key activity nodes across the Rockingham Foreshore precinct.
- Community Infrastructure Plan which guides the development of Community Infrastructure projects for the City, including the delivery of the Rockingham Foreshore Activity Node incorporating youth activity space and recreational facilities.
- Community Safety and Support Services Strategy 2022-2027, outlining actions to build a safe, connected and resilient community in Rockingham.
- Health and Wellbeing Strategy 2024 – 2029, with a vision to support the development of an empowered, sustainable and healthy community that actively encourages healthy lifestyles, physical activity, volunteering, mental wellbeing and social connection. This strategy includes an action to develop a Walking and Cycling Plan, which will enhance connectivity and liveability within Rockingham.
- Strategy for Early Years, Children and Young People 2024-2030
- Sustainability Strategy 2020 outlining a path towards a sustainable future for Rockingham.
- Community Grants Program, including support for eligible community groups to deliver meaningful economic benefits and outcomes through Community Grants – Major Events funding, and Business Innovation Grants to support eligible small businesses to grow and prosper in the realms of digital technology and innovation.



## 5. The Way Forward

The following section provides an overview of the five Key Elements. These Key Elements are set based on analysis of the Rockingham economy and consultation insights gathered from representatives of key industries, local businesses and community. Underlying the Key Elements are strategic objectives and actions that have been developed for this Strategy.

|                       |  |
|-----------------------|--|
| <b>Key Element 1</b>  | <b>Rockingham Strategic Centre vibrancy</b>  |
| Strategic objective:  | Develop a vibrant Rockingham Strategic Centre powered by sustainable urban development, place activation, integrated transport infrastructure and technology innovation.   |
| <b>Key Element 2:</b> | <b>Centre for the Defence sector and strategic industries</b>  |
| Strategic objective:  | Promote and facilitate the development of the defence sector and strategic industries by capitalising on Rockingham's competitive advantages i.e. close proximity to HMAS Stirling, Western Trade Coast and (future) Westport.             |
| <b>Key Element 3:</b> | <b>Investment attraction and advocacy</b>  |
| Strategic objective:  | Position Rockingham and the region as a premier destination for investment by showcasing unique opportunities, building strategic partnerships, and advocating for major infrastructure projects that support sustainable economic growth. |
| <b>Key Element 4:</b> | <b>Local business network support</b>  |
| Strategic objective:  | Empower local businesses by fostering a competitive and innovative environment through targeted support, streamlined processes, and initiatives that enhance productivity and growth opportunities.  |
| <b>Key Element 5:</b> | <b>Workforce development and liveability</b>   |
| Strategic objective:  | Support programs and initiatives to equip the local community with skills for the future and create vibrant, well-connected spaces that attract talent, enhance quality of life, and support sustainable growth.                           |

## 5.1 Key Element 1: Rockingham Strategic Centre Vibrancy

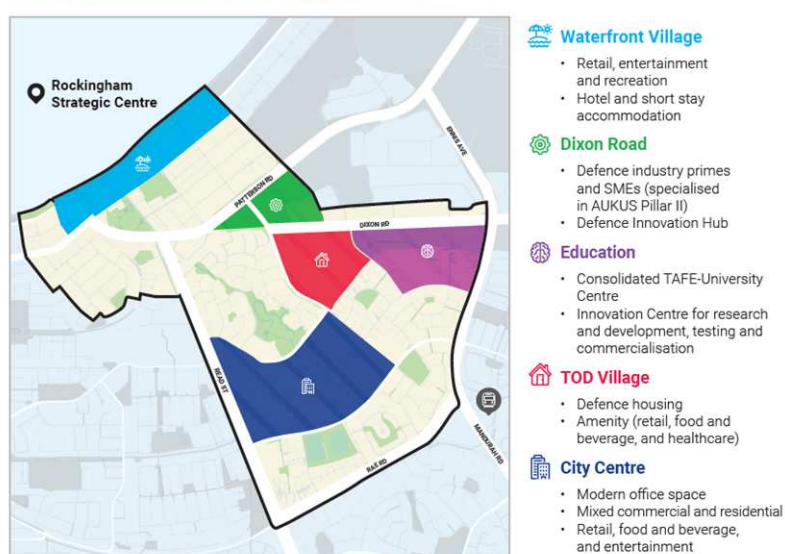
Rockingham Strategic Centre (**RSC**) is excellently placed to become a major hub for entertainment, retail, and services for the Perth South West metropolitan region. Rockingham has a strong profile of jobs in health care, entertainment, retail, and the services sector, and these are the sectors of highest employment, many of which are within the 'Strategic Centre'.

The RSC, however, has disconnected areas of activity, poor amenity in some locations and a large amount of underutilised land. To address this, successive planning of the RSC has been based on a long term planning and transport framework to provide high-frequency mid-tier public transport between the railway station and the planned sub-precincts in the Strategic Centre. Referred to as the Rockingham City Centre Transit System (RCCTS), this planned public transit route underpins the broader integrated planning framework required to support growth and development of the Strategic Centre.

As the Strategic Centre of the region there is opportunity to attract more development and become the hub which services the large residential catchment and industry in the region. In November 2024, the Western Australian Planning Commission (**WAPC**), the state's peak planning body, approved the City's new Rockingham Strategic Centre Precinct Structure Plan (**RPSP**) to accommodate Rockingham's fast growing population and potential as an economic centre for the Perth South West metropolitan region. Currently, the City's Strategic Centre houses approximately 7,000 people across 4,000 dwellings. The new RPSP outlines capacity for the City to meet its housing targets of 14,680 dwellings and population of 32,300 within its Strategic Centre by 2050.

The RSC covers a 533-hectare area, identifies eight distinct sub-precincts namely City Centre, Waterfront Village, Coastal Lots, Transit Oriented Development (**TOD**) Village, City Park, Southern Residential, Education, and Dixon Road. There is capacity for greater height limits, allowing development of up to 24 storeys in specific locations, realigning the RCCTS route to better service the RSC, improve pedestrian and cyclist connectivity through the introduction of Green Links, and the introduction of time-limited, short-term development approvals to encourage development and activation of large, underutilised sites particularly within the following sub-precincts.

Strategic Centre Development Opportunities



Actions incorporated into this Key Element include:

- **Urban design framework and landscaping master plan:** Develop a cohesive framework to guide improvements to the public realm within the Strategic Centre, as set out in the RPSP, through the preparation of:
  - Public Realm Plan: to guide improvements to public open space and streetscapes within the RSC
  - Public Realm Style Guide: to outline style requirements and specifications to be used within the RSC
  - Street Tree Master Plan: to guide greening prioritisation and species selection acting as an addendum to the Urban Greening Plan
  - Public Art Strategy: to coordinate delivery and identify locations for the provision of public art
- **Review of the Rockingham Beach Foreshore Master Plan:** Undertake a review of the Rockingham Beach Foreshore Master Plan with consideration to evolving community demographics and economic aspirations, ensuring recreational, tourism, and cultural activities meet long-term needs.
- **Encourage medium-high density development:** Promote a mix of commercial and residential development options to increase population density, support local businesses, and create a vibrant urban lifestyle in line with the City's new RPSP.
- **Place branding and visitor engagement:** Investigate the use of dynamic digital signboards, information kiosks, creative street signage and entry statements at strategic locations to enhance place branding, promote local businesses and events, and provide real-time public/visitor information.
- **Night-time economy:** Undertake a review of key activity centres within the RSC (i.e. Rockingham Foreshore, Kent Street, Syren Street) and develop a plan to support entertainment, dining, and cultural activities after hours to boost local business and create a vibrant city atmosphere.
- **Strategic Centre performance audit:** Monitor the performance of the Strategic Centre by undertaking a review, addressing the following:
  - Land use mix diversity targets;
  - Residential density targets;
  - Built form and streetscape intensity;
  - Diverse employment opportunities;
  - Floor space demand requirements.
- **Government office attraction:** Advocate for the potential relocation of State and Federal Government offices (i.e. Defence West, Defence Housing Australia, etc.) to the RSC, thereby creating stable employment opportunities and reinforcing Rockingham's status as a regional hub.
- **Transport connectivity:** Continue to advocate for enhanced public transport within Rockingham, and tier-2 transport<sup>14</sup> options within the Rockingham Strategic Centre and Western Trade Coast.

---

<sup>14</sup> Tier-1 transport systems (i.e. TransPerth rail system) typically handle the largest number of passengers over long distances, while Tier-2 systems (i.e. Bus Rapid Transit, Trackless Trams) help improve local and suburban connections. Generally, these two public transport systems complement each other.

## 5.2 Key Element 2: Centre for the Defence Sector and Strategic Industries

Rockingham presents opportunities for growth in advanced manufacturing and defence industries, particularly under the AUKUS agreement. Its strategic location near to the KIA within the WTC offers access to established supply chains, infrastructure, and a skilled workforce. The upcoming Westport project at KIA is set to enhance Rockingham's connectivity to global trade, further strengthening its industrial development opportunities.

Key prospects include transitioning its industrial base to support advanced manufacturing, particularly in sectors such as renewable energy technologies and defence manufacturing. These align with national priorities under AUKUS, offering potential for local businesses to contribute to defence supply chains and high-tech manufacturing. Additionally, the development of carbon capture, utilisation and storage (**CCUS**) technologies supports WA's broader strategy for economic diversification and positions Rockingham as a hub for sustainable industrial practices.

By leveraging these opportunities, Rockingham can establish itself as a leader in high-value industries, fostering innovation and economic growth while capitalising on its strategic advantages in location and industrial infrastructure.

Actions incorporated into this Key Element include:

- **Defence industry cluster development:** Implement key recommendations presented in the Rockingham Defence and Defence-related Industry Cluster Development Report, including;
  - Advocate and assist with community engagement to increase public awareness and understanding of AUKUS impact/opportunities;
  - Employ resources/defence champion with relevant naval and industry experience to drive the City's response to AUKUS
  - Facilitate and advocate for investment in establishing an innovation district at the Education sub-precinct within the RSC
  - Advocate for an increase in housing supply and availability of industrial land to support AUKUS-driven industry development.
- **Industrial land and commercial space delivery:** Work closely with the Department of Jobs Tourism Science and Innovation (**JTSI**) and Development WA to identify potential future industrial land development opportunities and promote the current well-serviced industrial and commercial lands in Rockingham to meet the demand of light, general, and strategic industries.
- **Industry-focused training and research programs:** Initiate discussions with State Government and relevant stakeholders to design training and/or research and development programs to support the defence and defence-related industries, and strategic industry cluster development.
- **The Royal Australian Navy:** Maintain and strengthen relationships with HMAS Stirling Commander and key Federal and State Government Ministers and Opposition Spokespersons relating to Defence.



- **Regional project development:** Support Strategic Centre and regional projects that will provide distinct economic benefits for Rockingham in line with the City's Strategic Community Plan.

### 5.3 Key Element 3: Investment Attraction and Advocacy

Rockingham has suffered from a lack of state and federal investment in public infrastructure and private sector development. There are a number of major projects that have not proceeded as they have not been able to attract either public or private funding or support. Some of these include:

- Waterfront and foreshore enhancement and redevelopment
- City Centre revitalisation, including public realm and private development projects
- Cape Peron development and enhancement of nature-based tourism
- Delivery of Port Rockingham Marina (Wanliss Street)

The City needs to implement a strategic and ongoing approach to investment attraction with a focus on advocacy and facilitating projects to shovel ready status to attract funding.

Actions incorporated into this Key Element include:

- **Resourcing for Advocacy Strategy:** Allocate resources to develop and manage a comprehensive Advocacy Strategy and/or study that articulates the benefits of priority projects (i.e. Port Rockingham Marina), ensuring strong representation to funding bodies and decision-makers.
- **Property market and development assessment:** Conduct a property market assessment to inform the City's direction for Investment Property acquisition.
- **Strategic project planning and development approvals:** Work closely with both public and private sector developers and investors, and continue to enhance the approval process ensuring ongoing alignment with strategic objectives.
- **Public, private, and public-private partnership:** Facilitate connections to establish public, private, and public-private partnerships (**PPPs**) to invest, and accelerate development of strategic industries and major transformational projects i.e. Port Rockingham Marina, RSC Dixon Road development, quality hotel, and commercial office space.
- **Global outreach program:** Work with relevant State and Federal Government agencies (i.e. Austrade, AusIND, JTSI), business chambers (i.e. Chamber of Commerce and Industry WA, WA-Singapore Business Council, Australia-ASEAN Business Chamber, Australian British Chamber of Commerce, etc.) and major industry associations (i.e. Australian Industry and Defence Network) to market Rockingham as a prime investment location, targeting industries aligned with regional strengths.
- **Regional partnership and collaboration:** Continue to take a proactive leadership role within the Perth South West Metropolitan Alliance (PSWMA), ensuring outcomes provide clear benefits to the Rockingham region, given Rockingham's size and significance within the South West metropolitan region.

- **Rockingham investment-ready profile:** Increase the profile and awareness of investment opportunities in Rockingham through marketing and promotion to key industry sectors.
- **Economic development and investment attraction events:** Coordinate and host a biennial (every two years) investor event to provide an update on the City and major projects.
- **Targeted investment campaigns:** Develop/update 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) in print and digital formats, supporting the following key industries:
  - Tourism
  - Defence
  - Aged care and retirement living
  - Advanced industry
  - City Centre development
- **Economic impact modelling support:** Undertake economic impact modelling and assessments to assist with prioritisation of 'Major Infrastructure Priorities' from internal and external stakeholders as and when required.

## 5.4 Key Element 4: Local Business Network Support

Rockingham has a substantial number of small businesses, which are early in their development phase. Consultation undertaken in this Strategy highlights that there are businesses that see Rockingham as a strategic opportunity to establish in and grow, however, there is a lack of quality commercial premises to support this. The City has a role to support small and micro businesses in collaboration with the Rockingham Kwinana Chamber of Commerce (**RKCC**) and Small Business Development Corporation (**SBDC**).

Actions incorporated into this Key Element include:

- **Co-working business resource hub:** Support opportunities to establish a co-working business resource hub and business start-up, mentorship and social entrepreneurial programs to foster entrepreneurship and innovation in Rockingham.
- **Sustainability support:** Promote programs and share information to help businesses adopt green practices, reduce waste, and provide environmentally friendly products and services.
- **Business Innovation Grants:** Administer and potentially expand the scope of the Business Innovation Grants program to encourage the development of new and innovative practices and products amongst small businesses in the City.
- **Business networking and support:** Enter into a Fee for Service with a qualified local business chamber and/or industry association to deliver collaborative local business support services and networking activities for Rockingham, including:
  - Networking events
  - Defence and/or Strategic Industry Forum
  - Rockingham Jobs Fair

- **Buy local campaigns:** Promote local businesses to residents and visitors through a refreshed 'buy local campaign' to encourage further support from the local businesses and community.
- **Business Satisfaction Survey:** Conduct a biennial (every two years) Business Satisfaction Survey.
- **Small Business Friendly Local Government:** Maintain membership and continue to evaluate benefits of the Small Business Friendly Local Government Program operated by the SBDC.

## 5.5 Key Element 5: Workforce Development and Liveability

In the 2024 June quarter, the unemployment rate in Rockingham was 4.3%, and businesses identified that lack of labour is one of the largest impacts on business growth. One of the keys to workforce attraction is liveability. Rockingham is well placed to strengthen its ability to attract workers, being located in a high amenity coastal location. There are, however, areas where liveability could be improved such as improved entertainment options, food and beverage offerings, landscaping, major community projects and art and cultural facilities.

Enhancement of the RSC and delivery of major projects will support liveability in Rockingham. Delivery and development of employment land and residential housing will also be needed to support future industry.

Actions incorporated into this Key Element include:

- **Youth engagement programs:** Support initiatives like young entrepreneurship boot camps and tech innovation challenges (i.e. [TEDx](#), [TEDYouth](#), skills workshops) to inspire and retain young talent in Rockingham.
- **Iconic and major events:** Plan and support a year-round calendar of activities to boost visitation, support local businesses, and create a dynamic community atmosphere, including:
  - Allocate annual dedicated funding for Iconic Events
  - Delivery of the City's major events program
- **Major events program as economic drivers:** Undertake a review of the City's major events program against the following criteria, and provide recommendations for Council consideration.
  - Event attendance, including out of region visitation
  - Local business opportunities and participation
  - Social and economic impact
- **Place making and activation projects:** Support Town Team groups to activate underutilised spaces, encouraging visitation and generating more business opportunities.
- **Housing development:** Explore opportunities to encourage residential and mixed-use developments combining residential, commercial and retail space for greater outcomes and vibrancy.
- **Employment generating land:** Advocate and work with relevant State Government agencies and WA Planning Commission to expand the amount of employment generating land in Port Kennedy, Baldivis and Karnup as a matter of priority.



*Image: Community event at the Waterfront Village Green, Rockingham*

## 6. Measuring success

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

- Australian Bureau of Statistics Census and Economic Data, including:
  - Annual growth in business numbers
  - Annual growth in local Gross Regional Product (GRP) and industry contribution to GRP (overall value of economy);
  - Annual growth in local employment and self-sufficiency levels against population numbers;
  - Annual growth in visitor numbers and visitor expenditure (value of visitation to the City);
  - Annual growth in business and industry diversity
  - Annual growth of household income, qualification and home ownership
- Annual budget and project management
- Annual non-residential investment and building approvals
- Annual residential investment and development (including the supply of affordable housing)
- Major development(s) and project(s) attracted to the region
- Major funding and grants received to support delivery of infrastructure and activities that address lifestyle and industry challenges
- Uptake of business capacity building and networking programs, events and workshops
- Biennial Business Satisfaction Survey on the City's approach to supporting local businesses in line with this Strategy.

The outcomes of actions within the Strategy will be measured and reviewed annually as part of the City's annual business planning process. A desktop review of the Strategy will be undertaken mid-way through to ensure the City's Economic Development Vision and overarching direction remains relevant and is producing the desired outcomes to the local economy and community.



## 7. Risk Management

A risk assessment has been conducted to identify strategic risks associated with the implementation of the strategy. Whilst some risks do not directly impact the City, relevant risks have been included that may impact Rockingham as an economic development, investment and tourist destination.

|                           |  |                    |           |
|---------------------------|--|--------------------|-----------|
| <b>Risk</b>               | Funding from the state and federal level - lack of financial commitment from both the state and federal government to support large-scale economic development initiatives (i.e. industrial precincts, transport infrastructure projects etc.) could negatively impact local economic development efforts, thereby affecting local business growth and workforce development efforts |                    |           |
| <b>Overall risk level</b> | High   | <b>Impact area</b> | Financial |
| <b>Action Required</b>    | Build strong relationships with relevant state and federal agencies to advocate for funding priorities. Develop compelling business cases highlighting the economic and social benefits of proposed projects, and establish contingency budgets to mitigate over reliance on external funding sources.   |                    |           |

|                           |   |                    |                    |
|---------------------------|---|--------------------|--------------------|
| <b>Risk</b>               | Economic uncertainty or market volatility – implementation of the economic development strategy may be disrupted by external factors such as a global recession, rising interest rates, or supply chain disruption caused by geo-political tension, natural disaster and/or global health crisis. |                    |                    |
| <b>Overall risk level</b> | Low   | <b>Impact area</b> | Project management |
| <b>Action Required</b>    | Conduct an annual desktop review of the Strategy to ensure actions remain relevant. Regularly monitor global and local market trends and adjust priorities accordingly.   |                    |                    |

|                           |   |                    |                    |
|---------------------------|---|--------------------|--------------------|
| <b>Risk</b>               | Lack of community support for major infrastructure projects – major projects (Local, State, and Federal Government projects) may face opposition from the community and advocacy groups due to misalignment between social expectations and project objectives.   |                    |                    |
| <b>Overall risk level</b> | Medium  | <b>Impact area</b> | Project management |
| <b>Action Required</b>    | <p>Build and maintain social licence through continuous support and collaboration with relevant State and Federal Government agencies responsible for the projects.</p> <p>Communicate a clear narrative, emphasising the long-term economic development, social, and/or environmental goals associated with the project.</p> |                    |                    |

|                           |   |                    |                    |
|---------------------------|---|--------------------|--------------------|
| <b>Risk</b>               | Delays or derailments of AUKUS Agreement - delays or derailments in AUKUS implementation could disrupt planned infrastructure investments, workforce development, and local economic benefits tied to defence projects.   |                    |                    |
| <b>Overall risk level</b> | Low   | <b>Impact area</b> | Project management |
| <b>Action Required</b>    | <p>Reduce reliance on defence-related industries by expanding efforts into other growth sectors such as advanced manufacturing, renewable energy, or technology. Engage with State and Federal Government(s), defence contractors, and industry stakeholders to advocate for continued investment and development.</p> <p>Maintain ongoing communication with government and industry representatives to adjust local plans promptly.</p> |                    |                    |

|                           |  |                    |                  |
|---------------------------|--|--------------------|------------------|
| <b>Risk</b>               | Reduced employment generating commercial and industrial land – supply shortage of commercial and industrial land pushes up cost of development and ownership of industrial assets, thereby reducing capacity for investment attraction and industry development within the region. |                    |                  |
| <b>Overall risk level</b> | Medium   | <b>Impact area</b> | Customer service |
| <b>Action Required</b>    | Continuous engagement with key stakeholders i.e. JTSI and DevelopmentWA to explore and invest into opening of more employment generating land and infrastructure in Rockingham   |                    |                  |

## 8. Strategic Actions

### 8.1 Rockingham Strategic Centre Vibrancy

| No | Action   | Type | Budget    | Responsible Team   | Commence | Complete       |
|----|--|------|-----------|--|----------|----------------|
| 1  | Develop a cohesive framework to guide improvements to the public realm within the Rockingham Strategic Centre through the preparation of a Public Realm Plan, Public Realm Style Guide, Street Tree Master Plan and Public Art Strategy. | New  | \$75,000  | Planning and Development Services<br>Asset Services<br>Economic Development and Tourism                                      | 2025     | Until complete |
| 2  | Undertake a review of the Rockingham Beach Foreshore Master Plan.  | New  | \$200,000 | Planning and Development Services<br>Community Infrastructure Planning<br>Economic Development and Tourism<br>Asset Services | 2026     | 2027           |

|   |  |     |              |   |      |                |
|---|--|-----|--------------|---|------|----------------|
| 3 | Promote a mix of commercial and residential development options to support population growth, and create a vibrant urban lifestyle in line with the City's new Rockingham Strategic Centre Precinct Structure Plan.                | New | Officer time | Economic Development and Tourism<br>Planning and Development Services   | 2025 | Until complete |
| 4 | Investigate the use of dynamic digital signboards, information kiosks, creative street signage and entry statements at strategic locations.  | New | Officer time | Economic Development and Tourism<br>Strategy, Marketing and Communications<br>Planning and Development Services<br>Asset Services | 2025 | Until complete |
| 5 | Undertake a review of key activity centres within the Rockingham Strategic Centre (i.e. Rockingham Foreshore, Kent Street, Syren Street) and develop a plan to support entertainment, dining, and cultural activities after hours. | New | \$50,000     | Economic Development and Tourism<br>Planning and Development Services   | 2026 | 2027           |



|   |   |         |              |  |      |      |
|---|---|---------|--------------|--|------|------|
| 6 | <p>Undertake a performance audit of the Strategic Centre including assessment of the following:</p> <ul style="list-style-type: none"> <li>• Land use mix diversity targets;</li> <li>• Residential density targets;</li> <li>• Built form and streetscape intensity;</li> <li>• Diverse employment opportunities;</li> <li>• Floor space demand requirements.</li> </ul> | New     | \$75,000     | <p>Planning and Development Services</p> <p>Economic Development and Tourism</p> | 2029 | 2030 |
| 7 | Continue to advocate for enhanced public transport within Rockingham, and tier-2 transport options within the Rockingham Strategic Centre and Western Trade Coast.  | Ongoing | Officer time | <p>Planning and Development Services</p> <p>Economic Development and Tourism</p> | 2025 | 2030 |

## 8.2 Centre for the Defence Sector and Strategic Industries

| No | Action   | Type | Budget             | Responsible Team   | Commence | Complete       |
|----|--|------|--------------------|--|----------|----------------|
| 1  | Communicate with State and Federal Government, and support community engagement efforts to increase public awareness and understanding of AUKUS impacts/opportunities. | New  | \$15,000 per annum | Strategy, Marketing and Communications<br>Economic Development and Tourism | 2025     | Until Complete |
| 2  | Consider employing a dedicated resource/defence champion with relevant naval and industry experience to drive the City's response to AUKUS.                            | New  | New employee cost  | Office of the CEO  | 2025     | 2027           |
| 3  | Work closely with JTSI and DevelopmentWA to identify potential future industrial land development opportunities.   | New  | Officer time       | Planning and Development Services<br>Economic Development and Tourism      | 2025     | Until Complete |

|   |  |         |                    |  |      |                |
|---|--|---------|--------------------|--|------|----------------|
| 4 | Facilitate discussions with State Government, tertiary education institutions, and relevant stakeholders and encourage them to design training and/or Research and Development programs to support the defence, defence-related industries and strategic industry cluster development. | New     | Officer time       | Economic Development and Tourism   | 2025 | Until Complete |
| 5 | Maintain and strengthen relationships with HMAS Stirling Commander and key Federal and State Government Ministers and Opposition Spokespersons relating to Defence.  | Ongoing | Officer Time       | Office of the CEO<br>Economic Development and Tourism                                      | 2025 | 2030           |
| 6 | Support Strategic Centre and regional projects that will provide distinct economic benefits for Rockingham in line with the City's Strategic Community Plan.   | Ongoing | \$30,000 per annum | Economic Development and Tourism<br>Office of the CEO<br>Planning and Development Services | 2025 | 2030           |

### 8.3 Investment Attraction and Advocacy

| No | Action   | Type | Budget             | Responsible Team  | Commence | Complete       |
|----|--|------|--------------------|---|----------|----------------|
| 1  | Allocate resources to develop and manage a comprehensive advocacy strategy and/or study ensuring strong representation to funding bodies and decision-makers.  | New  | \$20,000 per annum | Office of the CEO<br>Strategy, Marketing and Communications<br>Economic Development and Tourism | 2025     | Until Complete |
| 2  | Conduct a property market assessment to inform the City's direction for Investment Property acquisition.   | New  | \$50,000           | Economic Development and Tourism<br>Corporate Services<br>Planning and Development Services     | 2025     | 2026           |
| 3  | Engage with developers and investors to determine any barriers to investment and development that impact the realisation of the City's Strategic Community Plan aspirations and strategic planning objectives. | New  | Officer time       | Planning and Development Services   | 2025     | Until Complete |



|   |  |         |                    |  |      |                |
|---|--|---------|--------------------|--|------|----------------|
| 4 | Facilitate connections to establish public, private, and public-private partnerships (PPPs) to invest, and accelerate development of strategic industries and major transformational projects. | New     | Officer time       | Economic Development and Tourism<br>Planning and Development Services<br>Community Safety and Support Services | 2025 | 2030           |
| 5 | Work with relevant State and Federal Government agencies, business chambers and major industry associations to market Rockingham as a prime investment location.                               | New     | \$20,000 per annum | Economic Development and Tourism   | 2025 | 2030           |
| 6 | Continue to take a proactive leadership role within the PSWMA.   | Ongoing | Officer time       | Office of the CEO<br>Economic Development and Tourism<br>Planning and Development Services                     | 2025 | Until Complete |
| 7 | Market and promote investment opportunities in Rockingham through to key industry sectors.   | Ongoing | \$60,000 per annum | Economic Development and Tourism<br>Strategy, Marketing and Communications                                     | 2025 | 2030           |

|    |  |         |                    |  |                 |      |
|----|--|---------|--------------------|--|-----------------|------|
| 8  | Coordinate and host a biennial investor event to provide an update on the City and major projects. | Ongoing | \$15,000 biennial  | Economic Development and Tourism   | 2026 (biennial) |      |
| 9  | Develop/update an investment prospectus and supporting collateral in print and digital formats.    | Ongoing | \$20,000 per annum | Economic Development and Tourism<br>Strategy, Marketing and Communications | 2025            | 2030 |
| 10 | Undertake economic impact modelling and assessments as and when required.                          | Ongoing | Officer Time       | Economic Development and Tourism   | 2025            | 2030 |

#### 8.4 Local Business Network Support

| No | Action   | Type | Budget             | Responsible Team                 | Commence | Complete |
|----|--|------|--------------------|----------------------------------|----------|----------|
| 1  | Support opportunities to establish a co-working business resource hub in Rockingham.             | New  | Officer time       | Economic Development and Tourism | 2026     | 2027     |
| 2  | Support local business start-up, mentorship and social entrepreneurial programs (i.e. training). | New  | \$15,000 per annum | Economic Development and Tourism | 2026     | 2030     |

|   |  |         |                     |   |      |                |
|---|--|---------|---------------------|---|------|----------------|
| 3 | Promote programs and share relevant information to help businesses adopt green practices, reduce waste, and promote environmentally friendly products and services.                      | New     | Officer Time        | Planning and Development Services<br>Economic Development and Tourism | 2025 | Until Complete |
| 4 | Implement Business Innovation Grants through the Community Grants Program.   | Ongoing | \$50,000 per annum  | Economic Development and Tourism<br>Community Capacity Building       | 2025 | 2030           |
| 5 | Investigate new grant stream(s) to support and/or attract new businesses to establish in Rockingham following the review of the Business Innovation Grants                               | New     | Officer Time        | Economic Development and Tourism<br>Community Capacity Building       | 2026 | 2027           |
| 6 | Enter into a Fee for Service with qualified local business chamber and/or industry association to deliver collaborative local business support and networking activities for Rockingham. | New     | \$100,000 per annum | Economic Development and Tourism                                      | 2025 | 2030           |
| 7 | Promote local businesses to residents and visitors through a refreshed 'Buy Local Campaign' to encourage further support from the local businesses and community.                        | Ongoing | \$15,000 biennial   | Economic Development and Tourism                                      | 2025 | 2030           |

|   |  |         |                   |   |      |      |
|---|--|---------|-------------------|---|------|------|
| 8 | Conduct a biennial Business Satisfaction Survey.   | Ongoing | \$20,000 biennial | Economic Development and Tourism                                      | 2026 | 2030 |
| 9 | Maintain membership and continue to evaluate benefits of the Small Business Friendly Local Government Program. | Ongoing | Officer Time      | Economic Development and Tourism<br>Planning and Development Services | 2025 | 2030 |

## 8.5 Workforce Development and Liveability

| No | Action   | Type    | Budget                                  | Responsible Team  | Commence | Complete |
|----|--|---------|---|---|----------|----------|
| 1  | Support initiatives like young entrepreneurship boot camps and tech innovation challenges.   | New     | \$20,000 per annum                      | Community Capacity Building<br>Economic Development and Tourism | 2026     | 2030     |
| 2  | Plan and support a year-round calendar of activities to boost visitation, support local businesses, and create a dynamic community atmosphere, including: <ul style="list-style-type: none"> <li>Allocate annual dedicated funding for Iconic Events</li> <li>Deliver the City's major events program</li> </ul> | Ongoing | \$300,000 per annum (for Iconic events) | Economic Development and Tourism<br>Community Capacity Building | 2025     | 2030     |



|   |   |         |                    |   |      |      |
|---|---|---------|--------------------|---|------|------|
| 3 | Undertake a review of the City's major events program and provide recommendations for Council consideration.  | New     | \$40,000 per annum | Economic Development and Tourism  | 2025 | 2030 |
| 4 | Support Town Team groups to activate underutilised spaces, encouraging visitation and generating more business opportunities.   | New     | Officer time       | Community Safety and Support Services<br>Economic Development and Tourism | 2025 | 2030 |
| 5 | Advocate and work with relevant State Government agencies and WAPC to expand the amount of employment generating land in Port Kennedy, Baldivis and Karnup as a matter of priority. | Ongoing | Officer Time       | Planning and Development Services<br>Economic Development and Tourism     | 2025 | 2030 |

## 8.6 Ongoing Actions

| No | Action   | Type    | Budget              | Responsible Team                 | Commence | Complete |
|----|--|---------|---------------------|----------------------------------|----------|----------|
| 1  | Track key performance indicators to measure implementation success of the Economic Development Strategy. | Ongoing | Officer Time        | Economic Development and Tourism | 2025     | 2030     |
| 2  | Review and maintain contract with a qualified data analysis service provider.                            | Ongoing | \$65,000 per annum  | Economic Development and Tourism | 2025     | 2030     |
| 3  | Maintain City of Rockingham membership of Perth South West Metropolitan Alliance.                        | Ongoing | \$125,000 per annum | Economic Development and Tourism | 2025     | 2030     |

## 9 Stakeholder Engagement

| Key Stakeholders invited to participate                    | Contributed? (Yes/No) | Industry                           |
|--|-----------------------|------------------------------------|
| Local businesses   | Yes                   |                                    |
| Local residents  | Yes                   |                                    |
| Local business chamber and regional industry networks      | Yes                   |                                    |
| State Government Agencies                                  | Yes                   |                                    |
| Aegis Aged Care Group                                      | No                    | Aged Care                          |
| Baptist Care   | No                    | Aged Care                          |
| BNI Rockingham Chapter                                     | Yes                   | Local Business Network             |
| Bizlink  | Yes                   | Professional Services              |
| Bluerock Projects  | Yes                   | Property Development               |
| Boardwalk Conveyancing                                     | Yes                   | Professional Services              |
| Bra Town   | No                    | Retail Services                    |
| Cedar Woods  | No                    | Property Development               |
| Clearwater Finance   | Yes                   | Finance                            |
| Chalk Property   | Yes                   | Property                           |
| Consolidated Group   | Yes                   | Construction & Engineering         |
| Coogee Chemicals   | Yes                   | Advanced Manufacturing             |
| Department of Jobs, Tourism, Science and Innovation (JTSI) | Yes                   | State Government Agency            |
| DevelopmentWA  | Yes                   | State Government Agency            |
| Donna Bates Consulting,<br>Bendigo Community Bank          | Yes                   | Professional Services, Finance     |
| East Rockingham Waste to Energy                            | Yes                   | Energy                             |
| Elova Jewellery  | Yes                   | Retail Services                    |
| Encore/VAT   | Yes                   | Retail & Hospitality               |
| Foreshore Group  | No                    | Property Development & Hospitality |

|  |     |   |
|--|-----|---|
| Harcourts Rockingham                           | Yes | Property  |
| Harvey Norman Rockingham                       | No  | Retail Services                                   |
| Heaney Business Group                          | No  | Professional Services                             |
| Hidden de Tours                                | Yes | Tourism   |
| High Grade Mechanical                          | Yes | Construction & Engineering                        |
| Kolbe College                                  | No  | Training & Education                              |
| Kwinana Industries Council (KIC)               | Yes | Regional Industry Council                         |
| Media Engine                                   | Yes | Advertising & Marketing                           |
| Minibar  | No  | Retail & Hospitality                              |
| Mountain Lawyers                               | No  | Professional Services                             |
| My Gut Wellness                                | Yes | Healthcare  |
| Peel Manor House                               | No  | Tourism   |
| Perth South West Metropolitan Alliance (PSWMA) | Yes | Regional Economic Development and Advocacy Agency |
| Quest Apartment Hotels                         | Yes | Tourism & Hospitality                             |
| Ritz Party Hire                                | Yes | Professional Services                             |
| Rockingham Centre (Vicinity)                   | Yes | Retail Services                                   |
| Rockingham Park / Westgate Property Investment | Yes | Property Development (Land owner)                 |
| Rockingham Kwinana Chamber of Commerce (RKCC)  | Yes | Local Business Chamber                            |
| Rocky Pest                                     | No  | Professional Service                              |
| RSM Rockingham                                 | Yes | Professional Services                             |
| Small Business Development Corporation (SBDC)  | Yes | State Government Agency                           |
| Shelford Group                                 | Yes | Property Development                              |
| Signage Australia                              | Yes | Advertising & Marketing                           |
| South Metro TAFE                               | Yes | Training & Education                              |
| Stockland                                      | No  | Property Development                              |
| Stonehenge Ceramics                            | Yes | Building & Construction                           |
| Town Team Movement                             | No  | Community Services                                |



|  |     |                           |
|--|-----|---------------------------|
| Western Trade Coast Business Network                               | Yes | Regional Industry Network |
| Yaran Property   | Yes | Property Development      |
| Yaran Suite  | Yes | Tourism & Hospitality     |
| Australian Industry and Defence Network (AIDN – Western Australia) | Yes | Defence*                  |
| Babcock  | Yes | Defence*                  |
| Blue Ocean Marine Tech Systems                                     | Yes | Defence*                  |
| Curtin University (AUKUS Workforce Alliance)                       | Yes | Defence*                  |
| Huntington Ingalls Industries (HII)                                | Yes | Defence*                  |
| JTSI-Defence West  | Yes | Defence*                  |
| Lendlease  | Yes | Defence*                  |
| Murdoch University   | Yes | Defence*                  |
| Office of Defence Industry Support (ODIS)                          | Yes | Defence*                  |
| Royal Australian Navy (HMAS Stirling)                              | Yes | Defence*                  |
| Saab (Rockingham)  | Yes | Defence*                  |
| Submarine Institute of Australia; Tirel Defence Consultancy        | Yes | Defence*                  |
| South Metro TAFE   | Yes | Defence*                  |
| Thales (Rockingham)  | Yes | Defence*                  |

*Note\*: The Defence stakeholder consultation process was initiated in August 2024 (by Hatch) for the Defence and Defence-related Industry Cluster Development Analysis Project which also forms part of the consultation process for developing the Strategy. The purpose of this project is to understand Rockingham's Defence industry development landscape, identify industry gap(s), assess the current and future growth capacity and evaluate the prospect of Rockingham being strategically positioned and developed as an advanced Defence industry hub and/or modern Defence administrative centre.*

## 10 References

| Strategic Documents                                   | Overview   | Relevant Strategic Directions and Actions   |
|---|--|---|
| <b>Western Australia State Planning Strategy 2050</b> | <p>The State Planning Strategy is the lead strategic planning document within the WA government, which guides future land-use planning and development across the state. It is built on a foundation of planning principles, strategic goals, and objectives, with a vision of sustained growth and prosperity.</p> <p>The strategy emphasises that diversity, liveability, connectedness, and collaboration are essential to achieving this vision. It outlines six key principles - community, economy, environment, infrastructure, regional development, and governance - to ensure the state's development aligns with these aspirations.</p> | <p>The State Planning Strategy identifies several key strategic directions that align closely with a local government economic development strategy. These strategic directions include:</p> <ul style="list-style-type: none"> <li>• Promote sustainable economic growth in education, training, and tourism, ensuring land is used and developed sustainably.</li> <li>• Coordinate infrastructure development with effective management of movement, resources, and waste for community improvement.</li> <li>• Foster liveable, inclusive, and diverse communities by encouraging creativity, active lifestyles, and affordable living.</li> <li>• Conserve biodiversity and manage natural resources sustainably.</li> </ul> |
| <b>WA Housing Strategy 2020-2030</b>                  | <p>The WA Housing Strategy aims to tackle the state's housing challenges and establish a more adaptable and responsive housing system. This comprehensive approach is designed to ensure that every Western Australian has access to suitable housing, while also promoting economic and social benefits. Key outcomes identified by the strategy include:</p> <ul style="list-style-type: none"> <li>• Increasing Housing Access: Connect 150,000 WA households to a home by 2031;</li> </ul>   | <p>The key outcomes that are relevant to economic development in Rockingham include:</p> <ul style="list-style-type: none"> <li>• Increase the supply and diversity of homes to support residents of all cultures, ages, incomes, and circumstances.</li> <li>• Design communities and homes that are suitable for both current and future needs.</li> </ul>  |

|  |  |  |
|--|--|--|
|  | <ul style="list-style-type: none"> <li>• Economic and Social Integration: Build inclusive communities that improve social and economic participation;</li> <li>• Job Creation: Contribute to the State's economy by creating jobs through housing projects; and</li> <li>• Tailored Housing Solutions: Provide diverse housing options to meet the needs of different groups, including low-income households, key workers, and older people.</li> </ul>   | <ul style="list-style-type: none"> <li>• Enhance access to homes that meet residents' needs, including affordable housing, short-stay accommodation, and aged care.</li> </ul>   |
| <b>Western Australia Visitor Economy Strategy 2033</b> | <p>The Western Australia Visitor Economy Strategy (WAVES 2033) sets a 10-year strategy for the Western Australian visitor economy. The vision for WA's visitor economy is to "be recognised as a world-class destination, immersing people in its unique cultures, communities and environment."</p> <p>The Strategy aims to grow the visitor economy to \$25 billion by 2033. To achieve this, WAVES 2033 emphasizes attracting high-yield travellers from both interstate and overseas. It includes strategies to support this goal: focusing on re-establishing and expanding access, as well as increasing the range and density of visitor economy infrastructure and experiences.</p> <p>By implementing these measures, the Strategy seeks to drive significant improvements in the performance of Western Australia's visitor economy.</p> | <p>Some key strategies relevant to the Rockingham Economic Development Strategy include:</p> <ul style="list-style-type: none"> <li>• Attracting private investment in accommodation and attractions through effective policies, assistance, facilitation, and support for private sector investment;</li> <li>• Creating new attractions and enhancing the density and diversity of tourism experiences to exceed visitor demand;</li> <li>• Supporting the development of world-class event infrastructure, encouraging year-round events, and growing the business events sector; and</li> <li>• Developing and expanding a skilled tourism and hospitality workforce.</li> </ul> |

**Western Australia State  
Infrastructure Strategy, 2022**

The Strategy outlines Infrastructure WA's (IWA) assessment of the state's critical infrastructure needs and priorities and provides recommendations to address them. It offers a comprehensive framework aimed at enhancing the state's public infrastructure system through strategic planning, legislation and regulation, and policy and decision-making tools.

The Strategy identifies six key strategic opportunities for the state:

- i. Becoming a global location of choice;
- ii. Value-adding industries;
- iii. Advancements in technology;
- iv. Renewable energy initiatives;
- v. Promoting and leveraging Aboriginal cultural heritage and enterprise;
- vi. Expanding the service industry.

The themes discussed in the Strategy include:

- Digital connectivity;
- Aboriginal culture and enterprise;
- Climate change and sustainability;
- Regional development;
- Planning and coordination; and
- Infrastructure delivery and asset management.

By addressing these opportunities and themes, the Strategy aims to create a more resilient and forward-looking infrastructure framework for the state.

The Strategy emphasises the importance of building smarter, more integrated, connected, and resilient infrastructure that maximises value for both the community and industry. Core themes relevant to the Rockingham Economic Development Strategy include:

- Managing infrastructure demand through prevention, early intervention, and pricing
- Enhancing the quality and consistency of strategic infrastructure planning and processes
- Addressing climate change
- Implementing data sharing and other tools to support infrastructure planning and investment decision-making
- Optimising the existing infrastructure asset base
- Identifying major infrastructure projects and programs



|   |  |   |
|---|--|---|
| <b>Economic and Employment Lands Strategy: Non-Heavy Industrial - Perth Metropolitan and Peel Regions, 2012</b> | <p>The Economic and Employment Lands Strategy (EELS) was created to address the recognized shortage of industrial land in Western Australia, particularly for general and light industrial purposes. The Strategy's main objective is to ensure adequate planning to provide sufficient employment land in the Perth metropolitan and Peel regions for the next 20 years and beyond.</p>   | <p>The Strategy encourages collaboration and partnerships between all levels of government, as well as servicing and infrastructure authorities to ensure opportunities to maintain and increase the supply of industrial land in the region is explored and supported. The Rockingham Economic Development Strategy will seek to incorporate the EELS principles in all strategic planning initiatives.</p>  |
| <b>Perth and Peel @ 3.5 million, 2018</b>   | <p>The Perth and Peel @ 3.5 million frameworks are designed to manage the growth and development of the Perth and Peel regions in Western Australia as they approach a population of 3.5 million by 2050.</p> <p>The purpose of these frameworks is to ensure that the regions can accommodate this population growth sustainably, balancing residential, economic, and environmental needs.</p> <p>Overall, the Perth and Peel @ 3.5 million frameworks aim to create a well-connected, sustainable, and economically vibrant region capable of supporting a growing population while ensuring long-term economic resilience.</p> | <p>Key areas of focus that are relevant to the economic development of Rockingham include:</p> <ul style="list-style-type: none"> <li>• Focusing on creating job opportunities in key employment and economic hubs, close to where people live;</li> <li>• Promoting mixed-use development, where residential, commercial, and industrial spaces are co-located;</li> <li>• A focus on sustainable development through the environmentally significant areas while allowing for economic activities that do not compromise these values; and</li> <li>• A focus on urban consolidation and infill development, which helps in reducing urban sprawl and creating vibrant, economically active communities.</li> </ul> |
| <b>South Metropolitan Peel Sub-Regional Planning Framework, 2018</b>  | <p>The framework is based on several key principles, including:</p> <ul style="list-style-type: none"> <li>• Consolidating urban development;</li> </ul>   | <p>The South Metropolitan Peel Sub-Regional Planning Framework outlines key principles that are highly relevant to local government economic development strategies in the Peel sub-region:</p>   |

|   |   |   |
|---|---|---|
|   | <ul style="list-style-type: none"> <li>• Protecting employment land;</li> <li>• Integrating land use and public transport;</li> <li>• Maximizing the use of existing infrastructure;</li> <li>• Promoting shared corridors and infrastructure;</li> <li>• Avoiding, protecting, and mitigating impacts on environmental attributes;</li> <li>• Retaining land for agriculture and food production.</li> </ul>   | <ul style="list-style-type: none"> <li>• Improve land use efficiency and access to public transport and facilities, creating vibrant communities that attract residents and businesses.</li> <li>• Increase local jobs, especially in activity and industrial centres, to boost job growth and economic resilience.</li> <li>• Invest in health, education, and recreation to enhance quality of life and attract residents and businesses</li> <li>• Design a transport network that supports smooth movement of people and goods, aiding local businesses and investments.</li> <li>• Provide efficient services like electricity, water, and wastewater to support current and future business needs.</li> <li>• Protect environmental qualities to enhance regional appeal and support sustainable economic development.</li> </ul> |
| <b>Perth South-west Metropolitan Alliance - A united regional vision for 2036</b> | <p>The United Regional Vision for 2036 is a spatial and governance plan that presents a unified vision for the region that combines the planned investment from state and federal governments with collective aspirations of the Perth South-West residents.</p> <p>The plan identifies ideal locations of major economic activity, ideas for optimising land uses to generate local and regional employment opportunities, and infrastructure needed to enable industry development.</p> | <p>To support Rockingham's economic development, the plan includes short-term actions aimed at advocating for state government assistance. Key priorities include advancing the Rockingham City Centre Transit System and implementing both the Rockingham Beach Foreshore Masterplan and the Safety Bay Shoalwater Foreshore Master Plan.</p> <p>Other key initiatives include:</p>  |

|  |   |   |
|--|---|---|
|  | <p>5 aspirations were developed as part of the plan, which include:</p> <ul style="list-style-type: none"> <li>• Inclusive, connected communities;</li> <li>• Better jobs and more of them;</li> <li>• Efficient transport options;</li> <li>• Thriving natural assets; and</li> <li>• Streamlined and effective governance.</li> </ul>   | <ul style="list-style-type: none"> <li>• working to government to promote the region's economic capability to attract investment and build awareness of major hubs and comparative advantages;</li> <li>• Advocate that the State Government prioritise and build the Karnup Train Station;</li> <li>• Advocate for the Rockingham Loop Railway connection;</li> <li>• Investigate options for upgrading Stock Road / Rockingham Road at key intersections; and</li> <li>• Support the transition to a green economy and to meet the target of net zero by 2050 in the region.</li> </ul> |
| <b>City of Rockingham Strategic Community Plan 2023-2033</b> | <p>The Rockingham Strategic Community Plan serves as a roadmap to guide the city's decision making, resource allocation and service delivery between 2023 and 2033.</p> <p>The Vision for Rockingham is "a quality lifestyle. A sustainable future."</p> <p>The community identified 5 overarching themes that encapsulate future areas of impact for Rockingham. These themes include social, natural environment, built environment, economic and leadership.</p> | <p>Key community aspirations that will guide the development of the Rockingham Economic Development Strategy include:</p> <ul style="list-style-type: none"> <li>• Social – a family friendly, safe and connected community;</li> <li>• Natural environment – a place of natural beauty where the environment is protected;</li> <li>• Built environment – a built environment carefully planned for today and tomorrow;</li> <li>• Economic – a vibrant economy creating opportunities; and</li> <li>• Leadership – transparent and accountable leadership and governance.</li> </ul>    |

|   |  |   |
|---|--|---|
| <b>City of Rockingham Economic Development Study, 2020 - 2025</b> | <p>The Strategy involves 4 key elements that are areas of focus for economic development in Rockingham, including:</p> <ul style="list-style-type: none"> <li>• Investment Attraction</li> <li>• Strategic Metropolitan Centre</li> <li>• Local Business Development</li> <li>• Advocacy and Lobbying</li> </ul>   |   |
| <b>City of Rockingham Investment Prospectus, 2022</b>             | <p>The City of Rockingham Investment Prospectus aims to attract, encourage and support new investments into the region.</p> <p>The prospectus focuses attracting investment in several major industries and areas in Rockingham, including:</p> <ul style="list-style-type: none"> <li>• The Rockingham Strategic Centre;</li> <li>• Defence and defence industry;</li> <li>• Industrial, commercial and retail;</li> <li>• Tourism and events; and</li> <li>• Aged care.</li> </ul> | The new Rockingham Economic Development Strategy will seek to capitalise on the regions' competitive strengths and key assets, through attracting and supporting new public and private investments.  |
| <b>City of Rockingham Local Planning Strategy 2023</b>            | <p>The strategy sets out the City's objectives for future planning and development and includes a broad framework by which to pursue those objectives. The purpose of the Local Planning Strategy is to:</p> <ul style="list-style-type: none"> <li>• Set out the long-term planning directions for the local government;</li> </ul>   | <p>Actively pursuing tourism and economic development is a key aspiration identified by the LPS. Relevant outcomes associated with this aspiration and economic development across Rockingham include:</p> <ul style="list-style-type: none"> <li>• Promoting the city as a premiere metropolitan coastal tourism destination; and</li> </ul> |



|  |  |   |
|--|--|---|
|  | <ul style="list-style-type: none"> <li>• Apply any state or regional planning policy that is relevant to the strategy; and</li> <li>• Provide rationale for any zoning or classification of land under the local planning scheme.</li> </ul>   | <ul style="list-style-type: none"> <li>• Lobby local, state and federal stakeholders to establish infrastructure and development opportunities for the city.</li> </ul> |
| <b>Rockingham Strategic Centre Precinct Structure Plan, 2024</b> | <p>The Rockingham Strategic Centre Precinct Structure Plan (RSPSP) was prepared to coordinate future subdivision and development of land within the Rockingham Strategic Centre (RSC)</p> <p>The vision for the RSC is:</p> <p>“Rockingham leverages off its unique coastal atmosphere to establish a green and walkable centre that offers a diversity of uses and building types, celebrates local culture, and promotes a relaxed lifestyle. It is a regional employment destination that connects its distinct activity hubs via high-frequency public transport.”</p> <p>The RSPSP is guided by six key objectives that all planning and development in the RSC must have regard to, which include:</p> <ul style="list-style-type: none"> <li>• Urban ecology;</li> <li>• Urban structure</li> <li>• Public realm;</li> <li>• Movement;</li> <li>• Land use; and</li> <li>• Built form.</li> </ul> |   |

|  |   |   |
|--|---|---|
| <b>Rockingham Accommodation Audit, 2023</b>                | <p>The assessment identified several priority opportunities for future accommodation provision and development in Rockingham, which included:</p> <ul style="list-style-type: none"> <li>• High quality branded hotel and conference centre;</li> <li>• Midscale hotel/apartment hotel;</li> <li>• Eco-accommodation; and</li> <li>• Holiday Park with experiential accommodation options (e.g. glamping, eco-cabins or tiny homes).</li> </ul> | <p>It is evident through the Rockingham Accommodation Audit that there are limited accommodation options and gaps in:</p> <ul style="list-style-type: none"> <li>• High quality accommodation along the foreshore</li> <li>• Larger national and international branded establishments; and</li> <li>• Experiential accommodation (eco cabins, glamping etc.).</li> </ul> <p>The Rockingham Economic Development Strategy will seek to grow the visitor economy through supporting the diversification of accommodation options in the region.</p> |
| <b>City of Rockingham, economy .id as compiled by .id</b>  | Available from <a href="http://www.economy.id.com.au/Rockingham">www.economy.id.com.au/Rockingham</a> [September 2023]  |   |
| <b>City of Rockingham, profile .id as compiled by .id</b>  | Available from <a href="http://www.profile.id.com.au/Rockingham">www.profile.id.com.au/Rockingham</a> [September 2023]  |   |
| <b>City of Rockingham, forecast .id as compiled by .id</b> | <a href="http://www.forecast.id.com.au/Rockingham">www.forecast.id.com.au/Rockingham</a> [September 2023]   |   |