

# CITY OF BELMONT Draft Economic Development Strategy 2023-2028

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## Alternative Formats

This document is available on the City of Belmont website and can be requested in alternative formats including electronic format by email and in standard print.

## Acknowledgement of Country

The City of Belmont acknowledges the Noongar Nation and specifically the Whadjuk people as the Traditional Custodians of this land and we pay our respects to Elders, past, present and future leaders. We also acknowledge all Aboriginal and Torres Strait Islander peoples living within the City of Belmont.

# Introduction

## What is Economic Development?

Economic development at a local government level is a process that focusses on job and wealth creation in a way that is linked directly to improving quality of life outcomes for a local community. Economic development is inherently distinct from economic growth. It focuses on strategically aligning the principles of economic growth to achieve broader social, economic and environmental benefits.

The Western Australian Local Government Association (WALGA) developed a useful Economic Development Framework in 2019 which identifies the range of outcomes and functions for local government in economic development:

Potential local government economic development outcomes	Potential local government functions to achieve outcomes
<ul style="list-style-type: none"><li>• Attract new business</li><li>• Retain existing business</li><li>• Encourage the growth of existing business</li><li>• Attract investment</li><li>• Diversify the economy</li><li>• Improve community outcomes through job creation, training and education</li><li>• Enhance infrastructure</li><li>• Grow the population</li><li>• Attract visitors</li><li>• Reduce impediments to commercial activity</li></ul>	<ul style="list-style-type: none"><li>• Strategic Planning</li><li>• Policy and Regulation</li><li>• Supporting Local Business to Succeed</li><li>• Cooperation and Partnerships</li><li>• Promotion and Attraction</li><li>• Customer Service</li><li>• Direct Service Delivery</li><li>• Infrastructure Provision</li><li>• Advocacy</li></ul>

The framework does not suggest that local governments will focus on all of these outcomes and functions, but instead focus their efforts on strategic priorities relevant to their specific context and capacity.

## Why Prepare an Economic Development Strategy?

Given the range of outcomes and functions that local government might focus on, the City of Belmont (the City) has developed this Economic Development Strategy (EDS) to articulate how the City has decided to focus its economic development activities.

The process involved in developing the EDS ensures that these decisions were informed by researching the unique contexts of the City of Belmont local government area (City area), contemporary economic development trends and practices, the City's broad strategic priorities, its capacity, and most importantly, the input of businesses and other stakeholders through consultation, as detailed below.

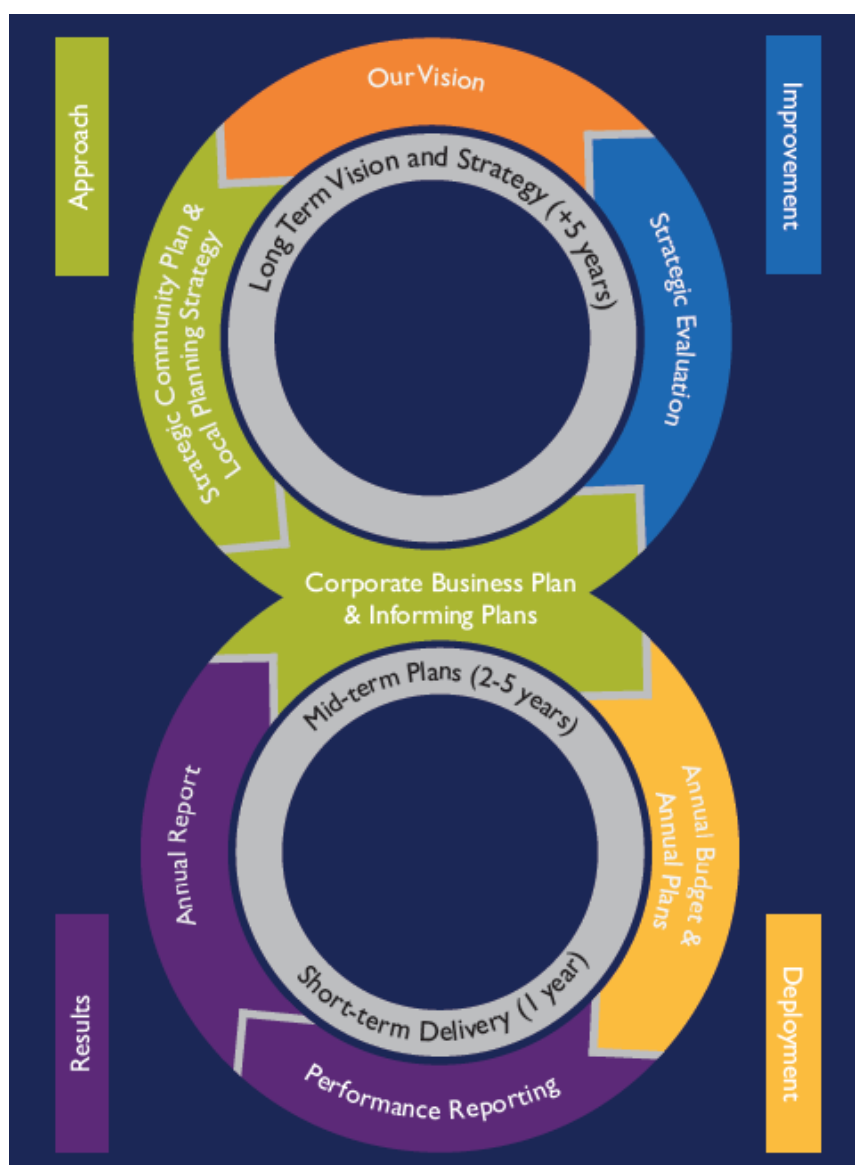
# Informing the EDS

## Planning Context

The EDS is an 'informing plan' within the City's Integrated Planning and Reporting Framework (IPRF).

Guided by the higher-level, longer-term vision, goals and strategies in the Local Planning Strategy (LPS) and Strategic Community Plan (SCP), informing plans like the EDS provide more detail into the medium term about specific issues. These in turn guide specific activities captured in the Corporate Business Plan (CBP) and shorter-term documents like the Annual Plan and Annual Budget.

The current City of Belmont Strategic Community Plan 2020-2040 emphasises the importance of the City area's business community and the need for a strong local and regional economy, with three Community Goals and associated strategies particularly applicable to supporting economic development activity:







## Goal 1: Liveable Belmont

### Outcomes:

- Business is attracted to the City creating more local jobs.
- All ages can live, work and play in the City.
- Our neighbourhoods are well serviced by local activity centres which are exciting and attractive.

### Strategies:

- 1.2 Plan and deliver vibrant, attractive, safe and economically sustainable activity centres.
- 1.3 Ensure activity centres have a thriving economy.
- 1.4 Attract public and private investment and businesses to our City and support the retention, growth and prosperity of our local businesses.



## Goal 2: Connected Belmont

### Outcomes:

- People and goods are able to move sustainably in and out of the City.

### Strategies:

- 2.3 Facilitate a safe, efficient and reliable transport network.



## Goal 4: Creative Belmont

### Outcomes:

- Innovative businesses will look to the City as a preferred location due to its proximity to the airport and links to universities.
- The City runs awards programs for arts and innovation.
- The City works with local schools and businesses to run programs and a wide variety of public art will be located across the City.

### Strategies:

- 4.2 Embrace technology, creativity and innovation to solve complex problems and improve our City.
- 4.3 Support and collaborate with local schools and businesses.

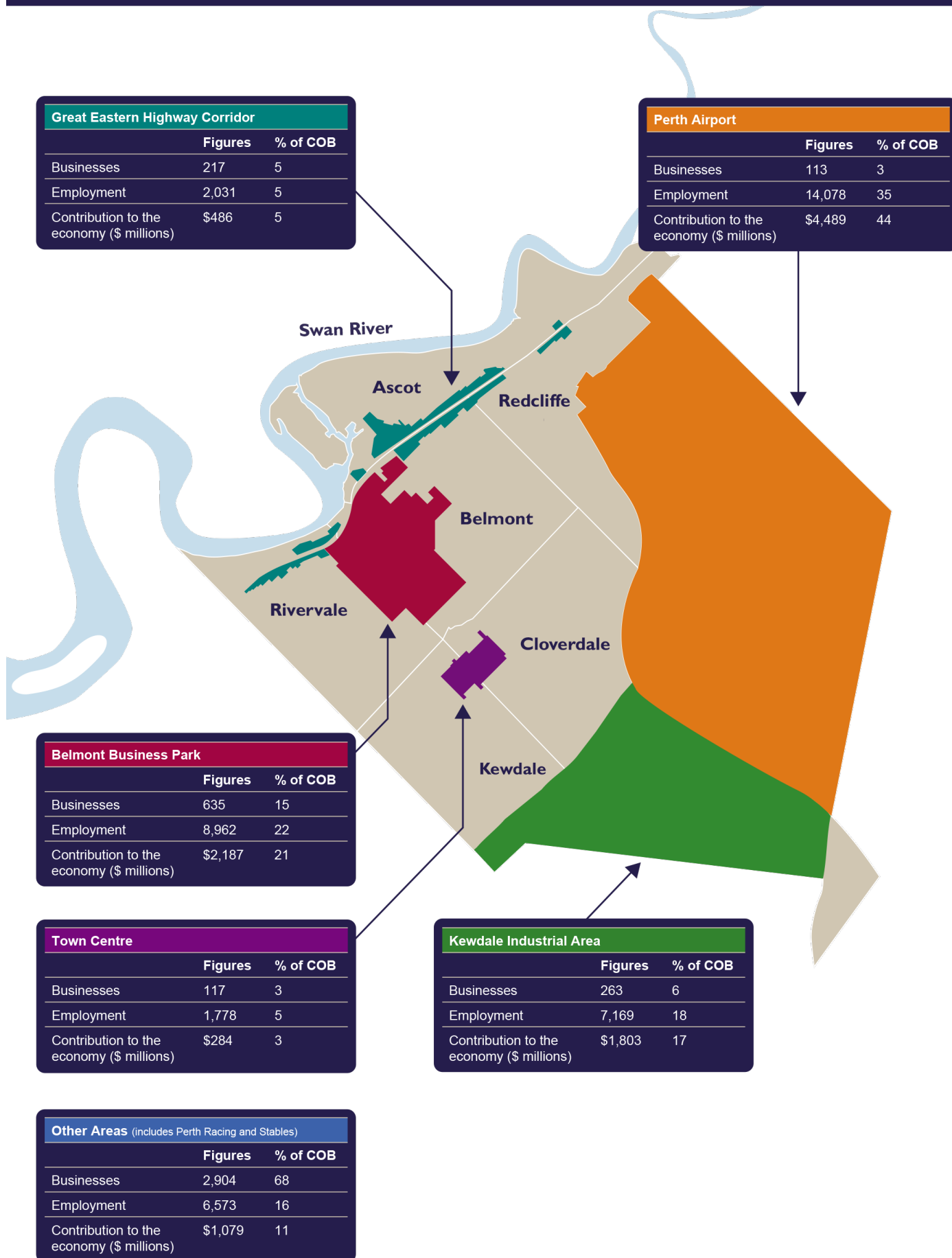
The LPS is the City's long-term plan regarding land use. It identifies from a geographical perspective where there are opportunities and constraints to permit certain uses of land to improve environmental, social and economic outcomes. As such, the LPS is a key for driving economic development, as it identifies opportunities for improved movement infrastructure, land use intensification and diversity, and can protect natural amenity and encourage sustainability and wellbeing. The LPS is accompanied by other more detailed land-use related informing plans relevant to Economic Development activity (including the Activity Centres Planning Strategy). The City's current LPS is under review.

## Locational Context

The City area has a strong locational economic advantage, being only six kilometres from the Perth Central Business District and intersecting with Graham Farmer Freeway and Tonkin, Roe, Leach and Great Eastern Highways, as well as connecting to the metropolitan passenger rail network via Redcliffe Station.

The City LGA consists of the suburbs of Ascot, Belmont, Cloverdale, Kewdale, Redcliffe and Rivervale, and contains a number of key economic locations:

# Economic Locations



## **Belmont Business Park**

This area takes advantage of its excellent transport linkages, consisting of a mix of new modern developments alongside older properties with long-established family-owned businesses. It is home to around 800 businesses, representing approximately 15% of all businesses in the City and is the second highest precinct in terms of total employment. The predominant industry makeup is in construction, manufacturing, professional, scientific, and technical services.

## **Great Eastern Highway Corridor**

The Great Eastern Highway Corridor is a strategically important transport route for business with a diverse mix of head office, industrial, tourism/hospitality purposes, as well as highway retail and commercial uses, mixed amongst residential apartments. It provides close connectivity to several key national and international attractions including the Ascot Racecourse, Swan River (including Bilya Kard Boodja Lookout) and the Outdoor Airport Viewing Area. Crown Casino and Optus Stadium are also just outside the City's boundary.

## **Kewdale Industrial Area**

The Kewdale Freight Terminal is a significant transport, storage, manufacturing and logistics hub servicing the State's freight, logistics, construction and resource sector, and is home to distribution centres for some of Australia's largest companies. Approximately one third of all rail-borne containers unloaded from Fremantle Port are delivered to the Kewdale Freight Terminal for distribution within Western Australia and to the eastern states.

## **Perth Airport**

The Perth Airport location is a highly productive area and supports the most jobs within the City area's economy at 33% (REMPPLAN, 2021). The strong growth in passenger traffic through the airport terminals adds significant commuter traffic to the region that contributes to economic growth, but the precinct has also recently undergone significant development of its surrounding lands to create a major passenger, freight, commercial and retail hub for the metropolitan region, including the recently completed Forrestfield-Airport passenger rail link and Redcliffe Station within the City. This has led to it now being classified by the state government as a 'Specialised Activity Centre'.

Future infrastructure developments for the Perth Airport location will include an additional runway, as well as continuing high-quality commercial, logistic, freight, distribution and light industrial development. This will support continued rapid growth and development of the City area's economy.

## **Town Centre and other retail centres**

A significant proportion of the City area's major retail industry is located within the Belmont Town Centre. Containing approximately 3% of businesses and approximately 5% of employment, the location is a significant destination precinct that attracts visitors. It features civic and social servicing, high amenity retail and hospitality businesses, and recreational and leisure destinations. Adjacent to the City's largest shopping centre (classified as a Secondary Activity Centre), the City's civic precinct is a destination anchor, complete with the new state of the art Belmont Hub (featuring library, museum, café), recreation centre and parklands (featuring a regional playground).

Retail is the City's third largest employer by industry. In addition to the major retail precincts there are three Neighbourhood Activity Centres along Belvidere Street, Kooyong Road and Eastgate. Two more are proposed as part of the Golden Gateway and Airport West future developments. Smaller Local Centres are located at Ascot, Ascot Waters, Belgravia Street, Belmay, Belmont Square, Epsom Avenue, Francisco Street, Love Street, The Springs and Wright Street. These commercial streetscapes are continually being improved and upgraded to provide a quality, attractive location for people to shop locally and interact.

## People, Industry and Employment Context

The City area accommodates a diverse blend of commercial, industrial, retail and mixed-use business sectors that have ensured that it remains a key employment centre creating a multitude of jobs and fuelling economic growth. Unlike most local government areas characterised by a dominance of residential areas with some industry or commercial precincts, unique to the City of Belmont area there are more local jobs (52,692) than there are residents (43,873) living in the City (ABS, 2021).

The City of Belmont area's Gross Regional Product of nearly \$9 billion (NEIER, 2021) equates to around 3% of Western Australian GDP, and has strong growth outpacing the WA average with 38% increase in GRP compared to the WA average of 31%.

The City area's locational advantage leads to the freight and logistics sector being its largest industry by employment. Manufacturing, construction and the accommodation and food services industries reflect the function of major connectivity to Kewdale Industrial Area, Belmont Business Park, Great Eastern Highway, Perth CBD and Perth Airport.

Perth Airport is one of the largest economic land assets outside of the Perth CBD and together with the Kewdale Freight Terminal and the Belmont Business Park have attracted multinational, national and state company headquarters, as well as some of the most significant remote mining capability in the State.

Other significant industries include Retail Trade and Health Care and Social Assistance, indicating a diversity of employment within the locality.

The major regional shopping complex ranks in the ten largest in Western Australia and the smaller neighbourhood shopping precincts enjoy a strong level of support while servicing the daily needs of the local community.

The City is an industry leader amongst local governments in several economic development areas. The findings from a study finalised during August 2021 that evaluates business priorities and measures performance showed scores that were at a 10 year high. The MARKYT® Business Scorecard, by Catalyse, collected data using computer assisted telephone interviews with a senior representative of 100 randomly selected businesses. The City's strength as a 'Place to work or operate a business' scored 8 Index points above the WA average, also representing an increase of 8 index points since the 2019 Scorecard.

Economic development was regarded as one of the City's greatest strengths relative to MARKYT® Industry Standards for WA, with the highest comparative score for the shopping strips and centres development category, while 98% of businesses rate the City of Belmont positively as a place to work or operate a business. The economic confidence within City of



Belmont is also relatively high where almost 80 percent of businesses were confident that they would still be operating their businesses in the City area in five years' time.

The following statistical snapshot shows that the business community continues to prosper.

## Population



**43,873**

**Estimated residential population**

(ABS ERP 2021)

**1.6%**

**Population growth rate**

**Population forecast**

**65,659 people (2041)**

**42 %**

**Change 2022 – 2041**

(forecast.id)

SEIFA\* index of relative socioeconomic disadvantage

**985**

**with pockets of higher levels of disadvantage**

3rd lowest SEIFA score of metropolitan LGAs

\*Socio-Economic Indexes for Areas

(Census 2016)

## Diversity



**40.9%**

**Residents born overseas**

**31%**

**Speak language other than English at home**

(ABS, 2021)

**2.7%**

**Aboriginal population**

2% Greater Perth area (ABS, 2021)

Increase from 2.5% Aboriginal population (ABS, 2016)

## Education and Training



**35.7%**

**Resident workers with tertiary qualification**

(ABS, 2021)

**8.2%**

**Residents attending tertiary institution**

(8.2% Greater Perth)

ABS, 2021)

## Perth Airport



**Fourth**

**busiest airport in Australia**

**33.7%**

**approximately of the City's land area is occupied by the airport**

**15%**

**of the City's Economy output is directly related to the Perth Airport Area**

**28.5 million**

**Annual Airport passenger numbers by 2024**

(Perth Airport Master Plan, 2020)

**202,000**

**Annual aircraft movements by 2040**

(Perth Airport Master Plan, 2020)

## Regional



**\$8.95 billion**

**Gross Regional Product (GRP)**

(NIEIR, 2021)

- 3% of WA Gross State Production
- Increased by 49% from 2016 to 2021, outperforming the State average growth of 34%

(REMPAN 2016, 2021)

Regional exports (2020)

**\$14.2 billion**

**Annual growth rate for last 4 years.**

- 12.65 % - City of Belmont
- 10.4% - Western Australia
- 4.61% - Greater Perth

(ABS, REMPLAN 2016, 2020)

## Business and Employment



**4,240**

**Local businesses**

(ABS, 2021)

**5.89%**

**Increase in businesses**

(2019 - 2021)

- 3.8% Western Australia
- 4.26% Greater Perth

(ABS, REMPLAN 2019,2021)

**95%**

**Small businesses**

(ABS, 2020)

Top employing industries

**24%**

**Transport, postal,  
warehousing**

**11.2%**

**Mining**

**10.4%**

**Retail Trade**

(ABS, REMPLAN 2021)

**52,692**

**Local jobs**

(NIEIR,2021)

**40,375**

(Census 2016)

**21,996**

**Employed residents**

(ABS, 2021)

**4.7%**

**Unemployed**

**(as at June 2022)**

- 3.1% (Western Australia)

(REMPAN, 2021)

Employment location of  
resident workers

**21.4%**

**Live and work in the  
area**

**74%**

**Live in the area, but  
work outside**

(ABS, 2021)

**98%**

**of businesses say City of  
Belmont gave a positive  
rating as a place to work  
or operate a business**

(Catalyse, 2021)

High Economic Confidence

**80%**

**of businesses are  
confident for operating in  
the City in five years' time**

- Highest comparative score for the shopping strips and centres development

(Catalyse, 2021)

Employment

**13,446**

**Airport jobs (33.1%)**

**8,962**

**Belmont Business Park  
jobs (22.1%)**

**7,169**

**Kewdale jobs (17.7%)**

REMPAN 2022)



## Strengths

- Proximity to the Perth CBD
- Proximity to Perth Airport
- Access to major arterial routes, transport links
- Unique character of community
- Cultural diversity, larger Aboriginal population (significant history, heritage)

## Major Project Context

### Forrestfield-Airport Rail Link

The newly constructed Forrestfield-Airport Rail Link rail service connects the eastern suburbs of Perth and the airport to the broader metropolitan passenger rail network, and provides the City area's sole station at Redcliffe. This will also catalyse surrounding new infrastructure and redevelopment that supports growth, but also give cause to consider impacts on surrounding economic and residential locations. Impacts could include new job creation, risks of drawing trade from other economic locations, changing internal transport flow, and generating additional visitor traffic.

### Increased Residential Density and Housing Diversity

An increase in residential and commercial development in recent years has resulted from substantial growth and urban renewal.

The City's robust economic profile suggests that targeted upgrading of existing low-density suburbs with ageing housing stock through land-use planning and development activity (such as in and around Development Area 6 and the Golden Gateway Precinct), will further strengthen the City area's economy through increased population and employment opportunities.

The vision for both areas is high quality, high amenity areas with a mix of open space, activity centres and medium to high density residential land uses. Development will be guided by the *Golden Gateway Local Structure Plan* and the *DA6 Vision Plan and Implementation Strategy*.

At the same time, the City is mindful to retain housing diversity and prioritise housing affordability. Current unaffordability of purchasing and renting homes means that there is less disposable income injected into non-housing sectors of the local economy.

### Other City of Belmont Priority Projects

The City has identified a number of major priority projects in the Corporate Business Plan (2022 – 2026) that will contribute to economic development. These include Esplanade Park/Foreshore Upgrade, Garvey Park Section 2, Abernethy Road Master Plan, Belvidere Street Revitalisation, Wilson Park Precinct upgrade, and Belmont Oasis Leisure Centre redevelopment.

## Current City Economic Development Activity Context

In addition to traditional local government functions to support economic development such as land-use planning, infrastructure development, major projects and business approval and compliance support, marquee events and public realm enhancement in economic precincts, the City also currently undertakes specific economic development focussed activity including:

- *Business support.* The City contributes significant funding support to local not for profit business enterprise and support providers, as well as employing economic development staff able to provide general advice and support.
- *Celebrating business success.* The City sponsors business awards.
- *Encouraging innovation.* Seed funding is provided to businesses with innovative ideas via the City of Belmont Business Innovation Grants Program.

- *Business networking.* A range of networking breakfast events, sundowners and other business focused networking opportunities are delivered by the City. The City is actively involved in a regional partnership (Link WA) with local governments to further strengthen the freight and logistics industry.
- *Business leadership and engagement.* The City has an active Belmont Business Advisory Group with diverse representation from the business community to help guide the City's decision making.
- *Employment, training and job-readiness.* A range of targeted programs are supported including job-readiness programs for culturally and linguistically diverse residents, small-business information sessions and youth training and education programs.
- *Wellbeing Economy.* Acknowledging a need for a socially and environmentally responsible and sustainable approach to economic development, the City recently combined its Economic Development Team and Community Development Team under one Department. The City also undertakes some of its own CSR initiatives including prioritising local businesses in procurement and the sponsoring of significant social and environmental programs and infrastructure, as well as informally connecting businesses and community partners.

These current activities will be reviewed as part of future economic development activity planning to ensure they continue to meet identified strategic economic development priorities.

## Opportunity Context

### Emerging technology and IT

The strong freight and logistics sector is further supported by modern manufacturing, professional services as well as numerous niche sectors (such as a large proportion of Australia's mine automation industry). Soon to be home to Western Australia's largest data centre, as well as having some niche robotics manufacturing companies, there is a strong opportunity to further grow emerging technology and IT related industries.

### Freight and logistics

The freight industry is growing rapidly and the volume and number of freight movements are expected to increase significantly into the future. The closely connected freight and logistics areas that stretch across neighbouring local government areas present an opportunity for cooperation to develop a larger 'best practice' freight and logistics region called Link WA. The Link WA alliance is between the Cities of Belmont, Canning, Kalamunda and Swan.

The Link WA alliance will encourage the joint promotion, advancement and development of each City's major hubs into a coordinated inland Freight and Logistics Hub.

### Small and home-based business

Small businesses (with less than 20 employees) make up the majority of businesses (94.8%) in the City area's economy. It is estimated that the small business sector contribution to the Australian economy is substantial and estimated to generate 34% of total Industry Value Added and 29% of all wages and salaries paid in selected industries (APH, 2020).

Approximately two-thirds of all businesses in the City are not within one of the defined economic precincts, demonstrating a significant level of home-based businesses and sole-traders.

Small business opportunities include:

- Micro-businesses moving out of the home-based environment as well as those employing additional staff would benefit from having higher levels of collaboration amongst local businesses as well as the facilitation of business support, seed resourcing and training.
- A significantly high percentage of local workers born overseas (40.9%) when benchmarked against Western Australian (32.2%) and Australian (27.7%) figures (ABS, 2021). The City's cultural engagement activity reveals a strong interest amongst this community in small business entrepreneurship.

## **Workforce development and alignment**

The City area is a significant employment generator, producing more jobs than it has residents. There were over 52,692 jobs in the City in 2021 (NIEIR, 2021), equating to almost 4% of the WA jobs. As a result the City area has a high *employment self-sufficiency* rate at 227% (REMPPLAN, 2021), which indicates 227 jobs for every 100 employed residents. However, in contrast the City area has a low *employment self-containment* of 26.6% (REMPPLAN, 2021) which means that almost three-quarters of the City area's working residents are employed outside of the City area.

Low employment self-containment is more common in outer-urban local government areas with less jobs than resident workers. However low employment self-containment is also typically correlated with lower socio-economic areas. The City area has a relatively skilled local labour force with approximately 41% of resident workers with a tertiary qualification (ABS, 2016), and 8.2% of the residents attending a tertiary institution (University/TAFE) compared to 7.1% for the Greater Perth area (ABS, 2021) which could indicate local residents do not possess the skills and qualifications most suited to the predominant local industries. The potential mismatch presents a challenge to increasing employment self-containment but suggests opportunities for job-alignment focussed workforce development, alignment and industry-jobseeker connecting activities. These could be particularly targeted at youth, new migrant and unemployed or underemployed residents, especially given the complimentary job-readiness support needs that exist due to having a higher unemployment rate (8.8%) than 8.1% for the Greater Perth area (ABS, 2021).

## **Tourism and Visitor Attraction**

Tourism is an emerging local industry, which coupled with support from the City, could provide significant future investment opportunities:

- *Capturing through-traffic visitors.* Located between the Perth CBD and Perth Airport, most people who fly into Western Australia visit the City area first, even if travelling through. This presents a unique opportunity to play a lead role in the metropolitan tourism market so that more visitors stop, rather than pass through. Developing key destination attractors, as well as visitor focussed marketing could realise this opportunity.
- *Aboriginal and multicultural focussed attractors.* With a higher proportion of Aboriginal residents (2.7%) than the Greater Perth (1.8%) average (ABS, 2021), this rich culture, history and knowledge can provide economic development opportunities in the fast-growing Aboriginal tourism sector. Building upon the iconic Bilya Kard Boodja Lookout



example, additional riverfront or other opportunities warrant exploration, in partnership with Aboriginal stakeholders.

- Similarly, as compared to the metropolitan local average, the City area has a significantly higher proportion of residents born overseas (City 40.9%; Greater Perth 36%) and speaking a language other than English at home (City 31%; Greater Perth 20.9%) according to the ABS, 2021. This also presents a unique opportunity to build attracting events or other destination opportunities that celebrate this local cultural diversity as a strength.
- *Accommodation and hospitality.* The City is well positioned directly between the airport and popular tourism destinations on our doorstep (such as the casino and stadium to the west, and Swan Valley to the north which lack accommodation options). Further development of high-quality accommodation and other hospitality opportunities presents economic development opportunities, particularly along the Great Eastern Highway corridor where there are some existing low quality or low intensity uses, along with extensive river views and amenity.
- *Recreation and adventure.* A variety of recreation and adventure-based businesses are located throughout Belmont Business Park, including indoor skydiving, indoor rock climbing, indoor go-karts, shooting and mini golf. They present opportunities for collaborative destination marketing and potential expansion of the activity type given proximity to the airport and accessibility to the wider metropolitan area.

## **Developing a Wellbeing Economy**

The concept of a Wellbeing Economy emphasises the aspect of economic development focused beyond economic growth, on responsible economic growth. It deals with what benefit improved economic growth provides the local community, and seeks to maximise how local economies do benefit local residents, through contemporary approaches to circular economies, community wealth-building, and corporate social responsibility.

The City's unique characteristic of having a significantly high ratio of local businesses and jobs to residents, also reflects a significant interrelationship between the business and social contexts of the City. Rather than a typical local government situation of predominantly residential land use with isolated pockets of business land use, the City observes strong interrelationships between both realms. There is strong local participation in networking, sponsorship, civic participation, corporate volunteering and other social and environmental sustainability activity by the local business sector, evidencing a strong sense of corporate social responsibility (CSR). This was also referenced within consultation feedback.

CSR has seen a marked upward trend globally as a priority for many businesses. There is an increasing intent to align branding to positive social and environmental imaging increasingly expected from a socially aware customer base. This is accompanied by an observed increase in genuine philanthropic and social responsibility activity, as business owners increasingly seek to 'give-back' to the communities in which they operate.

There is opportunity to further develop CSR and other initiatives that contribute to a Wellbeing Economy, as an identifying characteristic of the City, that could be marketed and celebrated as a positive point of difference.

## Consultative Context

Achieving the desired economic development outcomes requires ongoing communication and cooperation between the City, local businesses and the broader community, so community engagement has played a vital role in preparing the EDS.

Engagement included individual interviews, an online business perception survey, presentations at networking events, Belmont Business Advisory Group meetings and workshops. The workshops saw approximately 50 local business stakeholders participating, representing a diverse mix of business types.

An EDS Consultation Report is available with full details of engagement feedback, with summary highlights including:

Economic development advantages identified in consultation:

- Strategic infrastructure quality including roads and strong economic precincts
- Geographic location and surrounding transport network provides easy linkages
- Strong economic resilience due to diverse business types
- Unique cultural diversity brings vibrancy and opportunity.

Economic development barriers as identified in consultation:

- Relatively high levels of socio-economic disadvantage
- Poor external perception of area, but incongruent with reality
- Low levels of employment self-containment
- Increasing external competition from new freight and logistics hub developments.

Future desired outcomes as identified in consultation:

- Continued development of a vibrant, diverse and dynamic economy
- A strong and unique identity that reflects local character and culture and is positively regarded outside of the City area
- More local jobs for local people
- A sustainable future economy focused around environmental and social sustainability.

Desired role of the City in economic development as identified in consultation:

- Support businesses with strategic leadership, networking and advocacy. From the workshops feedback: *“It’s about being an enabler, not a provider.”*
- Continue providing steady governance and planning that enables economic growth and aligns it with community, sustainability and wellbeing outcomes. From the workshops feedback: *“It’s about an evolution, not a revolution.”*

# Future Strategic Priorities

The preceding informing contexts combines to suggest some key strategic themes for the City's role in economic development going forward.

In summary, the local economy is strong, diverse and resilient, with the City's own economic development activity well regarded by the business and residential communities. The locational and connectivity advantages will continue to drive rapid growth and an evolving industry typology in line with emerging opportunities. This will be aided by targeted marketing and attraction of preferred industries, as well as business support to new and existing businesses. There is also a potential to improve alignment of local skill-matching and employability to local industry type, as well as enhancement of the existing culture of corporate social responsibility.

As a result, the City has aligned its focus areas into four key themes and activity priorities:

## Future Economic Development Themes and Activity Priorities

### Theme 1 – Promotion and Attraction

*The City of Belmont should be front-of-mind for preferred businesses looking to relocate or establish operations in Western Australia. To encourage investment the City will prioritise activities to retain and enhance existing preferred businesses, attract new preferred investment, capture new customers and enhance local employment.*

Key economic development activity under this Theme include:

- 1.1. Enhance and promote the City's locational, connectivity and other competitive advantages.
- 1.2. Enhance and promote the City as a safe, sustainable and vibrant place to live, work, invest and visit.
- 1.3. Enhance and promote the benefits for residents of working locally to increase local employment containment.
- 1.4. Explore opportunities for specific tourism or destination activity enhancement that attracts new visitors.

### Theme 2 – Business Support and Engagement

*The City will continue to support the needs of the business community. In creating a sustainable business environment and activity centres with a thriving economy, the City of Belmont aims to establish a positive external perception and create a vibrant and attractive City.*

Key economic development activities under this Theme include:

- 2.1. Enhance the relationships and interactions between businesses within the City.
- 2.2. Enhance availability and access to support and advice for businesses.
- 2.3. Encourage business innovation and excellence and celebrate success.

### Theme 3 – Planning for Business

*The City should demonstrate industry leading practice in facilitating land-uses, infrastructure, regulatory processes and services that maximise economic development opportunities.*

Key economic development activities under this Theme include:

- 3.1. Support appropriate regional planning and policy collaboration with other local governments.
- 3.2. Facilitate appropriately zoned land to encourage preferred business typology and growth.
- 3.3. Support business development with enabling, customer-centred planning, regulatory and approvals processes.
- 3.4. Plan for infrastructure and services that enhance economic precinct connectivity, amenity, functionality and activation.
- 3.5. Strategically engage key stakeholders in the planning and resourcing of business related infrastructure and service provision.
- 3.6. Ensure good information is available to enhance informed planning and decision making.

## **Theme 4 – Wellbeing Economy**

*The City's business and residential community have a shared identity by nature of a unique near-balance between the numbers of local jobs and local residents. The business community is already very socially-minded and active in civic and community life, which should be enhanced and celebrated as a unique point of difference and pride.*

Key economic development activities under this Theme include:

- 4.1. Enhance corporate social responsibility and promote the benefits this brings to both the business sector, the environment and the wider community.
- 4.2. Facilitate the development of community wealth-building, circular economies and other aspects of enhancing a wellbeing economy.

## **Implementation**

The Economic Development Strategy implementation will be guided by an operational plan to inform the annual Corporate Business Planning and Budget processes.

Actioning can be highly variable with dynamic planning considering community input, potential partnerships, resourcing implications, timing opportunities, associated risk and financial implications closer to intended implementation timing.

## **Monitoring and Review**

The EDS will be monitored and reviewed broadly through the City's quarterly reporting on the Corporate Business Plan and more specifically in evaluation reports for specific initiatives, incorporating impact measures. The Implementation Plan will be updated quarterly and reviewed annually to adapt to changing context or opportunities, with the EDS to be reviewed in 2028.

# References

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