

Economic Development Plan

2007-2011

***City of Joondalup:
A Vibrant Knowledge & Service Hub for the region***

Version: 6.1

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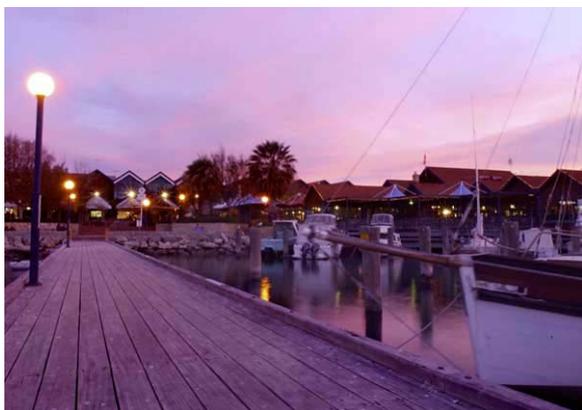


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City Profile

The City of Joondalup's southern boundary is located 15 kilometres north of Perth, positioning it within the north-west metropolitan region, one of the fastest growing areas in Australia. With a population of approximately 160,000 and total land area of 96.55 sq. km the City is also the second largest local government in Western Australia by population.



The City is home to over 7,000 businesses with strong health, education, tourism, retail, finance and professional service sectors all servicing a growing regional population of 275,000 which is expected to increase to 460,000 by 2026.

The City of Joondalup also features 16 kilometres of pristine coastline and prides itself on preserving its clean natural bushland, wetland, marine and coastal environment. Located within the City's marine park is Hillarys Marina, WA's second most popular tourist attraction with over three million visitors per year. The area also features many other well-established regional tourism attractions such as the Joondalup Resort and Golf Course and Yellagonga Regional Park.

At the heart of the north west metropolitan region is Joondalup City Centre. Home to the Joondalup Learning Precinct, Joondalup Health Campus, major retail precinct and Central Business District (CBD), the City Centre provides a knowledge and service hub for the region. Due to the strong local economy and tremendous regional growth, the City of Joondalup represents one of Australia's most attractive investment destinations.



Introduction

In order to consider the City's role in the local economic development of Joondalup it is first necessary to explore the concept of local economic development itself. This will be addressed by posing a series of questions.

Why should local economic development be pursued?

In its purest form local economic development activities aims to achieving two high-level goals:

- Increased economic capacity, and
- Sustained economic growth

These goals broadly underpin all economic development strategies and are typically complemented by a series of localised secondary goals.

What are the desired outcomes from local economic development?

The key outcomes arising from increased economic capacity and sustained growth are threefold:

- Creating local employment opportunities,
- Facilitating local wealth distribution, and
- Providing an improved quality of life for the whole community.

How would local economic development be pursued?

Following on from the previous observations a 'process' of local economic development can be viewed as facilitating local job growth and wealth over time. As a result a local economic development plan seeks to identify and implement strategies that maximises the economic capacity of the local area and ensure it is best placed to sustain the economic growth going forward.

In order to achieve the intended outcomes of local economic development it is important for a strategy to address the following areas:

- Minimise the barriers to economic growth and prosperity,
- Leverage competitive strengths,
- Maximise injections into the local economy (public-private expenditure, investment and net exports) and
- Maximise stakeholder capacity.

However, for economic development to occur a multi-disciplinary approach is required. If one element is missing, for instance adequate telecommunications infrastructure, advances in other disciplinary areas will be offset. Important areas for economic development include urban planning, business development, marketing, infrastructure provision, property development, finance, workforce capacity building, stakeholder collaboration and strong leadership.

Why does the City of Joondalup need an economic development plan?

The answer to this question can be found in thinking about the economic 'health' of the City, particularly with respect to jobs – there aren't enough local jobs for local people and this is impacting on the core sustainability of the City as people travel outside of the City and the north-west corridor for work.

This sustainability challenge this creates is not unique to the City of Joondalup; indeed it is an issue for the whole corridor. However, the supply-chain linkages between the City of Joondalup's service-based economy and the wider region's manufacturing, construction and agricultural sectors create the potential for economic growth that is mutually beneficial. This presents an opportunity to support employment growth and wealth distribution across the whole corridor. By pursuing a regionally supportive but local-focussed economic development plan, in close collaboration with the City of Wanneroo, mutual beneficial outcomes are like to result for both Cities.

Whilst a high-level goal of local economic development is economic growth, specific strategies are required to ensure there is relevance to the local community. When viewing local economic development from this perspective, economic growth needs to be pro-actively encouraged in areas that are most beneficial to the local community. In the case of local business growth, naturally strong local sectors should be supported. However, industry sectors with the capacity for growth that are aligned to the skill set of local residents should be particularly supported. Likewise strategy also needs to support the continual growth of the local workforce so their skill sets remain relevant to locally-based industries.

The final consideration is to address the physical limitation of the City to accommodate economic growth. Without sufficient and appropriate physical areas the capacity for growth is severely inhibited. This does not simply refer to amount of land available but also the suitability of this land, the availability of floor space and adequate level of infrastructure that services it. These elements represent the canvas in which economic growth is able to take place and directly impact the capacity for growth.

A comprehensive local economic development plan is therefore necessary to coordinate the City's approach to addressing the barriers to economic development, for identifying and promoting the economic strengths of the region supporting investment and for recognising and making use of the opportunities for business development.

Economic Development context explored

This section provides an explanation of the core issues driving this economic development plan. This is split into two areas being, the economic development landscape and regional economic drivers.

Economic Development Landscape

1. The National Context

Economy - There is little sign that Australia is headed for an economic downturn any time soon, according to the ANZ in January 2007¹. Australia is now in its 16th year of economic growth, with growth projected at 4%pa in the medium to long term. Unemployment is at near record-low levels and wages growth has been moderate nationally, resulting in the Reserve Bank of Australia's inflation forecast of between 2.75-3%. Interest rates have risen to around 6.25%² and are relatively high compared to the rest of the world (Japan at 0.25%, Europe 3.5%, UK and USA

Australia's economic future appears strong:

- 4%pa projected growth
- Low unemployment
- Low inflation
- Moderate interest rates
- Attractive investment destination

5.25%) producing an attractive location for foreign investment. However, this is likely to ease with the difference between Australian and US interest rates narrowing and commodities prices falling. Current forecasts indicate a 15% reduction in commodities prices in the next few years producing a slight depreciation of the Australian dollar.

Key pressures for the national economy include the labour shortage, record house prices (and consequential affordability), maintaining the economic prosperity of the resources sector and the need to diversify our economic base. There is also likely to be increasing debt servicing costs for households and businesses resulting in reduced discretionary expenditures and making them more susceptible to interest rate movements. Another key factor is the State and Federal regulatory burden placed on business.

Sustainability, Climate Change and the emergence of carbon trading - There is significantly greater national focus towards sustainability within Australia. This is starting to drive business strategy to integrate sustainability principles including community implications, environment impacts and economic spin-offs. Many people, including Commonwealth Bank Chairman John Schubert³, attribute the accelerated awareness of, and adoption of, sustainability principles to several local and international shocks to the market. These include record temperatures, various credible climate change reports and extreme global weather episodes (Hurricane Katrina, Asian Tsunami and various cyclones). One of the highest profile reports includes Howard Stern's report on the economic impacts of inaction to address climate change.

The direct impact to business of this shift in values within the community has been to place more emphasis on sustainability performance – both actual and perceived. Whilst price remains a significant driver, consumers are becoming more discerning about their expenditure preferences. The choice of 'green power' from energy companies is just one

Sustainability is emerging as a key factor underpinning business strategy and investment – The City needs to be mindful of these issues when developing strategy to support industry and attract investment

¹ ANZ Economic Outlook – March Quarter (30 January 2007)

² Reserve Bank of Australia New Cash Rate Target (8 November 2006)

³ Australian Financial Review – June 2007

example. There are also indications that these issues are also influencing investment choices. Many superannuation funds now have sustainable investment options and even specialist sustainability-driven funds have been established.

The City needs to be mindful of these issues when developing strategy to attract investment or effect spending patterns within the local area.

Carbon Trading - To date the abatement of green house gases within the community has been pursued through direct intervention initiatives – such as the City’s own Eco-Business initiative. However, currently both major political parties have national market-based approaches to emission reduction proposals.

Australia is likely to have a national market-based approach to emission reduction - The City’s businesses need to be ready for such an approach

Under a market-based system, industry is provided with carbon credits that allow a certain level of emission. Generally speaking, industry sectors able to reduce their output of green house gases, within their given quota of credit, will be able to benefit.

Those that emit over their quota will be penalised through fines or the requirement to purchase credits from elsewhere. Under such a system there is a direct economic benefit to those that can reduce their emissions. The City’s businesses will need to consider the implications of a system such as this and how they can benefit from its introduction (by maximising the credits they can sell).

Closer alignment to trading partners – The Australian government is putting a high emphasis on the importance of building bilateral trading relationships with our major trading partners. By doing so there are potentially greater opportunities for international trade and investment. This however also comes with the challenge of increased competition and potential leakages from the local economy through investment overseas from domestic sources. Australia currently has four free trade agreements in operation. These are with the United States, Singapore, Thailand and New Zealand. Many others are currently in discussion (Japan, Malaysia, Gulf Cooperation Council, etc), however the agreement with China has the greatest potential to impact Australia – and the City of Joondalup. Discussions are currently at round eight with China and are likely to be concluded within the scope of this economic development plan. The City’s Sister City relationship with the Chinese City of Jinan means there are particular implications that will need to be monitored and explored.

2. The State Context

The State’s economy has achieved an average economic growth rate of 5.6%pa for the past five years⁴. This strong growth stands to remain with global economic growth predicted at a healthy 4%pa⁵. This will continue to generate demand for the State’s resource base, with significant supply chain spin-offs generated for businesses and regions with an alignment to this sector. In particular, the extraordinarily high levels of growth being sustained by China (approx. 10%pa) and India (approx. 7%pa) are driving demand for resources within the Asia-Pacific region.

Growth is set to continue with strong overseas demand for resources – However, the long term challenge is the diversification of the State’s economy

⁴ Real annual average growth in State Product, 2000-2001 to 2005-06 – WA Economic Summary, 2007 No.1

⁵ International Monetary Fund, 2007 Western Australian Economic Summary

However, there is cause for concern about the State's reliance on the resources sector. The State Government has indicated it is addressing this by supporting emerging industry sectors able to provide additional diversity to the WA economy. In particular the State has identified four industry pillars that will be encouraged including: Information communications technology (ICT), bio-technology, renewable energy and marine/defence. Within the context of globalisation these industries are seen as key knowledge industries able to ensure the State's ongoing competitive advantage.

Regional Drivers

The following issues are identified as the key regional drivers for this economic development plan.

1. Addressing the sustainability challenge of low-levels of local employment

The development of the City (and the north-west metropolitan corridor) has predominately been driven from its attraction as a 'lifestyle destination', rather than the draw of local industry. The pristine coastal environment and high amenity levels have supported this growth. Coupled with the fast pace of population growth the local economy has been dominated by population-focussed service industries such as retail, construction, education, health, property & business services and tourism.

In 2001 these industries collectively provided the City with 33,957⁶ local jobs for the 76,910 employed residents. This produced a local employment self-sufficiency⁷ of 44% or potentially 44 jobs for every 100 employed residents living within the City.

As would be expected, there is not a perfect match between local jobs and the City's working residents, although the majority of local jobs do in fact go to the City's residents. Even so, the relatively low level of local jobs results in only 31% of the City's employed residents actually working locally (employment self-containment⁸). In reality this meant in 2001 that 53,061 (69%) working residents had to commute outside the City to their place of work.

By way of context the local employment self-sufficiency target for the North West Corridor⁹ was set at 72%¹⁰ (or 72 local jobs for every 100 employed residents). It was

The sustainability challenge

North West Corridor target

72 jobs per 100 employed residents (72%)
60 jobs going to local residents (60%)

City of Joondalup (2001)

- 76,910 employed residents
- 55,375 Jobs required for 72%
- Only 33,957 local jobs (44%)
- 23,849 live and work locally (31%)
- 53,061 commute out the City (59%)
- 21,418 extra jobs required for 72%

City of Joondalup (2007)

- 99,212 employed residents
- 71,433 jobs now required for 72%
- 37,476 extra jobs required for 72% based on jobs in 2001 (see note)

Please note: 2001 Journey to Work data provides the most up to date figures for the number of local jobs, number of residents that live work locally (self-contained) and number of residents that commute out of the City.

⁶ 2001 ABS Journey to Work – Aggregate working population and locally-based mobile employees working within the State

⁷ Employment Self-Sufficiency refers to the ratio of local jobs to employed residents or put more simply the potential to contain working residents within the local area

⁸ Employment Self-Containment refers to the proportion of working residents actually work within the same area

⁹ The North West Corridor refers to the combined areas of the Cities of Wanneroo and Joondalup

¹⁰ 1992 North West Structure Plan, Department of Planning and Urban Development

projected that 60% of the jobs provided would in turn go to locally-based workers, meaning that only 40% would leave the area to travel to their place of work. This figure was used to guide major infrastructure requirements for the corridor such as roads and rail provision. Based on 2001 Census figures, in order for the City of Joondalup to reach the projected 72% local employment self-sufficiency (or 72 jobs for ever 100 working residents) an additional 21,418 local jobs would need to be created within the City. However, in March 2007 with the extraordinary low levels of unemployment (1.78%¹¹) the City's employed workforce had increased to 99,212¹¹. Based on the 72% target this effectively increases the total local jobs required in the City to 71,433. Unfortunately data is not available to indicate local jobs provided in Joondalup for this same period, however it is anticipated that jobs growth has not occurred at the same rate as the growth in the working population. This will have led to a further reduction of employment self-sufficiency within the City exacerbating the sustainability impact on the corridor.

Low levels of local employment are economically, environmentally and socially unsustainable for the City and the north west corridor.

The issue of low employment self-sufficiency is not uncommon in other growth corridors within Perth, with the exception of the south-west corridor. Established industry centres such as the Kwinana Industrial Estate, Australian Marine Complex and Garden Island Naval Base have underpinned the growth of this corridor. Population growth, aligned to the employment opportunities created by this broad industry base, has resulted in an in-built connection between local jobs and locally based workers. Latest figures indicate there were 74 jobs for every 100 workers in the south west corridor. This resulted in 50% of the local residents working within the same area (self-contained).

The low employment self-containment that is being achieved within the City is commonly referred to as the 'dormitory suburbs' effect. Whilst many of the direct impacts of this effect relate to the excess pressures on transport networks, the implications are far wider. For example, there are significant environmental impacts of extended car journeys associated with the daily commute of residents outside the area. From the community perspective there are community safety issues associated with lack of passive surveillance. Economic implications relate to the lost multiplier opportunities associated with living, working and consuming goods and services within the local area. Consequentially the economic, environment and social impacts of dormitory suburbs will impact on the sustainability of the City.

2. Enhancing the suitability of local people for local jobs

Whilst it is the low number of local jobs that are a key driver for this plan, simply increasing the number of local jobs will not necessarily provide the desired result of increasing the self-containment of local workers. It is important that a high number of local jobs are taken by local people (i.e. local employment self-containment is maintained). Indeed there is a potential to worsen the impacts of local employment if there is an increased mismatch of local employment provision and local workers.

3. Ensuring there is capacity to accommodate employment growth with particular focus on commercial office floor space

A major challenge for the City is to ensure there is a suitable level of employment land and commercial floor space in order to generate the required level of employment. In 2001 the City had a total of 637,138 square metres of commercial floor space¹², which provided 16,566¹³ jobs (or 48% of the total number provided within the City). Taking into consideration the vacancy rate at the time of the

¹¹ *Small Area Labour Markets - March Quarter 2007*

¹² *2001 Commercial Land Use Survey, DPI*

¹³ *It is unclear the methodology DPI have used to calculate the number of jobs*

research, which was of 6.9%, each job required an average of 35.9 square metres of floor space.

For the City to produce its share of jobs to support the sustainability of the north west corridor (72% employment self-sufficiency – or 72 jobs for every 100 working residents) there would have needed to be an additional 21,418 jobs provided within the City in 2001. Using the average floor space per job achieved to date within the City, and assuming that only 50% of the required jobs are provided from commercial areas, an additional 384,453 square metres of floor space is required. This represents a 60% increase on the commercial floor space that existed in 2001.

Commercial floor space challenge

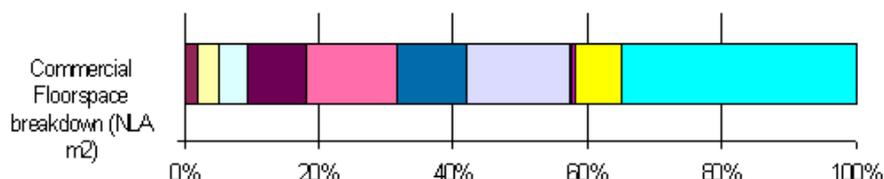
2001

Commercial floor space:	637,138 m ²
Jobs produced:	16,566
Avg. Floor space required per job:	35.9m ²
Proportion of total jobs in COJ:	48%
Additional jobs required:	21,418
Required floor space @ 48%:	384,453m ²
Percentage increase:	60%

Whilst there has been a significant increase in local commercial floor space since the 2001 figures, the latest workforce figures also indicate a significant increase in working residents. As a result, it is likely that the City is proportionately not far from its position in 2001. It is irrelevant whether this turns out to be a slight improvement or worsening. The City is no doubt at a

turning point where action is needed to address the long term supply and productivity of its zoned employment land. Part of this challenge is striving for employment density improvements that will maximise the employment yield from the remaining areas of undeveloped employment land within the City.

There is also a challenge for the City to ensure that additional commercial floor space created is compatible with the growth industries identified in the vision of this plan. The following graphic highlights the distribution of the City’s floor space as of 2001¹⁴. As can be seen there is a large proportion of the City’s floor space dedicated to shop/retail uses. Growth areas will need to be in office/business floor space, which will largely come from the City Centre, to support the targeted industries. As expected over half of all office space with the City of Joondalup is located within the City Centre (49,622m2, 57%). The City Centre will need to be the focus for future commercial investment and office floor space provision.



Commercial Floorspace breakdown (NLA m2)	
Shop/Retail	222,237
Vacant Floor Area	44,219
Utilities/Communications	3,758
Residential	1,420
Entertainment, Recreational & Cultural	98,430
Health/Welfare & Community Services	64,394
Office/Business	86,869
Other Retail	56,436
Service Industry	26,002
Storage & Distribution	20,079
Manufacturing	13,294
Rural	0

¹⁴ DPI Land Use Survey 2001-02, Floor space by planning land use category

4. The need for regional collaboration

The north west corridor, which combines the City of Wanneroo and City of Joondalup, is growing at a phenomenal rate. This growth will be driven from the various urban development projects within the City of Wanneroo, which will deliver significant population growth up to 2031. From its current base of 115,000 the City of Wanneroo is projected to grow at an average annual growth rate of 6.19% to 207,156 by 2016. This will see the corridor's total population increase by 31% to 361,230¹⁵ in the space of just ten years. In this period there is likely to be an estimated 45,000 workers situated north and east of the City of Joondalup. The north west corridor as a whole currently has an employment self-sufficiency of 49% and self-containment at 39%¹⁶.

Even if local jobs were created at the same rate as the corridor's projected population growth there would still be a significant increase of residents commuting from the area. However, without significant intervention, the high levels of population growth will likely lead to an increasing gap between population and the number of local jobs – i.e. a worsening of the corridor's employment self-sufficiency ratio (jobs relative to workers). As a result this will compound the growth of commuters travelling outside the area until job creation is able to catch up with population growth.

This mismatch of timing between population growth and employment creation within the corridor is exacerbating the sustainability issues currently being experienced within the City of Joondalup. A flow-on effect for the City is that there will be a greater emphasis on employment creation within Joondalup (in the shorter term) to support the surrounding region, as well as its own residents, until sufficient employment can be created within the City of Wanneroo.

The projected growth of Wanneroo stands to bring an estimated 45,000 additional workers to the corridor by 2016.

Even if local jobs can be created at the same rate as the corridor's projected population growth there would still be a significant increase of residents commuting from the region to their place of work. As this level of jobs growth is unlikely to occur, there is likely to be an exponential growth of commuters leaving the region until local employment can catch up.

The fundamental regional drivers for the City's economic development plan can be summarised as the following:

1. Addressing the sustainability challenge of low-levels of local employment
2. Enhancing the suitability of local people for local jobs
3. Ensuring there is capacity to accommodate employment growth with particular focus on commercial office floor space
4. The need for regional collaboration

¹⁵ Combined City of Wanneroo Population Forecasts (Informed Decisions) and Department for Planning and Infrastructure (2005.) WA Tomorrow Population Report No. 6 – City of Joondalup

¹⁶ 2001 ABS Journey to Work – Aggregate working population and locally-based mobile employees working within the State

A Vision for the City of Joondalup

City of Joondalup: A Vibrant Knowledge & Service Hub for the Region

The City of Joondalup's future economic prosperity will be driven from the growth of the City Centre. From its initial planning the City Centre was established as a strategic regional centre and economic anchor for the growing north west corridor. Today we see this vision truly emerging with the centre providing a key knowledge and service hub that supports the region.

Equally the economic prosperity of the City is closely aligned to the wider north west corridor. The significant population growth that is occurring and the supply-chain linkages to vast industrial development will continue to provide a significant driver for the City Centre. As a result a key focus of this plan seeks to build on the City's professional service sectors able to support these regional industrial developments. An important secondary consideration for the City is fostering long-term job growth in industries that are relevant to the City's working population – Or in other words attempting to maximise the local containment of working residents in order to limit the high volume of commuters leaving the City each day.

To achieve this vision this plan targets three major streams of economic development – expansion of current service industry strengths, growth of office-based professional service industries and smart industries emerging from research outputs of the Joondalup Learning Precinct.



The current industry strengths of the City Centre are clearly centred in retail, education, health and community services. Collectively these industries provide almost half the City's jobs and produce the highest employment self-sufficiency performance¹⁷ for the City. As a result a key focus of this plan is to enhance the capacity of these high performing industries.

The second focus is to foster office-based professional service industries with the capacity for growth that are currently underrepresented in the City. These are centred in government administration, property, business services, finance, insurance and services to the resources sector. In particular these include industries that align to the industrial growth within the wider region including the Neerabup, Wangara and Landsdale industrial estates. Importantly, these sectors also have relatively low employment self-sufficiency performance¹⁵ (i.e. there are many more working residents employed in these industries than there are jobs). As a result growth within these industries will positively impact the City's employment self-sufficiency performance and potentially reduce the commute of working residents outside the City. Running in parallel to this focus is the need to attract investment into the City Centre that provides commercial office accommodation able to house industry growth.

¹⁷ *Industry-based employment self-sufficiency performance relates to the level of local jobs within the City as compared to the resident workforce employed within this industry. See the Industry strategic priority for more coverage of this concept.*

The third focus for this plan is to embrace emerging industries aligned to the research and development strengths of the City. The City's cluster of education facilities and research institutes provides a unique opportunity to support industry growth and attraction aligned to their research outputs.

Whilst not a specific focus on this economic development plan, tourism is undeniably a growth industry within the City of Joondalup. Growth in this sector supports the City as a vibrant destination that is attractive to knowledge intensive industries and the respective workforce this plan targets. The City is already in the process of implementing its tourism plan, which is aligned to this plan.

Within this context the vision for the City of Joondalup's Economic Development Plan is:

VISION

The City of Joondalup will continue to grow as the Strategic Regional Centre providing a knowledge and service hub for the north west corridor of Perth. Through a coordinated and collaborative approach the City will:

1. Strengthen the established services industries of education, health and community services
2. Attract and grow office-based professional service industries of government administration, property, business services, finance, insurance, and services to the resources sector
3. Support smart industries emerging from research and development strengths of the Joondalup Learning Precinct

Strategic Priorities

The City has identified four key strategic priority areas in order to aspire to the vision that has been put forward in this economic development plan. The following table highlights the intended outcomes and objectives for each of these areas.

1. Industry

Outcome: *Employment from the City's local industry base is maximised*

Objectives:

- 1.1 To identify opportunities for industry development targeting education, health and community services
- 1.2 To identify opportunities for industry development within the City's growth and emerging industry sectors
- 1.3 To be an advocate for the business opportunities that exist and position the City as an investment destination
- 1.4 To support the identification of local market opportunities through the provision of information, statistics and local knowledge
- 1.5 To develop and promote systems, policies and regulations relevant to industry

2. People

Outcome: *The suitability of local people for local jobs is maximised*

Objective:

- 2.1 To support targeted skills development, innovation and entrepreneurialism in line with local industry
- 2.2 To enhance local workforce supply

3. Infrastructure, Land & Property

Outcome: *The capacity of the City to accommodate industry growth is maximised*

Objectives:

- 3.1 To ensure the availability and productivity of sufficient employment land
- 3.2 To integrate economic development principles into City Centre Planning
- 3.3 To promote and develop the City Centre as a vibrant business destination
- 3.4 To promote and facilitate commercial investment into the City with an emphasis on commercial office floor space
- 3.5 To facilitate the provision of adequate communications infrastructure supporting industry development

4. Collaboration

Outcome: *The collective efforts of all relevant stakeholders are leveraged to support economic development outcomes for the whole region*

Objective:

- 4.1 To ensure the highest level of coordination between government, industry and the community
- 4.2 To continue to facilitate and strengthen the capacity of the City of Joondalup Stakeholders

Strategic Context

Economic Development Policy

The City's Economic Development Policy 3-6 will guide the implementation of the plan. In summary the Policy states:

The City of Joondalup has an important role to play in both Local and Regional economic development facilitation. The following are the key roles for the City in Economic Development:

- *Establishing and maintaining an environment that is advantageous for investment*
- *Managing a co-ordinated approach to economic development*
- *Facilitating local business*
- *Attracting external investment*
- *Community Economic Development*

The complete Policy can be found in Appendix 1.

Strategic Plan

This Economic Development Plan is positioned as one of the three key Strategies that align directly to the City's Strategic Plan. The other two include the City's 2006 Community Development Strategy and 2007 Environment Plan.

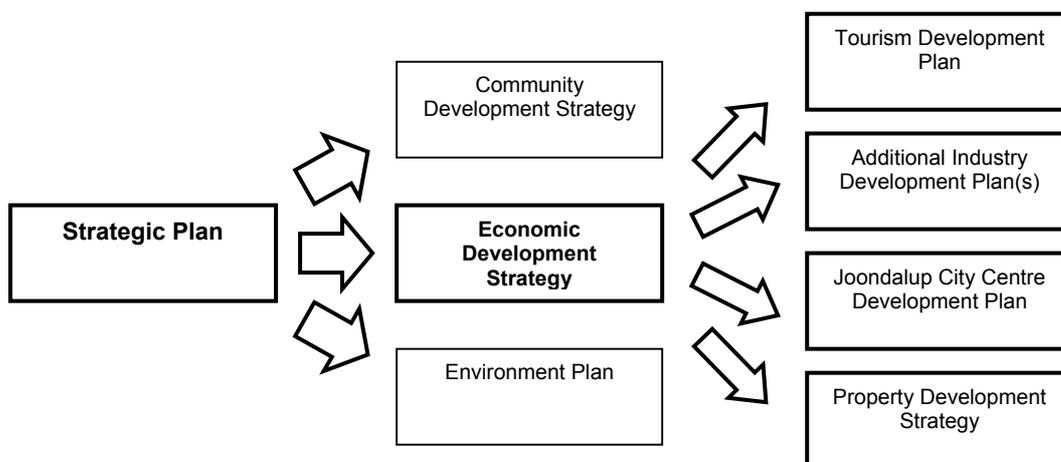


Figure 1: Alignment with the City's Strategic Plan

Alignment with the City's strategic direction comes from the following outcomes identify in the 2003-2008 Strategic Plan. Namely:

- The City of Joondalup is recognised for investment and business development opportunities
- The City of Joondalup is recognised as a great place to visit
- The City of Joondalup has well-maintained assets and built environment

Framework

This plan should be considered as a framework that shapes the City's strategic approach to economic development over the next four years. To account for the fluidity of economic drivers that impact the local level, this plan should not be considered an exact blueprint of economic development activities that will be

undertaken. The plan provides guiding direction and will be continually reviewed. As a result this plan should be considered more a road map of the City's future direction given the information currently available. It should also be noted that the fundamental drivers are highly likely to remain constant.

Review Process

As part of the continual monitoring of the strategic objectives set out in this plan, a formal mid-term review will be conducted to assess the appropriateness of the major strategic priorities in 2009.

Underlying Assumptions

The following statements represent generic underlying assumptions that underpin all strategic priorities and actions outlined in this Economic Development Plan:

Partnerships

1. To embrace Federal, State and Regional Partnership wherever possible
2. To work closely with regional partners, in particular the City of Wanneroo, to bring about economic development outcomes across the whole North West Corridor
3. To foster public-private partnerships where applicable and appropriate

Leadership

4. To coordinate service delivery and strategy where possible with all regional stakeholders
5. To be open and accountable throughout the delivery of the plan

Networks

6. To facilitate local networks that support business development

Innovation

7. To continually review and amend strategies in acknowledgment of the fluidity of major economic drivers
8. To embrace innovative approaches to economic development

Economic Development Plan Model

The following model provides a graphical representation of this economic development plan.

Driving the plan is the strategic vision along with each of the key strategic priorities areas. The outer ring represents the underlying assumptions that underpin all aspects.

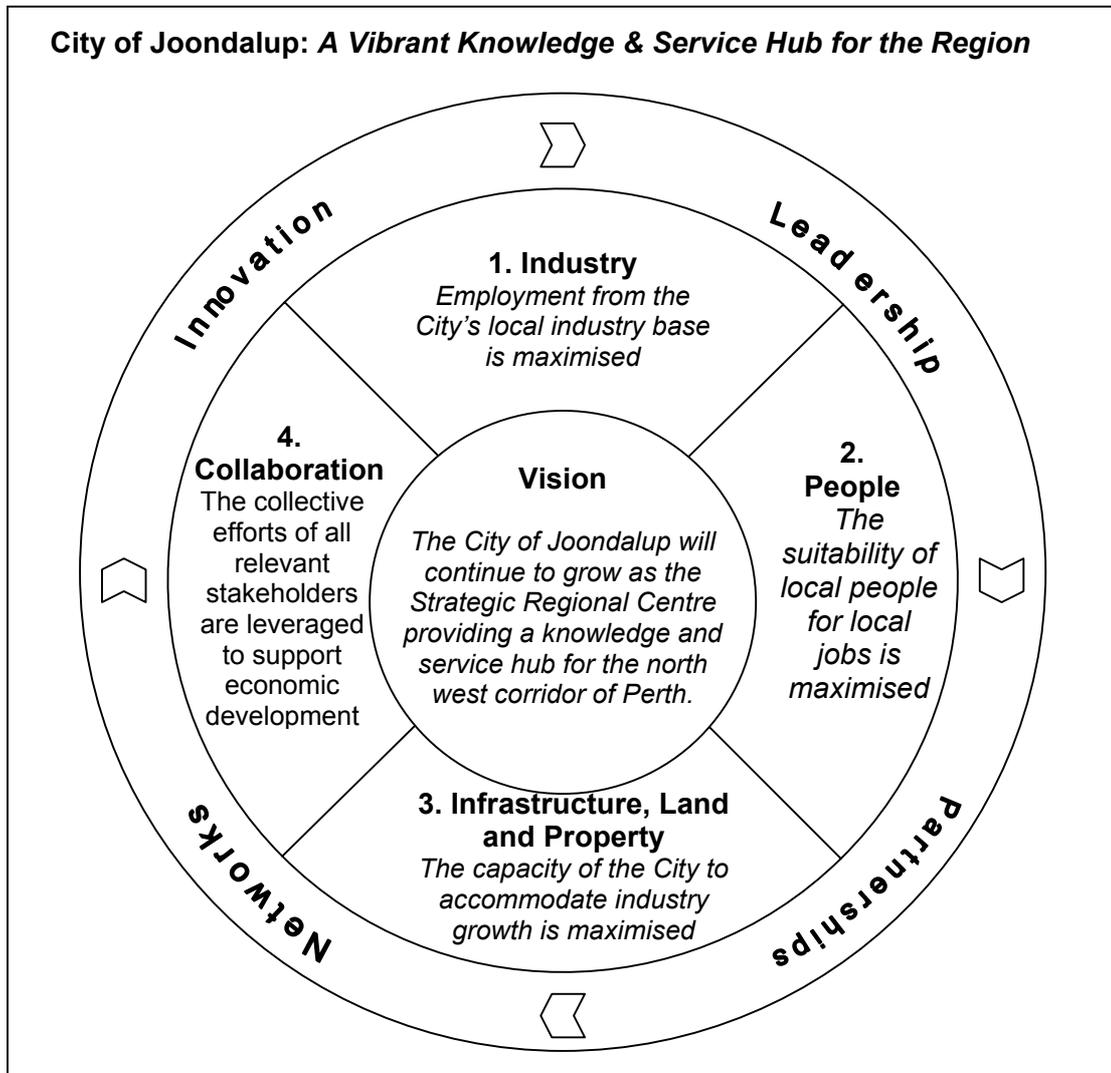


Figure 2: Economic Development Plan Model

Strategic Priorities

1. Industry

Objectives

- 1.1 To identify opportunities for industry development targeting education, health and community services
- 1.2 To identify opportunities for industry development within the City's growth and emerging industry sectors
- 1.3 To be an advocate for the business opportunities that exist and position the City as an investment destination
- 1.4 To support the identification of local market opportunities through the provision of information, statistics and local knowledge
- 1.5 To develop and promote systems, policies and regulations relevant to industry

The Industry strategic priority outlines the City's approach to supporting the identified industry sectors, industry groups and local businesses. This area is the fundamental component of this economic development plan as it directly supports the capacity for future employment growth within the City. Other areas within this plan are considered complementary priorities that maximise the capacity of this growth. As a result the industry priority is segmented into two major streams, that is industry development and industry attraction.

Industry Development – The Industry development stream pursues a systematic approach to industry growth grounded on industry analysis and leveraging the unique business drivers within City. This stream requires the City to work closely with the major stakeholders within the identified industry sectors. Outputs of this stream also support business attraction strategies.

Industry Attraction – This stream focusses on attracting companies able to strengthen the identified industry sectors. Key roles outlined include advocating the business drivers that exist within the City, providing information that supports the investment decision and supporting industry to meet regulatory obligations. The City will take a lead role in undertaking this function but where appropriate will seek partnerships between the other key stakeholders. These include relevant Government agencies, industry bodies, Landcorp, City of Wanneroo and Joondalup Business Association.

Whilst many of the strategies contained within these two streams are at the industry-level, the importance of small to medium enterprise for Joondalup is also recognised. Several strategies have been pursued to target this cohort as a result. These include direct support, business incubation and leveraging the wealth and expenditure capacity of the local area. In particular, the business and residential community is recognised for its importance in supporting local industry through its investment and expenditure capacity.

It is important to note that retail has not been identified as a target for industry development within this plan. Whilst this industry is certainly high performing and of great value to the City, its growth is likely to occur with or without the City's direct involvement. This is not to say retail will not be supported by this plan. Indeed many

of the strategies will provide indirect support for retail, for example the City's Tourism Development Plan.

The Industry strategic priority is graphically represented in figure 3.

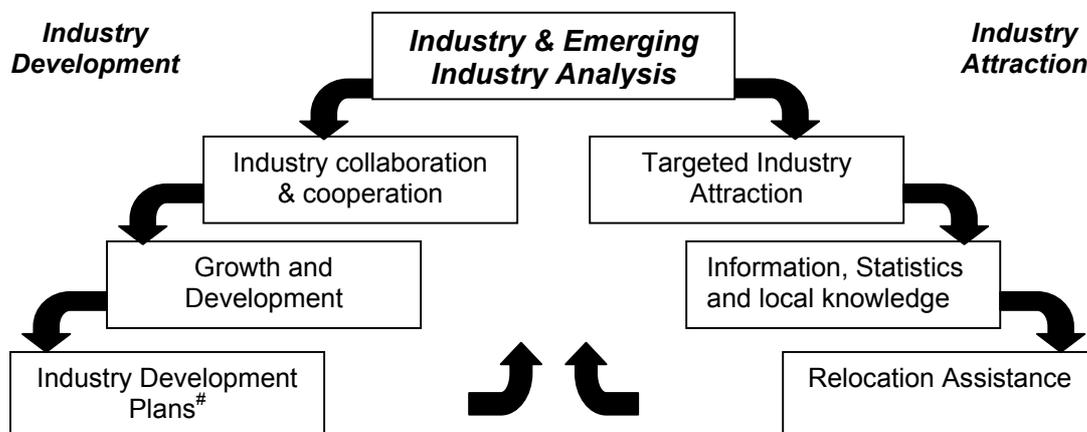


Figure 3: Industry development and attraction

[#]The City's Tourism Development Plan is an example of an industry-specific development plan. Whilst the tourism plan highlights the City's support of this sector many of the actions contained within this plan are likely to provide flow-on benefits to the tourism industry.

Background

The following section highlights key issues and further background information that has guided the strategic focus of this priority area.

1. Industry Overview

The City has several key industries within the local economy that provide a platform for long term jobs growth for the City and the wider region. The following provides a synopsis.

Established Service Industries

- **Health and Community Services** - Health and Community Services provides a core component of the City's local economy. Key elements include Joondalup Health Campus and a significant aggregation of secondary industries that in 2001 provided 6,000 local employment opportunities. This industry cluster is set to grow strongly with the regional growth and with significant expansions of the Health Campus planned over the coming years that will see it become the major tertiary health facility in Perth's northern suburbs.
- **Education** - The keystone of this industry cluster is the Joondalup Learning Precinct, which incorporates West Coast TAFE, Edith Cowan University and the WA Police Academy. Collectively the cluster also features tertiary education providers in areas such as business training and real estate. Further growth will also come from the establishment of the Motor Industry Trades Association (MITA) \$23 Million purpose-built motor industry training facility.

Whilst education is a growth cluster for the City, the student population that is associated with it also presents a significant market opportunity. The student population of Edith Cowan University is projected to reach 22,000, which includes 4,000 overseas students, along with TAFE providing an additional 4,500. The WA Police Academy also has growing domestic and overseas student numbers, which are forecast to grow significantly with the International Police Training Facility that is currently being planned.

- **Retail** – In 2001, 35% of the commercial floor space within the City was dedicated to retail purposes. With the established local and growing regional population there will be healthy demand for retail services from the City.

The growth of the Lakeside Shopping Centre will ultimately see an additional 29,000 square metres of retail floor space within the City (70% increase). Current activities are being directed to attract 'strategic retailers' to this centre.

Growth Service Industries

- **Advanced Business Services and Government Services** – Advanced Business services refer to specialist business advice, expertise or support services that provides inputs along the value-chain. The City already has an established sector with strong growth prospects, which stands to underpin the commercial and industrial activity within the region. The same drivers supporting the growth of advanced business services are also driving the need for government service delivery from the City. The City Centre, in particular the CBD, is ideally positioned to accommodate both of these functions.
- **Tourism** - Tourism represents a significant opportunity for the Joondalup economy with only a fraction of the industry potential captured to date. The area features many well-established regional tourism attractors that are likely to support the emergence of many new tourism operators. Two of these are Hillarys marina - Western Australia's second most popular tourist attraction with over 3 million visitors per year and Joondalup Resort golf course and hotel - Australia's number one public access golf course and resort for the last 6 years. Key drivers include the City's 16 kilometres of coastline and the pristine coastal environment, much of which forms part of the Marmion marine park.

Other attractions include Yellagonga Regional Park, that features Lake Joondalup and Neil Hawkins park; and the City Centre itself with its close alignment to the Learning City Precinct, growing inner-city resident population, diverse dining experiences and nightlife.

Emerging Industries

- **Research & Development** - The City Centre features a range of research-oriented organisations, largely focussed within the Joondalup Learning Precinct. Many of these research organisations already have or are moving towards commercialisation strategies suggesting they will provide a future source of business growth in areas aligned to their research outputs.

Current research strengths include business service professions; health and wellness (represented by the Edith Cowan University Health and Wellness Centre); environment; communications; information and microelectronic technology (including Micro-Photonics).

2. Industry-based employment performance

In an ideal world jobs created through this economic development plan would be transferred perfectly to local residents unable to find work within the local area. For this to occur it would not only require the creation of local jobs but also a match between the jobs created and the skill base of local workers. In reality this is a utopian goal. However, analysis of the number of employed residents and local jobs within particular industries can highlight where jobs can produce the greatest benefit. In other words, which industries have the greatest potential to create local jobs that are relevant to local residents.

Analysis of the industry-based employment of local residents reveals the following major findings. Please note the full breakdown of industry-based employment performance is illustrated in appendix 2.

High performing industry sectors – Education, Health, Community Services and Retail collectively provide 14,901 jobs for the 26,270 local residents employed within this industry (or 57% employment self-sufficiency). These industries provide the highest number of jobs as compared to local employed residents. These are also identified as growth industries within the City so it is likely that the employment match of these industry sectors will continue to improve.

Industry	Local Jobs	Employed Residents	Industry-based Employment Self-Sufficiency
Retail Trade	7,308	12,634	58%
Education	3,939	5,903	67%
Health and Community Services	3,654	7,733	47%
TOTAL	14,901	26,270	57%

Under-performing industry sectors – There are several industry sectors that provide relatively low levels of employment when compared to the number of residents employed in these industries. For example, the City's finance and property industry only provided 717 jobs for the 3,408 residents employed within this industry. This demonstrates the productivity of targeting job growth within these areas. However, it is important to note that industries have only been identified as under-performing where they are considered to have not fulfilled their growth potential within the City. These industries would be ideal targets for industry attraction activities.

The state-wide growth of the resources sector presents an particular opportunity for employment growth within the City. This also provides an efficient employment result, as there are many more of the City's residents employed within this sector than there are local jobs (refer table below). This sector can be broken into two broad categories, namely those physically employed within mining operations and those employed within administrative functions servicing those operations. Traditionally these service-oriented jobs have been located within Perth CBD and West Perth. There is potential for growth within this area of the resource sector, which is driven from the general shortage of commercial floor space across the Perth Metropolitan area, which is particularly acute within the Perth CBD and West Perth areas (see Land, Property & Infrastructure strategic priority section). The availability of commercially zoned land and floor space supply opportunities within Joondalup means it presents a viable alternative for this sector.

Industry	Local Jobs	Employed Residents	Industry-based Employment Self-Sufficiency
Mining	39	1,228	3%
Finance and Insurance	717	3,408	21%
Property and Business Services	3,094	9,145	34%
Government Administration and Defence	732	3,091	24%
TOTAL	4,582	16,872	27%

Regional growth opportunities – Construction is identified as a particularly low performing industry in terms local jobs relative to the local workforce. However, due to the low level of urban development left to occur within the City there is less capacity for growth within this industry. As a result construction is not a target for industry development. However, given the high level of urban growth within the surrounding region there is still scope to provide jobs for these workers within a reasonable distance from the City.

Manufacturing is also a low performing industry in terms of local job provision. For example, in 2001 Joondalup had 7,115 employed residents within the manufacturing sector and only 879 local jobs, which led to a very low self-sufficiency of 12.35%. However, due to the unsuitable land areas within the City this is not identified as a target industry for this plan. Industry growth in manufacturing is more suited to the surrounding industrial areas that include Wangara, Malaga and Neerabup Industrial Estates. Due to their close proximity to the City there is a similar scope to provide jobs for local workers within a reasonable distance from the City.

Industry	Local Jobs	Employed Residents	Industry-based employment Self-Sufficiency
Construction	1,903	6,810	28%
Manufacturing	879	7,115	12%
Transport and Storage	929	2,263	41%
Agriculture, Forestry and Fishing	88	473	19%
TOTAL	3,799	16,661	23%

3. Occupation-based employment performance

Another method of illustrating the performance of local jobs is to compare them to the number of workers across various occupation levels. This provides further intelligence on how well distributed the City's jobs are as compared to locally based workers. From this analysis the City is able to target employment creation relevant to the local needs of the community. In reality this is somewhat more difficult as it is hard to develop specific strategy to target occupations. However, this information can be quite useful as a means of attracting industries that require a certain level of workforce – i.e. professionals.

Major findings in the City of Joondalup show there is a particular under representation of managers and administrators in relation to the local workforce. For example, there were 1,243 manager and administrator jobs in the City compared to the 5,435 managers or administrators living in the City. Again in the context of skills shortage, companies wishing to attract this level of employee could target the 4,192 managers and administrators that have to travel outside the area to their place of work.

Occupation	Local Jobs	Employed Residents	Occupation Self-Sufficiency
Managers and Administrators	1,243	5,434	23%
Professionals & Associate Professionals (combined)	9,540	23,359	41%
Intermediate Clerical, Sales and Service Workers	5,430	14,232	38%
TOTAL	16,213	43,025	38%

The above table illustrates the three more under-performing occupation types with in the City¹⁸. The full breakdown of occupation-based employment performance is illustrated in appendix 3.

4. Key Business Drivers

Alignment to key industries – The growth of key industries, outlined in section 1 above, will continue to provide a significant driver for like companies to relocate to the City.

Skills – As illustrated in the regional drivers section of this plan the City contains a relatively low number of local jobs in relation to the locally based workforce. However, in times of skills shortage this presents a particular opportunity for industry. Industry located within the City has the ability to attract employees currently unable to obtain work from within the local area. As can be seen from the industry-based and occupation-based employment performance (sections 2 & 3 above) there is an undersupply of jobs across all major industry sectors/occupation types. There is a real advantage for the City to position itself as an area within a rich source of skilled workers, by occupation and by industry.

Regional Industrial growth – Service Industries - The surrounding region has significant industrial land holdings. The most mature of these are Landsdale and Wangara (including Enterprise Park), which are located to the east of the Joondalup City Centre and currently consist of an estimated 1,500 businesses. Land releases for the Neerabup Industrial Estate will also commence from 2008. This estate will ultimately provide up to 1,000 Ha of land, becoming the major source of industrial land supply for Perth's northern suburbs. The future development of these industrial estates is anticipated to support the growth of the City as a regional service and knowledge hub.

¹⁸ *Tradespersons and Related Workers has an occupation-based employment performance of 25%, however this is not considered an under-performing occupation type for the City as there is greater opportunities for growth within the region.*

Strategies

Industry Development: Building on Industry Strengths			
Objective:			
1.1 To identify opportunities for industry development targeting education and health and community services			
Reference	Action/Strategy	Staging	Key Performance Indicator
1.1.1.	Undertake research to identify major drivers, competitive pressures; scope and scale of products provided; research support requirements; impediments, gaps and barriers; Potential market opportunities	Short-term	Research projects completed
1.1.2.	Develop industry-specific forums to assist collaboration and to capitalise on market opportunities	Medium-term	Forums held
1.1.3.	Work with to relevant State & Federal Government bodies to support local industry to become more export-oriented	Long-term	Information provided
1.1.4.	Use research to identify additional development initiatives and develop Industry development plans where appropriate	Medium-Long term	Industry development plans developed

Industry Development: Growth and Emerging Industries			
Objective:			
1.2 To identify opportunities for industry development within the City's growth and emerging industry sectors			
Reference	Action/Strategy	Staging	Key Performance Indicator
1.2.1.	Support the development of a regional business incubation strategy for the north west corridor	Short-term	Advice provided
1.2.2.	Evaluate the research and development strengths of the City to identify opportunities for commercialisation and industry attraction	Short-Medium term	Research completed
1.2.3.	Undertake research to identify regional industry links within the North West Corridor in order to identify industry development opportunities for Joondalup	Medium to Long-term	Research undertaken (and projects commenced)
1.2.4.	Work with the project partners of the Eco-Business Energy Assessment program to develop (and promote) a regional Eco-Business industry accreditation.	Medium-term	Accreditation developed
1.2.5.	Investigate methods of encouraging buy-local purchasing within the community (e.g. through differentiation based on sustainability accreditation and/or support the disabled access)	Medium-term	Investigation completed (and projects commenced)
1.2.6.	Provide industry guidance to the Small Business Centre in order to enhance their service delivery to small and medium enterprise within the City	Ongoing	Advice provided Board attendance
1.2.7.	Continue to support ongoing operation of the Joondalup Business Centre (business incubation service) through:	Ongoing	

	<ul style="list-style-type: none"> • Membership on the board of management • Investigate opportunities to extend incubator services supporting the commercialisation of emerging industries – Particularly those aligned to the research outputs from the City • Support service provision inline with the outcomes of the regional incubation strategy (1.2.3) 		<p>Board attendance</p> <p>Projects as initiated</p> <p>Advice provided</p>
1.2.8.	Investigate, and where appropriate, develop strategy to assist local industry prepare for the proposed national carbon credits trading system for Australia.	Medium-term	Investigation undertaken (and strategies developed where applicable)

Reference	Action/Strategy	Staging	Key Performance Indicator
Industry Attraction: Promotion			
<u>Objective:</u>			
1.3 To be an advocate for the business opportunities that exist and position the City as an investment destination			
1.3.1.	Use research conducted in 1.1.1, 1.2.1 & 1.2.3 to develop a marketing plan to coordinate the City's industry attraction activities	Short-medium term	Marketing Plan
1.3.2.	Develop online and hardcopy prospectus materials indicated within the Marketing Plan from 1.3.1	Short-medium term	Materials developed
1.3.3.	Investigate partnership opportunities with relevant Local, State and Federal Government bodies to extend the reach of industry attraction efforts into intra-state, inter-State and targeted international markets	Short to Medium-term	Investment promotion partnerships investigated (and formed where possible)
1.3.4.	Actively engage industry groups aligned to the City's industries in order to form industry development partnerships	Ongoing	Meetings/forums held and/or partnerships formed
1.3.5.	Use industry analysis from 1.1.1, 1.2.1 & 1.2.3 to target promotional activities to individual companies for potential relocation	Ongoing	Number of companies contacted
1.3.6.	Conduct or attend investment attraction events highlighting the local business drivers, growth industries and commercial opportunities	Ongoing	Actions identified and undertaken
1.3.7.	Identify trade and investment opportunities aligned to the Jinan Sister City relationship plan.	Ongoing	Actions identified and undertaken
1.3.8.	Continue to promote Joondalup as a Learning City	Ongoing	Promotion conducted
Industry Attraction: Facilitation & Relocation Assistance			
<u>Objective:</u>			
1.4 To support the identification of local market opportunities through the provision of information, statistics and local knowledge			
1.4.1.	Develop a dedicated business web site that provides relevant information to support the local business community		Web site developed and released

1.4.2.	Develop a regular electronic and paper-based business newsletter for the local business community		Newsletter produced
1.4.3.	Assist prospective businesses conduct feasibility analysis through the provision of electronic and paper-based demographic and economic information	Short-term	Online services developed Revised economic profile
1.4.4.	In addition to 1.4.3 provide assistance to businesses to identify other relevant information able to support their relocation to the City	Ongoing	Assistance provided
Industry Attraction: Regulatory Frameworks			
<u>Objective:</u>			
1.5 To develop and promote systems, policies and regulations relevant to industry			
1.5.1.	Raise awareness within industry of the regulatory obligations that exist when establishing or expanding a business within the City	Ongoing	Development of promotional materials
1.5.2.	Identify and develop new systems, such as licence assistance services ¹⁹ , that assist industry meet its regulatory obligations whilst reducing the compliance overhead	Medium-term	Systems identified (and where appropriate systems developed)
1.5.3.	Provide internal advocacy for business clients dealing with the City's Administration	Ongoing	Number of businesses supported

¹⁹ This service will leverage the outcomes and system available from the Federal Government's Regulation Reduction Incentive Fund (RRIF)

2. People

Objectives

- 2.1 To support targeted skills development, innovation and entrepreneurialism in line with local industry
- 2.2 To enhance local workforce supply

The People strategic priority area of this economic development plan addresses the need to support existing, growth and emerging industry sectors with a suitably skilled workforce. In particular it specifically targets strategies to support the suitability of local people for local jobs.

The growth of particular sectors within the City's economy is necessary to support the resident workforce. However, to ensure there is the greatest local capture of jobs created it is important that the existing and future local resident workforce is sufficiently skilled and experienced. As a result this strategic priority focusses on two specific streams, namely workforce development and workforce supply.

Workforce development – The workforce development stream specifically targets education and training requirements of industry and seeks to influence local education and training policy and provision accordingly.

Workforce supply – The workforce supply stream aims to influence the future locally-based workforce in order to enhance the linkage between local jobs and the local community.

Furthermore, in the global context, the future success of industry requires a workforce able to bring more than industry-specific skills. This hyper-competitive environment demands a workforce that is able to support companies differentiate thought-leadership and innovation. This will allow industry to continually adapt with the market and offer value. The City's current ThinkLean initiative is a prime example of its approach to supporting innovation and entrepreneurialism within the local community.

Background

The key issue that has guided the strategic focus of this priority area is the skills of the workforce.

The growth of the north west corridor potentially brings with it a skilled workforce able to support industry. However, as the City's population is projected to slightly decline over the next 10 years²⁰ the major source of growth for the corridor will come from the City of Wanneroo. As a result it is important to understand the sources of this growth and the skills that are likely to flow from it.

As illustrated in figure 5²¹, the major sources of population growth for the corridor are inter-state and international migration. A high proportion of this growth is occurring from skilled migration from overseas. This presents a unique opportunity to support industry growth across the whole region. However, the City needs to work collectively with City of Wanneroo, relevant Government agencies and the urban development

²⁰ Department for Planning and Infrastructure (2005.) *WA Tomorrow Population Report No. 6*

²¹ *City of Wanneroo (Informed Decisions), Population Forecasts*

community to identify possible ways of attracting residents able to support local industry.

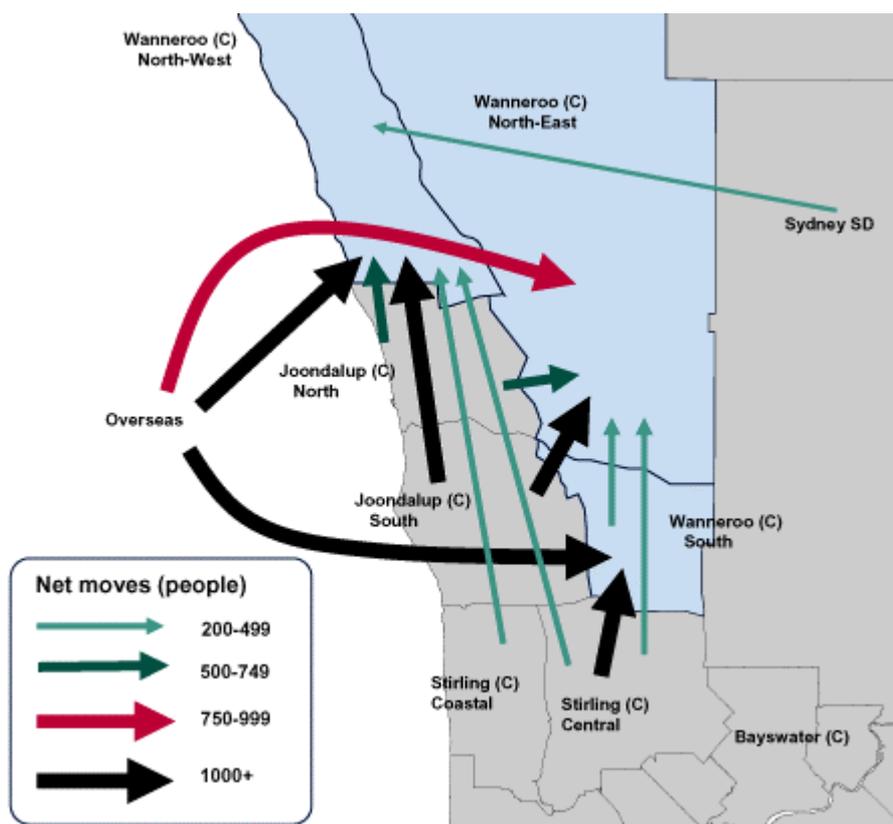


Figure 5: Major drivers of population growth within the City of Wanneroo

The Joondalup Learning Precinct also plays a large role in supporting work force development. Additional emphasis will need to be focussed on building education and training opportunities aligned to the key industry pillars and growth industries. There will also need to be future planning to support emerging industries aligned to the research strengths of the City.

Strategies

People			
Objective:			
2.1 To support targeted skills development, innovation and entrepreneurialism in line with local industry			
Reference	Action/Strategy	Staging	Key Performance Indicator
2.1.1.	Conduct research to indicate future skill needs of current and future industries within the City (likely a component of industry analysis)	Short-term	Research completed
2.1.2.	Use outcomes of 2.1.1 to determine local education and training provision 'gaps'	Medium-term	Research completed
2.1.3.	Release research outcomes from 2.1.1 & 2.1.2 to the education industry, in particular the Joondalup Learning Precinct partners and the Department of Education and Training, in order to support	Medium to Long-term	Research released

	education policy, planning and provision. In particular, support industry-specific education pathways within secondary & tertiary institutions.		
2.1.4.	Work with members of the Joondalup Learning Precinct and other local training partners to integrate the outputs from successful workforce development pilot projects (eg. Thinklearn) into mainstream education policy	Medium-term	Discussions held and initiatives developed
2.1.5.	Consider opportunities for a post graduate 'research and development scholarship fund' to encourage research to support emerging industries	Long-term	Scholarship fund considered
2.1.6.	Actively seek grant opportunities to deliver skills development programs to support local business operators	Ongoing	Number of grants sought and received
People			
<u>Objective:</u>			
2.2 To enhance local workforce supply			
Reference	Action/Strategy	Staging	Key Performance Indicator
2.2.1.	Undertake research to identify the major skill sets within the local community (this will also support investment attraction).	Medium-term	Research completed
2.2.2.	Investigate an 'early intervention' initiative to promote local employment opportunities to local high schools and tertiary students.	Medium-term	Initiative investigated and developed if feasible
2.2.3.	Investigate and where feasible develop a regionally focused online service promoting locally-based workers to local industry.	Medium term	Investigation undertaken (and service developed where feasible)
2.2.4.	Investigate and deploy a 'youth traineeship' program for the City of Joondalup administration targeting professions in high demand	Medium-Term	Concept investigated (and deployed if feasible)
2.2.5.	Provide advice to relevant Government immigration agencies to influence immigration priorities inline with the outcomes of 2.1.1	Medium-term	Advice provided
2.2.6.	Investigate the feasibility of a regional careers expo to highlight current and emerging industries of employment, targeting secondary and tertiary students	Long-term	Concept investigated and deployed if feasible
2.2.7.	Raise awareness of employment support services within the City to enhance the entry and re-entry of the local residents into the workforce	Long-term	Promotion conducted

3. Infrastructure, Land and Property

Objectives

- 3.1 To ensure the availability and productivity of sufficient employment land
- 3.2 To integrate economic development principles into City Centre Planning
- 3.3 To promote and develop the City Centre as a vibrant business destination
- 3.4 To promote and facilitate commercial investment into the City with an emphasis on commercial office space
- 3.5 To facilitate the provision of adequate communications infrastructure supporting industry development

Infrastructure, land and property represent the landscape in which business activity takes place. Collectively these factors shape the physical form and function of the City and directly impact on the capacity of employment growth. The underlying theme of this strategic priority area is maximising the availability and productivity of the City's remaining land holdings, in particular strategic sites within the City Centre. This outcome specifically addresses the issues raised in the third regional driver indicated at the start of this plan, namely 'ensuring there is capacity to accommodate employment growth'.

This strategic priority promotes a coordinated approach to urban planning policy, precinct management, industry development and property development strategies. This strategic priority also recognises the importance the City Centre plays in providing an attractive 'vibrant' environment for knowledge-intensive industries and their workforce.

Infrastructure also plays a significant role in providing a supportive economic environment. This is not only traditional infrastructure, such as roads, rail, telecommunications, power, marina complexes, but also broader community infrastructure such as parks, landscaping, street-scaping, community art, efficient public transport, signage and community safety. These factors indirectly support the local employment opportunities as they influence the amenity of the area.

A key component of this strategic priority area is the facilitation of inward investment attraction and facilitation for the City. There are obvious linkages with the advocacy role the City plays in attracting industry; however the focus of this area is attracting and facilitating investment that leads to commercial development able to house industry. Given the vision of this plan a major focus of this investment attraction effort will be to promote investment that leads to commercial office floor space compatible with the professional service industry targets. A major role of the City is providing a linkage between the various players that are involved in commercial development as shown in figure 6.

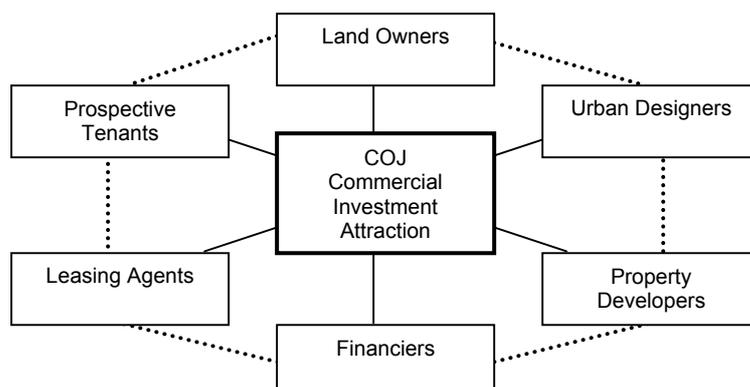


Figure 6: Commercial Investment facilitation model

Background

This section highlights key issues and further background information that has guided the strategic focus of this priority area.

1. Development opportunities

The City has many development opportunities primarily located within the remaining undeveloped areas of the City Centre, potentially at Ocean Reef Marina and in redevelopment opportunities of existing commercial centres throughout the City's older suburbs.

Within the City Centre these include:

- 34Ha Southern Business District, south of Hodges Drive;
- 8Ha Edith Cowan University (ECU) City Campus site, West of the main ECU campus site;
- 9.7Ha City North site, west of Grand Boulevard; and
- Various vacant public and private lots within the CBD (including those held by the City itself)

2. City Centre Development

- **Low employment generation** – As part of the Joondalup City Centre Development Plan employment projections for the City Centre were set at 34,002²². However, the latest available statistics from 2001²³ indicate the creation of only 6,531 jobs. Consequently, the City is a great deal short of this target. Whilst there are indications from Landcorp that these targets may have been somewhat overstated²⁴ the sustainability implications of low levels of local employment have been well articulated in this plan.
- **Residential development pressures** - The City needs to manage the pressures for non-employment yielding development (i.e. long-term residential development), especially within the City Centre. The City Centre has traditionally struggled to manage the market pressure to develop residential-oriented uses. However, the long-term implication of this development has been to produce an imbalance of long-term residential uses when compared to commercial uses.

As suggested by its name the CBD was designed as the commercial heart of the City Centre, with relatively low levels of residential development and the greatest concentration of employment (17,516). However, an assessment of current floor space utilisation indicates that 14% is in fact dedicated to long-term residential purposes and only 50% of the CBD is actually used for commercial purposes. Figure 7 indicates the current break down of uses as determined by the Emergency Services Levy²⁵ applied by the City. The implications of allowing further residential usage will be to limit opportunities to develop commercial floor space in the future.

²² 1995 Joondalup City Centre Development Plan, City of Joondalup

²³ 2001 Commercial Industrial Land Use Survey, DPI

²⁴ 2005 Joondalup In Review, Landcorp

²⁵ ESL - This is a levy charged on the for the change of use that occurs over time from the initial approval

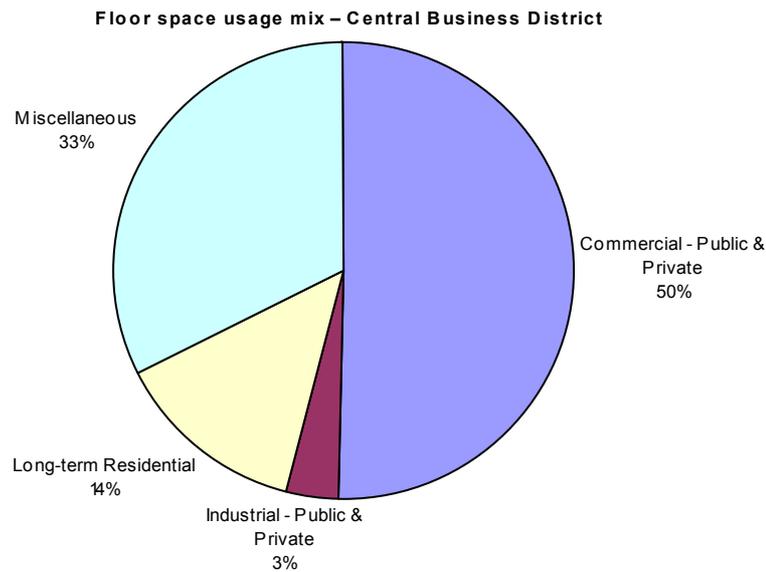


Figure 7: Floor space usage mix – CBD

3. Vibrancy & cultural vitality

The CBD has often been criticised for its lack of a sense of place, community heart and vibrancy. These are often considered secondary to the core economic prosperity to a region. However, in reality the vibrancy of an area supports its growth and provides an attractive destination for the knowledge-intensive industries and workers the City is looking to attract and foster. Strategies that have been put in place to address this have included the City’s CBD Enhancement Program, CBD Committee, Sunset Markets, summer events calendar and Joondalup Festival. Essentially the growth of the City’s cultural vitality is intrinsically linked to the economic development of the City.

Strategies

Reference	Action/Strategy	Staging	Key Performance Indicator
Supportive Planning framework			
<u>Objective:</u>			
3.1 To ensure the availability and productivity of sufficient employment land			
3.1.1.	<p>As part of the City's District Planning Scheme number 2 review process:</p> <ol style="list-style-type: none"> i. Evaluate the current provision of commercial space in line with the employment self-sufficiency targets set under the North West Corridor Structure Plan 1992 ii. Determine the quantity and type of commercial land required to meet these targets iii. Subject to ii, recommend the necessary amendments to the Scheme to achieve these targets <p>This is in response to the issues raised in the regional drivers section of this plan 'Ensuring there is capacity to accommodate employment growth'.</p>	Medium-term	Consideration in review process
3.1.2.	Monitor relevant town planning Policy and Strategy and where appropriate recommend amendments to maximise the compatibility with industry development and commercial development outcomes indicated within this plan.	Ongoing	Feedback as required
3.1.3.	Maximise the employment capacity within future urban development	Short to Medium-term	As projects occur
Integrated City Centre Planning			
<u>Objective:</u>			
3.2 To integrate economic development principles into City Centre Planning			
3.2.1.	Where relevant provide direct involvement of economic development specialists in environmental, business, town planning and community development initiatives relevant to the Joondalup City Centre	Ongoing	As required
3.2.2.	<p>As part of the review process for the Joondalup City Centre Development Plan consider and where appropriate implement:</p> <ul style="list-style-type: none"> • Specific requirements for identified industries, including refined permissible uses and floor 	Medium to Long-term	Review conducted

	<p>space requirements</p> <ul style="list-style-type: none"> • Establish necessary density requirements to reach the employment targets for the City Centre • Specify minimum densities for all future commercial development accordingly • Develop policy to balance long term residential development with commercial development within the CBD • Assess the viability of Central Walk becoming a hospitality precinct within the CBD and establish relevant planning policy to support it • Develop a precinct strategy for the areas interfacing with the Lakeside Shopping Centre along Boas Avenue and Grand Boulevard to maximise the integration with the CBD area • Consider tourism outcomes as stated in the City's Tourism Development Plan 		
3.2.3.	<p>Liaise with major landowners within the City Centre in order to maximise the economic development outcomes from development within and in the areas surrounding areas of these land holdings. In particular:</p> <ul style="list-style-type: none"> • Work with Joondalup Health Campus to support health and community services industries establish within campus • Work with Landcorp to support the establishment of industry within the Southern Business District, in particular emerging industry aligned to research outputs of Edith Cowan University • Work with the Department of Housing and Works in the structure planning process for Lot 9000 (Plan Number 47605) to maximise opportunities for commercial development • Work with Edith Cowan University to support the planning of the ECU City Campus (Lot 9000 – Plan Number 40107), in particular to support this as a location for research and development and associated industry 	Ongoing	Advice provided

Precinct promotion			
<u>Objective:</u>			
3.3 To promote and develop the City Centre as a vibrant business destination			
3.3.1.	Work with the City's major stakeholders and business community to investigate the establishment of a dedicated City Centre marketing body to promote events and other activities that enhance the centre as a vibrant business destination	Medium term	Investigation conducted (and if feasible marketing body established)
Investment Attraction and facilitation			
<u>Objective:</u>			
3.4 To promote and facilitate commercial Investment into the City with an emphasis on commercial office space			
3.4.1.	Conduct feasibility analysis to identify desirable and feasible commercial office-based development concepts suitable for the CBD and promote to the property development market	Short-term	Analysis conducted
3.4.2.	Actively engage State Government to investigate the development of a Government services building as a catalyst for additional commercial office-based development	Short-term	Discussions held
3.4.3.	Investigate and promote incentives to generate investment within the City Centre	Short to medium term	Investigation conducted (and incentives introduced)
3.4.4.	Liaise with owners of undeveloped land within the CBD to identify their intentions and identify development options	Short-term	Discussions held
3.4.5.	Support investment into the City, with a particular emphasis on commercial office floor space, by facilitating links between commercial development stakeholders as referred to in figure 6	Short to medium-term	Advise provided
3.4.6.	Work closely with the property industry, in particular the Property Council of Australia, to identify commercial office-based development opportunities within the City	Short to medium term	Discussions held
3.4.7.	Consider opportunities for commercial development within the Ocean Reef Marina project, particularly those supporting tourism	Medium-term	Tourism and commercial development opportunities identified
3.4.8.	Investigate the feasibility of a property development strategy for the City with the primary objective of investing City reserves as a catalyst for subsequent office-based commercial development consistent City's vision for the City Centre	Medium-Long term	Concept investigated and developed if feasible
3.4.9.	Investigate possible development options for Lot 507 (currently the City administration car park) for the purposes of office-based commercial development	Long term	Investigation conducted (and planning commenced)

Broadband InfrastructureObjective:

3.5 To facilitate the provision of adequate communications infrastructure supporting industry development

3.5.1.	Work with relevant Government Agencies, Internet Service Providers and the community to address 'broadband blackspots' within the community	Ongoing	Blackspots identified and services provided
3.5.2.	Investigate and lobby for the deployment of advanced communication infrastructure within the City Centre	Medium term	Investigation undertaken (and services deployed where applicable)

4. Collaboration

Objectives

- 4.1 To ensure the highest level of coordination between government, industry and the community
- 4.2 To continue to facilitate and strengthen the capacity of the City of Joondalup Stakeholders

Traditionally the area of collaboration is considered an implicit component that sits across all aspects of an economic development plan. However, as has been demonstrated, the economic prosperity of Joondalup relies very much on the relative prosperity of the wider region. As a result collaboration is therefore identified as a key strategic priority area due to this symbiotic relationship. Essentially it highlights the need for a coordinated approach to the economic development efforts of all relevant stakeholders active within the region.

The City recognises its leadership role in driving the economic development agenda for the area. The establishment of this plan and the vision it articulates represents the first step of this role. However, the City also recognises it is only one of many important players fundamental to the economic development of the region.

In particular, the City recognises its role in supporting the economic stewardship of the wider region along with its neighbouring City Councils, relevant Government Departments, industry representatives and the wider community. The collaboration role of this plan highlights the importance of developing a complementary economic development plan that supports the economic prosperity for the whole region.

This strategic priority identifies two major streams of collaboration, namely regional stakeholders and Joondalup stakeholders.

Strategies

Reference	Action/Strategy	Staging	Key Performance Indicator
Regional Stakeholders			
<u>Objective:</u>			
4.1 To ensure the highest level of coordination between government, industry and the community			
4.1.1.	Work closely with the key stakeholders, in particular the State Government and City of Wanneroo, to deliver the outcomes of the North West Corridor Economic Development Strategy	Medium to Long term	Delivery of strategy outcomes
4.1.2.	Investigate the establishment of a Chamber of Commerce for the North West Corridor	Short to Medium-term	Investigation conducted (and Chamber of Commerce established)
4.1.3.	Maintain relations with relevant State and Federal Government Departments and identify opportunities for funding and collaboration	Ongoing	Partnerships formed and/or funding acquired
4.1.4.	Maintain relations with key political leaders and industry bodies	Ongoing	Meetings held

Joondalup StakeholdersObjective:

4.1 To continue to facilitate and strengthen the capacity of the City of Joondalup Stakeholders

4.1.5.	Work with the representatives of the Joondalup Stakeholders Group to drive actions within this economic development plan	Ongoing	Partnerships formed
4.1.6.	Host regular 'Joondalup Business Forums' as a communication channel to the City's wider stakeholders and business community	Ongoing	Forums held

Appendix 1- Council Policy 3-6 (Economic Development)



POLICY 3-6 – ECONOMIC DEVELOPMENT

STATUS: **Council Policy** - *A strategic policy that sets governing principles and guides the direction of the organisation to align with community values and aspirations.*

Council policies are developed by the Policy Committee for approval by Council.

RESPONSIBLE DIRECTORATE: **Governance and Strategy**

OBJECTIVE: To support local and regional economic development.

STATEMENT:

The City of Joondalup has an important role to play in both Local and Regional economic development facilitation. The following are the key roles for the City in Economic Development:

Establishing and maintaining an environment that is advantageous for investment including:

- Facilitating local strategic planning and development investigations.
- Identification of local economic development issues, strengths and priorities.
- Development and maintenance of an efficient / streamlined local development approvals process and regulatory environment.
- Facilitating local infrastructure developments and improvements.
- Facilitating initiatives to address local inhibitors that are impacting on business and industry development and growth.
- Researching and providing information and advice to business and industry on the local economy.
- Establishing external partnerships with Federal, State and Local Governments, and the Private sector wherever possible to achieve local economic development objectives.
- Leveraging the existing industry base to foster new business opportunities (ie Health, Retail, Education, Tourism, Research and Development, Construction, Property and Business etc)

Managing a co-ordinated approach to economic development including:

- Facilitating, co-ordinating and prioritising local funding submissions to State and Federal Governments relating to local industry development and employment projects and initiatives.
- Representation and lobbying of economic development issues and priorities to State and Commonwealth Government Agencies.
- Working with other Local Government Authorities as well as State and Federal agencies where possible to coordinate the delivery of business support services within the region.

Facilitating local business including:

- Facilitation of business networks.
- Working with existing businesses to assist their development.
- Research and Development.

Attracting external investment including:

- Promoting the area to day visitors, tourists and residents.
- Attraction of new business investment both independently and in conjunction with other Local Government Authorities and relevant State and Federal Government agencies.

Community Economic Development including:

- Identifying and harnessing local community resources and opportunities and stimulating sustainable economic and employment activity.

Sustainability Statement

Economic development is vital to the future of the City of Joondalup given that it is destined to become Perth's second major CBD and regional hub of the North. This Policy establishes a framework for economic development whereby Council will work to develop and grow a strong economy that delivers increased employment and wealth and therefore contributes to an improved quality of life for the community.

The Policy promotes:

- A regional approach to economic development including pooling of resources, exchange of information, and support and mentoring through the establishment of regional networks.
- Processes and structures that encourage businesses, industries, and institutions to collaborate as well as compete, and to become environmentally sound, financially viable, and socially responsible, investing in the local community in a variety of ways.

Amendments: CJ156-09/06

Related Documentation:

Issued: October 2006

Appendix 2 – Industry-Based Employment Performance

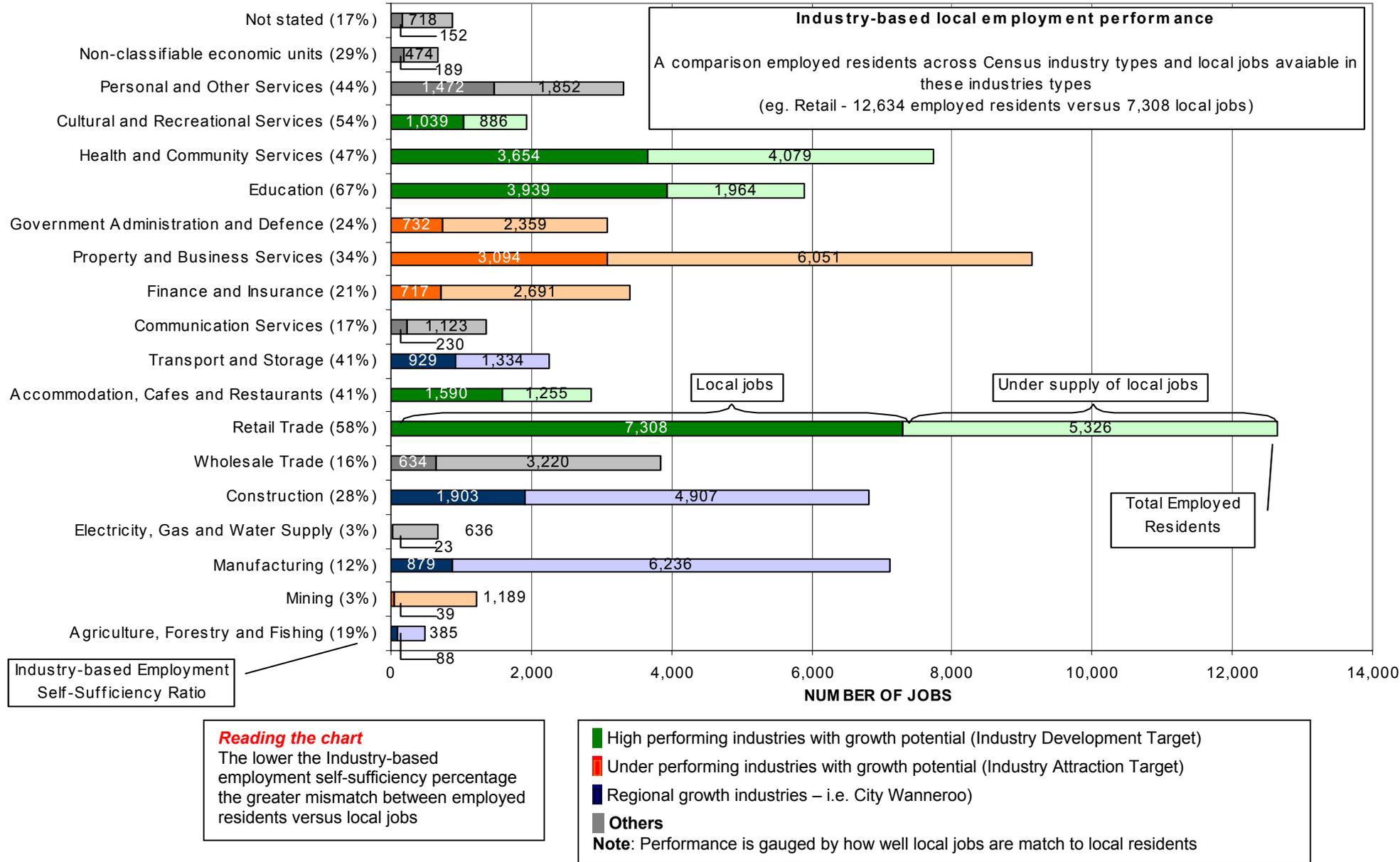


Figure 4: Occupation-based Employment Self-Sufficiency
Source: 2001 Census Community Profile and Working Population for the City of Joondalup

Appendix 3 – Occupation-Based Employment Performance

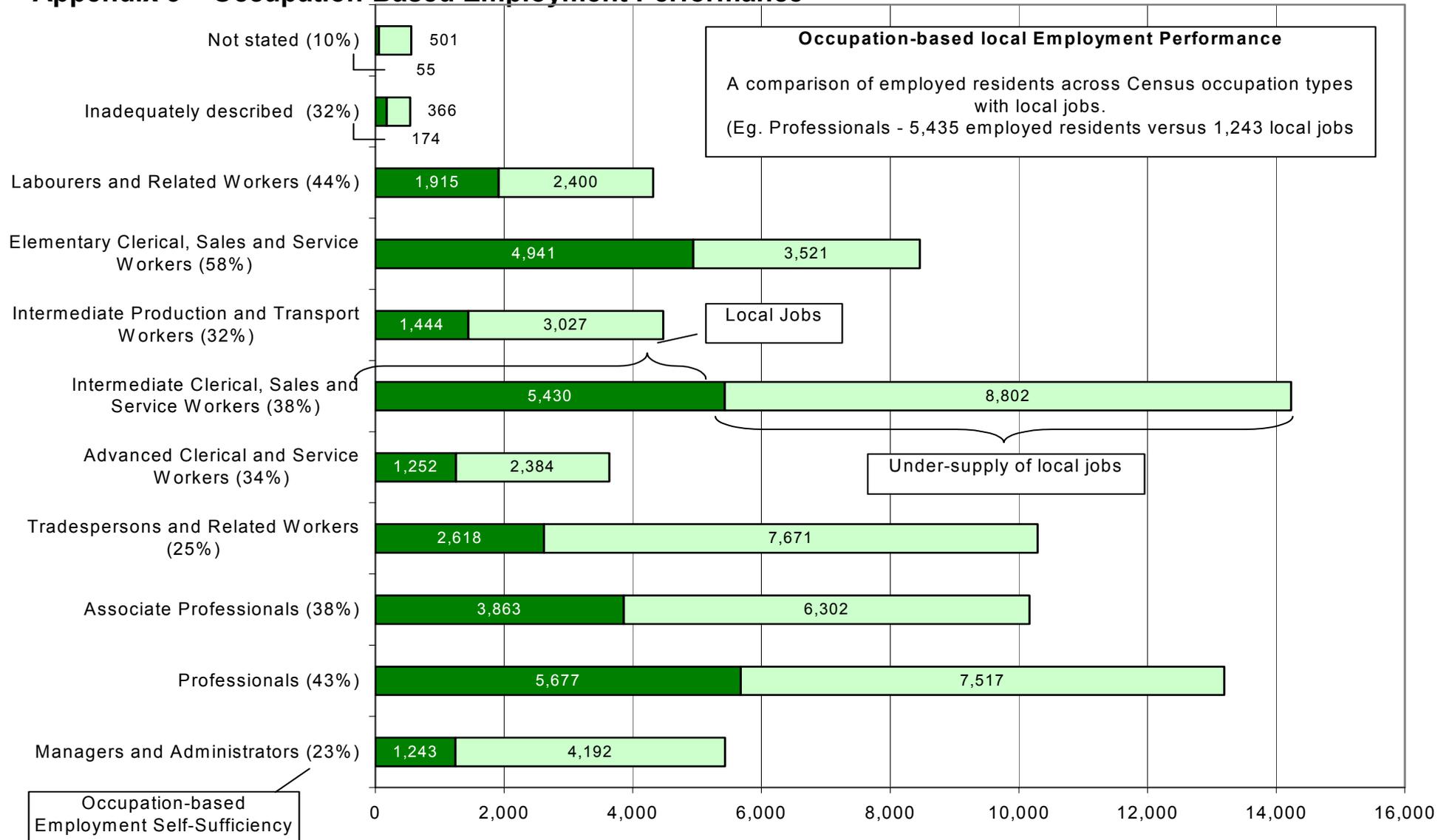


Figure 3: Occupation-based Employment Self-Sufficiency
Source: 2001 Census Community Profile and Working Population for the City of Joondalup

Appendix 4 – Plan Overview

<p style="text-align: center;">Vision <i>Joondalup will continue to grow as a major knowledge and service centre for the North West Corridor for Perth with centres of excellence in education, health and community services, advanced business services, research and development, tourism and retail.</i></p>				
	<p style="text-align: center;">1. Industry <i>Growth and support of key industry pillars and emerging industries</i></p>	<p style="text-align: center;">2. People <i>Fostering strategic skills development by support targeted skills development, innovation and entrepreneurialism</i></p>	<p style="text-align: center;">3. Property, Land & Infrastructure <i>Maximising the availability and productivity of employment land</i></p>	<p style="text-align: center;">4. Governance <i>Coordination of local and regional economic development activities between government, industry stakeholders and the community</i></p>
Staging				
Long-term				
Intermediate				
Baseline				

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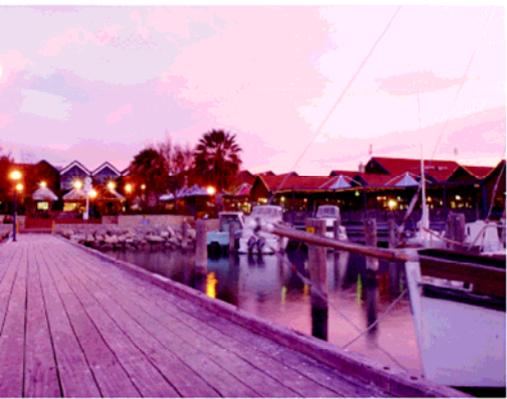
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