

City of
Bayswater

Interim Economic Development Strategy



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Acknowledgement of Country

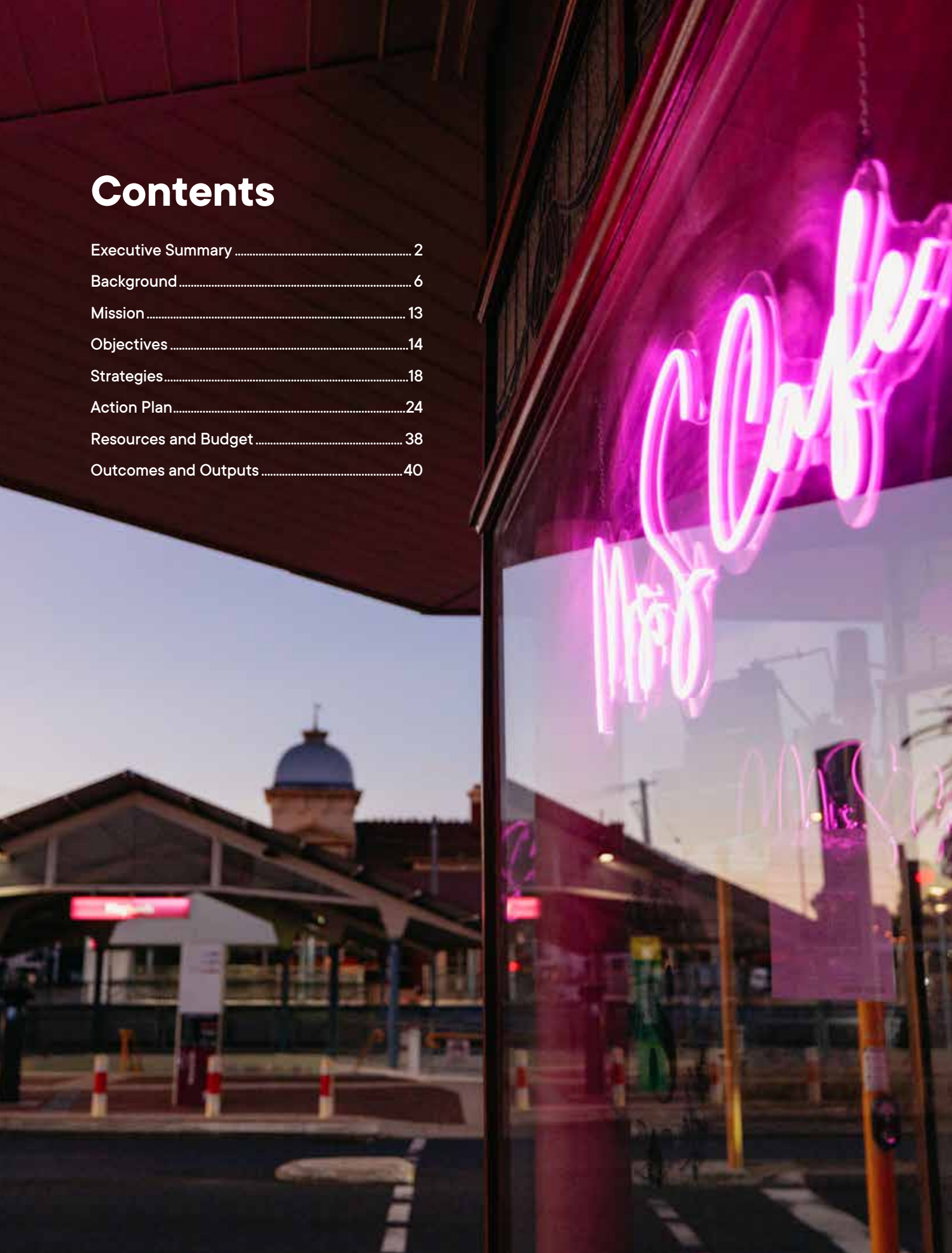
Ngalla City of Bayswater kaatanginy baalapa Noongar Boodja baaranginy, Wadjuk moort Noongar moort, boordiar's koorra koorra, boordiar's ye yay ba boordiar's boordawyn wah.

The City of Bayswater acknowledges the Traditional Custodians of the land, the Whadjuk people of the Noongar Nation, and pays its respects to elders past, present and emerging.



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Executive Summary

The City of Bayswater (the City) is embarking on a new phase of local economic development in 2022. This Interim Economic Development Strategy (the interim EDS) sets out the key strategies and initiatives that define the City's shift in local economic development, following a period of consolidation and recovery.

This transitional phase reflects the increased emphasis that Council has now placed on the attraction of new development and the continued assistance for local businesses to respond to the evolving circumstances influencing economic conditions. This includes innovation and technology, access to skilled labor, changes in work arrangements and conditions and the continued impacts from the COVID-19 pandemic.

Significant infrastructure investment and development is taking place across the City and on its doorstep. The creation of the Morley to Ellenbrook rail line under METRONET presents a range of future opportunities along with the Forrestfield-Airport link. The Bayswater train station is planned to become the second busiest stop across the metropolitan rail network after the Perth Central Business District (CBD). The Tonkin Gap Project by Main Roads WA will expand vehicle capacity between Collier Road and the Perth Airport, improving transport logistics and travel times.

NBNCo, operator of the National Broadband Network, have announced upgrades to their business broadband infrastructure, to deploy Fibre-To-The-Premise (FTTP) technology and allow for gigabit plus data speeds across the Bayswater and Morley activity centres and industrial areas. This is a limited upgrade program and could create an advantage that attracts innovative and technology reliant businesses to the City.



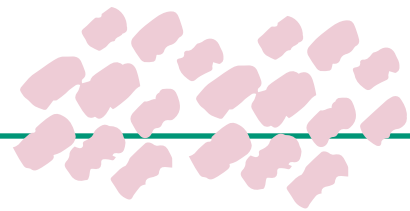
“ This transitional phase reflects the increased emphasis that Council has now placed on the attraction of new development and the continued assistance for local businesses to respond to the evolving circumstances influencing economic conditions. ”



Options are now emerging to investigate further infrastructure upgrades and developments, especially in and around the Bayswater Industrial Area that would lead to increase land values and open up opportunities for higher development density, facilitating new business attraction and expanded employment. Strategies are included within this document to realise these opportunities.

Off the back of these developments this strategic document has adopted the following key themes:

- Activation of all key strategic plans created over the past five years relating to the City,
- Apply an integrated economic development lense across all activity carried out by the City, and
- Attract development to house an increased population that will stimulate greater amenity, services and supply from existing and future businesses.



Key initiatives

The City is now ideally positioned to take advantage of the infrastructure improvements, transformation in work and employment as well as an increasing aged demographic, to generate a boost in the local economy by adopting this interim EDS.

Key initiatives to achieve this include:

1. Implement an investor and developer engagement and attraction program, based on innovative incentives and concessions, to attract targeted development business models and projects, with an initial emphasis on the Morley Activity Centre.
2. Collaborate with key stakeholders to formulate a unique value proposition, to entice targeted industry and businesses to establish across the City.
3. Increase land values through collaboration with State and Federal agencies to fund critical infrastructure upgrades, igniting development interest, with an initial emphasis on the Bayswater Industrial Area.
4. Facilitate specific innovation clusters and hubs in partnership with the State Government, centered on key industry sectors located within the City, with an initial emphasis on the Construction and Trades sectors.
5. Coordinate with the major education institutions located within the City, to link students with the skills and labor needs of local industry. Leverage the high number of registered training organisations and vocational education operators spread across the City.
6. Partner with local business associations and the State Government, to establish entrepreneurial programs including a central incubation hub, to support a start-up culture within the City for new enterprises, including cottage industries.
7. Adopt a place based economic development approach through customising many of the above strategies to match the strategic planning objectives for each activity centre and industrial area across the City.

Each action or initiative proposed under the interim EDS will have defined outcomes and outputs. Specific performance indicators will also be adopted to help track achievement against these outcome/output targets and measure the return to the City associated with its investment in time, resources and budget to support these initiatives.

The primary aim is to promote a balance between supply and demand. Some strategies are aimed at facilitating the attraction of new residents and the retention of the existing population (intergenerational) through creating an attractive lifestyle and compelling local employment opportunities. Other strategies aim to build local skills, commercial activity and a diversified economy through education, entrepreneurialism and an increased demand for local amenities, services and products (due to population growth).

The key expectations from adopting this interim EDS are to:

- Facilitate increased land value which will encourage landowners to redevelop or sell, creating opportunities to improve underutilised land, establishing a higher density of residential and commercial space.
- Enable a higher residential population attracted to the higher density of development, leading to increased demand for local amenities, services and products.
- Attract a targeted population seeking to work and live locally through an innovative, sustainable and attractive lifestyle, a highly connected environment (transport and technology) and access to diversified local businesses and amenities.
- Customise strategic initiatives to reflect the individual characteristics of each activity centre and industrial area within the City.
- Drive development projects, leading to the optimal utilisation of land across the City and realise much of the strategic planning that has been carried out over the past five years.

Much of the work proposed under the interim EDS involves reviews, investigations or explorations to identify options to achieve longer term outcomes. This will inform future actions and initiatives in a more detailed and longer term strategic plan, to be adopted by the City for beyond the term of the interim EDS. This work will either be undertaken through normal operations or as part of existing budgeted projects and activities.

A total of \$50,000 has been allocated for unfunded initiatives along with an additional \$100,000 to employ a dedicated staff resource, to coordinate the interim EDS and implement those initiatives and activities.

“ **Attract a targeted population seeking to work and live locally through an innovative, sustainable and attractive lifestyle...** ”



Background

Since 2017, the City of Bayswater has focused its local economic development approach based on an Economic/Business Framework (the Framework) developed in response to a request from Council at its Ordinary Council Meeting in December 2016.

The Council sought an economic development approach applying strategies that would aim to support, enhance and revitalise existing local businesses as well as provide incentives for new businesses to emerge and existing businesses to relocate to the district.

At its Ordinary Meeting on 2 February 2016, Council resolved, in part, as follows:

“...Investigate Place Management roles for the City’s town centres to include a new focus on driving innovation economic, retail and place making strategies for the City’s four main town centres – Bayswater, Maylands, Morley and Noranda”.

This led to a reconsideration of existing economic development practices and strategies. The Council then resolved at its Ordinary Meeting on 31 May 2016 to:

- “Create two Place Manager roles focussing on the Bayswater, Maylands, Morley and Noranda town centres; and
- Cease the existing Economic Development Officer role.”

In making this decision Council acknowledged that whilst the Place Managers would adopt some of the economic development services, they would not be providing coverage across the whole of the City of Bayswater, including the industrial areas.

Following on from this decision Council further resolved at its Ordinary Meeting on 6 December 2016, that a draft economic/business framework be presented to it by April 2017.



The proposed framework Council was presented represented a shift towards the adoption of a place based economic development approach that would focus on supporting and strengthening the businesses clustered in and around the main town activity centres. The key strategies proposed under the Framework included:

1. Collaborate with local businesses across each activity centre to generate a sense of vibrancy that would attract customers.
2. Provide adequate public amenities (including safety and security) to attract and then meet the needs of an increased customer base.
3. Work towards creating and then promoting the unique character of each activity centre, to act as a destination and attraction theme, drawing in the relevant market segments that matched the commercial offerings.
4. Build stronger links between the community and local businesses, encouraging a greater degree of buying local.
5. Engage regularly with local businesses to address impediments, barriers and challenges that impacted on their ability to thrive and grow.

These strategies placed a greater emphasis on supporting the existing business community across each activity centre and involved limited focus on future development. All of these strategies whilst effective in assisting with the stability of the existing economic base did not align significantly with aspirations as presented in emerging strategic plans. Most if not all of these strategies lacked the ability to stimulate future development projects on a scale necessary to realise the aspirations and expectations set out in many of the concept and structure plans undertaken over the past five years (including those prepared by stakeholders such as METRONET and DevelopmentWA). These strategies have also had varying degrees of success depending on the activity centre in question.

COVID-19 Economic Recovery Plan

On 15 March 2020, the WA Government declared a State of Emergency in response to the emergence of the COVID-19 coronavirus pandemic. Under this State of Emergency the WA Government enacted a number of restrictions to help prevent the spread of the virus and protect the population. On 10 May 2020 the WA Government announced its five-phase plan to ease restrictions and guide the State in its recovery, titled *Roadmap to Recovery*.



As Western Australia entered phase 4 of this plan in July 2020, the City moved from protection to recovery mode and established several internal working groups to develop action plans to support this shift. One of these was the COVID-19 Economic Recovery Plan (the ERP). The objective of this plan was to reactivate the local economy by helping businesses to adapt, embrace new opportunities and re-engage with customers, following the impact of the State of Emergency restrictions.

At a special meeting of the Council on 5 May 2020, it approved a \$5.09 million local economic and social stimulus package aimed at fast tracking major projects, generating local employment and support for community organisations. All of these measures were aimed to assist the local economy recover from the COVID-19 pandemic. Council also made a commitment to an additional package of \$185,000 to assist the local business community through a series of targeted initiatives and the engagement of an Economic Recovery Officer, to work alongside the existing Place Managers. This activity has been carried out under the Business Investment and Growth Program.

The role of the ERP is acknowledged in this document so as to explain the shift now to the Interim EDS, as the logical transition from an economic recovery posture to a broader proactive investment and growth approach. Just as the ERP replaced the Economic/Business Framework of 2017, so now does the Interim EDS and its associated governance approach supersede the ERP and the role of the Economic Recovery Working Group in overseeing economic development strategy.

Activity Centres

State Planning Policy 4.2 defines an Activity Centre as community focal points. They include activities such as commercial, retail, higher density housing, entertainment, tourism, civic/community, higher education, and medical services. Activity centres vary in size and diversity and are designed to be well-served by public transport.

Maylands has benefited from the City's past economic development approach. There is no question that a vibrant and unique character has been achieved. This in turn has drawn in a higher degree of development, to create spaces to house a growing population attracted to this vibrancy and the commercial operators seeking to meet the demand for more amenity and services. This is further fueled by a growing level of visitors drawn to this vibrant community and commercial precinct. The strategies proposed under the Framework have worked well in this activity centre and now there is a level of momentum that will continue to propel economic development in a self-sustainable manner.

In the case of the Bayswater activity centre there is little evidence to indicate existing businesses have grown or the area is any more vibrant than it was five years ago. However, the uncertainty around the and works associated with the upgrade to the train station has proved to be a dampener on economic expansion or growth. The efforts of local Town Team and community action groups and the City have produced some outcomes such as the community



“ Maylands has benefited from the City’s past economic development approach. There is no question that a vibrant and unique character has been achieved. ”

markets, however these are now under stress due to the impacts of COVID-19 and the train station. DevelopmentWA is now in planning control of setting the direction for future development (both scale and pace). This is likely to continue well after the upgrade to the train station has been completed.

The Morley Activity Centre is the largest of the City’s activity centres by a significant factor and dominated by the Galleria Shopping Centre at its core. It is designated as one of 10 Strategic Metropolitan Centres outside of the Perth CBD and two in the Northeastern corridor. The other being Midland. Morley has changed little in the past twenty years except for the creation of Coventry Village. Much of the development circling the core (Russell Street, Walter Road West, Collier Road and Broun Avenue) could be described as low density.

The western side of the activity centre (Rudloc Road, Russell Street) is a mix of general industrial and showrooms/warehouses. Intermingled with this are a few shops and restaurants. To the east is a mix of professional offices, medical suites and car yards (Collier Road and Broun Avenue). To the north is Morley Markets, Coventry Village and a mix of hospitality establishments, petrol stations and fast food outlets along with various small retail shops. To the south is a mix of showrooms, medical suites, a food processing plant and various retail outlets. There is a strong presence of auto repair, parts and servicing venues in both the south and west areas and in fact vehicles are a major theme of the activity centre represented by commercial offerings and an abundance of parking.

Major arterial roads transit through or skirt the area.

The City embarked on the preparation of a new Structure Plan for the Morley Activity Centre in 2014/15. The final plan was approved by the Western Australian Planning Commission in 2018. Unfortunately, the economic development strategies adopted under the Framework were not aligned with the aspirations of the plan.

There has been little or no substantial redevelopment that has taken place over the last five years and this includes the Galleria shopping centre. The Vicinity Group has expressed an interest in investing a significant amount in its shopping complex. Initial plans outlined in 2016, represented an approximate investment of \$800 million. This was scaled back to \$350 million in plans approved by the City and the Metro Central Development Assessment Panel, in 2019. This plan was then placed on hold partly as a result of the pandemic and also due to a downturn in the retail sector. The Vicinity Group continues to discuss its revised plans with the City.

The Noranda activity centre is significantly behind the other centres as it does not have the same level of access to public transport, and the majority of commercial / retail land is within the Hawiian’s Noranda shopping centre. There has been limited growth in the area as the planning controls have not been changed in over 30 years. The City has been focused on improving the amenity in the area surrounding the shopping centre, and Hawiian has been responsible for providing the shops.

Industrial Areas

The City has played its part in relation to administering regulatory and compliance requirements across the Bayswater Industrial Area (BIA), yet has contributed minimally to its economic growth or redevelopment. An example of this is the newer Tonkin Highway Industrial Estate which owes its regeneration to work carried out by DevelopmentWA, which in turn inspired the private sector to step in and drive its renewal and the attraction of the diverse enterprises that have chosen to call the estate home.

There has been some marginal redevelopment proposed on the edge of the BIA along Beechboro Road South. This can be attributed to the size and value of the sites in question and the fact that they lay in close proximity to sewer connections. The existence of this infrastructure alongside redevelopment has highlighted the limitations its absence creates in relation to increasing development density and land use elsewhere in the BIA. Most of the remainder of the BIA remains on septic systems and as such is limited in its potential to support higher density development. The previous Framework did not address the needs of the BIA.

The BIA has significant pockets of underdevelopment and is heavily populated with noxious type land uses including auto wreckers, scrap metal recyclers, demolition contractors and various vehicle repair, panel and paint businesses. Land values have remained stagnant over the past decade offering no incentive to owners to redevelop their holdings or attract developers looking to take advantage of the close proximity to transport corridors and the CBD.

A lack of sewer infrastructure has restricted development opportunities for those sites where the owner has sought to increase development density or initiate changed uses that support increased employment and commercial activity.

Despite significant WA Government investment in transport infrastructure (rail and roads) the BIA is limited in its ability to leverage this as sizable redevelopment is prevented across much of the area because of the lack of infill sewer infrastructure.

The Tonkin Estate is not similarly impacted and this is reflected in the type of businesses that have located here. The former Cresco site owned by CSBP Limited was redeveloped by Linc Property Developers. This new \$120 million industrial estate includes an upgrade to all services and infrastructure (including sewerage) resulting in the attraction of a higher density of development, leading to a better quality of industrial tenant and increased employment. This offers an indication of what sections of the BIA could be transformed into.

Strategic Planning 2017 to 2022

A key theme of the interim EDS is to focus on the many strategic plans that the City and other key stakeholders have announced over the past five years and seek out ways to activate these where they relate to the attraction of new development, increasing population or facilitating investment and growth in existing and new local businesses. Some of the existing strategic plans that could be activated in part through this interim EDS include:

- Morley Activity Centre Structure Plan 2018 (MACSP)
- METRONET Morley Train Station Concept Master Plan, September 2021
- Bayswater Town Centre Structure Plan 2021
- WA Government's 10 Year Industrial Land Strategy, June 2021
- Local Homelessness Strategy 2021 to 2025
- Age Friendly Strategy 2021 to 2025
- The Platform Youth Action Plan, 2019/20 to 2021

The emphasis will be on addressing those objectives within each strategy or plan that delivers against the Vibrancy theme within the Strategic Community Plan 2021 – 2031. It also will reflect outcomes and strategies under the Our Local Economy section of the Corporate Business Plan 2017 – 2027. It is also expected that strategies and initiatives proposed under the interim EDS will also influence the development of the next version of the Local Planning Scheme (Number 25).

WA Government Infill Development Targets

Commencing with the Stephenson-Hepburn Report in 1955, the WA Government released several strategic plans that set out how the Perth metropolitan region would accommodate a growing population. Since the release of the Directions 2031 plan in 2010, an increased focus has been placed on the contribution of infill development in inner urban areas alongside that of new greenfield estates. This plan established an annual target of 47% of all new dwellings to be provided through infill development. To date this target has yet to be met.

The WA Government has strengthened its resolve to accommodate future population through both infill development and greenfield estates with the release of *Perth and Peel @ 3.5 million*. The main objective for central areas such as the City of Bayswater is to facilitate higher development density rates per gross hectare through rezoning and encouraging redevelopment and subdivision. Activating the Morley Activity Centre Structure Plan will deliver a significant contribution to increasing development density.

In the past year the rate of redevelopment and subdivision has increased significantly. However, this has placed considerable strain on the City's resources to process the necessary regulatory assessments and approvals, to ensure that this activity is carried out in alignment with statutory requirements. The City will need to address these challenges through increased delegations and improving applicant knowledge. This should result in greater efficiency in the coordination of this development activity so that the City can maintain the existing momentum whilst managing the expansion proposed under this interim EDS.





Mission

Over the next three years the City will implement the interim EDS as a transition from the previous Framework and COVID-19 Economic Recovery Plan, to a longer term investment and growth approach.

This approach will focus on growing the local economy by maintaining current development activity and expanding on this through the attraction of large-scale development (across the Morley Activity Centre), to support population growth, leading to increased demand for local goods, services and amenities. The interim EDS will be delivered through an integrated whole of City approach to economic development, where every division contributes towards the achievement of relevant strategies and initiatives.

Overall co-ordination, governance and performance monitoring will be carried out by the City. An economic development specialist will be engaged to coordinate the implementation of the interim EDS, oversee specific initiatives and provide regular reporting against KPIs and expected outcomes and outputs. Much of the work set out in the interim EDS is expected to be undertaken as part of ongoing operations, across relevant areas of the City.

Limited additional funds will be required to enable some activities outside of these operational activities within the first 12 months.

Further strategies and initiatives to be delivered in years two and three will focus on the transition to a longer term strategic approach and will be subject to the outcome of funding submissions forming part of the 2023/24 Budget cycle.

The City will:

- Collaborate with key stakeholders to overcome issues and impediments, leading to increased development and investment;
- Collaborate with key stakeholders to activate strategic plans for mutual benefit;
- Activate key strategic plans centered on train station precincts, the Morley Activity Centre and removing development limitation across the BIA;
- Become more efficient in managing development, to accommodate the expected increase in activity;
- Support greater entrepreneurial activity locally including across the youth, women and migrant segments of the community; and
- Facilitate the regeneration of industrial areas leading to a transformation in business activity centered around innovative construction and trades activities.

In order to achieve:

- Increased population and the required accommodation to support this;
- Attract inward investment;
- Grow local commerce;
- Attract new commerce;
- Regenerate areas of the City, with an emphasis on the Morley Activity Centre and Bayswater Industrial Area, and
- Improve revenue flows and contribute towards a more positive Long Term Financial Plan (LTFP).

Objectives

The interim EDS is represented by a set of key objectives based on the major themes of local economic development proposed by the City over the next three years. These include:

Objective 1

Stimulate Major Development and Attract Key Investment

The objective is to employ strategies and initiatives that will lead to an increase in large scale commercial and residential developments across the City. It is expected that this will entail identifying barriers, challenges and impediments that investors and developers either perceive or experience that prevents them from considering the City as a viable location for future development activities. Once this is understood the City will work with various stakeholders to identify and then implement innovative solutions to overcome these issues. Promotion of these solutions to the local investor and developer community is expected to result in future development projects being presented to the City for consideration and approval. Initial focus of this objective will be on the Morley Activity Centre, to activate the area in accordance with the Structure Plan approved in 2018 and to encourage the Vicinity Group to progress their own redevelopment plans for the Galleria Shopping Precinct.

Objective 2

Encourage Local Landowners to Develop or Divest

This objective is to ensure the City maintains the current volumes of development both residential and commercial and builds on this by attracting larger scale investment that will assist in activating much of the strategic planning that has taken place over the past five years.

The high volume of infill development activity will be maintained by making local landowners aware of the opportunities they can take advantage of through a quarterly education program and promotional campaigns. This should result in better informed decisions on the redevelopment of existing properties, leading to a higher motivation to increase development density in line with rezoning and result in better quality applications, making assessment and approvals more efficient. Strategies and initiatives will need to be applied to encourage landowners to explore options to support infill development and prepare quality applications when seeking approval to do so.

Several of the commercial and industrial areas targeted for large scale redevelopment have been subjected to considerable subdivision in the past, leading to clusters of fragmented small lot sizes. In order to accommodate the type of future development projects desired by the City, lot amalgamation will need to be achieved. Strategies and initiatives will be applied to encourage local land holders to either redevelop or sell on to major developers. A focus on options that will result in greater value being placed on redevelopment of the land rather than continuation of its present use is expected. This should result in improved land values, stimulating interest in realizing this benefit and overcoming the current inertia. Upgrades to infrastructure, improving public amenities and streetscapes and the adjustment of planning controls to seek aggregation of land are all potential options to realise this objective.

Objective 3

Stimulate New Enterprises and Attract Businesses to Relocate

This objective will be achieved through a series of strategies and initiatives aimed at the growth of new enterprises across the City. According to the Small Business Development Commission (SBDC) 97% of all businesses in WA are classified as small. This means they either are non-employing or have less than 20 staff. According to the Bankwest Curtin Economics Centre some 41% of the State's private sector workforce is employed in small businesses. This is a crucial component of the City's local economy and should be encouraged as much as possible, especially given the continuing impact of the COVID-19 pandemic.

There are three ways that the City can help grow the local economy when it comes to small business:

1. Help retain existing businesses within the City and support their sustained operation.
2. Attract new businesses to relocate to the City.
3. Assist in the establishment of new businesses and support them to become sustainable.

Strategies applied to achieve this objective will focus on addressing the challenges and barriers to establishing a new business, including those operated from homes. This will also cover activity to promote the City as a beneficial location for specific types of businesses through the availability of accommodation, skills, customers and favorable operating conditions.

One of the key options open to the City to support new businesses is to repurpose one of its facilities, to create a local incubation hub. This can provide space, expertise and resources, to assist start-up businesses to build momentum and ultimately sustainability. The aim would be to then transition such fledgling businesses into available rental space and employ local people.

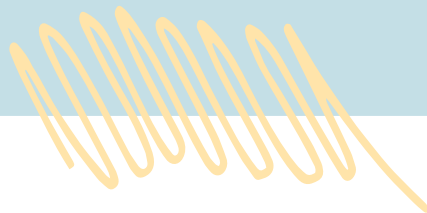
Objective 4

Encourage an Increase in Live Local, Work Local and Consume Local

This objective proposes to define the lifestyle, vocation and to some degree the demographic characteristics of future population growth within specific sections of the City, with an emphasis on the Morley Activity Centre. The City is not intending to seek out development blindly. Careful consideration has been given to the type of built form the City wishes to attract and thus emphasising who this will accommodate. Defining these characteristics also assists in creating a picture of future community social and economic needs, leading to the shaping of the local economy. A key expectation of this future population is the desire to live local, work local and consume local.

Data is not readily available on the level of residents that work locally across the City however, according to the EMRC 30% of people live and work within their Local Government Area, across the region. The aim is to increase this level to approximately 50% for the Morley Activity Centre within the next decade. Attracting development projects that encourage a live local, work local and consume local clientele will be a major strategy to achieving this target. Another key approach is to target several major employers to relocate to the City including at least one State or Federal Government agency. This will also be supported by targeting the retirement and aged care sectors, to attract empty nesters and early retirees to consider independent living options adjacent to Galleria.

Further strategies in support of this objective are to expand the level of homebased businesses located across the City and ensure supportive amenities exist for the likely future increase in remote workers and Work From Home (WFH) employees.



Objective 5

Activate major strategic plans in partnership with key stakeholders

This objective delivers on the key theme of the interim EDS to apply a whole of City economic development approach that will lead to the activation of many of the strategic plans created by the City in the last five years. This will create an equilibrium between economic and social outcomes in the delivery of services by the City.

This will also involve longer term initiatives, creating strategic momentum extending into a longer term local economic development program. Delivery against this objective involves implementing initiatives that align with existing strategic aims already endorsed by Council in the shape of a number of the City's and other stakeholder's strategic plans. These include:

- Morley Activity Centre Structure Plan 2018;
- METRONET Morley Train Station Concept Master Plan;
- Bayswater Town Centre Structure Plan 2021;
- Platform Youth Action Plan, City of Bayswater;
- Local Homelessness Strategy 2021-2025, City of Bayswater;
- Age Friendly Strategy 2021-2025, City of Bayswater, and
- Waterwise Bayswater, A Strategy to 2030.

This objective also flags the intent of the City to seek out collaborations and partnerships with key stakeholders, to implement initiatives with the aim of delivering their own strategic plans for the City of Bayswater.

Some of these stakeholders include but are not limited to:

1. METRONET
2. DevelopmentWA
3. The Department of Communities
4. The wider Perth Development Community
5. The Perth Urban Planning Community
6. Local Town Teams
7. Local Business and Commerce associations
8. StartUp WA
9. Perth's Universities, and research institutions
10. Perth's Retirement and Aged Care community
11. Local innovation clusters
12. Local high schools and colleges
13. Registered Training Organisations located across the City



“ This objective also flags the intent of the City to seek out collaborations and partnerships with key stakeholders, to implement initiatives with the aim of delivering their own strategic plans for the City of Bayswater. ”



Strategies



Objective 1

Stimulate Development and Attract Investment

Strategy 1

Establish an Investor and Developer Attraction Program.

These include:

- Develop a series of Investment Prospectus (focused on the Morley Activity Centre), including an initial awareness and invitation prospectus and a follow up updated Unique Value Propositions (UVP) Prospectus;
- Co-design and then promote UVP to identify and then overcome issues, barriers and challenges to attracting development – Conduct design thinking workshops and solution hacks to identify ways to overcome the issues impeding the attraction of development – Consider innovative concessions and mitigations to reduce risk and cost for developers and put this together with in-kind assistance packages and pitch to industry;
- Signal that the City is open for business through Industry networking and engagement events – UDIA Event/Lunch sponsorship – Address to a WA Leaders monthly event and holding of regular Industry/land owner gatherings; and
- Target vacant land and dormant sites not owned by the City across the Morley Activity Centre including those owned by the Department of Communities, the former Morley Bunnings site and 233 Walter Road West, to initiate interest in their development.

Strategy 2

Promote complementary investment in the improvement of public space adjacent to or alongside key target development areas.

These include:

- The Morley Activity Centre Streetscape;
- The establishment of a Morley Town Square (Bishop and Progress Streets); and
- The BIA streetscape.

Strategy 3

Generate development momentum through offering City owned sites as options for redevelopment including as part of Joint Ventures, partnerships or concessional land acquisitions.

These include:

- Les Hansman Community Centre site, Morley; and
- 22 Russell Street, Morley (subject to decision to sell this site).

Objective 2



Encourage Local Landowners to Develop or Divest

Strategy 1

Improve land values through upgraded infrastructure such as:

- Seek support from the WA Government to implement infill sewer across the Bayswater Industrial Area (BIA),
- Develop a business case in partnership with DevelopmentWA, seeking financial support for the infill sewer project;
- Collaborate with DevelopmentWA and Water Corporation to implement the infill sewer project and recover capital costs through a Developer Contribution program coordinated by the City;
- Redesign and upgrade of the BIA streetscape to support new and emerging industrial land uses;
- Redesign and upgrade of the streetscape across the Morley Activity Centre, to complement and attract new development, encourage greater pedestrian priority and support a work local, consume local and live local lifestyle; and
- Lobby the WA Government to invest in an innovative and sustainable public transport option to link the Noranda, Morley and Bayswater train stations with the Morley Activity Centre.

Strategy 2

Instigate a series of workshops for local landowners to educate them on options for infill/higher density development on their land and preparing an application for approval.

These include:

- Workshop 1 – What can I do on my land.
- Workshop 2 – Seeking Development Approval.

Strategy 3

Encourage amalgamation of subdivided land parcels in targeted areas of the Morley Activity Centre and BIA. These include:

- Target the General Industry zoned area in the Morley Activity Centre bounded by Drake Street, Rudloc Road, Russell Street and Walter Road West; and
- Target the BIA south of Collier Road.

Strategy 4

Consider incentives through planning provisions.

These include:

- Reductions in requirements for parking quotas where development match target business models like live local, work local;
- Reductions in landscaping quotas where developer contributions can be made to the creation of public recreational spaces close by; and
- Reductions in requirements for public art installations in favor of contributions to community creative spaces.



Objective 3

Stimulate New Enterprises and Attract Businesses to Relocate

Strategy 1

Establish a New Enterprise Incubation Hub – explore options to repurpose a City owned facility to operate as a local incubator/accelerator for new enterprises.

These include:

- Review City owned facilities to identify potential options;
- Pitch to the WA Government's New Industries Fund for resources to establish the hub;
- Partner with StartUp WA to establish the hub; and
- Engage a third party provider to offer new business training at the hub.

Strategy 2

Encourage cottage industries and home-based businesses to establish within the City through the creation of a working from home policy.

These include:

- Review the current Home Based Business policy;
- Explore establishing an outreach service from the New Enterprise Incubation Hub; and
- Advocate for more flexible planning conditions for cottage industries and home based businesses.

Strategy 3

Consider incentives and concessions to attract businesses to the City including short term rate concessions, fee reductions and customised relocation workshops presented by the City.

These include:

- Set up a schedule of business types with matching rate discounts to be offered;
- Set up a schedule of business types with matching fees and charges discounts to be offered;
- Hold quarterly new business relocation and establishment workshops; and

- Develop in-kind assistance packages for target business types.

Strategy 4

Partner with developers to attract businesses to new commercial developments, to provide expanded amenity and services supporting an increased population.

These include:

- Include details of collaboration developments in the Morley Activity Centre Investment prospectus; and
- Offer special rates discounts to be passed on by developers for early purchase of development units.

Strategy 5

Support industry innovation clusters through.

These include:

- Explore opportunities through engagement with the Industry Innovation Team from DevelopmentWA;
- See 3.1 – Engage with the New Industries program of the WA Government – Department of Jobs, Tourism, Science and Innovation (DJTSI);
- Advocate for and promote the Wise Earth Sustainable Building Innovation Hub (Bassendean Road), and
- Advocate for and promote the Cut n Break robotics demolition hub (Wicks Street).



Objective 4

Live Local and Work Local

Strategy 1

Connect students with local businesses via traineeships, apprenticeships and internships, as per the Platform Youth Action Plan.

These include:

- Work with local secondary schools, industry training advisory boards and local businesses to identify and leverage students into traineeships and apprenticeships; and
- Sponsor a program of tertiary (3rd and 4th year students) internships with local businesses across the City, each summer.

Strategy 2

Encourage cottage industries and home-based businesses to establish within the City through the creation of a Working from Home (WFH) policy (see Strategy 3.2).

Strategy 3:

Encourage local businesses to provide services in support of an increased remote worker and WFH employee population.

These include:

- Update the Mobile Food Van policy to enable a wide range of food and beverage (non-alcoholic) to operate from local parks. Undertake a trial in two parks to test interest and viability for daytime services;
- Roll out basic support services into two parks selected for the trial;
- Explore with local businesses the option to establish a city-wide delivery service, to support home based workers; and
- Extend flexible arrangements identified for cottage industry to home based and remote workers, where it is relevant.

Strategy 4

Investigate the establishment of Common User Facilities (CUF) across the City, to provide access to specialised technology, infrastructure or equipment for micro businesses, remote workers and WFH employees.

These include:

- Explore options to establish a CUF kitchen within the City, to support new food and beverage startup businesses;
- Explore options to establish a CUF warehouse and logistics centre within the City, to support new ecommerce startup businesses;
- Explore options to establish a CUF technology lab within the City, to support new innovation and digital technology startup businesses; and
- Explore with local businesses the option to establish a city-wide delivery service, to offer a cost effective alternative.

Objective 5

Activate Major Strategic Plans in Partnership with Key Stakeholders

Strategy 1

Focus initial (2022) investor and developer initiatives on the Morley Activity Centre where this will also encourage the Vicinity Group to maximise the redevelopment of the Galleria shopping precinct.

These include:

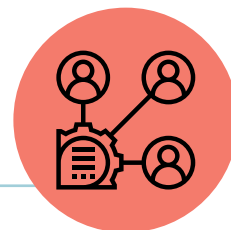
- Implement the Investor and Developer Attraction Program (see Strategy 1);
- Develop and distribute informative investment prospectus for the Morley Activity Centre that includes information of prospective development sites, City proposed improvements to public spaces and streetscapes and demographic target groups for future population uptake;
- Invite industry to participate in a codesign process to identify issues and impediments to locating developments in the City and Unique value Propositions (UVP) to overcome these;
- Identify specific demographics as targeted population for the Morley Activity Centre and explore the optimal development models to accommodate them; and
- Create development momentum and initiate first mover advantages by offering City owned sites to be redeveloped.

Strategy 2

Unlock redevelopment potential across the BIA in partnership with DevelopmentWA, to assist in relocation of industrial operators from the Morley Activity Centre, Maylands outliers and areas adjacent to Wotton Reserve, in preparation for the METRONET concept plan supporting the Morley Train Station.

These include:

- Encourage businesses deemed general industry and located in the Morley Activity Centre to relocate to the BIA once infill sewer has been achieved;
- Encourage businesses deemed general industry/ light industry and located adjacent to the new Morley train station and Wotton Reserve, to relocate to the BIA once infill sewer has been achieved; and
- Encourage businesses deemed general industry and located in the outlier streets of Maylands to relocate to the BIA once infill sewer has been achieved.



Strategy 3

In support of Priority 3: *Exiting Homelessness* within the *Local Homelessness Strategy 2021-2025*, explore opportunities with the Department of Communities to develop vacant sites across the Morley Activity Centre, to accommodate sustainable social housing projects.

These include:

- Investigate options to attract a Nightingale Housing project to be located within the Morley Activity Centre;
- Advocate with the Department of Communities to progress medium density development on the various vacant blocks they own across the Morley Activity Centre; and
- Explore options to use either vacant WA Government owned land or City surplus facilities within the Morley Activity Centre, to deploy a project as part of the My Home Program.

Strategy 4

Engage with METRONET to begin preliminary arrangements, to progress their concept plan for the Morley Station precinct including upgrades to infrastructure and working with local landowners to investigate relocations.

These include:

- Lobby to incorporate the area designated for urban regeneration around the Morley train station (METRONET Concept Master Plan) to be funded for upgrade to include infill sewer as part of the project to roll this out across the BIA; and
- Update planning controls to restrict any further general industry/light industry land use in the area designated for urban regeneration around the Morley train station (METRONET Concept Master Plan).

Strategy 5

Target early retirees and empty nesters to locate in the Morley Activity Centre through attracting complimentary development projects offering low maintenance, downsizing accommodation in line with objectives of the City's Age Friendly Strategy 2021-2025.

These include:

- Approach operators within the aged care sector to explore interest in new developments to be located within the Morley Activity Centre (or other parts of the City), and
- Develop a marketing campaign to promote the Morley Activity Centre as a desirable location for early retirees or empty nesters looking to downsize.

Action Plan

Stimulate Development and Attract Investment

Strategy	Initiative	Responsibility
1.1: Investor and Developer Attraction Program	Awareness and Invitation Prospectus	Development and Place Communications and Marketing
	UVP Co-design Program	Development and Place
	UVP Prospectus	Development and Place Communications and Marketing
	Open for Business Promotional Program	Development and Place Communications and Marketing
	Target vacant and dormant sites	Development and Place
1.2: Complementary City improvements	Morley Streetscape Design	Development and Place
	Morley Town Square	Development and Place Galleria Owners (Vicinity and Perron Groups)
	BIA Streetscape upgrades	Development and Place
1.3: Collaboration on City owned sites	22 Russell Street EOI	Development and Place Major Projects and Commercial Activities



Budget and Resources	Timeframe	KPI
Prospectus development - \$10,000	0 to 6 months	NA
Co-design workshops - \$2,000	0 to 6 months	# Participants
Prospectus update- \$4,000	6 to 12 months	NA
Launch sundowner - \$2,500	0 to 6 months	# Participants
WA Leaders presentation - \$0	0 to 6 months	# Follow up enquiries
UDIA Lunch sponsorship - \$5,000	6 to 12 months	# Development applications (DA)
Quarterly networking events - \$7,500	6 to 12 months	\$ Investment
Advocacy - operational	0 to 6 months	# sites redeveloped
Design - \$150,000	0 to 12 months	Landowner and business feedback
Subject to 2023/24 budget consideration	12 to 18 months	TBA
Subject to funding business case and bid success with WA Government	12 to 24 months	\$ funding secured # streets upgraded
Operational	TBA	# Submissions Developer interest

Encourage Local Landowners to Develop or Divest

Strategy	Initiative	Responsibility
2.1: Improve land values through infrastructure upgrades	BIA sewer infill pitch to WA Government	Development and Place
	BIA infill sewer project business case	Development and Place DevelopmentWA
	BIA infill sewer project funding bid	Development and Place DevelopmentWA
	BIA infill sewer project implementation and capital cost recovery	DevelopmentWA – project implementation City - in-kind support for cost recovery through Development Application processes
	BIA streetscape upgrade	Forms part of Infill Sewer project
	Morley Activity Centre streetscape upgrades	Works and Infrastructure
	Lobby the WA Government re public transport links between train stations and Morley Activity Centre	Development and Place
2.2: Encourage small lot amalgamations	Morley Activity Centre target area bounded by Drake St, Walter Rd West, Russell St and Rudloc Rd.	Development and Place
	BIA south of Collier Rd	Development and Place
2.3: Incentivise target development models through planning incentives	Investigate flexible planning quotas for parking, landscaping and other ancillary cost items	Development and Place



Budget and Resources	Timeframe	KPI
Pitch to ILSC - operational	0 to 6 months	Industrial Lands Steering Committee (ILSC) request business case for funding
Business case development – operational, supplemented with third party expertise \$10,000	6 to 12 months	ILSC endorse business case, recommend funding
Funding bid in partnership with DevelopmentWA - operational	6 to 12 months	Funding \$ approved
Development administration and cost recovery - operational	12 to 24 months – project 3 to 10 years – cost recovery	\$ LV improvement Employment increase # DA for redevelopment Land use improvements
Forms part of Infill Sewer project	12 to 24 months	Streets upgraded
Subject to 2023/24 budget consideration	18 to 36 months	Streets upgraded
Lobbying - operational	0 to 12 months	High frequency links funded
Planning – operational Enforcement - operational	6 to 12 months 12 to 24 months	Square metres amalgamated # redevelopment DA submitted
Planning – operational Enforcement - operational	6 to 12 months 12 to 24 months	Square metres amalgamated # redevelopment DA submitted
Investigation – operational Application - operational	0 to 6 months 6 to 18 months	Incentive options # redevelopment DA submitted

Stimulate New Enterprises and Attract Businesses to Relocate

Strategy	Initiative	Responsibility
3.1: New enterprise incubator hub	Identify possible City facility to host a hub	Development and Place Building Works (Leasing)
	Pitch for funding from WA Government New Industries Fund to operate a hub	Development and Place
	Partner with StartUp WA to establish the hub	Development and Place
	Fund third party providers to offer new business training	Development and Place
3.2 and 4.2: Working from home policy	Review existing policy and fees.	Development and Place
	Establish outreach services through the incubator hub.	Development and Place
	Advocate for flexible planning controls for Cottage Industry	Development and Place



Budget and Resources	Timeframe	KPI
Investigate – operational	0 to 6 months	Hub options found
Establish – subject to 2023/24 budget consideration	12 to 18 months	New start-ups hosted
Pitch – operational	6 to 12 months	Feedback
Co-contribution - subject to 2023/24 budget consideration	12 to 18 months	% City contribution
Recurrent operations funded by WA Grant		Funding \$ secured
Subject to WA Government funding secured	12 to 18 months	% City contribution New start-ups hosted
Subject to 2023/24 budget consideration	12 to 18 months	
Subject to WA Government funding pitch	12 to 24 months	# training participants
Subject to 2023/24 budget consideration	12 to 24 months	% City contribution
Review - operational	0 to 6 months	Improvements found Improvements made
Subject to 2023/24 budget consideration	12 to 18 months	Participants assisted
Advocacy - operational	6 to 12 months	Improvements found Improvements made

Action plan

Strategy	Initiative	Responsibility
3.3: Business relocation and attraction program, accommodated in new developments	Propose rates concession – targeted business types	Development and Place Financial Services
	Propose fee reductions – targeted business types	Development and Place Financial Services
	Hold business relocation workshops	Development and Place
	Develop In-kind assistance packages – targeted business types	Development and Place
3.4: Partner with developers to attract customers	Arrange inclusions in promotional prospectus	Development and Place Communications and Marketing
	Propose rates concessions for targeted customers	Development and Place Financial Services
3.5: Support industry innovation clusters	Engage with DevelopmentWA Innovation Team	Development and Place
	Seek funding from New Industries Fund - DJTSI	Development and Place
	Advocate for the Wise Earth Innovation Hub (Bassendean Road)	Development and Place
	Advocate for Cut n Break robotics Innovation Hub (Wicks Road)	Development and Place



Budget and Resources	Timeframe	KPI
Subject to 2024/25 budget consideration	18 to 24 months	Forgone \$ NPV rates over 10 years - LTFP
Subject to 2023/24 budget submission	12 to 18 months	Forgone \$ NPV rates over 10 years - LTFP
4 x workshops - \$2,000	0 to 12 months	# workshop participants # businesses relocated
Investigate - operational	6 to 12 months	\$ value of in-kind assistance # businesses assisted
Included in prospectus development and update budgets. See strategy 1.1	6 to 12 months	Project options promoted
Subject to 2024/25 budget consideration	12 to 24 months	Forgone \$ NPV rates over 10 years - LTFP
Engagement - operational	0 to 12 months	Local businesses involved in innovation clusters
Funding submission - operational	6 to 12 months	\$ funding secured
Advocacy - operational	0 to 12 months	\$ investment Employment
Advocacy - operational	0 to 12 months	\$ investment Employment

Live Local and Work Local

Strategy	Initiative	Responsibility
4.1: Connect students with local businesses.	Facilitate Traineeships and Apprenticeships for local students	Development and Place Community Development
	Sponsor Student Internships with local innovative businesses during semester breaks	Development and Place Community Development
4.2 and 3.2: Working from Home policy	Review existing policy and fees.	Development and Place
	Establish outreach services through the incubator hub.	Development and Place
	Hold quarterly Business Start-up workshops.	Development and Place
4.3: Encourage local business to support remote workers and Working from Home	Update policy to enable mobile food and beverage vendors in local parks – trial project	Development and Place
	Roll out utilities and services across trial park sites	Parks and Gardens
	Engage with business community to establish local delivery vendors	Development and Place
	Consider flexible planning controls for Cottage Industry	Development and Place
4.4: Common User Facilities to support micro businesses	Explore options to establish a commercial kitchen CUF	Development and Place
	Explore options to establish a Warehouse and logistics CUF	Development and Place
	Engage with business community to establish local delivery vendors	Development and Place
	Explore options to establish a local technology CUF attached to the Incubator Hub	Development and Place



Budget and Resources	Timeframe	KPI
Facilitation - operational	6 to 12 months	Local students engaged
Sponsorship amount - Subject to 2023/24 budget consideration	12 to 24 months	Local students engaged
Review - operational	0 to 6 months	Improvements found Improvements made
Subject to funding for the hub	12 to 18 months	Local businesses assisted
4 x workshops - \$2,000	0 to 12 months	# workshop participants # new business registrations
Update - operational	0 to 6 months	Improvements found Improvements made
Trial - Subject to 2023/24 budget consideration	12 to 18 months	# mobile services involved Customers served
Engagement - operational	6 to 12 months	Customer deliveries by local vendors
Investigate - operational	6 to 12 months	Improvements found Improvements made
Investigate – operational	6 to 12 months	Options found
Implement - Subject to 2023/24 budget consideration	12 to 24 months	# new businesses assisted
Investigate – operational	6 to 12 months	Options found
Implement - Subject to 2023/24 budget consideration	12 to 24 months	# new businesses assisted
Engagement – operational (see 4.3)	6 to 12 months	Options found
Implement - Subject to 2023/24 budget consideration	12 to 24 months	# new businesses assisted
Investigation – operational	6 to 12 months	Options found
Implement - Subject to 2023/24 budget consideration	12 to 24 months	# new businesses assisted

Activate Major Strategic Plans in Partnership with Key Stakeholders

Strategy	Initiative	Responsibility
5.1: Activate MACSP	Implement an Investor and Developer Attraction Program	Development and Place Communications and Marketing
	Develop and distribute Promotional Prospectus	Development and Place Communications and Marketing
	Invite industry to participate in a Co-design process to establish a UVP for the Morley Activity Centre	Development and Place
	Identify specific development models to attract the target market population – live local and work local	Development and Place
	Create initial momentum with City owned redevelopment sites.	Development and Place Major Projects and Commercial Activities
5.2: Consolidate General Industry into the BIA	Facilitate Morley Activity Centre General Industry based business to relocate to the BIA	Development and Place
	Facilitate General Industry based businesses adjacent to Wotton Reserve to relocate – METRONET Morley Station	Development and Place
	Facilitate Maylands Outlier streets with General Industry based businesses to relocate to the BIA/T.... I....P.... (Sussex Street, Foundry Street and Caledonian Ave)	Development and Place



Budget and Resources	Timeframe	KPI
See strategy 1.1	0 to 6 months	# DA \$ investment Population increase enabled NPV rates over 10 years - LTFP
See strategy 1.1	0 to 6 months	# Items distributed or downloaded
See strategy 1.1	0 to 6 months	# invites accepted Options for UVP proposed
Identify and advocate - operational	0 to 6 months	Options identified
See strategy 1.3	0 to 12 months	EOI responses
Facilitate - operational	6 to 18 months	# businesses retained and relocated
Facilitate - operational	12 to 18 months	# businesses retained and relocated
Facilitate - operational	12 to 18 months	# businesses retained and relocated

Action plan

Strategy	Initiative	Responsibility
5.3: Sustainable social housing developments	Investigate options to attract Nightingale Housing project or similar to establish in the Morley Activity Centre	Development and Place Community Development
	Advocate with the Department of Communities to progress development on their vacant blocks within the Morley Activity Centre.	Development and Place Community Development
	Explore options to use vacant WA Government owned land to establish a My Home Project in the Morley Activity Centre.	Development and Place Community Development
5.4: METRONET Morley Station Concept Plan Activation	Lobby for infill sewer upgrade in partnership with DevelopmentWA to support the northern section of the BIA.	Development and Place
	Revise planning controls to restrict further general industry development and encourage a shift to mixed commercial and higher density residential in the northern section of the BIA.	Development and Place
5.5: Increase the population in an age friendly manner	Target the aged care sector to locate new accommodation developments in the Morley Activity Centre.	Development and Place
	Target early retirees and empty nesters with complementary accommodation developments across the Morley Activity Centre.	Development and Place Community Development



Budget and Resources	Timeframe	KPI
Investigate and advocate – operational In-kind assistance – operational	6 to 12 months	Project secured
Advocacy – operational In-kind assistance – operational	0 to 12 months	Sites developed
Advocacy – operational In-kind assistance – operational	0 to 12 months	Sites developed
See strategy 2.1	0 to 12 months	Sites connected \$ LV improvement Funding provided
Preparations – operational Precinct Plan – Subject to 2023/24 budget consideration (expect 50% funded each by METRONET and the City)	6 to 18 month	NA
Lobbying – operational	6 to 18 months	# Aged care DA
Incentives – Subject to 2023/24 budget consideration	12 to 36 months	# new beds/residents
In-kind assistance – operational	12 to 36 months	
Marketing campaign – \$5,000	6 to 18 months	Response rate to campaign
Incentives – Subject to 2023/24 budget consideration (see 3.4)	12 to 36 months	# incentives accessed
In-kind assistance – operational	12 to 36 months	# residents offered assistance



Resources and Budget

The interim EDS has been developed with an understanding that access to financial and human resources is limited at this time.

Budgeting for projects have been included in 2022 – 2023. This includes:

- \$100,00 for a specialist Economic Advisor position for 12 months, and
- \$50,000 for items that fall outside normal operational activities, during the 2022/23 budget period.

Much of the work set out in the interim EDS is expected to be carried out as part of normal operations involving those areas of the City as listed in the Action Plan (on the understanding there is an Economic Advisor as a part of the team). A number of these actions are expected to lead to future budget considerations for the 2023/24 Budget period and beyond. Several items are proposed in accordance with existing projects and activities programmed as part of the 2021/22 Budget period and expected to be carried out within the first 6 to 12 months of the launch of the interim EDS.

These include:

- Allocation of \$55,000 from 2021/22 budget to carry out the Les Hansman Design Competition
- Allocation of \$150,000 to carry out design work for the Morley Streetscape funded as per the 2021/22 budget
- Development of the initial Morley Investment prospectus funded from surplus in the Business and Investment program (2021/22 budget)

Several strategies will involve submissions/pitches for third party funding from the WA Government. None are scheduled for delivery within the first 12 months so that any matching/contributing input from the City can be considered as part of new budget submissions for the 2023/24 budget period.



“A key expectation of this future population is the desire to live local, work local and consume local.”



Outcomes and Outputs (Performance Measures)

As previously indicated this interim EDS has been developed with a specific set of objectives in mind.

To determine achievement against these objectives each associated initiative or action has been allocated a measurable Key Performance Indicator or KPI to track progress and impact.

It is proposed that a six-monthly progress report detailing results against these KPIs will be compiled and presented to Council.

The reporting process will publish results achieved under this interim EDS and to also measure against objectives set out in the following:

- The Strategic Community Plan 2021 to 2031
- The Corporate Business Plan 2019 to 2023
- The Long-Term Financial Plan 2017 to 2027

Specific outcomes will also be measured and recorded against objectives set out in the following strategic plans launched by the City:

- Morley Activity Centre Structure Plan 2018
- Bayswater Town Centre Structure Plan 2021
- Platform Youth Action Plan, City of Bayswater
- Local Homelessness Strategy 2021-2025, City of Bayswater
- Age Friendly Strategy 2021-2025, City of Bayswater

Targets

Over the initial three-year period of this interim EDS it is anticipated that the initiatives and actions contained within will aim towards achieving the following targets:

- Investment in new projects - \$150 million
- Development of additional dwellings - 500 dwellings
- Secure funding for infrastructure upgrades to BIA - \$7 million to \$10 million
- Increase in population - 900 people
- Increase in employment - 500 new jobs
- Increase in annual rates revenue - \$1 million
- Land value increase - 6% to 8% (on 2019 values)

Subject to funding allocations including and beyond the 2023/24 Budget period, for actions and initiatives forming part of the longer-term strategic plan, the following targets are expected to be achieved within a ten-year period:

- Investment in new projects - \$350 million to \$400 million
- Development of new dwellings - 1,500 dwellings
- Increase in population - 2,700 to 3,000 people (above current projections)
- Increase in employment - 2,000 new jobs
- Live local and work local - 50%
- Increase in annual rates revenue - \$4 million (above CPI increase projections)
- Land value increase - 12% to 15% (on 2019 values)



Alternative Formats

This publication is available in alternative formats including hard copy, large and standard print, electronic, audio, and Braille.

This publication can be found on the City's website and can be made available in languages other than English upon request.

City of **Bayswater**

61 Broun Avenue, Morley WA 6062

Civic Centre Opening Hours: 8.30am - 4.30pm (Monday to Friday)

Mailing address: PO Box 467 Morley WA 6943

P: 9272 0622 | F: 9272 0665 | TTY: 9371 8493

mail@bayswater.wa.gov.au | bayswater.wa.gov.au



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