

# **Vision 2035: Accelerating Innovation and Investment**

## **Economic Development Strategy 2025 to 2035**

***DRAFT – V2***

## **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.

## **Inclusivity Statement**

The City of Bayswater is committed to providing an inclusive, safe and respectful organisation and work environment, free from discrimination, harassment and racism. We recognise the impacts of inequity and discrimination and strive to remove the barriers these create.

We celebrate diversity as a strength within our community. Supporting diversity and operating in an inclusive and respectful manner is central to our values and principles of providing safe, accessible and welcoming services and facilities for the community.

## **Accessibility**

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## Mayor's Message

Thriving businesses create local employment, drive investment, and enrich the overall quality of life for our community. The prosperity they generate plays an important role in fostering our vibrant, flourishing community, and wealth that's shared by all.

As local businesses contribute to our community, the City of Bayswater works to create a supportive environment for local business. Our economic goal is for local businesses to thrive, grow, and benefit from partnerships, while offering a variety of local employment options.

Investing in creating the right conditions for businesses to thrive goes beyond delivering economic benefits; it strengthens our entire community.

Successful economic development attracts new enterprises and investment while expanding opportunities for existing businesses. This enables residents to work, learn, shop, and enjoy leisure activities locally, attracts visitors to our beautiful City, and moves us toward achieving our Council Plan Vision:

### **Growing a connected, innovative, sustainable City**

The City's *Economic Development Strategy 2025-2035* is a clear framework for action. It identifies the priorities and pathways needed to support vibrant town centres, a dynamic local economy, and a prosperous future. It also guides the City's strategic resource investment to deliver meaningful outcomes.

Our shared economic future holds both exciting opportunities and dynamic challenges. By collaborating with our business community, potential partners, and key stakeholders, we can harness these opportunities and fortify the City's economic resilience. We are committed to working alongside local businesses and residents to bring this strategy to life and build a strong, connected, and thriving community.

We sincerely thank all businesses, community members, stakeholders, staff and Councillors who contributed their insights in developing this strategy.

Filomena Piffaretti

Mayor, City of Bayswater

**This Economic Development Strategy was endorsed by Council in [Month] [Year]**

## Executive Summary

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*Our Strategic Vision for the Economic Key Result Area:*

*With diverse opportunities for businesses and investment, our distinctive centres offer multiple uses and attraction.*

*Local businesses are thriving, experiencing growth, benefitting from partnerships and offering a variety of local employment options.*

---

The City of Bayswater's location is strategically significant. Situated on the picturesque Derbarl Yerrigan (Swan River), the City is just six kilometres from Perth's Central Business District and enjoys direct transport connections to the nearby Perth airport.

With diverse retail and industrial precincts, quality sporting facilities, and a vibrant multicultural dining scene, our City provides a dynamic foundation for forward-thinking economic development.

This *Economic Development Strategy 2025–2035* (the Strategy) is a roadmap balancing practicality and aspiration. It leverages the City's strengths to drive sustainable economic growth, shape a resilient, inclusive economy, attract quality investment and create diverse employment opportunities.

### **OUR ASPIRATIONS**

The City of Bayswater aspires to be recognised globally as a forward-thinking, agile, and inclusive local government.

We aim for our innovation, sustainability, and strong community partnerships to lead by example, with the City harnessing its unique strengths to create local impact with global relevance and set new benchmarks for what small cities can achieve.

Some of the ways we will track and measure the Strategy's progress and success include:

Gross Regional Product - annual increase in GRP

Jobs – annual increase in number of local jobs

Employment – annual increase in number of employed residents

Population – annual increase of Estimated Resident Population

### **Strategic intent**

This Strategy focuses on attracting new business and investment through strategic advocacy, targeted marketing, and proactive partnerships with the private sector, regional bodies, and State and Federal Governments. By positioning our area as a desirable place to invest and innovate, the Strategy aims to unlock new opportunities across a diversity of industries while supporting existing businesses to grow and thrive.

Developed through stakeholder consultation, analysis of the City's strengths and competitive advantages and alignment with other City Informing Plans, the pillars of this Strategy create a framework for economic resilience and sustainable growth in the City of Bayswater.

## **Developing precincts and centres**

The City supports developing mixed-use precincts combining commercial, residential, entertainment and cultural functions. Such precincts help to create lively, walkable neighbourhoods, attract talent and investment, and support housing diversity and local amenity.

Revitalising and activating town centres are also central to this Strategy. This aims to enhance the vibrancy, accessibility, and economic potential of main streets and activity hubs through initiatives like improving public spaces, events, facade upgrades, and supporting pop-ups and creative enterprises. These actions aim to drive foot traffic, increase local spending, and strengthen the identity of each precinct.

## **Growing the visitor economy**

Tourism is another area of great opportunity for the City. Close to natural assets, sporting venues, the airport, Perth CBD, and home to businesses and experiences which celebrate our rich cultural diversity, the City is ideally positioned to attract both day visitors and overnight stays. The Strategy supports place-based branding, tourism infrastructure improvements, and stronger links with regional and metropolitan tourism bodies to capitalise on growing visitor demand.

## **Supporting existing businesses**

As well as attracting new investment and enterprises, the City is committed to supporting existing local businesses through streamlined regulation, business mentoring, and improving access to networks and grants. Ensuring local enterprises can adapt, grow and thrive is essential for building a strong economic base.

Job creation is both a driver and outcome of these efforts. The Strategy supports initiatives that connect residents to employment pathways, foster skills development, and create conditions for local job growth, particularly in high-potential industries such as advanced manufacturing, hospitality, construction, and creative services.

Together, these priorities form a cohesive framework guiding the City's economic transformation over the next decade. With bold leadership, collaborative partnerships, and a shared vision, the City of Bayswater will be a prosperous, inclusive, and sustainable place to live, work, and invest.

## **Delivering our strategy**

This Strategy is designed to be flexible, ensuring it can adapt to shifting political and economic conditions while meeting the evolving needs of our community and our operating environment.

Where a future goal is required in an area of work, and the City's current service delivery is insufficient to achieve that goal, Informing Plans and proposed actions will be developed.

Actions from these Informing Plans will be presented for Council’s consideration as part of the Council-led Annual Business Planning and Budgeting process. These Informing Plans will be reviewed regularly to ensure they remain relevant in the rapidly changing operating context.

## Corporate Planning Framework

The City’s Council Plan 2025 – 2035 *[insert link]* articulates the City’s long-term vision and sets out five Key Result Areas (KRAs): Social, Built, Natural, **Economic**, Leadership and Governance.

Expanding on the Council Plan, a high-level Strategy document will be prepared for each KRA, elaborating on the City’s strategic objectives and documenting the key areas of focus guiding longer-term City projects and services. While there will be separate Strategies for the City’s five KRAs, each Strategy interacts and aligns to achieve the City’s vision.

Strategic Key Result Areas				
1. Social	2. Built	3. Natural	4. Economic	5. Leadership & Governance
			<b>V</b>	
Council Plan Part one: Strategic Community Plan				
Outcomes				
4.1 Diverse Economic Opportunities	4.2 Distinctive Centres		4.3 Sustainable Thriving Businesses and Employment	
Objectives				
4.1.1 Encourage new businesses and investment opportunities through advocacy and partnerships	4.2.1 Facilitate the activation of City and town centres.		4.3.1 Actively build relationships to support local businesses and increase local job opportunities	
4.1.2 Support mixed-use precincts and developments	4.2.2 Facilitate the promotion of City and Town centres and other attractions			
<b>V</b>	<b>V</b>		<b>V</b>	
Economic Development Strategy				
Our Strategic Economic Priorities				
<ul style="list-style-type: none"> <li>Stakeholder engagement and relationship building</li> <li>Advocacy and promotion</li> <li>Planning and regulatory support</li> <li>Infrastructure and public realm enhancement</li> <li>Innovation, collaboration and incentives</li> </ul>	<ul style="list-style-type: none"> <li>Placemaking enhancements</li> <li>Events, culture and engagement</li> <li>Promote distinctive town centres and business clusters</li> <li>Leverage strategic location and transport connectivity</li> <li>Showcase unique local attractions</li> </ul>		<ul style="list-style-type: none"> <li>Business support and engagement</li> <li>Workforce development and inclusion</li> </ul>	
<b>V</b>	<b>V</b>		<b>V</b>	
Informing Plans *				
Advocacy Plan (in development) Morley Activity Centre Plan 2018	Destination Marketing Strategy 2021 - 2025 (to be reviewed) Town Centre Place Activation Plans (to be reviewed) Parking Management Plans			

Figure #: Relationship between the Council Plan, Economic Development Strategy and Informing Plans.

\*Actions from Informing Plans will be presented for Council's consideration as part of the Council-led Annual Business Planning and Budgeting process. Informing Plans will be created if/as required and reviewed regularly to ensure they remain relevant in the rapidly changing operating context.

Further information about how the City plans for the community can be found under Integrated Planning and Reporting (pg. ##)

## About the City of Bayswater

Located six kilometres north-east of Perth's CBD, the City of Bayswater is a vibrant inner-city municipality comprising the suburbs of Morley, Noranda, Embleton, Bedford, Bayswater and Maylands, as well as parts of Mount Lawley and Dianella.

Its strategic location and exceptional transport links to Perth's CBD, Perth International Airport and beyond make it a favourable location for local businesses to start, grow and thrive. The City has four town centres - Bayswater, Maylands, Morley and Noranda - each with its own distinctive character and appeal. The Tonkin Highway Industrial Area and the Bayswater Industrial Area are situated in prime locations along Tonkin Highway, each within the City of Bayswater.

*Infographics for stats to be included*

*INSERT CITY OF BAYSWATER ECONOMIC SNAPSHOT – This to include gross local product, jobs in the LG, resident population, business location, international visitors.*

*To be developed as a part of the graphic design of the document.*

### Unlocking Growth: Investment Ready Precincts

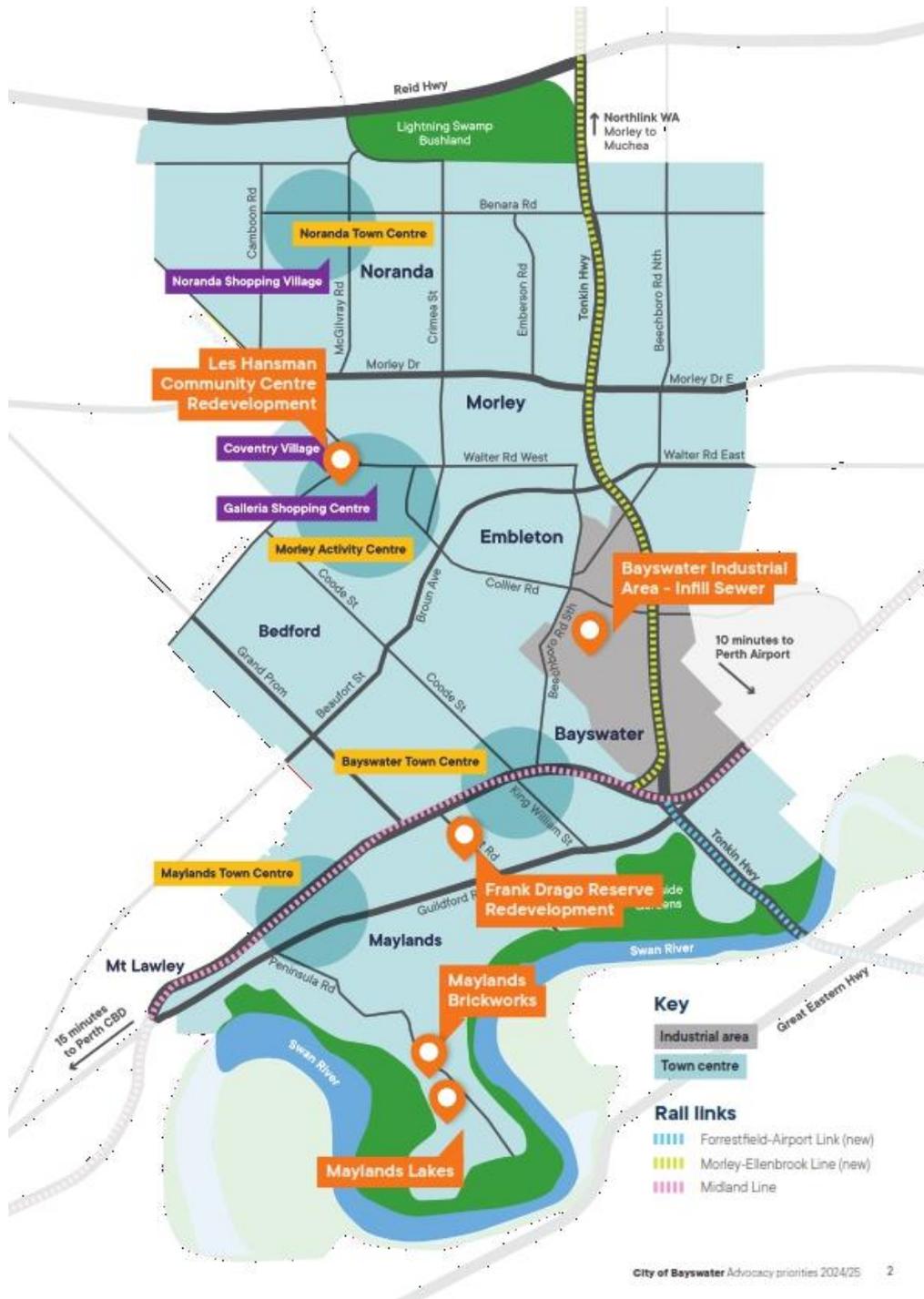
The City is home to several precincts which may be considered “investment ready.” Unlocking the potential of these precincts is key to driving sustainable economic growth, creating jobs, and enhancing liveability.

These strategically located areas offer immediate development potential and are supported by enabling infrastructure, clear planning frameworks, and strong market interest.

By activating these precincts, we position the region to attract private sector investment, foster innovation, and deliver long-term value for the community.

#### *Location Map*

*Map to be updated as a part of the graphic design of the document. Will include the train stations and distance to airport and Perth CBD*



## Demographic Context

The City has shown its resilience through uncertain times. Despite COVID-19 border restrictions limiting international and interstate migration, the City continued to grow, with our population increasing by 6% between 2020 and 2024.

The City anticipates continuing growth, with the current population of 75,981 projected to reach 100,000 by 2050 (*Perth Central Sub-Regional Planning Framework*). The City's planning framework both anticipates and encourages this growth.

*Create infographics/graphs/charts for demographic snapshot below*

Estimated Resident Population 2024 – 75,981 <i>Profile.id 2024</i>	Born overseas 37.7% <i>Profile.id 2021</i>	Language spoken at home English 74% Vietnamese 3.6% Mandarin 2.7% Italian 2.6% Cantonese 1.9% Filipino 1.0% <i>Profile.id 2021</i>
Median Age 38 <i>Profile.id 2021</i>	Number of Dwellings 32,150 <i>Profile.id 2021</i>	

The City is home to a culturally diverse and vibrant community with 37.7% of residents born overseas, compared with 36.0% in Greater Perth. It is one of the most multicultural communities in Metro Perth with 27.2% of residents speaking a language other than English at home, compared to 20.9% for Greater Perth (*Profile.id 2021*).

As well as speaking languages other than English at home, many in our community use these languages in the workplace too, reflecting our richly multicultural business community.

## Operating Context

### Global Economic Context

The global economy is transforming rapidly, driven by dynamic shifts in technology, trade, and geopolitics. Political shifts, currency fluctuations, trade recalibrations, and policy realignments bring both complexity and opportunities for strategic engagement and growth.

Emerging markets, particularly in the digital economy, present substantial opportunities for innovation, expansion, and inbound investment. Accelerating digital platforms and technology-driven industries is reshaping consumer behaviour and unlocking new value chains that local economies can actively pursue to enhance global competitiveness.

Amid this, the City is committed to proactive, forward-looking economic development. We focus on leveraging our unique strengths to attract international investors and businesses seeking to capitalise on shifts toward emerging sectors, including construction; transport, postal and warehousing; accommodation and food services; professional, scientific and technical services, which have each grown in the City in 2023-2024.

Local businesses have found opportunities internationally in partnerships, trade diversification and new market entry strategies in higher-growth emerging economies.

By fostering innovation, building strategic global connections, and embracing growth sectors - particularly digital and technology-driven markets - the City is positioned to thrive and lead with resilience and agility.

### **Western Australian Economic Context**

Despite recent global trends, the Western Australian economy has experienced a period of sustained growth, thanks mainly to abundant natural resources and strong migration rates. From growth of 5.7 per cent in 2023-24, the WA Government's *Mid-year Financial Projections 2024-2025* expect the State's economy to grow at the slightly lesser rate of 3.5 per cent in 2024-25, which still compares favourably to other states and territories.

### **City of Bayswater Economic Context**

#### **State and Federal investment**

The State and Federal Governments recognise the strategic importance of the City of Bayswater and have invested heavily in local infrastructure, including several recently completed major road and rail projects.

The \$290 million Tonkin Gap project represented the final link between the Perth Airport and Muchea, completing the Government's upgrades to the Tonkin Highway corridor. These links reduce inner-city travel times and improve connectivity to WA's northern mining regions. This also improves access to Perth Airport and surrounds for businesses in the Bayswater industrial area.

The new \$253m Bayswater Train Station opened in stages across 2023/24, serving as an integral hub in the State's METRONET project. Bayswater Station is now the largest interchange outside of the Perth CBD, with the Midland, Airport, and Ellenbrook lines all converging at Bayswater Station.

The \$620m Ellenbrook Line, which opened in December 2024, connects Perth's northeastern corridor and the CBD. The line introduced stations at Morley and Noranda, creating new services and connections for City of Bayswater residents and businesses.

#### **Affordable housing**

Housing costs in the City remain affordable compared to many of our Perth Metro neighbours. Median residential rental costs are approximately 20% less than neighbouring local government areas, and median residential house sale prices are approximately 30% cheaper than neighbouring local government areas (*source: HTAG 2025*).

#### **Business growth**

The City is home to approximately 6,424 businesses, spanning a diversity of industries. Business growth has been consistent at 3% per annum since 2021.

The Professional, Scientific and Technical sector has grown significantly, with the number of businesses in this sector increasing by 15% between 2020 – 2024.

*Create infographics/graphs for economic snapshot below*

<p><b>Businesses by Industry</b> Construction 17.08% Transport, postal and warehousing 14.55% Professional, scientific and technical 13.78% <i>Economy.id 2022/23</i></p>	<p>GRP - \$3.981B <i>NEIR 2024</i></p>	<p><b>Local Businesses</b> 6,424 +0.48% annual increase 2023-24 <i>ABR</i></p>
<p><b>Greatest Employment by Industries</b> Health Care &amp; social assistance – 14.81% Retail Trade – 12.68% Education and Training – 9.93% Construction – 9.81% Manufacturing – 7.7% Accommodation and food services – 7.23% <i>Economy.id 2023/24</i></p>	<p><b>Local Jobs</b> 26,029 <i>NEIR 2024</i></p>	<p><b>Unemployment</b> 3.1% <i>Profile.id Sept 2024</i></p>
<p><b>Employed Residents</b> 44,499 <i>Economy.id 2024</i></p>	<p><b>Level of education</b> Bachelor or higher 30% Advanced diploma/diploma 10% Vocational 18% <i>Profile.id 2021</i></p>	<p>Over 97% of businesses are classified as small business by employee numbers (&lt;20) <i>Economy.id 2023</i></p>

## Future Trends

### Population growth

The City's population is projected to reach 86,950 people by 2036 (*WA Tomorrow 12*), and 100,000 people by 2050 (*Perth Central Sub-Regional Planning Framework*). Annual increases are estimated at 1.3%.

It is estimated that an additional 6,000-10,000 new homes will be required by 2030 to accommodate this growth (*ABS Projections 2021*).

### Retail impacts

The trend toward online shopping is firmly established. In 2024, Australia's online spending hit a record high, following a few years of stagnation.

This change in consumer behaviour, coupled with the acceleration of working from home during the pandemic impacting foot traffic in town centres, necessitates the repositioning of shopping experiences.

Town centres and shopping precincts need to adapt and compete as ‘destinations’ as well as places to buy, increasing the importance of visitor experience.

### **Workforce challenges**

Economic development increasingly depends on attracting and retaining skilled talent. A competitive housing market, appealing lifestyle amenities, and robust digital infrastructure are critical factors in keeping talent engaged and rooted within the community. These elements are important both to support quality of life and enable seamless remote work and connectivity.

Migration also shapes economic demand by bringing diverse skills to the area and driving population growth, which fuels local business activity and innovation. Together, these factors form a foundation for a vibrant, resilient economy.

### **Adaptability and innovation**

Innovation remains a key driver of economic growth, with emerging technologies like Artificial Intelligence (AI) playing an increasingly vital role. Successfully developing and applying AI depends heavily on robust data infrastructure and integrating Internet of Things (IoT) devices, which together enable real-time data collection and advanced analytics. Ensuring digital inclusion is equally critical, as it guarantees broad access to these technologies, fostering equitable participation in the digital economy.

In retail and town centres, AI is transforming operations through smart inventory management that optimises stock levels and reduces waste, alongside predictive analytics that anticipate customer demand and personalise shopping experiences. These advancements can improve efficiency and competitiveness and enhance the vibrancy and economic resilience of local commercial hubs.

The City is committed to supporting AI adoption and digital innovation as central pillars of future economic development and will seek to support local businesses in their readiness to adapt and capitalise on the benefits these innovations bring.

*Create infographics/graphs for economic snapshot below*

<p><b>Growth Industries</b> Education &amp; Training –10.1%</p>	<p>2036 Population projection – 86,950 <i>WA Tomorrow 12</i></p>
<p>Health Care – 13.6% Wholesale – 4.2% <i>Economy.id 2023</i></p>	<p>Population Projection 2050 – 100,000 <i>Central Sub-regional Planning Framework</i></p>

## **Sustainability**

Sustainability is an ever-increasing priority for businesses, government and the community. Business sustainability encompasses many factors, from energy, environment and waste concerns to the longevity and resilience of businesses in the face of continuing global economic uncertainty.

Businesses must consider and address potential impacts as the economy transitions toward increasingly integrating clean technology, decarbonising industry and transport, and adopting a more environmentally supportive focus.

Economies must respond to the global push for a transition to Net Zero emissions, and this too impacts local businesses. The growing focus on climate risk disclosure and investment in sustainable infrastructure is driving new economic opportunities. As demand rises for ESG-compliant (Environmental, Social and Governance) investments and projects, businesses and governments are aligning economic growth with environmental responsibility and a shift toward a more circular economy

A circular economy refers to an environment where businesses operate efficiently and minimise waste, conserve resources, and design products and services that can be reused, recycled, or repurposed so existing products are kept in circulation longer.

## United Nations Sustainable Development Goals

This strategy has been developed with reference to United Nations Sustainable Development Goals (SDGs), a global framework for advancing sustainable development. In September 2015, the Australian Government became a signatory to the United Nations Sustainable Development Goals (SDGs), and the City has a role in contributing toward fulfilling these goals.

The table below shows several of the SDGs align to the Key Result Areas and corresponding outcomes and objectives within our Strategic Community Plan.

### SUSTAINABLE DEVELOPMENT GOALS

SDG and Targets		How the City can support these goals
<b>1</b> NO POVERTY 	“End poverty in all its forms, everywhere”	The overarching goal of this Economic Strategy is to establish and maintain a thriving local economy, which is a vital pillar in supporting community health and wellbeing. By creating jobs, enhancing services, improving living conditions, and fostering social cohesion, it addresses both the root causes and consequences of poverty. In turn, healthier, well-supported populations contribute further to economic growth, creating a positive cycle that benefits everyone.
<b>3</b> GOOD HEALTH AND WELL-BEING 	“Ensure healthy lives and promote well-being for all at all ages”	
<b>8</b> DECENT WORK AND ECONOMIC GROWTH 	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all”	Objectives 4.1.1 4.3.1
<b>9</b> INDUSTRY, INNOVATION AND INFRASTRUCTURE 	“Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.”	Objectives 4.1.1 4.1.2 4.3.1
<b>11</b> SUSTAINABLE CITIES AND COMMUNITIES 	“Make cities and human settlement inclusive, safe, resilient and sustainable.”	Objectives 4.1.2 4.2.1
<b>12</b> RESPONSIBLE CONSUMPTION AND PRODUCTION 	“Ensure sustainable consumption and production patterns.”	Objective 4.3.1

## Stakeholders and Engagement

The Economic Development Strategy has evolved following the stages shown in the diagram below:

*Insert cone/funnel diagram to show the EDS process to be added by graphic designer*

1. Council direction – SCP
2. Research and analysis
- 3. Business consultation**
4. EDS
5. Informing Plans

Comprehensive consultation was vital to preparing this strategy, and methods included:

- Independently facilitated evening workshops for businesses in all four town centres
- In person interviews with key stakeholders and State Government representatives
- An independently facilitated workshop with Elected Members
- Online survey, open for five weeks which generated:
  - 389 businesses responses (6% of registered businesses)
  - 48 non-business responses
- Town centre engagement by multilingual external field researchers to overcome language barriers and promote and assist with online surveys.

The process included meetings with external organisations to understand more about their perceptions and attitudes towards the City's position in the market as a place to invest.

Local businesses were encouraged to provide honest feedback through any of the several opportunities offered to 'have your say'. The detailed engagement findings report is available on **[Engage Bayswater](#)** [insert link].

## Strategic Opportunities and Challenges

Through analysis and consultation, the City identified opportunities and challenges. These insights will help drive growth, enhance competitiveness, and achieve the City's goals.

### Opportunities:

- **Bayswater Industrial Area** – increase density and employment in a prime location.
- **Les Hansman Community Centre** – redevelop into a landmark for Morley and a catalyst for future development.
- **Circular Economy** – expand the local economy based on the sustainable reuse and recycling of materials or products.
- **Business Clusters** – grow business clusters and explore for possible connections and promotional opportunities.
- **Night-time Economy** – grow and promote existing entertainment precincts.
- **Restaurant Industry** – build on Morley's reputation for quality and diverse multicultural dining options with a style that is unique in the wider Perth area.
- **Government Services** – lobby for Federal and State Government services within a Strategic Metropolitan area.
- **Local Planning Scheme** – investigate/develop a new planning scheme to provide a framework for land use, infrastructure, and development that can attract businesses and investment.
- **Tourism** – engage with Tourism WA and investigate partnerships with other riverside local governments.
- **State Government Investment** – capitalise on the new stations and airport train link through promoting day trips, night-time entertainment and overnight tourism offerings.
- **Technology** – embrace opportunities created by rapidly advancing technology and a greater integration of Artificial Intelligence.

### Challenges:

- **Bayswater Industrial Area** – lack of reticulated sewer impeding growth and change of use.
- **Construction Costs** – reluctance of investors to commence development until sufficient margins between costs and revenue can be achieved.
- **Land** – limited City of Bayswater land holding to influence town centre and industrial development.
- **Resident Skilled Workforce** – low level of employment self-sufficiency\*.
- **Government Services** – absence of State and Federal Government anchors to provide local services and grow professional and administrative roles.
- **Technology** – high cost and fast pace of technological change for small businesses to stay competitive.
- **Tourism** – incongruity between destination marketing and product delivery.

\*The City has a total of 36,468 people in its resident workforce of which only 5,721 live and work in the City. 49% of professional, scientific and technical workers travel to the Perth CBD along with 24% of Administrative and support workers.

## How we will achieve our strategic outcomes

This Strategy and subsequent Informing Plans (to be reviewed and further developed) will continue to build on the City’s existing services and activities, including:

- Business support
- Placemaking
- Events and activation
- Destination marketing and tourism
- Lobbying
- New business attraction and development
- Environmental monitoring and horizon scanning.

### The role of local government in economic development

The City seeks to enhance residents' quality of life by supporting businesses, energising town centres and promoting sustainable economic growth, while balancing limited resources and competing priorities.

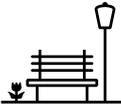
*Broadly speaking Local Governments deliver two distinct but related functions to support economic development. Firstly, they themselves provide, or commission others to provide, services which are directly consumed by local businesses. These include traditional local government services to keep business districts clean, collect and recycle waste and maintain roads. Where resources permit, Local Governments may also support local businesses with destination marketing, training and events and festivals.*

*The second economic development function of local government is to create a vision for the ongoing prosperity of the municipality and the strategies required to achieve this. This function recognises that Local Government does not have all the powers and resources necessary to achieve the economic vision. Other parties, including State and Commonwealth agencies as well as private sector and not for profit organisations will have a part to play, and Local Government’s role may be that of broker, partner, advocate and coordinator. Local Governments will also look to ensure that its allied services, regulatory obligations and policies such as those to do with planning approvals and rates are properly harmonised with adopted economic development goals.*

*Economic Framework for Local Government in Western Australia, WALGA (updated December 2023)*

The City will undertake a range of key roles to achieve the City’s economic vision, including:

Icon	Title	Description
	Information sharing and education	Ensuring the community is provided with information and, where appropriate, education to unlock community capacity and equip people with the skills they need to achieve positive outcomes.
	Engagement	Providing opportunity and encouragement for the community to engage, connect and inform the City on prioritising and improving services, projects and facilities.

	<p>Advocacy</p>	<p>Drawing on our research and partnerships to advocate for our community to other levels of government and amplify the work of our local partners. The City can negotiate on their behalf for resources, funding and recognition.</p>
	<p>Partnerships and connections</p>	<p>Developing and maintaining relationships with key stakeholders and working closely with partners collaboratively provide services and achieve shared goals.</p> <p>The City may also act as an intermediary to identify local skills and connect different contributors to maximise innovative outcomes and support cohesion, community empowerment and self-sufficiency.</p>
	<p>Grants and support</p>	<p>Providing opportunities for community members to apply for grants, scholarships, rebates and/or in-kind support to establish and/or provide services, events and infrastructure that benefit the community.</p>
	<p>Direct service, project and infrastructure provision</p>	<p>Designing and delivering services, projects and facilities that align with the key strategies, informing plans and community needs, ensuring community engagement and involvement.</p>
	<p>Research, Policy and Planning</p>	<p>Developing an evidence base to better understand, plan and advocate for the community, and taking a planned, considered and compliant approach to develop appropriate policies and plans to deliver on obligations and key objectives in response to community needs.</p>

## **OUTCOME 4.1 DIVERSE ECONOMIC OPPORTUNITIES**

A **diverse economy** is one that includes a wide range of industries, businesses, and sectors rather than relying heavily on a single source of income or industry. This variety helps create stability and resilience by spreading economic risk, encouraging innovation, providing more job opportunities, and supporting sustainable growth by adapting to changing market conditions. Diverse economies are generally better positioned for long-term growth because they can adapt to new trends, technologies and global shifts.

To meet this outcome the City will need a strong focus on encouraging new business and investment through strategic advocacy, targeted marketing, and proactive partnerships with the private sector, regional bodies, and State and Federal governments. By positioning the area as a desirable place to invest and innovate, the Strategy aims to unlock new opportunities across a broad range of industries.

The City will focus on supporting emerging industries that attract entrepreneurs and innovation to provide both collaboration and competition across industry sectors. The City will support businesses to capitalise on benefits that change brings and seek out innovative opportunities.

The City's prime location and available industrial land near Perth CBD provides an opportunity to expand the logistics industry. Residents and visitors would benefit from the presence of State Government services and expanding professional services in the Morley City Centre, as an alternative location to the Perth CBD.

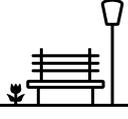
The City will work to attract and retain a diverse range of opportunities that produce a resilient economy supporting a wide range of industries, employment and income levels.

The City will need to support the development of mixed-use precincts that combine commercial, residential, retail and office space entertainment and cultural functions within a single, integrated area. These precincts help create an environment where people can live, work, shop, and socialise without needing to travel far, extending periods of activity and increasing footfall. Mixed-use precincts attract talent and investment, while also supporting housing diversity and local amenity.

Mixed-use precincts generally have diversified revenue streams creating greater economic resilience. They attract investment by productively using limited land by integrating different land uses vertically and horizontally. This supports more efficient land use, reducing infrastructure costs and creating walkable communities. Mixed-use precincts and developments require thorough strategic land-use planning and well planned and maintained built infrastructure, as planned for under the City's Built and Natural KRAs such as transportation, utilities, communication, facilities, waste management, stable and renewable energy.

Strong infrastructure creates a supportive environment that drives business growth, attracts investment, and enhances quality of life.

**Strategic Approach**

 <p>Engagement</p>	 <p>Partnerships and connections</p>	 <p>Direct service, project and infrastructure provision</p>
 <p>Advocacy</p>	 <p>Grants and support</p>	 <p>Research, Policy and Planning</p>

## **Objective 4.1.1 - Encourage new businesses and investment opportunities through advocacy and partnerships**

### **Our Strategic Priorities:**

#### **1. Stakeholder Engagement and Relationship Building**

The City will focus on:

- Building and maintaining economic growth focussed relationships with key stakeholders including local businesses, business groups, industry groups, state and federal government.
- Collaborating with local businesses, business groups, and industry groups to create joint initiatives and public-private partnerships that improve the business climate and generate positive outcomes for community.
- Leveraging regional collaborations and partnering with neighbouring municipalities or regional economic bodies to promote the area collectively, increasing reach and resources.

#### **2. Advocacy and Promotion**

The City will focus on:

- Driving the City's Advocacy Plan by promoting investment opportunities, showcasing economic strengths, and engaging stakeholders through targeted campaigns and forums, while staying agile to seize emerging partnership opportunities in a dynamic environment.
- Championing continued infrastructure and access / transport improvements, particularly in the Bayswater Industrial Area.
- Highlighting local success stories and actively progressing the 'Open for Business' promotional advocacy campaign in regional, national and international forums to showcase the City's unique assets, economic strengths and untapped potential.

#### **3. Innovation, Collaboration and Incentives**

The City will focus on:

- Creating Innovation Hubs including coworking spaces, incubators, or accelerators where entrepreneurs can collaborate and access resources.
- Facilitating networking and fostering partnerships by hosting events and platforms where the City, businesses, universities, research institutions and other key stakeholders can connect and collaborate.
- Streamlining City regulations wherever possible and ensuring the City is easy to do business with.

## **Objective 4.1.2 - Support mixed-use precincts and developments**

### **Our Strategic Priorities:**

#### **1. Planning and Regulatory Support**

The City will focus on:

- Developing a contemporary planning framework with zoning and land-use reforms to encourage growth and mixed-use developments that combine residential, commercial, and cultural spaces, while streamlining planning and building approval processes to reduce costs and delays.
- Engaging directly with investors, exploring incentives, and progressing key major projects while advocating for a strong State Government anchor presence in the Morley CBD.
- Investigating the potential of short-term leases and interim uses of vacant properties to support economic activity, test new concepts, and enhance vibrancy in key precincts.

#### **2. Infrastructure and Public Realm Enhancements**

The City will focus on:

- Making precincts more accessible, attractive and safe via improvements to pedestrian pathways, lighting, public space enhancements, safety programs / surveillance and advocating for improved public transport.
- Exploring opportunities for business cluster development and ensuring potential projects are well-prepared and resourced for future advocacy and funding opportunities.
- Advocating for the redevelopment of the Les Hansman community centre and associated car park in accordance with the endorsed concept plan.

## OUTCOME 4.2 DISTINCTIVE CENTRES

Distinctive town centres are defined by their unique blend of architectural styles, cultural heritage, commercial activity, and social vibrancy that together reflect the identity and history of the community. These centres serve as important economic engines, offering a rich mix of retail, hospitality, professional services, and creative enterprises that attract visitors, generate foot traffic, and support local prosperity.

A vibrant, accessible town centre is more than just a collection of businesses, it is a dynamic place where people gather, shop, dine, work, and socialise. By continuing to invest in infrastructure and streetscape improvements, the City aims to create welcoming environments that stimulate trade, strengthen local economies, and foster business growth. Activation efforts, such as through planning, events, public art, and streetscaping, may breathe life into these centres, encouraging visitors to stay longer and explore more, driving foot traffic and contributing to a positive cycle of growth and community connection.

The vibrancy of a town centre is further influenced by the types of land use and also by pedestrian activity, lively street frontages, and on-street interactions. Upcoming transport upgrades and major state projects present a significant opportunity to further activate these centres, fostering economic resilience and sustained growth.

Retail and business clusters within town centres, geographic concentrations of interconnected businesses, play a crucial role in building a strong local economy. Understanding the maturity and potential of these clusters helps the City target support where it can have the greatest impact. Each of the City's four town centres has its own distinct character and identity, making it vital to preserve and enhance these unique qualities while promoting their individual brands.

Effective town centre promotion requires strategic planning, collaboration with stakeholders, creative placemaking, and marketing efforts that highlight each centre's unique strengths. By positioning these areas as attractive destinations, the City can draw more day visitors and tourists, including the many international guests who visit local families.

### Strategic Approach

 Engagement	 Partnerships and connections	 Direct service, project and infrastructure provision	 Information sharing and education
 Advocacy	 Grants and support	 Research, Policy and Planning	

## **Objective 4.2.1 - Facilitate the activation of City and town centres**

### **Our Strategic Priorities:**

#### **1. Place-Making Enhancements**

The City will focus on:

- Supporting businesses to connect through networking events, direct introductions and relationship building with City Economic Development staff.
- Working with businesses to create active frontages and storefront improvements.
- Enhancing the visitor experience in town centres by improving wayfinding and signage, while maintaining clean, well-lit, and secure environments.

#### **2. Events, Culture, and Engagement**

The City will focus on:

- Supporting the involvement of residents, businesses, local community and cultural groups in the planning and delivery of activations and public events and festivals across the City.
- Encourage temporary uses in vacant premises such as short-term retail, food stalls, and art installations wherever possible.
- Supporting night-time economy initiatives and promoting the City's unique cluster of multicultural dining offerings to celebrate cultural diversity and attract a wide audience.

## **Objective 4.2.2 - Facilitate the promotion of City and town centres and other attractions**

### **Our Strategic Priorities:**

#### **1. Promote Distinctive Town Centres and Business Clusters**

The City will focus on:

- Branding strategies that highlight each centre's unique identity, history, and offerings. Review branding strategies highlighting each centre's unique identity, history, and offerings.
- Promotional campaigns that showcase local businesses, cultural events, and shopping experiences, utilising digital marketing, including social media and virtual tours, to reach broader audiences.
- Supporting events and festivals that draw visitors to different precincts throughout the year.

#### **2. Leverage Strategic Location and Transport Connectivity**

The City will focus on:

- Promoting the City's strategic connectivity to major transport routes and hubs, positioning it as a convenient, accessible destination for business and tourism through the 'Open for Business' campaign.
- Working with transport authorities to improve connectivity, signage, and transit services to key precincts and advocating for infrastructure investments that improve transport efficiency.
- Encouraging transit-oriented developments to enhance access and convenience.

#### **3. Showcase Unique Local Attractions**

The City will focus on:

- Fostering partnerships with local businesses, community groups and the Whadjuk Noongar community to authentically curate, support and enhance the City's natural, cultural, historical and recreational opportunities, offerings and attractions.
- Developing marketing content (videos, brochures, websites) emphasising the area's diverse attractions and collaborate with regional and state tourism bodies to align marketing efforts. Create curated visitor itineraries featuring natural, cultural, and recreational highlights.
- Conducting research to identify target visitor segments and their preferences. Monitor and evaluate tourism growth and visitor satisfaction.

## OUTCOME 4.3 SUSTAINABLE, THRIVING BUSINESSES AND EMPLOYMENT

A sustainable and thriving local economy is one where businesses grow responsibly, employment opportunities are stable and fair, and the natural environment is protected for future generations. Long-term resilience is prioritised, ensuring businesses and the community adapt and flourish amid changing economic and environmental conditions.

In this environment, businesses operate efficiently - minimising waste, conserving resources, and designing products and services that can be reused, recycled, or repurposed, known as a Circular Economy. Beyond environmental responsibility, sustainable businesses actively contribute to social wellbeing by creating meaningful, long-term jobs that support the community's economic health.

Employment and skills development are central to this vision. A resilient local economy depends on a skilled workforce that matches the needs of contemporary workplaces. Currently, while the City has a resident workforce of 36,468, only a fraction—5,721 individuals—are employed within the City itself. Many professionals commute to the nearby Perth CBD due to limited local opportunities in professional and administrative sectors.

To foster a robust economy, it is essential to expand the variety and number of quality local jobs, particularly in knowledge-based and skilled industries, so more residents can live and work locally. Supporting workforce development and retention will strengthen business resilience and help sustain economic growth within the community.

### Strategic Approach

 Engagement	 Partnerships and connections	 Direct service, project and infrastructure provision	 Information sharing and education
 Grants and support			

## **Objective 4.3.1 - Actively build relationships to support local businesses and increase local job opportunities**

### **Our Strategic Priorities:**

#### **1. Business Support and Engagement**

The City will focus on:

- Serving as a “Central Business Support Hub” to improve communication, partnerships and streamline internal processes to minimise red tape and simplify doing business with the City.
- Conducting regular face-to-face business engagement to understand needs, with consideration of the communication preferences of people with disabilities and our CaLD and Aboriginal community.
- Developing business networking and mentorship programs that:
  - connect businesses with each other and the City and encourage collaboration through public-private initiatives
  - promote available tools and resources to build business resilience, adapt to change, seize opportunities and scale to national and global markets.
  - encourage businesses to adopt social and environmental sustainability initiatives, achieve sustainability certifications and report progress. Recognize exemplary businesses to motivate wider adoption.

#### **2. Workforce Development and Inclusion**

The City will focus on:

- Fostering a diverse and resilient economy to expand the variety and availability of local job opportunities, while attracting and retaining a skilled workforce by promoting the City as an exceptional place to live and work.
- Working with education providers to support and promote workforce training and skills development.
- Working with local business to encourage and promote inclusive employment initiatives for youth, women returners, mature workers, multicultural/migrant communities, and people of all abilities.

## City Services

The City's Economic Development service will champion the progress of this Economic Development Strategy. Council will consider the resourcing of service delivery and economic development projects each year during the Council-led Annual Business Planning and Budget process. At the time of writing this document the sub-services of Economic Development are delivered by 2.5 FTE and some consultant support:

- Economic Development (1 FTE)
- Place Management & Town Centre Activation (1 FTE)
- Commercial Activities (0.3 FTE)
- Advocacy (0.2 FTE).

## Key supporting services

Many City branches will play a role in meeting the priorities identified in the Strategy, including:

- Property and Economic Development
- Transport and Buildings
- Infrastructure Projects
- Community Development
- Community Safety
- Regulatory Services
- Communications, Engagement and Customer Relations.

## Key partnerships and delivery relationships

The delivery of this Strategy requires collaboration between the City and other key stakeholders including:

- State Government
- Federal Government
- Local business associations
- Local businesses
- Sporting and community groups.

## Community Indicators

The City will track the following measures to gain a better understanding of our local economy and how it is changing. The measures will inform our decisions on services and projects and track progress toward achieving our Vision and Economic KRA Strategic Outcomes.

### Corporate Business Plan Performance Measures

- Jobs-to-workers ratio
- Per capita gross regional product of City of Bayswater
- Total number of active trading businesses in City of Bayswater.

### Economic Development Indicators

- # Employed residents
- # Local jobs total
- # Regional Employment Self-Sufficiency
- # Micro, small, medium and large businesses
- # Increase in total jobs from previous year
- # Non-residential building approvals.

### Tracked Economic Indicators

- # Businesses retained
- # New businesses
- Value of new City and Regional Infrastructure
- % of the City of Bayswater population that has a post-school qualification
- City of Bayswater businesses enjoy access to future-ready digital networks
- Local people invest in the local economy
- # people employed in the City of Bayswater's night-time economy increases
- Increases in the number of international visitors
- # Visitors from outside the LGA attending events in the City
- # People employed in creative businesses
- # Visitors to the City from outside the LGA to attend specific events

## The Integrated Planning and Reporting Framework

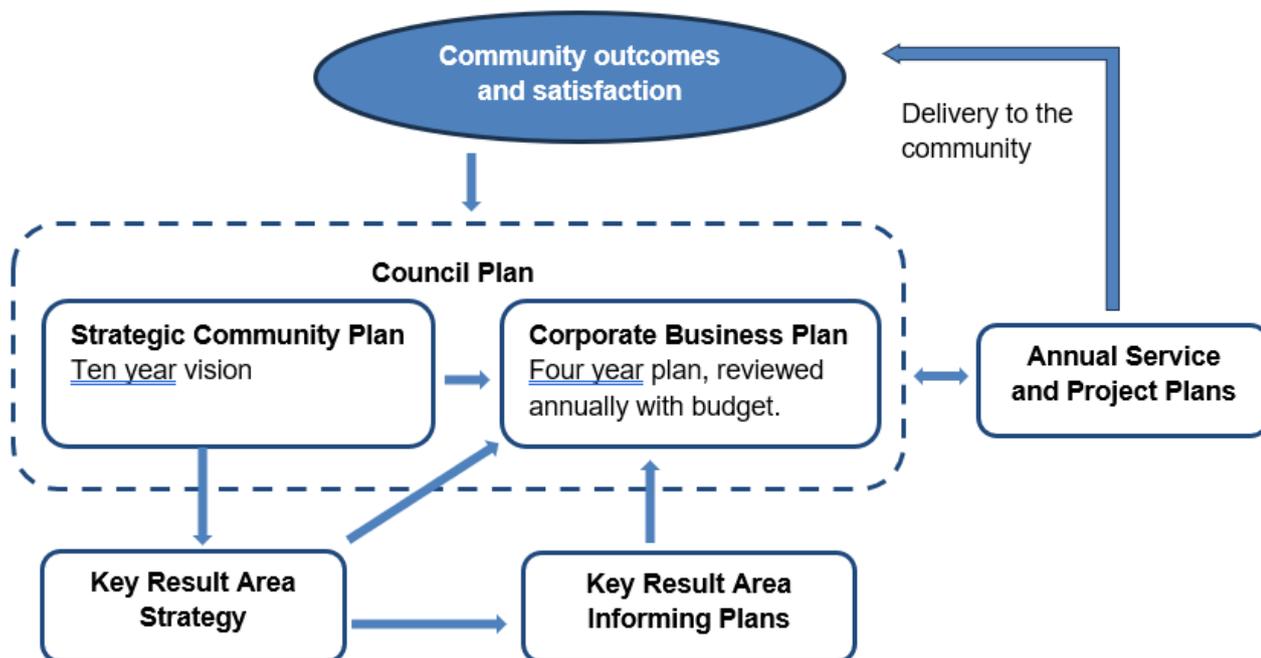
This Economic Development Strategy complements the City’s Council Plan and works to guide our Economic Informing Plans. The Strategy and supporting Informing plans identify and assist to prioritise the City’s service and project delivery.

To ensure the Strategy is sustainable throughout its 10-year lifespan, the Strategy and Informing Plans must be adaptable and responsive to opportunities and challenges. Individual actions will be reviewed annually to facilitate this.

Implementing actions is subject to resource allocation and a commitment from the whole of the City to the Strategy’s focus areas. The actions that operationalise City Strategies and Informing Plans, along with the required delivery resources, are considered and prioritised in the City’s Council-led Annual Business Planning and Budgeting process, according to available revenue and current need.

The flowchart below highlights how the Economic Development Strategy is informed and guided by the Council Plan, and how it guides lower-level City Informing Plans which feed into service and project delivery for the community.

Image #. **Relationship between the City’s Council Plan, Strategies and Informing Plans, and delivery to community.**



[Back cover]

City Contact details

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