

TOWN OF BASSENDEAN
NOTICE OF A MEETING OF THE
ECONOMIC DEVELOPMENT COMMITTEE

Dear Committee Member

A meeting of the Town of Bassendean's Economic Development Committee will be held in the Council Chamber, 48 Old Perth Road, Bassendean, on Tuesday 13 March 2019, commencing at 7.00pm.



Peta Mabbs
CHIEF EXECUTIVE OFFICER

8 March 2019

AGENDA

1.0 **DECLARATION OF OPENING/ANNOUNCEMENT OF VISITORS**

Acknowledgement of Traditional Owners

The Town of Bassendean acknowledges the past and present traditional owners of the land on which we gather to conduct this meeting, and pays its respects to their Elders, both past and present.

2.0 **ATTENDANCES, APOLOGIES AND APPLICATIONS FOR LEAVE OF ABSENCE**

3.0 **DEPUTATIONS**

4.0 CONFIRMATION OF MINUTES

4.1 Minutes of the Economic Development Committee meeting of 4 December 2018

OFFICER RECOMMENDATION – ITEM 4.1

That the minutes of the Economic Development Committee meeting held 4 December 2018, be confirmed as a true record.

5.0 ANNOUNCEMENTS BY THE PRESIDING PERSON WITHOUT DISCUSSION

6.0 DECLARATIONS OF INTEREST

7.0 BUSINESS DEFERRED FROM PREVIOUS MEETING

8.0 REPORTS

8.1 Senior Economic Development Officer's Report

8.1.1 Economic Development Strategy 2019 - 2024

Attachment No. 1: Draft Economic Development Strategy

The attached strategy is in its raw format. Please ignore the layout and the infographic of the map is still under development. Please focus on the content/words only!

The draft strategy has been written from the following research and activities:

- Two workshops in November. One with this Committee and the second with the business community;
- Business Survey 2017;
- Discussion Papers - Bassendean Hub & Localism; and
- Town of Bassendean Digital Business Marketing Strategy 2017.

In addition, a detailed review and evaluation of the old strategy was completed.

This strategy articulates the Town's strategic positioning and role in relation to economic development.

The strategy is written to deliver on the commitments made in the Town of Bassendean's Corporate Plan, namely:

Objective 4.1 Build Economic Capacity

- Encourage and attract new investment and increase capacity for new investment;
- Plan for and build capacity for commercial and industrial activities; and
- Support and promote home based businesses.

Objective 4.2 facilitate local business retention and growth

- Strengthening local business networks and partnerships;
- Continue the activation of Bassendean Town Centre; and
- Enhance economic activity in neighbourhood centres.

In response to the recommendation of this Committee where it was decided that:

The Town investigate how it can facilitate traineeship/ apprenticeship programmes for businesses within the Town as part of its Economic Development Strategy.

This will be effectively addressed through Priority Action "Local Events and Community Engagement" and the Key Task:

Assess events against the vision and goals of the ED strategy and strategic community plan and identify gaps/opportunities for greater impact.

It is envisioned that in collaboration with State and Federal Government bodies responsible for traineeship and apprenticeship programmes, the Town organise an event on this specific issue with a view to local industries offer apprenticeship and traineeship positions.

In response to the recommendation of this Committee, where it decided: *Council consider policies, particularly in the planning area, to determine:*

1. *If they are contributing to vacant commercial premises remaining vacant and/or stymieing new developments within the Town; and*
2. *Removing or amending policies with the intention of making it easier to start and continue doing business within the Town,*

this will be addressed through development of the proposed Bassendean Town Centre Activity Plan within the Local Planning Strategy currently nearing completion. It will get additional scrutiny in this strategy in the Priority Action: Activation and Commercial Development and the following Key Tasks:

- a) Engage business owners and the chief planning officer to identify road blocks to commercial development.

In response to the recommendation of this Committee, where it was decided that Council:

1. Consider adding a “Bassendean First” condition on its sponsorship of events in the Town, which requires recipients of the sponsorship to engage vendors located within the Town of Bassendean, wherever possible; and
2. Consider adopting the same policy for its own events,

this is directly identified under Potential Action Activation and Commercial Development and the following Key Task:

Consider adding a “Bassendean First” condition on events in the Town, which promotes engagement of vendors and suppliers located within the Town of Bassendean ahead of those based outside of the Town.

OFFICER RECOMMENDATION – ITEM 8.1.1

That the DRAFT Economic Development Strategy attached to the Economic Development Committee Agenda of 13 March 2019, is supported for Council endorsement.

8.1.2 Bassendean Festival of Local Business – 11 - 16 June 2019

Confidential Attachment No. 1: Draft Event Master Plan

The working group for the festival has met regularly for the past six weeks. Significant progress has been made and we are very optimistic of delivering a landmark event which will gain significant respect for the Town and go some way to bring the business community together and build optimism for the economic future here in Bassendean.

The overarching themes of the festival are Community, Opportunity, Sustainability and promotes entrepreneurship and investment. The tag line this year is “Celebrating how our community works”.

It will be a series of separate events spread out over six days, in a variety of locations across the Town. It will tentatively include an opening exhibition, collaborative displays, networking events, industry tours, demonstrations, presentations and discussion panels.

The event does not just focus on Bassendean, but all of the presenters and participants are either from Bassendean or operate here.

8.1.3 Old Perth Road Vibrancy Framework Update

The vibrancy programme continues to create and implement short and medium term initiatives that target the west end of Old Perth Road. The following activities are currently being implemented:

- **Signage on Guildford Road**
Communication with Main Roads has been received to provide guidance on placing brown sign posts at the intersection of Wilson Street and Guildford Road and at West Road and Guildford Road.
Submission in mid year Budget Review includes funding for this project.

- **Festoon Lighting**
A quotation has been received to install festoon lighting on the 10 trees in the centre of Old Perth Road between Wilson Street and Parker Street.

Submission in the mid year Budget review includes funding for this project.

- **Bench for Lions Club**
The Lions Club has proposed the installation of a significant art piece on Old Perth Road to raise awareness of the Lions Club. Discussions with the Town have resolved that a unique bench is designed and built by Earlsferry Sculptures and that it is installed on the street potentially replacing one of the current benches.

Final agreement on design is required from Lions Club.

- **Murals**
A number of murals are under consideration and development of the west end of Old Perth Road. Current negotiations are occurring with the relevant landlords and business operators to agree and provide access/permission.

Submission in mid year Budget Review includes funding for this project.

- Garden beds – 31 Old Perth Road and 2 Old Perth Road

The garden in front of 31 Old Perth Rd (old Bassendean post office) has received a make over with flowers and plants. The Town will be responsible for maintaining and watering this in the short term.

The garden bed adjacent to the intersection of Old Perth Road and Guildford Road (opposite the railway station) is ear marked for a makeover in the next few weeks.

- Town Team Movement

The Council hosted two events to get the Town Team started. They have since followed this up with their own independent meeting at the RSL Club on Guildford Road. There is a great number of people eagerly embracing this movement and it is hoped they will become a significant community action group for Old Perth Road.

8.1.4 Small Business Growing Pains (27 March – 26 June)

Attachment No. 2: Event Flyer

A series of seven business workshops will be presented as part of the Business Local Programme of the Small Business Development Corporation (SBDC).

27 March,	Customer Pain Points	Seeing the business from their side and setting yourself apart from competitors
10 April	Design to Grow	Strategies to use before you jump in
2 May	Technology	Threat or Opportunity
15 May	Fighting Fires	Managing Risk and being in control
29 May	Pitching for Success	Finding Opportunities for growth
12 June	Building resilience	Spotting the trip wires and being alert
26 June	Embed those skills	Reinforcing the key lessons and takeaways

The content and structure of the workshops have been created by the Town with the presenter. The workshops cover the essential knowledge and touch points that are required to establish a resilient and sustainable business model. It is expected that this series of workshops will be presented at other local governments following this.

The collaboration with SBDC covers the cost of the presenter. The Town has paid for the design and printing and is hosting all of the workshops. The cost to attend is \$10.00 per workshop.

8.1.5 Upcoming Events

WALGA Local Government Economic Development Forum,
7 May 2019, Crown, Burswood

A breakfast event to launch of WA Local Government Economic Development Framework and Discussion Paper. The Minister for Local Government will be launching the documents in front of Mayors, Shire Presidents, CEOs and Executive Staff, ED practitioners and stakeholders (Stage Government agencies, industry associations, etc). Formal invitations are being prepared.

The launch will then be followed by an Economic Development Forum between 9:30am - 3:00pm, focusing on some key aspects of the framework and featuring Local Government case studies.

The forum will be divided into 3 sessions, including case studies and Q & As:

1. Creating a Business Friendly Environment;
2. Attracting Investment and Promoting Your Local Area;
and
3. Procurement and Economic Development.

The Town has been invited to participate. It is proposed the Festival of Local Business (2018) is submitted for consideration and inclusion.

If members of this Committee are interested in attending, please advise and we will request your inclusion in the invitation list.

OFFICER RECOMMENDATION – ITEM 8.1

That the Senior Economic Development Officer's Report be received.

9.0 MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN

10.0 ANNOUNCEMENTS OF NOTICES OF MOTION FOR THE NEXT MEETING

11.0 CONFIDENTIAL BUSINESS

12.0 CLOSURE

The next meeting is to be held on Wednesday 12 June 2019, commencing at 7.00pm.

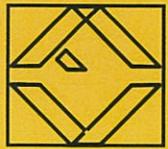
Please note further meetings are scheduled to meet on Wednesday 4 September 2019 and Wednesday 6 November 2019 commencing at 7.00pm.

ATTACHMENT NO. 1

BASSENDEAN ECONOMIC DEVELOPMENT STRATEGY

TOWN OF BASSENDEAN DECEMBER

2018



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1 MAYOR'S FOREWORD

2 EXECUTIVE SUMMARY

Bassendean's vibrant community hosts a diverse range of economic activities servicing local community and other markets. Strategically located within Perth's inner east, Bassendean's economy is well positioned to grow on the back of:

- Further expansion of airport-related infrastructure and supply chains;
- Residential population growth in and around Bassendean;
- Change in demographics with increase in the numbers of young families and professional workers;
- Economic and technological change increasing the prevalence of home-based businesses and micro-businesses; and
- Development and maturation of surrounding major activity centres including Morley and Midland.

Whilst these opportunities provide a cause for optimism, the reality is it is currently a challenging time for many enterprises in Bassendean. This is reflected in Bassendean's commercial activity centres, where the level of commercial vacancies is high and the level of investment is low.

Disruptions in industrial sectors where manufacturing methods continue to evolve with advancements in automation and artificial intelligence making the sector less labour intensive than it once was. The consequence of this has been a significant decrease in Bassendean's manufacturing employment, a sector identified in Bassendean's previous economic development strategy as a core to the provision of local employment.

A significant amount of work has been undertaken by Bassendean to understand the challenges including:

- Bassendean Hub Discussion Paper
- Digital Business Marketing Strategy
- Final Report Festival of Local Business

- Identity Plan for Bassendean Business
- Localism Discussion Paper
- Corporate Business Plan 2018-2022
- Strategic Community Plan 2017-2027
- Digital Strategy 2015

Throughout this work's theme of localism, in which the future of Bassendean's economy is built upon strong linkages between local business, local government and the local community. This Strategy seeks to provide a framework for a localism-oriented EDS. It emphasises the importance of local business to the prosperity and vibrance of the local community, as well as the critical role that local residents play as customers, business owners and employees of local businesses.

ECONOMIC DEVELOPMENT STRATEGY OVERVIEW

Figure 1 provides an overview of the Strategy, including the vision, key goals and actions that have been developed based upon a review of key documentation and input from the Town and key stakeholders.

This economic development strategy's vision is for:

“a connected and vibrant economy that supports a prosperous, equitable and sustainable future for local residents and enterprises.”

3 INTRODUCTION

3.1. LOCAL GOVERNMENT'S ROLE IN ECONOMIC DEVELOPMENT

Whilst the term economic development can mean a range of different things to different people, the International Economic Development Council's description of

"...a process that influences growth and restructuring of an economy to enhance the economic well-being of a community"

will be used as the basis for establishing the scope and focus of the Strategy.

Many local governments in Western Australia now contain an economic development function, with WALGA now actively developing a guiding framework for LGA activities in this space.

Typically, successful and sustainable activities have the following characteristics:

- Reflect the broader strategic intentions of the LGA – as outlined in a council-endorsed Strategic Community Plan;
- Focus on the development of the local economy for the betterment of the local community (this is often defined in terms of job creation);
- Reflect an understanding that local enterprises play a critical role in the providing a high quality of life for local residents;
- Focus on the development of the economy as a whole rather than the success of individual enterprises;
- Reflect an understanding that economies do not necessarily recognise municipal boundaries, with the future economic performance of a community highly reliant on the performance of supply chains that extend well beyond the boundaries of any one local government;
- Adhere to local government statutory requirements, such as those outlined in the Local Government Act (1995);



BASSENDEAN

3.2. ECONOMIC DEVELOPMENT IN THE TOWN OF

The vision for the Town of Bassendean is laid out in the Town's Strategic Community Plan:

"A connected community, developing a vibrant and sustainable future, built upon the foundations of our past."

The Town has five strategic priority areas:

1. Social;
2. Natural Environment;
3. Built Environment;
4. Economic; and
5. Good Governance.

The Town's Economic Development Strategy has been developed based upon the concepts of localism, with strong ties to both Social and Economic priority areas. In this context, the Strategy's approach is aligned with the following description of Localism within the context of the Town.

Localism in the Town of Bassendean

Localism has been identified as an important concept by the Town of Bassendean and informs this Strategy as well as the Town's Economic and Social priority area objectives. The Town has highlighted the importance of this concept through its Localism discussion paper.

In Bassendean, Localism is a:

"deliberate strategy where local enterprise and local people support each other"

– Bassendean Business Website

Localism in Bassendean may involve initiatives that seek to engage local business and support local expenditure and consumption within the Town. These may range from economic and social themes, such as buying locally, producing locally, local education, culture and entrepreneurship. In Bassendean Localism has driven initiatives such as the Bassendean Festival of Local Business and the digital business directory.

Localism initiatives within the town may provide a useful tool to strengthen local business, foster local employment, promote business migration and creation, as well as providing a framework to inform economic development activities.

3.3. DEVELOPING THIS STRATEGY

This Strategy builds on extensive works already undertaken by the Town including:

- Bassendean Hub Discussion Paper
- Digital Business Marketing Strategy
- Final Report Festival of Local Business
- Identity Plan for Bassendean Business
- Localism Discussion Paper
- Corporate Business Plan 2018-2022
- Strategic Community Plan 2017-2027
- Digital Strategy 2015

This work has been augmented by additional research and consultation conducted by the Town of Bassendean and project consultants in late 2018.

3.4. LOGIC OF THE STRATEGY

The broad logic flow for the Strategy is outlined in Figure 2.

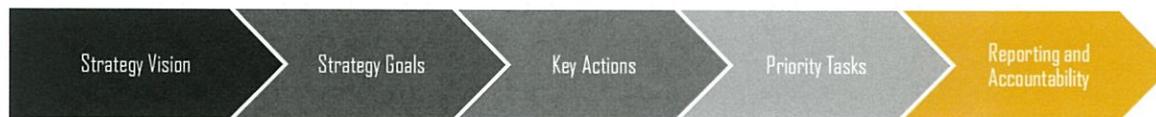


Figure 2. Strategy Logic Flow

Following components:

- Strategy vision – high level statement of intent;
- Strategy goals – descriptions of outcomes sought as result of Strategy activities;
- Key actions – general groups of activities;
- Priority tasks – proposed tasks to be undertaken within the first 2-years of the Strategy; and

Reporting and accountability – processes for review and refinement of action plan as the context changes and tasks are completed.

4 ECONOMIC PROFILE

The following provides a high-level overview economic profile for the Town that acts to inform the overall strategy and provide additional context.

4.1 Gross Regional Product

Gross regional product in this Profile refers to the market value of all final goods and services produced within the Town of Bassendean annually.

- The Town of Bassendean's Gross Regional Product (GRP) is estimated at \$1.12 billion (REMPPLAN 2018). This represents approximately 4.79% of the Eastern Metropolitan area's GRP, and 0.73% of Greater Perth's GRP
- Bassendean has the lowest GRP contribution but second highest GRP per capita and worker out of the EMRC areas. This suggests that Bassendean has the second most productive workforce out of the EMRC areas, but slightly less productive than Greater Perth and Western Australia benchmarks

4.2 Economic Output

Economic output in this Profile refers to the total value of all goods and services produced within the Town of Bassendean.

- The Town of Bassendean's economic output is estimated at \$2,817M per year (REMPPLAN 2018). This output is dominated by manufacturing, construction, and rental, hiring & real estate services, making up over 60% of Bassendean's total output
- Between 2011 and 2016, manufacturing's contribution to total output declined by 40%; and

- Between the 2011 and 2016, mining output had the most significant growth in terms of contribution to Bassendean's total output.
- The proportion non-mining industry's contribution to Bassendean's total output is due to the significant decrease in manufacturing output. This may be due to the national declining manufacturing trend, automation, and migration of key manufacturing businesses.

4.3 Employment Self Containment

Approximately 13% of employed persons living in the Town of Bassendean also work in the Town of Bassendean. These workers predominately work in industries including construction, administrative and support services, and accommodation & support services.

Bassendean's relatively low self-containment is not surprising given the size and residential nature of the LGA, its significant passenger rail infrastructure, and its proximity to major employment nodes including the Perth CBD, Perth Airport, Midland Strategic Metropolitan Centre and a variety of major industrial centres

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4.4 Economic Overview Infographic

5 REVIEW ECONOMIC DEVELOPMENT PLAN 2012-2017

5.1 Economic Development Plan 2012-2017

This economic development strategy draws from the previous Economic Development Plan and builds upon previously identified focus areas. The previous strategy identified 9 Economic development focus areas as listed below:

- Support, engagement and advocacy;
- Planning and Development;
- Town centre place-making and rejuvenation;
- Home-based business;
- Economic Development marketing;
- Education reskilling and retention;
- Tourism;
- Low carbon economy; and
- Digital adaptation

A number of key strategies that are still relevant to the current report have been summarised in the table below.

Table 1. Economic Development Plan 2012-2017 Review

Key Focus Area	Key Strategies relevant to Current Strategy	Current Status
<p>1. Support, engagement and advocacy</p>	<ul style="list-style-type: none"> • Coordinate with local business associations and chambers to boost networking and 'buy local' campaigns. • Facilitate engagement between Business and Council 	<ul style="list-style-type: none"> • Addressed through the digital Business Directory. However the closing of CEBA (2017) and the comments received through recent workshops there is scope for further action to engage local business. More engagement with the Bassendean Business Network.
<p>2. Planning and development</p>	<ul style="list-style-type: none"> • Identify land assets to catalyse economic development activities and investigate key locations across the Town that hinder development. 	<ul style="list-style-type: none"> • Land Asset Strategy completed • Local Planning Strategy has highlighted potential scope for development that could continue to be pursued. • Continued need to liaise with land owners and tenants to improve economic development activities, as highlighted by community feedback.
<p>3. Town Centre rejuvenation and place making</p>	<ul style="list-style-type: none"> • Include landowners/traders and external thinkers to focus on key commercial and community aspects and their integration. • Consider: grant funding, sponsorship, donations, matched funding or other scheme to support with decoration and improvement. • Consider the challenges and opportunities in leasing shop fronts on Old Perth Road. 	<ul style="list-style-type: none"> • Redevelopment of 85 Old Perth Rd has been completed. • Re-New Old Perth Rd Program initiated activation on the street and in shop front. • Completed Operational Review of Old Perth Rd markets resulting in startup of Twilight Markets, dedicated coordinator and online application system.

9. Digital Adaptation	<ul style="list-style-type: none">• Carry out an audit of capacity "Digital Mapping" across the town.• Build knowledge/awareness of digital activities and advances.	<ul style="list-style-type: none">• Digital Mapping completed as part of metro wide survey by RDA Perth "ICT Benchmarking Survey"• Digital academy provides basic information and resources on digital technology.• Room for further development of education and awareness initiatives.
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6 DRIVERS FOR CHANGE

6.1 A CHANGING ECONOMIC ENVIRONMENT

Planning for, and managing the implications of, future economic development outcomes within the Town of Bassendean has become increasingly complex due to the fast-paced disruptions occurring across urban economies and systems. These disruptions include:

- Local (population-driven) activities increasingly being bundled into collocated single brand offerings (e.g. bundling of supermarkets, hardware and fuel offerings);
- Increasingly globalised supply chains changing the location and function of long-established supply chains (such as retail);
- Automation, machine learning and artificial intelligence causing a decrease in the intensity of labour required across industries, ranging from retail to logistics and manufacturing;
- Decentralised infrastructure systems allowing for more localised provision of customised services (including power and water);
- Increasingly scarce natural resources (e.g. remnant bushland and groundwater) requiring more efficient and low-impact approaches to development and economic activity; and
- Increased flexibility in the structure of businesses and governments allowing employees able to conduct a wider range of activities from locations other than a traditional office space (including from home).

Each of these disruptions will not only impact the behaviours of the Town's workers and enterprises, but also public and private investors who potentially fund the growth and development of such economies. Impacts on perceived opportunities, risks and returns on investment need to be recognised if the outcomes of the Strategy are to influence behaviour change across all stakeholders.

6.2 MOBILISING AND ALIGNING COMMERCIAL AND COMMUNITY INTERESTS

Contemporary economic development frameworks recognise that individual stakeholders, including local governments, have only limited opportunities to influence its local economy. Successful economic development therefore needs to focus on aligning the investment decisions of multiple commercial, community and public-sector stakeholders to realise an outcome where the sum is far greater than its parts.

This likely means ensuring that the LGA's own activities are leveraged with co-investment from other parties. It also means that the LGA may need to play a facilitatory role, rather than act as the leader of economic development, for the betterment of a community.

6.3 SUPPORTING TOWN OF BASSENDEAN DECISION MAKING

The ultimate success of the Strategy will therefore likely be evident in how it guides effective decision-making of Town-elected officials and officers across three key broad areas:

1. Allocation of resources directly within the Town's control (eg the City's own land assets, finances and human resources) to projects that realise co-investment from multiple stakeholders;
2. Strategic and statutory systems and activities that effectively influence the behaviours of others to align investment decisions and consumer behaviours; and
3. Identification of areas where the Town does not have a preferred position and instead monitors activity to provide best-available information, to help others make the best decisions possible.

	<ul style="list-style-type: none"> Investigate schemes to encourage landowners and tenants to improve their premises. 	<ul style="list-style-type: none"> Rejuvenation and activation of Old Perth Road and Town Centre remains an ongoing issue, with scope for continued initiatives to develop, rejuvenate and activate the area.
4. Home-based business	<ul style="list-style-type: none"> Develop conspicuous policy to encourage and support working from home. 	<ul style="list-style-type: none"> Various resources and information now available online. Scope to further develop initiatives and resources to support and engage with home-based business and to encourage new business creation.
5. Economic Development Marketing	<ul style="list-style-type: none"> Showcase local business capabilities Support development of street signage and iconic signage/art feature to create a sense of place and identity that creates interest, discussion and intrigue 	<ul style="list-style-type: none"> Digital Business marketing strategy has been implemented, as well as a digital local business directory. Continuation of Economic Development marketing to wider community is still relevant to current strategy.
6. Education, re-skilling and retention	<ul style="list-style-type: none"> Seek funding through DBCDE for Digital Enterprise Hubs when released 	<ul style="list-style-type: none"> Not implemented, however digital opportunity awareness remains a focus for the Town with room for continued education and upskilling.
7. Tourism	<ul style="list-style-type: none"> Encourage street art and beautification programs on Old Perth Road to promote Bassendean as a prime investment destination. 	<ul style="list-style-type: none"> Street art and beautification has made significant progress with addition of 4 murals. Discussions are ongoing with quotes being requested in early 2019.
8. Low Carbon Economy	<ul style="list-style-type: none"> Source funding to support adaptation and innovation by existing industries Attract new industries offering solutions to climate change Encourage "Employ Local" policies for local businesses 	<ul style="list-style-type: none"> No evidence of funding to support adaption and innovation of low carbon industries. Business website publicises low environmentally friendly businesses, resources and initiatives. Localism strategy encourages local employment, consumption and expenditure.

7 DEFINING SUCCESS

Realisation of this Strategy's vision will be dependent upon achievement of the six interrelated goals.

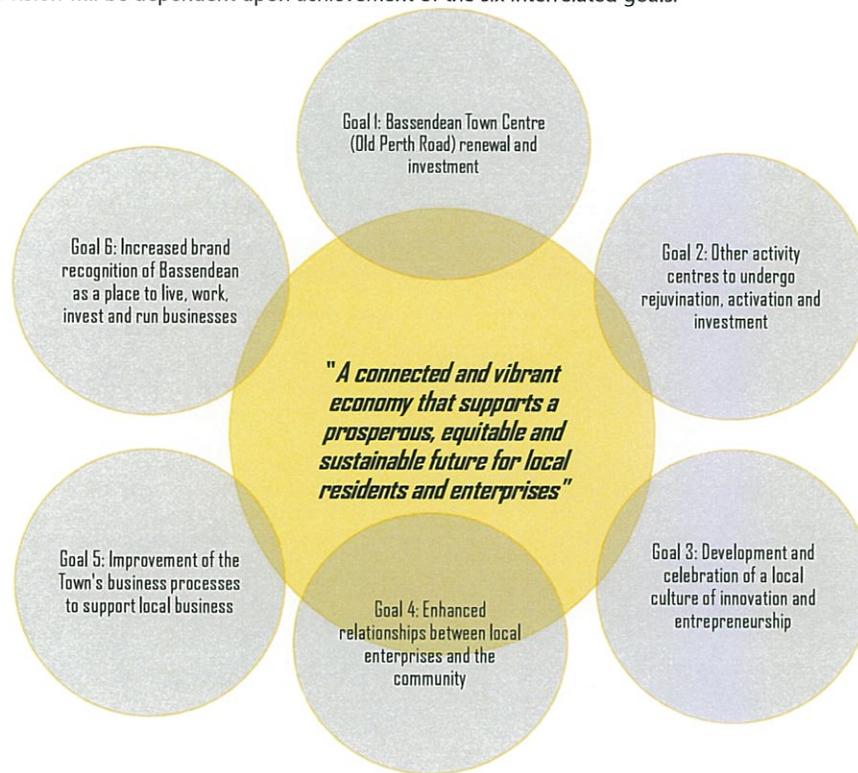


Figure 3. Bassendean Economic Development Strategy Goals

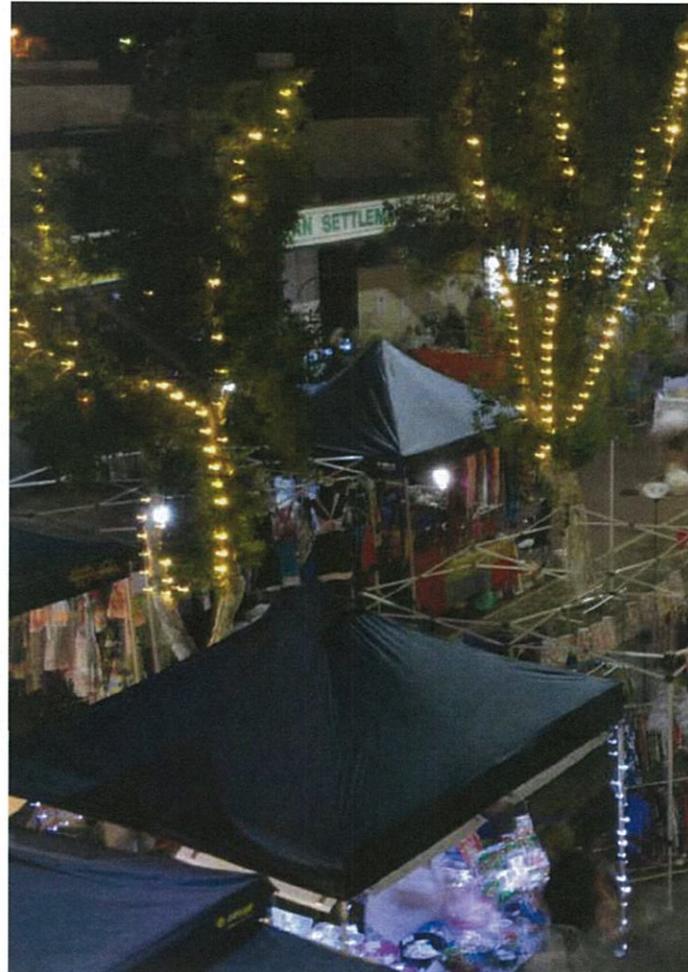
7.1 GOAL 1:

BASSENDEAN TOWN CENTRE (OLD PERTH RD) RENEWAL AND INVESTMENT

Reason for Focus

- Bassendean has a residential population of 15,090, approximately 18% of which reside within the Bassendean town centre.
- Bassendean Town Centre currently has approximately 11,915m² of NLA of commercial floorspace. Based on local residential population projections, the amount of floorspace demand is expected to increase to 18,116m² by 2031. This translates to additional investment in commercial activities to support an additional 6,201m² of commercial floorspace.
- This includes renewal of existing commercial floorspace to accommodate for technological development that drives changes in the structures of local industry business models and workforce.

Based upon these considerations this goal addresses the need to reactivate Bassendean's historic main street as a place to live, work and invest. This goal supports Bassendean's long-term Economic strategic priority area that proposes a continuation of Town Centre activation (Strategy 4.2.2 Strategic Community Plan, Corporate Business Plan).





7.2 GOAL 2:

BASSENDEAN'S OTHER ACTIVITY CENTRES TO UNDERGO REJUVENATION, ACTIVATION AND INVESTMENT

Reason for Focus

- Bassendean's projected resident population suggests that an additional 5,406m² of additional commercial floorspace will be demanded in Bassendean's other centres such as Colstoun Rd, Ashfield and Ida Street in Eden Hill.
- Approximately 63% of local jobs are located in Bassendean's industrial area, most of these businesses being manufacturing, construction and transport-based industries.

Based upon these considerations, this goal addresses the need for rejuvenation, activation and investment in other activity centres targeted towards the needs of the residential population will both diversify the types of businesses in Bassendean, and provide local services in areas such as Eden Hill and Ashfield. This goal aligns closely with the Town's identified strategy to enhance economic activity in neighborhood centres (Strategy 4.2.3 Strategic Community Plan, Corporate Business Plan).

7.3 GOAL 3:

DEVELOPMENT AND CELEBRATION OF A LOCAL CULTURE OF INNOVATION AND ENTREPRENEURSHIP

Reason for Focus

- The Town of Bassendean's local employment market is dominated by manufacturing, construction, and transport, postal and warehousing industries, with these sectors representing 42.5% of total jobs.

- Approximately 1,145 Businesses in Bassendean, 86% of which are either non-employing or employ between 1 and 4 people. The number of businesses in Bassendean grew by 7.1% mostly due to non-employing businesses. Compared to the EMRC, which saw an increase of 4.8%, Bassendean has experienced higher growth in the number of businesses.
- Despite the increase in the number of total businesses between 2015 and 2017, the number of microbusinesses between 2016 and 2017 decreased from 268 to 251. This change is mainly due to a decrease in industries such as construction, manufacturing, education and training, and hospitality, and an increase in retail and rental and hiring businesses.
- The demand for higher cognitive based skills in the workforce and a labor force that meets the new demands of the modern workplace and interconnected world will ensure that Bassendean's economy adapts to the global market trends with growth of new business models and transformation of industry sectors (such as manufacturing).
- Growth in this microbusiness and live-work activity will result both from growth in macroeconomic conditions that make such business models desirable (e.g. customer industry growth, ATO tax treatment, and procurement treatment by agencies), as well as capacity to accommodate such activities.

Based upon these considerations, this goal addresses the need to retain and expand the range of businesses within the town by recognising collaboration across industries that encourages innovation, further investment and new local jobs. This goal closely aligns with the Town's strategic objective to build economic capacity (Objective 4.1 Strategic Community Plan, Corporate Business Plan).

7.4 GOAL 4:

ENHANCED RELATIONSHIPS BETWEEN LOCAL ENTERPRISES AND THE COMMUNITY

Reason for Focus

- Improving the connections between businesses and communities is important because when both local employees and customers feel that their local businesses support what is important and relevant to them, they are more likely to become actively engaged and become advocates for the local businesses and their community – influencing the community culture, brand and business environment for the Town.
- The Bassendean Town Centre in particular is projected to grow by 32%, or an approximate 4,500m² of net lettable area. This equates to an additional full-range supermarket with equivalent new specialty stores.

Based upon these considerations, this goal addresses the need to promote localism within the Town and supports the Town's current focus on Localism and long-term strategy to strengthen local business networks and partnerships (Strategy 4.2.1 Strategic Community Plan, Corporate Business Plan).

and land uses that support business growth.

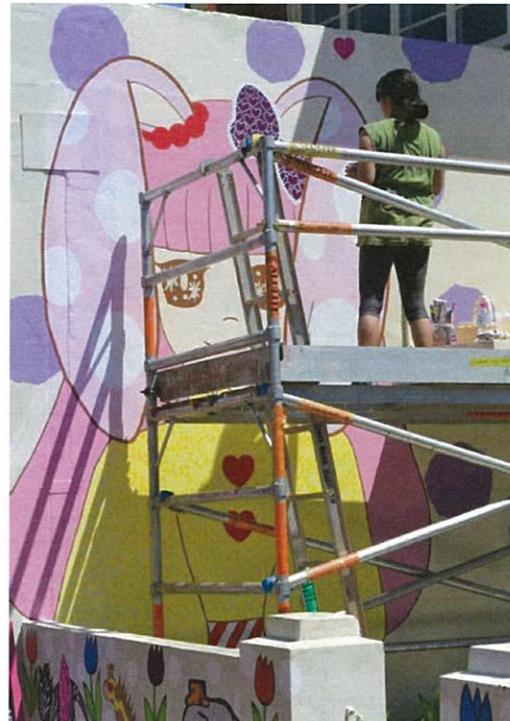
Based upon these considerations, this goal addresses the need to create a productive business environment within the Town.

7.5 GOAL 5:

CONTINUAL IMPROVEMENT OF BUSINESS PROCESSES TO SUPPORT LOCAL BUSINESSES

Reason for Focus

- Proactively engaging with the State Government, property developers and stakeholders to promote the benefits of investing in Bassendean in the long-term. This includes identifying potential investment opportunities and connecting entities with common interests and providing key market information. This also involves engaging the State Government to encourage its ongoing investment in Bassendean and to encourage it to release its underutilised floorspace for strategic purposes that help achieve the objectives of Directions 2031 and this Strategy.
- Diversifying the industries of employment and business
- As of 2017 there was a total of 28,010m² (NLA) of commercial floorspace, of which 832m² was vacant. Bassendean industrial area has a total of 360,537m² (NLA) of Industrial floorspace with approximately 26,966m² being vacant. Additionally, there are a significant number of commercial properties that are owned but not utilised for commercial purposes.
- Qualitative workshop feedback highlighted the value of strong support and efficient, effective processes for local businesses provided by the Town.
- The EMRC Regional Economic Development Strategy 2017 priority area of Integrated Planning, highlighted the need for infrastructure



7.6 GOAL 6:

INCREASED BRAND AWARENESS OF BASSENDEAN AS A PLACE TO LIVE, WORK, INVEST AND RUN BUSINESSES

Reason for Focus

- Approximately 13% of employed residents work within the Town, mostly in Bassendean's industrial area. This metric is useful in providing insights as to the attractiveness of the local economy as a place of work for local residents, as well as a measure of the sustainability of the urban system.
- Lifestyle and livability factors are important drivers for regional competitiveness, which suggests there is a continual need for improving Bassendean's urban environment to both attract and retain Bassendean's local residents, workers, businesses and investment.

This goal builds upon previous work completed by the Town, including the development of Brand Bassendean and updates to the Bassendean Business website as part of the Town's Digital Business Marketing Strategy. Based upon these considerations this goal addresses the need to continually promote the Town of Bassendean as a place to live, work and invest.

8 PRIORITY ACTIONS

The Strategy's goals will be reached through a range of identified priority areas that the Town will focus its efforts on. Figure 4 shows the broad interrelationships between each priority action and the strategy goals.

STRATEGY GOALS	PRIORITY ACTION				
	Local Business Innovation Hub	Activation and Commercial Development	Local Events and Community Engagement	Marketing Bassendean	Business Friendly Systems
Goal 1: Bassendean Town Centre (Old Perth Rd) undergo period of renewal with investment in commercial and residential activities that enhance and underpin future of this historic main street					
Goal 2: Bassendean's other activity centres to undergo rejuvenation, activation and investment that reflects the needs and desires of local residents					
Goal 3: Development and celebration of a local culture of innovation and entrepreneurship					
Goal 4: Realisation of enhanced relationships between local enterprises and the community					
Goal 5: Continual improvement of Town's business processes to support local businesses					
Goal 6: Increased brand recognition of Bassendean as a place to live, work, invest and run businesses					

Figure 4. Relationship between Strategy Vision and Goals

A detailed Action Plan has been prepared encompassing activities that support each of these program areas. It outlines the tasks that the Town will undertake within the first 2-years of the strategy, with future actions to build on the successes and learnings of previous years.

Table 2 presents the five identified Priority Actions, and associated tasks that are anticipated to be achievable within the first 2-years of Strategy implementation. The potential economic and community impacts of these actions have been recorded and assessed against the relevant Town documentation and community input (workshops and digital survey).

Table 2. Key Tasks Associated with Each Priority Action Area

POTENTIAL ACTION	KEY TASKS	POTENTIAL IMPACT	ACTION LEAD
Local Business Innovation Hub (Bassendean Hub discussion paper)	Identify, engage and empower local innovation champions.	<ul style="list-style-type: none"> Increased innovation and startup development. Increased attractiveness of Bassendean for new businesses and entrepreneurs. Capacity and support for small business and entrepreneurs. 	
	Support local innovation champions to investigate and scope an appropriate model for the hub.		
	Engage and empower these champions in the business case development and implementation strategy for the hub.		
	Encourage and promote community ownership and operation of the hub.		
Activation and Commercial Development	Identify Priority areas for activation including Old Perth Road and Eden Hill.	<ul style="list-style-type: none"> Improved vitality and attractiveness of the Town Centre. Increased activity in Neighborhood Centres and Town Centre. Greater commercial activity and visitation within the Town. 	
	Identification of key stakeholders within priority areas.		
	Review of local planning strategy for potential development options (LPS 2015 – Commercial Strategy).		
	Identify early stage, high impact projects for implementation.		
	Engage business owners and the chief planning officer to identify road blocks to commercial development.		

POTENTIAL ACTION	KEY TASKS	POTENTIAL IMPACT	ACTION LEAD
Local Events and Community Engagement	Development of a calendar of existing events (encompassing both business networking and business to consumer events).	<ul style="list-style-type: none"> Increased activity and visitation within the Town from both local and non- local visitors. Increased community engagement amongst the local community and local businesses. A unique and marketable identity for Bassendean. 	
	Assess events against the vision and goals of the ED strategy and strategic community plan and identify gaps/opportunities for greater impact.		
	Identify up to 4 priority events to be delivered in 2019 with consideration for the theme of Localism (Localism Discussion Paper).		
	Development of a toolkit to support community led events.		
Marketing Bassendean	Continue promotion of the Bassendean Business Identity to the Business community (Identity Plan for Bassendean Business).	<ul style="list-style-type: none"> Increased attractiveness of Bassendean for new business. Increased business diversity and competition. Establishment of new sources of consumption and expenditure within the Town. 	
	Continue implementation of the Digital Business Marketing Strategy recommendations. (Digital Business Marketing Strategy).		
	Determination of additional priority marketing segments (beyond business segments previously identified).		
	Expanded marketing strategy that promotes Bassendean to priority marketing segments.		
Business Friendly Systems	Promote channels for engagement and dialogue between businesses, the local government and community.	<ul style="list-style-type: none"> Increased attractiveness of Bassendean for small businesses and entrepreneurs Healthy and vibrant business environment for new and existing businesses Greater local investment and business development 	
	Consideration of involvement in the 'small business friendly local governments charter' and associated initiatives.		
	Engage local business in development of the new LPS.		
	Conduct a joint review of LPS, identify any roadblocks and identify opportunities for change.		
	Improve accessibility of key information for new small businesses and home-based business.		

	Consider a policy response to land banking within key activity centres such as Old Perth Road.		
	Consider adding a "Bassendean First" condition on events in the Town, which promotes engagement of vendors and suppliers located within the Town of Bassendean ahead of those based outside of the Town.		

9 MEASURING OUTCOMES

Measuring the outcomes of this Economic Development strategy can be based on a set of key performance indicators. These indicators are determined based on the overarching goals and actions within this strategy, as well as the relevant strategic plans produced by the Town. Table 3 summarises the KPI's that could be used to measure the outcomes of this strategy. The utilisation of additional economic performance indicators may provide a useful comparison with the previously produced Bassendean Economic Overview.

These KPI's also align closely with the Town's Economic Strategic objectives 4.1 Build economic capacity and 4.2 Facilitate local business retention and growth and can be used to provide an additional measure of progress against these long-term goals for the Town.

Table 3. Key Performance Indicators

KPI	Data Source	Relevant Goal or Action
Local Employment within the town	ABS Census Data, determination of employment self sufficiency	All Goals
Business Sentiment Survey	Digital survey	Goal 5
Commercial and business applications received	Town of Bassendean	Goal 3 Goal 5
Number of local businesses (including home based)	ABS Business Count data	Goal 1 Goal 5
Bassendean Business Website Activity	Town of Bassendean	Goal 6
Number of community events	Town of Bassendean	Goal 4
Review of progress of key actions	Town of Bassendean	All Goals and Key Actions
Number of new local businesses	Town of Bassendean/ABS Business Count data	Goal 3

ATTACHMENT NO. 2

These workshops are presented by Celia Jordaan. Celia has first hand experience in the ups and downs of running a business.

Grounded with a degree in Law and Commerce, she has built a career in and out of major corporates focused on business system development and stimulating innovation and lateral thinking. Her own organisation is now uniquely placed to provide hands on examples and activities that provide a deeper understanding and lasting knowledge.

Her approachable style inspires attendees to consider new tactics, realise their achievements and stimulate a positive view of the future.



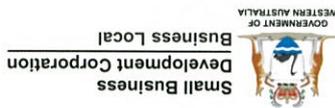
The workshops are brought to you by the Small Business Development Corporation's Business Local outreach service. Business Local provides small business owners free enterprise skill development sessions.

For more information to help start and run a business visit smallbusiness.wa.gov.au



**Small Business
Development Corporation
Business Local**

REGISTER NOW <https://small-biz-growing-pains.eventbrite.com.au>



MORE INFORMATION
If you would like any additional background information please get in touch.
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MANAGING SMALL BUSINESS GROWING PAINS

A series of seven workshops designed to reorientate your thinking, re-energise your outlook and encourage fresh ideas.

Proudly presented by



IF YOU RECOGNISE THESE **GROWING PAINS**, SET ASIDE TIME FOR THESE WORKSHOPS.



This is a series of seven positive steps to transform your business.

Together the workshops provide strategies, tips and support to re-orientate your thinking, re-energise your outlook and capture fresh ideas that will boost your capacity to run a successful business.

You can pick individual workshops or you can take all seven. They are presented as a pathway to build confidence and knowledge and you will be encouraged to connect with other participants throughout the series. The workshops are two hours long and include a break for light food. The series is wrapped up with a seventh workshop to recap the skills learned over the program.

The program runs in the evening between 6.30pm and 8.30pm to allow small business owners the opportunity to focus on their business away from everyday demands.

LOCATION

All workshops are held in the Community Meeting Rooms at the **Bassendean Memorial Library**, 46 Old Perth Road, Bassendean.



COST & REGISTRATION

This series of workshops is subsidised by the Small Business Development Corporation under the Business Local Program. It is hosted by the Town of Bassendean through the Economic Development Unit. Thanks to this support, the workshops are virtually free at just \$10.00 per evening.



To join this programme, please register through Eventbrite. You need to register for each session, but can make one single payment.

PROGRAM DETAILS

Week 1: Customer Pain Points

Wednesday, 27 March 2019 6.30pm – 8.30pm

Seeing the business from their side and setting yourself apart from competitors.

Week 2: Design to Grow

Wednesday, 10 April 2019 6.30pm – 8.30pm

Developing strategies to use before you jump in.

Week 3: Technology

Thursday, 2 May 2019 6.30pm – 8.30pm

Understanding the value of technology for small business.

Week 4: Fighting Fires

Wednesday, 15 May 2019 6.30pm – 8.30pm

Managing risk and being in control.

Week 5: Pitching for Success

Wednesday, 29 May 2019 6.30pm – 8.30pm

Finding opportunities for growth.

Week 6: Building Resilience

Wednesday, 12 June 2019 6.30pm – 8.30pm

Spotting the trip wires and being alert.

Week 7: Key Takeaways

Wednesday, 26 June 2019 6.30pm – 8.30pm

Reinforce and embed the learnings in your business.

REGISTER NOW <https://small-biz-growing-pains.eventbrite.com.au>