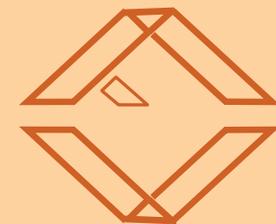




City of Cockburn Economic Development Framework Action Plan

cockburn.wa.gov.au/business

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ECONOMIC DEVELOPMENT ACTION PLAN 2021-2022



The following proposed Action Plan outlines a range of potential initial projects and initiatives (incorporating catalysts, game changers, systems and decisions, and relationships) which align with the Framework's purpose and the Strategic Community Plan's outcome areas.

The Action Plan has been informed by the consultation and research conducted to date and provides a snapshot of the type of activities that fall within the four Program Areas:

1. Place-based Economic Development.
2. [The Blue Economy.](#)
3. [The Visitor Economy.](#)
4. [Local Business Knowledge and Capacity Building.](#)

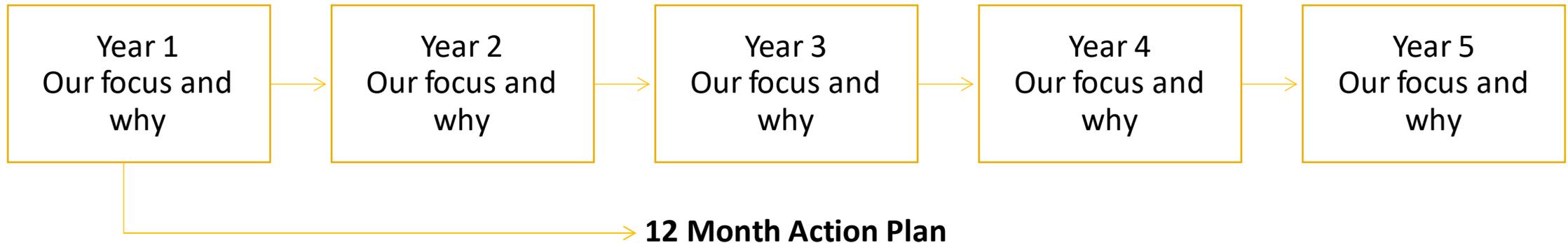
Please see Appendix 1 for detailed actions relating to year 1 focus areas.

ACTION PLAN LOGIC



The Action Plan will utilise the following logic to organise potential projects and initiatives against 5 year and 12 month timeframes.

5 Year Plan (Framework)



Potential Core Projects

The projects that will result in significant impacts for the local economy.

Implemented via...

Catalysts
Discrete, achievable momentum builders.

Decisions and systems
Processes to remove barriers and unlock potential.

Networks
The right stakeholders, engaged at the right time and through the right mechanisms.

- Project 1
- Project 2
- Project 3

- Project 1
- Project 2
- Project 3

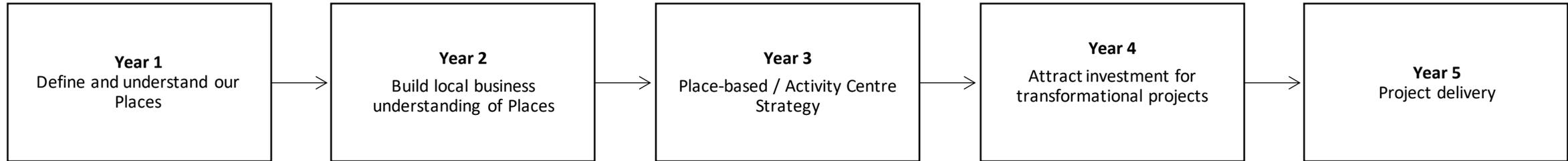
- Project 1
- Project 2
- Project 3



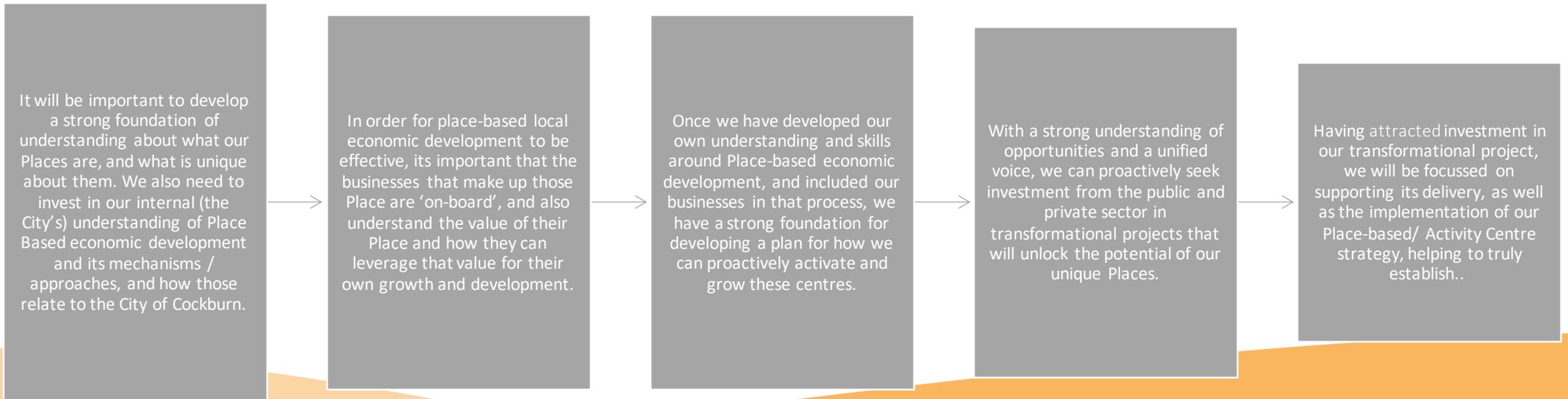
PLACE-BASED LOCAL ECONOMIC DEVELOPMENT

Over the next five years, the City will be guided by the following pathway as it seeks to foster the local economic development through a place-based approach. The game changing projects relating to this program area that we will be working towards include:

- **Place Strategy:** Incorporating a place- based thinking approach in how we articulate and facilitate place performance.
- **Investment Prospectus:** Promotion of place as an investment opportunity by linking potential businesses, entrepreneurs and investors in person and via an online investment portal to facilitate ideas generation and realise place investment and capital raising strategies.
- **Retail and employment centres:** Identify and prioritise retail and employment centres that need help and assistance.



Why?



Please see attached excel spreadsheet for detailed actions relating to year 1 focus areas.



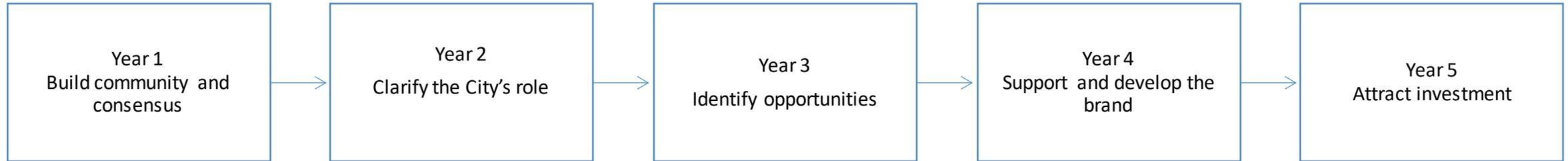
BLUE ECONOMY



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Over the next five years, the City will be guided by the following pathway as it seeks to foster the growth of the regional Blue Economy, a strategic industry for the South West region. The game changing projects relating to this program area that we will be working towards include (but are not limited to):

- Events - To explore and articulate the City's role in the development of the Blue Economy;
- Quantifying the opportunity / cost benefit analysis and stakeholder analysis;
- Communications, Stakeholder Engagement and Advocacy Strategy; and
- Systems level and common understanding of what the Blue Economy is.



Why?



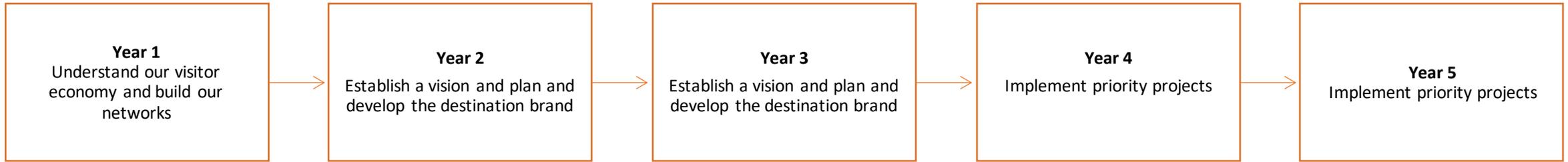
Please see attached excel spreadsheet for detailed actions relating to year 1 focus areas.

VISITOR ECONOMY



Over the next five years, the City will be guided by the following pathway as it seeks to foster the growth of the local Visitor Economy. The game changing projects relating to this program area that we will be working towards include:

- Delivery of the Bibra Lake Aboriginal Visitors and Cultural Centre
- Tourism Strategy Development
- Destination Brand Development



Why?

It will be important to develop a strong foundation of understanding about the strengths, weaknesses, opportunities and threats that face our current visitor economy. A great way to understand this will be to develop and utilise our visitor economy network – the key stakeholders who will be able to champion tourism development moving forward.

Having developed a strong understanding of our assets, attractions, markets, visitor services and amenities, we can look forward and establish a vision and plan for the development of our visitor economy. This will be a tangible plan that is developed in close consultation with industry, and guided by industry needs. A Destination Brand is critical for visitor attraction. It communicates to key markets what visitors can expect to experience and enjoy in a destination, and why it is unique from other places. It also helps local tourism businesses by providing an anchor identity from which they can leverage their own marketing activities – an area where many business lack resources and capacity.

We will be focussed on the implementation of our tourism strategy and brand, helping to truly establish the City of Cockburn (or the Region) as a destination for visitors. With a strong understanding of opportunities and a unified voice, we can proactively seek investment from the public and private sector in transformational projects that will unlock the potential of the Visitor Economy (i.e. Bibra Lake Visitor Centre)

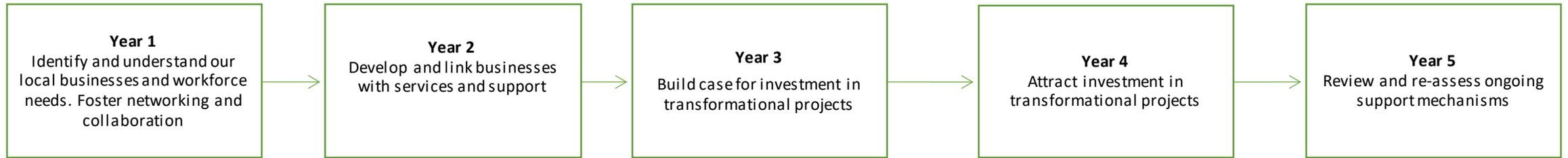
Please see attached excel spreadsheet for detailed actions relating to year 1 focus areas.



CAPACITY BUILDING AND INNOVATION SUPPORT

Over the next five years, the City will be guided by the following pathway as it seeks to understand, support and build local business capacity and support innovation. The game changing projects relating to this program area that we will be working towards include:

- **Workforce Capability:** Ensure business and large project workforce requirements are met through targeted programs, involving industry and training providers, such as a Specialist Shipbuilding Workforce Development Program.
- **Business Capacity and Transformation:** Facilitate and encourage knowledge creation among the business community through business support training and strengthen networks between businesses, entrepreneurs, government and investors.



Why?

In order to support businesses, we need to understand them and their needs. It is also critical that the City are strategic in their focus, ensuring those industries that will be important for long term prosperity are prioritised. This includes (but not limited to) naval and shipbuilding industries which have been identified as a future growth area for the City. Businesses that are well connected, supportive and innovative are more likely to grow. We will identify where networks are thriving, and where they need additional support, so that businesses are empowered to innovate and develop.

Once we have a clear understanding of our businesses, their workforce requirements, needs and networks, we can focus on connecting them with the right resources. This could be through linkages with existing support mechanisms, or designing bespoke models. We will also develop a better understanding of where the opportunities and transformation projects are located, and what is needed to unlock their potential.

Unlocking the potential of local businesses often requires investment in infrastructure or service based projects that can act as catalysts for change. As we identify opportunities for transformational projects in years 1-3, we can start building strong cases for investment in projects. For example, investment in ongoing support for SMEs through workforce attraction and development programs that ensure shipbuilding and naval industries are well supported with a stable and qualified workforce who are choosing to live and work in the City of Cockburn.

By now our local businesses are connected, collaborating, innovating and growing. It is an opportunity to review and revisit support mechanisms to ensure they continue providing the value industry and businesses need. Support to key industries should evolve to suit their needs as time goes on.

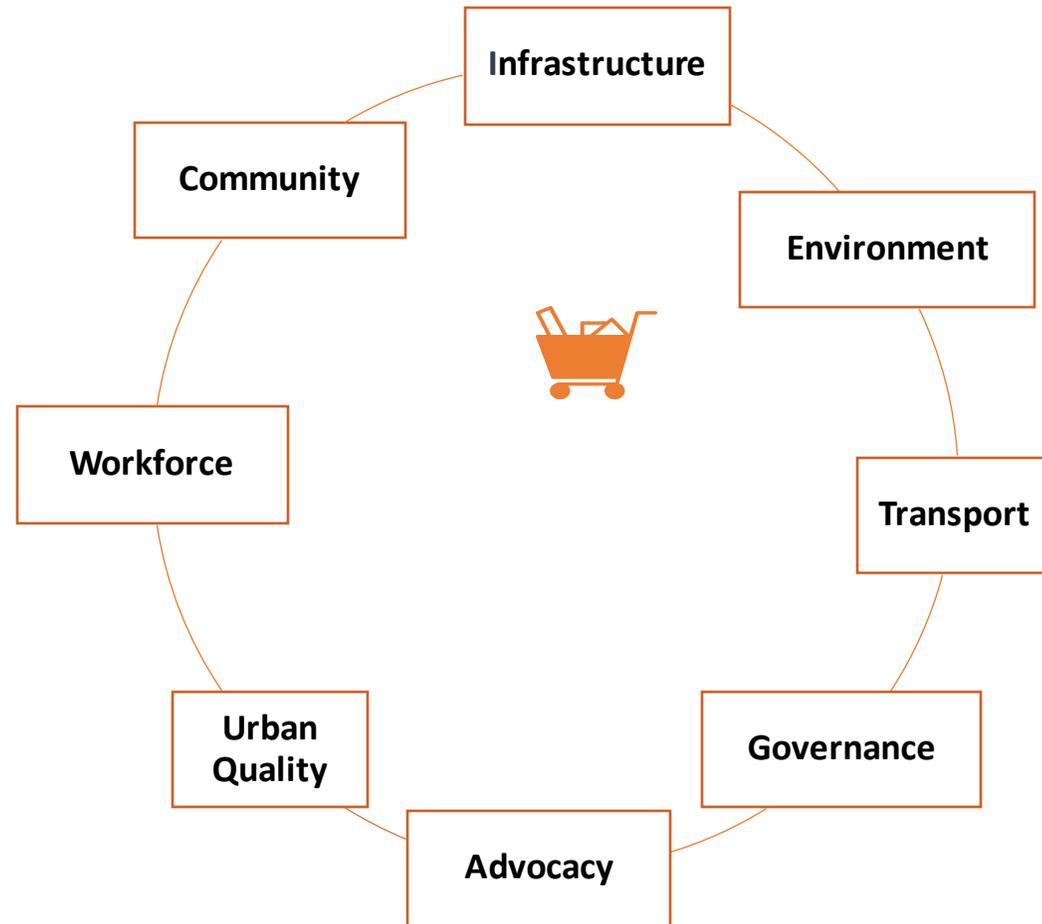
Please see attached excel spreadsheet for detailed actions relating to year 1 focus areas.



PROGRAM AREAS AND THE ENABLERS OF ECONOMIC DEVELOPMENT



- Based on the literature review, the City's identified key outcome areas and their experience supporting local economic development, seven enablers of economic development were identified as being potentially important to realising desired impacts.
- These enablers have assisted in the development of the Framework and the proposed action plan (see next slide) by identifying where the work of a range of the City's internal business units may interact with economic development initiatives and outcomes.
- In a workshop conducted with the City's Executive Leaders, "Advocacy" was identified as an enabler that was important to include and has become an eighth enabler included in this framework.



ACTION PLAN SUMMARY AND THE ENABLERS OF ECONOMIC DEVELOPMENT

Program Area	Focus Area (Year 1)	Project Name	Infrastructure	Environment	Transport	Governance	Advocacy	Urban Quality	Workforce	Community
1. Place-based Economic Development	Define and understand our Places	Place / Activity Centre Profiles								
		Website review								
		Identify capital projects with economic impacts								
		Cockburn Central Review								
		Cockburn Central Review								
2. Blue Economy	Build community and consensus	Blue Economy Information Sessions (Events)								
		Cluster Portfolio / Profile Development								
		Henderson security review								
		Artificial Reef Project								
		Advanced Technology Hub - AMC								
		Industrial Development Local Planning Policy								

Please see Appendix 1 for detailed actions relating to year 1 focus areas.



ACTION PLAN SUMMARY AND THE ENABLERS OF ECONOMIC DEVELOPMENT

Program Area	Focus Area (Year 1)	Project Name	Infrastructure	Environment	Transport	Governance	Advocacy	Urban Quality	Workforce	Community
3. Visitor Economy	Understand our visitor economy and build our networks	Market analysis								
		Tourism Audit (Desktop review)								
		Visitor Economy Workshop								
		Grants, donations, sponsorship and support for community groups and volunteers.								
		Coogee Beach Caravan Park								
		Southern Peninsula, Port Coogee								
		South Fremantle Power Station								
		Cockburn Central Wavepark								
		Cockburn ARC Expansion								
4. Capacity Building and Innovation Support	Identify and understand our local businesses and workforce needs. Foster networking and collaboration	Local business and cluster profiling								
		Industry Roundtables - Network and Support Profiling								
		Network and Support Mapping								
		Sustainable Living Event Series								

Please see Appendix 1 for detailed actions relating to year 1 focus areas.

ENGAGEMENT STRATEGY

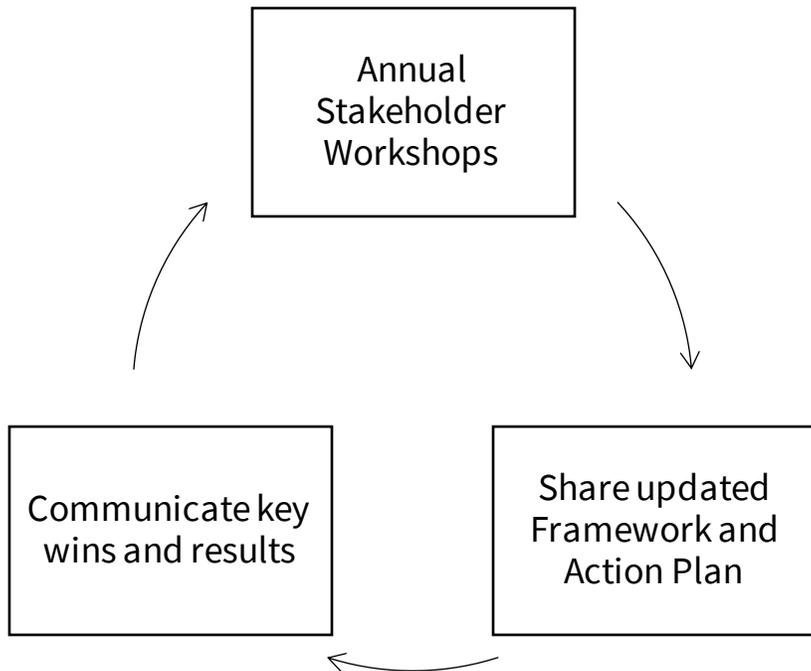
The successful implementation of the Economic Development Framework and Action Plan relies on effective internal and external stakeholder engagement to build and retain buy-in and support for priority projects in the short, medium and long term.

Internal stakeholder engagement processes are addressed on page X of this document, and are included as part of the City of Cockburn's annual planning and review process around the Framework and Action Plan. External stakeholder engagement is addressed by the processes outlined below and on the following page.

External stakeholder engagement will priorities three key annual tasks:

- 1. Annual review workshops:** Industry and Stakeholder Roundtables to review progress against previous year's Action Plan and understand industry priorities and needs to inform next 12 month Action Plan.
- 2. Share updated Framework and 12 Month Action Plan** – Host a current copy of the Framework and Action Plan on the City's website as an ongoing resource for industry.
- 3. Communicate key wins and results:** Utilising the City's communication channels, networks and events, provide updates to industry and stakeholders on key project updates, wins and good news stories, linking them back to the Framework and Action Plan.

By conducting regular / repeated engagement around the Framework and Action Plan, the City can establish these documents and their processes in the minds of local industry and stakeholders, building a collaborative process that strengthens over time.



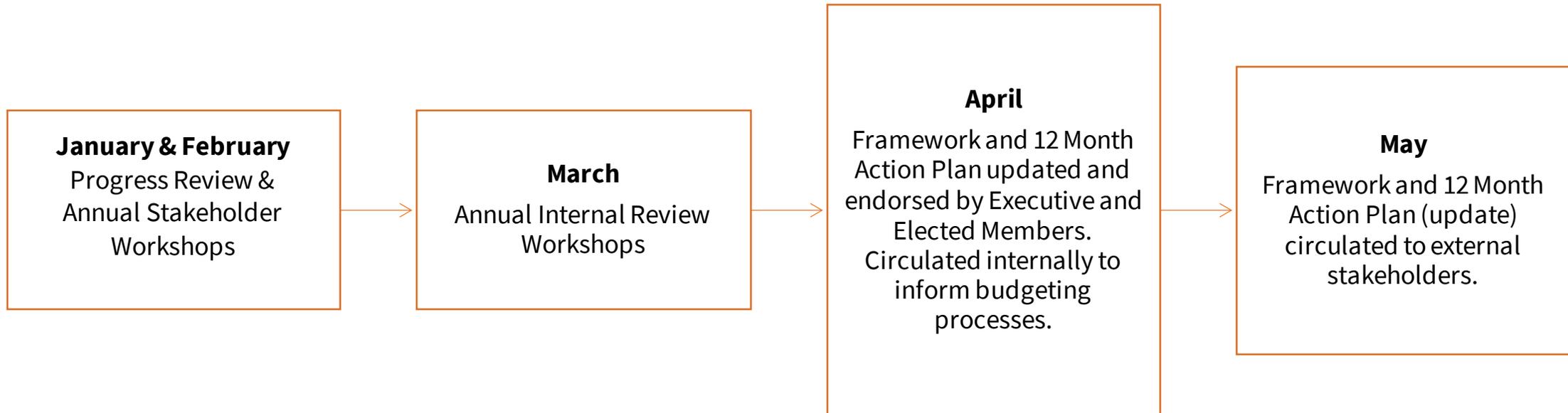
ENGAGEMENT STRATEGY



Activity	Stakeholders	Key messaging	Timeframe	Channels
Annual Stakeholder Workshops	Local business Community groups Key State Government Agencies South West Group Melville Cockburn Chamber of Commerce	Have your say on the City of Cockburn’s local economic development priorities for the incoming financial year. What challenges are your businesses / industry facing that we can help with? What are the opportunities you want us to advocate for you around?	3 months leading up to the development of the next 12 month Action Plan.	Stakeholder networks and contacts City of Cockburn social media accounts. City of Cockburn e-newsletter/s.
Share updated Framework and Action Plan	Local business Community groups Key State Government Agencies South West Group Melville Cockburn Chamber of Commerce	The City of Cockburn will be focused on delivering the following initiatives over the next 12 months to support and develop our local economy. These initiatives are informed by consultation with our community and businesses, and are part of a longer term strategic goals and projects that will deliver significant impacts for the local economy.	Within 2 months of the Annual Review Workshops, and pending any internal review, budgeting and endorsement processes.	Documents to live on City of Cockburn webpage. City of Cockburn e-newsletter/s. Disseminate directly to stakeholders involved in workshops. Disseminate directly to key / strategic stakeholders as part of on going advocacy.
Communicate key wins and results	Local business Community groups Key State Government Agencies South West Group Melville Cockburn Chamber of Commerce	X, Y, Z initiatives have been delivered with support from / by the City of Cockburn with the following outcomes for our local economy. Check out this local business / group / individual who is achieving incredible results through X innovation / project.	Ad-hoc, but aim to provide at least quarterly updates to maintain momentum and engagement with the Framework and Action Plan.	City of Cockburn e-newsletter/s. City of Cockburn social media accounts. Disseminate directly with stakeholders involved in workshops.

ANNUAL FRAMEWORK AND ACTION PLAN REVIEW PROCESS

A key advantage of the Framework approach to economic development strategy is that it is an iterative process which encourages continual review, reflection and prioritisation of programs and projects. This ensures that the City's can be flexible and proactive when it comes to responding to evolving internal and external influences and opportunities. The following diagram reflects an annual process that the City's units can undertake as part of ongoing economic development planning. Further detail relating to this process is provided on the following page.





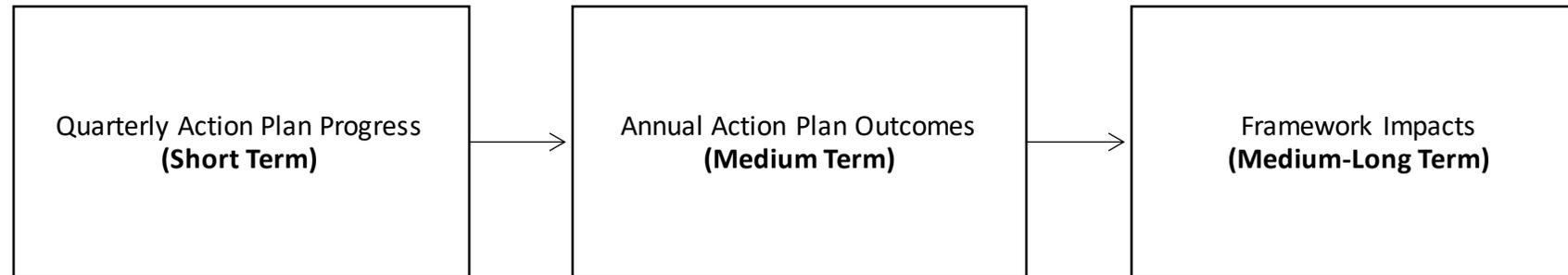
ANNUAL FRAMEWORK AND ACTION PLAN REVIEW PROCESS

Activity	Stakeholders	Key Actions	Timeframe	Tools
Annual Framework and Action Plan Evaluation	City of Cockburn internal business units.	Collate data from that supports the evaluation of the Framework and current 12 Month Action Plan.	February	Framework Evaluation Tool
Annual Stakeholder Workshops	Local business Community groups Key State Government Agencies South West Group Melville Cockburn Chamber of Commerce	2 – 3 interactive workshops that: <ul style="list-style-type: none"> Provides an update on the progress towards current Action Plan items; and Invite input into opportunities and challenges to address in the next 12 months. 	February	Framework Evaluation Tool Economic Development Canvas
Annual Internal Review Workshops	Business Engagement Unit Communications Unit Strategic Planning Unit Strategy and Civic Support Unit Chief Executive Officer	2 workshops with key internal stakeholders to: <ul style="list-style-type: none"> Review progress and key learnings against current 12 Month Action Plan; Present Stakeholder Workshop outcomes; Identify, profile and prioritise key projects to form the focus of the next 12 Month Action Plan 	March	Economic Development Canvas Multi-Criteria Analysis Tool
Internal circulation and Executive and Elected Member endorsement	Executive Leadership Team Elected Members	Present updated Framework and 12 Month Action Plan to Executive and Elected Members for feedback. Circulate document internally for use in budgeting processes.	April	Economic Development Framework Slides Action Plan Summary Slides Detailed Action Plan (xls)
Framework and 12 Month Action Plan (update) circulated to external stakeholders.	Local business Community groups Key State Government Agencies South West Group Melville Cockburn Chamber of Commerce	Circulate updated (and endorsed) Framework and Action Plan to external stakeholders involved in Stakeholder Workshops (see Engagement Plan).	May	Economic Development Framework Slides Action Plan Summary Slides Detailed Action Plan (xls)

EVALUATING THE FRAMEWORK AND ACTION PLAN

As outlined in the Annual Review Process, The City of Cockburn will track the outcomes and impacts of the Framework and Action Plan for internal reporting and external communication and advocacy purposes.

- **Framework Evaluation** - The Framework is the longer term strategic document that asks the City to identify and organise its economic development priorities over a 5 year period. Throughout these five years, the activities, projects, decisions, systems, networks and initiatives led by Local Government, community and business will interact with each other to produce impacts in the medium to long term.
- **Action Plan Evaluation** - The 12 Month Action Plan is based on more concrete actions and projects, which can be tracked on a quarterly basis to identify what is on track, what is currently underway and what has been completed. The outcomes of these projects can be captured as part of this process, and inform the Annual Review of the Frameworks broader objectives.





EVALUATING THE FRAMEWORK

Program Area	Place Based Local Economic Development	Blue Economy	Visitor Economy	Capacity Building and Innovation Support
Impacts	<ul style="list-style-type: none"> Increased community pride in their neighbourhoods; Unique offerings of Cockburn's places are valued by community, business and investors; Increased understanding of unique local places, and the business and industry that will be complimentary and supportive for that place and for like Industries or Uses e.g. Wetlands Ecotourism LED Place that is protective of the natural environment; and Strategic land use planning and development based on natural, and infrastructure and Industry/ business needs (e.g. tourism). 	<ul style="list-style-type: none"> Defined brand for Cockburn, environmental and social benefits that align with values and strategic objectives of local government (not all about economics). Strategic direction for Latitude 32 employment lands, master planning, global investment opportunities (Indian Ocean focus). Promotion of ecological stewardship - preserving natural capital for environmental, social and financial returns, such as through blue carbon capture. 	<ul style="list-style-type: none"> Better alignment of capital works /infrastructure upgrades with visitor and business needs; Increased brand awareness for the City of Cockburn; Development of a range of new visitor products and experiences; Established Destination Identity and Unique Selling Proposition. Improved liveability and attractiveness as a place to live and visit. 	<ul style="list-style-type: none"> Leadership becomes distributed in nature and does not seem 'led' by the City; Highly skilled business community; Strategic opportunities are capitalised on by developing specific skill sets across the City; Attractive clusters of like-minded/industry specific businesses are attracting investors; and Established clusters can advocate to Government (all levels) around common and catalytic opportunities. City of Cockburn (LGA) supports an environment that attracts innovation and start-ups.
Indicators (how will we measure)	<ul style="list-style-type: none"> New business registrations Employment concentration factors Local business and community perceptions (via survey / engagement) Net Promoter Scores 	<ul style="list-style-type: none"> Business and jobs growth within Blue Economy industries / clusters Employment concentration factors Level of investment attracted to Blue Economy projects City participation in Blue Economy strategic networks and groups 	<ul style="list-style-type: none"> Business and jobs growth within Visitor Economy related industries Level of visitation to the City of Cockburn Level of visitor spend within the City of Cockburn 	<ul style="list-style-type: none"> Uptake of City's business support services and programs Business registrations in City's business communication channels Local business perceptions of LGA as a place to do business (via survey / engagement) Profile / recognition of City as hub for innovation

ACTION PLAN PROGRESS REPORTING

On a quarterly basis, the City of Cockburn will work with internal business units to assess progress against Action Items articulated in the current 12 Month Action Plan. This progress update will capture the following information.

Action item progress	<p>A high level indication of the status or progress of a an action item:</p> <ul style="list-style-type: none"> • Planned • Underway • Complete
Action item outcomes	<p>The outcomes associated with this action, for example:</p> <ul style="list-style-type: none"> • XXX plan / policy completed and endorsed • \$XXX Grant funding secured • Construction commenced • Engagement completed • Network established • Project initiated • # businesses supported

This information can be shared with internal and external stakeholders not only as an accountability and transparency tool, but as a great way to capture and measure progress and achievements, and maintain positivity and momentum around the Economic Development Framework and Action Plan.

This information can be captured in the detailed Action Plan document, which can be provided in a format that aligns with the City's communication and branding guidelines.

APPENDICES

1. Detailed 12 Month Action Plan

