


New Business Attraction and Opportunities Plan

2022



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Acknowledgement of Country

Ngalak Maali Boodja Kadij

Whadjuk Moort Noongar Boodjara

Baalap Kalyagool Noyyang

Boodja Kep Moort

Ngalak Kwabaduk Wirn

Kabarli Bworan Kora Kora

Yeyi Ngoongoolong

The City of Swan acknowledges the Traditional Custodians of this region, the Whadjuk people of the Noongar Nation and their continuing connection to the land, waters and community. We pay our respects to Elders past and present, and their descendants.



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Introduction

Background and Purpose

Business attraction is the act of inviting business growth in the local economy through planning, infrastructure investment, marketing and research.

The purpose of the New Business Attraction Opportunities Plan (the Plan) is to develop a set of deliberate and thought-out actions to achieve a clear set of objectives for attracting business investment.

Attracting businesses contributes to economic development and leads to new employment opportunities and improved quality of life for residents.

This plan identifies accelerated economic and employment growth as a key economic outcome for the City and this plan has been prepared to outline priority business attraction opportunities where the City can focus its resources.

Process

The City of Swan's economy encompasses many significant assets including strategic infrastructure and natural resources. These assets have led to the development of major industries including freight and logistics, transport and warehousing. There is also a significant population base that creates demand for goods and services. Key population driven industries include retail, health and education. Understanding the key local advantages and drivers of employment is essential to supporting investment attraction.

This report draws from significant previous analysis across a number of the City's strategic documents to develop a basis of understanding through which business attraction actions have been developed. Relevant information drawn from these documents includes:

- Population demand
- Industry opportunities
- Strategic context

The background analysis (see technical appendix) provides context for investment attraction, potential business attraction priorities and criteria to ensure priorities align with the City's overarching strategic objectives. Workshops were undertaken to decide the Key Priorities for business attraction (Figure 1).

Figure 1. Key Priorities

Order	Priority Description	Location
Priority 1	Health services and education precinct with tech and science park	Midland
Priority 2	Agribusiness precinct and intermodal terminal	South Bullsbrook
Priority 3	High-tech business park and freight hub to support airport orientated industries	Hazelmere
Priority 4	High-tech business park (Manufacturing/IT - Data Storage)	Malaga

Benchmarking was used to identify relevant industry opportunities for each key priority and a strengths, weaknesses, opportunities and threats (SWOT) analysis was undertaken to provide key considerations to guide their implementation.

A set of Key Areas where the City's leadership is required to implement the key priorities was developed from this basis of understanding. Twelve actions have been developed within these key areas that have been drawn from the City's strategic documentation and research into business attraction initiatives.

This plan summarises the key areas and actions that the City can implement to attract businesses with technical appendices providing further information regarding the basis for the identified actions. The plan sections are as follows:

- Key Areas and Actions
- Appendix i. Trends and SWOT Analysis
- Appendix ii. Strategic Context
- Appendix iii. Industry Strengths and Opportunities
- Appendix iv. Investment Opportunities
- Appendix v. Investment Attraction Priorities

The Key Areas and Actions section includes references to relevant appendices and other references used to develop actions.



Key areas and actions

The City has identified its role in economic development through the Draft Economic Development Strategy that is currently being developed (Draft EDS). The Draft EDS explains that the City's role in economic development is to be a "catalyst and enabler" of economic development rather than directly intervening in the market.

Being a 'catalyst and enabler' for business attraction requires leadership in the following key areas:

- Vision-setting;
- Marketing and promotion;
- Advocacy, lobbying and liaison; and
- Research

The City has described its understanding of each of these activities in the following sections.

- **Vision:** Providing an economic vision sets the direction for investment in the City. Priorities 3 and 4 relate to industrial land that would share common visions of attracting businesses in line with their comparative advantages to support the City's growing labour force. Priority 2 is a long term priority for which a vision would currently be difficult to establish. The focus of this activity is therefore to develop a strong economic vision for the Midland Strategic Centre that integrates the significant opportunity created by Priority 1 with the regional role of Midland as a Strategic Metropolitan Centre. This will allow the City's strategic centre to be marketed and attract businesses which support employment, social wellbeing and enhancements in the public realm.
- **Marketing & Promotion:** New business opportunities can be leveraged via marketing and promotion. Marketing and promotion which provides information and awareness about the City's various assets and opportunities will capture escape spending, establish a point of difference within the market and attract new investment.
- **Advocacy, Lobbying & Liaison:** Government decision-making – particularly around major infrastructure investment – has a profound impact on the local economy and businesses. Therefore, where the City is not the final decision-maker, it is important that it maintains an advocacy and lobbying platform to ensure that local benefits of State and Federal investment are maximised.
- **Research:** Baseline business data and research will provide the evidence needed to ensure that the City's interventions in business attraction are both targeted and effective.

Certain activities relate more to specific priorities than others. The following table summarises the logic of action development by priority (Figure 2).

Figure 2. Key Area Logic

Key area	Focus	Relevant key priorities
Vision	Ensure shared understanding between City and relevant stakeholders of desired precinct outcomes.	Priority 1
Marketing	Short - medium term opportunities relating to developed priority precincts	Priorities 1, 3 and 4
Lobbying	Medium - long term changes required to support priorities	All
Research	Support ongoing monitoring and action opportunities for investment attraction	All

The relevance of different activities will change over the course of implementing this Plan. The research key area will play an important role in monitoring the implementation of the Plan and informing future actions that should be undertaken in the other three key areas.

Actions

The following 12 actions have been identified by Pracsys and Business & Tourism Services as critical to attracting businesses to the City. The actions have been synthesised from extensive research with most targeting the City's key growth areas i.e. where there is most opportunity to attract business investment.

They also directly align with the economic objective E2.1 in the City's Strategic Community Plan:

"Advocate and attract business and investment opportunities"

Rationale and reference materials have been provided to highlight the importance of the actions to the City and the previous work which has gone into formulating them. On successful completion, it is expected that the benefits of further business investment in the City will be felt across the community in terms of jobs growth, delivery of lifestyle commodities and enhancements in the public realm.

Although BaTS & Advocacy will lead most of the actions, it is expected that other business units will be invited to participate in or contribute to delivering/formulating the outputs as required.



Vision

Figure 3. Vision Actions

No	Action/s	Timeline	Priority	Output	Lead	Location
1	Create an economic vision for Midland Strategic Centre in conjunction stakeholders.	Short	High	Concise economic vision for Midland Strategic Centre.	BaTS	Midland

Rationale

Development WA (formerly the Metropolitan Redevelopment Authority) has identified a broad vision for Midland to be ‘a thriving city that attracts businesses, residents and tourists to Perth’s eastern corridor.’¹ The City has identified the need to establish a clear vision for the Midland Strategic Centre to support investment attraction. The vision is required to support the City’s decision making and communicate the desired social, economic and community outcomes that the centre should contribute to. **A well-defined vision can send a clear market signal to developers and businesses of the centre’s future direction and facilitate investment attraction.**

The vision is developed through understanding the desired outcomes, the current situation and what actions must be undertaken to achieve the outcomes. Stakeholders, including local businesses and the community, are important to consult in the process of developing a vision as they are directly impacted by the economic and investment decisions that will result. The process creates the opportunity to generate stakeholder buy-in to the vision, which is key in its implementation. This is especially the case with stakeholders such as Curtin University and St John of God Hospital who have significant influence over certain outcomes, particularly with relation to the Health and Education Precinct priority.²

The vision for Midland will guide future marketing materials and advocacy points for business attraction. For example, in developing the vision, the changes to achieve the vision will have been identified. These changes can inform the types of businesses which should be targeted with communication and the information that should be included in the communication. **Establishing the Strategic Centre vision is critical to the other priority areas that will support the implementation of Priority 1.**

This action aligns with a number of previous policy and strategy documents, specifically:³

- SPP 7.2 Precinct Design, identifies the requirement of a vision when preparing a Precinct Structure Plan that guides development for a Strategic Centre ^{4 5}
- Draft Midland Local Area Plan – the need to establish a vision and objectives to guide development⁶
- City of Swan EDS 2017 - 2022, Action 3: develop a brand and marketing strategy for Midland to attract business investment
- City of Swan, Agribusiness Study 2020
- City of Swan Skills Gap Analysis Study 2021

¹ City of Swan 2020, ‘Midland Local Area Plan Background Report’. P84

² See Section 7, Appendix v, Investment Attraction Priorities

³ City of Swan 2017, ‘City of Swan Economic Development Strategy’. Available from: www.swan.wa.gov.au/files/assets/public/document-resources/council-meetings/2017/08-aug/02/2.2-adoption-of-the-economic-development-strategy-2017-2022.pdf

Actions from the EDS have been paraphrased but maintain the intent in the EDS

⁴ DPLH 2021, ‘Precinct Design Guidelines’. Available from: www.wa.gov.au/system/files/2021-06/DWA-Precinct-Design-Guidelines.pdf

⁵ The Midland Activity Centre Plan (2016) was developed before the release of the current SPP7.2 and does not appear to include a vision statement

⁶ City of Swan 2021, ‘Draft Midland Local Area plan’. Available from: www.swan.wa.gov.au/Your-Community/Have-your-say/Community-consultations/Draft-Midland-Local-Area-Plan

Marketing

Business attraction requires communication of the City's comparative advantages. The identified priorities each have advantages that are relevant to specific industries.⁷ The City can communicate these advantages through appropriate marketing messages that are targeted to businesses in identified opportunity industries. The City's previous policy and strategy documents included several marketing actions relevant to business attraction. These have been considered along with the strengths and opportunities⁸ identified for each priority to develop a concise set of marketing activity actions that will support investment attraction.

Figure 4. Marketing Actions

No	Action/s	Timeline	Priority	Output	Lead	Location
2	Market current and future freight and logistical networks and developable land in the City e.g. Perth Airport, Eastlink, Perth-Darwin National Highway, freight rail, Hazelmere etc.	Medium	High	Investment prospectus/ investment sheets.	BaTS	City-wide

Rationale

Action 2 will support broad attraction of freight and logistics industries to Hazelmere and Malaga. While it could eventually support business attraction to the future Bullsbrook industrial area, the current lack of access to the site means that this area is not a short-term focus of this action. The City's EDS 2017 – 2022 highlighted the importance of the City's freight networks as a comparative advantage and includes the following objectives that align with this action:

- Strategic Objective 1 – Effective Precincts: Swan's employment precincts are well connected, well serviced and future-proofed
- Strategic Objective 2 – Enhanced Exports: Swan will build on current and new local, national and international linkages to attract new investment and create new markets

Industry investment will be attracted through communication of the significant State and National routes that are easily accessed in the City. The action will also facilitate investment by helping businesses to find suitable land for their operations.

No	Action/s	Timeline	Priority	Output	Lead	Location
3	Promote the benefits of data collection among the City's agricultural businesses. Specifically, the link between data-yielding agricultural technology and production/sales.	Short - Medium	Medium	List of promotional activities undertaken with agricultural business and outcomes.	BaTS	City-wide

Rationale

Action 3 is closely linked with priority 1 and 2. It takes a ground-up approach to investment attraction by laying the foundations for a more data-driven agriculture supply chain that can attract new business opportunities at both the input and production stages of agriculture. The Australian Broadband Advisory Council Agri-Tech Expert Working Group highlighted the need to support farmers in understanding the benefits of data collection to support sector development.⁹ This action also aligns with both the City's Agri-business Study and EDS 2017 - 2022. Strategic goals of the agri-business study are to support intensification of agriculture industry activity and water security; data and technology solutions are a key input into supporting these objectives.¹⁰

The integration of additional data means that local businesses can look to create efficiencies in production and water usage through adoption of new technology and practices that can be sourced through an agri-tech precinct (Priority 1). In the long-term, the improved efficiencies could support food production in an agri-business precinct (Priority 2). **This action is critical to unlocking future investment that can support intensification of agricultural activities and localised food production given the limited developable land for expanding agricultural uses and current water constraints.**

⁷ See Section 7.1, Industry Benchmarking Analysis

⁸ See Section 7.2, Priority Summaries

⁹ DITRDC 2021, 'Agri-Tech Expert Working Group'. Available from: <https://www.infrastructure.gov.au/sites/default/files/documents/agri-tech-expert-working-group.pdf>

¹⁰ City of Swan 2021, 'Agribusiness Study, Goals 1 and 2



No	Action/s	Timeline	Priority	Output	Lead	Location
4	Market Midland as a Strategic Centre focusing on its: <ul style="list-style-type: none"> • health services; • education services; • public transport networks; • history; • commercial and retail potential; • business fibre-ready status; • catchment area; and • other unique characteristics. 	Short	High	Growth in industry sectors in Midland (via .id profile or similar)	BaTS	Midland

Rationale

Action 4 is focused on establishing the Midland Strategic Centre as a great place to do business. This foundation is necessary to create a positive image of the centre while lobbying takes place to support the medium to long-term development of Priority 1. Draft State Planning Policy 4.2 highlights the critical role that Strategic Centres play in providing regional access to goods, services and employment. It also indicates that these centres need to provide opportunities for business agglomeration.¹¹ **This action will support business investment by communicating the key advantages of locating a business in the Strategic Centre. As Priority 1 progresses it is envisaged that the content of marketing information through this action will transition to more specifically target businesses that are associated with the priority.**

¹¹ DPLH 2021, 'Draft State Planning Policy 4.2: Activity Centres's. p.6, available from: https://www.wa.gov.au/system/files/2021-07/SPP_draft_4-2-activity-centres.PDF See Section 4, Appendix ii. Strategic Context

No	Action/s	Timeline	Priority	Output	Lead	Location
5	Market Hazelmere as a prime location for transport, logistics and tech highlighting: <ul style="list-style-type: none"> Innovations in transport, communications, logistics and warehousing; and Potential partnerships with industry e.g. advisory/reference groups, Industrial Lands Authority, LinkWA, City of Swan representatives/business champions etc 	Short	High	Evidence that marketing has led to freight/logistics/tech-orientated businesses relocating to Hazelmere.	BATS	Hazelmere

Rationale

Action 5 is aimed at supporting Priority 3. The City's Open for Investment document identifies Hazelmere as a Strategic Industrial area that is a developing freight and logistics hub. The City's EDS 2017 - 2022 highlighted the need to support coordinated industry representation that leads investment attraction for new airport freight and professional services businesses in Hazelmere.¹² Action 5 will attract investment by highlighting the advanced technologies already being applied by businesses in Hazelmere and industry networks that can be accessed by locating in Hazelmere.

No	Action/s	Timeline	Priority	Output	Lead	Location
6	Market the fibre-ready status of Malaga to: <ul style="list-style-type: none"> Tech companies; Businesses engaged in the digital economy; Automated logistics companies; and Advanced manufacturing 	Medium	Medium	Evidence that marketing has led to businesses relocating to Malaga.	BaTS	Malaga

Rationale

Action 6 is aimed at supporting Priority 4. Malaga is identified in the Open for Investment document as a highly diverse Strategic Industrial area that is the City's most important Mixed Business Area.¹³ The City's EDS 2017 - 2022 included two actions that identify the need to support investment attraction into emerging industry opportunities in Malaga including advanced manufacturing and mining services.¹⁴ Analysis has since identified an additional emerging industry opportunity for Malaga in IT and data based industries.¹⁵ **Action 6 will support investment attraction by directly communicating the high-speed internet capabilities of Malaga to specific industries that will benefit from both the infrastructure, high levels of access and co-location with key established industries.**

No	Action/s	Timeline	Priority	Output	Lead	Location
7	Market education and reskilling regarding: <ul style="list-style-type: none"> digital literacy; data collection; and manufacturing 	Medium	Medium	Number of courses promoted by the City and attendees at City hosted/sponsored education and reskilling events	BaTS	Malaga

Rationale

Action 7 is based on informing businesses of the City's active role in establishing a labourforce that aligns with its key industry opportunities. The City's Skills Gaps Analysis Study¹⁶ provides a set of clear actions to guide labourforce and workforce skill development through both education (younger cohorts) and re-training (working age cohorts). In the Skills Gaps Analysis, there are a number of actions related to supporting basic skill development and retraining opportunities through programs such as the Enterprise Training Program and directly through the City's libraries. **Communicating these priority areas will support investment attraction as it indicates business will have access to a suitably skilled workforce and local opportunities to train/reskill their employees.**

¹² City of Swan 2017, 'Swan Economic Development Strategy 2017 - 2022'. Strategic Objective 1: Action 6.

¹³ See Section 4, Appendix ii. Strategic Context

¹⁴ City of Swan 2017, 'Swan Economic Development Strategy 2017 - 2022'. Strategic Objective 1: Action 7 and Strategic Objective 4: Action 23.

¹⁵ See Section 5.2, Opportunity and Emerging Industries

¹⁶ City of Swan 2021, 'Skills Gaps Analysis', p. 41-51



Advocacy, lobbying and liason

Lobbying and advocacy are key initiatives that require the City's leadership to influence public and private stakeholders to engage in delivering the identified priorities. This leadership will be critical to supporting medium to long term changes that require non-monetary and monetary contributions from stakeholders. Lobbying and advocacy actions are identified in many of the City's strategic documents. These have been drawn from to develop the actions in this key area with consideration of the strengths, opportunities, weaknesses and threats identified in Section 7.2, Priority Summaries.

Figure 31. Advocacy, Lobbying and Liaison Actions

No	Action/s	Timeline	Priority	Output	Lead	Location
8	Advocate for the City's various transport and infrastructure/ utilities priorities to encourage new business growth in the City, particularly in: <ul style="list-style-type: none"> • Hazelmere, and • Bullsbrook 	Short	High	List of advocacy activities undertaken for transport and infrastructure priorities and outcomes.	Advocacy	City-wide

Rationale

Action 8 is targeted to addressing key infrastructure and utilities requirements associated with Priorities 2 and 3. Hazelmere has a number of key infrastructure projects that are required to support ongoing investment. These include the Adelaide St and Abernethy Rd connection and the development of a northern connection across the Swan River which was identified as lobbying action in the City's EDS 2017 - 2022.¹⁷ The future Bullsbrook industrial area is currently unserved and will need significant investment to unlock future development opportunities. The State Infrastructure Strategy has a Strategy Objective of 'Maximising regional strengths to unlock strategic opportunities for Western Australia.' The objective relates specifically to ensuring that enabling infrastructure is funded where it supports initiatives that achieve long-term state-wide outcomes. Infrastructure enabling the development of the future Bullsbrook industrial area will support long-term state-wide outcomes (e.g. employment, industry diversity, etc.), particularly since the future Bullsbrook industrial area is identified as a strategic industrial precinct with an intermodal terminal. Action 8 will support medium to long-term investment attraction by influencing public and private stakeholders to develop key infrastructure priorities that are necessary to support further development of Hazelmere and the future Bullsbrook industrial area.

¹⁷ City of Swan 2017, 'City of Swan Economic Development Strategy 2017 - 2022'. Strategic Objective 1: Action 12. See Section 6, Appendix iv. Investment Opportunities

No	Action/s	Timeline	Priority	Output	Lead	Location
9	Liase with health and education providers and allied professionals to gauge the interest in and potential for expansion of services in Midland.	Medium	Medium	List of liason undertaken with health and education providers and outcomes.	BATS	Midland

Rationale

Action 9 is targeted to supporting stakeholder buy-in for Priority 1. Stakeholder buy-in will be critical to realising Priority 1 given the level of control that stakeholders have over key infrastructure and programs. Curtin University controls the courses provided in its Midland campus; working with the University to understand its decision-making criteria for introducing additional courses and communicating the latent demand for tertiary education in the North East Sub-region will be important components of this action.¹⁸ Key health stakeholders will understand the opportunities for business agglomeration around their activities. They need to be engaged with to develop a clear understanding of which businesses to target for investment attraction. This action should feed into the visioning key area to support a clear understanding of the changes required to achieve a shared vision for the Midland Strategic Centre.

Action 9 has been developed based on key themes identified in the PwC: Australian Universities – Creating Successful Precincts report, including:¹⁹

- The need to approach education stakeholders and encourage partnerships that create economies of scale and resource sharing
- Working with stakeholders to identify opportunities for co-location to support innovative district with entrepreneurs, research, social enterprises
- Work with stakeholders to identify opportunities for education at different levels (i.e. co-location of tertiary and non-tertiary education)

The action further aligns with the City's Skills Gaps Analysis Study, which specifically identifies the need to lobby for an increased university presence: 'Action 2.11: Lobby for a greater university presence in the City.'²⁰ The City's EDS 2017 - 2022 included the following relevant actions:

- Action 19: Lobby for expansion of current Curtin University programs
- Action 20: Work with State Government for the establishment of a new college or university campus in Midland, preferably in technology/food science

Action 9 will support business investment by building key stakeholder buy-in to achieve Priority 1. This will assist in achieving the vision key area and provide information to support future marketing activities to attract opportunity industries.

No	Action/s	Timeline	Priority	Output	Lead	Location
10	Lobby State Government for the development of the Bullsbrook intermodal terminal.	Short-Medium	High	List of lobbying activities undertaken with State Government and outcomes.	Advocacy	Bullsbrook

Rationale

Action 10 will support the realisation of Priority 2. The development of the Bullsbrook Intermodal Terminal is key to attracting major freight, logistics and warehousing companies. The State Government has identified the need to develop the terminal and has progressed the development to a Stage 2 Business Case under the State Asset Management Framework (SAMF) investment framework.²¹ Lobbying the State Government to continue progressing this project aligns directly with Action 13 of the City's EDS 2017 – 2022, Action 1.6 of the City's Agribusiness Study, and is an ongoing priority for the City's advocacy.²²

²³ This action will support investment attraction by accelerating the establishment of 'anchor' infrastructure in the future Bullsbrook industrial area that is critical to attracting investment to the precinct.

¹⁸ See Section 7.2, Priority Summaries

¹⁹ PwC 2019, 'Australian Universities – creating successful precincts'. Available from: <https://www.pwc.com.au/infrastructure/pwc-australia-ila-university-precincts-may-2019.pdf>

²⁰ City of Swan 2021, 'Skills Gaps Analysis', p. 45

²¹ State Government 2020, Media Statement. Available from: <https://www.mediastatements.wa.gov.au/Pages/McGowan/2020/10/Bullsbrook-Intermodal-Container-Terminal-project-reaches-next-stage.aspx>

²² City of Swan 2017, 'City of Swan Economic Development Strategy 2017 – 2022', p. 61

²³ City of Swan 2021, Agribusiness Study, p. 58



Research

Ongoing monitoring is key to implementation of strategic actions. The research key area will support the City in monitoring the progress achieved towards its investment attraction priorities. It will also be used to inform more detailed opportunities relating to the agribusiness precinct in Priority 2. Research will be critical in ensuring this is a living document that can continue to be used to attract investment. It is a feedback loop for the other action areas that should inform future actions, particularly within priorities 1 and 2 that are currently reliant on external stakeholders to progress.

Figure 6. Research Actions

No	Action/s	Timeline	Priority	Output	Lead	Location
11	Establish the City's baseline business data needs and options for key growth areas e.g. vacancy/occupancy rates and causes, spatial/tenure data and mapping, business age and health etc.	Short	High	Research report	BATS	City-wide

Rationale

Action 11 will provide the data for ongoing monitoring. Metrics regarding the uptake of land and commercial floorspace, number of businesses, businesses health, business type, etc. will be critical to understanding what actions have worked, other changes that may influence the priorities and establishing new actions. The City's EDS 2017 – 2022 identified the need for revisiting and revising; the City's Skills Gap Analysis Study and Agri-business Study both include a monitoring framework to ensure that Goals are achieved. Many State and Federal funding opportunities require Benefit Management Plans (or similar) for project applications.²⁴ **This action will support investment attraction by allowing the City to monitor the effectiveness of this Plan and identify new actions to continue supporting investment attraction. It will also support future funding opportunities.**

²⁴ This is a requirement of the State Asset Management Framework guidelines, please see: <https://www.wa.gov.au/government/document-collections/strategic-asset-management-framework>

No	Action/s	Timeline	Priority	Output	Lead	Location
12	Research potential; demand, options and incentives (e.g. marketing and planning) for agricultural storage, shared facilities, production and export within future industrial areas.	Long	Low	Research report	BATS	Midland

Rationale

Action 12 is key to progressing the agribusiness component of priority 2. The City needs to develop a strong evidence-base to support its decision making when it comes to delivering an agribusiness precinct in the future Bullsbrook industrial area, given the early stages of the agribusiness precinct opportunity. The information collected through the research key area will be key in determining the potential scale, timing and make-up of the precinct. It will be essential for developing stakeholder buy-in for the project from; agriculture businesses in the Swan Valley and surrounding areas, potential external private sector investors and public stakeholders. It aligns with a number of actions in the City's Agribusiness Study, including:²⁵

- Action 1.5: Conduct initial studies to establish the feasibility and impact of high priority projects in partnership with key government and/or private stakeholders
- Action 1.7: develop business cases to attract leveraged project funding for selected projects
- Action 4.5: Prepare agribusiness specific information and communication material regarding industry data, planned projects and initiatives, and recent achievements in order to provide information to the sector on a continuous basis

It also aligns with the City's EDS 2017 – 2022 Action 14 to fast-track the planning and establishment of the agribusiness precinct.²⁶ The State Government applies the (SAMF) to assess funding for potential projects. The first step of this process is to develop high-level evidence of the need for a project, possible options, indicative benefits and consideration of financial implications. This action will provide the initial information that a project to support development of the agribusiness precinct to address this type of funding framework. It could also support the City in developing a vision for the precinct and identifying key challenges/initiatives that can inform both marketing and lobbying activities.

Action 12 will support investment attraction by providing the City with a better understanding of what the agribusiness precinct could look like and the evidence-base to engage with the public and private sector with regards to key infrastructure requirements and potential funding opportunities.

²⁵ City of Swan 2021, 'Agribusiness Study', p. 58,62

²⁶ City of Swan 2017, 'City of Swan Economic Development Strategy 2017 – 2022', p. 61

Technical appendix



3 APPENDIX I. TRENDS AND SWOT ANALYSIS

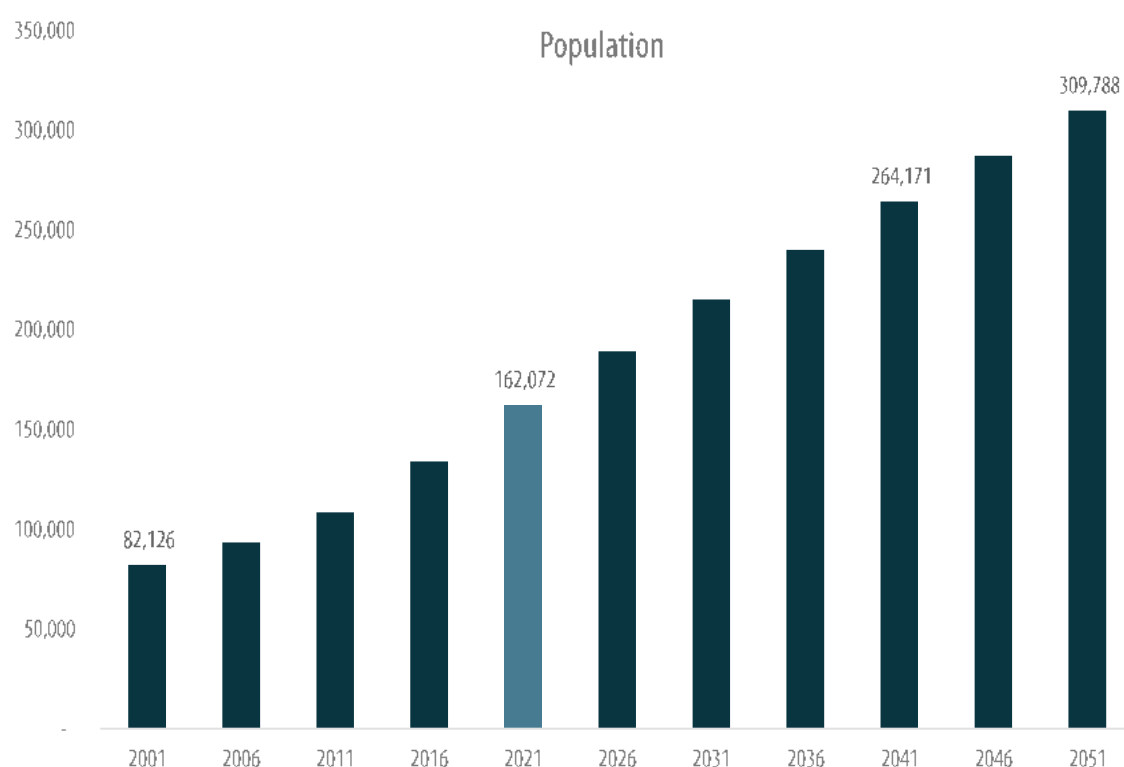
3.1 Population

This section provides a context overview of the City of Swan demographic characteristics and summarises their potential impact on business attraction.

Population Growth

The City is one of the fastest growing regions in the eastern area of the Perth Metropolitan region. The population is expected to grow almost 99% by 2051. Greenfield housing developments are planned in three key areas (Ellenbrook, Bullsbrook and the Urban Growth Corridor) and are expected to support much of the growing population, accommodating 25,744 new homes by 2036^{2/}.

Figure 7. Population Growth 2001 - 2051



Source: ABS 2016, Pracsys 2022

A fast-growing population is associated with a number of business attraction opportunities:

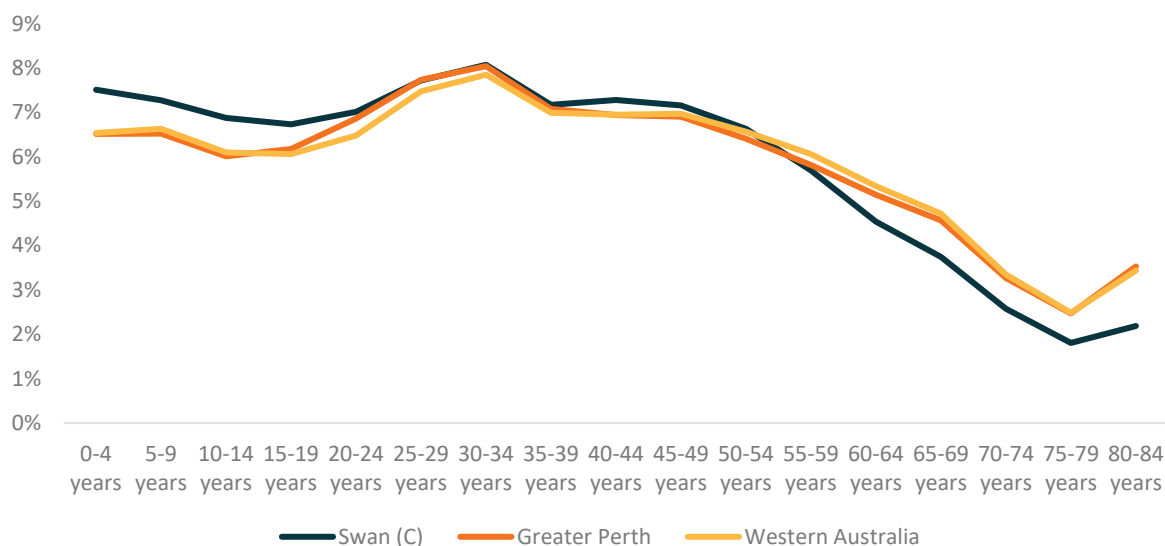
- Increasing demand for local population services both low (i.e. retail) and high skilled (i.e. health services)
- Growing labourforce to support business expansion and attraction

^{2/} 2020 Advocacy Priorities, City of Swan

Age

The City has larger numbers of individuals under the age of 20 and smaller numbers of individuals over the age of 50, when compared to the Greater Perth area. With significant greenfield areas it is expected that young families will continue to move into the City, maintaining a higher level of younger persons. It is also expected that the City's population will follow the broader trend of an increasingly aging population.

Figure 8. Resident Age Profile



Source: ABS 2016

The demographic age profile of the City provides a number of opportunities for business attraction in the following instances:

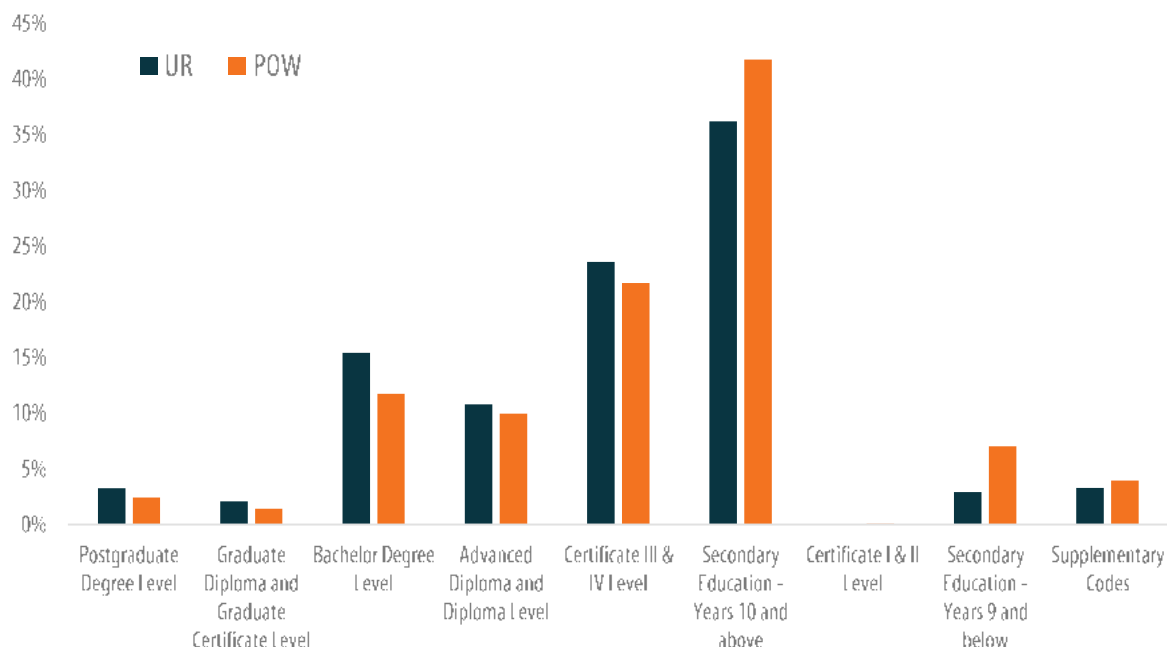
- Future young families will create demand for child care, primary and secondary schooling
- Current young cohorts will create significant demand for tertiary and vocational education services
- Aging cohorts will create demand for aged care services and other health care services

The City's skills gaps analysis highlighted a need for more flexible child care provision to support shift workers in the Midland Hospital. If the health precinct is going to grow further and there are higher levels of young families, businesses in child care will be a key ancillary use to support other business attraction. Previous consultation undertaken by the City of Swan identified a lower-than-average participation rate of young persons in tertiary education. This is likely due to the fact there is no full-scale university offering in the eastern areas of Perth. Increasing the offering of tertiary services in Midland would likely meet latent demand for these services. Aged care has been identified as a growth industry due to the aging population. Businesses will naturally be attracted to provide services to meet this need.

Education

There is a slight difference between the education levels of the City's labour force and its workforce. The local workforce is made up of a greater concentration of workers with a secondary education. Residents have greater representation in certificate III and IV, and tertiary education levels.

Figure 9. Education



Source: ABS 2016, Pracsys 2022

This indicates the average education level required by employment within the City is currently medium-low, with lower percentages of workers holding graduate diplomas, advanced diplomas, as well as bachelor's degrees and postgraduate degrees. It also indicates that the City provides high levels of livability as residents with higher education levels are living in the City but travelling outside of the City for work.

Research into future needs for skills indicates there will be greater demand for highly skilled, knowledge intensive employment, combined with increased reliance on STEM subjects (science, engineering, technology, and mathematics). The Skills Gaps Study undertaken by the City will be key in supporting the education and training required to ensure that the local labourforce and workforce are suitably trained to meet the requirements of businesses that may be attracted.

Key Themes

- Additional business services are required to provide for the increasing population
- Specific business services will be required for certain demographics, especially young persons (e.g. education) and older persons (i.e. aged care)
- Upskilling, reskilling, education, and training in a wider range of industries is important for supporting the diversification of industries and business attraction

3.2 National and International Trends

National and international industry trends that are relevant to the City of Swan have been used to identify opportunities and threats for investment projects. The analysis considered industries through three perspectives:

- Market Concentration
- Fastest Growing Industries in Australia
- Future Focused Industries





Mega-trends affecting the broader economy have also been identified to understand how the City of Swan could capitalise on growing international trends but also maintain awareness about threats to local industries.

Mega-trends include:

- Automation
- The 'Asian' Century
- Climate Change
- COVID-19
- Agriculture transformation

There are several industries within the City of Swan that are prevalent in emerging trends both nationally and internationally. The strengths, opportunities, weaknesses and threats associated with the identified with the trends are summarised based on their relevance to industry attraction in the City and they informed the development of the investment attraction priorities.

Figure 10. SWOT Key


	Strengths	Trends that relate to a particular local advantage
	Weaknesses	Trends that may be affected by a local constraint
	Opportunities	Trends that may enable new or developing opportunities
	Threats	Trends that could threaten a local opportunity or a trend that may not be realised locally if certain threats are not addressed

3.3 National Context – Growing Industries

Trends in Market Concentration²⁸

Market concentration refers to the level of market share that is concentrated between a small number of firms.²⁹ Market concentration is increasing in many advanced economies; Australia has been experiencing a rise in market concentration since 2007. Most of the increase in concentration has taken place in industries that are already dominated by large firms. The evidence points to the industry's export intensity as one factor behind the increase in market concentration. Where the industry is also digitally mature or inhabited by a few top performers, in addition to being export oriented, the increase in market concentration accelerates.

The evidence suggests that in most cases market power and falling competition go hand-in-hand with the increasing market concentration. However, for exporting industries the increase in market concentration appears to be in tandem with an increase in productivity, suggesting that productive or innovative firms are driving the trend.

-  Concentration in export-oriented industries is associated with an increase in productivity. Exploring strengthening of supply chain within existing competitive advantage industries provides an important opportunity to identify potential businesses to attract

Fastest Growing Industries in Australia

Industry research has found that the following industries are key emerging or fastest-growing industries (in terms of employment) in Australia.³⁰

- Healthcare and Social Assistance

Healthcare remains one of the fastest-growing industries around the world and it has been driven by the ageing population. Statistics reveal that within three decades, 22% of people in Australia will be over 65 years old.³¹ This aligns with local strengths in social assistance, hospital and medical services (Appendix iii).

- Renewable Energy

Renewable energy and sustainable living industries are becoming a priority for most countries. More is being invested in this area to preserve ecosystems. The methods of achieving these goals are different and include renewable energy and sustainable food production and distribution chains.

- Cybersecurity

²⁸ Australian Government; Office of the Chief Economist, 2019, *Trends in Market Concentration of Australian Industries* <https://www.industry.gov.au/sites/default/files/2019-09/trends-in-market-concentration-of-australian-industries.pdf>

²⁹ OECD, *Market Concentration* <https://www.oecd.org/competition/market-concentration.htm>

³⁰ Future Learn, 2020, *What are the fastest growing industries in Australia?* <https://www.futurelearn.com/info/blog/fastest-growing-industries-in-australia>

³¹ Australia Government; Australian Institute of Health and Welfare, 2017, *Australia's Changing Age and Gender Profile* <https://www.aihw.gov.au/reports/older-people/older-australia-at-a-glance/contents/demographics-of-older-australians/australia-s-changing-age-and-gender-profile>

Cybersecurity is an industry that services every other industry. The demand for cybersecurity experts is already big but expected to grow as more of our retailers and government departments rely on the internet.

- **Agriculture**

Australia includes vast amounts of land used for farming and growing crops. Agriculture jobs also includes nurturing the land, caring for animals, and agriculture logistics and profitability. Agriculture and supporting industries are strengths of the City that could be invested further into (Appendix iii).

S Many fast growing industries are highly represented within the City of Swan including Agriculture and Construction and could see increased business activity with high projected population growth

O Opportunities lie within expanding agricultural exports while being aware of the impacts of climate change and implementing adaptation mechanisms to accommodate the change. Health care and agriculture are both fast growing industries that align with the industry opportunities within the City of Swan. The City of Swan has also seen an update of data storage related businesses in industrial areas and could look to further support growth in this sector

Future Focused Industries

In 2019 Australian government announced only migrants working in seven future-focused fields to be eligible for permanent residency under Global Talent Independent Program (GTIP). These fields include:

- Agriculture technology (AgTech)
- FinTech
- MedTech
- Space and advanced manufacturing
- Energy and mining technology
- Cybersecurity
- information and communication technology (ICT: data science, advanced digital and quantum information)

All of them are connected to the Internet of Things (IoT). IoT is the concept of connecting all devices to the internet and other devices to create a network of connectivity. The use of analytics and automation allows for this connectivity and insights.³² The spread of IoT technology became possible thanks to cheaper and better sensors and increased computing power. Next-generation IoT platforms will integrate innovative and traditional data sources, correlate multiple data inputs and provide real-time analysis. The business fibre zones within the City are key enablers for IoT related businesses that require significantly more data bandwidth than general industry.

³² IBM, 2016, *What is the internet of things?*

Some examples of IoT across industries are:

- Smart healthcare devices are used by Australian medical authorities to monitor patients and alert about issues.
 - Energy and water infrastructure sector are using sensors to better track and handle maintenance.
 - Soil sensors help farmers to measure moisture levels and manage water use to improve harvest.
- S** The City already has a comparative advantage in agriculture. IoT businesses in the agriculture sector could further leverage this advantage.
- S** Midland, Hazelmere and Midland being Business Fibre Zones that provide high speed internet are well placed to take advantage of the rise of the IoT.
- O** There is the opportunity to explore further AgTech and other technologies especially within IT, data storage and FinTech.
- O** There is the opportunity to explore further MedTech through the Midland Health Precinct which includes the Curtin Health Campus.
- O** There may be opportunities to support space and advanced manufacturing through lobbying and communicating the advantages of the area given the City of Swan's proximity to the Perth Airport and surrounding industrial land. Energy and mining technology is a further opportunity with a number of mining companies opening headquarters and operations centres at industrial areas adjacent to the Perth Airport

3.4 Industry Mega-trends

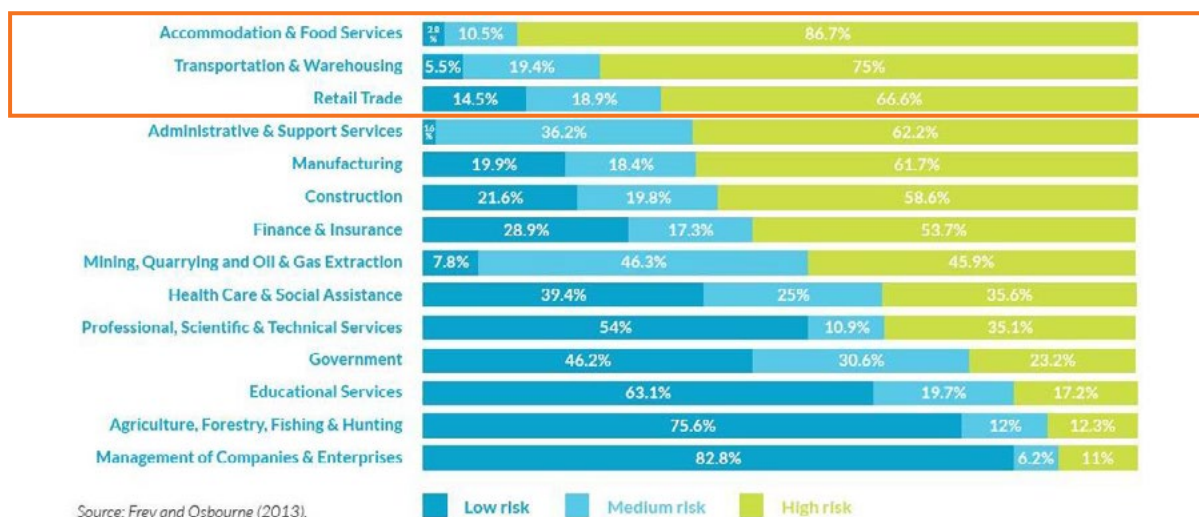
In looking towards possible industry opportunities for the City of Swan it is first important to consider mega-trends affecting industry and populations nationally and globally. Five key mega-trends have been identified that are likely to significantly influence the growth of Western Australian and Australian industries.

Mega-trend 1. Automation and technological innovation

Automation and technological innovation has had and will have a profound impact on a majority of industries globally. Technology's exponential growth in complexity, and society's increasing dependency, will change both fundamental business models and our lifestyles as users.

From an employment perspective, automation is also a driving force of change and is likely to continue to shift employment away from repetitive and low skilled employment to tasks that require higher levels of knowledge, critical thinking, and communication.³³ This trend places a higher level of importance on local skills and the ability to translate knowledge into unique offerings and tradable IP.

Figure 11. Employment share at risk from technologies



Source: StartupAUS (2016)³⁴

Hospitality, and transport and warehousing are predicted to be the most affected by automation and technological change. The demand for transport will steadily increase with growing populations and economies. Transport, logistics and warehousing will be affected in several ways including in the automation of the services but also in the maintenance of services, the user interfaces, and the provision of new services.³⁵ Robotics in warehousing, autonomous vehicles, hydrogen trains and virtual signage are a few examples. These are driven primarily by a need for increased safety and efficiency but often at the cost of jobs.

³³ The Future of Work – A Journey to 2022, PWC (2014)

³⁴ StartupAUS Economy in Transition, 2016, *Startups, innovation, and a workforce for the future*

³⁵ ControlPay, 2019, *The changes in the transport industry as a result of technology 2040* <https://www.controlpay.com/blog/Transport-industry-outlook-as-a-result-of-technology-2040/>

- T** Transport and warehousing are vital industries within the City of Swan specifically in Hazelmere and Malaga. Automation is a threat to these industries where businesses and relevant labour skills do not adapt.
- O** Work with F&L industry bodies to identify the support services needed to adapt to future automation. Also work with State Government and Tertiary institutions to meet training needs for this pathway.
- O** There is the opportunity to attract investment in a number of industries that are key strengths of the City and are not currently prone to automation. These industries include agriculture, professional services, and education. These industries would be attracted by the City's existing agricultural activity, growing strategic metropolitan centre and high population growth.
- O** Automation creates an opportunity for the City's industrial areas to transition into high tech business parks type developments. Working with businesses where automation is occurring would provide the City with the chance to support business networks / investment that facilitates this transition. Examples of such networks and investment include shared infrastructure (e.g. smaller wholesalers could share a large automated warehouse) and supply chain integration (e.g. parts manufacturing to product manufacturing).

Mega-trend 2. The 'Asian Century'

The Asian Century describes the current and likely future rise of China and other Asian countries in terms global economic, political, and cultural importance. Although Australia has different relations across Asian countries there is a general increase in demand for the state's export which results in the potential for industries to grow and diversify beyond resources and is particularly relevant to the Agricultural sector.^{36,37} It is expected that this rise will provide additional access to capital and local market growth resulting from permanent and temporary immigration. A rapidly growing middle class of consumers living in Asia also increases demand for premium goods and services.

Conflict both politically and economically may interfere with Australia – Asian relations, less so in ASEAN countries, but being cautious of partnerships is vital. Despite this, connections between firms including educational institutions are required to take advantage of the global value chains that Asian countries offer.

On January 1st of 2022 the regional comprehensive economic partnership (RCEP) free trade agreement came into effect which could have beneficial repercussions for the regional and national exports.³⁸

- T** Competition with prominent Asian countries for agriculture and tech exports. Facilitating industrial areas in their transition to support high-tech business will be critical in maintaining an advantage
- O** There is an opportunity to grow on the regional strengths and explore opportunities in agriculture export to Asian markets
- O** Support opportunities to export to Asia through partnerships with high tech Asian companies to facilitate the development of appropriate commercial spaces and knowledge sharing. This would attract businesses in relevant supply chains.

³⁶ Australia in the Asian Century (White Paper), Australian Government (2012)

³⁷ How the China tourism boom is transforming Australia, L.E.K. Consulting (2016)

³⁸ Regional Comprehensive Economic Partnership, Department of Foreign Affairs and Trade, (2022)

Mega-trend 3. Awareness of resource scarcity and climate change

Renewable energy now provides more than 30% of Europe's produced power, and this figure is only likely to grow. As the technology develops, renewable sources of energy will become more readily available to average consumers, providing competition to the current energy industry.

The coming decades will also be a critical period for many species and ecosystems whose existence have been threatened by humanity's rapid economic expansion. Increased levels of environmental consciousness will change the way consumers interact with markets, and higher social standards will be demanded of corporates and governments. This trend will favour organisations that are mindful of the environment and resource management.³⁹

Another trend related to environmental consciousness the notion of environmentally sustainable construction, which is becoming increasingly demanded by individuals, corporations, and governments alike. The City of Swan has an existing concentration of industry activity in the construction sector. As an existing strength of the Region, it is important that the City continues to drive growth in this significant employer in alignment with the overall brand and identity of the Region as a natural lifestyle region. This can be achieved by capitalising on emerging trends in sustainable construction.



Climate change is a direct threat to agriculture through an increase in drought and bushfires. It will also affect infrastructure projects that are not built environmentally resilient.



Opportunity to research into new technology and best practice for agriculture, mining and transport.

Mega-trend 4. COVID-19 Impact⁴⁰

The economic challenges posed by COVID-19 stem from six forces, which vary according to how long they might operate and how amenable they are to policy intervention. These forces fall across three categories: COVID-19 restrictions, business-cycle effects, and structural changes.

Covid-19 restriction forces (temporary):

- Number of domestic customers (net migration, international students, international tourism)
- Industry constraints (physical distancing rules, capacity limits)

Business-cycle effects (temporary, depends on the depth and nature of shock):

- Spending per person (ages, value of capital assets)
- Value of export (volume of export demand, price of key exports)
- Business health (investment and innovation, new entrants, business failures and supply chain disruption)

³⁹ The Structure of the Western Australian Economy, Department of Treasury, Government of Western Australia (2014)

⁴⁰ Based on McKinsey & Company, *The Next Normal for Australian Industries and Workforce*, August 2020

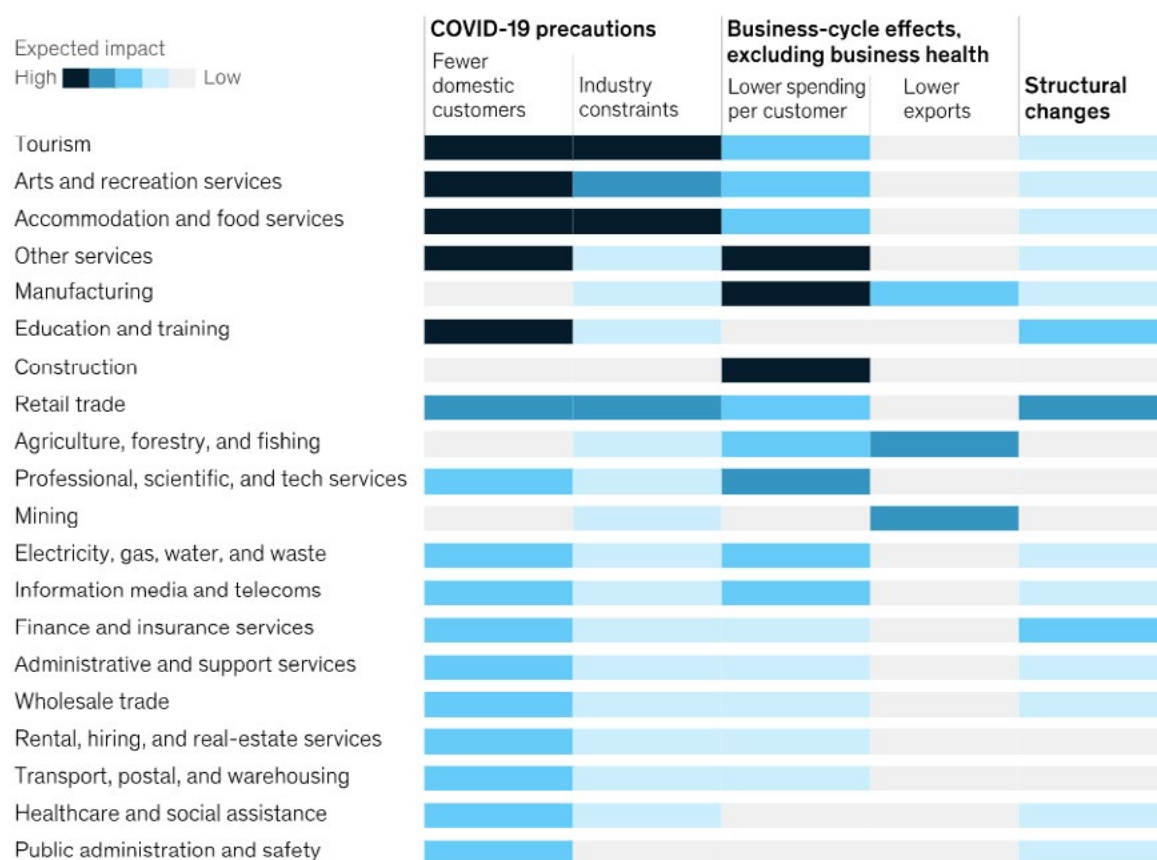
<https://www.mckinsey.com/industries/public-and-social-sector/our-insights/the-next-normal-for-australian-industries-and-workforces>

Structural changes (permanent):

- Structural shifts (automation, shift to online)

The relative impact of the six forces arising from these categories differs across industries and economies.

Figure 12. Six Forces Application to Australia's Economy



Source: McKinsey & Company, 2020






Some industries, such as tourism and education, are hit hard by COVID-19 restrictions, but will be well-placed to recover once the threat passes. Others, such as construction, were protected from these direct effects but were indirectly exposed to the crisis via business-cycle effects or structural changes. Government construction stimulus is helping to mitigate this effect.

- Opportunity to attract international students to the Midland campus as COVID restrictions ease and travel patterns return to normal. This could be done through appropriate communication and initiatives such as sister City exchange programs. This would support ancillary education services in the precinct.
- Attract diversified and resilient operators who can adapt to attract new markets, change operating models, and encourage greater participation in e-commerce.

Mega-trend 5. Agriculture Transformation

Globally the agriculture sector is facing an evolution of what it means to produce, consume, and operate in an international economy. Consumers are eating differently, moving away from meat focused diets and towards healthy alternatives to combat the rise in processed foods that has been occurring for the past 100 years.

Technology and AgTech are also changing at an accelerating pace. Environmental challenges and developing countries are disrupting traditional agricultural practices and demanding a change in how food is produced.⁴¹

-  COVID-19 has affected agricultural supply chains. Future pandemics may continue to cause supply chain challenges.
-  Changing consumption patterns including the move away from meat focused diets.
-  Climate change threatens agriculture production.
-  The agricultural sector in the City of Swan has a comparative advantage and exports globally due to the location and infrastructure. This advantage can be used to attract new businesses within the supply chain i.e. new technology inputs, downstream production etc.
-  There are some constraints facing potential growth for agriculture uses including water issues, provision of appropriate services and increasing land values.











⁴¹ McKinsey and Company, *Agriculture Sector: Preparing for disruption in the food value chain*, 2020
<https://www.mckinsey.com/industries/agriculture/our-insights/agriculture-sector-preparing-for-disruption-in-the-food-value-chain>






3.5 Summary

There are several strengths and opportunities that the City has in relation to international mega-trends, which could be capitalised on. These need to be considered along with potential threats including COVID-19 and automation when developing priorities.

Figure 13. Summary of SWOT

Type	Description	Industry Opportunities
	The City already has a comparative advantage in agriculture. IoT businesses in the agriculture sector could further leverage this advantage	Agriculture Warehousing and Storage Services
	Many fast growing industries are highly represented within the City of Swan including Agriculture and Construction and could see increased business activity with high projected population growth	Agriculture Manufacturing and Construction
	The agricultural sector in the City of Swan has a comparative advantage and exports globally. This advantage can be used to attract new businesses within the supply chain i.e. new technology inputs, downstream production etc.	Agriculture Internet of Things
	Midland, Hazelmere and Midland being Business Fibre Zones that provide high speed internet are well placed to take advantage of the rise of the IoT.	Internet of Things Data Storage Manufacturing Warehousing Wholesaling
	There are some constraints facing potential growth for agriculture uses including water issues, provision of appropriate services and increasing land values.	Agriculture
	Concentration in export-oriented industries is associated with an increase in productivity. Exploring strengthening of supply chain within existing competitive advantage industries provides an important opportunity to identify potential businesses to attract	Agriculture and Support Services Health Care Data Storage
	Opportunities lie within expanding agricultural exports while being aware of the impacts of climate change and implementing adaptation mechanisms to accommodate the change. Health care and agriculture are both fast growing industries that align with the industry opportunities within the City of Swan. The City of Swan has also seen an upsurge of data storage related businesses in industrial areas and could look to further support growth in this sector	Agriculture Information Media and Telecommunications
	There is the opportunity to explore further AgTech and other technologies especially within IT, data storage and FinTech.	Agriculture Professional Services Education and Training
	Work with F&L industry bodies to identify the support services needed to adapt to future automation. Also work with State Government and Tertiary institutions to meet training needs for this pathway.	Education and Training

Type	Description	Industry Opportunities
	There is the opportunity to explore further MedTech through the Midland Health Precinct which includes the Curtin Health Campus	Information Media and Telecommunications Warehousing and Storage Services Transport
	There may be opportunities to support space and advanced manufacturing through lobbying and communicating the advantages of the area given the City of Swan's proximity to the Perth Airport and surrounding industrial land. Energy and mining technology is a further opportunity with a number of mining companies opening headquarters and operations centres at industrial areas adjacent to the Perth Airport	Transport Warehousing
	Opportunities in the industries of strength that are least prone to automation include agriculture, professional services, and education. These industries would be attracted by the City's existing agricultural activity, growing strategic metropolitan centre and high population growth	Agriculture
	Automation creates an opportunity for the City's industrial areas to transition into high tech business parks type developments. Working with businesses where automation is occurring would provide the City with the chance to support business networks / investment that facilitates this transition. Examples of such networks and investment include shared infrastructure (e.g. smaller wholesalers could share a large automated warehouse) and supply chain integration (e.g. parts manufacturing to product manufacturing).	Warehousing Education
	There is an opportunity to grow on the regional strengths and explore opportunities in agriculture export to Asian markets	Agriculture
	Support opportunities to export to Asia through partnerships with high tech Asian companies to facilitate the development of appropriate commercial spaces and knowledge sharing. This would attract businesses in relevant supply chains.	Warehousing and Storage Services Transport
	Opportunity to research into new technology and best practice for agriculture, mining and transport	Agriculture Transport Mining Services
	Opportunity to attract international students to the Midland campus as COVID restrictions ease and travel patterns return to normal. This could be done through appropriate communication and initiatives such as sister City exchange programs. This would support ancillary education services in the precinct	Education Social Services
	Attract diversified and resilient operators who can adapt to attract new markets, change operating models, and encourage greater participation in e-commerce.	Technology
	Transport and warehousing are vital industries within the City of Swan specifically in Hazelmere and Malaga. Automation is a threat to these industries where businesses and relevant labour skills do not adapt.	Agriculture Technology

Type	Description	Industry Opportunities
	Competition with prominent Asian countries for agriculture and tech exports. Facilitating industrial areas in their transition to support high-tech business will be critical in maintaining an advantage	Agriculture Information Media and Telecommunications
	Climate change is a direct threat to agriculture through an increase in drought and bushfires. It will also affect infrastructure projects that are not built environmentally resilient	Agriculture Construction
	COVID-19 has affected agricultural supply chains. Future pandemics may continue to cause supply chain challenges.	Agriculture
	Changing consumption patterns including the move away from meat focused diets.	Agriculture
	Climate change threatens agriculture production.	Agriculture

4 APPENDIX II. STRATEGIC CONTEXT

A strategic document review was conducted to understand the local context for industry attraction, identify potential priority projects and to define the key objectives against which investment attraction priorities would be measured. The following documents are those that were used to identify priority projects and the criteria used to refine those projects into key priorities for the Plan.

4.1 Strategic Document Review

Strategic Community Plan 2021-2031 (2021)

The Strategic Community Plan establishes a vision for the City and a pathway for its realisation through infrastructure and service provision. The vision is 'One City, Diverse People, cultures and places' with a goal of being recognised nationally and globally as a strategic location to invest, visit, and establish business.

The SCP outlines a number of objectives relevant to business attraction, including:

- Sustainable business growth
- Accelerate economic and employment growth through attracting businesses.
- A great place to visit
- Sustainable Development Goal 11: Sustainable Cities and Communities

The SCP is the overarching document that guides economic and commercial strategies for the City. It directly identifies an objective of supporting economic and employment growth through attracting businesses. This Plan will directly support this objective while also contributing to other key objectives such as sustainable development.

City of Swan Skills Gaps Analysis Study (2021)

The Skills Gaps Analysis Study considers the workforce and labourforce skills gaps in the City of Swan. The gaps were identified based on current and future skill requirements of industry in the City. The Study includes an action plan to both develop required skills in the local population and attract skilled workers to the City. This Skills Gaps Study will play an important role in ensuring there are appropriately skilled workers available to the businesses that will be targeted through the business attraction priorities. This Plan should communicate with the Skills Gaps Study to ensure that arising business opportunities inform the types of skills that are targeted through the actions in the Skills Gaps Study. Likewise, where actions in the Skills Gaps Study are successful (i.e. where lobbying for a training program is successful) this should be communicated to support the actions in the business attraction Plan.

Swan Economic Development Strategy 2017 – 2022 (2017)

The Economic Development Strategy (EDS) aims to guide the City to becoming a more diverse and sustainable City that aligns with the aspirations of the people and businesses within it. The City of Swan is facing competition for skilled employees and investment due to the current national and international climate.

The City recognises the importance of future proofing jobs and industries in response to increasing automation. The City has identified that this can be achieved through appropriate transport infrastructure, digital infrastructure, increasing exports, aiding innovation, encouraging diversity of businesses, and encouraging links between government, business and universities. The strategy outlines a set of Strategic Objectives for economic development, including

- Effective Precincts
- Liveable and workable places
- Enhanced exports
- Entrepreneurial workforce
- Swan the innovator

Business investment opportunities relate to these objectives either as a means of achieving them (i.e. attracting businesses in strategic industries will support exports) or by benefiting from them (i.e. effective precincts are attractive to businesses). The objectives have been considered in assessment of the priority options and action development.

There are also a number of actions and precincts of interest in the EDS that are specifically relevant to business attraction. These have been identified and used to develop potential priority projects and include:

Relevant Actions

- Build an agribusiness-manufacturing-transport-tourism product space
- Encourage startups
- Work on facilitating effective partnerships to support SME's
- Attract investment into new technologies
- Create an agribusiness sector
- Expand exports to Asia
- Continue job growth and diversification
- Create automation resilient industries

Precincts of Interest

- Midland has been identified as a place to invest in creating a secondary order metropolitan centre with education and research
- Malaga has been identified to become an export orientated manufacturing, wholesaling and service hub
- Hazelmere has potential to focus on air freight, logistics and service centre for high tech business
- Bullsbrook has been identified as having the potential to become a primary intermodal hub for agriculture and wholesale

Swan Investment Guide – Open for Investment (2019)

The Swan Investment Guide aims to encourage prospective investors to invest in the City by outlining emerging opportunities. The growth potential in commercial and industrial development, the locational advantage and the transport and distribution network, are all highlighted. The primary areas of interest include Midland, Malaga, Hazelmere, Bullsbrook, and Swan Valley.

The City can invest into the identified growth areas for businesses both locationally and industry wise, to attract businesses that will further develop the area.

Figure 14. Location Driven Opportunities

Location	Opportunity	Relevance to Business Attraction
Swan Valley	Expansion into other tourism sectors beyond being a wine region including arts and craft galleries and food manufacturing.	Swan Valley provides a significant comparative advantage through which the City can attract agriculture related industries. Much of the focus for the Swan Valley itself is in tourism and production; there is the opportunity to attract businesses at different spectrums of the supply chain such as Agri-tech businesses that provide inputs or services to support agricultural production or food production businesses that add value to the sector locally. These operations are not necessarily confined to the Swan Valley but could be within the SBIP and Agri-Tech precinct.
Hazelmere	Become a primary industrial and commercial precinct due to current host of numerous transport and logistics facilities and access to high speed internet infrastructure (designated Business Fibre Zone).	Hazelmere is strategically located adjacent to numerous freight routes, strategic industrial land and the Perth Airport. Its location makes it attractive to major multi-nationals such as Coca-Cola and Toll. Businesses will continue to be attracted to the industrial area as demand for industrial uses increases. Hazelmere is also a Business Fibre Zone which future proofs the industrial precinct as relevant industries become more and more automated and IT based.
Midland	Central business district of the East and North East with access to high speed internet (designated Business Fibre Zone) and the potential to expand in areas of education, retail and high tech industry.	Midland is a Strategic Centre and plays a key role in providing access to goods, services and employment in Perth's east. The significant population growth in the northeast corridor will increase demand for a range of businesses that will be ideally suited to Midland such as education, major health and professional

Location	Opportunity	Relevance to Business Attraction
		services. The Centre is a designated Business Fibre Zone and can support the internet needs of high value office-based industries.
Malaga	The potential to become a strategic industrial area with bulky goods, manufacturing and IT related industries (designated Business Fibre Zone).	Malaga is a primarily population driven industrial area that is strategically located on two major highways and a major arterial road. Its locational advantages and access to high speed internet will lead to continued demand for businesses to locate at the site.
Bullsbrook	Intermodal hub due to strategic linkage between North and East Perth for agriculture.	The State Government has identified the South Bullsbrook Industrial Precinct (SBIP) as a state significant industrial area. A future intermodal terminal is planned for SBIP and private investment is already occurring. The federal government has also allocated \$15 million in funding to construct Stock Rd to provide access to SBIP. The location along two major freight routes and a freight rail line makes SBIP a significant future attractor for businesses. The City has identified the opportunity to establish an agri-precinct at the site that would achieve significant synergies with transport and logistics uses that are likely to develop around the intermodal terminal.

Source: Swan Investment Guide

Local Commercial and Activity Centres Strategy (2016)

The Local Commercial and Activity Centres Strategy (LCACS) aims to ensure that activity centres policies comply with up-to-date strategic land use policy. Land use policy and the role of activity centres is constantly evolving. To remain up to date requires understanding and adhering to recent trends, conducting economic analysis, and providing robust frameworks to guide development. The LCACS provides a number of objectives to guide centre development that are relevant to business attraction, including:

- Supporting viable activity centres hierarchy
- Encouraging a genuine mix of uses in centres
- Driving local economic development opportunities
- Supporting new opportunities which complement the centre hierarchy and provide positive outcomes for the community
- Supporting Midland as the SMC serving the region

Business attraction priorities need to consider the role of a centre within the hierarchy to ensure that investment is suited to that centre. The priority centre for investment attraction is the Midland City Centre,

which plays a significant regional role in providing for access to goods, services, and employment. It is home to major infrastructure assets including a hospital (soon to be two hospitals), a university campus, State Government offices, and major public transport infrastructure.

Activity centres also provide amenities that attract businesses including high levels of access, food and beverage offerings and proximity to other businesses. This is particularly relevant to professional services that may support major businesses that are located in other employment centres within the City. The Midland City Centre has the highest concentration of amenity in the City, which can be communicated to support business attraction.

Local Area Planning

The City has adopted a Local Area Planning approach to support development in local areas. These plans draw from the Strategic Community Plan and Structure Plans to provide a vision and objectives relevant to the local area.

It is vital that business attraction investment and infrastructure development decisions recognise the vision for different areas. The following areas have been summarised based on their relevance to business attraction.

Figure 15. Local Area Planning⁴²

Area	Vision	Relevance of Business Attraction
Bullsbrook	Provide for a self-sustainable community by promoting a range of non-residential uses including industrial, commercial, community-based uses and mixed development. (Bullsbrook DSP – Land Use Objective)	The development of SBIP is expected to be a major future business attractor (see Economic Development Strategy summary) and will contribute significantly to the sustainability of Bullsbrook and the wider City of Swan through employment opportunities.
Malaga	Malaga is the powerhouse of the City of Swan economy and is strategically located to continue to grow as a major industrial centre in Perth's northeast corridor.	Malaga is expected to expand with new highway development areas and improved access via Metronet. It is a key economic development location (see Economic Development Strategy review) and attracts major local and national brands. Its size and locational advantages will make it a significant attractor for business investment going forward. Business attraction will support the centre in achieving the identified vision.
Hazelmere	Hazelmere Enterprise Area will become an inter-regional transport hub that integrates logistics infrastructure with digital communication in a dynamic business-focussed location. (Taken from the Hazelmere Enterprise Area Structure Plan)	Hazelmere is uniquely placed near main arterial routes, airports and rail lines. It is the only Perth industrial precinct that can access inter and intra state road networks for freight carrying loads in excess of 90 tonnes. This is a distinct advantage for the

⁴² The summaries were restricted to those relevant to the final investment priorities

Area	Vision	Relevance of Business Attraction
		<p>transport and logistics, distribution and warehousing sectors.</p> <p>It is currently constrained by a lack of connection across the swan river and the need to connect Adelaide St to Abernethy Rd.</p> <p>The locational advantages will continue to support business attraction at Hazelmere and addressing constraints will accelerate the uptake of the industrial area.</p> <p>Appropriate industries need to be targeted to ensure business attraction contributes to the Enterprise Area becoming an inter-regional transport hub.</p>
Midland	A thriving city that attracts businesses, residents, and tourists to Perth's eastern corridor.	<p>Midland City Centre is a Strategic Metropolitan Centre that supports access to goods, services and employment for the eastern regions of Perth. It has attracted a university campus and will soon have two hospitals. The concentration of activity in Midland and the high levels of access (via road and rail) are strong attractors for new businesses. Proximity to Perth Airport and surrounding industrial areas, major infrastructure and significant population growth in the northeast growth corridor will contribute to business growth in both population and strategic orientated industries.</p> <p>Business attraction is an integral component of achieving the local area vision.</p>

Source: Local Area Planning, 2022

City of Swan Agribusiness Study, Pracsys 2020

The Agribusiness Study provides an analysis of the City's current agricultural industry and establishes a clear strategic vision, and associated strategies and actions to allow the City to support the continued growth of the local agribusiness sector. The research and analysis indicate that the City has a competitive advantage within agriculture and agribusiness production due to the sustained growth, location, employment, and support from government.

Four goals were outlined:

- Intensification of industry activity
- Water security
- Focussed agri-tourism offering
- Grow our collaborative partnerships

These goals and the associated actions will contribute significantly towards business attraction in agriculture and ancillary industries such as food manufacturing. The Agribusiness Study has provided key input into this study to inform priorities associated with development of an agribusiness hub at SBIP and an agri-tech precinct associated with education activities in Midland. The two documents will need to communicate with one another, particularly as certain initiatives are completed and new initiatives are identified to support development of agriculture related industries.

4.2 Key Projects and Assessment Criteria

The literature review led to the identification of the following long list of potential priority projects that the City could undertake in order to support business investment.

Figure 16. Long List of Project Options for MCA

Criteria for MCA
Agribusiness Precinct (South Bullsbrook Industrial Precinct)
Intermodal Hub (SBIP)
Strategically Acquire Land North of Ellenbrook
Incentivise Uptake of Under Developed Industrial Land at Hazelmere
Health Services Education Precinct (Revisit to increase disciplines and connect to North Metro TAFE)
High-tech Business Park (Hazelmere - Airport Orientated)
High-tech Business Park (Malaga, Manufacturing/IT - Data Storage)
Grow High-value export manufacturing/service hubs
Airport Freight Hub
Rail Manufacturing Hub
Perth Region Fruit and Veg Wholesale Market
Tech and Science Park (food orientated)
Attract accommodation providers in the City (Feasibility, Locations) (Tourism Strategy)
Nyoongar Cultural Centre (Tourism Strategy)
Relocate Visitor Centre (Tourism Strategy)
Online Tourism Shopping Portal (EDS)

Source: City of Swan Strategies, Pracsys 2022

The strategy and policy review was also used to identify key objectives relevant to business attraction. A long list of criteria was developed and workshopped with the City to arrive at the following set of criteria that were used to assess the potential priority projects through a Multi-Criteria Assessment Framework. Key priorities are summarised in Section 7, Appendix v. Investment Attraction Priorities.

Figure 17. Multi Criteria Analysis Criteria

Criteria for MCA
Job Growth
Industry Diversification
Resilient industries
Address population demand for good/services (i.e. healthcare, education, etc.)
Support Priority Industries
Support Activity Centre viability
Support innovation
Support Entrepreneurship
Increase Exports
Current advocacy level (Internal CoS)

Source: Pracsys 2022

5 APPENDIX III. INDUSTRY STRENGTHS AND OPPORTUNITIES

Industries were analysed to identify key growth industries and/or industries that are underrepresented locally. The analysis considered industry size, growth, and local concentration; the final set of industries can be used to understand the key industries that are relevant to the investment assessment priorities. The City's existing strength industries and emerging opportunities industries have been identified through a shift share analysis. Shift-share analysis is a technique that uses historical employment growth and Employment Concentration Factors (ECF) to identify the industries that have recently been most competitive within the region. Employment growth is broken down into different components to determine the share of growth that is attributable to the broader national economy and particular industry, with the remainder then assumed to result from particular competitive strengths developed in the region. Under this approach, local industry performance can be defined and used to identify key strength and opportunity industries (Figure 18).

Employment concentration factors (ECFs) measure the concentration of an industry's employment within a study area relative to a benchmark, providing an indication of the local specialisation of an industry and an indication of its exportability. WA employment was selected as the benchmark for this analysis to identify the strength of the City's industries relative to the State average. An ECF of 1.0 means that an industry has the same concentration in the City as it does at the State level. An ECF greater than 1.0 indicates that the local industry employs more workers in the City than the WA average for that same industry. A high ECF indicates that the industry is producing more goods and services than the local population can consume, making it possible to service or export to markets beyond the local area. Investing into these industries and complimentary industries, in order to attract businesses that are export orientated, is important to ensure the longevity and expansive capacity of the City.

5.1 Industry Strengths

The shift share analysis and other industry factors were used to identify the outperforming and emerging industries that may be attracted through the investment attraction priorities. Although industries may currently be outperforming, there could be complimentary industries that are underperforming and therefore growth will be slowed if those complementary industries are not invested into. The table below outlines the key ANZSIC 2⁴³ industries within the City.

⁴³ ANZSIC is the ABS industry classification. ANZSIC 2 are detailed industry categories.

These industries have been chosen due to:

- **Their size:** They employ more than 200 people
- **An appropriate shift share score:** all industries grew between 2011 and 2016 and either grew faster than the industry at a Greater Perth level or experienced growth in a high growth industry
- **High concentration levels:** all industries are concentrated more within the City than the Greater Perth region (ECF>1)

Figure 18. Shift Share Analysis

High Growth	Local growth outperforms in a high growth industry at the national level	Shift Share Score	1	Most competitive
	Local growth underperforms in a high growth industry at the national level		2	
Low Growth	Local growth outperforms in a low growth industry at the national level		3	
	Local growth underperforms in a low growth industry at the national level		4	Least competitive

Source: ABS 2016, Pracsys 2022

Figure 19. Existing Strength Industry within the City

ANZSIC Division	ANZSIC 2 Industry Category	Jobs	Score	ECF
Manufacturing	Non-Metallic Mineral Product Manufacturing	812	4	5.04
	Manufacturing, nfd ⁴⁴	685	4	2.21
	Polymer Product and Rubber Product Manufacturing	230	4	2.11
	Beverage and Tobacco Product Manufacturing	292	2	2.08
	Food Product Manufacturing	745	4	1.41
Wholesale Trade	Machinery and Equipment Wholesaling	1,038	4	2.53
	Other Goods Wholesaling	446	4	2.01
	Motor Vehicle and Motor Vehicle Parts Wholesaling	200	4	1.39
Transport, Postal and Warehousing	Road Transport	2,305	4	2.27
	Warehousing and Storage Services	266	1	1.34
	Postal and Courier Pick-up and Delivery Services	391	1	1.04
Electricity, Gas, Water and Waste Services	Waste Collection, Treatment and Disposal Services	304	2	2.12
Agriculture, Forestry and Fishing	Agriculture	634	1	2.1
Public Administration and Safety	Public Order, Safety and Regulatory Services	1,864	1	1.63
	Defence	401	2	1.49
Mining	Exploration and Other Mining Support Services	542	4	1.53
Information Media and Telecommunications	Telecommunications Services	310	4	1.44

⁴⁴Not Further Defined

ANZSIC Division	ANZSIC 2 Industry Category	Jobs	Score	ECF
Rental, Hiring and Real Estate Services	Rental and Hiring Services (except Real Estate)	278	4	1.3
Construction	Construction Services	3,304	2	1.28
	Heavy and Civil Engineering Construction	650	4	1.28
Retail Trade	Other Store-Based Retailing	3,542	4	1.16
Health Care and Social Assistance	Social Assistance Services	1,455	1	1.07
Administrative and Support Services	Building Cleaning, Pest Control and Other Support Services	845	1	1.05
Education and Training	Preschool and School Education	3,535	1	1.02

Source: ABS 2016, Pracsys 2022

These industries all present strategic industry investment opportunities and are likely to play an important part in the ongoing success of the City's economy. Businesses in these industries are likely to continue being attracted by the relevant drivers for their goods and/or services, many of which are not population related.

5.2 Opportunity and Emerging Industries

There are also industries which provide opportunities for businesses attraction based on:

- A gap in local services
- A link to an emerging industry
- Known investment that is likely to generate demand for additional services

The below industries have been selected based on these criteria and they represent opportunities for the City in the short and medium-term.

Figure 20. Industries within the City Providing Opportunities for the Future

Division	ANZSIC 2 Industry Category	Jobs	Score	ECF	Growth	Industry Considerations
Mining	Metal Ore Mining	470	1	0.54	571%	High growth associated with mining companies choosing to locate their headquarters and remote operations centres near the airport due to price of land and strategic location.
Information Media and Telecommunications	Internet Service Providers, Web Search Portals and Data Processing Services	39	1	0.51	70%	High growth associated with Data Centres within the City, specifically Malaga. Under provision in the City compared to WA average and the availability of Business Fibre Zones means more similar industries could be attracted.
Transport, Postal and Warehousing	Transport Support Services	253	1	0.68	150%	The City has a significant transport and logistics sectors. These opportunities are related to support services that to those industries (e.g. upstream supply chain). Support services grew at a high rated between 2011 and 2016 with most still underprovided for compared to the State average.
	Rail Transport	95	1	0.87	76%	
	Other Transport	26	1	0.67	136%	
	Transport, Postal and Warehousing, nfd	157	1	1.49	249%	
Agriculture, Forestry and Fishing	Agriculture, Forestry and Fishing Support Services	64	1	1.82	106%	Agriculture is an existing strength of the City. These opportunities related to support services (e.g. upstream supply chain) that are currently small (i.e. employment under 200 people) and growing fast.
	Agriculture, Forestry and Fishing, nfd	14	2	1.42	100%	
Health Care and Social Assistance	Hospitals	1,436	1	0.61	85%	Hospital services are currently underprovided and growing quickly compared to the WA average; the under provision will be addressed when the second hospital is built in Midland.
	Medical and Other Health Care Services	1,442	1	0.69	48%	
	Residential Care Services	799	1	0.65	44%	

Division	ANZSIC 2 Industry Category	Jobs	Score	ECF	Growth	Industry Considerations
						Supporting services such as Allied Health are under provided and have the opportunity to expand around this major infrastructure. There is an opportunity to expand residential care services (aged care related) that are under provided compared to the State average.
Arts and Recreation Services	Creative and Performing Arts Activities	74	1	0.54	42%	There is an under provision of cultural and recreation related activity in the City. Cultural activities are particularly relevant to the development of Midland as a Strategic Centre that supports entertainment activities for the region.
	Sports and Recreation Activities	328	1	0.68	32%	
Accommodation and Food Services	Food and Beverage Services	3,087	1	0.91	35%	There is the opportunity to increase the provision of food and beverage activities (i.e. restaurants) in the City of Swan, with significant growth between 2011 and 2016 and a slightly lower provision compared to WA as a whole.
	Accommodation	305	4	0.82	14%	Accommodation is slightly under provided compared to the WA average despite the significant tourist attractions in the City.
Retail Trade	Food Retailing	1,878	1	0.98	18%	Food retailing (i.e. supermarkets) is slightly under provided in the City compared to the WA average. This industry will keep expanding in areas of high population growth and the Midland Strategic Centre due to its a regional catchment.

Source: Pracsys 2022

Specific industry considerations include:

- **Internet Service Providers, Web Search Portals and Data Processing Services:** This industry has seen recent growth, which could accelerate as Data Centres begin operating within the City.
- **Transport Postal and Warehousing:** The City has outstanding accessibility to rail, road and air networks. Ancillary industries could be targeted in conjunction with other prominent industries to increase exports intrastate, nationally and internationally. In addition, the Hazelmere Strategic Industrial Area has opportunities for future development and the South Bullsbrook Industrial Precinct has been identified as a State Strategic Industrial area with a future intermodal terminal adjacent.
- **Health Care and Social Assistance and Residential Care:** Provides a clear opportunity for development given the under-representation of these industries within the City (ECFs of 0.69 and 0.65,), the planned development of a second hospital and the expected population growth. These industries will be addressed to some extent through the expansion of the Midland Hospital, and the Curtin Health Campus.
- **Agriculture, Forestry and Fishing Services:** Agriculture is an existing strength of the City. The City has a higher than State average growth in Agriculture, Forestry and Fishing Services, a high growth industry which benefits from the comparative advantage in agriculture. There is the opportunity to support further growth of ancillary and support industries to agriculture both from a supply (i.e. services/inputs) and a production (i.e. food manufacturing) perspective.
- **Manufacturing, Wholesale Trade and Construction:** critical considerations for these industries are their propensity for automation. The City's underlying strength in these industries should be used to attract businesses that are sector leading in terms of providing the critical support services to maintain automation technology for these industries as they transition.
- **Arts and Recreation Services:** Arts is currently an underrepresented industry within the City however it has seen an increase in employment in recent years. An innovative educational creative arts precinct would be a unique asset that the City would benefit from on an individual, community and City wide level. This would support high levels of innovation and would align well with an education precinct.

6 APPENDIX IV. INVESTMENT OPPORTUNITIES

Several projects and programs that are occurring within the City of Swan and surrounding areas have been identified that are not investment attraction priorities but contribute importantly towards investment attraction. These projects may assist and support the key projects identified for business attraction through providing vital infrastructure and transport systems.

Midland Oval Development

The Midland Oval, previously the Midland Junction Recreation Ground, is a project aimed at creating greater social and commercial opportunities in the Midland Strategic Centre. This will be done through creating an iconic civic heart that has mixed and density of land use. This will provide high quality office and other commercial floorspace in a Strategic Metropolitan Centre that is highly accessible by private and public transport.

The project will unlock significant capacity for new and expanded businesses in the City. It will also create significant demand for certain population driven business through the high-density residential component of the development. This project will likely interact with the potential Health Services and Education Precinct with Tech and Science Park (Food Orientated) due to its location. The opportunity for links between the two projects both in terms of accommodation (i.e. student living) and business (i.e. office floorspace for relevant supporting businesses) should be considered when developing initiatives to attract business.

Rail Manufacturing Hub

A rail train manufacturing facility has recently begun operations in Bellevue within the City of Swan. The revival of the rail industry could lead to businesses locating within the City that support rail and transport networks including maintenance technologies. The site will also work with TAFE and training organisations to provide training in skills development programs, creating potential synergies with Priority 1.

Attract accommodation providers in the City (Feasibility, Locations) (Tourism Strategy)

Several infrastructure and community projects in the City are currently underway that will contribute to business attraction. These projects range from hard infrastructure upgrades to major developments in the Midland Strategic Metropolitan Centre. The projects will complement the business attraction priorities through improving the attractiveness of the City as a place to do business and increasing the capacity for businesses to locate within the City.

Link WA

Link WA is a strategic alliance formed by the City of Swan and several surrounding LGA to support the significant freight and logistics sector in the region. The Link WA precinct is WA's key freight and logistics hub for freight movement on a local, national, and global scale. Through the provision of the Link various businesses, producers and industries are able to access previously inaccessible markets. This Link network could provide the City with a strategic advantage within transportation of products across industries thus supporting the agricultural industry. Link WA advocates for and supports development of the freight and logistics sector. It will play a major role in supporting business attraction related to several the investment attraction priorities.

Major Road Upgrades

Stock Road

Stock Rd is a key infrastructure upgrade required to unlock the Agribusiness Precinct and Intermodal Terminal at South Bullsbrook Industrial Precinct (SBIP). The extension of the road is essential for access to the majority of SBIP, meaning it must be completed in order to attract the desired businesses to the precinct. The Federal government has allocated approximately \$15 million to the development of the road (roughly 50% of total cost). This project will enable the long term business attraction potential of the SBIP.

Lloyd St Bridge

The Great Eastern Highway Bypass Interchanges Project includes the extension of the Lloyd St Bridge. This will create a new entry to Midland that services the health precinct and Curtin University Campus. This extension will allow for easier access to these facilities, thus supporting the Tertiary and Health Precinct with Tech and Science Park (Food Orientated). The bridge extension will also allow for faster flow of transport vehicles which import and export agricultural produce and other products from key industries. The project is key to unlocking further development of Hazelmere.

Adelaide St and Abernethy Rd Connection

There will be a new heavy vehicle standard connection at Adelaide St and Abernethy Rd. This will allow for greater facilitation of heavy vehicles within the City thus supporting the Intermodal Hub and transport of goods within key industries. The sproject is key to unlocking further development of Hazelmere.

7 APPENDIX V. INVESTMENT ATTRACTION PRIORITIES

A set of priority projects were assessed based on their ability to support the City in achieving key investment criteria. The highest priority projects were identified and grouped based on location and consideration of industry opportunities and trend analysis. The final set of Key Priorities for investment and business attraction include:

Figure 21. Four Main Priorities

Order	Priority Description	Location
Priority 1	Health Services and Education Precinct with Tech and Science Park (Food Orientated)	Midland
Priority 2	Agribusiness Precinct and Intermodal Terminal	South Bullsbrook
Priority 3	High-tech business park and freight hub to support airport orientated industries	Hazelmere
Priority 4	High-tech Business Park (Manufacturing / IT - Data Storage)	Malaga

Source: Pracsys 2022

The priorities have been summarised to provide a high-level understanding of their purpose and the types of businesses they may attract. The priority summaries included

- Key priority descriptions
- An understanding of the potential industries that may be attracted
- A SWOT analysis to highlight opportunities and constraints to the priority implementation

The industry analysis was undertaken through benchmark analysis and the SWOT analysis was developed in conjunction with the City. This information supports the development of actions to implement the Plan.

7.1 Industry Benchmarking Analysis

Several benchmarks were identified to consider the industries that might be attracted through the investment attraction priorities.

Figure 22. Benchmarks

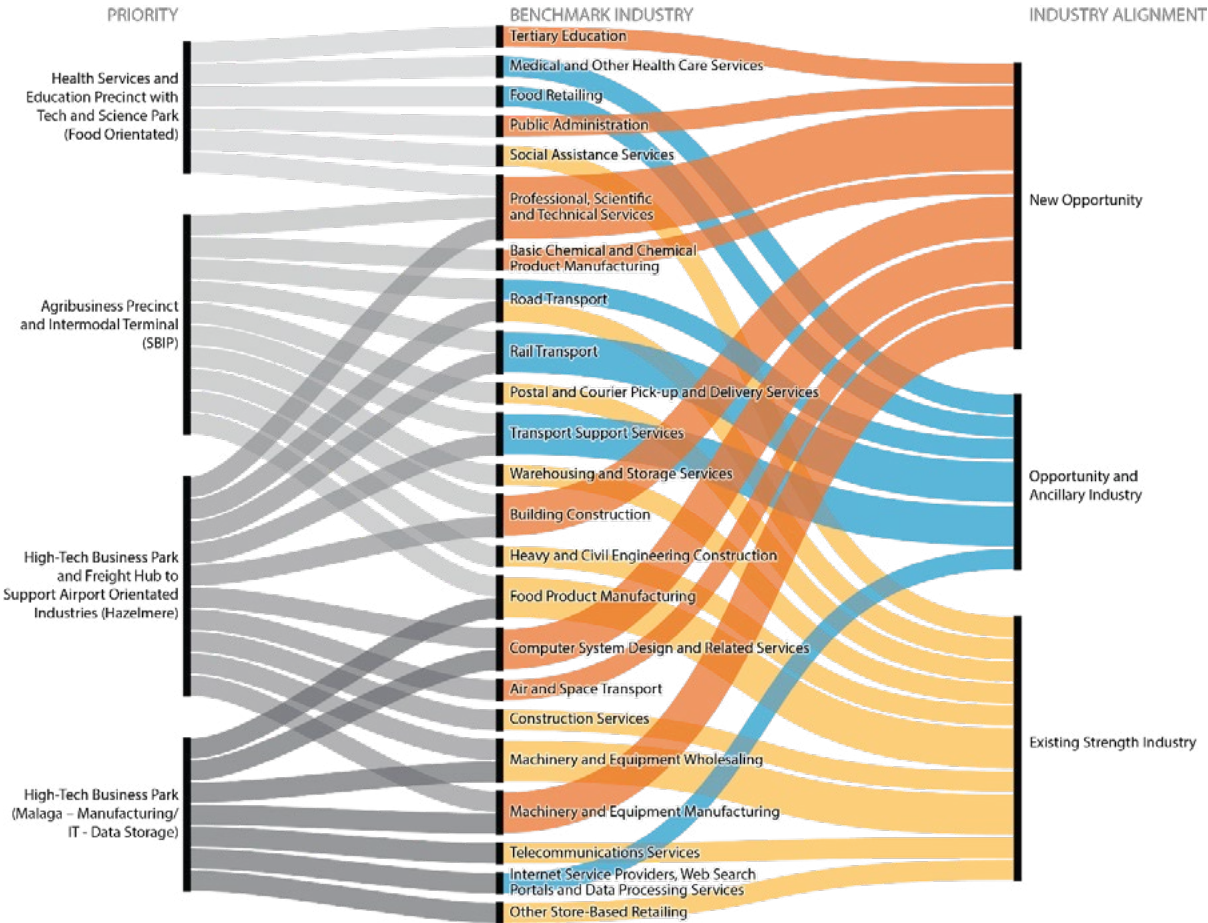
Opportunity	Location	Benchmark Name	Location
Health Services and Education Precinct	Midland	Wagga Wagga AgTech Hub	New South Wales
Agribusiness Precinct and Intermodal Terminal	South Bullsbrook	Valley Central Industrial Precinct	Tasmania
High-Tech Business Park and Freight Hub	Hazelmere	Brindabella Airport Business Park	Australian Capital Territory
High-Tech Business Park (Manufacturing/ It – Data Storage)	Malaga	Technology Park Adelaide	South Australia

Source: Pracsys 2022

Industry were assessed based on their presence in the City of Swan using number of jobs, ECF and job growth (2011 to 2016) to determine the current strength of the benchmark industries. This provides an understanding of the level of facilitation that may be required to attract businesses in those industries (i.e. transport and logistics industries are already present in high quantities within the City likely making businesses in those industries easier to attract). We have also assessed these industries against the City's industry opportunities to understand if they are Key Strengths, Opportunity and Ancillary industries, or new opportunities.

The long list of benchmark industries has been aligned to investment attraction priorities and industry opportunities.

Figure 23. Benchmark Industry Alignment



7.2 Priority Summaries

Health Services and Education Precinct with Tech and Science Park (Food Orientated)

Midland City Centre is a Strategic Centre under the State Planning Framework and plays a regionally significant role in providing access to goods, services, and employment. It is currently home to major retail, health and education infrastructure. The concept of creating an education precinct in Midland has been identified in the Swan Investment Guide and Economic Development Strategy. This priority sees the opportunity to combine the health and education precincts with research and science-based elements of agriculture, capitalising on the significant agglomeration of knowledge-based activity. It is underpinned by the significant health and education infrastructure that exists and is planned in the Midland Strategic Centre. The priority includes the following key elements:

- Increased tertiary course opportunities to support the growing young population in the City and surrounding areas
- Additional ancillary and allied health services to support the significant hospital and health related education infrastructure
- An agri-tech and Science Park that is part of or can collaborate with the local university to provide new technology and improved practices to support the local and potentially statewide agricultural sector
- Additional professional services that choose to locate in Midland due to the significant concentration of knowledge-based activity

Midland will be the second Strategic Centre with two hospitals in the Metropolitan area. The colocation of the hospital and education precincts offers a distinct advantage in terms of creating cross-sectoral synergies and activating the area. Supporting the growth of the current education offering into other subjects, especially agri-tech, local industries can be diversified, creating stronger resilience in an increasingly globalised world. While the focus of this priority is sector specific, professional services will be attracted to the area as the concentration of employment increases, particularly with access and proximity to amenities (i.e. retail).

Figure 24. Benchmark Industries

Industry	Employment	ECF	2011-16%
Tertiary Education	247	0.25	-19%
Medical and Other Health Care Services	1,442	0.77	48%
Food Retailing	1,878	1.06	18%
Public Administration	1,832	0.85	-1%
Social Assistance Services	1,455	1.13	73%
Professional, Scientific and Technical Services (except Computer System Design and Related Services)	1,587	0.53	-1%

Source: ABS Census 2016

A number of benchmark industries have experienced high growth in the City, indicating businesses are already being attracted based on local advantages and drivers. Businesses in these industries would likely be aware of and attracted to the precinct as it develops. Although tertiary education appears to have declined, the Curtin campus will have increased this employment as it was finished post ABS Census 2016. The established infrastructure should facilitate further development of the sector. Slight declines in public administration and professional services indicate these industries may experience a lag in uptake, meaning the precinct will need to develop a certain level of activity before they begin to locate in the precinct. The business that will likely need the greatest influence to locate in the precinct are those in agri-tech. There is no identified concentration of this type of activity in the City and there will likely need to be a cross-sectoral approach to attracting these businesses to the precinct.

The following table summarises the findings of the SWOT analysis for this priority. These can be used to guide the implementation of Plan actions.

Figure 25. Summary of SWOT

Strengths
Established infrastructure with the Curtin Medical Campus and Midland Hospital
Second hospital to be built
Significant ancillary health infrastructure including CAHS, Lion Eye, Health and Medical Specialists, GP Superclinic, Specsavers, and dentists
Midland is a Strategic Metropolitan Centre that is in close proximity to the Perth CBD and services a majority of residents within the North Eastern Sub-Region and other eastern Metropolitan areas such as Kalamunda
The Skills Gaps Study provides a clear pathway for the City to support the training and attraction of the skilled workforce required to support the precinct
The City of Swan has a strong advocacy program that can support the priority
Significant government and private investment into the precinct
Access to amenities such as retail and government/social services
Designated business fibre zone – high speed internet
The precinct is well serviced by multiple transport nodes including public transport which is beneficial for the co-location of businesses, services, and residential areas
Weaknesses
Undersupply of education professionals living within the City
Limited courses offered at the current Curtin Campus
Public perception of anti-social behaviour and lack of safety in Midland and on Midland trainline
Limited land availability
Public transport access from northern parts of the City to Midland is slow, Metronet will not improve
Opportunities
Increase disciplines at Curtin Midland Campus. Most students that met entry priority for university opt not to go due to distance. This indicates there is latent demand for university courses should appropriate access be provided
There is the opportunity to attract increased public administration as the intensity of health and education uses increases
Opportunity to develop specific training and courses aligned to the City's comparative advantage in agriculture
Opportunity develop specific training and courses for hospitality associated with the City's significant food and beverage industry in the Swan Valley
Opportunity to increase residential density in Midland to support the precinct and create a more liveable centre
Strategic marketing of this precinct and greater Midland could be beneficial to attracting students and residents

Threats
State planning for the Midland and Midvale train stations is not ideal for connecting the precincts
Curtin and local agri-businesses do not see the benefits of supporting agri-tech education in Midland
Difficulty attracting foreign students due to COVID lockdowns giving the perception that WA is uncertain and unpredictable
Difficulty attracting educators and health professionals due to COVID lockdowns giving the perception that WA is uncertain and unpredictable
High cost of living reducing the attractiveness of Perth as an attractive location to study or work

Agribusiness Precinct and Intermodal Terminal (SBIP)

This priority opportunity looks to guide the development of the South Bullsbrook Industrial Precinct (SBIP) to capitalise on significant advantages related to transport, logistics and agriculture. SBIP is planned as a State significant industrial area with an intermodal terminal planned for SBIP; the City has identified an Agribusiness Precinct as a key project through its EDS. Transport and logistics businesses are likely to be attracted organically by the intermodal terminal and SBIP's location in between Northlink WA and the Great Northern Highway. This process has already begun with private investment opportunities. Additionally, the federal government allocated \$15 million to develop Stock Rd to make the site accessible.

Agribusiness uses complement the transport and logistics uses and would provide an opportunity for downstream processing of food products from the Swan Valley and other nearby agricultural areas. Agribusiness uses will not be attracted to SBIP in the same way as transport and logistics uses and the City will need to plan for and facilitate these uses if it wishes for an agribusiness precinct to develop. This would include engaging with key stakeholders to determine the specific opportunities, ensuring the appropriate buffers / locations with suitable buffers, and clearly communicating the desired land uses to the market.

This key priority is long-term given the need to develop the intermodal terminal, develop Stock Rd and service the land. The Federal, State and Local support for developing SBIP is a strong signal to the market and should support faster take up of the industrial area compared with other greenfield industrial sites.

Figure 26. Benchmark Industries

Industries	Employment	ECF	2011-16%
Basic Chemical and Chemical Product Manufacturing	61	0.33	-22%
Professional, Scientific and Technical Services (except Computer System Design and Related Services)	1,587	0.53	-1%
Road Transport	2,305	2.10	30%
Rail Transport	95	0.82	76%

Industries	Employment	ECF	2011-16%
Postal and Courier Pick-up and Delivery Services	391	1.11	107%
Transport Support Services	253	0.69	150%
Warehousing and Storage Services	266	1.53	309%
Building Construction	1,194	0.85	47%
Heavy and Civil Engineering Construction	650	0.89	18%
Food Product Manufacturing	745	1.40	18%

Source: ABS Census 2016

A number of benchmark industries have experienced high growth in the City, indicating businesses are already being attracted based on local advantages and drivers. Transport and logistics related sectors are all growing and will continue to be attracted by the City's significant advantages. It is likely however that these businesses will be attracted to SBIP as large lots in current industrial areas become less readily available and they are forced to look at new locations. Food product manufacturing has grown which should support opportunities for additional business attraction at an agri-business precinct. Other potential industries such as basic chemical manufacturing and professional services have declined and may require greater intervention in order to be attracted to the proposed agribusiness precinct.

The following table summarises the findings of the SWOT analysis for this priority. These can be used to guide the implementation of Plan actions.

Figure 27. Summary of SWOT

Strength
High concentration of logistics and transport businesses in the City
Established agriculture and food product manufacturing sectors
Strategic location with high levels of access for road and rail freight
Land availability allowing for diverse land options for investors, including large scale greenfield lots
Output metropolitan growth area providing significant labourforce to support business growth
Planned as a strategic industrial area that allows for a greater diversity of industrial uses
Weakness
Poor water quality may limit the types of uses that choose to locate in the precinct
Road trains currently have to drop their third trailer in Muchea and would not be able to travel directly to SBIP without undertaking dog runs (returning for the third trailer)
Unserviced land may create a cost barrier for businesses
Opportunities
A private stakeholder is proposing to develop their own intermodal terminal
Co-locating the industrial/agribusiness precinct with a freight and logistics hub increases the viability of each component
Integrating the current food storage and production capabilities with the intermodal hub to facilitate exports can lead to greater economies of scale and attract food from other agricultural areas. This could lead to an increase in business to business trade and innovation relating to agri-business
Significant population growth will provide opportunities for increased B2C and B2B trade
There may be grants available to support the development of the agri-business precinct particularly if it supports agriculture producers in nearby regional areas
Some industrial uses may be able to use contaminated water in their processes, taking advantage of poor water quality in a highest and best uses sense

Threats
State restrictions are reducing the amount of water available
Muchea Industrial Area competes with SBIP and may slow uptake
The State Government has not provided a timeline for its proposed intermodal terminal
There is significant population growth planned for Bullsbrook, there may be the potential for residential development to encroach on some industrial uses (particularly if buffers are needed) if developed too close to SBIP

High-Tech Business Park and Freight Hub to Support Airport Orientated Industries (Hazelmere)

Hazelmere is a strategically located industrial area with access to both State and National Road freight routes, access to rail freight and within close proximity of the Perth Airport. It is home to major multi-nationals including Coca-cola, Daimler, Toll, among others, and has land available for future development. The area has an additional competitive advantage with access to high-speed business NBN. There are a number of potential constraints that have been identified including the lack of a linking road across the Swan River to the north of the area and the lack of a connection between Adelaide St and Abernethy Rd.

The Hazelmere Enterprise Area Structure Plan identifies the vision for the area as an inter-regional transport hub that integrates logistics infrastructure with digital communication in a dynamic business-focused location. Hazelmere was identified as a prime location in the Economic Development Strategy due to the focus on air freight, logistics and services in the area. This priority looks to capitalise on the locational advantages of the area and support transport, logistics and warehousing businesses as they transition towards automation. With multi-nationals already located in Hazelmere who would apply the latest technology in their processes, there is the opportunity to work with these stakeholders to transfer knowledge and practices to smaller businesses and supporting businesses in the supply chain. The goal is to work with stakeholders to understand the challenges in automating their business models and supporting the attraction of the ancillary businesses and skilled workers that are required to implement and maintain the technology. This will ensure the resilience of the key sectors in Hazelmere and provide long-term employment opportunities in high-skilled employment for City of Swan residents.

Figure 28. Benchmark Industries

Industries	Employment	ECF	2011-16%
Professional, Scientific and Technical Services	1,587	0.53	-1%
Road Transport	2,305	2.10	30%
Computer System Design and Related Services	344	0.67	9%
Air and Space Transport	246	1.06	-40%
Transport Support Services	253	0.69	150%
Construction Services	3,304	1.07	3%
Rail Transport	95	0.82	76%
Building Construction	1,194	0.85	47%

Industries	Employment	ECF	2011-16%
Machinery and Equipment Wholesaling	1,038	2.78	-2%
Machinery and Equipment Manufacturing	736	2.40	-44%

Source: ABS Census 2016

A number of benchmark industries have experienced high growth in the City, indicating businesses are already being attracted based on local advantages and drivers. Most transport and logistics related sectors are growing and will continue to be attracted by the City's significant advantages. Air and Space Transport appears to have decreased over this period, however, it is still an opportunity industry for Hazelmere given the high-tech nature of businesses in the sector and the proximity of Hazelmere to the Perth Airport. Other tech related support services that may be required to assist Hazelmere businesses through the automation transition have experienced slow growth or decline and may require incentives to locate in or near Hazelmere. It is possible that these businesses are office based and choose to locate in the Midland Strategic Centre instead of the industrial area; the City should consider alternate options for attracting businesses (i.e. some business attraction related to Hazelmere could choose to locate in the Midland Strategic Centre) based on their location preferences even if they are primarily related to industrial areas.

The following table summarises the findings of the SWOT analysis for this priority. These can be used to guide the implementation of Plan actions.

Figure 29. Summary of SWOT

Strength
Designated fibre zone provides high speed internet
Road and rail freight access and strategic location
Access to suitably skilled labourforce
Skill Gaps Study aiming to support transition of workforce skills as automation changes skill requirements in certain sectors
Multi-national organisations already located in Hazelmere will likely be using cutting edge technology
Forms part of a connected transport corridor with linkages to air, rail, and road networks as well as the future Westport (via Roe/Tonkin connections)
State/Federal Government funding for infrastructure upgrades including Roe Hwy and Great Eastern Highway intersection, Future Abernethy Road, and Lloyd St Bridge (this is subject to a review of environmental and heritage considerations)
Land availability with diverse land options for investors including large scale greenfield lots
transport. It currently hosts several transport and logistics companies which makes an expansion more feasible which is further indicated by the high ECF in road transport and logistics.
Weakness
There is a lack of State Government commitment to resolving the constraint at Adelaide St and Abernethy Rd
The policy settings for the industrial area are outdated
Several key sectors in Hazelmere are highly automatable. If businesses do not adapt, then there may be a loss of businesses in the area
Opportunities
Better promotion of the precinct (Link WA Freight and Logistics Investment Prospectus)
City marketing and promotion of precinct (strategic location, business fibre zone, established infrastructure)
Support opportunities for smaller businesses to learn about and implement new technologies and practices that will increase their resilience

Threats
Council decision around Lloyd St Bridge
Lack of support for planned infrastructure and projects due to reputational reasons
Resistance of local businesses to new technology and practices
A lack of suitably skilled workforce to support new technology and practices in automatable sectors
Current constraints are not addressed, limiting the uptake of undeveloped land

High-Tech Business Park (Malaga – Manufacturing / IT - Data Storage)

Malaga supports over 15,500 jobs and is a major employment centre for the City of Swan and the Perth Metropolitan area in general. It provides population-orientated goods and services with high levels of access given its central location (12km from Perth CBD) and direct access to Reid Hwy, Tonkin Hwy and Alexander Drive. The area has an additional competitive advantage with access to business fiber providing high speed internet. Its location and access to high speed internet has attracted major IT related infrastructure with two data storage centres already developed. The Local Area Plan indicates that Malaga's strategic location should be used to continue to grow the area as a major industrial centre in Perth's northeast corridor. The EDS and Swan Investment Guide identified goals for Malaga to become a high-tech business park, service hub and exporter of bulky goods.

This priority seeks to facilitate the transition of Malaga into a high-tech business park type industrial area. This is to be achieved by supporting current businesses within the Malaga industrial area to adopt new technologies and attracting leading businesses that apply advanced tech solutions in key sectors based on the significant locational and infrastructure advantages. The transition of businesses towards high-tech practices will improve the sustainability of Malaga as a key employment centre in the long term. It will also support the goal of attracting bulky goods businesses to new highway commercial areas that are developing with significant potential synergies between warehousing, manufacturing, and distribution channels.

Figure 30. Benchmark Industries

Industries	Employment	ECF	2011-16%
Computer System Design and Related Services	344	0.67	9%
Machinery and Equipment Manufacturing	736	2.40	-44%
Machinery and Equipment Wholesaling	1,038	2.78	-2%
Telecommunications Services	310	1.65	55%
Internet Service Providers, Web Search Portals and Data Processing Services	39	0.64	70%
Food Product Manufacturing	745	1.40	18%
Other Store-Based Retailing	3,542	1.32	5%

Source: ABS Census 2016

A number of benchmark industries have experienced high growth in the City, indicating businesses are already being attracted based on local advantages and drivers. Telecommunications and internet / data

procession services have more than doubled. The access to business fibre, highly accessible location, and significant number of surrounding businesses should continue to attract these businesses to Malaga. There are also opportunities for growth in computer design and related services relating to the data centres in Malaga.

Food product manufacturing and other store-based retailing are local strengths that have experienced some growth. These industries are highly aligned with Malaga (specific types of food production i.e. baking products), and there are opportunities to create efficiencies in the supply network between manufacturing, warehousing and distribution channels.

The following table summarises the findings of the SWOT analysis for this priority. These can be used to guide the implementation of Plan actions.

Figure 31. Summary of SWOT

Strength
Strategic location close to the Perth CBD and with access to northern high population growth corridors including Ellenbrook and Bullsbrook
Quick access to the Perth Airport and other industrial areas through direct access to Reid Hwy, Tonking Hwy and Alexander Dr
Population growth will continue to drive demand for uses in Malaga and provide workforce
Land options for investors, particularly highway commercial
Infill is occurring with land buyback and larger buildings on blocks; demonstrates high demand
New Metronet station will improve access for employees
Weakness
Development capacity almost reached
Constraints for further manufacturing given small lot size and potential conflict with surrounding uses – negative externalities would need to be internalized
Opportunities
Sites can be aggregated to allow for larger operations
Potential to market the precinct as a connection to the North for industrial uses such as downstream agribusiness, mining and freight/logistics
Opportunity to work with data and tech related businesses in Malaga to support uptake of new technologies and practices in businesses that are highly susceptible to automation
Potential to market the business fibre zone and established concentration of data and IT related businesses to attract additional businesses in the same sector
Digital technology provides an opportunity for lower risk entrepreneurship
Threats
Lack of perceived opportunity to develop as Malaga is mostly developed
Potential land zoning constraints and conflicting uses, particularly where residential development approaches the borders of the industrial area

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