



Economic Development Strategy

2024-2027 (approved Nov 2024)

Acknowledgement of Country

Ngalak Maali Boodja Kaditj

Wadjuk 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.

About the City of Swan

The City of Swan, located north-east of Perth, is the largest local government by land size in the Perth metropolitan area and has one of the fastest growing populations.

The City covers an area of 1,042 square kilometres, equivalent to almost 20 per cent of the Perth metropolitan area.

A beautifully diverse expanse of land, the City is rich in natural assets, including the iconic Swan River and internationally renowned Swan Valley viticulture region established in 1829.

Our location, services and facilities make the City an attractive place to live. The population across our 42 suburbs stands at 168,334 in 2023, but is set to reach 300,000 by 2050.

The Whadjuk people of the Noongar Nation have been the traditional custodians of the land for more than 40,000 years. The Derbal Yerrigan (Swan River) holds enormous cultural significance for the Noongar people.

The City is also rich in European history, and our community is a melting pot of multiculturalism, with one in three people being born overseas and one in five speaking a language other than English at home.

Our ideal location, significant history, diverse community and strong economy ensures a positive future for the City of Swan, full of opportunity.



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Executive summary

What is economic development?

Economic development in the City is about attracting and supporting businesses to create jobs. The wealth, created by jobs, allows businesses and the wider community to meet their needs and pursue their goals.

Economic development is therefore closely linked to our community’s health, wellbeing and sustainability and is underpinned by three key principles:

- 1. attract and support businesses to increase employment
- 2. infrastructure attracts and supports businesses
- 3. employment is essential to community wellbeing.

Our future economy

Indicators show that the City will experience strong economic growth and change in the future across multiple sectors.

These changes will be led by significant population growth, development and shifts in the wider economy.

Change and innovation




The location of growth and change will be managed by the State Government’s North-East Sub-regional Planning Framework, which is part of Perth and Peel @ 3.5 Million, and the City’s Local Planning Strategy.

These strategic-level documents plan for major industrial expansion in Bullsbrook and residential growth north of Ellenbrook.

The State Government’s Bullsbrook Freight and Industrial Land Use Strategy further refines how Bullsbrook will fulfil its employment growth potential, supported by a workforce drawn from the surrounding population.

Planning for population growth around Bullsbrook and Ellenbrook is well advanced with District Structure Plans in place for North Ellenbrook East, North Ellenbrook West and Bullsbrook townsite.

Population growth (2050+)

Bullsbrook		+25,326
North Ellenbrook		+35,643
Henley Brook		+9,415

The City’s Local Planning Strategy also plans for further development of the City’s other major employment centres.

Midland – the City’s strategic centre – will strengthen its health, education, retail, transport and services core along with other centres including Ellenbrook (secondary centre), Perth Airport (specialised centre), Hazelmere, Malaga and the premier tourism destination of the Swan Valley.

The City’s priorities in the short, medium and long-term are (1) redevelopment of Midland (short-term) (2) improvements in Hazelmere (medium-term) (3) industrial growth in Bullsbrook (long-term)

The growth and productivity of employment centres, underpinned by best-practice planning, will bring added vibrancy, attractiveness and safety, enhancing sustainability and community wellbeing while being a beacon for future investment in a positive upward spiral.

Infrastructure is key

Economic development requires infrastructure.

However, infrastructure means more than additional roads for trucks and cars. It relates to major utilities, telecommunications, services (including emergency and health services), and various other forms of transport, such as rail, air, walking and cycling.

All of these require proper funding, planning and coordination to create a flourishing economy and community.

Infrastructure supports business and jobs growth, and allows the community to access goods and services, so it is ultimately an investment in our community.

There has been significant government and private investment in the City's infrastructure, including:

- METRONET
- DevelopmentWA
- Eastlink
- Lloyd Street bridge
- Major connections in and around Midland
- Tonkin Highway
- Development Contribution Plans, demonstrating an ongoing commitment of the public and private sectors towards economic development.

However, more investment is needed in:

- Education
- Healthcare
- Technology infrastructure
- Community facilities.

The City will work with stakeholders and advocate strongly for infrastructure investment to maximise opportunities for economic development and the community benefits it delivers.

Community wellbeing

Businesses increase employment and investment, both of which are essential to community wellbeing.

Rising levels of employment, investment, community wellbeing and a thriving local economy are hallmarks of a healthy and sustainable community.

Therefore, the City aims to attract and support businesses.

Our strategy

The City focuses its economic development activities on the three economic objectives in the Strategic Community Plan (SCP):

1. Business support and development
2. New business attraction
3. Tourism.

The Economic Development Strategy is part of the City's Strategy and Plan Framework, and Integrated Planning and Reporting Framework. It will be continuously monitored and reviewed in line with the City's reporting processes and economic needs.



Purpose

The Economic Development Strategy guides the City, its partners and stakeholders in their efforts to support the growth and prosperity of the economy, and the wellbeing of the community.

It is based on the Western Australian Local Government Association's best practice model – the Economic Development Framework.

Structure of the Economic Development Strategy

The Economic Development Strategy is structured to:

- Explain its link to the three economic objectives in the City's Strategic Community Plan
- Provide a snapshot of the City's economy, including its seven main economic locations
- Outline the City's approach to each economic objective
- Identify key strategic directions for each approach
- Identify how success will be measured.



Corporate Framework

The Strategic Community Plan outlines the community's vision for the City over the next 10 years.

It is divided into five Key Result Areas:

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

The Strategic Community Plan's vision for the economy is: "Thriving and Vibrant":

- The City will be nationally and globally recognised as a great place and strategic location to invest, visit and establish local business centres
- Our local businesses will provide job and employment opportunities for our growing population and community, who will have access to local services, shopping, health and education
- The City will have developed partnerships with government and business to ensure local businesses are supported and sustainable.

While the City's Strategic Community Plan is divided into five key result areas, it is important to note that these five areas are not mutually exclusive – they interact with each other and therefore must be aligned. In creating the Economic Development Strategy, consideration has been given to how the strategy aligns with the other key result areas.

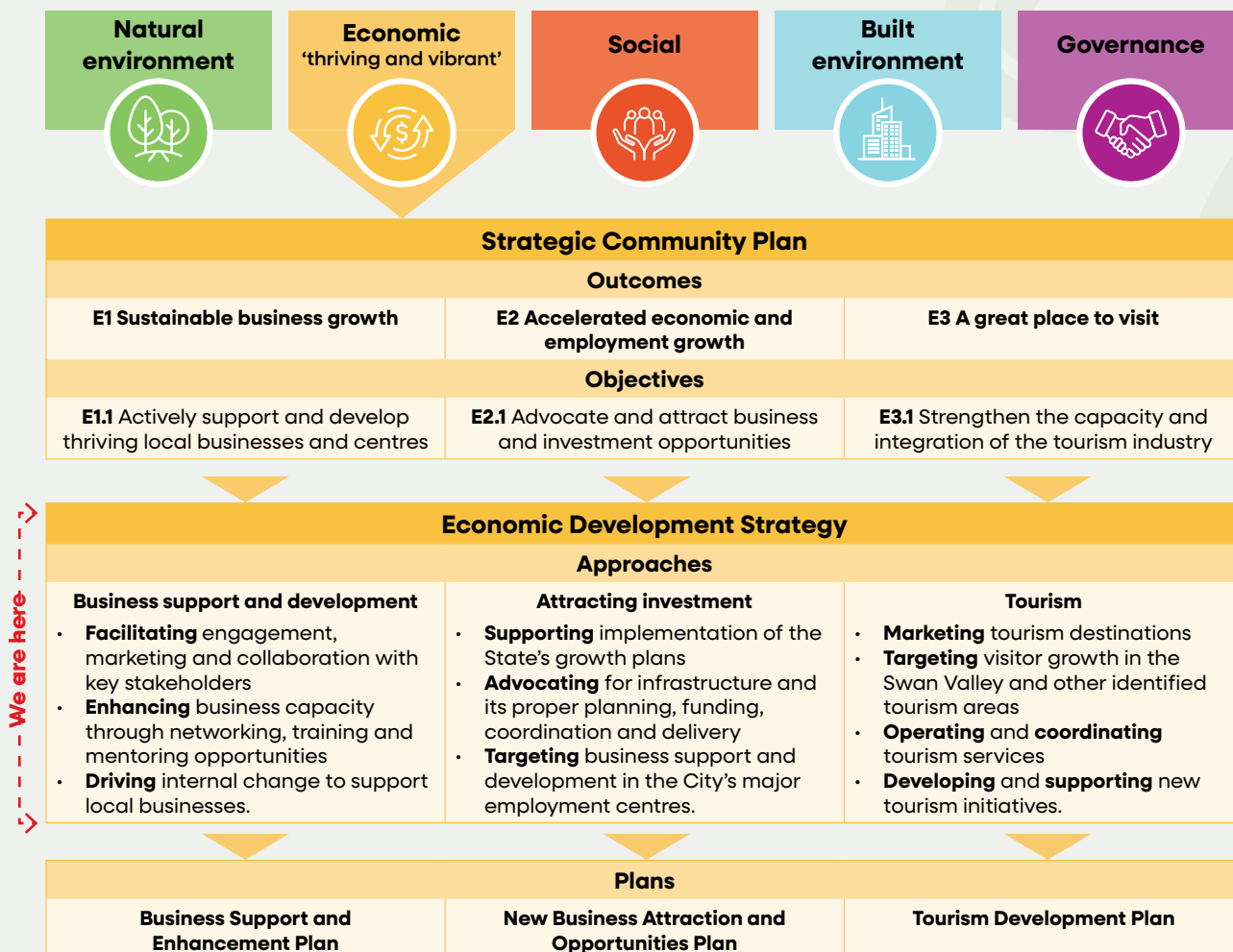


Figure 1: Relationship between the Strategic Community Plan, Economic Development Strategy and Plans.

Economic Development Strategy links to Strategic Community Plan Outcomes

SCP Key Result Area	SCP Outcome
Economic	E1 Sustainable business growth
	E2 Accelerated economic and employment growth
	E3 A great place to visit
Natural Environment	N1 Sustainable natural environment
Social	S1 Safe and healthy community
Built Environment	B1 Planned and facilitated growth
	B2 Infrastructure that meets community need
	B3 Community access
Governance	G1 Aligned leadership and direction



The Integrated Planning and Reporting Framework ensures that the Economic Development Strategy and other strategies are used to inform the City's key planning and resourcing functions, as well as being informed by them (refer to Figure 2).

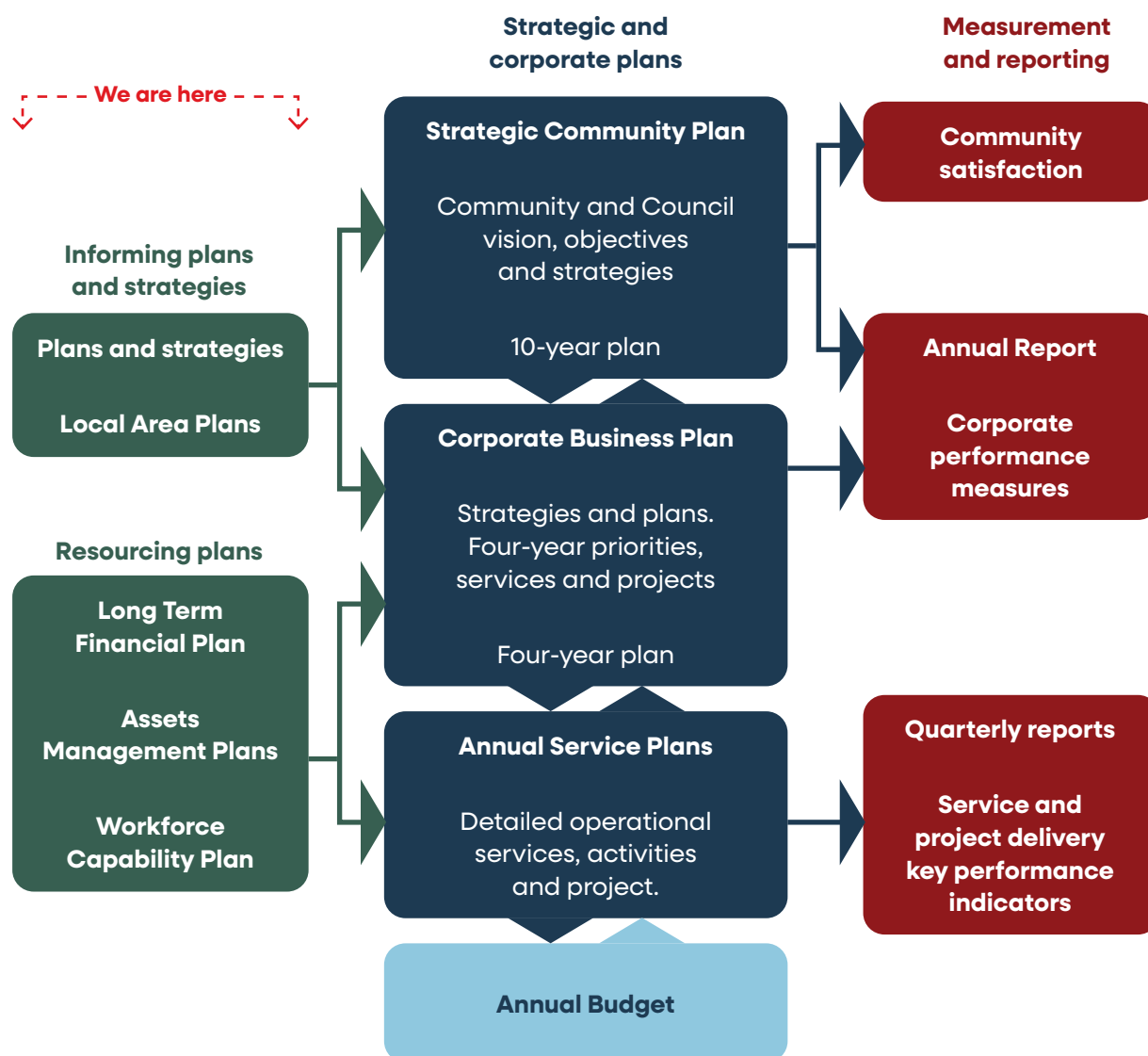


Figure 2: The City's Integrated Planning and Reporting Framework.



The Economic Development Strategy contributes towards global goals set out by the United Nations.

The UN's 17 Sustainable Development Goals are the blueprint to achieve a better and more sustainable future for all.

The Economic Development Strategy contributes to nine of these sustainable development goals as shown in Figure 3.

Responsibility

All business units within the City have a shared responsibility to implement the Economic Development Strategy.

Implementation of the associated plans will primarily be overseen by Business and Tourism Services.



Figure 3: United Nations Sustainable Development Goals

Economic snapshots

The City's economic profile is set to change over the next few years.

Digital transformation, upskilling and reskilling, environmental factors and land supply will all be highly influential. This will come with challenges and opportunities for businesses.

The City will help businesses maximise opportunities and overcome challenges mainly through marketing, advocacy, business support and urban planning. This is aligned with local government best practice:

“The greater size of the business community in larger regional local governments and in the more populous metropolitan areas mean that local governments in these areas have less direct impact on the economy through service provision and are better placed to be catalysts and enablers for growth and diversification.”

(Economic Development Framework, WA Local Government Association).

Our activities as “catalyst and enabler” will be targeted at the City's seven main employment centres:

1. Midland
2. Bullsbrook
3. Ellenbrook
4. Hazelmere
5. Perth Airport
6. Malaga
7. Swan Valley.

Urban planning will play a significant role in making sure growth associated with economic development is sustainable by ensuring there is a high ratio of jobs to residents, that jobs are close to homes, and that all necessary infrastructure is properly planned, funded, coordinated and delivered to facilitate development.

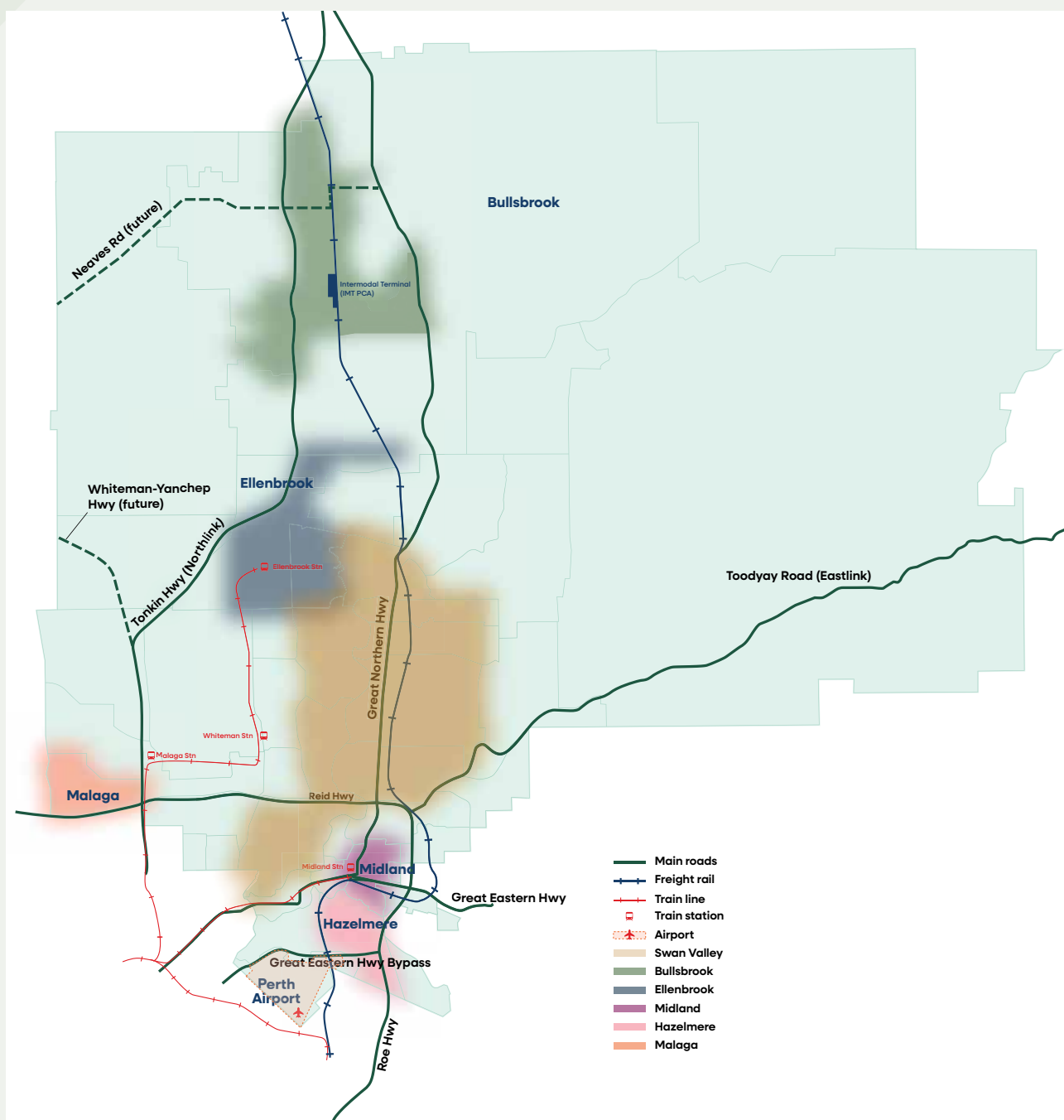
Benefits of having jobs close to homes include:

- Reduced travel demand and cost
- Increasing leisure time
- Community resilience.

A correct mix, type and location of jobs and houses – led by well-coordinated infrastructure that is designed and built to fit in with the natural environment – is key to the City's future and community wellbeing.

This will require close and ongoing collaboration with government, businesses, residents and the development industry.

Major employment centres



City of Swan



Land area
1,042km²



Population
158,639
2051 forecast
298,965



Unemployment rate
3.8 per cent



Local jobs
63,447
(+17% since 2016)



Gross Regional Product
\$11.37 billion
(+5.89% from 2021)



Healthcare and social assistance (12.1%)



Retail trade (11.1%)



Construction (9.7%)



Manufacturing (7.9%)



Education and training (7.8%)



Competitive effect
since 2017



Retail trade



Health care and social assistance



Transport, postal and warehousing



Manufacturing



Other services



Mining



Proximity



to Perth CBD



to Perth Airport



gateway to regions

Midland

The City's strategic centre.

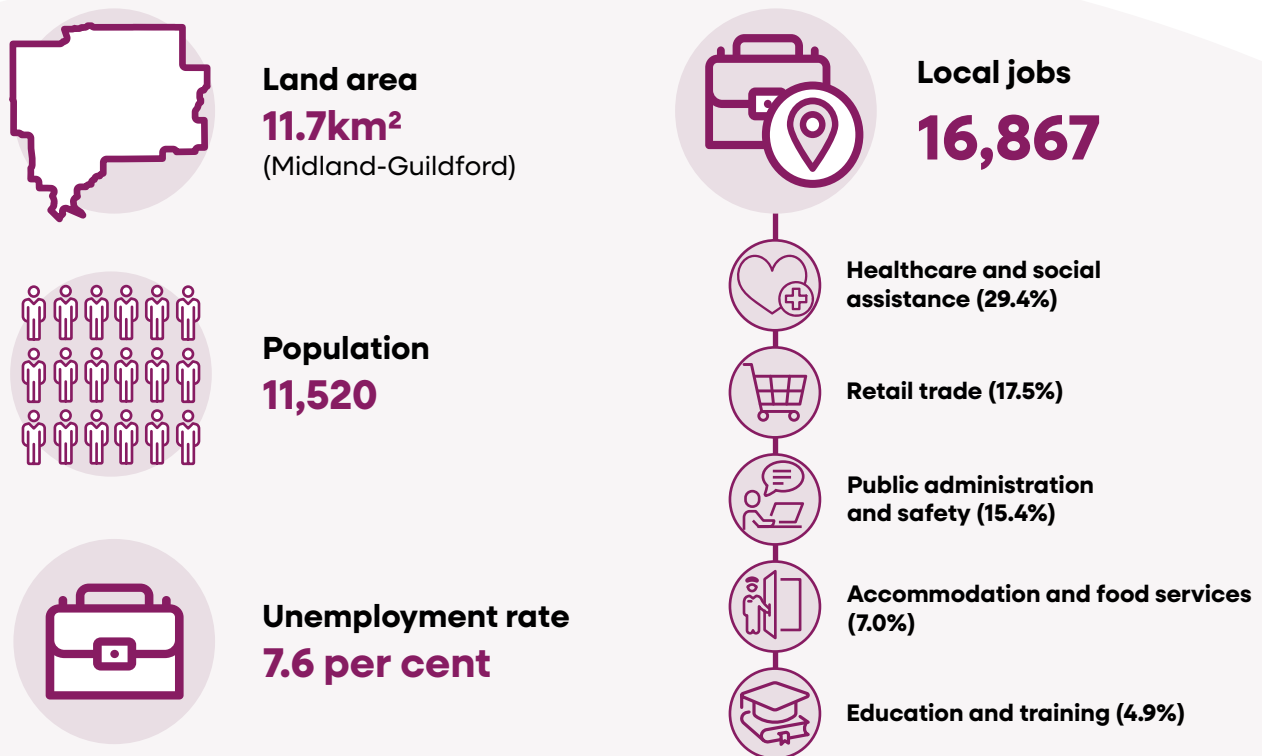
Located only 16km from Perth CBD and 6km from the domestic and international airports, Midland's population is projected to grow to 20,974 by 2036 – an increase of 45 per cent since 2016.

Midland contains passenger and freight rail services and is the gateway to the Swan Valley, Avon Valley, Wheatbelt and Eastern States of Australia.

The combined value of recent, committed and potential projects (public and private) exceeds \$5b and includes the transformation of the regional hospital, health campus, Railway Square, Midland Saleyards, New Junction and Midland Gate shopping centre.

Midland's strategic location, investment profile, competitive land values, diversity of services, anticipated population growth and land availability make it ripe for redevelopment and investment.

Priority: continue to grow jobs and support redevelopment (short-term).



Opportunities	Constraints
<ul style="list-style-type: none">• Affordable and developable land• Renewal and refurbishment of underutilised land• Higher density residential• Growth in education , healthcare and enterprise• Strong retail core• Public transportation and investment• Wide consumer catchment	<ul style="list-style-type: none">• Perception of safety• Fragmented land ownership

Bullsbrook

The City’s future northern gateway.

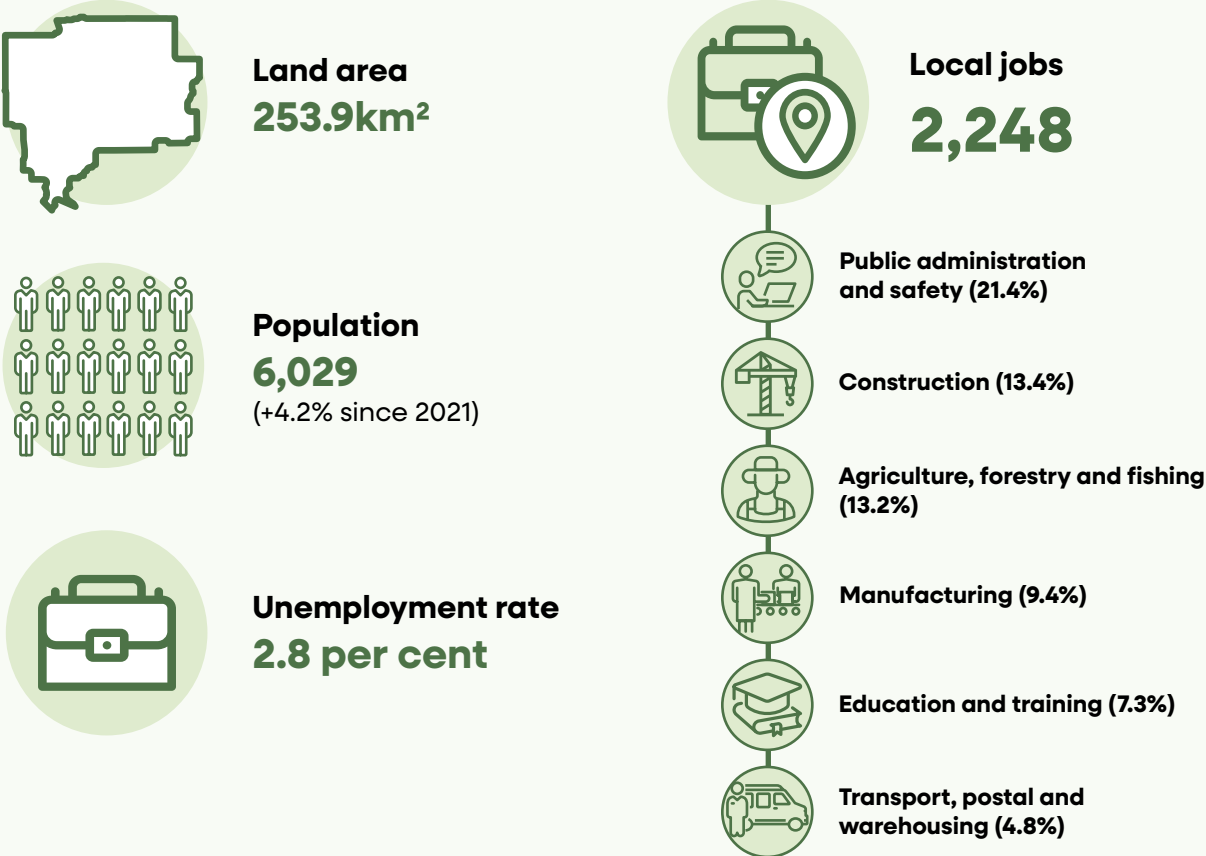
Bullsbrook is located along Great Northern Highway, a major freight route that services the Wheatbelt, Geraldton and northern regions of WA.

Endorsed in 2018, the Bullsbrook Townsite District Structure Plan paves the way for the town to diversify its economic base and operate as a key strategic centre in Perth’s north-east corridor.

The recent extension of Tonkin Highway (Northlink) to Muchea and the construction of Stock Road to Bullsbrook, has significantly reduced journey times. It has enabled Bullsbrook to be a part of Greater Perth’s freight network and alleviate truck movement through Perth’s suburban roads.

The State’s long-term plans for Bullsbrook include an intermodal hub and industrial growth areas to boost the efficiency and capacity of the rail freight system, reduce truck movements on metropolitan roads, and increase job creation and economic development in Perth’s north-eastern corridor, which is one of the fastest growing residential areas of Perth.

Priority: advocate for infrastructure provision and detailed planning (medium to long term).



Opportunities	Constraints
<ul style="list-style-type: none">Major planned employment and residential growthAffordable “greenfield” landTransport infrastructure	<ul style="list-style-type: none">Current lack of services/utilities

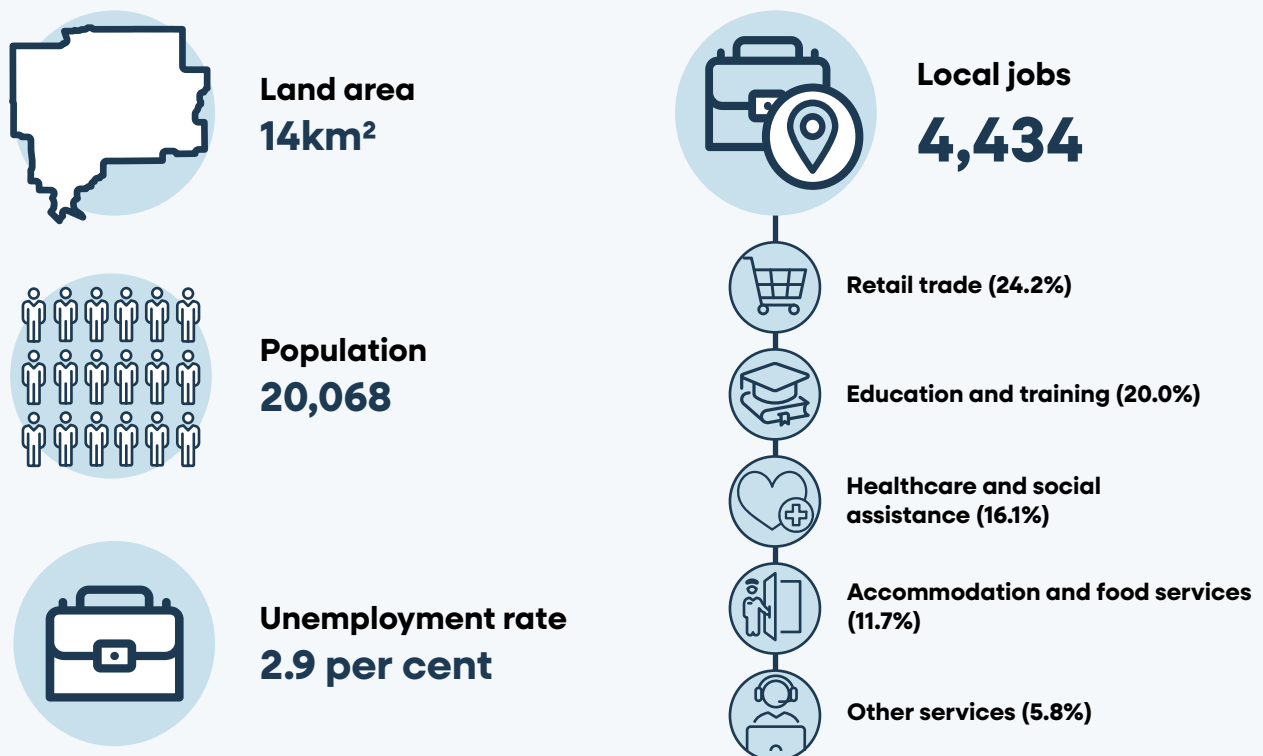
Ellenbrook

The City's secondary centre.

Ellenbrook is a vibrant hub for residents with a range of facilities and services, including entertainment precincts, vast nature reserves, sporting fields, 33,000sqm of retail floor space, and an abundance of community services.

Ellenbrook represents a great opportunity for businesses as the town centre is planned to service a regional catchment of 143,000 people in the long term with an estimated 150ha of unimproved land, and the future provision of a passenger train line (METRONET) to enhance connectivity.

Priority: support local job growth.



Opportunities	Constraints
<ul style="list-style-type: none">• Demand for commercial development• Major employment centre• Public transport and connectivity• Wide consumer catchment	<ul style="list-style-type: none">• Consumer spending leaking into surrounding local government areas• Current ratio of jobs to homes

Hazelmere

The City's logistics and wholesaling centre.

The Hazelmere industrial precinct rose to prominence during the 2006-07 resource investment boom when there was a spike in the demand for industrial facilities.

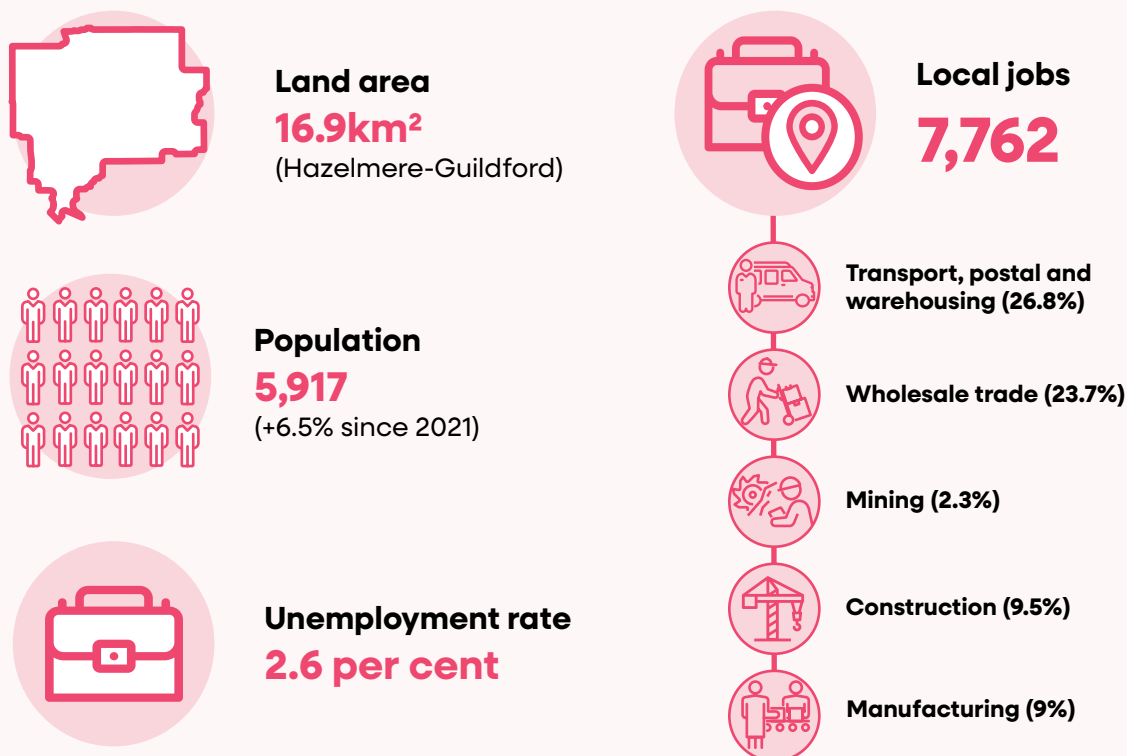
Its central location and strong infrastructure attributes have turned it into a key industrial precinct in the Perth metropolitan area. An estimated 415,000sqm of major industrial warehouse space has been added to the precinct since 2006-07.

Endorsed in October 2011, the Hazelmere Enterprise Area Structure Plan rezoned 190ha of rural land to light industrial, general industrial, residential and institutional uses.

A significant proportion of this area remains undeveloped or under-developed due to infrastructure constraints. This provides significant development opportunities to capitalise or benefit from an emerging premier transport and logistics hub within 15km of the Perth CBD and adjacent to Perth Airport.

In addition, proposed freight rail and development of the Great Eastern Highway bypass and Lloyd Street Bridge would provide another boost for connectivity to Hazelmere.

Priority: undertake road construction using existing, collected funds from Special Area Rate (short-medium term).



Opportunities	Constraints
<ul style="list-style-type: none">NBN Business Fibre ZoneMajor transport networksProximity to Perth AirportAvailable land	<ul style="list-style-type: none">Unconstructed Lloyd Street BridgeSubstandard road infrastructure

Malaga

The City's construction and manufacturing centre.

Malaga is the City's major industrial area, largest employment centre and a strategic industrial area in WA.

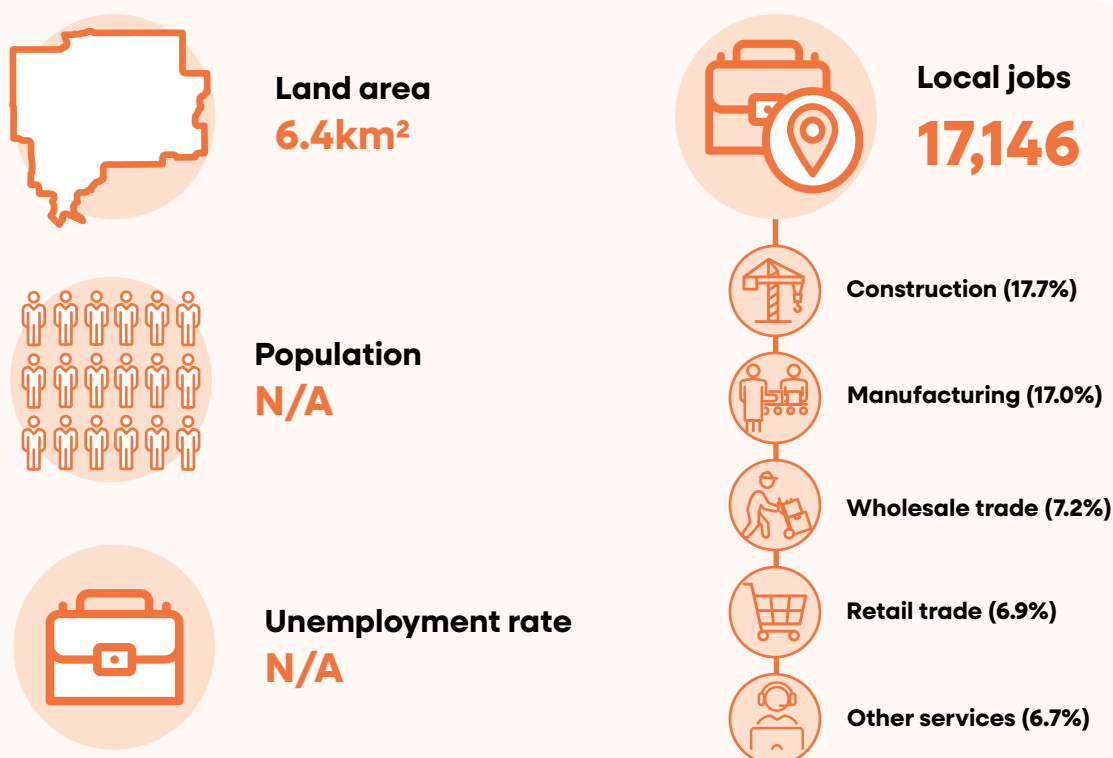
It has emerged as the premier “bulky goods” retail and service commercial precinct for Perth's north-eastern corridor. It is now home to over 2070 businesses, employing approximately 17,148 workers, many of whom are City residents.

Bordered by Reid Highway and Tonkin Highway, Malaga is located only 15 minutes from Perth CBD and Perth Airport, 18km from Kewdale freight terminal and 33km from Fremantle Port. It is strategically positioned in the Perth metropolitan area to capitalise on its excellent transport connections and development potential, which includes land availability and plans for future industrial expansion.

Malaga will soon have its own train station as part of the METRONET Morley-Ellenbrook passenger rail line. NBN Co have included Malaga in their Business Fibre Zone initiative, providing an opportunity for businesses to access enterprise ethernet.

The growth of nearby residential areas is supporting a strong “homemaker” sector and the availability of high-speed internet has prompted recent investment by data warehousing and technology industries.

Priority: ensure landuse and zoning remains relevant (short to medium term).



Opportunities	Constraints
<ul style="list-style-type: none">Major transport connectivityLand-use transformationBulky goods and large-format retailingEstablished catchment populationEmerging film and television industryBusiness Fibre Zone	<ul style="list-style-type: none">Limited vacant land

Swan Valley

The City's premier tourism destination.

With a rich history, great wine and picturesque scenery, the Swan Valley is popular with domestic and international visitors.

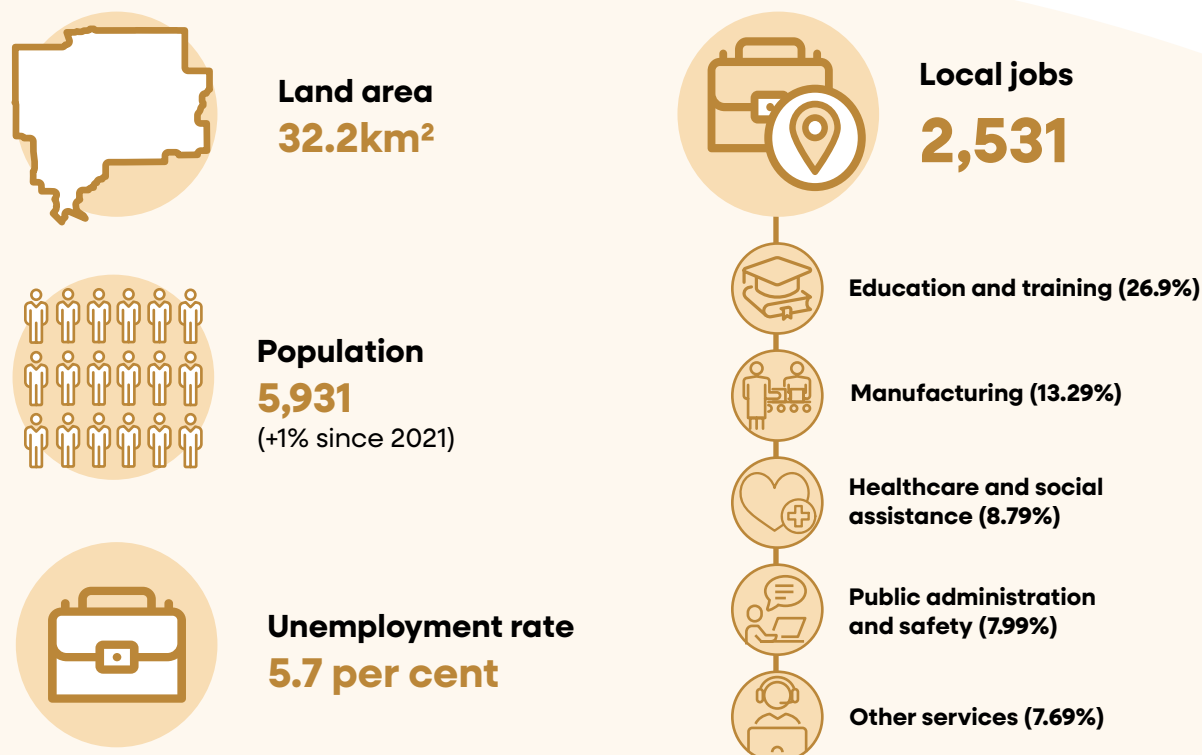
The continued expansion of the tourism sector in the region has contributed to the number of accommodation and food services sector businesses growing to 342 and generating \$339.2m in direct sales (Open for Investment, 2020).

Synergies between microbreweries, distilleries, arts and crafts galleries, and food manufacturers have diversified and expanded the sector and its offering to national and international visitors.

Tourist accommodation is limited in the Swan Valley and there is an opportunity for this sector to capitalise on the region's growing tourism, foods, arts and craft industries.

It is important to diversify the market and create synergies in the region to generate more jobs and boost the local economy. This will require collaboration with Tourism WA, Tourism Australia, Destination Perth, Swan Valley Planning Committee, WA Planning Commission, and key stakeholders such as Swan Valley Tourism Alliance, Swan Valley Winemakers Association and Grape Growers Association of WA.

Priority: support and grow tourism.



Opportunities	Constraints
<ul style="list-style-type: none"> Primary production and value-add tourism Land-use mix Established catchment population International market Events Existing brand 	<ul style="list-style-type: none"> Land price Water availability Limited tourist accommodation



Perth Airport

WA's main airport.

Perth Airport is owned by the Federal Government and operated/managed by Perth Airport Pty Ltd.

Perth Airport Masterplan documents state:

Perth Airport is Australia's Western Hub, providing the people of WA with a critical link to the rest of Australia and the world.

As the fourth-largest domestic and international airport in Australia, Perth Airport is currently serviced by more than 30 international, intrastate and interstate airlines that operate to more than 50 destinations. In 2018 there were 130,115 aircraft movements and 14.3 million passengers travelling through Perth Airport. By 2045 it's expected this will grow to 241,000 aircraft movements and 35 million passengers.

Perth Airport provides economic, social and cultural benefits by connecting people and communities. This not only strengthens cultural, family and social bonds, but also supports business, tourism and leisure travel.

The northern part of Perth Airport is located within the City's municipal area. Perth Airport Masterplan documents state:

The Airport North Precinct will continue to be developed as an integrated mix of industrial, commercial, aviation service and logistics land uses. Kalamunda Road is planned to be realigned through the precinct after 2020 with new internal roads constructed to support future aviation and commercial developments within the precinct. Airport North's strategic location and potential for major road and freight rail access support plans for a future aviation fuel storage facility and intermodal development.

As a major investment attractor, Perth Airport is a catalyst for business and employment growth in Hazelmere and the wider City. Therefore, the City will continue to advocate for the development of Perth Airport.

Approaches to economic development

The City has three main approaches to economic development:

1. **Business support and development**
2. **Business attraction**
3. **Tourism.**

These directly align with the economic objectives of the Strategic Community Plan (see Figure 1).

The following section describes each of the three approaches and provides a summary of the activities the City will undertake to implement them.

Business support and development

Established businesses supply the goods, services and employment opportunities needed to make the City and State a prosperous, sustainable, efficient and enjoyable place to live and work.

These businesses cultivate professional expertise, attract investment, boost employment and contribute towards the creation of great destinations with a strong sense-of-place, where commerce and leisure go hand-in-hand.

The City provides close and ongoing support to help established local businesses reach their potential.

In the future, businesses and business support will need to adapt to rapid – and in some cases, unexpected – changes:

- Population growth will lead to the emergence of new business opportunities and require employment areas to evolve
- New infrastructure will change customer behaviour and modify the supply chain
- COVID-19 rapidly brought forward what was anticipated to be a gradual shift from traditional “bricks and mortar” retailing to online and “direct-to-consumer” formats.

To capture opportunities offered by this environment, businesses will:

- Rely on good quality infrastructure – footpaths and bike paths, roads and street lighting, utilities, green energy, car parks, well-maintained open spaces and street trees, appropriately located community facilities, modern telecommunications, and efficient waste disposal and security measures
- Need to unlock the potential new technologies and data to establish competitive advantage – for example, social media platforms and Smart Cities initiatives to share data and raise their profile in the open market
- Require closer collaboration within the business community to ensure there is a strong and unified voice when undertaking lobbying and advocacy activities.

A skills gap analysis was prepared to consider future workforce training, education and business needs. The analysis is supplementary to the Business Support Plan, as is the Agribusiness Study.

Showcase: supporting business

In partnership with Business Station, the City delivered to a group of Ellenbrook-based business women a program to develop a fledgling business or idea.

The workshop series delivered the following outcomes:

- clarifying their business/idea
- adopting a business mindset
- improvement to business skills
- inspiring personal growth
- and networking with other likeminded business women to support each other.

Participant feedback for the five workshops recorded a satisfaction rating of over 90 per cent. The City will continue to offer programs to support its businesses continued growth.

Strategic directions

The Business Support and Enhancement Plan focuses the City's activities on:

- **Facilitating** engagement, marketing and collaboration with key stakeholders
- **Enhancing** business capacity through networking, training and mentoring opportunities
- **Driving** internal change to support local businesses.

Plan	Progress review
Business support and enhancement plan (operational)	Annual

Business attraction

Businesses are attracted by:

- Population growth
- Available and appropriately sized and zoned land for development
- Infrastructure and services.

Population

The City's population is rapidly growing and is expected to reach 298,965 people by 2051.

The future population will likely have a higher level of education, training and income.

Businesses and industry will be attracted by an increasingly localised and skilled workforce with a higher proportion of disposal income.

Land

Perth and Peel @ 3.5 Million and the Bullsbrook Freight and Industrial Land Use Strategy envisage the City being a major employment hub in the metropolitan region.

Provision is made in these strategies to significantly increase land available for employment and housing, particularly around Bullsbrook and north of Ellenbrook.

The Hazelmere Enterprise Area Structure Plan and Perth Airport's Major Development Plan provide for more industrial growth and diversification.

Midland is set to mature in its role as the City's strategic centre with a focus on health and education, building on its retail core and the new Midland Station.

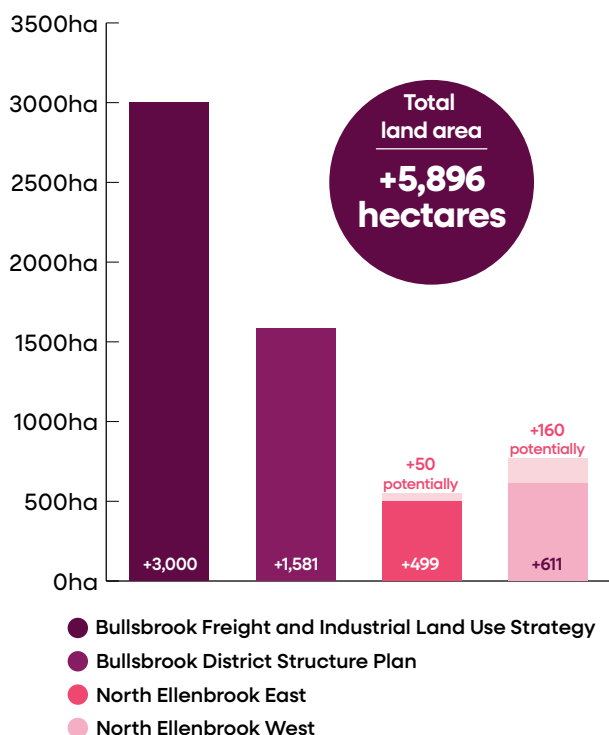
Ellenbrook will grow as a secondary centre with a strong civic, recreational and residential focus around the new Ellenbrook Station.

New and specialised centres will emerge around the Morley-Ellenbrook passenger rail Line.

The City will facilitate implementation of these high-level strategies and plans.

In both existing and new growth areas, the City is committed to creating integrated and sustainable communities.

Best-practice planning will be used to create attractive, leafy, liveable and sustainable communities which are inviting for residents, workers, visitors, investors and businesses. This will create a positive upward spiral.





Showcase: Investing in infrastructure

The City has formed an alliance with three local governments to develop, support and promote the inland freight and logistics corridor that traverse our boundaries.

The alliance – Known as Link WA – contains six industrial areas, the Perth Airport, two freight rail intermodals and access to Fremantle harbour. It has State Government commitment to improve road, rail and port infrastructure. Link WA is working on standardised planning rules related to zoning, definitions and permissibility to improve business investment decisions in Link precinct.

Infrastructure and Services

Infrastructure is needed to move the people, goods, services and information necessary for economic development.

The City's infrastructure and services are a major competitive advantage in the wider economy.

The City will continue to lobby government and industry for funding for critical infrastructure and services to support the businesses and industries that bring employment and inject investment into our community.

Strategic directions

The New Business Attraction and Opportunities Plan focuses the City's activities on:

- **Supporting** implementation of the State's growth plans
- **Advocating** for infrastructure and its proper planning, funding, coordination and delivery
- **Targeting** business support and development in the City's major employment centres.

Plan	Progress review
New business opportunities plan (operational)	Annual



Tourism

Tourism is a major economic catalyst and multiplier.

In 2021/22, tourism-related sales in the City were valued at \$787m (3.1 per cent of WA's total) and a further \$410.5m was added to the wider economy in incidental sales.

\$787m sales revenue total (2021/22)

These sales are generated by substantial visitor numbers which reached 5.4m in 2019/2020 in the Swan Valley alone.



5.4m

visitors to the Swan Valley in 2019/20

A total of 5,011 people are employed in the tourism sector in the City (approximately 6.4 per cent of the total workforce) and are strongly represented by those born overseas, aged under 44 years and working in a part-time capacity in food and hospitality.



2,704

directly employed in tourism, 2,307
indirectly employed in tourism (2021/22)

Tourism was significantly impacted by travel restrictions associated with the COVID pandemic. However, indicators show a strong recovery to pre-COVID conditions.

State Government legislation – the Swan Valley Planning Act 2020 – recognises and protects the unique characteristics of the Swan Valley region and its tourism value.



\$430m

visitor expenditure in the Swan Valley in 2019/20



\$530

spent per average visitor trip



\$136

spent daily per visitor (2019-2022)



84%

of visitors to the Swan Valley who rated their experience as positive overall in 2022/23

However, tourism in the City is not just confined to the Swan Valley. Other major tourism destinations include:

- Swan River
- Whiteman Park
- Outdoor recreation and leisure in Bullsbrook and Gidgegannup
- Historic Guildford
- Shopping in Midland



These and other locations are characterised by their mixture of scenic vistas, historic buildings, natural environment, unique urban design, architecture and other amenity values – each of which are essential to tourism and the community’s sense of identity.

The City’s planning framework will continue to protect and enhance these elements. A recent example of this is the Guildford Heritage Area Policy and Guidelines.

As the City’s population grows, the City will expand its tourism market share and boost jobs growth by partnering with businesses and other stakeholders to:

- Market the City’s competitive advantages
- Supply additional visitor accommodation
- Attract international visitors
- Identify opportunities for new tourism initiatives
- Offer award-winning support services, including modern digital services, from the Swan Valley Visitor Centre.

Being able to live in suburbs close to nationally and internationally recognised tourism destinations with high amenity and historic value will drive housing supply and increase workforce stability for businesses operating or “prospecting” in the City.

Strategic directions

The City’s Tourism Development Plan focuses activities on:

- **Marketing** tourism destinations
- **Targeting** visitor growth in the Swan Valley and other identified tourism areas
- **Operating** and **coordinating** tourism services
- **Developing** and **supporting** new tourism initiatives.

Plan

Tourism
Development Plan

Progress review

Annual

Showcase: Tourism Trail development

The City partnered with the State Government, Destination Perth and our local tourism industry organisations and businesses to develop a series of trails that highlight the breadth of experiences on offer in the Swan Valley and Perth Hills (Gidgegannup).

The trails developed – such as Bush Tucker and Beyond, Wine and Art Off the Beaten Track, Fine Wine, Distillery, Fortified Wine, and Sweet Temptations – have been the focus of tourism marketing, featuring the destination’s signature experiences and tourism businesses. This work is ongoing, with trails being refreshed and new trails to be released.



Measures

The implementation of actions within the plans will be monitored and reviewed in line with the City's regular reporting processes, Strategic Community Plan and annual Key Result Area reviews.

Our partners

Partnerships with external stakeholders are critical for successful economic development.

Partnerships and collaborative projects facilitates knowledge sharing, clarity of understanding, motivation and a potential for cost and resource sharing.

Our partners and stakeholders include (but are not limited to):

- Our business communities
- Our resident communities
- Chamber of Commerce and Industry WA
- Committee for Economic Development Australia
- Chambers of commerce (Swan Chamber of Commerce, Eastern Hills Chamber of Commerce, Chamber of Commerce and Community)
- Commerce/Business and community Friends Groups
- Department of Jobs, Tourism, Science and Innovation
- Department of Primary Industry and Regional Development
- Small Business Development Corporation
- Tourism WA
- Destination Perth
- Department of Planning
- WA Planning Commission
- Department of Transport
- Water Corporation
- Main Roads WA
- Eastern Metropolitan Regional Council
- Neighbouring local governments
- Integrated catchment groups
- Local Indigenous communities
- WA Local Government Association



Legislative and policy context

The City aligns with and responds to State policy settings as and when they change.

The City continually works with the State Government to achieve the various initiatives it puts forward.

For more information regarding economic policies and initiatives by the State, refer to the State Government's website at www.wa.gov.au.

City of Swan

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