



2015-2020

FREMANTLE'S ECONOMIC DEVELOPMENT STRATEGY

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MAYOR'S FOREWORD

Fremantle is currently experiencing unprecedented levels of investment and renewal with the combined levels of private and public investment in the pipeline totalling more than \$1.3 billion. This can be attributed in a large way to Council's concerted efforts in recent years to revitalise the city centre, and to the success of its Strategic Plan 2010-2015 and award winning Economic Development Strategy 2011-2015.

The implementation of the previous Economic Development Strategy included planning scheme amendments related to CBD height limits and improved development outcomes. This initiative has built investor confidence in Fremantle and consequently, a number of new hotel, retail, residential and commercial developments have been approved. This Strategy 2015-2020 aims to build on the success of the previous strategy and continue the momentum already gathered towards Fremantle's revitalisation.

In developing this strategy, the City conducted an extensive survey of businesses and held several workshops with business groups. Throughout that process, countless worthy and interesting ideas were proposed by the community – in a broad sense these helped shape the focus of the strategy and in a specific sense, they have been included in the implementation plan that outlines the major projects that are critical, achievable and within the City's ability to deliver.

The Economic Development Strategy 2015-2020 focuses on Fremantle and therefore the issues it addresses are local in nature. However, it is important to recognise the role that the City of Fremantle has in working with stakeholders to facilitate the development of the greater Fremantle and sub-regional economy.

Creativity, innovation and knowledge-generation are acknowledged throughout the strategy as vital characteristics of global economies. The strategy aims to help local businesses and industries foster these attributes in order to develop a smarter and more resilient local economy.

Additionally, the strategy places emphasis on people, the notion of authentic place management and the way local identity and character can enable Fremantle to further differentiate itself and compete more effectively to attract people, businesses and investment. To achieve that aim, the strategy intends that City projects in economic development, marketing and capital works be applied in combination to compound their positive impact on a geographical area.

Finally, this strategy aims to accelerate the availability of large parcels of land that is suitable for redevelopment. Fremantle is primed for a residential led recovery and there is a window of opportunity to leverage the State Government's asset sales program to encourage the sale of under-utilised State Government land in Fremantle and to make the land available to the market for a use that meets Fremantle's strategic needs, particularly those related to residential developments.

I trust that you will enjoy reading the strategy, and where possible look to work in partnership with the City to achieve it's vision and desired outcomes.



Dr. Brad Pettitt
Mayor
City of Fremantle

EXECUTIVE SUMMARY

This strategy has been developed specifically for the period 2015 – 2020 and considers the unique context and operating environment of this timeframe for Fremantle (see Appendix - Context & Analysis). While there are many reasons for the Fremantle community to be optimistic, with over \$1.3 billion of investment currently in the pipeline, the immediate future presents challenges and opportunities that we must work hard and collaboratively capitalise upon.

Firstly, Fremantle’s physical environment will be negatively impacted as these developments begin construction. This will have an immediate impact on the quality of the pedestrian environment and visitor experience for parts of central Fremantle, and concerted efforts will be made to minimise this disruption. Additionally, the City must be nimble and responsive to the opportunities that these private sector developments bring, and make improvements to Fremantle’s public realm that complement them and compound the positive revitalising effect they have on geographical area within Fremantle.

With an eye on the longer term, this strategy aims to accelerate the availability of large parcels of publicly owned land that is suitable for redevelopment. Fremantle is primed for a residential led recovery and there is a window of opportunity to leverage the State Government’s asset sales program to encourage the sale of under-utilised State Government land in Fremantle and to make the land available to the market for a use that meets Fremantle’s strategic needs and the economic development vision for 2020.

From an industry development perspective, this strategy places greater recognition on the importance of creativity, innovation and knowledge-generation for the local and sub-regional economy. It is clear that a focus should be on building creativity and innovation within Fremantle in order to gain competitive advantage as a city over the coming years. Fremantle already has a strong creative and cultural environment, meaning that the existing creative milieu provides Fremantle with a significant opportunity to fuel the development of knowledge intensive industries with the creativity and innovation they require to thrive.

THE VISION FOR FREMANTLE'S ECONOMIC DEVELOPMENT IS:

Fremantle's economy is robust, diverse and continually evolving. Local businesses are flourishing and high-quality property developments provide a strong return on investment for their investors and improve community wellbeing. Visitors to Fremantle are highly satisfied with an experience that is unique, authentic and unpredictable.

The City has identified six desired outcomes that need to be met in order for the vision to be achieved by 2020. These are as follows:

PRIMARY CENTRE



By 2020 Fremantle achieves the status of a 'Primary Centre' or equivalent as defined by Directions 2031.

EXPECTED BENEFITS:

As a result of achieving 'Primary Centre' status, Fremantle attracts more State and Federal Government investment.

MORE PEOPLE



A greater number of people to live in, work in and visit Fremantle.

EXPECTED BENEFITS:

There are greater opportunities for population-driven businesses to attract customers due to increased population, visitation and length of stay. Visitation is spread in a more balanced way throughout the day, week and year. This results in a more resilient and vibrant economy with improved business performance. There are a greater number of employment opportunities available for local residents, meaning Fremantle has greater employment self-sufficiency.

MORE INVESTMENT



Fremantle is welcoming to investment and is an attractive destination for high-quality property development.

EXPECTED BENEFITS:

Investment confidence and private sector investment in Fremantle continues to grow and supports more sustainable, intensive and higher value land uses. Fremantle is well recognised as a city with an emphasis on strong heritage interpretation, environmental sustainability and design excellence.

CERTAINTY



The Fremantle business and investment community has certainty around the use and purpose of the City's major property assets, and on the scope and timing of Council's major activities that are intended to improve the quality of the urban environment and/or support an economic development outcome.

EXPECTED BENEFITS:

Investment in Fremantle continues to grow as investors and businesses are better informed of Council activities and more capable of longer term planning.

DIFFERENTIATED



A shared vision (see appendix) that clearly differentiates Fremantle's offer is delivered by stakeholders for Fremantle's:

- a) Population-driven economy including the types of retail and hospitality businesses that Fremantle aims to attract.
- b) Knowledge-based economy and how creative and innovative businesses will be attracted to Fremantle and supported in their development.

EXPECTED BENEFITS:

- a) A greater number of desirable population-driven businesses open in Fremantle, adding to Fremantle's competitiveness and overall appeal to customers.
- a) Lower retail vacancy rates in Fremantle, meaning property owners as a whole receive more income from their investment.
- b) Fremantle's economy is more resilient and sustainable, and exhibits a greater number of smart city characteristics resulting in increased innovation and creativity among a growing knowledge-based workforce.

INFORMED

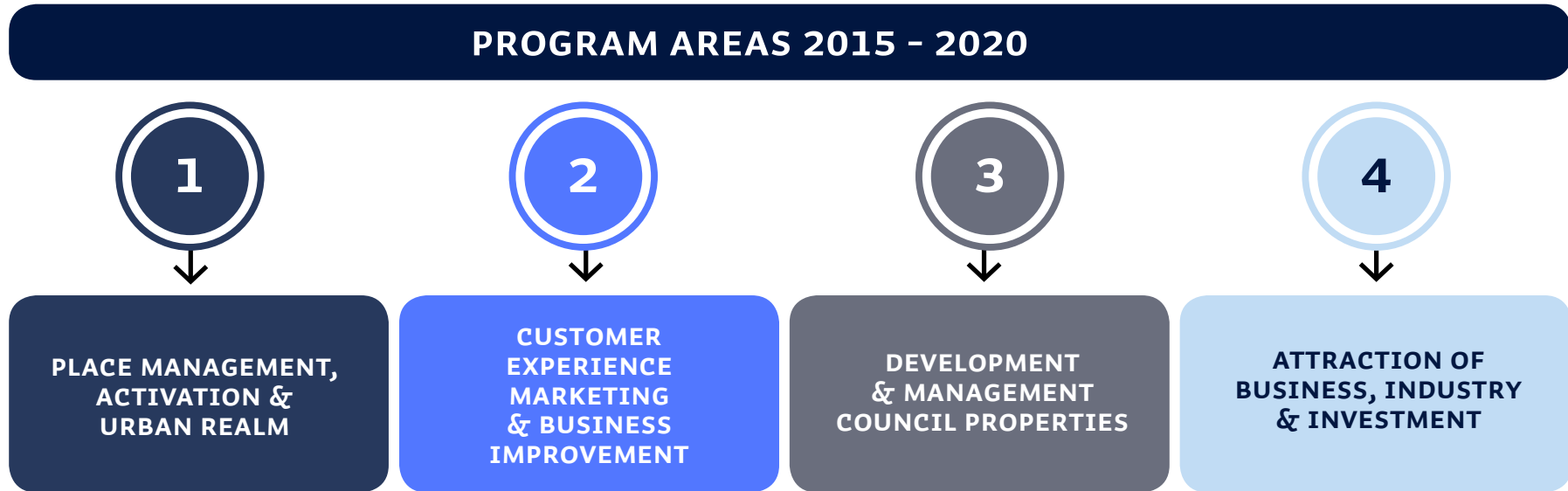


Key stakeholders have access to the support and information required to collaboratively act on major issues affecting business performance and industry development.

EXPECTED BENEFITS:

The root causes of major issues for Fremantle's economy can be proactively identified, managed and removed (or mitigated) by the business community, in collaboration with the City. Due to a greater collaboration, there is more effective collective problem solving and collective stakeholder strengths are better leveraged.

The implementation of the strategy is comprised of four program areas which are described below.



Finally, a detailed implementation plan (see Appendix) has been prepared that shows each project the City will undertake in year one of this strategy and those projects that have been earmarked for years 2-5. Leading up to the start of each financial year, the City will engage with the business community to update this implementation plan and to set its priorities and budget for the coming year.

Key performance indicators have been developed and articulated in this strategy that will help measure the success of the strategy's implementation. The City will report back to the community on an annual basis to provide an update of this strategy's implementation and progress towards these KPIs.

1) PLACE MANAGEMENT, ACTIVATION AND URBAN REALM

Description of this program area

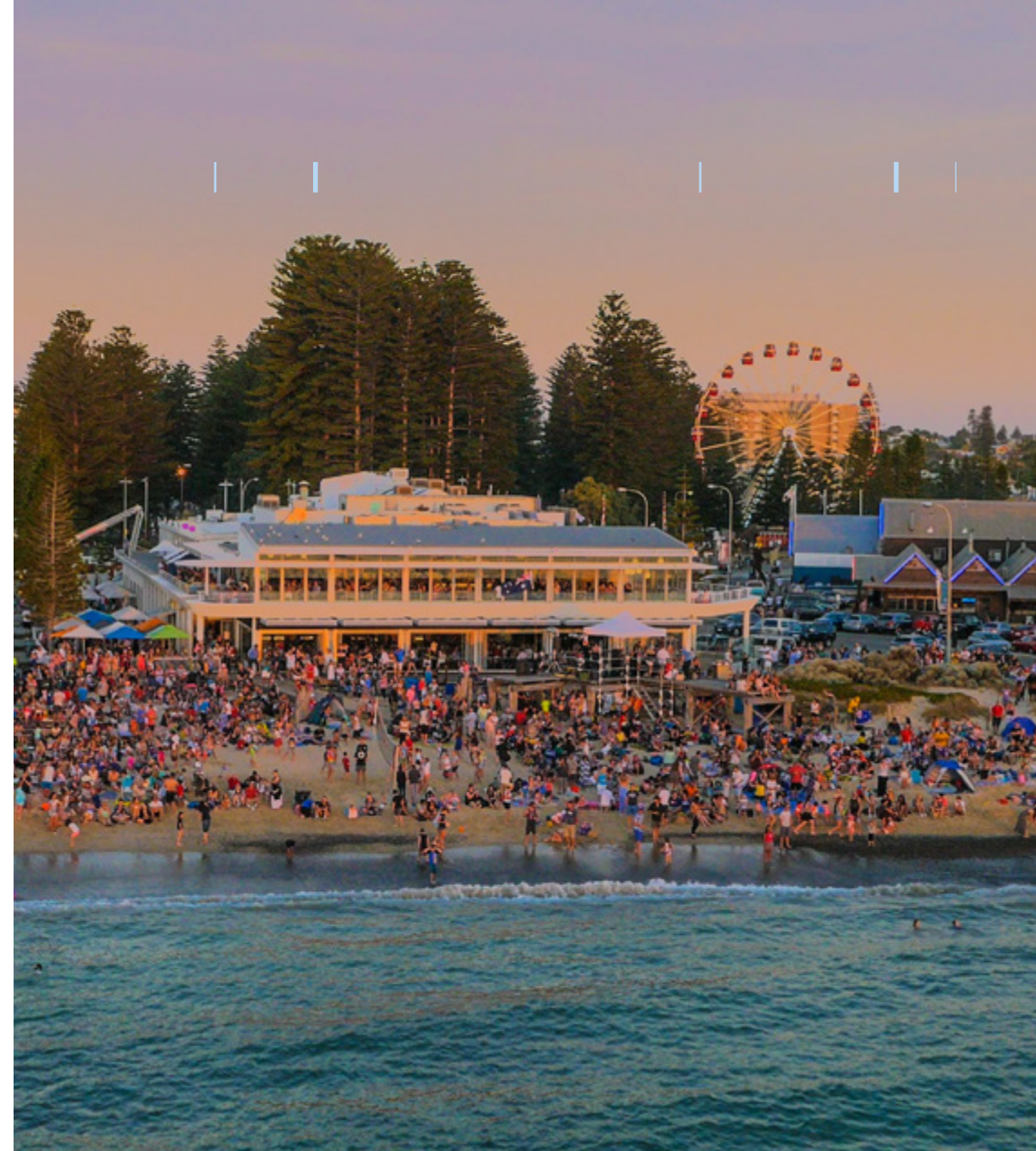
Place activation (or place making) aims to increase vibrancy in city streets (commercially and socially) and rejuvenate inactive areas of the city. It involves: linking user attractors (e.g. events, public art, seating, urban gardens) to core activity hubs; facilitating economic development by concentrating activity to encourage density and vibrancy; maximising linkages to transport infrastructure for easy access, and channelling pedestrian traffic past social and commercial offerings at street level.

It aims to produce a more pedestrian friendly city to capitalise on the outdoor experience Fremantle has to offer, providing pedestrian scale intimacy and adventure. The Fremantle of the future should provide opportunities for people to assemble and socialise, with a range of activities for enjoyment. It should constantly surprise its people with new adventures and its cultural milieu.

Why focus on this program area?

We want to create a city that encourages people to talk, listen, see and seek authentic and memorable experiences. As well as enjoying Fremantle's unique cultural and built heritage, Fremantle should also include more opportunities for stationary activities. If many people walk through a space yet nobody stops to sit, then something very important is missing. By improving in this area, Fremantle can benefit from an even stronger sense of identity and belonging, increased knowledge and understanding, and even greater community resilience.

The art of place making aims to create or transform spaces into places that engage people so that they want to be involved in them and want to linger in them, rather than merely passing through them. Successful place making creates authentic places that offer a rich uniquely Fremantle experience and a sense of belonging that encourages greater and longer visitation. It also results in social outcomes such as social engagement and improved perception of safety through increased passive surveillance and on-street activity.



Place activation aims to increase vibrancy in city streets (commercially and socially) and rejuvenate inactive areas of the city

2) CUSTOMER EXPERIENCE, MARKETING AND BUSINESS IMPROVEMENT

Description of this program area

A city's brand is the promise of its value. City branding is about deliberately creating, developing and demonstrating Fremantle's value through appropriate 'on brand' actions. This may consist of investments, physical improvements to the city, attraction of major events and festivals, and small activities by the public and private sectors that improve the customer's experience of Fremantle. City branding is not something that is the sole preserve of local government, it is a shared responsibility and practice of Fremantle's stakeholders. What is more powerful than having the stakeholders jointly define and realise the brand of their city, using their own particular strengths to ensure the world receives a compelling, joined-up and consistent message about the city?

This program area includes supporting retail and hospitality businesses that add to Fremantle's unique brand. It also involves a range of marketing activities designed to attract greater visitation to Fremantle, increase length of stay per visit and add layers of authenticity to that experience. That includes delivering an integrated place marketing strategy ("Fremantle Story") that includes hosting a diverse range of events and festivals throughout the year that generate immediate and long-term benefits for Fremantle's business and residential communities.

Why focus on this program area?

21st century cities compete on the value that they provide in terms of their physical and service offer, their heritage, their ambitions and their authentic character. In short: they compete on their brand and will develop in line with it. City brands are exemplified and brought alive through the valuable experiences that they offer to consumers. It is these experiences that determine people's perceptions of the city. Creating an authentic customer experience is vital to the success of Fremantle's population-driven industries.

Population-driven industries in Fremantle have struggled in recent years. While part of this trend has been caused by factors beyond the immediate control of stakeholders (e.g. global economics, on-line retailing), Fremantle has performed at a level below the expectations of its stakeholders. This program area aims to improve the 'on-the-ground' visitor experience in Fremantle with the aim of maximising the length of visitation and frequency of repeat visits. It will involve improvements to the details of visitor experiences in Fremantle and the implementation of a high-quality place marketing strategy, a comprehensive events and festivals program, and the roll-out of improved way-finding and signage throughout Fremantle.



3) DEVELOPMENT AND MANAGEMENT OF COUNCIL PROPERTIES

Description of this program area

The City of Fremantle owns a significant amount of property within its local government area. The City can leverage the use of this property portfolio to enable achievement of strategic imperatives across a variety of areas, including for the purpose of this strategy. As City-owned properties become available for lease or sale, the City will conduct a strategic review of each asset in order to determine the scope for its best possible use. This may be in response to changes in the local economy or community and commercial opportunity that arises, or both.

Why focus on this program area?

The City recognises that it has a unique opportunity to use its own property portfolio to catalyse strategic projects. This may be the revitalisation of under-performing precincts such as Kings Square or to provide a vital service to the Fremantle community or its stakeholders. Upgrading our buildings or improving the quality of their street-level frontages develops the value of an urban area and the City will aim to achieve this in the coming years.

Interesting facades, visible activities inside and on the street, and the light of windows at night contribute to safety and provide motivation for walking and stationary activities. Human senses are primarily horizontal and we have evolved to look in front, left and right (and to beware what is behind us) which emphasises how important ground level activity is in a city and for the stimulation and well-being of its people.



4) ATTRACTION OF BUSINESS, INDUSTRY AND INVESTMENT

Description of this program area

This program area aims to accelerate the development of Fremantle's economy by proactively identifying and attracting key businesses, industry and investment to Fremantle. It involves lobbying and advocating for change that has a positive effect on the Fremantle region, reducing regulatory barriers (the City's and others'), showing leadership on key issues that affect Fremantle and developing partners with major stakeholders that can positively influence Fremantle's revitalisation.

Attraction of business: proactively incentivise and accelerate the attraction of businesses that add value and something unique to Fremantle's offering as a visitor destination and generate benefits for its residents, workers, visitors and the business community in the long-term by improving Fremantle's overall appeal.

Attraction of industry: the benefits of industry clusters and agglomeration economies are well known. Fremantle has a range of competitive advantages and economic strengths that are explored in the Context and Analysis document that informed development of this Strategy. The City will work with private and public stakeholders to attract industries to Fremantle that can leverage off those competitive advantages and thrive in Fremantle over the long-term, with a particular emphasis on knowledge-based and marine-based industries.

Attraction of investment: this includes private and public investment. The City will proactively engage with the State Government and property developers to promote the benefits of investing in Fremantle in the long-term. This includes identifying potential investment opportunities and connecting parties with common interests and providing key market information. This program area also involves engaging the State Government to encourage its ongoing investment in Fremantle and to encourage it to release its underutilised land holdings for strategic purposes that help achieve the objectives of Directions 2031 and this Strategy, and enable a shift towards a self-contained sub-regional economy.

Why focus on this program area?

Attraction of business: major centres around the Perth metropolitan area provide competition for Fremantle. However, Fremantle does not define itself by large department stores and car parks – it is an eclectic range of locally owned stores, arcades and products that cater for a new wave of retail enthusiasts that cherish not only merchandise but also its origin and surroundings. Fremantle's business mix needs to reflect its character and leverage is strong brand attributes. Efforts within business attraction will include identifying and attracting a variety of boutique small businesses with their own story and personality. Additionally, it involves working with major property owners to identify and attract the right balance of medium and major retailers to Fremantle to support the overall offering.

Attraction of industry: The value of creativity and innovation in driving tangible economic outcomes is well recognised, as there is a strong link between creativity and innovation and real productivity growth. Productivity growth is a key driver of the economy's long-term development potential, real incomes and economic wellbeing. Efforts in this area will focus around attraction of knowledge-based businesses and industries.

Attraction of investment: Fremantle is primed for a residential led recovery and there is a window of opportunity to leverage the State Government's asset sales program to encourage the sale of under-utilised State Government land in Fremantle and to make the land available to the market for a use that meets Fremantle's strategic needs, particularly residential developments. This course of action would support the intent of Directions 2031 in achieving greater density of activity in major activity centres in Perth and Peel.

The City's Economic Development Team will continue to provide a service that responds to incoming business and property investment enquiries in a timely and informative manner. That team will act as internal advocates for local business owners, property owners and potential investors in Fremantle and will help to represent their needs and interests throughout our organisation.



WHAT IS ECONOMIC DEVELOPMENT?

Economic development includes the activities a City undertakes to improve the economic, political, and social wellbeing of its people. It results in a stronger city, culturally and socially, with lasting prosperity that improves the overall quality of living. Economic development activities aim to improve the quality of life for the community by supporting local businesses and strengthening links between all major stakeholders in the region. Economic development is something that all members of the community contribute to in one form or another.

It is important to understand that, like many disciplines, there is no single strategy, policy, or program for achieving successful economic development, it depends on the local context. This is evident by a number of differing definitions from throughout the international community that draw on different priorities as part of achieving successful economic development.

The range of available definitions demonstrates a shared understanding that successful economic development interventions are dependent on their context. Cities differ in their characteristics, and each city will have a unique set of challenges for economic development. Before economic development interventions are developed, the context of the city must be carefully understood. It is for this reason that as a city of such unique cultural and historical significance, Fremantle must be guided by its own definition of successful economic development and associated guiding principles.

ECONOMIC DEVELOPMENT IS...

“The purpose of local economic development (LED) is to build up the economic capacity of a local area to improve its economic future and the quality of life for all. It is a process by which public, business and non-governmental sector partners work collectively to create better conditions for economic growth and employment regeneration.” (World Bank)

“A program, group of policies, or activity that seeks to improve the economic well-being and quality of life for a community, by creating and/or retaining jobs that facilitate growth ...” (International Economic Development Council)

“Local Economic Development is a strategy for employment promotion through micro and small enterprise development, support of social dialogue and development planning. At the center of the approach is the creation of public-private partnerships that bring together stakeholders in the local economy, including representatives of regional and local government, employers’ and workers’ organisations, Chambers of Commerce, cooperatives, producers’ associations, women organisations and other NGO’s.” (International Labour Organization)

LOCAL GOVERNMENT'S ROLE IN ECONOMIC DEVELOPMENT

Economic development is something that the entire community participates in whether it is a trader promoting their business to grow their customer base, or a citizen suggesting improvements to a public space to make it safer and more attractive. Like the community, Local Government also plays a vital role in economic development.

The City of Fremantle's role in economic development must be clearly defined in terms of what a local government can realistically achieve in relation to its capacity to implement (availability of human and financial resources) and secondly by a planned program of work arising from community and stakeholder engagement. As is demonstrated in **Figure A**, the City will actively pursue activities which provide high benefit to the community but also align with the City's available resources and ability to deliver. This mirrors the approach taken in the previous Economic Development Strategy.

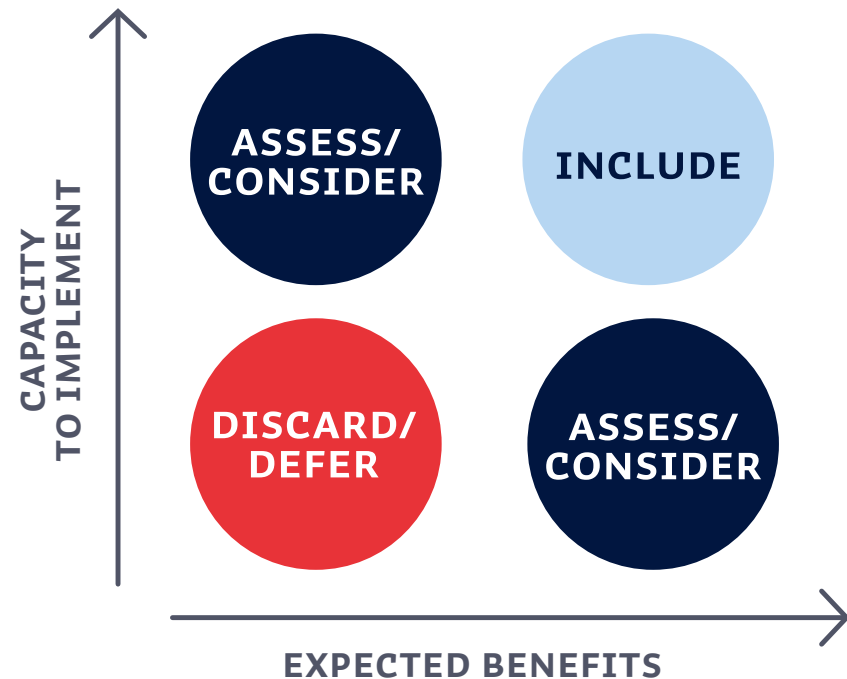


Figure A - Local Government's Capacity to Implement

FREMANTLE'S ECONOMIC PROFILE

Fremantle is home to a diverse range of industries all of which contribute to employment and attract residents and workers to the city. The growth of industry and resultant employment is a key indicator of economic growth within the region. The following industry analysis considers the Fremantle economy and how it has changed between the period of the year ending 2010/11 and the year ending 2012/13. The rationale for this period is to measure performance of the economy from the point at which the immediate past economic development strategy was adopted (2011) and consider achievements and learnings as a result of

the previous strategy. It is the most recent data set available from the ABS at the time of publication.

Between the year ending 2010/11 and 2012/13 the City of Fremantle experienced stable industry growth with 1,863 jobs added to the local economy, an increase of \$286 million in GRP, productivity increase worth up to \$210 million and an additional 52 businesses registered within the City of Fremantle.

2010/11 TO 2012/13



Local Jobs
33,815



+1,863



Gross Regional
Product (GRP)
\$4.27b



+ \$286m



Value Added
to Economy
\$3.85b



+ \$210m



Registered
Businesses
4,412



+ 52

INDUSTRY SECTOR GROWTH AND DECLINE

Industries within the manufacturing sector enjoyed the highest growth (by output) with an increase of \$241.8 million between the year ending 2010/11 and 2012/13. The biggest growth within the manufacturing sector was within polymer product and rubber product manufacturing which experienced growth of \$50 million between 2010/11 and 2012/13. This was followed by transport equipment manufacturing and primary metal and metal product manufacturing enjoying growth of just over \$30 million in the same period. This suggests growth in many of the port related industries confirming the importance of the Port of Fremantle as a key economic asset for the area.

Industries within the construction sector experienced the greatest reduction in output between 2010/11 and 2012/13 led by the building industry which reduced its output by \$82 million. However a gradual increase in building approvals in recent years and a strong development pipeline suggests that the construction sector within Fremantle may rally over the coming years.



Manufacturing
+ \$242m



Transport, Postal & Warehousing
+ \$131m



Wholesale Trade
+ \$98m



Health Care & Social Assistance
+ \$45m



Rental, Hiring & Real Estate Services
+ \$40m



Construction
- \$109m



Public Administration & Safety
- \$13m



Agriculture, Forestry & Fishing
- \$13m



ICT & Media
- \$3m



Mining
- \$0.4m

2010/11 TO 2012/13

EMPLOYMENT

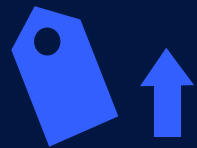
As at the year ending 2012/13 the three largest industries within the City Fremantle by way of jobs held were Health Care and Social Assistance (5,665 people or 16.8%), Transport, Postal and Warehousing (3,777 people or 11.2%) and Manufacturing (3,560 people or 10.5%). As a combined workforce, these industries accounted for 13,002 jobs (38.5%) of the total workforce within the LGA of the City of Fremantle.

The construction sector suffered the highest reduction in total number of jobs within the City of Fremantle between 2010/11 and 2012/13. This loss of 97 jobs largely occurred within the construction services industry.

The repair and maintenance industry and the agriculture, forestry and fishing sector also experienced a considerable reduction in total number of jobs.

Whilst not reflected in the figures below, due to being outside of the sample date range, a significant reduction in number of jobs was experienced across the Healthcare and Social Assistance sector with the announcement in 2014 that operations at Fremantle Hospital would be downscaled upon the opening of the new Fiona Stanley Hospital in Murdoch. The City of Fremantle has estimated that this resulted in movement of approximately 1,900 jobs outside of the Fremantle economy.

2010/11 TO 2012/13



Retail Trade
+ 419



Transport, Postal &
Warehousing
+ 344



Wholesale Trade
+ 272



Arts & Recreation
Services
+ 271



Health Care & Social
Assistance
+ 227



Construction
- 97



Repair and
Maintenance
- 83



Agriculture, Forestry
& Fishing
- 34



Accommodation
& Food Services
- 20



Rental, Hiring & Real
Estate Services
- 10

BUSINESSES

The total number of registered businesses located in Fremantle increased from 4,360 in 2010/11 to 4,412 in 2012/13. This is an increase of 52 registered businesses across all industries operating within Fremantle.

The highest growth in number of registered businesses was seen in a category consisting of industries that were 'not identifiable'. It is most likely that this growth includes 'pop-up' retail and services within the CBD which includes an eclectic mix of food, fashion and creative service providers, whom mostly consist of start-up entrepreneurs supported by small business incubators. Businesses operating in this group often provide a diverse offering to customers making it difficult to fall within one particular industry group.

The Rental, Hiring and Real Estate Services sector also experienced growth through an additional 27 registered business operating in Fremantle.

The biggest decline of registered businesses was seen in the Agriculture, Forestry and Fishing Sector. This may be attributable to a significant downturn within the Australian forestry industry between 2010/11 and 2012/13.



Industry Not Classified
+ 119



Rental, Hiring & Real Estate Services
+ 27



Professional, Scientific and Technical
+ 23



Accommodation & Food Services
+ 19



Health Care & Social Assistance
+ 18



Agriculture, Forestry & Fishing
- 62



Manufacturing
- 35



Retail Trade
- 29



Transport, Postal & Warehousing
- 29



Administration & Support Services
- 17

2010/11 TO 2012/13

OUR ECONOMIC HEART

Fremantle or 'Freo' as it is affectionately known maintains a personality unique to any other city in Western Australia adding to its competitive advantage as Perth's second city. Much like any successful human relationship it is important to become familiar with Fremantle's personality in order to better understand both the successes and challenges Fremantle faces.

The Association of Town and City Management (ATCM) developed four town centre 'personality types' that most CBDs throughout the world align with. These include:

- Community focused entrepreneurs
- Sustainable destinations
- Specialists
- Global celebrities

After a review of each personality type, Fremantle was found to most closely match the personality of a 'sustainable destination' when compared to the other three types. According to the ATCM, sustainable destinations are characterised by the following strengths and challenges:

Strengths

- High volume of visitors
- Efficient and convenient public transport links
- Above-average levels of business confidence amongst high street operators
- A thriving evening and/or night time economy
- Diverse and well attended events
- Considerable-experience in adopting a public-private partnership approach to strategic issues affecting the town centre
- Good leisure offering
- A more diverse retail offering that caters for a wider range of budgets
- Attractive markets

Challenges

- A lower spend per visitor ratio
- A higher proportion of charity shops in the area
- Possibly more vacant retail units
- Higher levels of reported crime, though generally not serious

Fremantle aligns quite closely with the majority of personality traits associated with sustainable destinations. ATCM provides the following general overview when describing 'sustainable destinations':

"This type of town or city centre may be linked to a university with an established or growing international reputation. They will tend to attract visitors from all parts... as well as overseas tourists. Independent retailers (sometimes iconic family businesses that have operated in the same area for several generations) often play an important role in these town and city centres, sometimes in a win-win relationship with global anchor retail brands. In many cases, these town and city centres will be growing increasingly mindful of strategic sustainability issues (e.g. waste recycling, noise and air pollution reduction, social capital, etc.) and somewhere on the path towards attracting more responsible culture-focused tourism."

OUR POPULATION DRIVEN INDUSTRIES

As a result of technology advancements within the shipping industry, Fremantle moved to reduce its economic dependency on operations at the port and evolve to create a more diverse population driven offering. In 1987, Fremantle played host to the America's Cup which resulted in significant investment within the tourism and hospitality sectors and raised Fremantle's profile internationally as a world class destination. This allowed for the incubation and growth of strong population driven industries within the CBD of Fremantle including tourism, hospitality and retail.

In Australia, a country with one of the highest concentration of shopping centres per inhabitant, and an increasing dependency on the automobile, population driven industries are faced with an intensely competitive environment in which to operate.

Whilst Fremantle enjoys an enviable level of visitation from tourists and visitors, its population driven offering and the level to which it draws upon its residents' and visitors' socio-cultural cues will determine whether they enjoy their experience, stay and spend, or simply move on. Consumer behaviour drives the performance of population driven industries as customers constantly want to try new things. A retailer's ability to sense these changes in behaviour and adapt their offering will thrive, while those who don't may struggle.

In response to such a challenging environment, Fremantle's mix of population driven industries are today indicative of the customers who frequent its high street environment. Retailers' offerings in the area are shaped by subtle social and cultural cues that exist within Fremantle's public realm. Successful businesses continually evolve their offering and respond to the cues Fremantle's visitors and residents provide us with by being in our city.

TOURISM AND HOSPITALITY

In the year ending 2013, Fremantle was the most visited destination in Western Australia outside of the Perth CBD receiving 1.26 million tourist visitors in that year. In the same year, tourism and hospitality industries in Fremantle were responsible for the direct employment of 3,673 people and sales of \$373.8 million. These industries continue to grow with an addition of 403 jobs to the economy and increase in sales (output) of \$34.5 million between 2012 and 2013.

Fremantle offers several core destination zones within in its CBD, exposing visitors to a range of different yet integrated experiences within the one visit. Its rich heritage, with some buildings dating back to the earliest days of the Swan River Colony provides the backdrop for Fremantle's strong tourism industry and associated accommodation and hospitality services.

Key destinations within Fremantle have built its popularity with national and international visitors over the past 35 years, confirming their critical roles as key economic anchors within the community.





RETAIL

As a result of ongoing investment in tourism and hospitality, and the increase in Fremantle's profile brought about by the America's Cup defence, a vibrant retail sector was established within Fremantle's CBD. A broad retail mix is offered with high street fashion, local designers, homewares and a range of galleries, including Aboriginal art. Fremantle is also home to three large retail anchors including Target, Woolworths and Coles which draws a large percentage of the community living within Fremantle's retail catchment area into the CBD.

Fremantle's CBD has now also become a key driver of the pop-up phenomenon occurring within the retail sector and is home to several retail incubators that offer small businesses an opportunity to start and grow a successful retail business. The culture associated with this type of entrepreneurship is also attracting an increasing number of on-trend contemporary retail offerings akin to Melbourne's laneway culture. Fremantle's heritage environment offers the unique spaces and architecture that allow such cultures to flourish.

Some key features of Fremantle's retail offering include:

- 600 + small and medium enterprises
- Major annual festivals and events increasing Fremantle's profile
- Fremantle railway station and bus port, providing high frequency travel options to and from Fremantle
- Major tourist attractions
- West End fashion precinct
- WA's greatest concentration of preserved heritage buildings

THE WEST END

Boasting a location amongst one of the best preserved heritage precincts in Australia, The West End hosts an array of boutique shops and café's that offer immense layers of character and interest to the shopping and dining experience. The West End is the gateway to the Roundhouse, Western Australia's oldest public building and is also home to Notre Dame University.



NORTH FREMANTLE

North Fremantle, home to the famous Port and Leighton Beaches is a small coastal community offering a unique ‘main street’ precinct, lined with quaint cafes and eateries. It hosts the famous Mojos Bar music venue as well as several old style pubs. North Fremantle typifies the Fremantle beachside lifestyle.

THE CAPPUCCINO STRIP

The Cappuccino Strip is nationally recognised cluster of cafés and restaurants set within a heritage-rich high street environment. This precinct is synonymous with Fremantle’s brand that has long presented itself as one of the major hospitality hot spots within Western Australia.



FISHING BOAT HARBOUR AND BATHERS BEACH

Fremantle’s fishing boat harbour is home to several restaurants and boardwalk alfresco areas offering fresh local seafood, fine dining options and a starting point for water based tourism activities. It draws thousands of visitors each weekend.

Bathers Beach is directly adjacent to Fishing Boat Harbour and offers direct access to the Indian Ocean. The Bathers Beach precinct offers summer markets, exhibitions and gallery viewings, as well as the Bathers Beach House which is a European style beach club offering meals, a bar and beach side sun lounges. Having been activated only recently, the Bathers Beach precinct is proving to be a popular draw card for tourists and locals.



VICTORIA QUAY

Victoria Quay, just a short walk from Fremantle's CBD is home to Western Australia's Maritime Museum as well as the E-Shed markets which is a long-standing market offering food, coffee and retail shopping. The Maritime Museum is a building of stunning architecture and attracts many thousands of people through its doors each day.

FREMANTLE MARKETS

The most popular market in Western Australia, the Fremantle Markets has a reputation as one of the best destinations in Fremantle for locals and tourists alike, as well as a leading source of independent wares and produce. The Fremantle Markets is at the core of Fremantle's heritage offering, dating back to the 1800's with its first foundation stone laid in 1897.

SOUTH FREMANTLE

South Fremantle has emerged as a vital part of the Fremantle experience boasting calm beaches, several restaurants and great shopping. South Fremantle is just a 10-15 minute stroll from the CBD.

WRAY AVENUE PRECINCT

Wray Avenue is a vibrant boutique retail and cafe precinct just a short walk from The Cappuccino Strip. It maintains a relaxed atmosphere typical of the Fremantle way of life.



KNOWLEDGE BASED INDUSTRIES

Knowledge based industries generally consist of organisations offering services such as education, financial, business, and technology. In the case of Fremantle, the port city is a hub for education, government and health services and their supporting industries.



EDUCATION AND TRAINING

The significant education and training institutions within Fremantle make a strong contribution to the Fremantle economy. As at the year ending 2012-13 the education and training sector in Fremantle employed 2,585 people and generated an output of \$251 million.

Notre Dame University is located in Fremantle's CBD and utilises several heritage buildings in the city's West End precinct. Notre Dame brings thousands of students to the city centre to study and learn and is successful in taking on a role as a key economic anchor for the city. The university is actively engaged in planning for the city's future and has been involved in many initiatives to activate Fremantle's West End, which has often been perceived as poorly activated and disconnected from other precincts in the CBD. The influx of students during academic semesters supports population driven industries in the West End and continues to attract further business investment.

The presence of large organisations such as universities in the city supports the growth of other supporting knowledge based industries including the providers of ICT, finance and business related services that the university requires.

The Challenger Institute of Technology is a leading provider of vocational education and training services with multiple campuses located across Fremantle. With two campuses being based in the CBD, their core offerings include tourism, hospitality and maritime studies. The tourism and hospitality courses provide much needed skills required by Fremantle businesses operating within the tourism and hospitality sector, while the maritime college provides the unique technical skills required by industries operating out of the Port of Fremantle. Challenger supports sustainable economic development by providing a pathway for local students towards employment within Fremantle's economy and goes some way in retaining knowledge and skills within the community as the need for such skills increases with a growing economy.

GOVERNMENT

A number of Commonwealth and State Government departments and agencies are located in Fremantle, however an opportunity exists to attract more government organisations to the area. Some of the government organisations currently based in Fremantle include:

- Defence Housing Australia
- Australian Customs and Border Protection
- Australian Quarantine and Inspection Service
- Australian Maritime Safety Authority
- Department of Transport
- Department of Fisheries
- Police – Southwest Regional headquarters

The success of the existing government departments and agencies operating in Fremantle is due, in part, to a qualified workforce close at hand, together with staff enjoying a high level of satisfaction from being located in an activity centre with broad appeal.

HEALTHCARE

The centre of the healthcare industry in Fremantle is the Fremantle Hospital. Up until 2014, Fremantle Hospital was one of the largest hospitals in Western Australia, with 450 beds, 3,100 employees and an operating budget of \$400 million. However due to the recent opening of the Fiona Stanley Hospital in a neighbouring municipality, 1,900 of those 3,100 jobs were moved outside of Fremantle. In light of this, the Hospital will continue to operate however it will be at a reduced capacity, mainly focusing on the area of rehabilitation.

Outside of the hospital, an ageing population in Fremantle has driven demand for ancillary services to exist in areas such as physiotherapy, dental, occupational therapy, ophthalmology and dermatology as well as other natural medicine offerings including Chinese medicine and massage.



MARITIME AND PORT INDUSTRIES

Fremantle Port is well known throughout Western Australia as the State's busiest Port and forms a crucial part of Fremantle's economy. According to Fremantle Port Authority the Port of Fremantle contributed the following to both the State and Fremantle in 2012-13:

- Each ship visit to the Port of Fremantle creates the equivalent of 3.3 full-time jobs for one year and last year there were 1952 visits
- Fremantle Ports returned \$27.1 million to the Government of Western Australia through income tax equivalents and dividends
- The Port of Fremantle accounted for 78 per cent by value of WA's seaborne imports and 11 per cent by value of WA's seaborne exports
- Trade with East, South East and Southern Asia amounted to 61.0 per cent of total port trade and Australian coastal trade accounted for 12.0 per cent
- Total port trade was 32.0 million mass tonnes, with a value of more than \$30.0 billion

Outside of this direct benefit to the economy, the Fremantle Port supports both land-based and maritime logistics industries that service the port. It also presents opportunities in the future for Fremantle to foster an agglomeration of high-value maritime and port industry businesses and related services.



OUR CHALLENGES

In mapping a sustainable economic future for Fremantle, it is important to consider the economic challenges we currently face. Whilst Fremantle remains a vibrant and culturally active city throughout times of high visitation, its CBD has faced considerable decline in recent years. Between 2001 and 2011, the Fremantle CBD experienced a major increase in vacancy rates, a 10% decline in commercial floor space and 17% decline in employment. As of 2015, Fremantle still faces similar challenges which are now being exacerbated by competitive pressures from large modern retail anchors in neighbouring municipalities, as well as the relocation of 1,900 State Government health workers away from Fremantle's CBD.

Fremantle's high street retail and heritage offering is unique to the region, however its ability to leverage and promote this unique sense of place to attract new investment and retain existing anchors has been severely impacted. This is primarily due to an outdated civic centre, changes to weekend trading in WA and an increasing number of vacant commercial properties in the city centre. A significant example of divestment in the city centre was the vacation of Myer from its tenancy in Kings Square which has resulted in one of Fremantle's largest buildings remaining vacant for several years.

In light of this, there are now only three major, traditional anchor retailers located within Fremantle – Target, Coles and Woolworths. Retailers such as Woolworths are somewhat isolated from the activity centres that the majority of other retailers rely on, emphasising the need for the reconnection of major activity nodes within the CBD.

KEY CHALLENGES

- *Physical separation and isolation of attractions and retail anchors*
- *A perceived lack of parking or ease of access to it*
- *Strong competition from other retail centres such as Garden City and Cockburn Central*
- *Dispersed and sometimes constrained ownership of commercial property*
- *Linear shopping zones over large distances*
- *Lack of passive surveillance due to inactivity in key public areas, leading to anti-social behaviour*
- *High Street Mall, centrally located and a major pedestrian linkage, currently has high vacancy rates and is poorly activated*
- *The CBD's trade and catchment area is constrained by the ocean*
- *Oversupply of commercial office space in Perth CBD*
- *Way-finding and signage legibility*
- *Begging and homelessness*



REVIEW OF ECONOMIC DEVELOPMENT STRATEGY 2011 - 2015

Action Number	Action	2011	2012	2013	2014	2015
1	Economic development leadership and collaboration					
1.1	Establish a Fremantle Economic Partnership to facilitate a collaborative approach to economic development in Fremantle.	✓	✓	✓	✓	✓
2	Urban form and infrastructure					
2.1	Perpare a planning scheme amendment for city central that supports development necessary to establish Fremantle as primary centre	✓	✓			
2.2	Implement the Fremantle Retail Model Plan (2010) recommendations relating to the 'development of additional retail space'	✓	✓	✓	✓	✓
2.3	Identify and establish an implementation model for development of the Fremantle CBD	✓	✓	✓	✓	✓
2.4	Improve way finding and place making	✓	✓	✓	✓	✓
3	Business capability and capacity					
3.1	Implement the Fremantle Retail Model Plan (2010) recommendations relating to better whole-of-city retail management and coordination	✓	✓	✓	✓	✓
3.2	Establish a new and better resourced Fremantle Visitor Centre		✓	✓		
3.3	Pursue initiatives that enhance Fremantle as a creative city	✓	✓	✓	✓	✓
4	Marketing					
4.1	Collate and disseminate relevent economic data to support existing and new businesses	✓	✓	✓	✓	✓

STRATEGIC ACTION AREAS

The 2011-2015 Strategy included the following four strategic action areas:

1. Economic development leadership & collaboration
2. Urban form and infrastructure
3. Business capability and capacity
4. Marketing

Within those four action areas, the following nine major actions were identified: (left)

Source: Economic Development Strategy 2011-2015

REVIEW OF ECONOMIC DEVELOPMENT STRATEGY

2011 - 2015 (CONTINUED)

A full review of the 2011-2015 Strategy's implementation is included as an Appendix and the key points are summarised below. The 2011 – 2015 Strategy informed development of the 2015 - 2020 Strategy and implementation plan. Major lessons learnt from its implementation have been taken into account and outstanding projects and actions that still have relevance have been carried through to the new Strategy and implementation plan.

KEY POINTS FROM REVIEW

PREPARE A PLANNING SCHEME AMENDMENT (ACTION 2.1)

Amendments 38 and 49, now incorporated into the City of Fremantle Town Planning Scheme, were the catalysts for Fremantle's revitalisation. These amendments have changed the development potential of a number of strategically located sites within Fremantle.

The purpose of the amendment 49 in particular, was to facilitate development on 12 non-heritage listed sites within the Fremantle CBD to encourage high-quality development and to increase Fremantle's economic capacity. The 12 key sites are located in the eastern area of the City Central zone, focused around Queen Street between the Fremantle Railway Station and Kings Square.

The key strategic sites were identified by the City as capable of supporting redevelopment of intensity and scale that would make a significant contribution to achieving the strategic imperatives of the City of Fremantle's strategic plan.

As a result, there is unprecedented investment and renewal currently underway in Fremantle. The combined level of private and public investment in the pipeline totals more than \$1.3 billion (as at June 2015).

This investment has enabled Fremantle to make progress towards the targets articulated in the City's Strategic Plan 2010 – 2015 of:

- Dwellings 1,500 dwellings
- Office 70,000 sqm
- Retail 20,000 sqm.

As of June 2015, progress towards achieving those targets is as follows:

- Dwellings 878 (+439 hotel rooms)
- Office 38,205 sqm
- Retail 16,568 sqm

The City acknowledges that these targets have not been met and it must continue its work in attracting investment to Fremantle and unlocking underutilised parcels of land in key locations.

REVIEW OF ECONOMIC DEVELOPMENT STRATEGY

2011 - 2015 (CONTINUED)

KINGS SQUARE REDEVELOPMENT (ACTION 2.2)

Valued at \$220 million, the Kings Square Project is an integrated redevelopment of key sites in Fremantle's King Square precinct. The project includes the redevelopment or refurbishment of a number of properties currently owned by the City of Fremantle and the former Myer building owned by Sirona Capital Management. The objectives of the project are to:

- Create a community, civic, retail and commercial centre reflecting Kings Square's unique place as the traditional 'centre' of Fremantle and a vibrant, active and safe place for visitors and citizens alike; and
- Develop a landmark precinct that attracts and retains more people within Fremantle's city centre including office workers, retailers, shoppers, hotel guests and residents.

The project will create the opportunity for further significant private sector investment through the facilitation of public-private partnerships, attraction of new major investors and increased collaboration and investment from existing economic anchors. The resultant increase in population and activity within the city centre will provide opportunities to attract large private enterprises as well as develop industry clusters that contribute to the sustained growth of local businesses.

FREMANTLE BID (ACTIONS 2.3 & 3.1)

The Fremantle BID was established in September 2012 and has been operating since that time under a guaranteed five-year funding agreement. A summary of the BID's major activities and projects can be found at www.fremantlebid.com



FREMANTLE VISITOR CENTRE (ACTION 3.2)

The City's purchased the Fremantle Visitor Centre in 2012 and has been operating it since that time. The centre offers free visitor servicing and sells bookable product. A significant service provided by the centre is cruise ship servicing for all cruise ships that visit Fremantle each year. The centre partners with local operators to provide a free-of-charge shuttle service for cruise ship passengers. Additionally, the centre generates almost \$2 million per annum in sales for local Fremantle businesses.

A new purpose built visitor centre is planned for part of the Kings Square Project, it is likely that the centre will be combined with the City's Library and Customer Service centres to reduce operating costs and improve service delivery.

REVIEW OF ECONOMIC DEVELOPMENT STRATEGY

2011 - 2015 (CONTINUED)

WAY FINDING (ACTION 2.4)

Way finding that focused on directing vehicular traffic to major car parks was implemented in 2012. However, visitor surveys and feedback from the business community has identified a need to improve signage and way finding for pedestrians throughout the central Fremantle area. This should help direct visitors to key attractors and improve their experience.

CREATIVE CITY (ACTION 3.3)

The major accomplishment for this action includes the “MANY 6160” project that houses 40+ creative industry businesses, allowing them to test the Fremantle market and 'graduate' to permanent premises around the city – some have already done so. Other activities related to this action include industry development support in the form of sponsorship for local creative industry events such as the Fremantle Fashion Collective Runway event. There is a need to expand the City's role in this area to support the development of creative industries.

Additionally, the City's involvement with the School for Social Entrepreneurs (SSE) is helping to provide learning programs which enhance the effectiveness of Australia's social entrepreneurs and their social ventures. SSE runs nine-month programs that give social entrepreneurs the personal and business support they need to grow their ventures.

OTHER COMMENTS

- Productive working relationships were maintained with major stakeholders in Fremantle. While no formal economic development partnership group was established (as suggested in the 2011-2015 Strategy), stakeholders have indicated there is no need for one.
- Attracting major office tenants has been difficult for a range of reasons. With Perth CBD office vacancies at approximately 20% and rents continuing to fall, Fremantle is becoming a less attractive proposition for office space in the short-term. This will mean the City will need to make a concerted effort to continue to attract investment to Fremantle and to encourage investors to consider the long-term prospects that Fremantle has to offer.
- Future use of the central area differential rate continues to be a topical issue for the Fremantle business community. A review of the differential rate including its distribution mechanism should be undertaken towards the end of the Fremantle BID's five-year funding agreement to determine the best way to distribute those funds. That review will need to be undertaken in partnership with the Fremantle BID and the Fremantle Chamber of Commerce.

KEY CONSIDERATIONS FOR 2015 - 2020

The key considerations outlined in this section have been identified with the support of the business community and City of Fremantle Elected Members. These considerations have informed the development of the Economic Development Strategy 2015-2020 and the implementation plan.

FEATURES OF HIGH PERFORMING CITIES

In December 2013, the Milken Institute published a report ranking North America's top performing cities. The report provides an insight into cities performance based on how well they are creating and sustaining jobs and economic growth.

The report provides insights into some of the key assets contributing to the success of these cities as well as emerging industries that are driving sustainable economic growth notwithstanding the differences between North America and Australia. Analysis of this information provides an overview of emerging trends within these high performing cities.

The top cities generally shared high concentrations of public-sector employees as well as being active in the energy sector. Outside of this, these cities were characterised by the following assets and emerging industries as identified in the report:

KEY ECONOMIC ASSETS

- Large student population driving consumer activity
- University sponsored research creating opportunities for business start-ups
- Strong manufacturing base serving domestic and global markets
- Educated population sought after by high-value employers
- Prevalence of Government and healthcare services
- High energy industry wages supporting consumer spending

INDUSTRY DRIVERS

- Growth in hi-tech industries
- Robust manufacturing industries
- Government and healthcare services
- Oil and gas industries

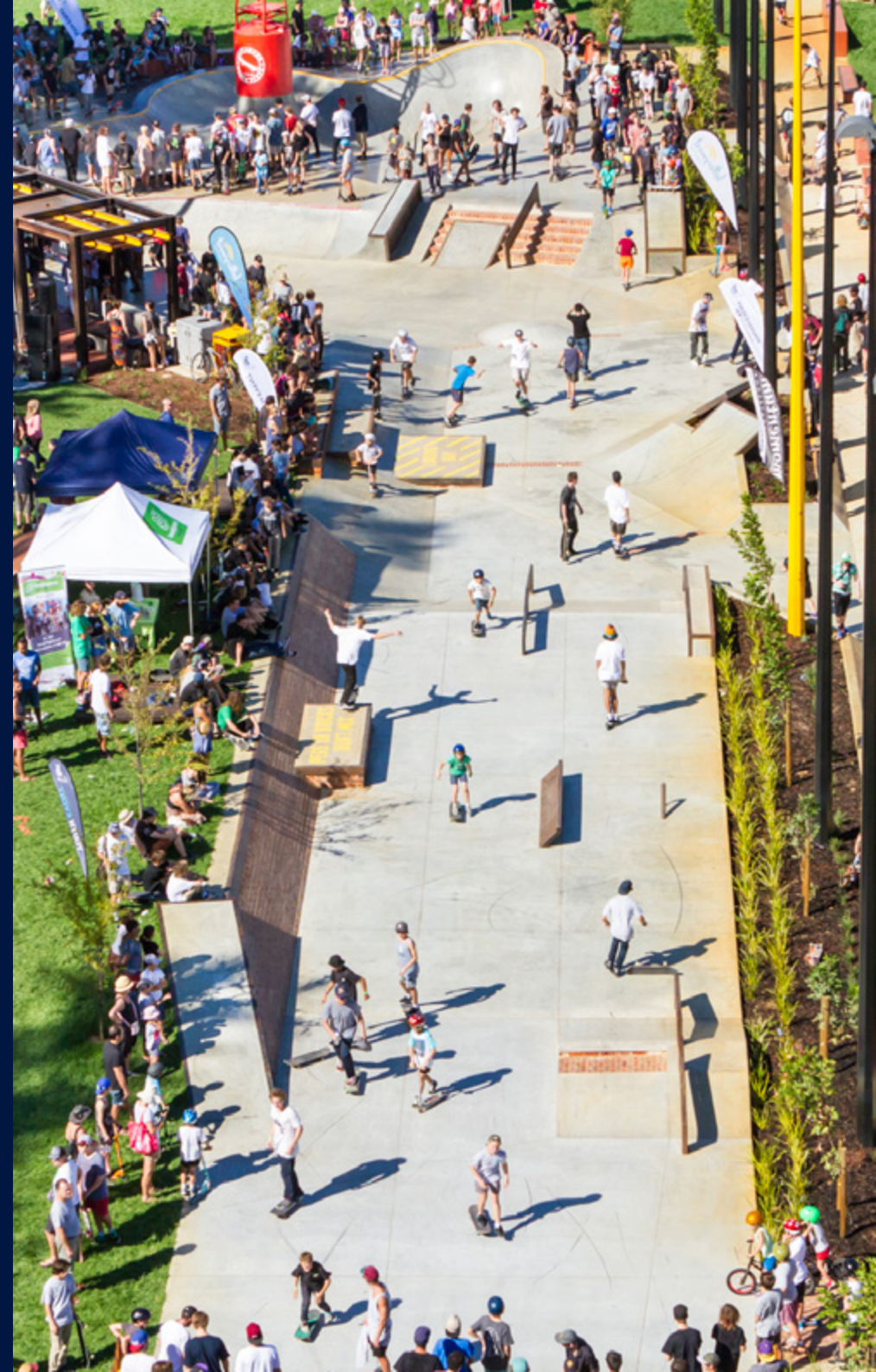
The key economic assets and industry drivers behind these high performing cities indicate a few trends worth considering:

- Highly educated populations and strong research support from universities is driving growth in hi-tech industries, which are creating jobs, growing start-up businesses and strengthening economies
- Mining and energy industries continue to drive economic growth within smaller cities with access to those resources, as well as support local manufacturing industries
- Government and healthcare services are still as important as ever as economic anchors in small cities

URBAN REALM AND PUBLIC LIFE

In considering lessons from cities that are viewed as having a high quality urban realm, attractive public spaces and a vibrant street life, it was identified that the following is important to Fremantle's success:

1. Capitalise on Fremantle's unique Port City characteristics by supporting activities that build on the outdoor visitor experience.
2. Create a more pedestrian friendly city with a strong pedestrian network that invites and encourages people to walk around Fremantle and enjoy all that it has to offer. It is important that key pedestrian routes are aesthetically and practically appealing, uninterrupted, and intuitively draw people to key nodes of activity.
3. Eliminate blank brick walls, empty shops, poorly lit areas, and confusing way finding and signage.
4. Provide a more lively and safe city: people must feel safe and comfortable when they visit Fremantle, so perception of safety and actual safety is improved. These are crucial factors to visitor enjoyment.
5. Improve the pedestrian amenity of Fremantle's central area and provide 'third places' that provide 'breathing spaces' or 'rest points' for visitors and continue to develop attractive public spaces.
6. Reduce unnecessary vehicular traffic in Fremantle's central core by improving signage and way-finding and by providing attractive parking options within walkable distances of the CBD.
7. Expand and improve the bicycle network: leisure cycling is similar to walking as an experience and convenience.
8. Improve opportunities for stationary activities such as alfresco seating, green pockets and more public seating.
9. Soften building edges with artwork and greenery to create a softer interface with the street
10. Recognise the crucial role that students can make to a city's lifeblood, actively engaging with the street life. Find ways to leverage and encourage more obvious and higher profile student activity.



PEOPLE COME FIRST

If changes are implemented properly, the community can gain a great deal from a small investment in the public realm. Fremantle should have positive messages to reach all senses. People are low, slow, small and sensitive - they travel at 5 km per hour and the urban environment should reflect that. The Fremantle of tomorrow should include more 5 km per hour environments to encourage more on-street activity and support for population-driven businesses, especially the retail industry.

Retail today is no longer about just products; it is about providing authentic experiences. 60 per cent of retail sales in Australia are impulsive; this means that the experience and environment Fremantle offers should encourage longer visits. This may include breathing spaces for visitors to rest, recover and reinvigorate themselves before exploring the city again. That may mean more alfresco and more parklets - one on - street parking space is equivalent to twenty seats for customers.



- Our population driven offering and the level to which it draws upon our residents' and visitors' socio-cultural cues will determine whether they enjoy their experience, stay and spend, or simply move on. Consumer behaviour drives the performance of population driven industries and a retailer's ability to sense subtle changes in consumer behaviour and adapt their offering accordingly is key to remaining competitive.
- We must persist with short-term activation strategies whilst we wait for projects within our development pipeline to materialise. It creates jobs, establishes businesses, diversifies the retail mix and allows entrepreneurs to test the market in a low risk environment.
- It is the City's responsibility to provide people with streets that are safe, connected and vibrant.
- The City should support the re-allocation of space to uses such as wider footpaths, bicycle and motorcycle parking, tree planning and green spaces, and other uses.



THE KNOWLEDGE ECONOMY AND THE RISE OF THE CREATIVE CLASS

The Organisation for Economic Co-operation and Development (OECD 1996) once stated that the concept of the 'knowledge-based economy' resulted from a fuller recognition of the role of knowledge and technology in economic growth. This was almost 20 years ago and at that time the OECD stressed that knowledge and information were becoming a core component of OECD economies and were recognised as driving productivity and economic growth. This would ultimately result in a new focus on how information technology and learning play a key role in economic performance.

Today, the knowledge based economy is alive and well and remains an important consideration in economic development globally. Powell and Snellman (2004) define the knowledge economy as production and services based on knowledge intensive activities that contribute to an accelerated pace of technological and scientific advance. They go on to suggest that key components of such an economy include a greater reliance on intellectual capabilities than on physical inputs or natural resources.

The Australian Bureau of Statistics (2002) puts the shift towards a knowledge based economy down to technology and the internet breaking down barriers to knowledge and participation.

This shift towards a knowledge based economy has given rise to a number of trends occurring globally, including the concept of Smart and Learning cities and the rise of the creative class.

In reference to varying sources, a smart city will in simple terms bring together technology, government and society to enable the following characteristics:

- Use physical infrastructure in a highly efficient way to support strong economic, social, cultural development
- Effectively and promptly address change through innovating, learning and adapting
- Leverage open innovation processes and e-participation to better engage with the community at the local level, encouraging community participation and collaboration
- Support and leverage strong knowledge and social networks and voluntary organisations in a low-crime setting to achieve the preceding characteristics

Learning cities, whilst fostering a more specific and defined set of outcomes than Smart Cities, also aim to achieve economic, social and cultural development at the high level and hold technology and community engagement at the core of how they deliver it.

The Beijing Declaration on Building Learning Cities defines a learning city as one which effectively mobilises its resources to:

- Promote inclusive learning from basic to higher education;
- Re-vitalise learning in families and communities;
- Facilitate learning for and in the workplace;
- Extend the use of modern learning technologies;
- Enhance quality and excellence in learning; and
- Nurture a culture of learning throughout life.

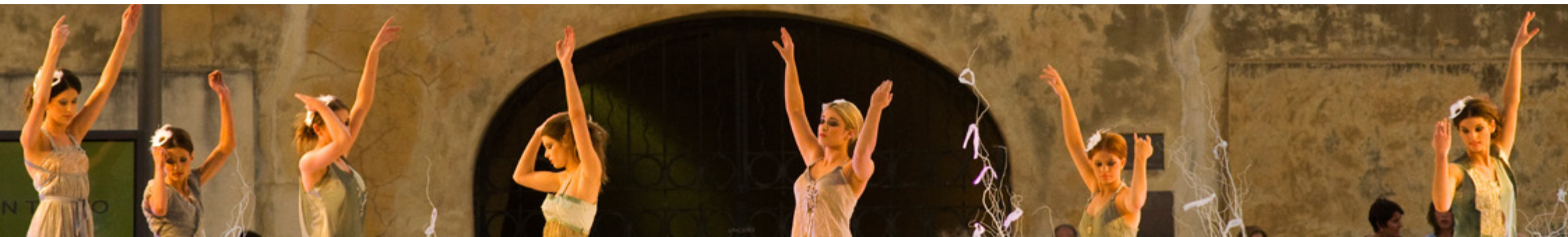
Smart and learning cities provide a strong platform for creativity and innovation, which is something knowledge intensive industries require to thrive. In reference to the 2003 discussion paper 'Can Perth Be More Creative' which was prepared for the WA Planning Commission, the WA premier and other political leaders acknowledged that human creativity is a catalyst for social and economic growth. This paper was based on a submission made to the WA State Government by Charles Landry, Co-Author of "The Creative City" as well as the work of Richard Florida in his book "The Rise of the Creative Class".

The report defined the creative industries as including the following segments:

- Music and Performing Arts
- Film, TV, Radio
- Advertising and Marketing
- Software, Web and Multimedia Development
- Writing, Publishing and Print Media
- Architecture, Design and Visual Arts

It is important to recognise the current shift towards a knowledge economy and the value that the creative and knowledge intensive industries within it can add to local economies. It is clear that a focus should remain on building creativity and innovation within Fremantle in order to gain a competitive advantage as a city over the coming century.

Fremantle has a strong creative and cultural environment, meaning that the existing creative milieu already provides Fremantle with a significant opportunity to fuel the development of knowledge intensive industries with the creativity and innovation they require to thrive. Embracing the characteristics of smart and learning cities will mean that Fremantle is even better equipped to leverage knowledge, creativity and technology as an important source of sustainable economic growth.



INNOVATION AND TECHNOLOGY

Encouraging innovation is a large part of developing the creative class and the knowledge-based economy. Innovation is about applying knowledge and ideas in new ways to create value and to deliver economic development outcomes. It thrives in diverse networks where ideas can spread and be developed.

This has important implications for Fremantle's economy because developed economies are no longer driven by what they make but rather by what they know and do. Fremantle's economy is continuing to become more knowledge-based, more specialised and more globally connected.

This is particularly important as our future standard of living depends on our collective ability to be innovative in what we produce and how we produce it. Innovation is about turning creativity into high-value jobs and sustainable social outcomes. Innovation is a major driver of productivity that facilitates economic development outcomes and its application helps to address global issues such as climate change, food security, poverty and health.

Developing Fremantle's industries of tomorrow will depend on our ability to adopt technological innovation to develop high-value goods and services for a national and global market.



IMPORTANCE OF LIVEABILITY AND LIFESTYLE

National and global competition to attract residents and knowledge-based workers has intensified in recent years. The City of Fremantle recognises that Fremantle's lifestyle and liveability factors are important drivers of regional competitiveness.

This means that drivers of economic prosperity such as social capital, social diversity and a stimulating urban environment are now seen as major factors in driving Fremantle's competitiveness, along with more traditional factors. In practice, this means that we must continually invest in improving its urban environment to support the attraction and retention of residents and workers to Fremantle.

POPULATION DENSITY

We must work to substantially increase population and density within our CBD, encourage the development of unique and complementary retail precincts and better connect with the Perth CBD and other activity centres through leveraging light rail and existing transport networks. More people living closer to employment and other services, and a greater concentration of employment in central Fremantle will deliver significant transport benefits, reducing people's need to travel and stimulating the local economy.



LINKING CAPITAL WORKS TO ECONOMIC DEVELOPMENT

Good economic development strategies are closely linked to a locality's capital improvement strategies to ensure that necessary infrastructure and public realm is developed to support economic development activity in a timely way. Therefore, this Economic Development Strategy integrates closely with the City's capital works program and will aim to more effectively link pedestrians to key attractors. This is because physical improvements like re-paved streets, lighting improvements and landscape beautification, along with access to transportation and parking, and the availability of cultural and recreational facilities will support economic development outcomes.

City projects involving economic development, marketing and capital works can be most effectively applied in combination to compound their positive effect on a precinct.

AVAILABILITY OF LAND

One major factor affecting the productivity of Fremantle's economy is the availability of land for development. A significant amount of undeveloped land in Fremantle is owned by the State Government of Western Australia. Therefore, a large part of the 2015-2020 Strategy involves working collaboratively with the State Government to free-up under-utilised sites, prepare them to be taken to the market, then taking them to the open market to be redeveloped for a purpose that meets Fremantle's strategic needs. With the loss of the State's AAA credit rating and some serious economic challenges ahead, it is clear that the W.A. State Government cannot ignore the need to increase revenue from sales of under-utilised assets to improve the State's financial position.





DEVELOPING THIS STRATEGY

The preceding content in this document has been considered in the development of the forward-focused content to come. Most significantly, the feedback from Elected Members and the business community has led to the identification of the vision and desired outcomes for economic development, as well as the definition of success.

Success has been clearly defined by both the City of Fremantle and by the community. Success can equate to a range of measurable improvements that improves wellbeing for as many members of our community as possible. These measures of success have been clearly articulated in the pages ahead.

The four program areas outlined ahead focus on how the City aims to achieve success and the measurable improvements to Fremantle. The program areas are areas of focus in which the City will take a concerted effort to focus its resources on over the timeframe of this strategy. A description of the program areas and a justification for their selection has been included. Additional detail of the implementation plans (including major projects) is provided as a separate appendix.



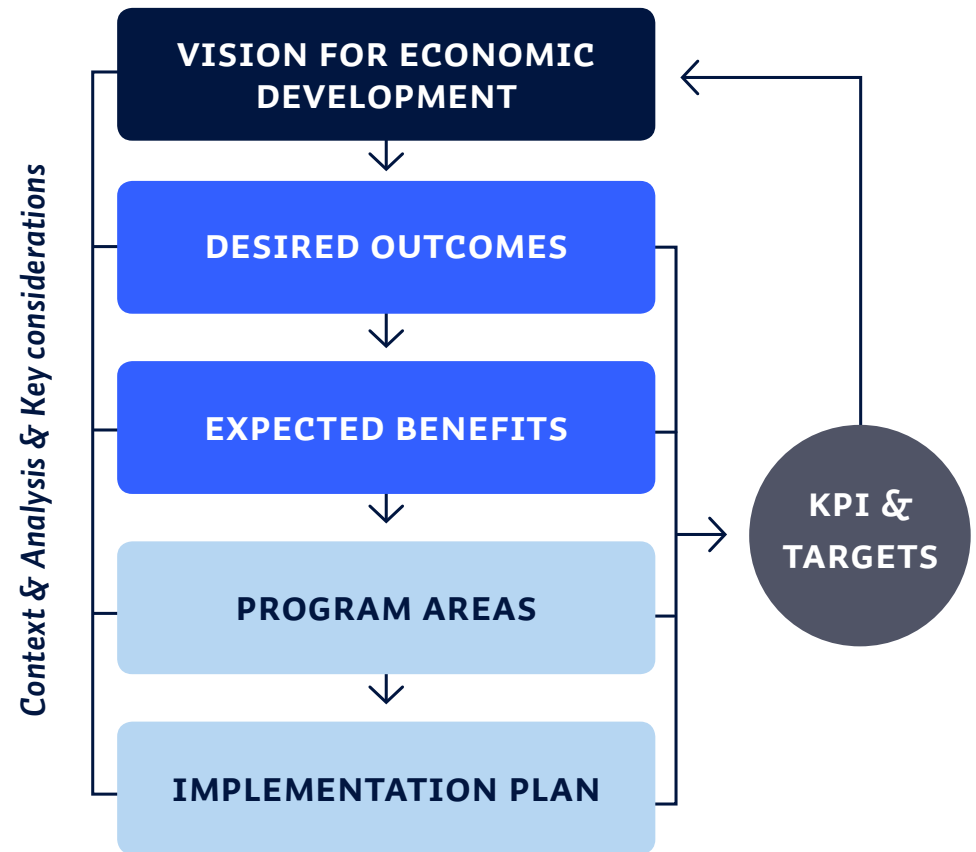
ECONOMIC DEVELOPMENT STRATEGY 2015 - 2020

Figure B presents the City's approach to economic development. To achieve the vision for economic development, a set of desired outcomes and their likely benefits have been developed based on the overall vision the strategy aspires to. To achieve such outcomes and benefits, program areas have been identified and within those, projects developed and implemented.

To ensure the strategy is achieving the outcomes required, a series of overarching key performance indicators and targets are put in place to ensure progress is monitored

VISION FOR ECONOMIC DEVELOPMENT

Fremantle's economy is robust, diverse and continually evolving. Local businesses are flourishing and high-quality property developments provide a strong return on investment for their investors and improve community wellbeing. Visitors to Fremantle are highly satisfied with an experience that is unique, authentic and unpredictable.



WHAT DOES SUCCESS LOOK LIKE?

OUTCOME 1: PRIMARY CENTRE



By 2020 Fremantle is on track to achieve the status of a 'Primary Centre' or equivalent as defined by Directions 2031.

EXPECTED BENEFITS:

Achieving 'Primary Centre' status will see Fremantle attract more State and Federal Government investment.

TARGETS:

1. Fremantle is a 'Primary Centre' in the Department of Planning's Activity Centre Hierarchy as:
Primary Centres house major institutions and become preferred locations for investment in high order public and employment generating infrastructure.
2. Dollar value of State Government investment in Fremantle (↑)
As a result of Primary Centre status, Fremantle will see an increase in the value of State Government investment from current levels.

OUTCOME 2: MORE PEOPLE



A greater number of people to live in, work in and visit Fremantle.

EXPECTED BENEFITS:

There are greater opportunities for population-driven businesses to attract customers due to increased population, visitation and length of stay. Visitation is spread in a more balanced way throughout the day, week and year.

This results in a more resilient and vibrant economy with improved business performance. There are a greater number of employment opportunities available for local residents, meaning Fremantle has greater employment self-sufficiency.

TARGETS:

1. Number of people living in Fremantle will increase (↑)
Currently: 30 833 (6.5 - 10%)
Target: 33 000 - 34 000 (2,000 - 3,000)
2. Number of people working in Fremantle will increase (↑)
Currently: 33 643 (4.0 - 7.0%)
Target: 35 000 - 36 000 (1,500 - 2,500)
3. The overall number of visitors to Fremantle will increase (↑)
Currently: Average of 2.5 million per year (measured across 4 locations)
Target: Average of 3 million per year (across the same locations)
4. The performance of population driven industries (↑)
Business sentiment captured in an annual survey will improve on average each year.

OUTCOME 3: **MORE INVESTMENT**



Fremantle is welcoming to investment and is an attractive destination for high-quality property development.

EXPECTED BENEFITS:

Investment confidence and private sector investment in Fremantle continues to grow and supports more sustainable, intensive and higher value land uses. Fremantle is well recognised as a city with an emphasis on strong heritage interpretation, environmental sustainability and design excellence.

TARGETS:

1. Value of investment in pipeline (↑)
The total value of development approvals will continue to grow from around \$1.3 billion currently.
2. Amount of A-Grade and B-Grade office space in Fremantle (↑)
The Net Lettable Area (NLA) will expand by
Target: 20 000m² – 30 000m²
3. Amount of retail space (↑)
The NLA will increase by
Target: 20 000m²
4. Number of residential dwellings (↑)
Number of dwellings will increase
Currently: 13 464 (7.0 - 15%)
Target: 14 500 – 15 500 (1,000 - 2,000)
5. Turnaround times on lodged development applications (DAs) (↓)
The time for DAs to be processed will fall on average each year to 2020.

OUTCOME 4: **CERTAINTY**



The Fremantle business and investment community has certainty around the use and purpose of the City's major property assets, and on the scope and timing of Council's major activities that are intended to improve the quality of the urban environment and/or support an economic development outcome.

EXPECTED BENEFITS:

Investment in Fremantle continues to grow as investors and businesses are better informed of Council activities and more capable of longer term planning.

TARGETS:

1. Number of enquiries by prospective businesses (↑)
The number of enquiries received by the City of Fremantle annually from prospective businesses will increase
Currently: 40 (50%)
Target: 60-70 (20-30)
2. Number of readers of relevant City of Fremantle communique including parts of the City's website (↑)
Website traffic numbers will grow
Currently: 8 200 (20%)
Target: 10 000 (1,800)
Business trader readership and open rate will grow
Currently: Average of 368 opens and 12 17 recipients
Target: Average of 400 opens (10%) and 1500 recipients (20%)

WHAT DOES SUCCESS LOOK LIKE? (CONTINUED)

OUTCOME 5: **DIFFERENTIATED**



A shared vision that clearly differentiates Fremantle's offer is delivered by stakeholders for Fremantle's:

- a) Population-driven economy including the types of retail and hospitality businesses that Fremantle aims to attract.
- b) Knowledge-based economy and how creative and innovative businesses will be attracted to Fremantle and supported in their development.

EXPECTED BENEFITS:

- a) A greater number of desirable population-driven businesses open in Fremantle, adding to Fremantle's competitiveness and overall appeal to customers.
- a) Lower retail vacancy rates in Fremantle, meaning property owners as a whole receive more income from their investment.
- b) Fremantle's economy is more resilient and sustainable, and exhibits a greater number of smart city characteristics resulting in increased innovation and creativity among a growing knowledge-based workforce.

TARGETS:

1. Proportion of new population driven businesses in Fremantle that meet the criteria defined by the 'aspirational Fremantle' document (↑)
A gradual increase in the proportion of desirable population driven businesses opening in Fremantle.
2. Retail vacancy rate (↓)
Currently: 10.7%
Target: 7.5 – 8.5%
3. Economic contribution of knowledge-based industries (↑)
The value added to the Fremantle economy by knowledge-based industries continues to grow from around \$1, 465 million annually.

OUTCOME 6: **INFORMED**



Key stakeholders have access to the support and information required to collaboratively act on major issues affecting business performance and industry development.

EXPECTED BENEFITS:

The root causes of major issues for Fremantle's economy can be proactively identified, managed and removed (or mitigated) by the business community, in collaboration with the City. Due to a greater collaboration, there is more effective collective problem solving and collective stakeholder strengths are better leveraged.

TARGETS:

1. Membership of active business and industry groups (↑)
The number of members of active business and industry groups continues to grow each year
2. Number of collaborative workshops held with, or by the Fremantle business community and the positive changes they produce (↑)
The number of collaborative engagements and activities continues to grow each year
3. City of Fremantle's service performance as judged by the business community (↑)
Current: 43 (overall performance as per CATALYSE community perceptions survey)
Target: Meet or exceed industry average (currently 52)



WHAT WILL SUCCESS LOOK LIKE FOR OUR COMMUNITY?



"Visitors are encouraged and have the confidence to explore and wander through an improved way-finding system"

Natasha Atkinson

CEO, Fremantle Markets



"Strange and wonderful arts and cultural events constantly take me by surprise and connect me with locals and visitors alike"

Josh Wilson

Deputy Mayor, City of Fremantle



"Fremantle gives you the one-stop boutique experience, offering a variety of arts, culture, history and diversity. From unique and creative cafes to pristine beaches, free parking and multiple boutique shopping choices; Fremantle has captured it all."

Bree Cuthbert

Manager, Indi and Em



"Freo offers the perfect blend of cool culture, fascinating history, and fun family days out - with a broad range of shopping and things to do, plus great dining options every day of the week."

Kate Hulett

Manager, Kate and Abel



"Fremantle's CBD is a big bustling mix of confident and viable businesses, doing well because there are more people living, working and coming to Fremantle."

Olwyn Williams

CEO, Fremantle Chamber of Commerce



"The city looks lit up and alive in the evenings as people come off the trains and drive in."

Anatoly Mezhov

The Mantle

IMPLEMENTATION – PROGRAM AREAS

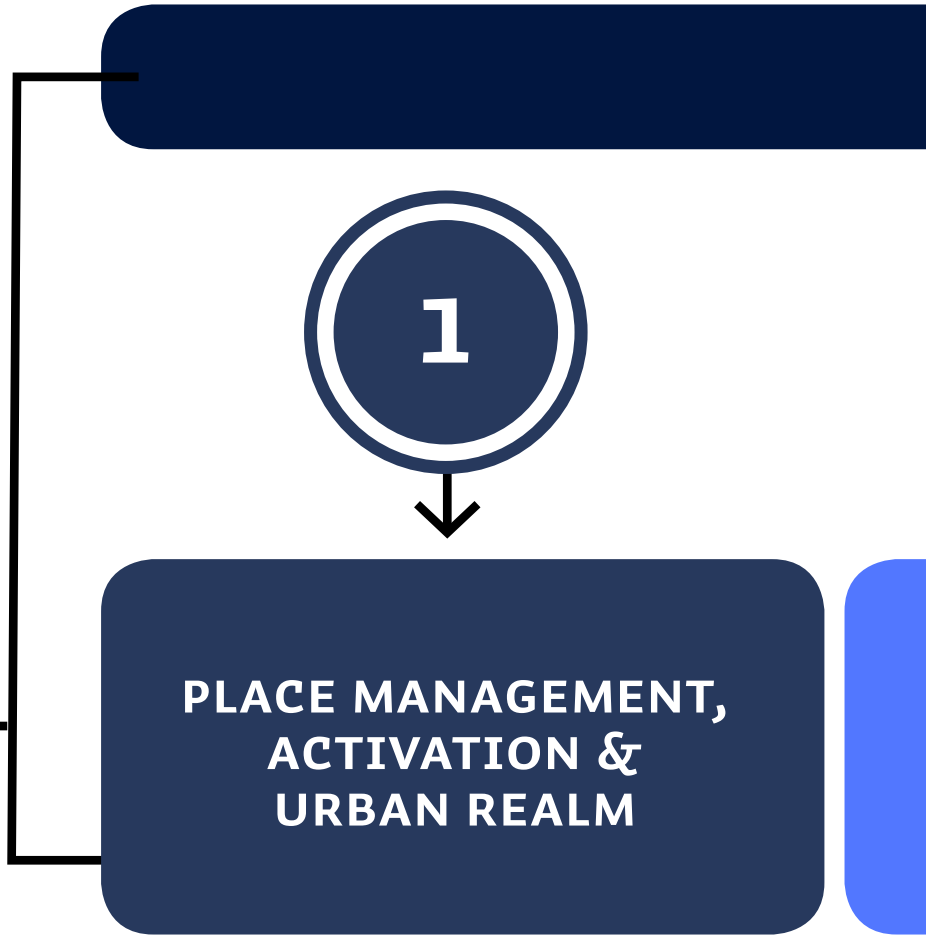
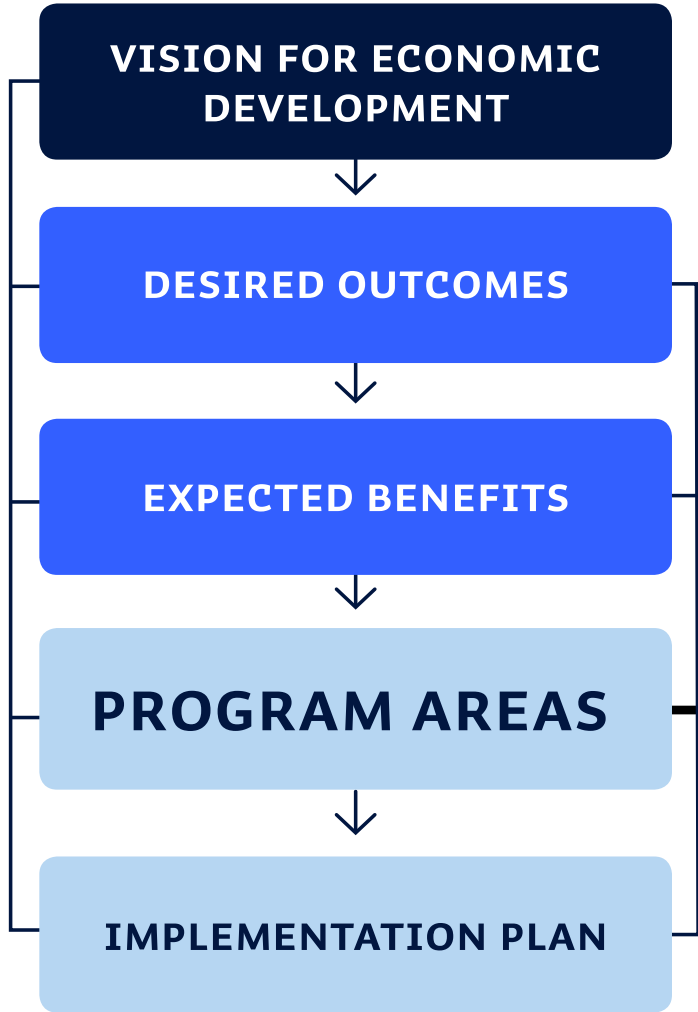
To realise the articulated vision, desired outcomes and expected benefits for economic development in Fremantle, the City has developed four program areas that will be given concerted attention from 2015 to 2020. Towards the end of that time frame, the City will review these program areas and make adjustments where necessary – that may mean removing, adding or amending program areas. By identifying these four program areas, the City is making a commitment to the business community that it will dedicate human and financial resources towards achieving positive outcomes in these specific areas as a matter of priority. Each year, a variety of projects will be identified and delivered within each program area – some projects may be relevant for more than one program area.

The four program areas are:

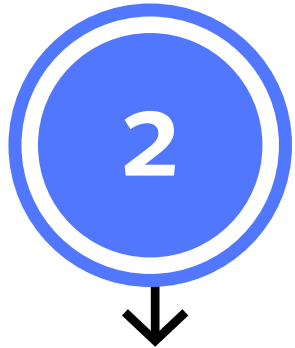
- Place management, activation and urban realm
- Customer experience, marketing and business improvement
- Development and management of Council properties
- Attraction of business, industry and investment



Context & Analysis & Key considerations



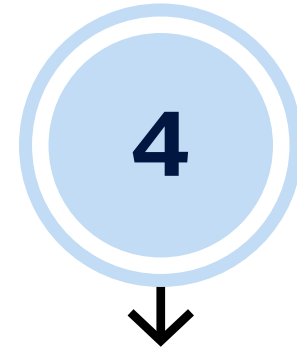
PROGRAM AREAS 2015 - 2020



**CUSTOMER
EXPERIENCE
MARKETING
& BUSINESS
IMPROVEMENT**



**DEVELOPMENT
& MANAGEMENT
COUNCIL PROPERTIES**



**ATTRACTION OF
BUSINESS, INDUSTRY
& INVESTMENT**

1) PLACE MANAGEMENT, ACTIVATION AND URBAN REALM

Description of this program area

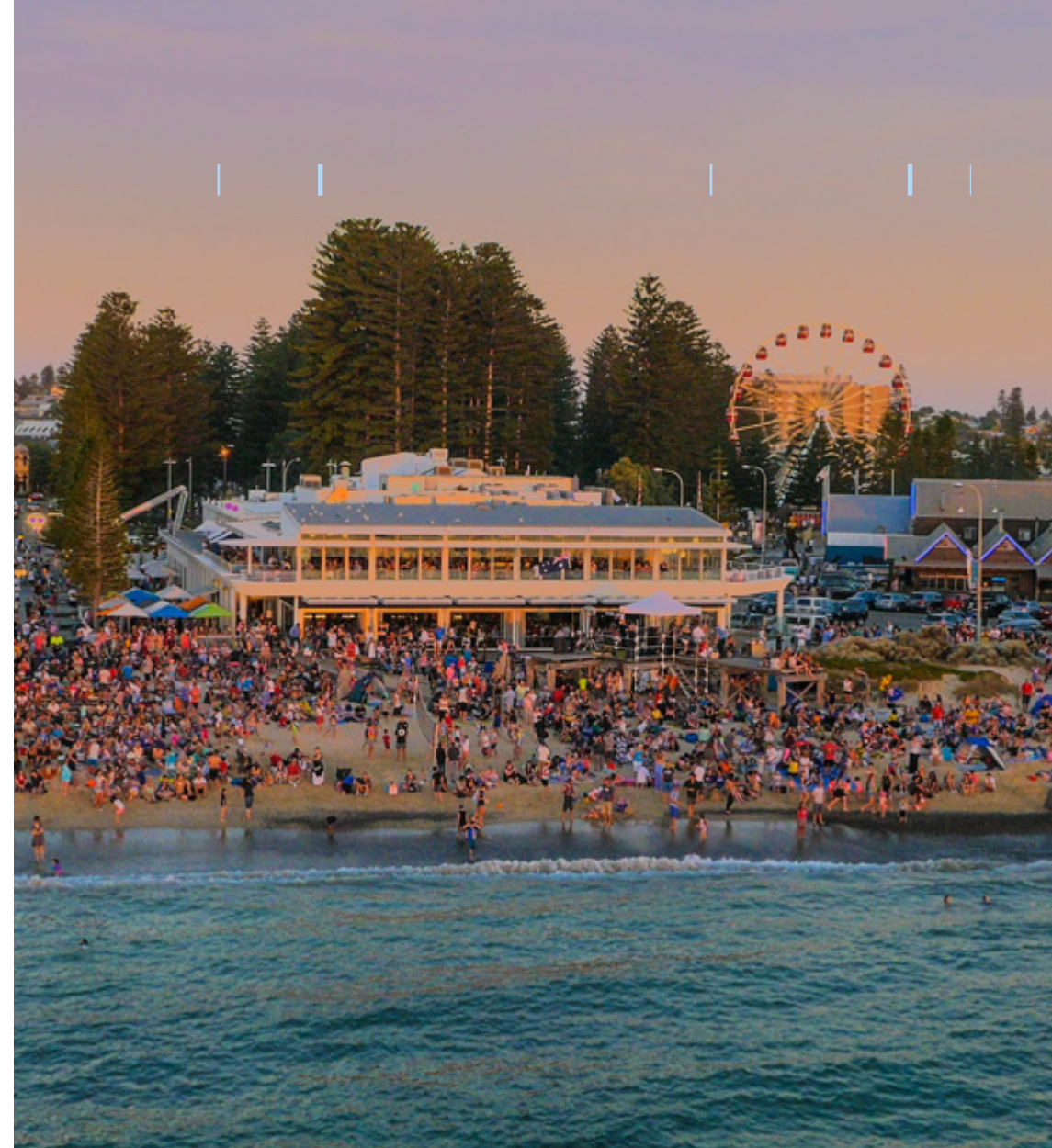
Place activation (or place making) aims to increase vibrancy in city streets (commercially and socially) and rejuvenate inactive areas of the city. It involves: linking user attractors (e.g. events, public art, seating, urban gardens) to core activity hubs; facilitating economic development by concentrating activity to encourage density and vibrancy; maximising linkages to transport infrastructure for easy access, and channelling pedestrian traffic past social and commercial offerings at street level.

It aims to produce a more pedestrian friendly city to capitalise on the outdoor experience Fremantle has to offer, providing pedestrian scale intimacy and adventure. The Fremantle of the future should provide opportunities for people to assemble and socialise, with a range of activities for enjoyment. It should constantly surprise people with new adventures and its cultural milieu.

Why focus on this program area?

We want to create a city that encourages people to talk, listen, see and seek authentic and memorable experiences. As well as enjoying Fremantle's unique cultural and built heritage, Fremantle should also include more opportunities for stationary activities. If many people walk through a space yet nobody stops to sit, then something very important is missing. By improving in this area, Fremantle can benefit from an even stronger sense of identity and belonging, increased knowledge and understanding, and even greater community resilience.

The art of place making aims to create or transform spaces into places that engage people so that they want to be involved in them and want to linger in them, rather than merely passing through them. Successful place making creates authentic places that offer a rich uniquely Fremantle experience and a sense of belonging that encourages greater and longer visitation. It also results in social outcomes such as social engagement and improved perception of safety through increased passive surveillance and on-street activity.



Place activation aims to increase vibrancy in city streets (commercially and socially) and rejuvenate inactive areas of the city

PROGRAM AREA 1 (P1)

PLACE MANAGEMENT, ACTIVATION AND URBAN REALM

SHORT TERM DELIVERY (2015 - 2016)

ID	Major Project	Estimated Budget	Estimated Start
1.1	Anti-Begging Communications Strategy	\$15,000	Q1 2015/16
1.2	Place Activation	\$120,000	Q1 2015/16
1.3	Visitor Way-Finding and Signage	\$200,000	Q2 2015/16
1.4	High Street Mall Revitalisation	\$275,000	Q2 2015/16
1.5	Public Trading and Fundraising Policy	n/a	Q2 2015/16
1.6	On-Street / Off-Street Parking Review	n/a	Q2 2015/16
1.7	Cat Bus Review	n/a	Q4 2015/16
1.8	Lighting Program (Dark Spots)	TBC	Q4 2015/16

MEDIUM TERM DELIVERY (2016 - 2020)

ID	Major Project	Estimated Budget	Estimated Start
1.9	Esplanade Masterplan Implementation	TBC	Q1 2016/17
1.10	Implement Princess May Master Plan	TBC	Q1 2016/17
1.11	Night Time Economy Strategy	TBC	Q1 2016/17
1.12	West-End Activation with UNDA	TBC	Q1 2016/17
1.13	Fishing Boat Harbour Connectivity	TBC	Q2 2016/17
1.14	Wray Ave Upgrade - Phase 2	TBC	Q3 2016/17
1.15	Queen Street Upgrade	TBC	Q1 2017/18
1.16	Adelaide Street Upgrade	TBC	Q2 2017/18
1.17	Urban Green Conversions	TBC	Q1 2018/19
1.18	Ocean Pool Feasibility Study	TBC	Q4 2019/20

It is intended that City projects, mainly economic development, marketing and small-scale capital works be applied in combination to compound their positive impact in a specific geographical area.



2) CUSTOMER EXPERIENCE, MARKETING AND BUSINESS IMPROVEMENT

Description of this program area

A city's brand is the promise of its value. City branding is about deliberately creating, developing and demonstrating Fremantle's value through appropriate 'on brand' actions. This may consist of investments, physical improvements to the city, attraction of major events and festivals, and small activities by the public and private sectors that improve the customers' experience of Fremantle. City branding is not something that is the sole preserve of local government, it is a shared responsibility and practice of Fremantle's stakeholders. What is more powerful than having the stakeholders jointly define and realise the brand of their city, using their own particular strengths to ensure the world receives a compelling, joined-up and consistent message about the city?

This program area includes supporting retail and hospitality businesses that add to Fremantle's unique brand. It also involves a range of marketing activities designed to attract greater visitation to Fremantle, increase length of stay per visit and add layers of authenticity to that experience. That includes delivering an integrated place marketing strategy ("Fremantle Story") that includes hosting a diverse range of events and festivals throughout the year that generate immediate and long-term benefits for Fremantle's business and residential communities.

Why focus on this program area?

21st century cities compete on the value that they provide in terms of their physical and service offer, their heritage, their ambitions and their authentic character. In short: they compete on their brand and will develop in line with it. City brands are exemplified and brought alive through the valuable experiences that they offer to consumers. It is these experiences that determine people's perceptions of the city. Creating an authentic customer experience is vital to the success of Fremantle's population-driven industries.

Population-driven industries in Fremantle have struggled in recent years. While part of this trend has been caused by factors beyond the immediate control of stakeholders (e.g. global economics, on-line retailing), Fremantle has performed at a level below the expectations of its stakeholders. This program area aims to improve the 'on-the-ground' visitor experience in Fremantle with the aim of maximising the length of visitation and frequency of repeat visits. It will involve improvements to the details of visitor experiences in Fremantle and the implementation of a high-quality place marketing strategy, a comprehensive events and festivals program, and the roll-out of improved way-finding and signage throughout Fremantle.



PROGRAM AREA 2 (P2)

CUSTOMER EXPERIENCE, MARKETING & BUSINESS IMPROVEMENT

SHORT TERM DELIVERY (2015 - 2016)

ID	Major Project	Estimated Budget	Estimated Start
2.1	Place Marketing Strategy (Fremantle Story)	\$250,000	Annually
2.2	Visitor Centre	\$200,000	Annually
2.3	Events and Festivals Program	\$597,500	Annually
2.4	Business Retention (Fremantle Bid)	\$360,947	Q1 2015/16
2.5	Creative Industries Support	\$15,000	Q1 2015/16

MEDIUM TERM DELIVERY (2016 - 2020)

ID	Major Project	Estimated Budget	Estimated Start
2.6	Business Retention (continued)	TBC	Q1 2016/17
2.7	Differential Rate Review	n/a	Q1 2016/17



3) DEVELOPMENT AND MANAGEMENT OF COUNCIL PROPERTIES

Description of this program area

The City of Fremantle owns a significant amount of property within its local government area. The City can leverage the use of this property portfolio to enable achievement of strategic imperatives across a variety of areas, including for the purpose of this strategy. As City-owned properties become available for lease or sale, the City will conduct a strategic review of each asset in order to determine the scope for its best possible use. This may be in response to changes in the local economy or community and commercial opportunity that arises, or both.

Why focus on this program area?

The City recognises that it has a unique opportunity to use its own property portfolio to catalyse strategic projects. This may be the revitalisation of under-performing precincts such as Kings Square or to provide a vital service to the Fremantle community or its stakeholders. Upgrading our buildings or improving the quality of their street-level frontages develops the value of an urban area and the City will aim to achieve this in the coming years.

Interesting facades, visible activities inside and on the street, and the light of windows at night contribute to safety and provide motivation for walking and stationary activities. Human senses are primarily horizontal and we have evolved to look in front, left and right (and to beware what is behind us) which emphasises how important ground level activity is in a city and for the stimulation and well-being of its people.



PROGRAM AREA 3 (P3)

DEVELOPMENT & MANAGEMENT OF COUNCIL PROPERTIES

SHORT TERM DELIVERY (2015 - 2016)

ID	Major Project	Estimated Budget	Estimated Start
3.1	Kings Square Redevelopment	\$44.75 million	Q4 2015/16
3.2	Fremantle Oval Sporting Precinct Study	\$40,000	Q2 2015/16
3.3	Old Boys School: Creative Centre	\$704,800	Q3 2015/16
3.4	Cantonment Hill Activation	\$2 million	Q1 2015/16
3.5	Commercial Property Acquisition Strategy	Nil	Q2 2015/16
3.6	Evan Davies Building / Market Street Piazza - Ground Level Activation	\$500,000	Q4 2015/16

MEDIUM TERM DELIVERY (2016 - 2020)

ID	Major Project	Estimated Budget	Estimated Start
3.11	* Fremantle Oval Redevelopment	TBC	Q1 2017/18
3.12	Parking Capacity Review	TBC	Q2 2016/17

* Pending outcome of feasibility study currently underway.



4) ATTRACTION OF BUSINESS, INDUSTRY AND INVESTMENT

Description of this program area

This program area aims to accelerate the development of Fremantle's economy by proactively identifying and attracting key businesses, industry and investment to Fremantle. It involves lobbying and advocating for change that has a positive effect on the Fremantle region, reducing regulatory barriers (the City's and others'), showing leadership on key issues that affect Fremantle and developing partners with major stakeholders that can positively influence Fremantle's revitalisation.

Attraction of business: proactively incentivise and accelerate the attraction of businesses that add value and something unique to Fremantle's offering as a visitor destination and generate benefits for its residents, workers, visitors and the business community in the long-term by improving Fremantle's overall appeal.

Attraction of industry: the benefits of industry clusters and agglomeration economies are well known. Fremantle has a range of competitive advantages and economic strengths that are explored in the Context and Analysis document that informed development of this Strategy. The City will work with private and public stakeholders to attract industries to Fremantle that can leverage off those competitive advantages and thrive in Fremantle over the long-term, with a particular emphasis on knowledge-based and marine-based industries.

Attraction of investment: this includes private and public investment. The City will proactively engage with the State Government and property developers to promote the benefits of investing in Fremantle in the long-term. This includes identifying potential investment opportunities and connecting parties with common interests and providing key market information. This program area also involves engaging the State Government to encourage its ongoing investment in Fremantle and to encourage it to release its underutilised land holdings for strategic purposes that help achieve the objectives of Directions 2031 and this Strategy, and enable a shift towards a self-contained sub-regional economy.

Why focus on this program area?

Attraction of business: major centres around the Perth metropolitan area provide competition for Fremantle. However, Fremantle does not define itself by large department stores and car parks – it is an eclectic range of locally owned stores, arcades and products that cater for a new wave of retail enthusiasts that cherish not only merchandise but also its origin and surroundings. Fremantle's business mix needs to reflect its character and leverage is strong brand attributes. Efforts within business attraction will include identifying and attracting a variety of boutique small businesses with their own story and personality. Additionally, it involves working with major property owners to identify and attract the right balance of medium and major retailers to Fremantle to support the overall offering.

Attraction of industry: The value of creativity and innovation in driving tangible economic outcomes is well recognised, as there is a strong link between creativity and innovation and real productivity growth. Productivity growth is a key driver of the economy's long-term development potential, real incomes and economic wellbeing. Efforts in this area will focus around attraction of knowledge-based businesses and industries.

Attraction of investment: Fremantle is primed for a residential led recovery and there is a window of opportunity to leverage the State Government's asset sales program to encourage the sale of under-utilised State Government land in Fremantle and to make the land available to the market for a use that meets Fremantle's strategic needs, particularly residential developments. This course of action would support the intent of Directions 2031 in achieving greater density of activity in major activity centres in Perth and Peel.

The City's Economic Development Team will continue to provide a service that responds to incoming business and property investment enquiries in a timely and informative manner. That team will act as internal advocates for local business owners, property owners and potential investors in Fremantle and will help to represent their needs and interests throughout our organisation.

PROGRAM AREA 4 (P4)

ATTRACTION OF BUSINESS, INDUSTRY & INVESTMENT

SHORT TERM DELIVERY (2015 - 2016)

ID	Major Project	Estimated Budget	Estimated Start
4.1	Investment Marketing and Information Sharing	\$70,000	Q1 2015/16
4.2	Business Attraction and Support	\$50,000	Q1 2015/16
4.3	Support for NBN roll-out	n/a	Q4 2015/16
4.4	New Business Welcome Pack	n/a	Q4 2015/16

MEDIUM TERM DELIVERY (2016 - 2020)

ID	Major Project	Estimated Budget	Estimated Start
4.11	Support for Extra UNDA Student Housing	n/a	Q1 2016/17

The City of Fremantle's Economic Development team will continue to provide a service that responds to incoming enquiries from the business community in a timely and informative manner. That team will act as internal advocates for local businesses and property owners and will help represent their needs.



IMPLEMENTING AND REPORTING BACK TO THE COMMUNITY

The strategy will be delivered in line with the implementation plans outlined for each program area. In order to track progress and report this progress back to the business community key performance indicators have been developed and articulated in this strategy that will help measure the success of the strategy's implementation.

The City will report back to the community against these key performance indicators on an annual basis to provide an update on this strategy's implementation and progress towards the KPIs.



LIST OF APPENDICES

- Aspirational Fremantle Document
- Background: Content and Analysis for preparing the Economic Development Strategy
- CIIC Value of Creative Industries
- Fremantle Marketing Strategy
- Heart Foundation, "Good For Business: the benefits of making streets more walking and cycling friendly".
- Implementation Plan 2015 / 2016 (July 2015)
- Survey of results
- 18 Dec 2013 item to council. Economic Development Strategy Update.

Photography Acknowledgements:

Page 8: Alan Deveau; Page 9: Courtesy of Bathers Beach House and Cicerello's; Page 11: Roel Loopers; Page 13: Daryl Jones Oz Aerial Photography; Page 15: Frances Andrijch; Page 21: Jarrad Seng; Page 22: Jarrad Seng; Page 23 Top left: Jarrad Seng; Page 23 bottom left: Stephen Lobo; Page 23 middle right: Ben Tessler; Page 24 top: Courtesy of Fremantle Ports; Page 24 bottom left: Courtesy of Fremantle Markets; Page 25: Roel Loopers; Page 26: Max Kordyl; Page 27: Phil Hevron; Page 34: Geraldine Photography Services; Page 35: Stephen Lobo; Page 36: Jarrad Seng; Page 39: Roel Loopers; Page 40: Photo courtesy of Match; Page 41: Alan Deveau; Page 42: Frances Andrijch; Page 47: Daryl Jones Oz Aerial Photography; Page 52: Photo courtesy of Bathers Beach House and Cicerello's; Page 53: Geraldine Photography Services; Page 55: Antony Lynch; Page 56: Roel Loopers; Page 59: Daryl Jones Oz Aerial Photography; Front and back cover pages: Alan Deveau.

