



Fremantle Economic
Development Strategy
2011-2015

Table of contents

Executive summary	3
1. Fremantle Economic Development Strategy Action plan	5
1.1 ECONOMIC DEVELOPMENT WORKING GROUP	5
1.2 FOUR GUIDING PRINCIPLES FOR THE DEVELOPMENT OF THE FREMANTLE ECONOMY	5
1.3 STRATEGIC ACTION AREAS	6
1.4 ACTION ASSESSMENT FRAMEWORK.....	7
1.5 RECOMMENDED ACTIONS.....	9
Economic development leadership and collaboration.....	9
Urban form and infrastructure.....	13
Business capability and capacity	25
Marketing.....	33
Indicative implementation schedule	36
2. Introduction	37
2.1 ECONOMIC DEVELOPMENT	37
2.2 FREMANTLE	40
The port and maritime sector.....	41
The waterfront and tourist attractions.....	42
Education, training and research facilities.....	42
Built environment	42
2.3 A COLLABORATIVE APPROACH	43
2.4 THE VISION	45
2.5 METHODOLOGY	46
2.6 THE GOAL – PRIMARY CENTRE.....	50
Primary centres.....	50
Strategic metropolitan centres	51
Secondary centres	51
District centres	52
Neighbourhood centres.....	52
Specialised centres	52
2.7 STRATEGIC OBJECTIVES AND ANTICIPATED OUTCOMES.....	52
2.8 KEY PERFORMANCE INDICATORS/MONITORING	54
Informing strategic planning: social and economic trends of Fremantle	56
3.1 SOCIAL	56
3.2 ECONOMIC	58
4. External forces/influences	61
4.1 PERTH METROPOLITAN AREA.....	61
City of Cockburn	61
City of Melville.....	62
City of Claremont	62
4.2 WESTERN AUSTRALIA	62
4.3 NATIONAL	63
Two-speed economy	63
Australia’s ageing population.....	64
Credit crunch	64
4.4 INTERNATIONAL	65
International tourism.....	65
Exchange rates	65
Regional economic growth	66
Appendices	67
APPENDIX 1	68
APPENDIX 2.....	70

Executive summary

The City of Fremantle is a city in the true meaning of the word. The history, character and function of Fremantle has been as a self-sufficient urban centre that serves a significant catchment through its mix of commercial and retail business, entertainment, services, tourism, light industry, and public infrastructure uses.

Economic activity and vitality are an essential part of Fremantle's character and purpose, yet in the last decade the city's economic vital signs have been stagnating. In the heart of the city there are too few residents, there is an abundance of vacant retail/commercial space, and there is a number of under-utilised sites and buildings. The population has remained stable and the issues of transport access, urban legibility, and parking remain unresolved.

In adopting the City of Fremantle Strategic Plan 2010–2015, the mayor and council have made a clear and strong commitment to the revitalisation of Fremantle in partnership with the community. There is an emerging consensus that Fremantle must enter a new phase of growth and innovation, which has a timely resonance with the Western Australian Government's challenge in the *Directions 2031 and beyond: Metropolitan planning beyond the horizon* document, for 'strategic metropolitan centres' like Fremantle to grow into the 'primary centres' of the near future.

The City of Fremantle Economic Development Working Group (EDWG) was formed in July 2010 with the purpose of designing a new economic development strategy for Fremantle. The working group has met on a fortnightly basis, participated in a number of structured workshops, received briefings from a range of economic experts and stakeholders, and commissioned two important pieces of analysis (the *Fremantle Retail Model Plan* and the *Drivers of activity centre development in the Fremantle Central Business District (CBD)*).

The resultant strategy follows the style and substance of the strategic plan by prioritising plain language objectives and methods. Numerous worthy and interesting ideas were considered by the working group, which ultimately chose to prioritise a confined set of core actions that are critical, achievable, and within the capacity of the City to influence.

The draft strategy proposes a new Fremantle Economic Partnership (see action 1.1) as a high-level group to guide the implementation of the Strategy, and to coordinate the input of major stakeholders like Fremantle Ports, the University of Notre Dame, and the Fremantle Chamber of Commerce.

In terms of achieving both residential and economic growth, the strategy recognises the areas in which the City has the scope and capacity to influence economic outcomes, namely:

- adopting planning scheme amendments to promote development in the City central (see action 2.1)
- fast-tracking the development of the sites that the City owns or controls in the CBD (see action 2.2)
- facilitating the creation of an alliance that can guide and promote public and private development in Fremantle, with key participation from the Western Australian Government (see action 2.3).

Other recommendations in the draft strategy include:

- improved retail management and coordination (through the creation of a Business Improvement District (BID) – see action 3.1)
- establishing a new and better-resourced visitor centre (see action 3.2)
- improved access, legibility, and parking in the city (see action 3.3).

The strategy is a simple but ambitious plan to promote growth and the revitalisation of Fremantle. If pursued as a common cause by the council, in partnership with the Western Australian Government, the business sector and the wider community, Fremantle can become the thriving city that it should be.

1. Fremantle Economic Development Strategy

Action plan

1.1 Economic development working group

The Fremantle Economic Development Strategy was developed by EDWG, appointed by the City of Fremantle. The work of the group in developing the strategy is described in detail in section 2.5 methodology.

1.2 Four guiding principles for the development of the Fremantle economy

The Fremantle Economic Development Strategy is guided by four economic development planning principles. These principles, which align with the City's vision for economic development, provide guidance for the implementation of the strategic action areas and actions.

The four guiding principles are:

- ensuring that activities to encourage economic development always contribute to and enhance Fremantle's valuable lifestyle attributes and community assets (including but not limited to historic and cultural assets)
- supporting innovation, research and development initiatives, particularly those that build Fremantle's established competitive advantages
- supporting and promoting the development of both existing 'driver' industries and emerging industry sectors, to encourage a diversity of opportunity and growth
- focusing on activities likely to achieve positive measurable outcomes and long term strategic economic benefits for the community at large.

These four principles have influenced the identification of the economic development priorities in strategic action areas and actions in the Fremantle

Economic Development Strategy. Importantly, they can continue to be used in the future to determine the appropriateness of potential projects and initiatives as they arise.

1.3 Strategic action areas

In order for residents and business to enjoy a sustained level of growth and prosperity, Fremantle must become a preferred location for living, working and shopping, in addition to entertainment. Fremantle's prosperity is to be driven by its diverse and competitive industry base, its appealing lifestyle attributes, its quality infrastructure, the depth and diversity of local skills and the strength of local institutions. Capitalising on these attributes will require the collaborative and coordinated efforts of private and public sector leaders proactively encouraging and supporting Fremantle's economic development.

With this in mind the nine actions (and associated key tasks) are presented in this economic development strategy in four strategic action areas.

Fremantle Economic Development Strategy strategic action areas	
Strategic action area 1:	Economic development leadership and collaboration
Strategic action area 2:	Urban form and infrastructure
Strategic action area 3:	Business capability and capacity
Strategic action area 4:	Marketing

The Fremantle Economic Development Strategy describes the broad rationale for each strategic action area and identifies specific actions and key tasks. the strategy allocates the level of priority assigned to each action according to an action assessment and prioritisation framework.

Each action is accompanied by a rationale, references and the key tasks; and identifies the lead implementation agent, the partner agencies and the prioritisation.

1.4 Action assessment framework

The actions presented in the Fremantle Economic Development Strategy are indicated by the findings from extensive research and analysis coupled with targeted stakeholder consultation. The actions were selected by economic development working group through meetings and four facilitated workshops undertaken in the process of preparing the strategy. While many actions were considered to be valid and worthwhile, resource constraints make it impossible for the City of Fremantle and the City's partners to act on all potential actions. Some actions logically follow others, making it necessary to undertake some Actions in advance of others.

The selection of each action in the strategy was guided by two assessment criteria – **benefit** and **capacity to implement**.

Benefit:

- What **benefit** will the action deliver to Fremantle if realised?
 - Will it bring more investment to Fremantle?
 - Is it the sort of investment that the community wants in Fremantle?
 - Will it help to create more jobs?
 - What sort of jobs will it bring?
 - Will it create, grow and retain local wealth?
 - Will it help to reduce leakages and retain and re-circulate more income in Fremantle (through local multipliers)?
 - Are there other potential impacts (e.g. social, environmental, cultural) to consider?

Capacity to implement:

- What is the **capacity to implement** the action?
 - Is there the organisational capacity?
 - Are there adequate financial resources?
 - Are there the human resources?
 - Is there the political and community will (i.e. will the community accept and support the activity)?

- Is it consistent with Fremantle’s economic development vision and the four guiding principles for the development of the Fremantle economy?

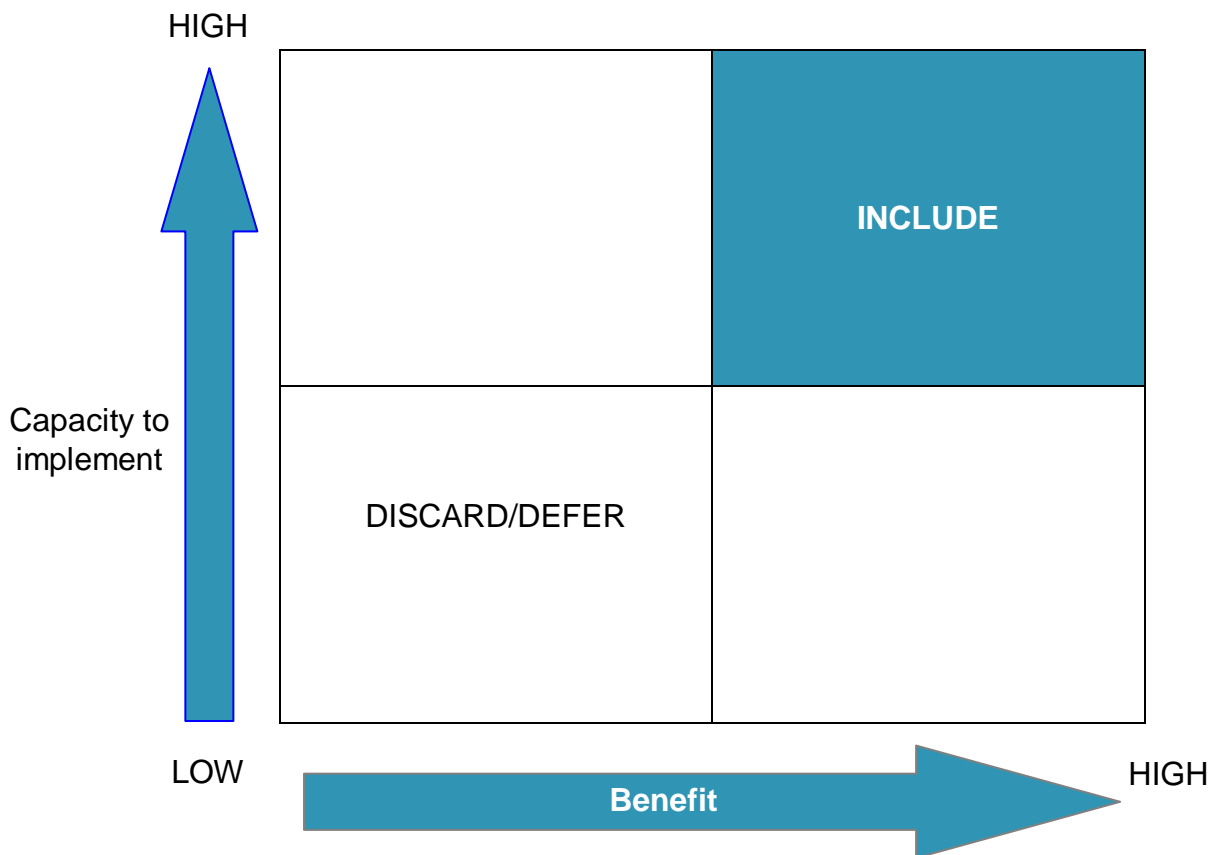


Figure 1. Assessment and prioritisation framework

Using the above criteria, the economic development working group determined which actions were included in the strategy.

The application of the assessment and prioritisation framework was informed by the research, data analysis and consultations carried out during the preparation of the strategy, documented in the appendix 1, and supporting background documents, listed in the appendix 2.

1.5 Recommended actions

1.5.1 Economic development leadership and collaboration

Rationale

Fremantle's economic development leaders understand the importance of working together to harness their collective expertise, experience and resources to achieve positive economic and employment outcomes. As a consequence, the City of Fremantle encourages a 'partnership approach' to economic development to ensure that the potential for complementary opportunities and activities are developed to the benefit of all stakeholders.

Coordination of economic development objectives, roles and activities is also necessary to ensure that a duplication of activities (and waste of scarce resources) is avoided. The existence of many organisations, agencies, boards, committees and networks, all with good intentions but with overlapping activities and a lack of mutual direction is a common feature throughout Australia, and Fremantle is no exception. To this end, the City of Fremantle and its partners, that is, Fremantle's economic development leaders are dedicated to ensuring that a coordinated approach to economic development is adopted and maintained.

Actions

- 1.1 Establish a Fremantle Economic Partnership to facilitate a collaborative approach to economic development activities in Fremantle.

Strategic action area 1: Economic development leadership and collaboration

Action 1.1 Establish a Fremantle economic partnership to facilitate a collaborative approach to economic development activities in Fremantle

<p>Rationale</p>	<p>Given the multitude of stakeholders with a shared interest in promoting Fremantle’s economic development, an appropriately structured body with the necessary level of authority and recognition is considered appropriate to overseeing planning, investment attraction and economic development efforts and to and monitor the actions in the Fremantle Economic Development Strategy. To that end, Fremantle’s economic development leaders and others will work in partnership in an overseeing capacity. The Fremantle Economic Partnership will have the recognised authority (amongst partner agencies, industry and external parties), and the responsibility, for overseeing the implementation of the Strategy.</p> <p>The overseeing body will be named the Fremantle Economic Partnership.</p> <p>The membership Fremantle Economic Partnership could include (but not be limited to) the:</p> <ul style="list-style-type: none"> • City of Fremantle • Fremantle Ports • University of Notre Dame Australia • Fremantle Chamber of Commerce • Business Foundations. <p>The partnership is to be charged with the responsibility for:</p> <ul style="list-style-type: none"> • monitoring the implementation of the strategy • undertaking regular reviews of the progress of implementing the strategy • recommending new strategies for consideration as the opportunity arises due to changing circumstances, and recommending the removal of actions that are no longer applicable • the development of strong linkages and partnerships between Fremantle’s economic development agencies, industry partners and the community to achieve the desired economic development outcomes for Fremantle. <p>Apart from overseeing the implementation of the strategy, the Fremantle Economic Partnership would provide an effective forum for information sharing on the current and planned activities of members. The establishment of the Fremantle Economic Partnership will be a priority.</p>
-------------------------	--

Strategic action area 1: Economic development leadership and collaboration

	<p>The role and function of the Fremantle Economic Partnership will need to be endorsed at a senior governance level within each organisation and, as necessary, at a political level. The partnership will have the authority to work, as appropriate, in cooperation with officers of relevant Commonwealth and Western Australian Government departments.</p> <p>The Fremantle Economic Partnership will provide Fremantle with an effective, transparent and coordinated implementation mechanism, which will be able to strategically respond to the needs of industry and the community at large.</p> <p>The structure of the Fremantle Economic Partnership is drawn from the lessons learnt from other economic governance models in places throughout Australia. The structure offers an implementation mechanism that provides the authority for key stakeholders to act to achieve Fremantle's economic development vision.</p>
References	<ol style="list-style-type: none"> 1. Notes of EDWG facilitated workshop, 6 November 2010. 2. Notes of EDWG facilitated workshop, 4 December 2010. 3. Address to EDWG by Phil Kemp, chief executive officer, Business Foundations, 6 November 2010.
Key tasks	<ol style="list-style-type: none"> 1. Develop a memorandum of understanding (MoU) between partner organisations to articulate the underlying vision, principles, goals, operating arrangements and reporting arrangements of the Partnership based on the following framework. The partner organisations could include (but are not limited to) University of Notre Dame Australia, Fremantle Ports, Fremantle Chamber of Commerce and Business Foundations. 2. The Fremantle Economic Partnership to meet quarterly to review progress in the implementation of the Fremantle Economic Development Strategy. 3. The City of Fremantle manager economic development and marketing to prepare annual operational plans and budgets consistent with the priorities articulated in the strategy and an annual report including progress against priority tasks and the key performance indicators for the implementation of the strategy and the Fremantle economy.
Lead implementation agent(s)	City of Fremantle
Partner agencies	Fremantle Ports, University of Notre Dame Australia, Fremantle Chamber of Commerce, Business

Strategic action area 1: Economic development leadership and collaboration	
	Foundations
Prioritisation	High

1.5.2 Urban form and infrastructure

Rationale

The City of Fremantle Strategic Plan 2010–2015, adopted by the council in mid 2010, identified seven strategic imperatives for Fremantle.

1. Economic development – strengthen Fremantle’s economic capacity.
2. Urban renewal and integration – provide a great place to live, work and play through growth and renewal.
3. Climate change and environment protection – lead in the provision of environmentally sustainable solutions for the benefit of current and future generations.
4. Transport – lead in the provision of environmentally and economically sustainable transport solutions.
5. Character – sustain and grow arts and culture and preserve the importance of our social capital, built heritage and history.
6. Community and safety – create a community where people feel safe in both private and public spaces.
7. Capability – deliver on the achievement of our strategic imperatives through good governance, strong leadership, effective communication and excellence in delivery.

The economic development and urban renewal and integration strategic imperatives are strongly linked.

The economic development strategic imperative targets, outcomes and projects have a specific focus that relies on the substantial redevelopment of a significant portion of city central by the private sector. The relevant outcome is 'new commercial businesses established in Fremantle providing employment opportunities' and the target is 'five major commercial projects underway or completed in central Fremantle'.

The related projects are to:

- attract at least one new government agency to be located in Fremantle
- maintain existing government agencies in Fremantle and identify opportunities for expansion
- look for opportunities to attract large private enterprise and/or develop clusters of service industry businesses
- facilitate provision of at least one new accommodation hotel in city centre
- develop a West End activation strategy with key stakeholders including University of Notre Dame
- implement a strategy for City-owned sites with staged completion dates for the Spicer site, Point Street site and Queensgate cinema redevelopment
- establish a City Centre Sites Working Group to work with private landowners with a view to having these sites re/developed – including (but not limited to) Westgate, Myer, Coke and Gas, Woolstores.

The urban renewal and integration strategic imperative setout targets, outcomes and projects predominately focus on achieving the planning outcomes that are essential for the economic development strategic imperatives to be achieved. The relevant outcome is 'innovative and renewed city and suburban areas' and the relevant target is 'a number of projects started that will increase residential population'.

It is necessary, on the basis of the research undertaken and the evidence given during the preparation of the strategy, that in order to achieve the requirements of the economic development strategic imperative, the provisions of the City of Fremantle's planning scheme for city central will

require significant change, including allowing for development of greater height than allowed for in the current scheme.

Fremantle has had a long history of spirited public debate about urban form. The residents of Fremantle are passionately protective of the City's culture and ambience, and the City's extensive stock of heritage buildings in particular. The impact of this in contemporary times, confirmed by the research and the evidence that informed the preparation of the strategy, is that Fremantle is seen – by the business community and by property developers in particular – as a difficult environment in which to invest. The aforementioned research and evidence indicates a belief by a significant majority of property developers that Fremantle provides a desirable and potentially economically sound location for property investment.

Various models for facilitating property investment in mature urban environments are available for consideration and were examined during the preparation of the strategy.

The development of a retail model plan for Fremantle was identified as a project under the economic development strategic imperative. Having the retail model plan available to inform the strategy was recognised as an important opportunity. As a consequence the development of the Fremantle Retail Model Plan was commissioned in September 2010 and completed in November 2010. The plan made two broad recommendations, both of which have been incorporated into the strategy. The 'development of additional retail space' recommendation has been incorporated into the strategic action area pertaining to urban form and infrastructure and the 'improved street management' recommendation has been incorporated into the strategic action area pertaining to business capability and capacity.

Similarly, in accord with public and professional demand for a vibrant, interesting and creative city *at street level* the group took advice and debated the support the strategy could provide, with wayfinding and place making

being recognised as categories to provide micro-level changes to the public realm.

Actions

- 2.1 Prepare a planning scheme amendment for city central that supports development necessary to establish Fremantle as a 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 in the Fremantle CBD.
- 2.4 Improve wayfinding and place making.

Strategic action area 2: Urban form and infrastructure	
Action 2.1	Prepare a planning scheme amendment for city central that supports development necessary to establish Fremantle as primary centre
Rationale	<p>The economic development strategic imperative – ‘strengthen Fremantle’s economic capacity’ and urban renewal and integration strategic imperative – ‘providing a great place to live, work and play, through growth and renewal’ in the City of Fremantle Strategic Plan 2010–2015 and can be, in part at least, paraphrased as ‘more residents; more commercial office space; more retail floor space; particularly in the Fremantle CBD’.</p> <p>The release of the Western Australian Government’s principal planning document for the Perth Metropolitan Area, <i>Directions 2031 and beyond: Metropolitan planning beyond the horizon</i> document and the associated State Planning Policy 4.2 Activity centres for Perth and Peel in 2010 has reinforced the importance of Fremantle as an activity centre in the Perth Metropolitan Area. Fremantle is recognised in the hierarchy of activity centres as a strategic metropolitan centre.</p> <p>The draft <i>Directions 2031 and beyond</i> document, published in 2009, introduced a new activity centre classification above strategic metropolitan centre, primary centre, and elevated Joondalup and Rockingham into that classification, but not Fremantle, challenging the perception if not the reality that Fremantle is Perth’s second city, second only to the Perth CBD.</p> <p>The final <i>Directions 2031 and beyond</i> document and State Planning Policy 4.2, whilst retaining the primary centre classification, did not identify any activity centre as a primary centre.</p>
References	<ol style="list-style-type: none"> 1. Address to EDWG by Lino Iacomella, manager policy and communications, Property Council of Australia (WA), 23 July 2010. 2. Presentation to EDWG by Ian James, strategic urban designer, City of Fremantle, 20 August 2010. 3. Presentation to EDWG and the city centre strategic sites working group by Gary Prattley, chairperson, Western Australian Planning Commission, 16 September 2010. 4. Notes of EDWG facilitated workshop, 9 October 2010. 5. <i>Directions 2031 and beyond: Metropolitan planning beyond the horizon</i>. 6. State Planning Policy 4.2 Activity centres for Perth and Peel. 7. Fremantle Retail Model Plan. 8. Drivers of activity centre development in the Fremantle CBD report. 9. Targets for office development activity in the Fremantle CBD report.

Strategic action area 2: Urban form and infrastructure	
Key tasks	<ol style="list-style-type: none"> 1. The council adopt as a target Fremantle attaining, within ten years, primary centre status in the Perth Metropolitan Area. 2. Determine the general area of city central to be included in the planning scheme amendment to achieve the targets indicated by the City in response to <i>Directions 2031</i>, and in order to achieve primary centre status, being an additional: <ul style="list-style-type: none"> • 20 000 sqm of retail net lettable area • 1 500 dwellings • 70 000 sqm of office net lettable area. 3. Prepare the planning scheme amendment in accordance with statutory requirements and the recommendations of the city centre strategic sites working group. 4. Incorporate the targets and objectives within the City of Fremantle's Strategic Plan 2010–2015 and the Fremantle Economic Development Strategy 2011–2015 plus any planning scheme amendments within a corresponding structure/master plan as required of activity centres in <i>Directions 2031</i>.
Lead implementation agent(s)	City of Fremantle
Partner agencies	Department of Planning, Western Australian Planning Commission
Prioritisation	High

Strategic action area 2: Urban form and infrastructure	
Action 2.2	Implement the Fremantle Retail Model Plan (2010) recommendations relating to the ‘development of additional retail space’
Rationale	<p>The City of Fremantle Strategic Plan 2010–2015 prescribes 20 000 sqm of additional retail net lettable area within the next five years, exclusive of the proposed ING development at Victoria Quay. The Fremantle Retail Model Plan suggests that retail development includes: revitalisation of public and private spaces; improving pedestrian access between retail and non-retail anchors; supporting intensive land uses; and proactive business retention strategies.</p> <p>Revitalisation of public and private spaces The retail model plan also suggests that continued urban design improvements will compliment other strategies to attract better retail development (p. 43). This supports the <i>Directions 2031 and beyond: Metropolitan planning beyond the horizon</i> document, which prescribes walkable centres.</p> <p>Improving pedestrian access between retail and non-retail anchors The retail model plan suggests anchors are ‘like islands without bridges between them’ (p. 50). A co-author of the plan, David Shetliffe, explains that credible, interesting paths in between anchors are required to compel people to traverse them. The argument here is the health of anchors and the speciality attractions that work symbiotically with them can be indirectly supported by more public space solutions in between them. The plan suggests that linkages between retail and non-retail anchors require improvements in quality, level of interest and ease of access. The plan also suggests redevelopment or revitalisation of the Myer/Kings Square/Queen Street area and suggests a clear link over Perth Transport Authority land for pedestrians to Queen Street, from the Fremantle Railway Station.</p> <p>Supporting intensive land uses The retail model plan acknowledges work delegated to the city centre strategic sites working group and confirms the sites identified by the working group for intensive redevelopment. The intensive redevelopment of these sites can be used to address the economic development strategic imperative targets in the City of Fremantle Strategic Plan 2010–2015. Similarly, the <i>Directions 2031 and beyond</i> document identifies a requirement for the Fremantle local government area to accommodate 3 500 new dwellings. To achieve the primary centre classification established in the <i>Directions 2031 and beyond</i> document and State Planning Policy 4.2 Activity centres for Perth and Peel activity centre hierarchy the <i>Directions 2031 and Beyond</i> requirement of 3 500 new dwellings should be heeded and exceeded, if possible. The retail model plan recommends land development of the greatest intensity possible, particularly in the east precinct of the Fremantle CBD, which to achieve will require a planning scheme</p>

Strategic action area 2: Urban form and infrastructure	
	<p>amendment.</p> <p>Proactive business retention strategies The retail model plan says that ‘the existing tenancy mix shows weaknesses in fashion, home wares, and gift ware – the classic sectors for comparison shopping’ (p.39). The authors suggest that the premium retail core would benefit from a coordinated leasing plan by the City, businesses and landlords to attract a greater representation of comparison-good retailers and to sustain customer interest in the total Fremantle retail offer. The plan suggests that infill retail development, such as kiosks or barrow stores, will aid revitalisation as well as contribute to the City’s 20 000 sqm target (p.43).</p>
References	<ol style="list-style-type: none"> 1. City of Fremantle Strategic Plan 2010–2015. 2. <i>Directions 2031 and beyond: Metropolitan planning beyond the horizon.</i> 3. Fremantle Retail Model Plan. 4. Address to EDWG by Wayne Spencer, executive director, Retail Traders Association (WA), 6 August 2010. 5. Notes of the EDWG facilitated workshop, 9 October 2010. 6. Notes of the EDWG facilitated workshop, 6 November 2010.
Key tasks	<ol style="list-style-type: none"> 1. Development in the CBD and particularly in city central (see action 2.1) should be facilitated in keeping with the priority sites identified in the retail model plan and the City of Fremantle targets for meeting primary centre status. 2. The City of Fremantle should prioritise the appropriate development of its own sites and buildings in this area, namely the Queensgate and Point Street properties, the City of Fremantle administration building, and Kings Square, with reference to the City of Fremantle Strategic Plan 2010–2015. 3. Consider the appointment of an external project manager to facilitate development of the City of Fremantle-owned sites in this area.
Lead implementation agent(s)	City of Fremantle
Partner agencies	Fremantle Chamber of Commerce
Prioritisation	High

Strategic action area 2: Urban form and infrastructure	
Action 2.3	Identify and establish an implementation model for development in the Fremantle CBD
Rationale	<p>The timeframe for significant property development projects, from first concept through to project completion can be many years, generally longer than local, state and Commonwealth government election cycles.</p> <p>The nature of business environments can be significantly influenced – positively and negatively – by the changes in policy that occur as a consequence of the political changes that can occur around electoral cycles.</p> <p>Mature urban centres such as Fremantle, recognised as a strategic metropolitan centre, generally present substantial complexity when seeking to renew. Land ownership can be tight and complex and land parcels are generally small and fragmented.</p> <p>Whilst the primary interest and the responsibility for achieving renewal generally rests with local government, state government departments and agencies often have interest in the outcomes of renewal processes and therefore require a degree of involvement throughout the renewal period. Often renewal can not proceed or achieve less than what is desired unless state government departments and agencies participate directly in the renewal process – through land ownership, the giving of necessary approvals and/or by funding critical aspects of the renewal activity, particularly required infrastructure.</p> <p>Various models are applied in Western Australia, nationally and internationally to enable significant desirable developments to proceed, independent of the potentially adverse impact of changing political environments and electoral cycles. During the preparation of the strategy the role of redevelopment authorities and alliance models was examined.</p>
References	<ol style="list-style-type: none"> 1. Address to EDWG by John Ellis, chief executive officer, Armadale Re-development Authority, 20 August 2010. 2. Address to EDWG by Nanette Garland, project director, Stirling Alliance, 15 October 2010. 3. Notes of EDWG facilitated workshop, 4 December 2010.
Key tasks	<ol style="list-style-type: none"> 1. Identify and establish an implementation model to create an integrated approach to the development of the Fremantle CBD and to ensure the objectives of the strategy are achieved in agreed timeframes, giving particular reference to actions 2.1 and 2.2.

Strategic action area 2: Urban form and infrastructure	
Lead implementation agent(s)	City of Fremantle
Partner agencies	Western Australian Government Departments (various), Western Australian Planning Commission, Property Council of Australia (WA)
Prioritisation	High

Strategic action area 2: Urban form and infrastructure	
Action 2.4	Improve wayfinding and place making
Rationale	<p>A recurring complaint provided to the working group was that Fremantle’s layout, location in the activity centre network (end-of-the-line) and managed messages (road signage, visitor signage) were not ‘working well enough’ and the consequences were that travel and navigation by car, bicycle, on foot or other means was too difficult.</p> <p>Similarly, reports reviewed by the group clearly match the popular desire for ‘vibrancy’ with place making, with the resulting vibrancy supporting economic growth. Place making is newly defined as: making people feel at home; breaking design rules; focusing on exchanges between people; slowing people traffic; expanding the amount of micro-experiences available to people; feeding the senses and encouraging play.</p> <p>The City has a history of reports designed to inform traffic and wayfinding management decisions, yet the most recent is dated 1999 and the group agreed that there must be additional habits of wayfinding and transport that would inform a modern strategy. Particularly, the demand for statements to signify the entry points into the CBD or other boundaries of significance arose frequently.</p> <p>After particular debate on location-specific place making projects the group decided that a master plan was a proven and better manner to create a CBD-wide improvement in place making and wayfinding. The group acknowledged that Kings Square ought to have immediate improvement and agreed to support place making or wayfinding initiatives in this area prior to the completion of the master plan.</p>
References	<ol style="list-style-type: none"> 1. Place making and economic development, National Association of Realtors 2. Notes of EDWG facilitated workshop, 6 November 2010 3. Ballarat Transit City Development Pedestrian and Wayfinding Strategy 4. The Northbridge History Project – Project Report 2005–2010

Strategic action area 2: Urban form and infrastructure	
Key tasks	<ol style="list-style-type: none"> 1. Review the City's transport and access plan, addressing the issues of flow, legibility, signage and parking in order to better meet the needs of all transport modes, including pedestrians, and with particular reference to High Street, High Street Mall, Adelaide Street and the Fremantle Railway Station. 2. Fund and implement innovative way-finding systems and relevant road works with specific consideration given to achieving greater legibility and flow, with some projects to commence in 2011/12. 3. Develop a City of Fremantle parking and wayfinding application for mobile phone/new media platforms. 4. Undertake a place making plan to identify and implement place making opportunities in the CBD. 2. Identify and fund improvements to the public environment in Kings Square in collaboration with other working groups.
Lead implementation agent(s)	City of Fremantle
Partner agencies	Western Australian Government Departments (various), Western Australian Planning Commission, Property Council of Australia (WA)
Prioritisation	High

1.5.3 Business capability and capacity

Rationale

Business improvement districts are now being established worldwide as a tool for businesses in the retail and professional services sector trading in a defined often underperforming/underdeveloped area typically in a commercial business district.

A standard feature of strong business communities is the significant level of ongoing personal and professional contact occurring between business owners and managers within the community. Whilst strong competition between businesses is universally accepted as vital to the success of market economies, the importance of collaboration between businesses is not always acknowledged as essential to success, particularly in some specific industry sectors.

The tourism industry has long been recognised as a sector where collaboration between businesses is essential to effectively present a location as an interesting, entertaining, attractive place to visit. The whole of the tourism industry relies on structures that facilitate individual tourism businesses acting collaboratively.

Where the success of an economy relies on the strong performance of those industry sectors where collaboration between competitors is a known success factor the allocation of resources to facilitate collaboration is indicated.

Business clusters and networks can be an important mechanism for facilitating collaboration between small and medium enterprises within industry sectors, along supply and value chains and within geographic areas.

Unique advantages in comparison to other activity centres are often registered in the creative ways that traditional outcomes are reached. The City of Fremantle is recognised as doing this – as being a creative city - but is

not so distinct in its creativity anymore. Other activity centres in Perth, particularly the Perth CBD, Northbridge, Mount Lawley and Leederville are enjoying acclaim as interesting, creative and vibrant networks for business and visiting. Increasing private travel has exposed people to a greater variety of cities as well, so that comparisons, competition and expectations with Fremantle extend to 'the world's great cities'. Creativity has a reputation as a magic ingredient which fuels economic growth. The economic development working group assessed mechanisms to support creativity so that Fremantle must re-release the creative power of the community to maintain and grow its distinctiveness.

Actions

- 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.

Strategic action area 3: Business capability and capacity	
Action 3.1	Implement the Fremantle Retail Model Plan (2010) recommendations relating to better whole-of-city retail management and coordination
Rationale	<p>The research undertaken and the evidence given during the preparation of the strategy identified that the ordinary experiences of the people in a city <i>trickle-up</i> to influence the behaviour of major investors, major tenants, and other private or public organisations. This may be simply read as: if a city is vibrant, investment can be more easily attracted; if it is hostile, investment will be attracted elsewhere.</p> <p>Town centre management is a function currently carried out by the City of Fremantle. However, the research undertaken and evidence given in the preparation of the strategy indicates that a structure with greater competitive potential to attract people to the city must be deployed now. The retail model plan states ‘customers want higher standards of safety, cleaning, amenity, shopping and leisure. Shopping centres are providing these through professional and focussed management and city centres must raise their standards to attract customers back.’ (p.45). (To clarify, the authors of the plan are not suggesting town centres mimic shopping centres, but adopt their sense of competition, strategy and focus).</p> <p>Starting in Toronto in 1970, formalised structures known as BIDs have successfully implemented town-centre-management outcomes. In principal, BIDs are not-for-profit organisations funded by a levy on businesses or landlords within a prescribed zone (say, the Fremantle CBD of about 600 businesses). A BID is run by a board who will implement a business plan.</p> <p>The retail model plan credits the Association of Town Centre Management with the following: ‘The primary aim of town centre management is to create active partnerships and broad networks to develop a healthy and sustainable environment that involves and benefits all of its stakeholders. The town centre is an economic competitive location and the public and private sectors have an equal interest in its prosperity – the private sector for reasons of investment and the public sector through the need for an environment that all sectors of the community value’.</p> <p>New York has over 60 BIDs; London has over 20. It is estimated that there are over 1 700 BIDs in operation around the world today. In speaking about the New West End BID in London (supporting the areas of Regent Street, Bond Street and Oxford Street) the Westminster City Council, London Transport Authority and the Mayor of London attribute the not-for-profit BID as the principal catalyst to economic development in the area (http://www.newwestend.com/home/2020_vision).</p>

Strategic action area 3: Business capability and capacity	
References	<ol style="list-style-type: none"> 1. Fremantle Retail Model Plan. 2. Address to EDWG by Wayne Spencer, executive director, Retail Traders Association (WA), 6 August 2010. 3. Address by Phil Kemp, chief executive officer, Business Foundations, 6 November 2010. 4. Notes of EDWG facilitated workshop, 6 November 2010. 5. Address by Richard Poulson, director, Morrison, 12 November 2010. 6. Notes of EDWG facilitated workshop, 4 December 2010.
Key tasks	<ol style="list-style-type: none"> 1. Seek to establish a BID as identified in the retail model plan. 2. Resource and implement a retail leasing strategy as identified in the retail model plan.
Lead implementation agent(s)	City of Fremantle
Partner agencies	Fremantle Chamber of Commerce
Prioritisation	High

Strategic action area 3: Business capability and capacity

Action 3.2 Establish a new and better resourced Fremantle Visitor Centre

Rationale

The development of a tourism strategy for Fremantle was commissioned by the City of Fremantle in 2009.

Recognising the important role that Fremantle plays in Western Australia’s tourism industry, Tourism WA jointly assisted the City of Fremantle to fund the strategy.

The strategy considered all aspects of the tourist offering from the supply perspective with a particular focus on resourcing, infrastructure, services, accommodation, amenities, activities, attractions and access.

Fremantle hosted around 142 000 overnight visitors and around 528 000 day trip visitors annually in the period 2005–2007.

The strategy considered the value of tourism to Fremantle, including projected future value.

Value of tourism in Fremantle

	2005–2007	2008–2010	2011–2013
Day visits to Fremantle p.a.	528 000	553 667	539 556
Est. day trip spend p.a.	\$51 718 178	\$59 318 995	\$61 345 412
Est. day trip spend daily	\$141 694	\$162 518	\$168 070
Nights stayed in Fremantle p.a.	819 000	828 858	856 743
Est. overnight visitor spend p.a.	\$81 445 000	\$83 945 807	\$92 080 971
Est. overnight visit spend daily	\$223 137	\$229 989	\$252 277
Est. total visitor spend p.a.	\$133 163 178	\$143 264 802	\$153 426 384
Est. avg. daily spend in Fremantle	\$364 831	\$392 506	\$420 346

SOURCE: Tourism WA visitor reviews 2007. Tourism Forecasting Committee Dec. 2008. Evolve Solutions

Fremantle’s visitor servicing approach was deemed to be deficient in respect to the provision of free information through the Fremantle Visitor Centre and through orientation and guidance.

The absence of an industry association was deemed to have resulted in a lack of strategic, organised approach to developing tourism.

Strategic action area 3: Business capability and capacity

A SWOT analysis of Fremantle's tourism industry found:

Strengths

1. Unique and diverse attraction.
2. Large mix of visitor attractions appealing to a range of visitor types.
3. Ease of access by train, bus, car and boat.
4. Wide range of cafes, restaurants, shops and entertainment venues.
5. Festivals, fairs and events of significance.
6. Visitor survey program that provides localised data.
7. Sustainable mix of day trip and overnight visitors.

Weaknesses

1. Lack of coordinated approach to destination marketing and lack of consistent branding.
2. Lack of dedicated focus/investment on visitor servicing.
3. Inadequate visitor servicing and centre.
4. Lack of parking for tourist vehicles (buses, coaches, caravans), including near to the visitor centre or near to key attractions/areas.

Opportunities

1. Improve orientation and provision of information for visitors.
2. Improve day trip visitation through partnerships and infrastructure improvements.
3. Improve visitor services with more personable services using the volunteer visitor guides and ambassadors.
4. Improve way finding for visitors with improved signage and pedestrian access.

Threats

1. Increased regional competition from southern suburbs railway; Port Coogee; Transit Oriented Developments at Murdoch, Cockburn Central and Rockingham; premium accommodation developments at Port Coogee and Cape Peron, attracting MICE business.
2. Deregulation of shopping hours will remove a level of Fremantle's differentiation.
3. Continued lack of accommodation will lead to visitors staying at alternative destinations and visitor yield declining.

References

1. Tourism strategy for Fremantle.
2. Presentation to EDWG by Andrew Eastick, manager economic development and marketing, City of Fremantle, 29 October 2010.
3. Notes of EDWG facilitated workshop, 6 November 2010.

Strategic action area 3: Business capability and capacity	
	4. Notes of EDWG facilitated workshop, 4 December 2010.
Key tasks	1. Create a new visitor centre.
Lead implementation agent(s)	City of Fremantle
Partner agencies	Experience Perth, Tourism WA
Prioritisation	High

Strategic action area 3: Business capability and capacity	
Action 3.3	Pursue initiatives that enhance Fremantle as a creative city.
Rationale	<p>The economic development working group, through the advice it took and via discussions held internally decided upon a high weighting to the element of creativity in the economic development of Fremantle. Specifically, it included vocations in addition to traditional arts and music and could include disciplines determined by their development and exploitation of intellectual property, such as publishing, design and architecture.</p> <p>Conclusions delivered to the group on impediments to creative development include the lack of availability of affordable office/studio space and communication business-to-business and business to their markets.</p> <p>In order to combat this the group concluded that the strategy ought to facilitate the activation or redevelopment of premises in the CBD and to provide supporting communication technologies for business to use.</p>
References	<ol style="list-style-type: none"> 1. To study the development of regional economies with an emphasis on urban design, Sally Malone 2. The creative city, Charles Landry and Jonathan Hyams 3. Retail model plan 4. Notes of EDWG facilitated workshop
Key tasks	<ol style="list-style-type: none"> 1. Undertake a study and audit of underutilised premises within the CBD, particularly in the west end, that identifies obstacles to activation and creative-industry use, and solutions to those obstacles. 2. Further extend free Wi-Fi in the CBD.
Lead implementation agent(s)	City of Fremantle
Partner agencies	Fremantle Chamber of Commerce, Notre Dame University
Prioritisation	High

1.5.4 Marketing

Rationale

The visit to Fremantle by world-renowned place making advocate Charles Landry in October 2010, during which Fremantle was scored using Landry's Creative Cities Index provided some insight into the lifestyle/economy balance in Fremantle.

Fremantle's relatively high score of 6.61 (out of 10) prompted Landry to observe that the result should provoke an important discussion about economic development because the perceived, if not the real, weaknesses the Fremantle economy might diminish in Creative Cities Index scores in the future. A task, therefore is gain a sound understanding of Fremantle's well known lesser economic attributes and market those attributes, along with Fremantle's lifestyle attributes to potential local and external investors and entrepreneurs.

Attracting investment is a key driver of local economic expansion and employment growth.

Investment capital can emanate from within Fremantle, through a business owner re-investing to grow and improve their business; and from outside Fremantle, through the purchase of an existing business, establishing a new business or property development.

In the Fremantle context all forms of investment are warranted and should be actively encouraged.

It is generally accepted that around 70% of the investment taking place in a location comes from existing businesses. Hence, existing businesses represent a significant opportunity for taking up emerging local opportunities.

The attraction of new investment from outside of Fremantle is also a significant opportunity, including by strategically targeting new businesses that

meet a particular local market need or complement an existing industry sector.

Whilst local business people in a position to reinvest in their business are generally aware of the factors, currently and likely to, influencing local business environment hard data has generally not been collated or published in any significant way in the past.

For attracting investment from outside of Fremantle, making a case, including with the use of relevant up to date using data on local economic conditions is essential.

Research undertaken and evidence given during the preparation of the strategy has indicated a perception of Fremantle as a difficult place to do business and for investment. The evidence also suggests that elements of the Fremantle business community have a propensity towards negativity in respect to current and perceived future business conditions in Fremantle, relative to the past.

Providing accurate current, and where available historic, data about the nature and the performance of the Fremantle economy is important for identifying and marketing business and investment opportunities to local and external investors.

Fremantle is recognised nationally and internationally as a location with outstanding lifestyle attributes. Fremantle's lifestyle attributes are well recognised by its residents, but less recognised are Fremantle's attributes for business and investment.

Actions

- 4.1 Collate and disseminate relevant economic data to support existing and new businesses.

Strategic action area 4: Marketing	
Action 4.1	Collate and disseminate relevant economic data to support existing and new businesses
Rationale	<p>Strategies to facilitate and promote Fremantle's economic development cannot be made without the use of key economic information. Nor can well-informed investment facilitation advice be provided to prospective investors without such data.</p> <p>The ability to demonstrate an inherent knowledge of the local economy, as well as current and planned developments, helps to present an 'investment ready' image to prospective investors.</p> <p>Economic information is also a vital ingredient to sound decision making by Fremantle's current businesses and for providing business advice and assistance.</p> <p>The City of Fremantle website, www.fremantle.wa.gov.au includes comprehensive demographic and economic data on Fremantle. This data should be regularly used in the promotion of Fremantle to business people, developers and entrepreneurs and promoted to current Fremantle business people for guiding decisions about their businesses.</p>
References	<ol style="list-style-type: none"> Notes of EDWG facilitated workshop, 6 November 2010. Notes of EDWG facilitated workshop, 4 December 2010.
Key tasks	<ol style="list-style-type: none"> Establish resources within the City to provide improved 'front of house' service for welcoming and supporting new business activity and investment. Establish a separate investment and business website. Compile a comprehensive investors guide to Fremantle.
Lead implementation agent(s)	City of Fremantle
Partner agencies	Department of State Development, Austrade
Prioritisation	High

1.6 Indicative implementation schedule

The Fremantle Economic Development Strategy provides a 20 year vision and a five-year implementation plan. The following timing schedule illustrates the indicative implementation plan. It is intended that the implementation plan be reviewed annually and updated every five years.

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 activities in Fremantle	✓	✓	✓	✓	✓
2	Urban form and infrastructure					
2.1	Prepare 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 relevant economic data to support existing and new businesses	✓	✓	✓	✓	✓

2. INTRODUCTION

2.1 Economic development

Definitions of economic development from the web include:

- Growth that is planned and or desired.
ldm.agriculture.purdue.edu/Pages/Resources/Gloss.html
- The institutional changes made to promote economic betterment. It is the social organisational changes made to promote growth in an economy.
ldm.agriculture.purdue.edu/Pages/Resources/Gloss.html
- Is any effort or undertaking, which aids in the growth of the economy.
www.envision.ca/templates/profile.asp
- Influencing growth and restructuring of an economy to enhance the economic well-being of a community, region, state, or nation and its citizens.
www.bdbmc.org/index.php
- Economic development is typically measured in terms of jobs and income, but it also includes improvements in human development, education, health, choice, and environmental sustainability. Business and economic developers in the United States (US) are increasingly recognizing the importance of quality of life, which includes, environmental, and recreational amenities, as well as social infrastructure such as child care, in attracting and retaining businesses in a community.
government.cce.cornell.edu/doc/html/MethodologyGuide_TermsUsed.htm
- Raising the *productive capacities of societies*, in terms of their technologies (more efficient tools and machines), technical cultures (knowledge of nature, research and capacity to develop improved technologies), and the physical, technical and organisational capacities and skills of those engaged in production. This can also be expressed in

terms of raising the productivity of labour: using the labour available to society in more productive and efficient ways to produce a greater quantity and a more diverse range of goods and services.

web.uct.ac.za/depts/ricsa/projects/publicli/poverty/pov_def.htm

- The economic growth of an area as evidenced by increase in total income, employment opportunities, decreased out-migration of population, value of production, increased diversification of industry, higher labor force participation rates, increased duration of employment, higher wage levels, or gains in other measurements of economic activity, such as land values.

law.justia.com/us/cfr/title07/7-15.1.17.2.4.1.25.3.html

- A program, a group of policies, and/or activity that seeks to improve the economic well-being and quality of life for a community. Ideally, it will create and retain jobs and provide a stable tax base. This can include programs to encourage business growth and investments to improve business attraction, retention and expansion, tourism, startup and emerging business to the county.

www.lanecounty.org/departments/cao/economicdevelopment/pages/glossary.aspx

Summarising these definitions, economic development refers to social and technological progress. It implies a change in the way goods and services are produced, not merely an increase in production achieved using the old methods of production on a wider scale.

Economic growth implies only an increase in quantitative output; it may or may not involve development. Economic growth is often measured by rate of change of Gross Domestic Product (GDP) (percentage of increase or decrease of GDP year by year.) GDP is the aggregate value-added by the economic activity within a defined area (city, region, state and nation).

Economic development typically involves improvements in a variety of indicators such as literacy rates, life expectancy, and poverty rates. GDP does not take into account other aspects such as leisure time, environmental quality, freedom, or social justice.

Economic development is related to human development, which encompasses, among other things, health and education.

A closely related idea is the difference between extensive and intensive economic growth. Extensive growth refers to the increase of overall wealth, while intensive growth refers to the increase of per capita wealth. Unlike extensive growth, intensive growth is mainly driven by productivity growth and technological progress. While economies in the pre-industrialisation period grew extensively, intensive growth is a relatively recent phenomenon that came with modern economic growth.

Dependency theorists argue that poor countries have sometimes experienced economic growth with little or no economic development; for instance, in cases where they have functioned mainly as resource-providers to wealthy industrialised countries. There is an opposing argument, however, that growth causes development because some of the increase in income gets spent on human development such as education and health.

The use of community profiling tools and database templates to measure community assets versus other communities is also an important aspect of economic development. Job creation, economic output, and increase in taxable basis are the most common measurement tools. When considering measurement, too much emphasis has been placed on economic developers for 'not creating jobs'. However, the reality is that economic developers do not typically create jobs, but facilitate the process for existing businesses and start-ups to do so. Therefore, the economic developer must make sure that there are sufficient economic development programs in place to assist the

businesses achieve their goals. Those types of programs are usually policy-created and can be local, regional, statewide and national in nature.

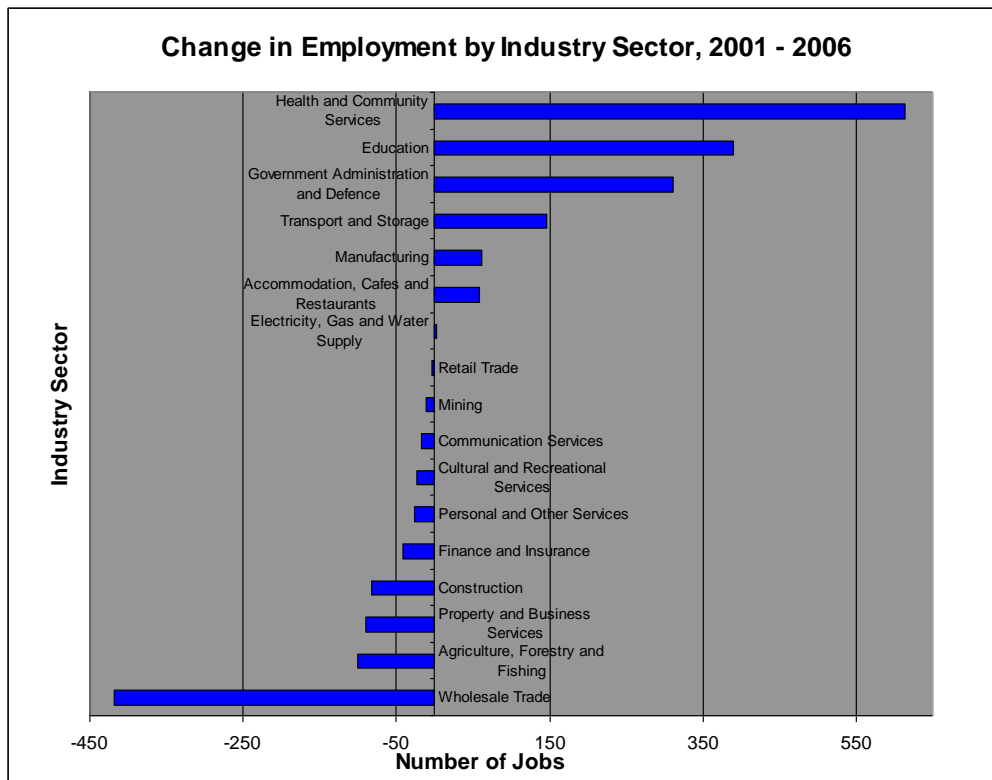
2.2 Fremantle

Fremantle's traditional economic base has centered predominantly on:

- the operation of the working port and related industries, including marine engineering, ship agencies, repairs and maintenance, stevedoring, transport and storage based industries
- fishing, aquaculture and seafood processing due mainly to the city's coastal location
- a wide range of manufacturing, packaging/assembly and service industries, located predominantly within the O'Connor industrial area
- a wide variety of retailing from small independent retailers through to supermarkets and department stores
- traditional trades, building and heritage conservation.

Fremantle's traditional industry sectors supplied a substantial share of employment opportunities for the residents of Fremantle as well as a significant number of non-Fremantle residents. These traditional industries continue to play a major part in the economy of Fremantle, however in recent years new industry sectors have emerged as economic drivers, including:

- tourism and entertainment
- specialist retail and leisure
- education – University of Notre Dame Australia and Challenger TAFE
- home based businesses
- art, cultural and knowledge based businesses.



Changes to world trade movements, tariff reductions and advances in information technology have over the past 20 years led to a substantial reduction in employment in the manufacturing sector, changes that are reflected in the Fremantle economy. In the transport sector containerisation and efficiency improvements have had a similar effect on employment levels.

Fremantle's traditional role as a regional centre, in particular in retail, has and continues to decline as a result of the establishment of new centres such as Garden City and Cockburn Gateway.

The port and maritime sector

The Port of Fremantle is a vital asset of Fremantle. The value of the port can be expressed in terms of direct employment; the range and volume of industries associated either directly or indirectly with the operation of the port and the international recognition given to Fremantle as a place in world markets. The port is the fourth largest container port in Australia handling over \$23 billion in trade per annum.

The waterfront and tourist attractions

Access to ocean and river frontage has provided Fremantle with a strong maritime industry. Businesses in the maritime industry are diverse, export orientated and suited to the character and culture of Fremantle. These include fishing, seafood processing, aquaculture, boat repair and maintenance, historic boat construction, marine instrument design and manufacture, sail making, marine engineering, maritime and coastal environmental management and water recreation.

The western end of Victoria Quay and northern end of Fremantle Fishing Boat Harbour have successfully integrated tourism related developments in a working port environment.

Fremantle is the second biggest visitor destination in Western Australia and income from tourism supports many hospitality and accommodation businesses. Fremantle's popularity with tourists arises from significant tourism attractions and the ambience, heritage and lifestyle attributes of Fremantle.

Education, training and research facilities

Fremantle's health and educational facilities include the Fremantle Hospital, Challenger TAFE and the University of Notre Dame Australia, and provide the infrastructure for enhanced industry research and training skills for existing industry as well as a marketing advantage for the establishment of new industries.

Built environment

Fremantle's architectural and cultural heritage has in recent decades lead to the development of a significant tourism, recreation and entertainment industry. Fremantle is an established centre for restoration, conservation and archaeological trades and research skills in the marine industry.

A combination of movie theatres, markets, restaurants, bars, hotels, and nightclubs has created an atmosphere that brings people to Fremantle, particularly on weekends and public holidays.

2.3 A collaborative approach

The Fremantle Economic Development Strategy establishes four strategic action Areas and thirteen actions to build prosperity and sustainable growth for Fremantle, through coordinated efforts with partners to deliver economic development outcomes.

Collaboration between Fremantle's economic development stakeholders will not only contribute to achieving good economic outcomes, but will also develop a strong foundation of good leadership. Leadership is just as important as having a 'strategy' in place to deal with the economic development challenges facing Fremantle. Activities designed to nurture and support a conducive business (and people) environment are critical to any economic development strategy and one of the most effective ways for Fremantle's economic development stakeholders to effect positive change is through strong leadership. Strong leadership is also characterised by collaborative and cooperative approaches to research, planning and implementation of economic development strategies for the good of the Fremantle community.

The successful implementation of the Fremantle Economic Development Strategy will require commitment from the City of Fremantle and also, in partnership, key stakeholders in government, local business associations such as the Fremantle Chamber of Commerce, the education and training sectors and the community at large. All of these stakeholders must continually be engaged in a pro-active manner.

While it clearly has an important leadership role to play, the City of Fremantle recognises that government, be it local, state or federal, does not 'drive' economic development. Clearly, this is the role of the private sector. Private enterprise is the principal driver of economic prosperity and for this reason it must be embraced as a partner in determining strategies and priorities for the economic development of Fremantle. Indeed, the business associations and their members, who are continually working together to address impediments and capitalise on opportunities for business growth and development are

continually playing their part in planning for the provision of business and industry that will continue to provide jobs and grow the Fremantle economy. The skills and experience of these organisations are invaluable. For the Fremantle Economic Development Strategy to be successful, these stakeholders must be continually engaged.

There are a wide range of organisations and interest groups who directly or indirectly influence the economic development of Fremantle. Some of these organisations and interest groups have been identified in the strategy.

2.4 The vision

Fremantle is a progressive, collaborative community providing sound business and investment opportunities and enjoyable and entertaining visitor experiences.

Fremantle's economic development stakeholders will provide leadership that will result in the future Fremantle being characterised by:

- **Vibrant investment environment**
Fremantle will be offering investors an environment with minimal impediments, providing consistent local government regulation and practice, creating increased levels of certainty.
- **Business networks, industry clusters**
Business networks and industry clusters in Fremantle will be providing platforms for business to value and develop intrastate, interstate and international markets.
- **City leaders and champions**
City leaders and champions will be actively promoting business and investment opportunities and attributes of Fremantle.
- **Contemporary infrastructure**
Fremantle will have civil, transport, community, communication and human services infrastructure that meet national standards.
- **Labour force growth, labour force development**
Private, public and community businesses in Fremantle will have continued to be supported in growing and developing their labour force, enabling them to attract and retain labour, improve productivity and enhance human resource management skills and knowledge.

- **Accurate data, informing policy**

The Fremantle community will have access to accurate, relevant demographic data and information to inform policy on economic issues and make business decisions.

- **Competitive advantage**

Fremantle's competitive advantage will be widely understood, continuously enhanced and constantly promoted for the benefit of current and future investors, entrepreneurs and enterprises.

- **A Fremantle lifestyle, a unique lifestyle**

Fremantle will be a vibrant and prosperous City, characterised by increasing:

- sustainability of businesses
- levels of educational achievement
- quality of human services
- environmental sustainability
- cultural diversity
- range of community activities
- lifestyle benefits.

2.5 Methodology

The Fremantle Economic Development Strategy 2011–2015 supersedes the Fremantle Economic Development Strategy 2007–2012.

A committee of council, the economic development and marketing advisory committee (EDMAC), comprising councilors and representatives of the business community, including the Fremantle Chamber of Commerce, was established by the Council to overview the implementation of the 2007–2012 strategy.

In the later part of 2009 the City of Fremantle commissioned a review of the progress of the implementation of the strategy and of EDMAC. A key aspect

of the review was the rating by the members of EDMAC about the importance of each of the 15 elements in the strategy and of their performance in implementing each element. The review compared the ratings of importance and the ratings of performance and found that five elements exhibited significant disparity:

- work with others to attract appropriate retail, commercial and industrial development in Fremantle
- maintain Fremantle as a major tourism destination in Western Australia
- support business development in Fremantle
- maintain Fremantle as a viable centre exhibited significant disparity
- maintain a vibrant retail mix in Fremantle.

Element	Importance rating	Performance rating	Differential
Work with others to attract appropriate retail, commercial and industrial development in Fremantle	9.2	3.0	6.2
Maintain Fremantle as a major tourism destination in Western Australia	9.4	4.0	5.4
Support business development in Fremantle	9.0	4.2	4.8
Maintain Fremantle as a viable centre.	9.4	4.7	4.7
Maintain a vibrant retail mix in Fremantle	8.4	4.2	4.2

The disparity has informed consideration of development of the Fremantle Economic Development Strategy 2011–2015 including, in the first instance, the methodology for gathering information, through research, including commissioned research and through interviews and presentations.

The council established an economic development working group in May 2010 with the delegated responsibility for delivering an economic development strategy that identifies short, medium and long term actions to grow Fremantle’s economy, with a focus on increasing employment and the diversity and number of businesses in Fremantle, for the consideration and adoption by council.

The delegation acknowledges that the working group will develop its own methodology to achieve the outcomes, but it is expected that the following will be essential parts of the project:

- the City of Fremantle Strategic Plan 2010–2015
- the Fremantle Economic Development Strategy 2007–2012
- undertake quantitative and qualitative research about Fremantle’s economic structure and performance
- in particular, review key issues relating to the changing economic structure
- retail mix; integration with the key industry and educational institutions
- identifying new and emerging niche industry sectors; developing a viable office accommodation
- undertake comparative analysis of Fremantle’s competitors and peers
- identify integrated short, medium and long term strategies
- develop a draft strategy, including costed priority actions for delivery in the short, medium and long term
- presentation to council of the draft strategy
- consult with the community on the draft strategy
- present final draft to council for adoption.

The outcome required by council of the strategy was a new Fremantle Economic Development Strategy that will:

- provide clear direction for the City for the next 5–10 years, including prioritisation of integrated short, medium and long term actions
- identify realistic, costed options to be delivered, including sources of external funding where possible
- focus on increasing employment and the diversity and number of businesses in Fremantle
- be consistent with the City’s strategic plan
- meet the criteria of being clear, concise, realistic (achievable), costed and necessary
- fulfill statutory obligations
- eliminate contradiction and duplication.

To develop the Fremantle Economic Development Strategy 2010–2015 the economic development working group meet initially on 9 July 2010 and generally each fortnight thereafter to the end of 2010, to take evidence from a broad range of presenters. Meetings were also held on 28 January 2011, 18 February, 4, 18 and 25 March 2011 to consider the draft strategy. The strategy was adopted for recommendation to council at a meeting of the working group on 15 April 2011.

The working group also met jointly with the City of Fremantle's City Centre Strategic Sites Working Group on 16 September 2010 to receive a presentation on the Western Australian Government's then draft *Directions 2031 and beyond* document from Gary Prattley, chairperson of the Western Australian Planning Commission. The working group again met jointly with the city centre strategic sites working group on 8 November 2010 to receive a presentation on the work underway to develop the Fremantle Retail Model Plan from the consultants engaged to prepare the plan – David Shetliffe and David West, and then again on 31 January 2011 to briefly discuss several proposed actions in the draft strategy.

The working group convened for four facilitated workshop sessions on 9 October, 6 November, 4 December 2010 and 12 February 2011 to consider the four strategic action areas in the strategy – economic development leadership and collaboration, urban form and infrastructure, business capacity and capability, and marketing. The initial three workshops identified a potential 13 categories for action, 34 objectives, 62 strategies and 156 specific actions.

In addition to commissioning the development of the Fremantle Retail Model Plan the working group oversaw the commissioning of the Property Council of Australia (WA), supported by national consulting from Urbis, to undertake an investigation into the 'drivers of activity centre development in the Fremantle CBD'.

Both of these commissioned works have significantly informed the development of the strategy.

2.6 The goal – primary centre

Traditionally Fremantle has been regarded as Perth's second City – second only to the Perth Commercial Business District.

Directions 2031 and beyond, a spatial framework of Perth and Peel, was prepared by the Western Australia Planning Commission and the Department of Planning. Associated with *Directions 2031 and beyond* is the State Planning Policy 4.2 Activity centres for Perth and Peel.

The *Directions 2031 and beyond* document and the State Planning Policy 4.2: Activity centres for Perth and Peel both place great emphasis on the role and function of activity centres, particularly in providing a more diverse mix of uses and housing types. The hierarchy of activity centres in the Perth Metropolitan Area comprises:

Primary centres

Primary centres are second only to Perth capital city. Primary centres are considered critical to achieving long-term sub-regional employment objectives and are likely to be a feature of a Perth and Peel in the future.

Primary centres should:

- serve a catchment population of 250 000 to one million people
- house major institutions and provide much higher levels of employment and economic activity than their counterparts in lower tiers of the hierarchy
- make a significant contribution to national and state productivity, and the cultural and social lives of communities.

A primary centre will be the focus for high-level business, retail, tourism, cultural, health, education and entertainment activities, providing innovative business environments, and significant lifestyle and work opportunities.

No activity centre is currently recognised as a primary centre in the Perth metropolitan area and attaining the level of primary centre is regarded as a target which existing major centres can strive to achieve.

Strategic metropolitan centres

The next tier in the activity centres hierarchy is a strategic metropolitan centre in recognition of their broader metropolitan role. These centres are the main regional activity centres. They are multipurpose centres that provide a diversity of uses and provide the full range of economic and community services necessary for the communities in their catchments.

Strategic regional centres are important focus points for passenger rail and high frequency bus networks, host department stores, discount department stores, supermarkets and a full range of speciality shops as well as major offices and Western Australian Government agencies.

The strategic regional centres are Joondalup, Rockingham, Morley, Fremantle, Armadale, Midland, Canning, Stirling and Mandurah. Yanchep is deemed to be an emerging centre strategic metropolitan centre.

Secondary centres

Secondary centres share similar characteristics with strategic metropolitan centres but serve smaller catchments and offer a more limited range of services, facilities and employment opportunities. They perform an important role in the Perth economy, and provide essential services to their catchments.

Secondary centres are important focus points for passenger rail and/or high frequency bus network, host department stores, discount department stores, supermarkets and speciality shops as well as major offices and professional and service businesses.

District centres

District centres have a greater focus on servicing the daily and weekly needs of residents. Their relatively smaller scale catchment enables district centres to have a greater local community focus and provide services, facilities and job opportunities that reflect the particular needs of their catchments.

District centres are a focal point for the bus network, host discount department stores, supermarkets, convenience goods, small comparison shopping, personal services and some speciality shops as well as district level offices and local professional services.

Neighbourhood centres

Neighbourhood centres provide for daily and weekly household shopping needs, community facilities and a small range of other convenience services.

Neighbourhood centres are stopping / transfer points for the bus network, host supermarkets, personal services and convenience shops, as well as local professional services.

Specialised centres

Special centres are very different in character to the other activity centres in the hierarchy. Specialised centres are focused on specific economy or institutional activities that generate many work and visitor trips, and therefore, require a high-level of transport accessibility.

2.7 Strategic objectives and anticipated outcomes

With a considered and responsive economic development strategy in place, the City of Fremantle will be able to play an important role in influencing the prosperity of its community. In order to inform a strategic yet pragmatic and implementable economic development strategy for Fremantle, the City in partnership with others will deliver the outcomes set out in the Fremantle Economic Development Strategy.

The economic development strategy provides a clear direction for the future by identifying priorities for action to promote opportunities for investment and employment growth in Fremantle while ensuring that local attributes are protected, nurtured and capitalized upon for the benefit of all segments of the Fremantle community.

In preparing the Fremantle Economic Development Strategy, the City of Fremantle and Fremantle’s economic development stakeholders recognise that the Fremantle business community faces a multitude of challenges in an increasingly competitive economic environment. The strategy aims to build on Fremantle’s existing attributes, develop a capacity to innovate and evolve, retain and to attract business investment and create employment for a sustainable community.

Figure 2: Fremantle economic development outcomes

Socio-economic profile and portrait	<ul style="list-style-type: none"> • Detailed understanding of the Fremantle economy • Fremantle’s attributes, comparative strengths and weaknesses (SWOT) • Promotional tool for marketing and investment attraction
Stakeholder consultation and consensus	<ul style="list-style-type: none"> • Articulation of organisational arrangements, roles and responsibilities • A shared vision for Fremantle’s economic development • Shared ownership of strategy development process and outcomes
Strategy implementation	<ul style="list-style-type: none"> • Economic development priorities • Economic development strategies, programs and activities • Matrix of actions, tasks, roles and responsibilities • Monitoring mechanisms/KPIs

The four strategic action areas and 13 actions in the Fremantle Economic Development Strategy provide a themed list of actions for implementation. Based on the findings of the research, consultation and analysis, which inform the strategy, the strategic action areas and actions, presents a rationale, key tasks and an indication of timing.

Measuring the success in achieving implementation of the strategy is a series of key performance indicators.

2.8 Key performance indicators/monitoring

In order to monitor trends and measure progress toward economic development goals, a set of key performance indicators (KPIs) have been developed. The KPIs, measurable from readily available data, will provide an effective means to measure economic trends over time. The KPIs will allow the City of Fremantle, the City's economic development partners and the community to evaluate the success of this economic development strategy, and ultimately identify the potential for further for economic improvement and development.

It is important to note that in some instances, examination of the KPIs on a stand alone basis will not be sufficient in determining the impact of the Fremantle Economic Development Strategy. Rather, the KPIs will show over time whether executing the actions detailed in the strategy is creating the desired outcomes.

Economic development in the Fremantle context aims to create economic growth, characterised by rising income, full employment, and strong business confidence. The KPIs for the Fremantle Economic Development Strategy have been developed to reflect this and the outcomes to be achieved as a consequence of the strategy.

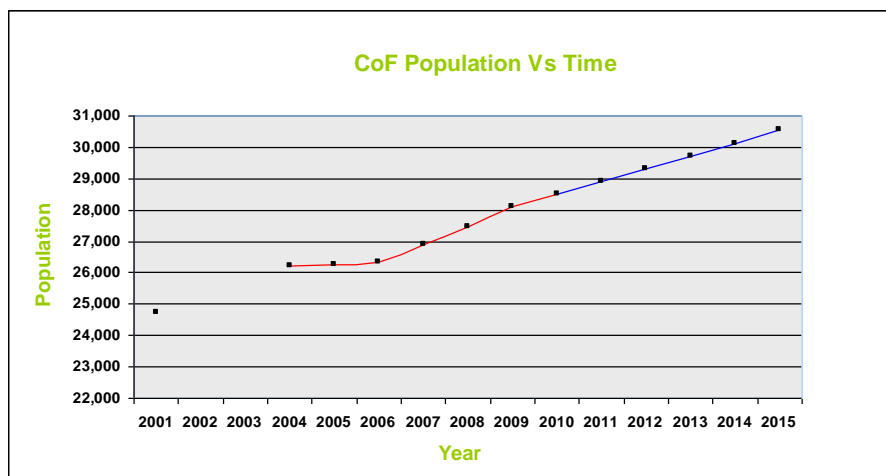
The KPIs selected to measure the state of the Fremantle economy are:

Indicator category	Indicator measure
Economy	<ul style="list-style-type: none"> • GDP per capita • Value of non-residential building applications • Wages (weekly household income) • Workforce participation rate (Fremantle residents) • Total number of people employed in Fremantle (residents and non-residents) • Number of people employed in Fremantle (residents and non-residents) in the science technology and research and development sectors
Demographic	<ul style="list-style-type: none"> • Population of Fremantle • Workforce participation rate (Fremantle residents) • Unemployment rate (Fremantle residents) • Average taxable income • Households with broadband • Fremantle residents with degree or higher level qualifications • Housing affordability (average house price over average income)
Business and investment	<ul style="list-style-type: none"> • Retail floor space • Proportion of business with an email address • Commercial office space • Number of business • Business confidence • Proportion of businesses that are members of the Fremantle Chamber of Commerce • Proportion of businesses in the tourism sector that are members of Experience Perth

Informing strategic planning: social and economic trends of Fremantle

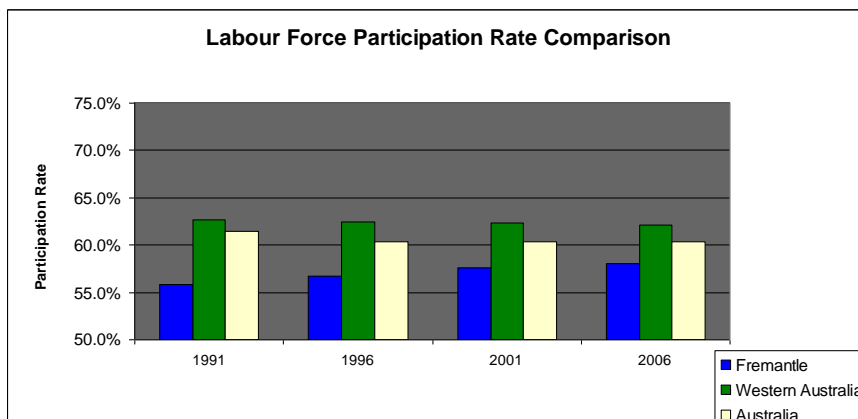
3.1 Social

The City of Fremantle's current population is estimated at 28 498 persons. Extrapolating the current population using the average annual growth rate over the period 2001–2009 shows a projected population of 30 550 by the year 2015.



Source: Australian Bureau of Statistics, Cat. No. 3235.0 - Population by Age and Sex, Regions of Australia, 2007

The total local labour force is comprised of those Fremantle residents that are in the workforce, regardless of where they work. The local labour force numbered 12 413 at 30 June 2006. The participation rate in Fremantle has historically been below that of both Western Australia (62.1% in 2006) and Australia (60.4% in 2006.)



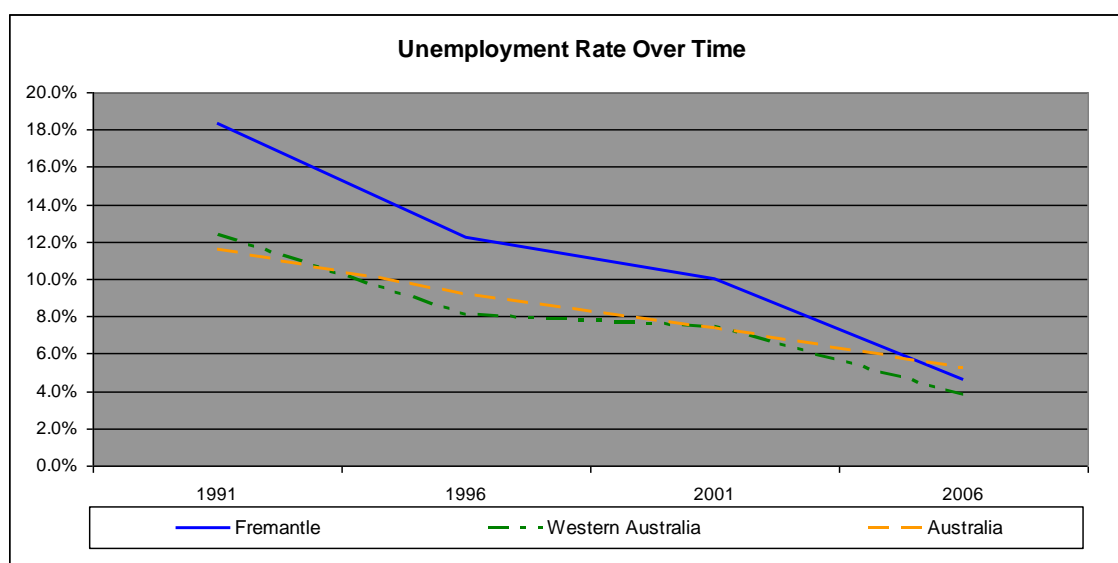
Source: Australian Bureau of Statistics, Census of Population and Housing, 2006, 2001, 1996, and 1991.

In 2006, Fremantle had its highest rates of workers in the following industries:

- health care and social assistance (13.2%)
- education and training (11.5%)
- retail trade (9.6%)
- professional, scientific and technical services (9.0%).

These industries show a number of significant changes since the 2001 census. In particular, the number of health care and education jobs increased by 613 and 389 respectively, whilst the number of wholesale trade jobs declined by 418.

At 30 June 2006, Fremantle's unemployment rate was 4.6%. This was below the Australian unemployment rate of 5.2%, but above the Western Australian rate of 3.8%.



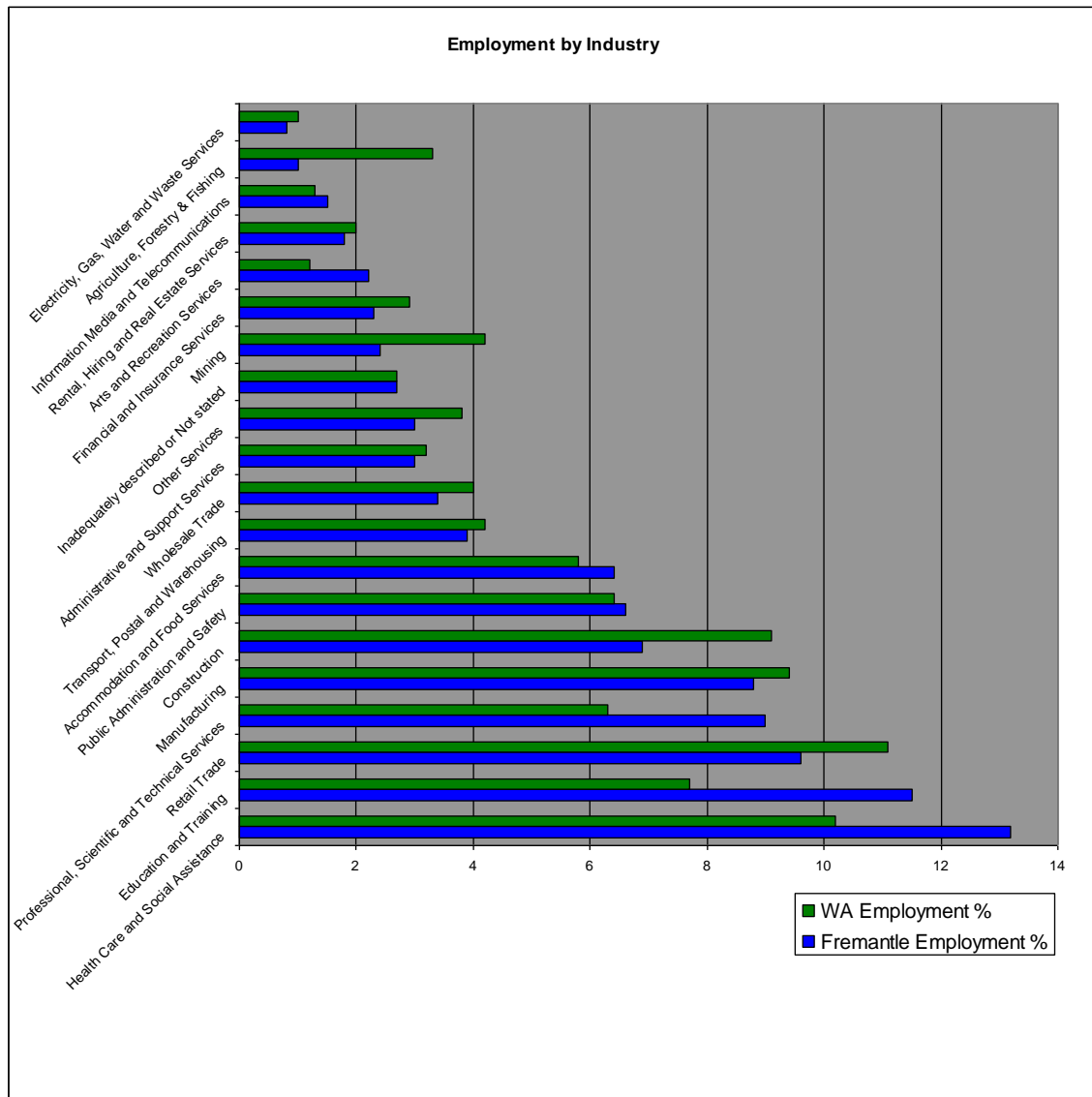
Source: Australian Bureau of Statistics, *Census of Population and Housing, 2006, 2001, 1996, and 1991*.

Historically, Fremantle has had a high rate of unemployment compared to state and national figures; however, 2006 Census data shows that Fremantle's unemployment rate has now fallen below the national level.

The fall in Fremantle's unemployment rate below national levels reflects the strength of the Western Australian economy compared with the national economy.

3.2 Economic

As of 2006, there were over 11 000 jobs in the City of Fremantle.

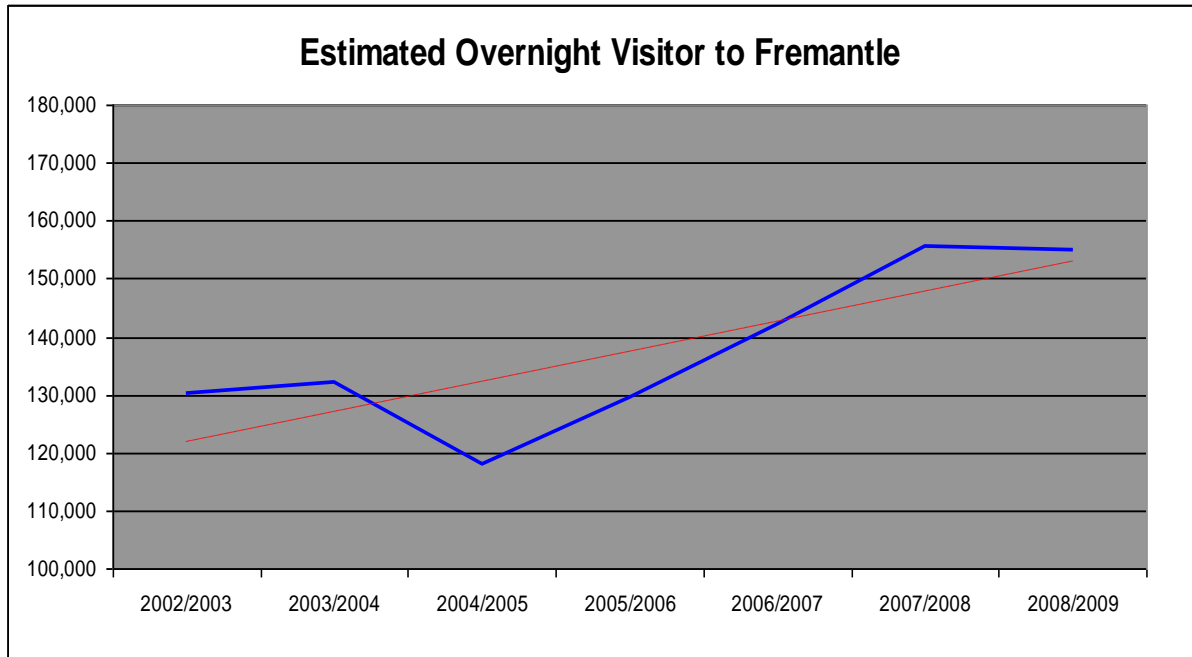


Source: Australian Bureau of Statistics, Census of Population and Housing 2006

The industry represented strongest was health care and social assistance, with over 13% of jobs in Fremantle.

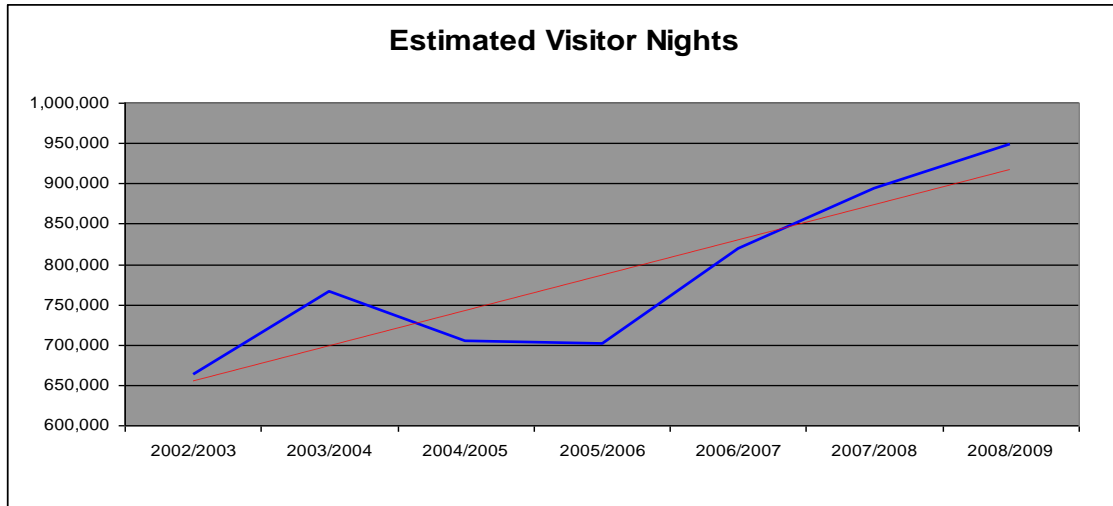
The Local Gross Product per capita in Fremantle was \$145 340 in 2009. This is significantly larger than the state average of \$86 750 per capita. This increase is created by large number of workers that commute to Fremantle to work but live outside of the city. Also, the large-scale operations of Fremantle Ports add significantly to the Gross Local Product.

Visitor numbers to Fremantle have varied yearly since 2002; however there remains an upward trend in the number of overnight visitors to Fremantle. There was a slight decline in visitor numbers from 2008 to 2009. The number of visitors is likely to spike in 2011 with Fremantle hosting the Perth 2011: International World Sailing Championships in December.



Source: Tourism Western Australia Overnight Visitor Fact Sheet 2005–2009

In addition to the growing number of visitors visiting Fremantle, those that visit are staying here for longer periods. The annual growth in visitor numbers has averaged 3.2%, whilst the number of visitor nights has grown at an average rate of 6.5% over the same period.



Source: Tourism Western Australia Overnight Visitor Fact Sheet 2005–2009

4. External forces/influences

4.1 Perth Metropolitan Area

The Perth Metropolitan Area is undergoing a period of strong growth and development fuelled by the resources boom. The population growth of Perth is currently the highest of any Australian capital city, reaching 3.2% in 2008/2009.

In August 2010, the Western Australian Planning Commission adopted its metropolitan level strategic plan, *Directions 2031 and beyond: Metropolitan planning beyond the horizon*. This report designated highlighted Fremantle as a strategic metropolitan centre. Nearby secondary centres are located at Claremont, Booragoon, and Cockburn.

These secondary centers could potentially have a significant negative impact on the development of Fremantle's economy and status as a strategic metropolitan centre. As shopping centre complexes at the secondary centres – Claremont Quarter, Garden City and Cockburn Central – continue expanding, consumers may be less inclined to travel into Fremantle for a unique shopping experience.

City of Cockburn

In 2010, the City of Cockburn published its strategic plan, *A plan for the district*, which outlines an aggressive approach to development in both the residential and industrial areas of Cockburn. Of specific note is a planned increase in the size of Gateway Shopping Centre, and the likely development of a new shopping centre in Beeliar over the next ten years.

Cockburn's retail shopping development may negatively impact Fremantle's shopping district by attracting residents to Gateway Shopping Centre rather than Fremantle's shopping district. Additionally, the release of industrial land could negatively impact the O'Connor industrial area by attracting businesses

to new sites. These risks to economic development in Fremantle are somewhat mitigated by the increased population forecast for the City of Cockburn, and the associated increased demand for retail shopping and industrial land.

City of Melville

Of primary significance within the City of Melville is Garden City shopping centre. A major redevelopment of the shopping complex was completed in 2001, and it has since become one of Australia's largest shopping centres with turnover in excess of \$500m per annum.

Residents in the City of Melville fall within Fremantle's secondary trading area. Historically, shoppers looking for a more comprehensive shopping experience than that offered at Garden City may have traveled to Fremantle. Since the 2001 redevelopment this trend has been decreasing with key retailers such as Woolworths, Coles, Myer, David Jones and Freedom Furniture now all represented at Garden City.

City of Claremont

The Claremont Quarter shopping centre is due for stage two completion in March 2011. The centre has a mix of boutique fashion and specialty retail stores, with a flagship Coles supermarket. Space for expanding the Claremont Quarter project is at a premium and will limit further development after the completion of stage two. The boutique fashion and high-end retail stores available at the Claremont Quarter may reduce the number of people travelling to Fremantle for a boutique fashion experience.

4.2 Western Australia

Western Australia is experiencing a period of sustained strong economic growth driven by the resource demands of China. Over the past decade the average annual increase in State Gross Product has been 4.6% per annum. The economic prosperity of Western Australia translates to an increased disposable income for its residents, thus good conditions for retailers. Despite a slowdown in economies worldwide at the height of the global financial crisis

in 2008, Chinese GDP growth remained above 6% per annum. Growth in the resource hungry Chinese economy has returned to near 10% per annum levels over the past twelve months and is likely to remain strong for the foreseeable future.

A negative effect of the higher levels of wages among Western Australian residents is the movement of staff into the resources sector due to the higher wages on offer in comparison to other sectors. This effect can be seen in the proportion of West Australians working in the resource sector, which increased over the census period 2001–2006 from 3.5% to 4.2%, whilst the number of retail workers fell from 14.8% to 11.1% over the same period.

Driven by the strong local economy, the Western Australian Planning Commission predicts the population of Perth to grow from 2.2 million people in 2011 to 2.8 million in 2031. This population growth will bring increasing density to Perth Metropolitan Area, which will facilitate stable growth in demand for retail centres over the next 20 years.

4.3 National

Two-speed economy

Over the past decade in Australia the mining boom has created a two speed economy. Annual gross state product growth in Western Australia and Queensland averaged 4.9% and 4.7% respectively in the period 2000–2009.

These growth rates are substantially higher than the other states, with the next strongest being Victoria averaging 3.3% growth annually over the same period. The discrepancies in individual state growth reflect the strength in the mining and resource based economies of Western Australia and Queensland.

Growth in the national economy led by WA and Queensland has created inflationary pressure and subsequent interest rate rises. The interest rate has increased since the low of 3.0% during the financial crisis of 2008 to the current level of 4.75%. Notwithstanding a major shock to the economy, the

upward trend in cash rates can be expected to continue over the medium term. Subsequent pressure on consumer and business discretionary spending in underperforming states may have a negative effect on interstate travel. The end result may be less people traveling to Fremantle on business and/or holidays.

The Commonwealth Government has proposed the introduction of a mining super profits tax. One use of revenues from such a tax will be supporting economies in those states that are not profiting from the mining boom. If this tax is introduced it may stimulate interstate travel, with Fremantle likely to benefit from increased interstate visitor numbers. The downside to imposing such a tax is a potential reduction in disposable income of mining and resource sector employees that contribute to the Fremantle economy.

Australia's ageing population

The long-term trend of falling fertility rates and increasing life expectancy is creating an ageing population in Australia. In 2002, the median age of Australia's population was 35.9 years. By 2050 the Australian Bureau of Statistics (ABS) predicts this age to have reached 46.7 years.

By 2042, one quarter of Australia's population will be over 65 years of age. With the ageing population will come more jobs in health and community services. The Fremantle Hospital may act as a natural hub for further growth in the health care and services industry in Fremantle over the coming decades. As this sector already employs the largest proportion of workers in Fremantle (13.2% of workers), the local economy is well placed to capitalise on its current health and community services industry.

Credit crunch

The financial crisis in 2008 led to a shortage of capital and more stringent bank lending policies worldwide. Although Australian banks fared well throughout the crisis, they have been forced to change their lending practices and become stricter on loan approval criteria. The result of the financial crisis

is illustrated in the reduction of total bank lending to Australian businesses by approximately \$50 billion since early 2009, to the current level of \$664.5 billion.

Further constraints in credit markets could adversely affect development in Fremantle by slowing business growth and stalling potential developments. Recent data from the ABS shows that in the third quarter of 2010 the total lending to Australian Businesses increased for the first time since the financial crisis. This increase is a positive sign for credit markets in Australia; nevertheless access to credit will remain sensitive to global conditions over the medium term. Another international slowdown in credit markets could potentially flow on to the local banking sector and hinder commercial developments in Fremantle.

4.4 International

International tourism

The global financial crisis has created an ongoing risk to the international tourism industry. During the financial crisis of 2009 international air travel fell by 3.5%. Whilst international passenger numbers have returned to growth returned this year, Tourism Australia has revised down growth in Australia's forecasted international visitor numbers. Over the next decade international inbound arrivals to Australia are now predicted to average 3.9% annually, reaching 8.5 million in 2020.

Exchange Rates

As a consequence of the mining boom and the recent out performance of the Australian economy compared to other developed economies, the Australian Dollar has performed strongly against other currencies over the past five years. In October 2010, the Australian Dollar reached parity with the US Dollar for the first time since floating in 1983.

Given the current uncertainty around the global economic recovery, long term forecasts for the value of the Australian dollar remain uncertain. However over

the medium term, the expectation is that the Australian dollar will continue to trade around parity with the US Dollar. The relative strength of the Australian dollar will have both positive and negative effects on Fremantle's economic development.

A high Australian dollar reflects a strong Australian economy. This is positive for Fremantle as strength in the national economy results in higher disposable incomes for Australian residents. The negative effects of a strong Australian dollar are felt in terms of tourism. Potential international visitors may choose to visit other locations where their money has more value, whilst Australians that may have visited Fremantle are more likely to choose an overseas destination due to the relative strength of the Australian Dollar. The result may be a decrease in tourism spending in the Fremantle economy.

Regional economic growth

Despite the risks faced by the international tourism market, Fremantle is well placed to benefit strongly from the growth of economies in the Asian region over the next five to ten years. In particular the growth of China will increase Chinese demand for visitation to Fremantle in two ways. Firstly, holiday visitation to Perth and Fremantle will increase as more affluence in China creates demand for international holidays. Secondly, business travel to Perth and Fremantle will grow as result of Western Australia's strong resource sector.

Tourism Australia has predicted Chinese inbound visitor numbers to increase by 22% in 2011. Furthermore, over the period from 2009–2020, Chinese passengers are forecast to make up 17% of the growth in international visitors to Australia. Fremantle businesses may be able to increase economic growth through leveraging off the increasing visitor numbers from Asia over the coming decade.

Appendices

Appendix 1

Presentation Date	Title	Presenter(s)
23 July 2010	Fortnightly meeting	Lino Iacomella manager policy and communications Property Council of Australia (WA)
6 August 2010	Fortnightly meeting	Wayne Spencer executive director Retail Traders Association (WA)
20 August 2010	Fortnightly meeting	John Ellise chief executive officer Armadale Redevelopment Authority Ian James City of Fremantle
16 September 2010	Fortnightly meeting	Gary Prattley chairperson WA Planning Commission
17 September 2010	Fortnightly meeting	Gerard O'Brien Westzone Enterprises
9 October 2010	Facilitated workshop	Facilitated by Linton Pike Estill and Associates
15 October 2010	Fortnightly meeting	David Shetliffe DS Consulting Nanette Garland project director Stirling Alliance
28 October 2010	Fortnightly meeting	Charles Landry
29 October 2010	Fortnightly meeting	Peter Nolin chief executive officer Fremantle Chamber of Commerce
6 November 2010	Facilitated workshop	Facilitated by Linton Pike Estill and Associates
12 November 2010	Fortnightly meeting	Richard Poulson director Morrison International Franco Andreone Fremantle Ports
27 November 2010	Fortnightly meeting	Bart Houwen Community Bank
4 December 2010	Facilitated workshop	Facilitated by Linton Pike Estill and Associates
28 January 2011	Fortnightly meeting	
31 January 2011	Joint meeting: economic development working	

Presentation Date	Title	Presenter(s)
	group and city centre strategic sites working group	
12 February 2011	Facilitated workshop	Facilitated by Linton Pike Estill and Associates
18 February 2011	Fortnightly meeting	
4 March 2011	Fortnightly meeting	
18 March 2011	Fortnightly meeting	
25 March 2011	Fortnightly meeting	
15 April 2011	Fortnightly meeting	

Appendix 2

Title	Author	Publication date
Creative City Index: How Does Perth Measure Up?	Form	Winter/spring 2010
Placemaking and Economic Development	National Association of Realtors	Winter 2011
Investing in the High Street: Good Practice Guide	Department of Environment Transport and Regions, Boots the Chemist, Civic Trust	May 1999
Investing in the High Street	DETR Environment Transport Regions	May 1999
Phillimore Street Integrated Master Plan	Donaldson and Warn	August 2005
Evaluation of business networks in the AusIndustry Business Network Program	Barbara Sweeting	September 2005
Ballarat Transit City Development Pedestrian and Wayfinding Strategy	Dr John Grant and Bruce Herbes	August 2007
Perth Vibrancy and Regional Liveability: A Discussion Paper	Chamber of Commerce and Industry	June 2008
To Study the Development of Regional Creative Economies, with an Emphasis on Urban Design	Sally Malone	8 October 2008
City of Fremantle Economic Development Marketing Advisory Committee: Review Report	Creating Communities	October 2009
London's Great Outdoors: A Manifesto for Public Space	Mayor of London	November 2009
The Creative City	Charles Landry, Jonathan Hyams	January 2010
Economic Development Working Group Project Delegation	City of Fremantle	19 February 2010
Making Ballarat Central: The CBD Strategy	City of Ballarat	May 2010
City of Fremantle: Public Transit Corridor Planning , Community Consultation Paper and Transit Corridor Alignment Study	City of Fremantle, Sinclair Knight Mertz	June 2010
Directions 2031 and Beyond: Metropolitan Planning Beyond the Horizon	Government of Western Australia: Department of Transport, Western Australian Planning Association	August 2010
Government office in Fremantle	Asset Research	September 2010

Title	Author	Publication date
Rockingham Strategic Metropolitan Centre Adopted Centre Plan	Max Margetts & Associates Urban Design Consultants, Chris Antill Planning & Urban Design Consultant and Sinclair Knight Merz Transport Consultants	September 2010
The Northbridge History Project – Project Report 2005–2010	Government of Western Australia	September 2010
Nationwide business improvement districts survey 2010: UK and Ireland	British BIDs, University of Ulster	October 2010
Nationwide business improvements districts survey 2010	British BIDS & University of Ulster 2010	October 2010
Cities: who decides?	Grattan Institute, Jane-Frances Kelly	05 Oct 2010
Ten commandments for medium density urban design	Dr Brad Pettitt	5 October 2010
City of Fremantle Retail Model Plan	DS Consulting, Premier Retail Marketing	November 2010
Australian Business Register Location Map	Australian Business Register	12 November 2010
O'Connor Suburb profile	City of Fremantle	12 November 2010
Insight e-newsletter	Committee for Perth	23 December 2010
Eight principals of main street management	National Trust for Historic Preservation	January 2011
The rise of mosaic cities	Bernard Salt	January 2011
Drivers of activity centre development in the Fremantle CBD: Fremantle's position in the metropolitan hierarchy	Urbis, The Property Council of Australia	February 2011
No more appeasement	Property Australia Magazine, Bernard Salt	February 2011
2nd place branding conference, Bogota, Colombia. 20th–22nd January 2011: Conference report	The Institute of Place Management	February 2011
Targets for office development activity in the Fremantle CBD: Fremantle's position in the metropolitan hierarchy	Urbis, The Property Council of Australia	13 Apr 2011