

Boola Maara Aboriginal Consultative Committee Meeting

2 December 2024

Agenda

Notice is hereby given of a Boola Maara Aboriginal Consultative Committee Meeting to be held in the Council Chambers, City of Kwinana Administration Centre commencing at 10.00am.

Wayne Jack

Chief Executive Officer

Members of the public who attend Council meetings should not act immediately on anything they hear at the meetings, without first seeking clarification of Council's position. Persons are advised to wait for written advice from the Council prior to taking action on any matter that they may have before Council.

Agendas and Minutes are available on the City's website <http://www.kwinana.wa.gov.au>

ORDER OF BUSINESS

ORDER OF BUSINESS.....2

1. OPENING AND ANNOUNCEMENT OF VISITORS.....3

2. WELCOME TO COUNTRY3

3. ATTENDANCE, APOLOGIES, LEAVE(S) OF ABSENCE (PREVIOUSLY APPROVED).....3

4. PUBLIC FORUM3

5. CONFIRMATION OF MINUTES4

5.1 MINUTES OF THE BOOLA MAARA ABORIGINAL CONSULTATIVE COMMITTEE MEETING
HELD ON 11 NOVEMBER 20244

6. DECLARATIONS OF INTEREST (FINANCIAL, PROXIMITY, IMPARTIALITY – BOTH REAL AND
PERCEIVED) BY MEMBERS AND CITY OFFICERS4

7. PRESENTATIONS AND REPORTS TO THE COMMITTEE5

7.1 EARLY YEARS STRATEGY AND STEERING GROUP5

7.2 KOORLINY ARTS CENTRE.....6

7.3 URBAN FOREST STRATEGY7

7.4 ECONOMIC DEVELOPMENT STRATEGY9

8. REPORTS OF COMMITTEE MEMBERS.....10

9. LATE AND URGENT BUSINESS.....10

10. CLOSE OF MEETING10



1. OPENING AND ANNOUNCEMENT OF VISITORS

Presiding Member to declare the meeting open and welcome all in attendance.

2. WELCOME TO COUNTRY

Presiding Member, Deputy Mayor Barry Winmar to present the Welcome to Country:

“Ngullak nyinniny kooralong koora ngullak noitj nidja noongar boodjar. Noongar moort djoorapiny nyinniny nidja ngulla quopadok noongar boodjar kooralong.

From the beginning of time to the end, this is Noongar Country. Noongar people have been graceful keepers of our nation for many, many years.

Djinanginy katatjin djoorapiny nidja weern noongar boodjar ngalla mia mia boorda.

Look, listen, understand and embrace all the elements of Noongar Country that is forever our home.

Kaya wandju ngaany koort djoorpiny nidja Noongar boodjar daadjaling waankganinyj Noongar Boodjar.

Hello and welcome my heart is happy as we are gathered on country and meeting here on Noongar Country.

3. ATTENDANCE, APOLOGIES, LEAVE(S) OF ABSENCE (PREVIOUSLY APPROVED)

Apologies:

Leave(s) of Absence (previously approved):

Nil

4. PUBLIC FORUM

Any member of the public may, with the consent of the person presiding, address the Committee with a question or statement.



5. CONFIRMATION OF MINUTES

5.1 MINUTES OF THE BOOLA MAARA ABORIGINAL CONSULTATIVE COMMITTEE MEETING HELD ON 11 NOVEMBER 2024

RECOMMENDATION

That the Minutes of the Boola Maara Aboriginal Consultative Committee Meeting held on 11 November 2024 be confirmed as a true and correct record of the meeting.

6. DECLARATIONS OF INTEREST (FINANCIAL, PROXIMITY, IMPARTIALITY – BOTH REAL AND PERCEIVED) BY MEMBERS AND CITY OFFICERS

Section 5.65(1) of the *Local Government Act 1995* states:

A member who has an interest in any matter to be discussed at a council or committee meeting that will be attended by the member must disclose the nature of the interest -

- a) in a written notice given to the CEO before the meeting; or
- b) at the meeting immediately before the matter is discussed.

Section 5.66 of the *Local Government Act 1995* states:

If a member has disclosed an interest in a written notice given to the CEO before a meeting then;

- a) before the meeting the CEO is to cause the notice to be given to the person who is to preside at the meeting; and
- b) at the meeting the person presiding is to bring the notice and its contents to the attention of the persons present immediately before the matters to which the disclosure relates are discussed.



7. PRESENTATIONS AND REPORTS TO THE COMMITTEE

7.1 EARLY YEARS STRATEGY AND STEERING GROUP

Presenter: Sharon Oldfield – Early Years Officer and Sarah-Jane Patton – Community Partnerships Specialist.

SUMMARY

Community Services and Partnerships - Early Years Officer, has been meeting with a range of services and organisations to develop an understanding of the strengths and challenges faced by children and their families living in Kwinana. The information gathered through these meetings, combined with a range of data that demonstrates an increase in childhood vulnerability will help inform the City's Early Years Strategy.

This presentation will provide a snapshot of key data and some common feedback shared by community. I will then share the progress so far on developing a Steering Group to provide experience and expertise to the development of Early Years Strategy.

Questions for Boola Maara Aboriginal Consultative Committee Consideration:

1. That the Boola Maara Aboriginal Consultative Committee give recommendations for individuals or organisations who may like to join the Steering Group to provide valuable experience and expertise from an Aboriginal perspective.
2. The City has received funding to employ an Early Years Officer. We are seeking recommendations on whether to advertise this as a 50D, Aboriginal specific role or a 51D role.

Boola Maara Aboriginal Consultative Committee Comments:



Australian Early Development Census 2015-2021



Legend:	Significant increase	No significant change	Significant decrease
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Vulnerability Change - Western Australia

AEDC Results	Percentage of children vulnerable on one or more domains of the AEDC	Percentage of children vulnerable on two or more domains of the AEDC
2015	22.0	11.1
2021	22.0	11.4
	0.0	0.3

Vulnerability Change - Kwinana

AEDC Results	Percentage of children vulnerable on one or more domains of the AEDC	Percentage of children vulnerable on two or more domains of the AEDC
2015	24.6	11.8
2021	31.0	17.6
	6.4	5.8

Vulnerability Change – Kwinana Aboriginal

AEDC Results	Percentage of children vulnerable on one or more domains of the AEDC	Percentage of children vulnerable on two or more domains of the AEDC
2015	32.4	15.2
2021	58.1	45.2
	25.7	30

The Quantitative Data - Health

Approximate percentages of eligible child health checks completed in Calista, Orelia, Medina, Parmelia and Leda – January to October 2024.

Child's Age	Check Up Location	% of Children Checked
10-14 days	Family Home	98%
8 weeks	Child Health Check Centre	55%
4 months	Child Health Check Centre	59%
12 months	Child Health Check Centre	45%
2 years	Child Health Check Centre	33%

Anecdotally, this data reflects what the Kwinana Community Health and Development Centre are seeing across Kwinana.

A large number of families do not attend appointments which is repeated for the rescheduled appointments.

Aboriginal women who received antenatal care following the first 10 weeks of birth 2019-2021.

Aboriginal Women Who Gave Birth	Number of Aboriginal women who attended antenatal care within the first 10 weeks	% of Aboriginal women who attended antenatal care within the first 10 weeks
93	28	30.1%

Public Health Information Development Unit
(PHIDU)

The Qualitative Data – Our Community

- Increased homelessness and overcrowding.
- Increased food insecurity.
- Increased transport difficulties.
- Increased disclosures regarding domestic violence.
- Increased mental ill-health in adults and children.
- Increased families with 2 parents working.

Where To From Here

- City's commitment to an Early Years Officer.
- Successful grant application to employ a Family Support Officer.
- Form a Steering Group to develop an Early Years Action Plan. (Begin February 2025)
- Harness the collective strength of the community.

[The Steering Group So Far](#)

Moorditj Kulungar
Goodstart Early Learning
Primary School (in discussion)
Kwinana Library
Multicultural Futures
Communities for Children (The Smith Family)
Kwinana Early Years Services (KEYS)
Calista Child and Parent Centre (CPC)

Child and Adolescent Community Health
Wanslea
Lucy Saw Centre
4families (Relationships Australia)

7.2 KOORLINY ARTS CENTRE

Presenter: Emma del Pino – Coordinator Koorliny Arts Centre

SUMMARY

Koorliny Arts Centre is conducting community engagement to guide their way forward as they strive to be a welcoming, inclusive and valuable community asset. Koorliny aims to be a place where art is accessible, enjoyable, educational and thought provoking.

Koorlinys operational staff have been working hard to develop programming which celebrates local artists, offers diverse activities, and supports art and culture creatives. Koorliny have been approached by numerous artists and performers, some local, and some from further afield. We are seeking some guidance and recommendations on suitable creatives who Koorliny can collaborate with, as well as ideas and suggestions for future, inclusive programming.

Many Kwinana locals, even those who have lived in the area their whole life, are not aware of Koorliny Arts Centre, and of all of the programs that we offer. Some people may know that we are here, but have never stepped foot inside the building. Koorliny are keen to raise awareness of the centre, especially through informal word-of-mouth, and person to person recommendations.

Questions for Boola Maara Aboriginal Consultative Committee Consideration:

1. How can Koorliny Arts Centre become a more inclusive and culturally safe community space.
2. Consider ways that Koorliny Arts Centre can diversify their programming, including workshops, shows, events and classes.
3. Identify areas where Koorliny Arts Centre can collaborate with Aboriginal community, not only during nationally recognised dates (such as NAIDOC) but also all year round.
4. Provide guidance on how we can best spread the word about Koorliny and our programs.

Boola Maara Aboriginal Consultative Committee Comments:



7.3 URBAN FOREST STRATEGY

Presenter: Christine Burtenshaw – Coordinator Environmental Planning

SUMMARY

The City has prepared its first Urban Forest Strategy to guide the development and management of its urban forest now and into the future.

Urban forests can be defined as all vegetation growing within the urban environment. This consists of two categories: the understory, such as shrubs and hedges up to 3 meters, and the tree canopy, which is any vegetation above 3 meters.

Urban forestry involves managing vegetation within an urban setting, which is often a challenging environment for tree growth. Challenges arise from human activities and the harsh conditions typical of urban areas, such as hard surfaces, nutrient-poor amended soils, and limited below and above-ground space for growth due to services and infrastructure. Consequently, urban forests face numerous difficulties that must be addressed strategically and holistically to implement effective management practices and promote resilience.

Urban forests provide multiple benefits for the community, these include:

- Physical and mental well-being,
- Reduction in temperature (reduced urban heat island effect),
- Improved biodiversity of flora and fauna,
- Reduced greenhouse gas emissions,
- Provision of shade and a meeting place for community,
- Aesthetic value and a sense of place,
- Promotion of outdoor physical activity.

The Urban Forest Strategy will:

- Guide the protection, management and growth of the urban forest,
- Set data driven goals and targets,
- Provide clear direction to achieve targets and goals through actions.

The Urban Forest Strategy outlines a coordinated and holistic approach to preserve, expand and manage the City's urban forest on both public and private land. The Strategy defines goals and targets for management of the urban forest and prescribes actions to achieve them.

Questions for Boola Maara Aboriginal Consultative Committee Consideration:

1. In considering the Draft Urban Forest Strategy, can the Boola Maara Aboriginal Consultative Committee please provide any advice, comments, or recommendations regarding (local) Aboriginal cultural heritage that may be relevant.
2. In considering the aims and objectives of the Draft Urban Forest Strategy, can the Boola Maara Aboriginal Consultative Committee please provide any comments.



Boola Maara Aboriginal Consultative Committee Comments:





Urban Forest Strategy City of Kwinana

December 2024



ArborCarbon

► *The City of Kwinana acknowledge the Traditional Custodians of the land on which we live work and play, the Nyoongar people. We recognise their connection to the land and local waterways, their resilience and commitment to community and pay our respect to Elders past and present.*

► *City of Kwinana kadij kalyakool moondang-ak kaaradj midi boodjar-ak ngala nyininy, yakka wer waabiny, Noongar moort. Ngala kadij baalap kalyakoorl nidja boodjar wer kep kaaradjiny, baalap moorditj nidja yaakiny-ak wer moorditj moort wer kadij Birdiya wer yeyi.*

Progress and stages

1. Stage 1 - Review of existing urban forest data ✓
2. Stage 2 - Data acquisition and processing ✓
3. Stage 3 - Urban Forest Strategy Development ✓
4. Submission of Draft Strategy ✓
5. Presentation to Boola Maara Aboriginal Consultative Committee
6. Submission of Final Strategy ✓
7. Councillor briefing ✓
8. Council endorsement, community exhibition, adoption of Strategy

What is the Urban Forest?

'Urban forests can be defined as all vegetation growing within the urban environment. This consists of two categories: the understory, such as shrubs and hedges up to 3 metres, and the tree canopy, which is any vegetation above 3 metres.'

- Better Urban Forest Planning, WA Department of Planning, Lands and Heritage, 2018

- ▶ Public and private land
- ▶ Trees, shrubs, vertical gardens, rooftop greenery, soil, water, and ecological elements
- ▶ Urban environment
- ▶ Canopy cover (vegetation >3m in height) as an indicator of urban forest health



Purpose of the Urban Forest Strategy



“A unique and liveable City, celebrated for and connected by its diverse community, natural beauty and economic opportunities”



The urban forest strategy will:



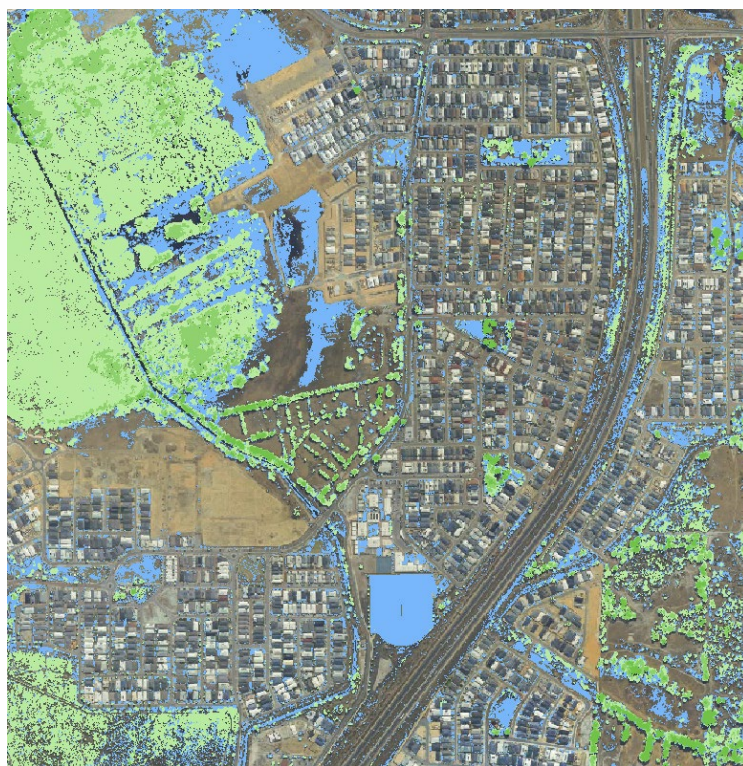
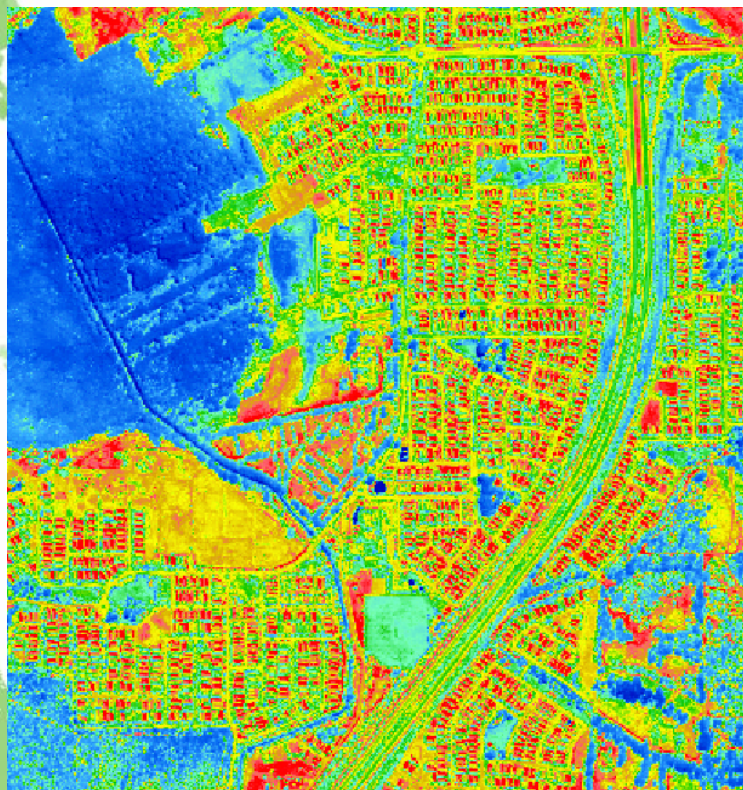
- Guide the protection, management and growth of the urban forest



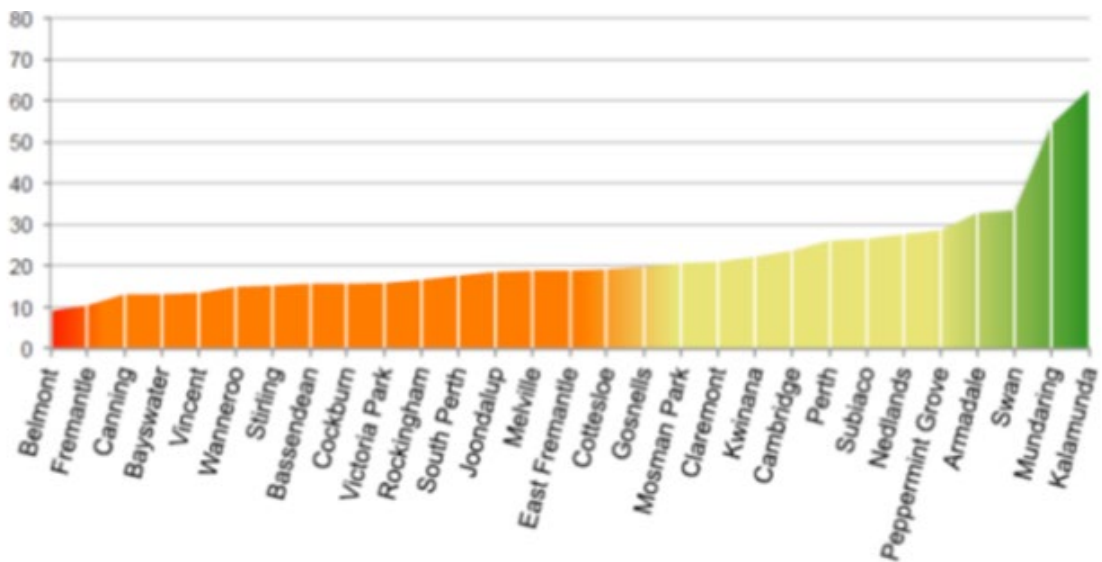
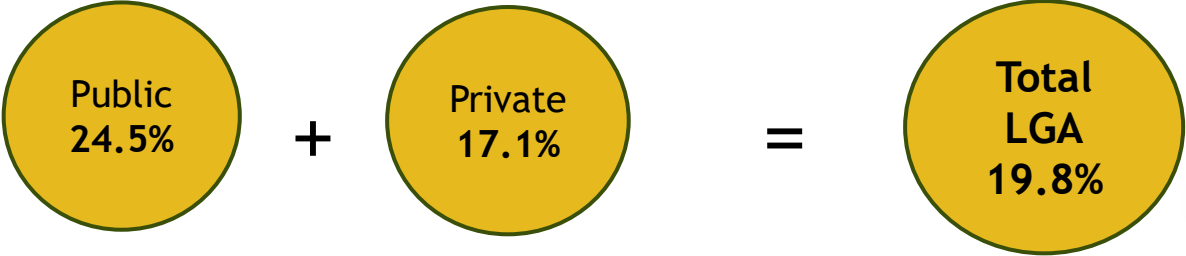
- Set data driven goals and targets



- Provide clear direction to achieve targets and goals through actions

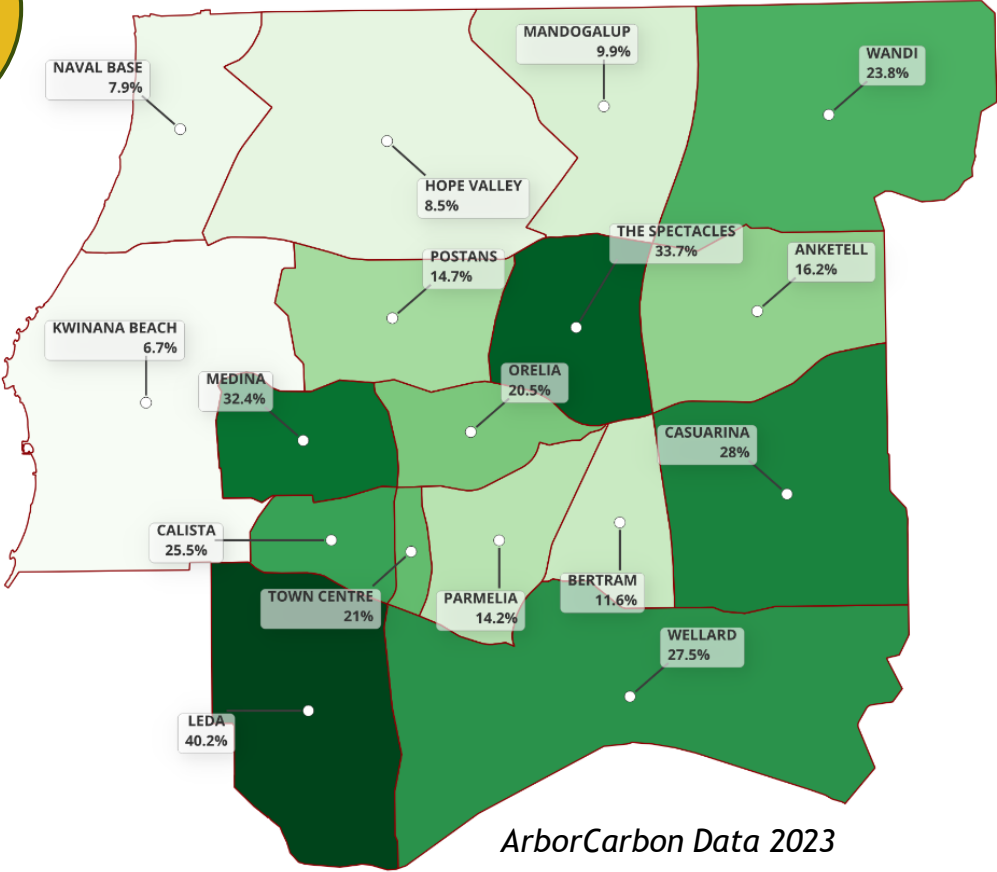


Existing Urban Forest



Jacobs 2014 ‘Benchmarking Australia’s Urban Tree Canopy’

Canopy Cover by Locality (%)



ArborCarbon Data 2023

Challenges for Improving Urban Forest



Development pressure and industry business as usual approach



Limited scope within planning framework to mandate tree retention and protection



Pests, diseases and climate change



Urban forest inequity



Community perception and social challenges



Tree and data management

Goals and Targets

What are we trying to achieve?

- Better protection of existing trees
- Increase in canopy cover where possible
- Equitable canopy cover and access to green space
- Improve urban tree health through better management
- Improved diversity, biodiversity and outcomes for ecology

Next steps



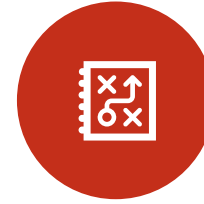
1. FINALISE STRATEGY
(DUE 7TH AUGUST 2024)



2. COUNCILLOR
ENDORSEMENT



3. COMMUNITY
EXHIBITION



4. ADOPTION OF
STRATEGY



5. SOURCE ADDITIONAL
FUNDS FOR COMPLETION
OF ACTIONS



6. REGULAR
MONITORING AND
REVIEW OF GOALS

Questions

7.4 ECONOMIC DEVELOPMENT STRATEGY

Presenter: Lisa Smith – Manager Economic Development

SUMMARY

Whilst historically the City has engaged in activity that supports the development of the community from an economic perspective, this strategy is the first strategy of its kind that the City of Kwinana is adopting.

Economic development is the process of building the economic capacity of an area so that it might deliver better social and environmental outcomes. Economic development focuses on job and wealth creation to improve quality of life outcomes for a community. Whilst the City is not directly responsible for job and wealth creation, its policies, programs and practices can be integral to the creation of opportunities that benefit the community and deliver economic benefits.

This plan focuses on local economic development and provides high-level strategy for the economic development team to deliver outcomes aligned and contributing to the State Government. The plan emphasises partnership and collaboration with various stakeholders, including local businesses, industry councils, and government bodies.

The City of Kwinana's economic landscape is undergoing significant transformation, driven by global trends and local initiatives that aim to foster growth across diverse sectors. The Economic Development Plan outlines strategic frameworks to harness opportunities in technology, manufacturing, and green industries while aligning with sustainability goals detailing the Strategic Priorities for developing and growing the local business ecosystem.

This plan has been developed from market research and ABS statistical analysis, direct consultative feedback from local business owners, industry, advocacy organisations and other key stakeholders which provides the foundation for the objectives and timeframes indicated in this plan. It has been designed to be a 'living document' growing and developing as industry and infrastructure grows and to ensure the City of Kwinana business ecosystem is innovative, growing and sustainable to support that growth.

Questions for Boola Maara Aboriginal Consultative Committee Consideration:

Note and provide comment on the City of Kwinana Economic Development Strategy – Vision to 2031 as at Attachment A.

Boola Maara Aboriginal Consultative Committee Comments:



Economic Development *Strategy*

**Kwinana's Economic
Vision to 2031**





This document is available in alternative formats upon request.



City of Kwinana kaditj kalyakool moondang-ak kaardj midi boodjar-ak ngala nyininy, yakka wer waabiny, Noongar moort. Ngala kaditj baalap kalyakoorl nidja boodjar wer kep kaardjiny, baalap moorditj nidja yaakiny-ak wer moorditj moort wer kaditj Birdiya wer yeyi.

City of Kwinana acknowledges the traditional custodians of the land on which we live, work and play, the Nyoongar people. We recognise their connection to the land and local waterways, their resilience and commitment to community and pay our respect to Elders past and present.

Contents

1. Executive Summary	4
2. Introduction	5
3. Kwinana's Strategic Position within the Region	6
4. Economic Vision	7
4.1 Our Vision	7
5. City of Kwinana Economic Snapshot	8
5.1 Economy, Jobs and Business Insights	8
5.2 Total Gross Regional Product	8
5.3 Resident Population	8
5.4 Jobs in the City of Kwinana	9
6. Analysis and objectives	10
6.1 SWOT analysis	10
6.2 Objectives and timeline	11
7. Pillars for Economic Growth	12
7.1 Community Wellbeing	12
7.2 Employment Skills & Capability	14
7.3 Resilient Infrastructure	16
7.4 Economic Growth	18
7.5 Promoting our Place	19
8. Partnership & Collaboration	20
9. Target Outcomes & Measures of Success	22

1. Executive Summary

This Economic Development Plan (referenced in the City's Strategic Community Plan 2021–2031) has been developed to ensure that it creates a singular vision and purpose for the economic development of the City of Kwinana; and captures the unique essence that is Kwinana and build on that strength, creating momentum where initiatives are self-sustaining.

The plan provides high-level strategy for the Economic Development team to deliver outcomes aligned and contributing to the State Government's Diversify WA economic development framework, and the Federal Governments Sovereign Supply Chain Initiative.

The plan emphasises partnership and collaboration with various stakeholders, including local businesses, industry councils, and government bodies. Partnerships aim to align local economic development efforts with broader state and national initiatives, as well as the economic outcomes noted in the City of Kwinana's Strategic Community and Corporate plans namely:

Outcome 2 – a resilient and thriving economy with exciting opportunities.

Outcome 4 – a unique and healthy city that is safe, connected and socially diverse.

The City of Kwinana's economic landscape is undergoing significant transformation, driven by global trends and local initiatives that aim to foster growth across diverse sectors. The Economic Development Plan outlines strategic frameworks to harness opportunities in technology, manufacturing, and green industries while aligning with sustainability goals detailing the Strategic Priorities for developing and growing the local business ecosystem.

Community Wellbeing	Ensuring social inclusion and community engagement through economic activities.
Employment Skills and Capability	Enhancing workforce skills and capacity to meet the demands of emerging industries.
Resilient Infrastructure	Developing infrastructure that supports sustainable economic growth.
Economic Growth	Fostering a dynamic and diverse local economy.
Promoting Our Place	Marketing Kwinana as an attractive destination for businesses, residents and visitors.

This plan has been developed from market research and ABS statistical analysis, direct consultative feedback from local business owners, industry, advocacy organisations and other key stakeholders which provides the foundation for the objectives and timeframes indicated in this plan. It has been designed to be a 'living document' growing and developing as industry and infrastructure grows and to ensure the City of Kwinana business ecosystem is innovative, growing and sustainable to support that growth.

2. Introduction

Kwinana's economic landscape is experiencing a renaissance, driven largely by global trends creating opportunities for new economic growth in diverse sectors, most notably technology, manufacturing, and 'green' industries. Existing industries in the region are changing their business focus and investment in alignment with these global trends. Predicted population growth in Kwinana of over 80,000 by 2031 which will drive a need for greater employment sustainability.

Technology and Innovation: Kwinana's alignment with innovation as a guiding principle in its Sustainability Framework suggests a focus on technology-driven economic development. The city can leverage this by attracting technology firms and start-ups, fostering a climate of innovation, and integrating technological advancements into traditional industries.

Manufacturing Strengths: Kwinana's manufacturing sector, traditionally strong, has the potential to evolve, incorporating advanced manufacturing techniques and sustainability practices. This evolution can be driven by a focus on sustainable economic development that balances growth with environmental considerations, as outlined in the Sustainability Framework.

Green Industries: The push towards environmental stewardship and decarbonisation, as stated in the Sustainability Framework, opens opportunities in green industries. These include renewable energy, sustainable waste management, and green construction, aligning with global shifts towards environmentally conscious business practices. This expands to supporting the growth of Indigenous and local sustainable tourism.



3. Kwinana's Strategic Position within the Region

Kwinana's Economic strengths in local industry is diverse, spanning from Petrochemical, Lithium and other Mineral Processing, Chemical Manufacturing, Mining Support Warehousing, Retail and other light industry or commercial ventures. Solopreneurs, home businesses and small to medium businesses (SMEs) continue to grow, with success stories being born out of the pandemic and the move into the export market. More recent developments are the transformation of existing industrial sites to 'green' technology for processing and waste management. As new technologies continue to be adopted by larger companies, these industry, market and economic shifts need to be addressed.

Kwinana's strategic position is underpinned by several aspects:

Geographic Advantage: Located in a region with significant natural and infrastructural assets, Kwinana can leverage these for economic growth, particularly in sectors like logistics, export-oriented manufacturing, and eco-tourism. Given the proximity to Perth and other south metropolitan centres, Kwinana is a key industrial hub with a significant contribution to the State's economic growth. Because of this, it is central to the planning of the future Westport which is currently in the business planning phase, and other key projects such as the AUKUS alliance will undoubtedly continue to attract investment into the region. Having the local business community and industry sectors ready to accommodate that growth is essential as well as a network of activity centres that support residential growth and provide employment for skilled workers.

Community Engagement and Social Goals: The city's focus on social inclusion, community wellbeing, and integrated decision-making, as per the Sustainability Framework, uniquely positions it to develop economic strategies that ensures all business and industry activity has an outcome that creates community engagement or some positive change in complex social outcomes. This approach aligns with the global trend towards more socially responsible and sustainable business practices.

Aligning Economic Development with Social and Environmental Goals: Kwinana's commitment to sustainability, as evidenced in its Sustainability Framework, involves aligning economic development with environmental protection and community wellbeing. This alignment is crucial in ensuring that economic

growth does not come at the expense of environmental degradation or social inequity. The City of Kwinana has significant environmental assets with over 27 conservation reserves from the Kwinana Beach on the coast through to the wetland which area. The 21 km loop trail which is planned for development will attract visitors from outside of the region and will be a key economic resource as well as feature reserves such as the Wildflower Reserve and Chalk Hill.

There are multiple related strategies from Federal and State government which address these larger industry-level initiatives, and the City of Kwinana is heavily aligned and involved across many of the development of these projects. It is beyond the scope of the City of Kwinana to deliver the outcomes of these initiatives, therefore this plan is focused on creating a vibrant, innovative, and diverse local business ecosystem to maximise the opportunities locally, as well as leverage the larger projects as and when they are launched or progressed.

This local economy development strategy is a project under Outcome 2 of the Corporate Business Plan and Community, namely: *A resilient and thriving economy with exciting opportunities and is a driving strategy* under Outcome 4 – *a unique, vibrant and healthy city that is safe, connected and socially diverse* and integral to the Integrated Planning and Sustainability frameworks.

4. Economic Vision

4.1 Our Vision

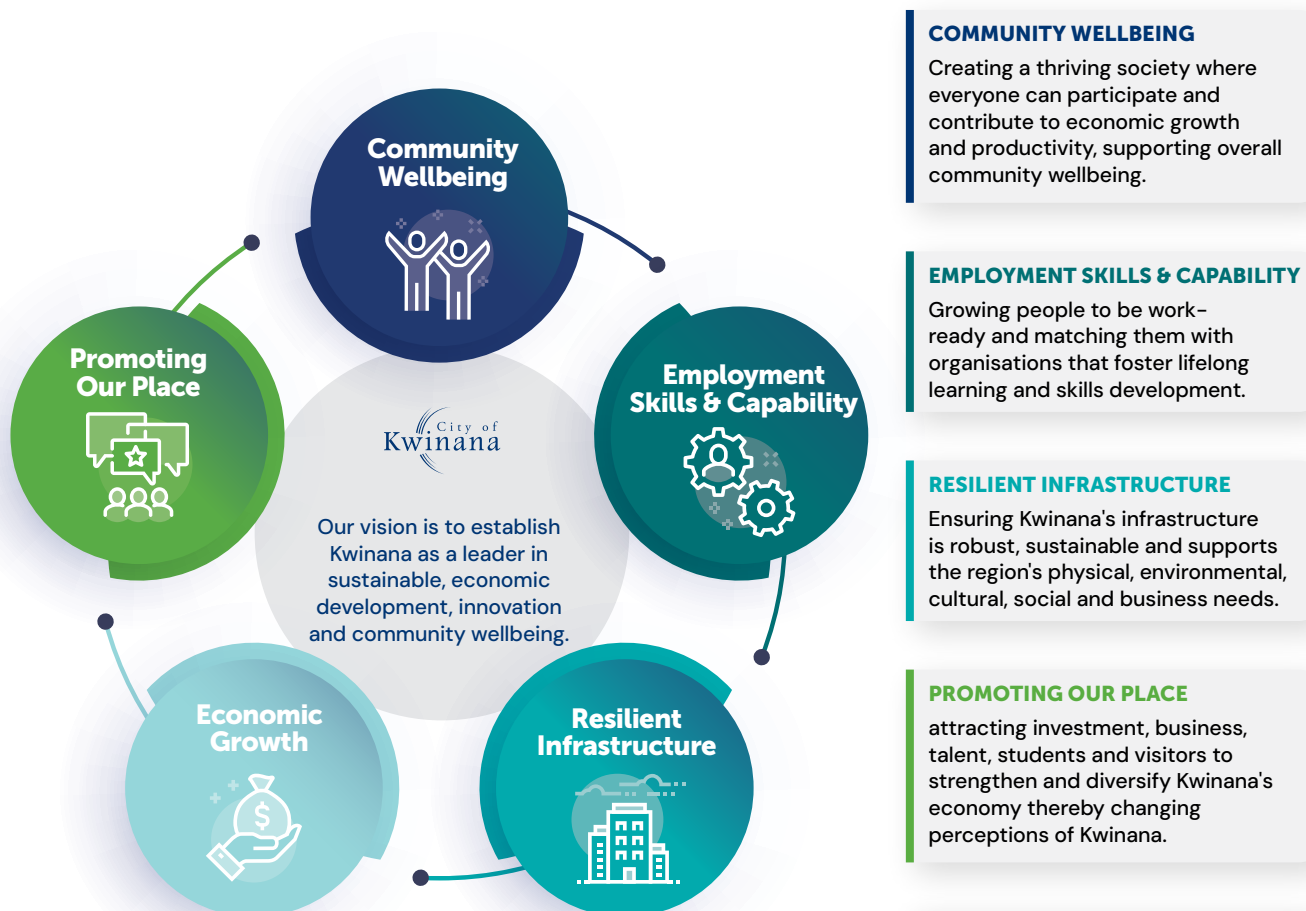
By 2031, the City of Kwinana will be a leader in sustainable economic development, innovation, and community well-being.

Unemployment rates will have fallen to levels commensurate with the best in the State. Investment in the City will reflect the latest in innovative design and infrastructure, world leading and demonstrate best practice. Kwinana's reputation will be enhanced as a desirable place to live, visit, work and play. Our people and youth will have capitalised on the business opportunities by creating new businesses and learning new skills that will be contributing to the sustainability of their community.

Population growth will be matched by a diverse range of employment opportunities that are needed to provide essential services to the community locally.

We will achieve our Vision by establishing Kwinana as a leader in sustainable circular economic development, innovation, and community wellbeing, through the implementation of sustainable circular economic principles across five strategic pillars of *Community Wellbeing, Employment Skills and Capability, Resilient Infrastructure, Economic Growth* and *Promoting our Place*.

Graphic 1: City of Kwinana Economic Development Model



5. City of Kwinana Economic Snapshot

5.1 Economy, Jobs and Business Insights

The City of Kwinana is located in the heart of Perth's south-west metropolitan region, 30 kilometres from the Perth CBD. Investment potential in the Kwinana region is vast. A unique combination of prime industrial, mixed-use commercial and diverse residential land illustrates why Kwinana is one of Western Australia's key strategic economic zones.

This expansive industrial precinct, home to major international conglomerates including BHP Billiton, Alcoa and BP, is purposefully delineated from the City's rapidly growing residential community of over 45,000. Recently named the second fastest-growing area in Western Australia and the sixth fastest-growing in all of Australia, families enjoy unparalleled access to community facilities and are enveloped by natural amenity, with Kwinana having one of the highest proportions of bushland and public open space in the State.

The City of Kwinana is home to 52,103 people and the local economy supports ~18,399 jobs contributing to local employment in the region. (source: REMPLAN 2024)

The City of Kwinana has an annual economic output of \$18.8 billion.

The City of Kwinana has a unique combination of prime industrial land, mixed-use commercial and diverse residential land which illustrates why Kwinana is one of Western Australia's key strategic economic zones.

The Manufacturing industry sector makes the greatest contribution to economic output in the region, which at \$10.0 B accounts for 52.91% of total output. This industry sector is also the largest employer with 3,948 jobs which represents 21.46% of total employment within the region.

This industry sector is also the largest employer with 3,306 jobs representing over 24.9% of the total employment within the region.

24% of people who work and live in City of Kwinana service industries, like aged care and support service industry, however most people working in the City of Kwinana catchment area live in the City of Cockburn and the City of Rockingham.

The City of Kwinana is renowned for its natural amenity and has the highest proportion of natural bushland and public open space in the state. It is no surprise that local businesses and residents, identified 'Green Economics'

as an important factor for their business and for the region in a recent survey undertaken as part of the Economic Development Planning project.

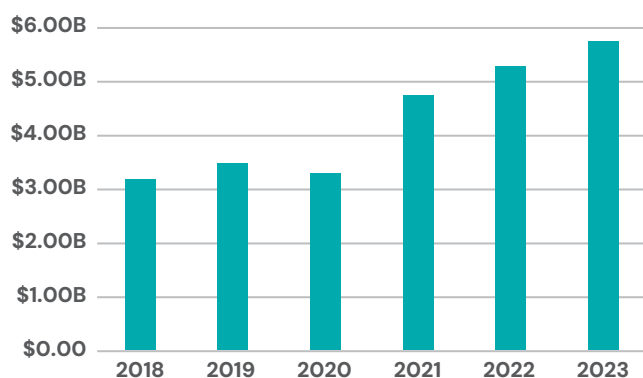
Most people who work in Kwinana, don't live in Kwinana. This is demonstrated by the results of a local business survey in June 2022 supported by the recent release of ABS Census data identifying the same. This provides a significant opportunity for the development of local businesses in this region.

The community is culturally and linguistically diverse, having residents from over 50 different countries calling the City of Kwinana their home. The median age of residents is around 34 years old, and this was also reflected in the local business survey which identified most respondents being in this cohort.

5.2 Total Gross Regional Product

Figure 1: Graph showing growth in City of Kwinana's GRP

Source: REMPLAN, 2024

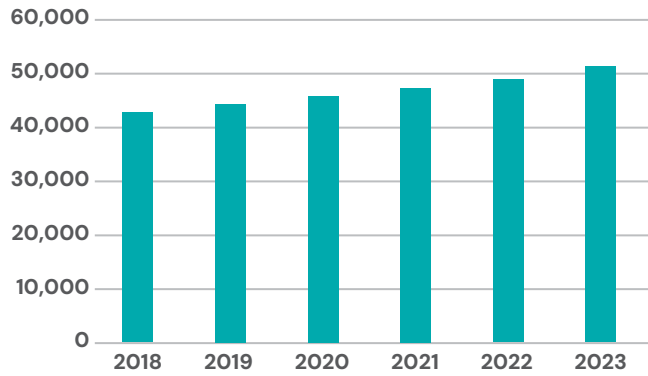


5.3 Resident Population

The chart Figure 2 identifies the steady growth of residents in the City of Kwinana from 2016 until 2023. The largest employer for residents who live and work in the local area is Health care and Social Assistance. The current strategy is looking to expand that footprint to other areas to create a more diverse and inclusive resident population.

Figure 2: Graph showing population growth in City of Kwinana

Source: REMPLAN, 2024

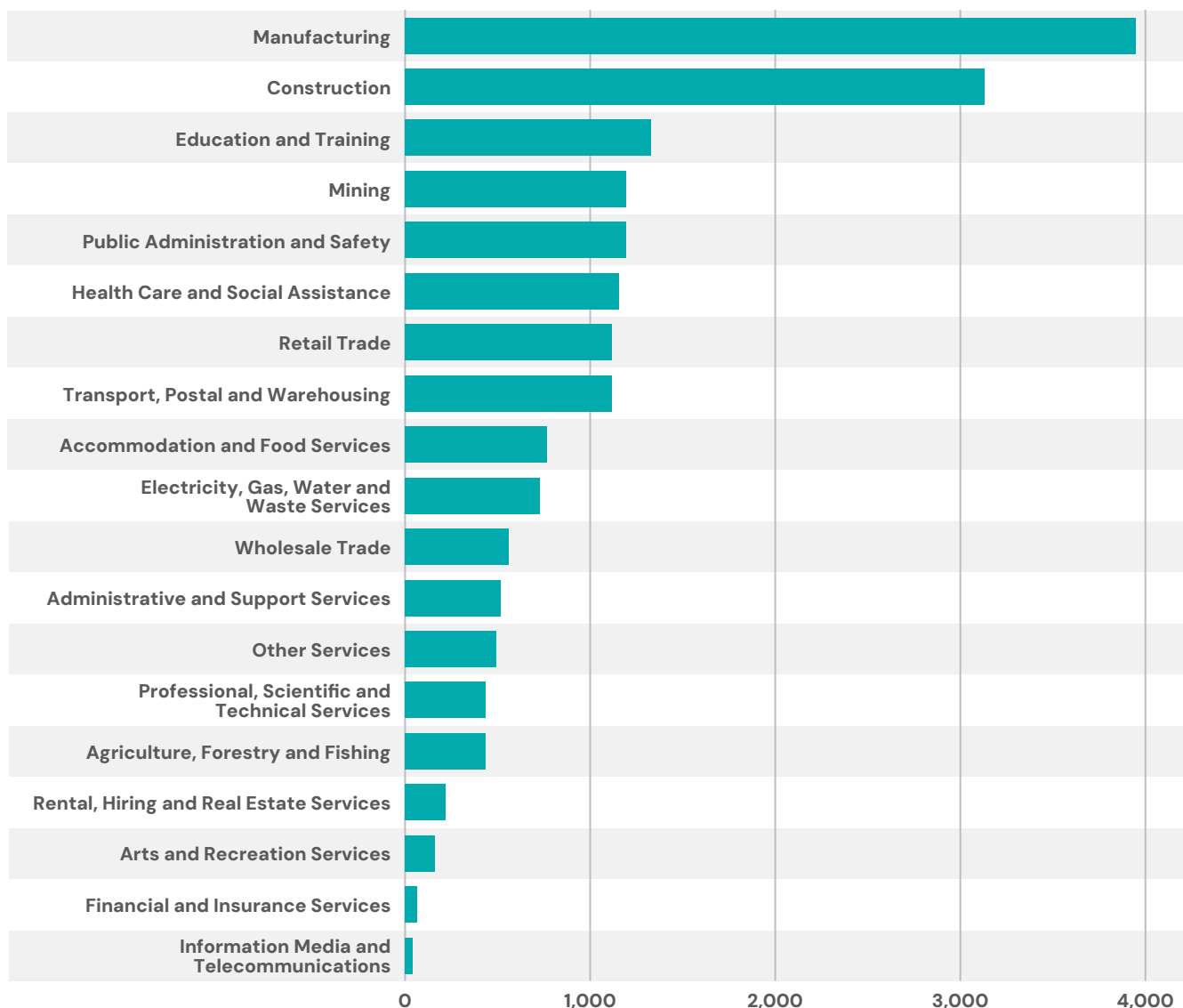


5.4 Jobs in the City of Kwinana

The following graph identifies the significant contribution of the manufacturing industry sector to employment in the region, with many workers being attributed to manufacturing, construction and education/training. The focus on creating more employment opportunities through encouraging the creation and development of local entrepreneurs and support for existing local small businesses, is a key component of this Economic Development plan. The aim will be to attract and support a more diverse employment offering, of highly skilled/ education operators, upskilling existing employees as more companies shift operations to green technologies and sustainable waste remediation which in turn supports the local circular economic vision.

Figure 3: Graph showing employment by sector

Source: REMPLAN, 2024



6. Analysis and objectives

6.1 SWOT analysis

The table below outlines the strengths, weaknesses, opportunities, and threats from business, government and community perspectives:

Strengths

- Established industrial base
- Proximity to existing and planned Westport facilities
- Supportive local policies
- Economic development strategy and advocacy plan
- Connected networks to key government agencies and departments
- Available skilled workforce
- Strong community engagement
- Industrial symbiosis
- Leading environmental values – Spectacles, Bollard Bullrush, Biodiversity of reserves
- Established specialised industries
- Rise in homebased businesses

Weaknesses

- Economic dependence on a few industries
- Unexplored export markets
- Regulatory constraints on land development
- Contaminated land
- Infrastructure limitations (road network, transport connections, housing stock)
- Unexplored entrepreneurial culture
- Local impacts of major regional infrastructure

Opportunities

- Expansion of export markets
- Innovation and technology adoption
- Investment in infrastructure
- Policy reforms for land availability
- Development of community-led initiatives
- Enhanced training programs for skill gaps and job opportunities
- Youth entrepreneurship
- Destination management
- Precinct revitalisation and investment

Threats

- Global economic uncertainty
- Competitive pressures
- Changes in political leadership or policy direction
- Funding constraints/availability
- Insufficient access to services, potentially undermining community support for economic growth
- Environmental concerns
- Climate Change and Sea Level Rise



6.2 Objectives and timeline

Objectives

- To enhance economic diversity and resilience.
- To foster a business-friendly environment that supports innovation, entrepreneurship and sustainability.
- To promotes inclusive growth that benefits all community sectors.

These economic strategies and action plan will deliver outcomes from 2024 to 2031. The timeframes applied to each of the strategic outcomes will be assessed as, short, medium or long term, which cover the years as noted below.

Short-term
.....
2024–2025

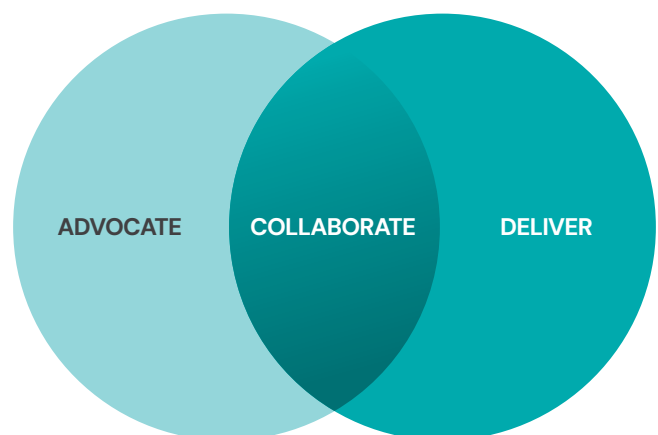
Medium-term
.....
2026–2028

Long-term
.....
2028–2031

This plan outlines the timeframes of how the City of Kwinana and how we will deliver these outcomes through a variety of ways.

We will:

1. Advocate (for others to make change),
2. Deliver (do the work to deliver the activities ourselves), and;
3. Collaborate with others to deliver the activities (collaboration partners).



7. Pillars for Economic Growth

As referenced in Section Economic Vision & Objectives, the following five strategic pillars define the focus areas to achieve the City's outcomes and Economic Vision. We will work directly with local businesses across all industry actively connecting them into the business ecosystem, generating and driving economic growth.

7.1 Community Wellbeing

PILLAR 1

Focused on creating a thriving society where everyone can participate and contribute to economic growth and productivity, supporting overall community wellbeing.

Kwinana is a resilient community that supports individuals to access and utilise support services for education, employment, enjoyment and wellbeing. This will be achieved through supporting the initiatives as outlined in the Social Strategy and focusing on how economic development initiatives can drive community wellbeing:

1.1 Housing Initiatives: Attract investment in and collaborate on comprehensive housing plans that ensure healthy, affordable, and sustainable living conditions for all residents.

1.2 Activating Centres: Supporting the work of the City's place team in activating and improving amenities of businesses, increasing utilisation of precincts and reducing vacancy rates.



Outcome 4

A unique, vibrant and healthy City that is safe, connected and socially diverse

4.1

Create, activate and manage places and local centres, that are inviting, unique and accessible.

Actions

1.1.1 Advocate for additional state land availability to deliver housing outcomes

Our Role

Advocate

Timeframe

Short/Medium

1.2.1 Development of City of Kwinana support and industry led investment into a regional open space

Collaborate

Long

1.2.2 Grow & develop market initiatives supporting local producers, artisans and other product providers

Collaborate

Short/Medium

Alignment to the UN Sustainable Development Goals





7.2 Employment Skills & Capability

PILLAR 2

Growing people to be work-ready and matching them with organisations that foster lifelong learning and skills development.

Kwinana attracts talented people and organisations which provide opportunities across all areas of industry and business creating the ability for individuals to train, retain or upskill into emerging technologies, or innovate to launch new businesses. This will be achieved through:

2.1 Job Creation and Skills Training: linking residents to new job opportunities, particularly in emerging sectors, and provide skills training to meet industry demands.

2.2 Education-Industry Collaboration: Strengthen ties between educational institutions and businesses to ensure relevant training and career pathways.

2.3 Workforce & Business Development Initiatives: Co-creating initiatives that support employer and industry development by focusing on demand-driven skills.

- **Defence (AUKUS):** Developing new skills and retraining for local workers and attracting new workers to the region.
- **Sustainability and 'Green' Industry:** Developing new skills and retraining for local workers and attracting specialised skilled workers to the region. Including but not limited to waste energy production, recycling and other green technology industry.

We will focus on supporting local businesses to be strong and viable, encouraging new business start-ups

and providing opportunities through collaboration, and investment, from within the local ecosystem and from outside.

We will partner with and nurture local business owners to achieve their aspirational goals by providing support to start and build their businesses to be strong, agile and highly productive to achieve their individual vision.

We aim to foster a culture of entrepreneurship encouraging youth to consider new business start-ups and for existing businesses to thrive ensuring that any business finds the City of Kwinana business-friendly, having efficient operational processes and procedures to proactively support them in achieving their vision.

We aim to build our local education and skills supply for the future and advocate to ensure collaboration, good business acumen, innovative continuous improvement mindset, and effective networking to grow and develop the local circular economy.

We recognise that the City of Kwinana was raised out of a need to support the Kwinana Industrial precinct, and that industry continues to drive significant infrastructure and growth for the region, and those industries needs are changing to meet their market demands.

A key consideration for this Economic Development strategy, is recognising that shift that the city is growing beyond its legacy of being a residential adjunct to industry having become a dynamic, symbiotic circular economy. The success of working with industry continues being the region's industrial economic hub and evolving to become a highly effective organic epicentre for innovation and collaboration.



**Outcome 2**

A resilient and thriving economy with exciting opportunities

2.1

Enable a thriving and sustainable local economy that supports and sustains quality jobs and leverages economic opportunities and;

2.2

Create strong regional connections that will improve the ability for residents to access jobs, goods and services, and chances for recreation.

Strategies**Our Role****Timeframe**

2.1.1 Identify Hard and Soft skills training programs to retrain local workers towards supporting Defence Supply Chain and Green Energy industries

Partner

Short /Medium

2.1.2 Provide coordinated support to increase awareness, promotion and attendance of existing business support programs

Deliver

Short/Medium

2.1.3 Support the local and regional business Ecosystem by providing and facilitating Networking/Connection events

Deliver & Partner

Short/Medium

2.2.1 Create opportunities for University and Tertiary Trade Liaison Programs through new or existing networks

Partner

Medium/Long

2.3.1 Support youth employability and job readiness

Deliver and Partner

Medium

2.3.2 Foster a culture of youth entrepreneurship

Collaborate & Partner

Medium /Long

Alignment to the UN Sustainable Development Goals

7.3 Resilient Infrastructure

PILLAR 3

Focus on Kwinana's infrastructure to ensure it is agile, robust, and sustainable to support the region's constantly changing physical, environmental, social, and business needs.

Kwinana attracts and supports resilient and future-proofing infrastructure projects driving technological advances and innovative sustainable industry and local businesses. A key priority for small to medium enterprise is to assist in unlocking 'Clean & Green' Initiatives and Funding to help local businesses transition to green technology to meet their low emissions targets. This will be achieved through:

3.1 Support youth entrepreneurship & start-ups that demonstrate positive social and environmental impacts: Utilising existing infrastructure or facilities to identify an area which could be utilised for innovation projects.

3.2 Digital Technology & Connectivity Enhancement: Strengthen Kwinana's digital technology infrastructure to support business growth and community connectivity.

3.3 Unlock Green Initiatives and Funding for Local Businesses: Advocate for and support local businesses in accessing grants and funding to retrofit infrastructure and influence changing business purchasing habits to become more eco-friendly, energy saving with improved productivity, effectively supporting local industry and business in creating the circular economy. Sustainable development will be achieved through young entrepreneurs who typically are more conscious of environmental and social issues that will naturally form part of their business models.


It is essential to deliver resilient infrastructure, with investment in the development of local innovation and collaborative business community infrastructure.

Kwinana's economic development strategy's strength, is its focus on developing local people and local businesses, utilising its unique culture of 'urban grit' and determination, to create employment opportunities, whilst building community, supporting every business to assist in the custodianship of maintaining the unique environmental balance.

Innovation means investing in community-building infrastructure to support a future vision that will allow the very heart of the community of people living in and around Kwinana it to see a future for themselves and create a legacy in the City of Kwinana, due to opportunities delivered as part of this Economic Development strategy. Large industrial companies in the Kwinana region have identified their strategies to shift into renewable energies, along with the significant opportunities to innovate and develop green technologies in the region.

Significant investments are underway in the industrial sector to migrate and transform older manufacturing and processing plants towards renewable energies. For the local business ecosystem, understanding and implementing green technology as a way of responding to climate change and ensuring Kwinana remained 'green and sustainable' was recorded as the second most important future growth requirements identified by local business owners. For this reason, assisting businesses to be 'Clean & Green' is a key action point. The goals of focusing on green technology, sustainability and protecting the local environment resonate with most business owners. Strategic action to support small business owners in education and investment in infrastructure to support these shifts will produce significant impact.



Strategies	Our Role	Timeframe
3.1.1 Support youth entrepreneurship & start-ups that demonstrate positive social and environmental impacts	Partner & Collaborate	Medium/Long
3.2.1 Support digitalisation of small businesses	Deliver & Partner	Medium
3.2.2 Advocate for better connectivity to support requirements in the area for NBN service delivery	Advocate	Medium
3.3.1 Leverage existing programs with industry to develop education programs for small business to understand and access renewable energy initiatives	Partner	Short/Medium
3.3.2 Educate businesses in 'Clean & Green' initiatives to retrofit their buildings with 'Clean & Green' energy saving technology	Partner	Medium/ Long
Alignment to the UN Sustainable Development Goals		



7.4 Economic Growth

PILLAR 4

Supporting businesses and sectors to grow, be innovative, productive, sustainable, and inclusive.

Kwinana supports innovation, entrepreneurs, and growth opportunities through the development of the local business ecosystem. As a business-friendly City, it is easy to deal with and is focused on 'growth and change' focusing on technology and sustainability across all sectors. We aim to fill gaps in our local supply chains, by growing our Indigenous, tourism and wellbeing sectors through by attracting new people and businesses to Kwinana. This will be achieved through:

4.1 Business Ecosystem Support: Stimulate Diverse Investment into Key Areas to Support Local Businesses. Action stakeholder feedback and recommendations from research conducted to stimulate and attract investment into those business categories to strengthen the local ecosystem by making Kwinana a great place to start and run a business and support investment in innovation and diversity in the mix of businesses in the area.

4.2 Innovation & Entrepreneurship: Encourage innovation across sectors, with special attention to entrepreneurship and the development of Aboriginal land for commercial use. Support small business owners to start and conduct business in the City of Kwinana. The role of the City of Kwinana is to attract and stimulate investment into areas required by the local business ecosystem and to ensure that those local small to medium business can participate more competitively in larger supply chains, assisting them to grow.

4.3 Attracting people and businesses to Kwinana: Focus on filling empty retail space and complementary businesses. Research around the current mix of local businesses particularly retail has identified significant gaps in the variety and location of complementary businesses in various supply chains in the local business ecosystem, and the vacancies in retail tenancies due to the pandemic and competition for this limit the capacity of the current supply chains and has created gaps in the local business ecosystem which need filling. Therefore, investment into key areas to maximise empty retail space, and identification and recruitment of complementary businesses to support the future local business ecosystem is essential.

Strategies	Our Role	Timeframe
4.1.1 Attract investment in diverse businesses	Deliver	Long
4.1.2 Build a strong local ecosystem by actioning stakeholder feedback and recommendations	Deliver	Medium/Long
4.2.2 Promote First Nations entrepreneurship and support local Aboriginal groups to develop cultural heritage projects and conduct business	Deliver & Partner	Short/Medium
4.3.1 Encourage and support businesses to grow who have the capacity to be nationally & globally competitive	Partner	Medium /Long

Alignment to the UN Sustainable Development Goals

7.5 Promoting our Place

PILLAR 5

Attract & promote Investment, business, talent, and visitors to strengthen and diversify Kwinana's economy and in so doing, change the perception of Kwinana.

We promote Kwinana through sector development and dedicated communication strategies to promote our existing business and community ecosystem, target talent and investment attraction and further promote opportunities through events and other activities to increase visitors and unique tourism. This will be further achieved through:

5.1 Talent & Investment Attraction: Develop strategies to attract skilled workers and investors, showcasing Kwinana's strengths and opportunities.

5.2 Marketing & Branding: Promote Kwinana's unique attributes and local diversity, focusing on lifestyle, business opportunities and cultural richness.

5.3 Visitor & Tourism Development: Enhance Kwinana's appeal to tourists through strategic marketing and development of visitor-friendly infrastructure and events.

Strategies	Our Role	Timeframe
5.1.1 Showcase opportunities in Kwinana for highly specialised and educated 'talent' & investment attraction for industry and local business	Deliver	Long
5.1.2 Spread awareness of Kwinana by promoting innovation, 'green' technology and our culturally 'rich' business and community	Partner	Medium/Long
5.1.3 Promote investment opportunities within the City of Kwinana and existing business hubs	Partner	Short/ Medium
5.2.1 Identify the 'stories' of historical interest and landmarks in the City of Kwinana	Collaborate & Partner	Medium
5.2.2 Identify opportunities to share aboriginal cultural heritage through events and specific activities	Collaborate & Partner	Medium
5.3.1 Promote large sporting and cultural events to attract visitors to the area	Advocate & Partner	Short/Medium
5.3.2 Support the development of local and cultural eco-tourism and historical infrastructure	Partner	Medium
<div> <div>Alignment to the UN Sustainable Development Goals</div> <div> <div>8 DECENT WORK AND ECONOMIC GROWTH</div> <div>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</div> <div>11 SUSTAINABLE CITIES AND COMMUNITIES</div> <div>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</div> <div>17 PARTNERSHIPS FOR THE GOALS</div> </div> </div>		

8. Partnership & Collaboration

This plan is based around the WA State Government's economic development framework, Diversify WA, to maximise 'the growth of local industry capability within existing and new supply chains.'

Kwinana has industry partners who have global reach into international supply chains.

Due to its proximity to other regions which rely on industry and resources provided by companies within the catchment area of the City of Kwinana, it is essential to maintain productive and harmonious working relationships with key stakeholders in the region.

The development of this plan has been through consultation and contributions provided by:

PERTH SOUTHWEST METROPOLITAN ALLIANCE

The Perth Southwest Metropolitan Alliance (PSWMA) is a longstanding alliance of six local governments in the South West Metropolitan Region of Western Australia. The members of this group include the City of Cockburn, Town of East Fremantle, City of Fremantle, City of Kwinana, City of Melville and the City of Rockingham. This collaborative is voluntary and exists to provide a forum and structure for member councils to unite and collaborate for the benefit of the Region.

The purpose of the group is to present a united, strategic, and long-term regional perspective, to deliver funding, policy, sustainability and collaborative outcomes for the Region.

The Group's United Regional Vision 2036 provides a clear strategy for future activities, including advocacy positions, research projects, and investment and trade efforts. This document has been sourced and referenced as part of this Economic Development Plan.

This plan acknowledges the work that has and is taking place, outlining the regional vision for the City of Kwinana as part of the South Metropolitan Regional Group, and the unique opportunity for Kwinana to be a regional enabler for initiatives in the region.

KWINANA INDUSTRIES COUNCIL

The Kwinana Industries Council (KIC) is a not-for-profit incorporated business association with its membership drawn from the major industries and businesses in the Kwinana Industrial Area. The purpose of the Kwinana Industries Council is to promote industry in the region and improve its international competitiveness as well as attracting new industry to the region.

These goals are achieved by the KIC through:

- industry leadership and advocacy;
- commitment to environmental sustainability and harmony; and
- community engagement and support.

This plan acknowledges the work being conducted with and by the KIC, in developing opportunities for and advocating for industry in the City of Kwinana.

INVEST & TRADE WA

The Global Advanced Industries Hub Ministerial Taskforce Western Trade Coast.

The Western Trade Coast Taskforce brings together representatives from across local and state government, industry, unions and local Aboriginal representatives.

This Taskforce oversees the development of an economic framework paving the way for the continued success of this hub focusing on industry development and attraction, workforce and skills development, and industrial land and infrastructure.

Industry participants on the taskforce include Civmec, Cockburn Cement, and Wesfarmers Chemicals, Energy and Fertilisers.

The Taskforce is supported by an Industry Reference Group, including Alcoa, Austal, Avertas Energy, BGC, BHP Nickel West, Coogee Chemicals, Henderson Alliance, Kwinana Industries Council, Matrix Composites and Engineering and Woodside.

Other Key Stakeholder Groups

Industry	Retail/Professional Services	Government	Other Associations/Not for Profit
Industry: Light & Heavy	Financial Consultants/ Business Consultants/ Accountants/Bookkeepers	City of Kwinana Council	RKCC – Rockingham Kwinana Chamber of Commerce
Industrial Manufacturing	Hospitality	Local member MLA	Chamber of Commerce and Industry of Western Australia
Defence Industry	Small Retail (Strip Mall or Stand-alone)	Small Business Development Corporation	Community Associations
Westport	Shopping Centre Management	Department of Training and Workforce Development	Indigenous Groups
Commercial Landlords	Shopping Centre Retail	Department of Plannings, Lands and Heritage	
Real Estate Agents	Large Retail Chains	Department of Water and Environmental Regulation	
Employment Providers	Health/Allied Health	Infrastructure WA	
Training Providers	Not for Profit trading organisations	Department of Jobs, Tourism, Science and Innovation	
	Banks	Destination Perth	
	Trades	Department of Energy, Mines, Industry Regulation and Safety	
		Department of Transport	
		Development WA	
		Fremantle Ports	
		Main Roads WA	
		Perth Transport Authority	
		South Metropolitan TAFE	
		Synergy	
		Water Corporation	
		Western Power	
		Westport Project Office	



9. Target Outcomes & Measures of Success

Outcomes	Performance Indicators
Strong, viable & agile local business ecosystem	<ul style="list-style-type: none"> • Growth of number of businesses in region • Viability of businesses in region • Gross regional product (GRP) growth • Diversity of business
A diverse economic base that supports the overall community ecosystem	<ul style="list-style-type: none"> • Measure of the number of additional or new businesses per category supporting industry diversity initiatives • Index of Economic Diversity
Maximisation of remaining project-ready land for economic initiatives	<ul style="list-style-type: none"> • Building Approvals • Retail Development
Increase the number of people living and working in Kwinana	<ul style="list-style-type: none"> • Population Growth • Unemployment Rate
Creation of a circular economy maximising Industry 4.0 and IoT innovation, collaboration and emerging technologies	<ul style="list-style-type: none"> • Growth of number of technology businesses in region • Viability of existing and new businesses in region contributing to community sustainability targets • GRP growth







Administration

Cnr Gilmore Ave and Sulphur Rd,
Kwinana WA 6167

PO Box 21, Kwinana WA 6966

Telephone 08 9439 0200

customer@kwinana.wa.gov.au

kwinana.wa.gov.au



8. REPORTS OF COMMITTEE MEMBERS

9. LATE AND URGENT BUSINESS

10. CLOSE OF MEETING

