

From Idea to Implementation

Local Government Economic
Development Case Studies



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Cover Image: Courtesy of FORM, *Santi Ikto* by Thomas Dambo, *Giants of Mandurah*. Photography by Duncan Wright.

Left: Courtesy of FORM, Thomas Dambo, *Giants of Mandurah*. Photography by Dan MacBride.

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For further guidance on economic development strategy and approaches, please visit:

walga.asn.au/economics/development-framework



FROM THE CEO

Local Governments play a significant role in their local and the State's economy through their efforts to drive economic development outcomes. In Western Australia, not only do Local Governments directly employ over 26,500 workers and spend more than \$5.9 billion on services and infrastructure in their communities each year, they also influence the broader economic environment through their planning, infrastructure and service delivery functions, creating vibrant and liveable communities.

Despite often having limited time, resources and capacity, WA Local Governments consistently demonstrate innovation when it comes to delivering great outcomes for their local businesses and economies.

The purpose of this collection is to showcase and celebrate some of these success stories. It is also designed to be a resource for Local Governments looking for guidance and inspiration in delivering similar initiatives.

We encourage you to read through these case studies and reach out to the contributing Local Governments for more information on any of the initiatives.

WALGA will continue to champion the work of WA Local Governments, and you can find additional economic development case studies on our website.

A handwritten signature in black ink, appearing to read 'Nick Sloan'.

Nick Sloan
WALGA CEO



INTRODUCTION

Across WA, Local Governments are supporting positive economic opportunities for their communities through a diversity of approaches and activities. There is no universal economic development formula, and place-based solutions are needed to meet the unique needs of each community. Local Governments are well-placed to drive these efforts, having a clear understanding of their communities' needs and aspirations, and the ability to develop a broad vision for economic development outcomes.

Economic Development activities

The case studies in this collection illustrate the creativity, collaborative thinking and strong community focus of economic development practitioners within the sector. The Local Governments that are featured have generously shared their experiences and lessons learnt to help support others on their journey.

The projects are grouped under the following themes:

- Built environment and town centre revitalisation
- Business support and customer service
- Investment and business attraction
- Tourism attraction and events

Projects showcased range from \$5,000 to \$25 million in total cost, and span metropolitan and regional settings, demonstrating that economic development can occur at all scales according to community need.

Local Economic Development is a way to build up the economic capacity of an area in order to improve quality of life.

– WALGA Economic Development Framework



BUILT ENVIRONMENT AND TOWN CENTRE REVITALISATION

Local Government has a strong influence over built environment outcomes, actively deploying both Works teams and Parks & Gardens teams, regulating through Planning frameworks and Local Laws, and activating and incentivising through Economic Development teams.

Economic development activities may include:

- Town centre upgrades and activations
- Community facilities and other liveability enhancements
- Subdivisions
- Property development.



Exchange Hotel photography by Damo.



EXCHANGE HOTEL, PINJARRA

Shire of Murray

The Exchange Hotel is a cherished historical landmark on Pinjarra's main street and is among the oldest buildings in the Peel Region. Built in 1866 as a doctor's residence, it became a tavern and hotel in 1871, before closing in 2008 and falling into disrepair. Responding to community concern, the Shire of Murray purchased and undertook a major redevelopment in partnership with Government and the private sector. The Hotel reopened in 2024, fostering community connection, boosting tourism, enhancing the economic prosperity of the Murray and Peel Regions, and contributing to Western Australia's broader tourism industry.

Project cost

\$8.8 million

The redevelopment was made possible through \$2.34 million in funding from the Australian Government, \$100,000 from the Western Australian Government, a substantial investment by the Shire of Murray, and additional contributions from Karl and Janine Bullers for the venue's fit-out.

Project timeframe

- **2008:** Exchange Hotel closed
- **2012:** Council purchased site
- **2012 to 2020:** Explored private investment opportunities, with all of them falling through
- **2020:** Council resolved to explore redeveloping the site itself and engaged an economic consulting firm, hospitality professionals and architects to develop a redevelopment vision, concept plans and a business case
- **2021:** Advocacy by the Shire led to the securing of \$2.34 million from the Australian Government (Building Better Regions Fund)
- **2022:** Undertook an extensive and competitive state-wide expression of interest process, with shortlisted submissions peer-reviewed by a hospitality consultant to ensure realistic and resilient proposals
- **2022:** Secured experienced publicans, Karl and Janine Bullers
- **2022 to 2024:** Design and construction undertaken, with the Exchange Hotel reopening in September 2024

What was the problem or opportunity being addressed?

Following its closure in 2008, the Exchange Hotel fell into disrepair, becoming an eyesore and target for vandalism. This undermined the town's charm and character, detracted from its sense of place and dampened community pride. Given the community sense of pride in Pinjarra's built heritage, and strong desires to protect and celebrate its charming buildings, the Exchange Hotel was quick to become a community concern. Responding to this concern, the Shire of Murray purchased the site in 2012, recognising its potential to transform the town's sense of place. Guided by extensive community feedback, the redevelopment of the Exchange Hotel became a strategic priority in the Council's Plan. The goal was to preserve the site's heritage while reimagining it as a dynamic regional hub that fosters social connection, boosts economic activity, revitalises Pinjarra's town centre and delivers an exceptional tourism outcome.

Additionally, in 2020, the Murray Region faced high unemployment rates, with limited job opportunities and one of the highest percentages of households earning below state and national averages. Pinjarra was identified as being among the 20% of areas in Western Australia with the greatest socio-economic disadvantage. Addressing these challenges became a central pillar of the Shire's strategy, with the aim to create a great place to live, work, recreate and visit.

How did you address the problem or opportunity with your project?

In 2020, the Shire's administration put a plan to Council to explore redeveloping the site itself and it was endorsed. Following this, the Shire's administration progressed detailed planning, feasibility and designs for the Shire of Murray to undertake the redevelopment of the former Exchange Hotel. In 2021, the Shire engaged an economic consulting firm, hospitality professionals and architects to prepare a redevelopment vision, concept plans and a business case. As part of this process, the Shire undertook detailed consultation with community, hospitality experts and business strategists to inform future plans. With input from community, the formal vision for the Exchange Hotel was born. As part of the business case, economic modelling was undertaken to understand the project's potential. In doing so, the Shire identified the project could deliver up to \$57.5 million of new economic output in the first five years of operation to the local economy.

This groundwork was instrumental in communicating the project's social and economic impacts, advocating for funding and securing partnerships. These efforts led to \$2.34 million in funding from the Australian Government in 2021, providing the foundation to move the project forward. The Shire then launched a competitive expression of interest process, widely promoting its vision for the site and Pinjarra's potential. The process sought experienced hospitality professionals



who shared the vision for the Exchange Hotel. Shortlisted submissions were peer-reviewed by a hospitality consultant to ensure realistic and resilient proposals. Ultimately, the Shire partnered with Karl and Janine Bullers, renowned publicans with a passion for heritage preservation and extensive hospitality experience.

Project outcomes

Since reopening in September 2024, the Exchange Hotel has become a regional anchor for placemaking and economic prosperity. Operating at capacity, it has dramatically increased foot traffic and activity in Pinjarra's town centre. Designed with limited parking to encourage pedestrian movement, the Hotel promotes engagement with surrounding businesses, resulting in noticeable growth in local trade. A key stop on the Pinjarra Heritage Walk Trail, the Hotel also attracts heritage tourists.

Within its first month, the Hotel welcomed more than 20,000 visitors, served 15,000 pints of beer and 13,600 meals, and created 69 jobs (40 FTE), making it one of Pinjarra's largest employers. Local businesses report increased trade due to the Hotel's success, contributing to the region's broader economic prosperity. Some producers have also had to increase their capacity due to the demand for their product through sales at the Exchange Hotel.

The addition of a small-batch distillery producing shiraz gin, plum gin, cherry vodka, and other spirits using local botanicals, fruits, and wines has further strengthened connections within the business community. By partnering with regional producers and distributing its artisanal spirits to venues in Fremantle, the distillery has expanded Pinjarra's reputation, attracting niche-market visitors and promoting agri-tourism. This initiative not only boosts local tourism but also bridges regional and metropolitan markets, enhancing Pinjarra's profile as a unique destination.



Lessons learnt

Early and ongoing consultation was essential.

Engaging with community groups, heritage advisors, contractors, and Council from the start helped shape a shared vision and align expectations. Broad consultation ensured community priorities were understood, achievable, and respected – especially regarding the site's historical significance.

Balancing heritage with modern needs required creative thinking.

Retrofitting the heritage-listed building meant preserving its character while adapting it for contemporary use. The original structure was retained, with new spaces added to support modern functions like events and gatherings.

Adaptability was key. The project faced unexpected challenges, including a pandemic and material shortages. Staying flexible and adjusting plans helped keep the vision on track.

Economic revitalisation through place activation.

The hotel's transformation boosted tourism and supported local businesses, showing how one well-executed project can drive broader community benefits.

A robust business case is crucial. Developing a clear, evidence-based business case was vital in securing funding and stakeholder buy-in. It helped articulate the project's value, not only in terms of financial return but also community benefit, heritage preservation, and long-term sustainability.

Clear communication kept stakeholders and the community engaged.

Regular updates built trust and excitement, reinforcing the importance of transparency throughout the project.



City of Gosnells Mayor Teresa Lynes with Densford Civil Senior Project Manager Mike Sloan.

SOUTHERN RIVER BUSINESS PARK CONSTRUCTION

City of Gosnells

The project aimed to develop a business park on previously contaminated land in order to serve a fast-growing residential population with limited access to employment or bulky retail in the locality.

Project cost

\$25.5 million

The City borrowed \$25.5 million to subdivide the 34ha site for commercial development. The City has sold all of the land and expects to make a profit of well over \$10 million on the development.

Project timeframe

The project took approximately two years to complete (beginning with the advertising of a tender for a civil engineering contractor to undertake the subdivisional works). Part of this extended time period was due to delays associated with the relocation of Western Power infrastructure.

What was the problem or opportunity being addressed?

The City had a large parcel of land located at the end of the residential development front. It provided great potential for a commercial subdivision to service the surrounding community. Initial real estate advice indicated that the land would probably need to be sold in four separate land releases. However, demand was such that the City was able to sell all of

the land within the initial land release. Construction of the business park will allow a number of new job opportunities to be created, along with a range of commercial operations to service the local community.

How did you address the problem or opportunity with your project?

The City had delivered a number of residential subdivisions but had never undertaken a commercial subdivision. The City brought all of the land area to market in one release when it identified very strong demand for commercial lots. The City was also flexible in the subdivision design to facilitate the demands of potential purchasers.

Project outcomes

All lots were sold in the initial land release and no sale has 'fallen over' since subdivision commenced. With subdivision just about complete, the initial commercial developments will be constructed on site in the very near future, providing both jobs and commercial service opportunities for the local residents.

Lessons learnt

Perseverance. If the City had not committed to rehabilitating the formerly contaminated site, the subdivision would never have occurred. The rehabilitation took around a decade to achieve and required a significant investment from the City. However, the payback for the City was always going to be significant; not only in terms of the revenue generated but through the job creation and servicing opportunities that the subdivision offers.



Photographs by Danica Zuks.

ACTIVATING VINCENT'S PUBLIC SPACES AND HIGH STREETS

City of Vincent

The City of Vincent has taken an innovative approach to revitalising its public spaces and town centres, underpinned by the Vibrant Public Spaces Policy (VPSP) and Business Enhancement Grants (BEG). Over the past two financial years, they have cut red tape and lowered the cost of doing business with the City, transforming public spaces into vibrant, accessible areas that encourage people to linger longer, through the provision of grant funding for parklets, eatlets and affixed eating area furniture.

What was the problem or opportunity being addressed?

The City of Vincent saw an opportunity to support businesses by fostering a vibrant public realm with high pedestrian amenity, encouraging people to linger longer in newly activated spaces and increase foot traffic.

Project cost

\$73,000

The 2024-25 round cost approximately \$73,000, comprising \$70,000 in matched grant funding.

Project timeframe

The 2024-25 round of BEG took 10 months:

- **August to September 2024:** Project planning
- **September to October 2024:** Grant applications open
- **October to November 2024:** Assessment of applications and preparation of funding agreements for successful applicants
- **November 2024 to June 2025:** Projects completed, acquittals submitted, and funding provided



The combination of the Business Enhancement Grants and the implementation of the Vibrant Public Space Policy provided the opportunity to stimulate investment into the City of Vincent’s public realm and streets, improve relationships with and support small businesses, cut red tape, lower the cost of doing business, and activate public spaces.

How did you address the problem or opportunity with your project?

For businesses, the combination of the BEG program and Vibrant Public Space Policy provided tangible financial support and advice from the Place Planning team to spark small-scale improvements in the public realm and its interface with private property. For the Place Planning team, the BEG program provided a great opportunity to proactively engage with the business community, encourage the take up of the Vibrant Public Space Policy, facilitate the incremental beautification and activation of the public realm, and increase dwell times and the number of visitors to town centres and neighbourhoods. For the City of Vincent, this investment delivered the highest value for money among all town centre projects, while for the community, it resulted in more vibrant, welcoming neighbourhoods and public spaces.

Project outcomes

The successful delivery of 17 BEG projects, including the installation of affixed eating area furniture, parklets and eatlets through six of those projects.

Lessons learnt

Direct engagement with small businesses in the City of Vincent’s town centres has proven vital for raising awareness of the opportunities offered through the Business Enhancement Grants (BEG) and Vibrant Public Space Policy. This targeted outreach is believed to have contributed to increased applications for the BEG program, rising from 65 in 2023-24 to 94 in 2024-25.

The return on investment for the Business Enhancement Grants matched funding is significant. In 2023-24, for every \$1 contributed by the City of Vincent, applicants invested \$3+ of their own funds to enhance the town centre. The BEG program has consistently supported the uptake of the Vibrant Public Space Policy, enabling businesses that may not have been able to cover the full cost on their own to create high-quality public infrastructure.



ACTIVATING INDUSTRIAL LAND IN KALGOORLIE-BOULDER

Goldfields-Esperance Development Commission and City of Kalgoorlie-Boulder

To remedy the lack of available industrial land hindering Kalgoorlie-Boulder’s economy, the City of Kalgoorlie-Boulder (CKB) and the Goldfields-Esperance Development Commission (GEDC) undertook detailed studies to understand the industrial land capability of the region, and what critical steps would unlock this potential. The subsequent concept planning and joint advocacy provided a strong business case for State Government investment, delivering much-needed industrial land to support economic diversification and new industry.

Project cost
\$130,000

Just under \$130,000 was allocated by the State Government to undertake the work, alongside in-kind input from both the CKB and GEDC.

Project timeframe

The advocacy had been ongoing since 2018. The study commenced in mid-2020 and was completed in early 2021. The activation of various industrial land sites has been ongoing since.



What was the problem or opportunity being addressed?

Lack of available industrial land was a major obstacle in building and growing industries vital for Kalgoorlie-Boulder's economy.

The CKB and GEDC had been actively engaging with State Government agencies to address industrial land supply and access for a number of years. This required a strong evidence base and investment case to understand the development constraints of the land identified in West Kalgoorlie.

How did you address the problem or opportunity with your project?

Studying industrial land supply through the Kalgoorlie Industrial Land Capability Assessment was an essential step towards achieving broader economic diversification and employment objectives for the region and State. The study involved:

- A desktop review of land tenure, planning, environmental, heritage, landform, and infrastructure services
- Identification of issues that could impact potential industry development
- Development of a Concept and Staging Plan for optimal industrial land uses
- Recommendations on options, costs, and timeframes to reduce development barriers.

The study intended to guide future public and private planning, providing clear pathways for industrial land development and streamlining planning processes.

In May 2021, the GEDC CEO presented the findings to the Industrial Lands Steering Committee, which was followed by a site visit to Kalgoorlie on 3 August 2021. The briefing included a summary of key findings and the concept plan.



Project outcomes

Through strong advocacy by the CKB and the GEDC, supported by the study's evidence base, relationships with key government agencies were strengthened, highlighting the potential for industrial land activation in the Goldfields.

Key findings informed a Concept Plan identifying 'Development Opportunity Areas', suitable industries, and timeframes. Crucially, the site is near major mining activity in the Goldfields, offering a prime opportunity to become a hub for materials processing, logistics, and supporting industries.

Given the strategic regional importance of Lot 505, and to ensure stakeholders were actively engaged during the planning and development phase, a new *Kalgoorlie Industrial Land Strategic Forum* was established, chaired by GEDC with representation from CKB, DevelopmentWA, the Department of Planning, Lands and Heritage, and the former Department of Jobs, Tourism, Science and Innovation. The Forum continued in

2025 as the Goldfields Industrial Lands Strategic Forum, supported by DevelopmentWA.

Key announcements since the study's completion include:

- **March 2021:** State Government election commitment to activate Lot 350 (now Lot 505) for industrial development, following study findings
- **May 2024:** \$500 million Strategic Industries Fund announced, with \$20 million allocated to the Goldfields and South West
- **January 2025:** \$20.8 million Yilkari Industrial Park Stage 1 announced, delivering more than 120 lots over 138 hectares. Stages 1-3 will support:
 - \$269 million in private investment and up to 800 construction jobs over 10 years
 - 876 ongoing full-time jobs and \$328 million in annual economic output.

Lessons learnt

The study involved extensive data analysis, document review, and stakeholder consultation.

A primary lesson learnt was that advocacy on its own is unlikely to lead to serious investment decisions; however, building strong inter-government relationships founded on robust evidence and demand can drive decision-making and investment.



Wheelchair accessible entrance at House of Honey, City of Swan.

BUSINESS SUPPORT AND CUSTOMER SERVICE

Local Governments interact with local businesses across a range of services, frequently through regulatory processes. Ensuring a customer-friendly approach can greatly influence the local business environment. In addition to ensuring regulatory processes are easy to understand and navigate, economic development activities often go further in supporting business capacity, including:

- Training, mentorship and events
- Newsletters and information
- Grants
- Business awards
- Jobs expos.

A strong and thriving business sector creates significant benefits for the local community through job creation, activation and the creation of vibrant places.

– WALGA Economic Development Framework



INNOVATE JOONDALUP 2025 – BUSINESS SUPPORT PROGRAMS

City of Joondalup

Innovate Joondalup 2025 was a strategic business support initiative led by the City of Joondalup to support local small and medium-sized enterprises (SMEs). The program delivered a series of targeted capability-building workshops designed to empower businesses and entrepreneurs with practical skills and knowledge. Delivered in partnership with expert providers, the program supported 40 SMEs across four specialised streams.



Project cost

\$45,000

The bulk of the funding was delivered to the program providers, with a small amount of funding put towards a marketing campaign to seek expressions of interest for the program, and some further funding set aside to support program delivery.

Project timeframe

8 months from RFQ to delivery.

The project was initiated with an RFQ process for the program providers, open from October to November 2024. Following this, from December 2024 to February 2025, a marketing campaign was run seeking EOIs for participants in the program. Following close of EOIs in February 2025, applications were assessed and participants selected and notified. The program was then delivered over a 4-month period, from March to June 2025.

What was the problem or opportunity being addressed?

The City of Joondalup recognised that local businesses faced barriers accessing expert guidance, digital tools and strategic growth opportunities. Despite offering support programs, uptake of the City's existing programs was low, with only 18 of 30 available places filled. Businesses were asking for support but not taking it up when offered. This presented an opportunity for the City to rethink their offering and to deliver programs in a different way that were inclusive and tailored to diverse business needs.

How did you address the problem or opportunity with your project?

In review of the previous support program the City surveyed businesses, completed a review of existing data and then decided it to seek guidance from professional business support providers on the needs of their business community. As a result, the City undertook a targeted market engagement process, inviting business support providers to submit tenders detailing what they could deliver specifically for Joondalup. These submissions were then assessed against feedback previously gathered through local business consultation, allowing the City to align proposals with identified business needs.

The City then partnered with selected providers to launch Innovate Joondalup, beginning with an Expression of Interest (EOI) process. Joint assessment ensured participants aligned with program goals, and a waitlist system maintained continuity.

Through Innovate Joondalup, the City delivered subsidised business support programs designed to empower local organisations. These programs offered access to innovative practices, mentoring, and expert advice that may otherwise be inaccessible due to cost or capacity constraints.

The program offered four tailored workshop streams:

- **Level Up – Hello Monday:** Focused on female entrepreneurs and business development
- **Plus Eight Sprint – Spacecubed:** A pre-accelerator for startups to refine business models
- **Upskill for Business – Business Station:** Strengthening core business skills
- **Practical AI – The Excellence Project:** Equipping businesses with AI tools for productivity.

Project Outcomes

In just two years, Innovate Joondalup has seen a surge in demand – from 18 applications to 126 in the latest round. Forty businesses were selected across four tailored streams, delivered at a similar cost to previous rounds, highlighting the program’s growing relevance and value.

Survey results showed:

- 100% of participants planned to apply workshop learnings
- 85% rated the program as excellent
- 70% found at least half the content new
- A blended model of workshops and mentoring was preferred.

To support demand, 44 eligible but unsuccessful applicants were offered subsidised places in a Digital Solutions Action Plan Program.

Post-program follow-up encouraged participants to join the City’s business e-newsletter, Uptown Joondalup Business Directory, networking groups, and the local business association. One participant joined the Joondalup Business Association and became a finalist in the 2025 JBA Awards.

Lessons learnt

Key lessons included the importance of structured EOI forms to improve participant placement, and clearer workshop descriptions to aid applicant understanding. The program selection process will also be improved in 2026 to allow for a more even distribution of funds across the selected providers. Onboarding and pre-selection interviews were found to enhance alignment between participant needs and program content. The waitlist system proved essential for managing withdrawals and maintaining program continuity.

Rolling out in early 2026, the next iteration of Innovate Joondalup will:

- Incorporate participant feedback to refine workshop topics (AI, strategic planning, leadership, financial literacy)
- Adopt a hybrid delivery model to enhance learning outcomes
- Launch earlier RFQ and EOI processes to improve planning and engagement.

The City is continuing to provide support to business through new programs under the Innovate Joondalup banner, with additional industry-specific support programs continuing to roll out.



FIELDS AND FORTUNES 2026

Shire of Gnowangerup

Fields and Fortunes 2026 was the Shire of Gnowangerup’s third annual business forum. This one-day event brought together local business leaders to network and learn from a program of top-quality speakers across various fields of technology.

Project cost

\$16,725

The total cost of delivering this year’s forum was \$16,725. The Shire contributed \$11,000, with the remaining \$5,725 covered through ticket sales and a grant from the Great Southern Development Commission.

Project timeframe

The forum took around 4 months to plan and organise.



What was the problem or opportunity being addressed?

The Fields and Fortunes business forum event was originally created in direct response to feedback from the local business community, asking for an opportunity to network and share best practice. The Shire of Gnowangerup is a rural area with a high representation of agricultural and manufacturing businesses, and the strong message from these businesses was to focus this year’s event on the theme of ‘technology’. In particular, the promises and risks of AI were a significant gap in the local industry’s knowledge.

How did you address the problem or opportunity with your project?

Held under the guiding theme “Smart Business, Strong Communities” – the Fields and Fortunes Regional business forum focused on different aspects of technology such as green tech solutions, connectivity, creative technology, automation and robotics, cyber-security and artificial intelligence.

Local consultation was undertaken to ensure best timing of the event around key farming peaks of activity. The forum was timed towards the end of February after harvest was finished but before seeding began.

The Shire welcomed over 100 business leaders, changemakers, and industry professionals from Gnowangerup and surrounding regions. Attendees engaged in a full day of thought-provoking content – featuring dynamic keynote speakers, interactive panels, and valuable networking opportunities.

A bespoke visual identity, including an event logo and brand suite, was developed to promote the forum across print and digital channels. In addition to social media, website stories, and direct emails, early promotion enabled awareness to spread by word-of-mouth – a key avenue for awareness in regional areas.

Ten local businesses and service providers hosted trade booths, giving attendees a chance to engage directly with operators, share knowledge, and discover opportunities that support local enterprise and community development.

A post-event survey was sent to all attendees, gaining insights into what they liked, feedback on timing, suggested themes for future events, and other information to inform future improvements.

Project outcomes

One hundred people attended, and survey results demonstrated extremely positive feedback about the topics, quality of speakers, and usefulness of content.

The Fields and Fortunes Business Forum facilitated valuable connections across agriculture, tourism, trades, and community services – fostering partnerships that will strengthen the region’s resilience and prosperity.

Attendees went away with a much greater appreciation of what AI can do to help them in their business and even in their personal lives, but also a stronger understanding of the need for cybersecurity to mitigate the associated risks.

This event has given the Shire a platform to host more regular business networking events, and indications from the business community are that they would be interested in exploring the creation of a Chamber of Commerce and Industry.

Lessons learnt

The introduction of a ticket price in 2026, following the previous free events, had no material effect on attendee numbers. This shift also provided the Shire with valuable revenue to help support the event.

A fee was also charged for trade booths for the first time this year, which may have been the driver behind lower numbers of exhibitors. The smaller number of booths – 10 in total – enabled them to be held within the reception area of the main event and maximise exposure. Last year’s event had placed exhibitors in a separate space from the speakers, and feedback this year suggested higher engagement with the trade booths than previously.

Feedback from the previous year suggested the speaker slots needed to be short and snappy, with plenty of time for questions. Undertaking post-event surveys was critical for improving the event over time, and these shorter slots were much better received this year. Another timing revision was for the day of the event itself. Previously held on a Friday, attendee numbers dwindled in the afternoon as people left early for the weekend. This year’s event was changed to a Thursday, and resulted in many more people staying until the end.

One challenge for the region in leveraging the visitation impacts of such an event is the shortage of short-stay accommodation. With high-calibre presenters coming from outside the region, it would have been beneficial to have them stay in the area a bit longer.

The importance of early planning is evident when running such an event. Businesses and speakers alike have diaries booked well in advance, so locking in a date and key details well ahead of the event is crucial. It also allows advanced promotion of the event, planting the seed and maximising word-of-mouth.



ACCESSIBLE SWAN BUSINESS

City of Swan

In 2022, the City of Swan's Economic Development team created a Business Support and Enhancement Plan, which identified a gap in accessibility support for businesses – especially relevant given the ageing population and national disability discussions.

After research and consultation, the City launched a pilot program with 10 local businesses. Each received an accessibility review and report, with recommendations for improvements.

Businesses could choose which changes to implement, and customer trends were monitored post-upgrades to assess impact.

What was the problem or opportunity being addressed?

The City of Swan's Economic Development team saw an opportunity to both increase patronage at local businesses and support people with accessibility needs to try new places. Once a business is accessible, and people know they can access their goods and services easily, they will generally return with their friends, family or carers. From an economic perspective, this was seen as an opportunity to increase local spend while also ensuring community members' needs are met.

How did you address the problem or opportunity with your project?

The project started with a structured project management plan and clearly defined scope:

Develop a resource/program that helps businesses understand the benefits of improving access and inclusion in their business and provide guidance to identify and improve accessibility barriers for people with disability.

During planning, the City of Swan project team explored how accessibility and inclusion could support economic development. Extensive consultation included people with lived experience of disability, service providers, businesses, and all levels of government.

Early input from Amber Dennis, founder of WheelieGoodPerth, was pivotal to shaping the pilot program. The pilot approach was chosen to create collateral to demonstrate to businesses that improved accessibility has economic benefits and that the improvements don't need to be difficult or expensive.

The team researched what makes a business accessible, considering different disabilities and industry needs. To encourage participation, messaging focused on emphasising the economic advantages and simplicity of improving accessibility.

Project cost

\$8,000

- \$4,000 to purchase access review checklists
- \$3,000 to film the Accessible Swan Businesses campaign
- \$1,000 for marketing

Project timeframe

After 12 months of planning and consultation, an eight-month pilot was launched, with evaluation undertaken over the following year.



House of Honey, City of Swan.

Businesses were invited via the City's newsletter and direct outreach, which resulted in a greater success rate. Once 10 businesses joined, recruitment closed.

Accessibility assessments were completed as follows:

- Six businesses were assessed by accessibility consultant, WheelieGoodPerth, and funded by the City of Swan
- Three businesses were assessed by People With Disability WA's Business Accessibility Empowerment Program, a government funded initiative
- One business used the Tourism Council of Western Australia's (TCWA) business accessibility program, funded by TCWA.

The pilot phase took place over eight months, during which time each business was audited, provided with their report and given time to make changes.

Project outcomes

The pilot program saw mixed results across the 10 participating businesses. Some chose not to act beyond receiving their audit report, others faced landlord restrictions, and a few were undergoing business changes that affected timing.

Three businesses stood out for their proactive improvements:

Midland Adventure Golf acted quickly after their WheelieGoodPerth audit, adjusting a heavy toilet door within two weeks – an easy, cost-free fix that improved accessibility.

The Colony of Midland relocated condiments to a lower height for easier access. While they couldn't modify shared toilet facilities, they made meaningful changes within their control.

The House of Honey underwent the TCWA accessibility review in late 2023 and made changes to be able to gain TCWA accreditation for five categories. The changes they made to gain TCWA accreditation included:

- Creating an online accessibility guide
- Training staff in access and inclusion
- Creation of a large-font menu
- Provision of accessible seating.

After achieving accreditation, the House of Honey decided to take their accessibility journey even further, including creating an accessible alfresco space, hosting inclusive workshops, and website upgrades to include a virtual walk-through tool with capability to measure space heights/widths.

The House of Honey has reported a definite increase in sales. Findings include:

- Accessible needs bookings more than doubled over 12 months (from 80 bookings in May 2023 to nearly 180 in May 2024)
- Revenue from accessible bookings more than doubled in the same period
- Seniors bus groups increased by 30% on the previous financial year statistics
- The 'Book it now' website button increased café reservations by 66%.

While these examples are not the complete audit outcomes, they do provide a sample of the simple changes a business can make to improve accessibility and create a more inclusive customer experience.

Lessons learnt

The pilot phase uncovered significant insights regarding accessibility challenges and opportunities:

- **Direct outreach** was more effective than general invitations via newsletters.
- **No universal framework** exists for assessing business accessibility. Legal standards cover physical access to shops, but internal features like aisle space and restroom access lack formal guidelines.
- **No standard validation** process exists for businesses claiming to be accessible, which can mislead customers.
- **Language matters.** The term 'audit' was found to be off-putting to businesses, while 'review' was seen as a better term.
- **Businesses are time-poor**, so support must be simple, valuable, and easy to implement.
- **Businesses need convincing.** Effective communication emphasising accessibility benefits is crucial for engagement and encouraging improvements.
- **It's hard to measure a project like this.** There needed to be an adjustment in how success is measured, looking for anecdotal, qualitative outcomes rather than quantitative. While data and statistics help with funding requests and provide evidence that something works (or doesn't), it's impossible and unethical to ask a business to judge which customers have a disability.
- **The method of accessibility assessment might be a contributing factor to the way a business addresses accessibility.** The most comprehensive tool is the Tourism Council of WA's (TCWA) online accessibility program; however, this is only available to TCWA members. Next best is using an accessibility consultant, followed by the online checklists.
- **Strata or leased premises** pose challenges, as changes often require landlord approval, especially for shared facilities like toilets.



BELMONT JOBS EXPO 2025

City of Belmont

The Belmont Jobs Expo was launched in 2024 to bring together local employers and residents. Following on in 2025, it has seen approximately 1,500 attendees since its inception, helping numerous residents with their resumé, and connecting Belmont businesses to a new workforce.

Project cost

\$5,000

The budget covered costs such as catering, refreshments, merchandise, advertising and photography. There was no need to pay consultant fees for the event organiser as they received Federal funding.

Project timeframe

The expo date was set 4-5 months prior to the event to secure the date and commitment for attendance from three schools. Planning, organising and marketing of the event took approximately one month.

What was the problem or opportunity being addressed?

The City of Belmont is home to a multicultural and diverse community with a wide range of skills and backgrounds. While 35.7% of residents hold a diploma, degree, or higher qualification, the local unemployment rate (5.6%) is slightly above the Greater Perth average (5.3%). A key challenge is the mismatch between local jobs and resident skills. Only 21.4% of Belmont's employed residents work locally, with 78.6% commuting elsewhere for work. This indicates that many local jobs are filled by non-residents, and local skills are underutilised. Cultural barriers such as language and literacy also prevent some highly qualified individuals from working in their trained professions, leading them to take jobs in unrelated sectors.

How did you address the problem or opportunity with your project?

A Jobs Expo was identified as a valuable opportunity to connect local employers with local jobseekers and better align skills with employment opportunities. This resulted in the City of Belmont partnering with a company called Eighty9 to assist in the Expo's delivery. The inaugural Jobs Expo was launched in 2024 and in 2025 ran for its second year. The City acted as the facilitator of the event, offering a venue, assisting with getting local businesses on board as exhibitors (together with the consultant), consulting with the local schools to attend and marketing and catering for the event.

The event provided the opportunity for Belmont residents and jobseekers to:

- Meet local employers actively seeking candidates and explore vacancies via both electronic and traditional job boards featuring participating exhibitors
- Learn about local businesses, gaining insights into the companies operating in the Belmont area
- Apply for current vacancies, with an interview room set up for on-the-spot interviews
- Get professional resume advice, including resume reviews
- Find local training organisations to help attendees prepare for their next career step.

Project outcomes

The 2025 event saw approximately 700 attendees come through on the day, with around 60 exhibitors. Around 50% of the respondents did not have employment and were seeking employment, and approximately 60% wanted to connect with employers for future opportunities.

The resume reviews were particularly helpful to those attending, with 43 people assisted by the volunteers, and follow-up meetings arranged for those that could not be assisted on the day.

Lessons learnt

Post-event surveys from both exhibitors and job seekers provided valuable insights into what worked well and areas for improvement. Feedback highlighted the value of the event in helping people find jobs, network, and connect with local employers. Many appreciated the opportunity to match skills with job openings and engage directly with businesses in their area.

To enhance future events, surveys will be expanded to gather more detailed data and support benchmarking. This could include increasing staff or volunteers to assist attendees and improve the accuracy of attendance counts. Although there were 1,300 registrations, only 700 attendees were recorded – likely due to staff being occupied with other tasks.

Additional signage was recommended, as some first-time attendees were unfamiliar with the venue. Timing may have also impacted attendance – the 2025 Expo coincided with Federal and State elections and followed Easter/school holidays, resulting in lower turnout compared to 2024 (which had over 900 attendees and around 70 exhibitors).





Artist impression of Armadale's Regional Recreation Centre, courtesy of City of Armadale.

INVESTMENT AND BUSINESS ATTRACTION

Local Governments are well versed in managing large budgets to meet identified community needs, investing into their communities both rates derived from local ratepayers and grants funded by external grantors. Unlocking additional capital to support local economic development can require finding private investment, or looking at opportunities for latent capital within the community.

Supporting economic development activities can include:

- Identifying new industries and attracting new businesses
- Preparation of businesses cases and investment prospectuses
- Engaging industry to invest in community assets and programs
- Community Wealth Building, plugging leaks, Buy Local campaigns.

For assistance developing a business case, use WALGA's template:

walga.asn.au/economics/development-framework



Hon Dr Tony Buti MLA, Hon Matt Keggh MP with City of Armadale Mayor Ruth Butterfield and Council.

ADVOCACY PRIORITIES STRATEGY

City of Armadale

The City of Armadale's Advocacy Priorities Strategy outlines six transformative projects to elevate Armadale into a thriving Strategic Metropolitan Centre, unlocking economic growth, enhancing community wellbeing, and addressing social disadvantage through targeted investment in city centre revitalisation, health, recreation, and community infrastructure.

What was the problem or opportunity being addressed?

Armadale is one of Australia's fastest-growing regions, with rapid population growth outpacing infrastructure and service investment, leading to rising unemployment, youth disengagement, and social disadvantage. This challenge also presents an opportunity to transform Armadale into a vibrant Strategic Metropolitan Centre by attracting investment, creating local jobs, and delivering essential community and city centre infrastructure to support sustainable growth and improved quality of life.

Project cost

\$150,000 (per year)

Project timeframe

8 years

How did you address the problem or opportunity with your project?

The City of Armadale developed the Advocacy Priorities Strategy 2023-2030, identifying six key projects supported by robust business cases to target State and Federal funding. Through strategic partnerships, evidence-based planning, and proactive engagement with government, industry, and the community, the City positioned these projects to unlock investment, stimulate economic growth, and deliver vital infrastructure and services for Armadale's rapidly growing population.

Project outcomes

The City of Armadale's Advocacy Priorities Strategy has delivered significant outcomes, securing over \$37.8 million in State, Federal, and local funding commitments during the 2024-25 financial year to advance transformational projects across the City.

Key outcomes include:

- **Armadale Regional Recreation Reserve (ARRR):** Secured \$20 million in State Government funding, matched by a \$10 million contribution from the City, for Stage 1 of the ARRR. The City is currently working on securing a matching contribution by Federal Government via its Urban Precincts and Partnerships Program.
- **Central Park:** Progressed to detailed design with State Government's Metronet support and a \$4 million City allocation, this project will create a vibrant public open space adjacent to the redeveloped Armadale Train Station. Central Park will feature family-friendly play areas, youth spaces, and improved pedestrian connections, becoming a major city centre destination and catalyst for surrounding development.
- **Champion Centre:** Secured over \$2 million in Federal funding to support programs delivered through the Champion Centre, an essential community hub for Armadale's Aboriginal and Torres Strait Islander communities.
- **Health & Medical Precinct:** Advanced through business case development, this proposed \$494 million precinct is planned to address significant health service gaps in Armadale, offering expanded mental health services, cancer screening, and allied health facilities. The precinct is positioned to support over 3,600 local jobs and reduce pressure on existing health infrastructure.

- **Civic Precinct Redevelopment (City Views):** Developed a detailed concept for a new Civic Precinct, estimated at \$147 million, to transform Armadale's city centre. Plans include mixed-use civic, commercial, and community facilities, including high-quality public open spaces, projected to inject \$127 million into the local economy and support 78 local jobs annually during construction. The City is currently preparing a detailed Business Case for the redevelopment of its Civic Precinct.
- **Hilbert District Community Centre and Library:** Progressed planning for a new \$12.1 million multi-purpose community hub to serve the high-growth suburbs of Hilbert and Haynes. The facility will include a library, event spaces, and community services, integrated with nearby retail and public spaces to foster social connection and community development.

Collectively, these projects are driving significant economic, social, and community benefits by:

- Creating local jobs during construction and operation phases
- Stimulating private investment in Armadale's city centre and beyond
- Improving health, wellbeing, and social inclusion across diverse communities
- Delivering high-quality infrastructure to meet the needs of a rapidly growing population
- Positioning Armadale as a vibrant and competitive Strategic Metropolitan Centre in Perth's south-east corridor.



Central Park project Banksia rendering, courtesy of City of Armadale.

Lessons learnt

The City of Armadale gained several important insights through the development and delivery of the Advocacy Priorities Strategy, which will shape future economic development and advocacy efforts:

- **Advocacy must be strategic and continuous.** Rather than responding reactively, effective advocacy needs to be embedded as a core function of economic development. A structured, long-term strategy allowed the City to clearly articulate priorities and engage proactively with funding bodies and stakeholders.
- **Investment-readiness builds credibility.** Having robust, evidence-based business cases for each priority project was crucial. Detailed analysis of economic, social, and community benefits made the City a credible and trusted partner for State and Federal governments, significantly increasing the chances of funding success.
- **Regional collaboration amplifies impact.** Working in alliances like the South East Corridor Councils Alliance, Growth Areas Perth and Peel, and the National Growth Areas Alliance proved to be effective. A unified regional voice carried more weight and unlocked opportunities for cross-boundary infrastructure and funding.
- **Community engagement strengthens projects.** Engagement with local residents, businesses, and community groups ensured projects were locally relevant, culturally appropriate, and had community ownership. The Champion Centre is a prime example of co-design leading to long-term community support.
- **Internal alignment and governance are essential.** Integrating advocacy efforts into organisational plans, performance KPIs, and governance frameworks ensured smooth progression from planning to delivery. It also helped secure internal resources and maintain accountability throughout project development.
- **Flexibility is critical in a changing environment.** Political shifts, changing funding landscapes, and evolving community needs required the City to remain agile. Regular review of priorities and the ability to pivot quickly were essential to maintain momentum and seize new opportunities.
- **Effective communication drives support.** High-quality visual materials, clear messaging, and accessible narratives translated complex technical proposals into compelling cases for investment. This was vital for engaging not only funders but also the broader community.

These lessons have reinforced that successful advocacy and economic development require a combination of strategic planning, evidence, partnerships, adaptability, and community trust.

BUY LOCAL GREATER GERALDTON GIFT CARD PROGRAM

City of Greater Geraldton

The Buy Local Greater Geraldton Gift Card Program was developed to stimulate the local economy by encouraging residents to shop locally through a convenient gift card system redeemable at participating businesses. The initiative aimed to reduce economic leakage, strengthen community resilience and support local businesses during and beyond the COVID-19 pandemic.

Project cost

\$60,000

The Buy Local Gift Card Program was established through a \$45,000 grant from Rio Tinto, provided as part of their COVID-19 Community Initiatives funding. This grant supported the full set-up of the program, including a three-year subscription to the platform, production of 1,000 gift cards, card processing fees, terminal activation for 111 participating redemption stores, the Business Listings module for visitgeraldton.com.au, and the associated marketing campaign, including a consumer competition.

The City of Greater Geraldton also contributed \$15,000 to support a television advertising and sponsorship package delivered in partnership with GWN7. Through this arrangement, GWN7 provided discounted advertising rates, ensuring the City's investment achieved greater reach and impact in promoting the gift card program.

Following go-live, the ongoing costs are limited to annual subscription fees and the purchase of additional gift cards on an as-needed basis.

Project timeframe

Overall, the development and delivery of the program took around 12 months.

Initial research and the preparation of a funding application were completed in October 2020, followed by further funding discussions and negotiations in late 2020. The City's Executive Management Team endorsed the Buy Local Gift Card Program in February 2021.

Following endorsement, the Economic Development Team progressed the detailed development of the program, including platform setup, business engagement, and development of marketing collateral.

The program was then launched to local businesses by the Mayor on 25 August 2021 and subsequently launched to the public on 15 October 2021.



What was the problem or opportunity being addressed?

The COVID-19 pandemic had a significant impact on the retail and hospitality sectors in Greater Geraldton, leading to reduced consumer spending and placing additional pressure on the viability of many local businesses. This created an urgent need for initiatives that would stimulate local expenditure and support economic recovery.

The Buy Local Greater Geraldton Gift Card Program was developed as an opportunity to keep money circulating within the local economy by encouraging residents and visitors to spend locally. The initiative was informed by research demonstrating that spending at small local businesses results in the lowest levels of economic leakage, meaning more of each dollar stays within the community. By leveraging a proven gift card model successfully implemented in other regions, the program aimed to maximise economic impact and strengthen the resilience of local businesses.

How did you address the problem or opportunity with your project?

To address the reduction in local spending and support business viability during COVID-19, the City's Economic Development Team implemented a Buy Local Gift Card Program designed specifically for Greater Geraldton. The City partnered with Why Leave Town to establish a gift card system fully integrated with existing EFTPOS infrastructure, enabling residents and visitors to spend funds exclusively within participating local businesses. This ensured that every dollar loaded onto a card remained within the local economy, directly supporting the sectors most impacted by the pandemic.

Grant funding from Rio Tinto supported the initial rollout of the initiative. The City promoted

the gift card through a coordinated marketing campaign, including local media, social media, and direct engagement with businesses to encourage widespread participation.

Over time, the City has continued to fund and enhance the initiative to maximise business participation and consumer accessibility. A key improvement in 2025 was the introduction of digital gift card functionality, enabling businesses using Square or other non-swipe EFTPOS terminals to participate. This enhancement increased accessibility for both businesses and customers, with digital gift cards able to be stored securely in digital wallets and used for online or phone purchases – further extending the initiative's reach and convenience.

To support ongoing oversight of the initiative, the City uses the program's online analytics portal, which provides clear visibility of card purchases, total spend, and redemption activity across participating retailers. This data has enabled the City to monitor trends in real time and assess the program's reach and performance.

Through these actions, the project created a practical and accessible mechanism to keep money circulating within the Greater Geraldton economy and strengthen local business resilience.

Project outcomes

The Buy Local Greater Geraldton Gift Card program has delivered significant and measurable outcomes for our local economy. Within just four years and four months, our program surpassed \$1 million in total gift card sales, making Geraldton the fastest locality in Australia to reach this milestone. This achievement reflects both strong community uptake and the high level of business engagement and support across the region.

From the outset, local participation has been consistently strong, with 82 businesses registered and new businesses continuing to join the initiative. More than 11,000 gift cards have been loaded to date, demonstrating substantial community engagement across residents, visitors, and local employers who have incorporated the cards into staff rewards and incentive programs.

The continued success of the initiative is also the result of sustained promotional efforts by the City, the Mid West Chamber of Commerce and Industry, and participating load-up stores. Joint campaigns, seasonal promotions such as the Jingle Through Geraldton competition, and ongoing visibility through media and social platforms have helped maintain community awareness and momentum.

The initiative has also evolved to meet changing business needs, including the introduction of digital gift cards in 2025, which broadened participation by enabling businesses with Square or non-swipe EFTPOS terminals to join. This expansion increased accessibility and convenience for both businesses and cardholders, supporting further growth in local spending.

These outcomes demonstrate that the initiative has become a powerful and sustained driver of local economic activity, strengthened by a community that actively embraces and champions buying local.



Lessons learnt

- Undertake thorough research to ensure local suitability.** The City initially explored a discount-based program; however, detailed research and assessment of community needs demonstrated that a gift card-based approach was a better fit for our community. Pivoting to a model aligned with local business capacity and consumer behaviour ultimately proved to be the right decision.
- Partnerships amplify impact.** Collaboration with the Mid West Chamber of Commerce and Industry, our program sponsors and media partners, significantly extended the initiative's reach and credibility.
- Consistent promotion sustains momentum.** Ongoing marketing, storytelling, and public engagement through events, media, and social platforms have been critical in maintaining awareness and participation.
- Celebrating milestones reinforces value.** Publicly acknowledging achievements, such as key loading milestones (\$500,000 and \$1 million), strengthens community pride and reinforces the importance and effectiveness of supporting local.
- Use every opportunity to promote the initiative.** The City's ongoing practice of purchasing gift cards for competition prizes, employee recognition, and volunteer appreciation has reinforced the initiative's visibility. This example has been followed by local businesses, many of whom now use Buy Local gift cards as door prizes and incentives at community events, further strengthening awareness and participation.



Image courtesy of FORM, *Jyttes Hytte* by Thomas Dámbo, Giants of Mandurah. Photography by Duncan Wright.

TOURISM ATTRACTION AND EVENTS

Initiatives to attract visitors cover a range of activities, and when successful, can support liveability enhancements for the local community and an increase in spend flowing from outside the region. The visitor economy rests on the pillars of attractions, activities, amenities, accommodation, and access. Local Government plays a role across all these pillars, and economic development activities can include:

- Destination development
- Hosting, sponsoring and attracting events
- Marketing campaigns
- Running or supporting Visitor Centres.

Great places to live are often great places to visit, and these benefits naturally extend to visitors.

– WALGA's 'Role of Local Government in Tourism' paper

Additional resources on tourism available at:
walga.asn.au/economics/tourism



Image provided by Town of Claremont, courtesy of Perth Now.



NIGHT-TIME ACTIVATION GRANT PROGRAM

Town of Claremont

The Night-time Activation Grant program provides funding to support events, arts and cultural activities that have a public outcome, stimulate economic growth for local businesses, add to the vibrancy and drive visitation to the Claremont Town Centre after 6pm.

What was the problem or opportunity being addressed?

Particularly post-pandemic, the program was developed to encourage people to come back to the Claremont Town Centre to engage with local businesses and create a vibrant atmosphere. The focus was originally on the night-time economy, with evenings considered a very quiet time for activity in the Town Centre. It was recognised that events, arts, culture and local business support were critical aspects in creating vibrant and activated Town Centres as well as providing a stimulus to local businesses.

Project cost

A grant pool of **\$100,000** (+ GST) is available to fund projects each financial year.

Project timeframe

The program runs each financial year.

How did you address the problem or opportunity with your project?

During the 2021-22 financial year, Council proactively moved towards furthering its support for local businesses by establishing the Night-time Activation Grant program.

Originally, the grant program offered up to \$10,000 (+ GST) to businesses located in the Claremont Town Centre to deliver exciting night-time offerings. To ensure projects created a vibrant and activated Town Centre – as well as a stimulus to local businesses – all proposed projects were assessed against the following criteria:

- Demonstrate how your project will attract visitation to Claremont's Town Centre after 6pm and encourage visitors to dwell in Claremont's Town Centre. Detail how the visitation will be measured.

- Demonstrate how your project activates Claremont's Town Centre with vibrant activity, prioritising public spaces or underutilised spaces.
- Demonstrate how the project will stimulate the local economy and provide opportunities for engagement with local businesses in the hospitality and retail sector and champion the use of local businesses and suppliers.

As of 2023-24, businesses located outside the Claremont Town Centre were also eligible to apply, encouraging applicants from other areas of Perth to bring their events and project ideas into the Town Centre to further activate the area.



Project outcomes

From 2021-22 to 2024-25, there have been the following identified outcomes:

- 94 grant applicants
- \$390,000 (+ GST) granted to local businesses
- Over 25,000 attendees to grant-funded events.

Funded events have included:

- Laneway dinners
- VIP Art Classes
- Art exhibitions and workshops
- Fashion shows
- Launch events and in-store activations
- Live music
- Interactive trails.

Common themes of feedback collated from grant acquittals include:

- Praise from the local community and businesses for seeing the area activated at night
- Increase in foot traffic and more vibrant atmosphere
- Increase in brand awareness of the Town Centre and its offerings
- Increase in dwell time, with many applicants noting attendees dining or shopping in the Town Centre pre- or post-event.

Lessons learnt

- **Lead time for applications to be submitted:** It was mandatory with this grant program for applications to be submitted at least eight weeks in advance of the proposed project delivery date. This allowed sufficient time for submission, assessment and delivery.
- **Consistently promote the program and engage with potential applicants:** This includes continuously promoting the program through a range of channels to encourage interest and applications, particularly talking about the program face-to-face with potential applicants, and getting in touch with past successful applicants to apply again. Once a potential applicant is on board, consistently engaging with them during the application planning process helps ensure a strong application is submitted. Continuing this engagement during their project planning helps ensure they are on track for delivery and feel supported.
- **Cross-collaborate with teams internally to support successful delivery:** This ensures internal Town of Claremont teams are aware of the projects taking place and necessary approvals and requirements are met by the applicant. For example, Health approvals are received, event notification letter drops are carried out, additional marketing and promotion is undertaken to support the applicant's event, and so on.
- **Make applicants aware of the acquittal process in advance** to ensure they know the required details to capture, e.g. attendance numbers, dwell time, etc. This will help get more specific measurable data post project delivery.
- **Involve businesses in Local Government-led events.** Programs like this can be a good way to encourage business involvement in Town of Claremont run activations. For example, the Town has had significant business involvement in Luminous Street Festival due to grants given to local businesses from this program, allowing them to participate in the event and activate their store on the night.
- **Adjust program guidelines to support businesses under changing environments.** For example, due to impending construction and development in the Claremont Town Centre, the grant guidelines and criteria were reviewed to give more flexibility for all businesses. The focus on night-time activations was relaxed to allow business applications for projects at any time of day, and the program name was updated to 'Business Support Grants'.



ASPIRING TRAIL TOWN

Shire of Nannup

The Shire of Nannup is progressing a coordinated suite of trail infrastructure, branding, governance and visitor-servicing projects that position the town as an emerging Trail Town. This work celebrates Nannup's rich natural landscapes, strong trail culture and strategic position on major long-distance trails.

Project cost

\$5.29 million is the full cost of trail town infrastructure development across multiple sites, including mountain bike parks, trail realignments, signage, amenities, mapping, visitor servicing systems and supporting infrastructure.

Funded through Federal, State and Local Government funds as described in the table below:

Project timeframe

2019 to 2026

Item	Funding body	Year	Amount
Concept Plan and Detailed Design for Tank 7 MTB Park	Lotterywest	2019	\$113,000
Town-to-Tank link washdown bay	South West Development Commission, RED Rd 2	2020	\$48,000
	Shire of Nannup		\$48,000
Southern Bridges Project	Western Australian Bike Network (WABN) Grant	2020	\$245,000
	Shire of Nannup	2020	\$118,000
	Active Transport Fund	2025	\$611,000
Stage 1 construction of Tank 7 MTB Park	Drought Communities Program	2021	\$675,000
	Marketing Tank 7 MTB Park	Local Roads & Community Infrastructure Fund Phase 1	2021
Stage 2 construction of Tank 7 MTB Park	South West Development Commission, RED Rd 3	2022	\$100,000
	Signage Tank 7 MTB Park	Local Roads & Community Infrastructure Fund Phase 2	
Improvements to the shuttle road network at Tank 7 MTB Park	Local Roads & Community Infrastructure Fund Phase 3	2023	\$91,000
Stage 3 construction Tank 7 MTB Park	Regional Recovery Partnership Program	2021 to 2026	\$2.86 million
Bituminise Town-to-Tank link			
Ngoolark Jump Park			
Gravel routes, marketing, mapping, signage			
Southern Bridges Project			
Native Forest MTB Park			
Pump Track refurbishment	Local Roads & Community Infrastructure Fund Phase 4	2025	\$51,000
	Nannup Mountain Bike Club		\$5,000



What was the problem or opportunity being addressed?

Nannup is centrally located among some of Western Australia's most significant trail assets but previously lacked coordinated branding, visitor services and economic development mechanisms to leverage this opportunity.

How did you address the problem or opportunity with your project?

Delivering mountain bike parks, trail realignments, visitor amenities, digital and physical signage, Experience Nannup branding, trail-friendly business development, and alignment with the Trail Town Accreditation Framework.

Project outcomes

- Strong, contemporary branding through Experience Nannup and 'Your Trail Awaits'
- High-quality trail infrastructure, including Tank 7 MTB Park, Ngoolark Jump Park, and Foreshore Park trailhead amenities
- Increased visitation and event attraction including WA Gravity Enduro, SEVEN Gravel race, Cape to Cape MTB race, and 2026 UCI Gravel World Championships

- Improved signage, trail mapping, GPS-enabled digital tools and visitor information with the Experience Nannup App
- Strong Traditional Custodian engagement, incorporating Wardandi language, cultural storytelling and Welcome to Country events
- Growing business involvement, visitor-servicing tools and investment interest
- A replicable model for rural LGAs aspiring toward trail-based economic development.

Lessons learnt

- Branding and place identity must be foundational
- Whole-of-town readiness is critical for accreditation
- Visitor servicing and business capability are as important as trail infrastructure
- Partnership with Department of Biodiversity Conservation & Attractions, Forest Products Commission, Trails WA, Traditional Custodians and community groups is essential
- Data collection (trail usage, surveys, business input) strengthens future planning and funding cases.



SUNSET COAST STRATEGIC TOURISM ALLIANCE

Cities of Stirling, Joondalup, and Wanneroo

The Sunset Coast Strategic Tourism Alliance is a long-standing collaboration between the Cities of Stirling, Joondalup, and Wanneroo. It's designed to promote the Sunset Coast region as a unified tourism destination through joint marketing, branding, and close collaboration with Destination Perth to develop and promote the region.

What was the problem or opportunity being addressed?

The core intent of the Sunset Coast Alliance is to grow the visitor economy, particularly by:

- Increasing visitation to the northern coastal corridor
- Encouraging longer stays and higher visitor yield
- Spreading visitation beyond traditional hotspots and peak periods.

Prior to this initiative, the Sunset Coast region lacked a unified identity and coordinated marketing approach, making it difficult to compete with other Perth Metropolitan destinations. Additionally, it was recognised that visitors don't perceive or behave according to council boundaries, so promoting the region as a cohesive destination would better reflect actual visitor experiences and behaviours.

Project cost

An annual budget is jointly agreed upon by the three Local Governments, based on previous campaign outcomes. The budget varies year to year but typically includes allocations for digital marketing, content creation, and partnership contributions to Destination Perth.

Project timeframe

This has been an ongoing collaboration for over 10 years, with annual planning and campaign cycles.



How did you address the problem or opportunity with your project?

To promote the Sunset Coast as a unified and competitive tourism destination, the Cities of Stirling, Joondalup, and Wanneroo formed a strategic alliance. This collaboration reflects how visitors experience the region – across Local Government boundaries – and aims to boost its appeal in a crowded tourism market.

The alliance brings together economic development teams from each Local Government to jointly plan, fund, and deliver tourism initiatives. By pooling resources and aligning priorities, the group has developed innovative marketing strategies that would be difficult for individual Local Governments to achieve alone. Regular meetings help set direction, approve budgets, and coordinate campaigns, ensuring consistency with the Sunset Coast brand.

The Sunset Coast identity is primarily leveraged through Destination Perth's channels, rather than operating as a fully standalone destination brand.

In practice, the Sunset Coast functions as a subregional, collaborative identity that is activated through:

- Destination Perth campaigns, content and itineraries
- Distribution assets such as the Sunset Coast map and guide (distributed by Hello Perth)
- Cross-promotion by local governments and operators within the corridor.

This approach allows the Sunset Coast to benefit from Destination Perth's scale, reach and media investment, while still giving the northern coastal corridor a distinct narrative within the broader Destination Perth boundaries. It is not positioned to compete with Destination Perth, but to complement and strengthen Perth's overall coastal offer.

This collaborative model has enabled the group to test new approaches, deliver consistent messaging, and showcase the region's diverse offerings – from beaches and cultural attractions to hospitality and nature-based experiences.

Project outcomes

The Sunset Coast alliance has delivered a range of impactful outcomes that have strengthened the region's tourism presence and enhanced collaboration between the Cities of Stirling, Joondalup, and Wanneroo.

Examples of these projects over the years include:

- Developing a shared Sunset Coast brand identity and logo to unify the region's tourism messaging
- Working closely with Destination Perth to support the development and promotion of the Sunset Coast region
- Delivering joint digital and traditional marketing campaigns targeting intrastate and interstate audiences
- Hosting familiarisation tours and supporting the creation of travel blogs to showcase local experiences

- Creating a shared video and image library to support consistent and high-quality content across campaigns
 - Ensuring equal representation of all three Local Governments in promotional materials and storytelling
 - Sharing resources, expertise, and funding, allowing for greater efficiency and reach
 - Exploring new approaches to destination marketing, including testing campaign formats and messaging strategies
 - Maintaining a flexible and responsive planning process, adapting to market trends and visitor behaviours
 - Strengthening inter-Local Government relationships, fostering long-term collaboration and trust
- While there is no single, definitive metric that isolates visitation to the Sunset Coast as a standalone destination, it is possible to use digital analytics such as search term results, page views and engagement to track trends. This includes measuring things like:
 - Event attendance and seasonal uplift in coastal precincts linked to Sunset Coast promotion
 - Uptake and use of the Sunset Coast map and guide across visitor touchpoints
 - Search behaviour trends, such as growth in Google searches for "Sunset Coast" and related itinerary terms
 - Content engagement on Destination Perth channels where Sunset Coast messaging is featured.

Lessons learnt

A major lesson from the Sunset Coast alliance has been the value of combining expertise and collaborating on innovative projects, which has enabled the three Local Government partners to move forward with exciting ideas and test new approaches to destination marketing.

By working together, the alliance has been able to present a stronger, more accurate tourism offering that reflects how visitors actually experience the region, without regard for council boundaries. This unified approach allows for greater cut-through in a competitive market, with each Local Government contributing complementary and unique experiences and representing their many tourism operators. Maintaining consistent branding and messaging has been essential in building recognition and trust in the growing Sunset Coast identity, while flexibility to adapt campaigns to market trends ensures continued relevance and effectiveness.



THE COASTAL EXPLORER BUS

City of Stirling

The Coastal Explorer open-top bus trial provided a fun tourism activity for all ages and encouraged people to stay on the coast for longer. It also improved connectivity to the beach and provided a north-south connection along the coast between the major tourism destinations of Scarborough and Hillarys Boat Harbour.

Project timeframe

8 weekends (January to February 2025)

What was the problem or opportunity being addressed?

There were ongoing issues with limited public transport to the beach, as well as parking and road congestion on weekends during the summer. The City of Stirling had been advocating for improved public transport to the beach for some time, and saw an opportunity to prove the popularity of such a service and create a bookable tourism activity.

How did you address the problem or opportunity with your project?

The City of Stirling approached City Tours, who operate the iconic open-top double-deck bus service between Perth CBD and Kings Park, to see if they would run a coastal service connecting Perth City to Scarborough Beach and Hillarys Boat Harbour. With excellent collaboration from the City of Joondalup, an eight-week trial took place in January and February 2025.

The trial aligned with the City's Strategic Community Plan by attracting visitors to the City, and the Economic and Tourism Development Strategy 2021-25 by improving public transport access to the beach.

Project outcomes

Supported by the Cities of Stirling and Joondalup, ticket sales indicated 800 passengers used the subsidised service during the trial. On-board surveying was conducted by staff to determine the motivations to travel and the estimated economic impact of the service on the local economy.

Key survey insights showed:

- 69% of all survey passengers planned to visit cafés, restaurants, or bars
- 66% planned to visit the coastal beaches
- 55% planned to visit retail spaces
- 73% stated that their spending at local businesses had increased slightly or significantly
- 38% of survey users anticipated spending \$51-\$100 per day, 24% said \$101-\$200 and 14% said they'd spend upwards of \$200.

All respondents stated they would recommend the Coastal Explorer Bus to others, underscoring its positive reception and impact on the local visitor economy.

The popularity and publicity surrounding the trial supported the work done advocating for public transport to the beach, and may have acted as a catalyst for the launch of the Surf CAT.

It was also a great example of collaboration between the Cities of Joondalup and Stirling with local business.

Lessons learnt

Whilst the Coastal Explorer bus operator, Perth Tours, decided not to extend the trial, the Coastal Explorer was well received by passengers and local businesses. Promotion of the service featured heavily across multiple content providers – including Destination WA, Hello Perth, Destination Perth, Perth is OK, ABC Radio and Perth Now.

By increasing awareness on the need for improved public transport to the coast the trial was well timed to support the State Government's election commitment to launch a free Beach CAT service from Stirling to Scarborough.



Images courtesy of FORM, *Jyttes Hytte* by Thomas Dambo, *Giants of Mandurah*. Photography by Duncan Wright.

GIANTS OF MANDURAH

City of Mandurah

Thomas Dambo's *Giants of Mandurah* is a large-scale, eco-conscious public art trail featuring six giant sculptures across Mandurah and Subiaco. Conceived as a post-pandemic cultural tourism initiative, the project aimed to stimulate economic activity, promote environmental stewardship, and celebrate First Nations culture through creative placemaking and community collaboration.

Project cost

\$1.75 million plus in-kind, funded through a partnership between FORM, the City of Mandurah, Tourism WA, Lotterywest, the Alcoa Foundation, and other stakeholders.

Project timeframe

The project was developed over approximately 3 years, with initial concept discussions beginning in late 2019, paused during COVID-19, and recommencing in 2021. The *Giants* were officially launched in November 2022, with the first year of impact measured through to November 2023.

What was the problem or opportunity being addressed?

Mandurah faced several challenges:

- Low brand recognition as a tourism destination
- Economic recovery needs post-COVID-19
- Environmental degradation and lack of awareness of the Peel-Yalgorup wetlands
- Social disadvantage and limited cultural engagement

The opportunity was to reposition Mandurah as a vibrant cultural tourism hub by leveraging its natural assets, engaging First Nations storytelling, and creating a globally significant art experience.



Seba's Song by Thomas Dambo, *Giants of Mandurah*.

How did you address the problem or opportunity with your project?

The City of Mandurah partnered with FORM and international artist Thomas Dambo to deliver a unique art trail using recycled materials, storytelling, and environmental education. The project:

- Engaged over 295 volunteers and 88 builders
- Collaborated deeply with Bindjareb Noongar Elders to integrate the Bindjareb Creation Story
- Delivered accessibility features including guides and social stories
- Implemented environmental rehabilitation including planting 1000 native seedlings and removing 170kg of rubbish
- Created a treasure hunt experience using GPS and AR technology
- Developed educational resources used by 114 schools, reaching over 17,000 students

Project outcomes

- Visitor Numbers: Over 498,000 in the first year
- Economic Impact: \$81 million in visitor spend; ROI of 47:1
- Business Growth: 92% of businesses reported positive impact; some saw 20-30% growth
- Tourism Recognition: Mandurah named Australia's Top Tourism Town 2023
- Environmental Awareness: 85% of visitors reported increased appreciation for nature
- Community Engagement: 2,066 volunteer hours; 83% felt more connected to their community

- Education: 114 schools engaged; 17,274 students benefited
- Media Reach: 47 million+ audience reach; \$270,000+ in free editorial coverage
- Inclusivity: High engagement across diverse demographics including people with disabilities, CALD communities, and youth at risk

Lessons learnt

- **Early Stakeholder Engagement:** Earlier involvement of stakeholders could have streamlined logistics and approvals
- **Infrastructure Planning:** The high visitor numbers strained local infrastructure; future projects should include more robust contingency planning
- **Digital Integration:** AR and treasure hunt features were successful; future projects could expand into VR and gamified learning
- **Volunteer Management:** A scalable system for volunteer coordination would improve efficiency and support
- **Educational Continuity:** Ongoing partnerships with schools and community groups could extend the project's legacy
- **Cultural Sensitivity:** Deep collaboration with First Nations communities is essential and enriches the experience for all.



Photography by Luke Riley Creative.

FEED ME MORLEY FOOD FESTIVAL

City of Bayswater

Feed Me Morley was primarily a City-led marketing campaign, created in consultation with local food and beverage businesses, with the aim of enticing visitors from across Metro Perth and for residents to dine locally.

Project cost

\$25,000 in 2024 (including launch event)

\$14,400 in 2025

Project timeframe

3 months for a 2-week event

What was the problem or opportunity being addressed?

The City of Bayswater is one of the most culturally diverse areas in Metro Perth. Morley is the most culturally diverse of all suburbs within the City of Bayswater, with over 70% of residents having at least one parent born overseas. This diversity of cultures has generated a range of restaurants, cafés, bars, takeaways and other eating options that provide an authentic culinary tour around the globe, all within an area of about one square kilometre. From the Caribbean to the South Pacific via Europe, Africa and Asia, Morley offers a broad range of authentic tastes.



There was an opportunity to promote the range of authentic culturally diverse food and beverage businesses in Morley that were little known outside the City of Bayswater. The objectives of the project were to:

- Raise the profile of the Morley town centre as a destination to visit for authentic food and beverage options
- Increase footfall and secondary retail spend
- Build on recent Place-based infrastructure projects
- In the long-term, foster a thriving town centre to seed future economic investment.

How did you address the problem or opportunity with your project?

Local food and beverage businesses were encouraged to participate, by being a part of the online campaign, to form either a stop on a food tour or offer a deal to be in the food passport. Participating businesses were provided with a marketing pack, which included hard copy posters, passports, an A4 display stand with a poster displaying their passport deal and festival bunting. The marketing campaign consisted of hard copy posters and passports and a significant online campaign. This year the City also ran a radio campaign and engaged two food influencers with a large following for their food-inspired promotional content creation.

Project outcomes

- Achieved 180 registrations for nine guided tours (20 each tour) over the two-week Feed Me Morley Food Festival
- Marketing efforts achieved a reach of over 166,000
- Contributed to positioning Morley as a multicultural food destination, especially among foodies seeking authentic, affordable, and culturally rich dining experiences
- Most businesses involved would be a part of the festival again as they see benefit
- Encouraged the creation of promotional content videos specifically supporting the businesses involved.

Lessons learnt

Engagement with businesses was not always straightforward. A large percentage of food and beverage businesses speak a language other than English at work which caused some communication issues.



DESTINATION HARVEY REGION

Shire of Harvey

Destination Harvey Region (DHR) is the consumer-facing brand of the Shire of Harvey. It was established in response to several key challenges being experienced by the Local Government at the time. To address these challenges, the Shire developed the HarveyRegion.com.au website, which consolidates the region's priority service areas 'Visit', 'Invest', and 'Corporate' into a single, digital hub. Through this initiative, the Harvey Region is positioned as "a fabulous place to live, work, visit, and invest", ultimately driving visitation, economic development, brand awareness and regional pride.

Project cost

\$150,000

Project timeframe

18 months

What was the problem or opportunity being addressed?

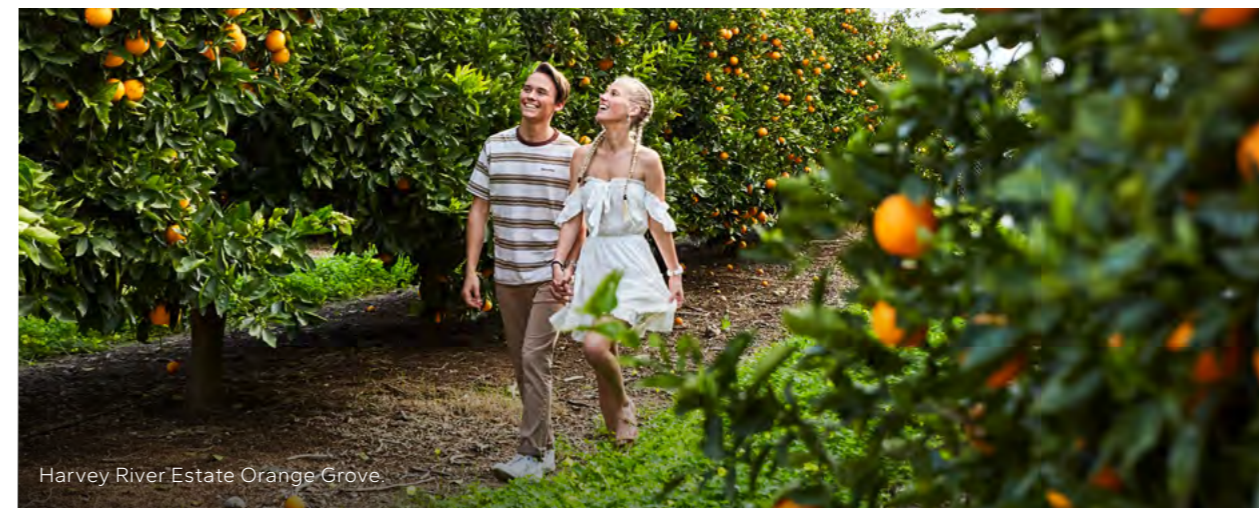
The DHR brand was established in response to three key challenges:

- The Shire was perceived as a small rural shire, despite 30,000 residents, impacting investment
- The Harvey Visitor Centre had closed
- Tourism activity in the region was below potential.

How did you address the problem or opportunity with your project?

Following the closure of the visitor centre and the identification of several challenges in its Economic Development Strategy, the Shire reviewed tourism and economic development worldwide. This process also involved stakeholder engagement with local businesses to understand their insights and unique local challenges.

Cities such as Manchester and Auckland highlighted the benefits of using a single logo to drive investment and tourism, while tailoring brand approaches to target audiences. A clear vision was established: to create a quality, engaging platform that would increase brand awareness and industry knowledge, while driving visitation and investment in the region.



Harvey River Estate Orange Grove.

The project commenced with a detailed procurement and was delivered in three phases:

- **Visit** – Focused on tourism, events, and experiences. Features include interactive maps, over 575 listings, a wedding/event supplier hub, itineraries, and a "What's On" section.
- **Invest** – Adapted from the Shire's Invest Harvey Region document, this section highlights local businesses and opportunities. It includes case studies, sector reviews, data links, and guidance for investors.
- **Corporate** – Provides brand and business unit information, media resources, industry news, and access to Harvey Region images and videos.

Weekly meetings with the developer ensured alignment on structure, features, and timelines. The Shire engaged local photographers to build a high-quality visual library, ensuring brand consistency across the website and marketing materials. The internal team led content development and population, which not only reduced costs but also strengthened ownership and understanding of the platform.

To support local businesses, the Shire offered to create free listings for tourism and related operators. Many lacked professional imagery, so the Shire hosted photo shoots and provided images at no cost, helping businesses enhance their marketing and social media presence.

Project outcomes

The sites were promoted through newsletters, social media, and direct communications. It has become the central reference point for visitor enquiries and regional promotion.

A number of businesses have expressed interest in being featured in future updates, and the site

is now regularly referenced in communications with stakeholders.

Quarterly growth continues with Q2 2025 reaching 58,579 views, up 4.9% from Q1 2025 and a significant 68.5% increase compared to Q2 2024. Organic search has increased over 18 months by 49.5%. Highlighting industry support, direct link referral has increased by 25% over 18 months.

Lessons learnt

Managing content development in-house gave the Shire full control over messaging, improved internal capability, and reduced costs. While design and photography were outsourced, the internal team led planning, content upload, and coordination, ensuring alignment with strategic goals. Cross-team collaboration and a small, focused project group helped maintain momentum and quality. Stakeholder engagement was also critical. By involving local businesses in content reviews and keeping them informed, the Shire built trust, ensured accuracy, and strengthened community connections.

A key learning was the underestimated workload. With over 575 listings, 250 pages, 30 itineraries, 200 events, and 5,000 media files, the project required far more time than expected. Future projects would benefit from additional internal staffing.

Another lesson was the need to integrate compliance checks earlier when working with local businesses, which would streamline approvals and avoid delays.



Photo by Bird On The Wall Photography.

BEVERLEY CARAVAN PARK ONSITE CABINS

Shire of Beverley

The Shire-operated caravan park undertook installation of six onsite short-term accommodation units, providing much-needed accommodation services to the community and region. The units consist of three 1-bedroom units and three 2-bedroom units, with one of these being universally accessible.

Project cost

\$836,000

Budgeted amount \$900,000

Funding was provided through the Australian Government's Drought Communities Fund, which aimed to provide local employment utilising local businesses and suppliers for communities impacted by drought.

Project timeframe

Project was completed in a period of 18 months.

What was the problem or opportunity being addressed?

Like most small communities, there was evidence of a lack of accommodation services in town and none that offered a self-contained option with ensuite. This was demonstrated by visiting tourists, consultants and businesspeople choosing to stay in other towns close by.

How did you address the problem or opportunity with your project?

The project was completed during the COVID-19 pandemic when 'travel local' was booming. The project was delivered by local tradespeople and

businesses, in line with the purpose of the grant funding. At the time COVID-19 was hard on local communities and trades, so this was a positive way to ensure support for local businesses.

With the installation of these six self-contained cabins, the Shire was able to provide people with the option to stay in the community and therefore add economic benefit. Adding three 1-bedroom units and three 2-bedroom units has enabled accommodation of solo and family travellers looking to stay and explore the area. One of the 2-bedroom units is universally equipped, allowing people with impairments to stay comfortably also.

Project outcomes

These units consistently generate roughly \$90-100,000 profit per annum, and last financial year saw over 1,500 nights booked and roughly 2,700 guests. Since the initial intrastate travel boom, the cabins now service a mixture of contractors during the week and tourists on weekends. This is expected to reduce slightly now as some major Main Roads WA projects come to an end in the district.

Lessons learnt

Efforts were made to spread the funding benefits equitably among local businesses, but this ultimately proved challenging. While a local builder was engaged as the Project Manager, the Shire requested each local business be engaged individually for portions of the work. The intention was to support as many local businesses as possible, but in reality some tradespeople were unwilling to fulfil smaller contracts or work collaboratively with their competitors. It would have been a simpler task to have the Project Manager as a single point of contact and allow them to sub-contract in the most efficient manner.

There has been an unexpected level of demand for these units, which are often booked out well in advance. A greater level of insight into potential demand would have suggested construction of additional units at the time. This will need to be considered in future budgets to carry out an expansion.

Effective local economic development policies and strategies will build a stronger, inclusive and prosperous community where residents and visitors have excellent access to quality services and businesses have great opportunities to invest and grow.

– WALGA Economic Development Framework



Image courtesy of FORM, *Seba's Song* by Thomas Dambo, Giants of Mandurah. Photography by Duncan Wright.

KEY TAKEAWAYS

Across the diverse case studies featured in this collection, Local Governments have reported some common themes that have aided their success:

Planning ahead

Early consultation, sufficient lead times, and upfront analysis and planning help avoid delays, align expectations, and ensure complex projects are delivered smoothly and successfully.

Collaboration

Collaboration across teams, neighbouring Local Governments and external partners consistently strengthens project outcomes, enabling greater impact than any one organisation could achieve alone.

Community consultation

Projects work best when communities, businesses, Traditional Custodians, and partners are involved from the outset – co-design builds trust, reduces resistance, and leads to stronger outcomes.

Adaptability and flexibility

Adaptability is essential, with successful projects able to adjust to changing circumstances and unexpected challenges while still progressing toward the long-term vision.

Strong evidence and a clear business case

Successful initiatives rely on data, feasibility assessments, and compelling impact narratives to secure investment, political backing, and confidence from partners.

Further resources

walga.asn.au/economics/case-studies

walga.asn.au/economics/development-framework

walga.asn.au/economics/tourism



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