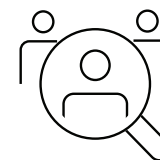


ECONOMIC DEVELOPMENT PLAN

2026-2030



Strategic outcome

Greater Geraldton grows as a liveable, investment-ready regional capital where economic growth creates local jobs, stronger businesses, improved housing choice, better infrastructure coordination and shared prosperity.

Purpose

Set clear economic priorities and practical actions for the City.

Period

2026-2030 implementation horizon.

Approach

Focused, realistic and aligned to City capacity.



Contents

Welcome from the Mayor	4	Consultation themes that shaped the Plan	10
Acknowledgment of Country.....	4	How the Plan will be actioned	11
Alignment with the Strategic Community Plan 2025-2035	5	Who will action the Plan	11
Executive Summary	6	Implementation principles.....	11
Five focus areas.....	6	When will the Plan be implemented?	12
Strategic Direction	7	Focus Area 1: Investment-Ready Geraldton.....	13
Vision	7	Focus Area 2: Housing and Accommodation for Growth.....	14
Objectives	7	Focus Area 3: Industrial Land and Enabling Infrastructure	15
Council's economic development role.....	7	Focus Area 4: Local Business, Supply Chains and Value Capture.....	16
What this Plan is . . . and is not.....	8	Focus Area 5: City Centre, Tourism and Destination Confidence	18
Why this Plan is necessary	9	Measures of Success.....	19
The case for action.....	9	Governance, Reporting and Review.....	19
What happens if there is no plan?	9	Governance model.....	19
How we came to this Plan	10	From Strategy to Delivery	20



A: 63 Cathedral Avenue, Geraldton E: council@cgg.wa.gov.au P: 9956 6600
www.cgg.wa.gov.au

Welcome from the Mayor

Greater Geraldton is well positioned for the future. As the commercial centre of the Midwest, our community is supported by a diverse economy, strong industry sectors, strategic infrastructure and a growing reputation as a place to live, work and do business. Significant investment across our region is creating new opportunities, and it is important that we are ready to make the most of them.

This Economic Development Plan 2026 - 2030 has been shaped through economic analysis, strategic review, engagement with Council Members, City officers, businesses and regional stakeholders. Their insights helped identify the opportunities, challenges and priorities that matter most to our community and local economy.

The Plan provides a clear and practical framework for how the City will support economic growth over the coming years. It focuses on strengthening investment readiness, supporting local businesses, advocating for critical infrastructure and housing, and building confidence in Greater Geraldton as a vibrant regional capital. Most importantly, it ensures that growth translates into real benefits for our community through local jobs, increased services, stronger businesses and shared prosperity.

On behalf of Council, I would like to thank everyone who contributed to the development of this Plan. Your input has helped shape a shared vision for Greater Geraldton's future, and I look forward to working together to realise the opportunities ahead.



Acknowledgment of Country

The City of Greater Geraldton would like to respectfully acknowledge the Yamatji Peoples who are the Traditional Owners and First Nation's People of the land on which we stand. The Wilunyu, Nhanhagardi, Naaguja. We would like to pay our respect to the Elders past, present and future for they hold the memories, the traditions, the culture and hopes of the Yamatji Peoples.

Alignment with the Strategic Community Plan 2025-2035



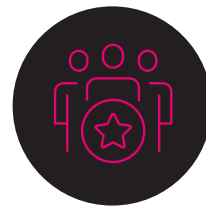
Connected

An engaged and diverse community where everyone feels included and safe.



Liveable

A protected and enhanced natural environment with facilities and services to support community health and wellbeing.



Thriving

An economically diverse and prosperous City, driving sustainable growth while preserving our local spirit.



Leading

A progressive City where informed decisions, strong advocacy and a culture of innovation drives sustainable regional growth.

The Economic Development Plan primarily gives effect to the Strategic Community Plan's Thriving and Leading themes. The table below shows the strongest alignment. Individual actions use the abbreviations T (Thriving) and L (Leading) to identify the relevant goals.

Plan area	Primary Strategic Community Plan alignment	How this Plan gives effect
Investment-ready Geraldton	Thriving Goals one, two and three; Leading Goals two and five	Supports existing businesses and investment through clear pathways, accessible information and efficient internal coordination
Housing and accommodation for growth	Thriving Goals three and four; Leading Goal four	Supports sustainable growth and evidence-based advocacy for housing and worker accommodation, while separately progressing visitor accommodation opportunities
Industrial land and enabling infrastructure	Thriving Goals two and three; Leading Goal four	Advances industrial land readiness and strengthens advocacy for infrastructure that enables sustainable regional growth
Local business, supply chains and value capture	Thriving Goals one and two; Leading Goals two and five	Improves business access to City processes, procurement and major project opportunities, and identifies recurring barriers
City centre, tourism and destination confidence	Thriving Goals one and five; Leading Goal five	Supports a vibrant CBD, visitor economy growth and a clear evidence-based narrative about Geraldton's opportunity
Governance, reporting and review	Leading Goals two, five and six	Creates transparent reporting, disciplined implementation and clear information for Council, business and the community

Executive Summary

Greater Geraldton is building momentum. New investment, population growth and major infrastructure projects are creating opportunities for local businesses, supporting jobs and strengthening the City's future. Greater Geraldton has a diverse economy built around port and airport infrastructure, health and education services, agriculture, mining, construction, logistics, tourism, small business and emerging renewable energy opportunities. The City's population reached 42,882 in 2025, an increase of 2,924 people over the decade, and the number of actively trading businesses reached 3,235. Major investments, including the \$350 million Port Maximisation Project and the \$166 million Geraldton Health Campus redevelopment, are reinforcing Geraldton's role as the Midwest's regional capital city.

Greater Geraldton's current economic development direction builds on more than a decade of strategic thinking and regional collaboration. *Geraldton – From a Local to Global Regional City* established an aspirational long-term vision for a liveable, sustainable and economically adaptive regional city, while the *Geraldton Jobs and Growth Plan 2020–2023* sought to coordinate economic development through a multi-agency approach. This Plan carries forward the enduring strengths of that earlier work while providing a more focused and practical framework for the City's role, priorities and delivery responsibilities.

With growth comes new challenges. Housing demand and prices have risen, while power, water, land servicing, workforce availability and infrastructure capacity can constrain new development and investment. The task is not to create momentum from a standing start; it is to convert existing growth and investment into stronger local outcomes while addressing the constraints that could slow progress.

This Economic Development Plan provides a focused and practical framework for action. It does not position the City as responsible for every part of the economy. Instead, it identifies where the City can make the greatest contribution: improving investment readiness, supporting local business participation, strengthening advocacy, coordinating partners, clarifying referral pathways and ensuring economic growth contributes to local prosperity.

The Plan is built around a clear principle: growth is not the end point. Geraldton and the Midwest are places of established strength, current investment and further opportunity. The purpose of economic development is to improve liveability, strengthen business confidence, support local jobs, attract sustainable investment and retain more value within Greater Geraldton and the wider Midwest.

Five focus areas



Investment-ready Geraldton

Make it easier for investors, developers and businesses to understand the region, navigate the City and connect to the right people.

Primary role: Enable and Facilitate.



Housing and accommodation for growth

Treat residential housing, worker accommodation and visitor accommodation as related but distinct economic infrastructure needs.

Primary role: Advocate and Enable.



Industrial land and enabling infrastructure

Support industrial land readiness, infrastructure advocacy and coordinated planning for energy-related and trade-exposed growth.

Primary role: Plan and Advocate.



Local business, supply chains and value capture

Help local businesses participate in procurement, major projects, City opportunities and regional growth.

Primary role: Facilitate and Support.



City centre, tourism and destination confidence

Support a more active, confident and attractive Geraldton that strengthens visitation, local spending and investor perception.

Primary role: Lead and Partner.

Strategic direction

Vision

Greater Geraldton is recognised as the principal regional centre and operating hub for the Midwest: a liveable, investment-ready city that supports local jobs, business growth, sustainable investment and shared prosperity across the region.

Objectives

1. Improve investment readiness by making the City easier to understand, navigate and engage with.
2. Support local value capture through City procurement, major projects and regional supply chains.
3. Strengthen evidence-based advocacy on infrastructure, housing and workforce constraints.
4. Enable more coordinated industrial, residential, worker accommodation and visitor economy development.
5. Build confidence in Greater Geraldton as a place to live, work, invest, visit and do business.
6. Support workforce readiness through regional intelligence, partner-led career initiatives, liveability promotion and skills advocacy.

The City's economic development role

Role	Meaning	Example activities	When to use it	Risk to avoid
Lead	The City directly owns and delivers the action	City centre activation, toolkit development, enquiry pathway, internal coordination	Where the action sits within the City's functions and resources	Taking on too many lead actions
Enable	The City removes friction or improves the conditions for others to invest or act	Pre-lodgement pathways, development guidance, data packs, referral maps	Where the City cannot deliver the investment but can improve readiness	Becoming responsible for investor decisions
Facilitate	The City brings people together and connects the right parties	Business roundtables, partner coordination, business referrals	Where there is fragmentation or lack of shared understanding	Duplicating the work of our Key Partners
Advocate	The City makes the case to other levels of government or infrastructure providers	Power, water, housing, health, transport, digital connectivity and industrial infrastructure	Where the City does not control the asset or funding decision	Advocacy without evidence or prioritisation
Monitor	The City monitors emerging opportunities without committing major resources	Emerging proposals and partner-led opportunities	Where opportunity is uncertain or partner-led	Chasing every new trend

What this Plan is...and is not

This Economic Development Plan (the Plan) is intended to provide a focused and practical framework for the City of Greater Geraldton over the next four years.

It is not a whole-of-region economic strategy that assigns responsibility for every economic issue to the City. Many of the region's major growth drivers, infrastructure constraints and investment decisions sit with State Government, Federal Government, utilities, industry, landowners and regional partners.

The value of this Plan is that it clarifies where the City can make a practical contribution, where it should advocate, where it should support partners, and where it should monitor emerging opportunities without taking on responsibility for matters outside its control.

THIS PLAN IS	THIS PLAN IS NOT
 A focused delivery framework for City's economic development role	 A whole-of-region economic strategy for every agency
 A practical action plan for investment readiness, business support and advocacy	 A promise that the City can solve power, water, housing or workforce challenges alone
 A guide to where the City will lead, enable, facilitate, advocate or monitor	 A replacement for the Chamber, MWDC, State agencies or private sector leadership
 A four-year implementation framework	 A fixed document that cannot adapt



Why the Plan is necessary

This Plan is necessary because Greater Geraldton continues to grow and requires a focused delivery framework to manage opportunity and pressure at the same time. The City needs clarity about what it will do, what it will influence, what partners must lead and how progress will be tracked.

This Plan represents the next stage in Greater Geraldton's economic development journey rather than a departure from previous work. Earlier plans and visioning exercises established important ambitions around liveability, economic diversification, regional leadership, sustainability, investment, infrastructure and local opportunity. The 2026 Plan retains these enduring directions but narrows the focus to the actions the City can realistically lead, enable, facilitate or advocate for within its available resources.

Greater Geraldton is the principal population, employment and service centre for the Midwest. Its estimated resident population reached 42,882 people in 2025, representing approximately 73 per cent of the region's population, with most residents concentrated within the Geraldton urban area.

Geraldton performs an important hub-and-spoke role for communities and industries across the Midwest. It accommodates much of the region's commercial activity, public services, health and education facilities, industrial capability, transport connections and professional workforce. This regional role extends beyond the City's boundaries, with Geraldton supporting mining, agriculture, fishing, energy, tourism and communities throughout the wider Midwest.

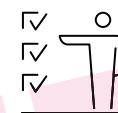
The City's economy and identity are also shaped by its diverse geography, including the Geraldton urban area, productive agricultural hinterland, Mullewa, Walkaway, Greenough and the Houtman Abrolhos Islands. This combination of regional-scale services, port and airport infrastructure, industry capability, natural assets and liveability provides a strong platform for continued growth and diversification.

Previous work	Primary contribution	How it informs the 2026 Plan
<i>Geraldton – From a Local to Global Regional City — 2011–2012</i>	Long-term aspirational vision for a liveable, sustainable, globally connected and economically adaptive regional city	Reinforces the importance of linking growth with liveability, identity, sustainability and diversification
Greater Geraldton Economic Development Strategy 2013–2023	Formalised the City's economic vision, priorities and industry directions	Provides the strategic foundation and identifies enduring regional strengths
Geraldton Jobs and Growth Plan 2020–2023, Version 2	Sought to coordinate economic development through a multi-agency model	Demonstrates the importance of regional collaboration while highlighting the need for clear ownership and sustainable delivery arrangements

The case for action



The previous economic development strategy period has concluded, and the City requires a contemporary plan aligned to the Strategic Community Plan 2025–2035 and Corporate Business Plan 2025–2029.



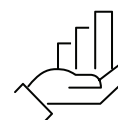
Major regional opportunities in energy, resources, port activity, tourism, housing and industrial development require clearer investment readiness and coordination.



Local businesses need more practical support to understand Council processes, procurement pathways, development pathways and major project opportunities.



Housing, infrastructure and workforce constraints are now economic development issues, not simply planning or service delivery issues.



City resources are finite, so the Plan must prioritise actions that are deliverable, visible and capable of building confidence over time.

What happens if there is no plan?

Without a clear plan, the City risks responding to economic opportunities in a fragmented way. Investment enquiries may be handled inconsistently, local businesses may miss opportunities, advocacy messages may be diluted, and the City may be pulled into activities better led by other organisations. A focused Economic Development Plan reduces this risk by setting boundaries, priorities and accountability.

How we came to this Plan

The Plan has been developed through a staged process that combined strategic document review, economic analysis, internal discussion, stakeholder consultation and prioritisation against realistic City delivery capacity.

Stage	What occurred	What it tested	How it shaped the Plan
1. Strategic review	Review of current City strategies, policies, operational plans and regional economic material	Alignment with existing commitments and current policy settings	Ensured the Plan supports the City's broader strategic framework rather than creating a separate agenda
2. Economic context	Review of key local and regional economic indicators, industry strengths, housing pressures, port activity and tourism opportunities	Where the economy has genuine strengths and where constraints are most likely to affect growth	Confirmed the need to focus on investment readiness, infrastructure, housing, business support and value capture
3. Internal engagement	Discussions with City officers and executive-level stakeholders about the City's role, capacity and realistic levers	Where the City should lead, enable, advocate or step back	Kept the Plan practical and grounded in what the City can influence
4. Stakeholder consultation	Councillor and stakeholder sessions tested outcomes, constraints, advantages, the City's role, readiness, value proposition and success measures	What businesses and stakeholders see as the most important opportunities and barriers	Confirmed the need for a focused plan that links growth to liveability, housing, infrastructure and local business outcomes
5. Prioritisation	Potential actions were filtered against impact, the City's role, deliverability, visibility and alignment with economic constraints	Which actions should be progressed first and which should be monitored or partner-led	Produced a compact implementation action plan rather than a long list of unfunded initiatives

Consultation themes that shaped the Plan

- Greater Geraldton should grow as a liveable, investment-ready regional capital.
- The strongest constraints are power, water, housing, industrial land, workforce, infrastructure investment, perception and approval complexity.
- The City should be clear about its role and should not try to duplicate the work of the Chamber, State agencies or regional development organisations.
- Local businesses want practical support, clearer pathways and better visibility of procurement, development and major project opportunities.
- Success should be measured through delivery, business confidence, improved readiness and visible progress on constraints, not just broad economic indicators.

How the Plan will be actioned

The Plan will be actioned through an embedded implementation model rather than a separate strategy process. Actions will be incorporated into branch planning, project reporting and partner engagement. Progress should be reviewed regularly and reported in a way that is practical for the City, transparent to Council and useful to business and industry.

Implementation principles

- Start with a small number of visible actions that build confidence quickly.
- Separate actions the City can deliver from actions that require advocacy or partner delivery.
- Use existing City processes wherever possible rather than creating new governance layers.
- Treat business communication as an economic development tool, not an afterthought.
- Review priorities annually so the Plan can respond to changing investment conditions.

Who will action the plan?

Group	Primary responsibility	Potential actions	Reporting / coordination
Customer and Business Engagement	Coordinate implementation, business-facing communication, the business barriers register and economic development reporting	Business Readiness Toolkit, business enquiry pathway, business barriers register, local business engagement, dashboard and annual report coordination	Monthly internal updates and quarterly progress reporting
Development Services / Planning	Lead planning-related readiness, development guidance and industrial land implementation links	Developer guide, pre-lodgement pathway, industrial land planning actions, planning scheme/policy inputs	Project-based updates to Executive and Council as required
Infrastructure / Asset / Technical teams	Provide input on infrastructure constraints, servicing issues and capital planning implications	Infrastructure constraints register, advocacy evidence, development servicing advice	Input to advocacy and project reporting
Communications and Vibrancy	Support public-facing business communication, destination marketing and promotion of tools and opportunities	Business guide design, web hub, QR codes, case studies, campaign support	Delivery milestones and web analytics
Executive / EMT	Provide oversight, resolve cross-directorate issues and confirm annual priorities	Annual priority review, escalation of major constraints, partner engagement and annual report oversight	Quarterly progress reporting
Council / Elected Members	Adopt the Plan, consider budget implications, champion advocacy priorities and review progress	Adoption, budget decisions, advocacy positions, policy changes	Formal Council reporting
External partners	Deliver or support actions that sit outside the City's control	Direct to MWDC, MWCCI, DevelopmentWA, RDA Midwest Gascoyne, State agencies, utilities, TAFE, GUC, Jobs and Skills Taskforce, tourism bodies and industry	Partner meetings, project-based collaboration and advocacy updates

When will the Plan be implemented?

The priority actions identified in this Plan will be sequenced over the four-year implementation period. Not all actions are intended to commence simultaneously, with annual priorities determined according to impact, City capacity, dependencies and changing economic conditions.

Phase	Timing	Implementation emphasis	Expected outputs
Phase One: Establish	Year one	Confirm governance, internal ownership, reporting foundations and priority actions	Adopt Plan; confirm internal leads; build investment enquiry and business barriers pathways; establish reporting templates
Phase Two: Deliver early tools	Years one - two	Produce visible business-facing outputs and simple reporting	Launch <i>Doing Business with the City</i> guide; draft developer guide; establish dashboard and separate constraints registers; confirm advocacy priorities
Phase Three: Embed	Years two - three	Integrate actions into normal City operations and partner engagement	Business toolkit expanded; investment information pack live; housing, workforce and infrastructure advocacy program active
Phase Four: Scale and review	Year four	Review impact, refresh priorities and scale effective actions	Annual report and review completed; updated action plan; evidence of improved enquiry handling, business participation and partner alignment



Investment-Ready Geraldton

Purpose: Make it easier for investors, developers and businesses to understand Greater Geraldton's opportunity, navigate the City and connect to the right information and people.

City Role: Lead, Enable, Facilitate.

Priority Actions:



Investment enquiry pathway

SCP: T1, T2; L2, L5

Develop a clear internal pathway for receiving, triaging, recording and referring investment and development enquiries. Include information requirements, response standards and escalation points. Review alignment with regional investment promotion initiatives such as Invest Mid West.

Key Partners: MWDC, Invest and Trade WA, State Government, utilities.



Investment information pack

SCP: T1, T2; L5

Prepare a concise digital pack with economic data, key sectors, precincts, infrastructure context, housing information, contacts and referral pathways.

Key Partners: MWDC, RDA, Tourism WA, Mid West Ports, utilities.

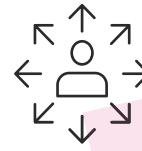


Investment readiness protocol

SCP: T1, T3; L2

Create an internal checklist for assessing strategic enquiries, including alignment, land needs, infrastructure dependencies, local benefits and referral requirements.

Key Partners: MWDC, State Government, utilities.



Major project engagement guideline

SCP: T1, T2, T3; L2, L5

Review existing City policies and procedures and, where a gap is confirmed, prepare a public-facing guideline explaining when proponents should engage with the City, what information they should provide, expected community engagement standards, how community benefits are considered and how enquiries are coordinated.

Key Partners: MWDC, State Government, major project proponents.



Housing and Accommodation for Growth

Purpose: Treat residential housing, worker accommodation and visitor accommodation as related but distinct forms of economic infrastructure needed to support population, workforce, investment and tourism growth. **City Role:** Lead, Advocate, Enable, Facilitate, Monitor..

Priority Actions:



Housing growth coordination

SCP: T3, T4; L2, L4

Maintain an internal view of housing development opportunities, constraints, land supply, servicing issues and proponent enquiries.

Key Partners: MWDC, State Government, developers, landowners, utilities.



Housing and worker accommodation advocacy brief

SCP: T3, T4; L4

Prepare an evidence-based advocacy brief on residential housing constraints, servicing costs, worker accommodation demand and enabling infrastructure needs.

Key Partners: MWDC, State Government, developers, Industry.

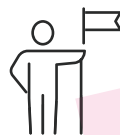


Worker accommodation coordination

SCP: T3, T4; L2, L4

Maintain intelligence on longer-term and temporary worker accommodation demand associated with major projects and regional growth. Clarify planning and referral pathways, identify cumulative pressures and support evidence-based advocacy without the City becoming the accommodation provider.

Key Partners: MWDC, State Government, project proponents, accommodation providers, developers, utilities.



Visitor accommodation investment pathway

SCP: T1, T5; L2, L5

Support visitor accommodation investment by clarifying suitable locations, planning pathways and market evidence for hotels, serviced apartments and other short-stay accommodation. Keep visitor demand and investment opportunities separate from worker accommodation requirements.

Key Partners: Tourism WA, MWDC, tourism bodies, landowners, investors, accommodation providers.



Industrial Land and Enabling Infrastructure

Purpose: Support industrial land readiness, infrastructure advocacy and strategic planning for energy-related, logistics, resources, manufacturing and trade-exposed growth.

City Role: Lead, Monitor.

Priority Actions:



Industrial Lands Study implementation

SCP: T2, T3; L2, L4

Progress implementation actions from the Industrial Lands Study, including planning framework updates, policy guidance and preferred location principles.

Key Partners: State Government, DPLH, WAPC, DevelopmentWA, landowners, proponents, MWDC.



Residential and industrial infrastructure constraints registers

SCP: T3, T4; L4

Create and maintain two linked but separate registers: one covering residential land, housing and worker accommodation constraints; and one covering industrial land and enabling infrastructure constraints. Record power, water, sewer, roads, digital, transport and other barriers against the relevant development type.

Key Partners: Utilities, State Government, MWDC, Mid West Ports, YSRC, Industry.

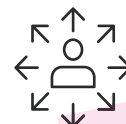


Priority infrastructure advocacy agenda

SCP: T2, T3, T4; L4

Develop a short list of priority infrastructure asks linked to economic outcomes, investment readiness, housing and industrial land activation, including the Oakajee Port and associated industrial land.

Key Partners: State and Federal Government, MWDC, RDA, utilities.



Major project and port interface monitoring

SCP: T2, T3; L4, L5

Monitor major projects, port growth, industrial proposals and related community impacts to inform advocacy, land use planning and business opportunity communication.

Key Partners: Mid West Ports, MWDC, Industry, State Government, YSRC.



Local Business, Supply Chains and Value Capture

Purpose: Help local businesses understand opportunities, navigate City processes, strengthen readiness, identify recurring barriers and retain more economic value in the region. **City Role:** Monitor, Advocate, Lead.

Priority Actions:



Business enquiry and referral pathway

SCP: T1, T2; L2, L5

Clarify how business enquiries are handled by the City and where businesses are referred for specialist advice, including Small Business Development Corporation, MWCCI, MWDC and other partners.

Key Partners: MWCCI, Small Business Development Corporation, MWDC, RDA.



Business barriers register

SCP: T1, T2; L2, L4, L6

Create a simple register of barriers raised through business enquiries, consultations, surveys and MWCCI input. Record recurring issues, identify responsibility and determine whether the matter requires City action, referral, partnership or advocacy.

Key Partners: MWCCI, Small Business Development Corporation, MWDC, Aboriginal organisations, City Centre activation supplier, local businesses.



Business Readiness Toolkit Series

SCP: T1, T2; L2, L5

Develop practical guides for businesses and developers, starting with Doing Business with the City, Starting and Growing a Business, and Developing in Greater Geraldton. Future guides may cover disaster continuity, advocacy, major projects and tourism/events.

Key Partners: MWCCI, Small Business Development Corporation, MWDC, Aboriginal organisations, City Centre activation supplier, local businesses.

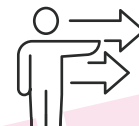


Local procurement visibility

SCP: T1, T2; L2, L5

Improve visibility of City procurement processes and supplier registration pathways so local businesses better understand how to compete. Promote Buy Local Gift Card Program.

Key Partners: MWCCI, MWDC, Small Business Development Corporation, Aboriginal organisations, Buy Local Program supplier, local businesses.

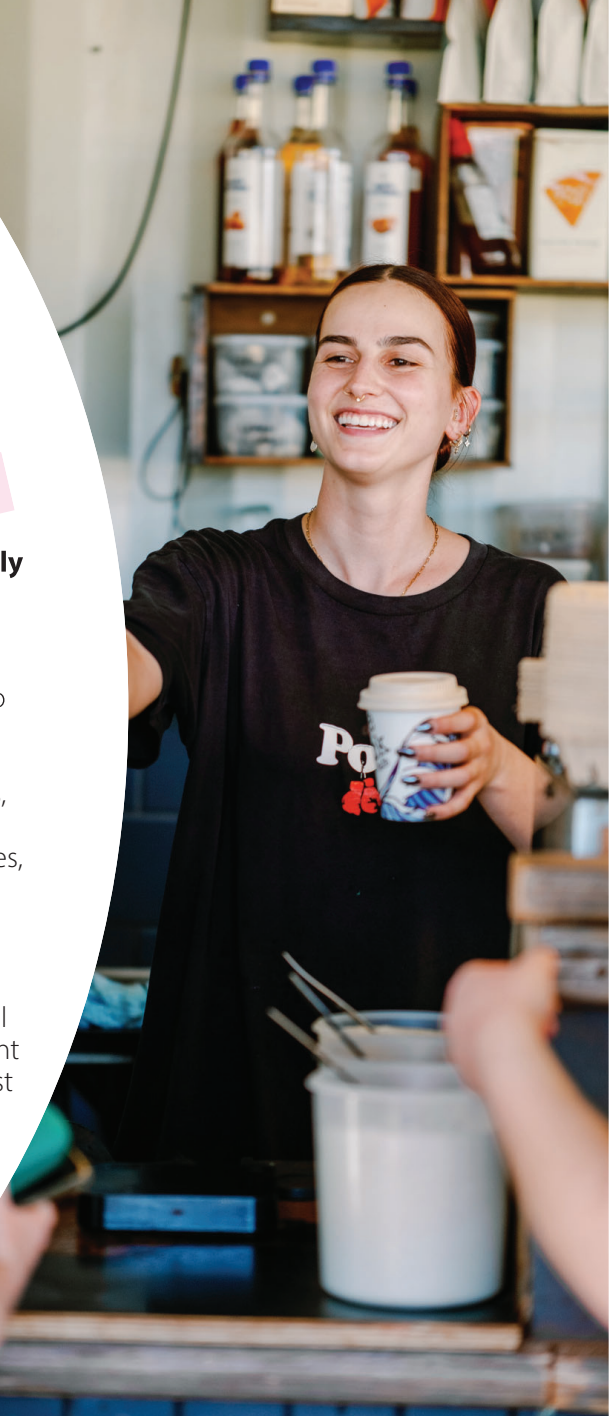


Major project supply chain readiness

SCP: T1, T2; L2

Work with partners to help local businesses prepare for major project opportunities, including capability statements, insurances, safety systems and tender readiness.

Key Partners: MWCCI, MWDC, Small Business Development Corporation, Mid West Ports, major project proponents.



FOCUS AREA 4

Local Business, Supply Chains and Value Capture (cont)

Purpose: Help local businesses understand opportunities, navigate City processes, strengthen readiness, identify recurring barriers and retain more economic value in the region. **City Role:** Lead, Advocate, Facilitate, Monitor.

Priority Actions:



Workforce intelligence and career visibility

SCP: T2, T3; L2, L4, L5

Contribute regional intelligence to the Jobs and Skills Taskforce and training partners; support liveability and attraction activity such as Make the Move; advocate for future skills and training requirements; and encourage industry-led career guides that explain emerging jobs, qualifications and local pathways.

Key Partners: DEWR Jobs and Skills Taskforce, TAFE, Geraldton Universities Centre, Jobs and Skills Centre, MWDC, Industry, major project proponents.



Assess participation in the Small Business Friendly Local Governments Initiative

SCP: T1, T2; L5

Review the benefits, commitments, resource implications and alignment of the WA Small Business Development Corporation's Small Business Friendly Local Governments Initiative and provide a recommendation on whether the City should participate.

Key Partners: Small Business Development Corporation, Council.



City Centre, Tourism and Destination Confidence

Purpose: Strengthen Geraldton's confidence, presentation and activity as a regional capital, visitor hub and place for investment. **City Role:** Facilitate, Monitor, Lead.

Priority Actions:



City centre activation and vibrancy alignment

SCP: T1, T5; L2, L5

Align economic development actions with city centre activation, place management and business engagement initiatives. Work with key partners to support significant developments through implementation of the City's Economic Development and Investment Attraction Policy.

Key Partners: Local businesses, landowners, City Centre activation supplier, tourism bodies, creative industries.



Visitor economy opportunity pathway

SCP: T1, T5; L2, L5

Work with tourism partners to clarify accommodation, cruise, events, Abrolhos, heritage, coastal and cultural experience opportunities.

Key Partners: Tourism WA, tourism bodies, MWDC, Mid West Ports, City Centre activation supplier, creative industries, accommodation providers, tour operators.



Geraldton confidence narrative

SCP: T1, T2, T5; L5

Develop a sharper economic narrative for Greater Geraldton that reflects existing growth and investment and its role as the principal regional centre and operating hub of the Midwest, while avoiding generic liveability messaging.

Key Partners: MWDC, MWCCI, YSRC, Industry, City Centre activation supplier.



Measures of Success

The Plan should be measured through a quarterly implementation dashboard and an annual economic development report to Council. The City should avoid relying only on broad economic indicators that are influenced by national and global conditions. Reporting should combine delivery measures, business and investor engagement, progress on constraints and advocacy, and relevant economic context.

Timeframe	Measure type	Example measures	Why it matters
First 12 months	Delivery and readiness	Plan adopted; action owners confirmed; investment pathway active; separate residential and industrial constraints registers established; business barriers register active; first three toolkit guides underway or published; dashboard and annual report framework established	Shows the Plan has moved from strategy to implementation
Years one - two	Business usefulness	Toolkit downloads/scans; business enquiries handled; barriers recorded and resolved or referred; supplier information sessions; developer enquiries supported; workforce intelligence and partner referrals made	Shows whether businesses are using the tools and pathways
Years three - four	Strategic progress	Advocacy briefs completed; residential and industrial constraints tracked separately; housing, worker and visitor accommodation opportunities progressed; industrial land actions advanced	Shows whether the City is influencing the constraints that matter
Longer-term indicators	Economic context	Jobs, GRP, business counts, unemployment, building approvals, housing supply, visitor economy indicators, port throughput and investment enquiries	Provides context but should not be the only measure of City performance

Governance, reporting and review

The Plan should be reviewed annually to confirm what has been delivered, what has changed, what should be carried forward and what should be removed. This review should directly inform the annual economic development reporting to the Executive and Council Members, and the priorities for the upcoming 12 months.

Governance model

- Internal coordination should be led by Customer and Business Engagement, with action owners identified across relevant branches.
- Executive oversight should occur quarterly to resolve cross-directorate issues and confirm priorities.
- Council should receive an annual economic development report, supported by periodic progress updates through existing reporting mechanisms.
- Partner engagement should occur through existing regional and industry relationships rather than creating a new committee unless a clear need emerges.

From Strategy to Delivery

This Plan is supported by a suite of implementation tools developed specifically to assist the City in delivering the actions contained within the Economic Development Plan 2026-2030.

These tools are intended for internal use and will assist officers to coordinate actions, track progress, manage business and investment enquiries, support advocacy activities and report on outcomes. Together, they provide the operational framework needed to translate the Plan's strategic priorities into measurable action.

The implementation tools include templates, registers, reporting frameworks, enquiry pathways and guidance materials that can be refined over time as priorities evolve and new opportunities emerge.

Developed with local insight

The Economic Development Plan 2026-2030 has been shaped by the collective knowledge of Elected Members, City officers, regional stakeholders and economic development partners. Its development drew on strategic planning documents, economic data, consultation findings and regional studies to ensure the Plan reflects Greater Geraldton's current strengths, opportunities and future aspirations.

City Strategies and Policies

Strategic Community Plan 2025-2035

Corporate Business Plan 2025-2029

Economic Development and Investment Attraction Policy

Customer and Business Engagement Operational Plan

Previous Economic Development Work

Geraldton – From a Local to Global Regional City (Curtin University Sustainability Policy Institute, Ferart Design and Parsons Brinckerhoff, 2011–2012)

Greater Geraldton Economic Development Strategy 2013-2023

Geraldton Jobs and Growth Plan 2020-2023

Geraldton City Centre Revitalisation Plan

Research, Data and Analysis

Greater Geraldton REMPLAN data

Geraldton Housing and Land Summary

Industrial Lands Study

Midwest industry, housing, tourism and port-related documentation

Stakeholder Input

Council, Executive and officer workshops

Key external stakeholder consultation workshops

Written submissions and feedback received during the Plan's development

