

## CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE

### MINUTES

7 April 2010

(REF: COMMITTEES-10720)

A meeting of the Chief Executive Officers Advisory Committee was held at the EMRC Administration Office, 226 Great Eastern Highway, Belmont on Wednesday 7 April 2010. The meeting commenced at **12:30 pm**.

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**6 PRESENTATIONS**

Nil

**7 ANNOUNCEMENT OF CONFIDENTIAL MATTERS FOR WHICH THE MEETING MAY BE CLOSED TO THE PUBLIC**

Nil

**8 BUSINESS NOT DEALT WITH FROM A PREVIOUS MEETING**

Nil



## **9 REPORTS OF OFFICERS**

### **9.1 REGIONAL BUSINESS CASE FOR BROADBAND INFRASTRUCTURE UPGRADES IN PERTH'S EASTERN REGION**

**REFERENCE: COMMITTEES-10710**

#### **PURPOSE OF REPORT**

To advise Council that the Regional Broadband Business Case has been submitted by the EMRC to the National Broadband Network Company and to inform Council of related advocacy activities.

#### **KEY ISSUES AND RECOMMENDATION(S)**

- On 7 April 2009, the Federal Government announced an initial investment of \$4.7 billion to establish the National Broadband Network Company Limited to build and operate a new super fast National Broadband Network.
- On 9 June 2009, the CEOAC recommended to Council that broadband infrastructure be included as a priority for regional advocacy with the aim of maximising opportunities that arise with the rollout of the National Broadband Network for Perth's Eastern Region.
- On 2 July 2009, at the invitation of the City of Swan, representatives from the EMRC and the City of Swan briefed Senator Stephen Conroy, Minister for Broadband, Communications and the Digital Economy on the broadband issues experienced by residents and businesses in Perth's Eastern Region, as identified in the blackspot survey undertaken by the EMRC in 2008. Senator Conroy encouraged the EMRC and its member Councils to submit a comprehensive Regional Business Case to support inclusion of Broadband Infrastructure upgrades in Perth's Eastern Region within the rollout of the National Broadband Network.
- The CEOAC at its 11 August 2009 meeting endorsed the EMRC developing a Regional Business Case in collaboration with member Council officers.
- In February 2010, clarification of the State Government's position on broadband infrastructure was sought in a letter sent to Premier Barnett. A response received 30 March 2010 from Premier Barnett stated his support for the submission and provided advice on the Department of Commerce's upcoming telecommunications needs assessment of both the metropolitan area and the regions. The EMRC is in liaison with the Department to ensure the Regional Business Case is given priority status in this assessment.
- It is anticipated that the EMRC will submit the Regional Business Case to the National Broadband Network Company Limited in April 2010.
- As priority locations for rollout of the National Broadband Network are negotiated jointly between the Federal and State governments, the EMRC has undertaken advocacy activities at political and departmental levels to promote the strategic importance of Perth's Eastern Region to the State. All local members across Perth's Eastern Region are aware of the Regional Business Case and have offered their support to this initiative.
- Future advocacy actions in relation to broadband will be guided by the EMRC Regional Advocacy Strategy which will include an ongoing campaign of monitoring progress and informing local members.

#### **Recommendation**

That the submission of the Regional Business Case for Broadband Infrastructure Upgrades Across Perth's Eastern Region be noted.

#### **SOURCE OF REPORT**

Director Regional Services  
Regional Development Coordinator



*Item 9.1 continued*

## **BACKGROUND**

In March 2007, the Economic Development Officers Group (EDOG) identified that difficulties accessing affordable high speed broadband were a barrier to growth of existing businesses and to the attraction of investment to Perth's Eastern Region.

In early 2008, EMRC coordinated a survey on behalf of member Councils. The survey pointed to black spot locations and identified infrastructure and cost barriers to accessing high speed broadband in these locations.

In September 2008, the EMRC delegation to Canberra discussed the report findings with Senator Stephen Conroy, Minister for Broadband, Communications and the Digital Economy. Further advocacy was deferred pending clarity of the Australian Government's direction for the National Broadband Network.

On 7 April 2009, the Federal Government announced an initial investment of \$4.7 billion into the establishment of a new company; National Broadband Network Company Limited (NBN Co Limited), to build and operate a new super fast National Broadband Network.

On 9 June 2009, CEOAC recommended to Council that broadband infrastructure be included as a priority for regional advocacy with the aim of maximising opportunities that arise with the rollout of the National Broadband Network for Perth's Eastern Region.

On a visit to Perth on 2 July 2009, Senator Stephen Conroy was again briefed on the broadband issues for Perth's Eastern Region by representatives from the EMRC and the City of Swan. Senator Conroy advised Councils to be proactive and invited the EMRC to submit a comprehensive Regional Business Case to the NBN Company to consider inclusion of the region in early roll out of high speed broadband through the NBN.

On 27 August 2009 Council resolved that:

*"EMRC COORDINATE THE DEVELOPMENT OF A REGIONAL BUSINESS CASE IN PARTNERSHIP WITH MEMBER COUNCIL OFFICERS, TO MAXIMISE OPPORTUNITIES IN PERTH'S EASTERN REGION THAT ARISE WITH THE ROLLOUT OF THE NEW NATIONAL BROADBAND NETWORK."*

## **REPORT**

### ***Regional Broadband Business Case***

It is anticipated that the Regional Broadband Business Case for Perth's Eastern Region will be submitted to the National Broadband Network Company Limited in April 2010.

The Regional Business Case presents the following argument:

- Western Australia - the economic importance, employment and population growth;
- Perth's Eastern Region - the economic importance, significant developments, employment, population growth, residential building approvals and level of disadvantage;
- High Speed Broadband to Perth's Eastern Region - the importance for existing and planned infrastructure in the areas of: transport, storage and logistics, education, health, waste management, energy management, telework and home based business, creative industries and as a tool to reduce social disadvantage;
- Existing Access to Broadband - the telecommunications infrastructure, internet speeds and type of internet connection); and
- Opportunities to Upgrade Broadband Services - areas that require access to high speed broadband and also offer significant economic and social benefits.



*Item 9.1 continued*

In accordance with advice received from Senator Conroy the business case addresses the following key elements:

- Economy - the importance of the Region to employment and economic activity;
- Demand - demonstration of high levels of need and demand for high speed Broadband;
- Equity - detailed information on the socio-economic profile of the region; and
- Infrastructure - an audit of broadband associated infrastructure across the Region.

Analysis of the four factors revealed the following priority areas across Perth's Eastern Region:

City of Swan

- Midland (Industrial, Commercial and Residential);
- Malaga (Industrial);
- Hazelmere, South Guildford (Industrial);
- Bullsbrook (Industrial and Residential); and
- Whiteman (Industrial).

Town of Bassendean

- Bassendean, Ashfield and Eden Hill (Residential, Commercial & Industrial)

City of Bayswater

- Morley (Commercial and Industrial)

City of Belmont

- Kewdale (Industrial);
- Belmont (Industrial, Commercial and Residential);
- Cloverdale (Residential); and
- Rivervale (Residential and Commercial).

Shire of Kalamunda

- Forrestfield (Industrial and Residential); and
- Kalamunda (Residential and Commercial).

Shire of Mundaring

- Mundaring (Residential and Commercial);
- Midvale (Industrial and Residential); and
- Swan View (Residential).

The complete Regional Business case comprises a document of approximately 350 pages. The document contains extensive and detailed information about the region and builds a convincing profile for why the region should be given priority status for rollout. Furthermore, it provides a strategic blueprint to support a detailed technical analysis that will be required to be undertaken by the Australian Broadband Company.



*Item 9.1 continued*

Given the extensive nature of the full Regional Broadband Case it was not practicable to include it with this report and only the executive summary is attached which outlines the key strategic issues and advantages for broadband rollout across Perth's Eastern region. Detailed technical maps were also developed and purchased under licence and thus cannot be made available publicly because of licensing agreement restriction placed by the service provider.

**Broadband Advocacy Activities**

As priority locations for rollout of the National Broadband Network are negotiated jointly between the Federal and State governments, the EMRC has undertaken advocacy activities at political and departmental levels to promote the strategic importance of Perth's Eastern Region to the State Government.

In February 2010, clarification of the State Government's position on broadband infrastructure was sought in a letter sent to Premier Barnett and the Treasurer. A response received 30 March 2010 from Premier Barnett stated his support for the submission and provided advice on the Department of Commerce's upcoming telecommunications needs assessment of both the metropolitan area and the regions.

The Department of Commerce has advised that preliminary meetings between State and Federal departmental officers to determine priority locations for broadband rollout occurred in March. Departmental officers have been briefed on the strategic importance of Perth's Eastern Region and have undertaken to assist in advocating the Region's business case in officer level negotiations.

Broadband issues have been included in advocacy briefings to State and Federal Members of Parliament serving Perth's Eastern Region. Strong interest in the subject has been shown and offers made to assist in advocating the regional business case.

Future advocacy actions in relation to broadband will be guided by the EMRC Regional Advocacy Strategy which will include an ongoing campaign of monitoring progress and informing local members.

**STRATEGIC/POLICY IMPLICATIONS**

Submission of the Regional Broadband Business Case for Perth's Eastern Region will contribute to Key Result Area 3 of the EMRC Strategic Plan for the Future, 2008/9-2013/14, specifically objectives;

- To facilitate increased investment in regional infrastructure;
- To facilitate regional economic development activities; and
- To market Perth's Eastern Region as an attractive investment destination.

**FINANCIAL IMPLICATIONS**

The Regional Business Case was prepared in-house. Customised maps showing the location of existing IT infrastructure in the region were purchased for use under license from a commercial company. \$9,314 was drawn for this purpose from Budget Item *Develop and Implement Lobbying and Advocacy Plan (73966/02)*.

**SUSTAINABILITY IMPLICATIONS**

Improvements in broadband infrastructure will provide affordable access and the internet speeds required for Perth's Eastern Region to be considered attractive for existing business to grow and for investment attraction.



*Item 9.1 continued*

## **MEMBER COUNCIL IMPLICATIONS**

<b>Member Council</b>	<b>Implication Details</b>
Town of Bassendean	The submission of the Regional Business Case for Broadband Infrastructure Upgrades Across Perth's Eastern Region to the National Broadband Network Company is anticipated to be lodged in April 2010 and ongoing advocacy and support from elected members and Chief Executive Officers may be required to ensure the case if progressed.
City of Bayswater	
City of Belmont	
Shire of Kalamunda	
Shire of Mundaring	
City of Swan	

## **ATTACHMENT(S)**

Regional Business Case for Broadband Infrastructure Upgrades Across Perth's Eastern Region – Executive Summary (Ref: Committees-10723)

## **VOTING REQUIREMENT**

Nil

## **RECOMMENDATION(S)**

The submission of the Regional Business Case for Broadband Infrastructure Upgrades Across Perth's Eastern Region to the National Broadband Network Company be noted.

The Regional Development Coordinator, gave a presentation outlining the Regional Business Case for Broadband Infrastructure Upgrades in Perth's Eastern Region highlighting the opportunities to upgrade broadband services and areas which require access to high speed broadband which would offer significant economic and social benefits. The presentation outlined the responses received from the business community survey regarding upload and download speeds.

The Chairman asked if the survey sample size was representative of the whole business population, and whether, the sample size was large enough in some Local Government areas to corroborate the findings that upload and download speeds in Perth Eastern Region were below National and State averages in the Local Government areas other than Bassendean.

The Regional Development Coordinator advised that the results from the survey were dependent on member Council Officers' networks with business community and whilst some of the response levels were low from some Local Government areas, the aggregated sample showed a general trend that broadband speeds were under performing across the region.

The Director Regional Services advised that the recommendation was for noting the broadband case and not for approval as the complete submission comprised of 350 pages with detailed technical mapping that was developed and purchased under license from a private company which limited the Eastern Metropolitan Regional Council's ability to publish or pass this information to third parties without incurring additional licensing fees.



*Item 9.1 continued*

The Chairman suggested that a deputation on the broadband case be given to Senator Conroy, Minister for Broadband, Communications and the Digital Economy. Mr Foley also requested that a presentation be given to member Councils at their respective strategy or briefing sessions. This request was supported by all Chief Executive Officers and the Chairman further requested that these presentations should be customised to give greater focus on the information relating to each member Council area.

Mr Foley recommended that an amended recommendation be put strengthening support for the Broadband Business Case to be strongly supported by all member Councils and lodged in April 2010.

The Chairman thanked The Regional Development Coordinator for an excellent presentation and the Eastern Metropolitan Regional Council for developing the Regional Broadband Business Case.

**CEOAC RECOMMENDATION(S)**

MOVED MR FOLEY

SECONDED MR JARVIS

That the submission of the Regional Business Case for Broadband Infrastructure Upgrades Across Perth's Eastern Region to the National Broadband Network Company be noted and strongly supported.

**CARRIED UNANIMOUSLY**

**COUNCIL RESOLUTION(S)**

MOVED CR POWELL

SECONDED CR PULE

THAT THE SUBMISSION OF THE REGIONAL BUSINESS CASE FOR BROADBAND INFRASTRUCTURE UPGRADES ACROSS PERTH'S EASTERN REGION TO THE NATIONAL BROADBAND NETWORK COMPANY BE NOTED AND STRONGLY SUPPORTED.

**CARRIED UNANIMOUSLY**

## Regional Business Case for Broadband Infrastructure Upgrades Across Perth's Eastern Region

### Executive Summary

The Eastern Metropolitan Regional Council (EMRC) is a regional local government constituted by the Western Australian Government to work on behalf of Bassendean, Bayswater, Belmont, Kalamunda, Mundaring and Swan local governments. The EMRC and its member Councils together service approximately 300,000 residents and administer one third of the Perth Metropolitan area.

The EMRC is the only constituted Regional Council of its type capable of regional service delivery. Functional portfolios delivered by the EMRC include not only waste management but regional development, environmental services and risk management.

Perth's Eastern Region covers 2,100 square kilometres. The Region extends from the edge of the Perth CBD, along the Swan River through urban residential, commercial and industrial areas, into the scenic Swan Valley and up to the forest and prime agricultural land of the Darling Range.

The role of the EMRC is to partner with member Councils and other stakeholders to facilitate strategies and projects that achieve sustainable outcomes such as economic and employment growth for the Region. Difficulties accessing affordable high speed broadband has been identified as a significant barrier to expansion of existing businesses; attraction of new investment to the Region and social inclusion of residents.

Preliminary scoping of the extent of the problem was undertaken by the EMRC through a survey of residents and businesses in the Region, administered in early 2008. The survey pointed to black spot locations and identified infrastructure and cost barriers to access in these locations.

In order to demonstrate the suitability of the Region for early rollout under the National Broadband Network the EMRC has developed a regional business case that identifies opportunities and benefits would accrue to the Region with the introduction of affordable high speed broadband.

In particular, this business case identifies four key elements:

- *Economy* - the importance of the Region for employment and economic activity;
- *Demand* - demonstration of high levels of demand for high speed broadband;
- *Equity* - detailed information on the socio-economic profile of the Region; and
- *Infrastructure* - an audit of broadband associated infrastructure across the Region.

### Economy

The nationally significant infrastructure and associated industries in Perth's Eastern Region positions it as a major contributor to the State and national economies. Perth's Eastern Region generates an estimated \$16,764 million<sup>1</sup> or 10.7% of Gross State Product<sup>2</sup>. Perth's Eastern Region is the major air, rail and road transport hub servicing

the passenger and freight demands of the State of Western Australia. Transport infrastructure includes the Perth Airport, Kewdale Intermodal Freight Terminal, Metropolitan Grain Centre and national railway and highways. Interstate highways connecting to this infrastructure include the Great Eastern (Perth-Adelaide) and Great Northern (Perth-Darwin) Highways and the Region is at the intersection for all major metropolitan road freight routes include Roe, Leach, Tonkin and Reid Highways.

The strategic significance of Perth's Eastern Region as a transport and industry hub for the State is recognised in the State's recently released *Directions 2031; Draft Spatial Framework for Perth and Peel Region*.<sup>3</sup> This guiding document for the future of Perth capital city and surrounds identifies three strategic centres in Perth's Eastern Region – Perth Airport, Midland and Morley. The Perth Airport centre is differentiated from the strategic city centres of Midland and Morley because of its primary focus on a specialised economic activity.

Perth Airport is the only strategic specialised centre of its kind in the entire Perth and Peel Region and provides a critical link in the Perth metropolitan Centres Network as it is a key driver of innovation and information exchange and generator of employment. The Perth Airport provides significant opportunities for the development of business synergies and agglomeration of like activities as outlined in the *Perth Airport Master Plan, 2009*<sup>4</sup>. Due to its specialised nature, the Perth Airport has a wider catchment than strategic city centres and will rely on a high level of access, particularly to public transport and communications, for effective operation.

Access to high speed broadband is essential for Perth's Eastern Region to maximise the economic and social benefits of the substantial investment by governments and private sector. Financial investment has been committed to the following new infrastructure developments.

### Significant Developments

The State of Western Australia is predicted to enter another economic boom underpinned by major resource sector projects such as the Gorgon Gas project and Oakajee mid west port and rail development. The resource sector of Western Australia also produces royalties that the Federal Government relies on to support the social needs of all Australians. In the macro context it should be noted that Perth's Eastern region is the industrial hub that provides the logistical support and the supply chain required by the resource sector to effectively function. Large multinational companies such as Westrac and Schenker Australia have their headquarters located in this region. Other notable developments occurring in this region are outlined as follows:

#### Transport & Logistics

- *Perth Airport* - \$2.4 billion is being invested in the airport site by Westralia Airports Corporation to consolidate domestic and international terminals and associated roads and facilities. The intrastate terminal will be operational by 2011.
- *Kewdale Intermodal Freight Terminal* - \$17.9 million is being invested by the State government and private sector to redevelop the site including power, water, sewerage, drainage and roads.

- *Forrestfield Container Depot* - \$14 million is being invested by Australia Western Railway Pty Ltd (AWR) to developing a container depot in Forrestfield for the transfer of freight containers between rail and road transport. It will include rail connections to the adjoining main rail lines for access for trains to and from the Eastern States.

### **Education**

- *Tertiary Education Campus* - Approximately \$200 million will be invested by Raffles Education Corporation to establish the Region's first university campus which will commence operation in 2011 servicing an estimated 5,000 students by 2021 through learning programmes linked to industry opportunities in design, commerce, nursing and education.
- *Governor Stirling Senior High School* - \$63 million is being invested by the State government to redevelop Governor Stirling Senior High School in Guildford, creating specialist centres in engineering and arts/media programmes.

### **Health**

- *Midland Health Campus* - \$360.2 million has been committed by the Federal and State governments to establish a state-of-the-art facility in Midland replacing the Swan Districts Hospital Campus.
- *Midland GP Super Clinic* - \$10 million has been committed by the Federal and State governments to establish a clinic for practicing GPs, practice nurses, nurse practitioners and a range of allied health professionals.
- *Private Health Precinct* - Planning is underway to develop a seven centre health research precinct located near the future Midland Health Campus.

### **Creative Industries**

- *Midland Atelier* - \$10.5 million is currently being sought to extend the existing Midland Atelier creative design facility.

### **Energy Management**

- *Perth Solar Cities* - \$73.5 million has been committed by industry, State and Federal governments to develop and monitor solar generation, energy efficiency and energy demand management initiatives delivered to approximately 106,000 residential households in Perth's Eastern Region from 2009 to 2013.

### **Waste Management**

- *Resource Recovery Facility* - between \$50 and \$100 million will be invested by the EMRC on behalf of its member Councils to develop a state-of-the-art Resource Recovery Facility and a Resource Recovery Park in Perth's Eastern Region.

### **Defence**

- *RAAF Base Pearce Redevelopment Stage One* - \$154 million will be invested by the Department of Defence to increase training output functions by replacing aging infrastructure and facilities to ensure the Base can support pilot training, as well as operational deployments and exercises.

## Importance of High Speed Broadband

### Transport & Logistics

- Support the use of transport related smart infrastructure such as Intelligent Traffic Systems (ITS).
- Allow Real-time Freight Management Systems that the transport industry requires to enable freight brokers to identify loads, vehicle locations, destination and load status through the use of mobile data networks.

### Education

- The new Raffles University will need high speed internet to deliver on site courses in disciplines requiring high speed access including; design, visual communications and commerce. Provision of online programs will require students in the Region to have access to high speed broadband in their homes.
- Enable innovative and flexible learning programs such as the Transforming Trade Training and Adaptive Learning Framework currently being utilised at Polytechnic West. To participate in these initiatives students need to be able to access high-speed broadband in the workplace and at home.

### Health

- Development of the Midland Health Campus, the Midland Super GP Clinic and the Raffles University in a geographic cluster provides Perth's Eastern Region with the opportunity to develop a Centre of Excellence in E-health servicing the Region and the Eastern Wheatbelt.

### Creative Industries

- Support current and future artisan enterprises to commercialise at the Midland Atelier creative design facility through a mix of optical fibre and an on-site wireless network

### Energy Management

- Facilitate data capture of solar and wind energy production at Demonstration Project sites for subsequent tracking and publication of solar effectiveness through the Perth Solar City project.

### Waste Management

- Facilitate information collection and sharing including waste collection and environmental monitoring data, waste volumes, recovery volumes, truck movements and transportation issues.
- Enable networked infrastructure to assist the EMRC to best manage the flow of waste to recovery.

### Teleworking

- Access to high speed broadband will enable a greater number of business services to be performed remotely with improved productivity of teleworkers.

## Opportunity to upgrade Broadband Services

Perth's Eastern Region offers a multitude of opportunities to upgrade broadband services by maximising existing infrastructure; leveraging significant developments that

are underway and; servicing proposed residential and industrial growth – the combined effect of which will contribute to a narrowing of the equity divide experienced by Perth's Eastern Region and increasing the productivity of its many large, medium and small enterprises servicing the Western Australian community.

The four elements of economy, demand, equity and infrastructure have been used to determine priority areas in Perth's Eastern Region that require access to high speed broadband and also offer significant economic and social benefits to communities of the Region. The priority areas are identified in Table 1.

## Demand

Areas of high population growth, high levels of industrial and residential development and a lack of existing affordable broadband services provide high demand for the roll out of affordable high speed broadband services. The increasing trend of teleworking and home based businesses together with the increase in residents of student age in the Region also creates high demand.

The population of Perth's Eastern Region grew by 2.4% during the twelve months ended 30 June 2008<sup>5</sup>. This exceeded population growth for the State (2.1%) and nation (1.5%) in the same period.<sup>6</sup> The Region is experiencing a steady growth in residential building approvals, a leading indicator of the general level of economic activity, employment and investment.

Overall 54.6% of households had no internet connection or relied on a dial up connection, and only 37.7% had broadband connectivity, compared with 50.8% and 41.1% respectively in the Perth Statistical Division.

Lack of detailed local internet download and upload speed data prompted the EMRC to conduct a speedtest survey of business and residents between December 2009 and January 2010. The survey found that, despite its close proximity to the Perth CBD, the Region (excluding the Town of Bassendean):

- experiences *both* download and upload speeds well below national and international levels; and
- Home-based business, businesses and households are unable to access high speed broadband.<sup>1</sup>

## Equity

Four of the six Councils in Perth's Eastern Region are amongst the State's ten most disadvantaged areas as identified by the 2006 Index of Relative Socio-Economic Disadvantage (SEIFA).<sup>7</sup> In addition, the Employment Vulnerability Index<sup>8</sup> rated 60.3% of Perth Eastern Region as Red Alert (high risk) or Amber Alert (medium risk); compared to the national study area which had only 42.5% of suburbs rated high or medium risk.

Demographic analysis shows that compared to the Perth Statistical Division, Perth's Eastern Region has:

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<sup>1</sup> Please note that the amount of publicity and overall awareness of the Survey in specific member Council areas will have influenced this result.

- A larger proportion of people who leave school at an early level (Year 10 or less) (36.9% compared to 32.5%) and a smaller proportion of people who complete Year 12 or equivalent (41.1% compared to 46.3%);
- A smaller proportion of high income households (those earning \$1,700 per week or more) (21.1% compared to 24.8%) but a similar proportion of low income households (those earning less than \$500 per week) (17.4% compared to 17.0%);
- A larger proportion of workers employed as Technicians and Trades Workers (17.0% compared to 15.8%), Clerical and Administrative Workers (16.5% compared to 15.8%), Labourers (10.8% compared to 9.7%), Machinery Operators and Drivers (8.1% compared to 6.2%) and less employed as Professionals (16.2% compared to 20.6%) or Managers (10.4% compared to 11.3%); and
- A significantly larger proportion of Indigenous Australians (2.3% compared to 1.5%).

Overall, Perth's Eastern Region experiences high levels of disadvantage; evidenced by relatively unskilled and vulnerable occupations, low educational attainment, low income levels, a high Indigenous population and high transport vulnerability.

Most of the enhanced existing services and new services enabled by affordable high speed broadband will result in lifestyle benefits for residents and the delivery of community services.<sup>9</sup> Therefore, it is essential that Perth's Eastern Region has access to high speed broadband to assist its communities to overcome high levels of disadvantage.

### Infrastructure

Given the high level of development in industrial and residential areas; and investment by the private sector and Federal and State governments, there are multiple opportunities for upgrading existing telecommunications to achieve significant economic and social benefits in Perth's Eastern Region which will provide significant flow on benefits for the State.

Access to existing broadband infrastructure and developments, both planned and underway, along with supporting infrastructure upgrades such as road and underground power; provide an opportunity to simultaneously roll out high speed broadband infrastructure.

A significant opportunity exists to leverage the Geraldton Regional Backbone Blackspots Program. Geraldton in Western Australia is one of six national priority regional blackspot locations in which the Australian Government is investing \$250 million through the National Broadband Network. The Geraldton Regional Backbone Blackspots Program offers an opportunity to upgrade High Speed Broadband Services to Perth's Eastern Region as the infrastructure will be routed through the Region.

The four elements of economy, demand, equity and infrastructure have been used to determine priority areas in Perth's Eastern Region that require access to high speed broadband and also offer significant economic and social benefits.

Based on this, the Broadband Blackspots that require significant broadband upgrades were identified, as outlined in Table 1.

**Table 1: Priority locations in Perth's Eastern Region for roll out of High Speed Broadband <sup>10</sup>**

Location	Economic	Demand	Equity	Infrastructure
<b>City of Swan</b>				
<b>Midland</b> (Industrial, Commercial & Residential)	<ul style="list-style-type: none"> <li>- Recognised by State as Strategic City Centre.</li> <li>- Strategic Location (Proximity to transport networks &amp; key industrial areas).</li> <li>- Existing Features (Midland Freight Line, Polytechnic West, Swan Health Service, Midland Atelier).</li> <li>- Future Developments (Freight Line Realignment, Health Campus, Super GP Clinic, University, Governor Stirling Senior High School).</li> </ul>	<ul style="list-style-type: none"> <li>- 7.33 people per hectare (2006).</li> <li>- High residential growth from 2001 to 2006 (3.23%).</li> <li>- Growth in 18-24 &amp; 50-69 year olds.</li> <li>- High percentage of households with no internet or a dial up connection (62.9%).</li> <li>- Low percentage of households with Broadband connection (25.05%).</li> <li>- High level of Business Growth &amp; Developments.</li> <li>- Existing services provide insufficient download &amp; upload speeds.</li> </ul>	<ul style="list-style-type: none"> <li>- Access to existing backhaul fibre is cost prohibitive.</li> <li>- Low percentage of residents working from home (4.1%).</li> <li>- High level of Disadvantage (SEIFA).</li> <li>- Medium/High Employment Vulnerability.</li> <li>- Low percentage residents attending University (2.2%).</li> <li>- High percentage of residents with no qualifications (54.0%).</li> <li>- Low percentage of residents with educational qualifications (27.9%)</li> <li>- High percentage of households with low income (27.3%)</li> <li>- Low percentage of households with high income (9.9%).</li> </ul>	<ul style="list-style-type: none"> <li>- Existing major backhaul fibre in Midland.</li> <li>- Major road upgrades planned or underway.</li> <li>- Major Land Use Developments underway.</li> </ul>
<b>Malaga</b> (Industrial)	<ul style="list-style-type: none"> <li>- Strategic Location (Proximity to transport networks &amp; key industrial areas).</li> <li>- Large employment centre (10,000 employees in 660 hectares).</li> <li>- Development potential.</li> </ul>	<ul style="list-style-type: none"> <li>- High Business Growth (Since establishment in mid 1980's business development has increased by an average of 58% a year).</li> <li>- Existing services provide insufficient download &amp; upload speeds.</li> </ul>	<ul style="list-style-type: none"> <li>- High Transport Vulnerability.</li> <li>- High level of disadvantage (SEIFA).</li> </ul>	<ul style="list-style-type: none"> <li>- Close proximity to existing major backhaul fibre.</li> <li>- Major road upgrades planned or underway.</li> </ul>

<b>Hazelmere/ South Guildford</b> (Industrial)	<ul style="list-style-type: none"> <li>- Identified as State priority for extension as existing Industrial Estate.</li> <li>- Strategic Location (Proximity to Transport networks, Airport, Midland. Kewdale &amp; Forrestfield).</li> </ul>	<ul style="list-style-type: none"> <li>- Existing services provide insufficient download &amp; upload speeds.</li> <li>- Limited access to ADSL &amp; Wireless.</li> <li>- High development potential.</li> </ul>	<ul style="list-style-type: none"> <li>- High level of disadvantage (SEIFA)</li> <li>- Medium/High Employment Vulnerability.</li> </ul>	<ul style="list-style-type: none"> <li>- Close proximity to existing major backhaul fibre in Midland &amp; Airport.</li> <li>- Access is cost prohibitive to small business.</li> </ul>
<b>Bullsbrook</b> (Industrial, Residential)	<ul style="list-style-type: none"> <li>- Identified as State priority for extension as existing Industrial Estate.</li> <li>- Strategic Location (Proximity to transport networks, RAAF Base).</li> </ul>	<ul style="list-style-type: none"> <li>- High residential growth from 2001 to 2006 (9.07%).</li> <li>- Growth in 5-11, 35-49 &amp; 60-69 Year olds.</li> <li>- High percentage of households with no internet or a dial up connection (73.2%).</li> <li>- Low percentage of households with Broadband connection (19.3%)</li> <li>- High percentage of residents working from home (6.6%).</li> </ul>	<ul style="list-style-type: none"> <li>- Low percentage of persons attending University (1.4%).</li> <li>- Medium/High Employment Vulnerability.</li> <li>- High Percentage with no qualifications (52.5%).</li> <li>- Low percentage of residents with educational qualifications (36.4%)</li> </ul>	<ul style="list-style-type: none"> <li>- Existing major backhaul through Bullsbrook.</li> <li>- Close proximity to proposed Fibre Backhaul to Geraldton.</li> </ul>
<b>Whiteman</b> (Industrial, Residential)	<ul style="list-style-type: none"> <li>- Identified as State priority Industrial Estate.</li> </ul>	<ul style="list-style-type: none"> <li>- High development potential.</li> <li>- Close Proximity to high growth residential areas.</li> </ul>	<ul style="list-style-type: none"> <li>- Close proximity to residential areas with High &amp; Medium/High Employment Vulnerability</li> </ul>	<ul style="list-style-type: none"> <li>- Close proximity to proposed Fibre Backhaul to Geraldton.</li> </ul>

<b>Town of Bassendean</b>				
<p><b>Bassendean/Ashfield &amp; Eden Hill</b> (Residential, Commercial &amp; Industrial)</p>	<ul style="list-style-type: none"> <li>- Recognised by State as a Regional Industrial Area (Bayswater/Bassendean) and a Regional Town Centre (Ashfield)</li> <li>- Strategic Location (Proximity to transport networks, Perth CBD &amp; Midland).</li> </ul>	<ul style="list-style-type: none"> <li>- 12.20 people per hectare (2006)</li> <li>- Growth in 50-59 &amp; 70-84 year olds.</li> <li>- High percentage of households with no internet or a dial up connection (57.1%).</li> <li>- Low percentage of households with Broadband connection (36.5%)</li> </ul>	<ul style="list-style-type: none"> <li>- Low percentage of persons attending University (3.1%).</li> <li>- Low percentage of residents working from home (3.1%).</li> <li>- Medium/High Employment Vulnerability. (Eden Hill)</li> <li>- Access to existing backhaul fibre is cost prohibitive.</li> <li>- High percentage of households with low income (21.4%)</li> <li>- Low percentage of households with high income (18.2%).</li> </ul>	<ul style="list-style-type: none"> <li>- Close proximity to existing major backhaul fibre.</li> <li>- Land Use Development planning underway. (Ashfield)</li> </ul>
<b>City of Bayswater</b>				
<p><b>Bayswater/Morley</b> (Industrial, Commercial, Residential)</p>	<ul style="list-style-type: none"> <li>- Recognised by State as Strategic City Centre (Morley), and Regional Industrial Areas (Bayswater/Bassendean).</li> <li>- Existing Features (Mercy Hospital, Centro Galleria).</li> <li>- Strategic Location (Proximity to transport networks, Perth CBD &amp; Midland).</li> <li>- Future Developments (Maylands Community Cultural Centre, Coventry Square Development).</li> </ul>	<ul style="list-style-type: none"> <li>- High development potential (Tonkin Park &amp; Former Cresco site).</li> <li>- 16.05 people per hectare (2006)</li> <li>- Growth in 50-59 &amp; 60-69 year olds.</li> <li>- High percentage of households with no internet or a dial up connection (56.1%).</li> <li>- Low percentage of households with Broadband connection (35.2%)</li> <li>- Limited access to ADSL &amp; Wireless in Industrial Areas.</li> <li>- Existing services provide insufficient download &amp; upload speeds.</li> </ul>	<ul style="list-style-type: none"> <li>- Low percentage of residents working from home (2.9%).</li> <li>- Medium/High Employment Vulnerability.</li> <li>- Access to existing backhaul fibre is cost prohibitive.</li> </ul>	<ul style="list-style-type: none"> <li>- Close proximity to existing major backhaul fibre.</li> <li>- Road upgrades planned or underway.</li> <li>- Underground Power roll out planned or underway.</li> <li>- Major Land Use developments underway.</li> </ul>

**City of Belmont**

<p><b>Kewdale/ Welshpool</b> (Industrial, Residential)</p>	<ul style="list-style-type: none"> <li>- Existing Features (Kewdale Intermodal Freight Terminal).</li> <li>- Future Developments (Freight Line Realignment, Perth Airport redevelopment).</li> <li>- Strategic Location (Transport networks, proximity to Perth Airport, Perth CBD).</li> </ul>	<ul style="list-style-type: none"> <li>- 6.67 people per hectare (2006).</li> <li>- Growth in 35-49 &amp; 70-84 year olds.</li> <li>- High percentage of households with no internet or a dial up connection (69.5%).</li> <li>- Low percentage of households with Broadband connection (23.2%)</li> <li>- Existing services provide insufficient download &amp; upload speeds.</li> </ul>	<ul style="list-style-type: none"> <li>- Low percentage of persons attending University (2.9%).</li> <li>- Medium/High Employment Vulnerability.</li> <li>- High percentage residents with no qualifications (53.1%).</li> <li>- Low percentage of residents working from home (2.9%).</li> <li>- High percentage of households with low income (22.2%).</li> <li>- Low percentage of households with high income (15.7%).</li> <li>- Access to existing backhaul fibre is cost prohibitive.</li> <li>- Medium/High Employment Vulnerability.</li> <li>- High Percentage residents with no qualifications (53.1%).</li> <li>- Low percentage of residents with educational qualifications (34.6%)</li> </ul>	<ul style="list-style-type: none"> <li>- Close proximity to existing major backhaul fibre.</li> <li>- Major land use developments underway.</li> </ul>
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<p><b>Belmont</b> (Industrial, Commercial &amp; Residential)</p>	<ul style="list-style-type: none"> <li>- Strategic Location (Close proximity to Perth Airport, Kewdale Intermodal Freight Terminal &amp; Perth CBD).</li> </ul>	<ul style="list-style-type: none"> <li>- 11.26 people per hectare.</li> <li>- Residential growth from 2001 to 2006 (2.9%).</li> <li>- Growth in 18-24 &amp; 50-59 year olds.</li> <li>- High percentage of households with no internet or a dial up connection (63.3%)</li> <li>- Low percentage of households with Broadband connection (27.5%)</li> </ul>	<ul style="list-style-type: none"> <li>- Low percentage of persons attending University (3.6%)</li> <li>- Low percentage of residents working from home (2.1%).</li> <li>- Medium/High Employment Vulnerability.</li> <li>- High percentage of residents with no qualifications (50.7%).</li> <li>- Low percentage of residents with educational qualifications (33.9%)</li> <li>- High percentage of households with low income (24.9%).</li> <li>- Low percentage of households with high income (13.2%).</li> <li>- Access to existing backhaul fibre is cost prohibitive.</li> </ul>	<ul style="list-style-type: none"> <li>- Major road upgrades planned or underway.</li> <li>- Close proximity to existing major backhaul fibre.</li> </ul>
<p><b>Cloverdale</b> (Residential)</p>	<ul style="list-style-type: none"> <li>- Strategic Location (Close proximity to Perth Airport, Kewdale Intermodal Freight Terminal &amp; Perth CBD).</li> </ul>	<ul style="list-style-type: none"> <li>- 15.40 people per hectare (2006).</li> <li>- High residential growth from 2001 to 2006 (7.72%).</li> <li>- Growth in 35-49 year olds.</li> <li>- High percentage of households with no internet or a dial up connection (69.5%).</li> <li>- Low percentage of households with Broadband connection. (27.5%)</li> </ul>	<ul style="list-style-type: none"> <li>- Low percentage of persons attending University (2.6%).</li> <li>- Low percentage of residents working from home (1.7%).</li> <li>- Medium/High Employment Vulnerability.</li> <li>- High percentage of residents with no qualifications (52.0%).</li> <li>- Low percentage of residents with educational qualifications (32.3%)</li> <li>- High percentage of households with low income (24.7%).</li> <li>- Low percentage of households with high income (13.3%).</li> </ul>	<ul style="list-style-type: none"> <li>- Close proximity to existing major backhaul fibre.</li> <li>- Road upgrades planned or underway.</li> </ul>

<p><b>Rivervale</b> (Residential, Commercial)</p>	<ul style="list-style-type: none"> <li>- Strategic Location (Close proximity to Perth Airport, Kewdale Intermodal Freight Terminal &amp; Perth CBD).</li> </ul>	<ul style="list-style-type: none"> <li>- 20.48 people per hectare (2006).</li> <li>- High residential growth from 2001 to 2006 (5.56%).</li> <li>- Growth in 18-24, 35-49 &amp; 50-59 year olds.</li> <li>- High percentage of households with no internet or a dial up connection (59.0%).</li> <li>- Low percentage of households with Broadband connection (29.1%).</li> </ul>	<ul style="list-style-type: none"> <li>- Low percentage of residents working from home (2.7%).</li> <li>- Medium/High Employment Vulnerability.</li> <li>- High percentage of residents with no qualifications (47.0%).</li> <li>- Low percentage of residents with educational qualifications (36.0%)</li> <li>- High percentage of households with low income (26.3%).</li> <li>- Low percentage of households with high income (16.8%).</li> </ul>	<ul style="list-style-type: none"> <li>- Close proximity to existing major backhaul fibre.</li> <li>- Road upgrades planned or underway.</li> </ul>
<b>Shire of Kalamunda</b>				
<p><b>Forrestfield</b> (Industrial, Residential)</p>	<ul style="list-style-type: none"> <li>- Existing Features (Forrestfield Metropolitan Grain Centre)</li> <li>- Future Developments (Forrestfield Container Depot).</li> <li>- Strategic Location (Close proximity to Perth Airport, Kewdale Intermodal Freight Terminal &amp; Hazelmere).</li> </ul>	<ul style="list-style-type: none"> <li>- 6.55 people per hectare (2006).</li> <li>- Residential growth from 2001 to 2006 (2.22%).</li> <li>- Growth in 50-59 &amp; 60-69 year olds.</li> <li>- High percentage of households with no internet or a dial up connection (54.0%).</li> <li>- High development potential.</li> </ul>	<ul style="list-style-type: none"> <li>- Low percentage of persons attending University (2.6%).</li> <li>- Low percentage of residents working from home (2.9%).</li> <li>- Medium/High Employment Vulnerability.</li> <li>- High percentage of residents with no qualifications (53.6%).</li> <li>- Low percentage of residents with educational qualifications (33.6%)</li> <li>- Low percentage of households with high income (19.0%).</li> <li>- Access to existing backhaul fibre is cost prohibitive.</li> </ul>	<ul style="list-style-type: none"> <li>- Close proximity to existing major backhaul fibre.</li> <li>- Major Land Use Developments underway.</li> </ul>

<p><b>Kalamunda</b> (Residential, Commercial)</p>		<ul style="list-style-type: none"> <li>- 6.11 people per hectare (2006).</li> <li>- Growth in 60-69 year olds.</li> <li>- High percentage of residents working from home (5.9%).</li> <li>- High percentage of residents with educational qualifications (47.6%).</li> </ul>	<ul style="list-style-type: none"> <li>- Low percentage of persons attending University (3.5%)</li> <li>- Low/ Medium Employment Vulnerability.</li> <li>- Existing services provide insufficient download &amp; upload speeds.</li> </ul>	
<p><b>Shire of Mundaring</b></p>				
<p><b>Mundaring</b> (Residential, Commercial)</p>	<ul style="list-style-type: none"> <li>- Strategic Location (Transport networks).</li> </ul>	<ul style="list-style-type: none"> <li>- Residential growth from 2001 to 2006 (1.84%).</li> <li>- Growth in 18-24&amp; 60-69 year olds.</li> <li>- High percentage of residents working from home (6.8%).</li> <li>- High percentage of residents with educational qualifications (43.3%).</li> </ul>	<ul style="list-style-type: none"> <li>- Low percentage of persons attending University (2.0%).</li> <li>- Low/ Medium Employment Vulnerability.</li> <li>- Access to existing backhaul fibre is cost prohibitive.</li> </ul>	<ul style="list-style-type: none"> <li>- Close proximity to existing major backhaul fibre.</li> </ul>
<p><b>Midvale –Bellevue</b> (Industrial, Residential)</p>	<ul style="list-style-type: none"> <li>- Strategic Location (Close proximity to Perth Airport, Kewdale Intermodal Freight Terminal &amp; Hazelmere).</li> </ul>	<ul style="list-style-type: none"> <li>- 5.64 people per hectare (2006).</li> <li>- Low percentage of households with Broadband connection (23.9%).</li> <li>- Existing services provide insufficient download &amp; upload speeds.</li> </ul>	<ul style="list-style-type: none"> <li>- Low percentage of persons attending University (1.5%).</li> <li>- Low percentage of residents working from home (1.0%).</li> <li>- High Employment Vulnerability.</li> <li>- High percentage of residents with no qualifications (59.0%).</li> <li>- Low percentage of residents with educational qualifications (24.6%)</li> <li>- Low percentage of households with high income (9.5.0%).</li> <li>- High percentage of households with low income (29.3%).</li> </ul>	<ul style="list-style-type: none"> <li>- Close proximity to existing major backhaul fibre.</li> </ul>

<p><b>Swanview</b> (Residential)</p>	<ul style="list-style-type: none"> <li>- Strategic Location (Close proximity to Perth Airport, Midland, Forrestfield &amp; Hazelmere).</li> </ul>	<ul style="list-style-type: none"> <li>- 8.86 people per hectare (2006).</li> <li>- Growth in 60-69 year olds.</li> <li>- High percentage of households with no internet or a dial up connection (56.7.0%).</li> <li>- Low percentage of households with Broadband connection (36.6%).</li> </ul>	<ul style="list-style-type: none"> <li>- Low percentage of persons attending University (2.2%).</li> <li>- Low percentage of residents working from home (2.9%).</li> <li>- Medium/High Employment Vulnerability.</li> <li>- High percentage of residents with no qualifications (52.0%).</li> <li>- Low percentage of residents with educational qualifications (36.9%)</li> </ul>	<ul style="list-style-type: none"> <li>- Close proximity to existing major backhaul fibre.</li> </ul>

<sup>1</sup> REMPLAN January 2010, Compelling Economics, Bendigo, Victoria

<sup>2</sup> Australian Bureau of Statistics, *Cat. No. 5220.0 - Australian National Accounts State Accounts 2008-09* (Reissue)

<sup>3</sup> Western Australian Planning Commission 2009, *Directions 2031: Draft Spatial Framework for Perth and Peel*, Western Australian Planning Commission, Perth

<sup>4</sup> Westralia Airports Corporation 2009, *Perth Airport Preliminary Draft Master Plan 2009*, Westralia Airports Corporation, Cloverdale, Western Australia

<sup>5</sup> Australian Bureau of Statistics, *Cat. No. 3235.0 - Population by Age and Sex, Regions of Australia*, 2007

<sup>6</sup> Australian Bureau of Statistics, *Cat. No. 3235.0 – Population by Age and Sex, Regions of Australia*, 2008

<sup>7</sup> Australian Bureau of Statistics, *Socio-Economic Indexes for Areas (SEIFA)*, 2006.

<sup>8</sup> Centre of Full Employment and Equity 2010, The University of Newcastle Australia, Callaghan, Melbourne, viewed 16 February 2010,

<sup>9</sup> Mal Bryce AO, *High Capacity Broadband: an Economic, Environmental and Social Imperative for 2009 A Discussion Paper February 2009*, Pg 20

<sup>10</sup> Australian Bureau of Statistics, *Socio-Economic Indexes for Areas (SEIFA)*, 2006.

Centre of Full Employment and Equity 2010, The University of Newcastle Australia, Callaghan, Melbourne, viewed 16 February 2010,

<[http://e1.newcastle.edu.au/coffee/indicators/job\\_loss\\_index/index.cfm](http://e1.newcastle.edu.au/coffee/indicators/job_loss_index/index.cfm)>

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Western Australia Planning Commission 2009, *Industrial Land Strategy: Perth and Peel (Draft - out for comment)*, Western Australian Planning Commission, Perth



## 9.2 DRAFT ENVIRONMENTAL SERVICES CONSULTING RATES 2010/2011

**REFERENCE: COMMITTEES-10676**

### PURPOSE OF REPORT

To provide Council Environmental Services consulting rates proposed for 2010/2011.

### KEY ISSUES AND RECOMMENDATION(S)

- The environmental consulting rates have evolved over time to meet the needs of the member Councils by providing a mix of rates based on the diversity of tasks and experience required to fulfil consulting activities.
- The rates have consistently been well below private sector consultancy rates (at least 50.00% less) and have only increased each year in accordance with CPI or marginally above CPI.
- In 2007, the proposed rates for 2007-2008 were assessed against actual costs for staff and a set percentage for overhead recovery (30.00%).
- The rates for 2009/2010 were reassessed against current costs in late 2008. This showed that costs could be maintained within a CPI-based increase of 4.35% - 5.52%, rounded to whole dollars for convenience.
- In 2010/2011 a less than 5% increase has been proposed with average increase of 4.48%.
- The proposed consulting rates will be used to develop the draft 2010/2011 budget.

#### **Recommendation(s)**

That the Draft Environmental Services Consulting Rates forming the attachment to this report be used for the development of the 2010/2011 draft budget and be referred to member Councils for consideration during the development of their 2010/2011 budgets.

### SOURCE OF REPORT

Director Regional Services  
Manager Environmental Services

### BACKGROUND

Environmental Services consulting rates are reviewed on an annual basis as part of the preparation of the annual budget.

The environmental consulting rates have evolved over time to meet the needs of the member Councils by providing a mix of rates based on the diversity of tasks and experience required to fulfil consulting activities. The rates have consistently been well below private sector consultancy rates (around 50.00% less) and have only increased each year in accordance with CPI or marginally above CPI (average 4.00% - 7.00% per year).

### REPORT

EMRC recognises the importance of maintaining reasonable charge out rates for member Councils to maintain the current levels of utilisation and to be in line with member Council budget expectations, as well as to provide a service that is competitive in the marketplace to benefit member Council

The proposed consulting rates for 2010/2011 are based around three levels of consultants in addition to Manager and Director. It is expected that most consulting activities would be undertaken by the Coordinators, Environmental Consultants and Project Officers in order to provide the best value for money proposition for member Councils.



*Item 9.2 continued*

Rates were reviewed in detail for 2007/2008, being measured against actual current staff and overhead costs to ensure that the rates proposed covered these costs whilst also meeting member Council expectations. This included the full cost to the EMRC of each staff member in each level of consultancy and included a standard allocation of 30.00% for overhead recovery. This resulted in increases of between 0.00% and 7.10% for member Council. External rates were raised by at least 30.00% to reflect higher commercial consulting rates.

A further detailed review took place in October 2008 to reassess current staff employment costs.

For 2009/2010, all Environmental Services charge out rates were increased by approximately the CPI (4.35% - 5.52%), rounded to the nearest whole dollar. Compared to rates for external clients, the member Council consulting rates represented a 55.00% - 60.00% discount, and the proposed EMRC rates a 41.00% - 55.00% discount.

Over the period 2009/2010 the EMRC Environmental Services team has provided external consulting services to the Town of Victoria Park, City of South Perth, the Shire of Broome and the Dieback Working Group amounting to approximately \$65,000 of revenue.

The proposed consulting rates will be used to develop the draft 2010/2011 budget project proposal which will then be presented to member Councils for consideration and approval. The EMRC Environmental Service is committed to aligning its consulting service and regional project delivery to meet member Council needs as the highest priority.

### **STRATEGIC/POLICY IMPLICATIONS**

Adoption of the consulting rates for the preparation of the draft 2010/2011 budget will contribute towards the EMRC Strategic Plan for the Future 2008/2009 to 2013/2014 objective 3.4 "To improve member Council and EMRC financial viability" and strategy 3.4.4 "Review consulting rates and training course fees".

### **FINANCIAL IMPLICATIONS**

The proposed rates will be used to develop detailed budgets and project plans for Environmental Service consulting activities.

### **SUSTAINABILITY IMPLICATIONS**

The rates being proposed for the EMRC and member Councils recognise the competing demands on budgets from other sources and have been designed to facilitate the achievement of a sustainable service delivery arrangement.

### **MEMBER COUNCIL IMPLICATIONS**

<b>Member Council</b>	<b>Implication Details</b>
Town of Bassendean City of Bayswater City of Belmont Shire of Kalamunda Shire of Mundaring City of Swan	The Draft Environmental Services Consulting Rates are used annually to assist with the formulation of budgets and for member Councils to be able to utilise EMRC Consultancy services as and when required.



*Item 9.2 continued*

ATTACHMENT(S)

Draft Environmental Services Consulting Rates 2010/2011 (Ref: Committees-10721)

VOTING REQUIREMENT

Simple Majority

**RECOMMENDATION(S)**

That the Draft Environmental Services Consulting Rates forming the attachment to this report be used for the development of the 2010/2011 draft budget and be referred to member Councils for consideration during the development of their 2010/2011 budgets.

**CEOAC RECOMMENDATION(S)**

MOVED MR FOLEY

SECONDED MR COLE

That the Draft Environmental Services Consulting Rates forming the attachment to this report be used for the development of the 2010/2011 draft budget and be referred to member Councils for consideration during the development of their 2010/2011 budgets.

**CARRIED UNANIMOUSLY**

**COUNCIL RESOLUTION(S)**

MOVED CR POWELL

SECONDED CR PULE

THAT THE DRAFT ENVIRONMENTAL SERVICES CONSULTING RATES FORMING THE ATTACHMENT TO THIS REPORT BE USED FOR THE DEVELOPMENT OF THE 2010/2011 DRAFT BUDGET AND BE REFERRED TO MEMBER COUNCILS FOR CONSIDERATION DURING THE DEVELOPMENT OF THEIR 2010/2011 BUDGETS.

**CARRIED UNANIMOUSLY**

## Draft Environmental Consulting Rates 2010/2011

	Prior Year Actuals					Proposed	
	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	% Change
<b><i>Member Council Consulting Fees</i></b>							
Consultant Director	\$78.00	\$80.00	\$85.00	\$88.00	\$92.00	\$96.00	4.35%
Consultant Manager	N/A	\$70.00	\$75.00	\$78.00	\$82.00	\$86.00	4.88%
Consultant Coordinator	\$58.00	N/A	\$65.00	\$68.00	\$71.00	\$74.00	4.23%
Consultant	\$56.00	\$58.00	\$58.00	\$60.00	\$63.00	\$66.00	4.76%
Project Officer	\$40.00	\$42.00	\$44.00	\$46.00	\$48.00	\$50.00	4.17%
<b><i>Other Organisations Consulting Fees</i></b>							
Consultant Director	\$110.00	\$115.00	\$150.00	\$165.00	\$174.00	\$182.00	4.60%
Consultant Manager	\$95.00	\$100.00	\$130.00	\$145.00	\$153.00	\$160.00	4.58%
Consultant Coordinator	\$95.00	N/A	\$130.00	\$145.00	\$153.00	\$160.00	4.58%
Consultant	\$85.00	\$90.00	\$120.00	\$132.00	\$139.00	\$145.00	4.32%
Project Officer	\$75.00	\$80.00	\$105.00	\$115.00	\$121.00	\$127.00	4.96%

\* Note : All Rates are exclusive of GST



### 9.3 EMRC REGIONAL TOURISM STRATEGY, 2010-2015

**REFERENCE: COMMITTEES-10699**

#### **PURPOSE OF REPORT**

To seek Council approval of the EMRC Regional Tourism Strategy that will guide regional tourism development activities delivered by the EMRC for the period 2010 to 2015.

#### **KEY ISSUES AND RECOMMENDATION(S)**

- Council approved a programme for EMRC officers to develop a Regional Tourism Strategy 2010 to 2015 (RTS) for Perth's Eastern Region at its meeting 11 August 2009.
- The RTS has been developed using the Destination Management Framework developed by the Sustainable Tourism Cooperative Research Centre. This Framework is recognised as best practice in achieving a sustainable tourism destination and recommends activities be balanced across the three components of destination marketing, destination development and destination management.
- The RTS was developed in partnership with Experience Perth, Tourism WA and a project steering group consisting of member Council tourism and economic development officers.
- The RTS reflects a rebalancing of effort by the EMRC to a broader focus beyond destination marketing, addressing destination development and management issues including advocacy, infrastructure investment and product development.
- The RTS is structured around seven key focus areas, each with associated objectives and prioritised actions. Implementation of the RTS will be facilitated by the EMRC with support of member Council officers through the Economic Development Officers Group. Membership of this Group will be broadened to include officers with tourism responsibilities.
- In 2010/11 financial year contributions from member Councils will remain at the current level. EMRC officers will develop costed action plans to present to member Councils for consideration in the 2011/12 budget development process.
- The EMRC Marketing and Tourism Working Advisory Party reviewed the RTS at its meeting held 18 March 2010.

#### **Recommendation**

That Council:

1. Approves the EMRC Regional Tourism Strategy 2010–2015.
2. Invites all member Councils to receive a presentation on the Regional Tourism Strategy.
3. Request a tour of the region be conducted to familiarise EMRC Councillors with the range of tourism product and to share ideas to address challenges member Councils have in product development.

#### **SOURCE OF REPORT**

Director Regional Services  
Tourism Project Coordinator

#### **BACKGROUND**

The EMRC has facilitated regional tourism development activities on behalf of member Councils since 1998. The EMRC approach to delivery of this role has been collaborative, partnering with member Councils; local, regional and state industry partners; and government to leverage funding and, more recently, sponsorship. The projects and initiatives delivered by the EMRC are those that deliver greatest benefit to the majority of member Councils. Activities have ranged from research and advocacy to promotion of events and trails. Some major achievements in recent years have included:



*Item 9.3 continued*

- Development, ongoing upgrade and maintenance of the destination promotion online tool [www.perthtourism.com.au](http://www.perthtourism.com.au). The regional tourism portal ranks on the first page of Google when "Perth Events" is searched, and averages 1000 visitors a month.
- Investigation into the potential of Cycle Tourism and progressive implementation of five priority regional projects – Mountain biking infrastructure, Tour de Perth, Regional Cycling Festival feasibility study, Regional Perth Bike Network (PBN) plan, and the cycle tourism marketing publication.
- Development of the Swan Helena Rivers Foreshore Recreation Path Development Plan; and
- Development and promotion of umbrella regional events including Avon Descent Family Fun Days and Perth's Autumn Festival. These regional event programmes bring significant funding to the region, including over \$270,000 of direct grant and sponsorship funding (based on 2009/10 financial year), and attract up to 23,000 attendees (2008 Brookfield Multiplex Avon Descent Event Research Report).

The EMRC Council approved the development of a Regional Tourism Strategy at its 11 August 2009 meeting. (Ref: Committees-9564)

## **REPORT**

This report outlines the process utilised in development of the Regional Tourism Strategy 2010-2015 and provides an overview of the key focus areas and associated objectives. The complete RTS document is shown at the attachment.

### **Development process**

The RTS was developed in accordance with the approved work programme and timeline. Following were the main stages in the process:

- Project Steering Group (PSG) formed, comprised of member Council tourism and economic development officers plus external partners Experience Perth and Tourism Western Australia.
- PSG members conducted Tourism Health Checks to identify the current level of tourism activity being undertaken by each Council. Areas of low activity contributed to the focus of workshops.
- The EMRC reviewed strategic and statistical reports of government and industry partners to ensure the Region's priorities aligned.
- Two externally facilitated full day workshops were held with the PSG in November 2009. Gap analysis identified opportunities that were then assessed in terms of attractiveness and likelihood of success.
- Further investigation was undertaken on the issues and opportunities prioritised through the workshops to develop key focus areas with associated objectives and actions.
- The draft RTS then underwent review and prioritisation by the PSG, to arrive at the final draft RTS; and
- Review of the RTS by the EMRC Marketing and Tourism Working Advisory Party.

The RTS has been developed using the Destination Management Framework developed by the Sustainable Tourism Cooperative Research Centre. This Framework is recognised as best practice in achieving a sustainable tourism destination and recommends activities be balanced across the three components of destination marketing, destination development and destination management.



*Item 9.3 continued*

The RTS reflects a rebalancing of effort by the EMRC to a broader focus beyond destination marketing to address destination development and management issues including advocacy, infrastructure investment and product development. The need for a similar rebalancing of effort has been recognised as a national issue in the National Long Term Tourism Strategy released in December (2009) and at a state level in the Tourism WA Tourism Development Priorities (2010).

The RTS has seven key focus areas and associated objectives, which align with the three components necessary for sustainable management of Perth's Eastern Region.

KEY FOCUS AREA (KFA)	OBJECTIVE	
<b>Destination Management</b>		
KFA 1 Advocacy and Governance	Obj 1a	To increase the level of investment in regional tourism priorities.
	Obj 1b	To effectively guide the implementation of the RTS.
KFA 2 Research	Obj 2	To inform the management, development and marketing of Perth's Eastern Region through reliable research.
<b>Destination Development</b>		
KFA 3 Land Use Planning	Obj 3	To improve local land use planning processes to enable sustainable tourism development.
KFA 4 Infrastructure	Obj 4a	To improve visitor access to and movement within the Region.
	Obj 4b	To secure increased investment in infrastructure that will facilitate development of tourism.
KFA 5 Product development	Obj 5	To develop product that will attract visitors to Perth's Eastern Region.
<b>Destination Marketing</b>		
KFA 6 Regional Event Programmes	Obj 6a	To consolidate and strengthen the promotion of Perth's Autumn Festival.
	Obj 6b	To strengthen partnerships and collaboration in the promotion of the Avon Descent and Family Fun Days.
KFA 7 Collaborative Marketing	Obj 7	To attract visitors to Perth's Eastern Region through collaborative regional marketing activities.

Implementation of the RTS will be facilitated by the EMRC with support of member Council officers through the Economic Development Officers Group. Membership of this Group will be broadened to include officers with tourism responsibilities.

Key performance indicators and review processes have been identified to ensure implementation is effective and the RTS is achieving its vision:

*"To create a vibrant, sustainable and quality tourism destination, which generates economic, environmental and social benefits for local communities, member Councils and visitors to Perth's Eastern Region".*



*Item 9.3 continued*

### **Marketing and Tourism Working Advisory Party (MaTWAP)**

The EMRC Marketing and Tourism Working Advisory Party at the 18 March 2010 meeting reviewed the draft RTS and made the following suggestions in relation to member Council adoption and engagement in its implementation.

- An informal briefing on the RTS is offered to all member Councils.
- Consideration is given to formalising the Marketing and Tourism Working Advisory Party as a Committee of Council.
- A tour of the region be conducted to familiarise EMRC Councillors with the range of tourism product and to share ideas to address challenges member Councils have in product development.

### **STRATEGIC/POLICY IMPLICATIONS**

The RTS will contribute to achievement of strategies under Key Result Areas 2 and 3 of the EMRC Strategic Plan for the Future 2009-13, specifically objectives;

- 2.1 To facilitate regional tourism activities and research;
- 2.2 To facilitate regional cultural and recreational activities;
- 3.1 To facilitate increased investment in regional infrastructure; and
- 3.3 To facilitate regional economic development activities.

### **FINANCIAL IMPLICATIONS**

The RTS has been undertaken in house by EMRC officers. Tourism WA provided \$5,000 matching funding to engage a consultant to facilitate workshops with the Project steering Group.

In 2010/11 the current tourism budget will be restructured to reflect the RTS. No additional contribution will be required from member Councils, beyond the existing financial contribution.

Detailed project plans and budgets to progress the RTS will be produced in 2010/11 and member Council contributions will be addressed through the existing annual budget development process commenced annually in October.

### **SUSTAINABILITY IMPLICATIONS**

The RTS has been developed using a sustainable framework which is underpinned by triple bottom line considerations.

### **MEMBER COUNCIL IMPLICATIONS**

<b>Member Council</b>	<b>Implication Details</b>
Town of Bassendean	} The Regional Tourism Strategy provides a strategic regional framework for member Councils to develop local tourism activities that align and leverage regional opportunities.
City of Bayswater	
City of Belmont	
Shire of Kalamunda	
Shire of Mundaring	
City of Swan	



*Item 9.3 continued*

ATTACHMENT(S)

Draft Regional Tourism Strategy 2010 – 2015 (Ref: Committees-10722)

VOTING REQUIREMENT

Simple Majority

**RECOMMENDATION(S)**

That Council:

1. Approves the EMRC Regional Tourism Strategy 2010–2015.
2. Invites all member Councils to receive a presentation on the Regional Tourism Strategy.
3. Request a tour of the region be conducted to familiarise EMRC Councillors with the range of tourism product and to share ideas to address challenges member Councils have in product development.

The Chairman stated that the EMRC should be congratulated as the Regional Tourism Strategy is another example of the high quality of work that is generated by the organisation.

The Chief Executive Officer of the EMRC stated that the Regional Tourism Strategy was developed within a budget of \$10,000 of which \$5,000 was a funding grant from Tourism WA.

The Chairman requested that a presentation on the Regional Tourism Strategy as suggested by the Marketing and Tourism Working Advisory Party was an excellent idea and a very good approach to keep member Councils engaged and informed about the work being undertaken by the EMRC.

**CEOAC RECOMMENDATION(S)**

MOVED MR FOLEY

SECONDED MS LEFANTE

That Council:

1. Approves the EMRC Regional Tourism Strategy 2010–2015.
2. Invites all member Councils to receive a presentation on the Regional Tourism Strategy.
3. Request a tour of the region be conducted to familiarise EMRC Councillors with the range of tourism product and to share ideas to address challenges member Councils have in product development.

**CARRIED UNANIMOUSLY**

**COUNCIL RESOLUTION(S)**

MOVED CR POWELL


SECONDED CR PULE

THAT COUNCIL:

1. APPROVES THE EMRC REGIONAL TOURISM STRATEGY 2010–2015.
2. INVITES ALL MEMBER COUNCILS TO RECEIVE A PRESENTATION ON THE REGIONAL TOURISM STRATEGY.
3. REQUEST A TOUR OF THE REGION BE CONDUCTED TO FAMILIARISE EMRC COUNCILLORS WITH THE RANGE OF TOURISM PRODUCT AND TO SHARE IDEAS TO ADDRESS CHALLENGES MEMBER COUNCILS HAVE IN PRODUCT DEVELOPMENT.

**CARRIED UNANIMOUSLY**



Advancing Perth's Eastern Region 



# Draft REGIONAL TOURISM STRATEGY 2010 – 2015

REF: Committees- 10717



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## EXECUTIVE SUMMARY

The tourism industry is of vital importance to Perth's Eastern Region. It creates significant economic, environmental and social benefits for the Region, member Councils and their communities.

The EMRC on behalf of its six member Councils, the Town of Bassendean, City of Bayswater, City of Belmont, Shire of Kalamunda, Shire of Mundaring and City of Swan, has been undertaking action to develop and promote the Region's tourism industry for over ten years, with a particular focus on destination marketing and regional event promotion. Key achievements have included:

- Development and distribution of trails and event marketing collateral,
- Investigation and implementation of Cycle Tourism initiatives,
- Establishment of a regional tourism online portal,
- PerthTourism.com.au. Perth's Autumn Festival, and
- Avon Descent Family Fun Days,

This Regional Tourism Strategy (RTS) seeks to provide a strategic framework that enables the EMRC and its member Councils to broaden focus and deliver achievements beyond destination marketing and regional events by addressing issues such as land use planning, infrastructure and product development.

The structure and approach to development of the RTS is based on the Local Destination Management Framework, developed by the Sustainable Tourism Cooperative Research Centre<sup>1</sup>. The Framework defines three interrelated components that must be progressed to achieve a sustainable tourism destination:

1. Destination Management:
2. Destination Development: and
3. Destination Marketing:

Using these three components of local destination management as an overarching guide, the following steps were taken in development of the Regional Tourism Strategy:

- Member Council officers conducted Tourism Health Checks<sup>2</sup> to identify the current level

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<sup>1</sup> Sustainable Tourism Cooperative Research Centre, (2006). *Achieving Sustainable Local Tourism Management*.

<sup>2</sup> Sustainable Tourism Cooperative Research Centre, (2009) *Local Government Pathways to Sustainable Tourism*.

of tourism activity being undertaken by each Council,

- Two externally facilitated workshops were held with member Council and industry stakeholders, and
- The EMRC reviewed current tourism strategies, case studies, benchmarks and statistical reports relevant to the Region.

The main direction from the RTS development process was to redress the imbalance that had developed, whereby 90% of EMRC tourism activities focused on destination marketing. This imbalance has also been recognised as a national issue in the National Long Term Tourism Strategy released in December 2009.

The RTS has seven key focus areas, and associated objectives, which align with the three components necessary for sustainable management of Perth's Eastern Region.

<b>KEY FOCUS AREA (KFA)</b>	<b>OBJECTIVE</b>	
<b>Destination Management</b>		
KFA 1 Advocacy and Governance	Obj 1a	To increase the level of investment in regional tourism priorities.
	Obj 1b	To effectively guide the implementation of the RTS.
KFA 2 Research	Obj 2	To inform the management, development and marketing of Perth's Eastern Region through reliable research.
<b>Destination Development</b>		
KFA 3 Land Use Planning	Obj 3	To improve local land use planning processes to enable sustainable tourism development.
KFA 4 Infrastructure	Obj 4a	To improve visitor access to and movement within the Region.
	Obj 4b	To secure increased investment in infrastructure that will facilitate development of tourism.
KFA 5 Product development	Obj 5	To develop product that will attract visitors to Perth's Eastern Region
<b>Destination Marketing</b>		
KFA 6 Regional Event Programmes	Obj 6a	To consolidate and strengthen the promotion of Perth's Autumn Festival
	Obj 6b	To strengthen partnerships and collaboration in the promotion of the Avon Descent and Family Fun Days.
KFA 7 Collaborative Marketing	Obj 7	To attract visitors to Perth's Eastern Region through collaborative regional marketing activities

Implementation of the RTS will be facilitated by the EMRC with the support of its member Councils and in collaboration with external stakeholders. Key performance indicators and review processes have been identified to ensure implementation is effective and the RTS is achieving its vision

*“To create a vibrant, sustainable and quality tourism destination, which generates economic, environmental and social benefits for local communities, member Councils and visitors to Perth’s Eastern Region”.*

## 1.0 INTRODUCTION

The tourism industry is vital to Perth's Eastern Region, creating employment and economic benefits, supporting regional development, providing recreational opportunities for local residents and communities, and is an essential element of the Region's identity.

Perth's Eastern Region is comprised of three tourism precincts:

- *Swan River*
- *Swan Valley*
- *Perth Hills*

The Region is strategically placed within the Perth Metropolitan area, with Perth's international and domestic airports, as well as major roads and rail infrastructure linking Perth to the rest of Western Australia and Australia.

### 1.1 Tourism Value

Unlike other industries, tourism is not defined by its outputs, but by the market it serves. A bus trip purchased in any other circumstance is part of the transport industry; however a bus trip purchased by a tourist is a component of the tourist's experience, and therefore the tourism industry. Given the atypical nature of the industry, its economic value is often overlooked for more tangible industries.

In 2007/08 the Western Australian tourism industry:

- *Contributed **\$7.31 billion** (by Gross State Product) to the WA economy.*
- *Directly employed 47,100 people, and contributed indirectly to a further 35,430: making a total of **82,530 people** in WA employed in the tourism industry.*
- *Contributed 2.1% to the total WA economy by Gross Value Added, and indirectly a further 2.2%: making **4.3% in GVA contribution**.<sup>3</sup>*

To give the impact of these numbers some perspective, the Australian tourism industry employs 1 in 12 Australians<sup>4</sup>, and contributes more to the Gross Value Added (GVA) than the sectors of *Electricity, gas and water supply* or *Agriculture, forestry and fishing*<sup>5</sup>.

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<sup>3</sup> Sustainable Tourism Cooperative Research Centre, (2009). *The Economic Contribution of Tourism to Western Australia 2007-2008*.

<sup>4</sup> Australian Government Department of Resources, Energy and Tourism, (2009). *National Long-Term Tourism Strategy*.

<sup>5</sup> Tourism Research Australia, (2009). *Tourism's Contribution to the Australian Economy 2007-2008*.

## **2.1 Tourism and Perth's Eastern Region**

The Eastern Metropolitan Regional Council (EMRC) has supported its member Councils and industry stakeholders to achieve tourism outcomes since 1998. The EMRC's mission is to partner with member Councils and other stakeholders to facilitate strategies and actions for the benefit and sustainability of Perth's Eastern Region. Tourism is identified as a priority industry in EMRC's Strategic Plan for the Future 2008/09 to 2013/14, which includes the strategy "to facilitate regional tourism activities and research"<sup>6</sup>. Tourism is also progressed through related EMRC strategies including the Regional Advocacy Strategy (RAS), the Regional Integrated Transport Strategy (RITS) and the Regional Economic Development Strategy (REDS).

The EMRC's regional tourism activities have ranged from investigating the feasibility of developing a sector (e.g. Cycle Tourism); coordinating implementation of a regional event promotion campaign (e.g. Avon Descent Family Fun Days) through to production of marketing collateral (e.g. PerthTourism portal).

The three tourism precincts within Perth's Eastern Region are at different stages in the tourism product development lifecycle. Therefore, progressing regional priorities identified in the RTS, such as infrastructure and product development, will require tailoring to the circumstances of each precinct.

## **2.0 AIM**

The aim of the Regional Tourism Strategy 2010-2015 is to guide the Eastern Metropolitan Regional Council in its facilitation of regional tourism activities as agreed by member Councils for the period 2010 to 2015.

## **3.0 VISION**

To create a vibrant, sustainable and quality tourism destination, which generates economic, environmental and social benefits for local communities, member Councils and visitors to Perth's Eastern Region.

## **4.0 LOCAL DESTINATION MANAGEMENT FRAMEWORK**

The development of the Regional Tourism Strategy draws upon the Sustainable Tourism Cooperative Research Centre's Local Government Pathways to Sustainable Tourism program<sup>7</sup>. In particular, the structure and approach of the RTS has been based on the Local Destination

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<sup>6</sup> Eastern Metropolitan Regional Council, (2008). *Strategic Plan for the Future 2008/09 – 2013/14*.

<sup>7</sup> Sustainable Tourism Cooperative Research Centre, (2009) *Local Government Pathways to Sustainable Tourism*.

Management Framework<sup>8</sup> (the Framework). Please refer to Appendix one for the complete Framework. The Framework defines three components of destination management:

1. Destination Development: The pursuit of a type, style and level of tourism that contributes to the social, cultural, political and environmental sustainability of a place to live, to work and to visit,
2. Destination Marketing: The promotion of tourism both within and outside a destination to attract and influence visitors, and
3. Destination Management: The pursuit of strategies and practices that promote balanced, sustainable administration and management of the destination.

The RTS has seven key focus areas which align with the above components.

**Destination Management**

- |       |                         |
|-------|-------------------------|
| KFA 1 | Advocacy and Governance |
| KFA 2 | Research                |

**Destination Development**

- |       |                     |
|-------|---------------------|
| KFA 3 | Land Use Planning   |
| KFA 4 | Infrastructure      |
| KFA 5 | Product development |

**Destination Marketing**

- |       |                           |
|-------|---------------------------|
| KFA 6 | Regional Event Programmes |
| KFA 7 | Collaborative Marketing   |

## 5.0 METHODOLOGY

The RTS Project Steering Group was formed to guide development of the RTS and ensure priorities complemented those of member Councils and partners. One officer from each member Council participated on the RTS Project Steering Group and contributed a broad range of knowledge and experience. The CEO of Experience Perth and the Tourism WA Regional Manager also provided valuable input.

The Project Steering Group undertook the following activities under the guidance of a tourism consultant appointed by the EMRC with financial support from Tourism WA:

- In preparation for the workshops member Council officers conducted Tourism Health Checks<sup>9</sup> to identify the current level of tourism activity being undertaken by each Council. The areas of low activity that surfaced through this process provided valuable input and focus for the workshops.

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<sup>8</sup> Sustainable Tourism Cooperative Research Centre, (2006). *Achieving Sustainable Local Tourism Management*.

<sup>9</sup> Sustainable Tourism Cooperative Research Centre, (2009) *Local Government Pathways to Sustainable Tourism*.

- The EMRC reviewed current tourism strategies and statistical reports relevant to the Region to inform discussion in the workshops.
- Two externally facilitated workshops were held in November 2009. Workshop participants undertook a gap analysis and visioning process. (refer to Appendix three for the PESTLE and SWOT analysis outcomes).
- Opportunities and enablers were then identified to bridge the gap and actions were noted that would help achieve the desired future situation. Opportunities were assessed in terms of the level of attractiveness and the chances of success.
- The actions were summarised from the Gap analysis, discussed by the group and assessed for relative priority.

During the course of developing the RTS two new strategies were released – the draft Tourism WA Experience Perth Tourism Development Priorities<sup>10</sup> and the National Long Term Tourism Strategy<sup>11</sup>. These two reports outline strategic priorities for attention and resourcing at a State and Federal level. These strategies were reviewed to ensure alignment of the Region's priorities with those at State and Federal levels.

Following the workshops, further investigation was undertaken on the key focus areas. This investigation specified the issue, identified past activities, and sourced relevant reports, case studies and benchmarks. This investigation assisted in the drafting of objectives and actions for the key focus areas. The report then underwent review and prioritisation by the project steering group, to arrive at the final RTS. The valuable outputs of the workshops and have been provided to member Council to inform local actions and strategy development.

## 6.0 TIMEFRAMES

A timeframe and level of priority is identified for each action. These identified timeframes and priority levels should be considered indicative only and should not hinder an action of low priority or long-term timeframe being undertaken if an opportunity should arise.

Timeframe	Actions to be completed	Priority	
Short term	2010 - 2011	High	Of high importance, needs a strong proactive approach, opportunities should be created
Medium term	2011 - 2013	Medium	Of medium importance, opportunities should be sought out.
Long term	2013 - 2015		
Ongoing	Throughout the implementation of the RTS.	Low	Of low importance, opportunities should be undertaken as they arise.

<sup>10</sup> Tourism Western Australia, (2009). *Tourism Development Priorities Experience Perth*.

<sup>11</sup> Australian Government Department of Resources, Energy and Tourism, (2009). *National Long-Term Tourism Strategy*.

## **7.0 KEY FOCUS AREAS**

### **7.1 DESTINATION MANAGEMENT**

#### **7.1.1 Key Focus Area One: Advocacy and Governance**

Implementation of the RTS requires a continued collaborative approach by the Precincts and the Region and strengthened partnerships with government and industry stakeholders to progress shared priorities. Some examples are identified below.

- When actions need to occur at State or Federal government levels, persistent advocacy is required to keep these actions in the foreground. For example, issues of land use planning cannot be addressed without policy changes by the WA Planning Commission.
- When projects extend beyond the Region's boundaries, collaboration is required. For example, as river foreshore trails do not end at Council boundaries, connectivity needs to be addressed in partnership with the other 17 River Councils with foreshore responsibilities.
- When representing the Region, open communication with member Council officers is required to ensure comment is informed. For the EMRC to effectively seek opportunities for the Region, member Councils must keep the EMRC informed of the status of local projects and priorities.

Advocacy is a tool to influence the political, social and economic environment with the aim of maximising benefits for member Councils and their communities. Prior to development of the EMRC Regional Advocacy Strategy<sup>12</sup>, tourism advocacy was undertaken by making regional submissions in response to external stakeholder policy and programme changes. For example, the Tourism WA review of Tourism Development Priorities. To give impetus to the Region's advocacy activities, the EMRC developed the Regional Advocacy Strategy, which outlines the regional issues faced by member Councils, the desired outcomes, target audiences and key messages to address these issues. Within the tourism context, the overarching aim of advocacy is to attract an increased share of investment or influence a policy change to benefit regional tourism priorities, through direct funding or by creating an environment for growth.

Communication between the EMRC and its member Council officers has historically occurred on a project-by-project basis. Whilst this approach is effective for the planning and review of annual marketing and event activities, the RTS key focus areas will require increased and ongoing

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<sup>12</sup> Eastern Metropolitan Regional Council, (2009). *Regional Advocacy Strategy*.

communication at a strategic rather than operational level. The current Visitor Servicing Regional Advisory Group (VSRAG) does not have the breadth of scope and representation to perform this function. At the elected level, the Marketing and Tourism Working Advisory Party (MaTWAP) was established in 2008 to bring issues of strategic importance to the attention of the Council.

Expansion of the member Council representation on the existing Economic Development Officers Group has been identified as the most efficient and effective means of gathering member Council officer input to strategic tourism development issues.

Officers responsible for tourism within member Councils are subject experts in one or more sectors including economic development, marketing, recreation services and events. Invariably when projects are spread across diverse industries, keeping up with the influx of communication can be impractical and the need for communication sharing arises. To assist member Council officers in keeping abreast of tourism developments, the EMRC acts as a communication conduit, monitoring the external tourism communications, and advising officers of significant tourism developments.

Member Councils, not the EMRC, are the direct point of contact with tourism operators and local tourism organisations. The role of the EMRC is to support member Councils to progress issues effecting industry that are of a regional scale. This delineation of roles avoids duplication and reduces confusion for operators by maintaining a single line of communication and single point of contact with Local Government. In practice, it requires Council officers to actively communicate with and participate in activities that interface with the industry such as research and product development.

Objective 1a	To increase the level of investment in regional tourism priorities.	
	Defined:	Advocacy activities that progress the implementation of RTS actions.
	Actions:	1.1, 1.2, 1.3, 1.4, 1.5
	Process KPI	Progress of relevant advocacy activities including letters, media, submissions, briefings and responses.
	Result KPI	Increased funding to the Region
Objective 1b	To effectively guide the implementation of the RTS.	
	Defined:	An effectively operating advisory group with strong communication.
	Actions:	1.6, 1.7, 1.8
	Process KPI	Regularity and attendance at meetings.
	Result KPI	Number of actions progressed from meetings

	<b>Action</b>	<b>Timeframe</b>	<b>Priority</b>
<b>1.1</b>	Integrate regional tourism priorities into the EMRC Regional Advocacy Strategy.	Short	High
<b>1.2</b>	Implement and monitor progress of advocacy on regional tourism priorities.	Ongoing	Medium
<b>1.3</b>	Develop submissions to influence State and Federal government policy and program directions.	Ongoing	High
<b>1.4</b>	Collaborate with relevant regional networks and peak bodies to influence outcomes beneficial to Perth's Eastern Region.	Ongoing	High
<b>1.5</b>	Represent and promote the interests of Perth's Eastern Region at key conferences, meetings and other forums.	Ongoing	Medium
<b>1.6</b>	Monitor government and industry directions and developments and communicate significant opportunities to member Councils..	Ongoing	High
<b>1.7</b>	Facilitate a regular meeting of relevant member Council officers.	Ongoing	Medium

### 7.1.2 Key Focus Area Two: Research

The tourism sector is susceptible to over reliance on unsubstantiated personal perspectives and anecdotal experiences of visitor expectations and product requirements. Information can be fragmented or contradictory across different sources and is difficult to compile into a meaningful business case. Research provides valuable information for planning and decision making. However the current research can be difficult to apply due to issues such as:

- Ongoing research is conducted at a national and state level, specifically the International and National Visitors Surveys (IVS and NVS). The ability at a sub-regional level to make reliable decisions is low due to the small sample size of the IVS and NVS. Tourism Research Australia has acknowledged there are issues with the NVS, particularly with estimates of interstate visitation.
- At a local level, research is infrequent with methodology issues such as a small sample size – a reflection of budget constraints.
- The day trip market can be overlooked compared to research on tourists (visitors who stay for 1 night or more), due to the national measurement of day tripper requiring that a person undertake a journey of 50km or more for a period of greater than four hours. The proximity of Perth's Eastern Region underestimates day tripper visitation for this reason.

Research undertaken by Councils in Perth's Eastern Region has focused on understanding consumer demographics, expectations, motivations, satisfaction, expenditure and marketing effectiveness. In 2008, the EMRC conducted economic impact research at regional event programmes<sup>13,14</sup> using the ENCORE<sup>15</sup> research tool developed by the Sustainable Tourism Cooperative Research Centre (STCRC). Member Councils have partnered with TourismWA to undertake consumer research in tourism precincts, including the 2007 Perth Hills Visitation Study<sup>16</sup> and the 2006 and 2009 Swan Valley Better Business Blitz Visitor Research<sup>17,18</sup> on the day trip market.

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<sup>13</sup> Eastern Metropolitan Regional Council, (2008). *Brookfield Multiplex Avon Descent Event Research Report*.

<sup>14</sup> Edith Cowan University, (2008). *Perth's Autumn Festival 2008*.

<sup>15</sup> Sustainable Tourism Cooperative Research Centre, (2005). *ENCORE Festival and Event Evaluation Kit*.

<sup>16</sup> Patterson Market Research, (2007). *Visitors to the Perth Hills*.

<sup>17</sup> Tourism Western Australia, (2006). *Swan Valley Better Business Blitz Research*.

<sup>18</sup> Tourism Western Australia, (2009). *Swan Valley Better Business Blitz Research*.

Research is principally the role of industry and other spheres of government. The role of Local government is to advocate for collaboration required to deliver research at a precinct and regional level. Member Councils are seeking to collaborate in the scoping and conduct of regional research by pooling limited funds and sharing administrative costs. Through collaboration a reliable sample size can be achieved, with the additional benefit of identifying synergies for implementing research findings.

Consumer research conducted at the precinct level has proven valuable for informing marketing activities. Going forward, the focus for regional research is to inform destination development, including obtaining information for making strategic decisions on issues and opportunities, informing business cases, and supporting advocacy and funding bids. An example of research required under the key focus area of Infrastructure could include researching possible solutions for transport to and between trails in the Perth Hills.

The National Long Term Tourism Strategy identifies a requirement to “evaluate the extent to which existing regional/destination data meet the needs of tourism operators, investors and policy makers”<sup>19</sup> by April 2010. Opportunities will be sought to provide input on the data needs of the Region to this national evaluation and to apply relevant research approaches.

Objective 2	To inform the management, development and marketing of Perth’s Eastern Region through reliable research.	
	Defined:	Providing research to support evidence based decisions
	Actions:	2.1, 2.2, 2.3, 2.4, 2.5, 2.6
	Process KPI	Progress of relevant advocacy activities including letters, media, submissions, briefings and responses.
	Result KPI	Number of instances of research being applied including Council items, business cases and submissions.

	Action	Timeframe	Priority
2.1	Advocate for inclusion of Perth’s Eastern Region in the evaluation of regional/destination data needs to be undertaken through the National Long Term Tourism Strategy.	Short	High
2.2	Conduct an audit of current research activities impacting	Short	Medium

<sup>19</sup> Australian Government Department of Resources, Energy and Tourism, (2009). *National Long-Term Tourism Strategy Work Plan*, p5.

	Perth's Eastern Region.		
<b>2.3</b>	Identify information needed to inform decision making by member Councils.	Medium	High
<b>2.4</b>	Create a regional research agenda.	Medium	High
<b>2.5</b>	Facilitate the implementation of the regional research agenda in partnership with government and industry.	Medium	Medium
<b>2.6</b>	Monitor the usage of EMRC research by member Councils to determine focus and cost benefit of research going forward.	Long	Medium

## 7.2 DESTINATION DEVELOPMENT

### 7.2.1 Key Focus Area Three: Land Use Planning

Planning, specifically the allocation of land to enable future tourism developments, is required for the continued development of Perth's Eastern Region as a sustainable tourism destination. A planning and regulatory environment that encourages investment in tourism development is essential. For example, land zoned for tourism can leverage the investment attraction activities proposed in the National Long Term Tourism Strategy and undertaken by Tourism WA and other state government agencies.

Examples of land use planning challenges faced by Perth's Eastern Region that will need to be taken into consideration:

- Encroachment of residential development can reduce the perception of a distinct holiday destination. Perth's Eastern Region is susceptible to residential encroachment due to its close proximity to Perth, attractive natural features and land affordability.
- Increasing population growth is placing pressure on land allocation, with Perth estimated to experience the highest population growth of all capital cities (116% by 2056)<sup>20</sup> Perth's Eastern Region 2008 population estimate is 303,894 with an estimated growth rate of 2.4% per annum<sup>21</sup>.
- Environmental pressures including fire risk, Swan River effluent risks, and drinking water catchment issues.
- To achieve commercial viability, developers of tourism accommodation are mixing residential and commercial use dwellings. This trend can be detrimental to the visitor experience, as identified in the Tourism Planning Taskforce Report<sup>22</sup> and the 2009 Review of Accommodation Development Report<sup>23</sup>.

The EMRC has facilitated activities to increase the knowledge of member Council officers on land use planning issues and accommodation investment attraction barriers. In 2009, Tourism WA commenced discussions with individual member Councils on the selection of strategic tourism sites, which identified issues including:

- Lack of Local Tourism Planning Strategies

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<sup>20</sup> Australian Bureau of Statistics, (2005). *3222.0 – Population Projections, Australia, 2004-2101*.

<sup>21</sup> Australian Bureau of Statistics, (2007), *3235.0 – Populations by Age and Sex, Australia, 2006*.

<sup>22</sup> Tourism Western Australia, (2006). *Tourism Planning Taskforce Report*.

<sup>23</sup> Jones Land LaSalle Hotels. (2009). *Review of Accommodation Development*.

- Limited sites currently ready for development
- Constraints imposed by other agencies including the Department of Environment and Conservation (DEC), Swan Valley Planning Committee, Department of Water and Swan River Trust,
- Difficulty achieving financial viability of tourism-only accommodation, and
- Conflict with resident aspirations,
- Limited available research.

Addressing these barriers to planning and development will require both advocacy and research in collaboration with Tourism WA and other State agencies. Education and capacity building is required within Local Government, both for town planners to understand the requirements of tourism and for tourism officers to improve understanding of the importance and process of land use planning to secure land for future tourism growth.

The allocation of land for tourism is facilitated by the establishment of a Local Tourism Planning Strategy (LTPS), the precursor to the inclusion of tourism zones in Town Planning Schemes. According to the Western Australian Planning Commission (WAPC) a LTPS “*will need to address current and future demand, identify tourism sites and provide guidance on tourism development zones and infrastructure needs*”<sup>24</sup>.

An LTPS is a complex strategy and requires collaboration with many stakeholders including local government tourism officers, town planners, planning committees, the Western Australian Planning Commission and Tourism WA. Only one Council in the Experience Perth region has undertaken a LTPS, with the benchmark set by the City of Mandurah’s LTPS in June 2009<sup>25</sup>. Prior to developing a LTPS, member Councils must have completed destination planning and visioning with stakeholders to inform the direction of a LTPS. Once completed, the LTPS will identify sites for targeted investment attraction, to be actioned in Key Focus Area 5.

Objective 3	To improve local land use planning processes to enable sustainable tourism development.	
	Defined:	Increase tourism and land use planning knowledge and skills of member Council officers.
	Actions:	3.1, 3.2, 3.3, 3.4
	Process KPI	Progress of relevant advocacy activities including letters, media,

<sup>24</sup> Western Australian Planning Commission, (2009). *Planning Bulletin 83/2009 Planning for Tourism*.

<sup>25</sup> City of Mandurah, (2009). *Local Tourism Planning Strategy*.

		submissions, briefings and responses.
	Result KPI	Number of member Council officers participating in education opportunities.

	Action	Timeframe	Priority
3.1	Advocate to State agencies and industry bodies for inclusion of tourism planning in professional activities and education resources.	Medium	Medium
3.2	Advocate to State agencies to address policy barriers and planning procedures.	Medium	Medium
3.3	Facilitate regional information exchange on tourism land use planning and the purpose of Local Tourism Planning Strategies.	Medium	Medium
3.4	Advocate for Tourism WA and State agencies to support member Councils in development of LTPS (examples of resources include guides, templates or professional development activities).	Long	Medium

## 7.2.2 Key Focus Area Four: Infrastructure

To date there has been a significant underinvestment by successive state and federal governments in the infrastructure required to underpin and attract tourism investment to Perth's Eastern Region. The EMRC currently advocates to attract infrastructure investment for regional priorities, many of which relate to tourism including; affordable high speed broadband access; integrated transport and the Swan and Helena Rivers foreshore stabilisation and trail development.

A finding of the study into accommodation development in WA was that "Overwhelmingly stakeholders believed the role of government should focus on the development of supporting tourism infrastructure"<sup>26</sup>. Member Councils rely heavily on attracting Federal and State government funding through grant programs to establish infrastructure. Government funding programs are grossly under allocated and favour rural and remote regions, evidenced in the following examples:

- Swan River Trust Riverbank grants scheme - \$900,000 annually to support Councils undertake foreshore restoration works along the entire length of the Swan and Canning rivers system<sup>27</sup>. Restoration to just one site can absorb all of this funding.
- Department of Sport and Recreation (DSR) Lotterywest Trails Grant Program - \$1 million annually across the whole state to plan, design, construct and promote trail experiences<sup>28</sup>.
- Department of Transport Perth Bicycle Network Local Government funding programme - \$1 million annually across the whole metropolitan area to support Councils to plan, design, construct and promote cycle paths.<sup>29</sup>, and
- The inaugural TQual (Tourism Quality) Federal grant program provided no funding for projects in the Perth metropolitan area<sup>30</sup>.

Activation of the Swan River foreshore is a priority for Perth's Eastern Region and is being facilitated by supporting member Councils in the implementation of the Swan and Helena River

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<sup>26</sup> Jones Land LaSalle Hotels. (2009). *Review of Accommodation Development*, p30.

<sup>27</sup> Swan River Trust, (2009). *Riverbank Grants Scheme*.

<sup>28</sup> Department of Sport and Recreation, (2010). *2010 DSR Trails Grant Application Form*.

<sup>29</sup> Department of Transport, (2010). *2010 -2011 Perth Bike Network Local Government Grants*, sited at <http://www.dpi.wa.gov.au/cycling/1535.asp> on 11 February 2010.

<sup>30</sup> Australian Government Department of Resources, Energy and Tourism, (2009). *TQUAL Grants Successful Projects*.

Management Framework<sup>31</sup>. The EMRC's role is to develop, facilitate and implement regional strategies to guide member Councils in a coordinated and efficient approach to addressing regional scale issues including riverbank restoration, access via foreshore trails and conservation and interpretation of heritage values. For example, the Swan and Helena River Regional Recreational Path Development Plan<sup>32</sup> outlines the required planning to upgrade existing or complete the missing links and directional signage required to activate the Swan River foreshore, requiring an estimated investment of \$7.2 million. In 2009, the production of a Heritage Audit and Statement of Significance<sup>33</sup> provided foundation research to progress development of interpretation along the river foreshore. Completion and interpretation of the river foreshore trail will provide a soft adventure walk and cycle experience, increase environmental and cultural appreciation, improve visitor access to attractions and enable river trail product development.

Trails are important tourism infrastructure in Perth's Eastern Region. The Region boasts 10 of the State's 54 Top Trails<sup>34</sup>, including the iconic long distance Bibbulmun Track and Munda Biddi Bike Trail, the historical Kep Track and Railway Reserves Heritage Trail, and the Swan Valley Food and Wine Trail. The internationally recognised Bibbulmun Track and Munda Biddi Bike Trail combined draw an estimated 190,000 people per year<sup>35,36</sup>. These trails provide infrastructure on which quality commercial visitor experiences can be developed, trail service hubs established, and related product experienced developed. Trails of this significance present ongoing maintenance, trail expansion, interpretation and promotional challenges for trail managers who require the support of State and Federal governments to meet the significant costs of these activities. A new role has been identified for the EMRC to advocate for increased government allocation to relevant grant programmes.

Of growing importance is the EMRC's role in advocating for regional infrastructure priorities through the preparation of regional submissions and funding applications. A recent example was the regional submission to the Tourism WA Tourism Development Priorities<sup>37</sup> which resulted in the inclusion of five key priorities for the Region. Advocating for inclusion of tourism priorities in the development of related regional strategies is also imperative, such as the proposed Regional

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<sup>31</sup> Hassell Ltd, (2007). *Swan and Helena River Management Framework Report*.

<sup>32</sup> Transplan Pty Ltd, (2009). *Swan and Helena Rivers Regional Recreation Path Development Plan*.

<sup>33</sup> Latitude Creative Services, Heritage and Conservation Professionals, and National Trust (WA), (2009). *Swan and Helena Rivers Management Framework Heritage Audit and Statement of Significance*.

<sup>34</sup> Top Trails, (2009). *Top Trails Browser*, sited at <http://www.toptrails.com.au/index.php/trails/> on 11 February 2010.

<sup>35</sup> Colmar Brunton Social Research, (2009). *2008 Bibbulmun Track User Research Report*, p2.

<sup>36</sup> Munda Biddi Trail Foundation (2009). *History of the Trail*, sited at <http://mundabiddi.org.au/trail-info/explore-the-trail/history-of-the-trail.html> on 11 February 2010.

<sup>37</sup> Tourism Western Australia, (2009). *Tourism Development Priorities Experience Perth*.

Cycle Masterplan for Perth's Eastern Region.

Objective 4a	To improve visitor access to and movement within the Region.	
	Defined:	Improving transport options for visitors to the Region.
	Actions:	4.1, 4.2, 4.3
	Process KPI	Progress of relevant advocacy activities including letters, media, submissions, briefings and responses.
	Result KPI	Increase in transport options to or within Perth's Eastern Region.
Objective 4b	To secure increased investment in infrastructure that will facilitate development of tourism.	
	Defined:	Increasing funding for the development of tourism related infrastructure.
	Actions:	4.1, 4.2, 4.3, 4.4
	Process KPI	Progress of relevant advocacy activities including letters, media, submissions, briefings and responses.
	Result KPI	Number of tourism infrastructure projects (new or expansion of existing) under planning, construction or completion.

	Action	Timeframe	Priority
4.1	Identify tourism transport priorities for the Region to be included in the EMRC Regional Integrated Transport Strategy.	Short	High
4.2	Advocate for implementation of transport priorities within Tourism WA Tourism Development Priorities including: - Improved transport links around Perth Airport - Development of the proposed Perth to Darwin highway to reduce freight traffic on the Swan Valley Food and Wine Trail.	Ongoing	High
4.3	Advocate for increased allocation to government programs that support tourism infrastructure development e.g. signage, trails, interpretation.	Ongoing	High
4.4	Develop grant applications to support regional infrastructure priorities. e.g. River foreshore trail interpretation	Ongoing	Medium
4.5	Facilitate implementation of the Swan and Helena Rivers Regional Trail Development Plan.	Short	Medium
4.6	Advocate for implementation of infrastructure priorities within Tourism WA Tourism Development Priorities	Ongoing	Medium

### 7.2.3 Key Focus Area Five: Product Development

There is growing recognition at all levels that action must be taken on the destination supply side to develop and improve the standard of product to reach visitor expectations set by destination marketing. This recognition is reflected at a national level in the National Long Term Tourism Strategy<sup>38</sup> and at a State level within the Tourism WA Strategic Plan (2008-2013)<sup>39</sup>. Product development is dependant upon land use planning and infrastructure provision. Land use planning identifies sites at which new products can develop, while infrastructure enables the environment that fosters confidence of existing business and that attracts new investors.

Perth's Eastern Region needs to stimulate new product development to refresh the destination's range of tourism offerings. Product development is often discussed in terms of commercial accommodation development, however this RTS encompasses all forms of products, private and public, delivered to tourists including attractions, activities and packaged tour experiences.

The current status of new tourism product is low, indicated by:

- In 2009 four tourism accommodation projects were registered as under planning or construction in the Region<sup>40</sup>. However, progress on three of the four projects has been deferred since 2007<sup>41</sup>,
- Anecdotal feedback from stakeholders in the Region is that a product gap exists for built attractions. This view needs to be validated through research to clarify if, and what type of built attractions are desired and for which markets.

Perth's Eastern Region is a diverse Region, with three precincts at different stages of the Tourism Area Lifecycle<sup>42</sup>. The lifecycle is shown in the following graph. The positioning of precincts reflects the assessment by Tourism WA. Progressing regional priorities identified in the RTS, such as infrastructure and product development, will require tailoring to the circumstances of each precinct.

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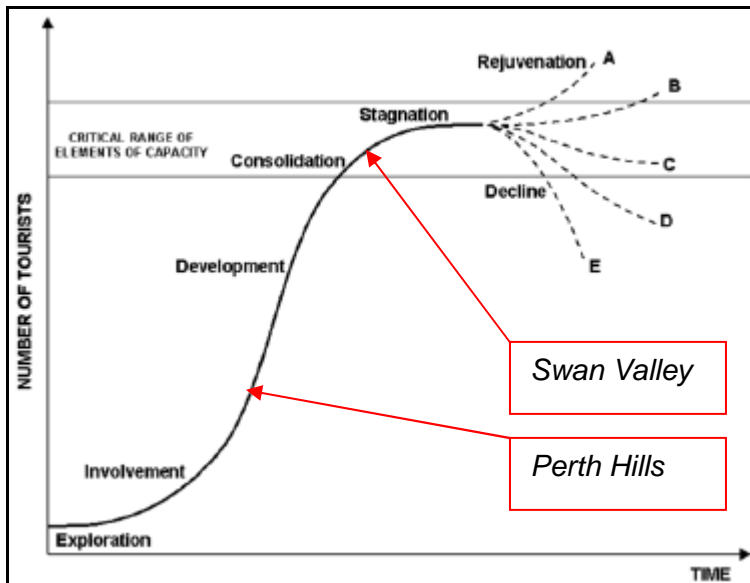
<sup>38</sup> Australian Government Department of Resources, Energy and Tourism, (2009). *National Long-Term Tourism Strategy*.

<sup>39</sup> Tourism Western Australia, (2007). *Tourism Western Australia Strategic Plan 2008 to 2013: Building for the Future*.

<sup>40</sup> Tourism Western Australia, (2009). *Tourism Accommodation Development Register*.

<sup>41</sup> Tourism Western Australia, (2007). *Tourism Accommodation Development Register*.

<sup>42</sup> Butler, R, (1980). The Concept of a Tourist Area Cycle of Evolution. First published in *The Canadian Geographer* 24(1), 5-12.



Graph 1.0 The Tourism Area Lifecycle<sup>43</sup>

The Region is host to well developed food, wine, art and heritage tourism product, and has significant natural assets, albeit with access and amenity issues to address before experiences can be fully developed. Opportunities for new product development are emerging as trail infrastructure and interpretation improves, such as guided walks and cycle tours.

The role of government is to create policy and provide infrastructure that facilitates commercial investment in product development. At a local government level this is achieved by ensuring that;

- tourism is provided for in strategic and town planning schemes;
- development approval processes are straightforward and timely;
- informing other spheres of government where policies are impeding investment; and
- educating the community on the value of tourism.

The expectation is that the State government role is to partner with and attract investment from across government portfolios, the federal government and the private sector to provide infrastructure, and ensure a sustainable approach is pursued. At a regional level, the EMRC needs to work with all spheres of government to achieve regional tourism priorities.

The RTS identifies the EMRC's role in product development as to support implementation of

<sup>43</sup> Butler, R, (1980). The Concept of a Tourist Area Cycle of Evolution. First published in The Canadian Geographer 24(1), 5-12.

regional scale projects prioritised by member Councils in the Tourism WA Tourism Development Priorities<sup>44</sup>. These current or proposed projects include:

- Swan Indigenous Tourism projects including Yagan memorial and proposed Indigenous Cultural Centre,
- Kalamunda Community and Cultural Centre,
- Mundaring Weir precinct redevelopment, and
- Swan River commercial developments.

A product gap analysis will be undertaken to identify product development opportunities that can be further investigated through pre-feasibility or market preference studies. Tourism investment attraction opportunities can then be progressed through the EMRC's Regional Economic Development Strategy in partnership with Tourism WA and other partners. State government can also support the development of tourism product by ensuring approvals processes of its agencies, such as the Swan River Trust, are straightforward and timely.

Increasingly, product and infrastructure developments are being undertaken through public/private partnerships. A local example is the proposed Kalamunda Community and Cultural Centre, which will demonstrate how the support of government developed infrastructure can bring private tourism offerings to fruition. Through the provision of a government funded building, opportunities have arisen to foster commercial tourism developments, such as providing a centralised meeting place for tour departures.

Member Council officers recognise that product quality is an issue of increasing importance in differentiating tourism destinations. It was determined that member Councils, through their business development activities are best positioned to facilitate product improvements by service providers. For example, the City of Swan business development program launched in 2009, 'The Swan Experience', offers training in customer service excellence in partnership with the Small Business Centre East Metro.

Objective 5	To develop product that will attract visitors to Perth's Eastern Region.	
	Defined:	Identifying and promoting tourism product investment opportunities
	Actions:	5.1, 5.2, 5.3
	Process KPI	Number of products investigated or promoted for investment.
	Result KPI	Number of products (new or expansion of existing) under planning, construction or completion.

<sup>44</sup> Tourism Western Australia, (2010). *Tourism Development Priorities Experience Perth*.

	<b>Action</b>	<b>Timeframe</b>	<b>Priority</b>
<b>5.1</b>	Conduct a product gap audit to determine what new and refreshed products are required.	Medium	High
<b>5.2</b>	Conduct market preference studies or pre-feasibility studies on product gap audit recommendations.	Long	Low
<b>5.3</b>	Promote product development opportunities to potential investors.	Long	Medium

## 7.3 DESTINATION MARKETING

### 7.3.1 Key Focus Area Six: Regional Event Programmes

Events are an important vehicle for Local Governments to engage with residents, businesses and key stakeholders. Events provide an opportunity for interaction with the community and, if well targeted, can foster a sense of place by communicating values of the destination, and build civic pride. Events can also improve a destination's profile which may become a catalyst for attracting new audiences and investment to the region. Member Councils in Perth's Eastern Region host and support a vibrant event programme with events suited to both residents and visitors.

The EMRC supports the development and promotion of two key regional festival programmes; Perth's Autumn Festival and the Avon Descent Family Fun Days. The EMRC facilitates regional collaboration amongst member Council and stakeholders with the aim of leveraging partner funding, increasing efficiency, expanding market reach and cross-promotion.

Perth's Autumn Festival is a six week programme of events selected by member Councils including one tourism event and one cycling event per Council.

The EMRC contracts an event management company to perform the following functions;

- Support event managers in the development of event business plans,
- Coordinate public relations, and
- Produce a collaborative multi-media marketing campaign, including radio, brochure and online elements.

The study into the feasibility of establishing a Festival of Cycling in Perth's Eastern Region<sup>45</sup> recommended cycling events be included in the Perth's Autumn Festival programme. 2010 will see the introduction of four cycling events in the Perth's Autumn Festival programme.

Avon Descent Family Fun Days are a series of five family-orientated events held annually along the banks of the Avon and Swan Rivers on the first weekend of August with the aim of engaging local communities and visitors with the Avon Descent white water race. Since 2004 the EMRC has applied and acquitted funding from Lotterywest on behalf of the member Councils and the Shires of Toodyay and Northam. Lotterywest funding supports member Councils to meet costs of staging Family Fun Days including; event infrastructure, entertainment, community engagement activities and promotion. This funding also supports a significant collaborative regional marketing

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<sup>45</sup> Team Works Australasia, (2009). *Feasibility Assessment Festival of Cycling in Perth's Eastern Region*.

campaign coordinated by the EMRC. In 2008, the EMRC undertook in-house economic impact research<sup>46</sup> of the event using the ENCORE<sup>47</sup> program to better understand the audience, assess the financial impact of the event and evaluate the effectiveness of marketing activities.

In 2009, an external review<sup>48</sup> of the Avon Descent Family Fun Days was commissioned by the EMRC with financial support from Lotterywest. The review recommended how the event concepts could be refreshed, event management practices improved, and collaboration increased with the Northam Avon Descent Association.

The EMRC maintains a regional tourism portal, PerthTourism.com.au, which promotes events to residents and visitors. Member Councils and event organisers in Perth's Eastern Region can list and update events at no cost. The redeveloped website is being launched in early 2010 and will provide increased event promotion opportunities and include features on the Avon Descent and Perth's Autumn Festival regional event programmes, and significant local events of appeal to visitors including Spring in the Valley, Mundaring Truffle Festival, TargaWest, Trek the Trail.

Objective 6a	To consolidate and strengthen the promotion of Perth's Autumn Festival.	
	Defined:	Effective development and promotion of Perth's Autumn Festival
	Actions:	6.1, 6.2
	Process KPI	Marketing coverage (number of ads/articles per medium). Successful integration of cycling events in the Festival programme.
	Result KPI	Increase in number of attendees at participating events
Objective 6b	To strengthen partnerships and collaboration in the promotion of the Avon Descent and Family Fun Days	
	Defined:	Effective promotion of the Avon Descent and Family Fun Days
	Actions:	6.3, 6.4
	Process KPI	Marketing coverage (number of ads/articles per medium)
	Result KPI	Retain Lotterywest funding of Family Fun Days

	Action	Timeframe	Priority
6.1	Coordinate Perth's Autumn Festival regional marketing campaign.	Ongoing	High

<sup>46</sup> Eastern Metropolitan Regional Council, (2008). *Brookfield Multiplex Avon Descent Event Research Report*.

<sup>47</sup> Sustainable Tourism Cooperative Research Centre, (2005). *ENCORE Festival and Event Evaluation Kit*.

<sup>48</sup> Mellen Events, (2009). *Review of Avon Descent Family Fun Days*.

<b>6.2</b>	Support member Councils to implement sustainability initiatives at Perth's Autumn Festival.	Ongoing	Low
<b>6.3</b>	Apply and acquit Lotterywest funding for the Avon Descent Family Fun Days to support member Councils stage community events.	Ongoing	High
<b>6.4</b>	Coordinate Avon Descent Family Fun Days regional marketing campaign in collaboration with the Northam Avon Descent Association.	Ongoing	High

### 7.3.2 Key Focus Area Seven: Collaborative Marketing

The EMRC facilitates a range of regional marketing activities to promote Perth's Eastern Region as a tourism destination. Activities involve collaboration with regional and external partners to leverage funding opportunities. Examples include; Cycle Perth's Eastern Region, Sunday Times Magazine feature, and Top Trails marketing initiatives. The promotion of Perth's Eastern Region includes buying into relevant government subsidised destination marketing activities delivered by the Regional Tourism Organisation Experience Perth, such as the annual Experience Perth Holiday Planner.

Visitor information, referrals and booking services are provided by three Visitor Centres in Perth's Eastern Region. The increasing shift to online holiday planning and product booking makes the secure online booking capacity offered by the Swan Valley Visitor Centre a beneficial service to the Region's operators.

The regional tourism portal, PerthTourism.com.au, maintained by the EMRC drives potential visitors to the Region's Visitor Centres for information and bookings. The portal does not contain commercial operators as this function is held with the Visitor Centres which have the direct and ongoing relationship with operators.

PerthTourism.com.au is used as the single 'call to action' in the promotion of the Region's experiences, trails and events. The online regional event calendar provides a convenient single point of contact for the promotion of events (including the two major regional festivals), and free promotion for events within Perth's Eastern Region. In 2009, PerthTourism.com.au underwent a significant redevelopment, providing a modern and vibrant new portal for the Region. 2009 also saw the merger of the previous trails site, www.perthtrails.com.au, into PerthTourism.com.au. The redeveloped website will be launched in early 2010 and give increased control of event listings and promotion opportunities for event managers.

Objective 7	To attract visitors to Perth's Eastern Region through collaborative regional marketing activities.	
	Defined:	Participating in collaborative marketing activities for the promotion of the Region.
	Actions:	7.1, 7.2, 7.3
	Process KPI	Estimated exposure of Region by marketing activities.
	Result KPI	Improved level of visitation to PerthTourism.com.au measured by number of visitors, events and search engine ranking.

	<b>Action</b>	<b>Timeframe</b>	<b>Priority</b>
<b>7.1</b>	Purchase regional advertorial in the annual Experience Perth Holiday Planner.	Ongoing	Medium
<b>7.2</b>	Produce and distribute regional collateral through regional outlets and Experience Perth distribution channels (including domestic and international consumer shows).	Ongoing	Medium
<b>7.3</b>	Maintain a regional tourism portal for the promotion of events, trails, experiences and referral of potential visitors to the Region's Visitor Centres.	Ongoing	Medium

## **8.0 IMPLEMENTATION, REVIEW AND EVALUATION**

For the Regional Tourism Strategy to achieve its objectives, emphasis needs to be placed on implementation and effective and ongoing evaluation and monitoring.

### **8.1 Roles**

The main role of the EMRC is to;

- advocate to the State and Federal governments on regional priorities,
- coordinate collaboration amongst member Councils to implement regional scale activities,
- monitor and communicate external developments and opportunities to member Councils.

Implementation of the RTS also requires the ongoing participation of member Councils. The role of member Council officers over the next five years is to actively engage in implementation of regional actions that have relevance at the local level. This will involve

- participating in the EMRC advisory and project groups,
- leveraging regional advocacy activities,
- consulting and engaging with local industry,
- delivering local events,
- promoting the value of tourism to their local communities,
- liaising with other business units within their Council,
- keeping the EMRC informed of local activities and other project delivery responsibilities.

As discussed in key focus area one, a revised governance group is required for the effective implementation of the Regional Tourism Strategy. Expansion of the existing Economic Development Officers Group (EDOG) has been identified as the most efficient and effective means of gathering member Council officer input to strategic tourism development issues. To accommodate the increased workload of the group, it is recommended that the EDOG meetings increase from bimonthly to monthly. It is also recommended that the content of meetings alternate between tourism and wider economic development matters.

For a broader understanding of the role of stakeholders in the tourism industry structure, please refer to appendix two.

## **8.2 Resources**

Implementation of the Regional Tourism Strategy will continue to be resourced from member Council and EMRC contributions, supplemented by grants for projects. Member Council contributions are calculated using the agreed formula that considers rate base ( $\frac{1}{3}$ ), population ( $\frac{1}{3}$ ) and equal share ( $\frac{1}{3}$ ). The annual contributions from member Councils factor in a 5% increase each year to take into account CPI increases.

Historically, member Council contributions have been negotiated on an annual basis. As recommended in the RTS development process, member Council contributions will now be negotiated biennially, following the biennial RTS review.

To facilitate regional tourism development the EMRC employs a dedicated Tourism Projects Coordinator. Supporting this role are the Regional Development Manager, Administration Officer, and specialist consultants (as required). Other officers of the EMRC contribute technical assistance in economic development, advocacy, transport and marketing.

## **8.3 Review**

A primary role of the governance group of member Council officers will be to conduct a biennial review of the Regional Tourism Strategy. The review aims to keep the RTS relevant to the priorities of member Councils. The review will assess the progress of the RTS against the completion of individual actions and as measured against the key performance indicators (KPIs).

The review is just one of the methods undertaken to communicate progress with member Councils. The Regional Development Activities Report to EMRC Council informs elected members quarterly of progress updates. Input of elected members into the review process will be facilitated through the EMRC Marketing and Tourism Working Advisory Party.

## **8.4 Key Performance Indicators**

The key performance indicators (KPIs) listed below are indicative measures, recognising that EMRC's activities are just one contributor to achievement of an objective. The division of KPIs into "Process" and "Result" KPIs reflects that, despite the amount of action undertaken by the EMRC and member Councils, achievement of the final result is influenced by a range of external factors.

OBJECTIVE	KEY PERFORMANCE INDICATOR
<b>Destination Management</b>	
Objective 1a	Process KPI Progress of relevant advocacy activities including letters, media, submissions, briefings and responses.
	Result KPI Increased funding to the Region.
Objective 1b	Process KPI Regularity and attendance at meetings.
	Result KPI Number of actions progressed from meetings
Objective 2	Process KPI Progress of relevant advocacy activities including letters, media, submissions, briefings and responses.
	Result KPI Number of instances of research being applied including Council items, business cases and submissions.
<b>Destination Development</b>	
Objective 3	Process KPI Progress of relevant advocacy activities including letters, media, submissions, briefings and responses.
	Result KPI Number of member Council officers participating in education opportunities.
Objective 4a	Process KPI Progress of relevant advocacy activities including letters, media, submissions, briefings and responses.
	Result KPI Increase in transport options to or within Perth's Eastern Region.
Objective 4b	Process KPI Progress of relevant advocacy activities including letters, media, submissions, briefings and responses.
	Result KPI Number of tourism infrastructure projects (new or expansion of existing) under planning, construction or completion.
Objective 5	Process KPI Number of products investigated or promoted for investment.
	Result KPI

	Number of products (new or expansion of existing) under planning, construction or completion.
<b>Destination Marketing</b>	
Objective 6a	Process KPI Marketing coverage (number of ads/articles per medium) Successful integration of cycling events in the Festival programme.
	Result KPI Number of attendees at participating events.
Objective 6b	Process KPI Marketing coverage (number of ads/articles per medium)
	Result KPI Retain Lotterywest funding of Family Fun Days.
Objective 7	Process KPI Estimated exposure of the Region by marketing activities.
	Result KPI Improved level of visitation to PerthTourism.com.au measured by number of visitors, events and search engine ranking.

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Damien Martin, Economic Development Adviser, Shire of Mundaring

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Sascha Stone, Tourism Development Officer, City of Swan

Noeleen Pearson, Chief Executive Officer, Experience Perth Regional Tourism Organisation

Rachel Telford, Experience Perth Regional Manager, Tourism WA

The EMRC also acknowledges the financial contribution of Tourism WA to the development of the Regional Tourism Strategy.

The Sustainable Tourism Cooperative Research Centre Pathways to Sustainable Tourism program provided a framework for the development of the EMRC Regional Tourism Strategy. The EMRC acknowledges the previous work conducted by the Sustainable Tourism Cooperative Research Centre.

## **10.0 CONTACT INFORMATION**

Correspondence on the Regional Tourism Strategy 2010-2015 should be directed to the EMRC Tourism Project Coordinator on (08) 9424 2226 or [tourism@emrc.org.au](mailto:tourism@emrc.org.au)

## **11.0 GLOSSARY**

EDOG – Economic Development Officers Group

EMRC – Eastern Metropolitan Regional Council

LTPS – Local Tourism Planning Strategy

Member Councils – The six member Councils of the Eastern Metropolitan Regional Council- Town of Kalamunda, City of Bayswater, City of Belmont, Shire of Kalamunda, Shire of Mundaring and City of Swan.

RTS – Regional Tourism Strategy

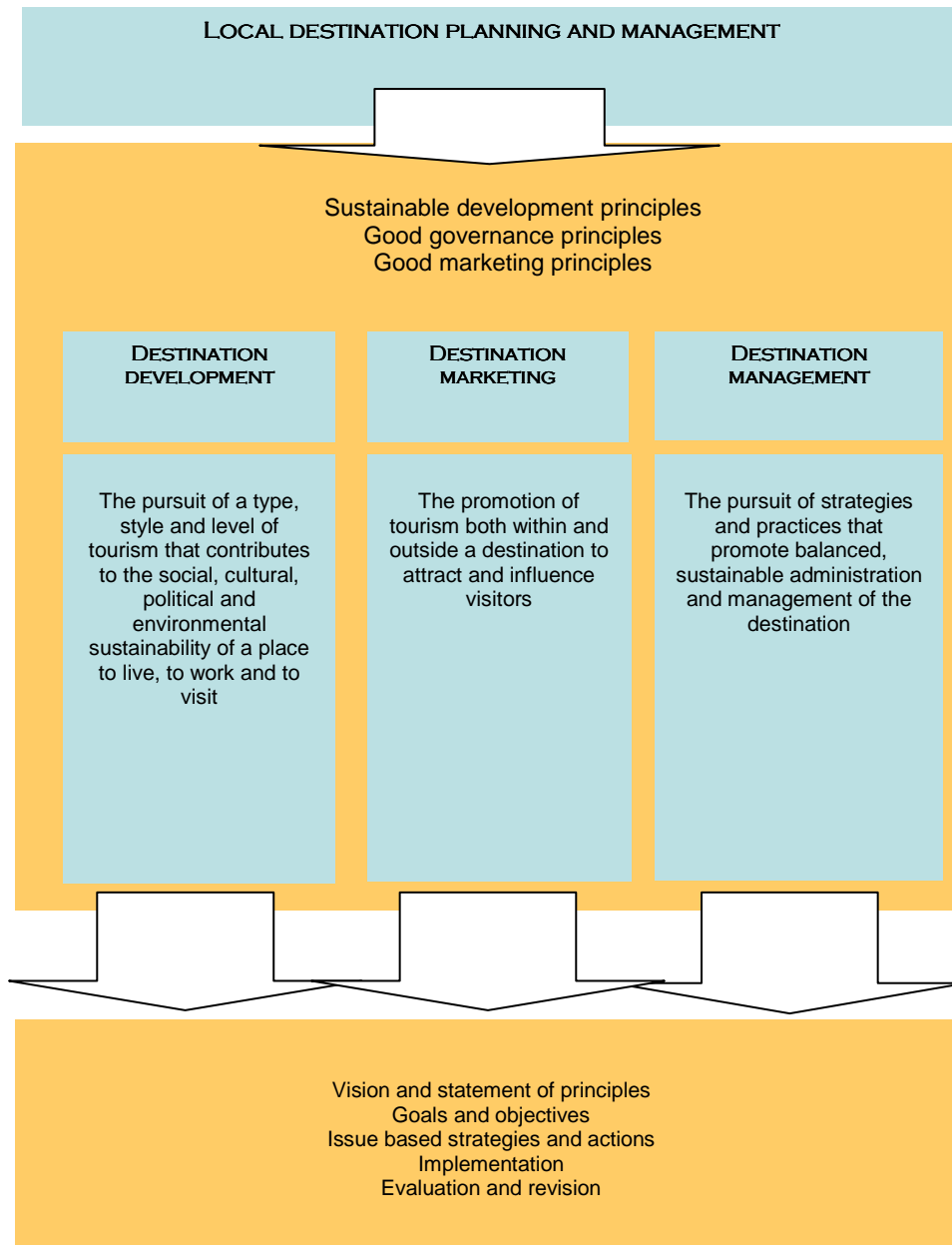
SRT – Swan River Trust

STCRC – Sustainable Tourism Cooperative Research Centre  
TWA – Tourism Western Australia  
WAPC – Western Australian Planning Commission

## APPENDICES

### Appendix One

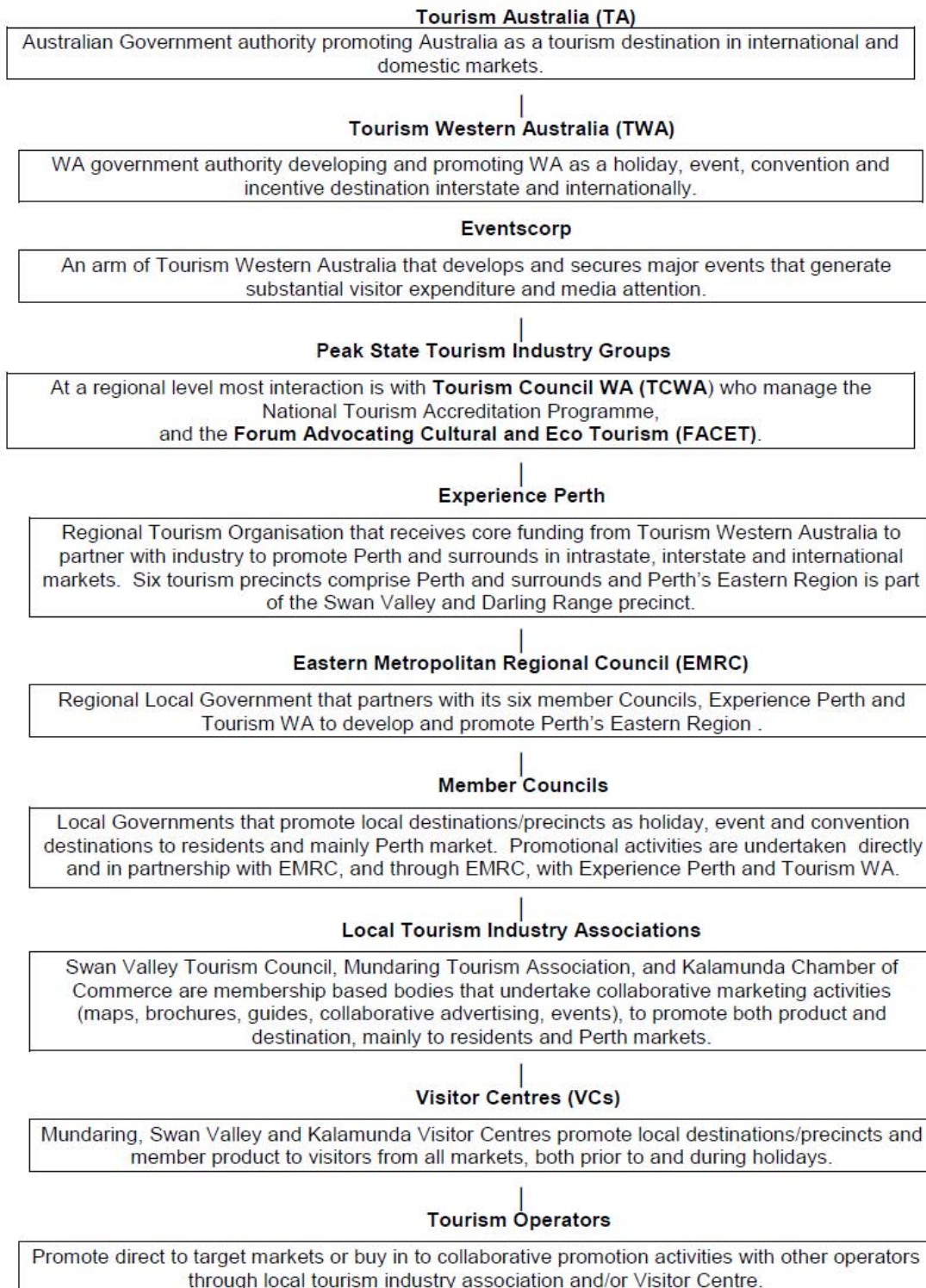
#### Local Destination Management Framework<sup>49</sup>



<sup>49</sup> Sustainable Tourism Cooperative Research Centre, (2006). *Achieving Sustainable Local Tourism Management*.

## Appendix Two

### Industry Structure Chart



### Appendix Three

#### Regional Tourism Strategy Workshop One Outcomes

##### PESTLE Outcome

	Notes from Research
Political	<p>Tourism is not well defined at the national level.</p> <p>Conflicting political ideology.</p> <p>Tourism is not recognised by the WA government as important as the resources sector.</p> <p>All levels of government limit funding to tourism.</p> <p>Data is difficult to comprehend, fragmented and out of date.</p> <p>Engagement between spheres of government is lacking.</p> <p>Advocacy and lobbying needed.</p> <p>Lack of strategic vision – hard to maintain given elections and changes in elected members in some councils.</p> <p>Difficult to measure value and impact of tourism.</p> <p>Council amalgamations and services sharing.</p> <p>Coming into elections – priority and direction shifts.</p> <p>New councils – less knowledge or lack of priorities.</p>
Economic	<p>Data in 2007/08 indicates growth in value but may not be the current situation.</p> <p>Tourism is difficult to quantify in economic terms.</p> <p>Need to align more with traditional industries to increase impact.</p> <p>High costs of construction.</p> <p>Lack of investment in tourism infrastructure.</p> <p>Manufacturing down.</p> <p>Boom – economy focus, infrastructure focus and staffing demands.</p> <p>Bust – confidence in new product development and investment.</p>
Social (and Cultural)	<p>Research tools not well developed or used (databases, online)</p>
Technological	<p>Society is getting more technologically savvy.</p>
Legal	<p>Impacts of legislation – daylight saving, retail trading hours.</p> <p>Too concerned with enforcing regulations and stopping any development.</p> <p>Emissions trading.</p> <p>Aviation policy.</p> <p>River regulations.</p> <p>Water policy impacting on tourism and recreation.</p> <p>Liability (walk trails etc).</p>

	Notes from Research
	Small players not engaged with legal requirements.
Environment	Need to bring extremes (pro development vs completely cutting off eco areas) together to a more balanced approach to tourism. Perth river precinct very under developed. Industry not interested or engaged. Sustainability. The river's health and survival.

### Regional Tourism Strategy Workshop One: SWOT Opportunities and Threats

Aspect	Threats	Opportunities
Infrastructure	Lack of key infrastructure and facilities in the Region. Less funding available from the Federal government. A lack of real balance between environmental sustainability and the demand for nature based tourism. State government appears to be risk adverse.	Lobbying and advocacy – one voice for the Region. Funding – may be easier to access if done on a regional basis. Activating the river precinct.
Product & Industry	Lack of political emphasis on tourism as an important industry. Tourism development being limited by zoning and regulatory issues. Urbanisation encroaching on semi rural/tourism areas.	Lobbying and advocacy – one voice for the Region.
Research	Lack of reliable data for decision-making. Not using research to inform strategy development.	Better planned research that is adequately funded.





## 12 FUTURE MEETINGS OF THE CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE

The next meeting of the Chief Executive Officers Advisory Committee will be held on **4 May 2010** (informal) at the **City of Bayswater** commencing at 12.30pm with lunch at 12noon.

### Chief Executive Officers' Advisory Committee (CEOAC) meetings commence at 12noon:

Tuesday	4 May (informal)	at	City of Bayswater
Tuesday	1 June	at	EMRC Administration Office
Tuesday	6 July (informal)	at	TBA
Tuesday	3 August	at	EMRC Administration Office
Tuesday	7 September (informal)	at	TBA
Tuesday	5 October	at	EMRC Administration Office
Tuesday	16 November (informal)	at	TBA

## 13 DECLARATION OF CLOSURE OF MEETING

There being no further business the meeting was closed at 1:37pm.