



## Chief Executive Officers Advisory Committee

# AGENDA

to be held on  
**Tuesday, 2 June 2020**  
commencing at **12:30pm**  
At the EMRC Administration Office  
1<sup>st</sup> Floor, 226 Great Eastern Highway  
BELMONT WA 6104

Meeting Room: Council Chambers

\*\*\* Please note that lunch will be provided at 12:00 noon \*\*\*

**EASTERN METROPOLITAN REGIONAL COUNCIL  
CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE MEETING**

**NOTICE OF MEETING**

Dear Chief Executive Officers

I wish to advise that a meeting of the Chief Executive Officers Advisory Committee will be held at the EMRC Administration Office, 1<sup>st</sup> Floor, 226 Great Eastern Highway, BELMONT WA 6104 on **Tuesday, 2 June 2020**, commencing at **12:30pm (lunch at 12:00pm)**.

**MARCUS GEISLER**  
**Chief Executive Officer**

27 May 2020

**Please Note**

If any Committee Member has a **query regarding a report item** or requires additional information in relation to a report item, please **contact the responsible Officer** (SOURCE OF REPORT) prior to the meeting.

**CEOAC Committee Members**

Mr Jonathan Throssell ( <b>Chairman</b> )	Chief Executive Officer	Shire of Mundaring
Mr Mike Foley ( <b>Deputy Chairman</b> )	Chief Executive Officer	City of Swan
Ms Peta Mabbs	Chief Executive Officer	Town of Bassendean
Mr Andrew Brien	Chief Executive Officer	City of Bayswater
Mr John Christie	Chief Executive Officer	City of Belmont
Ms Rhonda Hardy	Chief Executive Officer	City of Kalamunda
Mr Marcus Geisler	Chief Executive Officer	EMRC

**CEOAC Committee Deputies**

Acting CEO	Town of Bassendean
Director Works and Infrastructure	City of Bayswater
Acting CEO	City of Belmont
Acting CEO	City of Kalamunda
Acting CEO	Shire of Mundaring
Acting CEO	City of Swan
Acting CEO	EMRC

# CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE

## AGENDA

2 June 2020

(REF: D2020/08370)

## TABLE OF CONTENTS

---

1	<b>DECLARATION OF OPENING AND ANNOUNCEMENT OF VISITORS</b>	1
2	<b>ATTENDANCE, APOLOGIES AND LEAVE OF ABSENCE (PREVIOUSLY APPROVED)</b>	1
3	<b>DISCLOSURE OF INTERESTS</b>	1
4	<b>ANNOUNCEMENTS BY THE CHAIRMAN OR PRESIDING MEMBER WITHOUT DISCUSSION</b>	1
5	<b>PETITIONS, DEPUTATIONS AND PRESENTATIONS</b>	1
6	<b>CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS</b>	1
	6.1 MINUTES OF THE CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE MEETING HELD ON 26 NOVEMBER 2019 (Ref: D2019/16416)	
7	<b>QUESTIONS BY MEMBERS OF WHICH DUE NOTICE HAS BEEN GIVEN</b>	1
8	<b>QUESTIONS BY MEMBERS WITHOUT NOTICE</b>	1
9	<b>ANNOUNCEMENT OF CONFIDENTIAL MATTERS FOR WHICH MEETINGS MAY BE CLOSED TO THE PUBLIC</b>	1
	9.1 MATTRESS RECYCLING (Ref: D2020/08308)	
10	<b>BUSINESS NOT DEALT WITH FROM A PREVIOUS MEETING</b>	1
11	<b>REPORTS OF EMPLOYEES</b>	2
	11.1 EMRC STAKEHOLDER ENGAGEMENT PLAN (Ref: D2020/08785)	2
	11.2 FOGO DISTRIBUTION DEED (Ref: D08903)	15
	11.3 RED HILL WASTE MANAGEMENT FACILITY DEVELOPMENT PLAN (Ref: D2020/09097)	28
	11.4 DRAFT PARTICIPANTS AGREEMENT FOR FOGO SUPPLY (Ref: D2020/09088)	30
	11.5 PARTICIPANTS WASTE SUPPLY SCHEDULES GO THE EAST ROCKINGHAM RRF AND FOGO PROCESSING FACILITY (D2020/09092)	34
	11.6 ATTRACTING BUSINESS INVESTMENT IN PERTH'S EASTERN REGION (Ref: D2020/09090)	38
12	<b>REPORTS OF DELEGATES</b>	76
13	<b>NEW BUSINESS OF AN URGENT NATURE APPROVED BY THE CHAIRMAN OR PRESIDING MEMBER OR BY DECISION OF MEETING</b>	76
14	<b>GENERAL BUSINESS</b>	76
	14.1 EVENTS IN THE REGION	76
	14.2 OTHER GENERAL BUSINESS	76
15	<b>CONFIDENTIAL MATTERS FOR WHICH THE MEETING MAY BE CLOSED TO THE PUBLIC</b>	76
	15.1 MATTRESS RECYCLING (Ref: D2020/08308)	76
16	<b>FUTURE MEETINGS OF THE CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE</b>	77
17	<b>DECLARATION OF CLOSURE OF MEETING</b>	77

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- 1 DECLARATION OF OPENING AND ANNOUNCEMENT OF VISITORS**
- 2 ATTENDANCE, APOLOGIES AND LEAVE OF ABSENCE (PREVIOUSLY APPROVED)**
- 3 DISCLOSURE OF INTERESTS**
- 4 ANNOUNCEMENTS BY THE CHAIRMAN OR PRESIDING MEMBER WITHOUT DISCUSSION**
- 5 PETITIONS, DEPUTATIONS AND PRESENTATIONS**
- 6 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS**
- 6.1 MINUTES OF THE CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE MEETING HELD ON 19 NOVEMBER 2019**

That the minutes of the Chief Executive Officers Advisory Committee meeting held on 19 November 2019 which have been distributed, be confirmed.

**CEOAC RESOLUTION(S)**

MOVED

SECONDED

- 7 QUESTIONS BY MEMBERS OF WHICH DUE NOTICE HAS BEEN GIVEN**
- 8 QUESTIONS BY MEMBERS WITHOUT NOTICE**
- 9 ANNOUNCEMENT OF CONFIDENTIAL MATTERS FOR WHICH MEETINGS MAY BE CLOSED TO THE PUBLIC**

NOTE: Section 5.23(2) of the *Local Government Act 1995*, details a number of matters upon which Council may discuss and make decisions without members of the public being present. These matters include: matters affecting employees; personal affairs of any person; contractual matters; legal advice; commercial-in-confidence matters; security matters; among others.

The following report items are covered in Section 15 of this agenda.

**9.1 MATTRESS RECYCLING**

- 10 BUSINESS NOT DEALT WITH FROM A PREVIOUS MEETING**

Nil





## **11 REPORTS OF EMPLOYEES**

### **11.1 EMRC STAKEHOLDER ENGAGEMENT PLAN**

**REFERENCE: D2020/98785**

#### **PURPOSE OF REPORT**

The purpose of this report is to present to Council the EMRC's Stakeholder Engagement Plan, for noting.

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

- The EMRC has previously undertaken stakeholder engagement through formal means such as a Biennial Dinner or Cocktail Function, and through Stakeholder Perceptions Surveys.
- CEO Performance Review Committee (CEOPRC) determined that the development of an EMRC Stakeholder Engagement Plan was warranted as part of the new CEOs Key Performance Indicators (KPIs).
- A Plan has now been prepared and is attached for Council's noting.

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

That Council notes the Stakeholder Engagement Plan forming the attachment to this report.

#### **SOURCE OF REPORT**

Chief Executive Officer

#### **BACKGROUND**

The EMRC has had a history of engagement with its major stakeholders through networking events such as its former Biennial Dinners and Cocktail Functions with the number of the people attending the dinner around 130 including partners attending the dinners and around 90 invited guests attending the cocktail functions, on average. This practice was discontinued in 2018 due to the high cost and low participation rate.

The EMRC has also engaged with its stakeholders through a Stakeholder Perception Survey, conducted biennially to gauge the EMRC's effectiveness in engaging with its stakeholders, with relatively low participation rates.

#### **REPORT**

When setting the KPIs for the new CEO one of the indicators agreed upon by the CEO Performance Review Committee (CEOPRC) was the development of a Stakeholder Engagement Plan.

The draft Plan has now been prepared and is presented to Council for noting.

#### **STRATEGIC/POLICY IMPLICATIONS**

Key Result Area 3: Good Governance:

3.2 To manage partnerships and relationships with stakeholders

#### **FINANCIAL IMPLICATIONS**

Nil



*Item 11.1 continued*

## **SUSTAINABILITY IMPLICATIONS**

Nil

## **MEMBER COUNCIL IMPLICATIONS**

<b>Member Council</b>	<b>Implication Details</b>
Town of Bassendean	} Nil
City of Bayswater	
City of Belmont	
City of Kalamunda	
Shire of Mundaring	
City of Swan	

## **ATTACHMENT(S)**

EMRC Stakeholder Engagement Plan (D2020/09094)

## **VOTING REQUIREMENT**

Simple Majority

## **RECOMMENDATION(S)**

That Council notes the Stakeholder Engagement Plan forming the attachment to this report.

## **CEOAC RECOMMENDATION(S)**

MOVED

SECONDED

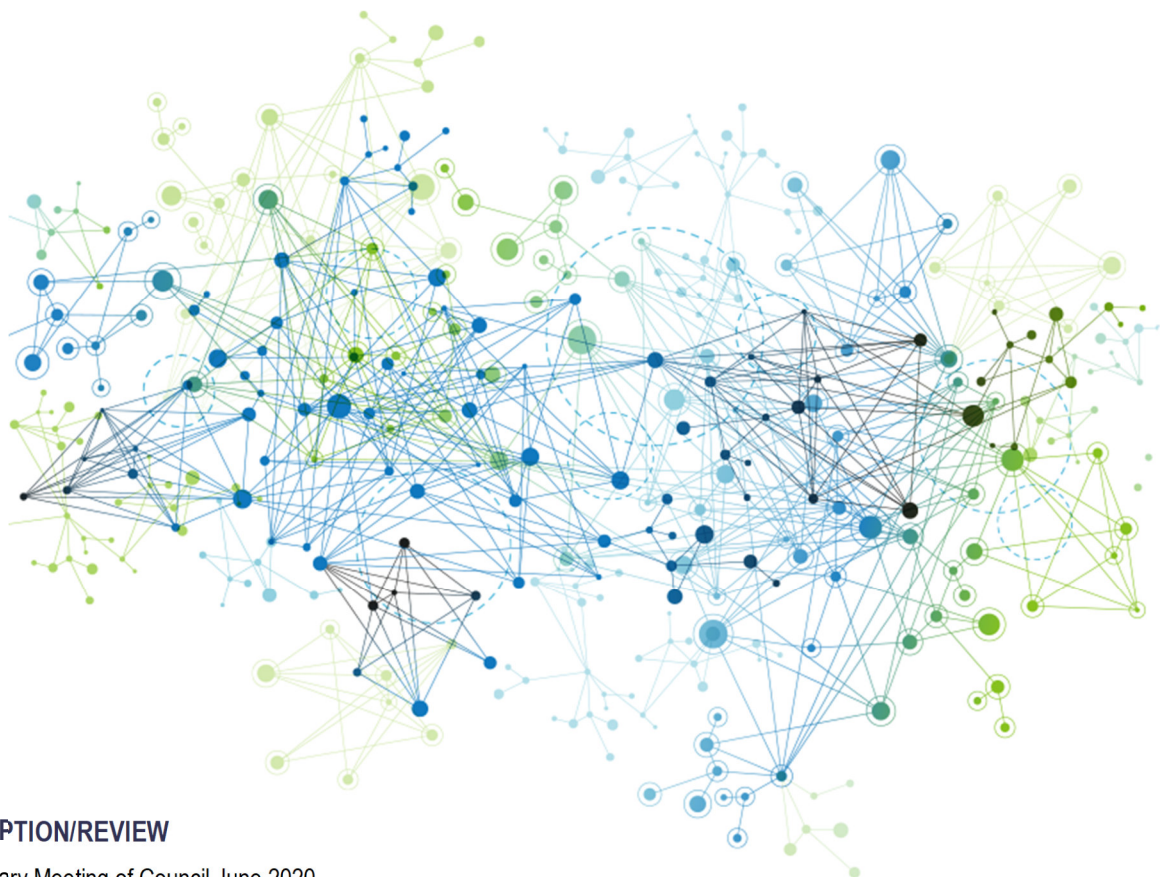


# **EASTERN METROPOLITAN REGIONAL COUNCIL**

## **STAKEHOLDER ENGAGEMENT PLAN**

The EMRC is committed to engaging with its member Councils and other key stakeholders to understand their needs and ensure clear and transparent decision making occurs and that the opportunities in the region are identified and progressed.

**2020 - 2024**



### **ADOPTION/REVIEW**

Ordinary Meeting of Council June 2020  
Adopted new Stakeholder Engagement Plan (TBA)

### **BUSINESS UNIT**

Office of the CEO

## **CONTENTS**

ADOPTION/REVIEW .....	1
BUSINESS UNIT .....	1
1. OBJECTIVES .....	1
2. DEFINITIONS .....	1
2.1. Stakeholder Engagement .....	1
2.2. Stakeholders.....	1
2.3. Community .....	1
3. STAKEHOLDER STATEMENT.....	1
4. SCOPE OF PLAN.....	1
5. STAKEHOLDER ENGAGEMENT PRINCIPLES .....	2
6. CORE VALUES .....	3
7. METHODS OF ENGAGEMENT .....	3
8. PURPOSE OF ENGAGEMENT .....	3
9. STAKEHOLDER ENGAGEMENT SUCCESS.....	4
10. COMPLIANCE REQUIREMENTS .....	4

## 1. OBJECTIVES

The objectives of the Stakeholder Engagement Plan (the Plan) are:

- To outline the EMRC's commitment and approach to stakeholder engagement, to contribute to good governance, strong leadership and sound decision making.
- To provide direction and guidance for the practice of stakeholder engagement at the EMRC.
- To support the EMRC Councillors/Deputy Councillors in their decision making by providing informed feedback from stakeholders.
- To ensure services to the Region are effective, efficient and meet community needs.
- To build capacity for self-reliance and greater regional collaboration.
- To ensure the outcomes of stakeholder engagement are considered and duly influence policy, strategy and partnership development.

## 2. DEFINITIONS

### 2.1. Stakeholder Engagement

Stakeholder engagement is a planned and purposeful process that encompasses a variety of techniques and methods. It is an approach that provides opportunities for stakeholders to be involved in and contribute to decisions that affect their lives and the lives of others who have some connection or interest in Perth's Eastern Region (the Region).

### 2.2. Stakeholders

Stakeholders in this instance are those affected by or with a specific interest in a decision, project or issue that has relevance to the Region. Stakeholders may be (but are not limited to) individuals, groups, organisations, agencies, businesses, reference, advisory or volunteer groups, and/or community. Stakeholders can be internal (i.e. within the organisation) or external (i.e. outside the organisation).

### 2.3. Community

The community can include any individuals or groups who live, work, play, and/or do business in the Region such as residents, business owners, workers, tourists, visitors, or community groups.

## 3. STAKEHOLDER STATEMENT

Stakeholder engagement is fundamental to the EMRC's role as a regional Council, responding to the needs of its six Member Councils: Town of Bassendean, Cities of Bayswater, Belmont, Kalamunda and Swan and the Shire of Mundaring and responding to the overall needs of the Region which is a foundation of good governance.

The EMRC is committed to communicating and collaborating in a meaningful and relevant way with those who live, work, play or do business in the Region, recognising its obligations under the *Local Government Act 1995*.

The Plan outlines the EMRC's commitment to stakeholder engagement, including the values and principles that underpin the need to engage widely for the benefit of the Region.

## 4. SCOPE OF PLAN

This Plan applies to the Region's Elected Members who, together, form the EMRC. The Plan also applies to the EMRC and Member Council staff, together with consultants and others involved in stakeholder engagement activities for the EMRC.

The scope of this Plan is guided by Section 1.3 (2) of the *Local Government Act 1995*, which states that the Act is intended to result in:

- Better decision making by local governments
- Greater community participation in the decisions and affairs of local governments
- Greater accountability of local governments to their communities
- More efficient and effective local government.

The Plan also has regard to the EMRC's Vision and Mission statements and the core Values of the organisation.

The EMRC recognises that effective collaboration and communication with key stakeholders, particularly when developing major projects and/or processes, and embraces a culture and practice of meaningful engagement, leading to more sustainable and informed decision making. Stakeholder engagement is the responsibility of the entire organisation, including the Elected Members to the EMRC and EMRC staff and consultants.

Stakeholder engagement does not remove the responsibility for final decision making away from the EMRC Councillors. Instead, it supports the decision-making process by enabling Elected Members (and staff) to be confident that stakeholder views have been obtained, understood and considered, together with technical advice, reliable research and other considerations, albeit policy or legislative.

The EMRC's Stakeholder Engagement Plan has been developed to provide guidance, to support the culture and practice of the EMRC and to allow for engagement that is consistent, effective and thorough. Stakeholder engagement is guided by the EMRC CEO, the Executive Leadership Team and Human Resources to provide support and guidance for engagement processes both internal or external.

## **5. STAKEHOLDER ENGAGEMENT PRINCIPLES**

The EMRC will champion engagement for the benefit of the Region by following the principles outlined below, which form the basis of the EMRC's approach to stakeholder engagement. At the EMRC:

- We are committed to embedding a culture of engagement.
- We are committed to integrating engagement into the organisation's processes and practices by providing the necessary resources and support to staff.
- We are clear about the purpose of and reason for engagement and engage with openness and integrity.
- We are committed to ensuring engagement is reflected in our processes where relevant.
- We are inclusive in that we identify the most appropriate stakeholders for each situation or circumstance.
- We acknowledge the timeframes required for stakeholder engagement and feedback.
- We have regard for the history, issues or concerns which may affect a project or circumstance and explore the context in order to clearly define the negotiables and non-negotiables.
- We undertake authentic, appropriate, proactive engagement and provide stakeholder feedback to the decision makers.
- We ensure the most appropriate choice of dialogue is used in order to convey engagement that can be clearly understood by the intended audience.
- We are innovative and flexible in our approach and strive to build relationships that are responsive to the needs of internal and external stakeholders.
- Stakeholder engagement at the EMRC is guided by our core values and also has regard for the key strategic documents of the EMRC.

## 6. CORE VALUES

The values that govern the EMRC are:

<b>Excellence</b>	Striving for excellence through the development of quality and continuous improvement.
<b>Recognition</b>	Valuing staff in a supporting environment that focuses on their wellbeing.
<b>Innovation</b>	Focus on innovative approaches in project and service delivery.
<b>Responsiveness</b>	Dynamic and flexible service delivery.
<b>Integrity</b>	Accountability and consistency in all that we do.

## 7. METHODS OF ENGAGEMENT

The EMRC works with key stakeholders where relevant to identify the most appropriate and effective engagement methods to suit the circumstance and to also work to continually enhance relationships and build greater collaboration and cohesiveness across the Region.

Different engagement techniques and communication mechanisms are used depending upon the issue or project, the particular circumstance and the intended audience or stakeholders to be targeted. These decisions are made based on the degree of complexity of the situation or decision to be made; the technical aspect, the timing of the situation and the political sensitivity.

Regardless of the method of stakeholder engagement chosen, the processes are transparent, inclusive, consistent and reliable. Engagement includes (but not necessarily limited to) one or more of the following examples outlined below:

- Written reports, both formal and informal
- Plans, Strategies and other documents, prepared initially in draft form
- Face to face meetings
- Virtual meetings
- Forums/workshops/Information sessions
- Presentations
- Feedback forms
- Surveys
- Emails
- Telephone conversations, texts and SMS messaging

## 8. PURPOSE OF ENGAGEMENT

The purpose or objective of the EMRC's engagement is primarily to support existing activities and promote new opportunities for the benefit of our member Councils and the region as a whole, in order to make Perth's Eastern Region a great place to live, work, play and do business. In terms of who the EMRC engages with, refer to Appendix 2.

The purpose of the EMRC engaging with its **primary stakeholders** is to guide better decision making and to ensure the EMRC is efficient, effective and accountable. Primary stakeholders include member Council elected members; EMRC and member Council staff and state government regulatory authorities such as DWER and the EPA and our wide range of government and commercial customers and suppliers.

The purpose of engaging with **secondary stakeholders** is to ensure all parties are fully informed of decisions and opportunities from government, other regional councils, agencies and organisations that may either impact or provide opportunities for the EMRC, its member Councils and/or the region.

Engaging with **tertiary stakeholders** is to ensure that the EMRC understands and can respond to (where possible) in relation to the needs of those who live, work, play, visit or do business in the region and to provide information to these stakeholders as required.

## 9. STAKEHOLDER ENGAGEMENT SUCCESS

In order to gauge the success of the EMRC's stakeholder engagement this will be guided by whether:

- The opportunity or issue was adequately identified and addressed.
- Clear and achievable goals or objectives were set and adhered to.
- No undue influence was experienced by those with vested interests.
- The appropriate research was identified and undertaken.
- The appropriate range of stakeholders were engagement with, and responded to in a timely manner.
- The EMRC met its obligations in terms of providing timely and effective feedback on decisions as well as any legal obligations.

Whilst it is not always possible to consult with every stakeholder on every matter, the EMRC undertakes to consult with its stakeholders in a meaningful manner wherever possible to ensure the good governance of the region in a fair, equitable and timely manner.

EMRC staff undertaking any levels of stakeholder engagement will have regard to the compliance requirements of the EMRC and the following documents:

- Establishment Agreement
- Strategic Plan
- Code of Conduct
- *Local Government Act 1995* and associated regulations

## 10. COMPLIANCE REQUIREMENTS

- Legislation / Local Law Requirements
- Section 1.3 (2) of the *Local Government Act 1995*.
- Other Relevant Policies / Key Documents such as:
  - ⇒ Disability Access and Inclusion Plan
  - ⇒ Management of Investments Policy
  - ⇒ Risk Management Policy
  - ⇒ OHS Policy



## APPENDIX ONE

The EMRC's principal external stakeholder categories and the most appropriate means of communication which apply to each category are summarised as follows:

	Face to Face Meeting, Forums, Workshops, Presentation	Corporate Information Annual Report	E-Newsletter	Websites	Social Media	Community Meetings	Communicate by Email and Telephone
<b>Primary</b>							
➤ EMRC and member Council Elected Members	✓	✓	✓	✓			✓
➤ EMRC and member Council staff	✓	✓	✓	✓	✓	✓	✓
➤ State Government Regulatory Authorities (DWER, EPA)	✓	✓	✓	✓			✓
➤ Customers	✓	✓	✓	✓	✓		✓
➤ Neighbours and immediate communities	✓	✓	✓	✓	✓	✓	✓
<b>Secondary</b>							
➤ Other Regional Councils	✓	✓	✓	✓	✓	✓	✓
➤ State Government Agencies	✓	✓	✓	✓			✓
➤ Federal Government Agencies	✓	✓					✓
➤ Non-Government Agencies	✓	✓	✓	✓		✓	✓
➤ Regional Business Groups	✓	✓	✓	✓	✓		✓
➤ Regional Community Groups	✓	✓	✓	✓	✓	✓	✓
<b>Tertiary</b>							
➤ Suppliers and Clients	✓	✓	✓	✓	✓		✓
➤ Visitors and Tourists				✓	✓		✓
➤ Investors	✓	✓	✓	✓	✓		✓
➤ Businesses	✓		✓	✓	✓	✓	✓
➤ Regional Volunteers	✓		✓	✓	✓	✓	✓
➤ Regional Residents			✓	✓	✓	✓	✓

## APPENDIX TWO

Includes, but is not necessarily limited to the following:

Primary Stakeholder	Objective of Engagement	Engagement Format	Frequency of Engagement
Member Councils: Town of Bassendean; City of Bayswater City of Belmont City of Kalamunda Shire of Mundaring City of Swan	To guide good decision making and to ensure the EMRC is efficient, effective and accountable.	Monthly Council meetings, Committee meetings and occasional strategic briefing sessions	Monthly
Department of Water and Environment Regulation (DWER)	Liaison on all licences, Works Approvals and compliance matters relating to our operational sites; landfill levy returns	Face to face meetings as required and email updates, phone calls. Site Inspections and documentation audits.	As required; monthly or weekly on licence matters, quarterly for levy returns, annual licence compliance report. Quarterly audit inspection plus meetings face to face, phone and email
Department of Water and Environmental Regulation (DWER) - FOGO	FOGO marketing design and approvals	Meetings, presentations, phone and email	Weekly and sometimes daily and ongoing.
DWER – FOGO Reference Group	EMRC CEO represents the region on this reference group to ensure best practice can be achieved	Attends and contributes at meetings	Quarterly meetings
Federal Department of Environment and Energy	Clearing of native vegetation that has biodiversity significance at a federal level, offset management plan compliance and reporting	Reports prepared and shared, meeting and emails	Annual reporting
Environmental Protection Authority of Western Australia (EPA) - Ministerial Conditions and Compliance Reporting	Changes to conditions and compliance reporting. Environmental approvals and annual compliance assessment reporting against Ministerial Conditions	Phone calls, emails and meetings	Some contact is weekly and other contact is monthly or as required. Follow up contact is via phone and email

Secondary Stakeholder	Objective of Engagement	Engagement Format	Frequency of Engagement
Regional Councils: Mandarie RC; SMRC; WMRC; Rivers RC; Bunbury/Harvey RC	To share regional waste matters and best practice and to build relationships and network	Face to face and virtual meetings, email and phone calls	As required
Australian Organics Recyclers Association (AORA)	Composting guidelines, representations to regulators	Face to face meetings, email, phone call	As required
Clean Energy Regulator	NGERS Reporting	Phone calls, emails and meetings	Annually
Department of Biodiversity Conservation & Attractions (DBCA)	EMRC is represented on the Subregional Group as part of DBCA funding arrangement	Face to face meetings as required and email updates	As required
Department of Biodiversity Conservation & Attractions (DBCA)	The Chief Sustainability Officer represents the region on the Swan Canning Rivers Advisory Group. EMRC is a key stakeholder for regional projects	Face to face meetings and email updates and phone calls	As required
Department of Fire & Emergency Services (DFES)	EMRC is a key stakeholder for regional projects	Face to face meetings as required and email updates	As required
Landgate	EMRC accesses data from Landgate and involves stakeholders in project work	Face to face and virtual meetings, email and phone	As required
Perth Airport P/L (PAPL)	Supply of electricity from Hazelmere wood waste to energy plant Key transport stakeholder on RITS IAG	Face to face meetings, email, phone call	As required Quarterly RITS IAG meetings
SGS Australia	ISO 14001 Accreditation	Phone calls, emails and face to face audit	Annually
Minister for the Environment	To ensure open communication, participation and support of the State WARR strategy	Meeting, calls and correspondence	As required, goal is quarterly
Waste Authority	Responding to consultation documents, award applications, grant applications; information and training sessions, Waste & Recycle Conference	Face to face meetings as required, email, letters, in person at conferences	As required
Western Australian Local Government Association (WALGA)	CEO and CPO represented on MWAC and OAG meetings on waste and recycling matters	Face to face meetings as required and email updates, phone	Monthly
Western Australian Local Government Association (WALGA)	EMRC is a key stakeholder for regional projects and development/training opportunities	Face to face meetings as required and email updates	As required
Office of the Auditor General (OAG)	To provide advice and share information and best practice	Face to face, emails and phone calls	Ongoing throughout the audit processes

Secondary Stakeholder	Objective of Engagement	Engagement Format	Frequency of Engagement
Western Power	Approval for supply of electricity to PAPL and engagement around waste timber recycling	Email, phone	As required
Water Corporation	Professional engagement such as Flood Study	Email, phone	As required
Reconciliation Australia	To converse on all aspects of the EMRC's RAP	Email, phone	As required
Westcycle	To share information, in particular as a representative on the RITS IAG	Meetings, email and phone	As required RITS IAG quarterly meetings
Red Hill and Hazelmere Community Reference Groups	To exchange and update on developments at our sites	Face to face group meeting	Quarterly / as required
Department of Premier and Cabinet (DPC)	To promote the region and provide ongoing liaison regarding City Deals and also advocating for various key projects such as Perth/Adelaide Highway and Tonkin Gap	Connect Perth's East City Deal proposal. Various correspondence	Ongoing throughout the year
Department of Local Government, Sport and Cultural Industries (DLGSC)			
Other Local Governments (LGAs): Town of Victoria Park; City of South Perth; City of Canning	To provide fee for service to other LGAs who require EMRC services and to share best practice	Meetings, onsite demonstrations or work, plus email and phone	Monthly for some projects and as required for others
Main Roads WA	To share knowledge and expertise on all matters relating to regional transport	Represented on the RITS IAG and other meetings/presentations plus email and phone	Quarterly for RITS IAG and as required for other engagement
Combined FOGO meetings Bayswater; Bassendean EMRC	To review marketing and communication material and update plans for FOGO roll out to ensure delivery with the agreed timeframes	Face to face meetings held with minutes taken	Monthly

Tertiary Stakeholder	Objective of Engagement	Engagement Format	Frequency of Engagement
YMCA Belmont	Youth matters	Email, phone	As required
Northam Avon Descent Board (NADA)	Avon Descent matters	Email, phone and meetings	As required
Department of Transport (Your Move program)	Cycling and public transport projects/workshops	Email, phone	As required
Engineering and Manufacturing Industry Cooperative Limited. (EMICOL)	Sharing of information and assisting the Small Business industry cluster of manufacturing, engineering, mining and fabrication sectors in the region	Meetings and email and phone engagement	When relevant
Small Business Development Corporation	Sharing information on Small Business workshops and opportunities	Email, phone and guest presenter at workshop	When relevant
Mundaring Chamber of Commerce	Sharing information on Small Business workshops and opportunities	Email, phone	When relevant
Kalamunda Chamber of Commerce	Sharing information on Small Business workshops and opportunities	Email, phone	When relevant
Bayswater and Beyond	Small Business workshops and opportunities	Email, phone	When relevant
Belmont Business Enterprise Centre (BEC)	Sharing information on Small Business workshops and opportunities and support Business Awards	Email, phone, annual awards function	When relevant
Swan Chamber of Commerce	Sharing Small Business workshops and opportunities and attending when relevant	Email, phone and forums	When relevant
Various volunteer groups throughout the region	Through the ERCMP projects which includes liaising with Catchment groups	Face to fact meetings, on site meetings, planting days etc	Monthly and in some cases weekly
Various schools throughout the region	Liaison on Waste Wise Schools and EMRC Battery collection	School visits and disseminating information	Ongoing



## 11.2 FOGO DISTRIBUTION DEED 2020

REFERENCE: D2020/08903

### PURPOSE OF REPORT

The purpose of this report is to provide the CEOAC with the final version of the FOGO Distribution Deed for execution by member Councils and advise funds transfer dates.

### KEY POINTS AND RECOMMENDATION(S)

- The distribution from the Secondary Waste Reserve to support the implementation of FOGO Recovery Program was endorsed by Council on 19 March 2020.
- The FOGO Distribution Deed as amended by members at the Waste Advisory Committee Meeting on 7 May 2020 was endorsed by Council on 21 May 2020.
- The Deed is attached for execution as is the schedule of fund transfer dates.

#### Recommendation

That Council notes:

1. The final FOGO Distribution Deed for execution by the EMRC and member Councils forming the attachment to this report.
2. The timing of the payment of the distribution amount.

### SOURCE OF REPORT

Chief Project Officer

### BACKGROUND

At its 19 March 2020 meeting, Council resolved (D2020/05700):

*“THAT COUNCIL:*

1. *DECLARES ON THIS DAY 19 MARCH 2020, A DISTRIBUTION TOTALLING \$13,789,200 FROM THE SECONDARY WASTE RESERVE TO BE DISTRIBUTED TO ALL MEMBER COUNCILS ON OR BEFORE 30 JUNE 2020.*
2. *AUTHORISES THE DISTRIBUTION TO THE RESPECTIVE PARTICIPANTS OF THE EMRC:*
  - a. *BE BASED ON \$100 PER HOUSEHOLD; AND*
  - b. *FOLLOWING THE NEXT CENSUS IN 2021 AN ADJUSTMENT DISTRIBUTION BE MADE BASED ON REVISED NUMBER OF HOUSEHOLDS PER MEMBER COUNCIL.*
3. *AGREES THE DISTRIBUTION OF FUNDS TO THE RESPECTIVE MEMBER COUNCILS IS TO ASSIST AND SUPPORT THE IMPLEMENTATION OF FOGO RECOVERY PROGRAM INCLUDING THE COST OF BINS, KITCHEN CADDIES AND FIRST YEAR CADDY LINERS IN LINE WITH THE SECONDARY WASTE TREATMENT OF HOUSEHOLD MUNICIPAL WASTE. SHOULD A MEMBER COUNCIL DECIDE NOT TO PROCEED WITH THE FOGO PROGRAM, DISTRIBUTED FUNDS ARE TO BE REFUNDED TO THE SECONDARY WASTE RESERVE.*
4. *REQUEST AN UPDATED TIMELINE FOR TENDER IMPLEMENTATION OF A PERMANENT FOGO PROCESSING SOLUTION THAT INCLUDES THE TASKS OF PREPARING A FEASIBILITY STUDY AND OBTAINING COUNCIL APPROVAL PRIOR TO TENDERS BEING CALLED.”*



*Item 11.2 continued*

At its 21 May 2020 meeting, Council resolved (D2020/08956):

1. *"COUNCIL ADOPTS THE DRAFT FOGO DISTRIBUTION DEED WITH THE FOLLOWING CHANGE TO THE DOCUMENT:*
  - A) *THAT THE WORD "SUITABLE" BE INSERTED ON PAGE 4, PARAGRAPH 1, SO THAT IT READS "SUBJECT TO A SUITABLE FOGO FACILITY BEING AVAILABLE..."*
  - B) *PAGE 3 PARA 2, INSERT AFTER "... THE 2021 CENSUS", "AND/OR IMMEDIATELY PRIOR TO THE IMPLEMENTATION OF EACH RECIPIENT'S FOGO MANAGEMENT SERVICE".*
  - C) *PAGE 4, PARA 1, INSERT AFTER "... NO LATER THAN" THE DATE SPECIFIED IN THE WASTE AVOIDANCE AND RESOURCE RECOVERY STRATEGY 2030".*
  - D) *WITH CORRESPONDING CHANGES TO BE MADE TO THE CLEAN VERSION OF THE DRAFT FOGO DISTRIBUTION DEED.*
2. *THE CEO ARRANGES FOR MEMBER COUNCILS TO EXECUTE THE FOGO DISTRIBUTION DEED IN ORDER TO RECEIVE THE DISTRIBUTION."*

## **REPORT**

Following input from the CEO's and WAC officers, the FOGO Distribution Deed has been adopted and copies prepared for execution under seal by the EMRC and member Council CEO's and Mayors/Presidents as per Attachment 1.

The FOGO Distribution Deed on page 3 of the Deed, 4<sup>th</sup> para, states that:

*"The Payment of Distribution amount will be made by the EMRC to the Recipient on or before the 30 June 2020 or within 15 Business Days after the execution of this Deed, which comes first, ...."*

This is a distribution of \$100 per household based on the number of households in each Council using the 2016 Census figures and there may be an adjusted distribution amount following the 2021 Census and/or immediately prior to the implementation of each member Council's FOGO management service as detailed in the Deed.

The EMRC looks forward to working with the member Councils in facilitating the FOGO Recovery Strategy for our Region.

## **STRATEGIC/POLICY IMPLICATIONS**

Key Result Area 1 – Environmental Sustainability

- 1.1 To provide sustainable waste disposal operations.
- 1.3 To provide resource recovery and recycling solutions in partnership with member Councils.

## **FINANCIAL IMPLICATIONS**

The distribution will be made using funds from the EMRC's Secondary Waste Reserve by 30 June 2020.

## **SUSTAINABILITY IMPLICATIONS**

Collection and recovery of FOGO is a key element of the Waste Avoidance and Resource Recovery Strategy 2030 and Action Plan.



*Item 11.2 continued*

#### **MEMBER COUNCIL IMPLICATIONS**

<b>Member Council</b>	<b>Implication Details</b>
Town of Bassendean	Funds are being provided to support the implementation of the FOGO Recovery Program.
City of Bayswater	
City of Belmont	
City of Kalamunda	
Shire of Mundaring	
City of Swan	

#### **ATTACHMENT(S)**

Final Version FOGO Distribution Deed (Ref: D2020/09130)

#### **VOTING REQUIREMENT**

Simple Majority

#### **RECOMMENDATION(S)**

That Council notes:

1. The final FOGO Distribution Deed for execution by the EMRC and member Councils forming the attachment to this report.
2. The timing of the payment of the distribution amount.

#### **CEOAC RECOMMENDATION(S)**

MOVED

SECONDED



## FOGO DISTRIBUTION DEED



**THIS DEED** is made the

day of

2020

**BETWEEN:**

The **EASTERN METROPOLITAN REGIONAL COUNCIL** of 226 Great Eastern Highway, Belmont, Western Australia (**EMRC**).

and

The party specified in Schedule 1 (the **Recipient**)

**BACKGROUND**

- A. The EMRC is a regional local government incorporated pursuant to the *Local Government Act 1995* and the Recipients are the local governments incorporated pursuant to the *Local Government Act 1995*, namely the Town of Bassendean, City of Bayswater, City of Belmont, City of Kalamunda, Shire of Mundaring and the City of Swan.
- B. The EMRC is developing and implementing a FOGO Recovery Strategy (the Strategy) to deal with Food Organics Garden Organics waste (FOGO). In order to enable each Recipient to prepare to participate in a FOGO management service, the EMRC is providing funding from the Secondary Waste Reserve to the Recipients, by way of a Distribution, on the terms set out in this Deed.
- C. The Secondary Waste Reserve was established by the EMRC pursuant to section 6.11 of the *Local Government Act 1995 (WA)* for the specific purpose to accumulate and to make provision for secondary waste treatment technology.

**OPERATIVE PART**

- 1. The Recipient agrees to use the Distribution in accordance with, the terms of this Deed and in accordance with the Council resolution from its 19 March 2020 meeting whereby Council resolved as follows:

*“COUNCIL RESOLUTION(S)*

*MOVED CR PIFFARETTI      SECONDED CR JEANS*

*THAT COUNCIL:*

- 1. *DECLARES ON THIS DAY 19 MARCH 2020, A DISTRIBUTION TOTALLING \$13,789,200 FROM THE SECONDARY WASTE RESERVE TO BE DISTRIBUTED TO ALL MEMBER COUNCILS ON OR BEFORE 30 JUNE 2020.*
- 2. *AUTHORISES THE DISTRIBUTION TO THE RESPECTIVE PARTICIPANTS OF THE EMRC:*
  - a. *BE BASED ON \$100 PER HOUSEHOLD; AND*
  - b. *FOLLOWING THE NEXT CENSUS IN 2021 AN ADJUSTMENT DISTRIBUTION BE MADE BASED ON REVISED NUMBER OF HOUSEHOLDS PER MEMBER COUNCIL.*
- 3. *AGREES THE DISTRIBUTION OF FUNDS TO THE RESPECTIVE MEMBER COUNCILS IS TO ASSIST AND SUPPORT THE IMPLEMENTATION OF FOGO RECOVERY PROGRAM INCLUDING THE COST OF BINS, KITCHEN CADDIES AND FIRST YEAR CADDY LINERS IN LINE WITH THE SECONDARY WASTE TREATMENT OF HOUSEHOLD MUNICIPAL WASTE. SHOULD A MEMBER COUNCIL DECIDE NOT TO PROCEED WITH THE*

*FOGO PROGRAM, DISTRIBUTED FUNDS ARE TO BE REFUNDED TO THE SECONDARY WASTE RESERVE.*

4. *REQUEST AN UPDATED TIMELINE FOR TENDER IMPLEMENTATION OF A PERMANENT FOGO PROCESSING SOLUTION THAT INCLUDES THE TASKS OF PREPARING A FEASIBILITY STUDY AND OBTAINING COUNCIL APPROVAL PRIOR TO TENDERS BEING CALLED.*

*CARRIED 9/3*

*CR. O'CONNOR; CR WOLFF; CR BOYD VOTED AGAINST"*

2. The distribution of the funds paid to the Recipient by the EMRC, from the Secondary Waste Reserve based on \$100 per household ("**Distribution**"), will include a First Distribution Amount (found in Schedule 1) and may include an adjustment distribution amount should there be a requirement to do so after reviewing the 2021 Census and/or immediately prior to the implementation of each Recipient's FOGO management service.
3. Upon reviewing the results of the 2021 Census, the EMRC will compare the results of the Census with the 2016 Census figures to determine whether there has been an increase in the number of households in each of the Recipient's district. Should there be an increase then the EMRC will make an adjustment distribution payment to the Recipient, to account for any actual increases in household numbers in any of the participating member Councils based on \$100 per household. In the event there has been a decrease in the number of households, the recipient will be required to repay funds to the EMRC, equivalent to the reduction in the number of households at \$100 per household.
4. The distribution of the funds is specifically for the purpose as outlined in the Council resolution from its 19 March 2020 meeting to assist and support the member Councils in the implementation of a FOGO management service in accordance with the Waste Authority Waste Avoidance and Resource Recovery Strategy 2030.
5. The Payment of Distribution amount will be made by the EMRC to the Recipient on or before the 30 June 2020 or within 15 Business Days after execution of this Deed, which come first, in accordance with Schedule One, which outlines the individual timeframes of each of the six member Councils who are party to this agreement.
6. The '**Period**' or timeframe for this Deed is as follows:
  - (a) Commencement is from execution of this Deed; and
  - (b) Conclusion or end date is any date between the commencement date and no later than the date specified in the Waste Avoidance and Resource Recovery Strategy 2030, subject to a suitable FOGO facility being available to member Councils by this time.
7. If, at any time during or after the Period, the Recipient decides not to implement a FOGO service in its district then the Recipient must repay to the EMRC the amount of the Distribution received from the EMRC, that has not been expended by the Recipient for the permitted purpose with any such repayment to be made to the EMRC within sixty (60) Business Days from the day the Recipient decides a FOGO service will not be implemented in its district.

8. If the Recipient fails to pay the amount due to EMRC on the due date for payment then in addition, the amount outstanding shall accrue interest at the rate of 5% per annum which interest shall accrue from day to day, from the due date for payment until the date of actual payment.
9. This Deed, including Schedule One, serves as a legal and binding agreement between the EMRC and the Recipient and is not to be amended, varied, replaced or waived, unless by the express agreement of the Parties to this Deed in writing.

---

**EXECUTED** by the Parties as a Deed.

THE COMMON SEAL of the                   )  
**EASTERN METROPOLITAN**                   )  
**REGIONAL COUNCIL** was                   )  
 hereunto affixed by authority of       )  
 its Council in the presence of:       )

\_\_\_\_\_  
 Signature of Chief Executive Officer

\_\_\_\_\_  
 Signature of Chairman (Print)

\_\_\_\_\_  
 Name of Chief Executive Officer (Print)

\_\_\_\_\_  
 Name of Chairman (Print)

## SCHEDULE 1 – DETAILS

---

### 1. Recipient

Council Name: Town of Bassendean

Council ABN: 20 347 405 108

Recipient's Street Address: 48 Old Perth Road, Bassendean WA 6054

Recipient's Postal Address: PO Box 87, Bassendean WA 6934

Recipient's Facsimile: 9279 4257

Recipient's Email: mail@bassendean.wa.gov.au

### First Distribution Amount

\$648,100.00

EXECUTED as and for a Deed.

THE COMMON SEAL of the       )  
TOWN OF BASSENDEAN was       )  
hereunto affixed by authority of       )  
its Council in the presence of:       )

\_\_\_\_\_  
Signature of Chief Executive Officer

\_\_\_\_\_  
Signature of Mayor

\_\_\_\_\_  
Name of Chief Executive Officer (Print)

\_\_\_\_\_  
Name of Mayor (Print)

**2. Recipient**

Council Name: City of Bayswater

Council ABN: 61 054 006 131

Recipient's Street Address: 61 Broun Avenue, Morley WA 6062

Recipient's Postal Address: PO Box 467, Morley WA 6943

Recipient's Facsimile: 9272 0665

Recipient's Email: mail@bayswater.wa.gov.au

**First Distribution Amount**

\$2,867,500.00

EXECUTED as and for a Deed.

THE COMMON SEAL of the       )  
CITY OF BAYSWATER was       )  
hereunto affixed by authority of       )  
its Council in the presence of:       )

\_\_\_\_\_  
Signature of Chief Executive Officer

\_\_\_\_\_  
Signature of Mayor

\_\_\_\_\_  
Name of Chief Executive Officer (Print)

\_\_\_\_\_  
Name of Mayor (Print)

**3. Recipient**

Council Name: City of Belmont

Council ABN: 41 768 752 077

Recipient's Street Address: 215 Wright Street, Cloverdale WA 6105

Recipient's Postal Address: PO Box 379, Cloverdale WA 6985

Recipient's Facsimile: 9478 1473

Recipient's Email: [belmont@belmont.wa.gov.au](mailto:belmont@belmont.wa.gov.au)

**First Distribution Amount**

\$1,720,400.00

EXECUTED as and for a Deed.

THE COMMON SEAL of the       )  
CITY OF BELMONT was       )  
hereunto affixed by authority of       )  
its Council in the presence of:       )

\_\_\_\_\_  
Signature of Chief Executive Officer

\_\_\_\_\_  
Signature of Mayor

\_\_\_\_\_  
Name of Chief Executive Officer (Print)

\_\_\_\_\_  
Name of Mayor (Print)

**4. Recipient**

Council Name: City of Kalamunda

Council ABN: 60 741 095 678

Recipient's Street Address: 2 Railway Road, Kalamunda WA 6076

Recipient's Postal Address: PO Box 42, Kalamunda WA 6926

Recipient's Facsimile: 9293 2715

Recipient's Email: enquiries@kalamunda.wa.gov.au

**First Distribution Amount**

\$2,193,700.00

EXECUTED as and for a Deed.

THE COMMON SEAL of the       )  
CITY OF KALAMUNDA was       )  
hereunto affixed by authority of       )  
its Council in the presence of:       )

\_\_\_\_\_  
Signature of Chief Executive Officer

\_\_\_\_\_  
Signature of Mayor

\_\_\_\_\_  
Name of Chief Executive Officer (Print)

\_\_\_\_\_  
Name of Mayor (Print)



**5. Recipient**

Council Name: Shire of Mundaring

Council ABN: 20 431 487 930

Recipient's Street Address: 7000 Great Eastern Highway, Mundaring WA 6073

Recipient's Postal Address: 7000 Great Eastern Highway, Mundaring WA 6073

Recipient's Facsimile: 9295 3288

Recipient's Email: [shire@mundaring.wa.gov.au](mailto:shire@mundaring.wa.gov.au)

**First Distribution Amount**

\$1,455,200.00

EXECUTED as and for a Deed.

THE COMMON SEAL of the       )  
 SHIRE OF MUNDARING was       )  
 hereunto affixed by authority of       )  
 its Council in the presence of:       )

\_\_\_\_\_  
 Signature of Chief Executive Officer

\_\_\_\_\_  
 Signature of President

\_\_\_\_\_  
 Name of Chief Executive Officer (Print)

\_\_\_\_\_  
 Name of President (Print)

**6. Recipient**

Council Name: City of Swan

Council ABN: 21 086 180 442

Recipient's Street Address: 2 Midland Square, Midland WA 6056

Recipient's Postal Address: PO Box 196, Midland WA 6936

Recipient's Facsimile: 9267 9444

Recipient's Email: [swan@swan.wa.gov.au](mailto:swan@swan.wa.gov.au)

**First Distribution Amount**

\$4,904,300.00

EXECUTED as and for a Deed.

THE COMMON SEAL of the       )  
CITY OF SWAN was                )  
hereunto affixed by authority of   )  
its Council in the presence of:    )

\_\_\_\_\_  
Signature of Chief Executive Officer

\_\_\_\_\_  
Signature of Mayor

\_\_\_\_\_  
Name of Chief Executive Officer (Print)

\_\_\_\_\_  
Name of Mayor (Print)



### 11.3 RED HILL WASTE MANAGEMENT FACILITY DEVELOPMENT PLAN 2020

**REFERENCE: D2020/09087**

#### PURPOSE OF REPORT

The purpose of this report is to provide the CEOAC with the draft Red Hill Waste Management Facility Development Plan 2020 for comment.

#### KEY POINTS AND RECOMMENDATION(S)

- The EMRC has had a development plan for Red Hill Waste Management Facility since 1993 to assist with the orderly development of the site including the staging of landfill cells, infrastructure requirements, leachate management and processing of recovered products such as mulch, soil improver and ferricrete.
- EMRC Projects Team has updated the development plan to include future developments on site and known changes in the member Council waste deliveries plus environmental and licensing details.
- The confidential draft plan is attached for comment.

#### Recommendation(s)

That:

1. Council notes the draft Red Hill Waste Management Facility Development Plan 2020 as endorsed by member Council CEOs.
2. The attachment remains confidential and be certified by the Chairman and CEO.

#### SOURCE OF REPORT

Chief Project Officer

#### BACKGROUND

From 1993, as a part of the implementation of its Strategic Plan, the EMRC has had a Development Plan which introduced the concept of providing all aspects of design and construction at Red Hill on a rolling Five Year Plan as an aid to continually reviewing any trends ahead of budgetary provision.

#### REPORT

The Development Plan 2020 is the latest update to the EMRC's development plan for Red Hill Waste Management Facility. This plan assists with the planning and development to the site including the staging of landfill cells, infrastructure requirements, leachate management and processing of recovered products such as mulch, soil improver and ferricrete.

EMRC Projects Team has updated the development plan to include future developments on site and known changes in the member Council waste deliveries plus environmental and licensing details. Waste tonnage projections are based on historical data, predicted population growth, per capita waste generation and estimated changes to member Council tonnages based on the implementation of FOGO collections and diverted tonnages to the East Rockingham Resource Recovery Facility.

The draft plan is attached for comment and remains confidential due to the commercial-in-confidence nature of the plan.



*Item 11.3 continued*

## **STRATEGIC/POLICY IMPLICATIONS**

Key Result Area 1 – Environmental Sustainability

- 1.1 To provide sustainable waste disposal operations.
- 1.3 To provide resource recovery and recycling solutions in partnership with member Councils.

## **FINANCIAL IMPLICATIONS**

Nil

## **SUSTAINABILITY IMPLICATIONS**

Providing best practice waste management solutions is a key part of the EMRC's commitment to the member Councils.

## **MEMBER COUNCIL IMPLICATIONS**

<b>Member Council</b>	<b>Implication Details</b>
Town of Bassendean	As reflected in the Report and Attachment
City of Bayswater	
City of Belmont	
City of Kalamunda	
Shire of Mundaring	
City of Swan	

## **CONFIDENTIAL ATTACHMENT(S)**

Confidential - Red Hill Development Plan 2020 (Ref: D2020/09095)

## **VOTING REQUIREMENT**

Simple Majority

## **RECOMMENDATION(S)**

That:

1. Council notes the draft Red Hill Waste Management Facility Development Plan 2020 as endorsed by member Council CEOs.
2. The attachment remains confidential and be certified by the Chairman and CEO.

## **CEOAC RECOMMENDATION(S)**

MOVED

SECONDED



## 11.4 DRAFT PARTICIPANTS AGREEMENT FOR FOGO SUPPLY

REFERENCE: D2020/09088

### PURPOSE OF REPORT

The purpose of this report is to provide the CEOAC with a draft version of the Participants Agreement for FOGO Supply for comment.

### KEY POINTS AND RECOMMENDATION(S)

- A draft Participants Agreement for FOGO Supply has been developed by the EMRC's lawyers.
- The agreement will need to be finalised and agreed in principle before proceeding with the next stage of the FOGO Permanent Facility tender process.
- The agreement allows for non-member local governments to supply FOGO waste to the facility and/or commercial operators.

#### Recommendation(s)

That:

1. Council notes the input of the CEOAC in the finalisation of the Participants Agreement for FOGO Supply.
2. The attachment remains confidential and be certified by the Chairman and CEO.

### SOURCE OF REPORT

Chief Project Officer

### BACKGROUND

At its 21 March 2019 meeting of Council, it was resolved (D2019/05266):

*"THAT:*

1. *THE EMRC BEGIN THE PROCESS OF DEVELOPING A LONG-TERM FOOD ORGANIC & GARDEN ORGANIC (FOGO) STRATEGY INCLUDING, IF REQUIRED, SEEKING EXPRESSIONS OF INTEREST FOR THE APPROPRIATE TECHNOLOGY TO IMPLEMENT LONG-TERM FOGO PROCESSING SOLUTIONS TO CATER FOR ALL MEMBER COUNCIL WASTE STREAMS.*
2. *IN THE INTERIM, THE EMRC PROCEEDS WITH THE PROCUREMENT PROCESS AND LICENCE APPROVAL FOR THE ADDITION OF A TRIAL MOBILE AERATOR FLOOR (MAF) COMPOSTING SYSTEM FOR THE PROCESSING OF UP TO 10,000 TPA OF FOGO WASTE AT THE RED HILL WASTE MANAGEMENT FACILITY.*
3. *APPROVES THE EXPENDITURE OF UP TO \$400,000 EX GST FOR THE PURCHASE AND INSTALLATION OF A SUITABLE MAF SYSTEM, INCLUDING HARDSTAND INSTALLATION AND THAT THE FUNDS BE ALLOCATED FROM THE SECONDARY WASTE RESERVE.*
4. *NOTES THAT INTERIM ARRANGEMENTS ARE AVAILABLE WITH SEVERAL THIRD PARTY PROCESSORS OF FOGO WASTE IF THE INSTALLATION OF A PROCESSING FACILITY OR THE LICENCE APPROVAL IS DELAYED FOR WHATEVER REASON BEYOND PLANNED START DATES FOR FOGO COLLECTIONS BY MEMBER COUNCILS.*
5. *ADVISE THE TOWN OF BASSENDEAN AND THE CITY OF BAYSWATER OF THE COUNCIL RESOLUTION AND AUTHORISE THE CEO TO ENTER INTO NEGOTIATIONS WITH THESE MEMBER COUNCILS FOR A SUITABLE PROCESSING ARRANGEMENT.*
6. *SEEK FUNDING SUPPORT FROM THE WASTE AUTHORITY FOR THE FOGO TRIAL AT THE RED HILL WASTE MANAGEMENT FACILITY.*
7. *THAT THE EMRC EXPLORE ALL MARKETING OPPORTUNITIES FOR THE COMPOST PRODUCT DURING THE FOGO TRIAL PERIOD."*



*Item 11.4 continued*

Following the draft Food Organics and Garden Organics (FOGO) Waste Strategy (Ref: D2019/14024) being presented to WAC on 5 September 2019 it was subsequently endorsed by Council at its 19 September 2019 meeting where it was resolved (D2019/14022):

*"THAT COUNCIL ENDORSES THE DRAFT FOOD ORGANICS AND GARDEN ORGANICS (FOGO) RECOVERY STRATEGY SUBJECT TO THE LAST DOT POINT UNDER 'PRINCIPLES' ON PAGE 9 BEING AMENDED TO STATE "THE FUNDING OF BINS, CADDIES AND INITIAL EDUCATION/PRODUCT MARKETING FOR MEMBER COUNCILS WILL BE FUNDED THROUGH THE SECONDARY WASTE RESERVE."*

At its 20 February 2020 meeting of Council, it was resolved (D2020/02381):

*"THAT:*

- 1. THE FOLLOWING RESPONDENTS TO THE EXPRESSION OF INTEREST ARE LISTED AS ACCEPTABLE TENDERERS:*
  - A. BARPA PTY LTD;*
  - B. HITACHI ZOSEN INOVA AUSTRALIA PTY LTD;*
  - C. PINDAN CONTRACTING PTY LTD;*
  - D. SACYR ENVIRONMENT AUSTRALIA PTY LTD; AND*
  - E. VEOLIA ENVIRONMENTAL SERVICES (AUSTRALIA) PTY LTD.*
- 2. THE FOLLOWING RESPONDENTS TO THE EXPRESSION OF INTEREST ARE NOT LISTED AS ACCEPTABLE TENDERERS:*
  - A. AURIGEN GROUP*
  - B. BIOGASS RENEWABLES PTY LTD;*
  - C. CLEANAWAY PTY LTD;*
  - D. FOCUS ENVIRO (EMER PTY LTD)*
  - E. RE.GROUP PTY LTD; AND*
  - F. SKALA AUSTRALASIA PTY LTD.*
- 3. THE RESPONDENTS TO EXPRESSION OF INTEREST 2019 -007 BE ADVISED OF THE OUTCOME OF THE ASSESSMENT.*
- 4. THAT A FEASIBILITY STUDY IS PREPARED AND ADOPTED BY COUNCIL PRIOR TO TENDERS BEING CALLED.*
- 5. THE ATTACHMENT(S) REMAIN CONFIDENTIAL AND BE CERTIFIED BY THE CHAIRMAN AND CEO."*

## **REPORT**

A draft Participants Agreement for FOGO Supply has been prepared by the EMRC's lawyers and is attached for comment. This agreement is fundamental to the introduction of a FOGO Processing Facility to the region as part of the EMRC's endorsed FOGO Recovery Strategy.

The agreement allows for non-member local governments to supply FOGO waste to the facility and/or commercial operators in order to achieve a commercial scale facility of up to 100,000 tonnes per annum capacity.

Before the EMRC proceeds to the second stage of tender process for a permanent FOGO Processing Facility, a Participants Agreement for FOGO Supply is required to be in final form and agreed in principle, subject to the outcome of the tender process.



*Item 11.4 continued*

This draft agreement was referred to the 7 May 2020 WAC meeting which recommended that the report be deferred until such time that more certainty exists regarding the nature of the FOGO arrangements between the EMRC and member Councils. The EMRC is proceeding to involve the WAC officers in a feasibility study for a permanent FOGO facility ahead of Council approval to proceed to tender.

Comments from the member Council CEO's would be appreciated by the 15 June 2020 so that the agreement can be finalised and commitments sought ahead of a tender process. The Participants Agreement as amended will be the subject of a future report to Council.

The draft agreement is recommended to be kept confidential as it contains commercial terms between the EMRC and participant councils.

### **STRATEGIC/POLICY IMPLICATIONS**

Key Result Area 1 – Environmental Sustainability

- 1.1 To provide sustainable waste disposal operations.
- 1.3 To provide resource recovery and recycling solutions in partnership with member Councils.

### **FINANCIAL IMPLICATIONS**

Nil

### **SUSTAINABILITY IMPLICATIONS**

Collection and recovery of FOGO is a key element of the State Waste Strategy targets for recovery by 2025/2030.

### **MEMBER COUNCIL IMPLICATIONS**

Member Council	Implication Details
Town of Bassendean	Funds are being provided to support the implementation of the FOGO Recovery Program.
City of Bayswater	
City of Belmont	
City of Kalamunda	
Shire of Mundaring	
City of Swan	

### **CONFIDENTIAL ATTACHMENT(S)**

Confidential Draft Participants Agreement for FOGO Supply (Ref: D2020/09089)

### **VOTING REQUIREMENT**

Simple Majority



*Item 11.4 continued*

**RECOMMENDATION(S)**

That:

1. Council notes the input of the CEOAC in the finalisation of the Participants Agreement for FOGO Supply.
2. The attachment remains confidential and be certified by the Chairman and CEO.

**CEOAC RECOMMENDATION(S)**

MOVED

SECONDED





## 11.5 PARTICIPANTS WASTE SUPPLY SCHEDULES FOR THE EAST ROCKINGHAM RRF AND FOGO PROCESSING FACILITY

REFERENCE: D2020/09092

### PURPOSE OF REPORT

The purpose of this report is to provide the CEOAC with a draft template for the member Councils to advise projected supply of residual waste and FOGO waste to waste processing facilities for the near future to enable EMRC to commence sizing and financial modelling of required infrastructure, such as the Hazelmere waste transfer station and the permanent FOGO facility.

### KEY POINTS AND RECOMMENDATION(S)

- The Participants Agreement for a Waste Supply Agreement requires participant Councils to provide the EMRC with a Waste Delivery Plan in advance of the commencement of this agreement with East Rockingham RRF.
- To facilitate planning on the development of a permanent FOGO facility and the design of a Waste Transfer Station at Hazelmere to service member Council waste transfer to the RRF, CEOs are requested to complete the waste supply schedule provided herein.

#### Recommendation

That:

1. That Council notes the input of the CEOAC in the provision of waste supply schedules in relation to the supply of residual waste for the East Rockingham RRF via a Waste Transfer Station at Hazelmere and the supply of FOGO waste for a proposed permanent FOGO Facility.
2. The attachment remains confidential and be certified by the Chairman and CEO.

### SOURCE OF REPORT

Chief Project Officer

### BACKGROUND

In a confidential report to the 7 September 2017 (Ref: D2017/12794) Special meeting of Council it was resolved:

*“THAT:*

1. *COUNCIL CONFIRMS THAT THE PREFERRED TENDERER FOR REQUEST FOR TENDER (RFT) 2016-005 – RESOURCE RECOVERY FACILITY (RRF) IS A CONSORTIUM COMPRISING HITACHI ZOSEN INOVA AG, NEW ENERGY CORPORATION PTY LTD AND TRIBE INFRASTRUCTURE DEVELOPMENT PTE LTD (HZI CONSORTIUM).*
2. *COUNCIL CONFIRMS THAT HZI CONSORTIUM INTENDS TO ESTABLISH AN ENERGY FROM WASTE FACILITY IN EAST ROCKINGHAM TO PROCESS MUNICIPAL WASTE FROM THE EMRC, MRC AND COMMERCIAL CUSTOMERS.*
3. *COUNCIL ADOPTS THE WASTE SUPPLY AGREEMENT BETWEEN EMRC AND HZI CONSORTIUM FORMING AN ATTACHMENT TO THIS REPORT.*
4. *THE CHAIRMAN AND THE CHIEF EXECUTIVE OFFICER BE AUTHORISED TO SIGN THE WASTE SUPPLY AGREEMENT WITH HZI CONSORTIUM UNDER THE COMMON SEAL.*
5. *COUNCIL ADOPTS THE FINANCIER SIDE DEED WITH THE SECURITY TRUSTEE AND EACH OF THE EMRC MEMBER COUNCILS FORMING AN ATTACHMENT TO THIS REPORT.*
6. *THE CHAIRMAN AND THE CHIEF EXECUTIVE OFFICER BE AUTHORISED TO SIGN THE FINANCIER SIDE DEED WITH THE SECURITY TRUSTEE UNDER THE COMMON SEAL.*
7. *COUNCIL ADOPTS THE PARTICIPANTS AGREEMENT FOR A WASTE SUPPLY AGREEMENT WITH EACH OF THE EMRC MEMBER COUNCILS.*



*Items 11.5 continued*

8. *THE CHAIRMAN AND THE CHIEF EXECUTIVE OFFICER BE AUTHORISED TO SIGN THE PARTICIPANTS AGREEMENT FOR A WASTE SUPPLY AGREEMENT UNDER THE COMMON SEAL WITH EACH OF THE EMRC MEMBER COUNCILS.*
9. *THE CEO BE AUTHORISED IN CONSULTATION WITH THE CHAIRMAN AND ON LEGAL ADVICE TO MAKE MINOR CHANGES TO THE AGREEMENTS FORMING ATTACHMENTS TO THIS REPORT.*
10. *EMRC MEMBER COUNCILS BE REQUESTED TO ADOPT AND SIGN THE PARTICIPATION AGREEMENT FOR A WASTE SUPPLY AGREEMENT.*
11. *EMRC MEMBER COUNCILS BE REQUESTED TO ADOPT AND SIGN THE FINANCIER SIDE DEED.*
12. *THE REPORT AND ATTACHMENTS REMAIN CONFIDENTIAL AND BE CERTIFIED BY THE CHAIRMAN AND CEO."*

At its 21 March 2019 meeting of Council, it was resolved (D2019/05266):

*"THAT:*

1. *THE EMRC BEGIN THE PROCESS OF DEVELOPING A LONG-TERM FOOD ORGANIC & GARDEN ORGANIC (FOGO) STRATEGY INCLUDING, IF REQUIRED, SEEKING EXPRESSIONS OF INTEREST FOR THE APPROPRIATE TECHNOLOGY TO IMPLEMENT LONG-TERM FOGO PROCESSING SOLUTIONS TO CATER FOR ALL MEMBER COUNCIL WASTE STREAMS.*
2. *IN THE INTERIM, THE EMRC PROCEEDS WITH THE PROCUREMENT PROCESS AND LICENCE APPROVAL FOR THE ADDITION OF A TRIAL MOBILE AERATOR FLOOR (MAF) COMPOSTING SYSTEM FOR THE PROCESSING OF UP TO 10,000 TPA OF FOGO WASTE AT THE RED HILL WASTE MANAGEMENT FACILITY.*
3. *APPROVES THE EXPENDITURE OF UP TO \$400,000 EX GST FOR THE PURCHASE AND INSTALLATION OF A SUITABLE MAF SYSTEM, INCLUDING HARDSTAND INSTALLATION AND THAT THE FUNDS BE ALLOCATED FROM THE SECONDARY WASTE RESERVE.*
4. *NOTES THAT INTERIM ARRANGEMENTS ARE AVAILABLE WITH SEVERAL THIRD PARTY PROCESSORS OF FOGO WASTE IF THE INSTALLATION OF A PROCESSING FACILITY OR THE LICENCE APPROVAL IS DELAYED FOR WHATEVER REASON BEYOND PLANNED START DATES FOR FOGO COLLECTIONS BY MEMBER COUNCILS.*
5. *ADVISE THE TOWN OF BASSENDEAN AND THE CITY OF BAYSWATER OF THE COUNCIL RESOLUTION AND AUTHORISE THE CEO TO ENTER INTO NEGOTIATIONS WITH THESE MEMBER COUNCILS FOR A SUITABLE PROCESSING ARRANGEMENT.*
6. *SEEK FUNDING SUPPORT FROM THE WASTE AUTHORITY FOR THE FOGO TRIAL AT THE RED HILL WASTE MANAGEMENT FACILITY.*
7. *THAT THE EMRC EXPLORE ALL MARKETING OPPORTUNITIES FOR THE COMPOST PRODUCT DURING THE FOGO TRIAL PERIOD."*

Following the draft Food Organics and Garden Organics (FOGO) Waste Strategy (Ref: D2019/14024) being presented to WAC on 5 September 2019 it was subsequently endorsed by Council at its 19 September 2019 meeting (Ref: D2019/14022):

At its 19 September 2019 meeting of Council, it was resolved (D2019/14022):

*"THAT COUNCIL ENDORSES THE DRAFT FOOD ORGANICS AND GARDEN ORGANICS (FOGO) RECOVERY STRATEGY SUBJECT TO THE LAST DOT POINT UNDER 'PRINCIPLES' ON PAGE 9 BEING AMENDED TO STATE "THE FUNDING OF BINS, CADDIES AND INITIAL EDUCATION/PRODUCT MARKETING FOR MEMBER COUNCILS WILL BE FUNDED THROUGH THE SECONDARY WASTE RESERVE."*



*Item 11.5 continued*

At its 20 February 2020 meeting of Council, it was resolved (D2020/02381):

*“THAT:*

- 1. THE FOLLOWING RESPONDENTS TO THE EXPRESSION OF INTEREST ARE LISTED AS ACCEPTABLE TENDERERS:*
  - A. BARPA PTY LTD;*
  - B. HITACHI ZOSEN INOVA AUSTRALIA PTY LTD;*
  - C. PINDAN CONTRACTING PTY LTD;*
  - D. SACYR ENVIRONMENT AUSTRALIA PTY LTD; AND*
  - E. VEOLIA ENVIRONMENTAL SERVICES (AUSTRALIA) PTY LTD.*
- 2. THE FOLLOWING RESPONDENTS TO THE EXPRESSION OF INTEREST ARE NOT LISTED AS ACCEPTABLE TENDERERS:*
  - A. AURIGEN GROUP*
  - B. BIOGASS RENEWABLES PTY LTD;*
  - C. CLEANAWAY PTY LTD;*
  - D. FOCUS ENVIRO (EMER PTY LTD)*
  - E. RE.GROUP PTY LTD; AND*
  - F. SKALA AUSTRALASIA PTY LTD.*
- 3. THE RESPONDENTS TO EXPRESSION OF INTEREST 2019 -007 BE ADVISED OF THE OUTCOME OF THE ASSESSMENT.*
- 4. THAT A FEASIBILITY STUDY IS PREPARED AND ADOPTED BY COUNCIL PRIOR TO TENDERS BEING CALLED.*
- 5. THE ATTACHMENT(S) REMAIN CONFIDENTIAL AND BE CERTIFIED BY THE CHAIRMAN AND CEO.”*

## **REPORT**

The Participants Agreement for a Waste Supply Agreement places obligations on the four participant Councils – the Shire of Mundaring and the Cities of Belmont, Kalamunda and Swan to deliver their Processible Waste to the East Rockingham RRF from the start of commercial operation in late 2022.

The Participants Agreement for a Waste Supply Agreement imposes an obligation on participant Councils to provide sufficient information for planning purposes.

When the EMRC resolved to proceed with the WSA and participant Councils agreed to the Participants Agreement for a WSA, this was based on the delivery of waste to a new transfer station at Hazelmere in order to gain economies of transport for the delivery to East Rockingham. The anticipated gate fee to participants was based on the contract gate fee at East Rockingham plus the transport cost using heavy haulage and recovery of the capital cost and operating and maintenance cost for a Waste Transfer Station.

Furthermore, as the EMRC proceeds towards a tender process for a permanent FOGO facility having completed the EOI process, an indication of the volumes of FOGO waste from member Councils is paramount in determining the scale of a FOGO processing plant and also the opportunity to utilise a Waste Transfer Station at Hazelmere as a central hub to consolidate this waste for transport to the FOGO processing facility, likely to be at Red Hill.

To facilitate planning on the development of a permanent FOGO facility and the design and sizing of a Waste Transfer Station at Hazelmere, CEOs are requested to complete the attached waste supply schedule. This attachment is recommended as being kept confidential as it contains information of a commercial-in-confidence nature.



*Item 11.5 continued*

## **STRATEGIC/POLICY IMPLICATIONS**

Key Result Area 1 – Environmental Sustainability

- 1.1 To provide sustainable waste disposal operations.
- 1.3 To provide resource recovery and recycling solutions in partnership with member Councils.

## **FINANCIAL IMPLICATIONS**

Nil

## **SUSTAINABILITY IMPLICATIONS**

Collection and recovery of FOGO is a key element of the State Waste Strategy targets for recovery by 2025/2030. Supply of residual waste to the East Rockingham RRF is a contractual commitment and will reduce waste to landfill.

## **MEMBER COUNCIL IMPLICATIONS**

<b>Member Council</b>	<b>Implication Details</b>
Town of Bassendean	} Nil
City of Bayswater	
City of Belmont	
City of Kalamunda	
Shire of Mundaring	
City of Swan	

## **CONFIDENTIAL ATTACHMENT(S)**

Confidential - Draft Waste Supply Schedule for East Rockingham RRF and Other Facilities  
(Ref: D2020/09093)

## **VOTING REQUIREMENT**

Simple Majority

## **RECOMMENDATION(S)**

That:

- 1. That Council notes the input of the CEOAC in the provision of waste supply schedules in relation to the supply of residual waste for the East Rockingham RRF via a Waste Transfer Station at Hazelmere and the supply of FOGO waste for a proposed permanent FOGO Facility.
- 2. The attachment remains confidential and be certified by the Chairman and CEO.

## **CEOAC RECOMMENDATION(S)**

MOVED

SECONDED



## 11.6 ATTRACTING BUSINESS INVESTMENT IN PERTH'S EASTERN REGION

REFERENCE: D2020/09090

### PURPOSE OF REPORT

The purpose of this report is to present the draft prospectus, *Investing in Perth's Eastern Region* for Council endorsement.

### KEY POINTS AND RECOMMENDATION(S)

- Business Investment and Attraction was identified and included in the approved Regional Services Project Funding Summary 2019/2020.
- The EMRC, in consultation with member Councils and the consultant developed the draft *Investing in Perth's Eastern Region* for Perth's Eastern Region.
- The Economic Development Officer Group (EDOG) has been consulted and had input into the draft Prospectus content.
- The draft Prospectus includes the following key sections:
  - The Regions Global Position and Industry Overview in the Region
  - The Regions Competitive Advantage in prominent industries
  - Overview of Major Projects in the Region
  - Industry Opportunities in the Region
- The Prospectus will be utilised by the EMRC to advocate and provide support to member Councils and key stakeholders in the region by providing investment opportunities and attracting key business investment.
- The Prospectus can also be utilised by member Council's when advocating and marketing for business investment, where appropriate.

#### RECOMMENDATION(S)

That Council endorses the draft prospectus *Investing in Perth's Eastern Region*.

### SOURCE OF REPORT

Chief Sustainability Officer

### BACKGROUND

The development of the prospectus *Investing in Perth's Eastern Region* (The Prospectus) was identified as an action aligned within Priority Area 1 'Business and Industry Growth' of the *Regional Economic Development Strategy 2017-2021*. The development of the Prospectus included consultation and input from EDOG members and other member Council staff. The input was provided through EDOG meetings and by individual Council consultation. The development of an attraction and investment project was also included as part of the *Regional Services Project Funding Summary 2019-2020*.



*Item 11.6 continued*

## **REPORT**

The Prospectus commenced development earlier in the 2019/2020 financial year, in consultation with Pracsys Consulting Agency, and has now been concluded. Research of relevant strategic documents at Federal, State and Local Government levels was carried out and was followed by research and identification of top industries in the region and potential industry opportunities. The basis of the prospectus is to attract business investment into the region from a local, state, national and global scale, by promoting growing opportunities for future economic development and investment in the Region.

The Prospectus development comprised a review of the individual member Council's areas, and a summary of the analysis and consultation phases, with a breakdown of findings of the EMRC Region and member Council areas. The draft Prospectus is a compilation of the key findings from the research and analysis which identifies key advantages, infrastructure and opportunities for businesses and industries in the Region and beyond.

The key sections in the prospectus include the Region's global position to identify: the benefits of markets locating in the region; prominent industries and their competitive advantages; co-location benefits; access to skilled labour and shared infrastructure; current and future major projects; significant public and private investment that is expected to grow in the region, industry opportunities through individual industry sectors; and opportunities for future capital and investment in the Region.

The draft Prospectus was disseminated to the EDOG representatives with comments included in the final draft. The Prospectus will be made available on the EMRC's website and to the public once endorsed.

The Prospectus will support and advocate for member Councils and key stakeholders in regards to promoting the Region as an attractive investment destination and a great place to live, work and do business.

The EMRC will also utilise the prospectus as a supporting document when advocating to the State and Federal government on strategic projects throughout Perth's Eastern Region.

## **STRATEGIC/POLICY IMPLICATIONS**

The development of the Plan aligns with the EMRC's 10 – Year Strategic Plan 2017 – 2027 and aligns with two Key Result Areas and addresses objectives in Priority Area 1, identified in the Regional Economic Development Strategy 2017-2021.

### *The EMRC's 10 - Year Strategic Plan 2017 - 2027*

#### **Key Result Area 2 – Economic Development**

- 2.1 To facilitate and advocate for increased investment in regional infrastructure
- 2.2 To facilitate and advocate for regional economic development activities

#### **Key Result Area 3 – Good Governance**

- 3.1 To provide advice and advocacy on issues affecting Perth's Eastern Region

### *The Regional Economic Development Strategy 2017 - 2021*

#### **Priority Area 1 – Business and Industry Growth**

**Goal:** That the regions business and industry are supported to achieve a high value of economic output through a focus on promoting increased resilience, creativity and innovation.



*Item 11.6 continued*

Objective 1.1 To promote the region as an attractive investment destination.

Objective 1.3 Advocate for, and support, initiatives that encourage regional visitation.

Objective 1.4 To support development of business and industry clusters

Objective 1.5 To advocate for, and support, a coordinated approach to economic development that aligns infrastructure development with future growth, productivity and livability

## FINANCIAL IMPLICATIONS

The cost associated with the development of the *Investing in Perth's Eastern Region* prospectus was included in the adopted 2019 - 2020 EMRC operating budget.

## SUSTAINABILITY IMPLICATIONS

The *Investing in Perth's Eastern Region* aims to contribute to the sustainability of the Region through advocating, supporting and implementing projects that help facilitate a greater level of local economic development efficiency for the Regions' residents, workers and investors.

## MEMBER COUNCIL IMPLICATIONS

Member Council	Implication Details
Town of Bassendean	} Identified in the Report and Attachment
City of Bayswater	
City of Belmont	
City of Kalamunda	
Shire of Mundaring	
City of Swan	

## RECOMMENDATION(S)

That Council endorses the draft prospectus *Investing in Perth's Eastern Region*.

## ATTACHMENT(S)

Investing in Perth's Eastern Region Prospectus (Ref: D2019/09091)

## RECOMMENDATION(S)

That Council endorses the draft prospectus *Investing in Perth's Eastern Region*.

## CEOAC RECOMMENDATION(S)

MOVED

SECONDED



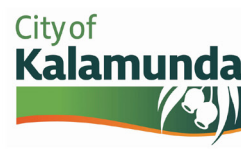


PROSPECTUS

# INVESTING IN PERTH'S EASTERN REGION











# CEO FOREWORD

Perth’s Eastern Region’s major stakeholders are the EMRC’s member Councils, local and state government agencies, local businesses and alliances all of whom make valuable contributions to the efficiency and effectiveness of the Region’s economic prosperity.

With current expansion and growth in major capital investments including intermodal freight terminal development, Metronet projects, extensive road improvements, major airport and major centre redevelopments the Region is presenting further opportunities for development and business investment. The Region makes up 1/3 of the Perth Metropolitan area and it is fully geared to maximise the benefits from its competitive advantages in industry and business to deliver positive future investments and outcomes.

This Prospectus offers a careful examination of growth opportunities for future economic development and investment in our Region based on analysis of a range of historical and current data, trends and forecasts.

Business and Industry Growth is a priority area for the EMRC and we strive to make sure ‘that the region’s businesses and industries are supported so they can achieve a high value of economic output. With a focus on promoting increased resilience, creativity and innovation.’

If you are an international, national or local investor considering expanding or relocating your business or industry into Perth’s Eastern Region this prospectus outlines why our Region is a great place to live, work, play and do business.

Marcus Geisler  
EMRC Chief Executive Officer



# CHAIRMAN FOREWORD

The Eastern Metropolitan Region of Western Australia’s capital city, Perth, is an ideal place grow your business. Our Region is an outstandingly attractive place in which to live, work, and play. Our stable governance, skilled workforce, abundant transport infrastructure, vibrant services sector, diverse manufacturing base, and well-planned industry clusters make our Region an ideal place to invest.

In addition to the many infrastructure advantages our Region has to offer, which are outlined in further detail in this Prospectus, Perth also has world-class biosecurity. The State of Western Australia’s response to, and recovery from, the Covid-19 pandemic demonstrates our Region’s ability to manage and maintain economic output through the timely and appropriate use of public health measures.

Strong public and private investment in our Region has supported growth in our Gross Regional Product of 5.7% per annum over the past five years.

The role of the Eastern Metropolitan Regional Council (EMRC) is to build on these impressive results by actively promoting Perth’s Eastern Region through advocacy on major projects and investment opportunities that foster growth in economic capacity, productivity and social dividend.

This Investment Prospectus provides insights into the varied competitive advantages our Region possesses. We thoroughly recommend this Prospectus as a practical resource for current and future global, national and local investors considering investment decisions in business and industry. We hope it proves to be resource you can refer to when considering your future investment decisions, in Perth’s Eastern Region.

Cr Jai Wilson  
EMRC Chairman





# Acknowledgement

*We wish to acknowledge the traditional custodians of the land, the Whadjuk Noongar people. We acknowledge their continuing culture and the contribution they make to life in this region and we pay our respects to their elders both past and present.*

Photo by City of Bayswater

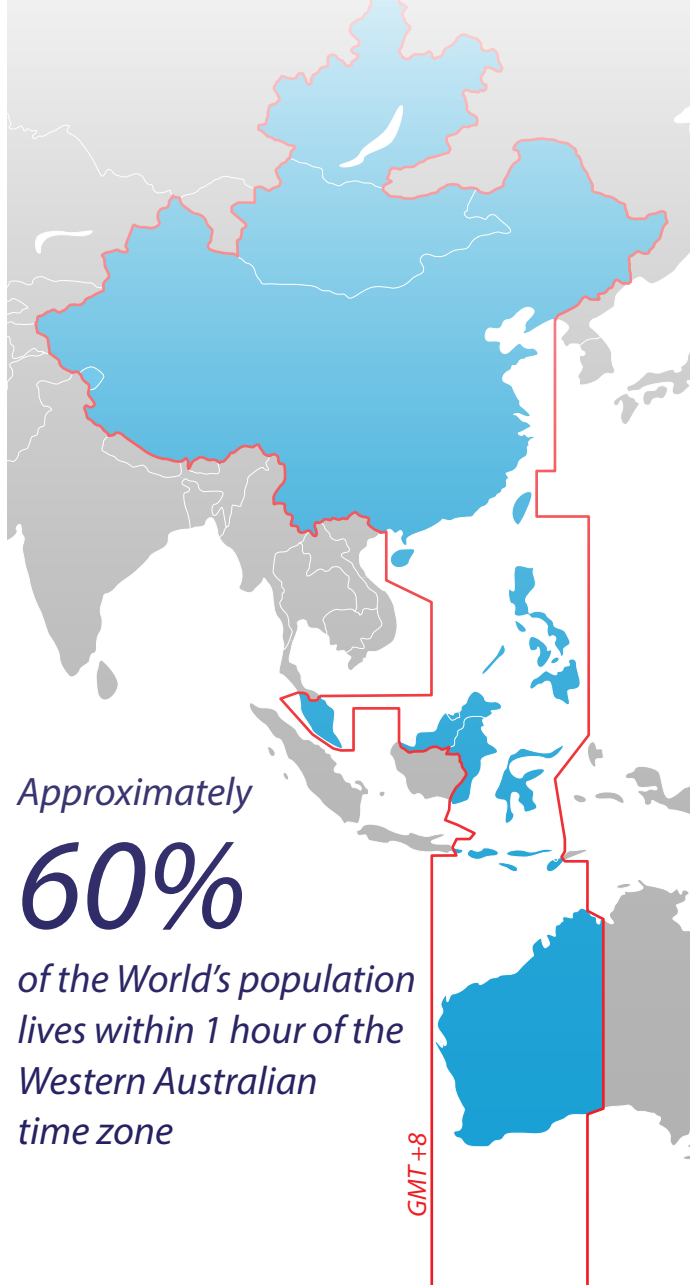




# CONTENTS

PERTH'S EASTERN REGION GLOBAL POSITION	2
WELCOME TO PERTH'S EASTERN REGION	4
OUR COMPETITIVE ADVANTAGE	6
Logistics, Distribution & Freight Industries	12
Manufacturing & Processing Industries	16
Waste Management and Recovery	19
Mining and Professional Services	20
Retail, Entertainment and Tourism	22
Health, Social & Education Services	26
MAJOR PROJECTS	28
CONNECT WITH PERTH'S EASTERN REGION	31

# PERTH'S EASTERN REGION GLOBAL POSITION



Our country is home to a knowledge-based workforce and a growing economy that provides resources and services to the world. Australia is a secure and profitable place for international business and foreign direct investment (FDI).

**\$1,900 billion**

Australia's GDP

**\$406 billion**

Value of exports in 2018

**2.89% p.a.**

GDP Growth (2009 - 2019)

**1.57%**

Population Growth (2009 - 2019)



Western Australia's Gross State Product (GSP) continues to grow faster than the national rate with rising demand for our mineral and energy resources, agricultural products, and professional and technical services. Western Australia is an exceptional long-term value proposition for investors.

**\$260 million**

GSP - 13.7% of total GDP

**46%**

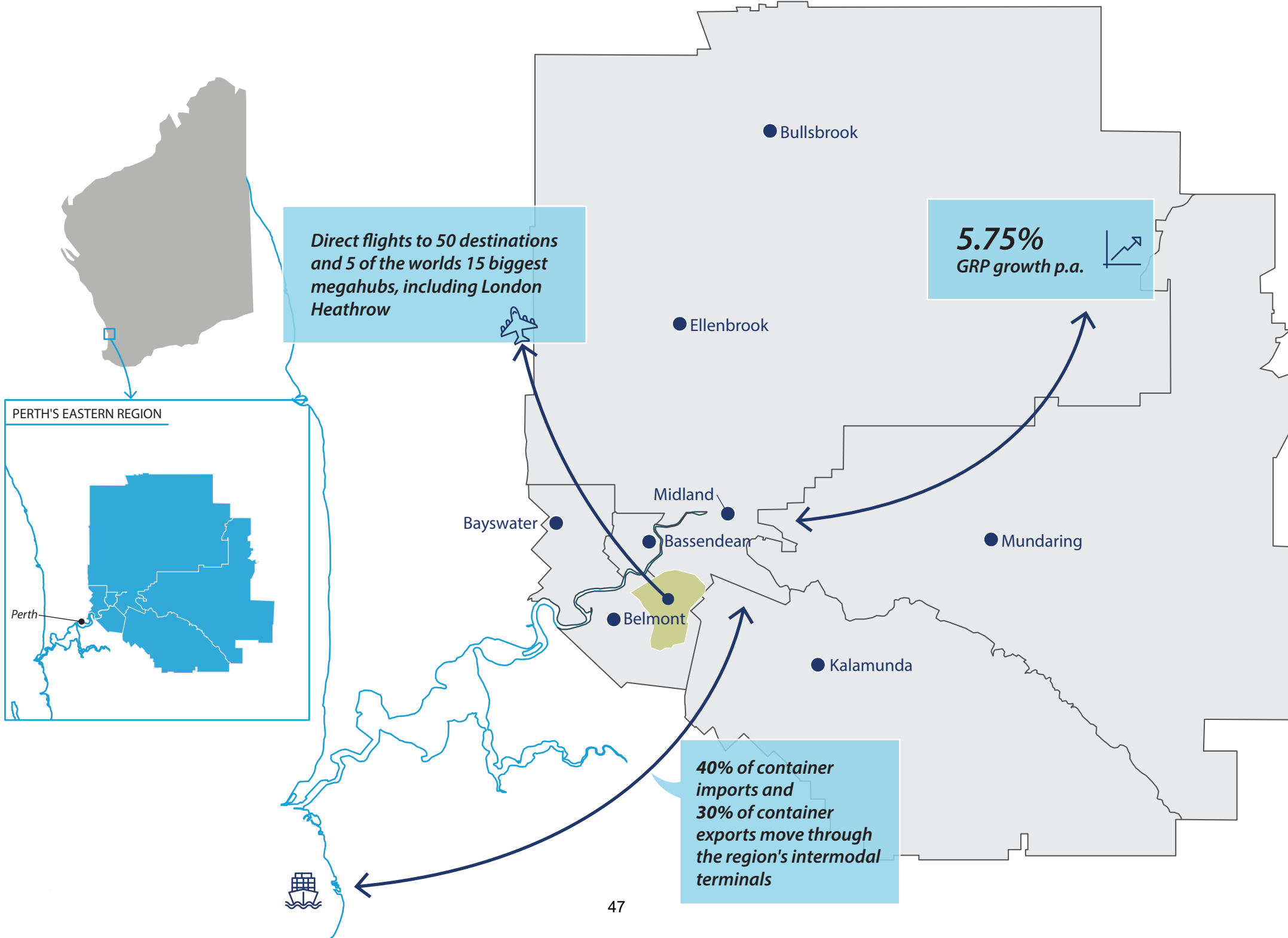
of all Australian exports come from WA

**4.17% p.a.**

GSP Growth (2009 - 2019)

**1.56%**

WA Population Growth (2009 - 2019)





# WELCOME TO PERTH'S EASTERN REGION

*Perth's Eastern Region (the Region) is the gateway to WA, connecting both businesses and people to our great state. The Region provides businesses with the physical connectivity and industry networks required to maximise their investment potential.*

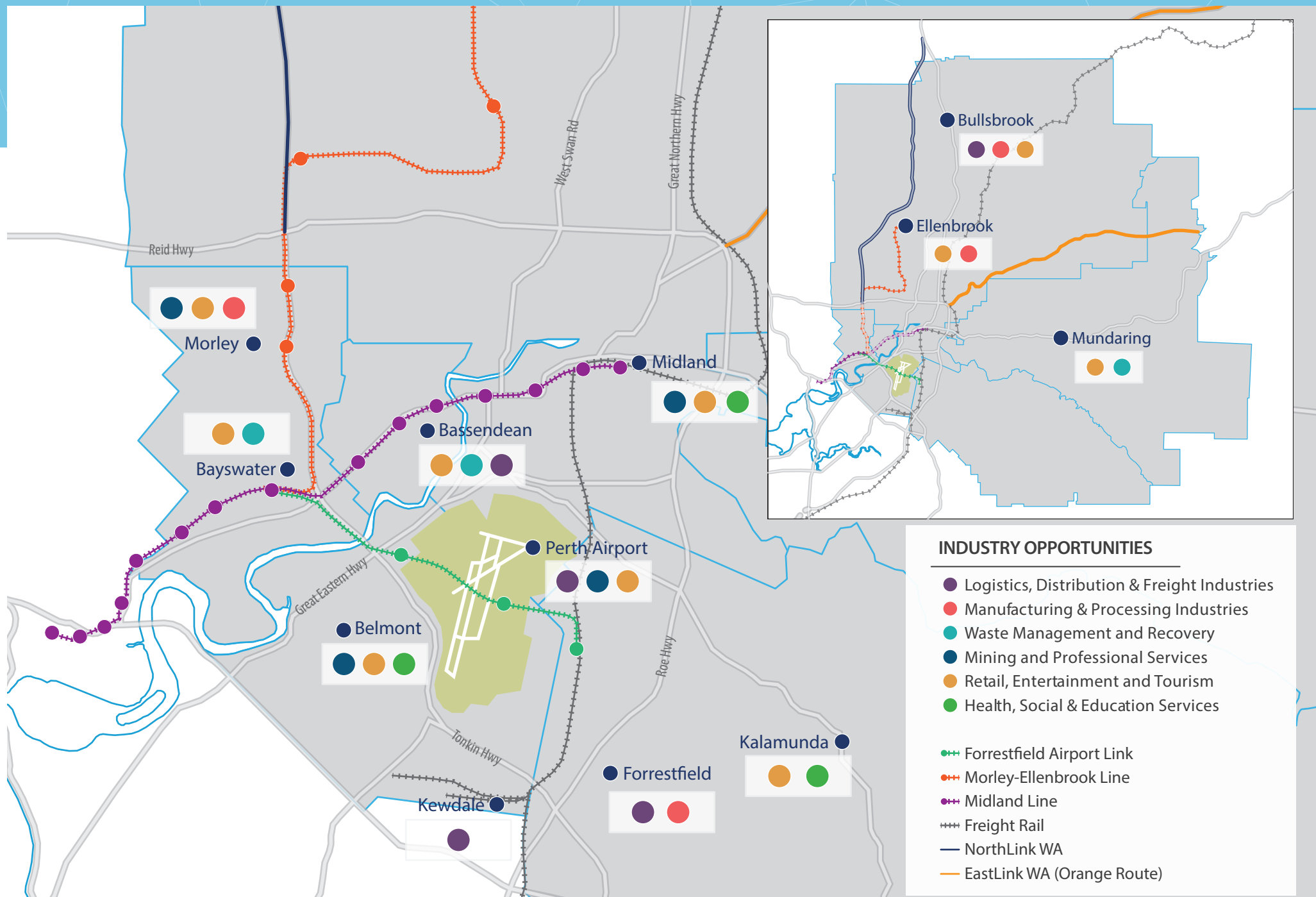
Perth's Eastern Region is a nationally significant region made up of six local councils, including the Town of Bassendean, City of Bayswater, City of Belmont, City of Kalamunda, Shire of Mundaring and the City of Swan. The Eastern Metropolitan Regional Council (EMRC) actively promotes the region, advocating for major projects that continue to grow the region's economic capacity and productivity. The resulting public and private investment in the Region has supported annual growth in Gross Regional Product of 5.7% per annum for the past five years.

The Region is home to the most significant road, rail and air freight infrastructure in the Metropolitan area and a number of strategic industrial and commercial centres.

The cumulative positive effect of these assets has led to the formation of major industry clusters in logistics and transport, distribution, tourism, manufacturing and professional services.

The Region's attractiveness also extends to everyday living. With a growing public transport network, access to National Parks and public open spaces, and some of Perth's premier shopping destinations, the Region provides a work-life balance second to none. Choosing to do business in the Eastern Region will help improve your bottom line through new opportunities, greater efficiency and happier employees.







# OUR COMPETITIVE ADVANTAGE

*Perth's Eastern Region offers a number of unique advantages that support economic growth such as Perth Airport and the State's primary Intermodal Terminal, Kewdale.*



**\$21.4 billion**

Regional exports (24.3% of Greater Perth total)



**\$14 billion**

Building development since 2009



**\$5 billion+**

Infrastructure development since 2009



**\$4.4 billion**

Local retail expenditure



**5.7%**

Annual growth in Gross Regional Product



## Freight by Air, Road and Rail

Perth's Eastern Region is home to the major National Highways, State Highways and Freight railways connecting the Metropolitan area with the state's north and the eastern states. These freight corridors culminate in the primary Freight and Logistics hub for the Metropolitan area: Kewdale/Forrestfield Intermodal Terminals and the Perth Airport.

- Kewdale and Forrestfield intermodal terminals
- Planned South Bullsbrook intermodal terminal
- Perth-Darwin National Highway
- Perth-Adelaide National Highway
- Perth Airport
- Freight Railway



## Major Industry Anchors

Employment centres such as the Airport, Kewdale and Forrestfield are attracting a fast-growing cluster of Mining and Professional Service industries with new high-quality office space in close proximity to major firms. Local industries are embracing the rapidly changing economic environment; a number of major firms have invested in cutting edge technology, including remote mining facilities and highly technical distribution centres. These high-tech solutions are ensuring that the local economy will continue to adapt and support growth in years to come.





## Retail

There are two Strategic Metropolitan centres within the Region and a growing retail specialised centre at the Perth Airport and Estate, providing goods and services to residents and workers from the Region and the broader Metropolitan area. Major investment in these centres is planned and will continue to drive opportunity for economic growth.

Providing safe communities and employment centres is a priority in the region. Each council has its own safety protocols, with CCTV and security patrols across the Region. The City of Belmont alone has in excess of 400 CCTVs and provides regular security patrols to set residents and businesses at ease.



## Tourism

- Perth Airport – 14 million passenger movements p.a.
- Swan valley and Perth Hills - over 2.8 million visitor nights p.a.
- \$2 billion+ in visitor spend p.a.
- Swan Valley and Bickley Valley
- Avon Descent
- Whitman Park
- John Forrest National Park



## Activity Centres

- Midland and Morley strategic metropolitan centres – 150,000+ catchments
- Two secondary centres and six district centres
- One fifth of Perth's total population
- \$4.4 billion in resident expenditure p.a.



## Health

- Mt Lawley (private) and Midland (public) St John of God hospitals
- Planned additional St John of God Midland hospital - approximately 2021 (private)
- 60% growth in health industry from 2006 – 2016
- Aging population
- Growing need for aged care services and facilities



## Industrial Area

Major industrial areas are located along National Highways providing large land holdings and buffers that protect these uses from residential encroachment.

- Industrial Areas: Kewdale, Forrestfield, South Bullsbrook, Hazelmere, Belmont Park, Tonkin Estate/ Bassendean Industrial Area, Malaga, Midvale, South Guildford
- 3,580 ha of planned industrial land

## PERTH AIRPORT AND ESTATE

The Perth Airport is the gateway between Western Australians and the rest of the world. As a passenger airport it welcomes millions of visitors to our State every year. As a freight and employment estate it is changing the nature of doing business in WA. Recent investment has led to a doubling of employment in the Air Transport industry, a significant increase compared to State employment growth of 27%. The increase in Air Transport employment reflects growth in both passenger and freight movements through the airport. The number of passenger movements has also doubled over the same period and Perth Airport now carries 49% of Australia's airfreight exports by value, through a combination of meat, vegetable and metal products.

Perth Airport has secured its place as a prime location for a number of industries. This can be seen by the major firms that have chosen to locate on the estate, including:

- **Retail:** DFO and Costco
- **Distribution:** Woolworths, Coles and Amazon
- **Freight and Logistics:** Toll, FedEx and Aus Post
- **Mining:** Roy Hill and Rio Tinto

With an extensive portfolio of industrial, office and retail premises, and a significant vacant land holding, Perth Airport is progressively developing land that is not required for current or future aviation purposes and has become the destination of choice for a number of high-quality businesses over recent years.

A further \$2.5 billion in investment is planned for the next decade, creating a new runway and terminal by 2025, developing new airport land uses such as accommodation, and supporting significant development of its capacity as an employment centre. It is estimated that by 2040, passenger numbers will have doubled to 28.5 million and airport land will be home to approximately 37,000 workers, an increase of almost 130%. The airfreight task is expected to nearly triple by 2040, reaching approximately 383,000 tonnes per annum.

The Perth Airport is the Region's most significant asset; with its proximity to the CBD, direct access to major road infrastructure, strategic freight and logistics infrastructure, and the soon to be finished trainline to the CBD, the Perth Airport is set to continue driving industry growth.

### Recent Investment

## \$1 billion



Airport industry **114%** growth since 2006



Passenger traffic **100%** growth since 2006



Perth Airport **49%** of National Airfreight

### Planned Investment

## \$2.5 billion



Employment to reach **37,000** on Airport land by 2040



Passenger traffic to reach **28.5 million** movements p.a.



Airfreight to triple to **383,000 tonnes** p.a.

## SWAN VALLEY



Over **340** food and accommodation businesses



Annually **1 million** visitor nights



Tourists spend **\$340 million** annually

The Region is home to the Swan Valley, the largest agricultural precinct in the Metropolitan area. The rich soils and proximity to market and transport infrastructure make the Region ideal for fresh produce and food processing. The demand from nearby Asian markets for premium or 'clean food' continue to expand rapidly, delivering significant opportunities for agricultural entrepreneurs to capitalise on.

There are opportunities to create new and unique tourist attraction enterprises, provide a greater diversity of overnight visitor accommodation options, and provide conference and reception facilities to attract event-based tourism. Additionally, many opportunities exist to establish enterprises such as tour operators or new food products processors that compliment, feed off or expand on existing business offerings in the tourism sector.

## FREIGHT INFRASTRUCTURE FOR ROAD AND RAIL



Recent road projects - **\$2.2 billion**

- NorthLink WA
- Gateway WA



Funded road projects - **\$1.1 billion**

The Region has the highest level of road and rail freight connectivity of any area in the Greater Perth Region. All National Highways pass through the Region and the National railway terminates at the Kewdale/Forrestfield intermodal terminals. State and National highways connect the Region to the Northern, Central and Southern metropolitan areas making local transport fast and reliable.

Major road projects continue to provide the additional capacity for freight and passenger vehicles to ensure the Region is the premier location for Logistics, Distribution and Freight Transport. A new intermodal terminal at South Bullsbrook Industrial Precinct will ensure that there is sufficient capacity for the projected growth in rail freight. The Region is continuously adapting to the changing need of industries and will continue to maintain a level of road and rail infrastructure that delivers high levels of efficiency to its businesses.

## RESIDENTIAL DEVELOPMENT POTENTIAL

The Region has experienced high population growth and will continue to do so through land availability and supporting infrastructure, leading to significant demand for residential development. A total of 47,000 additional dwellings will be required by 2031, continuing the significant demand for land and driving employment in Real Estate and Construction industries.

Areas towards the Perth Hills provide great lifestyle living opportunities with a number of planned growth areas, such as Helena Valley and Bellevue Farm, that will provide low density living in proximity to the Region's key employment centres. Urban centres such as Midland, Morley and Belmont have areas planned for high density living with some sites given unrestricted plot ratio and development heights.

High-density residential development will also be supported at new train-stations along the Forresterfield Airport Link (completion in 2021) and the Morley to Ellenbrook trainline (completion in 2023). These developments will require supporting commercial floorspace, allowing developers to diversify developments and capture demand from multiple markets. The Region's Councils have established planning documents for many of these areas and are in a position to work with potential investors to develop the Region's residential capacity.

*The Region supports almost **\$1billion** in residential building development annually*

## INDUSTRY AND GOVERNMENT WORKING TOGETHER

Red tape is a common challenge for the business community and Local Governments alike. The Region's Councils are working with industry representatives to build a future where planning promotes and facilitates sustainable economic development. Link WA is an alliance between the Cities of Belmont, Swan, Kalamunda and Canning, and private industry. It represents the growing freight and logistics precinct within the Region and has a stated task of working with the State Government to standardise and streamline regulation processes and approvals. The desired outcome is a systematic process for development applications in industrial areas that is consistent and clearly communicated. This approach to planning is being considered across the Region.

Private - public collaboration have also been developed with business representative organisations such as EMICOL that work with Councils to provide local industry support. There are also private firms that work with government to engage their communities such as Town Teams.

The Region's Councils also create opportunities through sister city agreements that promote cultural and commercial ties that support business links, encourage trade and increase tourism.

*Reducing red tape is a common goal for Councils in an effort to support the required levels of development in the Region.*



## SMALL BUSINESS OPPORTUNITY

The Eastern Metropolitan Region Council (EMRC) and individual local Councils have a strong focus on supporting local business development. Small-Medium businesses are the life blood of the economy; the Region is home to an estimated 28,000 businesses with less than 20 employees. The EMRC provides support to these businesses through workshops, networking opportunities and run a business exemplar program. Individual Councils provide incentives and support, including grants for events, funding for shop front upgrades, skill development workshops, and more. They also maintain communication with several organisations that can help guide you through the different stages of operating a business. The EMRC and Member Councils realise the risk that small business owners have taken and aim to ensure they have the best possible chance of succeeding.

Head to page 31 'Connect with Perth's Eastern Region' for more information in regards to small business support or opportunities.



Small Business  
Development Corporation



Chamber of Commerce  
and Industry WA



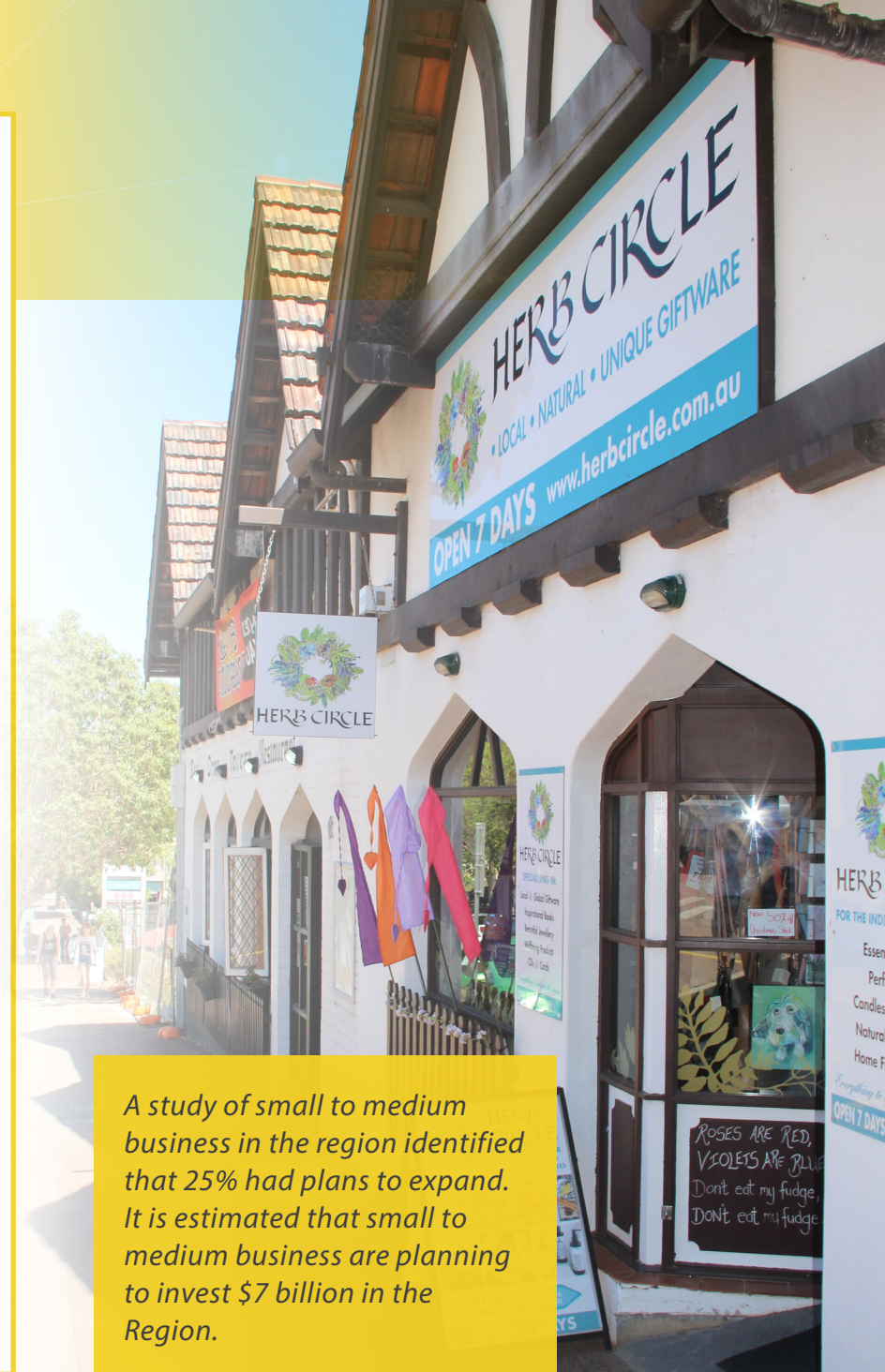
MUNDARING  
CHAMBER OF COMMERCE  
SUPPORTING LOCAL BUSINESS



SWAN  
CHAMBER  
OF COMMERCE



KALAMUNDA CHAMBER  
OF COMMERCE



*A study of small to medium business in the region identified that 25% had plans to expand. It is estimated that small to medium business are planning to invest \$7 billion in the Region.*

# LOGISTICS, DISTRIBUTION & FREIGHT INDUSTRIES

*The Western Australian Regional Freight Network Plan identifies the Kewdale, Forrestfield and Perth Airport areas as key convergence points for metropolitan and regional freight and logistics activities. As Perth heads towards a population of 3.5 million the State Government has committed to continue developing road and rail infrastructure to ensure the continued high levels of performance for freight activities in the Region.*

 **61%** Employment growth since 2006

 **3** Intermodal terminals

 **77%** Growth projected for rail freight

## Connectivity

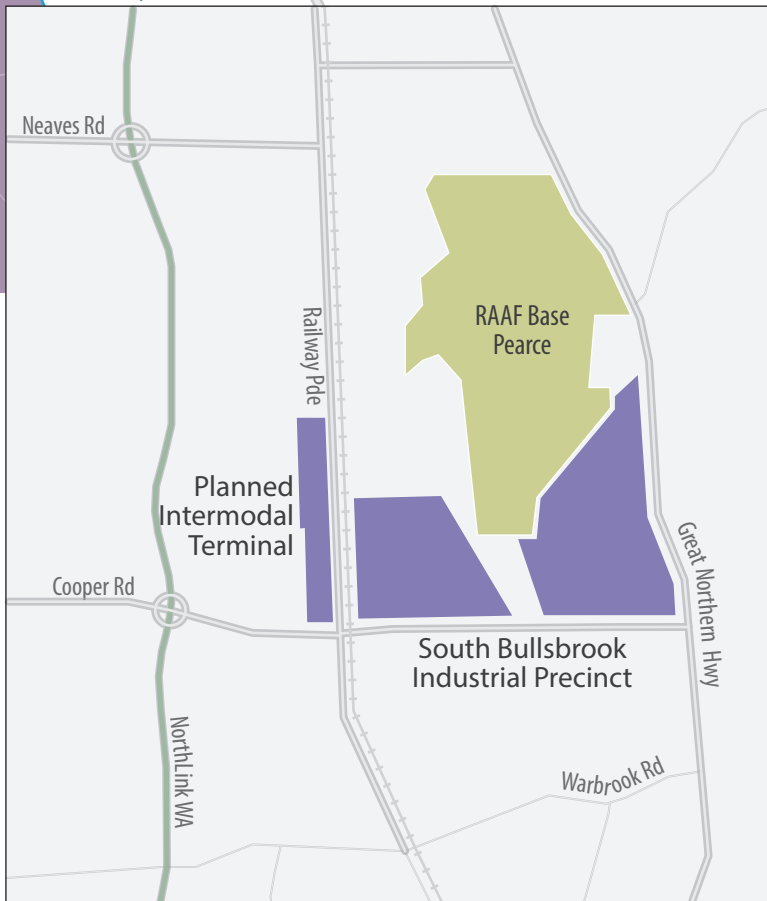
The Region has direct access to National freight routes, a significant agglomeration of storage and distribution facilities, and the presence of manufacturing and processing facilities create high levels of connectivity and significant efficiencies for Logistics, Distribution and Freight Transport industries in the Region. The Perth Airport is ideally located for freight access and provides access to international markets for local industries. Major highways connect the Region to the Northern, Central and Southern metropolitan areas making local transport fast and reliable. Connectivity ensures local businesses enjoy lower transport costs through high efficiency between each level in the supply chain.

*Link WA refers to both the region and the project name of the alliance between the Cities of Belmont, Canning, Kalamunda and Swan. Link WA aims to take a leadership role in the support and promotion of the freight and logistics industry.*

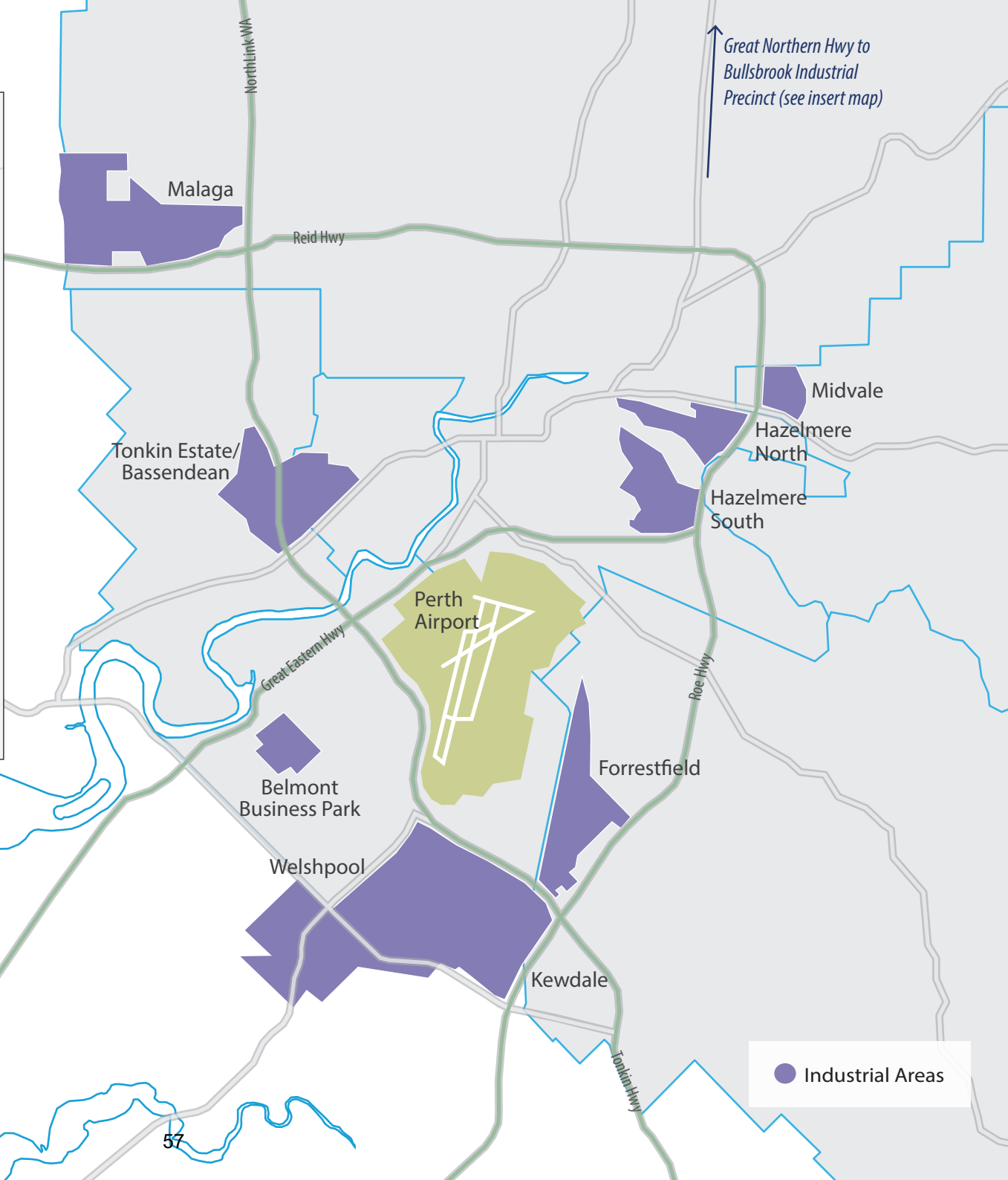
*The four Councils recognise the opportunities and challenges that exist for the commercial and sustainable growth of the industry; and collectively, are working to ensure the industry continues to prosper in the Region.*



Insert Map



Great Northern Hwy to  
Bullsbrook Industrial  
Precinct (see insert map)



Industrial Areas





## Infrastructure and Industry Agglomeration

The Region's industrial areas are strategically located along major freight routes, culminating in the Kewdale and Forrestfield Intermodal Terminals, the soon to be developed South Bullsbrook Intermodal Terminal and Perth Airport industrial areas.

These areas of strategic infrastructure create co-location benefits that drive supply chain efficiencies. Co-location benefits mean it will be easier for you to find the right employees, expand your portfolio of clients and reduce the costs associated with delivering your services.

### *Labour Pooling*

With such a concentration of firms in the same industry cluster there is a substantial labourforce from which you can obtain the skills you require. Over 34% of the local labourforce are Technicians, Labourers or Machinery Operator/Drivers, 4% higher than the Greater Perth average.

### *Knowledge Spillovers*

Opportunities for collaboration are readily available and can put your company in a better position to win contracts or expand your portfolio of products or services. This is particularly true given the co-location of multiple levels of supply chain, from the storage of natural resources to downstream production.

### *Shared Infrastructure*

The Region's intermodal terminals are shared by a number of enterprises to reduce the capital requirements for individual businesses. The Region is also home to organisations that will have the equipment and/or infrastructure you need for any job, making it easier to take on different and larger projects.

## ***DISTRIBUTION POWERHOUSE***

The Region is the primary location for distribution facilities in the Greater Perth area. Supermarket giants Coles and Woolworths already have their distribution centres in the Region and international heavyweight Amazon just opened its third Australian facility here in 2019.

These facilities are supported by major logistics and transportation firms such as Toll, FedEx and Linfox, and infrastructure such as the airport and intermodal terminals. Storage facilities tend to co-locate with this infrastructure, such as CBH Group with its metropolitan grain storage centre adjacent to the Forrestfield Intermodal Terminal.

*Choosing to locate your firm in the Region will lead to similar co-location opportunities and give you access to major multi-national firms.*

## ***ATTRACTING INFRASTRUCTURE CAPITAL***

Infrastructure capital being invested in a Region is a strong indicator of economic growth potential. The EMRC plays an advocacy role in the Region, influencing State and Federal Government to fund major projects to meet the needs of both residents and the business community. Northlink WA and Gateway WA are recently completed major road infrastructure projects supported by the EMRC and delivered by the Federal and State Governments. Total cost for both projects was \$2.2 billion, with the resulting infrastructure creating significant efficiencies for freight operators in the Region. With the assistance of EMRC advocacy, another \$2.6 billion of infrastructure projects have had funding allocated and will continue to improve the level of connectivity experienced by commuters, and local Freight and Logistics businesses.


The significant investment in the Region has also supported opportunities for entrepreneurs. Sirona Capital secured \$45 million in venture capital from Goldman Sachs to develop its land holdings in the Northern Gateway Industrial Precincts (Muchea and South Bullsbrook), creating a Freight and Logistics hub that will link with the State's planned intermodal terminal in Bullsbrook.

*Locating in the Region will create new investment opportunities for your business.*

# MANUFACTURING & PROCESSING INDUSTRIES

*The Region is a Manufacturing hub, producing a variety of goods, from food and beverage production to heavy vehicle part manufacturing, meeting local and export needs. With a total output of over \$11 billion per annum, the Region supports 25% of Greater Perth's manufacturing and processing employment. Industrial land, access to inputs and access to markets make the Region the ideal location for these industries.*

 **23%** Of Greater Perth outputs

 **70%** Businesses report affordability of premises as an advantage

 **3,580ha** Planned industrial land

## Suitable Industrial Land

The variety and scale of industrial areas has made the Region a key Manufacturing destination. From Downstream Chemical Processing to Food Production, the Region offers suitable and affordable land for these activities with large land holdings and buffers that protect manufacturing and processing activities. In a recent study, 70% of local businesses identified the affordability of premises as an advantage within the Region.

*With over 3,580ha of planned industrial land ready to meet industry demand, the Region will continue to meet the land requirements of Manufacturing and Processing industries.*

## Access to Skilled Labour

One of the key requirements to support manufacturing and processing activities is access to an appropriately skilled labourforce. Over 25% of the Greater Perth Manufacturing and Processing Industry labourforce works within the Region, a workforce of approximately 13,700. The Region's labourforce is also more likely to have vocational training with 51% of the labourforce having advanced diploma,

diploma or certificate level education compared to 46% for Greater Perth. State and National Highways provide fast road access to the Region from the North, Central and Southern Metropolitan areas, making the Region's industrial areas some of the most convenient employment centres for Metropolitan residents to access by car. The new Forrestfield Airport Link and Morley to Ellenbrook Rail Line will soon supplement the current bus network making public transport an even better option for workers to access the Region. With high levels of amenity throughout the Region, attracting the employees you need has never been easier.

## Access to Inputs

The availability and proximity of inputs is critical to manufacturing and processing industries. The closer the inputs are to the downstream supply chain the lower the costs associated with acquiring those inputs. The Region's status as the primary location for the storage and distribution of goods makes it an ideal location for manufacturing and processing industries. This can be seen by the co-location of the CBH Metro Grain Storage Centre with the Quaker Oats cereal production factory. The Region also has unmatched access to key resource areas outside of the Metropolitan area.





## Access to Customers and Markets

Whether your products are destined for the local market, the eastern states, or overseas, the Region has the capacity to get your product to market. Here you will have access to major firms that create local demand for your products, and access to air, rail, road and sea transport options that can open your business up to new customers. For instance, the Region is home to a significant concentration of heavy equipment manufacturing industries that provide components and machinery for freight and logistics activities while also having direct access to the National Highways that supply the State's mining regions.

*Locating in the Region will put you closer to your suppliers and key inputs, reducing your costs and improving your bottom line.*

*Choosing to locate in the Region will give you better access to your current customers and enable you to enter into new markets through new networks and reduced costs of getting your goods to market.*



## FOOD PROCESSING

The Region has a cluster of food processing activities. Much of the agricultural produce from the Swan and Bickley Valleys, including the Region's famous wines, is processed locally and delivered into local, interstate and international markets. The Region is also home to several large food processing firms such as Golden Eggs and Sanitarium who benefit from the Region's role as a primary storage and passage point for commodities and agricultural produce.

The ability to process food where it is stored and from where it is forwarded creates significant cost savings for food processing businesses. Food production will continue to grow with population demand and the State Government's ambition to enter into foreign markets such as Asia. The Region will play a critical role in achieving this ambition as a distribution centre for the Metropolitan area and through its transport infrastructure, particularly the capacity to reach foreign markets through the Perth Airport.

*Locating your food processing business in the Region will give you an advantage, no matter where in the world your product is going.*

## SOUTH BULLSBROOK INDUSTRIAL PRECINCT



400+ ha of developable land



Planned intermodal terminal



Access to Perth-Darwin National Hwy and Great Northern Hwy



Access to Perth-Geraldton rail line

South Bullsbrook Industrial Precinct (SBIP) is a developing industrial area in the Region that has significant potential for manufacturing and processing activities. The City of Swan was successful in obtaining a \$15 million Federal grant to develop the road that provides access to the precinct. Once this road is complete, SBIP will have direct access to the Perth Darwin National Highway, Great Northern Highway and the State Government planned intermodal terminal.


*The accessibility of the site, the separation from residential developments and the potential for large land holdings makes this an ideal location for Manufacturing and Food Processing industries in the Metropolitan area.*

# WASTE MANAGEMENT AND RECOVERY

*The EMRC is leading the way with the recovery of resources from household and commercial waste, in line with the State Waste Strategy and consistent with the circular economy. Employment in Waste Management and Recovery is 50% more prevalent in the Region than the state average.*

 **61%** Employment growth since 2006

 **600** Employees

 **EMRC** is a leader in waste management

*The EMRC is actively looking to engage with waste recovery and waste to energy related operators who are interested in taking advantage of the EMRC's expertise and significant Regional waste related infrastructure.*

## Fostering New Industry Growth

The EMRC has plans to expand its Food Organics Garden Organics (FOGO) waste services to meet the needs of the wider Metropolitan area. The Region is uniquely positioned to deliver the FOGO system's project through the capacity offered by its FOGO systems at its Red Hill site and extensive experience in resource recovery and management. The EMRC is proceeding with a FOGO trial processing the Town of Bassendean's and City of Bayswater's food and garden organics and thereafter a two stage tender process to establish a large processing facility to process the Region's FOGO waste to produce compost and biogas. This demonstrates the competitive advantage that is being created by the EMRC and underpins the growth potential in the industry.



## Wood, Energy and Agriculture


The EMRC will commission a wood waste to energy plant in 2020 to produce renewable electricity and biochar at its Hazelmere site. The facility will be the only one of its kind in the Region and the energy generated will be used to power local industrial areas. The process will also produce a biochar bi-product of sufficient quality to be used for agricultural uses. The EMRC is currently in talks with local businesses to supply them with the bi-product, with the aim of improving local agricultural productivity.


*With the EMRC looking to expand its waste recovery practices, further energy and reuse opportunities are being explored.*

# MINING AND PROFESSIONAL SERVICES

*Major industry operators and supporting service providers are choosing to locate their office-based activities in the Region, with office-based industry employment growing by 53% between 2006 and 2016. Access to clients; high quality office space; fast and reliable internet connectivity; and, high-quality amenity make the Region an attractive place to do business.*

 **53%** Growth in office-based industry

 **400** Potential clients with \$10 million+ turnover

 **5** Major office centres planned

## Customer Potential

Proximity to major firms is one of the primary reasons Professional Service industries choose to locate in the Region. A survey of local businesses found that 87% believed proximity to clients was an advantage within the Region. More than 30 major firms with 200+ staff call the Region home, creating high demand for a broad range of professional and technical services. These multi-national firms span a number of industries and include companies such as Coca-cola, Toll and Daimler. Additionally, the Region is located in proximity to the CBD and will soon have greater public transport access through the Forrestfield Airport Link and Morley to Ellenbrook trainlines. Locating in the Region will provide you with access to a wider potential client base and reduce the time and costs associated with face to face client meetings.

## Suitable Infrastructure

Office space has been the fastest growing floorspace in major employment centres in the Region. New A-grade office space is available in several employment centres with a substantial increase in supply planned at new and expanding developments along Forrestfield Airport Link, Morley to Ellenbrook trainline and Great Eastern Highway.

Communications infrastructure in the Region's employment centres has been a key advocacy focus for the EMRC, there are 75% of businesses who identify internet speed as a regional advantage. Parking was also highlighted as an advantage within the Region by more than 74% of businesses. You and your employees can enjoy the convenience of commuting to work in your own vehicle.

## Transport and Amenity

Public transport, road infrastructure and active transport infrastructure ensure that your personnel have multiple options for getting to work. The Region's Councils are continuously improving the public open space and amenities available to employment areas.

*Major developments at centers including Morley, Midland and a number of new Metronet stations, will provide additional high-quality office space with amenities, access via walking and cycling paths, and within walking distance of train and bus stations. Attracting qualified personnel has never been easier.*



### ***MINING OPERATIONS IN THE EAST***

Major organisations choose to base their headquarters and operations centres in the Region. Both Rio Tinto and Roy Hill have chosen the Perth Airport for their remote operations centres, with Roy Hill also choosing the location as their headquarters.

Affordability, availability of land, amenity and location are key drivers behind the attractiveness of office space in the Region. Choose the Region as your next location and you will find a space that is perfect for your business.




**RioTinto**






# RETAIL, ENTERTAINMENT AND TOURISM

*Tourism, Retail and Entertainment industries have been supported by growth in population, workforce and visitors to the Region. The Region's residents generate a significant retail expenditure pool with potential for industry growth to reduce leakage to other Metropolitan areas. The Region is also uniquely positioned to capitalise on tourism growth as it is the origin for most tourists visiting the State.*

 **\$4.4 billion** Retail Expenditure Pool

 **\$2 billion** Visitor spend

 **32%** Population growth by 2031

## Retail Attractiveness

The Region is also home to two secondary centres, six district centres, and many neighbourhood and local centres providing a location for any type of goods and services provider. These centres are strategically located to meet the needs of local residents and attract expenditure from unique catchments. The two Strategic Metropolitan centres are Midland and Morley. These centres include retail, entertainment and other commercial uses and support wide consumer catchments ranging from 150,000 to 300,000 people, attracting spend from residents across the Region, and from the broader Metropolitan area. Both of these centres have plans to expand with a \$350 million expansion approved for Morley and \$650 million in estimated construction costs for the New Junction Town Centre development in Midland.

These future developments will increase the attractiveness of the strategic centres to customers and provide substantial additional capacity for new operators to benefit from their significant catchments. The Perth Airport has developed as a specialised retail centre with a regional catchment through the DFO and Costco. The Councils are looking to work with operators that can add to these centres through a more diverse offering, including retail, entertainment and other services that can promote multi-purpose visits and increase centre dwell times. With continued growth projected for residents, visitors and workers, there will be substantial demand for additional retail, tourism and entertainment businesses.

## Worker Spend

The Region supports approximately 150,000 workers, creating opportunities to capture worker spend during the day and as they commute. It is estimated that the average office worker spends \$11,000 per annum during workdays. Access to worker populations provides retail and food and beverage industries with the opportunity to meet different target markets and increase their potential revenue sources. It also supports business viability by generating daytime expenditure to supplement evening expenditure.

*Choosing to operate in the Region will support your business viability and provide access to a greater diversity of potential customers.*

## Population and Growth

Some 370,000 people call the Region home. Demographic analysis shows there is a higher than average concentration of employment age persons, with the most common household being made up of medium – high income families with higher than average disposable income. The state's urban growth corridor is located in the Region along with a number of other key growth areas.

*The estimated 47,000 additional households projected by 2031 will generate approximately \$1.6 billion in household expenditure, creating significant new opportunities for Retail and Entertainment industries in the Region.*



## Tourism Destinations

The Region is home to tourism destinations that attract international, interstate and intrastate visitors.

- The Swan River is a state significant recreation asset attracting tourists and Metropolitan residents year round
- The Swan Valley is the fourth most visited wine region in Australia attracting 1.2 million visitor days per annum
- Bickley Valley and the Perth Hills offer a great diversity of attractions including Aboriginal Heritage sites, 14 wineries, several national parks, Mundaring Weir, hiking/cycling trails, zipline parks and other outdoor tourist attractions

The diversity of attractions in the Region creates opportunities for almost any tourism operator, whether you want to share the Aboriginal history of the Region, provide tours, open a restaurant that uses local produce or operate something more adventurous. The Region's councils are actively looking for tourism opportunities both individually and collaboratively. The Perth Hills Tourism Alliance is a multi-council alliance that has the aim of progressing the Region's tourism industry.

*There is no better opportunity to expand or start a new tourism-based business than in Perth's Eastern Region.*

## Council Initiatives

The Region's councils are actively working to support local consumer orientated industries. All the Councils in the Region have or are in the process of revitalising town centres to attract and extend the stay of visitors. Councils also sponsor and/or provide grants for events that activate these town centres, further supporting local retail and entertainment industries in attracting consumers and increasing their sales.

## THE LINK TO GREATER EXPENDITURE



**20,000** daily passengers by 2022



**29,000** daily passengers by 2032



**4** new train stations - all in the region

Forrestfield Airport Link is going to change the way the Region interacts with tourists, residents and workers. Tourists and visitors will now be able to access multiple Town Centres in the Region via train and have a direct link to other tourist areas, creating opportunities for accommodation, retail, food and beverage operators. New centres being developed at the Bayswater, Redcliffe and Forrestfield North stations will attract significant passenger traffic. These stations will be surrounded by commercial activity, high density residential developments and experience high levels of tourism, workforce and commuter traffic daily.

Bayswater Junction will be the largest train station outside of Perth CBD with the convergence of three lines, presenting significant commercial and residential opportunities. The Forrestfield Airport Link will significantly grow the expenditure pool available to consumer facing businesses in the Region.

## TOURISM – ROOM TO GROW

Tourism related businesses in the Region have a great opportunity to develop and expand. Based on employment figures, the Region has a lower than state-average level of employment in tourism related industries, indicating a gap in the market for operators to fill.

Forrestfield Airport Link is a great opportunity for current and future tourism related industries to address this gap. The visitors that pass through the Region from the airport bring approximately \$4 billion in expenditure to the state every year.

*Even a 1% increase in expenditure captured would equate to more than \$40 million in the local economy. This is sufficient expenditure to sustain 250 new employees, a substantial workforce for small to medium businesses.*



## **ARTS AND CULTURE IS ALIVE**

Arts and Cultural activities are inextricably linked with Tourism and Retail industries, activating space, attracting visitors and creating a more liveable space for residents. Arts and Cultural industries can be found in the Region with establishments such as the WA Ballet, WA Youth Jazz Orchestra and world-renowned artists and sculptors developing their works here.

The Region is also home to key arts and cultural infrastructure and live venues, including the Belvoir Amphitheatre, Mundaring and Swan Arts Centres, and the Kalamunda Performing Arts Centre. Councils are actively working to engage with the arts and cultural community and grow the industry. The Shire of Mundaring supports an artists open studio program, and is currently the home of the Darlington Arts Festival, an annual event that attracts over 15,000 people. The City of Kalamunda is looking to grow the local arts and cultural industry through a significant new grant that will inject up to \$300,000 into the Regional industry annually.

*Choosing to locate your arts and cultural organisation in the Region will provide you with the support and networks you need to grow your passion and reach a wider public.*



# HEALTH, SOCIAL & EDUCATION SERVICES

*The Region is developing its ability to be self-reliant in terms of catering for the health, aged care and education needs of the local population. New medical precincts are developing through targeted advocacy and tertiary education facilities are emerging to meet population demand, creating opportunities for supporting industries. With employment growth of over 51% since 2006, Health, Social and Education industries will continue to expand to meet local demand as the population grows and new hospitals and education opportunities arise.*



**51%** Employment growth since 2006



**2** Hospitals



**8** Vocational and Tertiary Education Facilities

## Health Service Demand

The Region is quickly developing its medical capabilities to meet the needs of the growing population. St. John of God Mt Lawley and Midland Hospital are the two hospitals catering for residents in the Region. St John of God already has plans to construct a second hospital in Midland by 2021, securing the medical precinct as the health services destination for the Region.

Co-location advantages include:

- The ability to service two hospitals from the same location in future
- Access to medical students through the newly established Curtin Medical Campus
- Potential to co-ordinate with other health providers
- High levels of access to patients due to proximity to hospitals

These advantages can be critical for medical service providers especially those that provide services to patients with limited mobility. There is also the opportunity for health industries to grow around the Mt Lawley hospital and locate in local communities. With a higher than average number of people between the ages of 20 and 40, the demand for health and aged care services will continue to grow, supporting General Practitioners, house care providers and other healthcare specialists.

## Demand for School Education

The Region currently has 15% more children per school education employee when compared to the state average. This is likely causing a leakage of students to inner-metropolitan areas and presents an opportunity for new and current education providers to expand their services within the Region. The Region has a surplus of large, affordable land holdings with room for ovals and other outdoor facilities that can potentially provide schools in the Region with an advantage over their inner-metropolitan counterparts.

*In addition, the demand for primary and secondary schools will increase significantly as the Urban Growth Corridor develops, with an expected increase in the number of young families living in high-growth areas. The Region will need additional education services to support its growing population.*



## Tertiary and Vocational Education Demand

The Region offers a number of college and vocational training facilities. These facilities continue to see high levels of demand associated with the growth in relevant employment opportunities within the Region, providing a skilled workforce that aligns with a large subset of local employment. Curtin recently opened the Midland Medical Campus, the first tertiary education facility in the Region. The campus is situated adjacent to the Midland hospital, with the first students to start at the campus in 2020. The multicultural diversity in the Midland area will play an important role in attracting international students to the campus.

While going a long way towards providing tertiary education in the Region, there is still a significant gap in the provision of these services. Residents in the Region are 6% less likely to have a Bachelor level of education or higher. Economic analysis indicates that an additional 2,000 tertiary education jobs could be sustained if the Region achieved the State average concentration of tertiary employment.

*With demand for additional tertiary offerings and the trend of older adults that are reskilling or upskilling in the difficult employment conditions, there is a substantial opportunity for tertiary education providers to meet a gap in the education market.*

## HEALTH INDUSTRY GAINING GROUND

Health industries have grown significantly in recent years, achieving 61% growth in employment since 2006. Even so, there is only one major public hospital for 370,000 people, and a lower representation of health-related employment. Based on economic analysis there is still significant room for growth with an additional 3,600 jobs required to achieve an equivalent concentration of health-related employment to the state average.

*As the new private hospital is built, there will be significant opportunity for allied health services to locate in the Midland Medical Precinct, taking advantage of co-location benefits including access to patients, knowledge sharing opportunities and potential shared infrastructure opportunities.*



# MAJOR PROJECTS

*The Region has attracted significant public and private investment over the past decade. Between road infrastructure, public transport and airport investment alone there has been more than \$5 billion in infrastructure investment within the Region.*

*Building construction approvals over the same period total \$14 billion with more than \$5 billion in non-residential building development. This level of investment is expected to grow with a number of major projects already funded and a strong advocacy program in place.*

## Road and Rail Freight Infrastructure

Major projects have been identified within the Region that will improve supply chain efficiencies and provide capacity for continued growth. Over \$1 billion in highway upgrades have been funded to provide suitable intersections and additional freeway style off and on-ramps, creating efficiencies for Freight and Logistics related industries. Planning for the Eastlink WA project has been partially funded with the project intended to create significant efficiencies for road transport between Perth and the eastern states. Total project cost is estimated to be in the region of \$1.6 billion. The South Bullsbrook intermodal terminal is planned adjacent to Northlink WA along the Perth – Geraldton railway, providing sufficient capacity to support the State's growing freight task. The Midland Freight Rail realignment is also being planned and will contribute to more efficient freight movements through the Region.

Project	Total Value
Northlink WA (Completed)	\$1,200 million
Gateway WA (Completed)	\$1,000 million
Perth Airport Terminal 1 Expansion (Completed)	\$1,000 million
Tonkin Highway / Hale Road, Welshpool Road, and Kelvin Road Grade Separations	\$366 million
Tonkin Highway Gap project	\$290 million
Roe Highway / Great Eastern Highway Bypass Interchange	\$180 million
Reid Highway Widening	\$70 million
Roe Highway / Kalamunda Road	\$86 million
Lloyd St Extension	\$40 million
East Link WA	\$1,600 million (Estimated)



## Employment-Orientated Projects

Public and private stakeholders are investing heavily to strengthen the Region as an employment powerhouse. There is currently an estimated \$3.8 billion in funded projects related to employment centres such as the Perth Airport and the Region's industrial areas. Perth Airport has planned several major projects over the next decade including a new runway, a new terminal and expanded employment areas. The State Government recently announced a major investment into railcar manufacturing within the Region that will generate substantial direct and indirect employment opportunities. Two strategic access projects have recently been awarded Federal and State funding to provide improved access to the South Bullsbrook and Hazelmere strategic industrial areas. The Stock Road project is key to unlocking significant private investment into the South Bullsbrook Industrial Precinct with land holders already acquiring venture capital to start development. Future development is also planned along the Great Eastern Highway Corridor and in a number of major commercial centres.

Project	Total Value
Perth Airport	\$2,500 million
Bellevue Railcar Manufacturing Precinct	\$1,250 million
Lloyd St Extension	\$40 million
Stock Road Upgrade	\$34 million
Belmont Business Park	Unknown
Great Eastern Highway Corridor	Unknown

## Activity Centre Developments

The Region's Strategic Metropolitan Centres are being redeveloped and expanded with an estimated \$600 million of funded projects. Midland Town Centre is being redeveloped with a total project construction cost of approximately \$650 million, providing, retail, office and residential developments. Likewise, Morley Galleria is set to expand its offering and create a new Town Centre, retail floorspace and commercial areas with a total project cost of approximately \$330 million. The Shire of Mundaring is also planning a major long term revitalisation of its town centre that will support sustainable economic growth for the area. There are a number of large activity centres planned for development that will be funded through a mix of State, Federal and Private funding. These include the planned centres/centre expansions for Bayswater, Morley, Noranda, Redcliffe (Development Area 6) and Forrestfield North Stations along the Forrestfield Airport Link. The estimated total development cost of Development Area 6 alone is \$8.7billion, with similar levels of investment expected at Forrestfield North.

Project	Total Value
Morley Town Centre Redevelopment	\$350 million
Midland New Junction (Underway)	\$650 million
Ellenbrook Town Centre (Underway)	\$63 million
Midland Trainline Transport Orientated Developments	\$416 million (Estimated)
Redcliffe – Development Area 6	\$8,700 million (Estimated)
Forrestfield North	Unknown

## Transport Developments

Transport projects in the Region include both public transport and active transport initiatives. Funded projects currently represent \$3 billion in public investment and provide substantial additional capacity for the transport network. Forrestfield Airport Link and the Morley to Ellenbrook trainline will connect both the north and southeast of the Region to the Metropolitan area via rail infrastructure. Forrestfield Airport Link will also provide access for tourists to the CBD via a number of town centres within the Region. Improved active transport opportunities will also be achieved through \$55 million in investment towards shared paths, making it easier and safer to walk and cycle in the Region.

Project	Total Value
Forrestfield Airport Link	\$1,860 million
Morley to Ellenbrook Trainline	\$1,000 million
Midland Station Relocation and Rail extension to Bellevue	\$165 million
Principle Shared Paths	\$55 million
Morley to Ellenbrook Train Stations	\$100 million
Henley Brook Park'n'Ride	\$49 million



## ***RAILCAR MANUFACTURING RETURNS***

The State Government has signed a contract to reestablish the railcar manufacturing industry in the Region, injecting \$1.25 billion into the regional economy. The contract is for ten years and could potentially continue beyond the defined period. It will create opportunities for a number of industry clusters such as Downstream Metal Products, and Production Technology and Heavy Machinery. A number of developing industrial areas such as Hazelmere, Forrestfield North and Perth Airport North industrial areas are ideally located to accommodate the supporting industry growth. Midland Tafe will soon start offering training for railcar manufacturing to enable local involvement in the recently confirmed railcar manufacturing project and ensure a suitably skilled labourforce is available to meet industry needs.

*This project is just another example of the suitability of the Region for Manufacturing and Processing industries.*

## ***THE RAILWAY TO COMMERCIAL CENTRES***

The Region will soon be serviced by two new trainlines, the Forrestfield Airport Link and the Morley to Ellenbrook, and several new train stations, including: Forrestfield North, Redcliffe, Bayswater, Noranda, Morley, Malaga, Bennett Springs, Whiteman and Ellenbrook. Train stations and, more particularly, Transport Orientated Developments are ideal locations for mixed-use developments. The new trainlines will be connected to several new centres and centre expansions including Redcliffe (Development Area 6), Bayswater Town Centre, Forrestfield North and Midland Junction.

*These centres will be developed to provide high-density residential dwellings, retail centres and high-quality office space that is easily accessible by public transport, putting you closer to your employees and clients.*

# CONNECT WITH PERTH'S EASTERN REGION

*The EMRC assists industry investors, citizens and businesses to connect, grow and expand.*



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## City of Kalamunda

**Address:** 2 Railway Road, Kalamunda, WA 6076  
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**Phone:** (08) 9257 9999  
**Email:** [enquiries@kalamunda.wa.gov.au](mailto:enquiries@kalamunda.wa.gov.au)  
**Website:** <https://kalamunda.wa.gov.au>



## Eastern Metropolitan Regional Council

**Address:** 226 Great Eastern Highway, Belmont WA 6104  
**Postal Address:** PO Box 234, Belmont WA 6984  
**Phone:** +61 (08) 9424 2222  
**Email:** [mail@emrc.org.au](mailto:mail@emrc.org.au)  
**Website:** [www.emrc.org.au](http://www.emrc.org.au)



[www.emrc.org.au/investing-in-perths-eastern-region.aspx](http://www.emrc.org.au/investing-in-perths-eastern-region.aspx)  
[www.linkedin.com/company/eastern-metropolitan-regional-council](https://www.linkedin.com/company/eastern-metropolitan-regional-council)  
[www.facebook.com/EasternMetropolitanRegionalCouncil/](https://www.facebook.com/EasternMetropolitanRegionalCouncil/)  
[#emrc](#) [#rgang](#) [#perthseasternregion](#)



**12 REPORTS OF DELEGATES**

**13 NEW BUSINESS OF AN URGENT NATURE APPROVED BY THE CHAIRMAN OR PRESIDING MEMBER OR BY DECISION OF MEETING**

**14 GENERAL BUSINESS**

**14.1 EVENTS IN THE REGION**

**14.2 OTHER GENERAL BUSINESS**

**15 CONFIDENTIAL MATTERS FOR WHICH THE MEETING MAY BE CLOSED TO THE PUBLIC**

**RECOMMENDATION (Closing meeting to the public)**

That the meeting be closed to members of the public in accordance with Section 5.23 (2) (c) of the *Local Government Act 1995* for the purpose of dealing with matters of a confidential nature.

**CEOAC RESOLUTION**

MOVED

SECONDED

**15.1 MATTRESS RECYCLING**

**REFERENCE: D2020/08308**

This item is recommended to be confidential because it contains matters of a commercial-in-confidence nature.

See Confidential Item circulated with the Agenda under Separate Cover

**RECOMMENDATION [Meeting re-opened to the public]**

That the meeting be re-opened, the members of the public be invited to return to the meeting and the recommendations passed behind closed doors be recorded.

**CEOAC RESOLUTION**

MOVED

SECONDED

Recording of the recommendations passed behind closed doors, namely:

**15.1 MATTRESS RECYCLING**

**REFERENCE: D2020/08308**

**CEOAC RECOMMENDATION(S)**

MOVED

SECONDED



## **16 FUTURE MEETINGS OF THE CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE**

The next meeting of the Chief Executive Officers Advisory Committee will be held on **7 July 2020 (Informal)** at the City of Kalamunda, 2 Railway Road, Kalamunda WA 6076 commencing at 12:30pm with lunch at 12noon.

### **Future Meetings 2020**

Tuesday	7 July	(informal)	at	TBA
Tuesday	4 August		at	EMRC Administration Office
Tuesday	1 September	(informal)	at	TBA
Tuesday	6 October	(if required)	at	EMRC Administration Office
Tuesday	10 November		at	EMRC Administration Office

## **17 DECLARATION OF CLOSURE OF MEETING**