



# REGIONAL ECONOMIC DEVELOPMENT STRATEGY 2017 – 2021



Advancing Perth's Eastern Region 



# CONTENTS

<b>Executive Summary</b>	<b>2</b>
<b>Context</b>	<b>4</b>
Perth's Eastern Region	4
Eastern Metropolitan Regional Council	6
The Region's Economic Drivers	8
Western Australian Economic Context	9
The Importance of Local Government in Economic Development	9
<b>Informing the Regional Economic Development Strategy</b>	<b>10</b>
Regional Economic Development Research Advisory Paper	10
2030 Agenda for Sustainable Development and the Sustainable Development Goals	10
Regional Integrated Transport Advisory Paper (2015)	11
Regional Youth Advisory Paper (2016)	11
Regional Environment Strategy 2016 – 2020	11
Regional Integrated Transport Strategy 2017 – 2021	11
<b>Priority Areas</b>	<b>13</b>
Business and Industry Growth	14
Education and Employment Opportunities	16
Community Wellbeing	18
Integrated Planning	20
<b>Implementation</b>	<b>22</b>
EMRC's 10 Year Strategic Plan 2017 – 2027	22
EMRC's Service Delivery Model	22
Priority Determinants	24
Monitoring and Review	24
Regional Economic Development Strategy Framework and Priority Actions 2017 – 2021	26



# Executive Summary

The Eastern Metropolitan Regional Council (EMRC) is a regional local government working on behalf of six member Councils located in Perth's Eastern Region. The EMRC aims to be a responsive and innovative leader in assisting Perth's Eastern Region to be a great place to live, work, play and do business.

Perth's Eastern Region hosts Western Australia's major air, road and rail transport hubs for the movement of freight and passengers throughout Perth, intrastate, interstate and internationally. The region is considered the gateway to greater Perth, made possible by people entering the region from the domestic and international airports and from the highways to the north and east.

Perth's Eastern Region has undergone rapid expansion and growth with major capital investments including intermodal freight terminal development, major airport and road redevelopment and education and health services investment. Increasingly, the region is home to large national and international companies seeking office and commercial accommodation within close proximity of the Perth CBD and major transport routes. The major industrial areas of Ashfield, Bassendean, Bayswater, Forrestfield, Hazelmere, Kewdale and Malaga play key roles in transport, storage, manufacturing and logistics, servicing the state's construction and resource sectors.

Perth's Eastern Region encompasses a variety of stakeholders with various responsibilities that contribute to the efficiency and effectiveness of the region's economic development. This *Regional Economic Development Strategy 2017 – 2021* acknowledges these stakeholder responsibilities and identifies

opportunities for a collaborative approach to addressing the future economic development potential for the residents and visitors of Perth's Eastern Region.

The vision for the *Regional Economic Development Strategy 2017 – 2021* is:

*"A region where people can exercise their full potential as a result of prosperous businesses, equitable and supported communities and a sustainable environment."*

In order to realise this vision, four priority areas have been identified:

- **Priority Area 1:** Business and Industry Growth
- **Priority Area 2:** Education and Employment Opportunities
- **Priority Area 3:** Community Wellbeing
- **Priority Area 4:** Integrated Planning

Each priority area identifies goals and objectives that will guide the EMRC to develop action plans for the next five years. The EMRC will undertake a central role for the delivery of this strategy and will coordinate collaboration amongst participating member Councils and key stakeholders to achieve the outlined objectives. These objectives include regional advocacy, research, education, information and engagement, regional programs and innovation.

This strategy concludes with a number of objectives and actions to achieve the identified goals within each priority area, over the next five years.

Population **361,310**



Jobs

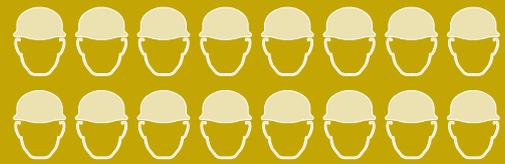


**124,512**

Employment  
self-sufficiency



**82.5%**



**151,013**  
labour force

**22,737**

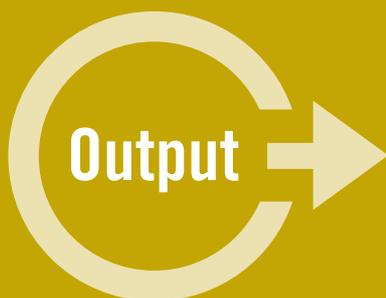
Businesses



Gross Regional  
Product



**\$23.402**  
**billion**



**\$52.625 billion**

# Context

## Perth's Eastern Region

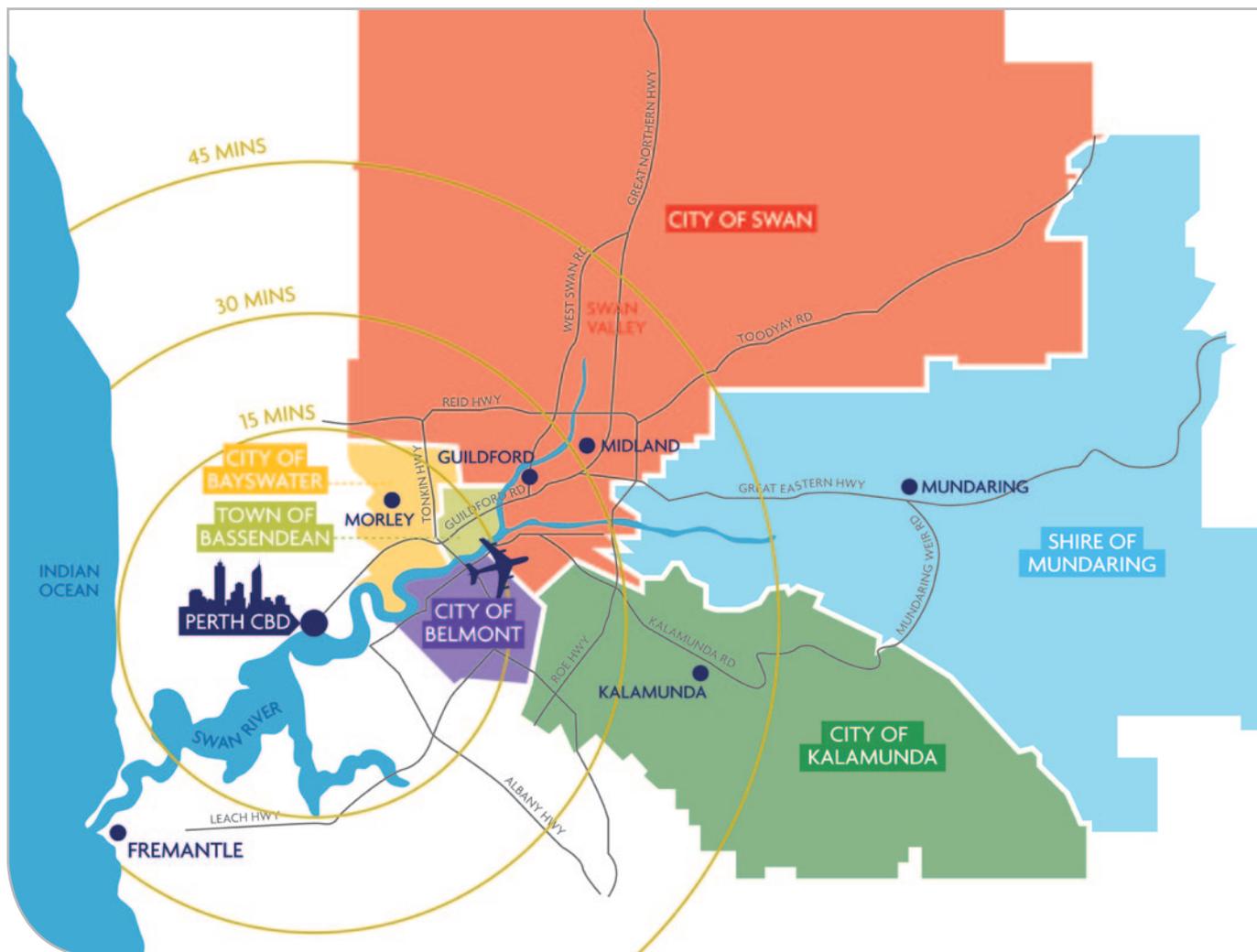
Perth's Eastern Region is an area of Perth defined by the boundaries of six local governments; the Town of Bassendean, City of Bayswater, City of Belmont, City of Kalamunda, Shire of Mundaring and the City of Swan. The region constitutes around one-third of Perth's metropolitan area, encompassing a land area of about 2,100 square kilometres and an estimated population of 361,310 people.

Perth's Eastern Region hosts Western Australia's major air, road and rail transport hubs for the movement of freight and passengers throughout Perth, intrastate, interstate and internationally. The region is considered the gateway to greater Perth, made possible by people entering the region from the domestic and international airports and from the highways to the north and east.

Perth's Eastern Region has undergone rapid expansion and growth with major capital investments including intermodal freight terminal development, major airport and road redevelopment and education and health services investment. The region is home to large national and international companies seeking office and commercial accommodation within close proximity of the Perth CBD, supply chains and major transport routes. The industrial areas of Ashfield, Bassendean, Bayswater, Belmont, Bullsbrook, Forrestfield, Hazelmere, Kewdale, Malaga, Midvale, Mundaring, South Guildford and Viveash play key roles in transport, storage, manufacturing and logistics servicing the state's construction and resource sectors.

A number of key activity centres in the region are identified for growth in the state's key planning framework Directions 2031 and Beyond. Morley and Midland are both identified

## Map of Perth's Eastern Region



---

as Strategic Metropolitan Centres providing a mix of retail, office, community, entertainment, residential and employment activities. Morley represents the only Strategic Metropolitan Centre not connected by a rail network. Secondary Centres identified are Belmont and Ellenbrook. Perth Airport is identified as a Strategic Specialised Centre. These centres perform key roles in delivering a range of services to nearby communities and play a vital role for the allocation of future infill populations. Ashfield, Bassendean, Forrestfield, Kalamunda, Maylands and Mundaring have been identified as District Centres that provide key local services, facilities and employment opportunities. The Perth Airport redevelopment, Midland Health Campus and NorthLink WA will provide new infrastructure to support future growth.

The region's boundaries border both the Perth CBD and rural areas. Spanning inner urban areas to outer metropolitan and

urban fringe developments, this is a growing and vibrant region.

Perth's Eastern Region represents an attractive destination for visitors and provides a high quality of life for residents. The region is home to a number of core tourism assets. These include national parks, walking and cycling trails plus many other parks and reserves on the banks of the Swan River. There is an extensive range of heritage, cultural and arts attractions including Guildford (one of the oldest settled areas in WA), the Swan Valley and the Perth Hills. A range of community events and recreation facilities provide for community activity. Both the Swan Valley and Perth Hills have been identified as key attractors for the Greater Perth Metropolitan Area.

With a diverse regional economy, access to a skilled workforce and a range of leisure, lifestyle and living opportunities, Perth's Eastern Region is well positioned for continued growth and represents an attractive investment destination.





## Eastern Metropolitan Regional Council

The Eastern Metropolitan Regional Council (EMRC) is a regional local government established under the *Western Australian Local Government Act 1995*, working on behalf of six member Councils located in Perth's Eastern Region, including; the Town of Bassendean, City of Bayswater, City of Belmont, City of Kalamunda, Shire of Mundaring and the City of Swan.

The EMRC's operations are governed under an Establishment Agreement, which outlines that the EMRC will:

- Work in cooperation with member Councils to facilitate local government to enhance its service delivery to the community;
- Be efficient and effective in delivering quality services and facilities;
- Promote and market the role and benefit of local government in the community;
- Facilitate and implement the EMRC's strategic plan; and
- Avoid providing any service or facility that adversely impacts on the services or facilities of any member Council.

In line with the Establishment Agreement, the EMRC provides a broad range of services across the region including waste management and education, resource recovery, environmental management and regional development. Working in partnership with its member Councils and other stakeholders, the EMRC delivers local and regional scale projects for the benefit of the region.

Working with member Councils, industry, government agencies and other stakeholders, the EMRC is a model of successful collaboration that delivers tangible benefits to the region. Projects and activities undertaken by the EMRC reflect the objectives within the *EMRC's 10 Year Strategic Plan 2017 – 2027*. The plan includes the *Key Result Areas (KRA) of Environmental Sustainability, Economic Development and Good Governance*.

This strategy sits under *KRA 2 – Economic Development* and provides the overarching direction for regional economic development and will inform future updates of the EMRC's annual project funding summary and *Regional Advocacy Strategy 2016 – 2020* priorities.



## OUR VISION

To be a responsive and innovative leader in assisting Perth's Eastern Region to be a great place to live, work, play and do business.



## OUR VALUES

The values that govern the EMRC are:

**EXCELLENCE** – Striving for excellence through the development of quality and continuous improvement.

**RECOGNITION** – Valuing staff in a supportive environment that focuses on their wellbeing.

**INNOVATION** – Focus on innovative approaches in project and service delivery.

**RESPONSIVENESS** – Dynamic and flexible service delivery.

**INTEGRITY** – Accountability and consistency in all that we do.



## OUR MISSION

EMRC, by partnering with member Councils (and other stakeholders), facilitates strategies and actions for the benefit and sustainability of Perth's Eastern Region.

## The Region's Economic Drivers

The region's competitive advantages include air services, freight and logistics expertise, diverse visitor and recreation experiences and development potential<sup>1</sup>. The region faces challenges related to restrictions on developing assets, agricultural sector decline, visitation coordination and capacity to attract investment.

Existing economic drivers include:

- Perth Airport;
- The Kewdale Intermodal Freight Terminal;
- Major road and rail infrastructure;
- Business and Industrial Parks;
- Major commercial precincts;
- The Swan Valley and Perth Hills; and
- Historical, cultural and natural attractions including national parks and state forest.



Upcoming economic drivers and features within the region include but are not necessarily limited to:

- The development of a City Deal by the Federal and State Government for projects within Perth's Eastern Region;
- Freight hub development and freight transport initiatives including connections to a future Westport outer harbour;
- Perth to Adelaide National Highway (PANH);
- NorthLink WA;
- The Forrestfield-Airport Link;
- The City of Kalamunda high density residential accommodation, a new activity center and commercially focused Transit Oriented Developments (TODs) precinct based around the new train station;
- Bayswater station and town center redevelopment;
- City of Belmont's Development Area 6 (DA6) and Belmont/Redcliffe station;
- TODs along the Midland rail line;
- METRONET projects within the region including the Morley to Ellenbrook rail line;
- Perth Airport precinct development;
- Bullsbrook Intermodal and Stock Road;
- Curtin University Campus, Midland;
- NBN rollout across the region;
- Major retail expansion and redevelopment including Morley Galleria, Midland Gate and Belmont Forum shopping centres as well as the Direct Factory Outlet being built at the Perth Airport estate;
- Affordable housing initiatives including Brabham, Forrestfield North, Belmont, Bayswater and Woodbridge; and
- Opportunity for decentralisation of state government agencies within the region.

- 
- 1 RPS Australia (2016) Regional Economic Development Research Advisory Paper (Internal document)
  - 2 Western Australian Planning Commission (2010). *Directions 2031 and Beyond*
  - 3 Pracsys (2013) *City of Bayswater Commercial, Retail and Industrial Analysis*

## Western Australian Economic Context

Key strategic documents affecting local economic development are:

- *State Planning Strategy 2050*;
- *Metropolitan Regional Scheme*;
- *Directions 2031 and Beyond*;
- *State Planning Policy 4.2 – Activity Centres for Perth and Peel*;
- Draft Perth and Peel @ 3.5 million;
  - Draft Central sub-regional planning framework;
  - Draft North-East sub-regional planning framework;
- Draft Transport @ 3.5 million;
  - Draft Freight Transport Network Plan; and
- *Perth Airport Master Plan 2014*

*Directions 2031 and Beyond* outlines a plan for accommodating future populations and encouraging job growth outside of the Perth CBD through a network of Activity Centres<sup>2</sup>. The state government approach to planning integration, infill and mixed use planning requires local governments to carefully consider the current and future economic viability of Activity Centres<sup>3</sup>. Activity Centres in the region are identified in Table 1 below.

## The Importance of Local Government in Economic Development

The role of the EMRC is to support member Councils, progress agreed initiatives and projects and undertake advocacy of relevance to the region.

Accordingly, Local governments are increasingly embracing economic development within planning and land use frameworks. Consideration of marginalised groups, understanding infrastructure capacity and impacts on transport networks, as well as environmental considerations are integral in assessments of many local government programs.

Officers responsible for economic development initiatives within member Councils are a vital resource and are also a direct point of contact for local business operators and other key stakeholders. The role of the EMRC is to support member Councils, progress agreed initiatives and projects and undertake advocacy of relevance to the region. Delivery of this strategy will be guided by EMRC in collaboration with participating member Councils on the Economic Development Officers Group (EDOG).

Table 1. Activity Centre Hierarchy



# Informing the Regional Economic Development Strategy

The development of this strategy has been influenced by data provided through the:

- *Regional Economic Development Research Advisory Paper;*
- *Regional Integrated Transport Research Advisory Paper;*
- *Regional Youth Advisory Paper;*
- *Regional Environment Strategy 2016 – 2020;*
- *Regional Integrated Transport Strategy 2017 – 2021;*
- Local economic development strategies of participating member Councils; and
- EDOG.

This strategy has also been informed through a Regional Economic Development Advisory Forum, attended by member Council representatives and key stakeholders and facilitated by external consultants RPS Group.

## Regional Economic Development Research Advisory Paper<sup>1</sup>

In recognition of the need to develop an evidence based approach to this strategy, RPS Group was engaged by the EMRC to develop a research advisory paper.

The study incorporated the input and local knowledge of key government authorities and agencies and the business community via individual and workshop consultation, and comprised of the following key sections:

- Current economic environment – a concise overview of economic conditions across Western Australia;
- Regional profiling – desktop research and analysis (including forecasts) of the region's economy, with the development of community, industry, workforce, property and infrastructure profiles;
- Regional influences – exploration of the relevant regional and global trends and associated opportunities and challenges these present for the region's industries and communities;
- Capacity for development – an assessment of the prospects for the region through the prism of its economic, social and physical attributes and performance within a regional and global context, identifying key strengths and challenges;
- Strategic context – a summary of relevant strategic priorities put in place by Commonwealth, state and local partners and the roles and responsibilities of member Councils in regards to economic development; and
- Economic opportunities – a summary of identified opportunities to address economic and social development challenges.

## 2030 Agenda for Sustainable Development and the Sustainable Development Goals

In September 2015, the 193 member states of the United Nations, including Australia, adopted the 2030 Agenda for Sustainable Development and the 17 Sustainable Development Goals. Sustainable economic growth requires societies to create the conditions that allow people to have quality jobs in decent working conditions that stimulate the economy while not harming the environment. As the population continues to grow, the way cities and their supporting infrastructure are designed and built will be critical. A vibrant economy requires connected communities and sustainable transport solutions that are resilient to climate change.

While some of the Goals are focused on reducing poverty, increasing health and ensuring equitable access to water and energy, the importance of protecting environmental assets to achieve these Goals is also acknowledged. There is an increasing recognition of the impact of environmental events on economic outcomes, such storm or heatwave damage to infrastructure and business productivity.

All of the Sustainable Development Goals are relevant to regional economic development, however there are specific goals which influence this strategy, including:

**Goal 4:** Ensure inclusive and quality education for all and promote lifelong learning. Education and skills were also identified in the former Department of Regional Australia, Local Government, Arts and Sport's (2013) Framework for Regional Economic Development, as a key determinant of long term regional economic growth.

**Goal 7:** Ensure access to affordable, reliable, sustainable and modern energy with a focus on development and adoption of clean, renewable energies across residential and commercial scales as well as using new technology to increase efficiency of use and enhance reliability.

**Goal 8:** Promote inclusive and sustainable economic growth, employment and decent work for all people regardless of age, gender or disability, with a particular focus on reducing the proportion of youth not in employment, achieving higher levels of productivity through diversification and innovation, and decoupling economic growth from environmental degradation.

**Goal 9:** Build resilient infrastructure, promote sustainable industrialisation and foster innovation to support economic development and human well-being which will enable increased productivity and workforce participation with benefits accruing to the wider community.



**Goal 10:** Reduce inequality within and among countries targeting the promotion of social, economic and political inclusion for all. Social exclusion due to disability or factors such as homelessness, poverty or social isolation, is one of a number of factors determining health of a community<sup>1</sup>.

**Goal 11:** Make cities inclusive, safe, resilient and sustainable which includes providing access, particularly through expanding public transport systems, to affordable and sustainable transport, improving road safety, and ensuring access to affordable housing and basic services.

**Goal 17:** Revitalize partnerships for sustainable development including encouraging and promoting effective public, public-private, and civil society partnerships, building on the experience and resourcing strategies of partnerships<sup>4</sup>.

#### Regional Integrated Transport Advisory Paper (2015)

Activity Centres (as highlighted in Table 1) create a focal point for passenger movements. In particular, there is an opportunity to improve pedestrian and public transportation options that support community interaction, activation, creativity and innovation.

Urban growth creates a challenge when providing efficient and sustainable transport services, particularly in areas that are developed away from existing employment centres and transport hubs. New housing developments that are not appropriately serviced by local activity centres (shops, employment, schools and basic services) and do not have a sufficient population to create a viable public transport connection will lead to a population with a heavy dependence on car use and a reduction in affordability.

#### Regional Youth Advisory Paper (2016)

The key areas of focus with regards to youth and economic development include:

- Improving educational attainment;
- Developing youth entrepreneurship and innovation;
- Facilitating leadership and civic participation; and
- Facilitating information sharing and collaboration across member Councils' youth services and strategy development.

#### Regional Environment Strategy 2016 – 2020

The region's significant natural assets, the Swan and Helena Rivers, face increasing pressure from competing uses; from foreshore development for economic benefit, to environmental protection for habitat and clean water and to health and social welfare through public access. A focus on protecting water resources and addressing water quality issues is fundamental to the environmental, social and economic wellbeing of the area. These water resources are particularly important in the context of a drying climate, an increase in storm surge events and the potential for flooding through sea-level rise. Environmental priorities have also driven the development of some industries that offer a platform for job creation, such as renewable energy.

Further, the draft Perth and Peel Green Growth Plan @ 3.5 million highlights the desire to consider environmental aspects as part of a holistic approach to urban development, particularly with regard to valuing existing environmental assets.

#### Regional Integrated Transport Strategy 2017 – 2021

The *Regional Integrated Transport Strategy 2017 – 2021* acknowledges that the regional's transport networks need to provide effective access and movement for employment, health, education, commercial, social, leisure and freight purposes.

TODs around station precincts are good examples of land use and planning working together to achieve efficient and effective transport, in close proximity to residential and commercial developments, whereby densities can achieve local governments' infill targets.

<sup>1</sup> RPS Australia (2016) *Regional Economic Development Research Advisory Paper* (Internal document)

<sup>4</sup> [www.globalgoals.org](http://www.globalgoals.org)





# Priority Areas

In order to achieve the vision of the *Regional Economic Development Strategy 2017 – 2021*, four priority areas have been identified.

## 1. Business and Industry Growth

Goal: That the region's businesses and industry are supported to achieve a high value of economic output through a focus on promoting increased resilience, creativity and innovation.

## 2. Education and Employment Opportunities

Goal: That the region develops a skilled and confident workforce aligned with current and future job opportunities.

## 3. Community Wellbeing

Goal: That the region's residents have equitable access to quality services, facilities and infrastructure that support a high quality of life, health and wellbeing.

## 4. Integrated Planning

Goal: That the region's infrastructure and land use supports the growth of business and industry while also enhancing amenity, biodiversity and sustainability.



## VISION

A region where people can exercise their full potential as a result of prosperous businesses, equitable and supported communities and a sustainable environment.

# Priority Area 1.

## Business and Industry Growth

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

Perth's Eastern Region has a number of clusters which have emerged organically around mining, manufacturing, transport, logistics and warehousing.

Industry clustering around the extensive supporting infrastructure, such as the domestic and international airports, major highway and transport routes and rail lines, provides an opportunity for business development through filling supply chain gaps<sup>5</sup>. The Perth Airport precinct is a key employer in the region and a vital contributor to productivity and clustering. Another productivity factor has been the high industry growth rate in the health care / social services areas<sup>6</sup>.

Manufacturing, Wholesale Trade, Transport, Postal and Warehousing sector jobs collectively account for 31.6% of jobs in the region. During a recent study, the lack of sufficiently fast and reliable internet was the most consistent and widely recognised constraint to business growth and development in Perth's Eastern Region<sup>7</sup>.

The EMRC is working with member Councils to maximise opportunities that may exist for the region, through the Federal Government's Smart Cities Plan, which was announced in 2016. It includes two programs; City Deals and Smart Cities and Suburbs. A City Deal proposal is the focus of the EMRC for 2017 / 2018.

A City Deal will provide the opportunity to reinvest in the region's advantages, such as the freight hub and road and rail networks, which will support the growth of the region and create greater self-sufficiency through liveability improvements that support productivity.

Perth's Eastern Region has the capacity to be a leader in adopting renewable energies such as building on previous innovative projects including the Perth Solar City and Community Energy Efficiency programs, identifying upcoming trends and utilising new technologies. Ongoing research into emerging opportunities will continue to be undertaken by the EMRC on behalf of its six member Councils.

This strategy recognises that while intervention to achieve economic outcomes is supported and driven at a local government level, it is often the regulatory environment and decision making processes at a state level that support, or impede, the ability for local communities to achieve their intended outcomes.

5 Pracsys (August 2015) *Industry Cluster Analysis Research Paper – Cluster Analysis Findings*, Pracsys, Perth

6 Bankwest Curtin Economics Centre (October 2016) *Back to the Future - Western Australia's economic future after the boom*, Focus on Western Australia report Series, No.8

7 Pracsys (November 2015) *Industry Cluster Analysis Research Paper – Stakeholder Consultation of Business Report*, Pracsys, Perth



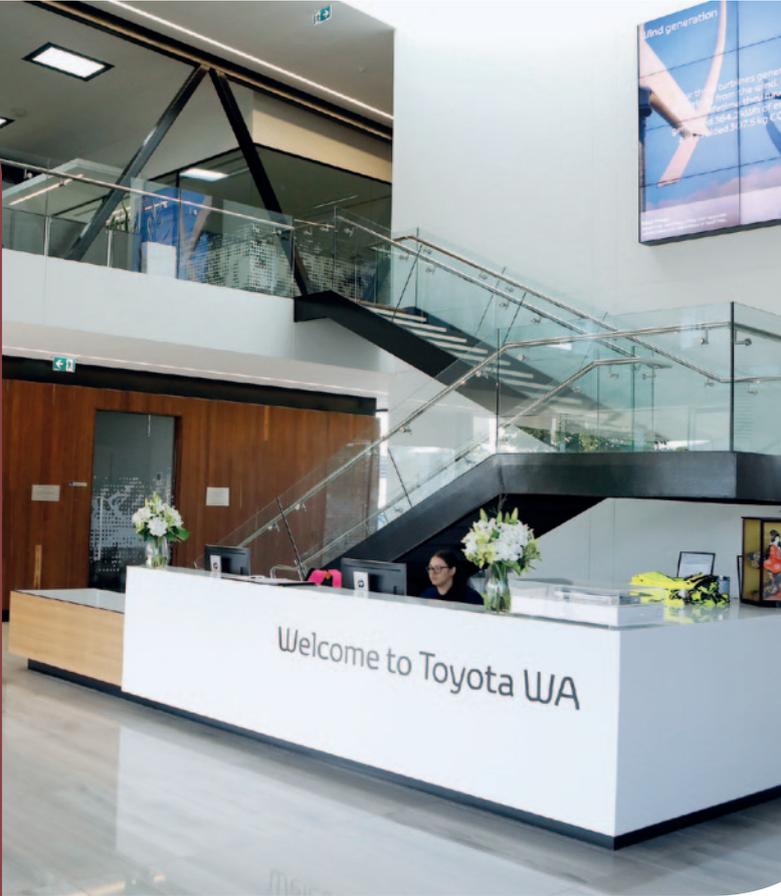
**The development of the region's economy can be maximised through greater horizontal and vertical supply chain integration and through promotion of infrastructure, amenities and services.**

## Key Issues, Potential Benefits and Opportunities: Business and Industry Growth

Key Issues	Potential Benefits
<ul style="list-style-type: none"> <li>• Weakening labour market</li> <li>• Reliance on limited sectors</li> <li>• Lack of capacity to undertake investment attraction</li> <li>• Barriers to endogenous growth</li> </ul>	<ul style="list-style-type: none"> <li>• Attraction of global organisations</li> <li>• Increased investment and business growth</li> <li>• Reduced economic volatility</li> <li>• Improved regional investment risk profile</li> <li>• Cross industry development</li> </ul>
Regional Opportunities	
<ul style="list-style-type: none"> <li>• Conducting research and analysis of business requirements to determine potential growth sectors and to determine enabling infrastructure requirements for key industries</li> <li>• Leveraging promotion of supporting infrastructure, road networks and technology enhancements to assist in the further development of industry clusters</li> <li>• Addressing existing supply chain gaps and the development of agglomeration economies</li> <li>• Removing barriers to business growth through supporting the development of a regulatory environment that is business friendly</li> <li>• Fostering knowledge spillover and development of agglomeration economies</li> <li>• Researching target markets for investment attraction and opportunities</li> <li>• Improving online presence, reaching new markets and marketplaces locally and globally</li> <li>• Researching other regional economies to identify competitive strengths and positioning for regional investment</li> </ul>	

### Objectives

- 1.1 To promote the region as an attractive investment destination.
- 1.2 To promote local purchasing within the region to maximise the economic benefits of business transactions.
- 1.3 To advocate for, and support, initiatives that encourage regional visitation.
- 1.4 To support development of business and industry clusters.
- 1.5 To advocate for, and support, a coordinated approach to economic development that aligns infrastructure development with future growth, productivity and liveability.
- 1.6 To encourage a regulatory environment that is business friendly.
- 1.7 To foster relationships with key stakeholders including government agencies and business groups to grow and develop the region.
- 1.8 To advocate for renewable energy and technology opportunities and adoption of emerging trends.



## Priority Area 2.

# Education and Employment Opportunities

*Goal: That the region develops a skilled and confident workforce aligned with current and future job opportunities.*

The region's current workforce, when compared to the Greater Perth Metropolitan Area, has a lower level of university qualifications (Bachelor, Graduate, Post Graduate), but a higher level of certificate qualifications<sup>1</sup>. This is largely a reflection of the skill requirements of key local industries.

Aligning local employment opportunities with the skills base of the region is important to ensure the health and prosperity of the regional economy. While the region has a high employment self-sufficiency rate (82.5%), many people who work in the region travel great distances to work<sup>8</sup>. The ultimate decision on place of residence and place of work are highly individualistic and depend on many factors. Some factors can be influenced by economic development strategies to help align the place of residence and place of work and entice local residents to work locally. Vibrant, high quality, mixed use developments are strong themes for desired development in traditional main street areas, particularly those where infill and increasing population density increase the requirements for employment density and job opportunity growth<sup>9,10</sup>. Occupancy of local businesses can lead to perceptions being drawn about the viability of the area and the likely success of a new business, either reinforcing success or further undermining business growth.

It is important for Perth's Eastern Region to maximise employment of local people by promoting job opportunities to local residents. For instance, the employment potential for the region is high if population based industries, such as health care / social services and education, can be leveraged. The St John of God Midland Hospital and associated surrounding activity offer employment and the new Curtin Medical Campus in the region will facilitate higher education attainment with the potential to translate into greater employment opportunities. In addition to this, the region also has the potential to build on the existing strong retail industry for greater employment through the significant upgrades to major shopping centre precincts<sup>1</sup>.

It is also important to consider the level of workforce participation as a key driver for the region's prosperity<sup>11</sup>. Despite Australia's relatively high levels of workforce participation there are clear disparities in participation levels within different workforce groups. Youth employment has been recognised as being of particular importance in the region and is likely to be of growing significance due to the current population statistics. Young people represent one-fifth of Perth's Eastern Region's population<sup>12</sup>. Focussing on the development of youth supports the generation of an adequately skilled future workforce.



**The high employment self-sufficiency level in Perth's Eastern Region is undoubtedly supported by key infrastructure investments that have been made in the past; particularly transport linkages.**

## Key Issues, Potential Benefits and Opportunities: Education and Employment Opportunities

Key Issues	Potential Benefits
<ul style="list-style-type: none"> <li>• Limited growth potential in existing employment areas</li> <li>• Youth unemployment</li> </ul>	<ul style="list-style-type: none"> <li>• Investment in jobs growth</li> <li>• Attraction of skilled workers</li> <li>• Improved education and training transitions</li> </ul>
Regional Opportunities	
<ul style="list-style-type: none"> <li>• Promotion of education opportunities, particularly those aligned with new employment opportunities or workforce skills development</li> </ul>	

A key consideration is the disparity in youth employment levels across the region, from low in the City of Kalamunda (6%) to higher in the City of Belmont (11.9%). The key areas relating to youth and economic development include the need to focus on:

- Improving educational attainment;
- Developing youth entrepreneurship and innovation;
- Facilitating leadership and civic participation; and
- Facilitating information sharing and collaboration across member Councils' youth services and strategy development.

Education opportunities in the region will be enhanced with the Curtin University Midland Campus planned for completion by 2020 and planned upgrades of senior high schools in the region<sup>13</sup>.

The high employment self-sufficiency level in Perth's Eastern Region is supported by key infrastructure investments that have been made in the past; particularly transport linkages (road, rail, and air), the Kewdale Intermodal Freight Terminal and the supply of existing industrial land in areas such as Bayswater, Forrestfield, Hazelmere, Kewdale and Malaga.

Transport disadvantage, particularly in outer-urban areas, is the result of a range of intersecting factors including poor public transport infrastructure, a higher proportion of low-income households, lack of affordable housing and the need to travel further distances in order to get to places of employment, education, services and social and recreational activities<sup>14</sup>. The young and the economically disadvantaged are less likely to own or afford a car and will require low-cost transportation to access their education services and employment.

The proposed new train stations in the region, located in Forrestfield and Belmont / Redcliffe, will provide new access to previously unconnected areas. These stations will play a significant role in connecting workers from across the metropolitan areas to these locations. To prevent social exclusion and financial stress, efforts are required to ensure that those with the greatest need have access to affordable and reliable forms of transport.

### Objectives

- 2.1 To support the development of vibrant centres of activity and growth in job opportunities through mixed use developments and infill housing.
- 2.2 To identify barriers and promote opportunities for greater education and job opportunities for local people.
- 2.3 To facilitate information sharing and collaboration across youth services in the region.
- 2.4 To encourage enhancement of employability skills.

1 RPS Australia (2016) *Regional Economic Development Research Advisory Paper* (Internal document)

8 EMRC (2016). *Travel Demand in Perth's Eastern Region - An Analysis of the 2011 Australian Census*

9 Town of Bassendean (2012) *Economic Development Plan 2012 – 2017*

10 City of Bayswater (2009) *Maylands Activity Centre Urban Design Framework*

11 *Committee for Economic Development of Australia (2016) Australia's economic future: an agenda for growth*

12 Jane Forward Consulting (March 2016) *Youth Research Advisory Paper*, Jane Forward Consulting, Perth

13 Media Statement, *Job Creating Infrastructure Upgrades at Secondary Schools Across WA*, Hon Mark McGowan BA LLB MLA

14 Communities and Families Clearinghouse Australia (2011). *The Relationship Between Transport and Disadvantage in Australia*

## Priority Area 3.

# Community Wellbeing

*Goal: That the region's residents have equitable access to quality services, facilities and infrastructure that support a high quality of life, health and wellbeing.*

The EMRC's *Regional Youth Futures Report*<sup>16</sup> identified transport issues that young people face in the region including the frequency, proximity, connectivity and security on services particularly in the Shire of Mundaring, City of Kalamunda and outlying areas of the City of Swan. Additional high-frequency, high-capacity public transport connections and feeder services to the region's Activity Centres (such as Ellenbrook, Midland and Morley), major employment centres and industrial areas are required<sup>7, 17</sup>. Construction of the Morley to Ellenbrook rail line will alleviate some of these issues and the EMRC will continue its advocacy efforts in this regard.

The transport network is tasked with the challenge of catering for the movement needs of people of all ages and abilities, as well as goods and freight. As infill targets and TODs progress, more people will live closer to essential services and their place of employment, providing a higher demand for alternative modes such as walking, cycling and public transport. Walking and cycling are low cost, non-polluting and healthy forms of transport. Western Australia's warm climate combined with the region's low pollution and picturesque landscapes, encourage people to use active forms of transport for some of their trips. Future advocacy priorities may focus on the integration of local plans and development of the state-owned network to ensure that active transport such as walking and cycling is attractive, convenient, permeable and continuous across the region.

The region is host to a number of recreational park, heritage and natural assets that support recreational opportunities, however many of the region's natural assets such as the Swan Valley, Swan River foreshore and Perth Hills are underutilised<sup>1</sup>. Opportunities also exist to build on these assets through development of new attractions such as trails infrastructure and promotion.

Events are another important community focal point and are a vehicle for local governments to engage with residents, businesses and key stakeholders and to support economic growth in local areas.

The region has a marginally higher proportion of people who speak English "not well or not at all" than the Greater Perth Metropolitan Area (3.1% compared to 2.9%) and around 26.8% of the region's population speak a language other than English at home<sup>15</sup>.

Where appropriate, the EMRC provides a research, advocacy and collaboration role for regional health and wellbeing initiatives.



Around **26.8%** of the region's population speak a language other than English at home.

## Key Issues, Potential Benefits and Opportunities: Education and Employment Opportunities

Key Issues	Potential Benefits
<ul style="list-style-type: none"> <li>• Lack of awareness of social / health outcomes</li> <li>• Pockets of disadvantage</li> <li>• Increasing number of residents from non-English speaking countries resulting in potential language barriers</li> <li>• Disengaged youth due to lack of employment options</li> <li>• Lack of public transport</li> </ul>	<ul style="list-style-type: none"> <li>• Increasing amenity</li> <li>• Enhanced social and health outcomes</li> <li>• Enhanced community cohesion</li> <li>• Visitation</li> </ul>
Regional Opportunities	
<ul style="list-style-type: none"> <li>• Advocacy for reliable public transport with improved connectivity to recreational facilities and activity centres</li> <li>• Coordination and support of regional events</li> <li>• Regional collaboration and information sharing on addressing disadvantage</li> <li>• Collaboration on regional asset utilisation (Swan River foreshore, heritage, cultural and recreational assets)</li> <li>• Promotion and support for community hubs (cross-regional visitation)</li> </ul>	

16 EMRC (2012). *Regional Youth Futures Report*.

7 Pracsys (August 2015). *Industry Cluster Analysis Research Paper – Stakeholder Consultation of Business Report*.

17 RAC (2016). *Transport Accessibility of Perth's Activity Centres*.

1 RPS Australia (2015) *Regional Economic Development Research Advisory Paper* (Internal document)

15 *Australian Bureau of Statistics, Census of Population and Housing 2016*. Compiled and presented REMPLAN 3 October 2017

### Objectives

- 3.1 To undertake a regional approach to research and advocacy to create a stronger voice, develop social cohesion and reduce social disparity.
- 3.2 To promote the benefits of active lifestyles and advocate for greater public and active transport connections to activity centres and recreation.
- 3.3 To promote opportunities to facilitate regional, cultural and recreational activities and facilities.
- 3.4 To foster partnerships and gain access to funding for regional initiatives.



## Priority Area 4.

# Integrated Planning

*Goal: That the region's infrastructure and land use supports the growth of business and industry while also enhancing amenity, biodiversity and sustainability.*

*Directions 2031 and Beyond*<sup>2</sup> sets in place a vision for Perth and Peel that embraces continued growth with the preservation of local environments and valued quality of life.

The draft Perth Freight Network Plan<sup>18</sup> identifies an emerging need to facilitate further development of intermodal terminals in Perth's Eastern Region beyond the existing Kewdale Intermodal Terminal facility.

Linking freight, logistics warehousing and distribution centres will be one of the keys to the future prosperity of the region, which is outlined in the region's City Deal proposal.

A focus on freight infrastructure investments in Forrestfield, Hazelmere, Kewdale, South Bullsbrook, Welshpool and surrounding areas and linkages to key freight transport routes, will be integral to ensure the robustness of the overall intermodal transport system as well as supporting some of the state's leading transport, logistics and manufacturing businesses.

It is important to ensure that other industries are supported through infrastructure development to enable diversification of the region's economic base.

The Forrestfield-Airport Link (FAL), which is expected to be completed by 2020, is the first major extension of the rail network in Perth since the opening of the Mandurah Line in 2007. The project consists of constructing a new, mainly tunnelled, 8.5km rail spur from Bayswater, under the Swan River and the airport, to Forrestfield. The rail spur will include a new station at Airport Central and also bus-rail interchanges at the new Belmont / Forrestfield train stations. Infrastructure Australia forecasts that this project will provide a net economic benefit of \$670 million<sup>19</sup>. FAL, the Morley to Ellenbrook rail line and the revitalisation of older areas along the Midland rail line will provide opportunities for TODs and urban regeneration that could cater for affordable and diversified housing close to rail connections and employment nodes.

Land use planning that takes into account potential climate change issues is important for ensuring the ongoing resilience of local communities. Competing needs for car parking, supporting economic activity potential and retaining natural areas to minimise stormwater run-off can be achieved if a marginally higher investment is committed in the first instance.

Increasing urban infill has the potential to reduce urban sprawl and the associated infrastructure costs, as well as protecting peri-urban areas. It is important however to consider the retention of vegetation in infill planning to reduce urban heat effects. Delivering Directions 2031 Report Card 2014 estimated that only half of the local government areas were 'ahead' or 'tracking towards' the government's aspiration infill targets likely due to a slower uptake than expected and due to the difficulties in managing competing land-use priorities. The Town of Bassendean and the Cities of Bayswater and Belmont, were considered to be 'tracking towards' their targets.



**The Forrestfield-Airport Link will provide a net economic benefit of \$670 million and improve commuter times between the eastern suburbs and the Perth CBD.**

## Key Issues, Potential Benefits and Opportunities: Integrated Planning

Key Issues	Potential Benefits
<ul style="list-style-type: none"> <li>• Lack of public transport</li> <li>• Lack of broadband connectivity in the region negatively impacts existing businesses and potential for new business growth</li> <li>• Infrastructure requirements to meet future development plans</li> <li>• Deteriorating or declining natural resources (ground water, greenspace, biodiversity)</li> <li>• Increasing energy costs</li> <li>• Urban growth pressure, urban sprawl and infill planning</li> <li>• Lack of environmental sustainability in planning processes, particularly for infill targets</li> </ul>	<ul style="list-style-type: none"> <li>• Recognition and value of environmental assets within the region</li> <li>• Ability to implement planning initiatives that address competing priorities and account for economic and environmental benefits</li> <li>• Improved energy efficiency and reduced energy costs</li> <li>• Safeguarding cultural and natural heritage development planning and management processes</li> <li>• Accessing new technologies</li> <li>• Planning that accounts for a range of competing priorities with economic and environmental benefits.</li> <li>• Capitalising on new and emerging trends</li> <li>• Capitalising on TODs</li> </ul>
Regional Opportunities	
<ul style="list-style-type: none"> <li>• Advocacy for increased investment in regional infrastructure</li> <li>• Advocacy for key transport infrastructure</li> <li>• Advocacy for key broadband infrastructure</li> <li>• Encourage consistency and coordination of planning controls and consideration of the economic and environmental outcomes</li> <li>• Advocacy for protection of key natural resources</li> <li>• Advocacy to attract investment in affordable energy efficiency, technology development and uptake of new and emerging trends</li> <li>• Encouraging innovation in clean tech industries and sustainable business practices</li> <li>• Encouraging the alignment of all transport systems to achieve well connected networks that reduce car dependency and promote active travel</li> </ul>	

### Objectives

- 4.1 To maximise enabling infrastructure benefits.
- 4.2 To advocate for increased investment and upgrades in regional infrastructure.
- 4.3 To advocate for, and support, Transit Oriented Development and urban regeneration in the region.
- 4.4 To promote connectivity between affordable housing, transport and employment areas.
- 4.5 To advocate for, and support, infill housing development that preserves green space and emphasises quality of life.

2 Western Australian Planning Commission (2010), *Directions 2031 and Beyond – Metropolitan Planning Beyond the Horizon*

18 Department of Transport (2016). *Perth Freight Transport Network Plan (draft)*

19 Infrastructure Australia (2016). *Project Business Case Evaluation, Forrestfield-Airport Link*

# Implementation

*The EMRC will implement this strategy in accordance with the principles set out below. Projects, programs and initiatives undertaken as part of this strategy will be consistent with the vision of this strategy, having regard for the priorities of the EMRC and its participating member Councils.*

## **EMRC's 10 Year Strategic Plan 2017 – 2027**

All projects and activities undertaken by the EMRC must reflect the objectives within the 'Key Result Areas' of the EMRC's 10 Year Strategic Plan 2017 – 2027.

### **Key Result Area 1 - Environmental Sustainability**

Our aim is to deliver a range of environmental services that enable the region and member Councils to meet their responsibilities and community expectations for sustainable and adaptive environmental initiatives, and to maintain and enhance the natural assets of the region.

- To contribute towards improved regional air, water and land quality and regional biodiversity conservation and address climate change.

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

Our aim is to facilitate and advocate for the sustainable economic and social development of the region.

- To facilitate and advocate for increased investment in regional infrastructure.
- To facilitate and advocate for regional economic development activities.
- To facilitate regional cultural and recreational activities.

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

Our aim is to ensure that the EMRC is a responsive, progressive and responsible organisation.

- To provide advice and advocacy on issues affecting Perth's Eastern Region.
- To manage partnerships and relationships with stakeholders.
- To provide responsible and accountable governance and management of the EMRC.

## **EMRC's Service Delivery Model**

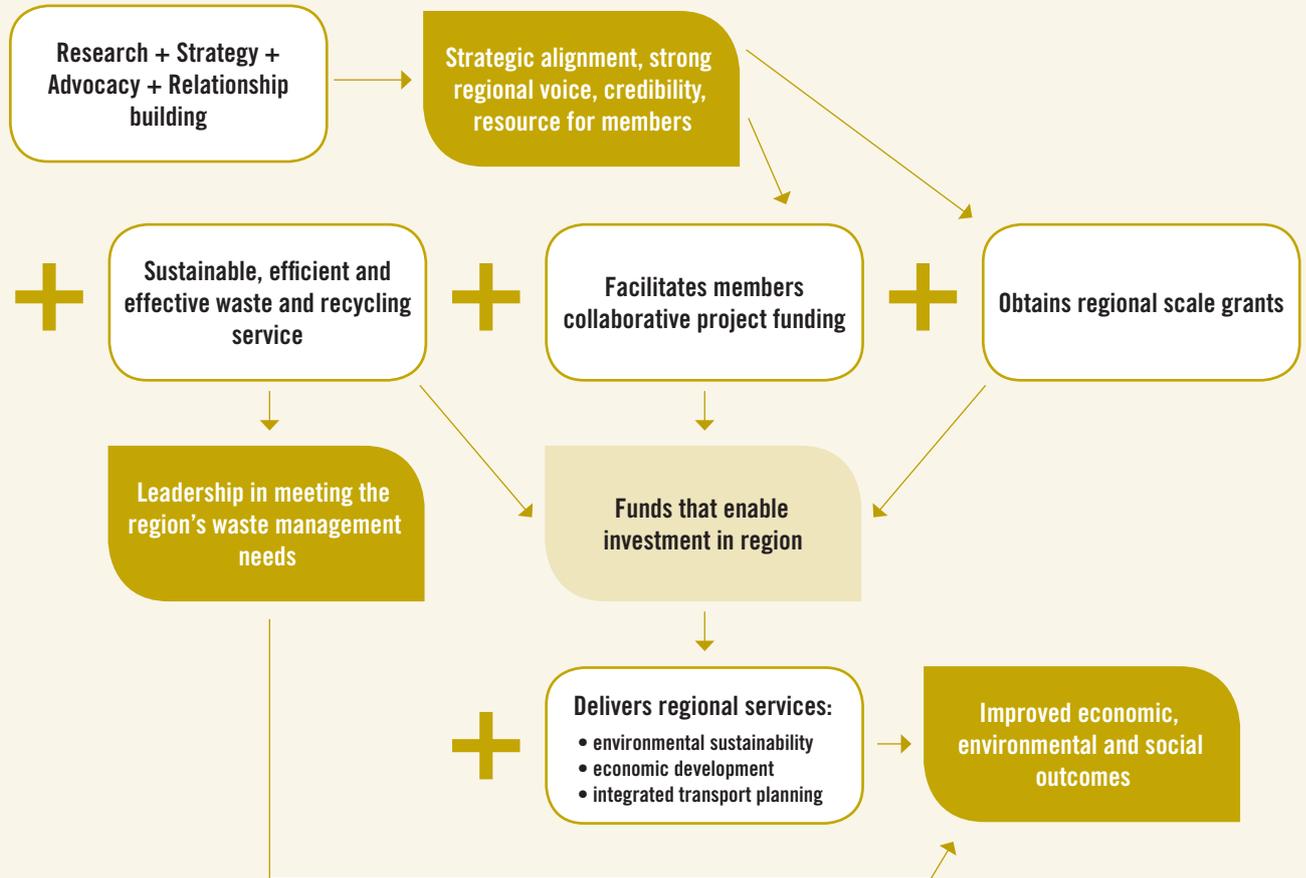
The EMRC's Establishment Agreement enables the EMRC to undertake a range of projects and services and provides a means for member Councils to share resources and facilities. The cooperative, political and executive framework of the EMRC enables the member Councils individually and collectively to promote and advocate on issues for the benefit of local government and to better serve the community.

The EMRC represents a model of successful collaboration, and for over 30 years, has initiated and led projects for its member Councils that deliver real benefits to the region in the areas of waste management and resource recovery, environmental sustainability and regional economic development. These services enable member Councils to enhance outcomes for their communities and for Perth's Eastern Region as a whole.



**The EMRC represents a model of successful collaboration and, for over 30 years, has initiated and led projects for its member Councils that deliver real benefits to the region in the areas of waste management and resource recovery, environmental, sustainability and regional economic development.**

## EMRC SERVICE DELIVERY MODEL





## Priority Determinants

The EMRC will undertake a central role for the delivery of this strategy and will coordinate collaboration amongst participating member Councils and key stakeholders to achieve the objectives outlined in this *Regional Economic Development Strategy 2017 – 2021*.

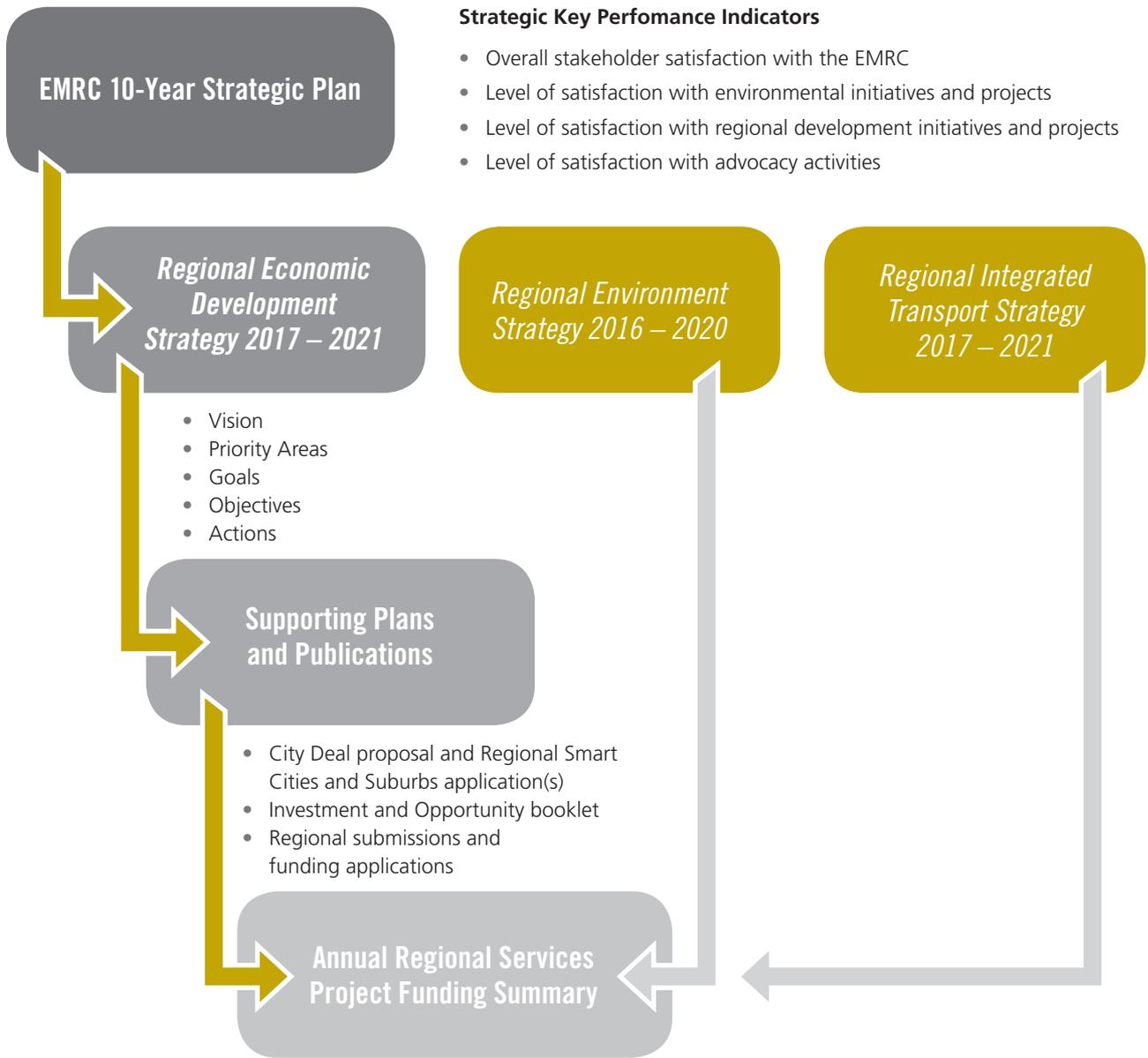
For an initiative to be progressed it is recommended that it should strongly display at least three of the following seven categories and not negatively affect any category.

- **Regional Significance:** Relevance across local government boundaries or to unique cross boundary assets, projects with significant regional influence, or addressing regional, state or federal priorities.
- **Identified Priorities:** Contributes towards an identified priority.
- **Economies of Scale:** Likely to be significantly cheaper or more efficient on a regional scale. Likely to have enhanced collective benefits on a regional scale.
- **Emerging Issue / Opportunity:** New, innovative or pilot activity that could be expanded to other member Councils or take advantage of newly emerged opportunities, such as funding, or address newly emerged threats to mitigate further issues.
- **Investment Ready:** Seed projects or those likely to attract significant income or investment through grants or sponsorship.
- **Profile:** Raising awareness of the region, the EMRC and / or member Councils as leaders and innovators.
- **Collaboration:** Requires collaboration or partnership between member Councils and/or other key stakeholders, such as researchers or industry.

## Monitoring and Review

Effective implementation requires regular monitoring and reporting. Participating member Councils and the EMRC Council will be kept up to date with progress of the *Regional Economic Development Strategy 2017 – 2021*. Monitoring and review will also occur through the EDOG and an annual review by the EMRC. The actions outlined within each priority initiative will be reviewed annually and updated to reflect any new advances as well as new and emerging opportunities and trends.

The EMRC also utilises its website, media releases, newsletters and annual reports for reporting purposes where relevant. An annual review of progress will allow the *Regional Economic Development Strategy 2017 – 2021* to act as a living document, evolving over time as matters affecting the region change and new and emerging opportunities and trends emerge.



## Regional Economic Development Strategy Framework and Priority Actions 2017 – 2021

The actions outlined below have regard for the priority determinant categories, the EMRC service delivery model and consultation undertaken with the EDOG. The actions may be modified from time to time in order to meet changing priorities as situations arise or are seen to be developing.

Goal	Objectives	Priority Actions	Priority
<b>Priority Area – 1. Business and Industry Growth</b>			
That the region's businesses and industry are supported to achieve a high value of economic output through a focus on promoting increased resilience, creativity and innovation.	1.1 To promote the region as an attractive investment destination.	Host regional events/forums and/or showcase tours. Update and disseminate the Regional Investment and Opportunities Booklet.	High
	1.2 To promote local purchasing within the region to maximise the economic benefits of business transactions.	Undertake further Business Exemplar Projects.	Medium
	1.3 To advocate for, and support, initiatives that encourage regional visitation.	Market and promote: <ul style="list-style-type: none"> <li>• The Avon Descent Family Fun Days</li> <li>• Swan River Ramble</li> <li>• Hello Spring</li> <li>• Perth's Autumn Festival</li> </ul> Manage the Perth's Eastern region website.	High
	1.4 To support development of business and industry clusters.	Develop a City Deal Proposal and undertake research to identify competitive strengths and weaknesses.	High
	1.5 To advocate for, and support, a coordinated approach to economic development that aligns infrastructure development with future growth and productivity and liveability.	Host bi-monthly EDOG Meetings. Develop a City Deal proposal and other funding mechanisms as they arise. Provide regional economic profiling tools.	High
	1.6 To encourage a regulatory environment that is business friendly.	Prepare regional submissions as required.	Medium
	1.7 To foster relationships with key stakeholders including government agencies and business groups to grow and develop the region.	Encourage agencies to present at EDOG meetings on topics of relevance. Advocate to state agencies on behalf of member Councils on economic development issues.	Medium
	1.8 To advocate for renewable energy and technology opportunities and adoption of emerging trends.	Host a forum / event on the topic of emerging trends with appropriate guest speakers.	Medium
<b>Priority Area – 2. Education and Employment Opportunities</b>			
That the region develops a skilled and confident workforce aligned with current and future job opportunities.	2.1 To support the development of vibrant centres of activity and growth in job opportunities through mixed use developments and infill housing.	Coordinate collaborative stakeholder events and opportunities that advance the region. Development of the City Deal proposal.	Medium
	2.2 To identify barriers and promote opportunities for greater education and job opportunities for local people.	Host facilitated meetings to discuss regional youth advocacy priorities. Prepare regional submissions and correspondence in response to education and employment as required.	Low

Goal	Objectives	Priority Actions	Priority
<b>Priority Area – 2. Education and Employment Opportunities</b>			
That the region develops a skilled and confident workforce aligned with current and future job opportunities.	2.3 To facilitate information sharing and collaboration across youth services in the region.	Coordinate, facilitate and support regional forums and briefing sessions that encourage sharing of information.	Low
	2.4 To encourage enhancement of employability skills.	Disseminate relevant information through the EMRC's Advisory Groups. Identify key trends, such as growing automation, that will impact on future skills requirements.	Low
<b>Priority Area – 3. Community Wellbeing</b>			
That the region's residents have equitable access to quality services, facilities and infrastructure, that support a high quality of life, health and wellbeing.	3.1 To undertake a regional approach to research and advocacy to create a stronger voice, develop social cohesion and reduce social disparity.	Advocate for the region on an ongoing basis across all tiers of government and key stakeholders.	High
	3.2 To promote the benefits of active lifestyles and advocate for greater public and active transport connections to activity centres and recreation.	Promote and advocate for the Your Move program in the region. Undertake Active / Public Transport Campaigns - including Bike Week, and the Swan River Ramble.	High
	3.3 To promote opportunities to facilitate regional, cultural and recreational activities and facilities.	Undertake regional marketing campaigns as required. Advocate for the Your Move program.	High
	3.4 To foster partnerships and gain access to funding for regional initiatives.	Apply for regional grant funding as the opportunities present. Promote the City Deal proposal.	High
<b>Priority Area – 4. Integrated Planning</b>			
That the region's infrastructure and land use supports the growth of business and industry while also enhancing amenity, biodiversity and sustainability.	4.1 To maximise enabling infrastructure benefits.	Develop a City Deal proposal and other future applications for agreed projects that have been identified and supported by member Councils.	High
	4.2 To advocate for increased investment and upgrades in regional infrastructure.	Prepare submissions supporting economic development initiatives. Update the Regional Advocacy Strategy as required.	Medium
	4.3 To advocate for, and support, TODs and urban regeneration in the region.	Support member Councils in progressing TODs at key station locations in the region through advocacy and lobbying.	High
	4.4 To promote connectivity between affordable housing, transport and employment areas.	Continue to engage with state government agencies such as the WA Housing Authority, Main Roads WA, the Department of Transport and the Public Transport Authority.	Medium
	4.5 To advocate for, and support infill housing development that preserves green space and emphasises quality of life.	Host meetings and forums with a focus on sustainability.	Medium

**Priority Timeframes:**

High - Years 1 - 2    Medium - Years 2 - 3    Low - Years 4 - 5



**Eastern Metropolitan Regional Council**  
226 Great Eastern Highway, Belmont WA 6104  
PO Box 234, Belmont WA 6984

Telephone: 08 9424 2222

Facsimile: 08 9277 7598

[www.emrc.org.au](http://www.emrc.org.au)

