



MINUTES

CERTIFICATION OF CONFIRMATION OF CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE MINUTES

6 June 2017

I, Mr Stuart Cole, hereby certify that the minutes from the Chief Executive Officers Advisory Committee Meeting held on 6 June 2017 pages (1) to (52) were confirmed at a Committee meeting held on 8 August 2017.



Signature

Mr Stuart Cole
Person presiding at Meeting

CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE

MINUTES

6 June 2017

(REF: D2017/06622)

A meeting of the Chief Executive Officers Advisory Committee was held at the EMRC Administration Office, 1st Floor, 226 Great Eastern Highway, BELMONT WA 6104 on **Tuesday, 6 June 2017**. The meeting commenced at **12:35pm**.

TABLE OF CONTENTS

1	DECLARATION OF OPENING AND ANNOUNCEMENT OF VISITORS	1
2	ATTENDANCE, APOLOGIES AND LEAVE OF ABSENCE (PREVIOUSLY APPROVED)	1
3	DISCLOSURE OF INTERESTS	1
4	ANNOUNCEMENTS BY THE CHAIRMAN OR PRESIDING MEMBER WITHOUT DISCUSSION	1
5	PETITIONS, DEPUTATIONS AND PRESENTATIONS	
6	CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS	1
	<i>6.1 MINUTES OF THE CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE MEETING HELD ON 31 JANUARY 2017 (Ref: D2017/00167)</i>	
7	QUESTIONS BY MEMBERS OF WHICH DUE NOTICE HAS BEEN GIVEN	2
8	QUESTIONS BY MEMBERS WITHOUT NOTICE	2
9	ANNOUNCEMENT OF CONFIDENTIAL MATTERS FOR WHICH MEETINGS MAY BE CLOSED TO THE PUBLIC	2
10	BUSINESS NOT DEALT WITH FROM A PREVIOUS MEETING	2
11	REPORTS OF EMPLOYEES	3
	<i>11.1 EMRC REGIONAL ECONOMIC DEVELOPMENT STRATEGY 2017 - 2021 (Ref: D2017/07531)</i>	3
	<i>11.2 ITEMS CONTAINED IN THE INFORMATION BULLETIN (Ref: D2017/07526)</i>	51
12	REPORTS OF DELEGATES	
13	NEW BUSINESS OF AN URGENT NATURE APPROVED BY THE CHAIRMAN OR PRESIDING MEMBER OR BY DECISION OF MEETING	52
14	GENERAL BUSINESS	52
	<i>14.1 EVENTS IN THE REGION</i>	52
	<i>14.2 OTHER GENERAL BUSINESS</i>	52
15	CONFIDENTIAL MATTERS FOR WHICH THE MEETING MAY BE CLOSED TO THE PUBLIC	52
16	FUTURE MEETINGS OF THE CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE	52
17	DECLARATION OF CLOSURE OF MEETING	52



1 DECLARATION OF OPENING AND ANNOUNCEMENT OF VISITORS

The Chairman opened the meeting at 12:35pm. The Chairman welcomed Mr Brien to the meeting.

2 ATTENDANCE, APOLOGIES AND LEAVE OF ABSENCE (PREVIOUSLY APPROVED)

Committee Members

Mr Stuart Cole (Chairman)	Chief Executive Officer	City of Belmont
Ms Rhonda Hardy (Deputy Chairman)	Chief Executive Officer	Shire of Kalamunda
Mr Andrew Brien	Chief Executive Officer	City of Bayswater
Mr Jonathan Throssell	Chief Executive Officer	Shire of Mundaring
Mr Mike Foley	Chief Executive Officer	City of Swan
Mr Peter Schneider	Chief Executive Officer	EMRC

Apologies

Mr Bob Jarvis	Chief Executive Officer	Town of Bassendean
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EMRC Officers

Mrs Wendy Harris	Director Regional Services
Ms Theresa Eckstein	Executive Assistant to Chief Executive Officer (Minutes)

3 DISCLOSURE OF INTERESTS

Nil

4 ANNOUNCEMENTS BY THE CHAIRMAN OR PRESIDING MEMBER WITHOUT DISCUSSION

Nil

5 PETITIONS, DEPUTATIONS AND PRESENTATIONS

Nil

6 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

6.1 MINUTES OF THE CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE MEETING HELD ON 31 JANUARY 2017

That the minutes of the Chief Executive Officers Advisory Committee meeting held on 31 January 2017, which have been distributed, be confirmed.

CEOAC RESOLUTION(S)

MOVED MR THROSSELL SECONDED MR FOLEY

THAT THE MINUTES OF THE CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE MEETING HELD ON 31 JANUARY 2017 WHICH HAVE BEEN DISTRIBUTED, BE CONFIRMED.

CARRIED UNANIMOUSLY



7 QUESTIONS BY MEMBERS OF WHICH DUE NOTICE HAS BEEN GIVEN

Nil

8 QUESTIONS BY MEMBERS WITHOUT NOTICE

Nil

9 ANNOUNCEMENT OF CONFIDENTIAL MATTERS FOR WHICH MEETINGS MAY BE CLOSED TO THE PUBLIC

Nil

10 BUSINESS NOT DEALT WITH FROM A PREVIOUS MEETING

Nil



11 REPORTS OF EMPLOYEES

11.1 EMRC REGIONAL ECONOMIC DEVELOPMENT STRATEGY 2017 – 2021

REFERENCE: D2017/07531

PURPOSE OF REPORT

The purpose of the report is to seek Council approval of the EMRC's Regional Economic Development Strategy 2017 - 2021 that will assist in guiding regional economic development activities during that period.

KEY ISSUES AND RECOMMENDATION(S)

- A Regional Economic Development Research Advisory Paper was developed to inform the Regional Economic Development Strategy 2017 – 2021 and assist in identifying priorities and projects relevant to Perth's Eastern Region.
- The process for development of the Regional Economic Development Strategy involved consultation with member Councils through the Economic Development Officers Group, and two workshops with business and industry networks. This assisted to ensure that activities delivered by the EMRC at the regional level complement and support economic development delivered by member Councils, business and industry.
- Implementation of the Regional Economic Development Strategy will be facilitated by the EMRC, with support of member Council Officers and other key stakeholders through the Regional Economic Development Officers Group.

Recommendations

That Council adopt the EMRC's Regional Economic Development Strategy 2017 – 2021, forming the attachment to this report.

SOURCE OF REPORT

Director Regional Services

BACKGROUND

The Establishment Agreement of the EMRC enables regional economic and community development activities to be undertaken on behalf of member Councils.

Milestones in the evolution of regional development activities facilitated by the EMRC for Perth's Eastern Region include:

- 1998 - Regional Development became a Business Unit within the EMRC;
- 2003 - The EMRC developed an online Regional Opportunities Register to promote business, industrial, commercial, and residential investment opportunities;
- 2005 - The EMRC investigated the potential for industry clusters, secured funding and commenced its support for the formation in 2008 of what is now known as the Engineering and Manufacturing Industry Cooperative Limited (EMICoL);
- 2006 - The EMRC formed the Economic Development Officer Group (EDOG) which supports the EMRC to identify and progress regional economic development projects; and
- 2011 - The first Regional Economic Development Strategy (2010-2015) was released.



Item 11.1 continued

REPORT

This report outlines the process utilised in development of the Regional Economic Development Strategy (REDS) 2017-2021 and provides an overview of the priority areas and associated objectives.

The REDS sets the following vision: *“A region where people can exercise their full potential as a result of prosperous businesses, equitable and supported communities and a sustainable environment”* and includes the following priority areas:

- **Industry and Business Growth**
That the region’s businesses and industry are resilient, creative, innovative and supported to achieve high value economic output.
- **Education and Employment Opportunities**
That the region’s activity centres support long term local employment opportunities which are met by a skilled local workforce that is aligned with current and future job opportunities.
- **Community Wellbeing**
That the region’s residents have equitable access to quality services, facilities and infrastructure that support a high quality of life, health and wellbeing.
- **Integrated Planning**
That the region’s infrastructure and land use supports the growth of business and industry while also enhancing amenity, biodiversity and sustainability.

The REDS vision will be delivered with the following objectives:

1. To promote the region as an attractive investment destination;
2. To promote local purchasing within the region to maximise the economic benefits of business transactions and reduce economic leakages;
3. To advocate for and support initiatives that encourage regional visitation;
4. To support development of industry groups with the capacity to create greater business and industry productivity;
5. To advocate for and support a coordinated approach to economic development that aligns infrastructure development with future growth and supports efficiency and productivity;
6. To advocate for and nurture development and integration of new technology in the region;
7. To foster relationships with businesses in the region and promote the awareness of opportunities to maximise technology benefits;
8. To encourage a regulatory environment that is business friendly; and
9. To foster relationships with key stakeholders including government agencies and business groups to grow and develop the region.

The REDS has been developed in close association with representatives from participating member Councils and through the delivery of two workshops. The strategy does not seek to replace individual economic development strategies of member Councils, but rather to complement and support them by outlining a regional framework for the delivery of economic outcomes across the whole of Perth’s Eastern Region.

The EMRC will play a lead role in the implementation of this strategy and will coordinate collaboration amongst participating member Councils to achieve the objectives of the strategy. The REDS will be monitored and reviewed on an annual basis.

The REDS is provided as an attachment for Council’s adoption.



Item 11.1 continued

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 3 – Economic Development

- 3.1 To facilitate increased investment in regional infrastructure
- 3.2 To facilitate regional economic development activities

FINANCIAL IMPLICATIONS

The cost of developing the Regional Economic Development Strategy 2017 – 2021 was included in the EMRC's 2016/2017 operating budget with the cost of implementation included in future budgets.

SUSTAINABILITY IMPLICATIONS

The Regional Development business unit operates to pursue economic growth and social outcomes for Perth's Eastern Region and integrates environmental considerations wherever possible across projects undertaken by the unit and have incorporated the relevant Sustainable Development Goals.

MEMBER COUNCIL IMPLICATIONS

Member Council	Implication Details
Town of Bassendean	} Participating member Council officers' time will be required in an advisory capacity on the Economic Development Officer Group.
City of Bayswater	
City of Belmont	
Shire of Kalamunda	
Shire of Mundaring	
City of Swan	

ATTACHMENT(S)

Draft Regional Economic Development Strategy 2017 – 2021 (Ref: D2017/07579)

VOTING REQUIREMENT

Simple Majority

RECOMMENDATION(S)

That Council adopt the EMRC's Regional Economic Development Strategy 2017 – 2021, forming the attachment to this report.

The Director Regional Services gave a brief overview of the EMRC's Regional Economic Development Strategy 2017 – 2021. It was agreed that the Director Regional Services will ask EDOG members to review the Strategy and to include representatives from the City of Swan and Shire of Kalamunda in the review. The strategy could also be made more succinct and include a separate Action Plan.

The Regional Economic Development Strategy 2017 – 2021 will be returned to a future CEOAC.



CEOAC RESOLUTION

MOVED MR COLE

SECONDED MR THROSSELL

That the EMRC Regional Economic Development Strategy 2017 – 2021, forming the attachment to this report be referred back to the Economic Development Officer Group for review before being considered by the CEOAC.

CARRIED UNANIMOUSLY



REGIONAL ECONOMIC DEVELOPMENT STRATEGY 2017 - 2021



Advancing Perth's Eastern Region 



CONTENTS

1.	Executive Summary	2
2.	Context	4
2.1	Perth's Eastern Region	4
2.2	Eastern Metropolitan Regional Council	6
2.3	Western Australian Economic Context	8
2.4	Regional Economic Context	10
2.5	The importance of local government in economic development	12
2.6	Framework Approach	12
3.	Priority Areas	15
3.1	Industry and Business Growth	16
3.2	Education and Employment Opportunities	20
3.3	Community Wellbeing	24
3.4	Integrated Planning	28
4.	Implementation	30
4.1	EMRC's 10 Year Strategic Plan 2017 – 2027	30
4.2	EMRC's Service Delivery Model	31
4.3	Priority Determinants	32
4.4	Monitoring and Review	32
	Appendix 1: Regional Economic Development Strategy Framework	34
	Appendix 2: Priority Actions 2017–2021	36
	Appendix 3: Issues, potential benefits and opportunities	37
	Appendix 4: Foundation for the Regional Economic Development Strategy	39



Executive Summary

Perth's Eastern Region is an area of Perth defined by the boundaries of six local governments: Town of Bassendean, City of Bayswater, City of Belmont, Shire 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.

The Eastern Metropolitan Regional Council (EMRC) is a regional local government working on behalf of the 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. The EMRC has supported member councils and industry stakeholders to achieve economic development outcomes since 1998. Economic development is only one part of an interlinked and cross-dependant set of activities which sits between the environmental, social, governance and economic activities undertaken by the EMRC. It is important that economic development is considered, understood and integrated into other aspects of regional growth. In particular there is a greater need for economic development to be embraced within planning and land use frameworks.

Economic growth in the region over the last decade has outpaced Australian economic growth rates. The economy is underpinned by manufacturing, logistics and distribution centres and is also seeing notable growth in retail in recent years. Regional employment, which has historically been stronger than the Greater Perth Metropolitan Area, is supported by the manufacturing, logistics and distribution sectors which when combined, account for almost one third of jobs in the region. Health care and education are forecast to provide more than one third of new jobs in the next five years and are currently significant employers in the region.

Perth's Eastern Region is a diverse area with a multitude of economic centres that support a range of business scales and industries. Each of these centres, the businesses within and the community surrounding them require differing levels of support, intervention and regulation.

The aim of the *Regional Economic Development Strategy 2017 – 2021* is to guide the EMRC in its facilitation of regional economic development activities as agreed by member councils for the period 2017 – 2021.

The vision of 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 achieve the vision of the strategy, 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 of the four priority areas identifies goals and objectives that will guide the EMRC in the development of action plans for the next five years. The EMRC will undertake a lead role in the delivery of this strategy and will coordinate collaboration amongst the participating member councils and key stakeholders to achieve the objectives outlined in this strategy.

Economic development is identified as a key result area in *EMRC's 10 Year Strategic Plan 2017 to 2027* which includes the objective "to facilitate regional economic development activities". The EMRC will implement this strategy in accordance with *EMRC's 10 Year Strategic Plan 2017 to 2027* and through continued consultation with the Economic Development Officers Group and member councils.

The strategy has been informed by the: Regional Economic Development Research Advisory Paper; Regional Integrated Transport Advisory Paper; Youth Research Advisory Paper and the local economic development strategies of member councils.

Population **367,365**



Jobs



124,500

Employment
self-sufficiency

77.9%

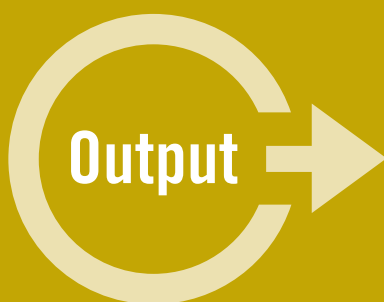
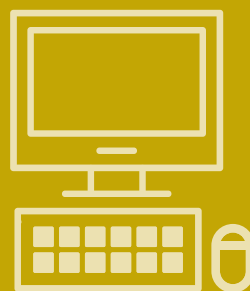


Gross Regional
Product

**\$24.513
billion**

26,197

Businesses



\$55.147 billion

Context

2.1 Perth's Eastern Region

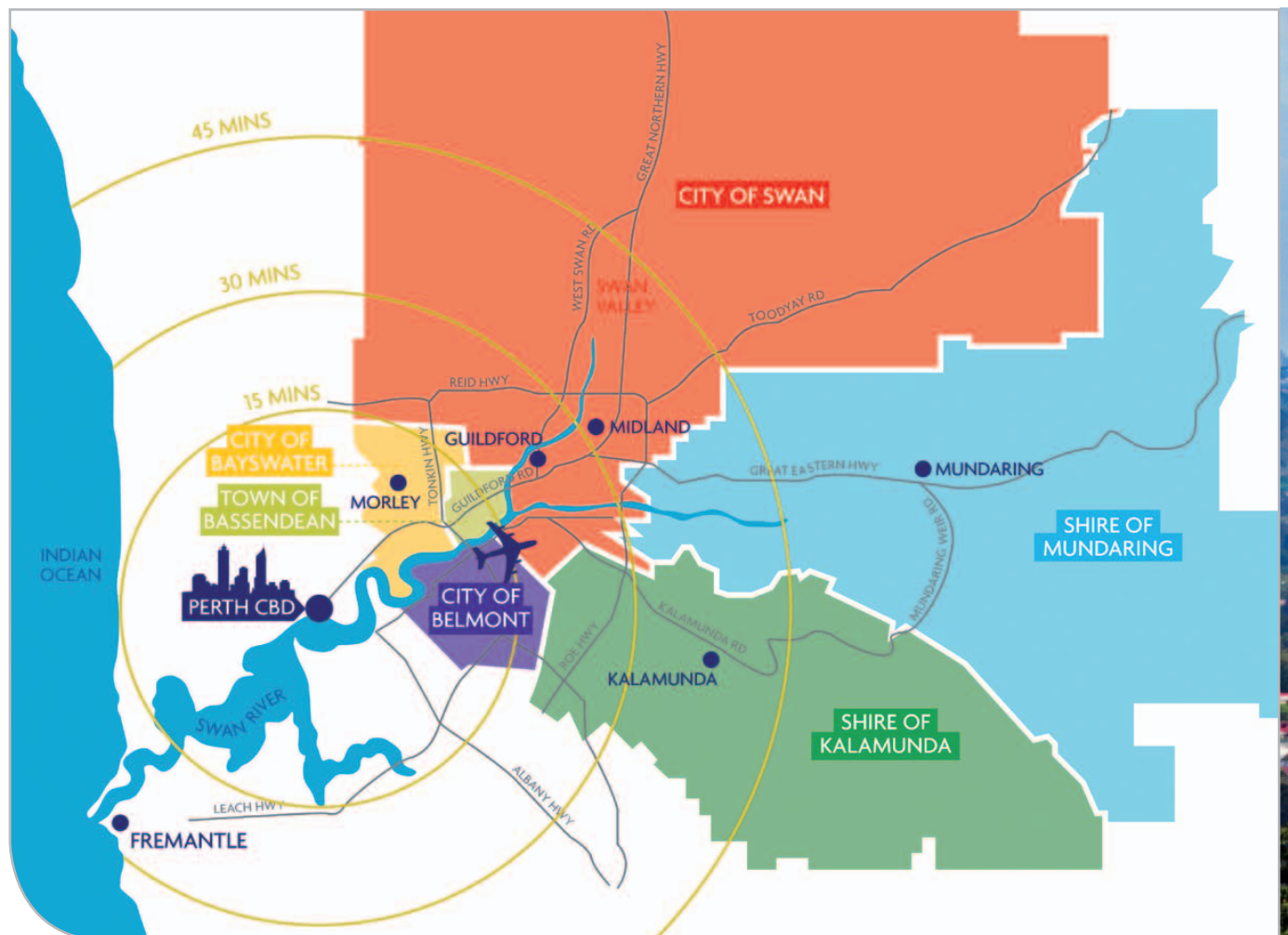
Perth's Eastern Region is an area of Perth defined by the boundaries of six local governments: Town of Bassendean, City of Bayswater, City of Belmont, Shire of Kalamunda, Shire of Mundaring and the City of Swan. The region constitutes around one-third of Perth's metropolitan area encompassing a land area of about 2,100 square kilometres and an estimated population of 365,500 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 or 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 becoming home to large national and international companies seeking office and commercial accommodation within close proximity of the Perth CBD, key stakeholders and major transport routes. The major industrial areas of Malaga, Kewdale, Hazelmere, Forresterfield, Bayswater, Ashfield and Bassendean play key roles in transport, storage, manufacturing and logistics servicing the state's construction and resource sectors.

In addition to the specialist and industrial centres, 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 as Strategic

Map of Perth's Eastern Region



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 and 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. Forrestfield, Kalamunda, Mundaring, Ashfield, Bassendean and Maylands 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 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 parks and reserves on the banks of the Swan River. There is an extensive range of heritage, culture and arts attractions including Guildford, (which is one of the oldest settled areas in WA) and the popular Swan Valley and 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.





2.2 Eastern Metropolitan Regional Council

The Eastern Metropolitan Regional Council (EMRC) is a progressive and innovative regional local government working on behalf of the six councils located in Perth's Eastern Region.

The EMRC is an incorporated body established under the *Western Australian Local Government Act 1995*. The EMRC's operations are governed by its Council under an Establishment Agreement. In brief, the Establishment Agreement states that the EMRC will:

- Work in consultation 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 of local government in the community;
- Implement a strategic plan that is regularly reviewed; and
- Avoid providing any service or facility that adversely impacts on the services or facilities of any member council.

In line with this brief, 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 our member council's and other stakeholders, the EMRC delivers local and regional scale projects across each of these areas for the benefit of the region.

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



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.



2.3 Western Australian Economic Context

Western Australia has entered a new economic phase, largely as a result of losing some of the economic conditions that created low unemployment and strong job creation over the last decade¹. While the state was once a destination of choice for job seekers aiming to maximise the high wage growth and low unemployment, the turnaround in these conditions has led to a recent slowing of population growth (largely as a result of interstate and international net migration shift). However, these conditions have been accompanied by a lower Australian dollar which supports competitive advantage in new sectors such as education, health, agriculture and tourism. This current economic phase comes with new and emerging opportunities which must be seized to take the state and the region forward.

Western Australia has a number of government policies and strategies which guide the development of land use planning and have a direct correlation to economic development. Integrated land use planning plays a key role in shaping the pattern of development and influencing the location, scale, density, design and mix of land uses. Appropriate planning facilitates greater outcomes and flexibility for the distribution of goods and services to local businesses and the community. The *State Planning Strategy 2050* is the overarching strategic document that informs other state, regional and local planning strategies, policies and approvals.



Key strategic documents associated with land use planning and economic development include:

- *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
- *Perth Airport Master Plan 2014*

The state government has recognised the importance of Perth’s Eastern Region in its urban development plan for Perth and Peel regions: *Directions 2031 and Beyond*. The plan provides a high-level spatial strategic plan, which sets a vision for future growth to guide the implementation of housing, infrastructure and services necessary for a range of growth scenarios². The draft Perth and Peel @ 3.5 million suite of strategic land use planning documents and the Central and North-East Sub-Regional Frameworks provide the framework for delivering the objectives of *Directions 2031 and Beyond* and further emphasises the region as an industry and transport hub.

A hierarchy of major retail and commercial centres is outlined in *State Planning Policy 4.2: Activity Centres for Perth and Peel*. These areas are intended to vary in scale, composition and character. However, all are commercial focal points which either presently or prospectively include a combination of activities such as offices, retail, higher-density housing, entertainment, civic / community, education and medical services³.

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

2 Western Australian Planning Commission (2010) Directions 2031 and Beyond

3 Western Australian Planning Commission (2010) State Planning Policy 4.2 - Activity Centres for Perth and Peel.

2.4 Regional Economic Context

Successful economic development requires a sound understanding of current regional context and a clear vision of the desired outcomes. The economic growth of Perth's Eastern Region is contingent upon expanding existing strengths, capitalising on emerging growth industries and maximising opportunities from the significant investment and infrastructure projects already completed, underway or planned for the region. Improving and promoting the liveability of Perth's Eastern Region will build community capacity to respond to, and take advantage of, social, environmental and economic opportunities. The *Australian Government's Smart Cities Plan* supports productive, accessible, liveable cities that attract talent, encourage innovation and create jobs and growth⁴. The region offers a range of investment opportunities for local business growth.

Perth's Eastern Region achieved a growth rate of 7.6% per annum between 2008 and 2014⁵. This growth was largely due to activity in the resources sector that has since slowed. The regional economy is underpinned by manufacturing, logistics and distribution centres and is also seeing notable growth in retail in recent years⁶. Regional employment has historically been stronger than in the Greater Perth Metropolitan Area and is supported by the manufacturing, logistics and distribution sectors which collectively account for 31% of jobs in the region. Health care and education are significant employers in the region and are forecast to provide a sizeable portion of new jobs in the future.

Perth's Eastern Region is home to Perth Airport, which has been identified as one of five strategic specialised centres in Western Australia; Kewdale / Welshpool, identified as one of four strategic industrial centres; and Midland and Morley which are recognised as strategic metropolitan centres within the activity centres network⁷ (See Table 1). The smaller secondary centres of Belmont and Ellenbrook perform an important role in the regional economy and provide an essential service to their catchment populations. Overall the development of the region's activity centres and transport networks rely on each other to work efficiently. Activity centres provide a high volume of passengers which create a focal point for increasing the number of transport routes connecting to the area. As the number of connections grow the activity centre is supported to develop further as the connections enable a wider catchment of potential workers and shoppers to access the area.

The region offers a range of investment opportunities for local business growth.

The region's competitive advantages include air services, freight and logistics expertise, diverse visitor and recreation experiences and development potential¹⁰. The region faces challenges related to restrictions on developing assets, agriculture sector decline, visitation coordination and capacity to attract investment. Analysis of the advantages and challenges has led to the identification of two core areas of opportunity that are likely to have region-wide impacts:

- Regional Visitation; and
- Strategic Employment and Enabling Infrastructure.

Given its positioning, its assets, existing industry clusters and expansion opportunities, Perth's Eastern Region is well poised to become the region of choice for economic expansion. This will increase the social, economic and environmental prosperity of the region. Over the past decade, the region's resident population has increased by an average of 2.5% per annum, slightly less than the average growth experienced across the Greater Perth Metropolitan Area of 2.9%¹¹. This growth has been largely accommodated within established areas with key transport links. Medium to high density residential development is becoming more prominent, encouraged by a combination of changing demographics, affordability and government policy. 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 qualifications¹². This is largely a reflection of the skills requirements of key local industries. However, it is important that steps are taken to identify and support the development of appropriate skill sets to match future employment demand.

4 Department of the Prime Minister and Cabinet (2016) Smart Cities Plan.

5 RPS Australia (2015) Regional Economic Development Research Advisory Paper (Internal document).

6 REMPLAN (2016) incorporating Australian Bureau of Statistics' (ABS) June 2016 Gross State Product, 2013 / 2014 National Input Output Tables and 2011 Census Place of Work Employment Data.

7 Western Australian Planning Commission (2010). State Planning Policy 4.2 - Activity Centres for Perth and Peel.

8 Western Australian Planning Commission (2010). State Planning Policy 4.2 - Activity Centres for Perth and Peel.

9 Western Australian Planning Commission (2010). Directions 2031 and Beyond.

10 RPS Australia (2015) Regional Economic Development Research Advisory Paper (Internal document).

11 RPS Australia (2015) Regional Economic Development Research Advisory Paper (Internal document).

12 RPS Australia (2015) Regional Economic Development Research Advisory Paper (Internal document).



Table 1. Activity Centre Hierarchy^{8,9}



Strategic Metropolitan Centres

Morley
Midland



Secondary Centres

Belmont
Ellenbrook



District Centres

Ashfield
Bassendean
Maylands
Forrestfield
Kalamunda
Brabham (emerging centre)
Bullsbrook (emerging centre)



Industrial Centres

Kewdale / Welshpool
Bayswater / Bassendean
Hazelmere
Mundaring
Belmont
Malaga
Midvale
South Guildford
Viveash
Bullsbrook



Metropolitan Attractors

Perth Hills
Swan Valley



Specialised Centres

Perth Airport

2.5 The importance of local government in economic development

Economic development comprises an interlinked and cross-dependent set of activities based on the environmental, social, governance and economic strategies that sustain the fabric of local government. Local governments provide leadership in economic development initiatives, lobbying state and federal government to help realise economic development opportunities. Local governments are adept at developing partnerships, building sustainable networks and collaborating to achieve best practice in economic development.

Local governments have the capacity to embrace economic development within planning and land use frameworks, to consider marginalised groups, to understand the infrastructure capacity and impacts on transport networks, as well as incorporate environmental considerations. The EMRC 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 the community to achieve its intended outcomes. The practices of macro and micro economics, planning, legislation, community values and commercial imperatives are critical to ensure long term sustainable growth. All levels of government are encouraged to work together to support and advocate for Perth's Eastern Region to become a vibrant and successful priority economic hub.

This *Regional Economic Development Strategy 2017 - 2021* is intended to complement member council economic development strategies, to acknowledge state and federal priorities and to advocate for investment in Perth's Eastern Region. Through this strategy, the EMRC will continue to support the role of local governments in delivering economic development. Delivery of the strategy will be guided by the EMRC in conjunction with the Economic Development Officers Group, comprising representatives from participating member councils.

2.6 Framework Approach

The EMRC's *10 Year Strategic Plan 2017 to 2027* sets the direction of the organisation. This *Regional Economic Development Strategy 2017 – 2021* sits under Key Result Area Two (Economic Development). This strategy will provide 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.

This strategy will enable the EMRC to act in the interest of the region, collaborating across boundaries, and recognising and addressing priorities as a single entity. A targeted effort is required to ensure that the region capitalises on its strategic positioning and advantages, particularly with attracting investment and industry diversification and through emerging trends. This strategy will support the EMRC's collaborative effort to develop a City Deal for the region and to advocate for future Smart Cities and Suburbs funding applications.

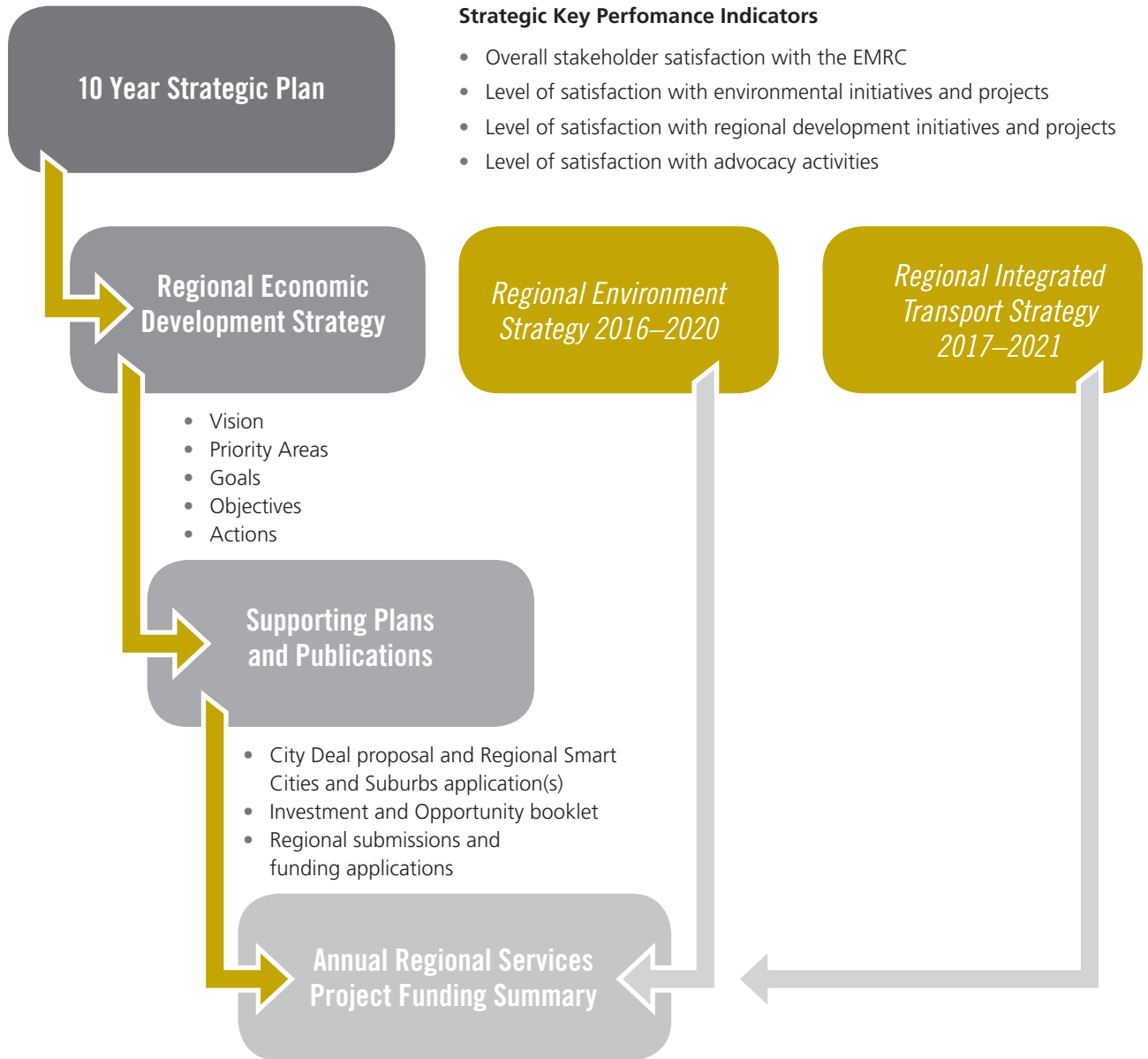
The development of the *Regional Economic Development Strategy 2017 – 2021* has been informed by a Regional Economic Development Advisory Forum facilitated by external consultants, RPS Group Australia. This forum was attended by member council representatives and key stakeholders and contributed to development of the Regional Economic Development Research Advisory Paper. The strategy has also been influenced by the data provided through the Regional Integrated Transport Research Advisory Paper, Regional Youth Advisory Paper and the *Regional Environment Strategy 2016-2020*.

With its *Regional Environment Strategy 2016 – 2020* the EMRC and its member councils became one of the first organisations in Australia to progress regional environmental management under the United Nations Sustainable Development Goals framework. The following Goals are of particular relevance to the *Regional Economic Development Strategy 2017 – 2021*:

- Goal Four: Quality Education
- Goal Seven: Affordable and Clean Energy
- Goal Eight: Decent Work and Economic Growth
- Goal Nine: Industry, Innovation and Infrastructure
- Goal Ten: Reduced Inequalities
- Goal Eleven: Sustainable Cities and Communities.



Framework Approach







3. Priority Areas

This strategy takes an outcomes-based approach to regional economic development, focusing on aspirations for the region as a whole and the range of potential pathways to achieve those aspirations. This approach recognises that individual priorities of the EMRC and member councils will continue to evolve as a result of changing external factors and new opportunities for achieving outcomes to realise the collective aspiration for a safe, healthy and prosperous region.

The *Regional Economic Development Strategy 2017 – 2021*, four priority areas are:

1. Industry & Business 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 & 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.

Industry and Business 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.

3.1.1 Industry and business attraction

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 centres¹³. Perth's Eastern Region is well placed to manage this growth as a result of previous investments in infrastructure and connectivity to greater Perth. Existing and planned investment projects are setting the stage for a positive cycle of growth as these infrastructure investments create 'points of difference' for the region, attract greater clustering of industries and lead to further investment. Perth Airport, the Kewdale Intermodal Freight Terminal, Gateway WA, Northlink WA, Forrestfield-Airport Link and new private and public investments are growing the region's portfolio of nationally significant infrastructure. Ongoing population growth in Perth's Eastern Region will lead to additional benefits to business investment outside of the Perth CBD. The employment opportunities provided in activity centres will be desirable as businesses and workers avoid peak congestion, parking and commute times and have greater access to amenity values (such as locating close to the river foreshore or the hills)¹⁴.

A key challenge for the region over the next five years is to leverage and maximise the benefits of this growth. 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. Local businesses working together to fulfil product and service needs will reduce economic leakages, maximise the benefits of each transaction within the local economy and support opportunities for new business. Existing business networks and 'clusters' will provide a starting point to facilitate integration.

The retention and expansion of existing businesses and local industry will be achieved through improved communication of opportunities, services and business support as well as increased service delivery and networking opportunities. Promotion of infrastructure, the growth of a new industry base, investment projects, business support services and the liveability of the region (including health, leisure, education, recreation and transport) will maximise ongoing growth. Target markets for these promotional activities are likely to include the existing workforce, residents and new and existing industry. By aligning communication messages to the decision making factors of businesses (such as the location to customers, suppliers etc), businesses will be encouraged to invest locally.

Promotion of attractions and events will encourage regional visitation. Perth's Eastern Region has a rich and culturally diverse history encompassing both Aboriginal and European settlement. The abundant evidence of history in the built environment and the landscape of the region demonstrates the strong commitment by the community of preserving places of heritage value for future generations.



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.



The range of natural assets in the region, including the Swan River, Perth Hills and Swan Valley, along with numerous historic attractions, support opportunities to develop tourism experiences, recreation, leisure and corporate visitation. In particular, the Swan and Helena Rivers are not only spiritual places for Aboriginal people, but also played an important role during European settlement¹⁵ and are an underutilised resource supporting recreation and amenity values. Whilst member councils are encouraging visitation, tourism product and brand development, a role exists for the EMRC to complement these initiatives by focusing on attracting visitors from outside the region.

3.1.2 Productivity

Productivity is achieved through the alignment of industry, infrastructure and workforce to the broader macro-economic context. Many factors affecting productivity are outside the control of the business, such as congestion, zoning, economic policy, resourcing and infrastructure quality. 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 centres¹⁶. To successfully facilitate economic development, it is critical for a coordinated and interlinked range of strategies to be delivered to ensure alignment of infrastructure, workforce and industry. This includes supporting the region's existing industry strengths as well as embracing new industry development opportunities.

The development of industry clusters is an important economic tool to help industry collaborate and compete. Perth's Eastern Region has a number of clusters which have emerged organically around mining, manufacturing, transport and logistics. Despite the mining sector slowdown in recent years, it still remains a dominant industry in terms of both employment and production¹⁷.

Creating new clusters takes time, resources and strong private sector support and participation. Freight logistics, distribution and manufacturing businesses in the region provide a solid economic foundation and support significant employment¹⁸. In particular, the cluster of these industries around the extensive supporting infrastructure, such as the domestic and international airports and major highway and rail lines, provides an opportunity for business development through filling supply chain gaps¹⁹. The Perth Airport precinct is a key employer in the region and a vital contributor to productivity and clustering. Growth is also occurring due to a change in the industrial landscape, which has become less diversified and more specialised over recent years. One of the high industry growth rates in 2014/2015 has been in the health care / social services areas and the EMRC will seek to advocate for opportunities in Perth's Eastern region in this and other sectors²⁰.

In 2003, the EMRC began examining ways to strengthen the region's industrial base by developing clusters in already competitive industries. Guided by several reports and in consultation with industry stakeholders, a cluster was formalised in 2008 as the legal entity: the Engineering and Manufacturing Industry Cooperative Limited (EMICoL). EMICoL focused on increasing the number of quality and sustainable jobs, training opportunities, market demand, production inputs technology and infrastructure within the Engineering Services, Metal Fabrication and Equipment Manufacturing industry sectors. By 2011, EMICoL had developed to the point of successful independent operation and its continued existence, increase in membership and attraction of industry sponsorship is testament to ongoing business commitment. EMICoL stands as a success story, particularly relevant to small business and the widening of market access²¹.

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- 13 Western Australian Planning Commission (2010). Directions 2031 and Beyond.
 - 14 Western Australian Planning Commission (2010) State Planning Policy 4.2 - Activity Centres for Perth and Peel.
 - 15 EMRC (2009). Swan and Helena Rivers Management Framework - Heritage Audit and Statement of Significance.
 - 16 Pracsys (2013) City of Bayswater Commercial, Retail and Industrial Analysis
 - 17 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
 - 18 RPS Australia (2015) Regional Economic Development Research Advisory Paper (Internal document)
 - 19 Pracsys (October 2015) Industry Cluster Analysis Research Paper – Cluster Analysis Findings, Pracsys, Perth
 - 20 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
 - 21 Martinus Consulting (2011) Engineering and Manufacturing Industry Cooperative Limited: A review to date.



3.1.3 Technology and innovation

The new array of digital technologies is transforming the way we live and work²². The dramatic developments in technologies such as high-speed computing and data storage, mobile devices and digitisation of information will have a growing influence on everyday business activities. However, Australia's relative performance in adopting this technology is slow²³. The jurisdictions and communities who are most successful are those where their governments and regional bodies adopt strategic approaches, with projects and actions that match their unique local characteristics and opportunities. As technology improves it becomes cheaper, more efficient and indispensable to modern living.

Regions that fail to adapt to these changes are unlikely to prosper, while those that embrace and encourage new and emerging technology will achieve significant benefits in productivity and functionality of business and services, as well as providing for growth in new industries²⁴. 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 Region²⁵. Slower than anticipated roll-out of new technologies creates a barrier to small business growth and innovation. The EMRC continues to advocate and identify options for improved connectivity, reliable access, bandwidth and speeds. Communities throughout the region require access to affordable, reliable, high-speed internet services and prompt delivery of new digital tools and services.

Digital technologies are both disruptive and transformative and must be appropriately managed for maximum benefit. While businesses are changing the way they interact with

their customers, their suppliers and their staff, the uptake of digital technology is constrained in some areas due to a lack of knowledge about the innovations available and the efficiencies that they deliver²⁶. The EMRC is working with member councils to determine if opportunities exist, through the federal government's Smart Cities and Suburbs program and City Deals proposals, for funding for smart technology initiatives in the region²⁷. The Smart Cities and Suburbs program commenced in the second quarter of 2017 and is expected to remain until 2019. The program priority areas align with the EMRC's Digital Strategy which will help inform a Regional Smart Cities application and a City Deal proposal. The EMRC will advocate to ensure that residents, businesses and visitors have access to the digital infrastructure that forms the foundation of a digital future.

Renewable energy in Australia, and globally, is becoming increasingly affordable and the cost of solar and wind energy is predicted to fall further while the technology continues to improve. Affordable, reliable and sustainable energy for all is a goal under the United Nations Sustainable Development Goals framework (goal seven)²⁸. Although Australia is currently lagging in the adoption of commercial-scale renewable energies, Perth's Eastern Region has the potential to be a leader in adopting renewable energies such as solar and wind, building on previous projects and using new technology to increase efficiency and the quantum of power produced as well as introducing storage to enhance cost effectiveness. The EMRC member councils have contributed toward improving energy efficiency through the Cities for Climate Protection, Achieving Carbon Emissions Reduction, Perth Solar City and Community Energy Efficiency programs and through the Wood Waste to Energy plant at the Hazelmere Resource Recovery Park.

3.1.4 Reducing barriers

Business associations and chambers of commerce provide valuable services connecting local government and individual businesses with the wider business community. These organisations are particularly important resources for providing information on common barriers to business growth. Reducing barriers to local growth is particularly important where government regulation focuses on environmental, traffic and planning impacts over the economic flow on effects of development. Research commissioned by the EMRC identified that there are many more identified regulatory barriers to productivity than potential interventions²⁹. Long term business productivity within the region, will also assist with long term business resilience, by focusing on removing barriers to business-propelled growth.

The ability for the region to maximise the value from investments is reliant upon resolving capacity constraints and ensuring that enabling infrastructure is not impeded. The region acts as an economic generator, driving growth in the state, and requires state and federal investment to reduce barriers created by this growth and encourage affordable housing close to economic centres. Strategic investment in enabling infrastructure will facilitate Perth's Eastern Region to leverage its advantages to create more strategic employment which will result in significant increases to the Gross Regional Product. A City Deal and/or the Smart Cities and Suburbs program provides the opportunity to reinvest in the region's advantages, such as freight clusters and road and rail networks, which will support the growth of the region. The EMRC will seek opportunities to encourage and nurture high output-value strategic industries through enabling infrastructure, where increases in employment will impact on regional output.

A collaborative approach across the region's precincts to strengthen partnerships with government and industry stakeholders is required to progress shared priorities. When actions need to occur at state or federal government levels, persistent advocacy is required to keep these actions uppermost in the minds of decision makers. For example, issues of land use planning cannot be addressed without policy changes by the WA Planning Commission. Projects extending beyond the region's boundaries, require collaboration with surrounding local governments, state government and other stakeholders. For the EMRC to effectively seek opportunities for the region two way communication needs to be effected and barriers between local, state and federal government need to be reduced, in order to achieve greater collaboration between all three tiers of government towards significant projects. By member councils keeping the EMRC apprised of local projects and priorities and the EMRC supporting the flow of information to member councils and advocating to stakeholders, key projects can be elevated to 'regional priority' status.

Officers responsible for economic development initiatives within member councils are subject experts in one or more sectors and are a vital resource both for the EMRC and for each other as a collective. These officers are also a direct point of contact with business operators and many local stakeholders. The role of the EMRC is to support member councils to progress issues affecting industry that are of a regional scale and this delineation of roles avoids duplication. In practice, it reinforces the need to foster and maintain strong relationships between member councils, the EMRC and key stakeholders in the region.

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 and reduce economic leakages.
- 1.3 To advocate for, and support, initiatives that encourage regional visitation.
- 1.4 To support development of industry clusters with the capacity to create greater business and industry productivity.
- 1.5 To advocate for, and support, a coordinated approach to economic development that aligns infrastructure development with future growth and supports efficiency and productivity.
- 1.6 To advocate for, and nurture, development and integration of new technology in the region.
- 1.7 To foster relationships with businesses in the region and promote the awareness of opportunities to maximise technology benefits.
- 1.8 To encourage a regulatory environment that is business friendly.
- 1.9 To foster relationships with key stakeholders including government agencies and business groups to grow and develop the region.

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

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

24 RPS Australia (2015) Regional Economic Development Research Advisory Paper (Internal document).

25 Pracsys (October 2015) Industry Cluster Analysis Research Paper – Stakeholder Consultation of Business Report, Pracsys, Perth.

26 Town of Bassendean (2012) Economic Development Plan 2012 - 2017.

27 Department of the Prime Minister and Cabinet (2016). Smart Cities Plan.

28 United Nations (2016) Sustainable Development Knowledge Platform <https://sustainabledevelopment.un.org>.

29 Pracsys (October 2015) Industry Cluster Analysis Research Paper – Stakeholder Consultation of Business Report, Pracsys, Perth.

Priority Area 2.

Education and Employment Opportunities

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

3.2.1 Employment

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, Hazelmere, Kewdale, Forrestfield and Malaga. This will be further supported by the Forrestfield-Airport Link providing greater connectivity to key areas in Bayswater, Belmont and Forrestfield. However, with Western Australia's economy returning to a 'new normal' after a prolonged resources boom there has been a shift away from full time to part time employment and an increase in job security uncertainty³⁰. *Directions 2031 and Beyond* defines a hierarchy and spatial distribution of activity centres that recognises the region as a significant industry and transport hub.

The Forrestfield-Airport Link provides a new opportunity for the decentralisation of state government agencies to Perth's Eastern Region. City of Belmont's Development Area 6 is a key expansion point to transition the area into a commercial and medium density centre and the Perth Airport precinct is expected to encourage increased commercial property opportunities such as business parks. In Forrestfield, the new train station in close proximity to the Perth International Airport will provide a range of new opportunities. The Shire of Kalamunda has undertaken a structure planning process which explores the delivery of high density residential accommodation, a new activity centre and a commercially focused Transit Oriented Development precinct based around the new train station. As a strategic metropolitan centre, the City of Bayswater has undertaken a detailed planning exercise in Morley which aims to develop the centre into a mixed use precinct with commercial activities and high and medium density residential supporting expanded retail. The shopping centre owner is planning an expansion of the retail provision with a focus on encouraging restaurants and increased vibrancy.

Whilst heavy rail is often seen as a prerequisite in choosing locations for state government agency decentralisation the state government has previously indicated an interest in relocating agencies further afield. The Shire of Mundaring is rich in history, art and natural attractions with national park, state forest or other reserves covering 46% of the Shire. Mundaring is identified as a district centre under *Directions 2031 and Beyond* and under this delegation it is intended to maximise the intensity and diversity of the activity centre while also reflecting on and providing for the unique needs of their catchments. Mundaring could provide an opportunity for business and/or government agency relocations.



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.

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 relatively high employment self-sufficiency rate, many people who work in the region still travel great distances to work³¹. The cost of this travel impacts on the disposable income of households for those who have had to move further afield in order to access affordable housing.

The ultimate decision on place of residence and place of work are highly individualistic and depend on many factors. Some factors that 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 population growth increase the requirements for employment density and greater job opportunities^{32,33}. 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. For instance, low occupancy on some of the region's 'main streets' may impact future business growth because of the perception that the area is unsuccessful³⁴.

It will be important for Perth's Eastern Region to maximise the employment of local people by promoting job opportunities to 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 opportunities and the region also has the potential to build on the existing strong retail industry³⁵. In addition to this, the new Curtin Medical Campus in the region will facilitate higher education opportunities with the potential to translate into greater employment opportunities.

It is also important to consider the level of workforce participation as a key driver for the region's prosperity³⁶. Despite Australia's relatively high levels of workforce participation there are clear disparities in participation levels within different workforce groups. The United Nations Sustainable Development Goals framework highlights the importance of decent work for all people regardless of age, gender or disability with a particular focus on reducing the proportion of youth not in employment (target 8.5 and 8.6)³⁷. 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 population³⁸. Focussing on the development of young people supports the generation of an adequately skilled future workforce.

Re-engaging youth in the workforce, given a higher proportion of youth within the region are not employed or attending an educational institution, when compared to Greater Perth Metropolitan Area (9.5% compared to 8.5%) could reduce unemployment and alleviate social issues associated with disengaged youth³⁹. Despite the higher proportion of disengaged youth than for Greater Perth Metropolitan Area, the level of youth unemployment overall was lower (9.7% compared to 10.5%)⁴⁰. The key issue is the disparity in youth employment levels across the region, from low in the Shire of Kalamunda (6%) to higher in the City of Belmont (11.9%). Maximising the opportunities for youth, as well as reducing barriers to community and workforce engagement will support the development of our future leaders, community members and overall workforce. 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.

30 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.

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

32 Town of Bassendean (2012) Economic Development Plan 2012 - 2017.

33 City of Bayswater (2009) Maylands Activity Centre Urban Design Framework.

34 Town of Bassendean (2012) Economic Development Plan 2012 - 2017.

35 RPS Australia (2015) Regional Economic Development Research Advisory Paper (Internal document).

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

37 United Nations (2016) Sustainable Development Knowledge Platform <https://sustainabledevelopment.un.org>.

38 Jane Forward Consulting (March 2016) Youth Research Advisory Paper, Jane Forward Consulting, Perth.

39 Jane Forward Consulting (March 2016) Youth Research Advisory Paper, Jane Forward Consulting, Perth.

40 Jane Forward Consulting (March 2016) Youth Research Advisory Paper, Jane Forward Consulting, Perth.

3.2.2 Quality education

Education and skills were 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 and are highlighted as a priority in the United Nations Sustainable Development Goals framework (goal four)^{41,42}. The current profile of employment in Perth's Eastern Region is biased towards lower value population driven employment rather than more valuable knowledge-based employment. The level of local workforce education is suggestive of the ability for a local workforce to fill particular jobs⁴³. An educated and highly skilled workforce can enhance the innovative and productive capacity of the workforce, developing resilience in the region. A wider skills base allows workers to seek a range of employment options, reducing their reliance on the success of a single industry⁴⁴. Future jobs are likely to be very different to those employing many people today given the rapid pace of technology change. It is vital that young people receive appropriate education to prepare them to meet the skills requirements of future jobs.

Within the OECD (Organisation for Economic Co-operation and Development), Australia has the sixth highest rating of higher educational attainment, largely driven by educational reforms dating back to the late 1980s⁴⁵. While educational attainment rates remain high there are growing concerns about the distribution of these qualifications across communities, their relevance to job requirements and whether the total population's skills development is sufficient and diverse enough, particularly in a new age of technology⁴⁶. Particular areas within the region demonstrate a high proportion of traditional industry, representing a more basic skill set, and a low proportion of emerging industry which relies on new skill sets⁴⁷ possibly meaning that these areas may encounter significant hardship in the future. Ongoing technology change and automation of low skills jobs will significantly change the skills requirements of the working population⁴⁸. The trend towards high skill industry and the decline in employment opportunities for low skilled workers is likely to continue, with one likely exception being aged and health care⁴⁹.

The region's workforce demonstrates a lower level of university educational attainment than the Greater Perth Metropolitan Area⁵⁰. An inadequate number of suitable tertiary-level education facilities in the region may have also contributed to the lower than expected number of tertiary qualification-holders within the region in comparison to the Greater Perth Metropolitan Area. Investment in post-secondary and tertiary education is required to support the development of skills and qualifications of a workforce⁵¹. However, it is also important to recognise that supply driven approaches, such as encouraging greater participation in educational activities related to science, technology, engineering and mathematics, without a corresponding supply of jobs will only result in unsuccessful careers for the students⁵². The EMRC will focus on encouraging educational attainment through alternative avenues available in the region such as traineeships, apprenticeships and workplace skills development that are appropriate for current and future industries. Education opportunities in the region will be enhanced with the Curtin University Midland Campus planned for completion by 2020.



An educated and highly skilled workforce can enhance the innovative and productive capacity of the workforce, developing resilience in the region.



3.2.3 Connectivity and access

Providing access, particularly through expanding public transport systems, to affordable and sustainable transport is a target under the United Nations Sustainable Development Goals framework (target 11.2)⁵³. Transportation costs represent a large proportion of household expenditure, especially in low income households. In 2011, there were 20,354 households in the region that earned less than \$600/week⁵⁴ and were considered low income households. The young, the elderly 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.

Transport disadvantage, particularly in outer-urban areas, is the result of a range of intersecting factors including poor public transport infrastructure and services, a higher proportion of low-income households and the need to travel further distances in order to get to places of employment, education and social and recreational activities⁵⁵. Further, people employed in the warehousing, freight and logistics sectors experience poor access to good transport connections and are therefore more likely to be reliant on driving. The proposed new train stations in the region, located in Forrestfield and Belmont, will provide new access to relatively 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. This may be through monitoring public transport fares and routes, considering access and providing for age-friendly communities, ensuring that active forms of transport are readily available or ensuring that affordable housing is located near activity centres, employment centres and transport hubs.



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 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.
- 2.5 To advocate for, and support, opportunities for improving education attainment in the region.

- 41 Department of Regional Australia, Local Government, Arts and Sport (2013) Framework for Regional Economic Development (former).
- 42 United Nations (2016) Sustainable Development Knowledge Platform <https://sustainabledevelopment.un.org>.
- 43 Pracsys (October 2015) Industry Cluster Analysis Research Paper – Cluster Analysis Findings, Pracsys, Perth.
- 44 Department of Regional Australia, Local Government, Arts and Sport (2013) Framework for Regional Economic Development (former).
- 45 Committee for Economic Development of Australia (2016) Australia's economic future: an agenda for growth.
- 46 Committee for Economic Development of Australia (2016) Australia's economic future: an agenda for growth.
- 47 Town of Bassendean (2012) Economic Development Plan 2012 - 2017.
- 48 Committee for Economic Development of Australia (2016) Australia's economic future: an agenda for growth.
- 49 Committee for Economic Development of Australia (2016) Australia's economic future: an agenda for growth.
- 50 RPS Australia (2015) Regional Economic Development Research Advisory Paper (Internal document).
- 51 Department of Regional Australia, Local Government, Arts and Sport (2013) Framework for Regional Economic Development (former).
- 52 Committee for Economic Development of Australia (2016) Australia's economic future: an agenda for growth.
- 53 United Nations (2016) Sustainable Development Knowledge Platform <https://sustainabledevelopment.un.org>.
- 54 Australian Bureau of Statistics, 2011 Census - Household Income and Expenditure, TableBuilder viewed 10 October 2016.
- 55 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 and easy access to services, facilities and infrastructure that support a high quality of life, health and wellbeing.

3.3.1 Vulnerable populations

Social exclusion, where a resident feels excluded due to disability or experiences factors such as homelessness, poverty or social isolation, is one of a number of factors determining health of a community⁵⁶. The United Nations Sustainable Development Goals framework targets the promotion of social, economic and political inclusion for all (target 10.2)⁵⁷. Social exclusion can be related to direct harmful circumstances such as racism, discrimination or stigmatisation but may also arise from poor planning decisions or inappropriate social, health or welfare policies or a lack of appropriate infrastructure. Equally, the long term economic viability of a region is also dependent on regional infrastructure and services being available to support population change⁵⁸. Perth's Eastern Region has a number of vulnerable populations including those from cultural and linguistically diverse or indigenous backgrounds, seniors and youth. These groups require particular consideration to ensure that they become or remain active and engaged community members.

A historical unemployment rate of around 4% compared to the OECD average of 7.9% has driven international migration providing a key source of population growth in Western Australia over the last decade⁵⁹. While migration patterns are changing it is important to recognise the lasting diversity of our communities. The region has a marginally higher proportion of people who speak English "not well or not at all" than the Greater Perth Metropolitan Area (2.6% compared to 2.4%)⁶⁰ and around 16% of the region's population speak a non-English language at home⁶¹.

Ageing in the region is expected to increase both in numbers and as a proportion of the population. The economic and social challenges of aged residents such as health needs, retirement, reduced incomes, affordable and appropriate housing, transport, security and recreation are important considerations when planning or creating supportive and inclusive environments. In Perth's Eastern Region, there is a higher proportion of people needing assistance with core activities than for the Greater Perth Metropolitan Area and this is particularly evident in age groups over 75 years old⁶². Many local governments have embraced the need to develop a plan or strategy for their aging population.



A historical unemployment rate of around 4% compared to the OECD average of 7.9% has driven international migration.



The long term economic viability of a region is also dependent on the regional infrastructure and services available to support population change.

Local governments have also developed a renewed focus on youth following the withdrawal of state and federal funding for youth programs. At a regional scale, the EMRC has a role in advocating for services that ensure youth are able to participate in society. Young people are regular public transport users, with many relying on public transport to access education, training, employment, entertainment, events and services. The EMRC's *Regional Youth Futures Report*⁶³ 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, Shire of Kalamunda and outlying areas of the City of Swan. The Kewdale industrial precinct also has poor public transport access creating a barrier to young people seeking work in the area if they aren't able to drive or if they don't have their own transport. The Western Australian Labor Party's Metronet election promise (2016) would provide a unique opportunity to address these issues particularly with the construction of the proposed Morley to Ellenbrook line.

56 RPS Australia (2015) Regional Economic Development Research Advisory Paper (Internal document).

57 United Nations (2016) Sustainable Development Knowledge Platform <https://sustainabledevelopment.un.org>.

58 Department of Regional Australia, Local Government, Arts and Sport (2013) Framework for Regional Economic Development.

59 RPS Australia (2015) Regional Economic Development Research Advisory Paper (Internal document).

60 Australian Bureau of Statistics, Census of Population and Housing 2006 and 2011. Compiled and presented by .id. Accessed 27 January 2017 from <http://profile.id.com.au/emrc/speaks-english>.

61 Australian Bureau of Statistics, Census of Population and Housing 2006 and 2011. Compiled and presented by .id. Accessed 27 January 2017 from <http://profile.id.com.au/emrc/language>.

62 Australian Bureau of Statistics, Census of Population and Housing 2006 and 2011. Compiled and presented by .id. Accessed 27 January 2017 from <http://profile.id.com.au/emrc/assistance>.

63 EMRC (2012). Regional Youth Futures Report.

3.3.2 Health, wellbeing and recreation

Health, wellbeing and social inclusion of residents in the region includes accessibility and capacity of residents to be involved in their community and to be socially included in their neighbourhoods. In Australia, only 55.5% of 18-64 year olds participate in sufficient levels of physical activity⁶⁴. Neighbourhoods characterised by low-density, poorly connected street networks and poor access to shops and services are associated with low levels of active transport rates and higher rates of obesity⁶⁵. In 2013, physical inactivity cost the nation nearly \$1 billion in hospital and healthcare costs and lost productivity⁶⁶. Improving our neighbourhoods to ensure sufficient and suitable access to active forms of transport such as walking, cycling and to a lesser extent, public transport, have the potential to reduce the impacts of physical inactivity and sedentary behaviours.

While a number of proposed public transport projects will deliver quicker, more predictable journey times, additional high-frequency, high-capacity public transport connections and feeder services to the region's activity centres, such as Morley, Midland, Ellenbrook, and other major employment centres and industrial areas are required^{67,68}. These areas have a working population highly dependent on commuting by private vehicle and many travel considerable distances, resulting in people who may be vulnerable to economic shifts such as changes in petrol price and whom are also less likely to achieve sufficient levels of physical activity^{69,70}. In addition to increasing public and active transport connections to activity centres there is a need to support active lifestyle choices through marketing and behaviour change programs such as 'Your Move'. 'Your Move', has seen success in recent years in the Cities of Cockburn and Wanneroo and would provide significant health, wellbeing and recreation benefits to the communities surrounding the recently delivered and planned transport infrastructure upgrades in Perth's Eastern Region.

Regional community hubs have begun to develop across the region, largely due to growing activity from community events such as markets. Supporting areas where community members can interact as well as develop healthier lifestyle and creative opportunities is important for creating a diverse and inclusive community. A Heritage, Creative and Performing Arts cluster has been identified in the City of Bayswater in particular⁷¹. Community activities, recreation infrastructure and facilities can become community focal points that support more active lifestyles. They also have the potential to act as key drawcards for attracting new investment, to encourage cross community integration and to support member council place making initiatives. The region is host to a number of well-developed park, heritage and natural assets that support recreation opportunities. However, many of the region's assets are underutilised such as the Swan River foreshore and Perth hills⁷². There is a desire to increase promotion of existing assets as a means of attracting new residents, visitors and businesses⁷³.

Opportunities also exist to build on these assets through development of new attractions such as trails infrastructure and promotion. The state government also has a role in attracting investment from across government portfolios, the federal government and the private sector, to provide infrastructure and ensure a sustainable approach is pursued. At a regional level, the EMRC needs to work with all spheres of government to support the development of regional recreational priorities.

Events are another important community focal point and are a vehicle for local governments to engage with residents, businesses and key stakeholders. Events provide an important foundation for converting potential visitors into actual visitors and become a catalyst for attracting new audiences and investment to the region by showcasing an area's advantages⁷⁴. Member councils in Perth's Eastern Region host and support a vibrant events program with events suited to both residents and visitors. The EMRC facilitates regional collaboration in event promotion amongst member council and stakeholders with the aim of leveraging regional funding, increasing efficiency, expanding market reach and cross-promotion. These events provide an opportunity for interaction with the community and, if well targeted, can foster a sense of place by communicating values of the destination and building civic pride which is in line with place making aims.

The Western Australian Seniors Strategic Planning Framework identifies the role of state and local government and the broader community in recognising and providing for an aging population in line with the World Health Organisation's Age Friendly Communities framework⁷⁵. The senior's population is diverse and appropriate planning is required to ensure that the ageing and retired are able to live independently and be actively engaged in their communities. As with other vulnerable populations, social exclusion of the elderly often occurs through poor planning decisions rather than by any intentional action. The development and review of local government age-friendly plans supports inclusive decision making⁷⁶. Where appropriate, the EMRC will provide a research, advocacy and collaboration role for regional health and wellbeing initiatives.

In 2013, physical inactivity
cost the nation nearly

\$1 billion

in hospital and healthcare
costs and lost productivity.



Objectives

- 3.1 To undertake a regional approach to research, advocacy and grant funding 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.
- 3.3 To promote opportunities to facilitate regional, cultural and recreation activities and facilities.
- 3.4 To foster partnerships and gain access to funding for regional initiatives.

64 Australian Bureau of Statistics, National Health Survey: First Results, 2014-15

65 Department of the Environment and Heritage (2006). The Impact of Urban Form on Public Health.

66 Ding, D., Lawson, K.D., Kolbe-Alexander, T.L., Finkelstein, E.A., Katzmarzyk, P.T., van Mechelen, W., & Pratt, M. (2016). The Economic Burden of Physical Inactivity: A Global Analysis of Major non-Communicable Diseases.

67 EMRC (2015). Industry Cluster Analysis Research Paper.

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

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

70 Dodson, J. & Sipe, N. (2008). Unsettling Suburbia: The New Landscape of Oil and Mortgage Vulnerability in Australian Cities.

71 Pracsys (October 2015) Industry Cluster Analysis Research Paper – Cluster Analysis Findings, Pracsys, Perth.

72 RPS Australia (2015) Regional Economic Development Research Advisory Paper (Internal document).

73 Town of Bassendean (2012) Economic Development Plan 2012 - 2017.

74 Tourism WA (2012) State Government Strategy for Tourism Development in Western Australia 2020.

75 Department of Local Government and Communities (2016) Seniors Strategic Planning Framework.

76 Department of Local Government and Communities (2016) Age Friendly Communities.

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.

3.4.1 Infrastructure

Infrastructure is an enabler of productivity and workforce participation with benefits accruing to the wider community. Resilient infrastructure is a target under the United Nations Sustainable Development Goals Framework as it supports economic development and human wellbeing (target 9.1)⁷⁷. Holistic integrated planning and the funding of infrastructure as part of the overall planning process is a complex issue and one that relies on partnerships and collaboration from those who may gain from the planning and infrastructure outcomes. *Directions 2031 and Beyond*⁷⁸ sets in place a vision for Perth and Peel for the next 20 to 25 years that embraces continued growth with the preservation of local environments and valued quality of life.

The draft Perth Freight Network Plan⁷⁹ identifies an emerging need to facilitate further development of intermodal terminals in Perth's Eastern Region beyond the existing Kewdale intermodal terminal facility. Increased adoption of intermodal transport solutions, to minimise product handling and create greater transport service reliability, is in line with trends in logistic management, resulting in an accelerated flow of goods through distribution processes. Linking freight, logistics, warehousing and distribution centres will be one of the keys to the future prosperity of the region. A focus on freight infrastructure investments in Kewdale, Forrestfield, Welshpool, Hazelmere, South Bullsbrook and surrounding areas 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, in addition to supporting existing key inland logistics centres and agglomeration economies of the region.

The Forrestfield-Airport Link, 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 and Forrestfield train stations. Infrastructure Australia forecasts that this project will provide a net economic benefit of \$670 million⁸⁰. These new transport hubs will provide opportunities for transit oriented development and urban regeneration that could cater for affordable high density housing close to rail connections and employment nodes. The EMRC will provide a strong advocacy role to encourage connectivity between public transport and recreational facilities along the Forrestfield-Airport Link.



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.

3.4.2 Land use planning and development

Competing priorities for land use can cause conflict between the region's economic, environmental and social goals. Land use decisions focused on short term benefits often do not give appropriate consideration to long term consequences particularly with regards to the need for infrastructure and supporting services. The United Nations Sustainable Development Goals framework sets a target to decouple economic growth from environmental degradation (target 8.2)⁸¹. With appropriate planning and direction, assets that are valuable for multiple purposes can be managed to ensure maximum benefits in the long term. This is particularly evident around water catchment areas, transport nodes and transit oriented development where there are competing priorities. 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. A holistic approach to planning and development is required. Private-public partnerships are one type of strategy to fund infrastructure and development costs; another is the concept of value capture. However, in the case of value capture, identifying the best methods and the true beneficiaries can be complex. Sharing the costs of large infrastructure projects equitably will require a committed approach from government, industry and key project stakeholders.

Land use planning that takes into account potential climate change issues is important for ensuring the ongoing resilience of local communities. Climate change may cause infrastructure failure particularly if there is an increase in intensity and frequency of natural disaster events⁸². Future infrastructure planning will need to take any expected impacts of climate change into consideration and should also be utilised to protect communities and the environment from future damage.

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 and protect resident's quality of life and amenity values. *Delivering Directions 2031 Report Card 2014* estimated that only half of the local government areas were 'ahead' or 'tracking towards' the government's aspirational infill targets, likely due to a slower uptake than expected and due to the difficulties in managing competing land-use priorities. The Cities of Bayswater, Bassendean and Belmont were considered to be 'tracking towards' their targets. These three local government areas were ranked 5, 6 and 11 respectively of the 19 central sub-region areas⁸³. This corresponds with their percentage progress towards the net infill housing target at 38% (265 out of 700), 36% (1012 out of 2790) and 29% (542 out of 1860) respectively. In the outer-subregions, the local government areas of Swan, Kalamunda and Mundaring were ranked at 8, 12 and 13 out of 13 outer sub regions.

This corresponds with their percentage progress towards the net infill housing target at 9% (372 out of 4002), 5% (114 out of 2410) and 2% (11 out of 570) respectively and are in the 'early planning' stages of working towards their targets.

Integrated planning considers the appropriate mix of urban fringe growth, compact infill and avoidance of development on land set aside for other uses (such as agriculture). The City of Belmont's Development Area 6 is one example of a new higher density development that has the potential to maximise opportunities associated with rail and proximity to the Perth Airport estate, encouraging commercial and residential investment for long term economic benefit. The City of Belmont has also preserved large lot sizes of industrial zoned land to allow for broad and compatible industrial uses and encourage a high standard of built form⁸⁴.

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 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.

77 United Nations (2016) Sustainable Development Knowledge Platform <https://sustainabledevelopment.un.org>.

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

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

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

81 United Nations (2016) Sustainable Development Knowledge Platform <https://sustainabledevelopment.un.org>.

82 EMRC (2013). *Regional Climate Change Adaptation Action Plan, 2013-2016*.

83 Western Australian Planning Commission (2014) *Delivering Directions 2031 Report Card 2014*.

84 City of Belmont (no date) *Key infrastructure* <http://www.belmont.wa.gov.au/Business/WhyBelmont/Pages/KeyInfrastructure.aspx> accessed 16 January 2017.

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 required to be consistent with the vision of this strategy, the role of the EMRC and be best suited to supporting prosperous businesses, equitable and supported communities and a sustainable environment.

4.1 EMRC's 10 Year Strategic Plan 2017 to 2027

All projects and activities undertaken by the EMRC must reflect the objectives within the EMRC's 10 Year Strategic Plan 2017 to 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.

1.5 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.

2.1 To facilitate and advocate for increased investment in regional infrastructure

2.2 To facilitate and advocate for regional economic development activities

2.3 To facilitate regional cultural and recreational activities.

Key Result Area 3 - Good Governance

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

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

3.2 To manage partnerships and relationships with stakeholders

3.3 To provide responsible and accountable governance and management of the EMRC.

4.2 EMRC's Service Delivery Model

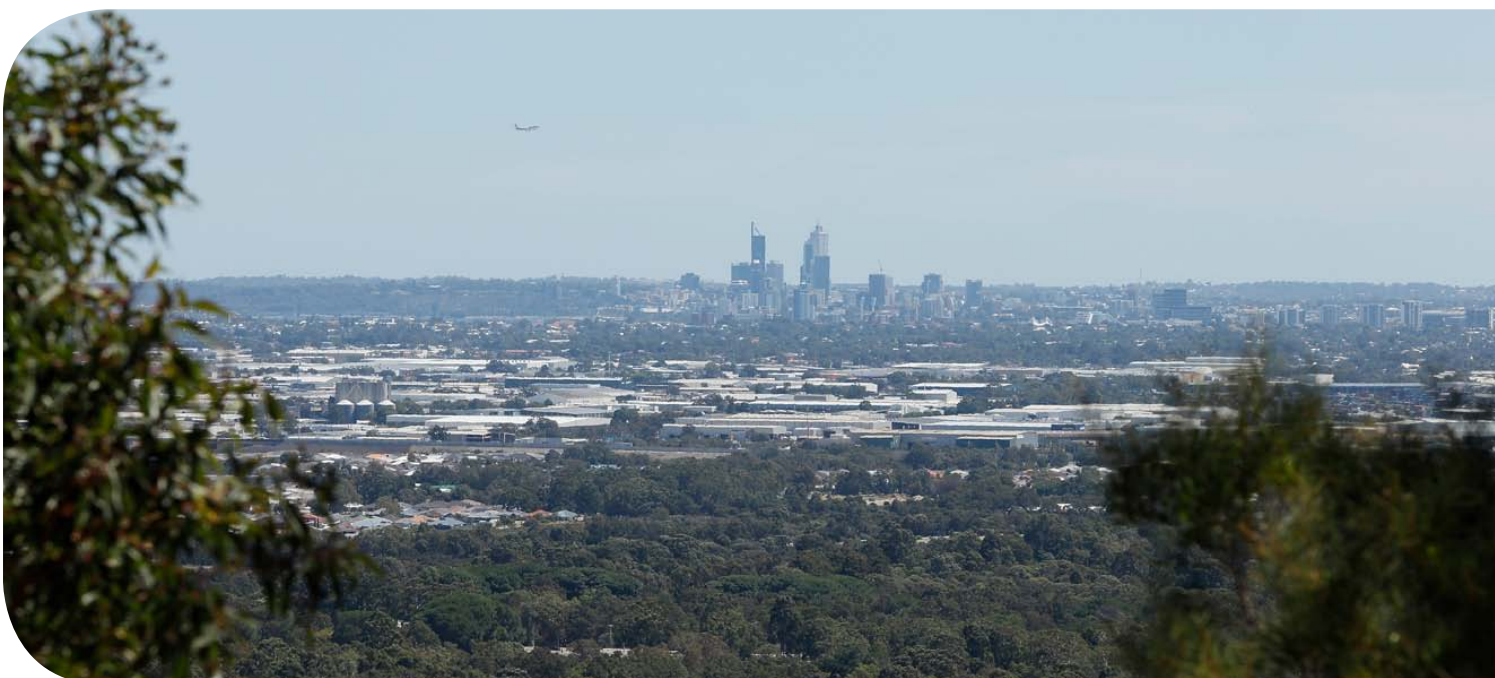
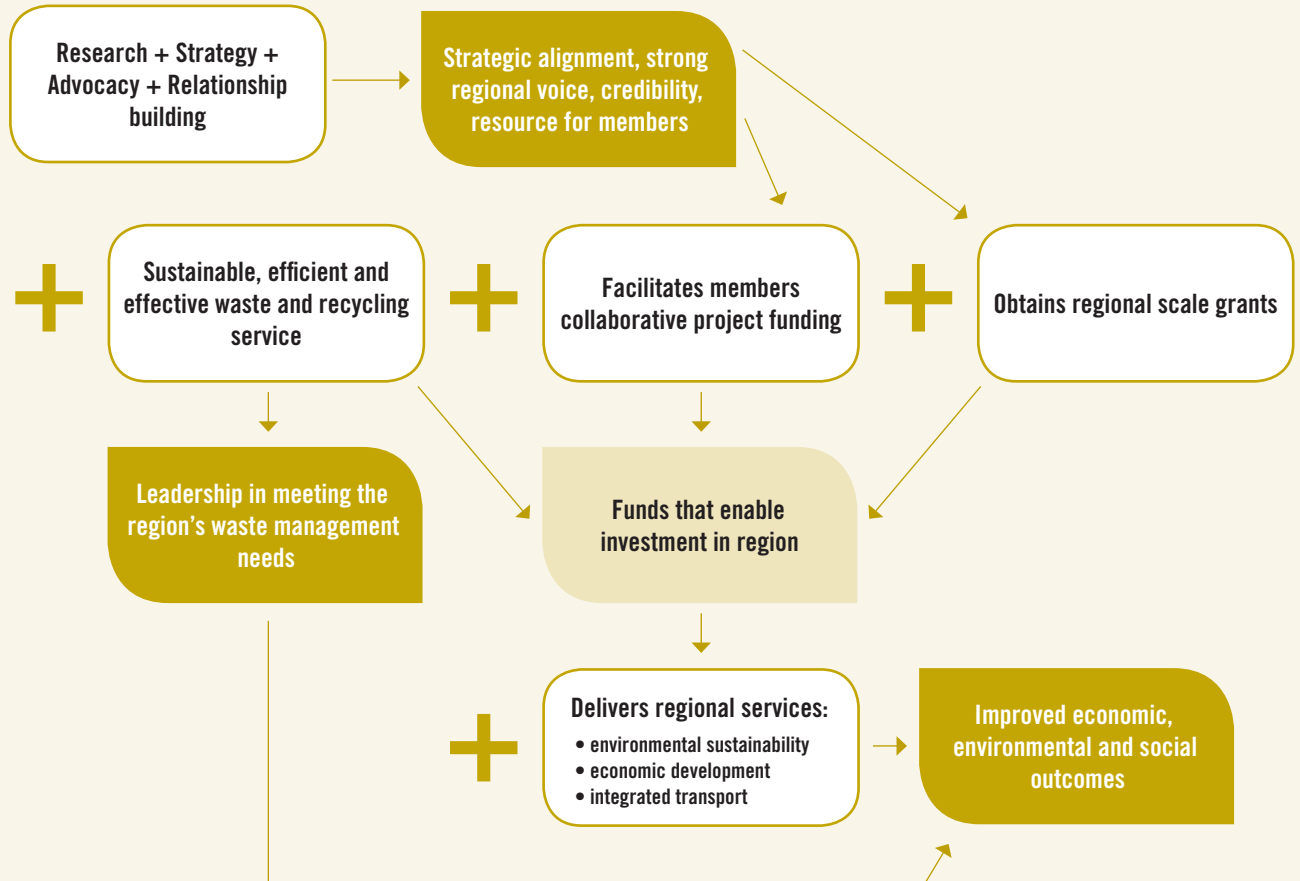
The EMRC's Establishment Agreement enables the EMRC to undertake a range of projects and services and provides a means for member councils to share resources and facilities. The cooperative, political and executive framework of the EMRC enables the member councils individually and collectively to promote 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 30 plus 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 30 plus 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



4.3 Priority Determinants

The EMRC will undertake a central role in the delivery of this strategy and will coordinate collaboration amongst 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.

- 4.3.1 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.
- 4.3.2 Identified Priorities:** Contributes towards an identified priority.
- 4.3.3 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.
- 4.3.4 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.
- 4.3.5 Investment Ready:** Seed projects or those likely to attract significant income or investment through grants or sponsorship.
- 4.3.6 Profile:** Raising awareness of the region, the EMRC and / or member councils as leaders and innovators.
- 4.3.7 Collaboration:** Requires collaboration or partnership between member councils and/or other key stakeholders, such as researchers or industry.

4.4 Monitoring and Review

Effective implementation requires regular monitoring and reporting. Member councils and the EMRC Council are kept up to date with progress towards the *Regional Economic Development Strategy 2017-2021*. This occurs regularly through the Economic Development Officers Group and an annual review by the EMRC. It is important to note that the actions outlined in each priority initiative are not exhaustive. Given the rapid pace of change in the sector, these need to be reviewed annually and updated to reflect new advances or threats as well as new and emerging opportunities and trends.

The community will be informed of significant progress developments through the EMRC website, media releases, newsletters, annual reports and community consultation 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 issues confronting the region change and new and emerging opportunities and trends emerge.





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Appendix 1: Regional Economic Development Strategy Framework

Priority Areas	Goal	Objectives
1. Industry and Business Growth	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.	<ul style="list-style-type: none"> 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 and reduce economic leakages. 1.3 To advocate for, and support, initiatives that encourage regional visitation. 1.4 To support development of industry clusters with the capacity to create greater business and industry productivity. 1.5 To advocate for, and support, a coordinated approach to economic development that aligns infrastructure development with future growth and supports efficiency and productivity. 1.6 To advocate for, and nurture, development and integration of new technology in the region. 1.7 To foster relationships with businesses in the region and promote the awareness of opportunities to maximise technology benefits. 1.8 To encourage a regulatory environment that is business friendly. 1.9 To foster relationships with key stakeholders including government agencies and business groups to grow and develop the region.
2. Education and Employment Opportunities	That the region develops a skilled and confident workforce aligned with current and future job opportunities.	<ul style="list-style-type: none"> 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 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. 2.5 To advocate for, and support, opportunities for improving education attainment in the region.
3. Community Wellbeing	That the region's residents have equitable access to services, facilities and infrastructure that supports a high quality of life, health and wellbeing.	<ul style="list-style-type: none"> 3.1 To undertake a regional approach to research, advocacy and grant funding 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. 3.3 To promote opportunities to facilitate regional, cultural and recreation activities and facilities. 3.4 To foster partnerships and gain access to funding for regional initiatives.

Priority Areas	Goal	Objectives
4. Integrated Planning	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.
		4.2 To advocate for increased investment and upgrades in regional infrastructure.
		4.3 To advocate for, and support, transit oriented development 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.





Appendix 2: Priority Actions 2017–2021

The vision of 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.”

To achieve this vision, the following actions have been identified as being priorities to support the objectives. These actions have regard for the priority determinant categories, the EMRC service delivery model and have been developed in consultation with the Economic Development Officers Group. The initiatives listed below are to be used as a guide only and are not exhaustive of the activities that may arise from the identified strategic objectives in this strategy. The EMRC and its partners will treat the priority initiatives as a living document and be proactive and flexible as situations arise or are seen to be developing.

Coordinate collaborative stakeholder events and opportunities that advance Perth’s Eastern Region.

Facilitate the Economic Development Officers Group.

Provide regional economic profiling tools.

Promote investment and opportunities in Perth’s Eastern Region.

Undertake research to support the ongoing development of Perth’s Eastern Region.

Support regional community and tourism events.

Develop a City Deal proposal and Smart Cities and Suburbs applications for agreed projects that have been identified and supported by member councils.

Prepare submissions supporting economic development initiatives.

Coordinate, facilitate and support regional forums and briefing sessions that encourage sharing of information.

Prepare regional plans that support local issues of regional significance.

Advocate to state agencies on behalf of member councils on economic development issues.

Undertake an activity centres needs assessment to advocate for infrastructure.

Identify and promote education and employment opportunities in Perth’s Eastern Region.

Identify key trends, such as growing automation, that will impact on future skills requirements.

Support economic development Advocacy Actions identified in the *Regional Advocacy Strategy 2016-2020*.

Support economic development initiatives identified in the *Regional Environment Strategy 2016-2020*.

Support economic development initiatives identified in *Regional Integrated Transport Strategy 2017-2021*.

Appendix 3: Issues, potential benefits & opportunities

Industry and Business Growth

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

Education and Employment Opportunities

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

Community and Wellbeing

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

Integrated Planning

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

Appendix 4:

Foundation for the Regional Economic Development Strategy

Regional Economic Development activities are guided by the EMRC's *10 Year Strategic Plan - 2017 to 2027* and through ongoing and regular consultation with the Economic Development Officers Group. The development of the *Regional Economic Development Strategy 2017 – 2021* has been influenced by the data provided through the Regional Economic Development Research Advisory Paper, the Regional Integrated Transport Research Advisory Paper, Regional Youth Advisory Paper and the *Regional Environment Strategy 2016 – 2020*. The strategy has also been informed through a Regional Economic Development Advisory Forum facilitated by external consultants, RPS which was attended by member council and key stakeholders throughout the region.

Regional Economic Development Research Advisory Paper (2016)

In recognition of the need to develop an evidence base approach to inform the regional economic strategy to guide activities over the next five years, RPS Group was engaged by the EMRC to develop a research advisory paper.⁸⁴

The study was based upon four core aims:

- Integrate and coordinate strategies such as the aims and actions of state government and local plans;
- Identify challenges and advantages including the economic, social and environmental characteristics of the region and the capacity for opportunities to be realised;
- Identify and prioritise priority areas which address challenges and barriers affecting local economic and social development outcomes; and
- Support decision making and guide resources to priority areas in order to achieve coordinated and improved outcomes.

The study incorporated the input and local knowledge of key government authorities and agencies and the business community gathered through individual and workshop consultation.

The study was 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.

The paper highlighted two core areas of focus reflecting where the efforts of the EMRC and regional stakeholders would likely result in the greatest transformational effect. Identified as 'Activity Boosters' they will be a focus for the implementation of this strategy, however are not exhaustive in terms of the areas likely to create change. It is also recognised that projects undertaken in the areas must also rely on a range of other factors to ensure success.

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

Strategic employment and enabling infrastructure

Strategic employment and enabling infrastructure focuses on developing a diverse base of key employment generators. The region currently has a strong base in manufacturing, logistics and distribution which generates substantial employment however, reliance on a limited number of key sectors can lead to future instability (as with the current adverse effects linked to the mining sector).

While member councils distribute information about investment within the region, there is an opportunity for the EMRC to complement these initiatives by proactively engaging with potential investors and advocating for required investment. The Regional Economic Development Research Advisory Paper identifies issues, benefits and opportunities with regards to strategic employment and enabling infrastructure. These include:

Key Issues	Potential Benefits
<ul style="list-style-type: none"> Lack of universities. Limited growth potential in existing employment areas. Lack of heavy rail. Capacity to undertake investment attraction. Capacity to advocate for regional infrastructure. 	<ul style="list-style-type: none"> Attraction of global organisations and investment. Attraction of high skilled workers. Exports supporting local business revenue. Higher incomes. Reduced economic volatility. Improved regional investment risk profile. Improved education and training transitions. Increase business sophistication. Cross industry development. Increased profile and reputation.
Opportunities	
<ul style="list-style-type: none"> Prospectus promotion. Coordination of planning control consistency. Advocacy for key transport infrastructure. Research of target industry and business requirements. 	

Regional visitation

Regional visitation focuses on attracting tourism and visitation to activity centres, attractions and events. The range of natural assets in the region, including the underutilised Swan River foreshore, Perth Hills and Swan Valley, along with numerous historic attractions, support opportunities to develop tourism experience, recreation, leisure and corporate visitation.

Whilst member councils are encouraging visitation, tourism product and brand development there is a role of EMRC to complement these initiatives by focusing on attracting visitors from outside the region. The Regional Economic Development Research Advisory Paper identifies issues, benefits and opportunities with regards to regional visitation. These include:

Key Issues	Potential Benefits
<ul style="list-style-type: none"> Lack of public transport. Perception of distance from Perth. Provision of appropriate accommodation. Marketing and brand dilution. Underutilisation of foreshore. 	<ul style="list-style-type: none"> Jobs growth and investment. Service population increasing amenity. Sustainability through diversification. Counter-cyclical balance to main activities. Raising tourism profile. Recognition and value of environmental assets.
Opportunities	
<ul style="list-style-type: none"> Websites, signage, showcases. Events / grants coordination. Advocacy / coordination for policy controls / policy change. Advocacy for key infrastructure. Tourism product development. Research (particularly transport). Bulk marketing material (trip linking). 	

Regional Integrated Transport Advisory Paper (2015)

Development of the region's activity centres must be considered in conjunction with the surrounding transport network as each relies on the other to work efficiently. Activity centres create a focal point for transport connections by ensuring a high volume of passenger movements. Equally, the transport connections to activity centres will influence its relative success in terms of ease of customer access and the environment created around the centres. For instance, poor transport connections often lead to an environment dominated by cars which require sufficient parking facilities and thereby reduce the usable land area.

Urban growth creates a challenge to 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 does not have a sufficient population to create a viable public transport connection will lead to a population with a heavy dependence on car use.

Regional Youth Advisory Paper (2016)

Young people represent one fifth of our population and their development will determine the types of adults in our future communities. A focus on young people can improve employment outcomes, reduce unemployment and can lead to an adequately skilled future workforce. Means capacity and innovation should be nurtured in young people as a driver for the development of technology.

Young people in the region, when compared to Greater Perth Metropolitan Area, are less likely to go to university and are more likely to be disengaged. While educational attainment is important for ensuring that our young people have bright futures it should be recognised that the region's workforce, when compared to Greater Perth Metropolitan Area, has a lower level of university qualifications (Bachelor, Graduate, Post Graduate), but a higher level of certificate qualifications, largely as a reflection of the key local industries.

The key areas of focus with regards to youth and economic development centre 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.

Regional Environment Strategy 2016 – 2020

Recognition of the importance of environmental protection to achieve economic development outcomes has been increasing in Australia. In September 2015, the 193 member states of the United Nations, including Australia, adopted the 2030 Agenda for Sustainable Development and the seventeen Sustainable Development Goals. While some of the goals are focused on reducing poverty, increasing health and ensuring equitable access to education, water and energy, the importance of protecting environmental assets as resources to achieve these goals is emphasised, including taking action to combat climate change. In addition, there is an increasing recognition in Australia of the impact of environmental events on economic outcomes, such storm surge damage to infrastructure and business productivity.

The draft Perth and Peel Green Growth Plan for 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. Preservation of natural resources and a consideration of the effects of development on these resources, for instance through run off, basic raw material extraction and pines harvesting, as part of a planning framework will eventually filter through the system to produce a more sustainable urban environment. Preservation of these assets is being considered as the environmental, social and, increasingly, economic value of them is recognised.

The region's significant natural assets, the Swan and Helena Rivers, face increasing pressure from competing uses; from development of the foreshore for economic benefit, to environmental protection for habitat and clean water; 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. In conjunction with an increasing recognition of the effects of development on the environment, there is growing concern about the effects of environmental change on assets and the urban landscape.

Environmental priorities have also driven the development of some industries that offer a platform for job creation, such as renewable energy, while also constraining some traditional industry through externality pricing and community concern. For instance, the transport sector has faced increasing pressure due to costs associated with oil, but has also sparked new expansion through development of new fuel-efficiency mode.



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11.2 ITEMS CONTAINED IN THE INFORMATION BULLETIN

REFERENCE: D2017/07526

The following items are included in the Information Bulletin, which accompanies the Agenda.

1. REGIONAL SERVICES

- 1.1 REGIONAL ADVOCACY ACTIONS UPDATE 2016/2017 (Ref: D2017/07529)
- 1.2 REGIONAL SERVICES ACTIVITY REPORT 1 JANUARY 2017 – 31 MARCH 2017
(Ref: D2017/07605)

RECOMMENDATION

That the Chief Executive Officers Advisory Committee notes the items contained in the Information Bulletin accompanying the 6 June 2017 Chief Executive Officers Advisory Committee Agenda.

CEOAC RESOLUTION

MOVED MR FOLEY

SECONDED MR THROSSELL

THAT THE CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE NOTES THE ITEMS CONTAINED IN THE INFORMATION BULLETIN ACCOMPANYING THE 6 JUNE 2017 CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE AGENDA.

CARRIED UNANIMOUSLY



12 REPORTS OF DELEGATES

Nil

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

Nil

14 GENERAL BUSINESS

14.1 EVENTS IN THE REGION

15 June 2017	EMRC	2017 Biennial Cocktail Function
8 July 2017	Shire of Kalamunda	President's Dinner
7 October 2017	City of Belmont	Mayoral Dinner

14.2 OTHER GENERAL BUSINESS

The Director Regional Services briefed the CEOAC on the outcome of meetings held with all member Council officers in relation to City Deals and discussion ensued.

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

Nil

16 FUTURE MEETINGS OF THE CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE

The next meeting of the Chief Executive Officers Advisory Committee will be held on **4 July 2017 (informal)** at the City of Belmont, 215 Wright Street, Cloverdale WA 6105 commencing at 12:30pm with lunch at 12noon.

Future Meetings 2017

Tuesday	4	July (informal)	at	City of Belmont
Tuesday	8	August	at	EMRC Administration Office
Tuesday	5	September (informal)	at	Town of Bassendean
Tuesday	3	October (if required)	at	EMRC Administration Office
Tuesday	14	November	at	EMRC Administration Office

17 DECLARATION OF CLOSURE OF MEETING

There being no further business the meeting was closed at 1:35pm.