

## CITY OF JOONDALUP

Minutes of meeting of the **SUSTAINABILITY ADVISORY COMMITTEE** held in Conference Room 2, Joondalup Civic Centre, Boas Avenue, Joondalup on **THURSDAY 25 NOVEMBER 2004.**

### ATTENDANCE AND APOLOGIES

#### Committee Members:

*Ms Marilyn Horgan*

*Mr Steve Magyar*

*Mr Martin Brueckner*

*Ms Ute Goeft*

*Mr Will Carstairs*

*Ms Dawn Atkin*

*Mr Kieron D'Arcy*

*Mr David Wake*

*Chairperson*

*Deputy Chairperson*

#### Officers:

Manager, Strategic and Sustainable Development

Acting Team Leader, Sustainable Development

Sustainable Development Officer

Sustainable Development Officer

Coordinator Waste Management & Environmental Services

R HARDY

S EVANS

B REAY

B TAPPLEY

P HOAR

### APOLOGIES

*Cmr Michael Anderson*

*Mr Vincent Cusack*

*Mr Geoff Down*

*Assoc. Prof. Sherry Saggers*

*Assoc. Prof. Adrianne Kinnear*

*Mr Vincent Cusack*

The Chairperson declared the meeting open at 1740 hrs.

### DECLARATIONS OF FINANCIAL INTEREST/INTEREST THAT MAY AFFECT IMPARIALITY

Nil

## **CONFIRMATION OF MINUTES**

### **MINUTES OF SUSTAINABILITY ADVISORY COMMITTEE MEETING HELD ON 14 OCTOBER 2004**

**MOVED Mr Magyar SECONDED Mr Brueckner that the Minutes of the Sustainability Advisory Committee meeting held on 14 October 2004 be confirmed as a true and accurate record of proceedings.**

**The Motion was Put and**

**CARRIED**

## **ONGOING BUSINESS ITEMS FROM PREVIOUS MEETINGS**

Nil

## **ITEMS OF BUSINESS**

### **COMMITTEE DECISION – EN BLOC RESOLUTION NO 1**

The following Items were then moved en-bloc:

- |        |  |
|--------|--|
| ITEM 1 | CITY OF JOONDALUP RESOURCE RECOVERY PROJECT (RRP).                             |
| ITEM 2 | PROTOCOLS FOR MATTERS TO BE REFERRED TO THE SUSTAINABILITY ADVISORY COMMITTEE. |
| ITEM 3 | COMMUNITY FUNDING ROUND I 2004/05 REPORT.                                      |
| ITEM 4 | ECONOMIC DEVELOPMENT STRATEGY.   |
| ITEM 5 | TRAVELSMART WORKING GROUP.   |
| ITEM 6 | RESIGNATION OF MS DAWN ATKIN.  |

**ITEM 1 CITY OF JOONDALUP RESOURCE RECOVERY PROJECT (RRP) [**

**WARD – All**

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## **PURPOSE**

To provide the Sustainability Advisory Committee with a presentation on the City of Joondalup Resource Recovery Project.

## **EXECUTIVE SUMMARY**

The Mindarie Regional Council (MRC) resolved to adopt an implementation plan for Resource Recovery on 15 February 2001.

The original Resource Recovery Facility (RRF) project brief and the latest corporate project update report are attached.

The project will divert organic waste from landfill, significantly reducing environmental impacts.

The project is planned to be in three stages, the first stage will be for the processing of 100,000 tonnes of the domestic waste stream. The second stage will process the rest of the domestic waste stream generated by the member Councils and some commercial waste. The third stage will be built for the City of Stirling's waste stream when the Atlas contract expires.

The City currently generates 54,000 tonnes of domestic waste and the first stage will process approximately 38,000 tonnes. With the current diversion activities such as kerbside recycling and green waste mulching, the diversion rate should rise from the current 17% to around 55%.

The plant is scheduled to be commissioned in late 2006.

## **DETAILS**

The RRF project has been effectively running for 3 years and considerable finances and resources have been expended.

The significant milestones reached include:

- Appointment of Project Director BSD Consultants;
- Expression of Interest – eight parties put in an interest;
- Public education program;
- Public consultation program for site selection;
- Technology selection narrowed down to a biological process;
- Securing of Lot 505 Neerabup 20 hectare site, 10 hectares available for RRF;
- Minister for Environment approved the project in October 2004; and
- Finalization of the MRC governance document for member Councils approval.

The tender document is in the final stages of development and is scheduled to be advertised in March 2005. There has been considerable delay from the original timeframe proposed in the implementation plan, due to the community concerns raised during the process.

The MRC has addressed community concerns through consultation forums and a new initiative called a Community Participation Agreement. It is important to note that these concerns have been identified early in the process and where practicable have been addressed in the tender document and with the *member Council's agreement*

## ATTACHMENTS

Appendix 1: City of Joondalup Resource Recovery Project Brief  
Appendix 2: Project Status Report

## VOTING REQUIREMENTS

Simple Majority

## RECOMMENDATION

**The Sustainability Advisory Committee NOTES the presentation on the Resource Recovery Project for the City of Joondalup.**

Mr Hoar provided an overview of the resource recovery project and requested that the Committee review and make comments. The Committee was presented with the steps conducted to date in the development of the resource recovery project including community participation, site selection and the technological aspects.

Mr Carstairs enquired into the location of the facility on the site and whether any areas would be disturbed. Mr Hoar explained that there was some Bush Forever areas that would be disturbed, but these areas are highly degraded. The more pristine areas would be maintained.

Mr Brueckner raised the issue of user pays dependant on the amount of waste produced and asked Mr Hoar if the user pays issue had been investigated. Mr Hoar explained to the Committee that the cost of waste collection will be very similar regardless of the size of bins and as such a user pays system would not be appropriate.

Ms Goeft asked Mr Hoar about the level of interest from the Mindarie Regional Council in waste education initiatives designed to reduce the amount of waste produced. Mr Hoar explained that many of the initiatives that would need to be implemented in terms of reduced packaging and source waste would need to be addressed at a State Government level and these are likely to be contained within a Strategic Directions Paper being released.

Discussion ensued and issues were raised including household hazardous waste collection initiatives and composting methods and the affect of heavy metals.

**The Motion was Put and**

**CARRIED BY  
EN BLOC RESOLUTION NO 1**

*Mr Hoar left the meeting at 1815 hrs.*

**ITEM 2      PROTOCOLS FOR MATTERS TO BE REFERRED TO THE  
SUSTAINABILITY ADVISORY COMMITTEE [00906]**

**WARD – All**

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**PURPOSE**

To provide the Sustainability Advisory Committee with an update on the development of a report on suitable protocols on a method and criteria for matters to be referred to the Committee under the Objectives in its Terms of Reference and whether it is appropriate for such protocols to be included in the Terms of Reference under Clause 5 – Management.

**EXECUTIVE SUMMARY**

At the Meeting of the Joint Commissioners held on 21 September 2004, a resolution was passed as follows:

*“The Joint Commissioners requested the Acting Chief Executive Officer to provide a report on suitable protocols on a method and criteria for matters to be referred to the Sustainability Advisory Committee under the Objectives in its Terms of Reference and whether it is appropriate for such protocols to be included in the Terms of Reference under Clause 5 – Management.”*

The development of suitable protocols and a methodology/criteria for matters to be referred to the Committee is currently being investigated through a benchmark analysis of Australian Local Governments.

Research into current best practice for such protocols by the City’s administration identified several Local Governments that have developed such protocols, which may be used to assess the level of significance and environmental risk associated with Council activities. The City of Melbourne has produced a document that assesses the magnitude of impact of Council activities and the likelihood that any impact may occur. This protocol provides triggers that guide an administrative response dependant on the outcome of the assessment. Council staff considers the City of Melbourne’s document of

significant value in the development of a criteria/protocol for matters to be referred to the Sustainability Advisory Committee for the City of Joondalup.

The Sustainability Advisory Committee has significant expertise in issues relating to sustainability and therefore the City's administration seeks input from the Committee on the City of Melbourne document in relation to the development of a criteria/protocol for the City of Joondalup.

## **DETAILS**

The International Council for Local Environmental Initiatives (ICLEI) has developed a Triple Bottom Line (TBL) toolkit for Councils to utilise in the development of sustainability reporting frameworks. These frameworks require a protocol for administration to make decisions on the level of significance and likelihood of any impacts when considering matters relating to sustainability. The City of Melbourne has developed a document as a part of ICLEI's TBL toolkit project designed to provide guidance to Council staff on the assessment of the magnitude and likelihood of any impacts. This assessment tool also has triggers that guide the procedural requirements of Council staff (such as referring matters to the Sustainability Advisory Committee in the case of the City of Joondalup).

The City of Joondalup can use the City of Melbourne's framework to develop a criteria/protocol document that guides Council staff on issues relating to sustainability and what action will be required should this be triggered. It is envisaged that the assessment of matters that trigger further action will be referred to the Sustainability Advisory Committee for review and comment. Particular significance will also be given to matters that relate to the Sustainability Advisory Committee's Strategic Work Plan.

## **ATTACHMENTS**

Appendix 3: City of Melbourne's Sustainability Assessment Tool.

## **VOTING REQUIREMENTS**

Simple Majority

## **RECOMMENDATION**

**That the Sustainability Advisory Committee:**

- 1. NOTE the City of Melbourne's Sustainability Tool forming Attachment 1.**

**2. NOTE that the City of Joondalup administration intends to use the City of Melbourne's Sustainability Assessment Tool to guide the development of a criteria/protocol document of matters to be referred to the Committee for the City of Joondalup.**

Discussion ensued. The Committee requested clarification as to how closely the City of Melbourne's Assessment Tool will be followed. Administrative staff explained that the Tool will be used as a guide, encompassing the City of Joondalup's Strategic priorities and operational requirements.

**The Motion was Put and**

**CARRIED BY  
EN BLOC RESOLUTION NO 1**

**ITEM 3 COMMUNITY FUNDING REPORT I 2004/05 (SUSTAINABLE DEVELOPMENT CATEGORY) [74536]**

**WARD – All**

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**PURPOSE**

To provide the Sustainability Advisory Committee with an overview of the Community Funding Round I (Sustainable Development Category) 2004/05 guidelines and ideas to increase grant applications.

**EXECUTIVE SUMMARY**

The Sustainability Advisory Committee requested that Council Officers prepare a report on the outcomes and ideas to increase the community's interest in the Community Funding Round I 2004/05 (Sustainable Development Category). Through successful utilisation of electronic and contact networks, Council staff have improved the number and diversity of submissions for funding by 100%. In addition there has been no further cost to the City in the promotion compared to previous years.

The Community Funding Round I 2004/05 guidelines have been reviewed recently and provide clear and concise information to interested community members and groups. Future reviews of the guidelines will be conducted.

**DETAILS**

The Sustainability Advisory Committee passed a recommendation that Council Officers prepare a report detailing the City's promotion of the Community Funding program

(Sustainable Development Category). This was due to a low uptake of the funds in Round II 2003/04 and the predominance of school based submission for funding.

At the Meeting of the Joint Commissioners held on the 21 September 2004 a resolution was passed as follows:

*“The Joint Commissioners requested a report be prepared by Council officers on the Community Funding (Sustainable Development Category) guidelines and ideas to increase grant applications.”*

The City of Joondalup’s Community Funding program aims to assist community-based organisations to conduct projects, events and activities in developing and enhancing the Joondalup community.

The Community Funding program is a grants based program, which provides funding in the categories of sport and recreation, cultural & the arts, sustainable development and community services.

### **Promotion**

The Council officers responsible for the administration of the Sustainable Development Category of the Community Funding for Round I 2004/05 implemented a marketing plan to increase the number and diversity of submissions, particularly those with economic developmental initiatives due to the fact that economic development was poorly represented in previous funding rounds.

The following organisations/methods were actively targeted to market the Sustainable Development Funding Round I 2004/05:

- Environmental Educators Network (EEN);
- EcoPlan;
- Western Australian Collaboration;
- In Touch magazine;
- Green Skills;
- Institute for Sustainability and Technology Policy (ISTP);
- Edith Cowan University;
- Community Newspapers (Joondalup ad Wanneroo Times);
- Brochures in libraries;
- Whitford City Shopping Centre;
- City of Joondalup Recreational Centres;
- Joondalup Business Association Newsletter; and
- Sunset Coast Tourism Association (SCTA).

The City received six (6) submissions for the Community Funding Round I 2004/05 (Sustainable Development Category) by the closing date of 7 October 2004. The



Community Funding Round I 2004/05 (Sustainable Development Category) assessment panel agreed to fund five (5) of the submission, indicated by a tick (✓) symbol below.

- Connolly Primary School To build a nursery for native plant propagation ✓;
- Ms Elli Mutton (individual) To develop an indigenous consultation protocol ✓;
- Motor Trades Association To deliver workshops based on cleaner production for automotive industry ✓;
- On track cycles To conduct a survey on the feasibility of bicycle use at the Joondalup Train Station ✓; and
- Sunset Coast Tourism Association Enhancement of tourism promotion for the region ✓.
- ISTP To develop sustainability indicators for the City of Joondalup;

The total value of funding approved by the assessment panel is \$39,666.00. A report to Council is being prepared by administration, and upon approval the successful applicants can progress the projects.

The Community Funding Round I 2004/05 (Sustainable Development Category) has been highly successful in attracting a variety of submissions including economic development initiatives. There has been a 100% increase in the number of submissions received to the City in comparison to Round II 2003/04. Of particular significance, the costs associated with promotion of Round I 2004/05 has been comparable to previous rounds, but due to stronger utilisation of networks and contact groups, the City has been more efficient in promoting the funding available.

## **Guidelines**

The Community Funding Round has been successfully implemented for four financial years. The guidelines for the Community Funding Round I 2004/05 (Sustainable Development Category) have recently been reviewed to ensure clarity and appropriateness of the funding priorities. As part of the annual review of the Community Funding, improvements and enhancements to the Policy and Guidelines are achieved, which clarified the eligibility provisions contained in the Policy.

The Policy changes were:

### **4.2 *Ineligible Projects, Activities or Events***

Council will not fund the following:

4.2.2 Retrospective funding – expenses incurred prior to the application closing date.

4.2.8 Projects considered part of a school's core activities.

#### 4.2.9 Development or improvement of school facilities and equipment.

Council staff responsible for the Sustainable Development Category have received no complaints about the guidelines and consider the changes made previously to provide a clear and concise procedure for funding submission from the community. It should also be noted that staff are available to assist community members in the preparation of the submissions.

### ATTACHMENTS

Nil

### VOTING REQUIREMENTS

Simple Majority

### RECOMMENDATION

**That the Sustainability Advisory Committee NOTES the report on the Community Funding Round I 2004/05 (Sustainable Development Category) and guidelines.**

The Committee discussed this item very briefly and was satisfied with the outcomes of the Community Funding Round I 2004/05.

**The Motion was Put and**

**CARRIED BY  
EN BLOC RESOLUTION NO 1**

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**ITEM 4      ECONOMIC DEVELOPMENT STRATEGY [43458]****WARD – All**

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**PURPOSE**

To seek comment on the development of an Economic Development Strategy for the City of Joondalup.

**EXECUTIVE SUMMARY**

At the Meeting of Joint Commissioners on 9 March 2004, Council resolved to request the City of Joondalup's Administration to review and update the City's current Economic Development Strategy and any associated policies. In order to progress this resolution Strategic & Sustainable Development are developing an Economic Development Strategy with a 20-year strategic focus and an implementation time frame for 2005 - 2010.

**DETAILS**

The key objectives of the Strategy include to:

- Promote the Learning City concept and Education cluster;
- Develop and promote the City's Health cluster;
- Diversify the City of Joondalup's industry base by facilitating the development of new industries such as IT and Telecommunications;
- Diversify the skill set of the local workforce;
- Increase the vibrancy of the Joondalup CBD;
- Support Home Based Businesses (HBBs);
- Regional Tourism Development;
- Facilitate ease of access to Broadband Internet Services;
- Identify planning & infrastructure requirements to support businesses; and
- Develop strategies in co-operation with the City of Wanneroo and other neighbouring Councils to achieve sustainable regional economic development.

There are three main steps involved in developing the Strategy:

1. Determine what we've got, in terms of existing industries and labour supply;
2. Determine where we want to get to, i.e. what is the desirable mix of industries and labour skills; and

3. Develop strategies to fill in the gaps and achieve our objectives.

The first step requires the development of an economic profile that will form the basis of the Strategy.

In the second step stakeholder consultation and data analysis will enable us to determine where we want to get to, and the gaps in current labour skills, industries, planning and infrastructure. The third step entails the development of strategies, again using stakeholder consultation, to fill in the gaps and achieve our objectives for economic development in the City of Joondalup.

## ATTACHMENTS

Attachment 4: Report on the development of the City of Joondalup's Economic Development Strategy.

## VOTING REQUIREMENTS

Simple Majority

## RECOMMENDATION

**That the Sustainability Advisory Committee:**

- 1. NOTE the report on the Economic Development Strategy for the City of Joondalup.**
- 2. is UPDATED on the progress of the Economic Development Strategy at appropriate milestones.**

The Committee discussed issues relating to broadband internet coverage and the economic/business impacts of these technologies and wireless technologies. The Committee expressed a concern that sufficient community engagement in regards to wireless technologies, in particular electromagnetic radiation issues, will be required.

Ms Horgan advised the Committee that the Economic Development Strategy incorporates standard best practice strategies and congratulated Mr Tapley.

**The Motion was Put and**

**CARRIED BY  
EN BLOC RESOLUTION NO 1**

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**ITEM 5 TRAVEL SMART WORKING GROUP [56564]****WARD – All**

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**PURPOSE**

To provide the Sustainability Advisory Committee with an update on the development of a TravelSmart Working Group.

**EXECUTIVE SUMMARY**

Issues raised at previous Sustainability Advisory Committee meetings relating to green transport initiatives will be addressed with the development of a Green Transport Plan for the City of Joondalup. The Green Transport Plan is envisaged to be developed by the current Joondalup Energy Team and members of the Sustainability Advisory Committee forming a TravelSmart Working Group. The Joondalup Energy Team is currently being reviewed to gain permission for its continuance into 2005. Should this be approved, the Green Transport Plan will be progressed.

**DETAILS**

The City has recently committed to the TravelSmart Workplace Program designed to reduce car dependence and provide strategies for green transport initiatives. Several issues have recently been referred to the Sustainability Advisory Committee, which relate to the TravelSmart Workplace Program, in particular the use of Hybrid Vehicles for Council. The TravelSmart Workplace Program requires the City to develop a Green Transport Plan that will identify and address these issues in a strategic and coordinated manner.

At the Sustainability Advisory Committee meeting held on the 14 October 2004 it was requested that a working party be established to address vehicle fleet issues relating to the City and Committee members nominated to assist staff in the investigation of the issues relating to sustainable vehicle fleet management. A recommendation was passed by the Committee to *“establish a working group with Council Officers to review hybrid and executive vehicles of which the outcomes will be provided to the Sustainability Advisory Committee at the next full meeting.”*

It should be noted that the Administration have considered this recommendation and have determined that the recommendation can be acted upon administratively, where a report will be developed and referred to the working group representatives for review and comment. The report will then be finalised for actioning at a future Sustainability Advisory Committee meeting for their endorsement subsequent to internal requirements being met.

The Administration is currently reporting internally to seek endorsement of the continuance of the Joondalup Energy Team (JET) that is envisaged to progress the development of the City of Joondalup's Green Transport Plan. The JET is an ideal group of staff with various expertises that can develop the Green Transport Plan. Three (3) members of the Sustainability Advisory Committee have nominated to contribute to the development of the Green Transport Plan and the details of this group will be identified once internal requirements to continue the JET are completed.

Consequently the establishment of a TravelSmart Working Group to progress the Green Transport Plan is envisaged to be consist of JET members and non-core members nominated from the Sustainability Advisory Committee. Should the JET continued the Green Transport Plan will be started with the assistance of the nominated Sustainability Advisory Committee members. The Green Transport Plan will identify many issues including Hybrid Vehicles to ensure a strategic and coordinated response from the City in regards to green transport initiatives.

The following is an overview of the process involved with the development of the Green Transport Plan

### **Framework for Developing a Green Transport Plan**

A framework outlining the development of the Green Transport Plan is provided below:

1. Establish a transport working group, comprising representatives from human resources and asset management and other interested staff, to coordinate preparation of the green transport plan.
2. Identify opportunities and barriers concerning use of travel alternatives by auditing workplace accessibility and undertaking a travel survey. The audit would include consideration of public transport services nearby, bicycle access and facilities, car parking provision and management and relevant agency policies and practices that affect work-related travel. The travel survey would provide a baseline measure of how staff travel to, from and for work. An online survey tool can be used for the survey.
3. Hold a workshop for interested staff to present results of the audit and survey and invite ideas on how travel alternatives could be improved and encouraged.
4. Using material from the audit, survey and workshop, prepare the Green Transport Plan. The plan should include the rationale for change, recommended actions and framework for implementation and evaluation.

Present the plan to management/Council for endorsement.

### **ATTACHMENTS**

Nil

## **VOTING REQUIREMENTS**

Simple Majority

## **RECOMMENDATION**

**The Sustainability Advisory Committee NOTES the report on the TravelSmart Workplace Program.**

The Committee briefly discussed this Item of Business. In particular Mr Brueckner requested clarification as to when the proposed working group would convene. Mr Reay indicated that information relating to the progress of the Green Transport Plan and working group would be sent to appropriate members soon as this issue has only recently been given approval from the Business Unit Managers.

**The Motion was Put and**

**CARRIED BY  
EN BLOC RESOLUTION NO 1**

**ITEM 6 RESIGNATION OF MS DAWN ATKIN [00906]****WARD – All****PURPOSE**

To advise the Sustainability Advisory Committee of Ms Dawn Atkin's resignation from the Committee.

**DETAILS**

The City received a resignation letter dated 15 October 2004 from Sustainability Advisory Committee member Ms Dawn Atkin who is unable to continue as a member of the Sustainability Advisory Committee due to personal reasons.

The resignation of Ms Dawn Atkin opens a vacancy in the Sustainability Advisory Committee. The City plans to advertise to fill this vacancy and to utilise established networks to attract interested community members to the Committee.

**ATTACHMENTS**

Appendix 5: Letter dated 15 October 2004 of resignation from the SAC from Ms Dawn Atkin.

**VOTING REQUIREMENTS**

Simple Majority

**RECOMMENDATION**

**That the Sustainability Advisory Committee:**

- 1. ACCEPTS the resignation of Ms Dawn Atkin.**
- 2. That the Sustainability Advisory Committee NOTES the City's intention to recruit a new member with appropriate experience to fill the vacancy.**

On behalf of the Sustainability Advisory Committee, Ms Horgan thanked Ms Atkin for her contribution to the Committee and passed on best wishes for her future.

**The Motion was Put and**

**CARRIED BY**



**EN BLOC RESOLUTION NO 1****ITEM 7      CHANGES TO THE COMMITTEE'S TERMS OF REFERENCE –  
SECTION 4.1 [00906]****WARD – All****PURPOSE**

To provide the Sustainability Advisory Committee with a report on the proposed changes to the Committee's Terms of Reference Section 4.1.

**DETAILS**

The Joint Commissioners requested a report be prepared by Council Officers on a possible amendment to the Sustainability Advisory Committee's Terms of Reference Section 4.1 to read:

*“To recommend to the City of Joondalup Council on relevant policies which are to be made available to the Sustainability Advisory Committee for advice and appropriate courses of action which promotes sustainability which is (1) environmentally responsible, (2) socially sound and (3) economically viable.”*

The Sustainability Advisory Committee's Terms of Reference Section 4.1 currently reads:

*“To recommend to the City of Joondalup on policy, advice and appropriate courses of action which promotes sustainability which is (1) environmentally responsible, (2) socially sound and (3) economically viable”*

The key proposed change to Section 4.1 of the Sustainability Advisory Committee's Terms of Reference relates to making relevant policies available to the Committee. Council officers view this change as particularly valid, ensuring the Committee is provided with an opportunity to review and comment on policy that has sustainability implications for the City.

**ATTACHMENTS**

Nil

## VOTING REQUIREMENTS

Simple Majority

## OFFICERS RECOMMENDATION

**That the Sustainability Advisory Committee ENDORSES the amendment to the Committee's Terms of Reference Section 4.1 to read *"To recommend to the City of Joondalup Council on relevant policies which are to be made available to the Sustainability Advisory Committee for advice and appropriate courses of action which promotes sustainability which is (1) environmentally responsible, (2) socially sound and (3) economically viable"***

The Committee raised concerns that the proposed changes to the Terms of Reference would act to restrict the scope of issues that the Committee can advise Council upon. In particular, the inclusion of the word relevant was seen to particularly change the intent of Section 4.1. It was agreed to that the current Section 4.1 empowered the Committee to deal with the widest range of Sustainability Issues.

The current Terms of Reference Section 4.1 reads:

*"To recommend to the City of Joondalup Council on policy, advice and appropriate courses of action which promote sustainability which is (1) environmentally responsible, (2) socially sound and (3) economically viable."*

## RECOMMENDATION

**MOVED Mr Magyar SECONDED Mr Wake that the Sustainability Advisory Committee REQUESTS that the current Terms of Reference Section 4.1 be maintained as it enables the Sustainability Advisory Committee to deal with the widest range of Sustainability Issues.**

**The Motion was Put and**

**CARRIED**

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**ITEM 8      REPORT ON THE POTENTIAL FOR PROXY MEMBERS [00906]****WARD – All**

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**PURPOSE**

To provide the Sustainability Advisory Committee with the options for the potential deputy membership.

**DETAILS**

At the meeting of the Sustainability Advisory Committee held on 14 October 2004 it was requested that staff provide a report on the procedure for the inclusion of deputy members to each office (position) for the Committee. This was requested as an attempt to ensure that quorum is achieved at each meeting when members are unable to attend. Council officers have discussed the potential for deputy membership on the Sustainability Advisory Committee and several scenarios have been developed.

**Scenario One**

It is proposed that the membership of the Sustainability Advisory Committee be reduced to six (6) members with six (6) deputy members. This will change the quorum of the Sustainability Advisory Committee from seven (7) to four (4). Currently there are thirteen (13) members on the Sustainability Advisory Committee currently with twelve (12) positions filled with one (1) position vacant. It would be an opportune time to implement this scenario if the Committee favours this option.

Each member would be designated a deputy for which can be used to ensure quorum should the member be unable to attend a scheduled meeting.

**Scenario Two**

It is proposed that the membership of the Sustainability Advisory Committee be maintained at thirteen (13) with seven (7) deputy members to be recruited to attempt to ensure quorum.

**Scenario Three**

It is proposed that the membership of the Sustainability Advisory Committee is maintained at thirteen (13) with no deputy members.

**Officers Comment**

It should be noted that quorum has been established in all but one occasion since the formation of the Sustainability Advisory Committee. Council staff have considered it appropriate to monitor the quorum for a longer period to determine if there is a strong case for deputy membership, as experience communicated from staff involved with

Committee administration indicates that deputy membership may not solve the problem of lack of quorum.

It is recommended that the Sustainability Advisory Committee defer any decision on deputy membership pending the tracking of quorum at future meetings. Should there be any significant issues relating to lack of quorum, it is recommended that the Council officers investigate these option further and raise this item again at future meetings of the Sustainability Advisory Committee.

## **ATTACHMENTS**

Nil

## **VOTING REQUIREMENTS**

Simple Majority

## **RECOMMENDATION**

**MOVED Ms Goeft SECONDED Mr Carstairs that the Sustainability Advisory Committee:**

- 1. NOTES the report on the potential for deputy membership.**
- 2. MAINTAINS the current membership and quorum requirements and periodically reviews the opportunities for deputy membership should there be future difficulties maintaining a quorum.**

The Committee discussed this item briefly and considered this issue to be more relevant to past years of the previous Environmental Sustainability Advisory Committee. The Committee agreed to track this issue and reconsider deputy membership if required.

**The Motion was Put and**

**CARRIED**

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**ITEM 9      STATEMENT OF PRINCIPLE TO APPLY TO POLICY REVIEW  
[00906]****WARD – All**

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**PURPOSE**

To provide an update on future development of a statement of principal to apply to policy review subsequent to Council's Policy workshop.

**DETAILS**

At the meeting of the Sustainability Advisory Committee held on 14 October 2004 the Committee determined that it would be necessary for Council to apply a statement of principle relating to sustainability to all policy. The following resolution was passed:

*MOVED Mr Magyar SECONDED Cmr Anderson that the Sustainability Advisory Committee will develop a statement of principle which commits all policy of Council to sustainability objectives as is expressed in the City's Strategic Plan 2003 – 2008.*

At the meeting of the Joint Commissioners held on the 2 November 2004 the following amendment to the Sustainability Advisory Committee's resolution was passed:

*NOTE that the Sustainability Advisory Committee wishes to develop a statement of principle, which commits all policy of Council to sustainability objectives as is expressed in the City's Strategic Plan 2003 – 2008, and request the Committee to wait until after the Council's Policy workshop prior to commencing this work"*

The Sustainability Advisory Committee agreed to defer any workshops designed to develop a statement of principle to apply to policy review subsequent to Council's Policy workshop. Further direction will be provided from the Joint Commissioners in regards to Policy review for the Sustainability Advisory Committee. Subsequent to the Council Policy workshop, administration will progress the Committee's request.

**ATTACHMENTS**

Nil

## **VOTING REQUIREMENTS**

Simple Majority

## **RECOMMENDATION**

**MOVED Mr Brueckner SECONDED Mr D’Arcy that the Sustainability Advisory Committee DEFERS consideration of a statement of principle which commits all policy of Council to sustainability objectives as is expressed in the City’s Strategic Plan 2003 – 2008 until the Council Policy workshop is completed.**

Ms Hardy explained the background of the Policy Committee and the staff from the Strategic and Sustainable Development Business Unit are currently drafting a report relating to this Committee. The Sustainability Advisory Committee discussed this Item of Business briefly. Issues raised include the ability of the Sustainability Advisory Committee to input into the development policy with the Committee.

**The Motion was Put and**

**CARRIED**

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**ITEM 10      SUSTAINABILITY      ADVISORY      COMMITTEE      MEETING  
SCHEDULE FOR 2005 [00906]**

**WARD – All**

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**PURPOSE**

To seek endorsement of the meeting schedule for 2005 for the Sustainability Advisory Committee.

**DETAILS**

The meetings of the Sustainability Advisory Committee for 2005 are shown below:

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**SAC Meeting 2005**

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February 10, 2005

March 24, 2005

May 5, 2005

June 16, 2005

July 28, 2005

September 8, 2005

October 20, 2005

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The 2005 meeting schedule will align with Council meetings and provide sufficient time for the preparation of reports to Council.

**ATTACHMENTS**

Nil

**VOTING REQUIREMENTS**

Simple Majority

**RECOMMENDATION**

**That the Sustainability Advisory Committee ENDORSES the 2005 meeting schedule.**

**The Motion was Put and**

**CARRIED**

## **GENERAL BUSINESS**

### **I TRAVELSMART WORKING GROUP**

Mr Brueckner requested when the TravelSmart working group will be convened and when the members of the team are likely to begin progressing the Green Transport Plan. Mr Reay provided the Committee with the background information that the City of Joondalup's Energy Team has been granted permission from the Business Unit Managers to continue in 2005 to progress the Green Transport Plan. Members of the Sustainability Advisory Committee that have nominated to join the working group will be informed in early 2005 of further developments.

### **II PUBLIC PARTICIPATION**

The Committee discussed various aspects of public participation and agreed that it was an important aspect of Council activities, pointing particularly at experience at other local Governments. It was outlined by officers that a Public Participation Strategy is in Development at previous meetings of the Sustainability Advisory Committee.

**The Motion was Put and**

**CARRIED**

### **6. DATE OF NEXT MEETING**

The next meeting of the Sustainability Advisory Committee will be held in Conference Room 2, Joondalup Civic Centre, Boas Avenue, Joondalup on Thursday 10 February 2004 at 1730 hrs.

### **7. CLOSURE**

There being no further business, the Chairperson declared the meeting closed at 1910 hrs.



**Appendix 1: City of Joondalup Resource Recovery Project Brief**



*City of*  
**Joondalup**

**SECONDARY WASTE TREATMENT FACILITY**

**PROJECT PLAN**

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## 1. PROJECT OVERVIEW

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### 1.1 INTRODUCTION

The City of Joondalup is a member of the Mindarie Regional Council (MRC) and is also a part owner of lot 118, an area 432 ha, which contains Tamala Park. The Mindarie Regional Council is made up of the Cities of Joondalup, Wanneroo, Stirling and Perth and the Towns of Vincent, Cambridge and Victoria Park.

The MRC has a leased area of 253 ha, Tamala Park's landfill area is 110 ha with 22 ha currently approved for landfilling. The lease expires in 2011 but has an extension provision for a further 21 years.

The MRC operates the Tamala Park Waste Disposal site landfilling approximately 320,000 tonnes of rubbish per year. This amount consists of commercial and domestic sources.

The MRC has been under pressure for some time to establish a Secondary Waste Treatment (SWT) facility for the Mindarie region. The previous Minister for the Environment, Hon Cheryl Edwards indicated that the approvals for stage two was dependent on the MRC establishing a SWT facility. The Department of Environmental Protection indicated that stage two would attract a lower level of assessment if it had enhanced environmental controls including lining the site, leachate collection system and landfill gas recovery.

*This project's objective is to partner the MRC in reducing waste to landfill by phasing the introduction of secondary waste treatment into the region, thereby ensuring a long term integrated waste management system consistent with the community's expectations and sustainability objectives for the City of Joondalup. Community consultation is considered to be a high priority for the project.*

### 1.2 SITE SELECTION

The original study identified seven potential sites. Each site was considered within the context of the following criteria.

- Land ownership
- Zoning and planning scheme requirements

- Surrounding land uses
- Social, cultural and political issues
- Preliminary environment constraints
- Regional accessibility
- Service and infrastructure considerations

**The seven potential sites and their key characteristics follow.**

#### **1.2.1 BEENYUP**

There are significant environmental constraints, in regard to traffic and buffer issues. It is believed there would be potential significant community concern about the Secondary Waster Treatment Facility located at Beenyup due to issues with the current owners (the Water Corporation), along with significant development constraints due to 'Bush Forever' limitations.

#### **1.2.2 NEERABUP (FLYNN DRIVE)**

*The land ownership is a combination of commercial and local government, which should not present any difficulties for purchase, and the land is zoned industrial. The surrounding land uses are non-urban which is compatible with the SWTF, with an appropriate parcel of land available. The community engagement and consultation process is continuing with the local community. There are three 'Bush Forever' sites within the area, and due consideration of these would be required. Appropriate access to service exists, but considerable work is required to provide connections.*

#### **1.2.3 WANGARA (MOTIVATION DRIVE)**

*Two parcels of land have been identified in this area. The land ownership is a combination of commercial, Landcorp and local government, which should not present any difficulties for purchase, and the land is zoned light industrial. The surrounding land uses*

*are non-urban which is compatible with the SWTF, with an appropriate parcel of land available. Appropriate access to services exists.*

#### **1.2.4 EAST BALCATTA (BALCATTA TRANSFER STATION)**

The land is owned by the City of Stirling and is zoned industrial. The surrounding land uses are non-urban to the north and east, and residential to the south and west. It is believed that some community concern may emerge from development of the SWTF at this location. Appropriate access to services exists.

#### **1.2.5 HERNE HILL (NEUMANN ROAD, RED HILL)**

*The land ownership is commercial and is zoned as 'Rural'. The surround land uses are numerous clay and road excavation, and an appropriate parcel of land should be available. Appropriate access to services exists; however, the location is outside the North West corridor and remote from Tamala Park. At least one significant Aboriginal site exists within the area. The site is owned by the Eastern Metropolitan Council and the use of the site would be a joint venture or a host-guest relationship.*

#### **1.2.6 MALAGA**

The land is zoned industrial, although there are potential governance constraints because of location in the City of Swan. The probability of community concern has been assessed as potentially high, given previous Atlas relation issues. There are good transport and services accessibility.

#### **1.2.7 GNANGARA**

There is significant constraint due to its location within a Priority One groundwater source area.

### **1.3 ASSESSMENT**

Evaluations of these sites on the basis of both qualitative and quantitative (financial) assessments have been undertaken. The results of these assessments have been considered and were supported by the Mindarie Council's Secondary Waste Treatment Working Group and Technical Working Group.

Beenyup is assessed as having unacceptably high constraints related to community concerns. Wangara, Neerabup and Malaga are assessed as preferred sites for location of a SWTF.

The recommended priority for purchase investigation was as follows:

- Wangara
- Neerabup
- Malaga

### **1.4 PREFERRED SITE**

The preferred site for a Secondary Waste Treatment Facility was Wangara. Community engagement commenced on 4 July 2002 with respect to the site selection. This included:

- Liaison with City of Wanneroo staff on the proposed community engagement plan;
- Appointment of facilitators;
- Advertisement in the local press for participants in a Community Focus Group;
- Distribution of an addressed flyer to some 3500 premises within the Wangara area;
- Conduct of initial Community Focus Group meeting, involving some 250 people with key outcomes.

After significant community opposition to Wangara site and a subsequent decision by the City of Wanneroo not to support the site, a site selection

report now suggests sites in the Neerabup Industrial Estate as the preferred location.

## **2. SCOPE STATEMENT**

---

### **2.1 PROJECT DESCRIPTION**

- *To reduce impacts on the environment through the secondary waste treatment of waste generated throughout the region;*
- *To secure land tenure for ongoing landfill disposal at Tamala Park;*
- *To conserve energy and resources.*

### **2.2 PROJECT STRATEGY**

#### Strategy 1.1

- Create partnerships and facilitate networks for the benefit of the region.
- Facilitate economic, environmental and social development at a regional level.

#### Strategy 2.6

- Implement projects with focus on improving environmental, social and economic balance.

### **2.3 PROJECT OBJECTIVES**

- *To partner with the MRC in reducing waste to landfill by the implementation of appropriate waste treatment methods for at least the domestic waste generated within the region, thereby ensuring a long term integrated waste management system consistent with community expectations and sustainability objectives for the City of Joondalup.*



## 2.4 **PROJECT COSTS**

Expenditure to date on community engagement activities has been as follows:

Community Waste Education Strategy	Budget <b><u>2002/2003</u></b>	Actual As at <b>31/1/03</b>	Balance
Community Waste Education Strategy & Communication Strategy	437,500	438,865	(1365)
Consultancy	265,000	36,649	228,351
State Government Education Initiative	100,000	Nil	100,000

Other points to note on the matter of funding for community engagement to date are as follows:

- BSD/Meinhardt involvement has been authorised via contract variations to the initial commission, on the basis of advised hourly rates;
- All community engagement activities have been authorised by Secondary Waste Treatment Facility Working Group;
- A review of funding requirements for the remainder of Financial Year 2002/2003 will be conducted in the context of Mindarie Regional Council's mid year financial review in February 2003.

No upfront costs are required by the Mindarie Regional Council Members. The City of Joondalup contributes to the running of the Mindarie Regional Council through a gate fee for waste disposal, currently at Tamala Park.

The Secondary Waste Treatment project will be funded as the overall operation at Tamala Park, that is, with a proposed increase in the gate fees, details of which have not yet been determined. The City's rubbish charge to ratepayers will reflect the gate fee being charged by MRC on a progressive basis.

## **2.5 PROJECT DELIVERABLES**

- MRC to secure land tenure of the current leased area of Lot 118 beyond 2011 through either extension of the lease, negotiate a new lease or secure it freehold;
- Gain approvals and develop the second stage at Tamala Park;
- Buy or lease 10 ha of land in either Wangara or Neerabup for the establishment of SWT Facility;
- Select the technology by open tender for the processing of 100,000 tonnes of waste – first stage;
- Develop and sign contracts for construction and operation of SWT facility.

## **2.6 PROJECT TIMEFRAME**

<b>Project Start</b>	<b>Project Finish</b>
July 2002	5 September 2005

### Key Milestones

The overall project program included in this project plan reflects the following key dates for the major components of the project. The overall project program will be monitored, reviewed and adjusted as required.

The following key milestones have been identified:

<b>MILESTONE</b>	<b>START</b>	<b>FINISH</b>
Community Consultation	July 02	February 03
Site Selection		February 03
		September
Environmental Approvals	August 02	03
		November
Prepare tender documents	October 03	03
	November	
Contractors prepare tenders	03	January 04
Evaluate tenders	January 04	February 04
Negotiate with successful tenderer	February 04	March 04
Complete land transaction	March 04	April 04
Development Application/Works		
Approval	March 04	April 04
Design and Construction of Facility	March 04	June 05
		<b>September</b>
<b>Facility Commissioned</b>	<b>June 05</b>	<b>05</b>

## 2.7 **QUALITY**

*The project plan will be delivered in accordance with the City of Joondalup's Waste Management Strategy, legislative and project requirements.*

## 2.8 **MANAGEMENT ISSUES**

1. To work in partnership with the MRC member Councils in reducing waste to landfill by the implementation of a long term integrated waste management system taking into account the following management considerations:

- Political environment;
- Community expectation;
- Cost considerations;
- Timelines of project delivery;
- Legal requirements;
- Environmental approvals;
- Risk management considerations;

- Contract/procurement considerations;
- Site selection;
- Technology selection;
- Project financial arrangements;
- Quality management;
- Project marketing;
- Community education and consultation requirements
- Construction/Commissioning management
- Phased implementation of the Secondary Waste Treatment facility to treat all of the regions waste.

## **2.9     *STAKEHOLDERS***

*The stakeholders of the project are:*

- Mindarie Regional Council
  - City of Joondalup
  - City of Wanneroo
  - City of Stirling
  - City of Perth
  - Town Vincent
  - Town of Cambridge
  - Town of Victoria Park
- Regional and local communities
- Approving agencies
- Prospective vendor of site
- Community representative groups and individuals
- Technology provider.

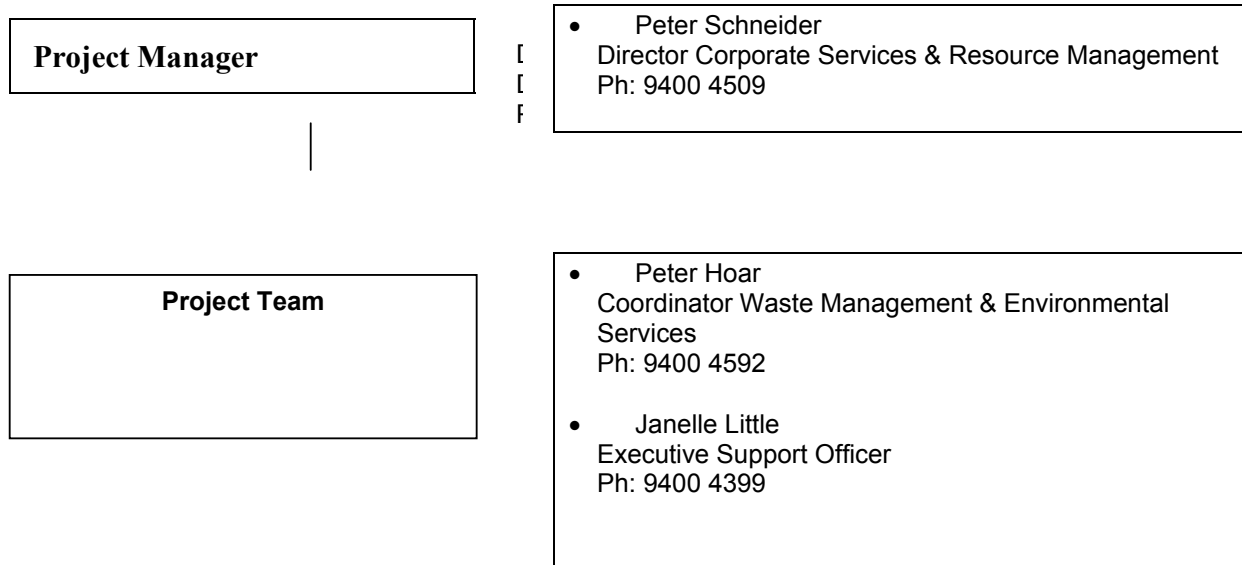
## **3.     *PROJECT ORGANISATION & PERSONNEL***

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### **3.1     *PROJECT TEAM***

The overall client for the Secondary Waste Treatment Facility project is the Mindarie Regional Council (MRC). The MRC has appointed John King, BSD/Meinhart as its Project Manager.

The MRC has two project working groups, they are a Secondary Waste Treatment Committee and a Technical Advisory Committee.



The Project Team within the City of Joondalup is as below:

#### Delegated Authority

Delegated authority is limited to the delivery of the scope and objectives within local law limits.

## **4. SCOPE OF SERVICES TO BE PROVIDED**

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### **4.1 PROJECT MANAGEMENT**

It must be understood that project management control from the City of Joondalup's perspective may be limited due to the overall control of the project by the seven members of the Mindarie Regional Council (MRC).

Where possible, the City of Joondalup's Project Manager is to provide strategic project management direction within their capacity as a member of the regional project working groups.

The level of that direction is to be in keeping with the City's specific resolutions, strategic framework, relevant policies and guidelines.

## 5. REPORTING PROCEDURES

---

The project will be reviewed on a regular basis and the Program Management Group (PMG) will be kept informed of the project's performance by way of a regular reporting format.

The report will address the following items:

- Issues in respect to Project scope.
- Project progress against timeframe, including:
  - Overall
  - Design
  - Funding
- Financial
  - Current expenditure against budget
  - Variations
  - Forecast expenditure
- Stakeholder Issues
- A project delivery (Gantt) chart showing progress against key deliverables.

**In addition, the Project Manager will be responsible for undertaking a project review and providing a final report, inclusive of identifying issues arising and scope for system improvement**

## **6. RECORDS**

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All appropriate records emanating from this project will be filed under the Record Management System (RMS). The relevant file reference number for this project is 03149.

## **7. PUBLIC AND STAKEHOLDER CONSULTATION**

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### ***7.1 STAKEHOLDER CONSULTATION***

Ongoing stakeholder consultation is required at every stage of the project to enable progress via the decision-making body, the MRC.

### ***7.2 COMMUNITY CONSULTATION***

The Mindarie Regional Council's (MRC) plan for community education and engagement has been developed by the Secondary Waste Treatment Facility Working Group. A working group comprising members of the MRC administration, and external consultants, including representatives from BSD/Meinhardt Joint Venture, has translated the strategies associated with this plan into Action Plans.

Key activities conducted in October – November 2002 have been as follows:

- Liaison with community groups at Banksia Grove, Carramar, Wanneroo and Mindarie in order to both provide information on the project and to obtain information on community views;
- The conduct of a second information session at the City of Wanneroo Council Administration Building;
- The distribution of educational material, in two phases, promoted by community representatives Shane Gould and Verity Flugge, across the region;

- Liaison with Member Councils, including City of Perth, Town of Victoria Park, City of Joondalup, Town of Cambridge and Town of Vincent;
- The conduct of an Information Day for community representatives involving a trip to the SMRC facility at Canning Vale and a subsequent workshop;
- The provision of static displays for use in prominent locations.

## **8. PROJECT RISK MANAGEMENT**

---

Risks associated with the project will be identified through the MRC project teams and plans developed to manage these risks. Contractors will be required to produce management plans that specifically address identified areas of risk.

Any elements of risk with potential for major impact on stakeholders or end users will be referred to the CEO and/or Program Management Group (PMG) for advice and/or approval.

## **9. AGREEMENT**

---

This Project Plan will be delivered in accordance with the City of Joondalup's policies, procedures and standards.

Agreement to this Project Plan shall be acknowledged by signature of the respective parties as follows:



\_\_\_\_\_  
CHIEF EXECUTIVE OFFICER

\_\_\_\_\_  
PROJECT MANAGER

\_\_\_\_\_  
DATE

\_\_\_\_\_  
DATE

**Appendix 2: Resource Recovery Project Status Report**

**PROJECT LEADER: DAVID DJULBIC - DIRECTOR  
INFRASTRUCTURE & OPERATIONS**

**Project Manager: BSD Meinhardt Joint Venture**

**DESCRIPTION**

To partner with the Mindarie Regional Council in reducing waste to landfill by the introduction of secondary waste treatment into the region.

**PROGRAM**

<i>Task</i>	<i>Start</i>	<i>Agreed Completion</i>	<i>Revised Completion Jan 04*</i>	<i>Actual Completion</i>
Community Consultation on Land	Jul 02	Feb 03		Feb 03
Site Assessment	<b>Oct 02</b>	Dec 02		Dec 02
Public Review of Site Assessment Report	Dec 02	Jan 03		Jan 03
MRC decision on preferred site	Feb 03	Feb 03		Feb 03
Environmental Approvals	Aug 02	Sep 03	Jul 04	
Prepare tender documents	Oct 03	Nov 03	May 04	
Contractors prepare tenders	Nov 03	Jan 04	Jul 04	
Evaluate tenders	Jan 04	Feb 04	Oct 04	
Negotiate with successful tenderer	Feb 04	Mar 04	Oct 04	
<i>Complete land transaction</i>	Mar 04	Apr 04	October 04	
Development Application/Works Approval	Mar 04	Apr 04	Dec 04	
Design and Construction of Facility	May 04	Jun 05	Nov 05	
Facility Commissioned	Jun 05	Sep 05	Nov 06	

**\* Revised timelines for the project**

## **PROJECT RISKS**

The risks regarding siting of the facility has been considerably reduced due to the public engagement process, the announcement of the purchase of the land and the relative acceptance by the public of this fact. The EPA is to release the Bulletin for the site providing the green light to the final phase of environmental approvals for the site.

Project risks still current are as follows:

- Efficacy of the chosen technology – Bidders in the EOI have laid claims to various performance-based criteria. The Tender process and outcome will sort out the best technology for the best price.
- Risks are now focussed on the tender and construction phase of the project. These will be identified, as the technology provider is determined.

## **PROGRESS REPORT MAY JUNE 2004**

### **Environmental Issues**

The response to the PER has prepared and sent to the Dof E. The D of E is satisfied with the response and an EPA bulletin should be released mid July 2004. The bulletin will have a two weeks appeal period and depending on appeals this process could take up to 12 weeks.

### **Workshop 7 May - Tender for the SWTF**

A number of workshops have been held to discuss the tender documents and included one at The City of Joondalup on 7 May 2004. This workshop discussed the following issues:

- Tender structure and process;
- Contract Alliancing was the preferred model for the contract; and
- Customer Partnership Agreement.

### **Workshop 4 June 2004 – Governance and Financial Issues**

The workshop discussed the following issues:

- Establishment Agreement and Deed;
- Defining the 'Cost of Tipping'; and
- Developing the concept on processed and unprocessed waste for MRC facilities.

### **Workshop 9 June - Alliance Contracting**

This workshop was designed for elected members to introduce them to the alliance contracting. Commissioners Fox and Smith attended. The matter is the subject of further workshops and debate.

The plan is to have the issue resolved at the August meeting of the MRC

### Budget

The project management costs and the invoices to date are shown in the following table:

<b>Task</b>	<b>Agreed Fee</b>	<b>Total invoiced to 31/3/04</b>	<b>Proposed Invoices to 30/5/04</b>
<b>Project Management</b>			
Prepare EOI document	\$ 38,242	\$ 38,242	
Respond to EOI demands	\$ 5,700	\$5,700	
Evaluation of EOI submissions	\$ 35,420	\$35,420	
Define waste management and collection services	\$ 8,730	\$8,730	
Investigate Services	\$ 11,585	\$9,164	
Prepare tender documents	\$ 35,796	\$16,148	\$5,845
Manage and assess tenders	\$ 85,001	-	
Contract management	\$ 159,261	-	
Monitor and Report	\$28,075	-	
<b>Project Management Total</b>	<b>\$ 399,080</b>	<b>\$ 90,411</b>	
<b>Environmental Approvals</b>	<b>*\$ 108,381</b>	<b>\$ 149,796</b>	<b>\$ 13,354</b>
<b>Site Selection Activities</b>	<b>\$ 39,833</b>	<b>\$ 39,833</b>	
<b>Community Consultation</b>	Hourly Rates	\$ 173,485	
<b>Site Selection with Community Consultation input</b>	Hourly Rates	\$68,169	
<b>Additional Information on tenderers and tender process</b>	Hourly Rates	\$25,870	
<b>Purchase of Land for Neerabup</b>	Hourly Rates	\$25,803	\$650

(\*Indicates an amended amount)

## UPDATES

- The SWMRC Resource recovery plant at Canningvale has overcome problems associated with Contractors and commissioning of the Bedminster system. The drums are rolling and the system is producing compost.
- The State Government has released its discussion paper for '*Strategic Directions for Waste Management*' document. Its directions are consistent with the SWTF project for the MRC. Final document has not been release.

### Key Issues/Recommendations

- Offer accepted by owner Lot 505 Pederick Road, Neerabup;
- Note the continued work on the tender model;
- Completed community engagement with the acceptance of the CPA by the MRC;
- The release of the soon to be release EPA Bulletin signals the final stages of gaining environmental approvals for the site,
- Note the significant work being done on the Participation and Establishment Agreements between the member Councils; and

## PREVIOUS PROGRESS REPORTS

### Progress Report March/April 2004

- MRC resolved to purchase land at Lot 505 Pederick Road, Neerabup for \$3.5M, a 50000 kilolitre water licence for \$75,000 and a further option for another 50,000 Kilolitre licence.
- Workshops conducted over the period appear to have resolved important issues regarding the Establishment Agreement and Participation Agreement. The main focus of the debate has been the City of Stirling's risk associated with stage one of the project. Currently, the City of Stirling has a long-term contract with the Atlas Group and will not be tipping into the first stage. The establishment Agreement has a provision to allow an exemption that should resolve the issue.
- Further workshops have discussed the issue of introducing a regional waste collection format for the Resource Recovery Facility. It was agreed this was the best approach – for the region to present to the member councils the best format to service the RRF. Further work needs to be completed. The aim is to resolve this issue by the time the tender documents are finalized.
- Significantly the workshop resolved to a change in the pricing structure to disallow any commercial service, collected by a member Council outside of its local government boundaries to tip at member council rates. The net effect being is that the COJ will receive a greater surplus divided in the future (when there is a surplus).

**Progress Report February 2004**

The Site Selection Working Group has conducted further negotiations with a private vendor. Final negotiations occurred on Friday 27 February 2004. A special MRC meeting has been called to discuss the finalization of arrangements for purchase of a site for 11 March 2003.

MRC's Community Consultation was concluded in December 2003 with the acceptance of the CPA by the MRC.

The PER has been released having an 8 week public comment period closing 22 March 2003. The COJ is providing comments supporting the project.

**Progress for April/May 2003**

The actions that have occurred since the February/ March progress report includes:

- Community education night held on 21 May 2003. Note that Wangara residents absent.
- The CEAG met for the first time in May. The group appears to be well selected and is working well together. It is recognised by the SWTF WG that the process of educating the group on the issues and community acceptance of the group will take time.
- Public Environmental review document will be submitted to the EPA for community consultation by 6 June 2003.
- CEAG has met and is functioning well. Education of the group is continuing with field trips organised for 28 June and includes Tamala Park and the Neerabup site. A further visit is planned for the Canning Vale site.
- Community Participation Agreement (CPA) has been drafted and will be presented to the community in July and endorsed by the MRC in October 2003.
- A Health impact assessment is being discussed with Health Department Officials but is not expected to impede the environmental approvals process.
- Meetings are continuing with Landcorp who now appear to be the most suitable vendor. Note that Landcorp will not agree to a conditional purchase until the community consultation phase over land and technology issues have been completed and there is a level of community support for the Neerabup site. An outcome for this process is expected in late July/August 2003 with a MRC endorsement in October 2003.

**Progress for June /July 2003**

The CEAG group is meeting regularly and is performing well. The CEAG Chairman, Doug Lambert, is a strong leader and is assisting the CEAG to focus on the issues.

Three community meetings have been held to discuss issues associated with the site. The main one being on 4 August 2003 at the St Stephens School. It did not achieve the desired goals although some progress was made on the CPA. There is still a degree of community 'outrage' over the site selection process.

The MRC is continuing its liaison with the landholders on the progress of community issues. City of Wanneroo's Mayor has indicated his willingness to allow officers to investigate infrastructure issues for the sites at Neerabup.

**Progress for August/September 2003**

- 1 The draft PER document has been submitted to the DEP for comment (June). The DEP officer's have had a number of issues regarding two of the four technologies, combustion and gasification. In order to progress the PER and to satisfy community concern regarding the two problematic technologies, the MRC has been asked to cull the technologies down to the biological processes, anaerobic digestion and aerobic digestion.
- 2 A special MRC meeting was held on 11 September 2003 at the Town of Cambridge. The Council deferred the item and called for a report on:
  - a. The current state of land issues – 'impact on reduction of current technologies';
  - b. Determine the impact of culling technologies on the EOI process and associated legal and project management issues.
- 3 An Establishment Agreement Workshop is scheduled for Friday 15 August 2003.
- 4 An MRC SWTF Project Planning Workshop (second phase) was held on 4 September 2003. The issues discussed included:
  - a. The tender model including legal and financial implications;
  - b. The form of contract;
  - c. Contract development – identifying and allocating risks;
  - d. Tender performance standards including Customer and Community Partnership Agreements;
  - e. Financial performance;
  - f. Continuous improvement and re-evaluation of risks;
  - g. Contractor requirements and Operational Performance;

- h. Business and financial control of conditions of contract;
- i. Tender specification;
- j. Tender assessment;
- k. Collection and associated contracts.

The workshop was attended by Peter Schneider, Dave Djulbic, Peter Hoar.



## Appendix 3: City of Melbourne's Sustainability Tool

## REPORT DETAILS

City of Melbourne Key Sustainability Aims	Impact (1)	Magnitude of Impact (2)	Likelihood of Occurrence (3)	Trigger (1x 2 x 3)	Description of Impact/s (DoI)
	Not applicable N/A Unknown 1 Positive 2 Negative -2 No impact N/I	High 3 Moderate 2 Minimal 1	High 3 Medium 2 Low 1	If Trigger = > 8 or <= 8 please complete DoI	Using the questions below as prompts, please describe the likely impacts associated with the proposal. Please quantify the impacts wherever possible.
<b>1.Connected and Accessible City</b>					
<b>TRANSPORT INFRASTRUCTURE</b> What effect will the proposal have on Melbourne's transport infrastructure?  <i>AIM: Ensure that the City's transport infrastructure is world competitive and supports the Victorian economy (SD 1.1)</i>					To what extent will the proposal increase (or decrease) the number (or frequency) of transport connections (sea, air, water, road) between Melbourne and local, national and international locations?  How will the proposal provide transport users with more (or fewer) transport options?  How will the proposal lead to a reduction (or increase) in transport costs within or between Melbourne and its local, national and international markets?
<b>COMMUNICATIONS INFRASTRUCTURE</b> What effect will the proposal have on Melbourne's information technology and telecommunications infrastructure?  <i>AIM: Ensure information and communication infrastructure and capacity meets world standards, is competitive and serves community and city needs. (SD 1.2)</i>					Quantify or describe the increase in (or reduction) of the speed of telecommunication connections between Melbourne and local, national and international locations?  How many more people/businesses will have access to telecommunications services and technology as a result of this proposal?
<b>TRANSPORT AND ACCESSIBILITY</b> What effect will the proposal have on the level of public transport and number of transport options/connections with the City of Melbourne?  <i>AIMS: Ensure a sustainable and highly integrated transport system services City needs and links key assets. (SD 1.5)            Deliver and provide access to facilities and services to support those living in, visiting and working in the City. (SD 3.2)</i>					What additional capacity (i.e no of people/services, kms) will there be for sustainable transport options such as walking, cycling and public transport?  How will the proposal encourage increases (or declines) in pedestrian access, bicycle access and public transport connections between key services, public spaces and City assets?  How will the proposal improve (or reduce) the mobility of Melbourne's visitors, workers and residents especially people with a disability, older people, people with children in prams and low-income earners?

City of Melbourne Key Sustainability Aims	Impact (1)	Magnitude of Impact (2)	Likelihood of Occurrence (3)	Trigger (1x 2 x 3)	Description of Impact/s (Dol)
	Not applicable N/A Unknown 1 Positive 2 Negative -2 No impact N/I	High 3 Moderate 2 Minimal 1	High 3 Medium 2 Low 1	If Trigger = > 8 or =<- 8 please complete Dol	Using the questions below as prompts, please describe the likely impacts associated with the proposal. Please quantify the impacts wherever possible.
<b>2. Innovative and Vital Business City</b>					
<p><b>DEVELOPMENT OF KEY BUSINESS SECTORS</b> What effect will the proposal have on the number and type of businesses and level of business investment in the City of Melbourne?</p> <p><i>AIMS: Grow Melbourne's competencies as a globally-recognised, entrepreneurial and competitive 'Knowledge City' (SD 2.1)</i></p> <p><i>Promote and extend the City's role as Victoria's principal centre for commerce, professional, business and financial services (SD 2.3)</i></p> <p><i>Develop and sustain a world class retail experience within the City core (SD 2.4)</i></p> <p><i>Enhance the City's reputations as a 'start up city' by supporting the establishment and growth of small to medium sized businesses (SD 2.5)</i></p> <p><i>Develop sustainable industrial clusters in advanced manufacturing and logistics. (SD 2.6)</i></p>					<p>How many new businesses will be attracted to (or lost from) the City of Melbourne as a result of this proposal?</p> <p>Quantify or describe how the proposal will encourage increases in the number of start-up businesses and / or <u>business incubators</u> in the City of Melbourne?</p> <p>What level of business investment will the proposal attract to Melbourne?</p> <p>What will be the increase in turnover/revenue for businesses as a result of the proposal?</p> <p>What effect will the proposal have on Melbourne's finance, retail, communications technology, biotechnology, environmental management, advanced manufacturing and tertiary education sectors?</p> <p>What number of more (or fewer) small to medium sized businesses will start up or relocate to Melbourne?</p> <p>How will the proposal encourage a greater variety of small to medium sized businesses in the City?</p>
<p><b>BUSINESS INNOVATION</b> What effect will the proposal have on research and development in Melbourne?</p> <p><i>AIM: Foster a civic and business culture that encourages and supports innovation in the pursuit of opportunity (SD 2.2).</i></p>					<p>Quantify the amount or percentage increase (or decreased) levels of investment in research and development in Melbourne?</p> <p>Quantify the amount or percentage increase (or decrease) in the level of R&amp;D funding and / or venture capital available to Melbourne enterprises?</p> <p>How many strategic alliances or industry/business clusters will be created (or lost) as a result of the proposal?</p>

City of Melbourne Key Sustainability Aims	Impact (1)	Magnitude of Impact (2)	Likelihood of Occurrence (3)	Trigger (1x 2 x 3)	Description of Impact/s (Dol)
	Not applicable N/A Unknown 1 Positive 2 Negative -2 No impact Nil	High 3 Moderate 2 Minimal 1	High 3 Medium 2 Low 1	If Trigger = > 8 or <= 8 please complete Dol	Using the questions below as prompts, please describe the likely impacts associated with the proposal. Please quantify the impacts wherever possible.
<b>2. Innovative and Vital Business City</b>					
<p><b>JOB CREATION</b> What effect will the proposal have on the number and types of jobs available in the City of Melbourne?</p> <p><i>AIMS: Grow Melbourne's competencies as a globally-recognised, entrepreneurial and competitive 'Knowledge City' (SD 2.1)</i></p> <p><i>Promote and extend the City's role as Victoria's principal centre for commerce, professional, business and financial services (SD 2.3)</i></p> <p><i>Develop and sustain a world class retail experience within the City core (SD 2.4)</i></p> <p><i>Enhance the City's reputations as a 'start up city' by supporting the establishment and growth of small to medium sized businesses (SD 2.5)</i></p> <p><i>Develop sustainable industrial clusters in advanced manufacturing and logistics. (SD 2.6)</i></p>					<p>How many jobs will be created (or lost) as a result of the proposal? Will the jobs be long or short term?</p> <p>What types of job will the proposal generate?</p> <p>How many jobs opportunities will the proposal create (or remove) for the City's key sectors (ie retail, finance, communications technology, biotechnology, environmental management, advanced manufacturing and tertiary education sectors)?</p>

City of Melbourne Key Sustainability Aims	Impact (1)	Magnitude of Impact (2)	Likelihood of Occurrence (3)	Trigger (1x 2 x 3)	Description of Impact/s (Dol)
	Not applicable N/A Unknown 1 Positive 2 Negative -2 No impact N/I	High 3 Moderate 2 Minimal 1	High 3 Medium 2 Low 1	If Trigger = > 8 or =<- 8 please complete Dol	Using the questions below as prompts, please describe the likely impacts associated with the proposal. Please quantify the impacts wherever possible.
<b>3. Inclusive and Engaging City</b>					
<b>COMMUNITY SERVICES</b> What effect will the proposal have on the quality, quantity and accessibility of education, leisure, cultural, health and other community services?  <i>AIM: Deliver and provide access to facilities and services to support those living in, visiting and working in the City. (SD 3.2)</i>					What will be the increase (or decrease) in the range and number of education, leisure, cultural, health and other services available to the community?  How will the proposal promote an improvement (or decline) in the quality of education, leisure, cultural, health and other services available to the community?
<b>ACTIVE AND ENGAGED COMMUNITY</b> What effect will this proposal have on the development of a culturally diverse, healthy, equitable, active and involved community in Melbourne?  <i>AIMS: Welcome and facilitate all sectors of the community to participate in City life (SD 3.1)</i> <i>Promote, celebrate and further develop Melbourne as a City for the Arts and a sporting capital with a rich and vibrant cultural life (SD 3.3)</i>					How will the proposal increase (or decrease) the level of cultural activities within the public domain?  How will the proposal encourage more (or fewer) people to participate (actively and / or passively) in cultural, leisure and/or recreational activities?  How will the proposal lead to a reduction (or escalation) of health impacts and improvements (or declines) in community health?  Will the proposal provide more (or fewer) stakeholders with the opportunity to participate in Council's decision making processes?  Does the proposal reflect the multicultural nature of Melbourne's community?
<b>CULTURAL AND HERITAGE VALUE OF BUILT FORM</b> What effect will this proposal have on the cultural heritage of Melbourne's neighbourhoods and buildings?  <i>AIM: Protect Melbourne's distinctive physical character and ensure it continues to develop a 'strong sense of place and identity' (SD 3.5).</i>					Will the proposal facilitate the protection (or loss) of buildings, precincts or areas of significant <u>cultural or heritage value</u> in Melbourne?  Will the proposal be compatible with the existing built form and streetscape?

City of Melbourne Key Sustainability Aims	Impact (1)	Magnitude of Impact (2)	Likelihood of Occurrence (3)	Trigger (1x 2 x 3)	Description of Impact/s (Dol)
	Not applicable N/A Unknown 1 Positive 2 Negative -2 No impact N/I	High 3 Moderate 2 Minimal 1	High 3 Medium 2 Low 1	If Trigger = > 8 or <= 8 please complete Dol	Using the questions below as prompts, please describe the likely impacts associated with the proposal. Please quantify the impacts wherever possible.
<b>3. Inclusive and Engaging City</b>					
<b>TRANSPORT AND ACCESSIBILITY</b> What effect will the proposal have on the level of public transport and number of transport options/connections with the City of Melbourne?  <i>AIMS: Ensure a sustainable and highly integrated transport system services City needs and links key assets. (SD 1.5)</i> <i>Deliver and provide access to facilities and services to support those living in, visiting and working in the City. (SD 3.2)</i>					What additional capacity (i.e no of people/services, kms) will there be for sustainable transport options such as walking, cycling and public transport?  How will the proposal encourage increases (or declines) in pedestrian access, bicycle access and public transport connections between key services, public spaces and City assets?  How will the proposal improve (or reduce) the mobility of Melbourne's visitors, workers and residents especially people with a disability, older people, people with children in prams and low-income earners?
<b>WELCOMING AND SAFE PUBLIC SPACE</b> What effect will the proposal have on the safety and amenity of the public environment eg streets, laneways, parks and gardens?  <i>AIMS: Welcome and facilitate all sectors of the community to participate in City life (SD 3.1)</i> <i>Enhance the quality of the existing public and private built form and further develop the City as an exemplary urban environment. (SD 3.6)</i>					How will the proposal facilitate a reduction (or increase) in crime in the City's public spaces?  How will the proposal improve (or undermine) public perception of safety in the City?  How will the proposal improve physical safety?  How will the proposal lead to an increase (or decrease) in the amenity of the public environment (eg toilets, seating, street furniture, tactile surfaces, signage)?  What increase will there be in the amount and accessibility of public spaces available to meet the community's diverse needs?  Is the proposal compatible with surrounding land use?  Does it require a change in land use?

City of Melbourne Key Sustainability Aims	Impact (1)	Magnitude of Impact (2)	Likelihood of Occurrence (3)	Trigger (1x 2 x 3)	Description of Impact/s (Dol)
	Not applicable N/A Unknown 1 Positive 2 Negative -2 No impact N/I	High 3 Moderate 2 Minimal 1	High 3 Medium 2 Low 1	If Trigger = > 8 or <= 8 please complete Dol	Using the questions below as prompts, please describe the likely impacts associated with the proposal. Please quantify the impacts wherever possible.
<b>4. Environmentally Responsible City</b>					
<p>ENERGY USE AND GREENHOUSE EMISSIONS What effect will the proposal have on energy consumption and <u>greenhouse gas emissions</u> associated with Council and/or community activities?</p> <p><i>AIM: Reduce greenhouse gas emissions generated in the City of Melbourne (SD 4.1)</i></p>					<p>By what percentage / amount will this proposal reduce (or increase) the Council's / or the municipality's total energy consumption?</p> <p>Quantify and/or describe improvements (or decline) in the energy efficiency of the Council's operations and/or community activities?</p> <p>Has the built form been designed to <u>maximise energy efficiency</u>?</p> <p>By what <u>percentage / amount (tonnes)</u> will this proposal reduce (or increase) total greenhouse gas emissions arising from Council and community activities?</p> <p>What will be the increase (or decrease) of availability of <u>renewable energy</u> for Council and/or community use?</p> <p>How will the proposal encourage (or discourage) the substitution of <u>high emission fuels</u> with <u>lower emission alternatives</u>?</p>
<p>RESOURCE USE AND WASTE GENERATION What effect will the proposal have on the total quantity and type of waste, including <u>prescribed waste</u>, generated by Council and/or community activities?</p> <p><i>AIM: Encourage efficiencies in resource use and waste reduction within the City (SD 4.2)</i></p>					<p>How, and by what amount, will the proposal encourage (or discourage) greater rates of waste recovery, reuse and/or recycling?</p> <p>What will be the reduction (or increase) in the quantity of <u>non-renewable materials</u> used by the Council and/or the community?</p> <p>How, and by what amount, will the proposal encourage (or discourage) greater use of renewable, recyclable and recycled materials?</p> <p>By what percentage / amount will this proposal reduce (or increase) the total quantity of waste generated by Council activities and/or in the municipality?</p> <p>How and by what amount (tonnes/ litres) will this proposal reduce (or increase) the amount of <u>prescribed waste</u> generated by Council activities and/or in the municipality?</p>

Dol Enter question no. if triggered	
1. Connected and Accessible City	
2. Innovative and Vital Business City	
3. Inclusive and Engaging City	
4. Environmentally Responsible City	

**DEVELOPMENT OF AN ECONOMIC DEVELOPMENT STRATEGY****43458****30165****35563****WARD - All**

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**PURPOSE**

To provide the Business Unit Managers (BUMs) with a plan to develop an Economic Development (ED) Strategy for the City of Joondalup.

**EXECUTIVE SUMMARY**

In the Meeting of Joint Commissioners on 9<sup>th</sup> March 2004, Council resolved to request the City of Joondalup's Administration to review and update the City's current Economic Development Strategy and any associated policies (CJ041-03/04 – Attachment B refers). In order to progress this resolution Strategic & Sustainable Development are developing an Economic Development Strategy with a 20-year strategic focus and an implementation time frame for 2005-2010. This report includes recommended changes from the Executive Management Team (EMT) after the original report was presented to them on 11<sup>th</sup> October 2004. The EMT resolved to endorse the plan to develop an economic development strategy provided that the report include: an explanation of the purpose of economic development and its link with sustainability; details of high level government strategies that dictate economic development at a local level; other CoJ plans and strategies that would integrate with the economic development strategy; that consultation with politicians be restricted to those that have a seat in parliament; comment on the regional political alignment; and that the plan to develop the strategy gets taken to the CBD Enhancement Committee and the Sustainability Advisory Committee for comment.

The key objectives of the economic development strategy include to:

- promote the Learning City concept and Education cluster;
- develop and promote the City's Health cluster;
- diversify the City's industry base by facilitating the development of new industries such as IT and Telecommunications;
- diversify the skill set of the local workforce;
- increase the vibrancy of the Joondalup CBD;
- support Home Based Businesses (HBBs);
- regional Tourism Development;
- facilitate Ease of Access to Broadband Internet Services;
- identify planning & infrastructure requirements to support businesses; and
- develop strategies in co-operation with the City of Wanneroo and other neighbouring Councils to achieve sustainable regional economic development.

## **BACKGROUND**

### **Purpose of Economic Development**

The desire to develop the economy is based on the traditional model of neoclassical economics, upon which most modern day economies and societies are based. A core principle of economic theory is that economic growth is desirable because it increases employment, increases wealth (measured by income and Gross Domestic Product) and thereby increases the standard of living of society. The main mechanism to maximise consumer satisfaction is the open market, where products and services are provided at the most efficient (equilibrium) quantity and price. 'Economic development' can be viewed as the process of increasing jobs and wealth over time. An Economic Development Strategy seeks to identify and implement strategies to increase jobs and wealth over time, while minimizing barriers to job and wealth creation.

### **Economic Development and Sustainability**

Economic development has occurred to the exclusion of some environmental and social considerations. For example, the greenhouse effect is occurring as countries seek to further industrialize their economies, leading to environmental and associated social problems. Recognising that economic development cannot continue to occur at the expense of the environment and society, a global push is occurring to integrate economic, social and environmental considerations into decision making.

'Local Agenda 21' originated in the United Nations Conference on Environment and Development (also referred to as the Earth Summit or the Rio Summit) held in June 1992. Chapter 28 of Agenda 21 notes the pivotal role of local government in fulfilling the objectives of sustainable development:

"Local authorities construct, operate and maintain economic, social and environmental infrastructure, oversee planning processes, establish local environmental policies and regulations, and assist in implementing national and sub-national...policies. As the level of governance closest to the people, they play a vital role in educating, mobilising and responding to the public to promote sustainable development."

The principles of Local Agenda 21 include that:

- management, planning and development decisions should be based on an integration of economic, environmental and social considerations; and
- development of a strong, growing and diversified economy should enhance the capacity to protect the environment.

Australia responded to the global call for sustainability by developing the National Strategy for Ecologically Sustainable Development in 1991. A core objective of the National Strategy is *"to enhance individual and community well-being and welfare by following a path of economic development that safeguards the welfare of future generations"*.

Strategies for economic development are embodied in high-level state government policy, particularly in the State Planning Strategy; the State Strategic Planning Framework; the Industry Development Policy – Building Future Prosperity; the Network City Strategy and the WA State Sustainability Strategy.



The WA State Sustainability Strategy was released in 2003 to guide the State's development using foundation principles, visions and goals that include:

Foundation Principles	Values	Goals
Term economic health. Benefit from development	businesses are globally innovative & receptive, leading to the resolution of sustainability issues at home and abroad and achieving competitive advantage and prosperity.	business to benefit from and contribute to sustainability.

The State Sustainability Strategy also states that “*development must meet the needs of current and future generations through an integration of environmental protection, social advancement and economic prosperity*”. Economic development is therefore viewed as the ‘third pillar’ to sustainability.

### Economic Development in the City of Joondalup

The first Economic Development Strategy for the City was released in 2001, although this was never published outside of Council Minutes nor did it undergo public scrutiny. Much of the data in the Strategy came from 1996 census records. Since then the City has pursued economic development largely by:

- promoting the Learning City concept;
- commissioning research to identify business development opportunities;
- progressing the CBD Enhancement Project; and
- partnering with the Joondalup Business Association, which has resulted in the establishment of the Joondalup Business Incubator and Northwest Business Enterprise Centre.

The new ED Strategy seeks to provide a coordinated plan for achieving economic development across a range of objectives from 2005 – 2010, using the latest data from federal, state and local government agencies. The ABS 2001 Census will be one of the main sources of this data.

The development of a CoJ ED Strategy is timely in a regional sense, with the recent release of the City of Wanneroo (CoW) ED Strategy and the State Government's commencement of a North West Corridor ED Strategy.

### Strategic Plan

This project addresses a number of objectives in the Strategic Plan, in particular objective 3.5: To provide and maintain sustainable economic development.

Outcome	Objective	Strategies
The City of Joondalup is recognised for investment and business development opportunities	<b>3.5</b> <b>To provide and maintain sustainable economic development</b>	3.5.1 Develop partnerships with stakeholders to foster business development opportunities  3.5.2

		<i>Assist the facilitation of local employment opportunities.</i>
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Other Strategic Plan Outcomes that the ED Strategy will work to achieve include that:

- The City of Joondalup is recognised globally as a community that values and facilitates Lifelong Learning.
- The City of Joondalup is recognised as a great place to visit.
- The City of Joondalup recognises the changing demographic needs of the community.
- The City of Joondalup has an effective integrated transport system.

#### **Integration with Other Plans:**

The EDS will also integrate with other purpose plans of the City. These include (but are not limited to) the:

- Principal Activities Plan.
- Library Development Plan.
- Youth, Children & Leisure Plans.
- Access and Inclusion Plan.
- Seniors Plan.
- Cultural Plan.
- Tourism Development Plan.
- Joondalup Coastal Foreshore Natural Areas Management Plan.
- Biodiversity Plan.
- Yellagonga Regional Management Plan.
- Parking Strategy.
- Economic Development Plan (2001).
- CCP Program.
- Town Planning Scheme.
- District Planning Scheme2.
- Marketing Plan.
- Structure Plans (e.g. Burns Beach).
- Capital Works Program 2004/05.
- Southern Business District Structure Plan

## **DETAILS**

#### **Methodology:**

There are three main steps involved in developing the Strategy:

1. Determine what we've got, in terms of existing industries and labour supply;
2. Determine where we want to get to, ie. What is the desirable mix of industries and labour skills.

### 3. Develop strategies to fill in the gaps and achieve our objectives.

The first step requires the development of an economic profile that will form the basis of the Strategy. In the second step stakeholder consultation and data analysis will enable us to determine where we want to get to, and the gaps in current labour skills, industries, planning and infrastructure. The third step entails the development of strategies, again using stakeholder consultation, to fill in the gaps and achieve our objectives for economic development in the City of Joondalup.

#### **Consultation:**

It is recognised that it is imperative for key stakeholders to be involved in this project. Key stakeholders are included in the table below, with an indication of the timeframes when they will be interviewed:

<b>Consultation</b>	<b>By When</b>
Edith Cowan University (ECU)	Nov. 2004
Excel Education (AIUS/AIGM)	Nov. 2004
West Coast College of TAFE	Nov. 2004
WA Sports Centre Trust	Nov. 2004
Department of Education and Training	Nov. 2004
Arena Joondalup	Nov. 2004
LandCorp	Nov. 2004
ING Real Estate	Nov. 2004
Joondalup Business Association (JBA)	Nov. 2004
Chamber of Commerce and Industry	Nov. 2004
Joondalup Learning Precinct Board (JLPB)	Nov. 2004
Politicians (seated members in the NW Metro Region)	Nov. 2004
Joondalup Police District	Nov. 2004
Joondalup Hospital/Mayne Health	Nov. 2004
Lakeside Joondalup Shopping Centre	Nov. 2004
City of Wanneroo (CoW)	Nov. 2004
City of Stirling	Nov. 2004
Department of Industry and Resources (DoIR)	Nov. 2004
CBD Enhancement Committee	Nov. 2004
Sustainability Advisory Committee	Nov. 2004
CoJ Directors	Feb. 2005
CoJ Business Unit Managers (BUMs)	Feb. 2005
Community Consultation	Mar. 2005

Stakeholders are being interviewed to obtain their feedback about key issues and considerations that they believe should be included in the ED Strategy. The questions asked of stakeholders in the interviews can be viewed in Appendix 1 – Project Brief. It is important to note that stakeholder consultation will be an ongoing process during the life of this project. Internal review of the draft Strategy by the CoJ BUMs, CoJ Directors, CBD Enhancement Committee and Sustainability Advisory Committee will occur by February 2005. The major round of community consultation will occur around March 2005, at which time the public will be invited to comment on the draft Strategy. All submissions and feedback from consultation will be analysed and factored into the development of the final ED Strategy, which will be released by June 2005.

**Policy Implications:**

The ED Strategy directly relates to Policy 2.6.4 – Environmental, Social and Economic Sustainability and Policy 3.2.8 – Centres Strategy.

**Financial Implications:**

There is a \$20,000 available for this project from the operating budget, to be split across the following accounts:

<b>Account</b>	<b>OPERATING BUDGET</b>
Advertising – General	\$3000
Promotions	\$2000
Research	\$5000
Publications & Brochures	\$5000
Community Consultation	\$5000

**Strategic Implications:**

The ED Strategy will provide strategic direction for economic development in the City over a 20-year period. The implementation/action plan will be set over a 5-year time frame. The CoJ ED Strategy will seek to achieve long-term growth across the region as a whole, complementing the CoW ED Strategy and it will coincide with the development of a regional (Northwest Corridor) ED Strategy by the Department of Industry and Resources.

**Regional Political Alignment:**

The Sustainable Development Team recently made comment on the economic development synergies that exist between the CoJ and the CoW (Appendix 3 C refers). This highlights four key areas of synergy:

1. Broadband Internet Access
2. Business Support and Assistance
3. Tourism Development
4. Home Based Business

It is recognised that the ED Strategy should be designed to overcome and endure potential political interference at a regional level.

**Sustainability Implications:**

The development of an ED Strategy will promote economic activity and employment within the City of Joondalup, and promote strategies for the development of a vibrant CBD to attract people to the centre and improve community enjoyment of the CBD. The Strategy will also support the development of the tourism industry and promote regional co-operation to achieve co-ordinated economic development.

**COMMENT**

The CoJ ED Strategy will delineate a plan for the City to:

- develop the learning precinct;
- cluster the learning precinct with private industries;
- plan for the future development of the health sector;
- diversify employment opportunities and labour skills;
- enhance the vibrancy of the Joondalup CBD;
- support Home Based Businesses;

- facilitate Access to Broadband Internet Services;
- identify planning & infrastructure requirements to support businesses;
- co-operate with neighbouring Councils to achieve co-ordinated regional economic development; and
- support and develop the local tourism industry.

The City has been progressing initiatives that will feed into the ED Strategy. These initiatives are outlined below.

### **Health Sector**

The Health and Well-being Asset Map Study, co-ordinated by the City of Joondalup Sustainable Development Team, aims to develop a map of health assets and provide strategic direction for the development of health services and infrastructure into the future. The study is due to be complete by November 2004.

### **CBD**

The CBD Enhancement Officer has worked for the last 18 months to support the development of the Joondalup CBD. There is also a research project underway that aims to provide strategic directions for the enhancement of the City of Joondalup Central Business District. This is expected to be complete by December 2004 and it will feed into the 'CBD Enhancement' section of the ED Strategy.

### **HBBs**

In early 2004 the City, in conjunction with the Cities of Swan, Wanneroo and AusIndustry, commissioned ECU to perform a Home Based Business Reach Out Program/Peer Mentoring Program. The recommendations from this program, outlined below, will be pursued in the new CoJ ED Strategy:

- Continued mentoring program possibly in conjunction with the local BEC.
- City of Joondalup to dedicate a part on their home page to home based businesses.
- Encouraging the Joondalup Business Association to invite HBBs to join the association.

There is also scope to review and refine Council Policy '3.1.11 – Home Business' and section '4.4 Home Business' of the CoJ District Planning Scheme No 2.

### **Tourism**

The CoJ is nearing the completion of its Tourism Development Plan and this will feed into the Tourism section of the ED Strategy. The implementation of the Tourism Development Plan into 2005 will also come under the responsibility of the CoJ ED Officer. A primary objective for the City is to market the City under the banner of the Sunset Coast Tourism Association.

### **Broadband**

A lack of broadband access is an issue for a minority of residents in the City. In response, the City has recently created a CoJ webpage to provide information on options for High Speed Internet Access and to collect feedback from residents.

Further suggested actions will be listed in the High Speed Internet Access section of the ED Strategy.

### **Regional Development**

Ongoing liaison is occurring between the CoW ED Officers, the CoJ Sustainable Development Officers and the DoIR North West Corridor Economic Development Officer. Synergies have been identified between the parties and these will be documented in the CoJ ED Strategy with the aim to achieve co-ordinated economic development for the benefit of residents in the region.

### **CONCLUSION**

The ED Strategy will provide recommended actions for the Council's economic development activities up to 2010. The Strategy will also have a 20-year vision for economic development and it will establish a strategic foundation that will provide direction for the ongoing development of the City.

### **APPENDICIES**

Nil

### **VOTING REQUIREMENTS**

Simple Majority

### **RECOMMENDATION**

#### **THAT THE BUSINESS UNIT MANAGERS:**

- 1. NOTE THE PLAN TO DEVELOP AN ECONOMIC DEVELOPMENT STRATEGY FOR THE CITY OF JOONDALUP.**

Signature of Originating Manager

Signature of Originating Director

Report Completion Date: 22<sup>nd</sup> September 2004

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## PROJECT BRIEF

### 2. Project Name

Economic Development Strategy 2005-2010

### 3. Project Description

This Project aims to create a plan for economic development in the City of Joondalup with a 20-year vision and a 5-year implementation time frame.

### 4. Project Objectives

Key objectives include:

- Promote the Learning City concept and Education cluster
- Develop and promote the City's Health services
- Diversify the City's industry base by facilitating the development of new industries such as IT and Telecommunications.
- Diversify the skill set of the local workforce
- Increase the vibrancy of the Joondalup CBD
- Support Home Based Businesses (HBBs)
- Regional Tourism Development
- Facilitate Ease of Access to Broadband Internet Services
- Identify planning & infrastructure requirements to support businesses
- Develop strategies in co-operation with the City of Wanneroo to achieve sustainable regional economic development.

The completed Strategy will feature a list of recommended actions to achieve each of the objectives, similar to the City of Wanneroo's Economic Development Strategy.

### 5. Project Background

This project has been initiated by the Strategic & Sustainable Development business unit to address a number of objectives in the Strategic Plan, in particular objective 3.5: To provide and maintain sustainable economic development.

me	ive	gies
City of Joondalup is recognised for investment and business development opportunities	provide and maintain sustainable economic development	pp partnerships with stakeholders to foster business development opportunities  the facilitation of local employment opportunities.

The first Economic Development (ED) Strategy for the City was released in 2001, although this was never published outside of Council Minutes nor did it undergo public scrutiny. Since then the City has pursued economic development largely by:

- Promoting the Learning City concept;
- Commissioning research to identify business development opportunities;
- Progressing the CBD Enhancement Project;
- Partnership with the Joondalup Business Association, which has borne fruit with the Joondalup Business Incubator and Northwest Business Enterprise Centre.

The new ED Strategy seeks to provide a coordinated plan for achieving economic development across a range of objectives from 2005 – 2010.

## **6. Key Deliverables**

The key outcomes of the project are:

- A Draft Economic Development Strategy
- Two Phases of Stakeholder Consultation
- Final ED Strategy

## **7. Methodology**

There are three main steps involved in developing the Strategy:

4. Determine what we've got, in terms of existing industries and labour supply;
5. Determine where we want to get to, ie. What is the desirable mix of industries and labour skills.
6. Develop strategies to fill in the gaps and achieve our objectives.

The first step requires the development of an economic profile that will form the basis of the Strategy. In the second step stakeholder consultation and data analysis will enable us to determine where we want to get to, and the gaps in current labour skills, industries, planning and infrastructure. The third step entails the development of strategies, again using stakeholder consultation, to fill in the gaps and achieve our objectives for economic development in the City of Joondalup.

## **8. Consultation**

It is recognised that it is imperative for key stakeholders to be involved in this project. Key stakeholders are included in the table below, with an indication when they will be interviewed:



<b>Consultation</b>	<b>By When</b>
Edith Cowan University (ECU)	Nov. 2004
Excel Education (AIUS/AIGM)	Nov. 2004
West Coast College of TAFE	Nov. 2004
WA Sports Centre Trust	Nov. 2004
Department of Education and Training	Nov. 2004
Arena Joondalup	Nov. 2004
LandCorp	Nov. 2004
ING Real Estate	Nov. 2004
Joondalup Business Association (JBA)	Nov. 2004
Chamber of Commerce and Industry	Nov. 2004
Joondalup Learning Precinct Board (JLPB)	Nov. 2004
Politicians (seated members in the NW Metro Region)	Nov. 2004
Joondalup Police District	Nov. 2004
Joondalup Hospital/Mayne Health	Nov. 2004
Lakeside Joondalup Shopping Centre	Nov. 2004
City of Wanneroo (CoW)	Nov. 2004
City of Stirling	Nov. 2004
Department of Industry and Resources (DoIR)	Nov. 2004
CBD Enhancement Committee	Nov. 2004
Sustainability Committee	Nov. 2004
CoJ Directors	Feb. 2005
CoJ Business Unit Managers (BUMs)	Feb. 2005
Community Consultation	Mar. 2005

Stakeholders will be interviewed to obtain their feedback about key issues and considerations that they believe should be included in the EDS. The questions asked of stakeholders in interviews can be viewed in Attachment 1 – Project Brief. It is important to note that stakeholder consultation will be an ongoing process during the life of this project. Internal review of the draft Strategy by the CoJ BUMs, CoJ Directors, CBD Enhancement Committee and Sustainability Advisory Committee will occur by February 2005. The major round of community consultation will occur around March 2005, at which time the public will be invited to comment on the draft Strategy. All submissions and feedback from consultation will be analysed and factored into the development of the final EDS, which will be released by June 2005.

## 9. Interview Profile

The following questions have been used in interviews with local stakeholders for the purpose of scoping for key issues that they believe should be addressed in an Economic Development Strategy:

- 1) *What are the pressures for change in Joondalup?*
- 2) *What do you see is the long-term vision for the City of Joondalup upon which an Economic Development Strategy should be based?*
- 3) *What are the key economic drivers in Joondalup?*
- 4) *What are the areas in decline?*
- 5) *What do businesses need to survive and prosper?*
- 6) *How can we attract business into COJ and what types of business should this be?*
- 7) *What role do key groups such as the COJ, BEC, JBI and SBDC have in achieving the answers to questions 5 and 6?*
- 8) *What networks and partnerships do you see could be developed or extended to support economic growth in the City?*
- 9) *Do you see any additional strengths, weaknesses, opportunities and threats for economic development in the City?*

#### 10. Process and Timeframes

	When
Future Review	2004
Develop a Project Brief	November 2004
Invite Management Team to be Briefed on the Project	December 2004
Review and Analysis of Socio-Economic Data	January 2004
Public Consultation & Analysis	November 2004
Develop ED Working Paper	December 2004
Community Consultation	January 2005
Final EDS and Report to Executive.	2005

#### 11. Budget

There is \$20,000 available from the operating budget for the project.  
This amount is split across the following accounts:

Account	Operating Budget
Advertising – General	\$3000
Promotions	\$2000

Research	\$5000
Publications & Brochures	\$5000
Community Consultation	\$5000

## 12. Resource Requirements

**Project Manager:** Brendan Tapley

**CITY OF JOONDALUP - REPORT FOR**

**9 March 2004**

### **CITY OF JOONDALUP COMMENT ON CITY OF WANNEROO ECONOMIC DEVELOPMENT STRATEGY**

**14519**

**WARD - All**

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#### **PURPOSE**

Endorsement is sought from Council to provide a response to the City of Wanneroo's draft Economic Development Strategy.

#### **EXECUTIVE SUMMARY**

In December 2003, the City of Wanneroo completed and circulated a draft Economic Development Strategy for comment by the City of Joondalup as well as the general public (Attachment C). A draft comment from the City of Joondalup (Attachment A) has been prepared for Council's approval.

To date, the City of Joondalup has embarked on the development of its economic, social and environmental policies within a reference to its own municipal borders. This submission seeks to broaden the City of Joondalup's policy perspective with the recognition that future development strategies require a collaboration with the City of Wanneroo at the regional level.

Key vehicles to progress a collaborative approach between the two cities relate to leveraging a number of existing or proposed State and Federal Government initiatives to develop the region's various strengths, such as tourism or in the area of much needed employment generation.

It is recommended that Council:

- 1) Endorses the submission from the City of Joondalup (as per Attachment A) to the City of Wanneroo regarding the latter's Economic Development Strategy;

- 2) Approves the development of a more collaborative approach in partnership with the City of Wanneroo in the pursuit of the region's economic, social and environmental sustainability goals.
- 3) Requests the City of Joondalup's administration to review and update the City's current Economic Development Strategy (CJ175-0601 – Attachment B) and any associated policies in order to align all further development strategies towards the North West Metropolitan region.

## **BACKGROUND**

In December 2003, the City of Wanneroo completed and circulated a draft Economic Development Strategy (Attachment C) for comment by the City of Joondalup as well as the general public. A 60-day period ending in late March 2004 for public comment has been sought by Wanneroo.

## **DETAILS**

The City of Wanneroo has prepared a draft Economic Development Strategy that at the broadest extent seeks to:

- 1 'Redress the balance' such that Wanneroo has desirable centres of employment;
2. Increase collaboration with State Government and other key stakeholders to map strategic activities for the North West Metropolitan Region;
3. Generating wealth through jobs that integrates the Wanneroo community into the wider regional economy;
4. Facilitate the provision of basic infrastructure such as transport access, telecommunication and water to enable economic development.

Specific areas that are noteworthy for comment by the City of Joondalup include the following:

- The enhancement of joint public and private partnerships involving the two cities to enhance regional development opportunities in the North West Metropolitan region.
- The role of the education sector and the activities of the City of Joondalup in promoting the Learning City as a key generator of economic development in the North West Metropolitan Region.
- The need to further facilitate innovation and entrepreneurship as one means of reducing the region's low employment self sufficiency;

- The lack of broadband access for both businesses and residents in the region, particularly in the City of Wanneroo;
- The promotion of commercial business and industrial investment opportunities, particularly jointly by the two cities;
- The leveraging of the region's agricultural heritage as well as the consumption, by the region's residents of the region's horticultural produce;
- The need to support home-based business as another source of improved employment self-sufficiency in the region;
- The development of tourism and eco-tourism as another key sector for sustainable employment growth in the region.

The above issues have been addressed in the draft comment (Attachment A) from the City of Joondalup.

**Policy Implications:**

To date, the City of Joondalup has embarked on the development of its economic, social and environmental policies within a reference to its own municipal borders. This submission seeks to broaden the City of Joondalup's policy perspective with the recognition that future development strategies require a collaboration with the City of Wanneroo at the regional level.

**Strategic Implications:**

This submission seeks Council's approval for the initiation of a dialogue with the City of Wanneroo with the view to progress economic, social and environmental sustainability at the North West Metropolitan Regional level.

Key vehicles to progress a collaborative approach between the two cities relate to leveraging a number of existing or proposed State and Federal Government initiatives to develop the region's various strengths, such as tourism or in the area of much needed employment generation.

**Sustainability Implications:**

Joondalup was originally developed by the State Government as a Strategic Regional Centre serving the entire North West Metropolitan region, including the area covered by the current City of Wanneroo. It is intended to service a regional population that will grow from its current population catchment of 240,000 to 430,000 by 2031.

**COMMENT**

In June 2001, the City of Joondalup Council endorsed an economic development strategy (CJ175 – 06/01) that sought to:

- 1) Accelerate the development of the City's strengths in the provision of education through the Learning City project;
- 2) The activation of its City centre through the CBD Enhancement project; and
- 3) Facilitate flow-on, knowledge-based local and regional employment and business opportunities through the facilitation of access to broadband information technologies.

The opportunity for the City to respond to the City of Wanneroo's draft economic development strategy provides an opportunity for the City of Joondalup to:

- 1) Begin a dialogue with the City of Wanneroo to develop a collaborative approach to sustainable economic development in the North West Metropolitan region; and
- 2) Update its own Economic Development Strategy (CJ175 – 06/01) such that it is aligned with those of the City of Wanneroo's as well as other State and Federal Government initiatives that assist with development of the North West Metropolitan Region.

**ATTACHMENTS**

Nil

**VOTING REQUIREMENTS**

Simple Majority

**RECOMMENDATION****THAT COUNCIL:**

- 1) **ENDORSES THE SUBMISSION FROM THE CITY OF JOONDALUP (AS PER ATTACHMENT A) TO THE CITY OF WANNEROO REGARDING THE LATTER'S ECONOMIC DEVELOPMENT STRATEGY;**
- 2) **APPROVES THE DEVELOPMENT OF A MORE COLLABORATIVE APPROACH IN PARTNERSHIP WITH THE CITY OF WANNEROO IN THE PURSUIT OF THE REGION'S ECONOMIC, SOCIAL AND ENVIRONMENTAL SUSTAINABILITY GOALS.**

- 3) REQUESTS THE CITY OF JOONDALUP'S ADMINISTRATION TO REVIEW AND UPDATE THE CITY'S CURRENT ECONOMIC DEVELOPMENT STRATEGY (CJ175-0601) AND ANY ASSOCIATED POLICIES IN ORDER TO ALIGN ALL FURTHER DEVELOPMENT STRATEGIES TOWARDS THE NORTH WEST METROPOLITAN REGION.**

Signature of Originating Manager

Signature of Originating Director

Report Completion Date: 23.2.04

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**CITY OF JOONDALUP - REPORT FOR**

**16 August 2004**

**REGIONAL ECONOMIC DEVELOPMENT: SYNERGIES BETWEEN THE CITIES OF JOONDALUP AND WANNEROO**

**43458            30165**

**WARD - All**

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**PURPOSE**

- To outline the synergies which exist between the City of Joondalup (COJ) and the City of Wanneroo (COW) for the purpose of identifying and pursuing opportunities for regional economic development (ED), and
- To recommend that the City of Joondalup approach the City of Wanneroo in order to form a consultative working party to progress opportunities for economic development across the North West Region.

**EXECUTIVE SUMMARY**

A Joint Meeting of the City of Joondalup and City of Wanneroo is to be held on 16 September 2004. The meeting will be attended by the Chief Executive Officer and Joint Commissioners of the City of Joondalup, and the Chief Executive Officer and Elected Members from the City of Wanneroo.

The meeting will discuss, among other matters, the Economic Development and Tourism Strategy for the North West Metro Corridor that is to be prepared by the State Government.

A State Government representative will attend the Joint Meeting to discuss arrangements for involvement in the development of the Strategy by the City of Joondalup and City of Wanneroo.

This report outlines the synergies that exist between both Cities, and recommends that the City of Joondalup approach the City of Wanneroo to form a Consultative Working Party to progress regional economic and tourism development opportunities, and to feed these into the State Government Strategy.

The City of Wanneroo has recently released a Draft Economic Development Strategy and a Draft Tourism Strategy. The City of Joondalup is in the process of developing an Economic Development Strategy with an anticipated completion date of December 2004, and the City's draft Tourism Development Plan is due to be released for public comment in October 2004.

Both Cities are located in the centre of the northern growth corridor and significant opportunities exist for regional approaches to economic and tourist development.

In this report, the synergies between the City of Joondalup and the City of Wanneroo have been identified after an assessment of the City of Wanneroo's recently released Economic Development Strategy and Tourism Strategy, and aligning these strategies to initiatives being undertaken or planned by the City of Joondalup.

The synergies can be categorised according to four strategic areas of importance and each category has key areas in order for those synergies to be realised: *(the italicised numbers relate to the City of Wanneroo's Economic Development Strategy)*

## **5. Broadband**

High Speed Internet Access (*Action 5.1*) including:

- Broadband infrastructure map
- Establishing broadband access through the use of consultants
- Regional lobbying of broadband providers
- City of Joondalup broadband web page

## **6. Business Support and Assistance**

- 2005 Business Opportunities Expo
- Youth Career Expo 2005
- Women in Business Seminars
- Eco-Detour Program
- Cooperation to attract business migrants (*Action 5.2*)
- Self-sufficient production and consumption in the region (*Action 5.3*)



## **7. Tourism Development**

- Synergies identified in the City of Joondalup Tourism Development Plan and City of Wanneroo Tourism Strategy 2004 2008 including:
  - Complementary Products and Services
  - Coordination of Regional Events
  - Location of a Regional Visitor Centre

## **8. Home Based Business**

- Regional Home-Based Business Reach Out Program (*Action 5.4*)

Synergies also exist in relation to the:

- Enhancement of public and private partnerships, e.g. at the Ocean Reef Boat Harbour and Lot 118 Mindarie developments (*Action 4.3*)
- Integration of the City of Joondalup's Learning City Project with the City of Wanneroo's Economic Development Strategy (*Action 4.4*)
- Exploration of opportunities for regional research collaboration projects (*Action 4.4*)
- Partnerships with Edith Cowan University

## **BACKGROUND**

In May 2004 the City of Joondalup provided a submission to the City of Wanneroo commenting on their recently released Draft Economic Development Strategy. The submission highlighted many of the synergies that exist between the two Cities and it is the basis of the information provided in this report. The City of Wanneroo has also recently released its Draft Tourism Strategy.

The City of Joondalup is in the process of developing its own Economic Development Strategy, and the City's draft Tourism Plan is due to be released for public comment in October 2004. By highlighting the synergies that exist between the Cities in the area of economic and tourism development these synergies can be factored into our strategic planning to ensure that emerging opportunities for strong regional growth and cooperation are pursued.

The City of Joondalup has a number of priorities for Economic Development in 2004/05, including to:

- Progress the Learning City concept – increase regional awareness and participation in life long learning and education in the north west metro region
- Develop a Learning City Resource centre in partnership with Learning City stakeholders
- Progress Community Engagement projects in partnership with Learning City partners
- Develop and promote Learning City Tours to schools in the region

- Develop overseas relationships – to facilitate global recognition of Joondalup as a Learning City – focusing on China through the Jinan Sister-City relationship
- Continue to provide ex-officio support to the Joondalup Learning precinct Board
- Review and redevelop the City's Economic Development Strategy
- Review the Socio-economic profile documents of the City
- Continue to promote and develop the CBD through the CBD Enhancement Project Steering Committee
- Facilitate the establishment of an Inner City Transport Service in partnership with City stakeholders and Path Transit
- Finalise and promote the Business Incubator Research project undertaken in partnership with Edith Cowan University (ECU) and the City of Joondalup
- Undertake an Asset Mapping research project in partnership with ECU University to produce information on the health and well being industry sector within the City of Joondalup.
- Develop strategies for growing and supporting Home Based Business (HBB) – incorporating funding of the Mentoring Program undertaken in 2003-4 in partnership with ECU and City of Joondalup
- Provide ongoing support to the Joondalup Business Association (JBA) and the Business Enterprise Centre (BEC)
- Finalise the City of Joondalup Tourism Development Plan and commence implementation.
- Submit funding applications to the Federal White Paper Funding Grants and State Government for the implementation of Tourism Development.
- Participate in and support the Sunset Coast Tourism Association

## DETAILS

A Joint Meeting of the City of Joondalup and City of Wanneroo is to be held on 16 September 2004. The meeting will be attended by the Chief Executive Officer and Joint Commissioners of the City of Joondalup, and the Chief Executive Officer and Elected Members from the City of Wanneroo.

The meeting will discuss, among other matters, the Economic Development and Tourism Strategy for the North West Metro Corridor that is to be prepared by the State Government.

A State Government representative will attend the Joint Meeting to discuss arrangements for involvement in the development of the Strategy by the City of Joondalup and City of Wanneroo.

The City of Joondalup provided a response to the City of Wanneroo's Draft Economic Development Strategy early in 2004. This report provides a synopsis of that submission which highlights opportunities for regional collaboration. The italicised actions listed below are part of the City of Wanneroo's Economic Development Strategy.

## DETAILS & COMMENTS ON THE CITY OF WANNEROO'S LISTED ACTIONS IN ITS ECONOMIC DEVELOPMENT STRATEGY

### Action 4.2 The City Of Wanneroo Economic Development Portfolio

The City of Joondalup welcomes the opportunity to present to the COW 'Economic Development Portfolio' (the group of decision-makers responsible for ED within the COW), knowledge of initiatives occurring across Joondalup and to work with the Portfolio to identify synergies that could produce regional benefits.

### Action 4.3 Enhancing Public & Private Partnerships

The City of Joondalup welcomes the opportunity to further discuss strategic regional directions in relation to public & private partnerships. The advantages of a regional strategic approach to public & private partnerships include:

- **A more attractive market for larger private investors, and**
- Potential cost savings through reduced duplications and costs associated with brokering partnerships.

The City of Joondalup has a major future development – The Ocean Reef Boat Harbour that has potential for a public private partnership. The City of Joondalup and City of Wanneroo also have a major development at Lot 118 Mindarie, which also has potential for a public private partnership. The two Cities are well placed to develop an appropriate model to drive such development projects.

### Action 4.4 Innovation & Entrepreneurship

The City of Joondalup recognises that the concept of a Learning City is only feasible in the broader context of the growing North West Metropolitan Region encompassing the Cities of Joondalup and Wanneroo.

In its submission on the City of Wanneroo Economic Development Strategy the City of Joondalup proposed that the two Cities begin negotiations on how the City of Wanneroo's final Economic Development Strategy can be more systematically integrated into the City of Joondalup's Learning City project to ensure future benefits from the Learning City concept can be better delivered across the Northwest Metro Region.

The City of Joondalup also concurred with the City of Wanneroo's aim of significantly improving the North West Metropolitan Region's employment self-sufficiency and self-containment. In particular the City of Joondalup is fully supportive of the City of Wanneroo's proposal to, "*work with regional employers and local training and further education providers to develop industry-specific job training and placement*" (Actions 4.4.9).

Furthermore the City of Joondalup is most welcoming of the COW's proposed plan to, *"develop partnerships with other local governments, e.g. the COJ and Swan and others to capitalise on the strengths of the region."* (Action 4.4.10)

It was suggested by the City of Joondalup that an additional proposed action be added to the City of Wanneroo's Economic Development Strategy, that being to, *"explore opportunities for regional research collaboration projects that leverages the region's research strengths and exploits opportunities at the regional level."*

#### Action 5.1 Broadband Use And Benefits In North Metropolitan Perth

Broadband access is important for residents of the region to access the knowledge economy and it is an essential infrastructure for the facilitation of employment, small and home-based business development. The City of Joondalup is fully supportive of the City of Wanneroo's proposal to, *"educate the community and business on broadband benefits and its issues through workshops and forums."* (Action 5.1.15)

##### **Establishing Broadband Access Through the use of Consultants**

The City of Wanneroo is in the process of evaluating a proposal by ISA Technologies to assess and recommend high-speed Internet technology solutions in the City. The City of Wanneroo's Economic Development Unit is interested in investigating whether a deal can be struck with the City of Joondalup and ISA to supply these services across the region. One of the benefits would be that the responsibility for facilitating the establishment of reliable, high-speed Internet access is held by ISA rather than the respective Councils. The City of Joondalup has 'blackspots' (areas where residents/businesses cannot access broadband) mainly in residential areas whereas the City of Wanneroo has blackspots in business areas, and commissioning an external consultant such as ISA might not be worth the costs to the City of Joondalup.

#### Regional Lobbying of Broadband Providers

The prospects for the future development of the region will partially depend on the ability of Wanneroo to attract sufficient high-speed Internet access. It is proposed that, where appropriate, the City of Joondalup supports the City of Wanneroo to lobby service providers who can provide high-speed Internet infrastructure. A northwest regional lobby group will significantly increase the position of both councils in their efforts to attract investment in the region. The residents of both councils are affected by broadband 'blackspots' and it would seem to be logical to consider working together to seek solutions.

#### **CITY OF JOONDALUP BROADBAND WEB PAGE**

The City of Joondalup is progressing the development of a business support section on the City's website. This will include a broadband web page that

provides information about local broadband issues and features an online questionnaire to identify black spot areas and collect information on the requirements of residents. There is great potential for the City of Wanneroo to partner in the development of a joint website link to collect feedback and facilitate support to “black spot” areas within the two Cities.

#### *Action 5.2 Promotion Of Commercial And Industrial Investment Opportunities*

The City of Joondalup concurs with the priority of the City of Wanneroo to further facilitate local employment growth and opportunities in its commercial and industrial precincts including Wangara, Landsdale and Neerabup. The partnership between the two Cities in promoting the region as a location to do business has been developed in the successful Joint Cities Booths during the 2003 Small Business Expo and the 2004 Business Opportunities Expo.

#### **BUSINESS OPPORTUNITIES EXPO 2005**

**The City of Joondalup and City of Wanneroo have for the past two years participated in the Business Opportunities Expo at the Burswood Convention Centre. This expo has provided the Cities an opportunity to collaborate and promote the region as a destination for business investment and business growth. By sharing a stand at the expo, both Cities are able to reduce costs and present the North West metropolitan area as a dynamic region with a variety of investment opportunities. Both cities use the expo to provide a range of information on business investment and specific local opportunities, home based business, business assistance and advice, business relocations, relevant rules and regulations and to act as a signpost for further information. It is also a high profile marketing opportunity to raise the profile of both the City of Joondalup and City of Wanneroo show proactive attempts to support small business. The Business Opportunities Expo offers a chance to work with and meet other key stakeholders from the business sector including State Government agencies, business groups, franchisers, small business owners, home based business owners, new business start ups and the general public who have a current or future interest in small business.**

#### **YOUTH CAREER EXPO 2005**

There is an opportunity for both Cities to hold a regional Youth Career Expo in 2005 that would be held first in the North end of the region within the City of Wanneroo and then again in the South end of the region within the City of Joondalup. The City of Wanneroo held a Career Expo at Mindarie Secondary College in June 2004 with great success. The event provided access to careers choice information and an insight into current and future industries of employment within Wanneroo. The event targeted year 10, 11 & 12 students with

exhibits from training institutes, industry groups and businesses demonstrating dominant local industries. It would be sensible to hold a regional Career Expo in 2005 that covers a much wider range of employers and potential employees.

## **WOMEN IN BUSINESS SEMINARS**

The City of Wanneroo is holding these monthly seminars over a five-month period and is interested in collaborating with the City of Joondalup to deliver the seminars across the region. Feedback from the Manager of the North West Business Enterprise Centre indicates that a large number of women enquire about starting up businesses; pointing to the potential benefits of holding these seminars within the City of Joondalup.

### **Eco-Detour Program**

The City of Wanneroo's Eco-Detour Program has successfully achieved its aims to increase youth employment, with 75% of youth participants having achieved ongoing employment. The program was created specifically to encourage youth employment within the local automotive industry. The 10-week accredited course has an emphasis on practical and theoretical training, work experience and professional development. The City of Joondalup is interested to liaise with the City of Wanneroo to assess whether such a program could be implemented across the region for different industries. It is understood that funding for the project came from the Perth ACC. The Perth ACC is an important potential source of funding for economic development projects in the region.

#### *Partnerships with ECU*

In the area of commercial and business development, the City has been developing partnerships with Edith Cowan University on a range of collaborative research projects. These include the Joondalup CBD Enhancement Study, the Business Incubator Study, the Home-Based Business Study and the Health and Wellbeing Asset Mapping study. It is suggested that both Cities establish closer collaborations in partnership with ECU to:

- **Provide critical gap analysis that will identify practical solutions to small business needs; and**
- **Facilitate networking, including local business to business transactions and critical training needs across the region.**

#### **Attracting Business Migrants**

The COJ would welcome support from COW to further evolve the opportunity to attract more business migrants to invest and live in the North West Metropolitan region.

The Federal Department of Immigration has recently endorsed a policy statement to attract migration away from New South Wales to other regions throughout Australia. To this end they have produced a promotional document and website

that highlights the benefits of other regions. Western Australia is under-represented in this initiative; with the Peel and Albany regions being the two prominent users of the document and the website. The document is produced in two languages being Chinese and English and widely distributed overseas by the Federal Government. *The Cities of Wanneroo, Stirling and Joondalup could share resources to produce joint marketing content under the banner of the 'Sunset Coast' as a premier region to attract overseas business and tourists.*

### *Action 5.3 Agricultural Heritage And Local Consumption Of Regional Produce*

The City of Joondalup recognises the value of the region's agricultural heritage as well as its current contribution to the supply of Metropolitan Perth's consumption of horticulture produce. In particular, the COJ is supportive of Wanneroo's proposal to, *"promote the natural advantage of Wanneroo as an Agricultural Cluster."* (Action 5.3.26)

### **Self-Sufficient Production and Consumption in the Region**

It is suggested that the City of Wanneroo and City of Joondalup cooperate to ensure that North West Metropolitan residents consume more of the regional horticulture produce, such as through the extension of the current Wanneroo Farmers Market in the Joondalup City Centre. An example of this cooperation is when the City of Wanneroo recently put the City of Joondalup in touch with the prospective organisers of a grower's market, who wanted to relocate from Wanneroo to Joondalup. This kind of cooperation should be reciprocated on an ongoing basis.

### *Action 5.4 Home-Based Business*

The City of Joondalup recognises the value of home-based businesses in contributing to increased employment self-sufficiency in the region. The COJ is also fully supportive of the COW's proposed actions to:

- *Assist with the appropriate social and economic infrastructure, including telecommunications connections (broadband). (Action 5.4.29)*
- *Facilitate mentoring, information and training and networking opportunities. (Action 5.4.31)*
- *Provide opportunities for collaboration, distribution and exhibition of products and services, e.g. Small Business Expo or Small Business Awards. (Action 5.4.32)*
- *Provide links to existing support networks such as business associations and the Small Business Development Corporation. (Action 5.4.33)*

To date, the two cities have informally collaborated in the support of home-based businesses in the region. The COJ has been a financial contributor to the Small and Medium Enterprise Research Centre (SMERC), and to Edith Cowan

University in its investigation into the needs of Home Based Business (HBB) operators in the region.

- Regional Home Based Business Reach Out Program  
**The City of Joondalup is keen to further intensify the above partnership with ECU and City of Wanneroo as key partners in the project. Following the success of the City of Joondalup's Home Based Business Reach Out Program, the City of Wanneroo Economic Development Team expressed interest in forming a partnership with the City of Joondalup to develop a Regional Home Based Business Reach Out Program.**

#### *Action 5.5 Tourism Development*

The City of Joondalup agrees with the City of Wanneroo's view that Local Government can lead the way by elevating the economic importance of tourism and adding to the quality of the tourism product and message. The City of Joondalup also welcomes the City of Wanneroo's acknowledgement that the Sunset Coast Tourism Association (SCTA) is the key organisation that promotes tourism in both the City of Wanneroo and the coast stretching from City Beach in the south and Yanchep/Two Rocks in the north.

The Western Australian Tourism Commission has also, in the last year, significantly restructured the marketing of Western Australian tourism destinations with the Perth and surrounding "Orange Zone". Since the announcement of the restructure in late 2002, the City of Joondalup has worked very closely with the Executive Committee of the SCTA to ensure its prominent representation on the new zone. This effort has borne fruit with the SCTA President now representing the Sunset Coast Tourism Precinct (comprising Cambridge, Claremont, Cottesloe, Joondalup, Mosman Park, Stirling, Wanneroo, Gingin) on the interim Management Committee.

The Federal Government of Australia through its recently released "White Paper" further strengthens the support from the national level toward tourism growth. The White Paper offers the potential for securing significant funding for promotional and other activities but also emphasises the need for a regional approach to tourism.

In the light of potential for significant additional resources being made available by the Federal Government together with the WA Tourism Commission commitment to the marketing of the Metropolitan Perth and regional areas, it may transpire that the City of Wanneroo's approach, in establishing the Wanneroo Tourism Committee in isolation of a regional approach, may have the potential to dilute the efforts so far being made to maximise the gains for the Sunset Coast Precinct through the SCTA. The COW's proposal, in the above context, to: "*develop a Wanneroo Brand and identity. (Action 5.5.35)*" may be at odds with its other proposals to, "*collaborate with the Sunset Coast Tourism Association (SCTA), the North Wanneroo Rural Focus Group and the West Australian*



*Tourism Commission to achieve complimentary growth in the region.” (Action 5.5.36)*

The Sunset Coast Tourism Association and its Management Committee is disproportionately represented by tourism businesses that are located in either Wanneroo or Joondalup. The City of Joondalup suggests that it would be more effective for both Cities to collaborate in the promotion of its tourism destinations under the “Sunset Coast” banner.

Currently, the City of Joondalup has embarked on the development of its own tourism strategy. It is expected that the City’s Tourism Development Plan will contain

- Recommendations for the development of infrastructure associated with increase in and promotion of regional tourism that will require continued partnerships with various State Government Departments and neighbouring local governments.
- Proposals for Joondalup’s coastal zone, beaches and reserves with the anticipation that the City of Stirling in particular will develop short stay tourist accommodation, and similar is anticipated at Yanchep and Mindarie. This mix of infrastructure and "experience" is critical to the corridor’s competitive strength and thus job creation and community amenity e.g. recreational facilities, cafes, toilets and change rooms etc.
- Recommendations for regional cooperation in promotion and marketing of the region in order to have a greater impact in attracting visitors.
- Recommendations for ongoing consultation with the state government to ensure that coastal (beachside) land for residential development, and hospitality infrastructure is developed in a balanced manner across "borders" to attract tourists, create jobs and assist in the maintenance of the assets.
- Recommendations that transport-planning t is designed to direct/attract tourists to public transport in the region. *A cooperative approach to state government lobbying will be more effective.*
  - Recommendations that the City of Wanneroo’s Tourism Committee meet with relevant staff, consultants and representatives from the City of Joondalup to ensure that there is a measure of complementarity between the two Cities Tourism Development Plans. *It is recommended that the COW and the COJ explore the feasibility of combining efforts in the pursuit of regional tourism development.*

## COMMENTS ON THE COW TOURISM STRATEGY 2004-2008

The City of Wanneroo recently released a Draft Tourism Strategy. The City of Joondalup acknowledges the shifting trends in the Leisure & Tourism industries that have been identified within the COW Tourism Strategy. The City agrees with the COW that local government is a key agent in tourism management through its roles in: planning, service provision, industry assistance, and community relations.

The City supports the six key objectives in the Tourism Strategy:

- Development of new and existing tourism products;
- Provide a broader visitor experience;
- Increase year round appeal;
- Develop higher yield markets;
- Establish tourism as a major industry of the region;
- Encourage industry participation in development of tourism.

Strategic principle number two in the strategy: *‘To achieve competitive advantage through creative solutions’* states that, *“domestic tourism has effectively not grown over the past 10 years. This brings the battle for tourism dollars down to a battle for market share. Gains that the COW make will therefore need to be at the expense of a competitor region.”*

The City of Joondalup views competition from other regions as an added incentive to coordinate our tourism strategies at a regional level, within the scope of our work with the Sunset Coast Tourism Association. The City also supports the COW’s branding goals to:

- Develop **strategic alliances** with Perth Convention Centre and Exhibition Centre;
- Closely align with **“Experience Perth”**
- Initiate ***cross regional promotions*** with Chittering, Gingin, Swan, Joondalup and the regions to our south.

### Complementary Products and Services

The City of Joondalup and City of Wanneroo share similar services and attractions including shopping, retail, hospitality attractions, and an extensive coastline. Complementary products include entertainment/recreation facilities in Joondalup and wineries and primary producers in Wanneroo.

## COORDINATION OF REGIONAL EVENTS

The City of Joondalup proposes closer liaison between relevant departments in the City of Wanneroo and City of Joondalup and the development of a calendar of regional events to eliminate the clash of (mainly weekend) events that currently occurs between the Cities. It is also suggested that the Cities of Wanneroo, Joondalup and Stirling establish a more formalised forum for cultural events planning to:

- **Minimise the potential of events clashing and dissipate the potential audience of regional residents to these events;**
- **More effectively promote these activities through the Sunset Coast Tourism Association and Perth Region Tourism Zone; and**
- **Pool resources to provide more year round events and other activities, particularly during winter.**
- **Support the further growth of Twin Cities FM radio as a local tourism information provider.**

### **LOCATION OF A REGIONAL VISITOR CENTRE**

The City of Joondalup believes that Hillary's is a prime location for a regional Visitor Centre. In particular the Centre could promote the area to the north of the Sunset Coast, which has the potential to be marketed a lot more as a regional destination. Hillary's already attracts a large number of tourists, whereas Wanneroo Road has traffic consisting mainly of commuters. The COJ does not therefore support the proposal in the COW Tourism Strategy to position a regional Visitor Centre along Wanneroo Road.

### **COMMENT**

The opportunities for regional approaches to economic development and collaboration between the Cities of Joondalup and Wanneroo are numerous and have the potential to promote economic development (including tourism development) in the region. The outcome of a regional approach and the capitalisation of the synergies described in this report will do much to attract investment into the region, and generate employment opportunities in the region.

Major synergies are listed below:

- Youth Career Expo 2005 (Action 5.2)
- Cooperation to attract business migrants (Action 5.2).
- Women in Business Seminars (Action 5.2).
- Co-operation between the councils to attract broadband and other high speed Internet technologies into the region (Action 5.1).
- Regional Home-Based Business Reach Out Program (Action 5.4).
- Synergies identified in the City of Joondalup Tourism Development Plan.
- Synergies identified in the COW Tourism Strategy 2004-2008:
  - Complementary Products and Services
  - Coordination of Regional Events
  - Location of a Regional Visitor Centre.

- Eco-Detour Program
- Explore opportunities for regional research collaboration projects (Action 4.4) and partnerships with ECU.
- Enhance Public & Private Partnerships. e.g. at the Ocean Reef Boat Harbour and Lot 118 Mindarie developments (Action 4.3).
- Integrate the City of Joondalup's Learning City project with the City of Wanneroo's Economic Development Strategy (Action 4.4).

### RECOMMENDATIONS

#### IT IS RECOMMENDED THAT THE EXECUTIVE MANAGEMENT TEAM:

- **NOTE** the identified synergies in Economic and Tourism Development between the Cities of Joondalup and the City of Wanneroo
- **APPROACH** the City of Wanneroo in order to form a consultative working party to progress opportunities for economic development across the North West Region.

Signature of Originating Manager

Signature of Originating Director

RHONDA HARDY  
Manger - Strategic & Sustainable Development

CLAYTON HIGHAM  
Acting Chief Executive Officer

Report Completion Date:

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**Appendix 4: Letter dated 15 October 2004 of resignation from SAC by Ms Atkin**

Dawn M Atkin  
10 Barker Drive  
Duncraig WA 6023

City of Joondalup DOCUMENT REGISTRATION  
Reference # : 00906  
Letter # : 435953  
Action Officer : M88D CC: SD03  
Date Received : 19/10/2004  
Action Required: NOTE

Ben Reay  
Sustainable Development Officer  
Strategic and Sustainable Development Unit  
City of Joondalup  
Boas Avenue  
Joondalup WA 6027

15 October 2004

**Re: Resignation from the Sustainability Advisory Committee.**

Dear Ben

I wish to inform that as of January 2005 my family and I are moving to the Shire of Denmark in the Great Southern Region. Due to this 'sea-change' I will not be able to continue my role as a community representative on the City of Joondalup Sustainability Advisory Committee (SAC).

I would like to express my appreciation to the officers of the Sustainability Unit. All officers have displayed diligence in their administrative process while simultaneously working toward a Sustainability work-plan that accommodates the principles of current council policy, and the expertise available through the SAC.

Over the past year I have had the opportunity to share my perspective and gain much knowledge. I am grateful of this. The skills and knowledge available through the SAC will certainly contribute to a progressive 'sustainable' development of the City of Joondalup.

I will attend the SAC meeting, 25 November 2004, and request this date is used to formalise my resignation.

Your Sincerely



Dawn M Atkin