



MINUTES

CERTIFICATION OF CONFIRMATION OF CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE MINUTES

15 NOVEMBER 2016

I, Mr Stuart Cole, hereby certify that the minutes from the Chief Executive Officers Advisory Committee Meeting held on 15 November 2016 pages (1) to (101) were confirmed at a Committee meeting held on 31 January 2017.



Signature

Mr Stuart Cole
Person presiding at Meeting

CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE

MINUTES

15 November 2016

(REF: D2016/14620)

A meeting of the Chief Executive Officers Advisory Committee was held at the EMRC Administration Office, 1st Floor, 226 Great Eastern Highway, BELMONT WA 6104 on **Tuesday, 15 November 2016**. The meeting commenced at **12:30pm**.

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1 DECLARATION OF OPENING AND ANNOUNCEMENT OF VISITORS

The Chairman opened the meeting at 12:30pm.

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

Committee Members

Mr Stuart Cole (Chairman)	Chief Executive Officer	City of Belmont
Ms Rhonda Hardy (Deputy Chairman)	Chief Executive Officer	Shire of Kalamunda
Mr Bob Jarvis	Chief Executive Officer	Town of Bassendean
Ms Carissa Bywater	Acting Chief Executive Officer	City of Bayswater
Mr Jonathan Throssell	Chief Executive Officer	Shire of Mundaring
Mr Peter Schneider	Chief Executive Officer	EMRC

Apologies

Mr Mike Foley	Chief Executive Officer	City of Swan
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EMRC Officers

Mrs Wendy Harris	Director Regional Services
Ms Giulia Bono	Administration Officer Waste Services (Minutes)

3 DISCLOSURE OF INTERESTS

Nil

4 ANNOUNCEMENTS BY THE CHAIRMAN OR PRESIDING MEMBER WITHOUT DISCUSSION

Nil

5 PETITIONS, DEPUTATIONS AND PRESENTATIONS

Nil

6 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

6.1 MINUTES OF THE CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE MEETING HELD ON 7 JUNE 2016

That the minutes of the Chief Executive Officers Advisory Committee meeting held on 7 June 2016, which have been distributed, be confirmed.

CEOAC RESOLUTION(S)

MOVED MR THROSSELL SECONDED MR JARVIS

THAT THE MINUTES OF THE CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE MEETING HELD ON 7 JUNE 2016 WHICH HAVE BEEN DISTRIBUTED, BE CONFIRMED.

CARRIED UNANIMOUSLY



7 QUESTIONS BY MEMBERS OF WHICH DUE NOTICE HAS BEEN GIVEN

Nil

8 QUESTIONS BY MEMBERS WITHOUT NOTICE

Nil

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

Nil

10 BUSINESS NOT DEALT WITH FROM A PREVIOUS MEETING

Nil



11 REPORTS OF EMPLOYEES

11.1 REGIONAL ADVOCACY STRATEGY 2016 - 2020

REFERENCE: D2016/15511

PURPOSE OF REPORT

The purpose of this report is to seek Council approval of the EMRC's Regional Advocacy Strategy 2016-2020 to guide regional advocacy activities during this period.

KEY ISSUES AND RECOMMENDATION(S)

- The EMRC has undertaken a program of regional advocacy since 2008.
- Throughout 2016 new strategies are being developed in consultation with member Councils for the Regional Services Directorate including the Regional Advocacy Strategy, Regional Economic Development Strategy, Regional Transport Strategy and Regional Environment Strategy.
- The previous Regional Advocacy Strategy 2013-2016 outlined the key components to be utilised to develop advocacy campaigns.
- The Regional Advocacy Strategy 2016-2020 builds on the work of the previous strategy and reviews key priority areas to provide currency for future activities.
- The three key result areas are:
 - Environmental sustainability;
 - Economic development; and
 - Good governance.
- Advocacy actions for 2016/2017 were approved by Council at the 23 June 2016 council meeting and future years advocacy actions will continue to be developed on an annual basis.

Recommendation(s)

That Council approves the Regional Advocacy Strategy 2016-2020, forming the attachment to this report.

SOURCE OF REPORT

Director Regional Services

BACKGROUND

At its meeting held 3 December 2009, Council adopted a Regional Advocacy Strategy (RAS) 2010-2013 (Ref: Committees-10257) to provide an overarching framework from which advocacy would be guided.

At its meeting held on 23 May 2013, Council adopted a revised Regional Advocacy Strategy (RAS) 2013-2016 (Ref: DMDOC/176755). The RAS 2013-2016 outlined the key components to be utilised to develop advocacy campaigns across the priority areas.

At its 20 March 2014 meeting, Council approved a delegation to Canberra in August to raise awareness of Perth's Eastern Region and discuss key strategic issues (Ref: D2014/02932). Meetings were held with 12 federal members where discussions on waste, environment, regional development and transport occurred. A report outlining the discussion and actions arising from the delegation was presented to Council on 23 October 2014 (Ref: D2014/12118).

An advocacy report was endorsed by Council at its 23 June 2016 meeting outlining the key achievements for 2015/2016 and the proposed advocacy priorities for 2016/2017 (Ref: D2016/08027).



Item 11.1 continued

REPORT

The Regional Advocacy Strategy 2016-2020 (attached) builds on the work of the previous strategy and key priority areas to provide currency for future activities.

The 2016/2020 priority areas for Perth's Eastern Region are:

- Regional waste management
 - Waste reduction and resource recovery;
 - Environmentally sustainable solutions; and
 - Capacity for the future.
- Regional environmental management
 - Swan and Helena Rivers;
 - Natural resource management; and
 - Climate change.
- Regional economic development
 - Business growth, investment and innovation;
 - Infrastructure to support strategic centres and population growth; and
 - Maximise infrastructure benefits.
- Regional integrated transport
 - Increase and maximise benefits of infrastructure and services;
 - Behaviour change; and
 - Safety.

Key stakeholders expected to be involved in the implementation of the Regional Advocacy Strategy include:

- member councils, other local governments, state and federal governments and their agencies;
- members of parliament representing Perth's Eastern Region;
- business / commerce;
- industry;
- not-for-profit sector; and
- the community.

Key methods of achieving advocacy outcomes include:

- seeking regional funding;
- engaging with all levels of government, organisations and regional stakeholders;
- preparing submissions and awards;
- cross regional collaboration;
- attendance at meetings and forums;
- developing key partnerships; and
- undertaking high level research.

Advancing advocacy priorities will enhance outcomes for stakeholders and enable the EMRC to fulfil its potential in the areas of waste management, environmental management, economic development and transport. Advocacy actions are monitored, reviewed and updated by Council on an annual basis.

Key advocacy actions are developed and presented to council on an annual basis, having regard for feedback provided from the various groups including the Chief Executive Officers Advisory Committee, Regional Integrated Transport Strategy Implementation Advisory Group, Economic Development Officers Group, Regional Environmental Advisory Group, Technical Advisory Committee and Resource Recovery Committee.



Item 11.1 continued

The advocacy framework is flexible enough to respond to emerging issues and opportunities for Perth's Eastern Region whilst providing an agreed agenda for targeted issues facing the Region.

To ensure the currency and relevance of regional advocacy issues, an annual review of the Regional Advocacy Strategy will be undertaken and the results of this, together with revised actions for each year, will be provided to Council.

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 1 – Environmental Sustainability

- 1.5 To contribute towards improved regional air, water and land quality and regional biodiversity conservation
- 1.6 To address climate change issues within the region

Key Result Area 3 – Economic Development

- 3.1 To facilitate increased investment in regional infrastructure

Key Result Area 4 – Good Governance

- 4.2 To provide advice and advocacy on issues affecting Perth's Eastern Region
- 4.4 To manage partnerships and relationships with stakeholders

FINANCIAL IMPLICATIONS

The financial cost of advocacy activities is provided for in each annual budget.

SUSTAINABILITY IMPLICATIONS

The future sustainability of Perth's Eastern Region will be largely dependent on the strength and ability of the Region to pool its resources to compete for and attract government and private sector funding into the Region.

MEMBER COUNCIL IMPLICATIONS

Member Council	Implication Details
Town of Bassendean	} Member Councils continued support of a regional approach to advocacy and continued endorsement of the EMRC as the peak advocacy body when dealing with strategic issues for Perth's Eastern Region.
City of Bayswater	
City of Belmont	
Shire of Kalamunda	
Shire of Mundaring	
City of Swan	

ATTACHMENT(S)

Regional Advocacy Strategy 2016-2020 (Ref: D2016/15922)



Item 11.1 continued

VOTING REQUIREMENT

Simple Majority

RECOMMENDATION(S)

That Council approves the Regional Advocacy Strategy 2016-2020 forming the attachment to this report.

Discussion ensued

The Director Regional Services provided an overview of the Regional Advisory Strategy and advised that the Advocacy Action List will continue to be prepared and presented to Council on an annual basis.

The CEOAC members commented on the quality of the strategy's presentation style and content and suggested it would be a useful advocacy tool.

An advocacy action pertaining to the Swan and Helena Rivers was amended to also include the State Government, in addition to the mention of the Federal Government, given the national significance of the rivers.

CEOAC RECOMMENDATION(S)

MOVED MR JARVIS

SECONDED MR THROSSELL

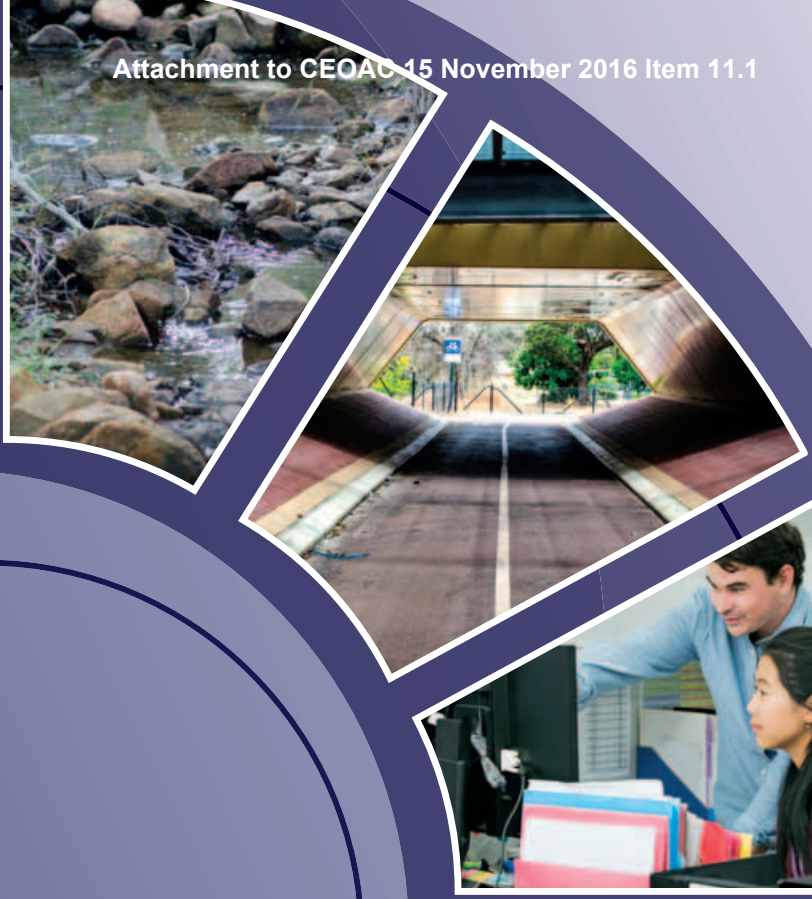
That Council approves the Regional Advocacy Strategy 2016-2020 forming the attachment to this report.

CARRIED UNANIMOUSLY

COUNCIL RESOLUTION(S)

MOVED CR

SECONDED CR



REGIONAL ADVOCACY STRATEGY 2016 - 2020



Advancing Perth's Eastern Region 



EMRC



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Together we're stronger

Together, we cover around one third of the metropolitan area. We're one of Western Australia's most vibrant and fastest growing regions and home to around 365,500 people from a diverse range of backgrounds.

Together, we have some of Perth's most significant natural assets, the Swan and Helena Rivers, the Perth Hills and the Swan and Bickley Valleys. We have natural areas that offer unique experiences and core attractions including national parks, reserves, trails and lakes.

Together, we're not just a part of the metropolitan area, with our heritage, cultural, tourism and arts attractions and thriving commerce and industry, we both complement and compete with the wider metropolitan area to be the region of choice, bordering both the Perth Central Business District (CBD) and the peri-urban fringes of Perth.

We're at the heart of Western Australia's transport links, with Perth's international and domestic airports, as well as major road and rail infrastructure connecting us to the outer regions of Western Australia, the eastern states and the world.

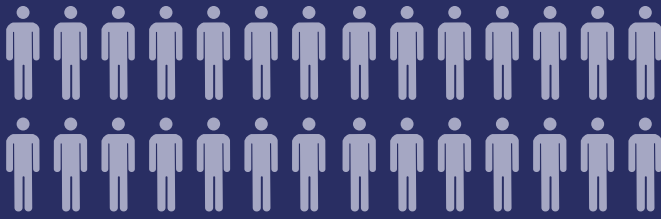
We're a region that aligns with the Australian Government's *Smart Cities Plan* for supporting productive, accessible, liveable cities that attract talent, encourage innovation and create jobs and growth. All of Perth's Eastern Region is within 6 to 35 kilometres (or 10 – 45 minutes) of the Perth CBD.

We're an economic, social and environmental force with the strength, drive and commitment to get things done for the benefit of the region and to support our local communities. We're home to a very diverse region of agriculture, industry, tourism and world-class wine districts, with small and large scale businesses co-existing and supporting each other.

So together, as Perth's Eastern Region, striving to achieve a shared vision for our communities, protecting our natural assets and encouraging robust investment and development goals, we're building a stronger future.



Population



365,500 People



Area

2,100
km²



from

6 km – 35 kms of
Perth CBD



Distance from CBD within

10 – 45 minutes 



6

Businesses

26,197



Iconic
Swan
River



Area of national parks
over

220 km²

1.1 Perth's Eastern Region

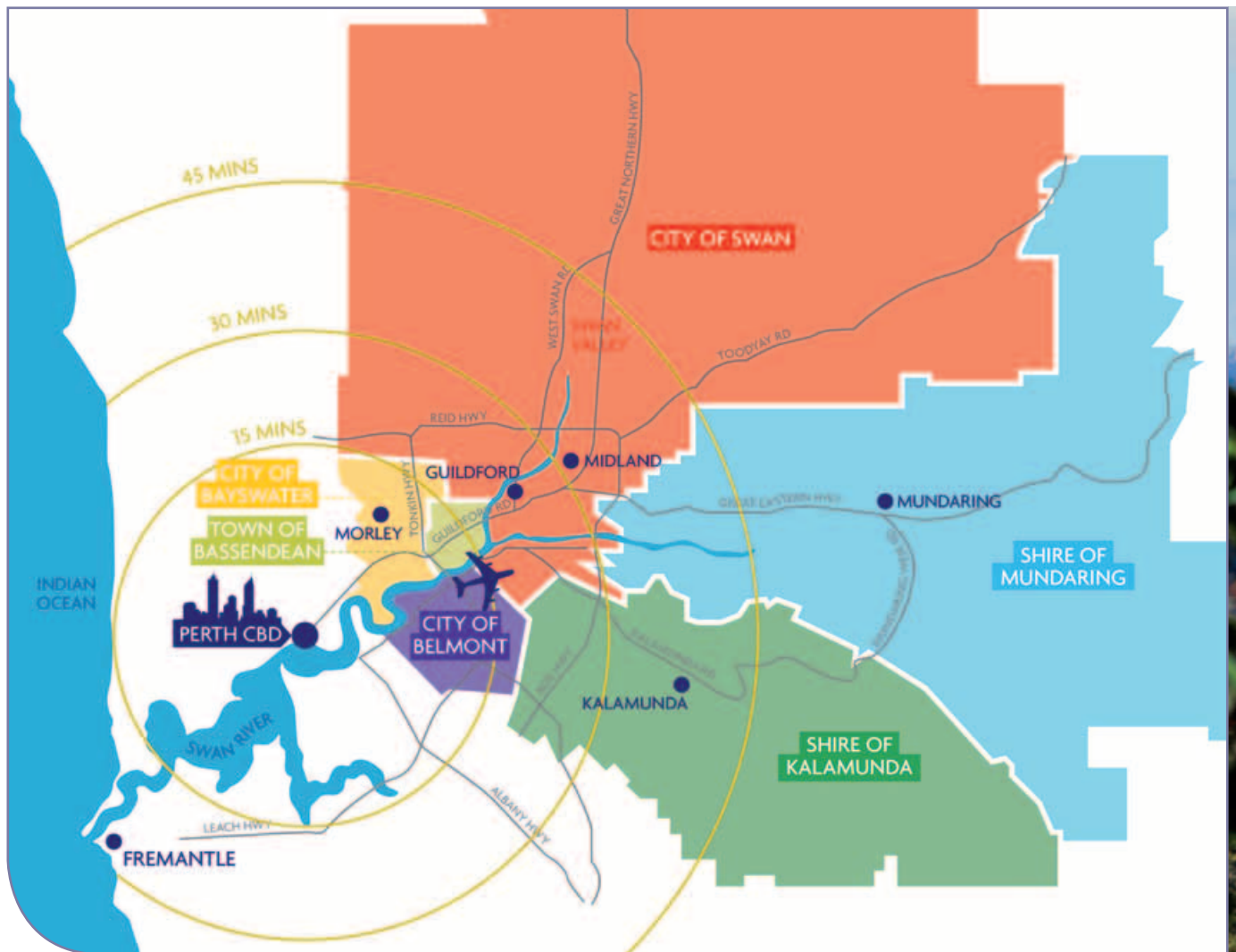
Perth's Eastern Region is an area of Perth defined by the boundaries of six local governments: Town of Bassendean, City of Bayswater, City of Belmont, Shire of Kalamunda, Shire of Mundaring and the City of Swan. The region constitutes around one-third of Perth's metropolitan area encompassing a land area of about 2,100 square kilometres and an estimated population of 365,500 people.

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

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

In addition to the specialist and industrial centres, a number of key activity centres in the region are identified for growth in the state's key planning framework *Directions 2031 and Beyond*. Morley and Midland are both

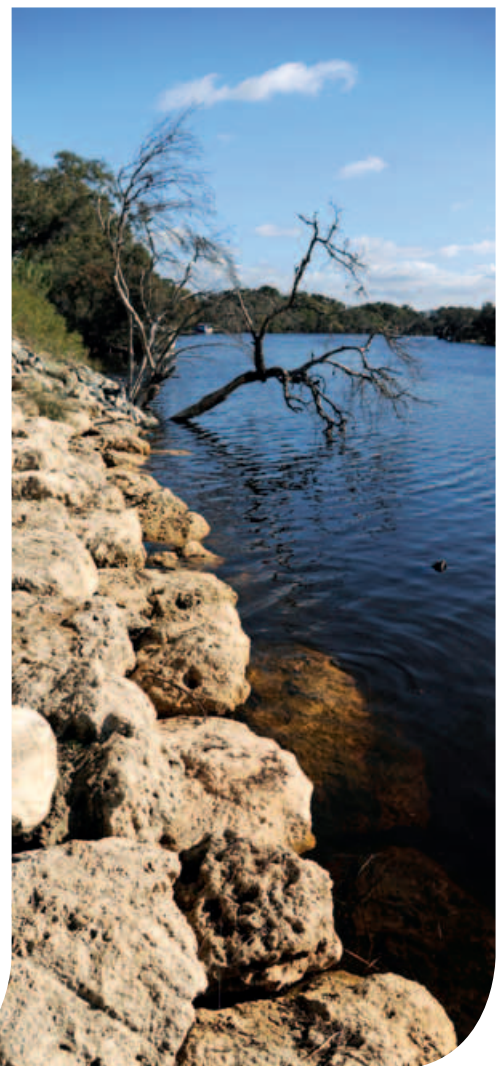
Map of Perth's Eastern Region



identified as Strategic Metropolitan Centres providing a mix of retail, office, community, entertainment, residential and employment activities. Morley represents the only Strategic Metropolitan Centre not connected by a rail network. Secondary centres identified are Belmont and Ellenbrook. These centres perform a key role in delivering a range of services to nearby communities and play a vital role for allocation of future infill population. Forrestfield, Kalamunda, Mundaring, Ashfield, Bassendean and Maylands have been identified as district centres that provide key local services, facilities and employment opportunities. The Perth Airport redevelopment, Midland Health Campus, Gateway WA and NorthLink WA in particular will provide new infrastructure to support future growth. The region's boundaries border both the Perth CBD and rural areas. Spanning inner urban areas to outer metropolitan and urban fringe developments, this is a growing vibrant region.

Perth's Eastern Region represents an attractive destination for visitors and provides a high quality of life for residents. The region is home to a number of core assets including: national parks; walking and cycling trails; numerous picturesque parks and reserves on the banks of the Swan River; an extensive range of heritage, culture and arts attractions including Guildford, which is one of the oldest settled areas in WA; the popular Swan Valley and boutique wineries in the Perth Hills. A range of community events and recreation facilities provide for community activity. Both the Swan Valley and Perth Hills have been identified as key attractors for the Greater Perth Metropolitan Area.

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



1.2 EMRC

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

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

- Work in consultation with member councils to facilitate local government to enhance its service delivery to the community;
- Be efficient and effective in delivering quality services and facilities;

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

In line with this brief, the EMRC provides a broad range of services across the region including waste management and education, resource recovery, environmental management and regional development. Working in partnership with our member council's and other stakeholders, the EMRC delivers local and regional scale projects across each of these areas for the benefit of the region.



OUR VISION

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



OUR VALUES

The values that govern the EMRC are:

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

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

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

RESPONSIVENESS – Dynamic and flexible service delivery.

INTEGRITY – Accountability and consistency in all that we do.



OUR MISSION

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

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

and collaborating to achieve shared benefits the region is stronger than ever.

The EMRC comprises of three Directorates: Waste Services, Regional Services and Corporate Services. For the purpose of this Advocacy Strategy the focus is on Waste Services and Regional Services, which comprises Environmental Services and Regional Development.

1.2.1 KRA 1 - Environmental Sustainability

The EMRC aims to deliver initiatives and activities to aid diversion of waste from landfill to more environmentally sustainable solutions, including composting of greenwaste, timber and mattress recycling and providing consulting advice on contaminated sites. The Resource Recovery Project in particular aims to develop and implement resource recovery solutions to maximise the social, environmental and economic benefits to Perth's Eastern Region and minimise the amount of waste being directed to landfill. These activities are complemented by the development and implementation of waste education schemes and initiatives.

In addition to environmentally sustainable waste initiatives, the EMRC also aims to deliver a range of regional environmental services that support member councils to meet their responsibilities and their communities' expectations. This includes: the aim to achieve sustainable and adaptive

environmental initiatives; to maintain and enhance the natural assets of the region; to contribute towards improved regional air, water and land quality and regional biodiversity conservation; and to address climate change.

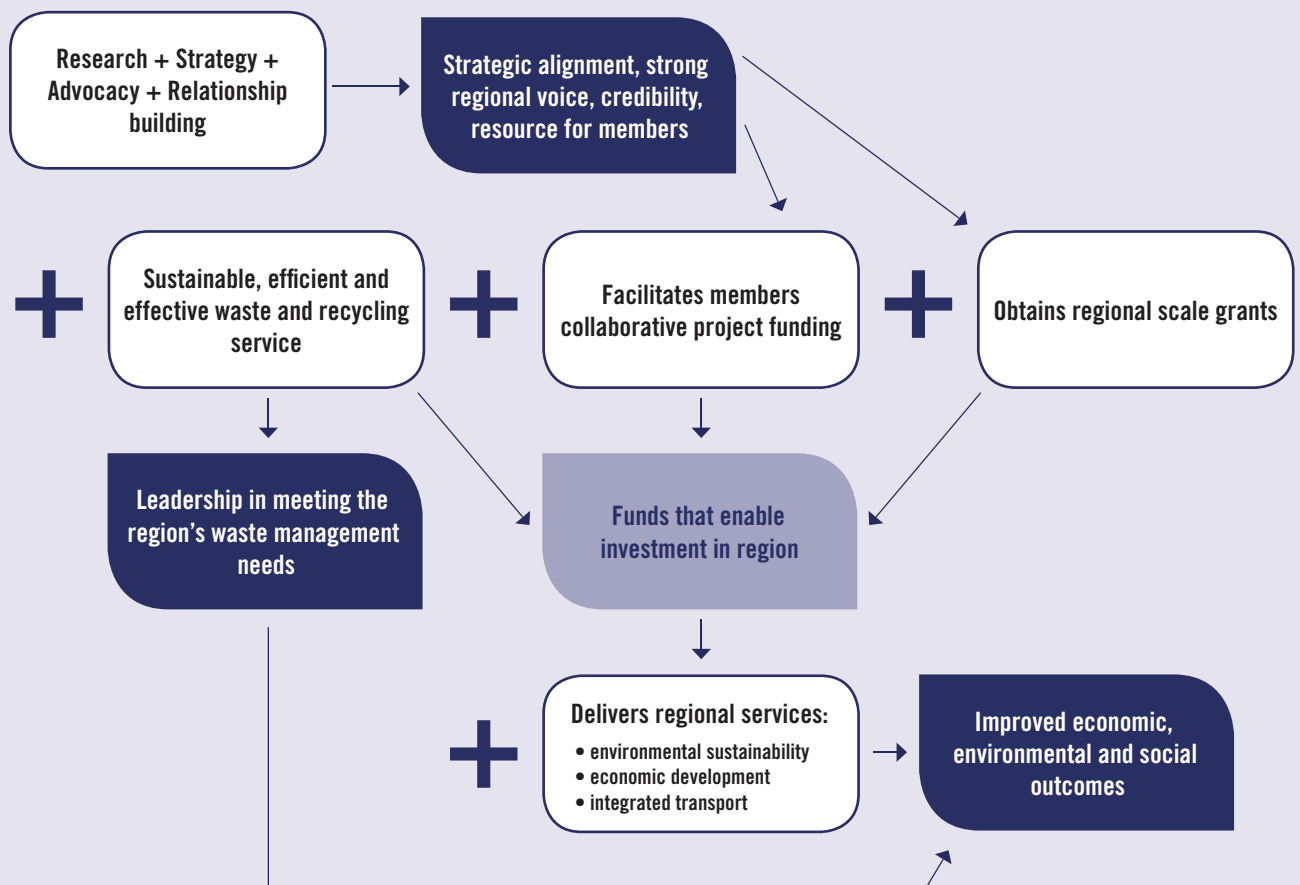
1.2.2 KRA 2 - Economic Development

The EMRC aims to facilitate and advocate for the sustainable economic and social development of the region, increase investment in infrastructure, transport, economic development activities and cultural and recreational activities.

1.2.3 KRA 3 - Good Governance

The EMRC aims to ensure that it is a responsive, progressive and responsible organisation that provides advice and advocacy on issues affecting Perth's Eastern Region, manages partnerships and relationships with stakeholders and provides responsible and accountable governance and management of the EMRC.

EMRC's Service Delivery Model





1.3 A collective voice on regional priorities

The ongoing sustainability and development of the region depends on the strength and ability of the region to pool its resources to compete for public and private investment, deal with community issues, capitalise on opportunities and influence outcomes. This can be achieved through education and awareness-raising or through directly influencing key decision-makers and key stakeholders for the purpose of achieving specific outcomes.

The EMRC works with member councils to provide a collective voice for the region and to be a conduit for collaboration and advocacy on issues of regional significance. In pursuing regional outcomes that benefit member councils, the EMRC initiates and develops relationships with individuals, organisations and state and federal governments. The aim of this approach is to assist the region to fulfil its potential by attracting and increasing investment and supporting activities that contribute to making Perth's Eastern Region a great place to live, work, play and do business. The EMRC strives to ensure that the partnerships formed within the region contribute to a collective vision where organisations know that together we're building a stronger future.

Member councils' nominated representatives on the EMRC Council make decisions on regional matters and, through their support of advocacy campaigns, validate the strength of a collective vision and a unified approach to achieving regional prosperity. Member council Mayors, Presidents and Councillors provide strength to the advocacy effort, particularly in relation to issues and outcomes that are important to their communities and to the region as a whole.

The EMRC undertakes advocacy activities for the region daily through its interactions with external stakeholders and across all levels of government. Key EMRC staff contribute to the region's advocacy efforts by representing the region at public events, on strategic committees and at forums; by

preparing responses on key strategic plans and policies; and by seeking regional grant funding that has relevance to Perth's Eastern Region.

Together, we have a collective voice speaking on behalf of the region. This voice:

- is focused on issues that are of regional significance that will create positive benefits and long term sustainability for Perth's Eastern Region;
- raises the profile of, and promotes, the opportunities offered in Perth's Eastern Region;
- is flexible to respond to emerging issues and opportunities that affect Perth's Eastern Region;
- engages and involves stakeholders and people from diverse backgrounds and interests within Perth's Eastern Region; and
- is conducted with integrity, accountability and respect.

Advancing the interests of Perth's Eastern Region through strategic and proactive representation and effective working relationships, in particular across all three tiers of government, is a key enabler for investment attraction and development in the region. Advocacy target audiences have the capacity to become engaged partners, working with the EMRC to achieve common goals. Primary target audiences are those with the formal authority to deliver the outcomes required. Secondary audiences are those who have the ability to influence outcomes.

The EMRC maintains:

- a cooperative and productive relationship with state and federal government Ministers and their departments, and members of parliament, particularly those representing Perth's Eastern Region;
- consistent and effective participation in relevant regional organisations and peak bodies for the purpose of influencing outcomes beneficial to Perth's Eastern Region;



The EMRC works with member councils to provide a collective voice for the region and to be a conduit for collaboration and advocacy on issues of regional significance.

- representation of the region's interests at key conferences, meetings, forums and on strategic committees;
- protocols for communication with different stakeholders and target groups; and
- involvement in external consultation processes, seeking out regional funding opportunities and providing written submissions, where relevant to Perth's Eastern Region.

The EMRC's regional areas of priority are consistent with delivering on the core function of working on behalf of our member councils and making the region stronger. Influencing the outcomes for these areas is achieved through targeting a range of primary and secondary audiences including funding partners, policy makers and key community leaders.

The priority areas for Perth's Eastern Region are:

- Regional waste management:
 - Waste reduction and resource recovery.
 - Environmentally sustainable solutions.
 - Capacity for the future.
- Regional environmental management:
 - Swan and Helena Rivers.
 - Natural resource management.
 - Climate change.
- Regional economic development:
 - Business growth, investment and innovation.
 - Infrastructure to support strategic centres and population growth.
 - Maximise infrastructure benefits.
- Regional integrated transport:
 - Increase and maximise benefits of infrastructure and services.
 - Behaviour change.
 - Safety.

Advancing advocacy priorities will achieve outcomes for stakeholders and enable the EMRC to fulfil its potential in the areas of waste management, environmental management, economic development and transport. Advocacy actions are monitored, reviewed and updated by the EMRC Council on an annual basis.

Other key EMRC strategies that underpin the *Regional Advocacy Strategy 2016–2020* include:

- Regional Environment Strategy.
- Regional Economic Development Strategy.
- Regional Integrated Transport Strategy.
- Waste Education Strategy.

Key advocacy stakeholders expected to be involved in the implementation of the *Regional Advocacy Strategy 2016–2020* include:

- member councils, other local governments, state and federal governments and their agencies;
- members of parliament representing Perth's Eastern Region;
- business / commerce;
- industry;
- not-for-profit sector; and
- the community.

Key methods of achieving advocacy outcomes include:

- seeking regional funding;
- engaging with all levels of government, organisations and regional stakeholders;
- preparing submissions and awards;
- cross regional collaboration;
- attendance at meetings and forums;
- developing key partnerships; and
- undertaking high level research.

Together

for sustainable waste management

Resource re-use and recovery, education to reduce waste and development of recycling technology are vital to ensuring environmentally sustainable and cost-effective waste management solutions for the region into the future. The EMRC is committed to long term planning for effective waste management to cater for the needs of a growing population and will continue to research and advocate for appropriate waste management solutions.



The Red Hill Waste Management Facility comprises a total area of 352 hectares and receives 250,000 – 300,000 tonnes of waste per annum.

2.1 Waste management context

Local governments have traditionally had responsibility for waste management within their local areas as laid down by the regulatory framework of each state. The EMRC's member councils recognised that by working together waste management solutions could be achieved effectively through a centralised organisation. The EMRC has been an integral element of waste management services within Perth's Eastern Region for over 30 years.

The EMRC has a reputation for being a leader in waste management and has demonstrated expertise in management and coordination of household waste and contaminated wastes; resource recovery and recycling services; managing and operating a landfill site; delivering education and awareness programs; and providing and maintaining waste management infrastructure. The EMRC was the first regional council to:

- construct and operate a Class IV disposal cell;
- offer household hazardous waste management programs;
- capture landfill gas to generate power;
- establish an industrial timber recycling facility; and
- establish a mattress recycling program.

The Red Hill Waste Management Facility has a total area of 352 hectares and receives 250,000 – 300,000 tonnes of waste per annum. The facility has approved landfill disposal cells for Class I to IV wastes, transfer station and a compost manufacturing and soil blending facility. The facility's gas field and power station, owned and operated by Energy Developments Pty Limited, generates up to four megawatts of electricity from recovered landfill gas for export into the grid. Significant quantities of kerbside greenwaste and the City of Bayswater's mobile greenwaste bins are composted on site with the former meeting AS 4454 certification. The EMRC holds a Department of Environment Regulation licence for these activities and the facility is operated and managed in a manner that complies with the licence conditions. All non-recycled waste collected by member councils within Perth's Eastern Region is landfilled at the Red Hill Waste Management Facility.

The EMRC's Hazelmere Resource Recovery Park is home to Western Australia's first mattress and timber waste recycling operations. The purpose of the park is to recover resources from some waste streams destined for the Red Hill Waste Management Facility, diverting waste from landfill and providing an opportunity to re-use materials. The park's operations will continue to expand to achieve a holistic resource recovery approach of best practice standard. The vision for the park is to be a hub of resource recovery activities, which will divert significant waste from landfill for re-use and recycling. The EMRC will use its advocacy efforts to realise this vision.

The waste activities are guided by two advisory committees: the Technical Advisory Committee and the Resource Recovery Committee. The Technical Advisory Committee consists of an officer from each member council and EMRC's Chief Executive Officer. The Resource Recovery Committee comprises the members of the Technical Advisory Committee and a councillor from each member council.

The Resource Recovery Project, is consistent with achieving the state government's *Western Australian Waste Strategy* target of a

65%
municipal recovery rate by
2020.

Planned expenditure for the Hazelmere Resource Recovery Park developments is estimated at around

\$25 million
over a five-year period.

The EMRC continues to advocate for best practice, sustainable, efficient and cost effective waste management practices and services delivered by regional councils. By working together, waste generated in Perth's Eastern Region is managed effectively and efficiently by the EMRC on behalf of our member councils.

2.2 Regional waste management priorities

2.2.1 Waste reduction and recovery

The EMRC is dedicated to the implementation and coordination of a range of resource recovery initiatives and community awareness and education programs. The Resource Recovery Project, which includes both the developments at the Hazelmere Resource Recovery Park and the Resource Recovery Facility, is consistent with achieving the state government's *Western Australian Waste Strategy* target of a 65% municipal recovery rate by 2020. The project will reduce the amount of material being sent to landfill as well as producing valuable products and recycled materials.

Planned expenditure for the Hazelmere Resource Recovery Park developments is estimated at around \$25 million over a five-year period. The park will process greenwaste, receive and sort commercial and industrial waste, receive and sort recyclables in a Materials Recovery Facility and create employment opportunities both during the construction stages and in on-going operation of the park. A Wood Waste to Energy Plant will convert woodchip into renewable energy and biochar by indirectly heating the residual wood waste, in the absence of oxygen. A Commercial and Industrial Waste Sorting Facility will sort dry commercial and industrial waste for recycling and re-use and service the member councils, industry and other local governments.

In addition to developing new resource recovery processes the EMRC also aims to reduce the amount of waste created by educating the community. The EMRC's waste education program offers a range of school and community group activities, community training courses and talks and tours of waste management facilities. The EMRC also maintains the R-Gang website which provides timely and relevant information about reducing, re-using, recycling and recovering waste.

The EMRC recovers a number of resources and sells a range of high-quality products at the Hazelmere Resource Recovery Park and the Red Hill Waste Management Facility including mulch, ferricrete, woodchip, coloured woodchip, woodchip fines, soil improver and clay. These products are developed using materials that are recovered during the creation of landfill cells or the processing of waste materials received that would otherwise be wasted in landfill. The EMRC works to develop new resource recovery and recycling activities particularly where appropriate markets exist.

2.2.2 Environmentally sustainable solutions

The EMRC places a high priority on environmental performance, which forms an important element in the planning and management of its activities. The Red Hill Waste Management Facility Environmental Policy details the set of commitments, objectives and responsibilities designed to achieve desired environmental outcomes. To implement these objectives the EMRC follows a comprehensive Environmental Management System which is designed to produce continuous site improvement whilst minimising environmental impact. The EMRC's Environmental Management System for the Red Hill Waste Management Facility is certified to the international ISO 14001:2004 standard. The independent certification process demonstrates to the EMRC's stakeholders and the wider community that the Red Hill Waste Management Facility is meeting its environmental objectives, by undertaking sufficient environmental management processes and activities and continually improving its environmental performance.

Environmental monitoring programs at the Red Hill Waste Management Facility include extensive quarterly surface and ground water monitoring, landfill gas surveys, native fauna surveys, feral animal management programs, field odour assessments (on-site and off-site at receptors), native seed collection, annual rehabilitation monitoring and aquatic fauna surveys surrounding natural surface water systems.

In addition to ongoing monitoring and management of environmental impacts, the EMRC has been working since 2001 to develop the Resource Recovery Project. The project will provide a more environmentally sustainable solution to managing our waste.

The EMRC's Environmental Management System

for the Red Hill Waste
Management Facility
is certified to the
international

ISO
14001:2004
standard.



Western Australia's population is projected to grow rapidly and is likely to reach between 4.5 million and 5.9 million by 2060.



2.2.3 Capacity for the future

Western Australia's population is projected to grow rapidly and is likely to reach between 4.5 million and 5.9 million by 2060. The EMRC's development plan for the Red Hill Waste Management Facility outlines planned capital works over the next 10 years based on the current and anticipated activities of the site. The plan indicates infrastructure requirements for the ongoing development of the Red Hill Waste Management Facility. These works encompass extension of landfill disposal cells for Class I to IV wastes, transfer station operations, greenwaste processing, resource recovery / alternative waste treatment operations and materials recovery. A range of factors were considered when preparing the Red Hill Waste Management Facility Development Plan including; landfill levy increases, population growth in Perth's Eastern Region, projected tonnages, changes in legislation regarding the treatment of waste, operation of the Resource Recovery

Facility, processing of commercial and industrial waste at the Hazelmere Resource Recovery Park and the potential operation of a Materials Recovery Facility.

The Resource Recovery Facility, which forms part of the Resource Recovery Project, is expected to extend the life of the Red Hill Waste Management Facility by up to 20 years. The new facility will treat municipal solid waste to divert waste from landfill, reduce greenhouse gas emissions and produce compost and / or renewable power. Construction and commissioning of the facility is anticipated in 2019. In addition to reducing the quantity of waste going to landfill, the Resource Recovery Facility is expected to minimise surface and ground water contamination, odour, dust, noise, litter, impacts on flora and fauna and greenhouse gas emissions.



Together

for improved environmental quality

Healthy ecosystems and habitat for flora and fauna, clean air, land, waterways and green space, resource efficient buildings, infrastructure and transport systems, renewable energy and minimal waste and emissions are vital for a sustainable environment into the future. The EMRC works with its member councils to advocate for, and provide advice, assistance, project support and research on environmental matters including protection of the Swan and Helena Rivers, natural resource management and climate change mitigation and adaptation activities.



Below average rainfall in the south-west of Western Australia, together with a changing climate, has reduced the availability of freshwater in the Perth metropolitan area.

3.1 Environmental context

Perth's Eastern Region has considerable natural environmental assets with some of the state's most beautiful national parks, walking and cycling trails. The Swan and Helena Rivers and their tributaries provide iconic recreational and heritage precincts. The region's natural assets face increasing pressure from competing uses; from development of areas for economic benefit, to environmental protection for habitat and clean water, to health and social welfare through increased public access and population growth. A focus on protecting natural resources and addressing climate change, pollution and planning issues are fundamental to the environmental, social and economic well-being of the area, particularly in the context of a drying climate.

Below average rainfall in the south-west of Western Australia, together with a changing climate, has reduced the availability of freshwater in the Perth metropolitan area, resulting in a greater reliance of water from groundwater systems. Climate change impacts are also being felt across natural areas and the urban landscape, with February 2016 being the hottest February recorded globally in 137 years of records, at 1.21 degrees Celsius above the 20th century average of 12.1 degrees Celsius.

The EMRC's *Regional Environmental Strategy 2016-2020* is progressing regional environmental management under the global Sustainable Development Goals framework identified in the *2030 Agenda for Sustainable Development*, adopted by the United Nations in 2015 and ratified by the Australian Federal Government for implementation nationwide. Environmental programs, services and management are integral and cross-dependent with social, governance, transport and economic strategies and, as such, environmental considerations are integrated into relevant aspects of regional growth and regional opportunities where possible.

The EMRC provides technical expertise, research, collaboration and advocacy on environmental issues facing the region and is committed to seeking funding, acknowledging achievements, protecting assets and understanding issues pertinent to the region as a whole. Together, we act as one voice, striving to achieve a shared vision across Perth's Eastern Region for our communities.



130
environmental
community groups



1,700
volunteers



February 2016 global temperature
hottest on record
in **137** years

Estimated **3,000** tonnes
CO₂-e abatement and
electricity savings of
\$950,000



Community water consumption is lower
than the Perth average

Over **272** km²
of protected area

46,000 solar
installations (2001–2014)

3.2 Regional environmental priorities

3.2.1 Swan and Helena Rivers

The EMRC is committed to resource investment and coordinated management of the Swan and Helena Rivers that are essential for the long-term protection and activation of the rivers' potential as natural, cultural and economic assets within Perth's Eastern Region. Advocacy and funding remain ongoing priorities for the improvement and restoration of built and natural Swan River foreshore areas, including riverbank stabilisation, water quality, recreational dual-use pathways, interpretation and signage. Water quality monitoring of both the Swan and Helena Rivers and understanding and managing flood risk continue to build sustainability and resilience to flood prone areas.

3.2.2 Natural resource management

The EMRC continues to seek regional funding and provide strategic support to deliver the Eastern Region Catchment Management Program, in partnership with the Shires of Kalamunda and Mundaring, City of Swan and the Department of Parks and Wildlife - Rivers and Estuaries Division. The program engenders community-led participation in on-ground activities that assist regional biodiversity conservation and improve water quality for the Swan and Helena Rivers. The success of on-ground landcare activities relies heavily on the community network of over 130 'friends of' groups and four catchment groups totalling in excess of 1,700 volunteers contributing 30,000 volunteer hours annually across the region.

Other natural resource management priorities include increasing community capability, promoting sustainable and adaptive environmental initiatives and seeking funding to maintain and enhance the region's natural assets. All member councils have strong environmental strategic objectives which the EMRC supports through advocacy and service provision.

3.2.3 Climate change

The EMRC is committed to supporting regional climate change mitigation and adaptation initiatives to assist local governments and communities to adapt and build resilience to climate change. The EMRC works to bring together representatives from local government, state government, researchers, industry and the community to share practical knowledge and information to enhance adaptation outcomes. Through member councils' implementation of Carbon Action Plans and energy efficiency upgrades, it is estimated that greenhouse gas emissions abatement across Perth's Eastern Region will be approximately 3,000 tonnes CO₂-e by the end of 2017, with electricity savings of approximately \$950,000.

Loss of urban canopy and vegetation in Perth's Eastern Region requires continued research and collaboration to improve tree canopy retention and liveability within urban communities. This is critical to ensure the environmental value, social wellbeing and economy of the region are retained, enhanced and protected. Urban forests provide essential ecosystem services including air and water filtration, shade, temperature reduction, habitat, carbon sequestration and nutrient cycling.

Water quality and conservation is critical in a drying climate to ensure a sustainable water future. The EMRC supports its member councils in water management to maximise opportunities to improve water efficiency and water quality. Community water consumption has reduced across the region and is now lower than the Perth average. The EMRC continues to explore opportunities to effectively partner with appropriate organisations such as the Cooperative Research Centre for Water Sensitive Cities to ensure our member councils have access to the latest research, tools and training on best practice water management including water sensitive urban design.





Together for a growing community

Business incubation, innovation, competitive advantage and supporting improved infrastructure are vital to ensuring the economic prosperity of the region into the future. The EMRC works with its member councils to advocate for, and provide advice, assistance, project support and research on, economic development matters including business growth and support services, investment in infrastructure that supports activity centres and ensuring that benefits from infrastructure are maximised.

4.1 Economic context

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

Perth's Eastern Region reflected the exceptional economic growth of Western Australia and achieved a growth rate of 7.6% per annum between 2008 and 2014, approximately 38.9% higher growth than the Australian economy. This growth was largely due to activity in the resources sector that has now slowed.

The region's economy is largely supported by manufacturing, logistics and distribution. Over one third of employment in the region is supplied in these sectors (39,322 jobs). The retail sector is growing and currently employs more than 15,000 workers and the labour market in the region has historically been stronger than the Greater Perth Metropolitan Area with a marginally lower unemployment rate from 2010-2015.

The region's resident population has increased by an average of 2.5% per annum over the past decade, which is slightly less than the average growth experienced across the greater Perth metropolitan area of 2.9%. What is notable is the shift towards higher growth within established areas with key transport links and a shift toward apartment living, driven largely by a combination of demographic, affordability and government policy.



The region's resident population has increased by an average of

2.5% per annum over the past decade.

The retail sector is growing and currently employs more than

15,000 workers.

Employment
self-sufficiency

77.9%



Jobs



124,500

GRP



\$24.513

billion

Value added



\$22.768

billion

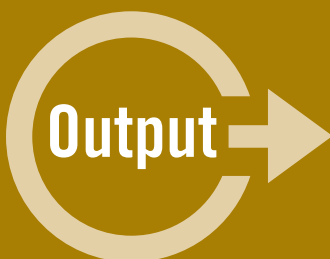


Regional Imports

\$16.889 billion

Regional Exports

\$20.619 billion



\$55.147 billion

4.2 Regional economic development priorities

4.2.1 Business growth, investment and innovation

The EMRC recognises the importance of the number of large scale companies that fall under the umbrella of logistics, manufacturing and distribution located in Perth's Eastern Region. While this provides a unique opportunity to support growth of the sector through economies of scale, it is also important to ensure that the economic base of the region diversifies to protect stability and enable growth. The EMRC is committed to supporting identified industry clusters and to advocating for new investment from large scale companies to support a diverse employment base and provide market protection.

The EMRC continues to focus on supporting existing business growth and advocating for greater opportunities through innovation and job creation. New technology and innovation that supports productivity, reduces environmental impacts and creates new markets will be nurtured.

4.2.2 Infrastructure to support strategic centres and population growth

The EMRC continues to support and advocate for enhancements and connectivity to the strategic metropolitan, secondary and district centres in the region, identified in state government planning documents, which are constrained due to ageing and inadequate infrastructure to support growth. An example is the Mundaring Town Centre Revitalisation which is restricted by limited wastewater capacity to support the development of the centre into a 'district centre'. The Helena Valley growth area, identified as an urban expansion investigation area, will require additional community recreational infrastructure to support population growth.

Morley, identified as a Strategic Metropolitan Centre in the Western Australian State Government's *Directions 2031 and Beyond* is not currently serviced by rail, which is considered a key constraint to expanding business interests in the area. Rail to Morley, however, has been identified in the state government's recently released draft of its Perth Transport Plan - Transport @ 3.5 Million.

Transport infrastructure is also required to support activity centres, particularly in Ellenbrook, Belmont and Midland. In addition to supporting transport connections to activity centres, the role of freight routes impacting on the centres is also important. For instance, the freight rail alignment through Midland divides the centres and impacts on business interests and community safety. Having regard for the impacts of freight rail, when planning for the future development of the Forrestfield area and other potential development sites across the region, will ensure positive outcomes for the future residents in this area.

4.2.3 Maximise infrastructure benefits

The EMRC supports economic and social opportunities that will arise as a result of effective land use around stations on the new Forrestfield - Airport Link. The Forrestfield - Airport Link will provide an opportunity for transit orientated development in Forrestfield and High Wycombe that could cater for affordable high density housing close to rail connections and employment nodes. The Forrestfield - Airport Link is also a key opportunity for economic activity in the Bayswater Town Centre once increased transport connections to the station and higher density residential developments occur.

The City of Belmont's Development Area 6 has the potential to maximise opportunities associated with rail and proximity to the Perth Airport estate, encouraging commercial and residential investment for long term economic benefit. The EMRC will provide a strong advocacy role to encourage connectivity between public transport and recreational facilities along the Forrestfield - Airport Link, including Bayswater.

The slower than anticipated roll-out of the National Broadband Network (NBN) is seen as a barrier to future development for small business growth and innovation in Perth's Eastern Region and the EMRC continues to advocate and identify options for improved connectivity, reliable access, bandwidth and speeds.





Together

for an efficient transport network

An effective, efficient and safe transport network that integrates all transport modes is vital to ensuring the productivity, liveability and efficiency of the region into the future. The EMRC works with our member councils to advocate for, and provide advice, assistance, project support and research on transport matters, including investment in infrastructure, delivery of behaviour change programs and improvements to all aspects of transport safety.



The region's major industrial presence includes Malaga, Kewdale, Hazelmere, Forrestfield, Bayswater and Bassendean, all of which play key roles in transport, storage, manufacturing and logistics for the state's construction and resource sectors.

5.1 Transport context

The state government recognised the importance of Perth's Eastern Region as a transport and industry hub in its urban development framework for the Perth and Peel regions as part of its *Directions 2031 and Beyond* strategy. Key locations identified in the strategy within Perth's Eastern Region include: Perth Airport, identified as a strategic specialised centre; Kewdale, identified as a key strategic industrial centre; and Midland and Morley which are identified as Strategic Metropolitan Centres. The secondary centres of Belmont and Ellenbrook perform an important role in the region's economy and provide essential services to their catchment populations. The state government's draft Perth Transport Strategy – Transport @ 3.5 Million highlights these centres and considers the timeframes for improved transport connections to be based according to the population growth targets of 'by 2.7M'; 'by 3.5M'; and 'beyond 3.5M'.

The region's major industrial presence includes Malaga, Kewdale, Hazelmere, Forrestfield, Bayswater and Bassendean, all of which play key roles in transport, storage, manufacturing and logistics for the state's construction and resource sectors. The significant transport and industrial hub in Perth's Eastern Region is a major generator of economic output. Correspondingly there are a number of high traffic major roads in and around these centres as well as major rail and road networks linking Perth with the rest of Western Australia and with the east coast of Australia.

The EMRC, through its Regional Integrated Transport Strategy Implementation Advisory Group, supports and advocates for alignment of local and regional transport strategies with state strategies in order to ensure consistent messaging and delivery of transport priorities, particularly where funding had been allocated, or priorities announced that affect Perth's Eastern Region.

Perth Airport is serviced by a growing number of international, domestic and regional airlines, with close to 13.8 million passengers travelling through Perth Airport terminals in 2015/2016 and with passenger numbers projected to rise to 28.5 million by 2034.

5.2 Regional transport priorities

5.2.1 Increase and maximise benefits of infrastructure and services

The Forrestfield - Airport Link will provide new rail services and facilitate improved bus networks for the eastern suburbs, foothills and surrounding community to the Perth CBD. The Forrestfield - Airport Link includes three new stations and will provide a rail solution that improves transport connectivity to and from Perth Airport, the eastern suburbs and regional centres. There is the potential for significant economic benefit in the surrounding areas for higher residential and commercial densities if development of land use is appropriately managed and progressed. The EMRC will advocate for consideration of the economic benefits of high density residential and commercial space in close proximity to stations.



Perth Airport is serviced by a growing number of international, domestic and regional airlines, with passenger numbers

projected to rise to

28.5 million
by 2034.



The EMRC recognises the importance of public transport across Perth's Eastern Region and the significant issues that need to be addressed such as increasing services, coverage and frequency required to connect to activity, recreational and employment centres. Modifications are required in order to reduce congestion, increase road safety and remedy transport access issues for young people and the elderly. Public transport infrastructure priorities include the relocation of the Midland Train Station adjacent to the Midland Health Campus and supplying appropriate public transport connections to Ellenbrook and Morley.

Rail connections for both freight and commuter purposes is a long term priority. These connections need to be efficient, support a growing population and be aligned to have minimum detrimental effect on surrounding areas, particularly in terms of environmental impacts and dividing activity centres.

Existing roads are facing combined pressures of increased heavy freight transport traffic brought about by resource sector activity and the growth of the key industrial centres in the region, along with increased local passenger traffic and demand for integrated public transport due to the economic and demographic growth of the region. The EMRC supports and advocates for road infrastructure priorities including the upgrade of significant sections of road that fall under the jurisdiction of state and federal government funding as well as local roads, which remain the responsibility of member councils.

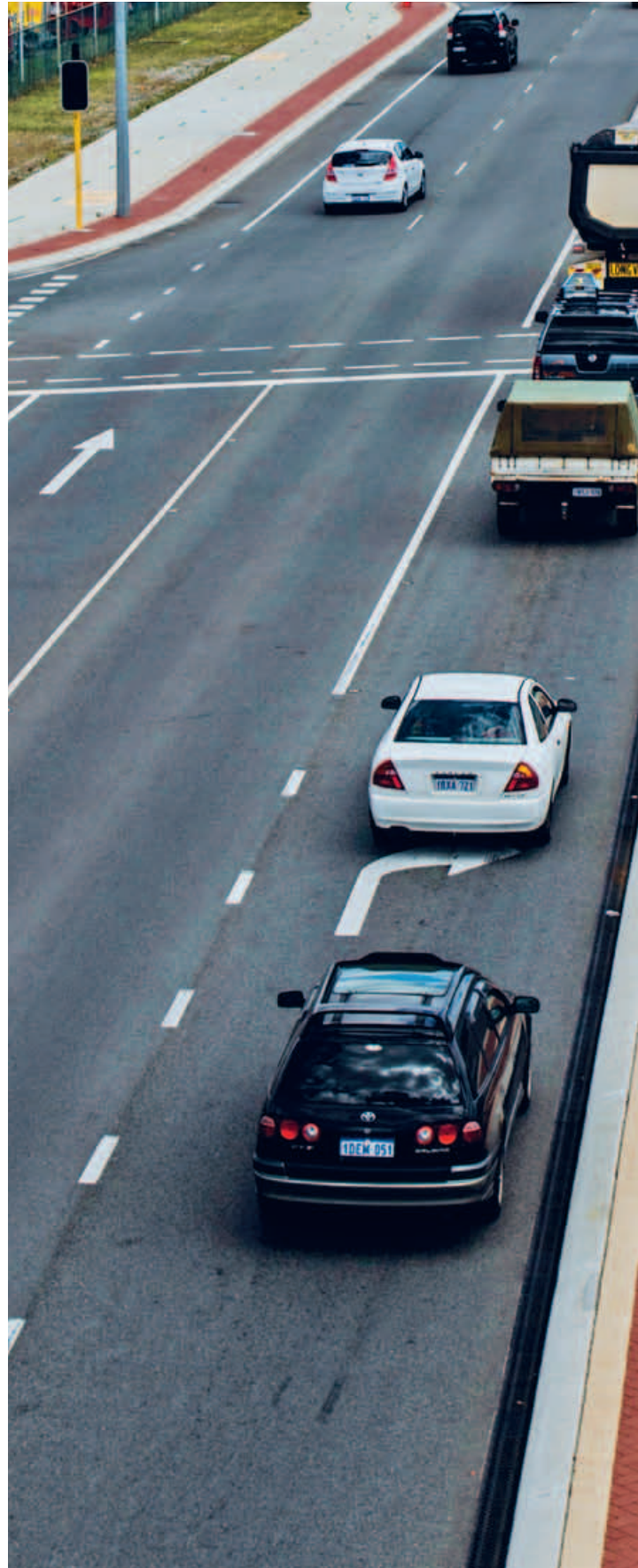
Perth's Eastern Region has been the recipient of extensive road network upgrades such as Gateway WA and Northlink WA, both of which include a network of high quality Principal Shared Paths, and will shortly see the commencement of works to construct the Forrestfield - Airport Link, connecting to the Midland rail line at Bayswater Station. Further, the Cities of Bayswater and Belmont, together with the state government, are investing in Bike Boulevard infrastructure to capitalise on active transport in the region. Planning is underway by the Cities of Bayswater, Belmont and the Shire of Kalamunda to ensure maximum benefit occurs with the delivery of high-density residential, a new activity centre and transit orientated development precincts based around the new train stations.

5.2.2 Behaviour change

Reducing reliance on cars, particularly for short trips, is important for reducing the future cost of road infrastructure development, congestion, impacts on the environment and carbon emissions from vehicles, as well as improving social equity, connectivity and providing greater active transport options. Making streets more walking and cycling friendly has the potential to generate more business and stimulate the local economy. The challenge ahead is to develop a community that uses private motorised transport less and instead utilises alternative modes such as walking, cycling and public transport.

The EMRC is in the ideal position to coordinate a multi-municipality behaviour change program, such as the Your Move program, that corresponds with the delivery of the new transport infrastructure and linking public transport to recreation and activity centres. Your Move is a travel behaviour program linking transport and physical activity outcomes.

Travel behaviour will continue to be influenced by underlying factors related to peak travel times and peak congestion times, affecting how, when and where people travel as well as social, economic and technological trends and factors. The EMRC remains at the ready to advocate for effective solutions.





5.2.3 Safety

Improving road safety for all road users across the region is a priority. A total of 164 vehicles were involved in a fatal crash in the region between 2010 and 2015. Whilst many of these fatal crashes involved motor vehicles, as greater efforts are made to increase the amount of people using active modes, it is important to consider how these vulnerable road users will interact with the rest of the transport network.

The EMRC's Direction Zero: A Regional Road Safety Plan for Perth's Eastern Region. comprises of five key focus areas: Safe Roads and Roadsides; Safe Road Use; Safe Vehicles; Safe Speeds; and Road Safety Planning and Governance. These key focus areas align with those set out in the federal and state governments' road safety strategies.

Four key road safety issues were identified in this plan:

- Crashes at intersections.
- Vehicles and motor cycles running off the road.
- Those involving vulnerable road users such as pedestrians, cyclists and motor cyclists.
- Road user behaviour relating to speed, inattention / driver distraction and / or driving under the influence of alcohol or drugs.

The EMRC will support its member council's by advocating for appropriate road safety awareness campaigns and blackspot and black route treatments in the region with a focus on reducing the amount of deaths and serious injuries on roads in the region.

A total of 164 vehicles were involved in a fatal crash in the region between 2010 and 2015

Advocacy

actions to influence priorities

Key advocacy stakeholders include: member councils, other local governments, state and federal governments and their agencies, members of parliament representing Perth's Eastern Region, business / commerce, industry, not for profit sector and the community.

Key methods of achieving advocacy outcomes include: seeking regional funding; corresponding with all levels of government, organisations and regional stakeholders; preparing submissions and awards; cross regional collaboration; attendance at meetings and forums; developing key partnerships; and undertaking high level research.

	Areas of Focus	Advocacy Actions
Regional Waste Management Priorities	Waste reduction and resource recovery	Continue awareness-raising of the role of regional councils in waste management and resource recovery.
		Continue advocacy for the use of the Waste Avoidance and Resource Recovery Levy hypothecated to the Waste Authority for investment into waste management infrastructure.
		Advocate for development of new waste management practices and services.
		Pursue best practice waste management practices.
	Environmentally sustainable solutions	Advocate to state government for funding to support the EMRC's best practice, sustainable and efficient waste services planned to meet the future needs of the region.
		Continue community engagement and awareness-raising of the benefits of the Wood Waste to Energy Plant, converting surplus wood waste to renewable energy and biochar.
	Capacity for the future	Promote the continued diversion and recovery of waste to extend the life of the Red Hill Waste Management Facility.
		Continue to pursue avenues for funding of resource recovery technologies and resource recovery infrastructure into the future.
		Advocate for the use of resource recovery products that have been diverted from landfill.
		Continue awareness-raising of all elements of the Resource Recovery Park and source funding partners as required.

	Areas of Focus	Advocacy Actions	
Regional Environmental Priorities	Swan and Helena Rivers	Undertake advocacy as identified in the Swan and Helena Rivers Management Framework Review Report and Action Plan.	
		Include issues facing the Swan and Helena Rivers in advocacy to the state government and also to the federal government under its Plan for a Cleaner Environment.	
	Natural resource management	Undertake advocacy as identified in the Regional Environmental Strategy 2016-2020.	
		Seek opportunities to revegetate urban environments, strengthen natural resource management, reduce carbon emissions, improve water quality and build resilience in communities under the Federal Government Plan for a Cleaner Environment.	
		Seek funding to undertake research and support member councils to implement stormwater harvesting, re-use of water and managed aquifer recharge projects to address water availability issues in a drying climate.	
		Promote sustainable and adaptive environmental initiatives to maintain and enhance the region's natural assets.	
		Advocate for improved regional air, water and land quality and regional biodiversity conservation.	
	Climate change	Undertake advocacy as identified in the Regional Environmental Strategy 2016-2020.	
		Seek opportunities to strengthen the environment's resilience to the impacts of climate change under the Federal Government Plan for a Cleaner Environment.	
		Continue to raise awareness of, and opportunities to deal with, emerging environmental issues.	
	Regional Economic Development Priorities	Business growth, investment and innovation	Promote the region as an attractive investment destination.
			Advocate for the priority areas identified in the Regional Economic Development Strategy 2016-2020.
Foster and enhance relationships with key stakeholders including government agencies and business groups.			
Promote partnership opportunities with organisations for the development of initiatives and projects.			
Infrastructure to support strategic centres and population growth		Advocate for increased investment and upgrades in regional infrastructure.	
		Advocate for facilitation of sustainable economic development of the region.	
		Develop and promote a Smart Cities Plan for the region.	
Maximise infrastructure benefits		Undertake a regional approach to research, advocacy and grant funding to create a stronger voice.	
		Foster relationships with businesses in the region and promote awareness of opportunities to maximise national broadband network rollout benefits.	
		Promote opportunities to facilitate regional, cultural and recreation activities.	
Regional Transport Priorities	Increase and maximise benefits of infrastructure and services	Advocate for increased investment in regional transport infrastructure.	
		Advocate for priorities identified in the Regional Integrated Transport Strategy 2016-2020.	
		Review and advocate for improved public transport options throughout the region.	
	Behaviour change	Advocate for improved social equity, connectivity and public health through greater active transport opportunities.	
		Advocate for the Your Move program.	
Safety	Advocate for safe roads and roadsides, safe road use, safe vehicles, safe speeds and road safety planning and governance.		



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11.2 REGIONAL ENVIRONMENT STRATEGY 2016 - 2020

REFERENCE: D2016/14546

PURPOSE OF REPORT

The purpose of this report is to seek Council approval of the EMRC Regional Environment Strategy that will guide regional environmental and sustainability activities for the period 2016 to 2020.

KEY ISSUES AND RECOMMENDATION(S)

- The process for development of the Regional Environment Strategy involved consultation with member Councils and other key stakeholders through surveys, interviews and two workshops.
- The EMRC and its member Councils will be one of the first organisations in Australia to progress regional environmental management under the global United Nations Sustainable Development Goals framework.
- Implementation of the Strategy will be facilitated by the EMRC, with support of member Council Officers and other key stakeholders through a Regional Environment Strategy Advisory Group.
- The EMRC has developed costings to present to member Councils for consideration in the 2017/2018 Funding Summary and will also seek external funding opportunities to implement projects within the Strategy.

Recommendations

That Council approves the EMRC Regional Environment Strategy 2016-2020, forming the attachment to this report.

SOURCE OF REPORT

Director Regional Services

BACKGROUND

The EMRC's first Regional Environment Strategy 2000 was approved by Council at the Ordinary Council Meeting of 2 December 1999 (Ref: DMDOC/9957). The Regional Environment Strategy 2011-2016 was approved by Council at the Ordinary Council Meeting of 3 November 2011 (Ref: DMDOC/154291). Some key achievements implemented under the Regional Environment Strategy 2011-2016 include Bush Skills 4 Youth, Marri Canker Research Project, Understanding Flood Risk in Perth's Eastern Region (Stage 1), Climate Change Risk Awareness Seminar Series, Water Auditing, Helping the Helena and Track and Trace water quality projects, Steaming to Success Alternative Weed Trial and Steam Weed machine and the Community Energy Efficiency Program.

REPORT

This report outlines the process utilised in the development of the Regional Environment Strategy 2016-2020 (attached) and provides an overview of the framework. The EMRC's 10 Year Strategic Plan 2017 to 2027 sets in place a vision to "be a responsive and innovative leader in assisting Perth's Eastern Region to be a great place to live, work, play and do business". The EMRC's vision for the Regional Environment Strategy for Perth's Eastern Region builds upon this context and is defined as "A region supporting the goals of sustainable development with optimal environmental management for an equitable and supported community and a protected and healthy environment".



Item 11.2 continued

The process for development of the Regional Environment Strategy involved consultation with member Councils and other key stakeholders (including Department of Water, Cooperative Research Centre for Water Sensitive Cities, Water Corporation, W.A. Local Government Association, Department of Aboriginal Affairs, State NRM Office, Department of Parks and Wildlife, Perth NRM and catchment groups) through surveys, interviews and two workshops delivered by consultants, Sustainable Development Facilitation Global.

With this Regional Environment Strategy, the EMRC and its member Councils will be one of the first organisations in Australia to progress regional environmental management under the global United Nations Sustainable Development Goals (SDGs) framework. The seven SDGs particularly relevant to the environment in Perth's Eastern Region are:

1. Clean Water and Sanitation (SDG 6);
2. Affordable and Clean Energy (SDG 7);
3. Sustainable Cities and Communities (SDG 11);
4. Responsible Consumption & Production (SDG 12);
5. Climate Action (SDG 13);
6. Life on Land (SDG 15); and
7. Partnerships (SDG 17).

Implementation

Implementation of the Regional Environment Strategy will be facilitated by the EMRC with support of member Council officers and other key stakeholders through a Regional Environment Strategy Advisory Group, replacing the existing Regional Environmental Advisory Group. The EMRC will play a central role in the implementation of the Regional Environment Strategy, working collaboratively to achieve the objectives of the Strategy. Member Councils will be involved by:

- Participating in the Regional Environment Strategy Advisory Group;
- Leveraging regional advocacy activities; and
- Keeping the EMRC informed of relevant local activities and other projects.

Implementation of the Regional Environment Strategy will be resourced through a blend of EMRC contributions, member Council contributions, and external funding.

Monitoring, Review and Evaluation

The Regional Environment Strategy will be monitored, reviewed and evaluated on an on-going basis through:

- Regular meetings of the RESAG;
- Reporting via the quarterly Regional Services Activity Report which is presented to the CEOAC and EMRC Council; and
- A minor review of the Strategy undertaken annually allowing the Regional Environment Strategy to be a living document, evolving over time as regional issues change and actions are completed.

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 1 – Environmental Sustainability

- 1.5 To contribute towards improved regional air, water and land quality and regional biodiversity conservation
- 1.6 To address climate change issues within the region



Item 11.2 continued

FINANCIAL IMPLICATIONS

Costs relating to the development of the Regional Environment Strategy were included in the EMRC's 2015/2016 and 2016/2017 operating budgets.

SUSTAINABILITY IMPLICATIONS

The development and implementation of the Regional Environment Strategy assists in strengthening the natural environment of Perth's Eastern Region. The Strategy is complementary to the member Councils various environmental and sustainability strategies.

MEMBER COUNCIL IMPLICATIONS

Member Council	Implication Details
Town of Bassendean	} Member Councils officers' time will be required from time to time to participate in the Regional Environment Strategy Advisory Group.
City of Bayswater	
City of Belmont	
Shire of Kalamunda	
Shire of Mundaring	
City of Swan	

ATTACHMENT(S)

Regional Environment Strategy 2016 – 2020 (Ref: D2016/16113)

VOTING REQUIREMENT

Simple Majority

RECOMMENDATION(S)

That Council approves the EMRC Regional Environment Strategy 2016-2020, forming the attachment to this report.

Discussion ensued

The Director Regional Services provided an overview of the report and the process and community and member council staff involvement in the preparation of the document.

Ms Bywater expressed concern regarding the Western Australian Planning Commission's (WAPC) lack of regard for planning in the context of environmentally sensitive areas. In order to ensure there was alignment of the Regional Environmental Strategy an additional Objective was proposed to be included in the Strategy. To strengthen the link between local policies and strategies and state policies and strategies a new objective was added as follows:

3.7 Advocate to state planning agencies, such as the WA Planning Commission, to have regard for environmentally sensitive areas in policy development and planning decisions in urban areas.



Item 11.2 continued

CEOAC RECOMMENDATION(S)

MOVED MR THROSSELL SECONDED MR JARVIS

That Council approves the EMRC Regional Environment Strategy 2016-2020, forming the attachment to this report.

CARRIED UNANIMOUSLY

COUNCIL RESOLUTION(S)

MOVED CR SECONDED CR



REGIONAL ENVIRONMENT STRATEGY 2016 - 2020



Protecting Perth's Eastern Region 



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Executive Summary

The Eastern Metropolitan Regional Council (EMRC) is a regional local government working on behalf of six member councils located in Perth's Eastern Region. The EMRC aims to be a responsive and innovative leader in assisting Perth's Eastern Region to be a great place to live, work, play and do business. The region has significant environmental assets that require protection and optimal management.

With this *Regional Environment Strategy 2016-2020*, the EMRC and its member councils will be one of the first organisations in Australia to progress regional environmental management under the global United Nations Sustainable Development Goals (SDGs) framework. The SDGs emphasise critical aspects and opportunities for environmental management within the context of wider objectives for development. The document that describes the SDGs, the *2030 Agenda for Sustainable Development*, was adopted by 193 United Nations member states in September 2015 and was ratified by the Federal Government of Australia for implementation nationwide. The Global Taskforce of Local and Regional Governments actively participated in the consultations on the Agenda, successfully advocating for the inclusion of Sustainable Development Goal 11 on sustainable cities and human settlements and pushing for all goals to take into account local challenges and opportunities.

Seven of the 17 SDGs are particularly relevant to the environment and Perth's Eastern Region. These seven SDGs have been used as a basis for the development of the *Regional Environment Strategy 2016-2020* and through consultation and research have resulted in the development of strategic objectives that relate to each SDG:

- **Strategic Objective 1:**

Our region has sufficient and sustainably managed water resources and good water quality in rivers and wetlands.

- **Strategic Objective 2:**

Our region adopts sustainable, affordable and modern energy sources and promotes energy efficiency.

- **Strategic Objective 3:**

Our region fosters safe, resilient, resource efficient and environmentally sustainable urban areas.

- **Strategic Objective 4:**

Our region fosters sustainable consumption and production patterns and promotes sustainable lifestyles.

- **Strategic Objective 5:**

Our region addresses climate change and its impacts through mitigation and adaptation.

- **Strategic Objective 6:**

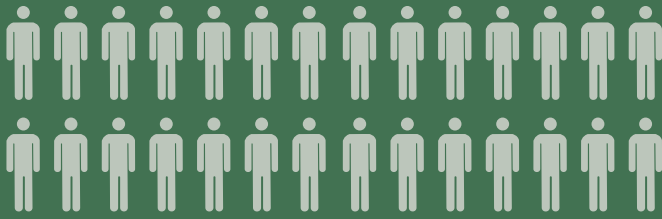
Our region protects, restores and enhances terrestrial ecosystems, addresses land degradation and prevents biodiversity loss.

- **Strategic Objective 7:**

Our region contributes to the global partnership for sustainable development and achievement of relevant SDGs and targets.

Initiatives that were identified through research and member council and stakeholder consultation have been grouped under these strategic objectives into an Action Plan. These initiatives have an aim of contributing towards achieving the strategic objectives as well as contributing towards the achievements of the SDGs. Sustainable development enablers will also guide the implementation of the *Regional Environment Strategy 2016-2020*. These include regional advocacy; education, information and engagement; cross regional programs; funding; strategic consulting; technical support; research and innovation; and collaboration.

Population



365,500 People



Area

2,100
km²

February
2016 global
temperature
hottest on
record in



137 years



Estimated **3,000**
tonnes CO₂-e abatement
and electricity savings of
\$950,000



6



Community water consumption
is lower than the Perth average



Iconic
Swan
River



Area of national parks
over
220 km²



Introduction

2.1 The Importance of Local Government in Environmental Strategy

The Eastern Metropolitan Regional Council (EMRC) is a regional local government working on behalf of six member councils located in Perth's Eastern Region. The EMRC aims to be a responsive and innovative leader in assisting Perth's Eastern Region to be a great place to live, work, play and do business. The region has significant environmental assets that require protection and optimal management as well as residents, businesses and infrastructure to support and manage sustainably.

Environmental protection is a key role for all local governments and environmental management is a core function. As the level of government closest to community, it is vital that environmental strategies reflect current barriers to protection and sustainable management of the environment, as well as identifying opportunities to achieve positive outcomes through partnerships, activities and advocacy.

Environmental programs and services are no longer separate from other strategies, programs and projects, they are foundational and integral. Environmental management is only one part of an interlinked and cross-dependent set of activities between environmental, social, governance and economic strategy. It is important that environmental considerations are understood and integrated into other aspects of regional growth. In particular, there is a greater need for environmental management and sustainability to be embraced within planning and land use frameworks, economic development, infrastructure management and to consider community concerns and health impacts. A holistic approach to reaching future goals is required, particularly given the diversity of the region, its assets and development pathways.

2.2 A New Strategic Framework

With this *Regional Environment Strategy 2016-2020*, the EMRC and its member councils will be one of the first organisations in Australia to progress regional environmental management under the global Sustainable Development Goals (SDGs) framework (see Figure 1). The 17 SDGs were the result of a substantial, two year global consultation across governments, private sector and civil society to ensure balanced, strategic and sustainable progress worldwide. The document that describes the SDGs, the *2030 Agenda for Sustainable Development*, was adopted by 193 United Nations member states in September 2015 and was ratified by the Federal Government of Australia for implementation nationwide. The SDGs are a new universal set of goals, targets and indicators that governments, businesses and organisations can use to frame their agendas and political policies over the next 15 years. The SDGs emphasise critical aspects and opportunities for environment management within the context of wider objectives for development.

1	NO POVERTY	End poverty in all its forms everywhere.
2	ZERO HUNGER	End hunger, achieve food security and improved nutrition and promote sustainable agriculture.
3	GOOD HEALTH AND WELL-BEING	Ensure healthy lives and promote well-being for all at all ages.
4	QUALITY EDUCATION	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.
5	GENDER EQUALITY	Achieve gender equality and empower all women and girls.
6	CLEAN WATER AND SANITATION	Ensure availability and sustainable management of water and sanitation for all.
7	AFFORDABLE AND CLEAN ENERGY	Ensure access to affordable, reliable, sustainable and modern energy for all.
8	DECENT WORK AND ECONOMIC GROWTH	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
9	INDUSTRY, INNOVATION AND INFRASTRUCTURE	Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.
10	REDUCED INEQUALITIES	Reduce inequality within and among countries.
11	SUSTAINABLE CITIES AND COMMUNITIES	Make cities and human settlements inclusive, safe, resilient and sustainable.
12	RESPONSIBLE CONSUMPTION AND PRODUCTION	Ensure sustainable consumption and production patterns.
13	CLIMATE ACTION	Take urgent action to combat climate change and its impacts.
14	LIFE BELOW WATER	Conserve and sustainably use the oceans, seas and marine resources for sustainable development.
15	LIFE ON LAND	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.
16	PEACE, JUSTICE AND STRONG INSTITUTIONS	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.
17	PARTNERSHIPS FOR THE GOALS	Strengthen the means of implementation and revitalise the global partnership for sustainable development.

Figure 1. The Global Sustainable Development Goals

Context

3.1 Perth's Eastern Region

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

The region constitutes around one-third of Perth's metropolitan area encompassing a land area of about 2,100 square kilometres and an estimated population of 365,500 people.

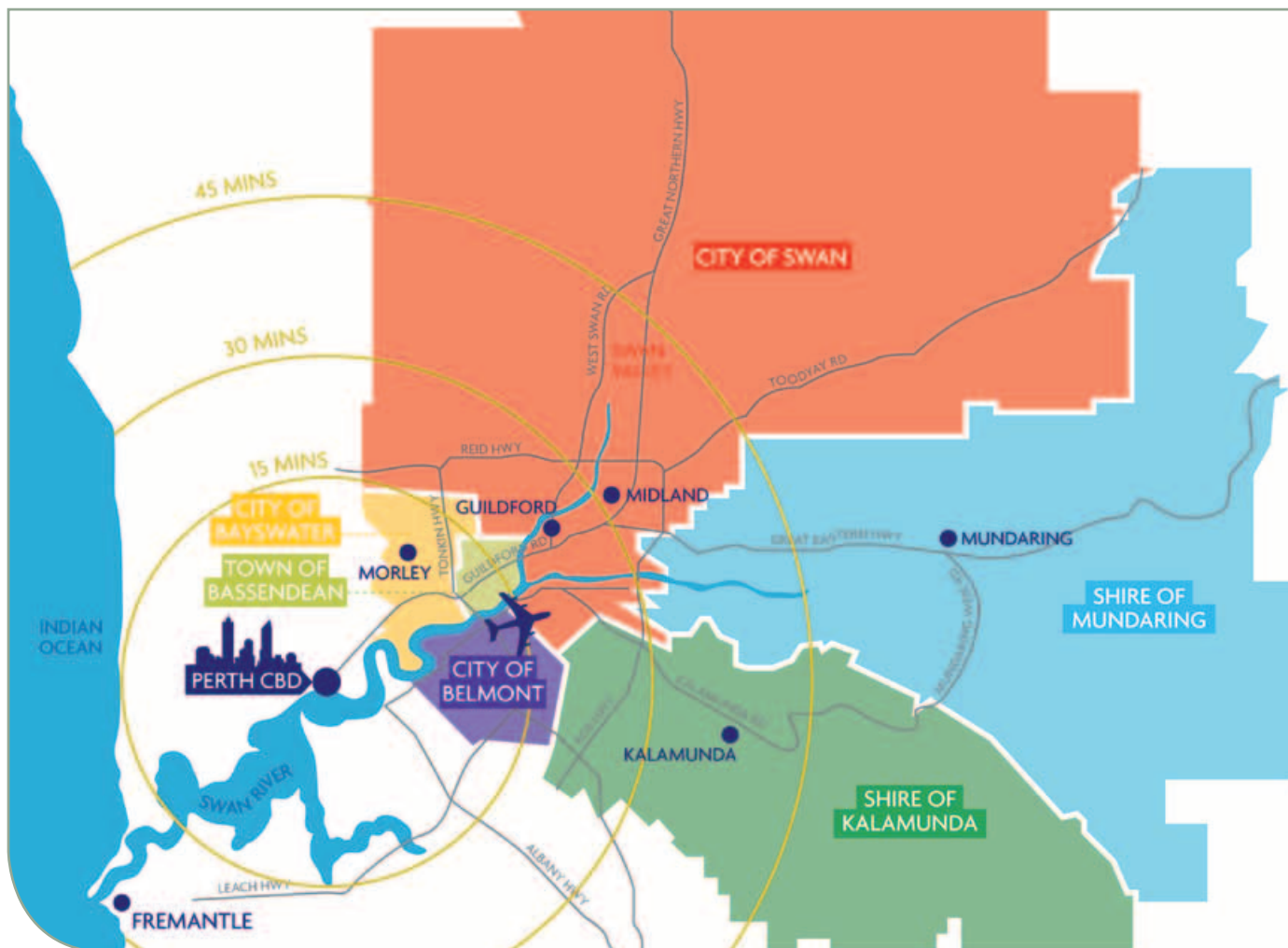


Figure 2. Map of Perth's Eastern Region

Perth's Eastern Region represents an attractive destination for visitors and provides a high quality of life for residents. The region is home to a number of core assets including: national parks; walking and cycling trails; numerous picturesque parks and reserves on the banks of the Swan River; an extensive range of heritage, culture and arts attractions including Guildford, which is one of the oldest settled areas in WA; the popular Swan Valley and boutique wineries in the Perth Hills.

A range of community events and recreation facilities provide for community activity. Both the Swan Valley and Perth Hills have been identified as key attractors for the Greater Perth Metropolitan Area.

The Greater Perth Metropolitan Area sits on the Swan Canning River system which is a key natural environmental feature with cultural and historical significance that also generates economic, community and recreation benefits for the population.

3.2 Eastern Metropolitan Regional Council

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

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

- Work in consultation with member councils to facilitate local government to enhance its service delivery to the community;

- Be efficient and effective in delivering quality services and facilities;
- Promote and market the role of local government in the community;
- Implement a strategic plan that is regularly reviewed; and
- Avoid providing any service or facility that adversely impacts on the services or facilities of any member council.

In line with this brief, the EMRC provides a broad range of services across the region including waste management and education, resource recovery, environmental management and regional development. Working in partnership with our member council's and other stakeholders, the EMRC delivers local and regional scale projects across each of these areas for the benefit of the region.



OUR VISION

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



OUR VALUES

The values that govern the EMRC are:

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

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

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

RESPONSIVENESS – Dynamic and flexible service delivery.

INTEGRITY – Accountability and consistency in all that we do.



OUR MISSION

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

3.3 Regional Environment

Perth's Eastern Region has considerable natural environmental assets with some of the state's most beautiful national parks, walking and cycle trails. The Swan and Helena Rivers, and their tributaries, provide iconic recreational and heritage precincts, as well as supporting the renowned vineyards along the Swan Valley. Other features include Eric Singleton Bird Sanctuary, Lesmurdie Falls, Lake Leschenaultia, Whiteman Park and Bickley Valley.

Land use in the region is diverse, ranging from agriculture in the eastern portion, to rural landholdings, residential, industrial and highly urbanised areas to the south and west. The region encompasses the more forested areas of the valleys and plateau of the Darling Range and Darling Scarp to the open urbanised areas of the Swan Coastal Plain, including riverine areas of the Swan and Helena Rivers.

The region's natural assets face increasing pressure from competing uses; from development of areas for economic benefit, to environmental protection for habitat and clean water, to health and social welfare through public access. A focus on protecting natural resources and addressing climate change, pollution and planning issues is fundamental to the environmental, social and economic well-being of the area,

particularly in the context of a drying climate. In conjunction with an increasing recognition of the effects of development on the environment, there is growing concern about the effects of environmental change on natural assets and the urban landscape.

It is important that the diverse land uses within the region are managed so that there is minimal impact on these important environmental assets, while at the same time providing sustainable economic development, transport and planning options to provide healthy resilient spaces for people to live, work, play and do business.

3.4 Vision

This *Regional Environment Strategy 2016-2020* will guide the EMRC in its facilitation of regional environmental and sustainability activities while recognising the individual priorities of its member councils. It complements the local environmental strategies of member councils as well as acknowledging and delivering on state and federal priorities. The strategy is designed to be flexible and adaptable. It considers the needs of all stakeholders and the importance of a collaborative approach to achieving outcomes. It focuses on setting and achieving a regional strategic vision for the environment to 2020.

VISION

A region supporting the goals of sustainable development with optimal environmental management for an equitable and supported community and a protected and healthy environment



The development of this *Regional Environment Strategy 2016-2020* is complementary to other strategies generated by the EMRC. This includes reference to three key research advisory papers prepared to guide the EMRC's regional strategy development across integrated transport, economic development and youth.

3.5 Sustainable Development Goals (SDGs) Framework Approach

The SDGs provide a new and exciting strategic method for the EMRC to work effectively with member councils and stakeholders towards achieving excellence in environmental protection and management. The SDGs are a new universal set of goals, targets and indicators that governments, businesses and organisations can use to frame their agendas and policies over the next 15 years. Governments worldwide have already agreed to these goals, therefore now is the perfect time for the EMRC to show leadership and innovation to demonstrate how adoption of the SDGs framework in future strategies and actions could be embedded sustainably across all functions into the future.

The EMRC and member councils have a significant role in using the SDGs as a fundamental tool in decision making because the goals were developed with the role

of government clearly in mind. Some of the SDG targets are directly or closely related to the daily work of local and regional governments, such as water management, energy use and biodiversity protection.

To implement the SDGs and targets, there is a call for governments, non-government organisations, the private sector and civil society to work more closely together, particularly when harnessing new technology, as we move from the third industrial revolution: digital technologies, into the fourth industrial revolution: smart systems and biotechnologies.

This new approach to the EMRC's Regional Environment Strategy will entail a strategic focus; technical excellence; better integration of government; business and community initiatives; and a greater commitment to environmental responsibility. It acknowledges the importance of environmentally focused activities that harness innovation and maximise potential for positive outcomes across social and economic as well as environmental spheres.



Strategic Objectives

The development of the Regional Environment Strategy 2016-2020 acknowledges environmental assets, potential issues and benefits where the efforts of the EMRC, member councils and regional stakeholders could have the greatest positive impact on the environment. The vision and the strategic objectives arose from an initial technical discussion paper that explored key environmental drivers for the region and a consultative process with the EMRC member councils and key stakeholders.

Perth's Eastern Region leads and innovates, resulting in a region that...

LOCAL CHALLENGES

- Biodiversity conservation
- Bushfire protection
- Sustainable urban growth
- Waste management
- Water scarcity
- Water quality
- Fossil fuel dependence
- Climate change

STRATEGIC OBJECTIVES

- Has sufficient and sustainably managed water resources and good water quality in rivers and wetlands.
- Adopts sustainable, affordable and modern energy sources and promotes energy efficiency.
- Fosters safe, resilient, resource efficient and environmentally sustainable urban areas.
- Fosters sustainable consumption and production patterns and promotes sustainable lifestyles.
- Addresses climate change and its impacts through mitigation and adaptation.
- Protects, restores and enhances terrestrial ecosystems, addresses land degradation and prevents biodiversity loss.
- Contributes to the global partnership for sustainable development and achievement of relevant SDGs and targets.

GLOBAL DRIVERS SHAPE LOCAL CHALLENGES

Initially, the issues and key challenges facing each Local Government Authority were considered and opportunities to improve regional environmental outcomes were sought (see Appendix 1). Once the most relevant global drivers were identified, it became clear that they closely linked to seven of the global SDGs (see Figure 3).

Linking the challenges and opportunities in the light of the new *Regional Environment Strategy 2016-2020* vision, it was possible to identify potential initiatives, classified under each respective SDG. Further analysis and stakeholder input

resulted in a draft *Regional Environment Strategy 2016-2020* that was then further tested with member councils and key stakeholders before finalising into an Action Plan that can be found in the rear of this strategy.

The strategic objectives of the *Regional Environment Strategy 2016-2020* are ordered below by the relevant SDG and have been informed by the global SDG targets relevant to environmental management in local government as well as the EMRC Regional Environment Strategy research and consultation process.

ADDRESSING LOCAL CHALLENGES
SHAPES GLOBAL OUTCOMES



GLOBAL DRIVERS SHAPE STRATEGIC OBJECTIVES

Figure 3.
EMRC Identified Challenges,
Strategic Objectives and the SDGs

4.1 Clean Water and Sanitation (SDG 6)

Strategic Objective 1: Our region has sufficient and sustainably managed water resources and good water quality in rivers, wetlands and groundwater.

Perth's Eastern Region has considerable surface water assets including the Swan and Helena Rivers, tributaries, lakes and significant wetlands. The EMRC has worked with member councils in catchment management including waterway restoration. The support of the EMRC with the Department of Parks and Wildlife and member councils for regional natural resource management initiatives has contributed to a wide range of efforts involving five catchment groups and approximately 1,700 community volunteers.

In a drying climate, availability of sufficient water into the future is a key concern for member councils and the EMRC, especially in groundwater-dependent areas and maintenance of public open space. The EMRC has worked with member councils to implement programs and initiatives to increase water use efficiency and improve water quality, both in the corporate and community sectors. Perth's Eastern Region now has five Waterwise Councils and one of the lowest per capita community scheme water consumption levels in the Greater Perth Metropolitan Area.

The EMRC's partnership with the Cooperative Research Centre for Water Sensitive Cities has enabled the new Water Sensitive City Index Tool to be trialled by the City of Swan, one of only two local governments in Western Australia.

6 CLEAN WATER AND SANITATION



ENSURE AVAILABILITY AND SUSTAINABLE MANAGEMENT OF WATER AND SANITATION FOR ALL.

Relevant SDG targets

- 6.3** By 2030, improve water quality by reducing pollution, eliminating dumping and minimising release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally.
- 6.4** By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity.
- 6.5** By 2030, implement integrated water resources management at all levels, including through trans-boundary cooperation as appropriate.
- 6.6** By 2020, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes.



5 catchment groups and
1,700 community volunteers




4.2 Affordable and Clean Energy (SDG 7)

Strategic Objective 2: Our region adopts sustainable, affordable and modern energy sources and promotes energy efficiency.

Renewable energy in Australia and globally is becoming increasingly affordable and the cost of solar and wind energy is predicted to fall further while the technology continues to improve. Although Australia is currently lagging in the adoption of commercial-scale renewable energies, Perth's Eastern Region has the potential to be a leader in adopting renewable energies such as solar and wind, building on previous projects and using new technology to increase efficiency and quantum of power produced as well as introducing storage to enhance cost effectiveness.

The EMRC member councils have contributed toward improving energy efficiency through the Cities for Climate Protection and Achieving Carbon Emissions Reduction programs. Solar photovoltaic systems have been installed in a variety of member council buildings through the Perth Solar City program and the region reduced its energy use by around 829,790 kilowatt hours per annum through the Community Energy Efficiency Program. Ongoing energy efficiency is being achieved through carbon reduction actions, including solar photovoltaic installations on council facilities and EMRC's wood waste to energy project at the Hazelmere Resource Recovery Park.



7 AFFORDABLE AND CLEAN ENERGY

ENSURE ACCESS TO AFFORDABLE, RELIABLE, SUSTAINABLE AND MODERN ENERGY FOR ALL.

Relevant SDG targets

- 7.1** By 2030, ensure universal access to affordable, reliable and modern energy services.
- 7.2** By 2030, increase substantially the share of renewable energy in the global energy mix.
- 7.3** By 2030, double the global rate of improvement in energy efficiency.



4.3 Sustainable Cities and Communities (SDG 11)

Strategic Objective 3: Our region fosters safe, resilient, resource efficient and environmentally sustainable urban areas.

This objective will be supported by a 'green growth' approach to economic development, which places emphasis on valuing environmental resources and finding innovative ways to improve the management of these resources to achieve economic growth goals such as job creation, productivity and increased local prosperity. Sustainable cities and communities focus on well planned and designed urban areas that can support a growing population without compromising environmental outcomes. The EMRC's member councils already have considerable land use planning experience and allocate resources to environmental management of local environmental assets.

The region aspires to have a natural environment that is protected, enhanced and maintained for future generations. Member councils and the EMRC have worked together on issues related to current and future urban growth pressure and improved land management in developments, as well as on sustainable land management through the extensive and active land care networks. Initiatives such as the Light Industry Working Group and Sediment Task Force are working collaboratively to address urban pollution issues.

The EMRC has established strong links between environmental management and mainstream governance towards climate change adaptation in urban development as well as integrating resource efficiency. Initiatives such as the Urban Forest Masterclass and 2020 Vision partnership have provided opportunities for the region to embrace sustainable development, while the Understanding and Managing Flood Risk project is providing disaster resilience and emergency preparedness. Key advocacy on emerging planning policies and guidelines will ensure that a regional approach to urban planning is supported.



11 SUSTAINABLE CITIES AND COMMUNITIES

MAKE CITIES AND HUMAN SETTLEMENTS INCLUSIVE, SAFE, RESILIENT AND SUSTAINABLE.

Relevant SDG targets

- 11.2** By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons.
- 11.3** By 2030, enhance inclusive and sustainable urbanisation and capacity for participatory, integrated and sustainable human settlement planning and management in all countries.
- 11.4** Strengthen efforts to protect and safeguard the world's cultural and natural heritage.
- 11.5** By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations.
- 11.6** By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.
- 11.7** By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities.
- 11.a** Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning.
- 11.b** By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015-2030, holistic disaster risk management at all levels.

4.4 Responsible Consumption and Production (SDG 12)

Strategic Objective 4: Our region fosters responsible consumption and production patterns and promotes environmentally responsible lifestyles.

Education and knowledge in relation to responsible consumption of natural resources is important in contributing towards this objective. The EMRC already provides substantial information on natural resource management, energy, water and climate change. The EMRC and its member councils promote sustainable lifestyles and business practices through their websites, school programs, flyers, events, workshops and environmental consulting projects.

There are opportunities for the region to embrace whole of life cycle sustainable procurement practices and support local and regional industry clusters and supply chains within economic development to enhance the efficient use of resources.



ENSURE SUSTAINABLE CONSUMPTION AND PRODUCTION PATTERNS.

Relevant SDG targets

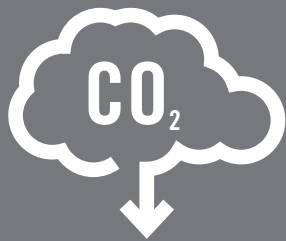
- 12.2** By 2030, achieve the sustainable management and efficient use of natural resources.
- 12.7** Promote public procurement practices that are sustainable, in accordance with national policies and priorities.
- 12.8** By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature.



4.5 Climate Action (SDG 13)

Strategic Objective 5: Our region addresses climate change and its impacts through mitigation and adaptation.

For the EMRC and member councils, climate change governance in an urban environment has been identified as important in environmental strategies. The EMRC has worked effectively with member councils and other stakeholders on both climate change mitigation through energy efficiency via the Achieving Carbon Emissions Reduction Program, the adoption of renewable energy and climate change adaptation through the development of regional and local adaptation action plans through the Future Proofing Regional Climate Change Program.



The region has reduced its greenhouse gas emissions by around **552** tonnes of carbon dioxide equivalent through the Community Energy Efficiency Program.

The region has contributed toward reducing greenhouse gas emissions through the Cities for Climate Protection, Perth Solar City and Achieving Carbon Emissions Reduction programs and the region has reduced its greenhouse gas emissions by around 552 tonnes of carbon dioxide equivalent (CO₂-e) annually through the Community Energy Efficiency Program. Ongoing greenhouse gas mitigation is being achieved through Carbon Reduction Strategies, data monitoring and action implementation.

Initiatives such as the Climate Change Risk Awareness Seminars (through the Future Proofing Regional Climate Change Program) and Urban Forest Masterclass have provided support to member council efforts to address climate change impacts, while the Understanding and Managing Flood Risk project is providing adaptive capacity to climate-related hazards and natural disasters.



* Acknowledging that the United Nations Framework Convention on Climate Change is the primary international, intergovernmental forum for negotiating the global response to climate change.

Relevant SDG targets

- 13.1** Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.
- 13.2** Integrate climate change measures into national policies, strategies and planning.





13.3

Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.

4.6 Life on Land (SDG 15)

Strategic Objective 6: Our region protects, restores and enhances terrestrial ecosystems, addresses land degradation and prevents biodiversity loss.

Perth's Eastern Region encompasses approximately one third of the Perth Metropolitan Area and therefore has considerable and varied terrestrial ecosystems. The region aspires to have a natural environment that is protected, enhanced and maintained for future generations. Member councils and the EMRC have worked together on sustainable land management through their extensive and active land care networks. Natural resource management has been a key feature of the EMRC's partnerships with member councils, regional stakeholders and researchers, through initiatives such as Bush Skills 4 Youth, Green Army, 20 Million Trees and the Healthy Wildlife Healthy Lives project.

There continues to be opportunities for the EMRC to provide support to the region through implementation of programs around sustainable land management and environmental stewardship, including supporting volunteer networks and increasing community capability, as well as through integrating ecosystem and biodiversity protection into planning processes.



PROTECT, RESTORE AND PROMOTE SUSTAINABLE USE OF TERRESTRIAL ECOSYSTEMS, SUSTAINABLY MANAGE FORESTS, COMBAT DESERTIFICATION, AND HALT AND REVERSE LAND DEGRADATION AND HALT BIODIVERSITY LOSS.

Relevant SDG targets

15.1

By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements.

15.3

By 2030, combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land degradation-neutral world.

15.5

Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species.

15.8

By 2020, introduce measures to prevent the introduction and significantly reduce the impact of invasive alien species on land and water ecosystems and control or eradicate the priority species.

15.9

By 2020, integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies and accounts.



4.7 Partnerships (SDG 17)

Strategic Objective 7: Our region contributes to the global partnership for sustainable development and achievement of relevant SDGs and targets.

The EMRC has worked closely with partners and member councils for over 30 years. This has led to opportunities for knowledge sharing to support strengthened governance across all initiatives. The EMRC’s Environmental Services team has actively supported regional and local achievements through previous environmental strategies and also contributed to positive environmental outcomes for the community and industry.

Working towards the SDGs will require robust data to capture progress and evidence to inform decision making. It will be necessary to develop and use environmental and green growth indicators and achieve environment-economy integration over time.

In a context where online technology is an increasingly important mode of communication and information data is valuable, the region has opportunities to increase the use of digital data capture, systems development and analysis and new communication modes, as well as improve cross-boundary links through information networks to new and existing partners. The EMRC is well-placed to have a stronger digital presence that will support and facilitate the other priorities that it pursues.

17 PARTNERSHIPS
FOR THE GOALS



STRENGTHEN THE MEANS OF IMPLEMENTATION AND REVITALISE THE GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT.

Relevant SDG targets

17.14	Enhance policy coherence for sustainable development.
17.16	Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilise and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries.
17.17	Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.





Sustainable Development Enablers

In order to deliver the key initiatives, the EMRC needs to support member councils where required. The EMRC acknowledges that member councils have built considerable environmental knowledge and skills over the last decade and understands that its role is changing and diversifying from mainly delivering programs and projects to additionally offering more coordination and technical support; providing knowledge and innovation; and adding value to the skills that already exist within member councils, the community and other key stakeholders.

The support will not duplicate existing activities but act as “enablers” that will add value to member councils’ own initiatives. The actions of the EMRC and the intention of this strategy is to provide guidance relating to the types of support and activities that can create a stronger platform for member councils to achieve environmental outcomes in a way that adds value to the activities that they undertake individually.

Sustainable development enablers have been identified through the strategy development: regional advocacy; education, information and engagement; cross regional programs; funding; strategic consulting; technical support; and research and innovation.

Enablers guide the implementation of the EMRC strategy as a whole as well as the *Regional Economic Development Strategy 2016-2020* and *Regional Integrated Transport Strategy 2016-2020*, both of which are being developed with reference to the *Regional Environment Strategy 2016-2020*. The nature of environmental management requires a proactive approach to underpin other strategies to prevent future environmental issues occurring. This requires flexibility and responsiveness in the types of support that need to be provided in different goals, at different times.

The enablers forge the link between local and regional action and global and national opportunities (see Figure 3). The focus of the *Regional Environment Strategy 2016-2020* will be to use the enablers to optimise benefits for the region in a partnership approach.

5.1 Regional Advocacy

Advocacy is one of the key types of support provided by the EMRC Environmental Services team that member councils have valued highly. The EMRC can contribute technical expertise to advocate to state or federal levels or the private and non-government sectors for funding or other types of support and for recognition of the achievements, assets and concerns that are pertinent to the EMRC’s member councils. It may also include advocacy to support members of environmental teams, within member councils, for greater incorporation of particular environmental considerations into broader policy and planning at a high level within member councils. There was a high level of continuing demand among member councils and stakeholders for advocacy relating to environmental services across all of the SDGs.



The EMRC, by collaborating with member councils and other stakeholders, facilitates strategies and actions for the benefit of Perth’s Eastern Region.

5.2 Education Information and Engagement

Provision of education information and engagement relating to specific environmental concerns was important to member councils and stakeholders moving forward across all of the SDGs. This may include education, engagement or information from the EMRC to its member councils individually or collectively, as well as directly to the community of Perth's Eastern Region. A common challenge for member councils related to communication with their community members and maintaining community interest and engagement in environmental matters.

5.3 Cross-regional Programs

Cross-regional programs comprises the design and delivery of regional projects or programs by the EMRC across some or all member councils. The EMRC's member councils valued past projects that were innovative and specialised and had a regional outcome. Past and current programs such as the Eastern Region Catchment Management Program are examples of cross regional programs that have been highly valued by member councils. Member council representatives indicated that design and delivery of strategic cross regional programs and projects remains relevant to them in the future. Cross-regional programs are most applicable in areas that require cross boundary collaboration such as catchment management, transport and in cases where program delivery is more cost efficient at a regional scale compared with implementation by individual member councils.

5.4 Funding

Funding may be provided in instances where the EMRC Environmental Services team are able to provide (from attracting external grants) funds to member councils to implement particular initiatives. This was one of the key areas that member councils valued among the support provided by the EMRC Environmental Services team to date. Member councils also valued receiving grant writing assistance where required.

5.5 Strategic Consulting

Strategic consulting comprises high level support for policy and program development. For example, high level support for incorporating environmental matters into local government planning and policies. This is a service that is expected to be provided on a fee-for-service basis on demand by member councils. The EMRC's member councils require such strategic services from time to time, and particularly, require that they are cost-effective as compared to procuring private sector consultants, able to be timely and flexible in the procurement and delivery of strategic consulting. It is also important to member councils and stakeholders that the EMRC have the capacity to provide a high level of strategic expertise and not only operational and technical expertise.

5.6 Technical Support

Technical support is provided on a similar model to strategic consulting, however, it relates to particular technical areas of operation applicable to the EMRC's member councils. For example, this may include support to select or implement a particular technique for weed control, or support to conduct energy efficiency audits. A specialised consultant may be contracted across the region for identified programs / projects issues, as well as to assist with policy development.

5.7 Research and Innovation

This enabler comprises of conducting and supporting regional research projects directed to benefit the EMRC's member councils and stakeholders. This includes designing and conducting research projects. It may also entail partnership with universities to attract researchers and research students to conduct their research in Perth's Eastern Region and to contribute technical expertise in environmental management to research projects. Particular focus areas where there was demand among member council's and stakeholder representatives for research and innovation were water sensitive urban design, climate change adaptation, renewable energy, land management and biodiversity conservation.

5.8 Collaboration

This enabler covers the collaborative efforts between the EMRC, member councils and other stakeholders to support achievement across all areas of the strategy. This includes the facilitation of communication, knowledge sharing and networking, that the member councils and stakeholders identified as being important. This was an area where improvements to current practices are required, for example in providing a consistent format and language in communication between different Local Government Areas and the different levels within them. Member councils and stakeholders also have few opportunities for effective communication and knowledge sharing with each other. The EMRC could provide a greater role to facilitate these opportunities in a manner that is cost effective and suitable for member council staff. This enabler also includes capacity building support for member councils to ensure that they have sufficient capacity to collaborate effectively and participate in the *Regional Environment Strategy 2016-2020* implementation.

Sustainable development enablers include regional advocacy; education, engagement and information; cross-regional programs; funding; strategic consulting; technical support; research and innovation; and collaboration.

Implementation

The EMRC will implement this strategy in accordance with the principles set out below. Projects, programs and initiatives will be required to be consistent with the vision of this strategy, the role of the EMRC and be best suited to achieve environmental sustainability in the region.

6.1 EMRC's 10 Year Strategic Plan 2017 to 2027

All projects and activities undertaken by the EMRC must reflect the objectives within the EMRC's 10 Year Strategic Plan 2017 to 2027.

Key Result Area 1 - Environmental Sustainability

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

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

Key Result Area 2 - Economic Development

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

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

Key Result Area 3 - Good Governance

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

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

6.2 EMRC's Service Delivery Model

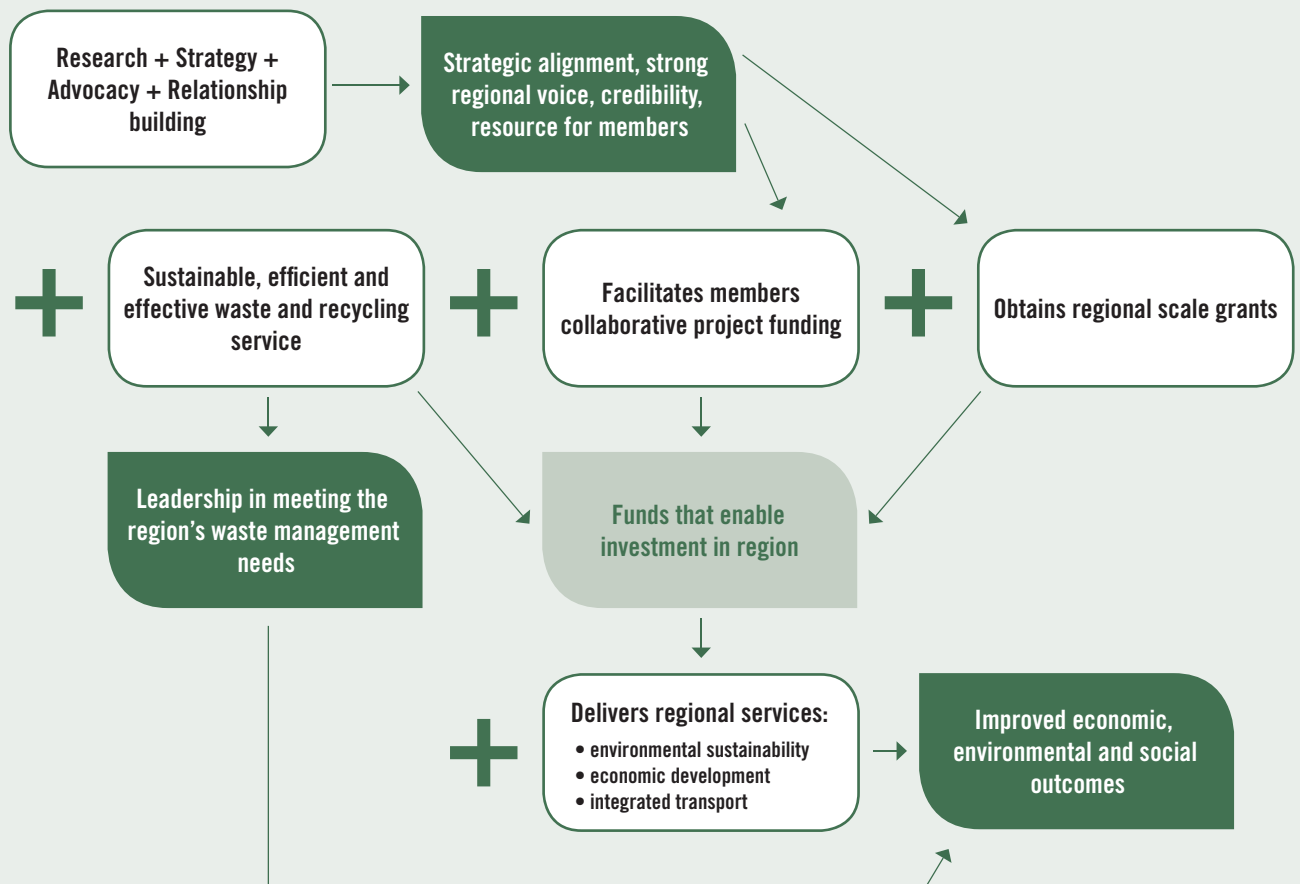
The EMRC's Establishment Agreement enables the EMRC to undertake a range of projects and services and provides a means for member councils to share resources and facilities. The cooperative, political and executive framework of the EMRC enables the member councils individually and collectively to promote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

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



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

EMRC SERVICE DELIVERY MODEL



The EMRC recognises that effectively addressing sustainability issues cannot be carried out in isolation. This appreciation of the value of collaboration is also explicitly built into the design of the SDGs, with SDG 17 outlining various targets for cross sector partnerships. Through the SDGs, the EMRC

wishes to bring together member councils, business, industry, community and other key stakeholders around this shared set of goals and priorities. The EMRC will deliver environmental and sustainability outcomes as collaborative approaches as opposed to stand alone actions.

Through the SDGs, the EMRC wishes to bring together member councils, business, industry, community and other key stakeholders around this shared set of goals and priorities.



6.3 Priority Determinants

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

6.3.1 Regional Significance

Relevance across local government boundaries or to unique cross boundary assets, projects with significant regional influence, or addressing regional, state or federal priorities.

6.3.2 Sustainable Development Goals

Contributes to individual and collective progress towards more than one Sustainable Development Goal.

6.3.3 Economies of Scale

Likely to be significantly cheaper or more efficient on a regional scale. Likely to have enhanced collective benefits on a regional scale.

6.3.4 Emerging Issue / Opportunity

New, innovative or pilot activity that could be expanded to other member councils or take advantage of newly emerged opportunities, such as funding, or address newly emerged threats to mitigate further issues.

6.3.5 Investment Ready

Seed projects or those likely to attract significant income or investment through grants or sponsorship.



6.3.6 Profile

Raising awareness of the region, the EMRC and / or member councils as leaders and innovators.

6.3.7 Collaboration

Requires collaboration or partnership between member councils and / or other key stakeholders, such as researchers or industry.

6.4 Monitoring and Review

Effective implementation also requires regular reporting. All member councils and the EMRC Council will be kept up to date with progress towards the *Regional Environment Strategy*

2016-2020. This will occur regularly through a newly created Regional Environment Strategy Regional Advisory Group and an annual review by the EMRC. It is important to note that the actions under each objective are not exhaustive and, given the rapid pace of change in the sector, these will need to be reviewed annually and updated to reflect new advances or threats and emerging opportunities and trends. Where appropriate, the community will be informed of significant progress developments through the EMRC website, media releases and newsletter. An annual review of progress will allow the *Regional Environment Strategy 2016-2020* to act as a living document, evolving over time as issues confronting the region change and actions are completed.



Proposed Initiatives

The vision for the Regional Environment Strategy 2016-2020 is: A region which supports the goals of sustainable development with optimal environmental management for an equitable and supported community and a protected and healthy environment.

The initiatives in the following tables have been identified as being priorities for delivery by the EMRC for member councils and key stakeholders from review of strategic documents and extensive consultation in order to achieve the strategic objectives of the *Regional Environment Strategy 2016-2020*. All initiatives meet at least three of the priority determinant categories (Section 6.3) with the majority meeting four or more, making them priority initiatives for progression. Following are guidelines to assist in reading and understanding the Action Table:

- The first column indicates the SDGs that are relevant to the particular initiative. However, for many initiatives, implementation will have an impact on more than one SDG. In those cases all relevant SDGs are listed with the first mentioned SDG considered the priority goal. The expected outcomes are detailed to guide the development and evaluation of each project / activity.
- The Key Result Areas refer to the objectives within the EMRC's *10 Year Strategic Plan 2017 to 2027* that the initiative will assist in achieving.
- The sustainable development enablers are listed to assist the EMRC and partners to identify if they have the enablers in house or need to outsource particular elements to ensure the projects are successful.
- 'Transformational initiatives' are highlighted in light green. These are the initiatives that are new or additional to the current core business of the EMRC Environmental Services team and will require particular focus for implementation.

It is also important to understand that the initiatives listed below are to be used as a guide only and are not exhaustive of the activities that may arise from the identified strategic objectives in this strategy. The EMRC and its partners will treat the Action Plan as a live document and be proactive and reactive as situations arise or are seen to be developing.



During the consultation, using “SDG money”, the following five initiatives were considered to be the most important by member council and key stakeholder representatives who attended the workshops during the development of the *Regional Environment Strategy 2016-2020*. They are, in order of priority:

- Secure funding for implementation of regional urban heat island effect mitigation program including technical support or strategic consulting for urban canopy enhancement. (3.1)
- Provide technical support and advocacy to member councils to develop consistent and reliable data systems in relation to environmental assets. (7.1)
- Provide technical support and advocacy to member councils to develop consistent cost benefit analysis tools in relation to environmental assets. (7.2)
- Continue to build partnerships and provide technical support, research and information relating to weed, pathogen control. (6.1)
- Identify funding opportunities that enable restoration of degraded land and soil as opportunities arise. (6.2)

In addition, although all of the enablers were considered important, the SDG dollars were used by the member council and stakeholder representatives to signal which enablers they perceived as most beneficial to achieving positive environmental outcomes within the region. The four most highly valued (in order) are: Cross-Regional Programs; Education, Engagement and Information; Regional Advocacy; and Funding.

The four most highly valued enablers (in order) are: cross-regional programs; education, engagement and information; regional advocacy; and funding.



Action Plan



Strategic Objective 1: Our region has sufficient and sustainably managed water resources and good water quality in rivers, wetlands and groundwater.

Initiative	SDGs	Expected outcomes	KRAs	Enablers
1.1. Continue to provide a regional water management program including data management and information sharing.	6, 11	<ul style="list-style-type: none"> • Member council and key stakeholder water objectives supported. • Waterwise Council (Department of Water and Water Corporation) program participation supported. • Water data management supported. • New WAtErways water capacity building program supported. 	1.5, 3.2	<ul style="list-style-type: none"> • Cross-regional programs • Technical support • Education, information and engagement.
1.2. Continue to partner with universities / researchers such as the CRC for Water Sensitive Cities to identify innovative ways for local governments and community members / industry to increase water use efficiency.	6, 11	<ul style="list-style-type: none"> • Increased water literacy among community, industry, EMRC and member councils. • Increased water use efficiency. • Effective partnerships. 	1.5, 2.2	<ul style="list-style-type: none"> • Research and innovation • Technical support • Collaboration • Education, information and engagement.
1.3. Facilitate the adoption of new research, tools and technologies to assist the transition to a water sensitive city.	6, 11	<ul style="list-style-type: none"> • Adoption of water sensitive tools and technologies. • Increased water literacy and engagement with sustainable water management. 	1.5, 2.2	<ul style="list-style-type: none"> • Research and innovation • Technical support • Funding • Education, information and engagement.
1.4. Advocate to relevant government departments to incorporate water sensitive urban design principles planning policies.	6, 11, 15	<ul style="list-style-type: none"> • Enhanced water quality and availability through application of water sensitive urban design. 	1.5, 2.1	<ul style="list-style-type: none"> • Regional advocacy • Education, information and engagement.

Initiative	SDGs	Expected outcomes	KRAs	Enablers
1.5. Coordinate member council and community education program (water efficiency and sustainable water use practices).	6, 11, 17	<ul style="list-style-type: none"> • Reduced water use and improved knowledge. 	1.5, 2.1	<ul style="list-style-type: none"> • Education, information and engagement • Technical support • Cross-regional programs.
1.6. Advocate to state level policy bodies on behalf of member councils to mandate Water Sensitive Urban Design inclusion in all planning instruments.	6, 11, 15	<ul style="list-style-type: none"> • Increase awareness of the need for increased Water Sensitive Urban Design. • Increased incorporation of Water Sensitive Urban Design in planning instruments. • Increased adoption of Water Sensitive Urban Design in public open space and new urban developments. • Enhanced social and health outcomes associated with improved environmental health. • Improved water management (including improved water quality, storm water management, public amenity, reduced flood risk). 	1.5, 2.1	<ul style="list-style-type: none"> • Regional advocacy.
1.7. Monitor developments in Water Sensitive Urban Design and keep member councils, stakeholders, and community members informed of new innovations.	6, 11, 15	<ul style="list-style-type: none"> • Well informed member councils and broader community. • Increased adoption of Water Sensitive Urban Design. 	1.5	<ul style="list-style-type: none"> • Education, information and engagement.
1.8. Facilitate a regional workshop to identify priority needs for strategic consulting and technical support in relation to Water Sensitive Urban Design. Identify and communicate the EMRC's current capacity to deliver support.	6, 11, 15	<ul style="list-style-type: none"> • Priorities identified. • Technical and strategic support requirements identified. • The EMRC's capacity to deliver support identified and communicated to member councils. 	1.5, 3.2	<ul style="list-style-type: none"> • Strategic consulting • Technical support.
1.9. Facilitate water quality monitoring and improvement activities under a cross-regional catchment management program.	6, 11, 15	<ul style="list-style-type: none"> • Enhanced water quality. • Water-based ecosystem restoration facilitated. • Support provided to community groups. • Ongoing community engagement in natural resources management. 	1.5, 3.1	<ul style="list-style-type: none"> • Cross-regional programs • Funding • Regional advocacy • Technical support • Collaboration.

Initiative	SDGs	Expected outcomes	KRAs	Enablers
1.10. Advocate to secure funding for identified priority water related projects and activities.	6, 11	<ul style="list-style-type: none"> • Increased availability of funding to implement water related projects and activities. 	1.5, 3.1	<ul style="list-style-type: none"> • Regional advocacy • Funding.
1.11. Coordinate Local Government Areas, business and community education program on water management.	6, 11, 12	<ul style="list-style-type: none"> • Increased water literacy. • Increased water use efficiency. • Engagement of community in water management. 	1.5, 3.2	<ul style="list-style-type: none"> • Education, information and engagement • Cross-regional programs • Collaboration.
1.12. Work with key stakeholders to provide input on behalf of Perth's Eastern Region to the development of the Perth-Peel Water @ 3.5 million Strategy to investigate and pursue alternative water supplies.	6, 11	<ul style="list-style-type: none"> • Decreased reliance on groundwater extraction and climate dependent water supplies. • Increased use of alternative water supplies e.g. wastewater re-use. • Increased water availability for maintenance of public open spaces and agriculture sectors. • Enhanced resilience of public open spaces / agriculture to decreasing water availability. 	1.5, 3.2	<ul style="list-style-type: none"> • Research and innovation • Regional advocacy • Collaboration.





Strategic Objective 2: Our region adopts sustainable, affordable and modern energy sources and promotes energy efficiency.

Initiative	SDGs	Expected outcomes	KRAs	Enablers
2.1. Identify funding and other opportunities to improve adoption of renewable energy in Perth's Eastern Region; advocate for investment.	7, 11, 13	<ul style="list-style-type: none"> Increased funding to support renewable energy adoption. Increased awareness of cost-effective renewable energy technologies. New partnerships. Increased adoption of cost-effective renewable energy technologies. 	1.5, 2.1, 3.1, 3.2	<ul style="list-style-type: none"> Education, information and engagement Regional advocacy Funding Cross-regional programs.
2.2. Advocate to government and peak industry bodies for changes to the energy market to support increased adoption of cost-effective renewable energy technologies.	7, 11, 13	<ul style="list-style-type: none"> Reduced energy costs. Increased access to cost-effective renewable energy technologies. 	1.5, 2.1, 3.1	<ul style="list-style-type: none"> Regional advocacy Collaboration.
2.3. Monitor innovations and developments relating to renewable energy and inform member councils, key stakeholders and community.	7, 11, 13	<ul style="list-style-type: none"> Increased awareness of opportunities for cost effective and best practice renewable energy adoption. Increased adoption of cost-effective renewable energy technologies. 	1.5	<ul style="list-style-type: none"> Education, information and engagement Research and innovation.
2.4. Advocate for / attract investment (private or public) for renewable energy adoption, including investigating private-public partnerships.	7, 11, 13	<ul style="list-style-type: none"> Funding secured to enable broader renewable energy adoption. 	1.5, 2.1, 3.1	<ul style="list-style-type: none"> Regional advocacy.
2.5. Advocate to Synergy for a demonstration site of solar batteries to be located in Perth's Eastern Region.	7, 11, 13	<ul style="list-style-type: none"> Increased awareness of cost-effective renewable energy technologies. New partnerships. Increased adoption of cost-effective renewable energy technologies. 	1.5, 2.1, 3.1	<ul style="list-style-type: none"> Education, information and engagement Regional advocacy Cross-regional programs.
2.6. Coordinate Local Government Areas, business and community education programs on energy efficiency and renewable energy.	7, 11, 12, 13	<ul style="list-style-type: none"> Increased awareness of cost-effective renewable energy technologies. Increased adoption of cost-effective renewable energy technologies. Increased engagement of community with energy efficiency and renewable energy. 	1.5, 3.1, 3.2	<ul style="list-style-type: none"> Education, information and engagement Cross-regional programs.



Strategic Objective 3: Our region fosters safe, resilient, resource efficient and environmentally sustainable urban areas.

Initiative 3.1 was considered the most important of all initiatives by the majority of stakeholders.

Initiative	SDGs	Expected outcomes	KRAs	Enablers
3.1. Secure funding for implementation of regional urban heat island effect mitigation program including technical support or strategic consulting for urban canopy enhancement.	11, 13, 15	<ul style="list-style-type: none"> Funding secured for program implementation. 	1.5, 3.1, 3.2	<ul style="list-style-type: none"> Cross-regional programs Regional advocacy Technical support.
3.2. Work with member councils to design a regional urban heat island effect mitigation program including technical support or strategic consulting for urban canopy enhancement.	11, 13, 15	<ul style="list-style-type: none"> Urban heat island effect mitigation program designed to meet the needs of the region. Member council and key stakeholder priorities for urban canopy improvement supported. 	1.5, 3.2	<ul style="list-style-type: none"> Cross-regional programs Technical support Strategic consulting Collaboration.
3.3. Implement regional urban heat island effect mitigation program including technical support or strategic consulting for urban canopy enhancement. To include development of data solutions to support implementation and monitoring.	11, 13, 15	<ul style="list-style-type: none"> Reduced urban heat island effect. Increased amenity. Increased contribution to climate change mitigation / adaptation through increased urban canopy. Enhanced social and public health outcomes associated with improved environmental health. Data solutions to meet member council identified needs. Member council and key stakeholder priorities for urban canopy supported. 	1.5, 3.2	<ul style="list-style-type: none"> Cross-regional programs Technical support Strategic consulting Collaboration.
3.4. Support member councils to increase the incorporation of environmental considerations in their high level strategies, their planning policies, and operational procedures.	11, 17	<ul style="list-style-type: none"> Improved environmental protection through incorporation in planning. 	1.5, 3.1, 3.2	<ul style="list-style-type: none"> Education, information and engagement Strategic consulting Research and innovation Regional advocacy.

Initiative	SDGs	Expected outcomes	KRAs	Enablers
3.5. Provide member councils and industry with ongoing information related to 'green growth' to facilitate it becoming an approach to economic development.	11, 12	<ul style="list-style-type: none"> Increased integration of environmental sustainability in broader governance processes, policies and strategies. 	1.5, 2.2	<ul style="list-style-type: none"> Education, information and engagement Research and innovation.
3.6. Advocate to state government on behalf of member councils to mandate inclusion of environmental considerations in all planning instruments and processes to support enhanced environmental outcomes from development.	11, 13, 15	<ul style="list-style-type: none"> Increase awareness of the need for environmental considerations within planning. Increased adoption of appropriate and supported public open space in new urban developments. Enhanced social and health outcomes associated with improved environmental health. 	1.5, 3.1	<ul style="list-style-type: none"> Regional advocacy Collaboration.
3.7. Advocate to state planning agencies, such as the WA Planning Commission, to have regard for environmentally sensitive areas in policy development and planning decisions in urban areas.	11	<ul style="list-style-type: none"> Increase awareness of the need for environmental considerations within planning. Enhanced environmental and sustainability outcomes from more appropriate planning. Improved communication between state planning agencies and local government. 	1.5, 3.1	<ul style="list-style-type: none"> Regional advocacy Collaboration.
3.8. Advocate for an electric vehicle project specifically in Perth's Eastern Region. e.g. partner with RAC for a demonstration project such as e-Bike trial, installing charging stations for electric cars / bikes.	11, 13	<ul style="list-style-type: none"> Reduction in carbon emissions. Increased use of green energy. Increased awareness of green energy. 	1.5, 3.2	<ul style="list-style-type: none"> Research and innovation Education, information and engagement Collaboration.
3.9. Explore alternative options to support member councils to maintain and improve public open space in line with community demand. e.g. where the demand for public open space availability and usage is likely to increase as a result of infill development.	11, 15	<ul style="list-style-type: none"> Appropriate public open space availability. New / amended open space policies, if required. Agreed development contribution schemes based on identified good practices. 	1.5, 3.1	<ul style="list-style-type: none"> Regional advocacy Collaboration.
3.10. Support the implementation of the Regional Economic Development Strategy 2016-2020 and Regional Integrated Transport Strategy 2016-2020.	11, 17	<ul style="list-style-type: none"> Integrated planning and implementation. 	1.5, 2.2, 3.1	<ul style="list-style-type: none"> Regional advocacy Collaboration.



Strategic Objective 4: Our region fosters responsible consumption and production patterns and promotes environmentally responsible lifestyles.

Initiative	SDGs	Expected outcomes	KRAs	Enablers
4.1. Provide technical assistance for member councils to embed environmental considerations into their procurement guidelines.	12	<ul style="list-style-type: none"> Improved environmental outcomes through more rigorous procurement practices. 	1.5, 3.2	<ul style="list-style-type: none"> Technical support Education, information and engagement.
4.2. Continue to provide education, information and engagement targeted at member councils and the community to promote the adoption of environmentally responsible lifestyles.	12	<ul style="list-style-type: none"> Increased awareness among Local Government Areas, community and industry of responsible consumption and production practices. Increased adoption of sustainable lifestyles. 	1.5, 2.2	<ul style="list-style-type: none"> Education, information and engagement Cross-regional programs.
4.3. Advocate to potential private sector investors for investment in regional industry clusters and supply chains using a 'green growth' approach.	12, 11	<ul style="list-style-type: none"> Enhance efficient use of resources. Promote sustainable economic growth. Support 'green growth' approach to economic development. 	1.5, 2.2	<ul style="list-style-type: none"> Regional advocacy Cross-regional programs.





Strategic Objective 5: Our region addresses climate change and its impacts through mitigation and adaptation.

Initiative	SDGs	Expected outcomes	KRAs	Enablers
4.4. Provide education and information to member councils and community members on how to reduce their greenhouse gas emissions and adapt to specific climate change impacts.	13, 11	<ul style="list-style-type: none"> • Greater understanding of the risks and potential impacts of climate change. • Greater uptake of behavior change to support climate change adaptation. • Reduced greenhouse gas emissions. • Increased urban and peri-urban resilience to climate change. 	1.5, 3.1, 3.2	<ul style="list-style-type: none"> • Education, information and engagement • Technical support • Cross-regional programs • Regional advocacy • Collaboration.
5.1. Support member councils to progress climate change adaptation as per their identified requirements.	13, 11	<ul style="list-style-type: none"> • Increased resilience of urban environment, public open space and bushland to the impacts of global climate change. • Increased preparedness for climatic events and emergencies. 	1.5, 3.1	<ul style="list-style-type: none"> • Technical support • Strategic consulting • Regional advocacy • Funding.
5.2. Meet individually with member councils to identify support required to progress local climate change adaptation.	13, 11	<ul style="list-style-type: none"> • Strategic consulting / technical support requirements identified. 	1.5	<ul style="list-style-type: none"> • Technical support • Strategic consulting.
5.3. Advocate to all relevant state government bodies to increase the integration of climate change adaptation measures into policy and planning, including increased budget allocation.	13, 11	<ul style="list-style-type: none"> • Increased integration of climate change into state and local government policy and planning and increased budget allocation. • Increased funding support for regional climate change mitigation and adaptation actions. • Reduced greenhouse gas emissions. • Resilience to climate change impacts. • Increased awareness of climate change risks. 	1.5, 3.1	<ul style="list-style-type: none"> • Regional advocacy.



Strategic Objective 6: Our region protects, restores and enhances terrestrial ecosystems, addresses land degradation and prevents biodiversity loss.

Initiative	SDGs	Expected outcomes	KRAs	Enablers
6.1. Continue to build partnerships and provide technical support, research and information relating to pest, weed and pathogen control.	15, 11	<ul style="list-style-type: none"> Improved control of weeds and pathogens. Enhanced protection of biodiversity and ecological communities. Improved ecological condition of remnant bushland and foreshore areas Partnerships with researchers and industry. 	1.5, 3.2	<ul style="list-style-type: none"> Research and innovation Technical support Education, information and engagement Collaboration.
6.2. Identify funding opportunities that enable restoration of degraded land and soil, as opportunities arise.	15, 17	<ul style="list-style-type: none"> Improved terrestrial ecosystems. Improved biodiversity resilience. 	1.5	<ul style="list-style-type: none"> Technical support Funding.
6.3. Advocate and provide support to member councils to integrate ecosystem and biodiversity values into their planning, processes and budgets, in particular land use planning.	15, 17	<ul style="list-style-type: none"> Improved funding for biodiversity and ecosystem support. Improved budget and valuation processes. 	1.5, 3.1, 3.2	<ul style="list-style-type: none"> Regional advocacy Strategic consulting Technical support.



Initiative	SDGs	Expected outcomes	KRAs	Enablers
6.4. Coordinate cross-regional catchment management program (Eastern Region Catchment Management Program) to support priorities identified by member councils.	15, 6, 11	<ul style="list-style-type: none"> • Reduced rate of biodiversity decline. • Enhanced water quality. • Supported community groups. • Effective partnerships. • Increased community engagement with natural resources management. 	1.5, 3.1, 3.2	<ul style="list-style-type: none"> • Cross-regional programs • Regional advocacy • Research and innovation • Technical support • Collaboration.
6.5. Facilitate a workshop to identify priority needs for strategic consulting and technical support in relation to land use planning for biodiversity conservation. Identify and communicate the EMRC's current capacity to deliver support.	15, 11	<ul style="list-style-type: none"> • Priorities identified. • Technical and strategic support requirements identified. • The EMRC's capacity to deliver support identified and communicated to member councils. 	1.5, 3.2	<ul style="list-style-type: none"> • Strategic consulting • Technical support • Collaboration.
6.6. Continue to facilitate community, particularly youth, involvement in biodiversity conservation and stewardship.	15, 11, 17	<ul style="list-style-type: none"> • Enhanced protection of biodiversity and ecological communities. • Improved ecological condition of remnant bushland and foreshore areas. • Partnerships with community. 	1.5	<ul style="list-style-type: none"> • Education, information and engagement • Collaboration.





Strategic Objective 7: Our region contributes to the global partnership for sustainable development and achievement of relevant SDGs and targets.

Initiative	SDGs	Expected outcomes	KRAs	Enablers
7.1. Provide technical support and advocacy to member councils to develop consistent and reliable data systems in relation to environmental assets.	17	<ul style="list-style-type: none"> Reliable data to assist with decision making and resource allocation. 	1.5, 3.1	<ul style="list-style-type: none"> Technical support Regional advocacy.
7.2. Provide technical support and advocacy to member councils to implement consistent cost benefit analysis tools in relation to environmental assets.	17, 11	<ul style="list-style-type: none"> Increased availability of data and information and communications technology to support business cases. Consistent methodology and tools to support decision making and resource allocation. 	1.5	<ul style="list-style-type: none"> Technical support.
7.3. Provide information and strategic consulting to member councils to incorporate the SDGs into their governance and processes.	17	<ul style="list-style-type: none"> SDGs are incorporated into the EMRC and member council governance processes. 	1.5, 3.1, 3.2	<ul style="list-style-type: none"> Regional advocacy Strategic consulting Education, information and engagement.
7.4. Develop a methodology to assign value to environmental assets to assist member councils with environmental planning outcomes.	17, 11	<ul style="list-style-type: none"> Availability of tools for Environmental Asset Based Management. Availability of methodology to support integration of environmental considerations in planning and cost benefit analyses (Initiative 7.8). 	1.5, 3.2	<ul style="list-style-type: none"> Research and innovation Collaboration Education, information and engagement.
7.5. Increase online presence and digital engagement.	17	<ul style="list-style-type: none"> Improved communication with member councils, community and stakeholders. 	3.1	<ul style="list-style-type: none"> Education, information and engagement Regional advocacy.
7.6. Provide cross-regional networking opportunities to strengthen partnerships between member councils and with other stakeholders (e.g. state government agencies, community organisations including Aboriginal groups, Non-Government Organisations, etc).	17	<ul style="list-style-type: none"> Stronger partnerships to support better environmental outcomes. Improved information and knowledge sharing opportunities. 	1.5, 3.2	<ul style="list-style-type: none"> Cross-regional programs Education, information and engagement.

Initiative	SDGs	Expected outcomes	KRAs	Enablers
7.7. Support member councils to engage more effectively with the Aboriginal community in matters relating to environmental management.	17	<ul style="list-style-type: none"> Improved engagement and partnerships with the Aboriginal community. 	3.2, 3.3	<ul style="list-style-type: none"> Education, information and engagement Regional advocacy.
7.8. Design a theory of change and outcomes framework for the Regional Environment Strategy 2016-2020 with associated data collection and analysis to evaluate the strategy.	17	<ul style="list-style-type: none"> Effective tracking of Regional Environment Strategy 2016-2020 implementation. Improved monitoring and evaluation against environmental outcomes. 	1.5, 3.2	<ul style="list-style-type: none"> Education, information and engagement Technical Support.
7.9. Advocate to universities and Cooperative Research Centre's to encourage research to be conducted in Perth's Eastern Region (if possible in partnership with member councils / the EMRC).	17	<ul style="list-style-type: none"> Increased research / information and data available on environment within the EMRC. 	1.5, 3.2	<ul style="list-style-type: none"> Education, information and engagement Technical support Research and innovation Strategic consulting Funding.



Appendix 1 – Issues, Potential Benefits and Opportunities for Environmental Management in Perth’s Eastern Region

This Appendix outlines the important background information, issues, potential benefits and regional opportunities that were identified during the Regional Environment Strategy 2016-2020 development for each of the seven strategic objectives. These informed the development of the Regional Environment Strategy 2016-2020 initiatives.

Strategic Objective 1: Our region has sufficient and sustainably managed water resources and good water quality in rivers, wetlands and groundwater.

Key Issues:

- Declining availability of groundwater for water supply including maintenance of public open space.
- Continuing rainfall decline due to global climate change.
- Lack of fit for purpose and cost effective alternative water supplies.
- Lack of knowledge and understanding of alternative water supplies and their relative costs and benefits compared with groundwater extraction.
- Lack of resources and processes for uptake of Water Sensitive Urban Design.
- Nutrient in flows from residential, industrial and agricultural land use to rivers and wetlands.
- Non-nutrient contamination of rivers and wetlands.
- Reduced environmental water flow.
- Low water use efficiencies in some sectors, e.g. watering of public open spaces.
- Inefficient cross-sector water planning.



Potential Benefits:

- Enhanced water quality.
- Increased water use efficiency.
- Decreased reliance on groundwater extraction.
- Contribution to Western Australia's sustainable supply of fresh water.
- Enhanced resilience of public open space to decreasing water availability.
- Cross-boundary integrated water management.
- Increased community and business participation in water management.
- Protected and restored water related ecosystems.
- Water Sensitive Urban Design adopted as standard practice.

Regional Opportunities

- Continue to facilitate cross-regional catchment management programs.
- Facilitate restoration of water-based ecosystems, such as foreshore rehabilitation, wetland restoration.
- Continue partnerships for research and innovation in water efficiency and innovation such as the Cooperative Research Centre for Water Sensitive Cities.
- Support and enable the adoption of new research, tools and technologies to assist the transition to a water sensitive city.
- Undertake advocacy and enable collaboration to support greater emphasis on Water Sensitive Urban Design.
- Coordinate Local Government Areas, business and community education program on water management.
- Continue to provide a regional water management program to support the Waterwise Council program and other member council water objectives, including data management.
- Advocate for investment in water quality improvement and catchment management initiatives.
- Advocate for investment in water efficiency technology development and uptake.
- Identify new ways to encourage, promote and value best practice in water and catchment management.
- Where feasible, pursue alternative water supplies to groundwater extraction.

Strategic Objective 2: Our region adopts sustainable, affordable and modern energy sources and promotes energy efficiency.

Key Issues:

- Increasing energy costs.
- Limited availability of cost-effective and readily adoptable renewable energies.
- Rapidly changing technology.
- Limited funding available.
- Expected market reform.
- Lack of operational control of inefficient street lighting infrastructure.
- Lack of engagement with energy providers.
- Limited energy market competition.
- Energy poverty for some sectors of the community.

Potential Benefits:

- Increased adoption of cost-effective renewable energy technologies.
- Improved energy efficiency and reduced energy costs.
- Resilience to market-based energy price fluctuations.
- Decreased energy use through adoption of improved practices.
- Community energy efficiency and renewable energy uptake.
- Support for a more equitable and resilient energy market.
- Improved street lighting efficiency.

Regional Opportunities

- Capitalise on energy market changes and promote benefits such as declining cost of solar energy and battery storage.
- Develop and implement a regional renewable energy and storage trial project.
- Provide strategic consulting, education and information on renewable energy sources and storage options.
- Advocate to attract investment in the region for renewable energy installation and adoption.
- Advocate to attract investment in affordable energy efficiency technology development and uptake.
- Advocate for and seek funding to improve efficiency of street lighting.
- Coordinate Local Government Areas, business and community education programs on energy efficiency and renewable energy solutions.
- Provide timely advocacy to ensure that changes to the energy market support increased adoption of cost-effective renewable energy technologies.
- Capitalise on / implement new technology, such as flexible photovoltaics, electric vehicles, new battery storage options.

Strategic Objective 3: Our region fosters safe, resilient, resource efficient and environmentally sustainable urban areas.

Key Issues:

- Urban growth pressure.
- Lack of incorporation of environmental sustainability in planning processes, particularly for infill targets.
- Lack of awareness of social / health outcomes associated with good environmental health.
- Lack of accounting of environmental impacts in cost-benefit analyses for new developments or infrastructure projects.
- Declining water availability due to climate change and population growth.
- Lack of urban canopy.
- Vulnerability to urban heat island effect.
- Pollution generation.
- Non-nutrient contamination of land and waterways.

Potential Benefits:

- Increased integration of environmental sustainability in broader governance processes, policies and strategies.
- Enhanced environmental protection through incorporation in planning.
- Enhanced social and health outcomes.
- Reducing the environmental impacts of cities on people and the environment.
- Water Sensitive Urban Design in public open space and new developments.
- Reduced urban heat island effect.
- Safeguarding cultural and natural heritage.
- Enhanced collaborative sustainable development planning and management processes.

Regional Opportunities:

- Provide research and technical support for local urban canopy improvement/heat island effect mitigation.
- Coordinate regional urban canopy / heat island effect mitigation program.
- Increase the incorporation of environmental considerations in the EMRC, member councils and state agency's high level planning policies and strategies.
- Provide technical support and regional advocacy for Water Sensitive Urban Design.
- Advocate for 'green growth' as an approach to economic development.
- Facilitate collaborative partnerships for sustainable planning initiatives.
- Advocate for investment in urban heat island effect mitigation to improve health outcomes.
- Provide technical support and regional advocacy for climate change mitigation and adaptation actions in urban development.

Strategic Objective 4: Our region fosters responsible consumption and production patterns and promotes environmentally responsible lifestyles.

Key Issues:

- Limited awareness among community and industry of responsible practices of consumption and production, such as associations with food consumption, household and personal items / products, building materials and transport choices.
- Procurement practices do not consider the environmental credentials of contractors / suppliers.
- Lack of awareness and skills for responsible lifestyles with minimal environmental impact.

Potential Benefits:

- Increased education and awareness among Local Government Areas, community and industry of responsible consumption and production practices and sustainability of lifestyles in order to reduce environmental impacts.
- Improved environmental outcomes through more rigorous procurement practices that consider environmental responsibility of suppliers.
- Improved community engagement with responsible living.

Regional Opportunities:

- Work with member councils, local industry and business to embed environmental considerations into their management and procurement practices.
- Continue to work with member councils and regional stakeholders to prevent non-nutrient contamination of waterways.
- Coordinate a regional grant and promotion program to highlight best environmental practice in businesses in the region.
- Advocate for investment in regional industry clusters and supply chains to enhance the efficient use of resources.
- Coordinate and support community engagement and education for sustainable living.

Strategic Objective 5: Our region addresses climate change and its impacts through mitigation and adaptation.

Key Issues:

- Declining water availability.
- Increased heat stress on the natural and urban environment.
- Increased frequency and magnitude of extreme weather events.
- Some public open space lacks resilience to the impacts of climate change.
- Some urban environments / infrastructure lack resilience to the impacts of climate change.
- Increasing maintenance and damage rectification costs.
- Limited capacity of remnant bush land to naturally adapt to climate change impacts.
- Contribution to global greenhouse gas emissions and climate change through energy use.
- Movement of species due to climate change impacts to natural habitat.
- Lack of inclusion of climate change risks into planning processes and policy.
- Increased health risks.

Potential Benefits:

- Reduced greenhouse gas emissions from energy use (linked to actions under SDG 8).
- Contribution towards global and national greenhouse gas emissions reduction targets.
- Increased resilience of urban environment, public open space, and bushland to the impacts of global climate change.
- Better managed health risks and awareness of climate change.
- Increased resilience and capacity to climate related hazards and disasters.
- Integration of climate change into policies, strategies, planning documents and processes.
- Increased community understanding of climate change impacts.
- Contributing towards greenhouse gas emissions reduction targets associated with the Global 'Paris Agreement' (2015 United Nations Climate Change Conference - Conference of the Parties - COP21).

Regional Opportunities:

- Provide strategic and technical support, advocacy and information to support climate change adaptation.
- Increase the integration of climate change adaptation measures into policy and planning.
- Provide information to member councils and community of climate change mitigation and adaptation pathways.
- Advocate for the inclusion of climate change measures into national policies, strategies and planning.
- Coordinate Local Government Areas, community and business engagement and education on climate change risks and impacts.
- Advocate for investment in climate change mitigation and adaptation.
- Assist member councils, industry and community to implement fossil fuel divestment.
- Coordinate technical and financial support for member councils to implement climate change initiatives, including data management.





Strategic Objective 6: Our region protects, restores and enhances terrestrial ecosystems, addresses land degradation and prevents biodiversity loss.

Key Issues:

- Threats to the persistence of native species due to invasion of pathogens and weeds.
- Threats to bushland and peri-urban land uses from bushfires.
- Threats to biodiversity and ecological communities due to urban growth pressure.
- Degraded ecosystems, such as remnant bushland, foreshore areas.
- Lack of integration of ecosystem and biodiversity protection.
- Declining availability of bush land and public open space due to land clearing.
- Increased use pressure on remaining remnant bushland.
- Native tree decline.
- Biodiversity loss.

Potential Benefits:

- Improved integrated management of weeds and pathogens.
- Enhanced protection of biodiversity and ecological communities.
- Improved ecological condition of remnant bushland and foreshore areas.
- Enhanced resilience of ecological and urban communities to bushfires.
- Conservation and restoration of ecosystems and biodiversity.
- Integration of sustainable land management into all levels of governance.

Regional Opportunities:

- Advocate for stronger planning for biodiversity conservation within cities and peri-urban areas.
- Continue to build partnerships for research and information relating to pest, weed and pathogen control.
- Continue to build partnerships for research and information relating to conservation and management of native flora and fauna.
- Coordinate and support activities that enable restoration of degraded land and soil.
- Integrate ecosystem and biodiversity values into member council planning, processes and budgets.
- Advocate for greater consideration of ecosystem and biodiversity values in national policies, strategies and planning.
- Continue to coordinate and facilitate community, particularly youth, involvement in biodiversity conservation and stewardship.
- Advocate for a developers contribution towards enhanced public open space availability.

Strategic Objective 7: Our region contributes to the global partnership for sustainable development and achievement of relevant SDGs and targets.

Key Issues:

- Limited awareness of the SDGs and their relevance in the Australian context.
- Limitations in availability of data and information communication technology, such as ability to prepare business cases.
- Lack of consistent cost benefit analysis methodology and tools to assist in cost benefit analysis to allocate scarce resources to environmental management / services.
- Insufficient current use of social media to engage with stakeholders.
- Lack of capacity and tools to monitor and evaluate progress towards desired environmental outcomes.

Potential Benefits:

- SDGs are incorporated into the EMRC's and member council's governance processes.
- Increased promotion of sustainable development.
- Increased availability of data and information communication technology to support business cases.
- Consistent methodology and tools to support decision making and resource allocation.

- Improved monitoring and evaluation against environmental outcomes.
- Development of innovative and stronger partnerships to support better environmental outcomes.
- More effective, accountable and inclusive institutions at all levels through online presence.
- Increased digital presence resulting in new follows and sharing of information to previously not captured audience.

Regional Opportunities:

- Support the inclusion of the SDGs into member councils' governance and processes.
- Continue to implement regular programs and networking opportunities to strengthen partnerships between member councils and with stakeholders.
- Coordinate or facilitate the development of consistent cost benefit analysis tools and data systems for member councils and partners to support environmental management.
- Increase online presence and use of digital media for all initiatives.
- Coordinate or facilitate community interaction with local government to achieve goals and targets.
- Enhance partnerships with universities and cooperative research centres).
- Potential for EMRC to assist with preparing business cases.





Appendix 2 – Regional Environment Strategy Development Process

The EMRC contracted SDF Global Pty Ltd (SDF) to assist with the development of the Regional Environment Strategy 2016-2020. The development process was informed by desktop research and analysis and a series of stakeholder consultations guided by interim discussion outputs.

- **Research and Analysis:** The SDF team undertook a desktop analysis in order to establish the context relating to the natural environment of Perth's Eastern Region, including the assets that are present, environmental management concerns and existing priorities of key stakeholders and any gaps in the existing strategic framework relating to these environmental assets and / or concerns. A desktop analysis report was produced and provided to the EMRC and stakeholders to stimulate discussion. A detailed list of references is also recorded in that document. Research and analysis continued throughout the development of the draft *Regional Environment Strategy 2016-2020* to ensure capture of rapidly arising innovations in the environmental management sector.
- **Individual Stakeholder Consultation:** Key representatives of the EMRC's member councils were contacted individually to discuss what they have valued about the EMRC Environmental Services support to date; their current and future priority environmental services and activity needs; structure of the EMRC; and what other support the EMRC could provide for them into the future. Other stakeholders including Natural Resource Management groups, universities and government departments were also contacted and provided opportunity for interviews or meetings.



- **Environmental Services Staff Workshop:** A round table meeting was held with staff and management from the EMRC’s Environmental Services team. An internal discussion paper was sent prior to the meeting outlining global trends in environmental management including, the SDGs, climate change, green growth and renewable energy. The paper also outlined other considerations from initial feedback with stakeholders. This round table provided an opportunity for the EMRC to openly discuss what was working and what needed to be improved or eliminated in the future. It also introduced discussion on how the EMRC could contribute to environmental management in line with global trends and emerging initiatives
- **Stakeholder Workshop:** An interactive workshop was held in May 2016, attended by representatives from the EMRC’s member councils, the EMRC Environmental Services team and other key stakeholders such as government agencies and community groups with an interest in management of the environment in Perth’s Eastern Region. The workshop focused on confirming the support to date that was valued by stakeholders; discussion on current and emerging global trends; and identifying current challenges and future needs.
- **Workshop Outputs:** Two workshop outputs were produced, a ‘Workshop Proceedings’ which summarised the discussions and data gathered at the workshop and a ‘Discussion Note’, which was designed to stimulate further discussion, particularly among key stakeholder representatives who were not able to attend the workshop. This output included a link to an online survey which invited more specific input on the types of support that stakeholders would like to see in particular focus areas.
- **Draft Regional Environment Strategy Development:** Based on the data collected to this point as well as some further consultation and research, the SDF team developed the first draft *Regional Environment Strategy 2016-2020*.
- **Stakeholder Workshop to Review Draft Regional Environment Strategy:** Held on 20 July 2016 the workshop introduced the format of the *Regional Environment Strategy 2016-2020* and how the identified challenges and vision for Perth’s Eastern Region led to the development of seven strategic objectives. These strategic objectives aligned with seven of the SDGs and initiatives and expected outcomes were placed under each objective. Stakeholders provided feedback and indicated their level of interest or potential involvement with each initiative.





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11.3 REGIONAL SERVICES FUNDING MODEL

REFERENCE: D2016/15900

PURPOSE OF REPORT

The purpose of this report is to present to Council, for its consideration, funding model options for the delivery of the Regional Services Directorate programs, to take effect from 1 July 2017.

KEY ISSUE(S) AND RECOMMENDATION(S)

- The funding model has been reviewed on numerous occasions since April 1999, when the first funding model for delivery of Regional Development activities was considered.
- Since that time Council has been presented with various funding options for Regional Services, including funding being provided: solely by member Councils; solely by the EMRC; by a mix of member Council and EMRC; and by a levy on member Council landfill tonnage rates.
- The current funding model for regional development activities has been a mix of EMRC, member Council, non-member Council and grant funding, with the member Council portion being shared on a 'one-third' basis whereby one third was shared equally between member Councils, one third shared according to rate revenue and one third shared according to population.
- The CEOAC, at its September 2015 meeting, suggested that a review be undertaken of the current Regional Services funding model to ensure it was still flexible and relevant enough to meet the diverse needs of member Councils and the EMRC.
- Council, at its December 2015, supported the development of a Regional Services Funding Model Paper for the purpose of initiating discussion and gaining a consensus on the most appropriate funding model for member Councils and the EMRC to become effective from 1 July 2017.
- Funding model options have been explored and are provided within this report for consideration.

RECOMMENDATION(S)

That Council supports Option as the preferred funding model for member Councils and the EMRC to deliver Regional Services, to become effective from 1 July 2017.

SOURCE OF REPORT

Director Regional Services

BACKGROUND

The East Metropolitan Local Authorities Group (EMLAG) was established in 1991 to deliver regional initiatives and economic development services. The activities of EMLAG were formally amalgamated with the EMRC under the terms of the Establishment Agreement 1998 (the Agreement).

Schedule 1 of the Agreement includes environmental services and regional, economic and community development as continuing projects and services. The Agreement also states that in the case of continuing projects and services...*"the contribution of each participant shall be determined by the EMRC after consultation with the participants"*...



Item 11.3 continued

At the 29 April 1999 meeting, Council considered a basic funding mechanism for regional development activities (Ref: DMDOC/104165), including the following options:

- Option 1: Total Funding by Member Councils
- Option 2: Total Funding by EMRC
- Option 3: Member Council/EMRC Mix of Funds
- Option 4: Levy on member Council Landfill Tonnage Rate

Council resolved:

“THAT AS PREVIOUSLY AGREED, 100% OF THE REGIONAL DEVELOPMENT ADMINISTRATION COSTS BE FUNDED OUT OF EMRC FUNDS.

THAT OPTION 3 - MEMBER COUNCIL/EMRC MIX FUNDS, BE ENDORSED.”

The member Council and EMRC mix of funds has evolved over time and currently reflects only a portion of Regional Development costs being shared by member councils.

At the 27 April 2000 meeting, Council reviewed the member Council/EMRC funding mix for Regional Development projects and resolved that where a funding mix was to be adopted that (Ref: DMDOC/9984):

“THE EXISTING FORMULA BE REPLACED WITH VERSION 3, THAT IS, ONE THIRD OF THE REQUIRED AMOUNT BE SHARED EQUALLY BETWEEN THE SIX (6) MEMBER COUNCILS, THE SECOND THIRD BE SHARED PROPORTIONATELY ACCORDING TO RATE REVENUE AND THE FINAL THIRD BE SHARED PROPORTIONATELY ACCORDING TO POPULATION”.

In order to improve the project development and funding process, Council at its 2 December 2004 meeting resolved to:

“1. ESTABLISH A REGIONAL DEVELOPMENT STRATEGY (PROJECT) THRESHOLD OF \$50,000 ABOVE WHICH MEMBER COUNCIL CONTRIBUTIONS WOULD BE CONSIDERED FOR THOSE STRATEGIES THAT BENEFIT THE REGION AND IT IS CONSIDERED THAT MEMBER COUNCIL OWNERSHIP AND COMMITMENT IS REQUIRED.

2. THAT THE FOLLOWING RESOLUTION FROM 27 APRIL 2000 MEETING OF COUNCIL CEOAC REPORT ITEM 5 BE REAFFIRMED:-

“THAT THE EXISTING FORMULA BE REPLACED WITH VERSION 3, THAT IS, ONE THIRD OF THE REQUIRED AMOUNT BE SHARED EQUALLY BETWEEN THE SIX (6) MEMBER COUNCILS, THE SECOND THIRD BE SHARED PROPORTIONATELY ACCORDING TO RATE REVENUE AND THE FINAL THIRD BE SHARED PROPORTIONATELY ACCORDING TO POPULATION.

NOTE: VERSION 3 MEMBER COUNCIL/EMRC MIX OF FUNDS”. (Ref: DMDOC/105667)

At its meeting of 8 December 2005, Council further considered funding for Regional Development projects for the 2006/2007 financial year and resolved that (Ref: DMDOC/48566):

“THE EMRC FUNDS REGIONAL DEVELOPMENT PROJECTS UP TO THE VALUE OF \$50,000 SUBJECT TO AGREEMENT BY EMRC AND MEMBER COUNCILS ON FUNDING PRIORITIES AND BUDGETS.”



Item 11.3 continued

At its meeting of 13 December 2007, Council resolved as follows (Ref: Committees-7038):

“THAT:

- 1. COUNCIL ACCEPT THE PROPOSED FUNDING FRAMEWORK FOR REGIONAL SERVICES PROJECT AND SERVICE DELIVERY.*
- 2. THE PROPOSED FUNDING FRAMEWORK FOR REGIONAL SERVICES BE USED TO ASSIST WITH FUNDING ARRANGEMENTS FOR ANY NEW PROJECTS IN THE STRATEGIC PLAN WORKSHOP PLANNED ON 8 MARCH 2008.”*

The 2007 funding framework referred to in the above Council resolution identified four funding categories including: full cost recovery from member Councils or others; partial cost recovery; fully funded by EMRC and administration costs to be funded by EMRC.

The 13 December 2007 Council report (Ref: Committees-7038), also highlighted that in addition to the member Councils agreed annual contributions based on the one-third; one-third; one-third formula an annual 5% CPI adjustment should apply. This formula was endorsed by the EMRC Council in December 2007.

Following the strategic planning workshop held on 10 September 2015, the CEOAC suggested a review be undertaken of the current Regional Services funding model and delivery to ensure it was relevant and flexible enough to meet the diverse needs of member Councils and the EMRC.

REPORT

Council, at its meeting of 3 December 2015 (Ref: D2015/19327) considered a Regional Services Funding Model Paper which was supported for the purpose of initiating discussion and gaining a consensus on the most appropriate funding option for member Councils and the EMRC to become effective from 1 July 2017. The Paper included various options to apportion the funding including a strategy based model, tonnages model, a model funded entirely by the EMRC or leaving the status quo to remain for 2017/2018 and 2018/2019.

Regional Development funding includes member Council's annual contributions based on the one-third; one-third; one-third; funding model that has been in existence since 2000. Member Council contributions fund a portion of the project delivery costs with a portion of activities funded through grants and sponsorship and the EMRC.

Strategies and activities delivered by the Regional Development business unit include:

- Promote and encourage sustainable economic development in the Region;
- Facilitate key regional events and manage the perthtourism.com.au website;
- Apply for grant funding of a regional nature;
- Facilitate integrated transport planning initiatives to provide an efficient, safe and integrated regional transport network;
- Integrate active transport information and behavioural approaches into broader transport, land use planning and community development policies;
- Undertake research activities and develop partnerships relevant to the region; and
- Advocate for regional issues and opportunities to maximise the benefits for member Councils and communities.

The funding model for Environmental Services differs from the Regional Development model in that a portion of staff are funded by the EMRC with the remainder of staff being funded by an external party e.g. Department of Parks and Wildlife, grant funding, member Councils and/or via consultancy costs to non-member Councils.



Item 11.3 continued

Strategies and activities delivered by Environmental Services business unit include:

- Regional Environment Strategy related projects including regional grants and advocacy;
- Eastern Region Catchment Management Program (ERCMP);
- Future Proofing Climate Change Program;
- Understanding and Managing Flood Risk Project;
- Achieving Climate Emission Reductions (ACER) Program;
- Water Quality and Conservation Program including the Cooperative Research Centre for Water Sensitive Cities; and
- Swan and Helena Rivers Management Framework.

The Regional Services directorate currently comprises of 13.6FTEs who between them have a wide range of expertise and experience to deliver the agreed programs. In addition to this, the Environmental Services team work with 1,700 volunteers, who contribute around 30,000 hours per annum, which adds significant value and benefits to member Councils.

The review of the funding model for Regional Services came about as a result of a request from the CEOAC to enable more effective longer term planning, resourcing and implementation of services/activities/projects in line with EMRC and member Council expectations.

Over the past few years there has been an increasing propensity for member Councils to opt in and out of programs. This has the potential to incur greater costs for those Councils remaining in a program and may have an adverse impact on attracting regional grants if the 'regional' aspect is diluted.

Proposed Funding Model

These options in brief are:

1. Option 1 - The 'status quo' to remain for 2017/2018 and 2018/2019 whereby funding continues as business as usual, retaining the current level of service. Contributions continue to be a mix of member Council contributions, grant funding and EMRC contributions.
2. Option 2 –A 'lump sum' allocation whereby the EMRC funds the Regional Services Directorate to deliver programs based on an agreed amount.
3. Option 3 - A 'strategy based' funding model whereby the member Councils would fund an agreed amount to deliver on the objectives of the regional strategies:
 - Regional Environment Strategy 2016 – 2020;
 - Regional Economic Development Strategy –2017 – 2021; and
 - Regional Integrated Transport Strategy –2017 – 2021.

Refer to the attachment for the Regional Services Funding Model Options which outlines each option in greater detail (Ref: D2016/15902).

Given that the EMRC is currently out to tender for a Resource Recovery Facility (RRF) for the member Councils and the contract model is yet to be determined and hence the impact on waste operations and future income generation is unknown at this point in time, it may be appropriate to maintain the status quo for the Regional Services funding model for at least the next financial year or two i.e. even if the model is changed for 2017/2018 it may require a further review once the RRF tender has been awarded.



Item 11.3 continued

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 1 – Environmental Sustainability

- 1.5 To contribute towards improved regional air, water and land quality and regional biodiversity conservation
- 1.6 To address climate change issues within the region

Key Result Area 2 – Social Opportunities

- 2.1 To facilitate regional cultural and recreational activities

Key Result Area 3 – Economic Development

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

Key Result Area 4 – Good Governance

- 4.1 To provide advice and advocacy on issues affecting Perth's Eastern Region
- 4.2 To manage partnerships and relationships with stakeholders

FINANCIAL IMPLICATIONS

The funding to facilitate Regional Services projects and services is developed and agreed with member Councils as part of the annual budget process and included in the annual EMRC operating budget.

SUSTAINABILITY IMPLICATIONS

The Regional Services Directorate operates to pursue environmental, economic and social outcomes for Perth's Eastern Region. In pursuit of these objectives, environmental considerations are also integrated wherever possible in all activities undertaken by the Directorate.

MEMBER COUNCIL IMPLICATIONS

Member Council

Town of Bassendean
City of Bayswater
City of Belmont
Shire of Kalamunda
Shire of Mundaring
City of Swan

Implication Details

Financial implications will apply to participating member Councils as per the agreed Funding Model.

ATTACHMENT(S)

Regional Services Funding Model Options (Appendix 1) (Ref: D2016/15902)



Item 11.3 continued

VOTING REQUIREMENT

Simple Majority

RECOMMENDATION(S)

That Council supports Option as the preferred funding model for member Councils and the EMRC to deliver Regional Services, to become effective from 1 July 2017.

Discussion ensued

The Director Regional Services provided an overview of the report and a detailed presentation on the various options for the Regional Funding Model.

The following points were raised and discussed:

- The positives and negatives of each option;
- The current issues with member Councils opting and opting out of projects; and
- That actual contractual agreements could be drawn up to formalise each member council's commitment to the projects they have agreed to participate in.

The CEOAC members concluded that Option 1 (business as usual) for the period of 2017/2018 and 2018/2019 was the preferred option and amended the recommendation accordingly. This would allow time for the resource recovery facility contract model to be finalised and any impacts on waste operations and future income generation to be determined.

CEOAC ALTERNATIVE RECOMMENDATION(S)

MOVED MR THROSSELL SECONDED MS HARDY

That Council supports Option 1 as the preferred funding model for member Councils and the EMRC to deliver Regional Services, to become effective from 1 July 2017 for the 2017/2018 and 2018/2019 financial years.

CARRIED UNANIMOUSLY

COUNCIL RESOLUTION(S)

MOVED CR SECONDED CR

REGIONAL SERVICES DIRECTORATE FUNDING OPTIONS

The following funding options are based on the Directorate as a whole with some slight variations as to the current differences in operating and funding the two business units within Regional Services (Regional Development and Environmental Services).

FUNDING MODEL OPTIONS	DETAIL	POSITIVES	NEGATIVES	COST TO MEMBER COUNCILS (MCs)
<p>1 – Retain the current level of service and current budget allocations for 2017/2018 and 2018/2019 (except for a CPI increase)</p>	<p>Continue existing service delivery and budget allocations without major change until such time as the Resource Recovery Park is operational and Council has a clearer picture of the income being derived from all waste activities.</p> <p>The current model includes staff being funded as follows:</p> <ul style="list-style-type: none"> • Regional Services EMRC continues to fund the Director and Administration Officer (2 x FTE). • Regional Development (RD) EMRC continues to part fund 2 Project Officers. Member Councils (MCs) fund a portion of the RD costs under the 1/3; 1/3; 1/3 arrangement. • Environmental Services (ES) EMRC continues to fund the Manager and 1 Project Officer; Department Parks and Wildlife (DPaW) continues to fund 1 FTE; Lotterywest continues to fund 1 FTE. All other positions (5.6 FTEs) are funded via a mix of MCs, EMRC, grant funding and non-MC. ES direct costs are also funded by a mix of the above. • Continue to seek external grant funding at every opportunity and to seek contributions from non MCs for consultancy work. • Continue to explore regional opportunities including emerging trends. • EMRC continues to fund 100% of administration costs identified in Corporate Services and to continue to fund advocacy. 	<ul style="list-style-type: none"> • Allows staff to continue operating on a business as usual basis for 2017/2018 and 2018/2019. 	<ul style="list-style-type: none"> • Does not result in any cost savings from an EMRC perspective. • It makes program delivery more challenging when only a few MCs support individual programs. • Lack of certainty for programs that go across more than one financial year. • Shortfall in funding may arise when MCs withdraw. • Potential loss of grant funding if lack of regional participation. 	<ul style="list-style-type: none"> • Cost to MCs similar to existing contributions and cover a portion of salaries, on-costs and direct costs in Environmental Services. • 2 positions funded by other agencies (DPAW and Lotterywest). 4 FTEs funded by EMRC and 7.6 FTEs fully funded by a mix of EMRC, MCs, grant funding, non-member councils. • Member Council contributions ex GST for projects they support for 2016/2017 is as follows: <ul style="list-style-type: none"> Bassendean \$68,282 Bayswater \$51,719 Belmont \$84,198 Kalamunda \$44,744 Mundaring \$97,181 Swan \$80,372 <p>Total = \$426,496- 2016/2017</p> <p>Note – CPI increase would apply for future years.</p>

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FUNDING MODEL OPTIONS	DETAIL	POSITIVES	NEGATIVES	COST TO MEMBER COUNCILS (MCs)
Option 2 – Lump Sum Allocation– No MC contributions required	<ul style="list-style-type: none"> The funding would be by way of a set allocation from the EMRC budget. The agreed budget would then be allocated and apportioned to deliver the Regional Services programs and projects that align with the EMRC strategies and objectives. Under the current budget to retain existing services the lump sum allocation would need to be similar to the 2016/2017 budget. Regional Services budget = \$2,382,584 Less Grant funding - \$640,662 Less other contributions - \$91,584 Less MC contributions - \$426,496 EMRC contribution \$1,223,842 (includes \$214,600 for Advocacy) 	<ul style="list-style-type: none"> This would alleviate the need for MCs to fund EMRC projects through their own operational budgets. This would save time and allow staff to concentrate on project delivery without the need to go back and forth regarding contributions, purchase orders and invoices between the EMRC and MCs. This would provide some consistency and certainty for EMRC staff and for programs that go across more than 1 financial year. 	<ul style="list-style-type: none"> There would be less EMRC funds available to go into reserves. 	<ul style="list-style-type: none"> Cost to member Councils would be that equity would be reduced by the amount the member Councils are currently contributing (\$426,496). Once the Resource Recovery Facility becomes fully operational another review will be required.
Option 3 - Strategy Based Model	<ul style="list-style-type: none"> The three strategies (excluding Advocacy) for 2016-2020 include: <ul style="list-style-type: none"> Regional Integrated Transport Strategy; Regional Economic Development Strategy; and Regional Environment Strategy. MCs to commit to the strategies. 	<ul style="list-style-type: none"> Longer term commitment from MCs allowing for actions to be implemented in accordance with the new strategies for the period 2016-2020. Deliver what is agreed by both EMRC and MCs with adoption of the strategies and through consultation with the relevant advisory groups. Ability to plan for the life of a strategy by MCs committing to this model. Greater flexibility for EMRC staff on the delivery of actions. Retain the knowledge base of existing staff. 	<ul style="list-style-type: none"> May be more difficult to cater for any new emerging issues as strategies are across multiple years. 	<p>Options for funding could include:</p> <p>Fixed costs for delivery of priorities in each strategy to be shared between MCs. An example of fixed costs is shown below but another figure could be struck for each MC:</p> <p>Environment \$45,000 Economic Development \$15,000 Transport \$12,000</p> <p>Annual CPI might also need to be factored in.</p> <p>Note: any additional external consultancy work that might be required to deliver on priorities would require additional funding from participating MCs.</p>

- * MCs - member Councils *RD – Regional Development *ES – Environmental Services *RS – Regional Services *DPaW – Department Parks and Wildlife
- * All models include ongoing consultation with member Councils particularly through the regional advisory groups; Economic Development Officers Group, Regional Environmental Advisory Group, Events groups, Regional Integrated Transport Strategy Implementation Advisory Group.
- * Corporate Services costs and advocacy costs continue to be funded by the EMRC.
- * All models would continue to seek external funding and sponsorship wherever possible.

CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE

MINUTES

15 November 2016

(REF: D2016/14620 (CEOAC) – D2016/16925)

A meeting of the Chief Executive Officers Advisory Committee was held at the EMRC Administration Office, 1st Floor, 226 Great Eastern Highway, BELMONT WA 6104 on **Tuesday, 15 November 2016**. The meeting commenced at **12:30pm**.

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1 DECLARATION OF OPENING AND ANNOUNCEMENT OF VISITORS

The Chairman opened the meeting at 12:30pm.

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

Committee Members

Mr Stuart Cole (Chairman)	Chief Executive Officer	City of Belmont
Ms Rhonda Hardy (Deputy Chairman)	Chief Executive Officer	Shire of Kalamunda
Mr Bob Jarvis	Chief Executive Officer	Town of Bassendean
Ms Carissa Bywater	Acting Chief Executive Officer	City of Bayswater
Mr Jonathan Throssell	Chief Executive Officer	Shire of Mundaring
Mr Peter Schneider	Chief Executive Officer	EMRC

Apologies

Mr Mike Foley	Chief Executive Officer	City of Swan
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EMRC Officers

Mrs Wendy Harris	Director Regional Services
Ms Giulia Bono	Administration Officer Waste Services (Minutes)

3 DISCLOSURE OF INTERESTS

Nil

4 ANNOUNCEMENTS BY THE CHAIRMAN OR PRESIDING MEMBER WITHOUT DISCUSSION

Nil

5 PETITIONS, DEPUTATIONS AND PRESENTATIONS

Nil

6 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

6.1 MINUTES OF THE CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE MEETING HELD ON 7 JUNE 2016

That the minutes of the Chief Executive Officers Advisory Committee meeting held on 7 June 2016, which have been distributed, be confirmed.

CEOAC RESOLUTION(S)

MOVED MR THROSSELL SECONDED MR JARVIS

THAT THE MINUTES OF THE CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE MEETING HELD ON 7 JUNE 2016 WHICH HAVE BEEN DISTRIBUTED, BE CONFIRMED.

CARRIED UNANIMOUSLY



7 QUESTIONS BY MEMBERS OF WHICH DUE NOTICE HAS BEEN GIVEN

Nil

8 QUESTIONS BY MEMBERS WITHOUT NOTICE

Nil

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

Nil

10 BUSINESS NOT DEALT WITH FROM A PREVIOUS MEETING

Nil



11 REPORTS OF EMPLOYEES

11.1 REGIONAL ADVOCACY STRATEGY 2016 - 2020

REFERENCE: D2016/15511 (CEOAC) – D2016/17156

PURPOSE OF REPORT

The purpose of this report is to seek Council approval of the EMRC's Regional Advocacy Strategy 2016-2020 to guide regional advocacy activities during this period.

KEY ISSUES AND RECOMMENDATION(S)

- The EMRC has undertaken a program of regional advocacy since 2008.
- Throughout 2016 new strategies are being developed in consultation with member Councils for the Regional Services Directorate including the Regional Advocacy Strategy, Regional Economic Development Strategy, Regional Transport Strategy and Regional Environment Strategy.
- The previous Regional Advocacy Strategy 2013-2016 outlined the key components to be utilised to develop advocacy campaigns.
- The Regional Advocacy Strategy 2016-2020 builds on the work of the previous strategy and reviews key priority areas to provide currency for future activities.
- The three key result areas are:
 - Environmental sustainability;
 - Economic development; and
 - Good governance.
- Advocacy actions for 2016/2017 were approved by Council at the 23 June 2016 council meeting and future years advocacy actions will continue to be developed on an annual basis.

Recommendation(s)

That Council approves the Regional Advocacy Strategy 2016-2020, forming the attachment to this report.

SOURCE OF REPORT

Director Regional Services

BACKGROUND

At its meeting held 3 December 2009, Council adopted a Regional Advocacy Strategy (RAS) 2010-2013 (Ref: Committees-10257) to provide an overarching framework from which advocacy would be guided.

At its meeting held on 23 May 2013, Council adopted a revised Regional Advocacy Strategy (RAS) 2013-2016 (Ref: DMDOC/176755). The RAS 2013-2016 outlined the key components to be utilised to develop advocacy campaigns across the priority areas.

At its 20 March 2014 meeting, Council approved a delegation to Canberra in August to raise awareness of Perth's Eastern Region and discuss key strategic issues (Ref: D2014/02932). Meetings were held with 12 federal members where discussions on waste, environment, regional development and transport occurred. A report outlining the discussion and actions arising from the delegation was presented to Council on 23 October 2014 (Ref: D2014/12118).

An advocacy report was endorsed by Council at its 23 June 2016 meeting outlining the key achievements for 2015/2016 and the proposed advocacy priorities for 2016/2017 (Ref: D2016/08027).



Item 11.1 continued

REPORT

The Regional Advocacy Strategy 2016-2020 (attached) builds on the work of the previous strategy and key priority areas to provide currency for future activities.

The 2016/2020 priority areas for Perth's Eastern Region are:

- Regional waste management
 - Waste reduction and resource recovery;
 - Environmentally sustainable solutions; and
 - Capacity for the future.
- Regional environmental management
 - Swan and Helena Rivers;
 - Natural resource management; and
 - Climate change.
- Regional economic development
 - Business growth, investment and innovation;
 - Infrastructure to support strategic centres and population growth; and
 - Maximise infrastructure benefits.
- Regional integrated transport
 - Increase and maximise benefits of infrastructure and services;
 - Behaviour change; and
 - Safety.

Key stakeholders expected to be involved in the implementation of the Regional Advocacy Strategy include:

- member councils, other local governments, state and federal governments and their agencies;
- members of parliament representing Perth's Eastern Region;
- business / commerce;
- industry;
- not-for-profit sector; and
- the community.

Key methods of achieving advocacy outcomes include:

- seeking regional funding;
- engaging with all levels of government, organisations and regional stakeholders;
- preparing submissions and awards;
- cross regional collaboration;
- attendance at meetings and forums;
- developing key partnerships; and
- undertaking high level research.

Advancing advocacy priorities will enhance outcomes for stakeholders and enable the EMRC to fulfil its potential in the areas of waste management, environmental management, economic development and transport. Advocacy actions are monitored, reviewed and updated by Council on an annual basis.

Key advocacy actions are developed and presented to council on an annual basis, having regard for feedback provided from the various groups including the Chief Executive Officers Advisory Committee, Regional Integrated Transport Strategy Implementation Advisory Group, Economic Development Officers Group, Regional Environmental Advisory Group, Technical Advisory Committee and Resource Recovery Committee.



Item 11.1 continued

The advocacy framework is flexible enough to respond to emerging issues and opportunities for Perth's Eastern Region whilst providing an agreed agenda for targeted issues facing the Region.

To ensure the currency and relevance of regional advocacy issues, an annual review of the Regional Advocacy Strategy will be undertaken and the results of this, together with revised actions for each year, will be provided to Council.

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 1 – Environmental Sustainability

- 1.5 To contribute towards improved regional air, water and land quality and regional biodiversity conservation
- 1.6 To address climate change issues within the region

Key Result Area 3 – Economic Development

- 3.1 To facilitate increased investment in regional infrastructure

Key Result Area 4 – Good Governance

- 4.2 To provide advice and advocacy on issues affecting Perth's Eastern Region
- 4.4 To manage partnerships and relationships with stakeholders

FINANCIAL IMPLICATIONS

The financial cost of advocacy activities is provided for in each annual budget.

SUSTAINABILITY IMPLICATIONS

The future sustainability of Perth's Eastern Region will be largely dependent on the strength and ability of the Region to pool its resources to compete for and attract government and private sector funding into the Region.

MEMBER COUNCIL IMPLICATIONS

Member Council	Implication Details
Town of Bassendean	} Member Councils continued support of a regional approach to advocacy and continued endorsement of the EMRC as the peak advocacy body when dealing with strategic issues for Perth's Eastern Region.
City of Bayswater	
City of Belmont	
Shire of Kalamunda	
Shire of Mundaring	
City of Swan	

ATTACHMENT(S)

Regional Advocacy Strategy 2016-2020 (Ref: D2016/17157)



Item 11.1 continued

VOTING REQUIREMENT

Simple Majority

RECOMMENDATION(S)

That Council approves the Regional Advocacy Strategy 2016-2020 forming the attachment to this report.

Discussion ensued

The Director Regional Services provided an overview of the Regional Advisory Strategy and advised that the Advocacy Action List will continue to be prepared and presented to Council on an annual basis.

The CEOAC members commented on the quality of the strategy's presentation style and content and suggested it would be a useful advocacy tool.

An advocacy action pertaining to the Swan and Helena Rivers was amended to also include the State Government, in addition to the mention of the Federal Government, given the national significance of the rivers.

CEOAC RECOMMENDATION(S)

MOVED MR JARVIS

SECONDED MR THROSSELL

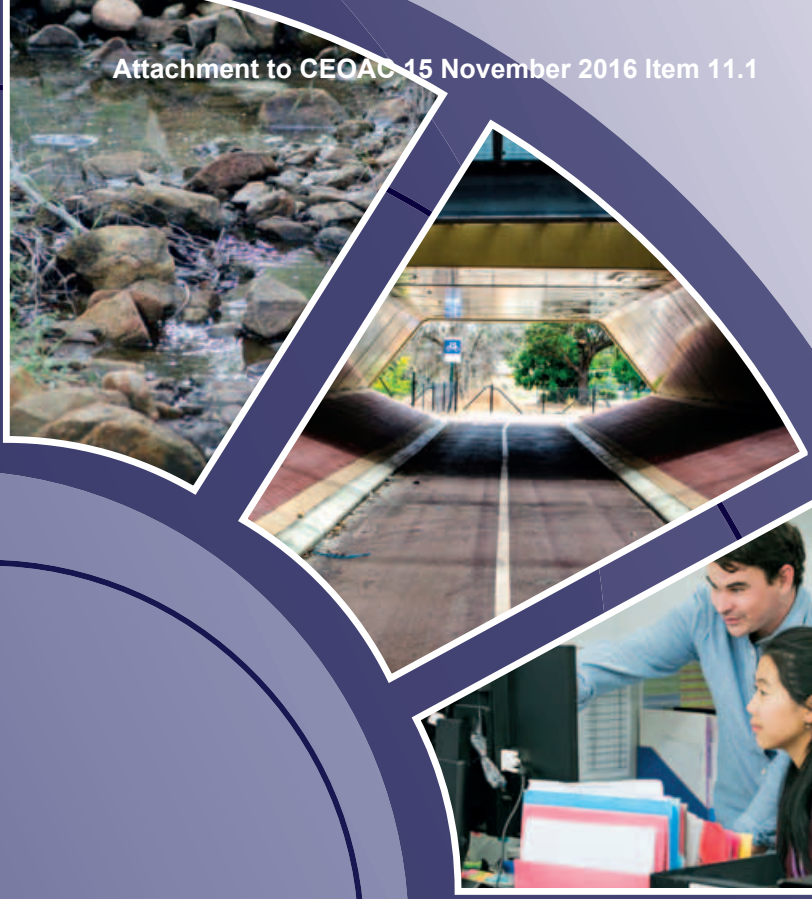
That Council approves the Regional Advocacy Strategy 2016-2020 forming the attachment to this report.

CARRIED UNANIMOUSLY

COUNCIL RESOLUTION(S)

MOVED CR

SECONDED CR



REGIONAL ADVOCACY STRATEGY 2016 - 2020



Advancing Perth's Eastern Region 



EMRC



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Together we're stronger

Together, we cover around one third of the metropolitan area. We're one of Western Australia's most vibrant and fastest growing regions and home to around 365,500 people from a diverse range of backgrounds.

Together, we have some of Perth's most significant natural assets, the Swan and Helena Rivers, the Perth Hills and the Swan and Bickley Valleys. We have natural areas that offer unique experiences and core attractions including national parks, reserves, trails and lakes.

Together, we're not just a part of the metropolitan area, with our heritage, cultural, tourism and arts attractions and thriving commerce and industry, we both complement and compete with the wider metropolitan area to be the region of choice, bordering both the Perth Central Business District (CBD) and the peri-urban fringes of Perth.

We're at the heart of Western Australia's transport links, with Perth's international and domestic airports, as well as major road and rail infrastructure connecting us to the outer regions of Western Australia, the eastern states and the world.

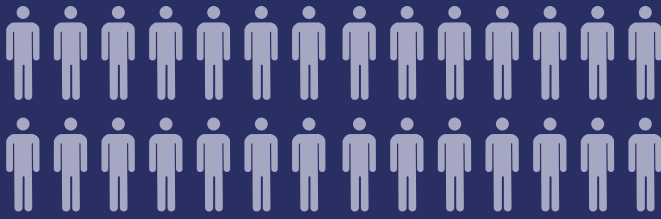
We're a region that aligns with the Australian Government's *Smart Cities Plan* for supporting productive, accessible, liveable cities that attract talent, encourage innovation and create jobs and growth. All of Perth's Eastern Region is within 6 to 35 kilometres (or 10 – 45 minutes) of the Perth CBD.

We're an economic, social and environmental force with the strength, drive and commitment to get things done for the benefit of the region and to support our local communities. We're home to a very diverse region of agriculture, industry, tourism and world-class wine districts, with small and large scale businesses co-existing and supporting each other.

So together, as Perth's Eastern Region, striving to achieve a shared vision for our communities, protecting our natural assets and encouraging robust investment and development goals, we're building a stronger future.



Population



365,500 People



Area

2,100
km²



from

6 km – 35 kms of
Perth CBD



Distance from CBD within

10 – 45 minutes 



6

Businesses

26,197



Iconic
Swan
River



Area of national parks
over

220 km²

1.1 Perth's Eastern Region

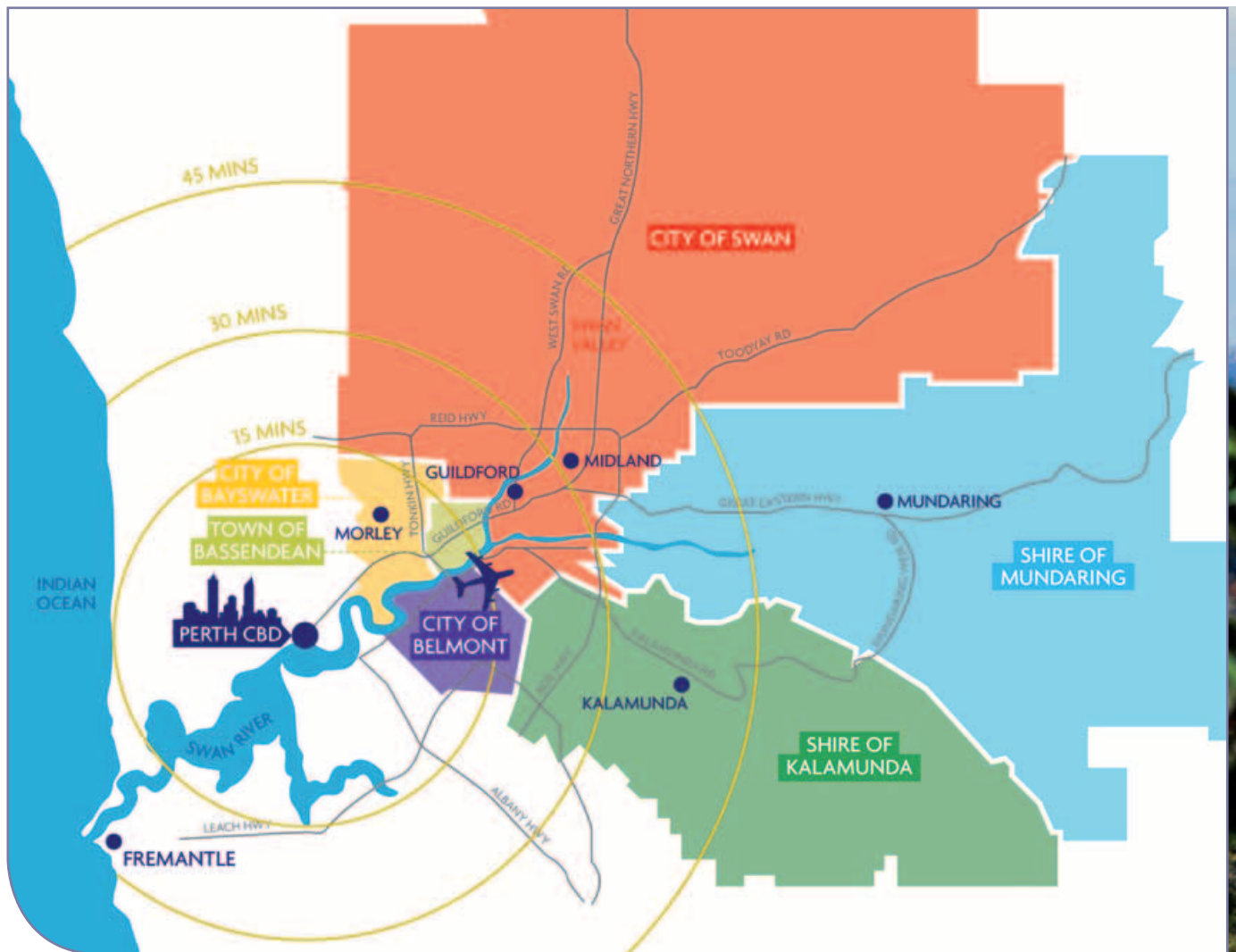
Perth's Eastern Region is an area of Perth defined by the boundaries of six local governments: Town of Bassendean, City of Bayswater, City of Belmont, Shire of Kalamunda, Shire of Mundaring and the City of Swan. The region constitutes around one-third of Perth's metropolitan area encompassing a land area of about 2,100 square kilometres and an estimated population of 365,500 people.

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

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

In addition to the specialist and industrial centres, a number of key activity centres in the region are identified for growth in the state's key planning framework *Directions 2031 and Beyond*. Morley and Midland are both

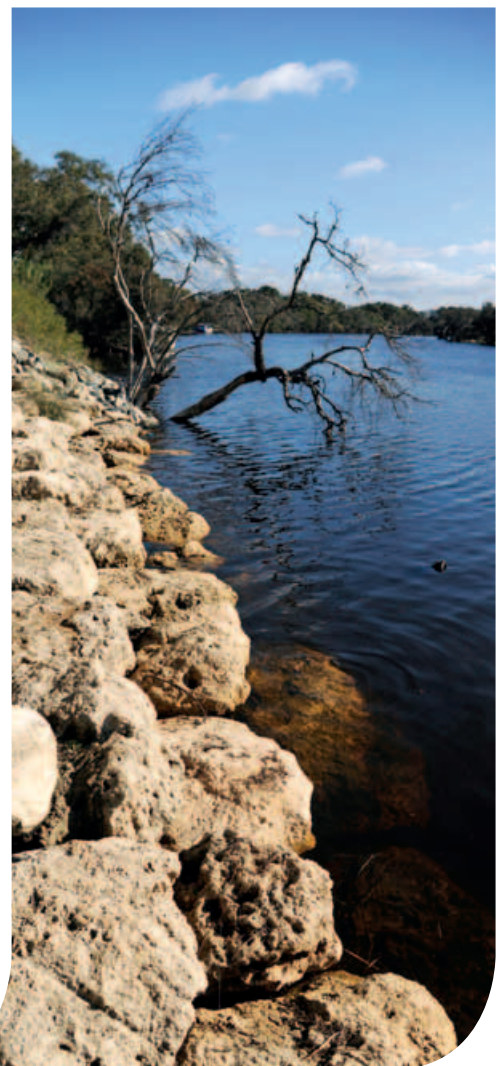
Map of Perth's Eastern Region



identified as Strategic Metropolitan Centres providing a mix of retail, office, community, entertainment, residential and employment activities. Morley represents the only Strategic Metropolitan Centre not connected by a rail network. Secondary centres identified are Belmont and Ellenbrook. These centres perform a key role in delivering a range of services to nearby communities and play a vital role for allocation of future infill population. Forrestfield, Kalamunda, Mundaring, Ashfield, Bassendean and Maylands have been identified as district centres that provide key local services, facilities and employment opportunities. The Perth Airport redevelopment, Midland Health Campus, Gateway WA and NorthLink WA in particular will provide new infrastructure to support future growth. The region's boundaries border both the Perth CBD and rural areas. Spanning inner urban areas to outer metropolitan and urban fringe developments, this is a growing vibrant region.

Perth's Eastern Region represents an attractive destination for visitors and provides a high quality of life for residents. The region is home to a number of core assets including: national parks; walking and cycling trails; numerous picturesque parks and reserves on the banks of the Swan River; an extensive range of heritage, culture and arts attractions including Guildford, which is one of the oldest settled areas in WA; the popular Swan Valley and boutique wineries in the Perth Hills. A range of community events and recreation facilities provide for community activity. Both the Swan Valley and Perth Hills have been identified as key attractors for the Greater Perth Metropolitan Area.

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



1.2 EMRC

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

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

- Work in consultation with member councils to facilitate local government to enhance its service delivery to the community;
- Be efficient and effective in delivering quality services and facilities;

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

In line with this brief, the EMRC provides a broad range of services across the region including waste management and education, resource recovery, environmental management and regional development. Working in partnership with our member council's and other stakeholders, the EMRC delivers local and regional scale projects across each of these areas for the benefit of the region.



OUR VISION

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



OUR VALUES

The values that govern the EMRC are:

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

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

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

RESPONSIVENESS – Dynamic and flexible service delivery.

INTEGRITY – Accountability and consistency in all that we do.



OUR MISSION

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

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

and collaborating to achieve shared benefits the region is stronger than ever.

The EMRC comprises of three Directorates: Waste Services, Regional Services and Corporate Services. For the purpose of this Advocacy Strategy the focus is on Waste Services and Regional Services, which comprises Environmental Services and Regional Development.

1.2.1 KRA 1 - Environmental Sustainability

The EMRC aims to deliver initiatives and activities to aid diversion of waste from landfill to more environmentally sustainable solutions, including composting of greenwaste, timber and mattress recycling and providing consulting advice on contaminated sites. The Resource Recovery Project in particular aims to develop and implement resource recovery solutions to maximise the social, environmental and economic benefits to Perth's Eastern Region and minimise the amount of waste being directed to landfill. These activities are complemented by the development and implementation of waste education schemes and initiatives.

In addition to environmentally sustainable waste initiatives, the EMRC also aims to deliver a range of regional environmental services that support member councils to meet their responsibilities and their communities' expectations. This includes: the aim to achieve sustainable and adaptive

environmental initiatives; to maintain and enhance the natural assets of the region; to contribute towards improved regional air, water and land quality and regional biodiversity conservation; and to address climate change.

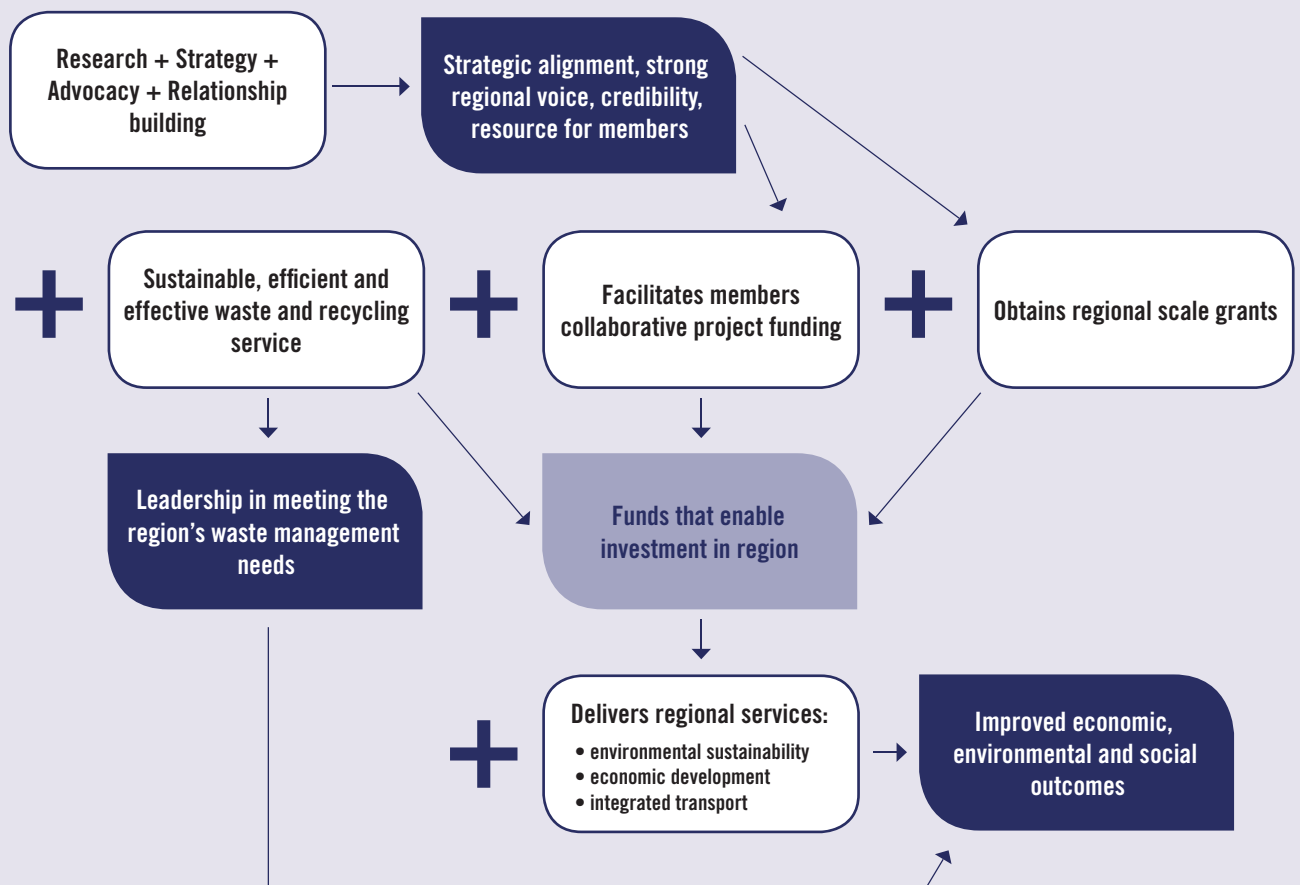
1.2.2 KRA 2 - Economic Development

The EMRC aims to facilitate and advocate for the sustainable economic and social development of the region, increase investment in infrastructure, transport, economic development activities and cultural and recreational activities.

1.2.3 KRA 3 - Good Governance

The EMRC aims to ensure that it is a responsive, progressive and responsible organisation that provides advice and advocacy on issues affecting Perth's Eastern Region, manages partnerships and relationships with stakeholders and provides responsible and accountable governance and management of the EMRC.

EMRC's Service Delivery Model





1.3 A collective voice on regional priorities

The ongoing sustainability and development of the region depends on the strength and ability of the region to pool its resources to compete for public and private investment, deal with community issues, capitalise on opportunities and influence outcomes. This can be achieved through education and awareness-raising or through directly influencing key decision-makers and key stakeholders for the purpose of achieving specific outcomes.

The EMRC works with member councils to provide a collective voice for the region and to be a conduit for collaboration and advocacy on issues of regional significance. In pursuing regional outcomes that benefit member councils, the EMRC initiates and develops relationships with individuals, organisations and state and federal governments. The aim of this approach is to assist the region to fulfil its potential by attracting and increasing investment and supporting activities that contribute to making Perth's Eastern Region a great place to live, work, play and do business. The EMRC strives to ensure that the partnerships formed within the region contribute to a collective vision where organisations know that together we're building a stronger future.

Member councils' nominated representatives on the EMRC Council make decisions on regional matters and, through their support of advocacy campaigns, validate the strength of a collective vision and a unified approach to achieving regional prosperity. Member council Mayors, Presidents and Councillors provide strength to the advocacy effort, particularly in relation to issues and outcomes that are important to their communities and to the region as a whole.

The EMRC undertakes advocacy activities for the region daily through its interactions with external stakeholders and across all levels of government. Key EMRC staff contribute to the region's advocacy efforts by representing the region at public events, on strategic committees and at forums; by

preparing responses on key strategic plans and policies; and by seeking regional grant funding that has relevance to Perth's Eastern Region.

Together, we have a collective voice speaking on behalf of the region. This voice:

- is focused on issues that are of regional significance that will create positive benefits and long term sustainability for Perth's Eastern Region;
- raises the profile of, and promotes, the opportunities offered in Perth's Eastern Region;
- is flexible to respond to emerging issues and opportunities that affect Perth's Eastern Region;
- engages and involves stakeholders and people from diverse backgrounds and interests within Perth's Eastern Region; and
- is conducted with integrity, accountability and respect.

Advancing the interests of Perth's Eastern Region through strategic and proactive representation and effective working relationships, in particular across all three tiers of government, is a key enabler for investment attraction and development in the region. Advocacy target audiences have the capacity to become engaged partners, working with the EMRC to achieve common goals. Primary target audiences are those with the formal authority to deliver the outcomes required. Secondary audiences are those who have the ability to influence outcomes.

The EMRC maintains:

- a cooperative and productive relationship with state and federal government Ministers and their departments, and members of parliament, particularly those representing Perth's Eastern Region;
- consistent and effective participation in relevant regional organisations and peak bodies for the purpose of influencing outcomes beneficial to Perth's Eastern Region;



The EMRC works with member councils to provide a collective voice for the region and to be a conduit for collaboration and advocacy on issues of regional significance.

- representation of the region's interests at key conferences, meetings, forums and on strategic committees;
- protocols for communication with different stakeholders and target groups; and
- involvement in external consultation processes, seeking out regional funding opportunities and providing written submissions, where relevant to Perth's Eastern Region.

The EMRC's regional areas of priority are consistent with delivering on the core function of working on behalf of our member councils and making the region stronger. Influencing the outcomes for these areas is achieved through targeting a range of primary and secondary audiences including funding partners, policy makers and key community leaders.

The priority areas for Perth's Eastern Region are:

- Regional waste management:
 - Waste reduction and resource recovery.
 - Environmentally sustainable solutions.
 - Capacity for the future.
- Regional environmental management:
 - Swan and Helena Rivers.
 - Natural resource management.
 - Climate change.
- Regional economic development:
 - Business growth, investment and innovation.
 - Infrastructure to support strategic centres and population growth.
 - Maximise infrastructure benefits.
- Regional integrated transport:
 - Increase and maximise benefits of infrastructure and services.
 - Behaviour change.
 - Safety.

Advancing advocacy priorities will achieve outcomes for stakeholders and enable the EMRC to fulfil its potential in the areas of waste management, environmental management, economic development and transport. Advocacy actions are monitored, reviewed and updated by the EMRC Council on an annual basis.

Other key EMRC strategies that underpin the *Regional Advocacy Strategy 2016–2020* include:

- Regional Environment Strategy.
- Regional Economic Development Strategy.
- Regional Integrated Transport Strategy.
- Waste Education Strategy.

Key advocacy stakeholders expected to be involved in the implementation of the *Regional Advocacy Strategy 2016–2020* include:

- member councils, other local governments, state and federal governments and their agencies;
- members of parliament representing Perth's Eastern Region;
- business / commerce;
- industry;
- not-for-profit sector; and
- the community.

Key methods of achieving advocacy outcomes include:

- seeking regional funding;
- engaging with all levels of government, organisations and regional stakeholders;
- preparing submissions and awards;
- cross regional collaboration;
- attendance at meetings and forums;
- developing key partnerships; and
- undertaking high level research.

Together

for sustainable waste management

Resource re-use and recovery, education to reduce waste and development of recycling technology are vital to ensuring environmentally sustainable and cost-effective waste management solutions for the region into the future. The EMRC is committed to long term planning for effective waste management to cater for the needs of a growing population and will continue to research and advocate for appropriate waste management solutions.



The Red Hill Waste Management Facility comprises a total area of 352 hectares and receives 250,000 – 300,000 tonnes of waste per annum.

2.1 Waste management context

Local governments have traditionally had responsibility for waste management within their local areas as laid down by the regulatory framework of each state. The EMRC's member councils recognised that by working together waste management solutions could be achieved effectively through a centralised organisation. The EMRC has been an integral element of waste management services within Perth's Eastern Region for over 30 years.

The EMRC has a reputation for being a leader in waste management and has demonstrated expertise in management and coordination of household waste and contaminated wastes; resource recovery and recycling services; managing and operating a landfill site; delivering education and awareness programs; and providing and maintaining waste management infrastructure. The EMRC was the first regional council to:

- construct and operate a Class IV disposal cell;
- offer household hazardous waste management programs;
- capture landfill gas to generate power;
- establish an industrial timber recycling facility; and
- establish a mattress recycling program.

The Red Hill Waste Management Facility has a total area of 352 hectares and receives 250,000 – 300,000 tonnes of waste per annum. The facility has approved landfill disposal cells for Class I to IV wastes, transfer station and a compost manufacturing and soil blending facility. The facility's gas field and power station, owned and operated by Energy Developments Pty Limited, generates up to four megawatts of electricity from recovered landfill gas for export into the grid. Significant quantities of kerbside greenwaste and the City of Bayswater's mobile greenwaste bins are composted on site with the former meeting AS 4454 certification. The EMRC holds a Department of Environment Regulation licence for these activities and the facility is operated and managed in a manner that complies with the licence conditions. All non-recycled waste collected by member councils within Perth's Eastern Region is landfilled at the Red Hill Waste Management Facility.

The EMRC's Hazelmere Resource Recovery Park is home to Western Australia's first mattress and timber waste recycling operations. The purpose of the park is to recover resources from some waste streams destined for the Red Hill Waste Management Facility, diverting waste from landfill and providing an opportunity to re-use materials. The park's operations will continue to expand to achieve a holistic resource recovery approach of best practice standard. The vision for the park is to be a hub of resource recovery activities, which will divert significant waste from landfill for re-use and recycling. The EMRC will use its advocacy efforts to realise this vision.

The waste activities are guided by two advisory committees: the Technical Advisory Committee and the Resource Recovery Committee. The Technical Advisory Committee consists of an officer from each member council and EMRC's Chief Executive Officer. The Resource Recovery Committee comprises the members of the Technical Advisory Committee and a councillor from each member council.

The Resource Recovery Project, is consistent with achieving the state government's *Western Australian Waste Strategy* target of a

65%
municipal recovery rate by
2020.

Planned expenditure for the Hazelmere Resource Recovery Park developments is estimated at around

\$25 million
over a five-year period.

The EMRC continues to advocate for best practice, sustainable, efficient and cost effective waste management practices and services delivered by regional councils. By working together, waste generated in Perth's Eastern Region is managed effectively and efficiently by the EMRC on behalf of our member councils.

2.2 Regional waste management priorities

2.2.1 Waste reduction and recovery

The EMRC is dedicated to the implementation and coordination of a range of resource recovery initiatives and community awareness and education programs. The Resource Recovery Project, which includes both the developments at the Hazelmere Resource Recovery Park and the Resource Recovery Facility, is consistent with achieving the state government's *Western Australian Waste Strategy* target of a 65% municipal recovery rate by 2020. The project will reduce the amount of material being sent to landfill as well as producing valuable products and recycled materials.

Planned expenditure for the Hazelmere Resource Recovery Park developments is estimated at around \$25 million over a five-year period. The park will process greenwaste, receive and sort commercial and industrial waste, receive and sort recyclables in a Materials Recovery Facility and create employment opportunities both during the construction stages and in on-going operation of the park. A Wood Waste to Energy Plant will convert woodchip into renewable energy and biochar by indirectly heating the residual wood waste, in the absence of oxygen. A Commercial and Industrial Waste Sorting Facility will sort dry commercial and industrial waste for recycling and re-use and service the member councils, industry and other local governments.

In addition to developing new resource recovery processes the EMRC also aims to reduce the amount of waste created by educating the community. The EMRC's waste education program offers a range of school and community group activities, community training courses and talks and tours of waste management facilities. The EMRC also maintains the R-Gang website which provides timely and relevant information about reducing, re-using, recycling and recovering waste.

The EMRC recovers a number of resources and sells a range of high-quality products at the Hazelmere Resource Recovery Park and the Red Hill Waste Management Facility including mulch, ferricrete, woodchip, coloured woodchip, woodchip fines, soil improver and clay. These products are developed using materials that are recovered during the creation of landfill cells or the processing of waste materials received that would otherwise be wasted in landfill. The EMRC works to develop new resource recovery and recycling activities particularly where appropriate markets exist.

2.2.2 Environmentally sustainable solutions

The EMRC places a high priority on environmental performance, which forms an important element in the planning and management of its activities. The Red Hill Waste Management Facility Environmental Policy details the set of commitments, objectives and responsibilities designed to achieve desired environmental outcomes. To implement these objectives the EMRC follows a comprehensive Environmental Management System which is designed to produce continuous site improvement whilst minimising environmental impact. The EMRC's Environmental Management System for the Red Hill Waste Management Facility is certified to the international ISO 14001:2004 standard. The independent certification process demonstrates to the EMRC's stakeholders and the wider community that the Red Hill Waste Management Facility is meeting its environmental objectives, by undertaking sufficient environmental management processes and activities and continually improving its environmental performance.

Environmental monitoring programs at the Red Hill Waste Management Facility include extensive quarterly surface and ground water monitoring, landfill gas surveys, native fauna surveys, feral animal management programs, field odour assessments (on-site and off-site at receptors), native seed collection, annual rehabilitation monitoring and aquatic fauna surveys surrounding natural surface water systems.

In addition to ongoing monitoring and management of environmental impacts, the EMRC has been working since 2001 to develop the Resource Recovery Project. The project will provide a more environmentally sustainable solution to managing our waste.

The EMRC's Environmental Management System

for the Red Hill Waste
Management Facility
is certified to the
international

ISO
14001:2004
standard.



Western Australia's population is projected to grow rapidly and is likely to reach between 4.5 million and 5.9 million by 2060.



2.2.3 Capacity for the future

Western Australia's population is projected to grow rapidly and is likely to reach between 4.5 million and 5.9 million by 2060. The EMRC's development plan for the Red Hill Waste Management Facility outlines planned capital works over the next 10 years based on the current and anticipated activities of the site. The plan indicates infrastructure requirements for the ongoing development of the Red Hill Waste Management Facility. These works encompass extension of landfill disposal cells for Class I to IV wastes, transfer station operations, greenwaste processing, resource recovery / alternative waste treatment operations and materials recovery. A range of factors were considered when preparing the Red Hill Waste Management Facility Development Plan including; landfill levy increases, population growth in Perth's Eastern Region, projected tonnages, changes in legislation regarding the treatment of waste, operation of the Resource Recovery

Facility, processing of commercial and industrial waste at the Hazelmere Resource Recovery Park and the potential operation of a Materials Recovery Facility.

The Resource Recovery Facility, which forms part of the Resource Recovery Project, is expected to extend the life of the Red Hill Waste Management Facility by up to 20 years. The new facility will treat municipal solid waste to divert waste from landfill, reduce greenhouse gas emissions and produce compost and / or renewable power. Construction and commissioning of the facility is anticipated in 2019. In addition to reducing the quantity of waste going to landfill, the Resource Recovery Facility is expected to minimise surface and ground water contamination, odour, dust, noise, litter, impacts on flora and fauna and greenhouse gas emissions.



Together

for improved environmental quality

Healthy ecosystems and habitat for flora and fauna, clean air, land, waterways and green space, resource efficient buildings, infrastructure and transport systems, renewable energy and minimal waste and emissions are vital for a sustainable environment into the future. The EMRC works with its member councils to advocate for, and provide advice, assistance, project support and research on environmental matters including protection of the Swan and Helena Rivers, natural resource management and climate change mitigation and adaptation activities.



Below average rainfall in the south-west of Western Australia, together with a changing climate, has reduced the availability of freshwater in the Perth metropolitan area.

3.1 Environmental context

Perth's Eastern Region has considerable natural environmental assets with some of the state's most beautiful national parks, walking and cycling trails. The Swan and Helena Rivers and their tributaries provide iconic recreational and heritage precincts. The region's natural assets face increasing pressure from competing uses; from development of areas for economic benefit, to environmental protection for habitat and clean water, to health and social welfare through increased public access and population growth. A focus on protecting natural resources and addressing climate change, pollution and planning issues are fundamental to the environmental, social and economic well-being of the area, particularly in the context of a drying climate.

Below average rainfall in the south-west of Western Australia, together with a changing climate, has reduced the availability of freshwater in the Perth metropolitan area, resulting in a greater reliance of water from groundwater systems. Climate change impacts are also being felt across natural areas and the urban landscape, with February 2016 being the hottest February recorded globally in 137 years of records, at 1.21 degrees Celsius above the 20th century average of 12.1 degrees Celsius.

The EMRC's *Regional Environmental Strategy 2016-2020* is progressing regional environmental management under the global Sustainable Development Goals framework identified in the *2030 Agenda for Sustainable Development*, adopted by the United Nations in 2015 and ratified by the Australian Federal Government for implementation nationwide. Environmental programs, services and management are integral and cross-dependent with social, governance, transport and economic strategies and, as such, environmental considerations are integrated into relevant aspects of regional growth and regional opportunities where possible.

The EMRC provides technical expertise, research, collaboration and advocacy on environmental issues facing the region and is committed to seeking funding, acknowledging achievements, protecting assets and understanding issues pertinent to the region as a whole. Together, we act as one voice, striving to achieve a shared vision across Perth's Eastern Region for our communities.



130
environmental
community groups



1,700
volunteers



February 2016 global temperature
hottest on record
in **137** years

Estimated **3,000** tonnes
CO₂-e abatement and
electricity savings of
\$950,000



Community water consumption is lower
than the Perth average

Over **272** km²
of protected area

46,000 solar
installations (2001–2014)

3.2 Regional environmental priorities

3.2.1 Swan and Helena Rivers

The EMRC is committed to resource investment and coordinated management of the Swan and Helena Rivers that are essential for the long-term protection and activation of the rivers' potential as natural, cultural and economic assets within Perth's Eastern Region. Advocacy and funding remain ongoing priorities for the improvement and restoration of built and natural Swan River foreshore areas, including riverbank stabilisation, water quality, recreational dual-use pathways, interpretation and signage. Water quality monitoring of both the Swan and Helena Rivers and understanding and managing flood risk continue to build sustainability and resilience to flood prone areas.

3.2.2 Natural resource management

The EMRC continues to seek regional funding and provide strategic support to deliver the Eastern Region Catchment Management Program, in partnership with the Shires of Kalamunda and Mundaring, City of Swan and the Department of Parks and Wildlife - Rivers and Estuaries Division. The program engenders community-led participation in on-ground activities that assist regional biodiversity conservation and improve water quality for the Swan and Helena Rivers. The success of on-ground landcare activities relies heavily on the community network of over 130 'friends of' groups and four catchment groups totalling in excess of 1,700 volunteers contributing 30,000 volunteer hours annually across the region.

Other natural resource management priorities include increasing community capability, promoting sustainable and adaptive environmental initiatives and seeking funding to maintain and enhance the region's natural assets. All member councils have strong environmental strategic objectives which the EMRC supports through advocacy and service provision.

3.2.3 Climate change

The EMRC is committed to supporting regional climate change mitigation and adaptation initiatives to assist local governments and communities to adapt and build resilience to climate change. The EMRC works to bring together representatives from local government, state government, researchers, industry and the community to share practical knowledge and information to enhance adaptation outcomes. Through member councils' implementation of Carbon Action Plans and energy efficiency upgrades, it is estimated that greenhouse gas emissions abatement across Perth's Eastern Region will be approximately 3,000 tonnes CO₂-e by the end of 2017, with electricity savings of approximately \$950,000.

Loss of urban canopy and vegetation in Perth's Eastern Region requires continued research and collaboration to improve tree canopy retention and liveability within urban communities. This is critical to ensure the environmental value, social wellbeing and economy of the region are retained, enhanced and protected. Urban forests provide essential ecosystem services including air and water filtration, shade, temperature reduction, habitat, carbon sequestration and nutrient cycling.

Water quality and conservation is critical in a drying climate to ensure a sustainable water future. The EMRC supports its member councils in water management to maximise opportunities to improve water efficiency and water quality. Community water consumption has reduced across the region and is now lower than the Perth average. The EMRC continues to explore opportunities to effectively partner with appropriate organisations such as the Cooperative Research Centre for Water Sensitive Cities to ensure our member councils have access to the latest research, tools and training on best practice water management including water sensitive urban design.





Together for a growing community

Business incubation, innovation, competitive advantage and supporting improved infrastructure are vital to ensuring the economic prosperity of the region into the future. The EMRC works with its member councils to advocate for, and provide advice, assistance, project support and research on, economic development matters including business growth and support services, investment in infrastructure that supports activity centres and ensuring that benefits from infrastructure are maximised.

4.1 Economic context

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

Perth's Eastern Region reflected the exceptional economic growth of Western Australia and achieved a growth rate of 7.6% per annum between 2008 and 2014, approximately 38.9% higher growth than the Australian economy. This growth was largely due to activity in the resources sector that has now slowed.

The region's economy is largely supported by manufacturing, logistics and distribution. Over one third of employment in the region is supplied in these sectors (39,322 jobs). The retail sector is growing and currently employs more than 15,000 workers and the labour market in the region has historically been stronger than the Greater Perth Metropolitan Area with a marginally lower unemployment rate from 2010-2015.

The region's resident population has increased by an average of 2.5% per annum over the past decade, which is slightly less than the average growth experienced across the greater Perth metropolitan area of 2.9%. What is notable is the shift towards higher growth within established areas with key transport links and a shift toward apartment living, driven largely by a combination of demographic, affordability and government policy.



The region's resident population has increased by an average of

2.5% per annum over the past decade.

The retail sector is growing and currently employs more than

15,000 workers.

Employment
self-sufficiency

77.9%



Jobs



124,500

GRP



\$24.513

billion

Value added



\$22.768

billion

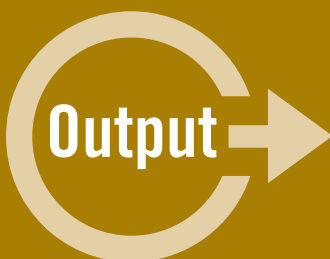


Regional Imports

\$16.889 billion

Regional Exports

\$20.619 billion



\$55.147 billion

4.2 Regional economic development priorities

4.2.1 Business growth, investment and innovation

The EMRC recognises the importance of the number of large scale companies that fall under the umbrella of logistics, manufacturing and distribution located in Perth's Eastern Region. While this provides a unique opportunity to support growth of the sector through economies of scale, it is also important to ensure that the economic base of the region diversifies to protect stability and enable growth. The EMRC is committed to supporting identified industry clusters and to advocating for new investment from large scale companies to support a diverse employment base and provide market protection.

The EMRC continues to focus on supporting existing business growth and advocating for greater opportunities through innovation and job creation. New technology and innovation that supports productivity, reduces environmental impacts and creates new markets will be nurtured.

4.2.2 Infrastructure to support strategic centres and population growth

The EMRC continues to support and advocate for enhancements and connectivity to the strategic metropolitan, secondary and district centres in the region, identified in state government planning documents, which are constrained due to ageing and inadequate infrastructure to support growth. An example is the Mundaring Town Centre Revitalisation which is restricted by limited wastewater capacity to support the development of the centre into a 'district centre'. The Helena Valley growth area, identified as an urban expansion investigation area, will require additional community recreational infrastructure to support population growth.

Morley, identified as a Strategic Metropolitan Centre in the Western Australian State Government's *Directions 2031 and Beyond* is not currently serviced by rail, which is considered a key constraint to expanding business interests in the area. Rail to Morley, however, has been identified in the state government's recently released draft of its Perth Transport Plan - Transport @ 3.5 Million.

Transport infrastructure is also required to support activity centres, particularly in Ellenbrook, Belmont and Midland. In addition to supporting transport connections to activity centres, the role of freight routes impacting on the centres is also important. For instance, the freight rail alignment through Midland divides the centres and impacts on business interests and community safety. Having regard for the impacts of freight rail, when planning for the future development of the Forrestfield area and other potential development sites across the region, will ensure positive outcomes for the future residents in this area.

4.2.3 Maximise infrastructure benefits

The EMRC supports economic and social opportunities that will arise as a result of effective land use around stations on the new Forrestfield - Airport Link. The Forrestfield - Airport Link will provide an opportunity for transit orientated development in Forrestfield and High Wycombe that could cater for affordable high density housing close to rail connections and employment nodes. The Forrestfield - Airport Link is also a key opportunity for economic activity in the Bayswater Town Centre once increased transport connections to the station and higher density residential developments occur.

The City of Belmont's Development Area 6 has the potential to maximise opportunities associated with rail and proximity to the Perth Airport estate, encouraging commercial and residential investment for long term economic benefit. The EMRC will provide a strong advocacy role to encourage connectivity between public transport and recreational facilities along the Forrestfield - Airport Link, including Bayswater.

The slower than anticipated roll-out of the National Broadband Network (NBN) is seen as a barrier to future development for small business growth and innovation in Perth's Eastern Region and the EMRC continues to advocate and identify options for improved connectivity, reliable access, bandwidth and speeds.





Together

for an efficient transport network

An effective, efficient and safe transport network that integrates all transport modes is vital to ensuring the productivity, liveability and efficiency of the region into the future. The EMRC works with our member councils to advocate for, and provide advice, assistance, project support and research on transport matters, including investment in infrastructure, delivery of behaviour change programs and improvements to all aspects of transport safety.



The region's major industrial presence includes Malaga, Kewdale, Hazelmere, Forrestfield, Bayswater and Bassendean, all of which play key roles in transport, storage, manufacturing and logistics for the state's construction and resource sectors.

5.1 Transport context

The state government recognised the importance of Perth's Eastern Region as a transport and industry hub in its urban development framework for the Perth and Peel regions as part of its *Directions 2031 and Beyond* strategy. Key locations identified in the strategy within Perth's Eastern Region include: Perth Airport, identified as a strategic specialised centre; Kewdale, identified as a key strategic industrial centre; and Midland and Morley which are identified as Strategic Metropolitan Centres. The secondary centres of Belmont and Ellenbrook perform an important role in the region's economy and provide essential services to their catchment populations. The state government's draft Perth Transport Strategy – Transport @ 3.5 Million highlights these centres and considers the timeframes for improved transport connections to be based according to the population growth targets of 'by 2.7M'; 'by 3.5M'; and 'beyond 3.5M'.

The region's major industrial presence includes Malaga, Kewdale, Hazelmere, Forrestfield, Bayswater and Bassendean, all of which play key roles in transport, storage, manufacturing and logistics for the state's construction and resource sectors. The significant transport and industrial hub in Perth's Eastern Region is a major generator of economic output. Correspondingly there are a number of high traffic major roads in and around these centres as well as major rail and road networks linking Perth with the rest of Western Australia and with the east coast of Australia.

The EMRC, through its Regional Integrated Transport Strategy Implementation Advisory Group, supports and advocates for alignment of local and regional transport strategies with state strategies in order to ensure consistent messaging and delivery of transport priorities, particularly where funding had been allocated, or priorities announced that affect Perth's Eastern Region.

Perth Airport is serviced by a growing number of international, domestic and regional airlines, with close to 13.8 million passengers travelling through Perth Airport terminals in 2015/2016 and with passenger numbers projected to rise to 28.5 million by 2034.

5.2 Regional transport priorities

5.2.1 Increase and maximise benefits of infrastructure and services

The Forrestfield - Airport Link will provide new rail services and facilitate improved bus networks for the eastern suburbs, foothills and surrounding community to the Perth CBD. The Forrestfield - Airport Link includes three new stations and will provide a rail solution that improves transport connectivity to and from Perth Airport, the eastern suburbs and regional centres. There is the potential for significant economic benefit in the surrounding areas for higher residential and commercial densities if development of land use is appropriately managed and progressed. The EMRC will advocate for consideration of the economic benefits of high density residential and commercial space in close proximity to stations.



Perth Airport is serviced by a growing number of international, domestic and regional airlines, with passenger numbers

projected to rise to

28.5 million
by 2034.



The EMRC recognises the importance of public transport across Perth's Eastern Region and the significant issues that need to be addressed such as increasing services, coverage and frequency required to connect to activity, recreational and employment centres. Modifications are required in order to reduce congestion, increase road safety and remedy transport access issues for young people and the elderly. Public transport infrastructure priorities include the relocation of the Midland Train Station adjacent to the Midland Health Campus and supplying appropriate public transport connections to Ellenbrook and Morley.

Rail connections for both freight and commuter purposes is a long term priority. These connections need to be efficient, support a growing population and be aligned to have minimum detrimental effect on surrounding areas, particularly in terms of environmental impacts and dividing activity centres.

Existing roads are facing combined pressures of increased heavy freight transport traffic brought about by resource sector activity and the growth of the key industrial centres in the region, along with increased local passenger traffic and demand for integrated public transport due to the economic and demographic growth of the region. The EMRC supports and advocates for road infrastructure priorities including the upgrade of significant sections of road that fall under the jurisdiction of state and federal government funding as well as local roads, which remain the responsibility of member councils.

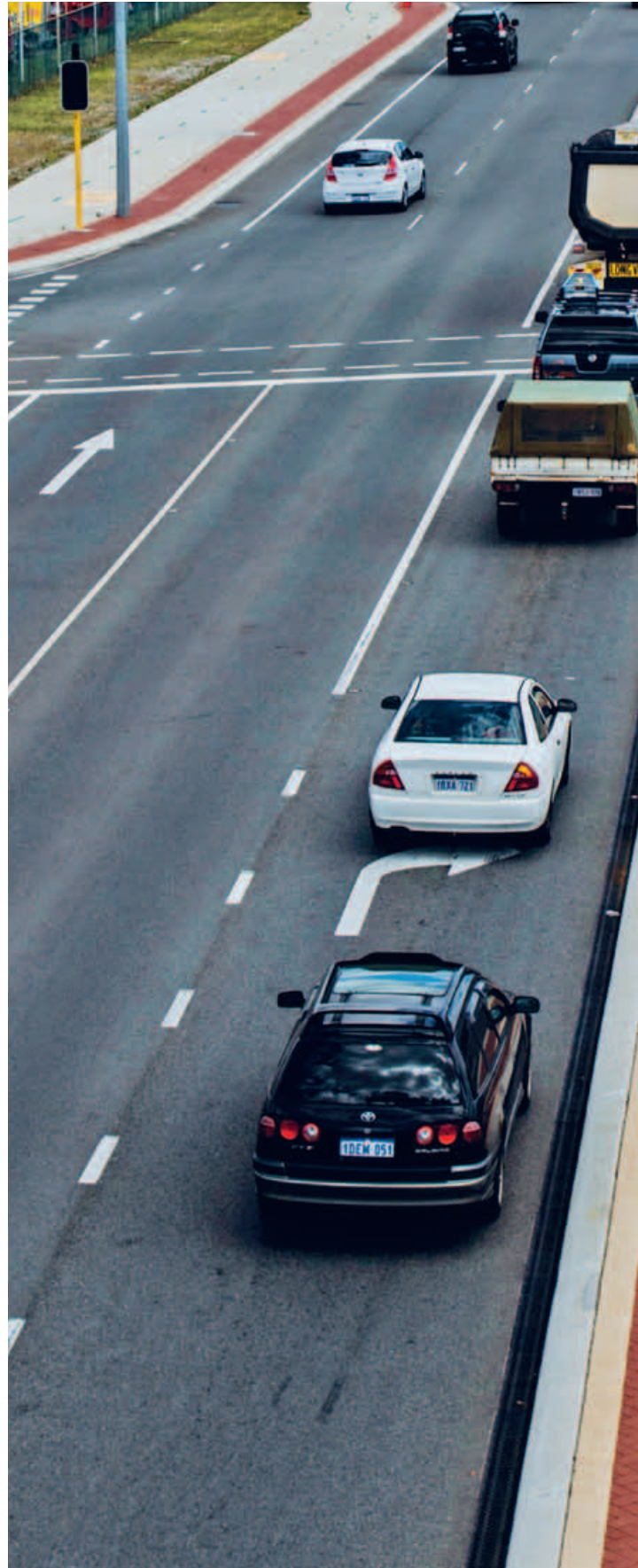
Perth's Eastern Region has been the recipient of extensive road network upgrades such as Gateway WA and Northlink WA, both of which include a network of high quality Principal Shared Paths, and will shortly see the commencement of works to construct the Forrestfield - Airport Link, connecting to the Midland rail line at Bayswater Station. Further, the Cities of Bayswater and Belmont, together with the state government, are investing in Bike Boulevard infrastructure to capitalise on active transport in the region. Planning is underway by the Cities of Bayswater, Belmont and the Shire of Kalamunda to ensure maximum benefit occurs with the delivery of high-density residential, a new activity centre and transit orientated development precincts based around the new train stations.

5.2.2 Behaviour change

Reducing reliance on cars, particularly for short trips, is important for reducing the future cost of road infrastructure development, congestion, impacts on the environment and carbon emissions from vehicles, as well as improving social equity, connectivity and providing greater active transport options. Making streets more walking and cycling friendly has the potential to generate more business and stimulate the local economy. The challenge ahead is to develop a community that uses private motorised transport less and instead utilises alternative modes such as walking, cycling and public transport.

The EMRC is in the ideal position to coordinate a multi-municipality behaviour change program, such as the Your Move program, that corresponds with the delivery of the new transport infrastructure and linking public transport to recreation and activity centres. Your Move is a travel behaviour program linking transport and physical activity outcomes.

Travel behaviour will continue to be influenced by underlying factors related to peak travel times and peak congestion times, affecting how, when and where people travel as well as social, economic and technological trends and factors. The EMRC remains at the ready to advocate for effective solutions.





5.2.3 Safety

Improving road safety for all road users across the region is a priority. A total of 164 vehicles were involved in a fatal crash in the region between 2010 and 2015. Whilst many of these fatal crashes involved motor vehicles, as greater efforts are made to increase the amount of people using active modes, it is important to consider how these vulnerable road users will interact with the rest of the transport network.

The EMRC's Direction Zero: A Regional Road Safety Plan for Perth's Eastern Region. comprises of five key focus areas: Safe Roads and Roadsides; Safe Road Use; Safe Vehicles; Safe Speeds; and Road Safety Planning and Governance. These key focus areas align with those set out in the federal and state governments' road safety strategies.

Four key road safety issues were identified in this plan:

- Crashes at intersections.
- Vehicles and motor cycles running off the road.
- Those involving vulnerable road users such as pedestrians, cyclists and motor cyclists.
- Road user behaviour relating to speed, inattention / driver distraction and / or driving under the influence of alcohol or drugs.

The EMRC will support its member council's by advocating for appropriate road safety awareness campaigns and blackspot and black route treatments in the region with a focus on reducing the amount of deaths and serious injuries on roads in the region.

A total of 164 vehicles were involved in a fatal crash in the region between 2010 and 2015

Advocacy

actions to influence priorities

Key advocacy stakeholders include: member councils, other local governments, state and federal governments and their agencies, members of parliament representing Perth's Eastern Region, business / commerce, industry, not for profit sector and the community.

Key methods of achieving advocacy outcomes include: seeking regional funding; corresponding with all levels of government, organisations and regional stakeholders; preparing submissions and awards; cross regional collaboration; attendance at meetings and forums; developing key partnerships; and undertaking high level research.

	Areas of Focus	Advocacy Actions
Regional Waste Management Priorities	Waste reduction and resource recovery	Continue awareness-raising of the role of regional councils in waste management and resource recovery.
		Continue advocacy for the use of the Waste Avoidance and Resource Recovery Levy hypothecated to the Waste Authority for investment into waste management infrastructure.
		Advocate for development of new waste management practices and services.
		Pursue best practice waste management practices.
	Environmentally sustainable solutions	Advocate to state government for funding to support the EMRC's best practice, sustainable and efficient waste services planned to meet the future needs of the region.
		Continue community engagement and awareness-raising of the benefits of the Wood Waste to Energy Plant, converting surplus wood waste to renewable energy and biochar.
	Capacity for the future	Promote the continued diversion and recovery of waste to extend the life of the Red Hill Waste Management Facility.
		Continue to pursue avenues for funding of resource recovery technologies and resource recovery infrastructure into the future.
		Advocate for the use of resource recovery products that have been diverted from landfill.
		Continue awareness-raising of all elements of the Resource Recovery Park and source funding partners as required.

	Areas of Focus	Advocacy Actions
Regional Environmental Priorities	Swan and Helena Rivers	Undertake advocacy as identified in the Swan and Helena Rivers Management Framework Review Report and Action Plan.
		Include issues facing the Swan and Helena Rivers in advocacy to the state government and also to the federal government the under its Plan for a Cleaner Environment.
	Natural resource management	Undertake advocacy as identified in the Regional Environmental Strategy 2016-2020.
		Seek opportunities to revegetate urban environments, strengthen natural resource management, reduce carbon emissions, improve water quality and build resilience in communities under the Federal Government Plan for a Cleaner Environment.
		Seek funding to undertake research and support member councils to implement stormwater harvesting, re-use of water and managed aquifer recharge projects to address water availability issues in a drying climate.
		Promote sustainable and adaptive environmental initiatives to maintain and enhance the region's natural assets.
		Advocate for improved regional air, water and land quality and regional biodiversity conservation.
	Climate change	Undertake advocacy as identified in the Regional Environmental Strategy 2016-2020.
		Seek opportunities to strengthen the environment's resilience to the impacts of climate change under the Federal Government Plan for a Cleaner Environment.
		Continue to raise awareness of, and opportunities to deal with, emerging environmental issues.
Regional Economic Development Priorities	Business growth, investment and innovation	Promote the region as an attractive investment destination.
		Advocate for the priority areas identified in the Regional Economic Development Strategy 2016-2020.
		Foster and enhance relationships with key stakeholders including government agencies and business groups.
		Promote partnership opportunities with organisations for the development of initiatives and projects.
	Infrastructure to support strategic centres and population growth	Advocate for increased investment and upgrades in regional infrastructure.
		Advocate for facilitation of sustainable economic development of the region.
		Develop and promote a Smart Cities Plan for the region.
	Maximise infrastructure benefits	Undertake a regional approach to research, advocacy and grant funding to create a stronger voice.
		Foster relationships with businesses in the region and promote awareness of opportunities to maximise national broadband network rollout benefits.
		Promote opportunities to facilitate regional, cultural and recreation activities.
Regional Transport Priorities	Increase and maximise benefits of infrastructure and services	Advocate for increased investment in regional transport infrastructure.
		Advocate for priorities identified in the Regional Integrated Transport Strategy 2016-2020.
		Review and advocate for improved public transport options throughout the region.
	Behaviour change	Advocate for improved social equity, connectivity and public health through greater active transport opportunities.
		Advocate for the Your Move program.
Safety	Advocate for safe roads and roadsides, safe road use, safe vehicles, safe speeds and road safety planning and governance.	



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11.2 REGIONAL ENVIRONMENT STRATEGY 2016 - 2020

REFERENCE: D2016/14546 (CEOAC) – D2016/17158

PURPOSE OF REPORT

The purpose of this report is to seek Council approval of the EMRC Regional Environment Strategy that will guide regional environmental and sustainability activities for the period 2016 to 2020.

KEY ISSUES AND RECOMMENDATION(S)

- The process for development of the Regional Environment Strategy involved consultation with member Councils and other key stakeholders through surveys, interviews and two workshops.
- The EMRC and its member Councils will be one of the first organisations in Australia to progress regional environmental management under the global United Nations Sustainable Development Goals framework.
- Implementation of the Strategy will be facilitated by the EMRC, with support of member Council Officers and other key stakeholders through a Regional Environment Strategy Advisory Group.
- The EMRC has developed costings to present to member Councils for consideration in the 2017/2018 Funding Summary and will also seek external funding opportunities to implement projects within the Strategy.

Recommendations

That Council approves the EMRC Regional Environment Strategy 2016-2020, forming the attachment to this report.

SOURCE OF REPORT

Director Regional Services

BACKGROUND

The EMRC's first Regional Environment Strategy 2000 was approved by Council at the Ordinary Council Meeting of 2 December 1999 (Ref: DMDOC/9957). The Regional Environment Strategy 2011-2016 was approved by Council at the Ordinary Council Meeting of 3 November 2011 (Ref: DMDOC/154291). Some key achievements implemented under the Regional Environment Strategy 2011-2016 include Bush Skills 4 Youth, Marri Canker Research Project, Understanding Flood Risk in Perth's Eastern Region (Stage 1), Climate Change Risk Awareness Seminar Series, Water Auditing, Helping the Helena and Track and Trace water quality projects, Steaming to Success Alternative Weed Trial and Steam Weed machine and the Community Energy Efficiency Program.

REPORT

This report outlines the process utilised in the development of the Regional Environment Strategy 2016-2020 (attached) and provides an overview of the framework. The EMRC's 10 Year Strategic Plan 2017 to 2027 sets in place a vision to "be a responsive and innovative leader in assisting Perth's Eastern Region to be a great place to live, work, play and do business". The EMRC's vision for the Regional Environment Strategy for Perth's Eastern Region builds upon this context and is defined as "A region supporting the goals of sustainable development with optimal environmental management for an equitable and supported community and a protected and healthy environment".



Item 11.2 continued

The process for development of the Regional Environment Strategy involved consultation with member Councils and other key stakeholders (including Department of Water, Cooperative Research Centre for Water Sensitive Cities, Water Corporation, W.A. Local Government Association, Department of Aboriginal Affairs, State NRM Office, Department of Parks and Wildlife, Perth NRM and catchment groups) through surveys, interviews and two workshops delivered by consultants, Sustainable Development Facilitation Global.

With this Regional Environment Strategy, the EMRC and its member Councils will be one of the first organisations in Australia to progress regional environmental management under the global United Nations Sustainable Development Goals (SDGs) framework. The seven SDGs particularly relevant to the environment in Perth's Eastern Region are:

1. Clean Water and Sanitation (SDG 6);
2. Affordable and Clean Energy (SDG 7);
3. Sustainable Cities and Communities (SDG 11);
4. Responsible Consumption & Production (SDG 12);
5. Climate Action (SDG 13);
6. Life on Land (SDG 15); and
7. Partnerships (SDG 17).

Implementation

Implementation of the Regional Environment Strategy will be facilitated by the EMRC with support of member Council officers and other key stakeholders through a Regional Environment Strategy Advisory Group, replacing the existing Regional Environmental Advisory Group. The EMRC will play a central role in the implementation of the Regional Environment Strategy, working collaboratively to achieve the objectives of the Strategy. Member Councils will be involved by:

- Participating in the Regional Environment Strategy Advisory Group;
- Leveraging regional advocacy activities; and
- Keeping the EMRC informed of relevant local activities and other projects.

Implementation of the Regional Environment Strategy will be resourced through a blend of EMRC contributions, member Council contributions, and external funding.

Monitoring, Review and Evaluation

The Regional Environment Strategy will be monitored, reviewed and evaluated on an on-going basis through:

- Regular meetings of the RESAG;
- Reporting via the quarterly Regional Services Activity Report which is presented to the CEOAC and EMRC Council; and
- A minor review of the Strategy undertaken annually allowing the Regional Environment Strategy to be a living document, evolving over time as regional issues change and actions are completed.

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 1 – Environmental Sustainability

- 1.5 To contribute towards improved regional air, water and land quality and regional biodiversity conservation
- 1.6 To address climate change issues within the region



Item 11.2 continued

FINANCIAL IMPLICATIONS

Costs relating to the development of the Regional Environment Strategy were included in the EMRC's 2015/2016 and 2016/2017 operating budgets.

SUSTAINABILITY IMPLICATIONS

The development and implementation of the Regional Environment Strategy assists in strengthening the natural environment of Perth's Eastern Region. The Strategy is complementary to the member Councils various environmental and sustainability strategies.

MEMBER COUNCIL IMPLICATIONS

Member Council	Implication Details
Town of Bassendean	} Member Councils officers' time will be required from time to time to participate in the Regional Environment Strategy Advisory Group.
City of Bayswater	
City of Belmont	
Shire of Kalamunda	
Shire of Mundaring	
City of Swan	

ATTACHMENT(S)

Regional Environment Strategy 2016 – 2020 (Ref: D2016/17159)

VOTING REQUIREMENT

Simple Majority

RECOMMENDATION(S)

That Council approves the EMRC Regional Environment Strategy 2016-2020, forming the attachment to this report.

Discussion ensued

The Director Regional Services provided an overview of the report and the process and community and member council staff involvement in the preparation of the document.

Ms Bywater expressed concern regarding the Western Australian Planning Commission's (WAPC) lack of regard for planning in the context of environmentally sensitive areas. In order to ensure there was alignment of the Regional Environmental Strategy an additional Objective was proposed to be included in the Strategy. To strengthen the link between local policies and strategies and state policies and strategies a new objective was added as follows:

3.7 Advocate to state planning agencies, such as the WA Planning Commission, to have regard for environmentally sensitive areas in policy development and planning decisions in urban areas.



CEOAC RECOMMENDATION(S)

MOVED MR THROSSELL SECONDED MR JARVIS

That Council approves the EMRC Regional Environment Strategy 2016-2020, forming the attachment to this report.

CARRIED UNANIMOUSLY

COUNCIL RESOLUTION(S)

MOVED CR SECONDED CR



REGIONAL ENVIRONMENT STRATEGY 2016 - 2020



Protecting Perth's Eastern Region 



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Executive Summary

The Eastern Metropolitan Regional Council (EMRC) is a regional local government working on behalf of six member councils located in Perth's Eastern Region. The EMRC aims to be a responsive and innovative leader in assisting Perth's Eastern Region to be a great place to live, work, play and do business. The region has significant environmental assets that require protection and optimal management.

With this *Regional Environment Strategy 2016-2020*, the EMRC and its member councils will be one of the first organisations in Australia to progress regional environmental management under the global United Nations Sustainable Development Goals (SDGs) framework. The SDGs emphasise critical aspects and opportunities for environmental management within the context of wider objectives for development. The document that describes the SDGs, the *2030 Agenda for Sustainable Development*, was adopted by 193 United Nations member states in September 2015 and was ratified by the Federal Government of Australia for implementation nationwide. The Global Taskforce of Local and Regional Governments actively participated in the consultations on the Agenda, successfully advocating for the inclusion of Sustainable Development Goal 11 on sustainable cities and human settlements and pushing for all goals to take into account local challenges and opportunities.

Seven of the 17 SDGs are particularly relevant to the environment and Perth's Eastern Region. These seven SDGs have been used as a basis for the development of the *Regional Environment Strategy 2016-2020* and through consultation and research have resulted in the development of strategic objectives that relate to each SDG:

- **Strategic Objective 1:**

Our region has sufficient and sustainably managed water resources and good water quality in rivers and wetlands.

- **Strategic Objective 2:**

Our region adopts sustainable, affordable and modern energy sources and promotes energy efficiency.

- **Strategic Objective 3:**

Our region fosters safe, resilient, resource efficient and environmentally sustainable urban areas.

- **Strategic Objective 4:**

Our region fosters sustainable consumption and production patterns and promotes sustainable lifestyles.

- **Strategic Objective 5:**

Our region addresses climate change and its impacts through mitigation and adaptation.

- **Strategic Objective 6:**

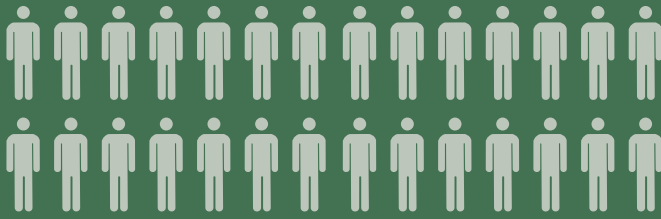
Our region protects, restores and enhances terrestrial ecosystems, addresses land degradation and prevents biodiversity loss.

- **Strategic Objective 7:**

Our region contributes to the global partnership for sustainable development and achievement of relevant SDGs and targets.

Initiatives that were identified through research and member council and stakeholder consultation have been grouped under these strategic objectives into an Action Plan. These initiatives have an aim of contributing towards achieving the strategic objectives as well as contributing towards the achievements of the SDGs. Sustainable development enablers will also guide the implementation of the *Regional Environment Strategy 2016-2020*. These include regional advocacy; education, information and engagement; cross regional programs; funding; strategic consulting; technical support; research and innovation; and collaboration.

Population



365,500 People



Area

2,100
km²

February
2016 global
temperature
hottest on
record in



137 years



Estimated **3,000**
tonnes CO₂-e abatement
and electricity savings of
\$950,000



6



Community water consumption
is lower than the Perth average



Iconic
Swan
River



Area of national parks
over
220 km²



Introduction

2.1 The Importance of Local Government in Environmental Strategy

The Eastern Metropolitan Regional Council (EMRC) is a regional local government working on behalf of six member councils located in Perth's Eastern Region. The EMRC aims to be a responsive and innovative leader in assisting Perth's Eastern Region to be a great place to live, work, play and do business. The region has significant environmental assets that require protection and optimal management as well as residents, businesses and infrastructure to support and manage sustainably.

Environmental protection is a key role for all local governments and environmental management is a core function. As the level of government closest to community, it is vital that environmental strategies reflect current barriers to protection and sustainable management of the environment, as well as identifying opportunities to achieve positive outcomes through partnerships, activities and advocacy.

Environmental programs and services are no longer separate from other strategies, programs and projects, they are foundational and integral. Environmental management is only one part of an interlinked and cross-dependent set of activities between environmental, social, governance and economic strategy. It is important that environmental considerations are understood and integrated into other aspects of regional growth. In particular, there is a greater need for environmental management and sustainability to be embraced within planning and land use frameworks, economic development, infrastructure management and to consider community concerns and health impacts. A holistic approach to reaching future goals is required, particularly given the diversity of the region, its assets and development pathways.

2.2 A New Strategic Framework

With this *Regional Environment Strategy 2016-2020*, the EMRC and its member councils will be one of the first organisations in Australia to progress regional environmental management under the global Sustainable Development Goals (SDGs) framework (see Figure 1). The 17 SDGs were the result of a substantial, two year global consultation across governments, private sector and civil society to ensure balanced, strategic and sustainable progress worldwide. The document that describes the SDGs, the *2030 Agenda for Sustainable Development*, was adopted by 193 United Nations member states in September 2015 and was ratified by the Federal Government of Australia for implementation nationwide. The SDGs are a new universal set of goals, targets and indicators that governments, businesses and organisations can use to frame their agendas and political policies over the next 15 years. The SDGs emphasise critical aspects and opportunities for environment management within the context of wider objectives for development.

1	NO POVERTY	End poverty in all its forms everywhere.
2	ZERO HUNGER	End hunger, achieve food security and improved nutrition and promote sustainable agriculture.
3	GOOD HEALTH AND WELL-BEING	Ensure healthy lives and promote well-being for all at all ages.
4	QUALITY EDUCATION	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.
5	GENDER EQUALITY	Achieve gender equality and empower all women and girls.
6	CLEAN WATER AND SANITATION	Ensure availability and sustainable management of water and sanitation for all.
7	AFFORDABLE AND CLEAN ENERGY	Ensure access to affordable, reliable, sustainable and modern energy for all.
8	DECENT WORK AND ECONOMIC GROWTH	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
9	INDUSTRY, INNOVATION AND INFRASTRUCTURE	Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.
10	REDUCED INEQUALITIES	Reduce inequality within and among countries.
11	SUSTAINABLE CITIES AND COMMUNITIES	Make cities and human settlements inclusive, safe, resilient and sustainable.
12	RESPONSIBLE CONSUMPTION AND PRODUCTION	Ensure sustainable consumption and production patterns.
13	CLIMATE ACTION	Take urgent action to combat climate change and its impacts.
14	LIFE BELOW WATER	Conserve and sustainably use the oceans, seas and marine resources for sustainable development.
15	LIFE ON LAND	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.
16	PEACE, JUSTICE AND STRONG INSTITUTIONS	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.
17	PARTNERSHIPS FOR THE GOALS	Strengthen the means of implementation and revitalise the global partnership for sustainable development.

Figure 1. The Global Sustainable Development Goals

Context

3.1 Perth's Eastern Region

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

The region constitutes around one-third of Perth's metropolitan area encompassing a land area of about 2,100 square kilometres and an estimated population of 365,500 people.

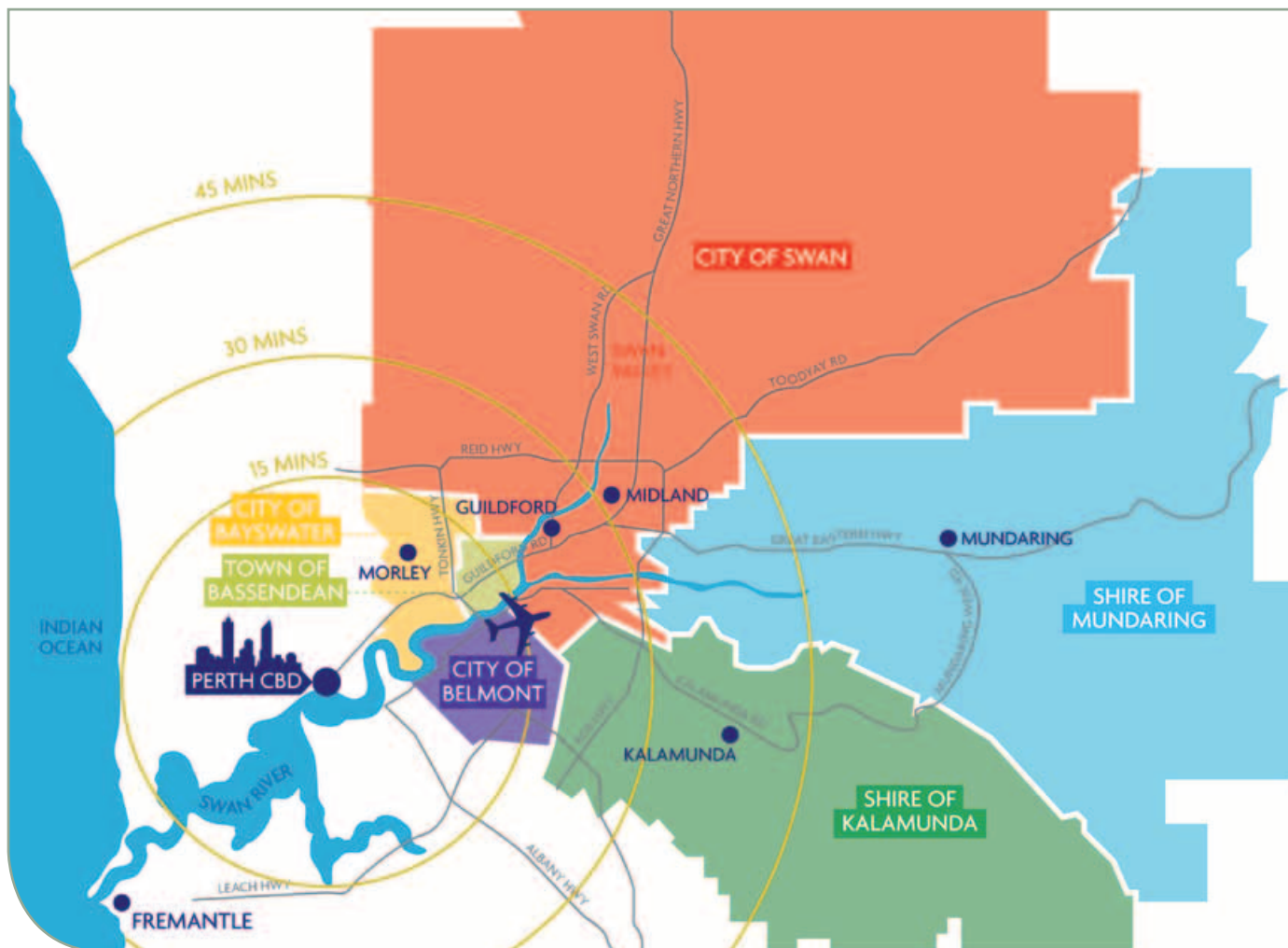


Figure 2. Map of Perth's Eastern Region

Perth's Eastern Region represents an attractive destination for visitors and provides a high quality of life for residents. The region is home to a number of core assets including: national parks; walking and cycling trails; numerous picturesque parks and reserves on the banks of the Swan River; an extensive range of heritage, culture and arts attractions including Guildford, which is one of the oldest settled areas in WA; the popular Swan Valley and boutique wineries in the Perth Hills.

A range of community events and recreation facilities provide for community activity. Both the Swan Valley and Perth Hills have been identified as key attractors for the Greater Perth Metropolitan Area.

The Greater Perth Metropolitan Area sits on the Swan Canning River system which is a key natural environmental feature with cultural and historical significance that also generates economic, community and recreation benefits for the population.

3.2 Eastern Metropolitan Regional Council

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

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

- Work in consultation with member councils to facilitate local government to enhance its service delivery to the community;

- Be efficient and effective in delivering quality services and facilities;
- Promote and market the role of local government in the community;
- Implement a strategic plan that is regularly reviewed; and
- Avoid providing any service or facility that adversely impacts on the services or facilities of any member council.

In line with this brief, the EMRC provides a broad range of services across the region including waste management and education, resource recovery, environmental management and regional development. Working in partnership with our member council's and other stakeholders, the EMRC delivers local and regional scale projects across each of these areas for the benefit of the region.



OUR VISION

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



OUR VALUES

The values that govern the EMRC are:

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

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

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

RESPONSIVENESS – Dynamic and flexible service delivery.

INTEGRITY – Accountability and consistency in all that we do.



OUR MISSION

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

3.3 Regional Environment

Perth's Eastern Region has considerable natural environmental assets with some of the state's most beautiful national parks, walking and cycle trails. The Swan and Helena Rivers, and their tributaries, provide iconic recreational and heritage precincts, as well as supporting the renowned vineyards along the Swan Valley. Other features include Eric Singleton Bird Sanctuary, Lesmurdie Falls, Lake Leschenaultia, Whiteman Park and Bickley Valley.

Land use in the region is diverse, ranging from agriculture in the eastern portion, to rural landholdings, residential, industrial and highly urbanised areas to the south and west. The region encompasses the more forested areas of the valleys and plateau of the Darling Range and Darling Scarp to the open urbanised areas of the Swan Coastal Plain, including riverine areas of the Swan and Helena Rivers.

The region's natural assets face increasing pressure from competing uses; from development of areas for economic benefit, to environmental protection for habitat and clean water, to health and social welfare through public access. A focus on protecting natural resources and addressing climate change, pollution and planning issues is fundamental to the environmental, social and economic well-being of the area,

particularly in the context of a drying climate. In conjunction with an increasing recognition of the effects of development on the environment, there is growing concern about the effects of environmental change on natural assets and the urban landscape.

It is important that the diverse land uses within the region are managed so that there is minimal impact on these important environmental assets, while at the same time providing sustainable economic development, transport and planning options to provide healthy resilient spaces for people to live, work, play and do business.

3.4 Vision

This *Regional Environment Strategy 2016-2020* will guide the EMRC in its facilitation of regional environmental and sustainability activities while recognising the individual priorities of its member councils. It complements the local environmental strategies of member councils as well as acknowledging and delivering on state and federal priorities. The strategy is designed to be flexible and adaptable. It considers the needs of all stakeholders and the importance of a collaborative approach to achieving outcomes. It focuses on setting and achieving a regional strategic vision for the environment to 2020.

VISION

A region supporting the goals of sustainable development with optimal environmental management for an equitable and supported community and a protected and healthy environment



The development of this *Regional Environment Strategy 2016-2020* is complementary to other strategies generated by the EMRC. This includes reference to three key research advisory papers prepared to guide the EMRC's regional strategy development across integrated transport, economic development and youth.

3.5 Sustainable Development Goals (SDGs) Framework Approach

The SDGs provide a new and exciting strategic method for the EMRC to work effectively with member councils and stakeholders towards achieving excellence in environmental protection and management. The SDGs are a new universal set of goals, targets and indicators that governments, businesses and organisations can use to frame their agendas and policies over the next 15 years. Governments worldwide have already agreed to these goals, therefore now is the perfect time for the EMRC to show leadership and innovation to demonstrate how adoption of the SDGs framework in future strategies and actions could be embedded sustainably across all functions into the future.

The EMRC and member councils have a significant role in using the SDGs as a fundamental tool in decision making because the goals were developed with the role

of government clearly in mind. Some of the SDG targets are directly or closely related to the daily work of local and regional governments, such as water management, energy use and biodiversity protection.

To implement the SDGs and targets, there is a call for governments, non-government organisations, the private sector and civil society to work more closely together, particularly when harnessing new technology, as we move from the third industrial revolution: digital technologies, into the fourth industrial revolution: smart systems and biotechnologies.

This new approach to the EMRC's Regional Environment Strategy will entail a strategic focus; technical excellence; better integration of government; business and community initiatives; and a greater commitment to environmental responsibility. It acknowledges the importance of environmentally focused activities that harness innovation and maximise potential for positive outcomes across social and economic as well as environmental spheres.



Strategic Objectives

The development of the Regional Environment Strategy 2016-2020 acknowledges environmental assets, potential issues and benefits where the efforts of the EMRC, member councils and regional stakeholders could have the greatest positive impact on the environment. The vision and the strategic objectives arose from an initial technical discussion paper that explored key environmental drivers for the region and a consultative process with the EMRC member councils and key stakeholders.

Perth's Eastern Region leads and innovates, resulting in a region that...

LOCAL CHALLENGES

- Biodiversity conservation
- Bushfire protection
- Sustainable urban growth
- Waste management
- Water scarcity
- Water quality
- Fossil fuel dependence
- Climate change

STRATEGIC OBJECTIVES

- Has sufficient and sustainably managed water resources and good water quality in rivers and wetlands.
- Adopts sustainable, affordable and modern energy sources and promotes energy efficiency.
- Fosters safe, resilient, resource efficient and environmentally sustainable urban areas.
- Fosters sustainable consumption and production patterns and promotes sustainable lifestyles.
- Addresses climate change and its impacts through mitigation and adaptation.
- Protects, restores and enhances terrestrial ecosystems, addresses land degradation and prevents biodiversity loss.
- Contributes to the global partnership for sustainable development and achievement of relevant SDGs and targets.

GLOBAL DRIVERS SHAPE LOCAL CHALLENGES

Initially, the issues and key challenges facing each Local Government Authority were considered and opportunities to improve regional environmental outcomes were sought (see Appendix 1). Once the most relevant global drivers were identified, it became clear that they closely linked to seven of the global SDGs (see Figure 3).

Linking the challenges and opportunities in the light of the new *Regional Environment Strategy 2016-2020* vision, it was possible to identify potential initiatives, classified under each respective SDG. Further analysis and stakeholder input

resulted in a draft *Regional Environment Strategy 2016-2020* that was then further tested with member councils and key stakeholders before finalising into an Action Plan that can be found in the rear of this strategy.

The strategic objectives of the *Regional Environment Strategy 2016-2020* are ordered below by the relevant SDG and have been informed by the global SDG targets relevant to environmental management in local government as well as the EMRC Regional Environment Strategy research and consultation process.

ADDRESSING LOCAL CHALLENGES
SHAPES GLOBAL OUTCOMES



GLOBAL DRIVERS SHAPE STRATEGIC OBJECTIVES

Figure 3. EMRC Identified Challenges, Strategic Objectives and the SDGs

4.1 Clean Water and Sanitation (SDG 6)

Strategic Objective 1: Our region has sufficient and sustainably managed water resources and good water quality in rivers, wetlands and groundwater.

Perth's Eastern Region has considerable surface water assets including the Swan and Helena Rivers, tributaries, lakes and significant wetlands. The EMRC has worked with member councils in catchment management including waterway restoration. The support of the EMRC with the Department of Parks and Wildlife and member councils for regional natural resource management initiatives has contributed to a wide range of efforts involving five catchment groups and approximately 1,700 community volunteers.

In a drying climate, availability of sufficient water into the future is a key concern for member councils and the EMRC, especially in groundwater-dependent areas and maintenance of public open space. The EMRC has worked with member councils to implement programs and initiatives to increase water use efficiency and improve water quality, both in the corporate and community sectors. Perth's Eastern Region now has five Waterwise Councils and one of the lowest per capita community scheme water consumption levels in the Greater Perth Metropolitan Area.

The EMRC's partnership with the Cooperative Research Centre for Water Sensitive Cities has enabled the new Water Sensitive City Index Tool to be trialled by the City of Swan, one of only two local governments in Western Australia.

6 CLEAN WATER AND SANITATION



ENSURE AVAILABILITY AND SUSTAINABLE MANAGEMENT OF WATER AND SANITATION FOR ALL.

Relevant SDG targets

- 6.3** By 2030, improve water quality by reducing pollution, eliminating dumping and minimising release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally.
- 6.4** By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity.
- 6.5** By 2030, implement integrated water resources management at all levels, including through trans-boundary cooperation as appropriate.
- 6.6** By 2020, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes.



5 catchment groups and **1,700** community volunteers




4.2 Affordable and Clean Energy (SDG 7)

Strategic Objective 2: Our region adopts sustainable, affordable and modern energy sources and promotes energy efficiency.

Renewable energy in Australia and globally is becoming increasingly affordable and the cost of solar and wind energy is predicted to fall further while the technology continues to improve. Although Australia is currently lagging in the adoption of commercial-scale renewable energies, Perth's Eastern Region has the potential to be a leader in adopting renewable energies such as solar and wind, building on previous projects and using new technology to increase efficiency and quantum of power produced as well as introducing storage to enhance cost effectiveness.

The EMRC member councils have contributed toward improving energy efficiency through the Cities for Climate Protection and Achieving Carbon Emissions Reduction programs. Solar photovoltaic systems have been installed in a variety of member council buildings through the Perth Solar City program and the region reduced its energy use by around 829,790 kilowatt hours per annum through the Community Energy Efficiency Program. Ongoing energy efficiency is being achieved through carbon reduction actions, including solar photovoltaic installations on council facilities and EMRC's wood waste to energy project at the Hazelmere Resource Recovery Park.



7 AFFORDABLE AND CLEAN ENERGY

ENSURE ACCESS TO AFFORDABLE, RELIABLE, SUSTAINABLE AND MODERN ENERGY FOR ALL.

Relevant SDG targets

- 7.1** By 2030, ensure universal access to affordable, reliable and modern energy services.
- 7.2** By 2030, increase substantially the share of renewable energy in the global energy mix.
- 7.3** By 2030, double the global rate of improvement in energy efficiency.



4.3 Sustainable Cities and Communities (SDG 11)

Strategic Objective 3: Our region fosters safe, resilient, resource efficient and environmentally sustainable urban areas.

This objective will be supported by a 'green growth' approach to economic development, which places emphasis on valuing environmental resources and finding innovative ways to improve the management of these resources to achieve economic growth goals such as job creation, productivity and increased local prosperity. Sustainable cities and communities focus on well planned and designed urban areas that can support a growing population without compromising environmental outcomes. The EMRC's member councils already have considerable land use planning experience and allocate resources to environmental management of local environmental assets.

The region aspires to have a natural environment that is protected, enhanced and maintained for future generations. Member councils and the EMRC have worked together on issues related to current and future urban growth pressure and improved land management in developments, as well as on sustainable land management through the extensive and active land care networks. Initiatives such as the Light Industry Working Group and Sediment Task Force are working collaboratively to address urban pollution issues.

The EMRC has established strong links between environmental management and mainstream governance towards climate change adaptation in urban development as well as integrating resource efficiency. Initiatives such as the Urban Forest Masterclass and 2020 Vision partnership have provided opportunities for the region to embrace sustainable development, while the Understanding and Managing Flood Risk project is providing disaster resilience and emergency preparedness. Key advocacy on emerging planning policies and guidelines will ensure that a regional approach to urban planning is supported.



11 SUSTAINABLE CITIES AND COMMUNITIES

MAKE CITIES AND HUMAN SETTLEMENTS INCLUSIVE, SAFE, RESILIENT AND SUSTAINABLE.

Relevant SDG targets

- 11.2** By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons.
- 11.3** By 2030, enhance inclusive and sustainable urbanisation and capacity for participatory, integrated and sustainable human settlement planning and management in all countries.
- 11.4** Strengthen efforts to protect and safeguard the world's cultural and natural heritage.
- 11.5** By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations.
- 11.6** By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.
- 11.7** By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities.
- 11.a** Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning.
- 11.b** By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015-2030, holistic disaster risk management at all levels.

4.4 Responsible Consumption and Production (SDG 12)

Strategic Objective 4: Our region fosters responsible consumption and production patterns and promotes environmentally responsible lifestyles.

Education and knowledge in relation to responsible consumption of natural resources is important in contributing towards this objective. The EMRC already provides substantial information on natural resource management, energy, water and climate change. The EMRC and its member councils promote sustainable lifestyles and business practices through their websites, school programs, flyers, events, workshops and environmental consulting projects.

There are opportunities for the region to embrace whole of life cycle sustainable procurement practices and support local and regional industry clusters and supply chains within economic development to enhance the efficient use of resources.



ENSURE SUSTAINABLE CONSUMPTION AND PRODUCTION PATTERNS.

Relevant SDG targets

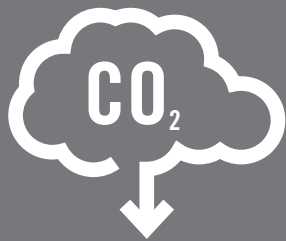
- 12.2** By 2030, achieve the sustainable management and efficient use of natural resources.
- 12.7** Promote public procurement practices that are sustainable, in accordance with national policies and priorities.
- 12.8** By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature.



4.5 Climate Action (SDG 13)

Strategic Objective 5: Our region addresses climate change and its impacts through mitigation and adaptation.

For the EMRC and member councils, climate change governance in an urban environment has been identified as important in environmental strategies. The EMRC has worked effectively with member councils and other stakeholders on both climate change mitigation through energy efficiency via the Achieving Carbon Emissions Reduction Program, the adoption of renewable energy and climate change adaptation through the development of regional and local adaptation action plans through the Future Proofing Regional Climate Change Program.



The region has reduced its greenhouse gas emissions by around **552** tonnes of carbon dioxide equivalent through the Community Energy Efficiency Program.

The region has contributed toward reducing greenhouse gas emissions through the Cities for Climate Protection, Perth Solar City and Achieving Carbon Emissions Reduction programs and the region has reduced its greenhouse gas emissions by around 552 tonnes of carbon dioxide equivalent (CO₂-e) annually through the Community Energy Efficiency Program. Ongoing greenhouse gas mitigation is being achieved through Carbon Reduction Strategies, data monitoring and action implementation.

Initiatives such as the Climate Change Risk Awareness Seminars (through the Future Proofing Regional Climate Change Program) and Urban Forest Masterclass have provided support to member council efforts to address climate change impacts, while the Understanding and Managing Flood Risk project is providing adaptive capacity to climate-related hazards and natural disasters.



* Acknowledging that the United Nations Framework Convention on Climate Change is the primary international, intergovernmental forum for negotiating the global response to climate change.

Relevant SDG targets

- 13.1** Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.
- 13.2** Integrate climate change measures into national policies, strategies and planning.





13.3

Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.

4.6 Life on Land (SDG 15)

Strategic Objective 6: Our region protects, restores and enhances terrestrial ecosystems, addresses land degradation and prevents biodiversity loss.

Perth's Eastern Region encompasses approximately one third of the Perth Metropolitan Area and therefore has considerable and varied terrestrial ecosystems. The region aspires to have a natural environment that is protected, enhanced and maintained for future generations. Member councils and the EMRC have worked together on sustainable land management through their extensive and active land care networks. Natural resource management has been a key feature of the EMRC's partnerships with member councils, regional stakeholders and researchers, through initiatives such as Bush Skills 4 Youth, Green Army, 20 Million Trees and the Healthy Wildlife Healthy Lives project.

There continues to be opportunities for the EMRC to provide support to the region through implementation of programs around sustainable land management and environmental stewardship, including supporting volunteer networks and increasing community capability, as well as through integrating ecosystem and biodiversity protection into planning processes.



PROTECT, RESTORE AND PROMOTE SUSTAINABLE USE OF TERRESTRIAL ECOSYSTEMS, SUSTAINABLY MANAGE FORESTS, COMBAT DESERTIFICATION, AND HALT AND REVERSE LAND DEGRADATION AND HALT BIODIVERSITY LOSS.

Relevant SDG targets

15.1

By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements.

15.3

By 2030, combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land degradation-neutral world.

15.5

Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species.

15.8

By 2020, introduce measures to prevent the introduction and significantly reduce the impact of invasive alien species on land and water ecosystems and control or eradicate the priority species.

15.9

By 2020, integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies and accounts.



4.7 Partnerships (SDG 17)

Strategic Objective 7: Our region contributes to the global partnership for sustainable development and achievement of relevant SDGs and targets.

The EMRC has worked closely with partners and member councils for over 30 years. This has led to opportunities for knowledge sharing to support strengthened governance across all initiatives. The EMRC’s Environmental Services team has actively supported regional and local achievements through previous environmental strategies and also contributed to positive environmental outcomes for the community and industry.

Working towards the SDGs will require robust data to capture progress and evidence to inform decision making. It will be necessary to develop and use environmental and green growth indicators and achieve environment-economy integration over time.

In a context where online technology is an increasingly important mode of communication and information data is valuable, the region has opportunities to increase the use of digital data capture, systems development and analysis and new communication modes, as well as improve cross-boundary links through information networks to new and existing partners. The EMRC is well-placed to have a stronger digital presence that will support and facilitate the other priorities that it pursues.

17 PARTNERSHIPS FOR THE GOALS



STRENGTHEN THE MEANS OF IMPLEMENTATION AND REVITALISE THE GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT.

Relevant SDG targets

17.14	Enhance policy coherence for sustainable development.
17.16	Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilise and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries.
17.17	Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.





Sustainable Development Enablers

In order to deliver the key initiatives, the EMRC needs to support member councils where required. The EMRC acknowledges that member councils have built considerable environmental knowledge and skills over the last decade and understands that its role is changing and diversifying from mainly delivering programs and projects to additionally offering more coordination and technical support; providing knowledge and innovation; and adding value to the skills that already exist within member councils, the community and other key stakeholders.

The support will not duplicate existing activities but act as “enablers” that will add value to member councils’ own initiatives. The actions of the EMRC and the intention of this strategy is to provide guidance relating to the types of support and activities that can create a stronger platform for member councils to achieve environmental outcomes in a way that adds value to the activities that they undertake individually.

Sustainable development enablers have been identified through the strategy development: regional advocacy; education, information and engagement; cross regional programs; funding; strategic consulting; technical support; and research and innovation.

Enablers guide the implementation of the EMRC strategy as a whole as well as the *Regional Economic Development Strategy 2016-2020* and *Regional Integrated Transport Strategy 2016-2020*, both of which are being developed with reference to the *Regional Environment Strategy 2016-2020*. The nature of environmental management requires a proactive approach to underpin other strategies to prevent future environmental issues occurring. This requires flexibility and responsiveness in the types of support that need to be provided in different goals, at different times.

The enablers forge the link between local and regional action and global and national opportunities (see Figure 3). The focus of the *Regional Environment Strategy 2016-2020* will be to use the enablers to optimise benefits for the region in a partnership approach.

5.1 Regional Advocacy

Advocacy is one of the key types of support provided by the EMRC Environmental Services team that member councils have valued highly. The EMRC can contribute technical expertise to advocate to state or federal levels or the private and non-government sectors for funding or other types of support and for recognition of the achievements, assets and concerns that are pertinent to the EMRC’s member councils. It may also include advocacy to support members of environmental teams, within member councils, for greater incorporation of particular environmental considerations into broader policy and planning at a high level within member councils. There was a high level of continuing demand among member councils and stakeholders for advocacy relating to environmental services across all of the SDGs.



The EMRC, by collaborating with member councils and other stakeholders, facilitates strategies and actions for the benefit of Perth’s Eastern Region.

5.2 Education Information and Engagement

Provision of education information and engagement relating to specific environmental concerns was important to member councils and stakeholders moving forward across all of the SDGs. This may include education, engagement or information from the EMRC to its member councils individually or collectively, as well as directly to the community of Perth's Eastern Region. A common challenge for member councils related to communication with their community members and maintaining community interest and engagement in environmental matters.

5.3 Cross-regional Programs

Cross-regional programs comprises the design and delivery of regional projects or programs by the EMRC across some or all member councils. The EMRC's member councils valued past projects that were innovative and specialised and had a regional outcome. Past and current programs such as the Eastern Region Catchment Management Program are examples of cross regional programs that have been highly valued by member councils. Member council representatives indicated that design and delivery of strategic cross regional programs and projects remains relevant to them in the future. Cross-regional programs are most applicable in areas that require cross boundary collaboration such as catchment management, transport and in cases where program delivery is more cost efficient at a regional scale compared with implementation by individual member councils.

5.4 Funding

Funding may be provided in instances where the EMRC Environmental Services team are able to provide (from attracting external grants) funds to member councils to implement particular initiatives. This was one of the key areas that member councils valued among the support provided by the EMRC Environmental Services team to date. Member councils also valued receiving grant writing assistance where required.

5.5 Strategic Consulting

Strategic consulting comprises high level support for policy and program development. For example, high level support for incorporating environmental matters into local government planning and policies. This is a service that is expected to be provided on a fee-for-service basis on demand by member councils. The EMRC's member councils require such strategic services from time to time, and particularly, require that they are cost-effective as compared to procuring private sector consultants, able to be timely and flexible in the procurement and delivery of strategic consulting. It is also important to member councils and stakeholders that the EMRC have the capacity to provide a high level of strategic expertise and not only operational and technical expertise.

5.6 Technical Support

Technical support is provided on a similar model to strategic consulting, however, it relates to particular technical areas of operation applicable to the EMRC's member councils. For example, this may include support to select or implement a particular technique for weed control, or support to conduct energy efficiency audits. A specialised consultant may be contracted across the region for identified programs / projects issues, as well as to assist with policy development.

5.7 Research and Innovation

This enabler comprises of conducting and supporting regional research projects directed to benefit the EMRC's member councils and stakeholders. This includes designing and conducting research projects. It may also entail partnership with universities to attract researchers and research students to conduct their research in Perth's Eastern Region and to contribute technical expertise in environmental management to research projects. Particular focus areas where there was demand among member council's and stakeholder representatives for research and innovation were water sensitive urban design, climate change adaptation, renewable energy, land management and biodiversity conservation.

5.8 Collaboration

This enabler covers the collaborative efforts between the EMRC, member councils and other stakeholders to support achievement across all areas of the strategy. This includes the facilitation of communication, knowledge sharing and networking, that the member councils and stakeholders identified as being important. This was an area where improvements to current practices are required, for example in providing a consistent format and language in communication between different Local Government Areas and the different levels within them. Member councils and stakeholders also have few opportunities for effective communication and knowledge sharing with each other. The EMRC could provide a greater role to facilitate these opportunities in a manner that is cost effective and suitable for member council staff. This enabler also includes capacity building support for member councils to ensure that they have sufficient capacity to collaborate effectively and participate in the *Regional Environment Strategy 2016-2020* implementation.

Sustainable development enablers include regional advocacy; education, engagement and information; cross-regional programs; funding; strategic consulting; technical support; research and innovation; and collaboration.

Implementation

The EMRC will implement this strategy in accordance with the principles set out below. Projects, programs and initiatives will be required to be consistent with the vision of this strategy, the role of the EMRC and be best suited to achieve environmental sustainability in the region.

6.1 EMRC's 10 Year Strategic Plan 2017 to 2027

All projects and activities undertaken by the EMRC must reflect the objectives within the EMRC's 10 Year Strategic Plan 2017 to 2027.

Key Result Area 1 - Environmental Sustainability

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

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

Key Result Area 2 - Economic Development

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

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

Key Result Area 3 - Good Governance

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

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

6.2 EMRC's Service Delivery Model

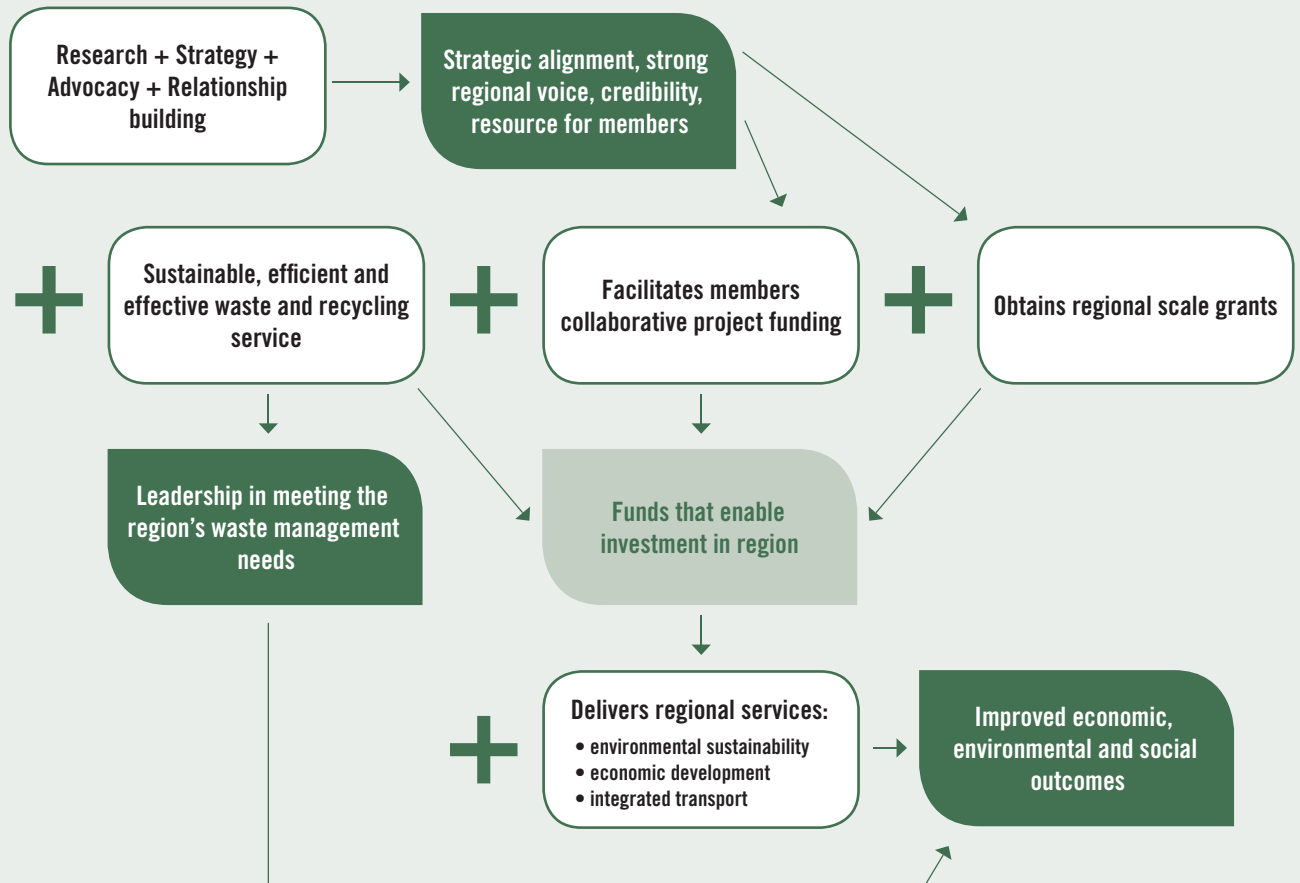
The EMRC's Establishment Agreement enables the EMRC to undertake a range of projects and services and provides a means for member councils to share resources and facilities. The cooperative, political and executive framework of the EMRC enables the member councils individually and collectively to promote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

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



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

EMRC SERVICE DELIVERY MODEL



The EMRC recognises that effectively addressing sustainability issues cannot be carried out in isolation. This appreciation of the value of collaboration is also explicitly built into the design of the SDGs, with SDG 17 outlining various targets for cross sector partnerships. Through the SDGs, the EMRC

wishes to bring together member councils, business, industry, community and other key stakeholders around this shared set of goals and priorities. The EMRC will deliver environmental and sustainability outcomes as collaborative approaches as opposed to stand alone actions.

Through the SDGs, the EMRC wishes to bring together member councils, business, industry, community and other key stakeholders around this shared set of goals and priorities.



6.3 Priority Determinants

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

6.3.1 Regional Significance

Relevance across local government boundaries or to unique cross boundary assets, projects with significant regional influence, or addressing regional, state or federal priorities.

6.3.2 Sustainable Development Goals

Contributes to individual and collective progress towards more than one Sustainable Development Goal.

6.3.3 Economies of Scale

Likely to be significantly cheaper or more efficient on a regional scale. Likely to have enhanced collective benefits on a regional scale.

6.3.4 Emerging Issue / Opportunity

New, innovative or pilot activity that could be expanded to other member councils or take advantage of newly emerged opportunities, such as funding, or address newly emerged threats to mitigate further issues.

6.3.5 Investment Ready

Seed projects or those likely to attract significant income or investment through grants or sponsorship.



6.3.6 Profile

Raising awareness of the region, the EMRC and / or member councils as leaders and innovators.

6.3.7 Collaboration

Requires collaboration or partnership between member councils and / or other key stakeholders, such as researchers or industry.

6.4 Monitoring and Review

Effective implementation also requires regular reporting. All member councils and the EMRC Council will be kept up to date with progress towards the *Regional Environment Strategy*

2016-2020. This will occur regularly through a newly created Regional Environment Strategy Regional Advisory Group and an annual review by the EMRC. It is important to note that the actions under each objective are not exhaustive and, given the rapid pace of change in the sector, these will need to be reviewed annually and updated to reflect new advances or threats and emerging opportunities and trends. Where appropriate, the community will be informed of significant progress developments through the EMRC website, media releases and newsletter. An annual review of progress will allow the *Regional Environment Strategy 2016-2020* to act as a living document, evolving over time as issues confronting the region change and actions are completed.



Proposed Initiatives

The vision for the Regional Environment Strategy 2016-2020 is: A region which supports the goals of sustainable development with optimal environmental management for an equitable and supported community and a protected and healthy environment.

The initiatives in the following tables have been identified as being priorities for delivery by the EMRC for member councils and key stakeholders from review of strategic documents and extensive consultation in order to achieve the strategic objectives of the *Regional Environment Strategy 2016-2020*. All initiatives meet at least three of the priority determinant categories (Section 6.3) with the majority meeting four or more, making them priority initiatives for progression. Following are guidelines to assist in reading and understanding the Action Table:

- The first column indicates the SDGs that are relevant to the particular initiative. However, for many initiatives, implementation will have an impact on more than one SDG. In those cases all relevant SDGs are listed with the first mentioned SDG considered the priority goal. The expected outcomes are detailed to guide the development and evaluation of each project / activity.
- The Key Result Areas refer to the objectives within the EMRC's *10 Year Strategic Plan 2017 to 2027* that the initiative will assist in achieving.
- The sustainable development enablers are listed to assist the EMRC and partners to identify if they have the enablers in house or need to outsource particular elements to ensure the projects are successful.
- 'Transformational initiatives' are highlighted in light green. These are the initiatives that are new or additional to the current core business of the EMRC Environmental Services team and will require particular focus for implementation.

It is also important to understand that the initiatives listed below are to be used as a guide only and are not exhaustive of the activities that may arise from the identified strategic objectives in this strategy. The EMRC and its partners will treat the Action Plan as a live document and be proactive and reactive as situations arise or are seen to be developing.



During the consultation, using “SDG money”, the following five initiatives were considered to be the most important by member council and key stakeholder representatives who attended the workshops during the development of the *Regional Environment Strategy 2016-2020*. They are, in order of priority:

- Secure funding for implementation of regional urban heat island effect mitigation program including technical support or strategic consulting for urban canopy enhancement. (3.1)
- Provide technical support and advocacy to member councils to develop consistent and reliable data systems in relation to environmental assets. (7.1)
- Provide technical support and advocacy to member councils to develop consistent cost benefit analysis tools in relation to environmental assets. (7.2)
- Continue to build partnerships and provide technical support, research and information relating to weed, pathogen control. (6.1)
- Identify funding opportunities that enable restoration of degraded land and soil as opportunities arise. (6.2)

In addition, although all of the enablers were considered important, the SDG dollars were used by the member council and stakeholder representatives to signal which enablers they perceived as most beneficial to achieving positive environmental outcomes within the region. The four most highly valued (in order) are: Cross-Regional Programs; Education, Engagement and Information; Regional Advocacy; and Funding.

The four most highly valued enablers (in order) are: cross-regional programs; education, engagement and information; regional advocacy; and funding.



Action Plan



Strategic Objective 1: Our region has sufficient and sustainably managed water resources and good water quality in rivers, wetlands and groundwater.

Initiative	SDGs	Expected outcomes	KRAs	Enablers
1.1. Continue to provide a regional water management program including data management and information sharing.	6, 11	<ul style="list-style-type: none"> • Member council and key stakeholder water objectives supported. • Waterwise Council (Department of Water and Water Corporation) program participation supported. • Water data management supported. • New WAtErways water capacity building program supported. 	1.5, 3.2	<ul style="list-style-type: none"> • Cross-regional programs • Technical support • Education, information and engagement.
1.2. Continue to partner with universities / researchers such as the CRC for Water Sensitive Cities to identify innovative ways for local governments and community members / industry to increase water use efficiency.	6, 11	<ul style="list-style-type: none"> • Increased water literacy among community, industry, EMRC and member councils. • Increased water use efficiency. • Effective partnerships. 	1.5, 2.2	<ul style="list-style-type: none"> • Research and innovation • Technical support • Collaboration • Education, information and engagement.
1.3. Facilitate the adoption of new research, tools and technologies to assist the transition to a water sensitive city.	6, 11	<ul style="list-style-type: none"> • Adoption of water sensitive tools and technologies. • Increased water literacy and engagement with sustainable water management. 	1.5, 2.2	<ul style="list-style-type: none"> • Research and innovation • Technical support • Funding • Education, information and engagement.
1.4. Advocate to relevant government departments to incorporate water sensitive urban design principles planning policies.	6, 11, 15	<ul style="list-style-type: none"> • Enhanced water quality and availability through application of water sensitive urban design. 	1.5, 2.1	<ul style="list-style-type: none"> • Regional advocacy • Education, information and engagement.

Initiative	SDGs	Expected outcomes	KRAs	Enablers
1.5. Coordinate member council and community education program (water efficiency and sustainable water use practices).	6, 11, 17	<ul style="list-style-type: none"> • Reduced water use and improved knowledge. 	1.5, 2.1	<ul style="list-style-type: none"> • Education, information and engagement • Technical support • Cross-regional programs.
1.6. Advocate to state level policy bodies on behalf of member councils to mandate Water Sensitive Urban Design inclusion in all planning instruments.	6, 11, 15	<ul style="list-style-type: none"> • Increase awareness of the need for increased Water Sensitive Urban Design. • Increased incorporation of Water Sensitive Urban Design in planning instruments. • Increased adoption of Water Sensitive Urban Design in public open space and new urban developments. • Enhanced social and health outcomes associated with improved environmental health. • Improved water management (including improved water quality, storm water management, public amenity, reduced flood risk). 	1.5, 2.1	<ul style="list-style-type: none"> • Regional advocacy.
1.7. Monitor developments in Water Sensitive Urban Design and keep member councils, stakeholders, and community members informed of new innovations.	6, 11, 15	<ul style="list-style-type: none"> • Well informed member councils and broader community. • Increased adoption of Water Sensitive Urban Design. 	1.5	<ul style="list-style-type: none"> • Education, information and engagement.
1.8. Facilitate a regional workshop to identify priority needs for strategic consulting and technical support in relation to Water Sensitive Urban Design. Identify and communicate the EMRC's current capacity to deliver support.	6, 11, 15	<ul style="list-style-type: none"> • Priorities identified. • Technical and strategic support requirements identified. • The EMRC's capacity to deliver support identified and communicated to member councils. 	1.5, 3.2	<ul style="list-style-type: none"> • Strategic consulting • Technical support.
1.9. Facilitate water quality monitoring and improvement activities under a cross-regional catchment management program.	6, 11, 15	<ul style="list-style-type: none"> • Enhanced water quality. • Water-based ecosystem restoration facilitated. • Support provided to community groups. • Ongoing community engagement in natural resources management. 	1.5, 3.1	<ul style="list-style-type: none"> • Cross-regional programs • Funding • Regional advocacy • Technical support • Collaboration.

Initiative	SDGs	Expected outcomes	KRAs	Enablers
1.10. Advocate to secure funding for identified priority water related projects and activities.	6, 11	<ul style="list-style-type: none"> • Increased availability of funding to implement water related projects and activities. 	1.5, 3.1	<ul style="list-style-type: none"> • Regional advocacy • Funding.
1.11. Coordinate Local Government Areas, business and community education program on water management.	6, 11, 12	<ul style="list-style-type: none"> • Increased water literacy. • Increased water use efficiency. • Engagement of community in water management. 	1.5, 3.2	<ul style="list-style-type: none"> • Education, information and engagement • Cross-regional programs • Collaboration.
1.12. Work with key stakeholders to provide input on behalf of Perth's Eastern Region to the development of the Perth-Peel Water @ 3.5 million Strategy to investigate and pursue alternative water supplies.	6, 11	<ul style="list-style-type: none"> • Decreased reliance on groundwater extraction and climate dependent water supplies. • Increased use of alternative water supplies e.g. wastewater re-use. • Increased water availability for maintenance of public open spaces and agriculture sectors. • Enhanced resilience of public open spaces / agriculture to decreasing water availability. 	1.5, 3.2	<ul style="list-style-type: none"> • Research and innovation • Regional advocacy • Collaboration.





Strategic Objective 2: Our region adopts sustainable, affordable and modern energy sources and promotes energy efficiency.

Initiative	SDGs	Expected outcomes	KRAs	Enablers
2.1. Identify funding and other opportunities to improve adoption of renewable energy in Perth's Eastern Region; advocate for investment.	7, 11, 13	<ul style="list-style-type: none"> Increased funding to support renewable energy adoption. Increased awareness of cost-effective renewable energy technologies. New partnerships. Increased adoption of cost-effective renewable energy technologies. 	1.5, 2.1, 3.1, 3.2	<ul style="list-style-type: none"> Education, information and engagement Regional advocacy Funding Cross-regional programs.
2.2. Advocate to government and peak industry bodies for changes to the energy market to support increased adoption of cost-effective renewable energy technologies.	7, 11, 13	<ul style="list-style-type: none"> Reduced energy costs. Increased access to cost-effective renewable energy technologies. 	1.5, 2.1, 3.1	<ul style="list-style-type: none"> Regional advocacy Collaboration.
2.3. Monitor innovations and developments relating to renewable energy and inform member councils, key stakeholders and community.	7, 11, 13	<ul style="list-style-type: none"> Increased awareness of opportunities for cost effective and best practice renewable energy adoption. Increased adoption of cost-effective renewable energy technologies. 	1.5	<ul style="list-style-type: none"> Education, information and engagement Research and innovation.
2.4. Advocate for / attract investment (private or public) for renewable energy adoption, including investigating private-public partnerships.	7, 11, 13	<ul style="list-style-type: none"> Funding secured to enable broader renewable energy adoption. 	1.5, 2.1, 3.1	<ul style="list-style-type: none"> Regional advocacy.
2.5. Advocate to Synergy for a demonstration site of solar batteries to be located in Perth's Eastern Region.	7, 11, 13	<ul style="list-style-type: none"> Increased awareness of cost-effective renewable energy technologies. New partnerships. Increased adoption of cost-effective renewable energy technologies. 	1.5, 2.1, 3.1	<ul style="list-style-type: none"> Education, information and engagement Regional advocacy Cross-regional programs.
2.6. Coordinate Local Government Areas, business and community education programs on energy efficiency and renewable energy.	7, 11, 12, 13	<ul style="list-style-type: none"> Increased awareness of cost-effective renewable energy technologies. Increased adoption of cost-effective renewable energy technologies. Increased engagement of community with energy efficiency and renewable energy. 	1.5, 3.1, 3.2	<ul style="list-style-type: none"> Education, information and engagement Cross-regional programs.



Strategic Objective 3: Our region fosters safe, resilient, resource efficient and environmentally sustainable urban areas.

Initiative 3.1 was considered the most important of all initiatives by the majority of stakeholders.

Initiative	SDGs	Expected outcomes	KRAs	Enablers
3.1. Secure funding for implementation of regional urban heat island effect mitigation program including technical support or strategic consulting for urban canopy enhancement.	11, 13, 15	<ul style="list-style-type: none"> Funding secured for program implementation. 	1.5, 3.1, 3.2	<ul style="list-style-type: none"> Cross-regional programs Regional advocacy Technical support.
3.2. Work with member councils to design a regional urban heat island effect mitigation program including technical support or strategic consulting for urban canopy enhancement.	11, 13, 15	<ul style="list-style-type: none"> Urban heat island effect mitigation program designed to meet the needs of the region. Member council and key stakeholder priorities for urban canopy improvement supported. 	1.5, 3.2	<ul style="list-style-type: none"> Cross-regional programs Technical support Strategic consulting Collaboration.
3.3. Implement regional urban heat island effect mitigation program including technical support or strategic consulting for urban canopy enhancement. To include development of data solutions to support implementation and monitoring.	11, 13, 15	<ul style="list-style-type: none"> Reduced urban heat island effect. Increased amenity. Increased contribution to climate change mitigation / adaptation through increased urban canopy. Enhanced social and public health outcomes associated with improved environmental health. Data solutions to meet member council identified needs. Member council and key stakeholder priorities for urban canopy supported. 	1.5, 3.2	<ul style="list-style-type: none"> Cross-regional programs Technical support Strategic consulting Collaboration.
3.4. Support member councils to increase the incorporation of environmental considerations in their high level strategies, their planning policies, and operational procedures.	11, 17	<ul style="list-style-type: none"> Improved environmental protection through incorporation in planning. 	1.5, 3.1, 3.2	<ul style="list-style-type: none"> Education, information and engagement Strategic consulting Research and innovation Regional advocacy.

Initiative	SDGs	Expected outcomes	KRAs	Enablers
3.5. Provide member councils and industry with ongoing information related to 'green growth' to facilitate it becoming an approach to economic development.	11, 12	<ul style="list-style-type: none"> Increased integration of environmental sustainability in broader governance processes, policies and strategies. 	1.5, 2.2	<ul style="list-style-type: none"> Education, information and engagement Research and innovation.
3.6. Advocate to state government on behalf of member councils to mandate inclusion of environmental considerations in all planning instruments and processes to support enhanced environmental outcomes from development.	11, 13, 15	<ul style="list-style-type: none"> Increase awareness of the need for environmental considerations within planning. Increased adoption of appropriate and supported public open space in new urban developments. Enhanced social and health outcomes associated with improved environmental health. 	1.5, 3.1	<ul style="list-style-type: none"> Regional advocacy Collaboration.
3.7. Advocate to state planning agencies, such as the WA Planning Commission, to have regard for environmentally sensitive areas in policy development and planning decisions in urban areas.	11	<ul style="list-style-type: none"> Increase awareness of the need for environmental considerations within planning. Enhanced environmental and sustainability outcomes from more appropriate planning. Improved communication between state planning agencies and local government. 	1.5, 3.1	<ul style="list-style-type: none"> Regional advocacy Collaboration.
3.8. Advocate for an electric vehicle project specifically in Perth's Eastern Region. e.g. partner with RAC for a demonstration project such as e-Bike trial, installing charging stations for electric cars / bikes.	11, 13	<ul style="list-style-type: none"> Reduction in carbon emissions. Increased use of green energy. Increased awareness of green energy. 	1.5, 3.2	<ul style="list-style-type: none"> Research and innovation Education, information and engagement Collaboration.
3.9. Explore alternative options to support member councils to maintain and improve public open space in line with community demand. e.g. where the demand for public open space availability and usage is likely to increase as a result of infill development.	11, 15	<ul style="list-style-type: none"> Appropriate public open space availability. New / amended open space policies, if required. Agreed development contribution schemes based on identified good practices. 	1.5, 3.1	<ul style="list-style-type: none"> Regional advocacy Collaboration.
3.10. Support the implementation of the Regional Economic Development Strategy 2016-2020 and Regional Integrated Transport Strategy 2016-2020.	11, 17	<ul style="list-style-type: none"> Integrated planning and implementation. 	1.5, 2.2, 3.1	<ul style="list-style-type: none"> Regional advocacy Collaboration.



Strategic Objective 4: Our region fosters responsible consumption and production patterns and promotes environmentally responsible lifestyles.

Initiative	SDGs	Expected outcomes	KRAs	Enablers
4.1. Provide technical assistance for member councils to embed environmental considerations into their procurement guidelines.	12	<ul style="list-style-type: none"> Improved environmental outcomes through more rigorous procurement practices. 	1.5, 3.2	<ul style="list-style-type: none"> Technical support Education, information and engagement.
4.2. Continue to provide education, information and engagement targeted at member councils and the community to promote the adoption of environmentally responsible lifestyles.	12	<ul style="list-style-type: none"> Increased awareness among Local Government Areas, community and industry of responsible consumption and production practices. Increased adoption of sustainable lifestyles. 	1.5, 2.2	<ul style="list-style-type: none"> Education, information and engagement Cross-regional programs.
4.3. Advocate to potential private sector investors for investment in regional industry clusters and supply chains using a 'green growth' approach.	12, 11	<ul style="list-style-type: none"> Enhance efficient use of resources. Promote sustainable economic growth. Support 'green growth' approach to economic development. 	1.5, 2.2	<ul style="list-style-type: none"> Regional advocacy Cross-regional programs.





Strategic Objective 5: Our region addresses climate change and its impacts through mitigation and adaptation.

Initiative	SDGs	Expected outcomes	KRAs	Enablers
4.4. Provide education and information to member councils and community members on how to reduce their greenhouse gas emissions and adapt to specific climate change impacts.	13, 11	<ul style="list-style-type: none"> • Greater understanding of the risks and potential impacts of climate change. • Greater uptake of behavior change to support climate change adaptation. • Reduced greenhouse gas emissions. • Increased urban and peri-urban resilience to climate change. 	1.5, 3.1, 3.2	<ul style="list-style-type: none"> • Education, information and engagement • Technical support • Cross-regional programs • Regional advocacy • Collaboration.
5.1. Support member councils to progress climate change adaptation as per their identified requirements.	13, 11	<ul style="list-style-type: none"> • Increased resilience of urban environment, public open space and bushland to the impacts of global climate change. • Increased preparedness for climatic events and emergencies. 	1.5, 3.1	<ul style="list-style-type: none"> • Technical support • Strategic consulting • Regional advocacy • Funding.
5.2. Meet individually with member councils to identify support required to progress local climate change adaptation.	13, 11	<ul style="list-style-type: none"> • Strategic consulting / technical support requirements identified. 	1.5	<ul style="list-style-type: none"> • Technical support • Strategic consulting.
5.3. Advocate to all relevant state government bodies to increase the integration of climate change adaptation measures into policy and planning, including increased budget allocation.	13, 11	<ul style="list-style-type: none"> • Increased integration of climate change into state and local government policy and planning and increased budget allocation. • Increased funding support for regional climate change mitigation and adaptation actions. • Reduced greenhouse gas emissions. • Resilience to climate change impacts. • Increased awareness of climate change risks. 	1.5, 3.1	<ul style="list-style-type: none"> • Regional advocacy.



Strategic Objective 6: Our region protects, restores and enhances terrestrial ecosystems, addresses land degradation and prevents biodiversity loss.

Initiative	SDGs	Expected outcomes	KRAs	Enablers
6.1. Continue to build partnerships and provide technical support, research and information relating to pest, weed and pathogen control.	15, 11	<ul style="list-style-type: none"> Improved control of weeds and pathogens. Enhanced protection of biodiversity and ecological communities. Improved ecological condition of remnant bushland and foreshore areas Partnerships with researchers and industry. 	1.5, 3.2	<ul style="list-style-type: none"> Research and innovation Technical support Education, information and engagement Collaboration.
6.2. Identify funding opportunities that enable restoration of degraded land and soil, as opportunities arise.	15, 17	<ul style="list-style-type: none"> Improved terrestrial ecosystems. Improved biodiversity resilience. 	1.5	<ul style="list-style-type: none"> Technical support Funding.
6.3. Advocate and provide support to member councils to integrate ecosystem and biodiversity values into their planning, processes and budgets, in particular land use planning.	15, 17	<ul style="list-style-type: none"> Improved funding for biodiversity and ecosystem support. Improved budget and valuation processes. 	1.5, 3.1, 3.2	<ul style="list-style-type: none"> Regional advocacy Strategic consulting Technical support.



Initiative	SDGs	Expected outcomes	KRAs	Enablers
6.4. Coordinate cross-regional catchment management program (Eastern Region Catchment Management Program) to support priorities identified by member councils.	15, 6, 11	<ul style="list-style-type: none"> • Reduced rate of biodiversity decline. • Enhanced water quality. • Supported community groups. • Effective partnerships. • Increased community engagement with natural resources management. 	1.5, 3.1, 3.2	<ul style="list-style-type: none"> • Cross-regional programs • Regional advocacy • Research and innovation • Technical support • Collaboration.
6.5. Facilitate a workshop to identify priority needs for strategic consulting and technical support in relation to land use planning for biodiversity conservation. Identify and communicate the EMRC's current capacity to deliver support.	15, 11	<ul style="list-style-type: none"> • Priorities identified. • Technical and strategic support requirements identified. • The EMRC's capacity to deliver support identified and communicated to member councils. 	1.5, 3.2	<ul style="list-style-type: none"> • Strategic consulting • Technical support • Collaboration.
6.6. Continue to facilitate community, particularly youth, involvement in biodiversity conservation and stewardship.	15, 11, 17	<ul style="list-style-type: none"> • Enhanced protection of biodiversity and ecological communities. • Improved ecological condition of remnant bushland and foreshore areas. • Partnerships with community. 	1.5	<ul style="list-style-type: none"> • Education, information and engagement • Collaboration.





Strategic Objective 7: Our region contributes to the global partnership for sustainable development and achievement of relevant SDGs and targets.

Initiative	SDGs	Expected outcomes	KRAs	Enablers
7.1. Provide technical support and advocacy to member councils to develop consistent and reliable data systems in relation to environmental assets.	17	<ul style="list-style-type: none"> Reliable data to assist with decision making and resource allocation. 	1.5, 3.1	<ul style="list-style-type: none"> Technical support Regional advocacy.
7.2. Provide technical support and advocacy to member councils to implement consistent cost benefit analysis tools in relation to environmental assets.	17, 11	<ul style="list-style-type: none"> Increased availability of data and information and communications technology to support business cases. Consistent methodology and tools to support decision making and resource allocation. 	1.5	<ul style="list-style-type: none"> Technical support.
7.3. Provide information and strategic consulting to member councils to incorporate the SDGs into their governance and processes.	17	<ul style="list-style-type: none"> SDGs are incorporated into the EMRC and member council governance processes. 	1.5, 3.1, 3.2	<ul style="list-style-type: none"> Regional advocacy Strategic consulting Education, information and engagement.
7.4. Develop a methodology to assign value to environmental assets to assist member councils with environmental planning outcomes.	17, 11	<ul style="list-style-type: none"> Availability of tools for Environmental Asset Based Management. Availability of methodology to support integration of environmental considerations in planning and cost benefit analyses (Initiative 7.8). 	1.5, 3.2	<ul style="list-style-type: none"> Research and innovation Collaboration Education, information and engagement.
7.5. Increase online presence and digital engagement.	17	<ul style="list-style-type: none"> Improved communication with member councils, community and stakeholders. 	3.1	<ul style="list-style-type: none"> Education, information and engagement Regional advocacy.
7.6. Provide cross-regional networking opportunities to strengthen partnerships between member councils and with other stakeholders (e.g. state government agencies, community organisations including Aboriginal groups, Non-Government Organisations, etc).	17	<ul style="list-style-type: none"> Stronger partnerships to support better environmental outcomes. Improved information and knowledge sharing opportunities. 	1.5, 3.2	<ul style="list-style-type: none"> Cross-regional programs Education, information and engagement.

Initiative	SDGs	Expected outcomes	KRAs	Enablers
7.7. Support member councils to engage more effectively with the Aboriginal community in matters relating to environmental management.	17	<ul style="list-style-type: none"> Improved engagement and partnerships with the Aboriginal community. 	3.2, 3.3	<ul style="list-style-type: none"> Education, information and engagement Regional advocacy.
7.8. Design a theory of change and outcomes framework for the Regional Environment Strategy 2016-2020 with associated data collection and analysis to evaluate the strategy.	17	<ul style="list-style-type: none"> Effective tracking of Regional Environment Strategy 2016-2020 implementation. Improved monitoring and evaluation against environmental outcomes. 	1.5, 3.2	<ul style="list-style-type: none"> Education, information and engagement Technical Support.
7.9. Advocate to universities and Cooperative Research Centre's to encourage research to be conducted in Perth's Eastern Region (if possible in partnership with member councils / the EMRC).	17	<ul style="list-style-type: none"> Increased research / information and data available on environment within the EMRC. 	1.5, 3.2	<ul style="list-style-type: none"> Education, information and engagement Technical support Research and innovation Strategic consulting Funding.



Appendix 1 – Issues, Potential Benefits and Opportunities for Environmental Management in Perth’s Eastern Region

This Appendix outlines the important background information, issues, potential benefits and regional opportunities that were identified during the Regional Environment Strategy 2016-2020 development for each of the seven strategic objectives. These informed the development of the Regional Environment Strategy 2016-2020 initiatives.

Strategic Objective 1: Our region has sufficient and sustainably managed water resources and good water quality in rivers, wetlands and groundwater.

Key Issues:

- Declining availability of groundwater for water supply including maintenance of public open space.
- Continuing rainfall decline due to global climate change.
- Lack of fit for purpose and cost effective alternative water supplies.
- Lack of knowledge and understanding of alternative water supplies and their relative costs and benefits compared with groundwater extraction.
- Lack of resources and processes for uptake of Water Sensitive Urban Design.
- Nutrient in flows from residential, industrial and agricultural land use to rivers and wetlands.
- Non-nutrient contamination of rivers and wetlands.
- Reduced environmental water flow.
- Low water use efficiencies in some sectors, e.g. watering of public open spaces.
- Inefficient cross-sector water planning.



Potential Benefits:

- Enhanced water quality.
- Increased water use efficiency.
- Decreased reliance on groundwater extraction.
- Contribution to Western Australia's sustainable supply of fresh water.
- Enhanced resilience of public open space to decreasing water availability.
- Cross-boundary integrated water management.
- Increased community and business participation in water management.
- Protected and restored water related ecosystems.
- Water Sensitive Urban Design adopted as standard practice.

Regional Opportunities

- Continue to facilitate cross-regional catchment management programs.
- Facilitate restoration of water-based ecosystems, such as foreshore rehabilitation, wetland restoration.
- Continue partnerships for research and innovation in water efficiency and innovation such as the Cooperative Research Centre for Water Sensitive Cities.
- Support and enable the adoption of new research, tools and technologies to assist the transition to a water sensitive city.
- Undertake advocacy and enable collaboration to support greater emphasis on Water Sensitive Urban Design.
- Coordinate Local Government Areas, business and community education program on water management.
- Continue to provide a regional water management program to support the Waterwise Council program and other member council water objectives, including data management.
- Advocate for investment in water quality improvement and catchment management initiatives.
- Advocate for investment in water efficiency technology development and uptake.
- Identify new ways to encourage, promote and value best practice in water and catchment management.
- Where feasible, pursue alternative water supplies to groundwater extraction.

Strategic Objective 2: Our region adopts sustainable, affordable and modern energy sources and promotes energy efficiency.

Key Issues:

- Increasing energy costs.
- Limited availability of cost-effective and readily adoptable renewable energies.
- Rapidly changing technology.
- Limited funding available.
- Expected market reform.
- Lack of operational control of inefficient street lighting infrastructure.
- Lack of engagement with energy providers.
- Limited energy market competition.
- Energy poverty for some sectors of the community.

Potential Benefits:

- Increased adoption of cost-effective renewable energy technologies.
- Improved energy efficiency and reduced energy costs.
- Resilience to market-based energy price fluctuations.
- Decreased energy use through adoption of improved practices.
- Community energy efficiency and renewable energy uptake.
- Support for a more equitable and resilient energy market.
- Improved street lighting efficiency.

Regional Opportunities

- Capitalise on energy market changes and promote benefits such as declining cost of solar energy and battery storage.
- Develop and implement a regional renewable energy and storage trial project.
- Provide strategic consulting, education and information on renewable energy sources and storage options.
- Advocate to attract investment in the region for renewable energy installation and adoption.
- Advocate to attract investment in affordable energy efficiency technology development and uptake.
- Advocate for and seek funding to improve efficiency of street lighting.
- Coordinate Local Government Areas, business and community education programs on energy efficiency and renewable energy solutions.
- Provide timely advocacy to ensure that changes to the energy market support increased adoption of cost-effective renewable energy technologies.
- Capitalise on / implement new technology, such as flexible photovoltaics, electric vehicles, new battery storage options.

Strategic Objective 3: Our region fosters safe, resilient, resource efficient and environmentally sustainable urban areas.

Key Issues:

- Urban growth pressure.
- Lack of incorporation of environmental sustainability in planning processes, particularly for infill targets.
- Lack of awareness of social / health outcomes associated with good environmental health.
- Lack of accounting of environmental impacts in cost-benefit analyses for new developments or infrastructure projects.
- Declining water availability due to climate change and population growth.
- Lack of urban canopy.
- Vulnerability to urban heat island effect.
- Pollution generation.
- Non-nutrient contamination of land and waterways.

Potential Benefits:

- Increased integration of environmental sustainability in broader governance processes, policies and strategies.
- Enhanced environmental protection through incorporation in planning.
- Enhanced social and health outcomes.
- Reducing the environmental impacts of cities on people and the environment.
- Water Sensitive Urban Design in public open space and new developments.
- Reduced urban heat island effect.
- Safeguarding cultural and natural heritage.
- Enhanced collaborative sustainable development planning and management processes.

Regional Opportunities:

- Provide research and technical support for local urban canopy improvement/heat island effect mitigation.
- Coordinate regional urban canopy / heat island effect mitigation program.
- Increase the incorporation of environmental considerations in the EMRC, member councils and state agency's high level planning policies and strategies.
- Provide technical support and regional advocacy for Water Sensitive Urban Design.
- Advocate for 'green growth' as an approach to economic development.
- Facilitate collaborative partnerships for sustainable planning initiatives.
- Advocate for investment in urban heat island effect mitigation to improve health outcomes.
- Provide technical support and regional advocacy for climate change mitigation and adaptation actions in urban development.

Strategic Objective 4: Our region fosters responsible consumption and production patterns and promotes environmentally responsible lifestyles.

Key Issues:

- Limited awareness among community and industry of responsible practices of consumption and production, such as associations with food consumption, household and personal items / products, building materials and transport choices.
- Procurement practices do not consider the environmental credentials of contractors / suppliers.
- Lack of awareness and skills for responsible lifestyles with minimal environmental impact.

Potential Benefits:

- Increased education and awareness among Local Government Areas, community and industry of responsible consumption and production practices and sustainability of lifestyles in order to reduce environmental impacts.
- Improved environmental outcomes through more rigorous procurement practices that consider environmental responsibility of suppliers.
- Improved community engagement with responsible living.

Regional Opportunities:

- Work with member councils, local industry and business to embed environmental considerations into their management and procurement practices.
- Continue to work with member councils and regional stakeholders to prevent non-nutrient contamination of waterways.
- Coordinate a regional grant and promotion program to highlight best environmental practice in businesses in the region.
- Advocate for investment in regional industry clusters and supply chains to enhance the efficient use of resources.
- Coordinate and support community engagement and education for sustainable living.

Strategic Objective 5: Our region addresses climate change and its impacts through mitigation and adaptation.

Key Issues:

- Declining water availability.
- Increased heat stress on the natural and urban environment.
- Increased frequency and magnitude of extreme weather events.
- Some public open space lacks resilience to the impacts of climate change.
- Some urban environments / infrastructure lack resilience to the impacts of climate change.
- Increasing maintenance and damage rectification costs.
- Limited capacity of remnant bush land to naturally adapt to climate change impacts.
- Contribution to global greenhouse gas emissions and climate change through energy use.
- Movement of species due to climate change impacts to natural habitat.
- Lack of inclusion of climate change risks into planning processes and policy.
- Increased health risks.

Potential Benefits:

- Reduced greenhouse gas emissions from energy use (linked to actions under SDG 8).
- Contribution towards global and national greenhouse gas emissions reduction targets.
- Increased resilience of urban environment, public open space, and bushland to the impacts of global climate change.
- Better managed health risks and awareness of climate change.
- Increased resilience and capacity to climate related hazards and disasters.
- Integration of climate change into policies, strategies, planning documents and processes.
- Increased community understanding of climate change impacts.
- Contributing towards greenhouse gas emissions reduction targets associated with the Global 'Paris Agreement' (2015 United Nations Climate Change Conference - Conference of the Parties - COP21).

Regional Opportunities:

- Provide strategic and technical support, advocacy and information to support climate change adaptation.
- Increase the integration of climate change adaptation measures into policy and planning.
- Provide information to member councils and community of climate change mitigation and adaptation pathways.
- Advocate for the inclusion of climate change measures into national policies, strategies and planning.
- Coordinate Local Government Areas, community and business engagement and education on climate change risks and impacts.
- Advocate for investment in climate change mitigation and adaptation.
- Assist member councils, industry and community to implement fossil fuel divestment.
- Coordinate technical and financial support for member councils to implement climate change initiatives, including data management.





Strategic Objective 6: Our region protects, restores and enhances terrestrial ecosystems, addresses land degradation and prevents biodiversity loss.

Key Issues:

- Threats to the persistence of native species due to invasion of pathogens and weeds.
- Threats to bushland and peri-urban land uses from bushfires.
- Threats to biodiversity and ecological communities due to urban growth pressure.
- Degraded ecosystems, such as remnant bushland, foreshore areas.
- Lack of integration of ecosystem and biodiversity protection.
- Declining availability of bush land and public open space due to land clearing.
- Increased use pressure on remaining remnant bushland.
- Native tree decline.
- Biodiversity loss.

Potential Benefits:

- Improved integrated management of weeds and pathogens.
- Enhanced protection of biodiversity and ecological communities.
- Improved ecological condition of remnant bushland and foreshore areas.
- Enhanced resilience of ecological and urban communities to bushfires.
- Conservation and restoration of ecosystems and biodiversity.
- Integration of sustainable land management into all levels of governance.

Regional Opportunities:

- Advocate for stronger planning for biodiversity conservation within cities and peri-urban areas.
- Continue to build partnerships for research and information relating to pest, weed and pathogen control.
- Continue to build partnerships for research and information relating to conservation and management of native flora and fauna.
- Coordinate and support activities that enable restoration of degraded land and soil.
- Integrate ecosystem and biodiversity values into member council planning, processes and budgets.
- Advocate for greater consideration of ecosystem and biodiversity values in national policies, strategies and planning.
- Continue to coordinate and facilitate community, particularly youth, involvement in biodiversity conservation and stewardship.
- Advocate for a developers contribution towards enhanced public open space availability.

Strategic Objective 7: Our region contributes to the global partnership for sustainable development and achievement of relevant SDGs and targets.

Key Issues:

- Limited awareness of the SDGs and their relevance in the Australian context.
- Limitations in availability of data and information communication technology, such as ability to prepare business cases.
- Lack of consistent cost benefit analysis methodology and tools to assist in cost benefit analysis to allocate scarce resources to environmental management / services.
- Insufficient current use of social media to engage with stakeholders.
- Lack of capacity and tools to monitor and evaluate progress towards desired environmental outcomes.

Potential Benefits:

- SDGs are incorporated into the EMRC's and member council's governance processes.
- Increased promotion of sustainable development.
- Increased availability of data and information communication technology to support business cases.
- Consistent methodology and tools to support decision making and resource allocation.

- Improved monitoring and evaluation against environmental outcomes.
- Development of innovative and stronger partnerships to support better environmental outcomes.
- More effective, accountable and inclusive institutions at all levels through online presence.
- Increased digital presence resulting in new follows and sharing of information to previously not captured audience.

Regional Opportunities:

- Support the inclusion of the SDGs into member councils' governance and processes.
- Continue to implement regular programs and networking opportunities to strengthen partnerships between member councils and with stakeholders.
- Coordinate or facilitate the development of consistent cost benefit analysis tools and data systems for member councils and partners to support environmental management.
- Increase online presence and use of digital media for all initiatives.
- Coordinate or facilitate community interaction with local government to achieve goals and targets.
- Enhance partnerships with universities and cooperative research centres).
- Potential for EMRC to assist with preparing business cases.





Appendix 2 – Regional Environment Strategy Development Process

The EMRC contracted SDF Global Pty Ltd (SDF) to assist with the development of the Regional Environment Strategy 2016-2020. The development process was informed by desktop research and analysis and a series of stakeholder consultations guided by interim discussion outputs.

- **Research and Analysis:** The SDF team undertook a desktop analysis in order to establish the context relating to the natural environment of Perth's Eastern Region, including the assets that are present, environmental management concerns and existing priorities of key stakeholders and any gaps in the existing strategic framework relating to these environmental assets and / or concerns. A desktop analysis report was produced and provided to the EMRC and stakeholders to stimulate discussion. A detailed list of references is also recorded in that document. Research and analysis continued throughout the development of the draft *Regional Environment Strategy 2016-2020* to ensure capture of rapidly arising innovations in the environmental management sector.
- **Individual Stakeholder Consultation:** Key representatives of the EMRC's member councils were contacted individually to discuss what they have valued about the EMRC Environmental Services support to date; their current and future priority environmental services and activity needs; structure of the EMRC; and what other support the EMRC could provide for them into the future. Other stakeholders including Natural Resource Management groups, universities and government departments were also contacted and provided opportunity for interviews or meetings.



- **Environmental Services Staff Workshop:** A round table meeting was held with staff and management from the EMRC’s Environmental Services team. An internal discussion paper was sent prior to the meeting outlining global trends in environmental management including, the SDGs, climate change, green growth and renewable energy. The paper also outlined other considerations from initial feedback with stakeholders. This round table provided an opportunity for the EMRC to openly discuss what was working and what needed to be improved or eliminated in the future. It also introduced discussion on how the EMRC could contribute to environmental management in line with global trends and emerging initiatives
- **Stakeholder Workshop:** An interactive workshop was held in May 2016, attended by representatives from the EMRC’s member councils, the EMRC Environmental Services team and other key stakeholders such as government agencies and community groups with an interest in management of the environment in Perth’s Eastern Region. The workshop focused on confirming the support to date that was valued by stakeholders; discussion on current and emerging global trends; and identifying current challenges and future needs.
- **Workshop Outputs:** Two workshop outputs were produced, a ‘Workshop Proceedings’ which summarised the discussions and data gathered at the workshop and a ‘Discussion Note’, which was designed to stimulate further discussion, particularly among key stakeholder representatives who were not able to attend the workshop. This output included a link to an online survey which invited more specific input on the types of support that stakeholders would like to see in particular focus areas.
- **Draft Regional Environment Strategy Development:** Based on the data collected to this point as well as some further consultation and research, the SDF team developed the first draft *Regional Environment Strategy 2016-2020*.
- **Stakeholder Workshop to Review Draft Regional Environment Strategy:** Held on 20 July 2016 the workshop introduced the format of the *Regional Environment Strategy 2016-2020* and how the identified challenges and vision for Perth’s Eastern Region led to the development of seven strategic objectives. These strategic objectives aligned with seven of the SDGs and initiatives and expected outcomes were placed under each objective. Stakeholders provided feedback and indicated their level of interest or potential involvement with each initiative.





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11.3 REGIONAL SERVICES FUNDING MODEL

REFERENCE: D2016/15900 (CEOAC) – D2016/17160

PURPOSE OF REPORT

The purpose of this report is to present to Council, for its consideration, funding model options for the delivery of the Regional Services Directorate programs, to take effect from 1 July 2017.

KEY ISSUE(S) AND RECOMMENDATION(S)

- The funding model has been reviewed on numerous occasions since April 1999, when the first funding model for delivery of Regional Development activities was considered.
- Since that time Council has been presented with various funding options for Regional Services, including funding being provided: solely by member Councils; solely by the EMRC; by a mix of member Council and EMRC; and by a levy on member Council landfill tonnage rates.
- The current funding model for regional development activities has been a mix of EMRC, member Council, non-member Council and grant funding, with the member Council portion being shared on a 'one-third' basis whereby one third was shared equally between member Councils, one third shared according to rate revenue and one third shared according to population.
- The CEOAC, at its September 2015 meeting, suggested that a review be undertaken of the current Regional Services funding model to ensure it was still flexible and relevant enough to meet the diverse needs of member Councils and the EMRC.
- Council, at its December 2015, supported the development of a Regional Services Funding Model Paper for the purpose of initiating discussion and gaining a consensus on the most appropriate funding model for member Councils and the EMRC to become effective from 1 July 2017.
- Funding model options have been explored and are provided within this report for consideration.

RECOMMENDATION(S)

That Council supports Option as the preferred funding model for member Councils and the EMRC to deliver Regional Services, to become effective from 1 July 2017.

SOURCE OF REPORT

Director Regional Services

BACKGROUND

The East Metropolitan Local Authorities Group (EMLAG) was established in 1991 to deliver regional initiatives and economic development services. The activities of EMLAG were formally amalgamated with the EMRC under the terms of the Establishment Agreement 1998 (the Agreement).

Schedule 1 of the Agreement includes environmental services and regional, economic and community development as continuing projects and services. The Agreement also states that in the case of continuing projects and services...*“the contribution of each participant shall be determined by the EMRC after consultation with the participants”*...



Item 11.3 continued

At the 29 April 1999 meeting, Council considered a basic funding mechanism for regional development activities (Ref: DMDOC/104165), including the following options:

- Option 1: Total Funding by Member Councils
- Option 2: Total Funding by EMRC
- Option 3: Member Council/EMRC Mix of Funds
- Option 4: Levy on member Council Landfill Tonnage Rate

Council resolved:

“THAT AS PREVIOUSLY AGREED, 100% OF THE REGIONAL DEVELOPMENT ADMINISTRATION COSTS BE FUNDED OUT OF EMRC FUNDS.

THAT OPTION 3 - MEMBER COUNCIL/EMRC MIX FUNDS, BE ENDORSED.”

The member Council and EMRC mix of funds has evolved over time and currently reflects only a portion of Regional Development costs being shared by member councils.

At the 27 April 2000 meeting, Council reviewed the member Council/EMRC funding mix for Regional Development projects and resolved that where a funding mix was to be adopted that (Ref: DMDOC/9984):

“THE EXISTING FORMULA BE REPLACED WITH VERSION 3, THAT IS, ONE THIRD OF THE REQUIRED AMOUNT BE SHARED EQUALLY BETWEEN THE SIX (6) MEMBER COUNCILS, THE SECOND THIRD BE SHARED PROPORTIONATELY ACCORDING TO RATE REVENUE AND THE FINAL THIRD BE SHARED PROPORTIONATELY ACCORDING TO POPULATION”.

In order to improve the project development and funding process, Council at its 2 December 2004 meeting resolved to:

“1. ESTABLISH A REGIONAL DEVELOPMENT STRATEGY (PROJECT) THRESHOLD OF \$50,000 ABOVE WHICH MEMBER COUNCIL CONTRIBUTIONS WOULD BE CONSIDERED FOR THOSE STRATEGIES THAT BENEFIT THE REGION AND IT IS CONSIDERED THAT MEMBER COUNCIL OWNERSHIP AND COMMITMENT IS REQUIRED.

2. THAT THE FOLLOWING RESOLUTION FROM 27 APRIL 2000 MEETING OF COUNCIL CEOAC REPORT ITEM 5 BE REAFFIRMED:-

“THAT THE EXISTING FORMULA BE REPLACED WITH VERSION 3, THAT IS, ONE THIRD OF THE REQUIRED AMOUNT BE SHARED EQUALLY BETWEEN THE SIX (6) MEMBER COUNCILS, THE SECOND THIRD BE SHARED PROPORTIONATELY ACCORDING TO RATE REVENUE AND THE FINAL THIRD BE SHARED PROPORTIONATELY ACCORDING TO POPULATION.

NOTE: VERSION 3 MEMBER COUNCIL/EMRC MIX OF FUNDS”. (Ref: DMDOC/105667)

At its meeting of 8 December 2005, Council further considered funding for Regional Development projects for the 2006/2007 financial year and resolved that (Ref: DMDOC/48566):

“THE EMRC FUNDS REGIONAL DEVELOPMENT PROJECTS UP TO THE VALUE OF \$50,000 SUBJECT TO AGREEMENT BY EMRC AND MEMBER COUNCILS ON FUNDING PRIORITIES AND BUDGETS.”



Item 11.3 continued

At its meeting of 13 December 2007, Council resolved as follows (Ref: Committees-7038):

“THAT:

- 1. COUNCIL ACCEPT THE PROPOSED FUNDING FRAMEWORK FOR REGIONAL SERVICES PROJECT AND SERVICE DELIVERY.*
- 2. THE PROPOSED FUNDING FRAMEWORK FOR REGIONAL SERVICES BE USED TO ASSIST WITH FUNDING ARRANGEMENTS FOR ANY NEW PROJECTS IN THE STRATEGIC PLAN WORKSHOP PLANNED ON 8 MARCH 2008.”*

The 2007 funding framework referred to in the above Council resolution identified four funding categories including: full cost recovery from member Councils or others; partial cost recovery; fully funded by EMRC and administration costs to be funded by EMRC.

The 13 December 2007 Council report (Ref: Committees-7038), also highlighted that in addition to the member Councils agreed annual contributions based on the one-third; one-third; one-third formula an annual 5% CPI adjustment should apply. This formula was endorsed by the EMRC Council in December 2007.

Following the strategic planning workshop held on 10 September 2015, the CEOAC suggested a review be undertaken of the current Regional Services funding model and delivery to ensure it was relevant and flexible enough to meet the diverse needs of member Councils and the EMRC.

REPORT

Council, at its meeting of 3 December 2015 (Ref: D2015/19327) considered a Regional Services Funding Model Paper which was supported for the purpose of initiating discussion and gaining a consensus on the most appropriate funding option for member Councils and the EMRC to become effective from 1 July 2017. The Paper included various options to apportion the funding including a strategy based model, tonnages model, a model funded entirely by the EMRC or leaving the status quo to remain for 2017/2018 and 2018/2019.

Regional Development funding includes member Council's annual contributions based on the one-third; one-third; one-third; funding model that has been in existence since 2000. Member Council contributions fund a portion of the project delivery costs with a portion of activities funded through grants and sponsorship and the EMRC.

Strategies and activities delivered by the Regional Development business unit include:

- Promote and encourage sustainable economic development in the Region;
- Facilitate key regional events and manage the perthtourism.com.au website;
- Apply for grant funding of a regional nature;
- Facilitate integrated transport planning initiatives to provide an efficient, safe and integrated regional transport network;
- Integrate active transport information and behavioural approaches into broader transport, land use planning and community development policies;
- Undertake research activities and develop partnerships relevant to the region; and
- Advocate for regional issues and opportunities to maximise the benefits for member Councils and communities.

The funding model for Environmental Services differs from the Regional Development model in that a portion of staff are funded by the EMRC with the remainder of staff being funded by an external party e.g. Department of Parks and Wildlife, grant funding, member Councils and/or via consultancy costs to non-member Councils.



Item 11.3 continued

Strategies and activities delivered by Environmental Services business unit include:

- Regional Environment Strategy related projects including regional grants and advocacy;
- Eastern Region Catchment Management Program (ERCMP);
- Future Proofing Climate Change Program;
- Understanding and Managing Flood Risk Project;
- Achieving Climate Emission Reductions (ACER) Program;
- Water Quality and Conservation Program including the Cooperative Research Centre for Water Sensitive Cities; and
- Swan and Helena Rivers Management Framework.

The Regional Services directorate currently comprises of 13.6FTEs who between them have a wide range of expertise and experience to deliver the agreed programs. In addition to this, the Environmental Services team work with 1,700 volunteers, who contribute around 30,000 hours per annum, which adds significant value and benefits to member Councils.

The review of the funding model for Regional Services came about as a result of a request from the CEOAC to enable more effective longer term planning, resourcing and implementation of services/activities/projects in line with EMRC and member Council expectations.

Over the past few years there has been an increasing propensity for member Councils to opt in and out of programs. This has the potential to incur greater costs for those Councils remaining in a program and may have an adverse impact on attracting regional grants if the 'regional' aspect is diluted.

Proposed Funding Model

These options in brief are:

1. Option 1 - The 'status quo' to remain for 2017/2018 and 2018/2019 whereby funding continues as business as usual, retaining the current level of service. Contributions continue to be a mix of member Council contributions, grant funding and EMRC contributions.
2. Option 2 –A 'lump sum' allocation whereby the EMRC funds the Regional Services Directorate to deliver programs based on an agreed amount.
3. Option 3 - A 'strategy based' funding model whereby the member Councils would fund an agreed amount to deliver on the objectives of the regional strategies:
 - Regional Environment Strategy 2016 – 2020;
 - Regional Economic Development Strategy –2017 – 2021; and
 - Regional Integrated Transport Strategy –2017 – 2021.

Refer to the attachment for the Regional Services Funding Model Options which outlines each option in greater detail (Ref: D2016/15902).

Given that the EMRC is currently out to tender for a Resource Recovery Facility (RRF) for the member Councils and the contract model is yet to be determined and hence the impact on waste operations and future income generation is unknown at this point in time, it may be appropriate to maintain the status quo for the Regional Services funding model for at least the next financial year or two i.e. even if the model is changed for 2017/2018 it may require a further review once the RRF tender has been awarded.



Item 11.3 continued

STRATEGIC/POLICY IMPLICATIONS

Key Result Area 1 – Environmental Sustainability

- 1.5 To contribute towards improved regional air, water and land quality and regional biodiversity conservation
- 1.6 To address climate change issues within the region

Key Result Area 2 – Social Opportunities

- 2.1 To facilitate regional cultural and recreational activities

Key Result Area 3 – Economic Development

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

Key Result Area 4 – Good Governance

- 4.1 To provide advice and advocacy on issues affecting Perth's Eastern Region
- 4.2 To manage partnerships and relationships with stakeholders

FINANCIAL IMPLICATIONS

The funding to facilitate Regional Services projects and services is developed and agreed with member Councils as part of the annual budget process and included in the annual EMRC operating budget.

SUSTAINABILITY IMPLICATIONS

The Regional Services Directorate operates to pursue environmental, economic and social outcomes for Perth's Eastern Region. In pursuit of these objectives, environmental considerations are also integrated wherever possible in all activities undertaken by the Directorate.

MEMBER COUNCIL IMPLICATIONS

Member Council

Town of Bassendean
City of Bayswater
City of Belmont
Shire of Kalamunda
Shire of Mundaring
City of Swan

Implication Details

Financial implications will apply to participating member Councils as per the agreed Funding Model.

ATTACHMENT(S)

Regional Services Funding Model Options (Appendix 1) (Ref: D2016/17161)



Item 11.3 continued

VOTING REQUIREMENT

Simple Majority

RECOMMENDATION(S)

That Council supports Option as the preferred funding model for member Councils and the EMRC to deliver Regional Services, to become effective from 1 July 2017.

Discussion ensued

The Director Regional Services provided an overview of the report and a detailed presentation on the various options for the Regional Funding Model.

The following points were raised and discussed:

- The positives and negatives of each option;
- The current issues with member Councils opting and opting out of projects; and
- That actual contractual agreements could be drawn up to formalise each member council's commitment to the projects they have agreed to participate in.

The CEOAC members concluded that Option 1 (business as usual) for the period of 2017/2018 and 2018/2019 was the preferred option and amended the recommendation accordingly. This would allow time for the resource recovery facility contract model to be finalised and any impacts on waste operations and future income generation to be determined.

CEOAC ALTERNATIVE RECOMMENDATION(S)

MOVED MR THROSSELL SECONDED MS HARDY

That Council supports Option 1 as the preferred funding model for member Councils and the EMRC to deliver Regional Services, to become effective from 1 July 2017 for the 2017/2018 and 2018/2019 financial years.

CARRIED UNANIMOUSLY

COUNCIL RESOLUTION(S)

MOVED CR SECONDED CR

REGIONAL SERVICES DIRECTORATE FUNDING OPTIONS

The following funding options are based on the Directorate as a whole with some slight variations as to the current differences in operating and funding the two business units within Regional Services (Regional Development and Environmental Services).

FUNDING MODEL OPTIONS	DETAIL	POSITIVES	NEGATIVES	COST TO MEMBER COUNCILS (MCs)
<p>1 – Retain the current level of service and current budget allocations for 2017/2018 and 2018/2019 (except for a CPI increase)</p>	<p>Continue existing service delivery and budget allocations without major change until such time as the Resource Recovery Park is operational and Council has a clearer picture of the income being derived from all waste activities.</p> <p>The current model includes staff being funded as follows:</p> <ul style="list-style-type: none"> • Regional Services EMRC continues to fund the Director and Administration Officer (2 x FTE). • Regional Development (RD) EMRC continues to part fund 2 Project Officers. Member Councils (MCs) fund a portion of the RD costs under the 1/3; 1/3; 1/3 arrangement. • Environmental Services (ES) EMRC continues to fund the Manager and 1 Project Officer; Department Parks and Wildlife (DPaW) continues to fund 1 FTE; Lotterywest continues to fund 1 FTE. All other positions (5.6 FTEs) are funded via a mix of MCs, EMRC, grant funding and non-MC. ES direct costs are also funded by a mix of the above. • Continue to seek external grant funding at every opportunity and to seek contributions from non MCs for consultancy work. • Continue to explore regional opportunities including emerging trends. • EMRC continues to fund 100% of administration costs identified in Corporate Services and to continue to fund advocacy. 	<ul style="list-style-type: none"> • Allows staff to continue operating on a business as usual basis for 2017/2018 and 2018/2019. 	<ul style="list-style-type: none"> • Does not result in any cost savings from an EMRC perspective. • It makes program delivery more challenging when only a few MCs support individual programs. • Lack of certainty for programs that go across more than one financial year. • Shortfall in funding may arise when MCs withdraw. • Potential loss of grant funding if lack of regional participation. 	<ul style="list-style-type: none"> • Cost to MCs similar to existing contributions and cover a portion of salaries, on-costs and direct costs in Environmental Services. • 2 positions funded by other agencies (DPAW and Lotterywest). 4 FTEs funded by EMRC and 7.6 FTEs fully funded by a mix of EMRC, MCs, grant funding, non-member councils. • Member Council contributions ex GST for projects they support for 2016/2017 is as follows: <ul style="list-style-type: none"> Bassendean \$68,282 Bayswater \$51,719 Belmont \$84,198 Kalamunda \$44,744 Mundaring \$97,181 Swan \$80,372 <p>Total = \$426,496- 2016/2017</p> <p>Note – CPI increase would apply for future years.</p>

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FUNDING MODEL OPTIONS	DETAIL	POSITIVES	NEGATIVES	COST TO MEMBER COUNCILS (MCs)
Option 2 – Lump Sum Allocation– No MC contributions required	<ul style="list-style-type: none"> The funding would be by way of a set allocation from the EMRC budget. The agreed budget would then be allocated and apportioned to deliver the Regional Services programs and projects that align with the EMRC strategies and objectives. Under the current budget to retain existing services the lump sum allocation would need to be similar to the 2016/2017 budget. Regional Services budget = \$2,382,584 Less Grant funding - \$640,662 Less other contributions - \$91,584 Less MC contributions - \$426,496 EMRC contribution \$1,223,842 (includes \$214,600 for Advocacy) 	<ul style="list-style-type: none"> This would alleviate the need for MCs to fund EMRC projects through their own operational budgets. This would save time and allow staff to concentrate on project delivery without the need to go back and forth regarding contributions, purchase orders and invoices between the EMRC and MCs. This would provide some consistency and certainty for EMRC staff and for programs that go across more than 1 financial year. 	<ul style="list-style-type: none"> There would be less EMRC funds available to go into reserves. 	<ul style="list-style-type: none"> Cost to member Councils would be that equity would be reduced by the amount the member Councils are currently contributing (\$426,496). Once the Resource Recovery Facility becomes fully operational another review will be required.
Option 3 - Strategy Based Model	<ul style="list-style-type: none"> The three strategies (excluding Advocacy) for 2016-2020 include: <ul style="list-style-type: none"> Regional Integrated Transport Strategy; Regional Economic Development Strategy; and Regional Environment Strategy. MCs to commit to the strategies. 	<ul style="list-style-type: none"> Longer term commitment from MCs allowing for actions to be implemented in accordance with the new strategies for the period 2016-2020. Deliver what is agreed by both EMRC and MCs with adoption of the strategies and through consultation with the relevant advisory groups. Ability to plan for the life of a strategy by MCs committing to this model. Greater flexibility for EMRC staff on the delivery of actions. Retain the knowledge base of existing staff. 	<ul style="list-style-type: none"> May be more difficult to cater for any new emerging issues as strategies are across multiple years. 	<p>Options for funding could include:</p> <p>Fixed costs for delivery of priorities in each strategy to be shared between MCs. An example of fixed costs is shown below but another figure could be struck for each MC:</p> <p>Environment \$45,000 Economic Development \$15,000 Transport \$12,000</p> <p>Annual CPI might also need to be factored in.</p> <p>Note: any additional external consultancy work that might be required to deliver on priorities would require additional funding from participating MCs.</p>

- * MCs - member Councils *RD – Regional Development *ES – Environmental Services *RS – Regional Services *DPaW – Department Parks and Wildlife
- * All models include ongoing consultation with member Councils particularly through the regional advisory groups; Economic Development Officers Group, Regional Environmental Advisory Group, Events groups, Regional Integrated Transport Strategy Implementation Advisory Group.
- * Corporate Services costs and advocacy costs continue to be funded by the EMRC.
- * All models would continue to seek external funding and sponsorship wherever possible.



11.4 ITEMS CONTAINED IN THE INFORMATION BULLETIN

REFERENCE: D2016/14577

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

1. REGIONAL SERVICES

- 1.1 REGIONAL SERVICES ACTIVITY REPORT JULY 2016 TO SEPTEMBER 2016
(Ref: D2016/15509)
- 1.2 UNDERSTANDING AND MANAGING FLOOD RISK IN PERTH'S EASTERN REGION –
FINAL REPORT FOR THE NATURAL DISASTER RESILIENCE PROGRAM
(Ref: D2016/14522)
- 1.3 RESEARCH ADVISORY PAPER TO GUIDE THE REGIONAL INTEGRATED TRANSPORT
STRATEGY 2017-2021 DEVELOPMENT (Ref: D2016/15936)
- 1.4 REGIONAL YOUTH RESEARCH ADVISORY PAPER (Ref: D2016/15938)

RECOMMENDATION

That the Chief Executive Officers Advisory Committee notes the items contained in the Information Bulletin.

CEOAC RESOLUTION

MOVED MR THROSSELL SECONDED MR JARVIS

THAT THE CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE NOTES THE ITEMS CONTAINED
IN THE INFORMATION BULLETIN.

CARRIED UNANIMOUSLY



12 REPORTS OF DELEGATES

Nil

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

Nil

14 GENERAL BUSINESS

14.1 EVENTS IN THE REGION

19 November 2016 Town of Bassendean Sandy Beach Reserve Concert

14.2 OTHER GENERAL BUSINESS

Nil

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

Nil

16 FUTURE MEETINGS OF THE CHIEF EXECUTIVE OFFICERS ADVISORY COMMITTEE

The next meeting of the Chief Executive Officers Advisory Committee will be held on **31 January 2017** at the EMRC Administration Office, 1st Floor, 226 Great Eastern Highway, Belmont WA 6104 commencing at 12:30pm with lunch at 12noon.

Future Meetings 2017

Tuesday	31	January	at	EMRC Administration Office
Tuesday	7	March (informal) *	at	Shire of Kalamunda
Tuesday	4	April	at	EMRC Administration Office
Tuesday	2	May (informal)	at	Shire of Mundaring
Tuesday	6	June *	at	EMRC Administration Office
Tuesday	4	July (informal)	at	City of Belmont
Tuesday	8	August	at	EMRC Administration Office
Tuesday	5	September (informal)	at	Town of Bassendean
Tuesday	3	October (if required)	at	EMRC Administration Office
Tuesday	14	November	at	EMRC Administration Office

* Please note the Monday prior to the March (informal) and June meetings is a Public Holiday.

17 DECLARATION OF CLOSURE OF MEETING

There being no further business the meeting was closed at 2:00pm.