

11 July 2011

Hon John Day, MLA
Minister for Planning
13th Floor, Dumas House
2 Havelock Street
West Perth WA 6005

Dear Minister

Directions 2031 – Recommendations for Successful Implementation

Thank you for providing the opening address at the Committee for Perth *Successfully Implementing Directions 2031* forum. Your address and the release of the Capital Cities Planning Framework were instrumental in setting the scene for a positive and solutions focused event.

As a whole, the forum highlighted the critical importance of successfully implementing *Directions 2031*. If well implemented, this strategy has the potential to unite *government*, community and the private sector and be remembered as a turning point for the sustainability and liveability of future Perth. However, it is also evident that some of the strategy's content remains controversial and therefore, if not well implemented or if implemented only in part, it has potential to cause division and dissent.

The aim of the forum was to assist government in identifying the best mechanisms for implementing *Directions 2031*, because we believe that ensuring this strategy is well implemented is in the long term best interests of Perth.

Following is a summary of the issues and suggestions/recommendations raised at the forum and through the post-forum survey completed by 93 of the 300 forum attendees. We believe they contain some excellent ideas for the successful implementation of the strategy, which are supported by the findings of Committee for Perth research.

The top five key issues (most important issues identified through the post-event survey) for successful implementation of the strategy are:

1. **Collaboration and regional co-operation** – the need for state and local government to work together to enable implementation of the strategy across the region i.e. collaboration rather than competition (supported by 95% of survey respondents).
2. **Integrated land use and transportation planning.** (Supported by 94% of survey respondents)
3. **Provision of high quality public transport** – the recommendations of speakers specifically included the need for new light rail and rail and this was supported by the survey (supported by 93% of survey respondents).
4. **Community engagement and consensus** – the recommendations of speakers and attendees have identified a need for two distinct processes: one local process which aims to seek community consensus on the future of specific local authority areas, similar to that undertaken in South Perth (supported by 83% of survey respondents); and a second regional process which would aim to develop an integrated, shared vision for the whole of metropolitan Perth (supported by 89% of survey respondents).
5. **Getting the activity centres right** – location; activities and services; infrastructure and zoning (supported by 79% of survey respondents).

This letter focuses on these as the primary issues of importance for the implementation of *Directions 2031*. Recommendations to address each of these issues are outlined in Table 1 *Recommendations* below.

To assist in your consideration and assessment of the recommendations, we have provided some discussion which draws on the post-forum survey responses and previous research undertaken by the Committee for Perth.

Of specific importance to the Committee for Perth is the issue of preparing a regional ‘vision for Perth’. The Committee for Perth has been advocating for a regional vision since its inception five years ago and has undertaken substantial research and background work to progress the idea. We would strongly support government endorsement of a regional vision process and this document provides some recommendations regarding how this process could be progressed. It is our view that the regional vision process should be a separate one to the public participation process for *Directions 2031*, and should build on the work already undertaken by the Alliance Group which has been a collaborative effort between the Department of Planning and the Committee for Perth.

It is further noted that another issue which was raised at the forum and in attendee responses are the conservative figures on which *Directions 2031* is based. The Committee for Perth submission on the strategy urged the department to consider the use of ABS projections, which we believe are the most robust projections for the state. The use of conservative estimates is not in the best interests of the strategy, because it raises the likelihood that the strategy will fail to keep pace with growth – and quickly become irrelevant. We believe that, in order to ensure the strategy retains relevance, high growth scenarios should be considered. It is also suggested that, if conservative figures are used, the strategy is regularly reviewed and appropriately amended if actual population growth exceeds the strategy’s projections.

Table 1: Recommendations

Issue	Recommendation/s	Discussion
Collaboration and Regional Co-operation	<ol style="list-style-type: none"> <li data-bbox="440 947 760 1677">1. Establishment of a regional implementation board/body. 	<p>The establishment of a metropolitan implementation body is supported by Committee for Perth research, which has found that regional strategies that have been successfully implemented – such as Vancouver’s Liveable Region Strategy - have been delivered through a regional body (Metro-Vancouver in the case of Vancouver). Our research into successful city governance structures (as part of the process of Local Government Structural Reform) concluded that metropolitan regions need formal organisation to enable them to explicitly focus on regional growth and economic development.</p> <p>See: http://www.committeeforperth.com.au/local%20government%20reform%2030.09.09.pdf</p> <p>Failure to establish a dedicated mechanism for regional implementation could lead to implementation failures. An example of this is Melbourne 2030 which suffered from tension between state and local government and inherent tensions within the plan itself, which, without a clear leadership body, frustrated implementation of the strategy. To address this, the Victorian government has recently established a dedicated implementation board to drive the strategy’s implementation.</p>
Integrated land use and transportation planning	<ol style="list-style-type: none"> <li data-bbox="440 1677 760 1917">2. Prepare an integrated Implementation Plan for <i>Directions 2031</i> and the Transportation Strategy. <p>This plan would provide a detailed schedule of actions,</p>	<p>The post event survey respondents very strongly supported an integrated land use and transportation planning approach (95%) and also strongly supported the suggestion of an integrated infrastructure plan to enable the implementation of <i>Directions 2031</i>.</p> <p>However a number of respondents also commented on the need for an implementation plan which provides the detailed</p>

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	<p>timing and funding options for the implementation of both strategies and for other infrastructure requirements.</p>	<p>actions, timing and funding options to enable land use change and infrastructure provision (including transportation infrastructure). This recommendation, prepared and implemented by the regional body (as suggested in Recommendation 1) would provide a very strong basis for integrated land use and infrastructure planning across the region.</p>
<p>Provision of high quality public transport</p>	<p>3. That the Transportation Strategy and any integrated D2031/transportation implementation plan provides for the provision of high quality new public transport, including light rail and rail.</p>	<p>As you are aware, there is a very substantial body of national and international research that supports the role of public transport, particularly light rail and rail in developing sustainable, liveable cities; in enabling higher-density, transit oriented development, and as part of place-making. It is evident that higher infill rates and densification in some areas will not occur, or will not be viable or successful without access to high quality public transport.</p> <p>The recent Committee for Perth research report '<i>Perth's Rail Transformation</i>' highlights Perth's passenger rail history; the strong community support that exists for rail in Perth; and high rail patronage that Perth's existing system enjoys. We believe that this supports the case for commitment to new light rail and rail infrastructure to assist in achieving the Directions 2031 vision. A copy of the report is available on the Committee for Perth website: www.committeeforperth.com.au</p>
<p>Regional vision</p>	<p>4. That a process is finalised and initiated for preparation of a regional vision for Perth. The process should build on the work already undertaken by the Alliance Group.</p> <p><i>*See explanation provided on page 5 of this document.</i></p>	<p>The Committee for Perth have been strong advocates for a regional vision for Perth for the last 5 years. Previous research undertaken by the Committee for Perth on regional visions can be viewed at: http://www.committeeforperth.com.au/research</p> <p>We believe that the process for preparing a regional vision needs to be separate process to the process of community engagement for Directions 2031. This is because a regional vision is a high level, integrated vision for the whole region rather than one that is linked to one particular strategy document. However having a regional vision should assist in building community consensus regarding the future of the city and region -and there assist in the preparation and implementation of regional strategies.</p> <p>The Committee for Perth has been an active member and funder of the visioning work undertaken by the Alliance Group last year. This group has done substantial work to progress the preparation of a regional vision and we believe that any public process to develop a regional vision should build on this work.</p> <p>A more detailed overview of the role of regional visions, the work completed by the Alliance Group to date and the recommended process for progressing a regional vision is outlined at the rear of this document (pages 7 to 10) entitled '*Preparing a regional vision for Perth'.</p> <p>The Committee for Perth is co-funding a visit to Perth by Steven Ames who was the lead consultant on the City of South Perth's visioning process and also the architect of the vision for Portland, Oregon. Members of the Alliance Group will be</p>

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		<p>invited to attend the session on 17 August along with other relevant stakeholders to hear about his experience in developing authentic region wide visions. I understand a private meeting with you has been ear-marked during his visit.</p>
<p>Community engagement and consensus</p>	<p>5. That a Directions 2031 Public Participation/ Community Engagement Strategy is prepared. The strategy should identify processes, tools and funding for regional and local level engagement.</p>	<p>We believe that a community engagement and consensus building strategy is essential for successful implementation of Directions 2031. This view was shared by 83% of survey respondents. Processes and techniques for community visioning and participative democracy are well established in Australia and there is extensive literature, guides and handbooks available on the issue as well as experienced practitioners who can provide guidance on the subject.</p> <p>There is no doubt that high quality community engagement can assist in building community consensus to enable change and can also help to give the 'silent majority' a voice in decision making processes.</p> <p>Evidence also suggests that without good quality public participation, strategy implementation often fails. The majority of the community need to understand a strategy and have a chance to have meaningful input into it before they will support it. Without either understanding or providing opportunities for constructive debate; community opinion can be easily dominated by a vocal minority – and the strategy ultimately derailed.</p> <p>There are numerous national and international examples of successful public participation to deliver land use and transportation change. Recent, award winning community engagement processes include: Randwick City Council's - Buildings for our Community: http://www.randwick.nsw.gov.au/Your_Council/Community_consultation/Buildings_for_our_Community/index.aspx Warrigah Council's – Talk of the Town http://www.warrigah.nsw.gov.au/community/documents/ParticipantsGuide.pdf Gold Coast City Council – Bold Future http://www.boldfuture.com.au/ Sustainable Sydney 2030 http://www.cityofsydney.nsw.gov.au/2030/ Penrith City Council Neighbourhood Renewal http://www.penrithcity.nsw.gov.au/index.asp?id=7189 The City of South Perth visioning process is a recent local example of a successful public participation exercise.</p> <p>The first step to delivering high quality community engagement is the preparation of a Public Participation/Community Engagement Strategy. There are a wide range of examples of these types of strategies that the State Government can draw on in identifying an appropriate strategy and process for Directions 2031.</p>
<p>Getting activity centres right</p>	<p>6. That the implementation board/body establishes a steering committee focused specifically on</p>	<p>The importance of getting the activity centres right was highlighted through numerous presentations at the forum, and 79% of survey respondents identified this issue as key to the implementation of Directions 2031.</p>

Issue	Recommendation/s	Discussion
	<p>the delivery of activity centres.</p> <p>The Steering Committee should work with representatives from a wide range of industry sectors including public and private commercial, retail and residential developers; and private sector service providers (such as health and education).</p>	<p>Issues identified through the <i>Successfully Implementing Directions 2031</i> forum and post-event survey that are associated with 'getting activity centres right' include:</p> <ul style="list-style-type: none"> • Ensuring activity centres are well located with access to high quality public transport; • Ensuring that each centre has an appropriate activity driver (this may not always be retail/commercial, it could be education such as a university or a service such as a hospital, or both); • Locating activity centres to enable the co-location of other activities and services; • Enabling appropriate zoning for development; • Amalgamating land to provide adequately sized parcels for development; and • Up-front provision of infrastructure. <p>Associated with this is the need for Perth as a city to develop a network of great destinations – there is an opportunity for the activity centres to achieve this goal.</p>

***Preparing a Vision for Perth**

As outlined above, 89% of the *Successfully Implementing Directions 2031* survey respondents believe that the implementation of Directions 2031 would be assisted by the preparation of a high level, integrated vision statement for Perth. There is also support for community engagement and consensus to enable the implementation of the strategy at a local level.

We share this view, and would like to assist by providing some additional background about the role of a regional vision compared to specific local level visioning and engagement exercises.

The Committee for Perth has undertaken substantial research on regional/city visions. The role of these visions is to *articulate a city's unique strengths and competitive advantages*. High quality regional/city visions are short and simple.

They sometimes focus on just one aspect of the city's future in order to deliberately and strategically build a reputation based on one recognisable attribute/strength. However, focusing on one part of the city's future can inadvertently build a city's reputation as a whole.

The process of preparing a regional vision statement can be an effective tool for enabling community discussion on the future of the city; for identifying the views and aspirations of the silent majority; and for developing a cohesive strategy for the future of the city-region which can be shared by our community; our visitors; and those we are seeking to attract.

A good vision should help build a city's wider, national and international competitiveness and develop a reputation (and city brand) that is fair, true, powerful and attractive and genuinely useful to the city's economic, political and social aims. This is becoming increasingly important because in a global, knowledge-based economy, countries which attract and mobilise human talent will thrive.

It is evident that places with good, powerful, positive images have more power and influence on the national and international stage, and high performing cities drive high performing regions and nations (delivering high rates of productivity, employment, wages, GDP per capita; and low levels of income inequality, and social exclusion).

Examples of different regional visions can be gleaned from a number of highly successful world cities include:

City	Vision and Comments
Vancouver	Vancouver identified a vision to be the world's most liveable city and has been every year for the past 5 years. This vision has become the overriding goal in the city's strategy development and in infrastructure and investment decisions and is observable in the city's downtown "Living First" strategy, the larger Liveable Region strategy as well as the City's liveability and "neighbourliness" emphasis in design and architecture.
Melbourne	The City of Melbourne's vision to be a 24 hour city has been 25 years in the making and has underpinned economic and cultural development and has seen the city develop into an internationally recognised location in which to live, work, visit and socialise. Melbourne's vibrant night time economy is a major contributor to its status as a world leading cultural city.
Singapore	Singapore aspired to be world class and has made incredible advancements over the last 50 years, moving from slums and poverty to one of the cleanest and most advanced cities in the world. Singapore now sets the benchmark for 'world class' cities.
Edinburgh	Edinburgh has consciously established itself as a city of culture , building on its reputation as home of the Edinburgh International Festival and Edinburgh Military Tattoo with the establishment of a host of summer and winter festival events which include, among others, Edinburgh Fringe and Comedy Festival, Edinburgh International Film Festival, Edinburgh International Book Festival and The Edge Festival. Edinburgh is now internationally recognised as a centre for arts and culture.

What will be Perth's competitive advantage?

The Committee for Perth has undertaken research to review international visioning processes to identify the most appropriate process for preparing a vision for Perth – and ultimately identify Perth's future competitive advantage.

This research made a number of recommendations which suggested a process of wide scale community involvement guided by an expert panel in preparing a vision for Perth (see <http://www.committeeforperth.com.au/research>).

Since this time, the Committee has worked collaboratively with the Alliance Group to develop key themes and ideas for a vision for Perth. This group has done some great work to identify and articulate the things that as a community we value about Perth; where the city is now and Perth's opportunities for the future.

For example, the group identified Perth's existing strengths as:

- A city for lifestyle – Perth has unbeatable natural assets. A beautiful climate, the Swan River, pristine sandy beaches, large tracts of parkland and native bush give Perth outdoor lifestyle opportunities that are second to none.
- A city of opportunity - Perth is innovative, prosperous, stable and confident.
- A city well positioned at the edge – On the edge of the Swan River; the Indian Ocean; the resource rich Western Desert, and the western edge of Australia. Perth is also on the edge of Asia.
- A city of choice – Perth is the fastest growing city in Australia – more and more people are choosing to call Perth home.

It identified the city's opportunities as including:

- An Economic Leader on the Indian Ocean Rim – A city with a diverse economy which capitalises on its unique location on the edge of the Indian Ocean Rim; its proximity to Asia; and location in the same time zone as China.
- An Environmental Leader – A city which protects its natural environment; invests in environmental innovation; and is determined to lessen its ecological footprint.
- A City which puts People First– A city that celebrates and cares for all of its people by ensuring their physical, mental, social and spiritual health.
- A City which Celebrates Indigenous Culture – A city which acknowledges its past, celebrates its indigenous culture and respects indigenous people.
- A Cultural and Sporting Capital – A city that is rich in offerings - through entertainment, sporting events, cultural pursuits and artistic endeavors.

We believe that Perth has a great opportunity to build on this work by drafting some vision concepts for Perth and by seeking ideas and feedback from the wider community. Examples of just some of the possible vision-concepts that have been suggested to date include:

- **Perth: Australia's Leading Edge** – This type of 'big picture' focus would aim to develop a future Perth that is the most innovative, forward thinking, cutting edge city in Australia. It would promote Perth as Australia's leading outward looking city which is not only geographically on the edge of the country but is metaphorically on the edge of enormous opportunities – in WA, Australia and overseas as the gateway to Australia for countries in Asia and the Indian Ocean Rim.
- **Perth: Can-do-city** – This type of 'attitude' vision would aim to establish Perth as an optimistic which makes things happen – a city which 'says yes'. It would also aim to build on Perth's established strengths as a knowledge and entrepreneurial city. If a 'can-do' attitude was embraced by the community and government it could have positive implications across all sectors.
- **Perth: Festival City** – This type of 'singular focus' vision would herald a strategic decision to develop and deliver an annual festival program of national and international acclaim, with an underlying aim to promote Perth as a vibrant city of culture, tolerance, lifestyle, natural beauty and innovation – directly combating the city's dullsville and 'unsophisticated' tags. A festival program would aim to build on the city's existing festivals and could be strategically planned to assist in activating key public spaces and activity centres. There are open-ended opportunities for festival themes that could build on the city's strengths and opportunities – such as a Festival of World Indigenous Culture which could accompany the development of the proposed Indigenous Cultural Centre on the waterfront.

There are many other concepts and ideas which we believe deserve to be further refined and considered through an online community consultation process. To achieve this it is our recommendation that:

1. A Steering Committee is established to oversee the identification and refinement of ideas/concepts for Perth regional visions using the work done by the Alliance Group the Committee for Perth to date as a starting point.
2. An on-line participation approach is used to obtain broad public feedback on the concepts and give community members an opportunity to suggest additional ideas/ concepts.
3. A short list of 'finalist' concepts is identified and refined by the Steering Committee.
4. Members of the public are invited to vote on the completed, short listed concepts to determine the final vision.

The Committee for Perth would like to be involved in this process and would be prepared to contribute both financially and in an intellectual capacity.

Additionally, the Committee for Perth is currently initiating a three part project entitled *Perth @ 3.5 million* which aims to facilitate broad community discussion about Perth's future as a city of 3.5 million people and beyond.

We are currently preparing a draft discussion document which considers the broad environmental, social and cultural issues facing Perth in the future, and will seek community feedback on key issues through on line consultation and a forum to be held in 2012. There is potential for the regional vision process to be incorporated as part of the Committee's '*Perth at 3.5 million*' project if considered appropriate.

Thank you again for your involvement in the *Successfully Implementing Directions 2031* forum. We sincerely hope that the forum and the feedback provided in this letter is of assistance to you and your department in successfully implementing Directions 2031.

I would welcome an opportunity to meet with you to discuss the regional vision issue, the '*Perth @ 3.5 million*' project or any of the other issues addressed in this letter.

Yours sincerely



Marion Fulker

CEO Committee for Perth

Cc: Hon. John Castrilli, Min for Local Government
Hon. Troy Buswell, Minister for Transport
Gary Prattley, Chairman, Western Australian Planning Commission
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