



Shire of
Serpentine
Jarrahdale

Economic Development Advisory Committee

Confirmed Minutes

Tuesday 11 September 2018
5.30pm

Council 25/09/18
OCM8.3/09/18 - Motion lapsed

Contact Us

Enquiries

Call: (08) 9526 1111
Fax: (08) 9525 5441
Email: info@sjshire.wa.gov.au

In Person

Shire of Serpentine Jarrahdale
6 Paterson Street, Mundijong WA 6123
Open Monday to Friday 8.30am-5pm (closed public holidays)



www.sjshire.wa.gov.au



Table of Contents

1. Attendances and apologies (including leave of absence):	3
2. Public question time:	3
2.1 Response to previous public questions taken on notice.....	3
2.2 Public questions	3
3. Public statement time:	3
4. Petitions and deputations:	4
5. Declaration of Councillors, Officers and Committee Members interest:.....	4
6. Presentation:	4
6.1 Shire of Serpentine Jarrahdale, Manager Economic Development, Tourism and Marketing, John O’Neill – update on Economic Development, Investment Opportunities and Tourism Activation Strategies in the Shire of Serpentine Jarrahdale.	4
7. Receipt of minutes or reports and consideration of adoption of recommendations from Committee meetings held since the previous Council meetings:	4
7.1 Minutes of previous Economic Development Advisory Committee Meeting:	4
7.2 Reports for consideration:	5
EDAC007/09/18 – Shire of Serpentine Jarrahdale Tourism Strategy.....	5
EDAC008/09/18 – Peel Chamber of Commerce and Industry Inc – Strategic Partnership	12
7.3 Confidential reports.....	15
8. Motions of which notice has been given:.....	15
9. Urgent business:.....	15
10. Closure:	16



Minutes of the Economic Development Advisory Committee held in the Council Chambers, 6 Paterson Street, Mundijong on Tuesday 11 September 2018.

The Presiding Member, Ms Merri Harris declared the meeting open at 5.30pm and welcomed Councillors, Committee Members, staff and members of the gallery and acknowledged that the meeting was being held on the traditional land of the Noongar People and paid her respects to their Elders past and present.

Minutes

1. Attendances and apologies (including leave of absence):

Councillors: Cr M Rich
Cr J See

Independent Members: Ms M Harris Presiding Member
Ms S Harvey
Mr A Paton
Ms D Eden-Austen

Officers: Mr K Donohoe Chief Executive Officer
Ms H Sarcich Deputy CEO / Director Community Services
Mr S Harding Director Infrastructure Services
Mr J O'Neill Manager Economic Development, Tourism
and Marketing
Ms A Liersch Agendas and Minutes Officer (Minute Taker)

Apologies: Nil

Observers: Nil

2. Public question time:

2.1 Response to previous public questions taken on notice

Nil

2.2 Public questions

Nil

3. Public statement time:

Nil



4. Petitions and deputations:

Nil

5. Declaration of Councillors, Officers and Committee Members interest:

Ms Eden-Austen declared an Impartiality Interest in item EDAC008/09/18 as she is an employee of Indigenous Professional Services, and they are a Member of the Peel Chamber Commerce and Industry. Ms Eden-Austen will consider the matter on its merits and stay in the Chambers, and vote accordingly.

6. Presentation:

6.1 Shire of Serpentine Jarrahdale, Manager Economic Development, Tourism and Marketing, John O'Neill – update on Economic Development, Investment Opportunities and Tourism Activation Strategies in the Shire of Serpentine Jarrahdale.

7. Receipt of minutes or reports and consideration of adoption of recommendations from Committee meetings held since the previous Council meetings:

7.1 Minutes of previous Economic Development Advisory Committee Meeting:

7.1.1 Economic Development Advisory Committee – 12 June 2018

ECONOMIC DEVELOPMENT ADVISORY COMMITTEE RESOLUTION

Moved Cr See, seconded Ms Eden Austen

That the minutes of the Economic Development Advisory Committee Meeting held on 12 June 2018 be confirmed (E18/6026).

CARRIED UNANIMOUSLY 6/0



7.2 Reports for consideration:

EDAC007/09/18 – Shire of Serpentine Jarrahdale Tourism Strategy	
Author:	Manager Economic Development, Tourism and Marketing
Senior Officer/s:	Chief Executive Officer
Disclosure Officers Interest:	of No officer involved in the preparation of this report has an interest to declare in accordance with the provisions of the <i>Local Government Act 1995</i> .

Introduction

The purpose of this report is to recommend to Council the endorsement of the Shire of Serpentine Jarrahdale Tourism Strategy 2018 - 2023. The Tourism Strategy is a strategic document for the Shire of Serpentine Jarrahdale over the next six years. It is important that the Economic Development Advisory Committee formally acknowledge this strategic document to enable the Shire to fully realise the potential of its tourism development and activation goals and to focus on the actions required of the various stakeholders.

The purpose of this Tourism Strategy (Strategy) is to provide direction to Council for the sustainable development of tourism in the Shire of Serpentine Jarrahdale. Its core aims are to

Identify opportunities for development of new and upgrading of existing tourism product to meet future visitor expectations and demands;

Identify the need for new investment and infrastructure that supports the development of tourism in the Shire;

Provide relevant, research-based information on current and future tourism supply and demand; and

- Provide recommendations on the focused priorities for engagement with key industry stakeholders, potential investors, customers and the community.

Relevant Previous Decisions of Council

At its meeting of 12 March 2018, the Economic Development Advisory Committee recommended to Council the appointment of Brighthouse Strategic Consultants to draft the Shire of Serpentine Jarrahdale Tourism Strategy 2018 – 2023.

Council at its meeting of 26 March 2018 formally endorsed this recommendation.



Background

This Strategy will provide the Shire of Serpentine Jarrahdale with a detailed framework of background and actions relating to the tourism development and activation opportunities within the Shire. Brighthouse Consulting has prepared the Strategy, based on its industry experience and knowledge of tourism, tourism activation, tourist accommodation developments and information relating to industry participants and published material.

The Shire of Serpentine Jarrahdale understands that the development of tourism in the region is essential, both to the sustainability of its unique natural, cultural and historic attractions and to the creation of employment and prosperity of its residents. It seeks to address the imbalance between the slow evolution of the area as a tourism destination and the recent rapid population and economic growth in the Shire.

The audience for the Strategy includes Local, State and Federal Government agencies, Regional Development agencies, Regional and Local Tourism Organisations and tourism industry investors, developers and operators.

Travel and tourism are important economic activities in many countries around the globe. As one of the world's largest economic sectors, tourism creates jobs, drives exports, and generates prosperity. The outlook for the tourism sector in the near future remains robust, and tourism will continue to be at the forefront of economic development and employment creation.

It is likely that over the longer term, growth of the tourism sector in Serpentine Jarrahdale will continue to be strong, so long as investment and development in the local government area takes place in an open and sustainable manner. Enacting a pro-tourism attitude, with the support of the community, will enable the Shire to achieve much-improved social and economic outcomes. The sustainable development of tourism will help foster entrepreneurship and develop the business environment necessary to enable the Shire to realise its tourism potential whilst maintaining protection of the area's natural habitats and biodiversity, as well as the lifestyle choices of those living in the community.

Community / Stakeholder Consultation

Extensive consultation was undertaken as per the listing below by the consultants:

Shire of Serpentine Jarrahdale;

Tourism WA;

Tourism Research Australia;

Department of Biodiversity, Conservation and Attractions;

Department of Local Government, Sport and Cultural Industries;

Department of Primary Industries and Regional Development;

Department of Planning, Lands and Heritage;

Peel Development Commission;

Destination Perth;

MAPTO;



Hills Tourism;
WA Parks Foundation;
City of Armadale;
Serpentine Jarrahdale Community Resource Centre;
Kalamunda Chamber of Commerce, Kalamunda Farmer's Markets;
The Rotary Club of Hall, ACT, Capital Region Farmers Market;
Jarrahdale Heritage Society;
RAC Parks and Resorts;
Byford & Districts Country Club;
Serpentine Jarrahdale Food and Farm Alliance Inc.;
BMX Sports, Western Australia Inc.;
Byford BMX Club;
WAITOC;
Western Australian 4WD Association Inc.;
Veteran Car Club of WA (Inc.);
Fervour;
Caravan Industry Association WA;
Future Now, Creative and Leisure Industries Council; and
Sandy Harvey, Veranda Home and Garden, Byford

Policy Concept Forum

A presentation was delivered to elected members on 9 July 2018.

Meeting Date	9 July 2018
Councillors in Attendance	Cr Atwell, Cr Byas, Cr Coales, Cr Denholm, Cr Gossage, Cr McConkey, Cr Rich, Cr See

Statutory Environment

Nil



Comment

The strategic priorities for tourism development in Serpentine Jarrahdale evolved through a process of market demand and gap analysis; identification of the strengths, weaknesses, opportunities and threats confronting the Shire of Serpentine Jarrahdale (SWOT analysis); competitive review and consultation with key stakeholders.

From this research, a number of key areas were identified and explored, resulting in the development of eight tourism priorities that will take the Shire forward towards its goal of transforming Serpentine Jarrahdale into a high-ranking day-trip and holiday destination. The eight strategic tourism development priorities for the area determined through the Strategy preparation process are as follows:

Branding and Wayfinding, discussed in *Finding the Way* – This priority identifies the need for an innovative, consistent, consumer-centric tourism brand for the Shire of Serpentine Jarrahdale. This section also considers wayfinding – the means by which potential visitors discover the locality and, once they have decided to visit, move easily from point to point within it, so that maximum exposure of the area’s tourism attractions is achieved.

Trails and expansion of the region’s trail network, discussed in *On the Trail* – This priority reviews the existing trails network and considers the opportunity for Serpentine Jarrahdale to become a highly desirable Trails Town destination.

Food Tourism, discussed in *Food for Thought* – This priority leverages the region’s agricultural roots to develop opportunities in the food and wine tourism sphere.

Equine Tourism, discussed in *Horses for Courses* – This priority recognises Serpentine Jarrahdale’s peak position in Western Australia’s equine tourism sphere and explores the potential for equine-based tourism across various areas of activity.

Attractions (Natural, Cultural and Historic), discussed in *Go Natural* – This priority explores ways to develop sustainable tourism visitation through the significant portion of the Shire that is included in the natural estate.

Adventure Tourism, discussed in *Tap into Adventure* – This priority takes advantage of the topography of the land in many parts of the Shire to develop healthy activities that will attract significant numbers of tourists. Adventure tourism integrates with other tourism priorities, such as trails and a number of private sector initiatives.

Tourist Accommodation, discussed in *Stay... Just a little longer* – This priority recognises that the availability of appropriate tourist accommodation in the shire is critical to the development of short-stay tourism. This priority considers options for development, including the creation of a major tourist accommodation and activities hub in Jarrahdale.

Events, discussed in *In the Event* – This priority considers how the addition of regular and occasional events will help attract large numbers of special interest tourists to the Serpentine Jarrahdale area.

Together these eight tourism priorities form the framework of the Serpentine Jarrahdale Tourism Strategy 2018– 2023. As noted, each of these priorities is explored in depth in Part IV of the Strategy - Strategic Tourism Priorities for Serpentine Jarrahdale.



Conclusion

The draft Shire of Serpentine Jarrahdale Tourism Strategy has gathered significant evidence and background on the tourism activity across the Shire of Serpentine Jarrahdale and the wider Peel Region. The outcomes of this Strategy provide a clear direction and framework for the Shire and its strategic partners over the next six years.

The Shire will require significant new tourism investment to help it meet the ambitious new jobs target of 45,000 by 2050. This Tourism Strategy will provide a blueprint for our many stakeholders and investors and enable the Shire to inform and market its strategies for attracting new tourism investment and activation, delivering new local jobs and critical infrastructure over the next six year.

It is therefore recommended that the Shire of Serpentine Jarrahdale seek to position itself as a premier tourism destination within the Perth and Peel Regions.

Attachments

- [EDAC007.1/09/18](#) – Shire of Serpentine Jarrahdale Tourism Strategy - Draft – E18/9037

Alignment with our Strategic Community Plan

Outcome 3.1	A commercially diverse and prosperous economy
Strategy 3.1.1	Actively support new and existing local business within the district.
Outcome 3.2	A vibrant tourism destination experience.
Strategy 3.2.1	Actively support tourism growth within the district.

Financial Implications

There is nil cost to Council at this stage, in adopting the Shire of Serpentine Jarrahdale Tourism Strategy. Business cases will be presented to Council on the numerous strategy initiatives over the coming years which will have various financial implications to Council.

The majority of the costs associated with the activation of all the elements of this Tourism Strategy will fall to private sector investors. Council will be seeking Expressions of Interest from private sector operators and investors to specifically help activate this Strategy.



Risk Implications

Risk has been assessed on the basis of the Officer's Recommendation.

Risk	Risk Likelihood (based on history and with existing controls)	Risk Impact / Consequence	Risk Rating (Prior to Treatment or Control)	Principal Risk Theme	Risk Action Plan (Controls or Treatment proposed)
Accept Officer Recommendation	Rare (1)	Insignificant (1)	Low (1-4)	Financial Impact - 1 Insignificant - Less than \$50,000	Accept Risk

Risk Matrix

Consequence		Insignificant	Minor	Moderate	Major	Catastrophic	
		1	2	3	4	5	
Likelihood	Almost Certain	5	Medium (5)	High (10)	High (15)	Extreme (20)	Extreme (25)
	Likely	4	Low (4)	Medium (8)	High (12)	High (16)	Extreme (20)
	Possible	3	Low (3)	Medium (6)	Medium (9)	High (12)	High (15)
	Unlikely	2	Low (2)	Low (4)	Medium (6)	Medium (8)	High (10)
	Rare	1	Low (1)	Low (2)	Low (3)	Low (4)	Medium (5)

A risk is often specified in terms of an event or circumstance and the consequences that may flow from it. An effect may be positive, negative or a deviation from the expected and may be related to the following objectives; occupational health and safety, financial, service interruption, compliance, reputation and environment. A risk matrix has been prepared and a risk rating of 2 has been determined for this item.



Voting Requirements: Simple Majority

EDAC007/09/18 Officer Recommendation:

That the Economic Development Advisory Committee recommends to Council the endorsement of the Shire of Serpentine Jarrahdale Tourism Strategy 2018 - 2023 as contained in attachment EDAC007.1/09/18.

**EDAC007/09/18 ECONOMIC DEVELOPMENT ADVISORY COMMITTEE
RESOLUTION:**

Moved Cr See, seconded Ms Harvey

That the Economic Development Advisory Committee recommends to Council the endorsement of the Shire of Serpentine Jarrahdale Tourism Strategy 2018 - 2023 as contained in attachment EDAC007.1/09/18 with the amendment to the paragraph on page 15 to include Albany Highway.

CARRIED UNANIMOUSLY 6/0

Reason for difference to Office Recommendation: There are 4 major highways within the Shire and the Tourism Strategy 2018-2023 is to be amended to reflect the 4 highways.

Please note that the Economic Development Advisory Committee does not have delegated authority to make decisions. All recommendations of the Economic Development Advisory Committee are presented to Council for ratification.



Ms Eden-Austen declared an Impartiality Interest in EDAC008/09/18. Ms Eden-Austen remained in the Chambers to partake in debate and vote on this agenda item.

EDAC008/09/18 – Peel Chamber of Commerce and Industry Inc – Strategic Partnership	
Author:	Manager Economic Development, Tourism and Marketing
Senior Officer/s:	Chief Executive Officer
Disclosure of Officers Interest:	No officer involved in the preparation of this report has an interest to declare in accordance with the provisions of the <i>Local Government Act 1995</i> .

Introduction

The purpose of this report is to recommend the forming of a strategic partnership between the Shire of Serpentine Jarrahdale and the Peel Chambers of Commerce and Industry Inc. for a period of one year.

Relevant Previous Decisions of Council

EDAC004/06/18 – Red Tape Reduction

Background

This strategic partnership will enable the fostering of the following benefits to the business community of the Shire of Serpentine Jarrahdale:

- Employment of a dedicated, driven and well-connected project lead;
- Facilitate the creation of the Serpentine Jarrahdale Business Support Group;
- Strengthen local businesses education and encourage economic clustering;
- Lift service delivery standards;
- Grow the collective voice of Serpentine Jarrahdale businesses and streamline the community message; and
- Provide a growing business environment and the delivery of a comprehensive suite of business development and educational services to the fast growing Shire of Serpentine Jarrahdale business community.

To ensure future business opportunities are appropriately managed and to enable the growth of these businesses within the Shire, Officers have undertaken discussions with the Peel Chamber of Commerce and Industry Inc. to implement a strategic partnership, which provides assistance to achieve the creation of a business support group, whilst providing ongoing support to the businesses within the Shire of Serpentine Jarrahdale. (Attachment EDAC008.1/09/18)



This strategic partnership will see the Shire of Serpentine Jarrahdale provide the use of the office at the Byford Hall to the Peel Chamber of Commerce and Industry for one day per month as part of the partnership arrangement.

Community / Stakeholder Consultation

Not required

Policy Concept Forum

Not required.

Statutory Environment

Nil

Comment

This strategic partnership will seek to create a professional business support group with substantial Peel regional backing to provide local businesses with advisory services across a range of business development needs. These will include:

- Financial management training;
- Social media for business;
- OSH information;
- Human Resources information; and
- Sales and marketing information.

This will mirror the establishment of two similar groups in conjunction with Peel Chamber of Commerce and Industry in the Shires of Murray and Waroona. This will provide the potential for Serpentine Jarrahdale businesses to create new business opportunities throughout the Peel Region.

This will also create the means for local Serpentine Jarrahdale businesses to foster Peel Region wide relationships for mutual benefit.

Options and Implications

Option One: That the Economic Development Advisory Committee recommends the endorsement of the strategic partnership between the Shire of Serpentine Jarrahdale and the Peel Chamber of Commerce and Industry. The implications will be that this partnership will be available to all members of the Shire of Serpentine Jarrahdale business community and stakeholders which will enable the Shire and the Peel Chamber of Commerce and Industry to provide a wide range of advisory services.

Option Two: That the Economic Development Advisory Committee recommends changes to the strategic partnership between the Shire of Serpentine Jarrahdale and the Peel Chamber of Commerce and Industry. The implications will be that the changes sought will delay the finalisation of this partnership.



Option Three: That this Economic Development Advisory Committee recommends that this strategic relationship not be endorsed. The implications will be that the Shire will have to reconsider a new strategy, which will substantially impact on the Shires relationship with the business community and the Peel Chamber of Commerce and Industry.

Conclusion

That the Economic Development Advisory Committee recommends the strategic partnership between the Shire of Serpentine Jarrahdale and the Peel Chamber of Commerce and Industry for the period of one year at a cost of \$15,612 including GST.

Attachments

- [EDAC008.1/09/18](#) – Peel Chamber of Commerce & Industry Strategic Partnership – IN18/15306

Alignment with our Strategic Community Plan

Outcome 3.1	A commercially diverse and prosperous economy
Strategy 3.1.1	Actively support new and existing local business within the district.

Financial Implications

There will be a cost to Council for the provision of services from the Peel Chamber of Commerce and Industry. The proposal request is for the sum of \$15,612.00 including GST for the first twelve months of this strategic partnership. These funds will be drawn from the Economic Development Committee Account EDC530, which has an available budget allocation amount for 2018/19 of \$99,849.00.

Risk Implications

Risk has been assessed on the basis of the Officer's Recommendation.

Risk	Risk Likelihood (based on history and with existing controls)	Risk Impact / Consequence	Risk Rating (Prior to Treatment Control)	Principal Risk Theme	Risk Action Plan (Controls or Treatment proposed)
Accept Officer Recommendation	Unlikely (2)	Minor (2)	Low (1-4)	Financial Implications - 1 Insignificant Less than \$50,000	Accept Officer Recommendation



Risk Matrix

Consequence Likelihood		Insignificant	Minor	Moderate	Major	Catastrophic
		1	2	3	4	5
Almost Certain	5	Medium (5)	High (10)	High (15)	Extreme (20)	Extreme (25)
Likely	4	Low (4)	Medium (8)	High (12)	High (16)	Extreme (20)
Possible	3	Low (3)	Medium (6)	Medium (9)	High (12)	High (15)
Unlikely	2	Low (2)	Low (4)	Medium (6)	Medium (8)	High (10)
Rare	1	Low (1)	Low (2)	Low (3)	Low (4)	Medium (5)

A risk is often specified in terms of an event or circumstance and the consequences that may flow from it. An effect may be positive, negative or a deviation from the expected and may be related to the following objectives; occupational health and safety, financial, service interruption, compliance, reputation and environment. A risk matrix has been prepared and a risk rating of 4 has been determined for this item.

Voting Requirements: Simple Majority

**EDAC008/09/18 ECONOMIC DEVELOPMENT ADVISORY COMMITTEE
RESOLUTION / Officer Recommendation:**

Moved Mr Paton, seconded Ms Harvey

That the Economic Development Advisory Committee recommends that Council adopts the strategic partnership proposal between the Shire of Serpentine Jarrahdale and the Peel Chamber of Commerce and Industry for a period of one year at a cost of \$15,612 including GST and review this partnership after this first year.

CARRIED UNANIMOUSLY 6/0

Please note that the Economic Development Advisory Committee does not have delegated authority to make decisions. All recommendations of the Economic Development Advisory Committee are presented to Council for ratification.

7.3 Confidential reports

Nil.

8. Motions of which notice has been given:

Nil.

9. Urgent business:

Nil.



10. Closure:

There being further business, the Presiding Member declared the meeting closed at 6.15pm.

I certify that these minutes were confirmed at the
Economic Development Advisory Committee Meeting held on.....

.....
Presiding Member

..... Date