



Public Private Community Partnership Agreement

between the

Western Australian Planning Commission
Department of Planning
Landcorp
Public Transport Authority
Industry Representative

City of Stirling
Department of Transport
Main Roads Western Australia
Community Representative
Sustainability Representative

for the

***PURPOSE OF LEADING, FACILITATING AND MANAGING
THE FIRST STAGE OF THE STIRLING CITY CENTRE
PROGRAM***

Table of Contents

1	Introduction	2
2	Signatories	4
3	Timeframe	4
4	Principles	5
5	Scope	6
5.1	PLANNING	6
5.2	SUSTAINABILITY AND COMMUNITY DEVELOPMENT	6
5.2.1	Environment.....	6
5.2.2	Social.....	6
5.2.3	Economic.....	7
5.3	DELIVERY	7
6	Governance	7
6.1	Reporting and Accountability	7
6.1.1	Project Owners	7
6.1.2	Role of the Minister for Planning and the City of Stirling Council	8
6.2	Board	8
6.3	Leadership Groups	8
6.3.1	Community Leadership Group	8
6.3.2	Private Sector Leadership Group	9
6.3.3	Public Sector Leadership Group	9
6.4	Program Management Team	10
6.4.1	Program Director.....	10
6.5	Sub-Alliances.....	11
7	Finance, Cost Sharing and Resourcing	11
8	Procurement of services	11
9	Public Communications	12
10	Legal Facilitation	12
Attachment 1.	Stirling City Centre Structure Plan Boundaries	15
Attachment 2.	Private Public Community Partnership structure	17
Attachment 3.	Elected Member Protocol	19

1 Introduction

- i. The Public Private Community Partnership (PPCP) was established in July 2008. An original Alliance Agreement was signed in September 2008. The objectives of this Agreement have been substantially met.
- ii. The PPCP successfully resolved a complex transport and land use planning integration issue.

It also developed a strong visionary framework based on principles of sustainability, amenity, mixed use, social equity and creativity to facilitate the creation of a Strategic City Centre at Stirling.

This has led to a minor MRS amendment initiated by the Western Australian Planning Commission to facilitate the redevelopment of the city centre and if gazetted will release approximately 35 hectares of state and local government land for development.

- iii. Major consequences of the participatory approach to date have been:
 - The achievement of community acceptance, support and engagement;
 - Heightened political interest as an approach that is worth supporting and exploring;
 - Strong belief and involvement by the private sector as an approach that could provide certainty of outcome and reduction in red tape;
 - High level support from other state agencies, including Water Corporation, Western Power, Department of Health and Department of Education.
- iv. The intent of this Agreement is to enhance the existing effective and innovative working arrangement between the City of Stirling and the Western Australian Planning Commission (WAPC) on behalf of the, Department of Planning, Department of Transport, Main Roads WA, Public Transport Authority, Landcorp and the Community for the purpose of leading, managing and facilitating the first stage of the Stirling City Centre program.
- v. The Stirling City Centre must realise the policy directions and dwellings and employment targets of WAPC's *Spatial Framework - Directions 2031* to integrate the components of:
 - Activity centres network;
 - Movement network; and
 - Green network.
- vi. The Stirling City Centre is identified in the *Spatial Framework - Directions 2031* as a Strategic City Centre within the central sector.

A Strategic City Centre is identified as a multi purpose centre that provides a mix of retail, office, community, entertainment, residential and employment activities, and is well serviced by high frequency public transport.

The purpose of these centres are to provide a range of housing, services, facilities and activities necessary to support the communities within their catchments, thereby reducing the requirement for travel outside of the catchment. This diversity will be a key component in developing the liveability of these centres.

It is anticipated the Stirling City Centre will ultimately develop to complement Perth central area as a major employment centre, and will become more diverse with the progressive introduction of housing and associated social infrastructure.

- vii. Directions 2031 has identified six strategic themes that will be used to help shape future urban growth in a way that captures the many and varied community expectations;
- **A liveable city** - Living in or visiting our city should be a safe, comfortable and enjoyable experience
 - **A prosperous city** - Our success as a global city will depend on building on our current prosperity
 - **An equitable city** - All Western Australians should enjoy the benefits of growth and changes in the city
 - **An accessible city** - People should be able to easily meet their education, employment, recreation, service and consumer needs within a reasonable distance of their home
 - **A green city** - We should grow within the constraints placed on us by the environment we live in
 - **A responsible city** - We have a responsibility to manage urban growth and make the most efficient use of available land and infrastructure
- viii. The PPCP is a “Whole of Government and Community” coordination, collaboration and participation governance framework that focuses on:
- Resolution of complex, multi-stakeholder problems;
 - Red tape reduction; and
 - Transparent and effective engagement across the three tiers of government, private industry and the community.

This approach is all about the realignment of relationships to create an “Empowered Governance Framework” that effectively deals with complexities by identifying high order mutual objectives that are delivered through ethical leadership.

The PPCP provides the required degrees of freedom to achieve better than “Business as Usual” results across many areas.

The PPCP incorporates and maximises the value of key existing and new commonwealth, state and local government legislative powers, policies, plans, budgets and initiatives.

- ix. In addition, the PPCP will further explore and champion other key government initiatives, including the:
- City Centres Policy;
 - Upcoming 20 year Public Transport Plan;
 - Consideration of alternative funding sources, including PPP's;
 - Commonwealth agenda in climate change.
- x. There are three attachments to this PPCP Agreement:
- Attachment 1 is a map showing the Stirling City Centre structure plan boundaries for the purpose of this Agreement.
 - Attachment 2 is the Private Public Community Partnership structure.
 - Attachment 3 is the Elected Member Protocol.

2 Signatories

Signatories to the PPCP Agreement:

Gary Prattley	Chairman, WA Planning Commission
Stuart Jardine	CEO, City of Stirling
Eric Lumsden	Director General, Department of Planning
Elisabeth Re	Ward Councillor, City of Stirling
John Italiano	Ward Councillor, City of Stirling
Menno Henneveld	Commissioner, Main Roads WA A/DG, Department of Transport
Reece Waldock	CEO, Public Transport Authority
Ross Holt	CEO, Landcorp
Peter Scales	Community Representative
Joe Lenzo	Industry Representative
Ray Wills	Sustainability Representative

- i. Additional Signatories to the PPCP Agreement will be considered where an appropriate need is identified.

3 Timeframe

- i. This PPCP Agreement is applicable for 12 months from the date of signing. This represents the first 12 months of Stage 1 of the PPCP's program.

- ii. Should it be required, the PPCP Agreement will be reviewed prior to May 2010 in consideration of a possible extension related to the second year of Stage 1 of the program.

4 Principles

- i. All parties to the PPCP aspire to:
 - Take ownership in delivering the PPCP's program in a manner that is seen as a world class planning and delivery mechanism.
 - Develop trust and demonstrate thoughtful relationships, ethical leadership and effective and timely decision making.
 - Work together as a seamlessly integrated team generating heart and excitement to drive non-business-as-usual outcomes.
 - Invite, listen and respect courageous contributions from all.
 - Find solutions as a team that we alone could not have imagined.
 - Work in an environment of mutual trust that is guided by intent to meet program challenges aspirations and deliver balanced outcomes.

These aspirations guided the PPCP for the last 12 months and have been reaffirmed as the key principles that will guide the PPCP for the next 12 months.

- ii. All parties recognise that they have a common interest in this collaborative approach to ensure the best possible outcome for the enhancement of the City Centre to achieve Strategic City Centre status.
- iii. All parties in the PPCP recognise that they bring complementary skills and resources to this program. In working together, to coordinate those skills and resources, the agencies are able to provide greater benefit and results to the Stirling and Western Australian communities.
- iv. All parties will pursue working relationships based on common objectives, communicating effectively with each other and all pertinent stakeholders and the community in an open, ethical and honest way.
- v. The PPCP will work within the fundamental principles of best endeavour and good intent to maximise the sustainability outcomes of the city. It will also explore and educate the community and pertinent stakeholders on what is possible.
- vi. Other benefits being sought by the State Government include:
 - Testing the applicability of such a collaborative approach to appropriately manage other Directions 2031 challenges.
 - Testing some initiatives originating from the current review of the State's planning processes through the "Building a Better Planning System" initiative.
- vii. The following are guiding headline statements against which we will test our ideas:

- Plan with communities
- Strengthen local sense of place
- Manage growth by sharing responsibility between industry, communities and government
- Develop strategies which deliver local jobs
- Make fuller use of urban land
- Nurture the environment
- Encourage public over private transport
- Provide for affordable living
- Fair and equitable decision making

5 Scope

The Board will ensure the PPCP maximises the value of this collaborative approach across the following three programs over the next 3 years, focusing on key deliverables for the first 12 months (i.e. 2009/10).

Delivery of individual projects will be the responsibility of the most appropriate PPCP partner, not the PPCP.

The PPCP will be accountable for linkages and alignment between the different elements of the program.

5.1 PLANNING

- i. To fully support Directions 2031, and facilitate the progression of a
 - a. Metropolitan Region Scheme amendment
 - b. Precinct Plans
 - c. Structure Plan
 - d. Town Planning Scheme amendment

5.2 SUSTAINABILITY AND COMMUNITY DEVELOPMENT

The greatest benefit of this approach is the scale of the program to achieve sustainable outcomes across three key result areas.

5.2.1 Environment

- i. Construction of an urban stream that incorporates water harvesting, water re-use and ecological restoration.
- ii. Investigate and recommend how to remediate the Hertha Road landfill site.

5.2.2 Social

- i. Maximise the partnership approach across all areas concerning the form and nature of the existing and future community of Stirling, including
 - Population Health within the Dept of Health
 - Exploration of a health-education precinct
 - Provision of housing diversity, particularly affordable housing

5.2.3 Economic

- i. Stage 1 of the program is likely to facilitate approximately
 - \$120 million worth of infrastructure constructed on site
 - Several hectares of government land released for development;
 - A new \$300 million shopping and entertainment complex built; and
 - Over 6000 new jobs during construction.
- ii. In addition the PPCP is expanding its public and private sector partners to explore additional investment opportunities, including a number of possible Public Private Partnerships (PPP'S).

5.3 DELIVERY

- i. The main focus of the PPCP with respect to delivery of projects is maximising the synergies and interdependencies across the whole program. By working with all of the Partners, the best implementation approach for each individual project is developed and implemented. Thus, for Stage 1, the focus will be to deliver:
 - Key infrastructure through MRWA's systems
 - e. Construction of Stephenson Ave (with public transport lanes for buses and/or light rail);
 - f. Reconstruction of Scarborough Beach Road within the City Centre with public transport lanes;
 - g. Construction of secondary roads to enable land development;
 - h. Realignment of a portion of Ellen Stirling Boulevard depending on negotiations with Westfield; and
 - i. Construction of an urban stream.
 - Innaloo shopping centre redevelopment by Westfield.
 - Coordination of construction of other government assets through:
 - a. Building Management and Works for the expansion of the Osborne Park Hospital; and
 - b. PTA for the expansion of their car park.
 - Assessment of the feasibility of other government assets covering:
 - a. Service infrastructure;
 - b. Sustainability projects; and
 - c. PPP opportunities.

6 Governance

6.1 Reporting and Accountability

6.1.1 Project Owners

- i. The project owners are the WAPC and the City of Stirling. These two parties have established a funding arrangement for this project. The Board and/or the Program Director will report to these parties on a regular basis.

6.1.2 Role of the Minister for Planning and the City of Stirling Council

- i. The Minister for Planning and the City of Stirling Council will be directly involved in all key aspects of the program. Other Ministers, particularly Minister for Transport and Minister for Lands, will be frequently involved.
- ii. The Project Owners will report to the Minister for Planning and the Stirling Council as required.
- iii. The Minister and the Stirling Council may, if required take a role in addressing and resolving any unresolved issues that the Board and/or the Project Owners put before them.

6.2 Board

- i. The role of the Board is:
 - To provide inspiring leadership and involvement in the decision making process.
 - To provide key milestones, key lead indicators which demonstrate the value of collaboration and integration.
 - To focus on and lead the achievement of outcomes.
- ii. The Board is to comprise of Western Australian Planning Commission, City of Stirling, Department of Planning, Department of Transport, community representative, sustainability representative, industry representative, Main Roads Western Australia, Public Transport Authority and Landcorp.
- iii. The Board may include additional members as required, for example:
 - Department of Health;
 - Water Corporation;
 - Western Power; and
 - Department of Water.
- iv. The Board will be provided with updates on progress via formal and informal communication on a regular basis by the Program Director.

6.3 Leadership Groups

6.3.1 Community Leadership Group

- i. The current Stakeholder Reference Group will be renamed the Community Leadership Group.
- ii. The focus for the next 12 months will be:
 - To provide an environment in which the community can be fully engaged on all aspects of the program.
 - To provide an effective mechanism to help community participation and ownership throughout the program.

- To provide a mechanism to encourage community participation in development workshops, communication, and managing change.
- To seek involvement and approval on key aspects of the program.
- To input into the areas affected by Stage 1 of the program, particularly pertaining to aspects in the heart of the city.
- To ensure an appropriate level of input from future potential residents.
- To ensure there is a focus on community development and sustainable outcomes.
- To make better use of an accessible office with information readily available.
- To address and provide ideas and support across emerging issues.
- To directly address Community needs and interests, particularly with respect to affordable housing

6.3.2 Private Sector Leadership Group

- i The Private Sector Leadership Group will have representatives from the development industry, current and possible future commercial/industrial landowners and developers.

- iii. The focus for the next 12 months will be:
 - To ensure the interests of small land owners are protected and the benefits maximised with appropriate mechanisms and representation.
 - To educate and encourage landowners to participate actively.
 - To identify key spokespeople for landowners.
 - To contribute to the identification of investment opportunities
 - To propose incentives to attract involvement and investment.
 - To provide a mechanism to test Private Sector market acceptance
 - To contribute to an economic development strategy for the city.
 - To participate actively in the development and delivery process.
 - To participate actively to ensure the vision is realised as a departure from business as usual.
 - To provide project support through active involvement and ownership of the resultant planning and delivery outcomes.
 - To seek government and private sector buy in.

6.3.3 Public Sector Leadership Group

- i The Public Sector Leadership Group will have representatives from key government agencies.

- ii The focus for the next 12 months will be:
 - To provide leadership across all elements of the program.
 - To focus on Local, State and Commonwealth Government agencies.
 - Function:
 - Meet regularly to provide direction and guidance
 - Organisational positioning and strategic policy advice.

- Focus for crystallising and showing adaptive and enabling leadership in sustainable city centre living.
- Build strong collaborative relationships.
- Enabling and smoothing agency responses.
- Forum for aligned and consistent public sector thinking to drive innovation.
- Establishing supporting and enabling policy.
- Effective communications.
- Champion, enable and facilitate outstanding results across the three sub-programs listed above.
- Transfer collective learning to benefit all partner organisations and future projects.

6.4 Program Management Team

6.4.1 Program Director

- i. The Program Director will be appointed by the Board with specific responsibility for:
 - Delivering the three Programs;
 - Integrating all activities within, but most importantly, across the three Programs; and
 - Ensure all key stakeholders are fully informed, engaged and involved.

- ii. The Program Director reports to the Board.

- iii. With respect to the three Leadership Groups, the Program Director:
 - Works with key Board members to select the appropriate members for each of the Leadership Groups;
 - Brings the Leadership Groups together when required; and
 - Provides the appropriate level of support to ensure their effectiveness.

- iv. The Program Director manages the Program Management Team (PMT).

- v. The PMT will be responsible for the day to day management and facilitation of the PPCP, program management of its ongoing work, establishing and facilitating robust reporting structures.

- vi. The PMT will be subject to normal government policies, including State and Local Government procurement and probity policies.

- vii. The Program Director will appoint through secondment or procurement the following PMT resources;
 - Management Team consisting of:
 - Manager Planning
 - Manager Sustainability
 - Manager Community Development

- Manager Program Delivery
- Supporting resources, covering areas such as
 - Marketing and Communication
 - Administration Support
 - Program Co-ordination
- Additional support will also be sought across areas such as
 - Urban Design – through the Government Architect
 - Financial advice – through Department of Treasury and Finance, Chamber of Commerce and Industry and others.

6.5 Sub-Alliances

- i. Sub-Alliance Working Groups will be formed to address specific issues and deliver tangible value.

7 Finance, Cost Sharing and Resourcing

- ii. Existing budgets as at the commencement of this agreement is
 - The City of Stirling has agreed to contribute \$1.5 million each year for the next three years subject to the equivalent provision from the State Government.
 - The WAPC has committed \$300,000.00 for 09/10 financial year.
- iii. The budget is expected to grow as funding opportunities are identified, pursued and achieved, including:
 - State Funding
 - Commonwealth funding
 - Funds from sale of State and Local Government surplus land
 - Private sector funding through possible contribution, PPPs
 - Additional contribution by PPCP Partners
 - Stockpiles of commercially available sand from previous Freeway works
 - Innovative 'User Pays' concepts.
- iv. Budgets will be managed by the Program Director with any changes to be endorsed by the Board.

8 Procurement of services

- i. The Program Director will be responsible for the management of the procurement of all consultants for the PPCP.
- ii. Procurement will be undertaken under various agency procurement methodologies and mechanisms including Panel Contracts and other transparent and accountable procurement innovations.

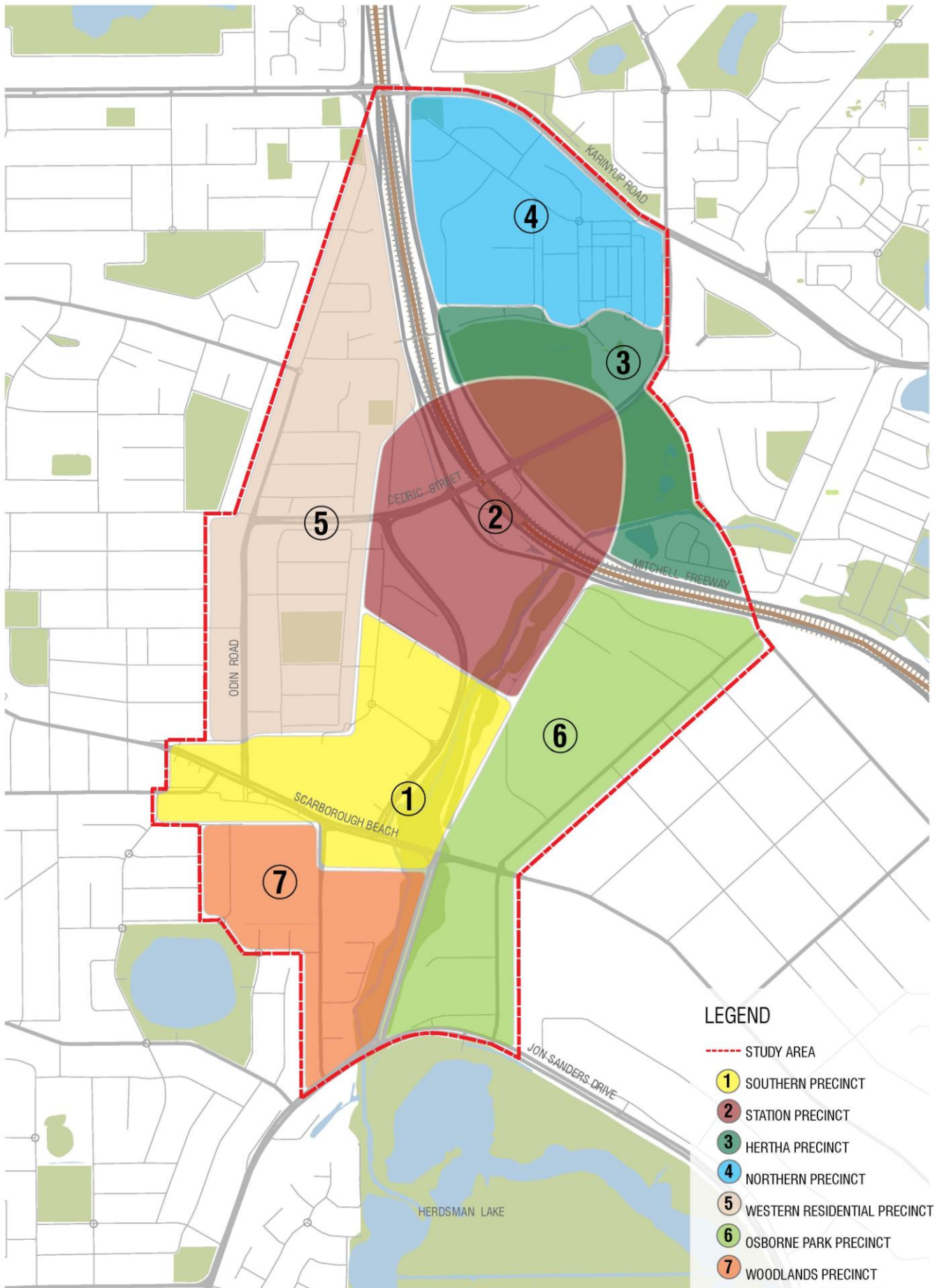
9 Public Communications

- i. All public communications will be in line with the Elected Member Protocol (refer to Attachment 3).

10 Legal Facilitation

- i. The Alliance agreement is an agreement in principle which signifies an intention to negotiate a contract in the future. It is not intended to create binding or legal obligations on any party.
- ii. Where disputes arise these will be resolved through consensus and/or majority agreement.

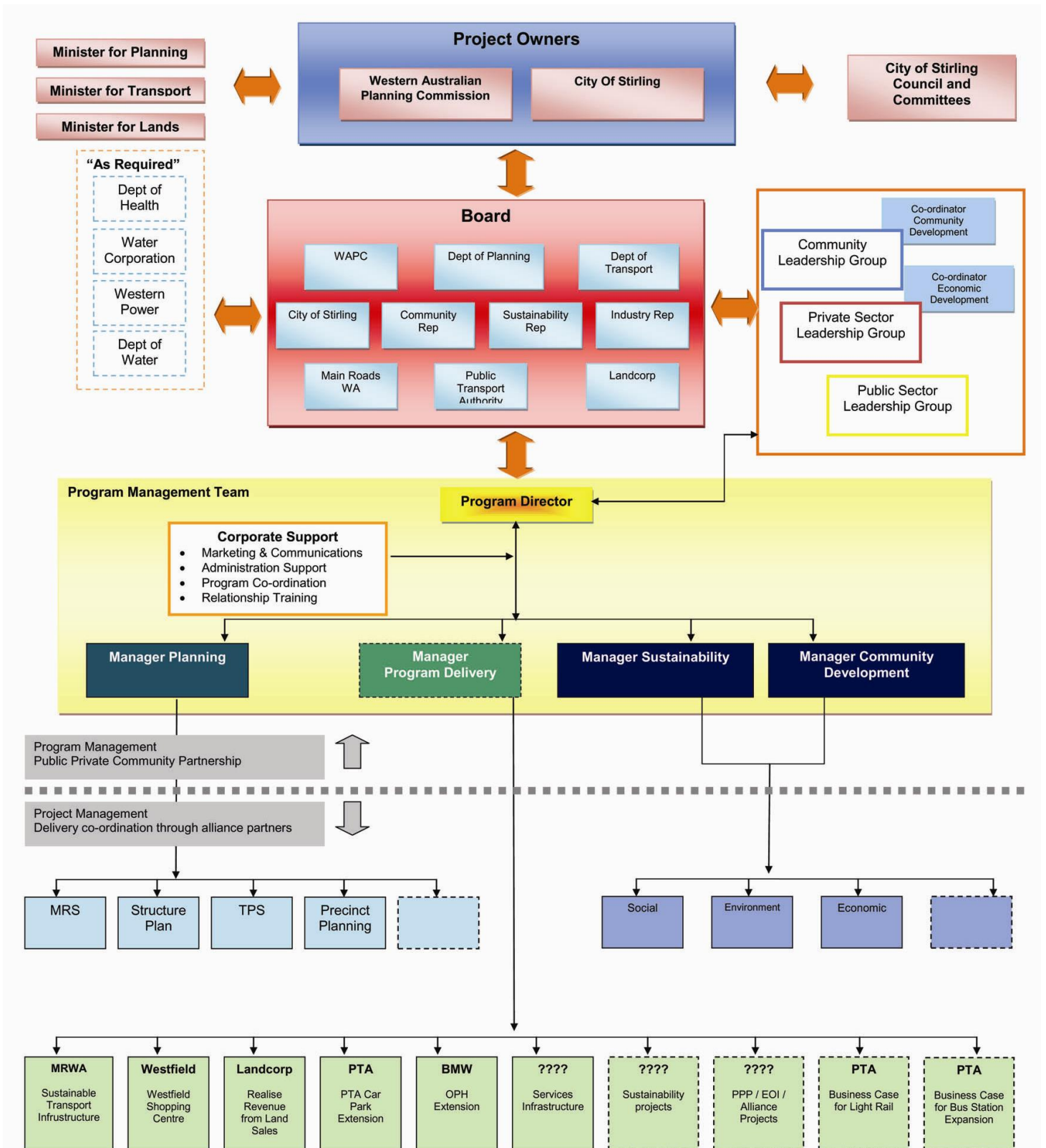
Attachment 1. Stirling City Centre Structure Plan Boundaries



LEGEND

- - - STUDY AREA
- 1 SOUTHERN PRECINCT
- 2 STATION PRECINCT
- 3 HERTHA PRECINCT
- 4 NORTHERN PRECINCT
- 5 WESTERN RESIDENTIAL PRECINCT
- 6 OSBORNE PARK PRECINCT
- 7 WOODLANDS PRECINCT

**Attachment 2. Private Public Community Partnership
structure**



DRAFT PPCP gov structure - 14 08 09

Attachment 3. Elected Member Protocol

STIRLING CITY CENTRE ALLIANCE ELECTED MEMBER PROTOCOL

INTRODUCTION

As a multi-stakeholder project group, reporting to a number of elected members, it is for the benefit of the Stirling City Centre Alliance project if the Alliance acts as one co-ordinated and united voice, demonstrating the collaborative whole-of-government approach at all levels. To this end, a protocol has been adopted for communications with State, Federal and Local government elected members that is based upon the Alliance principals of:

- Inclusion;
- Openness;
- Honesty; and
- Collaboration,

Coordinating agency activities with the Minister for Planning, Hon. John Day as the champion of the Alliance in collaboration with Alliance partners.

The Stirling City Centre has been identified in Directions 2031, Spatial Framework as a strategic city centre. It provides an opportunity to realise Government objectives of delivering sustainable mixed used development centred around an accessible transit station that encourages public transport over private and provides diverse employment and housing options. The alliance approach ensures positive engagement with stakeholders to demonstrate the Department's commitment to strengthen partnerships within Government and better engage with communities and industry to achieve beneficial economic, social and environmental outcomes.

ELECTED MEMBER BRIEFING NOTES

As the project owners, the Department of Planning has a responsibility to its Minister, Hon Minister John Day. The Hon Minister John Day (MLA) has responsibility for communication with State Government, noting relevant Government agencies are responsible to advise their Ministers as required. The City of Stirling has a responsibility to its elected members to ensure that all are aware of any formal communications with other elected members.

All formal elected member communications are to be circulated to the Parliamentary and Ministerial Services of the Department of Planning, Department of Transport, Main Roads WA, LandCorp and PTA for input if necessary and/or approval.

Any formal communications with City of Stirling Mayor will be undertaken via the CEO of Stirling.

The Alliance Project Director will be the conduit for all communications, unless otherwise agreed through the Alliance Leadership Team and/or the Alliance Board.

Briefing Notes will be prepared and endorsed by the Alliance Leadership Team (ALT) and issued as an Alliance document under the signature of the Project Director.

Requests from elected members for urgent briefing responses will be approved and issued by the Project Director with the input of relevant Alliance partners with subsequent advice to all Alliance partners.

Board members will be provided with copies of all Briefing Notes via the relevant organisational protocols where they exist.

Matters of commercial or other confidentiality will be identified and advised to Board members for relevant documents.

A single standard format will be adopted for all communications.

INVITATIONS TO EVENTS

All invitations to elected members to attend official functions will be made via the Project Director.

All invitations to the Premier to attend official functions will be made via the Minister for Planning.

Events will be conducted as Alliancing events and not on behalf of individual Alliance partners. Resources provided will be acknowledged accordingly.

Introductory and welcoming comments will be provided by the most appropriate Alliance partner/s to reflect the content under consideration.

Any requests for the elected members to attend functions in an official capacity (ribbon-cutting, media events etc) will be made at least one month prior to the event occurring.

If there was a proposal for elected officials from State or Federal government to attend or present at an event to be held at City of Stirling Council chambers, the Mayor would need to be briefed in advance.

If a member of the Federal Government is attending a meeting, Minister Day should be advised.

POST ENGAGEMENT PROTOCOL

If at any time, an Alliance member has been involved in communications to local, state or federal elected member/s relating to the Stirling City Centre Alliance, in the course of their general duties, it is appropriate that these communications be retrospectively reported to the Alliance Project Director, via the Office Manager who will maintain a register of such communications and any resulting commitments that may arise.

These communications will be reported to the ALT and the Board when appropriate; to ensure that there is a shared awareness of issues and opportunities at the elected member level.

PARLIAMENTARY QUESTIONS (WITH OR WITHOUT NOTICE) AND URGENT BRIEFING NOTES

There will be times when requests for briefing notes and parliamentary questions will require urgent response that may not allow for prior endorsement from all Alliance partners. In this instance, retrospective advice of the communication will be provided to all agencies in the form of an "Information Only Elected Member Memo".

FOR CLARIFICATION OF THESE PROTOCOLS OR ANY FURTHER INFORMATION, PLEASE CONTACT THE PROJECT DIRECTOR, NANETTE PITTS, ON 9264 7587

CARY PRATTLE

Print Name



Signature

04/08/09

Date

Chairman - Western Australian
Planning Commission

STUART JARDINE

Print Name



Signature

29/7/09

Date

CEO - Officer City of Stirling

NOELENE JENNINGS

Print Name



Signature

4/8/09

Date

A/ DG - Department of Planning

Menno Hennevel

Print Name



Signature

3rd August, 2009

Date

A/DG Department of Transport and
Commissioner Main Roads WA

Ricky Wood

Print Name



Signature

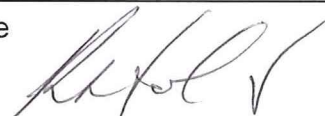
29.7.09

Date

CEO - Public Transport Authority

Ross Holt

Print Name



Signature

29/7/09

Date


CEO - Landcorp

Elizabeth Re JP
Print Name


Signature

29 July 2009
Date
Councillor – City of Stirling

Raymond Thomas Willes
Print Name


Signature

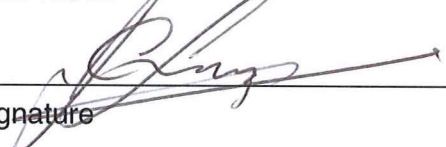
4 Aug 09.
Date
: Sustainability Representative

PETER J SCALES
Print Name


Signature

29.7.09
Date
Community Representative

JOE LENZO
Print Name


Signature

29/07/09.
Date
Industry Representative

GIOVANNI ITALIAIO JP
Print Name


Signature

29.07/09
Date
Councillor – City of Stirling