

DWELLINGUP FUTURES – CONSULTANT SCOPE

Dwellingup Futures Growth Management Road Map (Road Map)

1.0 Introduction

The Shire of Murray (SOM) has identified that Dwellingup is experiencing a period of growth of a variety of industries particularly mining, construction, agriculture, forestry and tourism. In order to plan and manage this expected growth, the SOM, with the support of the Peel Development Commission (PDC), has established the Dwellingup Futures Project with the aim to develop a Road Map outlining the vision and strategic intent for the future of Dwellingup. The Dwellingup Futures Project is supported by the *Dwellingup Futures Stakeholder Working Group* (SWG) comprising industry, community, government and academic representatives. The SWG is supported by a Technical Advisory Committee (TAC), also comprising industry, community and government representatives.

To assess the preferred and most sustainable direction for economic development, the SWG seeks the development of a Road Map, covering the key outcomes for this work below. The timeframe for these scenarios is from the present to June 2021, and July 2031 to July 2049, to align with census years.

Road Map Key Outcomes Required:

1. **Vision and Strategic Intent** - An agreed vision and strategic intent for the future of Dwellingup.
2. **Modelling Indicators** - Social, economic and environmental modelling indicators relevant to the proposed vision and strategic intent for the future growth of Dwellingup.
3. **Industry Growth Scenarios** - Development of industry growth scenarios that identify new and existing opportunities for industry and jobs and includes consideration of how different sectors, industries and land-uses in the Dwellingup area can co-exist to the betterment of the town, region and state.
4. **Evidence Base** - Provision of a supporting evidence base for each industry growth scenario, through indicative investment costings and cost benefit analyses, as required.

The scope for each outcome is outlined further in subsequent sections of this document.

2.0 Background Information

2.1 History of Dwellingup

The town of Dwellingup is located in the SOM just over an hour's drive south-east from Perth and within the Peel region. Dwellingup is an idyllic town surrounded by jarrah forest adjacent to the Murray River.

Prior to European settlement, the Dwellingup area was recognised as important foraging territory for the local Aboriginal tribal groups, with the hard rock used for making of tools,

artefacts and sharp-edged instruments that were useful in skinning kangaroos and other marsupials. Different tribes used to travel through the Dwellingup forest area to access watering holes and use caves as stop over for shelter, before moving down onto the open coastal plain. The Darling Scarp and forest environment was therefore an important area for hunting, gathering, tool making and movement of Aboriginal tribes before the colonisation by European settlers.

European settlement of the Dwellingup area commenced in the late 1800s when timber cutters moved into the area and began harvesting the abundant jarrah, marri and blackbutt trees in the area. In 1909, the area was surveyed for a town following the decision to make this the site for the end of the Pinjarra-Marrinup railway.

A number of small timber settlements - Holyoake, Nanga Brook, Marrinup and Chadoora - grew in the area at this time but Dwellingup became the most important centre with a hotel, a doctor, two butchers, a baker and a saddler. In 1918 the forests around Dwellingup became part of the State Forest and consequently the town became a centre for forest management and research.

The town was virtually destroyed in 1961 when lightning started a bushfire which lasted for five days. It damaged 140,000 hectares of forest and wiped out many of the smaller timber towns, including Nanga Brook, Holyoake, Marrinup, Banksiadale and Dwellingup. Of all the towns damaged by the bushfire only Dwellingup was rebuilt.

Alcoa's local bauxite mines are the sole feedstock to the company's nearby Pinjarra alumina refinery as well as its Kwinana refinery.

2.2 Recent Growth Opportunities

Dwellingup itself has increasingly become a recreation and tourism town based around its environmental, cultural and heritage values. The SOM and various State and Commonwealth bodies have invested \$4.5M to transform Dwellingup into a recognised 'Trails Town' with improvements to trails, the Visitor Centre and a new skate park. Just recently the SOM, in partnership with the Department of Biodiversity Conservation and Attractions (DBCA) was successful in gaining funding for the \$8.7M Dwellingup Adventure Trails project to build additional trails and supporting infrastructure. Consequently, an increase in jobs and visitors are expected in and around Dwellingup.

Other indirect economic growth opportunities within the Dwellingup radius include:

- Alcoa's ongoing investment in its WA bauxite mines and alumina refineries, that employ about 3,750 people in WA, the majority of which live in the Peel region
- \$18M Bushfire Centre of Excellence for Western Australia, Peel Business Park
- LandCorp's \$45M Peel Business Park development
- Shire of Murray, \$21.75M Agri-Industry Precinct, Peel Business Park
- South32 / Worsley Alumina
- Newmont Boddington Gold Mine
- Tourism growth in Mandurah and Perth
- Rapid expansion of the south metropolitan and Peel urban growth corridors

3.0 Scope of Work

The scope of works consists of the following components:

1. **Literature Review** – Literature review and issues identification.
2. **Land Use review** - exploration of statutory and legislative frameworks applicable to the land use in the Dwellingup area as they relate to key industries. Specifically, the following questions need to be answered for clarification around future development opportunities in the Dwellingup area:
 - a) Investigation of core issues (from a land use perspective) that require exploration for clarification around future development opportunities in the Dwellingup area.
 - b) What are the key statutory and regulatory instruments relevant to the operations (and associated land uses) of key industries (eg including but not exclusively tourism, forestry, mining, manufacturing, rural, agricultural, horticultural) in the Dwellingup area, and what current, minimum legally enforceable requirements can these instruments place on key industries in general in regard to environmental assets and natural areas? If possible, it would be desirable for this information to be displayed spatially.
 - c) What are the key approvals mechanisms and designated Decision Making Authorities in relation to land uses applicable to the key industries in the Dwellingup area?
 - d) What are the timeframes applicable to approvals under the statutory and regulatory frameworks for these land uses applicable to key industries in the Dwellingup area?
 - e) What legislation applies to the different land tenures in the Dwellingup area and what timeframes are associated with each (eg including but not exclusively, mining, town planning schemes, regional planning schemes)?
 - f) What land uses in which areas are permissible under the current statutory and regulatory regimes applicable to the Dwellingup area (eg including but not exclusively land use zonings, extractive industries, overlaps of land uses in the areas around Dwellingup)?
3. **Vision and Strategic Intent** - In consultation with the TAC, develop a proposed vision and strategic intent for the future growth of Dwellingup, for approval by the SWG.
4. **Project Area** – In consultation with key stakeholders and the TAC, define and map the project area, this can be considered from an attribute base (various land use areas, infrastructure, roads and access routes, linkages for access to Dwellingup etc) for approval by SWG.
5. **Modelling Indicators** - Develop social, economic and environmental modelling indicators relevant to the proposed vision and strategic intent for the future growth of Dwellingup. Combining all the available data and likely trends on social, economic and environmental considerations, develop appropriate modelling indicators to inform future economic growth decision making. This modelling will subsequently be used to develop and assess a range of possible future growth scenarios for Dwellingup. A series of industry growth profiles are to be developed as part of this task (see Item 4.0, III, 3 below). Assessment of impacts on land use through the use of a geographic information system (GIS) base model is preferred.
6. **Scenarios Development** - Consistent with the recommended vision and strategic intent, describe and outline at least two possible future industry growth scenarios in

addition to a control scenario of 'no change'. Scenarios are to be developed via a multi-criteria analysis that must include spatial and temporal considerations and ensure the key values and assumptions supporting each scenario are described, reasonable, tested and (where possible) evidence based through indicative investment costings and cost benefit analyses, as required. Development of scenarios is to be conducted in consultation with the TAC.

7. **Refinement and Selection of Scenarios** - Using the modelling indicators and a process of iteration with the TAC based on relevant criteria and consultation, formulate scenario modelling of at least two future scenarios consistent with the vision and strategic intent, as well as the 'no change' scenario.
8. **Develop the Road Map** – produce the Dwellingup Futures Growth Management Road Map outlining:
 - **Vision and Strategic Intent** - The agreed Vision and Strategic Intent for the future development of Dwellingup
 - **Project Area** - Agreed Project Area and attribute map
 - **Land Use Summary** – Summary of the statutory and legislative frameworks applicable to the land use in the Dwellingup area as they relate to key industries
 - **Industry Growth Scenarios** - Recommendations for future Industry Growth Scenarios consistent with the vision and strategic intent, that identifies new and existing opportunities for industry and jobs and includes consideration of how different sectors, industries and land-uses in and around the Dwellingup area can co-exist to the betterment of the town, region and state
 - **Implementation Pathway** - A recommended Implementation Pathway for the SOM to deliver to ensure the most sustainable existing and new economic development opportunities in and around Dwellingup
 - **Evidence Base** - The supporting evidence base for each part of the Road Map, from literature and stakeholder research, indicative investment costings and cost benefit analyses
 - **Success Indicators** - Key Success Indicators to allow for monitoring and evaluation of the Road Map over time

4.0 Methodology

The consultant will be requested to outline their proposed methodology and timelines in response to this scope. However, the methodology is expected to include the following phases at a minimum:

- I. Desktop research and literature review including current census data (which shows key industries and employment in Dwellingup) to provide background and insights into the Dwellingup, Murray and Peel region, status of the current industries and potential growth, planning and strategy activities. Input into the desktop review will also be sourced by the SWG and TAC. Some known references and reports will be provided via the TAC but these will not be exhaustive and the consultant is expected to ensure a comprehensive literature study is conducted.
- II. Land Use Review research and consultation approach.
- III. Based on desktop analysis and stakeholder consultation, identification and analysis of:

- 1) Existing land rights, timeframes, land tenure and management, locations and clusters of activity for each industry and their existing land use allocation and adjacencies (linkages, synergies, cross-overs and potential conflicts) for the years from present to June 2021 and July 2031 to July 2049, to align with census years.
- 2) Key existing and growth drivers of each industry sector.
- 3) Proposed / projected expansion and intensification of each industry sector with their associated spatial and temporal land use requirements.
- 4) Any potential current and future conflicts and/or synergies between the industry sectors.
- 5) Global market influences of each industry sector growth and how they might impact each scenario, such as:
 - a. performance of the resources sector, given its economic contribution in Peel and the South West, taking the Fly-in Fly-out (FIFO) and Drive-in Drive-out (DIDO) workforce into consideration;
 - b. international standards of trails tourism;
 - c. changing workforce requirements to the tourism, forestry, agriculture and resources sectors;
 - d. other influences such as remote working for roles previously located in major centres.
- 6) Opportunities for local and regional planning schemes, planning policies or broad suite of regulatory instruments and heads of power (of which State agreements are only one) to facilitate the required land tenure and uses for each industry including information on required decision-making processes (eg local, corporate or national level for key industries).
- 7) Population growth opportunities for the Dwellingup townsite in relation to the Town Planning Scheme and Local Planning Strategy review processes based on Place Making principles.
- 8) Bushfire regulations on planning/building approvals.
- 9) Additional public infrastructure that would be required to support the industry growth scenarios of each key industry and the associated planning approvals, service provision and utility expansions.
- 10) Projected employment profile broken down into both general and industry specific.
- 11) Known environmental values, including statutorily protected conservation values.

Note Stakeholder consultation at this stage of the project will be with each individual member of the SWG - 18 anticipated number of SWG stakeholder consultations.

The following aspects are also expected to be considered during this phase of the project:

- a. Environmental constraints and opportunities
- b. Infrastructure availability, both existing and planned (roads, rail, civic)
- c. Transport connections
- d. Sensitive land uses
- e. Future land use change(s)
- f. Population growth, both general and industry specific
- g. Residential land use
- h. Local government area Planning Schemes, Structure Planning, Place Plans including constraints or conditions.

- IV. Stakeholder consultation – additional discussions and interactions with other key stakeholders (in addition to SWG members), representatives and investors may be required. A suggested list of stakeholder contacts will be provided. For the purposes of a quotation, the additional number of stakeholders is anticipated to be no more than 10.

Additionally, the SOM will facilitate a formal community consultation process whereby the project scope is presented, and community input is sought. As part of this process, the SOM will organise a community consultation event and the Consultant would be expected to be present at this event, to present the key issues to the community, capture the community feedback and consider the community views in the development of the Road Map.

The SOM, SWG and TAC will assist with identifying and introducing key stakeholders, but it is expected that the Consultant will coordinate the consultation and manage all liaison, meetings and information gathering and sharing, following initial engagement.

Additionally, the support of a University of Western Australia (UWA) student (through placement at Peel Development Commission) will be provided to assist with literature discovery and research into the Land Use Review questions, as well as comparable examples of where mining and resource industries have conflicted with amenity and tourism opportunities, and identification of successful solutions. For role clarification, the student will undertake the role of discovery, providing the Consultant with a suite of discovery data. The Consultant will be required to ensure all relevant literature has been sourced, review the data and identify the associated gaps, in order to conduct the scope of works as described above. The data discovery work undertaken by the student does not preclude the consultant checking other information sources.

5.0 Project Deliverables

The project deliverables include:

- 1) Draft recommended Vision and Strategic Intent for Dwellingup
- 2) Draft recommended Project Area and map
- 3) Land Use Review Summary
- 4) Social, economic and environmental modelling indicators relevant to the proposed vision and strategic intent for the future growth of Dwellingup
- 5) Modelling of a minimum of two industry growth scenarios, in addition to the 'no change' option
- 6) Presentation of the recommended two industry growth scenarios for review and assessment by the TAC, to include findings, scenarios, growth model parameters and assumptions
- 7) Presentation of the Draft Road Map to the TAC
- 8) Presentation of the Draft Road Map to the SWG
- 9) Presentation of the Final Road Map to the TAC and SWG
- 10) Delivery of Final Road Map electronic form to the TAC including:
 - a) Executive Summary
 - b) Brief Introduction and Background, including a spatial definition of Dwellingup for the purposes of the Brief
 - c) Overview of the Brief and process undertaken to deliver the Brief (research methodology)
 - d) Vision and Strategic Intent for Dwellingup
 - e) Land Use Review Summary

- f) Industry Growth Scenarios modelled, explanations of key assumptions and basis for recommended scenarios for development
 - g) Implementation Pathway
 - h) Suggested evaluation framework and success factor indicators
 - i) List of stakeholders and consultation engagements
 - j) Associated supporting evidence and GIS supporting information
- 11) Road Map data collected in production of the Road Map provided in electronic form.

6.0 Governance and Reporting

6.1 Project Coordinator

The SOM will be the Project Coordinator and the following roles and responsibilities include:

1. Form an assessment panel comprising three members of the TAC (or their organisational representatives) to assess quotations received and recommend the preferred Consultant to be engaged to the broader TAC for endorsement and then to SWG for approval
2. Formal procurement of the Consultant
3. Approval and administration of milestone payments to the Consultant based on milestones in consultation with the TAC
4. Approval of any required project variations and expenses in consultation with the TAC
5. Liaise with the media if required, in consultation with the TAC

6.2 Project Manager and Primary Point of Contact

The Chair of the TAC will appoint a member of the TAC to be the Project Manager of the project and to be the primary Point of Contact (POC) to the Consultant. The POC roles and responsibilities include:

1. Maintain a close relationship with the appointed Consultant through all stages of the contract
2. Ensure the Consultant is fully briefed on the project and engaged with all required stakeholders
3. Monitor the project progress and timeframes
4. Report progress and/or alert any issues to the TAC on a regular basis
5. Arrange for the consultant to brief the TAC monthly
6. Arrange for the TAC to review the outputs and deliverables from the Consultant prior to presentation to the SWG
7. Arrange for the consultant to present the project findings to the SWG
8. Liaise with SOM for required financial management

6.3 Table of Indicative Project Key Milestones

Indicative Project Key Milestones	Date (indicative only)	Payment Milestones / %
Contract awarded	TBA	
Inception meeting with POC	Within week 1 of contract award	
Project Plan - Submit detailed project plan including proposed methodology, proposed timeframes and key milestones, a stakeholder consultation plan and progress reporting details	Week 3	
Progress report 1 – Literature Review – summary, issues identification, and data research to date Land Use Review Summary	Week 9	20
Internal comments on progress report 1	Week 10	
Progress report 2 – Stakeholder consultation with summary of key findings to date (issues, risks, opportunities) Draft recommended Vision and Strategic Intent Draft recommended Project Area and Map	Week 15	
Internal comments on progress report 2	Week 16	
Progress report 3 – Modelling indicators and recommendation of the proposed Industry Growth Scenarios for further development	Week 20	20
Internal comments on progress report 3	Week 21	
Presentation to TAC of the two recommended Industry Growth Scenarios, in addition to the 'no change' option Feedback from TAC	Week 22	
Presentation of the Draft Road Map to TAC (key findings, recommendations and implementation pathway) Feedback supplied by TAC	Week 26	20
Presentation of Draft Road Map to the SWG Feedback supplied by TAC	Week 28	

Report item on draft Road Map considered by Council for public advertising	Week 30	
Formal public advertising and community consultation commences. Presentation to a community forum event	Week 32	
Review of public submissions received and consideration of report revisions by TAC and Shire of Murray	Week 38	
Presentation of the Final Road Map to the SWG TAC may be in attendance	Week 41	20
Delivery of the Final <i>Dwellingup Futures Growth Management Road Map (and data)</i>	Week 45	Final remaining 20% payment upon SWG and Council satisfaction of the Final Road Map

6.4 Consultant Progress Reporting Meetings

Anticipated meetings required:

1. Project start-up meeting
2. Weekly updates via teleconference or email with the project POC
3. Fortnightly progress meetings with the project POC
4. Provide progress updates to the TAC monthly
5. Provide progress updates to the SWG bi-monthly
6. Provide two progress presentations to the SOM Council.

7.0 Timing of Services

Indicative timeframes are as follows:

Commencement date - the project will commence with the project start-up meeting at a date to be determined in consultation with the TAC and appointed consultant.

Completion date - it is anticipated that the project will be concluded within a nine-month period.

8.0 Budget and estimates

A fixed price quotation is to be provided with a breakdown of costs for each of the five components of the scope of works (section 3.0), detailing estimated hours, hourly rates, travel and incidental expenses. The successful respondent will be required to travel to Peel and perhaps Perth for stakeholder consultation and site visit(s).

9.0 Quotation details and consultant experience

The respondent is required to provide a quotation, including a proposed methodology to address the requirements, relevant experience in contracts of a similar nature and breakdown of costings as referred to above, to undertake this scope of work.

Selection of the successful contractor(s) will be based upon a combination of:

- a) Demonstrated understanding of the requirements
- b) An understanding of the future trends and opportunities for industry development in relation to Dwellingup
- c) Proposed methodology including key milestones and proposed stakeholder engagement method(s)
- d) Access to the appropriate tools to carry out the task including a GIS based tool
- e) Previous experience in contracts of a similar nature – examples and two references
- f) Value for money. The SOM has a regional price preference policy as part of its procurement process.

As with all quotation assessments, value for money will be the key assessment factor, therefore the lowest quotation will not necessarily be accepted.