Committee for Perth

BOORLOO KWORP

'Perth is Good'

ENHANCING PERTH'S REPUTATION AS A PLACE TO LIVE,

WORK, STUDY, INVEST AND VISIT

JUNE 2020

Enhancing Perth's reputation, as a place to....

LIVE, WORK, STUDY,

About the Design

The report has been designed by *Insight Communication & Design,* an award winning Perth agency, which has supported the Committee for Perth since its inception in 2006.

INVEST & VISIT

Boorloo Kworp
'Perth is Good'

Hashtag Perth is a project of the Committee for Perth and is funded by our members and funding partners and contributors:

Core Funder

Perth Airport

Major Funders

City of Perth

PROGRAMMED

Supporting Funders and Contributors

ATCO

City of Armadale

hawaiian

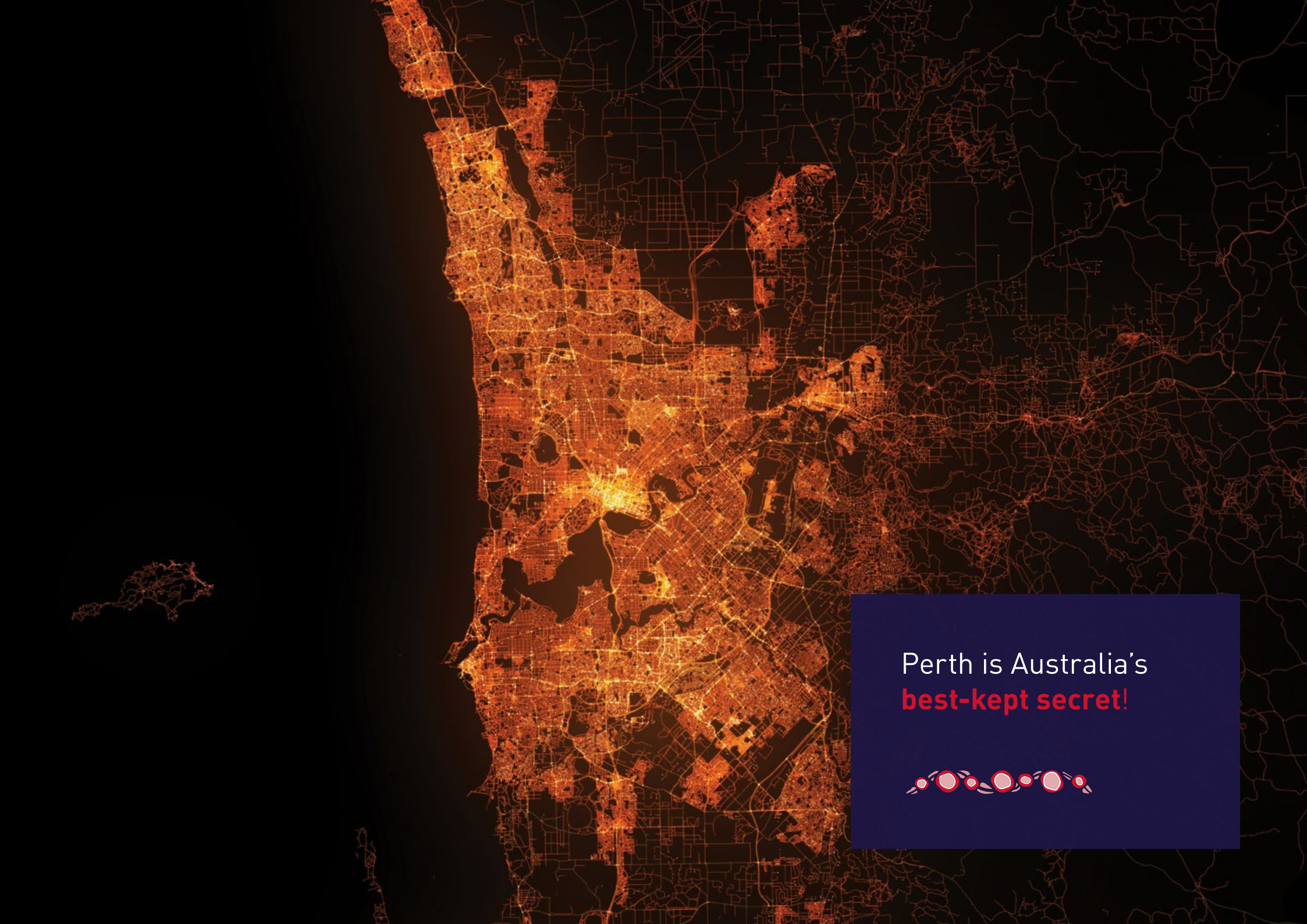
The University of Western Australia

wa super

Westpac

Woodside

This report is the copyright of the Committee for Perth. We encourage its use and citation; the report should be referenced as: Committee for Perth, 2020, *Boorloo Kworp 'Perth is Good'*.



Perth is Australia's
best-kept secret!

From the Steering Committee Chair

We are at a unique point in history.

The COVID-19 crisis has swept away many of the accepted truths about how the nations of the world interact with each other.

But, now more than ever, we still long for and need to be connected.

For Perth and Western Australia, this is a once in a lifetime opportunity to write our own story and, in doing so, create our own future.

We should no longer feel shackled by the labels or expectations of the past: of who we were, or who others thought we were.

We should not limp meekly through a recovery phase and hope that the world rediscovers us.

Now is not the time to be timid or humble.

We should draw on our collective strengths, experience and talents and strike out boldly and confidently.

Hashtag Perth and the resulting *Boorloo Kworp 'Perth is Good'* report could not have been better timed.

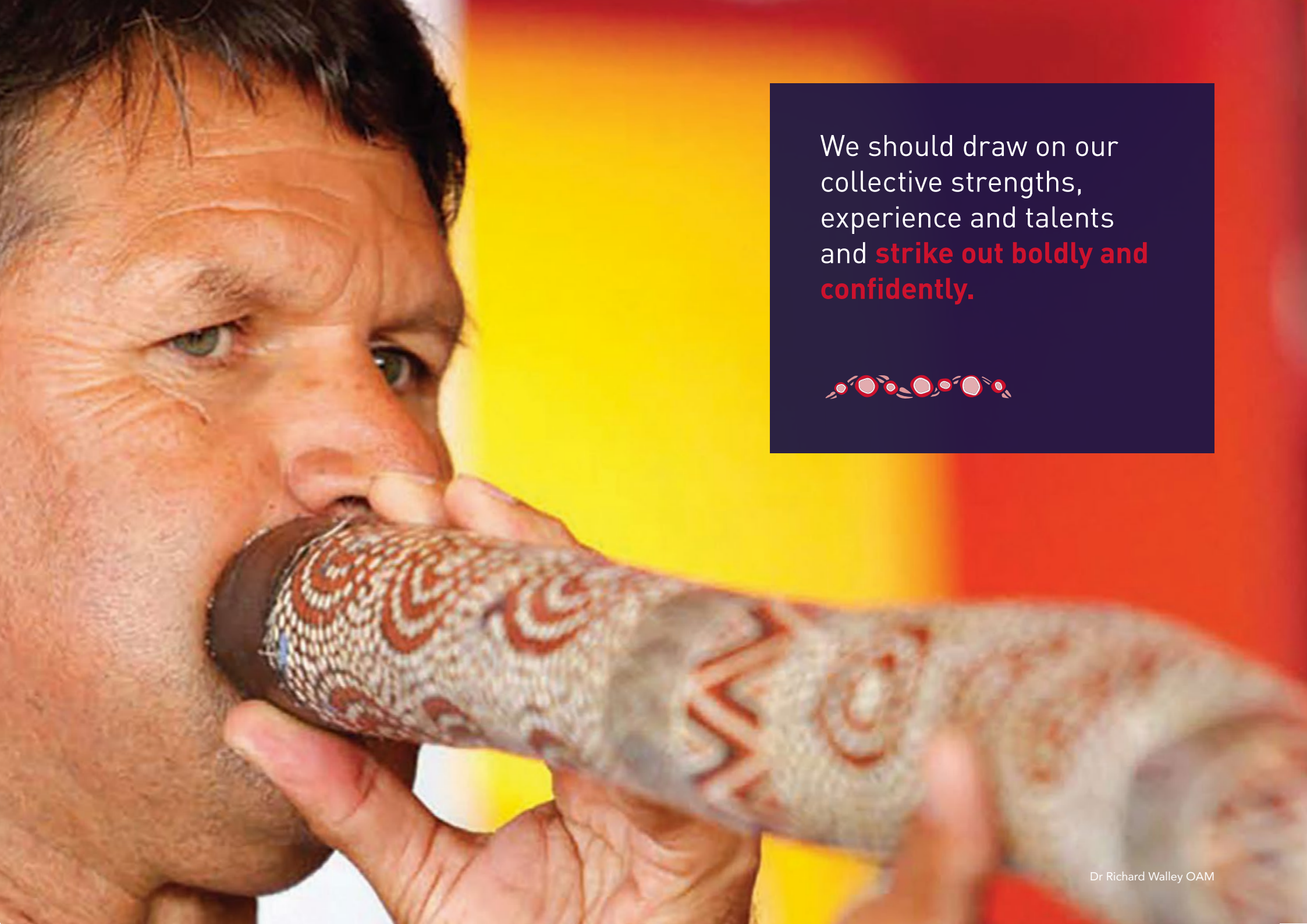
While other cities, both in Australia and around the world, are left to ponder "what next?" after the coronavirus, we have already done the hard yards in terms of research and understanding who we are, how the world sees us, and what we have to offer.

Our challenge now is to use this work to drive our efforts to re-define, re-shape and re-establish Perth's reputation as the natural and obvious place to live, study, invest, work or visit.

Perth Airport will be working with the Committee for Perth and its partners to ensure we take full advantage of the head start that the *Boorloo Kworp* report and *Hashtag Perth* project has given us.

We've found that Perth is good and that's a great story to tell – let's tell it together in a confident and compelling manner.

Kevin Brown
Chief Executive Officer, Perth Airport
Steering Committee Chair, *Hashtag Perth*



We should draw on our collective strengths, experience and talents and **strike out boldly and confidently.**

Dr Richard Walley OAM

From the Project Director

After almost two years of collecting data and feedback on Perth's reputation locally, nationally and internationally, I am pleased to introduce *Boorloo Kworp 'Perth is Good'*, the output report arising from the *Hashtag Perth* project. With the aim of exposing Perth as Australia's best-kept secret, *Boorloo Kworp* importantly details the actions required to reposition Perth by enhancing its status as a place to live, work, study, invest and visit.

As Perth people, we love our region and yet research for the *Hashtag Perth* project found that we have been reluctant to promote it to others. For Western Australia's capital to grow and flourish, more people need to know that Perth exists as an alternative to big, crowded, polluted and expensive cities. For many, the statement 'Where on earth is Perth?' holds true because Perth is not as well-known as it should be. However, when people visit Perth for the first time, they report that the region significantly exceeds their expectations.

During the *Hashtag Perth* project, we were repeatedly told that Perth lacks 'one big thing' – an iconic, unique, one-of-a-kind drawcard. As long-term advocates of a World Centre for Indigenous Culture, it has been heartening that participants in interviews and focus groups agree that Perth could be the city in Australia that is known for the way it acknowledges, respects and celebrates Indigenous people and their culture. Perth and the South West region is Noongar country, a land rich in culture and bio-diversity – and we need to embrace this.

Pleasingly our research found that Perth is a 'good' type of different and this needs to be part of our narrative. Perth's small-town friendliness, combined with a big-city vibe, offers a unique lifestyle not available in more populous cities. The region's greatest strength is the natural beauty found in its bushland, pristine beaches, blue skies, clean air and abundant parklands – it's central to our highly prized and increasingly affordable quality of life. Perth is also an innovator with a key role in ground-breaking projects and many remote-control operations for mining and resource companies — along with the supercomputing facility at the Pawsey Centre — yet these achievements are not well-known outside Perth.

Boorloo Kworp adds depth and breadth to Perth's narrative, taking commentary beyond the natural beauty and mining economy and lays out a set of recommendations and actions to enhance Perth's reputation to ensure it's no longer 'out of sight and out of mind'.

Hashtag Perth has involved almost all of the Committee's 100+ member organisations. Extra financial and intellectual support was provided by our project funding partners, who also supplied personnel to steer the project from beginning to end. *Hashtag Perth's* foundations were built upon an in-depth survey we commissioned Ipsos to undertake in 2019. The aim was to understand Perth's reputation from a range of perspectives and as far as we know this is the first time an analysis of this scale and reach has been done. The project also benefitted enormously from the input of participants in focus groups and interviews in Perth, Sydney, Melbourne, London and Singapore. It has been enhanced by objective feedback from reviewers who are fond of Perth but don't reside here.

Perth lacks 'one big thing' – **an iconic, world-class, one-of-a-kind drawcard.**

When *Boorloo Kworp* was in its final draft another review took place to ensure that its recommendations are pertinent and relevant both during and after the pandemic. My heartfelt thanks to everyone who made a contribution, it's certainly been a team effort.

In closing, a salient point to note is that *Hashtag Perth* is the first project I have managed where government and the private sector has been on the same page from the beginning.

Everyone we met with, interviewed, surveyed or spoke to wants Perth to be the best it can be. A region that is highly-liveable, vibrant, prosperous and distinct. The challenge will be to take this sense of unity and turn it into collective action. It's up to us all to be part of 'Team Perth'.

Marion Fulker
Chief Executive Officer, Committee for Perth
Project Director, *Hashtag Perth*

Executive Summary

This report analyses and presents the findings of the Committee for Perth's *Hashtag Perth* project which commenced in 2019 following the *Bigger and Better Beyond the Boom* (B4) project. B4 had established that Perth is falling behind in the global race for city-competitiveness and identified a shared desire to diversify its economy, develop growing and innovative sectors and create distinguishable strengths. Forging a strong, positive, recognisable reputation was highlighted as an important part of this process.

The *Hashtag Perth* project sought to characterise Perth's current reputation as a place to live, work, study, invest, visit and do business and to identify how — and why — this has evolved over time. Additional key objectives included examining the positive and negative perceptions of Perth (determining the gaps between perception and reality) and articulating strategies to capitalise on opportunities and address areas of weakness. As part of this process, it was also important to pinpoint target markets for investors, businesses, visitors, students and talent, and ascertain how best to promote Perth to each of these.

The *Hashtag Perth* research process incorporated substantial internal and external stakeholder consultation, such as the Perth Reputation Survey which interviewed 2,527 people including 600 Perth residents and 385 from each of Perth's major city-neighbours Sydney, Melbourne, Brisbane, Singapore and Auckland. In Perth, focus groups were held with 147 Committee for Perth member representatives, while business and civic leaders were interviewed in Sydney, Melbourne, London and Singapore. It also included academic research on Perth's reputation, its levels of innovation and foreign investment along with the changing nature of its demographics. To learn from elsewhere, the project also included a study tour to two comparable cities that had undergone substantial reputation uplift – Vancouver and Seattle.

The results reveal that Perth is a distinctive place, with a lot to be proud of. Nationally and internationally, its best known attribute is its natural beauty. But while this may be gratifying, it's not all good news. The research also shows that Perth's reputation lacks depth and diversity, and that recognition and familiarity in external markets is limited. These problems are not helped by the reluctance of local residents to 'talk up' their city, and share its secret places and things to do. Quite simply, the word is not getting out that Perth has more to offer than great beaches and a beautiful environment.

But what is reputation, and why does it matter? Reputation refers to the perceived and experienced capacity of a city to meet the demands and expectations of internal and external stakeholders. It is recognised as an intangible asset and a source of city competitiveness. Cities with strong, positive reputations are attributed with being more appealing to residents, tourists and visitors, businesses and investors due to their success in attracting international attention, being more memorable and fostering a strong sense of identity, belonging and pride.

Hashtag Perth has identified several positive assets that set Perth apart from other cities – and that deserve to be talked about more. These include Perth's quality of life, principally its distinctive small-town friendliness meets big-city lifestyle, enviable work-life balance, down-to-earth people and unique summer vibe. Affordability, quality employment opportunities and long-term economic resilience are additional regional strengths. Perth's spaciousness and healthy, active outdoor lifestyle have emerged as vital assets during the COVID-19 pandemic. What's more, Perth has been found to enjoy a relatively strong reputation in parts of Asia, with Singaporeans in particular reporting an affinity with Perth founded on geographical proximity and connections forged by visiting, studying, doing business, and having friends and family who live in the region.

The research also indicates that Perth's reputation has been boosted by investment in new infrastructure, including world-renowned cultural and sports venues, an exciting calendar of contemporary festivals and events, and novel and premium hospitality offerings. This includes Optus Stadium, Fringe World Festival and the soon to be completed Western Australian Museum. The benefits of these new attractions and their role in increasing the allure and vibrancy of Perth are widely recognised amongst residents and have also been promoted globally in the media.

However more action is needed to put Perth on the map and establish it as a global leader. *Hashtag Perth* research shows that not enough people at home or abroad know and appreciate what Perth has to offer. In particular, international indices rank Perth well below Melbourne and Sydney as a place to study, as a city of innovation, and as an implementer of smart technology.

Hashtag Perth research also found that Perth (and Australia in general) is considered as a climate change laggard and deficient in cultural tolerance, with a lack of respect and celebration of Indigenous people and cultures. There is also a view among internal and external stakeholders that the Perth City Centre has areas that can be 'dead' and 'hostile' after working hours, and that it lacks the critical mass of people required to establish itself as a lively, exciting destination. What's more, the absence of an icon or one big attractor that is 'top of mind' when people think about Perth has also been identified as an obstacle to increasing global familiarity. These reputational factors are hindering Perth's appeal as a place to live, work, study, invest and visit.

This report provides a summary of the *Hashtag Perth* research findings and makes recommendations and actions to develop a positive local, national and international reputation for Perth in the short to long-term.

These measures are based on promoting Perth's existing genuine strengths, building new authentic points of difference, countering negative stereotypes, addressing weaknesses and encouraging industry, government and residents to work together to foster community pride and collective promotion.

Most notably, the report recommends establishing Perth as a renewable energy leader and as the Australian city that respects and celebrates Indigenous people and their culture. In particular the *Hashtag Perth* consultation process has confirmed very strong support for the development of a World Centre for Indigenous Culture in Perth as a significant first step in this process. The Committee for Perth has advocated for this for more than a decade. The World Centre is envisaged as a centre for the celebration of First Nations People and cultures from across the world, starting from the Wadjuk people, to be housed in a unique building to create a distinctive and positive icon for Perth.

Perth is a distinctive place, **with a lot to be proud of.**

9 Recommendations and 30 actions to enhance Perth's reputation.

Image by Colin Wimbridge, entrant 2019 Passion for Perth Photographic Competition

Contents

Project Funding Partners	2
From the Steering Committee Chair	4
From the Project Director	6
Executive Summary	8
Key Findings	12
Recommendations Roadmap	13
Perth's Evolving Reputation	18
Perth's Reputation Today	24
Opportunities for Perth	44
A new narrative	50
Recommendations and Actions in Detail	56
Appendix 1 – Methodology Overview	62
Appendix 2 – Insights from Interviews and Focus Groups	64
Project and Research Team	76
Project Steering Committee	78
Acknowledgements	84
References	85
Membership	86

Perth is best known for the appeal of the natural environment and quality of life

Key Findings

1. City reputations evolve over time, and Perth's reputation has been influenced by the transformation of its economy, society, culture, infrastructure and urban environment.

2. Perth has a lot to be proud of including its natural environment, physical attractiveness, good weather and friendliness. Yet, there is a need to deepen Perth's narrative beyond beauty and lifestyle benefits.

3. Perth is different from other Australian capitals and in a good way. Positive differences include Perth's enviable; affordable; small-town friendliness meets big-city lifestyle; connections to Asia; and unique Indigenous culture, people and heritage.

4. Local residents and business leaders love Perth but have been reluctant to talk it up.

5. Too many of Perth's attractions are 'best-kept secrets' that outsiders, even newer locals, struggle to uncover.

6. New cultural and sporting infrastructure, events, urban regeneration projects and novel hospitality offerings provide an opportunity to boost Perth's reputation.

7. Perth lacks 'one big thing' — a unique, high profile international event, attraction or characteristic — to position it within the global market.

8. There is a strong consensus among residents and non-residents that Perth's Indigenous community and culture should be respected and celebrated.

9. Experiencing Perth boosts positivity – with past visitors to Perth among its strongest advocates.

10. Perth has been typecast as expensive, dull, boring and isolated which negatively impacts on the region's reputation. Limited awareness of Perth within external markets also restrains reputational reach.

11. Liveability is one of Perth's biggest strengths, yet it is not unique to Perth – it is also a primary strength of Melbourne, Sydney, Brisbane and Adelaide.

12. Perth's reputation and opportunities are strongest to the north in Asia, rather than to the east in Australia. Singaporeans in particular are positive about, and have strong affinities with, Perth.

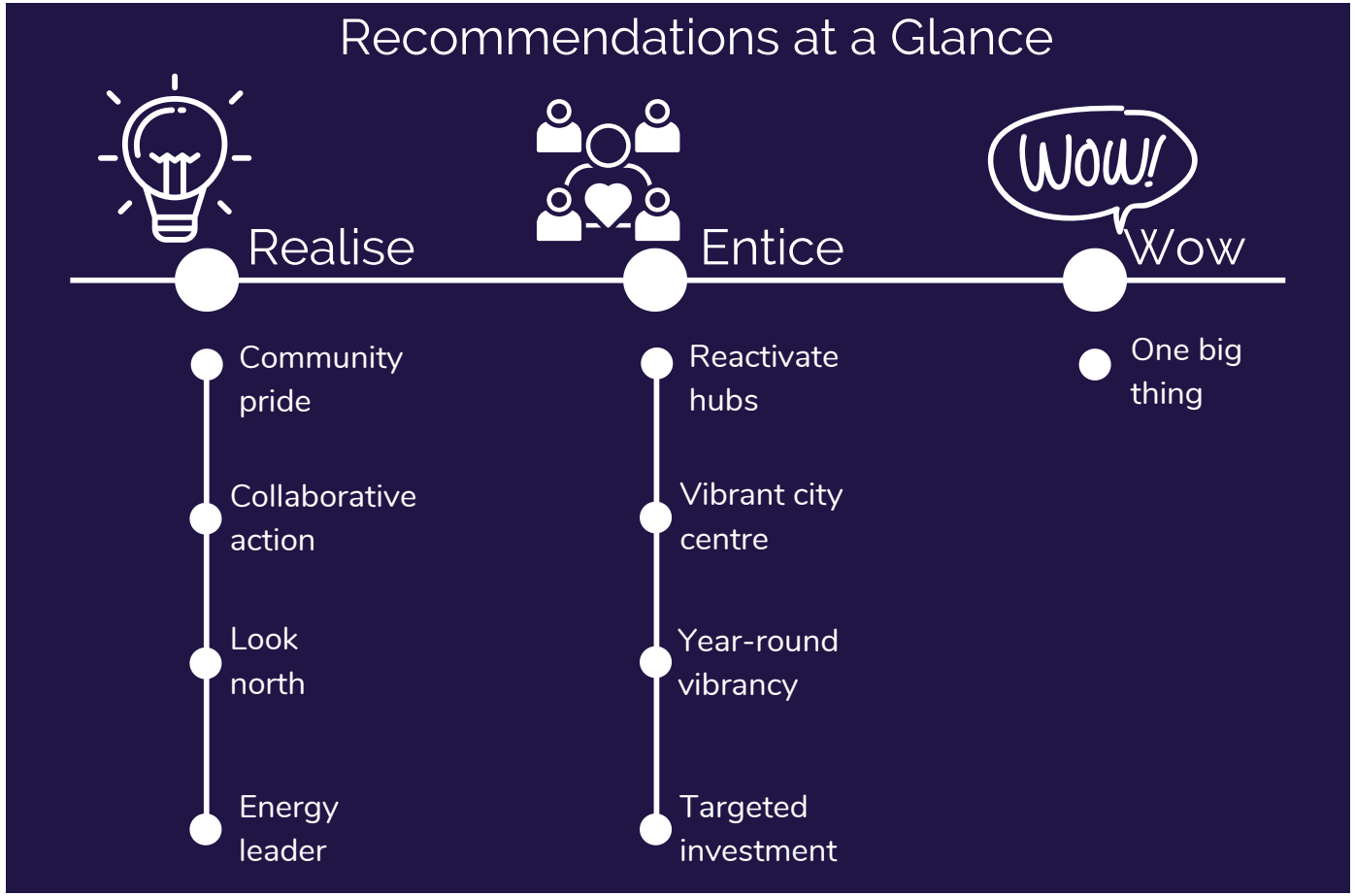
13. An appealing location for foreign investment, Perth is recommended among external business leaders as a place to invest. Yet there is a need to assist investors to navigate Perth's small and tightly held business networks.

14. Perth's reputation lags in areas including urban and cultural vibrancy and climate change adaptation (including the shift to renewable energy). Despite this, Perth has industry know-how and community desire to position itself as a leader in these areas.

15. Perth is not perceived as a leader in innovation and there is a desire to improve the diversity of the regional economy. Patent activity, and expenditure on research and development, is currently substantially lower in Western Australia than in Queensland, Victoria and New South Wales.

Recommendations Roadmap

As a result of the research and consultation findings we make **9 recommendations** to enhance Perth's reputation as a place to live, work, study, invest and visit.



2-Year Roadmap

June 2020

Activate WA business and community leaders to talk Perth up

Create a unifying brand and develop a collaborative marketing and communications campaign

Develop a 'Promoting Perth' series to share success stories and debunk myths about the region

Develop strategies to promote Perth in Asian markets with a focus on proximity and accessibility, premium produce, fresh air, open spaces, education excellence, affordability, lifestyle and connection to Margaret River

Appoint ambassadors for Perth and leverage their knowledge and networks to implement and enhance the Asian Engagement Strategy

Promote Perth through existing Sister City, Sister State and business trade relationships

Promote Perth's cultural, sporting and hospitality offerings and events, particularly artists and offerings that are not available/not performing in Asia

Continue with a collaborative effort and increase investment to promote Perth as a world-class study destination for high school, university and vocational training

Implement a concierge service to assist potential investors to navigate the regulatory environment

6

Establish a cross-sector taskforce to collaborate on attracting international events and acts to Perth

Embrace the Noongar Six Seasons into all aspects of Perth's narrative, promotion, events and culture

Strategically address the impacts of COVID-19 on the Perth City Centre and other regionally significant office, hospitality, and tourism hubs

Convene regular meetings of Tourism and Hospitality Operators to work together on activations for upcoming events including extended trading and specific offerings

Enhance and expand curated, packaged itineraries

Designate Perth City Centre as the primary business, urban living, education, culture, tourism and innovation hub for the region

Implement an introduction service to assist potential investors to navigate the business networks

Direct economic stimulus funds into impactful projects that enhance Perth's reputation

Grow the renewable energy network across Perth and increase investment funds associated with future energy innovation

2-Year Roadmap

Commit to develop the World Centre for Indigenous Culture as a living centre of First Nations People

Create an education and student precinct in the Perth City Centre

Invest in improving amenity and services to support inner-city living

March 2021

Establish new attractions in central Perth which could include a Flyover-Perth

Develop a 'one stop shop' as a window into Perth's offerings and stories of success for visitors, students, investors, residents and potential residents

Run a campaign so that Perth has better awareness and recognition in international markets

Open the World Centre for Indigenous Culture

Establish a destination/visitor focal point in central Perth to provide a sense of arrival and act as a hub of information

Commit to extend conference facilities in central Perth to attract, retain and grow conferences

Create and promote an annual calendar of events

Increase investment in innovation to support growth in agriculture, health sciences and emerging industries

Provide pathways to employment and incentives for Asian and international students to study in Perth

Initiate an enquiry to identify regulatory barriers hindering tourism investment

In the twentieth century, Perth became known for **hosting major international events.**

Image by Nathan Robert, entrant 2016 Passion for Perth Photographic Competition

CHAPTER 1

Perth's Evolving Reputation

This report defines Perth's local, national and international reputation and makes recommendations to strengthen and re-position the region as a great place to live, work, study, invest and visit.

Reputation refers to the perceived and experienced capacity of a city to meet the demands and expectations of stakeholders, including residents, tourists and visitors, businesses and investors, from both an internal and external perspective. Strong positive global reputations underpin successful brands and have been linked to the attraction of businesses, investment and talent (Delgado-García, Quevedo-Puente and Blanco-Mazagatos, 2018; Wæraas, 2015).

Investigations by global research and marketing organisations, as well as academic literature, reveal that a complex combination of factors influence stakeholder perceptions and therefore the reputation of a place. These include national culture, identity, attributes and brand; local social, cultural, economic and environmental attributes; infrastructure; governance efficiency; city brand and image; and investor, visitor and tourist experience (Fair and McGrath, 2018; Reputation Institute, 2018).

Whilst it is evident that some attributes, such as beauty, quality of the natural environment, and climate, should remain relatively stable (if adequately conserved), others including quality of life; urban form; recreational opportunities; infrastructure quality; economic performance; cost of living; governance; and branding, are subject to significant change. As a result, place reputations evolve over time. Perth's reputation has exhibited significant change over the past sixty years.

Cities worldwide, including Perth, have utilised different means to showcase their attributes, differentiate themselves, and demonstrate their capacity to meet stakeholder expectations. This includes actions (and communication of these activities) in areas such as culture, innovation, design and technology; the building and preservation of emblematic monuments or attractions; and hosting major international events (Aula and Harmaakorpi, 2008; Turok, 2009).

Figure 1: Global examples of strategies and actions to enhance place reputation

Melbourne
City centre policy success:

From doughnut city to 'world's most liveable city' through city centre revitalisation, activation and building a critical mass of residents.

FACTBase Special Report: Perth as a region of 2 million people

Singapore
Long-term planning for innovation:

Singapore has a long history of strategic initiatives to facilitate the development of knowledge and innovation economies.

Perth's Pathway to Prosperity

Vancouver
Strategic reputational shift:

Vancouver made a conscious strategic decision to develop and deliver on an authentic global reputation and brand as a green city.

Seattle and Vancouver Study Tour

South Australia
Promoting stories of success:

The South Australian Government has countered the dearth of positive media stories by creating 'The Lead - News Leads from South Australia'.

theleadsouthaustralia.com.au

Amsterdam
'One stop shop' visitor information:

IAmsterdam is a leading tourism website delivering personalised itineraries and pre-paid entry to attractions and transport.

iamsterdam.com

Republic of Ireland
Inspiring local pride and advocacy:

Inspirational tourism videos which aim to foster local pride and advocacy as well as promote Ireland to a global audience.

#Ireland Inspires

As a city that lacks 'must see' historic and iconic attractions, over the past 60 years Perth's reputation has been influenced more by events-based and place-making strategies. This approach has also been taken by other Australian cities, most notably Melbourne (King and Jago, 2009).

In the twentieth century, Perth became known for hosting major international events. These included the historic first US orbital flight in 1962 by John Glenn aboard Friendship-7, the 1962 Empire Games and the 1987 America's Cup. These events not only kick-started investment in the Perth region, they enabled the city to present itself to the world. During this period Perth was depicted as small and remote, somewhat unsophisticated and laid-back, yet also beautiful, confident, friendly, youthful, optimistic, entrepreneurial and outward-looking.

By the 1990s, political controversy and economic uncertainty generated an era of conservatism in Perth. Major infrastructure projects and modest tourism and recreation developments spawned contention. And while Australia's largest capital cities, Sydney and Melbourne, adopted aggressive strategies of capital investment, self-promotion and image creation, Perth was slow to develop its potential. As a result, Perth's sporting and cultural infrastructure fell behind that of other Australian cities and the city centre was increasingly criticised as dull and boring (Kennewell and Shaw, 2008).

Among the most publicised perceptions of Perth during that period was the 'Dullsville' label, popularised by Lonely Planet's Rebecca Chau and Virginia Jealous who wrote: "When many a traveller came to visit in the 1990s, the city was dismissed as 'Dullsville'. The streets were dead, there was nowhere to party. Locals were just too lackadaisical, at home, in their boardshorts and desert boots, tinkering with the barbecue." (Stratton and Trainer 2016 p. 5).

By the early 2000s an upswing of investment in Western Australia's mining industry and associated growth in population generated a shift in status from 'Dullsville' to 'boomtown', a status Perth retained for more than a decade. Perth's early twenty-first-century economic boom generated new development and major investment projects, most notably in the central business district.

This included the emergence and growth of Perth's small-bar scene, the arrival of food trucks and farmers' markets, the commencement and completion of major revitalisation and redevelopment projects such as New Northbridge, Perth Cultural Centre, Elizabeth Quay, Perth City Link, Yagan Square and Scarborough; the development of new cultural, entertainment and sporting infrastructure including the State Theatre Centre, RAC Arena and Optus Stadium, and the emergence of Perth's Fringe World Festival to complement the highly successful Perth Festival.

The impact of these projects on both internal satisfaction with Perth and on perceptions within published media has been substantial. In 2014, Baz Dreisinger of the New York Times dubbed Perth a "Hipster Heaven" and promoted Perth's "multiple parks and waterfronts; spotless subways and free public buses; restaurant menus with organic, locally sourced food and wine; cool bars in heritage buildings; and pop-up everything, from farmers' markets to cinema and yoga". Andrew Stafford of The Guardian (2017) and Abigail Healy of Travel and Tourism Gazette UK and Ireland (2017) wrote of a city "transformed", while Conde Nast Traveller referred to "the new Perth" (2017).

However economic growth was accompanied by higher incomes but also heightened inflation and living costs. *Hashtag Perth* research shows that the investment attracted during WA's most recent mining and resources boom was the result of construction projects largely associated with iron ore, oil and gas (Martinus and Bo, 2019b). The increased pressure this placed on both metropolitan and regional economies across Western Australia had consequences for the ability of local populations to afford housing, goods, and services. This was particularly true for those people not directly involved in the high-wage resource sector. As a result, while Perth became known for its growth, prosperity and revitalisation, it also suffered reduced housing affordability, high costs, inadequate supply of accommodation, traffic congestion and increasing spatial inequality.

Perth continues to be an attractive destination for foreign direct investment (FDI) into Australia. While Mining and Quarrying FDI have dropped as a proportion of national total inward FDI since 2014, WA still holds high appeal for FDI relative to other places in the globe (Martinus and Bo, 2019b). The abundance and diversity of natural resources in the state currently underpins this attractiveness. For example, the rising demand for green technologies and batteries has driven the emergence of lithium as an important contributor to WA's future. It is therefore important that, in the future, strong inward investment is directed towards the delivery of sectors that will have broad economic, social and cultural benefits for Perth.

Recognising these strengths, the Committee for Perth's 2018 major project, *Bigger and Better Beyond the Boom* (B4), found that Perth is a relatively competitive mid-tier city on a global scale and is the fourth most competitive capital in Australia. Yet the project also determined that Perth lacks a distinguishable competitive strength or a clear brand within external markets.

This is reflected in ratings of Perth within international indices. *Hashtag Perth* found that global city indices currently identify liveability and quality of life as one of Perth's greatest competitive advantages – but that this strength is not distinctive to Perth. Liveability is also a primary strength of Melbourne, Sydney, Adelaide and Auckland.

Table 1: Index Ratings for Australian and Asia-Pacific Cities

City Index	Perth	Sydney	Melbourne	Brisbane	Adelaide	Auckland	Singapore	Osaka	Hong Kong
Economist Intelligence Unit's Global Liveability Index 2018	14	5	2	22	10	12	35	3	37
Mercer Quality of Living Survey 2018	21	10	16	37	29	3	25	59	71
Mercer Cost of Living Survey 2018	61	29	58	84	87	81	4	10	1
Economist Intelligence Unit Worldwide Cost of Living Survey 2019	64	16	22	41	51	41	1	5	1
Numbeo Cost of Living Comparison 2018	77	40	86	144	110	60	38	85	81
2ThinkNow Innovation Cities 2018	105	10	16	54	163	96	6	45	27
QS Best Student Cities 2018	39	9	3	21	41	23	15	19	12
Easy Park Smart Cities Index 2017	41	12	10	N/A	61	48	2	52	68
Resonance World's Best City Brands 2017	62	5	11	29	N/A	N/A	2	61	34

Source: Committee for Perth, 2018; EIU, 2019

In addition, the Economist Intelligence Unit (EIU) rates 'liveability' in Perth below that of Sydney, Melbourne, Adelaide and Auckland and, while major cities in Asia have increased their EIU liveability ratings over the past decade, Perth's ranking fell from 8th to 14th from 2015-2018. Recently released global indices also position Perth well behind Sydney and Melbourne as a place to study; as a city of innovation; and as an implementer of smart technology – all of which are emerging indicators of success in competitive twenty-first century cities.

Martinus and Bo (2019) further assessed Perth's innovation performance as part of the *Hashtag Perth* project. Innovation was examined because it is an important input across all industries and ensures global economic competitiveness. Yet innovation is difficult to measure. Proxies for quantifying innovation include the number of patents and research and development (R&D) investment by region.

The research examined patent activity in Australia. Consistent with international indices, the research identified Perth as the fourth most active capital in patent development.

The research surmised that patent activity is lower in Perth than in other capitals, not because of a lack of innovation in Perth's business sector, but because innovation is concentrated within the mining and resource sector, which is a unique global space. Patent activity was also found to be linked to R&D funding levels, with the comparatively high patent levels of Sydney and Melbourne linked to high gross expenditure on R&D in New South Wales and Victoria.

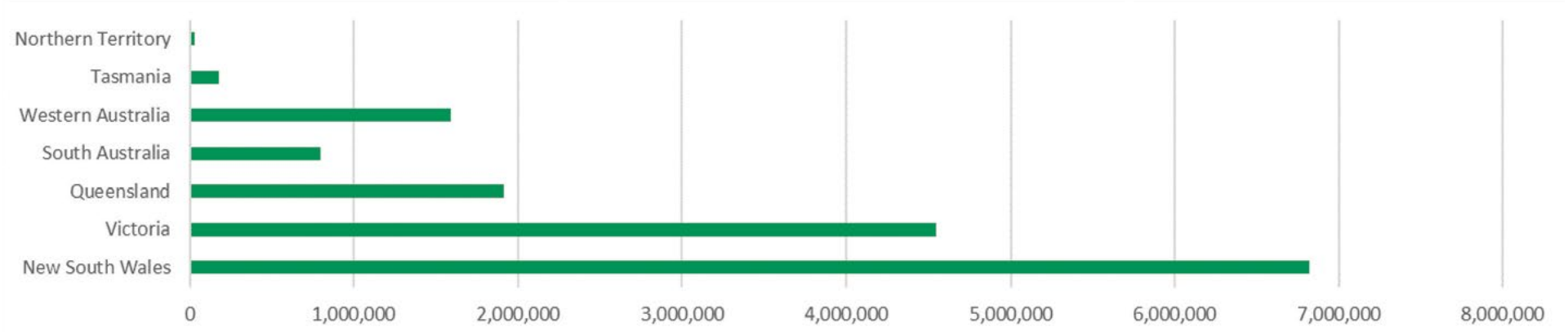
Combined, *Hashtag Perth* evidence shows that Perth's reputation has changed over time and is influenced by a wide range of factors including the economy, society and culture, infrastructure, urban attributes and private sector and government decision-making.

It also suggests that in the post-boom era Perth reached a reputational hiatus, without a unique, high-profile international event or economic, cultural or social characteristic ('one big thing') to define itself within the global market.

Yet the region has the capacity to choose to shape its reputation in the short and long-term. The evolution of Perth's reputation over the past sixty years shows that the role it plays in putting itself on the map through promotion, hosting major events and investing in landmark infrastructure, urban revitalisation, R&D and innovation, as well as its capacity to manage periods of economic growth and contraction, will play a defining role in the way Perth is perceived in the future.

This has never been more important than it is today. However, the ability for the region to achieve this will depend upon collaborative action with a sense of urgency.

Figure 2: Business expenditure on R&D, summary statistics 2017-18



Source: ABS, 2019

Narratives about Perth....
have shifted from
'dullsville' to 'revitalised'.

Image by Tricia Walla, entrant 2017 Passion for Perth Photographic Competition

CHAPTER 2

Perth's Reputation Today

The *Hashtag Perth* consultation process provided a comprehensive picture of Perth's perceived reputational strengths, weaknesses and opportunities, drawn from insights of 600 Perth residents and 1,927 residents of other cities within Australia and overseas. This was augmented by a review of perceptions of Perth presented online.

It established that Perth has a positive reputation, yet it is relatively one-dimensional. While residents and non-residents agree on the region's strengths, and are most likely to identify it as "beautiful", there is no one big, unique attractor or icon that stands out in people's minds.

Yet, there are a lot of positives. Residents and non-residents cite the region's natural environment; fresh air; climate; premium produce; friendly people; relaxed 'small-town' vibe; Indigenous people and culture; resilient economy; entrepreneurial spirit; easy-to-navigate business networks; and recent urban revitalisation (including new cultural and sporting infrastructure) as key regional strengths.

However, these attributes are primarily recognised by people who have experienced Perth. The region's reputation among people who are unfamiliar with it is less defined.

Part of the reason for this is that Perth appears to lack a distinctive identity. This is despite local, national and international stakeholders stressing that Perth is markedly different from other major cities and alluding to the need for its positive and unique characteristics to be communicated effectively. There is also a strong perception that the region has the potential to benefit from being well connected and in the same time zone as major Asian capitals. *Hashtag Perth* has reaffirmed this opportunity. The Perth Reputation Survey and Singapore Focus Group identified Singaporeans in particular as positive towards Perth and having a familiarity and affinity with Perth that is deeper than that reported with Sydney, Melbourne or Brisbane.

In all markets familiarity correlates with more positive perceptions of the Perth region. In particular, non-residents who have experienced Perth are far more positive than those who have never visited. This suggests that it exceeds pre-conceived expectations. Yet levels of familiarity are low compared to other capitals. This means that exposing people to Perth through visitation and information is essential to boost reputation.

Despite this 'experience uplift', *Hashtag Perth* identified local residents as their city's biggest fans – but also its biggest detractors. While most are positive about Perth, they are also most likely to reinforce negative stereotypes of the region as dull, boom-bust, isolated and expensive. These stereotypes were found to be perpetuated by some Perth residents through electronic word of mouth. Notably, the research revealed that not all negative stereotypes and perceptions of Perth align with reality, including those perceptions of Perth as expensive and as the most isolated capital city in the world.

Perth residents and business influencers are also less prone to actively advocate for their city than residents of other Australian capitals – and perform particularly poorly as promoters of it as an education and investment location. The reasons for this are multifaceted and include its history, culture, and lack of a clearly defined, positive narrative. Motivating and building the capacity of Perth residents and business leaders to champion Perth was therefore identified as a key goal of the *Hashtag Perth* action plan.

The consultation established strong support for short-term actions to boost familiarity and favourability and avoid Perth being negatively typecast. These included a new, diverse narrative and brand for the region inspired by its unique and established strengths.

The process also uncovered strong support for developing Perth as the city in Australia that truly respects and celebrates First Nations People. A consensus was identified among internal and external stakeholders that these actions should include the development of an icon for Perth – and that this icon should be a World Centre for Indigenous Culture. The World Centre is proposed to be a landmark centre to celebrate Indigenous people and cultures from across the globe, starting from the Wadjuk people, housed in a unique building to create a distinctive and positive icon for Perth.

Local residents also aspire for Perth to be a city that inspires global leadership on issues of national and international importance, such as climate change. While external stakeholders expressed concern that Perth (and Australia more widely), is a climate change laggard, there is strong consensus that the region and the state have the resources and know-how to position Perth at the forefront of the global shift to renewable energy.

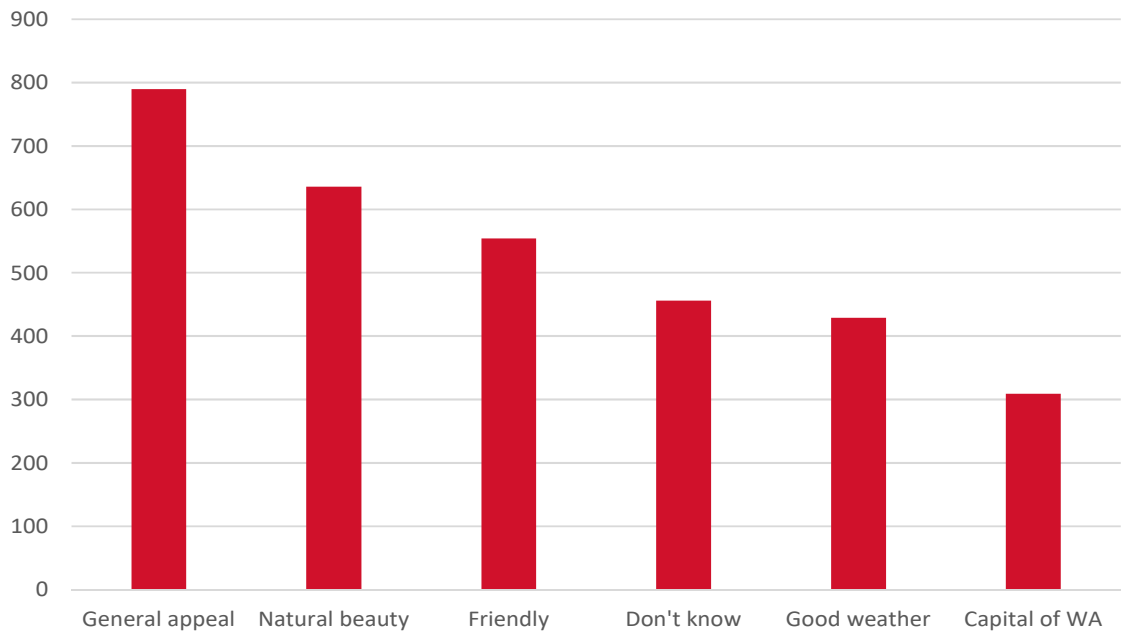
Hashtag Perth research also makes it apparent that Perth's reputation will need to evolve over time, and that actions taken today, including those actions taken during the COVID-19 recovery period, should aim to build a strong, identifiable reputation in the short-term based on the region's current strengths and under-rated attributes. Perth should also begin to position itself for a positive reputation in the longer-term future through the generation of new assets.

This could involve, for example, promoting Perth's strengths in the short to medium-term as a mid-sized, low-density region of 2 million people, with a beautiful natural environment, relaxed, small-town friendliness meets big-city lifestyle, world-class events and infrastructure. Simultaneously, development should be initiated for major attractors, cultural assets and other factors leading to vital urban lifestyles in order to future-proof the reputation of the region as it grows.

2.1 Natural beauty, friendly people, great weather – but no 'one big thing'

Perth's beauty, landscape, weather and friendly community are often mentioned when local people are asked to describe Perth – while non-residents commonly do not know how to describe the region. It is apparent that there is no icon, clear brand or compelling attraction that defines Perth to the outside world.

General appeal, beauty, friendly, good weather and 'don't know' are most commonly identified when people are asked to describe Perth.



What is 'top of mind' when you think of Perth?

"It isn't clear what Perth stands for beyond being naturally beautiful and being a mining town" – London Focus Group

"Sydney has the Opera House and Harbour Bridge. Perth needs a drawcard" – Sydney and Melbourne Interviewees

"I would like to go to Perth but there isn't a compelling reason to visit" – Sydney and Melbourne Interviewees

"Perth is not top of mind. Out of sight, is out of mind" – Sydney and Melbourne Interviewees

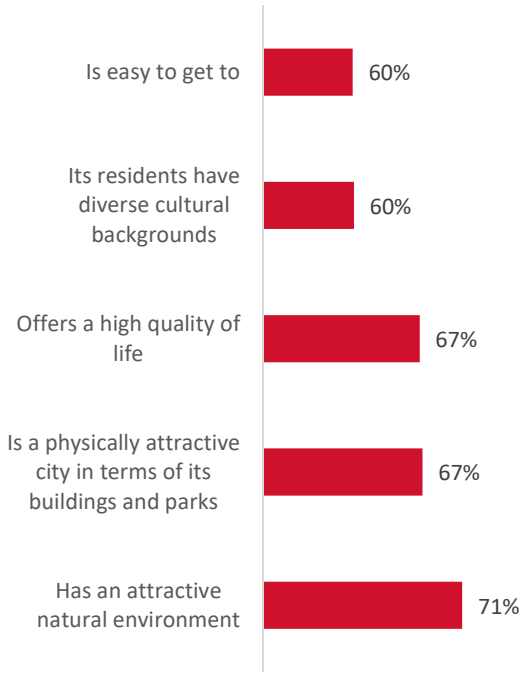
"Perth cannot continue to rely on its beautiful environment and resource-centric economy as key identifiers for the region" – Perth Focus Groups

2.2 Perth has a lot to be proud of

There is a lot to love about Perth. *Hashtag Perth* found that the attributes residents enjoy about living in the region are also appreciated by people from around Australia and the world. These qualities – including the beautiful, spacious natural environment and relaxed healthy, small-town friendliness meets big-city lifestyle – are no longer WA's best-kept secrets, they are globally recognised strengths. Combined with its growing connectivity, new city-centre attractions, cool bars and new cultural and sporting infrastructure, Perth has the foundations for a stronger, more competitive international reputation.

Perth's is an attractive, lifestyle city:

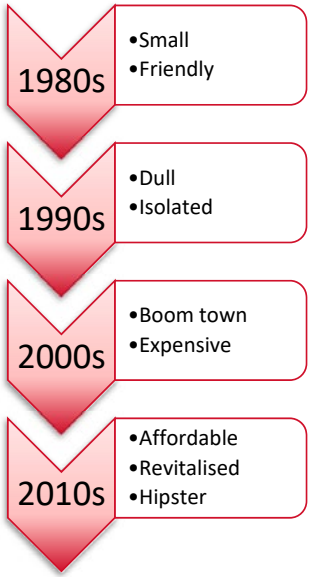
Perth Reputation Survey Results (Ipsos, 2019)



Perth has more to offer than a great lifestyle:

Hashtag Perth Focus Group and Interview insights

Perth's reputation has transformed from 'small, dull & isolated' to 'revitalised, connected & hipster':
FACTBase 63 & 64 (Davis & Davis (a), 2019)



There is a lot to love
about Perth

2.3 Perth is different – in a good way

Perth is not like Sydney, Melbourne, Brisbane or Singapore – nor should it try to be. It has unique culture, environment, location and lifestyle characteristics which set it apart from other cities in Australia and the Asia-Pacific as a place to live, work, study, invest and visit.

LIVE

Enviable lifestyle

"Perth has an enviable lifestyle compared to Sydney and Melbourne - it is also more affordable" – Sydney and Melbourne Interviews

"Perth's quality of life is prized" – Singapore Focus Group

"Perth has a small town feel with all the benefits of a big city" – Perth Focus Groups

"Perth should retain its small town vibe" – Sydney and Melbourne Interviews

"In Perth, People invite you home for a meal which is highly regarded because it is not usual in Sydney or Melbourne" - Sydney and Melbourne Interviews

VISIT

Noongar culture and six seasons

"Noongar culture is unique…it is a missed opportunity" – Perth Focus Groups and Sydney and Melbourne Interviews

"The distinct change is seasons in Perth is attractive to people from Singapore" – Singapore Focus Group

"In Perth you can be at the beach in the morning, in the city for lunch and wine tasting in the Swan Valley for the afternoon" – Perth Focus Group

"…in no other big city is the air as clear or the water unpolluted…" FB 6 Davis, 2019 p.5

"Perth's clean air and open spaces are highly regarded" – Singapore Focus Group

"Expats long to be in Perth for summer" – London Focus Group

"Margaret River has a strong brand and reputation in Asia" – Singapore Focus Group

STUDY, WORK, INVEST

Connections and affinity with Asia

"Singaporeans have a strong affinity with Perth" – Singapore Focus Group

"Networks are small and strong so doing business is easy – particularly if you are sponsored by a notable person" – Sydney and Melbourne Interviews

"Perth has a better work life balance than bigger cities" – Perth Focus Group

"In Singapore, people work all the time…" – Singapore Focus Group

"The money I've made here [in Perth] has been great, I would never have done what I've done here had I been in Melbourne" – FB 64 Davis, 2019 p.9

"…disposable household incomes in Greater Perth are the second highest in Australia...(after Sydney)". FB 67 Davis(a), 2019 p1

"Perth has a history of can-do, entrepreneurial people" –Singapore Focus Group

2.4 Experiencing Perth boosts positivity

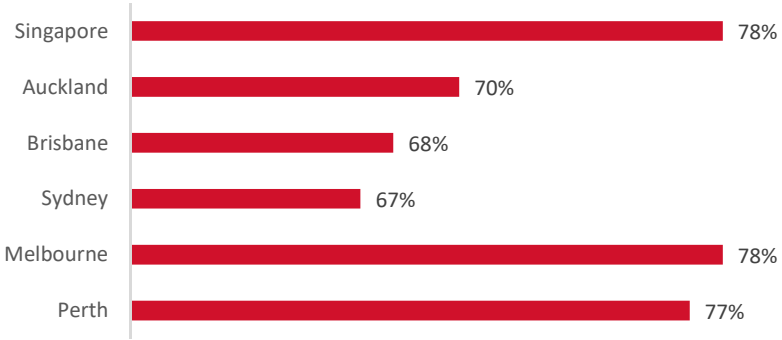
People who have spent time in Perth are far more positive about it than people who haven't. Word of mouth is also the most common way for external stakeholders to obtain information about the region. Yet fewer people have been to Perth than Sydney, Melbourne or Brisbane. This indicates that increasing exposure to it is an effective way to boost the region's reputation.

People who have experienced Perth rate the region much more positively than people who have not (Ipsos, 2019).

	Favourability with no exposure	Favourability with exposure	Experience uplift %
General	48%	77%	+29%
Live	35%	65%	+30%
Work	34%	62%	+28%
Invest	28%	54%	+26%
Visit	63%	85%	+22%
Study	33%	56%	+23%

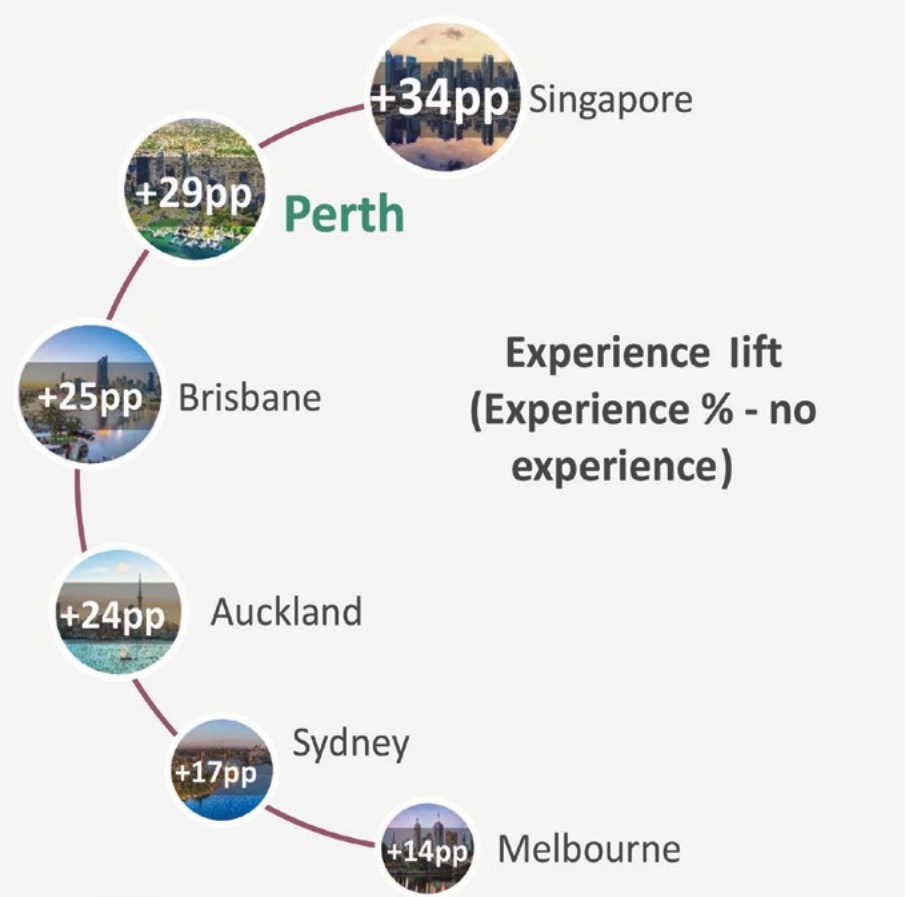
Favourability towards Perth among 'experienced' is on par with favourability towards Melbourne and Singapore:

People who have experienced Perth rate Perth as positively as Melbourne and Singapore are rated by people who have experienced those cities (Ipsos, 2019).



Perth's exceeds expectations:

The 'experience uplift' gained by Perth is higher than recorded for other Australian cities – suggesting Perth exceeds pre-conceived expectations.

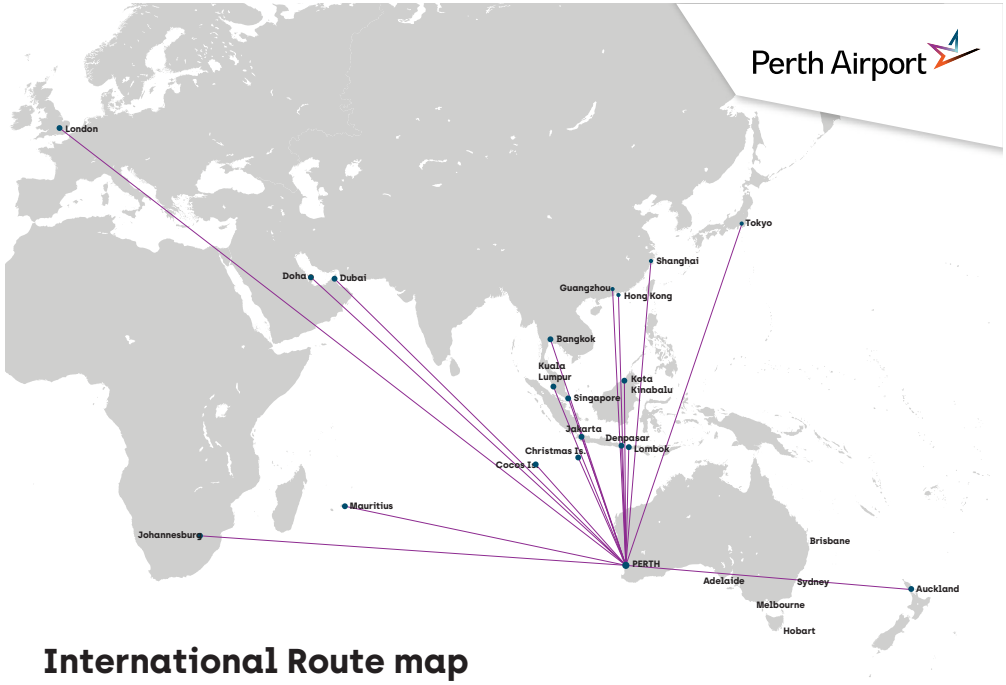


Source: Perth Reputation Survey (Ipsos 2019, p. 36)

2.5 Perth's external reputation is strongest to the north

Perth has an affiliation with parts of Asia and enjoys a particularly strong reputation within Singapore. This affiliation is based not only on increasing physical connections but affections built on familiarity, personal experiences and relationships.

Perth's flight connectivity has increased, with strong and affordable connections to and from Southeast Asia: Perth's proximity to Southeast Asia makes travel to and from Perth easy – described by Singaporean focus group participants as "two movies and a meal away".



International Route map

Source: Perth Airport, March, 2020. (Note - map is prior to the impacts on aviation due to COVID-19).

Singaporean residents are highly favourable towards Perth.

69% of Singaporeans surveyed would recommend Perth – compared to 70% of Perth residents (Ipsos, 2019).

Connections between Perth and Singapore are created through people visiting, studying in, doing business and having family connections in the region:

"Familiarity and proximity are Perth's unique selling points"

"Affinity through study, business visits or holidays"

"Connections with family and friends"

"Good place to retire to"

"Promote Perth as Singapore's backyard/ playground, second home"

-Singapore Focus Group

2.6 Opportunities lie to the north

There is broad recognition that Perth's tourism, education, economic and investment future hinges on relationships with Asian markets to the north, rather than east in Australia. This is due to the size, wealth and opportunity provided by these nations; Perth's location in the same time zone as populous countries such as China; and WA's reputation as a premium agricultural producer, safe investment location, quality service provider and a distinctive tourism destination. Perth's role as WA's business hub and a gateway to regions including Margaret River – which has a well-established brand in Asia – is also a unique platform that can be leveraged to enhance its future reputation in Asia.

Perth is recognised within Asia as delivering unique economic strengths and opportunities. Singapore Focus Group participants identified broad strengths:

"Premium fresh produce is Perth's/WA's hallmark"

"Wine from Margaret River is well known and highly regarded"

"Wide open spaces"

"Blue skies and clean air"

"Great beaches"

"Distinct change in seasons"

"Asia is Perth's asset, look north but start small with 2-3 cities and build from there"

"Quality golf courses which are inexpensive"

"Market Perth in Singapore as a concert and live music destination"

"Leverage Perth as the gateway to the Margaret River region"

"Good educational offerings – high school and university"

"Safe place for long term investment"

Perth's location in the world's most populous time zone (UTC+8) is viewed as a **distinct future advantage**

IN THE ZONE

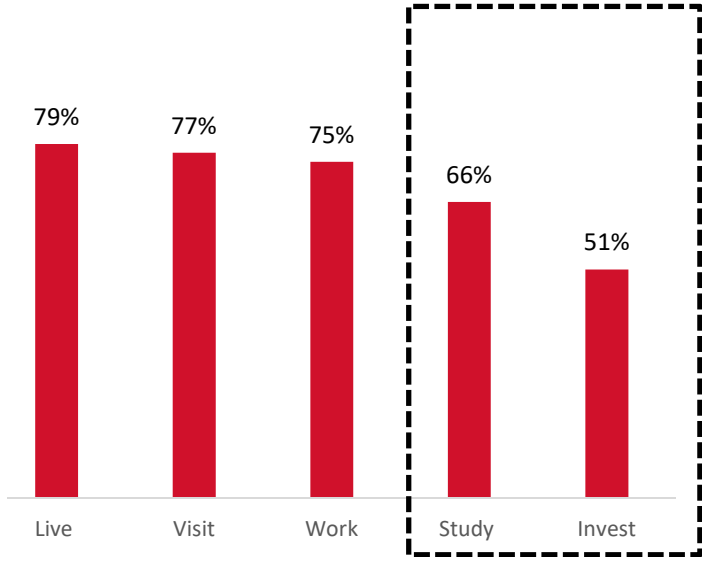
Source: Perth USAsia Centre, The University of Western Australia

2.7 Locals love Perth – but are reluctant to talk it up.

Perth residents are positive about the region but this does not translate into affirmative external advocacy. In particular, business leaders are hesitant champions of Perth compared to business leaders from other cities in Australia and Asia.

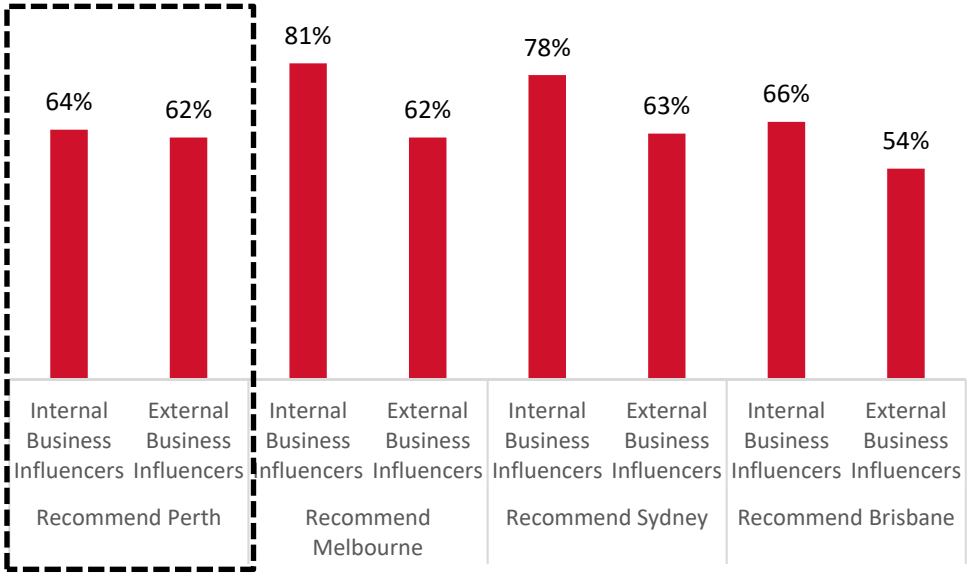
Residents are positive advocates for living, visiting and working:

Residents recommend Perth as a place to live, visit and work, but are less confident recommending the city to study and invest in. This differs from other cities, whose residents are more confident in recommending their cities as places to study and invest (Ipsos, 2019).



Local business influencers are not strong advocates for Perth as a place to invest:

Every Australian city other than Perth receives a sizeable boost from its own business influencers in recommending as a place to invest (Ipsos, 2019).



2.8 There are multiple reasons for lagging advocacy

The *Hashtag Perth* consultation process identified multiple reasons why Perth residents and business leaders might lag as advocates. This includes a historical and cultural reluctance to brag and a lack of a deep and meaningful narrative. On top of this, there is a long-held WA tradition of guarding the highlights of Perth and WA as 'our best-kept secrets'.

What inhibits business leaders and residents from promoting Perth? (Perth Focus Group Responses)

Media: "We need local media to speak more to Perth's positive sides".	
Culture: "Perth has a humble and irreverent culture – talking ourselves and the city up doesn't come naturally. Perth is also perceived to suffer from tall poppy syndrome."	**Misconceptions:** "Perth continues to suffer from long-held internal perceptions as a boom-bust city and the most isolated city in the world.".
History: "Perth has historically suffered from a sense of inferiority when compared to larger capitals on the east coast of Australia."	**Confused messages:** "Branding for Perth is too fragmented, lacks cohesion and lacks separation from branding for regional WA."
Secrecy: "People in Perth and WA have long considered regional attractions to be our secret."	**Need for education:** "Perth's people need to educate ourselves on everything we have, the great events and attractions and the characteristics that we are proud of."
Not our job: "Promoting Perth to external markets has not traditionally been a private sector role."	**No obvious leaders:** "Perth's business leaders and identities are not easily identifiable or are not commonly associated with Perth or WA on a national or global stage."
Boom hangover: "The mining boom impacted Perth's reputation as a migration and visitation destination. Perth was expensive, there were no hotel rooms available and infrastructure was stretched. We are yet to spread the message that things have changed."	**Lack the knowledge:** "Perth's people are often not well-versed on the attractions in the Perth region and the dispersal of attractions in Perth and WA makes promoting Perth to visitors difficult."

2.9 Ingrained stereotypes do not always reflect reality

Long-held stereotypes of Perth include: it's the world's most isolated or remote capital city; Perth as a small city; Perth as Dullsville; Perth as a boom-bust town; and Perth as expensive. Research shows that these stereotypes do not accurately reflect the region's modern attributes.

Stereotype	Research Findings
The most isolated capital city in the world	Perth's claim to be the most isolated capital city in the world is known to be inaccurate – Honolulu, Hawaii takes this title (Gill, 2015). Yet Perth's isolation stereotype reflects its remote geographical location, notably the distance between Perth and other cities in Australia. While this location has shaped Perth's internal identity and external reputation, the region's increasing accessibility through affordable air travel and information and communications technology means isolation is "less relevant than it was for most of the twentieth century, when flying interstate was expensive and the Nullarbor Plain was crossed via dirt track" (Davis, 2019; WhishWilson, 2013, p. 12). Negative discourse about Perth's isolation from eastern states capitals is also being increasingly replaced by positive remarks about its proximity and connectivity with Asia and Indian Ocean Rim – the projected hub of future global population and economic growth (Davis, 2019a).
Dull, boring and 'nothing special'	Far from being perceived as 'dull and boring' *Hashtag Perth* has found that Perth commonly exceeds visitor expectations (Ipsos, 2019). In particular Perth is known for delivering unique outdoor, nature and wildlife experiences and having open and uncrowded spaces that appeal to people from larger cities. Research has also uncovered that cultural, sporting and educational attractions in Perth city are highly rated and are perceived to deliver unique and high quality learning and cultural experiences for visitors (Davis, 2019a). What's more, urban renewal projects, new cultural and sporting infrastructure and events, and recently opened bars have been transforming perceptions of Perth. Although the impact of this revitalisation is yet to fully translate into a shift in the stereotypes of Perth presented online, an evolution in the conventional narrative about the region is emerging and current residents most commonly challenge the 'Dullsville' stereotype by promoting the revitalisation of Perth city (Davis 2019a).

Stereotype	Research Findings
Expensive	Over the past decade, residents have consistently identified the cost of living as a weakness (Ipsos, 2012; 2015; 2018). The Perth Reputation Survey also shows that Perth continues to be perceived as among the least affordable major capitals to live in Australia, and Perth residents are among those most likely to perpetuate perceptions of the region as expensive. Yet research indicates that Perth has become comparatively more affordable since 2014, and in 2019 was the most affordable major capital to live in Australia, after Adelaide (Davis, 2019b).
Boom-bust	From 2009 to 2013, the peak of Perth's mining investment fuelled economic upswing and associated migratory population expansion and perceptions of Perth were shifting from 'Dullsville' to 'Boomtown'. Associated with a dominant perception that Perth's economy exhibits boom-bust cycles and that job opportunities are poor. Yet research actually shows that Perth's economy has exhibited marked long-term resilience, levels of unemployment are low and incomes are high compared to other Australian capitals (Committee for Perth, 2018; Davis and Leggett, 2019; Davis, 2019b).

Long-held stereotypes do not accurately reflect the region's **modern attributes.**

2.10 It's hard to find 'the best of the west'

Perth has too many 'best-kept secrets' that outsiders – and even newer locals – struggle to uncover. The business ecosystem in Perth is described as easy to navigate for potential investors – but only if people are introduced or connected to key people. Similarly, residents and non-residents indicate that it can be hard to find information about Perth's best attractions and events, while expats report that they are often relied upon to develop itineraries for friends and acquaintances visiting Perth or WA. Stakeholders have also signalled that an absence of curated itineraries for visitors and particularly for specific-interest visitors – such as those interested in food, wine, golf, cycling, wildlife, nature and the outdoors, or culture and concerts – hinders people coming to Perth. In addition, evidence suggests that visitation can be stymied by the expansive size of WA and the associated long travel distances between destinations, which can be daunting for prospective visitors.

*Comments summarised from London, Singapore and Perth Focus Groups and Sydney and Melbourne Interviewees.

Curated Itineraries, packaged tours, trails and experiences will help visitors discover Perth

"Develop accessible curated itineraries that are compelling for various traveller segments ie foodies, active people, beach goers, cultural creatures, small-bar crawlers" – Sydney and Melbourne Interviewees

"Curated itineraries in multimedia, multi-language formats" – London Focus Group

"Create itineraries for 2-7 days in Perth with a focus on specific markets such as foodies, golfers, nature lovers" – Singapore Focus Group

"It is a self-discovery type of holiday and that has limited appeal" – Singapore Focus Group

"Suburban attractions need to be connected as 'trails' of activities with ease of connectivity" – London Focus Group

Introductions are needed...

Networks are strong so doing business is easy (when you are from Perth or sponsored by a notable person) – Sydney and Melbourne Interviewees

2.11 Activate Perth through new events and attractions

Perth's tourist attractions, new cultural and sporting infrastructure, and revitalised hospitality sector are highly rated within international published media, social media and tourism websites. Yet some of these drawcards are not well-known at home – and are yet to have broad cut-through in markets outside of Perth. The region also hosts a celebrated calendar of cultural and sporting events and pop-up experiences that embody its unique brand of relaxed-sophistication and laid-back yet active, outdoor summer vibe. This includes Fringe World Festival, Perth Festival, Origin Fields, Ice Cream Factory, Rottnest Channel Swim, Sculpture by the Sea, Port to Pub, farmers' markets, summer markets and outdoor food-truck hubs.

While these are widely recognised and applauded, the *Hashtag Perth* consultation process has identified a need and desire to better promote existing attractions, develop new ones and expand Perth's event and festival calendar to generate dynamism throughout the region beyond the summer months.

Perth is much improved...

"Perth's new sporting and cultural infrastructure like the new WA Museum and Optus Stadium are world class and we should be actively promoting them to the world" - Perth Socialisation Sessions

In 2014 the *New York Times* dubbed Perth a "Hipster Heaven" and promoted Perth's "multiple parks and waterfronts; spotless subways and free public buses; restaurant menus with organic, locally sourced food and wine; cool bars in heritage buildings; and pop-up everything…" (Davis, 2019 p.9).

"When we came over 10 years ago, the nightlife was rubbish, the food scene was terrible, and shops weren't even open on a Sunday. The transformation we have witnessed has been like no other I've ever seen anywhere…". Joe Berah, 2018, https:// www.quora.com/What-is-it-like living-in-Perth-Australia (Davis, 2019a, p. 7)

"The Perth inner city vibe has changed a lot in recent years, driven by some major new 'public-space' infrastructure projects like Elizabeth Quay… Manisha Lee, 19 April 2018, Quora, https://www.quora.com/ Is-it-boring-living-in-Perth (Davis, 2019a, p. 7).

In 2018 Forbes and the *New York Times* named Perth as among the top global destinations for 2019 (Davis, 2019 p.9).

...Yet there is a desire for more attractions and events to activate Perth year-round

"Perth has a great vibe in February but there isn't much going on in other months"

"Perth has beautiful natural attractions like Kings Park and the Swan River but we need to activate them to provide more things to do"

"Perth has a strong arts and cultural sector and we should engage this sector in expanding the annual cultural events calendar"

"We need to create innovative and Insta-worthy experiences beyond the Quokka selfie"

"The Perth region has assets we are not capitalising on, like our dark night sky. Astro-tourism is becoming increasingly popular world-wide"

"Perth needs new attractions and a tourism focal point in the city centre"

"We could have an equivalent of the Queen Victoria markets here, to show off our high-quality fresh produce"

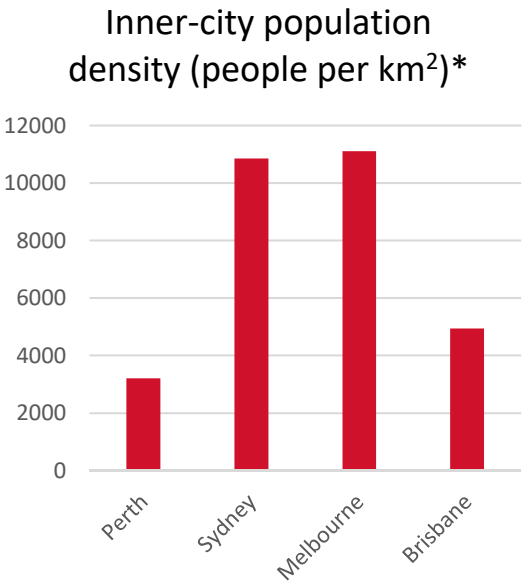
"Investing in new attractions and experiences in Perth is difficult – there is too much red tape"

- Perth Focus Groups and Socialisation Sessions

2.12 A critical mass of people is needed to generate inner-city vibrancy

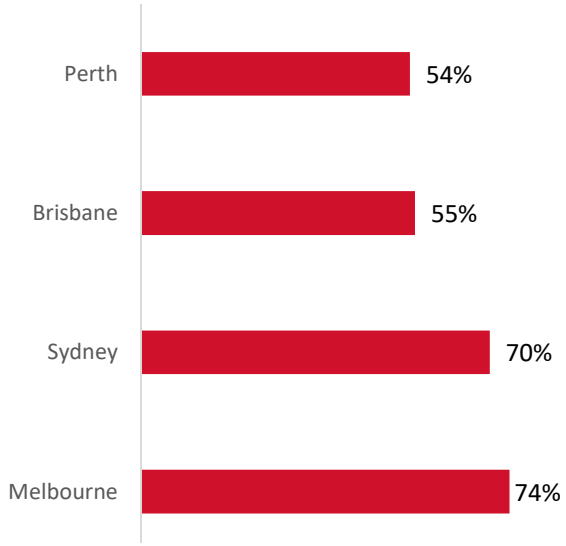
Perth's reputation, particularly as a destination to work, study, invest and visit, is hamstrung by perceptions that the inner-city lacks vibrancy. *Hashtag Perth* revealed that Perth is perceived to be among the least culturally vibrant of Australia's major capitals. Feedback from residents has highlighted that, as the region has grown, suburban towns and neighbourhoods have become entertainment focal points rather than the central core. As a result, for most Perth residents, inner-city vitality does not impact on day-to-day quality of life – yet there is wide acceptance that a lively city centre is important to make Perth more appealing to young people, visitors, students, investors and global business headquarters. Research shows that a critical mass of people living in the inner city is an essential ingredient to urban dynamism, is pivotal to the success of inner-city retail and hospitality businesses, and would provide opportunities for diverse and sustainable lifestyle choices without impacting on the amenity of established suburbs.

Perth's inner city lacks a critical mass of residents



*Density within approx. 11km² area of the CBD/city centre of each major capital

Perth is perceived as the least vibrant of the four major Australian capitals



(Ipsos, 2019)

Perth needs a critical mass of people supported by amenity and services....

"We need a critical mass of people living in the CBD"

"Bringing students and higher education institutions into the CBD is a good place to start"

"Invest in residential amenity such as community centres and schools to help to attract residents"

"The CBD feels hostile after business hours"

"We need to invest in compassionate solutions to help Perth's homeless people"

"Homelessness is a big issue – the city can feel intimidating"

"…business visitors have complained about staying in the Perth CBD, they prefer Fremantle…"

"If we bring people into the city we need to make sure we deliver on the promise and provide the amenity and services people expect"

-Perth Focus Groups and Socialisation Sessions

2.13 Indigenous culture is an authentic strength and a unique opportunity for Perth

Hashtag Perth established strong consensus among residents and non-residents that Perth's Indigenous community and culture – the oldest living culture in the world – should be respected and celebrated. The research indicates that cities known for highlighting and commemorating First Nations People are perceived as progressive and positive destinations to visit, study, migrate, do business and invest. Yet Perth is not currently seen as a place that does this. Notably all four major Australian capitals were viewed as performing relatively poorly in this regard. Making a genuine commitment to becoming ***the*** city that truly showcases Indigenous people and culture represents a vital and unique opportunity for Perth.

***Hashtag Perth* identified strong support for the development of a 'World Centre for Indigenous Culture' as a critical first step in establishing Perth's reputation as the city that respects and shines a spotlight on Indigenous people and culture.**

"If I was Premier for the day, I would sign off on this straight away"

"The World Centre should be the number one priority for Perth"

"This is an authentic opportunity for Perth to establish a point of difference"

"This should be designed, run and managed by Aboriginal people"

"Acknowledging our ancient roots is important for all of us"

"There is a gaping hole in Western Australia around celebrating Indigenous people"

"We need a factual history of colonisation, that tells the uncomfortable truths but also the positive stories"

-Perth Socialisation Sessions

The World Centre is proposed to be a multi-functional centre celebrating First Nations People from across the globe starting from and led by the Wadjuk people. It would be housed in a unique building to create a distinctive and positive icon for Perth.

Auckland is viewed as well ahead of its Australian counterparts in respecting and celebrating its first people.

2.14 Perth is perceived to be an innovation and climate change laggard – yet has capacity to lead

Perth is perceived to lag in spheres of innovation. The region is also considered to be falling behind in the race toward climate change adaptation. Despite this, it is home to world leaders in research, science and technology in key sectors, including health science, agri-tech, mining and resources and energy.

Perth hosts the Pawsey Supercomputing Centre, and WA's resource sector is a trailblazer in sensor and automated vehicle technology. Rooftop solar has been a runaway success. Perth is emerging as an innovator in hydrogen, and WA has become a leading supplier of lithium. Yet *Hashtag Perth* has revealed that there are limited avenues for local stories of success to be shared within and beyond Perth through established media.

The project has also established a broad consensus that Perth should be shifting to a low-carbon future. In particular, responses indicated that with Perth's abundant sunshine, wind resources, open spaces and energy-sector know-how, a move to renewable energy is a 'no-brainer'.

Perth is not commonly viewed or measured as an innovator

- Australia's patent activity is well below that of other OECD nations and patent activity in Perth is lower than that in Sydney, Melbourne and Brisbane with innovation likely to be focused in the resource and energy sector (Martinus and Guo, 2019).
- **41%** of Perth Reputation Survey respondents viewed Perth as a place that invests in innovation. By contrast **49%** of respondents viewed Sydney and Melbourne and **57%** of respondents identified Singapore as innovation-investors (Ipsos, 2019).

Perth needs to share and promote stories of homegrown innovation

"There is innovation happening in Perth it is just not being widely shared."

"It's very difficult to get positive stories into the local and international media."

"We must show and promote the innovation happening in Perth within and beyond the resources sector."

"Perth should be translating its existing knowledge and innovation successes into new sectors."

-Perth Focus Groups and Socialisation Sessions

There is a strong consensus that Perth and WA should lead Australia's adaption to climate change

"Our climate change aspirations should be high and brave."

"Perth is so rich in renewable energy resources – leading in this space is a no-brainer."

"Future-proofing is necessary and we have to start somewhere."

"Perth is in a good position to be a pilot project for green energy."

"The private sector should just get on with it."

"The opportunity exists to develop and implement a region-wide climate change/sustainable city strategy."

"Hydrogen and lithium are big opportunities for Perth and WA."

Perth Focus Groups and Socialisation Sessions

Perth is rich in renewable energy resources – **leading in this space is a no-brainer.**

Image supplied by Synergy

Perth is best known for the appeal of the **natural environment and quality of life**

CHAPTER 3

Opportunities for Perth

The *Hashtag Perth* research process found that Perth is best known for the appeal of the natural environment and quality of life. Yet given these attributes are already well-recognised and are not always unique to Perth, the region's capacity to gain reputational uplift by promoting these assets within existing markets is expected to be limited (Ipsos, 2019).

Rather, there is an opportunity for Perth to make a concerted effort to build its renown in areas that are under-recognised or under-rated, such as the region's world-class high school and higher education assets, resilient economy and global businesses. It should also take action to address areas in which the region under-performs.

The Perth Reputation Survey identified Melbourne as the strongest and most diverse reputation of the four major Australian capitals with the widest appeal as a place to live, work, study, invest and visit.

This is primarily founded on its urban and recreational attributes, including the quality of the region's built form, cultural vibrancy, sporting events, population diversity, quality of life and ease of access – but also on more varied economic and cultural advantages. To date, Melbourne's appeal appears to be relatively resilient to negative externalities associated with larger city populations, such as cost of living and long commute times.

Like Melbourne, Sydney is best known for its urban and recreational attributes, built form and cultural vibrancy yet also achieves stronger recognition for economic attributes including its capacity to attract headquarters of well-respected global businesses. Despite this, quality of life in Sydney is viewed as less desirable than Melbourne and its reputation is most significantly hindered by perceptions of very high living costs and unacceptably long commutes.

Hashtag Perth also revealed that, while the reputations of metropolitan Perth, Sydney, Melbourne and Brisbane are founded on similar strengths – including physically attractive buildings and parks, accessibility, and multiculturalism – some capitals 'own' particular attributes more than others. And some reputational characteristics, such as recognition and celebration of First Nations People and industry innovation, are yet to be clearly associated with any Australian capital – presenting a notable opportunity for Perth.

3.1 Reputational drivers, performance and opportunity

The Perth Reputation Survey found that some attributes play a more significant role as reputational drivers than others. In particular, economic attributes were found to deliver the biggest opportunity to enhance the reputation of a city as a place to live, work, study and invest. These include the role of the city as home to world-class education providers, global business headquarters, innovative industries and a vibrant cultural scene. Key drivers for visitation were also identified as physical and natural attractiveness, cultural vibrancy and educational attributes. Perceptions of a city as respectful to First Nations People was established as important to drive global city reputation across all spheres. Attributes identified as key for Perth to strengthen and diversify its reputation are those which are primary reputational drivers and have significant capacity for reputational growth - i.e., are currently under-rated or underperforming.

Perth's reputational drivers ranked 1 - 22

Gap between Perth's reputation and reputation of strongest performing city

3.2 Specialisation and commonality across capitals

Opportunities for reputational growth. Melbourne has the strongest reputation of the six cities surveyed, primarily built on its urban and recreational attributes. Sydney has diverse reputational strengths yet is disadvantaged by perceptions of very high living costs and unacceptably long commutes.

Melbourne

Top 5 attributes

1. Physically attractive parks and buildings
2. Culturally vibrant
3. Easy to get to
4. Residents with diverse cultural backgrounds
5. High quality of life

Weakest 5 attributes

18. Invests in innovative industries
19. Acceptable commute times
20. Respects and celebrates its First Nations people
21. Comfortable climate throughout the year
22. Acceptable cost of living

Sydney

Top 5 attributes

1. Easy to get to
2. Physically attractive parks and buildings
3. Residents with diverse cultural backgrounds
4. Culturally vibrant
5. World class education

Weakest 5 attributes

18. Offers attractive investment opportunities
19. Invests in innovative industries
20. Respects and celebrates its First Nations people
21. Acceptable commute times
22. Acceptable cost of living

Brisbane

Top 5 attributes

1. Easy to get to
2. Attractive natural environment
3. High quality of life
4. Physically attractive parks and buildings
5. Residents with diverse cultural backgrounds

Weakest 5 attributes

18. Offers attractive investment opportunities
19. Respects and celebrates its First Nations people
20. Exports high quality goods and services
21. Invests in innovative industries
22. Headquarters for well-respected global businesses

Which cities 'own' specific attributes? (Ipsos, 2019)

Urban and Recreation Attributes		Natural Environment		Economy & Cost		Infrastructure & Accessibility		Society & Culture	
Physically attractive built environment	Melbourne	**Attractive natural environment**	Perth & Auckland	**Economically prosperous**	Singapore	**Easy to get to**	Sydney	**Diverse cultural backgrounds**	Melbourne
				Global business headquarters	Sydney				
Culturally vibrant	Melbourne & Sydney	**Comfortable climate**	Perth	**Technologically advanced**	Singapore	**World class education**	Melbourne & Sydney	**Welcoming to immigrants and visitors**	Melbourne & Sydney
				Invests in innovative industries	Singapore & Sydney	**High quality public transport**	Singapore		
Quality of life	Melbourne			**Attractive employment opportunities**	Melbourne & Sydney	**High quality road system**	Singapore		
				Exports high quality goods & services	Singapore				
				Cost of living	Brisbane	**Acceptable commute times**	Singapore	**Respects & celebrates its First Nations People**	Auckland
				Investment opportunities	Singapore				

3.3 Strengths, underrated and underperforming attributes, and opportunities

The Perth Reputation Survey indicates that, in the short term, Perth should focus on promoting its existing strengths and under-rated attributes. Longer-term actions should aim to invest in Perth's under-performing attributes and realise new reputational opportunities.

	Urban and Recreation Attributes	Economy and Cost	Infrastructure and accessibility	Society, Culture & Governance	Natural Environment
Existing strengths	Spacious urban environment Healthy, outdoor lifestyles Small-town friendliness meets big-city living and easy, relaxed, lifestyle	Resource and energy industry hub	High quality roads and reasonable commute times – Perth as a 20 minute city Gateway to regional WA	Friendly and relaxed Family-friendly Stable governance	Beautiful landscape Great beaches Comfortable climate
Underrated attributes	Revitalised city centre New, exceptional sports and cultural venues, live concerts and events including Optus Stadium New, cool restaurants, bars and hotels Diverse, world class tourist attractions – from beach to golf courses, heritage sites and the Swan Valley Affordability of quality lifestyles in Perth	Strong resilient economy Most affordable major capital Good jobs with excellent wage potential Leading edge research and industry innovation Home of premium and fresh produce Small, easy to navigate business networks	Quality high school and higher education providers Public transport system particularly free transit zone in the city centre and CAT bus system Proximity and connectivity to Asia World-class health service	60,000 years of Indigenous history and culture 'Can-do', 'have a go', 'entrepreneurial' culture Community and cultural diversity Home to prominent, well respected leaders/local ambassadors	Biodiversity Sunniest capital Fresh air capital Blue sky city Bright light/clarity of light Open and uncrowded spaces Great summer vibe
Under-performing attributes	City centre vibrancy and lifestyles for young people – need for a critical mass of people living, working, visiting, shopping, socialising and being entertained in the city centre	Investment in innovation Smart and tech savvy Employment pathways for international students	Car dependence	Respectful of and celebrates its Indigenous community	
New opportunities	'The one big thing' – a unique and iconic attraction for Perth	Australia's renewable energy leader	Perth as Asia's backyard/ playground	World centre for Indigenous Culture Climate change leader	

A new, diverse and unifying narrative.... **to unite, inspire and foster pride.**

A New Narrative

Aspirational narrative for Perth's future

Action to improve Perth's reputation

Positive narrative for Perth today

Hashtag Perth recommends the immediate development of a new, diverse and unifying narrative to assist the local community, industry and government to act as advocates for Perth. The narrative should be positive, directly counter negative stereotypes and underpin Perth's future branding and promotion. It should also aim to unite, inspire and foster pride and give leaders, residents and businesses the words, stories and messages to assist them in official and unofficial advocacy. The narrative should articulate the reasons to love Perth today, in addition to the attributes the region collectively aspires to. *Hashtag Perth* has identified a wide range of positive and aspirational attributes for Perth as the foundation for Perth's current and future narrative.

4.1 Positive attributes for Perth's current and future narrative

The *Hashtag Perth* research and consultation process has identified a diverse range of positive attributes that residents and non-residents love about Perth today, as well as aspirations for Perth's future. Those highlighted are aspirational.

High level attribute	Detailed attribute/supporting evidence
Beautiful, unique landscape, climate and environment	**Aspirational attribute:** Green. Perth is piloting and implementing new energy and sustainable living solutions and is known for its green credentials.
	Beautiful. Perth is the most beautiful of Australia's four major capital cities.
	Natural treasure-trove. Perth is home to unique, treasured natural assets. The Swan River, Kings Park, globally renowned white sandy beaches, Rottnest, coastal sunsets, diverse plants, flowers and animals, deep blue skies and bright light.
	Clean and fresh. Fresh air, clean water and well-maintained parks and streets set the city apart from other major urban areas.
	Sunny, summer vibe and balmy nights. Perth is the sunniest capital in Australia and exudes a summer vibe that expats crave.
	Six Seasons. Perth is a city of six ancient seasons observed and defined by Noongar people over thousands of years.
	Open and uncrowded. Distant horizons, wide open spaces and the ability to experience exceptional landscapes without big crowds.
A strong economy	**Aspirational attribute:** Future energy leader. Perth is leading the global shift to future, low carbon energy solutions.
	Aspirational attribute: Innovator. Perth is at the forefront of innovation within and beyond the future energy, resource, health science, agri-tech sectors.
	Aspirational attribute: Education hub. Greater Perth, particularly the city centre, is known as delivering high-quality education and education experience for international students.
	Can-do. Perth has a can-do, entrepreneurial culture that has been a cornerstone of prosperity.

High level attribute	Detailed attribute/supporting evidence
A strong economy (continued)	**Global and homegrown.** Perth is home to more than 650 global and homegrown businesses – with strong international connections.
	Prosperous and resilient. Perth has a prosperous and resilient economy that has booms – without the busts.
	Research oriented and tech savvy. Perth is a leader in research and tech innovation in resource, energy, agri-business, astronomy, medicine and life sciences.
	Good jobs. Mean gross and disposable incomes in Perth are the second highest in Australia – after Sydney.
	Quality education. Perth is home to high school and higher education providers that are among Australia's best.
Easy living	**Aspirational attribute:** Urban lifestyle city. Perth delivers diverse, on-trend inner city urban lifestyles as well as relaxed, suburban living experiences.
	Small-town/big-city. Perth delivers relaxed, easy, small town lifestyle with all the benefits of a big city.
	Affordable. Perth is the most affordable city to live in of Australia's four major capitals.
	Delivering the dream. High wages and comparatively low living costs make the dream of home ownership more accessible in Perth than Sydney, Melbourne or Brisbane.
	Healthy, active lifestyles. Perth offers healthy, active, outdoor focused lifestyles in a spacious environment.
Friendly, outdoors people and ancient first culture	**Friendly.** Friendly, down to earth, community oriented people give Perth a country town atmosphere.
	Multicultural. Perth is among the most multicultural cities in Australia, with 32% of Perth residents born overseas.
	Ancient culture. Perth is Noongar country and is a heartland of Noongar culture – the oldest living culture in the world.
	Home-style hospitality. Perth is a city where people still invite visitors home for a meal.
	Sports-mad. Perth people love sport – whether watching or on the field.
	Adventurous. Perth has an outdoors, adventurous culture personified by homegrown adventure races - from the Rottnest Channel Swim to the Avon Descent.

High level attribute	Detailed attribute/supporting evidence
Culture and quality	**Aspirational attribute:** Leader in respecting and celebrating First Nations People. The city in Australia that respects and celebrates Indigenous people.
	Aspirational attribute: Vibrant city of culture and education. Perth has an exciting, 24-hour city centre that is the primary live, work, study, play and innovation hub for the region.
	Aspirational attribute: Culturally rich. Perth is known for its quality cultural and sporting infrastructure and exciting annual events calendar.
	Quality venues. Perth is home to new cultural and sporting venues of global renown – including the world's most beautiful stadium.
	A city to explore. Perth delivers quality attractions within and beyond the CBD – including boutique neighbourhood cafes, bars, shops and restaurants, great beaches, parks, bush, river, wildlife and heritage experiences dotted throughout the region.
	Revitalised. Perth has been revitalised by new restaurants, farmers markets, pop-up venues and cultural events – including the world's biggest Fringe Festival.
	Premium. Perth delivers premium produce of global renown – wine, to locally grown fruit and vegetables and gourmet, bespoke artisan goods.
Global connections	**Globally connected.** Perth's proximity and flight connectivity to Asia and Europe make it closer to Asia and Europe than Sydney, Melbourne or Brisbane.
	Affinity with Asia. Perth has developed a unique and mutual affinity and affection with people and places in Asia from Singapore to Bali.
	Central to future economies. Perth is in the world's most populous time-zone, which includes China, and parts of Indonesia (projected to be two of the world's four largest economies by 2050).
	Gateway to Australian and WA. Perth is the key gateway to Australia from Asia and Europe. It is also the gateway to regional WA's inspirational, world renowned destinations, from Margaret River to the Kimberley.

A diverse range of positive attributes that residents and non-residents love about Perth today, **as well as aspirations for Perth's future.**

Image by Colin Wimbridge, entrant 2019 Passion for Perth Photographic Competition

An ambitious timeline sets out a comprehensive approach to reposition Perth for a **positive future as a place to live, work, invest, study and visit**

Image, entrant 2012 Passion for Perth Photographic Competition

CHAPTER 5

Recommendations and Actions in Detail

An ambitious timeline sets out a comprehensive approach to enhance Perth's reputation for a positive future as a place to live, work, study, invest and visit resulting in 9 recommendations and 30 actions. With a mix of private and public sector accountability, organisations that are in a position to lead the effort have been identified as are their potential partners.

Recommendation	Action	Suggested Leader(s)	Potential Partner(s)	Implement by	Live	Work	Invest	Study	Visit
1. Take advantage of renewed community pride and activate people to share Perth's best-kept secrets	a. Activate WA business and community leaders as well as residents to be formal and informal ambassadors for Perth	Governor (for business leaders)	Committee For Perth, Destination Perth, Chambers of Commerce and Local Governments	2020	Yes	Yes	Yes	Yes	Yes
2. Undertake collaborative action to increase awareness and enhance Perth's reputation locally, nationally and internationally	b. Create a unifying brand and develop a collaborative marketing and communications campaign to enhance Perth's reputation	City of Perth and Tourism WA	Destination Perth, Study Perth, Committee for Perth and members of the Hashtag Perth Project Steering Committee	2020	Yes	Yes	Yes	Yes	Yes
	c. Develop a 'Promoting Perth' series to share success stories and debunk myths about the region	Business News	City of Perth and Private Sector	2020	Yes	Yes	Yes	Yes	
	d. Inspired by the iAmsterdam portal, develop a 'one stop shop' portal as a window into Perth's offerings and stories of success for visitors, students, investors, residents and potential residents	City of Perth	Scoop, Business News and Private Sector	2021	Yes	Yes	Yes	Yes	

Recommendation	Action	Suggested Leader(s)	Potential Partner(s)	Implement by	Live	Work	Invest	Study	Visit
	e. Establish new attractions in central Perth which could include a Flyover-Perth along with new pop-up, immersive and Insta-worthy experiences	City of Perth	Private Sector and State Government	2021	Yes				Yes
	f. Run a campaign so that Perth has better awareness and recognition in international markets	Tourism WA	Destination Perth	2021		Yes	Yes	Yes	Yes
	g. Establish a cross-sector taskforce to collaborate on attracting international events and acts to Perth	Tourism WA	Destination Perth, and VenuesWest, Event Promoters and Venue Operators, Business Events Perth and City of Perth	2020	Yes	Yes	Yes	Yes	Yes
3. Create the 'one big thing' to put Perth on the map	h. Commit to develop the World Centre for Indigenous Culture as a living centre of First Nations People, starting with the Wadjuk Noongar people, reaching out to mobs across the state and nation and First Nations People across the world	State and Federal Government	Wadjuk Noongar people supported by Private Sector, Arts and Cultural Institutions, Universities, Tourism and Hospitality Operators and WAITOC	2021	Yes	Yes	Yes	Yes	Yes
	i. Embrace the Noongar Six Seasons into all aspects of Perth's narrative, promotion, events and culture	Tourism WA and Local Governments	Destination Perth, WAITOC, Tourism and Hospitality Operators, Arts and Cultural Institutions, Tourism and Hospitality Operators, Private Sector	2020	Yes	Yes		Yes	Yes

Recommendation	Action	Suggested Leader	Potential Partner(s)	Implement by	Live	Work	Invest	Study	Visit
4. Reactivate Perth's hubs and centres	j. Invest in strategic plans, actions and incentives to address the impacts of COVID-19 on the Perth City Centre and other regionally significant office, hospitality, and tourism hubs	Local Governments	State Government	2020	Yes	Yes	Yes	Yes	Yes
5. Create a vibrant Perth City Centre with a critical mass of residents, students, workers and visitors day and night	k. Designate Perth City Centre as the primary business, urban living, education, culture, tourism and innovation hub for the region	State Government through WAPC and DPLH	City of Perth	2020	Yes	Yes	Yes	Yes	Yes
	l. Establish an education and student precinct in the Perth City Centre	City of Perth	State and Federal Government, Universities, Private Education Providers and Student Accommodation Operators	2021				Yes	
	m. Invest in improving amenity and services to support inner-city living	City of Perth	State Government, Private Sector	2021	Yes	Yes	Yes	Yes	Yes
	n. Establish a destination/visitor focal point in central Perth to provide a sense of arrival and act as a hub of information, attractions and experiences including promoting the Free Transit Zone and CAT bus	City of Perth	Destination Perth	2021					Yes
	o. Commit to extend conference facilities in central Perth to attract, retain and grow conferences	State Government	Business Events Perth and Private Sector	2021			Yes		Yes

Recommendation	Action	Leader	Partners	Implement by	Live	Work	Invest	Study	Visit
6. Collaborate for year round vibrancy across Perth	p. Enhance and expand curated, packaged itineraries for time specific periods, interests and markets i.e. 48 hours in Perth, Perth for foodies, Perth for golfers, Perth for cyclists	Destination Perth	Tourism WA, Local Governments and Tourism and Hospitality Operators	2020	Yes	Yes		Yes	Yes
	q. Convene regular meetings of Tourism and Hospitality Operators to work together on activations for upcoming events including extended trading and specific offerings	City of Perth and Tourism WA	Destination Perth, Tourism and Hospitality Operators	2020	Yes	Yes	Yes	Yes	Yes
	r. Create and promote an annual calendar of events, leveraging existing offerings as well as new cultural and sporting infrastructure including RAC Arena, Optus Stadium and the soon to be opened WA Museum	Destination Perth	Tourism WA, VenuesWest, WAITOC, Cultural Institutions, Local Governments, Venues Operators, Perth Festival and Fringe World	2021	Yes	Yes	Yes	Yes	Yes
	s. Initiate an enquiry to identify regulatory barriers hindering tourism investment and prepare a report to industry and the Minister	Tourism Council	Tourism and Hospitality Operators	2021			Yes		Yes
7. Look north for opportunity and utilise existing relationships with Asia to strengthen ties with Perth	t. Promote Perth through existing Sister City, Sister State and business trade relationships	State Government Local Government Private Sector		2020	Yes	Yes	Yes	Yes	Yes
	u. Appoint ambassadors for Perth and leverage their knowledge and networks to implement and enhance the Asian Engagement Strategy	State Government through Minister for Asian Engagement	Chambers and Business Organisations	2020	Yes	Yes	Yes	Yes	Yes
	v. Develop targeted marketing strategies to promote Perth in Asian markets with a focus on proximity and accessibility, premium produce, fresh air, open spaces, education excellence, affordability, lifestyle and connection to Margaret River	Tourism WA	Destination Perth, Tourism and Hospitality Operators and State Government through Trade Offices	2020			Yes	Yes	Yes

Recommendation	Action	Suggested Leader(s)	Potential Partner(s)	Implement by	Live	Work	Invest	Study	Visit
	w. Promote Perth's cultural, sporting and hospitality offerings and events, particularly artists and offerings that are not available/not performing in Asia	Tourism WA	Destination Perth, VenuesWest and Tourism and Hospitality Operators	2020			Yes	Yes	Yes
	x. Provide pathways to employment and incentives for Asian and international students to study in Perth	Universities	Chamber of Commerce and Private Sector	2021	Yes	Yes		Yes	
	y. Continue with a collaborative effort and increase investment to promote Perth as a world-class study destination for high school, university and vocational training	Study Perth	Universities and Private Education providers	2020				Yes	
8. Target economic stimulus and economic development funds to diversify the economy and strengthen Perth's reputation	z. Increase investment in innovation to support growth in agriculture, health sciences and emerging industries	State Government		2021	Yes	Yes	Yes	Yes	
	aa. Implement a concierge service to assist potential investors to navigate the regulatory environment	State Government through Department of Jobs, Tourism, Science and Innovation	Local Governments	2020			Yes		
	bb. Implement an introduction service to assist potential investors to navigate the business networks	State Government through Department of Jobs, Tourism, Science and Innovation	Local Governments and Chambers of Commerce	2020			Yes		
	cc. Direct economic stimulus funds into impactful projects that enhance Perth's reputation	State Government	Superannuation Funds and Private Sector	2020	Yes	Yes	Yes	Yes	Yes
9. Enhance Perth's reputation by being a renewable energy leader	dd. Grow the renewable energy network across Perth and increase investment funds associated with future energy innovation	State Government	Energy Suppliers and Investors, Local Governments	2020	Yes	Yes	Yes	Yes	

Appendix 1 - Methodology Overview

Hashtag Perth was guided by the Committee's 'By Perth, For Perth' project methodology.

1. Measure Reputation

This initial step involved building a strong foundation of evidence for the project.

Perth Reputation Survey (2019) aimed to measure Perth's reputation and how local and external stakeholders perceived the region as a place to live, work, study, invest and visit. Commissioned by the Committee for Perth and conducted by Ipsos, a total of 2,527 members of the general population were surveyed across six metropolitan locations, including Perth, Sydney, Melbourne, Brisbane, Auckland and Singapore.

Additionally, Committee for Perth CEO Marion Fulker undertook on-the-ground study tours to Seattle and Vancouver, to learn from cities that have undergone positive reputational change in the past decade.

2. Consultation in Selected Key Markets

More than 100 people from a range of backgrounds in both the public and private sectors including mining, education, human resources, finance, tourism, media, retail, the arts, trade and technology were consulted. Participants had varying degrees of experience with Perth, with some being Perth 'born-and-bred' and others having limited familiarity with the region.

The consultations were held as focus groups in London, Singapore and Perth and one-on-one interviews in Sydney, Melbourne and Singapore. The purpose of these consultations was to generate discussion around Perth's current reputational strengths and weaknesses.

Questions posed included:

- What do you know about Perth? What do you see as its strengths and its weaknesses?
- Have your perceptions of Perth changed over time or stayed the same? If changed, what led to these changed perceptions?
- What are your perceptions of Perth as a place to live, work, study, invest and visit?
- How does Perth compare to other major cities in terms of its economic landscape?
- How does Perth compare to other major cities in terms of its services and infrastructure?
- How does Perth compare to other major cities in terms of its social and political landscape?
- How does Perth compare to other major cities in terms of its environmental and cultural landscape?
- Are there any learnings Perth can take from other cities that may have faced similar challenges and overcome them?
- What are the key cities that are doing things better than us? What can we learn from them?
- From seeing what others are doing, what are the greatest opportunities for Perth?

3. Identify Unique Positioning/Value Propositions

This process involved analysing the data gathered through Perth Reputation Survey, FACTBase Bulletins, on-the-ground study tours, focus groups and one-on-one interviews to identify a unique value proposition for Perth - Perth is 'good' different.

4. Ascertain Product Offering Gaps

A list of 70 potential solutions were offered during the above consultations. These have been captured at Appendix 2.

5. Create Draft Strategy with Short and Long Term Recommendations

An initial draft of the report presented the evidence-base and contained a total of 12 strategies for building Perth's reputation as a place to live, work, study, invest and visit. These strategies were supported by 37 actions and listed potential key stakeholders to take responsibility of the strategy.

6. Share Key Findings and Socialise Draft Recommendations

Six socialisation sessions were held across two days in early February 2020 with a total of 90 attendees made up of Committee for Perth members and a number of stakeholders from Government.

These sessions involved recapping *Hashtag Perth's* evidence base and presenting attendees with the draft recommendations. Attendees then provided detailed feedback on the recommendations which helped to shape the final draft.

7. Launch Report

The final report for the project was launched in June 2020.

8. Measure Results

Measuring the results of the *Hashtag Perth* project will involve monitoring the progress of the recommendations and actions contained in the report.

Appendix 2 - Insights from Interviews and Focus Groups

Seventy tabulated insights from interviews and focus groups held in Perth, Sydney, Melbourne, Singapore and London during July to October 2019, including recommendations for improving Perth's performance. Proposed solutions and ideas address various elements of Perth's reputation as a place to live, work, invest, study and visit.

Key Insights – London

Insight	Commentary	Solutions & Ideas	Live	Work	Invest	Study	Visit
1. **Perth is a great place to raise a family**	Perth was recognised as being a family-friendly, smallish city with great quality of life in a naturally beautiful landscape	Promote this to families elsewhere	Yes	Yes			Yes
2. **Career opportunities are limited beyond mining and resources**	People leave Perth as part of their career journey. They come back to raise their family or when they are retiring	The economy needs to be diversified in order to offer greater career options to those that don't work/have skills for the mining and resources sector	Yes	Yes	Yes	Yes	
3. **Our education offerings are good**	Good high school and tertiary options	Market the place with the offerings				Yes	Yes
4. **Perth is too comfortable**	No compelling reason to change, doesn't act competitively	Be more loud, proud and strategic	Yes	Yes		Yes	Yes
5. **Perth expats curate itineraries for outsiders**	Perth expats provide lists of places to visit, eat, etc in order to give the best impression	Curated itineraries in multimedia, multi-language formats	Yes	Yes		Yes	Yes
6. **Our relaxed lifestyle is enviable**	Perth expats long to come home over summer	Create specific campaigns to play on the nostalgia/desire to be in Perth over summer	Yes	Yes		Yes	Yes
7. **Perth can be dull because cultural vibrancy is patchy**	Perth lacks a critical mass of cultural institutions and events to fill a year-long calendar of events	Need to develop/coordinate an annual program so that activity is happening all year-round	Yes	Yes	Yes	Yes	Yes

Key Insights – London

Insight	Commentary	Solutions & Ideas	Live	Work	Invest	Study	Visit
8. Perth lacks a drawcard	Sydney has the Opera House and Harbour Bridge, Perth needs a drawcard	World Centre for Indigenous Culture strongly supported	Yes	Yes		Yes	Yes
9. You need a car to get around in Perth	The car is the most convenient way of travelling to see attractions out of the CBD	Better promote the free CAT bus and day passes (package with a visitor card)	Yes	Yes		Yes	Yes
10. Perth loses its talented youth	We lose our youth for career and life reasons	Perth needs to be attractive to keep its own youth through vibrancy and career opportunities. However, we will lose some, so we need to attract students and early career professionals from other cities	Yes	Yes			
11. The business community is highly connected but cliquey	The network is strong but getting access to it as an outsider requires introductions from key people	Business leaders as advocates and connectors		Yes	Yes	Yes	
12. Perth lacks a brand to sell it to the world	It isn't clear what Perth stands for beyond being naturally beautiful and being a mining town	Develop an authentic brand and fund ongoing marketing	Yes	Yes	Yes	Yes	Yes
13. Perth is a long way even with a direct flight	It's a day of travel	Create compelling reasons to come	Yes	Yes		Yes	Yes
14. Perth city lacks a critical mass of people and it's very suburban	City feels 'dead' after the working day Lots of the vibrancy is outside of the CBD	The CBD needs a critical mass of people The suburban attractions need to be connected as 'trails' of activities with ease of connectivity	Yes	Yes		Yes	Yes

Appendix 2 (continued)

Key Insights – Sydney & Melbourne

Insight	Commentary	Solutions & Ideas	Live	Work	Invest	Study	Visit
15. Play to Perth's strengths	Perth isn't Sydney and Melbourne and it shouldn't try to be. It's different	Celebrate Perth's uniqueness to the big east coast cities	Yes	Yes	Yes	Yes	Yes
16. Be both a small town and a big city	People invite you home for a meal which is highly regarded because it is not usual in Sydney or Melbourne Networks are strong so doing business is easy (when you are from Perth or sponsored by a notable person)	Leverage the benefits of being a close knit, smaller city but without the big city problems	Yes	Yes		Yes	Yes
17. Make Perth relevant to the national agenda	What we contribute as a city and a state is not understood	Articulate the 3-5 things that make us important to the rest of Australia	Yes	Yes	Yes	Yes	
18. Understand that the 'east coast' is a fictional place that resides only in the minds of Western Australians	Sydney, Melbourne and Brisbane are different cities and people. The term 'east coast(er/s)' is meaningless to outsiders	Targeted marketing campaigns		Yes	Yes	Yes	Yes
19. It's hard to find the 'best of the west'	Perth has too many 'best-kept secrets' that outsiders struggle to uncover and interviewees often provide recommendations to others so that they find the 'best of the west'	Develop accessible curated itineraries that are compelling for various traveller segments ie foodies, active people, beach goers, cultural creatures, small-bar crawlers	Yes	Yes		Yes	Yes
20. Leverage the city's heart and history	Perth has good bones	Promote the Instagram-able places by creating an accessible list of the 'must see's' to drive visitation and promotion beyond the Quokka selfie	Yes	Yes		Yes	Yes
21. Create a critical mass	Perth lacks a critical mass of population and vibrancy downtown	Add resident and other population base	Yes	Yes	Yes	Yes	Yes

Key Insights – Sydney & Melbourne

Insight	Commentary	Solutions & Ideas	Live	Work	Invest	Study	Visit
22. Let people know about free transit in the CBD	Free transit zone and CAT bus system is a benefit that is not well communicated or understood and visitors value it	Widely promote and make visible like the Melbourne 'free tram zone'	Yes	Yes		Yes	Yes
23. Turn the business visitor into a returning tourist	Travelling to Perth for business can be the first experience, it shouldn't be the last or only		Yes	Yes		Yes	Yes
24. Promote the Noongar 6 seasons	People complained about not understanding our weather patterns because they are different to what they know or expect i.e., 'you have a real winter', or 'I thought the sun always shined' or 'I didn't realise just how hot it gets in summer'	Embed the 6 seasons in marketing and promotional material which also leverages our unique value proposition	Yes	Yes		Yes	Yes
25. Leverage the stadium	The message has penetrated that we have a new stadium and that it is 'good' but not recognised widely as best in breed. Not a single interviewee had seen the media about it being the world's most beautiful stadium	Better promote the stadium as best in breed in the southern hemisphere	Yes	Yes		Yes	Yes
26. Promote the new hotel offerings	Little understanding about the depth of new hotel offerings	Better promote the hotel offerings – quality, location and price points					Yes
27. Perth's leaders must be advocates	Prominent Perth people aren't talking the place up	Political, business and community leaders as advocates	Yes	Yes	Yes	Yes	Yes

Appendix 2 (continued)

Key Insights – Sydney & Melbourne

Insight	Commentary	Solutions & Ideas	Live	Work	Invest	Study	Visit
28. Lead action on climate change	Seen as laggards	The opportunity exists to develop and implement a region-wide climate change/sustainable city strategy	Yes	Yes	Yes	Yes	
29. Sell the lifestyle and affordability benefits	Perth has an enviable lifestyle as compared to Sydney and Melbourne that is also more affordable	Promote lifestyle on offer and affordability as compared to Sydney and Melbourne	Yes	Yes		Yes	
30. Promote space and natural beauty	It is appealing for people living in crowded urban areas	It's a differentiator to Sydney and Melbourne and also Perth's Asian neighbours	Yes	Yes		Yes	Yes
31. Address affordability of accessibility	Airfares can be expensive and other destinations are closer and/or more affordable					Yes	Yes
32. Tell the economic strength and diversity story	Acknowledge our economic strengths and challenge the notion that Perth is nothing more than a mining town	Share a new exciting narrative about the current state and future opportunities	Yes	Yes	Yes	Yes	Yes
33. Sell Perth as a destination and as a gateway to the regions	Margaret River mentioned as the premier destination in the state – wine, beaches, bush	Promote Perth as the gateway to the regions					Yes
34. Attract more head offices	Need to increase the number of national and global headquartered offices	An increased power base adds to reputation	Yes	Yes	Yes	Yes	Yes

Key Insights – Sydney & Melbourne

Insight	Commentary	Solutions & Ideas	Live	Work	Invest	Study	Visit
35. Create a vision	A vision for Perth as a destination to live, work, visit, invest and study is needed	Action plans must be developed and funded and implemented in a sustained way	Yes	Yes	Yes	Yes	Yes
36. Leverage proximity to Asia	Look north as well as east for opportunity because the population 'in the zone' is a large marketplace that Perth is not making the most of	Package offers for market segments of individual countries rather than just 'Asia'		Yes	Yes	Yes	Yes
37. Be open for business	Understanding the opportunities and doing business isn't easy	Develop a capability statement/ prospectus Articulate investment opportunities Facilitate investment to grow new businesses, industries and capabilities			Yes		
38. Be attractive to youth	As a city with a reputation for being family-friendly, don't forget young single people too	Promotional material to cater for specific demographic	Yes	Yes		Yes	Yes
39. Showcase hospitality as a career and business opportunity	Service levels are poor Leverages entrepreneurial spirit			Yes		Yes	
40. Make more of WAAPA	It is a nation leading training ground that is developing creative talent and has an impressive alumni	Promote the training programs and alumni				Yes	
41. Promote Noongar culture and tell people where to find it	It's a space Perth could own, it's a missed opportunity	Capture the stories and promote the organisations that can share it	Yes	Yes		Yes	Yes

Appendix 2 (continued)

Key Insights – Sydney & Melbourne

Insight	Commentary	Solutions & Ideas	Live	Work	Invest	Study	Visit
42. Promote Rottnest but deliver on the promise	It is gaining recognition as a place to visit but it doesn't have the same offering as, for example, the Whitsundays which is probably top of mind as a comparitive	Market all that Rottnest has to offer to a non-Perth/WA audience					Yes
43. Create a campaign to uncover 'where on earth is Perth'	Many people in the interviewee's networks want to visit but haven't yet been compelled to	Create the campaign and run in conjunction with a national media outlet		Yes		Yes	Yes
44. Showcase Fremantle	It's our heritage town with history that tells the story from colonisation	Promote it as a unique Greater Perth offering					Yes
45. Get a proportional share of federal funding	Perth is not top of mind - 'out of sight, out of mind'	Because the economy is different, the drivers for the next round of growth are difficult to understand to outsiders so create and share the story			Yes		
46. Reform local government	Only state not to have done at least one round of reform. Governance is seen as outdated and holding us back	Undertake reform not amalgamation			Yes		
47. Improve the city	Address homelessness and stem the retail and hospitality decline	End Homelessness action plan underway Retail in the city not differentiated sufficiently from the more convenient suburban shopping centres A critical mass of residents and students needed to support CBD based businesses	Yes	Yes	Yes	Yes	Yes

Key Insights – Sydney & Melbourne

Insight	Commentary	Solutions & Ideas	Live	Work	Invest	Study	Visit
48. Promote big/compelling events	Drive visitation from the curious and the motivated	Promote event and destination					Yes
49. Shirk complacency	Others are trying harder and getting more cut-through i.e., Adelaide/SA	Play a competitive game	Yes	Yes	Yes	Yes	Yes
50. Align entrepreneurial spirt, 'have a go' nature and risk taking with reputation and activity	Counter social conservatism that is seen as outdated and 'Wait Awhile' reputation	Lead not lag	Yes	Yes	Yes	Yes	Yes
51. Bring the inside out	Demystify what happens 'on the Terrace'	What is happening in buildings needs to be visible on the street	Yes	Yes	Yes	Yes	
52. Increase international student numbers	Get a proportional share Create advocates for the future Increase tourist numbers from visiting family members	Perth needs to be reinstated as a region (done) Promote Perth as a city with a high quality of life that is affordable when compared to Sydney or Melbourne				Yes	Yes
53. Be consistent and persistent in marketing efforts	Develop comprehensive and targeted strategies that are underpinned by action plans	Fund and sustain activities to compete with other cities	Yes	Yes	Yes	Yes	Yes
54. Create the must see	Ideas were somewhat lacklustre as people struggled to find something new and unique When prompted with the concept of a World Centre for Indigenous Culture, all participants supported the idea, many enthusiastically	Develop the World Centre for Indigenous Culture	Yes	Yes	Yes	Yes	Yes

Appendix 2 (continued)

Key Insights – Perth

Insight	Commentary	Solutions & Ideas	Live	Work	Invest	Study	Visit
55. Perth is (good) different	Consensus that Perth isn't like Sydney and Melbourne and nor should it try to be Perth knows it is a city with great beaches, weather, lifestyle and is a good place to raise a family. However, it lacks depth beyond that	Be better at articulating why. Develop a multi-dimensional narrative that talks to us and to others	Yes	Yes	Yes	Yes	Yes
56. Perth's narrative as a 'boom and bust economy' is harmful	Boom and bust perpetuates the notion that Perth has an unstable economy and is therefore a risky place to live, invest and work	Change the current narrative by promoting Perth as a dynamic economy with sectors and firms that have heightened global connectivity	Yes	Yes	Yes	Yes	
57. Relying on our natural beauty and resource economy has (and will) only get us so far	Perth cannot continue to rely on its beautiful environment and resource-centric economy as key identifiers for the region. While these are both important aspects of Perth's identity, participants argued 'it is not enough' if we are to maximise our attractiveness to many markets and demographics	A targeted branding strategy which leverages Perth's existing strengths and presents a broader range of offerings	Yes	Yes	Yes	Yes	Yes
58. Perth's future lies north (more than east)	Given the size of the markets – with Sydney and Melbourne at 10 million people and Asia being home to hundreds of millions, most participants coalesced on the view that future opportunities lie to the north	Develop targeted branding strategies so that Perth can maximise the benefit of its geographical location to Asia and gain a competitive advantage over the eastern states		Yes	Yes	Yes	Yes

Key Insights – Perth

Insight	Commentary	Solutions & Ideas	Live	Work	Invest	Study	Visit
59. It's hard to find the 'best of the west', even for locals!	The fragmentation and quality of visitor information doesn't serve our customers (including local residents) well	To attract the tourists we want – conference/business and independent/active travellers - curated itineraries need to be developed. Events and offerings/ activities need to be consolidated into a single well branded, highly visible, easy to find portal so that visitors (and locals) can experience everything Perth has to offer	Yes	Yes		Yes	Yes
60. We value our high quality of life, yet don't promote it	One of the driving forces for living in Perth is the quality of life on offer because Perth has a better work/ life balance and is less crowded, polluted and more affordable	Quality of life becomes central to campaigns by government and individual organisations	Yes	Yes		Yes	
61. We don't realise that we are in a competition	Cities are competing globally for skilled workers, high end tourists, international students and investment dollars	Be more competitive		Yes	Yes	Yes	Yes
62. We feel inferior	A strong sentiment throughout the focus groups was that Perth lacks one big thing, or at least a critical mass of good/great things, particularly when compared to Sydney and Melbourne	Develop the World Centre for Indigenous Culture as a place to showcase living First Nation cultures as the one big thing	Yes	Yes		Yes	Yes
63. We need to be an attractive city/region for youth	We lose our youth for career and life reasons	If we accept that we lose our youth then we need to attract other students and early career professionals	Yes	Yes			
64. We don't know what we are proud of	We struggle to advocate because we cannot find the words beyond – great weather, beaches and natural beauty	Run a campaign to uncover what we are proud of and make it central to our local narrative	Yes	Yes	Yes	Yes	Yes

Appendix 2 (continued)

Key Insights – Singapore

Taking into account the feedback, the following ten key insights have emerged. They are backed by a prevailing sentiment with suggested solutions and ideas. The areas that would benefit most have also been identified.

Insight	Commentary	Solutions & Ideas	Live	Work	Invest	Study	Visit
65. Affinity, proximity and connectivity are Perth's advantages	Flights Relationships Affinity	Continue to work with airlines Develop relationships and two-way flows of business and student exchange Better leverage existing relationships	Yes	Yes	Yes	Yes	Yes
66. Margaret River's brand is stronger than Perth's	Both the wine and the region have high recognition and reputation	Leverage Perth as the gateway to the Margaret River	Yes	Yes	Yes	Yes	Yes
67. Curated itineraries are need	The offerings are not neatly packaged depending on areas of interest	Create the 24, 48, 72 days in Perth with a focus on specific markets such as foodies, golfers, nature lovers	Yes	Yes		Yes	Yes
68. Leverage the quality reputation of our fresh produce	It is the quality of the environment that is highly regarded ie clean air and open space	Incorporate the domain of origin story including locational map and imagery	Yes	Yes	Yes	Yes	Yes
69. Market Perth as a concert and live music destination	Some well-known performers are banned from Singapore Asian cover bands are not high quality	Develop a marketing campaign about major concerts coming to Perth Promote bands and live music venues as part of the tourism offering	Yes	Yes	Yes	Yes	Yes
70. Promote Perth as a life/work capital	Singaporeans work long hours and housing is expensive	Develop a campaign around our prized quality of life	Yes	Yes		Yes	Yes

Curated itineraries
are needed.

Image by Tse Yin Chang, entrant 2018 Passion for Perth Photography Competition

Project & Research Team

Marion Fulker,
Chief Executive Officer and Project Director

Marion is the Chief Executive of the Committee for Perth Ltd. Over the past decade Marion has overseen the development of a number of landmark Committee for Perth research reports as part of the organisation's evidence based approach to the future of Perth. Marion has travelled extensively throughout the US, Europe, Australasia and the UK to examine how cities work and brings learnings back to Perth.
Her research focus has been on a range of topics including inner-city vibrancy, urban renewal, public transport, governance and economic development.

Gemma Davis,
Lead Researcher

Gemma is a research, policy and strategic planning professional with 19 years of experience working in Australia, New Zealand and the Republic of Ireland. Gemma is a consultant for the Committee for Perth and was recently employed by the Committee as Manager of Research and Strategy.

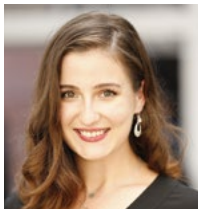
Gemma is currently a Director with e3Scienific in New Zealand and is an Honorary Research Fellow with The University of Western Australia. Gemma has authored major reports for the Committee for Perth including *Towards a Bright Future, Get a Move On!* and *Perth's Pathway to Prosperity.*

Dr Kirsten Martinus,
FACTBase Researcher

Dr Kirsten Martinus is a Senior Research Fellow in Human Geography at The University of Western Australia. She researches the redistribution of resources and factors to increase innovation and industry competitiveness. Her work is highly applied, regularly informing strategy and policy. She publishes in leading journals, and is on the Australian Academy of Sciences National Committee for Geographical Sciences.

Bo Guo,
FACTBase Researcher

Bo Guo is a PhD Candidate at The University of Western Australia. His research interest is within economic geography, with a strong focus on interaction between city networks and corporate networks, in the context of contemporary globalisation processes.



Alice Leggett,
FACTBase Researcher

Alice holds a Bachelor of Arts majoring in Journalism and Anthropology and Sociology, and a Master of Research from the University of Western Australia. In 2017, Alice won the Clare Mann Prize for Anthropology, and has received scholarships from The Australian Sociological Association (TASA). In her first year following graduation, Alice was the Research and Communications Officer at the Committee for Perth.

1 Survey,
2527 respondants,
6 FACTBase Bulletins,
2 International Study Tours
6 Focus Groups +
20 One-on-one interviews

Image by Rae McKenzie, entrant 2016 Passion for Perth Photographic Competition

Project Steering Committee

Kevin Brown
Chief Executive Officer,
Perth Airport and Steering Committee Chair

Mr Brown commenced in the role of Chief Executive Officer of Perth Airport, the operator of Perth Airport, in July 2016.

Mr Brown has been involved in operational and commercial roles in both hub and regional airports for more than 15 years in the UK and Australia.

Prior to joining Perth Airport, Mr Brown held the position of Chief Executive Officer of North Queensland Airports, which operate Cairns and Mackay Airports, where he was responsible for implementing a growth strategy for both airports.

Mr Brown also spent nine years with the British Airport Authority (BAA), and was Managing Director at Edinburgh International Airport.

In 2017, Mr Brown was appointed to the Tourism Western Australia Board and is also a Council Member for the Chamber of Commerce and Industry Western Australia.

Mr Brown holds a Bachelor of Engineering (Hons), Masters of Business Administration, a Masters of Science and is a Chartered Engineer.

We found that Perth is good and that's a **great story to tell**.

Debra Blaskett
Chief Corporate Services Officer, Perth Airport and Steering Committee Deputy Chair

Ms Blaskett was appointed to the position of Chief Corporate Services Officer in October 2016 and is responsible for the areas of Human Resources, Corporate Affairs, Marketing and Customer Experience, Business Transformation, Corporate Risk and Corporate Compliance.

Ms Blaskett has held a number of senior positions in the Commonwealth public service across the portfolios of Australian External Territories Administration, aviation security regulation and offshore oil and gas security regulation.

She has managed the Aviation Security, Airport Operations, Emergency Planning and Risk areas for Perth Airport and holds a Bachelor of Jurisprudence, Bachelor of Laws and Bachelor of Arts (Hons) degrees.

Ms Blaskett is a member of the Western Australian Security Industry Advisory Council and a Board Member for Tourism Council Western Australia.

Daniel High
Alliance Manager, Economic Development, City of Perth

Daniel High is the Alliance Manager Economic Development at the City of Perth, responsible for the economic development services of the City including; key sector development, international engagement, place and business development, Smart Cities and economic modelling and analysis at the City.

This involves leveraging current sector strengths and undertaking projects and initiatives in the EDU portfolio to provide flow on economic, activation and social benefits for local business, residents, visitors and tourists within the City of Perth and the Greater Perth region. Key sectors of focus for the City include Retail, Tourism, Commercial Hospitality, Property, Innovation / start-ups, Resources and Energy, Education and Medical, Health and Life Sciences

Daniel has an extensive background in large scale urban revitalisation and place making projects having worked at the Metropolitan Redevelopment Authority for over seven years in a variety of roles including Business Services, Governance and Place Management. Project experiences includes Elizabeth Quay, Yagan Square, Scarborough, Midland Workshops and the highly regarded Perth Cultural Centre Regeneration.

Daniel has a strong background in economic development and Investment attraction in a local government and regional context as well as Smart City projects having been on the Board and Vice President of the Australian Smart Communities Association. More recently Daniel was awarded the 2019 Government Leader award by the Smart Cities Council Australia New Zealand which is part of a global network. Daniel has also delivered $3.2M of smart city projects by working with internal City of Perth teams to secure Australian Government Funding under the round one Smart Cities and Suburbs Program to achieve economic outcomes, reduce costs and increase environmental and open data outputs.

Daniel has a double degree in Commerce from Curtin University and has completed the Australian Institute of Company Directors Course.

Rachael Kalajzich
Principal Urban Planner - Strategy, City of Perth

Rachael has extensive experience in urban planning, social and environmental impact assessment, stakeholder engagement and policy and strategy development over a 20+ year career in Australia and Asia.

Rachael has worked in senior positions in both the private and public sector and until 2019 was the Chair and long term Committee member of a Northbridge-based not-for-profit. She has qualifications in urban planning and international development.

At the City of Perth, Rachael has led a team to successfully deliver a 15-year planning strategy to guide the future growth and development of Perth city.

Project Steering Committee (continued)

Nic Fairbank,
Chief Executive Officer,
Programmed Group

Nic Fairbank is an accomplished business leader and chief executive officer with broad and tangible experience in navigating challenging business environments.

Nic has more than 20 years' industry experience. Nic joined Programmed in 2009 and was appointed CEO of Programmed Integrated Workforce in April 2013. Following the acquisition of Skilled Group Limited in 2015, he became CEO of Programmed Skilled Workforce, Australia's largest staffing and training services business. Prior to this, he held a number of Director and Senior Management positions.

Nic has completed the INSEAD Advanced Management Program (Europe) as well as the Strategy and Senior Leadership Program at Melbourne Business School. He is a member of the Australian Institute of Company Directors and Australian Industry Group (AIG) and a previous board member of RCSA.

Chris Sutherland,
Director, MACA and
Chairman, Stelect

Chris is an experienced executive who has held senior management positions in various engineering, maintenance and contracting businesses with operations in Australia, Asia, Europe and the USA. He holds a Bachelor of Engineering (UWA) and completed the Advanced Management Program at Harvard Business School in 2001.

Chris was the Managing Director and Group CEO of Programmed from January 2008 until his retirement September 2019 and has now commenced a non-executive director career as well as pursuing a number of private business interests.

He currently serves as an non-executive Director of MACA, an ASX listed mining services company based in Perth and Chairman of Stelect, a startup medical device technology company based in Melbourne.

Amelia Collins,
General Manager | Marketing and Brand,
Programmed Group

In her role with Programmed, Amelia is responsible for leading the strategic design and delivery of marketing, brand and communications initiatives for Programmed Skilled Workforce, Programmed Professionals and Programmed Training Services that support; business growth, brand reputation and employee and staff engagement.

In addition, Amelia is a Board Director for the Clifroy Community Franchise of the Bendigo Adelaide Bank, providing strategic and operational advice on business development and marketing initiatives, social and digital media communications for community engagement and business growth.

In the past 20 years, Amelia has worked in various Marketing and Communications roles all within competitive service industries.

Pip Lapelms,
Manager, Corporate Affairs,
ATCO Australia

Pip Lapelms is currently Manager, Corporate Affairs at ATCO Australia, where she has responsibility for communications, marketing and brand, community investment and customer experience.

She has more than 15 years' experience across a variety of communications roles, particularly in the education sector, across government, university and ASX-listed employers.

Pip holds a Bachelor of Arts (Mass Communication), Master of Business Administration and a Diploma of Investor Relations. She has made a contribution to the community through a variety of volunteer roles, including as secretary of the board of a community legal centre and involvement in committees of the Public Relations Institute of Australia.

Terri Holland,
Economic Development Officer,
City of Armadale

Terri Holland is the Economic Development Officer at the City of Armadale, one of the fastest growing outer metropolitan local governments in WA. She is from Dublin and has lived and worked in Perth for seven years, after visiting Perth on a holiday.

She has worked on various Perth metroploitan local government promotional campaigns with the purpose to drive economic development and improve local economies. Her work in Armadale is to encourage public and private investment to increase Armadale's self-sufficiency rate, and in turn improving the wellbeing and quality of life for the community. Hashtag Perth aims to improve the perception of Perth as a whole to drive investment and consequently creating opportunities for Armadale.

Richard Kilbane,
General Manager,
Office Buildings, Hawaiian

Richard Kilbane joined Hawaiian in 2005 and has worked in a number roles with his current position being General Manager, Office Buildings.

Richard has been involved in the management of infrastructure and building projects, together with their asset management for more than 20 years. During this time, he has been responsible for development and operation of notable Perth assets such as Claremont Quarter, Parmelia Hilton and Bishops See.

Richard is currently the Vice President of the Property Council of Australia (WA).

Richard holds a Bachelor of Civil Engineering (Hons) and in 2014 completed the General Management Programme at Harvard.

Project Steering Committee (continued)

Owen Davies,
Chief Marketing Officer,
The University of Western Australia

Owen Davies is the Chief Marketing Officer at The University of Western Australia.

In this role Owen is responsible for UWA's marketing, communications, student recruitment and admissions functions across all International and Domestic markets.

Owen is a commercially astute marketing leader with over 20 years of experience across market research, business analytics, growth strategy, marketing and communications. Prior to joining UWA, Owen spent over a decade in senior marketing and strategy roles for Crown Resorts, was a Consultant at leading global market research firm Synovate, and held various marketing and business development roles in the technology sector.

Fabian Ross,
Chief Executive Officer,
WA Super

Fabian Ross is Chief Executive Officer of leading Western Australian super fund, WA Super. WA Super manages $3.8bn in retirement savings for over 60,000 Western Australians and 4,000 local businesses.

Since joining WA Super in February 2017, Fabian has been focused on building a sustainable and trusted financial institution in Western Australia with a clear purpose to help members achieve their retirement dreams.

Fabian brings extensive experience in both the superannuation and wider finance sector, most recently in numerous senior positions at BT Financial Group (BTFG). Prior to this time, GESB, HBOS Australia (St Andrews Australia) and the Commonwealth Bank of Australia - across retail, corporate /commercial and private divisions.

Jay Watson,
State General Manager,
Westpac

Jay is a career banker, having worked for Westpac for over 37 years. Jay has been fortunate to have worked in every State and Territory in Australia, and has the benefit of honing his Banking skills through diverse geographies and industries.

Jay takes an active interest in the future direction of Western Australia and is active with the Committee for Perth and its present project *Bigger and Better beyond the Boom*, working to build strategies and recommendation in regards to broadening the economy of WA. Previously he was a member of *Filling the Pool*, a deep dive on gender imbalance and strategies to improve career opportunities for the female workforce. Additionally, for the past 3 years he has been involved with Chamber of Commerce WA and its Business Advisory Board. Also he is a regular contributor to CEDA forums and is a Trustee to CEDA.

Damien Gare
Vice President Investor Relations, Woodside

Damien Gare joined Woodside in 2007 and has had various risk management and compliance related roles. He is currently Woodside's Vice President Investor Relations, managing Woodside's engagement with shareholders and the wider financial community. Damien was in private legal practice in the Perth office of a national legal firm prior to joining Woodside.

Damien is a graduate of UWA, having completed Bachelor and Master degrees in Law. He also holds an MBA in Strategic Management and International Business, and is a graduate of the Australian Institute of Company Directors.

Jane Ardern,
Senior Project Manager, Department of Jobs, Tourism, Science and Innovation

Jane is representing the Department of Jobs, Tourism, Science and Innovation on the Steering Committee.

Jane is an experienced project manager and has held a broad range of senior positions across the public and private sectors in areas such as tourism, state development, occupational safety and health, anti- discrimination, industrial advocacy, training and education.

Acknowledgements

Our sincere thanks and appreciation to:

- The more than 2500 people in Perth, Sydney, Melbourne, Brisbane, Auckland and Singapore who completed the Perth Reputation Survey which kick-started the evidence base for the project.
- The researchers who were involved in the preparation of the numerous FACTBase Bulletins, surveys, study tours, interviews and focus groups.
- Steering Committee members who participated during the journey – Amy Stanley, Alice Leggett and Luis Puig.
- Those who facilitated focus groups overseas – Commissioner John Catlin based in Singapore and Mike Deeks, Agent General Western Australia in London.
- Our members for attending focus groups and socialisation sessions throughout the project to provide insights and feedback.
- Independent expert reviewers of this report – Rose Herceg, Chief Strategy Officer, WPP AUNZ; John Catlin, Commissioner | Overseas Officer, International Trade and Investment, Government of Western Australia Office in Singapore; and Prof. Richard Weller, Professor and Chairman, Department of Landscape Architecture, The University of Pennsylvania.
- The leaders in government who have provided frank and fearless advice on the draft recommendations.
- Dr Richard Walley OAM who gifted the name *Boorloo Kworp 'Perth is Good'* to this report, provided access to his artwork and continues to advise us on the concept of a World Centre for Indigenous Culture.
- The people of Perth are reflected in this report and it is for you that we have set out a roadmap to enhance Perth's reputation and showcase why the region is a unique place to live, work, study, invest and visit.

References

Australian Bureau of Statistics (ABS). (2019), 8104.0 – Research and Experimental Development, Businesses, Australia, 2017-18, Australian Government, https://www.abs.gov.au/AUSSTATS/abs@.nsf/mf/8104.0/

Aula, P, and Harmaakorpi, V. (2008), An innovative milieu – A view on regional reputation building: Case study of the Lahti urban region. Regional Studies, 42(4), 523–538

Dreisinger B. (2014), Catching Perth's Wave in Western Australia, New York Times, 1 March 2014, https://www.nytimes.com/2014/03/02/travel/catchingperths-wavein-western-australia

Committee for Perth. (2018), Bigger & Better Beyond the Boom : Perth's Pathway to Prosperity

Conde Nast Traveller. (2017), 20 Best Hotels in Australia and the South Pacific, Conde Nast Traveller, October 2017, https://www. cntraveller.com/gallery/besthotels-australia-south-pacific

Davis, G. (2019), Perth's Evolving External Reputation as Presented in Published Indices, Literature and Media, FACTBase Bulletin 63, The University of Western Australia and the Committee for Perth, Perth.

Davis, G. (2019a), Perceptions of Greater Perth as Expressed Through Electronic Word of Mouth, FACTBase Bulletin 64, The University of Western Australia and the Committee for Perth, Perth.

Davis, G. (2019b), Cost of Living in Greater Perth, FACTBase Bulletin 67, The University of Western Australia and the Committee for Perth, Perth.

Davis, G. and Leggett, A. (2019), Who is Perth? A Comparative Analysis of Greater Perth's Population in the 1947 and 2016 Census Periods, FACTBase Bulletin 66, The University of Western Australia and the Committee for Perth, Perth.

Delgado-García Juan B., de Quevedo-Puente Esther and Blanco-Mazagatos Virginia. (2018), The impact of city reputation on city performance, Regional Studies, 52:8, 1098-1110, DOI: 10.1080/00343404.2017.1364358

Fair C and McGrath J. (2018), Perception vs Performance, City Nation Place Americas June 5 2018, Ipsos Public Affairs

Gill, N. (2015), Where is the world's most remote city?, The Guardian, https://www.theguardian.com/cities/2015/aug/19/where-worlds-most-remote-city

Healy A. (2017), On Our Radar, TTG Features, Travel and Tourism Gazette, UK and Ireland, 8 June 2017

Ipsos. (2012), Perth Perceptions Survey 2012, Committee for Perth, Perth

Ipsos. (2015), Perth Perceptions Survey 2015, Committee for Perth, Perth

Ipsos. (2018), Perth Perceptions Survey 2018, Committee for Perth, Perth

Ipsos. (2019). Perth Reputation Survey, Committee for Perth, Perth

Kennewell C and Shaw B. (2008), City Profile Perth, Western Australia, Cities 25 (2008) 243–255

King B E M King and Jago L K. (2009), A Tale of Two Cities : Urban Tourism Development and Major Events in Australia, Centre for Hospitality and Tourism Research Victoria University, Melbourne

Martinus, K., & Bo, G. (2019), Perth's Innovation Hotspots and Collaborations, FACTBase Bulletin 68, The University of Western Australia and the Committee for Perth, Perth

Martinus, K., & Bo, G. (2019b), Investment and Trade: Drilling Down into Our Global Attractiveness, FACTBase Bulletin 65, The University of Western Australia and the Committee for Perth, Perth

Reputation Institute. (2018), 2018 City Rep Track Report, Reputation Institute, https://www.reputationinstitute.com/research/2018-city-reptrak-report

Stafford A. (2017), 48 hours in Perth: street art, small bars, quokkas, beaches and Bon Scott, The Guardian 24 February, 2017, https://www.theguardian.com/travel/2017/feb/25/48-hoursin-perth-street-art-small-barsquokkas-beaches-and-bon-scott

Stratton J and Trainer A. (2016), Nothing Ever Happens Here: Songs About Perth, Thesis Eleven 2016, Vol. 135(1) 34–50

Turok, I. (2009), The distinctive city: Pitfalls in the pursuit of differential Advantage. Environment and Planning A, 41(1), 13–30

Wæraas, A. (2015), Making a difference: Strategic positioning in municipal reputation building. Local Government Studies, 41(2),280–300

Membership

Gold Members

Committee for Perth members provide financial and intellectual input that helps to inform our agenda and contribute to our advocacy positions.

Silver Members

ATCO
baptistcare communities for life
BDO
bp
Brightwater
Brookfield
bwp TRUST
City of Perth
CLOUGH
CommonwealthBank
CORRS CHAMBERS WESTGARTH lawyers
CROWN
Deloitte.
DevelopmentWA
Georgiou
GERARD DANIELS
GHD
GILBERT +TOBIN
HALL & PRIOR Health & Aged Care Group
hawaiian
Ipsos
Keystart.
KPMG cutting through complexity
LAMONT'S
NS group
pwc
RAAFA
scitech
SQUIRE PATTON BOGGS
RAC For the better
wa super
WATER CORPORATION
western power

Bronze Members

Aboriginal Productions
AECOM
APP
Arcadis
Arup
Ashurst
Aussie Home Loans
Australian Institute of Management WA
Buchan
Built
City of Armadale
City of Canning
City of Fremantle
City of Gosnells
City of Mandurah
City of South Perth
City of Stirling
City of Subiaco
City of Wanneroo
Colliers International
DBNGP (WA) Nominees
DEXUS Property Group
Diversus
element
FJM Property
GESB
Gold Corporation
Hames Sharley
HASSELL
HopgoodGanim
Jackson McDonald
Jacobs
Juniper
Lester Group
Marketforce
MercyCare
Mirvac
Pawsey Supercomputing Centre
Peet Limited
Perron Investments
Perth Theatre Trust
Programmed Group
Real Estate Institute of Western Australia
RobertsDay
Screenwest
Silver Chain Group
Southern Cross Austereo
St John of God Health Care
Stockland
TedXPerth
The Brand Agency
Urbis
Western Australian Cricket Association
Western Australian Museum

Current as of 27 May 2020

Committee for Perth Disclaimer

The information contained in this publication is provided for information purposes only and is not intended to address the circumstances of a particular individual or entity. Unless otherwise stated, the information has been drawn from a number of sources current as at the date of this publication. To the extent this publication contains any statement as to a future matter, that statement is provided based on the information available to the Committee as at the date of this publication. The Committee is not under any obligation to update any information contained in this publication. No representation or warranty, express or implied, is made by the Committee as to the completeness, accuracy, reliability, currency or correctness of the information. While the Committee has made all reasonable efforts to ensure the accuracy of the information, to the maximum extent permitted by law, the Committee and any party involved in creating or producing this publication and each of their officers, directors, employees, agents and advisers expressly disclaim any responsibility for the accuracy or completeness of the material in this publication and exclude all liability (however caused, including by negligence) for any loss or damage arising from any use of or reliance on the information, including any error or omission there from, or otherwise arising in connection with it. No one should rely on this information as a substitute for professional advice.

Committee for Perth

Level 6
London House
216 St George's Terrace
PERTH WA 6000
www.committeeforperth.com.au

Image Supplied by the Western Australian Cricket Association

Perth is a distinctive place,
with a lot to be proud of.

Insight Communication & Design